



# QATAR AIRWAYS GROUP ANNUAL REPORT

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Fiscal 2016  
(April 2015 - March 2016)



His Highness  
Sheikh Hamad Bin Khalifa Al Thani  
Father Emir



His Highness  
Sheikh Tamim Bin Hamad Al Thani  
Emir of the State of Qatar

# THE BOARD OF DIRECTORS



H.E. Ali Shareef Al Emadi

Chairman

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H.E. Sheikh Abdul Rahman Khalifa Al Thani

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H.E. Jassem Saif Ahmed Al Sulaiti

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H.E. Issa Mohammed Al Mohannadi

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H.E. Akbar Al Baker

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Sheikha Hanoof Thani Al Thani



# TABLE OF CONTENTS

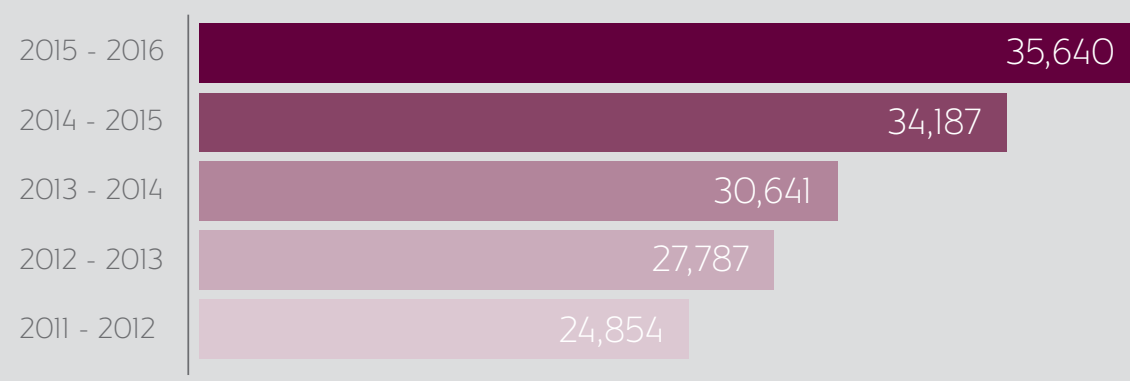
p. 03	BOARD OF DIRECTORS
p. 05	GROUP FINANCIAL RESULTS
p. 07	GROUP CHIEF EXECUTIVE MESSAGE
p. 14	QATAR AIRWAYS GROUP OVERVIEW
p. 15	NETWORK
p. 16	THE HUB
p. 17	FLEET
p. 18	OPERATIONAL RELIABILITY
p. 19	GROUP BRANDS REVIEW
p. 21	CORPORATE SOCIAL RESPONSIBILITY
p. 23	BRAND EQUITY



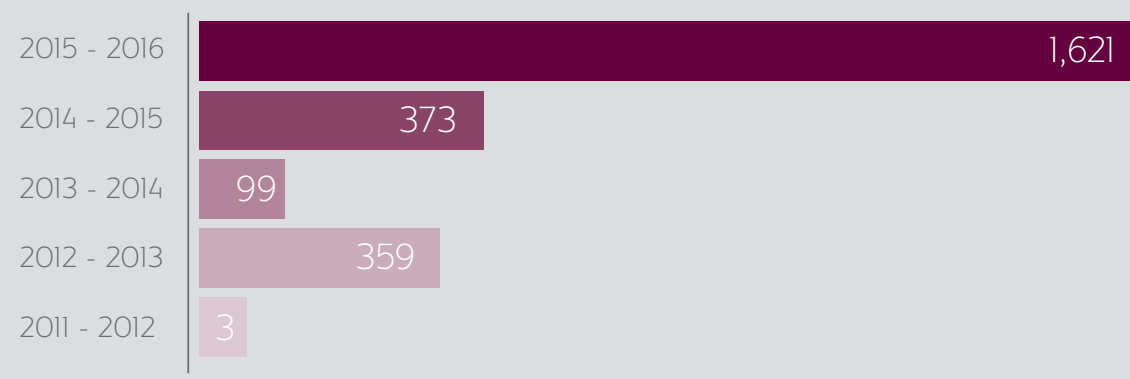
## GROUP FINANCIAL RESULTS



### Revenue and operating income in QAR m



### Profit attributable to the Owner in QAR m





## GROUP FINANCIAL RESULTS

Financial Highlights		Fiscal 2016	Fiscal 2015
Revenue and other operating income	QAR m	35,640	34,187
Operating Profit	QAR m	3,048	1,102
Operating Margin	%	8.6	3.2
Profit Attributable to Owner	QAR m	1,621	373
Profit Margin	%	4.5	1.1
EBITDAR	QAR m	9,354	6,515
EBITDAR Margin	%	26.3	19.1
Total Assets	QAR m	93,768	86,550
Cash Assets	QAR m	22,785	14,635
Debt to Equity Ratio		0.34:1	0.32:1
Employees	Employee numbers at Fiscal end	39,369	36,549

Airline Operating Statistics		Fiscal 2016	Fiscal 2015
Passengers carried	Number '000	26,654	22,352
Cargo carried	Tonnes	954,191	764,324
Available seat kilometres	ASKM million	151,980	126,767

\*To access the full financial results please visit [www.qatarairways.com/FY16reportssummary](http://www.qatarairways.com/FY16reportssummary)

## GROUP CHIEF EXECUTIVE MESSAGE



Qatar Airways was founded in 1994 with the intention of serving the Gulf Cooperation Council as a regional airline of choice. Three years later, in 1997, we re-launched the airline, with the mission of becoming the world's best airline, with the most technologically advanced aircraft and the most customer-centric vision in the airline industry.

Today, one year before we celebrate our 20th anniversary, we are proud of all that we have achieved, and we look forward to what the future holds as we continue to grow and earn loyal customers.

To recognise where we have come from, and our plans for the future, we decided to issue this, our very first annual report, in order that our public understands the significant contribution that the Qatar Airways Group makes to the State of Qatar and all of the communities we serve around the world.

### FINANCIAL STRENGTH – THE RESULT OF A GREAT TEAM

In fiscal year 2016, Qatar Airways earned QAR 3 billion operating profit on revenues of QAR 35.6 billion, an operating margin of 8.6 per cent. This performance reflects the singular focus and discipline of the almost 40,000 hardworking staff of Qatar Airways Group who come to work every day, to serve our customers with traditional Qatari hospitality, dignity and respect, so that we may earn their loyalty and future business. The foundation of all we do is in how we serve our customers. This cornerstone of our business was recognised by Skytrax, the gold standard of customer surveys, with receipt of the "World's Best Airline" award in 2015 for the third time. We humbly accept this recognition and many others, and we know that every flight is a new opportunity to make a powerful and enriching impact on our customers. Our staff, the men and women who proudly wear the Qatar Airways uniform every day, are our greatest competitive advantage.

We recognised their contribution with the distribution of profit sharing – the equivalent of two weeks' salary – to eligible employees in June of this year.





## OUR CORPORATE VALUES

People power our business, and our corporate values reflect this. We take Pride in Qatar, our home. We are the most visible brand ambassador for our nation and to honour Qatar and our heritage, we fly the flag with pride in more than 150 destinations we serve around the world.

Our second value is Customer First. Our customers' needs come before any other. This is an extension of our traditional Qatari hospitality. We create an experience for our customer that is designed to leave them with wonderful memories.

Our third value is Driving Excellence. We dream big, and we aim high. The path to success requires excellence in all we do. Anything other than the best, is simply not good enough.

The hallmarks of any great organisation are Honesty & Loyalty – our fourth value. We identify opportunities for improvement quickly and action them immediately, from hiring decisions to choosing an aircraft type.

And finally, we are One Team. We stand shoulder to shoulder with each other because the only way to succeed is to harness the power of a team. As the saying goes, "If you want to go fast, go alone. If you want to go far, go together."

The number of employees in the Qatar Airways Group rose from 36,549 to 39,369 during the 2016 fiscal year. Our world-class professional team represents our global network, serving more than 150 destinations in 75 nations on six continents. Our team comes from more than 160 nationalities, speaking more than 120 languages, a diversity that brings strength to our business.

We are also very proud of the Qataris who serve our airline, including the students and recent graduates through the Al Darb Nationalisation programme. In fiscal 2016, programme participants supported the business, learning valuable skills while honing their professional interests. Through this programme and others, Qatar Airways helps develop the next generation of leaders for our country, a responsibility we take very seriously.

## RUNNING AN EFFICIENT AIRLINE AND HUB

In addition to our cultural advantages, we leverage a number of other elements unique to our company in order to earn and keep our customers' loyalty, to run an efficient operation, and to maximise a return on investment for our shareholder, the State of Qatar. The best measure of an efficient airline, one that minimises cost in order to maximise return, is on-time departures.

Our on-time departure performance (the measure of flights departing within 15



39,369

Employees



160

Nationalities



90.5%

On-time departure





minutes of scheduled time) was 90.5 per cent over the course of fiscal 2016, one of the best reported performances of any airline, anywhere in the world. This is a hub operation that is focused on operational efficiency.

Our home and hub, Hamad International Airport (HIA), is one of the most technologically advanced airports in the world, and is purpose-built for our business model. In calendar year 2015, 30.9 million passengers were served at HIA. Less than two years after opening, the airport is running at full capacity.

As an airport with, on average, 70 per cent connecting traffic, it was paramount that the baggage system work seamlessly and perfectly, every time. Our baggage system serviced 19,119,718 pieces of luggage during fiscal 2016, with a mishandling rate of less than 1 per cent. We believe this is one of the best, if not the best baggage handling performance of any global airline. In fiscal 2016, concourses D and E were opened



for operations. Our plans for the future include expanding the terminal in our Phase III project, which will allow us to serve up to 50 million passengers annually.

In recognition of our efforts to create a ground experience that matches what you can expect in the air on Qatar Airways, Hamad International Airport was named in the prestigious 'World's Top 10 Best Airports' list as curated by Skytrax, based on consumer ratings. HIA is the first Middle East

airport to break through to the top 10. HIA was also honoured with Skytrax's 'Best Middle Eastern Airport' and 'Best Staff Service in the Middle East' – honours that reflect the dedication and discipline of our team.

Qatar Duty Free (QDF) is a key player in creating a memorable and thoughtful experience at HIA. QDF curates and operates all of the retail and dining options at the airport, attracting luxury name brands, fan-favourite items and conveniences needed by travellers no matter the reason for flying. QDF's understanding of the customer led to HIA being recognised as the 2016 world's fifth 'Best Airport for Shopping' by Skytrax. QDF increased its own concept stores and restaurants by 10 in the fiscal year 2016 to include a sports store, beauty services, souvenir shop and an American-diner inspired eatery, offering a selection of home grown brands that cater to passengers from all walks of life, and all corners of the globe.

## NETWORK STRATEGY: RELEVANCE

The introduction of 13 new destinations to the airline's global network during fiscal 2016 further expanded our route network to more than 150 destinations in Europe, the Middle East and Africa, Asia-Pacific and the Americas.

Significantly, Qatar Airways launched flights to a number of high profile destinations during this period, including daily flights to Los Angeles in the United States and Sydney in Australia, further strengthening our overall route network relevancy to travellers world-wide. Our connectivity to the United Kingdom also increased to 73 weekly flights with the addition of Birmingham, our fourth United Kingdom destination.

The destinations Qatar Airways added during the 2016 fiscal year were; Abha, Amsterdam, Birmingham, Boston, Durban, Faisalabad, Los Angeles, Multan, Nagpur, Ras Al Khaimah, Sialkot, Sydney, and Zanzibar. Closer to home, the Doha-Dubai Shuttle was introduced, the first-of-its-kind flying between the two cities, a customised service responsive to the specific needs of this heavily trafficked corridor.

Qatar Airways plans to launch service to 17 new destinations in the 2017 fiscal year, including Auckland, New Zealand – offering what will be the world's longest commercial flight – and to Helsinki, Finland, to complement our service to the Northern Capitals of Europe.

Our network strategy is determined by relevance; we add cities that are relevant to our current customers, and where there are cultural, familiar and/or commercial links that are underserved. Case in point: Our growth in the United States over the course of fiscal year 2016.





At the year's start, we served seven cities in the United States – cities where we have bilateral codeshare or **oneworld**-driven partnerships to extend our network deep into one of the busiest and most lucrative air travel markets in the world. By the end of the fiscal year, we had added Boston and Los Angeles, and added Atlanta at the start of fiscal 2017. These cities are highly relevant to the rest of our network, with strong ties around the world, and without convenient one-stop service to the places they need to go. We saw the opportunity and took it, and the market response has been exceeding our expectations since the start of service.

Qatar Airways remains deeply committed to its growth trajectory and has firm aircraft orders that will enable continued growth whilst at the same time providing fleet renewal keeping our company at the forefront of technology and enabling continuous product innovation.

The demand for air travel continues to grow across the globe albeit at differing rates in emerging and mature markets. The largest-growth markets in the near to medium term are expected to be on the African continent and India, whilst South America and China continue to have strong underlying growth.

The aviation industry in Africa is still in its early stages of development meaning that the continent is poorly served by its own national airlines. But alongside traditional extraction of natural resources, manufacturing, tourism and infrastructure investments are rising, which bodes well for the future economic and political stability of the African continent. Increasing air-connectivity between Africa and the rest of the world will drive economic growth. Qatar Airways' hub in Doha is geographically well-positioned allowing the development of more routes to Africa and strengthening connectivity to its natural partner regions. Qatar Airways continues to invest in Africa, adding new service and up-gauging aircraft where the market is already maturing. Similarly, we see huge potential in India, but here we face different barriers.





India recently formalised its new aviation policy that relaxes requirements for its home-grown airlines to launch international service to anywhere in the world. At the same time, the new policy creates an “exclusion zone” which restricts opportunities for the foreign carriers of countries lying within a 5,000 km radius of New Delhi – where 63 per cent of the world’s population resides – by continuing to have restrictive bilateral agreements, whilst foreign airlines of countries beyond 5,000 km will benefit from more liberal access to the Indian markets.

The growth projections of demand for travel to, from, and within India continue to lead other world regions. Based on population, the Indian market should already be one of the world’s largest air travel markets, but today it’s ranked tenth in size. The Indian market needs yet more open access and greater competition to reach its true potential and we believe that the restrictions of the new policy which will apply to Qatar Airways will be a constraint on the development of the Indian market. And finally, notwithstanding the current economic issues affecting some South American

countries and China, these markets remain strongly emergent with, as a consequence, strong underlying growth in demand and a natural focus of Qatar Airways for its network development.

## OPEN SKIES

No discussion about our network would complete without discussing the ongoing campaign to discredit our business model and claim unfair competitive practices under the Open Skies air services agreement we have with the United States.

Our position on this is clear: Qatar Airways is not subsidised. We compete for market share based on our product and service, which is clearly winning in the markets we choose to compete in.

We have submitted our response to the US government and trust they will rule wisely.

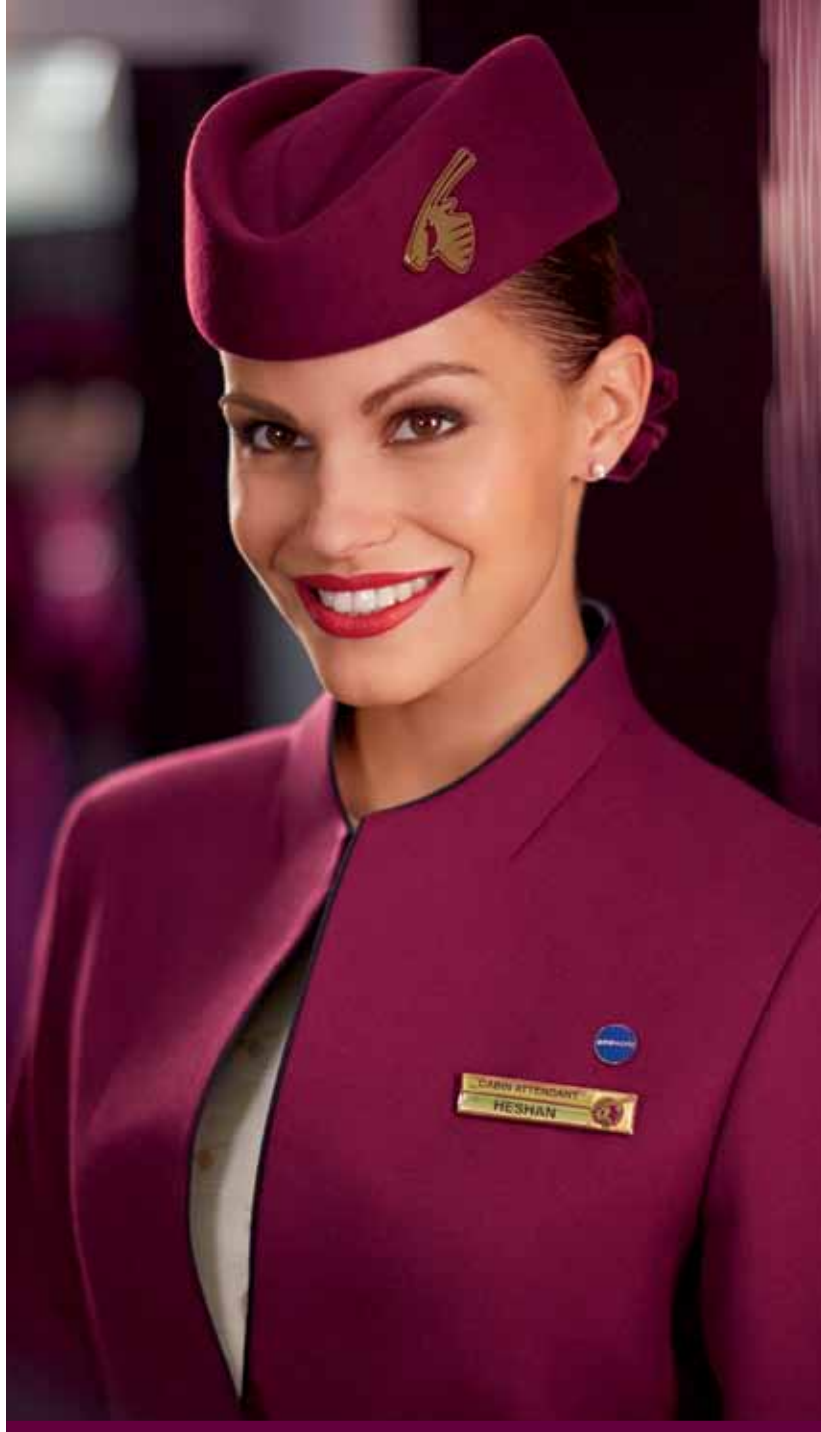
## EXPECTATIONS FOR FISCAL 2017

Over the next year, we will continue to monitor consequences of a volatile oil price on energy economies. While falling fuel prices are welcome, a significant portion of our business relies on business travel from the energy sector. Cost offsets, to date, are not greater than the lost revenue opportunities.

Our business model is built for this fluctuating global economy. Where other airlines attempt to increase yield through “premium economy” and other misnomers, we continue to focus on providing the best experience for the best price.

Later this year, we will introduce a new Business Class experience that will revolutionise the front cabin.

In Economy Class, we will continue to cater to the value travellers, by offering a comfortable seat, the most entertainment options of any airline, and the best service in the skies – all for the price of a regular Economy seat.



**28%** growth per year

Other airlines dress this up as “premium economy” and overcharge the customer for the privilege. But perhaps our greatest hedge against global economic uncertainty is our cost discipline.

In recent years, we examined every part of our operation, every line of our financial records, and every practice and policy in our business to seek out waste and streamline our business. While the majority of our cost reduction is attributable to the reduction in fuel cost, we have built into our culture a strong checks-and-balances system to examine our spend. We spend wisely, in improving our product and offerings, and thoughtfully, but always with an objective assessment of what value that cost brings to our company.

Qatar Airways has long been the fastest growing airline in the history of aviation. Our growth rate (CAGR) in ASK term since the relaunch in 1997 to 31 March 2016 is 28 per cent. We will continue to grow fast while growing smartly, growing revenue while reducing costs, and keeping our focus on the customers’ needs.

Next year, we will celebrate our first 20 years as Qatar Airways Group. I trust our next 20 years will produce even greater results.

Thank you for your support of Qatar Airways and our family of brands. We look forward to welcoming you on board very soon.

**AKBAR AL BAKER**  
Qatar Airways Group Chief Executive



# QATAR AIRWAYS GROUP OVERVIEW

Qatar Airways Group is wholly owned by the State of Qatar.



Qatar Airways, the commercial airline operation within the Group.



Hamad International Airport-Qatar is owned by the Qatar Civil Aviation Authority, and managed by Qatar Airways.



QAS, Qatar Aviation Services, provides all ground service at Hamad International Airport for all commercial, private and cargo operators.



Al Maha Services provides meet-and-greet services and expedited security services for customers utilising Hamad International Airport.



Qatar Duty Free (QDF) operates the retail experience at Hamad International Airport (HIA)



Qatar Airways Cargo is the world's third largest cargo operator.



Qatar Internal Media Services manages the portfolio of out-of-home advertising opportunities at Hamad International Airport.



Qatar Distribution Company is Qatar's only licensed retail distributor of alcohol for personal consumption.



Qatar Executive is Qatar Airways Group's corporate jet subsidiary based at Hamad International Airport, offering luxury jet services for worldwide charter on board the operator's wholly-owned business jet fleet.



Dhiafatina is the Group's hotel and spa management arm. Qatar Airways Group owns or operates four world-class hotels: Novotel Edinburgh Park; Sheraton Skyline London Heathrow; Oryx Rotana Doha; and The Airport Hotel at Hamad Intentional Airport in Doha. Dhiafatina also operates the Vitality Spa at Hamad International Airport.



Qatar Aircraft Catering Company provides the catering for all Qatar Airways' flights producing up to 117,000 meals delivered per day.





# NETWORK



Qatar Airways continued to deliver an unprecedented level of growth and innovation during the fiscal year 2016 as the national flag carrier to the State of Qatar, enhancing network connectivity for residents of Qatar, and introducing Doha to millions of global travellers as the world's global connector.

Connecting the world remains at the heart of our business, whether travelling for business or leisure, seamlessly throughout our global network. The introduction of 13 new destinations to the airline's global network during fiscal 2016 further expanded our route network to more than 150 destinations in Europe, the Middle East and Africa, Asia-Pacific and the Americas.

Qatar Airways plans to launch 17 new destinations in the fiscal 2017, with services to Adelaide, Yerevan and Atlanta already begun.

To come:

- Auckland, New Zealand;
- Chiang Mai, Thailand;
- Douala, Cameroon;
- Helsinki, Finland;
- Krabi, Thailand;
- Libreville, Gabon;
- Lusaka, Zambia;
- Nice, France;
- Pisa, Italy;
- Sarajevo, Bosnia and Herzegovina;
- Seychelles;
- Skopje, Macedonia; and
- Windhoek, Namibia.



## THE HUB

Hamad International Airport (HIA) continues as a centre of operational excellence, ensuring the Qatar Airways flight experience is complemented during ground transfers by the same level of service, comfort and hospitality in the skies.

The airport recently leapt into the Skytrax 'World's Top 10 Best Airports' ranking and became the first ever Middle Eastern airport to achieve the honour as well as receiving the 'Best Airport in the Middle East' title for the second consecutive year.

The Skytrax World Airport Awards are the most prestigious recognition of quality for airports across the world and include the airport's portfolio of shopping and food and beverage services as part of the overall ranking. HIA also won the award for Best Staff Service in the Middle East.

Over the past year Qatar Duty Free (QDF) continued to deliver sustained growth and this year Hamad International Airport became the world's fifth 'Best Airport for Shopping,' voted for by global travellers and announced at the 2016 Skytrax World Airport Awards.

QDF also took home three prestigious awards at the 2015 Duty Free News International Global Awards. As well as winning the award for Global Travel Retailer of the Year – the most coveted prize at the annual ceremony – Qatar Duty Free also walked away with awards for Airport Travel Retailer of the Year and Best New Shop Opening (since January 2014) for its Marmalade Market concept at Hamad International Airport.

QDF worked with brand owners and suppliers to create the most exciting and innovative environments in which to highlight some of the world's best known and most prestigious brands.

QDF grew its own concept stores and restaurants by 10 in the fiscal year 2016 to include a sports store, beauty services, souvenir shop and an American-diner inspired eatery, offering a selection of home grown brands that cater to passengers from all walks of life.

As a leading international airport hub, Hamad International Airport was designed to minimise the consumption of natural resources, control emissions and manage waste carefully. In recognition of these factors, the airport attained certification from the Airports Council International (ACI) Airport Carbon Accreditation (ACA) programme, an award underpinning HIA's commitment to tackling climate change and its efforts to reduce the airport's carbon emissions.

The airport ended the year 2015 on a strong note having handled a record number of passengers at 30.9 million flying the airlines that serve HIA. It handled a total of 1.4 million tonnes of cargo as well as 212,252 aircraft movements.



## FLEET



Qatar Airways operates one of the youngest fleets in commercial aviation, with the average age per aircraft of five years.

Qatar Airways once again proved itself ahead of the curve as the Global Launch Customer of the A350 XWB, with inaugural service to Frankfurt on January 15, 2015. This is the world's most technologically advanced commercial airliner, offering operational and experiential benefits. The aircraft is lighter, more fuel efficient and more comfortable than similar-sized aircraft.

The airline became the first to fly the A350 to the United States, and to operate the A350 from Doha to three continents - Europe, Asia and North America - over the course of the inaugural year. The airline has eight A350s in the fleet as of June 2016, and an additional 72 A350 XWB aircraft on order.

Qatar Airways increased its fleet from 150 passenger and cargo aircraft to 179 over the course of the financial year. The airline celebrated its 25th 787 Dreamliner delivery as well as its 50th Boeing 777 to global media recognition. At the Paris Airshow in June 2015, Qatar Airways announced a firm order for 10 additional Boeing 777-8Xs and four 777 Freighter aircraft, at which time the airline was also named as World's Best Airline by the industry recognized Skytrax awards.

In our private jet division, Qatar Executive was the Global Launch Customer of Gulfstream's G650ER, taking delivery of two of these aircraft into its fleet. The G650ER can fly faster, further than any other private jet. As the launch customer, Qatar Executive maintained its competitive position in the highly lucrative private jet market by exclusively offering this option to its high-net-worth customers. Qatar Airways' business jet division also increased its order from 20 to 30 Gulfstream aircraft, including the all-new Gulfstream G500, over the course of the year, indicating its commitment to maintaining a competitive edge in the marketplace.



## OPERATIONAL RELIABILITY

Qatar Airways created a new fleet management system called TOPS that allows the airline to better schedule aircraft and manage flights, ultimately driving a more efficient and effective airline for its passengers.

TOPS, which stands for Total Operations System, integrates data from multiple sources and produces a holistic view into the airline's operation, from the global scale to the individual flight level, in order to anticipate and notify operations staff of any potential issue and provide solution options. Specific tasks that can now be carried out due to this integration include, but are not limited to: tail assignment optimiser, whereby aircraft are assigned to specific lines of flying with respect to the operational needs of the route, based on the specific aircraft's capabilities; NOTAM manager, where Notice to Airmen are immediately communicated to the specific dispatchers and operations staff for near-perfect situational awareness; and Flight Watch, which consolidates all flight data into a single graphical source for ease of tracking, communicating with and managing the airline's more than 500 daily flights to more than 150 destinations on six continents.

TOPS' Flight Watch, launched in 2015, offers operations personnel multiple filters, such as weather patterns, flight path routing, and restricted or prohibited air space so that the team of professionals in the airline's Integrated Operations Centre have near-perfect awareness of each airborne flight, and the ability to quickly communicate with the flight deck. The airline is also developing a maintenance planning optimiser to help schedule around aircraft out of service time, which is expected to go live by the end of 2016.



### On Time Departures

# 90.5%

April 2015 - March 2016



### Completion Factor

# 99%

April 2015 - March 2016



### Baggage

Qatar Airways ground personnel handled 19,119,718 bags over the course of fiscal 2016, mishandling just 0.66 per cent, or 126,262.





## GROUP BRANDS REVIEW

### QATAR EXECUTIVE

Qatar Airways first announced at the Paris Air Show in 2009 the formation of a corporate jet subsidiary – Qatar Executive – as part of the airline's ongoing robust global growth strategy, and continued commitment to the Middle East and global business travel community. Headquartered at Hamad International Airport, luxury jet services are available for worldwide charter on board the operator's wholly-owned business jet fleet.



As of March 31, 2016, the Qatar Executive fleet was comprised of Global 5000s, one Global XRS, three Challenger 605s, a 40-seat Airbus A319 All-Premium Class aircraft, and two brand new Gulfstream G650ER aircraft. The latest Gulfstream deliveries follow Qatar Executive's announcement in May 2015, to purchase up to 30 aircraft from Gulfstream Aerospace Corp, including firm orders and options that are a combination of both of

Gulfstream's new wide-cabin aircraft, the G500 and G600, and the flagship G650ER. Qatar Executive's service portfolio includes aircraft management, airliner charter, maintenance and FBO services.

### QATAR AIRWAYS CARGO

Qatar Airways Cargo had a record-setting year, growing to third-largest cargo operator in the world as of October 2015, and continuing to expand both its fleet and product line-up. Over the course of fiscal 2016, Qatar Airways Cargo increased its dedicated freighter destinations to 54, adding Dallas, Budapest, Prague, Ho Chi Minh City and New York to the network. In addition, with the airline's commercial growth, QR Cargo will continue to increase available tonnage worldwide by double digits this year and continue to grow both organically, as the fleet is scheduled to grow to 22 aircraft by 2017, and through the airline's growth in service.

Qatar Airways Cargo's portfolio of distinctive products currently includes QR Pharma, QR Fresh and QR Express offering efficiency and compliance in the handling of temperature-sensitive pharmaceutical and perishable cargo, as well as time-critical shipments. The cargo carrier also offers QR Charter, utilising its most modern fleet of Boeing 777, Airbus A330 and one wet leased Boeing 747 freighters.

The cargo carrier recently announced the launch of QR Live, a solution to provide stress-free and comfortable transportation of horses, pets, exotic animals and livestock from origin to the final destination.

The spacious 4,200-square metre air-conditioned live animal facility at Qatar Airways Cargo's hub in Doha is designed with special features including: large holding areas for horses, eight stalls for horses (300cm x 300cm each), a 24/7 dedicated expert animal health care service, 300-square metre paddock, rubber pavers for soft walk area, hydraulic loading and unloading docks as well as hydraulic workstations.





## QATAR DUTY FREE

Qatar Duty Free (QDF) operates the retail experience at Hamad International Airport (HIA) in addition to an outlet at Doha Port. The innovative, award-winning duty free operator has enjoyed consistent double-digit growth year-on-year and is now the second largest duty free operator in the Middle East.

At Hamad International Airport, Qatar Duty Free offers 40,000 square metres of combined retail, food and beverage facilities, establishing the retailer as a premier shopping and dining destination. With more than 70 retail outlets offering an unprecedented selection of designer labels, fashion, electronics, gourmet foods and much more, QDF at Hamad International Airport caters to all tastes and needs. In addition, more than 30 cafes and restaurants offer a sumptuous selection of global and local cuisine.

QDF scored a hat trick at the Duty Free News International Global Awards in 2015, receiving three prestigious awards: Global Travel Retailer of the Year (for the third consecutive year); Airport Travel Retailer of the Year; and Best New Shop Opening for its Marmalade Market concept. QDF also collected the Best New Store prize for its Samsung Experience space at HIA in the DFNI 2015 Product Awards. The travel retailer was also awarded Best New Fashion and Accessories Promotion for the live QDF Giorgio Armani autumn/winter 2015/2016 catwalk showcase.





# CORPORATE SOCIAL RESPONSIBILITY

Our commitment to the environment and the communities we serve.

## AIRCRAFT

Qatar Airways operates a modern and fuel efficient fleet of the most technologically advanced aircraft, and one of the youngest fleets, averaging just five years old. Aircraft types within Qatar Airways' existing fleet and on order are estimated by Airbus and Boeing to be 20-25 per cent more fuel efficient than equivalent previous generation aircraft.

Qatar Airways retrofits in-service aircraft with technical innovations as they enter the market. For example,

- Adding a Sharklet wingtip device to an A320 is estimated to save each aircraft up to 900 tonnes CO<sub>2</sub> per year per aircraft.
- The B777 Performance Improvement Package (PIP) incorporation will reduce fuel burn by 0.9%.

Qatar Airways' fleet incorporates the most modern and fuel efficient engine designs and features. This includes, for example, aerodynamic designs and new combustion and cooling technology to increase engine efficiency and lower fuel consumption and CO<sub>2</sub> emissions. The most efficient, modern aircraft engines aim to be 15-25 per cent more fuel efficient than previous generations.

Qatar Airways is incorporating the B787 GE Performance Improvement Package (PIP) that will reduce fuel burn by 2.7 per cent. Qatar Airways supports the new ICAO's CO<sub>2</sub> emissions standard for commercial aircraft. The standard will come into force from 2020 and will require that CO<sub>2</sub> emissions from new aircraft meet a minimum baseline. From 2023 this will also apply to existing aircraft designs still in manufacture at that date.



## FUEL

Qatar Airways is a long-standing member of SAFUG, the Sustainable Aviation Fuel Users Group, a group of airlines focused on accelerating the development and commercialisation of sustainable aviation biofuels. Sustainable bio-fuels are required to have significantly lower carbon emissions over their lifecycle compared to fossil fuel sources; do not displace food crops or jeopardise drinking water supplies; minimise impacts on biodiversity and do not contribute to the clearing or conversion of natural ecosystems or areas of high conservation value; and have a positive socioeconomic impact where feedstocks are grown.

Qatar Airways is considering the adoption of GTL (gas-to-liquid fuel) as a component of fuel provided at Hamad International Airport. The increase in fuel efficiency offered by GTL is being evaluated. In November 2010, Qatar Airways partnered with Qatar Foundation and Qatar University to initiate an algal technology biofuel research project. Phase I of the project was completed in June 2015. Further development of this research is being considered.

### European Union Emissions Trading Scheme (EU ETS)

Qatar Airways participated and complied with the EU ETS since its application to aviation in 2008 and remains engaged in the consultation process for the next stage of its development.

### ICAO Global Market Based Measure (GMBM)

Qatar Airways supports ICAO's decision for implementing a GMBM to manage international aviation's CO<sub>2</sub> emissions and is actively influencing its development through IATA's Aviation Advisory Group.

# CORPORATE SOCIAL RESPONSIBILITY



## COMMUNITY RELATIONS

In 2013, Qatar Airways partnered with Educate A Child in order to help the organisation achieve its goal of providing quality primary education to millions of out-of-school children.

Through Qatar Airways' comprehensive suite of communication platforms, which reach a wide global passenger audience, the initiative is showcased on the world-class airline's inflight entertainment system, inflight magazines, website and social media channels.

Educate A Child was launched in 2012 by Her Highness Sheikha Moza bint Nasser as a global programme of the Education Above All Foundation, and aims to significantly reduce the number of children worldwide who are denied their right to education.

Educate A Child works with partner organisations towards achieving substantial breakthroughs in providing out-of-school children faced with extreme poverty, cultural barriers and conflict-affected environments an opportunity for a full curriculum of primary education.





## BRAND EQUITY

Qatar Airways is a brand ambassador for the State of Qatar. Over the course of fiscal 2016, Qatar Airways advanced its brand recognition around the world.

### VIRAL FCB VIDEO

In December 2015, Qatar Airways released its first-ever themed safety video, featuring the players of FC Barcelona. The video went viral, earning more than 40 million views online and on television in less than a month, from people all over the world.



### MOST FANS ON FACEBOOK

Qatar Airways became the first airline to achieve 10 million fans on Facebook, the most popular social media network.

10M 

### ONLY QATARI COMPANY IN TOP 500 BRANDS INDEX

Qatar Airways has been ranked as one of the world's most valuable brands for the first time, becoming the only Qatari company to be represented in the 2016 top 500 global brand ranking. Brand Finance, a world-leading independent brand valuation consultancy, listed Qatar Airways as one of the most powerful global brands in the annual ranking. The UK-based company is widely recognised as conducting highly extensive analysis of the world's most successful businesses to produce a definitive list of valuable brands.

Most valuable  
Brands 



Going places together [qatarairways.com](http://qatarairways.com)

