



# QATAR AIRWAYS GROUP

مجموعة الخطوط الجوية القطرية

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## ANNUAL REPORT FISCAL 2018

1 April 2017 - 31 March 2018



His Highness

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Sheikh Hamad Bin Khalifa Al Thani

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The Father Emir



His Highness

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Sheikh Tamim Bin Hamad Al Thani

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Emir of the State of Qatar





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# Executive Board Members

**H.E. Ali Shareef Al Emadi**

Chairman

**H.E. Sheikh Abdul Rahman Bin Khalifa Al Thani**

Vice Chairman

**H.E. Jassim Saif Al Sulaiti**

Member

**H.E. Issa Mohamed Al Mohannadi**

Member

**H.E. Akbar Al Baker**

Member and GCEO of Qatar Airways

**H.E. Sheikha Hanoof Bint Thani Al Thani**

Member



# GCEO Welcome



**His Excellency Mr. Akbar Al Baker**  
Qatar Airways Group Chief Executive

Over the last 20 years, Qatar Airways has been one of the aviation industry’s biggest success stories. Growing from a small regional airline with just a handful of aircraft to one of the most influential airlines flying the skies today, we have achieved numerous milestones and landmarks throughout our short but meteoric rise.

This journey has been paved with a multitude of historic moments for both the airline and the State of Qatar, including being recognised not once but four times as Skytrax’s Airline of the Year – an achievement that makes me extremely proud of everything we have accomplished in such a short time.

We are also proud to have flown the flag of the State of Qatar around the globe, spreading the name and reputation of our country to more than 150 destinations worldwide, helping

“ Qatar Airways has been one of the aviation industry’s biggest success stories ”

establish the State of Qatar as a five-star destination synonymous with luxury, hospitality and generosity.

2017/18 has been a mixed year for Qatar Airways. Celebrating our 20th anniversary with our A350-900 in a stunning display with the Red Arrows above the Doha Corniche in Qatar, and receiving the world’s first A350-1000 were memorable highlights during the past 12 months.

However, the illegal blockade imposed by our neighbouring countries in June 2017 was



Celebrated our 20th anniversary



Received the world’s first A350-1000



Awarded 2017 Skytrax Airline of the Year



14 new destinations launched

undoubtedly the low point, and at that moment, all eyes around the world were on Qatar, waiting for our reaction, watching for our response.

At Qatar Airways our initial stance was measured and considered. We acted quickly and calmly to prevent major disruption to our operations and passengers, and we took a strategic decision not to get involved in the politics surrounding this illegal activity. We took the lead from our esteemed Emir His Highness Sheikh Tamim bin Hamad Al Thani, and held our heads high throughout the situation while other countries in the region acted aggressively threatening our air space and our access to the world.

Over the following months we took many steps to ensure that the impact of the blockade on our airline was contained and controlled. As much as possible we continued with a “business as usual attitude” while we made adjustments to the deployment of our aircraft that had previously been flying to the now 18 blockaded destinations.

New destinations to Sohar, Prague and Kyiv were quickly announced and launched within 10 weeks while a number of aircraft and crew

were leased to British Airways to overcome the strike impacting their operations during the peak summer season.

### New destinations 2017/18 financial year

- Dublin, Republic of Ireland
- Nice, France
- Skopje, Former Yugoslav Republic of Macedonia
- Sohar, Sultanate of Oman
- Prague, Czech Republic
- Kyiv, Ukraine
- Sarajevo, Bosnia and Herzegovina
- Adana, Turkey
- Chiang Mai, The Kingdom of Thailand
- St. Petersburg, the Russian Federation
- Pattaya, The Kingdom of Thailand
- Penang, Malaysia
- Canberra, Australia
- Thessaloniki, Greece



Our expansion continued apace throughout the year with additional services being added to our global network to popular destinations such as St. Petersburg, Chiang Mai, Pattaya, Penang and Canberra.

In total our route map increased by 14 new destinations during the financial year, connecting our passengers to even more exciting business and leisure hot spots around the world.

Despite this challenging backdrop, Qatar Airways was once again on top, winning Airline of the Year at Skytrax 2017, the fourth time the airline has won this prestigious title, as well as being named Skytrax World's Best Business Class, Best Airline in the Middle

East and World's Best First Class Airline Lounge. In fact, during 2017 the airline won more awards than ever before, averaging one award a week and totalling more than 50 throughout the year.

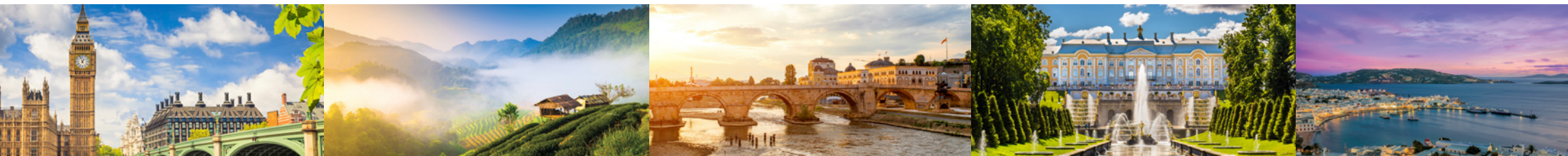
This turbulent year though has inevitably had an impact on our financial results, which reflect the negative effect the illegal blockade has had on our airline.

However, I am pleased to say that thanks to our robust business planning, swift actions in the face of the crisis, our passenger-focused solutions and dedicated staff, the impact has been minimised – and has certainly not been as negative as our neighbouring countries may have hoped for.

“ Qatar Airways route map has increased by 14 new destinations during the financial year ”



More than **50 awards** throughout the year



### Aeropolitical Focus

Qatar Airways is currently supporting the ongoing consultations with the European Union to conclude a Comprehensive Air Transport Agreement that would liberalise the aviation regime between the State of Qatar and the Member States of the European Union.

Recognising that aviation plays a vital strategic and commercial role between our regions and generates significant socio-economic benefits for both sides, Qatar Airways welcomed the European Commission's efforts to reach a comprehensive EU-level agreement with the State of Qatar, and for the last 18 months has supported the bilateral negotiations to cooperate in civil aviation.

Qatar Airways is constantly evaluating the commercial opportunities in the European market and has been expressing its desire to improve connectivity to travellers and businesses in Europe under the umbrella of its broader network. In the last year, Qatar Airways has begun service to Nice, Prague and Thessaloniki.

In 2018, Qatar Airways also began operations to Cardiff, Mykonos and Málaga, and will continue to explore opportunities to enhance traffic rights and improve the already established aviation relations with its European partners.



The State of Qatar also recently participated in negotiations with the United States on the accusations by the Big Three US airlines that Gulf carriers, including Qatar Airways, had violated the Open Skies agreements and should not be allowed to operate to any additional markets in the US. Qatar Airways strongly supported the Government's decision to engage with its

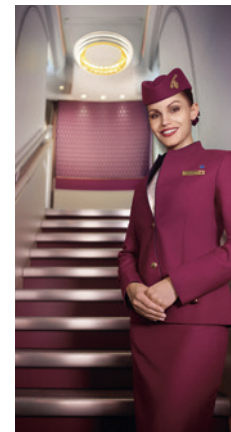
“ Qatar Airways will continue to explore opportunities to enhance traffic rights and improve aviation relations with its European partners ”

US partners and defended its business and commercial practices, as completely aligned with the Qatar-US Open Skies Agreement.

Qatar Airways is pleased that the State of Qatar and the United States were able to reach their January 2018 Understandings, which memorialised the outcome of discussions between our two countries. Qatar Airways is fully convinced that the Understandings agreement with the US responds to all of the concerns that have been raised about our business practices and extends our commitment to transparency as well as free and fair competition.



**213**  
Total of aircraft



Our aircraft have an average age of under five years



**Fleet First**

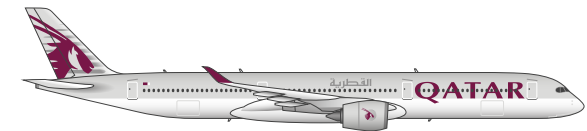
Over the year our fleet has continued to expand at a rapid pace, illustrating our ongoing appetite for growth and expansion even in the face of adversity.

**Qatar Airways,  
one of the youngest  
fleets flying the skies today**

During this year we were proud to reach another important milestone for the airline when we welcomed our 200th aircraft into the fleet, which as of 31 March 2018 stood at a total of 213 aircraft with an average age of under five years, making ours one of the youngest fleets flying the skies today.

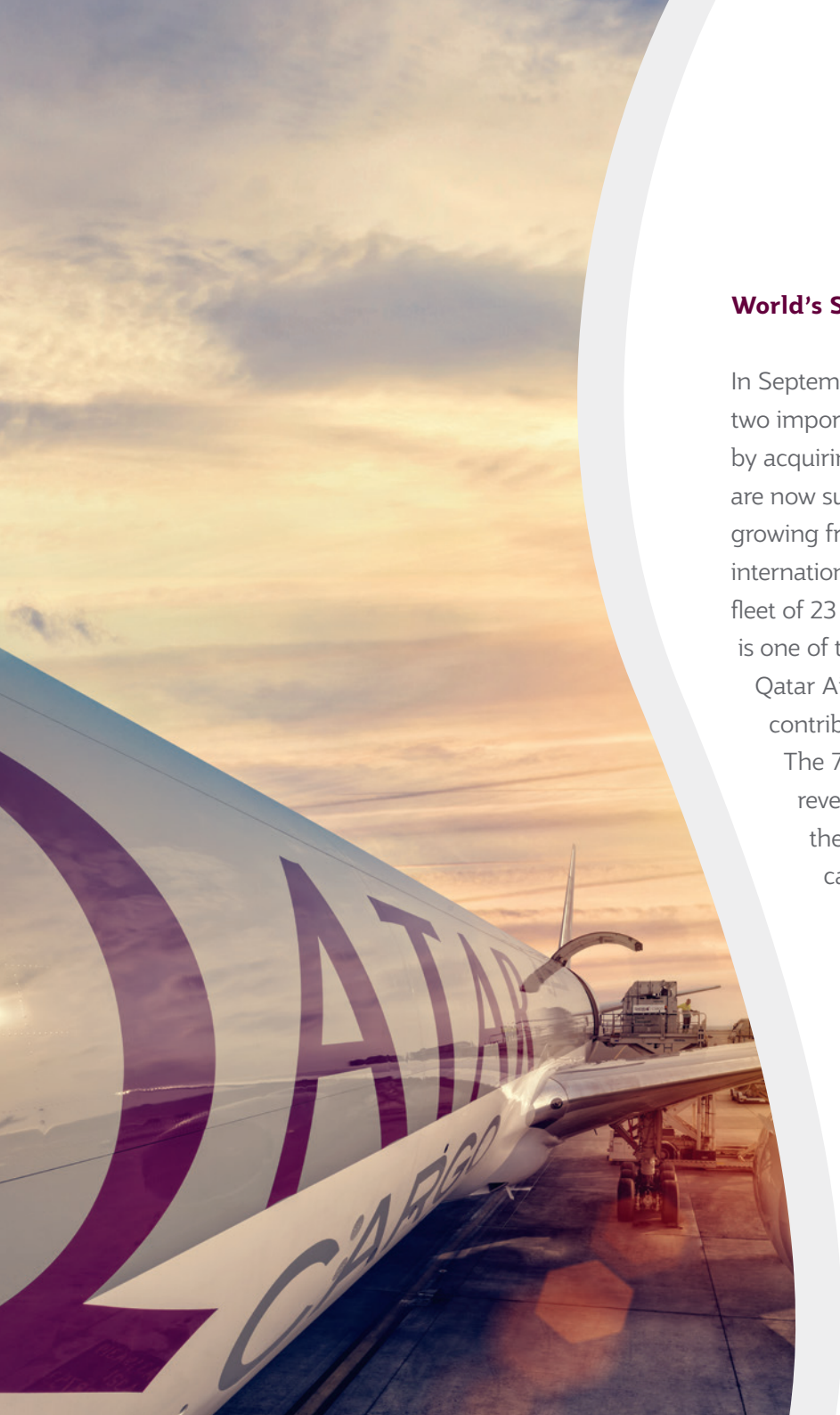
**Airbus A350-1000 Global Launch Customer**

The most significant fleet enhancement of the year was, of course, the addition of the Airbus A350-1000, which was delivered to Doha in February 2018. As the global launch customer of this newest generation aircraft type, we celebrated the delivery of the aircraft in great style both in Toulouse and in Doha in partnership with our friends at Airbus and Rolls Royce. This was the first of the 37 A350-1000s that we have on order and is the first Airbus aircraft to be fitted with our revolutionary Qsuite Business Class seat. At 23 feet longer than the A350-900, it will enable us to substantially increase our capacity on the routes on which we operate it, offering 46 Business Class seats in our award-winning Qsuite, and 281 extra-wide 18-inch seats in Economy Class.



**Airbus A350-1000**

- 23 feet longer than the A350-900
- 46 Business Class seats in our award-winning Qsuite
- 281 extra-wide 18-inch seats in Economy Class



### **World's Second Largest Cargo Operator**

In September and December 2017 we also made two important additions to our cargo operation, by acquiring two Boeing 747-8F aircraft, which are now supporting Qatar Airways Cargo's rapidly growing freight business. As the second largest international cargo operator in the world, with a fleet of 23 young aircraft, Qatar Airways Cargo is one of the most important divisions in the Qatar Airways Group, making a significant contribution to the company's overall success. The 747-8F is optimised to provide greater revenue cargo-carrying capability than the B747-400F, offering 16 per cent more cargo volume while keeping its unique

nose door, and it will greatly enhance our already very successful cargo business.

At the delivery ceremony of the first aircraft in Seattle, we also took the opportunity to announce a further investment in our fleet expansion with the order of an additional four 777-300ERs, valued at US\$1.4 billion at list price. This order adds to the airline's current fleet of 95 Boeing widebody airplanes and our 116 (excluding options and LOIs) additional Boeing aircraft already on order with the American manufacturer. This also builds on our historic \$11.7 billion order that we placed with Boeing in 2016 for 30 B787-9 Dreamliners and 10 B777-300ERs and defines our commitment to aggressive fleet development for the years to come.

**“ Qatar Airways Cargo is one of the most important divisions in the Qatar Airways Group, making a significant contribution to the company's overall success ”**



\*As of 31 March 2018

### Airbus A320neo Upgrade

But of course, we did not stop there. Our most recent fleet investment announcement gives a clear indication of our intentions towards the future of our fleet – to make it the biggest and strongest in the industry. With this vision driving our development strategy, in December, we reconfirmed and upsized our earlier order for 50 A320neo with a firm order instead for 50 of the larger A321neo ACF (Airbus Cabin Flex configuration). I had the great honour to sign this order in the presence of His Highness Sheikh Tamim bin Hamad Al Thani, the Emir of the State of Qatar, and French President His Excellency

Mr. Emmanuel Macron during his visit to Doha. Joining Qatar Airways' fleet from 2019 onwards, the A321neo ACF will support the continuous development of Qatar Airways' global network leveraging on the A321neo's range capability and the unprecedented customer experience. The total value of the deal is \$6.47 billion based on 2018 list prices.

### Largest Gulfstream G650ER Owner-Operator in the World

It is not only our core passenger fleet that has grown in the last financial year. In December 2017, we also took delivery of our fourth

Gulfstream G650ER for our private jet division, Qatar Executive. I am proud to say that the delivery of this G650ER, the world's fastest ultra-long-range business jet, makes us officially the largest operator of this aircraft type in the world and will give Qatar Executive the opportunity to fly even more of its most discerning passengers in private luxury to destinations such as Cape Town, Tokyo and New York.

A further four brand new aircraft are expected to be welcomed into Qatar Executive's exclusive fleet later this year, when we take delivery of another Gulfstream G650ER and three Gulfstream G500, with five more aircraft deliveries expected during 2019.

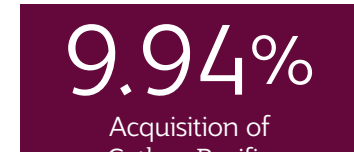
### Global Investments

While investing in our own fleet has always been one of our top priorities, this year has seen us further diversify our portfolio of investments in other airlines, which already includes a 20.01 per cent investment in International Airlines Group (IAG) and a 10.03 per cent investment in LATAM Airlines Group.

The acquisition of 9.94 per cent (as of 31 March 2018) of Cathay Pacific and a 49 per cent share of AQA Holding, the parent company of Meridiana fly (Meridiana), were our key investments for the 2017-2018 financial year. These exciting opportunities were identified by our financial division to

both complement and reinforce our existing investments, while under-pinning our long-term global investment strategy.

The Meridiana purchase in particular is a one-of-a-kind proposition, which has given us the opportunity to take an existing operation and enhance it by supporting the current majority stakeholder in rebranding and reshaping the airline's product offering, and relaunching it under the new name of Air Italy. We are thrilled to be a part of this dynamic project, which is set to offer the people of Italy a viable and attractive alternative when choosing an airline for their future travel plans.



## Bringing people together through sports

One of the key pillars of our investment and brand awareness strategy this year has been to identify sports collaborations that provide synergy with our key messaging and help spread the Qatar Airways name to all corners of the globe. Football has previously provided us with that platform and therefore we have once again looked to this world for opportunities that resonate with our brand and our core beliefs as a company. There is no other sport that brings people together quite like football, and if there is one over-arching footballing giant that transcends all clubs, cultures and countries, it is undoubtedly FIFA.

Our long-term sponsorship as an official partner and the official airline of FIFA represents one of the biggest sporting sponsorships in the world and the largest in the history of Qatar Airways. The sponsorship will cover all the major FIFA tournaments up until and including the 2022

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**Our long-term sponsorship as an official partner and the official airline of FIFA represents one of the biggest sporting sponsorships in the world and the largest in the history of Qatar Airways**

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FIFA World Cup Qatar™, giving Qatar Airways exposure to the expected audience of more than two billion people per tournament at the next two FIFA world cups. Our current focus for the remainder of this financial year and beyond is firmly on delivering a robust message throughout the upcoming 2018 FIFA World Cup Russia™, where we will have a strong presence and where we will be bringing footballing fans from all over the world together to support their teams.

Further strengthening Qatar Airways' role as a global leader in sports, we also announced our five-year platinum sponsorship of Bayern München AG at ITB, Berlin, in March 2018. The exciting five-season deal, commencing 1 July 2018, will see our logo adorning the shirt sleeves of Germany's most successful club until 30 June 2023.

While football is the main pillar of our sports sponsorships strategy, we are also extremely proud of our partnership with the ABB FIA Formula E Championship electric street racing series, which was a resounding success for us in 2017. As the official airline of last year's Formula E races in Paris and New York we reached a huge audience of motor racing fans who fall neatly into our target demographic. Based on this positive experience, earlier this year we announced a new three-season sponsorship deal with the motor racing association making us the title sponsor of the 2018 Paris E-Prix and 2018 New York City E-Prix as well as the official airline partner for the 2018 Rome E-Prix and 2018 Berlin E-Prix.





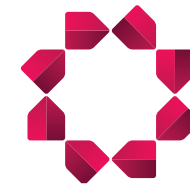
**Industry Leadership**

Qatar Airways has always taken pride in its role as an industry leader, driving positive change and innovation through our passion for aviation. As a committed member of the aviation community, we have contributed unwaveringly and enthusiastically to the vision of IATA over the last 20 years during which time we have had the privilege of hosting the IATA AGM in 2014 and more recently the first ever IATA Ground Handling conference to be hosted in the Middle East.

It was therefore my honour to be recognised for this contribution when the IATA board members elected me as their Chairman in 2017. I am looking forward to embracing this role, and taking up the enormous challenge that this

“ Qatar Airways has always taken pride in its role as an industry leader, driving positive change and innovation through our passion for aviation ”

exciting opportunity presents to make a real difference to an industry that I have lived and breathed every day for the last two decades.



مطار حمد الدولي  
Hamad International Airport  
قطر QATAR

**Our Home and Hub**

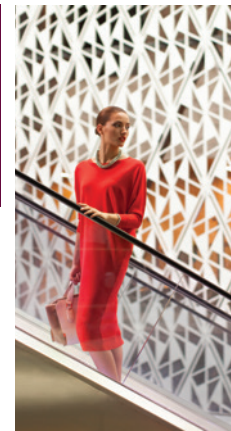
Our home and hub, Hamad International Airport (HIA), has become an icon for the 120 million international passengers that have passed through its gates since it opened in 2014. Representing everything that the State of Qatar and Qatar Airways stand for in terms of quality, sophistication and innovation, HIA offers passengers an unprecedented level of comfort, services and five-star facilities.



120 million  
Passengers welcomed in HIA



211,658  
Aircraft movements  
in 2017/18



Tackling the blockade imposed on the country head-on, in 2017 HIA made advancements on multiple fronts with new partnerships, new airlines joining its network and increased investment in cutting-edge technologies, leading to major international recognitions.

At the 2018 Skytrax World Airport Awards, HIA was ranked Fifth Best Airport in the World, rising from sixth place in 2017, and retained its top position as the 'Best Airport in the Middle East' for the fourth consecutive year. HIA, which was the only airport in the Middle East to rank in the world's top 10 airports of 2018, also took home the awards for Best Staff Service in the Middle East' for the third year in a row and fourth 'Best Airport for Shopping', in the world, up one place from last year.




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**At the 2018 Skytrax World Airport Awards, HIA was ranked Fifth Best Airport in the World, rising from sixth place in 2017**

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HIA has also been recognised for its on-time performance by being ranked second among the world's most punctual airports in OAG's 2017 Punctuality Report. HIA was also rewarded for its environmental protection strategy, by successfully reaching Level 3 'Optimisation' status in the Airports Council International (ACI) Airport Carbon Accreditation programme, a major milestone for the airport.

We are extremely proud that HIA continues to be one of the fastest-growing hubs in the world having welcomed 34,212,750 passengers and recorded 211,658 aircraft movements in 2017/18. Gearing up to welcome more than 50 million travellers a year, HIA is highly committed to providing a world-class passenger experience.



# 34,212,750

HIA handled passengers



# 30,295,980

HIA QR total PAX  
2017/18 financial year



# 3,916,770

HIA OAL total PAX  
2017/18 financial year



# 85.4%

HIA On Time Performance  
According to aviation analysts  
OAG's 2017 punctuality report



# 1,359,203

Total tonnes of cargo  
uplifted on QR



# 2,068,073

Total tonnes of cargo handled  
at HIA Cargo terminal

## Welcoming the World to Doha

One of the key components of our 2017/18 activity was our close collaboration with Qatar Tourism Authority on the launch of the “+Qatar” campaign, encouraging passengers to enjoy a stop-over break in Doha as part of their travel plans. This campaign was complemented by the exciting news that citizens of 80 countries can now take advantage of visa-free entry into Qatar, while nationals from other countries can apply for a free transit visa. Developing Qatar as a world-class business and leisure destination has always been close to our hearts at Qatar Airways and is in line with the Qatar National Vision 2030 for the future evolution of our country.

Looking back, 2017/18 has been a challenging year but the situation has only served to make us stronger and more determined than ever to succeed in everything that we do.

Thank you for supporting Qatar Airways Group for the last 20 years. We look forward to a long and prosperous future delivering ever more industry firsts and going places together with our loyal partners and passengers.

“ Thank you for supporting  
Qatar Airways Group for  
the last 20 years ”



# The Qatar Airways Journey



Qatar Airways celebrated its 20th anniversary



Awarded with the title of the 'World's Best Airline'



The airline has developed a global network of more than 150 destinations



Launched new Business Class Qsuite

The past financial year has seen Qatar Airways celebrate its 20th anniversary, a most notable achievement during a year in which the airline was again awarded with the title of the 'World's Best Airline' by the International Skytrax Awards, the fourth time it has been given this recognition in recent years.

Since the airline was re-launched in 1997 under the mandate of His Highness The Father Emir, Sheikh Hamad bin Khalifa Al Thani, Qatar Airways has become one of the fastest growing carriers in the history of aviation with unprecedented expansion averaging double digit growth year-on-year. Under H.E. Mr. Akbar Al Baker's leadership, Qatar Airways has matured into a leading force in regional and

global aviation, earning many admirers around the world for its excellent standards of service.

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**Qatar Airways was again awarded with the title of the 'World's Best Airline' by the International Skytrax Awards, the fourth time it has been given this recognition in recent years**

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From Qatar Airways' hub in Doha, the country's capital, the airline has developed a global network of more than 150 destinations, covering

Europe, the Middle East, Africa, South Asia, Asia Pacific, North America and South America with one of the world's most modern fleets.

From only four aircraft in 1997, the airline had grown to a fleet size of 28 aircraft by the end of 2003 and a milestone 50 by October 2006. Today the airline operates 213 aircraft (as of 31 March 2018) to more than 150 destinations worldwide.

Key milestones during the airline's history have supplemented the carrier's sustained growth trajectory, from its substantial aircraft orders, to being at the forefront of the latest technology in the skies and welcoming such aircraft as the Boeing 787 Dreamliner as the Middle East Launch



Qatar Airways Premium Lounges showcase a new level of luxury



The global launch customer of the A350-1000 aircraft



Qatar Airways remains a member of the **oneworld** global alliance



HIA was named as number five out of the 10 best airports in the world

customer and the next generation Airbus A350 as Global Launch Customer in December 2014.

While the airline's product development has reached new heights in the sky, for example Qatar Airways' revolutionary new First in Business Class experience, Qsuite – launched in 2017 and featuring the world's first double bed in Business Class – ground innovations have also ensured this premium experience continues between flights.

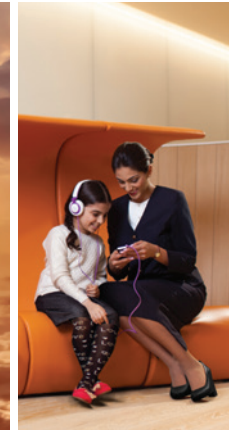
With the opening of Hamad International Airport in 2014, Qatar Airways home and hub became a destination experience in itself, while in key destination airports around the world, such as London Heathrow and Paris Charles de Gaulle,

Qatar Airways Premium Lounges showcase a new level of lounge experience prior to a customer's journey. These have been followed by Premium Lounge openings in both Bangkok and Beirut.

Qatar Airways continues to champion its global brand campaign and tagline – Going Places Together – through campaigns celebrating the theme of achieving great things together, whether for work, for family or for adventure, and encourages passengers to take journeys that will help them achieve their dreams and ambitions. Of particular note this year was Qatar Airways Group's campaign to celebrate freedom of the skies, with its 'No Borders, Only Horizons' theme, while it also celebrated its commitment to sport as a means

“ Qatar Airways continues to champion its global brand campaign and tagline – Going Places Together ”





of bringing people together through the high-profile sponsorships of Bayern München AG and the FIFA World Cup™, alongside the international Formula E series sponsorship.

Qatar Airways continues to build upon its young fleet with an average aircraft age of under five years. The Qatar Airways family includes several different Airbus and Boeing aircraft types – the long-range Boeing 777 passenger and freighter aircraft, the Boeing 787 Dreamliner and 747F, the Airbus A319, A320, A321, A330, A340, A350, A380 and A330F freighter. With the delivery of the A350-1000 aircraft in February 2018, for which Qatar Airways was the global launch customer, the airline continued as the only airline in the world to operate every family of Airbus' modern airliner portfolio.

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**The only airline in the world  
to operate every family of  
Airbus' modern airliner portfolio**

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Qatar Airways remains a member of the **oneworld** global alliance, which it joined in October 2013, with the integration into the alliance completed within one year of the October 2012 joining announcement. Qatar Airways remains the only Gulf airline member in any of the big three global alliances.

Hamad International Airport, which commenced commercial operations in April 2014 at a cost of US\$15.5 billion and with an initial capacity of 30

million passengers a year, continues to facilitate the airline's growth and is on target to handle up to 50 million passengers a year upon final completion.

The airport was again named as number five out of the 10 best airports in the world at the recent Skytrax Awards, up from sixth position in 2017, and continues its reputation holding the coveted title as the Best Airport in the Middle East.

While the last 20 years have brought many notable achievements for the World's Best Airline, it is with a focus on the future that Qatar Airways sets its ambitions, to not only maintain this coveted position, but to continue to innovate to meet the demands of our passengers, those whom we place firmly at the forefront of everything that we do, today and in the years ahead.

# No Borders, Only Horizons

The past year has been one of significant change, unexpected challenges and unquestionable success in the face of adversity.

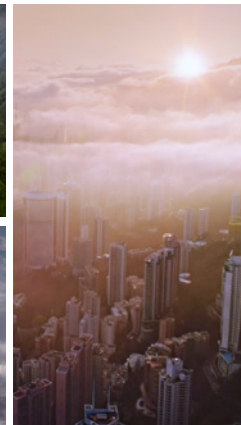
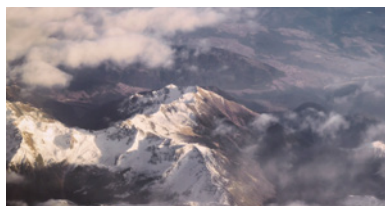
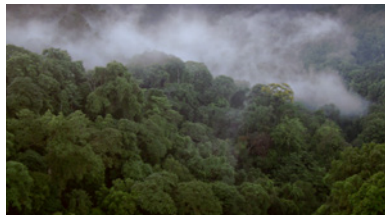
The illegal blockade imposed on the State of Qatar initiated on 5 June 2017, stripped Qatar Airways of the rights granted to it as an international airline. The sudden and overnight ban of Qatar-registered aircraft to overfly the airspace of the Kingdom of Saudi Arabia, the United Arab Emirates, the Arab Republic of Egypt and the Kingdom of Bahrain led to the immediate suspension of 18 gateways from our global network. This unexpected and aggressive action taken by our neighbours left passengers

stranded, families separated, employees unsure of their next steps and suppliers unable to work with the State of Qatar.

Moreover, these unexpected actions triggered practices that seriously jeopardised the safety and security of our aircraft, passengers and the entire aviation system regulated by the International Civil Aviation Organization (ICAO). With the goal of minimising the risks to aviation safety created by the blockading countries, Qatar Airways immediately started coordination with the Qatar Civil Aviation Authority to support its actions with ICAO and provide the technical information required to develop contingency routes.

“ The past year has been one of significant change, unexpected challenges and unquestionable success in the face of adversity ”

Our first priority was to assist any Qatar Airways passengers and Qatari residents stranded by this unprecedented illegal action and we thereby immediately provided charter flights operated by other airlines to reconnect and repatriate those affected in the blockading countries. Taking responsibility for each and every one of our passengers on an individual basis is something that we are known for around the globe. This duty of care was never more significant than in those early days of the blockade and we are proud to say that this was effectively delivered by our world-class team. Our focus was, and always is, on ensuring that we continue to serve our passengers by delivering the award-winning service which we are renowned for.






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Our 'No Borders, Only Horizons' campaign captured the hearts of supporters from all parts of the world and brought to life our core philosophy: that the world is a better place when we explore it together

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**A lifeline through Qatar Airways Cargo**

With no road access and reduced air freight, Qatar Airways Cargo played a crucial role in maintaining critical medical, food and manufacturing supplies to the country.

Qatar Airways Group undertook a massive airlift of food and grocery items when the illegal blockade was first initiated. This undertaking, arranged entirely by Qatar Airways Cargo, lasted several weeks and used our own fleet, as well

as other leased aircraft. Thanks to our excellent team, world-class facilities and modern fleet, Qatar Airways helped to ensure residents did not go without.

**No Borders, Only Horizons**

Having initially focused on and resolved the most critical tasks at hand, we felt people around the world deserved to hear from Qatar Airways Group on the subject of the blockade. And this was done again from the stance of

our passengers – that everyone deserves the unquestionable human rights of freedom and the ability to travel.

This led to the launch of our 'No Borders, Only Horizons' campaign, which captured the hearts of supporters from all parts of the world and brought to life our core philosophy: that the world is a better place when we explore it together. As a result of this simple and honest message, the television commercial, which was banned by certain media outlets due to its message of



freedom, attracted great media attention making headlines in news outlets around the world, with the video itself being viewed more than 54 million times in a matter of days.

Based around our company philosophy and brand tagline of 'Going Places Together', this commercial illustrated in simple yet powerful terms, the sadness we felt, and still feel, as a business and a nation, at being forcibly and illegally separated from our loyal passengers, violating our fundamental purpose of bringing people together, and their inalienable right to choose how they wish to travel.

### The Future

Regardless of this illegal and unexpected blockade, as an airline we have persevered and exceeded all expectations. We celebrated our 20th Anniversary during the last financial year with many highlights to be proud of: we were named Skytrax 'Airline of the Year'; took

“ Regardless of this illegal and unexpected blockade, as an airline we have persevered and exceeded all expectations ”

home more awards than ever before in a single year; continued to roll out our revolutionary Qsuite across our global network; launched 14 new destinations and announced a further 15; were the global launch customer for the world's newest aircraft, the Airbus A350-1000; continued placing orders for even more new aircraft; and took significant investments in several exciting new ventures such as Air Italy and Cathay Pacific.

As a country, the State of Qatar has stood strong and flourished. Our visionary leader, His Highness

The Emir Sheikh Tamim bin Hamad Al Thani, has been resolute in the face of this unparalleled political aggression. He has maintained a dignified and inspiring position, seeking to empower our nation, to defend our independence and to inspire our citizens. Today, thanks to His Highness, the State of Qatar stands taller, prouder and more unified than ever.

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**We will continue to fly the skies,  
and we will continue to  
go places together**

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The State of Qatar will continue to prosper, develop, and excel in all areas, and we as an airline will also follow the same path, because we do not believe in boundaries, we believe in bringing people together.

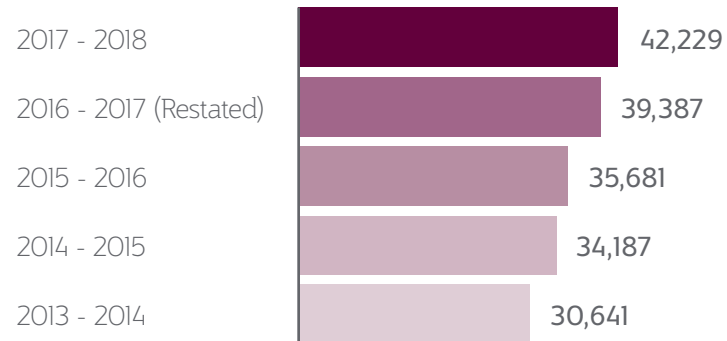
We will continue to fly the skies, and we will continue to go places together.



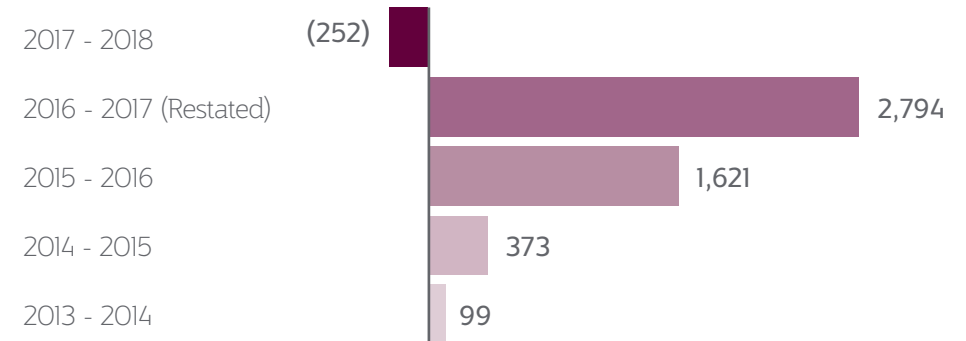
# Group Financial Results



Revenue and operating income in QAR m



(Loss) Profit attributable to the Owner in QAR m



## Group financial results

Financial highlights		Fiscal 2018	Fiscal 2017 (Restated)
Revenue and other operating income	QAR m	42,229	39,387
Operating (Loss) Profit	QAR m	(20)	2,650
Operating margin	%	-0.1	6.7
(Loss) Profit attributed to owner	QAR m	(252)	2,794
(Loss) Profit margin	%	-0.6	7.1
EBITDAR	QAR m	9,714	11,473
EBITDAR margin	%	23.0	29.1
Total assets	QAR m	104,030	99,686
Cash assets	QAR m	13,312	19,744
Debt to equity ratio		0.32:1	0.33:1
Employees	Employee numbers at fiscal end	45,633	43,113

Airline operating statistics		Fiscal 2018	Fiscal 2017
Passengers carried	Number '000	29,162	32,007
Cargo carried	Tonnes	1,359,203	1,153,825
Available seat kilometres	Million	203,650	185,208

\*To access the full financial results please visit [www.qatarairways.com/fy1718report](http://www.qatarairways.com/fy1718report)

# Qatar Airways Group Overview

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



Qatar Airways, the commercial airline operation within the Group.



The hub of Qatar Airways. Currently processes more than 30 million passengers per year, and is ranked fifth best airport in the world by the 2018 Skytrax World Airport Awards.



Qatar Airways Cargo is the world's second largest international cargo carrier, delivering quality air freight solutions and connecting businesses to more than 160 destinations.



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



Qatar Airways Internal Media Services manages the portfolio of advertising opportunities across the Qatar Airways Group including Hamad International Airport, Qatar Airways and Qatar Executive.



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



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



Qatar Duty Free (QDF) operates the retail and the F&B experience at HIA. QDF also operates Qatar Airways' in-flight duty free programme.



Qatar Distribution Company is Qatar's only licensed retail beverage distributor.



Dhialfatina is the Group's hotel and spa management arm. Qatar Airways Group owns or operates six world-class hotels in Edinburgh, London, Doha, Melbourne and Switzerland. Dhialfatina also operates the Vitality Spa at Hamad International Airport.



QACC is one of the largest single catering facilities in the world, providing catering for all Qatar Airways' flights, lounges, staff cafeterias and many others, producing up to 150,000 five-star meals per day.

# The Hub

Hamad International Airport (HIA) is Qatar Airways' home and hub, and the international five-star gateway to Qatar and the rest of the world. HIA continues to be one of the fastest-growing hubs in the world.

Its state-of-the-art facilities, luxurious shopping and dining concepts and welcoming atmosphere make it a centre of operational excellence, and ensure that Qatar Airways' flight experience is complemented by the same level of service, comfort and hospitality on the ground as in the skies.

HIA has welcomed 120 million passengers since beginning its operations on 27 May 2014 until the end of 2017. HIA handled 34,212,750 passengers and 211,658 aircraft movements from April 2017 to March 2018.

In 2017, cargo observed an increase by 14.52 per cent, with a total of 2,068,073 tonnes in handling. HIA successfully recovered its passenger numbers after the commencement of the blockade ending with an average monthly increase of 3.75 per cent in the second half of

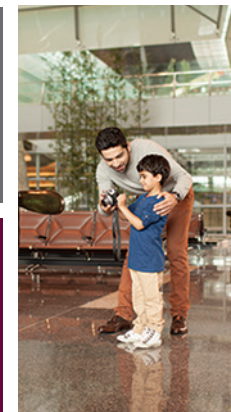
2017, after the initial drop in volume in June 2017 due to the illegal restrictions imposed on Qatar.

HIA has also been recognised for its punctuality, ranking among the most punctual major airports, scoring 85.41 per cent on-time performance (OTP), as demonstrated in aviation analysts OAG's 2017 Punctuality Report.

2017 was also a 'green' year for the airport: HIA was rewarded for its environmental protection strategy, by successfully reaching Level 3 'Optimisation' status in the Airports Council International (ACI) Airport Carbon Accreditation programme.

HIA has won a raft of major awards, including being classified as a Five-Star Airport by Skytrax – the most prestigious recognition for quality for airports across the world, becoming the first ever Middle Eastern airport to achieve this honour.

“ Ranked by Skytrax as the “Fifth Best Airport in the World” at the 2018 Skytrax World Airport Awards ”





The airport was also ranked by Skytrax as the “Fifth Best Airport in the World” at the 2018 Skytrax World Airport Awards, moving up one place from last year. During the awards, HIA also took home the title for “Best Airport in the Middle East” for the fourth consecutive year, “Best Staff Service in the Middle East” for the third year in a row, was ranked fourth “Best Airport for Shopping” and fifth “Best Airport for Dining”.

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**Qatar Tourism Authority’s promotion of visa-free entry for citizens of 80 countries in August 2017 makes Qatar the most ‘open country’ in the region and supports HIA’s continuous growth**

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HIA’s resilience is due to new strategic partnerships, a solid growth strategy, and a combined effort from the airport, Qatar Airways and Qatar Tourism Authority, who have worked together to encourage and promote tourism and travel in Qatar. While Qatar Airways accelerated its global expansion plans, Qatar Tourism Authority’s promotion of visa-free entry for citizens of 80 countries in August 2017 makes Qatar the most ‘open country’ in the region and supports HIA’s continuous growth.

# Network Expansion

## Connecting Qatar to the World

2017/18 was a year of significant network expansion for Qatar Airways. Increasing our reach across the globe and connecting our passengers with more exciting destinations is the essence of our business, driving our growth and development as an airline. Having launched 10 new destinations in the 2016/17 financial year, we increased this number to 14 new launches in 2017/18.

Of course, this was offset by the loss of 18 regional destinations due to the illegal blockade imposed on Qatar by its neighbouring countries. When the blockade came into effect in June, we rapidly reacted to this situation by announcing that we would open new routes to Prague and Kyiv, which were in operation by the end of the summer.

A further consequence of our reduced regional operations was an increased interest in flights to Oman resulting in the opening of a new route to Sohar in the North of the Sultanate in

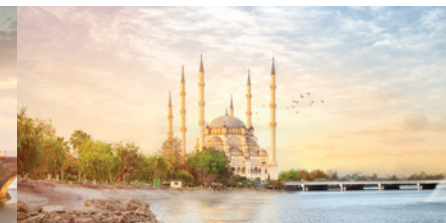


August 2017. Initially launched as a three times weekly service, this quickly increased to a daily operation in October, taking the total number of Qatar Airways flights to Muscat, Salalah and Sohar in Oman to 60 a week.

The east of Europe was another key area of growth in 2017/18 with the addition of routes to Skopje, Sarajevo, Adana and St. Petersburg. This region will encounter further growth in 2018 with the launch of operations to Hatay, Bodrum and Antalya in Turkey.

Asia and Australasia were also areas of focus with new destinations being opened in Chiang Mai and Pattaya in the Kingdom of Thailand as well as Penang in Malaysia and Canberra in Australia.

The expansion of our presence in Greece with the addition of Thessaloniki, adding to our already triple daily flights to Athens, will be complemented by the opening of a seasonal route to Mykonos in May 2018. By the end of May 2018 we will fly a total of 29 times a week from Doha to Greece.



**New destinations 2017/18 financial year**

- Dublin, Republic of Ireland
- Nice, France
- Skopje, Former Yugoslav Republic of Macedonia
- Sohar, Sultanate of Oman
- Prague, Czech Republic
- Kyiv, Ukraine
- Sarajevo, Bosnia and Herzegovina
- Adana, Turkey
- Chiang Mai, The Kingdom of Thailand
- St. Petersburg, the Russian Federation
- Pattaya, The Kingdom of Thailand
- Penang, Malaysia
- Canberra, Australia
- Thessaloniki, Greece



**Other new destinations**

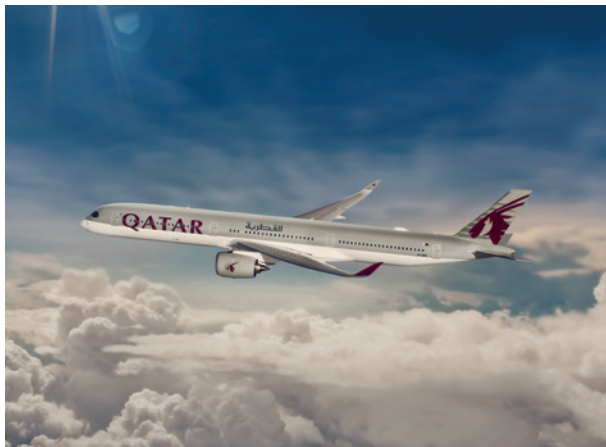
- Hatay, Turkey - 4 April 2018
- Cardiff, United Kingdom - 1 May 2018
- Gatwick, United Kingdom - 23 May 2018
- Mykonos, Greece - 31 May 2018
- Málaga, Spain - 4 June 2018
- Bodrum, Turkey - 12 June 2018
- Antalya, Turkey - 13 June 2018
- Lisbon, Portugal - date to be confirmed
- Cebu, Philippines - date to be confirmed
- Davao, Philippines - date to be confirmed
- Luxembourg City, Luxembourg - TBA
- Tallinn, Estonia - date to be confirmed
- Valletta, Malta - date to be confirmed
- Langkawi, Malaysia - date to be confirmed
- Da Nang, Vietnam - date to be confirmed



# Fleet First

## A Focus on Fleet

Our fleet is the pride of Qatar Airways. With an average aircraft age of under five years, our fleet of 213 aircraft (as of 31 March 2018) is one of the youngest and most modern in the industry. Our focus on providing our passengers with the most technologically advanced, new generation aircraft has given us a reputation for delivering unprecedented customer comfort and safety. Uncompromising when it comes to quality, every detail in the design of our aircraft is taken into consideration in order to deliver a superior passenger experience.

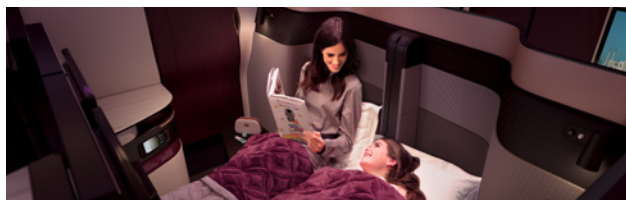


Our constantly growing fleet – we receive a new aircraft on average every 10 days – enables us to execute our aggressive route development strategy, and supports our efforts to provide passengers with ever-increasing connectivity across the globe.

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**We receive a new aircraft on average every 10 days, enabling us to execute our aggressive route development strategy**

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The jewel in the crown of our fleet for 2017/18 was the arrival of our first Airbus A350-1000 in February 2018. As the global launch customer of the cutting-edge Airbus, we were delighted to take delivery of this aircraft in Toulouse before flying it back to Doha where it was officially welcomed by a huge crowd of VIPs, media and aviation experts. Once again ahead of the curve, Qatar Airways was the first commercial airline to receive this aircraft, which supersedes the A350-900, for which we were also the global launch customer in 2014, with its additional 23 feet in length and extra capacity.

The first of 37 A350-1000 on order, this aircraft is symbolic of Qatar Airways' determination to lead the way in the industry by pioneering and championing new technology and innovation. With its light-weight carbon composite design, incredibly fuel-efficient Rolls-Royce Trent XWB-97 engines, and its excellent reliability record, the A350-1000 is an industry-leading aircraft, which we launched on our London Heathrow route in February 2018.

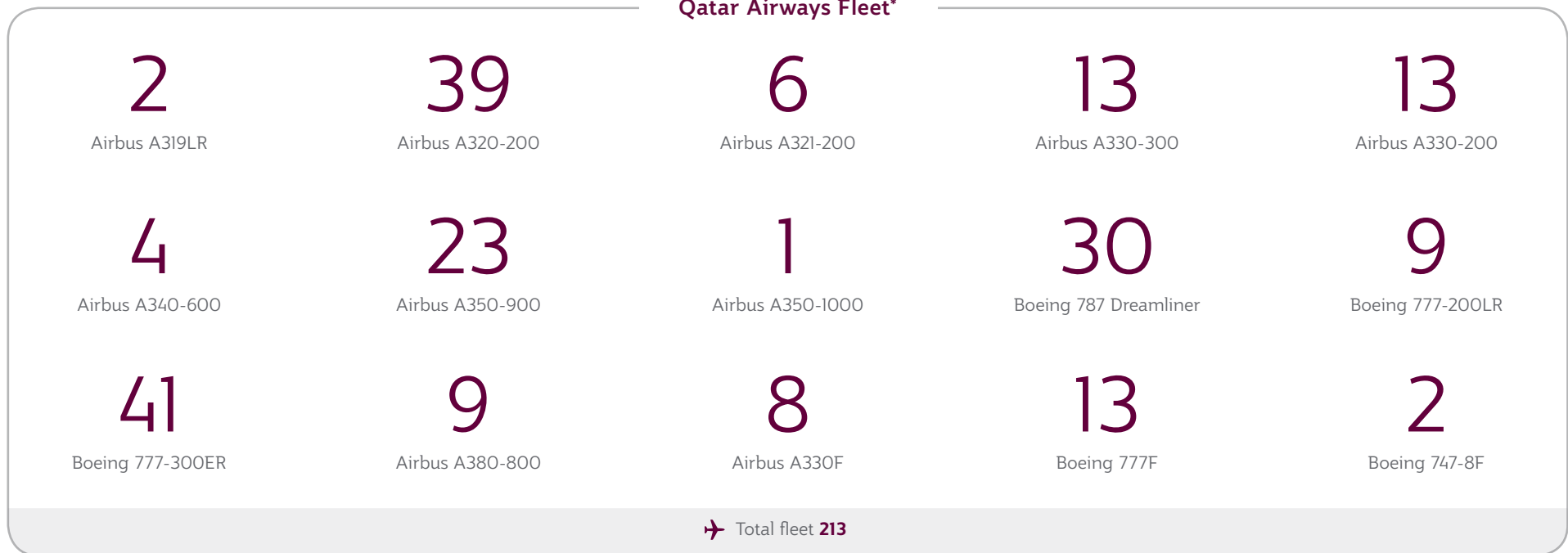
As well as the A350-1000, we have welcomed seven A350-900 into the passenger fleet this financial year, which along with the delivery of an



additional seven Boeing 777-300ER and two more Airbus A380 aircraft, has bolstered our long-haul service capability and puts us in a leading position for increasing our network in the coming years. With more than 300 aircraft worth more than US\$ 90 billion still on order (including options and Letters of Intent) our fleet and network can only go from strength to strength. Our cargo fleet has also benefitted from the addition of two Boeing 747-8F and one Boeing 777F

this financial year. These new aircraft have enhanced Qatar Airways Cargo's capability tremendously making it extremely well equipped to cater for the growing demand for freighter services from our cargo clientele. This rapidly expanding, and highly successful, division of the Qatar Airways Group is the world's second largest international cargo carrier and remains committed to delivering world-class freight services across the globe.

**Qatar Airways Fleet\***



\*As of 31 March 2018

20 New Aircraft delivered in 2017/18



Total Aircraft on Order\*



\*As of 31 March 2018

Qatar Airways has more than 300 aircraft on order worth more than US\$ 90 billion

# Investment Portfolio

Qatar Airways Group's portfolio and investment strategy continues to expand and diversify, ensuring the long-term sustainability of the Group for its current and future employees, alongside fulfilling its objective in line with Qatar's 2030 vision of sustainable development.

Through this objective, the Group has expanded upon its earlier investments in the world's best airlines and is now placed strategically around the globe, being represented in some of the world's most well connected airlines.

Qatar Airways Group investments now include a 20.01 per cent investment in International Airlines Group (IAG), a 10.03 per cent investment in LATAM Airlines Group, joined in the last financial year by an investment in Cathay Pacific Airlines of 9.94 per cent, a fellow **oneworld** member airline, and the acquisition of a 49 per cent share of AQA Holding, the parent company of Meridiana fly (Meridiana), while the previous sole shareholder Alisarda maintained 51 per cent.

Most notable this year was this acquisition of a 49 per cent share of AQA Holding, the

parent company of Meridiana fly (Meridiana). In February 2018, it was also announced that Meridiana was to be relaunched as Air Italy with a new brand identity, livery and aggressive business expansion plan.

Qatar Airways Group identified Meridiana as a credible investment, as an airline already operating both scheduled and charter flights to a mix of domestic, regional and long-haul destinations in and from Italy.

Through our investment, the Qatar Airways Group will create a credible and sustainable alternative for the people of Italy and global travellers to and from Italy, with high quality and affordable scheduled services in the domestic, regional and intercontinental segments, under the new identity of Air Italy.

Adopting the best of Qatar Airways, adapted for the Italian market environment, the group will achieve global scale in both fleet and network expansion, offering high-quality premium class products across all flights on a modern fleet. This will be facilitated by an investment



in new Air Italy fleet acquisitions, including the commitment to receive 20 brand new state-of-the-art Boeing 737 Max-8s over the next three years, alongside five Airbus A330-200 aircraft from Qatar Airways' fleet, which will be further replaced by leased Qatar Airways Boeing 787-8 aircraft commencing May 2019.

According to HSBC's recent Global Research Report the Qatar model of investment has an "overarching strategic coherence and comprises strong businesses". The report also recognises our strategy as "building a credible portfolio of partners that do represent the future skeleton of what might in a future era develop to be a strong global business".

# Product Innovation

Qatar Airways has long been recognised as an industry leader when it comes to innovation, and this past year was no exception.

2017 saw the launch of Qatar Airways' groundbreaking new Business Class concept, Qsuite – a patented design three-years in the making that has revolutionised the premium category for passengers, and the industry alike, bringing a First Class experience to the Business Class cabin. This bespoke Qatar Airways product features the industry's first-ever double bed in Business Class, as well as privacy panels that stow away, taking cabin innovation to an entirely new level whilst allowing passengers more choice, privacy and personalisation in their travel experience. The signature sliding panels enable passengers to transform their space from single suites into a shared area customisable for groups of two, three, or four, allowing them to work, dine or socialise at 40,000 feet.

Revealed at ITB Berlin to outstanding global acclaim, this innovative product sets a new standard for luxury travel with these customisable private suites introducing a host

of product firsts to premium travel, reshaping expectations for global business travellers.

“ Qatar Airways has long been recognised as an industry leader when it comes to innovation, and this past year was no exception ”

The first aircraft fitted with Qsuite was launched on the London Heathrow route on 24 June 2017 signalling a step-change in passenger expectations and industry norms. This revolutionary concept was swiftly rolled out across Qatar Airways global network from London and Paris to Washington and New York. In the past financial year, Qsuite has already been used to serve 23 of our global destinations





across four continents and continues to be fitted and retro-fitted on to ever more Qatar Airways aircraft each month.

2017 also saw Qatar Airways bring on-board Super Wi-Fi inflight connectivity, which is the fastest on-board internet offered globally from an airline in the MENA region. With successful deployment beginning from the Boeing 777 fleet, and being rolled out gradually to A350s, passengers can look forward to this efficient high-tech connectivity continuing to be rolled out across flights in 2018.

Along with these significant cabin experience redesigns, there has been a host of thoughtful and innovative upgrades to other on-board products such as newly designed luxury amenity

kits in partnership with Italian leather experts, BRICS; Napa Dori amenities; the introduction of high-end British sleepwear label, The White Company, for complimentary Business Class loungewear; and new local Qatari products on the menu including expertly smoked salmon.

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**The airline's passion for innovation doesn't stop in the air. Qatar Airways is determined to ensure passengers enjoy the most seamless and integrated travel experience throughout their journey**

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Of course, the airline's passion for innovation does not stop in the air. Determined to ensure passengers enjoy the most seamless and integrated travel experience throughout their journey, we have ensured they will find examples of product enhancement right across the Qatar Airways Group, including:

- Increasing the number of E-gates available at Hamad International Airport (HIA) after users almost doubled in 2017 compared to the preceding year. The E-gates work with the identification of travellers' vital data including fingerprints, iris scan and personal travel documents.
- HIA successfully completed the International Air Transport Association's (IATA) Electronic



Bag Tag (EBT) readability tests, making it the first airport in the Middle East ready to accept EBTs.

- Qatar Airways launched The Oryx Kids Club offering new children’s in-flight meal boxes and mascot toys on board, and in addition announced the creation of the Oryx Kids Loyalty Programme, a unique Frequent Flyer Programme aimed at our youngest passengers.
- The on-board dining proposition witnessed a host of product upgrades including the introduction of Pre-Select Dining, enabling First and Business Class passengers to reserve their menu selection before flying from Doha on selected routings; as well as

the introduction of more locally grown fresh ingredients within the menus in consideration of sustainability and in support of local initiatives which ensure the best quality products for our passengers.

“ It is this spirit of ambition and innovation that propels the business forward year after year ”

Qatar Airways Group is proud to have an established track record for early adoption of technological and operational innovations. It is this spirit of ambition and innovation that propels the business forward year after year.



Increased the number of E-gates available at HIA



Completion of the IATA EBT readability tests



Launch of The Oryx Kids Club and creation of the Oryx Kids Loyalty Programme



On-board dining product upgrades with the introduction of Pre-Select Dining

# Hotel Group Expansion

Dhiafatina for Hotels (also known as Dhiafatina) is a wholly-owned subsidiary of the Qatar Airways Group. Dhiafatina is an Arabic word meaning “Our Hospitality,” which represents the Qatar Airways Group’s expansion into the hospitality business to include hotels, spa management and other services.

This subsidiary of Qatar Airways Group was established in 2010, and has a growing portfolio of distinguished establishments and hotel properties that have been acquired to complement Qatar Airways’ global strategy of growth for the future.

The vision for Dhiafatina is to both own (and in some cases, also operate) four- and five-star hotels in strategic key markets for Qatar Airways.

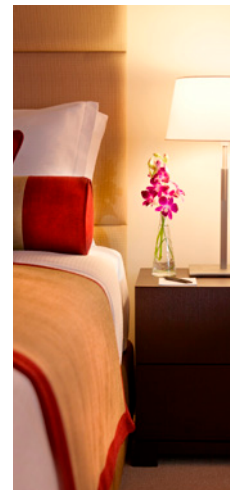
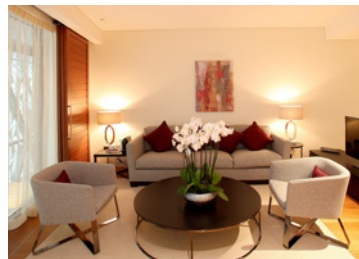
The first property to join Dhiafatina was the Oryx Rotana in Doha, which has been owned by Qatar Airways since 2010, and is operated by Rotana Hotels. Oryx Airport Hotel located at Hamad International Airport (HIA), which opened in 2014, is also operated by Dhiafatina.

Dhiafatina has a strong presence in Europe with three properties in the expanding portfolio. The Sheraton Skyline, operated by Marriott,

at Heathrow Airport in London, was acquired in 2014 and the Novotel Edinburgh Park, operated by Accor, in 2015. The hotel group also acquired a prominent hotel in Switzerland in 2016. These properties are wholly owned by Dhiafatina.

Dhiafatina’s portfolio continues to grow, and in October 2017 it acquired the Sheraton Melbourne Hotel, further expanding the growing portfolio of the Qatar Airways Group hospitality division. With 174 luxurious rooms and suites, ‘The Spa’, featuring five treatment rooms, an indoor heated lap pool and a state-of-the-art fitness centre, and 670 square metres of meetings and events space, the elegant five-star Sheraton Melbourne is ideally situated for guests choosing a city break or for business travellers who are attending one of Melbourne’s many events and exhibitions.

All hotels acquired by Dhiafatina are hand-picked to extend the excellent service our passengers receive, both in the air and once they arrive at their destination.



# Operations Overview

Qatar Airways' Integrated Operations Centre (IOC), now in its second year of operation, has proven to be a significant asset in enhancing the airline's network performance. The concept demonstrated its superior ability to handle disruptions of any size and nature, during the blockade of Qatar that started on 5 June, 2017.

“ Qatar Airways' Integrated Operations Centre (IOC), now in its second year of operation, has proven to be a significant asset in enhancing the airline's network performance ”

While the closure of airspace that took place without warning was designed to have a crippling effect on airline operations, the immediate initial operational impact was dealt with within the first



48 hours and the stabilisation of airline operations was achieved within one week. It was through IOC functioning effectively, which dramatically reduced the impact of the illegal action from potentially severe to manageable.

In the new IOC all relevant commercial and operational departments are represented by decision-makers, who are able to make real-time decisions to evolving situations as they occur, without the delay of referring decisions elsewhere. This is one of the key differences between the former Operations Control Centre (OCC) and the new IOC, and the reason for its enhanced flexibility and effectiveness.

The transition from OCC to IOC has been smoothly handled. However, the transition continues as the commercial capabilities of the business are continually enhanced. In the IOC model, the operational and commercial departments collaborate in an integrated team to maximise optimisation at every level.

Planning for the passenger and cargo network is completed by the 15th of every month, which is then handed over to the commercial team for optimisation. The result is maximised utilisation of human and physical resources in every operational area – and a process of continuous improvement that is functioning 24-hours-a-day, 365-days-a-year.



IOC demonstrated its superior ability to handle disruptions of any size and nature, during the blockade of Qatar that started on June 5, 2017



Overall the IOC set up has enabled some significant improvements, such as assisting to achieve an on-time-performance of 90.6 per cent



IOC continues to develop its analytical capability by further developing the Flight Operations Data Warehouse

It was through IOC functioning effectively, which dramatically reduced the impact of the illegal action from potentially severe to manageable



To support this, IOC has invested in technology to refine the operational requirements. The resulting Total Operating System (TOPS) has been active for two years, with the second phase of TOPS (which will become active by mid-2018) set to optimise crew rostering and control for passenger and cargo operations.

The overall IOC set up has enabled some significant improvements, such as assisting Qatar Airways to achieve an on-time-performance (OTP) of 90.6 per cent over the past 13 months, which is among the highest for airlines globally. One example of the flexibility of this new set up was that during mid-2017, IOC managed network

requirements and assisted sister airlines, British Airways and Royal Air Maroc, with the wet-lease of aircraft and crew, as well as providing aircraft to repatriate passengers stranded by the bankruptcy of Monarch Airlines.

Moving forwards, IOC continues to develop its analytical capability by further developing the Flight Operations Data Warehouse launched in 2016. The continuation of adding resources to this initiative will increase the data warehouse's established ability to enhance day-to-day decision-making and inform long-term strategies based on ever-evolving predictive capabilities for Qatar Airways.

# Global Sponsorships



The last financial year has seen us develop and further enhance our sponsorship portfolio, both on a local and global platform, from which Qatar Airways Group has leveraged all partnerships as promotional, brand and marketing platforms. Sports collaborations provide us with a synergy which sit alongside a key pillar of the Qatar 2030 vision of utilising sports as a means of bringing people and communities together from all corners of the globe.

Football has previously provided us with that platform and therefore we have once again looked to this world for opportunities that resonate with our brand and our core beliefs as a company.

Qatar Airways Group's long-term sponsorship as an official partner and the official airline of FIFA represents one of the biggest sporting sponsorships in the world and the largest in the history of Qatar Airways. The sponsorship will cover all the major FIFA tournaments up until and including the 2022 FIFA World Cup Qatar™, giving Qatar Airways exposure to the expected audience of more than two billion people per tournament at the next two FIFA world cups.

Our current focus is firmly on delivering a robust message throughout the 2018 FIFA World Cup Russia™ where we will have a strong presence and where we will be bringing footballing fans from all over the world together to support their teams.

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**Qatar Airways Group's long-term sponsorship as an official partner and the official airline of FIFA represents one of the biggest sporting sponsorships in the world and the largest in the history of Qatar Airways**

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In March 2018, Qatar Airways announced that it had signed a five-year partnership agreement with leading German football team Bayern München AG, further strengthening Qatar's role as a global leader in sports. Under the new agreement, the airline will become a Bayern München AG platinum partner until June 2023, a sponsorship currently held within the group by Hamad International Airport.

The five-season deal, commencing 1 July 2018, will see the airline's logo adorning the shirt sleeves of Germany's most successful team. Hamad International Airport's partnership agreement with the team, initiated in January 2016, previously strengthened the Group's ties between Qatar and the football club, with the team itself training in Doha for its winter camps since 2011 at the world renowned Aspire Academy.

In January this year, Qatar Airways also enhanced its highly-successful sponsorship of the ABB FIA Formula E Championship electric street racing

series. The new three-season deal, announced at a press conference in Doha, saw Qatar Airways continue its title sponsorship of the Paris E-Prix, which took place on 28 April, after the tremendously successful Qatar Airways Paris E-Prix 2017, while the airline also elevated to title sponsor of the New York City E-Prix, which takes places this summer between 14 and 15 July. The enhanced partnership also meant that Qatar Airways became the Official Airline Partner for the Rome E-Prix and the Berlin E-Prix 2018.

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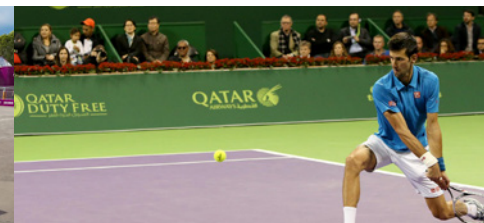
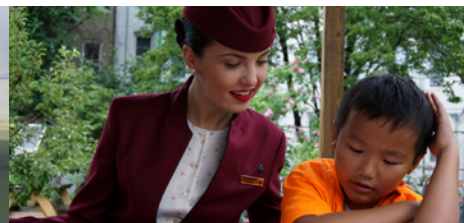
**The Qatar Airways Group also continued its high profile sporting sponsorships in Doha itself throughout the year**

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Aside from sporting events around the world, which continue to champion the Qatar Airways Group brand portfolio to new and existing passengers, the

Group has also continued its support over the last financial year with regard to targeted regional and country specific sponsorships, and corporate and social responsibility activities, such as the Educate a Child initiative. Closer to home, Qatar Airways also celebrated the opening of KidzMondo, Doha's interactive educational entertainment establishment in 2017 at the Mall of Qatar. The inspiring feature, centered around a Qatar Airways aircraft fuselage, offers children a dynamic and fun introduction to their preferred roles as pilots and cabin crew, providing them with a complete travel experience for children to take on roles as passengers, as well as airline staff, within the specially-adapted aircraft.

The Qatar Airways Group also continued its high profile sporting sponsorships in Doha itself throughout the year, celebrating as Official Airline Partner and Retail Sponsor of both the men's Qatar ExxonMobil Open and the women's Qatar Total Open, Qatar Tennis Federation Tournaments, attracting many of the world's top tennis players, who compete for the championship trophy.



# Group Brands Review

## Qatar Airways Cargo

Introducing the world's second largest international cargo carrier

Qatar Airways Cargo is the world's second largest cargo carrier flying a young and modern fleet of 23 freighters to more than 60 dedicated cargo destinations. Additionally it provides belly-hold services on Qatar Airways' fleet of more than 180 passenger aircraft to a global network of more than 150 destinations. The cargo fleet now includes two Boeing 747-8, 13 Boeing 777 and eight Airbus A330 freighters.

During 2017/18, the cargo division launched four new freighter destinations to London Heathrow in the United Kingdom, Phnom Penh in Cambodia, Pittsburgh in the U.S., and Yangon in Myanmar; increased belly-hold cargo services to Qatar Airways' 11 new passenger destinations; as well as increasing frequency and capacity to the airline's main cargo hubs of Hong Kong and Luxembourg.

The cargo carrier's fleet grew during 2017/18 with the arrival of one Boeing 777 and two Boeing 747-8

freighters. The scheduled delivery of two new Boeing 777F's during 2018, will increase the fleet to 25 freighters by the end of the year.

The completed roll-out of Freighter Centralised Load Control and fully digital ramp handling to the entire freighter network has enabled optimised load planning, resulting in a 30 per cent increase in on-time performance compared to 2016/17. Qatar Airways Cargo consistently performs above the industry average on total Notification for Delivery (NFD), ensuring customers' freight availability at the destination is on schedule. A focus on reducing static weight has also resulted in fuel savings and operating cost reduction.



“ The world's second largest cargo carrier flying a young and modern fleet of 23 freighters to more than 60 dedicated cargo destinations ”

23  
Modern fleet  
of freighters



30%  
On-time performance  
increase in load planning





This performance has helped the cargo carrier achieve the number two position globally in the latest IATA Cargo iQ report of January 2018, when the cargo carrier passed the IATA Cargo iQ audit and renewed its Certificate. The audit measures the cargo carrier’s critical operational and quality performance against its best practise guidelines.

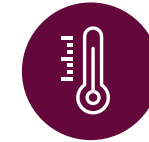
Product-specific achievements for 2017/18 include: expanding our 75 Pharma Express destinations with further growth plans in place for next year; commissioning the new Climate Control Centre in our Doha hub, enabling handling of 258,000 tonnes of temperature-sensitive transit cargo annually; increasing e-commerce capability of QR Mail and QR Express

products with demand growing worldwide; and opening a dedicated Cargo Overflow facility for screening, handling and storage of transiting courier and mail cargo, up to 256,000 tonnes annually. Future product enhancements will offer clients and shippers even greater real time visibility of their shipment online and on personal devices.

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**Future product enhancements will offer clients and shippers even greater real time visibility of their shipment online and on personal devices**

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Handle 258,000 tonnes of temperature-sensitive transit cargo annually



Increasing e-commerce capability of QR Mail and QR Express products with demand growing worldwide



Handling and storage of transiting courier and mail cargo of up to 256,000 tonnes annually

### Qatar Aviation Services

Qatar Aviation Services (QAS) is an award-winning, premier ground handling organisation headquartered at Hamad International Airport (HIA), the home and hub of Qatar Airways in Doha, the State of Qatar. As the sole ground handling company at HIA, QAS provides a seamless, 24/7 operation, which surpasses standard ground handling services and has established the company as an industry leader.

Established in 2000, QAS provides premium, end-to-end ground services to: international airlines; Heads of State and VVIPs; private fleets; executive charter flights and cargo operators. The multicultural QAS team of more than 8,000 highly-skilled employees from 54 countries, is dedicated to fulfilling the total passenger and cargo requirements of the airport and airline customers.

QAS's outstanding success and its customers' satisfaction can be attributed to the team's training and skill level. QAS's 24/7 operation is vital to the state-of-the-art airport's smooth

running, delivering solutions for a seamless passenger experience from curbside to boarding-gate, for all foreign airlines, as well as the ever-expanding cargo facility.

QAS is ISAGO, ISO 9001 certified; is an RA3 (Regulated Agent); and is a member of the IATA Ground Handling Partnership, proactively participating in various IATA technical groups such as IATA Ground Operations Manual, Load Control & Messaging, Ground Service Equipment & Environment and Airside Safety Group. These groups implement recommendations to improve and enhance safety standards in the aviation industry.



“ Qatar Aviation Services is an award-winning, premier ground handling organisation headquartered at Hamad International Airport ”

More than  
**8,000**  
highly-skilled  
QAS employees



**24/7**  
QAS seamless  
operation





Serving more than 34 Million passengers annually, the ground handling provider handled more than 212,000 flights in 2017, delivering an On Time Performance rate of above 99.5 per cent, as well as meeting the special assistance needs of 730,000 passengers. The QAS team also handled more than 45 million pieces of baggage, with a mis-handling rate of 0.62 per cent per 1,000 passengers – one of the lowest in the industry – resulting in the production of more than 129,000 load sheets safely.

QAS is proud to have achieved an efficient on time delivery of cargo, which exceeds 2,000,000 tons per year and has an average growth rate of 25 per cent per annum. On the ramp, the QAS team maintained an operational capability of more than 94 per cent for 1,800 motorised and more than 3,500 non-motorised items of ground service equipment.

QAS's commitment to lead the industry in the delivery of sustainable ground handling services and to building effective partnerships with our valued customers, will remain as the foundation of our business expansion globally.

212,178

Flights handled in 2017

99.5%

On Time Performance rate

45 million

Pieces of baggage handled

129,000

Load sheets safely produced

### Qatar Executive

Qatar Airways first announced the formation of a corporate jet division – Qatar Executive – at the Paris Air Show in 2009. The private jet division was launched as part of the airline’s ongoing robust global growth strategy, and continued commitment to the Middle East and international business travel community. Operating out of Doha International Airport, luxury jet services, including VVIP charter-on demand, are available for worldwide charter on board the operator’s wholly-owned business jet fleet.

As of 31 March 2018, the Qatar Executive fleet was comprised of two Bombardier Global 5000s, two Bombardier Global 5000 Visions, one Bombardier Global XRS, three Bombardier Challenger 605s and four Gulfstream G650ERs, as well as 12 privately managed aircraft.

Earlier this year, Qatar Executive took delivery of its fourth state-of-the-art Gulfstream G650ER, the world’s fastest ultra-long-range business jet, making Qatar Executive the world’s largest owner-operator of Gulfstream G650ERs. This latest Gulfstream delivery follows Qatar Executive’s

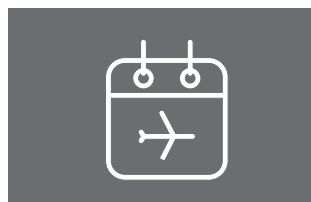
announcement in May 2015 of its intention to purchase up to 30 aircraft from Gulfstream Aerospace Corp. This includes firm orders and options comprising a combination of both Gulfstream’s new wide-cabin aircraft, the G500 and G600, and the flagship G650ER.

Qatar Executive’s service portfolio includes aircraft management, airliner charter, and maintenance and FBO services. A further three Gulfstream G500 and one Gulfstream G650ER are expected to join the fleet by 31 March 2019 and an additional four Gulfstream G600 and one G650ER by 31 March 2020.



“ The private jet division was launched as part of the airline’s ongoing robust global growth strategy ”

Qatar Executive, the world’s largest owner-operator of Gulfstream G650ERs



Aircraft on order  
**26**  
Gulfstream  
(including options)



**Discover Qatar**

Discover Qatar and Qatar Airways Holidays form the core part of the destination and leisure portfolio of Qatar Airways.

Discover Qatar has been re-engineered as an inbound tour operator and is principally focused on the development of tourism inflows to Qatar. Whilst its key responsibility does not directly extend to the promotion and marketing of the destination of Qatar, Discover Qatar’s access to the communication and distribution channels of Qatar Airways uniquely positions it as a key interface between global audiences and the experiences that Qatar has to offer.

As such the business has developed at an incredible pace, as have the assets, technology and people who drive the business. Possessing a contemporary suite of leading-edge digital distribution interfaces along with a business-to-business and business-to-consumer model, the reach of this newly-invigorated business is already bearing considerable fruit for the destination of the Qatar.

Discover Qatar has fulfilled, via Qatar Airways’ distribution channels, a stop-over experience for more than 60,000 customers since July 2017. Additionally, the company sells a range of unique and exciting transit tours and



“ Supported by a growing team with many Qatari individuals in key leadership roles, showcasing the very best of Qatar to the world ”

Discover Qatar has been re-engineered as an inbound tour operator and is principally focused on the development of tourism inflows to Qatar

More than  
**60,000**  
customers since  
July 2017



**10**  
Leading tour operator  
partners from  
around the world



experiences, including those from third party providers, to customers from around the world who wish to sample the destination in preparation for an eventual longer stay.

In the space of only a few months, Discover Qatar has partnered with 10 leading tour operators from around the world from diverse markets ranging from India to the USA, Russia, Serbia and Ukraine.

Looking forward, Discover Qatar will evolve and continue to offer a destination experience that comes with all the governance and safety standards expected of an organisation owned by one of the world's premium airlines, supported by a growing team with many Qatari individuals in key leadership roles, showcasing the very best of Qatar to the world.



### Qatar Duty Free

Qatar Duty Free (QDF) operates the retail experience at Hamad International Airport (HIA), in addition to a boutique at the Intercontinental Hotel, Doha.

A visionary retail experience, QDF offers an unprecedented selection of bespoke shopping concepts to appeal to every passenger and budget.

One of the largest duty free areas in the world, QDF boasts more than 90 elegant boutiques and retail outlets, as well as more than 30 restaurants and cafés covering an area of 40,000 square metres at Hamad International Airport.

From a large collection of perfumes and cosmetics, to the latest fashion trends, jewellery, electronics, toys and confectionery, Qatar Duty Free redefines travel retail shopping in a world-class environment for the millions of passengers who travel through the airport each year.

QDF continues to evolve to provide passengers with new shopping experiences, brands and products. Recent store openings include GUCCI, a

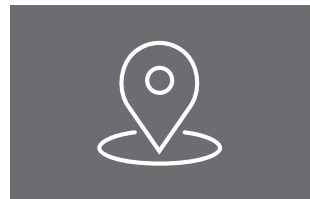
second Harrods, Moncler, Penhaligon's, Polo Ralph Lauren, a third Gold Shop, a Swatch multi-brand store and an interactive Samsung zone.

The QDF customer experience contributed to Hamad International Airport winning 'The World's Fourth Best Airport for Shopping,' 2018 Skytrax award, 'Best Staff Service in the Middle East' and 'Best Airport in the Middle East' title for the third and fourth consecutive year respectively and to being ranked 'Fifth Best Airport in the World' at the 2018 Skytrax World Airport Awards. QDF's continued investment in staff was recognised at the 2017 VeryEast Summit, China where QDF won the 'Best Employer in the Tourism and Hospitality Industry' award.



“ A visionary retail experience, QDF offers an unprecedented selection of bespoke shopping concepts to appeal to every passenger and budget ”

40,000 m<sup>2</sup>  
Covered in Hamad International Airport



90+  
Elegant boutiques and retail outlets



# PENHALIGON'S

EST. LONDON 1870



In 2017, QDF became the exclusive supplier of Qatar Airways' in-flight duty free. This seamless integration has enabled QDF to predict passenger behaviours, tailoring product needs.

As one of the Middle East's most outstanding success stories, recognised globally for delivering sustained growth and advancing the airport retail industry, QDF's continuous innovation, agility and offerings in changing sales environments has enabled the leading duty free retailer to continue to deliver outstanding results.



QDF continues to evolve to provide passengers with new shopping experiences, brands and products



More than 90 elegant boutiques and retail outlets as well as more than 30 restaurants and cafés



QDF won the 'Best Employer in the Tourism and Hospitality Industry' award at the 2017 VeryEast Summit, China



### Qatar Aircraft Catering Company

Launched in August 2002 as the sole airline catering company at the former Doha International Airport, Qatar Aircraft Catering Company (QACC) was formed to provide exclusive catering services to Qatar Airways and other airlines that serviced the airport.

The opening of Hamad International Airport (HIA) in 2014 marked a significant new chapter in QACC’s rapid expansion, with a new state-of-the-art catering facility that redefined the standards of airline catering excellence.

Led by a world-class catering team, QACC has continuously evolved its in-flight cuisine to reflect Qatar Airways’ award-winning reputation.

#### One of the world’s largest airline catering facilities

The catering facility at HIA spans an extraordinary 69,000 square metres, making it one of the world’s largest self-contained

facilities. Located within the airport premises, it produces 150,000 meals per day. The catering facility is equipped with the latest food preparation technology to ensure the widest possible range of catering options for customers and passengers. Fast and efficient service is guaranteed thanks to the 46 loading bays, 22 off-loading bays and a fleet of more than 150 catering trucks.

The enhanced meal production capacity enables the facility to cater for every airline flying via HIA, as well as for all 16 Premium airport lounges at HIA and all airport employees.

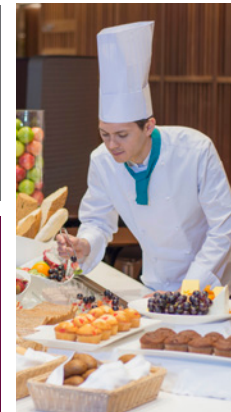


“ Led by a world-class catering team, QACC has continuously evolved its in-flight cuisine to reflect Qatar Airways’ award-winning reputation ”

150,000  
meals per day



69,000  
square metres  
catering facility



**High levels of automation**

The in-built monorail system forms the backbone of the technology-led facility and runs throughout the loading, sorting and cleaning stations. The automated system transports trolleys to and from aircraft. Led by skilled operational staff, the system automatically sorts and delivers cutlery and dishware belonging to different airlines with precision orientated accuracy.

**QACC's world-class dishes made to perfection**

QACC's chefs have to make sure that the product delivered satisfies the high standard of

our passengers. Executive chefs and executive sous chefs develop recipes in our in-house development kitchen – a QACC chef can spend hours sampling and adjusting a single recipe until they create the perfect dish ready to delight our passengers.

**World-class dishes made to perfection**

The catering facility has segregated specialty gourmet kitchens to facilitate the preparation of a range of cuisines including Asian, Arabic, Indian, Oriental and Western – it even includes a separate sushi room to support the intricate preparation of high-quality Japanese foods.



69,000m<sup>2</sup>

Catering facility at HIA

150,000

Meals produced per day by QACC

46

Equipped loading bays

22

Equipped off-loading bays

150

Equipped catering trucks

# Privilege Club

Privilege Club, Qatar Airways' Frequent Flyer Programme, is the airline's way of saying "thank you" to our customers for choosing to fly with Qatar Airways. Privilege Club members enjoy a wide range of exclusive privileges and benefits designed to make travel with Qatar Airways even more rewarding. Privilege Club offers four membership tiers – Burgundy, Silver, Gold and Platinum – each with their own exclusive benefits.

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**Privilege Club, Qatar Airways' Frequent Flyer Programme, is the airline's way of saying "thank you" to our customers for choosing to fly with Qatar Airways**

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Members have the ability to earn Qmiles when they or nominated family members travel on Qatar Airways, any **oneworld** member airline or use the



services of our more than 100 partners. Qmiles can be redeemed for a wide range of rewards, including complimentary flights to almost 1,000 destinations served by Qatar Airways, the **oneworld** alliance and our airline partners, as well as cabin upgrades and excess baggage allowances with Qatar Airways. In addition, members can use Qmiles to redeem hotel stays at AccorHotels, and make purchases at Qatar Duty Free (QDF) and Oryx Galleria, Doha.

In May 2017, Qatar Airways Privilege Club was named "Best Rewards Programme" and "Outstanding Benefits (Qcredits)" amongst airlines in the Middle East/Asia/Oceania regions at the

sixth annual FlyerTalk Awards 2017. In December 2017, Privilege Club expanded its partnership with QDF further, allowing members to earn Qmiles at more than 90 Qatar Duty Free stores.

In March 2018, Privilege Club launched its refreshed brand identity, under the slogan – **'Don't just collect miles, collect memories'**. The refreshed brand includes a range of new programme enhancements, and a new luxurious look and feel to the programme, coinciding more closely with Qatar Airways' brand. The website was relaunched to give members the ability to fully manage all of their account activities online.

# Corporate Sustainability

Qatar Airways Group is committed to environmental responsibility, both in Qatar and across the world. We are proud to contribute towards the State of Qatar's National Vision for 2030 by supporting its pillar for environmental protection. During 2017, we partnered with Qatar's national utility provider, Kahramaa, to promote energy efficiency and water conservation.

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**Internationally, we play a leading role in pursuing the aviation industry's ambitions for tackling global environmental issues, including climate change and the illegal transportation of endangered wildlife**

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Internationally, we play a leading role in pursuing the aviation industry's ambitions for tackling global environmental issues, including climate change and the illegal transportation of endangered wildlife.

## Environmental Management System

Qatar Airways' environmental management system focuses on:

- Cost-effective compliance with environmental legislation across our global network;
- Efficient use of environmental resources; and
- Contributing towards our reputation through continual improvement in environmental performance.

In December 2017, Qatar Airways' environmental management system was certified to the highest level of the International Air Transport Association's Environmental Assessment programme, IEnvA.

## Aviation Environment

### Aviation and Climate Change

Our modern fleet and continued focus on fuel saving contribute towards the airline industry's goals for carbon efficient air travel. Qatar Airways remains compliant to the European Union's



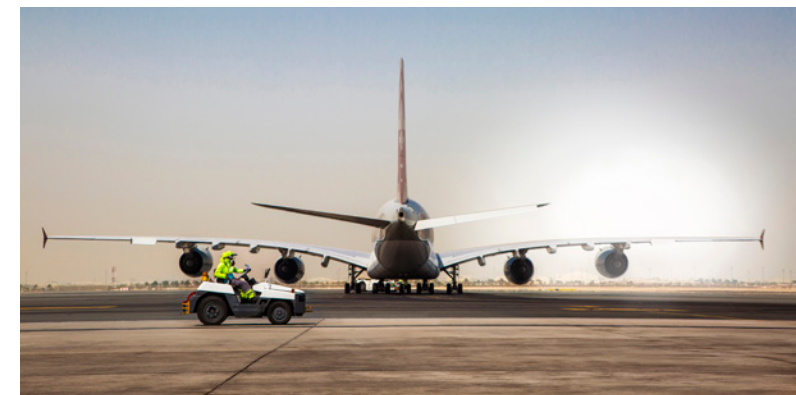
Environmental management system

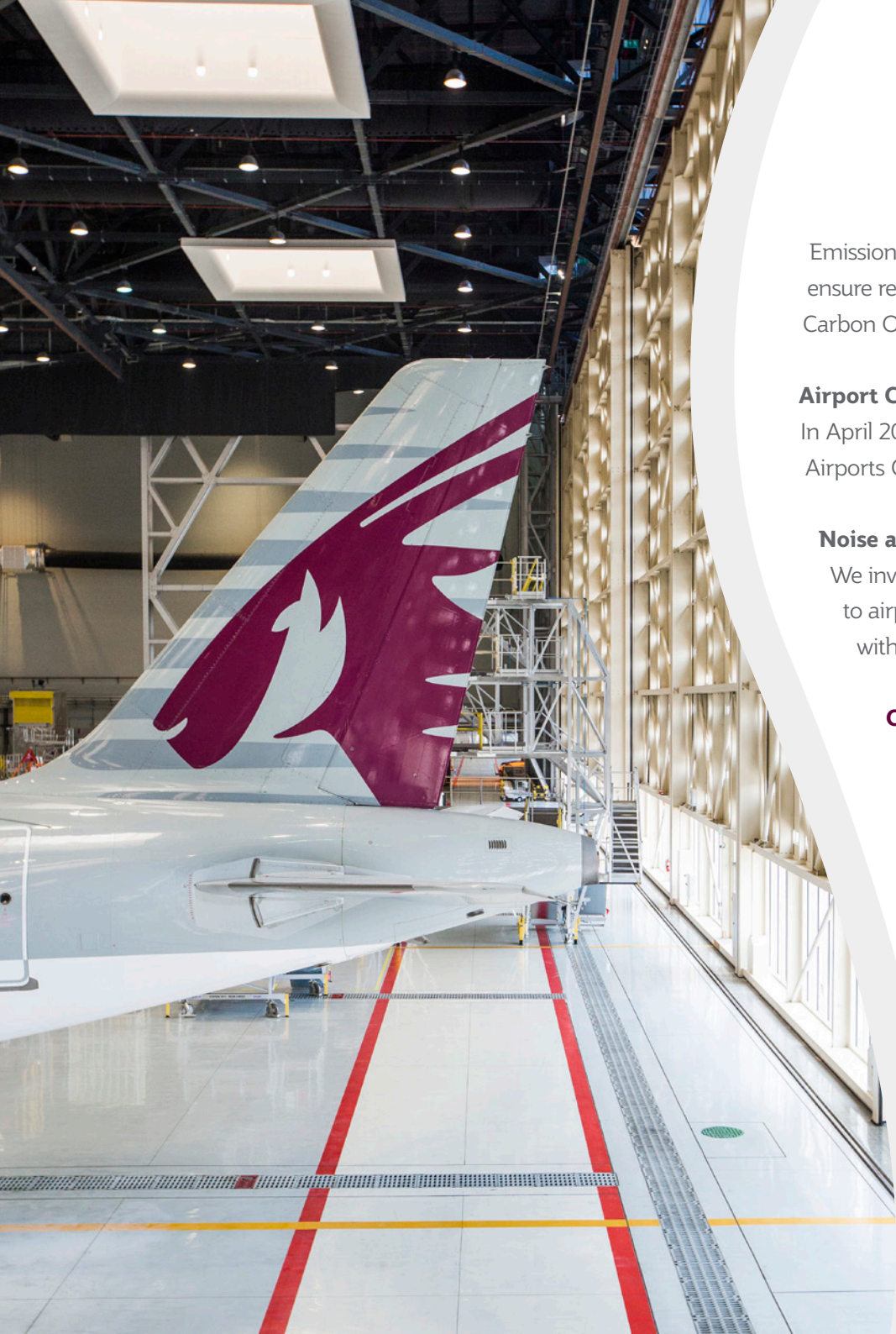


Aviation environment



Corporate social responsibility and sustainability





Emissions Trading System, while proactively engaging industry groups and stakeholders to ensure readiness for the voluntary pilot phase of the International Civil Aviation Organization's Carbon Offsetting and Reduction Scheme for International Aviation (CORSI) from 2021.

### **Airport Carbon Accreditation**

In April 2017, Hamad International Airport secured Level 3 'Optimisation' certification to the Airports Council International's Airport Carbon Accreditation programme.

### **Noise and Air Quality**

We invest in the cleanest, quietest aircraft technology and, by carefully monitoring adherence to airport noise abatement procedures and emission regulations we align our operations with the environmental objectives of our airport stakeholders.

## **Corporate Social Responsibility and Sustainability**

### **Tackling Wildlife Crime**

In October 2017, Qatar Airways joined the ROUTES Partnership (Reducing Opportunities for Unlawful Transport of Endangered Species). As a complement to our adoption of the United for Wildlife Transport Taskforce Buckingham Palace Declaration, we work with a select group of stakeholders to combat wildlife crime within air transportation.

### **Earth Hour 2018**

Qatar Airways marked Earth Hour on 24 March 2018 with an internal awareness campaign and by switching off the lights in its offices in Doha. The switch-off was filmed and shared on social media.