



Index



His Highness
Sheikh Hamad bin
Khalifa Al Thani
The Father Amir



His Highness
Sheikh Tamim bin
Hamad Al Thani
Amir of the State of Qatar

Annual Report
2020/2021



Annual Report Fiscal 2021

1 April 2020 - 31 March 2021



Executive Board Members

H.E. Sheikh Abdul Rahman bin Khalifa Al Thani
Acting Chairman

H.E. Jassim Saif Al Sulaiti
Member

H.E. Akbar Al Baker
Member and GCEO of Qatar Airways

H.E. Issa Mohamed Al Mohannadi
Member

H.E. Sheikha Hanoof bint Thani Al Thani
Member

Strength Resilience Commitment

As we reflect on the 2020/21 Financial Year, these are the three words that I believe stand out as best describing Qatar Airways' response to the most challenging and extraordinary 12 months in the airline's 24-year history.

We started the year at the height of the global COVID-19 pandemic, with its impact casting an ever-darkening shadow over the future of the international commercial aviation industry. The COVID-19 pandemic had taken root into every aspect of our daily lives, decimating the world economy, separating us from our loved ones, curtailing travel and forcing difficult decisions to be made for the good of us all.

In challenging, uncertain times it is easy to shy away from taking a risk and avoid the difficult decisions. To allow events to overtake you and become the driving force behind actions. To renege on your promises to your customers, partners and employees. This is not the Qatar Airways way.

Whilst our competitors grounded their aircraft and closed their routes, we adapted our entire network to respond to ever-evolving travel restrictions and never stopped flying – fulfilling our mission of taking stranded passengers home on scheduled and charter flights. We were able to do this thanks to our varied fleet of modern, fuel-efficient aircraft, and a strategic shift to becoming less reliant on our largest, four engine aircraft – the Airbus A380 – in favour of smaller, more efficient aircraft, to serve passenger demand and increase the sustainability of our operations.

“Whilst our competitors grounded their aircraft and closed their routes, we adapted our entire network”



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

The airline's fleet of twin-engined aircraft became the ideal choice for the most strategically important long-haul routes to Africa, the Americas, Europe and Asia-Pacific regions. In the last few months of 2020, Qatar Airways took delivery of four Airbus A350-1000s, all fitted with the airline's multi award-winning Business Class seat, Qsuite.

I am immensely proud that, even at the height of the pandemic, the Qatar Airways global network never once fell below 33 destinations in an effort to fulfil our commitment to our passengers and freight customers, which resulted in helping take home more than three million stranded passengers worldwide in 2020/21 alone.

Qatar Airways Cargo met the challenges posed by the pandemic, transporting over 500,000 tonnes of medical equipment, Personal Protection Equipment (PPE) and aid around the world, utilising an efficient fleet of dedicated freighter and adapted passenger aircraft.

Our dedication to this mission drove us to continue working closely with governments, civil aviation authorities and companies around the world to facilitate the operation of more than 500 repatriation charter flights.

This included many flights to destinations not previously part of our network, such as Antananarivo, Madagascar; Bogotá, Colombia; Bridgetown, Barbados; Juba, South Sudan; Lomé, Togo; Maun, Botswana; Havana, Cuba; Laayoune, Morocco; Ouagadougou, Burkina Faso; Port Moresby, Papua New Guinea and Port-of-Spain, Trinidad and Tobago.

We even launched several new destinations during the pandemic to meet demand, including Abuja, Nigeria; Accra, Ghana; Brisbane, Australia; Luanda, Angola; San Francisco, USA; and Seattle, USA.

At the beginning of 2021 we also resumed our operations to the Kingdom of Saudi Arabia, the Arab Republic of Egypt and the United Arab Emirates. These additions to our network allowed passengers to continue travelling to more destinations with a carrier they can rely on.

The airline proudly supported a number of different industries and stranded vital workers to ensure that essential business travel could continue and keep the economy moving.

“ I am immensely proud that,
even at the height of the pandemic,
the Qatar Airways global network never
once fell below 33 destinations ”



Our efforts in providing a lifeline to groups such as seafarers and offshore workers resulted in the airline repatriating over 310,000, including close to 28,000 across almost 100 charters, during 2020/21.

We also opened a dedicated Mariner Lounge at Hamad International Airport (HIA) as a gesture of our appreciation to these essential workers that helped maintain the continuity of global supply chains throughout the pandemic.

As a result of these remarkable efforts, we were delighted to learn that Qatar Airways had been named as the largest international carrier in the world between April and July 2020, by the International Air Transport Association (IATA), with the airline accounting for 17.8 per cent of global international passenger traffic in April 2020.

Whilst carriers across the globe struggled to survive the most critically adverse market conditions in the history of commercial aviation, we continued to focus on building passenger confidence in the safety of air travel, by providing a safe, secure and hygienic environment for travellers in line with the highest standards.

The airline continued to introduce and invest in the most advanced, stringent and robust safety and hygiene measures existing within the global aviation community, earning prestigious accolades such as becoming the first global airline in the world to achieve the 5-Star COVID-19 Airline Safety Rating by international air transport rating organisation, Skytrax.



We also received the Airline Passenger Experience Association's (APEX) 2021 Five Star Global Official Airline Rating™ along with achieving Diamond Standard Status in the Global APEX Health Safety powered by SimpliFlying COVID-19 Audit. This followed HIA's success as the first airport in the Middle East and Asia to be awarded a Skytrax 5-star COVID-19 Airport Safety Rating.

The achievement of these two Skytrax ratings saw Qatar Airways and HIA become the only airline and airport to achieve four 5-Star Skytrax ratings – including the prestigious 5-Star Airline Rating and 5-Star Airport Rating.

These recognitions continued to provide assurances to passengers around the world that Qatar Airways' health and biosafety measures met the highest possible standards of professional, independent scrutiny and assessment.

On board this included the provision of PPE for cabin crew and complimentary protective kits, as well as the introduction of hand sanitisers in all galley areas.

In addition to this, the airline was the first international carrier to deploy Honeywell's Ultraviolet (UV) Cabin System, operated by Qatar Aviation Services (QAS), further enhancing its hygiene measures on board.

Having risen to the top position as the largest cargo carrier in the world in 2019, Qatar Airways Cargo continued strongly throughout a challenging year and even grew its market share during the pandemic.

As global air freight capacity dropped significantly during the start of the pandemic, Qatar Airways Cargo continued operating its full fleet of freighters, along with belly-hold flights and passenger freighters to maintain global supply chains.

Demonstrating its agility in responding quickly to the crisis, the cargo carrier also converted six Boeing 777-300ER passenger aircraft into mini freighters to further support the international air freight market. To ensure continuity of global trade, passenger freighters and mini freighters were launched to several destinations globally.

During the peak of the pandemic, the airline more than tripled its daily services, operating a record 183 cargo flights a day in the month of May 2020.

The cargo carrier was also awarded 'International Cargo Airline of the Year' at the STAT Trade Times awards event, recognising its leadership and innovation.



183 cargo flights a day during the peak of the pandemic in May

Qatar Airways Cargo also introduced its sustainability initiative WeQare and launched Chapter 1, offering one million kilos of free cargo for its customers to allocate to charities of their choice.

Recognising its responsibility as a leader in the industry, Qatar Airways Cargo signed a five-year agreement with UNICEF to support the organisation's Humanitarian Airfreight Initiative to prioritise the transport of vaccines, medicines, medical devices and critical supplies.

This was in addition to a two-year pact signed in May 2020, to support UNHCR in transporting crucial aid supplies to those most in need during these difficult times. As a result, the carrier transported more than 20 million doses of COVID-19 vaccines to over 25 countries.

When it came to maintaining our position as industry leaders in corporate social responsibility, recognising the incredible efforts of those who played key roles throughout the pandemic was a priority for us.

To this end, we gave away 100,000 complimentary return tickets to healthcare workers and 21,000 to teachers around the world, allowing them to enjoy a well-deserved holiday, visit family and friends or explore a destination they have always dreamed of, once travel restrictions ease.

When tragedy struck in Lebanon and Sudan, Qatar Airways quickly mobilised to provide much needed humanitarian relief to these regions through the shipment of aid, food and other essential supplies free of charge on Qatar Airways Cargo. Despite the challenges of the pandemic, Qatar Airways Group remained dedicated to its environmental leadership across all of its entities, including airline, airport operations, aviation and catering services, as well as retail outlets and hotels.

100,000
complimentary return
tickets to healthcare
workers

Transported more than
20 million
doses of COVID-19
vaccines to more than
25 countries

Qatar Airways continued to offer passengers a sustainable solution for their travel by operating one of the youngest fleets of modern fuel-efficient aircraft, including both the Airbus A350 and the Boeing 787.

The airline also launched a voluntary carbon offsetting programme in partnership with IATA, with credits from the programme being invested in developing renewable energy projects.

The Group's waste reduction programme continued with an increased focus on reducing single-use plastics and applying the principles of a circular economy across our businesses. Since the introduction of Quisine in 2019, there has been an 80 per cent increase in recyclable and biodegradable products being used, and 80 per cent of the tray items comply with the ban on single-use plastics.

In September 2020, it was with great pride that we committed with our **oneworld** alliance partners to net zero carbon emissions by 2050, becoming the first global alliance



to unite behind a common target to achieve carbon neutrality. Reducing emissions is modern aviation's greatest challenge, and the alliance's commitment to 'net zero' during this uncertain time demonstrates the importance we all place on this duty.

We also remained compliant with international requirements and have been working in collaboration with the industry in leading global efforts to tackle climate change. Our comprehensive strategy for environmental sustainability is firmly embedded across the group in our daily operations and decision-making processes.

This includes our continuous efforts to protect the planet for our future generations, with a focus on climate change, waste management, energy optimisation, efficient water use and biodiversity, as well as preventing illegal wildlife transportation.

As such, we persistently endeavour to improve our performance through the Environmental Management System (EMS) and continue to invest in corporate sustainability projects throughout our operations.

Our EMS has been accredited to the highest level of certification of the IATA's



Environmental Assessment Programme (IEnvA) and our airport in Doha has been certified to Level 3 of the Airports Council International's Airport Carbon Accreditation. As the year progressed, Qatar Airways continued to consolidate its leadership position at the forefront of the global travel recovery, introducing one of the most flexible booking policies available – including options such as unlimited date changes, two-year ticket validity and unlimited destination changes.



We are committed towards doing everything in our power to instil consumer confidence in a less predictable climate and honoured over 600,000 passenger refunds in excess of USD 1.65 billion.

I am proud to say that Qatar Airways Group also played a critical role in supporting the State of Qatar's rigorous efforts to limit the spread of COVID-19 within the country. In June, in partnership with the Ministry of Public Health (MoPH), Qatar Airways Holidays and Discover Qatar became the sole provider of hotel quarantine packages for returning residents to complete quarantine requirements, ensuring safety and comfort at all times.

Honoured over
600,000
passenger refunds in excess of
USD 1.65 billion



Overcoming many logistical challenges along the way, the Group's determined efforts resulted in establishing a world-leading quarantine programme and the safe return of almost 500,000 people to Qatar. Discover Qatar also innovated the launch of a range of staycation packages in July – in partnership with Doha-based hotels – to support the local hospitality industry whilst Qatar remained closed to tourists.

In addition to this, in November Qatar Airways Holidays developed a variety of safe 'Travel Bubble Holidays' for Qatari citizens and residents to safely travel to the Maldives for vacation, with a range of special measures in place.

Strength, resilience and commitment are in our DNA at Qatar Airways. Even as the pandemic was at its worst, we were determined to maintain our allegiance to serve and support our beloved nation, as well as fulfil our commitment to 'business as usual' for millions of our much-valued loyal customers across the globe.

We persevered in our ambition to forge strategic alliances to strengthen connectivity and increase travel options for our passengers, finalising several major new partnerships in 2020, including those with Air Canada, Alaska Airlines, American Airlines and China Southern Airlines.

Qatar Airways also expanded cooperation with several of our existing partners, such as Cathay Pacific, Iberia, LATAM and Oman Air, to maintain seamless global connectivity for our passengers throughout the pandemic and beyond.



While many airlines cut back their on-board service offerings, our commitment to providing five-star service never wavered. The airline's investment in innovating its products and service offerings continued and remained a key priority to ensure that the Qatar Airways customer experience remained the best in the world.

This included the milestone delivery of our 100th aircraft to be fitted with Super Wi-Fi and the introduction of limited-edition on-board menus for key celebrations including Eid, Thanksgiving, Qatar National Day and the festive season.

We also introduced major improvements to the Qatar Airways Privilege Club, as part of a transformation of our loyalty programme to provide an even greater range of enhanced rewards to members.

In August, Qatar Airways Privilege Club revised its Qmiles policy, removing booking fees for award flights and allowing member balances to remain valid for a further 36 months when a member earns or spends Qmiles.

More significantly, in November, Privilege Club cut the number of Qmiles required to book award flights by up to 49 per cent and launched its new Student Club programme, offering a range of unrivalled benefits to support students throughout their educational journey.

Qatar Airways' ambition to bring people together through the power of sport and to support the communities in which we operate continued in 2020, despite the challenges presented by the pandemic.

As Official Airline Partner of the FIFA World Cup Qatar 2022™ we are looking forward to being the airline that will fly millions of football fans to Qatar for the tournament.

Qatar Airways unveiled a specially-branded Boeing 777 aircraft painted in FIFA World Cup Qatar 2022™ livery to mark two years to go until the tournament kicks off on 21 November 2022.

In response to the ongoing pandemic, HIA acquired and implemented the latest technologies to optimise passenger and

employee safety, including the use of disinfectant robots, advanced thermal screening helmets and UV disinfection tunnels for checked-in luggage.

HIA's agile and innovative approach during a truly challenging year ensured it remained operational throughout the pandemic and helped millions of passengers reach home safely.



Qatar Duty Free (QDF) was proud to usher in its 20-year anniversary and open a new beauty concept store, a multi-brand women's fashion store and two pop-up stores -Penhaligon's and Carolina Herrera – as well as launch a stunning Hublot boutique and the first Loro Piana travel retail boutique in the Middle East at HIA.

There is no denying that this past year has been a difficult one. Yet, through it all, I have been consistently inspired by the loyalty and dedication of our employees, to whom much of Qatar Airways' success over the past year is owed.

When it became clear that the financial impact of the pandemic would be more significant than expected, the entire Qatar Airways family rallied together and collectively embraced a temporary 15 per cent salary reduction as part of the airline's Staff Solidarity Programme. This unwavering show of support and sacrifice from our employees was, without a doubt, one of the most heartfelt displays of selflessness and commitment I have ever experienced.

I also wish to take this moment to express our gratitude to our shareholder, the Government of the State of Qatar, for its firm support of the Qatar Airways Group during this challenging period.

While our organisation did not receive any subsidies in the form of salary support, tax relief or grants, our shareholder did provide an equity injection of USD 3 billion to support the business continuity. Despite our best efforts, it was with a heavy heart that we reluctantly said goodbye to many valued colleagues across all areas of the business as a result of the devastating impact of the pandemic.

This was one of the most difficult decisions of my almost 25-year career leading the World's Best Airline, and it was not taken lightly.

I made a commitment at the time and I will say it again here: we will prioritise the rehiring of those employees who were made redundant during the pandemic and have already begun this process in critical parts of the business. I personally look forward to welcoming more of our people back into the Qatar Airways family.

Even throughout the most uncertain early days of the global pandemic, it was with enormous pride that I observed our teams, departments and subsidiaries across the Qatar Airways Group adapt quickly to this new reality, showcasing our strength and agility at every turn.

“We will prioritise the rehiring of those employees who were made redundant during the pandemic and have already begun this process in critical parts of the business. I personally look forward to welcoming more of our people back in to the Qatar Airways family”





In particular I want to thank our pilots, cabin crew and ground staff that have served valiantly on the front lines throughout this crisis, helping to take people home and transport essential supplies.

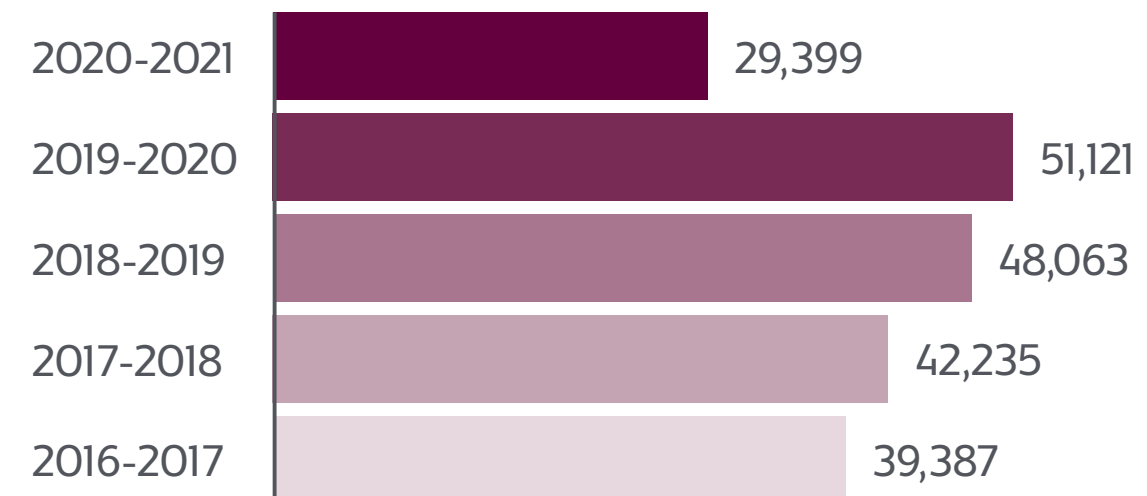
To all employees of the Qatar Airways Group - both current and former - whose sacrifices over the past year have contributed to the survival of our airline and have carried us through some of the darkest days ever seen by the aviation industry, this report is dedicated to you.

It is a humbling story that we all can be proud of – one of strength, resilience and commitment.

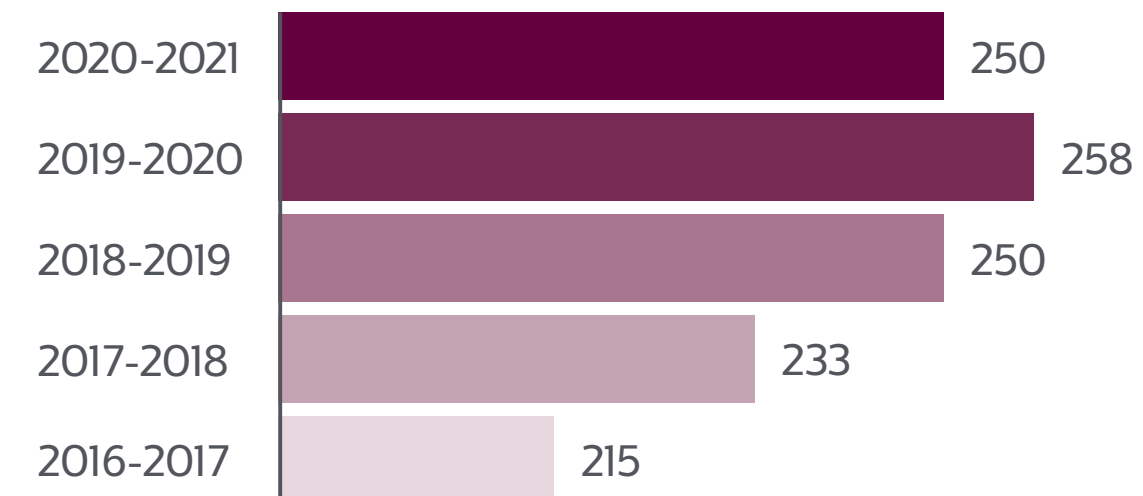
As we look to the future as the airline that never stopped flying during the global COVID-19 pandemic, I am confident that Qatar Airways will emerge from this crisis as the most adaptable and reliable airline with a realistic approach for recovery and a clearer view of the skies ahead.

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

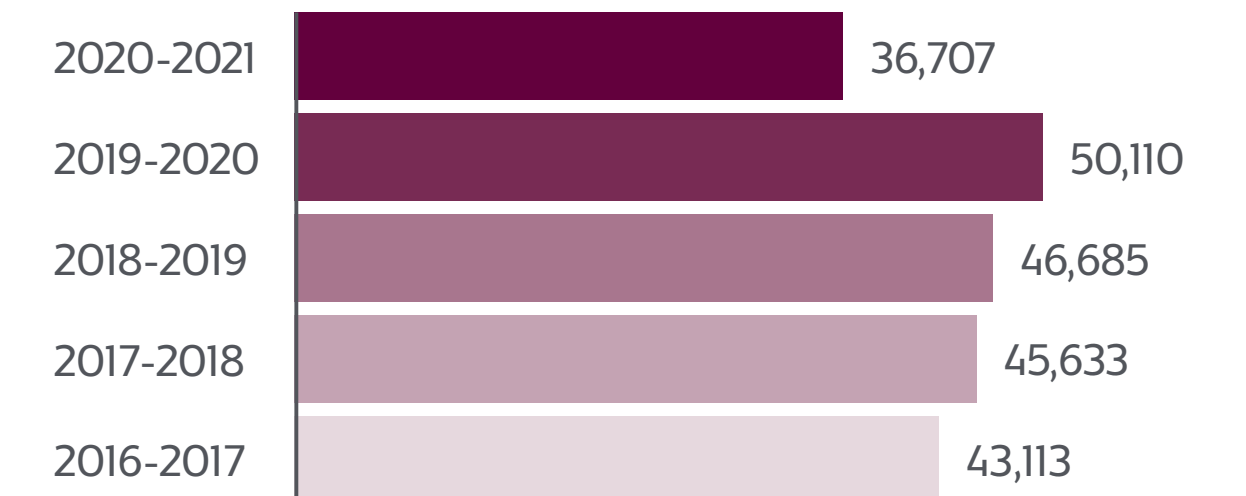
Revenue and other operating income (QAR Mn)



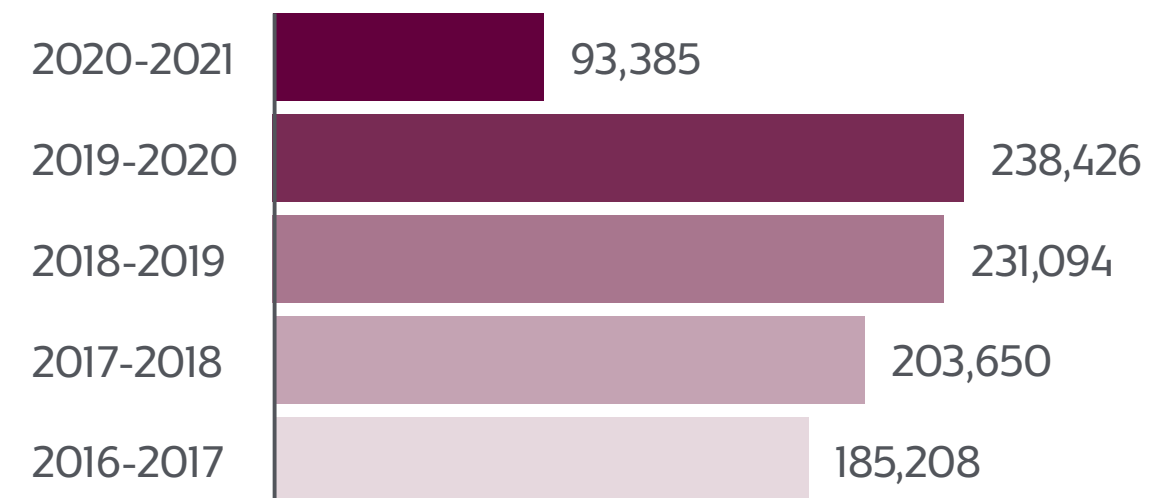
Number of Aircraft



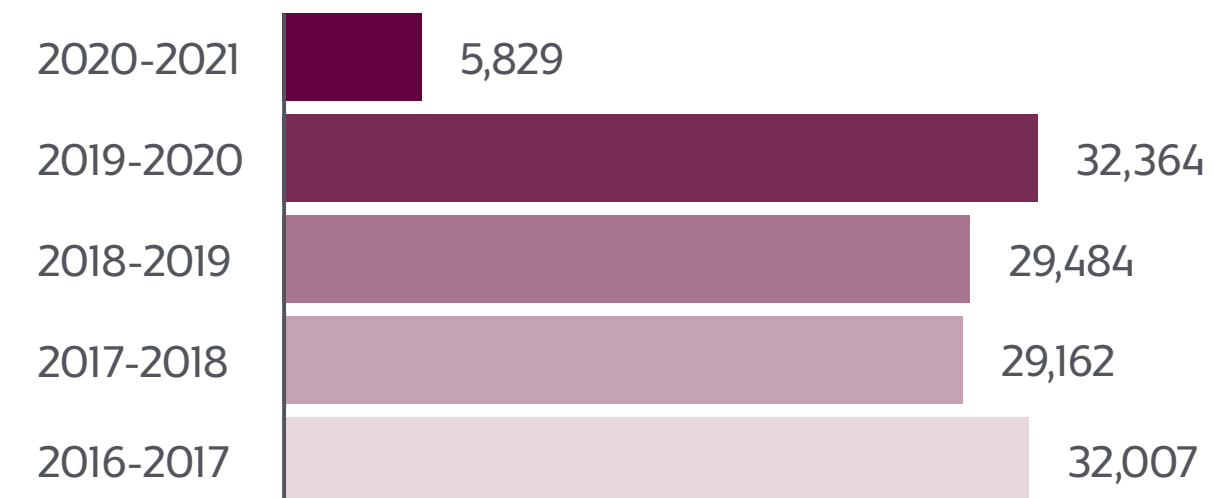
Employee Numbers



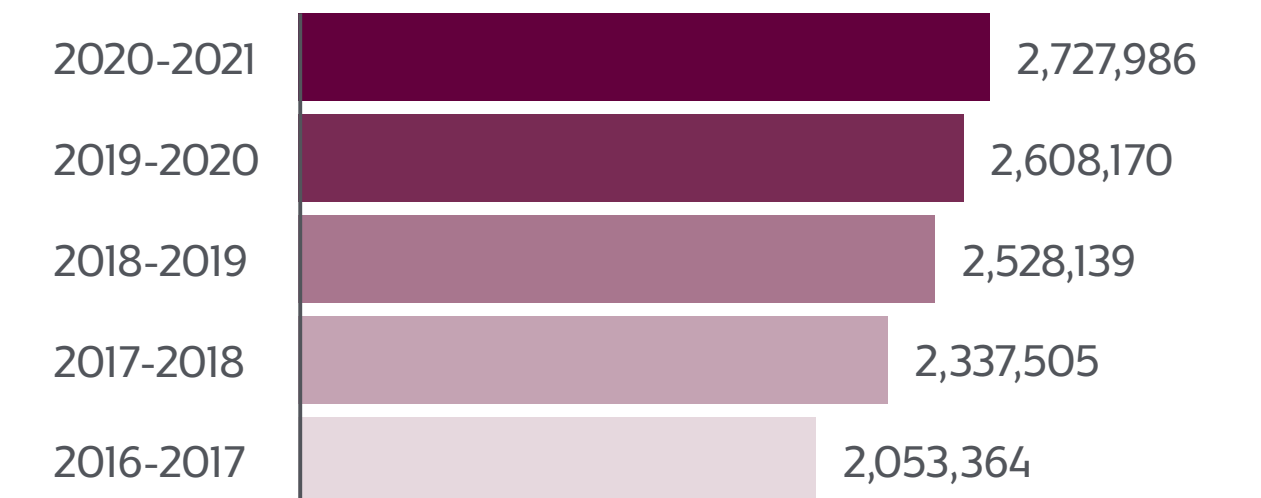
Available Seat KM (Mn)



Passengers Carried ('000)



Cargo Carried (Tonnes)



Financial Highlights		Fiscal 2021	Fiscal 2020
Revenue & Other Operating Income	QAR m	29,399	51,121
of which passenger revenue	QAR m	7,971	37,070
of which cargo revenue	QAR m	18,491	9,928
Operating Results	QAR m	(1,050)	(1,129)
Net Loss before Exceptional Items	QAR m	(6,447)	(7,009)
Impairment Loss on Assets	QAR m	(8,406)	-
Net Loss Attributed to Owner	QAR m	(14,853)	(7,009)
EBITDA	QAR m	5,897	4,924
EBITDA Margin	%	20.1%	9.6%
Total Equity	QAR m	31,824	28,439
Total Assets	QAR m	141,583	127,482
Cash, Cash Equivalent and Interest Bearing Deposit	QAR m	24,653	7,267
Net Debt (interest-bearing loans and lease liabilities)	QAR m	85,154	69,774

Passenger Fleet Guide



Airbus A350-1000

Number of aircraft 19
Length (m) 73.78
Wingspan (m) 64.75
Cruising speed (kph) 903
Range (km) 16,100
Passenger capacity 327



Airbus A321-200

Number of aircraft 3
Length (m) 44.51
Wingspan (m) 34.1
Cruising speed (kph) 867
Range (km) 5,630
Passenger capacity 182



Airbus A330-200

Number of aircraft 6
Length (m) 58.8
Wingspan (m) 60.3
Cruising speed (kph) 867
Range (km) 12,569
Passenger capacity 260



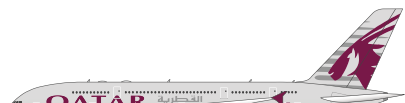
Boeing 787-9 Dreamliner

Number of aircraft 7
Length (m) 63
Wingspan (m) 60
Cruising speed (kph) 913
Range (km) 13,950
Passenger capacity 311



Airbus A350-900

Number of aircraft 34
Length (m) 66.89
Wingspan (m) 64.75
Cruising speed (kph) 902
Range (km) 14,350
Passenger capacity 283-339



Airbus A380-800

Number of aircraft 10
Length (m) 72.7
Wingspan (m) 79.8
Cruising speed (kph) 944
Range (km) 15,700
Passenger capacity 517



Boeing 777-200LR

Number of aircraft 9
Length (m) 63.7
Wingspan (m) 64.8
Cruising speed (kph) 905
Range (km) 17,370
Passenger capacity 272-276



Boeing 777-300ER

Number of aircraft 48
Length (m) 73.9
Wingspan (m) 64.8
Cruising speed (kph) 905
Range (km) 14,685
Passenger capacity 354-412



Airbus A320-200

Number of aircraft 29
Length (m) 37.57
Wingspan (m) 34.1
Cruising speed (kph) 867
Range (km) 5,731
Passenger capacity 132-144



Airbus A330-300

Number of aircraft 10
Length (m) 63.69
Wingspan (m) 60.3
Cruising speed (kph) 867
Range (km) 10,558
Passenger capacity 295-305



Boeing 787-8 Dreamliner

Number of aircraft 30
Length (m) 57
Wingspan (m) 60
Cruising speed (kph) 913
Range (km) 13,530
Passenger capacity 254

Qatar Airways Group Overview



Qatar Airways, the commercial airline operation within the Group.



Qatar Airways Cargo is the world's largest international cargo carrier, delivering quality air freight solutions and connecting businesses to more than 60 freighter, and 140 belly-hold destinations.

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



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.



Dhiafatina 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. Dhiafatina also operates the Vitality Spa at HIA.



Oryx International School is owned by Qatar Airways and managed by Orbital Education. The school is uniquely for the children of employees of Qatar Airways and its approved subsidiaries.



QDF operates the retail and Food & Beverage experience at HIA.



MATAR, the Qatar Company for Airports Management and Operation, is a corporate subsidiary of Qatar Airways Group in a contractual agreement with the government of Qatar to manage the operations of HIA and DIA.



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



QDC is Qatar's only licensed retail beverage distributor.



Discover Qatar is the destination management division of Qatar Airways and proud partner of Qatar Tourism. Through partnerships with other outstanding individuals and organisations, Discover Qatar's task is to advance Qatar as a premium tourist destination.



QACC is one of the largest single catering facilities in the world, providing for all Qatar Airways' flights, lounges and staff cafeterias, capable of producing more than 175,000 five-star meals per day.



QAS provides ground handling services at HIA for all commercial, private and cargo operators.



Al Maha Services provides Meet & Assist and expedited security services for customers utilising HIA.



Global Network

Taking people home and supporting the continuity of global trade

Qatar Airways was one of only a few global airlines to never stop flying throughout the COVID-19 pandemic, remaining committed to its fundamental mission of taking people home during the peak of the crisis. The airline continued operating to key cities including Amsterdam, Dallas-Fort Worth, Frankfurt, London, Montréal, New York, Paris, São Paulo, Singapore, Sydney and Tokyo.

As a result, according to the International Air Transport Association, Qatar Airways became the largest international carrier, accounting for 17.8 per cent of global

international passenger traffic in April 2020 alone. March 2021 figures from independent travel data provider OAG reaffirmed Qatar Airways as the largest international airline in the world in terms of Available Seat Kilometres (ASK), offering more global connectivity to its passengers than any other airline.

Between 1 April 2020 and 31 March 2021, the national carrier of the State of Qatar helped take home more than three million passengers. In addition to scheduled services, the airline also operated more than 500 charter flights, working closely with governments and companies around the world to support repatriation.

The airline's efforts provided a lifeline to those in certain industries, such as seafarers and offshore workers, with the airline repatriating over 310,000 individuals including close to 28,000 across almost 100 charters during 2020/21.

Qatar Airways' global repatriation efforts saw the airline fly to destinations not previously part of its network,

“Largest international carrier, accounting for 17.8 per cent of global international passenger traffic in April 2020”

including Antananarivo, Bogotá, Bridgetown, Havana, Juba, Laâyoune, Lomé, Maun, Ouagadougou, Port Moresby and Port-of-Spain.

At the height of the pandemic in May 2020, Qatar Airways' network had fallen to 33 destinations. From this point, the airline gradually rebuilt its network in-line with global travel demand to reach 131 destinations by 31 March 2021.

Not only did Qatar Airways work to rebuild its network, the carrier also added six new destinations: Abuja, Nigeria; Accra, Ghana; Brisbane, Australia; Luanda, Angola; San Francisco, USA; and Seattle, USA. Similar to other airlines around the world, the COVID-19 pandemic has also created significant operational challenges for Qatar Airways. While the carrier continues to operate as many flights as possible, many routes remain commercially unviable due to the significant drop in demand for international air travel.

However, having made significant strides in the rebuilding of its network during the 2020/21 financial year, the airline remains optimistic and ready to resume and launch more routes as the travel market rebounds in-line with the worldwide vaccine rollout and reduction of global entry restrictions.

Fleet

A young and sustainable fleet to maintain global connectivity

Qatar Airways was one of the few global airlines to never stop flying throughout the pandemic. The airline's strategic investment in a mix of modern fuel-efficient aircraft enabled it to remain agile and sustainable throughout the pandemic, offering the right capacity in each market to meet both passenger and cargo demand. With an average aircraft age of six years, the state-of-the-art fleet continues to be one of the youngest and most modern in the industry.

Making prudent decisions

Due to COVID-19's impact on travel demand, the airline took the decision to ground its fleet of A380 aircraft as it is not commercially or environmentally justifiable to operate such a large aircraft in the current market.

With international travel not predicted to return to pre-COVID-19 levels till 2024, the airline made the prudent choice to take an impairment on 10 of its Airbus A380 aircraft.

The airline's foresight on the future of aviation, and early strategic investment in sustainable aircraft, saw it become one of the few global airlines to continue taking delivery of aircraft in 2020/21.

In the last financial year, we added 14 new aircraft to our impressive fleet – which includes 205 passenger aircraft, 26 cargo aircraft and 19 Qatar Executive jets (as at 31 March 2021).



In October 2020, the airline took delivery of three ultra-modern Airbus A350-1000 in a single day, with a fourth arriving on the last day of 2020.

These deliveries increased the airline's total Airbus A350 fleet to 53 aircraft with an average age of just over three years, reaffirming its position as the ideal choice for environmentally conscious long-haul passengers.

Qatar Airways' revolutionary Qsuite Business Class continues to lead the industry with its 1-2-1 configuration, providing passengers with the most spacious, fully private, comfortable and socially-distanced Business Class product in the sky.

The Qsuite is fitted to 74 of Qatar Airways' aircraft across its Airbus A350 and Boeing 777 fleet and is available on the majority of the airline's long-haul routes.

Our cargo fleet also benefitted from the addition of three Boeing 777F, that arrived in convoy on 1 January 2021.

These new aircraft have significantly enhanced Qatar Airways Cargo's



operational capability, injecting much needed capacity in the market helping support global supply chains at a critical time during the pandemic.

The added capacity also enabled the cargo carrier to support the logistics around the COVID-19 vaccination, with the airline transporting over 20 million doses of the vaccine for UNICEF as part of the five-year MoU to support UNICEF's Humanitarian Airfreight Initiative.

With more than 200 aircraft worth over USD 50 billion still on order (including options and Letters of Intent), our fleet and network continues to go from one strength to the next.



More than
200
aircraft on order



205
passenger aircraft



19
executive jets



26
cargo aircraft

Investments

Since the onset of the COVID-19 pandemic, aviation has remained one of the hardest-hit global industries. Despite these unprecedented challenges, 2020/21 saw Qatar Airways standing in support of its industry peers by increasing its shareholding in International Consolidated Airlines Group, S.A. (IAG) and Cathay Pacific Airways Ltd, as well as participating in the restructuring plan of LATAM Airlines Group.

In July 2020, IAG announced its proposal to undertake a capital increase of EUR 2.7 billion by the issuance of right shares. Qatar Airways subscribed for 25.1 per cent in proportion to its shareholding in the company, providing much-needed support to IAG during the most difficult times in the history of aviation.

Cathay Pacific, Hong Kong's flag carrier, raised USD 1.5 billion from its shareholders, with Qatar Airways contributing by subscribing for shares in proportion to its shareholding of 9.99 per cent.

In May 2020, LATAM Airlines Group initiated a voluntary reorganisation and restructuring of debt, under Chapter 11 protection in the United States, and Qatar Airways - one of its largest shareholders - supported the South American carrier by providing a cash injection of USD 250 million.



25.1%
IAG



10%
LATAM



9.99%
Cathay
Pacific



4%
China Southern
Airlines

Brand Strategy

Effective brand building through a global pandemic

The Qatar Airways brand is synonymous with luxury service, comfort and reliability. Earning a host of top international accolades, Qatar Airways is the only airline to be a five-times recipient of the coveted Skytrax 'Airline of the Year' which is recognised as the pinnacle of excellence in the airline industry, and achieved 5-Star COVID-19 Safety Rating for airline and airport.

As a result of the global pandemic, focus has shifted throughout the last year, with biosafety and travel confidence now at the forefront of the consumer mindset in determining purchasing decisions when travelling.

A superior product or experience is no longer the leading factor. It is now a combination of the safety measures in place, breadth of network and commercial policies offered, which all determine the outcome of the purchase decision.

When competitors stepped away, Qatar Airways continued flying consistently throughout the pandemic, taking more than three million people home, with the 'Taking You Home' campaign reaching over 71 million globally.



Qatar Airways not only enhanced and perfected its service and safety offering, but continually evolved its commercial proposition, making it easier to travel with confidence and reaching over 107 million through the digital campaign deployment under the brand promise of 'The Airline You Can Rely On'.

As a data-driven organisation, consumer preference, behaviour and lifestyle are embedded in the Marketing and Communications Strategy. Informative and engaging content, a strategic media mix, and actionable consumer insights have resulted in maintenance of Qatar Airways brand awareness, consideration and brand perception, at a time when airline brands have dropped in everyday consumer relevance.

This has allowed us to continue driving greater audience engagement, brand affinity and sales across our expanding global network.

With the increasing need for efficient and measurable media planning and buying, targeted advertising was paramount this year, ensuring maximum awareness, reach and ROI.

As an industry leader, the 2020/21 financial year saw the airline embrace a series of innovative digital-focused and fully integrated campaigns and initiatives covering Brand, Product, Safety, Network Reopening, Sponsorship and Commercial Global Sales.

These included rewarding front-line healthcare heroes with 100,000 complimentary flight tickets, reaching more than 303 million people through digital advertising, along with communicating incentives for teachers, mariners and the introduction of the Qatar Airways Student Club.

The 'Bounce Back' campaign reached over 795 million people as it focused

on the network reopening, welcoming the world back to travel. 'Redefined Customer Experience' highlighted the enhanced customer journey and reached over 296 million people globally through TV and digital.

The heart-warming 'Welcome to our Home' campaign focused on the journey through our HIA hub, as filmed through the eyes of a UV cleaning robot, and reached over 385 million people.

Qatar Airways also celebrated becoming the Middle East's first airline to deploy Super Wi-Fi across 100 aircraft, providing passengers with complimentary Super Wi-Fi for a limited period.



Super Wi-Fi across 100 aircraft

Through its sponsorship partnerships, the airline connected fans from around the world through travel and the power of sports.

The 'Ain't No Sunshine' brand film reached 637 million people globally by featuring sporting heroes thanking fans for their dedication and love for their teams throughout these difficult times.

As the two-year countdown to the FIFA World Cup Qatar 2022™ began in November 2020, Qatar Airways released a new livery design to mark the occasion.

The year also saw a shift towards sustainability measures being implemented across the business, with the launch of a carbon offset voluntary passenger programme and the efforts to fly greener with our strong fleet of smaller twin-engine aircraft.

The Qatar Airways Group has not only grown, rebounded and strengthened over the course of 2020/21, but has also reinforced its brand equity in the eyes of the consumer.

Going beyond the previous perceptions of Qatar Airways as a purely premium and luxury airline, travellers now further associate the airline with their own values around safety and reliability.

Compelling research results have shown a substantial positive sentiment and shift towards consumer willingness to travel with the airline post-pandemic.

Product Development and Design

Redefining the customer experience by introducing innovative new products and services

Qatar Airways continues to push the boundaries of innovation and excellence to enhance its customers' experience. 2020/21 was a year of challenge and resilience.

With new safety measures for limiting COVID-19, we introduced Personal Protective Kits (PPK) and face shields for all customers, fully disposable PPE for cabin crew, and a new COVID-19 friendly Business Class dining experience, both on board and in our lounges.

Cabin crew PPE consisted of a fully disposable protective gown, safety glasses, gloves and face mask

in order to assure the highest safety standards were upheld by Qatar Airways and continued throughout the pandemic.

From the onset of COVID-19 the airline has applied additional safety measures on board its flights.

In Business Class, meals are now served on trays instead of table lay-up, and cutlery is wrapped instead of individually served, in an effort to minimise contact between crew and passengers.

In Economy we have maintained our traditional service of individually sealed products served on a tray, offered with the full range of beverages.

We have created a safer, more sustainable and contactless experience by introducing digital menus, giving customers access to our food and beverage selection before their flight via the Qatar Airways app or website and while on board, via our Wi-Fi login portal.





As in previous years, Qatar Airways continues to make memorable moments for passengers by celebrating holidays such as Eid, Thanksgiving, Qatar National Day, the festive season and Chinese New Year, both on board, in Al Mourjan Lounge and at HIA.

Qatar Airways also introduced a new line of luxurious washroom amenities on board its Premium cabin and in its Premium lounges in partnership with immersive niche brand, 'diptyque.'

We also continued to invest in our premium customer experience by introducing a new selection of artisanal tea by TWG Tea (The Wellbeing Group).

Marking the airline's annual support for Breast Cancer Awareness Month, passengers travelling on long-haul flights during the month of October 2020 were presented with limited edition Breast Cancer Awareness themed amenity kits, designed by Italian travel bag manufacturer BRIC'S.

We continue listening to our customers and replaced breakfast with lunch options on early morning departures from Doha as most of our customers are transiting from another flight where breakfast had already been served.

For those customers who may have missed breakfast on their first sector, or for those customers joining from Doha, three brunch-style menu options have been added.

Qatar Airways has also introduced the first range of fully vegan dishes to its à la carte menu in Business Class, to elevate the on-board experience for our Premium customers.

The newly-crafted vegan dishes feature only the freshest locally and internationally sourced ingredients and are available to all Business Class passengers flying from the airline's hub, HIA, and selected flights into Doha.

On short-haul flights in Economy Class, we introduced traditional Qatari flavours for the first time. Customers across the Gulf region can now enjoy a selection of Arabic mezze when travelling in the main cabin.



“The newly-crafted vegan dishes feature only the freshest locally and internationally sourced ingredients and are available to all Business Class customers”

Lounges

While other airlines have considerably reduced their lounge offerings, we have continued to offer superior amenities and a full dining experience to surprise and delight our customers, whilst maintaining the highest levels of safety and hygiene.



We continued to introduce new dining concepts that offer more choices but reduce interaction, including a self-service individually portioned cold buffet and fully assisted hot buffet served to our customers by our in-house chefs.

We also introduced a number of measures to ensure the safety of our staff and customers, including digital newspapers and magazines, digital menu cards, physical distancing signage and hand sanitisers throughout the lounges.

Commitment

Qatar Airways is determined to increase its environmental responsibility in every product and service initiative, making a positive impact as we work towards a more sustainable future for our customers and our planet.

We are proud to have launched our new sustainability brand, aligning all environmental initiatives for the Qatar Airways Group under one logo, enhancing communication and continuing to build brand equity as we launch further initiatives in the future.



for a
sustainable
future



Integrated Operations Centre

At the core of Qatar Airways' flight operations, the Integrated Operations Centre (IOC) is the operational hub responsible for maintaining schedule integrity and ensuring all flights operate safely and securely.

Never has this been more critical than during the ongoing challenges of the COVID-19 pandemic, when IOC's readiness to react and dynamic outlook provided the necessary framework to meet the difficulties faced by the aviation industry as a whole.

In the initial stages, as the virus took hold, IOC deployed operational strategies for a phased reduction in production capacity.

Pre-defined levels provided a framework for managing Qatar Airways' assets and resources in an optimised and efficient manner. From this base strategy, IOC were able to implement a flexible and adaptable model to support operations in an ever-changing market.

As the pandemic developed and the industry was faced with mass cancellations, IOC quickly established processes to manage the onslaught of restrictions, as well as the country and station closures that were to follow.

Information management became a critical factor, with the provision of real-time data key to ensuring effective tactical and strategic decision-making.

As part of the initial strategy, a cross-functional team was immediately established to manage the logistics of parking aircraft on a large scale, whilst maintaining the flexibility to meet opportunities as they arose with an 'on-demand' approach to Qatar Airways operations. This approach proved to be highly effective, ensuring that Qatar Airways could meet the significant and almost immediate demand for humanitarian support and the resulting surge in charter and cargo operations.

To continue to meet this new demand, IOC established a dedicated charter team within its operational framework whose sole purpose was to ensure that requests for humanitarian aid could be met. In conjunction with Qatar Airways business partners, the team worked around the clock to provide viable customer-centric solutions.

This strategy enabled Qatar Airways to repatriate 1.8 million passengers on 13,000 commercial and charter flights during the first eight weeks of the crisis (1 March to 26 April 2020).

“In conjunction with Qatar Airways business partners, the team worked around the clock to provide viable customer-centric solutions”



Forward-thinking strategies

The repatriation operation also saw the airline fly to destinations not previously part of its network, including Antananarivo, Bogota, Bridgetown, Havana, Juba, Laayoune, Lomé, Maun, Ouagadougou, Port Moresby and Port-of-Spain, often in time-constrained 'emergency' situations.

Throughout this period, the airline maintained a strong operational presence, never reaching its minimum strategic operational threshold or, indeed, coming anywhere near grounding its fleet all together.

IOC achieved this collective objective through effective contingency planning and providing flexibility to our Corporate Planning, Commercial and Cargo teams, allowing them the freedom to pursue commercial and sales opportunities, and develop new revenue streams, as required.

As a result, Qatar Airways was the first airline to start using passenger aircraft for freighter flights, including the introduction of mini-freighters to meet increased demand in cargo movement.

All of these plans and strategies came into action very early in the crisis and quickly became 'normalised' within IOC processes.

This meant that whilst other airlines were still reacting and adapting, Qatar Airways was looking forward to the 'Reboot Phase' and had the opportunity to consider a changed market.

IOC has continued to review the potential risks and challenges that might arise with an increase in operational demand. The underlying premise continues to be flexibility with an experienced team ever-ready to face new challenges as they arise.

“The airline maintained a strong operational presence, never reaching its minimum strategic operational threshold”



Global Sponsorships

During the 2020/21 financial year, Qatar Airways continued expanding its global reach by sponsoring a variety of new and prominent initiatives, events, teams, and athletes.

The airline extended its partnership with AS Roma by announcing that it is the new Main Global Partner of AS Roma Women's Team for the 2020/21 season.

The global carrier's extensive football sponsorship portfolio currently includes the men's and women's teams of both Boca Juniors in Argentina and Paris Saint-Germain in France.



To mark two years to go until the FIFA World Cup Qatar 2022™ kicks off, a specially-branded Boeing 777 aircraft painted in the tournament's livery was unveiled in November 2020.

As the Official Partner and Official Airline of FIFA, Qatar Airways was also proud to sponsor the FIFA Club World Cup 2020™, which was hosted in Qatar for the second year running.

In December 2020, the national carrier of the State of Qatar proudly announced its latest sponsorship with top Tunisian tennis player Ons Jabeur; the highest ranked Arab player in Women's Tennis Association



(WTA) history. Further strengthening its presence in the world of sports, Qatar Airways announced that it will join the Union of European Football Associations (UEFA) as the Official Airline of the UEFA EURO 2020™ championship.

The power of sports to unite people is unrivalled, and the partnership with UEFA EURO 2020™ illustrates the airline's commitment to an ever-growing sports partnership portfolio. The airline has an extensive global

sports partnership portfolio that includes football governing bodies such as FIFA and CONMEBOL.

Qatar Airways also sponsors some of the world's biggest football clubs including Paris Saint-Germain, Boca Juniors, FC Bayern München, K.A.S. Eupen, AS Roma Women's Team and Al Sadd SC.

Moreover, the Qatar Airways Group also continues to support its high-profile sports sponsorships based in Doha, including the men's Qatar ExxonMobil Open, the women's Qatar Total Open, the Amir Cup, H.H. The Amir Sword Festival, and the Qatar Classic Squash Championship.

The airline concluded the 2020/21 financial year by renewing its sponsorship as Official Airline Partner to Orbis UK for a further three years. Qatar Airways has been a proud supporter of Orbis and its vision impairment prevention programmes since 2012. This is a testament of the carrier's unwavering commitment to giving back and supporting the global community.

Aside from sports sponsorships around the world, the Group has also continued its support to targeted regional and country specific sponsorships, and corporate and social responsibility activities, such as the Educate a Child initiative.





Qatar Airways Privilege Club

Redefining Privilege Club through
enhancing valued members' travel
experience and rewarding their loyalty

Qatar Airways Privilege Club is the airline's loyalty programme and features four tiers of membership – Burgundy, Silver, Gold and Platinum – offering a range of benefits to members and their nominated family.

Members can earn Qmiles when flying with Qatar Airways, **oneworld** airlines, other airlines and more than 100 global financial, hotel and lifestyle partners.

Qmiles can be redeemed towards a range of exciting rewards including award flights with Qatar Airways and other **oneworld** airlines, cabin upgrades, Al Maha service, and extra baggage allowances.

Qmiles can also be used to purchase hundreds of products at the award-winning QDF outlets, located in both the departure and arrival halls of the state-of-the-art HIA, as well as Oryx Galleria in Doha.

A journey of change

This year, Privilege Club embarked on a journey of change designed with members' needs in mind, and have made a commitment to redefining the loyalty programme.

Starting with a tier extension to honour their members loyalty, Privilege Club further enhanced its programme by making award flights available for up to 49 per cent less, and removed booking fees on award flights.

Next, Privilege Club made a significant change to the Qmiles policy so that when a member earns or spends Qmiles, their balance is valid for 36 months.

Privilege Club also continues to work with its partner, Points, to bring enhanced customer options such as allowing members to buy, gift and transfer their Qmiles, as well as spend their Qmiles with Hotel & Car Rewards.

In 2020, Qatar Airways Privilege Club was one of the first airline loyalty

programmes to announce a tier extension offer of up to 12 months to its members, and continued to extend its valued members' tier status in recognition that travel plans continue to be impacted by the COVID-19 pandemic.

This initiative extended members' tier status until 31 December 2021 and applied to Silver, Gold and Platinum members whose tier was due to end in 2020 and had not earned enough Qpoints to retain their tier status.

Student Club

Qatar Airways also launched a global programme exclusive to students worldwide in November 2020. Student Club is powered by Privilege Club, and offers a range of benefits curated for students to support them throughout their educational journey.

Members of Student Club can enjoy great savings and bespoke benefits, such as special fares on flights, extra baggage allowances, the flexibility to change the dates of their flight, complimentary Super Wi-Fi on board, and more.

Student Club members will also receive a tier upgrade as a graduation gift, in addition to the opportunity to earn 5,000 Qmiles if they refer a friend to the programme.

“This year, Privilege Club embarked on a journey of change designed with members' needs in mind”

As Privilege Club entered its 21st year of operation amid the travel disruption caused by the COVID-19 pandemic, it continued to invest in redefining the programme to serve its loyal members.

As travel opportunities return, Privilege Club will continue to support its members with personalised offers and improvements to honour their loyalty, continually perfecting the Privilege Club experience for its devoted members.



Corporate Environmental Sustainability

Our corporate environmental and sustainability strategy is aligned with the United Nations Sustainable Development Goals (SDGs), as well as local and international standards and best practices to foster the greatest potential for positive influence.

As the World's Best Airline, we balance our business operations with long-term corporate policy to support sustainability and environmental protection.

As we continue to mitigate the effects and navigate through the COVID-19 global pandemic, we remain steadfast in our commitment to demonstrate environmental and sustainability leadership.



Climate change

Qatar Airways is working with the industry in leading global efforts to tackle climate change. Reducing emissions is modern aviation's greatest challenge, and our commitment to climate change goals demonstrates the importance we have placed on this matter.

Qatar Airways continues to offer its passengers sustainable travel solutions by:



Operating one of the youngest fleets and most modern fuel-efficient aircraft



Launching our voluntary passenger carbon offsetting programme

Our most advanced aircraft technology and fuel-optimisation initiatives are part of a comprehensive strategy to address our CO2 emissions. Additional efforts include:



Remaining compliant with the Emissions Trading Systems and the ICAO's Carbon Offsetting and Reduction Scheme for International Aviation (CORSIA)



Committing, as a oneworld member airline, to net zero carbon emissions by 2050, becoming part of the first global alliance to unite behind a common target to achieve carbon neutrality



Noise and air quality

Our balanced approach to limit the impact of noise and aviation emission on air quality includes featuring aircraft with clean and quiet engine technology and monitoring adherence to airport noise abatement procedures and air quality regulations.

We align our operations with the authorities and community requirements at our global destinations.

Environmental Management System (EMS) and biodiversity

We have an efficient EMS in place, and have expanded the scope and successfully retained our certification to IATA's Environmental Assessment Programme (IEnvA), which is the highest level of certification within the industry and is independently assessed.

Environmental management is firmly embedded across the Group in our daily operations and decision-making processes, including regular review of our policies, standards and procedures, as well as the development and implementation of a bespoke e-learning programme to raise environmental sustainability awareness among staff.

“Environmental management is firmly embedded across the Group in our daily operations and decision-making processes”



We are achieving continual improvement for our environmental performance in waste, water and energy use via ongoing projects, such as:



Reduction of single-use plastics on board



Introduction of a waste segregation programme that maximises recycling and reusing at our corporate offices and HIA



Use of foam wash engine cleaning for our aircraft



Use of treated waste water for irrigation at HIA



Optimisation initiatives to reduce energy usage

As the inaugural signatory to the Buckingham Palace Declaration in March 2016 and a founding member of the United for Wildlife Transport Taskforce, Qatar Airways has a zero-tolerance policy for the transportation of illegal wildlife and their products.

Qatar Airways has developed and maintained a global collaborative network, including government authorities, international regulators and sector experts, as well as signing a Memorandum of Understanding (MoU) with ROUTES Partnership.

Qatar Airways was the world's first airline to be recognised for delivering on the agreements within the Buckingham Palace Declaration, demonstrating its ongoing commitment on this issue.

Corporate Social Responsibility

In May 2020, Qatar Airways was honoured to announce a two-year partnership with UNHCR, the UN Refugee Agency to deliver on its purpose of providing humanitarian relief and assistance to the displaced globally.

The partnership, which is a first between both organisations, will involve a strategic collaboration whereby Qatar Airways will support with the delivery of crucial aid supplies to those most in need during these unprecedented times.

In February 2021, Qatar Airways Cargo signed a MoU with UNICEF for a five-year period to support UNICEF's Humanitarian Airfreight Initiative.

Through this initiative, Qatar Airways Cargo will work closely with UNICEF and its freight forwarders to prioritise the transport of vaccines, medicines, medical devices and critical supplies, utilising its extensive global network and capacity.

Supporting relief efforts in Lebanon and Sudan

To support the people of Lebanon and Sudan following the recent tragic disasters in those countries, Qatar Airways partnered with Qatar Charity and Monoprix Qatar – a member of Ali Bin Ali Holding – to deliver an aid programme that enabled citizens and residents of Qatar to donate almost 200 tonnes of food and other essential supplies for transportation on Qatar Airways Cargo.

Charities in Qatar

The airline supports a number of Qatar-based good causes:



Shafallah, a charity providing educational and rehabilitative services to people under 21 with learning difficulties and autism



Qatar Red Crescent, Qatar's first volunteering charitable organisation established in 1978 that works to help and empower vulnerable individuals and communities, both locally and internationally



Qatar Orphans Foundation, Dhreima, which aims to provide an integrated Islamic system of care and shelter for orphans in the State of Qatar



Qatar Charity, founded to provide life-saving humanitarian assistance to children affected by conflicts or natural disasters



Worldwide charities

Qatar Airways is proud to have been the Official Airline of Orbis UK, a global vision impairment prevention charity and NGO, since September 2015, and renewed its partnership for a further three years in March 2021.

The airline also supports the global Educate A Child programme, which aims to significantly reduce the number of children worldwide denied their fundamental right to education, as well as the globally-renowned, non-profit organisation, The International Centre for Sport Security (ICSS), and Save the Dream.



Our People

Keeping Qatar Airways flying

The Qatar Airways brand is known for its mission statement, to achieve 'Excellence in Everything We Do'. With more than 36,000 employees and over 160 nationalities – it is our people, who despite the challenges of the pandemic, have maintained Qatar Airways as the industry's leading international airline.

Over the past 12 months, the Group has faced unprecedented challenges due to the COVID-19 pandemic but has continued to focus on open engagement with our people by providing global and local updates of the changes happening in the country and within the organisation.

“The welfare of our staff has been the utmost priority throughout this period and we have supported staff affected by the pandemic in a variety of ways”

As one of the only airlines that did not suspend operations during the pandemic, it was important that employees were kept engaged and focused on the business's priorities, serving and support our customers during the most critical times.

By showcasing a consistent approach to engaging our employees with compassion and care, the HR-Internal Communications team brought home the BOC International Award for 'Brilliance in Employee Engagement in HR 2020' having clearly demonstrated how we have linked employee engagement to the heart of our business in these times of uncertainty.

The welfare of our staff has been the utmost priority throughout this period and we have supported employees affected by the pandemic in a variety of ways, including arranging PCR tests, coordinating with authorities for quarantine measures and frequent contact with staff to check on their health and assisting them back to work post recovery.

This has ensured the safety and wellbeing of our staff while maintaining operational and organisational effectiveness during this turbulent period.

The organisation also started a vaccination drive that provided Pfizer and Moderna vaccines, with the aim of getting all our frontline and office-based employees, including their immediate family members in Doha, fully vaccinated by mid-year to ensure their safety and that of the community around them.

The past 12 months also presented the organisation with an opportunity to accelerate our digital by default strategy. We have evolved from delivering face-to-face classroom training in Doha and around our network to delivering the majority of our training virtually or via digital solutions.

We have embraced every challenge and applied forethought to future needs to build a world-class Talent Development model which has allowed us to improve learning transfer. Talent Acquisition has also been through extensive changes, implementing a new Applicant Tracking System and Customer Relationship Management System that has helped further

drive efficiencies in the business. HR Administration has been heavily involved in providing an agile response to the COVID-19 pandemic, implementing multiple HR processes to address matters of remote working, adherence to safety and hygiene guidelines, handling of administrative matters on solidarity deductions and providing welfare support for COVID-19 cases.

In response to the pandemic, the importance of technology has been re-emphasised and HR Administration has initiated multiple projects to further improve employee service delivery through automation.

Prior to the pandemic, Qatar Airways had already begun a Transformation initiative to reduce inefficiencies in the business. COVID-19 and its impact on the aviation industry reinforced the importance of this project for the organisation in the last financial year.

The Human Resource Business Partner team has worked alongside stakeholders in more than 70 countries across all divisions to ensure the reorganisation of resources and implementation of a global organisational restructure.

Qatar Airways' successful flagship Al Darb Qatarisation Programme continued welcoming and promoting Qatari Nationals as they launched their careers with the airline in 2020/21.

Despite the added complexities due to the pandemic, the business successfully further reduced costs during the crisis.



Qatar Airways Cargo

Supporting global trade and the movement of essential supplies

Qatar Airways Cargo is the world's leading air cargo carrier, playing a pivotal role throughout the pandemic to support the continuity of global trade and the movement of essential supplies.

From 1 April 2020 to 31 March 2021, the carrier helped transport over 500,000 tonnes of medical equipment, PPE and aid.





As global air freight capacity dropped significantly at the start of the pandemic, Qatar Airways Cargo continued operating its full fleet of freighters, along with belly-hold flights and passenger freighters to maintain global supply chains. In addition, the cargo carrier converted six Boeing 777-300ER passenger aircraft into mini freighters to further support the international air freight market.

During the peak of the pandemic, the airline operated a record 183 flights a day in the month of May 2020. In total, Qatar Airways Cargo operated more than 1,100 charters during 2020/21 carrying over 53,000 tonnes of essential aid, medical supplies, food and live animals among other cargo.

This agility, resiliency, determination and innovative thinking saw the airline continue to be the world's largest air cargo carrier, accounting for 9 per cent of the market share in March 2021, according to IATA data.

With the pandemic causing a substantial decline in international passenger demand, the airline's freight business has been a significant contributor to Qatar Airways Group's revenue streams, maintaining the commercial viability of many of the airline's global passenger routes.

The Cargo division has overseen a 4.6 per cent rise in freight tonnes handled



2,727,986
tonnes handled in 2020/21

over the previous fiscal year, with 2,727,986 tonnes handled in 2020/21. This exceptional increase in freight handled also saw cargo revenues more than double.

Recognising its leadership and responsibility along with the impact the world's leading air cargo carrier could have on communities around the world and future generations, Qatar Airways Cargo introduced its sustainability project WeQare in June 2020.



by QATAR AIRWAYS CARGO

Built around the carrier's core sustainability pillars of environment, society, economy and culture, WeQare launched with Chapter 1 providing free transport of one million kilograms of humanitarian aid and medical equipment to charitable organisations.

This was followed by Chapter 2: Rewild the Planet in February 2021, which provides free transportation for wild animals back to their natural habitats. The airline transported its very first shipment of seven rescued lions safely to their new home in South Africa as part of this programme.

Qatar Airways Cargo also signed a five-year agreement with UNICEF to support the organisation's Humanitarian Airfreight Initiative to prioritise the transport of vaccines, medicines, medical devices and critical supplies. This was in addition to a two-year pact signed in May 2020 to support UNHCR to transport crucial aid supplies to those most in need during these difficult times. The carrier has transported more than 20 million doses of COVID-19 vaccines to over 25 countries.

January 2021 saw the airline's cargo fleet expand with the addition of three Boeing 777 freighters, which arrived in convoy on the first day of the year.

These new aircraft significantly enhance Qatar Airways Cargo's operational capability, injecting much needed capacity in the market to support global supply chains at a critical time during the pandemic.

Digitalisation is one of the key pillars of the airline's strategy and it is modernising all processes to ensure efficiency, data accuracy and an enhanced customer experience.

The freight carrier introduced several initiatives including online rate distribution, ad hoc rate automation, track and trace and availability via API. In February 2021, Qatar Airways Cargo took a major digital leap, providing forwarders with real-time pricing, capacity, and eBookings via WebCargo, marking a milestone in air cargo digitalisation.

The cargo carrier won 'Cargo Airline of the Year' and 'Air Cargo Industry Achievement Award' at the Air Cargo Week World Air Cargo Awards Event 2021.

“ The cargo carrier won
'Cargo Airline of the Year' and
'Air Cargo Industry Achievement
Award' at the Air Cargo Week
World Air Cargo Awards Event 2021 ”



Qatar Aviation Services

Delivering excellence worldwide

Qatar Aviation Services (QAS) is an award-winning, premier ground-handling organisation headquartered at HIA. QAS provides a seamless, 24/7 operation, which surpasses standard ground handling services and has established the company as an industry leader.

Created in 2000, QAS provides premium end-to-end ground services to international airlines, heads of state and VIPs, private fleets, executive charter flights and cargo operators. The multicultural QAS team, made up of highly qualified employees from more than 45 countries, is dedicated to providing reliable services to customers with state-of-the-art equipment and technology, supporting every aspect of passenger and cargo requirements.

QAS is ISAGO, ISO 9001 certified and a RA3 (Regulated Agent) as well as a member of the International Air Transport Association (IATA) Ground Handling Partnership, proactively participating in various technical groups, such as the IATA Ground Operations Manual, Load Control and Messaging, Ground Service Equipment and Environment and Airside Safety Group. These groups implement recommendations



Served more than
6.9 million
passengers



Handled over
117,000
flights in 2020/21



99.51%
On-Time Performance rate

to improve and enhance safety standards in the aviation industry. QAS again achieved IATA ISAGO certification (Headquarter, Ground Handling and Cargo) with zero findings after three audits in a row in seven years.

Serving more than 6.9 million passengers annually, QAS has safely handled over 117,000 flights in 2020/21, delivering an On-Time Performance rate of 99.51 per cent and meeting the special assistance needs of 171,000 passengers.



“ The QAS team has also handled more than 11.3 million pieces of baggage with a mishandling rate of only 0.08 per 1,000 passengers ”

The QAS team has also handled more than 11.3 million pieces of baggage with a mishandling rate of only 0.08 per 1,000 passengers, in addition to the production of over 93,900 load sheets.

QAS is proud to have achieved an efficient on-time delivery of cargo, which exceeded 2.2 million tonnes per year with an average growth rate of 0.2 per cent per annum. On the ramp, the QAS team maintained an operational capability of more than 95 per cent for 2,191 motorised and 5,261 non-motorised units of ground servicing equipment.

The year 2020 was a huge challenge, particularly for the journey through the peak phase of the pandemic (March to August 2020). The pandemic forced QAS to rethink the way it sees ground handling operations and to adjust to effectively navigate this challenge.

The QAS COVID Command Centre was established to provide oversight and coordinate the QAS COVID-19 response. Manned 24/7 by our dedicated staff, the COVID Command Centre was the first line of support for employees impacted by the pandemic, as well as the focal point for the organisation on logistics, robust contact tracing processes and proactive initiatives to mitigate the risk of infection.

A bespoke platform and analytics reporting system was developed which supported management to make informed decisions to tackle the crisis, with these tools then being adopted to support COVID-19 reporting across the Group. The Command Centre has continued to operate on reduced scale to support the roll-out of the vaccination programme.

Trained in the latest hygiene protocols and cleaning procedures recommended by IATA and the World Health Organization (WHO), the QAS team have been on the frontline at all times throughout the COVID-19 global pandemic to date, reassuring passengers when travelling on board our aircraft or transiting through HIA.

The team also performed regular disinfection of aircraft and high traffic areas of HIA, ensuring a hygienic and healthy environment for all our passengers and staff.

In September 2020, QAS announced it would own and operate Honeywell's Ultraviolet (UV) Cabin System, leading to Qatar Airways becoming first global carrier to use this innovation, significantly advancing its hygiene measures onboard.

In clinical tests, UV light has been shown to be capable of inactivating various viruses and bacteria when properly applied. QAS owns and operates the Honeywell UV Cabin System, which has extendable UV arms that treat aircraft seats, surfaces and cabins without using cleaning chemicals. The airline has used the newer version - 2.0, further advancing its hygiene measures on board since March 2021.

In October 2020, QAS celebrated the first anniversary of Centralised Load Control (CLC) located in New Delhi (India). QAS CLC is an integral service delivered by QAS for Qatar Airways, seeking the expansion of services to other airlines around the globe.



This important segment is responsible for delivering accurate load estimations, planning aircraft load to maximised efficiency and delivering final weight and balance calculation.

The dedicated and experienced team adhere to strict safety principles and policies to ensure aircraft departure with utmost precision and peace of mind.

QAS CLC is prepared to handle all types of operations, both scheduled and non-scheduled, through innovative solutions regardless of the scale of operations.

“The dedicated and experienced team adhere to strict safety principles and policies to ensure aircraft departure with utmost precision”

In March 2020, QAS CLC was obligated to suspend operations in New Delhi as a result of local authority imposed COVID-19 restrictions, resuming operations in May 2020. Today QAS CLC has 90 fully-trained and highly experienced staff, with 55 of those in Doha and 35 in Delhi.

In December 2020, QAS received two awards from Ground Handling International Organisation; 'Best Innovation in GSE' for their use of Honeywell's Ultraviolet system, and 'Best Station Award' for Doha as a result of the team's management of the pandemic.

In February 2021, QAS started the process of vaccinating its staff, reaching more than 2,400 employees by the end of March, representing 45 per cent of 5,335 employees. QAS's commitment to lead the industry in the delivery of sustainable ground handling services, and to build effective partnership with our valued customers will remain as the foundation of our business expansion globally.



Qatar Executive

Launched in 2009, Qatar Executive is the private jet division of Qatar Airways, and plays an integral role in Qatar Airways' robust global growth strategy and continued commitment to the international business travel community. Operating out of Doha International Airport (DIA), Qatar Executive provides luxury jet charter services worldwide.

Qatar Executive remained agile, innovative and resilient during the COVID-19 pandemic, focusing on its fundamental mission of taking people home safely and swiftly.

Despite COVID-19 having a negative impact on the business aviation industry and witnessing a global decline of approximately 48 per cent in block hours and flights in the Ultra-Long-Range market, Qatar Executive stepped up to the challenge and

used the pandemic as an opportunity to introduce operational and commercial changes that would minimise the business impact, while maintaining the same levels of luxury to which our customers are accustomed.

“Qatar Executive remained agile, innovative and resilient during the COVID-19 pandemic, focusing on its fundamental mission of taking people home safely and swiftly”





“ Introduced a new Block-Hour Agreement programme that enables customers to pre-purchase flight time at fixed-hourly rates ”

During the fiscal year 2020/21, Qatar Executive's commercial fleet was operating at half capacity due to the challenges faced by the COVID-19 pandemic. However, despite this, Qatar Executive was able to maintain the same revenue levels as the previous fiscal year through aircraft utilisation.

From the start of the COVID-19 pandemic, Qatar Executive saw an increase in the number of block hours, averaging 83 hours per aircraft on a monthly basis, a 76 per cent surge in comparison to the previous average achieved.

This came as a direct result of a cultural change in the sales environment with a better understanding of the pricing structure and fleet utilisation. The adjustment made to the pricing structure saw an influx in enquiries on Qatar Executive's services, almost 100 percent more than pre-COVID-19 levels.

In July 2020, Qatar Executive introduced a new Block-Hour Agreement programme that enables customers to pre-purchase flight time at fixed-hourly rates on state-of-the-art ultra-long-range private jets. To join this programme, passengers can purchase a minimum of 50 hours flight time, without any associated membership fees.

The all-inclusive and fixed-hourly rates cover both flight hours and taxi time. Designed to simplify private jet travel, pre-purchased hours have no minimum annual usage and no maximum carry-over, making the programme unrivalled in terms of its flexibility. Qatar Executive's customers also benefit from guaranteed availability for reservations booked from just 72 hours in advance.

Discover Qatar

Discover Qatar, Qatar Airways Groups' destination management company, has been in operation for nearly 15 years, creating and delivering extraordinary experiences in Qatar.

The company operates sustainably and is committed to fully respecting Qatar's heritage and culture, its stakeholders and the broader community by providing products and services with an unwavering focus on quality and a customer-first approach.



Discover Qatar experiences are offered to the world through their business-to-business retail and corporate relationships.

In addition, the company provides a unique interface between global audiences and Qatar as a destination through its access to Qatar Airways' communication and distribution channels.

Discover Qatar has agreements in place with more than 25 major tour operator partners to promote Doha as a destination in key international markets.

Additionally, it provides a booking portal through which over 2,500 tour operators and travel agencies worldwide can book unique and unforgettable experiences in Qatar.

Due to the COVID-19 pandemic and in response to the Qatari government's suspension of inbound visitors, Discover Qatar suspended all tours and excursions, including its successful stopover programme.

With the gradual reopening of the country's borders on 1 August 2020, Discover Qatar, as mandated by the Qatari Supreme Committee for Crisis Management, delivered an operational solution to providing quarantine accommodation for citizens and residents returning to the country. Determined efforts resulted in establishing a world-leading quarantine programme and the safe return of almost 500,000 people to Qatar.



Safe return of
500,000
people to Qatar



Qatar Duty Free

An experience worth travelling for

QDF operates the retail and F&B divisions at HIA. A visionary retail and dining experience, QDF offers an unparalleled selection of tailored shopping and dining concepts that appeal to every passenger and all budgets. One of the largest duty-free offerings in the world, QDF occupies more than 40,000 square metres of duty-free and concession space and boasts more than 90 luxury and affordable retail outlets, as well as more than 30 restaurants and cafés.

As part of its position within a powerful trinity of a retailer, an award-winning airport and a global airline, QDF is uniquely positioned to partner with travel retail brands to launch products and services, bringing

exclusive experiences to customers. Throughout the ongoing pandemic, QDF continued to operate to ensure that passengers transiting through the airport had a safe and comfortable shopping and dining experience.

QDF took steps to limit the spread of COVID-19 by introducing strict social distancing measures in stores and implementing contactless payment, digital sampling through software applications in replacement of physical sampling, QR codes replacing printed menus and sanitisation and clear social distancing signage throughout shops and F&B outlets.





QDF collaborated with Qatar Airways on the 'Thank you Medics' campaign, where 100,000 complimentary flights were offered to front-line workers as a gesture of appreciation for their efforts during the COVID-19 pandemic. QDF offered healthcare workers digital vouchers to redeem within retail outlets at the airline's state-of-the-art hub, HIA in Doha.

QDF also turned the reduced traffic into an opportunity to accelerate store refurbishments and the opening of new stores and boutiques.

In August 2020, the award-winning retailer introduced the world to a brand new retail experience with the re-modelling of its core duty-free store located in the South Node. The South Node flagship duty-free store reveals a new look and feel with long sight lines, wide walkways, digital displays and a stunning design that all make it easy for customers to find their favourite confectionary, beverage and tobacco brands.

QDF also enhanced its retail portfolio with the addition of a stunning Hublot boutique located at the boulevard of luxury brands in the Plaza South Duty Free.

In September 2020, QDF also unveiled a South Node beauty concept store, with an impressive selection of global brands including Dior, Dolce & Gabbana, Tom Ford, Estee Lauder, Lancôme and Yves Saint Laurent. Additionally, QDF introduced a multi-brand women's fashion store featuring fashion accessories from brands such as Longchamp, Aigner, MCM and Furla.

In October 2020, HIA and QDF were awarded 'Best Airport Voted for by Millennials' and 'Best Airport Retail Environment' at the Travel Retail Awards 2020, after more than 5,000 passengers, who had travelled within the past six months, voted on 61 airports from every region across the globe.

December 2020 marked the award-winning retailer's launch of the first Loro Piana airport boutique in the Middle East at HIA, showcasing an impressive selection of ready-to-wear items and accessories crafted in Italy from the world's finest and rarest raw materials; followed by two pop-ups - a Penhaligon's and a Carolina Herrera - at the main retail atrium.

In February 2021, QDF announced the worldwide exclusive launch of Tobacolor by Maison Christian Dior at a grand unveiling ceremony at the Dior boutique at HIA.

Tobacolor - an oud inspired by notes and tones from the Middle East - marking the first-ever launch of a Maison Christian Dior fragrance within travel retail.

QDF continued its long-standing sponsorship of the ExxonMobil Men's Open, the Qatar Total Open tennis tournaments, and the Commercial Bank Qatar Masters Golf Tournament.

QDF was the Diamond Sponsor of the inaugural Moodie Davitt Virtual Travel Retail Expo 2020, the world's first-ever virtual travel retail conference.

As part of this collaboration, QDF launched the QDF Factor, a competition open to all brands, both within or outside the travel retail channel, that offered a top prize of a complimentary, six-month listing at QDF's award-winning retail offer in HIA. The winners were also offered a complimentary six-month multi-media advertising campaign worth USD 50,000 with The Moodie Davitt Report.

The competition was an unprecedented initiative to encourage and champion innovation during a critical period in the travel retail industry.



Travel Retail Awards 2020

HIA and QDF were awarded 'Best Airport Voted for by Millennials' and 'Best Airport Retail Environment' at the Travel Retail Awards 2020



Tobacolor by Maison Christian Dior

QDF announced the worldwide exclusive launch, the first-ever launch of a Maison Christian Dior fragrance within travel retail



Moodie Davitt Virtual Travel Retail Expo 2020

Diamond Sponsor of the inaugural conference

Qatar Aircraft Catering Company

Qatar Aircraft Catering Company (QACC) is an ultra-modern purpose-built 69,000 square metre facility at HIA with the capacity to supply 175,000 meals per day covering an extensive range of international cuisines.

The facility is fitted with innovative food preparation technology, which includes a built-in monorail system and automated delivery system to ensure the highest quality of catering services and product delivery.

The business attracts and retains the talents of top international chefs who spend hours designing and refining

dishes in a fully equipped in-house development kitchen, delivering products that meet or exceed our customers' expectations.

This strive for excellence has led to frequent recognition, including the airline being awarded 'Best Food and Beverage in the Middle East' by APEX Passenger Choice Awards in 2019. These achievements are anchored on robust quality and food safety management systems that lay a firm foundation on customer focus as its value proposition.

QACC is proud to be the first in-flight catering business in Europe and the Middle East to attain Food Safety Systems Certification in manufacturing - FSSC 22000 V5. Category C (III) in 2020.

The certification placed the business on a pedestal, offering a brand proposition of excellent premium dining experience. This certification also has equipped the business unit with vigorous hygiene and food safety practices that formed a solid foundation in COVID-19 management and preparedness.

The Quality Assurance department has been proactive in the wake of the global pandemic by implementing enhanced prevention and control measures to limit and prevent possible community spread within the business.



FSSC 22000

**First in-flight catering business
in Europe and the Middle East to
attain FSSC 22000 Certification**



QACC's strategy has created an opportunity to work with relevant partners and stakeholders in an effort to develop infrastructure and foundational frameworks.

As part of this creation, an ambitious infrastructural expansion and modernisation plan will culminate in setting up a second unit. The scheduled infrastructural expansion will involve acquiring and installing additional state-of-the-art high capacity production lines.

In collaboration with relevant industry stakeholders, QACC are setting up a greenhouse farming project, leading to self-sufficiency in micro-herbs and green leafy vegetables, as well as a reduction in our carbon footprint by reducing imports.

QACC are also currently pursuing in-house laboratory accreditation to save costs and unlock additional revenue streams.





Significant environmental initiatives implemented include:

This has positioned QACC as a leading role model in the Qatar Airways Group for adopting and driving environmentally sustainable business programmes, as well as elevating the Group's position globally as a leading brand in innovative business practices promoting environmental sustainability.



Recycling of plastics, cardboard, cooking oil, chemical drums, pallets and used paper waste reduced our total solid waste by 1,687,848 kilograms annually and at the same time generated revenue



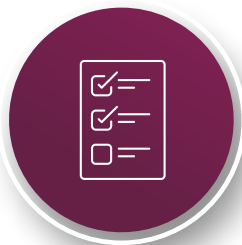
Truck operation modification resulting to average reduction of fuel consumption by 70,000 litres of (diesel and petrol) per year



Reduction of airline equipment and linen loading weight by 256,900 kilograms contributed to lesser aircraft fuel consumption and carbon footprint



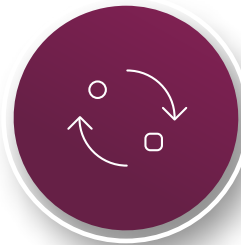
Unconsumed safe dry airline foods totaling 32,403 items were donated to charity as part of Qatar Airways social responsibility



Introduced environmental sustainability questionnaire for all new suppliers as part of supplier selection criteria



Worked with charity organisations to distribute 31,308 items of retired blankets, mattresses and uniforms



Implemented sustainable sourcing opportunities, palm oil was replaced with corn oil and endangered hamour fish was replace with sustainably sourced cod fish



Developed relationships with local suppliers of fruits and vegetables to reduce the overall carbon foot print contribution from importation of raw materials

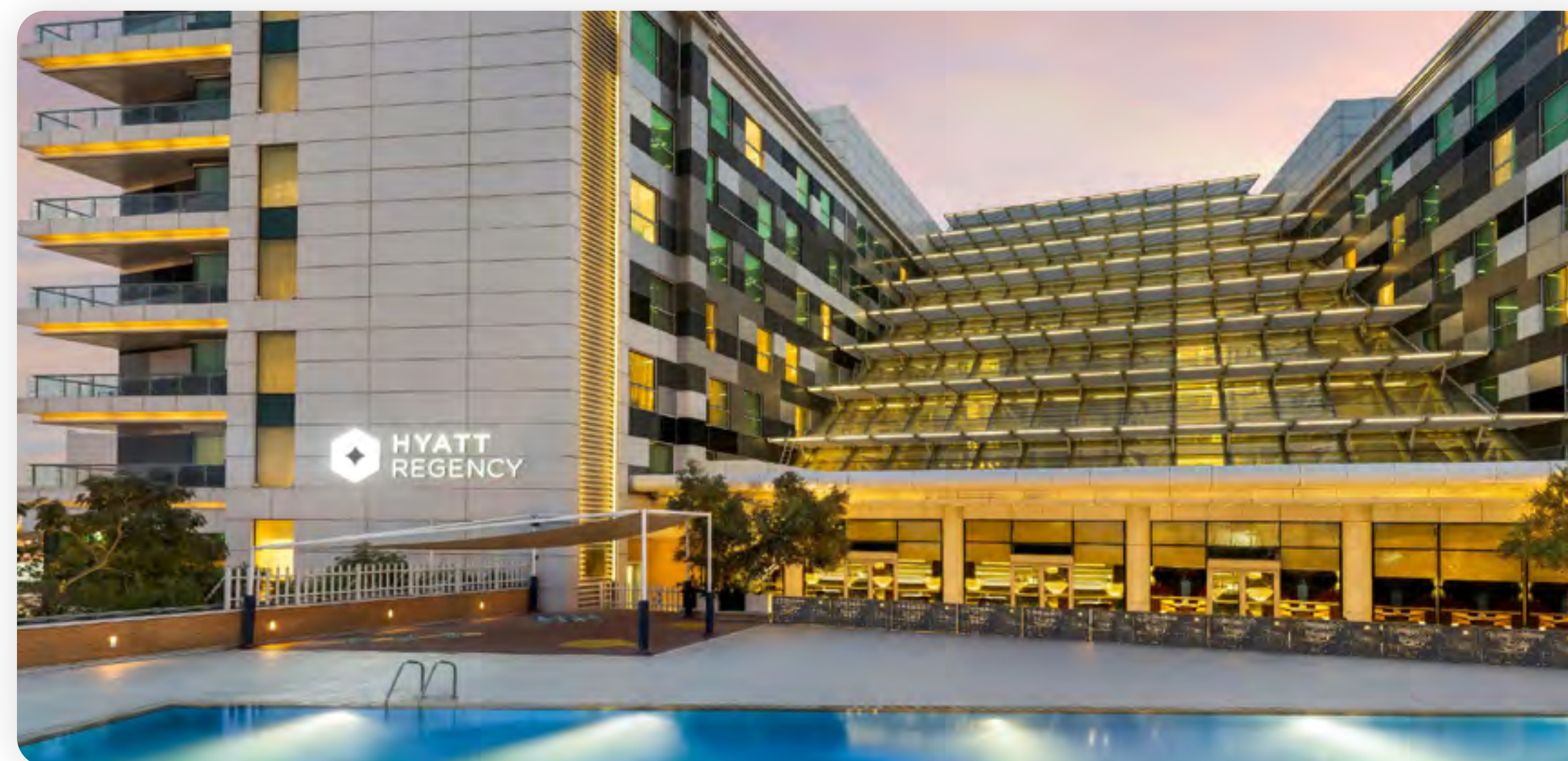
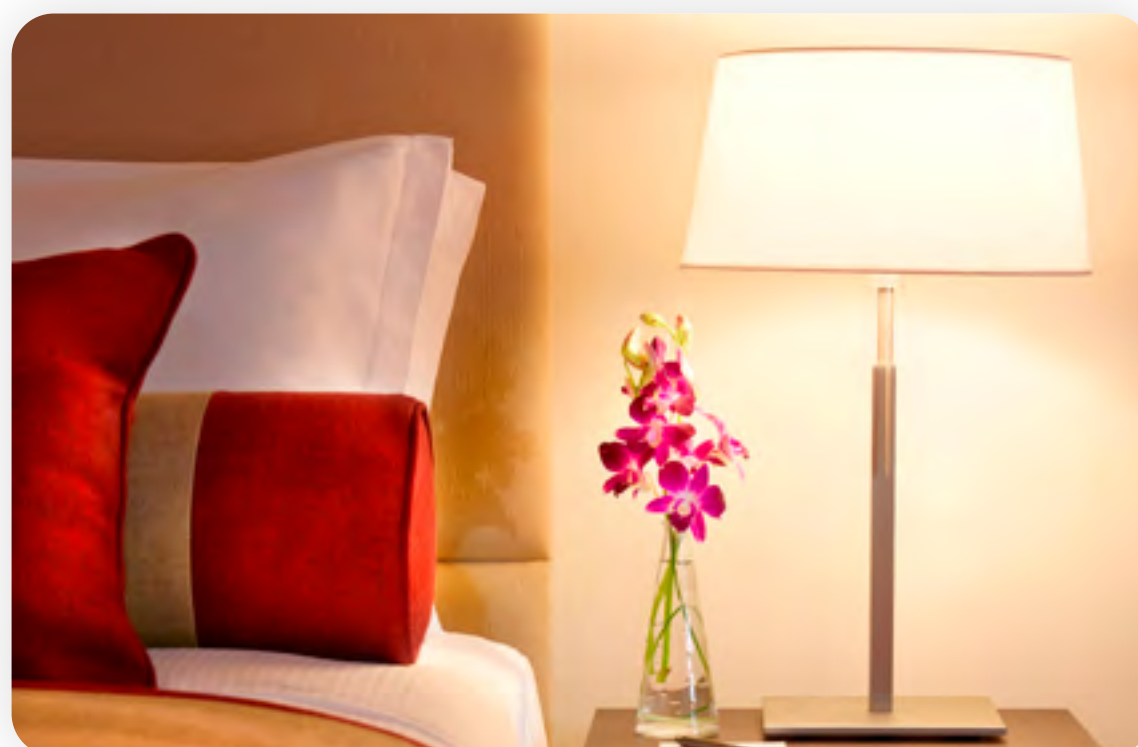


Aligned these environmental initiatives by adopting the Group's existing EMS, the first in the group to achieve ISO 14001:2015 certification

Hotels

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

Established in 2010, Dhiafatina has a portfolio of distinguished establishments and hotel properties acquired to complement Qatar Airways’ global strategy of growth for the future. The vision for Dhiafatina is to own 4 and 5 star hotels in strategic key markets for Qatar Airways.



First Hyatt Regency branded hotel in Qatar

Today, Dhiafatina has 1,700 hotel rooms and over 1,000 hotel staff in four countries.

The first property to join Dhiafatina was the Oryx Rotana in Doha, owned by Qatar Airways since 2010, and was operated by Rotana Hotels until mid-2020. Oryx Rotana received the 2019 World Luxury Hotel Award as the best ‘Luxury Business Hotel in

the Middle East and North Africa’. In August 2020, the hotel joined Hyatt’s premier hotel portfolio.

The Hyatt Regency Oryx Doha is the first Hyatt Regency branded hotel in Qatar and the third Hyatt hotel in the country.

The Oryx Airport Hotel, which opened in 2014 and is operated by Dhiafatina, has been nominated for the Skytrax 2020 World Airport Hotel award for ‘Best Airport Hotel’.

In 2020, Hyatt Regency Oryx and Oryx Airport Hotel adopted the 'Qatar Clean' programme, an initiative launched by Qatar Tourism (QT) in collaboration with the Ministry of Public Health (MoPH).

Dhiafatina has a significant presence in Europe, where it owns three properties. The Sheraton Skyline in London's Heathrow Airport was acquired in 2014 and was named one of CVENT's 'Top 25 UK Meetings Hotels in 2018' as well as receiving a 'Green Key' certificate, the leading international eco-label for tourism facilities.

The Novotel Edinburgh Park, located in the UK, was acquired in 2015 and a prominent hotel in Switzerland was added to the Dhiafatina portfolio in 2016, further expanding the Group's presence in Europe.

In October 2017, Dhiafatina added the Sheraton Melbourne Hotel in Australia, further complementing the international offerings of the Qatar Airways Group's hospitality division.

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

Although the COVID-19 pandemic heavily affected the tourism and hospitality industry globally, resulting in record-low hotel occupancies, Dhiafatina's hotels have continued operations and have even taken an active role in supporting frontline heroes and local authorities in the fight against COVID-19.

Given its award-winning quality and commitment to excellence, Dhiafatina is working closely with operators and stakeholders to map out the recovery plan and is confident that it will be in a strong position to benefit when the world is ready to travel again.



Hamad International Airport

Service excellence and innovation at its best

MATAR, the Qatar Company for Airports Management and Operation, is a corporate subsidiary of Qatar Airways Group in a contractual agreement with the Government of Qatar to manage the operation of HIA.

MATAR is responsible for HIA's expansion project, its readiness for FIFA World Cup Qatar 2022™, its asset management, commercial activities, airline business development, environment sustainability and international projects. It is also responsible for the maintenance of DIA.

In the fiscal year 2020/21, HIA served a total of 6,910,786 arriving, departing and transferring passengers, an 81.79 per cent decrease compared to the previous fiscal year.



HIA also recorded 2,247,945 tonnes of cargo operations, 2.3 per cent more than the previous year, in addition to 117,351 aircraft movements, including take-offs and landings, which marked a decrease of 48.73 per cent from the previous year.

HIA handled 632,305 tonnes of cargo in the first quarter of the year, which signifies a 19.43 per cent increase in the global hub's cargo activity in comparison to the same quarter the previous year.

The fiscal year 2020/21 was another year of excellence for HIA, with the airport claiming the 'Third Best Airport in the World' title, among 550 airports worldwide, in the Skytrax World Airport Awards 2020.

In addition, HIA was voted the 'Best Airport in the Middle East' for the sixth year in a row and 'Best Staff Service in the Middle East' for the fifth year in a row. HIA has also continued to retain its five-star airport classification since 2017.

In December, HIA achieved a new milestone after becoming the first airport in the Middle East and Asia to be awarded a 5-Star COVID-19 Airport Safety Rating by Skytrax.

The audit evaluated how effectively COVID-19 policies are implemented at Qatar's airport against the Skytrax COVID-19 safety rating standards.



Passengers also voted for HIA and QDF as the 'Best Airport Voted for by Millennials' and 'Best Airport Retail Environment' respectively at the Travel Retail Awards 2020.

HIA has always been synonymous with innovation, service excellence and implementation of top safety and security standards, and has implemented the latest technologies to optimise passenger and employee safety in preparation for post-COVID-19 travel.

Highest standards

The airport is using robotics and advanced thermal screening helmets as part of the measures being introduced. HIA has also invested in disinfectant robots, which are fully autonomous mobile devices emitting concentrated UV-C light. Furthermore, HIA has invested in ultraviolet disinfection tunnels that will be used to disinfect all checked-in passenger luggage (departing, arriving and transferring).

This is in addition to the installation of vending machines with PPE across key passenger touchpoints throughout the terminal.

During the 2020/21 financial year, HIA became the first airport in the region to obtain Smiths Detection's HI-SCAN 6040 CTiX, which offers advanced screening of carry-on baggage at security checkpoints using Computerised Tomography (CT) X-ray.

HIA selected this equipment as it enables the airport operators to deliver the highest levels of security internationally and optimises checkpoint performance by expediting the screening processes, helping improve the passenger experience.

In addition, HIA became one of the first airports in the world to be awarded ISO 22301:2012 Business Continuity Management System Certification by British Standards Institution (BSI).

The certification is a testament to HIA's commitment to operational excellence and resilience in the face of an unprecedented crisis like the COVID-19.

It is also the first airport to have received the ISO 55001-2014 Asset Management System and ISO/IEC 20000-1 Information Technology Service Management from BSI.

This is in addition to the airport being the first entity in the world to achieve independent verification from BSI (British Standards Institution) for its implementation of COVID-19 ICAO Aviation Health Safety Protocols. The verification was conducted following successful audits for compliance to the International Civil Aviation Organization Council Aviation Recovery Taskforce (ICAO CART).

HIA's agile and innovative approach during a truly challenging year ensured it remained operational throughout the pandemic and helped thousands of passengers reach home safely.

By prioritising the health and well-being of its travellers, HIA has demonstrated a clear understanding of passenger needs in times of crises.

HIA looks to the post-pandemic era with optimism and looks forward to safely connecting more passengers across the globe.



The Qatar Airways Group Annual Report covers the period 01 April 2020 to 31 March 2021. The scope of this report includes Qatar Airways, Qatar Airways Cargo, Qatar Executive, Qatar Aviation Services, Qatar Aviation Catering Company, Qatar Duty Free, Qatar Distribution Company, Internal Media Services, Al Maha and Dhiyatina Hotels. Reporting includes activities undertaken in Qatar as well as flights to and from international destinations.