





His Highness  
**Sheikh Hamad Bin Khalifa Al Thani**  
The Father Emir



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













Qatar Airways Boeing 787 Dreamliner in flight

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The stunning Doha skyline overlooking the Arabian Gulf in Qatar

## Executive Board Members

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H.E. Ali Shareef Al Emadi | Chairman

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H.E. Sheikh Abdul Rahman Bin Khalifa Al Thani  
Vice Chairman

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H.E. Issa Mohamed Al Mohannadi | Member

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H.E. Jassim Saif Al Sulaiti | Member

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

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H.E. Sheikha Hanoof Bint Thani Al Thani | Member

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# GCEO Welcome Letter



## His Excellency Mr. Akbar Al Baker

Qatar Airways Group Chief Executive

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It is with great pride that we celebrate Qatar Airways Group's 20<sup>th</sup> anniversary this year.

Over the last two decades, we have transformed our business from that of a small regional airline into a diverse group that combines a world-leading airline with other, complementary businesses. These include the world's third largest international cargo carrier, the world's fifth best duty free retail organisation, a growing luxury corporate jet division and the operation of the most advanced airport in the world.

Twenty years on, we continue to transform the industry and set new standards, revolutionising the passenger experience through a patented Business Class concept that brings First to Business, with our unique Qsuite, fully private, fully customisable suites that allow parties of two or four to create their own unique space within the Business Class cabin.





Qatar Airways Airbus A350,  
the most technologically advanced  
commercial passenger aircraft in the skies

Our drive to aim higher and deliver the best quality is the energy powering our success. From launching the A350, the most technologically advanced commercial passenger aircraft in the skies today, to walking away from the first A320neo because it did not meet our exacting standards, our attention to detail and focus on our customer is legendary.

In early June 2017, four specific countries namely the Kingdom of Saudi Arabia, the Kingdom of Bahrain, the United Arab Emirates and the Arab Republic of Egypt took steps to sever diplomatic ties with the State of Qatar, and also closed transport connectivity by road, sea and air to these countries from the State of Qatar. Qatar Airways continues to operate to the rest of its network as per its published schedules with day-to-day adjustments for operational and commercial efficiencies, which is standard airline practice.

#### **2016-2017 Financial year results**

I am very pleased to report that Qatar Airways Group increased its year-on-year net profit by 21.7 per cent and increased its annual revenue by 10.4 per cent. Building on our 2015-2016 results, this is an outstanding result thanks to the 43,113 employees who run the airline and its subsidiaries as efficiently as possible.



**43,113**

Employees



**168**

Nationalities



## Network strengths

Qatar Airways serves more than 150 destinations across all five continents. During 2016-2017, the airline continued to build its global network, adding 10 new destinations: Adelaide, Australia; Atlanta, United States; Auckland, New Zealand; Helsinki, Finland (thereby achieving our goal of serving all of continental Europe's Nordic Capitals); Krabi, Thailand; Marrakech, Morocco; Pisa, Italy; Mahé, Seychelles; Windhoek, Namibia; and Yerevan, Armenia.

Our broad network is further expanded by more than 350 destinations through our membership of the **oneworld** global airline alliance and our codeshare agreements with our airline partners.

We announced a joint business agreement with International Airlines Group (IAG) subsidiary, British Airways, over the course of the 2016-2017 year, with revenue sharing on the trunk London Heathrow-Doha route. The joint business enables us to coordinate commercial activities for the benefit of our mutual customers, whilst at the same time drawing our two companies closer together thereby strengthening not only our bilateral relationship but the **oneworld** alliance as well. Qatar Airways is the third largest member of the alliance, after American Airlines and British Airways. During the year we also celebrated the first anniversary of our successful joint business with Royal Air Maroc, which commenced its services to Doha in 2015.

In July 2016, we also increased our stake in IAG from 15.24 per cent to 20.01 per cent, strengthening our position as a shareholder in one of world's biggest airline groups and reflecting our continued support for the ongoing strategy of IAG.

We made a further strategic investment in December 2016 by acquiring 10 per cent of LATAM Airline Group. As the leading airline group in Latin

America and also a member of **oneworld**, LATAM has a natural synergy, as well as a shared vision for the future, with Qatar Airways.

We also launched new codeshare partnerships with airlines including our **oneworld** partners, Finnair, Iberia and Sri Lankan; another IAG subsidiary, Vueling; and with independent Air Botswana, thereby expanding flight options for travellers wishing to travel to or from Southern Africa. Qatar Airways' network depends on Hamad International Airport (HIA) to connect our flights efficiently and conveniently. In this regard, HIA continues to provide a strong and unmatched competitive advantage for Qatar Airways, serving 32 million Qatar Airways passengers annually. Not only is HIA operationally efficient, supporting 88.4 per cent on-time departures (within 15 minutes) but it is also among the top airports globally able to support connections below 60 minutes. The airport ideally complements Qatar Airways with HIA being the only airport in the region to earn the coveted Skytrax Five-Star rating matching Qatar Airways' own – another significant recognition of HIA's position as a global leader.

HIA's third-phase development plan is under way, and this will add significant capacity to the airport and allow Qatar Airways to continue its upward growth trajectory.

Our appetite for growth during 2016-2017 was hindered by a series of aircraft delivery delays. First, the A350 – a passenger and crew favourite for its innovative design and bespoke climate controls – experienced production delays over the course of the calendar year 2016, causing us to delay the launch of several new routes and to reduce services to other recently-launched cities such as Adelaide. These ongoing aircraft delivery delays have led us recently to enter into an agreement with LATAM Airline Group in March 2017 to lease four of its new A350 aircraft for a period of six months to one year to supplement our fleet and minimise any disruption for our passengers.

Our short-haul network was further impacted by the delivery issues with the A320neo, of which we were to be the global launch customer. We took the hard but necessary decision to decline the first four A320neo deliveries due to ongoing engine performance issues impacting the promised reliability and fuel burn efficiencies.

In October 2016, we announced an historic agreement with Boeing in Washington, D.C. to purchase up to 100 aircraft. This order comprises 30 firm 787-9s and 10 firm 777-300ERs with a letter of intent to purchase up to a further 60 B737 MAX 8 aircraft. Wide-body aircraft will continue to drive our long- and ultra-long-haul network for years to come, with Boeing's 777-200LR being the only aircraft capable of flights such as our Auckland-Doha non-stop service – the longest commercial flight in the world, as measured by flight time. We inaugurated this 17.5-hour service in February 2017 to world-wide acclaim, and to excellent passenger feedback.

Looking forward, IATA predicts global air passenger traffic will nearly double from 2016 levels, growing from 3.8 billion to 7.2 billion by 2035. Qatar Airways has strategically and carefully developed a balanced global network, appealing to business, leisure, and family travellers, which will allow us to play a significant role in this future growth in global demand.

However, IATA also warns that trade protectionism could damage growth potential, a dangerous and short-sighted political response that results in long-term economic harm.

In September 2016, the State of Qatar and the European Union (EU) started negotiations of a comprehensive air transport agreement with the aim of seeking enhanced market access for the airlines of both parties.

The negotiations provide a unique opportunity to strengthen bilateral relations between the State of Qatar and the EU. Qatar Airways welcomes



Global air passenger traffic  
**3.8 billion**  
in 2016



Global air passenger traffic  
will increase up to  
**7.2 billion**  
by 2035



**30 + 10**  
Boeing 787-9s    Boeing 777-300ERs  
ordered in 2016



Auckland > Doha  
**17.5 hrs**  
the longest commercial flight in the world



more competition from European airlines that would be able to benefit from a liberalised and open market.

Qatar Airways is committed to productive talks with the goal of reaching a mutually-beneficial agreement – greater and more flexible market access is good for Qatar Airways and will bring great benefits to consumers in terms of price, connectivity and travel options.

Greater liberalisation in the airline industry and government deregulation have made air travel accessible for millions of people in mature and emerging markets alike. We hope that this trend will continue in the coming years.

Qatar Airways supports fair competition in the true sense of the word – fair access to markets, competing for customers based on product, service and price. Furthermore, airlines should not be discriminated against based on ownership. Rules that apply to one airline should apply to all.

### **Product and service excellence**

Over the past 20 years, Qatar Airways has been able to sustain its position as one of the fastest growing airlines in the world because we have proven our commitment to delivering a superior passenger experience. From being one of the first airlines to introduce lie-flat beds in Business Class, to being the global launch customer of the A350 – the most technologically advanced commercial passenger aircraft in the world – Qatar Airways and its staff continue to lead the industry in ground-breaking products and world-class service.

In March 2017, we presented Qsuite, our new Business Class product that is so innovative that we patented it. From June 2017, Qsuite will offer solo travellers the ultimate privacy, with sliding doors and panels that create a spacious yet private suite. For two people travelling together, our interior seats can be configured to offer a double Qsuite, including the only

lie-flat double bed in Business Class, industry-wide. And for parties of four, we offer the quad, a fully customisable option that can be configured to allow group seating, with special gourmet ‘sharing platters’ designed for this unique space. We call this concept First in Business as it is the first time an airline has brought a First Class product to the Business Class cabin. Passengers travelling in Qsuite will feel they are having a private jet experience when they travel in this unique configuration.

Qsuite is a natural extension of our premium service philosophy: we want our passengers to create their own experience. Dining-on-demand, as you do at a restaurant, with restaurant-quality menus to choose from; entertainment-on-demand, with the most varied selection of any airline; and now, our passengers can create their own cabin-within-a-cabin.

Our innovative approach to both product and service drives our customer loyalty, which in turn drives our rapid growth. We are motivated by our desire to put our customer first in all we do, and that is what drives our success.

The story of our first 20 years is one of rapid growth, enormous success and industry leadership. Our next 20 years will be even greater.

Thank you for supporting Qatar Airways Group; we look forward to welcoming you on board soon.



**His Excellency Mr. Akbar Al Baker**

Qatar Airways Group Chief Executive



Qsuite

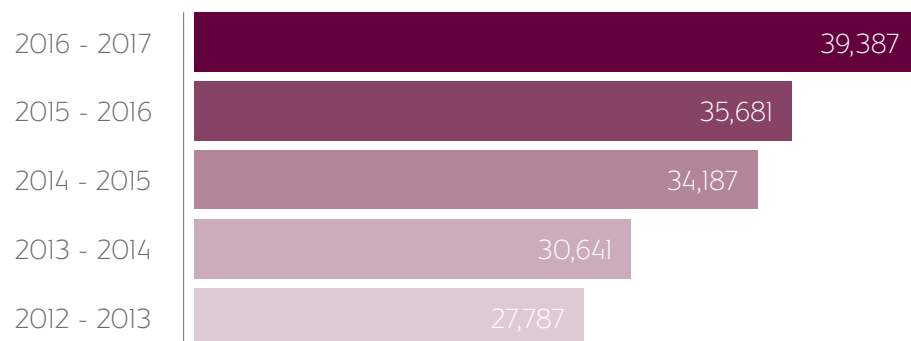
Qatar Airways' Qsuite concept brings a  
First Class product to the Business Class cabin



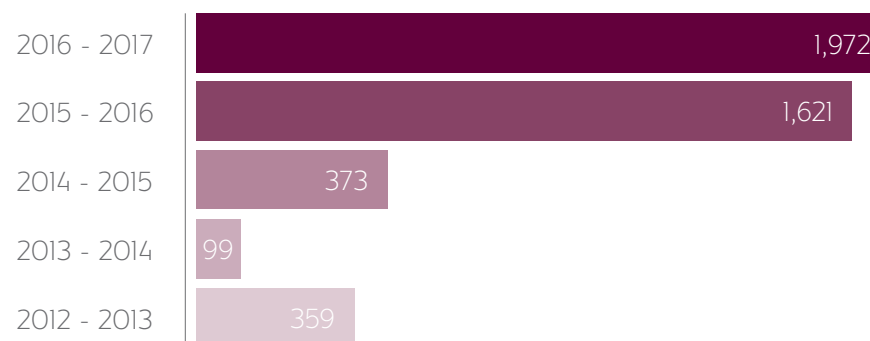
# Group financial results



## Revenue and operating income in QAR m



## Profit attributable to the Owner in QAR m



## Group financial results

Financial highlights		Fiscal 2017	Fiscal 2016
Revenue and other operating income	QAR m	39,387	35,681
Operating profit	QAR m	2,092	3,015
Operating margin	%	5.3	8.5
Profit attributed to owner	QAR m	1,972	1,621
Profit margin	%	5.0	4.5
EBITDAR	QAR m	10,545	9,354
EBITDAR margin	%	26.8	26.2
Total assets	QAR m	99,722	93,760
Cash assets	QAR m	19,744	22,785
Debt to equity ratio		0.33:1	0.34:1
Employees	Employee numbers at fiscal end	43,113	39,369

Airline operating statistics		Fiscal 2017	Fiscal 2016
Passengers carried	Number '000	32,007	26,654
Cargo carried	Tonnes	1,153,825	954,191
Available seat kilometres	Million	185,208	151,980

\*To access the full financial results please visit [www.qatarairways.com/FY17reportsummary](http://www.qatarairways.com/FY17reportsummary)





## Network

Qatar Airways continued to deliver an unprecedented level of growth and innovation during the fiscal year 2017 as the national flag carrier of the State of Qatar, enhancing network connectivity for residents of Qatar, and introducing Doha to millions of global travellers as the world's global connector.

Connecting the world remains at the heart of our business, whether travelling for business or leisure, seamlessly throughout our global network. The introduction of 10 new destinations to the airline's global network during 2016/17 further expanded our route network to more than 150 destinations in Europe, the Middle East and Africa, Asia-Pacific and the Americas.

Qatar Airways has announced 24 new destination launches:

- **Abidjan**, Ivory Coast
- **Accra**, Ghana
- **Canberra**, Australia
- **Cardiff**, United Kingdom
- **Chiang Mai**, Thailand
- **Chittagong**, Bangladesh
- **Douala**, Cameroon
- **Dublin**, Republic of Ireland
- **Kiev**, Ukraine
- **Las Vegas**, United States
- **Libreville**, Gabon
- **Lisbon**, Portugal
- **Málaga**, Spain
- **Medan**, Indonesia
- **Mombasa**, Kenya
- **Mykonos**, Greece
- **Nice**, France
- **Prague**, Czech Republic
- **Rio de Janeiro**, Brazil
- **San Francisco**, United States
- **Santiago**, Chile
- **Sarajevo**, Bosnia and Herzegovina
- **Skopje**, Republic of Macedonia
- **Utapao**, Thailand

## Qatar Airways Group overview

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



Qatar Airways, the commercial airline operation within the Group.



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



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



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



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



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



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



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



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



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



Qatar Aircraft Catering Company provides the catering for Qatar Airways' flights, producing more than 120,000 meals delivered per day.



## The Hub

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

Hamad International Airport (HIA) accomplished a new record of passenger traffic and aircraft movements in 2016/2017, handling 38.2 million passengers and 250,419 landings and take-offs during the year. The airport also handled a total of 1.8 million tonnes of cargo.

In January 2017, HIA was classified as a Five-Star Airport by Skytrax, becoming the first ever Middle Eastern airport to achieve this honour. The airport was also ranked by Skytrax as the “Sixth Best Airport in the World” at the 2017 World Airport Awards, moving up four places from the previous year, and received the Best Airport in the Middle East title for the third consecutive year.

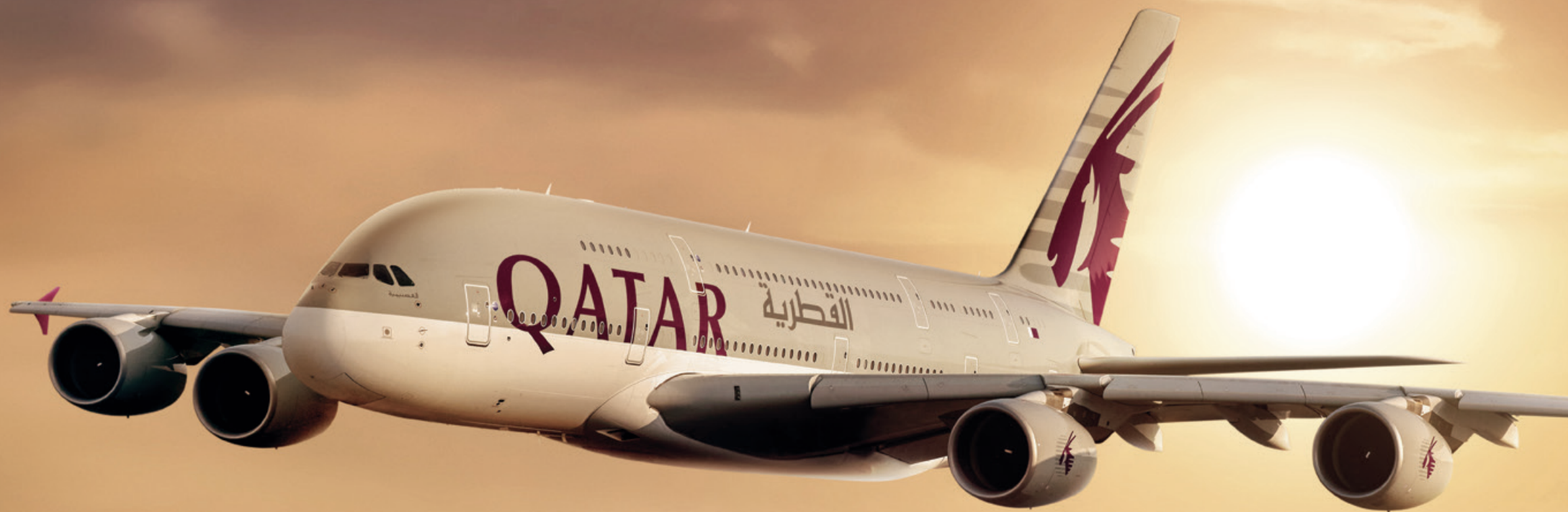
The Skytrax World Airport Awards are the most prestigious recognition of quality for airports across the world and include the airport’s portfolio of shopping and food and beverage services as part of the overall ranking. HIA also won the award for Best Staff Service in the Middle East for the second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

Over the past year Qatar Duty Free (QDF) continued to deliver sustained growth and Hamad International Airport was ranked the world’s fifth ‘Best Airport for Shopping’, voted for by global travellers as announced at the 2017 Skytrax World Airport Awards.

Major international brands complement QDF’s own concept stores across the business model, delivering on QDF’s goal “to dare to be different”. QDF’s relationships with its partners are based on shared vision, mutually beneficial goals and a quest to constantly improve, innovate and grow, while keeping the customers’ needs at the forefront. This approach has seen globally-recognised brands investing in and delivering marketing animations, exclusive brand launches, customer engagement and activity zones within QDF and HIA.

As a leading international airport hub, Hamad International Airport (HIA) was designed to minimise the consumption of natural resources, control emissions and manage waste carefully. In recognition of these factors, the airport attained Level 3 ‘Optimisation’ certification from the Airports Council International (ACI) Airport Carbon Accreditation (ACA) programme, an award underpinning HIA’s commitment to tackling climate change and its efforts to reduce the airport’s carbon emissions.





Qatar Airways' Airbus A380 flies to Sydney,  
London, Paris, Guangzhou and Bangkok

## Fleet

Qatar Airways operates a mixed fleet of Airbus and Boeing aircraft including both wide and narrow body types, giving the airline the flexibility it needs to serve its growing network of regional and global destinations. With one of the youngest fleets in commercial aviation – the average aircraft age is approximately five years – Qatar Airways offers passengers one of the most technologically advanced on-board experiences in the skies.

As of 31 March 2017, the 196-strong fleet included 16 of the new generation Airbus A350-900 as well as 30 Boeing 787 Dreamliners. Always spearheading new trends in aviation, Qatar Airways was the global launch customer for the Airbus A350 in 2015 and the Middle East launch customer of the Dreamliner in 2012.

In the two years since its launch, the Airbus A350 has become extremely popular with passengers who appreciate the reduced symptoms of post-flight fatigue after travelling on this state-of-the-art aircraft, as well as the unprecedented levels of on-board comfort. From an operational perspective the aircraft has been a highly successful addition to the fleet due to its fuel efficiency and lower maintenance requirements.

Qatar Airways looks forward to receiving the first Airbus A350-1000 in 2017. In total the growing airline expects to receive an additional 29 Airbus A350-900s and 37 Airbus A350-1000s over the next five years.

Due to the delay in delivery of its Airbus A350 order from Airbus, the Qatar Airways fleet, as of 31 March 2017, includes two Airbus A350-900 leased from LATAM. Two further LATAM Airbus A350 aircraft will join the fleet over the course of 2017, helping to alleviate the shortage which has hampered Qatar Airways' ambitious expansion plans.

Qatar Airways has also been frustrated by the issues it has experienced with the delivery of its order of Airbus A320neos from Airbus.

The airline was scheduled to be the launch customer of this aircraft type but declined the first four deliveries due to unsatisfactory engine performance. Qatar Airways and Airbus have now reached an agreement whereby the remaining Airbus A320neos on order will be converted to Airbus A321neos.

In October 2016, Qatar Airways announced an order for 30 Boeing 787-9 Dreamliners and 10 Boeing 777-300ERs, valued at US\$11.7 billion. To help mitigate against the ongoing aircraft delivery delays, the airline also signed a Letter of Intent for up to 60 Boeing 737 MAX 8s, valued at US\$6.9 billion. With this new order, Qatar Airways increased its firm order backlog of Boeing wide body airplanes from 64 to 104, including 60 Boeing 777Xs.

Aircraft type	Number of aircraft
Airbus A319LR	2
Airbus A320	39
Airbus A321-200	8
Airbus A330-200	13
Airbus A330-300	13
Airbus A340-600	4
Airbus A350-900	16
Airbus A380	7
Boeing 787 Dreamliner	30
Boeing 777-200LR	9
Boeing 777-300ER	34
Airbus A330F	8
Boeing 777F	12
Boeing 747F	1
<b>TOTAL</b>	<b>196</b>

\*As of 31 March 2017

## Operations overview

Qatar Airways transformed its Operational Control Centre into an Integrated Operations Centre (IOC) with a wider scope of representation from across critical operational areas of the business. Expanding on the traditional focus of controlling aircraft and crew schedules, the IOC concept brings together in one place decision makers and experts from key areas of the organisation to work collaboratively in managing and responding to the daily challenges of Qatar Airways' operation. Part of this was the introduction of a 'mission' based focus with the network team split into geographical sectors, with individual staff responsible for the on-time performance and reliability of their specific flights within that region. An accompanying governance framework has also been introduced and this includes the formation of an Integrated Operations Forum (IOF) made up of senior leaders of the IOC representatives and partners and other key operational and support functions. The forum monitors operational performance and challenges the team to continuously improve its efficiency and effectiveness by targeting key operational improvements, such as on-time performance, flight completion and missed connections, at a strategic level. These changes allow us to better serve our customers and protect our business interests.

This year we built on the TOPS Flight Watch platform launched in 2015 by becoming the launch partner for FlightAware and Aerion Space Based ADS-B service (SB ADS-B), providing global flight tracking capabilities without the need for costly aircraft equipment upgrades. The FlightAware

implementation will ensure we meet the ICAO Global Aeronautical Distress Safety System (GADSS) requirements ahead of schedule. Our Flight Watch system is continually improving with multiple updates throughout last year and the SB ADS-B will only add to the capabilities of this product.

The Flight Operations Data Warehouse was launched in 2016, providing a central repository for all operational data to be gathered in one place. With the introduction of our data analysis toolbox, the coming year will see us achieve greater levels of data and business intelligence usage to support both day-to-day decision making, and drive longer-term strategies for business improvement and cost reduction.

The New Integrated Training Centre (NITC) saw another milestone achieved with the successful certification of the second A350-FFS simulator in February 2017, bringing the total to five full flight devices at this facility. This latest addition to our simulator fleet is the culmination of eight months of hard work, in a series of back-to-back installations that saw our first two A350 simulators and A380 simulators become operational. Since 2015 we have nearly doubled our total simulator capacity to 11 Full Flight Simulators (five at our New Integrated Training Centre and six at the original Integrated Training Centre) in order to support the increase in pilot numbers and associated training requirements.





Qatar Airways' Integrated Operations Centre (IOC)





## Group brands overview

### Qatar Executive

Qatar Airways first announced the formation of a corporate jet division – Qatar Executive – at the Paris Air Show in 2009. The private jet division was launched as part of the airline's ongoing robust global growth strategy, and continued commitment to the Middle East and international business travel community. Headquartered at Hamad International Airport, luxury jet services are available for worldwide charter on board the operator's wholly-owned business jet fleet. As of 31 March, 2017, the Qatar Executive fleet was comprised of four Global 5000s, one Global XRS, three Challenger 605s and three brand new Gulfstream G650ERs, as well as 12 privately managed aircraft. The latest Gulfstream deliveries follow Qatar Executive's announcement in May 2015, of its intention to purchase up to 30 aircraft from Gulfstream Aerospace Corp. This includes firm orders and options comprising a combination of both Gulfstream's new wide-cabin aircraft, the G500 and G600, and the flagship G650ER. Qatar Executive's service portfolio includes aircraft management, airliner charter, and maintenance and FBO services.

### Qatar Duty Free

Qatar Duty Free (QDF) operates the retail experience at Hamad International Airport (HIA) in addition to an outlet at Doha Port. QDF is one of the Middle East's outstanding success stories recognised globally for delivering sustained growth and advancing the airport retail industry. Launched in Qatar just over 15 years ago, the innovative, award-winning duty free operator has enjoyed consistent double-digit growth year-on-year and is now the second largest duty free operator in the Middle East.

At HIA, QDF offers a holistic vision that encompasses retail and food and beverage to create a truly seamless experience for passengers. With 40,000 square metres of combined retail, food and beverage facilities, QDF is a premier airport shopping and dining destination. There are more than 70 retail outlets in addition to the core Duty Free, offering an unprecedented selection of designer boutiques, high street fashion labels, electronics and gadgets, gourmet foods, concept stores and home-grown brands. In addition, more than 30 cafés and restaurants offer a sumptuous selection of global and local cuisine. QDF caters to passengers from all walks of life and will continue to offer value and satisfaction to customers visiting HIA.





## Qatar Airways Cargo

Qatar Airways Cargo, the world's third largest international air cargo carrier, serves more than 50 destinations with a dedicated cargo service and more than 150 passenger destinations worldwide. The cargo division of Qatar Airways continued to expand its global network in 2016/17 with the addition of six new destinations served by freighters; the launch of belly-hold cargo services to 10 new destinations; and by increasing its frequency to many existing destinations on its route map. Qatar Airways Cargo started 2017 with the introduction of freighters to Buenos Aires, São Paulo and Quito in South America, and Miami in the United States.

Qatar Airways Cargo always puts its customers first and recognises that service excellence is key to sustainable growth in its business. The cargo carrier made a number of investments in its digital service, including the introduction of Online Services in 2016, to improve customer experience and provide the best e-cargo solutions. Leveraging the airline's in-house e-cargo system CROAMIS, Online Services provide customers with a web-based platform to make bookings, manage accounts and other transactions, anywhere and anytime. The launch of a new QR Cargo mobile app, available for both Android and iOS devices via Google Play Store and Apple App Store, has also provided the cargo carrier's customers with easy access to important information such as Qatar Airways passenger flight and freighter schedules, office contact details and product descriptions.

The state-of-the-art fully automated cargo terminal at Hamad International Airport is equipped with segregated temperature-controlled storage areas for different products such as pharmaceuticals, perishables, live animals, and valuable cargo. The facility processed 1.8 million tonnes of cargo in 2016/17; this will increase to 4.4 million tonnes annually when the second cargo terminal at HIA is complete.

In order to better serve the growing pharmaceuticals industry, Qatar Airways Cargo is nearing completion of its advanced airside Climate Control Centre in response to growing global demand in specialist air freight solutions for temperature-sensitive products. The new 2,471 square metre facility is expected to be commissioned in 2017.

Qatar Airways Cargo currently offers a wide range of products, including QR Pharma, QR Fresh, QR Charter, QR Live and value-added premium services to meet its customers' business needs. In 2017, the cargo carrier will enhance its QR Mail product features to cater to the growing e-commerce segment, while QR Express will continue to serve the need for rapid delivery of time-critical shipments.

During fiscal 2018, one new Boeing 777 freighter will join the dedicated QR Cargo fleet.



## **Qatar Aircraft Catering Company (QACC)**

Launched in August 2002 as the sole airline catering company at Doha International Airport, QACC was formed to provide exclusive catering services to Qatar Airways and other airlines that serviced Doha International Airport. Led by a world-class catering team, QACC has been evolving in-flight cuisine to reflect Qatar Airways' five-star reputation ever since.

### **One of the world's largest airline catering facilities**

Spanning 69,000 square metres, the catering facility at HIA is one of the world's largest self-contained facilities. Located within the airport footprint, it produces 120,000-145,000 meals per day. The catering facility is equipped with the latest food preparation technology to ensure the widest possible range of catering options for customers and passengers. Fast and efficient service is guaranteed thanks to 46 loading bays, 22 off-loading bays and a fleet of more than 150 vehicles.

Being the hub caterer, QACC provides catering services to Qatar Airways and other global carriers as well as 15 Premium Lounges at Hamad International Airport as part of its impressive and growing portfolio.

### **High levels of automation**

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

### **QACC's world-class chefs**

QACC chefs need to be sure that the product delivered to passengers will satisfy the highest standard possible. Executive chefs and executive sous chefs develop recipes in our in-house test kitchens – a QACC chef can spend hours sampling and adjusting recipes until they create the perfect dish ready to share with passengers.

### **World-class dishes made to perfection**

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





## Qatar Aviation Services (QAS)

A premier ground handling organisation, Qatar Aviation Services (QAS) provides world-class ground services to 37 different airlines and ensures passengers have a seamless experience every time they travel through Hamad International Airport.

Serving both the passenger and cargo elements of the airport the 8,855 strong QAS team is on the ground 24/7 delivering solutions at every step of the journey through the airport. From checking in and boarding passengers for all foreign airlines to operating the 7,700 square metre cargo terminal, QAS plays a pivotal role in the smooth running of Doha's state-of-the-art airport.

From its fully integrated Operations Control Centre facility with resource management, operational monitoring & control and coordination functions, QAS handled more than 38 million passengers, more than 250,000 aircraft movements and 30.1 million pieces of baggage at Hamad International Airport in 2016/17. Approximately 515,000 of the passengers who were looked after by QAS had reduced mobility and required special care from the moment they entered the airport until they stepped onto their flight.

Managing porter services, buggy operations, the terminal shuttle and VIP transportation at the airport is also the responsibility of QAS, which counts

over 130 passenger buses, 30 luxury limousines, 37 crew buses and 20 cars for cabin and deck crew transportation as part of its extensive fleet.

The logistical support supplied by QAS, which is an ISO 9001 and ISAGO certified company, includes ramp handling and turn around coordination, ground support equipment ramp operation and aircraft cleaning. It also manages a Centralised Load Control for the Qatar Airways network as well as Local Load Control for all airlines including document support.

To support this huge logistical undertaking and to provide integrated ground handling, QAS also operates and maintains an entire fleet of ground servicing equipment including more than 1,300 pieces of motorised equipment such as pushbacks and more than 3,300 pieces of non-motorised equipment. The maintenance and servicing of all ground servicing equipment is carried out by QAS from its multi-functional maintenance workshop.

The cargo division of QAS provides a fully-integrated cargo handling solution at the airport's 7,700 square metre cargo terminal. Operating 11 dedicated freighter stands, QAS handled more than 1.8 million tonnes of cargo in 2016.





Qatar Aviation Services electric vehicles



## Environmental sustainability

### Environmental leadership

The Qatar Airways Group is committed to being part of a sustainable aviation industry and contributing to the Qatar National Vision 2030. Accordingly, our environmental strategy focuses on:

- Compliance with environmental legislation across our global network;
- Efficient use of environmental resources; and
- Enhancement of the Qatar Airways brand through continual improvement of environmental performance.

### Managing environmental risk

In 2016, environmental risks were evaluated across the Qatar Airways Group. Existing controls were assessed and plans to enhance risk mitigation were put into place. Current plans include projects that are expected to deliver immediate improvements in environmental performance while supporting more sustainable business practices over the longer-term.

### Making good environmental decisions

The Qatar Airways Group Environmental Governance Framework was initiated in 2016. This initiative enables senior leaders to continually review environmental performance and the adequacy of control over environmental risks associated with business activities under their oversight.

### Engaging stakeholders

Maintaining a constructive, open dialogue with our stakeholders is key to understanding and meeting expectations on a variety of environmental issues.

At an industry level, Qatar Airways is represented at the International Air Transport Association's (IATA) Environment Committee and the Arab Air Carrier Organisation's (AACO) Environmental Policy Group. We are also active participants in the Sustainable Aviation Fuel User Group and United for Wildlife.

Within the State of Qatar, we proactively co-ordinate with government departments on various national and international environmental regulations, including the Ministry of Municipality and Environment and the Qatar Civil Aviation Authority.

### Qatar Airways Group Environmental Governance Framework





The Qatar Airways Group Annual Report covers the period 1 April 2016 – 31 March 2017. The scope of this report includes Qatar Airways, Qatar Airways Cargo, Hamad International Airport, Qatar Executive, Qatar Aviation Services, Qatar Aviation Catering Company, Qatar Duty Free, Qatar Distribution Company, Internal Media Services, Al Maha and Dhiafatina Hotels. Reporting includes activities undertaken in Qatar as well as flights to and from international destinations.



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