

Annual Report 2019-2020



QATAR AIRWAYS GROUP
مجموعة الخطوط الجوية القطرية



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

Annual Report Fiscal 2020

1 April 2019 - 31 March 2020

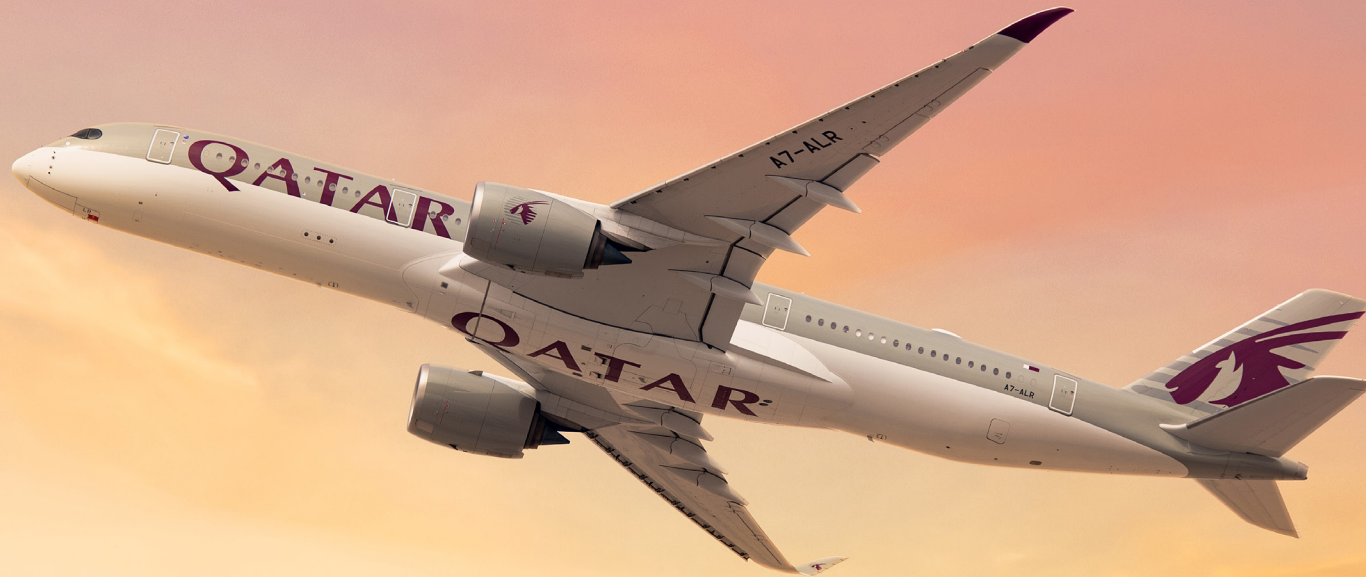


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Executive Board Members

H.E. Ali Shareef Al Emadi

Chairman

H.E. Sheikh Abdul Rahman bin Khalifa Al Thani

Vice Chairman

H.E. Jassim Saif Al Sulaiti

Member

H.E. Issa Mohamed Al Mohannadi

Member

H.E. Akbar Al Baker

Member and GCEO of Qatar Airways

H.E. Sheikha Hanoof bint Thani Al Thani

Member

GCEO Welcome



His Excellency Mr. Akbar Al Baker

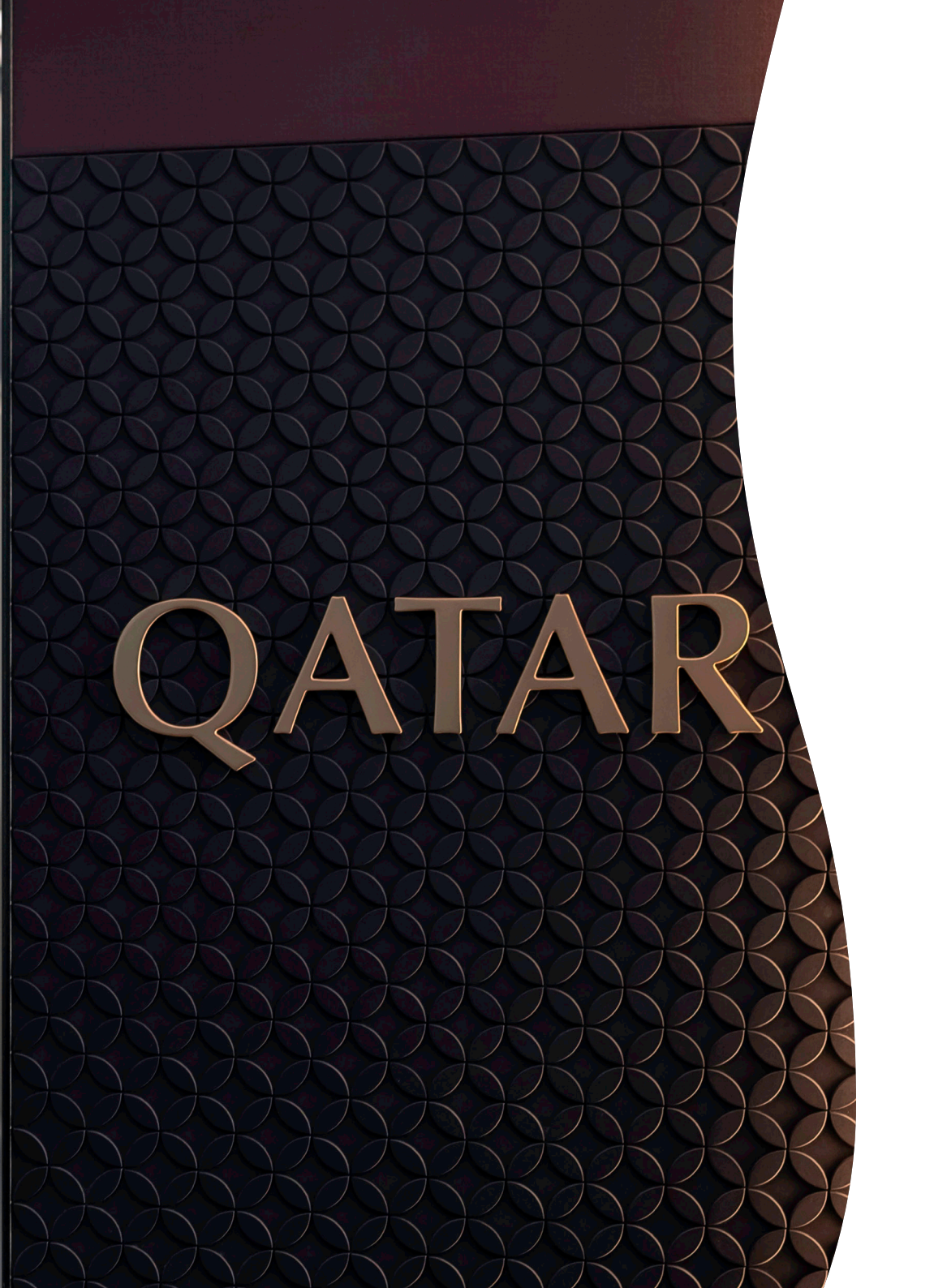
Qatar Airways Group Chief Executive

“Never before in the history of commercial aviation has our industry faced a challenge of this scale and magnitude.”

It may seem unusual to begin our review of the Qatar Airways Group’s many achievements and accomplishments during 2019-20 with a reference to the current financial year, and indeed, the future. However, I feel it would be remiss of me to not immediately acknowledge the enormity of the situation the world has faced in the wake of the COVID-19 pandemic since the turn of the year.

To say that we live in exceptional or unparalleled times seems to be a wholly inadequate way to explain the impact that this outbreak has had on life as we know it for people, economies and businesses across the globe.

Never before in the history of commercial aviation has our industry faced a challenge of this scale and magnitude. We have yet to fully understand the long-term consequences of the virus upon our industry as a whole but, over the course of just a few short months, we saw a reported worldwide decline in international air travel of almost 95 per cent, and a global reduction in seat capacity of 87 per cent in April 2020 compared to April 2019. This new market reality meant we had to make the difficult decision to reduce our staff numbers. I want to thank those that have left our business for their valuable contribution in making Qatar Airways the best airline in the world.





During 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 the tenacity, versatility and resilience so often associated with everything we do. 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.

Becoming the airline our passengers can rely on

While other airlines grounded their aircraft, we temporarily reduced the scale of our operations, established homeworking for our employees, offered our hotels up for medical use and did everything we could to work with authorities and embassies from across the world to continue to keep the skies open and our airline staffed. Taking people home safely and reliably became our fundamental mission, with our teams working around the clock to schedule flights in the midst of constantly changing entry restrictions around the world.





A new standard of safety

We have implemented the highest possible hygiene standards across our state-of-the-art fleet of aircraft, many with advanced HEPA air-filtration systems. This includes regular cleaning and disinfection in line with recommendations from the International Air Transport Association (IATA) and the World Health Organization (WHO). This, combined with the strict bio-security screening of our staff, meant that we could fulfil our mission to reunite stranded passengers with their loved ones, and consistently and safely operate a significant number of charter flights to Europe, North America and Asia through our home and hub, Hamad International Airport (HIA).

Thanks to the strength of our relationships with governments and civil aviation authorities around the world, Qatar Airways was particularly well equipped to immediately mobilise and respond to our customers' changing needs. In short, we became the airline that passengers could trust to get them home.

This Herculean effort by our airline not only enabled us to repatriate millions of people, but also strengthened Qatar Airways Cargo's status as the largest air freight operator



in the world*, hitting new records with over 180 dedicated cargo flights in a single day. With this, our capacity remains strong and one of the largest in the market.

Adapting and expanding

Qatar Airways Cargo also adapted quickly to new restrictions, swiftly deploying freight-only passenger flights to six destinations in Mainland China, the most heavily impacted country, in March. This was in addition to the carrier's two existing freighter destinations in the country, providing an extra 600 tonnes of air cargo capacity, bringing the carrier's total weekly capacity to more than 1,300 tonnes. Qatar Airways Cargo also introduced freight-only passenger flights to several other destinations globally.

The cargo carrier continues to work closely with governments and NGOs and has transported more than 250,000 tonnes of medical and aid supplies to impacted regions during recent months. This is equivalent to roughly 2,500 fully-loaded Boeing 777 freighters and is in addition to the operation of more than 500 charters since the pandemic began, transporting essential aid, medical supplies, food and live animals, among other cargo.

*Source: IATA Carrier Tracker

Of special note, Qatar Airways once again led the industry in being the first international airline to volunteer emergency relief cargo delivery. This included a convoy of five aircraft that carried approximately 300 tonnes of medical supplies free of charge to Beijing, Shanghai and Guangzhou.

As we entered the new fiscal year, it was clear that there were still uncertain times ahead for the industry as a result of the pandemic. However, Qatar Airways Group can reflect on our journey throughout this crisis to date with confidence in our ability to adapt and willingness to meet head on whatever challenges come our way.

Indeed, it is these qualities which have led to almost 23 years of strong and continued network growth for our airline, and I am pleased to say that the 2019-20 fiscal year further cemented our position of leadership within the global aviation community. This is despite some of the most challenging and unforeseen market conditions ever experienced – meaning that, in common with many other airlines, Qatar Airways Group recorded a financial loss for the fiscal year.





The ever-changing competitive environment and increasingly difficult market conditions experienced in 2019-20, has undoubtedly had a severe impact on the global air transport industry. After three years commitment and support as a minority shareholder, we were saddened by the decision to support the voluntary liquidation of Air Italy in February 2020. Our strong belief in the potential of the carrier was evident through our continued investment in its plans for improved growth and job creation within the Italian market in-line with Qatar Airways' globally-renowned standards. Ultimately, the continued downturn in market conditions and the refusal of the majority shareholder to ensure the airline's success through the renewed vision left us with no alternative but to cease any further investment and support the decision to commence the voluntary liquidation proceeding for Air Italy in February 2020.

During the year, new accounting standard, IFRS 16 on lease accounting became mandatory. Implementation of IFRS 16 will have a significant impact on the financial statements of the airline industry. Capitalisation of operating leased assets and liabilities on the balance sheet will negatively impact the key financial metrics of airlines across the board. Increased balance sheet gearing will increase the risk profile, leading to higher borrowing costs for a financially fragile airline industry. The long-term effects of this standard will extend far beyond financial statements and will not serve the best interests of either the airline or the leasing industries.



Overcoming the illegal airspace blockade

We have continued to overcome the challenges presented by the ongoing illegal air, sea and land blockade imposed upon our beloved State of Qatar by some of our neighbouring countries with the same dignity, professionalism and relentless resolve that Qatar Airways has displayed since 5 June 2017.

The fourth year of the illegal airspace blockade against the State of Qatar has brought little change in the situation, despite our consistent appeals to governments and international bodies. Qatar Airways' importance as a strategic economic pillar to the State of Qatar has only been highlighted by the dual threat posed by the illegal blockade and the COVID-19 pandemic. Not only are we able to ensure food security and the availability of medicines and other essential supplies for our country, but also our cargo team has worked tirelessly to transport medical personnel and supplies to countries devastated by COVID-19. Simply put, Qatar Airways was not only a humanitarian lifeline for the State of Qatar, but has provided hope and confidence when the world needed it most.



While we will always condemn the use of aviation for political ends, we take pride in the fact that, despite this adversity, we have continued to thrive. Qatar Airways has been an unwavering champion of liberalisation and freedom, and we would like to thank the international community for their strong support for the State of Qatar.

The ruling by the International Court of Justice (ICJ) regarding the question of jurisdiction surrounding the airspace blockade, firmly places the issue with the ICAO Council which is the appropriate forum to settle this matter. In the meantime, we will continue to advocate the restoration of normalcy in civil aviation in the Gulf region.

The blockade did not prevent us from growing our network yet further during 2019-20 as we added eight exciting new passenger routes- Davao, Philippines; Gaborone, Botswana; Izmir, Turkey; Langkawi, Malaysia; Lisbon, Portugal; Mogadishu, Somalia; Rabat, Morocco; and Valletta, Malta – exemplifying our commitment to give our passengers even more choice.

With the support of Qatar Airways, the State of Qatar was able to advance Air Services Agreements with Angola, Guyana, Lesotho, Mozambique, Saint Lucia, Thailand, and Timor-Leste in addition to the enhancement of traffic rights in Bangladesh, Colombia, Jordan, Kazakhstan, Seychelles, Tajikistan and the Maldives.



| DAVAO, PHILIPPINES

| GABORONE, BOTSWANA

| IZMIR, TURKEY

| LANGKAWI, MALAYSIA

| LISBON, PORTUGAL

| MOGADISHU, SOMALIA

| RABAT, MOROCCO

| VALLETTA, MALTA



Our fleet expansion

Nowhere was our airline's dedication to continued growth in the face of this prolonged geopolitical adversity more evident than our appearance at the Paris Air Show in June 2019. It was here that we mapped out the next phase of our programme of fleet expansion. The airline also announced a significant multi-billion dollar order commitment for five new long-range Boeing 777 freighters to support the further expansion of the Group's flourishing cargo operations.

In July 2019, I travelled to the White House to meet with the President of the United States, Donald Trump, along with representatives of the US aviation industry. After a frank and wide-ranging discussion, President Trump agreed that the State of Qatar had complied with both the US-Qatar Open Skies Agreement (2001), as well as the January 2018 Understandings and its accompanying Side Letter. This conclusion represented a significant victory for Qatar Airways in defending itself against unfair and distorted claims made by the so-called United States' Big Three airlines in recent years.





I was honoured to visit the White House not only to defend the integrity of Qatar Airways' business practices, but also to confirm the Boeing deal and sign multiple agreements with General Electric Aviation worth USD 5 billion, and with Gulfstream for 18 state-of-the-art jets valued at USD 1 billion, in the presence of His Highness The Amir of the State of Qatar, Sheikh Tamim bin Hamad Al Thani and U.S. President Donald Trump.

By continuing to nurture and invest in our air freight network, Qatar Airways Cargo operations have continued to go from strength-to-strength over the course of the financial year, with almost 1.5 million tonnes of cargo handled in 2019-20 – a 2.8 per cent year-on-year increase. In addition to the Paris Air Show Boeing order announcement, an additional five new Boeing 777 freighters joined the Qatar Airways Cargo fleet over the course of the year, servicing a rapidly expanding network with new destinations including Bogotá, Colombia; Campinas, Brazil; Lima, Peru; Osaka, Japan; Santiago, Chile; and Singapore.





Passenger fleet guide



Airbus A350-1000

Number of aircraft 15
Length (m) 73.78
Wingspan (m) 64.75
Cruising speed (kph) 903
Range (km) 16,100
Passenger capacity 327



Airbus A350-900

Number of aircraft 39
Length (m) 66.89
Wingspan (m) 64.75
Cruising speed (kph) 902
Range (km) 14,350
Passenger capacity 283-339



Airbus A320-200

Number of aircraft 30
Length (m) 37.57
Wingspan (m) 34.1
Cruising speed (kph) 867
Range (km) 5,731
Passenger capacity 132-144



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 A330-300

Number of aircraft 13
Length (m) 63.69
Wingspan (m) 60.3
Cruising speed (kph) 867
Range (km) 10,558
Passenger capacity 295-305



Boeing 787 Dreamliner

Number of aircraft 30
Length (m) 57
Wingspan (m) 60
Cruising speed (kph) 913
Range (km) 15,200
Passenger capacity 254



Airbus A319LR

Number of aircraft 2
Length (m) 33.84
Wingspan (m) 34.1
Cruising speed (kph) 867
Range (km) 6,837
Passenger capacity 110



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 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 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

As at 31 March 2020.



AIRLINE
OF THE YEAR
SKYTRAX

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2019



Industry accolades

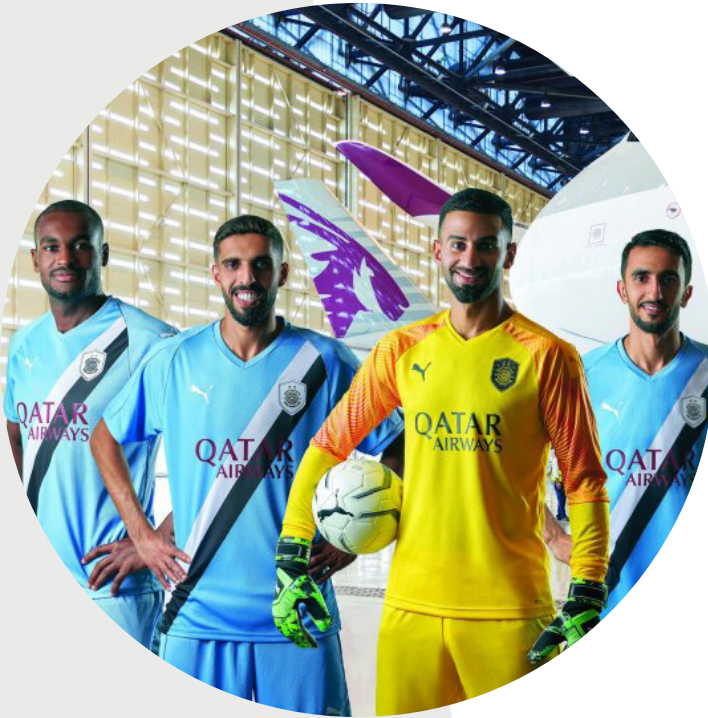
As a result, and in recognition of Qatar Airways Cargo's immense progress and track record of innovation and investment in customer experience, we were delighted to learn that Qatar Airways Cargo was honoured with the illustrious title of 'International Cargo Airline of the Year' by the STAT Trade Times during the Air Cargo India event in February 2020.

This was not the only prestigious accolade bestowed upon us in 2019-20. We were thrilled to accept the industry's most coveted title of 'World's Best Airline' for a record-breaking fifth time in the SKYTRAX 2019 World Airline Awards in June. As the pinnacle of excellence within the aviation community, this award not only signifies our commitment to continuing to set the standards that airlines around the world strive to follow, but also Qatar Airways' role as the airline of choice for millions across the globe, as voted by our most important standard-bearers and critics – our loyal passengers.





Uniting people together



We were also delighted to see the Qatar Airways brand take centre stage with the sponsorship of several high profile regional and global cultural and sporting events throughout 2019-20, most notably through the Qatar Live music extravaganza, in conjunction with the Qatar National Tourism Council (QNTC), and the Qatar Exxon Mobil and Qatar Total Open tennis tournaments. The airline also had the opportunity to reinforce its long-standing commitment to sport as a means of bringing people together through its role as Official Partner and Official Airline of FIFA for the FIFA Women's World Cup France 2019™ and FIFA Club World Cup 2019™ – the second of which brought the attention of the world to our shores, and we look forward to hosting again in December 2020.

“The airline also had the opportunity to reinforce its long-standing commitment to sport as a means of bringing people together...”





International cooperation

In addition to strengthening our network, brand and operational activities, Qatar Airways has reinforced its role as leading the industry in the development of new ways of regulating and reforming aviation practices on a global stage. In February 2020, following on the success of last year's inaugural event, Qatar Airways hosted the CAPA Qatar Aviation, Aeropolitical and Regulatory Summit. During this year's event I was pleased to welcome a number of industry luminaries, including Member of European Parliament, Jose Ramon Bauza Diaz; European Commission Director General Mobility and Transport, Henrik Hololei; IATA Director General & CEO, Alexandre de Juniac; Arab Air Carriers Organization (AACO) Secretary General, Abdul Wahab Teffaha; African Airlines Association (AFRAA) Secretary General, Abderahmane Berthé; IAG CEO, Willie Walsh; and RwandAir CEO, Yvonne Manzi Makolo.



The summit culminated with the reaffirmation of the industry's commitment to the Doha Declaration, with this year's edition focusing on the pressing issues surrounding sustainability and aviation environment.



Doha Declaration of 2020



Travel and tourism, within a liberal regulatory framework, are essential for global connectivity and socio-economic development. 20 per cent of all new jobs are created in this industry.

However, in the face of climate change, it is essential for the industry to engage collectively to reduce the level of emissions. The aviation and tourism industries recognise there are no single “one-size-fits-all” solution to the environmental challenges the world is confronted by today.

To secure environmental sustainability for future generations, it is recommended that urgent action should be taken by:

Airlines

- | To work actively with manufacturers and fuel suppliers to explore all avenues for emission reduction, including but not limited to using and developing alternative fuels, and ensuring efficient operational processes.
- | To promote a clear and coherent industry message to assure the public that effective measures are being taken.
- | To cooperate with and encourage airports to play an active and integral role in improving operational efficiencies.

Governments (unilaterally and multilaterally)

- | To consult actively with industry to complement industry action while minimising the regulatory temptation to impose additional taxes in the form of charges and fees.
- | Whenever taxes are imposed, these should be transparently allocated to activities that will serve to reduce the industry’s impact on the environment.
- | To achieve reduction in carbon emissions by improving the effectiveness of air traffic management. Urgent steps should be made in every jurisdiction to achieve rapid improvements in that direction.

Other stakeholders

- | Travellers should be provided with clear, reputable, and globally-acceptable means of off-setting their carbon footprint.
- | Leading education institutions together with the aviation industry should work to define and develop appropriate data and skills – both technical and non-technical – with the ultimate goal to support the development of a strong and effective cohort of aviation environment professionals, and promote equal accessibility to leadership positions.

Doha, 6 February 2020



Our role in providing a dynamic and forward-thinking leadership role did not end there. We have also persevered in our ambitions to forge strategic alliances through a rapid expansion of our high profile codeshare agreements with 28 partner airlines, including British Airways, Iberia, Finnair, JetBlue, LATAM, Cathay Pacific, IndiGo, Malaysia Airlines, and most significantly, with American Airlines, the world's biggest airline by passengers carried, in February 2020. This new partnership between two of the world's most best-loved and successful airlines will not only increase commercial cooperation and bolster connectivity, but will also create hundreds of new travel choices and options for millions of new and existing passengers across the planet.

In addition to this, and as anticipated in my review of the previous financial year, the 2019-20 fiscal year saw Qatar Airways continue to enjoy a fruitful and beneficial relationship with the sector through our existing portfolio of holdings in world-class airlines such as LATAM, Cathay Pacific, China Southern Airlines and International Airlines Group. The longevity and commitment of our strategic investment in these airlines is a testament to the strength of leadership and market position enjoyed by each organisation, and further supports Qatar Airways' vision for cultivating a connected, cooperative and vibrant global aviation economy.



Our transformation plan



The need to ensure that Qatar Airways' business operations and practices are fit for the future and able to evolve with the continued growth and prosperity of the airline are at the forefront of everything we do. We have begun to lay the foundations for positioning the airline to overcome these challenges with the launch of the Group's three-year Transformation plan in December 2019.

For many years, the rapid growth of the airline has often been at the expense of the simplicity and clarity of our internal processes and practices, leaving us open to obstacles and legacy ways of working. Covering all internal activities from Operations to Administration, the Transformation initiative was developed prior to the impact of the COVID-19 global pandemic and is a proactive response towards enabling the airline to work better, smarter and with an even stronger focus on quality of service to facilitate a return to profitability for the Group.



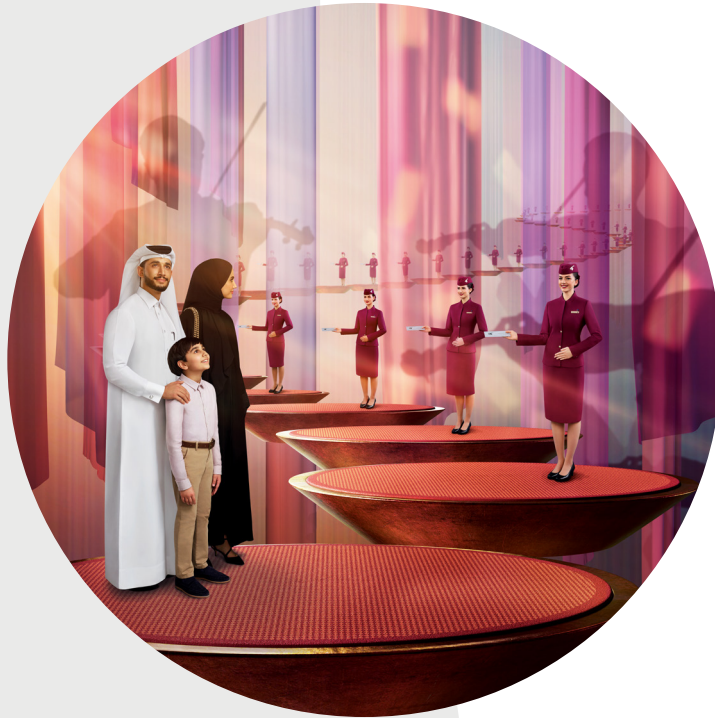
Although the Transformation initiative began only months ago, recognition of the need for a long-term, continuous programme of improvement has been embraced by all areas of the business and we are already starting to see the benefit of a more streamlined, efficient organisation, with a focus on a critically-thinking and systemised approach to performance, processes and stakeholder relationships. We look forward to continuing to build upon this and provide evidence of tangible cost savings and improved operational outcomes over the course of 2020-21.

Reflecting and looking forward

With this in mind, I would conclude this foreword by saying that we can look back on 2019-20 with considerable pride and confidence that, despite its unprecedented challenges, most notably the global shock of COVID-19, Qatar Airways has unquestionably enjoyed a year of industry-leading successes.

We became the first airline to be crowned the World's Best Airline for a fifth time. Our Cargo business cemented its position as the largest in the world.





We expanded our network and laid the foundation for welcoming billions of dollars' worth of state-of-the-art aircraft into our exceptional fleet – which remains one of the youngest in the sky.

We now look forward to the journey ahead with positivity and assurance that Qatar Airways Group are ready to tackle the challenges of the future from a position of strength and unity.

We will continue to innovate and set standards that our competitors can only hope to emulate, and retain our resolve against the geopolitical and economic challenges ahead. Above all else, Qatar Airways will persist in its ambition to be the airline of choice for millions of passengers across the globe and to proudly fly the flag of the State of Qatar.

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



02

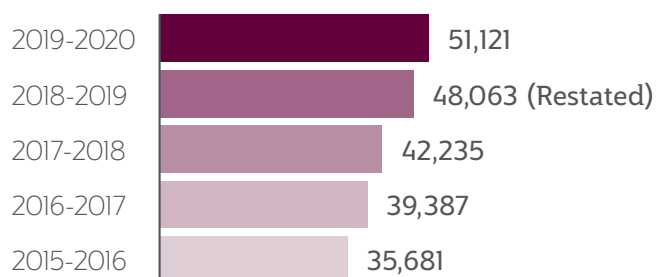
Group Financial Results

| A look at the
year's financials

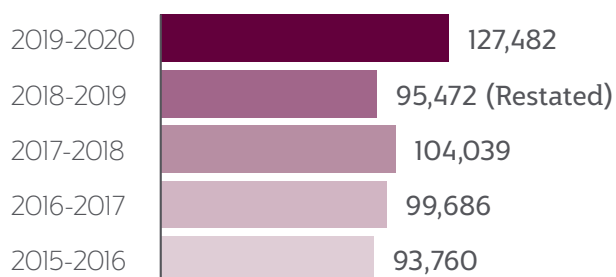


Group Financial Results

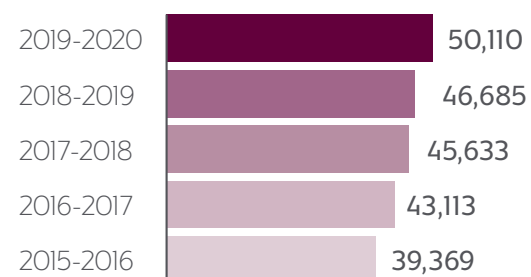
Revenue and other operating income



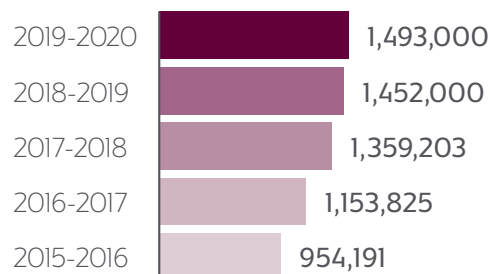
Total assets



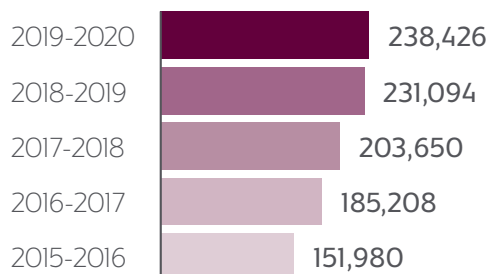
Employees



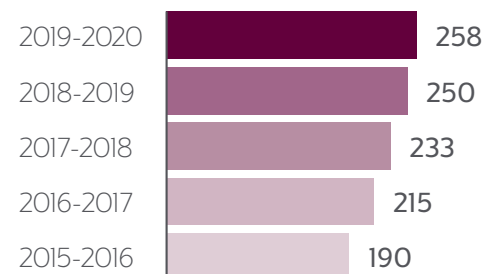
Cargo carried (tonnes)



Available seat kilometres



Number of aircraft



Group Financial Results

Financial highlights		Fiscal 2020	Fiscal 2019 (Restated)
Revenue and other operating income	QAR m	51,121	48,063
Operating loss	QAR m	(1,129)	(4,091)
Operating margin	%	(2.2)	(8.5)
Loss attributed to owner	QAR m	(7,009)	(4,752)
Loss margin	%	(13.7)	(9.9)
EBITDAR	QAR m	5,106	5,869
EBITDAR margin	%	10.0	12.2
Total assets	QAR m	127,482	95,472
Cash assets	QAR m	7,267	7,890
Debt to equity ratio (Including lease liabilities)		2.45:1	0.43:1
Employees	Employee numbers at fiscal end	50,110	46,685

Airline operating statistics		Fiscal 2020	Fiscal 2019
Passengers carried	Number '000	32,364	29,484
Cargo carried	Tonnes	1,493,000	1,452,000
Available seat kilometres	Million	238,426	231,094

*To access the full financial results please visit qatarairways.com/fy1920report

03

Group Overview

- | Providing everything needed for a seamless journey including airport ground services, on-board catering, private jet travel, and more



المرجان
Al Mourjan
Business

تسجيل ركاب الريميم
Premium Check-in

الصفوة
Al Safwa
First



Qatar Airways Group Overview

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

Qatar Airways



Qatar Airways, the commercial airline operation within the Group.

Oryx International School



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.

Qatar Airways Cargo



Qatar Airways Cargo is the world's largest international cargo carrier, delivering quality air freight solutions and connecting businesses to more than 170 destinations.

Dhiafatina Hotels



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.

Qatar Executive



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

Qatar Duty Free



Qatar Duty Free (QDF) operates the retail and food and beverage division at Hamad International Airport (HIA). A visionary retail and dining experience, QDF offers an unprecedented selection of tailored shopping and dining concepts that appeal to every passenger and all budgets.

MATAR



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 Hamad International Airport and Doha International Airport.

Discover Qatar



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

Qatar Airways Internal Media Service



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

Qatar Aircraft Catering Company



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

Qatar Distribution Company



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

Qatar Aviation Services



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

Al Maha Services



Al Maha Services provides meet-and-greet services and expedited security services for customers utilising HIA.

04 Network Expansion

| Connecting Qatar to the world



Qatar Airways continued the expansion of its global route network in 2019-20, increasing its presence around the globe and providing passengers with an even greater choice of exciting destinations to experience. The amplification of our route network remains at the heart of our business and is what drives our growth as an airline. Following Qatar Airways' ambitious programme of network expansion in 2018-19, the airline added eight new destinations to its global route map in 2019-20, extending our presence in Europe, whilst also launching new destinations in Africa and Asia.

In 2019 we launched direct services to Gaborone, Botswana; Mogadishu, Somalia; and Rabat, Morocco, increasing our presence in Africa and becoming the first Gulf carrier to serve the capitals of Somalia and Botswana, supporting local industry to promote trade and tourism.

June 2019 saw the airline add two new European countries to its network with the launch of services to Valletta, Malta and Lisbon, Portugal, creating new seamless one-stop travel options for our passengers around the world.

Qatar Airways also launched several additional leisure destinations, including Davao, our third gateway to the Philippines; Langkawi, the airline's third destination in





QATAR
EXECUTIVE

EXIT

EXIT

فروج

Malaysia; and Izmir, Turkey, providing passengers with enhanced connectivity to these popular coastal and island destinations.

The unprecedented and widespread detrimental impact of COVID-19 on the aviation industry towards the end of the 2019-20 financial year resulted in the suspension of many existing Qatar Airways routes, as well as the postponement of the airline's plans for further expansion.

As we continue our journey into the 2020-21 financial year, the airline remains optimistic and ready to relaunch a number of its existing routes as the travel market rebounds in line with the coordinated global response to contain the pandemic.

Renewed launch dates for the following destinations remain under review for 2021: Almaty, Kazakhstan; Dubrovnik, Croatia; Lyon, France; Nur-Sultan, Kazakhstan; Osaka, Japan; Santorini, Greece; Siem Reap, Cambodia; and Trabzon, Turkey.

“As we continue our journey into the 2020-21 financial year, the airline remains optimistic and ready to relaunch a number of its existing routes...”

05

Fleet Expansion

- | Making headlines as one of the youngest and most modern fleets in the industry



With an average aircraft age of under six years, our state-of-the-art fleet continues to be one of the youngest and most modern in the industry. We received a new aircraft on average every 16 days, enabling us to continue our ambitious route expansion strategy and provide our passengers with increased connectivity across the globe.

In the last financial year, our fleet continued to make headlines. We added 22 new aircraft to our current impressive fleet – which included 205 passenger aircraft, 28 Cargo aircraft and 25 Qatar Executive jets (as of 31 March 2020). We committed to multiple agreements in July 2019 for aircraft and engines during a signing ceremony held at the White House, witnessed by His Highness Sheikh Tamim Bin Hamad Al-Thani, Amir of the State of Qatar and U.S. President Donald Trump. This included an order for five Boeing 777 freighters valued at USD 1.8 billion, 18 Gulfstream jets valued at over USD 1 billion, and GE Aviation engine (GEnx and GE9X) and maintenance (MRO) agreements valued at over USD 5 billion.

In October 2019, Qatar Executive announced it would be the launch customer for Gulfstream’s new flagship, the G700, with an agreement to purchase 10 aircraft. The G700 boasts business aviation’s largest cabin and can fly farther and faster than any other competitor in the business jet industry. The following month, Qatar Airways and CFM International signed LEAP-1A





engine and service agreements that would power the airline's new fleet of 50 A321neo family aircraft. The agreement is valued at USD 4 billion over the life of the service contracts.

Our customers are our number one priority, which is why every detail in the design of our aircraft is taken into consideration in order to deliver a superior customer experience and ensure we continue to provide our passengers with the most technologically-advanced, new generation aircraft. It is also the reason that Qatar Airways has a hard-earned reputation for delivering unprecedented customer comfort and safety.

Qatar Airways' revolutionary Qsuite Business Class was added to 12 new destinations during the 2019-20 financial year including Auckland, Delhi, Johannesburg, Kuala Lumpur, Milan, Montreal and Philadelphia.

Our cargo fleet also benefitted from the addition of five Boeing 777F during 2019-20. These new aircraft have significantly enhanced Qatar Airways Cargo's operational capability, making it extremely well-equipped to cater to the growing demand for freighter services from our cargo clientele. This rapidly expanding, and highly successful, division of the Qatar Airways Group is the world's leading air cargo carrier (measured by global share as at 31 March 2020) and remains committed to delivering world-class freight services across the globe.

With more than 300 aircraft worth over USD 82 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
300 AIRCRAFT
ON ORDER



205 PASSENGER
AIRCRAFT



28 CARGO
AIRCRAFT



25 EXECUTIVE
JETS



06

Investments

- ▮ **Strategic investments for the Group's long-term sustainability and development**



2019-20 saw the Qatar Airways Group reinforce its commitment to investing in airlines with strong management, forward-thinking business practices and access to healthy markets.

Such strategic thinking underpins the long-term sustainability of the Group for its current and future employees whilst at the same time fulfilling its objectives in line with Qatar's 2030 vision of sustainable development.

In February 2020, the Group increased its shareholding in International Consolidated Airlines Group, S.A. (IAG) from 21.4 per cent to 25.1 per cent. IAG is the parent company of some of Europe's biggest aviation brands, namely British Airways, Iberia, Aer Lingus, Vueling and LEVEL. It operates 598 aircraft flying to 279 destinations and carrying around 118 million passengers each year and is a Spanish registered company with shares traded



“... Commitment to investing in airlines with strong management, forward-thinking business practices and access to healthy markets...”



on the London Stock Exchange and Madrid Stock Exchange.

Commenting at the time of the deal, Qatar Airways Group Chief Executive Mr. Akbar Al Baker stated “Our investment to date has been highly successful and the announced increase in our shareholding is evidence of our continued support of IAG and its strategy.”

The deal further supported Qatar Airways’ investment strategy that includes its 10 per cent investment in LATAM Airlines Group, its 5 per cent investment in China Southern Airlines and a 9.99 per cent investment in Cathay Pacific.



Regrettably, February also saw the demise of Air Italy, of which the Group was a minority shareholder with a 49 per cent investment. Since the acquisition on 28 September 2017 of a minority stake in Air Italy, Qatar Airways strongly believed in the company, its people and in its potential. It supported the management’s proposed business plan with a view to improving Air Italy’s growth and job creation, with the addition of long-haul routes and numerous in-flight service improvements, in line with the airline’s own globally renowned high standards.

Despite the minority shareholder's role, Qatar Airways provided all possible support to Air Italy from its beginning, including releasing aircraft from its Doha fleet and allocating new aircraft for Air Italy, as well as supporting management choices and injecting capital and investment as required and permitted.

Even with the changing competitive environment and the increasingly difficult market conditions severely impacting the air transport industry, Qatar Airways continually reaffirmed its commitment to continue investing in the company to create value for Italy, its local communities and the travelling public and to provide continued support for Air Italy and its staff.

For this reason, Qatar Airways has always been ready to play its part in supporting the continued growth of the airline, but this would only have been successful with the commitment of all shareholders – something that sadly was not forthcoming.

Despite the pandemic, Qatar Airways continues to consider opportunities to invest in airlines and support management teams that share its vision to enhance travel opportunities for passengers across the globe.

IAG INTERNATIONAL
AIRLINES
GROUP

25.1% SHARES
IN IAG

 **LATAM**

10% INVESTMENT
IN LATAM

 **CATHAY PACIFIC**

9.99% INVESTMENT IN
CATHAY PACIFIC

 **中国南方航空**
CHINA SOUTHERN AIRLINES

5% INVESTMENT IN
CHINA SOUTHERN AIRLINES

07 Product Development and Design

| Enhancing our customers' experience with innovative service, designs and on-board products



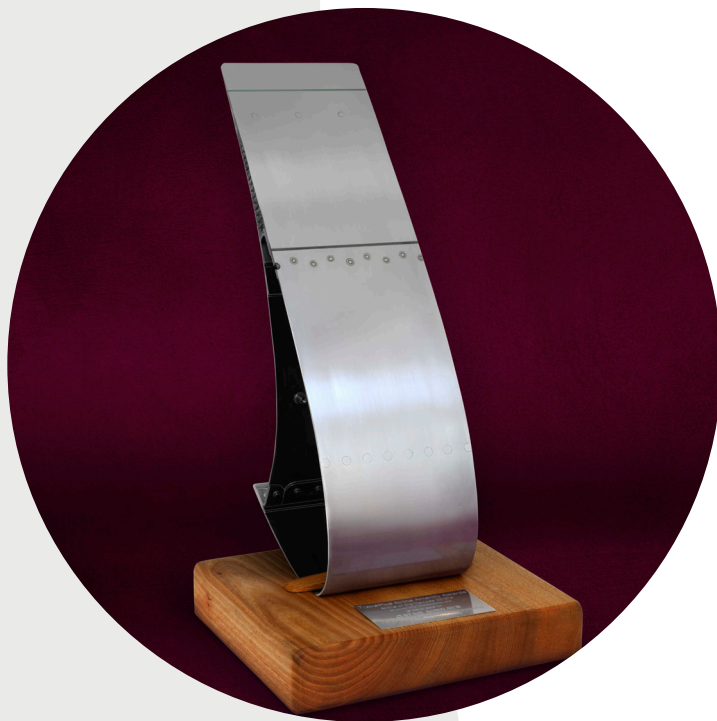
Qatar Airways continues to push the boundaries of innovation and excellence to enhance its customers' experience. 2019-20 was a productive and successful year with the implementation of a new and exciting Economy Class dining experience, premium amenity kits, enhanced dining options, and recognition from the industry and our customers with multiple awards.

Qatar Airways completed the roll-out of Quisine, our bespoke and branded service that reflects our commitment to offer the best in-flight Economy Class experience tailored to customers' needs. Quisine was designed with quality and sustainability at its heart. It offers an improved quality and generous portions served in stylish tableware. The focus is now on food and beverage quality enhancements and brands.

Qatar Airways also introduced its new line of luxurious amenity kits for passengers in its First and Business Class cabins. Created by BRIC's, the celebrity-favoured premier luxury travel brand, these kits feature all-natural Castello Monte Vibiano Vecchio skincare products, exclusively developed for Qatar Airways.

Marking the airline's annual support for Breast Cancer Awareness Month, passengers travelling on long-haul flights during the month of October were presented with limited edition Breast Cancer Awareness themed amenity kits.





We understand that customers have different priorities when they travel. This is even more important on late-night departures when flight times are not long enough to enjoy a full-course meal or sufficient sleep. To this end, the airline introduced three new dining concepts in addition to its full service offering:

- Tasting Menu, a one-step service for our passengers who prefer to sleep soon after take-off, is a six-course menu delivered all at once to maximise their rest on board.
- The Light Continental allows passengers to wake up to a healthy quick breakfast delivered all at once.
- Breakfast-on-the-go, for passengers who wish to sleep until the very last moment, is a service consisting of their choice of hot beverage together with a warm croissant.

Recognised globally for excelling in innovation and continuously enhancing its on-board products, Qatar Airways won the prestigious 'Airline of the Decade' award at the 2019 TravelPlus ceremony. The award recognises the airline for its spectacular on-board products, including the First, Business and Economy Class amenity kits, loungewear, children's activity packs



and bed linen. The entries were judged by focus groups, with those involved having the relative travel experience and expertise for the categories they evaluated.

The airline was also presented with the 'Best Charitable Initiatives' award at the 2019 Onboard Hospitality Awards in Hamburg, Germany, which recognised the airline's Breast Cancer Awareness amenity kits. Moreover, Economy Class kits were awarded the 'Best Middle East Economy Class Amenity Kit' at the PAX International Readership Awards.



“Recognised globally for excelling in innovation and continuously enhancing its on-board products, Qatar Airways won the prestigious ‘Airline of the Decade’ award at the 2019 TravelPlus ceremony.”

08

Brand Strategy

- | Inspiring a positive shift in the quality of brand equity through innovative campaigns



The Qatar Airways brand is synonymous with luxury service, comfort and reliability, earning a host of top international accolades, including Skytrax ‘World’s Best Airline’ for a record-breaking fifth time in 2019 and ‘Best Business Class Seat’ for its revolutionary Qsuite.

As a data-centric organisation, consumer preference, behaviour and lifestyle are embedded in the Marketing and Communications Strategy. Compelling and impactful content, a strategic media mix, and actionable consumer insights have resulted in a significant increase in Qatar Airways brand awareness, consideration and brand perception, driving greater audience engagement and sales across its global network.

Deploying a fully integrated approach to advertising was successfully trialled through Qatar Airways’ FIFA Women’s World Cup France 2019™ campaign, with a smart media allocation across TV and digital. Featuring the Qatar Airways brand ambassador Neymar Jr, and telling an emotive and impactful brand story of inspiring travel and football ‘Like Never Before’, the campaign reached more than 4.5 billion people worldwide, resulting in immediate correlation to flight searches and online bookings.

Always at the forefront of innovation and change, the 2019-20 financial year saw the airline embrace a series of



innovative digitally-focused campaigns covering Brand, Product, Destination, Sponsorship and Commercial Global Sales.

These included The Premium Experience campaign highlighting the customer journey and reaching over 1.6 billion people globally through TV and digital, Book Like Never Before focusing on online booking, Dare to Dream marking the third anniversary of the blockade, Skytrax celebrating our four awards including Airline of the Year for the fifth time, and Qsuite showcasing our award-winning revolutionary Business Class.

Through its sponsorship partnerships the airline connected fans from around the world through travel and the power of sport. Campaigns included the FIFA Women's World Cup 2019™ featuring Neymar Jr, IAAF World Athletics Championships, All Together Bayern promoting the football partnership with FC Bayern Munich, FIFA Club World Cup Qatar 2019™ featuring Xavi Hernandez, The 24th Arabian Gulf Cup and our long anticipated on-board safety film starring the sporting legends Brazilian footballer Neymar Jr, FC Bayern Munich star Robert Lewandowski and AS Roma star Cafu.

In recent months, the brand faced the challenges of the global pandemic. By continuing to fly consistently throughout, Qatar Airways quickly became one of the most experienced, reliable and largest airlines taking

people home and reaching millions globally through the Taking You Home campaign. The airline's brand promise was to continue to fly passengers safely and to provide a flexible commercial policy for existing bookings communicated globally through the Travel with Confidence fully-digital campaign.

The Qatar Airways brand has not only grown in size over the course of 2019-20, but has grown also in terms of quality of brand equity. Going beyond the prior perception of Qatar Airways as a purely premium and luxury airline, travellers began to see the airline as one that shares passenger values, as well as offering a superior product. Compelling results have shown a substantial positive shift towards consumer willingness to travel with the airline, and a considerable increase in positive word of mouth association.

“Always at the forefront of innovation and change, the 2019-20 financial year saw the airline embrace a series of innovative digitally-focused campaigns...”



09

Hotels



| The Group's expansion into the hospitality business



Dhifatina for Hotels is a wholly-owned subsidiary of the Qatar Airways Group. Established in 2010, Dhifatina, meaning “Our Hospitality” in Arabic, represents the Qatar Airways Group’s expansion into the hospitality business that includes hotels, spa management and other services.

The vision for Dhifatina is to own four and five-star hotels in strategic key markets for the airline, and today, Dhifatina has 1,700 hotel rooms and over 1,000 hotel staff in five countries.

The first property to join Dhifatina was the Oryx Rotana in Doha, which has been 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 addition to this, the Oryx Airport Hotel located at Hamad International Airport (HIA), which opened in 2014, is operated by Dhifatina and was nominated for the best Airport Hotel at the Skytrax 2020 World Airport Hotel awards.

Dhifatina has a strong presence in Europe with three properties in its portfolio. The Sheraton Skyline, at Heathrow Airport in London, UK, was acquired in 2014 and named as a CVENT ‘Top 25 UK Meetings Hotels in 2018’ as well as being awarded a ‘Green Key’ certificate, the leading international eco-label for tourism facilities.








The Novotel Edinburgh Park, also 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 hand-picked to extend the excellent service our passengers receive, both in the air and once they arrive at their destination.

The COVID-19 pandemic heavily impacted the tourism sector globally and the business saw lower-than-usual occupancy rates due to travel restrictions. However, given its award-winning quality and commitment to excellence, Dhiafatina is confident that it will be in a strong position to benefit when the world is ready to travel again.



1,700  HOTEL ROOMS

OVER 1,000  HOTEL STAFF

10

Integrated Operations Centre

- | Ensuring all Qatar Airways flights operate safely and securely



As the nerve centre of Flight Operations, Qatar Airways' Integrated Operations Centre (IOC) is responsible for maintaining schedule integrity and ensuring all Qatar Airways flights operate safely and securely.

Supported by effective resource management, whether on the ground or in the sky, the work of the IOC team focuses on providing a five-star service, delivering customer satisfaction by minimising delays and misconnections, and managing disruption events.

Under the leadership of the Chief Flight Operations Officer and the Vice President IOC, the IOC team is comprised of key stakeholders from its Operations organisation. Together with a team of Pre-Operations and Current Operations Network Controllers, Flight Watch and Dispatch staff, these stakeholders work collaboratively to make decisions in the best interests of safety, security and passenger comfort whilst ensuring commercial optimisation.

During normal schedule operations, the IOC manages around 525 daily flights to more than 170 destinations, 24 hours per day, seven days a week and 365 days a year, with a target of 90 per cent On Time-Performance through optimal scheduling and real-time event resolution.





One of the fundamental advantages of Qatar Airways' IOC structure is its ability to adapt and change in response to global events which have the potential to impact operational activities. This was evidenced during the early days of the illegal blockade, and has more recently been seen during the COVID-19 pandemic, where the airline sustained operations and repatriated over 1.8 million passengers on 13,000 passenger and charter flights during the first eight weeks of the crisis.

During this time, Qatar Airways also operated over 4,900 cargo flights, approximately 800 of which were flown utilising passenger aircraft, ensuring that medical supplies and humanitarian aid got to those countries which needed it the most. As a result, schedules and forecasts changed daily and charter requests were at unprecedented levels.

IOC faced these challenges by relying on its core strength – a dynamic operational model resulting in collaborative and real-time decision-making. This model, along with the resilience of the team, ensured that Qatar Airways' operations were able to continue in a market where others were grounding all aircraft.

In this complex and pressurised operational environment, the IOC team led a programme to park over half its fleet, always ensuring that it was able to meet urgent



operational requests with the shortest possible lead-times. This led to a system of ‘flexible’ parking allowing for the mobilisation of aircraft in a matter of hours.

Recognising that its staff are the key to its success, IOC continues to invest in its intellectual capital with a dedicated team responsible for all staff training and development. With this strategy, IOC retains the necessary skills and expertise to continue to meet unknown future challenges and opportunities as they arise, ensuring Qatar Airways continues to be the World’s Best Airline.



“One of the fundamental advantages of Qatar Airways’ IOC structure is its ability to adapt and change in response to global events which have the potential to impact operational activities.”



11 Global Sponsorships

■ **Bringing people and communities together from all corners of the globe**



Qatar Airways is proud to sponsor a wide range of activities, initiatives and world-class events around the world. Over the past year, we have expanded our brand's visibility across the globe and promoted the values that our sponsorships offer to our customers. Through sponsoring world-class entities and sport competitions, we work to reflect the values of sport as a means of bringing people and communities together from all corners of the globe, something at the core of our brand message - Going Places Together.

As the Official Partner and Official Airline of FIFA, Qatar Airways was proud to sponsor the FIFA Women's World Cup France 2019™; FIFA U-20 World Cup Poland 2019™; FIFA U-17 World Cup Brasil 2019™ and the FIFA Club World Cup™ in 2019-20. These events along with the CONMEBOL Copa Libertadores, Copa Sudamericana and Recopa of which Qatar Airways is the Global Airline Partner, provided Qatar Airways with a host of opportunities to connect with fans and a global audience of millions, with the airline's brand displayed prominently throughout all stadiums and fan zones.

Qatar Airways continues to support a prestigious group of global sporting clubs, with Paris Saint-Germain and K.A.S. Eupen the latest to join our sports partner family in 2019-20. The French and Belgian football clubs join Italy's AS Roma, Boca Juniors in Argentina, the German club FC Bayern München, Australian Football League club Sydney Swans and the NBA's Brooklyn Nets, in an impressive group





QATAR
AIRWAYS

WORLD CUP
FRANCE
2019

TICKET
atterie



of partner sports clubs. These key sponsorships, with some of the biggest and oldest clubs from all over the world, allow us to engage and make connections with supporters and our global audience in a powerful way.

In August, the national carrier of the State of Qatar renewed its partnership with Qatar Racing and Equestrian Club for a further three years, maintaining Qatar Airways' association with prestigious equestrian events such as the Qatar Goodwood Festival, Qatar Prix de l'Arc de Triomphe and H.H. The Amir Sword Festival.

In November, Qatar Airways became the Official Global Airline Partner of the Philippines Football League in an agreement that will increase our brand exposure in the Philippines and the region whilst supporting the development of football in the country.

In addition to this, the Qatar Airways Group also continued its high profile sporting sponsorships in Doha itself during the 2019-20 financial year, celebrating as Official Airline Partner and Retail Sponsor of both the men's Qatar ExxonMobil Open and the women's Qatar Total

Open, attracting many of the world's top tennis players to compete for the championship trophy. In November, the airline was also proud to sponsor the Qatar PSA World Squash Championship 2019, which attracted top players from around the world to Doha.

The airline, in partnership with Qatar National Tourism Council (QNTC), also launched the first Qatar Live – a series of music concerts and festivals, taking place in Doha from 4 to 19 December 2019. The event brought global stars to perform in Doha including Katy Perry, Maroon 5, Maluma, and Cheb Khaled.

Qatar Airways Group also continued its support over the last financial year to targeted regional and local sponsorships, such as Kidzania Kuwait, KidzMondo Qatar, Qatar Cricket Tournament, Kidzania Qatar, Katara European Jazz Festival and the Doha Jewellery and Watches Exhibition.



12 Investing in Our Staff

| **Excelling in everything
we do**



The Qatar Airways brand is known and admired across the globe for its five-star standards of service and operations. With a strong multicultural workforce comprising of highly talented employees from across the globe, it is our people who are firmly at the forefront of the airline's success.

Our mission to achieve 'Excellence in Everything We Do' is the cornerstone of our work philosophy and we strive to uphold Qatar Airways' company values – Pride in Qatar, Customer First, Driving Excellence, Honest and Loyal, and One Team – in everything we do.

This is also driven by our unwavering endorsement of the four central themes of the Qatar National Vision 2030, and nowhere is this philosophy more evident than in the pride we have, and the investment we make, into our staff.

Throughout the 2019-20 financial year, HR Administration has focused on improving internal processes and working towards automation of various tasks for enhanced service delivery to our staff. We have also welcomed approximately 850 new joiners in the outstations and issued around 2,900 promotion letters to staff across the Qatar Airways network.

The newly-restructured HR Recruitment team has moved away from traditional recruitment practices toward a





more strategic approach to Talent Acquisition. They have implemented best practice processes, tools and technologies, most notably the airline's new recruitment system, Taleo, and careers website; our Employer Value Proposition and Employer Brand along with the inclusion of On-boarding into the newly structured department.

Our Talent Development team have overcome challenges posed by the COVID-19 pandemic and implemented a continuous learning culture, supported by our new learning management system, MyPath, which mainly delivers regulated, mandated and operational training. This modified virtual and remote learning model has helped to ensure that operational performance remains at the forefront of everything we do.



Qatar Airways' successful flagship Al Darb Qatarisation Programme proudly welcomed and promoted more than 170 Nationals as they launched their careers with the airline in 2019-20. In addition to this, the Al Darb team introduced the new Outstation Development Programme, offering select Nationals the opportunity to work abroad and experience a unique career opportunity that is not available in Qatar.



Our HR Internal Communications team also worked hard to promote greater engagement across a large and diverse employee base, receiving two prestigious accolades – ‘Internal Communications Team of the Year Gold’ and ‘Judges Choice Award: Brilliance in Social Awareness Campaign’ – in the annual IC Brilliance Awards.

The team has also played a critical role in proactively communicating timely and accurate COVID-19 messaging to employees on a regular basis, aligning the organisation together and providing the Qatar Airways workforce with up-to-date news and information to provide reassurance throughout the pandemic.



“With a strong multicultural workforce comprising of highly talented employees from across the globe, it is our people who are firmly at the forefront of the airline’s success.”

13

Qatar Airways Cargo

QATAR  | **CARGO** | **Moved by people**



Qatar Airways Cargo is the world's leading air cargo carrier* playing a pivotal role in enabling trade via its extensive global network and is a significant contributor to the overall revenue of the airline.

This highly successful year for the Cargo division saw a 2.8 per cent rise in freight tonnes handled over the previous fiscal year, with 1,493,000 tonnes handled in 2019-20. This was in part due to the fact that the cargo carrier transported significant amounts of relief cargo between January and March 2020 to support the global demand due to COVID-19.

The airline also placed an order for five new Boeing 777 freighters at the Paris Air Show adding to a further five B777 freighters which joined the fleet in 2019-20.

The expansion of the Qatar Airways Cargo network continued with the addition of Singapore as a stop on its highly successful transpacific freighter route connecting Asia to North America. In November 2019, Qatar Airways Cargo further expanded its freighter network in South America, with the new destinations of Bogotá, Colombia; Campinas, Brazil; Lima, Peru; and Santiago, Chile. In addition, the carrier added Osaka, Japan as a new freighter destination in January 2020. The airline also launched eight new belly-hold cargo destinations during the financial year 2019-20, as well as increasing belly capacity on several routes.



*Source: IATA Carrier Tracker

In recognition of its market leadership, Qatar Airways Cargo was named 'International Cargo Airline of the Year' at the STAT Times awards during the Air Cargo India 2020 air freight trade show. This prestigious accolade is awarded to carriers that have made immense progress and introduced innovations in the air freight industry, while investing in and enhancing customer experience.

When the impact of the travel restrictions due to the COVID-19 pandemic began to be realised in the first quarter of the 2020 calendar year, the resulting reduction in passenger numbers led to aircraft flying with greatly reduced load factor. This also led to the cancellation of flights to many destinations, which affected belly-hold cargo capacity. The disruption started in China first and slowly spread throughout the world, resulting in Qatar Airways Cargo losing almost 5,000 tonnes of cargo capacity each day in China alone and later rising to a loss of 7,500 tonnes each day on the Europe-U.S. trade lane.

Only the most innovative and flexible airlines were able to adapt and continue to serve their customers, ensuring global trade continuity. Qatar Airways Cargo was able to quickly adjust to the situation and compensate for the loss of capacity. By utilising its fleet of 28 freighters to play a critical role in the fight against the pandemic, Qatar Airways Cargo was able to add more capacity to countries where essential food and medical supplies were required, while also continuing its scheduled operations.

Furthermore, since the pandemic began, Qatar Airways Cargo has operated more than 500 freight charters utilising freighters and freight-only passenger aircraft to transport more than 40,000 tonnes of essential aid, medical supplies, food and live animals among other cargo.

As the airline continues working closely with governments and NGOs around the world to fight the spread of COVID-19, its Cargo division will maintain its critical role in supporting the continuity of global trade as well as delivering essential supplies to affected communities.

“Qatar Airways Cargo will maintain its critical role in supporting the continuity of global trade as well as delivering essential supplies to affected communities.”





14 Qatar Aviation Services



Establishing Qatar Airways as a leader in premium ground handling services



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

Established in 2000, QAS provides premium end-to-end ground services to international airlines, Heads of State and VIPs, private fleets, executive charter flights and cargo operators. The multicultural QAS team, made up of highly qualified employees from more than 52 countries, is dedicated to providing reliable services to its customers with state-of-the-art equipment and technology, supporting every aspect of passenger and cargo requirements.

QAS's outstanding success and its customers' satisfaction can be attributed to the team's training and skill level. QAS's round-the-clock operation is vital to the smooth running of HIA, delivering solutions for a seamless passenger experience from curb-side to boarding-gate for all foreign airlines, as well as the ever-expanding cargo facility.

QAS is ISAGO, ISO 9001 certified and an RA3 (Regulated Agent) as well as a member of the International Air Transport Association (IATA) Ground Handling Partnership, proactively participating in various IATA





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QAS QATAR AVIATION SERVICES
القطرية لخدمات الطيران
Delivering Excellence Worldwide خدمات رائدة عالمياً

INTERNATIONAL
EMERGENCY OPERATIONS

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 to improve and enhance safety standards in the aviation industry.

Serving more than 37 million passengers annually, QAS handled more than 225,000 flights in 2019-20, delivering an On-Time Performance rate of above 99.20 per cent and meeting the special assistance needs of 980,000 passengers. The QAS team also handled more than 49 million pieces of baggage, with a mis-handling rate of only 0.74 per 1,000 passengers, resulting in the production of more than 130,000 load sheets safely.

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 14 per cent per annum. On the ramp, the QAS team maintained an operational capability of more than 94 per cent for 1,850 motorised and over 5,050 non-motorised items of ground service equipment.

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

regular disinfections of aircraft and high traffic areas of HIA, ensuring a hygienic and healthy environment for all our passengers and staff.

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.



15 Qatar Executive



Continuing our commitment to the international business travel community with unparalleled luxury



Qatar Executive, the private jet division of Qatar Airways was launched in 2009 as part of the airline's robust global growth strategy, and a continued commitment to the international business travel community. Operating out of Doha International Airport (DIA), QE provides luxury jet charter services worldwide.

During the fiscal year 2020, Qatar Executive received four brand new Gulfstream jets made up of two G650ER and two G500, expanding its fleet in response to growing global demand. With an increase in commercial flying hours, Qatar Executive's commercial charter revenue grew by 18 per cent through the same period. Despite the operational challenges faced by the COVID-19 pandemic, the private jet division increased flying hours by 34 per cent in March 2020.

Qatar Executive successfully underwent an audit on two international standards in April 2019: IS-BAO (International Standard for Business Aircraft Operators) and Wyvern Wingman. These are two internationally recognised aviation safety standards in the business and charter jet fields; IS-BAO is based on ICAO (International Civil Aviation Organization) standards while Wyvern, popular in the USA market, also follows IS-BAO standard but dictates additional stringent requirements. The audits concentrated on, among other critical subjects, the Safety Management System (SMS) implemented in





Qatar Executive as an operator. In February 2020, Qatar Executive was awarded ARGUS Gold status. ARGUS Rating is well known worldwide as a standard of excellence and safety in the business and charter jet fields.

In July 2019, Qatar Executive, using a Gulfstream G650ER, together with the ONE MORE ORBIT team, made history by beating the world circumnavigation speed record for any aircraft flying over the North and South poles, in celebration of the 50th anniversary of the Apollo 11 moon landing. The aircraft landed at Kennedy Space Centre on Thursday 11 July, successfully setting a new world record of flying pole to pole in 46 hours, 39 minutes and 38 seconds. In addition to this incredible achievement, Qatar Executive's flight attendant during the mission, Ms. Magdalena Starowicz, became the first woman in history to complete the polar circumnavigation of the earth.

In October 2019, Qatar Executive was announced as the Gulfstream G700 launch customer with the purchase of 10 G700 aircraft in addition to earlier orders of additional all-new Gulfstream G500 and high-performing G650ER aircraft. The G700 boasts business aviation's longest cabin and can fly further at faster speeds than any other competitor aircraft in the business-jet industry.

Offering an extra-large ultra-galley with lounge or crew compartment, up to five living areas and a large, bespoke master bedroom with ensuite master bath, the G700 is unparalleled. Along with 20 panoramic windows and the Gulfstream cabin environment of 100 percent fresh air, low cabin altitude and whisper-quiet sound levels, the G700 promotes in-flight wellness and greatly reduces the physical impact of travelling halfway around the world nonstop.



16 Discover Qatar



| **Delivering unforgettable experiences while ensuring full respect for Qatar's heritage and culture**



Discover Qatar is the sole dedicated destination management company for the Qatar Airways Group.

Its mission is to create and deliver unique and unforgettable experiences of Qatar, served through exclusive offerings and a constant attention on quality with a customer-first approach. The company operates with a focus on sustainability, ensuring full respect for the heritage and culture of the country as well as to its stakeholders and broader community.

Discover Qatar experiences are offered to the world through their business-to-business portals and on their direct consumer platform, discoverqatar.qa. 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 offers services governed by the quality and safety standards of Qatar Airways.

Discover Qatar has contracts with over 25 major tour operator partners promoting Doha as a destination in key global markets. In addition, Discover Qatar provided access for over 2,500 tour operators and travel agencies globally to a booking portal where they can book unique and unforgettable experiences in Qatar.



With contracts to four and five-star properties across Qatar, Discover Qatar offers customers exceptional value for their stay. Discover Qatar also provides a unique Qatar Stopover programme, which has served more than 75,000 stopover customers over the last financial year. Making use of the visa-free entry for travellers from more than 80 countries, the new Qatar Stopover programme provides Qatar Airways passengers with the chance to spend up to four nights in Qatar with attractive hotel prices.

Discover Qatar offers customers transiting for more than six hours the opportunity to explore the country through its transit tour programme, ranging from desert to city experiences. With key markets including Northern, Southern and Western Europe, Russia and CIS, North America, Australia and Asia, over 100,000 passengers have enjoyed Discover Qatar services over the last financial year. This includes more than 120,000 tours and excursions and over 35,000 nights in hotel rooms.

Like many other destination management companies, Discover Qatar was impacted by COVID-19 in the final

quarter of the 2019-20 financial year. As a measure to protect public health and in response to the government of Qatar's suspension of inbound visitor travel to Qatar, Discover Qatar suspended all tours and excursions, including its stopover programme, until inbound visitor travel reopens. All cancelled bookings were refunded in full, without charge.

During this time, Discover Qatar strengthened ties with major tour-operators and reinforced its market leadership in desert experiences through the development of a unique product and experiences suite that will enhance its Qatar Stopover programme.

“Qatar Stopover programme has served more than 75,000 stopover customers over the last financial year.”





17 Qatar Duty Free



Offering a visionary retail and dining experience as one of the largest duty-free offerings in the world



Qatar Duty Free (QDF) operates the retail and food and beverage division at Hamad International Airport (HIA). A visionary retail and dining experience, QDF offers an unprecedented 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 boasts more than 90 retail outlets, as well as more than 30 restaurants and cafés covering an area of 40,000 square metres at HIA.

QDF collaborates with the Qatar Airways Group and brand partners to deliver exclusives and new concepts in travel retail. In April 2019, QDF opened a Pandora boutique followed by a Penhaligon's pop-up boutique and a second TAG Heuer boutique in June. The award-winning retailer also launched a podium by PUIG featuring the group's most prominent brands, Carolina Herrera and Paco Rabanne in September and an iconic beauty avenue by L'Oreal Travel Retail in November. In the same month, QDF was named 'Airport Retail Operation of the Year' at the DFNI-Frontier EMEA Awards 2019.

In October, Qatar Duty Free co-hosted the 2019 Trinity Forum – the world's most influential airport commercial revenues conference – along with HIA and Qatar Airways. The forum, which was hosted by The Moodie Davitt Report, ACI World and ACI Asia-Pacific, was inaugurated



with a social game of golf and lessons for non-golfers at the newly opened Education City Golf Club, all sponsored by QDF.

In December, QDF and Harrods celebrated the official opening of the Harrods Tea Room at HIA with a fanfare from London, making it the first airport in the world to house the iconic café and adding to QDF's existing portfolio of two Harrods signature stores at the state-of-the-art, award-winning airport.

In partnership with Qatar National Tourism Council (QNTC) and Qatar Airways, QDF and L'Oréal Travel Retail Europe Middle East Africa India (TREMEAI) officially launched the Lancôme pop-up store at a Chinese New Year themed opening ceremony at the award-winning HIA on January 2020.

“Qatar Duty Free was named ‘Airport Retail Operation of the Year’ at the DFNI-Frontier EMEA Awards 2019.”



QDF continued its long-standing sponsorship of the ExxonMobil Men's Open 2020, the Qatar Total Open 2020 Tennis Tournaments and the Commercial Bank Qatar Masters 2020 Golf Tournament.

QDF took steps to limit the spread of the virus by implementing strict social distancing measures in stores and by ensuring all staff were equipped with PPE. Responding to the reduction in global travel, a phased approach to store closures was implemented, while Pharmacy and Food and Beverage outlets remained open to appropriately cater to the needs of passengers being flown home.

The decrease in flights and partial closure of stores enabled QDF to fast track its ambitious redesign project, aimed at delivering an even better shopping and dining experience for passengers.

18

Qatar Aircraft Catering Company



Qatar Aircraft Catering Company

- | **Prioritising hygiene and safety while providing an exceptional standard of on-board cuisine**



Qatar Aircraft Catering Company (QACC) started out in 2002 at a small unit at the former Doha International Airport (DIA). In 2013, QACC moved to a purpose-built 69,000 square metre state-of-the-art facility at Hamad International Airport (HIA), capable of supplying more than 175,000 meals from over 60 international cuisines on a daily basis.

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

QACC's executive chefs spend hours refining dishes in a fully-equipped in-house development kitchen to ensure that each product delivered satisfies the high standard of our passengers. This constant strive for excellence was recognised in 2019 with Qatar Airways being awarded Best Food and Beverage in the Middle East by the APEX Passenger Choice Awards.

Prior to COVID-19, the award-winning team catered to a total of 280 daily Qatar Airways flights around the globe, in addition to providing an exceptional quality of in-flight cuisine for nine other international airlines. This continues to enable QACC to cater for every airline flying via Hamad International Airport (HIA) as well as





for all 16 Premium airport lounges at HIA and all airport employees.

Qatar Aircraft Catering Company (QACC) has always been at the forefront of hygiene and safety standards, ensuring it was well prepared for the COVID-19 pandemic. In 2019, QACC became the first organisation in the world to achieve ISO22000:2018 certification from Bureau Veritas with UKAS accreditation, confirming its Food Safety Management System meets the highest standards.

As part of its rigorous hygiene and safety standards, QACC has always ensured that all meal service utensils and cutlery are washed with detergents and rinsed with demineralised fresh water at temperatures that kill pathogenic bacteria. All sanitised equipment is handled by staff wearing hygienic disposable gloves, while cutlery is individually re-packed.

In addition, all the airline's onboard linen and blankets are washed, dried and pressed at microbial lethal temperatures, while its headsets are removed of their



69,000
SQUARE METRE

FACILITY AT HIA

disposable ear foam and rigorously sanitised after each flight. These items are then sealed into individual packaging by staff wearing hygienic disposable gloves.

With an average of 36,820 kilograms of food served daily – including more than 75,000 pieces of bread, 28,000 litres of juice and 40,000 pieces of chocolate – QACC is continuously looking at ways to reduce waste and ensure an optimal food and beverage services to all its clients.

To ensure any unserved items do not go to waste the catering provider has collaborated with local charities distributing almost seven tonnes of food and beverages on a monthly basis. In addition, QACC has worked with charity organisations around the world to distribute around 20,000 retired blankets, mattresses and uniforms.

“Prior to COVID-19, the award-winning team catered to a total of 280 daily Qatar Airways flights around the globe...”

175,000

MEALS

SERVED DAILY



30,000^{KG}

BLANKETS AND LINEN
HANDLED DAILY

120,000

HEADSETS

SANITISED AND
REFURBISHED DAILY



1 MILLION

PIECES OF CUTLERY AND
DINING WARE CLEANED DAILY

19 Privilege Club

■ **Enhancing our valued members' travel experience and rewarding their loyalty**



Qatar Airways' Privilege Club is the airline's loyalty programme. Launched 20 years ago as a way to show appreciation to the airline's loyal passengers, Privilege Club features four tiers of membership – Burgundy, Silver, Gold and Platinum and offers a range of benefits to members and their nominated family members.

Members earn Qmiles when flying with the airline and with other selected partners. Qmiles can be redeemed towards a range of exciting rewards including complimentary flights with Qatar Airways and other **oneworld** airlines, cabin upgrades and extra baggage allowances. Qmiles can also be used to purchase hundreds of products at the award-winning Qatar Duty Free outlets, located in both the departure and arrival halls of the state-of-the-art Hamad International Airport as well as Oryx Galleria in Doha.

This year, Privilege Club announced a number of additional benefits to further reward the loyalty of members, including inviting Platinum members and up to two of their guests to enjoy the Al Safwa First Class Lounge at Hamad International Airport (HIA) when travelling in Business Class. Due to COVID-19's impact on travel, members were given a tier extension to honour their loyalty. Additionally, the validity of Qcredits was extended from 12 to 24 months, as long as the qualifying tier is retained. Qcredits enhance members' travel





experience as they can choose to use them for cabin upgrades, extra baggage or lounge access. Privilege Club has also updated its policy to offer more flexibility to members for Qcredits by making them refundable.

In December 2019, Privilege Club partnered with Qatar Museums' Culture Pass to offer its valued Platinum members around the world and Gold tier members in Qatar complimentary annual Culture Pass Plus memberships. Culture Pass Plus benefits include free entry to Qatar's award-winning museums, attractive offers at Qatar Museums' shops and many restaurants along with exclusive invitations to a range of tours, talks, and workshops.

As Privilege Club entered its 20th year of operation amid the travel disruption caused by the coronavirus pandemic, the programme continued to serve its loyal members. As travel returns, Privilege Club will continue to support its members with personalised offers and continued improvements to the programme to honour their loyalty.



20 Corporate Sustainability

- | **Our corporate environmental and sustainability strategy aligns with local and international standards and best practice to foster the greatest potential for positive influence**



As an international airline operating across the globe, we recognise the need to balance business operations with long-term Corporate Sustainability goals and objectives. Our corporate environmental and sustainability strategy aligns with local and international standards and best practice for protecting the environment and society in order to foster the greatest potential for positive influence.

Climate Change

Qatar Airways aligns with the international aviation industry's climate change goals. With a young fleet of fuel efficient aircraft, including both the Airbus A350 and the Boeing 787, Qatar Airways continues to offer passengers a sustainable solution for their travel. In addition to investing in the most advanced aircraft technology, our fuel optimisation initiatives help us to work towards improved efficiency and carbon reduction. We remain compliant to the European Union's Emissions Trading System, and we are currently monitoring carbon emissions for the baseline year of ICAO's Carbon Offsetting and Reduction Scheme for International Aviation (CORSA).



“We continue to invest in the most advanced aircraft technology, and remain compliant with global climate change regulatory regimes.”



CORSIA

Noise and Air Quality

Our aircraft feature clean and quiet engine technology, and by 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

We have successfully retained certification of our core business 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.

Through the routine implementation of our Environmental Management System, we are achieving continual improvement via on-going projects, such as:

- Retention of Hamad International Airports' certification to Level 3 of the Airports Council





- International's Airport Carbon Accreditation scheme
- Used cooking oil from QACC is recycled locally to create biodiesel. Approximately 20,000 litres of used oil is collected each year
 - QACC's paperless initiative identifies where technology can be used to replace paper
 - Aircraft waste minimisation and recycling projects, including the ongoing reduction of non-recyclable, single-use plastics in our on-board services
 - Qatar Aviation Services' investment in electric vehicles

Corporate Social Responsibility

■ Tackling Illegal Wildlife Trade

Qatar Airways has a zero tolerance policy towards the illegal trade in wildlife. Through delivering our commitments to the United for Wildlife Transport Industry Declaration, signed in March 2016, we have implemented measures to raise employee and passenger awareness, and to improve the detection of illegal activity. Our on-going bespoke learning and development programme, aimed at familiarising employees with the impacts of wildlife crime, the common routes and



methods used to smuggle wildlife, allows us to continue to improve our response to illegal activity.

Qatar Airways continues to work proactively with government stakeholders responsible for security and customs, both at Hamad International Airport and at hotspot destinations, to raise awareness and to develop enhanced screening and reporting procedures. Further measures have been implemented at particular stations, including additional dedicated cargo screening, as well as employing canine detection. This has led to numerous successful interceptions of illicit goods, preventing them from reaching the intended destination for trade. Testament to how Qatar Airways applies its zero tolerance policy, cargo uplift has been ceased at one station where screening has failed to satisfy Qatar Airways' high standards.



Prevention of human trafficking

Human trafficking is a crime of exploitation, driven by greed, corruption and opportunism. Every day, men, women and children from every nation are trafficked, funding the fastest growing and second biggest illegal industry globally. Recognising the positive difference we can make, in October 2018, Qatar Airways sponsored a national forum targeted at combatting human trafficking. Since then, a number of initiatives have been launched to raise awareness about human trafficking, and to train our employees on procedures to report suspicious activity across our network. For example, over 13,500 cabin crew were trained in the last year and further training is planned for key roles with the greatest interaction with passengers, such as security, check-in and boarding staff.

“Qatar Airways is proud to be an inaugural signatory to the United for Wildlife Transport Industry Declaration and a partner in the USAID ROUTES Partnership. In May 2019, we became the first airline to be certified under the Illegal Wildlife Trade Assessment*.”

*The Illegal Wildlife Trade Assessment was developed by IATA with support from The Royal Foundation and the Reducing Opportunities for Unlawful Transport of Endangered Species (ROUTES) Partnership





| Charities in Qatar

The airline supports a number of Qatar-based good causes. These include 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; and Qatar Charity, founded to provide life-saving humanitarian assistance to children affected by conflicts or natural disasters.

| Worldwide Charities

Qatar Airways has proudly been the Official Airline of global blindness prevention charity and NGO, Orbis UK, since September 2015.

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.



21 Hamad International Airport



مطار حمد الدولي
Hamad International Airport
قطر QATAR

Serving 37,953,257 passengers this fiscal year, resulting in an 8.63 per cent increase from the previous year



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 Hamad International Airport (HIA).

MATAR is also responsible for Hamad International Airport'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 Doha International Airport.

Over the years, HIA has played a critical role as a key contributor to the diversification of the nation's economy. In the fiscal year 2019-20, Qatar's airport has recorded significant growth momentum in its operational capacity and has championed technology adoption while contributing to Qatar's National Vision 2030.

From April 2019 to March 2020, HIA served a total of 37,953,257 arriving, departing and transferring passengers, an 8.63 per cent increase compared to the previous fiscal year. HIA also recorded 2,197,226 tonnes of cargo operations, 1.97 per cent more than the previous year. It also recorded 228,896 aircraft movements, including take-offs and landings, which marked an increase of 1.75 per cent from the previous year.





HIA was ranked the “Third Best Airport in the World”, among 550 airports worldwide, by the SKYTRAX World Airport Awards 2020. HIA was also voted the ‘Best Airport in the Middle East’ for the sixth year in a row as well as awarded ‘Best Staff Service in the Middle East’ for the fifth year in a row. The airport continues to retain its five-star airport classification – an honour it has held since 2017. During 2019, HIA was also ranked “Best Airport for Passenger Experience” in a study by AirHelp for the second consecutive year.

HIA completed the trial of the second phase of its innovative Smart Airport programme, which combines passengers’ flight, passport, and facial biometric information in a single electronic token at the self-check-in kiosk or mobile app.

HIA’s self-service kiosks, implemented as part of the Smart Airport programme, yielded significant results in 2019, helping to automate the check-in, bag-drop and pre-immigration security processes. The airport was able to proactively minimise queuing times, making it the first airport in Middle East and North Africa (MENA) ready to accept electronic baggage tags.

 **37,953,257**
PASSENGERS USED HIA
FROM APRIL 2019 TO MARCH 2020



CDE

Gold Lounge / مسالة الذهبية
Silver Lounge / مسالة الفضية
Currency Exchange / مسالة
بوارجات Gates
Toilets / مسالة
Al Maha Lounge / مسالة لها
Cryx Lounge / مسالة كريكس
Hotel & Spa / فندق وهاي سبي



HIA also significantly reduced queuing times at key touchpoints, with average wait times as low as one minute and 20 seconds at transfer security and two minutes and 24 seconds at arrival immigration during certain peak periods. 99.4 per cent of passengers transferring through HIA queued for less than five minutes at transfer security screening, making it an industry-leading success story that was maintained throughout 2019. This was accomplished by training highly professional staff and installing 49 screening lanes operated simultaneously during peak times.



In 2019, almost 100 per cent of transfer passengers with Minimum Connecting Time (MCT) of 45 minutes or less were connected to their onward flights without delay. This was achieved by conducting their security screening at select contact gates equipped with X-ray machines and walk-through metal detectors, negating the need to have passengers go through security screening at the transfers' hall.



2,197,226

TONNES OF CARGO
OPERATIONS



HIA began 2020 by serving one million passengers in the first week of January 2020. This record marked an average of 138,649 passengers per every 24-hour period. Following a successful 2019 and first quarter of 2020, the airport experienced a surge in cargo owing to Qatar Airways' and HIA's continued efforts to provide freighter services in response to the increased demand for essential goods and medical supplies, both locally and internationally, during the COVID-19 pandemic.

Applying measures to combat the pandemic, HIA took all the necessary steps to ensure a safe environment for passengers and staff at the airport. The airport, in cooperation with Qatar's Ministry of Public Health (MoPH), MATAR Management and Qatar Airways, conducted entry screening of all arriving passengers and crew coming into Doha on a 24/7 basis. All terminating passengers with a right to enter the country were quarantined for 14 days according to World Health Organization's (WHO) and MoPH guidelines.



“HIA took all the necessary steps to ensure a safe environment for passengers and staff at the airport.”



HIA also installed advanced thermal cameras that remotely record the body temperature of each passenger and created a 24/7 medical clinic operated by MoPH to conduct medical examinations and handle all COVID-19 related cases.

As a response to the pandemic, HIA closed most of the non-essential passenger facilities and intensified the cleaning procedures, sanitising all passenger touchpoints every 10-15 minutes and cleaning all boarding gates and bus gate counters after each flight. Retail and service outlets, except for the pharmacy and some of the Food and Beverage (F&B) outlets, were temporarily suspended and strict physical distancing measures were enforced.

Looking to the future, in October 2019 the airport revealed its plans for a major expansion project. The ambitious scheme will feature a spectacular 10,000 square metre indoor tropical garden within a central concourse and a 268 square metre water feature as the focal points of the expansion project.

The second phase of HIA's expansion will consist of two stages. Phase A of the current expansion is comprised of the central concourse linking concourses D and E. Construction commenced in early 2020 and will increase the airport's capacity to more than 53 million passengers annually by 2022. Phase B, which will be completed after



2022, will extend concourses D and E to further enhance the airport's capacity to more than 60 million passengers annually.

The expansion plan also includes 11,720 square metres of landscaped retail and F&B space, which will enhance the multi-dimensional offerings of the five-star airport by integrating a world-class art collection and a refreshing environment of lush greenery with contemporary concepts and other leisure attractions and facilities under one expansive terminal.

HIA will also deliver a 9,000 square metre world-class Al Mourjan Lounge, to be located above the retail space, with dramatic views looking towards the tropical garden. The lounge will include additional spas, gymnasiums, restaurants, business centres and other passenger facilities.



“The ambitious scheme will feature a spectacular 10,000 square metre indoor tropical garden within a central concourse and a 268 square metre water feature...”

The Qatar Airways Group Annual Report covers the period 1 April 2019 to 31 March 2020. 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 Dhiyafatina Hotels. Reporting includes activities undertaken in Qatar as well as flights to and from international destinations.