



**QATAR AIRWAYS GROUP**

مجموعة الخطوط الجوية القطرية

Annual Report 2023/24



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# Annual Report 2023/24 Fiscal Year

1 April 2023 - 31 March 2024

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His Highness  
Sheikh Hamad bin Khalifa Al Thani  
**The Father Amir**



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

# Executive Board Members

H.E. Engr. Saad bin Sherida Al Kaabi  
Chairman of the Board of Directors

H.E. Mr. Mansoor bin Ebrahim Al-Mahmoud  
Vice Chairman of the Board of Directors

H.E. Mr. Sheikh Faisal bin Thani bin Faisal Al Thani  
Member of the Board and representative of QIA

H.E. Mr. Abdulla Mubarak Al-Khalifa  
Member of the Board

H.E. Mrs. Reem bint Mohammed Al-Mansoori  
Member of the Board

H.E. Mr. Abdulrahman Ahmad Al-Shaibi  
Member of the Board

H.E. Saad bin Ali Al-Kharji  
Member of the Board

# GCEO Welcome

Qatar Airways Group has navigated a dynamic and constantly evolving global travel industry during the 2023/24 financial year, delivering the strongest financial and operational performance ever reported in its 27-year history.

While commercial aviation has undoubtedly experienced a strong rebound in recent months, the sector has also been significantly impacted by challenges such as geopolitical issues, supply constraints and global economics.

The Group's response to these challenges has been a determination to embrace innovation and digitisation, a focus on exceeding customer demand and expectation, and a steadfast commitment to working towards our sustainability targets.

These have gone hand-in-hand with a strategic programme of significant growth for both our fleet and global network, resulting in the Group's

reporting of an extremely healthy net profit of QAR 6.1 billion (USD 1.7 billion). This represents an increase of 39 per cent compared to the same period last year – with a total revenue increase of QAR 4.7 billion (USD 1.3 billion), up six per cent from the 2022/23 fiscal year.

These robust financials, along with the cumulative profits from the previous two years, have led to a significant improvement in the Group's EBITDA, which was higher than the same period last year by QAR 1.2 billion (USD 0.3 billion), offering a margin of 24 per cent.

As a 12 business-strong airline business with a global reach delivering excellence for our different customers and sectors around the world, Qatar Airways Group has a distinctively diverse commercial and operational remit.



**Engr. Badr Mohammed Al-Meer**  
Qatar Airways Group Chief Executive Officer

At the very heart of our Group is, of course, our airline which flew more than 40 million passengers to over 170 destinations worldwide during the 2023/24 financial year, connecting through our Doha hub, Hamad International Airport, which was recently voted as the 'World's Best Airport' for the third time in the 2024 Skytrax Airport Awards.

Investment and expansion in the most technologically-advanced fleet, a sustained programme of network growth, a focus on delivering mutually beneficial global strategic alliances and partnerships, and a commitment to operational efficiency have all contributed to a steady increase in Available Seat Kilometres (ASK) in 2023/24 – which were 21 per cent higher than the previous fiscal year.

With an airline fleet of more than 280 of the latest-generation Airbus and Boeing narrow and wide-body variants available in the commercial aviation sector to date, we received a new aircraft on average every 15 days during the 2023/24 financial year.

Qatar Airways also continues to operate one of the youngest fleets in the industry, something that is a key component of both our 'Customer First' strategy and core

values, which focus on delivering a positive long-term experience where customers feel valued and safe.

We recently saw the return of 30 Airbus A350 aircraft to our fleet, enabling the business to bring back into service the much-needed additional capacity required to meet the increased market demand for air travel.

As a result, our capacity and operations have remained fully aligned and we have introduced a number of new routes, including Medan, in Indonesia; Lyon and Toulouse, in France; AlUla, Neom and Tabuk, in Saudi Arabia; and Trabzon, in Türkiye, in addition to the resumption of flights to 14 destinations across key markets in Asia, Australasia, Europe and the Middle East over the course of the fiscal year.

This has resulted in a capacity level increase of 21 per cent driven by the airline's highest-ever load factors of 83 per cent, signaling a strong upsurge in market share.

The robust nature of the Group's ongoing recovery strategy can also be attributed to our focus on leveraging from strategic partnerships with existing codeshare partners, as well as signing comprehensive agreements with new partners, including Xiamen Airlines,

Qatar Airways flew more than 40 million passengers to over 170 destinations worldwide during the 2023/24 financial year.

Aer Lingus and Air Seychelles. The Group also expanded its valued partnership with International Airlines Group (IAG), joining British Airways and Iberia to create the world's largest airline joint business covering 60 countries in July 2023. This ground-breaking collaboration was the first time in commercial aviation history that the national carriers for three individual countries – Qatar, the United Kingdom and Spain – have come together to transform connectivity for global travellers.

Beyond the sky, the Qatar Airways Group is a fully integrated global organisation comprised of several business divisions that play a vital role in connecting international communities and facilitating cross-sector trade.

The Group's Commercial team played an instrumental role in bolstering our

competitive position during the 2023/24 financial year, innovating to exceed demand, growing revenue and market share, and ensuring the Qatar Airways Group name is synonymous with excellence – as evidenced through the airline being awarded the 'Best Airline in the Middle East' at the 2023 World Airline Awards managed by Skytrax.

As part of the Group's ongoing strategic approach to building deeper, more meaningful relationships with global audiences, the brand also solidified its leadership position in the social media landscape during 2023/24.

As a result, the Group is now the world's number one airline across social channels – with more than 47 million combined followers, and is the number one followed airline in the world on Facebook, YouTube and TikTok.



In addition to this, the Group made significant strides in expanding its global sponsorship portfolio to achieve commercial and brand-focused objectives worldwide. One of the major highlights of the year was the Group's inaugural partnership as the Global Airline Partner of Formula 1®, ensuring that the brand was prominently featured at 21 races over the course of the 2023 season, including the prestigious Qatar Grand Prix.

The Group also strengthened its brand footprint after welcoming top-tier Italian football team, FC Internazionale Milano (Inter) into its sport sponsorship portfolio as Official Global Airline Partner.

Reflecting its role as a major supporter of global sporting events, the brand also entered into new partnerships with the Asian Football Confederation (AFC) and with the Royal Challengers Bangalore (RCB) cricket team in the Indian Premier League (IPL) in 2023/24, as well as renewing its existing partnership with FIFA until 2030.

Looking closer to home, the Group's role as Official Strategic Partner for International Horticultural Expo 2023 Doha Qatar significantly raised the profile of this landmark event, highlighting the Group's commitment to supporting the hosting of international

events in Qatar and promoting the nation as a premier travel destination on the global stage.

In September 2023, we hosted our annual meeting for financiers under the theme of 'Delivering Success Through Partnership', which was held in Seattle, US. This was an excellent opportunity to brief investors on the Group's wider business strategy, financial and operational performance, as well as, competitive advantage and growth.

It was also an opportunity to showcase our work in the area of innovation and digitalisation as we continue our focus on welcoming a new era filled with enhancements to our digital experiences.

Our aim is to build deeper connections with our digital audience by focusing on services that are aligned with our customers' needs across all of the Qatar Airways Group brands. We want to deliver on innovative concepts that push the boundaries of all aspects of our business from travel to hospitality, retail to logistics, and transform each of our customer journeys into enriching experiences.

The Qatar Airways mobile app now gets downloaded once every three seconds, with our customers engaging 25 per cent more when on the app.



This resulted in 165 million minutes – equivalent to around 313 years – spent on the app in the last quarter of 2023/24 alone.

On the aviation side of the Group's enterprise, we saw the adoption rate on our digital platforms rise to an all-time high as we continue to offer guaranteed services such as online check-in, cancellation or flight changes and self-servicing options, access to our 24/7 customer care service, and extra benefits such as upgrades and exclusive offers, as well as the largest portfolio of payment options in the airline industry.

Our digital focus also continued through our world-renowned loyalty programme Qatar Airways Privilege Club, expanding our services to Privilege Club members who engage with our digital channels to get the most out of their journey with us.

Privilege Club was an essential component of our commercial strategy in 2023/24. By employing a laser-sharp focus on digitalisation and the introduction of innovative new partnerships, the programme has not only managed to broaden its membership base, but also the impact of the programme and its reward currency Avios.

Another key area of the Group's digital transformation has been with the Group's industry leading air freight business Qatar Airways Cargo, which celebrates its 20 year milestone of operation in 2024.

As one of the carrier's primary areas of business development focus, digitalisation and transformation has been the driving force behind Cargo's key enhancement for the 2023/24 fiscal year – the introduction of real-time pricing to its online booking platform, Digital Lounge.

The Digital Lounge enables customers to book cargo immediately at the best price available in the industry to date, with the portal taking more than 200,000 online bookings since its inception, contributing towards an increase in Cargo's market share to 7.1 per cent during the 2023/24 financial year, up by 0.04 per cent compared to previous financial year.

The Group's digital-first approach is not just limited to revenue generating areas of the business.

As part of our transformation towards modernisation and continuous improvement, HR and business leaders have embraced the power of data-driven insights through 'People Analytics' to enhance talent decision-making.



The Group has been resolute in maintaining its commitment to sustainability in 2023/24 – both in the air and on the ground.

This relentless drive for innovation through automation and digitisation has further elevated our operational efficiency, amplifying our strategic impact within the organisation through newly-introduced platforms such as ASK HR – a pioneering integrated request management tool.

The Group has been resolute in maintaining its commitment to sustainability in 2023/24 – both in the air and on the ground.

Our significant investment in advanced aircraft technology have joined a growing number of new technologies, such as advanced flight control systems, aerodynamic and airframe enhancements, all of which contributed towards improving our efficiency targets.

We are always keen to explore new initiatives for a more sustainable business, and to continue to embed sustainability within the culture of the Group, conducting our activities within the framework of the United Nations Sustainable Development Goals.

We also continue to engage with stakeholders at all levels on our corporate commitments and regulatory compliance, with the Group once again attaining recertification of the Qatar Airways' Environmental Management System in 2023/24.

This achievement is at the highest level of the IATA's 2023 Environmental Assessment (IEnvA) programme, a key component of our sustainability strategy.

One of the major highlights of the year was the Group's inaugural partnership as the Global Airline Partner of Formula 1®.

In addition to this, the Group's pledge to use at least 10 per cent Sustainable Aviation Fuel (SAF) in our jet fuel consumption by 2030 was further bolstered by Qatar Airways joining the First Movers Coalition of the World Economic Forum.

As part of our commitment, an uptake of 3.9 million litres of neat SAF began in Amsterdam, the Netherlands, in early 2023. This saw 94.4 per cent lower lifecycle emissions compared to fossil jet fuel, for every five per cent of Qatar Airways fuel uplifted at Amsterdam.

As we look to the future, we continue to evolve and lead the Group's narrative into a new era –one that is defined by empowerment, innovation, sustainability and increased efficiencies, where emerging technologies are embraced and unity of purpose are prevalent in all that we do.

The success of the 2023/24 financial year has been the ideal starting block for this goal, as we continue to deliver on our medium and long-term financial goals, as well as our commitment to sustainable growth and return for investors.



**Engr. Badr Mohammed Al-Meer**  
Qatar Airways Group Chief Executive Officer

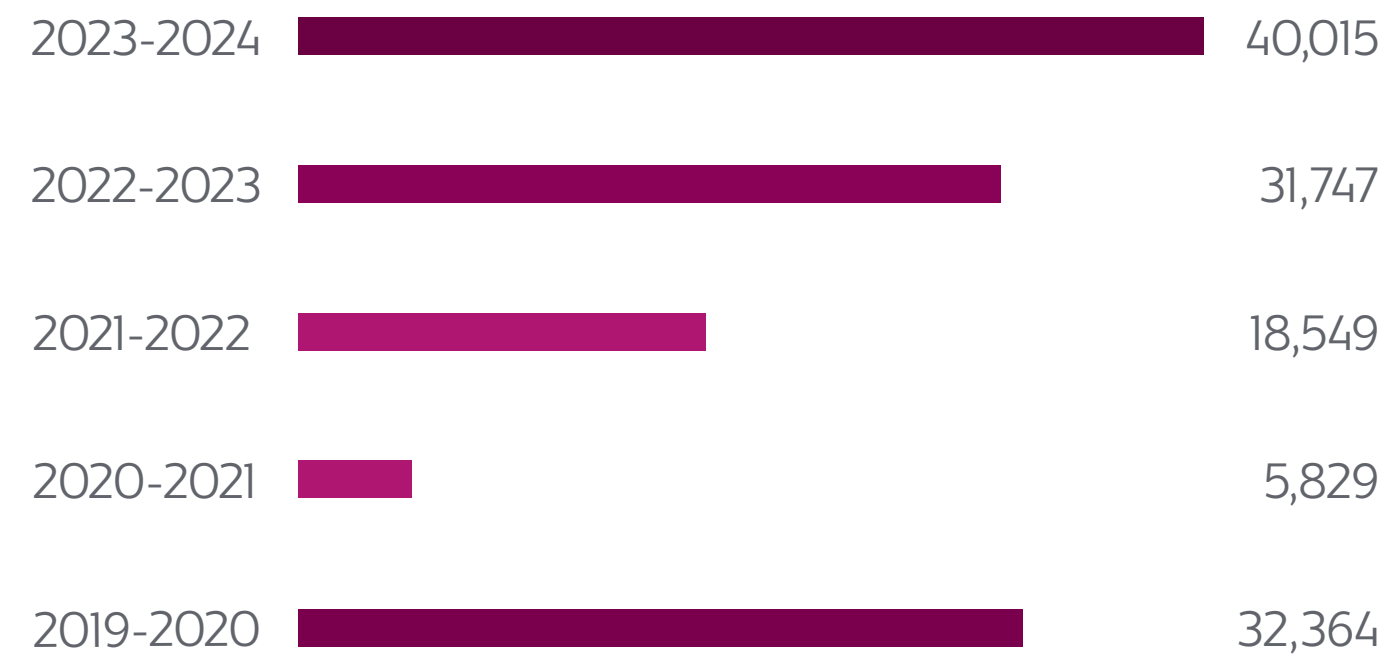


# Group Financial Results

## Revenue and Other Operating Income (QAR Million)



## Passengers Carried ('000)



## Employee Numbers



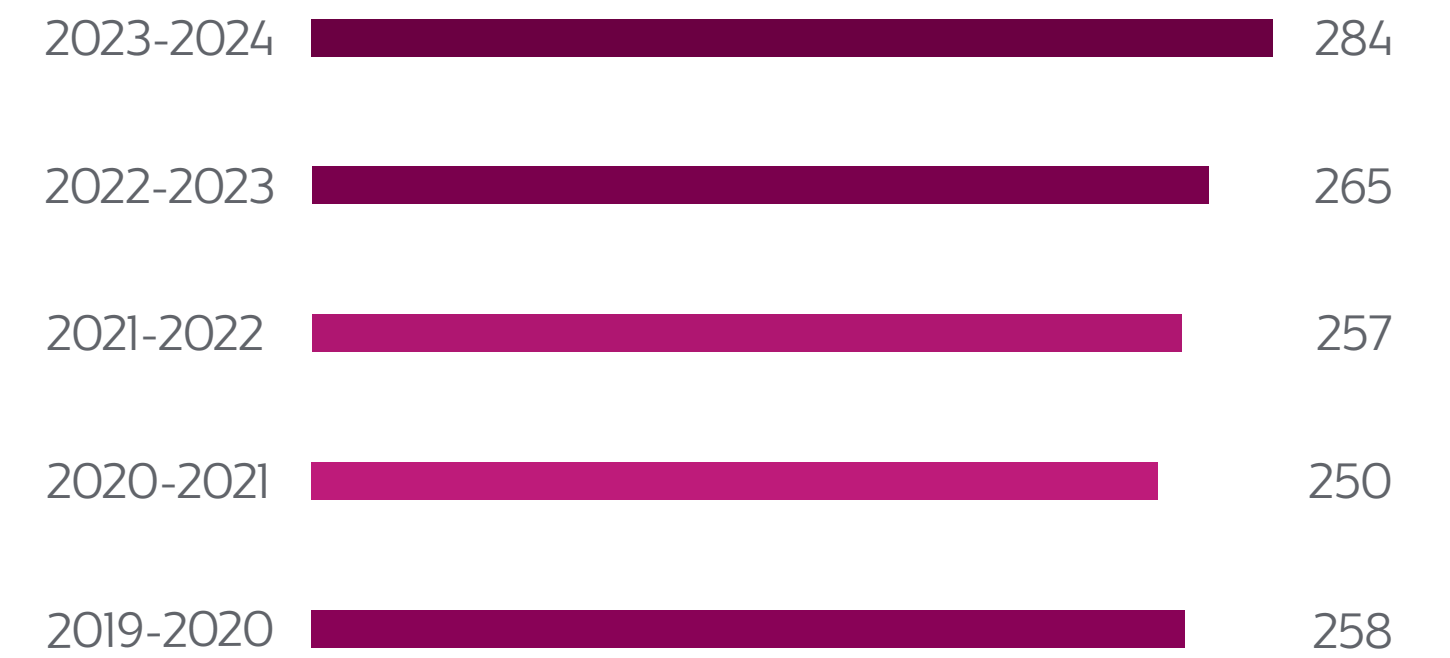
## Cargo Carried (Tonnes)



## Available Seat KM (Million)



## Number of Aircraft



# Industry Leading Financial Performance

Financial Highlights		2023/24 Fiscal Year	2022/23 Fiscal Year
<b>Revenue and Other Operating Income</b>	QAR M	80,961	76,274
of which passenger revenue	QAR M	59,134	49,581
of which cargo revenue	QAR M	15,265	20,581
<b>Operating Results</b>	QAR M	13,412	11,860
Net Profit Attributed to Owners	QAR M	6,111	4,406
EBITDA	QAR M	19,072	17,834
EBITDA Margin	%	23.6%	23.4%
<b>Total Equity</b>	QAR M	45,187	36,784
<b>Total Assets</b>	QAR M	163,639	151,857
Cash, cash equivalent and interest bearing deposits	QAR M	46,461	41,091
Net Debt ( Interest- bearing loans and lease liabilities )	QAR M	73,504	77,537

\*To access the full financial results please visit [qatarairways.com/FY24report](https://qatarairways.com/FY24report)

# Passenger Fleet Guide

**230**  
Aircraft

**Airbus A320**



Number of aircraft	29
Length (m)	37.57
Wingspan (m)	35.8
Cruising speed (kph)	824
Range (km)	6,200
Passenger capacity	132-144

**Airbus A330-200**



Number of aircraft	4
Length (m)	58.8
Wingspan (m)	64.0
Cruising speed (kph)	861
Range (km)	15,094
Passenger capacity	260

**Airbus A330-300**



Number of aircraft	8
Length (m)	63.6
Wingspan (m)	60.3
Cruising speed (kph)	861
Range (km)	11,750
Passenger capacity	305

**Airbus A350-900**



Number of aircraft	34
Length (m)	66.8
Wingspan (m)	64.75
Cruising speed (kph)	898
Range (km)	15,372
Passenger capacity	283

**Airbus A350-1000**



Number of aircraft	24
Length (m)	73.79
Wingspan (m)	64.75
Cruising speed (kph)	898
Range (km)	16,112
Passenger capacity	327-395

**Airbus A380-800**



Number of aircraft	10
Length (m)	72.7
Wingspan (m)	79.8
Cruising speed (kph)	889
Range (km)	15,000
Passenger capacity	517

**Boeing 737 Max 8**



Number of aircraft	9
Length (m)	39.52
Wingspan (m)	35.9
Cruising speed (kph)	833
Range (km)	6,480
Passenger capacity	176

**Boeing 777-200LR**



Number of aircraft	7
Length (m)	63.7
Wingspan (m)	64.8
Cruising speed (kph)	898
Range (km)	15,843
Passenger capacity	272-276

**Boeing 777-300ER**



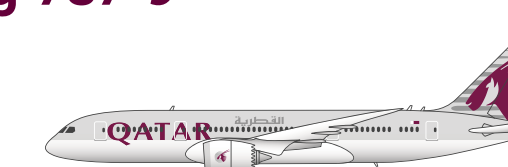
Number of aircraft	57
Length (m)	73.9
Wingspan (m)	64.8
Cruising speed (kph)	898
Range (km)	13,649
Passenger capacity	294-412

**Boeing 787-8**



Number of aircraft	30
Length (m)	56.7
Wingspan (m)	60.1
Cruising speed (kph)	889
Range (km)	13,530
Passenger capacity	254

**Boeing 787-9**



Number of aircraft	18
Length (m)	62.8
Wingspan (m)	60.1
Cruising speed (kph)	889
Range (km)	14,010
Passenger capacity	311



# Qatar Airways Group Overview



## Qatar Airways

Qatar Airways, the commercial airline operation within Qatar Airways Group.

## Oryx International School

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

## Qatar Airways Cargo

Qatar Airways Cargo is the world's largest international air cargo carrier, delivering quality air freight solutions and connecting businesses to more than 70 freighter and 170 belly-hold destinations.

## Dhiafatina

Dhiafatina is Qatar Airways 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 DOH.

## Qatar Executive

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

## Qatar Duty Free

Qatar Duty Free operates the retail and food and beverage division at Hamad International Airport (DOH). 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 DOH and DIA.



# Qatar Airways Group Overview

## Discover Qatar

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

## Qatar Aircraft Catering Company

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

## Qatar Distribution Company

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

## Qatar Aviation Services

Qatar Aviation Services, provides ground handling services at DIA and DOH 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 DOH.

## Qatar Airways Internal Media Services

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





# Global Network

Qatar Airways Group continued to grow its network and show great adaptability throughout the 2023/2024 financial year.

The national carrier of the State of Qatar maintained high levels of trust, reliability and confidence with passengers through seamless connectivity to more than 170 destinations worldwide.

This included the resumption of operations to 14 destinations including Bahrain, Bahrain; Birmingham, UK; Beijing, Chengdu and Chongqing, China; Davao, Philippines; Tokyo Haneda and Osaka, Japan; Marrakesh, Morocco; Nice, France; Penang, Malaysia; Phnom Penh, Cambodia, Ras Al Khaimah, UAE; and Yanbu, Saudi Arabia.

The airline also launched several new routes, including Lyon and Toulouse, France; Al Ula, Neom and Tabuk, Saudi Arabia; Medan, Indonesia; and Trabzon, Turkey, providing increased travel choices and greater connectivity for its passengers.

Due to the complete ease of COVID-19 restrictions in the Asia-Pacific region, Qatar Airways returned to all of its destinations in China and Japan, and increased capacity to Southeast Asia to feed the strong travel demand in the region.

The national carrier of the State of Qatar maintained high levels of trust, reliability and confidence with passengers through seamless connectivity to more than 170 destinations worldwide.

As a result, capacity has recovered, with an additional boost to leisure destinations such as Bali, Indonesia; Phuket, Thailand, and Kuala Lumpur, Malaysia.

With the re-opening of China, Qatar Airways restored capacity to 2019 levels by the end of the financial year in terms of frequencies and signed a comprehensive agreement with Xiamen Airlines in the Chinese market, which saw our partner airline launch one daily flight from Beijing to Doha and two weekly flights from Xiamen to Doha.

In Europe, the airline continued to expand its capacity and footprint. German capacity increased by approximately 31 per cent versus 2019 due to the incremental frequencies for Düsseldorf and Berlin.

The network's Spanish frequencies increased due to the recent growth of the Barcelona and Madrid routes.

In addition to this, Iberia was added to the British Airways and Qatar Airways joint business, starting daily services from Madrid to Doha.

The airline maximised capacity to Australia and New Zealand during the 2023/2024 fiscal year, reintroducing non-stop flights to Auckland, New Zealand, again marking the airline's recovery in the region.

In the Americas, Qatar Airways increased its frequency to New York, going from two flights per day to three, and in Miami, from one flight per day to ten flights a week.



Qatar Airways Group continued to grow its network and show great adaptability throughout the 2023/2024 financial year.

# Fleet

Qatar Airways is renowned for its modern fuel-efficient fleet, which enables the airline to fulfil its commitment to connecting people globally.

The Qatar Airways Group's strategic investment in the world's most technologically-advanced aircraft has helped the airline to maintain agility when responding to opportunities and challenges during the 2023/24 financial year.

With capacity requirements meticulously planned, the airline continued to meet increased passenger and cargo demand with adaptability and flexibility,

adapting its network to serve passenger demand and increase the sustainability of operations.

In the last financial year, the Group expanded its fleet by acquiring more than 25 additional aircraft – this included nine Boeing 737 MAX-8, five Airbus A350-1000, seven Boeing 787-9, three Boeing 777-300ER and one Boeing 777-F.

This expansion brings the total fleet size, as of 31 March 2024, to 284 aircraft of which 230 are for passengers, 29 for Qatar Airways Cargo and 25 for Qatar Executive.

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During the 2023/24 fiscal year, Qatar Airways announced a key upgrade to the fleet offering with the redesign of its premium Qsuite Business Class, which redefined industry norms when it was first launched in 2017.

In addition to the Qsuite redesign, Qatar Airways Group also revealed plans for a unique and newly-designed First Class cabin on some of its fleet, combining the experience of flying commercial and executive jets for the first time in the airline's history.

Qatar Airways Cargo has maintained its position as the world's leading air freight carrier in 2023/24, bringing great enhancements to its services and sharply accelerating its digital transformation by retiring its last Boeing 747 aircraft and transitioning to an all Boeing 777F fleet.

Throughout the 2023/24 fiscal year the national carrier of the State of Qatar has maintained a strong position in relation to its fleet number and worth.

With more than 236 aircraft worth over QAR239 billion (USD63.1 billion) still on order (including options and Letters of Intent), the airline's fleet and network continues to grow, and position the Group well for further future expansion.

With more than 236 aircraft worth over QAR 239 billion (USD63.1 billion) still on order (including options and Letters of Intent), the airline's fleet and network continues to grow.

# Investments

The 2023/24 financial year saw Qatar Airways Group continue to hold a significant portfolio of investments in leading global airlines.

Overall the market values of our investments increased during the year as these airlines continued to recover from the COVID-19 pandemic and delivered strong performances in their respective markets. The Group also received dividend inflows from these investments throughout the year.

As at 31 March 2024, the Group's core investment portfolio was comprised of:

- **International Airlines Group (IAG)** - 25.1 %
- **LATAM Airlines Group** - 10 %
- **Cathay Pacific Airways Ltd** - 9.99 %
- **China Southern Airlines** - 3.38 %

IAG is an Anglo-Spanish multinational airline holding company registered in Spain, which includes some of Europe's biggest aviation brands, including British Airways, Iberia, Aer Lingus, Vueling and LEVEL. In July 2023, Qatar Airways Group expanded its valued partnership with IAG, joining British Airways and Iberia to create the world's largest airline joint business covering 60 countries.

Overall the market values of our investments increased during the year as these airlines continued to recover from the COVID-19 pandemic.



**IAG**

**25.1%**



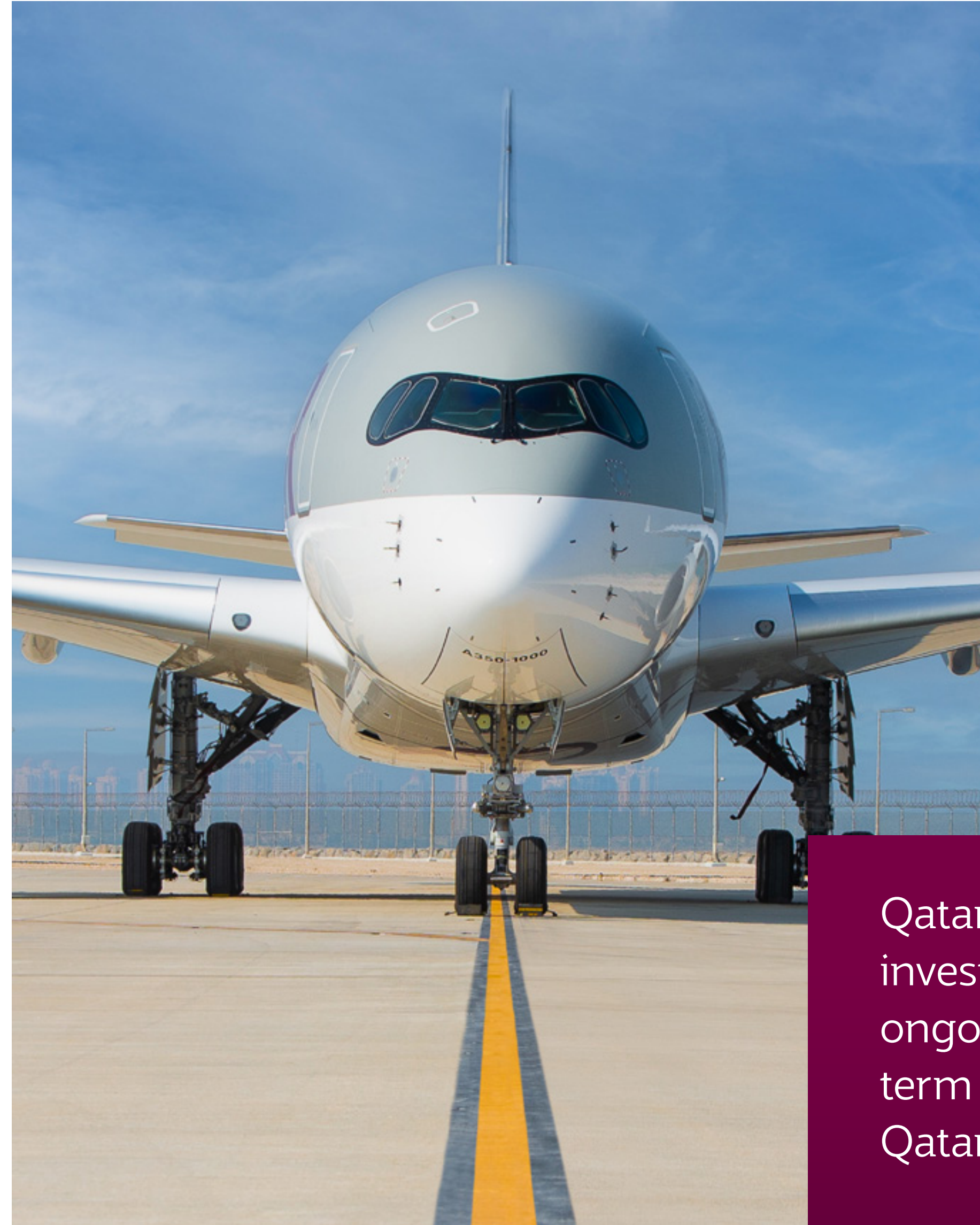
**10%**



**9.99%**



**3.38%**



LATAM is Latin America's leading airline group, with a presence in five domestic markets in South America, including Brazil, Chile, Colombia, Ecuador and Peru, along with international operations within Latin America, and to destinations further afield.

Cathay Pacific is an international airline based in Hong Kong operating scheduled passenger and cargo services to destinations in Asia, North America, Australasia, Europe and Africa.

China Southern is the largest airline in the People's Republic of China with both domestic and international operations.

Looking forward to the coming year, Qatar Airways Group is confident these investments will continue to support Qatar Airways' ongoing growth and contribute towards its long-term sustainability objectives, which are in-line with Qatar's 2030 vision of sustainable development.

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# Customer Experience

Qatar Airways Group's customer experience is driven by the vision to enrich the travel experience as it continues to innovate and push boundaries.

Over the course of the 2023/24 financial year, the Group worked collectively on making improvements and delivering solutions that align with its commitment to exceed customer satisfaction.

The milestone of the year was the introduction of an innovative digital ecosystem that has enabled our cabin crew to seamlessly interact with every customer on board. This app, which was developed in-house, has been a game-changer, and is a testament to the

Group's digital transformation focus and dedication to elevating our customer service.

The deployment of the app, which was initially introduced in flight, equips crew with the latest iPhone technology, enhancing Qatar Airways' ability to offer a highly personalised experience to passengers on board.

The 2023/24 fiscal year also witnessed a transformative enhancement in the airline's Business Class experience with the introduction of an upgraded suite on board its Boeing 787-9 fleet, signifying the Group's commitment to redefining industry standards for comfort and luxury.

The milestone of the year was the introduction of an innovative digital ecosystem that has enabled our cabin crew to seamlessly interact with every customer on board.



To ensure the sustained quality and diversity of premium services, the on-board dining experience has been refined across all long-haul Business Class cabins. This included the introduction of an extensive menu selection featuring unique dishes crafted by the Group's culinary team, as well as special creations from renowned celebrity chefs such as Chef Noof Al Marri. Additionally, comprehensive enhancements have been implemented to the Group's soft product to ensure continued comfort for guests.

Qatar Airways continues to embrace the spirit of celebration, enhancing its on-board and lounge dining experience to mark various global festivities. Be it Indian sweets for Diwali, mooncakes for the mid-autumn festival, a celebratory Eid menu, or gold chocolate coins for the Lunar New Year – the Group's commitment to its global reach was showcased across 14 distinct celebrations.

Added to this portfolio, similar on-board activations were introduced for events such as the Asian Football Confederation (AFC) Asian Cup Qatar 2023™, Formula 1® Qatar Grand Prix, Expo 2023 Doha, as well as for all inaugural flights.

With a commitment to creating memorable experiences for families, Oryx Kids Club activity kits have been refreshed with a new solar system theme. This, coupled with an improved dining service and takeaway snack box options for younger travellers, underscores the Group's commitment to making family travel more enjoyable.

In the realm of in-flight entertainment, Qatar Airways' Oryx One platform has expanded and now features over 7,500 entertainment options, including new shows in partnership with Paramount Plus, Qatar Museums and Formula 1®.

Further enhancing the premium passenger experience, the Al Mourjan Business Lounge – The Garden at Hamad International Airport sets a new benchmark in luxury, comfort and service, reflecting the Group's ethos of providing unparalleled hospitality.

The lounge captivates premium passengers with its high-end facilities, including the newly-launched gym and QSpa, making it a landmark within the airport.

Highlighting the Group's commitment to delivering excellence, the Al Mourjan Business Lounge – South also received awards for 'World's Best Business Class Lounge' and 'World's Best Business Class Lounge Dining' in the 2023 World Airport Awards by Skytrax.



The Group's success is a collective testament to the dedication and passion of the Product Development & Design team, whose efforts have not only elevated the Group's product and service offerings, but have also charted the course for the exciting customer experience journey ahead.

The 2023/24 fiscal year also witnessed a transformative enhancement in the airline's Business Class experience with the introduction of an upgraded suite on board its Boeing 787-9 fleet.



# Brand Strategy

The Qatar Airways brand has continued to gain momentum, advancing its premium leadership position with a consistent focus on providing unique customer experiences, superior distinctiveness, a continued pursuit of perfection, strategic brand building and engagement through digitisation and innovation.

A proud multi-award winner throughout the year, importantly recognised as the airline with the World's Best Business Class for a tenth time, World's Best Business Class Lounge, and Best Airline in the Middle East, at Skytrax in June.

The airline was recognised for digital innovation, winning prestigious titles,

including the World's Best Airline Website at the World Travel Tech Awards.

The airline has successfully upheld its high levels of global brand awareness, showing positive brand uplift.

The brand persona was reinforced across the whole brand ecosystem throughout strategic partnerships, sales promotions and global brand communications.

As a result, public perception is especially high in positive brand attributes such as being perceived as trustworthy, welcoming and hospitable.

Recognised as the airline with the World's Best Business Class for a tenth time, World's Best Business Class Lounge, and Best Airline in the Middle East, at Skytrax in June 2023.



Pride in its people and unsurpassed hospitality are in Qatar Airways' cultural DNA, as the creator of incomparably superior experiences, offering bespoke customer-centric solutions.

As an industry leader, Qatar Airways has paved the way across the social media landscape, applying a creator mindset to its channel presence, and providing a genuinely superior experience by creating content that educates, excites, and entertains. With a brand-powered entertainment approach, designed to build deeper emotional connections with audiences, Qatar Airways became the number one airline collectively across its social channels, with over three million subscribers on YouTube, three million subscribers on TikTok and 32 million subscribers on Facebook.

As the digital and social media landscape evolves, in parallel, the airline's focus has shifted to resonate with the deeper needs of its audience, creating brand love through engaging and entertaining cross-channel content.

Partnering with global content creators, Qatar Airways curated its own inspiring destination-led travel series called Burgundy Adventures, producing long-form destination content. During the year, the airline released episodes on Qatar, Phuket, Australia, Vietnam, and Maldives.

The airline also embarked on a YouTube content series focusing on behind-the-scenes episodes from the Qatar Airways Group. These long-form videos were an industry first, and the 'What does it take to fly a multi-million dollar aircraft?' episode garnered over 4.6 million views.

Leveraging strategic brand collaborations and sponsorships, Qatar Airways Group significantly boosted its brand awareness, consideration, and engagement across diverse and new audiences. By partnering with high-profile personalities and global influencers, the airline was able to tap into extensive highly engaged fan bases, expanding its reach and strengthening its brand image.

In June 2023, this included making it to the top 10 shortlisted most-watched videos on YouTube Ads Cannes leaderboard with the Qatar Airways Official FIFA World Cup song. The video, featuring DJ Rodge and Cheb Khaled, received +23 million views on YouTube and was available for download and streaming, rated highly on audience retention and engagement due to its entertaining, creative and memorable sound.

Throughout the year, the airline further utilised the power of sound across its brand communication in its premium experience campaign, positioning its flagship Qsuite Business Class product and the new Orchard at Hamad International Airport.

The campaign showed positive brand uplift and increased Google search around the airline's association with the featured iconic track cover 'Ain't Nobody' and brand collaboration with Deepika Padukone. Through distinctiveness, the airline has created a unique consistency across brand image, achieving increased brand salience over time.

To maximise brand partnership awareness, the airline utilised its aircraft by releasing specially designed Boeing 777 liveries featuring Formula 1® and Paris Saint-Germain F.C.



The brand also partnered with Formula 1® to create an exclusive pitstop travel series, featuring Formula 1® presenter Immy Barclay. This six-part series blended commercial destinations with popular race weekends in the 2023 Formula 1® race circuit, providing unique content to enrich the on-board customer experience.

In March 2024, in celebration of the second year of partnership with the Royal Challengers of Bengaluru (RCB), as their Main Principal Partner, the brand launched a through-the-line campaign, featuring RCB stars promoting network, product, Privilege Club, Avios, and the mobile app. This campaign included TVC, social media and digital platforms during Indian Premier League (IPL) matches, generating significant excitement and increased brand visibility with the 500 million global IPL audience.



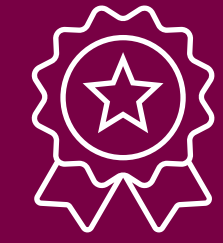
The airline also made headlines at ITB in March by introducing Sama 2.0, making it the world's first to develop an AI powered digital human cabin crew - a monumental point in spearheading the successful synergy between technology and human connection, for Qatar Airways and the industry. Qatar Airways Group affirmed its commitment to leading and collaborating with innovation experts to create pioneering products and services for its customers.

Qatar Airways also unveiled its Generative AI experience for hassle-free and personalised travel planning at the Web Summit Qatar. The experience utilised comprehensive visual interactions and an interactive 3D map to understand customers' travel preferences, eliminating the need for manual searches.

The airline's always-on brand marketing approach, combined with its pursuit of innovation, compelling creative campaigns, and targeted media investments, has resulted in higher-than-ever recognition and engagement. Setting a new benchmark for global airline marketing, Qatar Airways will continue to build long-term, profitable, and meaningful relationships with its near 40 million global passengers.



Qatar Airways will continue to build long-term, profitable, and meaningful relationships with its near 40 million global passengers.



17

Awards



5

Key new partnerships



3M

Subscribers on YouTube



# Dhifatina

Dhifatina Hotels is Qatar Airways Group's wholly-owned subsidiary offering service excellence to travellers and tourists through a portfolio of domestic and international four and five-star hotels and resorts.

Now in its 14<sup>th</sup> year of operation, Dhifatina complements the Group's ambitious global growth strategy through the ownership of three hotels in the State of Qatar - Hyatt Regency Oryx Doha, Fuwairit Kite Beach Resort and, most recently, Our Habitas Ras Abrouq.

In addition to this, Dhifatina operate a further two hotels - Oryx Airport Hotel and Oryx Garden Hotel - at Qatar Airways' home and hub, Hamad International Airport (DOH). The Hyatt

Regency Oryx Doha was the earliest hotel to join Dhifatina and supports the Group's business hotel offering. As the first Hyatt Regency branded hotel in Qatar and the third Hyatt hotel in the country, the venue is currently undergoing extensive renovations - which are set to complete before the end of 2024 and will further elevate the guest experience, solidifying its position as the preferred choice for business travellers.

In 2022, the Oryx Garden Hotel joined the Oryx Airport Hotel as the second venue to open within the airport's award-winning terminal. This was followed by the Fuwairit Kite Beach Resort, a unique resort celebrating active lifestyle and wellness, which is situated just one hour from Doha on Qatar's northern coast.

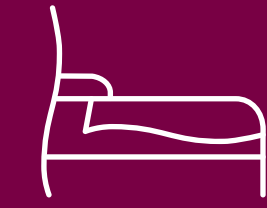
Offering service excellence to travellers and tourists through a portfolio of domestic and international four and five-star hotels and resorts.

In February 2024, Dhiafatina introduced its latest hospitality offering, the luxury desert resort, Our Habitas Ras Abrouq. Located next to the Al Reem UNESCO-designated Biosphere Reserve on the west coast of Qatar, the site features unspoiled views of the Arabian Gulf, along with spectacular golden sunsets, and offers an exciting blend of art, culture, music, wellness and adventure programmes.

In addition to its domestic presence, Dhiafatina has 1,840 hotel rooms and over 1,000 hotel staff in four major locations worldwide.

In Europe, Dhiafatina maintains a significant presence with three properties: the Sheraton Skyline in London's Heathrow Airport, the Novotel Edinburgh Park in the UK, and a prominent hotel in Switzerland that was acquired in 2016 to strengthen the Group's presence in Europe.

Additionally, the Sheraton Melbourne Hotel further augments the international offerings of the Qatar Airways Group's hospitality division.



**1,840**

Hotel rooms



**1,000**

Hotel staff in four major locations worldwide



**14**

Years of operations



# Privilege Club

Qatar Airways Privilege Club has seen another year of strong results and milestone achievements.

Privilege Club membership has grown by 26 per cent demonstrating the successful transformation strategy of its loyalty reward currency Avios.

Driven by the addition of our new partners and proposition enhancements, member collection of Avios has grown by over 50 per cent versus last year.

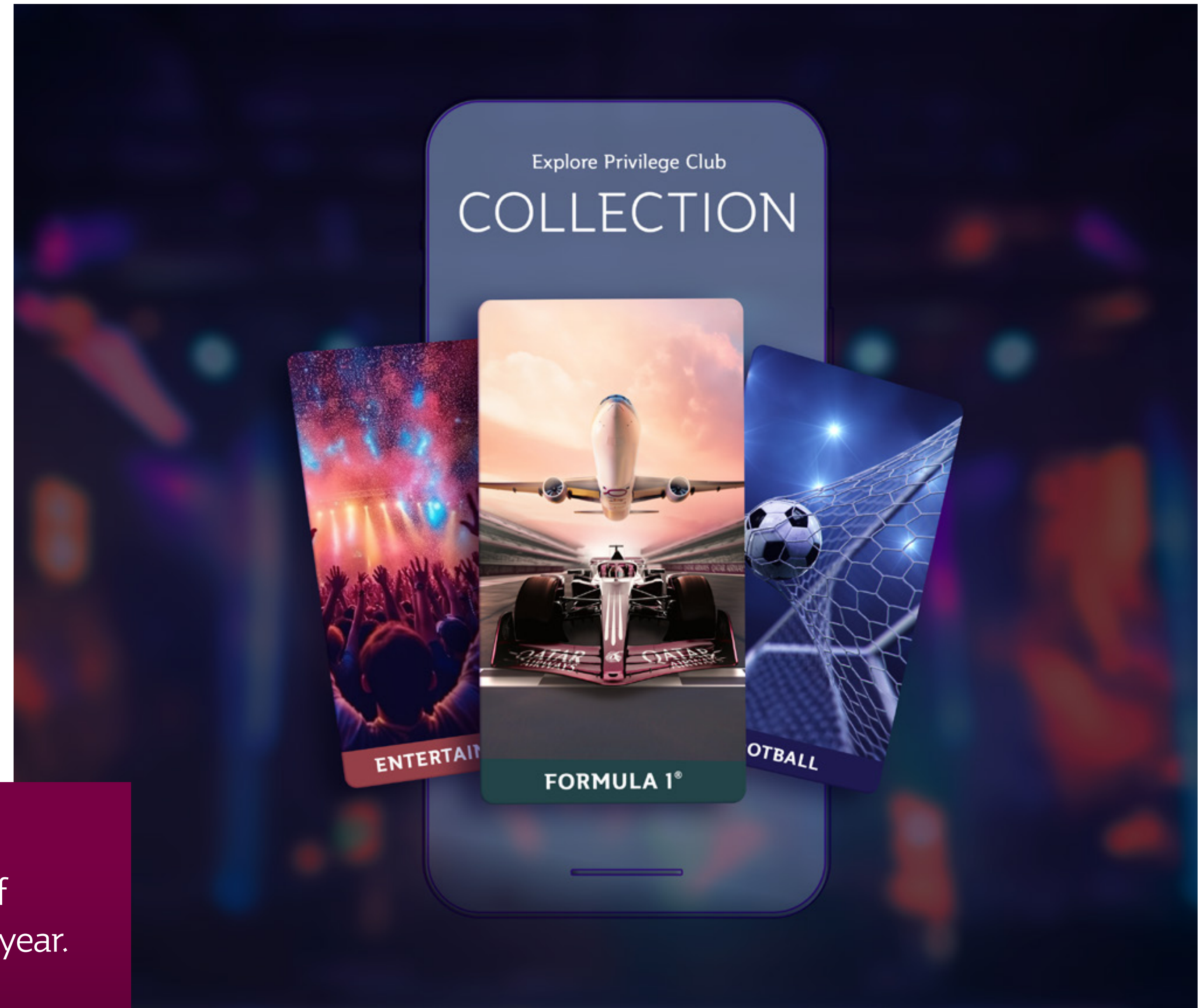
Member spending of Avios over the same period has grown by 75 per cent, demonstrating the value members derive from the programme. The partnership portfolio has expanded considerably enabling members to both collect and

spend Avios across a broad range of payment and lifestyle categories featuring local, international and global brands.

An exciting portfolio of new points exchange partnerships with Al Rajhi Bank and American Express, and the new payment card partnerships with IndusInd Bank, in India, Masraf Al Rayan, in Qatar, and National Bank of Kuwait, in Kuwait, have all been well received by members and demonstrates the dynamism, innovation and growth of the programme.

In addition, the expansion of the retail partnership portfolio and launch of the Card Linked Offers platform in the home market of Qatar in May 2023,

Driven by the addition of our new partners and proposition enhancements, member collection of Avios has grown by over 50 per cent versus last year.



has offered members a convenient and seamless way to collect and spend Avios on everyday purchases.

This portfolio now encompasses major retail categories including malls, speciality coffee shops, grocers and pharmacies, with the platform set for further global expansion over the coming year.

As industry firsts, the payment propositions, with IndusInd Bank and National Bank of Kuwait, enable members to earn Avios on all card spending while selecting their loyalty programme of choice - either Qatar Airways Privilege Club or British Airways Executive Club.

The pre-flight Avios awards initiative launched last year continues to grow in popularity with members opting to 'shop before they fly' or even during their transit at Hamad International Airport.

The Qatar Duty Free (QDF) partnership unique to Privilege Club, offers exclusive programme benefits that have grown significantly, highlighting it as a popular and convenient member choice. Privilege Club members can earn Avios on all purchases at QDF in addition to being able to pay in part or in full with Avios for all purchases, on all product categories including food and beverage, irrespective of the airline they fly with.

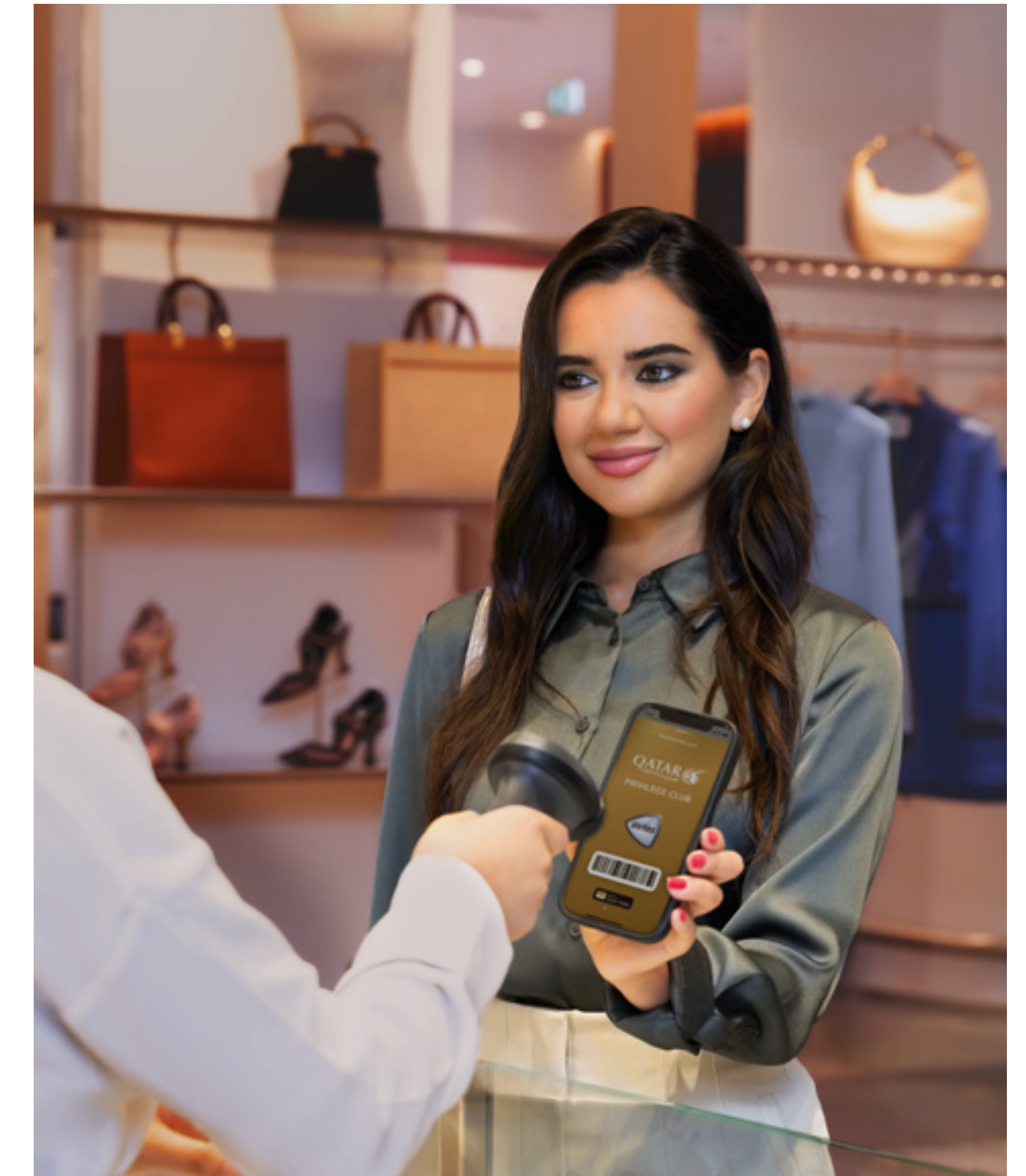
Additionally, members can now earn one Qpoint – the tier currency allowing members to retain or upgrade their elite tier with Privilege Club – for each USD 100 spent in QDF.

In December 2023, the Group's Qatar Airways Holidays and Discover Qatar were onboarded as Privilege Club partners.

This new partnership enables members to collect Avios for all tour and holiday packages, covering both in and outbound tourism from our home base in Qatar. Members can also opt to pay for their entire package with Avios.

December also saw the launch of our groundbreaking Privilege Club Collection platform - a proposition offering members access to 'money-can't-buy' experiences ranging from a three-day Formula 1® Paddock Club package, VIP access to concerts at the O2 Arena, VIP tickets to Paris Saint-Germain football matches at Parc des Princes, hospitality packages for Sydney Swans matches and tickets for the Royal Challengers Bangalore at their home stadium, including pre-match sessions.

Privilege Club members can earn Avios on all purchases at QDF and also pay in part or in full, with Avios, for all purchases, on all product categories, including food and beverage, irrespective of the airline they fly with.





The 2023/24 financial year has been a landmark year for Privilege Club growth in terms of members, partnerships, engagement and revenue. It has further consolidated Avios as a preferred global loyalty currency, and laid solid foundations for further growth and innovative propositions for members and partners in the years ahead.



**QATAR  
AIRWAYS**

MAIN PRINCIPAL PARTNER

The pre-flight Avios awards initiative launched last year continues to grow in popularity with members opting to 'shop before they fly' or even during their transit at Hamad International Airport.

# Flight Operations

As the nerve centre of the airline, Qatar Airways Group's Flight Operations division is responsible for ensuring delivery of the airline's world-class, award-winning service.

This is achieved through collaborative partnerships and integrated operations within the division and across the wider group, all with the key objective of delivering schedule integrity and ensuring customer satisfaction.

This approach saw the Group experience significant network growth throughout the course of the year, operating over 194k flights to more than 170 destinations. New routes were added to Türkiye, Indonesia, Saudi Arabia and France, in addition to 14 re-launched services. Between additional destinations and increased frequencies, operational delivery has increased by over 20 per cent. With the challenge of increased service levels, the Group's Flight Operations delivered an annual On-Time Performance result of 86.4 per cent (arrival) and 85.7 per cent (departure), demonstrating the robust nature of its operational framework.

In 2023, Qatar Airways was among the top global achievers in arrival punctuality and, according to the Cirium report, ranked third among global airlines. This success is the result of responsive and dynamic decision-making, both within the Integrated Operations Centre (IOC) and the wider Flight Operations division.

Part of the driving force behind this success is the Group's continued focus on investment in innovation and the recognition that its staff are its best resource to deliver that strategy. Conceptual ideas are given an opportunity to grow into reality through the integration of support functions within everyday operations. This unified approach ensures a division-centric strategy for identifying needs and creating the 'next generation' solutions required to ensure continuance of an optimised operation.

This focus on data-driven decision-making has seen significant investment in analytics and data science, which is geared to deliver a pioneering approach to disruption management.

Through the use of statistical algorithms, data science and machine learning techniques, the intent is to establish a diagnostic approach to identify potentially disruptive events and use prescriptive processes and pre-emptive actions to mitigate – all intended to minimise any adverse impact to customer experience.

Development of this programme requires a phased approach by targeting the known and anticipated causes of schedule disruption – not all can be foreseen but, with further development and a constant and sustained approach, this highly desirable concept could be within reach of reality. In the same vein, the Group's Navigation Services have been developing a Fast Time Simulation model to support the evaluation of current and future potential airport and airspace operations.

This will allow the quantification of individual decisions or impact of potential widespread changes to be digitally modelled, and operational planning optimised in accordance with preferred outcomes.



Following the completion of the state-of-the-art Flight Deck Training Academy (FDTA) facility, 2023 saw the successful conclusion of the multi-disciplinary team delivery of the Simulator Relocation Project. During the course of the activities, nine Full Flight Simulators and three Flight Training Devices were deployed to their new home under the careful management and oversight of Qatar Airways' Integrated Training Centre. This could not have been achieved without teamwork from across the Group, the original manufacturer, EASA and QCAA.

From simulated to actual, Qatar Airways introduced nine Boeing 737-8 aircraft into service in May 2023, taking just three months to implement. This was an exceptional feat given that normal implementation timelines, in terms of Boeing and industry standards typically require 15 months for this process.

While the challenges were significant – configuration checks, adaptation of procedures and changes to training requirements, to name but a few – the need to recruit and train Boeing 737 flight crew within the allotted time was almost impossible.

In the end, the implementation was achieved through one key factor – Groupwide internal and external stakeholder collaboration and engagement. This alone made the impossible, achievable. With a continued commitment to staff development and progression, the Group introduced the 'Smooth Landings' initiative to prepare Line Pilots for career advancement in future management roles. This programme provides a bridge from leadership in the air, to leadership on the ground, through the focused development of respective key competencies.

Participants' progress was achieved through various learning experiences, coached and supported by incumbent leaders, giving the best insight and exposure to management. The initiative has proven highly successful, with immense pride expressed in the recent first wave graduation celebration.

Achievements come in many forms, and in the Group's Flight Operations division these are measured through team success. Built on effective communication, common appreciation of challenges and a commitment to deliver cohesively, this unified, visionary approach will continue to deliver notable achievements and pave the way for future challenges and opportunities.

Flight Operations delivered an annual OTP result of 86.4 per cent (arrival) and 85.7 per cent (departure), demonstrating the robust nature of its operational framework.



**194,000**  
Flights to more than 170 destinations

**20%**  
Increase in operational delivery



# Global Sponsorships

During the 2023/24 financial year, Qatar Airways Group made significant strides in expanding its global sponsorship portfolio to achieve commercial and brand-focused objectives worldwide.

The Group's sponsorship strategy is designed to support commercial targets across key regions. FIFA, Formula 1® and Paris Saint-Germain F.C. (PSG) are the biggest drivers of value for the Group's brand, generating 93 per cent of the cumulative TV viewership of nine billion.

One of the major highlights of the year was the Group's inaugural partnership as the Global Airline Partner of Formula 1®. Throughout the year, the brand was prominently featured at 21 races, including the prestigious Qatar Grand Prix. Leveraging Qatar Airways'

extensive network – which covers almost all cities on the international race calendar – the Group offered fans and passengers exclusive travel packages, providing an unparalleled experience for Formula 1® enthusiasts.

In addition to Formula 1®, the Group entered the world of cricket by sponsoring the Royal Challengers Bangalore team in the Indian Premier League (IPL). This partnership generated significant media return on investment, with renowned players including Virat Kohli and Faf du Plessis proudly displaying the Qatar Airways logo on their jerseys, enhancing brand visibility across diverse demographics.

The introduction of the Qatar Airways Cup marked another milestone in the Group's sponsorship endeavours.

Qatar Airways inaugurated its partnership as the Global Airline Partner of Formula 1®.

The inaugural tournament, held at Twickenham, in the UK, showcased a thrilling match between the South Africa national rugby union team, the Springboks, and the New Zealand national rugby union team, the All Blacks. This event provided an immersive brand experience for the Group's esteemed partners, reinforcing its commitment to fostering meaningful connections through sports.

Among its new ventures, the Group also renewed and expanded its existing partnerships. Notably, Qatar Airways secured a Global Airline Partnership with the esteemed Italian football club FC Internazionale Milano (Inter). The partnership was inaugurated with a spectacular light show at the club's San Siro Stadium, capturing the hearts of Inter's passionate fan base and solidifying Qatar Airways' presence in the football arena.

Renewing the Group's commitment to FIFA until 2030 was another significant achievement, building on the success of the FIFA World Cup Qatar 2022™. Additionally, as the Official Airline Partner of Paris Saint-Germain F.C., the brand continues to proudly adorn the club's jersey with its logo, reaffirming the Group's enduring support for one of Europe's most iconic football clubs.

Expanding on its sponsorship assets beyond sports, the Group signed a multi-year deal with the renowned O2 Arena, London, adding entertainment-based assets to its portfolio. Additionally, the unveiling of the 93rd by Qatar Airways Private Members Club enriched our Privilege Club Collection platform, with exclusive music experiences, further enhancing our brand appeal.

In alignment with its commitment to supporting Qatar's hosting of prestigious international events, the Group signed a multi-year partnership with the Asian Football Confederation (AFC) to include the global airline partnership of the AFC Asian Cup Qatar 2023™. The tournament was a great success and further established Qatar as an ideal destination to host major sporting events and competitions.

The Group also went on to sponsor multiple other significant events hosted in Qatar, including MotoGP™, FIA World Endurance Championship, World Aquatics Championships, the charity football 'Match for Hope', Global Champions Arabians Tour, Qatar Total Energies Open 2024 for women, Qatar Exxonmobil Open 2024 for men and Web Summit Qatar 2024.





Qatar Airways secured a Global Airline Partnership with the esteemed Italian football club FC Internazionale Milano (Inter).

These partnerships not only bolstered the Group’s brand presence but also underscored its dedication to contributing to the local and global community.

Beyond its commercial pursuits, the Group remained steadfast in its Corporate Social Responsibility (CSR) initiatives, and is committed to making a positive impact on society through its partnerships with the Education Above All Foundation, Qatar Red Crescent, United for Wildlife, International Horticultural Expo 2023 Doha and Qatar UNICEF.

Reflecting on the achievements of the past year, Qatar Airways Group remains committed to excellence, innovation and social responsibility. Looking ahead, the Group is poised to build on its successes and further strengthen its position as a leader in the global sponsorship landscape.



# Our People

People are critical to the success of the Qatar Airways Group and remain at the heart of everything it undertakes.

The Group's Human Resources division supports more than 54,000 employees around the world, crafting a future where business value and human aspiration converge. It is dedicated to cultivating a workplace where ambitious talents are harnessed and nurtured.

Under the THRUST initiative, multiple enhancements were made to employee benefits and policies throughout the 2023/24 financial year, including staff travel, long-service perks, annual, maternity and sick leave entitlements, improved insurance packages, an enhanced international savings plan

and a flexible office and staff travel dress code.

In addition to this, modern digital applications were introduced, most notably the state-of-the-art PeopleX mobile app which has significantly enhanced employee and manager experience.

As part of the Group's journey of modernisation and continuous improvement, HR and business leaders embraced the power of data-driven insights through 'People Analytics' to enhance talent decision-making.



Under the THRUST initiative, multiple enhancements were made to employee benefits and policies throughout the 2023/24 financial year.



Similarly, through automation and digitisation efforts across all HR departments, the Group continues to elevate its operational efficiency and amplify its strategic impact within the organisation.

This has been underpinned by the Group's unwavering commitment to compliance and risk management. Through this dynamic approach, it is redefining HR and its services to consistently elevate itself as an employer and a 'mission critical' strategic business partner.

### **Commitment to national talent development**

The Al Darb Qatarisation initiative stands as a testament to the Group's commitment to Qatar's National Vision 2030. At the heart of this strategy lies a comprehensive programme to develop the next generation of aviation leaders and lay the groundwork for a future that is powered by home-grown talent, ready to take to the global stage in aviation.

During the 2023/24 financial year, the Group's engagement efforts extended to organising open days and career fairs at schools and universities to introduce and showcase the myriad career opportunities available.

### **Attracting the right talent for our current and future needs**

Qatar Airways Group's strong consumer and employer brand continued to attract applications from talent from around the world in 2023/24.

This year more than 1.2 million people expressed an interest in joining the Group, with the Talent Acquisition team conducting over 36,000 interviews and assessments, filling more than 6,700 open vacancies.

A centralised talent sourcing team was set up to build strong talent pipelines for opportunities within the business through diverse channels. With a continued focus on embedding digital processes, the team has reduced overall time to onboard by 15 business days and enhanced the candidate experience.

### **Developing future leaders**

The 2023/24 fiscal year saw a big push towards the development of current and future leaders, highlighting the Group's commitment to innovation, development and training.

'Smooth Landings', a nine-month upskilling programme saw 10 hand-picked Qatari Line Pilots prepare for managerial positions.

The 'Qatari Future Leaders' programme ImagiNation aims to develop a community of high potential Qatari talent driven to lead the Group into the future. In addition, the Group's National employees have an opportunity to be a part of the 'Outstations Rotation Programme' offering incoming graduates practical on-the-job experience in positions across the Qatar Airways global network in different areas of the business.

Recognising the pivotal role of people managers in driving organisational performance, the Group launched the highly successful 'PowerUp' initiative, resulting in 1,317 people managers and individual contributors taking part in this management development program over 51 days and 226 workshops.

While the mentoring 'Uplift' programme matched seasoned executives from across the Group with high potential early career individuals for key positions.

### **Rewarding excellence**

The Group acknowledges its employees' vital role in its financial achievements and is committed to providing a market-competitive reward package.

In the second quarter of 2023/24, an extensive Group-wide pay review increased salaries for 20,000 employees in Doha, and a further 5,000 based in more than 85 countries. An additional annual step increment was also awarded to 25,000 employees, with bonus payments distributed to approximately 45,000 employees globally.

### **Operational excellence and continuous improvement through pioneering technology**

In 2023/24, the Group pushed a relentless drive for innovation which culminated in launching the ASK HR platform, a pioneering integrated request management tool energised by PeopleX and Microsoft Dynamic CRM.

Embracing a digital-first approach, the department introduced digital dispatch technology for HR communications - a first in its history - to notify approximately 31,700 Doha-based employees of pay-related changes.



**54,000+**

Employees around the world,

**172**

Nationalities in 89 Countries



This move was part of a broader strategy to automate routine tasks and strengthen internal controls, which has seen the successful automation of monthly payroll processes worth more than QAR 100 million.

**Embedding a culture of compliance and risk mitigation**

With an enhanced focus on compliance, governance and controls, the Group launched a digitised grievance and investigation case management system to improve employee experience.

Investments were made in training our regional and local HR Business Partners - the entrusted 'Agents of Change' within the business - to also ensure compliance to policy and governance, and provide a fair and equitable working environment, enabling both local and regional talent to thrive.

**Breaking ground in people performance and potential management**

With a 99 per cent successful completion rate in the annual People Performance Management review exercise, this year marked the debut of Performance Calibration - a paradigm shift in ensuring fair, objective and consistent employee evaluations across all divisions and levels, creating a platform for the leaders to establish governance and steer on employee performance.

A robust new potential assessment model was also introduced, looking at three predictors - Ambition, Agility and Growth, to identify untapped potential, talent and winning behaviours.

**Enriching employee engagement in the workplace and beyond**

The Group's Employee Experience team has been committed to creating a positive work environment through enriching employee-centric initiatives designed to engage and inspire a more productive work force.

More than 50,000 employees across the Group were involved in over 200 global brand-related, strategic sponsorships, health and wellness campaigns, alongside community-based Corporate Social Responsibility (CSR) activities in 2023/24.



A major accomplishment was launching the PeopleX app, offering a unified one-stop digital platform for all HR-related services. Additionally, the Group's Employee Benefits Programme has grown to include over 1,000 discounts and offers, enriching its employees' lives beyond the workplace.

These efforts have earned two global HR accolades - the International Brilliance Award for Employee Engagement and the Gold Award for the Use of Technology in Internal Communications.

**A world-first achievement for Oryx International School**

The 2023/24 financial year also saw the Group's wholly-owned educational subsidiary, Oryx International School (OIS), awarded the IATA Environmental Assessment (IEnvA) Stage 2 Compliance Certificate, showcasing the school's dedication and alignment to the Group's global sustainability vision.





# Qatar Airways Cargo

Celebrating 20 successful years of freighter operations, the world's leading cargo carrier continues to embrace technology, introduce innovations and enhance its customer experience to provide the best in class services for its customers.

The cargo carrier transported 1,569,512,700 kg in chargeable weight from 1 April 2023 to 31 March 2024, an increase of 1.85 per cent in chargeable weight compared to the same period in the previous year, resulting in a 7.1 per cent market share - up by 0.04 per cent compared to previous financial year.

## **New leadership**

Qatar Airways Cargo saw a change at the helm of its leadership during the 2023/24 financial year, welcoming Mr. Mark Drusch, who joined the cargo carrier as Chief Officer Cargo in January 2024.

With over 25 years in senior airline management roles, including four years as Qatar Airways' Senior Vice President – Revenue Management & Strategic Alliances, Mark is a well-known figure in the aviation world.

With a tonnage of 1,569,512,700 kg in chargeable weight from 1 April 2023 to 31 March 2024, Qatar Airways Cargo increased by 1.85 per cent in chargeable weight compared to the same period.

### Harmonised fleet of the future

The cargo carrier currently operates to more than 170 belly-hold and over 70 freighter destinations, utilising more than 200 passenger aircraft and its 28 Boeing 777 freighters.

Cargo has a firm order for 34 Boeing 777-8 (and options for 16 more), to augment its streamlined fleet of Boeing 777 freighters.

Featuring advanced technology and the proven performance of the market-leading Boeing 777 freighter, the Boeing 777-8 freighter will be the largest, longest-range and most capable twin-engine freighter in the industry, with the first delivery expected in 2027.

The cargo carrier also returned its two Boeing 747s during the 2023/24 fiscal year, creating efficiencies in its operation through a single fleet type, improving operating costs and reducing its carbon footprint.



### Our network and charters

Qatar Airways Cargo continued to launch new freighter services, including Algiers, Algeria; Bogota, Colombia, to Dallas Fort Worth; US; Dammam, Saudi Arabia; Miami, US; Sharjah, UAE; and Warsaw, Poland, during 2023/24.

In the Middle East, Cargo revamped its network to introduce new and resumed destinations, as well as adding more frequencies to Dubai, UAE, and Riyadh, Saudi Arabia and opening Sharjah in the UAE.

In Europe, the cargo carrier improved its footprint in Amsterdam, The Netherlands, and Frankfurt, Germany, by adding a further weekly and eight weekly frequencies, respectively.

In Asia, Cargo expanded its presence to better serve e-commerce customers, adding services to Macau and charter operations to China. Additionally, passenger belly cargo flights were added to several destinations, including Chengdu and Chongqing, China; Tokyo Haneda and Osaka, Japan; Lyon, Nice and Toulouse, France; Marrakech, Morocco; Penang, Malaysia, and Phnom Penh, Cambodia.



Utilising its bespoke charter solution, the cargo carrier operated more than 1,400 charter shipments to several destinations, including those that are not part of its scheduled services. Among these were important charters for Formula 1®, MotoGP™ and the Longines Global Championship Tour, as well as humanitarian shipments to support global communities.

### Partnerships and sponsorships

An important partnership was launched with Xiamen Airlines, the first Chinese airline to operate passenger non-stop flights from mainland China to Qatar, allowing Cargo to provide additional belly cargo capacity for customers on these routes.

The cargo carrier also signed a partnership agreement with Dronamics, a leading-edge technology cargo drone airline. The interline agreement allows for the extension of the delivery networks of both partners, providing access to areas previously hard to reach by traditional air freight.

## Refreshed product launches

In line with its Next Generation strategy, Qatar Airways Cargo relaunched a number of products during the 2023/2024 financial year:

1. Serenity – to transport the precious remains of departed loved ones with dignity and respect.
2. Pharma – for the transportation of pharmaceuticals and healthcare products, including animal healthcare items that fall under its Pharma product.
3. Drive - designed to transport various types of automobiles.
4. SecureLift – for the transportation of valuables and vulnerable shipments, maintaining a high standard of security and vigilance.
5. Fresh – for the airfreight of perishables and fresh produce, providing a seamless cool chain to maintain the freshness of all perishables.
6. Mail – for the air freight of traditional and hybrid postal modes, including Express, Priority, Standard and Empty Mail Receptacles.

The cargo carrier and its ground handler in Doha, QAS Cargo, became the first and only airline worldwide with its GHA to have attained the complete suite of International

Air Transport Association (IATA) CEIV certifications – CEIV Fresh, CEIV Lithium Batteries, CEIV Live Animals, and CEIV Pharma

## Innovation and digitalisation key

With digitalisation one of Cargo's key focus areas for 2023/24, it hosted the first ever IATA One Record Hackathon in the Middle East in 2023, welcoming many vibrant and innovative minds from around the world to create bespoke cargo solutions for the industry and driving digital transformation.

The airline added a key enhancement – real-time pricing (powered by PROS Smart Price Optimisation and

Management) to its online booking platform, Digital Lounge, as well as its associated marketplaces and host-to-host integrated connections, enabling customers to book cargo immediately at the best prices available. The Digital Lounge portal continues to be embraced by our customers, taking over 200,000 online bookings since its inception. It has been particularly beneficial for managing cargo bookings and introducing new features, such as booking templates, notifications, BUP bookings with ULD details, allotment bookings and providing a personalised experience for consolidators.

## WeQare and sustainability

As a part of its WeQare sustainability initiative 'Rewild the Planet', Qatar Airways Cargo continued to assist organisations involved in returning wild animals to their natural habitat.



In August 2023, the cargo carrier transported the world's loneliest lion, Ruben, who was left behind when a private zoo closed down in Armenia. Ruben's happy journey saw him being transported over 5,200 miles from Armenia to South Africa to join other lions at the ADI Wildlife Sanctuary. Cargo also continues to support organisations such as UNCHR and Airlink in transporting humanitarian goods in areas hit with crises.

## An industry leader

Cargo won a number of awards during the 2023/24 fiscal year, certifying the high quality, customer centricity, and attention to safety and security that the cargo carrier is known for, including:

- Cargo Airline of the Year Award - World Air Cargo Awards 2023
- Air Cargo Industry Marketing & Promotional Campaign Award – World Air Cargo Awards 2023
- Air Cargo Pharma Award - Air Cargo News Awards 2023
- Highly Acclaimed International Cargo Airline of the Year – STAT Times Awards 2024

Looking ahead, Qatar Airways Cargo will sharpen its focus on increasing efficiencies, digital transformation, and expanding its margins.



# Qatar Aviation Services

Now celebrating its 24th year of operation, Qatar Aviation Services (QAS) is Qatar Airways Group's multiple award-winning, end-to-end ground services organisation.

Headquartered at Hamad International Airport (DOH), QAS has continued to establish itself as a global industry leader throughout the 2023/24 fiscal year, exceeding the standard ground handling service experience for more than 45 million passengers annually, in addition to VIPs, private fleets, executive charter flights and cargo operators.

Using state-of-the-art equipment and technology, QAS offered seamless 24/7 operations in 2023/24, with its multicultural team of employees from more than 54 countries handling over 251,000 flights – delivering an On-Time Performance (OTP) rate of more than 99 per cent and meeting the special assistance needs of over 877,000 passengers.

The team has also processed more than 59 million items of baggage, with a low mishandling rate of only 0.59 file per 1,000 passengers, in addition to the production of over 196,000 load sheets. In its cargo operations, QAS currently handles in excess of 2.4 million tonnes per year and is proud to have, once again, achieved an efficient On-Time Delivery (OTD) rate of 99.83 per cent.

On the air-side, the QAS team managed more than 3,200 motorised and over 6,000 non-motorised items of equipment, maintaining 99 per cent of the fleet available.

A member of the IATA Ground Handling Partnership, QAS proactively participates in a variety of a world leading technical groups, addressing ground handling issues and implementing industry best practices while promoting efficiency improvement initiatives.

QAS has been successfully enrolled in the International Air Transport Association Safety Audit for Ground Operations (ISAGO) Program since 2014, and continues to maintain the highest safety standards for both its headquarters (DOH) and Station (DEL), remaining compliant with the ISAGO standards and requirements.

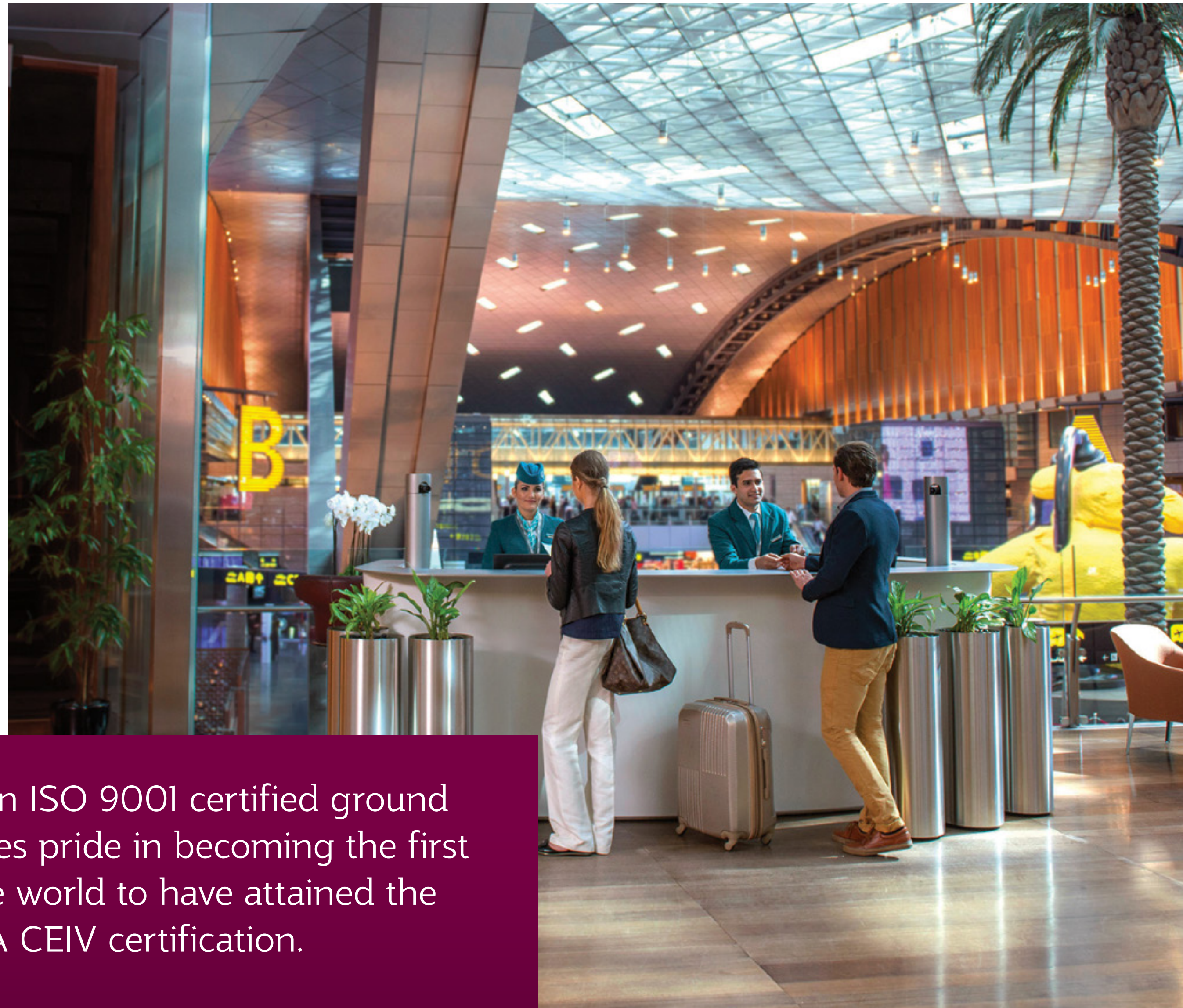
In addition to being an ISO 9001 certified ground handler, QAS also takes pride in becoming the first ground handler in the world to have attained the complete suite of IATA CEIV certifications – CEIV Fresh, CEIV Lithium Batteries, CEIV Live Animals, CEIV Pharma, IEnvA registered and the United for Wildlife programme.

Its role as a sector leader was further cemented in May 2023, when the team received the IATA Environmental Assessment Program (IEnvA) Certificate, enabling QAS to become the first ground handler to join the newly expanded IATA Environmental Assessment Program.

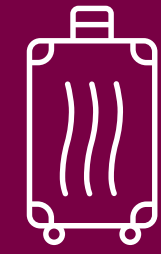


This not only minimised the environmental impact of its operations globally, but also played an instrumental role in helping Hamad International Airport gain its world-class standing as environmental leader among airports globally.

Over the next five years QAS is committed to furthering its ongoing projects, both within and beyond Doha, focusing on its key strategic pillars - safe and secure operational delivery, customer experience, employee engagement, and financial performance and investments.



In addition to being an ISO 9001 certified ground handler, QAS also takes pride in becoming the first ground handler in the world to have attained the complete suite of IATA CEIV certification.



**59m**

Items of baggage



**+45m**

Passengers annually



**99%**

On-Time Performance Rate



# Qatar Executive

Since its launch in 2009, the VIP charter jet division of Qatar Airways Group, Qatar Executive (QE) has played an integral role in the Group's vigorous global growth strategy.

As the world's only business jet brand fully-owned and operated by a commercial airline, QE is unwavering in its commitment towards meeting customer requirements and expectations at every turn.

This has resulted in consistent growth that has been reflected throughout the 2023/24 fiscal year, with increases in commercial charter sales revenues of more than 20 per cent and total live

flying hours of more than 18 per cent, as well as a strategic programme of fleet growth and enhancements to client experience.

Over the course of the year, a continued programme of robust expansion has seen the QE client base grow exponentially across the globe, particularly in Europe, the US and Asia, supporting the wider Group's strategic focus on becoming the definitive business jet provider for Ultra Long-Range flights.

As the world's only business jet brand fully-owned and operated by a commercial airline, QE is unwavering in its commitment towards meeting customer requirements and expectations at every turn.



With a consistent focus on sustainability and innovation, QE has continued to invest in the world's most technologically-advanced aircraft that boast lower fuel consumption and Sustainable Aviation Fuel (SAF) capabilities – streamlining its fleet and future fleet arrivals to meet the expectation of the ability to fly on SAF. Alongside this, QE strives to optimise its fleet journeys to ensure reduced fuel consumption, leading to lower carbon emissions overall.

As part of its commitment to excellence, QE underwent audits for two international standards in April 2023 - International Standard for Business Aircraft Operations (IS-BAO) and Wyvern Wingman.

As two of the most internationally recognised aviation safety standards in the business and charter jet fields, these audits focus on critical subjects, such as the Safety Management System (SMS) implemented in QE as an operator. QE was awarded both certifications in July 2023.

On the world stage, QE took part in several key global aviation and business aviation events throughout 2023, including EBACE, Paris International Air Show and Dubai Airshow.

Most notably, QE was able to display its highly anticipated G700, in partnership with Gulfstream, at the Paris International Air show. Similarly, QE exhibited its G650ER to visitors at EBACE in Geneva in May, and the Dubai Air Show in December.

These opportunities allowed our key stakeholders, clients and aviation fans to not only experience QE's ultra-modern fleet offering, but also gain insight into what our passengers are able to experience each time they fly with us.

In 2023, QE entered a global partnership with Sotheby's – the world's premier name for art and luxury. As two brands always striving to deliver the utmost in excellence to their heavily aligned client base, the partnership was an exceptional fit.

Qatar Executive exhibited its G650ER to visitors at EBACE in Geneva in May, and the Dubai Air Show in December.

As a result, QE was the proud presenting partner for two key Sotheby's auctions, firstly Sotheby's Hong Kong Autumn Sales which took place in October 2023, followed by Sotheby's New York Masters Week in February 2024.

With a resolute focus and commitment to arranging every aspect of each customer's journey with proficiency and passion, QE is managed by a highly professional team operating 24 hours a day, seven days per week, as part of a service portfolio that also includes aircraft management and maintenance services.

This has been an integral element of QE's winning strategy for the 2023/24 fiscal year, and with growth plans and fleet additions, the year ahead is promising.

# Discover Qatar

As Qatar Airways Group's destination management subsidiary, the 2023/24 fiscal year marked a momentous stride for Discover Qatar (DQ) in its first 'business-as-usual' year since 2019.

Over the past 12 months, DQ has delivered significant growth across core product streams, as well as operating a plethora of logistical arrangements and exceptional tourist experiences to international visitors through its global network of partners, tour operators and travel agents.

The Stopover programme has continued to grow exponentially in 2023/24, with DQ's ambitious aim to double stopover passengers was significantly exceeded, achieving passenger growth of over 150 per cent and room nights almost three-times higher than last year.

This impressive growth has, in part, been enabled by the addition of the beach-inclusive stopover package, 'Premium Hotels with Beach Access', launched within the last six months to complement the existing stopover offerings.

The Stopover programme has continued to grow exponentially in 2023/24, with DQ's ambitious aim to double stopover passengers was significantly exceeded, achieving passenger growth of over 150 per cent and room nights almost three-times higher than last year.



In line with the Group's commitment to innovation and performance, the 2023/24 financial year saw the continuation of the success and growth of DQ's Transit Tours with the City Tour remaining the top seller.

Working in close collaboration with Group partner Qatar Duty Free (QDF), Transit Tours for Hamad International Airport (DOH) travellers in February included a shuttle bus and tickets to visit the Qatar ExxonMobil Open 2024 and Qatar Total Energies Open 2024 tournaments, showcasing DQ's ability to quickly introduce new product experiences into its product portfolio. As a result, Transit Tour passengers have significantly increased from 13,000 to 64,000 over the last 12 months – a rise of almost 400 per cent.

DQ has also provided support for a number of exceptional events hosted in Qatar over the last 12 months.

For the 2023 AFC Asian Cup Qatar 2023™, DQ provided logistic services to over 6,000 football fans throughout the tournament, ensuring fans and customers alike enjoyed a seamless experience during their visit to Qatar.



With Formula 1® Qatar Airways Qatar Grand Prix 2023, DQ provided a range of services, including exclusive ticket and hotel packages to over 2,000 visitors. This success promises to replicate itself for next year, with DQ once again being the first provider in the world to offer exclusive access to tickets to our B2B partners, with forward sales for the 2024 event already approaching 50 per cent of those delivered in 2023.

DQ facilitated and organised the World Scholar's Cup (WSC) - Global Round which took place in Doha, handling and accommodating 1,500 international students from over 50 countries.

As part of DQ's pioneering education tourism endeavours, WSC is an inclusive enrichment programme that brings together school students for debating, writing and knowledge challenges, along with social events.

It was also a hugely successful year for DQ's exclusive Whale Sharks of Qatar tour, in which 700 customers sailed into the Arabian Sea to witness hundreds of these marvellous sea giants out in the open. This year's tour was the greenest yet, with a total ban on single-use plastics – a policy also applied across DQ's owned tour operations.



The latter part of 2023 saw DQ appointed as the operator of Doha Beach Club, Beach House and Doha Sands. These fantastic venues in West Bay opened in November 2022 as an exciting new tourist attraction for those in West Bay and across Doha. The addition of Doha Sands to its portfolio has enabled DQ to offer international visitors an additional 8,000 hotel rooms in Doha with beach access, packaging the beach with all West Bay hotels.

DQ's close connection to the Group's Sponsorships team enabled a series of exciting events to take place at Doha Beach Club, such as showcasing the BWT Alpine Formula 1® race car during the Formula 1® Qatar Airways Qatar Grand Prix 2023, as well as a meet-and-greet with team drivers, Pierre Gasly and Esteban Ocon, and visits from global sports stars Ronaldinho and Faf Du Plessis

As part of the AFC Asian Cup Qatar 2023™ celebrations, Beach House became the Official Qatar Airways Fan Zone for the entirety of the tournament, including live broadcasts of all games on a huge screen, and a special appearance and interview session with legendary footballer David Beckham.

The venue also played host to more than 2,000 guests for the 'Web Summit – Night Summit' in February, and is currently planning events throughout the next 12 months following a re-branding of the venues in April 2024.



# Qatar Airways Holidays

It has been a year of transformation and change for Qatar Airways Group's leisure division, Qatar Airways Holidays (QRH), largely due to its merger with the Group's destination management company Discover Qatar in September 2023.

This enabled a renewed focus on a stronger portfolio of products and resulted in significant improvements to innovative customer facing user experiences, including the introduction of a digital transformation roadmap to

improve the user journey for stronger online conversions and improved customer experience.

Operating across 48 countries globally, including Qatar and the GCC, QRH enables travellers to package hotels, cruises, transfers, tours, and sports and experience events with Qatar Airways flights. Packaging these components together enables QRH to offer holidays at prices not available through any other operator.

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Throughout the 2023/24 fiscal year, QRH has delivered an increase in gross sales of 28 per cent, from 22 per cent more passengers on like-for-like business.

The most popular destinations over the last 12 months have been the UK and Thailand, with significant growth to the US market, doubling the number of departures from last year. The Maldives also remains in the top five, dropping from second to fifth most popular destination. However, Qatar remains the strongest destination for visitors from the GCC markets.

In-line with the Group's strategic sponsorship activities, QRH has delivered a strong portfolio of major sporting and entertainment events, leveraging Qatar Airways' global sponsorships. This has included offering Flight + Hotel and Event Ticket inclusive packages to Formula 1® events around the world, as well as MotoGP™, and top European league and cup football with Paris Saint-Germain F.C and FC Internazionale Milano (Inter).

To create exceptional experiences for our guests, QRH also continued its tradition of the Ultimate Fan Experience packages, featuring meet and greets with top club



players from Royal Challengers Bangalore (RCB) cricket team, and providing incomparable experiences for customers around the world. Sports and events will also expand to include new arrangements with the Brooklyn Nets, Barclays and O2 Arena, London, offering exciting package opportunities during the next financial year.

QRH's focus on expanding the presence of the B2B network to both Oman and Kuwait, resulted in a growth of 135 per cent from the previous year, with the network now boasting more than 170 active trade partners across the region.

QRH also offers tailor-made vacations through retail stores to worldwide destinations and became the first airline tour operator in the Middle East to reward the airline's loyalty members with Avios for package and product purchases during the 2023/24 financial year.

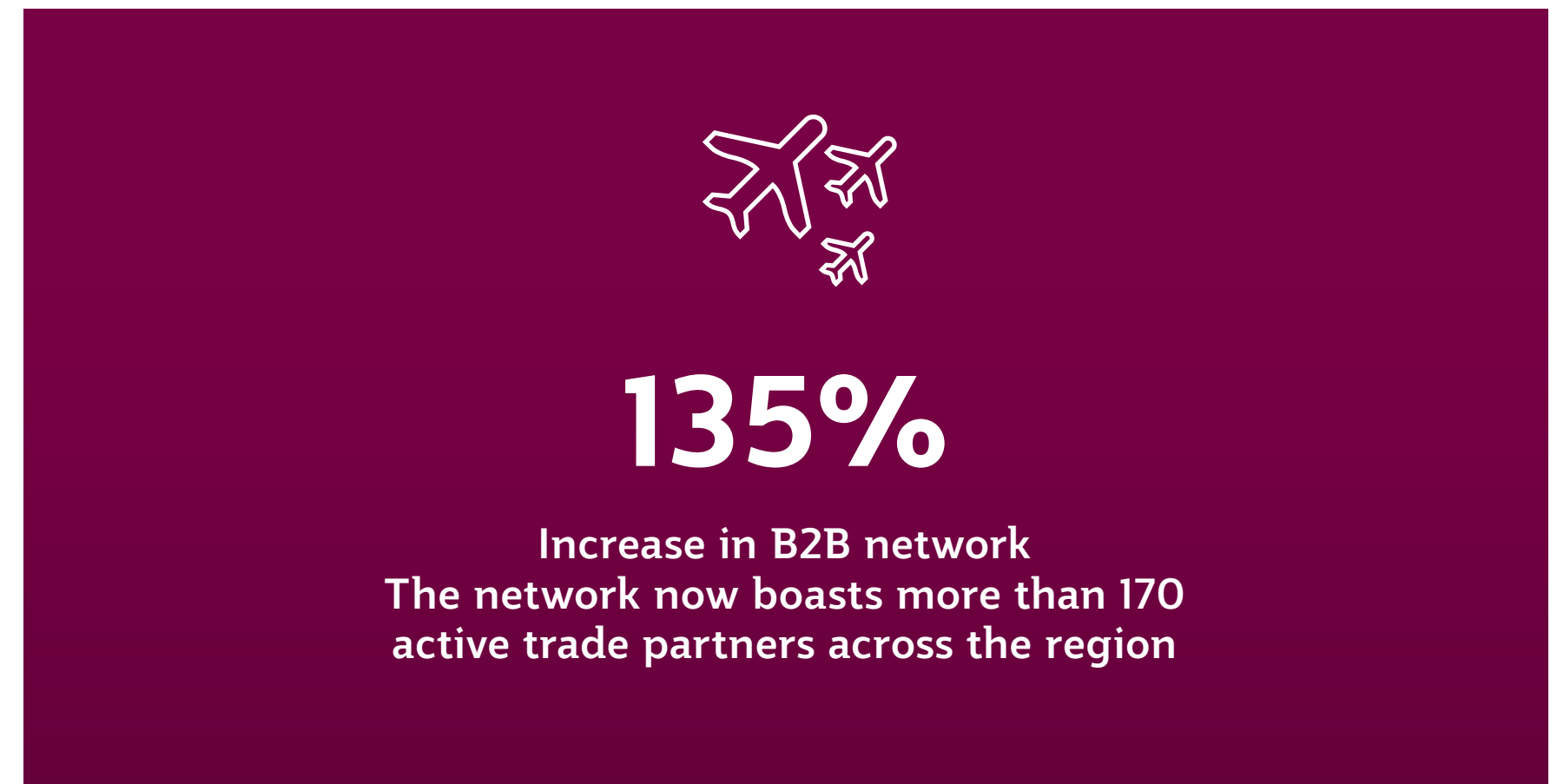
In addition to this, Avios + Cash was introduced in October 2023 for online transactions enabling more flexible payment options. To support this launch, the Group's loyalty programme, Qatar Airways Privilege Club, joined the retail store enabling face-to-face interactions and ultimately improving the customer experience whilst promoting the Privilege Club programme to our members.

Corporate Sales delivered strong growth at 16 per cent up against target, with growth predicted over the next 12 months as QRH further expands its partnership programme, which now incorporates partners across the financial and energy sectors, among others.

Education tourism has also been recently introduced to the QRH portfolio, with the first school trip recently completed to Istanbul. This new channel is expected to grow significantly over the next 12 months.

In February 2024, QRH was the first in the Middle East to launch Flight + Cruise packages online, offering customers the opportunity to book their entire cruise holiday in one transaction. QRH have partnered with Royal Caribbean for big ship Mediterranean experiences to Barcelona and Rome, while Variety Cruises offers the bespoke small ship experiences to the Seychelles and the Greek Islands.

The 2023/24 fiscal year also saw the inaugural QRH Travel Information Session, hosted by QRH travel experts with presentations and Q&As on the full suite of QRH products and services, these events are designed to whet the appetites of our local customers. With more sessions planned for the future, it is anticipated that these will become a 'must attend' for any Qatar resident making their holiday plans for the year ahead.





# Qatar Duty Free

Qatar Duty Free (QDF) is the award-winning leader in experience-led hospitality at the home and hub of Qatar Airways, Hamad International Airport (DOH).

As the owner and operator of more than 200 retail outlets and F&B options spanning 35,000 square metres, QDF is creating a new airport experience while reinventing airport shopping and dining for a new generation of travellers.

The 2023/24 fiscal year was a milestone year for QDF. Hamad International Airport enjoyed record passenger traffic, surpassing the previous year in which Qatar hosted the FIFA World Cup,

with the QDF team rising to the challenge, delivering record results with sales turnover reaching an all-time high of more than 82 per cent versus 2019/20, and over 22 per cent compared to 2022/23.

QDF's success was driven by a clear vision and a partnership-led approach that contributed to the airport's burgeoning reputation as an iconic global retail location.

Qatar Duty Free's success was driven by a clear vision and a partnership-led approach that contributed to the airport's burgeoning reputation as an iconic global retail location.



At the heart of this vision has been a commitment to innovation that has allowed QDF to serve as the launching pad for experiences not found anywhere else, all while enhancing the airport environment and elevating customer service. These are underpinned by the pillars of:

- **Pioneering ‘transit tourism’**
- **Offering ‘something for everyone’**
- **Delivering experience-led hospitality**

Capping a year brimming with retail innovation, QDF unveiled one of its most ambitious and differentiated concepts to date with the opening of Souq Al Matar, a ground-breaking twist on traditional Qatari heritage and hospitality.

Embodying QDF’s vision for ‘transit tourism’ – the notion that the airport can be a destination in itself – the ‘open-air’ market offers a traditional Qatari Souq experience, featuring seven shops and two restaurants infusing the airport with a taste of local culture. Doubling-down on its pledge to offer ‘something for everyone’, 2023 saw QDF unveil a range of exclusive concepts, new openings, and animations that strengthen the airport’s offering across all budget levels.

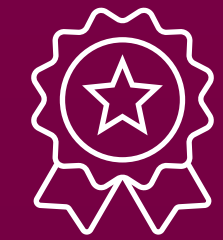
The opening of the world’s first Louis Vuitton Lounge by Yannick Alléno, situated above the brand’s boutique at the Central Concourse, went hand-in-hand with the opening of a new food court featuring five affordable international dining concepts, including Japanese, Indian, Italian and Belgian cuisines, that encapsulate the diversity and inclusivity of QDF’s approach. QDF’s commitment to delivering experience-led hospitality was exemplified by a number of high-profile campaigns that brought fresh excitement to the retail offer. A three-day World Chocolate Day campaign in partnership with Venchi exceeded expectations and increased sales value by more than 633 per cent week-on-week.

In addition, QDF’s National Lipstick Day campaign in partnership with MAC Cosmetics delivered high levels of engagement and sales growth. Beyond the airport, QDF signed a ground-breaking, three-year sponsorship agreement with Lusail International Circuit for the Formula 1® Qatar Grand Prix in October 2023, illustrating its commitment as a Founding Partner of this prestigious racing venue.



**200**

Retail outlets and F&B options



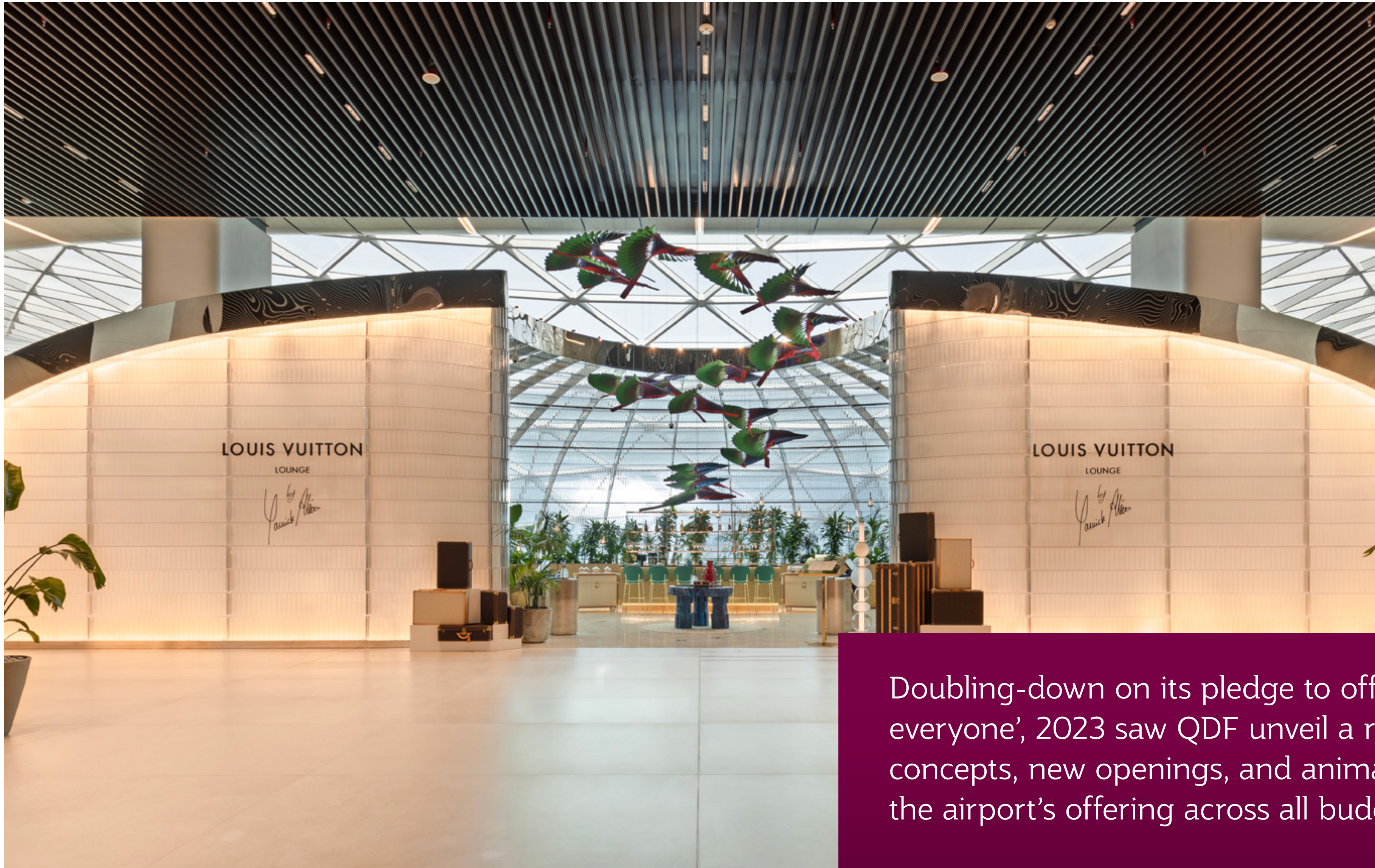
**15**

Industry awards in 2023/24



**22%**

Increase in sales turnover from 2022/23



Building on Hamad International Airport receiving 'World's Best Airport for Shopping' at the Skytrax World Airport Awards 2023, the quality of QDF's execution across its retail and F&B footprint was also recognised by industry peers through several prestigious accolades.

At the Frontier Awards – the global travel retail industry's leading awards – QDF scooped three trophies, including 'Airport Retailer of the Year'; while at the Airport Food & Beverage (FAB) + Hospitality Awards, it was successful in 12 categories, amongst them the highly coveted 'Airport Food & Beverage Offer of the Year'. This marks the first time that a single organisation has been recognised as the top retailer and F&B operator in the same year.

Doubling-down on its pledge to offer 'something for everyone', 2023 saw QDF unveil a range of exclusive concepts, new openings, and animations that strengthen the airport's offering across all budget levels.

# Qatar Aircraft Catering Company

Launched in August 2002, Qatar Aircraft Catering Company (QACC) is the Group's dedicated catering company, exclusively providing in-flight catering for Qatar Airways, international airlines, hub lounges, Emiri and ad hoc VVIP flights.

Occupying an impressive 69,000 square metre purpose-built, state-of-the-art facility at Hamad International Airport (DOH), QACC is the largest single-building airline catering unit in the world.

Providing on average 200,000 meals from more than 70 international cuisines, QACC has played an instrumental role in the Group's consistent international recognition – most notably earning the prestigious titles of 'Global Best Food & Beverage' in the 2024 APEX Awards and 'Best In-flight Food & Beverage' in the 2023 Business Traveller Awards.

The award-winning QACC team comprises of 40 nationalities, all with a shared commitment towards setting industry standards across a wide spectrum of operations to exceed customer expectations and push the boundaries.



Today, the award-winning QACC team comprises of 40 nationalities, all with a shared commitment towards setting industry standards across a wide spectrum of operations to exceed customer expectations and push the boundaries, seamlessly delivering a worldwide fine dining experience – both on board and in lounges.

During the 2023/24 fiscal year, as the Group continued to expand the global partnerships, QACC welcomed Xiamen Airlines, Iberia, Japan Airlines, Garuda Indonesia and China Southern Airlines as its latest strategic partners further solidifying its programme of operational expansion. QACC's competency and expertise were further recognised with its continued success in obtaining re-certification of FSSC22000 V5.1, ISO 22000:2018, ISO 14001:2015, ISO 45001:2018 and ISO 9001:2015; while being the first in the industry to achieve IATA IEnvA Certification.



Another ongoing priority has been QACC's focus on talent development, which saw the inauguration of a tailored six-month Supervisory Skills Programme and Language Proficiency Workshops,



These achievements speak volumes of QACC's unrelenting drive towards environmental sustainability excellence, and its ambitious goal of zero waste to landfill by 2030.

both of which were developed in-house. This was in addition to the introduction of long service and loyalty milestone celebration initiatives.

QACC continues to deliver on its commitment towards environmental sustainability and social responsibility, recycling more than 3,000 tonnes of solid waste and effectively reducing landfill while generating revenue through sales of the recycled waste during 2023/24. This was in addition to the donation of over 110,000 portions of dry foods and condiments, and more than 75,000 blankets and duvets to people in need around the globe.

These achievements speak volumes of QACC's unrelenting drive towards environmental sustainability excellence, and its ambitious goal of zero waste to landfill by 2030.

# Corporate Responsibility

Qatar Airways Group's unwavering commitment to sustainability is as equal in strength and importance as its commitment to deliver a world-class experience for our passengers.

In line with the requirements of the United Nations (UN) International Civil Aviation Organization (ICAO), the Group is steadfast in playing a role in advancing the achievement of 15 of the 17 UN Sustainable Development Goals (SDGs) relevant to the aviation industry.

This sustainability culture is embedded within the Group's business operations and activities, playing a crucial role in

connecting people, facilitating trade and fostering economic growth, while contributing to innovation, protecting the planet and promoting a better and more inclusive world.

## **A holistic approach to environmental sustainability**

The Group remains committed to demonstrating leadership in protecting the environment whilst exploring new initiatives that minimise environmental impact and cement a path for a sustainable future. From investing in the most advanced aircraft technology, to minimising single-use plastics

Qatar Airways balances its business operations with a long-term corporate strategy to support sustainability and environmental protection.



**Our land. Our future.**

and conserving water and energy, the environmental efforts of the Group span every aspect of its network operations, establishing a well-balanced approach and a long-term strategy to support environmental sustainability.

### Climate change

The Group actively collaborates with industry stakeholders in leading global efforts to reduce carbon dioxide emissions and address climate change.

Despite the challenging task to decarbonise the aviation sector, the Group is taking action to achieve its commitment of Net Zero emissions by 2050 in accordance with the Four Pillars Strategy adopted by IATA and ICAO:

- **Advanced technology**

The Group continues to invest in the most advanced aircraft technology and new generation engines, which position the Group at the top of the industry in terms of fleet modernisation and its positive impact on operational efficiency. Maintaining an advanced fleet also contributes towards enhancing Qatar Airways' capacity to drive future growth while reducing the overall fuel consumption and carbon emissions per passenger and cargo transported.

During the 2023/24 financial year, the Group introduced and re-incorporated

additional aircraft to its fleet in line with the airline's continuous effort to invest in newer, more efficient equipment, including fully integrated wing designs, advanced flight control systems, and greater aerodynamic and efficient airframes.

This latest growth in the fleet features a mix of wide and narrow-body aircraft, including the Airbus A350-1000, Boeing 777 (for passenger and cargo operations), Boeing 787 and Boeing 737.

- **Operations and infrastructure**

The Group has collaborated with relevant stakeholders to drive innovation and increase efficiency, both on the ground and in the air.

As part of the fuel optimisation programme launched in 2015, it has continued to invest in and adopt legacy projects, increasing aircraft performance and optimising routes and flight paths.

The Group has also developed in-house operational standards and systems, which play a crucial role in further optimising its operations. This includes a new enhanced fuel efficiency management system, the Qatar Airways' Fuel Insight, which adds multiple data points and a robust analysis framework to monitor, control and optimise aircraft performance during the entire flight.

- **Sustainable Aviation Fuel (SAF)**

The Group is committed to working in collaboration with industry stakeholders to advance the use of Sustainable Aviation Fuels (SAF) and Low Carbon Aviation Fuels (LCAF) certified under a robust sustainability-criteria recognised by ICAO or the Member States.

The Group has pledged to use at least 10 per cent SAF in its overall jet fuel consumption by 2030 and most recently, Qatar Airways joined the First Movers Coalition (FMC) of the World Economic Forum. In 2023, in-line with its commitments, the Group successfully completed the uptake of 3.9 million litres of neat SAF, with a 94.4 per cent lower emission in the life-cycle compared to fossil jet fuel. This SAF represented more than five per cent of total fuel uplifted by Qatar Airways for its operations in Amsterdam, Netherlands, over the course of the 2023/24 fiscal year.

- **Carbon offsetting and market-based measures**

The Group continues to expand the scope of its voluntary carbon offsetting programme for passengers as well as corporate and cargo customers. Since the programme launched in November 2020, Qatar Airways' customers have contributed to reducing or avoiding carbon dioxide emissions by supporting high-quality

and accredited offsetting projects for renewable energy located in Africa and Asia. In addition to its customers' contributions, the Group complies with the monitoring and reporting of the EU and UK Emissions Trading Schemes. The Group also complies with the State of Qatar's requirements, which is part of the voluntary phase of ICAO's Carbon Offsetting and Reduction Scheme for International Aviation (CORSIA).

### Diversity and inclusion

The Group strives for a diverse and inclusive workforce, and proudly embraces multicultural and multitalented employees from different nations and continents.

As signatory to the 25by2025 global initiative led by IATA, the Group is committed to playing a leading role in promoting greater opportunities, diversity, equity and inclusion across the aviation sector. This year, it celebrated its fourth year as official sponsor of the IATA Diversity & Inclusion Awards established in 2019, which is part of its 10-year commitment to IATA's initiative.

### Modern slavery and human trafficking statement

The Group is dedicated to acting ethically and with integrity in all its business dealings. Protecting its employees remains a priority, especially as it seeks to fully implement the Modern Slavery and Human Trafficking requirements in its efforts to protect and promote human rights.

It has implemented a 'zero tolerance' approach to human trafficking and modern slavery in all its forms, responding to the three main areas of modern slavery risk: Employment, Supply Chain and Human Trafficking. The Group Modern Slavery and Human Trafficking Statement is reviewed and published annually and available on the Qatar Airways corporate website.

## Environmental Management System

Qatar Airways' Environmental Management System was recertified against the highest level of certification of the IATA's Environmental Assessment (IEnvA) programme during the 2023/24 financial year.

In addition to current scope that includes Qatar Airways, Technical, Cargo and facilities management, the scope was extended to include Qatar Aircraft Catering Company, Qatar Aviation Services, Al Maha Services, Qatar Airways lounges and Oryx International School.

Specifically designed for airlines and based on ISO 14001, the IATA Environmental Assessment (IEnvA) programme is an evaluation system designed to independently assess and improve the environmental management of an airline.

Through this structured framework, the Group continues to monitor and improve the airline's environmental performance.

## Noise and air quality

While Qatar Airways flies a modern and highly fuel-efficient fleet, the Group proactively works to ensure that we meet and exceed industry best practice for noise and air quality in-line with our Environmental Sustainability Policy.

Aircraft engines have to meet mandatory certification requirements for noise and engine emissions established by ICAO's Committee on Aviation Environmental Protection.



The Group also adheres to international regulations and the Standards and Recommended Practices (SARPs) under the balanced approach to minimise the impact of aircraft noise and engine emissions from its operations

## Biodiversity

The illegal and unsustainable wildlife trade threatens our global biodiversity, and poses a risk to health and safety, particularly in marginalised communities.

We have taken measures to disrupt this illicit trade in order to conserve biodiversity and safeguard our delicate ecosystems, including a zero-tolerance policy towards the transportation of illegal wildlife and products, implementing procedures, staff training and reporting protocols that greatly obstruct the smuggling of illegal wildlife and their products.

As a part of the initiative, Qatar Airways Cargo actively supports the preservation of ecological balance by providing free transportation services to organisations involved in returning wild animals to their natural habitat. Qatar Airways also became the Official Airline Partner of United for Wildlife, further emphasising our commitment to the Buckingham Palace Declaration.



**Qatar Airways' Environmental Management System was recertified against the highest level of certification of the IATA's Environmental Assessment (IEnvA) programme during the 2023/24 financial year.**



**Qatar Airways Group complies with ICAO's Carbon Offsetting and Reduction Scheme for International Aviation (CORSA).**



# Hamad International Airport

MATAR, the Qatar Company for Airports Operation and Management, is a corporate subsidiary of Qatar Airways Group as part of a contractual agreement with the Government of the State of Qatar to manage the operations of both Hamad International Airport (DOH) and Doha International Airport (DIA).

It is responsible for the Group's successful airport operations, asset management, commercial activities, airline business development, environmental sustainability and international projects. From April 2023 until March 2024, DOH served 48.7

million passengers, indicating a 27.5 per cent increase compared to the previous fiscal year.

Airport cargo operations also increased by 7.5 per cent, with 2.4 million tonnes of cargo handled. DOH also witnessed growth in aircraft take-off and landing, with 265,597 movements in 2023/24 – a 23.7 per cent increase from last year.

Serving over 200 destinations between April 2023 and March 2024, DOH introduced 16 new passenger destinations and five new airline partners during the 2023/24 fiscal year.

From April 2023 until March 2024, DOH served 48.7 million passengers, indicating a 27.5 per cent increase compared to the previous fiscal year.



London Heathrow, Bangkok, Colombo, Jeddah, Dubai were among the busiest departing destinations from the airport.

DOH aims to be a pioneer in the industry, as witnessed by The ORCHARD – an indoor tropical garden located at the centre of the terminal expansion.

Featuring trees and shrubs sourced from sustainable forests around the world, The ORCHARD is designed to truly evoke the feeling of relaxation and tranquility.

With sustainability at its core, DOH is the first in the region to achieve the Global Sustainability Assessment System Design & Build (GSAS-D&B) 4-Star certification from the Gulf Organisation for Research & Development (GORD), for four of its Phase A completed projects.



The ORCHARD, Oryx Garden Hotel, North Plaza Lounges, Al Mourjan Business Lounge – The Garden and the Remote Transfer Baggage Facility were all awarded a 4-Star GORD rating after being designed and built with special consideration for the environment.

With Phase A of the airport’s expansion plans completed in November of 2022, Phase B – which commenced in January 2023 – will further increase the airport’s capacity, and include an extension of Concourse D and E.

As DOH continues to transform the industry with innovative experiences and breathtaking features, the award-winning airport looks towards a bright, sustainable future with endless possibilities.

Hamad International Airport aims at being a pioneer in the industry, which can be witnessed at The ORCHARD – an indoor tropical garden located at the centre of the terminal expansion.





The Qatar Airways Group Annual Report covers the period 01 April 2023 to 31 March 2024. The scope of this report includes Qatar Airways, Qatar Airways Cargo, Qatar Executive, Qatar Aviation Services, Qatar Aviation Catering Company, Qatar Duty Free, MATAR, 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.