

# Annual Report

## 2022/2023



**QATAR AIRWAYS GROUP**  
مجموعة الخطوط الجوية القطرية



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

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# QATAR AIRWAYS GROUP

مجموعة الخطوط الجوية القطرية

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1 April 2022 - 31 March 2023

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# Executive Board Members

H.E. Mr. Saad Sherida Al-Kaabi  
Chairman

H.E. Mr. Mansoor Bin Ebrahim Al-Mahmoud  
Vice Chairman

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

H.E. Mr. Abdulla Mubarak Al-Khalifa  
Member

H.E. Mr. Abdulrahman Ahmad Al-Shaibi  
Member

H.E. Mrs. Reem Bint Mohammed Al-Mansoori  
Member

H.E. Sheikh Faisal Bin Thani Bin Faisal Al Thani  
Member

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# Excellence. Trust. Innovation

The Qatar Airways Group has experienced an extraordinarily successful year marked by a series of remarkable achievements throughout the business. Our country's long-held dream of organising the FIFA World Cup™ finally became a reality and Qatar took centre stage for hosting the world's most prestigious sporting event. After more than a decade of preparations and hard work, we brought fans from around the world, as the Official Airline Partner, to witness the amazing FIFA World Cup Qatar 2022™.

As the global travel industry continued its recovery from the COVID-19 pandemic, we consolidated our position as the airline of choice for millions of passengers across the globe, consistently maintaining high levels of service, trust, reliability and confidence.

With the air transport industry anxious to recover from the crisis, a normalisation in the aviation activity was under way. During the 2022/2023 financial year, we have seen continual easing of COVID-19 restrictions and a stronger demand for travel, and we have extended our capacity and operations in lockstep with this growth.

**We consolidated our position as the airline of choice for millions of passengers across the globe, consistently maintaining high levels of trust, reliability and confidence.**

## Our country's long-held dream of organising the FIFA World Cup™ finally became a reality and Qatar took centre stage for hosting the world's most prestigious sporting event



We have continued to adjust and adapt to keep the business needs in harmony and our commitment to deliver our five-star service to passengers.

As a result, we resumed flights to key markets such as Perth, Australia, and Qassim, Saudi Arabia. Additionally, we expanded our operations to new destinations such as Düsseldorf, Germany and Santorini, Greece.



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

Our Commercial team's performance is a key factor in this fiscal year's success and one that drives our competitive positioning in the market.

Their innovation and focus provide Qatar Airways Group with the ability to connect with customers and shape products and services in an unparalleled manner in the industry.

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Our strategic alliances and partnerships make a vital contribution to our expansion. The year 2022/2023, in particular, saw Qatar Airways develop and deepen alliances with a number of leading airlines which include: British Airways, IndiGo, JetBlue, Malaysia Airlines, South Africa's AirlinK, and Virgin Australia.

Qatar Airways' relationship with British Airways remained a special one. This year we completed the latest phase in the extension of our strategic partnership, offering exceptional global connectivity between more countries.

This phase brings the total number of destinations served by Qatar Airways and British Airways to 185 across more than 60 countries. This is an important milestone in our ambition to provide customers with access to the most extensive route network in the industry and Qatar Airways' unrivalled and award-winning products.

The Qatar Airways Group remains steadfast in its ambition to demonstrate leadership in environmental sustainability and its commitment to net zero carbon emissions by 2050 and achieve carbon neutrality.



In April 2022, the airline launched its voluntary carbon offset programme for corporate customers, allowing our customers to choose to lower their footprint. Additionally, we bolstered our position as a leader in sustainable aviation through becoming the first airline in the Middle East and Africa to sign an off-take agreement with Gevo, the sustainable aviation fuel producer for 25 million US gallons of neat Sustainable Aviation Fuels (SAF) over the course of five years with the initial deliveries to airports in California scheduled for 2028.

As a group, we will demonstrate our commitment by taking a leading role in protecting the planet for future generations, and ensuring these issues are firmly embedded in our corporate culture and customer-facing services.

In May 2022, Qatar Airways participated in leading industry events such as the Arabian Travel Market in the UAE to showcase the revolutionary Qsuite and the "QVerse", our very own virtual reality experience.

The group continues to adopt new tools and technologies that help maintain our competitive edge and ensuring continued excellence in everything we do. During the European Business Aviation Convention and Exhibition (EBACE) 2022, Qatar Executive was in the spotlight through exhibiting one of its ultra-modern Gulfstream G650ER aircraft.

**We take our responsibility to care for the environment seriously and sustainability is at the forefront of our business planning across the group**

H.E. Mr. Akbar Al Baker  
Group Chief Executive, Qatar Airways Group

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The flagship jet made the journey from London to Geneva using a high blend of SAF for the first time. This is more evidence of Qatar Airways Group's continued efforts to adopt new tools and technologies to strengthen our recognition as an airline at the vanguard of everything we do.

In June 2022, we proudly hosted the International Air Transport Association's Annual General Meeting and World Air Transport Summit which gathered over 1,000 delegates and aviation leaders to discuss the dynamics of the sector. This was an opportunity for all industry leaders to meet in Doha and discuss emerging issues and global trends that will reshape global air transport for years to come.

The meeting provided a space to share important lessons learned from the COVID-19 pandemic. Furthermore, the meeting saw the signing of three key Memoranda of Understanding with IATA Environmental Assessment Program, IATA Postal Accounts Settlement System and IATA Direct Data Solutions.

During the 2022/2023 financial year, we also hosted the IATA World Financial Symposium, bringing together financial leaders from airlines who reviewed and discussed the industry's economic outlook. Together we discussed major challenges and opportunities for recovery, including sustainable financial trends, the future of airline payments, achieving carbon net zero by 2050 and other critical topics.

As Chairman of the **oneworld** Alliance, I can positively say that our organisation is growing in leadership and influence. In recognition of its popularity amongst customers, we received the World's Best Airline Alliance in the Skytrax World Airline Awards for the fourth time in September 2022.

Additionally, the alliance reinforced its position in the region with the addition of one valuable member. During our **oneworld** Governing Board meeting in Doha, Oman Air was elected as a **oneworld** member and will join in 2024.

Qatar Airways Cargo has continued to lead the air cargo industry in the 2022/2023 financial year, maintaining its position as the top air cargo carrier with a focus on growth, sustainability, digitisation and innovation.

With over 70 dedicated freighter and more than 150 belly-hold passenger destinations around the globe, the airline has demonstrated its strong commitment to the transportation of goods worldwide.

In fact, Qatar Airways Cargo's performance this year mirrored its impressive performance in the previous financial year, with an increased presence in Central Eastern Europe.

Furthermore, Qatar Airways Cargo has played a key role in curbing the pandemic spread, transporting close to 86,000 tonnes of pharmaceutical products, including 4,500 tonnes of vaccines.

This commitment to supporting global health efforts highlights the carrier's dedication to being a responsible and socially-conscious industry leader.

In recognition of its commitment to quality, Qatar Airways Cargo achieved ISO 9001:2015

certification in Quality Management Systems during the 2022/2023 financial year. This re-certification underscores the cargo carrier's commitment to excellence and its relentless determination to exceed industry standards while consistently achieving international standards.

Qatar Executive emerged as the largest commercial operator and owner of the Gulfstream G650ER, with a total of 15 aircraft in its fleet. The Qatar Airways VIP charter division also reported a substantial 49 per cent year-over-year surge in commercial revenue, attributed to QE's unwavering commitment to offering the ultimate in luxury and sophistication, ultra-long-range flights for business jet travellers.

In July 2022, Qatar Airways and Boeing also signed a purchase agreement for a firm order of 25 Boeing 737-10 aircraft.



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Returning to the Farnborough Air Show after its cancellations during the COVID-19 pandemic was a major highlight for the Qatar Airways Group.

At the event, we took the spotlight by showcasing our spectacular Boeing 787-9 Dreamliner, our specially-branded Boeing 777 aircraft, painted in FIFA World Cup Qatar 2022™ livery and our luxury Gulfstream G650ER.

As the national carrier of the State of Qatar, we dedicate all efforts to maintain a strong position in relation to our fleet size and value. With more than 250 aircraft worth over U.S.\$72 billion on order (including options and letters of Intent) our fleet and network continue to go from strength to strength.

In February 2023 we reached an amicable agreement with Airbus to settle the A350s legal dispute. The return to service of 30 A350s, as well as the delivery of 23 new aircraft in the A350 family and 25 A320neos will enable the airline to address the additional fleet capacity needed to maintain our growth plans. Our exceptional reputation was enhanced in 2022, in being named “Airline of the Year” by Skytrax for an unprecedented seventh time.

Qatar Airways was also voted World’s Best Business Class for the sixth year running in addition to winning the World’s Best Business Class Lounge Dining and Best Airline in the Middle East.

**Qatar Airways was voted the World’s Best Airline,  
for the seventh time, and the World’s Best Business Class,  
for the sixth year running, in addition to the World’s  
Best Business Class Lounge Dining and  
Best Airline in the Middle East.**



Hamad International Airport (HIA) was recognised at the Skytrax World Airport Awards 2022, as the “Best Airport in the World”, for the second consecutive year.

Our hub also received the “Best Airport 15 to 20 Million Passengers” and “Best Airport in the Middle East” awards for the eighth consecutive year. These awards are a testament to our excellence and commitment to passenger service.

In November 2022, HIA officially unveiled its highly-anticipated airport expansion project to the world, featuring state-of-the-art facilities and amenities that enrich passengers’ experiences and elevate their travel journey to new heights, thus transforming the airport into an extraordinary destination where any journey is not just seamless, but also exciting and enjoyable from start to finish.

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The ORCHARD at HIA is a tropical garden located at the centre of the terminal's expansion. The development elevates our passengers' experiences and redefines airport travel, while serving as an excellent gateway for HIA passengers seeking relaxation and tranquillity as part of their journey.

At the Skytrax World Airport Awards 2023, HIA once again cemented its reputation as one of the best airports in the world by securing several accolades.

The airport was recognised second-best airport globally, a testament to our staunch dedication to providing exceptional services and experience to our customers.



Additionally, our outstanding shopping facilities received the prestigious title of 'World's Best Airport Shopping', reflecting our dedication to delivering a world-class shopping experience to our customers, with a wide range of luxury brands and top-notch retail outlets. This past year has been very rewarding for the business and for our staff. The group conducted a review of our employee compensation and benefits offering, which resulted in salary increments for over 20,000 employees as well as an additional bonus payment for all group employees. The group also hired over 16,500 new employees across the global business and subsidiaries bringing the total number of employees to over 50,000.

Our commitment to preventing work-related injuries and improving the wellbeing of our employees was evident by being recognised with ISO 45001:2018 Occupational Health and Safety Management System certification, awarded by Bureau Veritas. Qatar Aviation Services (QAS) has achieved two Quality Management Systems ISO accreditations for its airline operational services and for its cargo management services, under the certification 9001:2015.

QAS is certified with International Air Transport Association Safety Audit of Ground Operations (ISAGO), ISO 9001:2015 and RA3 (Regulated Agent). In recognition of its continued excellence in its cargo management services, in 2022 QAS achieved ISO 9001:2015 certification.

Qatar Airways Group remained steadfast in its ambition to demonstrate leadership in environmental sustainability, including, with our commitment to net zero carbon emissions by 2050; 10% use of blended sustainable aviation fuel by 2030; reducing waste and applying principles of circular economy across our business and zero tolerance towards transportation of illegal wildlife.

In November 2021, Qatar Airways Cargo, the freight division of Qatar Airways Group became the first cargo carrier to join the IATA CO2NNECT platform to offer customised environmental solutions to its clients. Our ongoing commitment to environmental performance and sustainability, as part of our corporate strategy has also been at the forefront of the international news agenda.

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Qatar Airways, as the Global Partner and Official Airline of F1® through the 2027 season, brings together the worlds of motorsports, innovation, technology, and sustainability, and promises to create unparalleled and unforgettable experiences for fans and participants alike.



During our participation at ITB Berlin 2023, we continued to influence the aviation scene at the world's largest international travel and tourism trade show, where we announced our expansion plans for financial year 2023/24.

With new planned destinations, such as Chattogram, Juba, Kinshasa, Lyon, Medan, Toulouse, and Trabzon, as well as resumption to 11 destinations, including Beijing, Birmingham, Buenos Aires, Casablanca, Davao, Marrakesh, Nice, Osaka, Phnom Penh, Ras Al-Khaimah, and Tokyo Haneda, the build-up for the coming year was nothing short of exhilarating.

In early 2023 we celebrated the launch of our latest partnership with Formula 1® (F1®) by hosting a spectacular event at Doha's iconic Lusail Boulevard. Qatar Airways, as the Global Partner and Official Airline of F1® through the 2027 season, brings together the worlds of motorsports, innovation, technology, and sustainability, and promises to create unparalleled and unforgettable experiences for fans and participants alike.



As the Official Airline of the FIFA World Cup Qatar 2022™ journey, the national carrier of the State of Qatar demonstrated commitment to excellence during the FIFA World Cup™, operating nearly 14,000 flights, 58 charter flights and 263 shuttle flights to bring 1.4 million football fans to witness non-stop action and entertainment throughout the 64 matches.

To celebrate the tournament, 120 aircraft of our fleet carried the FIFA World Cup™ decal. The specially-branded aircraft included 48 Boeing B777s, 31 Boeing B787 Dreamliners, 21 Airbus A320s, 12 Airbus A330s, and eight Airbus A380s.

In addition, we had three specially-branded Boeing 777 aircraft that were hand-painted in the FIFA World Cup Qatar 2022™ livery.

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To ensure that fans had easy access to Qatar, we entered into agreements with flydubai, Kuwait Airways, Oman Air and Saudia to connect match ticket holders in the GCC to Doha via Match Day Shuttle flights for day trips to Qatar.

Qatar Airways also built two dedicated Passenger Overflow Areas at Hamad International Airport and Doha International Airport, with designated shuttles available for 24 hours a day, seven days a week as well as ongoing entertainment relating to the FIFA World Cup Qatar 2022™.

Additionally, we created fan travel packages offering a once-in-a-lifetime journey from start to finish. The packages included match tickets, flights, and accommodation through a single dedicated platform. But it wasn't just about the tournament itself.

Qatar Airways went the extra mile by bringing 'The Journey Tour' to Europe, an interactive tour bus with stops in major cities across the continent including Amsterdam, Barcelona, Berlin, Brussels, Copenhagen, Düsseldorf, Frankfurt, London, Madrid, Manchester, Munich, Paris, Zurich. We also brought an interactive city pop-up to build up the enthusiasm of fans that toured several cities around the world including Jeddah, Johannesburg, Kuala Lumpur, Melbourne, Mumbai, and São Paulo.

During the tournament, we welcomed fans in our dedicated pavilions in fan zones that were available in all stadiums. Additionally, we hosted guests in our very own Qatar Airways House providing hospitality, entertainment and more.

None of our achievements in the 2022/2023 financial year would have been possible without the unwavering support and dedication of all Qatar Airways Group employees.



As we navigate through 2023/2024, we must remain steadfast and relentless in our commitment to provide the highest level of service to our customers, while also prioritising the health and safety of everyone involved.

With collective efforts, Qatar Airways has maintained its position as a leader in the aviation industry, staying ahead of the curve and continuing to innovate with a customer-centric approach.

As the financial year 2022/2023 concludes, I would also like to express appreciation to our partners and stakeholders whose support has been integral to our success. We will continue working together to achieve shared objectives, ensuring that Qatar Airways remains at the forefront of the aviation industry.

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

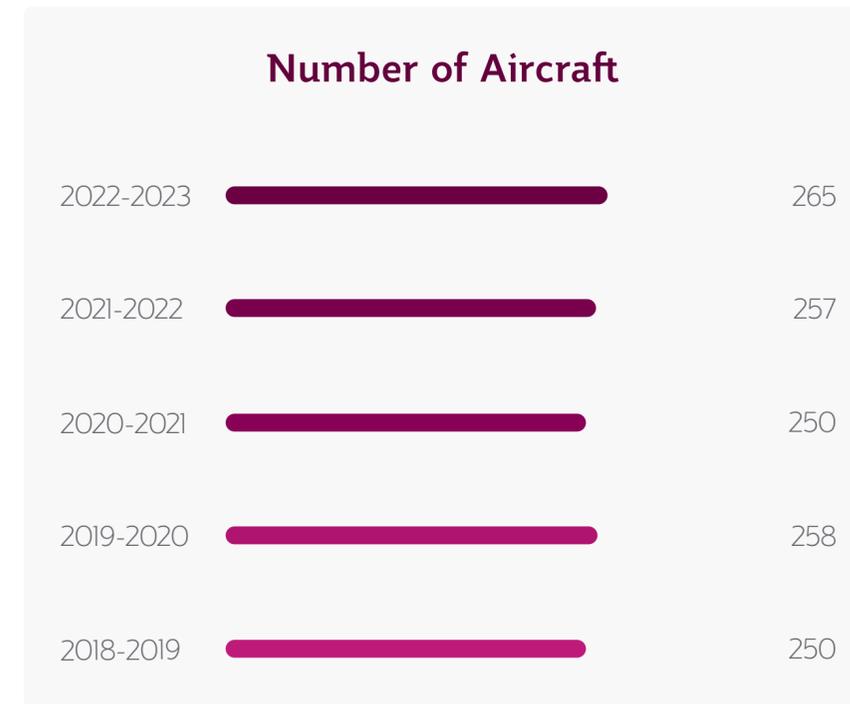
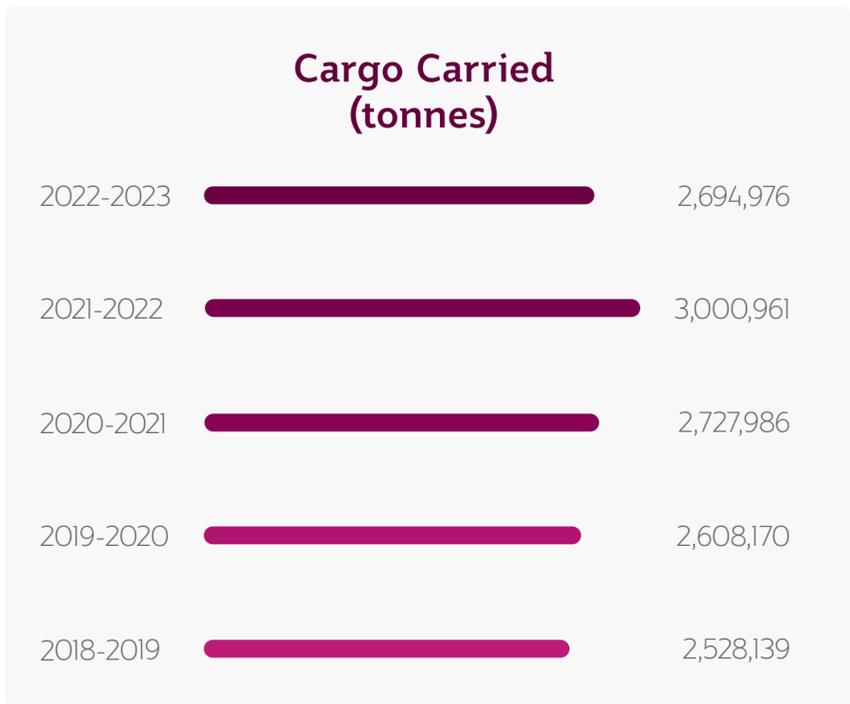
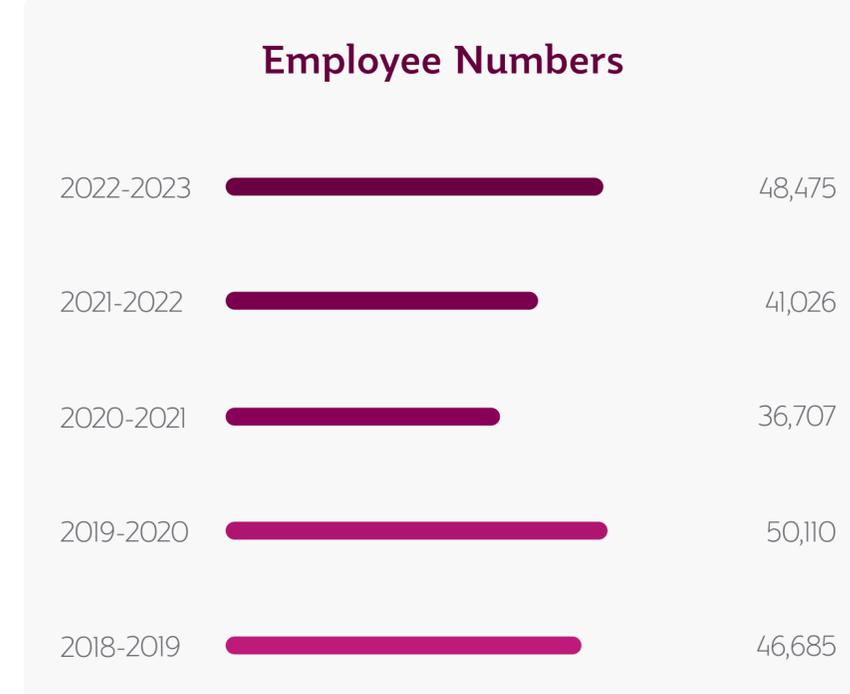
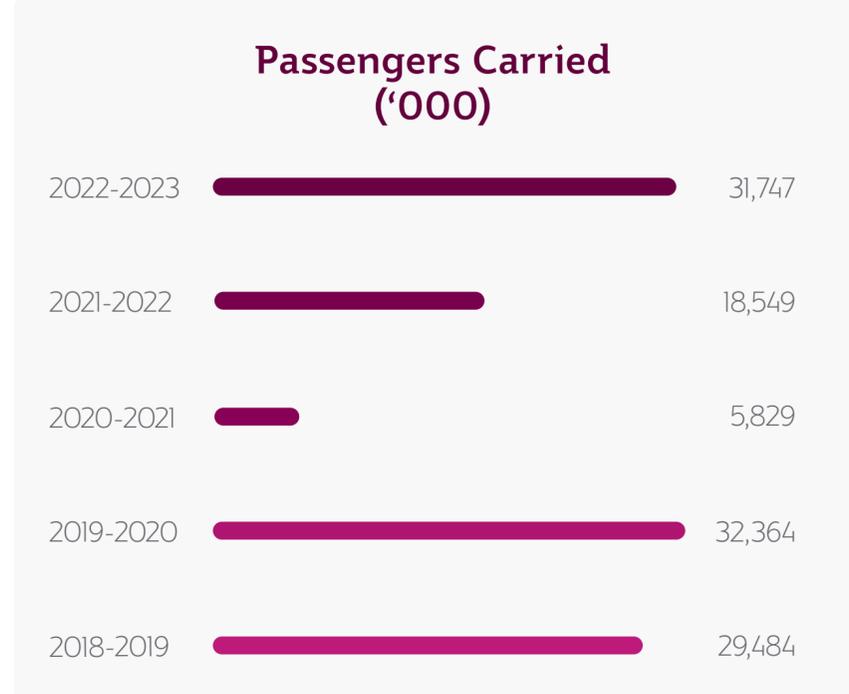
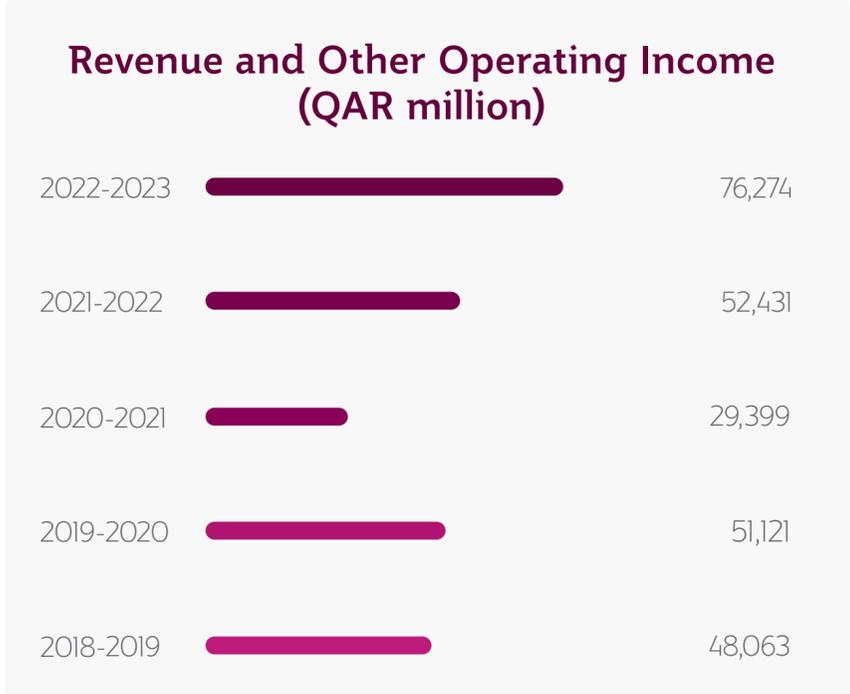
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# Group Financial Results

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# Industry Leading Financial Performance

		Fiscal 2023	Fiscal 2022
<b>Financial Highlights</b>			
<b>Revenue and Other Operating Income</b>	QAR m	76,274	52,431
of which passenger revenue	QAR m	49,581	24,770
of which cargo revenue	QAR m	20,581	23,036
<b>Operating Results</b>	QAR m	11,860	10,490
<b>Net Profit Attributed to Owners</b>	QAR m	4,406	5,607
<b>EBITDA</b>	QAR m	17,834	17,725
<b>EBITDA Margin</b>	%	23.4%	33.8%
<b>Total Equity</b>	QAR m	36,784	34,390
<b>Total Assets</b>	QAR m	151,857	150,594
Cash, cash equivalent and interest bearing deposits	QAR m	41,091	40,251
Net Debt (interest- bearing loans and lease liabilities)	QAR m	77,537	86,167

\*To access the full financial results please visit [qatarairways.com/FY2223report](https://qatarairways.com/FY2223report)

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# Passenger Fleet Guide

Through advanced fleet management and more than 70 fuel optimisation projects, we continue to explore ways to keep our fleet young, flexible and efficient.



## Airbus A350-1000

Number of aircraft	19
Length (m)	73.79
Wingspan (m)	64.75
Cruising speed (kph)	898
Range (km)	16,112
Passenger capacity	327



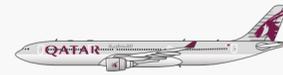
## Airbus A350-900

Number of aircraft	34
Length (m)	66.88
Wingspan (m)	64.75
Cruising speed (kph)	898
Range (km)	15,372
Passenger capacity	283



## 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



## Airbus A330-300

Number of aircraft	8
Length (m)	63.6
Wingspan (m)	60.3
Cruising speed (kph)	861
Range (km)	11,500
Passenger capacity	305



## Airbus A320-200

Number of aircraft	29
Length (m)	37.57
Wingspan (m)	35.8
Cruising speed (kph)	867
Range (km)	6,200
Passenger capacity	132-144



## Airbus A330-200

Number of aircraft	6
Length (m)	58.8
Wingspan (m)	60.3
Cruising speed (kph)	861
Range (km)	15,094
Passenger capacity	260



## Boeing 777-300ER

Number of aircraft	54
Length (m)	73.9
Wingspan (m)	64.8
Cruising speed (kph)	898
Range (km)	13,649
Passenger capacity	294-412



## Boeing 777-200LR

Number of aircraft	9
Length (m)	63.7
Wingspan (m)	64.8
Cruising speed (kph)	898
Range (km)	15,843
Passenger capacity	272-276



## Boeing 787-9 Dreamliner

Number of aircraft	11
Length (m)	63
Wingspan (m)	60
Cruising speed (kph)	889
Range (km)	14,010
Passenger capacity	311



## Boeing 787-8 Dreamliner

Number of aircraft	30
Length (m)	57
Wingspan (m)	60
Cruising speed (kph)	889
Range (km)	13,530
Passenger capacity	254

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# Qatar Airways Group Overview



## QATAR AIRWAYS GROUP مجموعة الخطوط الجوية القطرية



### Qatar Airways

Qatar Airways, the commercial airline operation within the Group.

### Oryx International School

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



### Qatar Airways Cargo

Qatar Airways Cargo is the world's largest international cargo carrier, delivering quality air freight solutions and connecting businesses to more than 60 freighter, and 150 belly-hold destinations.



### Dhiafatina

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



### Qatar Executive

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



### Qatar Duty Free

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



### MATAR

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



### Qatar Airways Internal Media Services

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

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## Qatar Distribution Company

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



## Qatar Aviation Services

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



## Discover Qatar

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



## Qatar Aircraft Catering Company

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



## Al Maha Services

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



**During the 2022/2023 financial year, we have seen continual easing of COVID-19 restrictions and a stronger demand for travel, and we have extended our capacity and operations in lockstep with this growth.**

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# Global Network

Qatar Airways continued to grow its network and show great adaptability in 2022/2023 as the country prepared to host the biggest sports event in the world.

The national carrier of the State of Qatar maintained high levels of trust, reliability and confidence with its passengers through seamless connectivity to almost 160 destinations worldwide.

Qatar Airways resumed operations to thirteen destinations namely Amritsar, India; Beijing, China; Denpasar, Indonesia; Geneva, Switzerland; London Gatwick, UK; Luxor, Egypt; Nagpur, India; Perth, Australia; Qassim, Saudi Arabia; Sarajevo, Bosnia and Herzegovina; Shanghai, China; Taif, Saudi Arabia; and Windhoek, Namibia.

Throughout 2022/2023, the airline launched two new routes, including Dusseldorf, Germany; and Santorini, Greece providing more travel choices and greater connectivity for its passengers.

Due to the ease of COVID-19 restrictions in the Asia-Pacific region, Qatar Airways has seen strong travel demand in Thailand, Vietnam, Indonesia, Malaysia, Philippines, Japan, and Korea.

As a result, capacity recovered and has almost reached 2019 levels, with an additional boost to leisure destinations such as Bali, Indonesia; and Phuket, Thailand. In Europe, Qatar Airways signed a comprehensive agreement with Finnair in the Nordic markets which saw our partner airline launch three daily flights to Doha.

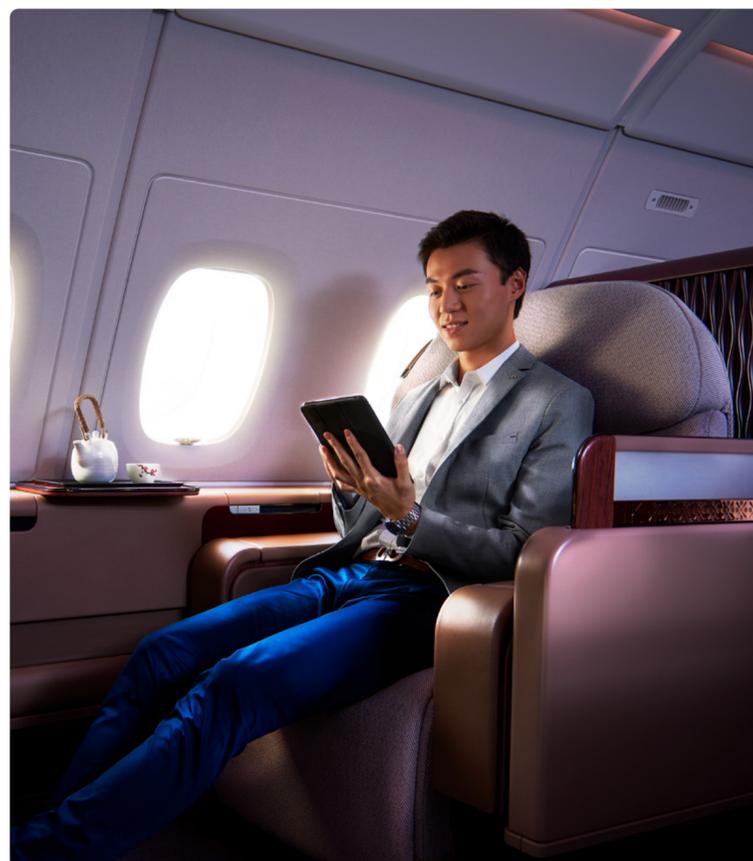
The airline grew its capacity in Germany by approximately 50 per cent due to the launch of the Düsseldorf route and a Frankfurt flight frequency increase.

In Australia, the airline capacity was gradually ramped-up over the course of the fiscal year in

line with the border opening on its routes to Sydney, Melbourne and Perth.

Additional capacity was achieved by reintroducing the Airbus A380 daily service to Sydney and Perth, and the launch of Melbourne - Adelaide.

During the FIFA World Cup 2022™, Qatar Airways carried out the biggest schedule change in its 25-year history to guarantee smooth operations during the tournament, which was reflected in a point-to-point travel focus to fulfil the surge in demand of football fans.



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Between 17 November and 20 December 2022, the airline suspended 18 destinations 2022/2023 to grow other markets, especially those which qualified for FIFA World Cup 2022™. As a result, Qatar Airways increased frequencies to Dallas, USA; Madrid, Spain; Miami, USA; and Paris, France. 17 countries' teams and nearly 2,000 players travelled to the country on over 80 Qatar Airways chartered and scheduled flights.

Not only did Qatar Airways update its network, the carrier also announced a partnership with flydubai, Jazeera Airways, Kuwait Airways and Oman Air to provide additional frequencies and more travel options for fans.

The Match Day Shuttle flights offered day trip experiences in Doha for match ticket holders, and affordable fares as well as an easy-in, easy-out travel itinerary for the passengers.

During the tournament's group stage, the fans shuttle operated 16 daily rotations between Doha and Dubai allowing approximately 3,600 passengers each day to fly in and watch the games. Between 21 November and 3 December, Qatar Airways' Match Day Shuttle service flew almost 60,000 fans between Doha and Dubai.

During the FIFA World Cup 2022™, Qatar Airways carried out the biggest schedule change in its 25-year history to guarantee smooth operations during the tournament, which was reflected in a point-to-point travel focus to fulfil the surge in demand of football fans.

**17 countries' teams and nearly 2,000 players travelled to the country on over 80 Qatar Airways chartered and scheduled flights.**



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Qatar Airways is renowned for its modern fuel-efficient fleet, which has enabled the airline over the past few years to fulfil its commitment to connecting people globally. The airline's strategic investment in technologically advanced aircraft has helped in maintaining agility when responding to opportunities and challenges. With capacity requirements meticulously planned, the airline continued to meet the increased passenger and cargo demand with adaptability and flexibility during the 2022/2023 financial year.

During the financial year 2022/2023, the airline continued to face considerable capacity limitations due to circumstances beyond the group's control. These capacity constraints were addressed through a number of different initiatives to balance the business needs promptly. As a global airline, we adapted our network to serve passenger demand and increase the sustainability of operations.



## Qatar Airways' revolutionary Qsuite Business Class maintained a very strong position in the travel industry for the sixth consecutive year and was voted 'World's Best Business Class Airline Seat' by the international air transport rating organisation, Skytrax.



In the last financial year, Qatar Airways Group added seven new aircraft to its impressive fleet – which included four Boeing 787-9 Dreamliner and three Qatar Executive Gulfstream G650ER jets.

Additionally, the airline brought back in to service eight of its 10 Airbus A380s in order to increase the fleet capacity on routes with strong premium demand such as London Heathrow, Paris, Bangkok, Sydney and Perth.

Qatar Airways' revolutionary Qsuite Business Class maintained a very strong position in the travel industry for the sixth consecutive year and was voted 'World's Best Business Class Airline Seat' by the international air transport rating organisation, Skytrax. With its 1-2-1 configuration, the Qsuite provides passengers with the most spacious, fully private and comfortable Business Class product in the sky.

The Qsuite is fitted to 74 of Qatar Airways' wide-body aircraft across its Airbus A350 and Boeing 777 fleets and is available on the majority of the airline's long-haul routes. Qatar Airways Cargo has maintained its position as the world's largest air freight carrier through the 2022/2023 financial year, bringing great enhancements to its services and sharply accelerating its digital transformation.

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## Qatar Airways continued to meet the increased passenger and cargo demand with adaptability and flexibility during the 2022/2023 financial year.

Qatar Executive became the world's largest owner and single commercial operator of the Gulfstream G650ER with a total of 15 aircraft, in addition to two A319 aircraft and two Global 5000s.

In July 2022, Qatar Airways and Boeing also finalised an order of 25 737-10 aircraft, providing the airline's short and medium-haul fleet with improved economics, fuel efficiency and sustainable operations.

The national carrier of the State of Qatar maintained a strong position in relation to its fleet number and worth, with more than 245 aircraft worth over U.S.\$ 67.3 billion still on order (including options and Letters of Intent) our fleet and network continues to grow and position the group well for its future expansion plans.



 More than **245 aircraft** on order

 **210 passenger aircraft**

 **30 cargo aircraft**

 **19 executive jets**

# Investments

Qatar Airways Group continued with its strategy to hold a portfolio of investments in leading global airlines. These investments contribute towards the Group's long-term sustainability objectives and are in line with Qatar's 2030 vision of sustainable development.

**During the year there were no significant changes in the Group's core investment portfolio which comprise**

**IAG** 25.1%

**10%**

**CATHAY PACIFIC** 9.99%

**3.38%**

IAG is an Anglo-Spanish multinational airline holding company registered in Spain. IAG includes some of Europe's biggest aviation brands, namely British Airways, Iberia, Aer Lingus, Vueling and LEVEL.

LATAM is an airline holding company headquartered in Santiago, Chile. It is the largest airline in Latin America operating domestic and international flights within Latin America and to destinations further afield. During the year the Group actively participated in the reorganisation plan of LATAM which exited the United States Chapter 11 bankruptcy proceedings on 3 November 2022.

The Group invested a further USD 648 million in LATAM during the year. 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.

The Group considers this airline investment portfolio has a positive outlook as the aviation sector continues to recover from the Covid-19 Pandemic.



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Our commitment to redefining and enhancing the customer experience continues, as we push the boundaries of innovation, driving excellence at every touchpoint of our customers' journey. Since 1997, we have reimagined the exceptional and we began 2022 by celebrating 25 years of excellence for our award-winning airline, with both inflight and lounge initiatives to mark the occasion.

## Creating an unforgettable FIFA experience

With FIFA World Cup Qatar 2022™ in view, we also looked forward to a year of possibility in delivering an unparalleled FIFA experience for our customers and, as Official Airline of the Journey, we succeeded in doing so for an unprecedented volume of passengers – bringing nearly 1.4 million visitors to Qatar for the iconic sporting event.

An impressive range of products, amenities, services, and technology enhancements were implemented in celebration of FIFA World Cup Qatar 2022™. To capture the essence of this once-in-a-lifetime moment, fans were provided with unique opportunities to live the FIFA experience throughout their journey, regardless of which cabin they flew in.

First and Business Class passengers enjoyed FIFA limited edition amenity bags containing our classic Diptyque skin and body products, exclusive FIFA-branded football jersey-inspired loungewear, souvenir cushions, menu designs, headphones and other dining accessories.



**To capture the essence of this once-in-a-lifetime moment, fans were provided with unique opportunities to live the FIFA experience throughout their journey, regardless of which cabin they flew in.**

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Passengers travelling in Economy Class also experienced a variety of limited edition products, starting with FIFA-branded headsets, as well as pillows and amenity kits. The spirit of football continued with the Qatar Airways Oryx Kids Club, where football-themed traveller packs and plush toys were available to entertain our youngest fans.

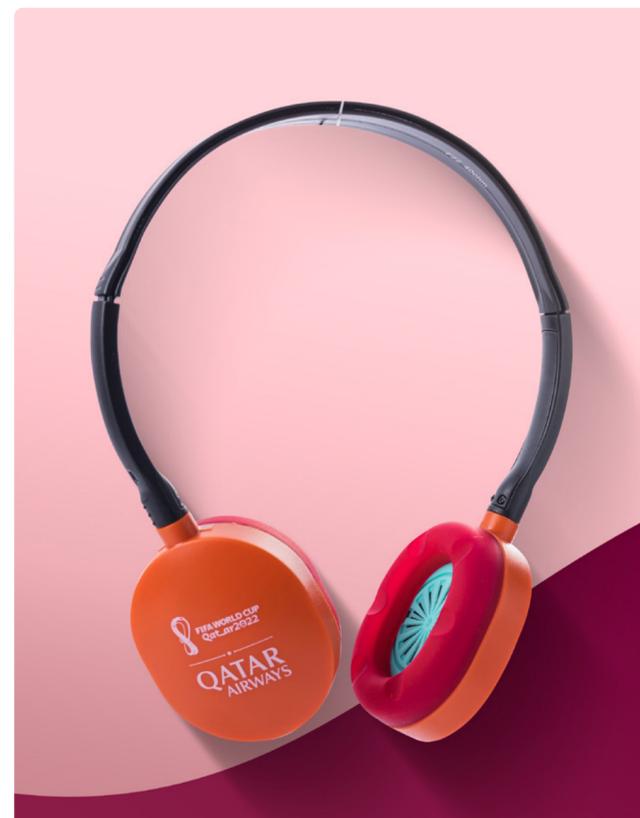
On-board cuisine in all cabins was infused with match-time favourites, drawing inspiration from event food stalls, popular stadium snacks and comfort foods. The new dishes completed the existing fine dining experience in Premium lounges, Premium cabins, and added fanfare in our Economy Class, with regionally inspired meals. Our Oryx One In-flight Entertainment system was home to more than 180 football-related titles and during FIFA World Cup Qatar 2022™, passengers enjoyed complimentary live streaming of World Cup matches on their personal devices while on board.

## Elevating our service delivery

We completed our return to full service in October 2022 and our Cabin Crew community has never been stronger as we welcomed more than 9,800 new colleagues throughout the year. We also made significant strides in strengthening the Lounges and Al Maha teams at Hamad International Airport (HIA) with 1,230 new hires in these critical business areas – bolstering our ability to deliver the Qatar Airways service excellence commitment to an even higher standard.

The Customer Experience Training department introduced a number of innovative training programmes focused on enhancing the overall service experience throughout all cabins, including revamped service refreshers for Cabin Crew and new induction training, service training and leadership training across all senior members of HIA Lounges and Al Maha staff.

As in previous years, Qatar Airways continued to make memorable moments for passengers by celebrating holidays with special offerings during Eid Al-Fitr and Eid-Al-Adha, Hajj, Qatar National Day, Breast Cancer Awareness, the festive season and Chinese New Year both on board, in Al Safwa Lounge, Al Mourjan Lounge and at HIA.



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### Lounge excellence

As we worked to elevate the excellence we deliver in the sky, we also worked strategically to ensure the operational readiness of our world-class lounges on the ground and our lounge portfolio has been one of our biggest achievements this fiscal year.

This included the reopening of our Al Safwa Lounge and the newly-opened Platinum, Gold and Silver Lounge – South, First and Business Class Arrival Lounge, as well as the Al Mourjan Business Lounge – North at HIA.

We opened three additional lounges at North node – our most anticipated unparalleled Al Mourjan Business Lounge – The Garden, Oryx and Al Maha.

We also continued to enhance the passenger experience at outstations around the world with the reopening of the Qatar Airways Premium Lounge at London Heathrow Terminal 4 and Qatar Airways Frequent Flyer Lounge in London – the first of its kind outside of Doha and a brand new exclusive LHR premium check-in area that complements the Premium Lounge experience.

Our award-winning global portfolio was further enhanced with signature Premium Lounges being reopened in Bangkok and Singapore, marking yet another major milestone in our ambition to remain as the industry leader in airport lounge excellence.

In early 2023, we also re-opened the doors to our Qatar Airways Premium Lounge at Paris Charles de Gaulle Airport for the first time since the COVID-19 pandemic, allowing passengers to experience once again elegant luxury with an entirely refreshed food and beverage proposition, setting us apart at one of our most popular destinations.

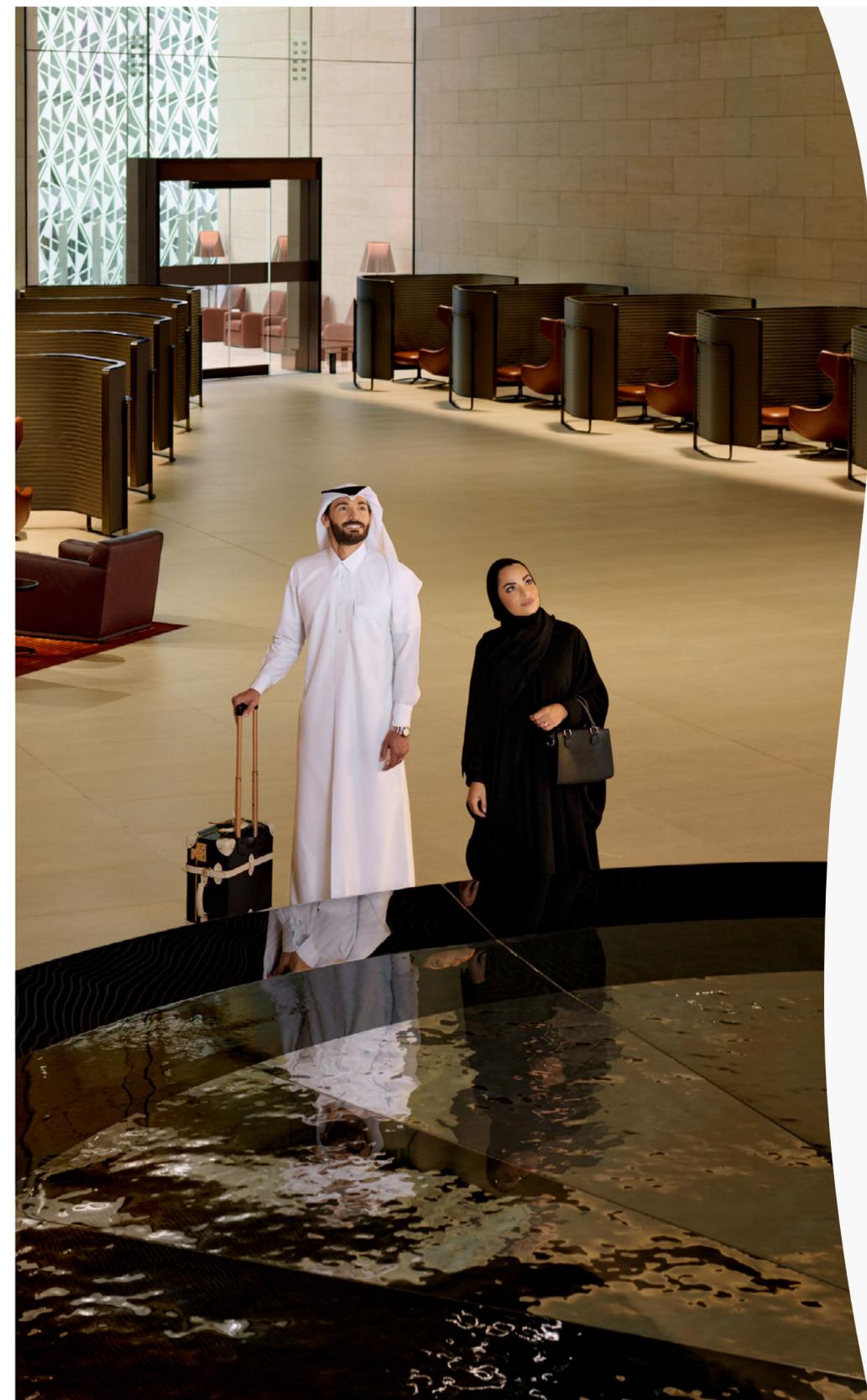
### Leading with innovation in our Contact Centre and equipping Customer Care

Our Contact Centre managed the increased customer interactions during FIFA World Cup Qatar 2022™, with investment in technology, innovation and sufficient workforce planning.

We enhanced our digital capabilities to better meet our customers' needs, including the QHelp page on [qatarairways.com](https://qatarairways.com) and automating bot services, supporting customers' travel itineraries.

We also invested in our Customer Care team and deployed a Service Recovery team at Hamad International Airport, dedicated to providing additional support to our customers 24/7 during the critical FIFA period.

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## Leveraging brand equity throughout the year of FIFA World Cup Qatar 2022™

After successfully navigating the pandemic as the only global airline continuing to fly, the Qatar Airways brand objectives for 2022/2023 were clear – to stay true to our core values around perfection, innovation, detail and design, and elevated experience across all touchpoints.

Reliability, trust, safety, value and authentic brand experiences are still the important factors for travellers that influence their brand choice. With these needs in mind, the airline was one of the first to market post-COVID with a new global brand campaign, focusing on reconnecting the world and inspiring travel once more.



The brand film successfully reached +1.6 billion people, solidifying the airline's leadership position as a global experience brand. Embracing the iconic Qatar Airways colour, a burgundy carpet inspired travel to iconic destinations through emotionally engaging content, expanding our audio brand footprint with a custom-made proprietary song.

'Let's Fly' invites passengers to let the airline 'take you somewhere new' and experience 'burgundy sunset sky', leveraging further the distinctive brand colour. It is the airline's most successful marketing campaign to date, and the extended song became a hit across streaming and downloading platforms.

The visual brand identity was refreshed in line with the campaign launch, staying true to the airline's burgundy colour, yet adding more creative assets to the toolkit through the burgundy carpet and ribbon device, to create a unique visual identity for global destination marketing. In the year when Qatar Airways was awarded Airline of the Year for a record seventh time, the airline also entered the meta world with its digital experience platform QVerse. Introducing Sama, the world's first meta-human cabin crew, users can experience Qatar Airways virtually for the first time. Qatar Airways proudly closed the financial year as the number one airline on YouTube, with one million subscribers, and was awarded the coveted YouTube Golden Play Button.

The brand film successfully reached +1.6 billion people, solidifying the airline's leadership position as a global experience brand. Embracing the iconic Qatar Airways colour, a burgundy carpet inspired travel to iconic destinations through emotionally engaging content.

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FIFA World Cup Qatar 2022™ was activated globally through regional activations including a European interactive bus tour, city popups and targeted commercial travel packages.

Customer experience was at the forefront of all on-board and on the ground activity, from specially designed FIFA-inspired meal options, to enhanced product development with bespoke amenity kits and headphones on board.

Dedicated check-in desks and a Passenger Overflow Area were specially implemented

to enhance every touchpoint of the customer journey. To accompany the football tournament, in partnership with Qatar Tourism, Qatar Airways hosted a series of live entertainment events under the 'Qatar Live' brand.

These included world-class artists like Jason Derulo, Black Eyed Peas, Enrique Iglesias, J Balvin, Robbie Williams and many more.

January 2023 saw the launch of the long-awaited on-board safety video 'Postcards from Qatar to the World'.



FIFA World Cup Qatar 2022™ was a key communication pillar of the year's brand strategy with a three-part approach; awareness of the partnership, consideration for the event, and cementing Qatar in the global spotlight as a destination of choice. We delivered an always-on approach, with a strategic media mix across traditional and digital channels targeting travel packages and global brand activations.

World Cup excitement increased from September with the launch of Qatar Airways' brand campaign 'The Official Airline of the Journey'. The film celebrated the universal language of football by connecting fans through music under the world-famous 'We Will Rock You' anthem.

It was the airline's most successful digital marketing campaign reaching 1.3 billion globally. The campaign was further amplified by leveraging our sports partnerships with Paris Saint-Germain and David Beckham along with football freestylers and global content creators in the build-up to 'The Final Countdown' social films, using the song of the same name. The official Qatar Airways FIFA World Cup™ song was released in November. 'C.H.A.M.P.I.O.N.S', featuring Cheb Khaled and DJ Rodge, received +23 million views on YouTube and was available for download and streaming—it was the second iconic track specially created for the airline during the year.

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Our always on-brand marketing approach, with compelling creative campaigns and targeted media investments, has resulted in higher-than-ever recognition and engagement.

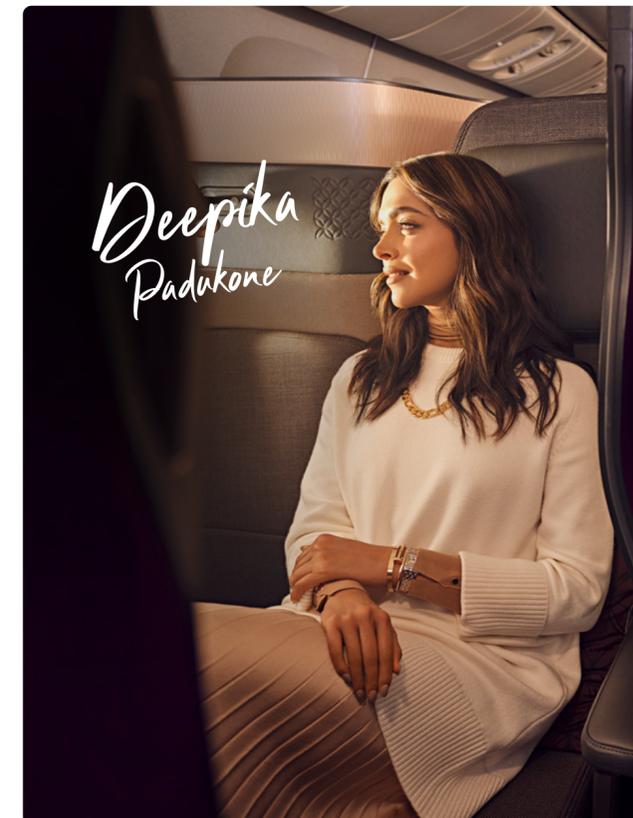
Building on the momentum gained for the brand through its destination-focused 'Let's Fly' brand campaign at the start of 2021, it was the optimum time to leverage Qatar's recent success as host country of FIFA World Cup™ and further promote the airline's expanding global network.

Following the success of the World Cup, also in January, the year started with a premium football partnership focus through Qatar Airways and Paris Saint-Germain, the 'World's Best, Together'. An integrated brand campaign highlighting the World's Best Airline and Airport as the gateway for fans to Le Parc des Princes to meet the World's Best players, featuring Messi, Mbappe, Hakimi, Neymar Jr. and Sanches.

In February, the airline was announced as Global Partner of Formula 1® and Official Global Airline Partner of Formula 1®. This was revealed through the strategic brand line 'Driven to Perfection'.

Qatar Airways also launched a new brand and product-focused campaign in February. Collaborating with the world-renowned Bollywood actress, Deepika Padukone, the campaign features the superior Qsuite and unparalleled surroundings in Hamad International Airport's new expansion, including the Orchard and new Al Mourjan Business Lounge. With over 43 million views on YouTube, the campaign successfully reached a global audience of 950 million.

Beautiful lighting, cinematography and the timeless song "Ain't Nobody" elevated the Qatar Airways journey to a new level of luxury and refinement. Our always on-brand marketing approach, with compelling creative campaigns and targeted media investments, resulted in higher than ever recognition, engagement, and positive influence on brand perceptions, allowing the airline to build stronger relevance, affinity and sales across its expanding global network.



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Dhiafatina Hotels is a wholly-owned subsidiary of the Qatar Airways Group that complements the company’s global growth strategy. Dhiafatina extends Qatar Airways Group’s service excellence to travellers and tourists through a portfolio of domestic and international four and five-star hotels and resorts, which has grown over 13 years of operations.

Dhiafatina owns four hotels in the State of Qatar which are Hyatt Regency Oryx Doha, Oryx Airport Hotel, Oryx Garden Hotel, and Fuwairit Kite Beach Resort. In September 2022, the Oryx Garden Hotel was the second hotel to open within Hamad International Airport’s award-winning terminal. Situated in the North Plaza close to concourse D and E, this venue offers an amazing opportunity for passengers to unwind during a layover.

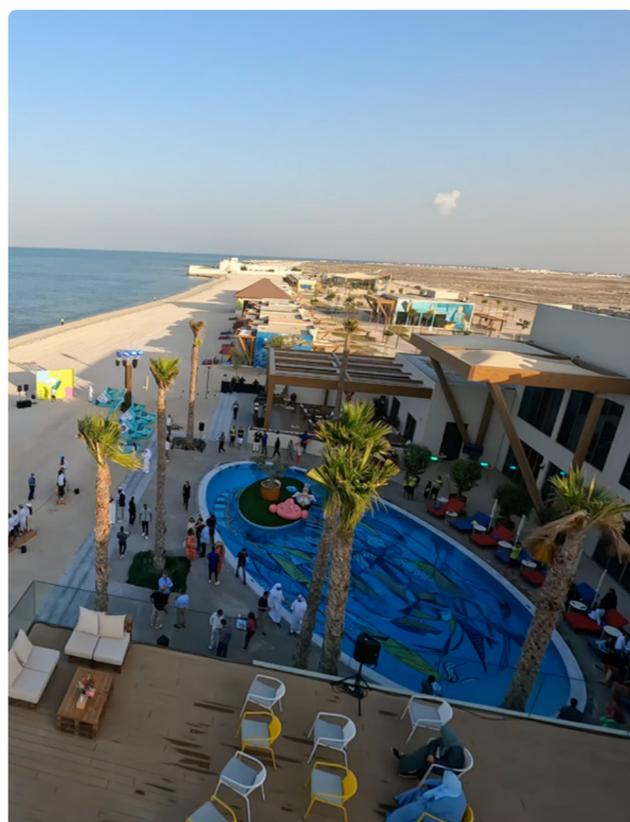
Domestically, The Hyatt Regency Oryx Doha was the first hotel to join Dhiafatina and complements the business hotel offering. The hotel is the first Hyatt Regency branded hotel in Qatar and the third Hyatt hotel in the country.

**Dhiafatina boasts a portfolio of domestic and international four and five-star hotels and resorts, which has grown over 13 years of operations.**



Domestically, The Hyatt Regency Oryx Doha was the first hotel to join Dhiafatina and complements the business hotel offering. The hotel is the first Hyatt Regency branded hotel in Qatar and the third Hyatt hotel in the country.

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The latest addition, Fuwairit Kite Beach Resort was opened in October 2022 and is a brand new resort providing private beach villas, a swimming pool, a football pitch, a volleyball court, and a fitness and yoga room. The resort is also complemented by a kite academy located on a unique beachfront.

Today, 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 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.

The latest addition, Fuwairit Kite Beach Resort, was opened in October 2022 and is a brand new resort providing private beach villas, a swimming pool, a football pitch, a volleyball court, and a fitness and yoga room.

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# Privilege Club

Qatar Airways Privilege Club is excited to see significant growth of loyalty members in the 2022/2023 fiscal year, a 30 per cent increase versus the previous year demonstrating the enduring appeal of the significant loyalty programme enhancements and initiatives.

Privilege Club, the Official Frequent Flyer Programme of the FIFA World Cup Qatar 2022™ welcomed over 140,000 new valued members across the World Cup period, after successfully completing five different offer campaigns.

In September 2022, Qatar Privilege Club announced the enhancement of the strategic partnership with ALL- Accor Live Limitless, providing new ways for members to earn both Avios and ALL Reward points, while also fast-tracking their tier status.

Student Club celebrated its second-year anniversary in November 2022, and surprised members with a special World Cup experience. The member base exceeded 500 thousand future leaders who continue to enjoy great savings and

bespoke benefits, such as special fares on flights, extra baggage allowances, complimentary on-board Wi-Fi and a tier upgrade once they graduate, alongside other great benefits.

The Privilege Club adoption of Avios loyalty currency in March 22, which gives members the freedom to spend the rewards of their loyalty was well received. This initiative continues to drive significant member activity demonstrating its appeal as a proposition.

In January 2023, Privilege Club extended its Avios currency to Qatar Duty Free (QDF) in an industry first, making it an exclusive programme benefit. This not only enables Privilege Club members to make payments for purchases with part and full payments of Avios on all product categories but also on Food and Beverage, irrespective of the airline they fly with.

This initiative is additionally enriched by the award of Avios prior to travelling on Qatar Airways flights, empowering members to 'shop before they fly', including for their upcoming flight.



Members can earn Avios when flying with Qatar Airways, oneworld airlines, other airline partners and more than 100 global financial, hotel and lifestyle partners. Avios can be used on an exciting range of rewards including award flights with Qatar Airways and other oneworld airlines, cabin upgrades, Al Maha services, and extra baggage allowances.

Additionally, Privilege Club and British Airways Executive Club formally launched its joint co-brand in conjunction with IndusInd bank, India, in January 2023. This groundbreaking proposition will see card holders enabled to earn Avios on all spending whilst using the card then nominate the loyalty programme into which they wish to deposit their Avios balances.

In summary, as the world travel market gradually started to recover, Privilege Club trailblazed multiple 'world-first member-centric initiatives', driving innovative ways to recognise and reward its loyalty members.

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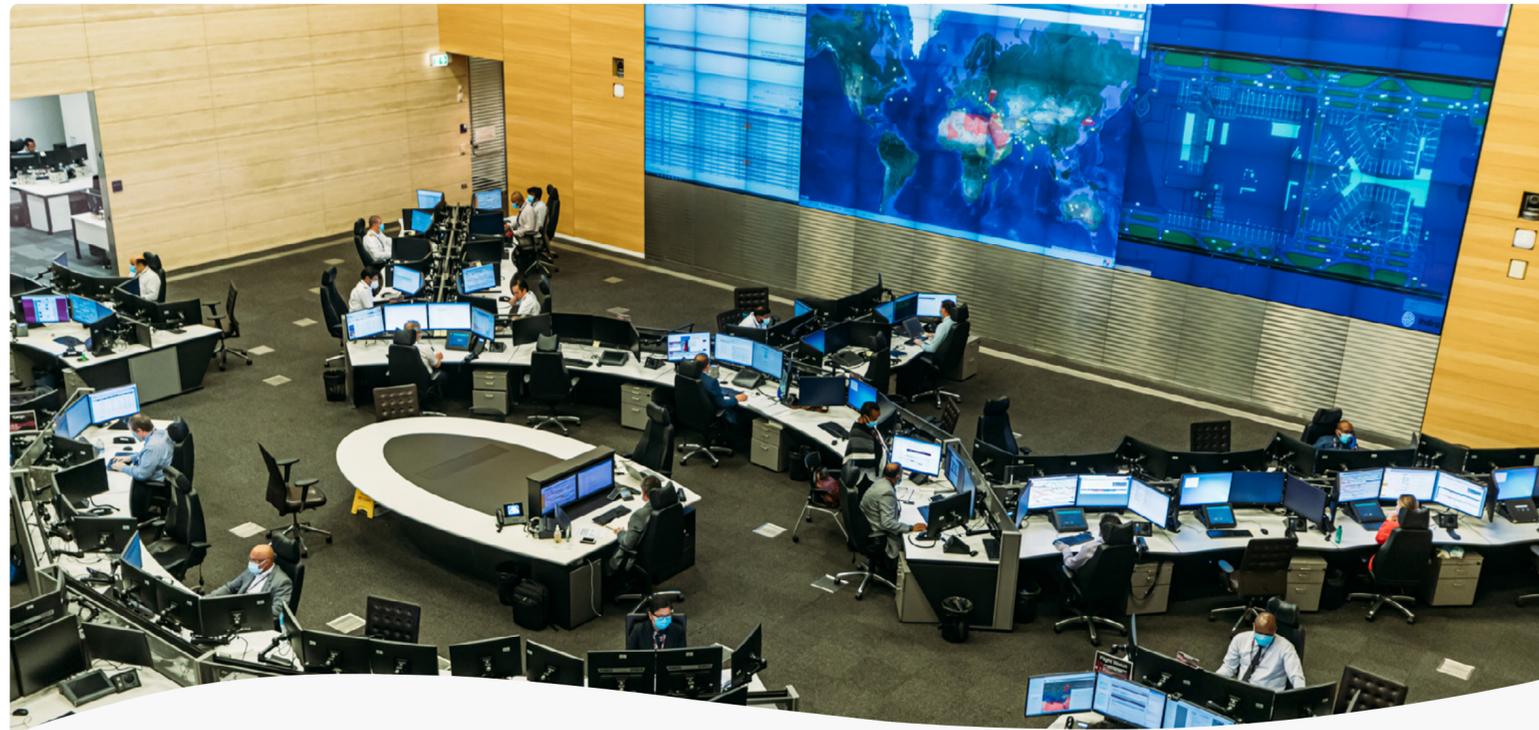
# Integrated Operations Centre

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

With continued focus on providing our award-winning five-star service, we deliver customer satisfaction by minimising delays and missed onward connections and reducing the impact of disruption events. Such occurrences are mitigated by effective and collaborative resource management across key operational partners, whether on the ground or in the sky.

Qatar Airways' operations continued to grow through 2022/2023, as residual COVID-19 global travel restrictions were lifted and many countries returned to a pre-pandemic framework. With the inauguration of three new destinations and the relaunch of seven others, the Qatar Airways network now serves over 160 destinations worldwide.

As the Official Airline of the FIFA World Cup Qatar 2022™, Qatar Airways played a pivotal role in Qatar's delivery of this prestigious tournament. During this period, and operating from both Hamad International Airport (HIA) and Doha International Airport (DIA), Qatar Airways operated 13,500 scheduled flights, 58 charter flights and 263 shuttle flights getting 2.8 million football fans where they needed to be, on time. Flight Operations IOC considers its contribution to the airline's success during FIFA operations to be the product of meticulous strategic planning, its adaptive excellence and the resilience of its staff.



Enhancements in analysis and reporting were made with the delivery of web-based real-time operational dashboards to enhance decision-making across the Qatar Airways Group. Tailor-made reports comprising key metrics and user-defined views are readily available to support operational and strategic decision-making.

Whilst 2022 saw the implementation of the latest standard flight planning software and the integration of new modules for its in-house developed Total Operations System, TOPS operating system; 2023 continues this

enhancement programme with the anticipated introduction of forecasting and disruption management tools borne from in-house data science initiatives.

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

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# Global Sponsorships

In the past year, Qatar Airways Group has made significant strides to expand its reach and forge new and exciting partnerships in the world of sport. The Qatar Airways Group brand was represented in markets across the world and the airline fulfilled its objective to support the global community by sponsoring a variety of new and prominent sporting initiatives, federations, competitions and teams during the 2022/2023 financial year.

As FIFA's Official Partner and Official Airline of the FIFA World Cup Qatar 2022™, the Group upheld its commitment to unite people through the power of sport throughout the 2022/2023 fiscal period. Over the period of the tournament, Qatar Airways operated nearly 14,000 flights bringing fans from all six continents to Qatar, to witness the greatest sporting show on Earth. Five billion fans engaged with the FIFA World Cup Qatar 2022™ across the tournament, delivering vast media return on investment to the Qatar Airways brand and more than 63 per cent media return than the Russia World Cup 2018. The social media engagement of the tournament increased followers by more than 83 per cent.

In the lead up to the tournament, Qatar Airways delivered international FIFA activations in 19 cities around the world reaching +20 million fans on social media.

In Qatar, during the tournament, Qatar Airways had a fan activation at all 8 stadiums and the FIFA Fan Festival, promoting the brand to the 3.4m fans in attendance.



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The five-year partnership will see the airline have brand presence at 21 races and become the title sponsor of two races per year in addition to the F1® Qatar Airways Grand Prix Qatar 2023.

Qatar Airways, the Official Airline Partner of Paris Saint-Germain since 2020, took its partnership to new heights in June 2022, as the new Official Jersey Partner for the star-studded French football champions in a multi-year partnership, starting from the 2022/2023 season. In celebration of the announcement, the airline hosted the Paris Saint-Germain game vs AS Monaco at the iconic Parisian stadium, Parc des Princes, and kicked-off celebrations, on the eve of the big match day, on a special flight to Paris with every passenger taking home a Paris Saint-Germain jersey.

In addition, Qatar Airways Group maintained partnerships with renowned global sporting clubs, including FC Bayern München, Al Sadd SC, Qatar National Football team, Brooklyn Nets and the Sydney Swans. The Group also supported locally-based sporting events. These included the Qatar ExxonMobil Open, Qatar TotalEnergies Open, the Amir Cup, HH The Amir Sword Festival, and the Qatar Classic Squash Championship. Qatar Airways Group also sponsored the Qatar Goodwood Festival in the UK and Qatar Prix de l'Arc de Triomphe Equestrian Festival in Paris.

Qatar Airways Group has recently become the Global Airline Partner of the Formula 1® racing series. The five-year partnership will see the airline have brand presence at 21 races and become the title sponsor of two races per year in addition to the F1® Qatar Airways Grand Prix Qatar 2023. Both the airline and F1® share a passion for innovation, precision and luxury, making this partnership a natural fit.

Additionally, Qatar Airways is now the Official Airline Partner of the premier United Rugby Championship and European Professional Club Rugby competitions, connecting key travel markets across Western Europe and South Africa. With this partnership, the airline is able to reach a passionate and dedicated fan base and support the growth of this exciting and fast-paced sport.



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To celebrate one of the fastest growing and most exhilarating new sports, Qatar Airways expanded its sports sponsorship portfolio to become the Title Partner and Official Airline of the GKA Kite World Tour for a period of three years. As part of the commitment to this new and exciting partnership, Qatar Airways and Qatar Tourism inaugurated the new world-class Fuwairit Kite Beach resort, located in the northeast of Qatar. The unique venue hosted the first-ever 'Visit Qatar' GKA Freestyle Kite World Cup 2023 earlier this year.

In August 2022, Qatar Airways and IRONMAN entered a long-term global partnership, making Qatar Airways the Official Airline Partner of the Global IRONMAN® Series and IRONMAN® 70.3® Series through the 2025 season. IRONMAN races are hosted in different cities across the world, making the airline's global network the perfect medium to connect endurance sports enthusiasts, athletes, supporters, and officials as they travel to competitions.

In addition to its high-profile sporting sponsorships, the Qatar Airways Group also continued to showcase its unwavering commitment to giving back and supporting communities and charitable initiatives throughout 2022/2023.

Since 2012, Qatar Airways continues to be a strong supporter to Educate a Child, affirming its corporate and social responsibility by helping the organisation achieve its goal of providing quality primary education to millions of out-of-school children. The airline has also been the Official Airline Partner and proud supporter of vision impairment prevention charity, Orbis UK.

The Group has also continued to support targeted regional and country-specific sponsorships, including Qatar Fund for Development, The Abdullah Bin Hamad Al-Attiyah International Foundation for Energy and Sustainable Development, and Qatar Assistive Technology Center – MADA, which established a ground-breaking programme to prepare autistic children for flights.

Qatar Airways is also a proud partner of educational entertainment facilities, including KidZania Qatar, Kidzania Kuwait and KidZmondo Qatar, where children can role-play as pilots and cabin crew.



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## Celebrating the world's greatest sporting event together with our people

It was an incredible journey - the entire year leading up to the tournament, and Qatar Airways delivered in spectacular fashion. As the FIFA World Cup Qatar 2022™ came to a close, we could look back with pride. In the year of our 25<sup>th</sup> anniversary celebration, our Human Resources Department played a vital role in Qatar Airways' contribution to this success.

Thanks to outstanding planning, preparations and sheer hard work, our trusted employees delivered the best ever FIFA World Cup™ in history. We pay tribute to all our dedicated staff for always going the extra mile and delivering a truly unique edition of the world's most prestigious sporting event.

## Accelerating our talent

The Talent Acquisition team successfully hired and on-boarded 16,500+ new employees across our global business and subsidiaries which included supporting Deck Crew recruitment with the onboarding of more than 1,000 Flight Deck Crew. Additionally, over 5,000 Cabin Crew joined the business, showcasing our legendary hospitality to the FIFA World Cup™ fans and visitors travelling to Qatar.

## Fit for the future

The HR-Talent Development trained over 29,900 employees across the network with 3,250 sessions delivered both in classrooms and virtual platforms and completed 96,800 digital learnings. Qatar Airways was a proud recipient of 13 Awards – four Gold and two Bronze awards from the prestigious Brandon Hall Learning Awards, and two Diamond and five Gold awards from LearnX.

## Serving our people

The HR Services department manages complex HR operations for Qatar Airways Group employees by processing more than four million transactions on an annualised basis.

Projects enhancing employee walk-in experience, as well multiple automation initiative(s) were kicked off to digitise administration processes and off-boarding processes.

## Enriching our employee relations

We expanded capacity and expertise as we made a strategic transition towards evolving into a centre of excellence supported by digitisation and data analytics. In enhancing our ER Compliance Management Systems, we will continue to embed a culture of risk management, standardisation, implementation of government controls and increase in compliance through the eLearning Code of Ethics training.



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## Rewarding and recognising performance

In 2022/2023 year, under HR's THRUST initiative, we completed the systematic review of our employee compensation and benefits delivering substantially enhanced 'staff travel' benefits for all our group employees, establishing us as industry leaders in this space and enhancing our employee value proposition. Other outcomes of the review above were salary increments for over 20,000 colleagues, an annual (step) increment for the remaining 25,000+ employees and an additional bonus payment for all group employees. We also devised a new promotion and reward policy, impacting over 20,000 employees.

A new People Performance Management (PPM) philosophy was launched, along with some new features on our performance system, to 18,000+ employees across the organisation.

## Creating a motivating and engaging working environment

Our Internal Communications Team ensured that our employees were kept informed and involved all through the year, celebrating the airline's 25 anniversary, and themed employee activations, organised under the HR's THRUST umbrella, saw 50000+ employees join in from Doha and overseas to participate in the FIFA World Cup Qatar 2022™

## Ensuring our employees' wellbeing

Our corporate wellness programme offers an all-encompassing wellness programme featuring on-site healthcare services, fitness challenges, yoga classes, mindfulness resources, health screening camps. Discounts and special offers at local gyms, health providers, family insurance schemes and diet centres are also offered to our employees.

## Enriching our workforce with Qatari Nationals

A vital part of Qatar Airways' commitment to supporting the Qatar National Vision 2030 involves the Al Darb Qatarisation Programme, which provides the workforce with academically certified and experienced Qatari nationals in positions of specific specialisation in Qatar Airways Group. We have currently more than 800 Qatari Nationals in the organisation and we continue to bring in and integrate high-calibre students, graduates and employees to Qatar Airways Group.



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# Qatar Airways Cargo

Qatar Airways Cargo maintained its position as the world's leading air cargo carrier throughout the 2022/2023 financial year, forging ahead with a strategic focus on growth, sustainability and digitalisation, and supporting the continuity of global trade, despite ongoing market challenges.

The world's largest cargo carrier serves over 70 freighter destinations and more than 150 belly-hold passenger destinations worldwide. With a tonnage of 159,730,903 kg in chargeable weight, Qatar Airways Cargo declined by 9.39 per cent in chargeable weight compared to the same period in the previous year. The carrier transported more than 1,541,041 tonnes of air freight, accounting for a 8.14 per cent share in the global market from 1 April 2022 to 31 March 2023.



In 2022/2023, Qatar Airways Cargo successfully managed a broad range of demanding shipments. With an overall 84,000 tonnes of pharmaceutical products transported, including 4,000 tonnes of vaccines and over 1,200 tonnes of COVID vaccines, the cargo carrier has maintained its strong engagement in helping curb the pandemic. Moreover, providing safe transportation of 12,600 horses has confirmed its leading position in this field.

Qatar Airways Cargo has also achieved a considerable number of charter operations with more than 1,400 charter flights last year, which includes charters for e-commerce, animals, music band tours and FIFA related activities.

In addition to this, throughout 2022/2023, Qatar Airways Cargo continued its expansion around the globe by adding freighter frequencies to Athens, Cairo and Riyadh, as well as the Passenger Freighter flights to Colombo and Penang.

By applying its Next Generation vision to all areas of its business, Qatar Airways



Cargo has brought enhancements to its services and sharply accelerated its digital transformation. In that respect, another key event in 2022 was the launch of the Digital Lounge, Qatar Airways Cargo's new web platform, designed to provide a more streamlined and connected booking experience for customers.

As part of the carrier's omni-channel strategy, the platform offers users direct access to the main three bookings platforms of the industry.

Safety and security continues to be the number one priority for the cargo carrier and, in 2022, the carrier received IATA CEIV Lithium Batteries certification for its strict adherence to the highest standards and regulations, becoming the second airline in the world, and the first in the Middle East, to be CEIV Lithium Batteries certified.

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As a part of its WeQare sustainability initiative, Qatar Airways launched two major WeQare chapters in 2022: Chapter 3, Let's Stand Together, consisted of organising the collection of donations for children; while Chapter 4, Diversity, was a spectacular celebration of the carrier's highly diverse team in the form of a livery showing some of their faces.



With a solid and ever-growing network, as well as consistently high-levels of customer service, Qatar Airways Cargo earned two major industry awards during 2022/2023, including Air Cargo Week's Cargo Airline of the Year award for the second year in a row and received the Development 2030 Corporate Social Responsibility Program of the Year at Aidex 2022. Looking towards the 2023/24 financial year, the cargo carrier will continue to focus on its digital transformation strategy as a part of its Next Generation concept and will continue to push for the highest quality industry standards, embracing technology, sustainability and innovation to ensure it retains the speed, efficiency and excellent customer service, for which it is world-renowned.



84,000 t  
of pharmaceutical products transported



12,600  
horses transported safely



4,500 t  
of vaccines transported

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# Qatar Aviation Services

Qatar Aviation Services (QAS) is Qatar Airways Group's award-winning, premier ground-handling organisation. Established in 2000 and headquartered at Hamad International Airport (HIA), QAS provides premium end-to-end ground services to international airlines, heads of state and VIPs, private fleets, executive charter flights, and cargo operators using state-of-the-art equipment and cutting-edge technologies.

With seamless, 24/7 operations, and a multicultural team made up of highly qualified employees from more than 53 countries, QAS has established its position as an industry leader in providing unparalleled ground-handling services.

In 2022, QAS has safely handled over 217,000 flights, delivering an on-time performance rate of 99.31 per cent and meeting the special assistance needs of 656,000 passengers.

Annually, the team is serving over 35 million passengers and handles more than 57 million pieces of baggage, with a low mishandling rate of only 0.72 items per 1,000 passengers, in addition to the production of over 166,000 load sheets.

All the hard work has resulted in the best-in-class baggage performance and enhanced customer experience.

All the hard work has resulted in the best-in-class baggage performance and enhanced customer experience. QAS is proud to have achieved an efficient on-time delivery of cargo, exceeding 2.1 million tonnes per year with an average growth rate of two per cent per annum. On the ramp, the QAS team maintained an operational capability of more than 99 per cent for over 2,600 motorised and over 5,800 non-motorised units of ground servicing equipment.

A member of the IATA Ground Handling Partnership, QAS proactively participates in a variety of world-leading technical groups, such as the IATA Ground Operations Manual, Load Control and Messaging, Ground Service Equipment and Environment and Airside Safety Group, implementing recommendations to improve and enhance safety standards in the aviation industry.



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ISAGO, ISO 9001 certified and a RA3 (Regulated Agent), QAS has once again achieved IATA ISAGO certification (Headquarter, Ground Handling and Cargo).

In August 2022, QAS announced its partnership with the International Air Transport Association (IATA) to become the first ground handler globally to join the new expansion of the IATA Environmental Assessment Program (IEnvA) for ground service providers, playing an instrumental role in helping HIA gain its world-class standing as an environmental leader.



Through its participation, it aims to meet and exceed the highest environmental standards whilst developing future expansion strategies.

Between 18 November and 19 December, QAS achieved a significant milestone by being the sole ground-handler during the FIFA World Cup Qatar 2022™ event, the first in the history of world cup tournaments.

During the FIFA World Cup™, QAS successfully handled more than 200 flight operators between scheduled and private flights. The team managed more than 25,000 movements between arrival and departure with 99.40 per cent on-time performance rate, this includes handling 3.7 million passengers, with nearly 54,000 passengers with restricted mobility.

Additionally, QAS FIFA World Cup™ operations saw more than 2.9 million items of baggage handled with as low as 0.12 baggage missed per 1,000 passengers and more than 3,000 operations segmented between private jets, freighters, and charter flights.

During the FIFA World Cup™, QAS successfully handled more than 200 flight operators between scheduled and private flights.

**Between 18 November and 19 December, QAS achieved a significant milestone by being the sole ground-handler during the FIFA World Cup Qatar 2022™ event, the first in the history of World Cup tournaments.**



QAS managed more than **25,000** movements



**99.94%** on-time performance rate



**2.9 million+** pieces of baggage handled



**3.7 million** passengers handled with nearly **54,000** passengers with restricted mobility

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Qatar Executive (QE), the VIP charter jet division of Qatar Airways, has seen significant YOY growth. This has been represented by a tremendous increase in commercial sales revenue and total live flying hours, fleet growth, improvements made to better serve passengers flying with QE, and a record number of arrivals and departures at the Doha International Airport QE Premium Terminal.

Throughout the year, QE strategically increased its overall market share by focusing on becoming the definitive business jet provider of Ultra Long-Range flights. In doing so, QE expanded its client base across the globe, seeing significant growth across Europe, the USA and Asia. This led to a 49 per cent YOY growth in commercial sales revenue, and an increase of 22 per cent in live flying hours.

By December 2022, Qatar Executive grew its fleet by 25 per cent YOY, with the addition of three more Gulfstream G650ERs, and the aircraft type now represents 15 of the 19 strong fleet.

This makes QE the world's largest owner and single commercial operator of the G650ER. The Gulfstream G650ER features a state-of-the-art BR725 Rolls-Royce engine, is able to fly at record-breaking speed and range with outstanding fuel efficiency, and contributes to sustainable business aviation in being capable of operating using 100 per cent Sustainable Aviation Fuel (SAF).

QE also introduced a new Air Ionisation System on the G650ER aircraft. The active system, is proficient in eliminating potentially harmful pathogens and allergens, including bacteria, viruses, and mould spores.

The system was put in place as Qatar Executive continues to adopt and introduce meticulous on-board safety measures which offer an unparalleled private jet experience. The FIFA World Cup Qatar 2022™ was an important event and an opportunity for



**By December 2022, Qatar Executive grew its fleet by 25 per cent YOY, with the addition of three more Gulfstream G650ERs, and the aircraft type now represents 15 of the 19 strong fleet.**

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Qatar Executive. In the lead up to the global event, QE renewed its existing terminal in Doha, thereby revitalising the Fixed Base Operator (FBO) and thus offering customers a seamless journey both on the ground and on board.

This included upgrading the F&B and baggage handling services, training additional staff members and renovating on-site facilities. Qatar Executive also deployed the latest Wi-Fi and streaming capabilities both within the terminal and onboard the fleet, providing football fans great connectivity to stream the FIFA World Cup™ matches uninterrupted.

The increase in both arrivals and departures to the Doha International Airport (DIA) Premium Terminal during the FIFA World Cup Qatar 2022™ was outstanding. The terminal saw a record-first YOY increase of 595 per cent for arrivals and 574 per cent for departures between November and December in 2022. Between 18-19 December, after the FIFA World Cup Qatar 2022™ Final, a total of 296 jets departed from DIA in just two days.

Since its launch in 2009, Qatar Executive has played an integral role in Qatar Airways' vigorous global growth strategy. Operating out of DIA, and having a premium terminal and hangarage facilities in Hamad International Airport (DOH), Qatar Executive provides luxury VIP jet charter services worldwide.

The QE fleet is made up of 15 Gulfstream G650ER's, two A319 aircraft, one of which is set up with a VIP ambulance layout, the other with a VIP passenger layout, along with two Bombardier Global 5000s. Qatar Executive's service portfolio also includes VIP aircraft management, maintenance support, and Fixed Based Operation travel services.

Operating out of Doha International Airport (DIA), and having a premium terminal and hangarage facilities in Hamad International Airport (DOH), Qatar Executive provides luxury VIP jet charter services worldwide.



Qatar Executive sees Year-Over-Year (YOY) increase of **49** per cent in commercial sales revenue, and **22** per cent in live flying hours



Totalling **15 Gulfstream G650ER**, QE becomes the world's largest owner and single commercial operator of the aircraft type



Eco-friendly Air Ionisation System installed across Qatar Executive's ultra-modern Gulfstream G650ER fleet



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# Discover Qatar

2022/2023 has been a year truly like no other for Discover Qatar (DQ). Through meticulous planning and extensive preparation, the team enhanced its customer-centric focus to deliver excellence.

Over the past 12 months, DQ delivered a multitude of logistical arrangements and tourist experiences before and during the hugely successful FIFA World Cup Qatar 2022™, to a wide variety of visitors and customers including FIFA delegates, tour operators, commercial partners, sponsors and football fans.

Additionally, DQ delivered over 5,000 operational services, sold and processed over 30,000 tickets for a wide range of events, including MSC Cruise Day Passes and Qatar Live, and guided nearly 8,000 visitors on tours and excursions to promote the best of Qatar.



The Stopover programme continued to grow significantly, providing more than 20,000 visitors with the 'Best Value Stopover in the World', inclusive of a stay of up to four nights in a 4 or 5-star hotel. Ambitious targets for 2023/24 will see this number double as DQ continues to drive destination Qatar to be the customer's choice for a stopover.

In April 2022, DQ relaunched Transit Tours on its website and at the transit desk shared with Qatar Tourism at Hamad International Airport (DOH). The programme serviced over 13,000 travellers during their layover at HIA providing city and desert tours. Transit Tours remain a key focus for growth supported by the FIFA World Cup Stadiums transit tour, in addition to the options of playing Squash or Golf at the airport in partnership with the Oryx Airport Hotel.

Discover Qatar also successfully launched the inaugural 'Whale Sharks of Qatar' tours, a truly unique experience in the region. Almost 500 explorers became the very first to observe the whale sharks, seeing up to 300 congregating in the Arabian Sea and providing some incredible customer feedback on the experience.

The 2023 programme which is available to book online now with DQ and Qatar Airways Holidays commences in May, with DQ remaining the only destination management company in Qatar able to provide this exclusive once-in-a-lifetime tour.

Ambitious targets for 2023/24 will see this number double as Discover Qatar continues to drive destination Qatar to be the customer's choice for a stopover.

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Throughout the winter season, DQ continued to grow its cruise services and operations at the new Grand Terminal, Doha Port, providing shore-based experiences and turnaround services to over 10,000 passengers arriving on 14 cruise ships.

This year also saw the addition of our first-ever destination Indian wedding, providing logistics and services for over 850 international guests over a four-day period.

2022/2023 brought the launch of DQ's Educational Tours division, which aims to establish Qatar as a leading education travel destination with some of the best learning facilities in the world. DQ aims to become the go-to brand synonymous with excellence in operational delivery for Meetings, Incentives, Conference and Events (MICE), for world-class sporting events and educational tourism in one of the safest environments in the world.



**Discover Qatar continued to grow its cruise services and operations at the new Grand Terminal, Doha Port, providing shore-based experiences and turnaround services to over 10,000 passengers arriving on 14 cruise ships.**

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# Qatar Airways Holidays

2022/2023 has been a truly remarkable year for Qatar Airways Holidays (QRH), the leisure division of Qatar Airways. A well thought out portfolio of products, excellent sales and marketing strategies and exceptional customer service are some of the factors that helped drive success in what has been a year of firsts.

As the nation hosted the Middle East's first-ever FIFA World Cup™, a global sporting event that received worldwide acclaim, QRH played a pivotal role in selling and delivering all-inclusive travel packages generating USD \$57.5 million in gross sales.

Additionally, QRH continued to ride on that momentum with a brilliant portfolio of global sporting events. For instance, the Ultimate Fan Experience packages, featuring meet and greets with top club players from Paris Saint-Germain and FC Bayern München, provided incomparable experiences for customers around the world.

QRH operates from approximately 50 points of sale across the Middle East, Europe, Asia Pacific and the Americas, selling holiday packages, hotels, tours, transfers, sporting event packages and Doha Stopovers.

As the airline looks at destination Doha as a key focus area, QRH has made monumental efforts to ramp up package sales to Qatar, making it the top selling destination. QRH's Stopover packages have captured the attention of international travellers with their excellent value for money proposition.

They have featured an exciting adventure in Qatar filled with thrilling activities, world-class dining, shopping and traditional hospitality. QRH's business to business (B2B) service in Qatar showed an upward trend since its launch in 2022. Partners can access extensive products and experiences with exclusive discounts on select routes.

There are more than 70 active trade partners in Qatar who have generated bookings from more than 3,000 local customers. Qatar Airways Holidays offers tailor-made vacations to worldwide destinations and is the first airline tour operator in the Middle East to reward the airline's loyalty members with Avios for package and product purchases.



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**Qatar Airways Holidays offers tailor-made vacations to worldwide destinations and is the first airline tour operator in the Middle East to reward the airline’s loyalty members with Avios for package and product purchases.**



As the financial year draws to a close, Qatar Airways Holidays remains on track to launch redemptions later in 2023, allowing Privilege Club members to use cash plus Avios to purchase everything from fully-fledged packages and sport events to hotels and airport transfers.



Qatar Duty Free (QDF) is a shopping emporium at the heart of Qatar Airways' home and hub and the Skytrax 2022 World's Best Airport, Hamad International Airport (DOH). With more than 35,000 square metres of duty-free and concession space, QDF boasts more than 180 luxury and affordable retail outlets and food and beverage (F&B) options.

2022/2023 was a revolutionary year for QDF, with many significant events, including the unveiling of Phase A of the airport expansion project and the hosting of the FIFA World Cup™.

With the new airport expansion, QDF showcases an unparalleled visionary retail and dining experience with more than 65 outlets spread across three floors, increasing the duty free and concession space to more than 15,000 square metres. In addition, the extensive F&B offering includes over 20 cafes and restaurants offering delicious local and global cuisines.

QDF introduced an unparalleled luxury offering at the Hamad International Airport expansion, featuring a selection of world and regional firsts, including the first Dior boutique at Hamad International Airport, the world's only FIFA shop, a two-floor Fendi boutique with the first airport Fendi Café, the first TimeVallée boutique in the Middle East, and the first Ralph's Coffee Shop in an airport. QDF also unveiled many new retail and F&B outlets in the existing terminal, including a Louis Vuitton boutique with a unique concept, a brand-new Hermès boutique, and a food court offering an extensive array of cuisines.



The world-leading travel retailer witnessed a significant increase in revenue in 2022 versus 2019, driven by a more than 49 per cent uplift in sales per passenger (SPP) at Hamad International Airport. Many passengers travelling through Hamad International Airport, especially during the FIFA World Cup™ period, could explore and shop from an extensive offering at Qatar Duty Free. In

November and December 2022, throughout the tournament, turnover sales were more than 115 per cent vs the same period in 2021. QDF continued its long-standing sponsorship of key global sporting events, including the 2023 ExxonMobil Men's Open, the 2023 Qatar Total Open tennis tournaments, and the 2023 Commercial Bank Qatar Masters Golf Tournament.

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Qatar Duty Free was the Official Retail Partner for the FIFA World Cup Qatar 2022™, operating a total of 129 FIFA stores throughout eight stadiums. The partnership included a licence to exclusively sell all FIFA World Cup™ merchandise in the fan zones and all stadiums hosting the matches in Qatar.

The stores were staged in different locations, with a core store along with multiple outlets on different floor levels of each stadium. In addition, two stores were staged at the FIFA Fan Zone in Al Bidda Park, welcoming more than 40,000 football fans daily. The Fan Zone FIFA stores operated from 5 November to 22 December. Additionally, two FIFA stores were located downtown at the Doha Exhibition & Convention Center (DECC) and the Qatar National Convention Centre (QNCC).

QDF has been named the ‘World’s Leading Airport Duty Free Operator 2022’ and ‘the Middle East’s Leading Airport Duty Free Operator 2022’ in the World Travel Awards. QDF also won the 2022 ‘Best Customer Experience Airport Retailer’ at Global Brands Magazine Awards.”



 **129**  
FIFA stores throughout  
eight stadiums

 **180**  
retail outlets and F&B options

 **37,000**  
total space in square meters

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### Our vision

To create extraordinary in-flight dining experiences that enrich journeys around the world.

### Our mission

To apply master craftsmanship to everything we do.

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

Spanning an extraordinary 69,000 square metres, QACC is one of the world's largest self-contained catering facilities. QACC is an award winning, in-flight-catering facility located at Hamad International Airport, the hub of Qatar Airways. Comprised of more than 35 nationalities, QACC is committed to raising industry standards across a wide range of operations and has a unified purpose of exceeding expectations.

Comprised of more than 35 nationalities, QACC is committed to raising industry standards across a wide range of operations and has a unified purpose of exceeding expectations.

QACC delivers premium in-flight and lounge catering services seamlessly to passengers travelling around the world. Today, we currently prepare an average of 175,000 meals and 70 international cuisines per day in our state-of-the-art kitchen and bakery at HIA.

We continually push the boundaries of in-flight catering by expanding our capabilities and competences and reaching new levels of excellence in aviation catering and on-board services. QACC managed FIFA World Cup Qatar 2022™ air travel by serving more than 200 flights every day along with other airlines and lounges at HIA.

This year marks a very special year for QACC as we are celebrating 20 years of operations. QACC has received two prestigious awards for its outstanding catering services; Best Food and Beverage APEX Passenger Choice Award for the year 2022 and the Skytrax 2022 award for the Best Business Class Onboard Catering in the Middle East.

In the financial year 2022/2023, QACC achieved the environmental sustainability milestone of continuously recycling more than 1.7 million kg of solid waste year on year and donating more than 100,000 portions of food, condiments and more than 47,000 pieces of blankets, duvets and other useful fabrics to needy people across the globe. This marks a major milestone towards QACC's ambitious sustainability goal of achieving zero waste to landfill by 2030.



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QACC was the first in the group to achieve ISO 14001:2015 Certification and to be recognised by the group for environmental sustainability programmes

Current renovations entail the installation of fully automated and sustainable industrial equipment, which will enhance product quality, improve delivery efficiency and increase production capacity.



The ambition for a greener QACC remains a high priority, hence we continually seek innovative methods to reduce the overall carbon footprint by:



Applying green building standards in our new facility construction, wherever possible.



Installing energy efficient equipment in our new state-of-the-art catering facilities, including washing systems which significantly reduce water, energy and detergent consumption and efficient refrigeration units.



Pursuing an ambitious vertical farming niche technology that will not only revolutionise the agriculture industry in Qatar but will also guarantee QACC self-sustenance of green leafy vegetables that are currently airfreighted hence greatly reducing our overall carbon footprint.



Developing strong relationships with local fruit and vegetable suppliers, to reduce the volume of imported goods.



Reducing Qatar Airways equipment and linen loading weight by almost 257 tonnes, which ultimately contributes to a reduction in aircraft fuel consumption and carbon dioxide emissions.



Implementing a paperless process through innovative technology such as automating crew handover sheets, delivery notes and Critical Control Point (CCP) documents – a procedure applied to eliminate hazards that might occur during food preparation and handling.



Added 65 new catering hi-loaders in our fleets compliant with Euro 6 emission standards in a first for the State of Qatar.



Decreasing the usage of single use plastic.

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# Corporate Responsibility

Qatar Airways embeds sustainability in the culture of the Group and conducts its activities within the framework of the United Nations Sustainable Development Goals. Qatar Airways is always keen to explore new initiatives for a more sustainable business, to enhance operations, and most importantly to engage with all stakeholders to meet its corporate commitments and regulatory compliance.

## Climate and energy

Qatar Airways is actively addressing climate change to reach net zero emissions by 2050, despite the challenging task to decarbonise aviation. Qatar Airways has taken this pledge as part of a global agreement by the air transport industry under the auspices of both the UN-body, the International Civil Aviation Organization (ICAO) and the industry-leading body, the International Air Transport Association (IATA). The airline is committed to the following Four-Pillar Strategy to address its emissions:



Qatar Airways is always keen to explore new initiatives for a more sustainable business, to enhance operations, and most importantly to engage with all stakeholders to meet its corporate commitments and regulatory compliance.

### • Technology

Qatar Airways continues to invest in the most modern aircraft and engines that actually help in decarbonising the aviation industry, as new aircraft and engine generations reduce the overall jet fuel consumption. The airline investments are also extended to other solutions and products that result in enhancing the efficiency of its operations and reducing its environmental impact.

### • Operations and infrastructure

Industry collaboration is essential to reach net zero emissions by 2050. Qatar Airways constantly collaborates with relevant stakeholders to push for better infrastructure on the ground and in the air, especially when it comes to reducing flight and waiting times. Qatar Airways has also developed in-house operational standards and protocols that further optimise its operations.

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### • Sustainable Aviation Fuel (SAF)

Qatar Airways signed its first sustainable aviation fuel (SAF) offtake agreement in 2022, becoming the first airline in the Middle East and Africa region to announce such a commitment. The airline continues to advocate for the use of low carbon fuels that are commercially available, feasible and properly certified. Qatar Airways is committed to its pledge of using at least 10% SAF in its overall jet fuel consumption by 2030.

### • Offsetting and market-based measures

As part of its voluntary carbon offsetting offerings, Qatar Airways has launched in 2022 a voluntary carbon offset programme for its corporate and trade clients, which allows corporate clients to offset or reduce the carbon emissions associated with their business travel, and empowers them to make sustainable choices. Qatar Airways is always keen to invest in high-quality and accredited offsetting projects, which mainly focus on the production of renewable energy. So far, the airline has invested in projects located in Africa and Asia.

Qatar Airways has systems in place to ensure that the CO2 emissions are tracked accurately and in accordance with the applicable regulations. It complies with the regulatory requirements to monitor, report and verify its emissions. Today, Qatar Airways complies with the State of Qatar requirements, which is part of the voluntary phase of ICAO's Carbon Offsetting and Reduction Scheme for International Aviation (CORSIA) and the state has reaffirmed its commitment to the CORSIA scheme in the ICAO triennial Assembly held in 2022. In Europe, Qatar Airways is complying with the EU ETS and UK ETS for all of its emissions within Europe.

### Diversity and inclusion

IATA 25by2025, Qatar Airways strives always for a diverse workforce that is inclusive of everyone. The airline also collaborates with IATA by sponsoring the IATA Diversity & Inclusion Awards for 10 years and is part of its 25by2025 Gender Equality Global Initiative. It is committed to the mandates of the programme and actively participates in tracking its progress to capture the increase of women in senior positions by either 25%



against currently reported metrics or to a minimum representation of 25% by 2025.

### Modern Slavery and Human Trafficking Statement

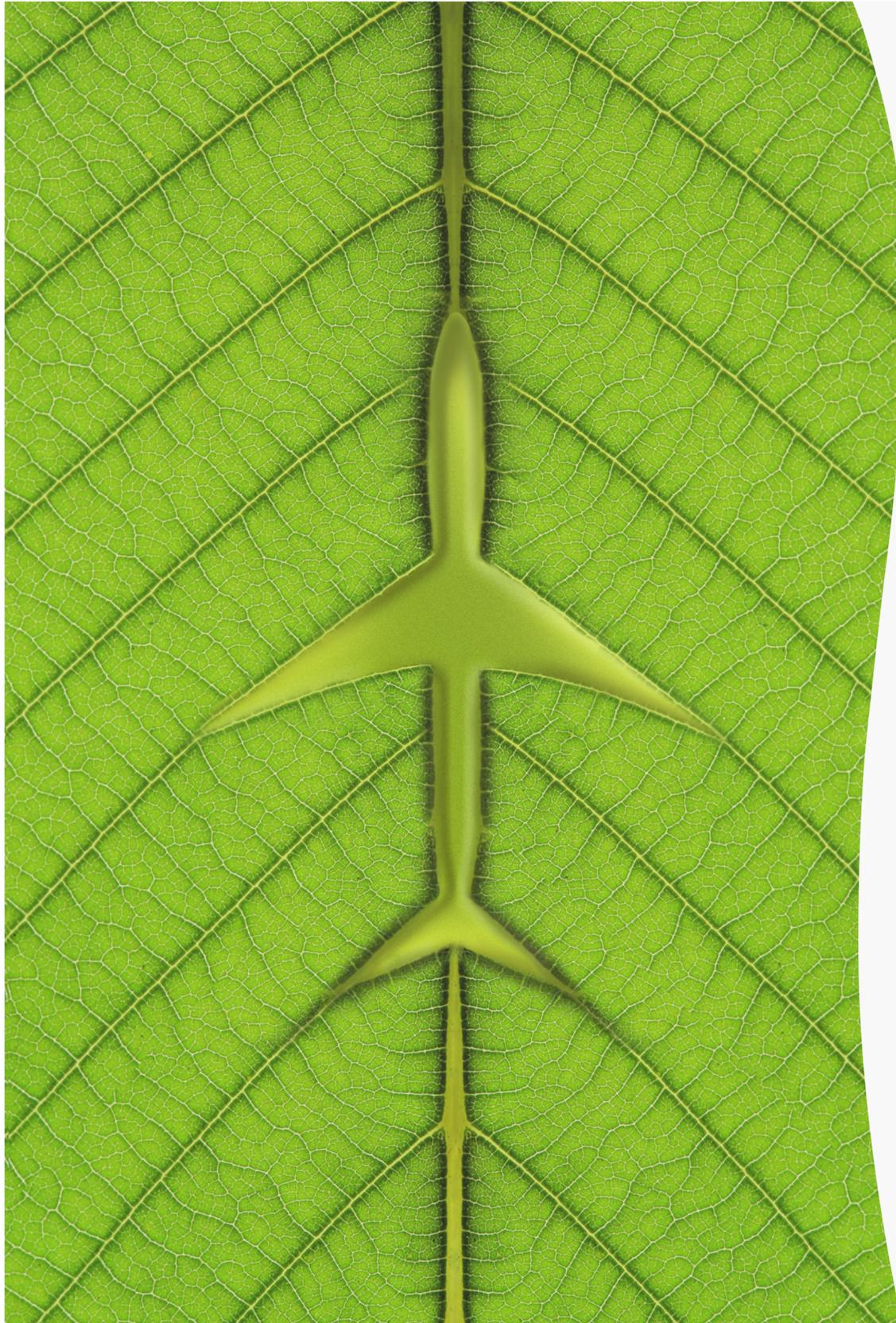
Qatar Airways is combatting human trafficking and implements a “zero tolerance” approach to human trafficking and modern slavery in all its forms by responding to the three main areas of modern slavery risk, which include: “Employment, Supply Chain and Human Trafficking”. The airline is dedicated to 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 prevent human rights violations. Qatar Airways

Modern Slavery and Human Trafficking Statement is reviewed and published annually and can be found at this [link](#) on Qatar Airways' 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 in 2022. Qatar Aviation Services (QAS), a subsidiary of the Qatar Airways Group, announced its partnership with IATA to become the first ground handler globally to join the new expansion of the IATA Environmental Assessment for ground service providers. Specifically designed for airlines and based on ISO 14001, the IATA Environmental

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Assessment (IEnvA) program is an evaluation system designed to independently assess and improve the environmental management of an airline.

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

### Noise and air quality

While advances in aircraft technology and increasingly rigorous industry standards have led to significant improvements, minimising the impact of aircraft noise and engine emissions remains an important sustainability challenge for the industry. Qatar Airways Group works actively to reduce its impact on noise and air quality, including by investing in the newest and most efficient fleet and optimising flight paths that adhere to airport noise abatement procedures and air quality regulations at Qatar Airways' global destinations

### Biodiversity

Illegal trade in wildlife is valued at an estimated USD 23 billion per year, and threatens the survival of some of the world's most endangered species.

Animals and animal products are transported around the globe for trade, taking advantage of commercial transport services, including aviation, which is misused by traffickers.

The Illegal Wildlife Trade (IWT) Assessment was developed by IATA, with support from The Royal Foundation of The Duke and Duchess of Cambridge, The Duke and Duchess of Sussex, and USAID's Reducing Opportunities for Unlawful Transport of Endangered Species (ROUTES) Partnership.

Compliance with the IWT IEnvA Standards and recommended practices enables airline signatories to the United for Wildlife Buckingham Palace Declaration demonstrate that they have implemented the relevant commitments within the declaration.

Qatar Airways has developed and implemented procedures, staff training and reporting protocols that greatly obstruct the smuggling of illegal wildlife and their products.

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# Hamad International Airport

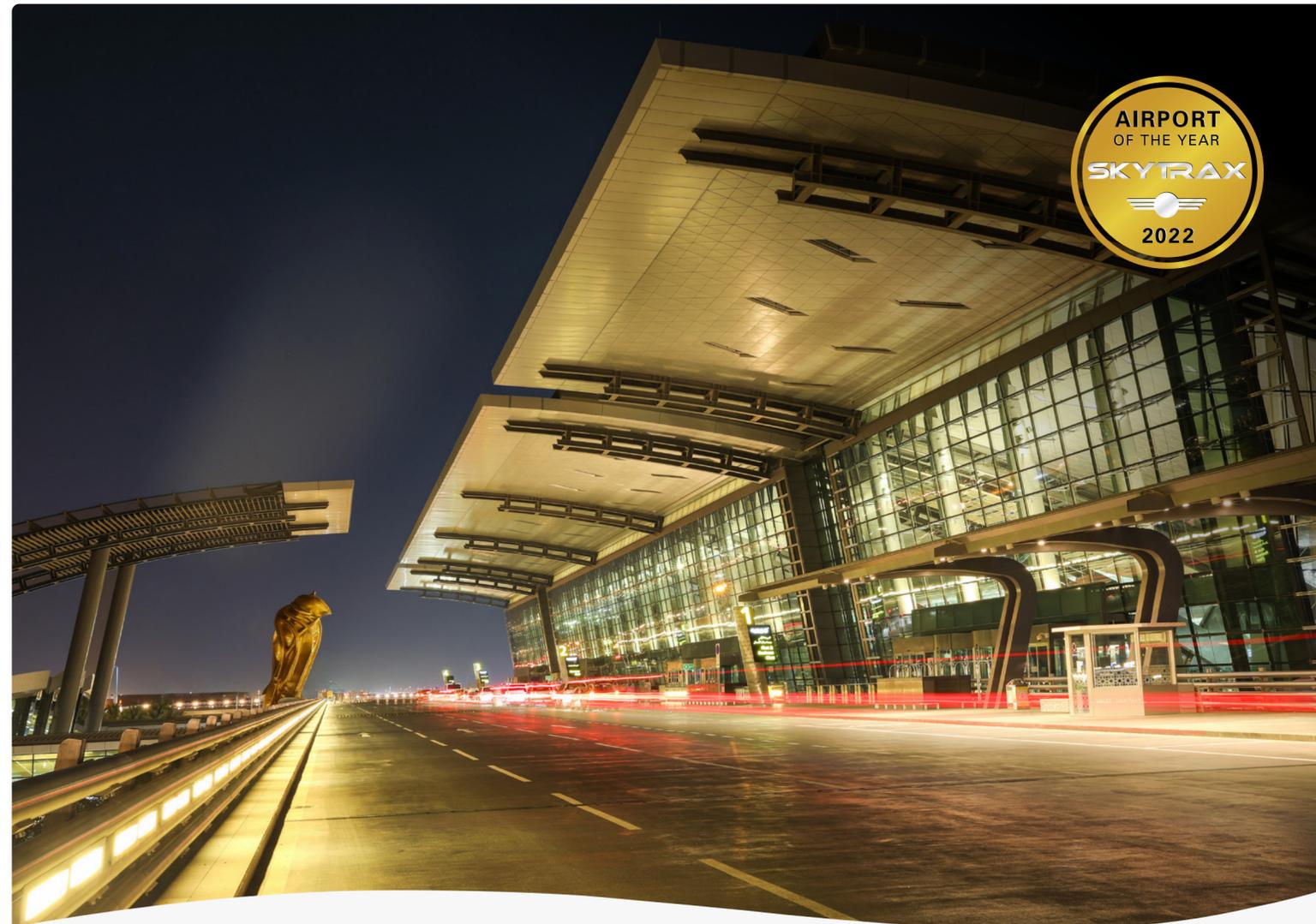
MATAR, the Qatar Company for Airports Management and Operation, is a corporate subsidiary of Qatar Airways Group in a contractual agreement with the Government of Qatar to manage the operations of both Hamad International Airport (DOH) and Doha International Airport (DIA). MATAR is responsible for Hamad International Airport's successful airport operations, asset management, commercial activities, airline business development, environmental sustainability and international projects.

From April 2022 until March 2023, Hamad International Airport served 38.9 million passengers, indicating a 75.8% increase compared to the previous fiscal year.

Airport cargo operations also decreased by 11%, with 2.2 million tonnes of cargo handled. Hamad International Airport witnessed growth in aircraft take-off and landing with 225,612 movements – a 24% increase from last year.

Hamad International Airport served 257 destinations between April 2022 and March 2023, and introduced 60 new passenger destinations and two new airline partners during the fiscal year. Dhaka, Heathrow, Dubai, Kathmandu and Malé were among the busiest departing destinations from the airport.

Hamad International Airport was also proudly recognised at the SKYTRAX World Airport Awards 2022, as the “Best Airport in the World”, for the second consecutive time, a monumental achievement for the airport and for its stakeholders and partners.



HIA was also proudly recognised at the SKYTRAX World Airport Awards 2022, as the “Best Airport in the World”, for the second consecutive time, a monumental achievement for the airport and for its stakeholders and partners.

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Additionally, Hamad International Airport has been ranked as the second-best airport in the world, along with winning titles for ‘World’s Best Airport Shopping’ and ‘Best Airport in the Middle East’ for the ninth time in a row, at the Skytrax World Airport Awards 2023.

Hamad International Airport’s excellence and commitment to passenger service led to the airport receiving the titles of “Best Airport 15 to 20 million Passengers” and “Best Airport in the Middle East” for the 8<sup>th</sup> consecutive year.

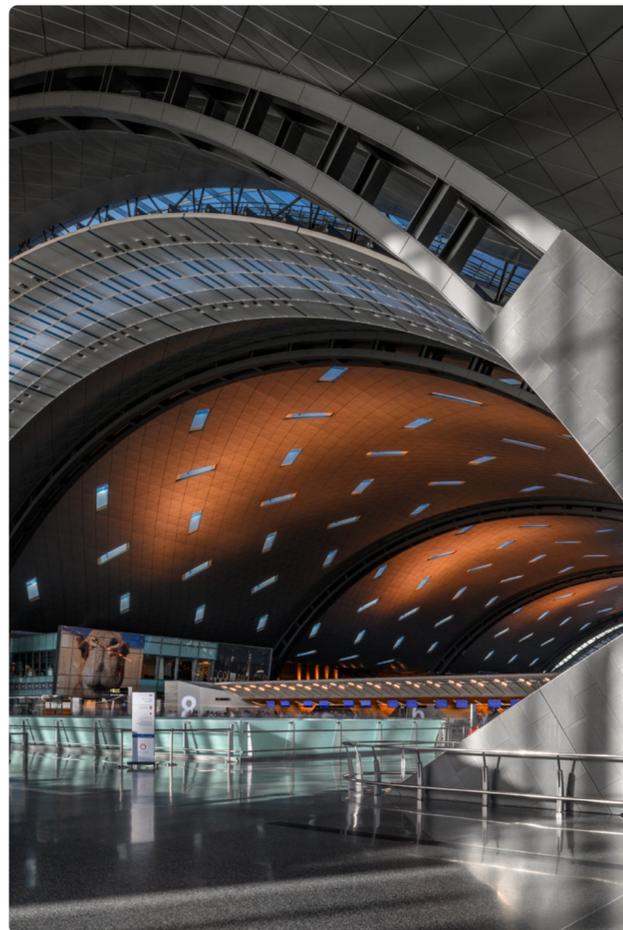
In November 2022, Hamad International Airport officially unveiled its impressive airport expansion project to the world, enriching passengers’ experiences and transforming the airport into an extraordinary destination where any journey is worthwhile. Hamad International Airport’s ambitions and futuristic vision can be witnessed within the newly launched ORCHARD – a tropical garden located at the centre of the terminal expansion. Set to truly elevate passengers’ experiences and redefine airport travel, the ORCHARD is an indoor tropical garden with a beautiful water feature that is the new focal point for visitors at the award-winning airport.

A true masterpiece at a truly world-class facility, the ORCHARD is an excellent destination for passengers seeking relaxation and tranquillity as part of their journey.

With sustainability at the core of Hamad International Airport’s plans, the airport has managed to have four of the expansion projects achieve a 4-star rating under the Global Sustainability Assessment System (GSAS) from Gulf Organization for Research & Development (GORD), including the ORCHARD, Oryx Garden Hotel and North Plaza Lounges, Al Mourjan Business Lounge - the Garden and the Remote Transfer Baggage Facility.

With Phase A of Hamad International Airport’s expansion plans now complete, Phase B of the expansion will further increase the capacity of the airport to well over 70 million passengers and construct two new concourses within the existing terminal.

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



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The Qatar Airways Group Annual Report covers the period 01 April 2022 to 31 March 2023. The scope of this report includes Qatar Airways, Qatar Airways Cargo, Qatar Executive, Qatar Aviation Services, Qatar Aviation Catering Company, Qatar Duty Free, Qatar Distribution Company, Internal Media Services, Al Maha and Dhiyatina Hotels. Reporting includes activities undertaken in Qatar as well as flights to and from international destinations.