



Lufthansa Consulting



African Airlines Consolidation Workshop

AFRAA-Lufthansa Consulting

14 September 2021: 13.00hrs EAT

Virtual Format

Agenda

Duration: 3hrs20minutes + Break

Time	Topic	Format	Lead	Details (preliminary)
PART 1: Introduction				
20 min	Opening remarks		-	<ul style="list-style-type: none"> ▪ AFRAA ▪ Kenya Airways ▪ LH Consulting ▪ AUC Commissioner
40 min	Industry consolidation: setting the context	Presentation with interactive live polls	<ul style="list-style-type: none"> - AFRAA - Lufthansa Consulting 	<ul style="list-style-type: none"> ▪ State of the Industry ▪ Overview of African aviation vs Europe, North America, Latin America – fragmentation, competitiveness, etc ▪ Spectrum of partnership options for airlines ▪ History of airline consolidation in the 21st century: triggers and outcomes ▪ Effects of airline consolidation on market dynamics ▪ COVID-19's impact on the environment for consolidation ▪ Interactive polls: audience perspective on the topic
PART 2: CASE STUDIES				
50 min	Case study: 2 African airlines	Presentation + Q&A	African airline CEO (to be identified alongside Maureen) <ul style="list-style-type: none"> • Air Afrique • Ethiopian Airlines • Kenya Airways 	<ul style="list-style-type: none"> ▪ Case study to be determined
10 min	Financial aspects of airline consolidation		AfDB	
20 min	Case study 2: Lufthansa Consulting experience	Presentation + Q&A	Lufthansa Consulting	<ul style="list-style-type: none"> ▪ Overview of acquisition of Air Berlin in 2018 – the good, the bad

with an European airline

and the ugly

20 min	Case study 3: Global examples	Presentation + Q&A	Lufthansa Consulting	<ul style="list-style-type: none"> Benefits and risks of consolidation from an airline perspective based on global examples
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BREAK

PART 3: PANEL SESSION AND CONCLUSION

70 min	Panel discussion: The prospects for airline consolidation in Africa	Panel with 5 panelists	<p>Moderator: Lufthansa Consulting Participants: TBD</p> <ul style="list-style-type: none"> Secretary General AFCAC RECs (EAC + ECOWAS) ICAO ESAF Regional Director IATA Africa representative 	<ul style="list-style-type: none"> Three sections: What can we expect for consolidation in the African aviation market? What are the risks (political, regulatory, other)? How can an airline best participate in opportunities for consolidation? Post-transaction, how can airlines extract the most value from consolidation?
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Q and A

10 min	Summary of take-away actions and next steps	Presentation	AFRAA	<ul style="list-style-type: none"> Presentation of the take-away points and actions for implementation.
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LANGUAGES: English- French