



Lufthansa Consulting



African Airlines Consolidation Workshop

AFRAA-Lufthansa Consulting

14 September 2021

Virtual Format

Agenda

Duration: 3hrs 25mins + Break

Time	Topic	Format	Lead	Details (preliminary)
PART 1: Introduction				
15 min	Opening remarks		-	<ul style="list-style-type: none">Mr. Abdérahmane Berthé – Secretary General, AFRAAMr. Allan Kilavuka – CEO, Kenya AirwaysCatrin Drawer, Head of Market Africa, Lufthansa ConsultingMr. Atef Marzouk, Ag Director Air Transport – Department of Infrastructure & Energy AUC on behalf of H.E. Commissioner
30 min	Industry consolidation: setting the context	Presentation with interactive live polls	<ul style="list-style-type: none">5min: Mr. Abdérahmane Berthé – Secretary General10min: Ms. Raffaella Irie – Data & Statistics Manager15min: Matthias Kern – Associate Partner, Lufthansa Consulting	<ul style="list-style-type: none">State of the IndustryOverview of African aviation vs Europe, North America, Latin America – fragmentation, profitability, etcSpectrum of partnership options for airlinesHistory of airline consolidation in the 21st century: triggers and outcomesCOVID-19's impact on the environment for consolidationInteractive polls: audience perspective on the topic
PART 2: CASE STUDIES				
50 min	Case study: 3 African airlines	Presentation + Q&A	<ul style="list-style-type: none">Air Afrique by Mr. Chamsou Andjorin – Coordinator African Aviation Industry Group (Formerly	<ul style="list-style-type: none">Case studies presentations

- from Air Afrique Team)
- Ethiopian Airlines by Ethiopian Airlines
Mr Busera Awel, VP Strategic Planning and Alliances
Ethiopian Airlines
 - Kenya Airways by Mr. Allan Kilavuka - CEO, Kenya Airways

BREAK

10 min	Financial aspects of airline consolidation		Mr. Romain Ekoto - Chief Aviation and Air Transport Officer, African Development Bank	
10 min	Case study 2: Lufthansa Consulting experience with an European airline	Presentation + Q&A	Arvind Chandrasekhar, Associate Partner, Lufthansa Consulting	▪ Acquisition of Air Berlin in 2017/18 – overview and key learnings
10 min	Summary of Case Studies	Presentation + Q&A	Matthias Kern – Associate Partner, Lufthansa Consulting	▪ Summary of benefits and risks from consolidation from an airline perspective

PART 3: PANEL SESSION AND CONCLUSION

70 min	Panel discussion: The prospects for airline consolidation in Africa	Panel with 5 panelists	<p>Moderator: Arvind Chandrasekhar, Associate Partner, Lufthansa Consulting</p> <p>Participants: TBD</p> <ul style="list-style-type: none"> ▪ Angeline Simana representing Secretary General AFCAC ▪ Hon. (Dr.) Peter M. Mathuki - Secretary-General, East African Community (EAC) ▪ Mr. Barry Kashambo ICAO ESAF Regional Director ▪ Mr. Raphael Kuuchi – Director Government Legal & Industry Affairs, AFRAA ▪ Mr. Kamil Al-Awadhi Regional Vice President - Africa & the Middle East, IATA <p>Q and A</p>	<ul style="list-style-type: none"> ▪ What can we expect for consolidation in the African aviation market? ▪ What is the impact of partnerships and consolidation on socio-economic factors and connectivity? ▪ How do regulatory authorities view consolidation, and how do they assess transactions? ▪ What are the risks (political, regulatory, other)? ▪ Post-transaction, how can airlines extract the most value from consolidation?
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10 min	Summary of take-away actions and next steps	Presentation	Ms. Maureen Kahonge – Senior Manager Business Development & Communications, AFRAA	▪ Presentation of the take-away points and actions for implementation.
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LANGUAGES: English- French