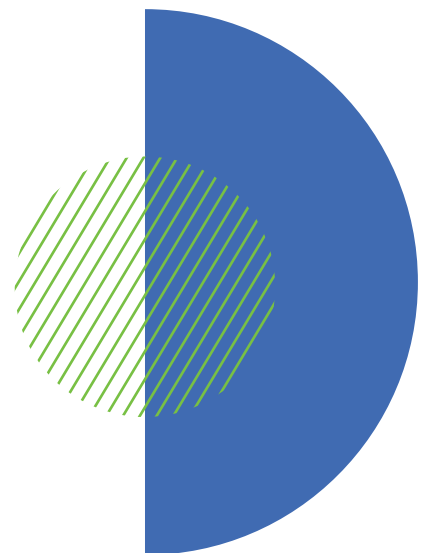


20  
23



**ANNUAL  
REPORT**





## AFRAA Executive Committee (EXC) Members 2023

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 <p><b>AIR TANZANIA (TC)</b></p>	 <p><b>CAMAIR-Co</b></p>	 <p><b>EGYPTAIR (M.S.)</b></p>
 <p><b>ETHIOPIAN AIRLINES (ET)</b></p>	 <p><b>KENYA AIRWAYS (KQ)</b></p>	 <p><b>LAM MOZAMBIQUE (TM)</b></p>
 <p><b>ROYAL AIR MAROC</b></p>	 <p><b>TAAG ANGOLA (T.M.)</b></p>	

## Foreword



**A**fter the shock of the COVID-19, the global economy was adversely affected by the Russia-Ukraine war. The conflict impacted the supply chains, provoked a rise in the prices of many commodities, particularly energy, and led to persistent inflation globally.

As a result, the global GDP growth decelerated from 6% in 2021 to 3.1% in 2022. According to the World Bank, the downtrend will continue in 2023 to reach 2.1% before bouncing back to 2.4% in 2024 and an estimated 3% in 2025.

Crude oil price per barrel stood at an average of USD 100 in 2022, a 29.6% increase compared to 2021. Comparatively, the jet fuel price peaked at an estimated USD 135.6 per barrel on average, from USD 77.8 in 2021.

In Africa, economies recorded a slowdown in 2022. The real GDP was estimated at 3.8%, down from 4.8% in 2021. This was mainly attributed to tightening global financial conditions and the supply chain disruption.

2022 was a strong recovery year for the airline industry, as most countries reopened their borders and lifted travel restrictions. A strong rebound followed the reopening of borders in the number of tourists and air travelers.

According to UNWTO, over 960 million tourists travelled internationally in 2022, more than doubled in 2021. IATA reported that airlines carried 3.4 billion passengers in 2022 compared to the 2.2 billion realized in 2021.

Our continent received 46.6 million international tourists, generating USD 31.6 billion. Airlines in the continent carried 67 million passengers, representing a 55.8% growth compared to the previous year.

In terms of capacity, the average Passenger Load Factor recorded in Africa for 2022 was 71.6%, a 10.6% increase compared to 2021. This is 7% less than the global average. The mismatch between capacity and demand and the limited commercial cooperation between local carriers may explain this low performance in terms of load factor in Africa.

The recovery is expected to continue, and African airlines' estimated number of passengers in 2023 is 85 million. Regarding passenger revenues, we forecast that African airlines will lose for the full year 2022, USD 3.5 billion, approximately 20% of the entire year 2019 airlines' revenue. This will narrow down to USD 1 billion in 2023.

Regarding safety, African carriers were involved in 10 accidents, of which 3 were fatal, with 25 fatalities. This is a regression compared to 2021, where the number of accidents was 4 in the region. AFRAA and industry stakeholders are working towards improving safety standards in our continent. For example, AFRAA is currently running with its partners IATA and AFCAC a 3-year project, which aims to identify eligible airlines, conduct gap analyses, and recommend corrective actions to prepare those airlines for IOSA or ISSA certifications.

The African Aviation Industry Group (AAIG) roadmap for Air Transport Sustainability, developed during the Laboratory organised in June 2022, has started showing results. The Free Routing Airspace (FRA) project has seen its first achievement with the first two free routing flights in Africa on 2 November 2023: ET935 and KQ508 operated safely outside the existing routes directly from Addis Ababa to Abidjan and Nairobi to Accra, respectively.

Cumulating over a year, the shortened flight time on one of these one-way flights avoids burning 292 metric tonnes of fuel, prevents the emission of 340 metric tonnes of CO<sub>2</sub>, and reduces the operator's fuel bill by USD 310,000.

We strongly believe that a collaborative approach among aviation stakeholders and partners will allow us to achieve a sustainable industry in Africa and make aviation a vital contributor to the Continental economy.

This report reviews the state of the African air transport industry and the AFRAA Secretariat activities, which benefit member airlines. The airlines' profile section will help readers get essential facts about all AFRAA member airlines. Finally, you will have a summary of all our partners who assist the association's activity.

I wish you an excellent, informative reading.

A handwritten signature in black ink, appearing to read 'Abd' and 'Berthé'.

**Mr. Abdérahmane Berthé**  
AFRAA Secretary General



### Vision

"A sustainable, interconnected and affordable Air Transport industry in Africa where African Airlines become key players and drivers to African economic development."



### Mission

"To promote, serve African airlines and champion Africa's aviation industry."



### Values

**AFRAA believes in:**  
Professionalism, Integrity  
Leadership, Communication,  
Commitment to serve,  
Partnerships, Transparency  
Result Orientation



### Objectives

#### AFRAA as an association has the following strategic objectives

##### Safe, secure and reliable air transport:

Promote the industry best practices to support safe, secure and reliable air transport in Africa;  
Enhance the visibility, reputation and influence of African Airlines in the global Aviation industry;

##### Sustainable air transport:

Advocate for the reduction of costs of air transport services in Africa by reducing taxes, fees and charges.  
Strive for the implementation of cost-effective Human Resource Development.  
Lobby for market access to increase revenues and enhance connectivity for the aviation sector in Africa;

##### Cooperation:

Undertake the implementation of joint initiatives aimed at reducing operating costs for airlines, increase revenues and market share. Facilitate and encourage partnership among African airlines;

##### Data Intelligence:

Become a hub for data, intelligence and expertise in the African Aviation Industry.

# "Better Skies for Africa"



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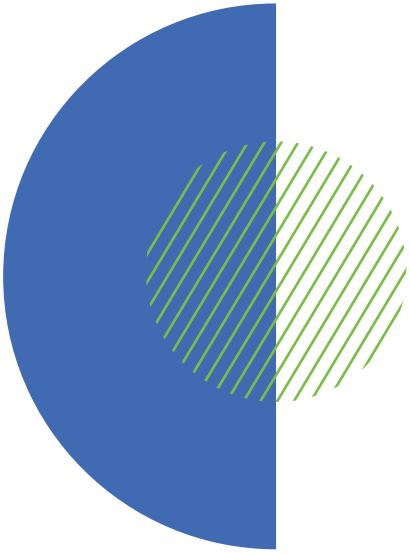
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## Section One: Economic performance

### 1.1 Global economic performance

The World Health Organization declared the end of the Global Emergency status for the COVID-19 Pandemic in May 2023.

However, 3 years after the beginning of the pandemic, global economic growth remains slower than expected. Inflation remains high worldwide and central banks attempts to mitigate by increasing policy rates, leading to raise the cost of borrowing.

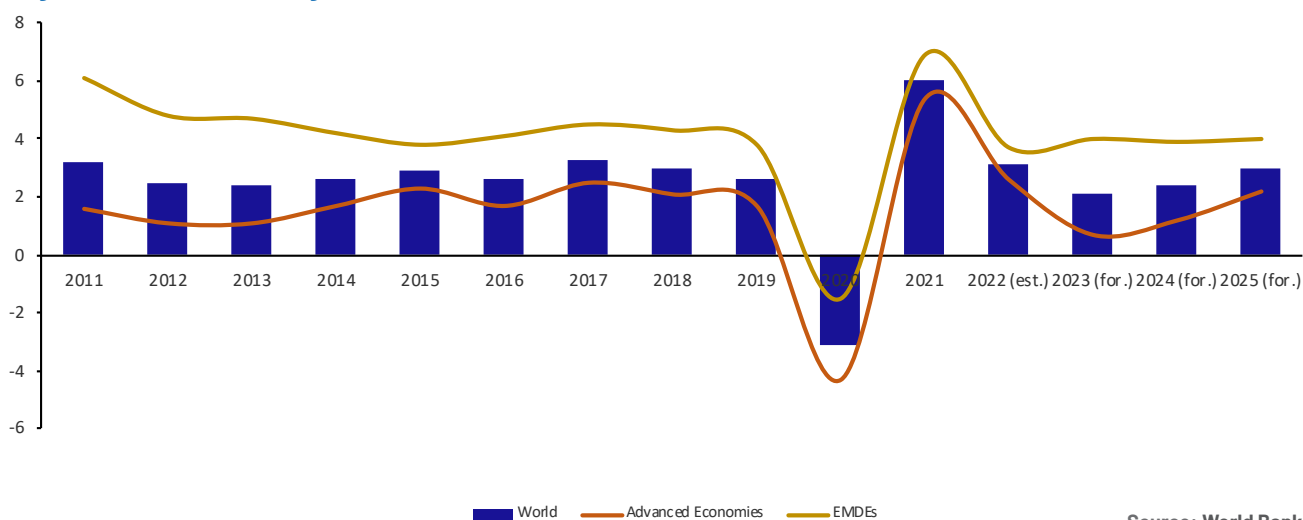
After the post-COVID economic rebound, the global GDP growth decelerated, from 6% in 2021 to 3.1% in 2022. The downtrend will continue in 2023 to reach 2.1% before bouncing back to 2.4% in 2024 and an estimated 3% in 2025. According to the WorldBank, for the whole of 2023, global activity is expected to

decline, particularly in advanced economies. The pressure of inflation persists and the continued monetary tightening to restore prices stability is expected to peak in 2023 in many countries.

Growth will be uneven across EMDE countries this year and next. It is expected to accelerate in 2023 in East Asia and Pacific and Europe and Central Asia. On the other hand, growth should moderate in all other regions, especially in Latin America and the Caribbean and Middle East and North Africa. The average GDP growth rate in EMDEs is estimated at 4% in 2023.

Growth in Advanced Economies is also expected to slow down, to reach 0.7%.

Figure 1.1: Global economic growth



Source: World Bank

Commodity prices recorded very high level in 2022, as a consequence of the Russia Ukraine war. The trend reversed and the prices were 30% below the peak of June 2022, according to the World Bank. In 2023, the prices are expected to stay below the levels of 2022, but remain above the pre-pandemic levels.

The World Bank reports that the energy price index is expected to decline by 26% in 2023.

Natural gas price has fallen in Europe but remains three times higher than the average seen between 2015 and 2019.

Crude oil price per barrel stood at an average USD 100 in 2022, and are forecasted to drop by 16% in 2023, to reach an average USD 84 in 2023 before slightly increasing to USD 86 in 2024. The rising demand driven by the reopening of China by the end of 2022 was tempered by the growth in interests' rates.

Non-energy commodities prices are forecasted to decline by 10% in 2022 and 3% in 2023, due to a weak global demand.



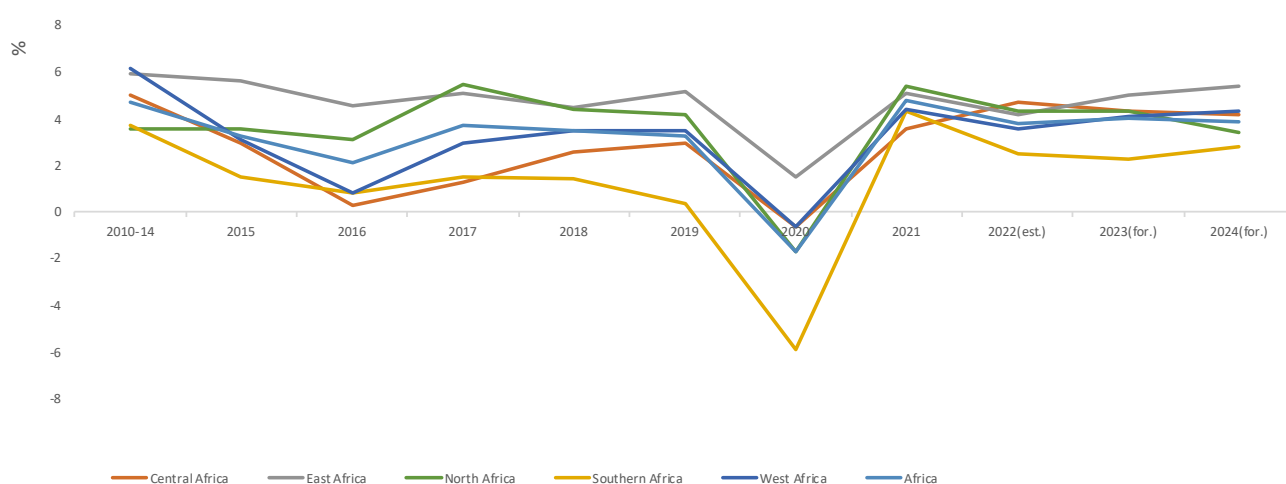
## 1.2 Africa's economic performance

After experiencing an economic rebound in 2021, the African economies recorded a slowdown in 2022. The real GDP was estimated at 3.8% in 2022, down from 4.8% in 2021. This was mainly attributed to the tightening of global financial conditions and the supply chain disruption, result of the Russia Ukraine conflict, the residual effects of the COVID-19 pandemic and

the growing impact of climate change and extreme weather events.

Despite the deceleration, the region performed better than most other regions in the world, having 5 out of the world's 10 fastest-growing economies in 2023, according to the African Development Bank (AfDB). The growth is estimated to reach to 4% in 2023.

**Figure 1.2: GDP growth projections in Africa 2019-25**



Source: AfDB

The AfDB reported that the inflation remains high, reaching 14.2% in 2022, from 13% in 2021. Due to the predominance of structural weakness on the national food supply, the unpredictability of energy prices, as well as the depreciation of national currencies, the inflation is projected to rise to 15.1% in 2023. However, it should stabilise and reduce to 9.5% in 2024, benefiting from the monetary policies.

The debt-GDP ratio has decreased from 68% of the GDP in 2021 to 65% in 2022, according to AfDB estimations. This is thanks to debt relief initiatives in some countries.

However, it is expected to increase to 66% in 2023 and then stabilise at around 65% in 2024 due to growing financing needs, associated with rising food and energy import bills, high debt service costs due to interest rate hikes, exchange rate depreciations, and rollover risks (AfDB).

In many African countries, national currencies were depreciated in 2022, mainly due to monetary policy tightening in the United States, which propped up the US dollar.

Commodity prices whose prices went up after the beginning of the Russia Ukraine war, have since declined as the global demand was weak.

By end of March 2023, the energy price index was 70% lower than the peak of June 2022.

The economic growth is expected to remain stable in 2024, with a GDP growth of 4.3%.

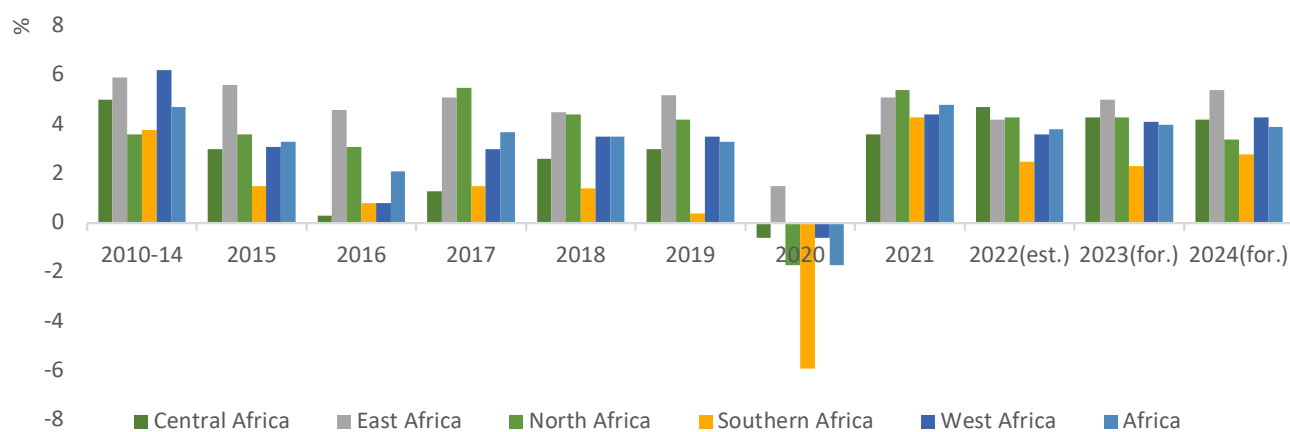
## 1.3 Regional prospects for Africa

The AfDB African Economic Outlook reports that 2022 economic performance varied across countries and regions. The main trends are as follows:

In 2022, **Central Africa** recorded the highest GDP progression, 5% compared to 3.4% in 2021. The region benefited from the high prices of commodities like crude oil, and minerals.

The top performer is the Democratic Republic of Congo. The country's GDP is estimated to rise from 6.2% in 2021 to 8.5% in 2022. The growth in the region is forecasted to stay above 7% for the coming years mainly driven by the mining sector.

**Figure 1.3: Real GDP growth by sub-regions of Africa, 2010–24**



Source: AfDB

Equatorial Guinea will face a prolonged recession extending to 2024 due to the reducing hydrocarbon production.

The regional growth is expected to reach an estimated 4.9% in 2023 and is projected to slightly slow down to 4.6% in 2024.

The **East Africa** region's economic growth moderated, after being the only one to have recorded a GDP growth of 1.5% in 2020. The Real GDP grew at an estimated 4.8% in 2021 and is projected to stabilize at 4.7% in 2022.

However, given that most countries in the region are importers of raw materials, the increase in their cost on the international market (energy and food) is likely to affect growth, according to the AfDB. The region is also subject to recurring climatic phenomena and has internal conflicts.

The regional growth is driven by Ethiopia, Rwanda, and Uganda. Growth in Rwanda has always increased by 7%, except in 2020, and should maintain this momentum in 2023 and 2024. It will be drawn by an increase in public spending on infrastructure. Uganda and Ethiopia are also expected to experience strong growth, exceeding 5% in 2023 and 2024 thanks to developments in the oil sector for Uganda and continued infrastructure spending for Ethiopia.

Growth in the region is expected to consolidate at above 5.1% in 2023, before reaching 5.8% in 2024.

In **North Africa**, the growth was hampered by the sharp contraction in Libya and the effects of drought in Morocco. the GDP reduced from 5.4% in 2021 to 4.1% in 2023.

The growth is projected to accelerate in 2023 and 2024 at an average of 4.5%, supported by strong recovery in these two countries and consolidating the gains in others.

The Libya's economy is projected to increase to 8.0% in 2024, from the contraction of 12.1% in 2022, boosted by better oil production. Morocco's growth rate is also projected to more than double to 3.5% in 2024, from 1.1% in 2022.

The region has a huge potential to become self-sufficient in terms of energy and to serve as an alternative source for the European Union, given its proximity to Europe.

However, the region remains vulnerable to significant headwinds, including climate shocks and persistent social challenges, which can potentially affect the economic outlook.

All **West Africa** countries recorded growth slowdown in 2022, except Cabo Verde, The Gambia, Guinea, Mali, and Niger. This brought the regional GDP to decrease from 4.4% in 2021 to 3.8% in 2022.

The region suffered from high public debt estimated at 91% of GDP, high inflation, local currency depreciation, especially for countries like Ghana and Nigeria.

In Cote d'Ivoire, massive investments in infrastructures in preparation for the Africa Cup of Nations in 2024, as well as initiatives to improve in the sector of renewable energy are projected to boost the economic growth from an estimated 6.7% in 2022 to 7.1% in 2023–24.

According to AfDB, the regional economy will growth by 3.9% in 2023 and 4.2% in 2024.

Growth in **Southern Africa** declined in 2022 to 2.7% compared to 4.1% in 2021, affected by the slowing growth in South Africa, the region's main economy.

The country's economic growth decreased by 2.9% from 2021 to 2022 due to rising inflation that affected household consumption, and frequent power outages.

The region was also suffered from adverse weather conditions, including cyclones in Malawi and Mozambique.

According to the AfDB, the delays in addressing South Africa's worsening energy crisis, the operational and financial weaknesses and the slow progress in implementing reforms, will keep the country's growth below emerging market peers.

Thus, the growth in the region is projected to decelerate to 1.6% in 2023 before rising to 2.7% in 2024.

## 1.4 Tourism

### 1.4.1 International tourism

The year 2022 saw a rebound in international tourism, as the demand was stronger than expected, favoured by the ease of travel restrictions in many countries.

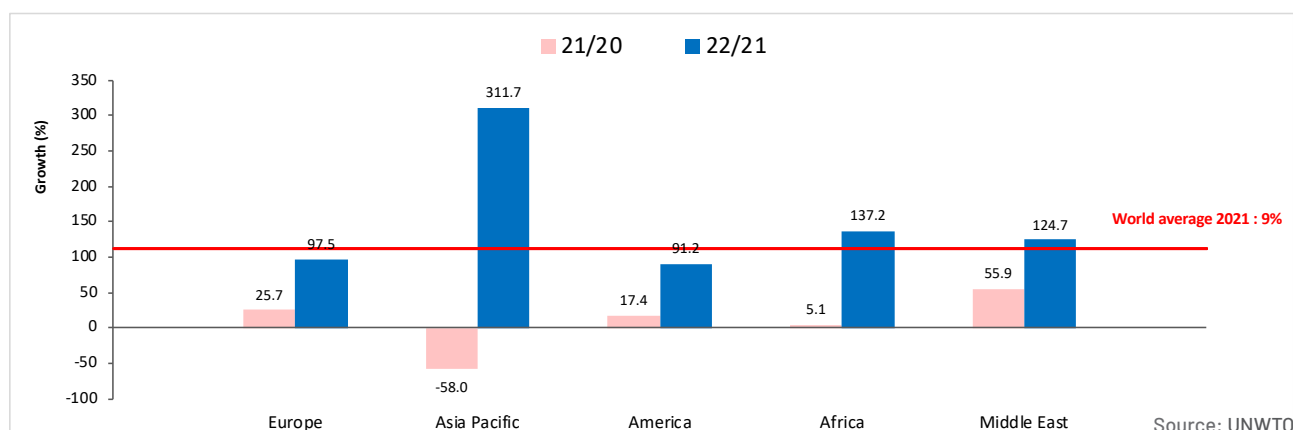
According to UNWTO, over 960 million tourists travelling internationally in 2022, meaning two-thirds (66%) of pre-pandemic numbers were recovered last year. Compared to 2021, international tourism more

than doubled (111.2%) despite some headwinds like the Russian Ukraine war and the challenging economic environment.

Asia Pacific recorded the highest growth of international tourists' number, from 24.8 million to 102.3 million (312%).

Africa and Middle East also saw the number of international tourists arrivals more than double from 2021 to 2021.

**Figure 1.4: International tourists arrivals growth per region**



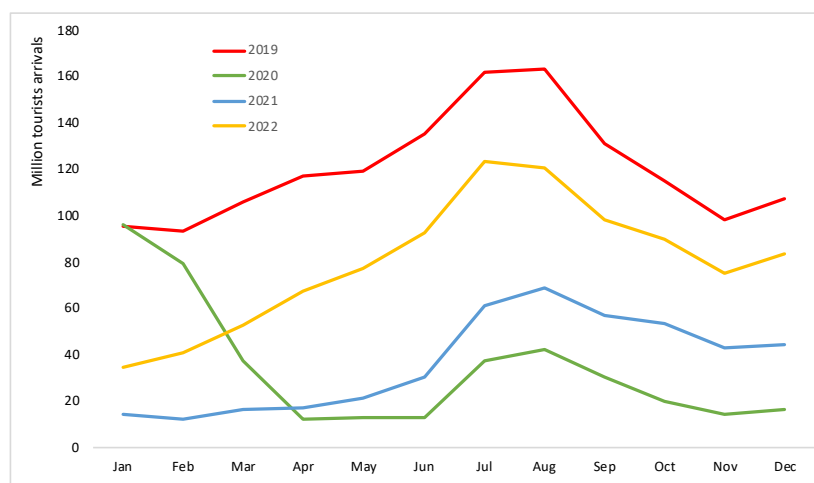
The UNWTO reported that the international tourists' arrivals saw a strong rebound during the northern hemisphere summer season, after slowing down on the last months of the year.

The economic environment is a potential challenge to the effective recovery of international tourism.

The combination of inflation and high interest rates increases the cost of living and puts pressure on households' budgets. This might result in tourists seeking value for money, travelling closer to home and/or making shorter trips, in response to elevated prices and the overall economic challenge, as reported by the UNWTO.

International tourists' receipts reached USD 1.07 trillion in 2022, almost the double of the USD 620 billion achieved during the previous year, and 64% of the pre-pandemic levels.

**Figure 1.5: Monthly international tourists arrivals 2020 - 2022**



Source: UNWTO

### 1.4.2 Tourism in Africa

In 2022, Africa received 46.6 million international tourists, an increase of 137.2% compared to 2021, according to the UNWTO. Compared to 2019, the number of arrivals remains 32.5 % lower. The continent's contributed to only 4.7% of the global number of tourists. Northern Africa recorded 19.1 million passengers. Morocco remains the preferred destination in the region with almost 11 million international tourists, almost three times the number of 2021 In sub-Saharan Africa, the data available is limited. However, South Africa and Mauritius that are among the most frequented destinations saw their number of international arrivals more than double. The flow of international tourists generated USD 31.6 billion in 2022, distributed as follows: USD 19.8 billion in sub-Saharan Africa and USD 11.1 billion in North Africa.

## Section Two: Airline performance

### 2.1 Global industry performance

#### Passenger traffic

According to International Air Transport Association (IATA), throughout 2022, countries progressively eased or ended travel restrictions, with China being the last major market to do so. The reopening of borders was followed by a strong rebound in the number of air travelers.

IATA reports that revenue passenger kilometres (RPKs) increased significantly from 41.7% of 2019 RPKs in 2021 to 64% in 2022, industry-wide. Year-on-year, the RPKs increased by 64.2%.

Airlines worldwide carried 3.4 billion passengers in 2022 compared to the 2.2 billion realised in 2021. The capacity (ASKs) increased by 39.6% compared to 2021. The average global return ticket increased from USD

231 in 2021 to an estimated USD 285 in 2022. The forecast for 2023 is USD 253.

In 2022, International RPKs growth exceeded the domestic RPKs recovery, according to IATA.

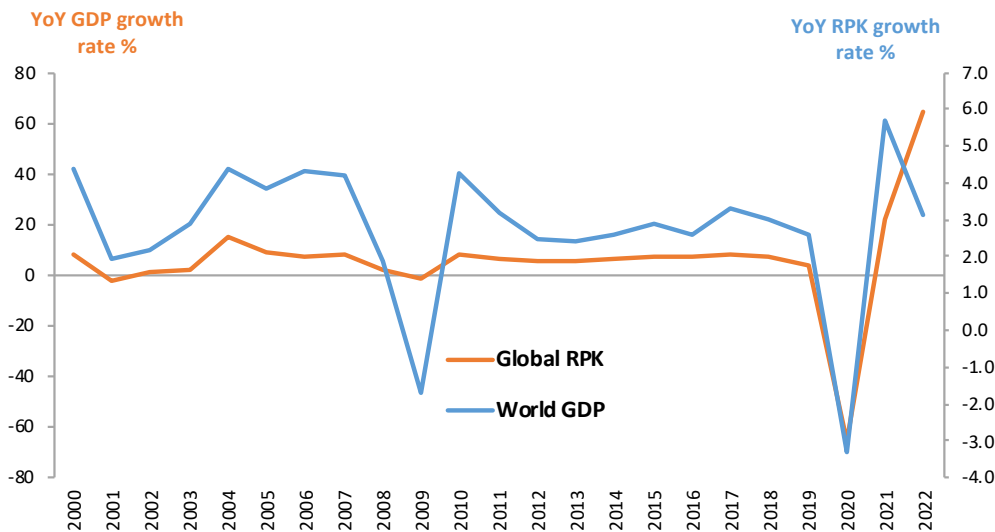
Domestic RPKs grew by 10.9% compared to 2020, but are still below the pre-COVID levels by 20%. On the other end, international RPKs strongly rebounded, by 152.3%.

Europe and North America had the highest level of RPKs, representing 31% and 29% of the global RPKs, respectively. Asia Pacific follows with a share of 22% of the worldwide RPKs. Middle East, Latin America and Africa both represent less than 20%.

International traffic represented more than half of the global traffic (58%) while domestic was 42%.

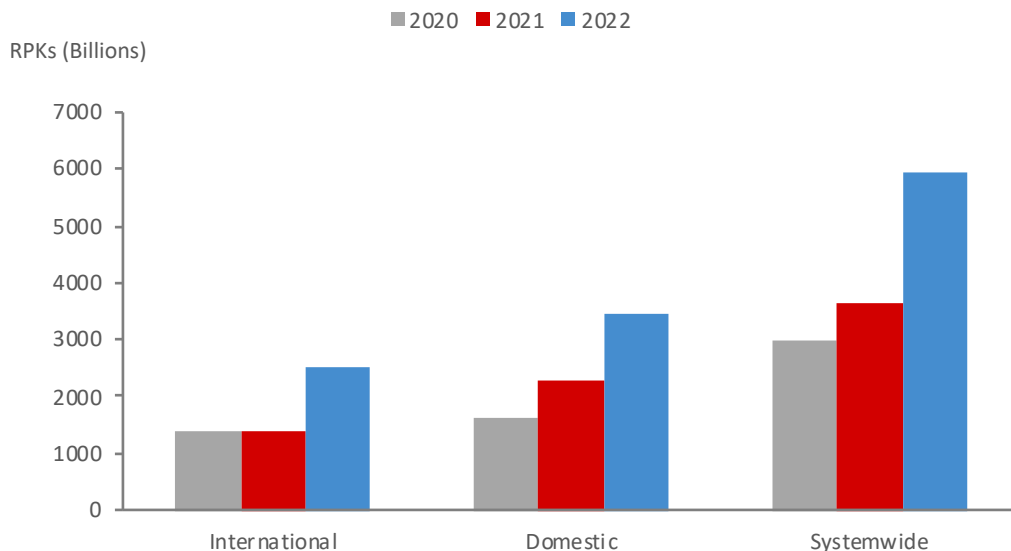
Domestic traffic was dominant in North America, Asia Pacific and Latin America. On the contrary, in Europe, Middle East and Africa, international traffic prevails.

**Figure 2.1: Worldwide RPK and GDP growth**



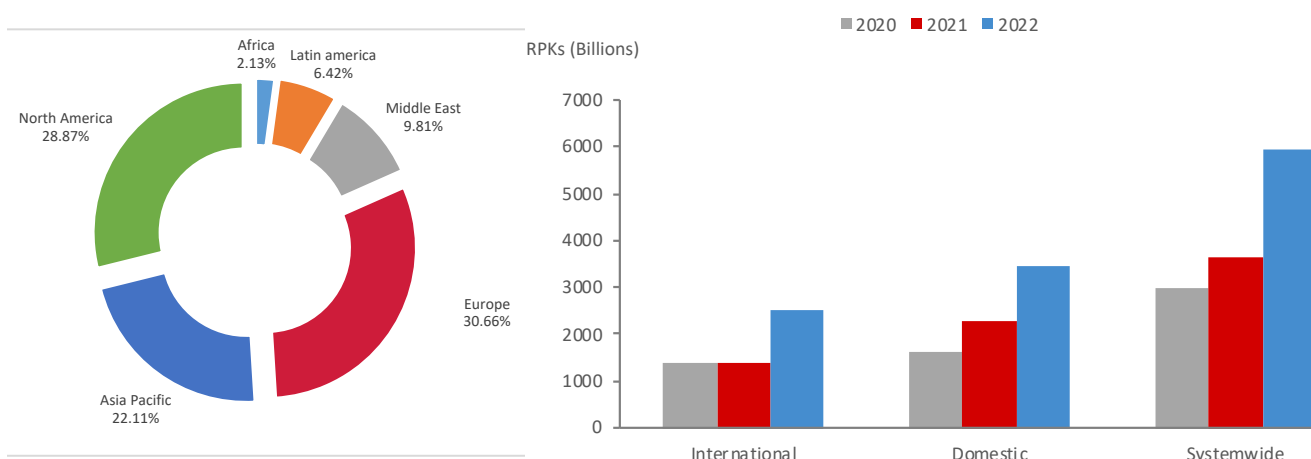
Source: IATA, IMF

**Figure 2.2: World Scheduled RPKs 2020-2022 (billion)**



IATA WATS / AFRAA

**Figure 2.3: RPK per region – Scheduled services**



IATA WATS / AFRAA

### Passenger load factor

In 2022, the industry achieved a passenger load factor of 78.7%. This is an increase of almost 12% compared to 2021, where the industry load factor was 66.9%. The load factor of domestic flights was 78.9% while International flights load factor was 78.5%.

Latin American airlines achieved the highest load factor with 82.6%. The other regions follow with North America (80.8%), Europe (80.5%), Middle East (75.8%), Asia Pacific (74%) and Africa (71.6%).

**Table 2.1: Passenger Load factor for all regions 2022**

	Passenger L.F.	% Change
Africa	71.6%	10.6
Asia Pacific	74.0%	11.5
Europe	80.5%	12.8
Latin America	82.6%	5.3
Middle East	75.8%	24.2
North America	80.8%	6.9
Industry Average	78.7%	11.8

Source: IATA WATS

### Freight traffic

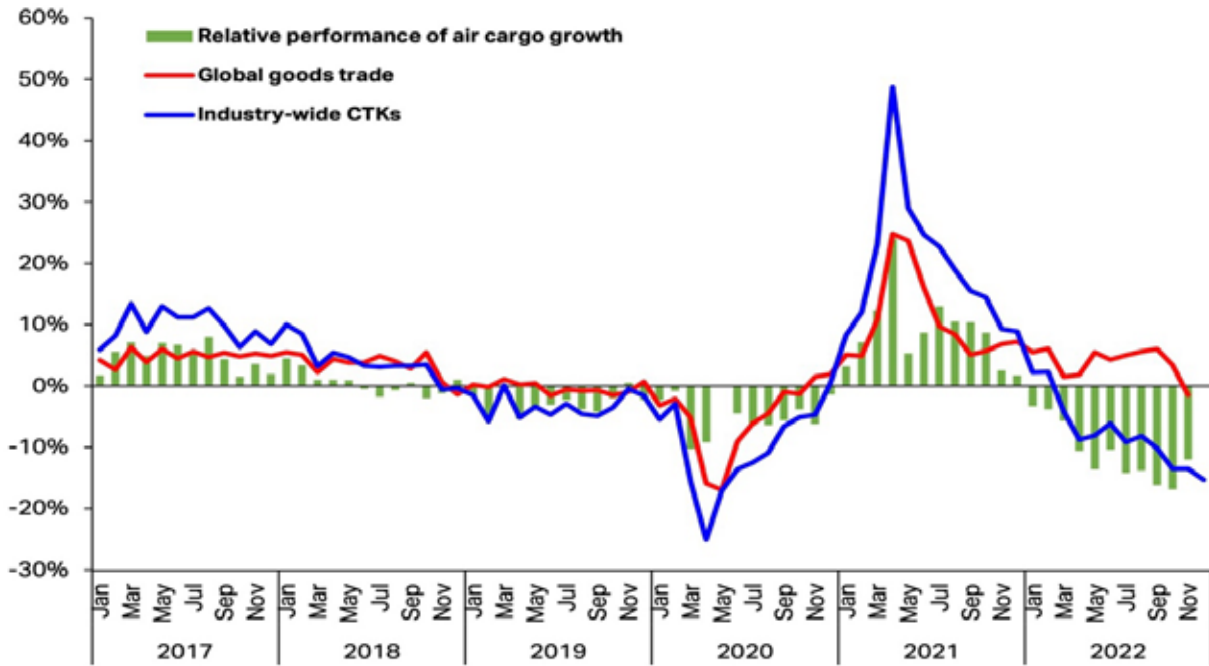
After achieving exceptional performances in 2021, demand for air freight weakened in 2022, in the face of difficult macroeconomic and commercial conditions, according to IATA.

Global airlines moved 60.3 million tonnes in 2021 compared to 65.6 million in 2021. As a result, global CTKs decreased by 8.1% YoY.

IATA reports that the high level of inflation worldwide affects the spending capacity of households. The Russia Ukraine war had a disruptive effect on the global trade flows and the strength of the US dollar makes commodity prices more expensive in local currencies.

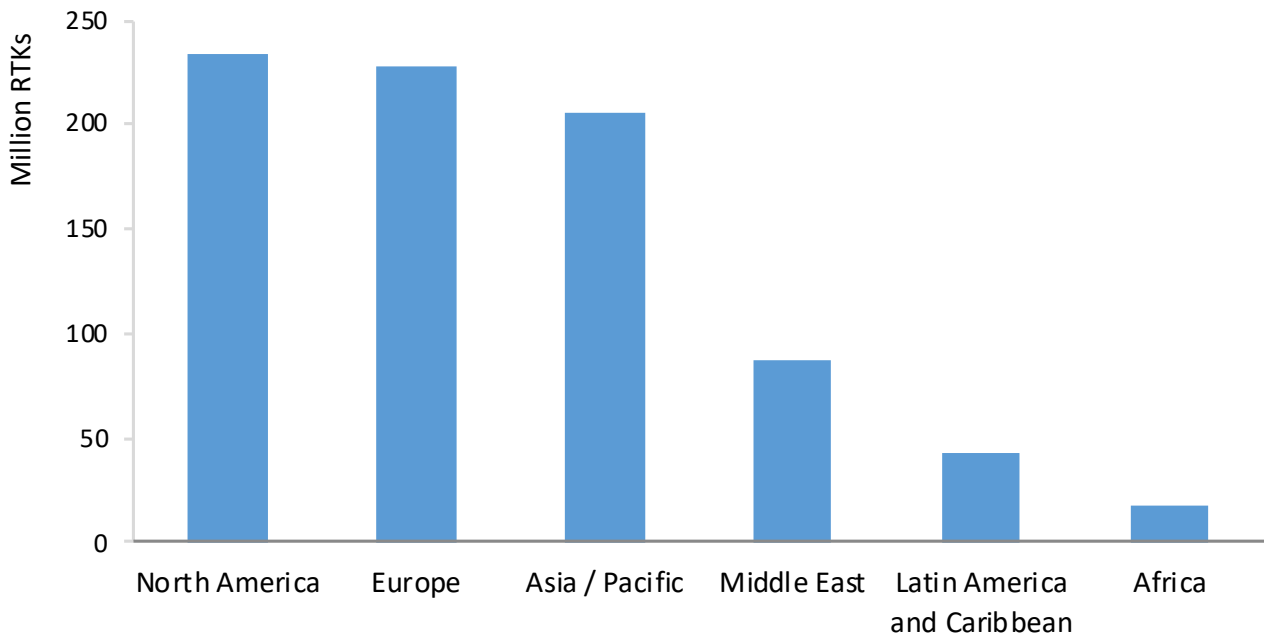
As a result, the industry CTKs experienced constant YoY declines from March 2022.

**Figure 2.4: Worldwide CTK and World goods trade growth**



Source: IATA

**Figure 2.5: Freight carried by region (million RTKs) – 2022**



Source: IATA WATTS

**Financial performance**

According to IATA, during the year 2022, the airline industry generated globally an operating revenue of USD 732 billion, versus operating expenses of USD 722 billion.

Revenues increased by 43.8% compared to 2021, but remains 12.6% below the pre-COVID levels.

The operating profit was USD 10.1 billion, with a margin of 1.4%. Unfortunately, airlines generated net losses of USD 3.6 billion systemwide.

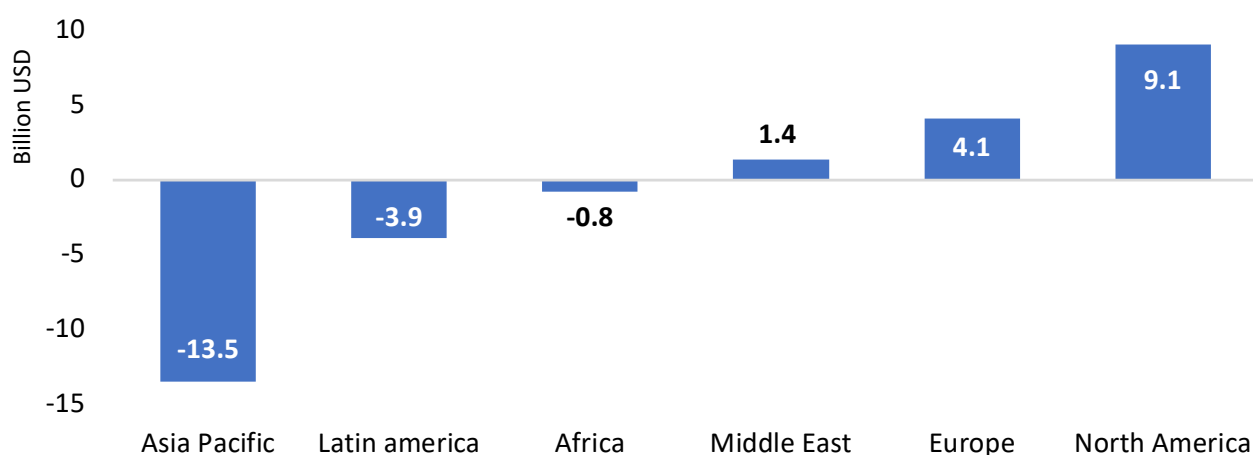
The profitability varies across regions. IATA reports that Northern American airlines posted the most

significant net profit post tax at the regional level, USD 9.1 billion. Europe follows with USD 4.1 billion. Africa, Latin America and Asia Pacific posted net losses of USD 0.8 billion, USD 3.9 billion and USD 13.5 billion, respectively.

The return on invested capital (ROIC) as a percentage of the invested capital drastically dropped by 19.3% in 2020, due to the COVID-19 pandemic. It is gradually recovering, and is estimated to reach a positive 1.3% of the capital in 2022.

The global revenue per passenger stood at USD -1.1, improving from USD -76.2 in 2020.

**Figure 2.6: Net profit post-tax per region – Scheduled services 2022**



**Table 2.2: Worldwide profitability and return on capital**

Worldwide industry	2019	2020	2021	2022(est.)
ROIC, % invested Capital	5.8%	-19.3%	-8.0%	1.3%
Net post-tax profits, \$ billion	26.4	-137.7	-41.9	-3.6
\$ per passenger	5.8	-76.2	-19.2	-1.1

Source: IATA

By region, Middle East airlines realised the highest profit per passenger in 2022, which is USD 7.1. Latin American airlines showed the worst performance with USD -14.9 per passenger, IATA reported.

**Table 2.3: Airline profits per passenger by region**

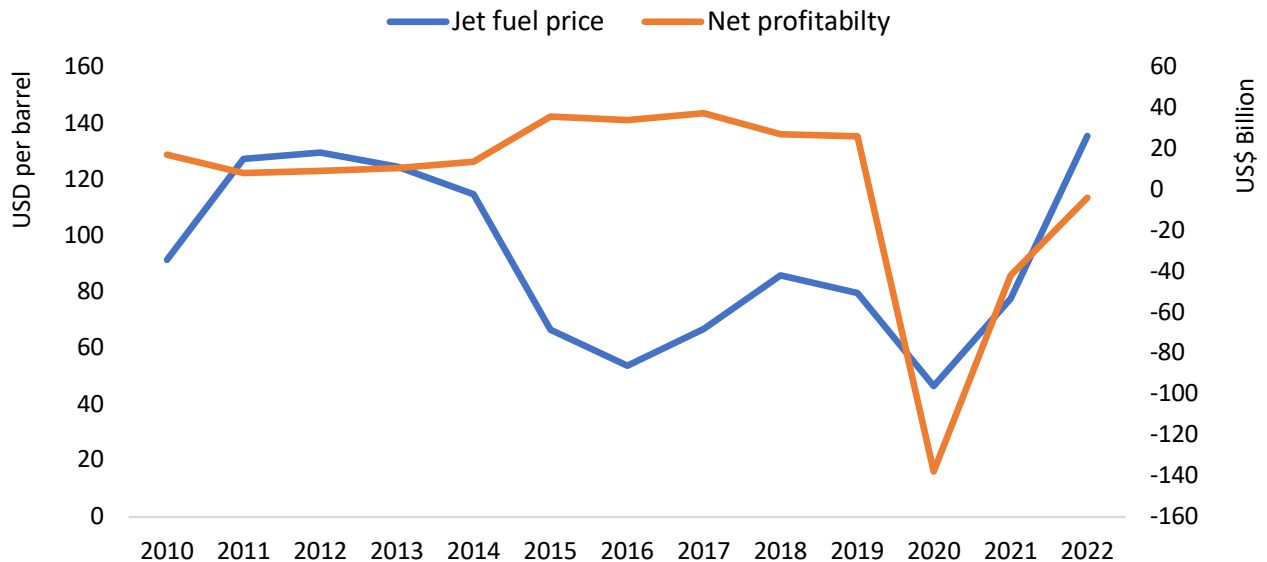
Region	Profit per passenger 2021 (USD)	Profit per passenger 2022 (USD)	Profit per passenger 2023 (USD) (*Forecast)
Middle East	-38,8	7,1	9,4
Europe	-18,5	4	-4,4
North America	-2,7	-8,5	9,5
Africa	-19,3	-9,5	-4,4
Asia-Pacific	-16,9	-13,1	-4,8
Latin America	-40,3	-14,9	-4,9
World Average	-19.2	-1.1	-2.3

Source: IATA

## Jet fuel price

In 2022, the jet fuel price peaked at an estimate USD 135.6 per barrel on average, from USD 77.8 in 2021, according to IATA. The main reason of this surge was the Russia - Ukraine war that started in February 2022. The price per barrel even exceeded USD 175 during summer. As a result, the share of aircraft fuel and oil represented 28.7% of global airlines' expenditures, the most significant cost item. In Africa particularly, Jet fuel represented 30.6% of operating costs, 2% above the global average.

**Figure 2.7: Evolution of Jet fuel price vs. Net profitability**



Source: IATA WATS

## Global passengers and freight traffic forecasts

Long-term forecasts remain challenging to establish and are subject to frequent modifications. The Russia-Ukraine conflict adds to the uncertainty as it profoundly affects the global economy.

IATA estimates that passenger traffic will grow at an annual rate of 3.2% over the period 2019-2026. Boeing, on its hand, forecasted a 4% growth over the same period.

Airbus, on its hand, foresees an annual passenger increase of 3.6% and 3.2% growth in cargo traffic up to 2042.

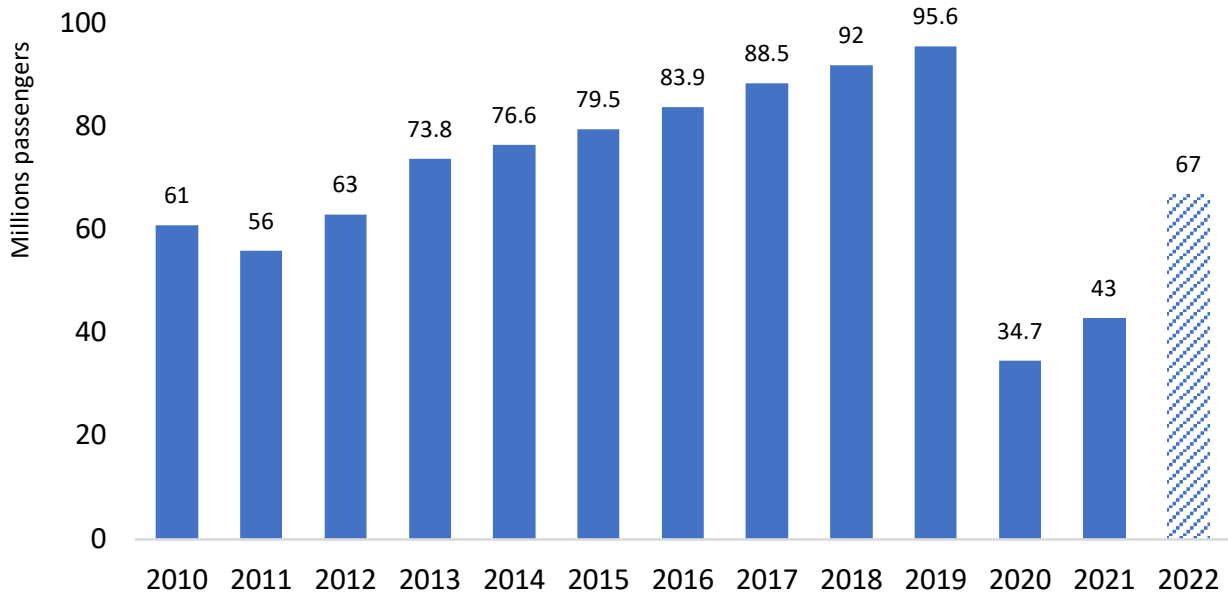


## 2.2 African airlines' performance

### Passengers carried

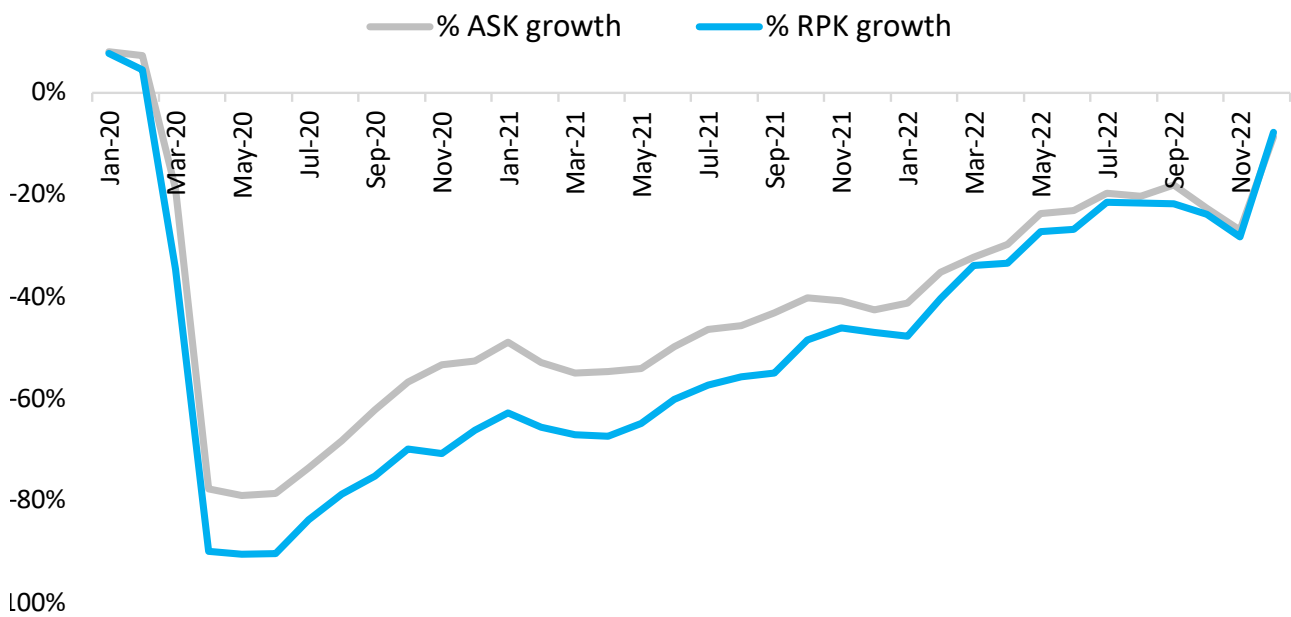
According to AFRAA estimations, African airlines carried 67 million passengers, representing a 55.8% growth compared to the previous year. The continent contributes by only 2% to the global number of passenger.

Figure 2.8: Passengers carried by African airlines scheduled operations



Source: IATA/AFRAA

Figure 2.9: African airlines ASK and RPK monthly growth



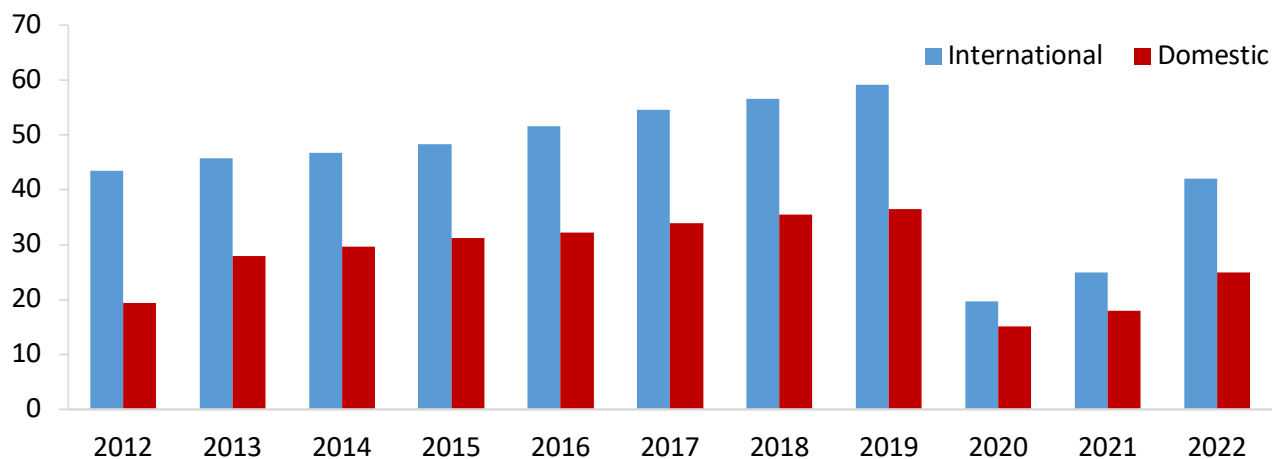
Source: AFRAA /OAG

African airlines' Asks and RPKs followed the same trend as the global industry. Over 2022 ASKs reached 76.3% of 2019 levels, while RPKs reached 74.1%. Airlines in the region continue to benefit from traffic recovery and by September 2023, RPSKs levels exceed eth level of 2019, same month.

### Domestic and international traffic

African airlines carried around 25 million passengers on domestic routes in 2022, according to AFRAA estimations. This represents a share of 37.7% of the total traffic. The share of international traffic was 62.3%, breaking down into 30.5% of Intra-African and 31.7% of intercontinental passengers.

**Figure 2.10: African airlines passenger split 2012-2022**



Source: AFRAA /IATA

The top 5 African countries in terms of passengers in 2022 are as follows:

**Table 2.4: Top 5 passenger countries in Africa in 2020 (domestic + international traffic)**

	2022 Passengers	%growth over 2021
Egypt	27 626 895	107.7
Morocco	18828234	119
South Africa	18193333	94.9
Nigeria	10191412	60.8
Tunisia	7 649438	144.9

Source: IATA WATS

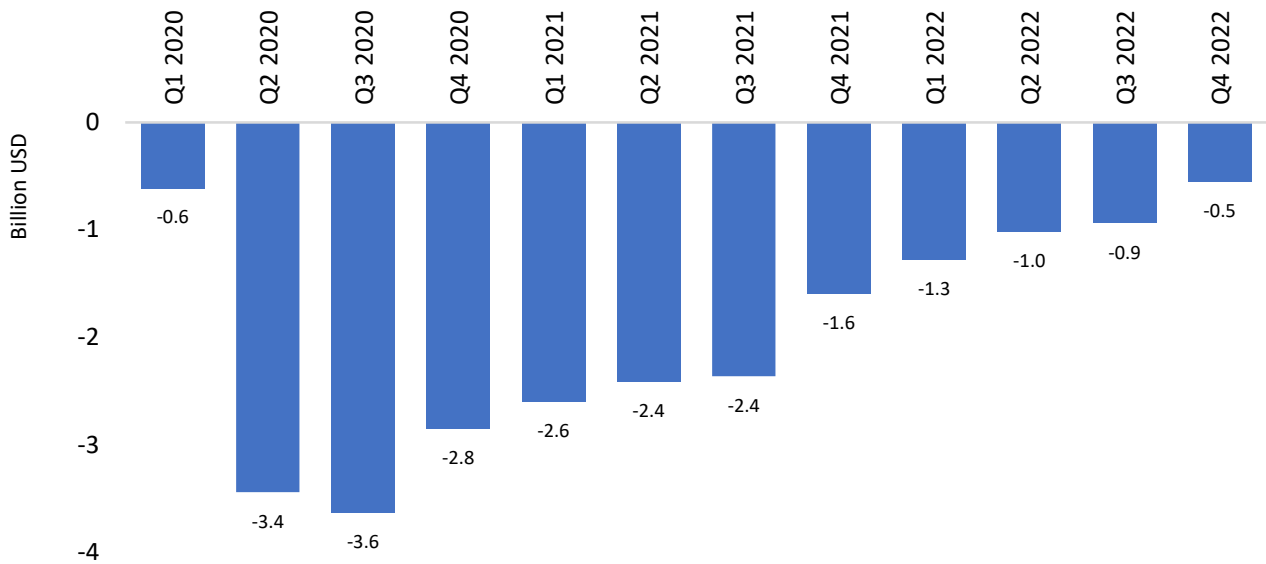
### Freight carried

In terms of cargo traffic, IATA reports that African airlines moved 5.03 billion CTKs in 2022. This represents a Year on Year decrease of 0.6%. The air cargo load factor was estimated at 46.5%.

## Financial performance

African airlines continue to suffer the adverse impact of the COVID-19 pandemic. For 2021, the passenger revenue loss was estimated at USD 8.6 billion, representing 49.8% of 2019 revenues. This represents an improvement compared to 2020 when African airlines lost USD 10.21 billion. The recovery accelerated in 2022 and African airlines' losses slowed down to USD 3.5 billion. For the year 2023, Passenger revenue losses compared to 2019 are estimated to USD 1 billion.

**Figure 2.12: African airlines passenger revenue losses compared to 2019**

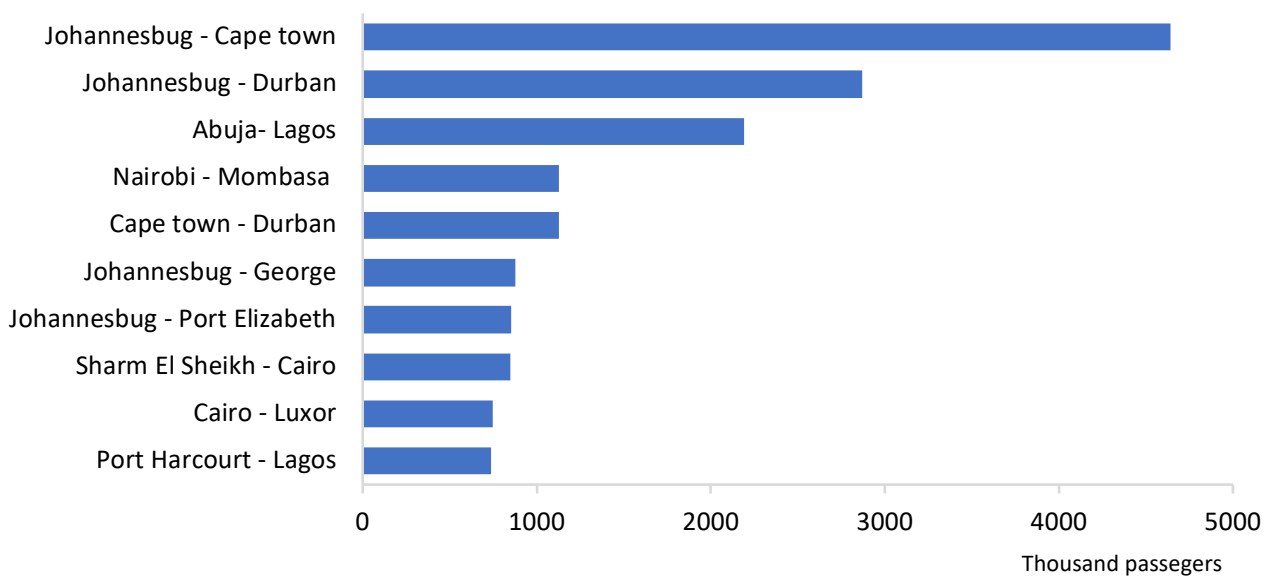


Source: AFRAA

## Routes ranking

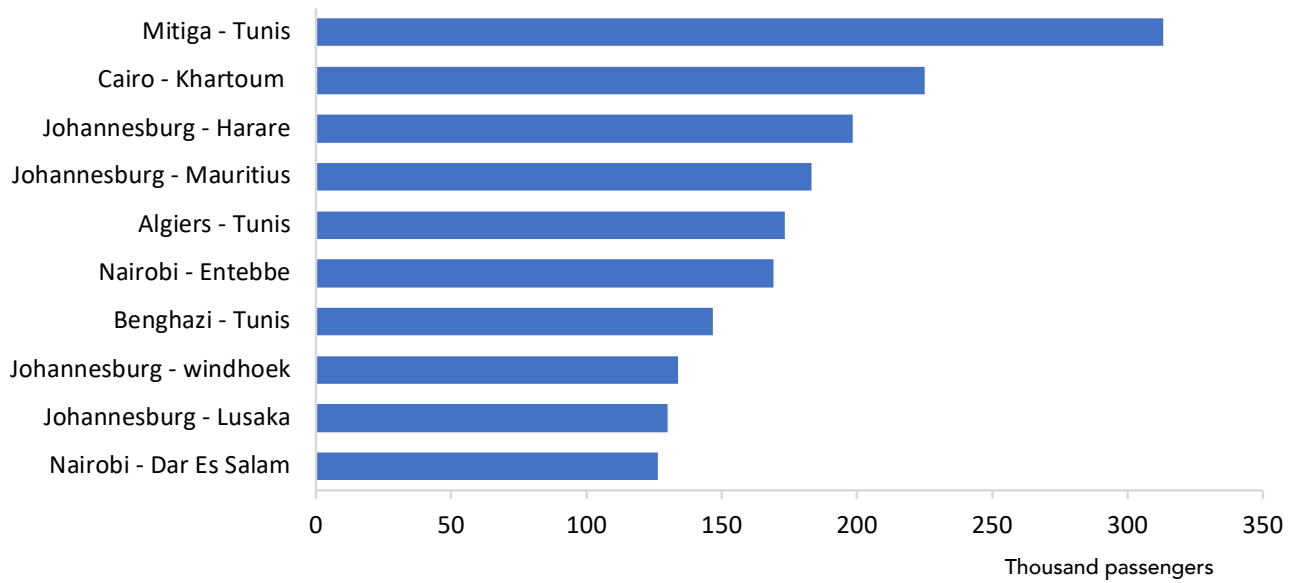
In terms of routes, the top 10 airport pairs for domestic, regional, and intercontinental routes are as follows:

**Figure 2.13: Top 10 domestic routes in Africa in 2022 by passengers carried**



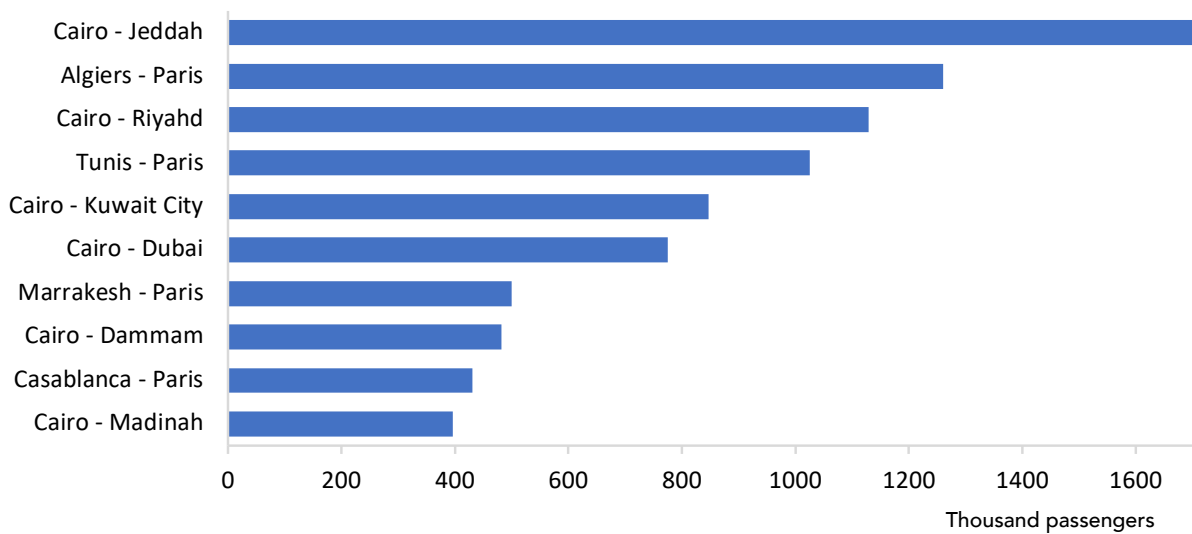
Source: AFRAA / OAG

**Figure 2.14: Top 10 Intra-African routes in Africa in 2022 by passengers carried**



Source: AFRAA / OAG

**Figure 2.15: Top 10 international routes to/from Africa 2022 by passengers carried**



Source: AFRAA / IATA WATS

## 2.3 AFRAA Airlines' performance

The AFRAA airlines' performance below is based on the report of 17 members that submitted their data.

### Passenger traffic

17 AFRAA member airlines have reported their 2022 data. The reporting airlines carried 48.2 million passengers, representing 72% of the total number of passengers transported by African airlines.

The top 5 airlines by passengers carried on scheduled passengers are as follows: Ethiopian Airlines (11.3 million), EgyptAir (8.2 million), Safair (6.6 million), Royal Air Maroc (5.7 million) and Air Algerie (4.7 million).

**Table 2.5: Total passenger parried by 17 AFRAA member airlines in 2022**

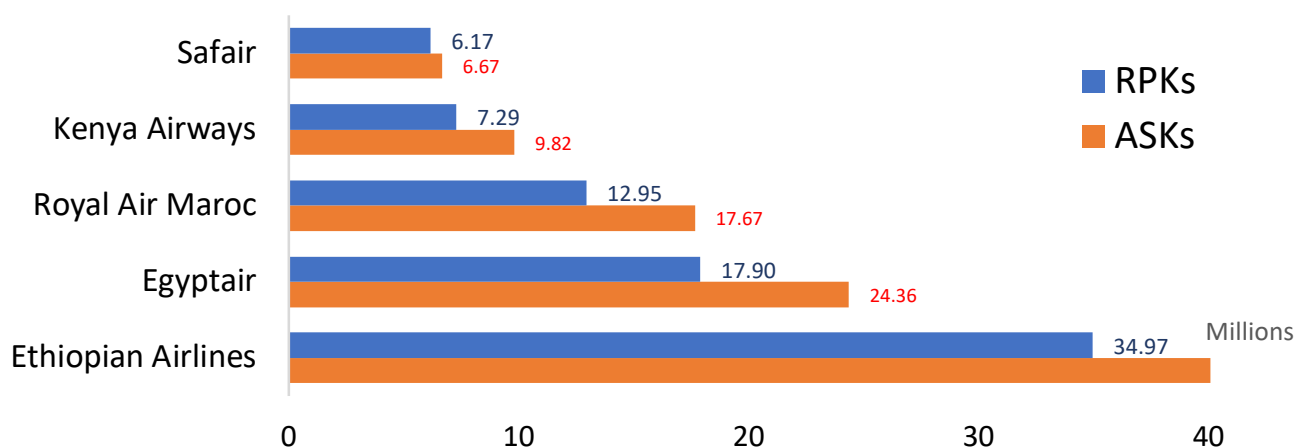
Airline Name	Domestic Passengers (000)	Regional Passengers (000)	Intercontinental Passengers (000)	Total (000)
Ethiopian Airlines	2202	4502	4622	11327
Egyptair	1796		6404	8200
Safair	6630		19	6649
Royal Air Maroc	888	1062	3734	5684
Air Algerie	1970	209	2502	4681
Kenya Airways	570	1489	669	2728
Air Peace	2511	93	32	2636
Air Mauritius	159	427	526	1112
Jambojet	991	9	0	1000
TAAG Angola	466	179	277	921
Nile Air	159		711	870
South African Airways	518		252	770
LAM Mozambique	480	74	0	554
Precision Air	296	184	0	480
CamairCo	236	17	0	252
Air Botswana	58	108	0	166
Overland Airways	149	0	0	149

Source: AFRAA

The reporting AFRAA airlines put a total capacity of 122.4 billion ASKs in 2022 compared to 79.04 billion in 2021. The same airlines reported a total 88.8 billion RPKs, almost double the 41.9 billion RPKs reported last year.

The top five largest African carriers in terms of ASKs and RPKs are as follows:

**Figure 2.16: ASKs and RPKs of some AFRAA airlines – 2022**

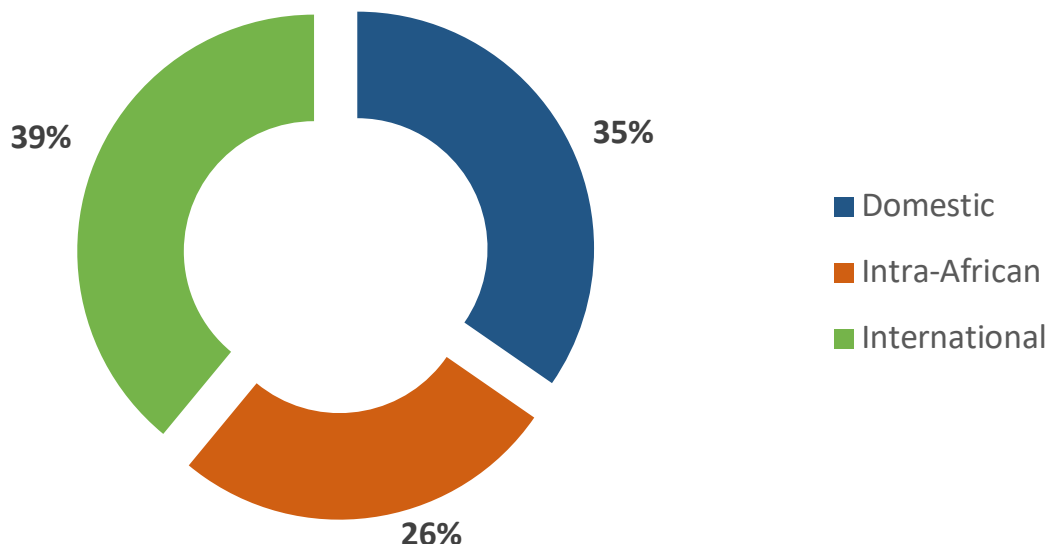


Source: AFRAA

### Passenger distribution

For the 13 AFRAA member airlines that reported their passenger distribution data, intercontinental traffic has the biggest share, with 39% of the passengers carried. The domestic market segment represented 35% while the intra-Africa market represented 36%.

**Figure 2.17: 13 AFRAA member airlines' passenger distribution 2022**

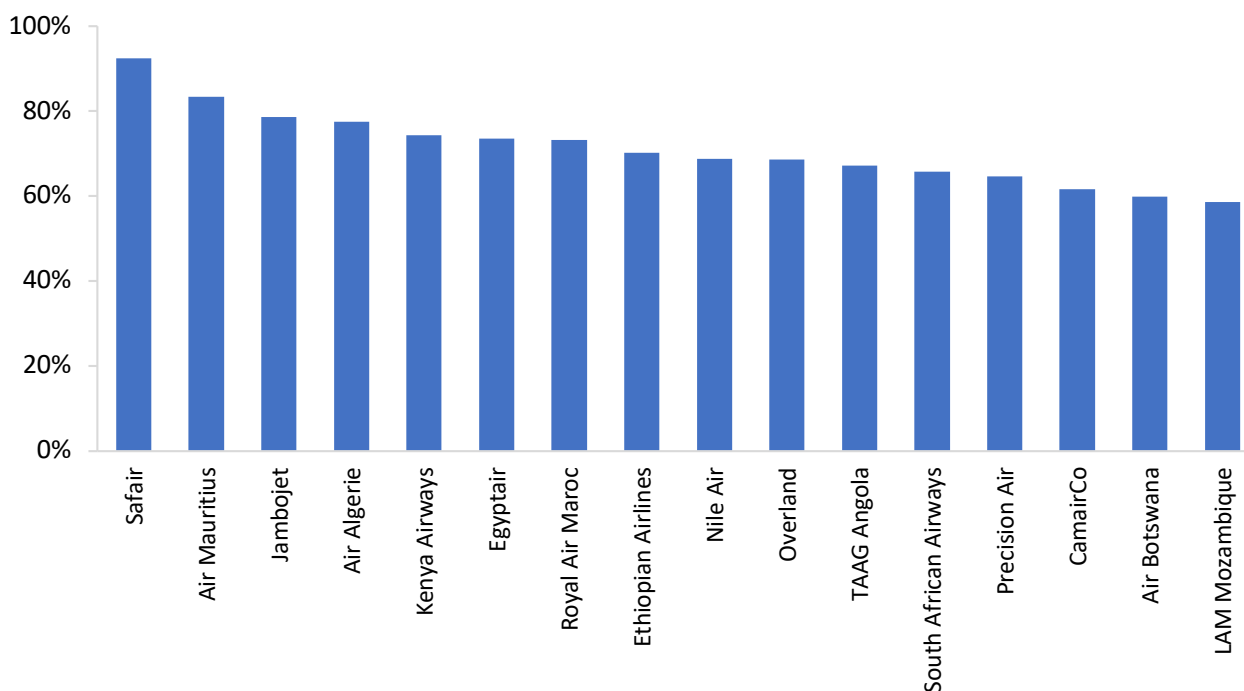


Source: AFRAA/OAG

### Load factor

While the average industry realised a passenger load factor of 78.7%, African airlines' load factor was 71.6% in 2022. The reporting AFRAA members realised an average passenger load factor of 73.5%.

**Figure 2.18: Passenger load factor for 18 AFRAA member airlines – 2022**



Source: AFRAA/OAG

Among the member airlines that reported their statistics, the highest average passenger load factors in 2021 were achieved by: Safair with 92.4%, Air Mauritius with 83.4%, Jambojet with 78.6%, Air Algerie with 77.5% and Kenya Airways with 74.3%.

## Freight carried

The 12 AFRAA airlines that reported on freight performance together moved 1002 thousand tonnes of cargo in 2022. Domestic freight is marginal with only 1.02%. The intra-African traffic represents 28.9% while intercontinental have a share of 79.08% of the total traffic.

**Table 2.6: Total freight carried by some AFRAA member airlines in 2022 (tonnes)**

Airline name	Domestic freight (tonnes)	Regional freight (tonnes)	Intercontinental freight (tonnes)	Total (tonnes)
Ethiopian Airlines	803	257,328	484,058	742,189
Egyptair	164		133,145	133,09
Kenya Airways	532	12,038	29,177	41,747
Air Mauritius	64	14,164	15,646	29,874
Royal Air Maroc	477	5,589	15,699	21,765
Air Algerie	787	303	16,905	17,995
Safair	3 898		6,427	10,325
Lam Mozambique	3 031	144	-	3,175
South African Airways	373		1,469	1,842
Air Botswana	37	133	-	170
Precision Air	27	54		81
Jambojet	14	15	0	29
Taag Angola	1	3	9	13

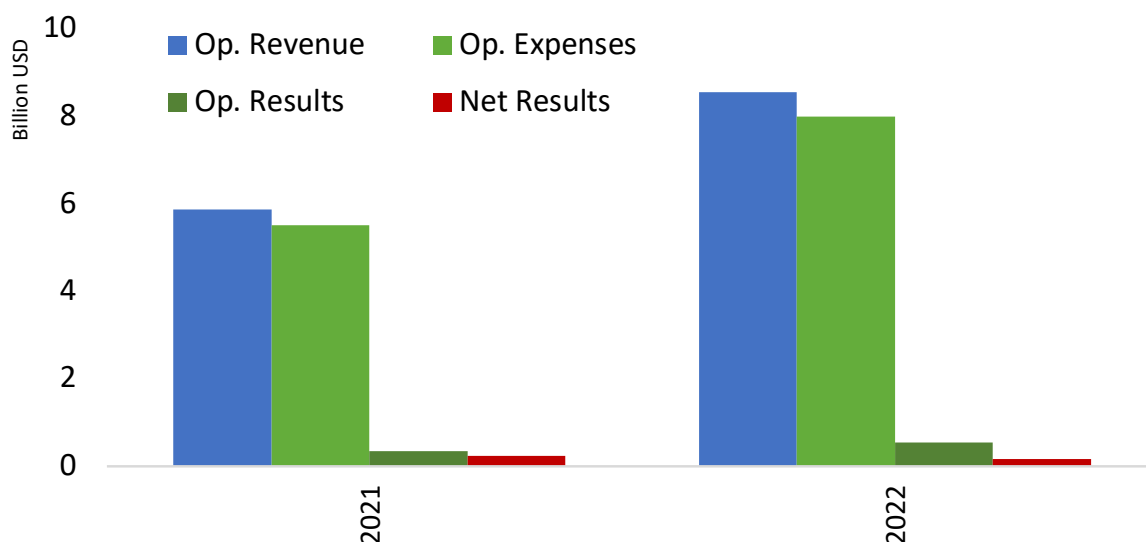
Source: AFRAA

## Financial performance

12 AFRAA member airlines reported their financial data for the year 2022. They produced a total of USD 8.568 billion of total operating revenues. This represents a 45.5% increase compared to 2021. The operating expenses stood at USD 7.978 billion, leading to a positive Net result of USD 547.022 million, where the same airlines together posted USD 345.577 million Net profit in 2021.

This positive result was driven by 3 airlines that reported a positive net result: Ethiopian Airlines, Air peace and Overland Airways.

**Figure 2.19: Financial results of 12 AFRAA airlines in 2022**

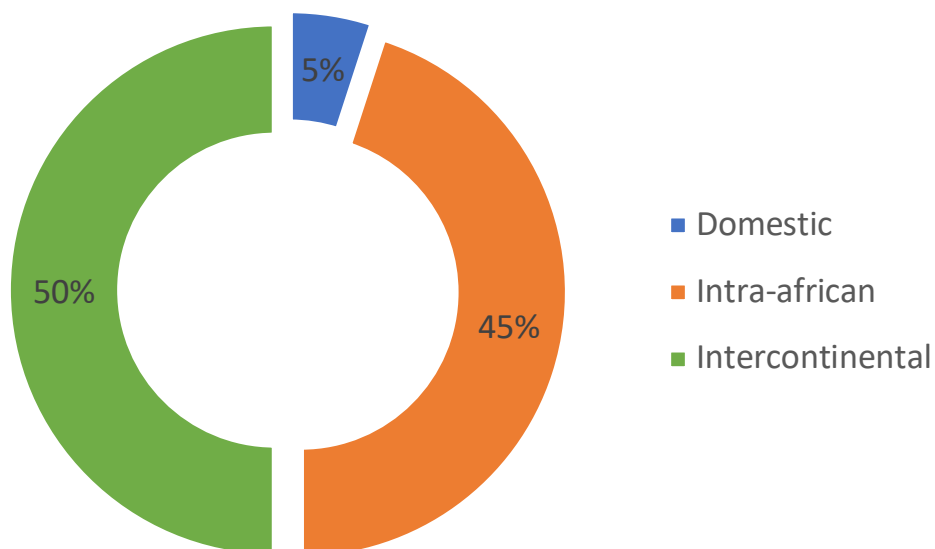


Source: AFRAA

## Routes

AFRAA airlines that reported in 2022 expanded their networks on both intra-Africa and intercontinental routes. 8 airlines opened 20 destinations among which 1 was domestic, 9 intra-Africa and 10 were intercontinental destinations.

**Figure 2.20: New destinations by 8 AFRAA airlines – 2022**



Source: AFRAA

**Table 2.7: New routes by 8 AFRAA airlines in 2022**

	Airline	New destinations
1	Air Algerie	Doha
2	Air Botswana	Harare; Lusaka
3	Air Mauritius	Cape-town; Kuala Lumpur; Perth
4	Air Peace	Monrovia; Niamey; Dubai; Guangzhou
5	Camairco	Libreville; Ndjamena
6	Ethiopian Airlines	Bulawayo; Zurich; Amman; Chennai
7	Overland	Dutse
8	Royal Air Maroc	Seville; Luanda; Porto

Source: AFRAA

## Passenger traffic forecast in Africa

AFRAA estimates that African airlines will carry 85 million passengers in 2023, representing around 88% of 2019 traffic.



## Section Three: Fleet

The fleet of the 17 reporting AFRAA member airlines is shown in the following table:

**Table 3.1: Fleet of 17 AFRAA airlines in 2022**

Airline	Turboprops	Single Aisle jets	Wide body jets	Freighters	Total
Ethiopian Airlines	30	24	42	33	129
Egyptair	0	51	18	0	69
Air Algerie	15	34	8	1	58
Royal Air Maroc	6	34	9	1	50
Kenya Airways	0	21	8	3	32
Safair	0	30	0	0	30
Air Peace	11	6	3	0	20
Taag Angola	6	10	0	0	16
Air Mauritius	3	0	8	0	11
South African Airways	0	7	2	0	9
Lam Mozambique	3	5	0	0	8
Camairco	6	1	0	0	7
Jambojet	7	0	0	0	7
Overland	6	0	0	0	6
Nile Air	0	6	0	0	6
Precision Air	4	0	0	0	4
Air Botswana	3	0	0	0	3

Source: AFRAA

In 2022, according to the Boeing Commercial Market Outlook, the global commercial airline fleet was composed of 24510 aircrafts.

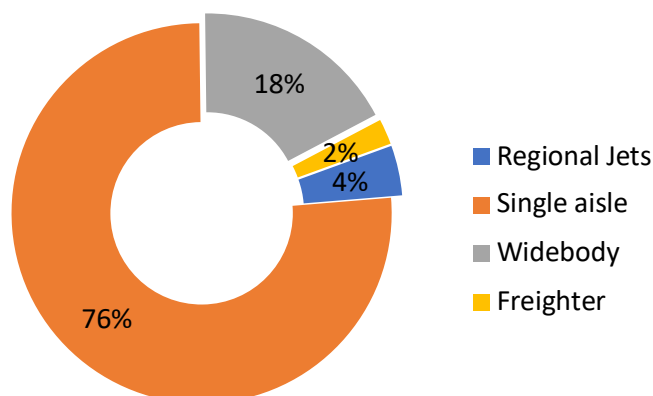
**Table 3.2: Global aircraft in service in 2022 and additional demand by 2042**

	2022	2042
Regional Jets	2,280	2,120
Single aisle	16,180	34,110
Wide body	3,780	8,600
Freighter	2,270	3,745
Total	24,510	48,575

Source: AFRAA/Boeing

The actual fleet of the African region is estimated at 645 aircraft. The continent expects 1025 new deliveries over the next 20 years, and the fleet is estimated to grow by 4.5% over 20 years.

**Figure 3.1 Africa fleet deliveries – 2022**



According to Boeing, 76% of the aircrafts deliveries in Africa over the next 20 years will be made up of single-aisle type. Wide-body aircrafts will represent 18%, regional jets 4% and Freighters 2%.

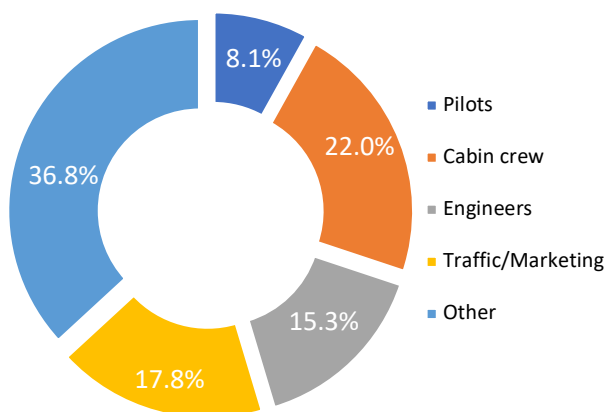
Outside Africa, the world's active fleet is expected to grow at an average annual rate of 3.5% over the next 20 years. The number of aircrafts in service will reach 48 575 airplanes by the year 2042.

Source: Boeing Market Outlook

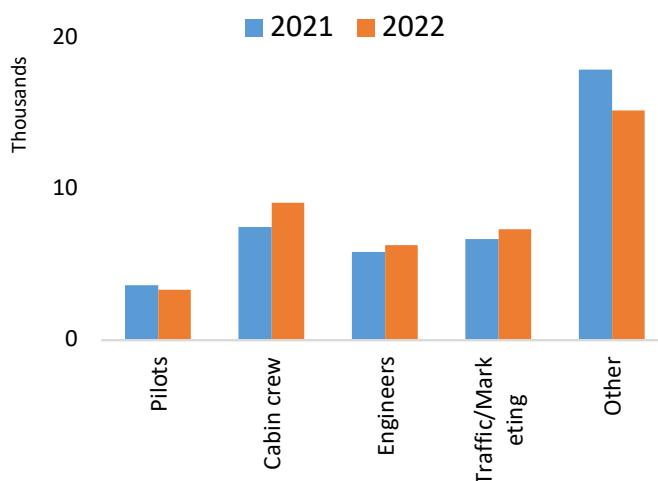
## Section four: Employee productivity

The 15 AFRAA member airlines that reported their data directly employed 41257 persons in 2022, compared to 41549 in 2020, a reduction of 292 jobs.

**Figure 4.1 AFRAA airlines employees by Job Type in 2022**



**Figure 4.2 AFRAA airlines employment by Job Type 2021/2022**



Source: AFRAA – Reported AFRAA airlines only

**Table 4.1: Employee performance indicators for AFRAA reporting airlines**

	2021	2022
ATK/employee	414,514	517,081
RTK/employee	215,882	323,154
Number of passengers/employee	451	787
Employee/aircraft	101	98

Source: AFRAA – Reported AFRAA airlines only

The employee productivity of AFRAA members improved in 2022 compared to previous year. The ATK per employee and the RTK per employee increased by 24.7% and 49.7% respectively. The number of employees per aircrafts slightly reduced, by 3%. Industrywide, total employment by airlines was estimated at 2.66 million in 2022, from 2.59 million in 2021. This represents a year-on-year increase of 2.7%.

**Table 4.2: Worldwide airline industry employment**

	2021	2022 (est)	2023 (forecats)
Labor costs, US\$ billion	160	169	177
Employment (million)	2.59	2.66	2.76
Unit labor cost: \$/ATK	0.160	0.138	0.122

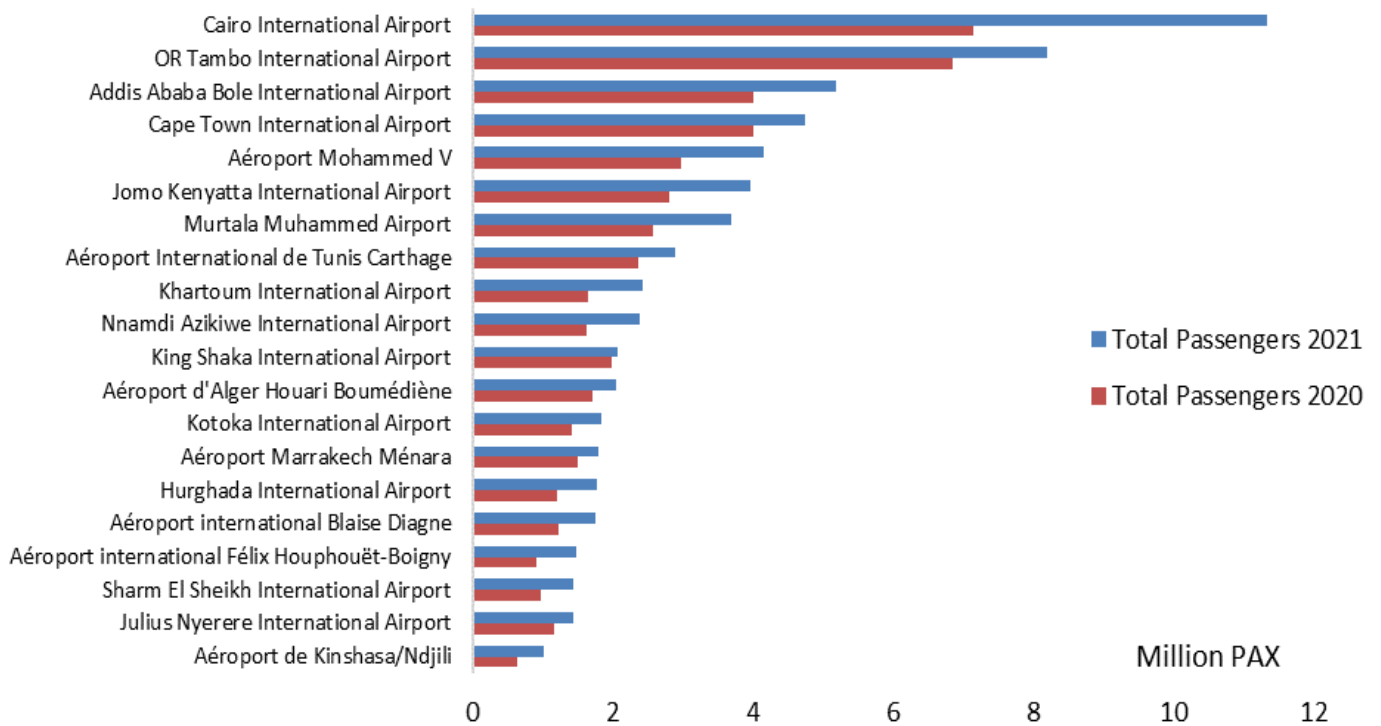
Source: IATA Economics

## Section Five: Airports statistics

African airports recorded 73 million passengers in 2020, representing a 68% drop compared to 2019, according to ACI Africa. As the industry is gradually recovering from the shock of the pandemic, 2021 saw a 67% rebound, bringing the number of passengers in African airports to 114 million.

Cairo was the busiest airport in terms of traffic, with 11.3 million passengers. Johannesburg and Addis are following with 6.8 million and 5.2 million passengers, respectively.

**Figure 5.1: Top 20 African airports by total passengers carried 2020-2021**



## Section Six: Safety

The total number of accidents involving commercial airlines in 2022 was 39, among which 5 fatal. This resulted in 158 fatalities, according to IATA.

African carriers were involved in 10 accidents of which 3 were fatal, with 25 fatalities. This is a regression compared to 2021 where the number of accidents was 4 in the region.

AFRAA is currently running with its partners IATA and AFCAC a 3 years project, which aims to identify eligible airlines, conduct gap analyses and recommend corrective actions, to prepare those airlines for IOSA or ISSA certifications. In addition, participating airlines' personnel will receive quality and safety management systems training.

### IOSA

As of November 2023, Africa had 47 airlines on the IOSA registry comprising almost all the major carriers on the continent. Below is the list of African airlines on the IOSA registry:

- Africa World Airlines
- Afrijet Business Service
- Air Algérie
- Air Arabia Egypt
- Air Botswana
- Air Burkina S.A.
- Air Cairo
- Air Cote D'Ivoire
- Air Mauritius Ltd.
- Air Peace Limited
- Air Seychelles Ltd.
- Air Senegal S.A.
- Air Tanzania Company Ltd
- Allied Air Ltd.
- Almasria Universal Airlines
- Arik air Ltd.
- Badr Airlines
- Camair-Co
- CemAir (Pty) Ltd
- Compagnie Aérienne Asky
- Congo Airways
- EgyptAir
- Ethiopian Airlines Group
- Flyegypt
- FlyNamibia Aviation (Pty) Ltd
- IBOM Airlines Limited
- Jambojet Limited
- Kenya Airways Limited
- Lam - Linhas Aéreas De Moçambique
- Madagascar Airlines
- Mauritania Airlines International
- Nesma Airlines
- Nile Air
- Nouvelair
- Overland Airways Limited
- Petroleum Air Services, Pas.
- Precision Air Services Plc
- Ram Express

- Royal Air Maroc
- Rwandair
- S.A. Airlink (Pty) Limited
- Safair Operations (Pty) Ltd.
- South African Airways
- Taag Angola Airlines
- Tassili Airlines
- Tunisair
- United Nigeria Airlines Company Limited

### ISAGO

The ISAGO (IATA Safety Audit for Ground Operations) is a standardised audit program designed for the Ground Service Providers (GSPs) operating at airports. The audits assess a GSP's conformance with standards developed by global industry experts for the management, oversight and implementation of ground operations. The aim is to improve flight safety and reduce ramp accidents and incidents.

AFRAA urges all ground handling companies to adopt the IATA Safety Audit for Ground Operations (ISAGO) as a vehicle to ensure quality, safety and security including adopting the IATA airport ground handling manual. The basis for this is that AFRAA member airlines are required to be IOSA certified and therefore the ground handlers are also expected to adopt similar quality and safety standards.

Since the start of 2018, 51 accreditations were granted to 36 airports in total, after an ISAGO audit in the AFI Region.

The implementation of the IATA Safety Audit for Ground Operations (ISAGO) aims to improve safety and cut airline costs by drastically reducing ground incidents, accidents and injuries.

### ISSA

The IATA Standard Safety Assessment (ISSA) is an evaluation program, produced on request, to assess the operational management and control systems of an operator.

ISSA is designed for the operators of small aircrafts, which are not eligible for the IOSA program.

The conditions to participate in ISSA are as follows:

- Be a commercial passenger and/or cargo operator;
- Have aircrafts with one or more turbine-powered and/or multiple reciprocating engines;
- Operate single and/or two-pilot;
- Operate IFR and/or VFR ;
- Have aircraft below 5,700 kg MTOW.

The program consists of an initial assessment, followed by biennial renewal assessments.

The ISSA program is an opportunity to improve safety standards for commercial operators that are not covered by existing programs, and to help them comply with ICAO requirements.

## Section Seven: AFRAA Secretariat Value-Adding Activities

### 7.1 The AFRAA Technical Operations and Training Committee (TOTC)

AFRAA held its fifth Technical, Operations, and Training Committee (TOTC) meeting on 24th April 2023, in virtual format. Below are some of the discussion topics from the fifth TOTC.

#### 7.1.1 IOSA, ISSA, and ISAGO – Audit Organization in Africa – IOSA „new risk-based approach

During the fourth TOTC meeting, participants received a brief on the new risk-based IOSA. Since then, few airlines have gone through the new process.

On behalf of IATA, AFRAA made a presentation to describe how an airline prepares for the new audit during this meeting. From the presentation, a transition plan is in place to move from the current conformity to maturity assessment. IATA will conduct trial audits in 2022; AOs will remain until 2024 while phasing out their conventional methods. From 2025 onwards, IATA will lead the risk-based IOSA in coordination with contracted individual freelance auditors. The presentation has since been shared with the Committee members to further their knowledge of the new audit approach.

#### 7.1.2 Data Intelligence Tool to Reduce Air Navigation Bills

The Secretariat has marketed this initiative to members in various forums for the last two years. This initiative aims to verify the accuracy of air navigation charges' invoices to our members. There is considerable potential for cost savings in this regard.

In summary, Air operators submit a flight plan covering the airspace between the departure and arrival airports for every flight. The said flight plan along published ATS routes serves as the invoice basis for the air navigation service providers (ANSPs).

However, the actual flight paths might be shorter than the routings filed in the flight plan. Generally, the operations departments issue the flight plans while the finance department pays the ANSPs invoices.

AFRAA initiated this project to break the silo between the finance and operations departments and allow an airline to:

- Compare actual flight paths with filed flight plan itineraries and;
- Compute savings of air navigation charges.

So far, one member airline expressed interest in the project, and arrangements are being made for a customised demonstration and potentially work with our partner in this project.

#### 7.1.3 African Airline Training Fund (AATF)

The AFRAA Technical, Operations, and Training

Committee established a Task Force for establishing the AATF. The Task Force completed their work and subsequently presented it to the Committee.

However, the 188th session of the AFRAA Executive Committee directed the Secretariat to reshare the concept note and include, among other items:

The types of courses to be covered by the fund,  
The budgeting and;

Structure of the usage of the fund that the AATF Management Oversight Board will administer.

The Committee was invited to brainstorm and provide guidelines to the Task Force to amend the document establishing AATF as per the EXC Directives. The AATF Concept Note was presented to the 190th session of EXC and adopted.

#### 7.1.4 Fuel Committee Briefing

The AFRAA Fuel Tender Committee is currently undertaking the tendering process from July 2023 to June 2024. So far, the process has been smooth, and the Committee is within the timelines set out in the action plan. This year, the Committee has three new members: Uganda Airlines, Afrijet Gabon, and Jambojet. The Tendering process will be concluded by the end of May, and the new contracts will come into effect by the 1st July 2023.

#### 7.1.5 AFI Regional activities

##### 7.1.5.1 APIRG and RASG AFI

ICAO conducted the 25th Meeting of the AFI Planning and Implementation Group (APIRG) and the 8th Meeting of the Regional Aviation Safety Group (RASG AFI) in Kigali, Rwanda.

The APIRG and RASG AFI held two joint sessions on Monday, 7, and Friday, 11 November 2022. The detailed meeting conclusions and decisions are in the 5th TOTC Working Document.

The RASG AFI concluded that:

- Operators, ANSPs, and States will have to address the challenges relating to RVSM; and
- To alleviate safety risks, Air Traffic control staff must prohibit the allocation of FL420, and pilots must avoid requesting FL420.

The APIRG concluded that:

- States be provided with a complete set of recommendations to support the decision-making process with regard to the CBA on SBAS;
- AFCAC to launch a study on the required institutional arrangement; and
- FRA be implemented in the Region; AFRAA requested coordination among the Stakeholders (ICAO, CANSO, IATA and AFRAA).

### 7.1.5.2 SAATM Framework Safety Project

This is a fully sponsored 3-year project aimed at boosting safety in airlines within SAATM Member states commencing 2021. The Projects targets 4 Airlines under IOSA and 12 Airlines under ISSA.

ISSA or IOSA preparation program will prepare the airline candidates through the following steps:

IOSA or ISSA Awareness workshop;

SMS/QMS Training Course;

IOSA/ISSA Gap Analysis and;

Follow-up review of the candidate-developed Corrective Action Plan derived from the gap analysis.

By the end of 2022, most airlines that joined the project in 2021 have completed all the sponsored stages.

### 7.1.5.3 MRO (2023 Africa MRO, Cairo, Continuing Airworthiness Management)

The Aviation Magazine conducted MRO Africa 31st session from 5 to 7 February in Cairo, Egypt. Before the start of the Conference, AFRAA briefed the meeting of its actions on Custom duty issues on Aircraft and Aircraft spare parts during the Air transport laboratory meeting on June 27 – 1 July 2022.

The issues discussed included:

- Regulatory oversight,
- Safety and aircraft maintenance, and
- Standardising aviation training and certification in Africa.

In the nineties, AFRAA developed 'African Aviation Requirements' AAR 145, which later was shared with AFCAC. It was, however, not used to facilitate cooperation among African MROs.

The Committee was asked to advise the Secretariat on whether AAR 145 should be revived.

AFRAA also held a side Meeting with Egyptair MRO CEO where it was decided to plan a joint approach of three A220 operators to address the said aircraft engine reliability issues. AFRAA has already convened the 1st meeting to address the issues

### 7.1.5.4 Current Africa Safety Results

Particular concern was raised concerning AFI region where the region got bad results on Safety compared to other regions. RASG AFI will publish safety results during AFI Aviation Safety Week the next one is from 21-25 August in Nairobi, Kenya. IATA Annual Safety Report covering 2022 has been publish and is summarised below:

Commercial aviation industry suffered 39 total accidents in 2022, an increase from 29 in 2021. The all-accident rate rose from 1.13 per million sectors in 2021 to 1.21 in 2022.

Africa (AFI) had the highest accident rate, with 8.70 accidents per million sectors in 2022. This was up from 5.66 per million sectors in 2021 and was also above the 5-year average of 5.68 accidents per million sectors."

Five accidents in 2022 resulted in fatalities, compared with seven in 2021. As a result, the fatal accident rate improved from 0.27 per million sectors in 2021 to 0.16 for 2022, which was also ahead of the 5-year fatal accident rate of 0.20.

### 7.1.5.5 Planning for a Safety Summit in Africa

AFRAA Secretariat shared the outcome of the Latin America Safety Summit with Committee members. A survey pointed out safety as the priority of member airlines. The trend for the last couple of years recorded the worsening of the regional safety results. AFRAA conducts two large events, the Annual General Assembly (AGA) and the Aviation Stakeholders Convention (ASC). The Secretariat is envisaging introducing an Africa Safety Summit. The first edition will be a one-day Summit back-to-back with the ASC in 2024.

## 7.2 Towards implementation of Free Route Airspace in Africa (through trials)

The TOTC was notified of the AFRAA LAB Project held from 27th June – 1st July 2022. The LAB brought together air transport, trade, and tourism stakeholders from across Africa to develop a roadmap for the sustainability of the African air transport industry.

Participants set five groups to work on five projects whose implementations will support African air transport development. The retained LAB projects are:

- Taxes (Fuel and customs);
- High Taxes and Charges;
- Navigation – Free Route Airspace (FRA);
- Implementation of the Single Air Transport Market (SAATM);
- Airlines and Tourism Bodies Partnership to improve intra-African Tourism.

Of particular focus during the meeting, was the FRA Implementation in AFI. This project is aimed at reduction of cost; this is will be achieved through flying directly through waypoints as opposed to the conventional ATS routes. This will subsequently lead to burning less fuel (fuel being the highest contributor to operational costs).

The FRA has been initially working with the AFI Project Management Team (PMT). However, the earliest this project could be implemented while working under that Framework is 2025. As such the workable strategy to hasten the process is to work with ICAO for some routes on trial basis. This will involve the request to utilise a tool from CANSO being utilised successfully in Latin America. Some of members KQ and ET have volunteered some routes which could be used for the trials.

The FRA Trial Kick-Off Workshop was held from 30 October to 2 November 2023 at Skylight Hotel, Addis Ababa, Ethiopia, and yielded historic flights in Africa on 2 November 2023. Cooperation, collaboration, and commitment of stakeholders, including CANSO,

AFRAA, IATA, ICAO, and Air Navigation Service Providers (ANSPs), made free routing flights possible for the first time on 2 November 2023 in Africa. In the FRA Trial kick-off workshop, participants coordinated with all relevant operational services and secured approvals for the two trial flights. Shortening flight time, ET 935 and KQ 508 operated safely outside the existing routes directly from Addis Ababa to Abidjan and Nairobi to Accra, respectively.

Cumulating over a year, the shortened flight time on one of these one-way flights avoids burning 292 metric tonnes of fuel, prevents the emission of 340 metric tonnes of CO<sub>2</sub>, and reduces the operator's fuel bill by USD 310,000. Assuming similar savings on the return leg, extending free routing flights to 20 daily flights, the operator's CO<sub>2</sub> footprint will be reduced by 5 million metric tonnes, and the airline will cut more than USD 1.2 million from its fuel bill.

AFREXIMBANK sponsored the project kick-off workshop. Following ANSPs provided navigation services to the historic flights, Ethiopia CAA, Kenya CAA, CAA Uganda, RVA (DRC), ASECNA, NAMA (Nigeria), and Ghana CAA.

### 7.3 AFRAA Training

AFRAA provides high-quality training services at an affordable cost to help sustain the operations of our member airlines and industry stakeholders.

The courses can be delivered either in virtual or in physical format. In addition, tailored and in-house courses can be organised for member airlines with specific needs.

There is a list of scheduled courses published on the AFRAA website, following the link:

<https://www.afraa.org/afraa-training-program/>

Since the last Annual General Assembly, the training department has conducted the following courses:

Beyond operational safety and Instructional techniques, AFRAA will gladly provide management and leadership courses for middle management staff. The team encourages member airlines to take advantage of the highly discounted virtual training courses. For any query, member airlines may contact the training team at the email address: [training@afraa.org](mailto:training@afraa.org)

### 7.4 AERO Political Committee

In 2022/2023 the AFRAA Aero Political Committee held its 3rd and 4th meetings in virtual format on Zoom platform. The third meeting was held on 29th September, 2022 and the fourth meeting took place on 17th May, 2023. The meetings emphasised that much was expected from the Aero-political committee due to its strategic role in addressing very important matters relating to regulatory developments, operational performance and tracking of changes impacting airlines.

The 3rd Aero Political Committee meeting marked significant progress in addressing critical issues within the African aviation industry. Notably, the meeting celebrated two major achievements:

- a. A comprehensive discussion on industry concerns regarding high costs during the AFRAA LAB in May 2022, resulting in the development of a detailed roadmap; and
- b. The approval of SAATM regulatory texts, including the Dispute Settlement Mechanism, AFCAP, and External Policy Guidelines, during a June 2022 meeting convened by the AU DIE.

The meeting extensively covered the state of the African airline industry, providing updates on recovery efforts post-COVID-19. Discussions ranged from

- a. borders and travel restrictions to Jet A1 price movements and the issue of blocked funds in some African countries.

Course	Date	Place	Client	Participants
1. Instructional Techniques	13-17 Mar 23	Kigali	Rwandair	14
2. Instructional Design	20-24 Mar 23	Kigali	Rwandair	14
3. Human Factor in Aviation for Instructors	08-12 May 23	Dar es Salam	National Institute of Training	18
4. Safety Management System for Instructors	30 May - 02 Jun 23	Dar es Salam	National Institute of Training	25
5. Crew Resource Management for Instructors	08-12 Jun 23	Dar es Salam	National Institute of Training	24
6. Instructional Techniques	17-19 Jun 23	Dar es Salam	National Institute of Training	25
7. Route Cause Analysis	24-27 Jul 23	Dar es Salam	National Institute of Training	10
8. Training needs assessment	07-09 Aug 23	Kigali	Rwandair	15
9. Quality Management Systems	30 Aug - 02 Sep 23	Dar es Salam	National Institute of Training	24
9. Advanced Safety Management Systems	30 Oct - 03 Nov 23	Dar es Salam	National Institute of Training	24
9. Quality Management Systems	06-10 Nov 23	Virtual	CamairCo	25

b. Legal and regulatory updates, including developments from the US DOT, Canada, and India, were also scrutinised. Despite acknowledging steady progress toward recovery, the meeting highlighted lingering challenges impeding sustainability, emphasising the importance for airlines to remain vigilant in monitoring operational costs and regulatory environments.

The impact of external affecting airline costs, notably the Russia-Ukraine war, and proposed strategies to mitigate high industry costs, such as tax harmonisation across countries and the relaxation of travel restrictions through measures like e-visas were discussed. Concerns were expressed about high industry taxes, prompting a call for a new study to guide advocacy efforts.

The meeting also delved into the outcomes of the Air Transport Sustainability Laboratory, highlighting the establishment of a Steering Committee and project teams to oversee the implementation of roadmaps. These roadmaps, emphasising sustainability initiatives and industry benefits, are slated for presentation to the AU Champion State for endorsement. Progress on free routes was acknowledged, and discussions underscored the need for a new study to guide advocacy efforts on high taxes and charges.

In addition, the meeting covered the approval of SAATM regulations by the AU STC, with a focus on expediting the Memorandum of Implementation (MoI) and Concrete Measures. Plans for a sensitisation workshop on SAATM regulatory texts and guidelines for Air Services Agreements were announced, showcasing a commitment to furthering industry collaboration and awareness.

The ongoing 41st ICAO Assembly's deliberations on environmental and aviation sustainability were discussed, with optimism for resolutions on CORSIA and net-zero emissions by 2050.

The 4th Aero Political Committee Meeting of the African Airlines Association (AFRAA) held virtually on 17th May 2023 covered various significant topics.

A comprehensive report on airlines' performance revealed positive trends, with traffic reaching 94.8% of pre-COVID levels. The meeting addressed industry affairs, environmental considerations, and the impact of global developments on air transport. The lack of harmonised consumer protection standards was acknowledged, and discussions covered the potential challenges of the UN Tax Regulations amendment.

Special attention was given to a survey on blocked funds and SAATM implementation. It was revealed that funds were blocked in more than 27 countries globally, prompting a call for advocacy efforts and the establishment of a Task Force on Blocked Funds. The meeting also discussed initiatives and projects, including joint fuel procurement, aircraft capacity sharing, a line maintenance pool, and the proposed African Airlines Training Fund.

Addressing aviation's net-zero emissions by 2050, the meeting emphasised the commitment to align with global climate goals. The international initiatives and future prospects, emphasising the role of AFRAA in supporting sustainable aviation practices were also discussed.

## 7.5 AFRAA task force on blocked funds

The inaugural meeting of the AFRAA Taskforce on Blocked Funds, was conducted virtually on October 5, 2023, and appointed the Chairperson as Mr. Dalmas Okendo of Kenya Airways.

Discussions were held on the Task Force's Terms of Reference that underscored the Taskforce's commitment to a thorough country-by-country review of blocked funds, tailored negotiation strategies, and advocacy for timely fund release. The meeting recognised the need for collaboration and information sharing among member airlines.

A notable highlight was the delegation's visit to the Governor of the Bank of the Republic of Burundi on 21st September 2023, wherein commitments were secured for monthly fund allocations and the allowance for airlines to sell tickets in either Burundi Francs or USD. The development of an Action Plan emerged as a pivotal focus, emphasising research, data collection, and leveraging global market indices for decision-making.

Other topics covered included the inclusion of airlines with legacy debts, the dynamic 'Country Blocked Funds Tracker,' exploration of strategies from different industries, and encouragement for states to share individual initiatives.



## Section Eight: FAA or EASA Certified African MROs



### Aerotechnic Industries (ATI)

Contact:  
Tel France: +33(0)6 60183080  
Tel Morocco: +212 66 16 85 344  
+212-522420786  
Fax: +212 52 25 39 733  
Email: doleplat@airfrance.fr



### Air Algeria Technics

Contact: Mr. Ali Guemmache  
Commercial & Marketing Manager, Technical Division  
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Email: guemmache-a@airalgerie.dz  
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### Atlantic Air Industries Maroc

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Directeur Général  
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Fax: +212 (0)523 297 730  
Mobile: +212 (0)661 251 702  
Email: becaye.ba@aai-eu.fr | Support.clients@aaimaroc.com



### EgyptAir Maintenance and Engineering

Contact: Eng. Youssef Wahby  
Marketing and Maintenance  
Cellular: + 2 010 20005053  
Office: +2 02 22656848/202-22686180  
Fax: +2 02 22656873 / 202-22685749  
Email: advertising\_me@egyptair.com  
contactus\_me@egyptair.com



### Ethiopian Airlines

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Fax: +251-116651200  
Email: AlemayehuAs@ethiopianairlines.com



### Kenya Airways Engineering & Maintenance

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Technical and MRO  
Tel. Number: +254 020 6422226  
Email: technical.sales@kenya-airways.com;  
Vijay.Singh@kenya-airways.com;  
Dalmas.Okendo@kenya-airways.com;



### Sabena Technics

Contact: Chedly Damergi  
Sabena technics MIR  
General Manager  
Tel: +216 73520750  
Mobile: +216 29993010  
Fax: +216 73520746  
Email: chedly.damergi@sabenatechnics.com.tn



### South African Airways Technical

Contact: Mr. Stanley Ratala  
Email: ManthopengStanleyRatala@flysaa.com  
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Mobile: +27 83 258 2915 | Phone: +2711-978-1837 / 9993  
Fax: +2711-978-9994  
Email: ManthopengStanleyRatala@flysaa.com



### Sneema Engine Services

Contact: Mr. Alexandre Brun  
General Manager  
Tel: (+212) 522 536 900  
Email: sneema.morocco@sneema.ma



### Tunisair Technics

Contact: Mr. Naceur Bouraoui  
Director, Tunisair Technics  
(+216) 70 729 243 / (+216) 99 225 033  
Tel: +216 70 837000 Ext. 3111  
E-mail: ali.saidane@tunisair.com.tn

## Section Nine: FAA or EASA Certified Training Centers



### Adawlya for Training and Science

Contact: Mr. Abdulati Elmeshkhi  
Chief Executive Officer  
Tripoli, Libya  
Tel/fax: +218 213622811/+218 7242395  
Email: a.elmeshkhi@aldawlya-trn.com



### EgyptAir Training Centre

Contact: Eng Souad Farg  
General Manager, Technical Training  
Tel: +20-10-661-5367  
Email: trainingcenter@egyptair.com



### Ethiopian Aviation Academy

Contact: Mr. Shiferaw Kebede  
Head of Aircraft Maintenance Training  
Ethiopian Airlines Aviation Academy  
Email: shiferawk@ethiopianairlines.com  
CC: KassieY@ethiopianairlines.com; MesayS@ethiopianairlines.com



### Kenya Airways Pride Centre

Contact: Mr. Jack Maina  
Training Coordinator  
Tel: +254 020 264 22846/64  
Mob:  
Email: learning.development@kenya-airways.com;  
Jack.Maina@kenya-airways.com



### Royal Air Maroc Academy

Contact:  
Tel: +212 5 22912543  
Fax: +212 (0)22.91.25. 81  
Email: ramacademy@royalairmaroc.com



### Tunisair Training Centre

Contact: Mr. Khaled Essafi  
Director, Training Centre  
Tel: +216 70 837 000 Ext. 2914  
Email: khaled.essafi@tunisair.com.tn

## Section Ten: Airlines with Aircraft Simulators



### Aviation Training Center of Tunisia (ATCT)

#### 2 A320 aircraft simulators

Contact: Captain Nabil Rais  
Head of Training  
Tel: +216 71 274 401  
Fax: +216 71 274 510  
Email: atct@atct.com.tn  
commercial@atct.com.tn



### EgyptAir Training Centre

Contact: Eng Souad Farg  
General Manager, Technical Training  
Tel: +20-10-661-5367  
Email: trainingcenter@egyptair.com



### Ethiopian Aviation Academy

Contact: Mr. Shiferaw Kebede  
Head of Aircraft Maintenance Training  
Ethiopian Airlines Aviation Academy  
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CC: KassieY@ethiopianairlines.com;  
MesayS@ethiopianairlines.com



### Kenya Airways Pride Centre

Contact: Mr. Jack Maina  
Training Coordinator  
Tel: +254 020 264 22846/64  
Mob:  
Email: learning.development@kenya-airways.com;  
Jack.Maina@kenya-airways.com



### CasaAero S.A.S

B737 NG full flight simulator  
Direction de la formation Technique  
Tel: +212 5 22 91 25 38  
+212 5 22 42 07 00  
Fax: +212 5 22 91 28 94  
Email: dft@royalairmaroc.com

## Section Eleven: AFRAA member airlines - Individual Summary Facts



**Mr Ayad Bourhane**  
Chief Executive Officer

**ADDRESS**

Avenue Ali Soilihi,  
Moroni, Malouzi Union des  
Comoros  
Tel: +2693286969  
Cel: +2693391705  
[http: www.flyabaviation.com](http://www.flyabaviation.com)

IATA CODE: Y6  
ICAO CODE: CIK

**AFRAA MEMBERSHIP**  
Became member in 2017  
Established in 2010

**OWNERSHIP STRUCTURE**  
Privately Owned

**DESTINATIONS SERVED**

Domestic	4
Regional	1
International	0

**FLEET**

EMB 120	3
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**Ms. Patricia Matu-Chege**  
Chief Executive Officer

**ADDRESS**

Titan Hangar, Wilson Airport  
P O Box 3542 - 00506,  
Nairobi, Kenya  
Tel: +254 724842771  
[www.advantageairtravel.com](http://www.advantageairtravel.com)



**Mr. J. Marc Gaffajoli**  
Chief Executive Officer

**ADDRESS**

Aéroport Léon Mba, B P 10253  
Libreville  
Gabon  
<https://flyafrijet.online/en>

IATA CODE : J7  
ICAO CODE: ABS



**Mr. Ahmed Alamin Ali TURKI**  
Chairman

**ADDRESS**

PO Box 83428, Ali Khalifa Zaidi St,  
Tripoli, Libya  
Tel: +218-21-444 4409  
Fax : +218-21-4449128  
SITA : TIPABXH  
www.afriqiyah.aero

IATA CODE: 8U

ICAO CODE: AAW

**AFRAA MEMBERSHIP**

Became member in 2002  
Established in 2001

**OWNERSHIP STRUCTURE**

Government: 100%



**Mr. MESROUA Amine Debaghine**  
Chief Executive Officer

**ADDRESS**

1 Place Maurice Audin,  
Alger, Algeria  
Tel: +213 21 637070  
Fax: +213 21 744425  
www.airalgerie.dz

IATA CODE: AH

ICAO CODE: DAH

**AFRAA MEMBERSHIP**

Became member in 1968  
Established in 1947

**OWNERSHIP STRUCTURE**

Government: 100%

**DESTINATIONS SERVED**

Domestic	32
Intra-Africa	8
International	27

**FLEET**

A 330-200	8
B 737-800	24
B 737-600	5
B 737-700 C	2
ATR 72-500	15
B737-800BCF	1



**Ms. Masego M. Mookodi**  
General Manager

**ADDRESS**

PO Box 92, Gaborone, Botswana  
Tel: +267 368 8406  
Fax: +267 397 2983  
www.airbotswana.co.bw

IATA CODE: BP

ICAO CODE: BOT

**AFRAA MEMBERSHIP**

Became member in 1991  
Established in 1947

**OWNERSHIP STRUCTURE**

Government: 100%

**DESTINATIONS SERVED**

Domestic	4
Intra-Africa	4

**FLEET**

ATR72-600	2
Embraer E170	1



**Mr Toe Maxime**  
Chief Executive Officer

ADDRESS  
29, Avenue de la Nation  
BP 1459 Ouagadougou,  
Burkina Faso

IATA CODE: 2J  
ICAO CODE: VBW

AFRAA MEMBERSHIP  
Became member in 2002  
Established in 1967



**Mr Abdourahman Ali Abdillahi**  
Chief Executive Officer

ADDRESS  
9-11 Rue de Geneve,  
Republic of Djibouti, Djibouti

IATA CODE: DJ  
ICAO CODE: JIB

AFRAA MEMBERSHIP  
Became member in 2018  
Established in 1963



**Mrs. Hanitra Rasetarinera**  
Acting CEO & CFO

ADDRESS  
31 Avenue de l'Indépendance, BP  
437, Antananarivo 101 Madagascar  
Tel: +261 20 22 22222  
Fax: +261 34 02 22230  
[www.airmadagascar.com](http://www.airmadagascar.com)

IATA CODE: MD  
ICAO CODE: MDG

AFRAA MEMBERSHIP  
Became member in 1975  
Established in 1962



**Mr. Krešimir Kučko**  
Chief Executive Officer

ADDRESS  
5, President John Kennedy  
Avenue, Port Louis, Mauritius  
Tel: +230 207 7903/23  
Fax: +230 208 8530  
www.airmauritius.com

IATA CODE: MK  
ICAO CODE: MAU

AFRAA MEMBERSHIP  
Became member in 1985  
Established in 1967

OWNERSHIP STRUCTURE  
Aiport Holdings Ltd 99.88%  
Others  
0.12%

DESTINATIONS SERVED

Domestic	1
Intra-Africa	4
Intercontinental	5

EMPLOYEES  
2400

FLEET

A350-900	4
A330-900	2
ATR72-500	3



**Mr. Allen Onyema**  
Chief Executive Officer

ADDRESS  
Air Peace Limited  
No. 25 Sobo Drobiodu Street,  
G.R.A  
Ikeja State, Lagos  
Nigeria  
info@flyairpeace.com  
www.flyairpeace.com

IATA CODE : P4  
ICAO CODE: APK

AFRAA MEMBERSHIP  
Became member in 2019  
Established in 2013

OWNERSHIP STRUCTURE  
Privately owned

DESTINATIONS SERVED

Domestic	16
Regional	8
Intercontinental	1

EMPLOYEES  
1947

FLEET

Boeing 737	6
Boeing 777	3
Embraer ERJ 195	6
Embraer ERJ 145	5



**Captain El Hadji Alioune  
Badara Fall**  
Chief Executive Officer

ADDRESS  
IMMEUBLE LA ROTONDE RUE  
AMADOU ASSANE NDOYE  
Tel: +221 30 115 15 15  
https://flyairsenegal.com

IATA CODE : HC  
ICAO CODE: SZN

AFRAA MEMBERSHIP  
Became member in 2019  
Established in 2016



**Eng. Ladislaus Everist Matindi**  
Chief Executive Officer

ADDRESS  
Air Tanzania,  
PO Box 543,  
Dar es Salaam, Tanzania  
Tel: +255 22 2113329  
Fax: +255 22 2134069  
www.airtanzania.com

IATA CODE : TC  
ICAO CODE: ATC

AFRAA MEMBERSHIP  
Became member in 1977  
Established in 2002, formerly Air  
Tanzania Corporation established  
in 1977



**Mr. Edmund Murambiwa Makona**  
Chief Executive Officer

ADDRESS  
Air Zimbabwe Corporation,  
PO Box AP 1 Harare, Zimbabwe  
Tel: +263 4 58202300  
Fax: +263 4 575468  
www.airzimbabwe.aero

IATA CODE : UM  
ICAO CODE: AZW

AFRAA MEMBERSHIP  
Became member in 1981  
Established in 1946



**Mr. Rodger Foster**  
Chief Executive Officer

ADDRESS  
3 Greenstone Hill Office Park  
Emerald Boulevard  
Greenstone Hill  
Modderfontein

Tel: +234 8033495011  
<http://alliedairng.com>

IATA CODE : 4W  
ICAO CODE: AJK

AFRAA MEMBERSHIP  
Became member in 2022





**Mr. Valentine Tongo**  
Chief Executive Officer

ADDRESS

Ground F1., Sahcol Office Complex  
MM International Airport  
Tel: +234 8033495011  
<http://alliedairng.com>

IATA CODE : 4W  
ICAO CODE: AJK

AFRAA MEMBERSHIP  
Became member in 2018  
Established in 1988



**Mr. Esayas Woldemariam Hailu**  
Chief Executive Officer

ADDRESS

BIDC-ECOWAS Building  
128, Boulevard du 13 Janvier  
PO Box: 2988 Lomé-TOGO  
Tel: +228 220 88 18  
Fax: +228 220 89 00  
[www.flyasky.com](http://www.flyasky.com)

IATA CODE : KP  
ICAO CODE: SKK

AFRAA MEMBERSHIP  
Became member in 2010  
Established in 2009

OWNERSHIP STRUCTURE  
Private



**Mr. Sanjeev Gadhia**  
Chief Executive Officer

ADDRESS

Jomo Kenyatta International  
Airport,  
PO Box 594, Nairobi 00606 - Kenya  
[www.astral-aviation.com](http://www.astral-aviation.com)

IATA CODE : 8V  
ICAO CODE: ACP

AFRAA MEMBERSHIP  
Became member in 2011  
Established in 2007

OWNERSHIP STRUCTURE  
Fully owned by Kenyans



**Eng. Ahmed Osman Mohamed  
Ahmed Abu Shaira**  
Chief Executive Officer

**ADDRESS**

PO Box 6899  
Arkweet Block 65, Bldg #393  
Mamoun Bahaire Strt.  
Khartoum, Sudan  
Tel: +249912327000  
www.badrairlines.com

IATA Code : J4  
ICAO Code : BDR

**AFRAA MEMBERSHIP**  
Became member in April 2016



**M. ELLA NGUEMA  
Jean Christophe**  
Chief Executive Officer

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Boulevard de la liberté  
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Tel: +237 33 42 20 10 /  
33 42 20 13  
Fax: 33 42 20 30 /  
33 42 30 15 / 33 42 29 80 /  
33 42 29 85  
<http://www.camair-co.cm/>

IATA CODE : QC  
ICAO CODE: CRC

**AFRAA MEMBERSHIP**  
Became member in 2012  
Established in 2008  
Commenced operations in 2011

**OWNERSHIP STRUCTURE**  
100% by The Government  
of Cameroon

**DESTINATIONS SERVED**

Domestic	6
Regional	3

**EMPLOYEES**

245

**FLEET**

Boeing 737	1
Bombardier Q400	2
Embraer ERJ 145	1
Embraer ERJ 135	2
Xian MA60	1



**Mr Cruz Ela Nguema**  
Chief Executive Officer

**ADDRESS**

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+240333098149 /  
+240222013663  
[www.fly-ceiba.com](http://www.fly-ceiba.com)

IATA CODE : C2  
ICAO CODE: CEL

**AFRAA MEMBERSHIP**  
Became member in 2011  
Established in 2007

**OWNERSHIP STRUCTURE**  
100% by the State of Equatorial  
Guinea



**Captain Pascal Kasongo Mwema**  
Chief Executive Officer

ADDRESS  
130 Boulevard du 30 juin  
Immeuble Elemba  
Kinshasa, R D Congo  
[www.congoairways.com](http://www.congoairways.com)

IATA CODE: 8Z  
ICAO CODE: ZGA

AFRAA MEMBERSHIP  
Became member in  
November 2016  
Established in 2014

OWNERSHIP STRUCTURE  
100% the Government



**Mr. Andreas Kaiafas**  
Chief Executive Officer

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Tél: +240 333 09 04 71  
Email: [info@cronosair.com](mailto:info@cronosair.com)  
[www.cronosair.com](http://www.cronosair.com)

IATA CODE: C8  
ICAO CODE: CRA

AFRAA MEMBERSHIP  
Established in 2007  
Became member in 2015



DRAGONFLY AVIATION

**Ms Winnie Nafula**  
Accountable manager

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Phoenix House, 2nd Floor  
Wilson Airport  
PO Box 3542-00506  
Nairobi Kenya  
Tel: +254 790 554 779  
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**Capt. Amr Abuelenein**  
Chairman & CEO  
EgyptAir Holding Co.

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Middle Bldg. 3rd Flr.  
PO Box 11776 Airport Road,  
Cairo, Egypt.  
Tel: +202 2267 6542/+202 2267  
4650  
Fax: +202 269 63334  
www.egyptair.com

IATA CODE: MS  
ICAO CODE: MSR

AFRAA MEMBERSHIP  
Established in 1932  
Became member in 1968

OWNERSHIP STRUCTURE  
Government: 100%



**Mr. Tewelde GebreMariam**  
Chief Executive Officer

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Addis Ababa, Ethiopia  
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Fax: +251 11 661 14 74  
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IATA CODE : ET  
ICAO CODE: ETH

AFRAA MEMBERSHIP  
Founded December 21, 1945  
Started operation in 1946  
Became member in 1968

OWNERSHIP STRUCTURE  
Government: 100%

COMMERCIAL PARTNERSHIP  
ASKY Airlines  
Star Alliance

DESTINATIONS SERVED  
Domestic 22  
Intra-Africa 61  
Intercontinental 56

EMPLOYEES 15,258

FLEET  
A350-900 20  
B737-700 3  
B737-800 12  
B737-8 Max 13  
B787-800 19  
B787-900 10  
B777-300 4  
B777-200 6  
B767-300 3  
B777 Freighter 9  
Bombardier Q400 30



**Mr. Anis Riahi**  
Chairman

ADDRESS  
21 Rue des Entrepreneurs  
Charguia 2 - 2035 Tunis - Tunisie  
Tel: +216 71941111  
express-aircargo.com

IATA CODE: 7A  
ICAO CODE: XRC

AFRAA MEMBERSHIP  
Became member in 2016  
Established in 2015



**Capt. Mfon Udom**  
Chief Executive Officer

ADDRESS  
Ground Floor,  
Akwa Ibom State Secretariat  
Annex,  
Udo Udoma Avenue, Uyo,  
Akwa Ibom State, Nigeria

Tel: +234 (0) 8142721159  
www.ibomair.com

IATA CODE: QI  
ICAO CODE: IAN

AFRAA MEMBERSHIP  
Became a member in 2022  
Established in 2019



**Mr. Karanja Ndegwa**  
Chief Executive Officer

ADDRESS  
PO Box 19079 – 00501,  
Nairobi, Kenya  
Tel: +254 711024545  
www.jambojet.com

IATA CODE: JM  
ICAO CODE: JMA

AFRAA MEMBERSHIP  
Became a member in 2022  
Established in 2013

DESTINATIONS SERVED  
Domestic 7  
Intra-Africa 1

EMPLOYEES 377

FLEET  
Bombardier Q400 7



**Mr. Abdullahi Diria Warsame**  
Chief Executive Officer

ADDRESS  
Panari Sky Center, Mombasa Road  
Nairobi, Republic of Kenya  
Tel: +254202325573  
Fax: +254202325467  
Email: info@jubbaairways.com

IATA CODE: 3J  
ICAO CODE: JUB

AFRAA MEMBERSHIP  
Became a member in 2017  
Established in 2008

OWNERSHIP STRUCTURE  
Private owned

COMMERCIAL PARTNERSHIP

DESTINATIONS SERVED  
Domestic 9  
Intra-Africa 2  
Intercontinental 2

EMPLOYEES

FLEET  
Fokker 50 3



**Mr. Allan Kilavuka**  
Group Managing Director & CEO

**ADDRESS**

PO Box 19002, Nairobi, Kenya  
Tel: +254 20 6422010  
Fax: +254 20 823757  
www.kenya-airways.com

IATA CODE : KQ  
ICAO CODE: KQA

**AFRAA MEMBERSHIP**  
Became member in 1977  
Established in 1997

**OWNERSHIP STRUCTURE**

The Kenyan  
Government-48.90 %  
KQ Lenders Company  
2017 Ltd-38.09 %  
KLM 7.76%  
Trustees of KQ Employees-2.44%  
Standard Chartered  
nominees Ltd- 0.50%  
Other Shareholders- 2.31 %

**DESTINATIONS SERVED**

Domestic	3
Intra-Africa	49
Intercontinental	20

**EMPLOYEES**                    3825

**FLEET**

Boeing 787-8	9
Boeing 737 - 300	2
Boeing 737 - 800	8
Embraer 190	13



**Eng. Joao Carlos Po Jorge**  
Chief Executive Officer

**AADDRESS**

PO Box 2060, Maputo, Mozambique  
Tel: +258 21 46 87 10  
Fax: +258 21 46 51 34  
www.lam.co.mz/en

IATA CODE : TM  
ICAO CODE: LAM

**AFRAA MEMBERSHIP**  
Became member in 1976  
Established in 1936

**OWNERSHIP STRUCTURE**

Government: 96%  
Group of employees: 4%

**DESTINATIONS SERVED**

Domestic	12
Intra-Africa	3

**EMPLOYEES**                    750

**FLEET**

Boeing 737-700	2
Boeing 737-300	1
Bombardier Q400	3
Embraer 145	2



**Eng. Ahmed Aburoxaa**  
Chairman

**ADDRESS**

Libyan Airlines  
PO Box 2555  
Omar Mukhtar Street, Tripoli  
State of Libya  
Tel: +218-21 3614102  
Fax: +218-21 361 48 15

IATA CODE : LN  
ICAO CODE: LAA  
**AFRAA MEMBERSHIP**  
Established in 1965  
Became member in 1968



**Mr. Ahmed Salem Mohamed  
VALL AMMI**  
Chief Executive Officer

ADDRESS  
PO Box 7991  
Nouakchott Airport Mauritania  
Tel: +222 45241253  
www.mauritaniaairlines.mr

IATA CODE : L6  
ICAO CODE: MAI

AFRAA MEMBERSHIP  
Established in 2010  
Became member in 2015



**Mr. Elbashir H. Tayari**  
Chief Executive Officer

ADDRESS  
Mohammed Rajab Al-Zaidi Street  
Alnoflyeen Tripoli, Libya  
Tel: +218 213408996  
www.medsky.aero

IATA CODE : BM  
ICAO CODE: MNS

AFRAA MEMBERSHIP  
Established in 2010  
Became member in 2023



**Mr. Hassan Abdullah  
Mohammed Abdulaziz**  
Chief Executive Officer

ADDRESS  
Cairo International Airport,  
Terminal 1 4 Obour Buildings Salah  
Salem St., Cario 7 Aswan Square 7  
Behind Atlas Hotel  
Mohandseen - Giza - Egypt  
Contact Info:  
Inside Egypt 19415  
Outside Egypt (+20) 2 26968000  
www.nileair.com

IATA CODE : NP  
ICAO CODE: NIA

AFRAA MEMBERSHIP  
Established in 2012  
Became member in April 2016



**Mr. Chokri Zarrad**  
Interim Chairman &  
Chief Executive

ADDRESS  
Zone Touristique Dkhila 5065  
Monastir  
Tunis, Tunisia  
Tel: +216 70 020 920

IATA CODE: BJ  
ICAO CODE: LBT

AFRAA MEMBERSHIP  
Established in 1989  
Became member in 2017



**Capt. Edward Boyo**  
Chief Executive Officer

ADDRESS  
Overland Airways Limited  
17, Simbiat Abiola Road,  
Ikeja Lagos  
www.overlandairways.com

IATA CODE: OJ  
ICAO CODE: OLA

AFRAA MEMBERSHIP  
Became member in 2019  
Established in 1998

OWNERSHIP STRUCTURE  
Privately owned

DESTINATIONS SERVED  
Domestic 8  
Intra-Africa 5

EMPLOYEES 274

FLEET  
ATR 72 1  
ATR 42 3  
B1900D 2



**Mr. Patrick Mwanri**  
Chief Executive Officer

ADDRESS  
PO Box 70770,  
Dar es Salaam, Tanzania  
Tel: +255 22 286 0701  
Fax: +255 22 286 0725  
www.precisionairtz.com

IATA CODE : PW  
ICAO CODE: PRF

AFRAA MEMBERSHIP  
Became member in 2006  
Established in 1991

OWNERSHIP STRUCTURE  
Kenya Airways – 41.23%  
Michael Ngaleku Shirima – 42.91%  
PW employees – 1.10%  
Others – 14.76%

COMMERCIAL PARTNERSHIP  
Kenya Airways

EMPLOYEES 378

FLEET  
ATR 72 3  
ATR 42 1





**Mr. Abdelhamid Addou**  
Chief Executive Officer

ADDRESS  
Aeroport CASA-ANFA, C  
asablanca, Maroc  
Tel: +212 522 912000  
Fax: +212 522 912021  
www.royalairmaroc.com

IATA CODE: AT  
ICAO CODE: RAM

AFRAA MEMBERSHIP  
Became member in 1977  
Established in 1957

OWNERSHIP STRUCTURE  
Moroccan State: 53.94%  
Hassan II Fund: 44.1%  
Air France: 1.25%  
Iberia: 0.42%  
Private Investors: 0.29%

COMMERCIAL PARTNERSHIP  
Iberia, Etihad Airways, Jet  
Blue, Qatar Airways, SN Brussels,  
Saudi Airlines, TAAG Angola  
Airlines, Kenya Airways, Turkish  
Airlines, Royal Jordanian, EgyptAir,  
American Airlines, S7 Airlines,  
British Airways, Alitalia

DESTINATIONS SERVED  
Domestic 16  
Intra-Africa 26  
International 43

EMPLOYEES 3089

FLEET  
ATR 72 6  
Boeing 737-800 28  
Boeing 737-MAX 2  
Boeing 787 9  
Embraer E190 4  
Boeing 767-Freighter 1



**Mr. Alex Avedi**  
Chief Executive Officer

ADDRESS  
Safarilink Aviation  
Phoenix House, Wilson Airport  
PO Box 5616 - 00506,  
Nairobi, Kenya  
www.flysafarilink.com

IATA CODE : F2  
ICAO CODE: XLK

AFRAA MEMBERSHIP  
Became member in 2019  
Established in 2004



**Mr. Mohamed Aden Noor**  
Chief Executive Officer

ADDRESS  
AIS Building, Wilson Airport,  
Nairobi, Kenya

IATA CODE : K3  
ICAO CODE: SAQ

AFRAA MEMBERSHIP  
Became member in 2016  
Established in 2007



**SOUTH AFRICAN AIRWAYS**

**Mr. Thomas Kgokolo**  
Interim Chief Executive  
Officer

**ADDRESS**  
Floor.1, Block A, Airways Park,  
OR Tambo International-  
Johannesburg, South Africa  
Tel: +27 11 978 6553  
www.flysaa.com

**IATA CODE: SA**  
**ICAO CODE: SAA**

**AFRAA MEMBERSHIP**  
Became member in 1994  
Established in 1934



**sa express**

**Ms. Thuli Mpshe**  
Chief Executive Officer

**ADDRESS**  
Mezzanine Floor, Terminal J  
Johannesburg Int. Airport  
PO Box 101 1627, South Africa  
Tel: +2711-978 9900  
DL: +27 11 978-5553/7  
Fax 2711-978 9456

**IATA CODE : XZ**  
**ICAO CODE: EXY**

**AFRAA MEMBERSHIP**  
Became member in 2003  
Established in 1994



**Mr. Yasir Timo Saows**  
Managing Director

**ADDRESS**  
PO Box 253, 161, Block 10,  
Obeid-Khatim Street,  
Riaydh, Khartoum, Sudan  
Tel: +249 9123 05604  
Fax: +249 183 243717  
www.sudanair.com

**IATA CODE : SD**  
**ICAO CODE: SUD**

**AFRAA MEMBERSHIP**  
Became member in 1968  
Established in 1947



**Mr. Lotfi Frikha**  
Chief Executive Officer

ADDRESS  
Immeuble Maghrebia,  
Tour B, 10, rue de l'Artisanat,  
Z.I. Chargaia 2,  
2035 Tunis - Tunisia  
Tel +216 31 310 500  
Fax +216 31 310 503

IATA CODE : FS  
ICAO CODE: SYA

AFRAA MEMBERSHIP  
Became member in 2011  
Established in 2020



**Mr. Rui Carreira**  
Chairman & CEO

ADDRESS  
123, Rua da Missao,  
Luanda, Angola  
Tel: +244 222 327596  
Fax: +244 222 390739  
www.taag.com

IATA CODE : DT  
ICAO CODE: DTA

AFRAA MEMBERSHIP  
Became member in 1978  
Established in 1938

OWNERSHIP STRUCTURE  
IGAPE : 50%  
ENNA : 40%  
Social Fund of transport  
Employees : 10%

DESTINATIONS SERVED  
Domestic 12  
Intra-Africa 9  
Intercontinental 8

EMPLOYEES 2743

FLEET  
B737-700 5  
B777-300ER 5  
Bombardier Dash 8-Q400 6



**Mr. Erlendur Svavarsson**  
President & Chief Executive  
Officer

ADDRESS  
Avenida Amilcar Cabral  
No. 1 Praia  
Republic of Cabo Verde  
www.fytacv.com

IATA CODE: VR  
ICAO CODE: TCV

AFRAA MEMBERSHIP  
Became member in 2014  
Established in 1958.



**Mr. Adil Cherouati**  
Chief Executive Officer

ADDRESS  
BP319, Route de Oued Smar,  
Dar El Beida  
Algiers, Algeria  
Tel: 00213 (0) 21754867  
Fax: 00213 (0) 21754866  
www.tassiliairlines.dz

IATA CODE: SF  
ICAO CODE: DTH

AFRAA MEMBERSHIP  
Became member in 2014  
Founded in 1997  
Commenced operations in  
1998



**Mr. Khaled Chelly**  
Chief Executive Officer

ADDRESS  
Boulevard Mohammed Bouazizi  
2035 Tunis Carthage, Tunisia  
Tel: 00216 70837000  
Fax: 00216 708361000  
www.tunisair.com

IATA CODE: TU  
ICAO CODE: TAR

AFRAA MEMBERSHIP  
Became member in 1968  
Founded in 1948



**Ms. Jenifer Bamaturaki**  
Acting Chief Executive Officer

ADDRESS  
EagleAir Hangar Complex,  
Entebbe International Airport -  
Old Airport  
PO Box 431, Entebbe, Uganda  
Tel: +256 754 355 860

IATA CODE : UR  
ICAO CODE: UGD

AFRAA MEMBERSHIP  
Became member in 2019  
Established in 2018

## Section Twelve: AFRAA Partners – Profiles and Contacts



Founded in 2002, ACC Aviation delivers market-leading solutions across aircraft leasing, air charter, aviation asset management and strategic consultancy services.

Through our international office network spanning Europe, the Middle East, Africa, North America and Asia, we provide bespoke aviation solutions to clients across the globe.

Our success is built on the strength and depth of our relationships within the aviation industry and, through continued investment in developing and maintaining these partnerships with a persistent focus on innovation, we deliver superior solutions to a diverse and growing client base.

[Click here to visit the ACC Website](#)



Accelya is a leading global provider of technology products and services to the travel and transport industry. Headquartered in Barcelona, Spain, Accelya has been working with the airline industry since 1976. Accelya partnered with IATA right from the introduction of BSP processing in the UK and, based on the success, it was introduced in other countries in Europe and across the world. Along the years Accelya has become leader in IATA's BSP Processing operations, currently being the data processing centre in more than 114 out of 180 BSP countries. Accelya was also the first to introduce the Sales Audit (Revenue Assurance) and Credit Card Processing and Settlement to the airline industry, becoming a leader in these areas.

With over 40 years of proven innovation, Accelya delivers financial, commercial, cargo and analytics solutions designed for a world on the move. Accelya provides critical solutions for the airline industry that

account for and manage more than 5 billion financial transactions and 75 million tonnes of cargo annually, serving as a strategic partner for more than 400 airlines, travel agents and shippers.

In recent years, Accelya has been recognised as 'Service Provider of the Year 2017' by Air Transport News (ATN), also featured in the International Association of Outsourcing Professionals (IAOP) Global Outsourcing 100 List 2017, a list of the leading outsourcing firms in the world. In March 2017, Accelya received the award for 'Best Airline Revenue Accounting Specialists' at the 2017 Accounting, Audit & Tax Awards by Acquisition International (AI) Magazine. Moreover, Accelya's Revenue Accounting Solution's Strategic Product Group (SPG) program was recognised for taking customer collaboration to the next level at ITSMA 2016 Marketing Excellence Awards. For more information please visit [www.accelya.com](http://www.accelya.com)



Since 1988 AEG FUELS has established single-supplier convenience through a network of strategic relationships with national and multinational oil companies, local fuel providers, and airport handling agents. Beyond fuel services, AEG also provides a suite of ancillary solutions such as fuel management, international trip planning, tax recovery services, carnet card benefits and more.

AEG Fuels have established a broad range of customers including passenger and cargo airlines, the US and foreign militaries, heads of state, royal flight departments, corporate and charter operators, fixed base operators and fuel resellers. AEG serves these customers through a network of longstanding direct relationships with multinational oil companies, national suppliers, local refiners, and into wing agents around the world. Our customers are afforded the benefits of negotiated fuel and throughput pricing based on AEG's aggregate volume. The AEG Network consists of 2000+ suppliers and agents in 212

countries, providing coverage at over 3000 airports and growing.

AEG executive aviation team of professionals brings almost three decades of experience in delivering world class service with worldwide coverage. When partnering with AEG FUELS, operators are ensured specifically-tailored ground support and refueling packages, flexible credit facilities, and affordable pricing structures for every mission and every trip. With offices in Miami, Houston, Tahoe, Toluca, London, Dubai, Singapore and Shanghai, our team is able to liaise locally in markets with customers and suppliers to provide the highest degree of service. AEG FUELS has the industry expertise to meet our customers' fuel requirements and credit needs 24 hours a day, 365 days per year. AEG's well-established position in the marketplace offers our customers greater purchasing power, which allows cost-effective and reliable fuel supply.



Airbus is a global pioneer in the aerospace industry, operating in the commercial aircraft, helicopters, defence and space sectors. Airbus is a leader in designing, manufacturing and delivering aerospace products, services and solutions to customers on a worldwide scale. With around 130,000 employees and as the largest aeronautics and space company in Europe and a worldwide leader, Airbus is at the forefront of the aerospace industry.

In commercial aircraft, Airbus offers modern and fuel-efficient airliners and associated services. Airbus is also a European leader in defence and security and one of the world's leading space businesses.

In helicopters, Airbus provides the most efficient civil and military rotorcraft solutions and services worldwide.

Airbus's presence in Africa is as diverse as the continent itself. For nearly five decades our commercial airliners, helicopters, military aircraft and satellites have been providing reliable and efficient service and solutions to customers across the continent.

Airbus has also invested in the regional industrial footprint through numerous commercial agreements and partnerships in several countries such as Morocco, Tunisia and South Africa.



Aero Industrial Sales Company, (AIS), located, since 1986, at the global aviation hub: The New York JFK International Airport, is an FAA AC 0056A / ASA-100 accredited distributor for commercial aviation spare parts, avionics, components, chemicals as well as GSE (Ground Support Equipment). Subjected to regular FAA/ASA-100 surveillance and audit, AIS maintains up-to-date Inspection and Quality Control System.

Led by a veteran of the provisioning team for the First African Commercial JET fleet in 1962, AIS is run by dynamic young bloods who have taken the steam off the word AOG. As easy as a Lufthansa AOG at JFK for a major component, which we supplied them within the hour, or a 747 stranded at JOB'RG for an aileron because of a food truck damage, our location gives us global reach unmatched by many.

Over the last few years, AIS has successfully undertaken major Initial Provisioning for Boeing 777 & 737 NG fleet as well as complete renovation of ground support and delivery of over one hundred latest technology GSE. Talk about GSE: AIS was honored and certified as the "Best Distributor in Africa for 2012" by the global leader in GSE – The TLD Group of France. AIS has a proud exposure in AFRICA, and we show our appreciation of the African airlines development by regularly assisting and participating in the AFRAA conferences. Throughout our African colourful booth, you might have noticed our theme which emphasises that the "African Economic Independence is through Interdependence". It's not the unit price of the bolt you were quoted; as it's what it costs you on arrival at your door. We make that difference.

## ALTON AVIATION CONSULTANCY

Alton Aviation Consultancy is a specialist advisory firm dedicated to serving the aviation and aerospace industries. Alton was founded by seasoned aviation industry executives who are globally recognised for their thought leadership, quantitative analytics, and innovative solution development. Clients trust the Alton team to deliver the objective, data-driven guidance and insight required to inform their business strategies, allocate capital, prioritise resources, and manage risk.

With offices in New York, Dublin, Singapore, Hong Kong, Beijing, and Tokyo, Alton's engagements span the aviation and aerospace value chain to include commercial, financial and technical aspects. Typical projects include strategy and business plan development, operational performance improvement, and transaction support. Clients include airlines, manufacturers, MRO and aftermarket service providers, lessors, and the broader financial and investment community. To learn more, please visit [www.altonaviation.com](http://www.altonaviation.com)

## amadeus

Travel powers progress. Amadeus powers travel. Amadeus' solutions connect travellers to the journeys they want through travel agents, search engines, tour operators, airlines, airports, hotels, cars and railways. We have developed our technology in partnership with the travel industry for over 30 years. We combine a deep understanding of how people travel with the ability to design and deliver the most complex, trusted, critical systems our customers need. We help connect over 1.6 billion people a year to local travel providers in over 190 countries.

We are one company, with 17,000 employees across 70 offices. We have a global mind-set and a local presence wherever our customers need us. Our purpose is to shape the future of travel. We are passionate in our pursuit of better technology that makes better journeys. Amadeus is an IBEX 35 company, listed on the Spanish Stock Exchange under AMS.MC. To find out more about Amadeus, visit [www.amadeus.com](http://www.amadeus.com).

Follow us on:



The Network for Airline Services

APG Network is the world's largest network for commercial and distribution services for airlines, providing its 200+ airline clients with a range of services aimed at increasing incremental revenue. With its headquarters in Paris, APG has a network of +110 worldwide offices, covering 176 countries across all continents. The organisation is headed by Richard Burgess, as President of the network, and Sandrine de Saint Sauveur, as President of APG's commercial operations. In addition to the Board and Regional Vice Presidents, each product and region also has its own commercial head.

The organisation's key goals are to help airlines exploit small and medium-sized markets on a "variable cost" basis, to generate more revenue for less cost, and to maximise an airline's distribution network with a comprehensive approach based on a tailored portfolio of solutions. APG has been a market leader in developing new distribution solutions for airlines, building on its roots as a GSA airline representation company, a service which still remains at the heart of its operation.

In developing such products, APG works closely with key industry organisations such as IATA with whom

APG developed the highly successful IBCS product, which gave many more airlines viable access to BSP participation in most of the world's BSPs. APG also operates an e-ticket interline hub, APG IET, now with almost 100 participating airlines, and for which APG offers a travel agent online booking portal which APG believes will be particularly beneficial in African countries where there is no BSP. APG IET operates with airline code, GP, which belongs to APG Airlines, APG's own scheduled airline. APG has also developed its revolutionary NDC platform which allows airlines to distribute to travel agents using latest NDC standards and which also facilitates the distribution of rich content and airline ancillaries.

In line with its commitment to play a strong role in the aviation industry, APG is also looking at ways to support the industry. As part of this, APG has developed the APG Academy which offers online training to aviation personnel at all levels. APG continues to invest in new products for the future all with the aim of assisting airlines improve their distribution worldwide.

APG already partners with many airlines from Africa is proud to be an AFRAA Member.



European turboprop manufacturer ATR is the world leader in the regional aviation market. ATR designs, manufactures and delivers aircraft, with its fleet encompassing some 200 airlines in nearly 100 countries. In Africa and the Middle East, some 125 ATR aircraft are operated by 35 carriers. The ATR 42 and

the ATR 72 are the best-selling aircraft in the below 90-seat category. With continuous improvement as a driving force, ATR is an equal partnership between leading aerospace firms Airbus and Leonardo.

For more information, please visit <http://www.atr-aircraft.com>



As a leading global aerospace company, Boeing develops, manufactures and services commercial airplanes, defense products and space systems for customers in more than 150 countries. As a top U.S. exporter, the company leverages the talents of a global supplier base to advance economic opportunity, sustainability and community impact. Boeing's diverse team is committed to innovating for the future and living the company's core values of safety, quality and integrity.

Boeing's heritage in Africa dates back over 75 years, with more than 60 airline customers operating around 500 Boeing airplanes. Currently, Boeing has an office in Johannesburg, South Africa, in addition to field service representatives with commercial customers across the continent.

Learn more at [www.boeing.com](http://www.boeing.com)





Civic Petroleum was incorporated in Nigeria on the 3rd of January 2014, as a private liability company. Our company is a privately owned oil and gas company trading in refined petroleum products in the downstream and midstream sector of the oil and gas industry.

Civic Aviation is a supplier of bulk Jet A-1 fuel and recently ventured to into aircraft fueling. We are positioned to be one of the fastest growing indigenous companies in the sector.

The primary goal is the procurement of quality on-spec Aviation Turbine Kerosene also known as Jet A1 with parameters meeting current ASTM standards and IATA guidelines for Joint Fueling System Checklist for Jet A1 ensuring optimum customer service delivery by efficient supply chain management processes, considering the tight schedule of airlines. We apply best practices in execution of operations in-line with JIG (Joint Inspection Group) established and enhanced standards for safe handling and quality

control of Jet Fuel (JET A1). These core values have established the company reputation as a reliable and customer-focused marketer in the industry.

We are currently operating in Murtala Mohammed Airport Lagos as well as Port-Harcourt international airport Omagwa, and we are on course to commence operations in Nnamdi Azikiwe International Airport, Abuja by the third quarter of 2018, upon completion of our ultra-modern facilities.

Our array of equipments include 10 x 40,000 ltrs dedicated epoxy-coated bulk haulage bridging road vehicles for transportation of JET Fuel between aviation facilities, 2 x 41,000 ltrs, 2 x 20,000 ltrs, 1x 63,000 ltrs aviation refuelers for into aircraft fueling.

As a growing marketer of aviation fuel, the company has an increasing client base with both domestic and international airlines.

In line with the company's vision is our plan to expand our operations across sub sahara and the whole of Africa.



Collins Aerospace is a leader in technologically advanced and intelligent solutions for the global aerospace and defense industry. Created in 2018 by bringing together UTC Aerospace Systems

and Rockwell Collins, Collins Aerospace has the capabilities, comprehensive portfolio and expertise to solve customers' toughest challenges and to meet the demands of a rapidly evolving global market.



De Havilland Canada is one of Canada's most iconic brands and the company's portfolio includes support to the worldwide fleet of Dash 8-100/200/300/400 aircraft, as well as production and sales of the Dash 8-400 aircraft.

Currently, the fleet of over 155 Dash 8 Series aircraft in Africa includes more than 90 Dash 8-400 aircraft, and the growth of the fleet has been supported by an increase in localised support solutions. There are currently three Dash 8 simulators installed in Africa to cover crew training requirements while an additional simulator is expected very soon. Technical support, including field service representatives and an Authorized Service Facility, are also in place to support the large fleet.

The impressive growth of the fleet of Dash 8-400 aircraft in Africa in the last decade is a testament to the aircraft's capability to develop networks and increase connectivity across the continent.

With its low operating costs, industry-leading passenger experience and jet-like performance, the Dash 8-400 aircraft, which seats up to 90 passengers, is an outstanding choice for operators seeking optimal performance on regional routes.

Worldwide, more than 155 airlines and other organisations have ordered almost 1,300 Dash 8 aircraft and the global fleet supports diverse airline operating models as low cost carriers, network connectors and point-to-point regional aircraft. The aircraft are also deployed in hybrid passenger-cargo operations and all-cargo operations, and many provide an ideal platform for special mission operations – including fire-fighting, search and rescue, medical evacuation and coastal surveillance.

De Havilland Canada continues to focus on delivering exceptional support and is assisting customers who need help in updating their fleet utilisation and network recovery models in response to the COVID-19 pandemic.



A global aerospace company headquartered in Brazil, Embraer celebrates its 50th anniversary with businesses in Commercial and Executive aviation, Defense & Security and Agricultural Aviation. Since it was founded in 1969, Embraer has delivered more than 8,000 aircraft and is the world's leading manufacturer of commercial aircraft up to 150 seats with more than 100 customers from all over the world.

For the E-Jets program alone, Embraer has logged more than 1,800 orders and 1,500 aircraft have been delivered. Today, E-Jets are flying in the fleet of 80 customers in 50 countries. The versatile 70 to 150-seat family is flying with low-cost airlines as well as with regional and mainline carriers.



GE Aviation is a world leading provider of jet engines, components and integrated systems to airframers and operators of commercial and military aircraft, including comprehensive, global services and support for the powerplants and integrated systems we manufacture.

We are committed to providing customers with cost-effective approaches to service, developing innovative technologies and creating advancements

that increase the lifecycle and fuel efficiency of engines while minimising disruptions - ultimately keeping customers' fleets flying and generating revenue. Backed by our global support network, our TrueChoice™ services suite includes overhaul, on-wing support, new/used parts, repair, technology upgrades, digital services, engine leasing and diagnostics.



Hahn Air is a German scheduled and executive charter airline. Since 1999 it offers indirect distribution services to other airlines and thus provides ticketing solutions to 100,000 travel agencies in 190 markets. With 20 years of experience, the company has established itself as the market leader. Today, Hahn Air's partner network encompasses more than 350 partner airlines.

Hahn Air offers its distribution services exclusively to transportation companies and ticketing solutions to travel agents only. However, travellers benefit as well as they can choose from more carriers, more routes and more destinations. Every year millions of passengers travel between 4,000 locations using Hahn Air's HR-169 tickets. It is the first and only

airline worldwide that offers free and comprehensive reimbursement in case of insolvency of the operating carrier. Hahn Air is a member of the International Air Transport Association (IATA) and a globally connected stakeholder playing a leading role in the airline industry.

Hahn Air is 100% owned by the Hahn Air Group, an international corporation based in Dreieich near Frankfurt, Germany. The fleet of Hahn Air Lines operates out of the airports Dusseldorf and Frankfurt Egelsbach. The Group, which has offices around the world, including Minneapolis, Montevideo, Casablanca, New Delhi, Manila and Johannesburg, achieves an annual global turnover of approximately 1 billion USD for its clients.



Established in 1994 by two visionary airline executives, Hitit has since become one of the world's leading airline and travel IT solutions and business services providers.

Hitit is the main company behind Crane FF, which has grown to be the most widely used airline loyalty system across the world in 2012. Currently Hitit's Crane family of solutions and services covers all aspects of air travel from reservation and passenger service systems to planning, accounting, travel merchandising and cargo. The reservation and ticketing solution system Crane PAX fully integrates with Crane IBE for online and mobile booking, as well as Crane DCS for departure control to create a fully functional passenger service system (PSS). The most recent versions of Crane PSS solutions are designed with the latest web technologies, using Service Oriented Architecture (SOA), New Distribution Capability (NDC)

and Software as a Service (SaaS) models, which make Hitit the industry leader in system implementation time to market performance. The Crane solution family contains additional solutions for any possible need of an airline, such as charter inventory distribution, schedule and crew planning, operations control, revenue and cost accounting, cargo operations, and loyalty and customer care solutions. Hitit currently serves 50 airline companies and travel customers with over 65 million yearly passengers across Europe, Africa and Asia. Hitit has been consistently ranked among the top 500 fastest-growing technology companies in the EMEA region by Deloitte. Hitit holds ISO 27001 and ISO 9001 certificates, and is a long-time strategic partner of IATA.

For more information, please contact: [marketing@hititcs.com](mailto:marketing@hititcs.com)



Innova is an international consulting firm based in Montreal that specialises in strategy, marketing, and human resources needs for the aviation, telecommunications, banking, and government sectors, as well as hospitality and tourism. We collaborate closely with clients to embrace a transformational approach, enabling organisations to grow, build sustainable competitive advantage, address their most pressing challenges, and capture their most promising opportunities. Innova Conseil has also established a solid expertise for supporting countless organisations from various industries with their post-COVID 19 restructuring strategies.

Innova Conseil has expanded its services to the MENA region and Africa, opening a Tunisian branch in 2016

while tackling the most critical topics of strategic support, cultural transformation, and organisational restructuring as a Niche Player. Our success depends on a deep collaborative spirit.

Working on such complex public and private restructuring projects, requires a collaborative and human-centered approach and pioneering partnerships in human capital tools; Innova is the exclusive partner of the University of Geneva's Self Leadership Lab Program which is a certified and certifying program that assists leaders and managers in the execution of structuring projects using a unique change management approach that liberates individual and organisational energy.



As a technology and service provider company, we are looking to implement business solutions that integrate harmoniously both new technologies and high-quality services so as to improve efficiency, competitiveness, and profitability.

#### **Our mission**

We boost airlines' business with different commercial models by developing integral, robust and, efficient technological solutions. We are strategic partners for our clients as we, emphatically and responsibly, assist in maximising profitability and thriving in the market.

#### **Our vision**

Being world leaders of new generation systems.

## Lufthansa Consulting

Lufthansa Consulting is an aviation and management consulting company, which is dedicated to assist international clients from the aviation sector and related industries to meet the challenges of the future successfully. Since 1988 the company has provided services and solutions to the air transportation industry in more than 3000 projects worldwide and is a subsidiary of the Lufthansa Aviation Group.

Lufthansa Consulting is in the unique position of offering comprehensive consultancy and expertise to aviation specific client groups: air carriers, airport authorities, civil aviation authorities, governments, investors, financial institutions, manufacturers and aviation related entities. Our clients benefit from customised business solutions designed by consultants with a global understanding of the industry and in-depth knowledge of factors which are critical for success.

## Lufthansa Systems

Lufthansa Systems is one of the world's leading providers of IT services in the airline industry. It draws its unique strengths from an ability to combine profound industry know-how with technological expertise and many years of project experience. The company offers its more than 350 customers an extensive range of successful and in many cases market-leading products for the aviation industry. The innovative IT products and services in this portfolio offer customers a wide range of economic benefits while also contributing to improving efficiency and competitiveness. In addition, Lufthansa Systems also supports its customers both within and outside the Lufthansa Group with consulting services and the experience it has gained in projects for airlines of every size and business model.

### **Innovation and progress**

Digitization, Mobility and Big Data represent fundamental changes in both business processes and IT. In this context, IT is a driver for new markets, products and revenue – and the airline industry is no exception. Lufthansa Systems helps shaping these changes with innovative IT solutions while advising airlines on how to maximise the benefits from their use.

### **Solutions for all airline business processes**

Lufthansa Systems offers airlines a unique range of products covering all of an airline's business processes – in the cockpit, in the cabin and on the ground. Furthermore, its portfolio is focused on meeting the respective demands of different airline business models. Network airlines, regional airlines and low-cost carriers all benefit from solutions that are customised to their respective needs.

Lufthansa Consulting is well-known as both a strategic and pragmatic business partner, especially in the African market. We have experience in airline restructuring, concession support or cost management, on time-performance measures, safety issues, Air Service Development and network planning and digital transformation projects. Lufthansa Consulting's service portfolio addresses a wide range of business activities to boost the success of African airlines and airports.

Lufthansa Consulting offers comprehensive advisory services and develops business solutions for all sectors of the African aviation industry. We know the aviation business and we take pride in implementing our solutions.

Since the individual applications connect with one another, they can be aggregated into an end-to-end solution capable of presenting information in the context of a particular business process, thus enabling an integrated perspective. A standard user interface and a high level of standardisation enhance usability and productivity. Since the applications are also modular, airlines can modify the feature set to suit their own needs.

The products from Lufthansa Systems are highly cost-efficient and will usually pay for themselves within a short period of time.

The portfolio is divided into different categories:

- Airline Consulting
- Commercial Solutions
- Finance Solutions
- Flight Operations Solutions
- Ground Operations Solutions
- In-flight entertainment Services

Lufthansa Systems GmbH & Co. KG at a glance

Company headquarters: Raunheim near Frankfurt/Main, Germany

Executive management: Olivier Krueger and Dr. Thomas Wittmann

Employees: Around 2,200 worldwide

Locations: Berlin, Frankfurt/Main (Raunheim), Hamburg,

Bangkok, Budapest, Buenos Aires, Copenhagen, Dallas, Delhi, Gdansk, Hong Kong, Mexico City, Miami, Moscow, New York, Peking/Beijing, Princeton, Sao Paulo, Singapore, Tokyo, Toronto, Warriewood (Australia), Zurich



Mitsubishi Aircraft Corporation (“Mitsubishi Aircraft”) commenced operation in April 2008, to conduct the design, type certification, sales & marketing and customer support for the Mitsubishi.

Regional Jet (“MRJ”). Headquartered in Nagoya, Japan, Mitsubishi Aircraft has two overseas subsidiaries in the U.S and Europe. Mitsubishi Aircraft is capitalised at 100 billion yen, with financing furnished by, among others, Mitsubishi Heavy Industries, Ltd., Mitsubishi Corporation, Toyota Motor Corporation, Sumitomo Corporation and Mitsui & Co., Ltd.



At MTU Maintenance, we understand that operators increasingly require services tailored to their specific needs in order to control and optimise cost. Additionally, we know that residual value is key to lessors and asset managers.

We are the global market leader in customised service solutions for aero engines and specialised in meeting these needs. As engine experts, we offer a wide range of individually-tailored solutions encompassing innovative MRO services, integrated leasing and asset management.

## OAG

OAG is a leading global travel data provider which has been powering the growth and innovation of the air travel ecosystem since 1929.

Every day, we support millions of journeys across the globe, enabling a simpler, seamless and more enjoyable travel experience.

With the world’s largest network of schedules and status data, and leading-edge analytics tools, we enable our customers to make smarter decisions,

The MRJ is a family of 70~90-seat next-generation aircraft featuring the Pratt & Whitney’s revolutionary PurePower® engine and state-of-the-art aerodynamics to drastically reduce fuel consumption, noise, and emissions, while offering top-class operational benefits, an outstanding cabin designed for heightened passenger flying comfort, and large overhead bins.

For more information, please visit our website at <http://www.mrj-japan.com>

It is our people who make the difference: We are passionate about engines and dedicated to supporting our customers. We marry world-class engineering with intelligent creativity and never give up unless an optimal solution has been found.

This is demonstrated by our track record of great customer relationships. MTU Maintenance and its 5,000-strong workforce currently perform over 1,000 shop visits a year for more than 200 airline customers. We have around 30 engines in our portfolio and locations in the Americas, Europe and Asia.

better adapt to change, and create exceptional customer experiences.

We partner with some of the biggest global brands, airports, airlines, travel operators, and fast-growing start-ups to design the best services available today, and the finest innovations of tomorrow.

To register with OAG and to discuss your aviation data requirements with one of our specialist advisors, <https://www.oag.com/contact-us>



Palma Holding Limited is a diversified Financial Services Holding Company focused on Aircraft Leasing, Real Estate and Financial services.

Palma Holding's major affiliates are:

- An Investment Advisory firm based in the Dubai International Financial Center (DIFC) and regulated by the Dubai Financial Services Authority (DFSA);
- A regional and international advisor of airlines operators registered & licensed as a Freezone Company under the Rules & Regulations of Dubai Multi Commodity Center Authority DMCCA
- A Joint Venture between Palma Holding Limited and Ibdar Bank BSC(C)(Bahrain), specialised in Aircraft Leasing.

In 2015, Palma Capital was one of the lead arrangers of USD 400 million Sharia Compliant Financing used to acquire 5 new Airbus A330-200 for Kuwait Airways through International Air finance Corporation (IAFC). The structure was awarded as the Best Syndicated Murabaha Facility at the 2015 Achievement Awards by emea finance.

Palma Capital continues to be one of the lead arrangers of the Sharia Compliant Financing that would be required to acquire 20 new Airbus A330-300 and 30 new Airbus A320-200 for Saudi Arabian Airlines (Saudia) through International Air finance Corporation (IAFC).

Palma Holding Limited serves as an International Sharia compliant aviation platform. The group enjoys solid relations with major stakeholders in the aviation industry. It maintains a remarkable track record with total transaction value of circa USD 250 million of aircraft placed with flag carriers and renowned operators.

The flagship transaction with Ethiopian Airlines received industry accolades for its innovative structure:

- Africa Deal of Year 2014 by Airfinance Journal Awards;
- Aircraft Finance Deal of the Year 2014 by African Aviation Awards.



Today, Pratt & Whitney develops game-changing technologies for the future, such as the PurePower® PW1000G engine, with patented Geared Turbofan engine technology. The company's worldwide large commercial engine maintenance, repair and overhaul network provides innovative services that add value and delight customers around the globe. Pratt & Whitney's large commercial engines power more than 25% of the world's mainline passenger fleet. The company continues to develop new engines and work with its partners in International Aero Engines and the Engine Alliance to meet airline customers' future needs.

Pratt & Whitney has built a long and distinguished record of providing top-of-the-line military engines to 29 armed forces around the world. Our engines power front line fighters, such as the F-15 Eagle, F-16 Fighting Falcon, F-22 Raptor and F-35 Lightning II, as well as the C-17 Globemaster III military transport and Boeing's KC-46 Tanker.

Pratt & Whitney Canada has produced more than 80,000 engines, of which there are currently more than 50,000 engines in service by more than 10,000 operators in 200 countries.

Predictive Mobility. Our suite AIR.PM provides an integrated network, fleet, schedule planning, and revenue management solution for airlines and airports. Our clients trust our years of experience and passion to deliver actionable results. The most fruitful and rewarding client relationships we have, develop when we are positioned as a trusted part of the team and more than just a vendor. With trust comes responsibility, and our goal is always to treat our clients' needs as paramount, while repaying that

trust with strategic support and impactful results. Our aim is to provide you with the system and experience to expand your World, through marketing intelligence, route development, network optimisation and revenue management. Our suite AIR.PM allows you to implement coordinated commercial decisions on your network, manage your price, and to grow your revenue and passenger traffic – Expand your world by gaining market share and opening new routes worldwide!



Prodigy Avia Solutions is headquartered in London (United Kingdom) with local offices in Lagos (Nigeria), Douala (Cameroon) and Dakar (Senegal). Our Goal is to partner with governments, airlines, airport and industry stakeholders and position them with innovative solutions to gain a competitive, sustainable advantage in the operating environment.

The Services we provide include: Asset Management, Audits, IOSA Certification, Charter Flights, Crew Leasing, M&A, AOC Certification Support, DMS, Market Intelligence, Feasibility Studies and more...

Prodigy Avia Solutions has large network of strategic partners and industry experts specialising in Pilot and Cabin Crew training infrastructure.



Rolls-Royce pioneers cutting-edge technologies that deliver the cleanest, safest and most competitive solutions to meet our planet's vital power needs. Rolls-Royce has customers in more than 150 countries, comprising more than 400 airlines and leasing customers, 160 armed forces, 4,000 marine customers including 70 navies, and more than 5,000 power and nuclear customers.

We also support a global network of 31 University Technology Centres, which position Rolls-Royce

engineers at the forefront of scientific research. Rolls-Royce employs 50,000 people in 50 countries. More than 18,200 of these are engineers.

In the Civil Aerospace market, we power more than 35 types of commercial aircraft and have over 13,000 engines in service around the world. Our engines power the latest modern widebody aircraft such as the Airbus A330neo, Airbus A350 and Boeing 787 as well as the world's fastest and largest business jets.



Safran is an international high-technology group, operating in the aviation (propulsion, equipment and interiors), defense and space markets. Safran has a global presence, with more than 92,000 employees and sales of 21 billion euros in 2018. Working alone or in partnership, Safran holds world or European leadership positions in its core markets. Safran undertakes Research & Development programs to meet fast-changing market requirements, with total R&D expenditures of around 1.5 billion euros in 2018.

Aviation: Safran develops, produces and sells engines and propulsion systems as well as aircraft equipment for civil and military fixed and rotary-wing aircraft. Safran also offers a wide range of aircraft interiors.

No. 1 worldwide: single-aisle commercial jet engines in partnership with GE, helicopter turbine engines, landing gear, wheels and carbon brakes (mainline commercial jets with over 100 seats), aircraft wiring systems, mechanical power transmissions (mainline commercial jets with over 100 seats), engine control units (in partnership with BAE systems), seats for commercial aircraft (economy class seats for twin-aisle jets), cabin interiors for regional and business

aircraft, cabin liners, galleys, trolleys, containers, nacelle systems for business jets, evacuation slides.

Defense: Operating in the optronic, inertial guidance, electronics and critical software markets, Safran offers today's armed forces a complete range of optronic, navigation and optical systems and equipment for use in the air, on land and at sea.

No.1 in Europe: optronic systems, inertial navigation systems, tactical drones.

No.3 worldwide: inertial navigation systems.

Space: Safran is a world leader in the space industry. It offers systems and equipment for launch vehicles and satellites, while ArianeGroup\* designs and produces the European launchers Ariane 5 and Ariane 6, marketed by its subsidiary Arianespace. Safran is also producing high-performance optics.

No.1 worldwide: provider of commercial launches into geostationary orbit within ArianeGroup\*, high-performance space optics.

No.1 in Europe: plasma propulsion for satellites.

\*ArianeGroup is a 50/50 joint company between Airbus and Safran.



Headquartered in Geneva, Switzerland, SITA is the IT provider for the air transport industry. Today, SITA does business with nearly every airline and airport in the world. It also provides border management solutions to more than 40 governments. It is 100% owned by the industry and driven by its needs. Working with all the stakeholders, SITA drives collaborative development and innovation across the air transport community. It helps the industry achieve operational efficiencies and deliver a seamless passenger journey.

Since 1955, when Ethiopian Airlines became the first SITA member in Africa, SITA's presence on the continent has grown across 27 African countries. SITA's main hubs are in Johannesburg and Cairo, with smaller satellite offices in Ethiopia, Kenya, Nigeria, Ghana and Angola. SITA aims to be the technology partner for the African air transport community that

drives industry collaboration, operational excellence, a seamless passenger journey, and profitable growth. SITA's corporate social responsibility (CSR) initiatives are aligned with the United Nations Sustainable Development Goals (UN SDGs). SITA's Air Transport Community Foundation has positively impacted the lives of 83,000 students and teachers in Africa - 51% of whom are female - by providing access to IT and education.

SITA is one of the most internationally diverse companies and serves over 200 countries and territories. With a strong local presence and offices spanning the globe, SITA's service staff are on the ground at more than 1,000 airports providing support. For further information, go to [www.sita.aero](http://www.sita.aero) or kindly contact us at [info.meia@sita.aero](mailto:info.meia@sita.aero).





An African Petroleum company wholly owned by private African capital. Star Oil is currently present in Mauritania, Mali, Guinea, Senegal, Sierra Leone. It has a development project in Ivory Coast and Gambia with a 50% market share in Mauritania. Star Oil is the leader

in aviation activity and bitumen in Mauritania, Mali and Guinea. Partner of BP Group (British Petroleum): Aviation and Lubricants, Expertise, Technical Assistance and BP Group Guarantee.

Star Oil has a group turnover: USD 400 million.



MixJet Flight Support is a leading aviation services supplier established in 2009 in the United Arab Emirates. In 2022, we have already provided nearly 10,000 services across 145 countries and 6 continents.

We have developed a strong network of vetted partners who share our commitment to delivering exceptional services with honesty and integrity. MIXJET offers tailored, cost-effective worldwide trip support services 24/7 at 6019 airports with contracted cover.

Our expertise in global aviation regulations enables us to expedite all flight permit requirements, including overflight, landing clearances, and airport fees for commercial airlines and VIP flight operators worldwide. We have provided flight planning and permits for 7,250 flights, ranging from the smallest Eclipse 550 to the AN225, the world's largest.

As a core service, we provide aviation fuel supply backed by our global fuel management service. We have delivered 48,700,000 liters of Jet-A1 fuel across continents, making us the fuel provider of choice for a diverse range of operators.

Ground handling arrangements around the world are enabled through our global network of trusted partners. We pride ourselves on delivering efficient and effective day-to-day flight support services to our customers and have coordinated ground handling for 2,400 flights while regulating 2,800 overfly/landing permits.

Our Concierge Service comprises a professional and experienced team, able to deliver throughout the year, a comprehensive range of concierge services for all stages of the journey. We have booked over 660 hotels and organised helicopter and chauffeur services through our complete Concierge service.

At MIXJET, our commitment to delivering exceptional services, paired with our extensive global network of partners, makes us the ideal choice for aviation services. Whether you are a commercial airline or VIP flight operator, we have the expertise and resources to ensure your flights run smoothly and efficiently.



South African Tourism is the tourism marketing arm of the South African government. Simply put, our job is to promote the country domestically and internationally, whether for leisure, business or events tourism.

We are committed to meaningfully contributing to the government's objectives of inclusive economic growth, sustainable job creation, and redistribution and transformation of the industry through:

1. Increasing the number of tourists who visit our country;
2. Increasing the geographic spread, length of stay and spend of all visitors;

3. Improving seasonal arrival patterns;
4. Working to transform the industry so that historically disadvantaged South Africans may benefit from the sector.

The organisation has grown from a few offices around the world to having operations in 13 international markets, with a mandate to market and share all that is unique, warm, and beautiful about South Africa.

Visit: <https://www.southafrica.net/>

## ANNEX 1: AFRAA member airlines performance 2023

	Air Algerie	Air Botswana	Air Mauritius	Air Peace	Camair Co	Ethiopian Airlines	Jambojet	Kenya Airways	Mozambique Airlines	Overland Airways	Precision Air	Royal Air Maroc	Taag Angola
<b>TRAFFIC DATA</b>													
Domestic Passengers (000)	1970	58	159	2511	236	2202	991	570	480	149	296	888	466
Regional Passengers - Within Africa (000)	209	108	427	93	17	4502	9	1489	74	0	184	1062	179
Intercontinental Passengers (000)	2502	0	526	32	0	4622	0	669	0	0	0	3734	277
Total Passengers (000)	4,681	166	1,112	2,636	252	11,327	1,000	2,728	554	149	480	5,684	921
<b>Domestic Freight (tonnes)</b>													
	787	37	64	-	-	803	14	532	3031	-	27	477	1
<b>Regional Freight - Within Africa (tonnes)</b>													
	303	133	14164	-	-	257328	15	12038	144	-	54	5589	3
<b>Intercontinental Freight (tonnes)</b>													
	16905	-	15646	-	-	484058	-	29177	0	-	-	15699	9
<b>Total Freight (tonnes)</b>													
	17995	170	29874	-	-	742189	29	41747	3175	-	81	21765	13
<b>Revenue Passenger Kilometre - RPK (000)</b>													
	5823795	93963	4926948	-	114980	34967426	381590	7290805	513584	43247	214633	12947290	2384869
<b>Available seat Kilometer - ASK (000)</b>													
	7511269	157072	5904965	-	186623	49798087	485782	9816794	814716	62947	332250	17667467	3550849
<b>Passenger Load Factor - PLF (%)</b>													
	78%	60%	83%	-	62%	70%	79%	74%	63%	69%	65%	73%	67%
<b>Freight and mail Tonne Kilometre - FTK (000)</b>													
	7779	351770	156404	-	18305	4404916	-	120161	3134	-	-	79129	63
<b>Revenue Tonne Kilometre - RTK (000)</b>													
	531920	8005662	599888	-	-	8816068	-	101454	49756	3085	21463	1373858	277
<b>Available Tonne Kilometre - ATK (000)</b>													
	693719	12714541	884451	-	11746085	14065963	-	206013	60943	7225	33225	2360647	-
<b>Weight Load Factor - PLF (%)</b>													
	77%	63%	68%	-	-	63%	-	49%	82%	43%	65%	58%	-
<b>EMPLOYEE DATA</b>													
<b>Pilots</b>													
	552	27	147	114	21	1220	53	386	54	12	43	474	140
<b>Cabin crew</b>													
	1097	20	396	229	28	4839	55	690	80	10	40	878	464
<b>Engineers</b>													
	1122	25	120	105	69	2657	61	482	55	27	99	373	386
<b>Traffic/Marketing</b>													
	2522	17	335	425	51	2551	73	360	70	19	58	497	196
<b>Other</b>													
	2652	240	1402	1074	76	3991	135	1907	491	206	138	867	1556
<b>Total Employees</b>													
	7,945	329	2,400	1,947	245	15,258	377	3,825	750	274	378	3,089	2,742
<b>DESTINATIONS SERVED</b>													
<b>Domestic</b>													
	32	4	1	16	6	22	7	3	12	8	-	16	12
<b>Regional - Within Africa</b>													
	8	4	4	8	3	61	1	49	3	5	-	26	9
<b>Intercontinental</b>													
	27	0	5	1	0	56	0	20	0	0	-	43	8
<b>FLEET IN OPERATION</b>													
	58	3	11	20	7	129	7	32	8	6	4	50	16



## AFRAA member airlines two-letter codes

AB Aviation	Y6	Express Air Cargo	7A
Advantage Air	--	Ibom Air	QI
Afrijet	J7	Jambojet	JM
Aifriqiyah Airways	8U	Jubba airways	3J
Air Algerie	AH	Kenya Airways	KQ
Air Botswana	BP	Lybian Airlines	LN
Air Burkina	2J	Mauritania Airlines	L6
Air Djibouti	DJ	Medsky Airwways	BM
Air Madagascar	MD	Nile Air	NP
Air Mauritius	MK	Nouvelair Tunisie	BJ
Air Peace	P4	Overland Airways	OJ
Air Senegal	HC	Precision Air	PW
Air Tanzania	TC	Royal Air Maroc	AT
Air Zimbabwe	UM	Rwandair	WB
Airlink	4Z	Safarilink Aviation	F2
Allied Air	4W	Safe Air Company Ltd	K3
Askya	KP	South Africa Airways	SA
Astral Aviation	8V	S A express	XZ
Badr Airline	J4	Sudan Airways	SD
Camair Co	QC	Syphax Airlines	FS
Ceiba	C2	Taag Angola	DT
Congo Airways	8Z	TACV	VR
Cronos Airlines	C8	Tassili Airlines	FS
Dragon Fly Aviation	--	Tunisair	TU
Egyptair	MS	Uganda Arilines	UR
Ethiopian Airlines	ET	Zambia Airways	ZN

## African Airlines Association secretariat team

Mr. Abderahmane BERTHE	: Secretary General
Mr. Gaoussou KONATE	: Consulting Director Technical and Operations
Mr. Raphael KUUCHI	: Consulting Director Government Legal and Industry Affairs
Ms. Maureen KAHONGE	: Senior Manager Business Development & Communications
Mr. Dominic SIMBA	: Senior Manager, Corporate Finance and Administration
Ms. Raffaella IRIE	: Senior Manager, Training, Data and Statistics
Mr. Sinaly Bagayoko	: Senior Manager, Technical and Operations
Mr. Denis Kimani	: Manager Government, Legal & Industry Affairs
Mr. Japhet Okemwa	: Manager - Technical & Operations
Mr. Joshua Ngetich	: Senior Accountant
Mrs. Charity Wanyela	: P.A. - Secretary General
Mrs. Pamela Matsalia-Radier	: Administrative coordinator
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