

# Annual Report 2025



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## FOREWORD



The global economy continues to face significant challenges amid persistent geopolitical and macroeconomic uncertainty. The ongoing Russia-Ukraine conflict remains a significant geopolitical risk, disrupting energy and agricultural markets. Meanwhile, escalating tensions in the Middle East and ongoing trade frictions between major economies have added further uncertainty to global supply chains.

Although global inflation has eased from its 2022–2023 peaks, it remains above target in many economies, prompting central banks to maintain relatively high interest rates. Slower economic growth in China and fiscal tightening in several advanced economies have also constrained global recovery prospects in 2025.

According to the International Monetary Fund (IMF), global GDP growth decelerated from 3.6% in 2022 to 3.2% in 2023, remained stable at 3.2% in 2024, and is projected to improve slightly to 3.3% in 2025 and reduce to 3.1% in 2026. In Africa, the African Development Bank (AfDB) reports that real GDP growth increased from 3.1% in 2023 to 3.3% in 2024. The AfDB forecast growth in Africa's economies by 4.1% in 2025 and 4.5% in 2026.

The international tourism sector continued its strong post-pandemic rebound. According to the United Nations World Tourism Organization (UNWTO), international tourist arrivals rose to 1.4 billion in 2024, up from 1.3 billion in 2023.

Similarly, global air transport maintained its recovery trajectory. The International Air Transport Association (IATA) reported that airlines carried approximately 4.8 billion passengers in 2024, a sharp rise from 4.0 billion in 2023, with traffic expected to reach nearly 5 billion passengers in 2025.

In 2024, Africa's tourism sector recorded a significant rebound, welcoming 73.9 million international visitors, reflecting strong regional and global travel demand. African airlines transported around 98 million passengers in 2024, a 15.3% increase compared to 2023. The recovery momentum is expected to strengthen in 2025, with projections of 113 million passengers carried by African airlines as the industry approaches full post-COVID-19 recovery.

The average Passenger Load Factor (PLF) for African carriers stood at 75% in 2024, which is still below the global average of 83.5%.

According to IATA Safety Report 2024 released in February 2025, globally there were seven fatal accidents reported in 2024, resulting in 244 'on-board fatalities' and seven additional 'other fatalities', including those on the ground /on-board another aircraft. This is an increase from a single fatal accident in 2023. The fatality risk rose from 0.03 in 2023 to 0.06 in 2024, which is still below the five-year average of 0.10 for the period 2020–2024.

Africa recorded 10 accidents in 2024 with accident rate of 10.59 accidents per million sectors in 2024. This increased from 8.36 per million sectors in 2023. Fatality risk remained at zero in 2024 according to the IATA Annual Safety report 2024.

The African Aviation Industry Group (AAIG) convened a Laboratory on Africa Air Transport Sustainability from 27 June to 1 July 2022 in Nairobi, Kenya, bringing together key stakeholders from aviation, trade, and tourism sectors. One of the flagship outcomes was the acceleration of Free Route Airspace (FRA) implementation across the continent.

Africa continues to make steady progress toward deploying FRA — a system that enables airlines to fly more direct routes rather than fixed airways. A series of User Preferred Route (UPR) trials, launched in November 2023, has yielded positive results. FRA has been operational in west and central Africa since October 2024. This initiative continues to deliver substantial operational benefits, including reduced flight time, lower fuel consumption, decreased operating costs, and significant reductions in CO<sub>2</sub> emissions.

A collaborative approach among aviation stakeholders and partners will be crucial to ensuring a sustainable and competitive air transport industry in Africa. By advancing safety, efficiency, and environmental initiatives, aviation will continue to serve as a vital contributor to the continent's economic development.

This report presents an overview of the state of the African air transport industry and the activities of the AFRAA Secretariat that benefit member airlines. The airline profile section offers key insights into AFRAA member airlines, while the final section acknowledges the partners whose continued support strengthens the Association's work.

We wish you an insightful and informative reading.

A handwritten signature in black ink, appearing to read 'A. Berthé', written over a horizontal line.

Mr. Abdérahmane Berthé  
AFRAA Secretary General



## OBJECTIVES

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

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

Promote the industry's 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:

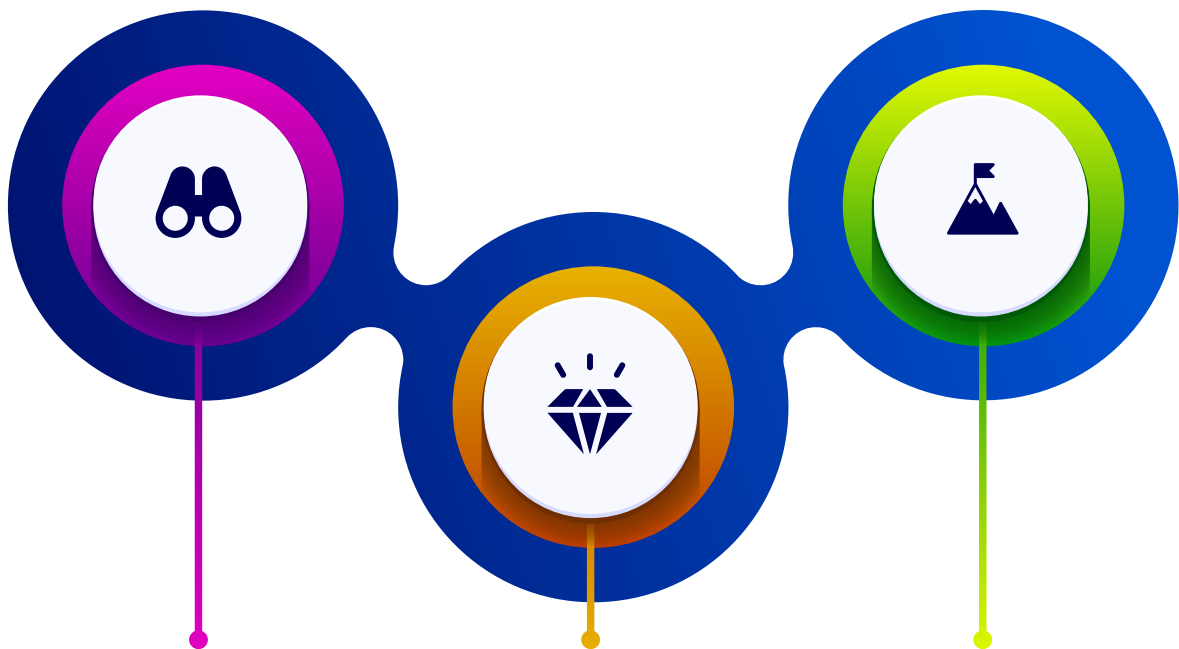
Advocate for the reduction of costs of air transport services in Africa by reducing taxes, fees and charges.  
Strive for the implementation of cost-effective Human Resource Development.  
Lobby for market access to increase revenues and enhance connectivity for the aviation sector in Africa;

#### 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.



### OUR VISION

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

### OUR VALUES

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

### OUR MISSION

“To promote, serve African airlines and champion Africa’s aviation industry.”

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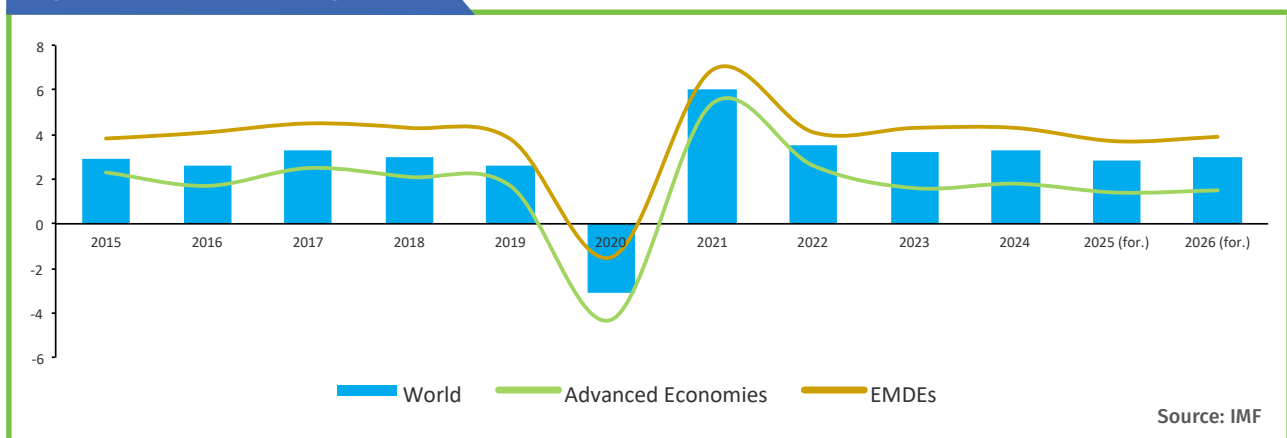
## SECTION ONE: ECONOMIC PERFORMANCE

### 1.1 Global economic performance

According to the International Monetary Fund (IMF), the global economy in 2024 experienced moderate but uneven growth, with global GDP at 3.2%, consistent with 2023 but below the historical average of 3.8% seen from 2000 to 2019. The global economy forecast in 2025 is 3.3% and 3.1% in 2026. The IMF attributed this subdued pace to persistent structural challenges, high interest rates, and geopolitical tensions. Advanced economies were expected to grow by 1.7%, supported largely by a resilient U.S. economy, which saw its growth upgraded to 2.7% due to strong consumer spending. In contrast, the euro zone was forecast to grow by only 0.8%, weighed down by sluggish performance in Germany and France. Among emerging and developing economies, growth was forecast at 4.2%, slightly down from the previous year, with China projected at 4.6% amid ongoing challenges in its property sector and weak domestic demand.

India, on the other hand, remained a key global growth engine with its forecast upgraded to 6.8%, driven by robust domestic consumption and investment. Inflation showed signs of easing globally, with headline inflation expected to fall from 6.8% in 2023 to 5.9% in 2024, and further to 4.5% in 2025. However, the IMF cautioned that services inflation remained stubbornly high in many advanced economies, complicating the path to monetary easing. In its October update, the IMF reiterated its 3.1% growth forecast, warning of ongoing risks from high debt levels, slower productivity growth, and increasing geo-economics fragmentation. While the worst of post-pandemic inflation and shocks appeared to be easing, the IMF stressed that restoring global stability would require careful coordination of fiscal and monetary policies, structural reforms, and stronger multilateral cooperation to sustain recovery and avoid long-term stagnation.

Figure 1.1: Global economic growth



In 2024, most commodity prices continued to weaken due to robust global supplies and moderating demand, though they remained above pre-pandemic levels. The conflict in the Middle East had a relatively muted impact on overall commodity markets. Despite some volatility triggered by geopolitical tensions and ongoing hostilities, average oil prices edged down to \$81 per barrel, reflecting adequate global oil supplies, slowing global economic activity, and the continued deceleration of China's economy. Metal prices declined by 10 percent in 2024, largely due to sluggish demand from major economies

most notably China, which accounts for over 60 percent of global metal consumption. The downturn in China's property sector further dampened demand, and metal prices are expected to fall again as slower growth in China continues to weigh on the market. In the agricultural sector, food prices dropped by 9 percent, with grain prices following the downward trend. However, rice prices rose sharply by 27 percent due to export restrictions on non-basmati rice from India, the world's leading rice exporter. Overall, the 2024 commodity landscape reflected a rebalancing of supply and demand

dynamics, influenced by economic slowdowns in key regions and geopolitical uncertainties, with a general trend of easing prices except for certain food staples impacted by trade policies.

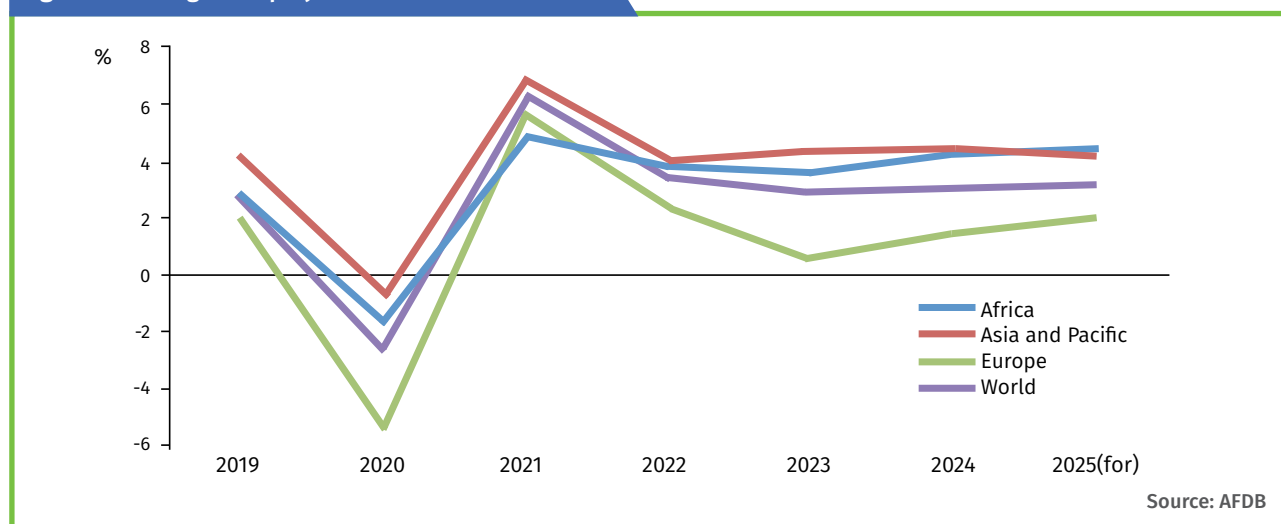
In 2023, global trade growth was the slowest outside of recession years in over half a century, with goods trade contracting due to weak industrial production and geopolitical tensions. In 2024, trade rebounded modestly, with overall trade growth of 3.4 percent according to the UN, primarily driven by advanced economy demand and pre-emptive restocking amid rising uncertainty. Despite this recovery, the cumulative trade resurgence from 2021 to 2024 remains the weakest following a global recession in the past 50 years, underscoring lingering supply chain disruptions, structural shifts, and increasing fragmentation. Looking ahead, the World Bank projects global trade growth will slow sharply to just 1.8 percent in 2025, down from 3.4 percent in 2024, due largely to rising tariffs, heightened policy uncertainty, and persistent geopolitical tensions. Slower economic momentum in major markets particularly China and the euro area alongside ongoing protectionist measures, continue to pose risks to the global trade outlook.

## 1.2 Africa's economic performance

The AfDB forecast growth in Africa's economies by 4.1% in 2025 and 4.5% in 2026, which is slightly higher than the global average. Africa's economic performance improved discreetly in 2024, average real GDP growth rose from 3.1% in 2023 to 3.3% in 2024, supported by robust government spending and strong private consumption. This growth in 2024 was reflected in 30 out of 54 African countries, this included two of Africa's four largest economies' South Africa (0.2 percentage point) and Nigeria (0.3 percentage point). In addition, nine African countries, including Angola, Equatorial Guinea, Ghana, Niger, and Uganda, saw growth increases of more than 1.0 percentage point from 2023 to 2024.

However, these gains were tempered by persistent inflation, depreciating currencies, and elevated debt service costs. The economic outlook is further clouded by deepening geopolitical fragmentation, regional conflicts, and the impact of evolving global trade policies, all of which contribute to heightened uncertainty in both the short and medium term.

Figure 1.2: GDP growth projections in Africa 2019-25



The AfDB reported an average increase of 3% in consumer price inflation in Africa to 17% in 2024, from 14.2% in 2022. The increase is due to a combination of factors, including higher local food prices caused by drought-related domestic supply shortages, excess liquidity, and the impact of currency depreciation against a strong dollar.

According to the African Development Bank (AfDB), the average debt-to-GDP ratio for African countries

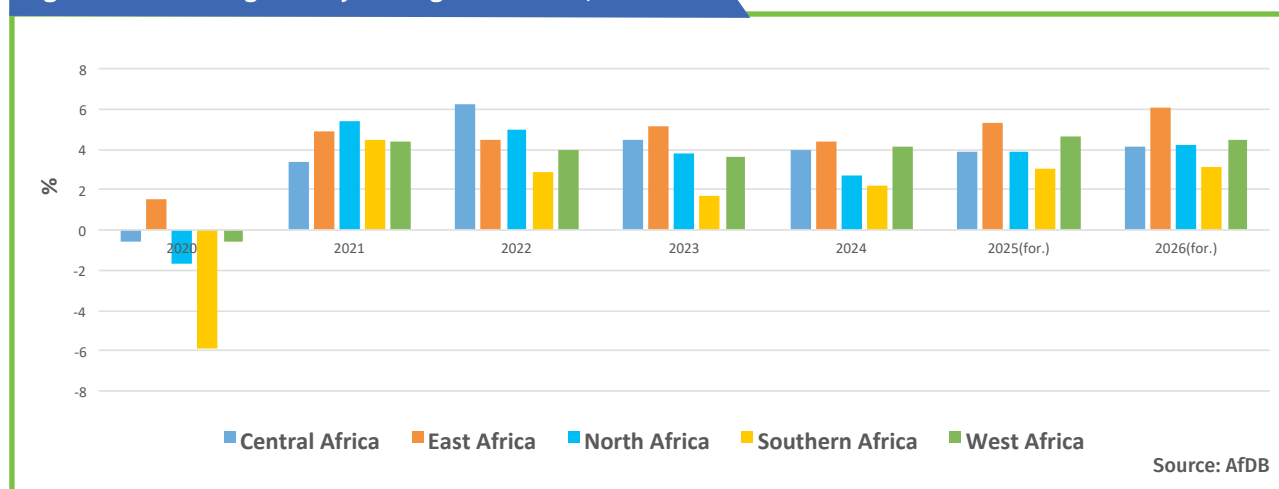
was approximately 70% in 2024. This high ratio reflects the significant debt burdens many nations on the continent face, driven by factors such as extensive borrowing, global economic conditions, and various financial pressures.

Commodity prices, rose after the beginning of the Russia-Ukraine war, but have since declined as global demand has remained weak.

### 1.3 Regional prospects for Africa

The AfDB African Economic Outlook reports that 2024 economic performance varied across countries and regions. The main trends are as follows:

**Figure 1.3: Real GDP growth by sub-regions of Africa, 2020-26**



Growth in Central Africa was 4.0 percent in 2024 and it is projected to fall slightly in 2025 to 3.9 percent before improving strongly to 4.1 percent in 2026. The projections is attributable to expectations of more robust growth in Equatorial Guinea and the Democratic Republic of Congo.

The East African region’s economic growth bounced back as Africa’s fastest-growing region, with real GDP growth rising to 4.4 percent in 2024 and it is projected to rise to 5.3 percent in 2025 and 6.1 percent in 2026. It continues to remain the continent’s fastest growing region and half of its economies results from South Sudan, Ethiopia, Rwanda, Uganda, Tanzania and Kenya. Despite the prolonged conflict, South Sudan is anticipated to economic recovery following the signing of the peace accord.

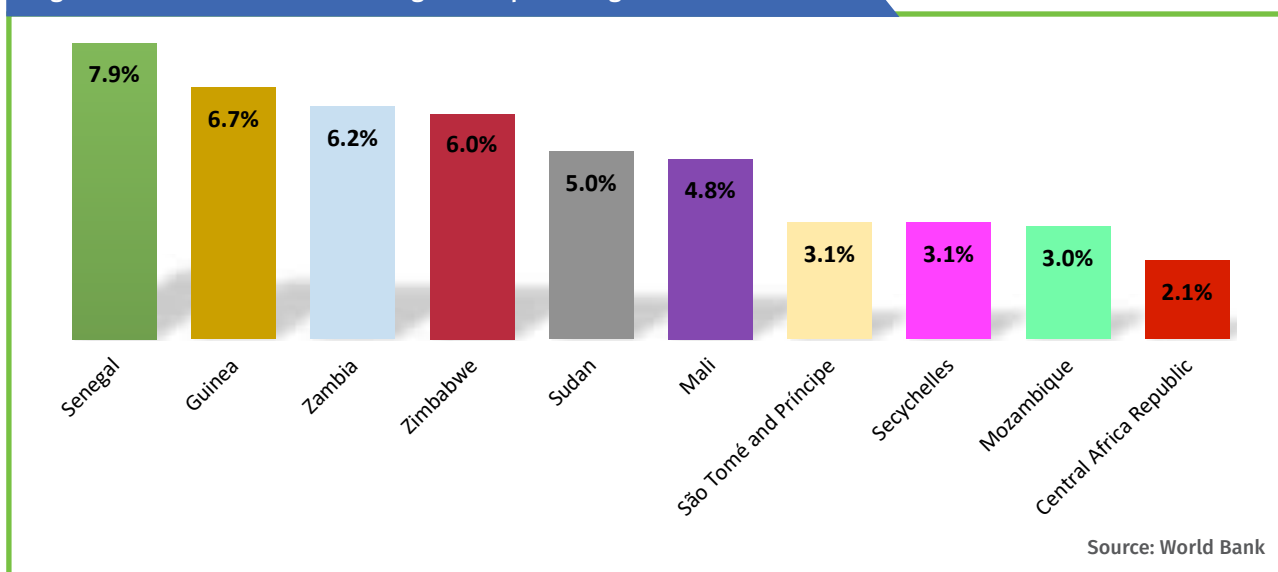
In North Africa, the growth was 2.7% in 2024 and it is projected to accelerate in 2025 to Libya’s economy is projected to grow by 8.0% in 2024, a strong acceleration compared to an estimated 3.5% growth in 2023. This improvement is primarily attributed to increased oil production and relative stability in the energy sector.

Morocco’s economic growth is also expected to pick up, with a projected rate of 3.5% in 2024, up from 1.1% in 2023. This rebound is driven by improved agricultural performance and sustained public investment.

Overall, both countries are on a path of economic recovery in 2024, with Libya experiencing a sharper rebound due to its oil sector, while Morocco sees steady but moderate growth across diverse sectors. Real GDP West Africa region is projected to increase from 4.1 percent in 2024 to an average of 4.6 percent in 2025-26. Excluding Ghana, Sierra Leone, and Nigeria, all countries are expected to achieve growth rates of 5 percent or higher in 2025. In Nigeria, the region’s largest economy growth is expected to remain subdued, reflecting the negative effects of macroeconomic stabilization programs on household consumption.

The Southern Africa real GDP growth in the region is projected to rise from a 1.8 percent in 2024 to 3.0 percent in 2025 and 3.1 percent in 2026. This rebound marks the first time since 2021 that regional growth is expected to surpass 2 percent. The recovery is largely driven by strong projected performances in Eswatini, Zambia, and Zimbabwe, each anticipated to grow by 5 percent or more reflecting a significant turnaround from the adverse effects of the severe drought in 2024. Excluding South Africa, Namibia, and Lesotho, most economies in the region are expected to record growth of between 3 to 4 percent in 2025.

Figure 1.4: African countries with highest leap in GDP growth rate in 2025



In 2025, Africa’s strongest GDP growth leaps reflect a combination of post-crisis recovery, renewed investment, and expanding resource sectors. Sudan’s sharp turnaround stems from stabilization after conflict and the reopening of trade and agriculture. Zimbabwe and Zambia are set to benefit from agricultural recovery, improved mining output, and successful debt restructuring. Senegal’s growth surge is driven by the start of large oil and gas projects, while Mozambique’s rebound follows the revival of LNG investments. Guinea and Mali gain momentum from rising mineral exports and stable

agriculture. Island economies such as Seychelles and São Tomé & Príncipe are recovering through tourism and service sector expansion. The Central African Republic’s modest improvement signals gradual normalization after prolonged instability. Collectively, these countries demonstrate how peacebuilding, structural reforms, resource exploitation, and diversified investment are driving Africa’s renewed growth trajectory in 2025 despite persistent global and regional uncertainties and their growth rates in 2025 are illustrated in figure 1.4 above.

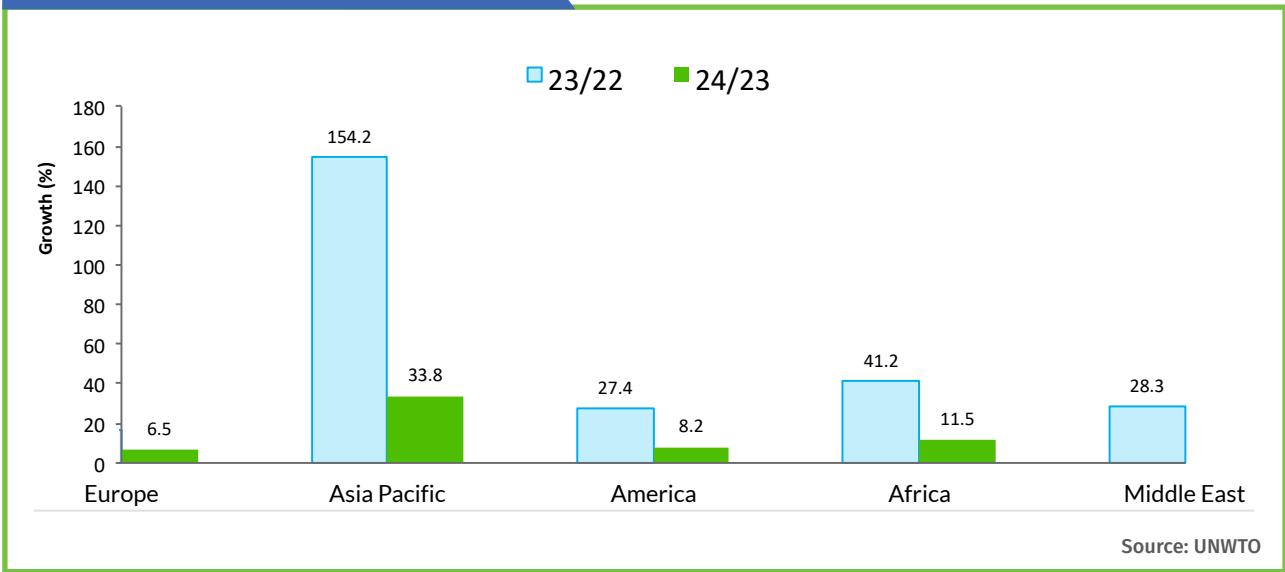
## 1.4 Tourism

### 1.4.1 Global tourism performance 2024

According to UNWTO, over 1.4 billion tourists travelled internationally in 2024, a 12.7% increase compared to international tourist arrivals in 2023, which was over 1.3 billion. Asia Pacific recorded the best results, with a 33.8% increase compared to 2023. Middle East follows this with a 16.4%

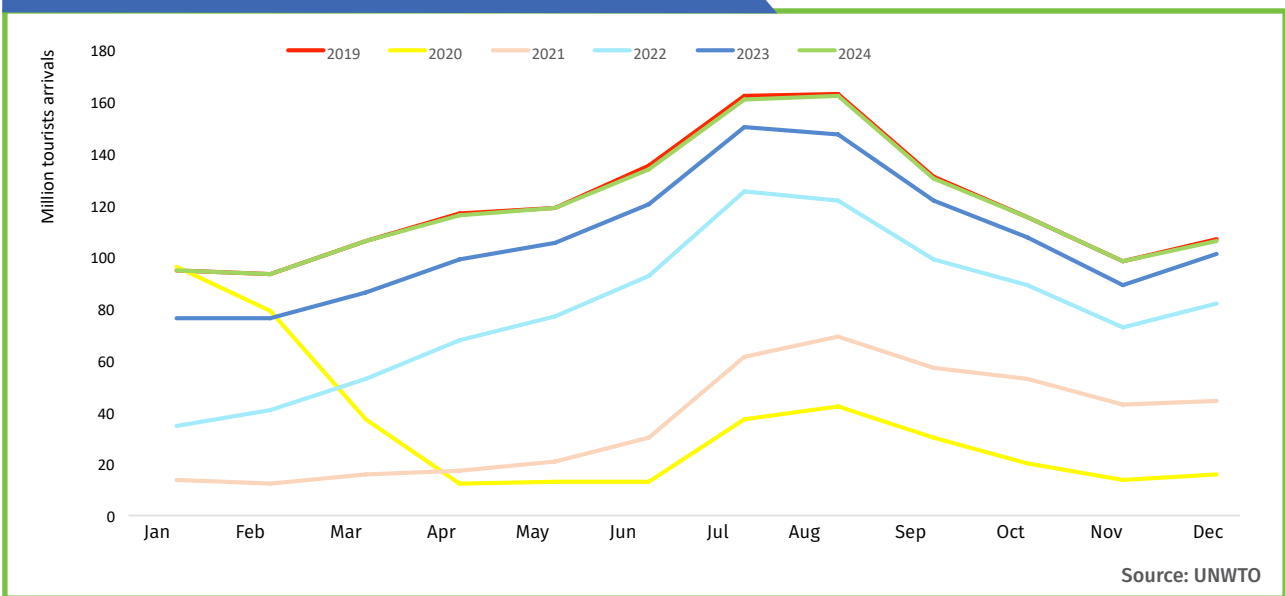
increase from 2023 figures, Africa 11.5%, America 8.2% and Europe 6.5%. Figure 1.5 below illustrates global tourism performance in the year 2024. The good performance in 2022/2023 growth may be attributed to COVID.

Figure 1.5: Global tourism performance 2024



The average monthly international tourist arrival in 2024 is 119.6 million tourists according to UNWTO Monthly arrivals in Figure 1.5 above;

Figure 1.6: Monthly international tourists arrivals 2019-2024



### 1.4.1 Tourism in Africa 2024

In 2024, tourism in Africa demonstrated significant recovery and growth, reflecting broader global trends while showcasing the continent's unique attractions and advancements. According to the United Nations World Tourism Organization (UNWTO), the statistics for African tourism in 2024 highlight a vibrant sector on the mend, marked by increasing visitor numbers, rising revenues, and a focus on sustainability.

According to the UNWTO, Africa received 73.9 million international tourists in 2024, 11.5% increase from the figures in 2023. Africa accounted for 5.1% of the total number of international tourists globally.

Tourism revenue in Africa reached approximately US\$24.4 billion in 2024, reflecting a strong rebound and growth across the continent. This rise highlights increased visitor numbers and higher tourist spending, which are vital for many African

economies where tourism supports national income and employment.

North Africa remained a major growth driver. Morocco recorded a historic high of 17.4 million international visitors, a 20% increase over 2023, generating around US \$9.7 billion in revenue between January and October 2024. Egypt followed closely with 15.7 million visitors, up from 14.9 million the previous year, continuing to lead the continent in tourism earnings with an estimated US \$14 billion in 2023 and further growth in 2024.

Eastern Africa also showed strong performance. Tanzania saw a record 5.36 million tourist arrivals, exceeding its national targets early, following a sharp rise in 2023 that brought in over US \$3.3 billion. Kenya hosted 2.4 million international visitors, a 15% year-on-year increase, with tourism earnings rising to ksh 452.2.

In Southern Africa, South Africa remained a key destination with 8.92 million international arrivals, contributing approximately 8.8% of the country's GDP and supporting over 1.6 million jobs. Neighboring Zimbabwe also reported positive growth, welcoming around 1.55 million tourists, driven by attractions like Victoria Falls and adventure tourism.

The Western/Central African tourism market was valued at approximately US \$6.3 billion, driven by cultural, heritage, and coastal tourism in countries such as Ghana, Senegal, The Gambia, and Cape Verde. Cape Verde alone welcomed around 1.2 million international visitors, benefiting from its appeal as a beach destination with improving hospitality infrastructure. Ghana and Senegal also saw rising arrivals, supported by events like cultural festivals, heritage tourism, and growing interest from the African diaspora.

## **Sustainable Tourism**

The United Nations World Tourism Organization (UNWTO) noted a rising shift toward sustainable and eco friendly travel across Africa. While continent wide figures for the proportion of tourism revenue classified as 'sustainable' in 2024 are not yet published, broader estimates suggest that nearly 20–22% of tourism earnings are now linked to

eco tourism, conservation friendly practices, and community based initiatives — reflecting a steady upward trend in responsible travel adoption across key destinations.

Tourism related employment in Africa surged significantly in 2024. According to the World Travel & Tourism Council (WTTC) and related forecasts, the sector contributed approximately US \$168 billion to Africa's GDP in 2024 and supported an estimated 18 million jobs a sharp increase from the 7.2 million jobs reported in 2023. This progression underscores the tourism industry's growing importance as a major employer and income source across the continent.

Together, these trends highlight the dual evolution of Africa's tourism sector in 2024: a deepening commitment to sustainability and a robust expansion in jobs and economic impact, reinforcing tourism as a key driver of inclusive growth in many African economies.

## **1.4.3 International Tourism Projections 2025**

The IMF's April 2025 World Economic Outlook projects economic growth in sub-Saharan Africa at 3.8% for 2024, up from 3.4% the previous year, indicating a gradual recovery amid lingering global challenges. However, inflation remains elevated, driven by high transport and accommodation costs, while persistent trade disruptions, volatile oil prices, and high interest rates continue to pressure the cost of travel. These economic conditions are pushing tourists to seek better value for money, travel closer to home, and adapt their plans based on extreme weather and climate-related disruptions.

According to preliminary estimates, international tourism receipts reached USD 1.6 trillion in 2024, about 3% more than in 2023 and 4% more than in 2019 (real terms). Receipts had already recovered pre-pandemic levels in 2023. Total export revenues from tourism (receipts and passenger transport) are estimated at a record USD 1.9 trillion in 2024, about 3% higher than 2019.

International tourist arrivals are expected to grow 3% to 5% in 2025 compared to 2024.

The positive outlook for the sector is reflected in the latest UN Tourism Confidence Index, with a score of 130 for 2025 (on a scale of 0 to 200 where 100 indicates similar expected performance).

However, economic and geopolitical challenges continue to pose significant risks to the sector in 2025.

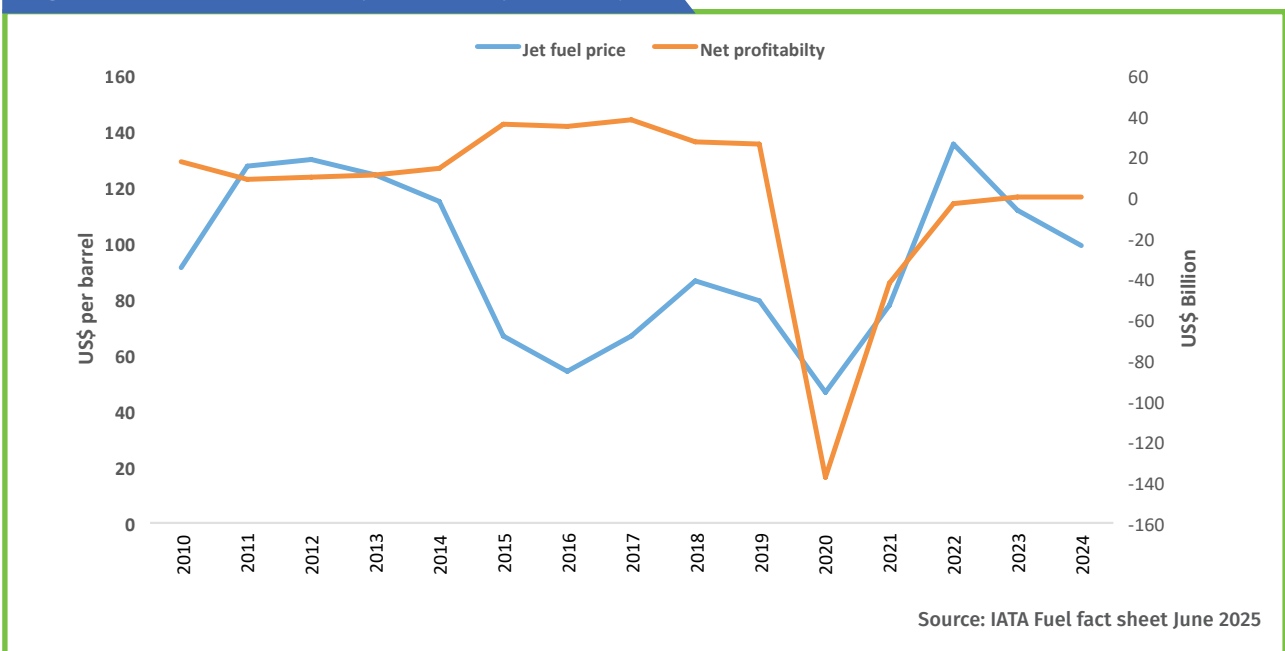
### 1.5 Jet fuel price

According to IATA global Jet fuel prices is expected to cost USD 86 per barrel in 2025 down from the USD 99 per barrel average in 2024 which was a 13% decrease compared to the average jet fuel price in the year 2023. This decline lowers the industry's total fuel expense to \$236 billion in 2025,

accounting for 25.8% of total operating costs down from \$261 billion in 2024.

For 2025, IATA forecasts that crude oil prices will moderate, averaging between USD 80 and USD 86 per barrel, down from the 2024 range of USD 85-90. This decline reflects easing supply constraints and subdued global economic growth. However, the price trajectory remains sensitive to geopolitical tensions, particularly in the Middle East, and to OPEC+ production strategies. Should OPEC+ choose to maintain or reduce output in response to market conditions, prices could remain elevated. Conversely, weaker global GDP growth and slowing demand may apply downward pressure on both crude and jet fuel prices.

Figure 1.7: Evolution of Jet fuel price vs. Net profitability



## SECTION TWO: AIRLINE PERFORMANCE

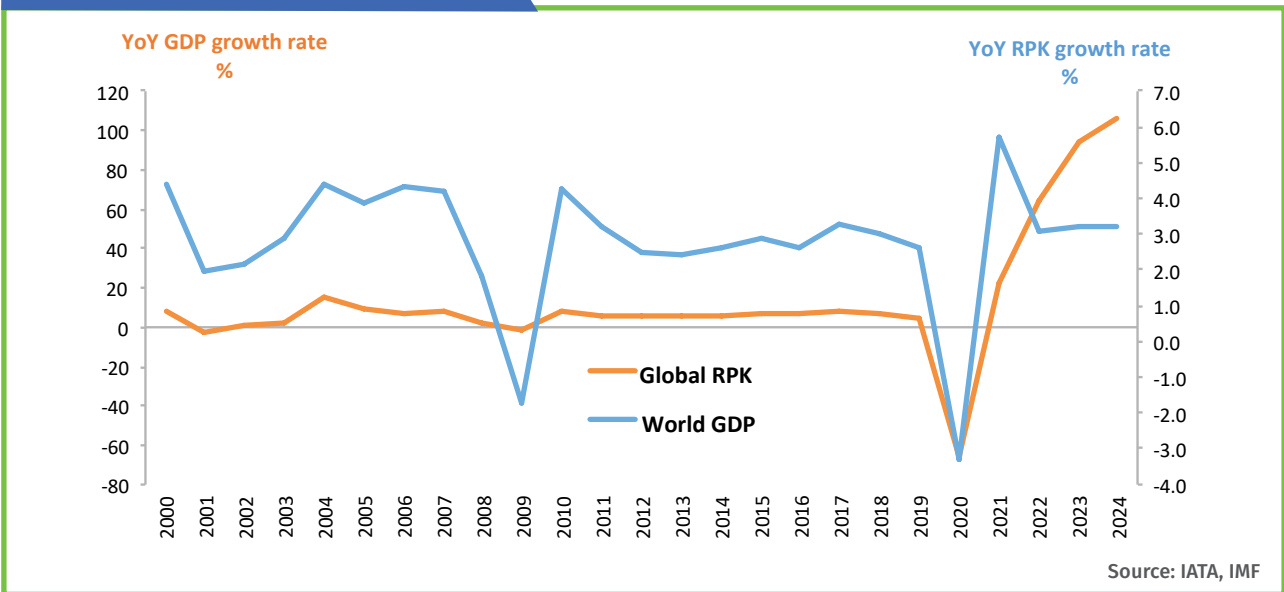
### 2.1 Global industry performance

#### Passenger traffic

According to the International Air Transport Association (IATA), the global air passenger traffic increased by 10.6%, propelled by strong demand in key regions and robust growth in emerging markets.

IATA reports that revenue passenger kilometres (RPKs) rose by 10.4% in the year 2024 compared to 2023. Globally, in the full year 2024 the overall load factor reached 83.5%.

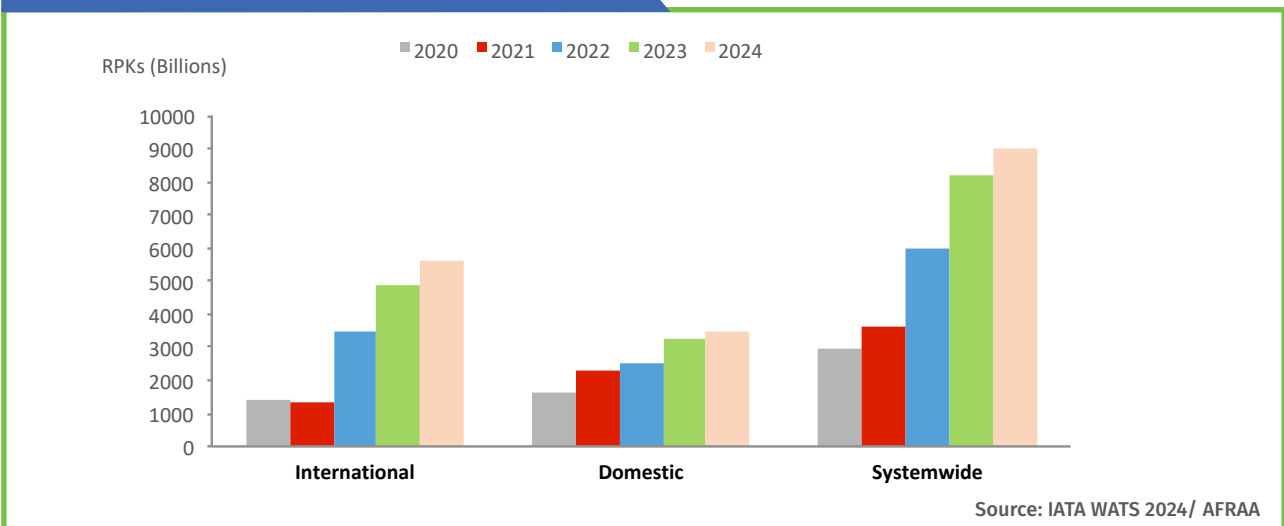
Figure 2.1: Worldwide RPK and GDP growth



According to IATA, in 2024, the growth of international revenue passenger kilometres (RPKs) outpaced the domestic RPKs. Domestic RPKs in 2024 increased by 5.7% compared to 2023 with capacity expansion

of 2.5%. In contrast, international RPKs in 2024 increased by 13.6% compared to 2023 with capacity increase by 12.8%.

Figure 2.2: World scheduled RPKs 2020-2024 (billion)

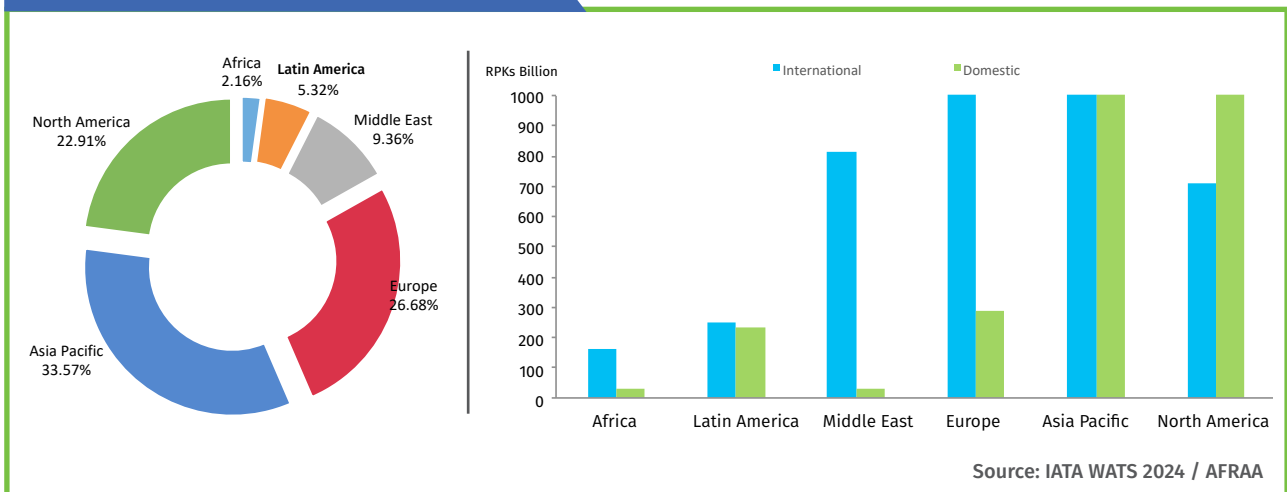


Asia Pacific and Europe had the highest level of RPKs, representing 33.5% and 26.7% of the global RPKs, respectively. North America followed with a share of 22.9% of the worldwide RPKs. The Middle East, Latin America and Africa represented less than 20%.

International traffic recorded increased by 42% compared to 2022, and domestic traffic increased by 37%.

International traffic represented 62% of the global traffic, and domestic traffic represented 38%. The European carriers and the Asia Pacific airlines recorded higher values for international traffic in 2024. Asia Pacific recorded a 26% increase for international traffic as compared to the year 2023.

Figure 2.3: RPK per region – scheduled services



## Passenger load factor

According to IATA, the global industry average passenger load factor in 2024 reached 83.5%, marking a 1.6% increase from year 2023, when the load factor was 82.2%. This is as a result of the total demand which increased by 10.4% and capacity expansion by 8.7% leading to a more efficient use

of available seats. Domestic flights had a load factor of 84.1%, while international flights achieved 83.2%. Among different regions, Europe led with the highest load factor of 85.7%. North America followed them at 84.3%, Latin America at 83.7%, Asia Pacific at 80.8%, the Middle East at 80.8%, and Africa at 75%.

Table 2.1: Passenger load factor for all regions 2023

Region/PLF	Passenger LF	% Change
Africa	75%	2.0
Asia Pacific	83.4%	0.7
Europe	84.8%	0.4
Latin America	83.7%	-0.1
Middle East	80.8%	1.1
North America	84.3%	0.1
Industry Average	83.5%	0.2

Source: IATA WATS 2024

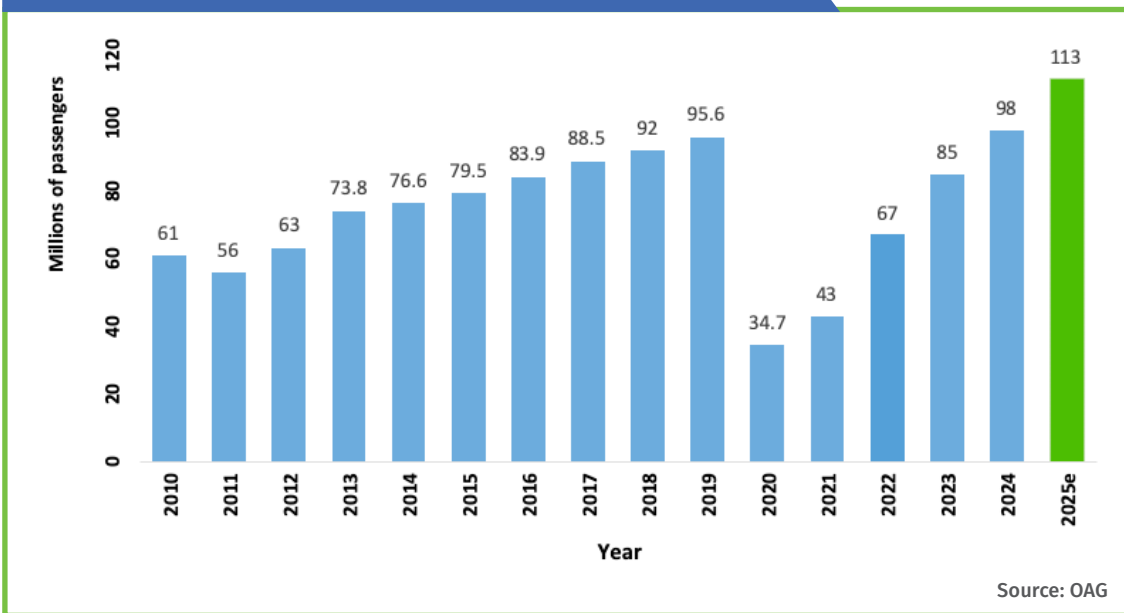
## 2.2 African Airlines' performance

### Passengers carried

According to OAG, African airlines carried 98 million passengers in 2024, representing a 15% growth compared to the previous year. The African continent contributes by only 2.2% to the global number of passengers.

African airlines rebounded strongly in 2024: traffic rose 13.2%, capacity rose 9.5%, and load factors hit a record 74.5%. The net profit reached \$100 million, though margins were slightly by (0.6%) and profit per passenger was under \$1. Challenges still include high costs (fuel, currency), infrastructure gaps, and regulatory constraints.

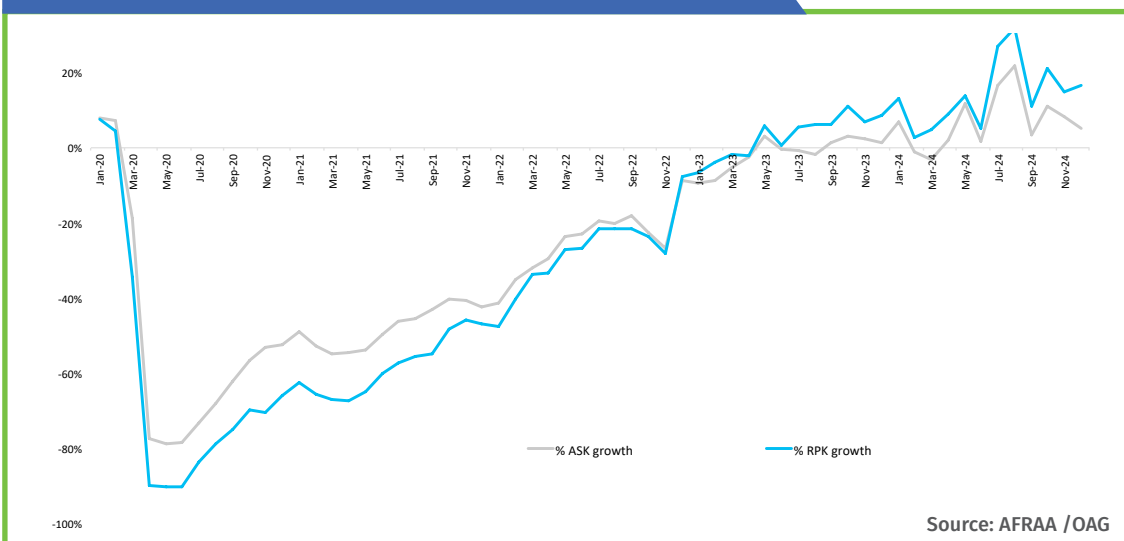
Figure 2.4: Passengers carried by African airlines scheduled operations



African airlines' Asks in the year 2024 recorded 10.2% increase as compared to the year 2023. African airlines RPKs in the year 2024 recorded

10.7% increase. Figure 2.5 shows the trend from 2020 to 2024, which outlines an exponential increase.

Figure 2.5: African airlines ASK and RPK monthly growth 2020-2024

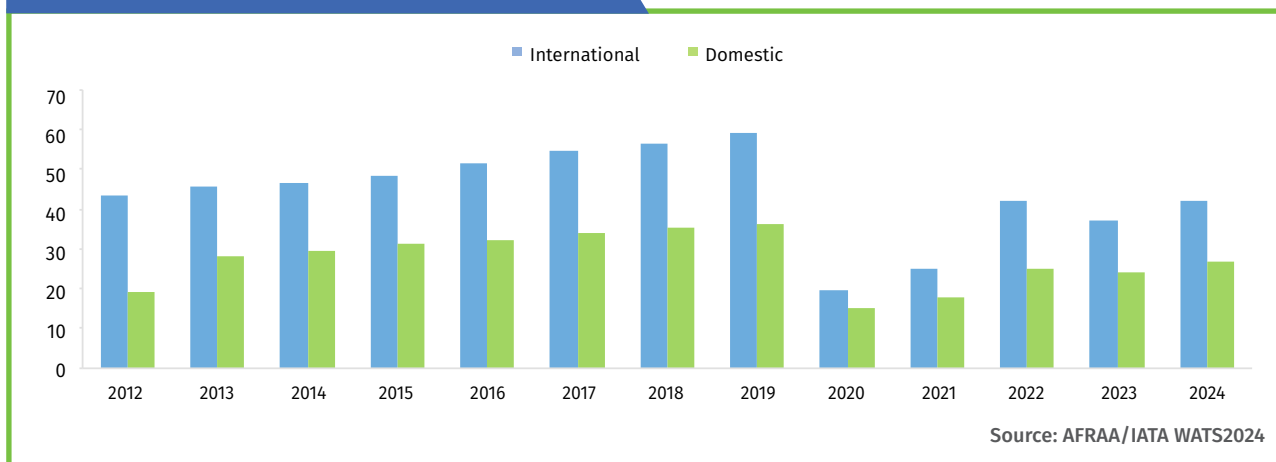


## Domestic and International traffic

According to the data from AFRAA annual data received from airlines in 2024, 30 African airlines transported over 66 million passengers. The domestic traffic which accounted for 27.2% of the

total traffic. International traffic comprised 68.3% of the total, with 25.8% attributed to intra-African flights and 42.9% to intercontinental routes.

Figure 2.6: African airlines passenger split 2012-2024



The top 5 African countries in terms of passengers in 2024 are as in Table 2.2:

Table 2.2: Top 5 passenger countries in Africa in 2024 (domestic + international traffic)

Country	2024 Passengers	%growth over 2023
Egypt	42,477,203	17.1
Morocco	28,390,926	19.9
South Africa	23,308,765	1.8
Algeria	11,778,280	11.1
Tunisia	10,938,170	11.3

Source: AFRAA/IATA WATS 2024

### 2.3 AFRAA Airlines' performance

In 2024, 30 AFRAA member airlines that submitted their data collectively carried over 66 million passengers, which accounts for 75% of the total passenger traffic handled by African airlines.

The top five airlines by the number of scheduled passengers carried are:

1. Ethiopian Airlines - 17.4 million
2. Egyptair - 10.5 million
3. Air Algérie - 7.9 million
4. Royal Air Maroc - 7.4 million
5. Kenya Airways - 3.9 million

Table 2.3 below gives a summary of Domestic, regional and intercontinental passengers carried by 29 member airlines.

Table 2.3: Total passenger carried by AFRAA member airlines in 2024

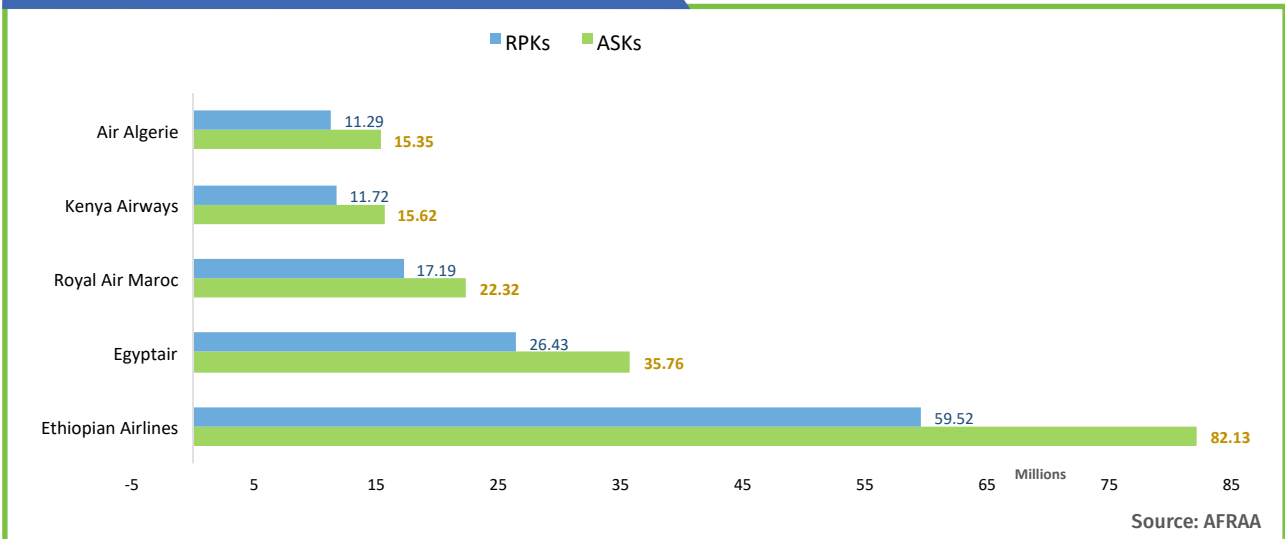
Airline Name	Domestic Passengers (000)	Regional Passengers (000)	Intercontinental Passengers (000)	Total (000)
Ethiopian Airlines	3844	6756	6883	17483
Egyptair	1339	1371	7801	10511
Air Algerie	2570	387	4900	7857
Royal Air Maroc	1189	1483	4704	7376
Air Link	2338	1735	-	4073
Kenya Airways	618	2243	1104	3965
Tunisair	-	363	2230	2593
Allied Air	1288	-	1301	2589
Air Mauritius	273	614	726	1613
Nile Air	1240	-	146	1386
TAAG Angola	587	280	399	1266
Jambojet	1234	23	-	1257
Asky Airlines	-	1250	-	1250
Rwandair	22	634	248	904
Air Senegal	68	380	205	653
Berniq Airways	224	253	70	547
Precision Air	240	-	232	472
CamairCo	294	64	0	357
Tassili Airlines	51	-	124	176
Air Botswana	64	96	0	160
Overland	111	0	0	111
Afrijet Business Service	179	-	135	314
Air Burkina		38		38
Eswatini	-	37	-	37
Air Boskovic	-	-	-	-
Astral Aviation Limited	-	-	-	-

Source: AFRAA

The AFRAA member airlines that reported data had a total capacity of 209 billion ASKs in 2024, up from 202 billion in 2023. These airlines also reported 144.7 billion RPKs in 2024 which is higher compared to 143.6 billion RPKs recorded in 2023.

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

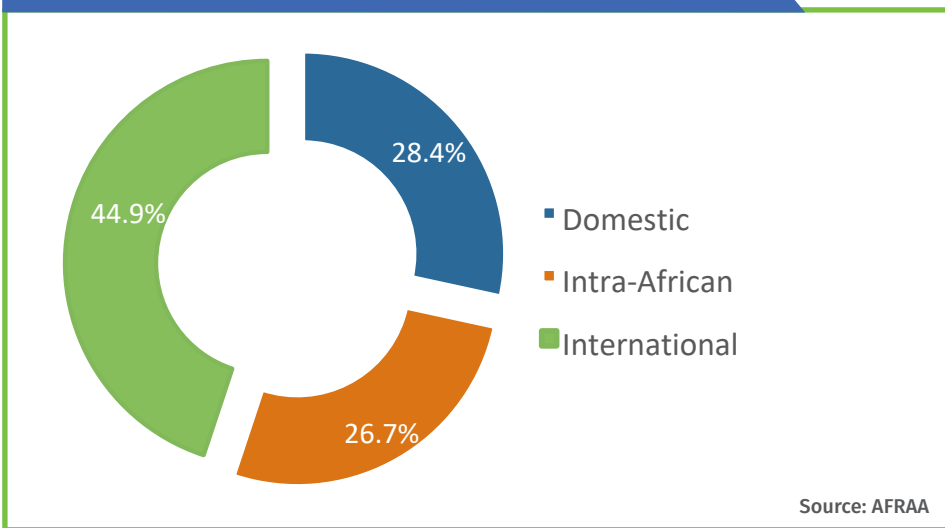
Figure 2.7: ASKs and RPKs of some AFRAA airlines – 2024



### Passenger distribution

For the 30 AFRAA member airlines that provided their passenger distribution data, intercontinental traffic accounted for the largest share, with 44.9% of passengers. The domestic market segment represented 28.4%, while the intra-Africa market was 26.7%.

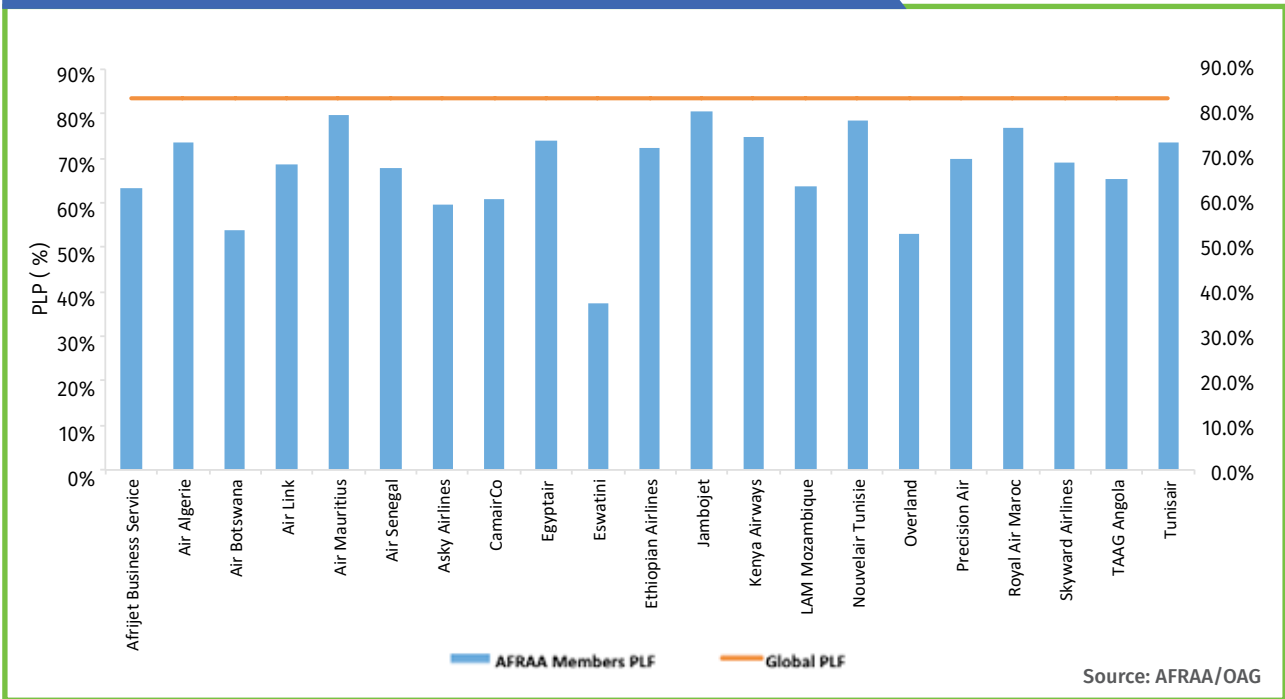
Figure 2.8: 30 AFRAA member airlines' passenger distribution 2024



### Load factor

While the average industry passenger load factor was 83.5%, African airlines had a load factor of 75% in 2024. Among the reporting AFRAA members, the average passenger load factor was 74.5%.

Figure 2.9: Passenger load factor for reporting AFRAA member airlines – 2024



Among the member airlines that reported on the passenger load factor, the highest average passenger load factors in 2024 amongst the top 5 Airlines were Jambojet at 80.4%, Air Mauritius at 79.8%, Nouvelair Tunisie at 78.4%, Royal Air Maroc at 77.0% and Kenya Airways at 75%.

**Routes ranking**

In 2024, Africa’s top airport pairs for domestic, regional, and intercontinental routes were remarkable for their high passenger volumes and strategic importance. The top 10 airport pairs for domestic, regional, and intercontinental routes are summarized in Figures 2.10, 2.11 and 2.12.

Figure 2.10: Top 10 domestic routes in Africa in 2024 by passengers carried

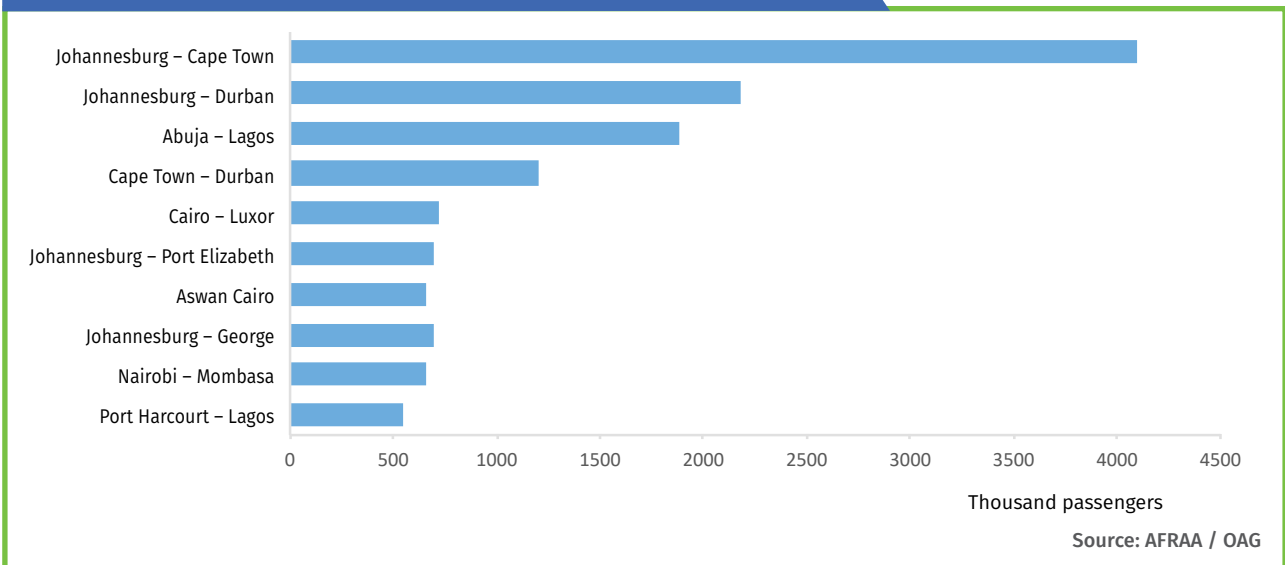


Figure 2.11: Top 10 intra-African routes in Africa in 2024 by passengers carried

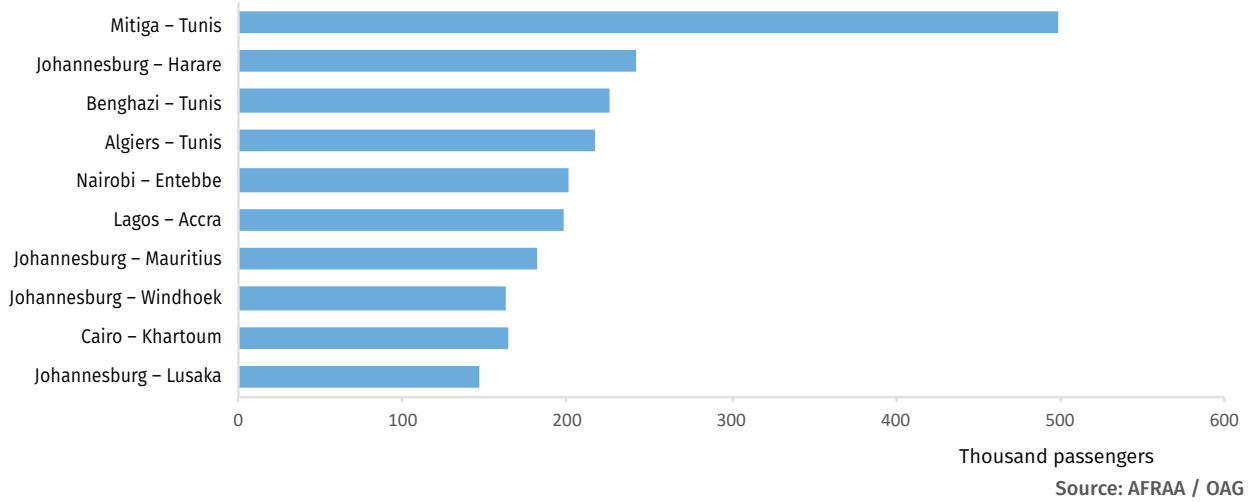
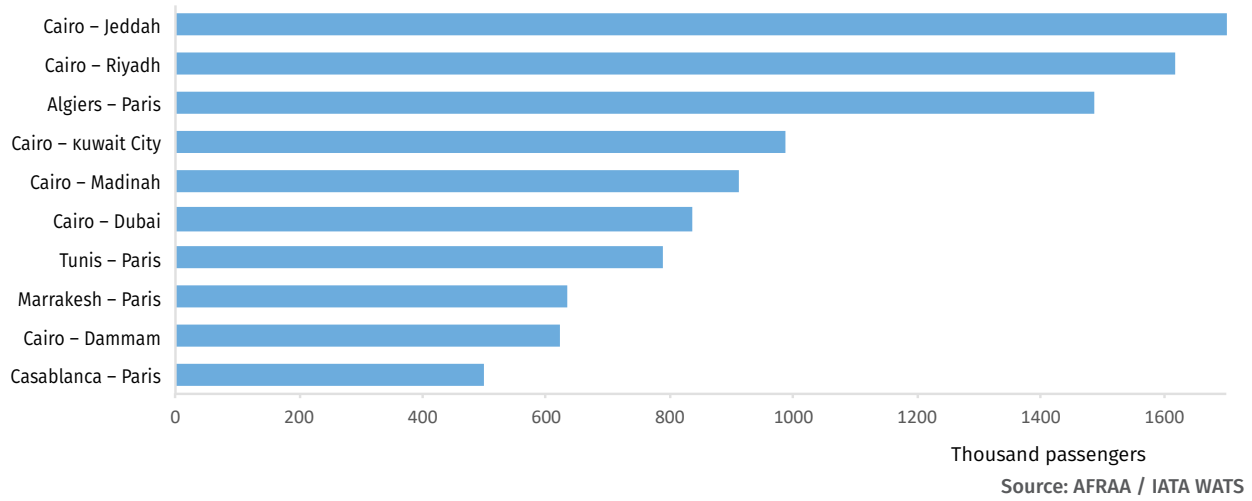


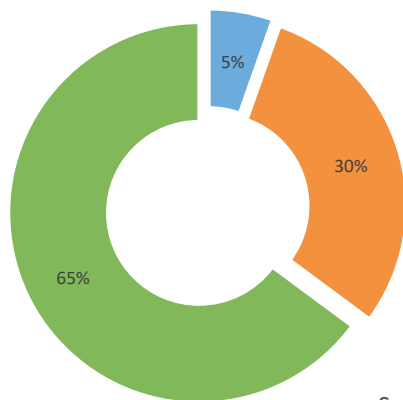
Figure 2.12: Top 10 international routes to/from Africa 2024 by passengers carried



### Routes

AFRAA member airlines reported in 2024 that it expanded its networks on intra-Africa and intercontinental routes. Eleven airlines opened 40 destinations, including 16 intra-Africa and intercontinental destinations.

Figure 2.13: New destinations by AFRAA airlines – 2024



### Passenger traffic forecast in Africa

AFRAA estimates that African airlines will carry 113 million passengers in 2025, representing around a 15.3% increase compared to 2024 traffic.

## SECTION THREE: FREIGHT CARRIED AND TRAFFIC

### Global freight demand

According to the International Air Transport Association (IATA), global air cargo demand in 2024 showed a strong rebound compared with the previous year. Overall demand, measured in cargo tonne-kilometres (CTKs), increased by 11.3% compared with 2023, reflecting a steady recovery in global trade and improved economic activity. International air cargo operations performed even better, recording a 12.2% year-on-year increase. Cargo capacity, measured in available cargo tonne-kilometres (ACTKs), also expanded by 7.4% globally and 9.6% for international operations, signaling improved aircraft utilization and network restoration. The positive gains were 39% higher than pre-pandemic 2019 levels, highlighting continued strength in pricing compared to historical norms. Regional performance varied, with Asia-Pacific

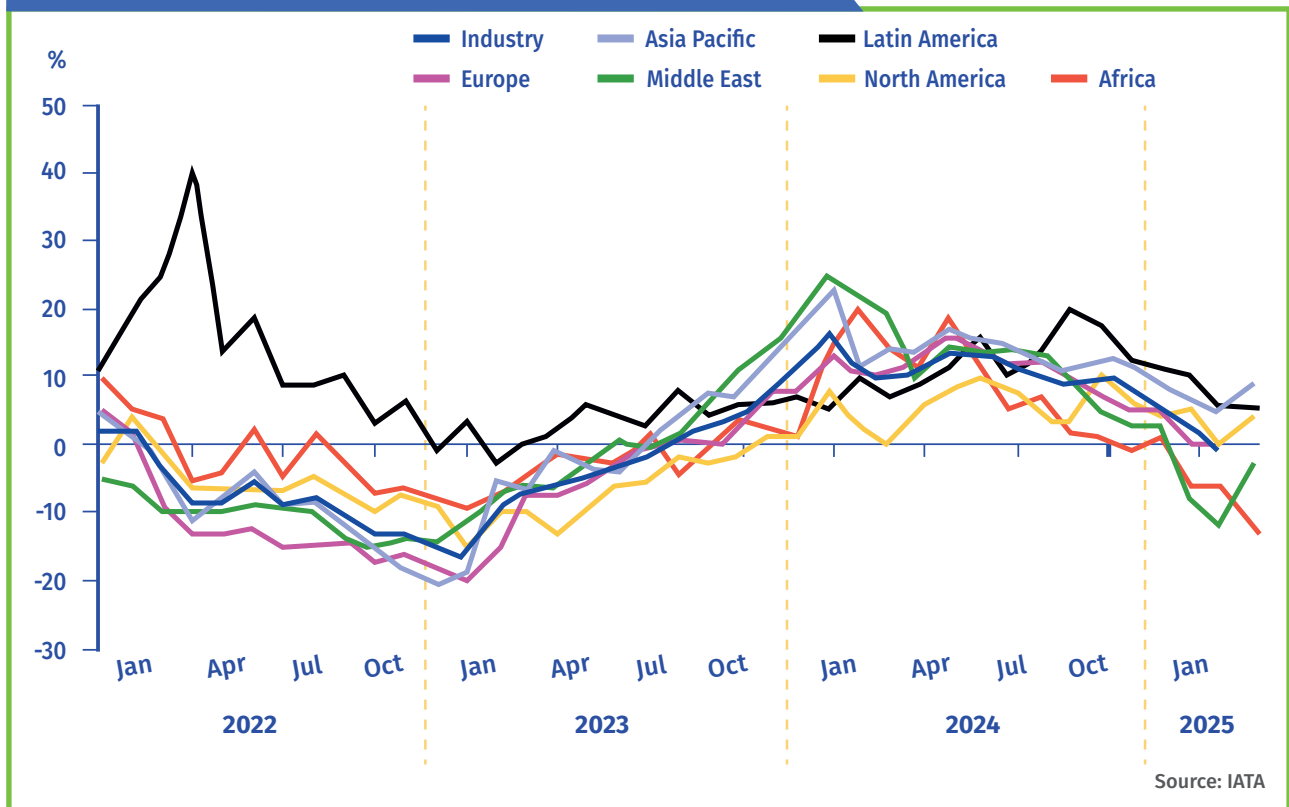
airlines leading growth at 14.5%, followed by Middle Eastern carriers at 13.0%, and North American airlines posting a more moderate 6.6% increase. Overall, the 2024 results indicate that the air cargo sector has entered a phase of sustained recovery, approaching full normalization after several years of pandemic-related volatility.

### Capacity trends

Overall capacity in 2024 rose 8.3% compared to 2023. This increase in capacity is a significant rebound from previous years and reflects the industry's efforts to expand and meet rising demand.

Compared to pre-pandemic levels in 2019, capacity in 2024 was up by 2.5% overall. However, capacity for international operations remained unchanged from 2019 levels. Despite overall growth, this stagnation in global capacity highlights a shift in focus or regional disparities in capacity expansion.

Figure 3.1: Worldwide growth in Air Cargo demand based on CTK, % YoY

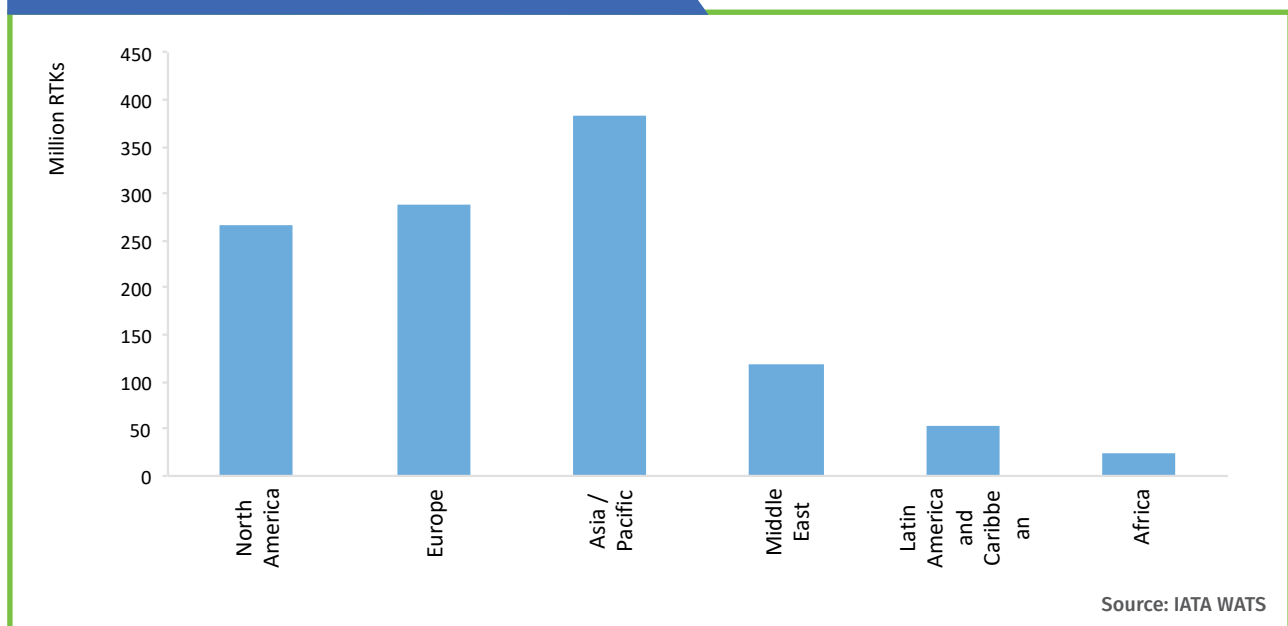


## Regional performance

Regional performances in 2024 were varied, with all regions showing positive year-over-year growth. The following is a detailed look at the key regions:

- **Middle East:** The Middle East region experienced the most significant growth in air cargo demand, with a remarkable 19.9% increase compared to the previous year. This growth indicates the region's strengthening logistics infrastructure and increasing global air cargo hub role.
- **Asia Pacific:** The Asia Pacific region also saw substantial growth, with demand rising by 14.3% year-over-year. This increase reflects the region's vital position in global supply chains and its recovery from pandemic-induced disruptions.
- **Africa:** Africa's air cargo demand grew by 14.2% compared to 2022. The region's growth highlights its emerging role in global logistics and increased connectivity to major global markets.
- **Europe:** Europe saw a more modest increase in air cargo demand, with a year-over-year growth of approximately 5.7%. This slower growth can be attributed to ongoing economic challenges and changes in trade patterns.
- **North America:** North America experienced a year-over-year increase of around 6.3% in air cargo demand. This growth reflects a steady recovery and the region's continued importance in global trade networks.
- **Latin America:** Latin America showed a more moderate increase in demand, with a growth rate of about 4.8%. This slower rate compared to other regions is likely linked to regional economic conditions and trade dynamics.

Figure 3.2: Freight carried by region (million RTKs) – 2024



## Global passengers and freight traffic forecasts

According to the International Air Transport Association (IATA), global air travel and freight are set to continue their upward trajectory in 2025. Passenger numbers are projected to reach 5.2 billion, a 6.7% increase compared with 2024, while passenger traffic, measured in revenue passenger kilometres (RPKs), is expected to grow by 8.0%. Air cargo volumes are forecast to rise by 5.8%, reaching 72.5 million tonnes, signaling steady recovery and expansion across the aviation sector.

Boeing's outlook supports this positive trend, projecting long-term annual growth of around 4% in air cargo traffic and 6% in passenger traffic as CARG.

## Freight carried

The 14 AFRAA member airlines that reported freight performance collectively transported over 1 billion tonnes of cargo in 2024. Domestic freight accounted for 1.2%, while intra-African freight represented 24.2%. Intercontinental freight comprised 74.6% of the total cargo volume.

Table 3.1: Total freight carried by some AFRAA member airlines in 2023 (tonnes)

<b>Airline Name</b>	<b>Domestic Freight (tonnes)</b>	<b>Regional Freight (tonnes)</b>	<b>Intercontinental Freight (tonnes)</b>	<b>Total (tonnes)</b>
Ethiopian Airlines	5,256	177,841	537,130	720,227
Egyptair	310	18,878	134,068	153,256
Kenya Airways	504	16,625	35,571	52,700
Air Mauritius	39	20,618	17,897	38,554
Royal Air Maroc	431	7,498	17,850	25,778
Air Algerie	1,194	502	19,268	20,964
TAAG Angola	602	7,090	12,475	20,167
Astral Aviation Limited	31	1,526	2,697	4,254
Airlink	2,203	3,357	-	5,560
Tunisair	4,539	650	4,319	4,539
Air Senegal	1	347	3,131	3,479
LAM Mozambique	2,316	46	201	2,562
Air Botswana	51	91	-	142
Precision Air	103	59	-	162

Source: AFRAA

## SECTION FOUR: FINANCIAL PERFORMANCE

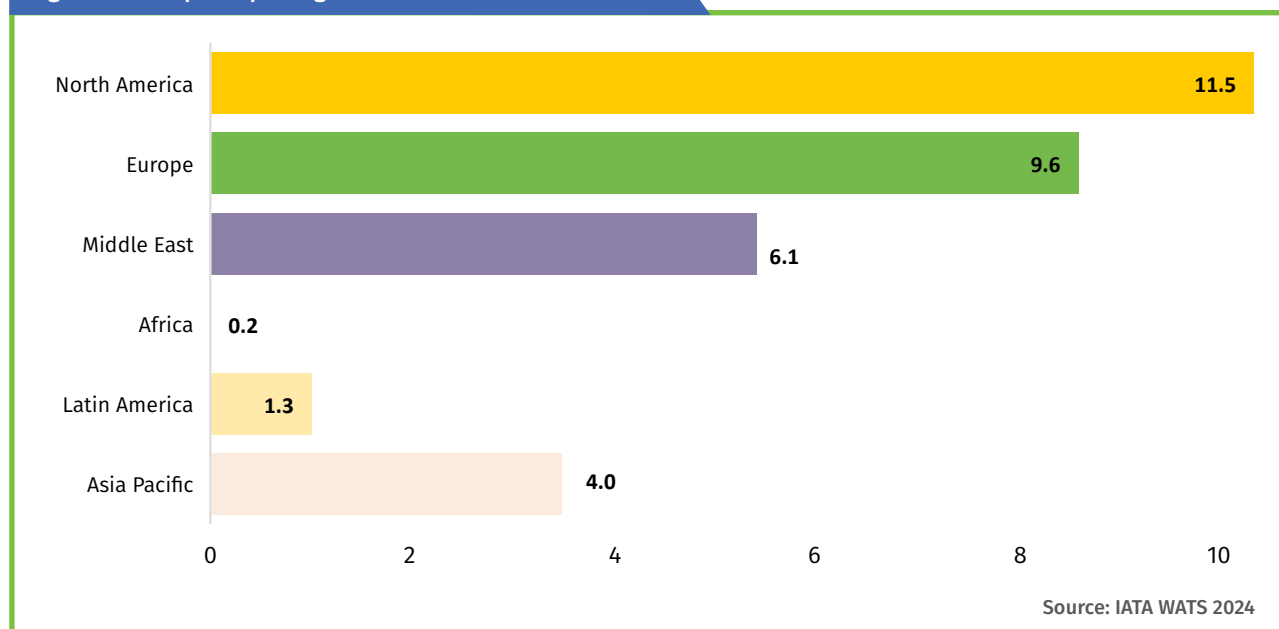
### 4.1 Global financial performance

According to IATA industry statistics update in June 2025, the global airline industry in 2024 achieved operating revenues of USD 966 billion, which is a 6.2% revenue increase compared to operating revenues of USD 909 billion in 2023; on the other hand, the operating expenses were USD 904 billion, which resulted in a 6.8% increase compared to operating expenses of USD 846 billion 2023.

The aviation industry reported an operating profit of USD 62 billion, resulting in a net profit of 32.7 billion USD in year 2024.

Profitability varied by region. Northern American Airlines led with a regional net profit of USD 11.5 billion, followed by Europe with a net profit of USD 9.6 billion. Figure 4.1 shows the net profit of each region.

Figure 4.1: Net profit per region – scheduled services 2024



The return on invested capital (ROIC) as a % age of invested capital was 6.6% in 2024, a 0.3% decrease compared to the year 2023. The global profit per passenger stood at USD 6.8 in 2024.

Table 4.1: Worldwide profitability and return on capital

Worldwide industry	2019	2020	2021	2022	2023	2024	2025(for,)
ROIC, % invested Capital	5.8%	-19.3%	-8.0%	2.0%	6.9%	6.6%	6.7%
Net post-tax profits, \$ billion	26.4	-137.7	-40.4	-3.5	37.3	32.4	36.6
\$ per passenger	5.8	-77.4	-17.5	-1.0	8.4	6.8	7.2

Source: IATA

By region, Middle Eastern airlines realized the highest profit per passenger in 2024, which is USD 12.7, followed by North America, which has USD 12.4 profit per passenger, according to the IATA report.

**Table 4.2: Airline profits per passenger by region**

Region	Profit per passenger 2022 (USD)	Profit per passenger 2023 (USD)	Profit per passenger 2024 (USD)	Profit per passenger 2025 (USD) (*Forecast)
Middle East	8.6	12.7	15.2	27.2
Europe	4.55	7.28	6.93	8.9
North America	8.4	12.4	13.1	11.1
Africa	-10.2	0.5	0.9	0.9
Asia-Pacific	-13.7	0.4	1.2	1.3
Latin America	-17.3	0.7	1.9	2.6
World Average	-1.1	5.8	6.5	7.2

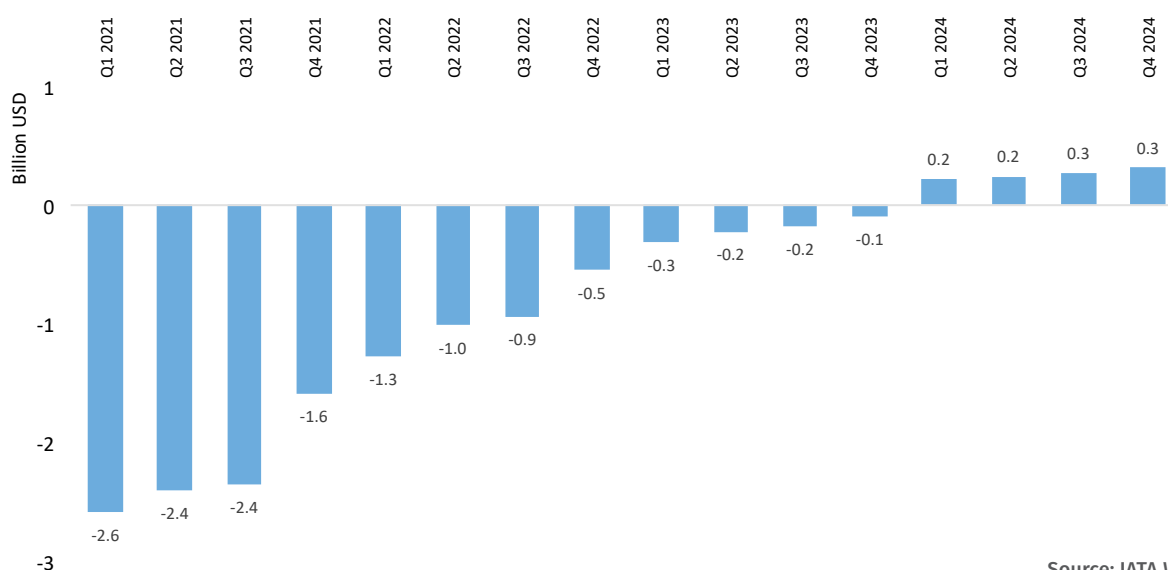
Source: IATA

### 4.2 Africa airlines financial performance

African airlines gradually rebounded financially from the severe impact of the COVID-19 pandemic. Passenger revenue losses amounted to USD 10.21 billion in 2020 and USD 8.6 billion in 2021. The

number further decrease to USD 3.7 billion in 2022, USD 0.8 billion in 2023 and USD 1.0 billion in 2024. Figure 4.2 highlights the trend YOY and Quarterly from 2020 to the end of 2024.

**Figure 4.2: African airlines passenger revenue profit/loss YoY – quarterly comparison**



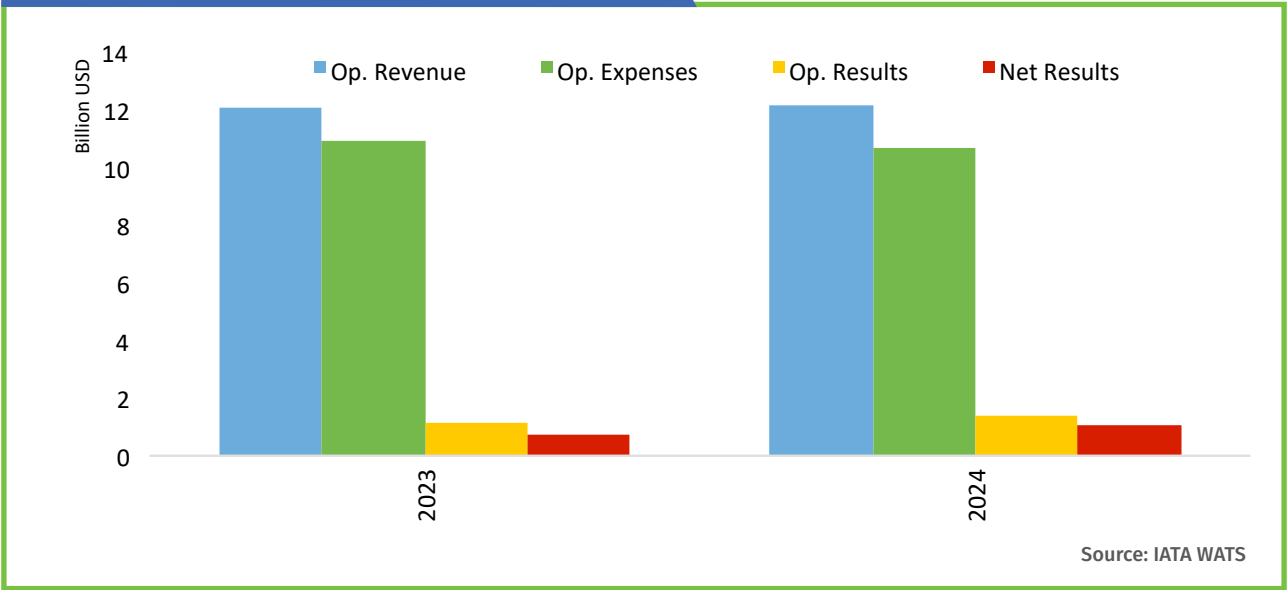
Source: IATA WATS

### 4.3 AFRAA airlines financial performance

24 AFRAA member airlines reported their financial data for the year 2024. This represented a total operating revenue of USD 12.131 billion. This recorded an increase of 4.5% compared to the operating revenue 24 airlines that in the financial data in 2023. The operating expenses stood at USD 10.703 billion, leading to a positive operating result of over 1.4 billion USD and net result of 1.1 billion USD.

This positive result was driven by airlines that reported a positive net result; they include Afrijet, Air Mauritius, Allied Air, ASKY Airlines, Ethiopian Airlines, IBOM Airways, Jambojet, Kenya Airways Nile Air, Nouvelair Tunisie, Royal Air Maroc and Skyward Airlines.

Figure 4.3: Financial results of 24 AFRAA airlines in 2024

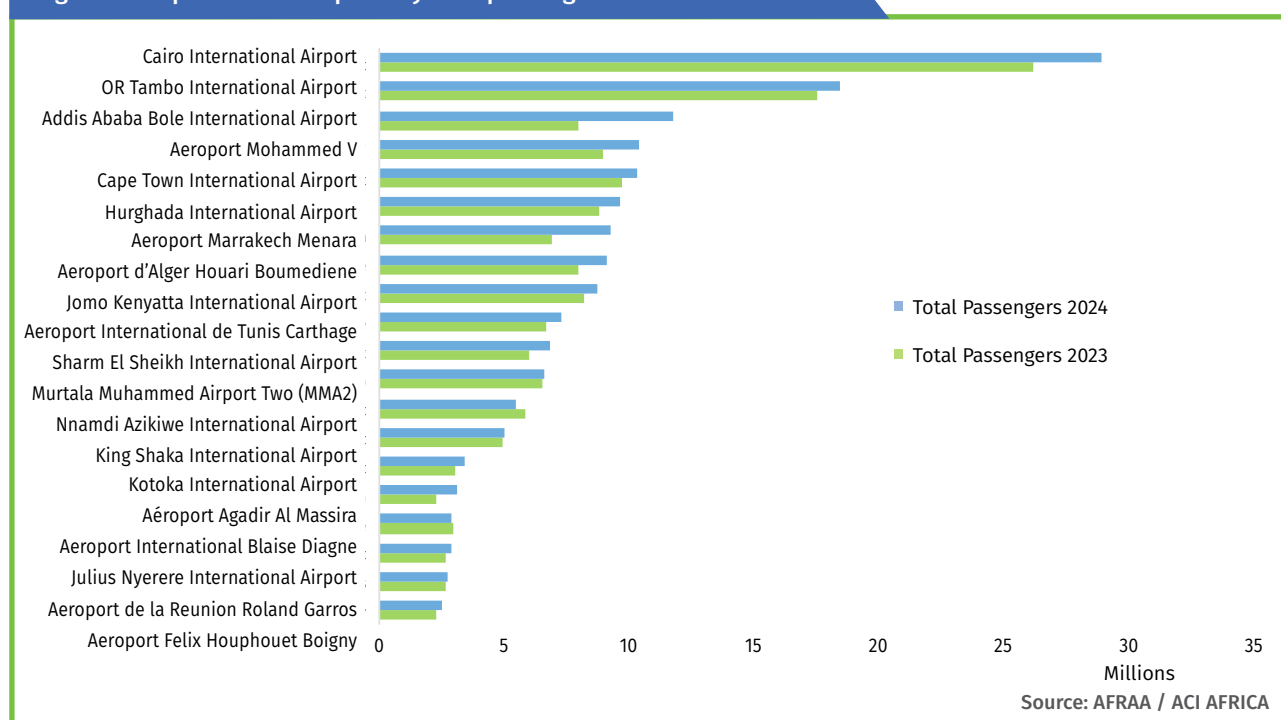


## SECTION FIVE: AIRPORTS STATISTICS

In 2024, African airports experienced strong growth in passenger traffic, with Cairo International, OR Tambo (Johannesburg), and Addis Ababa Bole 3 major international hubs leading the continent in volume and connectivity. North African airports, particularly in Egypt, Morocco, and Algeria, showed exceptional performance, supported by rising international tourism and expanded airline operations. Tourist focused destinations like Hurghada and Marrakech ranked among the

fastest growing, reflecting increasing demand for leisure travel. In East Africa, Jomo Kenyatta International Airport (Nairobi) recorded steady growth in both passenger numbers and cargo throughput, pointing to stronger regional mobility and trade. An outstanding trend across the continent was the increase in domestic and intra-African travel, driven by the expansion of regional routes and improved airline services.

Figure 5.1: Top 20 African airports by total passengers carried 2023 – 2024



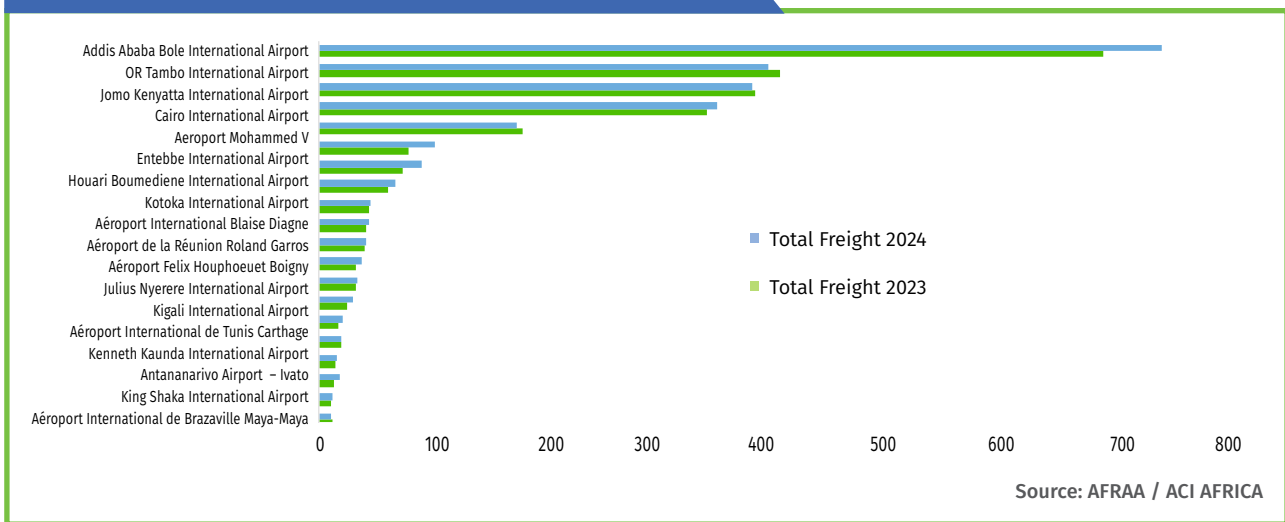
### The top 5 Africa airports ranked by freight carried

Figure 5.2 below summarizes the top African airports in 2024 by freight carried are;

The top five airports by the number of cargo carried are:

1. Addis Ababa Bole International Airport
2. QR Tambo International Airport
3. Jomo Kenyatta International Airport
4. Cairo International Airport
5. Murtala Muhammed International Airport

Figure 5.2: Top 20 African airports in 2024 by aircraft movement



## SECTION SIX: FLEET

The fleet of 24 AFRAA member airlines that reported fleet data in 2024 is shown in the following table:

**Table 6.1 Fleet of 24 AFRAA airlines that reported in 2024**

Airline	Turboprops	Single Aisle jets	Wide body jets	Freighters	Total
Ethiopian Airlines	30	27	41	34	<b>132</b>
Egyptair	0	46	23	0	<b>69</b>
Air Link	0	65	0	0	<b>65</b>
Air Algerie	15	39	0	1	<b>55</b>
Royal Air Maroc	0	34	11	1	<b>46</b>
Kenya Airways	0	23	9	2	<b>34</b>
TAAg Angola	0	19	2	0	<b>21</b>
Z.Boskovic Air Charters Ltd	18	2	0	0	<b>20</b>
Tunisair	0	17	1	0	<b>19</b>
Asky Airlines	14	0	0	0	<b>14</b>
LAM Mozambique	4	5	5	0	<b>14</b>
Air Mauritius	4	0	0	8	<b>12</b>
Skyward Airlines	5	6	0	0	<b>11</b>
Afrijet Business Service	7	3	0	0	<b>10</b>
Jambojet	8	0	0	0	<b>8</b>
Astral Aviation Limited	0	7	1	0	<b>8</b>
Air Senegal	2	6	-	-	<b>8</b>
Overland	5	2	0	0	<b>7</b>
Nouvelair Tunisie					<b>6</b>
Camairco	5	6	0	0	<b>11</b>
Precision Air	4	0	0	0	<b>4</b>
Air Botswana	2	1	0	0	<b>3</b>
Eswatini	-	2	-	-	<b>2</b>

Source: AFRAA

In 2024, according to the Boeing Commercial Market Outlook, the global commercial airline fleet comprised 715 aircraft.

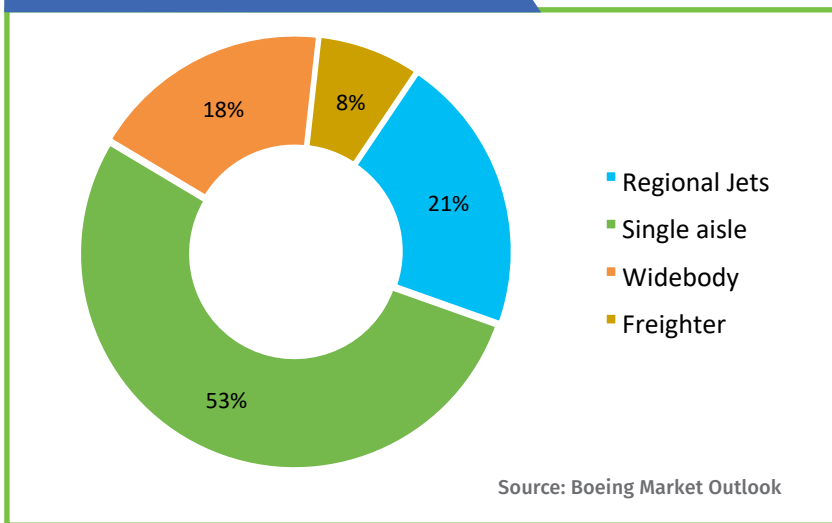
**Table 6.2 Global aircraft in service in 2024 and additional demand by 2044**

Aircraft classification	2024	2044
Regional Jets	1,545	1,715
Single aisle	33,285	35,630
Wide body	7,815	8,320
Freighter	955	3,975
<b>Total</b>	<b>43,600</b>	<b>49,640</b>

Source: AFRAA / Boeing

The African region’s actual fleet is 715 aircraft. The African continent expects 1680 new deliveries over the next 20 years, and the fleet is estimated to grow by 6.7% over 20 years.

**Figure 6.1 Africa fleet deliveries – 2024**

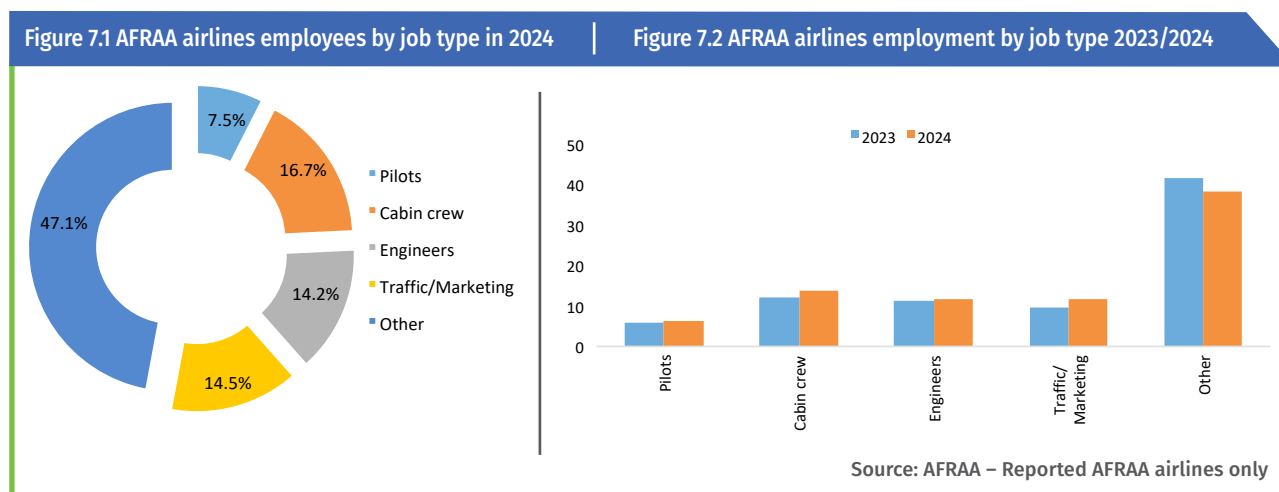


According to Boeing, 66.4% of aircraft deliveries in Africa will be single-aisle types over the next 20 years. Wide-body aircraft will account for 17.9%, regional jets for 6.5%, and freighters for 9.2%.

Globally, the active fleet is expected to grow at an average annual rate of 4.4% over the next two decades, reaching 49,640 aircraft by 2044.

## SECTION SEVEN: EMPLOYEE PRODUCTIVITY

The 27 AFRAA member airlines that reported their data directly employed 80,544 persons in the year 2024 as summarized in Figure 7.1 and 7.2.



**Table 7.1: Employee performance indicators for AFRAA reporting airlines**

Employee Performance	2023	2024
ATK/employee	491,280	546,402
RTK/employee	313,980	349,464
Number of passengers/employee	729	796
Employee/aircraft	126	143

Source: AFRAA

According to IATA Economics report, the total employment in the airline industry was 3.07 million in 2024, up from 2.97 million in 2023. This marks a 6% increase from the previous year.

**Table 7.2: Worldwide airline industry employment**

Global airline industry	2023	2024	2025 (forecast)
Labour costs, US\$ billion	199	214	253
Employment (million)	2.97	3.07	3.30
Unit labour cost: \$/ATK	0.148	0.132	0.133

Source: IATA Economics

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## SECTION EIGHT: SAFETY

According to IATA Safety Report 2024 released in February 2025, globally there were seven fatal accidents reported in 2024, resulting in 244 'on-board fatalities' and seven additional 'other fatalities', including those on the ground /on-board another aircraft. This is an increase from a single fatal accident in 2023. The fatality risk rose from 0.03 in 2023 to 0.06 in 2024, which is still below the five-year average of 0.10 for the period 2020-2024.

Africa recorded 10 accidents in 2024 with accident rate of 10.59 accidents per million sectors in 2024. This increased from 8.36 per million sectors in 2023. Fatality risk remained at zero in 2024 according to the IATA Annual Safety report 2024.

### **IOSA (IATA Operational Safety Audit)**

The IOSA program remains a key safety oversight mechanism in Africa. As of November 2025, 45 African airlines were IOSA-registered, representing nearly all the region's major carriers. Indeed, the major African airlines have been on the IOSA registry continuously for 15 years. The AFRAA-IATA-AFCAC joint project continues into 2025, helping identify airlines for IOSA or ISSA certification, conduct gap analyses, and train personnel in quality and safety management systems.

In 2025, Air Peace successfully renewed its IOSA registration for the sixth time, signaling ongoing commitment to safety compliance.

The List of 45 IOSA-registered African airlines is below;

- Africa World Airlines
- Air Algérie
- Air Arabia Egypt
- Air Botswana
- Air Cairo
- Air Cote D'Ivoire
- Air Mauritius Ltd
- Air Peace Limited
- Air Seychelles Ltd
- Air Senegal S.A.
- Air Tanzania Company Ltd
- Arik Air Ltd
- Airlink
- AlMasria Universal Airlines

- Asky
- Badr Airlines
- Camair-Co
- CemAir (Pty) Ltd
- Egyptair
- Ethiopian Airlines Group
- Fastjet
- FlyGabon
- FlyNamibia Aviation (Pty) Ltd
- Global Airways
- IBOM Airlines Limited
- Jambojet Limited
- Kenya Airways Limited
- Madagascar Airlines
- Mauritania Airlines International
- Nesma Airlines
- Nile Air
- Nouvelair
- Overland Airways Limited
- Petroleum Air Services (PAS)
- Precision Air Services Plc
- RAM Express
- Red Sea Airlines
- Royal Air Maroc
- Rwandair
- Safair
- 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 standardized 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 ground operations' management, oversight and implementation. 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) to ensure quality, safety, and security, including adopting the IATA airport ground handling manual. The basis for this is that AFRAA member airlines must be IOSA certified; therefore, the ground handlers are also expected to adopt similar quality and safety standards.

Since 2018, 51 accreditations were granted to 36 airports after an ISAGO audit in the AFI Region. Implementing 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 an operator's operational management and control systems.

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

The conditions to participate in ISSA are as follows:

- Be a commercial passenger and cargo operator
- Have aircraft with one or more turbine-powered and multiple reciprocating engines
- Operate single and 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 not covered by existing programs and help them comply with ICAO requirements.

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## SECTION NINE: AFRAA SECRETARIAT VALUE-ADDING ACTIVITIES

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

In line with the Executive Committee directive, The Technical Operations and Training Committee (TOTC) has provided a single coordination forum for engineering, maintenance, ground & flight operations since 2020.

The Technical and Operations department performs its functions and reports to the TOTC for strategies, actions, directives, or approvals to the AFRAA Secretariat (where applicable). The TOTC has been in place, and committee meetings have been consistently held as per its mandate. So far, the TOTC has held Eight meetings since its inception, the last being conducted on the 31<sup>st</sup> of July 2025.

### 9.1 Safety

#### 9.1.1 AFRAA Safety Group Updates

The AFRAA Safety Group was formed based on recommendations from the 1st Safety and Operations Summit held in Addis Ababa in May 2024. Its establishment and Terms of Reference (ToRs) were further developed at the 7th Technical, Operations, and Training Committee (TOTC) meeting in October 2024.

#### Leadership and meetings

The group's leadership consists of:

- Chairperson: Capt. Haig Anyonyi
- Vice Chairperson: Mrs. Lucia Ateh Fru KAMGANG

The group adheres to a schedule of quarterly meetings.

- 1st Meeting: 13 May 2025, in Kigali, Rwanda.
- 2nd Meeting: 30 July 2025.
- 3rd Meeting: Scheduled for Wednesday, 22 October 2025.

#### Key priorities and actions

From its second meeting, the Safety Group identified several key priorities aimed at enhancing aviation safety across the Africa and Indian Ocean (AFI) region:

- **Stakeholder involvement:** Identified the need to include cabin safety experts, ground handlers, and other Subject Matter Experts (SMEs) in its activities.

- **Safety Management Systems (SMS):** Will promote SMS peer reviews among airlines.
- **Runway safety:** A primary focus is to address and mitigate the high risk of runway excursions.
- **Collaboration:** The group will work with the Regional Aviation Safety Group for Africa-Indian Ocean (RASG-AFI) to incorporate its findings into regional safety reports

#### 9.1.2 AFRAA IOSA/ISSA consultancy capabilities

AFRAA offers specialized consultancy services to its members, leveraging extensive industry experience to support the development of a sustainable airline sector in Africa.

#### Areas of expertise

The consultancy division provides expert support across a wide range of airline operations, including:

- Safety: Special focus on IATA Operational Safety Audit (IOSA) and IATA Standard Safety Assessment (ISSA) support.
- Technical & Operations
- Airline Restructuring
- Maintenance
- Commercial & Finance

The service is designed to be affordable and tailored to the specific needs of member airlines. AFRAA maintains a database of qualified experts to ensure high-quality deliverables. There is a growing demand from airlines for assistance with IOSA and ISSA certification, indicating the value of this service. Members seeking support can contact the consultancy unit directly at [consulting@afraa.org](mailto:consulting@afraa.org).

#### 9.1.3 IATA ISAGO requirements and upcoming changes to cargo standards

##### 2026

IATA is updating its audit standards for ground operations, with the most significant change being the replacement of the Cargo Handling Manual (CGM) with the new IATA Cargo Handling Manual (ICHM), which becomes the new audit standard in January 2026.

## Key changes to IATA standards

- **New cargo standard:** The ICHM will replace the current CGM module. It will provide a comprehensive framework covering the airline (Operator), the Ground Handler, and the Cargo Agent.
- **Alignment with manuals:** The IATA Safety Audit for Ground Operations (ISAGO) is being updated between April and December 2025 to align with the latest versions of the Airport Handling Manual (AHM 45) and the IATA Ground Operations Manual (IGOM 14).
- **Effective date:** The transition to the new ICHM standard is set for January 2026.
- **Current implementation:** Airlines should note that some parts of AHM 45, particularly chapters related to training and organisation, are already in effect.

## Required actions for airlines

To prepare for these changes, airlines and ground handlers should:

- **Be aware:** Understand the new ISAGO requirements and the transition from CGM to ICHM.
- **Review training:** Assess how these changes will affect staff training needs to ensure compliance.
- **Note key documents:** Familiarize themselves with the latest versions of the ICHM, AHM 45, and IGOM 14.

## 9.1.4 The Second African Aviation Safety & Operations Summit

On 13 May 2025, AFRAA, in partnership with the Flight Safety Foundation, hosted the second African Safety and Operations Summit alongside the 13th AFRAA Aviation Stakeholders Convention in Kigali, Rwanda. The Summit was preceded by the first in-person meeting of the AFRAA Safety Group.

The summit, focused on strengthening Africa's aviation safety culture, produced a set of recommendations covering leadership, collaboration, and data-driven oversight.

## Leadership and safety culture

A major focus was on building a strong safety foundation from the top down. Key recommendations include:

- **Fostering Leadership Commitment:** Airlines are urged to allocate dedicated resources for safety initiatives and ensure strict compliance with Standard Operating Procedures (SOPs).

- **Promoting a just culture:** Encourage non-punitive reporting systems where staff can report errors without fear of punishment, shifting the focus from blame to learning.
- **Expanding Stakeholder Inclusion:** The AFRAA Safety Group will broaden its collaboration to include cabin safety experts, ground handlers, and other specialists.

## Collaboration and operational safety

Improving safety through teamwork and addressing specific operational risks was a critical theme.

- **Enhancing runway safety:** Implement global recommendations (like GAPPRI), invest in modern technology and infrastructure, and improve crew alert systems to prevent runway incidents.
- **Focusing on human factors:** Expand training on crew resource management, operational hazards, and fatigue management.
- **Improving cooperation:** Increase collaboration between regional safety organisations (RSOOs), AFRAA's Safety Group, and other industry partners to synchronize safety efforts.

## Oversight, Data, and Infrastructure

The recommendations call for a more modern, proactive approach to safety management.

- **Strengthening Regulatory Oversight:** Enhance the role of Civil Aviation Authorities (CAAs) and improve processes for accident investigation and pilot licensing.
- **Adopting Data-Driven Systems:** Move towards predictive, data-driven safety analysis to proactively identify risks before they lead to incidents.
- **Boosting Infrastructure Resilience:** Address gaps in air navigation services, improve runways, and invest in wildlife risk mitigation, such as Bird Collision Avoidance Systems.

## 9.1.5 Update on Africa safety results

### 2024 Safety snapshot

In 2024, Africa's aviation sector recorded 10 accidents. While there were impressively no fatalities for the second year in a row, the continent's accident rate was high, standing at 10.59 per million sectors, which is significantly above the global average.

## Key issues and trends

- **Runway excursions:** This was the most frequent type of accident. A recent incident in July 2025

involving a B737-500 veering off a runway underscores this ongoing challenge.

- **Aircraft type:** Turboprop aircraft were involved in a notable number of these occurrences.

The AFRAA Safety Group is actively working on strategies to address these high-risk areas, with a particular focus on preventing runway excursions.

### 9.1.7 The Gallagher–AFRAA SMS Effectiveness Implementation Plan:

AFRAA and Gallagher have launched a two-year regional plan to help member airlines strengthen their Safety Management Systems (SMS). The initiative is designed to build foundational safety processes and then measure their effectiveness using a data-driven approach.

#### The Two-Part Plan

The program is divided into two distinct phases: implementation and evaluation.

#### Part 1: SMS implementation

This initial phase focuses on establishing a robust SMS framework within each airline. Key activities include:

- Conducting workshops on the ICAO SMS framework.
- Performing a gap analysis to identify weaknesses in each airline's current system.
- Developing customized SMS implementation plans.
- Providing essential training in SMS, auditing techniques, and Root Cause Analysis.

#### Part 2: SMS effectiveness evaluation

The second phase measures how well the implemented SMS is performing using the Aviation Safety Effectiveness Tool (ASET).

This part involves:

- Assessing each airline's SMS maturity across a six-tier evaluation model.
- Creating regional benchmarks to compare performance.
- Delivering a comprehensive regional SMS Effectiveness Guide.
- Providing 5 hours of tailored consulting for each participating airline to address specific needs.

The ultimate goal is to foster a culture of continuous safety improvement, standardize

performance benchmarks, and provide targeted recommendations that enhance safety across the African continent.

### 9.1.8 SARPcheck-Global Aviation Safety Audit Program

SARPcheck is a global aviation safety audit program designed to help airlines verify their compliance with international standards.

Developed by AEROTHRIVE, the program audits an airline's adherence to ICAO Standards and Recommended Practices (SARPs) every two years. It's applicable to all types of aircraft operators, from major commercial airlines to rotary and seaplane services.

#### Key features

- **Comprehensive Scope:** The audit covers key ICAO annexes related to personnel licensing, operations, airworthiness, security, and safety management.
- **Global Standard:** Conducted by certified Safety Quality Organizations (SQOs), the program aligns with EASA and FAA standards, ensuring global recognition.
- **Transparent Governance:** A not-for-profit initiative, SARPcheck is overseen by a stakeholder group that includes regulators, insurers, and airlines, ensuring its integrity.

#### Benefits for Airlines

Airlines that undergo the SARP check audit gain several significant advantages:

- **Enhanced credibility:** It builds trust with regulators and partners, which is crucial for securing codeshare agreements, charters, and wet-lease (ACMI) contracts.
- **IOSA readiness:** The audit serves as excellent preparation for the IATA Operational Safety Audit (IOSA), helping identify gaps in advance.
- **Insurance benefits:** The program's credibility can be leveraged with insurers, and in some cases, the audit can be funded through safety bursaries.
- **Real-world examples from airlines like Lufthansa City Airlines and Riyadh Air demonstrate its value in preparing for partnerships and new operational certifications. AFRAA members interested in the program are encouraged to contact the Secretariat.**

## 9.1.9 FRA implementation

The African Aviation Industry Group (AAIG) conducted a laboratory on Africa Air Transport Sustainability from 27 June to 1 July 2022 in Nairobi, Kenya. The aviation, trade, and tourism stakeholders attended the laboratory. One of the five projects retained from the laboratory was on FRA trials to accelerate the implementation of FRA at a continental level. So far, the project has attained some milestones as below:

### 9.1.9.1 Status of UPR/FRA trials and roadmap towards FRA implementation:

Africa is making significant progress toward implementing Free Route Airspace (FRA), a system that allows airlines to fly more direct routes instead of following fixed airways. The initiative is being advanced through a series of successful User Preferred Route (UPR) trials that began in November 2023.

## A. Key progress of UPR trials

The UPR trials, led initially by Ethiopian Airlines and Kenya Airways and later expanded to include six other carriers, have demonstrated major benefits.

- **Successful trials:** Since November 2023, over 1,000 UPR trial flights have been successfully completed, primarily on routes to the West and Central Africa (WACAF) region.
- **Proven benefits:** The trials have resulted in notable reductions in fuel consumption, CO<sub>2</sub> emissions, and operational costs for participating airlines.
- **Challenges addressed:** Early challenges, such as communication gaps with Air Traffic Control and flight restrictions from some countries, were identified and have been addressed through improved stakeholder coordination.

## Free Route Airspace (FRA) Implementation Status & Roadmap

### Background

- Based on **APIRG/22 (2019 Accra)** resolution for FRA in Africa
- In **Nov 2023**, AFREXIMBANK funded the FRA kickoff workshop in Addis Ababa
- 2nd Workshop held in Nairobi **21-25 Oct 2024 (that included the new participating airlines)**
- Trials initiated as per **Nairobi Sustainability Lab 2022 recommendations**

### Key project deliverables

- Dynamic & efficient routing options
- High ATC safety & interoperability
- Multi-stakeholder coordination & best practice sharing
- Reduced CO<sub>2</sub> emissions & fuel burn (savings on fuel cost)

### Participating Airlines

#### Initial Volunteers

1. Ethiopian Airlines
2. Kenya Airways

#### New Volunteers Airlines

3. EgyptAir
4. Royal Air Maroc
5. Rwandair
6. Airlink

### Update and key achievements (Nov 2023 – Jun 2025)

- Ongoing User Preferred Route (UPR) trials to support FRA adoption
- Coordinated by ICAO, IATA, AFRAA, ANSPs, and participating airlines
- FRA PMT and UPR Trial Team prepared for 8th AAO Meeting (July 2025, Dakar)

## B. Roadmap to implementation

The successful trials have paved the way for the next phase of the project, which aims for full FRA implementation in the near future.

- **The goal:** The immediate objective is to integrate the individual Flight Information Regions (FIRs) into a continuous, seamless Free Route Airspace across the WACAF region by the end of 2025.
- **Next steps:** A crucial 3rd FRA workshop was held in 22-26 September 2025 to coordinate the final push toward meeting this deadline. All stakeholders are being urged to collaborate closely with AFRAA to ensure a smooth and timely integration.

## C. Outcomes of the trial implementation

The outcomes of the Trial implementation were successful, and the following have been observed:

- Flight Time Reduction, Fuel Burn Reduction, and CO<sub>2</sub> Emission Reduction.
- Enhancement of Flight Operational Efficiency.

### 9.2 Training

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

The AATF aims to support the development

of young professionals to restore aviation's growing contribution to Africa's GDP.

The meeting outlined the objectives of AATF as follows:

- To upgrade management staff on the industry best practices to improve African air operators' profitability;
- To keep abreast of operational staff to secure safety, security, airworthiness, and efficiency in the operations of African airlines and;
- To finance the implementation of the Instructor Development Program for AFRAA Member Airline IDPA.

#### 9.2.1 AATF implementation

Progress was reported on the African Aviation Training Fund (AATF), which aims to support the development of future aviation professionals. The Secretariat is focused on fundraising and has secured a confirmed contribution of \$10,000 from an OEM.

#### 9.2.2 AFRAA training activities

AFRAA organised tailored courses to meet member airlines' specific needs. AFRAA instructors delivered these classes in virtual or physical format.

During the year 2025, courses were conducted as listed below:

### Trainings conducted in 2025

Course	Date	Trainees	Mode
Root Cause Analysis	10 <sup>th</sup> -14 <sup>th</sup> Feb	25	Virtual
Instructional Techniques	10 <sup>th</sup> -14 <sup>th</sup> Feb	18	Physical
Root Cause Analysis	10 <sup>th</sup> -14 <sup>th</sup> Feb	12	Physical
Instructional Design	17 <sup>th</sup> -21 <sup>st</sup> Feb	18	Physical
Quality Management Systems	24 <sup>th</sup> -28 <sup>th</sup> Mar	15	Physical
Safety Risk Management	3 <sup>rd</sup> -6 <sup>th</sup> Jun	5	Virtual
Quality Management Systems	14 <sup>th</sup> -18 <sup>th</sup> Jul	14	Physical
Consumer Protection in Air Transport	29 <sup>th</sup> -31 <sup>st</sup> Jul	15	Physical
Quality Management systems	4 <sup>th</sup> -8 <sup>th</sup> Aug	13	Physical

The AFRAA training program is available on the AFRAA Website via the link: <https://www.afraa.org/afraa-training-program/>

Beyond operations and safety, AFRAA is keen to provide management and leadership courses for middle management staff. Member Airlines are encouraged to take advantage of the highly discounted virtual training courses. However, we

gradually prefer in-person training, allowing for more interactions and practical training activities. Furthermore, AFRAA organised customized courses to fulfil specific requirements of member airlines and others. The new courses include SAFA for Airlines and Cape Town Convention.

For any query, member airlines may contact the training team at [training@afraa.org](mailto:training@afraa.org)

### 9.3 AFRAA projects

#### 9.3.1 AFRAA fuel project

The AFRAA Fuel Program for 2025/26 has seen record participation, with 14 member airlines and an estimated 2.1 billion liters of Jet A-1 fuel across 119 locations. The tender process concluded on

May 23, 2025, with contracts running from 1 July 2025, to June 30, 2026, and is expected to deliver significant cost savings.

#### Participating members 2025/2026

#	Airline name	#	Airline name
1.	Air Botswana	8.	Rwandair
2.	Ethiopian Airlines	9.	South African Airways
3.	Asky Airlines	10.	Air Burkina
4.	Astral Aviation	11.	Camair-Co
5.	Kenya Airways	12.	Uganda Airlines
6.	Lam Mocambique	13.	Safeair Company
7.	Afrijet Business Service	14.	TAAG Angola

Non-participating members are encouraged to register for the 2026/27 Fuel Program by 30th September 2025.

#### 9.4 AFRAA new members and partners

The association continues to recruit new members and partners with the objectives of providing support to airlines. During the year 2025, the following airlines joined AFRAA membership:

- i. ALS Limited – Associate Membership
- ii. Global Airways Trading as LIFT – Associate Membership

In the year 2025, the following organisations joined AFRAA partnership:

- i. Maureva – Associate Partnership
- ii. AirlinePros – Associate Partnership

- iii. Lake Oil Limited– Associate Partnership
- iv. Safari Duty Free Limited – Associate Partnership
- v. Seabury Aviation Partners LLC – Associate Partnership
- vi. Kerojet Services Limited– Associate Partnership
- vii. Matrix Energy Limited – Associate Partnership
- viii. Cirium – Data Partnership

#### 9.5 AFRAA workshops

In 2025, AFRAA conducted seven (13) workshops with partners and members as listed below;

- i. AFRAA - TPConnects Workshop: Unlocking Airline Revenue Growth: Modern Retailing Strategies from NDC to OOSD, Virtual Format, 27 February
- ii. SAF Workshop by EASA in collaboration with AFRAA, AFCAC & ACI Africa SAF How to become SAF-ready? How to make SAF happen?, Arusha – Tanzania, 23-25 April
- iii. AFRAA – Boeing workshop on Delivering Sustainable Aviation in Africa – 22 May, virtual
- iv. Capturing rising Africa travel demand – how to capitalize on the continent’s potential and mitigate infrastructure challenges – Masterclass with Jetcraft Commercial, 13 May
- v. Aviation Insurance: Flight Safety, Incidents and Claims Handling from an Insurance Perspective – Masterclass with AI12, 13 May
- vi. Airline Revenue Maximization: Modern Retailing Strategies from NDC to OOSD, masterclass with TP Connects, 13 May
- vii. AFRAA – Amadeus Workshop on Seamless Passenger journey. Digital verification of traveller’s identity and travel documents, 17 Jun
- viii. AFRAA – APG Workshop on e-learning, 17 Jul
- ix. AFRAA – Amadeus Cybersecurity workshop – 16 September, virtual
- x. AFRAA – VISA Payment Optimization workshop – 18 Sep, virtual
- xi. AFRAA - Maureva Workshop on Cost Management, 23 October 2025, Virtual Format
- xii. AFRAA – Embraer Workshop on connectivity, fleet and network planning
- xiii. AFRAA – Boeing Environmental Sustainability Workshop (in-person) – 02 December

## 9.6 Surveys and researches with AFRAA partners

### 9.6.1 TP Connects and AFRAA Landmark Whitepaper on the Future of Airline Distribution in Africa

“Africa’s Next Flight: Modern Airline Retailing Unlocked”

In a pivotal step for African aviation, TPConnects Technologies and the African Airlines Association (AFRAA) conducted a survey on the airline distribution landscape in Africa and subsequently released a comprehensive whitepaper, ‘Africa’s Next Flight: Modern Airline Retailing Unlocked,’ offering new insights into the realities, challenges, and opportunities facing African airlines as they modernize their distribution and retailing strategies.

The TPConnects–AFRAA Airline Distribution Survey 2025, which formed the basis of the whitepaper, gathered responses from a diverse group of African carriers. The findings highlight that 81% of airlines carry fewer than 2 million passengers annually, and 80% operate fleets of 15 aircraft or fewer. High distribution costs, limited NDC adoption, and technical barriers remain widespread, yet there is strong momentum for change: over 40% of airlines are planning or implementing NDC initiatives.

#### Key insights from the study include:

- Distribution cost reduction is the top priority for all surveyed airlines, with high GDS and intermediary fees cited as unsustainable.
- NDC adoption is just beginning: Nearly half of airlines have no NDC capabilities, but a significant set of airlines are actively planning or implementing NDC.
- Digital transformation is underway: While 60% of airlines still rely on on-premises systems, cloud migration and investment in digital retailing are on the rise.
- Empowering agents and modernizing processes are critical for success, with training and collaboration seen as essential enablers.

The insights from this whitepaper are vital as African airlines navigate a new era of distribution. By embracing digital transformation and modern retailing strategies, our members can reduce costs, improve agility, and better serve the African market. AFRAA is committed to collaborating with all relevant stakeholders – including technology providers, travel agents, and payment innovators – to support the enhancement of the distribution ecosystem in Africa to improve the traveler experience and ultimately drive sustainable growth for African airlines.

The whitepaper is available for download on the TPConnects and AFRAA websites. TPConnects presented the findings at the 13th AFRAA Aviation Stakeholders Convention in Kigali and hosted a masterclass to support airlines in their transformation journey.

### 9.6.2 AFRAA – VISA study with insights for African Airlines on increasing revenue, reducing fraud, improving passenger experience, and enhancing operational efficiency “strategic significance of airline payment performance in Africa”

The study highlights the strategic importance of efficient payment systems in the African aviation market. It identifies key areas for improvement, such as reducing payment fraud and enhancing the overall passenger experience through faster and more reliable payment processing. The findings underscore the need for airlines and payment providers to collaborate on solutions that address these challenges, ultimately leading to increased revenue and operational efficiency for African airlines.

In the highly competitive airline marketplace, the efficiency and security of payment systems are pivotal components that can significantly impact revenue streams. This is especially critical in the African region which holds tremendous potential for growth and improvement in financial performance. As airlines strive to enhance passenger experiences and streamline operations, the maturity of their payment systems becomes a key differentiator. To better understand the evolving landscape of airline payments in Africa and how African airlines can drive revenue growth, reduce fraud, enhance passenger experience and improve operational efficiencies, Visa and the African Airlines Association (AFRAA) conducted an Airline Payment Maturity Index survey. The survey, which was conducted on African airlines – but not limited to AFRAA member airlines- investigated the various stages of airline payment maturity.

The survey findings highlighted the importance of robust payment architectures and the potential financial implications of underperforming systems. Based on the Airline Payment Maturity Index questionnaire results, several priorities have emerged for the entire airline industry in Africa. Airlines must enhance their payment systems to improve efficiency, reduce fraud, and unlock new revenue opportunities through advanced payment technologies and streamlined processes.

#### **Some highlights from the survey:**

- On payment architecture, African airlines are currently prioritizing compliance, which is essential for maintaining standards. However, there is an opportunity to enhance operational efficiency through modernization efforts.
- There is significant potential to leverage digital tools more effectively to improve the passenger experience. Addressing broader execution challenges can help fully utilise these tools.
- While the payment approval rate is moderate, fraud management can be improved to strengthen security measures and reduce vulnerabilities.
- Organizational structure and business processes provide moderate support for payment systems. Enhancing the monitoring and utilization of payment KPIs can facilitate data-driven decision-making and strategic adjustments.

A whitepaper was published detailing the outcomes of the survey, and a presentation was made by

Visa experts at the 13th Aviation Stakeholders Convention on 12 May in Kigali, Rwanda. AFRAA and Visa also hosted a workshop for African airlines later this year on the same subject. The whitepaper is accessible via AFRAA website.

#### **9.6.3 AFRAA – LH Consulting Digital Advancements and Priorities of Airlines Survey – 2025**

AFRAA and Lufthansa Consulting conducted a Digital Advancements and Priorities of Airlines survey. Through the AFRAA-Lufthansa Consulting partnership, the aim was to enhance the digital transformation happening within the airline industry in Africa and the survey will provide valuable insights to help bring this about.

The whitepaper will summarize the results of this survey that highlights how other airlines are approaching digitalization, helping airlines stay informed on industry trends.

#### **9.7 AFRAA Conferences**

##### **9.7.1 The 13<sup>th</sup> Aviation Stakeholders' Convention, Kigali - Rwanda, from 11-13 May 2025**

AFRAA held the 13<sup>th</sup> Aviation Stakeholders Convention from 11-13 May 2025 in Kigali – Rwanda. The Convention was proudly hosted by RwandAir under the high patronage of the Government of Rwanda at the Kigali Convention Centre in Kigali, Rwanda.

Held under the theme: “**Sustainability. Collaborate. Innovate**”, the Convention attracted over 400 high profile delegates from the aviation industry in Africa, Europe, Middle East, Asia and North America. The Convention is the industry’s ideal platform to drive growth opportunities and deliberate on the developments of African aviation industry. Graced by the high patronage of His Excellency Édouard Ngirente, Prime Minister of the Republic of Rwanda, the Kigali gathering reaffirmed Africa’s collective resolve to build a safer, smarter, and more connected air transport industry. The 13th ASC edition focused on three priority themes: sustainability, Collaboration and Innovation. The two-day agenda featured: High-level presentations and panel discussions with the participation of industry experts.

#### **Masterclasses**

- Masterclass 1:** “Airline Revenue Maximization: Modern Retailing Strategies from NDC to OOSD”.
- Masterclass 2:** “Capturing rising Africa travel

demand – how to capitalize on the continent’s potential and mitigate infrastructure challenges”.

**iii. Masterclass 3: “Aviation Insurance: Flight Safety, Incidents and Claims Handling from an Insurance Perspective”.**

### **9.7.2 Focus on Youth Development in Aviation - CSR event Themed: “Empowerment – Innovation - Sustainability”**

On the backdrop of annual successful events for the development youth in aviation that are held by AFRAA with the support of partners such as Collins Aerospace and Member Airlines including: Kenya Airways, EgyptAir and Ethiopian Airlines for the past 4 years at various locations, the next edition of the initiative was held at the side-lines of the 13th Aviation Stakeholders Convention on 15th May 2025 in Kigali – Rwanda. This initiative is a follow-up on implementation of actions arising from the AFRAA-Collins Aerospace conference that took place from 19-20 October 2021 and brought together over 300 participants comprising of Travel and Tourism fraternity in Africa and across the globe who made recommendations for action on gender diversity and youth development in aviation. The recommendations on youth development comprised of actions under various areas including: training, leadership and policy actions, financing and employment opportunities.

The objective of the 2025 edition of the Youth in aviation initiative was to provide mentorship, facilitate the sharing of information and experiences to an estimated 100 high-school students in Kigali in a bid to give them exposure and open the horizons for youth aspiring for careers in aviation.

### **9.7.3 The 2nd African Aviation Safety & Operations Summit**

In partnership with the Flight Safety Foundation (FSF), AFRAA staged the 2<sup>nd</sup> African Aviation Safety & Operations Summit under the theme: Strengthening Safety Culture for Resilient Aviation in Africa. The event promoted and enhanced the safety level in the African region and shared operational best practices. Aviation safety and operations events play a crucial role in continuously improving safety and operational processes, as they enable the sharing of relevant information and strengthen safety culture in the civil aviation industry. This conference promoted collaboration and knowledge exchange by bringing together

experts and stakeholders, driving efforts to make aviation safer for all involved.

## **9.7.4 Recommendations**

### **a. Safety Culture and Leadership Commitment**

To improve operational safety within aviation organisations, it is vital to promote leadership involvement with safety culture at all levels. Compliance with standard operating procedures (SOPs) must be maintained as a core value for safe operations. Creating non-punitive reporting systems is crucial for encouraging learning and ongoing improvement. Additionally, implementing awareness initiatives – such as workshops and customized safety culture programs in local languages and cultural settings – supports these efforts. Lastly, fostering collaboration and interaction between Regional Safety Oversight Organizations (RSOOs) and industry stakeholders ensures comprehensive oversight and joint progress in safety standards.

### **b. Collaborative Safety Enhancement**

To strengthen aviation safety initiatives, it is essential to hold regular meetings and promote greater collaboration within safety groups. Encouraging SMS peer reviews and facilitating knowledge sharing among airlines and stakeholders can further improve these efforts. Coordinating safety activities across different groups helps prevent redundant efforts and encourages synergy. Additionally, involving all relevant stakeholders – including ground handlers and subject matter experts – in safety programs ensures a comprehensive approach to risk management.

### **c. Recommendations for Enhancing Runway Safety**

- Implement all GAPRI (Global Action Plan for the Prevention of Runway Incursions) recommendations across all stakeholders involved in runway operations.
- Update procedures, improve infrastructure like signage, lighting, and markings, and strengthen communication among all parties to enhance runway safety.
- Implement real-time crew alerting systems and situational awareness technologies to enhance safe and efficient runway operations.
- Identify and manage risks related to aerodromes that support various aviation activities.
- Focus on improving airport and runway design to reduce hazards and further boost safety.

#### **d. Training, Human Factors & Fatigue Management**

Enhance training programs to focus on key operational areas such as weight and balance, recognition and management of unstable approaches, proper execution of go-arounds, and effective identification of operational hazards. Incorporate evidence-based training methods, Team Resource Management (TRM), and comprehensive fatigue management strategies. Implement the EU 5-step Safety Risk Management model and the BIS framework to address fatigue and human factors within aviation operations systematically.

#### **e. Regulatory Oversight and Capacity Building**

To improve regulatory oversight and capacity building, it is vital to encourage active participation from civil aviation authorities (CAAs) to implement Abuja Safety Targets among all stakeholders. Efforts should involve all aviation professionals at the state level, not just operators and pilots, ensuring broad participation in safety initiatives. Additionally, strengthening capacity for accident investigation and safety oversight — especially in states that need improvement — is essential. Rigorous license validation processes must also be enhanced to ensure the competence of foreign pilots.

#### **f. Predictive Safety and Use of Data & Technology**

The approach emphasizes using industry-wide, anonymized safety data to proactively identify risks and develop predictive safety systems that assist human decision-making. It promotes continuous feedback among crews, analysts, and safety teams, fostering a safety culture that prioritizes learning over blame and integrates early-warning mechanisms directly into operational workflows.

#### **g. Infrastructure and Operational Resilience**

Efforts to enhance infrastructure and operational resilience include closing identified gaps in runways and air navigation infrastructures, investing in equipment for disabled aircraft recovery, and acting on the AUC aircraft equipage gap analysis recommendations.

#### **h. Wildlife Hazard Management**

Efforts to manage wildlife hazards at airports include engaging local communities, running awareness campaigns to lower bird strike risks, hosting peer review meetings for collaboration, and investing in Bird Collision Avoidance Systems (BCAS) and other preventive technologies.

### **9.8 Conferences**

#### **9.8.1 The 57<sup>th</sup> Annual General Assembly (AGA) and Summit**

The 57<sup>th</sup> Annual General Assembly (AGA) and Summit of the African Airlines Association (AFRAA) scheduled to take place from 30 November – 2 December 2025 at the HCTA Talatona Convention Centre, Luanda.

This year's AGA is being hosted by TAAG Angola at the high patronage of the Government of Angola under the theme: "Sustainable Skies, Connected Africa." The AGA is expected to attract high profile delegates from the aviation industry in Africa, Europe, Middle East, Asia and North America.

The programme comprises of the following focus areas:

- AFRAA CEOs Retreat
- Radical Reinvention for African Airlines Amidst Ongoing Challenges
- A Hub Strategy for Intra-African & Global Connectivity – The Angola Aviation Transformation
- Generative AI for Air Transport - Where Human Expertise Meets the Power of Machine Intelligence
- OEMs Roundtable: Hard Questions at High Altitude: How OEMs Can Deliver for African Aviation
- Leadership Dialogue: Driving Continental Collaboration Under SAATM
- Financing Africa's Aviation: Tools, Partnerships & Incentives
- The Ancillary Revolution: Paving the Way for African Airlines to Capture the Untapped \$2 billion Market
- Boeing-AFRAA Sustainability Workshop – "From analysis to action: Exploring Africa's Sustainable Aviation Fuel market potential and discussing priority actions"

#### **9.8.2 AFRAA Sky Connect Leadership Dialogues**

The AFRAA monthly show – Sky Connect Leadership Dialogues, accords leaders in the aviation ecosystem, with a platform to dialogue on critical issues impacting the industry and proffer solutions on making African aviation better and bigger. Besides being a forum to share rich experiences, Skyconnect also strives to explore the inextricable relationship between aviation, tourism, trade and the broader economy of Africa, how to accelerate growth, promote regional integration and create more opportunities for the teaming youthful population. The following were hosted on the show in 2025:

Month	Skyconnect Topic	Skyconnect Topic	Position	Organisation
<b>January</b>	Aviation infrastructure development in Africa	Mr. Ali Tounsi	Secretary General	ACI Africa
<b>February</b>	Vision for the Association Africa's air transport priorities – Navigating a complex landscape for sustainable African airlines	Mr. Abderahmane Berthe	Secretary General	AFRAA
		Mr. Allan Kilavuka	MD and CEO	Kenya Airways
<b>March</b>	Tourism Landscape and intra-Africa tourism development	Bronwen Auret	Chief Quality Assurance Officer	SA Tourism
		Elcia Grandcourt	Director Regional Department for Africa	UN Tourism
<b>April</b>	Safety in Africa	Capt Haig Anyonyi Mr. Hassan Shahidi	Director Corporate Quality and Safety President & CEO	Kenya Airways Flight Safety Foundation
<b>May</b>	Aviation Insurance and Risk Management – An African Perspective	Mr. Denis Kulikov	Deputy CEO	AI12
<b>June</b>	Airline retailing landscape in Africa	Mr. Kekeletso Mokwena	Cargo Manager	South African Airways
		Mr. FitsumAbadi Gebrehawara	Cargo Director	Kenya Airways
<b>July</b>	Africa Air Cargo development	Mr. Michael Francios	Managing Director	Data Wings
		Mr. Hassan Aurag	BA Africa & Middle East	HITIT
<b>August</b>	SAF Pathway for Africa	Sharon Mahony Serguei P	Associate sustainability CEO	Envisa Bleriot Group
<b>September</b>	Technology & Innovation for seamless air travel	Mr. Nicanor Sabula	CEO	KATA
<b>October</b>	MROs: Rationalization of Maintenance Repair and Overhaul Operations in Africa	Mr. Daniel Demeke Mr. Gaoussou Konate	Managing Director Consulting Director, Technical and Operations	Ethiopian MRO AFRAA
<b>November</b>	Vision for 2026 and beyond Africa's aviation milestones and TAAG Angola developments	Mr. Nelson Jesus Oliveira	CEO	AFRAA President 2025: TAAG Angola
<b>December</b>	Intra-Africa Route and Trade Development			AFCAC/AUC AfCFTA Secretariat

## 9.9 Aero-Political Committee

In 2025, the AFRAA Aero-political Committee convened its 6<sup>th</sup> meeting virtually on 3 July 2025. The committee continues to play a pivotal role in addressing key regulatory and policy issues affecting African airlines, including funds repatriation, taxes, charges and fees, legal and regulatory developments, as well as lobbying and advocacy initiatives.

### AFRAA H1 Survey on Aeropolitical Development for Advocacy

Conducted between 9 and 31 August 2025, the survey aimed to reinforce AFRAA's advocacy on critical aero-political themes such as:

The Single African Air Transport Market (SAATM)

- Blocked Funds
- Taxes, Charges, and Fees
- Environment and Sustainability
- Policy and Regulatory Landscape
- Airline Collaboration and Industry Dialogue

### YD/SAATM

#### 1st Meeting of the Dsm Administrative Council

AFRAA, as a member of the YD Monitoring Body, participated in the inaugural meeting of the Dispute Settlement Mechanism (DSM) Administrative Council, held from 25 to 27 June 2025 in Dakar, Senegal. The meeting, convened by the African Union Commission (AUC) in collaboration with UNECA, marked a key milestone in advancing the institutional framework of SAATM.

Discussions underscored that the DSM's establishment is not a procedural formality but a strategic commitment to the full implementation of SAATM. AFCAC described the DSM as an essential,

trusted system to strengthen African aviation, while UNECA highlighted the need for a solution-oriented mechanism focused on dispute resolution. The AUC further stressed the DSM's role in ensuring seamless passenger and aircraft movement across the continent and proposed institutionalising a Facilitation Framework to address matters under ICAO Annexes 9 (Facilitation) and 17 (Security).

The meeting's key objectives, aligned with Article 49 of Annex 3 to the YD (Regulations on the Dispute Settlement Mechanism), included:

- i. Induction Workshop on the YD/SAATM Regulatory Texts: presentations by YD/SAATM Monitoring Body and DSM Secretariat
- ii. Fund Mobilization for sustainable functioning of Annex 3 – Regulations on Dispute Settlement Mechanism (DSM)
- iii. Progress Report for the Operationalization of Annex 3 – Regulations on Dispute Settlement Mechanism, July 2023 – June 2025
- iv. Consideration of DSM Strategic Objectives, Budget (DSM year 2025 annual budget and 3 years DSM Budget) and Projects (establishment of DSM Website, DSM Factsheet and DSM Booklet)
- v. Consideration on draft DSM Rules and Procedures developed by the DSM Secretariat
- vi. Election of the Chairperson of the DSM Administrative Council (Annex 3 – Regulations on Dispute Settlement Mechanism – Article 48)
- vii. Consideration on the draft 2025 Activity Program of the DSM Administrative Council

Dr. Koussai Mrabet (North Africa) was elected Chairperson of the DSM Administrative Council. The elected members and their alternates are as follows:

Region	Principal member	Alternate
North Africa	Dr. Koussai Mrabet	Alternate being recruited
East Africa	Brenda Ntihinyurwa	Cyril Wayongo
Central Africa	Boris Roméo Makaya Batchi	Alejandro Ona wono Nchama
West Africa	Penda Atji Dosso	Magnim Medezi
Southern Africa	Dr. Mandi Samson	Babalwa Ndandani

AFRAA’s Lab Initiative was recognized among key efforts advancing SAATM Implementation. AFRAA also received commendation for its role in facilitating the resolution of some complaints submitted to the DSM.

The Single African Air Transport Market Pilot Implementation Project (SAATM-PIP) Coalition Airshow-Lusaka, Zambia, 18-19 August 2025

As a member of the SAATM-PIP Coalition, AFRAA participated in the Coalition Airshow held in Lusaka, Zambia, from 18 to 19 August 2025. The event was successfully convened by AFCAC, in collaboration with the AUC, COMESA, and the Government of Zambia, bringing together Ministers, Directors General of Civil Aviation, airline CEOs,

airport leaders, Regional Economic Communities (RECs), international partners, and industry stakeholders.

**Policy Context and Commitment**

Zambia, an early signatory to SAATM, reaffirmed its unwavering commitment to aviation liberalization as a catalyst for economic growth, regional integration, and job creation. With more than US\$1 billion invested in modern airport infrastructure in Lusaka, Ndola, and Livingstone, Zambia is strategically positioned to serve as a regional hub connecting Southern, Central, and Eastern Africa.

Currently the following airline incentives are in place:

New entrant	Yr1	Yr2	Yr3
Landing	50%	40%	30%
Parking	50%	40%	30%
Ground Handling	50%	40%	30%
New Route by Existing Airline	Yr1	Yr2	
Landing	30%	25%	
Ground Handling	20%	10%	
Load factor based incentives to existing airlines on Ground Handling only			
<b>Load factor</b>	<b>Discount</b>		
86% - 100%	25%		
76% - 85%	15%		
65% - 75%	10%		

The Honourable Minister of Transport and Logistics of Zambia, Hon. Tayali, emphasised that “the time has come to move from talk to implementation – from agreements to aircraft on the tarmac.”

**Strategic opportunities identified**

Stakeholders outlined key investment opportunities enabled by SAATM, including:

- Airline and Fleet Development: Deployment of right-sized aircraft (70–100 seats) for intra-

African routes through leasing partnerships, route incentives, and cost reduction measures.

- Cargo and Logistics Hub: Positioning Ndola as a regional cargo gateway for mining, agriculture, and pharmaceuticals, supported by lower fuel prices and streamlined customs procedures.
- Tourism-Aviation Synergy: Leveraging Zambia’s liberalised visa regime and rich tourism assets to connect with 38 SAATM member states through multi-destination packages and public-private partnerships (PPPs).

The Airshow resolved to accelerate implementation through the following actions:

1. **SAATM Implementation Task Force:** To coordinate efforts among Ministries, the Civil Aviation Authority, Zambia Airports Corporation, and the private sector.
2. **Route Development Incentives:** Focused on low-cost and intra-African routes within the next 12 months.
3. **Regulatory Modernisation:** Alignment of Air Service Agreements with Yamoussoukro Decision (YD) provisions, adoption of competition policies, and finalisation of economic regulation frameworks.
4. **PPP Investment Frameworks:** Mobilising private capital for airlines, training institutions, logistics facilities, airport services, and sustainable aviation fuels.
5. **Market Domestication:** Advancing SAATM integration within CASSA (Zambia, Zimbabwe, Angola, Botswana, and Namibia), SADC, and COMESA corridors, prioritising cargo and regional passenger connectivity.

### **Regional and continental imperatives**

Participants reaffirmed that SAATM's success depends on:

- Ending protectionism and reducing high aviation taxes and fees that constrain growth.
- Promoting innovative business models, airline cooperation, and sustainable financing mechanisms.

### **Call to action for investors**

The Government of Zambia and AFCAC jointly invited investors to seize the unique alignment of regulatory readiness, geographic advantage, and market potential through opportunities to:

- Partner with airlines for SAATM route expansion.
- Develop cargo facilities at Ndola and Lusaka airports.
- Support fleet acquisition and leasing for thin regional routes.
- Invest in tourism-linked aviation infrastructure, including hotels, logistics parks, and service centres.

The meeting further called upon the Head of State of the Republic of Zambia to serve as the Regional SAATM Champion (Southern Africa) and requested

COMESA to include SAATM on the agenda of the next Heads of State and Government Summit.

### **Conclusion and next steps**

The Lusaka Airshow concluded with a resounding call to transform potential into prosperity through:

- **Immediate (6-12 months):** Launching incentivised routes, activating cargo hubs, and enhancing tourism marketing.
- **Medium-Term (1-3 years):** Optimising infrastructure, deepening regional market integration, and expanding fleets.
- **Long-Term (3-5 years):** Establishing Zambia as a continental aviation hub and leader in SAATM implementation.

AFCAC and the Government of Zambia committed to monitor progress through a quarterly review framework.

### **Capacity Building Workshop on Yamoussoukro Decision, 8-12 September 2025 in Kigali, Rwanda**

AFRAA participated in a capacity-building workshop under the EU-funded Support to Air Transport Sector Development (SATSD) Programme, aimed at advancing air transport integration across the Eastern Africa, Southern Africa, and Indian Ocean (EA-SA-IO) region. The initiative supports the full implementation of SAATM through the Yamoussoukro Decision (YD).

The workshop focused on key YD instruments:

- Annex 3: Dispute Settlement Mechanism
- Annex 5: Regulations on Competition in Air Transport Services within Africa
- Annex 6: Regulations on the Protection of Consumers of Air Transport Services

The workshop equipped Member States, Regional Economic Communities (RECs), and relevant institutions with the knowledge and tools to integrate these YD instruments into their national and regional regulatory frameworks, thereby strengthening the effective implementation of SAATM.

### **YD review meetings in Dakar 14-19 September 2025**

AFCAC initiated a comprehensive review of the Yamoussoukro Decision and its Annexes earlier this year. According to AFCAC, the review has become necessary because some aspects of the YD were not aligned with current aviation realities. It was also to address some identified implementation bottlenecks.

The process started with online engagements with stakeholders on the aspects of the documents that needed revision. Unfortunately, the virtual processes lacked the expected commitment, so AFCAC decided to call a face-to-face meeting, from 15-18 Sep, in Dakar, of experts and stakeholders across the aviation industry. The meeting also involved the AFRAA, RECs, AU, ECA, EASA, among others.

Participants were split into 5 groups based on expertise or areas of interest to review specific aspects of the YD or Annexes. At the end of the 4 days, each group presented the recommended areas of amendment including the suggested amended text in some cases.

AFCAC will compile a detailed template of the proposed changes, organize stakeholder meetings to present the work done and receive further input. A drafting team will subsequently re-draft the YD and its annexes.

Prior to submitting the proposed amended YD to the AU, AFCAC will organize a validation workshop comprising of all relevant stakeholders to adopt the new document.

### **High-Level meeting on the implementation of Single African Air Transport Market (SAATM) 16th October 2025**

AFRAA, as a member of the Yamoussoukro Decision (YD) Monitoring Body, participated in the High-Level Meeting on the implementation of SAATM. The meeting aimed to identify key areas for discussion at the proposed AfCFTA-SAATM High-Level Roundtable on Air Transport, scheduled to take place alongside the AfCFTA Biashara Afrika 2025 Edition on 3 November 2025 in Lomé, Togo.

A Technical Working Group comprising representatives from the African Union Commission (AUC), AfCFTA Secretariat, AFCAC, and AFRAA was established to prepare a working paper for consideration ahead of the Roundtable.

### **AFCAC Template Economic Regulations of Air Transport For African States**

Through the ECOREGs Taskforce and Secretariat, AFRAA developed a Position Paper on the AFCAC Template Economic Regulations, which has been presented to the Executive Committee (EXC) for review and adoption.

The Position Paper serves as a key advocacy instrument, consolidating and advancing African airlines' collective perspectives on the ECOREGs. Its timely adoption will enable the Secretariat to:

- i. Present a unified industry position to AFCAC and the AUC.
- ii. Convene a high-level virtual engagement between the AFRAA EXC Chairman, AFCAC President, SG AFRAA, and SG AFCAC to further deliberate on the matter.
- iii. Prepare and circulate the key advocacy points for member airlines to use to ensure a consistent message.

### **AFRAA Factsheet and Call to Action on De-Carbonization Pathway to Net Zero Emissions**

The AFRAA Factsheet and Call to Action on Net Zero Emissions by 2050 outlines actions African airlines should take at a minimum to contribute to the global net zero targets. This living document will be regularly updated with input from member airlines.

Achieving net zero emissions by 2050 is essential for African aviation to align with global frameworks, including the UN SDGs, ICAO LTAG, CORSIA, the Paris Agreement, and IATA's Net Zero Resolution.

The factsheet identifies five priority pathways:

- Sustainable Aviation Fuel (SAF): Joint Purchase Initiatives and Capacity Building.
- Carbon Offsetting: Establishment of an African Carbon Offset Marketplace, Certification Programme, and Carbon Education Initiatives.
- Technology: Fleet Modernisation, Digital Efficiency Platforms, and Green Technology Incubators.
- Operations & Infrastructure: Implementation of Optimised Flight Profiles, Airport Collaborative Decision-Making (A-CDM), and Carbon-Neutral Airport Certification.
- Human Capital: Regional Training Programmes in Sustainable Aviation (ESG), E-Learning, Certified Training, and NextGen Aviation Professionals Development.

AFRAA will monitor airlines' progress through regular surveys, identifying successes, challenges, and opportunities for targeted support.

### **Blocked Funds Task Force**

The Blocked Funds Task Force convened on 7 August and 9 October 2025, bringing together Task Force members and airline treasury representatives. Blocked funds remain a significant and persistent challenge across Africa, constraining airline growth and sectoral development.

The meetings focused on refining the Task Force’s strategy and ensuring its effective implementation. Where appropriate, strategic actions would be complemented by advocacy initiatives targeting governments and multilateral institutions. Continuous monitoring and evaluation of adopted strategies remain central to achieving tangible results. Priority countries identified for follow-up include Mozambique, Angola, and Gabon.

### **SAF Taskforce**

The SAF Task Force met on 13 October 2025, engaging airline professionals from environment and sustainability, fuel management, flight operations, industry affairs, and ground operations. Recommendations from the Taskforce will shape AFRAA’s action plan to accelerate SAF development and deployment, in line with the ICAO Long-Term Global Aspirational Goal (LTAG) for net-zero carbon emissions by 2050.

### **SAF readiness survey**

Conducted between 29 May and 16 June 2025, the survey assessed opportunities and barriers to SAF adoption in Africa, providing critical insights for future initiatives.

### **Taxes, charges and fees**

AFRAA’s 2024 study on air passenger taxes, charges, and fees revealed notable trends:

- The average international departure tax in 2024 was USD 68, up from USD 66 in 2022.
- The six countries with the highest taxes, charges, and fees are Gabon, Sierra Leone, Nigeria, Niger, Benin, and Ghana.

- The countries with the lowest are Libya, Malawi, Lesotho, and Algeria.

### **By sub-region:**

- West Africa remains the most expensive, averaging USD 109.5 per international departure (up from USD 96.5 in 2022).
- Central Africa follows at USD 106.6, about USD 10 higher than in 2022.
- Eastern and Southern Africa average USD 63.32 and USD 34.5, respectively, compared to USD 57.8 and USD 35 in 2022.

In comparison, passengers pay an average of USD 32 in Europe and USD 34 in the Middle East, where traffic volumes are significantly higher. European passengers face an average of 2.53 different ticket-related charges, 2.69 in the Middle East, and 3.5 in Africa.

### **Transfer and arrival charges**

- Transfer charges now apply in 42 African countries (up from 35 in 2022), adding an average USD 34.4 to ticket prices.
- Arrival-related charges have increased from USD 14.1 in 2021 to USD 34.1 in 2024.

Overall, taxes and fees account for over 55% of airlines’ lowest base fares and more than 35% of total ticket prices, underscoring the urgent need for cost reduction and harmonization across the continent.

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## SECTION TEN: SUSTAINABILITY

In 2025, sustainability has become a central pillar of Africa's aviation agenda, with the African Airlines Association (AFRAA) playing a leading role in steering the continent's carriers toward more environmentally and socially responsible operations. As global pressure mounts for airlines to decarbonize, AFRAA has stepped up by enhancing strategic partnerships, facilitating knowledge sharing, and pushing for policy frameworks that enable the growth of sustainable aviation across Africa.

A cornerstone of AFRAA's 2025 sustainability efforts is its Memorandum of Understanding with Env-isa, signed earlier this year. This partnership is designed to support African airlines in embedding sustainability principles into their operations through technical assistance, regulatory guidance, and environmental compliance support. AFRAA and Env-isa are working together to assess airlines' current environmental performance, identify gaps, and develop roadmaps for improvement — particularly in relation to carbon reduction and sustainable aviation fuel (SAF) readiness.

Complementing this, AFRAA also partnered with Boeing to deliver a comprehensive Sustainability Workshop Series in 2025, aimed at building the capacity of airline executives, technical teams, and policymakers. The workshops covered SAF, carbon offsetting, fleet modernization, ground operations sustainability, and ESG (environmental, social, governance) reporting. Through these sessions, AFRAA has empowered its member airlines to adopt practical sustainability solutions suited to the African operating environment, where challenges such as high operational costs, aging fleets, and limited SAF access persist.

Operational efficiency is another area where AFRAA has focused its efforts. By promoting best practices in route optimization, fuel management, and green airport operations, AFRAA is helping airlines reduce their environmental impact while also cutting costs. Airlines like Kenya Airways, a leading AFRAA member, have implemented the '5Rs' strategy (Refuse, Reduce, Reuse, Recycle, Recover)

across their operations, with visible improvements in waste management and energy efficiency. Several other member airlines are now following suit, encouraged by AFRAA's push for industry-wide sustainability benchmarks.

Policy advocacy has also been a stronghold of AFRAA's 2025 work. The association continues to lobby African governments and regulators to create enabling environments for sustainable aviation. This includes supporting tax incentives for SAF development, streamlining approval processes for green technologies, and harmonizing sustainability-related regulations across borders. Additionally, AFRAA has urged governments to address financial constraints that hinder airlines' progress — such as blocked airline revenues, high aviation taxes, and lack of access to green financing.

On the data and reporting front, AFRAA is encouraging its members to embrace ESG frameworks and publish regular sustainability reports. This aligns with growing investor and consumer expectations around environmental accountability. Kenya Airways, for example, released a comprehensive sustainability report in 2025 outlining its path to net zero by 2050, SAF pilot initiatives, ground service electrification, and tree planting campaigns. Such transparency, driven by AFRAA's influence, is gradually becoming the norm among African carriers.

Looking ahead, AFRAA's vision for African aviation sustainability includes scaling local SAF production, modernizing fleets, and fostering deeper collaboration between airlines, airports, and civil aviation authorities. It also includes supporting the alignment of African sustainability efforts with global initiatives such as IATA's Focus Africa and the Carbon Offsetting and Reduction Scheme for International Aviation (CORSIA). By ensuring African voices are heard in global sustainability dialogues, AFRAA is helping the continent's aviation industry not only meet its environmental obligations but also access new growth opportunities through green transformation.

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## SECTION ELEVEN: FAA OR EASA CERTIFIED AFRICAN MROS

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## SECTION TWELVE: FAA OR EASA CERTIFIED TRAINING CENTERS

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### **Tunisair Training Centre**

Mr. Khaled Essafi  
Director, Training Centre  
Tel: +216 70 837 000 Ext. 2914  
Email : khaled.essafi@tunisair.com.tn  
Tunisair Training Centre  
Contact:  
Main Tunisair Tel: +216 70  
Official website: <https://www.tunisair.com.tn/>

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### **ExecuJet MRO Services (South Africa)**

MRO Manager  
Address: 2 Aerial Way, ExecuJet Hanger, Lanseria, 1748,  
South Africa  
Tel: +27 11 973 3900  
Email: mro@execujet.aero  
Website: <https://www.execujet.aero/mro/locations/south-africa/>

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### **Lufthansa Technik (South Africa)**

Commercial Director  
Address: 2 Aerial Way, Hangar 1, Lanseria, 1748,  
South Africa  
Tel: +27 11 361 0000  
Email: info@lht-sa.co.za  
Website: <https://www.lht-sa.co.za/>

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### **MyTechnic (Tunisia)**

General Manager  
Address: Technopôle Sidi Thabet,  
2020 Sidi Thabet, Tunisia  
Tel: +216 70 144 144  
Email: contact@my-technic.com  
Website: <https://www.my-technic.com/>

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### **Aero Magrep (Morocco)**

Commercial Director  
Address: Zone de l'Aéroport, Anfa, 20200 Casablanca,  
Morocco  
Tel: +212 522 539 700  
Email: contact@aeromagrep.com  
Website: <https://www.aeromagrep.com/>

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### **Aircraft Maintenance Services (AMS) - Uganda**

Managing Director  
Address: Entebbe International Airport,  
PO Box 191, Entebbe, Uganda  
Tel: +256 312 202 900  
Email: info@ams.co.ug  
Website: <https://www.ams.co.ug>

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### **Guinea Airways Maintenance (GAM) - Ghana**

Head of Maintenance  
Address: Ghana Airways Building, Accra, Ghana  
Tel: +233 302 779 243  
Email: info@guineaairways.com  
Website: <https://www.guineaairways.com/>

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### **Airworthy Comoros (Comoros)**

Technical Director  
Address: Prince Said Ibrahim International Airport,  
Moroni, Comoros  
Tel: +269 773 07 09  
Email: operations@airworthycomoros.com  
Website: <https://www.airworthycomoros.com/>

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## SECTION THIRTEEN: AFRAA MEMBER AIRLINES - INDIVIDUAL SUMMARY FACTS



**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

AFRAA MEMBERSHIP  
Became member in 2022  
Established in 2004

Destinations  
Domestic 5  
Intra- Africa 13

Business model  
Hybrid

FLEET SIZE  
ATR 42-500 1  
ATR72-600 5

Ownership Structure  
Government: 56%  
Private equity 44%



**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](http://www.afriqiyah.aero)

IATA CODE : 8U  
ICAO CODE: AAW

AFRAA MEMBERSHIP  
Became member in 2002  
Established in 2001

OWNERSHIP STRUCTURE  
Government: 100%

FLEET SIZE  
A320-200 4  
A330-300 1



**Mr. Hamza Benhamouda**  
Chief Executive Officer

ADDRESS  
1 Place Maurice Audin,  
Alger, Algeria  
Tel: +213 21 637070  
Fax: +213 21 744425  
[www.airalgerie.dz](http://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 30  
Intra-Africa 9  
International 34

EMPLOYEES  
7937

FLEET  
A 330-202 8  
B 737-800 25  
B 737-600 5  
B 737-700 C 2  
ATR 72-500/600 15  
Hercules L 100-30 1



**Mr. Azakaria Traore**  
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

OWNERSHIP STRUCTURE  
Great Horn Investment: 70%  
Djibouti Airport Authority: 30%

DESTINATIONS SERVED  
Domestic 2  
Intra-Africa 7  
International 0

FLEET SIZE  
E195 2  
E175 1



**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

OWNERSHIP STRUCTURE  
Great Horn Investment: 70%  
Djibouti Airport Authority: 30%

DESTINATIONS SERVED  
Domestic 0  
Intra-Africa 5  
International 1

EMPLOYEES  
350

FLEET  
ERJ145 2



**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

IATA CODE : MD  
ICAO CODE: MDG

AFRAA MEMBERSHIP  
Became member in 1975  
Established in 1962

OWNERSHIP STRUCTURE  
STATE 89.56%  
ARO 5.53%  
AIR FRANCE 1.65%  
NY HAVANA 0.32%  
STAFF 0.39%

FLEET SIZE  
ATR 72-500 4  
ATR 72-600 1



**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	2

EMPLOYEES  
1947

FLEET

A320	2
Boeing 737	6
Boeing 777	2
Embraer E2	1
Embraer ERJ 145	8



**Mr. Tidiane Ndiaye**  
Chief Executive Officer

ADDRESS

IMMEUBLE LA ROTONDE RUE  
AMADOU ASSANE NDOYE  
Tel: +221 76 637 61 00/  
+221 77 733 46 77  
<https://flyairsenegal.com>

IATA CODE: HC  
ICAO CODE: SZN

AFRAA MEMBERSHIP  
Became member in 2019  
Established in 2016

OWNERSHIP STRUCTURE  
100% state owned

DESTINATIONS SERVED

Domestic	4
Regional	14
Intercontinental	7



**Eng. Peter Ulanga**

ADDRESS

Air Tanzania,  
PO Box 543, Dar es Salaam,  
Tanzania  
Tel: +255 22 2113329  
Fax: +255 22 2134069  
[www.airtanzania.com](http://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

OWNERSHIP STRUCTURE  
Government 100%

DESTINATIONS SERVED

Domestic	13
Intra-Africa	8
Intercontinental	2

EMPLOYEES  
2383

FLEET

Dash8-Q400	5
A220-300(CS300)	4
B787-8 Dreamliner	3
B767-300F	1
B737 MAX 9	2



**De Villiers Engelbrecht (April 2025)**  
**MD and Chief Executive Officer**  
**Airlink (Pty) Limited**

**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 2018  
 Established in 1988

**OWNERSHIP STRUCTURE**  
 Privately Owned

**DESTINATIONS SERVED**  
 Domestic 26  
 Intra-Africa 38  
 Intercontinental 0

**EMPLOYEES**  
 2280

**FLEET**  
 Embraer E-Jet 190 30  
 Embraer E-Jet 190 3  
 Embraer 135 26  
 Jetstream 4  
 ATR72-600 1



**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  
 Website: [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

**DESTINATIONS SERVED**  
 REGIONAL 28

**EMPLOYEES**  
 548

**FLEET**  
 B737-800 9  
 737 MAX 5



**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

**COMMERCIAL PARTNERSHIP**  
 Coyne Airways  
 Aztec

**OWNERSHIP STRUCTURE**  
 Privately Owned

**DESTINATIONS SERVED**  
 Domestic – 4  
 Regional – 73  
 Intercontinental – 118

**EMPLOYEES**  
 120

**FLEET**  
 B737-400F  
 B 767-200F  
 B 767-300F



**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

**OWNERSHIP STRUCTURE**

Mr. Ahmedosman Abushaera 50%  
Mr. Hashim Yousif ELDigair 50%

**COMMERCIAL PARTNERSHIP**

Sudan Airways

**DESTINATIONS SERVED**

Domestic	7
Regional	5
International	3

**FLEET**

B737-500	2
B737-800	2



**Mr. Alexandre Mukendi Tshikala**  
Chief Executive Officer

**ADDRESS**

130 Boulevard du 30 juin  
Immeuble Elembo  
Kinshasa, R D Congo  
Website: www.congoairways.com  
Tel:+243 817098059

IATA CODE: 8Z

ICAO CODE: ZGA

**AFRAA MEMBERSHIP**

Became member in  
November 2016  
Established in 2014

**OWNERSHIP STRUCTURE**

100% the Government

**COMMERCIAL PARTNERSHIP**

Air France

**DESTINATIONS SERVED**

Domestic	11
Intra-African	1

**EMPLOYEES**

FLEET 0



**Capt. Ahmed Adel,**  
**Chairman & CEO**  
Egyptair Holding Co.

**ADDRESS**

EGYPTAIR Admin. Complex,  
Middle Bldg. 3rd Flr.  
PO Box 11776 Airport Road,  
Cairo, Egypt.  
Tel: +202 2267 6542/+202 2267 4615  
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%

**COMMERCIAL PARTNERSHIP**

Star Alliance

**DESTINATIONS SERVED**

Domestic	9
Intra-Africa	21
Intercontinental	58

**EMPLOYEES**

27562

**FLEET**

B737	27
B777	4
B787 – 800	7
A320 Neo	7
A321 Neo	7
A330 -200F	3
A330-200	6
A330-300	4



**Capt. President Qiniso Dhlamini**  
Chief Executive Officer

ADDRESS

Gate 6, Matsapha Airport Road,  
Matsapha. Kingdom of Eswatini  
Tel: +202 2267 6542 / +202 2267 4615  
Fax: +202 269 63334  
www.eswatiniair.co.sz

IATA CODE: RN  
ICAO CODE: SZL

AFRAA MEMBERSHIP  
Established in 1932  
Became member in 1968

OWNERSHIP STRUCTURE  
Government: 100%

COMMERCIAL PARTNERSHIP  
APG Airlines  
Hahn Air

DESTINATIONS SERVED  
Domestic 0  
Intra-Africa 4  
Intercontinental 0

EMPLOYEES  
58

FLEET  
Embraer ERJ145 2



**Mr. Anis Riahi**  
Chief Executive Officer

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

OWNERSHIP STRUCTURE  
Privately owned

COMMERCIAL PARTNERSHIP

DESTINATIONS SERVED  
Intra-Africa

FLEET  
B737-300 2



**Mr. Karanja Ndegwa**  
Chief Executive Officer

ADDRESS

PO BOX 19079-00501, Nairobi  
Tel: +254  
Jambojet.com

IATA CODE: JM  
ICAO CODE: JMA

AFRAA MEMBERSHIP  
Became member in 2022  
Established in 2014

OWNERSHIP STRUCTURE  
Private. Fully owned by Kenya  
Airways PLC.

COMMERCIAL PARTNERSHIP  
Kenya Airways  
Hahn Air

DESTINATIONS SERVED  
Domestic 7  
Intra-Africa 1  
Intercontinental 0

EMPLOYEES  
464

FLEET  
7 De Havilland Dash 8 Q400 8



**Mr. George Uriesi**  
Chief Executive Officer

ADDRESS  
Victor Attah International Airport  
Uyo, Akwa Ibom State  
Nigeria  
www.ibomair.com

IATA CODE: QI  
ICAO CODE: IAN

AFRAA MEMBERSHIP  
Became member in 2023  
Established in 2019

OWNERSHIP STRUCTURE  
Government – 100%

COMMERCIAL PARTNERSHIP  
APG Airline

DESTINATIONS SERVED  
Domestic 6  
Intra-Africa 1  
Intercontinental 0

EMPLOYEES  
593

FLEET  
CRJ – 900 5  
A320 2



**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  
Individual Kenyan  
shareholders – 43.34%  
KLM – 7.76%  
Government - 48.9%

COMMERCIAL PARTNERSHIP  
KLM Air France  
Delta British Airways  
Jambojet South African  
Airways  
Air Mauritius Saudi Arabia  
Precision Air Air Burkina  
Safarilink ITA Airways  
Egypt Air Air Austral  
Oman Air

DESTINATIONS SERVED  
Domestic 2  
Intra-Africa 42  
Intercontinental 20

EMPLOYEES  
4343

FLEET  
Boeing 787-8 8  
Boeing 737 - 300 2  
Boeing 737 - 700 4  
Boeing 737 – 800 8  
Embraer 190 12



**Hilario Devis Tembe**  
Accountable Manager

ADDRESS  
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: 100%

COMMERCIAL PARTNERSHIP  
Ethiopian Airlines  
Kenya Airways  
South African Airways  
TAAG Angola Airlines

DESTINATIONS SERVED  
Domestic 11  
Intra-Africa 5  
EMPLOYEES  
831

FLEET  
Bombardier DHC-8-4003



**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

DESTINATIONS SERVED  
Domestic 3  
Intra Africa 10  
Intercontinental 0

FLEET  
B737-800 1  
B737-700 1  
B737-Max 1  
ERJ170 2  
ERJ145 1



**Elbashir H. Tayari**  
Chief Executive Officer

ADDRESS  
Mohammed Rajab Al –  
Zaidi Street Alnoflyeen  
Tripoli, Libya

IATA CODE: BM  
ICAO CODE: MNS

AFRAA MEMBERSHIP  
Became member in 2023

OWNERSHIP STRUCTURE  
Privately Owned

COMMERCIAL  
PARTNERSHIP  
DESTINATIONS SERVED  
Domestic 0  
Intra-Africa 1  
International 3

EMPLOYEES  
127

FLEET  
A320 2



**Mr. Chokri Zarrad**  
Chief Executive Officer

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

OWNERSHIP STRUCTURE  
Privately Owned

COMMERCIAL PARTNERSHIP  
DESTINATIONS SERVED  
Domestic 3

Intra-Africa 0  
International 18

EMPLOYEES  
552

FLEET  
A320-200 10



**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 9  
Intra-Africa 5

EMPLOYEES  
246

FLEET  
ATR 72 1  
ATR 42 2  
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 (KQ)  
Etihad Airways (EY)  
Hahn Airlines GMBH (HI)

DESTINATIONS SERVED  
Domestic 11  
Intra-Africa 3

EMPLOYEES  
394

FLEET  
ATR 72 3  
ATR 42 1



**Mr. Abdelhamid Addou**  
Chief Executive Officer

ADDRESS  
Aéroport CASA-ANFA,  
Casablanca, 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: 54.46%  
Hassan II Fund: 44.52%  
Air France: 0.65%  
Iberia: 0.22%  
Private Investors: 0.15%

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 19  
Intra-Africa 46  
International 58

EMPLOYEES  
1966

FLEET  
ATR 72 6  
Boeing 737-800 30  
Boeing 737-MAX 2  
Boeing 787 9  
Embraer E190 4  
Boeing 767-Freighter 1



**Ms. Yvonne Makolo**  
Chief Executive Officer

**ADDRESS**

PO Box 7275 Kigali, Rwanda  
Tel: +250 25250 3687  
Fax: +250 25250 3686  
www.rwandair.com

IATA CODE: WB  
ICAO CODE: RWD

**AFRAA MEMBERSHIP**  
Became member in 2009  
Established in 2002

**OWNERSHIP STRUCTURE**  
Aviation Travel and Logistics  
Holding Ltd: 100%

**COMMERCIAL PARTNERSHIP**  
Ethiopian Airlines  
Turkish Airlines  
Qatar Airways

**DESTINATIONS SERVED**

Domestic	1
Intra-Africa	19
International	6

**EMPLOYEES**  
2148

**FLEET**

A330-300	1
A330-200	2
Boeing 737-700	1
Boeing 737-800	6
Bombardier CRJ900 Next Gen	2
Bombardier Dash 8-Q400	2



**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

**OWNERSHIP STRUCTURE**  
Privately owned

**COMMERCIAL PARTNERSHIP**

**DESTINATIONS SERVED**

Domestic	21
Intra-Africa	3

**EMPLOYEES**

**FLEET**

Cessna 208	11
Bombardier Dash 8-106	1
Bombardier Dash 8-202	1
Bombardier Dash 8-315	1



**Capt. 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



**Ms. Diana Nyambura**  
CEO And Accountable Manager

**ADDRESS**

Skyward Express Building,  
Wilson Airport.  
Nairobi Kenya  
Call Centre: +254 709 786 000  
Emergency: +254 740 410 700  
Emails: reservations@  
skywardairlines.co.ke  
www.skywardairlines.co.ke

IATA CODE: OW  
ICAO CODE: SEW

**AFRAA MEMBERSHIP**  
Became member in 2025  
Established in 2013

**DESTINATIONS**  
Domestic 9  
Intra-Africa 1

**FLEET**  
DHC 8-100  
DHC 8-200  
DHC 8-300  
DHC 8-400  
FOKKER 70  
FOKKER 100



**SOUTH AFRICAN AIRWAYS**

**Professor John Lamola**  
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

**OWNERSHIP STRUCTURE**

**DESTINATIONS SERVED**  
Domestic 4  
Intra-Africa 15  
International 5

**EMPLOYEES**  
3524

**FLEET**  
A330-300 1  
A330-200 1  
A350-900 1  
A340-400 1  
A340-600 1  
A320-200 14  
A319-100 1



**Captain Ibrahim Ali Abusin**  
General Manager

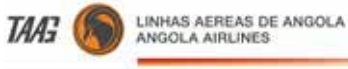
**ADDRESS**

PO Box 253, 161, Block 10,  
Obeid-Khatim Street, Riaydh,  
Khartoum, Sudan  
Tel: +249 183 243 716  
Fax: +249 183 243717  
www.sudanair.com

IATA CODE: SD  
ICAO CODE: SUD

**AFRAA MEMBERSHIP**  
Became member in 1968  
Established in 1946

**FLEET**  
A320 1  
**DESTINATIONS SERVED**  
DOMESTIC 4



**Mr. Nelson Jesus Oliveira**  
Chief Executive Officer

ADDRESS

123, Rua da Missao,  
Luanda, Angola  
Tel: +244 222 632 845  
www.taag.com

IATA CODE: DT  
ICAO CODE: DTA

AFRAA MEMBERSHIP  
Became member in 1978  
Established in 1938

OWNERSHIP STRUCTURE  
Government: 100%

COMMERCIAL PARTNERSHIP

DESTINATIONS SERVED  
Domestic 13  
Intra-Africa 14  
Intercontinental 9

EMPLOYEES  
2234

FLEET  
A320 2  
B737 5  
B777 4  
B 787 Dreamliner 1  
De-Havilland Canada DHC-8-400 4



**Mr. Montacer Brouni**  
Chief Executive officer

ADDRESS

Boulevard Mohamed Bouazizi  
2035 Tunis Carthage, Tunisia  
Tel: +216 7083 7000  
Fax: +216 7083 6100  
www.tunisair.com

IATA CODE: TU  
ICAO CODE: TAR

AFRAA MEMBERSHIP  
Became member in 1968  
Established in 1948

OWNERSHIP STRUCTURE  
STATE OF TUNISIA 64.90%  
AIR France 5.60%  
CNSS 4.00%  
CNRPS 3.90%  
CNAM 1.70%  
FLOATting 20.00%

COMMERCIAL PARTNERSHIP  
Royal Jordanian  
Middle East Airlines

DESTINATIONS SERVED  
Domestic 0  
Intra-Africa 14  
Intercontinental 27

EMPLOYEES  
3107

FLEET  
A320 9  
A330 1



**Ms. Jenifer Bamaturaki**  
Chief Executive Officer

ADDRESS

Eagle Air 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

OWNERSHIP STRUCTURE  
Government: 100%

COMMERCIAL PARTNERSHIP

DESTINATIONS SERVED  
Intra-Africa 15  
INTER- CONTINENTAL 3

FLEET  
A320 1  
A330 2  
Bombardier CRJ 900 3



**Mr. Thomas Gebreyohannes Woldesenbet**  
Chief Executive Officer

Corporate Address:  
34/947M Kenneth Kaunda  
International Airport  
PO Box 37232, Lusaka, Zambia

Website:  
<https://www.zambia-airways.com/>

IATA Code: ZN  
ICAO Code: AZB

AFRAA Membership  
Became member in 2023  
Established in 1964  
Recommended operations in 2021

Ownership Structure:  
Industrial Development  
Corporation Limited (IDC) – 55%  
Ethiopian Airlines Group – 45%

Destination Served:  
Domestic – 3  
Intra- Africa – 3

FLEET  
Boeing 727-700 1  
De Havilland Canada DASH 8- 400 1



**Mr. Jimmy Kibati**  
MD/Chief Executive Officer

ADDRESS Wilson Airport,  
Langata Rd, Nairobi  
<https://www.boskovicaircharters.com/>

IATA CODE:  
ICAO CODE: ZBA

AFRAA MEMBERSHIP  
Became member in 2024  
Established in 1964

OWNERSHIP STRUCTURE  
Privately owned

COMMERCIAL PARTNERSHIP  
N/A

DESTINATIONS SERVED  
Domestic 0  
Intra-Africa  
Intercontinental

EMPLOYEES

FLEET

BEECHRAFT KINGAIR 200 SE	1
CESSNA 208B	8
CESSNA 208B EX	4
CESSNA 208B EX OASIS INTERIOR	1
CESNA 206 H stationair	2

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## SECTION FOURTEEN: AFRAA PARTNERS – PROFILES AND CONTACTS



### Information

Founded in 2002, ACC Aviation delivers market-leading solutions across aircraft transactions, ACMI leasing and air charter. Through our international office network spanning Europe, the Middle East, Africa, North America and Asia, we serve a diverse clientele across the globe.

**Comprehensive Aircraft Transaction Services:** ACC offers end-to-end solutions for airlines, aviation investors, and lenders, covering everything from aircraft and engine sourcing and remarketing to contractual advice and transaction closure, ensuring a seamless process from start to finish.

**Reliable ACMI Leasing Solutions:** We provide ACMI leasing services to airlines, offering additional aircraft capacity to address AOG situations, maintenance delays, crew shortages, seasonal demand planning, or route testing requirements,

#### Contact:

ACC AVIATION  
Tel: +971 4 250 0373

ensuring uninterrupted operations and optimized fleet utilization.

**Tailored Air Charter Solutions for Every Need:** We provide bespoke air charter services for both individual and group private travel needs. Whether it's an efficient solution for corporate travel or a luxurious private jet for a VIP client, we will tailor our service to meet our clients' requirements.

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. Leveraging our extensive global network and real-time market insights, we help our clients capitalize on emerging opportunities in a rapidly evolving industry.

Email: [info@accaviation.com](mailto:info@accaviation.com)  
Website: [www.accaviation.com](http://www.accaviation.com)



### About Accelya

Accelya is a global leader in airline software, powering over 200 airlines with an open, modular platform that enables them to drive growth, enhance customer experiences, and take control of their retailing. Our FLX ONE platform empowers airlines to transform across Offer, Order, Settlement, and Delivery (OOSD), in line with IATA's standards for modern retailing.

With a cloud-native infrastructure powered by AWS, Accelya processes more than 30 billion unique offers daily, settles over \$100 billion annually, and

delivers more than 50% of global NDC volumes. Our solutions span the entire retail lifecycle, both above and below the wing, giving airlines the flexibility, performance, scalability, and reliability they need.

Backed by 40 years of industry expertise, long-term support from Vista Equity Partners, and 2,500 employees across 10 global offices, Accelya has the scale and proven track record to meet the evolving needs of the airline industry.

For more information, visit the [Accelya Website](http://Accelya Website).

Aviation Co-ordination Services (Pty) Ltd (ACS) is a private, non-profit distributing company that provides operational support services to airlines operating to and within South Africa.

Established in 1999, through a joint initiative of the Airlines Association of Southern Africa (AASA) and the Board of Airline Representatives of South Africa (BARSA) with the support of the Airports Company of South Africa (ACSA).

The purpose of ACS is to combine resources and provide non-competing, shared services in

accordance with the national and international standards whilst implementing world class best practices.

A unique aviation services company owned by the airlines, that unites the industry, fosters collaboration, and assists in achieving common objectives.

ACS offers a unique African experience operating at 13 airports across the region, working with national airport operators and local municipal airports alike.

**Contact person:**

Marcus L Modimokwane  
Corporate Affairs

ACS  
Email: [corporateaffairs@acs.za.com](mailto:corporateaffairs@acs.za.com)

## AIRBUS

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.

**Key contact**

Mr. Hadi Akoum  
Vice President Sales

Africa and Indian Sub-Ocean Customer Affairs  
AIRBUS



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 worldwide.



Aero Industrial Sales Company (AIS) is located at the global aviation hub: The New York John F Kennedy International Airport. For over Thirty-Eight years, AIS has been distributing commercial aircraft spare parts, avionics, components, chemicals, and Ground Support Equipment (GSE).

AIS was founded in 1986 by the airline veteran Mohammed Mahmoud, who participated in the initial provisioning for the first commercial jet aircraft to land on the African Continent – the Boeing B720B – delivered to Ethiopian Airlines in 1962.

**Contact:**

Ms. Ubah Mohammed  
President  
Aero Industrial Sales

AIS has been a fully accredited FAA AC 0056B / ASA-100 supplier since 1997 with regular FAA/ASA-100 audits. AIS maintains up-to-date Inspection and Quality Control systems.

Whether your need is for basic STANDARDS or major components of any flying Boeing airplane – from classic 727 to the 787 – a GSE of a small baggage tractor or a giant wide-body Towbar less push-back, whether you are a national carrier or a one cargo airplane operator, AIS, with its ideal location and combined of over 60 years' experience, is your solution. 95% of the time, we globally meet your AOG within 24.

Tel: (718) 949-3300  
Fax: (718) 949-9898  
Email: ubah@aeroindustrialsales.com



AI12 is a unique specialist insurance and reinsurance broker offering clients effective and innovative solutions in various segments and areas of activity. The firm combines over 20 years of expertise in comprehensive risk management, insurance products, and placements across Aviation and Aerospace, Financial Lines and Special Risks, Power & Energy, Oil & Gas, Marine & Cargo, Complex Property, Casualty Treaty Reinsurance & Facultative Reinsurance.

**Contacts:**

Denis Kulikov  
Deputy CEO, Claims and Business Development  
Email: denis.kulikov@ai12.com

The firm's focus anchors on expertise, deep relationships and a genuinely fresh perspective on specialty placements in today's rapidly changing market. Its management team comprises professional and creative minds in the industry dedicated entirely to creating and providing bespoke, game-changing solutions for its clientele and business partners.

Michael Jonga  
Director Africa  
Email: michael.jonga@ai12.com



AirlinePros International is an award-winning, global leader in airline representation, distribution, and commercial support services, dedicated to helping airlines unlock new revenue streams in emerging markets and optimize revenue performance in existing ones.

Founded in 1999 by seasoned aviation professionals James W. Foster and Achma Asokan, AirlinePros has built an extensive global footprint, operating in over 60 countries across five continents and proudly supporting more than 90 commercial airline partners worldwide.

**Core Service Portfolio**

- General Sales Agency (GSA) Services – Driving market expansion and increasing sales penetration on behalf of airline clients.
- Strategic Consulting & Advisory – Expert guidance in network planning, distribution strategy, interline and codeshare partnerships, and overall commercial development.
- Regulatory & Market Compliance – Ensuring

airlines meet all relevant local and international operational requirements.

- GDS Enablement & Activation – Facilitating access to Global Distribution Systems for enhanced market visibility.
- BSP & ARC Coordination Services – Streamlining participation in key settlement systems for global sales distribution.
- Commercial Planning & Optimization – Including fare filing, revenue management, and pricing strategies to maximize airline profitability.

As an IATA Strategic Partner, a trusted collaborator of Airline Reporting Corporation (ARC-USA), and an active member of several leading aviation associations, including AFRAA and AASA, Airline Pros brings together a highly experienced team with deep industry expertise. Combining a truly global presence with localized market intelligence, the company is committed to delivering tangible results and sustainable growth for its airline and tourism partners.

**For further details, reach us on;**

Globalbd@airlinepros.net or  
visit our website on [www.airlinepros.com](http://www.airlinepros.com)

Alton Aviation Consultancy is a specialist advisory firm dedicated to serving the aviation industry. Alton was founded by seasoned industry executives who are globally recognized 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, prioritize resources, and manage risk.

With offices in Dubai, Dublin, New York, Singapore, Beijing, and Tokyo, Alton's engagements span the value chain to include commercial, financial and

**Contact:**

Mr. Adam Cowburn  
Managing Director,

technical aspects. Typical projects include strategy and business plan development, operational performance improvement, and transaction support.

Our team has been privileged to support airlines in Africa with a range of advisory services with a particular emphasis on network strategy, business planning and fleet selection.

Beyond airlines, clients have included multinational development finance organisations, MROs, airports, and other aviation service providers, along with the broader financial and investment community.

To learn more, please visit [www.altonaviation.com](http://www.altonaviation.com)

Alton Aviation Consultancy  
Email: [adam.cowburn@altonaviation.com](mailto:adam.cowburn@altonaviation.com)  
Tel: +852 8191 3028

## amadeus

Airlines today are operating in an increasingly complex and competitive environment. To stay ahead, they must not only drive profitable growth and reduce structural costs but also deliver a seamless, connected traveller experience that meets rising customer expectations.

Achieving this requires more than siloed improvements. Airlines need to align their commercial, operational, financial, and technology functions around a unified goal: transforming performance across the entire value chain. That means enabling smarter planning, more dynamic and personalized retailing, and end-to-end automation to

unlock efficiency and scalability. It also involves streamlining payments, optimizing critical assets like crew and aircraft, and ensuring consistency at every traveler touchpoint.

This level of transformation demands an integrated approach — one that connects systems, data,

and decision-making across the organisation to empower faster, more confident execution.

That's where Amadeus comes in. With deep industry expertise, a portfolio of proven solutions, and the flexibility to adapt to each airline's unique strategy and pace of

change, Amadeus is the ideal partner for this journey. We go beyond modernization — we help airlines unlock real value, build long-term resilience, and deliver a traveller experience that truly differentiates them in the market.

Whether it's enabling next-generation retailing, automating operations, or enhancing customer engagement, Amadeus is committed to helping airlines transform with purpose and impact.

It's your world. Transform it.

<https://amadeus.com/en/airlines/overview>

**Amadeus IT FZCO**

9W Building, 2nd floor, #221C,  
Dubai Airport Freezone,  
PO Box 54848, Dubai, UAE

Lampros Brianas  
Director, Airlines Sub-Saharan Africa  
Festival Tower, 23rd floor  
Dubai Festival City,  
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Tel: +971 4 3211911

## Information

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 maximize 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 for pax and cargo-, a service which still remains at the heart of its operation.

## Contacts

Mrs. Sandrine de Saint Sauveur  
President & CEO  
APG INC | 66 Champs-Élysées | 75008 Paris | France  
Tel: +33 153 77 13 16 |  
Website: [www.apg-ga.com](http://www.apg-ga.com)  
[worldconnect.apg-ga.com](http://worldconnect.apg-ga.com)

In developing such products, APG works closely with key industry organisations such as IATA and ARC to offer access to BSP and ARC at variable costs with the full support of our local offices. APG also operates an e-ticket interline hub, APG IET, now with +150 participating airlines, 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 now connecting +40 airlines 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.

Website: [www.apg-ga.com](http://www.apg-ga.com)

Email: [s.de-saint-sauveur@apg-ga.com](mailto:s.de-saint-sauveur@apg-ga.com)  
Skype: sandrinedss  
Ibra Wane  
Business Development Director MEA  
[ApG Inc i.wane@apg-ga.com](mailto:ApG Inc i.wane@apg-ga.com)  
68 Rue Wagane Diouf | Dakar | Senegal  
Tel: +221 77 332 2241 |



A leading global aerospace company and top U.S. exporter, Boeing develops, manufactures and services commercial airplanes, defense products and space systems for customers in more than 150 countries. Our U.S. and global workforce and supplier base drive innovation, economic

opportunity, sustainability and community impact. Boeing is committed to fostering a culture based on our core values of safety, quality and integrity.

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

**Boeing Africa PLC**  
Addis Ababa Office  
Mezzanine Floor, Minaye Tower

Boeing International Corporation  
PO Box 54289  
Dubai, United Arab Emirates  
Tel: +971 4 213 4700  
Fax: +971 4 299 7052



## Information

ATR is the world number one regional aircraft manufacturer with its ATR 42 and 72, the best-selling aircraft in the below 90-seat market segment. The unifying vision of the company is to accelerate sustainable connections for people, communities and businesses, no matter how remote. ATR aircraft open 120 new routes every year on average, facilitating the development of territories and enabling access to crucial services like healthcare and education. Thanks to ATR's focus on continuous innovation and the intrinsic efficiency of the turboprop technology, ATR aircraft are the most advanced, versatile, cost-effective and lowest-emission regional aircraft on the market, emitting 45% less CO<sub>2</sub> than similar-size regional jets.

## Contacts

Mr. Guillaume Huertas  
Head of Region Africa

In January 2022, we flew the first ever commercial aircraft using 100% SAF in both engines. ATR is a joint-venture between Airbus and Leonardo. Visit us on [www.atr-aircraft.com](http://www.atr-aircraft.com) for more information.

## Facts & figures

- Workforce: 1,400 (beginning of 2025)
- Headquarters: Toulouse
- More than 1,900 aircraft sold
- More than 1,700 aircraft delivered
- +40 million flights since the beginning of the programme (1981)
- +2 billion passengers since 1981
- +200 operators
- +100 countries

Email: [guillaume.huertas@atr-aircraft.com](mailto:guillaume.huertas@atr-aircraft.com)

Tel: +33 614327190

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The Chapman Freeborn group was established in the UK in 1973. The company has offices worldwide including Middle East, Africa, India, North America, Europe, Asia, and Australia. In the cargo market, Chapman Freeborn Airchartering specialises in the charter and lease of aircraft for a wide-ranging customer base, including freight forwarders, multinational corporations, governments, humanitarian agencies, and a host of industries around the globe. In addition to freight services, Chapman Freeborn offers specialist passenger services including private jet charters for executive

travel and large aircraft for crew rotations and international group travel, as well as on board courier services. Chapman Freeborn is part of the Avia Solutions Group family, the world's largest ACMI (Aircraft, Crew, Maintenance, and Insurance) provider, with a fleet of 213 aircraft. The group also provides a range of aviation services including MRO (Maintenance, Repair, and Overhaul), pilot and crew training, ground handling, as well as a variety of associated services. Supported by 12,000 highly skilled aviation professionals, the group operates worldwide.

For more information, please visit [chapmanfreeborn.aero](http://chapmanfreeborn.aero) or contact us directly.

Jenny Van Wyk – Country Manager South Africa

Tel: +27 (0)10 447 8844

Email: [africa@chapmanfreeborn.aero](mailto:africa@chapmanfreeborn.aero)



## About Cirium

Cirium® is the world's most trusted source of aviation analytics. The company delivers powerful data and cutting-edge analytics to empower a wide spectrum of industry players. Equipping airlines, airports, travel enterprises, aircraft manufacturers, and financial entities with the clarity and intelligence they need to optimize their operations, make informed decisions, and accelerate revenue growth.

Cirium® is part of LexisNexis® Risk Solutions, a RELX business, which provides information-based analytics and decision tools for professional and business customers. The shares of RELX PLC are traded on the London, Amsterdam and New York Stock Exchanges using the following ticker symbols: London: REL; Amsterdam: REN; New York: RELX.

For further information please follow Cirium® on LinkedIn or visit [cirium.com](http://cirium.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 10x 40,000ltrs dedicated epoxy-coated bulk haulage bridging road vehicles for transportation of JET Fuel between aviation facilities, 2x 41,000ltrs, 2x 20,000ltrs, 1x 63,000ltrs 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-Saharan and the whole of Africa.



Collins Aerospace, an RTX business, is a leader in technologically advanced and intelligent solutions for the global aerospace and defense industry. Collins Aerospace has the extensive capabilities,

comprehensive portfolio and broad expertise to solve customers' toughest challenges and to meet the demands of a rapidly evolving global market.

Philippe Hervy  
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Account Director Africa  
Collins Aerospace Avionics

Warwick Stone  
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Account Director Africa  
Collins Aerospace Avionics.



**DE HAVILLAND AIRCRAFT  
OF CANADA LIMITED**

De Havilland Aircraft of Canada was created in 1928 to build aircraft and train personnel for military missions in the defence of freedom. Over generations, the company evolved to lead Canadian aerospace innovation by designing and delivering over 5,000 aircraft that access remote communities, deliver aid, save lives, and safeguard communities the world over.

In Africa, De Havilland Canada aircraft have been in service for many decades. One of the first De Havilland Canada aircraft to operate in Africa was the DHC-2 Beaver; the first one, MSN 25 was delivered in November 1948. Today, Africa is home to a fleet of over 256 aircraft. The excellent hot-weather and high-altitude capability of De Havilland Canada's aircraft, along with their superior performance

**Contacts**

James Bosse  
Director Sales

on short or unpaved runways, allow them to safely operate in Africa's diverse geographical environments. And as airlines in Africa continue to develop a steadily growing regional airline network, De Havilland Canada's aircraft continue to lead the commercial turboprop segment on the continent.

From our aviation roots with legendary aircraft like the Beaver, Buffalo, Caribou and Otter; to today's fleet of Dash 8s, Twin Otters and aerial Firefighter™ that help protect and move people around the world, De Havilland Canada is dedicated to advancing our near-100-year reputation of excellence in innovation, production, and customer support, while manufacturing aircraft that get the job done.

De Havilland Canada  
Email: james.bosse@dehavilland.com  
Tel: +254 740 484753



Embraer is a global aerospace company headquartered in Brazil, with businesses in Commercial and Executive Aviation, Defense and Security, and Agricultural Aviation. The company designs, develops, manufactures, and markets aircraft and systems, providing comprehensive after-sales services and support.

Since its founding in 1969, Embraer has delivered over 9,000 aircraft. On average, one Embraer-

manufactured aircraft takes off every 10 seconds somewhere in the world, transporting over 150 million passengers annually.

Embraer is the leading manufacturer of commercial jets with up to 150 seats and the top exporter of high-value-added goods in Brazil. The company maintains industrial units, offices, service, and parts distribution centers across the Americas, Africa, Asia, and Europe.

Contact detail of our key representative in Africa:  
Stephan Hannemann – SVP Sales & Marketing | Head of MEA  
Email: stephan.hannemann@nl.embraer.com



GE Aerospace is a world-leading provider of jet and turboprop engines, components and integrated systems for commercial, military, business and general aviation aircraft. In addition, it is the world's leading integrated engine maintenance resource, with revenues exceeding \$30 billion. At GE Aerospace, we were meant to fly. From the

turbosupercharger to the world's most powerful commercial jet engine, our history of powering the world's aircraft features more than 100 years of innovation. With more than 80 facilities, we operate on the world stage and advance aviation in every corner of the globe.

**For more information, contact:**

Alison Dekkers  
RGM Africa

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EML Engineers and Construction Trading as EML Energy is a South African Petroleum Company owned and managed by Previously Disadvantaged Individuals with a level 1 BBBEE status. EML Energy is a company duly incorporated in accordance with the laws of the Republic of South Africa. Launched in 2006, EML Energy is a member of JIG with a wholesale license, a company well known for delivering affordable, safe and quality services.

EML Energy has a National Foot Print, offices and re-fuelling contracts with other operators...giving EML Energy the differential advantage and the ability to provide a Turnkey Fuel Solutions for our local and international customers on affordable offering wherever they are.

EML Energy is committed to providing services that are simple, reliable, cost effective, safe, environment friendly and innovative to its clients.

**Contact:**

EML Engineers and Construction  
t/a EML Energy  
PO Box 953, Medunsa, 0204

These have been delivered with a strong brand-recognition EML Energy is currently operating at the OR TAMBO Airport Precinct, Denel Aviation Kempton Park Campus (ACSA) with ARMSCOR verification for operations in a National Key Point and for provision of Aviation Fuel and Petrol/Diesel Services.

The Fuel Farm Facilities are 100% owned by EML Energy with a combined capacity of 576,000 litres. Our current combined operations include Fuelling, Defueling, Storage, Calibration and Deliveries to all MRO and other fuel related services. We also supply at various Airports including OR TAMBO, Polokwane International, Bloemfontein, Kimberly and Cape Town.

EML Energy is member of the Joint Inspection Group, SACAA and is compliant with the through putter requirements including the \$1 Billion Aerospace Liability Insurance.

13 Acacia Avenue, The Orchards, 0201  
info@emlenergy.com  
www.emlenergy.com



**Simply Smarter Solutions**

Hahnair is a market-leading distribution provider for the aviation industry. With more than 25 years of experience, the ticketing expert connects over 350 airlines with 100,000 travel agencies in 190 markets.

**Distribution Solutions for Airlines**

From legacy carriers to regional airlines to low-costers to start-ups, Hahnair offers solutions to airlines of any size and business model. Whether an airline is looking to close distribution gaps, outsource challenging markets or leave indirect distribution completely in our hands, we have the expertise, the experience and the solutions to grow your revenue.

**For more information, contact:**

Johan Pauwels  
Regional Vice-President Africa and France  
Hahn Air Lines GmbH  
An der Trift 65  
D-63303 DreieichSimply Smarter Solutions

**Benefits**

- Interlining opportunities with 350 partner airlines from 133 countries
- Connections to all GDSs
- Memberships in 170+ BSPs, ARC and TCH
- Reach of 100,000 travel agencies across 190 markets
- Access to millions of potential customers

With Hahnair, airlines will gain a long-term partner who will transform global distribution in the present and in the future.

We are constantly evaluating new technologies and emerging sales channels to make sure our partner airlines do not miss out on potential revenue streams.

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Germany



Established in 1994 by two visionary airline executives, Hitit is a global provider of airline IT solutions, with 70+ customers from 6 continents. Hitit's 'Crane' brand offers a comprehensive suit that serves the diverse needs of flag carriers, low-cost and hybrid airlines, as well as ground-handling agencies. Hitit is a one stop shop for new generation airline IT solutions, with flexible "Software as a Service" modules geared towards every part of an airline's business lifecycle. As part of the SaaS structure, all Crane solutions are hosted at global Hitit data centers and maintained by internal infrastructure teams, driving down costs for clients and providing unlimited scalability. The on-demand business consultancy services provided by Hitit's experienced domain experts round up a package that covers the entire needs.

Hitit's solutions and services provide its aviation industry partners with state-of-the-art technology or passenger services, operations, accounting,

[www.hitit.com](http://www.hitit.com)

Pınar Ergen Akçimen  
Digital & Marketing Manager

cargo, travel solutions, and merchandising. Crane PSS is 2nd largest in Europe and 3rd largest globally, serving a network of 110 million+ passengers, 30.000 agents and 850+ airports in 160 countries. Hitit is also the Industry Leader in IATA Airline Retailing Maturity Index (ARMI). Based on the latest public data from IATA, Hitit retains its leadership position among all other IT providers in the industry. IATA's NDC v21.3 standards lay the groundwork for its proposed Airline Retailing with Offers and Orders; vision, and Hitit has the highest v21.3 capabilities ranking within IATA's ARMI index As a one-stop shop technology vendor with airline retailing, AI-powered technology, and sustainability-focused solutions, we are committed to providing excellent service to African Airlines.

As the fastest growing airline IT company in the world with airline partners in over 50 countries, Hitit has been a major factor in helping airlines in Africa achieve their full potential.

Reşitpaşa Mah. Katar Cad. No:4/1 Arı Teknokent 2  
İç Kapı No:601 34469/Maslak/Sarıyer/ İstanbul/Türkiye  
Tel: (+90) 212 276-1500 | Fax: (+90) 212 -276-1517  
Website: [www.hitit.com](http://www.hitit.com)



Knighthood Global is a leading advisory services and investment company set up by principals James Hogan and James Rigney.

Knighthood Global's diverse team of international aviation, travel and hospitality experts brings decades of experience and deep expertise across multiple sectors and geographies.

From offices in Abu Dhabi and Geneva, Knighthood Global offers high quality, value-added services. Using our expertise in business advisory, capital structuring and investment services, we help our partners and clients – private companies, government entities, institutional investors and high net worth individuals – to identify, develop and release the real value in their business assets.

Our unique operational and strategic insights and expertise come from years working with and for public and private sector stakeholders and business partners in the aviation, travel and tourism industries. This is further enhanced by the knowledge and hands-on competency gained over decades of managing airlines.

**Contact:**

Anne Tullis

[anne.tullis@knighthoodglobal.com](mailto:anne.tullis@knighthoodglobal.com)

Today we continue to work collaboratively with governments, airlines, airports, MROs, and travel companies seeking out synergies and economies of scale to create strategies that deliver real value to corporations and countries.

Mubadala has worked with the principals of Knighthood for many years, exclusively in the aviation sector, in pursuing the overall economic diversification goals of Abu Dhabi. The Emirate has made great strides in taking its aviation sector global, working with key partners around the world with deep aviation expertise. That foundation was built with the help and support of Knighthood's executives, as evident in their support for the aviation, aircraft services, OEM and MRO sectors.

Knighthood Global also enjoys the support and expertise of a strong group of advisors all of whom participate in our projects where their experience strengthens our offering and extends our capability.



Lake Aviation is a leading petroleum trading and transportation company headquartered in Dar es Salaam, Tanzania. With operations in Zambia, the Democratic Republic of Congo (DRC), Burundi, Rwanda, and Uganda, the company has a significant footprint in East and Central Africa. We have been serving the evolving energy needs of the region for over 18 years, operating more than 540 stations.

### **Our Mission**

To deliver on-time, safe, and quality aviation fuel, oil, equipment, and services in compliance with JIG, IATA, national, and international industry standards and best practices.

### **Our Vision**

To be the preferred aviation fuel and associated services provider in East Africa.

### **Our Services**

Lake Aviation offers seven specialized services:

1. Inspection, Testing, and Certification (ITP) for aviation fuel.
2. Consultancy and Project Management for complex projects.
3. Independent Inspection and Auditing services.
4. Specialized Training programs.
5. HSSE (Health, Safety, Security, and Environment) Risk Assessments.
6. Marketing and Networking support.
7. Supply Chain Management for optimized logistics.

### **Address:**

Plot 46 Vijibweni Industrial Area, Kigamboni  
PO Box 5055, Dar es Salaam, Tanzania

### **Quality and Compliance**

We follow a strict Quality Management System, ensuring our fuel meets AFQRJOS, Def Stan 91-91, ASTM D-1655, and IATA standards. Compliance is maintained through:

- Strict SOPs
- Regular audits
- Third-party safety inspections
- Continuous personnel training

We prioritize HSE with updated Hazard and Effects Management Processes and Emergency Response Plans.

### **Strategic facilities**

Primary bulk aviation facility depots at:

- Kilimanjaro International Airport (KIA) and
- Julius Nyerere International Airport (JNIA)

### **Facilities include:**

- Advanced filtration systems
- Integrated fire-fighting systems
- State-of-the-art storage, transport, and delivery technology

### **Why Lake Aviation?**

- Proven industry leadership and quality standards.
- Backed by Lake Group, with major jet fuel contracts secured.
- Integrated supply chain offering competitive prices without compromising quality.
- Strategic partner approach focused on safety, professionalism, and operational excellence.

### **Contacts:**

Tel: +255 761 424 247 / +255 655 555 567

Email: osman.adeeb@lakeoilgroup.com |  
av.sales@lakeoilgroup.com | www.lake-aviation.com

Lufthansa Consulting is an award-winning international aviation and management consulting company.

Since 1988 Lufthansa Consulting, an independent subsidiary of the Lufthansa Aviation Group, has provided services and solutions to the air transportation industry worldwide. Our portfolio and our consulting experts are dedicated to assist aviation-specific client groups: airlines, airports and aviation authorities as well as related industries such as ground handling companies, cargo terminal operators, aircraft manufacturers and financial institutions.

Our experts identify improvement potentials quickly and offer customized consulting solutions

**Contact:**

Mrs. Catrin Drawer, Partner and Head of Market Africa  
Lufthansa Consulting GmbH

Frankfurt Airport Center 1 (FAC 1)  
Building B, 7th Floor

including know-how transfer and implementation, applying the diversified experience of the entire Lufthansa Group. Our clients benefit from customized business solutions designed by consultants with a global understanding of the industry and in-depth knowledge of factors which are critical for success. We know the aviation business!

Experienced consultants from 18 nationalities work together closely with the client, based on mutual trust, ensuring knowledge transfer and mentoring. Lufthansa Consulting has completed more than 3500 projects worldwide during the past four decades.

Hugo-Eckener-Ring  
60546 Frankfurt/Main, Germany  
Tel: +49 151 58940540  
Email: [Africa@LHConsulting.com](mailto:Africa@LHConsulting.com)  
[www.lhconsulting.com](http://www.lhconsulting.com)

Lufthansa Systems Lufthansa Systems GmbH is a leading airline IT provider determined to shape the future of digital aviation. It draws its unique strengths from its ability to combine profound industry know-how with forward-looking technological expertise and has lived by its slogan 'We're into IT' for more than 25 years.

A wholly-owned subsidiary of the Lufthansa Group, the company offers its more than 350 customers an extensive range of successful IT products and services for the aviation industry, many of which are market leaders.

**Contact:**

Lufthansa Systems GmbH  
Email: [info@emarketing.lhsystems.com](mailto:info@emarketing.lhsystems.com)  
Tel: +49 69 696-90000

Lufthansa Systems' pioneering portfolio covers all of an airline's business processes – in the flight deck, in the cabin, and on the ground. As a tech company and airline IT provider, Lufthansa Systems is committed to identifying its own environmental footprint and improving that of its airline customers across the globe.

Headquartered in Raunheim near Frankfurt/Main, Germany, Lufthansa Systems employs around 2,800 people at its locations in 16 countries. [www.lhsystems.com](http://www.lhsystems.com)



Matrix Energy Group incorporated on 25 November 2004, has grown from modest beginnings to become leading indigenous oil marketing, trading and petroleum development company in Nigeria with fully integrated operation and a global network of clients and suppliers, we have established ourselves as a leader in downstream and logistics subsector.

Owned and managed by a team of young Nigeria professionals, we are committed to delivering top quality service and value. Our strategic investments in critical infrastructure including a hydrocarbon storage capacity exceeding 150 million liters, have significantly increased our market share and enabled us to meet the needs of customers across Nigeria, even in remote areas.

Our subsidiaries Aida Energy Limited, Bluefin Energy, Matrix Energy Marketing Limited and Matrix LPG Limited hold permits such as Bulk purchase

#### Contacts

Lagos:

4, Ademola Street,  
Off Awolowo Road, Ikoyi, Lagos State  
Tel: +234-1-453 7847, +234 1 4537848

Delta:

Km 5, New Ode Itsekiri Road, Ifiekporo,  
Warri South LGA, Warri, Delta State  
Tel: +234 53 291 026, +234 704 329 4090,+234 704 617 4223

Ghana:

Steel Works Road, Tema Industrial Area,  
Tema Greater, Accra, Ghana  
Telephone: +233 302 951 763

agreements with NNPC/PPMC/NUPRC Depot License and Environmental Permits from federal Ministry of environment. These approvals allow us to efficiently purchase bulk and coastal cargoes, facilitating local trade, in the last four years, we have successfully traded over 8 million liters of refined products.

WE have proudly participated in NNPCS direct Sales Purchase (DSDP) program since 2017, which has further enhanced our international presence through partnerships with major oil traders, international oil companies (IOCs) and state owned enterprises.

At Matrix, we prioritize the highest standard of health, safety and environmental responsibility. We continuously review operations to ensure compliance with national and international regulations while remaining agile to adapt to the evolving energy landscape.

Abuja:

No. 9 Volta Street, Off Thames Street,  
Maitama, Abuja. FCT  
Tel: +234 805 723 1367, +234 809 287 8535

Zaria:

Km 3, Dumbin Dutse, Kaduna-Zaria Road,  
Zaria, Kaduna State.

Tel: +234 703 055 2009, +234 812 582

[www.matrixenergygroup.com](http://www.matrixenergygroup.com)



Maureva is a leading provider of airline software and service solutions, with over 25 years of expertise in Airline Financial, Commercial, Operational, Passenger Processing, and Business Intelligence Software and Services.

We tackle complex airline challenges by delivering tailored solutions that respect the unique needs of each client while adhering to the latest industry standards.

Our solutions empower airlines to safeguard revenues, reduce operational costs, digitalize cargo operations, optimize flight and crew management, enhance competitive advantage, and gain actionable insights for informed decision-making.

As an IATA Strategic Partner and now a proud member of AFRAA, we serve over 70 airlines worldwide, including 12 AFRAA member airlines, supporting their growth and success in this dynamic industry.



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 capitalized 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.

**Contact:**

Yoshihisa Kumagai  
Mitsubishi Aircraft  
yoshihisa\_kumagai@mhie.com

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>



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 litres 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.



MTU Maintenance is the global market leader in customized service solutions for aero engines, offering a wide range of individually-tailored solutions with innovative maintenance, repair and overhaul (MRO) services, integrated leasing and asset management. With over 30 engine types, MTU boasts the industry's largest portfolio and holds certifications from the FAA (Federal Aviation Administration), EASA (European Union Aviation Safety Agency) and CAAC (Civil Aviation Administration of China), along with over 50 country-specific certifications.

More than 6,500 engine experts across MTU's global MRO network conduct approximately 1,400 shop visits annually on today's most popular engine types, including current generations such as the CF34, CFM56, GE90 and V2500, as well as next-generation engines including the GENx, the GTF™ family and LEAP engines. MTU Maintenance closely collaborates with its parent company, MTU Aero

**Contact details**

Daniel Handke  
Director Sales Africa  
MTU Maintenance Hannover GmbH  
Muenchner Str. 31  
30855 Langenhagen

Engines, which holds risk and revenue shares in various OEM programs.

Additionally, MTU Maintenance Berlin-Brandenburg operates a 50/50 joint venture with Pratt & Whitney Canada, known as Pratt & Whitney Canada Customer Service Centre

Europe GmbH. This venture provides MRO services for the European, Middle Eastern and African markets for helicopter and business jet engines from its Ludwigsfelde location.

MRO portfolio at a glance:

- Regional jets: CF34-8/10E
- Narrow-bodies: CFM56-5B/7, LEAP-1A/1B, PW1000 GTF TM family, V2500-A5
- Wide-bodies: CF6-80C2, GE90-110B/115B, GENx\*, GE9X\*  
\*TCF MRO

Read more...

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mtu.maintenance@mtu.de  
www.mtu.de



OAG is a leading data platform for the global travel industry offering an industry-first single source for supply, demand, and pricing data.

We empower the global travel industry with high-quality, relevant datasets covering the whole journey from planning to customer experience.

**Contacts:**

Carl Littlechild  
Email: Carl.Littlechild@oag.com  
Tel: +44 (0)1582 695117  
URL: <http://www.oag.com/>

Headquartered in the UK, with operations in the USA, Denmark, France, Germany, Singapore, Japan, China, and Lithuania.

For more information, visit [www.oag.com](http://www.oag.com) or contact Vikki Bateman at [Vikki.Bateman@oag.com](mailto:Vikki.Bateman@oag.com)



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), specialized in Aircraft Leasing

In 2015, Palma Capital was one of the lead arrangers of USD 400million 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 USD250million 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



Pratt & Whitney is a world leader in the design, manufacture and service of aircraft engines and auxiliary power systems, and has been revolutionizing modern flight and going beyond for nearly 100 years.

We connect people. We grow economies. We defend freedom.

At Pratt & Whitney, we believe that powered flight has transformed – and will continue to transform – the world.

It's an engine for human progress and an instrument to rise above.

That's why we work with an explorer's heart and a perfectionist's grit to design, build, and service the world's most advanced and unrelenting aircraft

engines. We do this across a diverse portfolio – including Commercial Engines, Military Engines, Business Aviation, General Aviation, Regional Aviation, and Helicopter Aviation – and as a way of turning possibilities into realities for our customers.

This is our mission, and a challenge to which we rise every day. It's about more than transporting people reliably to their destinations. It's about more than providing the care and intelligence to service aircraft engines expertly. It's about innovating and engineering a new and exciting future for aviation – one in which the full potential of human progress can be unleashed.

This is how we at Pratt & Whitney approach our work, and this is why we are inspired to go beyond.

## Predictive Mobility: Your Trusted Partner in Aviation Consulting

Predictive Mobility is a leading aviation consulting firm specializing in optimizing network, fleet, and schedule planning, as well as revenue management for airlines, civil aviation authorities, and travel and tourism companies. Since 2014, we have proudly partnered with the African Airlines Association (AFRAA), demonstrating our commitment to the growth and success of the African aviation sector. Over the past three years, we have collaborated with more than eight African carriers, providing expert solutions in aviation data analysis, schedule planning, fleet management, network optimization, pricing strategies, and revenue management.

Our AIR.PM suite offers an integrated approach to managing these complex areas, enabling airlines and airports to make coordinated commercial decisions that enhance operational efficiency, increase passenger traffic, and drive revenue growth.

Email: [behtebest@predictivemobility.com](mailto:behtebest@predictivemobility.com)



Where aviation meets business innovation... Prodigy Avia Solutions is an aviation consulting company established in London (United Kingdom) with a local representation in Lagos (Nigeria), Douala (Cameroon) and more recently Dakar (Senegal) focusing on working with African Aviation stakeholders including airlines, airports and governments and offering strategic solutions to challenges in the industry. Our objective is to provide the aviation sector with the knowledge, skills, abilities and judgment necessary to succeed in the global aviation community. Our complete and integrated range of services include:

- Airline Restructuring
- Mergers and Acquisitions (M&A)
- Certification Assistance (AOC...)
- Air support for Offshore activities
- Audit Preparation (IOSA, ISAGO, TCO...)

### Contact information:

London West End, 85 Great Portland Street  
London W1W 7LT – United Kingdom

From market intelligence to route development, AIR.PM empowers our clients to expand their reach and explore new opportunities in the global aviation market.

At Predictive Mobility, we believe in forming deep, collaborative relationships with our clients. By positioning ourselves as a trusted part of your team, we take responsibility for your success. This trust allows us to deliver actionable results tailored to your specific needs, helping you navigate the challenges of a competitive industry.

Our goal is to help you expand your world, whether that means opening new routes, gaining market share, or optimizing your operations. With our expertise and passion, we ensure that your business doesn't just take off – it soars.

Aviation Staff Supply  
Aviation Training Solutions  
Feasibility Studies and Market Intelligence  
Documentation Management System (DMS)  
Training solution and partnership  
Aircraft Management and Re-branding  
Etc....

Our cross functional team is composed of highly experienced and passionate professionals, with global exposure in the aviation and consultancy realm, who are experts in their respective fields and possessing the requisite skill sets to offer the best possible advice and assistance.

Together, we explore and develop our client's true capabilities.

To learn more, please visit  
[www.prodigyviasolutions.com](http://www.prodigyviasolutions.com)

Tel: +44 (0) 208 212 7370  
[info@prodigyviasolutions.com](mailto:info@prodigyviasolutions.com)



Rolls-Royce develops and delivers complex power and propulsion solutions for safety-critical applications in the air, at sea and on land. Our products and service packages enable our customers to connect people, societies, cultures and economies together; they meet the growing need for power generation across multiple industries; and enable governments to equip their armed forces with the power to protect.

Rolls-Royce has a presence in 48 countries and customers in more than 150, comprising over

250 commercial large aero engine customers, 160 armed forces and navies and approximately 40,000 active Power Systems customers. We are committed to becoming a net zero company by 2050 and we support our customers to do the same.

Annual underlying revenue was £15.4bn in 2023, underlying operating profit was £1.6bn and free cash flow £1.3bn.

Rolls-Royce Holdings plc is publicly traded company (LSE: RR., ADR: RYCEY, LEI: 213800EC7997ZBLZJH69)

**Contact person:**

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Marketing Executive, Middle East&Africa  
jason.sutcliffe@rolls-royce.com

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Rolls-Royce International Ltd, HQ Building,  
7th Floor, SW, PO Box 144294, Abu Dhabi, UAE



Seabury Aviation Partners (SAP) is the leading global aviation advisor offering comprehensive and best-in-class advisory services to the airline industry, with specialties in airline restructuring, investment banking, aircraft and engine transactions and consulting.

SAP is a trusted advisor to clients and has completed numerous award-winning transactions. Over Seabury's 30-year history, we have completed over 5,000 engagements and been involved in transactions for more than 3,000 aircraft. Our reputation for delivering lasting results and maintaining high client satisfaction is unmatched.

- Led numerous airline transformations (in and out of court), restructuring over \$350 billion in obligations and raising over \$20 billion of equity and debt capital for airlines. Our restructuring services include debt and lease restructuring, cost structure improvements, cross-border re-organisations, distressed M&A, new equity and debt capital raise, litigation support and interim management.

Offers a full suite of investment banking services to airlines, including debt and equity capital raising, private capital solutions, equity, debt, and hybrid securities, mergers and acquisitions, buy side and sell side, divestitures, joint ventures and capital structure optimization.

Helps clients buy, sell, lease, finance, and manage aircraft and engines, supporting the negotiation process from strategy development through final contract. The aircraft transactions services include fleet strategy and fleet acquisition, aircraft and engine transactions, maintenance cost analysis and risk management, aircraft financing and leasing, ownership cost benchmarking, and portfolio diligence and transaction advisory.

Provides consulting services, including comprehensive airline network, fleet, revenue, and partnership strategy, operations and cost optimization, aviation OEM sales, support and product strategy, aviation-focused market screening and M&A strategy, operations and cost optimization, and granular business planning capability.



Safran is an international high-technology group, operating in the aviation (propulsion, equipment and interiors), defense and space markets. Its core purpose is to contribute to a safer, more sustainable world, where air transport is more environmentally friendly, comfortable and accessible.

Safran has a global presence, with 100,000 employees and sales of 27.3 billion euros in 2024, and holds, alone or in partnership, world or regional leadership positions in its core markets. Safran undertakes research and development programs to maintain the environmental priorities of its R&T and innovation roadmap.

The Group comprises the following companies: Safran Aero Boosters, Safran Aerosystems, Safran Aircraft Engines, Safran Cabin, Safran Electrical & Power, Safran Electronics & Defense, Safran Helicopter Engines, Safran Landing Systems, Safran Nacelles, Safran Seats, Safran Transmission Systems.

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.

**Contact:**

Walid El-Ghoz  
SVP Middle East & Africa  
International Business Development &

No.1 worldwide: single-aisle commercial jet engines in partnership with GE, helicopter turbine engines, cabin interiors, landing gear, wheels and carbon brakes (mainly commercial jets with over 100 seats), aircraft wiring, evacuation slides, aircraft seats.

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

No. 1 in Europe: optronic systems, navigation systems.

Space: Safran is a world leader in the space industry. The Group develops a wide range of enabling technologies for rocket propulsion systems, high-performance space optics and modular radio-frequency systems to control satellites and space probes. ArianeGroup (the 50/50 joint company between Safran and Airbus) is also a prime contractor for Europe's Ariane 5 and Ariane 6 launchers.

No. 1 worldwide: high-performance optics, space surveillance via radio frequency sensors, modems for satellite station keeping and space probe control.

Public Affairs  
Safran Group  
Walid.el-ghoz@safrangroup.com



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)



## Information

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/>



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.

Mohamed Lamine SOW  
Responsable Commercial  
Star Oil Guinée.

Cité Chemin de Fer Immeuble Mamou.  
Tél: +224 628 72 64 16 – 664 72 64 16  
Courriel: [mlsow@staroilguinee.com](mailto:mlsow@staroilguinee.com)



### About TPConnects

TPConnects Technologies is an IATA-certified, global travel content aggregation and distribution technology company. Through twin flagship products – Astra for Airlines (NDC API Gateway and B2B Portal Solutions), and Iris for Travel Sellers (An Aggregator Platform) – TPConnects delivers modern air retailing capabilities that drive technological innovation while helping travel industry players increase revenue, streamline operations, and enhance customer experience.

Mr. Giuseppe Candela  
VP – Global Sales  
TPConnects Technologies

TPConnects is granted Airline Retailing Maturity status under the IATA ARMi programme and has received IATA Financial Gateway (IFG) Certification, underscoring the company's position as a leader in travel retailing innovation.

For more information about TPConnects and NDC offerings, please visit our website at [www.tpconnects.com](http://www.tpconnects.com) or contact us directly:

Email: [giuseppe.candela@tpconnects.com](mailto:giuseppe.candela@tpconnects.com)  
[www.tpconnects.com](http://www.tpconnects.com)



Visa (NYSE: V) is a world leader in digital payments, facilitating transactions between consumers, merchants, financial institutions and government entities across more than 200 countries and territories. Our mission is to connect the world through the most innovative, convenient, reliable and secure payments network, enabling

individuals, businesses and economies to thrive. We believe that economies that include everyone everywhere, uplift everyone everywhere and see access as foundational to the future of money movement. Learn more at About Visa, Visa CEMEA Blog and @VisaCEMEA.

# ANNEX 1: AFRAA MEMBER AIRLINES PERFORMANCE 2025

	Afjet Business Service	Air Algérie	Air Botswana	Air Djibouti	Air Link	Air Mauritius	Air Tanzania	Astral Aviation Limited	Berniq Airways	Camair Co	Egyptair	Eswatini	Ethiopian Airlines	IBOM Airways	Jambojet Airways	Kenya Airways	Medsky Airways	Ovrand Airways	Precision Air	Royal Air Maroc	Rwandair	Safair	Steward Airlines	Taag Angola	Tunisair	Zbekeovich Air Charters Ltd		
<b>TRAFFIC DATA</b>																												
Domestic passengers (000)	179	2570	64		238	273				294	1339		3844		124	618		111	240	1189	22		220000	597				
Regional passengers - within Africa(000)	-	387	96		175	614				64	1371	37	6756		23	2243		-	-	1443	634		222	280	363			
Intercontinental passengers (000)	135	4900	0		-	726				-	7801	-	6883		0	1104		-	232	4704	248		-	399	2330			
Total passengers (000)	314	7857	160		4073	1683				357	10511	37	17463		1257	3965		111	472	7376	904		22222	1266	2993			
Domestic freight (000)	-	1194	51		2263	38,609		30,9		-	310	-	3844		-	504		-	103	431	-		-	602	-	31		
Regional freight - within Africa (000)	-	502	91		3357	20,618		15,25,89		-	18878	-	6756		-	16625		-	59	7498	-		-	7090	650	1536		
Intercontinental freight(000)	-	19088	0		-	17,897		2,697,109		-	134,068	-	6883		-	3571		-	-	17850	-		-	12075	4319	2697		
Total freight(000)	-	20964	142		5560	77		4,54		-	153,536	-	17463		-	5700		-	162	2378	-		-	20167	4969	-		
Revenue passenger kilometre - RPK (000)	-	11291621	9025		3789104	6810495				171993	244,93961	29407	5959829		484018	1170222,23		45998	209590	17194586	2462787			3334879	4074637			
Available seat kilometre - ASK (000)	-	1352406	168096		513586	8537086				281447	37578021	62698	8213938		60237	15620965		86930	300066	2232322	3842111			5106508	5677177			
Passenger load factor - PLF (%)	-	74	54		69	80				61	74	37	72		80	75		53	70	77	64			65	74			
Freight and mail tonne kilometre - FTK (000)	-	5716	6056		721690	205276		1169070,222		-	565974	-	42,6203		-	316809		-	74000	10770				93381	13525	0		
Revenue tonne kilometre - RTK (000)	-	1065962	779628		609018985	818287		1169070,222		-	2869205	-	1338600,0		-	49377		-	1988000	1826629					384672	40784	1160970	
Available tonne kilometre - ATK (000)	-	1386116	1313200		782825070	1279140		2,681,680,182		-	609428	-	1744587		-	71717		-	30000700	3086461					568780	585833	1160970	
Weight load factor - WLF (%)	-	77	59		78	64		40		-	47	-	65		-	62		-	70	59				64	68	-		
<b>EMPLOYEE DATA</b>																												
Pilots	27	559	28		384	172		18		24	1362	16	1659	53	72	389		11	40	505			18	117	212	21		
Cabin crew	30	1932	28		323	479		-		42	2280	8	3639	66	74	1998		16	51	1326			16	375	639	0		
Engineers	14	1465	29		518	329		24		46	4022	17	3247	65	80	462		13	113	450			50	227	-	28		
Traffic/Marketing	56	2970	60		123	351		-		42	2549	11	3260	257	96	419		19		523			25	89	488	24		
Other	199	2927	205		1013	825		76		145	17800	24	7742	187	196	1417		162	202	954			32	1538	182	22		
Total employees	226	9274	350		2361	2156		118		299	28013	76	19547	628	518	4705		221	406	3758				2346	2851	95		
<b>DESTINATIONS SERVED</b>																												
Domestic	-	32	4		26	1		2		6	7	0	22		7	3		8	11	17			10	13	0	2		
Regional - within Africa	-	10	6		39	4		31		6	30	4	60		2	51		2	3	25			2	9	10	31		
Intercontinental	-	36	0		0	9		42		0	70	0	75		0	20		0	0	45			0	5	20	42		
FLEET IN OPERATION	5	55	3		62	12		8		6	69	2	132		8	32		7	4	46			11	21	19	8		



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### Airlines data submission 2025

No.	Code	Airline Name
1	J7	Afrijet Business Service
2	AH	Air Algerie
3	ZBA	Air Boskovic
4	BP	Air Botswana
5	2J	Air Burkina
6	4Z	Air Link
7	MK	Air Mauritius
8	HC	Air Senegal
9	4W	Allied Air
10	KP	Asky Airlines
11	8V	Astral Aviation Limited
12	NB	Berniq Airways
13	QC	Camairco
14	MS	EgyptAir
15	SZ	Eswatini
16	ET	Ethiopian Airlines
17	QI	Ibom Airways
18	JM	Jambojet
19	KQ	Kenya Airways
20	TM	Lam Mozambique
21	NP	Nile Air
22	BJ	Nouvelair Tunisie
23	OF	Overland
24	PW	Precision Air
25	AT	Royal Air Maroc
26	WB	Rwandair
27	OW	Skyward Airlines Ltd
28	DT	Taag Angola
29	SF	Tassili Airlines
30	TU	Tunisair

**Note:** The data reported was collected through the AFRAA Annual Data Collection survey 2025 and others were retrieved from IATA WATS Annual report 2024. Not all airlines reported on all indicators.

## AFRAA MEMBER AIRLINE TWO-LETTER CODES

Afriqiyah Airways	8U	Global Airways Trading as LIFT	GE
Advantage Air Travel Limited		Ethiopian Airlines	ET
Air Algerie	AH	Express Air Cargo	7A
Air Botswana	BP	Kenya Airways	KQ
Air Burkina	2J	IBOM Airways	QI
Air Djibouti	DJ	Jambo Limited	JM
Air Link	4Z	LAM Mozambique	TM
Air Madagascar	MD	Mauritania Airlines	L6
Air Mauritius	MK	Medsky Airways	BM
Air Peace	P4	Nouvelair Tunisie	BJ
Air Senegal	HC	Overland Airways	OJ
Air Tanzania	TC	Precision Air	PW
Air Zimbabwe	UM	Royal Air Maroc	AT
Allied Air	4W	Rwandair	WB
ALS Limited	K4	Safarilink Aviation	F2
Afrijet	J7	Safe Air Company	K3
ASKY Airline	KP	Skyward Airlines	OW
Astral Aviation Ltd	8V	South Africa Airways	SA
BADR Airline	J4	Sudan Airways	SD
BERNIQ Airways	NB	TAAG Angola Airlines	DT
Camair Co	QC	Tunisair	TU
Congo Airways	8Z	Uganda Arilines	UR
Egyptair	MS	Z.Boskovic Air Charters	ZBA
Eswatini	SZ	Zambia Airways	ZN

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