



ANNUAL REPORT 2020



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Foreword

Global economic activity decelerated in 2019. From 3% in 2018, the world's GDP growth rate fell to 2.4%, mainly due to the trade tensions caused by the tariff war between United States and China.

The travel and tourism sector suffered from this gloomy economic environment. International tourists' arrivals reached 1.46 million worldwide, a 3.6% year on year growth versus 5.7% in 2018. The weak economic environment affected the airline industry, which realised a performance below the projection: Industrywide, the RPK grew by 4.2%, which is the lowest rate since 2010.

The same trend applied to the African region. UNWTO reported a 5.4% increase in international tourist arrivals, far from the performance of 8.4% of the previous year. The continent received 72.4 million tourists, generating receipts of USD 38.3 billion.

African airlines carried 95.6 million passengers, which is 3.66 million more than in 2018. Unfortunately, the total RPKs growth slackened at 4.2% compared to 6.1% in 2018. The Passenger Load Factor of 71.6% is the lowest among all the regions and is 10% lower than the industry average. Cargo however improved and the African region is the only one to have an increase in freight traffic (7.8%).

In terms of profitability, while the global industry posted positive net post-tax profits of USD 26.4 billion and USD 5.8 profit per passenger, African airlines continue to post losses with USD 300 million negative after-tax profit and USD 2.67 loss per passenger.

The weak performance by African airlines is due to the challenging operating environment, with many difficulties such as high taxes and charges, market access restrictions, high cost of fuel and blocked funds in various states.

Safety is continuously improving in Africa. In 2019, African airlines experienced two fatal accidents. However, the most serious that caused 157 fatalities involved more the manufacturer than the operator. The accident rate remains high compared to the industry average but is improving over the years. AFRAA and industry stakeholders including governments, civil aviation authorities, airlines, airports, ground handlers, ICAO, IATA, AFCAC, and ACI among others are working to improve safety standards.

AFRAA is consistently advocating for synergy of action of all industry stakeholders, particularly in the COVID-19 situation. The organisation took a set of initiatives to



help restarting of activities after the near cessation of operations due to the lockdowns. The AFRAA COVID-19 recovery plan is based on nine pillars and it outlines a framework of various areas of intervention and measures to be taken as part of urgent, immediate, and consistent actions for the survival and rebound of the airline industry. The recovery of the airline industry will require coordinated efforts and a collaborative approach with all stakeholders.

The various appeals to governments to support the industry led to the disbursement by some states of substantial amounts to support their airlines. We are confident that all those actions will help our industry rebound after this unprecedented crisis.

In this report, you will find a review of the state of the African air transport industry in 2019 as well as some highlights on the Secretariat activities which benefit Member Airlines, the Maintenance, Repair and Overhaul (MRO) centres in Africa as well as training centres, including providers of aircraft simulators to facilitate cooperation among African operators. The airlines profile section will help readers get important facts about all AFRAA Member Airlines. Finally, you will have a summary of our partners who are assisting the industry to take advantage of the growing opportunities on the continent.

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

Mr. Abdérahmane Berthé
AFRAA Secretary General



Vision

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

Mission

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

Values

AFRAA believes in:

- Professionalism
- Integrity
- Leadership
- Communication
- Commitment to serve
- Partnerships
- Transparency
- Result orientation

Objectives

AFRAA as an association has the following strategic objectives:

- Safe, secure and reliable air transport;
Promote the industry best practices to support safe, secure and reliable air transport in Africa.
- Enhance the visibility, reputation and influence of African airlines in the global aviation industry;
- Sustainable air transport;
Advocate for the reduction of costs of air transport services in Africa by reducing taxes, fees and charges.
Strive for the implementation of cost-effective Human Resource Development.
Lobby for market access to increase revenues and enhance connectivity for the aviation sector in Africa.
- Cooperation
Undertake the implementation of joint initiatives aimed at reducing operating costs for airlines, increase revenues and market share.
Facilitate and encourage partnership among African airlines.
- Data intelligence
Become a hub for data, intelligence and expertise on the African aviation industry.

Table of Contents

Section One	Economic performance	1
Section Two	Airline performance	6
Section Three	Freight	16
Section Four	Financial performance	18
Section Five	Airports statistics	20
Section Six	Fleet	22
Section Seven	Employee productivity	24
Section Eight	Safety	25
Section Nine	AFRAA Secretariat Value Adding Activities	27
Section Ten	FAA or EASA Certified African MROs	34
Section Eleven	FAA or EASA Certified Training Centres	35
Section Twelve	Airlines with Aircraft Simulators	36
Section Thirteen	AFRAA Airlines – Individual Summary Facts	37
Section Fourteen	AFRAA Partners – profiles and contacts	52

Annexes

Annex 1:	AFRAA Member Airlines performance	70
Annex 2:	AFRAA Member Airlines fleet – 2020	71
Annex 3:	AFRAA Member Airlines commercial partnerships – 2020	72

List of Figures

Figure 1.1	Global economic growth	1
Figure 1.2	Real GDP growth projections in Africa before COVID-19, 2010–21	2
Figure 1.3	GDP growth projections in Africa before and after including COVID-19 effects, 2011-21	2
Figure 1.4	Real GDP growth by sub-regions of Africa, 2010-20	3
Figure 1.5	International tourist arrivals	4
Figure 2.1	Worldwide RPK growth and GDP growth	6
Figure 2.2	World scheduled RPKs 2018-2019 (billion)	6
Figure 2.3	RPK per region – scheduled services	7
Figure 2.4	Net profit per passenger per region – scheduled services 2019	7
Figure 2.5	Evolution of jet fuel price vs net profitability	8
Figure 2.6	Passengers carried by African airlines scheduled operations	9
Figure 2.7	Top 10 domestic airport pairs in Africa in 2019 by passengers carried	10
Figure 2.8	Top 10 Intra-African airport pairs in Africa in 2019 by passengers carried	10
Figure 2.9	Top 10 international airport pairs to/from Africa 2019 by passengers carried	10
Figure 2.10	African airlines passenger split 2012-2019	11
Figure 2.11	16 AFRAA Member Airlines' passenger distribution 2019	11
Figure 2.12	RTK growth per region – 2019	12
Figure 2.13	Africa's passenger traffic and capacity annual growth 2012-2019	12
Figure 2.14	Passenger Load Factor for some AFRAA Member Airlines – 2019	13
Figure 2.15	ASKs and RPKs of some AFRAA airlines – 2019	14
Figure 2.16	New destinations by 7 AFRAA airlines – 2018	15
Figure 3.1	African airlines year-on-year freight carried (thousand tonnes) – 2019	16
Figure 3.2	Freight Carried by Region (thousand tonnes) – 2019	16
Figure 4.1	Global commercial airlines profitability – 2019	18
Figure 4.2	Net profit in US\$ billions by region for 2018-2020	19
Figure 4.3	Financial results of 12 AFRAA airlines in 2019 (USD billion)	19
Figure 5.1	Top 20 African airports by total passengers carried 2018 - 2019	20
Figure 5.2	Top 20 African airports by total cargo carried 2018-2019	21
Figure 6.1	Africa fleet composition – 2019	22
Figure 6.2	Africa fleet composition forecast – 2039	22
Figure 6.3	Africa's 20-year fleet acquisition forecast	23
Figure 7.1	AFRAA airlines employees by job type in 2019	24
Figure 7.2	AFRAA airlines employment by job type 2019	24
Figure 8.1	World airline fatal accidents in 2019	25

List of Tables

Table 2.1	Top 5 passenger countries in Africa in 2019	9
Table 2.2	Passenger Load Factor for all regions 2019	13
Table 2.3	Total passengers carried by some AFRAA Member Airlines in 2019	14
Table 2.4	New routes by 6 AFRAA airlines in 2018	15
Table 3.1	Total freight Carried by some AFRAA member Airlines in 2019 (tonnes)	17
Table 4.1	Worldwide profitability and return on capital	18
Table 4.2	Airline profits per passenger by region	18
Table 6.1	Global aircraft in service in 2019 and additional demand by 2039	22
Table 6.2	Top 10 AFRAA airlines in terms of fleet in 2019	22
Table 7.1	Worldwide airline industry employment and employee productivity	24

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Section One: Economic performance

1.1 Global economic performance

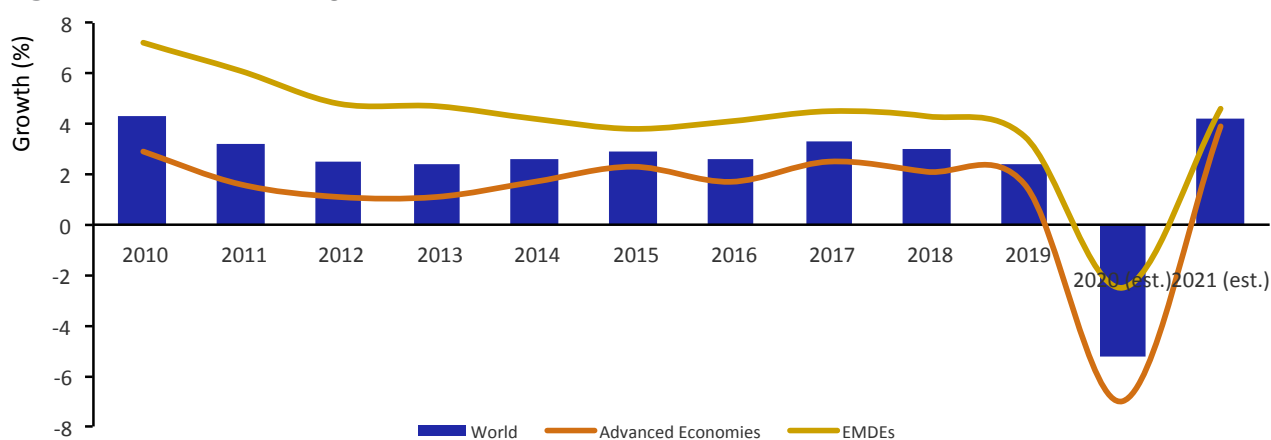
The year 2019 saw a decline in economic activity. The global performance was negatively affected by the weakness of manufacturing and trade in advanced and emerging countries. The tariff crisis between USA and China led to a slowdown in production and investments, and those trade tensions had a reducing effect on the demand in China, according to the World Bank. Thus, the global GDP reduced from 3.0% in 2018 to 2.4% in 2019.

Both Advanced economies and Emerging ones have been affected by the slowing growth.

The growth in the US reduced from 2.9% in 2018 to 2.3% in 2019. In Europe, the uncertainty linked to the Brexit caused a drop in investments. In Germany, reduced demand from Asia affected the industrial sector.

Emerging Markets and Developing Economies (EMDEs) experienced growth decline, due to a sharp decrease in industrial production, trade flows, and investment. EMDEs growth reduced from 4.3% in 2018 to 3.5% in 2019, which represents a drop of 0.8%.

Figure 1.1: Global economic growth



Source: World Bank

According to the World Bank, most of the commodities prices declined in 2019, particularly in the EMDEs. This is in line with the global growth decline.

The crude oil prices fell by 10% in 2019, from USD 68 per barrel in 2018 to USD 61, going below previous projections. Although the OPEC reduced the oil production during the year, and some countries like Iran and Venezuela faced some issues, the demand remained low, causing this drop-down in the prices.

The price of non-oil commodities also weakened during the year. Both metal and agricultural prices declined significantly, according to the World Bank.

The COVID-19 crisis has caused an unprecedented economic crisis. The world is yet to master the health crisis; therefore, the real impact on the global economy remains uncertain. For now, the global growth is estimated to decline up to -5.2% in 2020, with a much more pronounced impact in Advanced economies (-7%) compared to Emerging markets (-2.5%).

The world trade volume is expected to decline by 13.4%. Commodity prices dropped sharply due to the falling demand. The oil price is particularly affected and is estimated to reduce by 47.9%.

1.2 Africa's economic performance

While the projections were around 4%, Africa's economies grew by 3.4% in 2019, which is almost the same rate as 2018 according to the African Development Bank (AfDB).

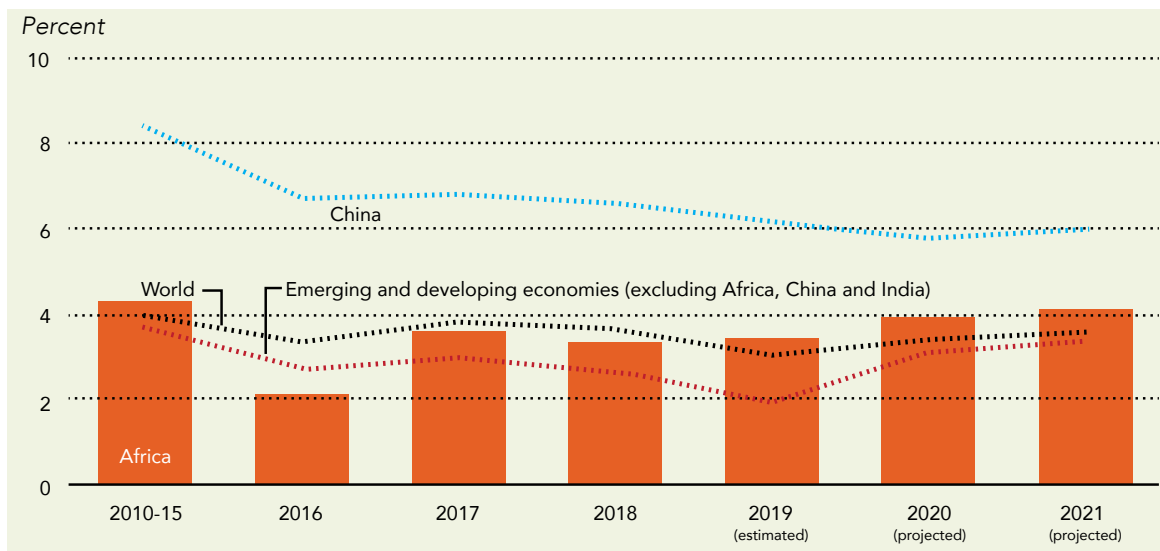
The lower than expected growth of the continent's top economies (Algeria, Egypt, Morocco, Nigeria, and South Africa) caused the slower growth rate.

The economic fundamentals improved in Africa in 2019 according to AfDB and many indicators are on the rise.

Investments expenditures accounted for more than half of the GDP growth, as well as net exports of commodities. Commodity prices stabilised in Africa, except for crude oil.

The GDP per capita improved in the continent from USD 1,900 in 2018 to USD 2,000, even if it is very

Figure 1.2: Real GDP growth projections in Africa before COVID-19, 2010–21



Source: AfDB

low, compared to the world’s average, which is USD 10,950 (according to IMF).

The deficit-to-GDP ratio reduced from 5.9% in 2017 to 4.8% in 2019. The average revenue-to-GDP ratio also improved and the inflation rate reduced from 11.2% to 9.2%, even if it remains high.

However, the environment remains challenging, the global trade reduced in Africa from 5.7 percent in 2017 to 1.1 percent in 2019, as in other regions. Metal and agriculture commodities suffered particularly, as they are more vulnerable to international market price variations.

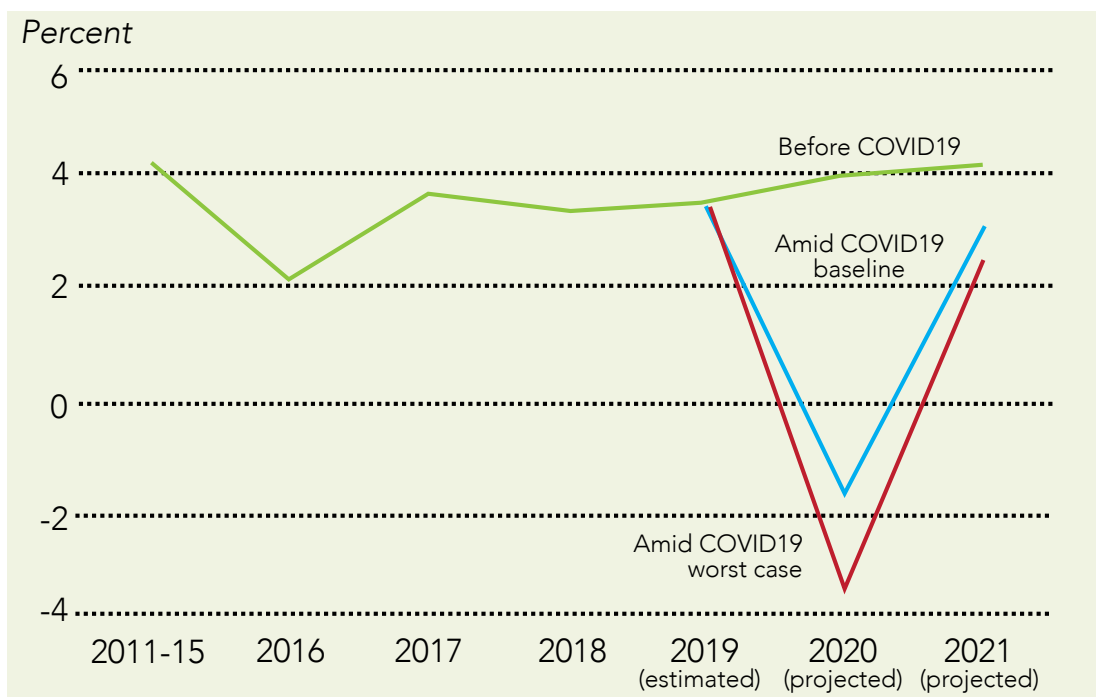
Despite the stable growth, the level of extreme poverty is higher in Africa than in the rest of the world.

The economic recession due to COVID-19 will also affect Africa. According to AfDB, GDP should experience a negative growth of -3.4%, while forecasts were for an increase of 3.9% before the outbreak.

Many indicators worsened because of the pandemic. Inflation globally increased, due to the supply issues during the lockdown. Fiscal deficits and sovereign debt are also expected to deteriorate.

Around 30 million possible job losses will have negative socio-economic impacts, causing 28 to 49 million people to fall into extreme poverty.

Figure 1.3: GDP growth projections in Africa before and after including COVID-19 effects, 2011-21



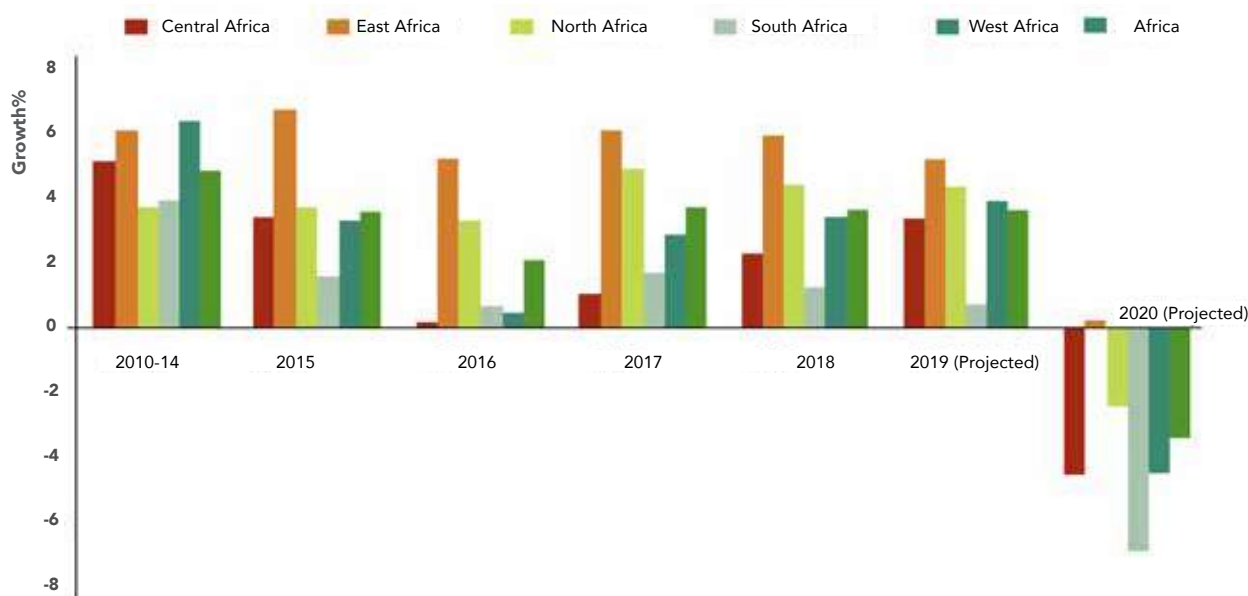
Source: AfDB

1.3 Regional prospects for Africa

Despite the reasonable global rate, the economic growth varied a lot from a region to another. East Africa remained the continental growth leader, with an average GDP growth estimated at 5% in 2019. After East Africa, the other regions are North Africa with a 4.1% GDP growth, West Africa with 3.7%, Central Africa with 3.2%, and finally Southern Africa that GDP growth slowed from 1.2% to 0.7%.

East Africa's economies experienced robust growth for the past years. Rwanda, Ethiopia and Tanzania are leading this growth. The peace agreement in South Sudan resulted in increased oil production and drove the country's economic growth. In general, the main drivers of the region's economic growth were the rising demand, the industrial development, improved stability and public investments in infrastructures, according to the AfDB.

Figure 1.4: Real GDP growth by sub-regions of Africa, 2010-20



Source: AfDB

The sector of services is also booming and its contribution to the economy is more than 50% since 2018.

Employment benefits from agriculture to services as the need for a qualified workforce is increasing.

Inflation in the region remains the highest in the continent and the COVID-19 crisis will probably increase the inflation rate from 14.2% to 18%. The forecasted projections insinuate a probable reduction in the region's growth from 5.1% (pre-COVID-19 estimation) to 0.2%.

North Africa achieved the second best growth performance in 2019 according to the AfDB. Mauritania and Egypt were the drivers of regional growth with 6.7% and 5.6% respectively. Libya and Morocco also showed good economic results.

The commodity prices variations affected countries like Algeria and Libya. In Morocco, even if the economy is diversified, the insufficient rainfall affected agriculture. In Tunisia, the low industrial production resulted in only 1% of GDP growth.

The COVID-19 seriously affects the sector of services that has the most significant contribution to

GDP. Transport and tourism were at a standstill for several months due to travel bans and lockdowns. Thereby, due to the COVID-19 pandemic, the economy is expected to contract in 2020, to reach the negative growth rate of -2.3%.

West Africa showed regular growth over the past two years. The average GDP growth of 3.7% in the region, was supported by countries like Cote d'Ivoire, Ghana and Benin, that are among the world's 10 fastest growers. Nigeria, which has the most significant weight in the region, is slowly recovering after the 2016 recession.

The growth drivers are principally the mining and petroleum sectors, agriculture as well as public investments, according to the AfDB.

However, the region's political instability added to the COVID-19 crisis is threatening economic development. In the case the COVID-19 pandemic is not mastered, the regional inflation rate is estimated to reach 10.7% and the fiscal deficit may reach more than 7% of the GDP. The regional GDP projection forecasts a contraction by -4.3%.

In **Central Africa**, the GDP increased by 3.2% in 2019, a rise compared to the 2.7% realised in 2018. Gabon experienced satisfying growth as non-oil activities are developing. In Chad, agriculture and oil production supported the economic growth. Cameroon remains stable while Congo, Central African Republic and the Democratic Republic of Congo decelerated. The political instability and the persistence of Ebola in DRC weakened the economic environment. Equatorial Guinea has not yet emerged from the recession since 2014 with a negative GDP growth of -6.1% in 2019.

Central Africa registered the lowest inflation rate in the continent, with a lower 2.6% rate than the continental average of 9.2%. The region is also the only one to achieve a positive fiscal balance of 0.5%. Unfortunately, the COVID-19 pandemic may lead the region to an economic recession, with a negative GDP growth rate of -4.3% according to the AfDB.

Southern Africa realised the lower economic growth in Africa for the year 2019, with a GDP growth rate reducing from 1.2% to 0.7%.

In South Africa, which is the largest economy in the region, the growth slowed from 1.2% to 0.7% due to low commodity prices and risky public expenses. Other countries like Malawi, Mozambique, and Zambia faced natural disasters (cyclones) causing damages to agriculture and infrastructures.

Zimbabwe entered a recession with a negative growth rate of -12.8 percent in 2019, due to monetary issues. Madagascar and Mauritius achieved a relatively stable growth compared to other countries, with a lower 2.6% rate than the continental average of 9.2%. The COVID-19 crisis will lead the region into a recession, with negative GDP growth of -6.6% in 2020. Lockdowns and travel bans are among the main factors of this recession.

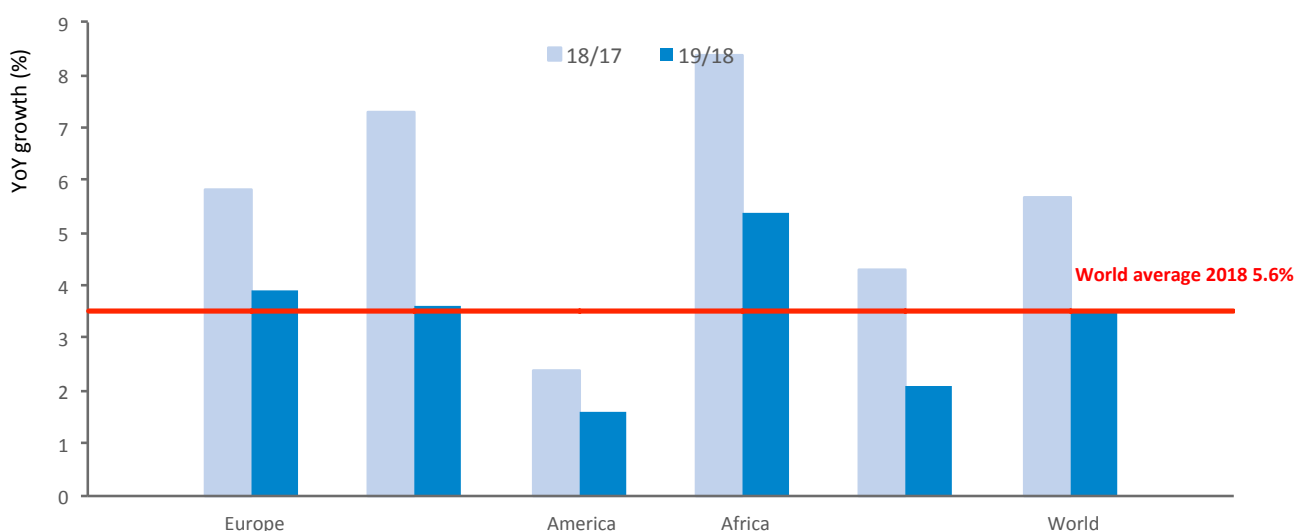
1.4 Tourism

1.4.1 International tourism

During the year 2019, international tourist arrivals (overnight visitors) increased by 3.6% to reach 1.46 million worldwide, about 51 million more passengers compared to 2018. 2019 is the tenth year of consecutive growth since the 2009 global economic crisis. The growth decreased, compared to the 5.7% realised in 2018 and is below the average rate from 2010 to 2019 (5.1%). Demand for international tourism was slower than in previous years, particularly in Europe due to Brexit. The collapse of the Thomas Cook Group and the slowdown in the global economy also affected the demand.

All UNWTO regions experienced increase in terms of arrivals. Africa was the leading region with 5.4%, though the area suffered a slowdown compared to

Figure 1.5: International tourist arrivals



Source: UNWTO

the 8.4% realised in 2018. After Africa, Europe and the Asia Pacific follow with 3.9% and 3.6%, respectively, above the world average. Middle East and America accomplished the lowest performance with 2.1% and 1.6%, respectively.

By subregions, the highest performance was recorded in South Asia (7.4% growth), while the lowest was in Central America and North East Asia (0.8%).

According to the UNWTO, international tourist arrivals grew in a similar rate than the international air traffic in RPK (around 4%), highlighting the strong contribution between air transport and tourism.

International tourism generated 1.75 trillion USD in 2019 representing 7% of the worldwide exports and 28% of the services exports. Tourism receipts increased by 2.8% to reach USD 1,480 billion in 2019, about USD 32 billion more than the previous year.

The COVID-19 outbreak caused an unprecedented shock to the sector. Many countries over the world decided to apply lockdowns and travel bans to contain the pandemic. The result of such decisions was a fall down by 95% of international arrivals during the second quarter of the year.

Despite the progressive borders reopening, the decline in terms of international arrivals is estimated at 705 million and the revenue loss at USD 730 billion for the period January to August 2020.

1.4.2 Tourism in Africa

Africa received 72.4 million international tourists in 2019, a 5.4% growth compared to 2018. This is a lower performance than the 8.4% realised the year before, but reflecting a worldwide slowdown and represents only 5% of the world's total.

Although the tourists arrivals declined by 10.8% in Algeria, the Northern Africa subregion saw a 6.4% growth, supported by Tunisia, which is maintaining its double-digit growth. Morocco remains the preferred destination in the region with almost 13 million international tourists in 2019.

In sub-Saharan Africa, the data available is limited. However, South Africa, Zimbabwe and Mauritius that are among the most frequented destinations, posted a slight growth reduction. On the other hand, Togo, Niger, Madagascar and Comoros posted significant growth, above 20%.

The flow of international tourists in 2019 generated USD 38.3 billion, distributed as follows: USD 26.8 billion in sub-Saharan Africa and USD 11.5 billion in North Africa.

With the COVID-19 outbreak, international tourist arrivals declined by 57% from January to June 2020, and by 99% in the second quarter. The number of tourists reduced by 18 million compared to 2019, with a 62% drop in North Africa and 54% in sub-Saharan Africa.

Section Two: Airline performance

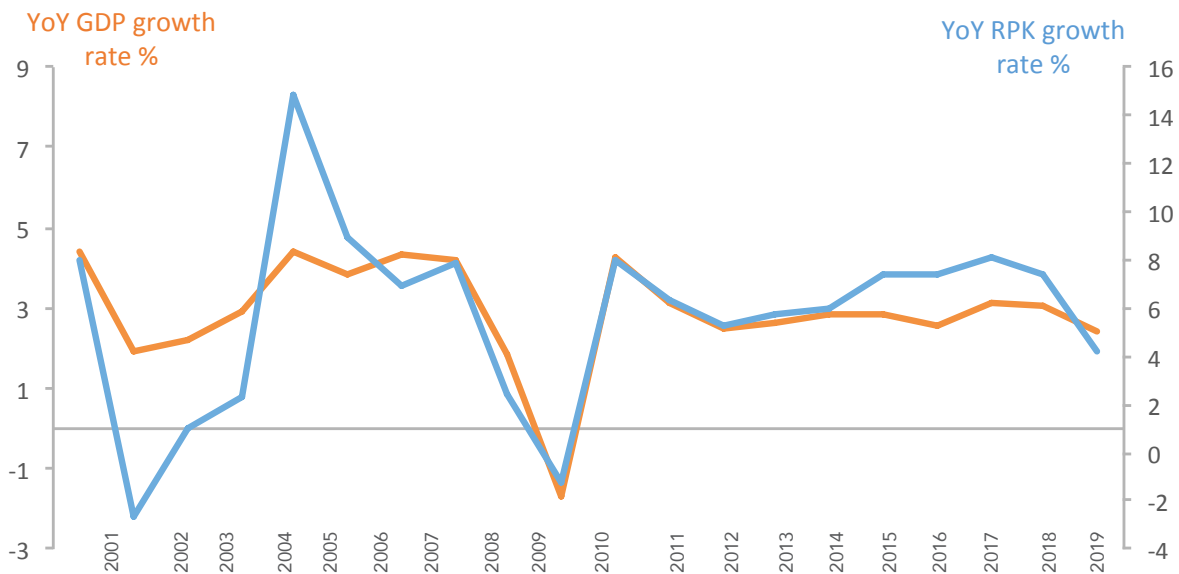
2.1 Global performance

Passenger demand for scheduled operations increased by 3.8% over the year 2019, reaching 4.54 billion passengers as reported by the IATA. The global capacity in terms of ASK improved by 3.4% that is the lower rate since 2009. In terms of RPK, the traffic improved by 4.2%, a slowdown compared to the 7.4% realised the previous year despite the average global return ticket fare that reduced from USD 327 in 2018 to USD 317 in 2019.

This low performance compared to the previous years is explained by the weak economic environment.

The international trade tensions during the year had an impact on cargo operations. The international CTK reduced by 3.8%, impacting negatively the systemwide growth that reduced by 3.2%. The cargo load factor also reduced by 2.6%.

Figure 2.1: Worldwide RPK growth and GDP growth

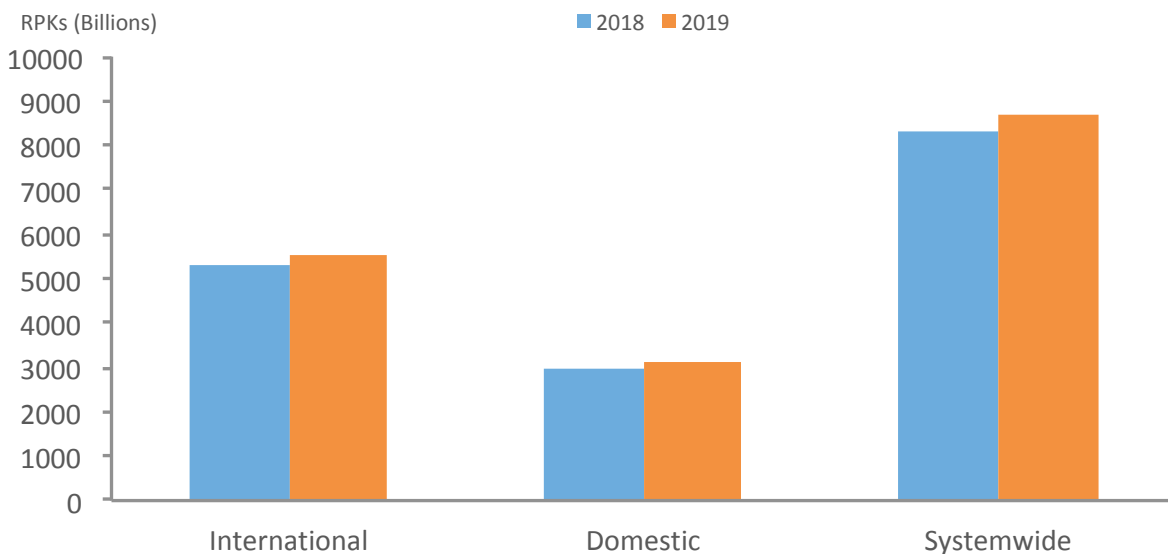


Source: IATA, IMF

International traffic in terms of RPKs increased by 4.5% while domestic traffic increased by 4%. Both

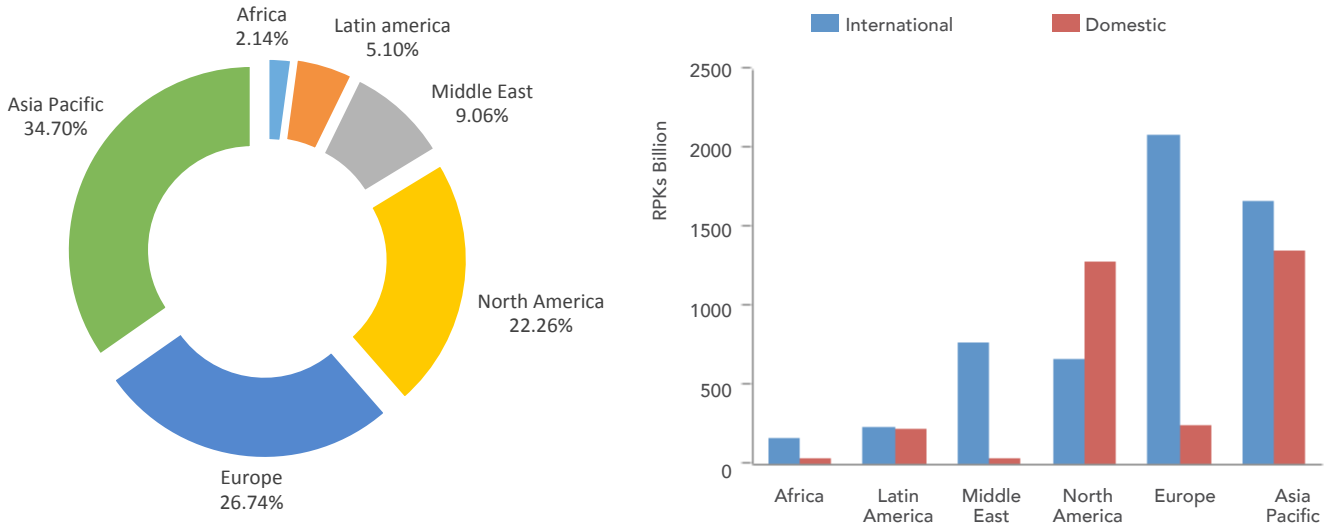
sectors are slowing down as a consequence of the decline in economic activities.

Figure 2.2: World scheduled RPKs 2018-2019 (billion)



Source: IATA WATS/AFRAA

Figure 2.3: RPK per region – scheduled services



Source: IATA WATS / AFRAA

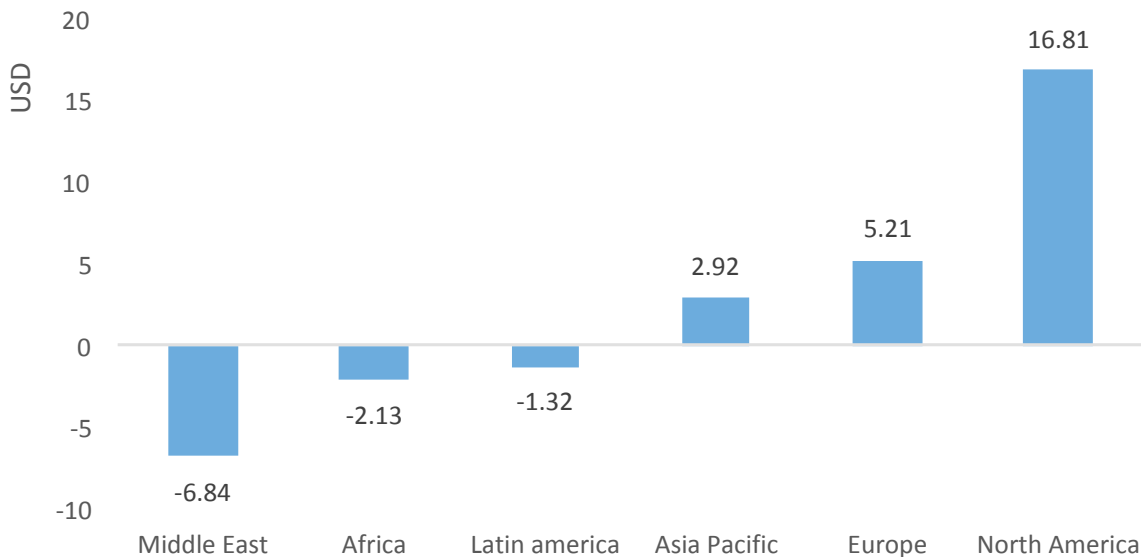
According to IATA, in 2019 as several years ago, the Asia Pacific region was the biggest air transport market, with a share of 34.7% of the global RPKs. The following regions are Europe with 26.7% and North America with 22.3%. Africa has the smallest market share with 2.14%.

International traffic is dominant in almost all regions, except North America.

In terms of financial performance, the overall industry realised a net post-tax profit of USD 25.9 billion. The return on invested capital is estimated at 5.7%.

The profitability varies across regions. While North American airlines have the highest net profit per passenger (USD 16.81), Africa and Middle East airlines are struggling.

Figure 2.4: Net profit per passenger per region – scheduled services 2019



Source: IATA WATS / AFRAA

Jet fuel price

In 2019, the jet fuel price averaged at USD 79.7 per barrel, lower by 7.5% compared to the previous year, according to IATA. All over the year, Jet fuel prices were a bit more stable compared to 2018, and the prices varied from USD 70 in January to USD 83 at the end of the year, with a peak at USD 88 in May. From January 2019 to May 2019, the trend was

ascending, supported by the supply cuts from OPEC members. From June 2019 to the end of the year, the geopolitical tensions in the Persian Gulf, as well as the slowdown in the global economy had a reducing effect on the fuel prices.

In 2019, fuel represented 24.7% of global airlines' expenditures, which represents the most significant cost item.

Figure 2.5: Evolution of jet fuel price vs net profitability



Source: IATA

COVID-19 impact

The COVID-19 pandemic has a significant impact on the world's economy. The estimated impact on the GDP growth is -5.2% in 2020. The world's trade volume projections forecast a 13.4% decline. For the airline industry, this is the most affecting crisis ever experienced.

Many countries applied travel bans and lockdown policies, forcing airlines worldwide to stop operations or limit to domestic flights. The traffic restarted from April – May 2020 in some countries, but the net loss for airlines in 2020 is estimated at USD 84.3 billion according to IATA.

To stimulate the traffic, airlines have reduced ticket prices, and the average global return fare may drop from USD 317 in 2019 to USD 254 in 2020. Unfortunately, the global RPK will decrease by

54.7% according to the current projections and the number of passengers should drop from 4.5 million to 2.2 million passengers.

All IATA regions are experiencing traffic drop; the most affected being Africa with a negative RPKs growth of -58.5% and the less impacted being North America with -52.6%.

The fuel price will reduce, due to the decrease in oil prices, and the traffic slowdown. 32 million jobs in the industry are threatened, and for now, the estimated job loss for 2020 is around 1 million.

Governments have taken measures to support the aviation industry. As of mid-May 2020, IATA estimates the government aids to airlines at USD 123 billion in different forms.

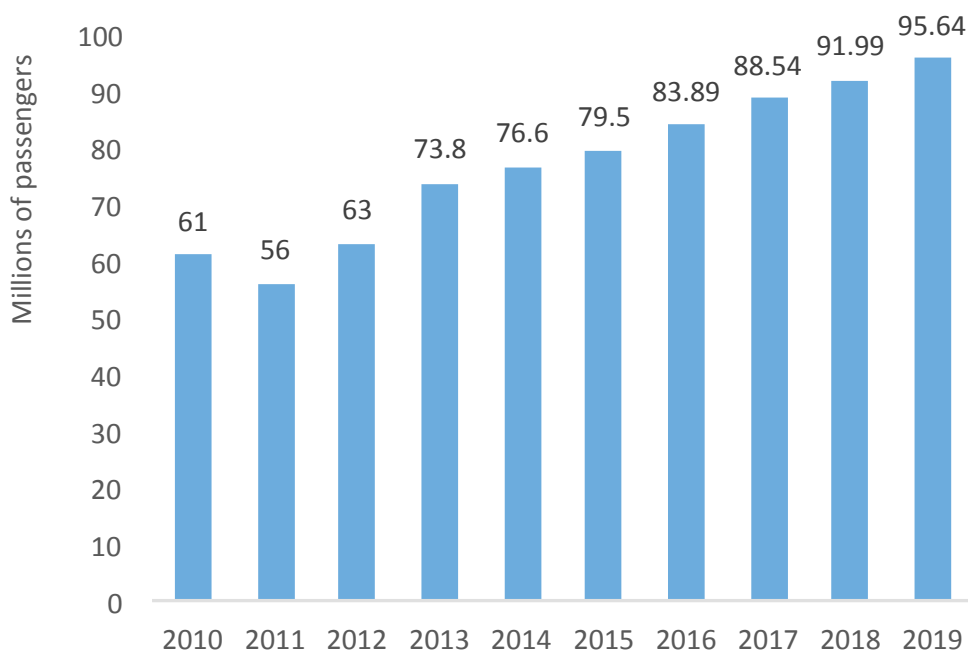
2.2 African Airlines performance

Passengers carried

In 2019, African airlines carried 95.64 million passengers, representing a 4% growth compared to the previous year. Even if the traffic in Africa is on

the rise since 2011, this is the weakest performance worldwide, with a contribution of only 2.11% of the global passenger number.

Figure 2.6: Passengers carried by African airlines scheduled operations



Source: IATA

African airlines moved 1.05 thousand tonnes of cargo, which is 7.8% more than in 2018. Unfortunately, the contribution

to the global cargo operation remains the weakest in the world, with a market share of only 1.73 %.

Table 2.1: Top 5 passenger countries in Africa in 2019

	2019 Passengers	% growth over 2018
Egypt	26,310,358	9.1
South Africa	26,211,241	3.2
Morocco	21,275,284	14.8
Algeria	10,007,697	0.7
Tunisia	9,642,467	16.1

Source: IATA WATS

Due to the COVID-19 contingencies, only 16 over the 46 AFRAA airlines reported their statistics.

The reporting airlines carried 48.6 million passengers, a percentage of 50.81 of total passengers carried by all African airlines. In 2018, the same airlines

carried 46.55 million passengers, meaning that 2019 performance is higher by 4.4%.

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

Figure 2.7: Top 10 domestic airport pairs in Africa in 2019 by passengers carried

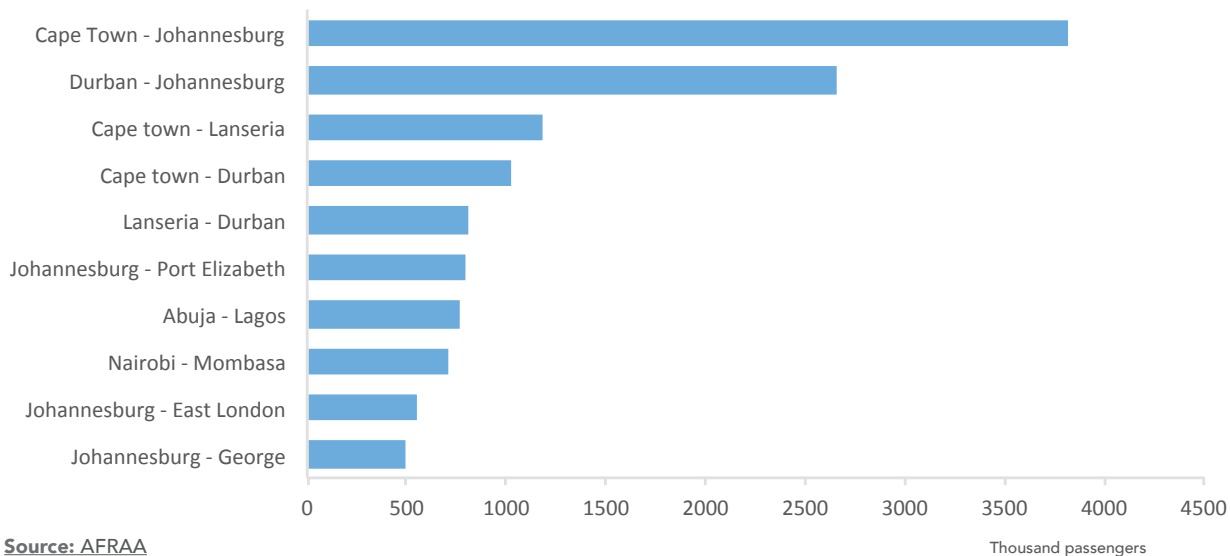


Figure 2.8: Top 10 Intra-African airport pairs in Africa in 2019 by passengers carried

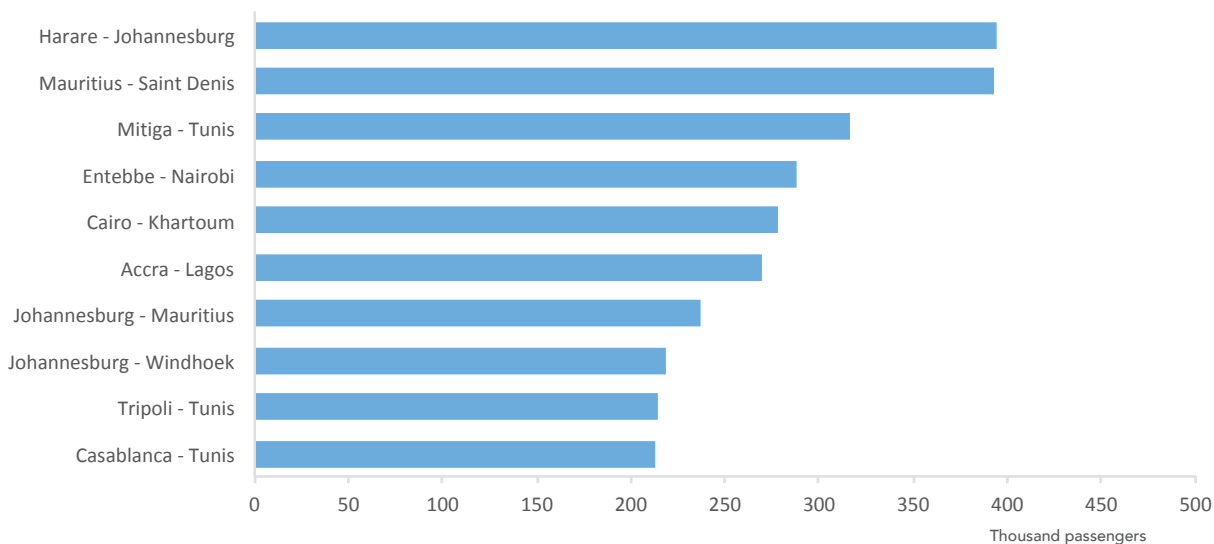
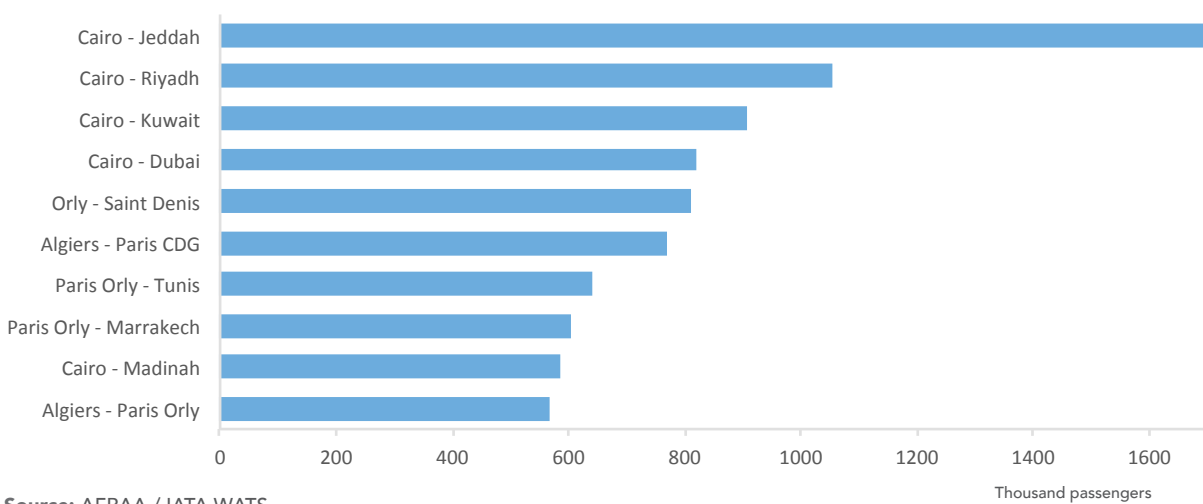


Figure 2.9: Top 10 international airport pairs to/from Africa 2019 by passengers carried

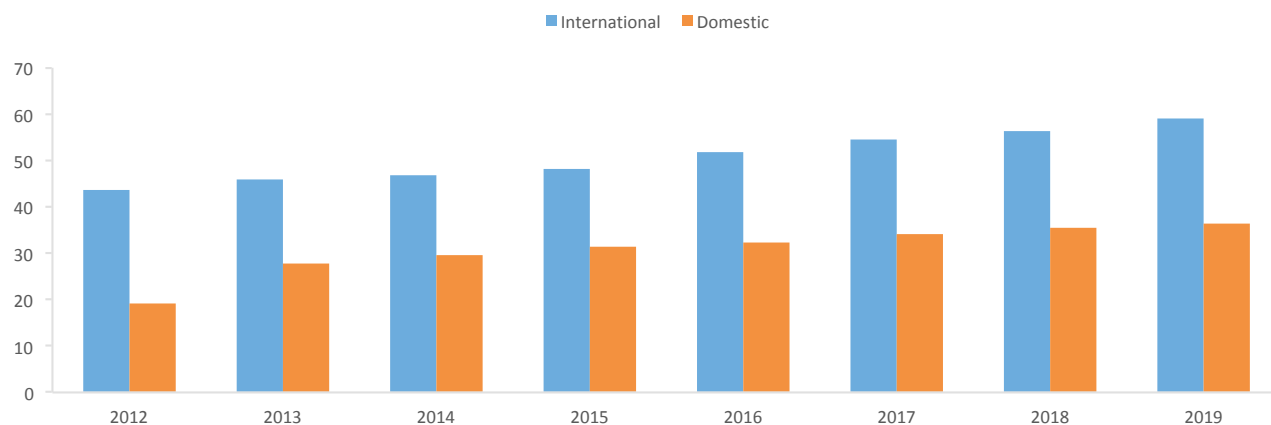


Domestic and International traffic

African airlines carried 36.468 million passengers on domestic routes in 2019, representing a growth of 2.8% compared to 2018 and a share of 38.12% of the total traffic. South Africa is the leading country in

domestic traffic with 8 over 10 on the top 10 busiest domestic routes in Africa. Nigeria and Kenya also performed. The low cost carriers that offer attractive fares to the passengers stimulate the demand in the two countries.

Figure 2.10: African airlines passenger split 2012-2019



Source: IATA WATS

In terms of international traffic, 59.18 million passengers were carried by African operators, that is 61.87% of the total traffic, and an increase of 4.7% from 2018.

Before the COVID-19 crisis, the potential for traffic growth in Africa was estimated at 5.9% by the industry and the number of passenger carried was expected to double over the next 20 years.

Despite the devastating effects of the pandemic, the potential of traffic growth remains significant in the continent, given the population growth, the GDP per capita evolution and the continental initiatives like the Single African Air Transport Market (SAATM) and the African Continental Free Trade Area (AfCFTA).

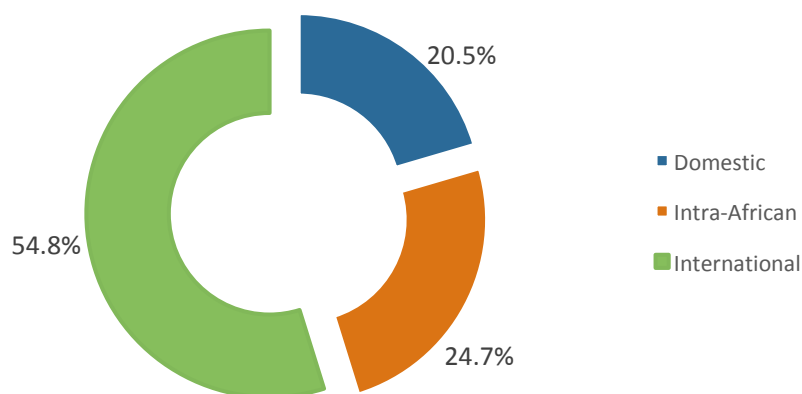
Those two initiatives will have a stimulating effect on Intra-African connectivity and traffic.

Countries openness is also improving in Africa. According to the AfDB visa openness report, Africans have liberal access to 51% of other African countries and can get visa on arrival in 26% of other countries.

Passenger distribution

For the 16 AFRAA Member Airlines that reported their data in 2019, intercontinental traffic has the biggest share, with 54.81% of the passengers carried. The domestic market segment represented 20.46% while the intra-Africa market represented 24.73%.

Figure 2.11: 16 AFRAA Member Airlines' passenger distribution 2019



Source: AFRAA

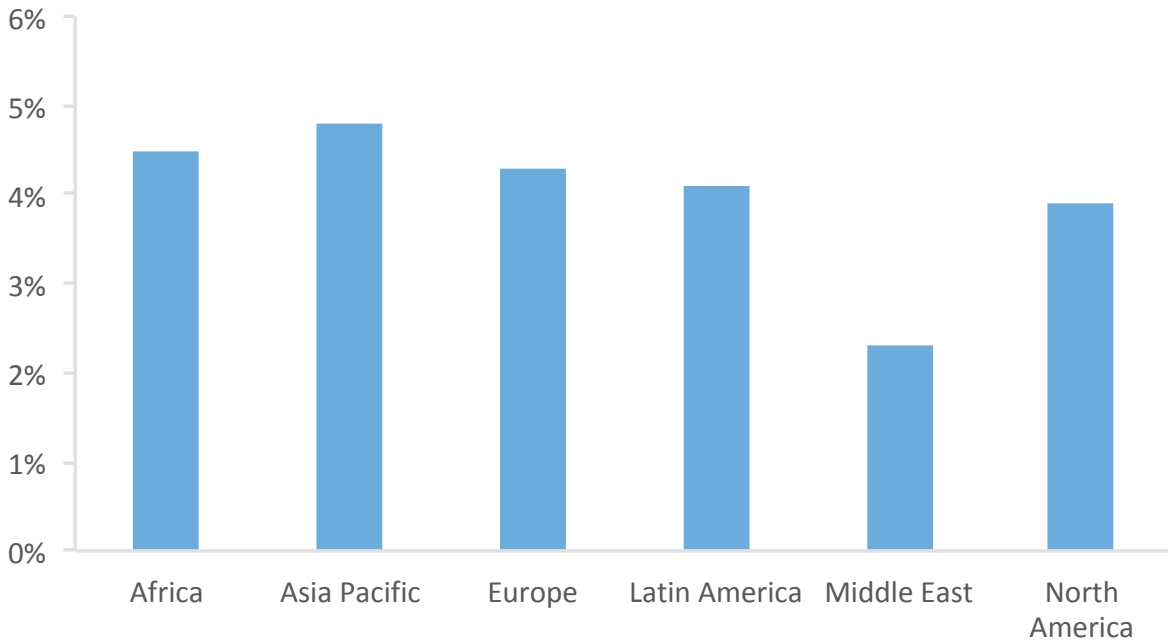
Passenger Traffic and Capacity

In 2019, Asia Pacific achieved the highest ASK growth for scheduled passenger, with an increase of 4.5% according to IATA. The region was followed by Africa that realised the second best performance, with a capacity growth of 4.2% over 2018.

In terms of RTK growth, Africa was also second, with a YoY increase of 4.2%, behind Asia Pacific that realised a YoY growth of 4.5%.

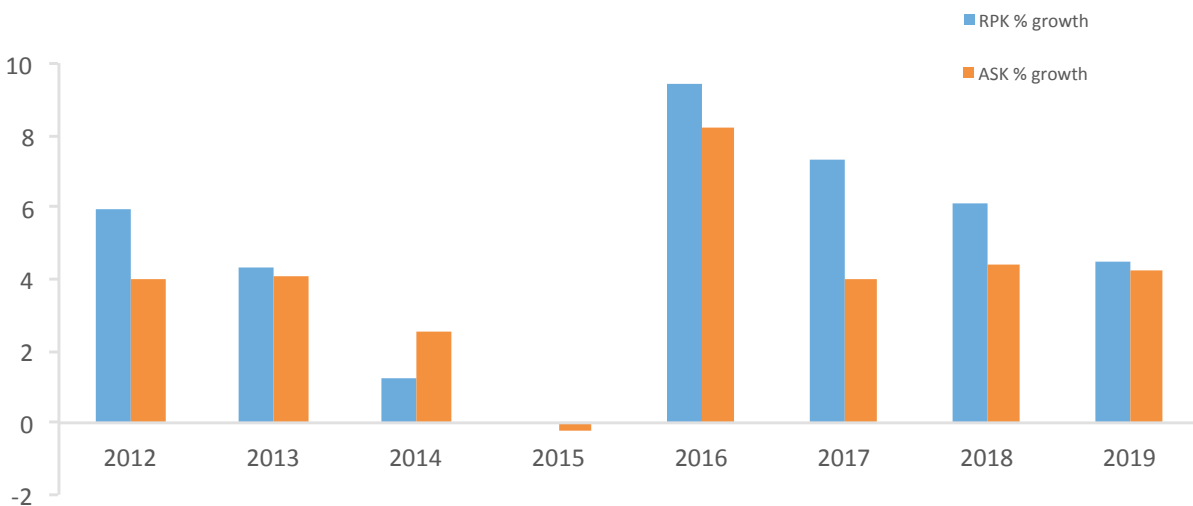
Despite this good evolution, Africa remains the smallest market, both in capacity and traffic.

Figure 2.12: RTK growth per region – 2019



Source: IATA WATS

Figure 2.13: Africa's passenger traffic and capacity annual growth 2012-2019



Source: IATA WATS

Passenger Load Factor

Europe remains the region achieving the highest load factor, with 84.6%. The region is followed by

North America (84.7%), Latin America (82.6%), Asia Pacific (81.7%) and Middle East (76.2%).

Table 2.2: Passenger Load Factor for all regions 2019

	Passenger LF	% Change
Africa	71.60%	0.1
Asia Pacific	81.70%	0.2
Europe	85.20%	0.6
Latin America	82.60%	0.9
Middle East	76.20%	1.7
North America	84.70%	0.9
Industry Average	82.50%	0.6

Source: IATA WATS

According to IATA, Africa realised the weakest load factor of the industry, as for many years. The average Passenger Load factor recorded for scheduled flights in 2019 is 71.6%, representing a YoY growth of only 0.1%. This is almost 11% lower than the industry average.

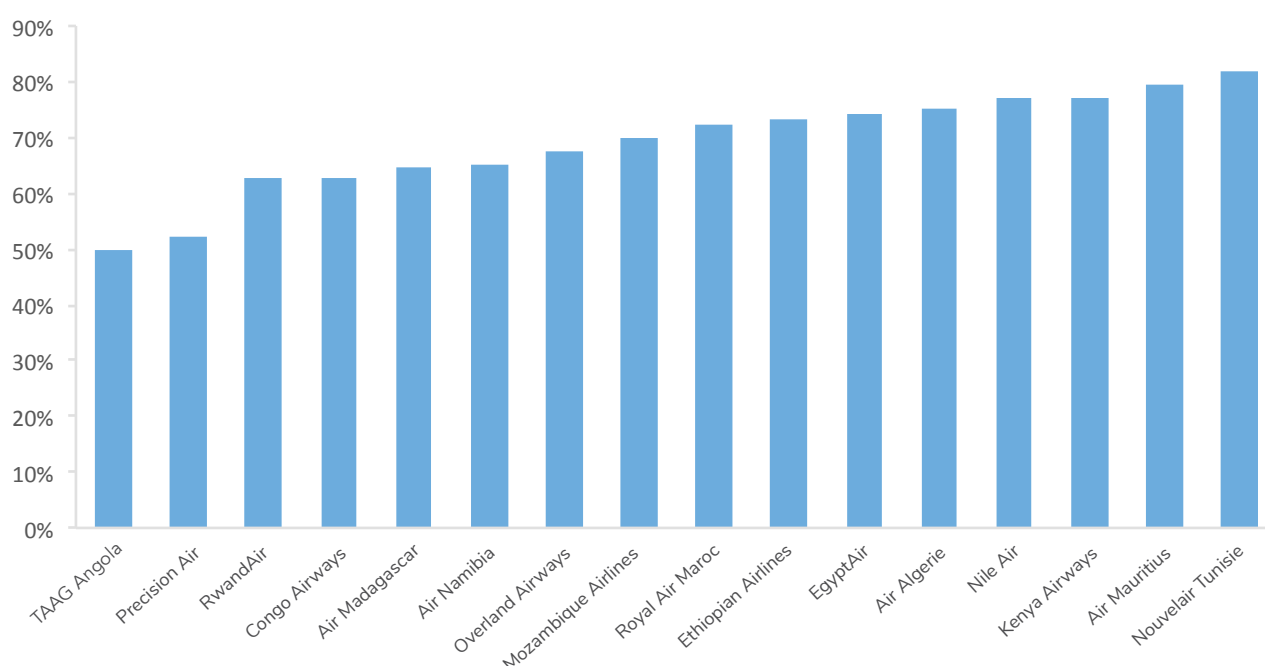
Domestic flights had a higher load factor (75%) than international flights (71.1%).

The poor performance usually registered in Africa in terms of load factor is due to the imbalance between

capacity and demand, the lack of cooperation between airlines, the poor intra-african connectivity and the uncoordinated networks.

Among the 16 AFRAA Member Airlines that reported their statistics, the highest average passenger load factors in 2019 were achieved by: Nouvelair Tunisie with 82%, Air Mauritius with 79.4%, Kenya Airways with 77%, Nile Air with 76%, Air Algérie with 75.1%, Egyptair with 74%, Ethiopian Airlines with 73% and Royal Air Maroc with 72.3%.

Figure 2.14: Passenger Load Factor for some AFRAA Member Airlines – 2019



Source: AFRAA

AFRAA Airlines Passenger Traffic

The 16 AFRAA airlines that reported their statistics for 2019 carried a total of 48.597 million passengers. The top 5 AFRAA airlines by passengers carried are as follows: Ethiopian Airlines (11.516 million),

EgyptAir (8.736 million), Royal Air Maroc (7.342 million), Air Algérie (6.595 million) and South Africa Airways (4.755 million).

Table 2.3: Total passengers carried by some AFRAA Member Airlines in 2019

Airline Name	Domestic Passengers (000)	Regional Passengers (000)	Intercontinental Passengers (000)	Total (000)
Ethiopian Airlines	2,064		10,567	12,631
Egyptair	1,459	1,080	6,417	8,956
Royal Air Maroc	1,179	1,662	4,611	7,452
Air Algerie	2,072		4,551	6,623
Kenya Airways	755	2,449	1,229	4,434
Air Mauritius	192		1,535	1,727
Taag Angola	521	372	557	1,449
RwandAir	21		1,150	1,171
Nile Air	335		636	971
Nouvelair Tunisie	0	0	928	928
Mozambique Airlines	477	112	0	589
Air Namibia	129	314	111	553
Precision Air	267	214		481
Congo Airways	286	14	0	300
Air Madagascar	0	84	108	192
Overland Airways	140	0	0	140

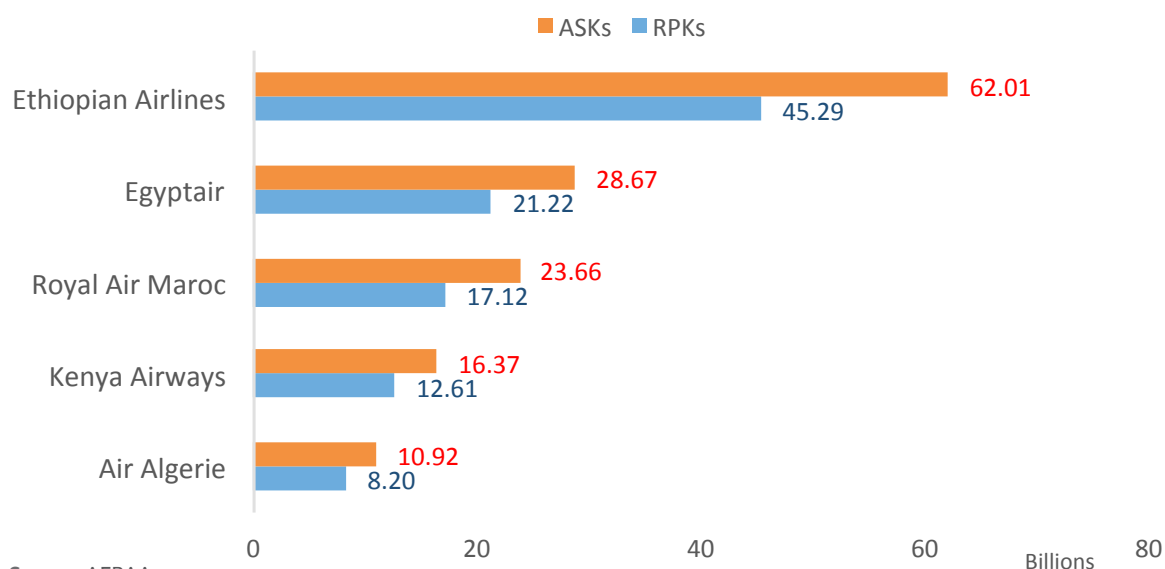
Source: AFRAA

The reporting AFRAA airlines put a total capacity of 172.179 billion ASKs in 2019 compared to 164.47 billion in 2018. The same airlines reported a total 124.46 billion RPKs, 6.4 billion more than the 118.07 billion RPKs reported in 2018. The overall average

passenger load factor reported for the 16 airlines in 2019 is 72.3%.

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

Figure 2.15: ASKs and RPKs of some AFRAA airlines – 2019



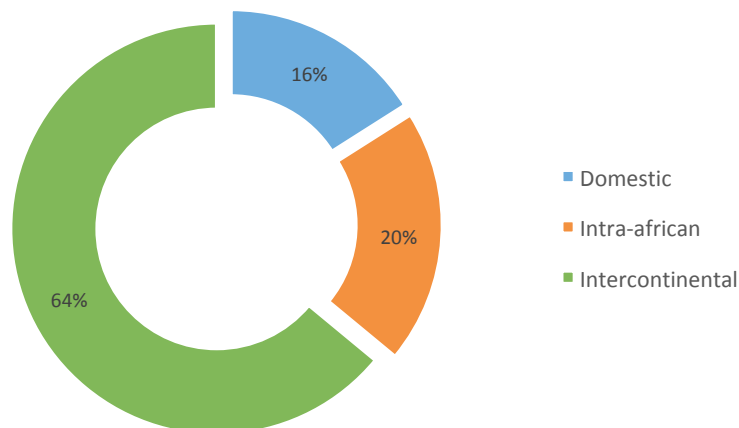
Source: AFRAA

New Routes

AFRAA airlines that reported in 2019 expanded their networks on both intra-Africa and intercontinental

routes. 23 new destinations were opened by 7 airlines. 4 were domestic, 5 intra-Africa and 16 were intercontinental destinations.

Figure 2.16: New destinations by 7 AFRAA airlines – 2018



Source: AFRAA

Table 2.4: New routes by 6 AFRAA airlines in 2018

	Airline	New Destinations
1	Air Madagascar	Johannesburg
2	Kenya Airways	Malindi – Geneva – Rome
3	Congo Airways	Kowelzi
4	EgyptAir	Kigali – Abidjan – Douala – Banjul – Washington – Hangzhou – Amman – Izmir – Mumbai
5	Precision Air	Dodoma
6	Royal Air Maroc	Bouarfa – Athens – Vienna – Amman – Miami – Boston – Istanbul – Rotterdam
7	RwandAir	Tel Aviv – Ghanzou

Source: AFRAA

Passenger Traffic Forecast

The Covid19 Pandemic put the airline industry in great uncertainty. Before the crisis, IATA estimated the annual growth rate for passenger traffic at 3.9%

for the period 2018-2038. ICAO forecasted a 4.3% annual RPKs growth rate over 2015-2035.

For now, none of them has reviewed their forecasts, as the Covid19 situation is not yet mastered.

Section Three: Freight

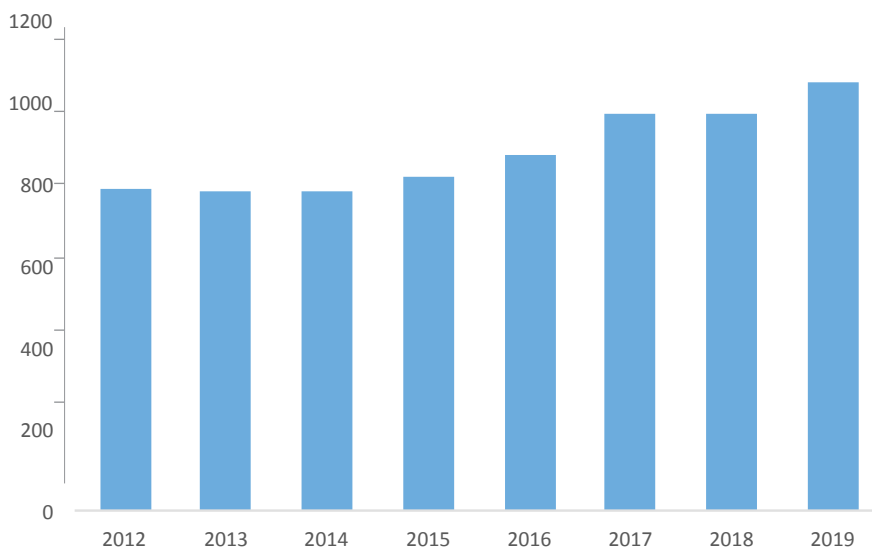
Freight carried

According to IATA, the industrywide freight traffic reduced from 62.487 million tons moved in 2018 to 60.965 million in 2019, that is a YoY reduction of 2.4%. The global FTKs also decreased by 3.2% over the previous year. The performance decreased due to the trade tension that happened during the year. The global freight load factor for scheduled operations reduced again this year by 2.6%, from 49.3% to 46.7%.

All the regions experienced negative growth in freight traffic, except Africa. African airlines moved a total of 1.047 million tons of freight in scheduled operations, representing 7.8% growth compared to 2018. In terms of FTKs, African airlines' performance improved by 7.6%, to reach 4.787 billion compared to 4.448 last year.

However, the contribution of the region to the global freight traffic remains marginal with a share of only 1.88%.

Figure 3.1: African Airlines Year-on-Year Freight Carried (thousand tonnes) – 2019



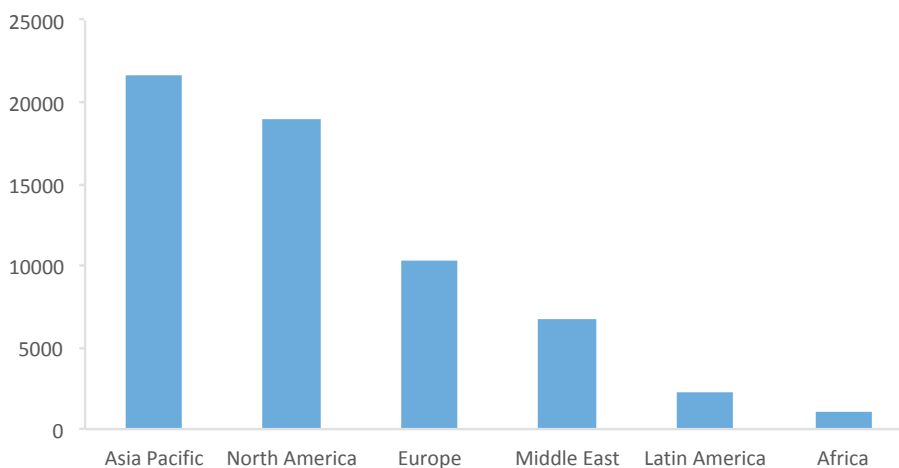
Source: AFRAA/IATA WATS

Global trade faced important challenges in 2019, mainly due to the persistent trade tensions between USA and China that affected all the regions. The trade volumes reduced significantly at the end of the year. In the fourth quarter, global trade was down by 1.0% year-on-year and by 1.2% compared to the third quarter of 2019.

The latter is equivalent to a 4.6% decline on an annualised basis.

In Africa, the Commercial Free Trade Area (AfCFTA) initiative aims to reduce by 90% the tariff barriers. The implementation of the AfCFTA initiative is expected to increase the intra-African trade by 15% to 25%.

Figure 3.2: Freight carried by region (thousand tonnes) – 2019



Source: IATA WATS

The 14 AFRAA airlines that reported on freight performance together moved 768,509 tonnes in 2019. This represents 73.4% of the scheduled freight by African carriers. Domestic freight is

marginal with only 1.17%. The intra-African traffic represents 20.1% while intercontinental have a share of 79.88% of the total traffic.

Table 3.1: Total freight carried by some AFRAA Member Airlines in 2019 (tonnes)

	Domestic freight carried	Intra-African freight carried	Inter-continental freight carried	Total freight carried
Ethiopian Airlines	606		458,789	459,395
EgyptAir	325	9,755	125,895	135,974
Kenya Airways	1,064	22,001	40,195	63,261
Air Mauritius	89		40,563	40,652
Royal Air Maroc	837	7,353	22,187	30,377
Air Algerié	592		16,527	17,119
RwandAir	9		10,558	10,567
Mozambique Airlines	3,874	759	0	4,633
Air Namibia	35	727	2,125	2,887
Air Madagascar	0	114	1,813	1,927
Congo Airways	1,570	0	0	1,570
Nile Air	0		78	78
Nouvelair Tunisie	0	0	55	55
TAAG Angola	1	4	10	15

Source: AFRAA

Freight traffic forecast

In 2019, the challenging trade environment led to a contraction of freight volumes. However, at the very end of the year, the cargo demand rebounded slightly.

Unfortunately, the COVID-19 outbreak with its corollary of lockdown and border closures caused a fall in the global demand.

The pre-COVID-19 estimation for Cargo demand growth was around 3.6% yearly, between 2017 and 2038. With the uncertainty linked to the second wave of contamination, it is difficult to make consistent estimations. The industry organisations like Airbus, Boeing, IATA and ICAO did not renew their forecast for now.

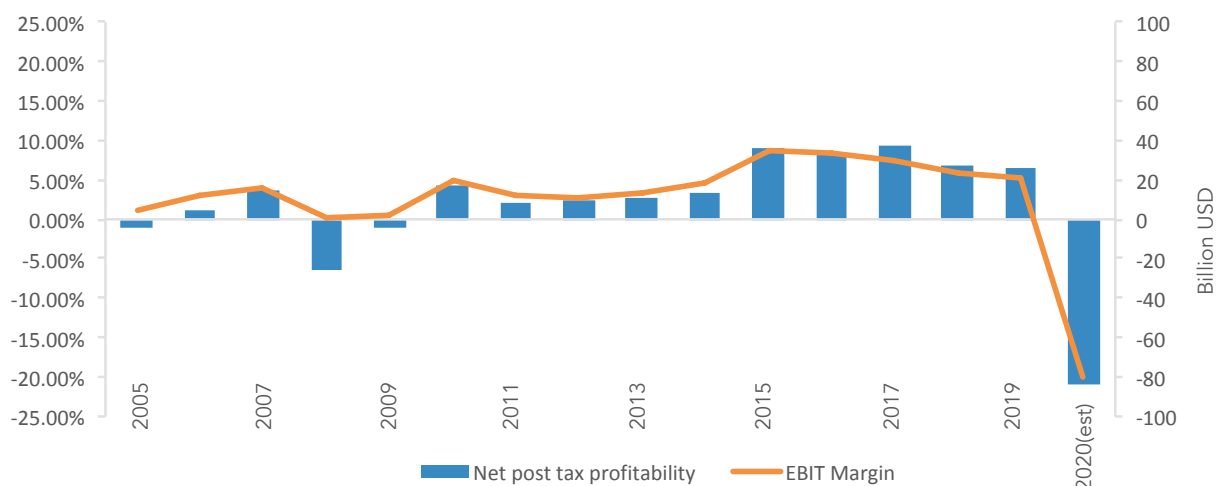
Section Four: Financial performance

According to IATA, during the year 2019, the airline industry generated globally an operating revenue of USD 837.976 billion, versus operating expenses of USD 795.509 billion. The operating profit was USD 43.2 billion, with a margin of 5.2%. The net profit generated is USD 26.4 billion systemwide.

This is the second year of contraction after the USD 37.6 billion realised in 2017.

The general economic environment has affected the air industry, explaining the weaker performance compared to the previous year.

Figure 4.1: Global commercial airlines profitability – 2019



Source: IATA

The return on invested capital (ROIC) moderated for the fourth consecutive year standing at 5.8%, said IATA. Per passenger, airlines realised a net profit of USD 5.8, losing USD 0.8 compared to 2018.

However, due to the COVID-19 situation, the ROIC is expected to decline drastically in 2020 to reach a negative 16.9%.

Table 4.1: Worldwide profitability and return on capital

Worldwide industry	2018	2019	2020(est.)
ROIC, % invested capital	6.5%	5.8%	-16.9%
Net post-tax profits, \$ billion	27.3	26.4	-84.3
\$ per passenger	6.2	5.8	-37.5

By regions, North American airlines realised the best financial performance, with US\$ 16.95 per passenger

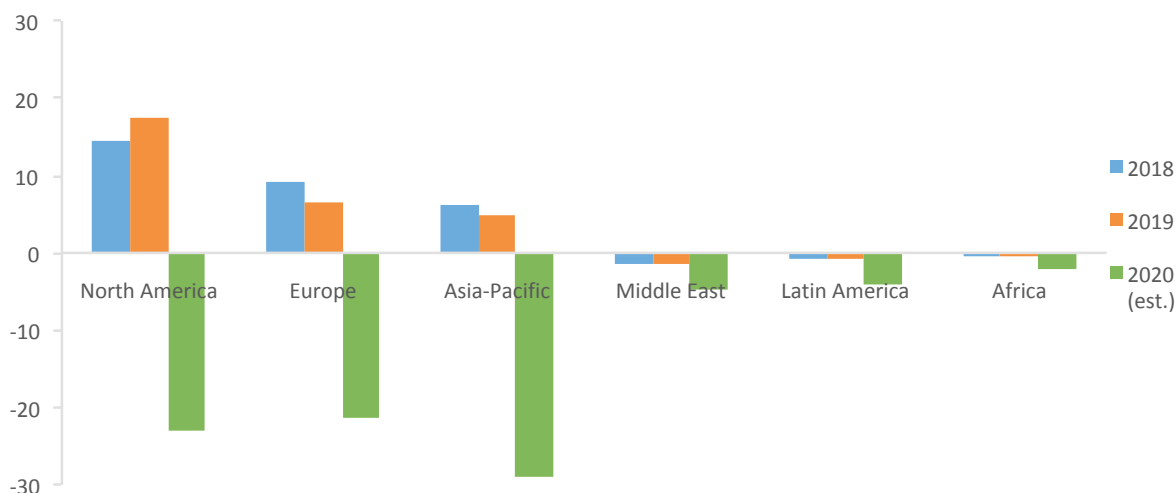
in 2019. Middle East airlines had the most significant loss per passengers, with an estimated USD -6.75.

Table 4.2: Airline profits per passenger by region

Region	Profit per passengers 2018 (US\$)	Profit per passengers 2019 (US\$)	Profit per passengers 2020 (US\$) (*Forecast)
North America	14.66	16.95	-38.15
Europe	7.94	5.42	-34.39
Asia-Pacific	3.74	2.92	-30.09
Middle East	-6.69	-6.75	-37.03
Latin America	-2.78	-2.24	-27.83
Africa	-1.09	-2.67	-42.02
World	6.2	5.8	-37.5

Source: IATA

Figure 4.2: Net profit in US\$ billions by region for 2018-2020



Source: IATA

North American airlines realised a better performance than in 2018, improving their net profit from USD 14.5 billion to USD 17.4 billion. Europe and Asia-Pacific slightly reduced their net profits, generating USD 6.5 billion, USD 4.9 billion respectively. Finally, African, Latin American and Middle East airlines posted negative Net profits of USD -0.3 billion, USD -0.7 billion and USD -1.5 billion respectively in 2019, reported IATA.

Operating revenue and expenses for African carriers

The financial performance of African airlines globally declined in 2019. The net loss increased, from USD 100 million in 2018 to USD 300 million. African airlines are facing a very challenging operational environment, with a combination of high fuel cost, blocked funds in some African States, currency fluctuation and high taxes and charges.

AFRAA has recently published 2 studies on Taxes and Airport Charges and on Air Navigation Charges that are available on the website, highlighting the impact of those charges on African airlines profitability.

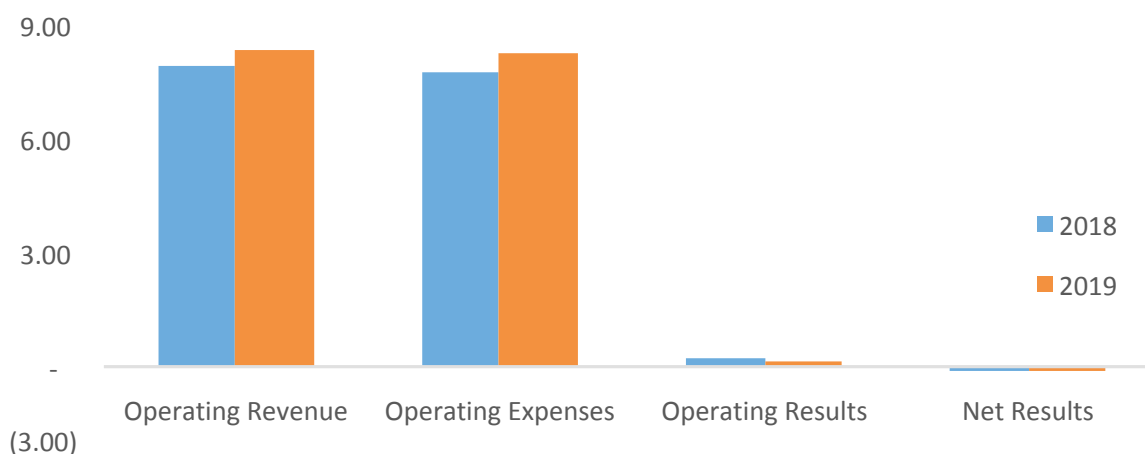
AFRAA airlines financial results

This analysis is limited to 12 AFRAA airlines that reported their financial results for 2019.

The 12 reporting AFRAA airlines produced USD 8.35 billion of total operating revenue in 2019 compared to USD 7.95 billion in 2018. Operating expenses were USD 8.24 billion resulting in a negative net result of USD 1.433 billion. Over the 12 reporting airlines, 4 posted a positive net profit in 2019.

Ethiopian Airlines, ranked first, realised a profit of USD 311.77 million, versus USD 177 million in 2018. Nouvelair Tunisie and Overland Airways also realised profits of USD 8.879 million and 8.596 million respectively, while Nile Air posted USD 2.054 million.

Figure 4.3: Financial results of 12 AFRAA airlines in 2019 (USD billion)



Source: AFRAA

Section Five: Airports statistics

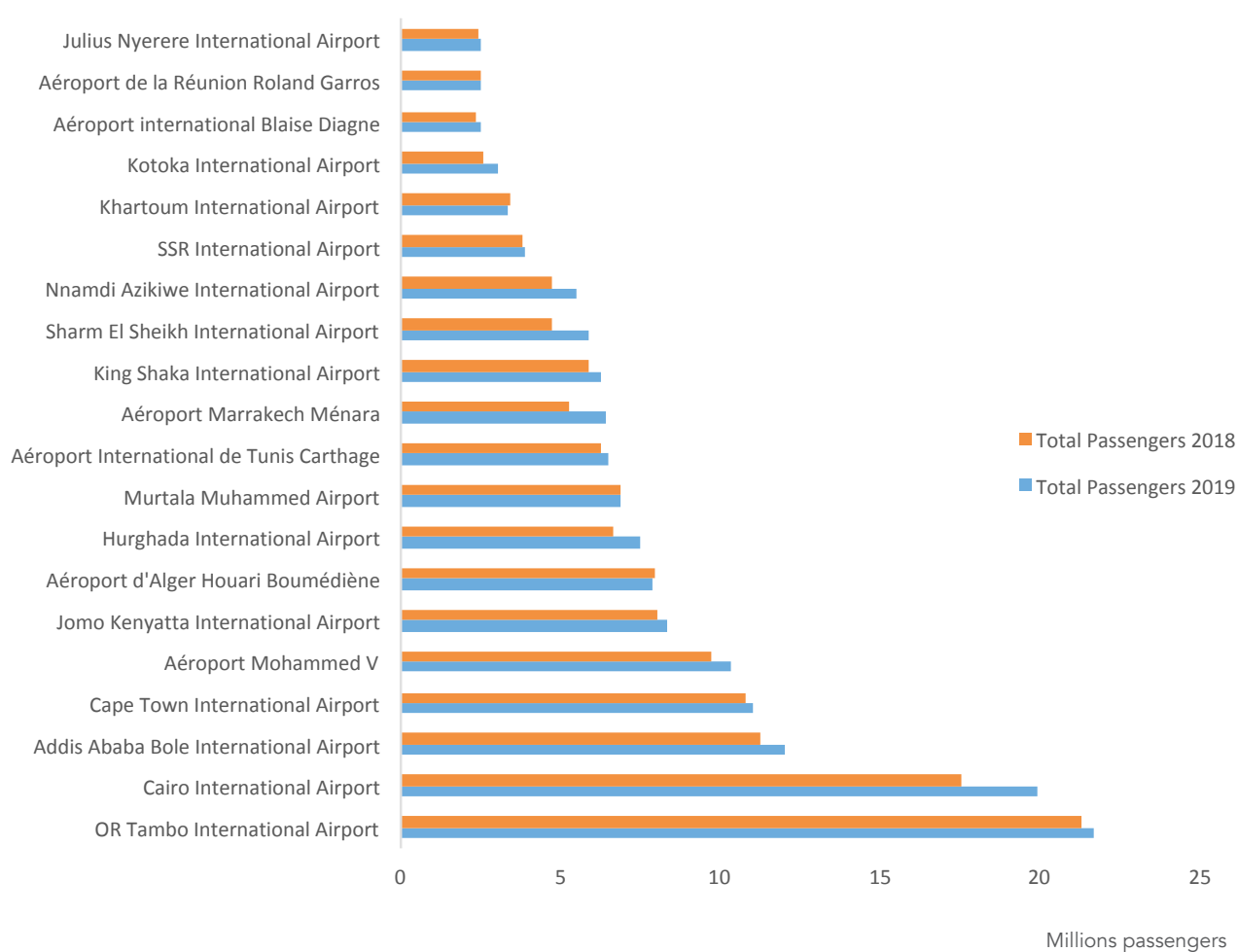
African airports recorded 228 million passengers in 2019, as reported by ACI Africa. This represents an increase of 12.82 million passengers, compared to 2018. International passengers constituted 63% of the passengers carried in 2019.

South Africa remains the biggest airport market in Africa, as 43.26 million passengers travelled

in the country. The country has two airports in the top 10 busiest airports in Africa. Egypt comes second after South Africa with 40 million passengers, realising the best progression (4.99 million more passengers than in 2018).

Over the top 20 African airports in passenger numbers, 3 are located in South Africa and 3 in Egypt.

Figure 5.1: Top 20 African airports by total passengers carried 2018 - 2019

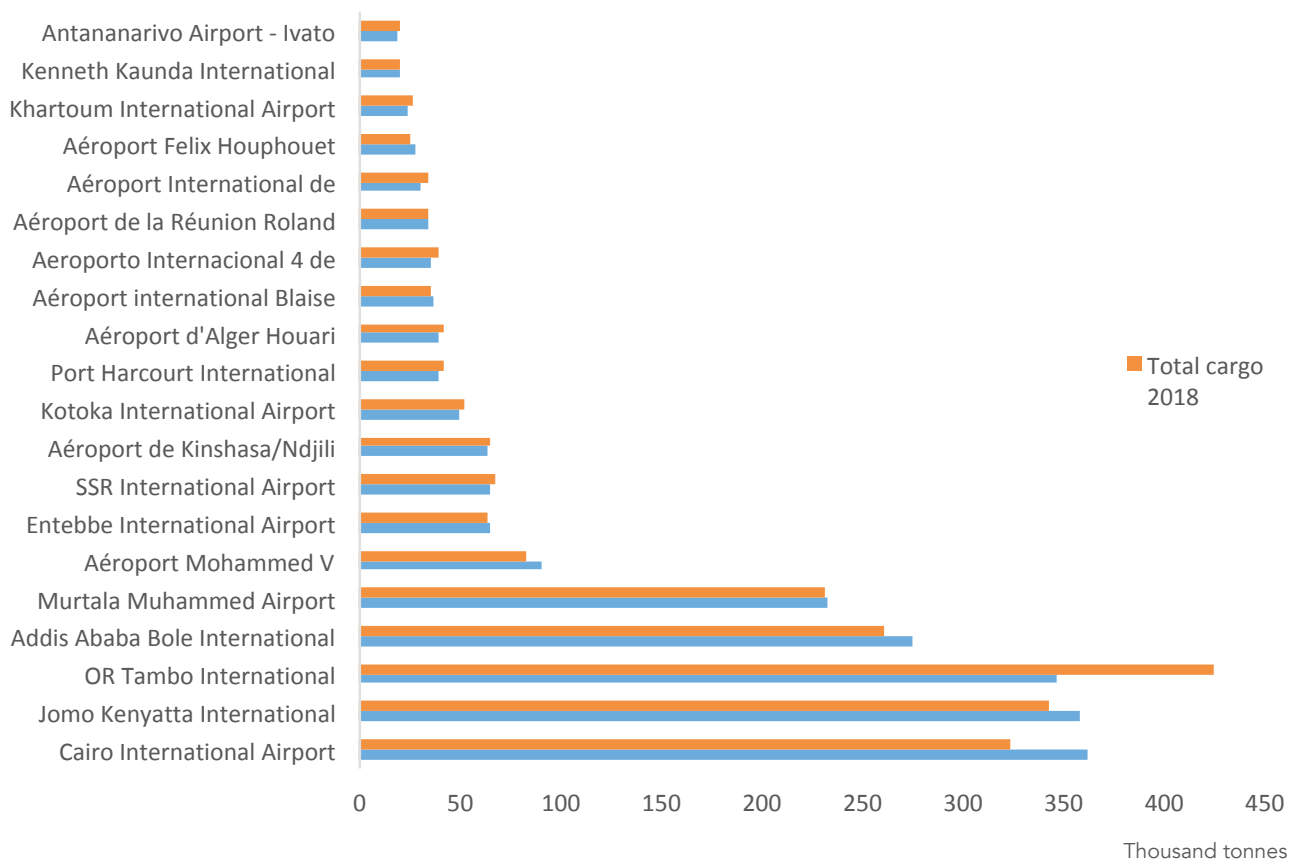


Source: AFRAA / ACI AFRICA

Freight traffic reached 2.518 million tonnes in 2019 that is similar to the 2,513 million recorded in 2018 (a 0.22% increase). According to ACI Africa, OR Tambo International Airport in South Africa lost its first place in terms of freight handled and is

ranked third in 2019 with 347 thousand tonnes. Cairo International Airport has the first place, with 361 thousand tons, followed by Jomo Kenyatta Airport with 358 thousand tonnes.

Figure 5.2: Top 20 African airports by total cargo carried 2018-2019



Source: AFRAA / ACI AFRICA

Section Six: Fleet

According to the Boeing Market Outlook 2019, the global commercial airline fleet was composed of 25,900 aircrafts versus 25830 in 2018. From 2019

to 2039, the number of new aircraft deliveries is forecasted at 43,110. This will come in addition or to replace existing fleet.

Table 6.1: Global aircraft in service in 2019 and additional demand by 2039

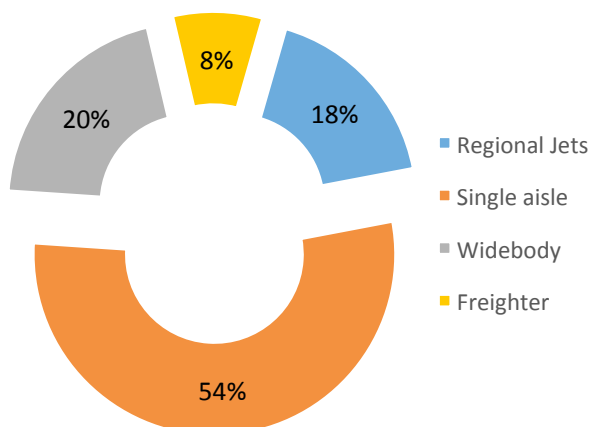
	2019	2039	Deliveries
Regional Jets	2,710	2,650	2,430
Single aisle	16,520	33,850	32,270
Wide body	4,660	8,640	7,480
Freighter	2,010	3,260	930
Total	25,900	48,400	43,110

Source: AFRAA / Boeing

In Africa particularly, the actual fleet is estimated at 1,015 aircrafts, but within the next 20 years, this

number is expected to increase to 1,540. Africa's fleet is estimated to grow by 3.7% in a 20 years period.

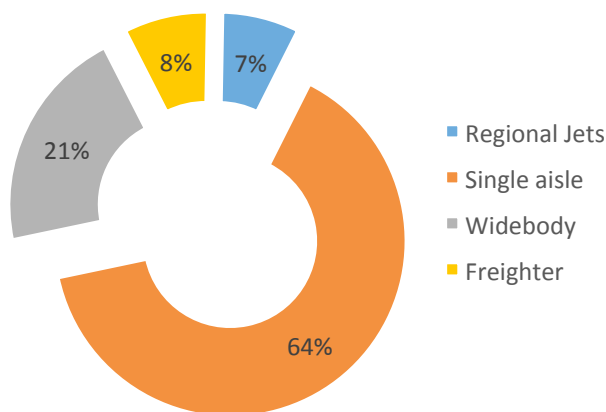
Figure 6.1: Africa fleet composition – 2019



Source: Boeing Market Outlook

According to Boeing, 54% of the aircrafts in operation in Africa are made up of single aisle type. Freighters represent 8%, wide body aircrafts 20%, and regional jets 18%.

Figure 6.2: Africa fleet composition forecast – 2039



Source: Boeing Market Outlook

For AFRAA Member Airlines, the top 10 operators with the largest fleet size in 2019 is shown in the following table:

Table 6.2: Top 10 AFRAA airlines in terms of fleet in 2019

Airline	No of aircraft in service
Ethiopian Airlines	126
EgyptAir	68
Royal Air Maroc	61
Air Algerié	57
Kenya Airways	36
Tunisair	29
Air Peace	26
Air Mauritius	15
TAAG Angola	15
Tassili Airlines	15

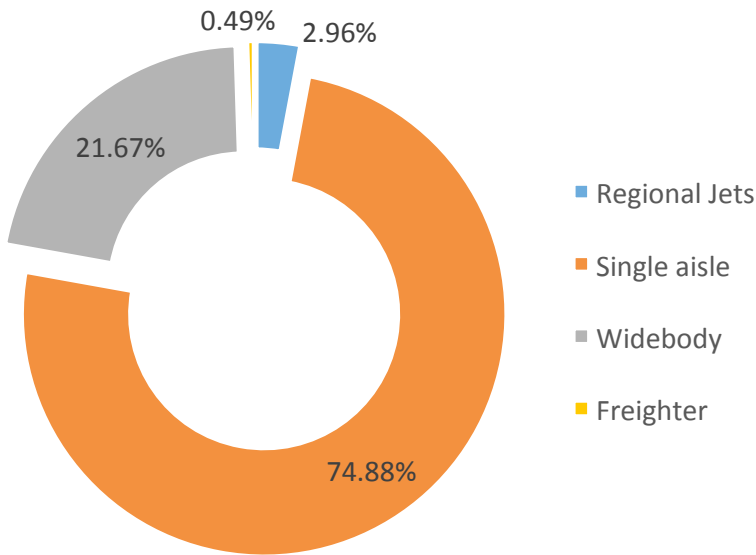
Source: AFRAA

Fleet forecast

According to Boeing previsions, the world's active fleet is expected to grow at an average annual rate of 3.2% over the next 20 years. The number of aircrafts in service will reach 48,400 airplanes by the year

2039. By region, it is estimated that approximately 2.35% of the new airplanes will be delivered to African airlines, while Asia Pacific will receive 40.44% of new deliveries.

Figure 6.3: Africa's 20-year fleet acquisition forecast



Source: AFRAA / Boeing

Over the 1,015 new aircrafts that will be delivered to African airlines over the next 20 years, 74.88% will be single-aisle airplanes, 21.67% will be widebody

airplanes, regional jet will account for 2.96% and freighters for less than 1%.

Section Seven: Employee productivity

In 2019, IATA reported that airlines employed 2.9 million persons worldwide, 3.79% more than the 2.79 million employees recorded in 2018. Employee productivity measured in ATK/employee declined by 1.2%, as the average ATK/employee reduced to

529,079 compared to 536,079 ATK/employee in 2018. Due to the COVID-19 situation, the situation is expected to worsen in 2020. According to IATA, 1.9 million jobs may be lost as airlines are trying to reduce their expenses.

Table 7.1: Worldwide airline industry employment and employee productivity

	2018	2019	2020 (est.)
Labour costs, US\$ billion	174	187	103
Employment (million)	2.79	2.9	1.87
productivity (ATK/employee)	536,079	529,688	521,348
Unit labour cost: \$/ATK	0.117	0.122	0.105

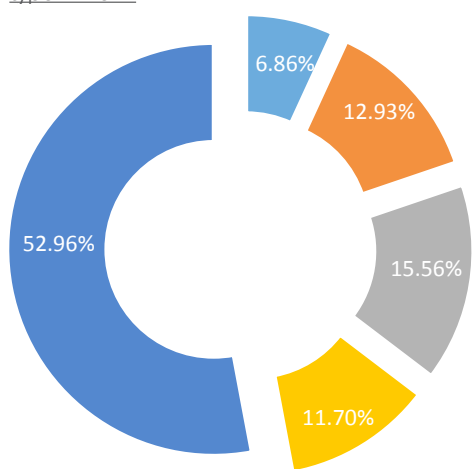
Source: IATA, ICAO, ATAG, Oxford Economics

The analysis below is based on the reported data by 16 AFRAA Member Airlines

The 16 AFRAA Member Airlines that reported

their data in 2019 directly employed 62,985 in 2019, compared to 68,628 in 2018, representing a reduction of 5,643 jobs.

Figure 7.1: AFRAA airlines employees by job type in 2019



Source: AFRAA – Reported AFRAA airlines only

Figure 7.2: AFRAA airlines employment by job type 2019

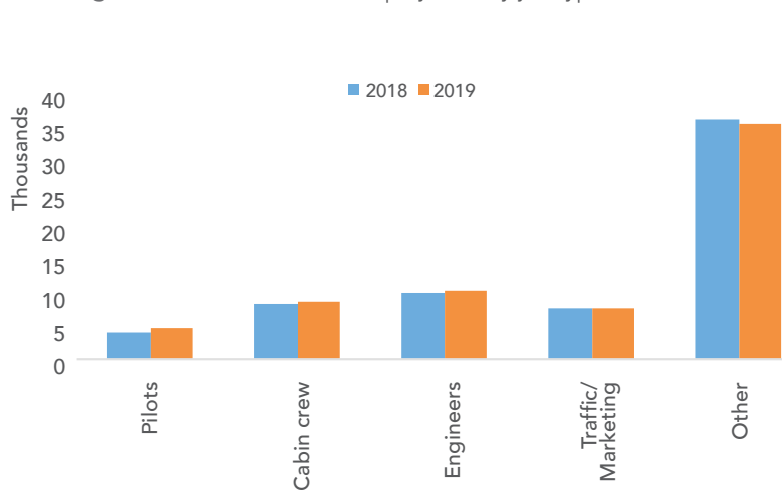


Table 7.2: Employee performance indicators for some AFRAA airlines

	2018	2019
ATK/employee	372 344	392 878
RTK/employee	229 526	239 894
Number of passengers/employee	718	742
Employee/aircraft	158.8	163.1

The employee productivity of AFRAA Member Airlines in terms of ATK/employee was at 392,878 in 2019. This is lower than the 529,688 worldwide

average reported by IATA. African airlines have to improve their staff utilisation in order to get more productivity.

Section Eight: Safety

In 2019, the total number of fatal accidents involving commercial airlines was 8, resulting in 249 fatalities. This is an improvement compared to 2018, where we had 10 fatal accidents, for 519 fatalities.

In the African region, two fatal accidents occurred, with 177 fatalities. 7 non-fatal accidents also happened.

Figure 8.1: World airline fatal accidents in 2019

	Date	Aircraft Type	Operator	Fatalities	Flight Type	Location
1	09/03/2019	Douglas DC-3	Laser Aereo	14	Passenger	near Villavicencio
2	10/03/2019	Boeing 737 MAX 8	Ethiopian Airlines	157	Scheduled Passenger	near Addis Ababa
3	06/05/2019	Sukhoi Superjet	Aeroflot	41	Scheduled Passenger	Moscow
4	27/06/2019	Antonov An-24	Angara Airline	2	Scheduled Passenger	Nizhneangarsk
5	17/10/2019	Saab 2000	PenAir	1	Scheduled Passenger	Unalaska, AK
6	24/11/2019	Dornier 228	Busy Bee Congo	20	Scheduled Passenger	Goma
7	24/12/2019	Cessna 208B	Calafia Airlines	2	Scheduled Passenger	Tastiota
8	27/12/2019	Fokker 100	Bek Air	12	Scheduled Passenger	Almaty
Total				249		

Source: Aviation Safety Network (<http://aviation-safety.net/>)

The low number of accidents in Africa is a continuation of a trend of improving safety standards in the continent due to the efforts by various stakeholders including AFRAA, Governments, civil aviation authorities, airlines, airports, ground handlers, ICAO, IATA, AFCAC, AFRAA, ACI and others. These efforts need to continue to be enhanced. We would like to see all eligible African airlines obtain IOSA certification and ground handlers ISAGO registration to assure the customers that African aviation adheres to industry best practices in safety, security and operations.

IOSA

As of October 2019, Africa had 47 airlines on the IOSA registry comprising almost all the major carriers on the continent.

Below is the list of African airlines on the IOSA registry:

- Air Cairo
- Air Cote d'Ivoire
- Air Madagascar
- Air Mauritius Ltd.
- Air Namibia (Pty) Ltd.
- Air Peace Limited
- Air Seychelles Ltd.
- Air Tanzania Company Ltd
- Air Zimbabwe (Pvt) Ltd
- Allied Air Ltd.
- Almasria Universal Airlines
- Arik Air Limited
- Azman Air Services Ltd
- Cameroon Airlines
- Compagnie Aérienne Asky
- Congo Airways
- EgyptAir
- Ethiopian Airlines Group
- FlyEgypt
- Jambojet Limited
- Kenya Airways Limited
- LAM - Linhas Aéreas De Moçambique
- Mango Airlines
- Mauritania Airlines International
- Nesma Airlines
- Nile Air
- Africa World Airlines
- Afrijet Business Service
- Air Algérie
- Air Austral et Ewa Air
- Air Botswana
- Air Burkina S.A.

- Nouvelair
- Overland Airways Limited
- Petroleum Air Services, Pas.
- Precision Air Services Plc
- RAM Express
- Royal Air Maroc
- RwandAir
- S.A. Airlink (Pty) Limited
- Safair Operations (Pty) Ltd.
- South African Airways
- South African Express Airways (Pty) Ltd.
- Taag Angola Airlines
- Tacv Cabo Verde Airlines
- Tassili Airlines
- Tunisair

ISAGO

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

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

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

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

ISSA

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

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

The conditions to participate in ISSA are as follows:

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

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

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

Section Nine: AFRAA Secretariat Value Adding Activities

9.0 The Establishment of AFRAA Technical Operations and Training Committee

The Executive Committee (EXC) held its 179th meeting on 30 July 2019 at EgyptAir headquarters in Cairo, Egypt. At this session, the Executive Committee decided to decrease the number of various AFRAA committees and task forces. Hence, the EXC directed the Secretariat to merge the Training Task Force, the Ground Handling Committee, and the Technical Operations into one entity, AFRAA Technical Operations and Training Committee (TOTC).

The TOTC provides AFRAA Members with a single coordination forum for matters related to engineering, maintenance, ground and flight operations, and training. The Secretariat will convene members of the TOTC meeting at least once a year. The TOTC meeting will hold its first meeting online on 2 November 2020, taking into account the COVID-19 working environment.

9.1 Safety

9.1.1 IOSA and ISSA Audit Organization in Africa

AFRAA bylaws require the registration of either IATA Operational Safety Audit (IOSA) or IATA Safety Assessment Standard (ISSA) for membership. None of the IATA-endorsed audit organization's operational base is in Africa. Consequently, the travel expenses of the auditors based outside the Continent inflate the recurrent audit costs. Locating an AO in the region will be beneficial in terms of travel and labor costs. Hence, the meeting suggested that AFRAA should engage IATA to seek ways for an AO establishment in Africa.

In the early 2000s, Africa logged poor safety records detrimental to any African audit organization's image. However, safety results are improving significantly in Africa. Three years in a row, no accidents occurred in commercial air transport in 2016, 2017, and 2018. The root cause of the 2019 single accident is non-operational; furthermore, African States' safety oversight performances are also improving. Current prevailing conditions are favourable to warrant a credible safety audit organisation in the region.

Therefore, AFRAA will table the issue relating to an African AO at the forthcoming annual meeting of Member Airline CEOs and IATA DG scheduled on 5 November 2020.

Several aviation professionals accomplished training and served foreign AOs as freelance auditors. Based on these safety practitioners, Africa could set its Audit Organization and fairly compete in conducting IOSA and ISSA.

9.1.2 AFI Regional Programmes – AFI ATS Safety Incident Analysis

Africa and Indian Ocean (AFI) Air Traffic Service (ATS) Incident Analysis Group (AIAAG) held its 17th meeting on 11 and 12 March 2020 at the Sandton Convention Center, Sandton, South Africa. Sixty-five (65) participants from 19 States / Air Navigation Service Providers (ANSPs), three (3) airlines, and nine (9) international organisations attended the meeting.

The AIAAG database incidents provided the required inputs to compute air collision risk in the Region before deciding to implement Reduced Vertical Separation Minimum (RVSM) in 2008. Since then, AFI Regional Monitoring Agency (ARMA) continue close collaboration with AIAAG Secretariat to determine AFI collision risk periodically.

Overall, there is a downward trend in the number of confirmed LoS-events over the 10 years from 2010 to 2019 though, the last two years recorded an increase. Considering the confirmed LoS-events, Nairobi, Mogadishu, and Johannesburg/Cape Town FIRs have recorded high numbers. It is also clear that the numbers of aircraft movements are great in JNB and NBO FIRS. SAL Oceanic FIR did not log a single loss of separation in 11 years.

Technology implementation is on the rise in the Region. VSAT networks established most ground-to-ground communication circuits, extended VHF mobile communication along many airways, CPDLC became the primary communication means in many areas, and radars and ADS-B provide some instances of surveillance services. Yet, airborne safety nets such as ACAS, IATA In-Flight Broadcast Procedure in AFI

region (IFBP), and Strategic Offset Lateral Procedure (SLOP) continue to identify and resolve several losses of separation in the region. The maturity of SMS and just culture will go a long to improve ATM services in Africa and accelerate the downtrends of safety events.

The Secretariat is encouraging its Member Airlines to file air safety reports (ASR) on ATS incident with relevant FIR / State and send a copy to AIAAG Secretariat (IATA JNB Office) for follow-up with the ANSP.

9.1.3 IGOM and IATA Resolution 753 Implementation

The Secretariat encourages members to implement IGOM as ground service providers (GSP) and requires the same standards for their operations when contracting the services of a GSP.

During the COVID-19 pandemic, IATA provided guidance material to support the industry covering various topics, transport of cargo on passenger aircraft, resumption to ground service provision, and aircraft cleaning and disinfection.

In line with AFRAA Recovery Plan, the Secretariat responded to Member Airlines' requests and engaged slot management authorities to waive the allocation rules at 40 airports worldwide.

IATA Resolution 753

With the COVID-19 pandemic, the compliance with IATA Resolution on baggage tracking system implementation at African airports has become

even more challenging. Member airlines and airport operators at their home-basis should coordinate and plan the baggage tracking systems when traffic reaches at least 2019 levels.

9.2 Training

9.2.1 AFRAA Training Activities 2020

AFRAA is committed to the development of people so that African aviation continues to grow using highly trained and capable personnel. We appreciate that people are the basic foundation upon which aviation organisations build their strategic success, continue to develop and adapt to the enormous changes taking place in the operating environment.

The COVID-19 pandemic has significantly impacted training activity as most borders remain closed and aircraft grounded. Despite the pandemic challenges, our Member Airlines still need high quality training services yet at an affordable cost to help in resumption as well as sustenance of operations within our member airlines.

In this spirit, AFRAA has developed a list of virtual training courses based on training needs survey from our Member Airlines. These courses will be offered by highly experienced and capable consultants with proficiency in various areas of aviation activities yet at low cost to our members.

Member Airlines are highly encouraged to take advantage of the highly discounted virtual training courses. The list of courses is as follows:

Course Title	Duration	Dates	Cost Per Participant USD \$
Dangerous goods refresher training CAT 8,9,10,11,12	1 Day	17 th ,18 th , 20 th , 21 th 25 th , 28 th August	200 \$
Transport of Perishables	2 Days	17- 18 August	300 \$
Live Animal Regulations	3 Days	19 th - 21 st August	350 \$
Safety Management System For operational staff	1 Day	22 nd ,29 th August	200 \$
Baggage handling	2 Days	24 th - 25 th August	300 \$
ACARS-TCAS	1 Day	24 th August	200 \$
Crew Resource Management Refresher (CRM)	1 Day	24 th August	200 \$
Controlled Flight Into Terrain (CFIT)	1 Day	25 th August	200 \$
Reduced Vertical Separation Minima (RVSM)	3 Days	26 th - 28 th August	350 \$
Fatigue and Risk Management (FRMS)	1 Day	31 st August	200 \$
SMS Implementation Plan (SMSIP)	3 Days	2 nd - 4 th Sept	350 \$
Cargo Loading in the passenger cabin	2 Days	3 rd - 4 th Sept	300 \$
First Aid and Aviation Medicine	3 Days	7 th - 9 th Sept	350 \$
Aircraft Flight Planning and Air traffic procedures	3 Days	8 th - 10 th Sept	350 \$
Performance Based Navigation (PBN)	2 Days	14 th - 15 th Sept	300 \$
Station / Ground Handling Management	5 Days	14 th - 18 th Sept	500 \$
Fuel Cost Reduction strategies	3 Days	14 th - 16 th Sept	350 \$
Volcanic Ash/Adverse Weather Conditions	1 Day	21 st Sept	200 \$
Human Factors in Ground Operations	3 Days	21 st - 23 rd Sept	350 \$
Low Visibility Operations (LVO)	2 Days	21 st - 22 nd Sept	300 \$
Upset Prevention and recovery Training	1 Day	22 nd Sept	200 \$
SMS for Executives (SMS EXECUTIVE BRIEF)	4 Hours	22 nd Sept	200 \$
Pilot Incapacitation Training	1 Day	23 rd Sept	200 \$
Aircraft Flight controls and Navigation system	3 Days	23 rd - 25 th Sept	350 \$
Aircraft Takeoff and Landing performance	3 Days	28 th - 30 th Sept	350 \$
Warehouse and cargo build up course	5 Days	28 th Sept- 2 nd Oct	500 \$
Safety Performance Investigation Training	5 Days	5 th - 9 th Oct	500 \$
Passenger check-in Process	3 Days	14 th - 16 th Oct	350 \$
Aircraft Handling and loading Supervision	3 Days	19 th - 21 st Oct	350\$
Human Factors in Aviation	5 Days	19 th - 23 rd Oct	500 \$
Crew Resource Management Initial	4 Days	26 th - 30 th Oct	400\$
Aircraft Turn around coordination course	3 Days	4 th - 6 th Nov	350 \$
Aircraft Fuel Planning and Management course	2 Days	9 th - 10 th Nov	300\$
ETOPS Training	3 Days	25 th - 27 th Nov	350 \$
Aircraft Accident Investigation training	5 Days	30 th Nov- 4 th Dec	500 \$

If you are interested in one of these virtual classes, you have to enroll on line in our website www.afraa.org or send your enquiry to rbouoni@afraa.org

List of Confirmed Courses

	Course Name	Dates	Host	Number of Participants
AFRAA Courses				
1	Instructional Techniques	20-24 Jan 2020	Safe Air	7
2	Aircraft Marshalling Initial Course	18-20 Oct 2020	Air Djibouti Virtual	15
3	Aircraft Marshalling Refresher Course	26-27 Oct 2020	Air Djibouti Virtual	10
4	Aircraft Turnaround coordination and loading Supervision	2-5 Nov 2020	Air Djibouti Virtual	13
5	Aircraft Turnaround coordination and loading Supervision	9 -12 Nov 2020	Air Djibouti Virtual	12
6	Dangerous Goods Regulations CAT 6	16-20 Nov 2020	Rwanda Air Force	6
7	Crew Resources Management Threat and Error	21-25 Nov 2020	Rwanda Air Force	7
8	Crew Resources Management for Instructor	26-28 Nov 2020	Rwanda Air Force	7
9	Instructional Techniques	30 Nov - 4 Dec 2020	Rwanda Air Force	9
10	Train of The Trainer SMS	5 -7 Dec 2020	Rwanda Air Force	8
11	Instructional Design	8 -12 Dec 2020	Rwanda Air Force	9
AFRAA in conjunction with IATA				
	Course Name	Dates	Host	Number of Participants
	Instructional Techniques	6-8 Oct 2020	Virtual	10

9.2.2 AFRAA Cooperation with Members'

Approved Training Organizations

During its 179th meeting, the Executive Committee directed the Secretariat to cooperate with Africa training centers. This cooperation provides the appropriate solution to achieve better the objectives of the cooperation initiative such as:

- Ensuring that offered courses are at an affordable cost;
- Reducing travel expenses to attend training outside the Continent;
- Safeguarding that the design of the lessons meets the airline-specific needs.

The Secretariat will link the training requests with the appropriate training facility among AFRAA members training centers to achieve this objective. Partnership with the various training centers will increase the number of highly trained African aviation professionals to face future African Aviation Industry challenges and needs.

The Secretariat proposes three scenarios for the cooperation with training centres in AFRAA Framework:

Wet lease - Approved Training Organization (ATO) will provide the appropriate facilities to conduct the training and the instructor who will facilitate the requested courses. AFRAA will oversee the coordination of the training activities, prepare and award the certificates to successful trainees at the end of classes.

Dry Lease - The ATO will provide the facilities to conduct the course. AFRAA will assign the instructor, coordinate the training, prepare and award certificates to qualifying trainees at the end of the programme.

Use of a facilitator from an Airline Member – AFRAA will use one of the active instructors of an AFRAA member outside its ATO to conduct a training session on behalf of the AFRAA Training Unit.

9.2.3 Instructor Development Programme for AFRAA Member Airlines (IDPA)

During the 51st AFRAA Annual General Assembly held on 10th-12th November 2019 in Port Louis, Mauritius, it was resolved that an Instructor Development Program for AFRAA Member Airlines (IDPA) be set up through RES AGA 51/12. The IDPA project objective is to produce 100 highly qualified instructors in a period of 5 years (20 per year) with sponsored tuitions.

To respond to the big shortage in the number of aviation instructors in the African continent, IATF provided 5 training courses in collaboration with Precision Air in Dar es Salaam, Tanzania. 12 participants successfully completed the five training courses and were awarded the IATA Corporate Instructor Diploma in November 2019.

Towards attaining the target of 20 instructors for the year 2020, AFRAA took the initiative to train those participants who participated in the programme but fell short to complete the diploma by one course. AFRAA in collaboration with IATA, has undertaken to train 5 participants through the sponsorship of AFRAA. The 5 trainees will be enrolled in the Instructional Techniques Virtual Training Course that will be held from 6-8 October 2020.

After successful completion of the course, the 5 trainees will get the IATA Corporate Instructor Diploma and the total number for 2020 will be 17 African instructors. 17 instructors will be a good outcome given the challenges posed by the COVID-19 Pandemic. Those highly trained instructors will facilitate AFRAA training in numerous subject areas and at a low rate which is cost saving for training department.

9.3 AFRAA Projects

9.3.1 AFRAA Fuel Project

Due to the impact of COVID-19 Pandemic, AFRAA Fuel Committee held a Webinar on 17/06/2020 to deliberate on how the AFRAA Fuel Tender 2021 will be conducted. The meeting held the view that the tendering process be postponed. This is due to the significant effects of COVID-19 on the operations of participating Member Airlines.

The tender process will take place in March 2021. The airlines opted to rollover their existing contracts to cover the 1st half of 2021. The tender scheduled for March will cover the airlines' volume requirements in the 2nd half of the year 2021.

These proposals aim to buy time for airlines to recover and eventually be able to gauge post-COVID flight schedules as well as volume projections. The Committee members remained hopeful that normal operations will be in place so that airlines are able

to objectively provide their volume projections at the various stations by the beginning of the year 2021

Following the winding up of South African Airways and consequent resignation of the Committee Chairman Mr. Mark Vaughan, SAA, the meeting also elected new leaders to the committee as follows:

- Chairperson – Mr. Mustwafa Murad, Astral Aviation
- Vice Chairperson – Mrs. Alisa Amwaama-Ipinge, Air Namibia

9.3.2 AFRAA/IATA campaigns against high fuel charges and taxes

AFRAA and IATA are actively involved in joint lobbying activities so as to foster better pricing for jet in various African destinations. These activities are being undertaken by the Africa Fuel Working Group (AFWG) in which AFRAA is a member.

The main locations of focus so far include Mauritius, Cote D'Ivoire, Nigeria, Tanzania and Cameroon. Authorities and aviation related departments in these states have increased the fees, taxes and charges on jet fuel during the COVID-19 pandemic period which will hinder the recovery efforts for our members.

9.3.3 Line Maintenance Pools

The Executive Committee approved the concept note establishing the Technical & Operations Task Force, including the revival of AFRAA Line Maintenance Pool Activities. Accordingly, the Secretariat drafted relevant documents and tabled them at the last meeting.

Hence, the Member Airlines represented at the first TOTF meeting, the Task Force established:

- B737 NG pools at seventeen (17) airports and;
- A319/A320/A321 pools at two (2) airports.

After that, the Secretariat reported the outcome of the Technical Operations Task Force meeting to Executive Committee at its 180th session, which approved the AFRAA Line Maintenance Pool initiative, designed to decrease operating cost while enhancing safety and efficiency.

The COVID-19 pandemic struck airline operations significantly; the traffic demands disappeared, and the 2024 forecast indicates that traffic levels may reach those of 2019.

AFRAA has prepared a service agreement in line with Recovery Plan, both Pillars 6 and 9, on cost reduction and sustainability. Therefore, the Line Maintenance Pool Service Agreement waives the AFRAA Line Maintenance Pool membership fee. As an added value of AFRAA membership, to become an AFRAA Line Maintenance Pool member, an AFRAA airline needs to sign the Line Maintenance Pool Service Agreement.

After signing the Line Maintenance Pool Service Agreement, the airline may join any AFRAA Line Maintenance Pool at various stations. Participating operators will pay:

- Their bills to participate in pooling activities at a specific airport and;
- Their bills to access specific pool items.

AFRAA is also developing the AFRAA Line Maintenance Pool Portal. It will be accessible to approved staff members of airlines having signed the Line Maintenance Pool Service Agreement. AFRAA Secretariat will ensure the administration functions of the portal.

9.3.4 Marketing AFRAA Member MROs outside Africa and Opportunity to Market Excess Inventory Spare parts

Focusing on adding values to Member Airlines, AFRAA COVID-19 Recovery Plan comprises cost-saving initiatives and innovative projects for airlines' economic sustainability. Thus, AFRAA and its partner United Aviation Solution have engaged in an MRO Joint Venture with the view to promoting African airlines' MROs to provide maintenance services to airlines, MROs, and OEMs in the USA. The scheme mainly targets the MROs with approvals of either the FAA or EASA. Ultimately, the project could also arrange a mobile workforce of Member Airlines' engineers and instructors to conduct technical courses in the USA on an ad hoc basis.

Towards the project's implementation, the Secretariat invited Member Airlines' MROs to share their maintenance capability lists. Three MROs provided their respective detailed capability lists: EgyptAir, Ethiopian Airlines, and Kenya Airways.

Air transport economists forecast that the industry will reach 2019-traffic levels from 2024. Considering the downsizing trends from July 2020, the joint venture extended the marketing efforts to excess inventories. Two Member Airlines shared with the Secretariat their extra spare-part supplies.

On Thursday, 22 October 2020, the Secretariat convened participating MROs to a webinar to present the IT-based marketing tools the partner has developed. The Committee is invited to note the ongoing MRO initiative, and those representatives who have not yet joined are welcome to approach the Secretariat for their airlines' participation.

9.3.5 Aircraft Capacity Sharing Portal

This lead was initially to ensure AFRAA Member Airlines participate in servicing COVID-19 derived cargo demands for the African States. AFRAA

encouraged Member Airlines to cooperate as long haul wide-body operators or local airlines to overcome the shortage of cargo capacity during the pandemic period. The Secretariat adjusted the initiative and aligned it with AFRAA strategic objectives. Therefore, the plan is now a long-term initiative that will remain valid well beyond the post-COVID period.

In line with the AFRAA recovery plan (Pillars 6, 7, and 9) and AFRAA's commitment to supporting the aviation industry stakeholders, the Secretariat, through an MOU partnered with ACC Aviation to develop a capacity sharing platform named AFRAA 'Powered by ACC' Portal. This portal is designed to improve AFRAA Member Airlines' airplane exchange, enhance cooperation. The portal also optimises daily aircraft utilization and enhances airline productivity and air transport development in the Region.

To launch the portal and explain its functionalities in detail, AFRAA conducted two webinars targeting the Member Airlines and other aviation industry stakeholders. The Portal capabilities include:

- Posting aircraft availability;
- Viewing posted/available aircraft for either Dry lease, ACMI, Passenger Charter, Cargo Charter and Layover and
- Posting consultancy inquiries.

The Aircraft Sharing Portal is up and running with 75 approved registrations and 24 airlines. Some users have posted aircraft availability data as a marketplace, and others made their inquiries for the various portal services.

AFREXIMBANK, together with Africa CD of the AUC, developed a portal referred to as the Africa Medical Supplies Platform (AMSP) to enable the States to place orders. AFRAA has already engaged Africa CDC for the possibility of linking the two portals as they complement each other. AUC has accepted that the AFRAA and Africa CDC's IT teams link the two platforms.

9.3.6 Data Intelligence Tool to Reduce Air Navigation Bills

The high-cost environment of doing business in Africa influences African air operations negatively. Several aviation studies point out 'high airport facility fees' and 'high air navigation charges' in Africa compared to other regions. In collaboration with other stakeholders, AFRAA embarks on lobbying efforts in engaging aviation authorities on the continent.

Excessive air navigation charges increase African airlines' available seat-kilometre costs. This paper introduces an innovative solution to control and cut down air navigation bills. In line with the recovery

plan, pillars six on cost-saving and nine on economic sustainability, in partnership with FliteGain, developed the data intelligence tool to reduce air navigation service charges.

Initially, a demonstration showing of potential savings of the proposed system using airlines' historical data will be conducted. Secondly, the airline may decide to subscribe to use the tool.

The application implementation automates the invoice verifications against flight operation data. As much as lobbying results depend on exogenous stakeholders, the decision to implement the proposed IT-solution depends on the demonstration's factual findings. AFRAA and a partner will conduct a webinar dedicated to the tool's launch and presentation on by early December 2020.

9.3.7 Direct Routings towards Flexible Routes in AFI Airspace

During the COVID-19 period, aircraft movements decreased drastically in the airspace, and several ANSPs indicated that they could accept direct routings from waypoints to waypoints instead of sticking to airways during entire flights.

Flight crews may request direct routings in flight; however, including the direct routings in flight plans yields more fuel savings. Based on official Aeronautical Information Circulars that operational (AIC) staff may file such flight plans.

ASECNA published AICs 28/A/20GO, 12/A/20FM, and 29/A/20FC to cover the whole airspace of their 18 Member States. Member airlines should request ANSPs in their respective States to issue similar ASECNA AICs to offer fuel-saving opportunities in their airspaces.

Even before the pandemic, traffic density has been low in Africa compared to other regions. At least five African ANSPs support random air routes in oceanic airspace; the practice of direct routings could also prepare the continent for future flexible routes' implementation. At its 22nd meeting, AFI Planning and Implementation Group (APIRG) passed Conclusion 22/36 to encourage States to implement flexible routings in the continental airspace. AFRAA undertook lobbying efforts for Conclusion 22/36 implementation in the airspace of East-African States.

9.3.8 AFRAA Route Network Coordination and Cargo Committee

Following EXCOM 179 held on 30th July 2019 in Cairo, Egypt, It was decided that the Cargo and Route Network Coordination be merged into one Committee.

In May 2019, the RNC committee held its meeting, in Port Louis, Mauritius. Since the re-launch of the RNC project in August 2014, it has been observed that the committee activities have yielded significant outcomes in commercial cooperation.

The realisation of impressive results have been achieved over the years by the committee in particular the need for a streamlined approach to the emerging and evolving needs of the members.

Over and above the SPA's, Interline Electronic Ticketing, codeshare agreements, and network harmonization successes that have been achieved with the Route Network Coordination Committee, there is an increasing desire by the Member Airlines to formalise their relationships with a view to expanding collaboration beyond the commercial aspects.

The Cargo Committee has been meeting on a regular basis since 2017 and the last meeting was hosted by EgyptAir in Cairo on the 7th-8th October 2019. The airlines represented in the meeting include Astral Aviation, Air Algerié, Tunis Air and EgyptAir. The meeting deliberated on matters that had been raised in the previous meeting held in Johannesburg, South Africa. Issues debated during the Cargo Committee meeting included: common African Regulatory Policies, opportunities arising from the AfCFTA, challenges faced by Cargo in Africa and the way forward and updates on SAATM & Implementation.

The AFRAA Secretariat continues to engage with members in order to encourage and keep the collaborative approach going so that the members remain focused on their mutual objectives stated as follows:

- Revenue generation
- Cost reduction
- Aircraft utilisation
- Network expansion
- Traffic stimulation
- Expanded cooperation initiatives

The AFRAA first Route Network and Cargo joint webinar was held on the 7th October 2020.

In line with the Articles and By-Laws of Association, the committee elected a Chairman and two Vice Chairmen for the Route Network and Cargo Committee. Mr Sanjeev Gadhia CEO Astral Aviation was elected as the Chairman. The meeting elected as well Mr. Hesham Elewa, VP Cargo at Egyptair and Mr. Martin Gitonga Head of Network Planning and Alliances at Kenya Airways, as the Vice Chairmen representing cargo and passengers respectively.

Section Ten: FAA or EASA Certified African MROs



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Section Eleven: FAA or EASA Certified Training Centres



Adawlya for Training and Aviation Science

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Section Twelve: Airlines with Aircraft Simulators



Aviation Training Center of Tunisia (ATCT)

2 A320 aircraft simulators
Contact: Thouraya Ayadi
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Email: atct@atct.com.tn



EgyptAir Training Centre

A320, A330, A340, B737NG and B777 full flight simulators
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Ethiopian Aviation Academy

B737NG and B757/B767 full flight simulator trainings
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Kenya Airways Pride Centre

B737 NG full flight simulator
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CasaAero S.A.S

B737 NG full flight simulator
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Section Thirteen: AFRAA Member Airlines – Individual Summary Facts



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Chief Executive Officer

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IATA CODE: Y6
ICAO CODE: CIK

AFRAA MEMBERSHIP
Became member in 2017
Established in 2010

OWNERSHIP STRUCTURE
Privately Owned

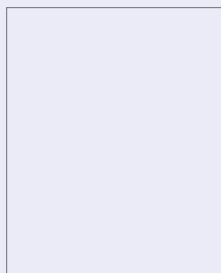
COMMERCIAL PARTNERSHIP
N/A

DESTINATIONS SERVED

Domestic	4
Regional	3
International	0

FLEET

EMB 120	3
ERJ 145	1



Capt. Mustafa Matuug
Chairman

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IATA CODE: 8U
ICAO CODE: AAW

AFRAA MEMBERSHIP
Became member in 2002
Established in 2001

OWNERSHIP STRUCTURE
Government: 100%

COMMERCIAL PARTNERSHIP
N/A

DESTINATIONS SERVED

Domestic	6
Intra-Africa	0
International	7

FLEET

Airbus 320-200	4
Airbus 330-300	1



Capt. Bakhouche Alleche
General Manager

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IATA CODE: AH
ICAO CODE: DAH

AFRAA MEMBERSHIP
Became member in 1968
Established in 1947

OWNERSHIP STRUCTURE
Government: 100%

COMMERCIAL PARTNERSHIP
Turkish Airlines

DESTINATIONS SERVED

Domestic	33
Intra-Africa	9
International	30

EMPLOYEES
8,576

FLEET

Airbus A330-200	8
Boeing B737-800	25
Boeing B737-700	2
Boeing B737-600	5
ATR72-500	15
LC-100-30	1



Ms. Agnes Khunwana
General Manager

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

IATA CODE: BP
ICAO CODE: BOT

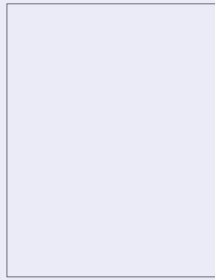
AFRAA MEMBERSHIP
Became member in 1991
Established in 1947

OWNERSHIP STRUCTURE
Government: 100%

COMMERCIAL PARTNERSHIP
Qatar Airways

DESTINATIONS SERVED
Domestic 4
Intra-Africa 4

FLEET
ATR72-600 2
Embraer E170 1



Capt. Blaise Sanou
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
AKFED/IPS consortium (part
of the Aga Khan Development
Network): 88%
Government: 5%
Other: 7%

COMMERCIAL PARTNERSHIP
Air France
ASKY Airlines
Kenya Airways

DESTINATIONS SERVED
Domestic 2
Intra-Africa 7

FLEET
EMB 170 2



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
Government: 100%

DESTINATIONS SERVED
Intra-Africa 4
International 1

EMPLOYEES
N/A

FLEET
EMB 145 1
Boeing 737-500 1



Mrs. Hanitra Rasetarinera

Acting CEO & CFO

ADDRESS

31 Avenue de l'Indépendance,
BP 437, Antananarivo 101
Madagascar
Tel: +261 20 22 22222
Fax: +261 20 22 33760
www.airmadagascar.com

IATA CODE: MD

ICAO CODE: MDG

AFRAA MEMBERSHIP

Became member in 1975
Established in 1962

OWNERSHIP STRUCTURE

Malagasy state : 89,56%
ARO : 5,53%
SONAPAR : 2,53%
Air France : 1,65%
NY HAVANA : 0,32%
Staff : 0,39%

COMMERCIAL PARTNERSHIP

Air Mauritius
Air Austral
Tsaradia
Ewa Air
Air France
Air Seychelles
Thai Airways Int'l Ltd
South African Airways
EgyptAir
Ethiopian Airlines
KLM Royal Dutch Airlines

DESTINATIONS SERVED

Domestic 11
Intra-Africa 6
International 3

EMPLOYEES

798

FLEET

A340-313 2
B737-800 1
ATR72 6



Mr. Indradev Raja Buton

Officer-in-Charge &
Accountable Manager

ADDRESS

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

IATA CODE: MK

ICAO CODE: MAU

AFRAA MEMBERSHIP

Became member in 1985
Established in 1967

OWNERSHIP STRUCTURE

Air Mauritius Holding Ltd: 51%
Government of Mauritius: 8.4%
State Investment Corporation: 4.5%
Rogers & Company Ltd: 4.3%
Compagnie Nationale Air France: 2.8%
Other Shareholders: 29%

COMMERCIAL PARTNERSHIP

Air France
Air Madagascar
Air Austral
Emirates
Virgin Australia Airlines
Malaysia Airlines
Hong Kong Airlines
Air India
Singapore Airlines
South African Airways
China Eastern Airlines
Kenya Airways
KLM – Royal Dutch Airline

DESTINATIONS SERVED

Domestic 1
Intra-Africa 9
Intercontinental 16

EMPLOYEES

1,984

FLEET

A340-300 2
A330-900 2
A330-200 2
A319-100 2
ATR72-500 3
A350-900 XWB 2



Mr. Theo Mberirua

Interim CEO

ADDRESS

Air Namibia (Pty) Ltd,
PO Box 731, Windhoek, Namibia
Tel: +264 61 2996002
Fax: +264 61 2996003
www.airnamibia.com.na

IATA CODE: SW

ICAO CODE: NMB

AFRAA MEMBERSHIP

Became member in 2000
Established in 1946

OWNERSHIP STRUCTURE

Government: 100%

COMMERCIAL PARTNERSHIP

Ethiopian Airlines
Kenya Airways
Turkish Airlines

DESTINATIONS SERVED

Domestic 8
Regional 10
Intercontinental 1

EMPLOYEES

733

FLEET

Airbus A319-100 4
Airbus A330-200 2
Embraer ERJ 135 3
Embraer ERJ 145 3



Mr. Allen Onyema
Chief Executive Officer

ADDRESS

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

IATA CODE: P4
ICAO CODE: APK

AFRAA MEMBERSHIP
Became member in 2019
Established in 2013

OWNERSHIP STRUCTURE
Privately owned

DESTINATIONS SERVED

Domestic	14
Regional	6
Intercontinental	1

FLEET

Boeing 737-300	8
Boeing 737-500	5
Boeing 737-800	1
Boeing 777-200	1
Boeing 777-300	2
Dornier 328-300	1
Embraer ERJ 145	8



Mr. Ibrahima Kane
Chief Executive Officer

ADDRESS

Immeuble la Rotonde Rue
Amadou Assane Ndoye
Tel: +221 30 115 15 15
<https://flyairsenegal.com>

IATA CODE: HC
ICAO CODE: SZN

AFRAA MEMBERSHIP
Became member in 2019
Established in 2016

OWNERSHIP STRUCTURE
Government: 100%

COMMERCIAL PARTNERSHIP
N/A

DESTINATIONS SERVED

Domestic	3
Regional	15
Intercontinental	5

EMPLOYEES

N/A

FLEET

Airbus A319-100	3
Airbus A330-900	2
ATR 72 – 600	2



Eng. Ladislaus E. Matindi
Chief Executive Officer

ADDRESS

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

IATA CODE: TC
ICAO CODE: ATC

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

OWNERSHIP STRUCTURE
Government: 100%

COMMERCIAL PARTNERSHIP
N/A

DESTINATIONS SERVED

Domestic	11
Regional	5
Intercontinental	1

EMPLOYEES

N/A

FLEET

Airbus 220-300	2
Bombardier Dash 8- Q300	4
Boeing 787-8	2



Mr. Joseph Makonise
Chief Executive Officer

ADDRESS

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

IATA CODE: UM
ICAO CODE: AZW

AFRAA MEMBERSHIP
Became member in 1981
Established in 1946

OWNERSHIP STRUCTURE
Government: 100%

COMMERCIAL PARTNERSHIP
N/A

DESTINATIONS SERVED
Domestic 3
Intra-Africa 2

EMPLOYEES
232

FLEET
Boeing B767-200ER 2
Boeing B777-20ER 1
Boeing B737-200 2
Airbus A320-200 2
Embraer 145 1
MA-60 1



Mr. Valentine Tongo
Chief Executive Officer

ADDRESS

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

IATA CODE: 4W
ICAO CODE: AJK

AFRAA MEMBERSHIP
Became member in 2018
Established in 1988

OWNERSHIP STRUCTURE
Privately Owned

COMMERCIAL PARTNERSHIP
N/A

DESTINATIONS SERVED
Domestic 2
Regional 7
Intercontinental 4

FLEET
Boeing 737-400F – 3



Mr. Amadu Simachew
Chief Executive Officer

ADDRESS

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

IATA CODE: KP
ICAO CODE: SKK

AFRAA MEMBERSHIP
Became member in 2010
Established in 2009

OWNERSHIP STRUCTURE
Private: Ethiopian Airlines,
Ecobank, BIDC, BOAD,
Sakhumnotho Group Holding and
other West and Central African
private investors

COMMERCIAL PARTNERSHIP
Ethiopian Airlines
Air Burkina

DESTINATIONS SERVED
Domestic 0
Intra-Africa 22

EMPLOYEES
N/A

FLEET
Boeing 737-700 5
Boeing 737-800 1
Q400-DH8 2



Mr. Sanjeev Gadhia
Chief Executive Officer

ADDRESS

Jomo Kenyatta International
Airport
PO Box 594
Nairobi 00606 – Kenya
www.astral-aviation.com

IATA CODE: 8V
ICAO CODE: ACP

AFRAA MEMBERSHIP
Became member in 2011
Established in 2007

OWNERSHIP STRUCTURE
Fully owned by Kenyans

COMMERCIAL PARTNERSHIP
Ethiopian Airlines
Kenya Airways
South African Airways
LAM Mozambique
Rwanda Air
EgyptAir
Air Tanzania
Silverstone Air
SAC (K) Limited

DESTINATIONS SERVED
Intra-Africa 8
Intercontinental 2
Charters to over
50 destinations in Africa

EMPLOYEES
N/A

FLEET
Boeing 747-400F 1
Boeing 727-200F 2
DC-9-34F 1
Fokker F27 1



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 EIDigair: 50%

COMMERCIAL PARTNERSHIP
Sudan Airways

DESTINATIONS SERVED
Domestic 8
Regional 5
International 4

EMPLOYEES

FLEET
B737-300 1
B737-500 5
B737-800 1



Mr. Louis Georges
Njipendi Kuotu
Chief Executive Officer

ADDRESS

Immeuble La Rotonde-
Boulevard de la liberté
BP 4852 Douala-Cameroon
Tel: +237 33 42 2010 /
33 42 2013
Fax: +33 42 2030 / 42 3015 /
42 2980 / 42 2985
http://www.camair-co.cm/

IATA CODE: QC
ICAO CODE: CRC

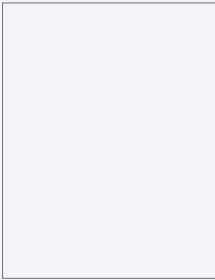
AFRAA MEMBERSHIP
Became member in 2012
Established in 2008
Commenced operations in 2011

OWNERSHIP STRUCTURE
100% by the Government
of Cameroon

COMMERCIAL PARTNERSHIP
Air France

DESTINATIONS SERVED
Domestic 3

FLEET
Boeing 737-700 2
Boeing 767-300 1
Bombardier Q400 1



Mr. Luciano Esono Bitegue
Chief Executive Officer

ADDRESS

Calle Presidente Nasser
916, Malabo, Equatorial Guinea
Tel: +240333098149
+240222013663
www.fly-ceiba.com

IATA CODE: C2
ICAO CODE: CEL

AFRAA MEMBERSHIP
Became member in 2011
Established in 2007

OWNERSHIP STRUCTURE
100% by the State of
Equatorial Guinea

COMMERCIAL PARTNERSHIP
Air France

DESTINATIONS SERVED

Domestic	4
Intra-Africa	11
Intercontinental	1

FLEET

ATR 42-320	1
ATR 42-500	1
ATR 72-500	2
B737-800	3
B767-300	1
B777-200	1



Mr. Desire Balazire Bantu
Chief Executive Officer

ADDRESS

130 Boulevard du 30 juin
Immeuble Elembo
Kinshasa, R D Congo
www.congoairways.com

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	25
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EMPLOYEES
456

FLEET

AIRBUS A320-200	2
Bombardier Q400	2



Mr. Andreas Kaiafas
Chief Executive Officer

ADDRESS

C/ENRIQUE NVO
S/N Amanda Building N°89 –
Malabo
Bioko Norte - Equatorial Guinea
Tel: +240 333 09 04 71
Email: info@cronosair.com
www.cronosair.com

IATA CODE: C8
ICAO CODE: CRA

AFRAA MEMBERSHIP
Established in 2007
Became member in 2015

DESTINATIONS SERVED

Domestic	3
Intra-Africa	6

FLEET

EMBRAER 135	3
EMBRAER 145	3



A STAR ALLIANCE MEMBER



Capt. Mohamed Roshdy Zakaria
Chairman & CEO EgyptAir Holding Co.

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

IATA CODE: MS
ICAO CODE: MSR

AFRAA MEMBERSHIP
Established in 1932
Became member in 1968

OWNERSHIP STRUCTURE
Government: 100%

COMMERCIAL PARTNERSHIP
Star Alliance

DESTINATIONS SERVED
Domestic 7
Intra-Africa 18
Intercontinental 43

EMPLOYEES
27,963

FLEET
B737-800 29
A330-300 4
B777-300 6
B787-9 6
A320-NEO 8
A220-300 12
A330-200F 3



Mr. Tewolde GebreMariam
Chief Executive Officer

ADDRESS
PO Box 1755
Addis Ababa, Ethiopia
Tel: +251 11 663 12 19
Fax: +251 11 661 14 74
www.ethiopianairlines.com

IATA CODE: ET
ICAO CODE: ETH

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

OWNERSHIP STRUCTURE
Government: 100%

COMMERCIAL PARTNERSHIP
ASKY Airlines
Star Alliance

DESTINATIONS SERVED
Domestic 20
Intra-Africa 55
Intercontinental 45

EMPLOYEES
14,218

FLEET
A350-900 14
B737 max-8 5
B737-700 4
B737-800 19
B767-300 6
B777 Freighter 5
B777-200 11
B777-300* 4
B787-800 19
B787-900* 6
DHC8-400 25



Mr. Anis Riahi
Chief Executive Officer

ADDRESS
21 Rue des Entrepreneurs
Charguia 2 –
2035 Tunis - Tunisie
Tel: +216 71941111
www.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. Abdullahi Diria Warsame
Chief Executive Officer

ADDRESS

Panari Sky Centre
Mombasa Road
Nairobi, Republic of Kenya
Tel: +254 20 2325573
Fax: +254 20 2325467
Email: info@jubbaairways.com

IATA CODE: 3J
ICAO CODE: JUB

AFRAA MEMBERSHIP
Became a member in 2017
Established in 2008

OWNERSHIP STRUCTURE
Private owned

DESTINATIONS SERVED

Domestic	9
Intra-Africa	2
Intercontinental	2

FLEET

Fokker 50	3
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Mr. Allan Kilavuka
Group Managing Director &
Chief Executive Officer

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
Aeroflot	Jet Airways
Saudia	Etihad Airways
Oman Air	China Southern
China Eastern	Hongkong Airlines
Korean Air	Vietnam Airlines
Garuda Indonesia	Royal Air Maroc
Egypt Air	Air Burkina
Jambo Jet	Precision Air
LAM Mozambique	TAAG Angola
Air Mauritius	Air Namibia
Comair - Kulula	

DESTINATIONS SERVED

Domestic	4
Intra-Africa	43
Intercontinental	10

EMPLOYEES
3,816

FLEET

Boeing 787-8	9
Boeing 737 - 300	2
Boeing 737 - 700	2
Boeing 737 - 800	8
Embraer 190	15



Eng. Joao Carlos Po Jorge
Chief Executive Officer

ADDRESS

PO Box 2060, Maputo,
Mozambique
Tel: +258 21 468710
Fax: +258 21 465134
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	9
Intra-Africa	5
Intercontinental	5

EMPLOYEES
831

FLEET

Boeing 737-700	2
Boeing 737-500	1
Bombardier Q400	2



Mr. Abdulati El Meshki
Chairman

ADDRESS

Libyan Airlines
PO Box 2555
Omar Mukhtar Street, Tripoli
State of Libya
Tel: +218 21 361 4102
Fax: +218 21 361 4815

IATA CODE: LN
ICAO CODE: LAA

AFRAA MEMBERSHIP
Established in 1965
Became member in 1968

OWNERSHIP STRUCTURE
Government: 100%

DESTINATIONS SERVED

Domestic	2
Regional	3
International	1

FLEET

Airbus 320	3
Airbus 330	3
Bombardier CRJ900	2
Falcon 50	1



Mrs. Amal Mint Maoulod
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	9
International	1

FLEET

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



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

ADDRESS

Cairo International Airport,
Terminal 1
4 Obour Buildings
Salah Salem St., Cario
7 Aswan Square 7
Behind Atlas Hotel
Mohandseen – Giza – Egypt

Contact Info:

Inside Egypt 19415
Outside Egypt (+20) 2 26968000
www.nileair.com

IATA CODE: NP
ICAO CODE: NIA

AFRAA MEMBERSHIP
Established in 2012
Became member in April 2016

DESTINATIONS SERVED

Domestic	7
International	13

EMPLOYEES
793

FLEET

A320-200	5
A321-200	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

DESTINATIONS SERVED

Domestic	3
Intra-Africa	1
International	18

EMPLOYEES
5,628

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
----------	---

EMPLOYEES
234

FLEET

ATR 72	1
ATR 42	3
B1900D	2



Mr. Patrick Mwanri
Chief Executive Officer

ADDRESS

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

IATA CODE: PW
ICAO CODE: PRF

AFRAA MEMBERSHIP
Became member in 2006
Established in 1991

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

COMMERCIAL PARTNERSHIP
Kenya Airways

DESTINATIONS SERVED

Domestic	10
Intra-Africa	2

EMPLOYEES
405

FLEET

ATR 72	5
ATR 42	2



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: 53.94%
Hassan II Fund: 44.1%
Private Investors: 3.20%

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 20
Intra-Africa 27
International 58

EMPLOYEES
2,328

FLEET
ATR 72 6
Boeing 737-800 31
Boeing 737-700 6
Boeing 737-MAX 2
Boeing 747-400 1
Boeing 767-300 2
Boeing 787 9
Embraer E190 4



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

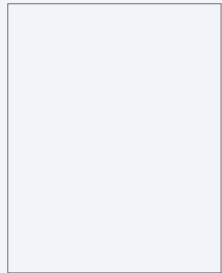
AFRAA MEMBERSHIP
Became member in 2009
Established in 2002

OWNERSHIP STRUCTURE
Government: 100%

COMMERCIAL PARTNERSHIP
Brussels Airlines
Precision Air Services

EMPLOYEES
1,692

FLEET
A330-300 1
A330-200 1
Boeing 737-700 2
Boeing 737-800 4
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

DESTINATIONS SERVED
Domestic 15
Intra-Africa 2

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



Mr. Mohamed Aden Noor
Chief Executive Officer

ADDRESS

AIS Building, Wilson Airport
Nairobi, Kenya

IATA CODE: K3

ICAO CODE: SAQ

AFRAA MEMBERSHIP

Became member in 2016
Established in 2007

DESTINATIONS SERVED

Intra-Africa
Intercontinental

FLEET

Fokker 50
Fokker 100
B727-200
B747-400
A300



Ms. Thandeka Mgoduso
Interim Executive Chairperson

ADDRESS

Floor 5, Block G, Airways
Park, or Tambo International-
Johannesburg, South Africa
Tel: +27 11 978 1908
Fax: +27 11 978 6055
www.flysaa.com

IATA CODE: SA

ICAO CODE: SAA

AFRAA MEMBERSHIP

Became member in 1994
Established in 1934

DESTINATIONS SERVED

Domestic	14
Intra-Africa	14
International	8

FLEET

Airbus A319	3
Airbus A330-300	1
Airbus A340-300	4
Airbus A340-600	4
Boeing B737-300F	2



Ms. Thuli Mpshe
Chief Executive Officer

ADDRESS

4th Floor, West Wing Pier
Development,
or Tambo International Airport,
Johannesburg,
PO Box 101 or Tambo
International Airport, 1627,
South Africa
Tel: +27 11 978 9900
Fax: +27 11 978 9456
www.flyexpress.aero

IATA CODE: XZ

ICAO CODE: EXY

AFRAA MEMBERSHIP

Became member in 2003
Established in 1994

OWNERSHIP STRUCTURE

Government: 100%

COMMERCIAL PARTNERSHIP

LAM Mozambique Airlines
SA Airlink
Congo Express

DESTINATIONS SERVED

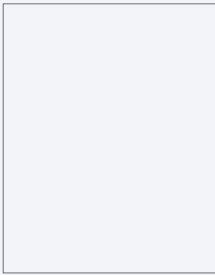
Domestic	7
Intra-Africa	3

EMPLOYEES

1,015

FLEET

Bombardier CRJ 200ER	10
Bombardier CRJ 700	4
Bombardier Dash 8-Q400	10



Mr. Yasir Timo Saows
Managing Director

ADDRESS

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

IATA CODE: SD
ICAO CODE: SUD

AFRAA MEMBERSHIP
Became member in 1968
Established in 1947

OWNERSHIP STRUCTURE
Government: 99%
Private: 1%

FLEET

Airbus A320-200	1
Fokker 50	3



Mr. Lotfi Frikha
Chief Executive Officer

ADDRESS

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

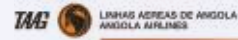
IATA CODE: FS
ICAO CODE: SYA

AFRAA MEMBERSHIP
Became member in 2011
Established in 2020

OWNERSHIP STRUCTURE
Mr Mohamed FRIKHA
43,72 % (Founder)
Telnet Honding 9.09%
Public 47.19%

COMMERCIAL PARTNERSHIP
Arik Air

EMPLOYEES
85



Mr. Rui Carreira
Chairman &
Chief Executive Officer

ADDRESS

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

IATA CODE: DT
ICAO CODE: DTA

AFRAA MEMBERSHIP
Became member in 1978
Established in 1938

OWNERSHIP STRUCTURE
Government: 100%

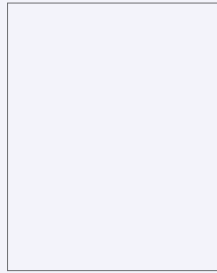
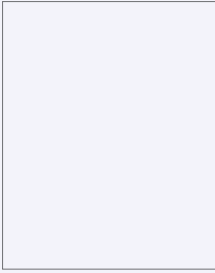
DESTINATIONS SERVED

Domestic	11
Intra-Africa	11
Intercontinental	9

EMPLOYEES
3,064

FLEET

B737-700	5
B777-200ER	3
B777-300ER	5
Bombardier Dash 8-Q400	3



Mr. Erlendur Svavarsson
Chief Executive Officer

Mr. Adil Cherouati
Chief Executive Officer

Mr. Belgacem Tayaa
Chairman &
Chief Executive Officer

Mr. Cornwell Muleya
Chief Executive Officer

ADDRESS
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Fax: 00213 (0) 21754866
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ADDRESS
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www.tunisair.com

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

IATA CODE: VR
ICAO CODE: TCV

IATA CODE: SF
ICAO CODE: DTH

IATA CODE: TU
ICAO CODE: TAR

IATA CODE: UR
ICAO CODE: UGD

AFRAA MEMBERSHIP
Became member in 2014
Established in 1958

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

AFRAA MEMBERSHIP
Became member
in 1968
Established in 1948

AFRAA MEMBERSHIP
Became member in 2019
Established in 2018

**OWNERSHIP
STRUCTURE**
Government: 100%

**OWNERSHIP
STRUCTURE**
100% owned by
Sonatrach (an Algerian
government-owned
company)

**OWNERSHIP
STRUCTURE**
Government: 74%
Others: 26%

**OWNERSHIP
STRUCTURE**
Government: 100%

DESTINATIONS SERVED
Domestic 3
Intra-Africa 2
Intercontinental 10

DESTINATIONS SERVED
Domestic 3
Intra-Africa 14
Intercontinental 33

DESTINATIONS SERVED
Domestic 3
Intra-Africa 14
Intercontinental 33

DESTINATIONS SERVED
Intra-Africa 9

FLEET
Boeing 757-200 4

FLEET
Boeing 737-800 7
Bombardier
Dash 8-Q200 4
Bombardier
Dash 8-Q400 4

FLEET
A319 – 100 4
A320-200 16
A330-200 2
B737-600 7

FLEET
Bombardier CRJ 900 4

Section Fourteen: AFRAA partners – profiles and contacts



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

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

Key contacts:

Andrew Harreiter
Marketing Manager
ACC AVIATION GROUP
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Andrew.Harreiter@ACCaviation.com

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

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



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.

accelya

Accelya is a leading global provider of technology products and services to the travel and transport industry. Headquartered in Barcelona, Spain, Accelya has been working with the airline industry since 1976.

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

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

Key contacts:

Roger Page-Morris
Regional Director – Sales & Account Management
E: roger.page-morris@accelya.com

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

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

For more information please visit www.accelya.com

Mr. Marcus Carotti
Director, Regional Marketing
marcus.carotti@accelya.com

AIRBUS

Airbus helps shape the future of air transportation and drive sustainable growth around the world. Based on a deep understanding of ever-changing market needs, Airbus pioneers incremental innovative technological solutions and seeks the most efficient sourcing and manufacturing possible – so airlines can grow and people can connect. Airbus, headquartered in Toulouse, France, today consistently captures about half of all commercial airliner orders.

Airbus' comprehensive product line comprises highly successful families of aircraft ranging from 100 to more than 600 seats: the single-aisle A320 Family (including A320neo, the best-selling aircraft in aviation history); the wide-body long-range A330 Family (including the A330-200 Freighter, the A330-based MRTT, and the recently launched A330-800 and -900); the all-new next generation A350 XWB Family; and the flagship A380. Across all its aircraft families Airbus' unique approach ensures that aircraft share the highest commonality in airframes, on-board systems, cockpits and handling characteristics. This reduces significantly operating costs for airlines.

Dedicated to assisting airlines enhance the profitability

Key contact:

Mr. Hadi Akoum
Vice President Sales
Africa and Indian Sub-Ocean Customer Affairs

of their fleets, Airbus also delivers a wide range of customer services in all areas of support, tailored to the needs of individual operators all over the world.

Employing around 55,000 staff world-wide, Airbus is a truly global enterprise with fully-owned subsidiaries in the United States, China, Japan, India and in the Middle East, and spare parts centres in Hamburg, Frankfurt, Washington, Beijing, Dubai and Singapore. Airbus also has engineering and training centres in Toulouse, Miami, Mexico, Wichita, Hamburg, Bangalore, Beijing and Singapore, as well as an engineering centre in Russia. There are also more than 150 field service offices around the world. Airbus also relies on industrial co-operation and partnerships with major companies all over the world, and a network of some 7,700 suppliers all around the world.

Airbus is the first aeronautics company in the world to have earned the ISO 14001 environmental certification for all production sites and products for the entire life cycle. Airbus seeks to ensure that air transport continues to be an eco-efficient means of transport, delivering economic value while minimising its environmental impact.

AIRBUS

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Tel: +33 5 61 93 31 39
Fax: +33 5 67 19 15 31
Email: hadi.akoum@airbus.com



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

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

Key contacts:

Mohammed Mahmoud
President

Aero Industrial Sales Company, (AIS),

Tel: (718) 949-3300

Fax: (718) 949-9898

Email: mohammed@aeroindustrialsales.com

URL:www.aeroindustrialsales.com

Over the last few years, AIS has successfully undertaken major Initial Provisioning for Boeing 777 & 737 NG fleet as well as complete renovation of ground support and delivery of over one hundred latest technology GSE. Talk about GSE: AIS was honoured and certified as the 'Best Distributor in Africa for 2012' by the global leader in GSE – The TLD Group of France.

AIS has a proud exposure in Africa, and we show our appreciation of the African Airlines development by regularly assisting and participating in the AFRAA conferences. Throughout our African colourful booth, you might have noticed our theme which emphasises that the 'African Economic Independence is through Interdependence'. It's not the unit price of the bolt you were quoted; as it's what it costs you on arrival at your door. We make that difference.

Dahir Mohammed
V.P. Sales & Marketing

Aero Industrial Sales Company, (AIS),

Tel: (718) 949-3300

Fax: (718) 949-9898

Email: dahir@aeroindustrialsales.com



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

Key contact:

Mr. Adam Cowburn
Managing Director,

Alton Aviation Consultancy

adam.cowburn@altonaviation.com

+852 8191 3028

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

AMADEUS

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

Key contact:
Maher Koubaa

We are one company, with 17,000 employees across 70 offices. We have a global mind-set and a local presence wherever our customers need us.

Our purpose is to shape the future of travel. We are passionate in our pursuit of better technology that makes better journeys.

Amadeus is an IBEX 35 company, listed on the Spanish Stock Exchange under AMS.MC.

To find out more about Amadeus, visit www.amadeus.com

Follow us on: 

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Amadeus IT Group
Dubai Festival City
Festival Tower - 16th floor
PO Box 126712, Dubai, UAE
Mobile: +971 50 450 9446
Email: maher.koubaa@amadeus.com



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

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

Key contacts:
Mrs. Sandrine de Saint Sauveur
President & CEO
APG INC | 66 Champs-Élysées | 75008 Paris | France
t +33 153 77 13 16 | f +33 1 53 77 13 05
w: worldconnect.apg-ga.com
e: s.de-saint-sauveur@apg-ga.com
Website: www.apg-ga.com

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

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

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

Mr. Ibra Wane
Business Development Director
Middle East & Africa
APG
E: i.wane@apg-ga.com



ATPCO is the world leader in the distribution of fare and ancillary data for the airline industry. Our purpose and passion is to help airlines lower costs and increase revenues by efficiently getting their fare products to the marketplace.

Our solutions make it easy for an airline to seamlessly reach the entire marketplace, transmitting consistent data to global distribution systems, pricing systems, governments, and related travel organisations. We give airlines choice and control over how they distribute their content.

Key contact:

Marcos Alsina de Freitas
Regional Director EMEA
o: +44 208 538 0811
1 Lampton Road, Hounslow, Middlesex

We are the industry source for fare data, including rules, routings, ancillary services, baggage, taxes, and branded fares. Our dependable industry standards ensure that content is processed as it was intended, helping the whole industry run more smoothly.

ATPCO currently works with more than 400 airlines and systems worldwide. We hold over 160 million fares with an average of 3.5 million fare changes a day and handle more than 99 percent of the industry's intermediated fare data.

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Email: malsina@atpco.net
Website: www.atpco.net



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

ATR 42 and the ATR 72 are the best-selling aircraft in the below 90-seat category. With continuous improvement as a driving force, ATR is an equal partnership between leading aerospace firms Airbus and Leonardo. For more information, please visit <http://www.atr-aircraft.com>

Key contact:

Cynthia Koleckar
Sales Director – Africa
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P: +33 (0)5 62 21 91 05



Aurora Aviation S.A. based in Dubai, U.A.E., is a leading international flight management service provider. With offices located in strategic locations around the world, Dubai and Fujairah in the United Arab Emirates, London United Kingdom, Chengdu China and Bamako Mali, Aurora deals with commercial airlines, cargo carriers, business private jet companies (Presidential flights, Air Forces, Royal families, high-profile businessmen, air medic flights, etc.)

With a 24/7 multilingual experienced team, the company offers a wide range of services that ensure its clients a smooth flight experience.

The company has dedicated departments to support all kinds of flights on different requirements basis; the main offered services list includes: Ground Handling services, Station Management, Fuelling, Permits, FBOs Services, Catering, Crew Services and Concierge. Aurora Aviation has all the resources, no matter the purpose of flight.

Always prioritising the satisfaction of clients, the company offers a dedicated Supervision Service to make sure that each flight, from landing to the take-off, goes without any inconveniences, checking each movement and procedure on the ground.

Currently working with African operators like Ethiopian Airlines, 748 Air Services, Saf Air, etc.; Aurora Aviation S.A. shows its strength in the aviation market, not only on the quality of services but also on the diversity and efficiency.

In addition to the extensive list of services, it is important to highlight Aurora Aviation S.A FBOs, one of them located in Fujairah International Airport, U.A.E. The FBOs offer luxurious passenger lounges, crew rest facilities, business centres with WIFI access and printing services, duty free, smoking and children dedicated areas.

All in all, Aurora Aviation S.A.'s mission is to exceed client's expectations and earn their loyalty. Valuing long standing business relationships with customers, colleagues, suppliers and partners.



Boeing is the world's largest aerospace company and leading manufacturer of commercial jetliners and defense, space and security systems. A top U.S. exporter, the company supports airlines and U.S. and allied government customers in 150 countries.

Boeing is organised into three business units: Commercial Airplanes; Defense, Space & Security; and Boeing Global Services, which began operations on 1 July 2017. Supporting these units is Boeing Capital Corporation, a global provider of financing solutions.

Boeing has been the premier manufacturer of commercial jetliners for decades. Today, the company manufactures the 737, 747, 767, 777 and 787 families of airplanes and the Boeing Business Jet range. New product development efforts include the Boeing 787-10 Dreamliner, the 737 MAX, and the 777X. More than 10,000 Boeing-built commercial jetliners are in service worldwide, which is almost half the world fleet. The company also offers the most complete family of freighters, and about 90 percent of the world's cargo is carried onboard Boeing planes.

Key contact:

Boeing Corporate Offices
100 North Riverside
Chicago, Illinois 60606

Boeing Global Services delivers innovative, comprehensive and cost-competitive service solutions for commercial, defense and space customers, regardless of the equipment's original manufacturer. With engineering, digital analytics, supply chain and training support spanning across both the government and commercial service offerings, Boeing Global Services' unsurpassed, around-the-clock support keeps our customers' commercial aircraft operating at high efficiency, and provides mission assurance for nations around the world.

Boeing Capital Corporation (BCC) is a global provider of financing solutions for Boeing customers. Working closely with Commercial Airplanes and Defense, Space & Security, BCC ensures customers have the financing needed to buy and take delivery of their Boeing products. With a year-end 2016 portfolio value at approximately \$4.1 billion, BCC combines Boeing's financial strength and global reach, detailed knowledge of Boeing customers and equipment and the expertise of a seasoned group of financial professionals.

Main switchboard: 312-544-2000
Investor Relations: 312-544-2140



CHAMP Cargosystems provides the most comprehensive range of integrated IT solutions and distribution services for the air cargo transport chain. The portfolio spans cargo management systems, messaging services, and eCargo solutions. These include applications to meet customs and security requirements, quality optimisation as well as e-freight and mobility needs. The products and services are well known under the Cargospot, Traxon and Logitude brands.

The company serves over 200 airlines and GSAs, and links these with some 3,000 forwarders and GHAs

Regional CHAMP Representative:

Muhammad Cassim
Sales and Account Manager Africa
CHAMP Cargosystems
Office: +27 (0) 11 517 7019
muhammad.cassim@champ.aero

worldwide. CHAMP's solutions help its customers and their clients adapt to critical and continuous changes in air transport logistics to meet global trade demands.

CHAMP Cargosystems is headquartered in Luxembourg and operates offices in London, Zurich, Frankfurt/Main, Atlanta, Singapore and Manila. CHAMP is an Industry Partner and member of AFRAA Cargo Task Force.

For further information see: www.champ.aero

CHAMP Cargosystems – Connected thinking for the air cargo community.



Civic Petroleum was incorporated in Nigeria on 3 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 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 sahara and the whole of Africa.



Collins Aerospace, a unit of United Technologies Corp. (NYSE: UTX), is a leader in technologically advanced and intelligent solutions for the global aerospace and defense industry. Created in 2018 by bringing together UTC Aerospace Systems

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



For more than 20 years, DERICHEBOURG Atis aéronautique has been recognised as one of the leading aeronautics subcontractors in Europe and constantly developing on the international scale (Canada, China, United States of America...). Much more than just a service provider, DERICHEBOURG Atis aéronautique is considered as the ideal partner for aeronautics professionals for its know-how and experience, whose watchwords are Expertise, Proactivity, and Continuous Improvement.

With its highly competent and specialised staff, DERICHEBOURG Atis aéronautique provides a wide range of skills covering the complete aircraft life-cycle aimed at major players in the aeronautical industry: Manufacturers, airlines, leasing companies or financial institutions that own aeronautical assets.

Industrial Processes

Industrialisation (referenced Airbus ME3S) - Methods
Technical support
Product Quality Management & monitoring
Coordination and representation of industrial partner
Industrial transfer

Key contact

Mr. Patrick Claudel
VP Sales and Marketing: patrick.claudel@derichebourg.com

Assembly / Manufacturing

Integration of the mechanical and electrical systems
Cabin layout
Finishing / conversion & special projects
Support for static and flight testing
Maintenance, paint finishing & removal

Ground Handling Support

Aircraft technical cleaning
Washing, towing & repositioning
Removal of temporary paint

Supply Chain Consolidation / Logistics

Supply Chain Monitoring
Coordination of industrial partners
Flow Management, repair circuit management
Management & replacement of parts

After-Sales Support

(Part M agreement – FR MG.0236)
Customer representation & Delivery assistance
Continuing Airworthiness
Aircraft transition
Training & Knowledge transfer
For further information
please visit <http://derichebourg-atis.com/en/home.html>



A global aerospace company headquartered in Brazil, Embraer celebrates its 51st anniversary with businesses in Commercial and Executive aviation, Defense & Security and Agricultural Aviation. Since it was founded in 1969, Embraer has delivered more than 8,000 aircraft and is the world's leading manufacturer of commercial aircraft up to 150 seats

Key contact:

Raul Villaron
VP Sales & Marketing Africa and Middle East

with more than 100 customers from all over the world. For the E-Jets programme alone, Embraer has logged more than 1,800 orders and 1,500 aircraft have been delivered. Today, E-Jets are flying in the fleet of 80 customers in 50 countries. The versatile 70 to 150-seat family is flying with low-cost airlines as well as with regional and mainline carriers.

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

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

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

Key contacts:

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

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

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

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

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

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

Capability (NDC) and Software as a Service (SaaS) models, which make Hitit the industry leader in system implementation time to market performance. The Crane solution family contains additional solutions for any possible need of an airline, such as charter inventory distribution, schedule and crew planning, operations control, revenue and cost accounting, cargo operations, and loyalty and customer care solutions.

Hitit currently serves 50 airline companies and travel customers with over 65 million yearly passengers across Europe, Africa and Asia. Hitit has been consistently ranked among the top 500 fastest-growing technology companies in the EMEA region by Deloitte. Hitit holds ISO 27001 and ISO 9001 certificates, and is a long-time strategic partner of IATA.

For more information, please contact: marketing@hititcs.com



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

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

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

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

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Lufthansa Systems is one of the world's leading providers of IT services in the airline industry. It draws its unique strengths from an ability to combine profound industry know-how with technological expertise and many years of project experience.

The company offers its more than 350 customers an extensive range of successful and in many cases market-leading products for the aviation industry. The innovative IT products and services in this portfolio offer customers a wide range of economic benefits while also contributing to improving efficiency and competitiveness. In addition, Lufthansa Systems also supports its customers both within and outside the Lufthansa Group with consulting services and the experience it has gained in projects for airlines of every size and business model.

Innovation and progress

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

Solutions for all airline business processes

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

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

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

The portfolio is divided into different categories:

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

Lufthansa Systems GmbH & Co. KG at a glance

Company headquarters Raunheim near Frankfurt/Main,
Germany

Executive management: Olivier Krueger and
Dr. Thomas Wittmann

Employees: Around 2,200 worldwide

Locations: Berlin, Frankfurt/Main
(Raunheim), Hamburg, Bangkok, Budapest, Buenos Aires,
Copenhagen, Dallas, Delhi, Gdansk, Hong Kong,
Mexico City, Miami, Moscow, New York, Peking/Beijing,
Princeton, Sao Paulo, Singapore, Tokyo, Toronto,
Warriewood
(Australia), Zurich.



Mitsubishi Aircraft Corporation, 'Mitsubishi Aircraft' commenced operations in April 2008, to conduct the designed, type certification, sales & marketing and customer support for the Mitsubishi Regional Jet (MRJ). Headquartered in Nagoya, Japan, Mitsubishi Aircraft has two overseas subsidiaries in the U.S and Europe. Mitsubishi Aircraft is capitalised at 100 billion yen, with financing furnished by, among others, Mitsubishi Heavy Industries Ltd., Mitsubishi

Corporation, Toyota Motor Corporation, Sumitomo Corporation and Mitsui & Co. Ltd.

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.



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

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

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

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

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Portfolio

Turboprops:
PT6A, PW100/150¹
Helicopters:
PT6B/C/T¹, PW200

Business jets

JT15D¹, PW300, PW500, PW600¹, PW800³
Regional jets:
CF34-8/-10E

Narrowbodies

CFM56-2/-3/-5B/-7, LEAP-1B, PW1100G-JM⁵,
PW2000, PW6000, V2500, PW1500G³, PW1900G³

Widebodies

CF6-50/-80C2, GEnx^{2/5}, GE90-110/-115B, GE9X^{2/3/5},
GP7200^{4/5}

- 1) P&WC Customer Service Center Europe,
- 2) Turbine Center Frame,
- 3) Planned,
- 4) Low Pressure Turbine,
- 5) on behalf of OEM

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

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

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

better adapt to change, and create exceptional customer experiences.

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

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

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

Palma Holding's major affiliates are:

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

In 2015, Palma Capital was one of the lead arrangers of USD 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 AirbusA330-300 and 30 new AirbusA320-200 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.

Poulina was created in 1967, the year it all started with poultry. The Group then embarked on a strategy to integrate all the activities of this industry: from the import of breeding to processed products distribution. Successively, a diversification of its activities was initiated by investing in various sectors with high added value. Established 48 years ago, the Group owned at the end of the year 2014, 108 subsidiaries.

In 2010, Poulina Group Holding launched a restructuring action that gave rise to the

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recentralisation of the group with around 9 businesses to facilitate the management and performance monitoring.

The 9 businesses are Poultry, Mass Consumption Goods, Steel Work, Packaging, Real Estate, Public Works & Infrastructure, Wood & Household Appliances, Building Materials and Trade & Services.

On an international scale, the Group has 24 subsidiaries abroad, mainly in Morocco (4), Algeria (4) Libya (10), France (2), Senegal (1) and China (3).

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

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

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

Michael Frilling

Sales Director – Africa

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

Key contact:

Christophe Ritter
Managing Partner

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

Predictive Mobility Holdings Ltd

Email: christophe.ritter@predictivemobility.com



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

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

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

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

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Sabre's consistent innovations provide the airline industry with future-focused IT solutions — from powerful applications and SaaS delivery to high-performance environments that support airlines around the world. We continually strive to develop and bring to market new, cutting-edge innovations. We were the first to introduce passenger-reservations and revenue-management systems, consumer travel, a corporate booking tool, low-fare search capabilities. And we aren't stopping there.

We continually invest in our technology to see airlines well into the future. Our unique solutions are open, flexible, intelligent and scalable, ensuring that they adapt as business needs change and airlines grow.

Our technology is designed to help airlines thrive. Our solutions portfolio is extensive, covering end-to-end operations, and spans every area of aviation across the globe with:

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- More than 225 airline partners around the world,
- Nearly 790 million passengers boarded each year,
- More than 1,500 airports using our departure-control technology,
- More than 35 million flights tracked per year.

Our data-rich software helps airlines make smarter operational decisions, personalise and retail their products and services to travellers, distribute their product offerings through direct and indirect channels and fulfill them to ensure customers receive a superior experience.

Sabre also serves approximately 700 other customers including airports, cargo and charter airlines, corporate fleets, governments and tourism boards.

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

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

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

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Seabury Consulting, now part of Accenture, offers a unique range of expertise specific to the aviation industry that complements Accenture's global capabilities, solutions and services to help propel airlines into the future. Earlier this year, Accenture completed its acquisition of the corporate advisory and aviation consulting businesses of Seabury Group, strengthening Accenture's ability to help the world's leading airlines achieve transformational change.

Accenture (NYSE: ACN) is a leading global professional services company, providing a broad range of services and solutions in strategy, consulting, digital,

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

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

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

No.3 worldwide: Inertial navigation systems.

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

No.1 worldwide: Provider of commercial launches into geostationary Orbit within ArianeGroup*, high-performance space optics.

No.1 in Europe: plasma propulsion for satellites.

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

technology and operations. Combining unmatched experience and specialised skills across more than 40 industries and all business functions – underpinned by the world's largest delivery network – Accenture works at the intersection of business and technology to help clients improve their performance and create sustainable value for their stakeholders. With more than 394,000 people serving clients in more than 120 countries, Accenture drives innovation to improve the way the world works and lives.

www.accenture.com/seaburyconsulting



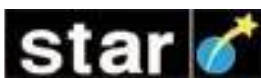
Headquartered in Geneva, Switzerland, SITA is the IT provider for the air transport industry. Today, SITA does business with nearly every airline and airport in the world. It also provides border management solutions to more than 40 governments. It is 100% owned by the industry and driven by its needs. 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. In 2018, SITA had consolidated revenues of US\$1.7 billion. SITA's subsidiaries and joint ventures include SITAONAIR, CHAMP Cargosystems and Aviareto.

For further information, go to www.sita.aero or kindly contact us at info.meia@sitaaero



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

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Responsable Commercial
Star Oil Guinée.

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 Millions USD.

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V 1 is a dedicated and highly experienced company which is working in aviation & consultancy services with extensive knowledge in the field of aviation services. We seek to unceasingly improve the services we deliver to ensure that we achieve the highest possible level of client satisfaction. V1 consultancy services has auxiliary offices covering 200 destinations around the world.

Our vast experience in aviation services gives us the necessary understanding of all requirements and keeps us up to date with new regulatory developments in aviation industry, we secure all the following services in the fastest and most efficient way: Jet Fuel, Ground Handling, Fixed Base Operator, Clearance, Flight Planning, Consultancy, In-flight catering amongst others

Wirecard is one of the world's fastest-growing digital platforms in the area of financial commerce. We provide both business customers and consumers with a constantly expanding ecosystem of real-time, value-added services built around innovative digital payments by using an integrated B2B2C approach. This ecosystem concentrates on the areas of payment and risk, retail and transaction banking, loyalty and couponing, data analytics and conversion rate enhancement in all sales channels (online, mobile, ePOS). Wirecard operates regulated financial institutions in several key markets and holds issuing and acquiring licenses from all major payment and card networks.

At present, we provide financial technology to more than 300,000 customers around the world, including more than 95 international airlines. Wirecard also has effective connections and partnerships with all key industry-specific providers in the travel segment. Wirecard is furthermore a strategic partner of both IATA and AFRAA.

Wirecard is unique in offering a portfolio featuring a flexible combination of technology, services and banking solutions, while also operating our own acquiring service for airline customers, including e-commerce, BSP, ATO/CTO, Call Center and

POS. We currently accept more than 100 different transaction currencies and facilitate direct settlement in all major currencies. In addition to our Principal Membership with Visa and Mastercard, acquiring license agreements are also in place with JCB, Discover/Diners and UnionPay, allowing us to offer global acquiring services to our airline customers. We also offer PSP services for AMEX and UATP. Banking services such as foreign exchange management supplement the outsourcing of financial processes.

Our expertise in issuing solutions enables us to switch pure airline loyalty cards into payment cards. Wirecard also issues branded loyalty prepaid payment cards, mostly Visa and Mastercard. Furthermore, we provide mobile payment systems – i.e. for public transportation systems, apps, mPOS and more.

Our flexible end-to-end solutions are integrated in many airline booking and reconciliation systems such as Amadeus, Sabre, Navitaire, SITA and AeroCRS etc. This range of versatile integration options and plugins can be easily added to booking platforms and corporate processes. With our solutions, all available via a single interface, airlines are therefore able to simplify and fully digitise their processes.

More on www.wirecard.com

Wirecard AG

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ANNEX 1: AFRAA Member Airlines performance

	Air Algérie	Air Madagascar	Air Mauritius	Air Namibia	Congo Airways	EgyptAir	Ethiopian Airlines	Kenya Airways	Mozambique Airlines	Nile Air	Nouvelair Tunisie	Overland Airways Limited	Precision Air Services	Royal Air Maroc	Rwandair	TAAG Angola
TRAFFIC DATA																
Domestic Passengers (000)	2,072	0	192	129	286	1,459	2,064	755	477	335	0	140	267	1,179	21	521
Regional Passengers – Within Africa (000)	4,551	84	1,535	314	14	1,080	10,567	2,449	112	636	0	0	214	1,662	1,150	372
Intercontinental Passengers (000)		108		111	0	6,417		1,229	0		928	0		4,611		557
Total Passengers (000)	6,623	192	1,727	554	300	8,956	12,651	4,433	589	971	928	140	481	7,452	1,171	1,459
Domestic Freight	592	0	89	35	1,570	325	606	1,064	3,874	0	0	0	0	837	9	1,370
Regional Freight - Within Africa	16,527	114	40,563	727	0	9,755	458,789	22,001	759	0	0	0	0	7,353	10,558	3,950
Intercontinental Freight		1,813		2,125	0	125,895		40,195	0	78	55	0	0	22,187		9,640
Total Freight	17,119	1,927	40,652	2,887	1,570	135,974	459,395	63,260	4,633	78	55	0	0	30,377	10,567	14,960
Revenue Passenger Kilometre – RPK (000)	8,196,520	970,014	7,122,818	1,346,368	355,097	21,215,114	45,289,321	12,605,367	607,760	883,542	1,331,250	40,650	216,886	17,116,335	2,627,779	4,539,696
Available Seat Kilometre – ASK (000)	10,918,366	1,505,688	8,974,285	2,073,368	567,178	28,670,463	62,011,928	16,374,962	869,636	1,148,091	1,624,094	60,389	414,638	23,664,912	4,197,924	9,103,115
Passenger Load Factor – PLF (%)	75%	64%	79%	65%	63%	74%	73%	77%	70%	77%	82%	67%	52%	72%	63%	50%
Freight and mail Tonne Kilometre – FTK (000)		15,429		19,084	2,128	465,923	6,709	308,275						102,195		70
Revenue Tonne Kilometre – RTK (000)	737,687	121,073	858,505	125,459	39,250	2,545,138	7,869,247	1,589,605	60,693	94,300	117,608	854	21,688	1,813,828	479	479
Available Tonne Kilometre – ATK (000)	995,501	174,031	1,306,243	280,067	81,831	4,391,240	12,854,106	2,246,947	84,695	152,168	145,589	6,834	41,464	3,433,948	1,270	1,270
Weight Load Factor – PLF (%)	74%	70%	66%	45%	48%	58%	61%	71%	72%	62%	81%	12%	52%	53%		38%
EMPLOYEE DATA																
Pilots	590	50	200	90	43	1,050	877	615	52	68	89	14	56	571	183	140
Cabin crew	1,202	225	453	150	64	2,512	2,055	567	84	136	237	10	54	208	404	480
Engineers	1,285	144	327	26	38	4,546	2,944	247	43	128	8	23	91	269	61	456
Traffic/Marketing	2,571	84	187	66	52	1,452	2,010	454	305	82	70	22	57	445	82	58
Other	2,928	295	817	401	259	18,403	6,332	1,933	347	379	224	165	147	835	962	1,780
Total Employees	8,576	798	1,984	733	456	27,963	14,218	3,816	831	793	628	234	405	2,328	1,692	2,914
DESTINATIONS SERVED																
Domestic		0		8	14	12		4	10	0	0	9	8	20	0	12
Regional - Within Africa				10	10	21		43	6	0	0	0	2	27	22	13
Intercontinental		3		1	0	77		10	5	15	0	0	0	58	7	9
FLEET IN OPERATION	57	8	15	12	4	66	126	35	5	7	10	6	7	61	12	16

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AFRAA member airlines two-letter codes

AB Aviation	Y6	Jubba Airways	3J
Afriqiyah Airways	8U	Kenya Airways	KQ
Air Algérie	AH	Lybian Airlines	LN
Air Botswana	BP	Mauritania Airlines	L6
Air Burkina	2J	Mozambique Airlines	TM
Air Djibouti	DJ	Nile Air	NP
Air Madagascar	MD	Nouvelair Tunisie	BJ
Air Mauritius	MK	Overland Airways	OJ
Air Namibia	SW	Precision Air	PW
Air Senegal	HC	Royal Air Maroc	AT
Air Tanzania	TC	RwandAir	WB
Air Zimbabwe	UM	Safarilink	F2
Allied Air	4W	SAC Ltd	K3
Asky Airline	KP	South Africa Airways	SA
Astral Aviation	8V	SA Express	XZ
Badr Airline	J4	Sudan Airways	SD
Camair Co	QC	Syphax Airlines	FS
Ceiba	C2	TAAG Angola	DT
Congo Airways	8Z	TACV	VR
Cronos Airlines	C8	Tassili Airlines	SF
EgyptAir	MS	Tunisair	TU
Ethiopian Airlines	ET	Uganda Airlines	UR
Express Cargo	7A		

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