



# ANNUAL REPORT

# 2022

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# Foreword



The travel and tourism industry is recovering after the unprecedented shock of the COVID-19 outbreak in 2020. The ease of many restrictions and lockdowns, the rollout of vaccination, and the development of COVID medical care favoured the resumption of Global economic activity.

After a contraction of 3.3% in 2020, the world's economy expanded by 5.7% in 2021, the highest growth rate in more than four decades. The World Bank reports that commodity prices have risen sharply, driven by the improving global outlook and commodity-specific supply factors. Crude oil prices increased significantly, ending with an average of USD 70.4 per barrel, a 66.4% increase compared to 2020.

This translated to an equivalent increase in Jet fuel prices, from USD 46.6 in 2020 to USD 77.8 in 2021.

Unfortunately, the growth is expected to slow down to 2.9% in 2022 and 3% in 2023, mainly due to the surge in energy and food prices, along with the supply and trade disruptions triggered by the war in Ukraine and the necessary interest rate normalisation now underway, according to the World Bank.

According to the African Development Bank, Africa also experienced an economic rebound in 2021, growing by 6.9% after the 2020 collapse. The global demand rise supported this rebound, in addition to the oil price increase that benefitted

oil-exporting economies, the easing of COVID-19 restrictions in most countries, and the resurgence in domestic consumption and investment.

The travel and tourism sector had another challenging year in 2021, particularly for international tourism. International tourist arrivals were estimated at 446 million worldwide, a 69.6% drop compared to 2019, although there was an increase of 9% compared to 2020.

Africa received only 18.9 million international tourists in 2020, a 72.2% decline compared to 2019, when the continent received 68.1 million international tourists. Compared to 2020, the increase was very marginal, around 0.8%.

The airline's performance is gradually improving as passenger demand increases: global RPKs increased by 21.9% in 2021 compared to the previous year, after the 65.8% drop recorded in 2020, while the capacity (ASKs) increased by 18.6%. Global airlines carried 2.2 million passengers, compared to the 1.8 billion realised in 2020.

African airlines carried 43 million passengers, 24% more than in 2020. The continent has the weakest contribution to global air traffic: 1.9%.

Cargo activity shows resilience, as African carriers moved 300 thousand more tonnes in 2021 to reach an estimated 1.26 million tonnes.

Globally, African airlines posted USD 8.6 billion in Passenger revenue losses, representing 49.8% of 2019 Passenger revenues.

While the global industry posted a Net post-tax loss of USD 42 billion and USD 19.3 per passenger, African airlines posted a USD 1.1 billion Net post-tax loss and USD 19.3 per passenger.

The recovery is expected to continue, and the estimated number of passengers carried by African airlines in 2022 is 67 million.

In terms of Passenger revenues, we forecast that African airlines will lose for the full year 2022, USD 3.5 billion, approximately 20% of the entire year 2019 airlines' revenue.

Regarding safety, AFRAA and industry stakeholders, including governments, civil aviation authorities, airlines, airports, ground handlers, ICAO, IATA, AFCAC, and ACI, among others, are improving safety standards.

Achieving sustainable Air Transport in Africa is one of the AFRAA objectives. To reach that critical objective, AFRAA and the African Aviation Industry Group (AAIG) organised in June 2022 a Laboratory to revamp aviation and trade sectors in Africa. The Laboratory brought together industry experts and stakeholders to develop out-of-the-box solutions to stop the marginalisation of the African aviation sector, enhance its competitiveness and grow the global market share. The Air Transport Sustainability Steering Committee (ATSSC) will oversee the developed roadmap.

We believe that a collaborative approach among aviation stakeholders and partners is now more than ever necessary to stop Africa's marginalisation in the global airline industry.

This report reviews the state of the African air transport industry. It highlights the Secretariat activities, which benefit member airlines, the Maintenance, Repair, and Overhaul (MRO) centers in Africa, and training centers, including providers of aircraft simulators to facilitate cooperation among African operators. The airlines' profile section will help readers get essential facts about all AFRAA member airlines. Finally, you will have a summary of our partners who are assisting the industry in taking advantage of the growing opportunities on the continent.

I wish you an excellent informative reading.

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

**Mr. Abdérahmane Berthé**  
AFRAA Secretary General



## Vision

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

## Mission

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

## Values

### AFRAA believes in:

Professionalism  
Integrity  
Leadership  
Communication  
Commitment to serve  
Partnerships  
Transparency  
Result Orientation

## Objectives

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

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



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## Section One: Economic performance

### 1.1 Global economic performance

The Global economy is slowly recovering after the unprecedented shock of the COVID-19 outbreak in 2020.

2021 saw the ease of many restriction measures and lockdowns taken by governments to contain the spread of the virus. The mandatory vaccination policies and the evolution of COVID medical care have allowed a gradual resumption of economic activities worldwide.

After a contraction of 3.3% in 2020, the world's economy expanded by 5.7% in 2021, the highest growth rate in more than four decades. The growth is projected to slow down to 2.9% in 2022 and 3% in 2023, mainly due to the surge in energy and food prices, along with the supply and trade

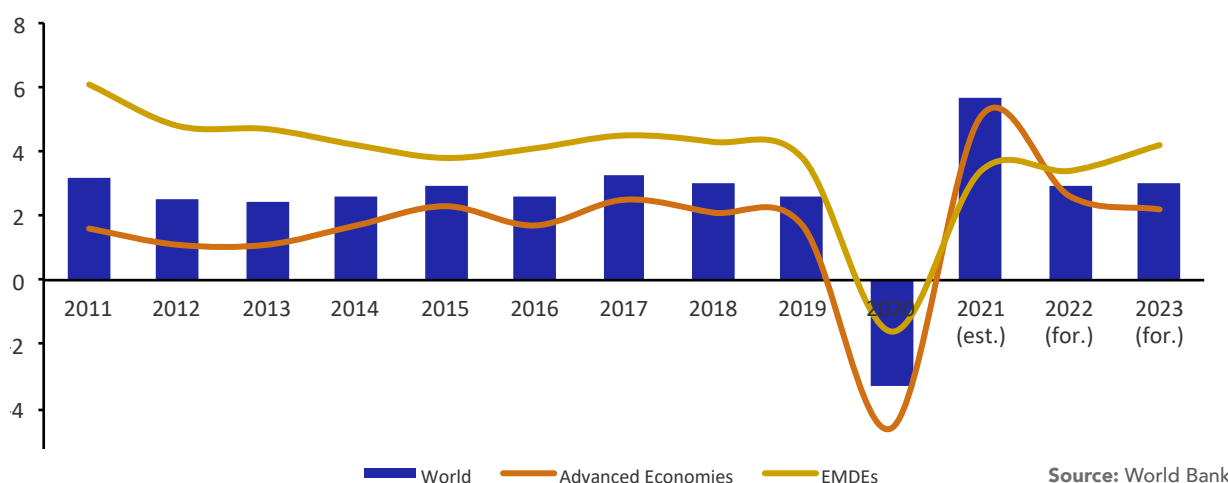
disruptions triggered by the war in Ukraine and the necessary interest rate normalisation now underway, according to the World Bank.

Both Emerging Markets and Developing Economies (EMDEs) experienced growth, after the sharp decrease related to COVID. However, that recovery was very uneven.

The advanced economies rebounded faster due to faster vaccination rates and reached 5.4% annual GDP growth. In the United States, in particular, the recovery was powered by substantial fiscal support, and the GDP increased by 6.8%.

Emerging Markets and Developing Economies (EMDEs) saw a 6% growth, mainly led by China, whose GDP increased by 8.5%.

**Figure 1.1:** Global economic growth



According to the World Bank, Commodity prices have risen sharply, driven by the improving global outlook and commodity-specific supply factors. The recovery in global activity and commodity prices are contributing to an increase in inflation, particularly in certain EMDEs that have experienced a currency depreciation.

Crude oil prices rose throughout 2021, ending with an average of USD 70.4 per barrel, a 66.5% increase compared to 2020. The economic recovery is mainly responsible for the surge because it has stimulated the demand for fossil fuels for electricity generation. Unusually hot weather in some countries has also boosted the demand for electricity for cooling.

In addition, electricity generation from renewable sources has declined in several countries due to drought and low wind speeds, according to the World Bank. The price of non-energy commodities also increased by 32.7%.

The Russia – Ukraine war is enormously slowing global economic activity, influencing high commodity prices, aggravating supply disruptions, increasing food insecurity and poverty, exacerbating inflation, contributing to tightening financial conditions, and increasing political uncertainty.

The Global economy is now expected to grow by 2.9% in 2022, while earlier projections were around 4.1%.



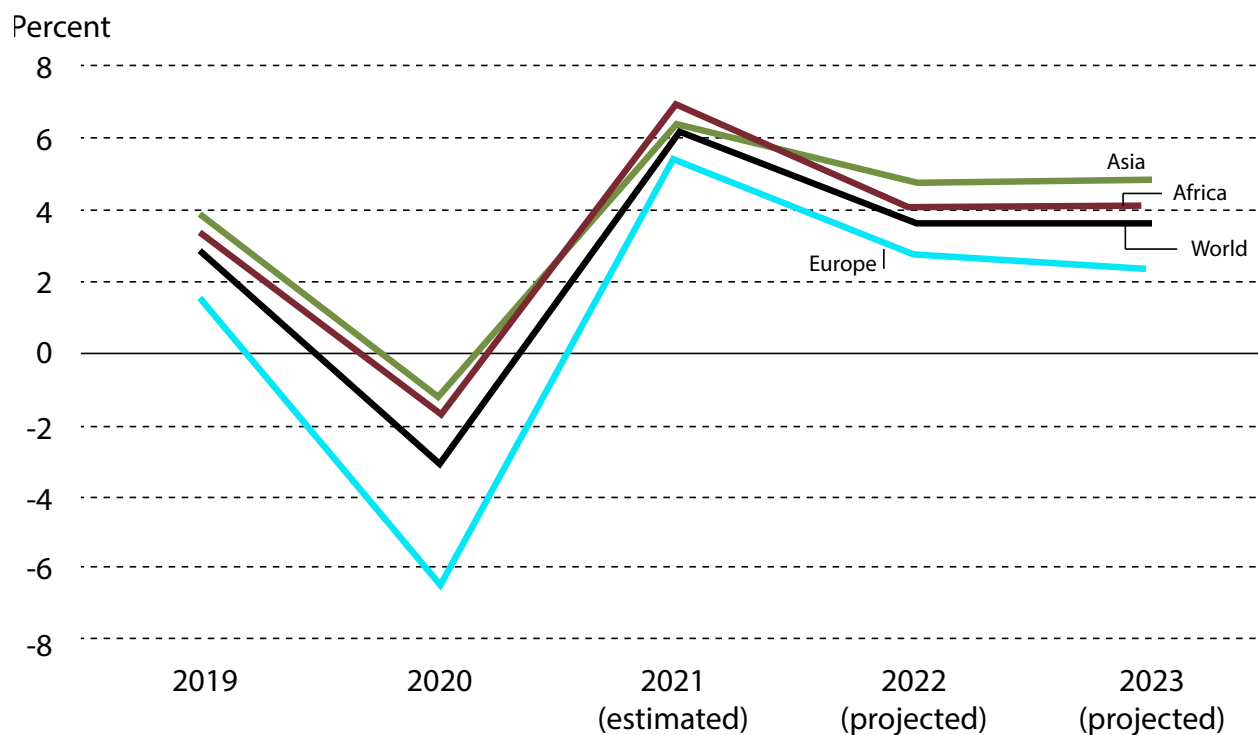
## 1.2 Africa's economic performance

The African continent also experienced an economic rebound in 2021, growing by 6.9% after the 2020 collapse.

The global demand rise supported this rebound, in addition to the oil prices increase that benefitted

oil-exporting economies, the easing of COVID-19 restrictions in most countries, and the resurgence in domestic consumption and investment, according to the African Development Bank (AfDB).

**Figure 1.2:** GDP growth projections in Africa 2019-23



Source: AfDB

The economic fundamentals improved in Africa in 2021, according to AfDB, and many indicators are on the rise.

World trade rebounded by 10% in 2021, stimulating the demand for Africa's commodities, particularly energy and metals. Therefore, the growth in net commodity exporters is estimated at 8.1 percent in 2021, reversing the losses of 2020, when real output fell by 1.0 percent.

The GDP per capita of Sub-Saharan Africa increased from USD 1561 in 2020 to USD 1711, even if it is shallow, compared to the world's average, which is USD 12613 (according to the International Monetary Fund - IMF).

The fiscal deficit reduced to 5.1% of the GDP after reaching 7.2% in 2020.

Despite the economic rebound, currency depreciation continued in almost two-thirds of African countries in 2021, notably in commodity-exporting countries, reflecting the ongoing weakness in current account positions and increased global uncertainty.

Countries with higher depreciation also experienced higher inflationary pressures. The inflation rate increased by an estimated 2.2 % to reach 13% in 2021, from 10.8% in 2020.

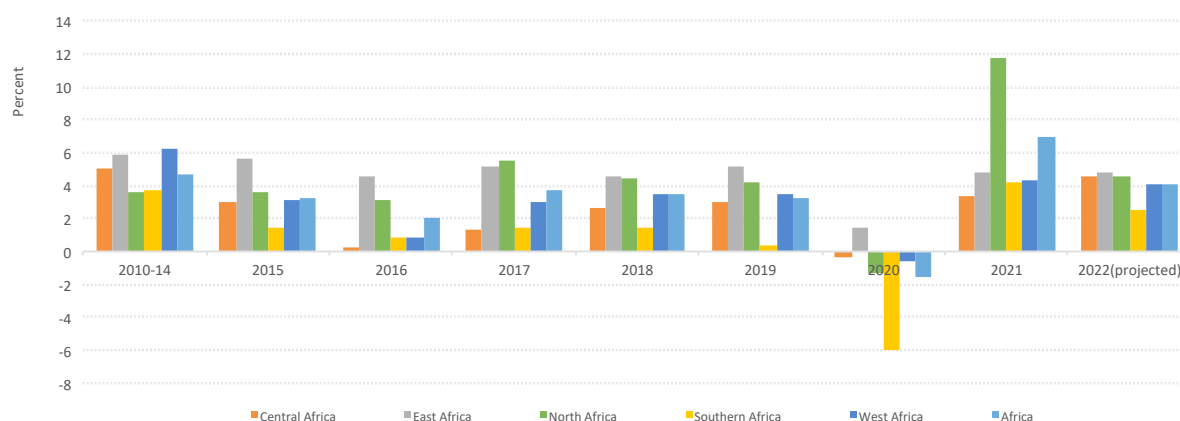
The prospects for economic growth in Africa are highly uncertain. The effects of the Russian-Ukrainian conflict and related sanctions against Russia could lead to a more significant drop in global production than currently expected.

Added are heightened debt vulnerabilities, challenging global financial conditions as inflationary pressures increase, climate and environmental risks, and other socio-political and security issues.

### 1.3 Regional prospects for Africa

The AfDB African Economic Outlook reports that 2021 economic performance varied across countries and regions. The main trends are as follows:

**Figure 1.3:** Real GDP growth by sub-regions of Africa, 2010-22



Source: AfDB

**North Africa** showed the most robust rebound in 2021, with a GDP growth of 11.7%. The region's strong recovery was attributed principally to Libya, with the strong rebound in oil sector activities, following the easing of the decade-long political impasse, which led to lifting the oil exports blockade in late 2020, according to the AfDB.

Morocco also recorded a 7.2% GDP growth, aided by export performance and an exceptional 2020/21 agricultural season.

The growth in the region is expected to decelerate in 2022, reaching 4.5%. Lybia and Morocco will slow down, while Egypt and Mauritania's growth will rebound, supported by trade and tourism.

The **East African** region has best absorbed the shock of COVID-19, being the only one to have recorded a GDP growth of 1.5% in 2020. The Real GDP grew at an estimated 4.8% in 2021 and is projected to stabilise at 4.7% in 2022.

AfDB reports that Rwanda maintained its position among the best-performing economies, growing by 10.0% in 2021, driven by the good performance of services.

Seychelles' economy also grew by 7.9% in 2021, supported by tourism sector activities. Other top-performing economies include Kenya (6.7% in 2021 and 5.9% in 2022), driven by public investments in infrastructure.

The average growth in **West Africa** in 2021 was 4.3%, mainly driven by Nigeria. The largest economy of the region grew by about 3.6% in 2021, taking advantage of the high level of oil prices, the recovery of services and industry, and the policy support in agriculture.

The African Development Bank also reports that Ghana and Côte d'Ivoire return to a higher growth path, expanding by 5.0% and 7.4%, respectively, in 2021. Growth in both countries should remain strong in 2022, supported by favourable cocoa prices and recovery in construction and manufacturing.

**Southern Africa** was the most impacted region by the COVID-19 crisis. The economy retracted by 7% in 2020 but rebounded 2021 by 4.2%.

South Africa's economy posted strong growth of nearly 5%, supported by significant fiscal stimuli.

Botswana, with 12.5% growth, and Mauritius, with 4.0% growth, were among the top-performing economies in 2021. The growth recovery in the region was mainly driven by rising prices and global demand for metals and non-metals and by vaccination rollouts, which aided growth in tourism, according to the AfDB.

The growth in the region is expected to decelerate to 2.5% in 2022.

The AfDB reports that in **Central Africa**, growth reached an estimated 3.4% in 2021 and is projected to rise to 4.6% in 2022. All countries in the region except Congo rebounded in 2021 on the back of increased trade in both oil and nonoil primary commodities.

The regional growth was leaded by the Democratic Republic of Congo, where the GDP grew by an estimated 5.7% in 2021, driven by sustained investments in the mining sector and rising copper and cobalt prices and by the agriculture sector.

## 1.4 Tourism

### 1.4.1 International tourism

According to UNWTO, 2021 was another challenging year for international tourism: the number of international tourist arrivals was estimated at 446 million worldwide, a 69.6% drop compared to 2019, although there was an increase of 9% compared to 2020.

The improvement was driven by increased traveller confidence due to the rapid progress on vaccinations and the easing of travel restrictions in many destinations.

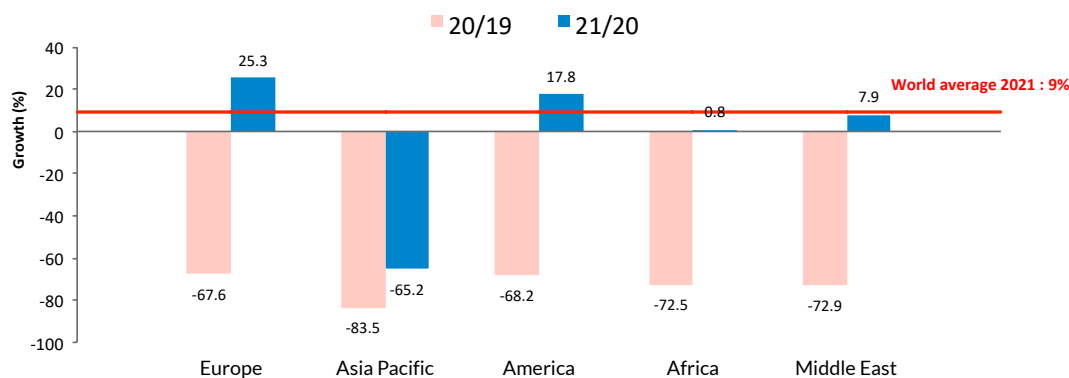
Europe and the Americas recorded the best performance in 2021, showing a more than 17% increase in arrivals compared to 2020.

Middle east and Africa also showed improvement,

with a 7.9% and 0.8% increase, respectively, compared to 2020.

In contrast, Asia Pacific saw a reduction of 65.2% in tourist arrivals compared to the previous year.

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

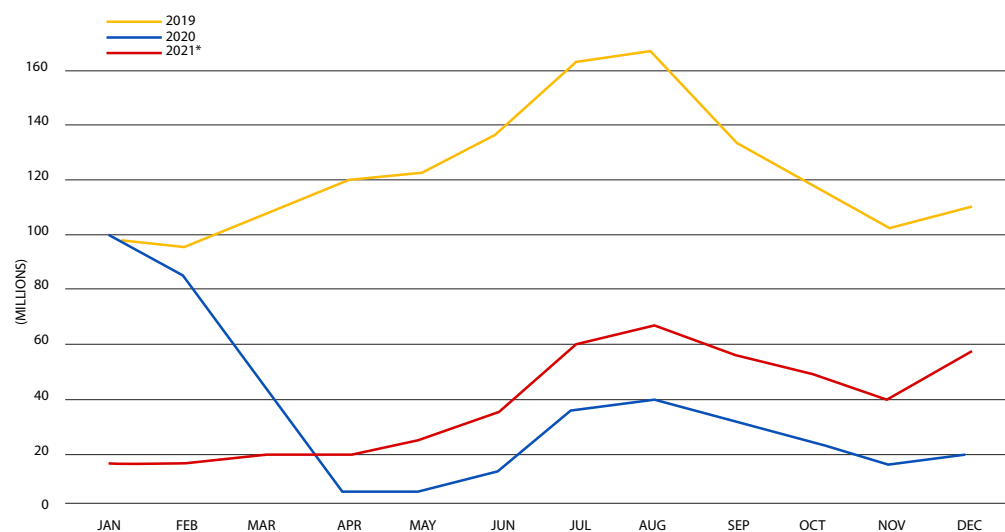


Source: UNWTO

After a weak first half of 2021, international tourism rebounded moderately during the Northern Hemisphere summer season, boosting results for

the third quarter. The positive momentum continued into the fourth quarter.

**Figure 1.5:** Monthly international tourists arrivals 2021



Source: UNWTO

The number of closed destinations dropped to the lowest level in November 2021. Asia Pacific remains the region with the largest share of closed destinations.

The recovery remains fragile and uneven amid the emergence of the new Omicron variant and surging infections in some parts of the world, according to UNWTO.

Compared to 2019, the export revenues from international tourism were reduced by 62.5% in 2020 and by an estimated 52.9% in 2021. In absolute figures, tourism's Direct Gross Domestic Product was USD 1.9 trillion, a considerable drop compared to the USD 3.5 trillion in 2019.

#### 1.4.2 Tourism in Africa

According to UNWTO, Africa received 18.9 million international tourists in 2021, a 72.2% decline compared to 2019, when the continent received 68.1 million international tourists. Compared to 2020, the increase was very marginal, around 0.8%.

In Northern Africa, Morocco reported the highest number of passengers, with 3.7 million tourists. In sub-Saharan Africa, South Africa, Tanzania and Ghana posted more than 500 thousand arrivals in 2021.

The flow of international tourists in 2021 generated USD 16.4 billion.



## Section Two: Airline performance

### 2.1 Global industry performance

#### Passenger traffic

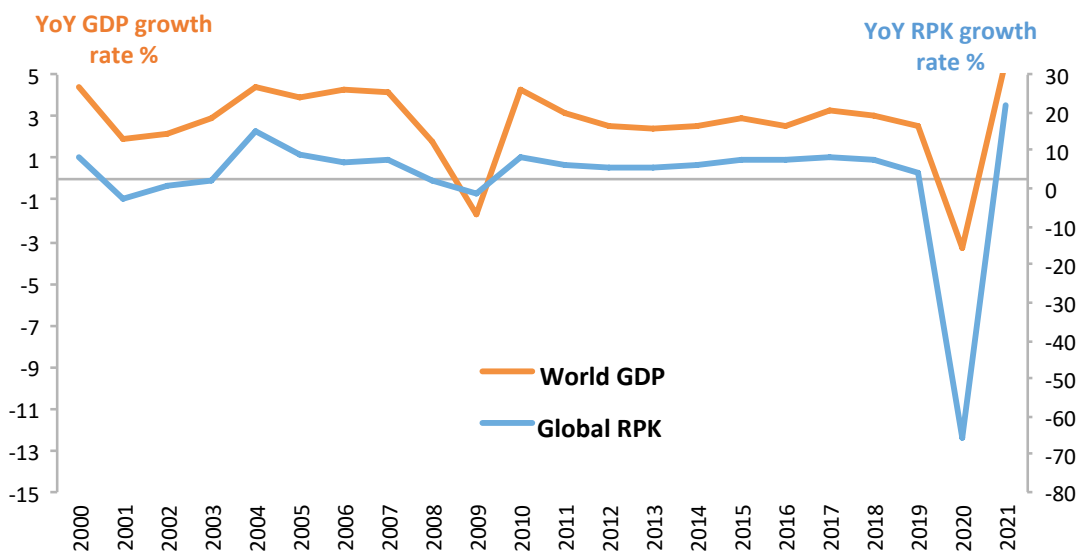
2021 was a recovery year after the COVID-19 unprecedented shock to the airline industry.

The discovery of vaccines and progress in treating the disease have enabled the gradual reopening of air borders in all regions of the world and the easing of travel restrictions.

According to International Air Transport Association (IATA), passenger demand increased by 21.9% in 2021 compared to the previous year, after the 65.8% drop recorded in 2020, the second-largest decline since the 1950s.

Airlines worldwide carried 2.2 billion passengers in 2021 compared to the 1.8 billion realised in 2020. The capacity (ASKs) increased by 18.6%.

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



Source: IATA, IMF

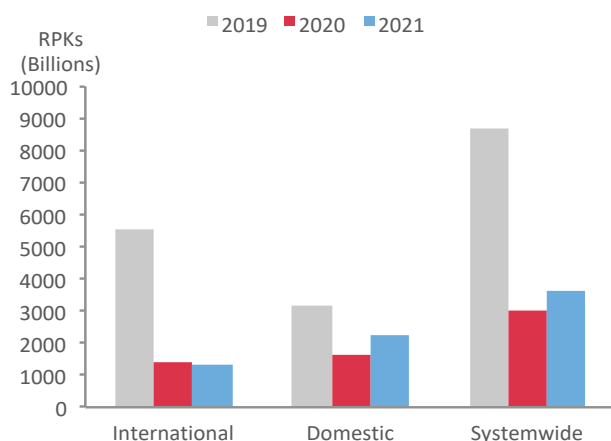
The average global return ticket remained almost constant at USD 243.

The share of domestic market RPKs systemwide increased from 54% in 2020 to 62% in 2021.

The domestic RPKs grew by 40.3% compared to 2020, while international RPKs improved by only 0.1%.

IATA reports that, for most of 2020 and early 2021, international air travel was adversely affected by travel restrictions such that travellers preferred less-restricted domestic trips. However, the trends reversed around mid-2021. Strong demand for international travel ensued, especially for leisure and short-haul trips.

**Figure 2.2:** World Scheduled RPKs 2019-2021 (billion)

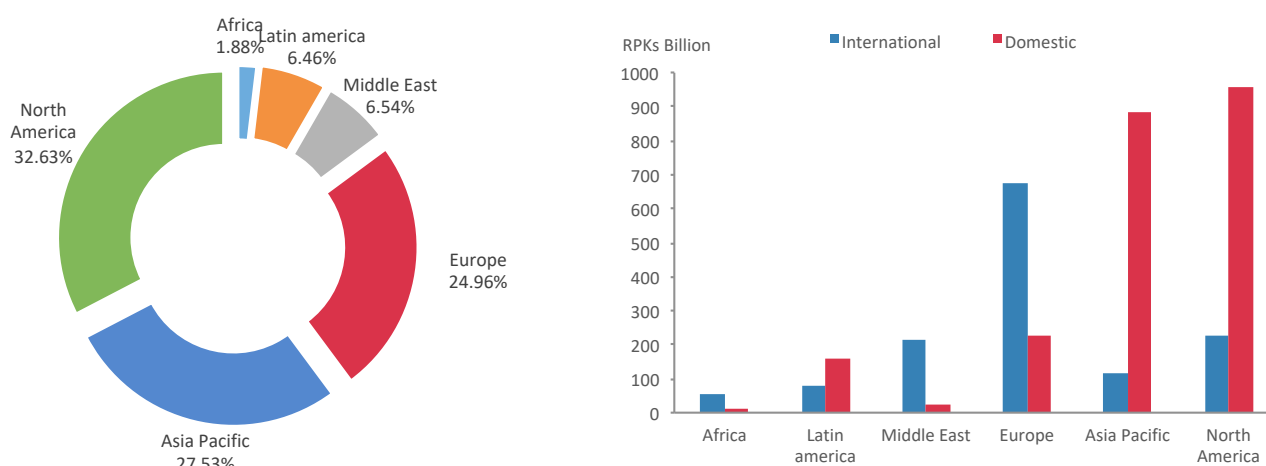


Source: IATA WATS / AFRAA

North America had the highest level of RPKs, representing 32.6% of the global RPKs. The major part of the demand is on the domestic market. The situation is similar in Asia-Pacific, where domestic demand contributed 89% of the total.

Europe, Middle East, and Latin America follow, representing 25%, 6.5%, and 6.5%, respectively. The share of Africa reduced to less than 1.9%.

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



Source: IATA WATS / AFRAA

The domestic market remained globally dominant, driven by North America, Asia Pacific, and Latin America. International traffic was leading in Europe, the Middle East, and Africa.

### Passenger load factor

The Global passenger load factor increased in 2021 by 1.8% to 67%. The load factor of Domestic flights

was 74.3%, while International flights' load factor was 57.6%.

Latin American airlines achieved the highest load factor, with 77.3%. The other regions follow with North America (73.9%), Europe (67.7%), Asia Pacific (62.5%), Africa (61%), and the Middle East (51.6%).

**Table 2.1:** Passenger Load factor for all regions 2021

	Passenger LF	% Change
Africa	61%	-1.5
Asia Pacific	62.5%	-4.9
Europe	67.7%	-1.2
Latin America	77.3%	1.9
Middle East	51.6%	-6
North America	73.9%	14.3
Industry Average	67%	1.8

Source: AFRAA / IATA

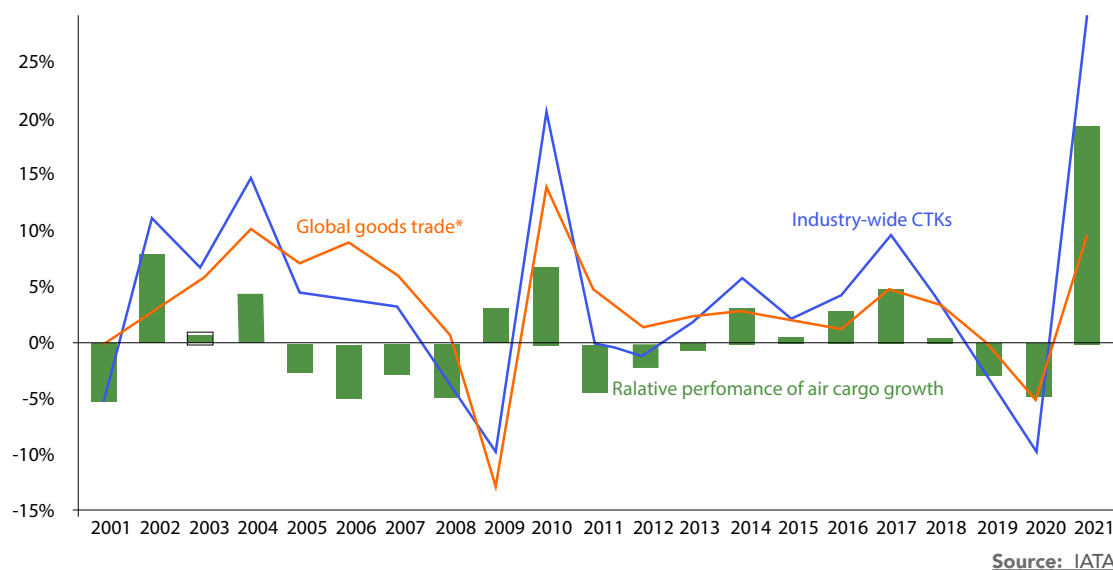
### Freight traffic

According to IATA, 2021 was a strong year for air cargo, with volumes growing by 18.7% year-on-year, the best annual performance since 1990.

Global airlines moved 65.6 million tonnes in 2021 compared to 55.4 million in 2020. As a result, international CTGs increased by 18.7% YoY and 6.9% compared to 2020.

**Figure 2.4:** Worldwide CTK and world Goods Trade growth

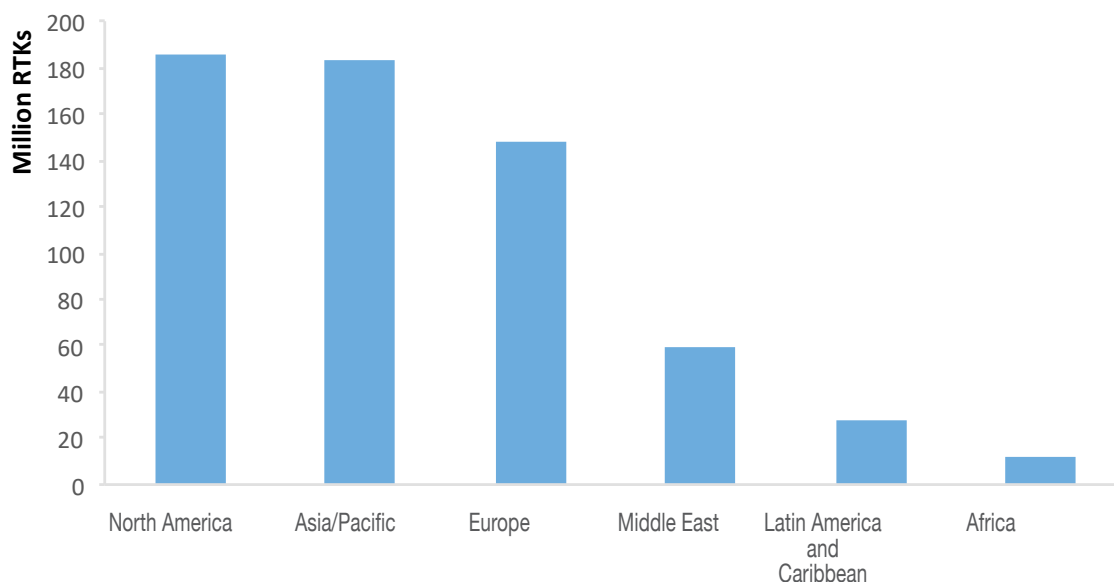
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Supply chain issues have made air freight relatively attractive. There was a marked decrease in the reliability of the container transport schedule in 2021, and the relative cost of container transport has increased.

Vaccine deliveries and Personal Protective Equipment (PPE) shipments, generally transported by air, have also contributed to the air freight out performance, IATA reports. The cargo load factor increased by 4.5% to reach 66.3% in 2021.

**Figure 2.5:** Freight Carried by Region (million RTKs) – 2021



### Financial performance

The COVID Pandemic is the most significant shock faced by the aviation industry. The overall sector realised an unprecedented net loss of USD 137.7 billion in 2020.

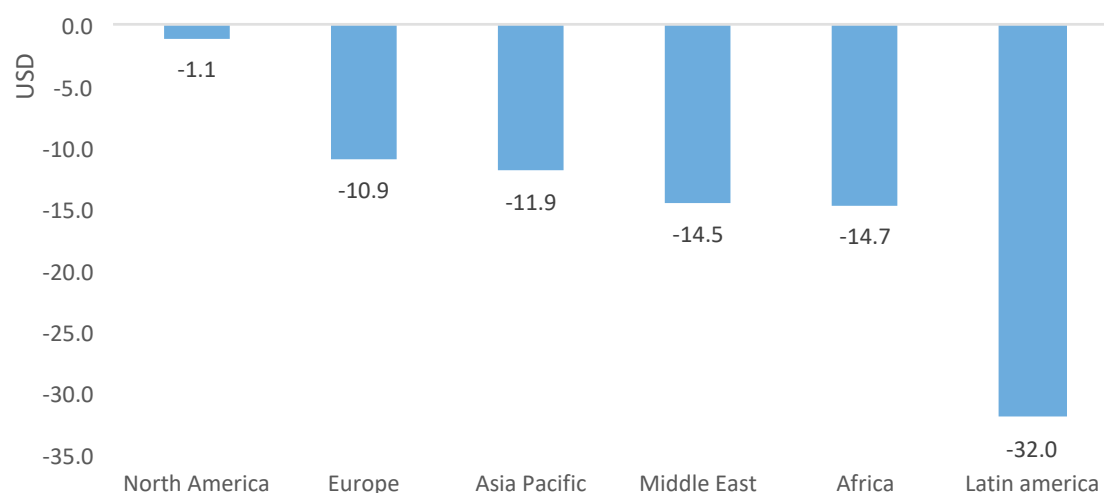
In line with the traffic recovery, the financial situation of airlines is slightly improving, even if lagging that

of traffic. In 2021, global airlines' net post-tax losses was estimated at USD 42.1 billion.

IATA reports that Asia-Pacific airlines posted the most significant net losses at the regional level, USD 45 billion. North America and Europe follow with USD 35.1 billion and USD 34.5 billion, respectively.



**Figure 2.6:** Net profit per region as a percentage of revenues – Scheduled services 2021



Source: IATA WATS / AFRAA

According to IATA, the drop in Return on invested capital (ROIC) reduced from 19.3% in 2020 to 8% in 2021. The global revenue per passenger also improved from a negative USD 76.2 to a negative

USD 19.3. The financial situation is expected to improve slightly next year, and the net profit per passenger will improve to reach a negative USD 2.6.

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

Worldwide industry	2020	2021	2022(est.)
ROIC, % invested Capital	-19.3%	-8%	2.5%
Net post-tax profits, \$ billion	-137.7	-42.1	-9.7
\$ per passenger	-76.2	-19.3	-2.6

Source: IATA

By region, North America realised the smallest loss per passenger, which is USD 2.7 in 2021. Latin

American airlines showed the worst performance with USD -40.3 per passenger, reported IATA.

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

Region	Profit per passengers 2019 (US\$)	Profit per passengers 2020 (US\$)	Profit per passengers 2021 (US\$) (*Forecast)
North America	-61,1	-2,7	7,5
Europe	-66,8	-18,2	-3,5
Asia-Pacific	-50,9	-16,8	-5,9
Middle East	-87,4	-37,3	-9,1
Latin America	-90	-40,3	-11,4
Africa	-39,7	-19,3	-7,9
World Average	-76,2	-19,3	-2,6

Source: IATA

## Jet fuel price

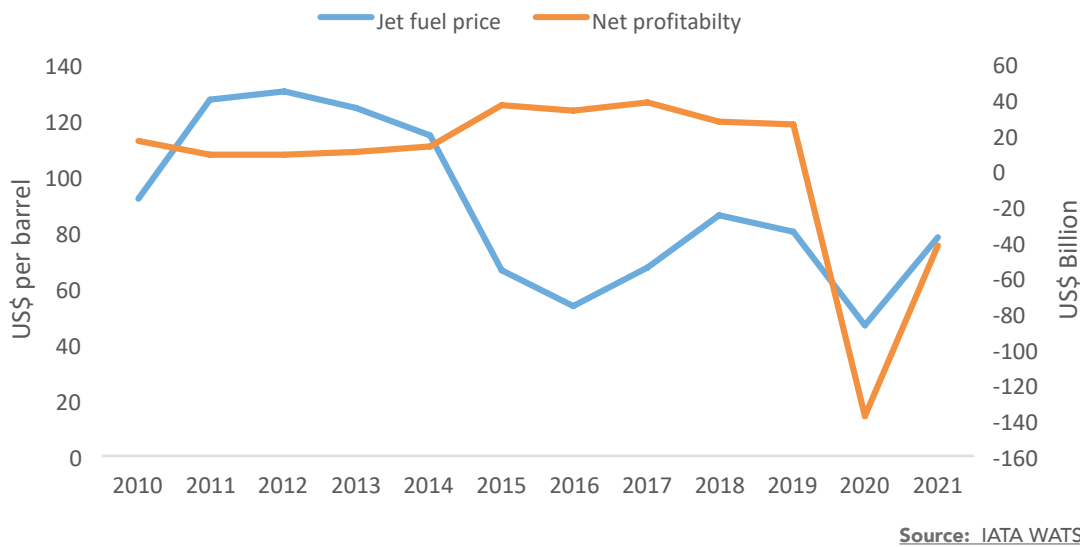
The recovery of global economic activity in 2021 stimulated both the demand and the price of crude oil, after the shock of the pandemic.

On average, the crude oil price rebounded from USD 41 in 2020 to USD 70.4 in 2021.

This translated to an equivalent increase in Jet fuel prices, from USD 46.6 in 2020 to USD 77.8 in 2021.

As a result, the share of jet fuel costs and oil in airlines operation costs was 3% higher in 2021 than the previous year, representing 19.2%. In Africa particularly, Jet fuel represented 31.2% of operating cost, 12% above the global average.

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



## Global passengers and freight traffic forecasts

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

IATA estimates that Passenger traffic will grow at an annual rate of 3.2% over the period 2019-2024.

Boeing, on its hand, forecasted a 4% growth over the same period. ICAO, on its hand, foresees an annual increase of 4.2% up to 2038.

Regarding cargo, Airbus and ICAO estimate annual CTK growth at 3.6% and 3.5%, respectively, over the period 2018-2038.

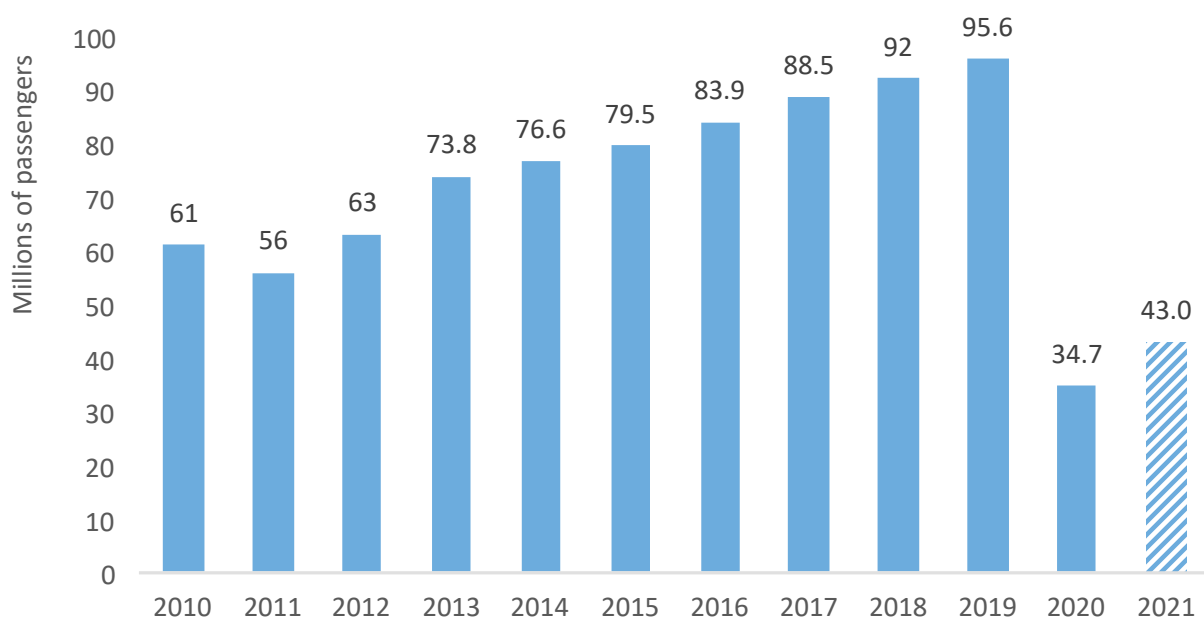
## 2.2 African airlines performance

### Passengers carried

As for all other regions, Africa saw a massive drop in passenger traffic in 2020. From 95.64 million passengers in 2019, African airlines carried only 34.7 million passengers in 2020, representing a year-on-year drop of 63.7%.

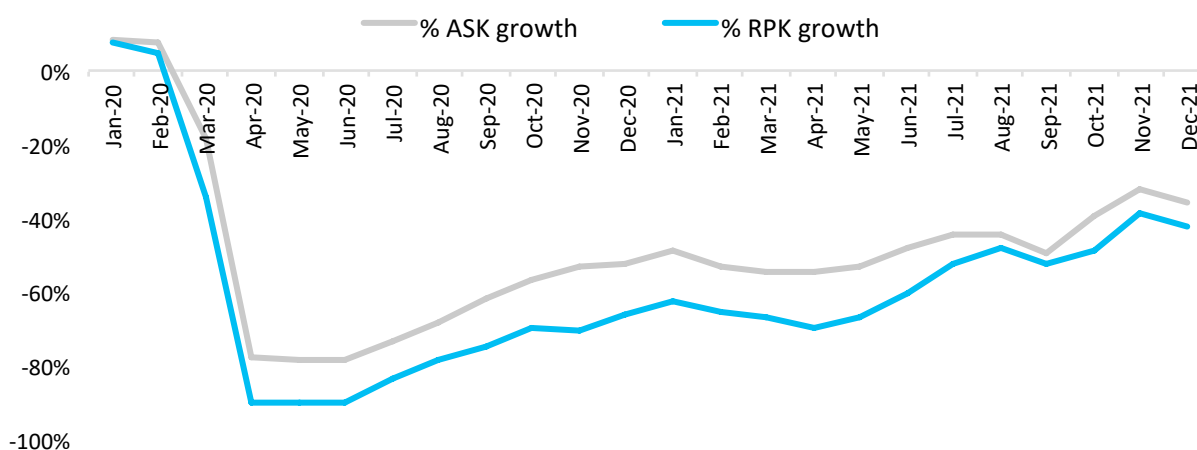
The year 2021 saw a recovery of passenger traffic in all regions of the world, Africa included. African airlines carried an estimated number of 43 million passengers. According to IATA, the continent has the weakest contribution to global air traffic: 1.9%.

**Figure 2.8:** Passengers carried by African airlines scheduled operations



Source: IATA/AFRAA

**Figure 2.9:** African airlines ASK and RPK monthly growth



Source: AFRAA /OAG

African airlines' Asks and RPKs followed the same trend as the global industry.

Over 2021, ASKs reached 54.7% of 2019 levels, while RPKs reached 57.8%. Continental airlines were

impacted by the COVID Omicron variant discovery in South Africa during the fourth quarter, as they had to face travel bans in many destination countries, resulting in a traffic drop.

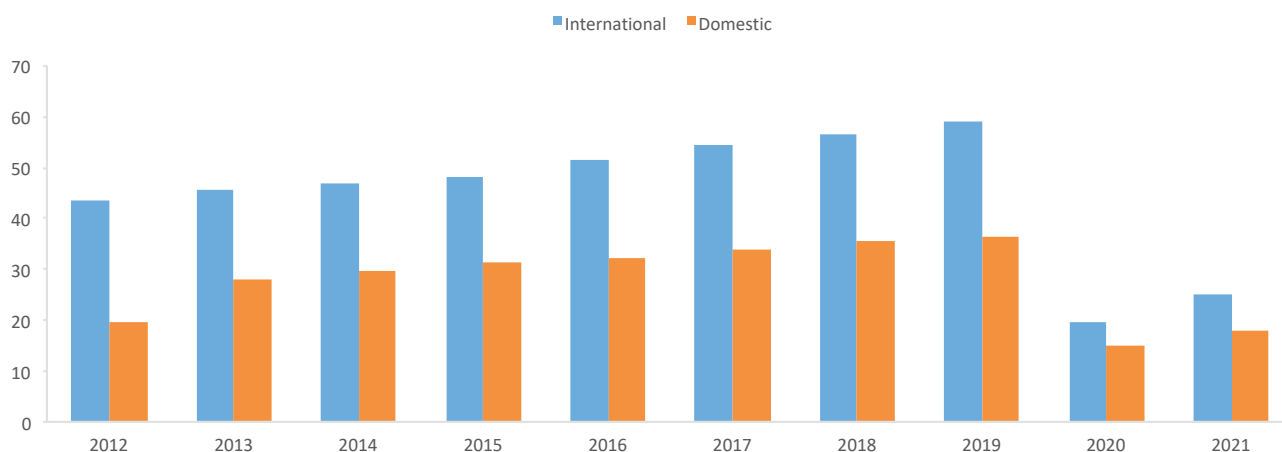


## Domestic and international traffic

African airlines carried around 18 million passengers on domestic routes in 2021, according to AFRAA estimations. This represents a share of 42% of the total traffic.

The share of international traffic was 58%, breaking down into 31% of Intra-African and 27% of intercontinental passengers.

**Figure 2.10:** African airlines Passenger split 2012-2021



Source: IATA WATS

The top 5 African countries in terms of passengers in 2021 are as follows:

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

	2021 Passengers	% growth over 2020
Egypt	13300037	43.5
South Africa	9336709	16.6
Morocco	8597411	41.2
Nigeria	6337619	46.4
Kenya	3198052	49.1

Source: IATA WATS

## Freight carried

In terms of cargo traffic, IATA reports that African airlines moved 5.09 billion CTGs in 2021. This represents a Year on Year increase of 27.4%. The air cargo load factor was estimated at 47.2%.

AFRAA estimates that African airlines transported 1.26 million tonnes of cargo during the year.

**Table 2.5:** Top 5 freight destination countries in Africa in 2021

	2021 Freight (tonnes)	% growth over 2020
Ethiopia	47,972	49.3
South Africa	44,250	37.7
Nigeria	14,004	-43.6
Egypt	11,749	89.8
DRC	6,993	13.1

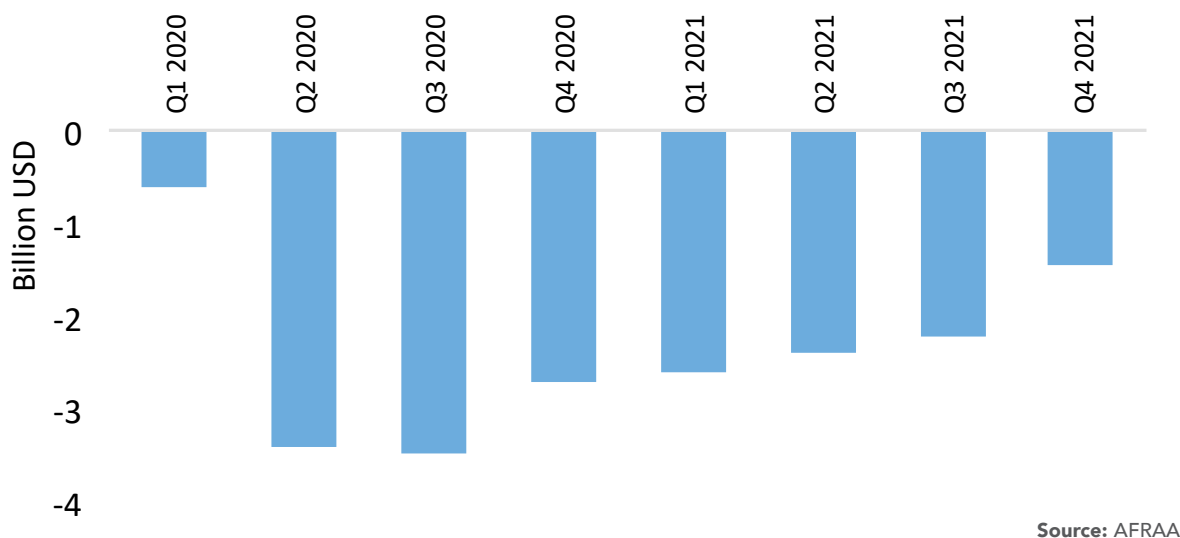
Source: IATA WATS

## Financial performance

African airlines continue to suffer the adverse impact of the COVID pandemic. For 2021, the Passenger revenue loss is estimated at USD 8.6 billion, representing 49.8% of 2019 revenues.

This represent an improvement compared to 2020 when African airlines lost USD 10.21 billion.

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

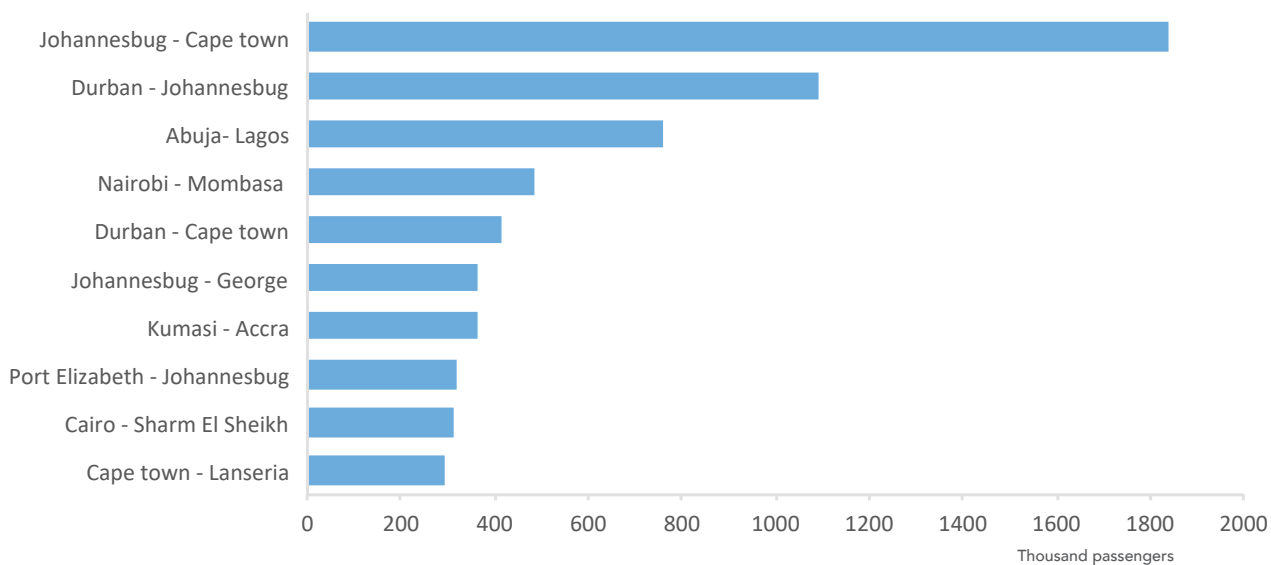


The recovery accelerated in 2022 and African airlines' losses are expected to slow down. We estimate the overall Passenger revenue losses for 2022 at USD 3.5 billion.

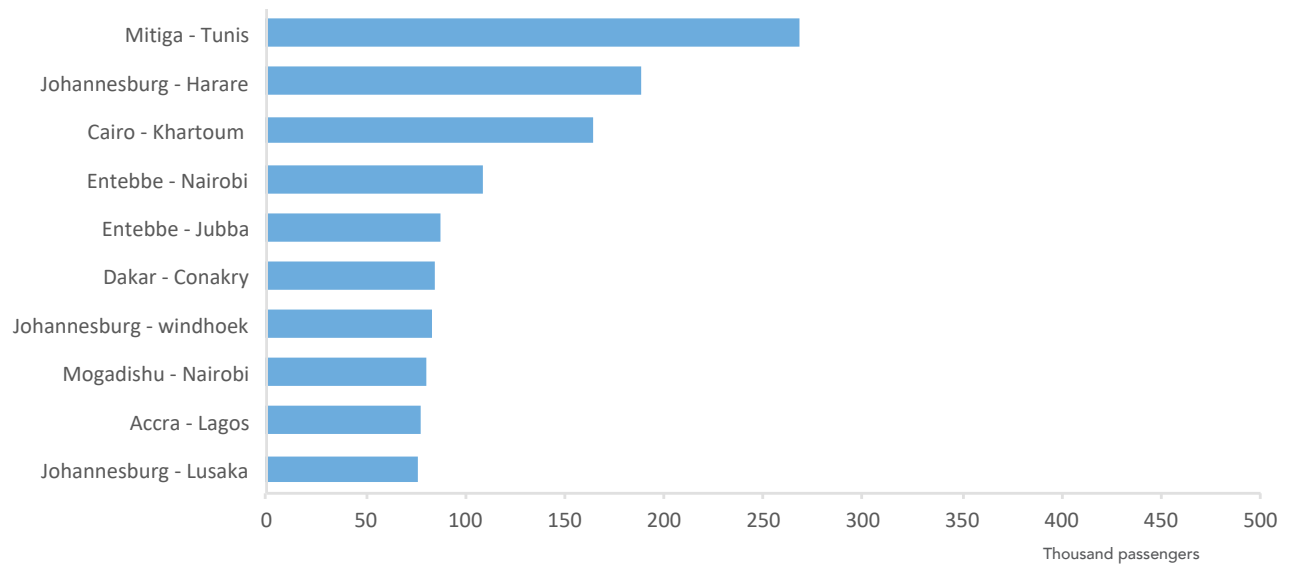
## Routes ranking

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

**Figure 2.13:** Top 10 domestic routes in Africa in 2021 by passengers carried

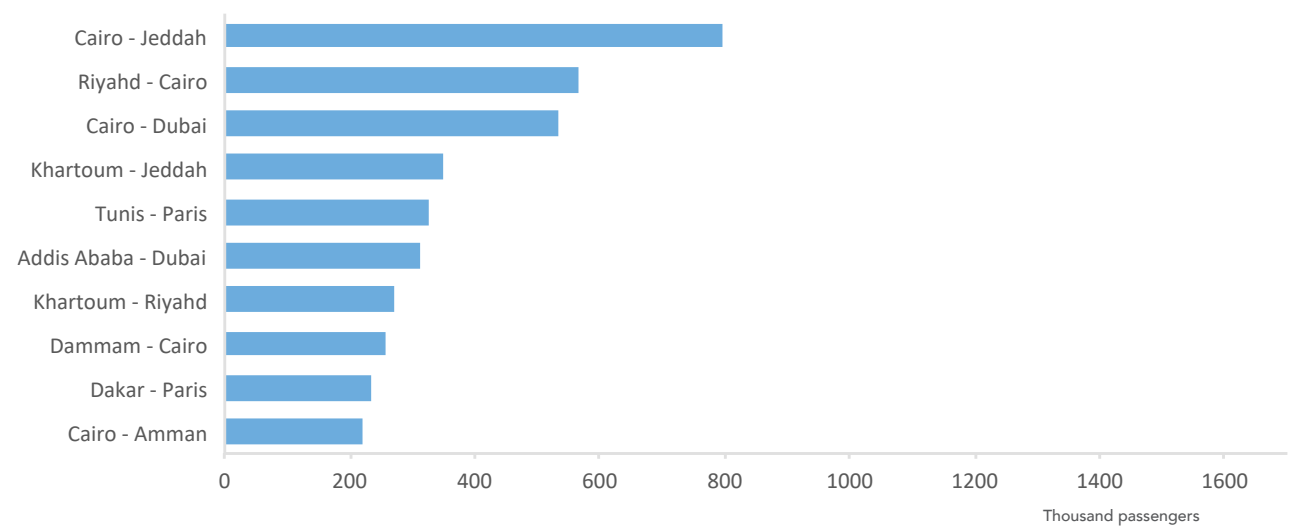


**Figure 2.14:** Top 10 Intra-African routes in Africa in 2021 by passengers carried



Source: AFRAA / OAG

**Figure 2.15:** Top 10 international routes to/from Africa 2021 by passengers carried



Source: AFRAA / IATA WATS



### 2.3 AFRAA airlines' performance

The AFRAA airlines' performance below is based on the report of 18 members that submitted their data.

#### Passenger traffic

18 AFRAA member airlines have reported their 2021 data.

The reporting airlines carried 22.1 million passengers, representing 51.3% of the total number of passengers transported by African airlines.

Domestic passengers represented 31% of the total number, while Intra-African was 23%. AFRAA members carried more intercontinental passengers, with a share of 46%.

The top 5 airlines by passengers carried on scheduled passengers are as follows: Ethiopian Airlines (7.053 million), EgyptAir (4.058 million), Royal Air Maroc (3.449 million), Air Algerie (1.920 million) and Kenya Airways (1.489 million).

**Table 2.5:** Total passenger carried by 18 AFRAA member airlines in 2021

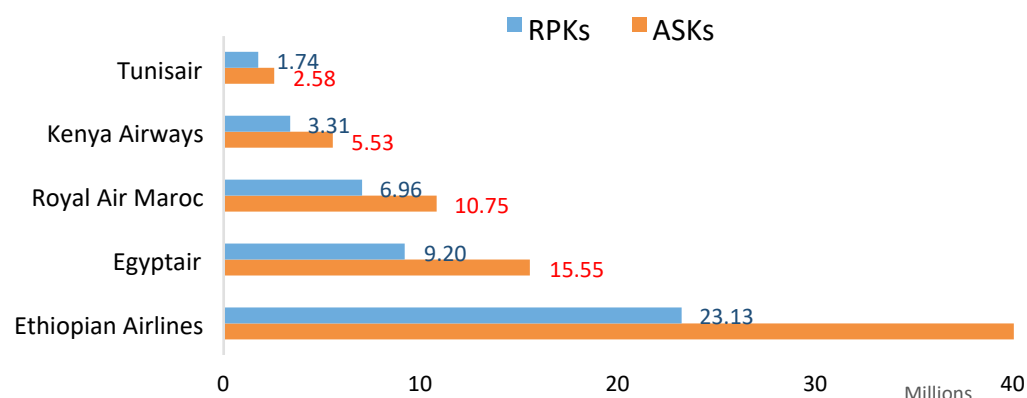
Airline Name	Domestic Passengers (000)	Regional Passengers (000)	Intercontinental Passengers (000)	Total (000)
Ethiopian Airlines	1514	2911	2628	7053
EgyptAir	1170	577	2310	4058
Royal Air Maroc	625	475	2349	3449
Air Algerie	1507		413	1920
Kenya Airways	473	733	283	1489
Tunisair	0	162	933	1096
Afriqiyah Airways	171	0	275	446
Nouvelair Tunisie	0	0	443	443
Nile Air	113		319	431
Mozambique Airlines	382	30	0	412
Taag Angola	189	30	89	308
Precision Air	233	51	0	285
Camair Co	179	0	0	179
Overland Airways	178	0	0	178
Air Mauritius	33	37	84	154
Air Botswana	42	46	0	88
South african airways	47	32	0	79
Air Madagascar	0		7	7

Source: AFRAA

The capacity offered by the 18 airlines was 83.8 billion ASKs in 2021 compared to 69.5 billion in 2020. The same airlines reported a total of 50 billion RPKs.

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

**Figure 2.16:** ASKs and RPKs of some AFRAA airlines – 2021



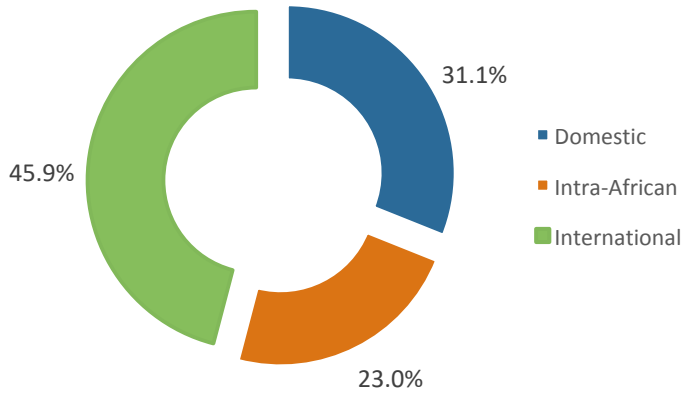
Source: AFRAA

### Passenger distribution

The COVID pandemic has changed the traffic distribution of AFRAA member airlines.

The share of intercontinental traffic, which was dominant, has decreased in favour of domestic traffic.

**Figure 2.17:** AFRAA member airlines’ passenger distribution 2021



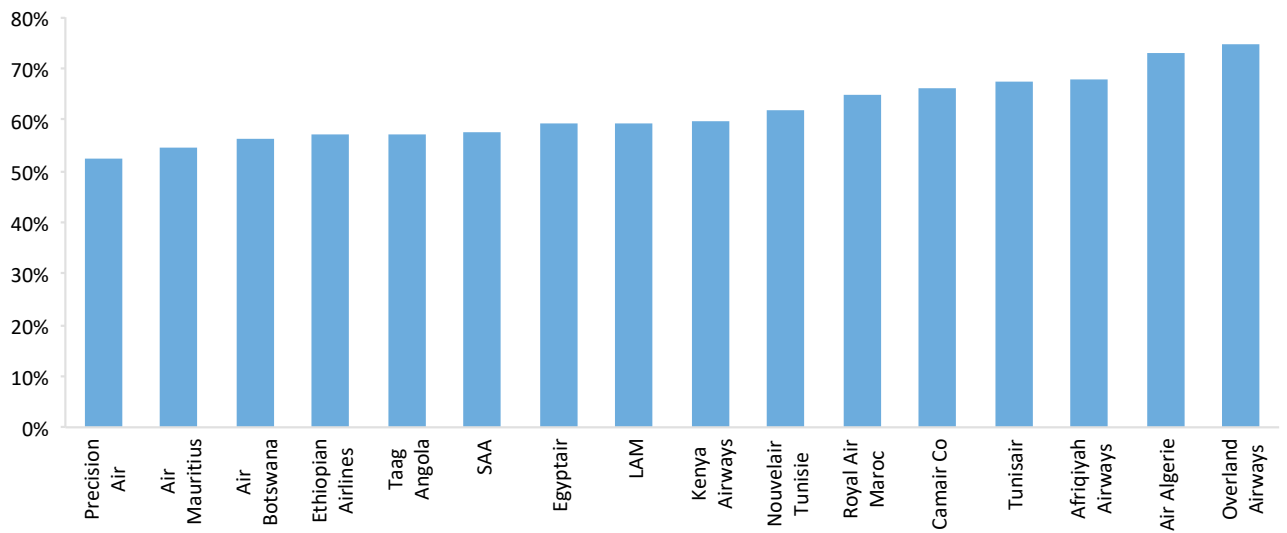
Source: AFRAA/OAG

### Load factor

While the average industry realised a Passenger load factor of 67%, African airlines’ load factor was 59.7% in 2021. The 18 reporting AFRAA members

were aligned to the continental average with a passenger load factor of 59.6%.

**Figure 2.18:** Passenger Load Factor for 18 AFRAA member airlines – 2021



Source: AFRAA/OAG

Among the member airlines that reported their statistics, the highest average passenger load factors in 2021 were achieved by: Overland Airways

with 74.9%, Air Algerie with 73.1%, Afriqiyah Airways with 67.8%, Tunisair with 67.4% and Camair-Co with 66%.

## Freight carried

13 AFRAA airlines reported on freight performance in 2021. Together, they moved 944 thousand tonnes of cargo in 2021.

The freight performance increased compared to 2019, as the same airlines carried 757 thousand tonnes last year, a 24.7% YoY increase. The intra-African freight traffic represents 26%, while inter-continental has a share of 74% of the total traffic.

**Table 2.6:** Total freight carried by some AFRAA member airlines in 2021 (tonnes)

Airline name	Domestic Passengers (000)	Regional Passengers (000)	Intercontinental Passengers (000)	Total (000)
Ethiopian Airlines	1467	130820	427256	559544
EgyptAir	107	10884	112696	123686
Kenya Airways	1175	6193	17536	24905
Royal Air Maroc	276	4113	9579	13968
Air Mauritius	37	5378	6384	11799
Air Algeria	142	0	11446	11588
South African Airways	1050	1935	4497	7482
Tunisair	0	258	2765	3024
Air Madagascar	0	0	456	456
Nouvelair Tunisie	0	0	105	105
Air Botswana	16	33	0	49
Taag Angola	1	1	4	6
Mozambique Airlines	2	0	0	2

Source: AFRAA

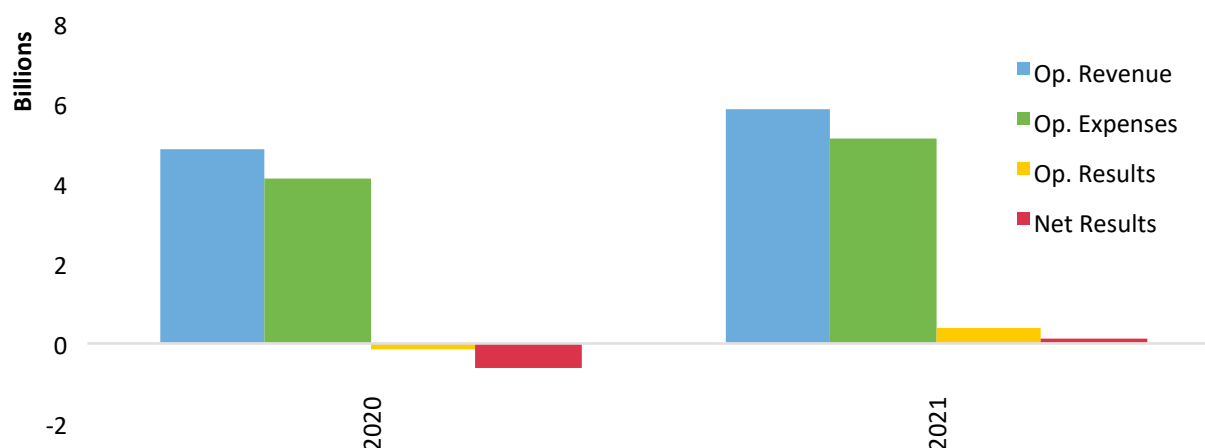
## Financial performance

The 12 reporting AFRAA airlines produced USD 5.843 billion of total operating revenue in 2021. This represents a 21% increase compared to 2020.

Operating expenses stood at USD 5.102 billion, resulting in a positive Net result of USD 108.8 million in 2021, while the same airlines together posted USD 628 million Net losses during the previous year.

This positive result was driven by 3 airlines that reported a positive net result: Ethiopian Airlines was ranked first with a profit of USD 640.5 million, versus USD 267 million in 2020. Overland Airways and Air Madagascar also realised profits of USD 5.3 million and USD 23.3 thousand, respectively.

**Figure 2.19:** Financial results of 12 AFRAA airlines in 2021



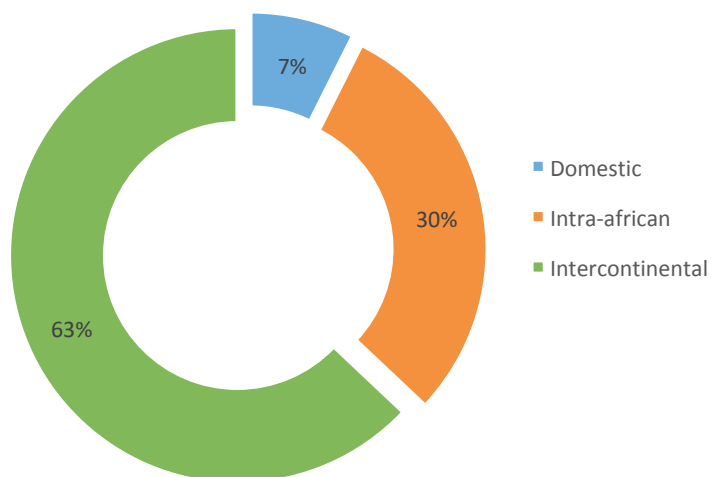
Source: AFRAA

## Routes

AFRAA airlines that reported in 2021 expanded their networks on both intra-Africa and intercontinental routes. 27 new destinations were opened by 8 airlines

among which 2 was domestic, 8 intra-Africa and 17 were intercontinental destinations.

**Figure 2.20:** New destinations by 9 AFRAA airlines – 2021



Source: AFRAA

**Table 2.7:** New routes by 8 AFRAA airlines in 2020

	Airline	New Destinations
1	Air Botswana	Lusaka; Harare
2	Air Mauritius	Cape-town; Kuala Lumpur; Perth
3	EgyptAir	Kinshasa; Kigali; Dublin; Porto; Zaragoza; Manila; San Jose
4	Ethiopian Airlines	Amman; Washington; Chennai; Bulawayo; Zurich
5	Precision Air	Tabora
6	Royal Air Maroc	Tel Aviv; Dubai
7	South african airways	Durban; Mauritius; Victoria Falls; Windhoek
8	TAAG Angola	Lagos; Ilha Do Sal

Source: AFRAA

## Passenger traffic forecast in Africa

AFRAA estimates that African airlines will carry 67 million passengers in 2022, representing around 70% of 2019 traffic.



## Section Three: Fleet

In its 2021 Commercial Market Outlook, the global commercial airline fleet was composed of 25,900

aircrafts according to the Boeing Commercial Market Outlook.

**Table 3.1** Global aircraft in service in 2019 and additional demand by 2041

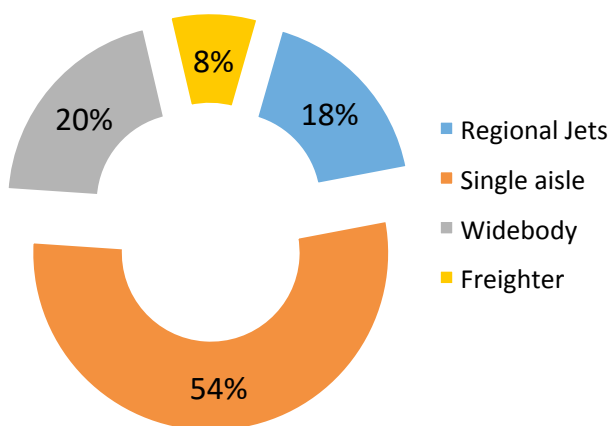
	2019	2041	Deliveries
<b>Regional Jets</b>	2,710	2,390	2,120
<b>Single aisle</b>	16,520	32,770	30,880
<b>Wide body</b>	4,660	8,360	7,230
<b>Freighter</b>	2,010	3,610	940
<b>Total</b>	25,900	47,080	41,170

Source: AFRAA/Boeing

The actual fleet of the African region is estimated at 740 aircraft. The continent expects 1010 new

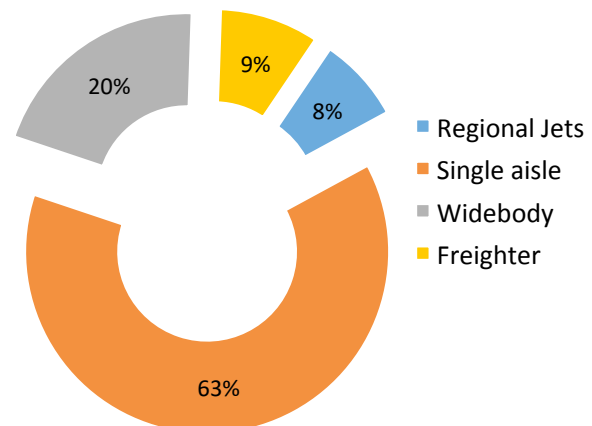
deliveries over the next 20 years, and the fleet is estimated to grow by 3.5% over 20 years.

**Figure 3.1:** Africa fleet composition – 2019



Source: Boeing Market Outlook

**Figure 3.2:** Africa fleet forecast – 2040



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%.

For AFRAA member airlines, the top 10 operators with the largest fleet size in 2021 is shown in the following table:

**Table 3.2** Top 10 AFRAA airlines in terms of Fleet in 2021

Airline	No of aircraft in service
Ethiopian Airlines	140
EgyptAir	68
Royal Air Maroc	59
Air Algerie	56
South Africa Airways	32
Kenya Airways	29
Tunisair	18
Air Mauritius	12
Tassili Airlines	10
TAAG Angola	10

**Source:** AFRAA

### Fleet forecast

According to Boeing's previsions, the world's active fleet is expected to grow at an average annual rate of 2.8% over the next 20 years. The number of aircrafts in service will reach 47,080 airplanes

by the year 2041. By region, it is estimated that approximately 2.45% of the new airplanes will be delivered to African airlines, while Asia-Pacific will receive 41.9% of new deliveries.

## Section Four: Employee productivity

Total employment by airlines was estimated at 2.59 million in 2021, from 2.93 million in 2019 and 2.56 million in 2020. This represents a minimal year-on-year increase of 1.2%.

Unit labour costs remained stable compared to 2020, after a 15.2% drop in 2020.

**Table 4.1** Worldwide airline industry employment

	2020	2021 (est.)	2021 (est.)
Labour costs, US\$ billion	160	160	173
Employment (million)	2.56	2.59	2.7
Unit labour cost: \$/ATK	0.187	0.160	0.122

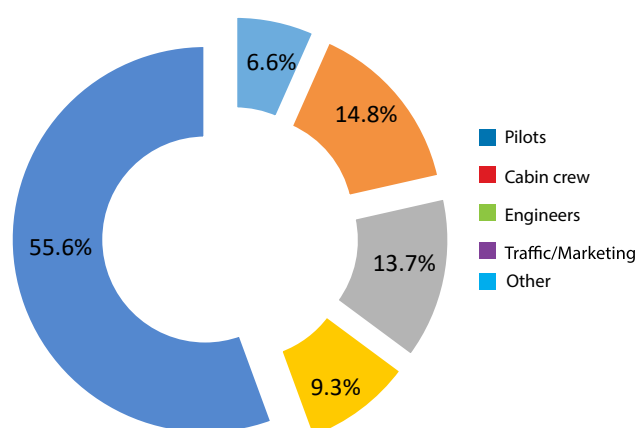
Source: IATA Economics

The analysis below is based on the reported data by 15 AFRAA member airlines

The 15 AFRAA member airlines that reported

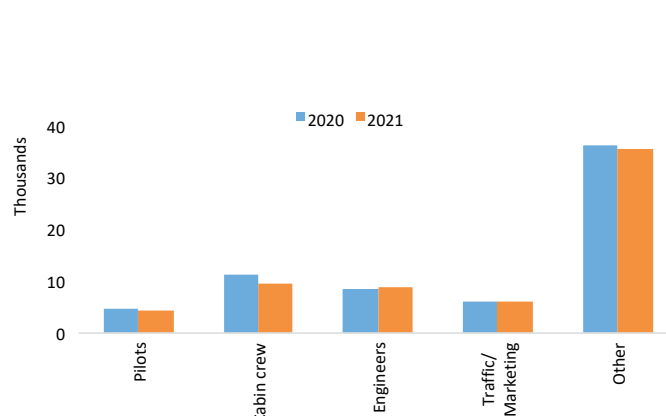
their data directly employed 64,005 persons in 2021, compared to 66,427 in 2020, representing a reduction of 2422 jobs.

**Figure 4.1** AFRAA airlines Employees by Job Type in 2021



Source: AFRAA – Reported AFRAA airlines only

**Figure 4.2** AFRAA Airlines Employment by Job Type 2020/2021



**Table 4.2:** Employee Performance Indicators for AFRAA reporting airlines

	2020	2021
ATK/employee	277 636	373 980
RTK/employee	142 395	211 810
Number of passengers/employee	221	308
Employee/aircraft	169	157

Source: AFRAA – Reported AFRAA airlines only

The employee productivity of AFRAA members improved in 2021 compared to previous year. The ATK per employee and the RTK per employee

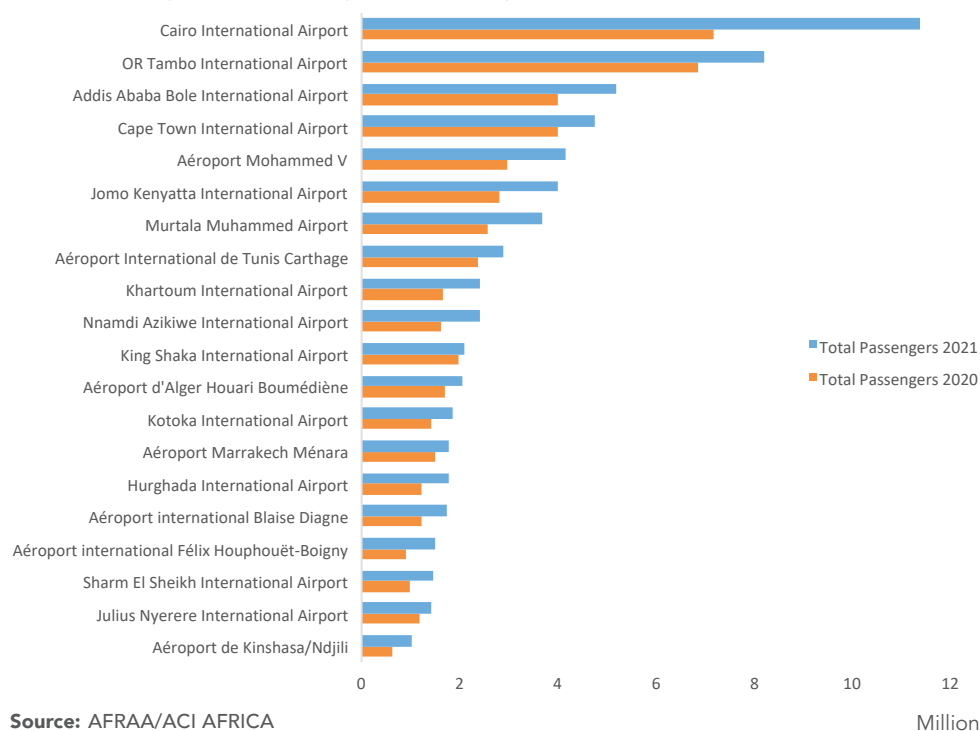
increased by 35% and 49% respectively. The number of employees per aircrafts slightly reduced, by 7%.

## Section Five: Airports statistics

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

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

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

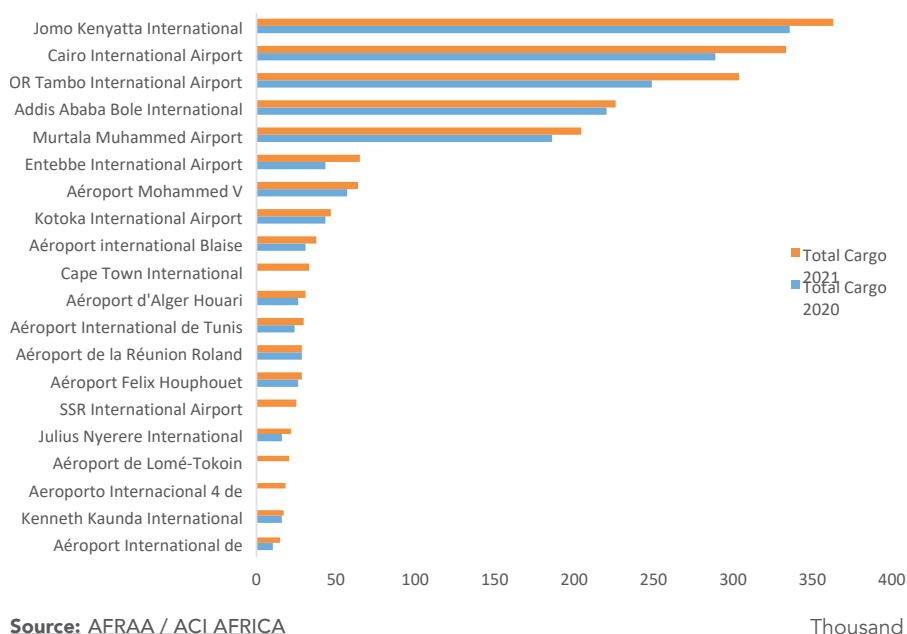


Source: AFRAA/ACI AFRICA

ACI Africa estimates that African airports processed 2,150 thousand tonnes in 2021, compared to 1773 thousand tonnes in 2020.

Jomo Kenyatta International Airport achieved the highest performance with 363 thousand tonnes.

**Figure 5.2:** Top 20 African Airports by total cargo carried 2020-2021



Source: AFRAA / ACI AFRICA

## Section Six: Safety

The total number of fatal accidents involving commercial airlines in 2021 was 26, among which 7 fatal. This resulted in 121 fatalities.

African airlines continue to improve on 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, ACI and others. These efforts need to continue to be enhanced.

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

### IOSA

As of October 2021, Africa had 43 airlines on the IOSA registry comprising almost all the major carriers on the continent.

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

- Africa World Airlines
- Afrijet Business Service
- Air Algérie
- Air Austral Et Ewa Air
- Air Botswana
- Air Burkina S.A.
- Air Cairo
- Air Cote D'Ivoire
- Air Madagascar
- Air Mauritius Ltd.
- Air Peace Limited
- Air Seychelles Ltd.
- Air Tanzania Company Ltd
- Allied Air Ltd.
- Almasria Universal Airlines
- Arik air Ltd.
- Badr 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
- Nouvelair
- Overland Airways Limited
- Petroleum Air Services, Pas.
- Precision Air Services Plc

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

### ISAGO

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

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

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

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

### ISSA

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

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

The conditions to participate in ISSA are as follows:

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

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

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



## Section Seven: AFRAA Secretariat Value-Adding Activities

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

In line with the Executive Committee directive, The Technical Operations and Training Committee (TOTC) provides a single coordination forum for engineering, maintenance, ground & flight operations since 2020. The Technical and Operations department performs its functions and reports to the TOTC for strategies, actions, directives, or approvals to the AFRAA Secretariat (where applicable). The TOTC has been in place and consistently held committee meetings as per its mandate. So far the TOTC has held four meetings since its inception with the last one having been conducted on the 18<sup>th</sup> of October 2022.

### 7.1 SAFETY

#### 7.1.1 IOSA, ISSA, and ISAGO Audit Organization in Africa

AFRAA Technical Operations and Training Committee established a Task Force to brainstorm how to create an IOSA Audit Organization in Africa. Locating an A.O. in the Region could reduce audit costs for African airlines and eventually increase the number of African air carriers on the IOSA Registry, enhancing the regional operational safety performance. However, the Committee realigned its methodology to a new risk-based approach put forward for gradual implementation by IATA as below:

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

A Transition Plan is in place to move from the current conformity to maturity assessment. IATA will conduct trial audits in 2022; A.O.s will remain until 2024 while phasing out their conventional methods. From 2025 onwards, IATA will lead the risk-based IOSA in coordination with contracted individual freelance auditors.

AFRAA TOTC aligned its strategy to the new IOSA risk-based and encourage the increase of African freelance IOSA auditors instead of establishing an African A.O.

#### 7.1.2 Current Africa Safety results

ICAO serviced the Seventh edition of AFI Aviation Week from 16 to 20 May 2022 in Abuja, Nigeria, 2022.

AFRAA Secretariat attended the event and contributed to several panel discussions on safety and air transport.

During the event, RASG-AFI presented Africa's safety results for 2021; one accident occurred in scheduled commercial flights on airplanes above 5.7 tonnes with zero fatalities. In 2022, the region recorded two (2) accidents with zero fatalities in the same type of operation.

Sub region	Departures	Number of Accidents	Accident Rate (per million departures)	Number of Fatalities
RASG-AFI	652K	1	1.53	0
RASG-APAC	8.1M	1	0.12	62
RASG-EUR	4.7M	5	1.05	32
RASG-MID	797.8K	0	0	0
RASG-PA	9.8M	7	0.72	0
World	24.5M	14	0.57	94

Source: ICAO iSTARS

Runway Excursion (RE) related accidents remained the most predominant High-Risk Category of Occurrence and continue to be the main priority for Safety Enhancement Initiatives (SEI) in the RASG-AFI Region.

Air operators and pilots shall contribute to the activities of Runway Safety Teams at African airports to manage runway excursion-related accidents downward.

#### 7.1.3 SAATM framework safety project

This is a fully sponsored 3-year project aimed at

boosting safety in airlines within SAATM Member states. The project targets 4 airlines under IOSA and 12 Airlines under ISSA.

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

- IOSA or ISSA Awareness workshop;
- SMS/QMS Training Course;
- IOSA/ISSA Gap Analysis and;
- Follow-up review of the candidate-developed Corrective Action Plan derived from the gap analysis.

## Project milestones:

By the end of June 2022, the project had accomplished tasks encompassed:

### 1. Project Management WP0

- Updated the Project Management Plan;
- Submitted the 2022 First Quarter Report;
- AFCAC approved the change of follow-up assistance strategy to avoid leaving behind a non-ready operator after paying the follow-up onsite visit and;
- Current 2022 Mid-Year Report.

### 2. ISSA Deliverables WP1

- Westair (Namibia) ISSA Gap Analysis;
- Anap Jets (Nigeria) Gap Analysis;
- Second ISSA Awareness Workshop and;
- Completion of Follow-up Assistance for Westair and Anap Jets. These two airlines have been through all the project preparatory steps and are advised to undertake the ISSA certification to reap the benefits of the audit programme.

### 3. IOSA Deliverables WP2

- Air Senegal IOSA Gap Analysis and;
- Initiation of Air Senegal follow-up assistance. By the time of drafting this activities report, the Secretariat noted that Air Senegal carried out IOSA audit from 21 to 25 November 2022.

#### 7.1.4 AFRAA-FSF Cooperation

AFRAA cooperated with Flight Safety Foundation (FSF) to increase the added safety value to members. The Impact of COVID-19 was analyzed and reported through a survey conducted by AFRAA and the Flight safety foundation in 2021. These outcomes have been presented by FSF to the ICAO Assembly.

- On 25 July 2022, AFRAA Secretary General issued a memo sharing with members the final AFRAA / FSF Regional Safety Assessment Report for their review and actions.
- AFRAA, AACO, ALTA, AAPA, and FSF co-sponsored an ICAO Assembly Working Paper summarizing the Global Safety Assessment and Global Results
- The 2022 edition of Aviation Africa provided AFRAA and FSF to formally sign an MOU on 12 September 2022.

#### 7.1.5 ALTA Pan American Safety Summit

This event was attended by AFRAA to exchange

views with American aviation stakeholders. The Latin American and Caribbean Air Transport Association (ALTA) organised the 2022 Pan American Aviation Safety Summit from 6 to 8 June 2022 at Hilton Hotel in Sao Paulo, Brazil.

The Pan American Aviation Safety Summit Takeaways: Deliberations led to the following main takes of the presentations:

- Negative culture comes from inaction,
- Safety culture comes from the top of the leadership, there should be a culture of accountability as safety culture cannot exist in isolation.

*This example of Latin American air carriers should inspire AFRAA Member airlines to embrace safety culture development within the African Airlines' operations.*

## 7.2 Training

### 7.2.1 African Airline Training Fund (AATF)

The goal of the AATF is to support the development of young professionals to restore aviation's growing contribution to Africa's GDP.

The meeting outlined the Objectives of AATF as follows:

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

As per the directive of the 3<sup>rd</sup> TOTC, the Secretariat drafted a working paper and tabled the AATF Concept Note to the 186<sup>th</sup> Meeting of the AFRAA Executive Committee on 23 May 2022.

The EXC members received the Concept Note, reviewed its contents, deliberated on the suggested ideas, and formally approved the establishment of AATF. The Executive Committee also decided to take up the Concept Note to the forthcoming AFRAA Annual General Assembly (AGA). The EXC will propose a resolution to the 54<sup>th</sup> AGA to formally endorse the establishment of the African Airline Training Fund.

On 9 September 2022, the AATF Task Force met and brainstormed the group assignment.

The members requested more time to assimilate the concept note and the other relevant TOTC documents. The Task Force meeting will reconvene at a later date (tentatively January 2023) to share their views on:

- A prospective AATF donors list.
- And the development strategies of AATF processes relating to the selection of the beneficiaries and allocation of the fellowships.

### **7.2.2 AFRAA training activities**

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

7 courses have been conducted so far since the last TOTC meeting. They include:

- Two (2) in-house courses requested by member airlines;
- Three (3) safety-related courses sponsored by Boeing;
- One (1) workshop on Airline Economics, Planning, and Management sponsored by Boeing;
- One (1) scheduled course on Root Cause Analysis

The AFRAA training team made prior arrangements to schedule several tailored courses per member airlines' requirements. AFRAA shall conduct the courses for the relevant air carriers as soon as the parties conclude the negotiations.

Beyond operational safety, AFRAA will gladly provide management and leadership courses for middle management staff. The team encouraged very much member airlines to take advantage of the highly discounted virtual training courses.

To enroll in one of these virtual classes, airline staff members have to go through the AFRAA website: [www.afraa.org](http://www.afraa.org) or send any inquiry to [training@afraa.org](mailto:training@afraa.org)

## **7.3 AFRAA Projects**

### **7.3.1 AFRAA fuel project**

The AFRAA Fuel tender 2022 was conducted between February and June 2022. This tender will cover the contract period of July 2022 to June 2023. The AFRAA Fuel committee resolved to conduct its meetings in a hybrid system where suppliers were given the option to attend the negotiations physically or virtually through the Zoom platform.

The tender process was hugely successful, with the participating airlines set to make savings in most of the locations in the tender. Despite the effects of COVID-19, the AFRAA Fuel Committee aims to

have this critical tender process conducted as it is one of the key initiatives aimed at faster recovery for our member airlines. The Committee is making efforts to have more AFRAA member airlines join the fuel committee so that more airlines enjoy the benefits derived from participating in the AFRAA fuel Program.

### **7.3.2 Line Maintenance Pools**

Since the year 2021, the Secretariat completed the development of the pooling portal and tested its functionalities. To gradually implement line maintenance pools, AFRAA is working with SAA, as pool item provider, to start the B737 NG pool limited to the nose and main wheels at OR Tambo International. SAA confirmed that the draft pool agreement had been received and was currently under review by the SAA legal department.

The AFRAA Secretary General and the Technical and Operations Director attended the African Aviation magazine 2022-MRO annual conference in Johannesburg, South Africa. AFRAA took this opportunity to engage the CEO dialogue with SAA's top Management Team. At the meeting, AFRAA tabled SAA's commitment to launch the Line Maintenance Pool activities.

At least ten (10) airports in West Africa are where at least two AFRAA members operate B737 NGs. Air Algerie, Asky, Air Mauritania, Ethiopia Airlines, Kenya Airways, Royal Air Maroc, and Rwandair can, therefore, participate in B737-NG at these ten airports namely, Abidjan, Accra, Bamako, Bissau, Cotonou, Dakar, Lagos, Lomé, Niamey, and Ouagadougou.

### **7.3.3 Marketing AFRAA member MROs outside Africa and opportunity to market excess inventory spare parts**

This project, also known as The Brown Condor Initiative (BCI), is a joint project; UTD Aviation Solutions and AFRAA conceptualised it in 2020 and launched it in May 2021. AFRAA and UTD partnered to sell either African airlines' excess inventories or maintenance services outside Africa. When designing this project, the MROs of four AFRAA members (EgyptAir, Ethiopian Airlines, Kenya Airways, and South African Airways) providing air flights to and from North America were FAA FAR 145 or EASA Part 145 certified.

Based on the performances of the four airlines, the initiative proposes a change of the paradigm to generate new revenue lines and add value to African airlines by selling outside Africa:

- Spare parts, excess inventories and;
- African MRO (with FAR 145 or ESA Part 145 approvals) maintenance services.

As health authorities relax and remove COVID-19 travel restrictions worldwide, air traffic grows in North America and exposes pressure, such as suppliers not having enough technicians to repair airplanes and components. Indeed, when health authorities grounded air travellers worldwide, most senior maintenance technicians lost their jobs due to cost-cutting measures. Therefore, the project contributes to relieving the USA MRO capacity crunch in terms of facilities and workforce constraints.

Hence, AFRAA-UTD's solution of marketing African MRO services in America provides win-win solutions:

- Certified African MRO to provide service outside the continent to generate revenues and;
- American operators, MROs, and OEMs to address real maintenance bottlenecks.

Furthermore, the MRO project improves the productivity of the African maintenance service providers while yielding savings to American customers who used to ship their jet engines for maintenance in Asia. Jet engine overhaul could generate US\$ in millions for African MROs. So far, only Ethiopian Airlines signed the project MOU.

### 7.3.4 Aircraft Capacity Sharing Portal

AFRAA, in partnership with ACC Aviation, developed an aircraft capacity-sharing portal. The platform offers AFRAA member airlines airplane exchange and enhances cooperation. The portal is up and running but hasn't executed any transactions yet.

AFRAA – ACC Aircraft Capacity Sharing Portal objectives are twofold:

- The portal allows airplane owners to post aircraft for ACMI, Layover, dry lease, and sales;
- The platform lets airlines request aircraft for ACMI, dry lease, passenger or cargo charters, and consultancy services.

In compliance with the AFRAA project approach, the aircraft capacity portal allows:

- The leasing services derive savings in aircraft CAPEX costs millions of US\$ for the user airlines and;
- The aircraft owners generate additional revenues contributing to CAPEX funding in hundreds of thousands of U.S. \$.

AFRAA and ACC Aviation are currently working on recommendations for the portal to make it more visible and user-friendly.

### 7.3.5 Data intelligence tool to reduce air navigation bills

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

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

The tool called FlightGain detects extra payment by comparing flown paths with flight plan itineraries.

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

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

The I.T. application initially accesses historical data from the airlines to analyze and assess the airline's navigation costs' potential savings. Based on these realizable gains, the airlines then subscribe to the tool, use it, check the air navigation service invoices every month of operations, adjust the invoices and save on navigation charges.

### 7.3.6 The outcome of the laboratory on air transport sustainability (The LAB Project)

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

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

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

By the end of the LAB stakeholders, the Lab attendants worked out detailed roadmaps for each project.

## Section Eight: FAA or EASA Certified African MROs



### Aerotechnic Industries (ATI)

**Contact:**

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



### Air Algérie Technics

**Contact:** Mr. Ali Guemmache  
Commercial & Marketing Manager, Technical Division  
Tel: +213 21 50 93 93  
Email: [guemmache-a@airalgerie.dz](mailto:guemmache-a@airalgerie.dz)  
[guemmache.a@gmail.com](mailto:guemmache.a@gmail.com)



### Atlantic Air Industries Maroc

**Contact:** Mr. Bécaye BA  
Directeur Général  
Tel: +212 6 62 43 81 96  
Tel: +212 5222-97724  
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Mobile: +212 (0) 661 251 702  
Email: [becaye.ba@aai-eu.fr](mailto:becaye.ba@aai-eu.fr) | [Support.clients@aaimaroc.com](mailto:Support.clients@aaimaroc.com)



### EgyptAir Maintenance and Engineering

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Marketing and Maintenance  
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Fax: +2 02 22656873 / 202-22685749  
Email: [advertising\\_me@egyptair.com](mailto:advertising_me@egyptair.com)  
[contactus\\_me@egyptair.com](mailto:contactus_me@egyptair.com)



### Ethiopian Airlines

**Contact:** Alemayehu Assefa(Mr.)  
Dir. MRO & Aviation Training Sales & Bus Dev't  
Tel: +251115178130, Cell: +251911223005,  
Fax: +251-116651200  
Email: [AlemayehuAs@ethiopianairlines.com](mailto:AlemayehuAs@ethiopianairlines.com)



### Kenya Airways Engineering & Maintenance

**Contact:** Mr. Vijay Singh  
Technical and MRO  
Tel. Number: +254 020 6422226  
Email: [technical.sales@kenya-airways.com](mailto:technical.sales@kenya-airways.com);  
[Vijay.Singh@kenya-airways.com](mailto:Vijay.Singh@kenya-airways.com);  
[Dalmas.Okendo@kenya-airways.com](mailto:Dalmas.Okendo@kenya-airways.com);



### Sabena Technics

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



### South African Airways Technical

**Contact:** Mr. Stanley Ratala  
Email: [ManthopengStanleyRatala@flysaa.com](mailto:ManthopengStanleyRatala@flysaa.com)  
CC: [terrancenaidoo@flysaa.com](mailto:terrancenaidoo@flysaa.com); [RuthKibuuka@flysaa.com](mailto:RuthKibuuka@flysaa.com)  
Mobile: +27 83 258 2915 | Phone: +2711-978-1837 / 9993  
Fax: +2711-978-9994  
Email: [ManthopengStanleyRatala@flysaa.com](mailto:ManthopengStanleyRatala@flysaa.com)



### Snecma Engine Services

**Contact:** Mr. Alexandre Brun  
General Manager  
Tel + (212) 522 536 900  
Email: [snecma.morocco@snecma.ma](mailto:snecma.morocco@snecma.ma)



### Tunisair Technics

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



## Section Nine: FAA or EASA Certified Training Centers



### Aldawlya for Training and Science

**Contact:** Mr. Abdulati Elmeshkhi  
Chief Executive Officer

Tripoli, Libya

Tel/fax: +218 213622811/+218 7242395

Email: [a.elmeshkhi@aldawlya-trn.com](mailto:a.elmeshkhi@aldawlya-trn.com)



### EgyptAir Training Centre

**Contact:** Eng Souad Farg  
General Manager, Technical Training  
Tel: +20-10-661-5367  
Email: [trainingcenter@egyptair.com](mailto:trainingcenter@egyptair.com)



### Ethiopian Aviation Academy

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



### Kenya Airways Pride Centre

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



### Royal Air Maroc Academy

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



### Tunisair Training Centre

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

## Section Ten: Airlines with Aircraft Simulators



### Aviation Training Center of Tunisia (ATCT)

2 A320 aircraft simulators

**Contact:** Captain Nabil Rais  
Head of Training  
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Fax: +216 71 274 510  
Email: [atct@atct.com.tn](mailto:atct@atct.com.tn)  
[commercial@atct.com.tn](mailto:commercial@atct.com.tn)



### EgyptAir Training Centre

**Contact:** Eng Souad Farg  
General Manager, Technical Training  
Tel: +20-10-661-5367  
Email: [trainingcenter@egyptair.com](mailto:trainingcenter@egyptair.com)



### Ethiopian Aviation Academy

**Contact:** Mr. Shiferaw Kebede  
Head of Aircraft Maintenance Training  
Ethiopian Airlines Aviation Academy  
Email: [shiferawk@ethiopianairlines.com](mailto:shiferawk@ethiopianairlines.com)  
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### Kenya Airways Pride Centre

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Training Coordinator  
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[Jack.Maina@kenya-airways.com](mailto:Jack.Maina@kenya-airways.com)



### CasaAero S.A.S

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

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



**Mr Ayad Bourhane**  
Chief Executive Officer

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

IATA CODE : Y6  
ICAO CODE: CIK

AFRAA MEMBERSHIP  
Became member in 2017  
Established in 2010

OWNERSHIP STRUCTURE  
Privately Owned

DESTINATIONS SERVED  
Domestic 4  
Regional 1  
International 0

FLEET  
EMB 120 3



**Mr. Ahmed Alamin Ali Turki**  
Chairman

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

IATA CODE : 8U  
ICAO CODE: AAW

AFRAA MEMBERSHIP  
Became member in 2002  
Established in 2001

OWNERSHIP STRUCTURE  
Government: 100%

DESTINATIONS SERVED  
Domestic 6  
Intra-Africa 2  
International 1

FLEET  
Airbus 320-200 4  
Airbus 330-300 1



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

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

IATA CODE: AH  
ICAO CODE: DAH

AFRAA MEMBERSHIP  
Became member in 1968  
Established in 1947

OWNERSHIP STRUCTURE  
Government: 100%

DESTINATIONS SERVED  
Domestic 32  
Intra-Africa 9  
International 30

FLEET  
Airbus A330-200 8  
Boeing B737-800 24  
Boeing B737-700 2  
Boeing B737-600 5  
ATR72-500 15  
LC-100-30 1  
Boeing B737-800F 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%

DESTINATIONS SERVED  
Domestic 4  
Intra-Africa 2

FLEET  
ATR72-600 2  
Embraer E170 1

**Mr Toe Maxime**  
Chief Executive Officer

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

IATA CODE : 2J  
ICAO CODE: VBW

AFRAA MEMBERSHIP  
Became member in 2002  
Established in 1967

OWNERSHIP STRUCTURE  
N/A

DESTINATIONS SERVED  
Domestic 0  
Intra-Africa 9

FLEET  
EMB 195 3  
EMB 175 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  
Great Horn Investment Holding: 70%  
Djibouti International Airport: 30%

DESTINATIONS SERVED  
Intra-Africa 6  
International 2

FLEET  
EMB 145 2  
Boeing B737-500 1



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

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BP 437, Antananarivo 101  
Madagascar  
Tel: +261 20 22 22222  
Fax: +261 34 02 22230  
www.airmadagascar.com

IATA CODE: MD  
ICAO CODE: MDG

AFRAA MEMBERSHIP  
Became member in 1975  
Established in 1962

OWNERSHIP STRUCTURE

Malagasy state:	55.88%
Air Austral Invest:	43.78%
ARO:	0.22%
SONAPAR:	0.10%
Air France:	0.01%
NY HAVANA:	0.01%%
Staff:	0%

DESTINATIONS SERVED

Domestic	11
Intra-Africa	3
International	2

FLEET

A340-313	1
B737-00	1
B737-800	1
ATR72	6
DHC6 – 300	3

**Mr. Ken Arian**  
Chief Executive Officer

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5, President John Kennedy  
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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	– 40.35%
Airports of Mauritius	– 20.88%
Government of Mauritius	– 6.62%
State Investment Corporation	– 3.59%
Rogers & Company Ltd	– 3.39%
Compagnie Nationale Air France	- 2.2%
Air India	– 2.02%
Other Shareholders	– 19.34%

DESTINATIONS SERVED

Domestic	1
Intra-Africa	4
Intercontinental	5

EMPLOYEES

1984

FLEET

A350-900	4
A330-900	2
A330-200	1
ATR72-500	3

**Mr. Allen Onyema**  
Chief Executive Officer

ADDRESS

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

IATA CODE : P4  
ICAO CODE: APK

AFRAA MEMBERSHIP  
Became member in 2019  
Established in 2013

OWNERSHIP STRUCTURE

Privately owned

DESTINATIONS SERVED

Domestic	17
Regional	7
Intercontinental	0

FLEET

A320-200	10
Boeing 737-300	8
Boeing 737-500	5
Boeing 777-200	1
Boeing 777-300	2
Embraer ERJ 195	5
Embraer ERJ 145	8



**Mr. El Hadji Alioune Badara Fall**  
Chief Executive Officer

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

IATA CODE: HC  
ICAO CODE: SZN

AFRAA MEMBERSHIP  
Became member in 2019  
Established in 2016

OWNERSHIP STRUCTURE  
Government: 100%

DESTINATIONS SERVED  
Domestic 3  
Regional 13  
Intercontinental 7

FLEET  
Airbus A220-300 1  
Airbus A321-200 2  
Airbus A319-100 2  
Airbus A330-900 2  
ATR 72 – 600 2

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

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IATA CODE: TC  
ICAO CODE: ATC

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

OWNERSHIP STRUCTURE  
Government: 100%

DESTINATIONS SERVED  
Domestic 12  
Regional 6  
Intercontinental 2

EMPLOYEES  
N/A

FLEET  
Airbus220-300 4  
Bombardier Dash 8- Q300 1  
Bombardier Dash 8- Q400 5  
Boeing 787-8 2

**Mr. Tafadzwa Zaza**  
Chief Executive Officer

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Fax: +263 4 575468  
[www.airzimbabwe.aero](http://www.airzimbabwe.aero)

IATA CODE: UM  
ICAO CODE: AZW

AFRAA MEMBERSHIP  
Became member in 1981  
Established in 1946

OWNERSHIP STRUCTURE  
Government: 100%

DESTINATIONS SERVED  
Domestic 3  
Intra-Africa 2

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





**Mr. Valentine Tongo**  
Chief Executive Officer

ADDRESS

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

IATA COD: 4W

ICAO CODE: AJK

AFRAA MEMBERSHIP

Became member in 2018  
Established in 1988

OWNERSHIP STRUCTURE

Privately Owned

DESTINATIONS SERVED

FLEET

Boeing 737-400F – 3  
Boeing 737-800F – 1



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

ADDRESS

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

IATA CODE: KP

ICAO CODE: SKK

AFRAA MEMBERSHIP

Became member in 2010  
Established in 2009

OWNERSHIP STRUCTURE

Private

DESTINATIONS SERVED

Domestic	0
Intra-Africa	27

FLEET

Boeing 737-700	4
Boeing 737-800	7
DHC 8-400	1



**Mr. Sanjeev Gadhia**  
Chief Executive Officer

ADDRESS

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

IATA CODE: 8V

ICAO CODE: ACP

AFRAA MEMBERSHIP

Became member in 2011  
Established in 2007

OWNERSHIP STRUCTURE

Fully owned by Kenyans

DESTINATIONS SERVED

FLEET

Boeing 747-400F	2
Boeing 727-200F	1
Boeing 757-200F	2
Boeing 767-200F	1
DC-9-34F	1



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

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

IATA Code: J4  
ICAO Code: BDR

AFRAA MEMBERSHIP  
Became member in April 2016

OWNERSHIP STRUCTURE  
Mr. Ahmedosman Abushaera 50%  
Mr. Hashim Yousif ElDigair 50%

COMMERCIAL PARTNERSHIP  
Sudan Airways

DESTINATIONS SERVED  
Domestic 7  
Regional 5  
International 3

FLEET  
B737-300 1  
B737-500 5  
B737-800 4

**M. Ella Nguema Jean Christophe**  
Chief Executive Officer

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Tel: +237 33 422010 / 33 422013  
Fax: 33 422030 / 33 423015 /  
33 422980 / 33 422985  
http://www.camair-co.cm/

IATA CODE: QC  
ICAO CODE: CRC

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

OWNERSHIP STRUCTURE  
100% by The Government  
of Cameroon

DESTINATIONS SERVED

FLEET  
Bombardier Q400 2  
EMBRAER 145 2  
EMBRAER 135 1

**Mr. Cruz Ela Nguema**  
Chief Executive Officer

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Calle Presidente Nasser  
916, Malabo, Equatorial Guinea  
Tel: +240 333098149 /  
+240 222013663  
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

DESTINATIONS SERVED  
Domestic 3  
Intra-Africa 3

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



A STAR ALLIANCE MEMBER

**Capt. Pascal Kasongo Mwema**  
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	11
Intra-African	1

EMPLOYEES

FLEET

AIRBUS A320-200	1
Bombardier Q400	2
Embraer ERJ-190	1

**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  
Website: www.cronosair.com

IATA CODE: C8

ICAO CODE: CRA

AFRAA MEMBERSHIP

Established in 2007  
Became member in 2015

DESTINATIONS SERVED

Domestic	3
Intra-Africa	3

EMPLOYEES

FLEET

EMBRAER 145 – 4

**Eng. Yehia Zakaria**  
Chairman &  
Chief Executive Officer

ADDRESS

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

IATA CODE: MS

ICAO CODE: MSR

AFRAA MEMBERSHIP

Established in 1932  
Became member in 1968

OWNERSHIP STRUCTURE

Government: 100%

COMMERCIAL PARTNERSHIP

Star Alliance

DESTINATIONS SERVED

Domestic	9
Intra-Africa	21
Intercontinental	58

EMPLOYEES

27562

FLEET

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



**Mr. Mesfin Tasew Bekele**  
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 December 21, 1945  
Started operation in 1946  
Became member in 1968

OWNERSHIP STRUCTURE  
Government: 100%

COMMERCIAL PARTNERSHIP  
ASKY Airlines  
Star Alliance

DESTINATIONS SERVED  
Domestic 21  
Intra-Africa 58  
Intercontinental 61

EMPLOYEES  
14845

FLEET  
A350-900 16  
B737-700 10  
B737-800 18  
B787-800 19  
B787-900 8  
B777-300 4  
B777-200 6  
B767-300 6  
DHC8-400 29  
B777 Freighter 9  
B737-800 Freighter 2

**Mr. Anis Riahi**  
Chief Executive Officer

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

IATA CODE: 7A  
ICAO CODE: XRC

AFRAA MEMBERSHIP  
Became member in 2016  
Established in 2015

OWNERSHIP STRUCTURE  
Privately owned

COMMERCIAL PARTNERSHIP

DESTINATIONS SERVED  
Intra-Africa

FLEET  
B737-300 2

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

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

IATA CODE: 3J  
ICAO CODE: JUB

AFRAA MEMBERSHIP  
Became a member in 2017  
Established in 2008

OWNERSHIP STRUCTURE  
Private owned

COMMERCIAL PARTNERSHIP

DESTINATIONS SERVED  
Domestic 9  
Intra-Africa 2  
Intercontinental 2

EMPLOYEES

FLEET  
Fokker 50 3



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

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

IATA CODE : KQ  
ICAO CODE: KQA

AFRAA MEMBERSHIP  
Became member in 1977  
Established in 1997

OWNERSHIP STRUCTURE  
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 3  
Intra-Africa 31  
Intercontinental 8

EMPLOYEES  
3816

FLEET  
Boeing 787-8 8  
Boeing 737 - 300 2  
Boeing 737 - 700 4  
Boeing 737 - 800 8  
Embraer 190 15

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

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

IATA CODE : TM  
ICAO CODE: LAM

AFRAA MEMBERSHIP  
Became member in 1976  
Established in 1936

OWNERSHIP STRUCTURE  
Government: 100%

COMMERCIAL PARTNERSHIP

Ethiopian Airlines  
Kenya Airways  
South African Airways  
TAAG Angola Airlines

DESTINATIONS SERVED  
Domestic 11  
Intra-Africa 3

EMPLOYEES  
831

FLEET  
Boeing 737-700 2

**Captain Jalal Esharda**  
Chairman

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

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

OWNERSHIP STRUCTURE  
Government: 100%

DESTINATIONS SERVED  
Domestic 3  
Regional 4  
International 1

FLEET  
Airbus 320 1  
Airbus 330 2  
Bombardier CRJ900 1



**Mr. Mohamed El Khalifa Biyah**  
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 4  
International 9

EMPLOYEES  
682

FLEET  
A320-200 4  
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

COMMERCIAL PARTNERSHIP

DESTINATIONS SERVED  
Domestic 3  
Intra-Africa 0  
International 18

EMPLOYEES  
552

FLEET  
A320-200  
10





**Capt. Edward Boyo**  
**Chief Executive Officer**

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

IATA CODE : OJ  
ICAO CODE: OLA

AFRAA MEMBERSHIP  
Became member in 2019  
Established in 1998

OWNERSHIP STRUCTURE  
Privately owned

DESTINATIONS SERVED  
Domestic 6  
Intra-Africa 5

EMPLOYEES  
258

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 1

EMPLOYEES  
386

FLEET  
ATR 72 3  
ATR 42 1

**Mr. Abdelhamid Addou**  
**Chief Executive Officer**

ADDRESS  
Aéroport CASA-ANFA,  
Casablanca, Maroc  
Tel: +212 522 912000  
Fax: + 212 522 912021  
www.royalairmaroc.com

IATA CODE: AT  
ICAO CODE: RAM

AFRAA MEMBERSHIP  
Became member in 1977  
Established in 1957

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

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

DESTINATIONS SERVED  
Domestic 19  
Intra-Africa 46  
International 58

EMPLOYEES  
1966

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



**Ms. Yvonne Makolo**  
Chief Executive Officer

ADDRESS

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

IATA CODE: WB

ICAO CODE: RWD

AFRAA MEMBERSHIP

Became member in 2009  
Established in 2002

OWNERSHIP STRUCTURE

Government: 100%

COMMERCIAL PARTNERSHIP

Ethiopian Airlines (ET)  
Turkish Airlines (TK)

DESTINATIONS SERVED

Domestic	1
Intra-Africa	18
International	5

EMPLOYEES

1608

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

COMMERCIAL PARTNERSHIP

DESTINATIONS SERVED

Domestic	21
Intra-Africa	3

EMPLOYEES

FLEET

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

**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



**Professor John Lamola**  
Interim Chairman &  
Chief Executive

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

IATA CODE: SA  
ICAO CODE: SAA

AFRAA MEMBERSHIP  
Became member in 1994  
Established in 1934

OWNERSHIP STRUCTURE

DESTINATIONS SERVED  
Domestic 4  
Intra-Africa 15  
International 5

EMPLOYEES  
3524

FLEET



**Ms. Thuli Mpshe**  
Chief Executive Officer

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

IATA CODE : XZ  
ICAO CODE: EXY

AFRAA MEMBERSHIP  
Became member in 2003  
Established in 1994

OWNERSHIP STRUCTURE  
Government: 100%

COMMERCIAL PARTNERSHIP

DESTINATIONS SERVED

EMPLOYEES

FLEET



**Captain Ibrahim Ali Abusin**  
General Manager

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

COMMERCIAL PARTNERSHIP

DESTINATIONS SERVED

FLEET



**Mr. Lotfi Frikha**  
Chief Executive Officer

ADDRESS

Immeuble Maghreb,ia,  
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 COD : FS

ICAO CODE: SYA

AFRAA MEMBERSHIP

Became member in 2011  
Established in 2020

OWNERSHIP STRUCTURE

Mr. Mohamed FRIKHA 43,72 %  
(Founder)  
Telnat Honding 9.09%  
Public 47.19%

COMMERCIAL PARTNERSHIP

DESTINATIONS SERVED

EMPLOYEES

**Mr. Eduardo Fairen Soria**  
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%

COMMERCIAL PARTNERSHIP

DESTINATIONS SERVED

Domestic	13
Intra-Africa	14
Intercontinental	9

EMPLOYEES

2743

FLEET

B737-700	4
B777-300ER	2
Bombardier Dash 8-Q400	3

**Ms. Sara Pires**  
President & Chief Executive Officer

ADDRESS

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

IATA CODE: VR

ICAO CODE: TCV

AFRAA MEMBERSHIP

Became member in 2014  
Established in 1958.

OWNERSHIP STRUCTURE

Government: 100%

DESTINATIONS SERVED

Domestic	3
Intercontinental	3

FLEET

Boeing 757-200	1
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**Mr. Adil Cherouati**  
**Chief Executive Officer**

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

IATA CODE: SF  
ICAO CODE: DTH

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

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

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

**Mr. Khaled Chelly**  
**Chairman & CEO**

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

IATA CODE: TU  
ICAO CODE: TAR

AFRAA MEMBERSHIP  
Became member in 1968  
Established in 1948

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

COMMERCIAL PARTNERSHIP  
Royal Jordanian  
Middle East Airlines

DESTINATIONS SERVED  
Domestic 0  
Intra-Africa 27  
Intercontinental 129

EMPLOYEES  
3,781

FLEET  
A319 – 100 4  
A320-200 15  
A320 NEO 2  
A330-200 2  
B737-600 7

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

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

IATA CODE: UR  
ICAO CODE: UGD

AFRAA MEMBERSHIP  
Became member in 2019  
Established in 2018

OWNERSHIP STRUCTURE  
Government: 100%

COMMERCIAL PARTNERSHIP

DESTINATIONS SERVED  
Intra-Africa 9

FLEET  
Bombardier CRJ 900 4

## Section Twelve: AFRAA Partners – Profiles and Contacts



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

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

**Key contact:**

Andrew Harreiter  
Marketing Manager  
ACC AVIATION GROUP  
T: +44 (0)1737 232 237  
DDI: +44 (0)1737 237 709  
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](#)



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

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

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

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

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

For more information please visit [www.accelya.com](http://www.accelya.com)

**Key contacts:**

**Roger Page-Morris**

Regional Director - Sales & Account Management  
E: [roger.page-morris@accelya.com](mailto:roger.page-morris@accelya.com)

**Ms. Marta Hernandez**

Regional Marketing Manager, EMEA.  
[marta.hernandez@accelya.com](mailto:marta.hernandez@accelya.com)





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

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

**Key contact:**

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

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

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

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

**AIRBUS**

1 Rond-Point Maurice Bellonte  
31707 Blagnac Cedex, France  
Tel: +33 5 61 93 31 39  
Fax: +33 5 67 19 15 31  
Email: [hadi.akoum@airbus.com](mailto: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 as global reach unmatched by many.

**Key contact:**

Mohammed Mahmoud  
President  
**Aero Industrial Sales Company, (AIS),**  
Tel: (718) 949-3300  
Fax: (718) 949-9898 Email: [mohammed@aeroindustrialsales.com](mailto:mohammed@aeroindustrialsales.com)  
URL: [www.aeroindustrialsales.com](http://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 honored and certified as the "Best Distributor in Africa for 2012" by the global leader in GSE – The TLD Group of France.

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



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

**Key contact:**

Mr. Adam Cowburn  
Managing Director,  
Alton Aviation Consultancy  
adam.cowburn@altonaviation.com  
Tel: +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](http://www.altonaviation.com)

## AMADEUS

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

**Key contact:**

Maher Koubaa  
Executive Vice President  
**Middle East Turkey Africa**  
Amadeus IT Group

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

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

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

To find out more about Amadeus, visit [www.amadeus.com](http://www.amadeus.com)

Follow us on:      

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

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

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

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

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

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

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

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



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

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

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

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



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

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

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

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

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

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

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

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



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

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



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

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

The impressive growth of the fleet of Dash 8-400 aircraft in Africa in the last decade is a testament to the aircraft's capability to develop networks and increase connectivity across the continent. With its low operating costs, industry-leading passenger

experience and jet-like performance, the Dash 8-400 aircraft, which seats up to 90 passengers, is an outstanding choice for operators seeking optimal performance on regional routes.

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

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



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

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



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

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

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

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

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

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



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.

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## Hahn Air

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

Hahn Air offers its distribution services exclusively to transportation companies and ticketing solutions to travel agents only. However, travellers benefit as well as they 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](mailto:marketing@hititcs.com)





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

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

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

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



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

#### **Our mission**

We boost airlines' business with different commercial

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

#### **Our vision**

Being world leaders of new generation systems.



Lufthansa Consulting 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 customized 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**

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

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

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



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.

### Portfolio

Turboprops:  
PT6A, PW100/150<sup>1</sup>  
Helicopters:  
PT6B/C/T<sup>1</sup>, PW200

### Business jets

JT15D<sup>1</sup>, PW300, PW500, PW600<sup>1</sup>, PW800<sup>3</sup>

### Regional jets:

CF34-8/-10E

### Narrowbodies

CFM56-2/-3/-5B/-7, LEAP-1B, PW1100G-JM<sup>5</sup>, PW2000, PW6000, V2500, PW1500G3, PW1900G<sup>3</sup>

### Widebodies

CF6-50/-80C2, GEnx<sup>2/5</sup>, GE90-110/-115B, GE9X<sup>2/3/5</sup>, GP7200<sup>4/5</sup>

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



National Aviation Services (NAS) is the fastest growing aviation services provider in the emerging markets.

Established in 2003, NAS quickly transformed from a Kuwait based ground handling company into an emerging markets leader in the industry. NAS is present in over 60 airports across the Middle East, Africa and Asia, handling seven of the world's top 10 airlines and managing more than 55 airport lounges. With an employee base of over 10,000 capable and experienced employees at the core of its worldwide network, NAS is committed to providing aviation services that benchmark to the best in the world.

The NAS portfolio of services includes ramp and

passenger services, cargo management, engineering and line maintenance, airport technologies, fixed base operations, terminal management, aviation training, travel solutions, lounge management and meet-and-assist packages.

Affiliated with leading industry organisations, NAS follows international aviation standards with certifications from ISO, EMS, RA3 and OHSAS practices. NAS is one of the first ground handlers in the world to obtain the IATA's Safety Audit for Ground Operations (ISAGO) certification illustrating the company's commitment to providing high quality services, with a focus on safety and security.

For more information about NAS visit: [www.nas.aero](http://www.nas.aero)



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**

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

Palma Holding's major affiliates are:

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

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

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

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

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

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

Today, Pratt & Whitney develops game-changing technologies for the future, such as the PurePower® PW1000G engine, with patented Geared Turbofan engine technology. The company's worldwide large commercial engine maintenance, repair and overhaul network provides innovative services that add value and delight customers around the globe. Pratt & Whitney's large commercial engines power more than 25 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.

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## PREDICTIVE MOBILITY

Big Intelligence for Agile Marketing

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 optimisation and revenue management. Our suite AIR.PM allows you to implement coordinated commercial decisions on your network, manage your price, and to grow your revenue and passenger traffic – Expand your world by gaining market share and opening new routes worldwide!

Predictive Mobility Holdings Ltd  
 Email: christophe.ritter@predictivemobility.com



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

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

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



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

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

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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

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:

- 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.

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

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

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

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

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

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

No.3 worldwide: inertial navigation systems.

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

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

No.1 in Europe: plasma propulsion for satellites.

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

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

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

drives industry collaboration, operational excellence, a seamless passenger journey, and profitable growth.

SITA's corporate social responsibility (CSR) initiatives are aligned with the United Nations Sustainable Development Goals (UN SDGs). SITA's Air Transport Community Foundation has positively impacted the lives of 83,000 students and teachers in Africa – 51% of whom are female – by providing access to IT and education.

SITA is one of the most internationally diverse companies and serves over 200 countries and territories. With a strong local presence and offices spanning the globe, SITA's service staff are on the ground at more than 1,000 airports providing support.

For further information, go to [www.sita.aero](http://www.sita.aero) or kindly contact us at [info.meia@sitaaero](mailto: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 Oil is the

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

Star Oil has a group turnover: USD 400 million.

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# ANNEX 1: AFRAA member airlines performance

	Afriqiyah Airways	Air Botswana	Air Mauritius	Camair Co.	EgyptAir	Ethiopian Airlines	Kenya Airways	Mozambique Airlines	Nouvelair Tunisie	Overland Airways	Precision Air	Royal Air Maroc	South African Airways	Taag Angola	Tunisair
TRAFFIC DATA															
Domestic Passengers (000)	171	42	33	179	1170	1514	473	382	0	178	233	625	47	189	0
Regional Passengers - Within Africa(000)	0	46	37	0	577	2911	733	30	0	0	51	475	32	30	162
Intercontinental Passengers (000)	275	0	84	0	2310	2628	283	0	443	0	0	2349	0	89	933
Total Passengers (000)	446	88	154	179	4,058	7,053	1,489	412	443	178	285	3,449	79	308	1,096
Domestic Freight (000)	-	37	19	-	104	819	649	3	0	-	-	409	57	1	0
Regional Freight - Within Africa (000)	-	161	6470	-	12168	200409	22106	0	0	-	-	4953	0	2	333
Intercontinental Freight (000)	-	0	9055	-	134602	482144	40971	0	168	-	-	12300	131	5	2595
Total Freight (000)	-	198	15,544	-	146,875	683,371	63,726	3	168	-	-	17,662	188	7	2,928
Revenue Passenger Kilometer - RPK (000)	544797	42358	79980	79916	9200607	23133289	3307335	396652	654118	49922	138064	6955921	139201	720327	1739657
Available seat Kilometer - ASK (000)	802983	75514	1464615	121147	15553829	40403579	5528927	666889	1056248	66683	264298	10745620	240953	1256851	2581318
Passenger Load Factor - PLF (%)	68%	56%	55%	66%	59%	57%	60%	59%	62%	75%	52%	65%	58%	57%	67%
Freight and mail Tonne Kilometer - FTK (000)	-	66	88395	-	594293	3716796	183422	2693	0	-	-	62651	728	34	6224
Revenue Tonne Kilometer - RTK (000)	-	4447590	160393	-	1420417	6378961	299637	38391	55771	-	-	758243	12902	99	190562
Available Tonne Kilometer - ATK (000)	-	6232618	318277	-	2897184	12322761	574684	47377	96878	-	-	1484288	17572	185	308640
Weight Load Factor - PLF (%)	-	71%	50%	-	49%	52%	52%	81%	58%	-	-	51%	73%	53%	62%
EMPLOYEE DATA															
Pilots	26	28	156	21	990	1243	403	55	88	22	49	419	371	140	245
Cabin crew	260	20	429	28	2244	3078	567	117	187	14	50	869	461	464	697
Engineers	86	25	127	69	4191	2790	516	59	10	22	91	368	13	386	
Traffic/Marketing		12	340	51	1412	2184	373	128	67	17	54	500	27	196	562
Other	1578	85	1492	76	18458	6390	1685	418	179	287	142	919	524	1556	1799
Total Employees	1,950	170	2,544	245	27,295	15,685	3,544	777	531	362	386	3,075	1,396	2,742	3,303
DESTINATIONS SERVED															
Domestic	-	4	1	-	9	21	-	12	0	7	10	15	1	13	0
Regional - Within Africa	-	2	3	-	21	73	-	3	0	5	1	25	5	9	13
Intercontinental	-	0	3	-	62	64	-	0	15	0	0	43	0	1	27
FLEET IN OPERATION	-	3	10	5	68	140	32	5	10	5	5	59	10	18	29

## ANNEX 2: AFRAA member airlines fleet – 2022

Airline	A220	A300	A319/ 320/ 321	A330	A340- A350	B727	B737- 200	B737- 300	B737-400	B737- Max	B747	E757	B767	B777	B787	MD- 82/87	MD- 9-11	CRJ 700- 1200	CRJ 900	CRJ 170 / 175 / 190 / 195	Bas 146- 100/200 /300	Fokker F27	Fokker F50/ 100	Dash-8 Q223/ 400	ATR 42	DHC- 6-8	Dornier	Falcon 50	Ilyushin IL/KJ	Shorts 360	Lock- heed	Beach- craft	Cessna	Xian MA60	H5 748	Barron 55	Caravan	AN- 12/26	Total			
1 AB Aviation																				1																			1			
2 Afriqiyah Airways			3	1																																				4		
3 Air Algerie				8				32													1					15														56		
4 Air Botswana																									2															3		
5 Air Burkina																																									5	
6 Air Djibouti																					2																			3		
7 Air Madagascar															3										1	6														9		
8 Air Mauritius																										3														9		
10 Air Peace			10					13																																39		
11 Air Senegal			4	2																					2															9		
12 Air Tanzania																2																								9		
13 Air Zimbabwe			1				2							2	2						1			6																12		
14 Allied Air																																									8	
15 Asky Airline																																									4	
16 Astral Aviation																											1														12	
17 Badr Airline							2					1	2	1																										7		
18 Canair Co.																																									10	
19 Ceiba																					3				2															5		
20 Congo Airways			2																							2	2														9	
21 Cronos Airlines																																									4	
22 EgyptAir			8	10				29							6	6																									71	
23 Ethiopian Airlines														3	19	27								32																	140	
24 Express cargo																																									-	
25 Jubba airways																																									-	
26 Kenya Airways																																									-	
27 Libyan Airlines																9																									-	
28 Mauritania Airlines																																									6	
29 Mozambique Airlines																																									5	
30 Nile Air			6																																						6	
31 Nouvelair Tunisie			10																																						10	
32 Overland Airways																																									-	
33 Precision Air																																									-	
34 Royal Air Maroc													1			9																								5		
35 Rwandair				2						28	2																														50	
36 Safarilink										6																															12	
37 SAC Ltd																																									12	
38 South Africa Airways			8	1	1																						4														-	
39 S A express																																				</						

# ANNEX 3: AFRAA member airlines commercial partnerships – 2022

		AH	AT	BP	ET	KQ	MD	MK	MS	PW	SA	SW	TC	TM	TU	UM	WB	2J	8U	KP	8V	QC	C2	LN	XZ	S9	SD	DT	VR	SF	J4	8Z	NP	3J	BJ	L6	
	Air Algerie		I		I	I			I						I				I																		
	Royal Air Maroc	I		I	IS	C			ISC	I	I	I			I		I	I	I	I			I					C	IS	IS						IS	
	Air Botswana				IS	IS		IS			IS																										
	Ethiopian Air	I	IS							I				I	I		I	I	I		S								I								
	Kenya Airways	I	C	I	I		I		IC	I	I	I	I	I	I	I	I	I	C	I	I		I					I									
	Air Madagascar					I		ISC																													
	Air Mauritius			I	I	I	I				I																										
	EgyptAir	I	ISC			I	I			I				I	I					I																	
	Precision Air		I		I	I	I		I			I					I																				
	South African Airways		I	I		I		I		I							I	I		I					I												
	Air Namibia		I	I	C	I	I			I							I	I																			
	Air Tanzania			I													I	I																			
	LAM Mozambique			I		I				I	I						I	I										S									
	Tunisair	I	I		I	I	I		I										I	I			I					I							I		
	Air Zimbabwe						I																														
	RwandAir		I		I	I	I			I	I	I	I	I						I																	
	Air Burkina	I	I		IS	C				IS				IS							S																
	Afriqiyah	I	I					I							I								I														
	Asky Airlines		I		IS					I	I				I			S	S				I					I	I							S	
	Astral Aviation																																				
	Camair - Co.																																				
	Ceiba Intercontinental		I																	I																	
	Libyan Airways					I								I					I																		
	South African Express										I																										
	Starbow Airlines																																				
	Sudan Airways																																				
	TAAG ANGOLA		C			I								S	I					I																	
	TACV Airlines		IS		I	I														I																	
	Tassili Airlines																																				
	Badr Airlines																																				
	Congo Airways																																				
	Nile Air																																				
	Jubba Airways																																				
	Nouvelair																																				
	Mauritania Airlines	I	IS												I					S																	

## **AFRAA member airlines two-letter codes**

AB Aviation	Y6	Jubba airways	3J
Afriqiyah Airways	8U	Kenya Airways	KQ
Air Algerie	A.H.	Lybian Airlines	L.N.
Air Botswana	B.P.	Mauritania Airlines	L6
Air Burkina	2J	Mozambique Airlines	TM
Air Djibouti	D.J.	Nile Air	NP
Air Madagascar	MD	Nouvelair Tunisie	BJ
Air Mauritius	M.K.	Overland Airways	O.J.
Air Peace	P4	Precision Air	PW
Air Senegal	HC	Royal Air Maroc	AT
Air Tanzania	T.C.	Rwandair	WB
Air Zimbabwe	U.M.	Safarilink	F2
Allied Air	4W	SAC Ltd	K3
Asky Airline	K.P.	South Africa Airways	S.A.
Astral Aviation	8V	S A express	X.Z.
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	E.T.	Uganda Arilines	UR
Express cargo	7A		

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