



AFRAA AGA 57 SPECIAL NEWSLETTER



SUSTAINABLE SKIES, CONNECTED AFRICA From Recovery to Reform: African Aviation Moves Forward Together

Highlights of the 57th AFRAA Annual General Assembly

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De la reprise à la réforme : l'aviation africaine avance collectivement

Temps forts de la 57^e Assemblée générale
annuelle de l'AFRAA

Luanda | TAAG Angola Airlines, 30 Nov – 02 Dec, 2025



57th AFRAA- Annual
General Assembly

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AGA 57 AT A GLANCE



516

Delegates / Délégués

20

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aériennes africaines

49

Countries / Pays

3 days / 3 jours

+25

Speakers / Panelistes

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PDG

Radical Reinvention for African Airlines Amidst Ongoing

Mr. Lemma Yadecha Gudeta – Group Chief Commercial Officer, Ethiopian Airlines

Mr. Nelson Jesus Oliveira – Chief Executive Officer, TAAG Angola Airlines

Mr. Allan Kilavuka – Chief Executive Officer, Kenya Airways

Mr. Thierry Clouet – Head of Business Growth, Airbus

Moderator: Eng. João Carlos Pó Jorge – VP Africa, Middle East & South-East Asia, HiFly

01

Angola-focused
Roundtable

A Hub Strategy for Intra-African & Global Connectivity – The Angola Aviation Transformation

Ms. Augusta Frederico Fortes – Secretary for Trade and Services

Ms. Amélia Domingues Kuvingua – Chairperson of the Board of ANAC

Mr. Augusto Laurindo Kalikemala – Secretary of State for Tourism

Mr. Clóvis Rosa – **Chairman, TAAG Angola Airlines**

Moderator : Capt. Rui Carreira – Secretary of State for Civil Aviation, Maritime and Port Sectors

02

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Hard Questions at High Altitude: How OEMs Can Deliver for African Aviation

Mr. Shahab Matin – Managing Director Commercial Marketing, Middle East & Africa, Boeing Commercial Airplanes

Mr. Joep Eilers – Airline Marketing Director Africa, Airbus

Mr. Adam Young – RVP Sales Africa, Embraer Commercial Aviation
Mr. Guillaume Huertas – Head of Region EMEA, ATR
Mr. Raphael Haddad – President, Jetcraft Commercial
Capt. George Kamal – Chief Operating Officer, Kenya Airways

Moderator: Mr. Patrick Baudis – Co-Founder & Director, Airline Factory

Panel 2

The Ancillary Revolution: Paving the Way for African Airlines to Capture the Untapped USD 2 Billion Market

Mr. Kristiaan van Dijken – VP Airline Account Management, TPConnects
Mr. Getaneh Desta Woldemichael – Director Commercial, Eswatini Air
Mr. Somas Appavou – Regional Director, External Affairs & Sustainability Africa, IATA
s. Achma Asokan Foster – Group CEO International, AirlinePros
Ms. Franziska Meier zu Eissen – Head of Airline Solution Consultations, META Region
Mr. Mahesh Pai – Director Products, Verteil Technologies Private Ltd

Moderator : Mr. Johan Pauwels – Regional Vice-President, Africa and France

01

Executive Interview

Leadership Dialogue: Driving Continental Collaboration under SAATM

Mr. Barry Kashambo – Director, Aviation Safety Alliance for Africa
Mr. Mabitisi Legodi – Head, Business Development, Air Traffic and Navigation Services (ATNS)

Moderator : Mr. Raphael Kuuchi – Consulting Director, Government, Legal & Industry Affairs, AFRAA

01

Workshop

Boeing–AFRAA Sustainability Workshop

AFRAA CEOs' Retreat



On the eve of the 57th Annual General Assembly (AGA) of the African Airlines Association (AFRAA), airline leaders from member carriers convened in Luanda, Angola, for a new edition of the AFRAA CEOs' Retreat, hosted by TAAG Angola Airlines.

Designed as a strategic forum for high-level dialogue, this initiative—recommended by the AFRAA Executive Committee since 3 years —provides senior airline executives

with an opportunity to reflect on the Association's priorities and on the evolving dynamics of Africa's air transport industry.

Discussions focused on AFRAA's strategy on safety and operational resilience; the strengthening of intra-African connectivity and the implementation of the Single

African Air Transport Market (SAATM); economic and environmental sustainability; as well as AFRAA's joint projects and the new strategic plan.

Now established as an annual gathering, the CEOs' Retreat feeds into the deliberations of the AGA and reinforces AFRAA's role as the unified voice of African airlines, whose members account for more than 85% of the continent's international air traffic.

Retraite des CEO de l'AFRAA

À la veille de la 57e Assemblée générale annuelle (AGA) de l'Association des compagnies aériennes africaines (AFRAA), les dirigeants des compagnies membres se sont retrouvés à Luanda, en Angola, pour une nouvelle édition de la retraite des CEO, organisée sous l'hospitalité de TAAG Angola Airlines.

Conçue comme un espace d'échanges stratégiques, cette initiative recommandée par le Comité exécutif de l'AFRAA permet aux équipes dirigeantes de prendre du recul sur les priorités de l'Association et sur les grandes dynamiques du transport aérien africain.

Les discussions ont porté sur la stratégie de l'AFRAA en matière de sécurité et de résilience opérationnelle ; le renforcement de la connectivité intra-africaine et la mise en œuvre du Marché unique du transport aérien africain (MUTAA/SAATM) ; la durabilité économique et environnementale ; ainsi que les projets conjoints de l'AFRAA et son nouveau plan stratégique.

Désormais inscrite comme un rendez-vous annuel depuis 3 ans, la retraite des CEO, la troisième de son genre, contribue à nourrir les travaux de l'AGA et à consolider la position de l'AFRAA en tant que voix unifiée des compagnies aériennes africaines, représentant plus de 85 % du trafic international du continent.



AFRAA AGA: A 57th Edition Marked by Collective Commitment to Sustainable Skies and Enhanced African Connectivity



The proceedings of the 57th Annual General Assembly (AGA) of the African Airlines Association (AFRAA) were officially declared open by the Representative of the Government of the Republic of Angola, Hon. Ricardo Viegas d'Abreu, Minister of Transport, represented on this occasion by Mr. Jorge Bengue Calumbo, Secretary of State for Land Transport. The opening took place in a spirit of collective mobilisation and strengthened cooperation among airlines, continental institutions and industry partners.

Hosted by TAAG Angola Airlines, this edition was held under the theme *"Sustainable Skies, Connected Africa"*, reflecting a shared commitment to building a more integrated, resilient and sustainable African aviation sector.

In his opening address, Mr. Nelson Rodrigues de Oliveira, Chief Executive Officer of TAAG Angola Airlines, underlined that the theme represents a collective mandate for all stakeholders in African aviation. He called for coordinated action to strengthen intra-African connectivity, while ensuring that the sector's growth remains environmentally and financially sustainable. He also highlighted Angola's ongoing aviation transformation, notably the progressive commissioning of the Dr António Agostinho Neto International Airport in Luanda, presented as a strategic asset to support North-South and East-West connectivity, as well as trade and tourism across the continent.

The official addresses were followed by goodwill messages from institutional and industry partners, reaffirming their support for African airlines and for AFRAA's role in advancing the sector.

In her goodwill message, Ms. Adefunke Adeyemi, Secretary General of the African Civil Aviation Commission (AFCAC), stressed the strategic importance of the Single African Air Transport Mar-

ket (SAATM) and the need to accelerate its effective implementation. She highlighted the expected multiplier effects on connectivity, airline competitiveness and Africa's economic integration.

Mr. Kamil Al-Awadhi, Regional Vice President Africa and Middle East at the International Air Transport Association (IATA), reaffirmed IATA's commitment to supporting the African aviation industry in strengthening safety, improving connectivity and enhancing the sector's economic sustainability. He emphasised the importance of closer cooperation between airlines, civil aviation authorities and industry partners to create a more enabling environment for investment and growth.

In the same vein, Mr. Aaron Munetsi, Chief Executive Officer of the Airlines Association of Southern Africa (AASA), called for stronger engagement by African airlines within their professional associations. He noted that the cred-

ibility and effectiveness of the sector depend on active participation, clear leadership and a collective willingness to move from diagnosis to implementation. He also underlined the responsibility of African stakeholders in improving intra-African connectivity and addressing structural and regulatory constraints.

The opening session of the 57th AFRAA Annual General Assembly thus set the overall framework for the discussions that followed, highlighting a convergence of priorities among airlines, continental institutions and industry partners. The proceedings continued through a series of CEOs' roundtables, thematic panels and specialised presentations, focusing on the reinvention of airline business models, hub development and connectivity, sustainability, technological innovation and the implementation of SAATM.

The following sections of this newsletter provide an account of these key sessions, summarising the main discussions and takeaways from each stage of the 57th AFRAA Annual General Assembly.

AFRAA AGA : Une 57^e édition placée sous le signe de l'engagement collectif pour un ciel durable et une connectivité africaine renforcée

Les travaux de la 57^e Assemblée générale annuelle (AGA) de l'Association des compagnies aériennes africaines (AFRAA) ont été officiellement déclarés ouverts par le Représentant le Gouvernement de la République d'Angola, Hon. Ricardo Viegas d'Abreu, Ministre des Transports, représenté à cette occasion par M Jorge Bengue Calumbo — Secrétaire d'État aux Transports terrestres,, dans un esprit de mobilisation collective et

de coopération renforcée entre compagnies aériennes, institutions continentales et partenaires de l'industrie. Accueillie par TAAG Angola, cette édition s'est tenue sous le thème « *Sustainable Skies, Connected Africa* », reflétant la volonté commune de bâtir une aviation africaine plus intégrée, résiliente et durable.

Dans son allocution d'ouverture, M. Nelson Rodrigues de Oliveira, Directeur général (CEO) de TAAG Angola Airlines, a souligné que ce thème constituait un mandat collectif pour l'ensemble des acteurs du transport aérien africain. Il a appelé à une action concertée visant à renforcer la connectivité intra-africaine, tout en veillant à ce que la croissance

du secteur repose sur des bases environnementalement et financièrement durables. Il a également mis en avant les efforts de transformation engagés par l'Angola, notamment à travers la mise en service progressive du nouvel aéroport international Dr António Agostinho Neto de Luanda, présenté comme un levier stratégique pour le développement des liaisons Nord-Sud et Est-Ouest et pour le soutien au commerce et au tourisme africains.

Les allocutions officielles ont été complétées par les messages de soutien des partenaires institutionnels et industriels, venus réaffirmer leur engagement aux côtés des compagnies africaines et de l'AFRAA.

Dans son goodwill message, Mme Adefunke Adeyemi, Secrétaire générale de la Commission africaine de l'aviation civile (CAFAC), a mis l'accent sur l'importance

de l'IATA à accompagner l'industrie aérienne africaine dans ses efforts visant à renforcer la sécurité, améliorer la connectivité et soutenir la viabilité économique du secteur. Il a rappelé l'importance d'une collaboration étroite entre compagnies aériennes, autorités de l'aviation civile et partenaires industriels afin de créer un environnement plus propice à l'investissement et à la croissance.

Dans le même esprit, M. Aaron Munetsi, Chief Executive Officer de l'Airlines Association of Southern Africa (AASA), a appelé à un engagement accru des compagnies africaines au sein de leurs associations professionnelles, soulignant que la crédibilité et l'efficacité du secteur reposaient sur une participation active, un leadership affirmé et une volonté collective de passer du diagnostic à l'action. Il a notamment insisté sur la responsabilité des acteurs africains dans l'amélioration de la connectivité intra-africaine et dans la réduction des contraintes structurelles et réglementaires.

La session inaugurale de l'AGA 57 a ainsi permis de poser le cadre général des travaux, en mettant en lumière la convergence des priorités exprimées par les compagnies aériennes, les institutions continentales et les partenaires de l'industrie.

Les travaux se sont ensuite poursuivis à travers une série de tables rondes de dirigeants, de panels thématiques et de présentations spécialisées, consacrés notamment à la réinvention des modèles économiques des compagnies africaines, au développement des hubs et de la connectivité, à la durabilité, à l'innovation technologique et à la mise en œuvre du MUTAA/SAATM. Les sections suivantes de cette newsletter reviennent successivement sur ces temps forts de l'AGA 57, en proposant un compte rendu synthétique des échanges et des principaux enseignements issus de chaque session.



stratégique du Marché unique du transport aérien africain (MUTAA/SAATM) et sur la nécessité d'en accélérer la mise en œuvre effective, en soulignant les effets multiplicateurs attendus sur la connectivité, la compétitivité des compagnies africaines et l'intégration économique du continent.

Pour sa part, M. Kamil Al-Awadhi, Vice-Président Afrique et Moyen-Orient de l'Association du transport aérien international (IATA), a réaffirmé l'engagement



Nelson Rodrigues de Oliveira

CEO, TAAG Angola Airlines – President of AFRAA

The theme Sustainable Skies, Connected Africa is not a slogan; it is a collective mandate calling on us to harmonise our policies and accelerate continental connectivity in a sustainable manner.

Le thème Sustainable Skies, Connected Africa n'est pas un slogan ; il s'agit d'un mandat collectif qui nous appelle à harmoniser nos politiques et à accélérer la connectivité du continent de manière durable.

”



Adefunke Adeyemi

Secretary General – African Civil Aviation Commission (AFCAC)

Accelerating the implementation of the Single African Air Transport Market is essential to unlocking intra-African connectivity and generating lasting multiplier effects for aviation, trade, and economic integration across the continent.

L'accélération de la mise en œuvre du Marché unique du transport aérien africain est essentielle pour libérer pleinement le potentiel de la connectivité intra-africaine et générer des effets multiplicateurs durables sur le transport aérien, le commerce et l'intégration économique du continent.

”



Aaron Munetsi

Chief Executive Officer – Airlines Association of Southern Africa (AASA)

The greatest challenge facing African aviation is not external; it lies in our collective willingness to engage and act together.

Le principal défi de l'aviation africaine n'est pas extérieur ; il réside dans notre volonté collective de nous engager et d'agir ensemble.

”



Kamil Al-Awadhi

Regional Vice President, Africa & Middle East – IATA

Closer cooperation between airlines, civil aviation authorities and industry partners is essential to create an environment that enables sustainable growth.

Une coopération plus étroite entre les compagnies aériennes, les autorités de l'aviation civile et les partenaires de l'industrie est essentielle pour créer un environnement propice à une croissance durable.

”

From Recovery to Reform: AFRAA Maps the Future of African Aviation

In a wide-ranging address, AFRAA Secretary General Mr. Abdérahmane Berthé outlined the transition of African aviation from post-pandemic recovery to a phase of structural reform.

African airlines carried an estimated 85 million passengers in 2024, with average load factors of 75%, and traffic is projected to exceed 111 million passengers in 2025. Despite this recovery, Africa still accounts for only 2.1% of global air traffic, underscoring the scale of untapped potential.

Recovery Gains, Persistent Constraints

From a financial standpoint, global airlines are expected to post USD 36.0 billion in net profits in 2025, while African carriers are forecast to generate just USD 0.2 billion, highlighting persistent structural constraints despite the rebound in demand. High operating costs continue to weigh heavily on African airlines, with jet fuel accounting for 30–40% of operating expenses, compared to less than 26% globally. In addition, more than USD 1.0 billion in airline funds remain blocked, constraining liquidity and limiting fleet investment.

Africa's active fleet stood at 715 aircraft in 2024 and is projected to grow to 1,680 aircraft, raising challenges related to aircraft availability, spare parts supply, MRO capacity and overall supply-chain resilience.

Safety outcomes continue to improve, with zero fatalities recorded in Africa in 2024, despite 10 reported accidents. However, Mr. Berthé stressed that these gains must be consolidated through stronger safety culture, training and



data-driven operations, ahead of the 3rd African Aviation Safety & Operational Summit on 20 May 2026 in Johannesburg.

On market access, 38 African states have joined SAATM, representing 78% of the continent's population, though implementation gaps persist. Visa openness remains a major constraint, with 47% of intra-African travel still requiring visas prior to departure, limiting connectivity, tourism and trade.

AFRAA Strategic Roadmap 2026–2030

Five pillars guiding AFRAA's next phase:

- 1– Safety, security and operational excellence**
- 2– Economic sustainability and airline competitiveness**
- 3– Innovation, digital transformation and human capital development**
- 4– Environmental sustainability**
- 5– The journey towards net zero carbon emissions**

"These pillars form the foundation of our efforts and guide the work we are privileged to undertake in the next five years." Abdérahmane Berthé, Secretary General – AFRAA

Through this renewed strategic roadmap, AFRAA reaffirmed its commitment to advancing market liberalisation, fleet modernisation, sustainability and collective action, positioning African airlines to unlock the continent's aviation potential and compete more effectively in the global market.

De la reprise à la réforme : l'AFRAA trace l'avenir de l'aviation africaine

Dans une intervention de fond, le Secrétaire général de l'AFRAA, M. Abdérahmane Berthé, a exposé la transition de l'aviation africaine, passée de la reprise post-pandémie à une phase de réformes structurelles. Les compagnies africaines ont transporté environ 85 millions de passagers en 2024, avec un coefficient de remplissage moyen de 75 %, et le trafic devrait dépasser 111 millions de passagers en 2025. Malgré cette dynamique, l'Afrique ne représente encore que 2,1 % du trafic mondial.

Des progrès réels, des contraintes structurelles persistantes

Sur le plan financier, les compagnies aériennes mondiales devraient générer 36 milliards USD de bénéfices nets en 2025, contre seulement 0,2 milliard USD pour les transporteurs africains. Les coûts d'exploitation demeurent élevés, le carburant représentant 30 à 40 % des charges, tandis que plus de 1 milliard USD de fonds de compagnies restent bloqués, limitant la liquidité et l'investissement.

La flotte africaine, qui comptait 715 avions en 2024, devrait atteindre 1 680 appareils, posant des défis en matière de chaîne d'approvisionnement, de MRO et de capacités

techniques.

Les performances en matière de sécurité continuent de progresser, avec zéro décès enregistré en Afrique en 2024, malgré dix accidents. Ces acquis devront être consolidés lors du 3e Sommet africain sur la sécurité et les opérations aériennes, prévu le 20 mai 2026 à Johannesburg.

Feuille de route stratégique de l'AFRAA 2026–2030

Cinq piliers pour guider la prochaine phase de l'Association :

- 1- Sécurité, sûreté et excellence opérationnelle
- 2- Durabilité économique et compétitivité des compagnies aériennes
- 3- Innovation, transformation numérique et développement du capital humain
- 4- Durabilité environnementale – Transition vers la neutralité carbone (Net Zero)

« Ces piliers constituent le socle de nos actions et orientent le travail que nous avons le privilège de mener au cours des cinq prochaines années. », Abdérahmane Berthé, Secrétaire général – AFRAA

À travers cette nouvelle feuille de route stratégique, l'AFRAA réaffirme son engagement en faveur de la libéralisation du marché, de la modernisation des flottes, de la durabilité et de l'action collective, afin de permettre aux compagnies africaines de libérer pleinement le potentiel de l'aviation du continent et de renforcer leur compétitivité à l'échelle mondiale.

New AFRAA Members and Partners

In line with its continued growth and expanding industry engagement, AFRAA welcomed new airline members and strategic partners during 2025, further strengthening its representation across the African aviation ecosystem.

During the year, ALS Ltd and Global Airways / LIFT Airlines joined the Association under Associate Membership, reflecting AFRAA's commitment to inclusivity and collaboration across different airline business models.



In parallel, several organizations enrolled in the AFRAA Partnership Programme, enhancing the Association's technical, commercial, and strategic reach. These include Maureva (Associate Partner), Cirium (Full Partner), Seabury Aviation Partners LLC, Kerojet Services Limited, Matrix Energy Limited, AirlinePros, and Lake Oil Limited, all joining as Associate Partners.



The addition of these members and partners reinforces AFRAA's role as a platform for cooperation between airlines, service providers, and industry stakeholders, supporting sustainable growth and innovation across African air transport.

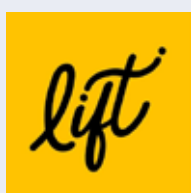
Nouveaux membres et partenaires de l'AFRAA – 2025

Dans le cadre de la poursuite de son développement et du renforcement de son écosystème, l'AFRAA a accueilli en 2025 de nou-

veaux membres et partenaires, élargissant ainsi sa représentation au sein de l'industrie aéronautique africaine.

Au cours de l'année, ALS Ltd (Kenya) et Global Airways / LIFT Airlines (Afrique du Sud) ont rejoint

l'Association en tant que membres associés, illustrant l'engagement de l'AFRAA en faveur d'une collaboration inclusive entre les dif-



férents modèles d'exploitation aérienne.

Parallèlement, plusieurs entreprises ont intégré le programme de partenariat de l'AFRAA, renforçant l'expertise technique, commerciale et stratégique de l'Association. Il s'agit de Maureva (partenaire associé), Cirium (partenaire à part entière), Seabury Aviation Partners LLC, Kerojet Services Limited, Matrix Energy Limited, AirlinePros et Lake Oil Limited, tous admis en qualité de partenaires associés.



L'arrivée de ces nouveaux membres et partenaires consolide le rôle de l'AFRAA comme plateforme de coopération entre compagnies aériennes et acteurs clés du secteur, au service d'un développement durable du transport aérien africain.

AFRAA Launches Africa MRO Event to Support Airline Maintenance Capabilities



The Association announced the launch of the Africa MRO Event, a new initiative dedicated to strengthening Maintenance, Repair and Overhaul (MRO) capabilities across the African continent.

This inaugural edition aims to reinforce Africa's MRO ecosystem and to reduce African airlines' reliance on maintenance services performed outside the continent, a long-standing structural challenge affecting operating costs and technical autonomy.

The event will be guided by a steering committee bringing together four of Africa's leading airline MRO organisations:

Ethiopian Airlines, Kenya Airways, EgyptAir and South African Airways (SAA). Through this platform, AFRAA intends to facilitate dialogue among airlines, MRO providers, OEMs, regulators and industry partners, focusing on technical capacity, investment, skills development and operational efficiency.

The first Africa MRO Event will be held from 29 to 31 March 2026 in Addis Ababa, Ethiopia.

The initiative forms part of AFRAA's broader efforts to support the long-term sustainability, cost efficiency and competitiveness of African airlines.

L'AFRAA lance l'Africa MRO Event pour renforcer les capacités de maintenance des compagnies aériennes

L'Association des compagnies aériennes africaines (AFRAA) a annoncé le lancement de l'Africa MRO Event, une nouvelle initiative dédiée au renforcement des capacités africaines en matière de Maintenance, Repair and Overhaul (MRO).

Cette première édition vise à consolider l'écosystème MRO du continent et à réduire la dépendance des compagnies aériennes africaines aux services de maintenance réalisés hors d'Afrique, un défi structurel de longue date ayant un impact sur les coûts d'exploitation et l'autonomie technique du secteur.

L'événement sera piloté par un comité de pilotage réunissant quatre organisations MRO de compagnies aériennes de premier plan en Afrique :

Ethiopian Airlines, Kenya Airways, EgyptAir et South African Airways (SAA). À travers cette plateforme, l'AFRAA entend favoriser le dialogue entre compagnies aériennes, prestataires MRO, constructeurs, autorités et partenaires industriels, autour des enjeux de capacités techniques, d'investissements, de développement des compétences et de performance opérationnelle.

La première édition de l'Africa MRO Event se tiendra du 29 au 31 mars 2026 à Addis-Abeba, en Éthiopie.

Cette initiative s'inscrit dans les efforts plus larges de l'AFRAA visant à soutenir la durabilité à long terme, l'efficacité des coûts et la compétitivité des compagnies aériennes africaines.

Free Route Airspace Becomes Operational Across West and Central Africa (WACAF)



The African Airlines Association (AFRAA) has marked a major milestone in the modernisation of African air transport with the full operational deployment of Free Route Airspace (FRA) in the West and Central Africa (WACAF) region, effective 30 October 2025.

This development follows successful trial phases launched in November 2023 and enables airlines to operate User Preferred Routes (UPR), allowing greater operational flexibility and delivering tangible gains in efficiency, cost reduction and environmental performance.

By flying more direct routes aligned with real-time conditions, airlines can reduce flight times, fuel burn and CO₂ emissions, while improving overall operational performance.

The rollout of FRA in the WACAF region is the result of a collaborative effort between airlines and air navigation service providers (ANSPs), formalised during a joint workshop held in Dakar, Senegal, which marked the transition from the trial phase to full implementation. The initiative has been supported by Afreximbank and aligns with the ICAO Global Air Navigation Plan.

In its initial phase, six leading African airlines — Ethiopian Airlines, Kenya Airways, EGYPTAIR, Royal Air Maroc, RwandAir and ASKY Airlines — have been authorised to operate UPR across 30 key city pairs. The transition to free routing is expected to deliver annual savings of over 1,390 flight hours, reduce fuel consumption by ap-

proximately 5,000 tonnes, and avoid around 16,000 tonnes of CO₂ emissions.

Now open to all airlines, WACAF's Free Route Airspace represents a structuring step towards deeper continental integration, with further rollout planned in Eastern and Southern Africa from 2026.

Espace aérien à routes libres (FRA) : désormais une réalité dans la région d'Afrique occidentale et centrale (WACAF)

L'Association des compagnies aériennes africaines (AFRAA) a franchi une étape majeure dans la modernisation du transport aérien africain avec le déploiement opérationnel complet de l'espace aérien à routes libres (Free Route Airspace – FRA) dans la région Afrique occidentale et centrale (WACAF), effectif depuis le 30 octobre 2025.

Cette avancée, qui fait suite à des essais concluants lancés en novembre 2023, permet désormais aux compagnies aériennes d'exploiter des routes privilégiées par les usagers (User Preferred Routes – UPR), offrant une plus grande flexibilité opérationnelle et des gains significatifs en matière d'efficacité, de coûts et de durabilité environnementale. Les UPR permettent de réduire les temps de vol, la consommation de carburant et les émissions de CO₂, tout en améliorant la performance opérationnelle.

Le déploiement du FRA dans la région WACAF est le fruit d'un effort collaboratif entre compagnies aériennes et prestataires de

services de navigation aérienne (ANSP), formalisé à l'issue d'un atelier conjoint tenu à Dakar, marquant le passage de la phase d'essai à la mise en œuvre complète. L'initiative, qui bénéficie du soutien d'Afreximbank, s'inscrit dans le cadre du Plan mondial de navigation aérienne de l'OACI.

Dans une première phase, six compagnies africaines majeures – Ethiopian Airlines, Kenya Airways, EGYPTAIR, Royal Air Maroc, RwandAir et ASKY Airlines – ont été autorisées à exploiter des UPR reliant 30 paires de villes clés, générant des gains annuels estimés à plus de 1 390 heures de vol, une économie d'environ 5 000 tonnes de carburant et une réduction de 16 000 tonnes de CO₂.

Désormais ouvert à toutes les compagnies, l'espace aérien WACAF constitue un jalon structurant vers une intégration continentale accrue, avec une extension prévue vers l'Afrique orientale et australe à partir de 2026.

TAAG Angola Airlines and South African Airways Launch New Codeshare Agreement



On the sidelines of the AFRAA AGA, TAAG Angola Airlines and South African Airways (SAA) announced the launch of a new codeshare agreement aimed at strengthening intra-African and intercontinental connectivity.

The partnership links the networks of both carriers through key hubs in Luanda, Johannesburg and Cape Town, enhancing seamless travel across Africa and beyond.

Under the agreement, SAA places its code on TAAG-operated services between Johannesburg, Cape Town and Luanda, with

onward connections from Luanda to Lisbon and São Paulo.

In return, TAAG gains access to several destinations within SAA's regional network, including Durban, Gqeberha, Cape Town, Harare and Lusaka. Ticket sales are open, with travel having commenced in November 2025.

This cooperation reflects AFRAA's objectives of promoting airline collaboration, improving connectivity and facilitating the movement of people, trade and tourism across the African continent.

TAAG Angola Airlines et South African Airways signent un accord de partage de codes

En marge de l'AGA, TAAG Angola Airlines et South African Airways (SAA) ont annoncé la mise en œuvre d'un nouvel accord de partage de codes visant à renforcer la connectivité intra-africaine et intercontinentale.

Ce partenariat s'appuie sur les hubs stratégiques de Luanda, Johannesburg et Le Cap afin d'améliorer la fluidité des déplacements en Afrique et au-delà.

Dans le cadre de cet accord, SAA appose son code sur les vols opérés par TAAG entre Johannesburg, Le Cap et Luanda, avec

des correspondances au départ de Luanda vers Lisbonne et São Paulo.

En contrepartie, TAAG accède à plusieurs destinations du réseau régional de SAA, notamment Durban, Gqeberha, Le Cap, Harare et Lusaka. Les ventes sont ouvertes et les opérations ont débuté en novembre 2025.

Une initiative qui s'inscrit pleinement dans les priorités de l'AFRAA en matière de coopération entre compagnies aériennes, de connectivité et de soutien au commerce, au tourisme et à la mobilité sur le continent africain.

AFRAA and AfriSAF Forge Strategic Alliance to Accelerate SAF Development in Africa



The African Airlines Association (AFRAA) and AfriSAF formalised a strategic Memorandum of Understanding aimed at accelerating the deployment and production of Sustainable Aviation Fuel (SAF) across Africa.

The agreement was signed on 2 December by AFRAA Secretary-General Abderahmane Berthé and AfriSAF CEO Kwame Bekoe.

It establishes a structured collaboration to support African airlines in their decarbonisation pathways, covering policy advocacy, SAF project development, feedstock supply chain

optimisation, and capacity building for aviation stakeholders.

Under the partnership, AfriSAF will contribute technical expertise in feedstock mapping, project design and digital traceability, while AFRAA will mobilise airlines around early offtake commitments and provide sector-wide leadership to enhance project bankability.

The initiative aligns with AFRAA's Net Zero 2050 objectives and responds to the growing need for viable SAF projects on the continent.

AFRAA et AfriSAF scellent une alliance stratégique pour accélérer le développement du SAF en Afrique

En marge des travaux, l'Association des compagnies aériennes africaines (AFRAA) et AfriSAF ont officialisé un protocole d'accord stratégique visant à accélérer le déploiement et la production de carburants d'aviation durables (SAF) sur le continent.

L'accord a été signé le 2 décembre 2025 par le Secrétaire général de l'AFRAA, Abderahmane Berthé, et le CEO d'AfriSAF, Kwame Bekoe.

Il met en place une coopération structurée pour accompagner les compagnies aériennes africaines dans leurs trajectoires de décarbonation, notamment à travers

le plaidoyer réglementaire, le développement de projets SAF, l'optimisation des chaînes d'approvisionnement en matières premières et le renforcement des capacités.

AfriSAF apportera son expertise technique, tandis que l'AFRAA mobilisera les compagnies aériennes autour d'engagements d'achat anticipés et jouera un rôle de coordination sectorielle afin d'améliorer la viabilité des projets.

Cette initiative s'inscrit dans les priorités de l'AFRAA en matière de durabilité et de transition énergétique du transport aérien africain.

With

Nelson Rodrigues de Oliveira

CEO, TAAG Angola Airlines

TAAG Angola Airlines stands at a defining moment in its development. With the transition to the new Dr. António Agostinho Neto International Airport in Luanda, a multi-year modernization program underway, and renewed ambitions across Africa and the South Atlantic, the airline is positioning itself as a central player in regional and intercontinental connectivity. In this conversation, CEO Nelson Pedro Rodrigues de Oliveira reflects on TAAG's strategic priorities, its commitment to operational excellence, and its role in contributing to Angola's socio-economic progress and to the collective advancement of African aviation.



Vision & Identity

How would you describe TAAG's long-term vision as Angola's national carrier, and the role the airline intends to play in strengthening air connectivity across Africa?

Our vision is clear: To be the airline of choice for passenger and cargo services connecting Southern Africa to the world, with a strong emphasis on sustainability and innovation.

Our mission as the flag carrier is to offer air services that are safe, reliable, modern, and customer-centric, while simultaneously generating value for all stakeholders.

In the African context, our focus is on fostering connectivity. We aim to be the engine that

drives trade, tourism, and regional integration, utilizing Angola as the ideal strategic point to unite the continent.

Empowered by its geostrategic location, TAAG can offer seamless North-South and East-West connections, benefiting passengers' mobility and facilitating the import/export of goods on a global scale.

Transformation & Governance

TAAG has been undergoing a structured transformation. What guiding principles, management priorities, and governance frameworks are shaping this new phase of the company's development?

TAAG Angola Airlines is actively driving its modernization and holistic transformation journey to ensure the consolidation of a competitive, sustainable, and efficient airline.

Six strategic pillars guide our governance and the priorities of our management team:

- 1- People and Community,**
- 2- Organizational Efficiency,**
- 3- Operational Excellence,**
- 4- Commercial Superiority,**
- 5- Connectivity and Hub,**
- 6- Financial Sustainability.**

Within the scope of our 2024-2029 Strategic Plan, we have also defined the following accelerators that will facilitate the achievement of these strategic pillars and the company's reform. These are considered our critical success factors: Partnerships, Innovation & Technology; Infrastructure and Culture.

Overall, and with the support of specialized partners such as Lufthansa Consulting, we have developed a comprehensive transformation plan. This plan is grounded in technical rigor and innovation, customized specifically for the aviation sector, to optimize our financial structure, reinforce operational capacity, and promote an organizational culture centered on compliance, performance, and service excellence.

Luanda Hub Development (NBJ)

With the transition to the new Dr. António Agostinho Neto International Airport, how is TAAG positioning Luanda as a strategic hub for regional and intercontinental passenger and cargo flows?

TAAG Angola Airlines, as the flag carrier and a strategic pillar of Angolan aviation, views the New Dr. António Agostinho Neto International Airport (NBJ) not merely as state-of-the-art infrastructure but as the primary catalyst for a new era of economic and social development in Angola.

The complete transition of our flight operations to NBJ is a testament to our confidence in this project and our commitment to transforming Angola into a connectivity hub for people and goods. This move directly drives the sustainable growth of international mobility and, in particular, regional integration.

The airport has the potential to consolidate itself as a continental hub and a vital link between the North and South and the East and West. Its impact transcends the aviation sector, promising to stimulate the economy on diverse fronts, ranging from tourism and trade to agriculture and industry.

With a capacity for 15 million passengers per year and the distribution of up to 130,000 tons of cargo annually, the New Dr. António Agostinho Neto International Airport fits the concept of an aerotropolis.

By creating a new economic and logistical center with multimodal connectivity (railway, road network) as well as facilities for goods storage and conservation, it offers a set of competitive advantages that boost the development of the country and the region, opening new perspectives for the movement of people and corridors for international import/export.

Network Strategy & Regional Growth

Which markets and regional corridors are priorities for future network expansion, and what criteria does TAAG use to assess route viability and strategic relevance?

TAAG Angola Airlines is undergoing a fleet modernization plan with synergy with its route expansion agenda, designed to cement the airline's role as a key facilitator of connectivity between Africa and the world. Our growth plans are expanding reach and depth. Meaning focusing on strengthening new frequencies to our existent and core markets while assessing new destinations to cover.

We are consolidating our regional expansion with the already active connection to East Africa, namely the Nairobi route. We have advanced plans for new destinations in Francophone and Lusophone Africa, thus increasing our network footprint in West and Central Africa.

From an intercontinental perspective, we are very close to announcing regular flights to Asia, where we have mapped China and India as destinations of interest. Furthermore, new connections to Europe and the Americas remain under continuous study, in addition to the routes to Lisbon (Portugal), São Paulo (Brazil), and Havana (Cuba) that we currently operate.

Our route evaluation criteria are rigorous, namely:

- **Economic Viability:** Analysis of demand and profitability per seat.
- **Strategic Value:** The route's ability to feed connections within our network.

- **Socioeconomic Impact:** The route's impact on trade and tourism via Angola and its strategic alignment with the hub vision of the country and the Angolan Government.

Partnerships & Cooperation

Collaboration is increasingly essential in today's aviation ecosystem. How is TAAG approaching partnerships, codeshare agreements, and commercial cooperation to strengthen its network offering?

Partnerships are critical to expanding our reach without the cost of operating aircraft on every route. Our approach is pragmatic and mutually beneficial. We have codeshare and commercial agreements in place that allow us to maximize the international capillarity of our network.

We can mention a partnership on each continent where we operate to illustrate the strategic dimension and value of collaboration. We have codeshare agreements with GOL in Brazil for both passenger and cargo segments, extending our reach deep into the Americas. We partner with IBERIA, facilitating connections for our passengers across Europe and worldwide. We maintain codeshare agreements with South African Airways, reinforcing our reach via the partner's network.

Thus, we have a technical partnership agreement with Ethiopian Airlines for the provision of MRO (Maintenance, Repair, and Overhaul) services, which is vital for operational efficiency and technical compliance.

This strategic collaboration model allows TAAG to enhance the passenger experience and offer a more fluid and comprehensive connection product globally.

Fleet Renewal & Operational Efficiency

Fleet modernization is central to performance and customer experience. What are the key considerations guiding TAAG's fleet renewal and aircraft standardization strategy?

TAAG Angola Airlines is undergoing a decisive phase of its transformation strategy, driven by the introduction of a new-generation fleet. Far from being a mere aircraft incorporation exercise, the combined choice of the Boeing 787 Dreamliner and the Airbus A220-300 represents a surgical strategic decision focused on the complementarity of missions and maximum efficiency across different market segments.



The Boeing 787 Dreamliner (787-9 and 787-10 models) is dedicated to TAAG's intercontinental routes. In contrast, and in perfect synergy, the Airbus A220-300 serves intra-African connectivity.

These latest-generation aircraft bring enhanced efficiency to our operation and a premium experience for our passengers. Furthermore, they provide evidence of our commitment to sustainability and environmental protection through the reduction of emissions and noise pollution.

In summary, the B787 and A220 dual strategy allows TAAG to maximize revenue and efficiency in each market segment, reinforcing our ambition to be a key player in African aviation through a strategy of complementary and technologically advanced assets.



Customer Experience & Digital Evolution

Passenger expectations are evolving quickly. What initiatives are being introduced to enhance the customer journey, both onboard and through digital channels?

The investment in the new fleet—namely the Boeing 787 Dreamliner for long-haul routes and the Airbus A220-300 for regional routes—has introduced a differentiated level of comfort, convenience, and flight experience. These latest-generation jets offer quieter cabins and ergonomic seating, significantly raising the standard of quality perceived by the passenger.

Complementing this physical advancement, the company is finalizing the BYOD (Bring Your Own Device) concept. This system involves providing onboard Wi-Fi that will allow passengers to consume content, access TAAG's digital services, and remain connected throughout their flight.

In parallel with the flight experience, TAAG has revolutionized its customer touchpoints on the ground. The launch of a new website and a mobile application grants passengers greater autonomy and easy, intuitive access to all TAAG services, from booking and check-in to trip management.

TAAG ensures that human support complements this digital evolution. The call center teams receive constant training, and the support service is also available via WhatsApp, providing direct and fast communication with interoperability for digital payment solutions, streamlining transactions and purchases of tickets and related services.

Additionally, TAAG's stores and lounges are designed as pleasant and welcoming spaces that provide comfort and tranquility, offering customers and passengers high-quality contact points throughout their journey with the company.

Cargo & Logistics Contribution

The pandemic highlighted the strategic role of air cargo in supply chains. How is TAAG strengthening its cargo capabilities and positioning itself within regional and intercontinental logistics flows?

Air cargo is an area of great focus and growth, and it counts on the New Airport (NBJ) as a fundamental piece, given its scalable cargo handling capacity.

Following the airline commercial strategy, focused on empowering the company footprint within the African air cargo market, TAAG Angola Airlines has regular cargo services to Lagos (LOS) in Nigeria, Brazzaville (BZV) in the Republic of Congo, Johannesburg (JNB) in South Africa, and Nairobi (NBO) in Kenya. The company also has plans to expand its cargo operations to other strategic cities, including Libreville (LBV), Kinshasa (FIH), Harare (HRE), Lusaka (LUN), and Accra (ACC), strengthening its presence in the African market.

TAAG is capitalizing on the freighter B737-800BCF (Boeing Converted Freighter) incorporated into its fleet. It can transport up to 24 tons of cargo, with 11 pallet positions that accommodate 10 contoured 96 in x 125 in pallets.

Last year, TAAG Angola Airlines and AVIANCA Airlines formed a strategic partnership in the

air cargo transport sector by establishing a Special Prorate Agreement (SPA). The agreement will enable TAAG Angola Airlines to expand its presence in key South American markets, offering customers and the industrial cluster from Europe and Africa access to new routes beyond São Paulo (GRU) in Brazil. These routes include Bogotá (BOG) in Colombia, Santiago (SCL) in Chile, Lima (LIM) in Peru, Montevideo (MVD) in Uruguay, and Quito (UIO) in Ecuador.

The cargo business is strategic for TAAG Angola Airlines, playing a key role in promoting the Angola hub and the New Luanda International Airport as an infrastructure of reference in African import/export circuits. In addition, this initiative contributes directly to the objectives of the African Free Trade Agreement (AfCFTA), promoting greater commercial integration between the countries of the continent.

Sustainability & Economic Contribution

As a national carrier, TAAG contributes to tourism, trade, and socio-economic development. How do you balance commercial sustainability with your broader national and regional responsibilities?

Commercial sustainability fosters our financial KPI, while serving in-country routes or strategic links gives us a greater purpose and socioeconomic relevance. Balancing this equation means facilitating routes that, while they may not be the most profitable in the short term, are vital, either for territorial inclusion or for the development of key sectors such as tourism and trade, or to attract investors. In the end, aviation connects multiple streams and business sectors in Angola.

Air transport is indispensable to Angola's current and future economic diversification, while our fleet allows, in addition to passenger transport, air cargo services, which have become essential for the country and Africa's growth in their import/export capabilities.

TAAG Angola Airlines is the leading airline in the country and the pride of all locals. While Angola has a vast territory, the airline plays a relevant role connecting major cities in-country, thus linking Angola to regional and intercontinental hubs: Kenya, South Africa, Nigeria, Namibia, São Tomé, Mozambique, DRC, Congo Republic, Portugal, Brazil, and Cuba.

In a nation undergoing significant transformation, the aviation sector is not just a service provider; it's a strategic enabler of trade, tourism, and investment, diplomatic ties, etc.

In fact, we act as Angola's ambassadors, promoting the country as a destination for investment and leisure on every flight we operate, and elevating the Angola brand at every international event we participate in.

SAATM & African Market Integration

How does TAAG view the implementation of the Single African Air Transport Market (SAATM), and what policy, regulatory, or infrastructure conditions do you believe are essential to ensure that liberalized skies translate into fair competition, sustainable connectivity, and shared growth among African carriers?

We emphasize that TAAG is committed to the vision of the Single African Air Transport Market (SAATM) and the African Continental Free Trade Area (AfCFTA), viewing them as pillars for Africa's economic prosperity.

The Single African Air Transport Market, aimed at liberalizing air transport across the continent, holds the potential to transform regional connectivity, reduce transportation costs, and stimulate economic growth through tourism, trade, and job creation.

SAATM, if fully implemented, is arguably a great catalyst for intra-Africa air traffic growth. To date, the impact is partial. While Angola has affirmed its commitment to SAATM, traffic benefits are delayed by the pace of implementation, which is still ongoing.

Despite notable progress, the full implementation of SAATM continues to face several obstacles. These include restrictive bilateral air service agreements, lack of harmonized regulations, insufficient infrastructure, and fragmented airspace management. As a result, African air travel remains with cost and efficiency challenges, limiting the continent's ability to harness the full benefits of an integrated air transport market.

Having said that, several factors have already shown positive impacts and can further enhance connectivity, such as visa facilitation, strategic partnerships, infrastructure investment, policy and regulatory convergence, and shared economic objectives within African nations.

Thus, Africa's air transport and tourism sectors are deeply interconnected, with tourism acting as a key driver for enhanced air connectivity. Tourism is a powerful catalyst for air transport development. Increased tourist arrivals stimulate demand for flights, leading airlines to introduce new routes and increase frequencies. This direct relationship encourages investment in aviation infrastructure and services.

Message to AFRAA & the African Industry

As Angola hosts the AFRAA General Assembly, what key message would you like to share with African airline leaders, regulators, and partners regarding cooperation and shared growth?

To our distinguished colleagues, leaders of African aviation, regulators, and partners, it is an honor for TAAG Angola Airlines to host the AFRAA General Assembly in Luanda.

Receiving the African Airlines Association (AFRAA) 57th Annual General Assembly (AGA) is a significant honor and a strategic opportunity for TAAG and Angola. It solidifies Luanda's emergence as a major African aviation hub, especially following the operationalization of the new Dr. António Agostinho Neto International Airport.

The vision of a truly connected African continent is within our reach, but its realization requires a collective commitment to strategic transformation, operational excellence, and, above all, cooperation.

A reflection of my tenure as president of AFRAA is that it has been a great challenge and a huge responsibility focused on advancing AFRAA's primary goals for the year about sustainability, collaboration, and profitability across African airlines.

We believe that the aviation sector in Africa is crucial to the development of our nations and to connectivity with major decision-making centers worldwide.

Let us commit, not just in principle, but in practice, to a transparent and collaborative ecosystem where African airlines rise together. Our shared success depends on it.

African-Skies

Managing Editor: Maureen Kahonge
Editorial Director: Romuald Nguayap

Presidency Handover and Next AGA



The 57th AFRAA Annual General Assembly concluded with the handover of the presidency to Mr. Nyl Charles Moret-Mba, Chief Executive Officer of Fly Gabon, who will serve a one-year term, succeeding Mr. Nelson Pedro Rodrigues de Oliveira.

He was accompanied by Ms. Edwige Koumby Missambo, Ambassador of

the Republic of Gabon to Angola.

The closing ceremony was also attended by Mr. Ricardo Viegas d'Abreu, Minister of Transport of the Republic of Angola.

It was further announced that the next AFRAA Annual General Assembly will be held in Libreville, Gabon, on 15–17 November 2026.

Passation de la présidence et prochaine AGA



La 57e Assemblée générale annuelle de l'AFRAA s'est conclue par la passation de la présidence à M. Nyl Charles Moret-Mba, Directeur général de Fly Gabon, qui assurera un mandat d'un an, succédant à M. Nelson Pedro Rodrigues de Oliveira, CEO de TAAG Angola.

Il était accompagné de Mme Edwige Koumby Missambo, Ambassadrice

de la République gabonaise en Angola. La cérémonie de clôture s'est tenue en présence de M. Ricardo Viegas d'Abreu, Ministre des Transports de la République d'Angola.

La prochaine Assemblée générale annuelle de l'AFRAA se tiendra à Libreville (Gabon) du 15 au 17 novembre 2026.

AFRAA Annual Awards 2025



The AFRAA annual awards recognize excellence in service delivery, innovation and competitiveness in airlines, individuals and service providers in the African aviation industry. The Assembly conferred for three award categories, namely: the “Distinguished Service Award”, “Airline of the Year Awards” and “Outstanding Service Award”.

les AFRAA annual awards récompensent l'excellence en matière de prestation de services, d'innovation et de compétitivité au sein des compagnies aériennes, des professionnels et des prestataires de services de l'industrie aéronautique africaine.

Distinguished Service Award

To the Free Route Airspace (FRA) Champions for driving the FRA project in Africa that will continue to result in Air Traffic Manage-

ment efficiency; Removal of constraints imposed by fixed route structure; Optimized airspace capacity; Fuel burn reduction; Carbon emission reduction and Flight efficiency and flexibility.

Attribué aux Champions de l'Espace aérien en libre parcours (Free Route Airspace – FRA) pour leur rôle moteur dans le déploiement du projet FRA en Afrique, contribuant à : l'amélioration de l'efficacité de la gestion du trafic aérien ; la suppression des contraintes liées aux routes fixes; l'optimisation de la capacité de l'espace aérien ; la réduction de la consommation de carburant ; la diminution des émissions de carbone; et l'amélioration de l'efficacité et de la flexibilité des vols.

- **Mr. Billy Diabasenga (PMT Chairman)**
- **Mr. Gaoussou Konate – AFRAA**
- **Mr. Protus Seda – IATA**
- **Ms. Keziah Ogutu – ICAO**
- **Mr. Thabani Myeza – CANSO**
- **Ghana Civil Aviation Authority (GCAA)**
- **I'Agence pour la Sécurité de la Navigation Aérienne en Afrique et à Madagascar (ASECNA)**
- **Nigerian Airspace Management Agency (NAMA)**
- **AFREXIMBANK**

FRA Airlines

- Ethiopian Airlines
- Kenya Airways
- EgyptAir
- Royal Air Maroc
- RwandAir
- ASKY Airlines

Airline of the Year Award – Best Profitability



Airline of the Year Award – Ethiopian Airlines

For Best Profitability – Global Operations for the year 2024

Meilleure rentabilité – Opérations mondiales pour l'année 2024



Airline of the Year – ASKY Airlines

For Best Profitability – Regional Operations for the year 2024

Meilleure rentabilité – Opérations régionales pour l'année 2024



Airline of the Year – Fly Boskies

For Best Profitability – Regional Operations for Associate Membership category for the year 2024

Meilleure rentabilité – Opérations régionales, catégorie membres associés, pour l'année 2024



Airline of the Year – Jambojet

For Best Improved results in terms of profit ratio for the year 2024 vs 2023

Meilleure amélioration des résultats en termes de ratio de rentabilité en 2024 vs 2023



Airline of the Year – Ethiopian Airlines

For Best Improved in intra-Africa Connectivity for the year 2024
Meilleure amélioration de la connectivité intra-africaine pour l'année 2024



Airline of the Year – Precision Air

For Best Improved in intra-Africa Connectivity for the year 2024
Meilleure amélioration de la connectivité intra-africaine pour l'année 2024



Outstanding Service Award

Ethiopian Airlines for significant contribution to the African Aviation Industry for the year 2024.
Pour sa contribution significative au développement de l'industrie aéronautique africaine au cours de l'année 2024.



CSR event for Youth Development in Aviation



A FRAA, in collaboration with TAAG Angola Airlines, incorporated the Youth Development in Aviation Outreach Initiative as part of the AFRAA AGA 57 lineup of activities. Various activities were staged during and after the 57th AFRAA Annual General Assembly in Luanda, Angola, as part of the industry's collective effort to empower, motivate, and attract African youth into aviation careers.

During the conference sessions on Monday, University students had the opportunity to join the conference sessions and get industry exposure as well as network with industry professionals. TAAG Angola Airlines Team held workshops for the university students at the AGA.

Objectives of the initiative was as follows:

- **To inspire and motivate youth to pursue education and careers in aviation and aerospace.**
- **To raise awareness of the diverse career pathways in aviation—from engineering, piloting, and airport operations to AI, sustainability, and data analytics.**
- **To connect students with mentors and role models from across the African aviation industry.**
- **To contribute to AFRAA's strategic focus on building capacity and ensuring the sustainability of the aviation workforce in Africa.**

03 December : Student outreach event

AFRAA and TAAG Angola Airlines held a 1-day outreach event for high school students from Instituto Médio Industrial de Luanda and Colégio Elizângela Filomena. The event was held under the Theme: "Empower – Inspire – Innovate for the Future of African Aviation"

A fireside chat session gave the students an opportunity to interact with the industry professionals and gather views on industry trends and ideas on careers in aviation. The speakers during the fireside chat shared their experiences, facts and figures on aviation, their educational journey, what it takes to get qualified for their roles, the role they play in airline operations, their day-to-day experiences in a bid to inspire and motivate the students into aviation careers. The following speakers interacted with the students:

1. **Edgar Quessongo**, HR Director – National Civil Aviation Authority (ANAC)
2. **Maureen Kahonge**, Senior Manager Business Development & Communications – AFRAA

3. **Bernarda Henriques**, Chairman – National Air Navigation Company (ENNA)
4. **João Pó Jorge**, Former CEO of LAM Mozambique Airlines
5. **Neide Teixeira**, Chief Legal and RH Officer – TAAG Angola Airlines
6. **Monica Cristino**, Board Member – TAAG Angola Airlines
7. **Captain Alexandra Lima**, Captain 777/787 – TAAG Angola Airlines

Following the fireside chat and motivational talks, the students had an opportunity to visit the new Dr. António Agostinho Neto International Airport in Luanda – Angola to cap their day's experience.

Événement RSE dédié au développement de la jeunesse dans l'aviation

AFRAA, en collaboration avec TAAG Angola Airlines, a intégré l'Initiative de sensibilisation au développement de la jeunesse dans l'aviation (Youth Development in Aviation Outreach Initiative) au programme des activités de la 57e Assemblée Générale Annuelle (AGA) de l'AFRAA. Plusieurs activités ont été organisées pendant et après la 57e AGA à Luanda, en Angola, dans le cadre de l'effort collectif de l'industrie visant à autonomiser, motiver et attirer les jeunes Africains vers les carrières de l'aviation.

Lors des sessions de conférence du lundi 1er décembre, des étudiants universitaires ont eu l'opportunité de participer aux travaux, d'acquiescer une exposition directe à l'industrie et d'échanger avec des professionnels du secteur. Les équipes de TAAG Angola Airlines ont

également animé des ateliers dédiés aux étudiants universitaires en marge de l'AGA.

Objectifs de l'initiative :

- **Inspirer et motiver les jeunes à poursuivre des études et des carrières dans l'aviation et l'aérospatial.**
- **Sensibiliser à la diversité des parcours professionnels dans l'aviation.**
- **Mettre en relation les étudiants avec des mentors et des modèles de l'industrie.**
- **Contribuer au renforcement des capacités et à la durabilité de la main-d'œuvre aéronautique africaine.**

03 décembre : Événement de sensibilisation des étudiants

L'AFRAA et TAAG Angola Airlines ont organisé une journée de sensibilisation à destination des élèves du secondaire de l'Instituto Médio Industrial de Luanda et du Colégio Elizângela Filomena. L'événement s'est tenu sous le thème : « Autonomiser – Inspirer – Innover pour l'avenir de l'aviation africaine ».

Une session de discussion informelle (« fireside chat ») a permis aux élèves d'échanger avec des professionnels de l'industrie, d'obtenir des perspectives sur les tendances du secteur et de découvrir les opportunités de carrière dans l'aviation. Les intervenants ont partagé leurs expériences, des données clés sur l'aviation, leurs parcours académiques, les exigences de qualification de leurs fonctions, leur rôle dans les opérations aériennes ainsi que leur quotidien professionnel, dans le but d'inspirer et de motiver les élèves à envisager des carrières dans l'aviation.

Les intervenants étaient les suivants :

1. **Edgar Quessongo**, Directeur des Ressources Humaines – Autorité Nationale de l'Aviation Civile (ANAC)
2. **Maureen Kahonge**, Senior Manager Développement Commercial & Communication – AFRAA
3. **Bernarda Henriques**, Présidente – Entreprise Nationale de la Navigation Aérienne (ENNA)
4. **João Pó Jorge**, ancien Directeur Général – LAM Mozambique Airlines
5. **Neide Teixeira**, Directrice Juridique et RH – TAAG Angola Airlines
6. **Monica Cristino**, Membre du Conseil d'Administration – TAAG Angola Airlines
7. **Commandante Alexandra Lima**, Commandant de bord B777/B787 – TAAG Angola Airlines

À l'issue de la session d'échanges et des interventions motivationnelles, les élèves ont eu l'opportunité de visiter le nouvel Aéroport International Dr António Agostinho Neto de Luanda, venant ainsi conclure une journée d'immersion et de découverte du secteur aéronautique.

AFRAA Executive committee Leadership 2026

Chairman
Kenya airways



1st Vicechair
Tunisair



2nd Vicechair
RwandAir



AFRAA 2026 President
Fly Gabon



Key AFRAA Events – 2026



1st AFRAA MRO Event

29–31 March 2026 | Addis Ababa, Ethiopia

14th Aviation Stakeholders Convention (ASC)

17–19 May 2026 | Johannesburg, South Africa

3rd African Aviation Safety & Operational Summit

20 May 2026 | Johannesburg, South Africa

58th AFRAA AGA

15–17 November 2026, Libreville, Gabon



SAVE THE DATE: INAUGURAL AFRICAN MRO CONFERENCE

Theme: "Building Africa's Sustainable MRO Ecosystem"

Hosted by Ethiopian Airlines in partnership with AFRAA and leading MROs



29 – 31 March 2026



Addis Ababa, Ethiopia
Skylight Hotel





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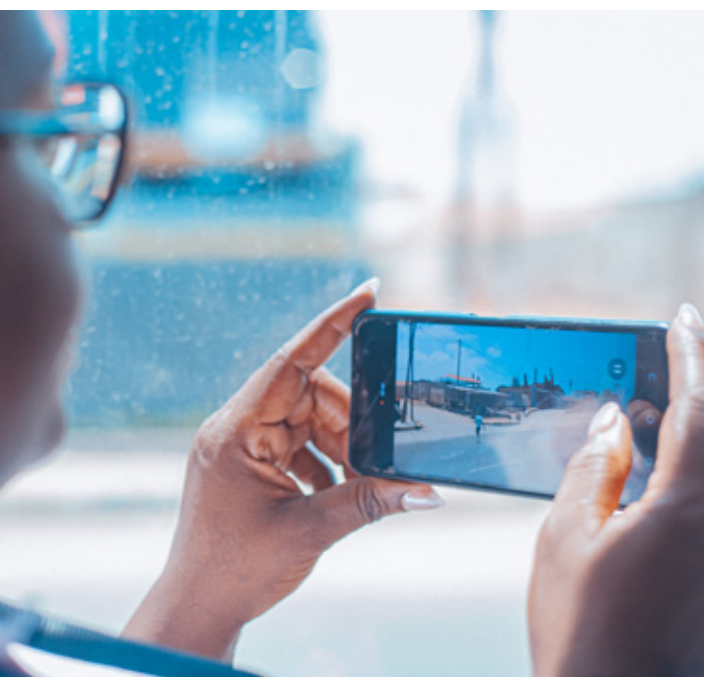


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