

News > Commercial Aviation > General News

# TAAG Angola embarks on two-year transformation programme



TAAG Angola Airlines Boeing B787-9, © TAAG Angola Airlines

 By Hilka Birns  
15DEC2025

 	Type	Base	Aircraft	Destinations	Routes	Daily Flights
	Scheduled Carrier	Luanda 4 De Fevereiro	30	31	33	54

**TAAG Angola Airlines** (DT, **Luanda 4 De Fevereiro**) is beginning a two-year transformation programme under Lufthansa Consulting guidance, with Angolan Transport Minister Ricardo Viegas d’Abreu underscoring a "shadowing" mentorship model - embedded seasoned professionals working side-by-side with TAAG’s young managers and technical staff. The carrier is working towards modernising its fleet and readying itself to become a more sustainable and substantially larger airline within the next two to three years.

"It’s been our experience in the past, not only in transport but in other sectors as well, that we need a shadowing type of approach," d’Abreu told ch-aviation in an interview at his Luanda offices. "The only way we can do that is by bringing experienced professionals in, to allow our young generation of professionals to accelerate their competencies and capacities," he explained.

In a separate interview in Luanda, Catrin Drawer, Lufthansa Consulting partner and head of market for Africa, whose firm signed the contract directly with the ministry, outlined the dual-track project. One stream will focus on hard regulatory essentials like safety, quality, and flight operations, the other on the muscle work of delivering TAAG’s 2025-2029 Strategic Plan.

"It’s everything from the commercial side to organisational, operational, administrative, and financial work," she explained. Essentially, she added, it includes everything that needs to be streamlined -

improving organisational efficiency, building a performance culture, boosting revenues, cutting costs, all to hit the targets in the strategic plan.

At the centre of the revamp is a joint TAAG and Lufthansa Consulting transformation office, which Drawer calls "the war room", where progress is logged and measured over the 24-month period.

Crucially, she stressed, Lufthansa Consulting is there to guide, not grab the controls. "We are the consultant and the implementer, but always as shadows. Our intention is never to take over management. Everything is done in tandem with TAAG."

Organisational changes, she stressed, are not about mass layoffs. Instead, TAAG is matching people to roles, retraining where needed, redeploying internally, and recruiting selectively at home and abroad. "Over the years, skills and roles drifted apart. Now we're realigning job profiles, responsibilities, skills, and people," she said.

Communication with TAAG's 2,600-strong workforce has been central: management briefings, shop-floor conversations, and clear targets to rebuild accountability.

The push builds on a 2022-2023 roadmap that faltered as funds dried up, but the revival comes at a crucial time as Angola opens its new international gateway, **Luanda Dr António Agostinho Neto**.

## The bigger picture

The country is betting on aviation as a cornerstone of its drive to diversify an oil-dependent economy, said d'Abreu. With volatility in the petroleum sector sharpening the need for new engines of growth, the government has overhauled the country's entire aviation framework - legal, regulatory, and institutional - with the new airport and TAAG driving economic growth.

"I think that aviation is in the most advanced stage - in the consolidation phase - of that reform agenda, [but] we need to continue working on the human capital side, strengthening the competences and the human resources capacities, [and] on the internal processes and the digitalisation agenda, which is critical," he said.

With one of Africa's youngest populations - the median age is 24 - Angola is also leaning on aviation as a generator of skilled jobs.

"We have committed to the Lufthansa Consulting partnership for supporting this transformation agenda; [there is] a very strong team that is working with us and our leadership at the airline, and we are very confident that the results will come shortly. We have a combined schedule of deliveries: short term quick wins, medium-term results, and effective transformation by 2027-2028. It's now in our hands to get it done. We are confident that we will be able to turn around the scenario and put the airline on a sustainable path, not only in terms of operations, safety, and quality assurance, but on the financial side as well," he said.

## Financial sustainability

D'Abreu said that government support had shifted from direct cash infusions to balance-sheet measures such as tax relief, financial instruments, and state guarantees, facilitating fleet modernisation and aiming for a sustainable path by 2026-2027.

"That will also be the strategy looking forward," he said. "It's still a challenge, but we believe that during 2026-2027, government support will be very much limited to what we have done so far. Obviously, the government will continue to support the financial security instruments because we want to continue to grow the fleet."

He said the government had signed a white paper with **Boeing** outlining growth for both long-haul and single-aisle aircraft, setting the stage for the airline to expand sustainably towards 2030.

"We have the same [transformation] agenda with Boeing, specifically on the aircraft side. Boeing is also deploying professionals to Angola, and that's the only way we can accelerate the improvement and enhancement of our capacity to manage a company that will be, in two to three years, much different in terms of size than we have today," he remarked.

"So TAAG can continue to grow in 2028, 2029, 2030, that's the objective. And the government will be there, not in terms of cash injection, but support in terms of security instruments for these deals to happen."

## Fleet renewal gathers pace

According to TAAG's chief commercial officer, Miguel Carneiro, the fleet modernisation, concurrent product update, and fleet recovery are gathering pace. Another brand new **A220-300**, D2-TAJ (msn 55394) arrived in Luanda from **Montréal Mirabel** on December 10, the fourth in an order of 15 leased from **Air Lease Corporation**. The last A220 units are due for delivery in late 2027. The existing ones currently serve **Cape Town International, Johannesburg O.R. Tambo, Maputo, and São Tome**.

Six **B737-700**s will be kept as backups to the A220s, including one **B737-700(QC)** quick-change freighter conversion pushed to late 1Q26.

On the widebody front, two of four ordered B787s (two **B787-9**s and two **B787-10**s) have already been deployed. The third (and first -10) is completing its FOP documentation, while the fourth (the second -10) is expected to arrive in Luanda before or just after Christmas. The B787 fleet will allow TAAG to deploy greater capacity on intercontinental and regional routes, Carneiro told ch-aviation in Luanda.

He confirmed that older assets like three company-owned **B777-200ER**s will be sold, with deals advanced for closure during the first quarter of 2026. Five **B777-300ER**s face ongoing market evaluation for disposal by April.

TAAG's six **DHC-8-Q400** turboprops remain the workhorses on domestic routes. Two currently out of service are due to return in early 2026, sporting the airline's refreshed livery.

Product upgrades stand at 50% complete: two B777-300s have refreshed interiors and entertainment systems, the B737 cabins have been overhauled, and widebody repaints start early next year. Full fleet stabilisation, barring B787 LOPA tweaks, is targeted for summer 2026.

## Network growth

Carneiro said that TAAG is building a hub-and-spoke network to drive traffic to Luanda. New African route launches include **Nairobi Jomo Kenyatta** launched on September 1, 2025, with **Abidjan** and **Accra** targeted for 1Q26. Intercontinentally, **Guangzhou** launches end-1Q26 or latest before Summer 2026. A seasonal service to **Porto** may become year-round. Services to **Paris CDG** or London are eyed for widebody deployment in 2026. The flag carrier now serves **Lisbon** twice-daily.

At this stage, TAAG – along with other Angolan operators - remains authorised to fly to the European Union, however, throughout mid-to-late 2025, the European Commission repeatedly requested detailed evidence of the safety oversight of Angolan carriers by the country's civil aviation regulator (Autoridade Nacional da Aviação Civil - ANAC). The information provided was deemed insufficient to demonstrate full compliance with international safety standards, prompting further requests and a technical meeting scheduled for February 2026. TAAG was removed from the EU ban list in 2019.

TAAG also flies to **São Paulo Guarulhos** in Brazil. Carneiro said the new B787s will be deployed on these existing intercontinental routes as they enter service. They are already operating to Brazil and to South Africa for crew training.

Carneiro said TAAG's US ambitions continue to linger at the regulatory stage, but the airline is assessing East Coast, Midwest, and Canadian gateways beyond its initial **New York JFK/Miami International/Houston Intercontinental** focus. The airline **cannot currently operate** flights to the US itself as Angola lacks the mandatory Federal Aviation Administration (FAA) Category 1 safety rating.

TAAG's transition to Luanda's new airport has largely gone smoothly, Carneiro reported. Ground handling, immigration, and customs processes are improving, and the airline expects transit and turnaround times to reach best-practice levels within six months.

"It's been a tough 2025, but I think we're closing on a high note," he said. "The fleet is stabilising, new routes are opening, and the airline is firmly on track to meet its strategic objectives."

*Editorial Comment: Added the European Union information released on December 8, 2025. -16DEC2025-05:09 UTC*

LUANDA 4 DE FEVEREIRO	SÃO PAULO GUARULHOS	MONTRÉAL MIRABEL	ABIDJAN	GUANGZHOU	PARIS CDG	ACCRA
NAIROBI JOMO KENYATTA	MAPUTO	LISBON	PORTO	SÃO TOME	HOUSTON INTERCONTINENTAL	MIAMI INTERNATIONAL
NEW YORK JFK	WASHINGTON NATIONAL	CAPE TOWN INTERNATIONAL	JOHANNESBURG O.R. TAMBO			
LUANDA DR ANTÓNIO AGOSTINHO NETO	AIR LEASE CORPORATION	BOEING	TAAG ANGOLA AIRLINES	AIRCRAFT ORDERS		
NETWORK CHANGES	MANPOWER CHANGES	BUSINESS RESTRUCTURING	BUSINESS MODELS	INTERVIEWS		



Type	Base
Scheduled Carrier	Luanda 4 De Fevereiro
Aircraft	Destinations
30	31
Routes	Daily Flights
33	54

[View Full Profile](#)



Also on ch-aviation



COMMERCIAL AVIATION

South African Airways' added leases delayed to 2026

10DEC2025



COMMERCIAL AVIATION

Namibia Air chosen as name for proposed new national carrier

19NOV2025



COMMERCIAL AVIATION



## Angola signs up Lufthansa Consulting to advise TAAG

10NOV2025



COMMERCIAL AVIATION

## TAAG Angola delays move of int'l flights to new airport

08SEP2025



COMMERCIAL AVIATION

## Namibia to launch new flag carrier, not revive Air Namibia

01SEP2025



COMMERCIAL AVIATION

BRIEF

## Ongiva, Angola resumes sch'd ops after two-month suspension

14AUG2025



COMMERCIAL AVIATION

BRIEF

## US EXIM approves \$297mn guarantee for TAAG B787-10s

18JUL2025



EXCLUSIVE

COMMERCIAL AVIATION

## TAAG's new fleet powers ambitious hub strategy in Luanda

25JUN2025