

**Honorable Ministers,
Mr. Secretary General of AACO,
Mr. Director General of IATA,
Mr. Director General of ACAO,
Mr. Secretary General of AFRAA,
Mrs. Managing Director A4E,
Dear AACO Members,
Fellow airlines leaders,
Dear Friends & Colleagues,
Distinguished guests,
Ladies and Gentlemen,**

It is a true privilege and a great pleasure to welcome you all here in Rabat, the capital of the Kingdom of Morocco, to this year's Annual General Meeting of the Arab Air Carriers Organization.

The last AACO AGM hosted by Royal Air Maroc was the 49th edition, held back in November 2016. Today, we are proud to host this landmark gathering of the Arab aviation community once again, the 58th edition, held under the High Patronage of His Majesty King Mohammed VI, may God assist him.

The Royal Patronage granted to this General Meeting is a powerful symbol. It reflects the importance that the Kingdom of Morocco places on the development of air transport, recognizing it as a major driver of economic growth, tourism, and cultural exchange across our region and the rest of the world.

Over the years, this annual summit of Arab aviation has become a cornerstone event for our industry, a forum where leaders and decision-makers come together to exchange ideas, address common challenges, and shape the future of air transport in the Arab world. It provides a unique platform to celebrate our achievements, deepen our cooperation, and define a shared vision for innovation, growth, and sustainability.

Today, our industry is entering a defining era. Air transport in the Arab world continues to expand, driven by strong passenger demand, modernized fleets, and ambitious development strategies. Yet, this momentum brings new challenges, from rising operational costs and supply chain disruptions to aircraft delivery delays, technological transformation, and the urgent imperative of sustainability.

In this dynamic context, we must continue to work collectively to strengthen our cooperation, drive efficiency, and build a resilient, responsible, and competitive aviation ecosystem that benefits our economies and our people. Together, we can ensure that Arab airlines remain key players on the global stage, recognized for their excellence, agility, and commitment to progress.

We also count on our organization's leadership to continue defending the interests of our community, advocating for our shared priorities, promoting the highest safety and security standards, advancing environmental policies, and supporting the development of human capital, which remains the foundation of our industry's success.

On behalf of Royal Air Maroc and all its components, I extend once again our warmest welcome to all our distinguished guests.

We wish you fruitful discussions, successful deliberations, and an enjoyable stay in Morocco.

Thank you.