

# STAKEHOLDER PRESENTATION

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15 May 2024

Presentation By ACSA Leadership Team





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15/05/2024

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A person with a backpack is walking away from the camera on a moving walkway in an airport terminal. The walkway is flanked by glass railings and has a green carpeted edge. The terminal is brightly lit with overhead lights and features various advertisements and signs. The overall atmosphere is busy and modern.

# GLOBAL OVERVIEW

# 8.5 billion passengers

were safely and efficiently handled by the world's airports in 2023.

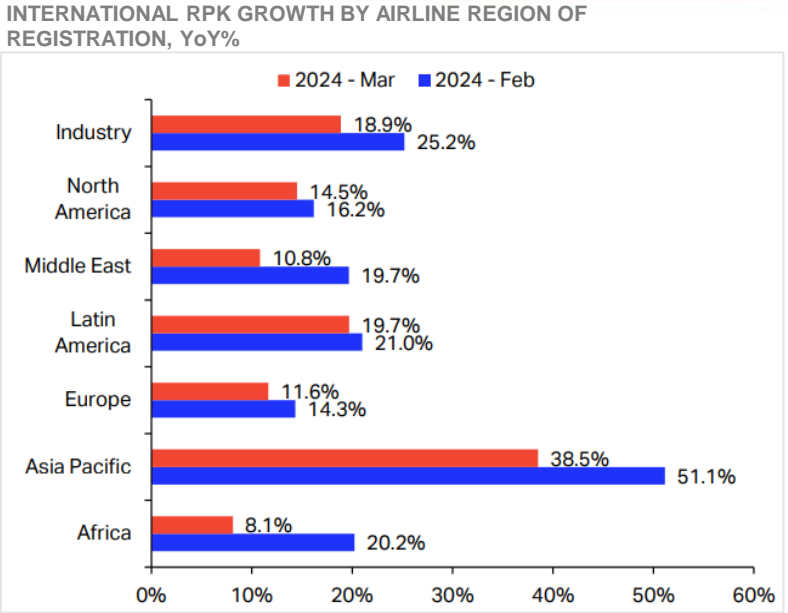
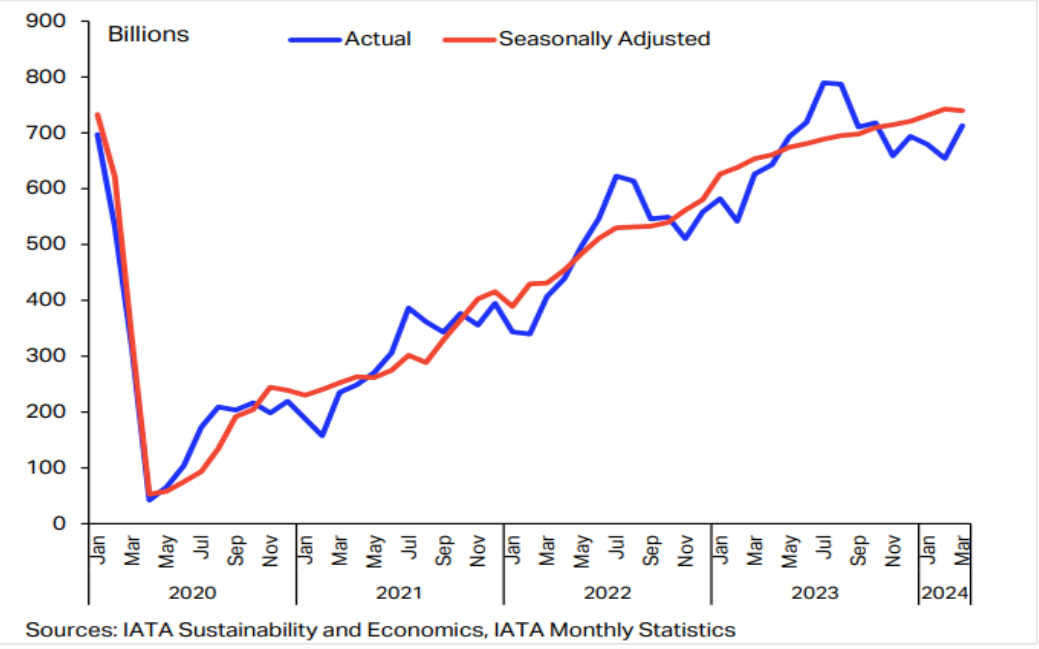
**93.8%** of the pre-pandemic level

**27.2%** increase on the 2022 volume

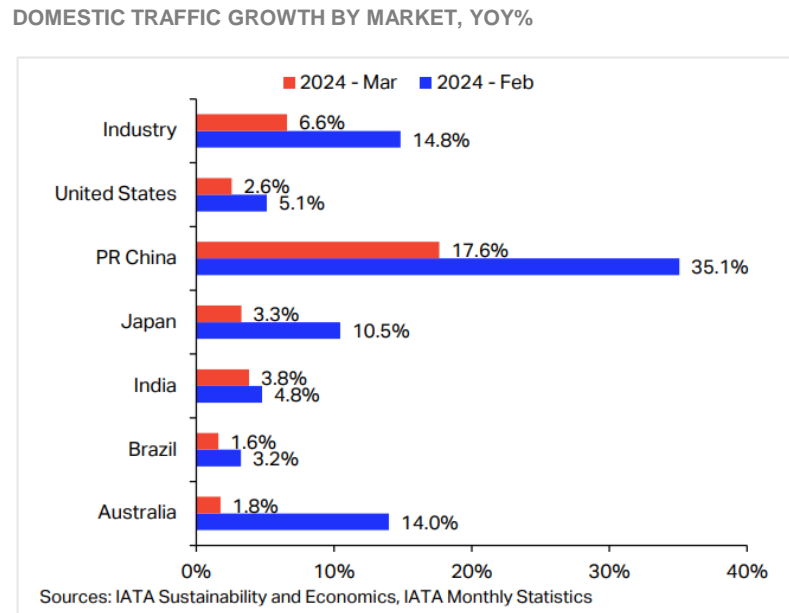
- **Rising demand** due to the reopening of the Chinese market and increased international travel.
- **Supply chain disruptions and inflation** weakened.
- Downside risks persist, especially **geopolitical volatility**.
- Optimism for the industry's future is driven by the **efforts and commitment of ACI airport members and partners**.
- Aviation plays a crucial role in global economic recovery, driving jobs, connectivity, and prosperity worldwide.

Source: ACI Annual Report 2023

# GLOBAL DOMESTIC AND INTERNATIONAL DEMAND

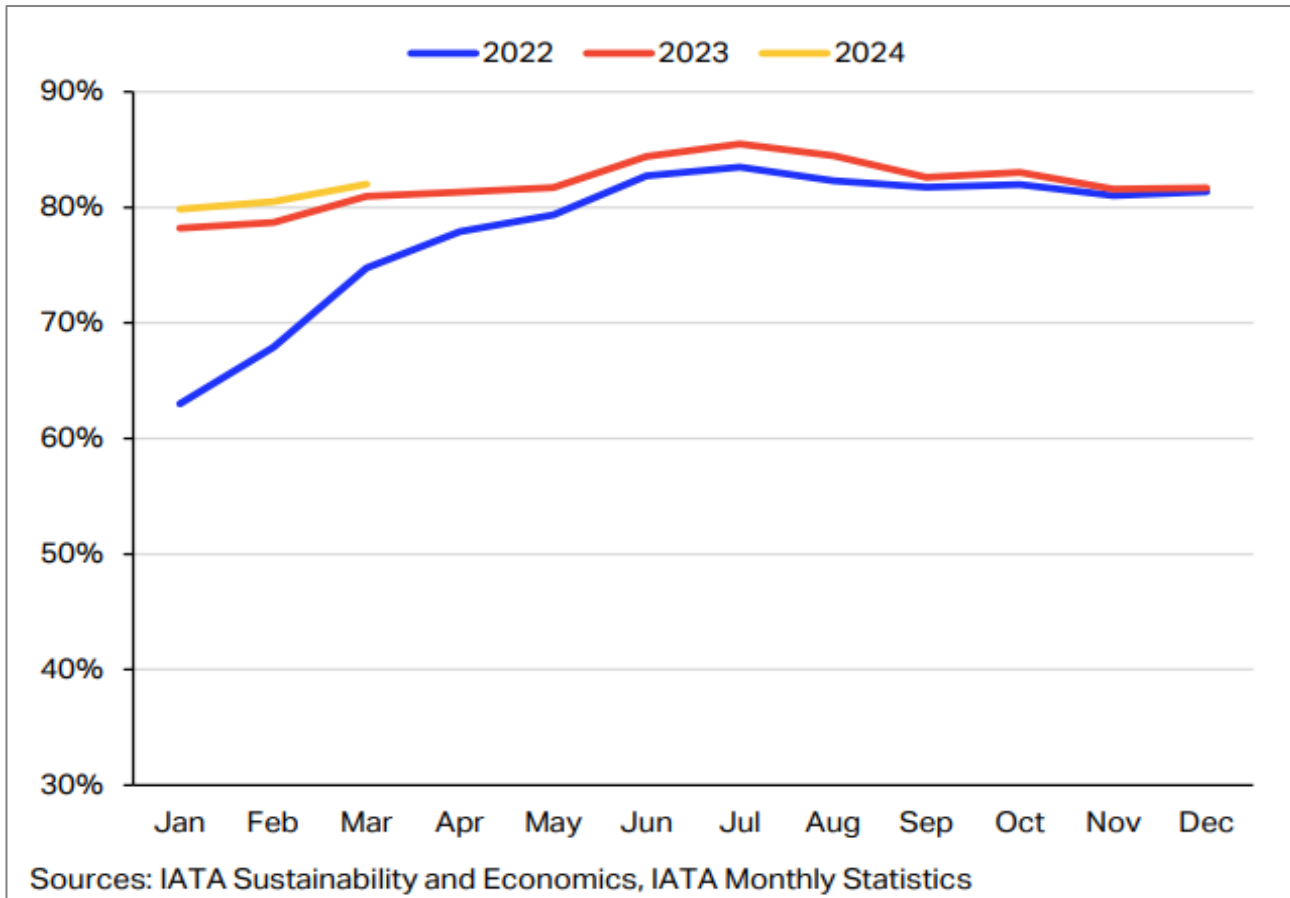


- March 2024, the industry's total growth was primarily propelled by an **18.9% year-on-year increase** in total international passenger traffic.
- Airlines across all regions experienced steady growth, with Asia Pacific carriers leading the way once more, **boasting a 38.5% year-on-year surge** in international traffic.
- Overall domestic traffic (RPK) within the industry continued to increase, albeit at a slower rate of **6.6% year-on-year**. Pre-pandemic, domestic traffic growth typically ranged between 5 to 7%.



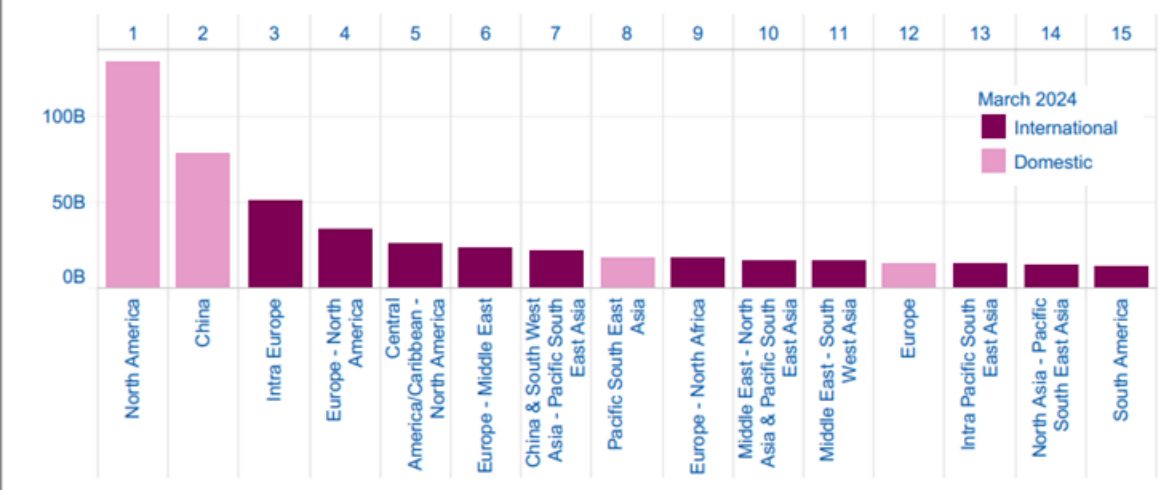
# GLOBAL AIRLINE PRODUCTIVITY (PASSENGER LOAD FACTORS – % SHARE OF CAPACITY)

- End of March 2024, the global industry continued its **strong upward trajectory**, reflecting consistent growth from previous periods.
- Industry recorded notable improvements in **Passenger Load Factor (PLF)** compared to the preceding two years, which indicate resilient demand for air travel – 1 percentage points higher than the previous year.



# PASSENGER TRAFFIC BY ROUTE AND REGION: MAR 2024

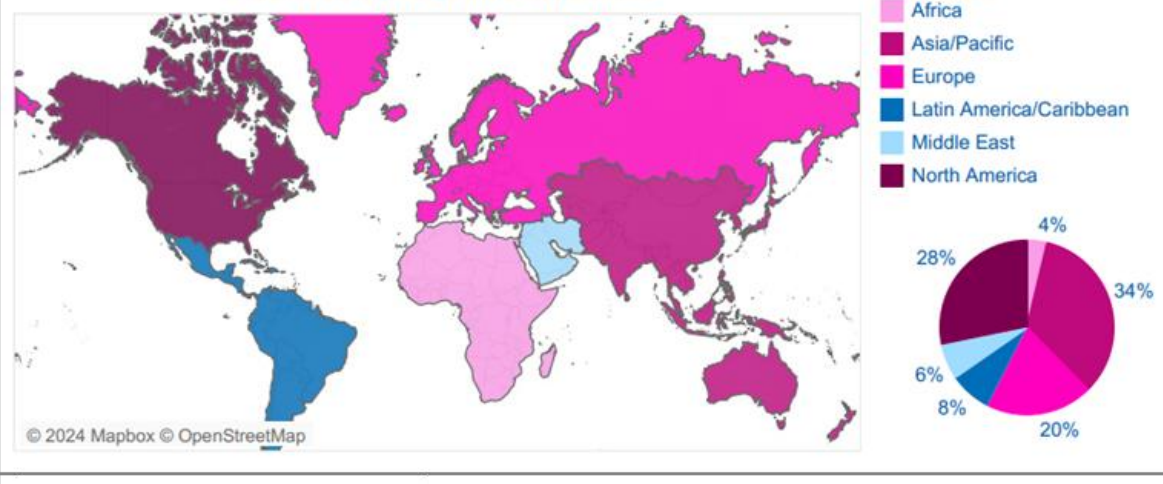
**Top 15 Route Groups by RPK**



- End of March 2024, several route groups have either reached or are rapidly approaching pre-COVID traffic levels, in terms of Revenue Passenger Kilometres (RPK) for total and international services.

- Leading groups include Europe-North Africa, Intra Central America/Caribbean, and North America-Southwest Asia.

**Total RPK by Region of Departure**



- Route groups lagging Latin America/Caribbean-China and China-North America, suggesting ongoing challenges in certain regions.

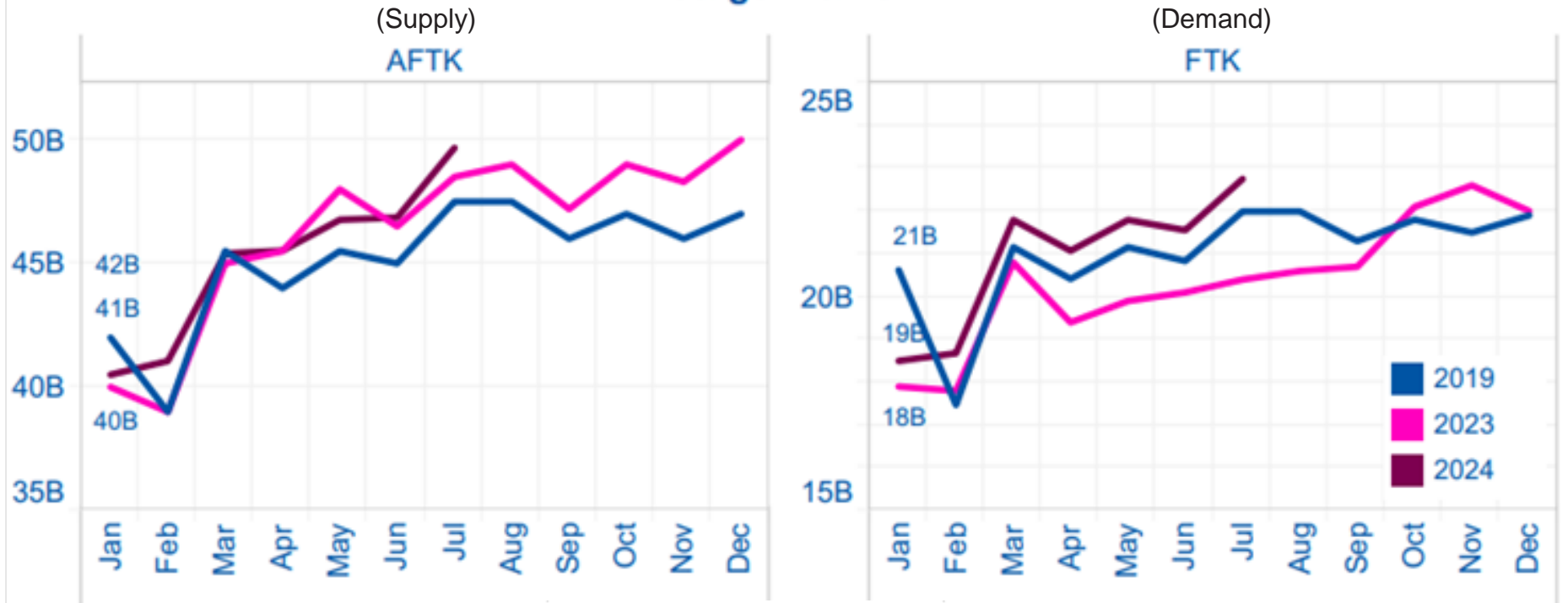
- Insights underscore the nuanced recovery patterns across different route groups and highlight areas for continued monitoring and support within the aviation industry.

Source: ICAO Monthly monitor – January 2024, and ADS-B Flightaware

# GLOBAL AIR CARGO SUPPLY/DEMAND

Type	FTK	Departure_Total	Departure_All Cargo	Active fleet_Passenger	Active fleet_All Cargo
Mar 2024 vs. Mar 2019	▲ 3.0%	▲ 1.2%	▼ -21.5%	▲ 6.9%	▲ 0.6%
Jan - Mar 2024 vs. Jan - Mar 2019	▼ -0.5%	▼ -3.8%	▼ -21.4%	▲ 1.0%	▼ -4.5%

## Cargo Traffic



April 2024 to July 2024 data is estimated using AI and machine learning algorithms.



Source: [www.flightradar24.com](http://www.flightradar24.com); 14 May 2023 at 18:22

# RED SEA CRISIS: IMPACT ON AIR CARGO

According to IATA, at the end of 2023 a modest upswing in air cargo demand can be attributed to the disturbances in maritime routes within the Red Sea, which have prompted some shippers to shift to air cargo. This has led to a surge in air cargo yields along the associated trade routes with the following trends observed:

- A 1% increase in global air cargo demand accompanied by a 5% rise in yields., while Europe experienced steady demand with 3% increase in yields.
- **African airlines witnessed a 1.8% decline** in overall demand (with a 2.0% decrease in international demand) compared to the previous year, at the back of a notable increase in capacity, with a growth of 5.6% (5.0% for international operations)



## Domestic demand remains a crucial factor driving the recovery of Africa's tourism industry from the impact of COVID-19



Source: The World Travel & Tourism Council (WTTC)

- Africa's tourism sector has endured significant challenges, **lacking the financial support**, disproportionately impacting smaller businesses within the industry.
- Crisis revealed Africa's reliance on international tourists, particularly in Eastern and Southern African countries with leisure and popular safari attractions
- Growth of domestic and regional tourism in Africa to be driven by growing middle class, rise in adventurous youth travellers, and business travel through implementation of the African Continental Free Trade Area (AfCFTA).

*Some experts believe that Africa might take longer to recover than other regions due in part to a lack of domestic and intra-regional demand and the sector's weaker supply chain.*

Med-Term Global Passenger Traffic Projection (indexed, 2019 level = 100%)



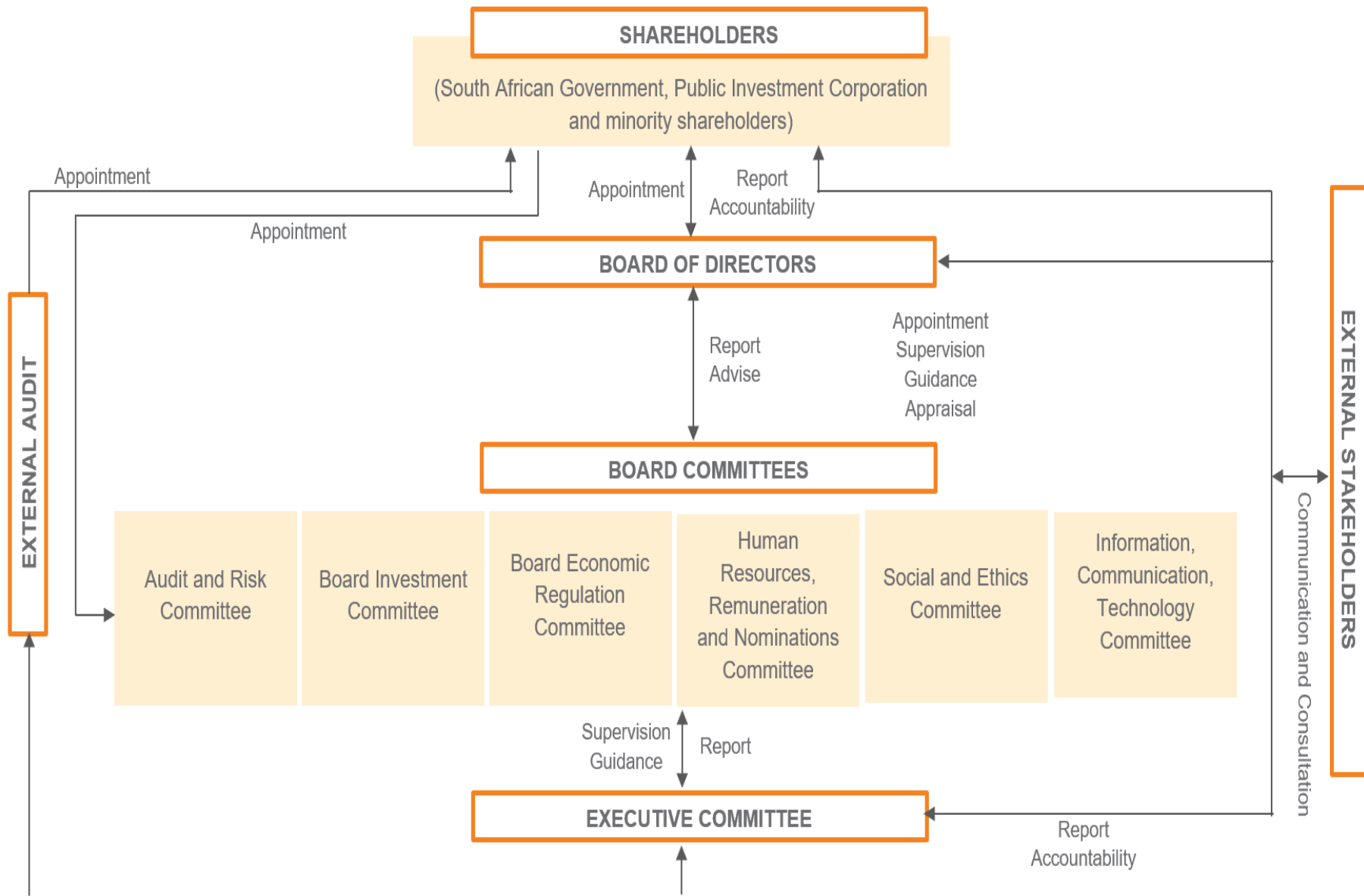
ACSA (88%)

Source: Airport Council International (ACI) World

- 2024 is the **landmark year**, where global passenger traffic is expected to recover and surpass the pre-pandemic levels.
- World's airports are expected to host over **9.4 billion passengers by end of 2024**, surpassing the **9.2 billion passengers** welcomed in 2019, led by Latin America - Caribbean
- Asia-Pacific region, boosted by the Chinese market's grand reopening at the beginning of 2023 is on track to near its previous peaks, despite facing challenges of overseas tourism and economic constraints.

A person with a backpack is walking away from the camera on a moving walkway in an airport terminal. The walkway is flanked by glass railings and has a green carpeted surface. The terminal is brightly lit with overhead lights and features various advertisements and signs on the walls. The overall atmosphere is busy and modern.

# COMPANY OVERVIEW



ACSA's operating model is organized around the following key objectives: **business and financial sustainability, consistent customer and stakeholder satisfaction, impeccable internal processes, and superior organizational capability.**

## "STRATEGIC FOCUS"

Strategic guidance to the operations and outward looking

### BUSINESS STRATEGY AND GROWTH

Strategy and Business Development

Infrastructure and Property Development

Integrated Governance and Transformation

Enterprise Security and Compliance

## "ENGINE ROOM"

Delivery of operations and adhering to license requirements

### OPERATIONS

#### Cluster 1

- O.R. Tambo International Airport
- Bram Fischer International Airport

1

#### Cluster 2

- Cape Town International Airport
- George Airport Kimberley Airport
- Upington Airport

2

#### Cluster 3

- King Shaka International Airport
- Chief Dawid Sturman
- King Phalo Airport

3

Commercialisation

Information Technology

Technical Aviation Standards

## OVERARCHING SUPPORT TO ACSA

### BUSINESS SUPPORT

Human Resources

Finance

Corporate Affairs

## “Recover and Sustain Strategy” → “Innovate, Grow, and Sustain” Strategy

- In the ever-changing global aviation landscape, ACSA remains committed to **creating and delivering value to all its stakeholders.**
- Transitioning into the second and third strategic horizons, ACSA has **strategically shifted its focus** towards reinforcing innovation, improving infrastructure, and fostering customer-centric growth.

Phase	Key Focus Area
Recover	Recovering from challenges caused by Covid-19 pandemic
	Stabilization operations and financial position
	Restore normal airport operations and business functions

2020 - 2023

Innovate	Foster a culture of innovation
	Identify and implement new ideas and practices that improves passengers and airport users' experience
	Exploit and explore our non-aeronautical space and adoption of technology to unlock opportunities
Grow	Leverage on innovation to adapt to changing passengers and user's needs
	Expand airport capacity and services to accommodate increased passengers and cargo demand, and pursue strategic growth opportunities
	Expand the airport customer base through implementation of passenger mobilization strategy
	Explore opportunities for infrastructure expansion, new routes, and partnerships to attract more airlines and passengers
	Foster partnership with local businesses, tourism agencies, and local governments to boost trade and tourism – overall regional economic growth
	Identify new business opportunities, routes, and markets to enhance and diversify income sources
Sustain	Invest in advanced technologies across all airports, conduct regular training, and enhance collaboration with security agencies
	Enhance and optimize existing processes for resource efficiency and cost effectiveness
	Collaborate with local communities, support social initiatives, and ensure responsible business practices
	Implement eco-friendly practices, reduce carbon footprint, and promote sustainable energy solutions
	Prioritize safety measures, conduct regular drills, and adhere to international safety standards

Vision 2030

● Alignment

● Execution

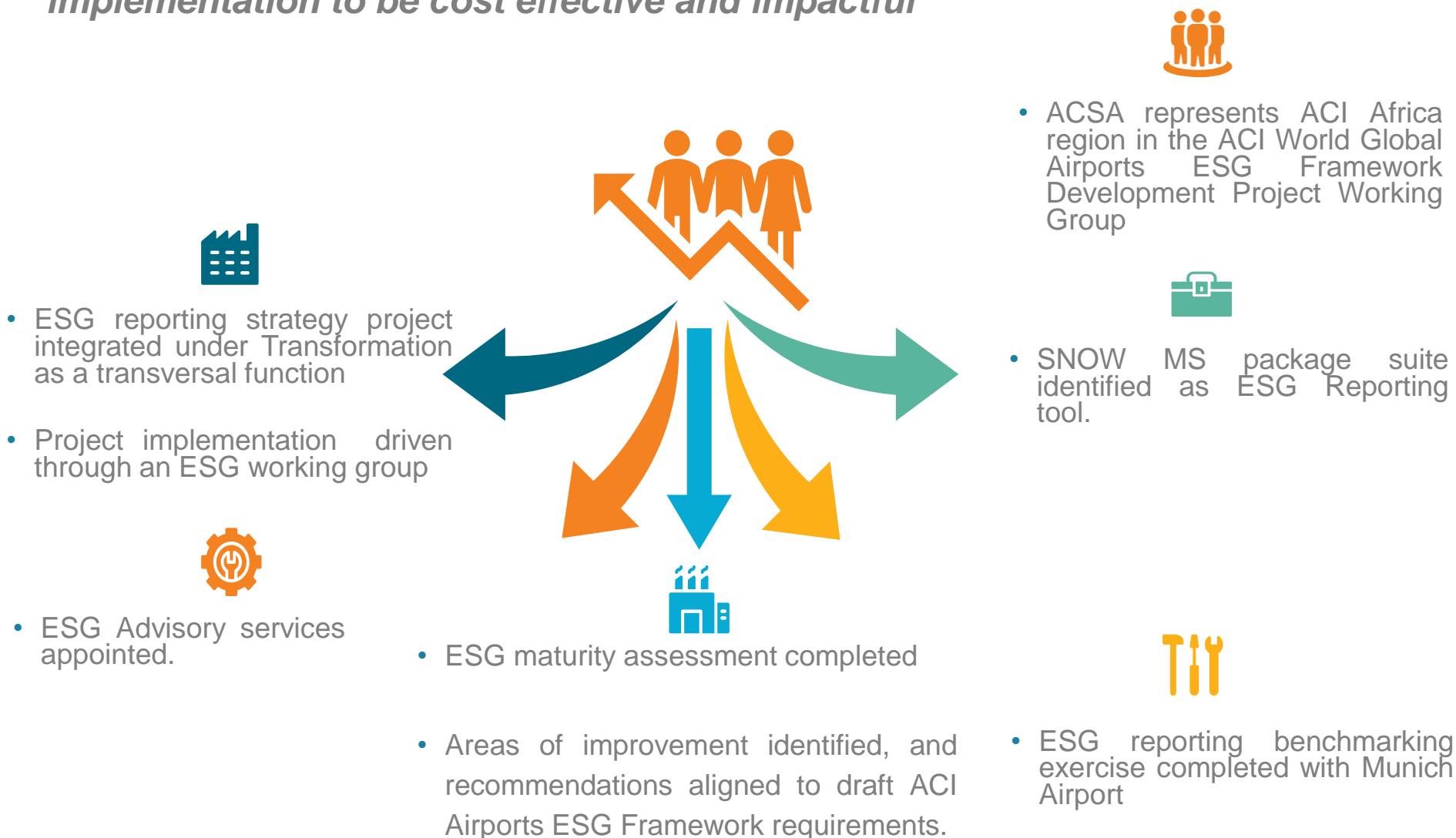
● Engagement

● Measurement

2024 Onwards

- ACSA ESG Strategy and Policy developed and adopted in 2022/23. Strategy Roadmap guides the implementation plan of the activities and actions required per milestone to monitor and evaluate progress towards ESG reporting.
- Our **ESG Key Focus Areas** are as follows:
  - **Environmental**
    - Waste Management and Recycling; Noise reduction; Environmental Certification; *ACI Carbon Accreditation; Green Star Certification*; Environmental footprint – Deforestation; Energy Grid Dependency; Water Grid Dependency; Fossil Fuel independent and Carbon Emission Reduction
  - **Social**
    - Health & Safety; Diversity, Equity and Inclusion; Employment Creation; Sustainable Airport Communities; Transformation and Service Quality
  - **Governance**
    - Board Diversity & Independence; Corporate Governance ; Financial Sustainability & diversify business portfolio; Direct and Indirect Economic Impact ; Sustainable Supply Chain and Anti-Corruption
- ACSA is participating as a Working Group member representative for ACI Africa in **ACI World : Airport ESG Global Framework project underway and 1<sup>st</sup> ESG report based on FY 2024 Integrated report data by November 2024**
- Alignment of ACSA ESG framework to the **draft ACI Airports ESG Framework requirements by December 2024**  
Produce an ACSA **Revised Integrated ESG strategy and value drivers based on ACI Airports ESG Framework** reporting requirement by March 2025.

*A phased approach has been adopted for ESG reporting project implementation to be cost effective and impactful*



A person with a backpack is walking away from the camera on a moving walkway in an airport terminal. The walkway is flanked by glass railings and has a green carpet. The terminal is brightly lit with overhead lights and has various signs and advertisements on the walls. The person is wearing a dark jacket and pants. The overall atmosphere is busy and modern.

# ECONOMIC IMPACT

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## 32,491



Direct Jobs Supported

31 225 jobs in 2021

22 361 jobs in 2020

38 897 jobs in 2019

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## R50 billion



Economy wide contribution

R32 bn in 2021

R22.1 bn in 2020

R72.2 bn in 2019

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## 95,014



Total Jobs Supported

74,330 jobs in 2021

52,498 jobs in 2020

144,559 jobs in 2019

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## R6.9 billion



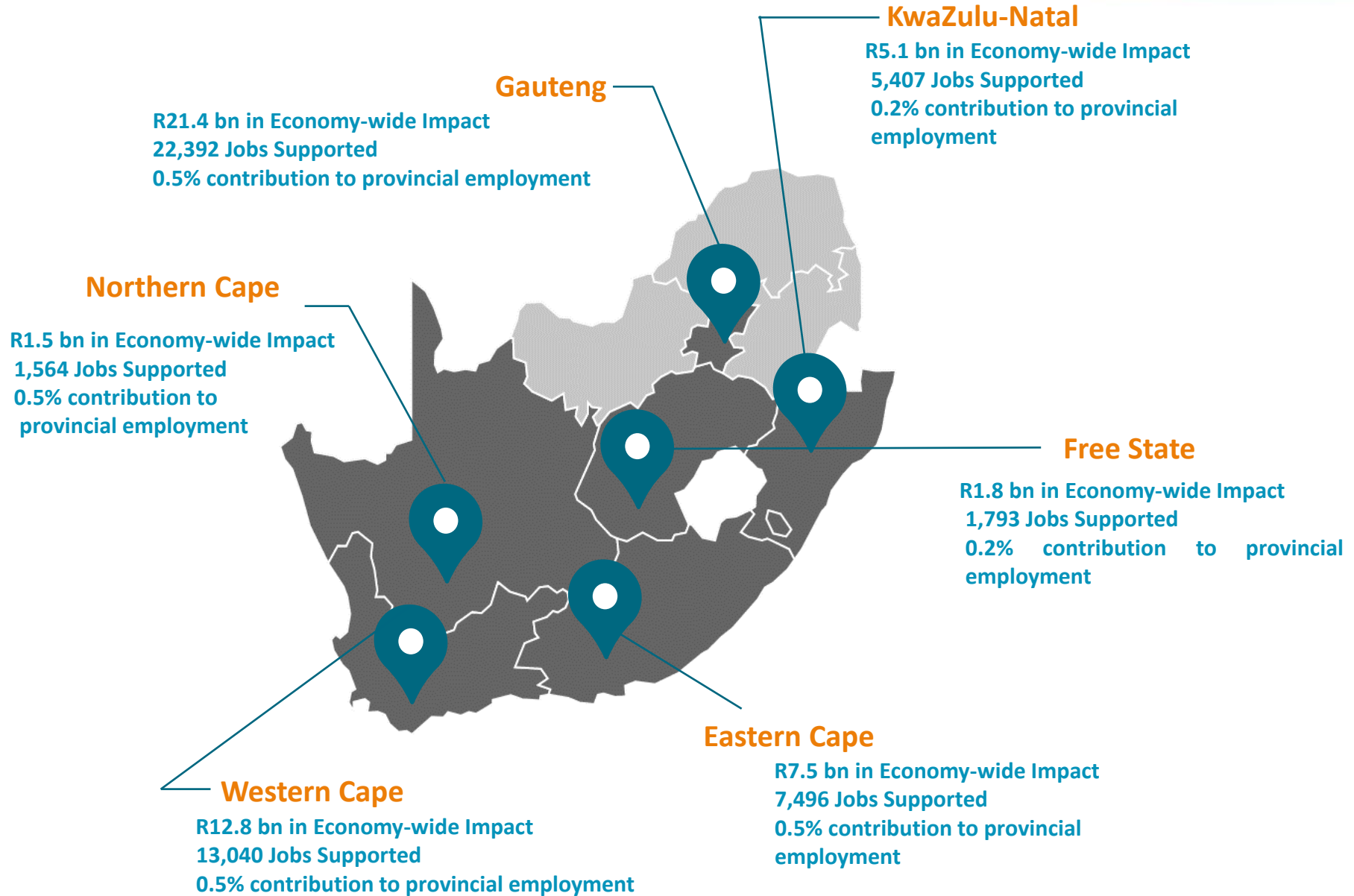
Supply chain providing input to the  
aviation sector (contribution to GVA)

R3.5 bn in 2021

R5.8 bn in 2020

R7.2 bn in 2019

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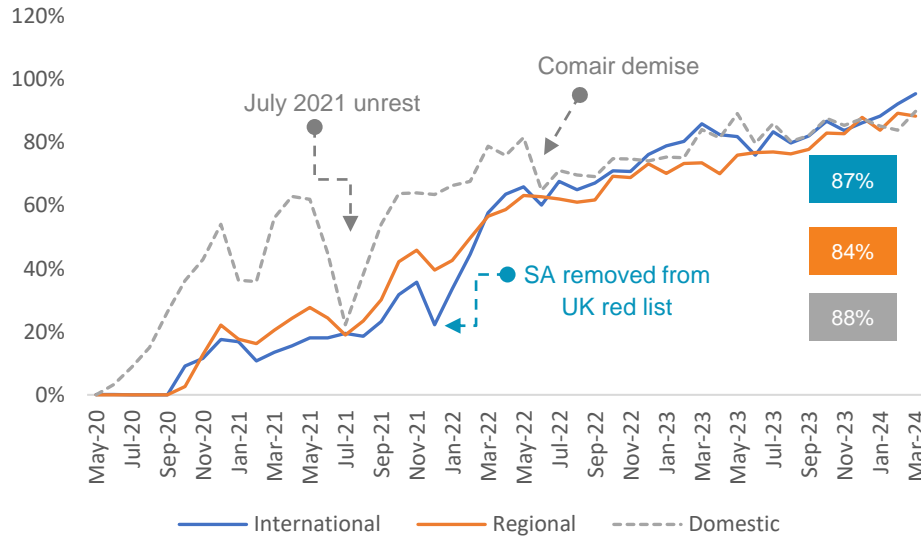


KING SHAKA INTERNATIONAL

# OPERATIONS



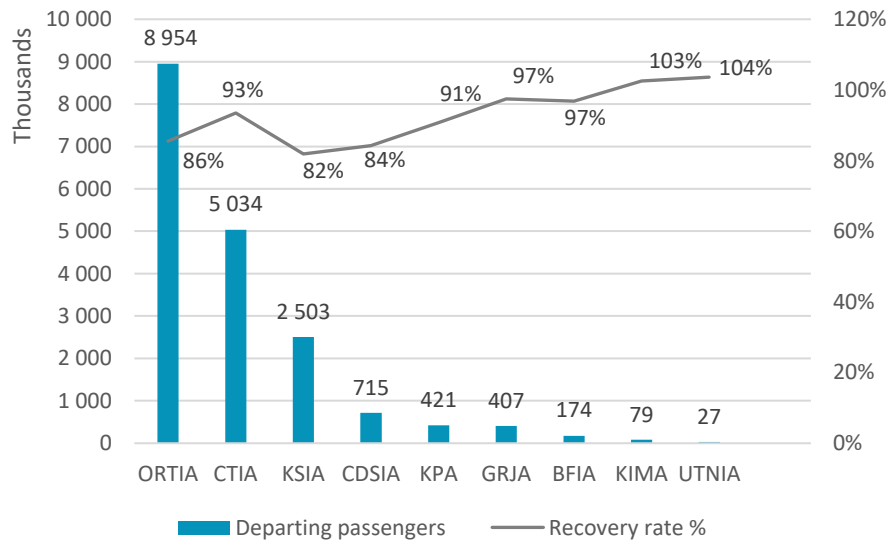
## RECOVERY RATE BY MARKET SEGMENT RELATIVE TO 2019



## PASSENGER STATISTICS

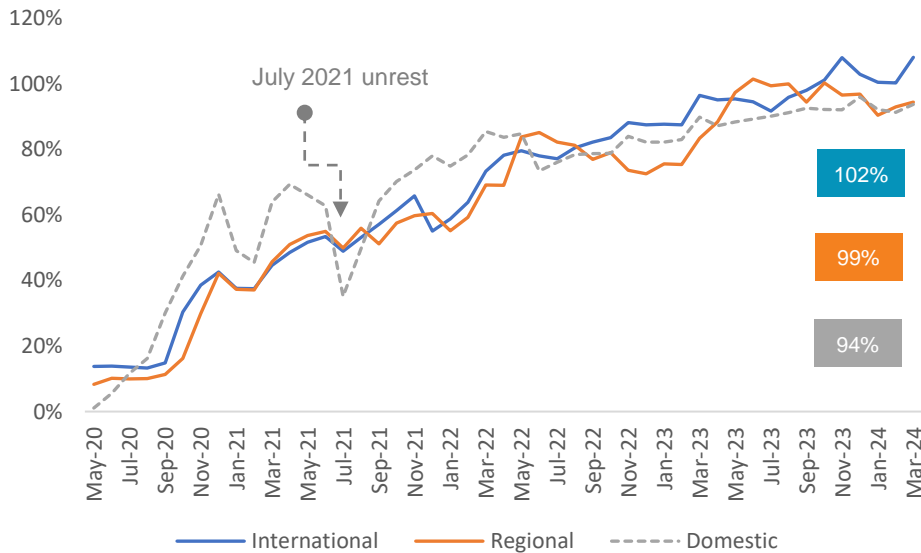
000's	FY19/20	FY20/21	FY21/22	FY22/23	FY23/24
International	5 823	412	1 684	4 268	5 093
Regional	518	37	187	358	435
Domestic	14 526	4 023	8 614	11 116	12 719
Unscheduled	58	97	53	72	66
<b>Total</b>	<b>20 924</b>	<b>4 570</b>	<b>10 538</b>	<b>15 813</b>	<b>18 313</b>
Recovery rate* %		22%	50%	76%	88%

## DEPARTING PASSENGER NUMBERS BY AIRPORT



- Total departing passenger traffic recovered to 88% in 2023/24FY relative to pre-pandemic level
- Recovery in international and domestic traffic averaged 87% and 88%, respectively
- Kimberly and Uppington Airports reached pre-pandemic levels supported by business travel
- Total departing passengers exceeded budget by 1.6m supported largely by growth in domestic traffic

## RECOVERY RATE BY MARKET SEGMENT RELATIVE TO 2019

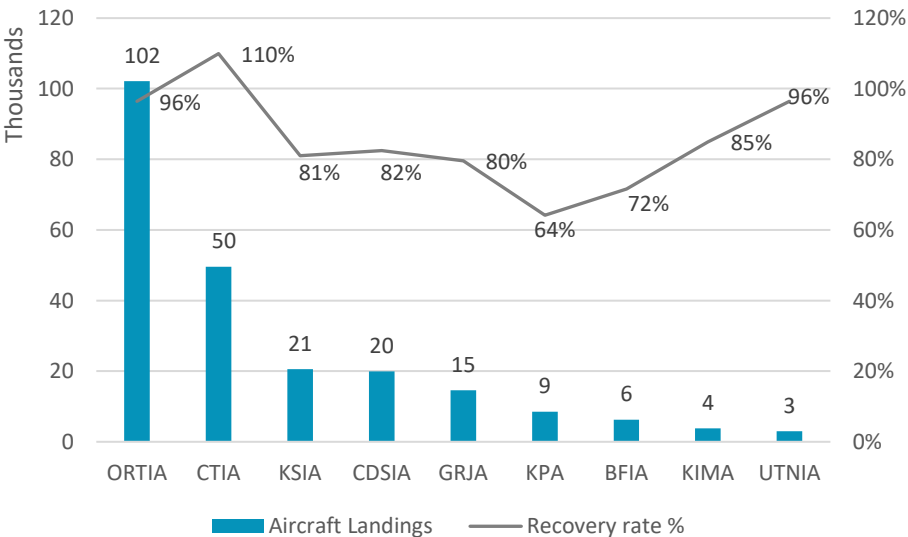


## AIRCRAFT LANDING STATISTICS

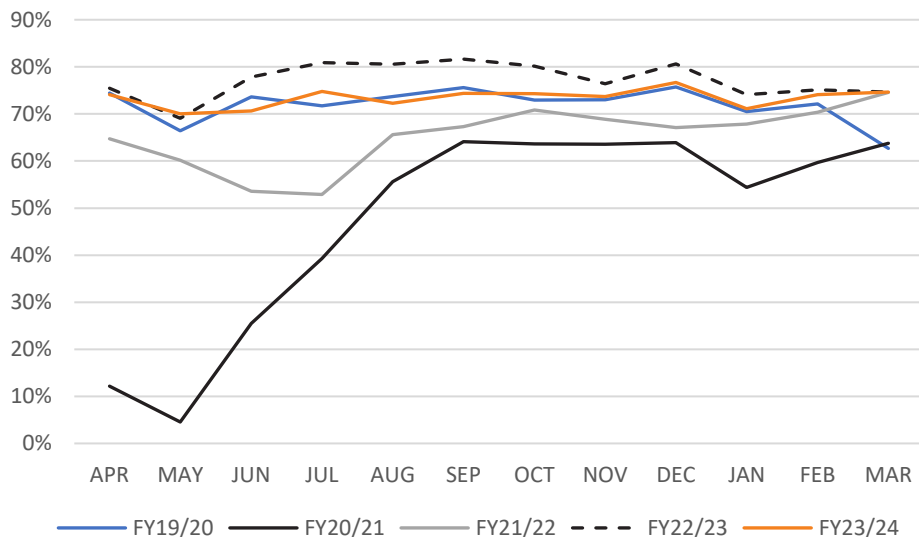
000's	FY19/20	FY20/21	FY21/22	FY22/23	FY23/24
International	38	10	23	33	39
Regional	12	3	7	9	11
Domestic	131	43	90	109	123
Unscheduled	68	44	53	60	55
<b>Total</b>	<b>249</b>	<b>100</b>	<b>173</b>	<b>212</b>	<b>228</b>
Recovery rate %		40%	69%	85%	92%

- Aircraft landings recovered to 92% compared to 2019 levels, up from 85% in the prior year
- International aircraft landings for the financial year exceeded 2019 levels
- Domestic and regional recovery rates for the period were 94% and 99%, respectively.
- Cape Town International Airport exceeded pre-pandemic levels by 10 percentage points
- Aircraft landings exceeded budget by 8K

## AIRCRAFT LANDINGS BY AIRPORT

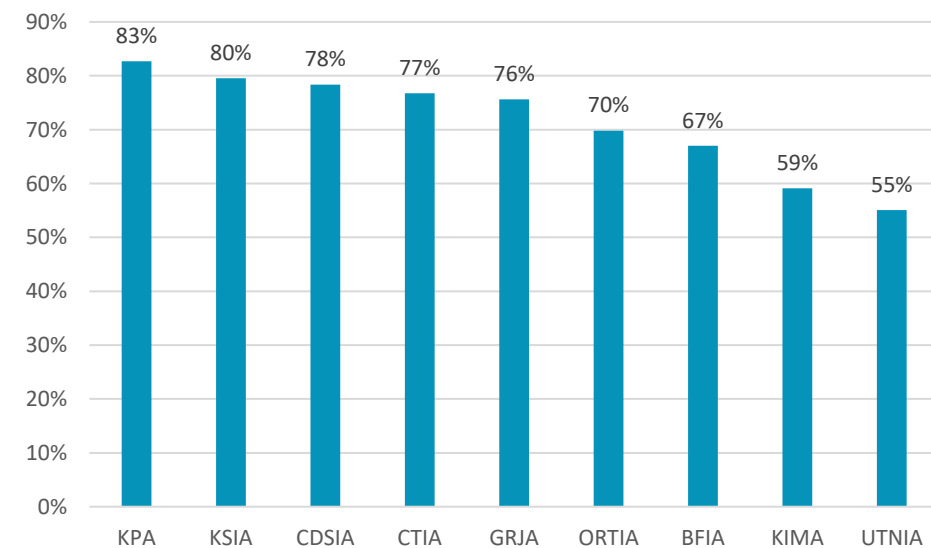


## TOTAL LOAD FACTORS



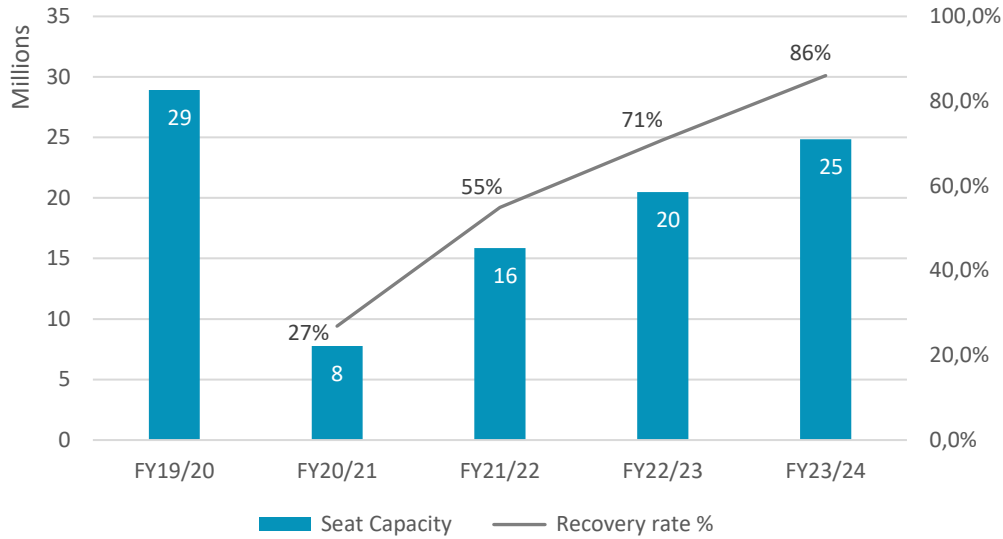
- Load factors exceeded pre-pandemic levels in 2022/23FY following the demise of Comair
  - Before normalising to 2019 levels in 2023/24FY as airlines add new aircrafts

## TOTAL LOAD FACTORS PER AIRPORT



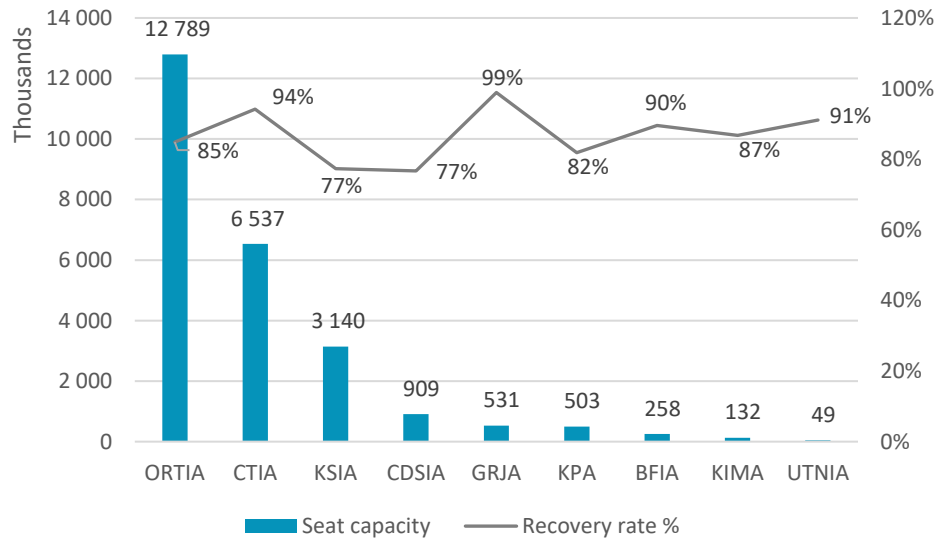
- **King Phalo Airport recorded the highest total load factor of 83%**
- Uppington and Kimberly Airports recorded lowest load factors
  - However, recovery in departing passengers at the two airports is back to pre-covid levels underpinned by aircraft landings

## DEPARTURE SEAT CAPACITY



- Departing seat capacity negatively affected by Covid-9 pandemic and demise of airlines
- Seat capacity increased steadily as airlines increase frequency and added new aircrafts
- Recovery in seat capacity currently at 86% of 2019 levels, up from 71% a year prior

## DEPARTURE SEAT CAPACITY PER AIRPORT



- George Airport continues to reflect highest recovery rate of 99%
- Chief Dawid Stuurman shows lowest recovery rate due to airlines that ceased operations.
- About 73% of available seat capacity was utilised in 2023/24FY

PERIOD	DOMESTIC	INTERNATIONAL	REGIONAL
BEFORE COVID FY19/20	8	47	8
AFTER COVID FY23/24	5	45	6

## Current domestic operating airlines

- Airlink
- Cemair (PTY) LTD
- FlySafair
- Lift (Global aviation operations (PTY) LTD)
- South African Airways

## International airlines

- Almost all the airlines have returned to the market since start of the pandemic.

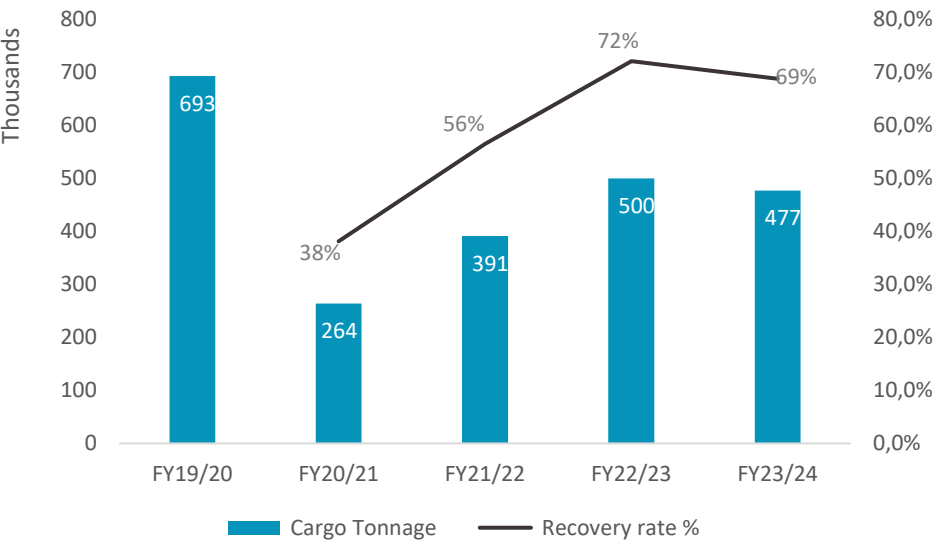
## Domestic airlines not operating

- Comair
- Mango
- SA Express

## Regional airlines

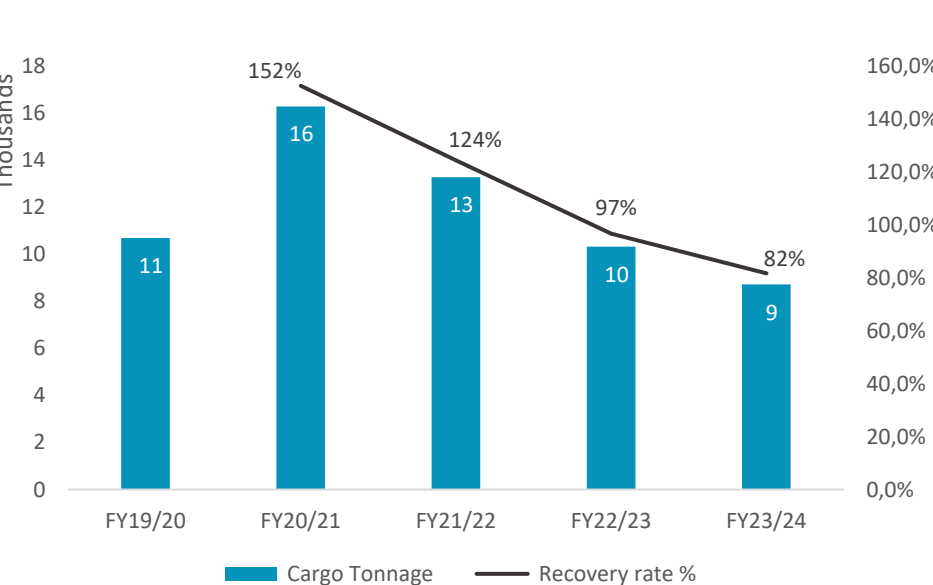
- 3 airlines entered the market since start of the pandemic.

## TOTAL CARGO TONNAGE



- Cargo tonnages recovered to 69% of pre-covid levels slightly down relative to the prior year
- Top commodities exported include **precious metal, ores, catalytic converters, computers, mechanical appliances and pharmaceutical products**

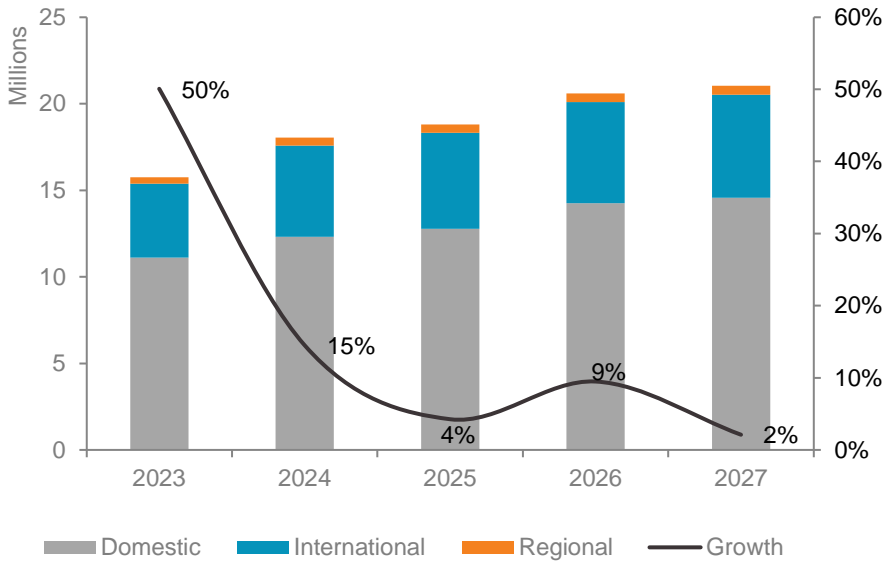
## TOTAL FREIGHT MOVEMENTS



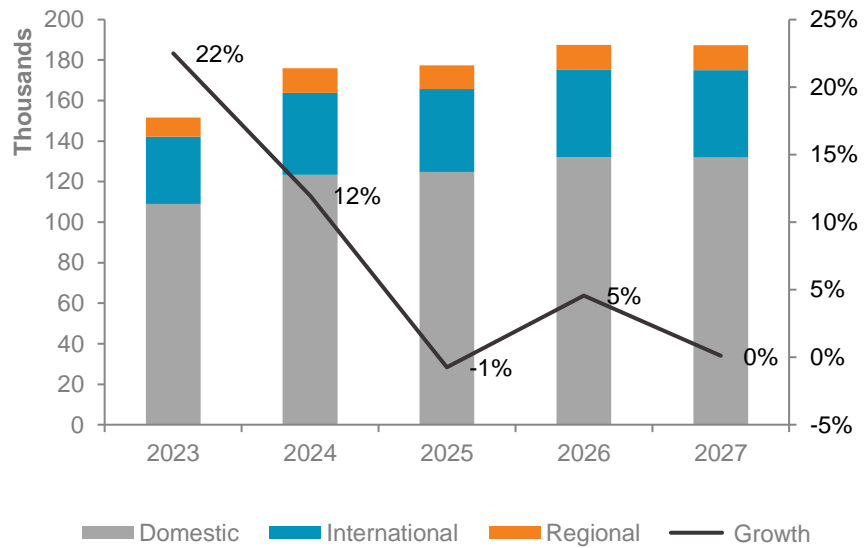
- Top commodities imported include **cellphones, electrical equipment and Printed books , newspapers and pictures medical and photographic equipment and jewellery**
- Freight movements increased significantly at the advent of Covid-19 pandemic in line with high demand for global air travel
- Recovery in freight movements decrease to 82% of pre-pandemic levels in 2023/24FY.



## DEPARTING PASSENGERS



## AIRCRAFT LANDINGS



- Total departing passengers projected to reach pre-pandemic levels in 2026/27FY
  - Recovery in domestic traffic expected to reach 2019 levels in 2026/27FY
  - International traffic to reach pre-covid levels by the end of 2025/26FY
- Aircraft landings expected to reach full recovery in 2026/27FY
  - Domestic aircraft landings to lag other market segments reaching 2019 levels in 2026/27FY
  - International aircraft landings to recover to pre-pandemic levels by the end of 2024/25FY
- Slow recovery in domestic traffic due to supply challenges following the demise of Comair and Mango

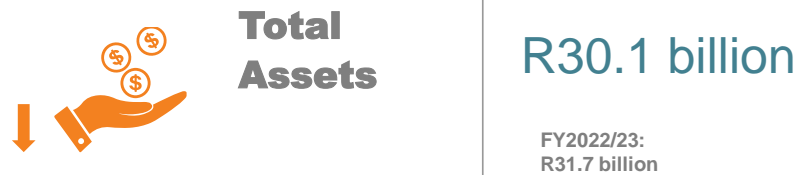
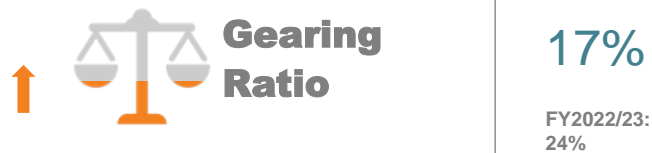


The background of the slide is a blurred image of a financial report. It features various data visualizations: a pie chart at the top left, a bar chart at the top right, a line graph at the middle left, and another pie chart at the bottom right. A black pen with silver accents lies diagonally across the middle left, and a portion of a calculator is visible on the right side. A teal banner with white text is centered over the image.

# FINANCIAL PERFORMANCE – PERIOD ENDED DECEMBER 2023

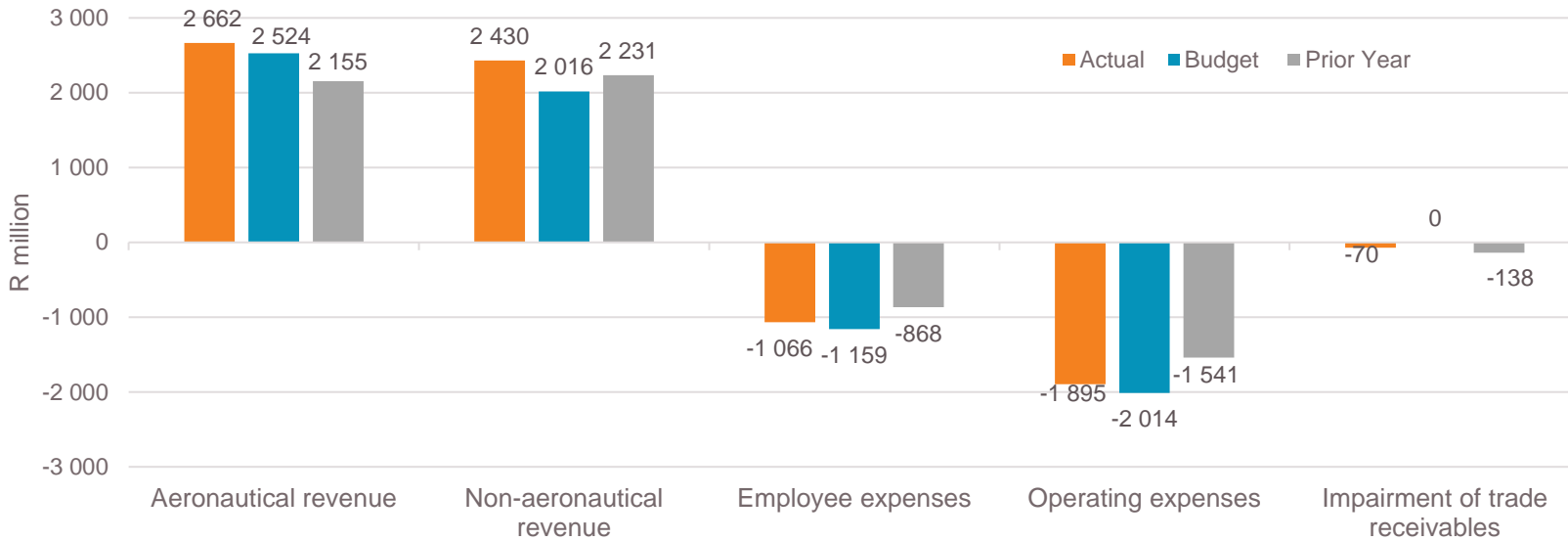


# KEY FINANCIAL HIGHLIGHTS FOR NINE MONTHS ENDED 31 DECEMBER 2023

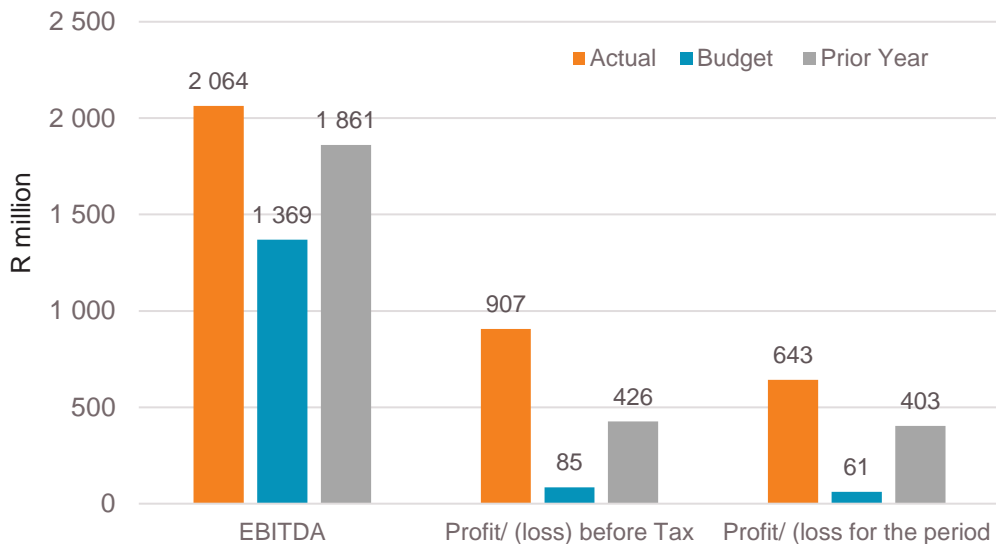


# FINANCIAL PERFORMANCE FOR NINE MONTHS ENDED 31 DECEMBER 2023

## FINANCIAL PERFORMANCE AND INCOME & EXPENDITURE (IS)

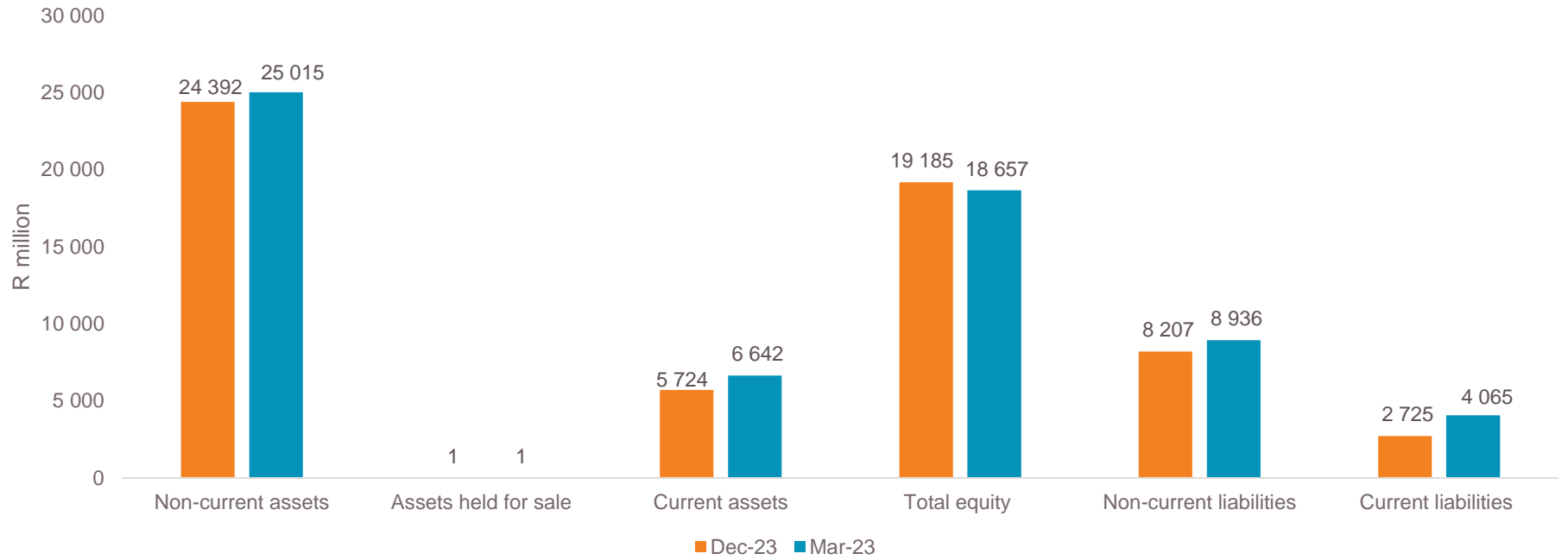


## PROFIT AND LOSS (IS)



- Strong traffic recovery continue to support financial performance
- ACSA Group doubled its profit before tax for the period ended 31 Dec 2023 relative to prior year
- Profit before tax amounted to R907 million exceeding prior year profit of R426 million and budgeted profit of R85 million

## ASSETS AND LIABILITIES (SFP)

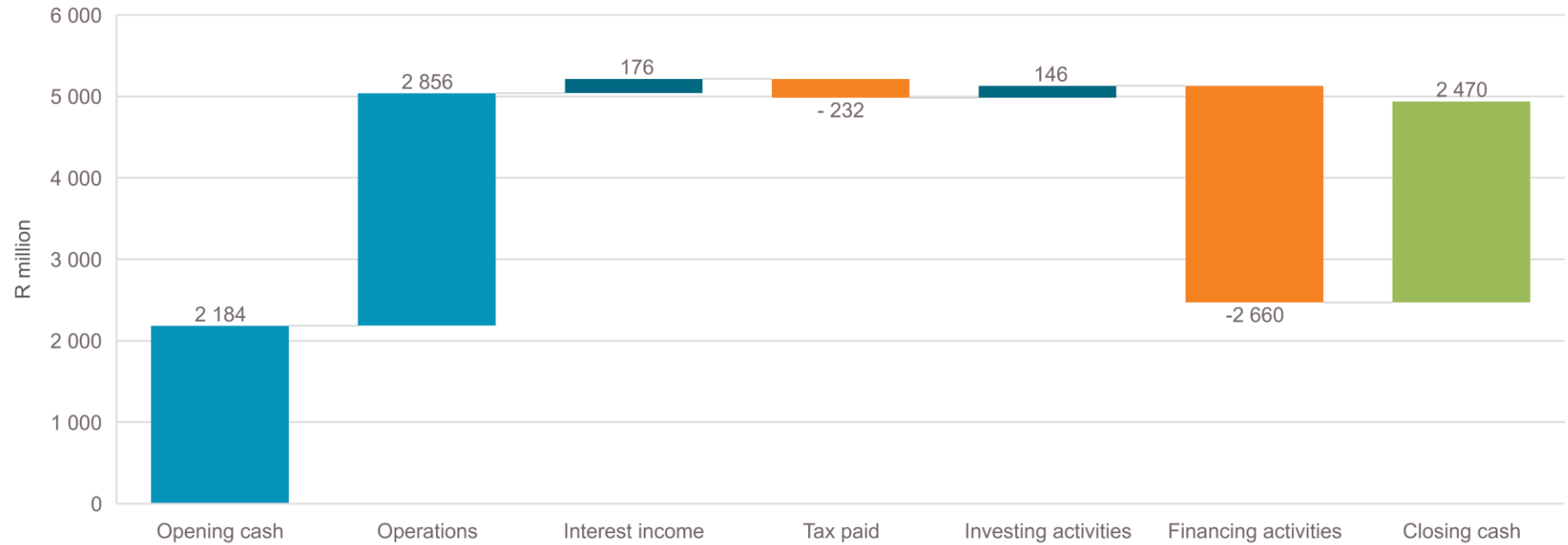


Total assets for the period ended 31 Dec 2023 decreased by R1.9 billion to R29.8 billion compared to the balance of R31.7 billion at the beginning of the financial year:

- A decrease in property, plant, and equipment of R603 million
- Current investments decreased by R431 million
- Trade and other receivables decreased by R840 million



# CASH FLOW FOR NINE MONTHS ENDED 31 DECEMBER 2023



The cash and cash equivalents (excluding short-term investments) increased by R286 million in the period ended 30 December 2023 due to the following:

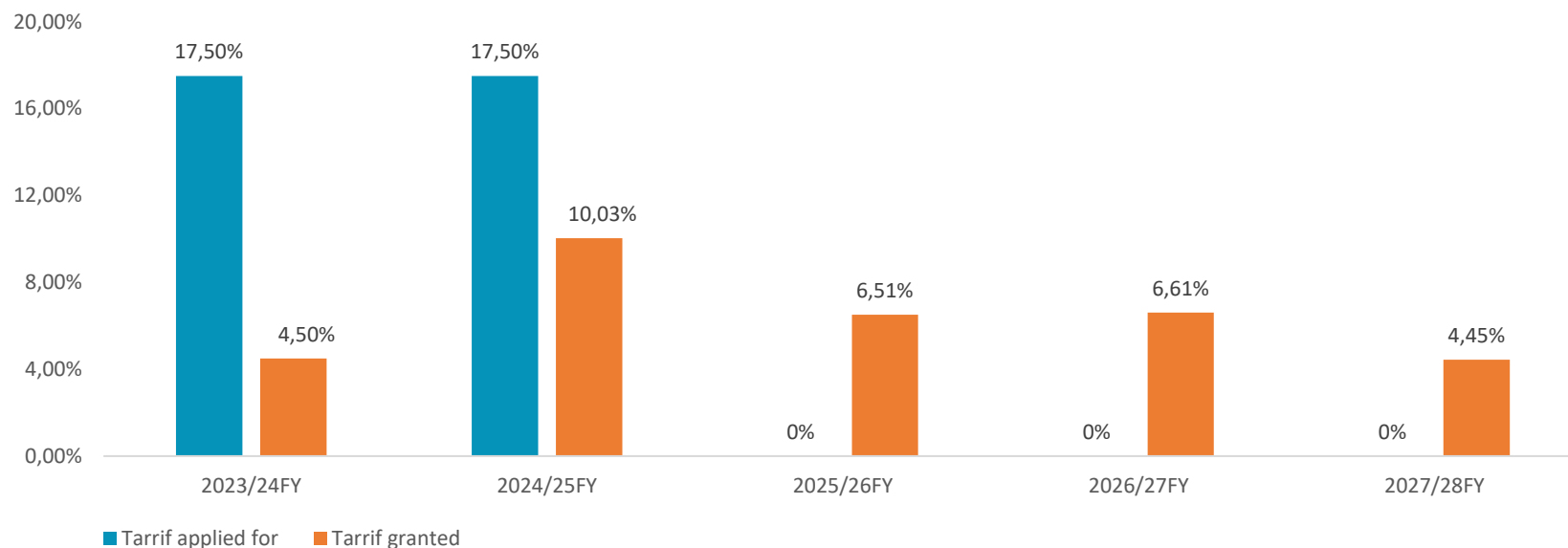
- Cash inflows generated from operations of R2.8 billion and R176 million interest received
- Cash used on additions to fixed assets of R284 million
- Repayment of interest-bearing borrowings of R2.1 billion
- Interest paid of R570 million on borrowings.



A nighttime photograph of an airport terminal and tarmac. The terminal building on the left has a large glass facade that is brightly lit from within, showing interior structures. The tarmac in the foreground is dark with white and red markings. In the background, several aircraft are parked at gates, illuminated by bright lights that create starburst effects against the dark sky. A teal semi-transparent banner is overlaid across the middle of the image, containing the text 'ECONOMIC REGULATION UPDATE'.

# ECONOMIC REGULATION UPDATE

- The building blocks for the Permission Application include the following:
  - Independent traffic forecast over the permission period
  - Weight Average Cost of Capital (WACC) of 11.36% applied on Regulated Asset Base (RAB)
- The Economic Regulator (RC) clawed back R637 million relating to underspent on Capex in 2018/19FY and 2019/20FY
- The RC viewed the ACSA's Application to be frontloaded and opted to spread the tariff increase
- The RC applied accumulated efficiency factors of 7% resulting in R928 million less revenue



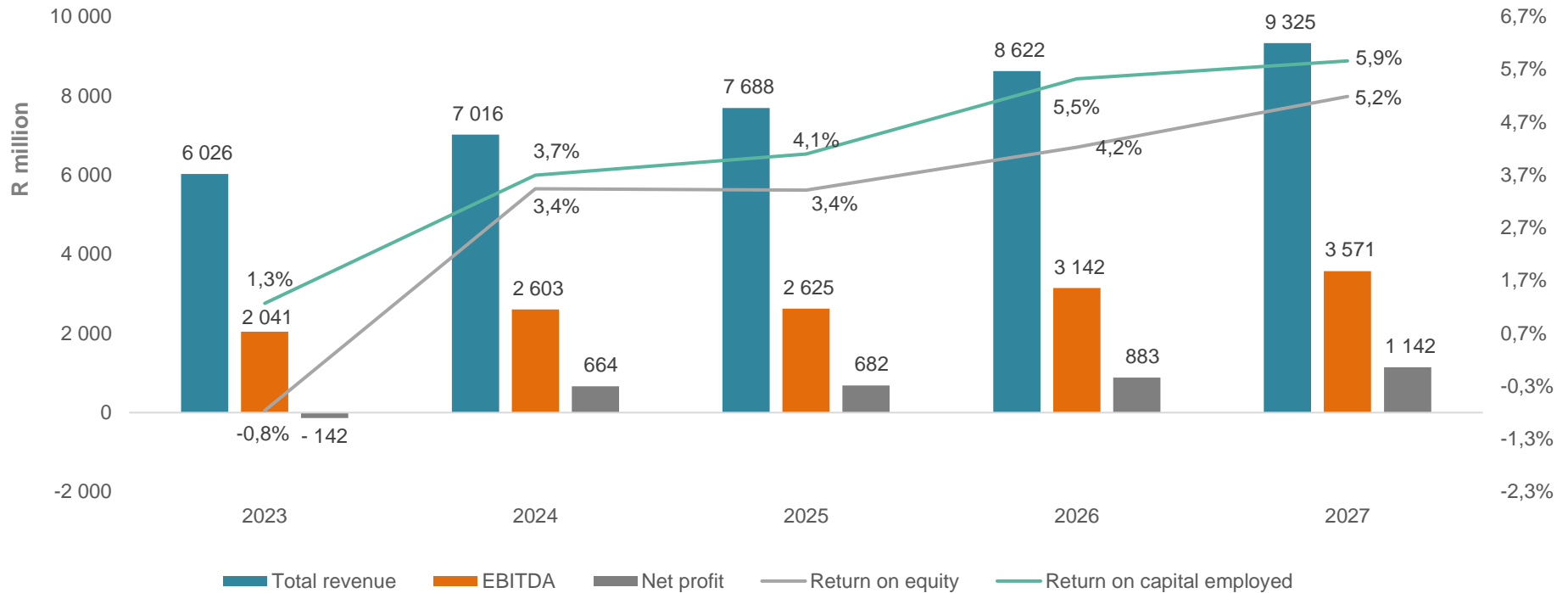


**FINANCIAL PLAN 2025 TO 2027**

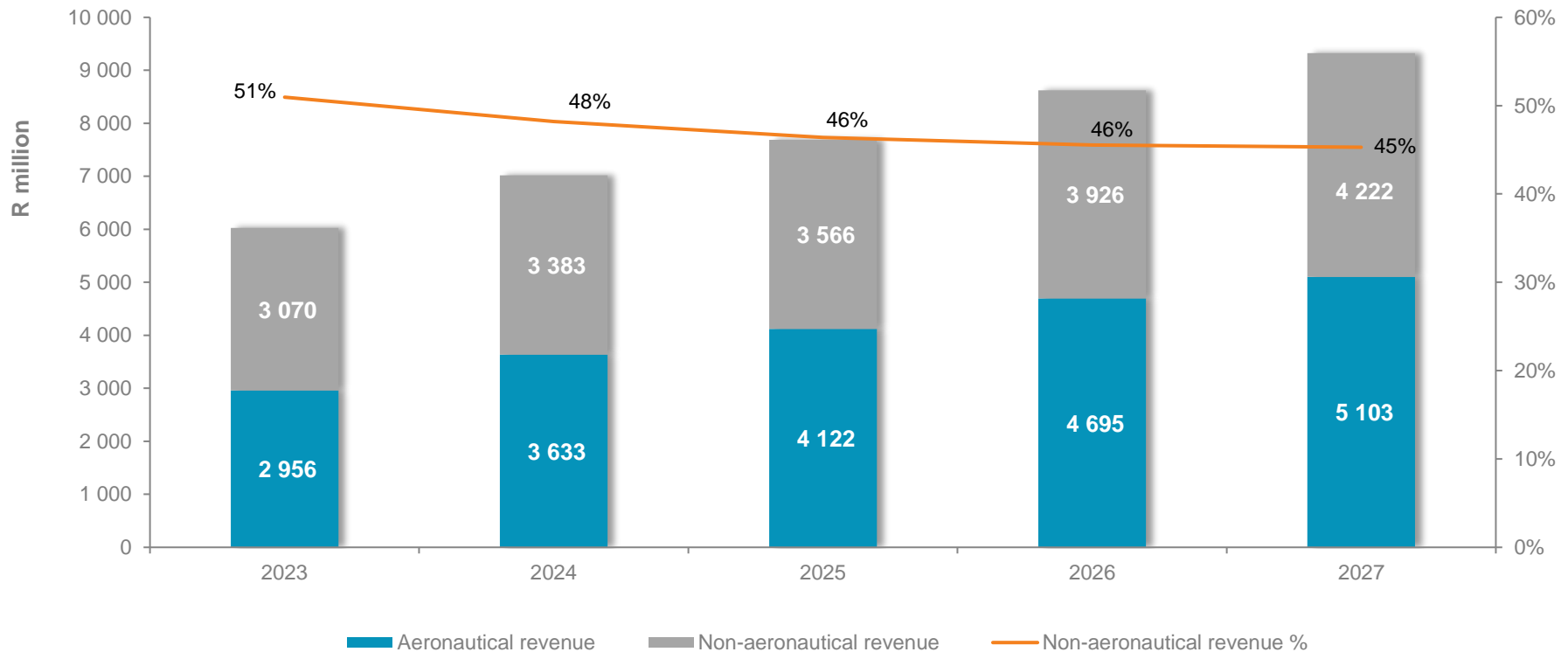
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BRITISH AIRWAYS

Emirates

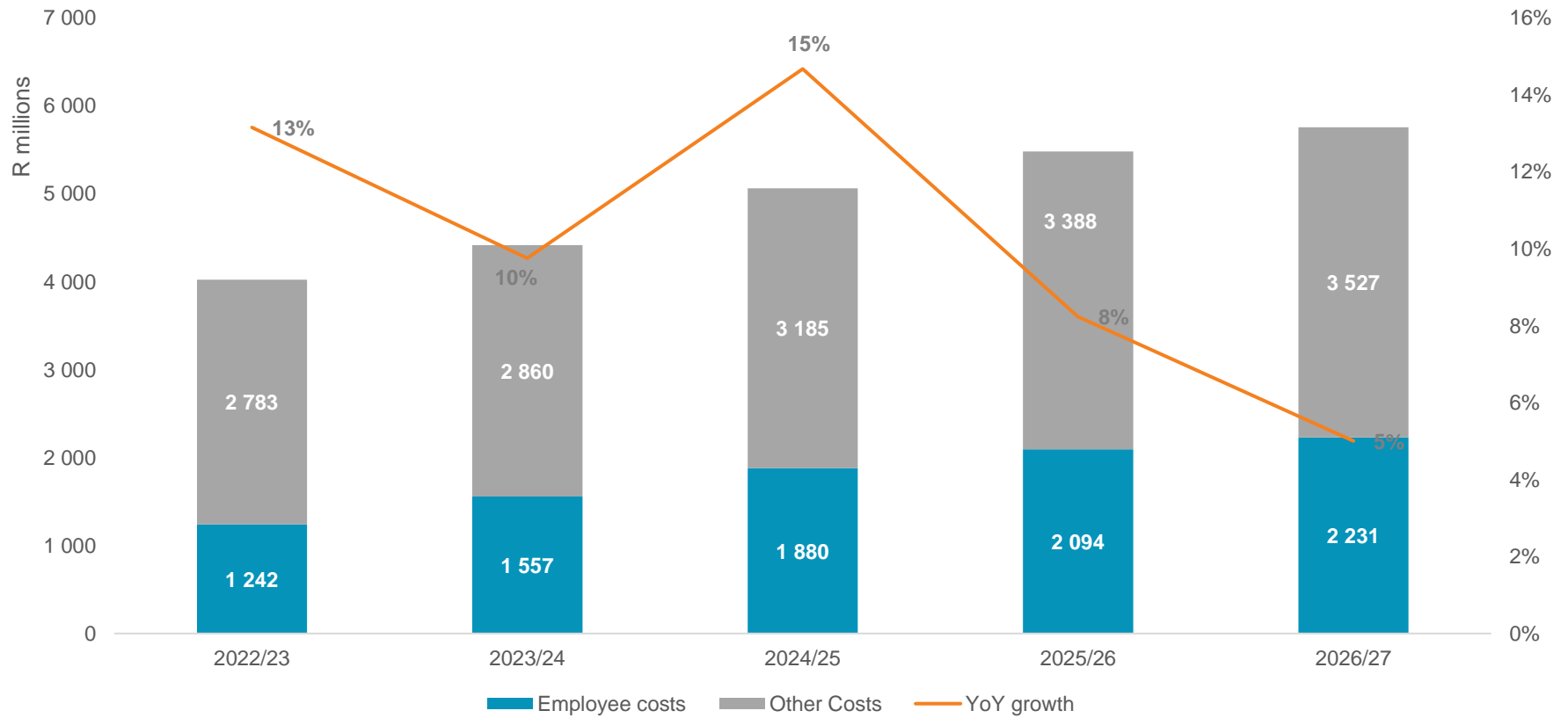


- Improvement in financial performance over the three-year plan
- Net profit to exceed R1 billion by the end of the forecast period
- Fair value gains on investment properties not accounted for in the forecast



- Total revenue projected to exceed pre-pandemic levels in 2024/25FY totalling R7.6 billion
- Aeronautical revenue growth supported by increase in tariff and traffic volume
- Non-Aeronautical revenue to increase in line with traffic recovery





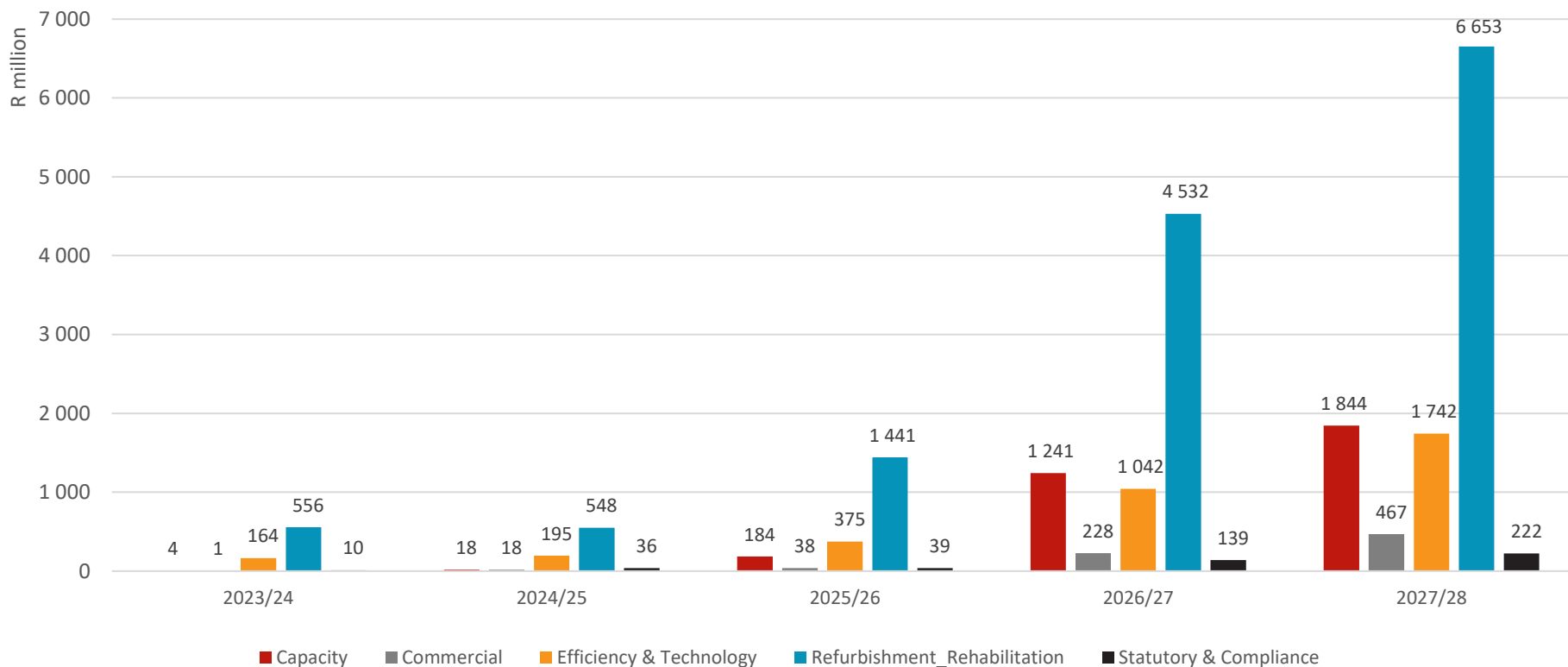
- Rising employee costs reflect the following:
  - Additional resources required to meet to increasing level of airport activity
  - Headcount needed to execute capex programme
- Other Opex costs to increase in line with inflation and level of airport activity





# PERMISSION CAPEX PROGRAMME

# FY2024-2028 PERMISSION CAPEX PROGRAMME



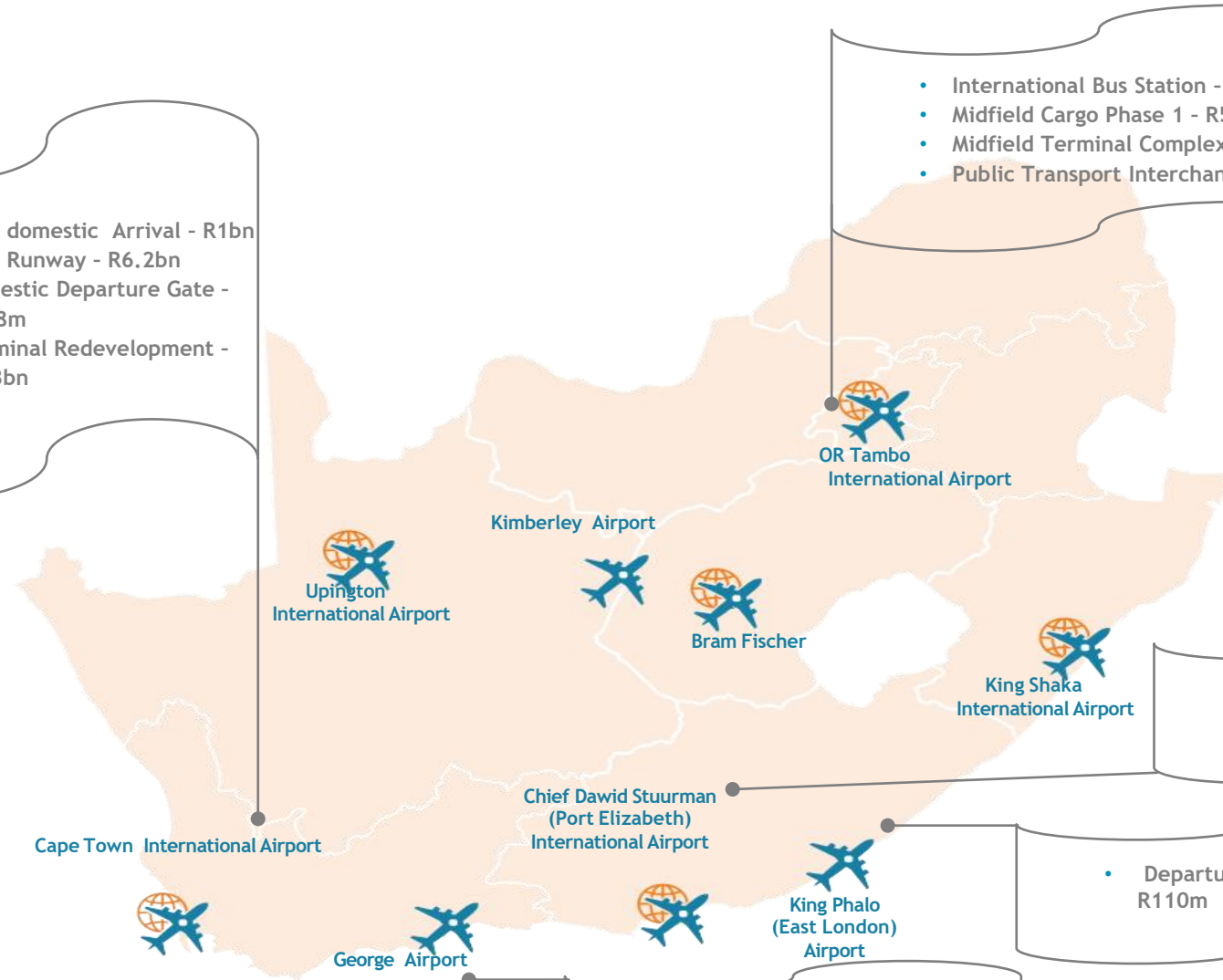
- Total Capex of R21.7bn over the permission period
- ACSA to spend R10.1 billion over a three-year Corporate Plan period
- About 79% allocated to refurbishment & rehabilitation, and efficiency & technology
- Capacity and Commercial related capital expenditure account for 14% and 3% respectively



# MAJOR PROJECTS ACROSS ACSA NETWORK OF AIRPORTS

- New domestic Arrival - R1bn
- New Runway - R6.2bn
- Domestic Departure Gate - R388m
- Terminal Redevelopment - R4.3bn

- International Bus Station - R245m
- Midfield Cargo Phase 1 - R5.7bn
- Midfield Terminal Complex - R15bn
- Public Transport Interchange - R10m

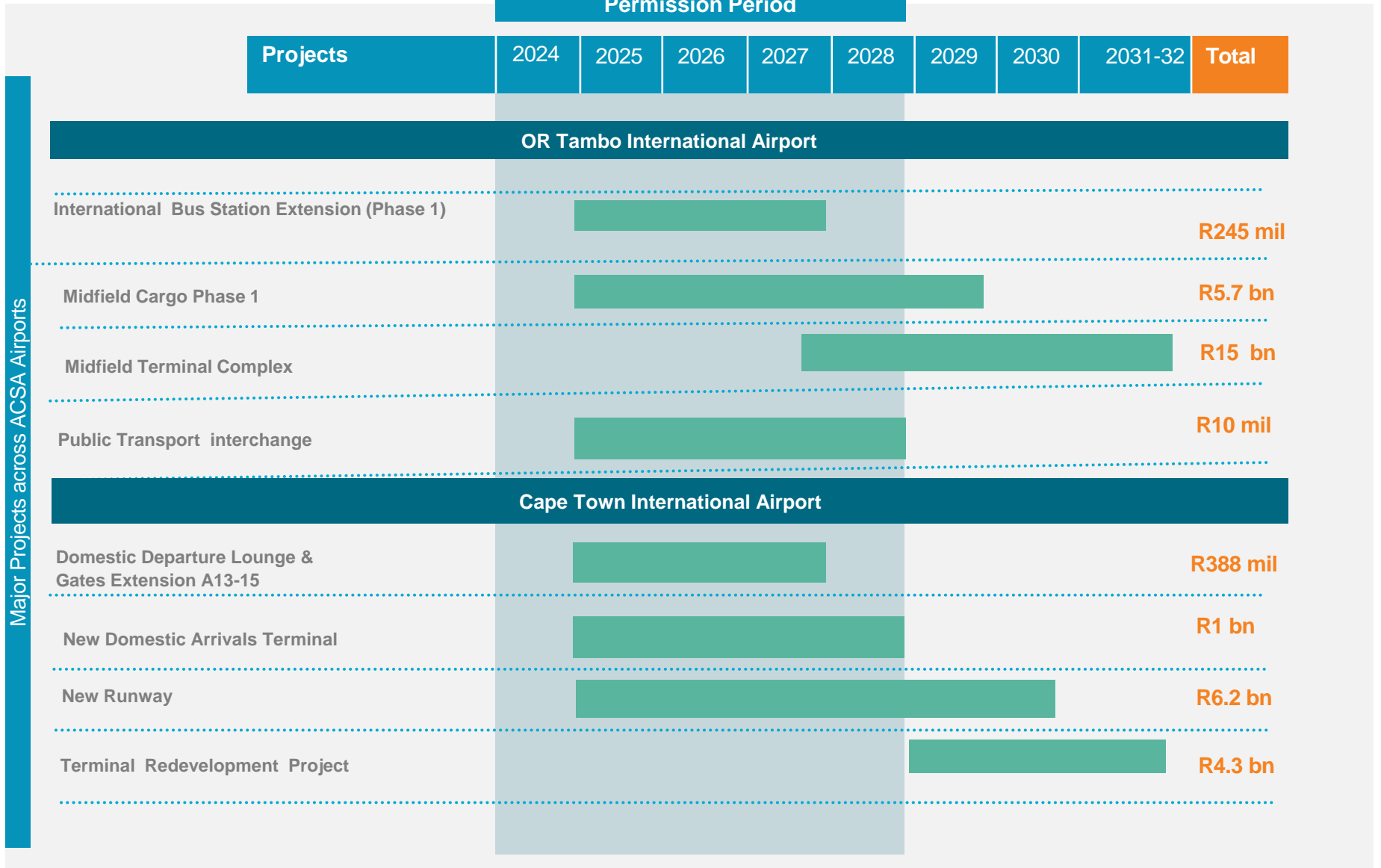


- Terminal Expansion - R310m

- Departure Lounge Expansion - R110m

- Terminal development - R1.5bn

# IMPLEMENTATION TIMELINES OF MAJOR PROJECTS



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Major Projects across ACSA Airports

		Permission Period								
Projects	2024	2025	2026	2027	2028	2029	2030	2031-32	Total	
<b>George Airport</b>	Terminal Expansion		[Green bar spanning 2025-2029]							<b>R310 mil</b>
<b>Chief Dawid Stuurman Airport</b>	Terminal Development		[Green bar spanning 2025-2029]							<b>R1.5 bn</b>
<b>King Phalo Airport</b>	Departure Lounge Expansion		[Green bar spanning 2025-2029]							<b>R110 mil</b>

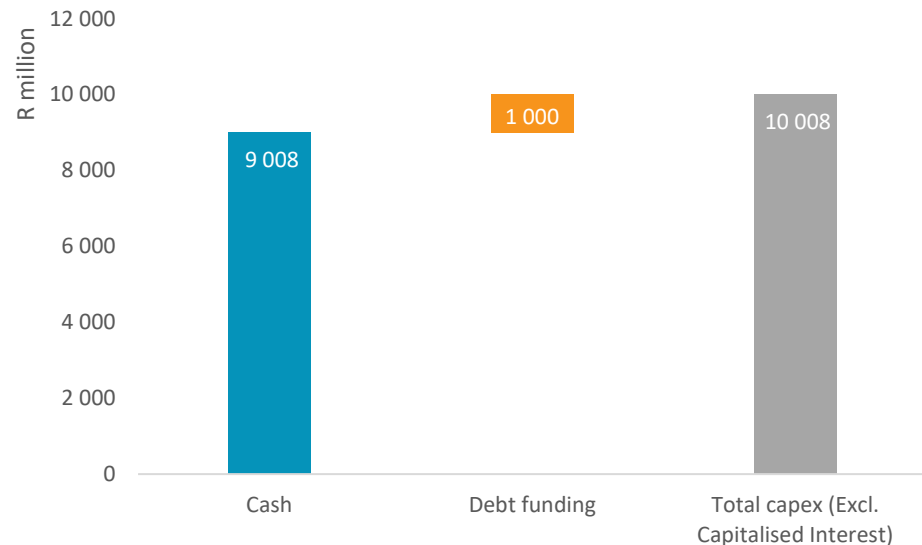


# FUNDING PLAN



- ACSA repaid R1.7 billion of AIR02 fixed rate bond in May 2023
- AIR04 fixed rate bond (R544 million) maturing on 30 May 2024 to be paid from available cash on hand
- Short-term banking committed facilities to be reduced from R1.8 billion to R1 billion in the next 12 months
- Accrued dividends on preferences shares to be paid over the forecast period (subject to ACSA complying with Section 46 of Companies Act)
- Financial ratios remain within required levels of lenders over the forecast period
- ACSA to develop a Sustainability Finance Framework by the end of 2024/25FY
- Moody's Investor Services recently affirmed ACSA's Ba2 corporate family rating (CFR) and changed the rating outlook from negative to Stable

## FUNDING REQUIREMENTS

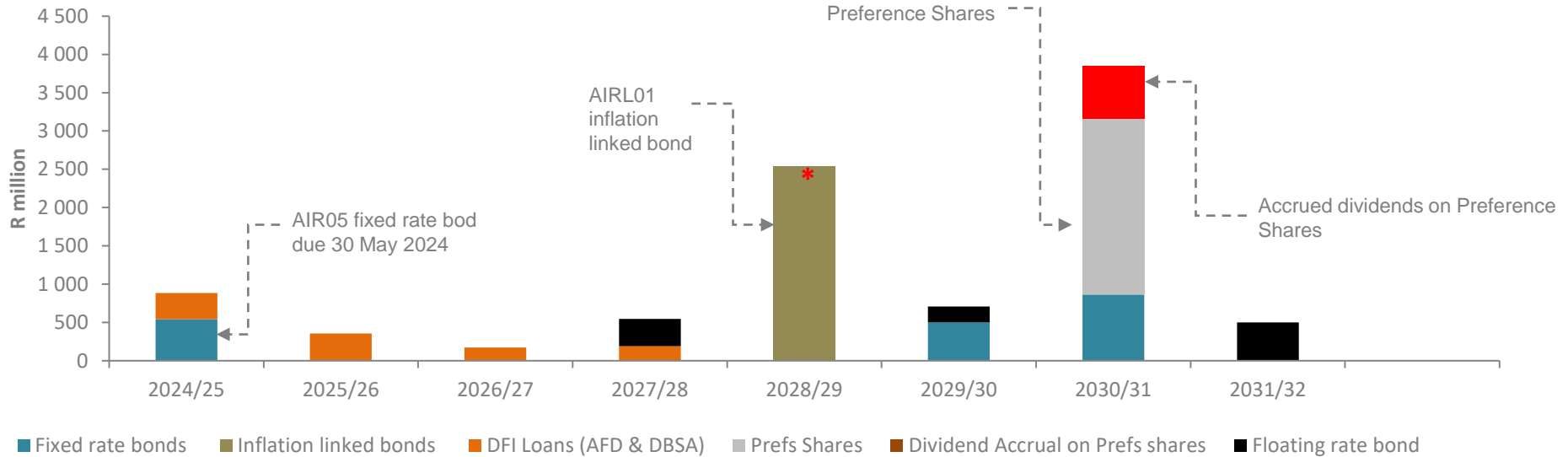


- Capex of R10.1 bn over the forecast period
- New debt funding requirement of R1 bn in 2026/27FY
- Debt level increase to R9 bn by the end of the period

## DEBT LEVEL TRAJECTORY



## DEBT MATURITY PROFILE



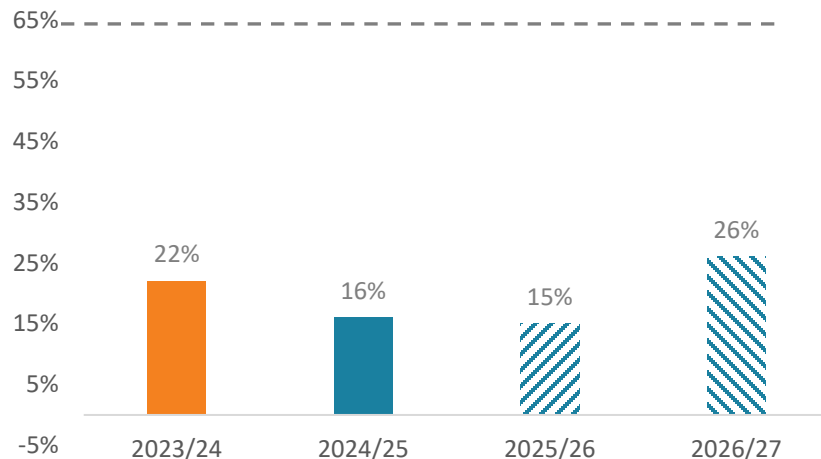
**Footnote** \* Projected inflation accretion added to AIRL01 in 2029E

- ACSA to repay R544 million of the AIR04 fixed rate bond on 30 May 2024
- The amount outstanding in 2030/31FY is R3.8 billion comprised of AIR05 fixed rate bond (R864 million) and Prefs shares (R2.9 billion)
- The Board approved refinancing strategy for 2028/29FY and 2030/31FY

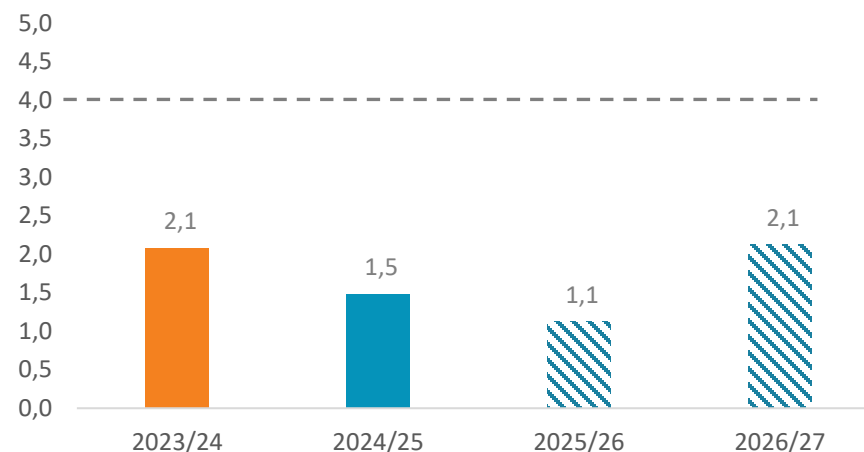


# KEY CREDIT METRICS – FINANCIAL COVENANTS

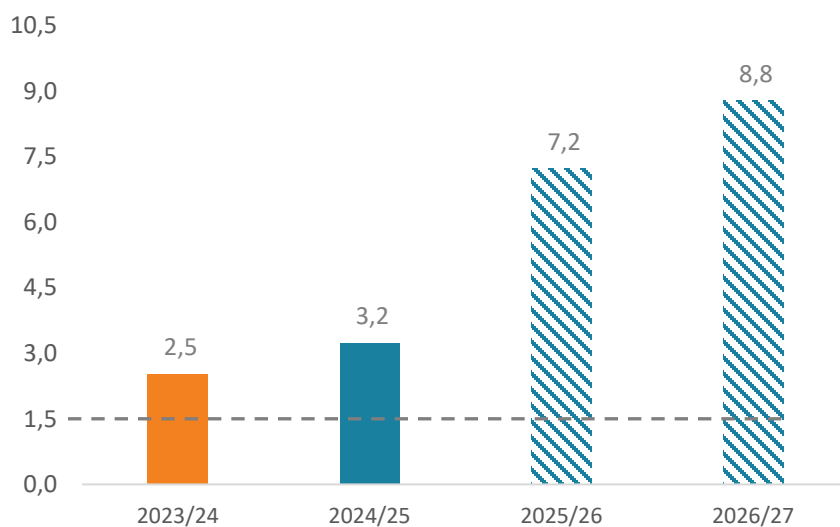
## NET DEBT TO CAPITALISATION (BELOW 65%)



## NET DEBT TO EBITDA RATIO (BELOW 4X)



## DSCR RATIO BY AVAILABLE CASH (ABOVE 1.5X)



- ACSA is required to comply with financial covenants stipulated in the AFD loan agreements
- Current waiver received from AFD expired on 31 March 2024
- Last payment on AFD2 loan will be on 15 January 2026
- As a result, these covenants will cease to apply post 15 January 2026
- However, the ratios are expected to remain within required levels over the remaining life the loan.

A person with a backpack is walking away from the camera on a moving walkway in an airport terminal. The walkway is flanked by glass railings and has a green carpeted surface. The terminal is brightly lit with overhead lights and features various advertisements and signs on the walls. The overall atmosphere is one of a busy, modern travel hub.

# CONCLUSION

- ACSA is encouraged by **passenger traffic recovery rate** across its network, currently **standing at 88%**, despite being 4 percentage points below **ACI global passenger forecast of 92%**, however, it exceeds **pessimistic forecast scenario**, which predicted **83%**.
- Our key focus for this corporate plan include **generating and delivering sustainable growth** as we progress into horizons two and three of the strategy, **driven by innovation**.
- Revitalization of infrastructure to improve airport efficiency and elevate user experience - **CAPEX commitment** totalling just over **10 billion rands** throughout the **corporate plan period**.
- **Retaining and attracting key talent** is integral to our strategic approach, ACSA is committed to prioritizing our workforce's needs and staying attuned to the ever-evolving competitive global workforce landscape.
- Enhancing **collaboration with stakeholders** within the airport ecosystem is crucial for fostering seamless airport operations, enriching the user experience, and **advancing our growth and sustainability** objectives through continuous engagement.
- We have **prioritized the strategic allocation of resources** within the organization to facilitate the smooth implementation of our strategy and the **delivery of the R21.7 billion CAPEX** permission granted by the Economic Regulator,
- **Cargo will take centre stage** as we gear up for the **development of Mid-Field Cargo Terminal** and the restructuring of business and operational model, aligning with the opportunities presented by **the African Continental Free Trade Area Treaty (AfCFTA)** and its implementation.

Departures						14:37
Flight	Destination	Time	Gate	Status	New Time	
HM060	Seychelles	13:58	A11	Closed		
SA028	Harare	14:55	A01	Final Call		
SA060	Las Vegas	15:00	A01	to Gate		
SA0062	Naserey	15:00	A19	Booked		
BP206	Gaborone	15:00	A05			
SA1775	Gaborone	15:45	A05			
FH0336	Harare	15:50	A21			
SA0086	Manzini - King Msw	16:05	A29			
SA0156	Ndola	16:05	A27			
SA0164	Lusaka	16:20	A19			
SA0102	Harare	16:20	A21			
DT578	Luanda	16:35	A07-08			
SA286	Hong Kong	17:00	A05			
SA0458	Gaborone	17:00	A05			
KQ763	Nairobi	17:30	A15			
TK043	Istanbul	18:10	A05			

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