

ACSA_CESA WEBINAR

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18/03/21

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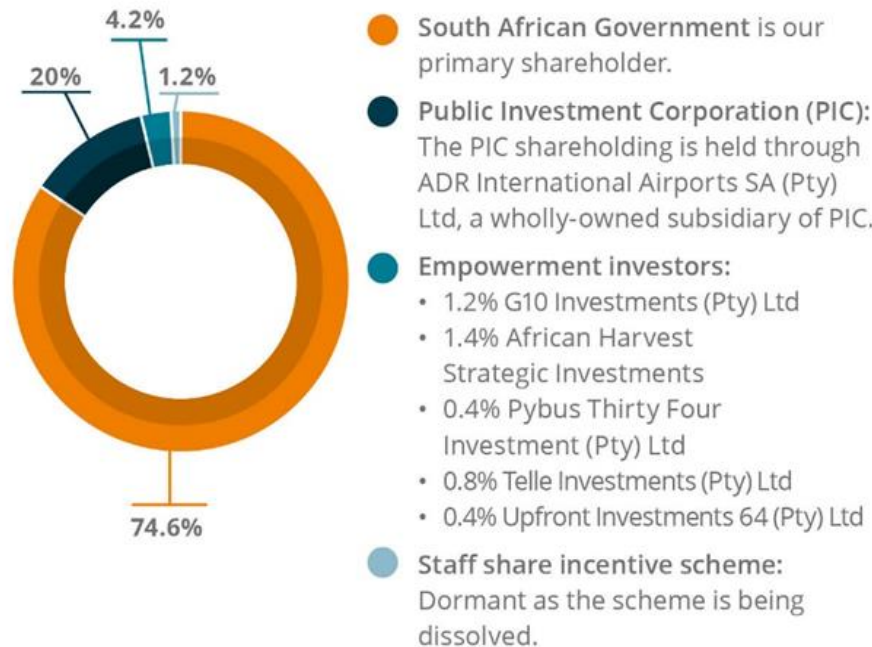
A person with a backpack is walking away from the camera on a moving walkway in an airport terminal. The walkway is flanked by glass railings and has a green carpet. The terminal is brightly lit with overhead lights and has various signs and advertisements on the walls. The person is wearing a dark jacket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

INTRODUCTION

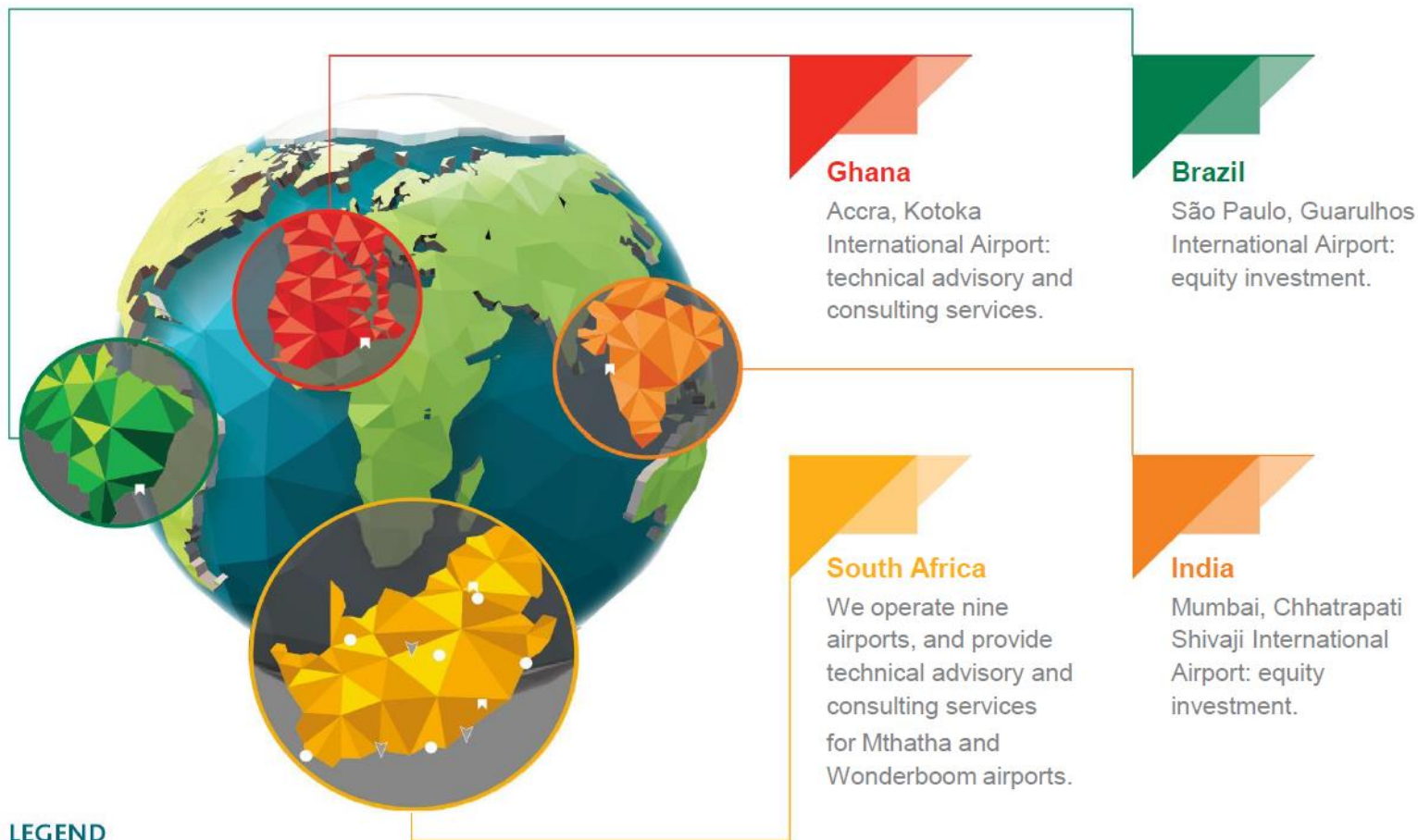
Airports Company South Africa (ACSA) owns and manages nine South African airports, participates in equity investments abroad and provide technical advisory and consultancy services to other airports nationally and internationally.

Mandate: The mandate is to undertake the acquisition, establishment, development, provision, maintenance, management and control or operation of any airport, any part of any airport, or any facility or service at any airport normally related to the functioning of an airport in terms of the Airports Company South Africa Act No. 44 of 1993.

Shareholding:







LEGEND



International airport



Regional airport



Equity investment or technical advisory and consultancy services



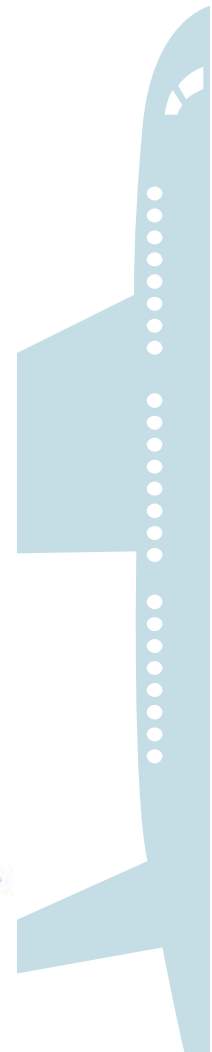
**ACSA ADVISORY
SERVICES**

Purpose

To provide technical advisory services and integrated solutions to airports both locally and abroad.

Services Provided by Advisory Services

The services offered by Advisory can be classified as follows:



ACSA ADVISORY SERVICES FOOTPRINT



Airport management



SOUTH AFRICA

We manage and operate nine airports.

Airport concessions



BRAZIL

Guarulhos International Airport in São Paulo is an equity investment.
Technical service agreement in place



INDIA

Chhatrapati Shivaji International Airport in Mumbai is an equity investment.
Technical service agreement in place



GHANA

We perform technical advisory and consultancy services at Kotoka International Airport in Accra.



LIBERIA

We provide consultancy services and are preparing the new terminal building and associated infrastructure for operations, on behalf of the Liberian Airports Authority.



ZAMBIA

We provide consultancy services for operational readiness and managed a transfer for the new terminal building at Kenneth Kaunda International Airport in Lusaka.



RWANDA

As part of the technical team in partnership with Aurecon, we provide technical services to the Bugesera Airports Company at Bugesera International Airport in Kigali.



SOUTH AFRICA

Provision of technical service at the 9 ACSA airports. At Oribi Airport, in Pietermaritzburg, we provide services inclusive of development of aerodrome manuals and identification of commercial and operational areas of improvement.
ACSA also provides additional advisory support to local and provincial airport in South Africa



SUSTAINABILITY

Master planning, Demand and Capacity,
Environment, Regulatory & Route development

Sustainability services

- S1. Master planning, strategic reviews and development planning
- S2. Demand, level of service and capacity management
- S3. Environmental compliance, carbon accreditation and ISO certification
- S4. Stakeholder management and environment impact services
- S5. Digitisation and Innovation
- S6. Business continuity
- S7. Development and review of board performance dashboard
- S8. Economic regulatory modelling
- S9. Market research and route development



ENGINEERING AND MAINTENANCE ADVISORY

Design, Commissioning & Project Management

Engineering and Maintenance services

- E1. Review infrastructure asset management strategy and asset performance
- E2. Conduct maintenance audits, highlight areas for improvement and cost reduction
- E3. Develop design specifications for airport specialist systems
- E4. Design and capacity review for airport facilities
- E5. Classroom and on the job training for asset and contract management
- E6. Engineering management, construction monitoring and commissioning support
- E7. Enterprise project management office services
- E8. Signage and wayfinding review
- E9. Airfield, aircraft parking and vehicular simulations



AIRPORT MANAGEMENT & OPERATIONS

Operational readiness, Efficiency audits,
Regulatory, Safety, Security & Environmental
Services

Airport Management services

- A1. Benchmarking studies and KPI reviews
- A2. Manual and procedural review and alignment to best practises
- A3. Airport management and secondment services
- A4. Airport management solution user support, QlikView and airport billing services
- A5. Airside operations management
- A6. Terminal operations management
- A7. Landside, Curbside operations and Ground transportation management
- A8. Demand and capacity planning
- A9. Industrial engineering services



COMPLIANCE & REGULATION

Regulatory, Safety, Security and Environmental Services

Compliance related services

- C1. Safety and risk assessments
- C2. Develop or review compliance documentation such as AM, AERM, SMS, ASP
- C3. ARFF and airside induction training
- C4. IATA and ICAO related training
- C6. Bird and wildlife services
- C7. Security services and ASP review



HUMAN CAPITAL

Organisation Review & Training

Human Capital services

- H1. Organizational structure assessment
- H2. Review and development of job profiles
- H3. Skills and training assessment
- H4. Review and development of HR, training policies and procedures
- H5. Staff benchmarking evaluation
- H6. Update and review competency dictionary



EVENT MANAGEMENT

Collaborative Decision Making, Delay management, ORAT & Special events

Event Management services

- EM1. Airport Management Centre services such as CDM and delay management
- EM2. Operational readiness, operational trials and transfer services
- EM3. Special event modules for major sporting and high profile events
- EM4. Head of State, Team facilitation and VIP planning
- EM5. Temporary terminal services

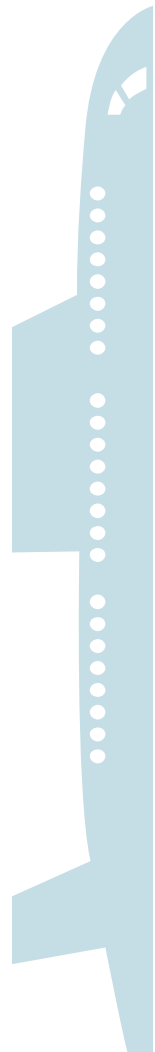


COMMERCIAL ADVISORY

Retail, Food & Beverage, car rental, Car Parking, Property Development & Advertising

Commercial services

- CO1. Best practice benchmarking
- CO2. Retail concession advisory services
- CO3. Tenant coordination planning
- CO4. Retail optimisation and management
- CO5. Carpark management
- CO6. Property development and Advertising services





ACSA BUSINESS ENVIRONMENT

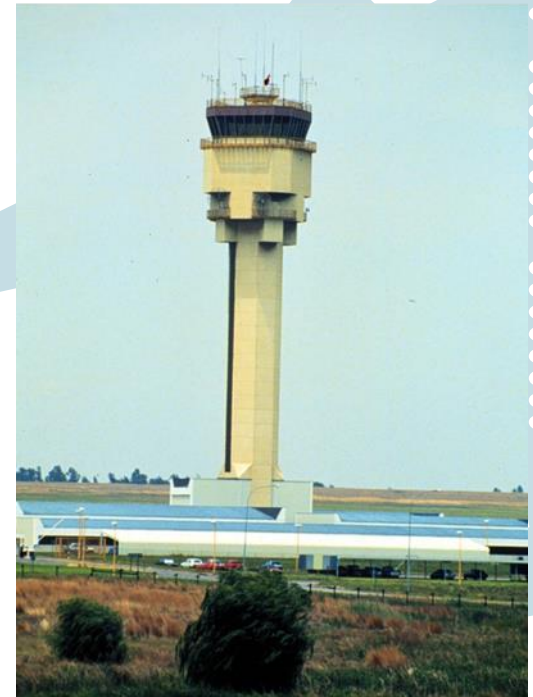
Pre March 2020

- Profitable
- Early impact of initial global response to COVID-19 from January 2020
- Major capital program largely in final stages of adjudication
- Debt significantly reduced



FY 2021

- Aggressive OPEX and CAPEX reductions
- Variable forecasts of business drivers
- Airlines are distressed
- Passenger recovery to pre COVID-19 is not expected before 2027
- Global regulations evolving, rapid changes
- Many scenarios

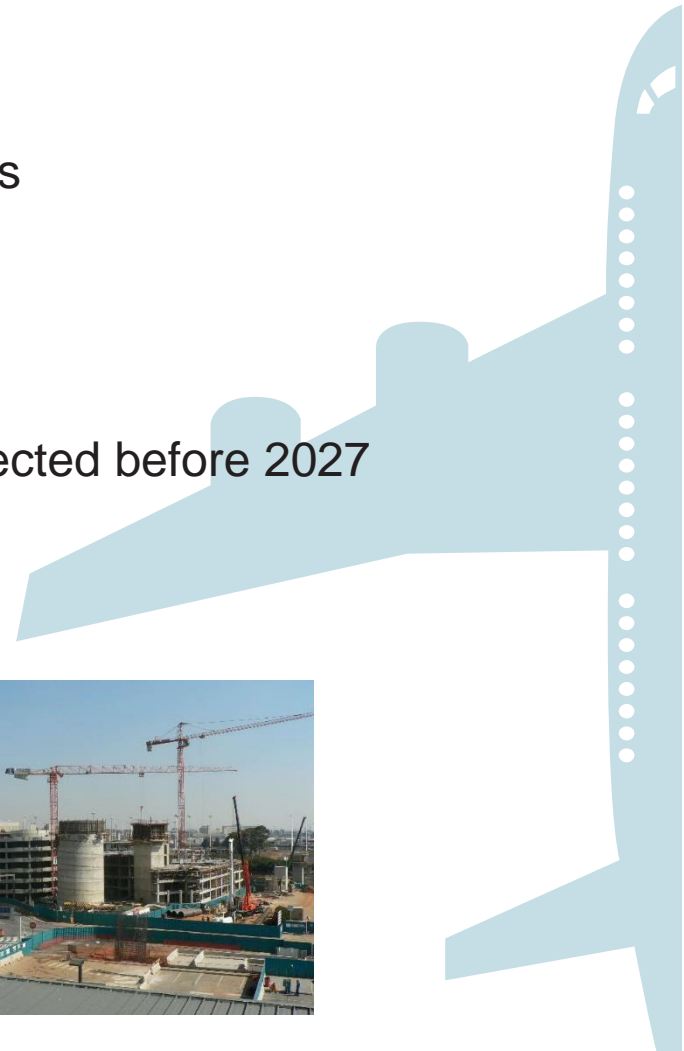


Financial Sustainability

- Enterprise wide guiding principles
- Limits for next 5 years
- Subject to review if business environment changes

FY 2022- FY 2026

- Maintain OPEX and CAPEX reductions
- Monitor and adjust to global responses
- Passenger recovery to pre COVID-19 is not expected before 2027



A night-time photograph of an airport tarmac. In the foreground, several white cargo containers on a trolley are lined up. The top container is labeled 'AKE 18454 BA' and 'BRITISH AIRWAYS'. In the background, a British Airways aircraft is visible, along with airport buildings and a skybridge. Light trails from a moving vehicle are visible on the right side of the tarmac. A semi-transparent teal banner with white text is overlaid in the center.

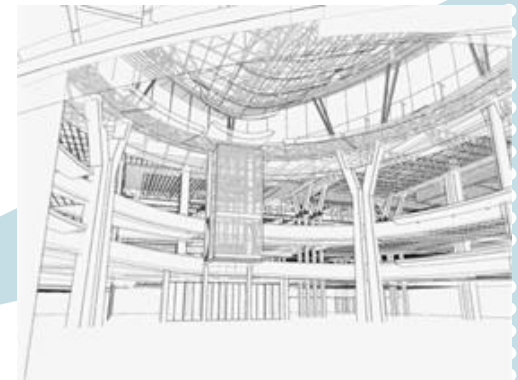
ACSA CAPEX OUTLOOK

Forecast

- Approximately R1bn per year
- Reduction of approximately R25bn for five years (FY21-FY25)

Principles

- Prioritise critical refurbishment and replacement
- No significant capacity projects driven by passenger growth
- 50% in infrastructure
- Digitisation
- Efficiency
- Optimisation of existing assets





TRANSFORMATION

Risks

Impact of economic environment on industry and specifically EME and QSE

Complex tenders

Competencies

Initiatives

Research completed

Transformation Manual

Align with regulations

Focus indirect contracting to EME and QSEs that are from designated groups

Guarantee options will offered in tenders

Payment support for designated EME/QSEs

Objective and rational evaluation criteria

- experience
- resources
- reference letters
- conditions of contract rather than evaluation

Support briefing sessions focus



LEVEL 4 – MHA

4.1. DEFINE ADVISORY SERVICES FRAMEWORKS & STANDARDS

- No changes .

4.2. DEFINE & MAINTAIN REPORTING STANDARDS AND PROCESSES

CAPABLE STATE.

Institutional priorities

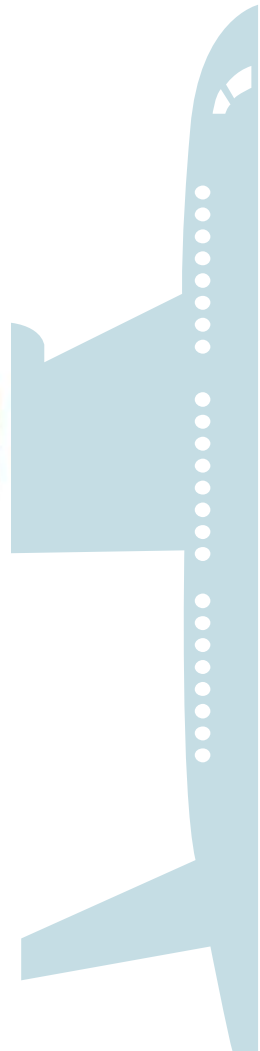
- Capex planning and delivery
- Investment in management capacity

Professionalisation and Governance

- BE skills within SOCs
- Governance structures
- Capex planning

Initiatives in ACSA

- Role profiles
- Professionals managing professionals
- Develop the enterprise capacity to support projects
 - EPMO
 - PMO alignment
 - Award mandates
- Align governance structures





Questions.

Departures 14:37					
Flight	Destination	Time	Gate	Status	New Time
HM60	Seychelles	19:58	A11	Closed	
SR028	Harare	14:55	A01	Final Call	
SR068	Las Vegas	15:00	A01	Closed	
SR0062	Nasebu	15:00	A01	Closed	
EP206	Gaborone	15:00	A01	Closed	
SR1775	Gaborone	15:00	A01	Closed	
FH936	Harare	15:50	A29	Closed	
SR0086	Manzini - King Msw	16:05	A29	Closed	
SR0156	Ndola	16:05	A27	Closed	
SR0164	Lusaka	16:20	A19	Closed	
SR0182	Harare	16:20	A25	Closed	
DT579	Luanda	16:35	A05	Closed	
SR206	Hong Kong	17:00	A03	Closed	
SR0459	Gaborone	17:00	A03	Closed	
KU763	Nairobi	17:30	A16	Closed	
TK043	Istanbul	18:10	A05	Closed	

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