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The last 25 years have afforded us the opportunity of turning nine independent airports into a world-class network of facilities; whilst developing institutional expertise as well as an enviable reputation in building, operationalising and commercialising airports."

PERFORMANCE REPORT BACK

Strategic objectives	Impact	KPI	Assurance	Calculation/description	Metric	FY2018/19 target	Target achieved	FY2018/19 actual	FY2017/18 actual	FY2016/17 actual	2025 target
Create value for our shareholders *Aligned to: All three strategic pillars*		**Deliver return on equity (ROE) (Group)** The amount of net income returned as a percentage of shareholders' equity. ROE measures a Group's profitability by revealing how much profit the Group generates with the money shareholders have invested.		Profit after tax/shareholders' funds	%	5.1	🔴	1.0	2.6	10.1	10
Diversify the business portfolio *Aligned to: All three strategic pillars*		**Generate realised non-core income** Realised non-core income, defined as"income generated by the Group independent of traditional passenger and cargo traffic, and excluding fair value adjustments on investments, i.e. realised income". This indicator informs stakeholders of our diversification efforts.		Income from non-core business, derived from concession investments, consulting fees and training revenue	R million	33	🟢	58.6	59.6	50.75	200
		Enhance non-aeronautical revenue as a percentage of total revenue The percentage of non-aeronautical revenue contributed to the overall revenue of the Group.		Non-aeronautical revenue/total Non-aeronautical revenue includes revenue from: • Retail • Car rental • Car parking • Advertising • Property rentals • Consulting revenue • Other commercial revenue including cost recoveries, permit income and subsidiary revenue.	%	48	🔴	47	48.8	37.3	57.5
Increase our reputation through demonstrated business excellence *Aligned to: All three strategic pillars*		**Improve Reputation Index measure** The Reputation Index measure comprises the perceptions and the degree to which stakeholders admire, trust, respect and have an overall good feeling towards the Group.		Reputation Institute's RepTrak® research methodology is the global standard for measuring corporate reputation. The reputation survey data is captured in the RepTrak® Pulse, with an outcome score from zero to 100, a score of 100 being the best.	Weighted average	≥ 60	🟢	67.2	63.1	63.1	≥70

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Increase stakeholder satisfaction through effective partnership *Aligned to: All three strategic pillars*		**Assessment by our airport operations and commercial stakeholders of our airport operations services and interactions rendered** This indicator illustrates our airport stakeholders' perceptions of our business interactions and support on the following airport operation elements: environment, facilities, people and productivity, and technology and equipment. Our airport stakeholders comprise: • Operations stakeholders such as airlines ground handlers, and government service providers (SARS, SAPS, immigration, customs and port, health, and security companies) • Commercial stakeholders such as retail service providers, car rental service providers, food and beverage providers and financial service providers		Various operational and commercial stakeholders complete a survey assessment through a structured survey programme. Survey assessment data collection and results are managed by an external company. The Group score is calculated based on a weighted average approach using passenger count as the basis.	Rating from 1 (poor) to 5 (excellent)	3.6	🟢	3.67	3.5	3.7	>4.0
Improve passenger experience through demonstrated operational excellence *Aligned to: All three strategic pillars*		**Assess passenger customer service** This indicator illustrates the passengers' view and assessment of our delivery of airport customer-focused services. It is derived from the independent and approved Airport Service Quality (ASQ) programme managed by Airports Council International (ACI). The ASQ programme is the globally established benchmarking programme, measuring passengers' satisfaction while travelling through an airport. Results are comparable to local and international airports.		Passengers complete a survey assessment, through a structured passenger ASQ survey programme. The ASQ survey covers 34 service areas clustered across the following categories: access, airline service, security, finding your way, airport facilities, airport environment and airport arrivals services. Survey assessment data collection and results are managed by ACI. Our score is calculated based on a weighted average approach using passenger count as the basis. Using this score, the airports are compared against peers by ranking them according to size categories. The following categories are relevant to our network of airports: 15 – 25 million annual passengers (MAP), 5 – 15 MAP, 2 – 5 MAP and 0 – 2 MAP.	Rating from 1 (poor) to 5 (excellent)	4.00	🔴	3.97	4.08	4.05	All airports in top 15 in their size category globally
Improve connectivity to the regions we serve *Aligned to: Run airports and develop airports*		**Grow regional airport departing capacity.** This reflects the relative degree of local connectedness of our regional airports in terms of domestic traffic. It is a measure of the airline seating capacity available on regional routes. The higher the level of capacity, the greater the level of access to the local economy.		The sum of the departure maximum passengers for Bram Fischer International Airport, George Airport, East London Airport, Port Elizabeth International Airport, Kimberley Airport and Upington International Airport for freighter, non-scheduled and scheduled domestic traffic for the year.	% increase in regional departing capacity over the previous year	0	🟢	1.48 (2 798 010)	-2.6 (2 757 326)	2 829 693	10

Strategic objectives	Impact	KPI	Assurance	Calculation/description	Metric	FY2018/19 target	Target achieved	FY2018/19 actual	FY2017/18 actual	FY2016/17 actual	2025 target
Contribute to increase traffic through the airports we operate *Aligned to: Run airports and develop airports*		**Increase O.R. Tambo International Airport connectivity index** This reflects the relative degree of connectedness of O.R. Tambo International Airport and is a measure of the number of destinations and economic importance of destinations served from our country's hub airport. This includes the frequency of service to each destination and the number of onward connections available from each destination. The higher the level of connectivity, the greater the level of access to the global economy.		The OAG connectivity index measures the ratio of possible scheduled international connections to the number of destinations served by an airport. OAG is a leading global provider of digital flight information and provides accurate, timely and actionable information and applications for airports worldwide.	Number of available seats to each destination	ORTIA connectivity score: 133	●	139	135	46.86	70
Provide equitable access to safe airports in all South African regions to allow more people to fly *Aligned to: Grow our footprint*		**Participation in non-Airports Company South Africa airports in South Africa** An indication of how many South African airports to which the Group provides services.		Number of consultancy working days provided to non-Group airports in South Africa.	Advisory service man days provided to non-Group airports in South Africa	50	●	243	82	92.6	Airports in all South African provinces
Promote regional integration and localisation of our airports *Aligned to: All three strategic pillars*		**Create job opportunities** An indication of the number of job opportunities we create.		A job opportunity model was developed for the Group, primarily using key economic indicators, and operating and capital expenditure.	Number of job opportunities	29 382	●	30 684	24 741	24 018	50 000
Support black business entrepreneurship *Aligned to: All three strategic pillars*		**Grow black business share in operational and developmental spend** An indication of our intent to further black business entrepreneurship by increasing the share of operational and developmental opportunities awarded to black businesses.		(B-BBEE procurement spend from all empowering suppliers that are at least 51% black-owned based on applicable B-BBEE recognition levels as a percentage of total measurable procurement spend (TMPS) X 100)/ (B-BBEE procurement spend from all empowering suppliers based on the B-BBEE procurement recognition levels as a percentage of TMPS).	%	51	●	51	61	46	65
		Grow black business share of commercial revenue generated An indication of our intent to further black business entrepreneurship through increasing the share of commercial revenue opportunities awarded to black businesses.		Commercial revenue to black business x100)/ (total commercial revenue generated) where a black business is defined as a company with >51% black management control and ownership. Commercial revenue is defined as revenue generated from revenue-sharing models, i.e. retail, car hire/ rental, and advertising.	%	51	●	54	59	51	65

Strategic objectives	Impact	KPI	Assurance	Calculation/description	Metric	FY2018/19 target	Target achieved	FY2018/19 actual	FY2017/18 actual	FY2016/17 actual	2025 target
Maintain and improve our contribution to broad-based black economic empowerment *Aligned to: All three strategic pillars*		**Achieve B-BBEE Level** Our B-BBEE recognition level is based on a public-sector scorecard framework which reflects our contribution to broad-based black economic empowerment.		B-BBEE rating using the Department of Trade and Industry qualification scoring and Empowerdex approved score.	B-BBEE as per the code	Level 3	🟢	Level 2	Level 2	Level 3	Level 1
Leadership Culture Index *Aligned to: All three strategic pillars*		**Leadership Culture Index Survey** Undertaken by employees to ensure that the highest levels of professionalism and key leadership skills are demonstrated to employees by reflecting on the ideas, customs, social behaviour and state of mind of our leadership.		The research survey is measured on a four-point scoring scale of statements made from 0 to 3 where 0 is strongly disagree, 1 is disagree, 2 is agree and 3 is strongly agree. The categories assessed are based on the areas of agreed importance during that period.	%	70	🟢	80	78.6	77.25	≥80%
Achieve a demographically representative workforce *Aligned to: All three strategic pillars*		**Promote employment equity** A measure of how demographically representative our workforce is of the country.		Group representation against EAP demographics.	%	92.4	🟢	93.9	93.3	92.7	Achieve a demographically representative Group workforce (against EAP) per level
Foster a positive employee workforce and environment *Aligned to: All three strategic pillars*		**Employee Satisfaction Survey (ESAT)** An ESAT administered with the Group's employees, with primary emphasis on opportunity, organisation, people, work and reward.		Independent annual assessment of our ESAT	Rating from 1 (poor) to 5 (excellent)	3.31	🟢	3.55	3.5	3.31	4.2
Reduce our environmental impact *Aligned to: All three strategic pillars*		**Establish an ACI carbon accreditation level** An ESAT administered with the Group's employees, with primary emphasis on opportunity, organisation, people, work and reward.		Attain an independent ACI certification: ACI's Airport Carbon Accreditation recognises and accredits the efforts of airports in managing and reducing carbon emissions. There are four levels of certification: mapping, reduction, optimisation and neutrality, with neutrality being the best. Airport Carbon Accreditation is based on existing international standards in the reporting and accounting of greenhouse gas (GHG) emissions.	ACI level as per mapping certification criteria	Attain ACI Level 2 Reduction certification for at least one airport	🟢	Attain ACI Level 2 Reduction certification for ORTIA and CTIA	Attained ACI Level 1 – mapping certification for KSIA, and PLZ	Attained ACI Level 1 – mapping certification for ORTIA, CTIA, KSIA, and PLZ	ACI Level 3 optimisation certification for at least one airport

KEY:
🟢 Target exceeded 🔴 Working towards achievement of target