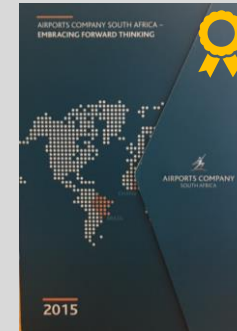
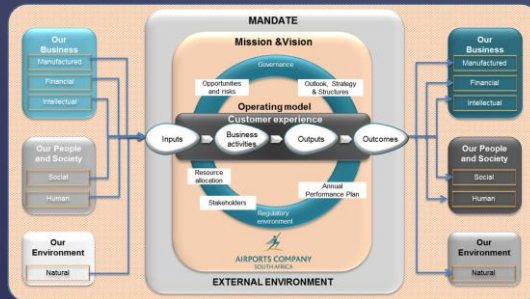


# ACSA'S integrated reporting journey



- 2014 – i) First integrated <IR> based report  
ii) Stakeholder emphasis
- 2015 – i) Started reporting per capital
- 2016 – i) Stronger application of <IR> content elements & guidelines – e.g. materiality  
ii) Strategy 2025 – integrated thinking
- 2017 – i) Enriched infographics, improved value creation
- 2018 – i) Improved connectivity, benchmarking, and introduced capital trade offs

# ACSA's integrated reporting journey



Denotes an IR recognition and or award

# Public sector laws and regulations

**Various legislations and relevant codes of best practice, include, but not limited to:**

- Airports Company Act, No. 44 of 1993, • Civil Aviation Act, No. 13 of 2009
- PFMA, • Treasury Regulations, • Companies Act
- Income Tax Act, No. 58 of 1962, • Value Added Tax Act, No. 89 of 1991
- King IV
- Protocol on Corporate Governance for the Public Sector 2002

## Challenges

### **Economic regulatory framework**

- Economic regulatory framework and regulatory decision uncertainty
- Certainty & transparency will enable ACSA, with its key stakeholders, to progress decisively on medium & long term planning and projects.
- Equally it's an opportunity to be agile & innovative e.g. concessions, advisory services, training academy

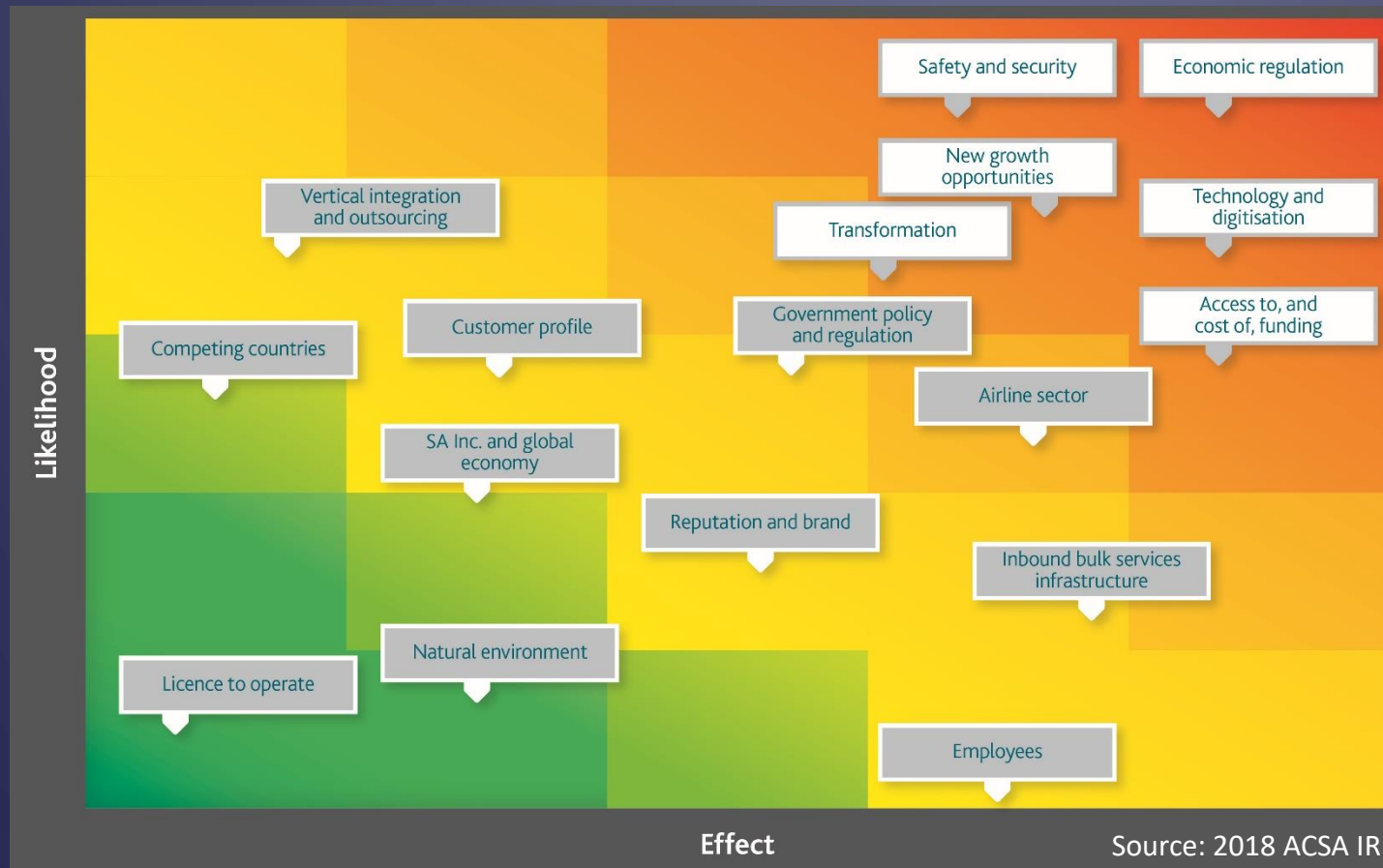
# Challenges in IR preparation

- Timeline pressures – notably close to release date
  - Information gathering & different styles/voices
  - Length of report & conciseness
  - Impact of Audit process and timelines
- Year on year review and adjust timeline
  - Appointed a writer to interview and draft story
  - Improved iconography and connectivity
  - Adjustment of timeline and improve responsiveness to audit finding

# Positives in IR preparation

- Governance (Corporate Calendar)
  - Leadership Commitment
  - Benchmarking
  - Advisory
- Special Exco & Board scheduled for IR consideration
  - CEO & Exco engages actively on IR Reviews
  - Comparing ACSA to other international airports
  - Independent <IR> advisory support assists with improving and strengthening <IR> reports

# Material matters determination



It is an **integrated assessment process**, conducted by our executives, and approved by the Board within the context of our overarching governance framework and operating model.

Material matters are prioritised based on the **magnitude of the likelihood and effect** on our:

- Strategy;
- Governance,
- Outcomes and Trade-off's
- Performance or prospects.

# IR Benefits

- Beginning with the end in mind ....



# IR Benefits, cont.

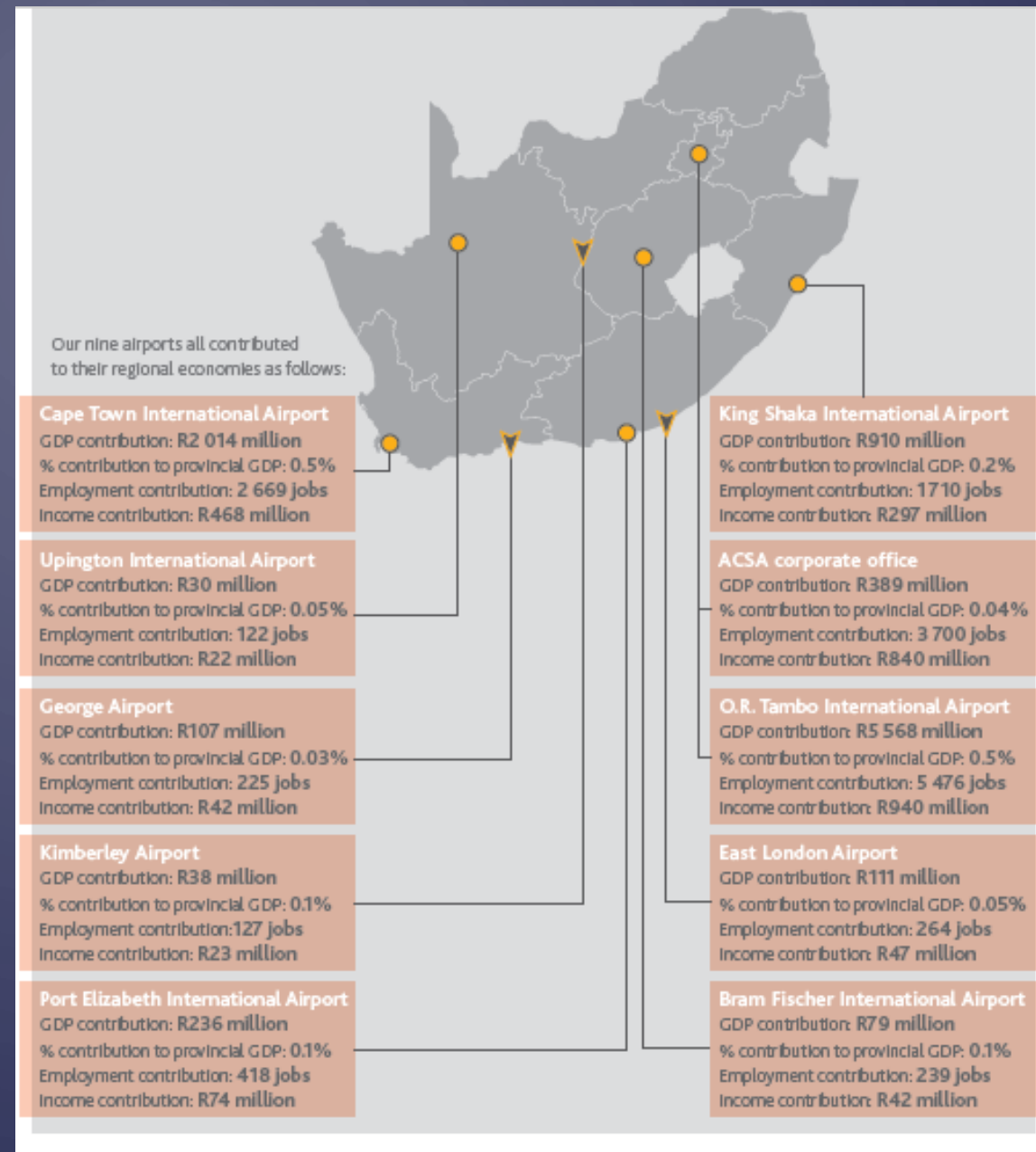
- Beginning with the end in mind ....;
- Manifests active integrated thinking;
- Value creation model review led to:
  - ❖ Focussed strategy sessions
  - ❖ Activation and implementation of a governance framework and operating model project
  - ❖ Cascading value creation through a Business Process Management project
  - ❖ Emphasis placed on outcomes and SDG's;
- Robust key performance indicators linked to short term incentives;
- Improving balanced reporting;
- Developed quarterly CEO integrated reports for board.

# IR Benefits Outcome - societal

FY 2017 – ACSA ...

- **GENERATED R9.5 BILLION** for South Africa's economy
- **SUPPORTED 14 950** direct and indirect jobs
- **SUPPORTED R2.8 BILLION** in income for its employees and those of its local suppliers

Source ACSA Economic Impact Study



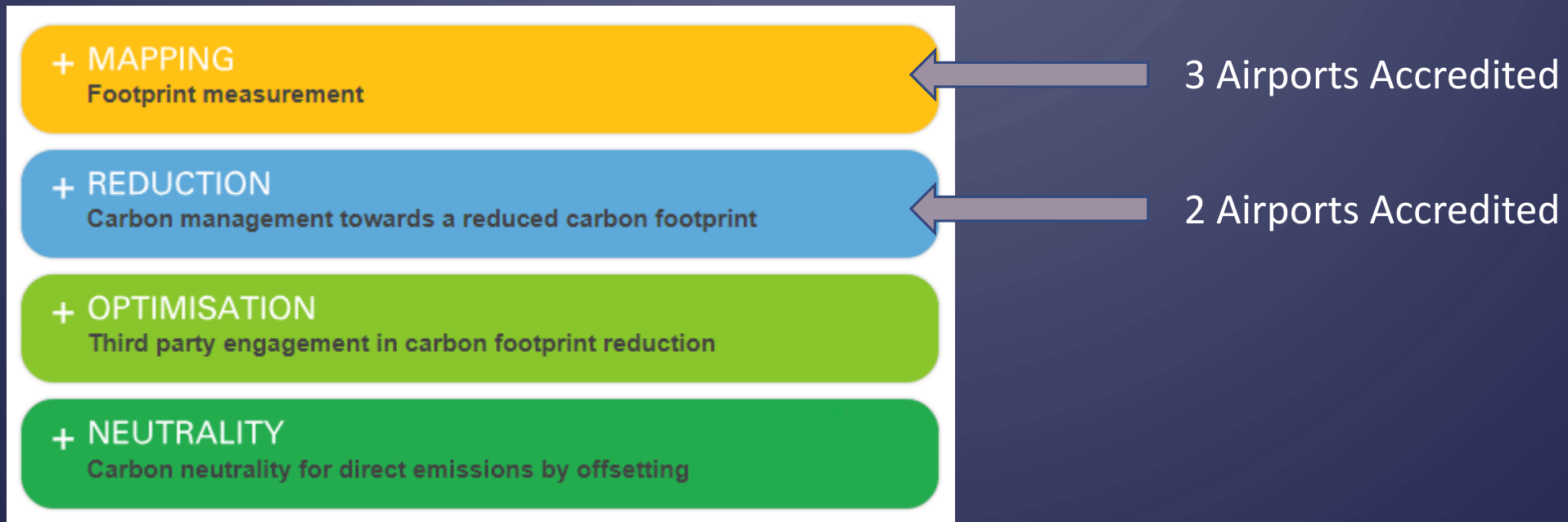


# IR Benefits

## Outcome environmental



### 4 Levels of Airport Carbon Accreditation



# IR Tips – Public Sector Organisation starting IR journey

First things first,

- Should the organisation not have resident <IR> skills to start an IR journey – they should consider securing the services of a reputable and experienced Integrated Reporting service provider to assist with introducing and developing Integrated Reporting;
- Develop and train Exco and other key personnel on <IR> framework;
- Agree which division/department will lead the Integrated Reporting Process;
- Agree on an <IR> implementation plan.