

HOW WE INTEGRATE

Airports Company South Africa SOC Ltd (the Company) owns and manages nine South African airports. The Company is involved in equity investments abroad and provides technical advisory and consultancy services to other airports globally. Our majority shareholder is the South African Government (74.6%). In line with the government's objectives, we focus on creating sustainable value that positively impacts our business, our people and society, and our environment over the short, medium and long term. We do this by managing the Company in an integrated manner. The diagram below illustrates how these processes inform our integrated thinking and our approach to reporting.

Appropriate governance controls and oversight are in place throughout the Company to ensure effective control, and a strong sense of ethics and legitimacy, which is reflected in good performance. Refer to [governance](#).



External focus

Through our **stakeholder engagement** process, we seek to understand the needs and concerns of our valued stakeholders.

Refer to [material matters](#).

Our commitment to stakeholders

To build purposeful and responsive relationships with our stakeholders to achieve agreed outcomes that support sustainable value creation.

The main concerns and focus areas raised during our stakeholder engagement processes were:

- Create value for shareholders
- Airport safety and security
- Understand passenger and partner needs
- Transformation
- Job creation
- Sound financial performance, governance and regulatory compliance

Through our business review process, we gain an understanding of changing global trends and how these impact our operating environment.

Refer to [business environment](#).

Internal focus

Our inward focus is on the risks and opportunities highlighted by our **enterprise risk management** system.

Refer to [integrated risk management](#).

- Regulatory environment
- Skills
- Transformation
- IT platform
- Funding

Holistic focus

Our holistic understanding of the challenges our Company faces and the opportunities available for improvement and growth enables us to respond to **material matters**.

Refer to [run airports](#).

- Economic regulation
- Technology and digitisation
- New growth opportunities
- Safety and security
- Access to and cost of funding
- Transformation

Our strategic proposition

Our **strategy** reflects our response plan in the short, medium and long term, by setting objectives and explaining how we aim to achieve them.

Refer to our [strategy map](#).

- Run airports
- Develop airports
- Grow airports

Our pledge to our customers

- To embed a culture of service excellence
- To build an efficient customer-focused business, while contributing to socio-economic development



We ensure that our **value creation model** utilises resources and relationships (our capitals) optimally and is structured to enable strategy execution and value creation.

Performance against strategy

To reflect on the extent to which we have succeeded in delivering against our strategy, we provide performance feedback in the following sections of our report:

- [Message from the Acting Chairman Executive Officer](#)
- [Message from the Chief Financial Officer](#)

In these chapters, we also provide an outlook for expected future performance.

Remuneration

We **remunerate** our people based on performance. This promotes the successful execution of our strategy.

Refer to [remuneration](#).

“Embedded in our strategy is our active contribution to the evolution of South Africa’s democracy and the empowerment of our country’s people.”

Deon Botha
Acting Chairman

Refer to [message](#).

