CITY OF CAPE TOWN
ISIXEKO SASEKAPA
STAD KAAPSTAD

ANNEXURE 28

CAPE TOWN INTERNATIONAL CONVENTION CENTRE (CTICC) (MUNICIPAL ENTITY)

BUSINESS PLAN

2026/27 BUDGET (JUNE 2026)

CAPE TOWN INTERNATIONAL CONVENTION CENTRE COMPANY (RF) SOC LIMITED

2026/27 BUSINESS PLAN

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Section 1: Highlights

The Cape Town International Convention Centre (CTICC) will focus on the following aspects of its operational performance to achieve the listed key performance indicator targets for the 2026/27 financial year:

1. Financial – R472.5 million revenue.
2. EBITDA – R92.9 million.
3. Achieving a clean audit report.
4. Sales and marketing – 375 events, including 38 international conferences.
5. Venue occupancy level of 42%.
6. Event delivery – 80% client satisfaction index (CSI).
7. 5-Star Tourism Grading Council rating.
8. Procurement – 80% of spend with B-BBEE suppliers.
9. Capital projects – 90% of projects for the year completed or committed.
10. Youth skills development – 35 student and 7 graduate placements.

Section 2: Executive Summary

2.1 Introduction

This one-year business plan should be read in conjunction with the CTICC's Five-Year Strategy (2023–2027), providing operational focus within a longer-term strategic vision.

For over two decades, the CTICC has built a strong global reputation as a leading venue for conferences, exhibitions, trade fairs and business events. Since opening its doors 22 years ago, the CTICC has not only hosted thousands of events but also contributed meaningfully to economic development and legacy-building in the events sector. Today, we stand not just as a venue, but as a symbol of resilience, ambition and forward-thinking leadership.

As we enter our third decade, the CTICC Board and Executive Team are actively reimagining our role in a dynamic global context – refining our mandate to ensure the CTICC remains agile, innovative and unmatched in the industry.

The world's volatility has strengthened our organisational resilience, inspiring a culture of adaptability and proactive thinking. These attributes define the CTICC's spirit: an energetic, people-first ethos where exceptional service transforms events into lasting experiences – fuelling economic activity in Cape Town, the Western Cape and South Africa as a whole.

Our **purpose**, **vision**, and **mission** articulate the CTICC's Why, What, and How:

- **Our Purpose (Why)** is to leave a legacy for future generations by accelerating economic opportunity, inclusion, creativity and innovation.
- **Our Vision (What)** is to be recognised as Africa's leading enabler of a smart, sustainable, and inclusive community driven by creativity, excellence and opportunity.
- **Our Mission (How)** is to activate a smart, integrated hub model that drives innovation, fosters collaboration and leverages location to create value for all stakeholders.

This commitment is reflected in our adaptable venue design and the globally benchmarked standards we uphold in quality, safety, sustainability and event delivery.

Looking ahead, the CTICC is evolving into a collaborative platform – moving beyond the traditional triple bottom line of *people, planet, and profit* to embrace partnership and peace. These additional imperatives align with the 17th United Nations Sustainable Development Goal (SDG): *Peace, Justice and Strong Institutions*. Through this expanded focus, the CTICC reinforces its position as a catalyst for economic and social impact – locally, regionally and globally.

Our initiatives, including the Youth in Action Expo and CTICC Cares, reflect a human-centred approach to development. Combined with our award-winning service and sustainability leadership, these programmes illustrate the CTICC's commitment to inclusive growth and long-term value creation.

As a state-owned entity, we are fully aligned with the City of Cape Town's Integrated Development Plan (IDP) and its catalytic investment sectors, as well as the Western Cape Government's Economic Growth Strategy. Our alignment ensures that the CTICC is not just a venue, but a strategic partner in regional development.

The future is bright: 54 events are already confirmed and contracted between January 2026 and July 2029 – many of which directly support and align with the catalytic sectors identified by both the City and the Province.

2.2 Core business strategy: Five-year business plan

The CTICC's five-year strategy remains firmly anchored in resilience and long-term sustainability. The lessons from the pandemic and subsequent global economic and geopolitical volatility have reinforced the importance of financial strength, operational agility and diversified revenue streams.

The CTICC is currently exploring opportunities in the fields of management consulting through leveraging its extensive knowledge, skills and expertise in finance, facilities management and operations.

This business plan continues the implementation of a resilience-driven strategy. This includes strengthening the forward book, expanding alternative revenue models, investing in technology and infrastructure, embedding environmental, social and governance (ESG) principles, enhancing cybersecurity, and maintaining strong liquidity and governance controls.

These strategic focus areas ensure that the CTICC remains adaptable, competitive and future fit in an evolving global events environment, while safeguarding its role as a catalyst for economic growth and job creation.

To ensure the CTICC remains profitable, each business unit will continue to operate under a structured implementation framework and five-year action plan. These tools align with the core business strategy and outline how key performance indicators (KPIs) will steer each unit's contribution to the organisation's long-term sustainability.

The core plans for each business unit are:

i. The sales team will secure the forward book and grow the repeat events segment annually by promoting multi-year deals to increase the CTICC's core business.
ii. The commercial team will continue to focus on increasing revenue and event numbers year-on-year through market segments with the greatest growth potential, such as government, regional and international non-governmental organisations.
iii. The marketing and communications teams will continue to build the brand's equity to ensure customer confidence. They will use data to develop content relevant to their key audiences for maximum and measurable impact.
iv. The revenue management team will focus on increasing the CTICC's average occupancy year-on-year through several tactics, such as revised pricing strategies and increasing long-term contracts with corporates.
v. The focus for the food and beverage team will be to grow the outside catering offering to increase revenues, manage the cost-effectiveness of the operation and maintain the International Organization for Standardization (ISO) 22000:2018 certification.
vi. The priority for facilities management and technical services is continued maintenance of the facility, while reducing and managing operational costs. It will also introduce new technologies through capital expenditure to ensure optimal building efficiency and self-sustainability.
vii. The finance team will ensure that the business sustains its sound financial governance and track record of unqualified audits with no findings into the future. At the same time,

the supply chain management (SCM) team will monitor and maintain the CTICC's fully integrated contract and demand management platform.

viii. The human capital (HC) department will ensure that the CTICC remains an employer of choice to attract, recruit and retain a diverse workforce that meets the organisation's needs.

ix. The information and communication technology (ICT) team will ensure that all technology deployed supports the business activities of the organisation and the needs of clients and visitors.

2.3 Upholding an ethical business culture

The CTICC is committed to building and upholding an ethical business culture. We have been aligned with the United Nations Global Compact (UNGC) for many years and adhere to the UNGC's Ten Principles, which focus on human rights, labour practice, environmental protection and anti-corruption measures. The CTICC is also making progress with its plans to positively impact the SDGs and meet the criteria for all 17 goals, either through our own efforts or by supporting the communities we serve.

Tangible and measurable environmental, social and governance (ESG) practices impact how the CTICC operates and its commitment to sustainability. The centre promotes social and environmental responsibility in the form of its Nurture Our World (NOW) mission. NOW is a multi-departmental group that monitors the social and environmental impact of the CTICC, alongside an equally strong commitment to rigorous and transparent governance.

In the last few years, the CTICC has reinforced its sustainability commitment, with business tourism and events as our focus, alongside our support of the Net Zero Carbon Events initiative, to which many of our clients and sector associations are already pledged.

The CTICC's reverse osmosis plant ensures that we can be water-independent and produce up to 200 000 litres of potable water per day. The CTICC also remains vigilant about waste reduction in general and minimising waste to landfill in particular. Our recycling efforts begin with eco-procurement, and we aim to work primarily with suppliers who offer reusable and recyclable products, where possible.

The impact of the CTICC's ESG initiatives shows positive results, and we will remain focused on innovation in these areas as a key business driver and strategic differentiator.

2.4 Reimagining our spaces and services

The CTICC is committed to innovation and is forward thinking in all aspects of its operations. We will keep finding new ways to build the business, support the community and create jobs using our highly flexible spaces.

To date, the CTICC has successfully hosted the Youth in Action Expo for its third consecutive year on 25 and 26 June 2025. This impactful event focuses on education, skills development and employment opportunities for young people. By convening corporates, non-governmental organisations (NGOs), government and training institutions under one roof, the Youth in Action Expo has created meaningful pathways for youth empowerment, while contributing to the Western Cape's economic and social development.

2.5 Strategic focus and facing the future head-on

The conventions industry continues to rapidly evolve, driven by technology, digital transformation, sustainability priorities and changing client expectations. To remain relevant and resilient, convention centres must anticipate these shifts and invest strategically in the areas that matter most – in people, infrastructure and systems.

At the CTICC, this focus underpins our approach to the future – and with a clear emphasis on adaptability, relevance and innovation. Our strategy includes:

- Investing in people and relationships
  - Strengthening connections with clients, stakeholders, suppliers and staff to foster collaboration, trust and consistent delivery of our values.
  - Recognising and rewarding excellence.
  - Adapting to changes in the workplace and client demographics.
  - Securing the future of our industry by developing talent through bursaries, skills programmes and succession planning.
- Enhancing the event calendar
  - Growing and retaining recurring national business.
  - Building a strong national footprint and creating regional opportunities across Africa.
  - Optimising promotional campaigns to enhance visibility and brand perception, maximise bookings, increase return on investment, support strategic growth and respond effectively to market trends.
- Integrating technology and systems
  - Upgrading network infrastructure, building management and venue automation systems.
  - Advancing digital transformation through e-procurement, contract management, artificial intelligence (AI)-driven surveillance systems and radio-frequency identification (RFID) solutions.
  - Maintaining robust cybersecurity measures.

These priorities allow the CTICC to take a forward-looking approach that integrates digital solutions with physical infrastructure, anticipates generational shifts among staff and customers, and adapts venue management to deliver more flexible and immersive experiences.

Convention centres are no longer just empty spaces awaiting events – they are economic catalysts that drive development, business exchange and job creation, enabling social dialogue and knowledge generation. By combining these imperatives with operational excellence, the CTICC strengthens its position as a catalyst for economic growth, innovation and social impact.

The CTICC continues to embrace its evolving role with confidence and purpose. Leveraging its people, infrastructure and strategy, the CTICC safeguards its relevance, drives growth and sustains its vibrant, innovative and unrivalled position in the global events sector, fully prepared to meet the unknown challenges of the future.

2.6 The CTICC's purpose, vision, mission and values

The CTICC's value is equivalent to its impact. It welcomes the future, anchored by its value proposition, which states that "the long-term sustainability of the CTICC will be in providing consistent quality services and being socially relevant, by intentionally facilitating, supporting or managing programmes, projects and activities that benefit society."

- **Purpose:** To accelerate economic prosperity, opportunity, inclusivity, creativity and innovation.
- **Vision:** To be respected as the enabler of Africa's smartest community of creativity, opportunity, sustainability and excellence.
- **Mission:** By establishing and activating an integrated 'smart' hub model that consistently and continuously unlocks innovation, collaboration, transformation and the power of location (Cape Town and Western Cape) to re-ignite opportunity and possibility for all stakeholders.
- **Values:** At the very core of the CTICC is a set of brand values that inform every aspect of the organisation. Passion, integrity, innovation, excellence, gratitude and caring are more than just words at the CTICC. They are the actions that guide the teams' motivation and drive business processes, ensuring that its people thrive and that the CTICC's clients and stakeholders benefit. The CTICC's values are as follows:
    - **Passion:** We live to go beyond.
    - **Integrity:** We are transparent in all our actions.
    - **Innovation:** We create magic that gives us the edge.
    - **Excellence:** We create superior experiences.
    - **Gratitude:** We are appreciative of the opportunities provided by the CTICC, the City of Cape Town and the country we live in.
    - **Caring:** We care for one another, our clients, our business, our building and our equipment.

Section 3: About the CTICC

3.1 Strategic alignment with the City of Cape Town's Integrated Development Plan and strategic economic sectors

The City of Cape Town and the Western Cape province work with several catalytic investment sectors that offer the best opportunities for growth and job creation. The CTICC seeks to align with these economic sectors, the City's 2023-2027 Integrated Development Plan (IDP) and the Western Cape's provincial investment promotion initiative (Wesgro).

In this context, the Western Cape's high-growth sectors have been identified as:

- Agri-processing.
- Blue economy.
- Business process outsourcing (BPO).
- Construction.
- Communication.
- Creative industries.
- Design.
- Education.
- Electricity.
- Energy.
- Engineering.
- Film.
- Financial services.
- Furniture.
- Green economy.
- Health.
- ICT.
- Infrastructure.
- Logistics.
- Marine.
- Oil and gas.
- Real estate.
- Renewables.
- Research.
- Tech economy.
- Tourism.
- Water.

The CTICC's alignment with the City's IDP is reflected in the following key objectives:

- Maximise economic impact and job creation through business events.
- Diversify the business to incorporate other revenue models.
- Maintain and enhance good corporate governance.
- Deliver good customer service and client experience.
- Advance human capital development and skills growth within the workforce.
- Continue to uphold its commitment to responsible corporate citizenship.

While challenging economic conditions continue to affect the broader operating environment, the events the CTICC has hosted have made a measurable contribution to these focus areas, supporting Cape Town's goals for inclusive, sustainable and resilient economic growth.

3.2 Contextual analysis

To enable the CTICC to grow sustainably, it has a set of strategies to guide it. These strategies ensure that the organisation maintains its solid financial foundation and prepares for the challenges ahead.

As part of the planning process, the organisation undertook a comprehensive political, economic, sociological, technological, legal and environmental (PESTLE) review, as well as a strength, weakness, opportunity and threat (SWOT) analysis.

3.3 Competitor analysis

A comprehensive review will be undertaken to assess the CTICC's internal performance and strategically position it within the broader meetings market for future planning purposes.

The evaluation will involve a thorough comparison of the CTICC to similar businesses, considering crucial variables, such as location, facilities, pricing and customer experience. This comparative analysis will span international, regional, national and local markets, providing valuable insights to inform strategic decision-making and enhance the CTICC's competitive edge in the evolving meetings industry landscape.

3.4 The CTICC segments

The following CTICC event segments remain relevant and strategically important to the organisation. However, certain macro-economic and industry-related market forces may affect specific segments differently. These include exchange rate volatility impacting international conferences, rising travel and accommodation costs influencing long-haul delegate attendance, shortened booking lead times affecting forecasting and revenue predictability, and increased competition from regional and international convention centres.

- International conferences.
- National conferences.
- Exhibitions (B2C).
- Trade fairs (B2B).
- Special events (sports, cultural and leisure events).
- Banquets.
- Film and photoshoots.
- Other events (e.g. one-day workshops, training seminars, examinations, graduations, product launches, breakfasts, annual general meetings and corporate roadshows).

3.5 External environment | PESTLE analysis

The macro-environment within which the CTICC operates consists of six sub-environments or variables: political, economic, social, technological, legal and environmental. These form the backbone of a PESTLE analysis and are constantly changing forces that affect the market and micro-environments. They also influence one another, resulting in a dynamic and continually changing business environment.

The macro-environment analysis ensures that the focus is on these constant changes in the sub-environments and their implications for the organisation.

Table 1: The results of the CTICC's PESTLE analysis

Political	Economic	Social
• Government stability and related changes. • Government passes legislation, which impacts the relationship between the company and its customers, suppliers and other stakeholders. • Governmental support – National Convention Bureau (subvention). • Riots and civil unrest against all spheres of government. • Political influence on events. • National and local government legislation, regulation and by-law changes regarding event management and safety, including compliance with the Safety at Sports and Recreational Events Act (SASREA), especially concerning large-scale gatherings. • Global political shifts and potential geopolitical instabilities may affect both national and international events.	• Increases in the Consumer Price Index (CPI), impacting the cost of living. • Above-inflation cost increases for essential commodities, services, fuel pricing and municipal services (utility costs): fuel will become an even more scarce commodity if the country experiences total electrical grid collapse. • High operating costs. • Fluctuating interest rates. • Unfavourable exchange rates. • The shift in customer behaviour. • Instability of energy supply. • Higher expenses related to cleaner energy. • Strain on public services. • Lack of transport infrastructure. • Competition from other convention centres.	• Changes in diet preferences and an increase in healthy food trends. • Growth in the unemployment rate. • High crime rate. • High rate of poverty. • Civil unrest due to the lack of service delivery. • Western Cape population growth threats. • Customer expectation of product quality. • Digital platforms used negatively (fake news). • Attractiveness of the Western Cape. • Cultural diversity. • Strong ethical governance and accountability aligned with King IV principles.

• Potential change in the shareholding of the CTICC, creating uncertainty among stakeholders. • Local government elections in 2026.		
Technological	**Legal**	**Environmental**
• Advancements in automation and self-service payment technologies. • Cybersecurity and threats. • Adapting to advancements in artificial intelligence (AI) and digital twin technology. • Rising costs of technology. • Feasibility of alternative power sources. • Addition of facial recognition cameras in strategic positions. • Energy-efficient technology. • Digital transformation by investing in infrastructure that supports virtual events.	• Adherence to the Protection of Personal Information Act (POPIA) and General Data Protection Regulation (GDPR). • Competition regulation. • Consumer protection legislation. • Adherence to the City of Cape Town by-laws and SASREA. • Environmental management system (ISO 14001:2015) through maintaining the South African Bureau of Standards (SABS) certification. • Compliance with procurement regulations in accordance with the Municipal Finance Management Act (MFMA).	• Promotion of the use of renewable energy sources. • Mitigation of carbon footprint. • Responsible waste management. • Climate change driving global water shortages and increasing extreme weather events. • Growing demand for green-certified venues and strengthened environmental, social and governance (ESG) requirements.

3.6 Trends impacting business events

The CTICC has reviewed several trends and considered how it can adapt its business and leverage them in the years ahead. These trends include:

- **Venues' increased focus on environmental and social sustainability:** Clients seek partners with measurable and impactful sustainable offerings and business operations. These practices will soon become standard. Although eco-friendly event practices and ‘going green’ have been on the table for a while, there has been a renewed focus on climate change, with ESG considerations now being a top priority.
- **The Internet of Things (IoT):** Recent forecasts suggest there will be around 21 billion IoT-connected devices by the end of 2025, with the total expected to roughly double to more than 40 billion by 2034. In addition to smartphones, smartwatches and smart

televisions, building management control and other ‘back-end’ devices are increasingly IoT-enabled. The enhanced monitoring and control features from these systems will produce efficiencies and improvements in the delivery of services to the event space. In the not-too-distant future, almost every electronic device will likely be ‘smart’ in some way.

- **Shorter booking lead times for events:** Clients had previously confirmed and booked their events at least five to nine months in advance of the start date, but as they require more flexibility in the location, venue and costs, bookings are now being confirmed within a week to three months of the start, for local and national events, and less than one year for international events. This reduction in the lead time for the booking of events is a global trend since Covid-19.
- **Growth in emerging markets and a more diverse audience:** Emerging markets in Asia and Africa have grown significantly over the last decade and are expected to continue this trajectory. Over a billion new middle-class consumers from countries like China, India and Indonesia will be added to the global pool of consumers.

3.7 CTICC internal environment

The CTICC is one of the leading convention centres in Africa and one of South Africa’s most iconic spaces, providing a platform for inspiration and transformation, where individuals, businesses and communities gather to share ideas.

As a significant knowledge hub, the CTICC attracts international events and delegates, which has helped establish Cape Town as Africa’s preferred business and leisure tourism destination.

Over the past 22 years, the CTICC has hosted almost 9 800 events, of which more than 800 have been international association conferences from a broad range of sectors.

Within walking distance of the CTICC are over 4 500 rooms, as well as over 16 000 hotel and guesthouse rooms in and around the city, offering a vast range of accommodation options for those visiting the convention centre and Cape Town.

The CTICC complex comprises two buildings, CTICC 1 and CTICC 2, connected by a Skybridge. The complex offers world-class venues for meetings, conferences, exhibitions, trade fairs, banquets, concerts, film and stage productions, as well as photo shoots.

At the CTICC, people can meet, collaborate, create and find solutions – leaving positive social, economic and environmental legacies.

What is key to the CTICC’s reputation as a world-leading venue is the wide range of services it offers. This includes, but is not limited to:

- Food and beverage services.
- Conference services.
- Security services and parking facilities.
- ICT.
- Sustainability services.
- Facilities management.

Together, these services are designed to offer clients a unique experience in an exceptional environment. We are passionate about improving how we do business so we can deliver excellent results for our shareholders and enhance the experiences of clients and guests. To this end, consistent service excellence across every facet of the business is critical to our success and reputation as a world-class convention venue.

In today's challenging economic climate, the pressure on businesses to do things differently is constant. Consumer demand has evolved and the CTICC has seen a trend towards a more discerning client. The CTICC needs to cater to this demand and meet those expectations to succeed. We have recognised that the only way we can achieve this is through a dedicated focus on innovation. As a result, we prioritise the application of creative thought and action to every aspect of our business.

Table 2: Services offered by the CTICC

Core	**Ancillary**
• Venue hire. • Food and beverage services. • Parking facilities.	• Audio-visual services. • Décor and entertainment services. • Stand-building services. • Client branding. • Sustainability (assisting clients to offset their carbon footprint).
Speciality	**Mandatory**
• Coffee on the Square. • Coffee on the Circle. • CTICC strategic events. • Off-site catering.	• Cleaning and hygiene services. • Perimeter security. • Electrical and plumbing services. • Waste management services. • ICT services. • Medical services. • Safety and security.

3.8 SWOT analysis

Awareness and monitoring of the environment and the factors that affect the business positively and negatively are vital in keeping the CTICC relevant. It also allows the business to maintain its scope and competitive edge.

To identify the most critical factors, the team conducted a SWOT analysis. The key findings are tabulated below.

Table 3: Results of the CTICC's SWOT analysis

Strengths	Weaknesses
• Voted Best African Events Destination, Best International Meetings, Incentives, Conferences and Exhibitions (MICE) Destination and Best Convention Centre in the 2025 Eventex Global Awards. • World-class, state-of-the-art building with 140 855 m² total capacity. • Accredited with multiple International Organization for Standardization (ISO) certifications, including Quality (9001:2015), Environmental (14001:2015), Food Safety (22000:2018) and Occupational Health and Safety (45001:2018). • Highly dedicated and skilled workforce. • CTICC owns its assets. • Sound financial management and governance, supported by internal and external audits and comprehensive risk mitigation planning. • Collaborative approach with key national, provincial and local governments. • ESG-conscious organisation. • Versatile venue space. • High-quality catering. • Reputable brand. • Strong forward book. • Protection of employees' rights. • Focus on staff development. • Strategic location, situated in the city centre on all major travel routes and close to tourist attractions. • Focus on inclusivity. • Customer centricity. • Clean audit. • Strong and experienced management team.	• Costs associated with technological advancements. • High operating and overhead costs. • Staff retention challenges, leading to loss of critical skills. • Limited technology integration. • Screening technology deficit. • Insider threat vulnerability. • Inter-departmental synergy.

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Opportunities	Threats
• Increased recognition and support from both public and private sectors, including government, highlighting the strategic value and economic impact of business events. • Growing government business. • Increased market share of international association meetings in Africa. • Growth of tech innovation in the Western Cape. • Exchange rate makes travel viable for international visitors. • Desirable destination*. • Sustainability leadership in terms of green events. • Collaboration with local stakeholders (e.g. DHL Stadium). • Leveraging memberships and associations. • The potential change in shareholding through the possible sale of the City's shares in the CTICC presents a few opportunities, such as attraction of strategic investments, improving agility and efficiencies and establishing a more flexible operational and capital structure that could enable the CTICC to diversify its revenue streams translating into increased economic growth and impact.	• Instability of energy supply. • Long-haul destination risks due to environmental factors/climate change. • Seasonality of the destination. • Long-term weakness of the rand and volatile exchange rates. • International perception of crime in South Africa. • Political unrest/instability. • High cost of travel to Cape Town in terms of flight and accommodation costs. • Poor or non-compliant submissions to tenders or RFQs. • Lack of supplier participation seen in low or no response to tenders. • Shortage of skilled labour due to increased demand for scarce skills. • Changes in consumer preference (e.g., more public catering than catered events). • Climate change affecting food supply and pricing. • Changes in event permit by-laws. • Global health issues as declared by the World Health Organization (WHO). • Increase of competing venues.

*https://www.capetown.travel/cape-town-is-the-greatest-city-on-earth/

CTICC

Section 4: Key Performance Indicators – for three years to 2028/29

The CTICC's performance is measured by the City of Cape Town against a set of key performance indicators (KPIs) that are reviewed annually. As a results-driven organisation, much emphasis is placed on the attainment of these targets – at an organisational, departmental and individual level of performance appraisals. This system of performance management is integral to achieving financial and non-financial targets.

#	CATEGORY	IDP Priority	Objective	Programme	INDICATOR	INDICATOR DEFINITION	AUDITED BASELINE 2023/24[1]	AUDITED ACTUALS 2024/25	TARGET 2025/26	TARGET 2026/27[2]	TARGET 2027/28	TARGET 2028/29
1	International events	Economic Growth	1. Increased jobs and investment within the Cape Town economy	1.3 Inclusive economic development and growth	International events hosted (Number)	The indicator measures the total number of international events hosted at the CTICC. International Events are defined as an event where the majority of the delegates are from outside of South Africa, the minimum amount of delegates attending should be no less than 40 and the duration should be at least 2 days (1 night) within the city.	43	63	41	38	40	40
	Total events hosted	Economic Growth	1. Increased jobs and investment within the Cape Town economy	1.3 Inclusive economic development and growth	Total events hosted (Number)	The indicator measures the total number of events hosted at the CTICC.	368	330	N/A	N/A	N/A	N/A

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#	CATEGORY	IDP Priority	Objective	Programme	INDICATOR	INDICATOR DEFINITION	AUDITED BASELINE 2023/24[1]	AUDITED ACTUALS 2024/25	TARGET 2025/26	TARGET 2026/27[2]	TARGET 2027/28	TARGET 2028/29
	Venue occupancy level	Economic Growth	1. Increased jobs and investment within the Cape Town economy	1.3 Inclusive economic development and growth	Average occupancy level (%)	The indicator measures the average occupancy level over the period of events hosted in the halls and meeting rooms at the CTICC over the period.	N/A	N/A	41%	42%	43%	43%
2	Human Capital Development	Economic Growth	1. Increased jobs and investment within the Cape Town economy	1.3 Inclusive economic development and growth	Annual total salary cost spent on training of permanent and temporary staff (%)	The indicator measures the percentage Annual total salary cost spent on training of permanent and temporary staff.	8.7%	11.8%	6%	6%	6%	6%
3	Customer Centricity and Service Excellence	Economic Growth	1. Increased jobs and investment within the Cape Town economy	1.1 Ease of doing business	Minimum aggregate score for all CTICC internal departments and external suppliers (%)	Customer centricity and service excellence is measured independently on the level of service offered by the CTICC to our external clients and recorded as a percentage.	84%	82%	80%	80%	80%	80%

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#	CATEGORY	IDP Priority	Objective	Programme	INDICATOR	INDICATOR DEFINITION	AUDITED BASELINE 2023/24[1]	AUDITED ACTUALS 2024/25	TARGET 2025/26	TARGET 2026/27[2]	TARGET 2027/28	TARGET 2028/29
4	Supply Chain Procurement from B-BBEE Suppliers	Economic Growth	1. Increased jobs and investment within the Cape Town economy	1.3 Inclusive economic development and growth	B-BBEE spend (%)	The indicator measures the percentage expenditure with B-BBEE suppliers measured ito the B-BBEE Act. B-BBEE Suppliers are defined as those suppliers that have a valid B-BBEE rating certificate or an affidavit in the case of EME and QSE suppliers.	89%	93%	80%	80%	80%	80%
5	Tertiary student Programme: Contribution to Youth Employment and Skills Development	Economic Growth	1. Increased jobs and investment within the Cape Town economy	1.3 Inclusive economic development and growth	Tertiary students employed (Number)	The indicator measures the number of tertiary students employed at the CTICC in the FY.[3]	40	42	40	35	35	35
6	Graduate Programme: Contribution to Youth Employment and Skills Development	Economic Growth	1. Increased jobs and investment within the Cape Town economy	1.3 Inclusive economic development and growth	Graduates employed (Number)	The indicator measures the number of graduates employed at the CTICC in the financial year.	8	9	7	7	7	7

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#	CATEGORY	IDP Priority	Objective	Programme	INDICATOR	INDICATOR DEFINITION	AUDITED BASELINE 2023/24[1]	AUDITED ACTUALS 2024/25	TARGET 2025/26	TARGET 2026/27[2]	TARGET 2027/28	TARGET 2028/29
7	Number of people from the employment equity target groups employed in the three highest levels of management in compliance with the **municipal entity's** approved employment equity plan	A Capable and collaborative City Government	Capable and collaborative City Government	16.2 Modernised and Adaptive Governance	Employees from the EE designated groups in the three highest levels of management (%)	The indicator measures the percentage of people from employment equity target groups employed in the three highest levels of management, in compliance with the municipal entity's approved EE plan. Level 1 – Executive directors. Level 2 – Senior Managers. Level 3 – Managers.	83%	81.3%	80%	80%	80%	80%
8	Quality Offering	A Capable and collaborative City Government	16. Capable and collaborative City Government	16.1 Operational Sustainability	Maintain five-star tourism grading through effective management of maintenance quality service delivery.	The indicator measures the standard of the CTICC as a world-class venue. Defined as 5-Star Grading by South African Tourism.	5 Star grading achieved	5 Star grading achieved	Achieve 5 Star Tourism Grading Council Rating	Achieve 5 Star Tourism Grading Council Rating	Achieve 5 Star Tourism Grading Council Rating	Achieve 5 Star Tourism Grading Council Rating

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#	CATEGORY	IDP Priority	Objective	Programme	INDICATOR	INDICATOR DEFINITION	AUDITED BASELINE 2023/24[1]	AUDITED ACTUALS 2024/25	TARGET 2025/26	TARGET 2026/27[2]	TARGET 2027/28	TARGET 2028/29
9	**Budget**											
	Operating Profit [4]	A Capable and collaborative City Government	16. Capable and collaborative City Government	16.1 Operational Sustainability	Achievement of annual budgeted Operating Profit[4] (%)	This indicator measures the operating profit achieved. Operating Profit is defined as earnings before interest, taxation, depreciation and amortisation (EBITDA).	276%	174%	100%	100%	100%	100%
	Capital Projects	A Capable and collaborative City Government	16. Capable and collaborative City Government	16.1 Operational Sustainability	Total number of capital projects for the year completed or committed (%)	The indicator measures the percentage of the total number of capital projects completed or committed for the financial year.	98%	100%	90%	90%	90%	90%
10	**Governance**											
	External Audit Report	A Capable and collaborative City Government	16. Capable and collaborative City Government	16.1 Operational Sustainability	Opinion of the Auditor General	The indicator measures good governance and accounting practices and will be evaluated and considered by the Auditor-General in determining his opinion. An unqualified audit opinion is where the	Clean Audit Report Achieved	Clean Audit Report Achieved	Clean Audit Report	Clean Audit Report	Clean Audit Report	Clean Audit Report

CTICC

#	CATEGORY	IDP Priority	Objective	Programme	INDICATOR	INDICATOR DEFINITION	AUDITED BASELINE 2023/24[1]	AUDITED ACTUALS 2024/25	TARGET 2025/26	TARGET 2026/27[2]	TARGET 2027/28	TARGET 2028/29
						auditor, having completed the audit, has no reservation as to the fairness of presentation of financial statements and their conformity with general recognised accounting practice. This is referred to as a 'clean audit'. Alternatively, the auditor would issue a qualified audit opinion either in whole or in part over the financial statements if these have not been prepared in accordance with general recognised accounting practice, or the auditor could not audit one or more areas of the financial statements.						

CTICC

#	CATEGORY	IDP Priority	Objective	Programme	INDICATOR	INDICATOR DEFINITION	AUDITED BASELINE 2023/24[1]	AUDITED ACTUALS 2024/25	TARGET 2025/26	TARGET 2026/27[2]	TARGET 2027/28	TARGET 2028/29
11	**Financial Ratios**											
	Net Debtors to Annual Income (ND)	A Capable and collaborative City Government	16. Capable and collaborative City Government	16.1 Operational Sustainability	Net Debtors to annual income (NKPI)	Net current debtors are a measurement of the net amounts due to the municipal entity that are realistically expected to be recovered. Net Debtors is defined as gross debtors less impairments and refunds.	4.2%	0.6%	3%	3%	3%	3%
	Net Debtors to Annual Income (ND)	A Capable and collaborative City Government	16. Capable and collaborative City Government	16.1 Operational Sustainability	Net Debtors to annual income (NKPI)	Net current debtors are a measurement of the net amounts due to the municipal entity that are realistically expected to be recovered. Net Debtors is defined as gross debtors less impairments and refunds.	4.2%	0.6%	3%	3%	3%	3%

[1]	The baseline figures currently reflect the audited actual achievement as at 30 June 2024.
[2]	The targets are draft and will be presented to the CTICC Board for approval in March 2026.
[3]	The employment of students are only on a temporary basis, based on business requirements and the CTICC's capacity to manage the student portfolio, additional opportunities could become available on an ad-hoc basis during the year.
[4]	Operating profit/(loss) is defined as earnings before interest, taxation, depreciation and amortisation (EBITDA).

Section 5: Sales, Marketing and Communications

5.1 Sales

5.1.1 Sales objectives

The primary objective of the sales division is to enhance the CTICC's competitive position in South Africa and Africa by attracting associations, exhibitions, conferences, as well as corporate and government events. Additionally, this objective extends to the global long-haul market, which will be achieved by effectively securing bids for both international and regional association conferences, as well as corporate meetings.

Key focus areas include:

- Building and maintaining strong client relationships.
- Actively targeting new clients through focused sales activities.
- Generating leads within the Western Cape Province and the City of Cape Town's catalytic investment sectors and beyond.
- Acquiring and growing business in all market segments.
- Implementing a clearly defined retention and acquisition strategy.
- Developing new and alternative revenue streams.
- Driving revenue streams through effective business-mix management.
- Increasing CTICC market share locally, regionally and internationally.
- Partner with local academic institutions to capitalise on brand equity, industry expertise and promote lead generation and bid opportunities.

5.1.2 Strategic events objectives

The focus on strategic events includes the following:

- Close the 'low season' gaps in business.
- Position the CTICC as a multi-purpose venue capable of hosting more lifestyle, cultural and sporting events.
- Strengthen the CTICC's role as a knowledge and innovation hub.
- Attract new event markets to grow the CTICC's appeal.
- Add additional revenue streams.

5.1.3 Sales trends

- Customer acquisition through sales calls and in-market activities.
- Customer retention through value-based selling.
- Automation of the customer journey through interactions that take place between sales and a prospect throughout the sales cycle.
- Implementation of an overall sales performance analysis.
- Analysis of customer feedback.
- Explore innovative ways of achieving sales targets outside of the traditional trade shows like IBTM and IMEX.

5.1.4 Sales tactics

- Continue to identify key and partner accounts through the client retention process.
- Target regional and international associations as per the City's catalytic economic development sectors.
- Support sponsorship deals for sports and lifestyle events to position the CTICC as a more appealing brand.
- Continually manage client relationships to grow client loyalty.
- Review packages and promotions to keep up with competitor and market trends.
- Partner with academic institutions to create brand awareness and bidding opportunities.

5.2 Customer Service

The Commercial Department serves as a central support function within the organisation, working closely with sales, events, operations and facility management teams to ensure that every client and delegate experiences world-class service throughout their CTICC journey.

The department acts as the first line of engagement for client queries, service requests and issue resolution, ensuring that every interaction reflects the CTICC's brand promise of excellence, professionalism and responsiveness.

5.2.1 Customer service objectives

- Align the customer service unit with the CTICC's organisational values and service-delivery vision.
- Ensure all client and delegate interactions are managed professionally, consistently and within agreed turnaround times.
- Strengthen communication channels between clients, event executives, sales, operations, revenue and support services to minimise service gaps.
- Improve customer satisfaction and post-event evaluation scores across all business segments.
- Embed a client-centred approach that enhances loyalty, repeat business and positive reputational impact.
- Implement technology-driven systems for tracking, resolving and analysing client queries and service requests.
- Support event delivery teams with timely, accurate information that enables smooth operational execution.
- Ensure compliance with City governance requirements, CTICC policies and service-level standards.

5.2.2 Customer service trends

- Increased client expectations for real-time communication and faster turnaround times.
- Higher demand for personalised service and proactive issue resolution during events.
- Growing use of digital communication channels (WhatsApp, app-based messaging and online portals).

- A shift toward data-driven insights to measure satisfaction, identify pain points and improve service delivery.
- Greater emphasis on integrated systems that provide a single view of the client journey, from sales to event close-out.
- Increased scrutiny of service levels, particularly from international event organisers and corporate clients.

5.2.3 Customer service tactics

- Implement a structured service request and escalation process aligned to the CTICC's service level agreement (SLA) standards.
- Strengthen collaboration across the sales, events, operations, ICT and revenue divisions to ensure service consistency at every stage of the customer journey.
- Use customer feedback data and survey insights to identify service gaps, improve processes and inform training needs.
- Enhance the customer relationship management (CRM)/ticketing system to track queries, response times and resolution rates more effectively.
- Introduce proactive communication touchpoints before, during and after events to anticipate needs and resolve emerging issues early.
- Develop a training and development programme focused on communication, problem-solving and service excellence.
- Improve client handover processes between the sales division and event executives to ensure expectations are aligned and clearly documented.
- Leverage real-time data dashboards (e.g., query volumes, response times and satisfaction scores) to guide decision-making and resource allocation.
- Ensure strict adherence to CTICC policies, City governance frameworks and audit requirements in all interactions and documentation.

5.3 Marketing and Communications

In the 2026/27 financial year, the CTICC will drive sustainable growth and stakeholder trust through an integrated marketing and communications plan. This plan combines business development and reputation management to attract and retain events, highlight brand purpose, and deepen engagement with clients, employees, media and the wider community.

The following objectives, tactics and trends outline the key priorities for delivering measurable impact across all channels.

5.3.1 Marketing and communication objectives

- **Grow and retain business:** Secure events across all segments and deepen client loyalty through personalised, data-driven engagement.
- **Elevate brand leadership:** Position the CTICC as a premier, purpose-driven venue through strategic partnerships, media visibility and thought leadership.
- **Strengthen stakeholder trust:** Deliver transparent, timely and consistent communications that showcase sustainability and community impact.
- **Enhance internal alignment:** Engage staff through clear, inspiring communication that embeds the CTICC's purpose and brand values.

- **Safeguard reputation:** Ensure readiness for issues or crises with robust reputation and risk communication protocols.

5.3.2 Marketing and communication tactics

- **Integrated campaigns:** Launch coordinated marketing and public relations (PR) campaigns across digital, print and experiential channels to drive bookings and brand awareness.
- **Smart digital tools:** Use artificial intelligence (AI)-driven analytics for audience targeting, website optimisation and social media content scheduling.
- **Dynamic content creation:** Produce high-impact short videos, stories and press releases highlighting the CTICC's offerings and Nurture Our World (NOW) initiatives.
- **Stakeholder dialogue and feedback:** Run surveys, forums and community engagements to strengthen relationships and inform decision-making.
- **Crisis reputation management:** Maintain a rapid-response communication framework and provide regular staff training to protect brand credibility.

5.3.3 Marketing and communication trends

- Hyper-personalisation: Tailoring content and offers to individual preferences to deepen client loyalty.
- **AI-powered engagement:** Leveraging smart technology for predictive marketing and real-time audience insights.
- **Authentic sustainability storytelling:** Using transparent impact narratives to build trust and brand affinity.
- **Short form and interactive media:** Emphasising reels, live streams and immersive content to boost digital reach.
- **Data privacy and consent focus:** Meeting rising expectations for responsible data use and regulatory compliance.

Section 6: Revenue Management

6.1 Revenue Management

Revenue management strengthens the CTICC's financial sustainability and market competitiveness through strategic pricing, effective rate optimisation and diversified revenue-stream management.

In the 2026/27 financial year, this division will work in close partnership with the sales, events, conference and exhibition services teams to deliver a balanced business mix aligned with client needs and the City's governance requirements.

By embedding robust benchmarking practices and business-mix planning, the division will drive both short-term objectives and long-term growth, ensuring the CTICC remains a leading player in the global business tourism market.

A key enabler will be the use of technology – from revenue management systems to data-driven insights – to enhance decision-making, optimise processes and achieve measurable outcomes. The following objectives, tactics and initiatives outline the key priorities for maximising revenue opportunities and supporting organisational strategy.

6.1.1 Revenue management objectives

- Align the commercial team to external market conditions and client needs to ensure agility and relevance.
- Maintain competitive and relevant pricing strategies that respond to market dynamics and client expectations.
- Drive revenue streams through effective business-mix management and strategic pricing.
- Develop new and alternative revenue streams to strengthen long-term financial sustainability.
- Increase the CTICC market share locally, regionally and internationally.
- Implement a clearly defined client retention and acquisition plan to secure repeat business and attract new opportunities.
- Strengthen the contract management processes to ensure efficiency, compliance and risk mitigation.

6.1.2 Revenue management trends

- A faster sector recovery rate than forecasted in Cape Town.
- Pricing in the marketplace has reflected growth.
- An increase in future events and shorter lead times for bookings.
- Growth in emerging markets and a generally more diverse audience.
- Greater scrutiny of general terms and conditions before signing of contracts.

6.1.3 Revenue management tactics

- Adapt the CTICC's rate philosophy in line with demand, supply and market trends.
- Secure events for all business segments with a clearly defined retention, acquisition and base business plan.
- Increase occupancies year-on-year through the maximisation of space utilisation and acquiring the right business.
- Leverage real-time data dashboards to monitor occupancies and revenues and inform decision-making.
- Ensure the contract management process is managed effectively and aligned to audit requirements.

Section 7: Event Delivery

7.1 Event Management

The event management division is integral to the delivery of events, as it ensures that clients have a seamless experience from initial enquiry to event feedback. This is facilitated by the CTICC's customer relationship management (CRM) system, which allows it to optimise efficiencies and coordinate events of any size with detailed itineraries.

7.1.1 Event management objectives

- Manage events successfully.
- Upsell CTICC contracted services.
- Streamline systems and internal processes to enhance the client experience.

7.1.2 Event management trends

- Eco-friendly and sustainable events.
- Shorter lead times for bookings.
- Focus on cost saving and efficiencies.
- Experiential events are more in demand.
- Live streaming to attract additional attendees.
- Increased use of technology at events.

7.1.3 Event management tactics

- Improve the client/visitor/delegate experience and client satisfaction index (CSI) through client care initiatives.
- Promote the usage of the CTICC's preferred contracted suppliers.
- Improve communication to enhance client experience.

7.2 Conference and Exhibition Services

The conference and exhibition services division is responsible for providing a turnkey solution to all clients by establishing partnerships with key event-related suppliers. These suppliers can offer services to all conference and exhibition organisers. Services range from audio-visual and electrical connections to plumbing, safety and security, cleaning and décor, as well as entertainment services.

The unit plays a key role in reducing the exhibition organiser's carbon footprint by arranging various upcycling initiatives. The unit is also tasked with meeting and exceeding the budgets set.

7.2.1 Conference and exhibition services objectives

- Increase revenue by ensuring all clients are advised of the CTICC's offerings.
- Improve relationships with the City's events department by streamlining the event application process.
- Increase environmental awareness to provide more sustainable events.

7.2.2 Conference and exhibition services trends

- Focus on health and safety throughout the event life cycle.
- Increased demand for sustainable exhibition stands.
- Increased demand for multi-sensory experiences.
- Increased demand for more open plan 'un-booth' stand designs.

7.2.3 Conference and exhibition services tactics

- Promote sustainable events by highlighting the importance of reducing waste to landfill through waste management.
- Promote the use of preferred suppliers.
- Upsell all services.
- Monitor food and beverage items brought in by exhibitors.

7.3 Facilities Management

The facilities management division strives to uphold the building's five-star rating standards by implementing preventative, corrective and predictive maintenance and replacing end-of-life equipment with newer, more efficient technologies. This will improve the customer experience and keep the business sustainable.

7.3.1 Facilities management objectives

- Refurbish and upgrade assets (plant, equipment and building) that have reached the end of their life.
- Gather data from plant and equipment to improve on preventative and predictive maintenance to minimise reactive maintenance.
- Prioritise environmental, social and governance (ESG) principles in facilities management planning and processes.

7.3.2 Facilities management trends

These are the main facilities management trends, according to the International Facility Management Association (IFMA):

- The use of the Internet of Things (IoT) to monitor temperature and lighting levels, as well as allow heating, ventilation and air-conditioning (HVAC) and electrical systems to adjust automatically for optimal efficiency.

- An increase in predictive maintenance, driven by IoT, including sensors that can keep track of equipment performance and supply data to improve decision making.
- Data-driven management to provide value-added input in business processes.
- Sustainability focus, as seen in the industry drive to Net Zero Carbon Events, signalling that more ways of being environmentally sustainable will have to be implemented.

7.3.3 Facilities management tactics

- Ensure regular preventative maintenance is done to increase the lifespan of equipment and minimise downtime that can affect the core business.
- Invest capital expenditure in newer and more efficient technologies by upgrading end-of-life plant and equipment.
- Implement technology to monitor and capture data on plant and equipment failures, as well as energy consumption.
- Implement renewable energy options, such as solar energy systems, and investigate the possibility of wheeling energy.
- Maintain the CTICC's International Organization for Standardization (ISO) 9001, 14001, 22000 and 45001 certifications.

7.4 Parking and Logistics

The parking and logistics division manages the overall traffic flow into the CTICC to ensure large events are covered in terms of overflow parking facilities, shuttle services and road closures, where and when required. The division also manages event logistics during build-up and breakdown, while maximising revenues from internal and external events.

7.4.1 Parking and logistics objectives

- Increase revenue.
- Ensure efficient and simple load-in and load-out processes in the marshalling yards.
- Train full-time and temporary staff.
- Improve customer experience by providing clear signage, ample lighting and easy access to parking facilities, as well as ensuring that parking facilities are clean, safe, and well maintained.
- Enhance security by installing more cameras in P1 to ensure the safety of vehicles and individuals.

7.4.2 Parking and logistics trends

- **Using IoT to facilitate car parking:** Drivers can see in real time, through an app service or a website, the availability of parking spaces.
- **Tap and go to make parking and logistic transactions more efficient and secure:** Fast and secure contactless parking through the use of mobile payments, radio-frequency identification (RFID) and other contactless payment methods.
- **Installation of electric vehicle charging stations in the parking facilities:** To encourage the use of electric vehicles and reduce carbon emissions.

Smart parking to optimise the use of parking spaces: Harnessing modern technology, such as sensors and real-time data analytics, to make parking easier and more efficient and improve the customer experience.

7.4.3 Parking and logistics tactics

- Increase parking revenue by introducing specials and packages to the public during low-demand periods.
- Promote CTICC parking as the first choice for City of Cape Town events.
- Build storage cages for external suppliers to stow their equipment.
- Encourage space rental for storage containers.
- Streamline the event build-up and breakdown processes by implementing a scheduling process.
- Use the off-site marshalling yard consistently to ensure that event contractors are familiar with the process, which eliminates frustrations during big events.
- Continuously train staff to ensure consistent service delivery.

7.5 Information and Communication Technology (ICT)

The information and communication technology (ICT) division supports the business by providing services to both internal and external clients, the latter being a revenue generator for the CTICC. Maintaining the operational functionality of the vast range of ICT systems and platforms is a core function of the unit.

7.5.1 ICT objectives

- Deliver services that assist business operations and event-hosting activities.
- Advance and refine technical systems in support of robust governance frameworks.
- Expand the digital technology suite to support operations and digital wayfinding.
- Consistently advance and refine cybersecurity protections.
- Enhance ICT asset management and implement active tracking.

7.5.2 ICT trends

- Artificial intelligence (AI), agentic AI, generative AI and automation of decision making by AI agents.
- Sustainable and green ICT.
- Pre-emptive cybersecurity.
- Physical AI / Edge Intelligence.
- Post-quantum cryptography and its cybersecurity implications.

7.5.3 ICT tactics

- Review, plan and implement changes, as identified in the ICT risk register.

- Enhance cybersecurity by improving systems, performing regular vulnerability scans and penetration tests, and streamlining remediation.
- Enhance the IT network architecture to minimise service disruptions through improved fault tolerance and redundancy.
- Invest in the ICT elements of the building management system (BMS) to enhance unified monitoring, proactive maintenance and effective environmental management.
- Expand the digital signage network to currently unserved areas and venues.

7.6 Safety and Security

The safety and security of people and property are essential to the safe execution of events hosted. The necessary quality, environmental and safety management systems must be maintained at every level to retain the CTICC's ISO certifications and ensure full legislative compliance, as required by the Safety at Sports and Recreational Events Act and Regulations (SASREA).

To this end, we remain committed to maintaining our safety and security management systems to ensure continued suitability, adequacy and effectiveness, as well as compliance with related legal and regulatory requirements.

7.6.1 Safety and security objectives

- Continuously review the suitability, adequacy and effectiveness of safety and security related processes, procedures and protocols.
- Ensure key personnel are equipped with the necessary skills and knowledge required to fulfil roles and responsibilities related to the safety and security functions.
- Ensure the ISO certifications the organisation subscribes to are upheld (i.e., ISO 9001, ISO 14001, ISO 22000 and ISO 45001).
- Ensure safety and security requirements pertaining to the events planning and execution phases are adhered to.
- Ensure that safety and security resources are adequate (e.g., fire systems, surveillance and access control devices and equipment).

7.6.2 Safety and security trends

- Autonomous AI-based facial recognition within convention centres to enhance security proficiency.
- AI-based closed-circuit television (CCTV) tracking of persons of interest within convention centres.
- Tamper-proof non-transferable accreditations.
- Enhanced app-based meeting room access control.
- Ability to determine venue occupation numbers by means of smart accreditation.

7.6.3 Safety and security tactics

- Conduct ongoing assessments with relevant stakeholders to evaluate compliance with safety and security-related processes, procedures, and protocols.
- Regularly review the current training matrix and identify additional training needs.
- Ensure annual management reviews of safety, health, environment and quality (SHEQ) management systems and surveillance audits by certification body.
- Ensure permits are obtained for all events that require medical, safety and security plans.
- Check organisers' files to ensure legal requirements, such as SASREA and City of Cape Town by-laws, are met.
- Ensure ongoing technical assessment, testing and maintenance of fire system, as well as access control and surveillance systems.

7.7 Food and Beverage

The food and beverage division plays a pivotal role in delivering world-class hospitality services that enhance the overall event experience for our diverse clientele. With a strong commitment to innovation, quality and sustainability, this division ensures that every event is complemented by exceptional culinary offerings.

Our focus for the upcoming year will be on optimising operational efficiency, expanding menu options to cater to emerging trends and enhancing guest satisfaction through superior service delivery.

7.7.1 Food and beverage objectives

- Generate and achieve set targeted revenues, while maintaining budgeted food and beverage costs.
- Achieve service excellence and maintain customer centricity.
- Improve the food and beverage offering and maintain high standards for public catering.
- Ensure that inventory and asset management are conducted accurately.
- Maintain the ISO 22000 certification.
- Uphold sustainability objectives.

7.7.2 Food and beverage trends

- **Ancient grains and healthy food options:** The resurgence of ancient grains and the rise of plant-based and meat alternatives are driving healthier and more sustainable dining choices.
- **The use of more mushrooms:** Mushrooms are gaining popularity as a versatile food alternative, with certain species frequently used as substitutes for meat.
- **New dairy alternatives:** Alternative milks are proliferating on the shelves, with potato milk being one of the new additions to the market.

- **Emphasis on organic and local:** The use of organic and locally sourced products, including fair trade and sustainable seafood, is being prioritised for ethical and environmental reasons.
- **Creative beverages:** Unique and individually curated beverages, featuring old-world flavours, or local flavours like rooibos, honeybush or fynbos, to add an element of creativity.
- **Coffee substitutes:** New variations of popular coffee drinks have emerged in the market, offering unique and innovative alternatives to traditional options.
- **Sustainable practices:** Sustainable water sources and a reduction in single-use plastic are becoming more critical considerations.
- **Convenience-focused products:** Pre-packed items and convenience-focused food and beverage products are gaining prominence.
- **Technology and innovation**: Mobile apps and digital solutions are streamlining food service, making ordering and pick-up quicker and more efficient, particularly for stand catering.
- **Automation:** Robotic coffee kiosks and vending machines serving hot food items are becoming more accessible.

7.7.3 Food and beverage tactics

- Continue to engage and negotiate food prices with suppliers to meet revenue targets and reduce costs.
- Increase training programmes for staff to maintain high standards of professionalism.
- Consistently re-evaluate the public catering menu offering to keep abreast of emerging food and beverage trends that are show-specific.
- Continue with our asset verification team on the process of capturing inventory management data to ensure accuracy and efficiency.
- Maintain the ISO 22000 certification through regular audits and adherence to food safety standards.
- Drive the use of in-house bottled water and implement sustainable and reusable water cups for dispensers.
- Ensure all food and beverage packaging is bio-degradable and food waste separation is implemented consistently by working with all staff to ensure that they are trained and informed of our objectives.

Section 8: Sustainability

8.1 Sustainability

The CTICC builds on its strong sustainability foundations, advancing environmental, social and governance (ESG) leadership through integrated reporting, transparent performance measurements and meaningful on-the-ground action.

Our approach goes beyond regulatory compliance – it is rooted in creating lasting social value, strengthening community partnerships and continually reducing our environmental footprint.

Aligned with the United Nations Global Compact (UNGC) principles, committed to the Net Zero Carbon Events pledge and guided by the United Nations Sustainable Development Goals (SDGs), the CTICC remains focused on building a low-carbon, socially inclusive and future-fit business. This integrated approach ensures that sustainability is embedded across our operations, governance, decision-making and stakeholder relationships.

8.2 Social and environmental objectives

- Deepen ESG integration by enhancing data quality and transparency in the integrated report, aligned with UNGC principles and the 17 SDGs.
- Amplify social impact through programmes that drive youth development, local enterprise support and community upliftment.
- Maintain the International Organization for Standardization (ISO) 14001 certification and continually raise operational standards for energy, water and waste efficiency.
- Advance circular-economy practices, such as reuse, recycling and upcycling, across events and facilities.
- Support Net Zero commitments by targeting year-on-year reductions in Scope 1, 2 and 3 carbon emissions and exploring renewable energy solutions.

8.3 Social and environmental sustainability trends

- Growing emphasis on integrated ESG reporting that links financial, social and environmental value creation.
- Rising expectations for venues to deliver tangible community and socio-economic benefits alongside environmental responsibility.
- Increased use of sensor technology and the Internet of Things (IoT) to optimise energy, water and waste management.
- Expansion of sustainable procurement and circular-economy models in the events sector.
- Heightened focus on credible, science-based performance data to demonstrate continuous improvement.

8.4 Social and environmental tactics

- Strengthen ESG disclosure and stakeholder engagement through enhanced integrated reporting and transparent year-on-year performance tracking.
- Scale community and supplier development initiatives, focusing on youth skills, local sourcing and inclusive economic growth.
- Extend circular-economy and waste-diversion practices, including food-waste separation and material upcycling with event organisers.
- Invest in technology-driven efficiency, such as smart meters, IoT systems and air-cooled heating, ventilation and air-conditioning (HVAC) upgrades to reduce resource use.
- Maintain ISO 14001 certification through continuous monitoring, internal audits and external verification, while setting progressive new targets for carbon emissions reduction.

Section 9: Supply Chain Management

9.1 Supply chain management

The core function of the supply chain management (SCM) division is to ensure that the correct products and services are procured to meet client and operational needs in a manner that is cost-effective, fair, equitable, transparent, competitive and in line with prevailing legislation.

SCM plays a pivotal role, working in tandem with the business units, to ensure proper planning, market analysis and development of the correct specifications for the procurement of goods and services.

9.2 Supply chain management objectives

- Optimise the CTICC's processes from demand to acquisition, ensuring cost-effectiveness, compliance with legislation, transparent bidding and value maximisation for the CTICC and its clients.
- Promote accountability through performance management, transparency and fairness via clear documentation, reporting, effective use of resources and compliance with CTICC policies.
- Maintain efficient distribution processes and timely delivery through sustainable sourcing, enhancing the CTICC's service delivery while reducing disruptions for its clients.
- Promote transformation and empowerment by supporting local, SMME, women-owned, youth-owned and other designated groups in line with national economic objectives.

9.3 Supply chain management trends

- Increase in sustainable and ethical practices in SCM, including sourcing from environmentally responsible suppliers, supporting local businesses and promoting fair labour practices.
- Growth in green procurement initiatives aimed at reducing the environmental footprint of operations, aligning with broader sustainability and environmental, social and governance (ESG) goals.
- Digital transformation in adopting new technologies, platforms and data analytics to optimise supply chain processes.
- Digital technologies enhance transparency, automate workflows and improve contract management and decision-making, leading to a more efficient and accountable supply chain.
- Digitalisation also contributes to reducing legislative red tape through streamlined and automated procedures.
- Improved resilience and risk management by focusing on diversifying supplier bases, adopting contingency plans and using predictive analytics to anticipate and mitigate supply chain disruptions. This trend ensures uninterrupted service delivery even in the

face of unforeseen challenges. By enhancing supply chain resilience, organisations can also reduce the impact of regulatory hurdles during emergencies.

9.4 Supply chain management tactics

- Adopt digital procurement systems for end-to-end efficiency, improving requisition to payment, online bidding and automated approvals, as well as increasing transparency, reducing paperwork and speeding up decision making.
- Cultivate supplier relationships through engagement, evaluation and feedback that ensures quality, timeliness and risk reduction, as well as sustainable and ethical sourcing.
- Improving demand forecasting and market analysis to better anticipate needs and reduce emergency or reactive procurement.

Section 10: Human Capital

10.1 Human Capital

The Human Capital (HC) Department is a business partner to the organisation, assisting with the formulation and implementation of people strategies that support the overall business objectives.

The overall goal of the department is to drive and support the workforce through training and development, recruitment, selection and retention of staff, as well as promote a focus on holistic employee wellness. We believe that nurturing our people contributes to the organisation's growth and success.

10.2 Human Capital objectives

- Create a work culture that embodies the values of the CTICC.
- Train and develop all staff in line with the Culture, Art, Tourism, Hospitality and Sport Sector Education and Training Authority (CATHSSETA) sector skills plan.
- Retain staff by ensuring the CTICC remains an employer of choice.
- Retain top talent by fostering an engaging, inclusive and supportive work environment that offers competitive remuneration, career growth opportunities, ongoing learning and development and recognition, thereby ensuring high employee satisfaction and long-term organisational commitment.
- Maximise the impact of the CATHSSETA-funded learnership programme.
- Promote employee well-being through regular wellness days.
- Ensure compliance with legal requirements, particularly the Protection of Personal Information Act (POPIA).
- Strengthen the organisation's resilience against cyber threats through training.
- Achieve organisational goals by efficiently planning and executing all HC operations.
- Ensuring compliance with Employment Equity alignment and sectoral targets.
- Strengthen leadership pipeline through targeted leadership development programmes at all levels.
- Attract suitably qualified talent and actively promote the inclusion of people with disabilities through accessible recruitment practices and inclusive workplace policies.
- Implement a robust succession plan for EXCO, MANCO and leadership to ensure business continuity and reduce operational and strategic risks, including identifying critical roles, assessing internal talent and developing future leaders to minimise reliance on key individuals.

10.3 Human Capital trends

- Continued focus on diversity, equity and inclusion initiatives.
- Growing importance of sustainability and corporate social responsibility in HC practices.
- Enhanced focus on creating a strong employer brand to attract and retain top talent.
- Increasing need for data-driven HC decision making and analytics.

- Rising importance of employee well-being and mental health support in the workplace.
- Increased focus on employee upskilling and reskilling to meet evolving business needs.
- Integration of artificial intelligence (AI) and automation in HC processes.
- Increase focus on internal mobility and career pathing.

10.4 Human Capital tactics

10.4.1 Strategic workforce planning

- Implement succession planning for key positions to ensure business continuity.
- Conduct regular skills gap analyses to inform training and recruitment strategies.

10.4.2 Employee development and retention

- Enhance the CATHSSETA-funded learnership and work-integrated learning programmes by increasing participation and expanding skill areas.
- Refine the star performer programme to recognise excellence across all departments.
- Strengthen the long service programme with additional milestones and rewards.
- Continue supporting the matric programme, tracking progress and celebrating achievements.
- Develop targeted retention strategies for critical roles and high-potential employees. Enhance the bursary programme to create a learning culture within the CTICC.

10.4.3 Learning and development

- Implement a comprehensive digital learning platform to support continuous skill development.
- Conduct cybersecurity and AI awareness, as well as POPIA compliance training for all employees.
- Establish mentorship and coaching programmes to support career growth.
- Develop cross-functional training programmes to enhance organisational agility.
- Implement a middle management development programme.
- Strengthen labour law compliance through regular policy refreshers and manager training.
- Raise awareness of workplace harassment prevention through comprehensive training.
- In collaboration with the information and communication technology (ICT) department, implement digital literacy programmes to ensure all employees can effectively use AI, including digital tools within compliance.

10.4.4 Performance management and rewards

- Align individual and team key performance indicators (KPIs) with the CTICC's five-year strategic objectives.

- Implement a continuous feedback system to complement annual performance reviews.
- Review and update the remuneration structure to ensure competitiveness.

10.4.5 Employee wellness and engagement

- Conduct regular employee engagement surveys and act on feedback.
- Regularly communicate the availability and benefits of employee assistance programme (EAP) services through newsletters, wellness days and internal campaigns.
- Encourage employees to seek support early for personal or work-related issues to prevent escalation.
- Foster a supportive work environment that prioritises physical and mental health through targeted wellness initiatives.

10.4.6 Diversity, equity and inclusion

- Enhance diversity by ensuring under-represented groups are included across all occupational levels of the organisation.
- Implement mandatory training programmes to raise awareness and build skills in unconscious bias, cultural competence and inclusive leadership.
- Review and revise policies to eliminate biases and ensure equal access to development, promotions and resources.

10.4.7 Talent acquisition

- Implement inclusive and fair recruitment practices, focusing on eliminating unconscious bias during the selection process, to ensure equal opportunities for all candidates.
- Establish partnerships with educational institutions and Youth Employment Services (YES) to create talent pipelines.
- Build and maintain a continuous pipeline of qualified candidates for current and future hiring needs, particularly for critical and hard-to-fill roles.

10.4.8 Compliance and risk management

- Conduct regular POPIA, ethics awareness and disability awareness refresher training.
- Implement a cybersecurity awareness programme.
- Ensure all HC policies and procedures align with current legislation.
- Conduct HC policy workshop refreshers.

Section 11: Governance

The CTICC Board of Directors ('the Board') subscribes to the principles of King Code of Corporate Governance, focusing on ethical leadership, sustainability and stakeholder inclusivity. The Board prioritises high standards of financial and operational management, accountability and transparency, ensuring the company is managed responsibly within defined risk parameters.

The Board directs and governs the business, determining strategic direction and establishing policies. Board meetings are held at least quarterly to review performance against targets.

The Board, assisted by its committees, focuses on ethical culture and governance, risk management and combined assurance, information technology governance, stakeholder engagement and inclusivity, as well as compliance with laws, regulations and industry standards.

The CTICC acknowledges that the King V Code is effective from January 2026. In preparation for the rollout of King V, the company will identify gaps and develop an action plan to address these ahead of company implementation, ensuring a smooth transition.

11.1 The company secretariat

The company secretariat ensures the effective administration of board and shareholder matters, promoting good corporate governance. This includes facilitating thorough induction for new board members, providing board members with comprehensive reports for informed decision-making and supporting the Board in maintaining a balanced and representative composition.

11.2 Ethical business culture and governance

The CTICC is committed to upholding an ethical business culture, subscribing to the United Nations Global Compact (UNGC) and adhering to its ten guiding principles. The company is also committed to the 17 United Nations Sustainable Development Goals (SDGs).

The Board ensures governance structures cultivate good governance outcomes, including ethical culture, performance, effective controls, legitimacy and sustainability.

The Board, assisted by the Nominations and Governance Committee, the Social and Ethics Committee and the Audit Committee, ensures that ethics-related policies align with prevailing laws, regulations, codes and industry standards.

Section 12: Finance

12.1 Financial projections

Description	Actual 2024/25	Adjustment budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
Revenues	**477 809 181**	**446 708 345**	**472 478 106**	**499 582 694**	**528 307 332**
Venue hire	226 188 493	208 050 751	221 997 997	234 945 645	248 628 755
Food and beverage	177 835 707	165 580 823	178 287 031	188 092 818	198 437 923
Parking and other income	73 784 981	73 076 771	72 193 078	76 544 231	81 240 654
Less: Direct Costs	**100 963 397**	**93 722 905**	**97 199 621**	**103 697 050**	**109 443 873**
Cost of sales	61 942 772	58 272 600	62 358 090	66 921 342	70 625 960
Other direct costs	39 020 625	35 450 305	34 841 531	36 775 708	38 817 913
Gross profit	**376 845 784**	**352 985 440**	**375 278 485**	**395 885 644**	**418 863 459**
Less: Indirect costs	**254 767 670**	**265 621 082**	**282 404 429**	**297 335 625**	**313 484 516**
Personnel and management	112 673 791	120 195 138	127 256 268	133 242 402	139 507 844
Building costs	107 419 067	108 351 465	117 365 061	124 655 880	132 888 343
Marketing and other indirect costs	34 674 812	37 074 478	37 783 100	39 437 344	41 088 329
EBITDA	**122 078 114**	**87 364 358**	**92 874 056**	**98 550 019**	**105 378 943**
Interest received	20 674 042	21 544 048	19 335 512	20 215 278	21 478 733
Less: depreciation and amortisation	48 230 833	53 190 020	52 444 684	58 711 857	59 836 823
Add: Impairment reversal	100 567 451	16 822 935	21 187 168	-	-
Net profit before taxation	**195 088 774**	**72 541 321**	**80 952 052**	**60 053 440**	**67 020 853**
Taxation	(55 280 160)	(19 586 245)	(22 059 434)	(16 214 502)	(18 095 712)
Net profit after taxation	**139 808 614**	**52 955 076**	**58 892 618**	**43 838 938**	**48 925 141**
Dividend paid	(3 270 375)	(4 590 000)	-	-	-
Net profit after taxation	**136 538 239**	**48 365 076**	**58 892 618**	**43 838 938**	**48 925 141**

12.2 Financial position

Budget 2024/25 to 2028/29

	Actual 2024/25	Adjustment budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
Assets					
Non–current assets	**950 832 118**	**968 310 156**	**974 965 901**	**960 831 387**	**946 806 797**
Property, plant and equipment	651 855 872	691 911 460	723 617 944	728 689 237	735 751 664
Service-in-kind benefit	193 314 180	190 322 875	187 331 570	184 340 265	181 348 960
Deferred taxation	105 662 066	86 075 821	64 016 387	47 801 885	29 706 173
Current assets	**288 880 718**	**270 226 512**	**322 319 273**	**385 297 973**	**452 442 555**
Inventories	2 761 639	2 996 378	3 132 204	3 364 927	3 506 254
Trade and other receivables	8 597 143	9 937 268	11 354 702	18 734 351	20 339 832
Service-in-kind benefit	2 991 305	2 991 305	2 991 305	2 991 305	2 991 305
Current tax receivable	725 831	3 200 000	2 765 916	1 125 300	1 243 500
Cash and cash equivalents	273 804 800	251 101 561	302 075 146	359 082 090	424 361 664
Total assets	**1 239 712 836**	**1 238 536 668**	**1 297 285 174**	**1 346 129 360**	**1 399 249 352**
Net assets and liabilities					
Net assets	**1 128 263 924**	**1 125 629 000**	**1 184 521 618**	**1 228 360 556**	**1 277 285 696**
Contribution from owners	1 328 427 701	1 277 427 701	1 277 427 701	1 277 427 701	1 277 427 701
Accumulated deficit	(200 163 777)	(151 798 701)	(92 906 083)	(49 067 145)	(142 005)
Non-current liabilities	**371 356**	**83 056**	**314 604**	**585 925**	**650 839**
Operating lease liability	371 356	83 056	314 604	585 925	650 839
Current liabilities	**111 077 556**	**112 824 612**	**112 448 952**	**117 182 879**	**121 312 817**
Client deposits	36 927 823	42 466 996	44 972 549	46 816 424	48 923 163
Trade and other payables	64 392 400	60 735 684	57 286 627	59 692 665	61 208 859
Provisions	9 757 333	9 621 931	10 189 776	10 673 790	11 180 795
Total net assets and liabilities	**1 239 712 836**	**1 238 536 668**	**1 297 285 174**	**1 346 129 360**	**1 399 249 352**

CTICC

12.3 Cash flow statement

Budget 2024/25 – 2028/29

	Actual 2024/25	Adjustment budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
Cash flow from operating activities	**171 512 998**	**109 309 433**	**113 937 585**	**120 790 094**	**132 178 824**
Cash receipts from customers	489 861 480	448 719 202	474 731 370	495 829 685	530 145 075
Cash paid to suppliers and employees	(333 926 446)	(358 345 419)	(380 563 381)	(396 895 485)	(419 326 783)
Suppliers	*(229 867 355)*	*(259 550 236)*	*(276 159 178)*	*(287 532 082)*	*(304 768 619)*
Employee costs	*(104 059 091)*	*(98 795 183)*	*(104 404 203)*	*(109 363 402)*	*(114 558 164)*
Cash generated from operations	**155 935 034**	**90 373 784**	**94 167 989**	**98 934 200**	**110 818 292**
Finance income (net)	20 021 175	21 544 048	19 335 512	20 215 278	21 478 733
Taxation refund/(paid)	(4 443 211)	(2 608 398)	434 084	1 640 616	(118 200)
Cash flow from investing activities	**(46 538 788)**	**(76 422 673)**	**(62 964 000)**	**(63 783 150)**	**(66 899 250)**
Acquisition of property, plant and equipment	(46 538 788)	(76 422 673)	(62 964 000)	(63 783 150)	(66 899 250)
Cash flow from financing activities	**(3 270 375)**	**(55 590 000)**	**-**	**-**	**-**
Share buy-back	-	(51 000 000)	-	-	-
Dividends paid	(3 270 375)	(4 590 000)	-	-	-
Decrease in cash and cash equivalents	**121 703 835**	**(22 703 240)**	**50 973 585**	**57 006 944**	**65 279 574**
Cash and cash equivalents at the beginning of the year	152 100 965	273 804 800	251 101 561	302 075 146	359 082 090
Cash and cash equivalents at the end of the year	**273 804 800**	**251 101 561**	**302 075 146**	**359 082 090**	**424 361 664**
Cash generated from operations					
Profit before taxation	190 391 746	72 541 321	80 952 053	60 053 439	67 020 852
Adjustments for:					
Depreciation and amortisation	48 230 831	53 190 020	52 444 684	58 711 857	59 836 823
Impairment reversal	(100 567 451)	(16 822 935)	(21 187 168)	-	-
Finance income (net)	(20 658 321)	(21 544 048)	(19 335 512)	(20 215 278)	(21 478 733)
Loss on disposal of PPE	(73 900)	-	-	-	-
Service-in-kind benefit	3 013 126	2 991 305	2 991 305	2 991 305	2 991 305
Lease straight-lining	(114 989)	(288 300)	231 548	271 321	64 914

Decrease in provisions	1 922 795	(135 402)	567 845	484 014	507 005
Increase in provision for impairment of trade receivables	(355 266)	-	120 000	120 000	120 000
Movements in working capital	34 146 463	441 822	(2 616 765)	(3 482 459)	1 756 125
Increase/Decrease in inventories	*(55 978)*	*(234 739)*	*(135 826)*	*(232 723)*	*(141 327)*
Decrease/(Increase) in receivables	*21 755 093*	*(1 340 125)*	*(1 537 434)*	*(7 499 649)*	*(1 725 481)*
Increase/(Decrease) in payable	*12 447 348*	*2 016 687*	*(943 505)*	*4 249 913*	*3 622 933*

12.4 Capital expenditure

Capital Expenditure Budget 2024/25 – 2028/29

Category and description	Actual 2024/25	Adjustment budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
Building enhancements	27 119 556	38 727 736	30 160 000	39 700 000	36 520 000
IT and electronic infrastructure	11 395 683	28 570 000	22 875 000	26 115 000	21 420 000
Kitchen enhancements	4 098 691	3 485 000	3 630 000	2 250 000	4 550 000
Catering furniture and equipment	4 312 785	12 285 387	8 250 000	4 265 000	6 300 000
Total Capex budget	**46 926 715**	**83 068 123**	**64 915 000**	**72 330 000**	**68 790 000**

12.5 Contracts longer than three years

The contracts listed below are identified as contracts longer than three years but five years following the Municipal Finance Management Act (MFMA) Section 33 process.

- Provision of ISO 22000:2018 internal audits, kitchen hygiene and microbiological food testing services.
- Provision of short-term cash management.
- Provision of short-term insurance brokers services.
- Provision of external quality assurance review.
- Provision of internal audit services.
- Provision of banking services.
- Provision of laundry services.
- Provision of professional company secretarial services and administrative support to the CTICC.