# INVESTMENT BRIEF | USD 13 BILLION | 12-YEAR / 20-YEAR PHASED OPTIONS







**CALL FOR LEAD INVESTOR(S) AND CAPITAL PARTNERS** → **A USD 13 BILLION MULTI-ASSET INFRASTRUCTURE OPPORTUNITY** → **SOUTH AFRICA'S FASTEST-GROWING COASTAL ECONOMIC CORRIDOR**

**THE CAPE WEST COAST GROWTH CORRIDOR | WESTERN CAPE, SOUTH AFRICA** → **Transportation | Aviation | Logistics | Real Estate | Economic Development** → **SALDHANA BAY INTERNATIONAL AIRPORT**

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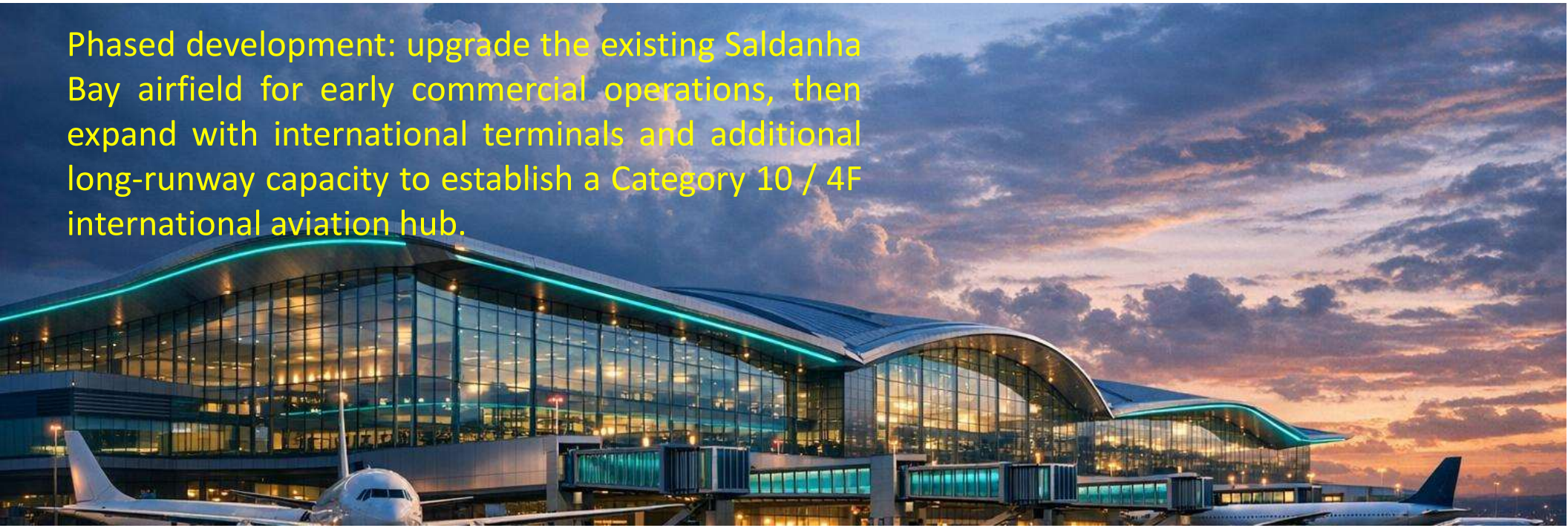
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# SALDANHA BAY INTERNATIONAL AIRPORT

## DEVELOPMENT OF AN ICAO RFF CATEGORY 10 / 4F INTERNATIONAL HUB

## MASTER PLAN OVERVIEW

**12-YEAR / 20-YEAR PHASED OPTIONS | ICAO RFF CATEGORY 10 / 4F INTERNATIONAL HUB**




| 4 | 4 | RFF Cat 10 | 12 yrs / 20 yrs |
|---|---|---|---|
| Terminal Buildings | Runways (1 extended + 3 new) | ICAO Classification 4F | Development Timeline Options |

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# INVESTMENT HIGHLIGHTS – SALDHANA BAY INTERNATIONAL AIRPORT

| PROGRAMME | PROPOSITION |
|---|---|
| **LOCATION** | SALDHANA BAY, WESTERN CAPE PROVINCE, SOUTH AFRICA |
| **LONG-TERM DEVELOPMENT PROGRAMME** | **USD 13 BILLION - 12-YEAR / 20-YEAR PHASED PROGRAMME** |
| **IMMEDIATE INVESTMENT FOCUS** | **AIRPORT DEVELOPMENT - USD 3.5BN (PHASE 1)** |
| **ASSET** | transformation of existing saldanha airfield into an international airport |
| **ULTIMATE DELIVERY** | multi-terminal, multi-runway airport targeting ICAO RFF category 10 / code 4F |
| **DEVELOPMENT MODEL** | phased airport + logistics + commercial / aerotropolis |
| **PHASE 1 HORIZON** | years 1–3 |
| **ULTIMATE AIRPORT CONCEPT** | 4 terminals / 4 runways / ICAO RFF category 10 / code 4F |
| **PHASE 1 TRAFFIC AMBITION** | 5.51m passengers and 540,000 freight tonnes by year 3 |
| **YEAR 5 TRAFFIC AMBITION** | 6.14m passengers and 600,000 freight tonnes |
| **YEAR 5 REVENUE** | USD 424M |
| **YEAR 5 EBITDA** | USD 204M |
| **INDICATIVE PAYBACK** | 12Y: 8–12 years / 20Y: 9–13 years depending on financing & traffic realization. |
| **ECONOMIC IMPACT** | 633,000 employments (484K direct construction & 149K indirect employments) |

**A phased airport infrastructure opportunity positioned to support the long-term development of Saldanha Bay and the wider West Coast economic corridor of South Africa.**

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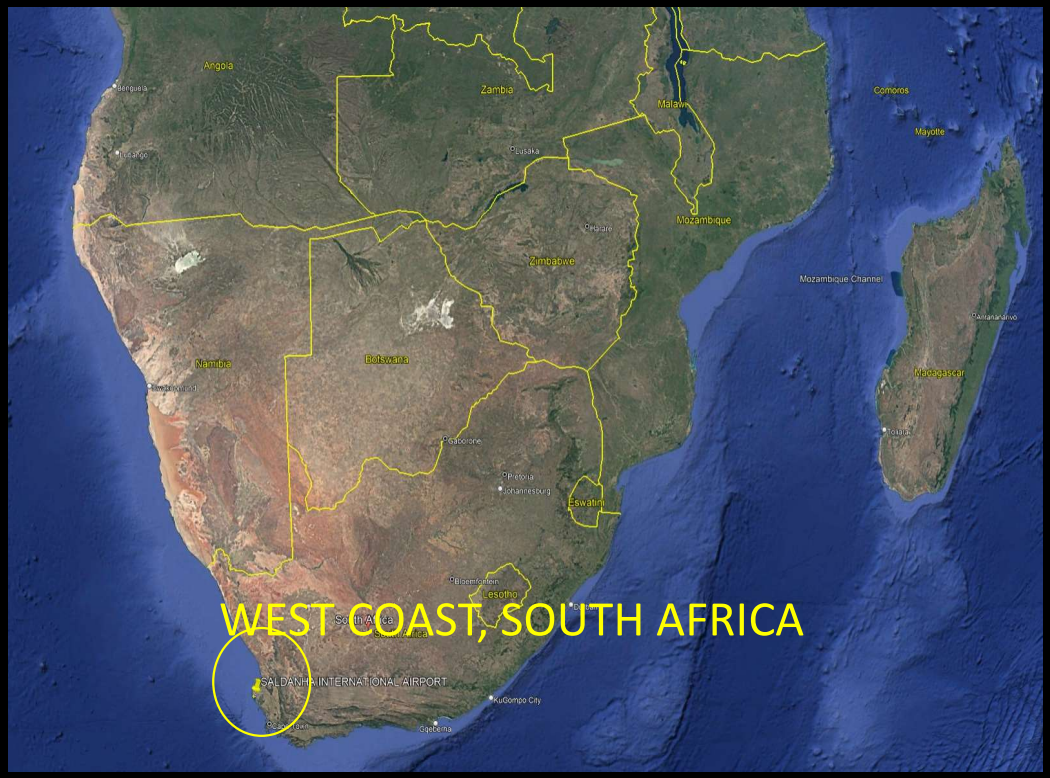
# SALDHANA BAY INTERNATIONAL AIRPORT

LATITUDE: 32°57'24.16"S
LONGITUDE: 17°58'18.12"E












# MASTER PLAN
## SYNOPSIS

The following key drivers underpin the rationale for the Saldanha Bay International Airport proposal:

Cape Town as a metropolitan centre has nearly exhausted its available land for further development; CTIA and the Cape Town harbour have reached a decisive threshold in terms of expansion capacity; Accelerating commercial and residential growth extending northward towards Langebaan and St Helena Bay is creating increasing demand for regional connectivity and supporting infrastructure.

**The Cape West Coast Peninsula is projected to evolve into an increasingly important metropolitan and economic hub, requiring its own regional and international aviation infrastructure.**

The proposed Saldanha Bay International Airport (SBIA) would transform the existing Saldanha airfield through a phased expansion from regional commercial operations into an ICAO RFF Category 10 / 4F international airport, serving passenger, freight and logistics demand and acting as a catalyst for wider West Coast development.

Master Plan - Development of a 4F international aviation hub with ICAO RFF Category 10 rescue and firefighting capability, capable of accommodating the largest wide-body aircraft and supporting high-volume international passenger and cargo operations.

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# EXECUTIVE INVESTMENT
## SUMMARY

The Saldanha Bay International Airport (SBIA) is conceived as a phased transformation of the existing Saldanha airfield into a modern commercial airport serving passenger aviation, air freight, logistics and wider economic development across the West Coast.

The development programme envisages USD 13 billion of investment over 12 years (Option 1) or 20 years (Option 2) and is structured around phased development, with Phase 1 intended to establish the airport platform, initiate commercial operations and create the basis for subsequent expansion.

**Phase 1** is currently described as requiring **USD 3.5 billion**. The planned works include runway expansion, a new passenger terminal, taxiways and apron infrastructure, airfield rescue and firefighting capability, fuel and navigation infrastructure, and the commencement of domestic and limited international services.

The longer-term masterplan envisages the phased development of additional runways, international passenger terminals, air-cargo and logistics facilities, together with hotels, commercial property and other aviation-related infrastructure. Beyond its core aviation function, the airport will serve as a broader economic catalyst, supporting the development and expansion of SEZs, distribution and logistics centres, hospitality and tourism, retail and commercial precincts, healthcare and education facilities, residential communities and other complementary economic activities.

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# SALDANHA BAY: A MULTI-BILLION-RAND EMERGING INVESTMENT & INFRASTRUCTURE HUB

Saldanha Bay is developing within a substantial and increasingly diversified public–private investment ecosystem spanning port infrastructure, industrial manufacturing, green hydrogen, sustainable fuels, logistics and maritime services.

Recent developments include the USD 3 billion Phelan Green electro-Sustainable Aviation Fuel project, with its first USD 1 billion phase approved for implementation and equity committed, alongside significant public infrastructure investment associated with the Port of Saldanha. The Western Cape Government is also supporting the continued development of Freeport Saldanha as a strategic green-hydrogen, oil & gas, maritime and manufacturing hub.

The broader investment pipeline includes additional large-scale renewable-energy, green-hydrogen and green-ammonia projects, including projects valued at USD +17 billion. In parallel, new private-sector manufacturing investment is already being realised within Freeport Saldanha.

Against this background, the proposed airport is positioned as enabling infrastructure within an emerging regional investment ecosystem, providing additional air connectivity for industrial, commercial, tourism, executive and air-freight activity. The airport is therefore not dependent solely on the development of the airport itself; its potential demand base is supported by the broader expansion of Saldanha Bay as an industrial, logistics, energy and tourism node.

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## REGIONAL CONTEXT

STRATEGIC POSITION ON SOUTH AFRICA'S WEST COAST

### Tourism Gateway

Gateway to the West Coast National Park, Langebaan Lagoon, and the Cape West Coast biosphere.

### Growth Corridor

Saldanha Bay IDZ (Industrial Development Zone) driving regional economic expansion and job creation.

### Underserved Market

No major commercial international airport currently serves the West Coast region at the scale contemplated by this proposal, creating significant unmet demand and an opportunity for SBIA to become the region's principal passenger and air-freight gateway.



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## SUMMARY

**USD 13B**
**Total Investment**
Over 12 years

**4 Terminals**
**Full Build-Out**
International hub

**4 Runways**
**Additional Capacity**
Category 10 capable

- Transform the existing Saldanha Bay Municipal Airfield (FASD) into a modern ICAO RFF Category 10 / 4F international airport with 4 terminal buildings and 3 additional runways
- Phase 1A extends the existing ~1,400m runway to 2,800m an ICAO RFF Category 6 / 4C, enabling immediate commercial jet operations including medium-body aircraft
- Strong ROI potential through diversified revenue streams: passenger, freight, and non-aeronautical income
- Strategic location leverages Saldanha Bay's deep-water port, tourism potential, and West Coast growth corridor

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## STRATEGIC ADVANTAGES

### Global Connectivity
Direct links to major African and international destinations

### Industrial Synergies
Saldanha Bay IDZ and port complex drive freight demand

### Tourism Potential
West Coast tourism growing at 8-12% annually

### Freight Hub
Logistics corridor between port and inland markets

### Non-Aero Revenue
Hotels, logistics parks, retail, and commercial zones

### Investment Returns
Diversified income streams with long-term growth

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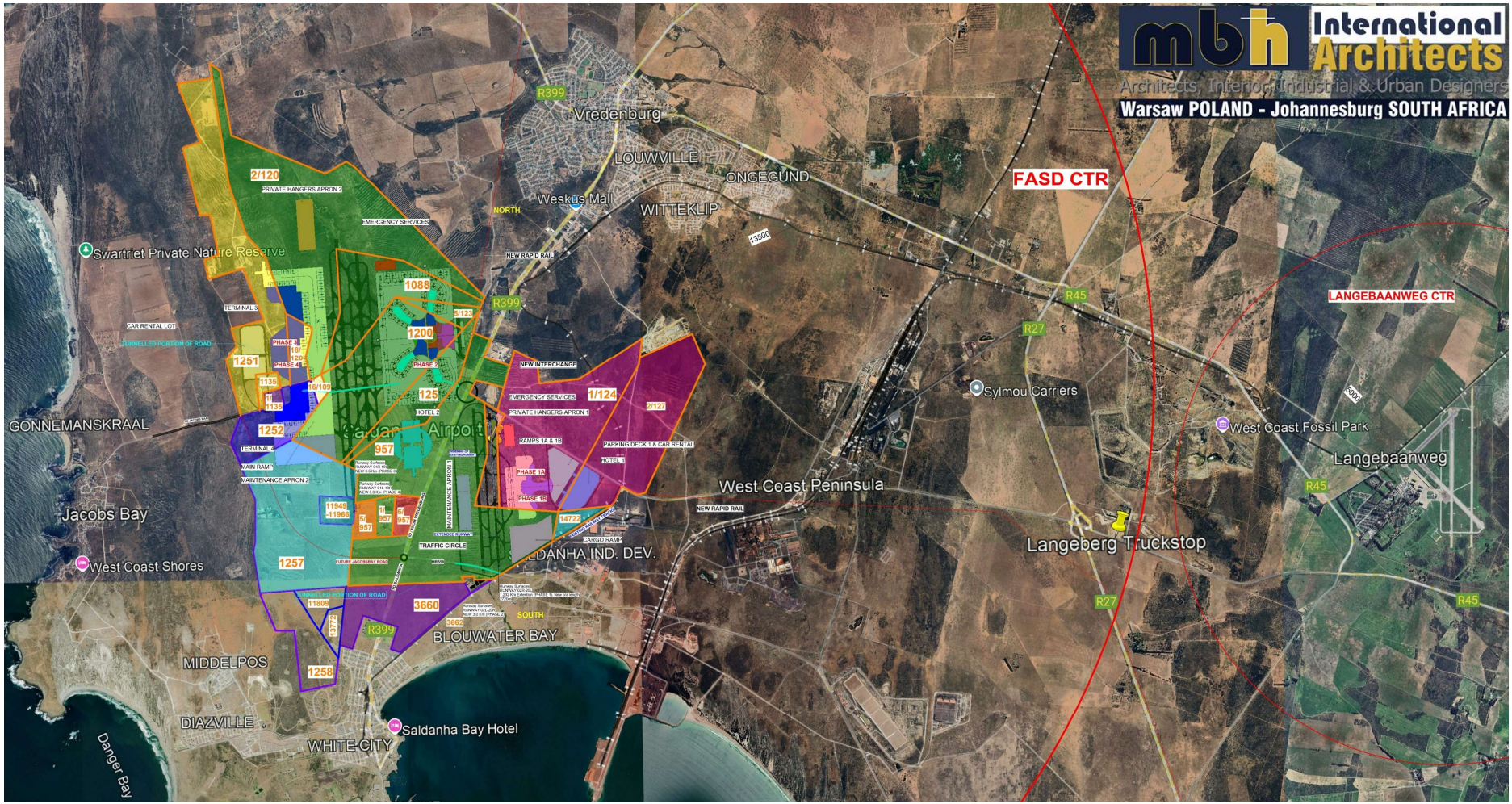
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# SALDANHA BAY INTERNATIONAL AIRPORT OVERVIEW

## ALL PHASES: 1 - 4




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Given the steady northward real estate and hospitality growth trend (8–12% YoY), a regional and international airport at Saldanha Bay is positioned to serve growing passenger and freight demand and to help alleviate pressure on Cape Town's metropolitan transport and aviation infrastructure. SBIA is planned as a phased development, beginning with the expansion of the existing airfield and progressing to a full ICAO RFF Category 10 / 4F international hub.



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## THE EXISTING AIRFIELD

**SALDANHA BAY MUNICIPAL AIRFIELD (FASD) | THE FOUNDATION : EXTENDING THE EXISTING RUNWAY**



### Current Runway
~1,400m / ~4,665ft asphalt runway

### Location
Between Saldanha Bay town and Vredenburg

### Current Use
Designated ICAO RFF Category 3 / 3B for General aviation and light aircraft

### Opportunity
Existing infrastructure reduces Phase 1A costs

**The existing airfield provides critical infrastructure that significantly reduces initial development costs and timelines.**

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# PHASED DEVELOPMENT PLAN
## SALDHANA BAY INTERNATIONAL AIRPORT

| STAGE | PHASED DEVELOPMENT |
|---|---|
| **EXISTING AIRFIELD** | saldanha bay municipal airfield; existing runway 1.4km; general aviation / light aircraft use |
| **PHASE 1A** | runway extension toward 2.8km and development of a domestic passenger terminal |
| **PHASE 1B** | new 3km runway subject to regulatory approvals |
| **PHASE 2** | additional runway, terminal 1 & 2, cargo, hotels and commercial development |
| **PHASE 3** | additional long runway, terminal 3, logistics park and ground-transport integration |
| **PHASE 4** | terminal 4, airfield completion and ancillary development |

The principal financing opportunity is the phased development strategy. Phase 1 is to establish the initial operating platform, create revenue-generating capacity and provide evidence for subsequent investment. The wider USD 13 billion programme can then be developed progressively as demand, approvals, infrastructure and financing capacity are established.

**A phased airport infrastructure opportunity positioned to support the long-term development of Saldanha Bay and the wider West Coast economic corridor of South Africa.**

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# 12-YEAR (OPT.1) / 20-YEAR (OPT.2)
# CAPEX DEVELOPMENT ROADMAP

## USD 13 BILLION CAPEX | 12-YEARS / 20 YEARS PROGRAM OPTIONS

| PHASE | TIMING | INDICATIVE CAPEX | PRINCIPAL DEVELOPMENT |
|---|---|---|---|
| **PHASE 1** | OPT1: YEARS 1–3<br>OPT2: YEAR 1–5 | ~USD 3.5BN | Runway expansion, initial terminal, airfield systems, initial commercial operations |
| **PHASE 2** | OPT1: YEARS 4–6<br>OPT2: YEAR 6–10 | ~USD 3.0BN | Additional runway, Terminal 1 & 2, cargo, hotels/commercial |
| **PHASE 3** | OPT1: YEARS 7–9<br>OPT2: YEAR 11–15 | ~USD 3.5BN | Additional runway, Terminal 3, logistics park, ground transport |
| **PHASE 4** | OPT1: YEARS 10–12<br>OPT2: YEAR 16–20 | ~USD 3.0BN | Terminal 4, airfield completion, ancillary development |
| **TOTAL** | OPT1: YEARS 1–12<br>OPT2: YEAR 1–20 | ~USD 13.0BN | Full airport and associated development programme |

**The USD 13 billion is presented as the total Saldhana Bay International Airport development programme.**

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## 12-YEAR ABSOLUTE-MINIMUM OPERATING & PROFITABILITY CASE

Annual schedule based on the active minimum inputs: Years 1–3 Phase 1; Years 4–6 Phase 2; Years 7–9 Phase 3; Years 10–12 Phase 4.

| YEAR | PHASE | PASSENGERS (M) | FREIGHT (M T) | REVENUE USD M | EBITDA USD M | EBITDA MARGIN |
|---|---|---|---|---|---|---|
| 1 | Phase 1 | 5.00 | 0.50 | 279 | 126 | 45.0% |
| 2 | Phase 1 | 5.25 | 0.52 | 293 | 132 | 45.0% |
| 3 | Phase 1 | 5.51 | 0.54 | 307 | 138 | 45.0% |
| 4 | Phase 2 | 7.00 | 0.75 | 531 | 266 | 50.0% |
| 5 | Phase 2 | 7.49 | 0.80 | 568 | 284 | 50.0% |
| 6 | Phase 2 | 8.01 | 0.84 | 607 | 304 | 50.0% |
| 7 | Phase 3 | 10.47 | 1.10 | 1,109 | 632 | 52.0% |
| 8 | Phase 3 | 11.72 | 1.21 | 1,240 | 707 | 52.0% |
| 9 | Phase 3 | 13.13 | 1.33 | 1,387 | 791 | 52.0% |
| 10 | Phase 4 | 14.71 | 1.46 | 1,737 | 990 | 57.0% |
| 11 | Phase 4 | 16.47 | 1.61 | 1,943 | 1,108 | 57.0% |
| 12 | Phase 4 | 18.45 | 1.77 | 2,174 | 1,239 | 57.0% |

PHASE 1 | YEARS 1–3
Regional domestic • 5.00m start pax • $35/pax • $35/t cargo

PHASE 2 | YEARS 4–6
Limited international • 7.00m start pax • $45/pax • $37.10/t cargo

PHASE 3 | YEARS 7–9
Expanded international • 10.47m start pax • $58/pax • $40.81/t cargo

PHASE 4 | YEARS 10–12
• Mature international / final build-out • $65/pax • $44.89/t cargo

Minimum case deliberately suppresses the early operating years and loads the commercial ramp into Years 10–12.



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# 20-YEAR (OPT.2)

# CAPEX DEVELOPMENT ROADMAP

## 20-YEAR ABSOLUTE-MINIMUM OPERATING & PROFITABILITY CASE

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Annual schedule based on the active six-phase minimum inputs: Years 1–3 Phase 1; Years 4–6 Phase 2; Years 7–10 Phase 3; Years 11–13 Phase 4; Years 14–16 Phase 5; Years 17–20 Phase 6.

| YEAR | PHASE | PASSENGERS (M) | FREIGHT (M T) | REVENUE USD M | EBITDA USD M | EBITDA MARGIN |
|---|---|---|---|---|---|---|
| 1 | Phase 1 | 5.00 | 0.50 | 279 | 126 | 45.0% |
| 2 | Phase 1 | 5.25 | 0.52 | 293 | 132 | 45.0% |
| 3 | Phase 1 | 5.51 | 0.54 | 307 | 138 | 45.0% |
| 4 | Phase 2 | 5.79 | 0.56 | 400 | 192 | 48.0% |
| 5 | Phase 2 | 6.14 | 0.60 | 424 | 204 | 48.0% |
| 6 | Phase 2 | 6.50 | 0.63 | 450 | 216 | 48.0% |
| 7 | Phase 3 | 6.89 | 0.67 | 595 | 310 | 52.0% |
| 8 | Phase 3 | 7.45 | 0.72 | 643 | 334 | 52.0% |
| 9 | Phase 3 | 8.04 | 0.78 | 694 | 361 | 52.0% |
| 10 | Phase 3 | 8.68 | 0.84 | 750 | 390 | 52.0% |
| 11 | Phase 4 | 9.38 | 0.91 | 1,200 | 708 | 59.0% |
| 12 | Phase 4 | 10.27 | 0.99 | 1,313 | 775 | 59.0% |
| 13 | Phase 4 | 11.25 | 1.08 | 1,438 | 848 | 59.0% |
| 14 | Phase 5 | 12.31 | 1.18 | 1,717 | 1,048 | 61.0% |
| 15 | Phase 5 | 13.30 | 1.27 | 1,855 | 1,131 | 61.0% |
| 16 | Phase 5 | 14.36 | 1.38 | 2,003 | 1,222 | 61.0% |
| 17 | Phase 6 | 15.51 | 1.49 | 2,352 | 1,482 | 63.0% |
| 18 | Phase 6 | 16.60 | 1.59 | 2,516 | 1,585 | 63.0% |
| 19 | Phase 6 | 17.76 | 1.70 | 2,693 | 1,696 | 63.0% |
| 20 | Phase 6 | 19.00 | 1.82 | 2,881 | 1,815 | 63.0% |

PHASE 1 | YEARS 1–3
Establishment / regional domestic • 5.00m start pax • $35/pax • $35/t cargo

PHASE 2 | YEARS 4–6
Regional expansion / limited international • $42.50/pax • $37.10/t cargo

PHASE 3 | YEARS 7–10
International growth • $50/pax • $40.81/t cargo

PHASE 4 | YEARS 11–13
Hub development • $70/pax • $44.89/t cargo

PHASE 5 | YEARS 14–16
Mature hub expansion • $75/pax • $49/t cargo

PHASE 6 | YEARS 17–20
Full build-out / stabilisation • $80/pax • $54/t cargo

Six-phase 20-year case progressively escalates traffic, yields, cargo throughput and non-aero income while improving operating efficiency through Phases 5–6.

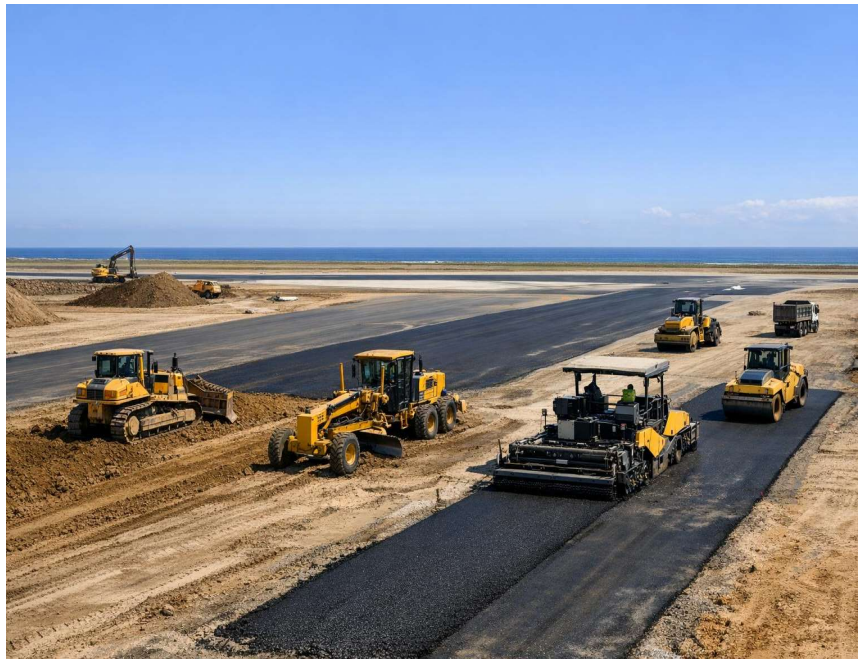


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## PHASES 1A & 1B: FOUNDATIONAL ENABLEMENT

### 12Y TIMELINE: YEARS 1-3 | 20Y TIMELINE: YEARS 1-5 | USD 3.5 BILLION

- Extend existing 1,400m runway to 2,800m, upgraded to an ICAO RFF Category 6 / 4C standards
- A new 3000m ICAO RFF Cat 8/9 / 4E runway
- Suitable for medium-widebody aircraft (A330, B757, B767, B787 or similar)
- New parallel taxiways and basic apron expansion
- Initial passenger terminal building 1A & 1B
- ARFF upgrade, fuel farm, navigation aids, and supporting infrastructure
- Immediate launch of domestic and limited international flights



**RUNWAY EXTENSION: 1,400m → 2,800m ICAO RFF Category 6 / 4C Capable**

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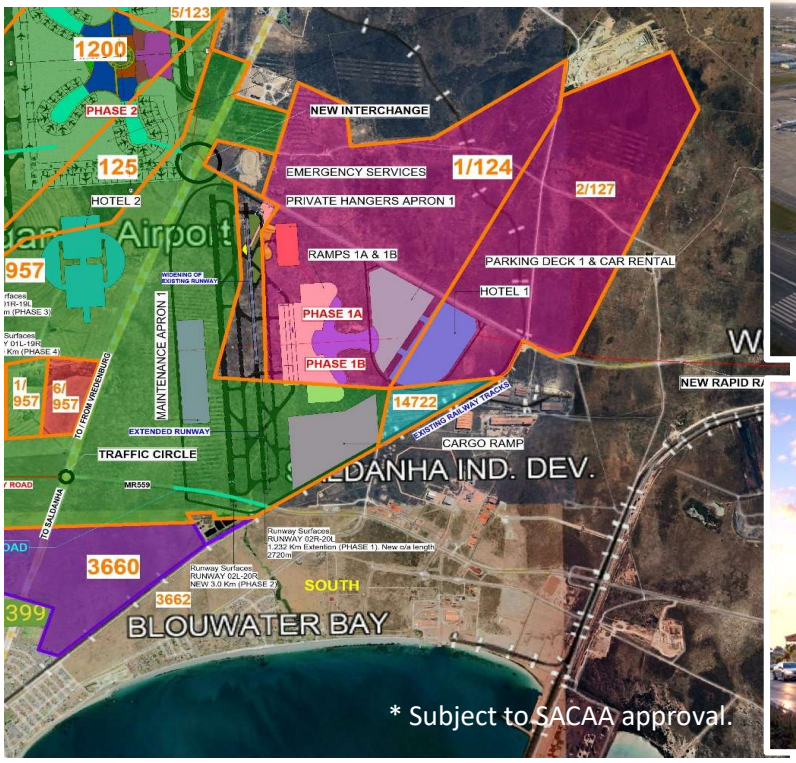


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# SALDANHA BAY INTERNATIONAL AIRPORT
## PHASES 1A & 1B

**Phase 1A** - Expanding and upgrading the existing Saldanha airport into a ICAO RFF Category 6 / 4C cargo and passenger airport by lengthening the runway from 1493m to 2720m and building a new Domestic Terminal, for immediate small to medium body jet operations (Airbus A320, Boeing 737-800, Embraer E195-E2, Bombardier CRJ-900 etc, ).

**Phase 1B** – Adding a new 3km ICAO RFF Category 9 / 4E runway and building a new limited International Terminal, to revert back to domestic operations upon completion of Phase 2.



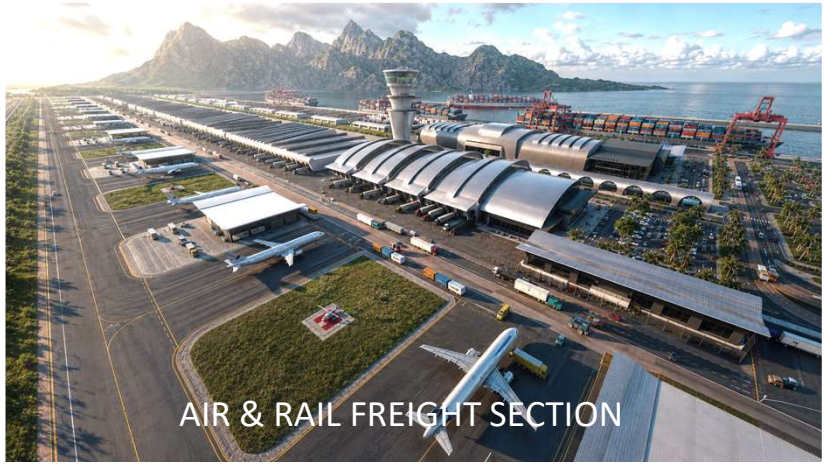













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## TERMINAL 1 – PHASES 1A & 1B



Development of a 4F international aviation hub with ICAO RFF Category 10 rescue and firefighting capability, capable of accommodating the largest wide-body aircraft and supporting high-volume international passenger and cargo operations.

**INVESTMENT PROSPECTUS | USD 13 BILLION | 12-YEAR / 20-YEAR PHASED OPTIONS**

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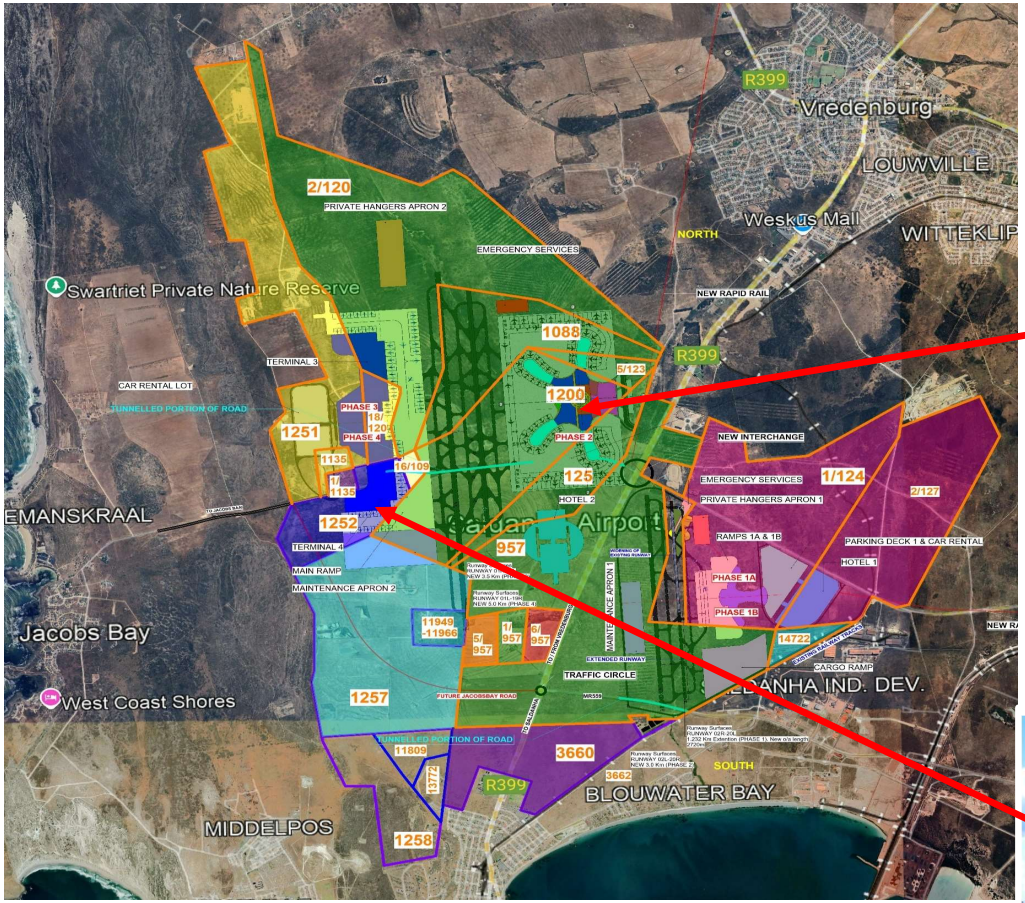
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# SALDANHA BAY INTERNATIONAL AIRPORT
## PHASES 2 - 4










*Phases 2, 3 & 4 - Building a completely new and larger INTERNATIONAL ICAO RFF CAT 10 / 4F passenger airport to the West of the R399 with 2 new runways, @ 3500m long and @ 5000m long, both dedicated to international passenger traffic and reverting the existing airport exclusively to domestic & cargo use. The two new runways will both be able to accommodate Airbus A380 & Boeing 747 air traffic. * Subject to SACAA approval.



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## TERMINAL 2 – PHASES 1A & 1B



**INVESTMENT PROSPECTUS | USD 13 BILLION | 12-YEAR PHASED OPTIONS**

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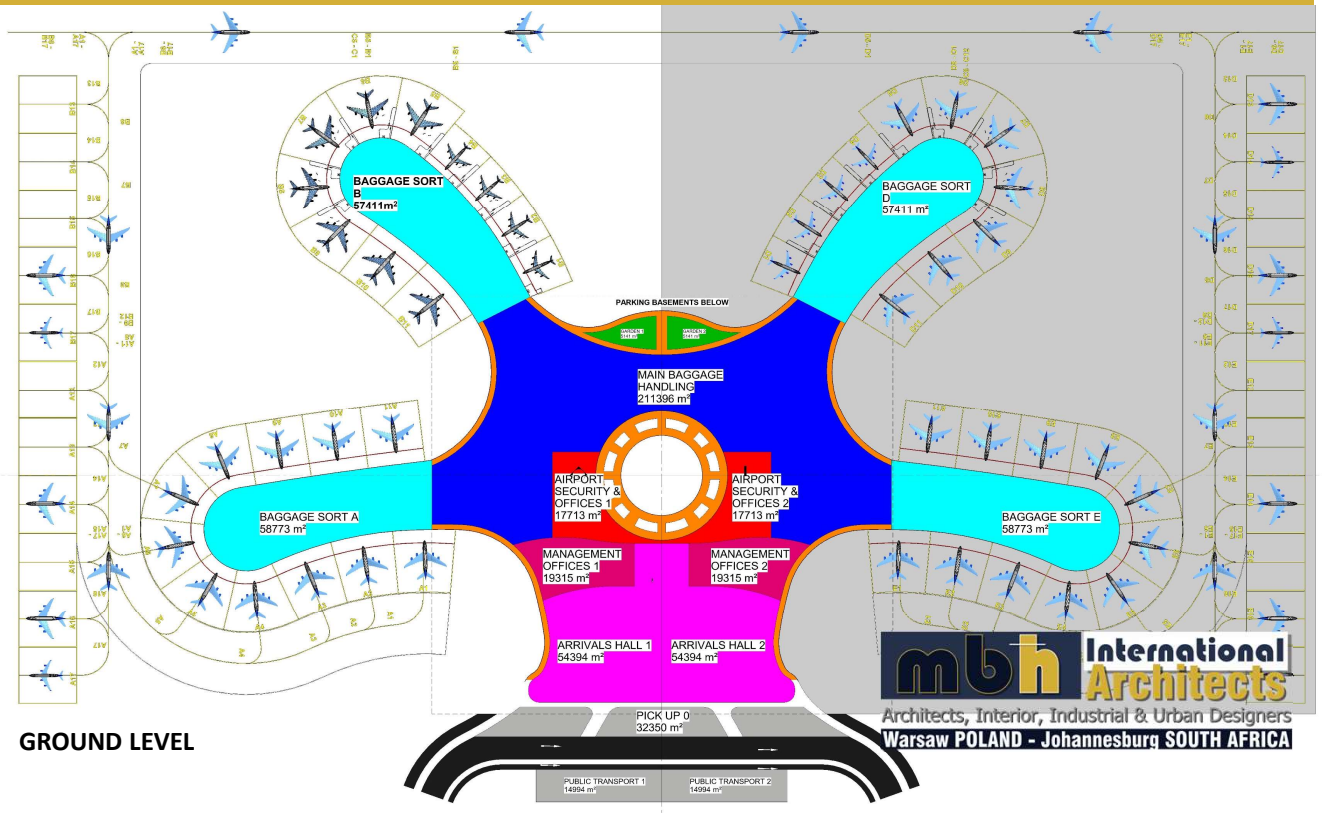
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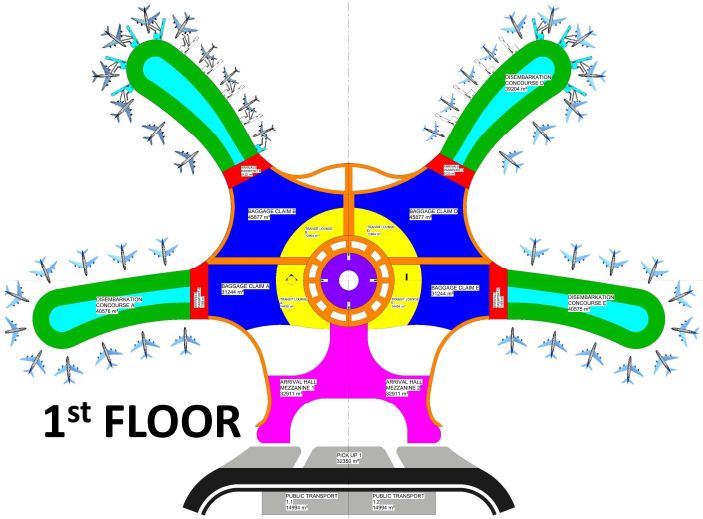
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# SALDANHA BAY INTERNATIONAL AIRPORT
## TERMINAL 2 – 88 GATES

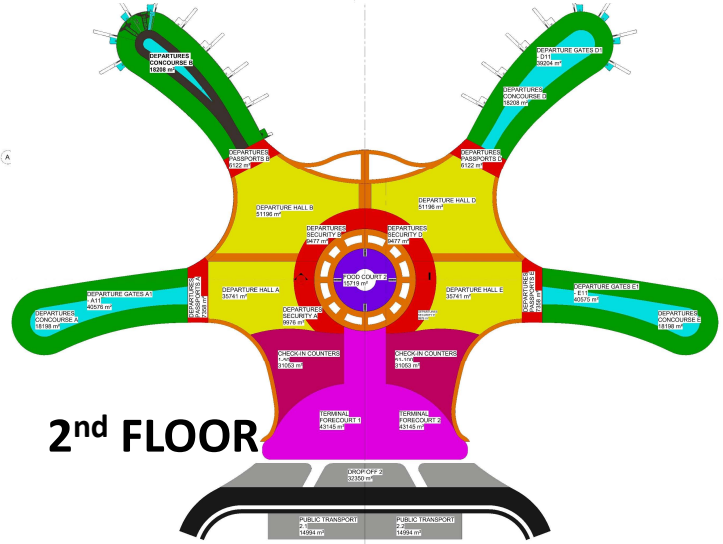



**GROUND LEVEL**

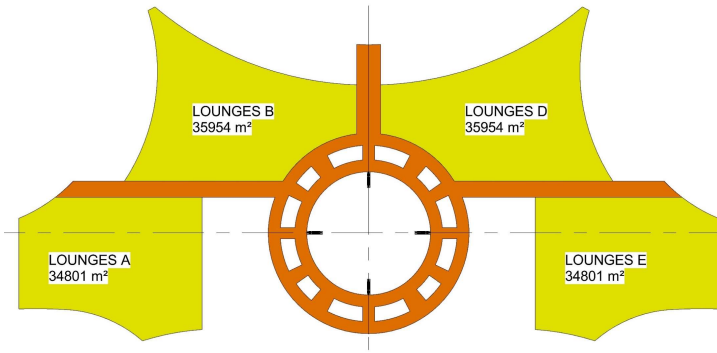
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**1st FLOOR**



**2nd FLOOR**




**3rd FLOOR**

Terminal 2 will be the 1st of 3 new INTERNATIONAL terminal buildings. It will consist of 4 double storey concourses (A, B, C & D) with a total of 88 gates. It will cater for Airbus A380, Boeing 777 and similar sized aircraft and it will consist of 3 basement parking levels, a Ground Level containing all technical services such as baggage handling, airport security, administration etc., a 1st Floor containing disembarkation concourses, baggage claim and transit areas, a 2nd Floor containing departure concourses and gates, departure halls, security & passport control, check in counters and a 3rd Floor consisting mainly of lounges for the 4 wings. Retail and dining areas will be distributed within the various areas. It will primarily and initially serve the new 3500m long runway 02 R.



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# SALDANHA BAY INTERNATIONAL AIRPORT
## TERMINAL 2, CONCOURSES B 1 & 2












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## TERMINAL 2, CONCOURSE B-2







**Interior Views**

Look & Feel

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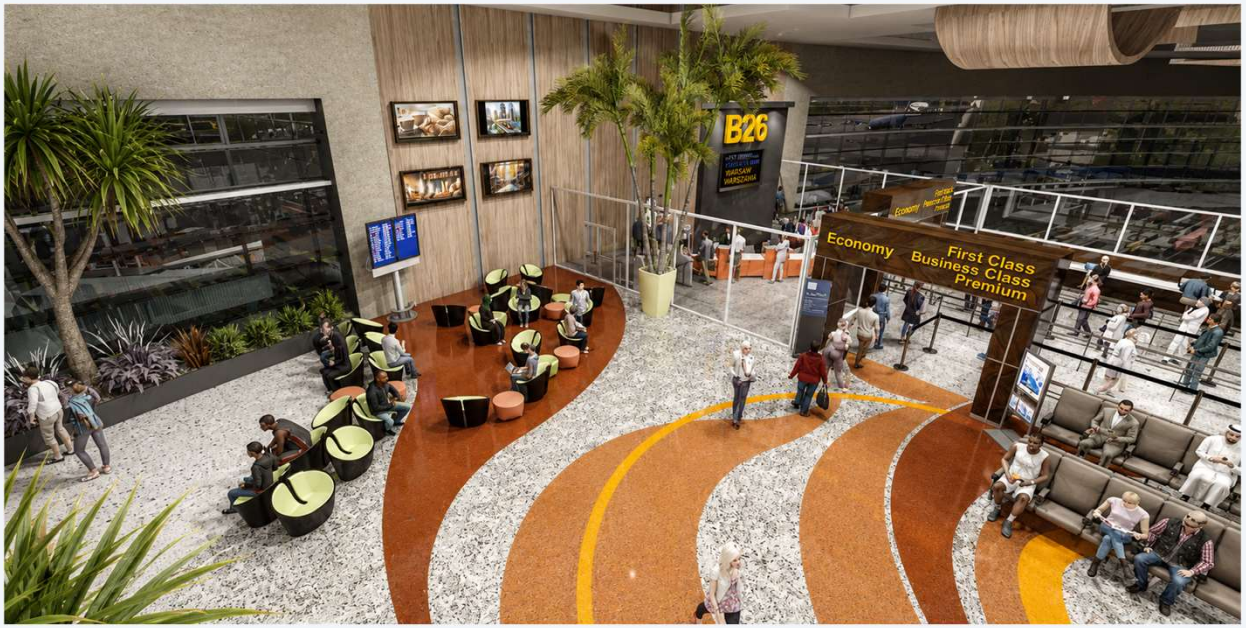
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## TERMINAL 2, CONCOURSE B-2




**Interior Views**
Look & Feel

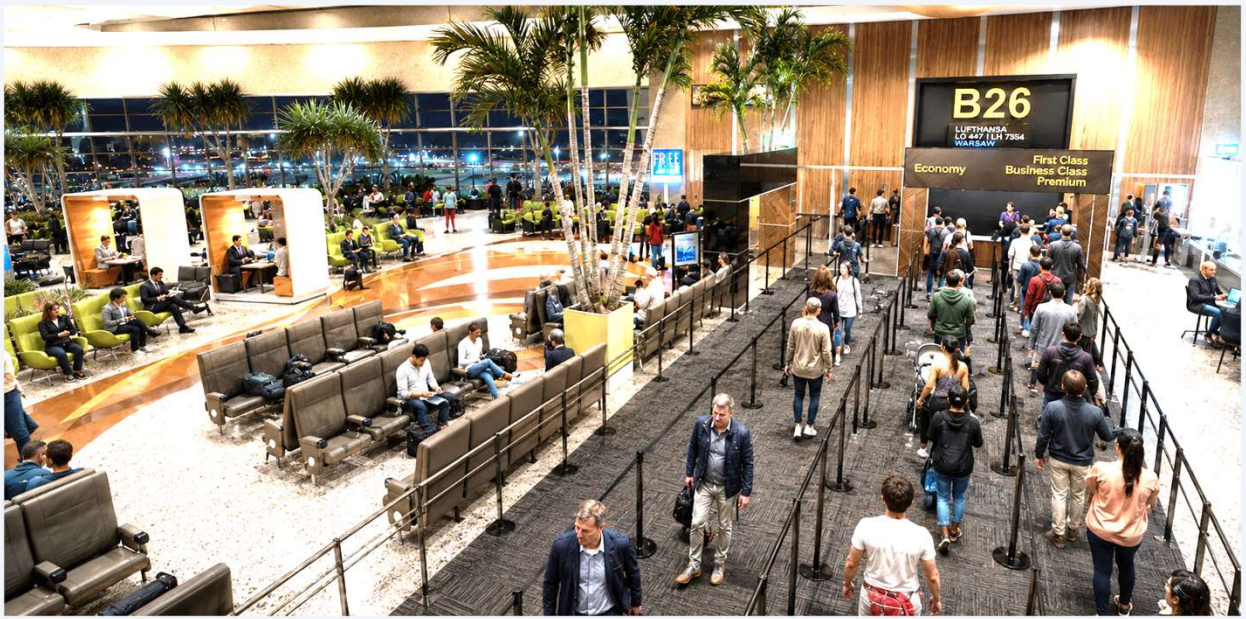
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## TERMINAL 2, CONCOURSE B-2







**Interior Views**

Look & Feel

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## TERMINAL 2, CONCOURSE B-2






**Interior Views**
Look & Feel

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## FEASIBILITY CONCLUSION

### Phase 1 Viability

Runway extension to 2,800m (ICAO RFF Category 6 / 4C) provides early revenue generation while controlling initial capex at USD 3.0-4.0B

### Long-Term Returns

Full USD 13B investment delivers a scalable ICAO RFF Category 10 / 4F airport with diversified income streams and 8–12-year payback for the 12-year Option and 9–13-year payback for the 20-year Option

### Growth Catalysts

Regional economic growth, port synergies, tourism expansion, and West Coast development corridor support long-term ROI

*"Phase 1 delivers a functional commercial runway for early cash flow, while the balanced USD 13 billion 12-year / 20-year phased plan builds a full international hub."*

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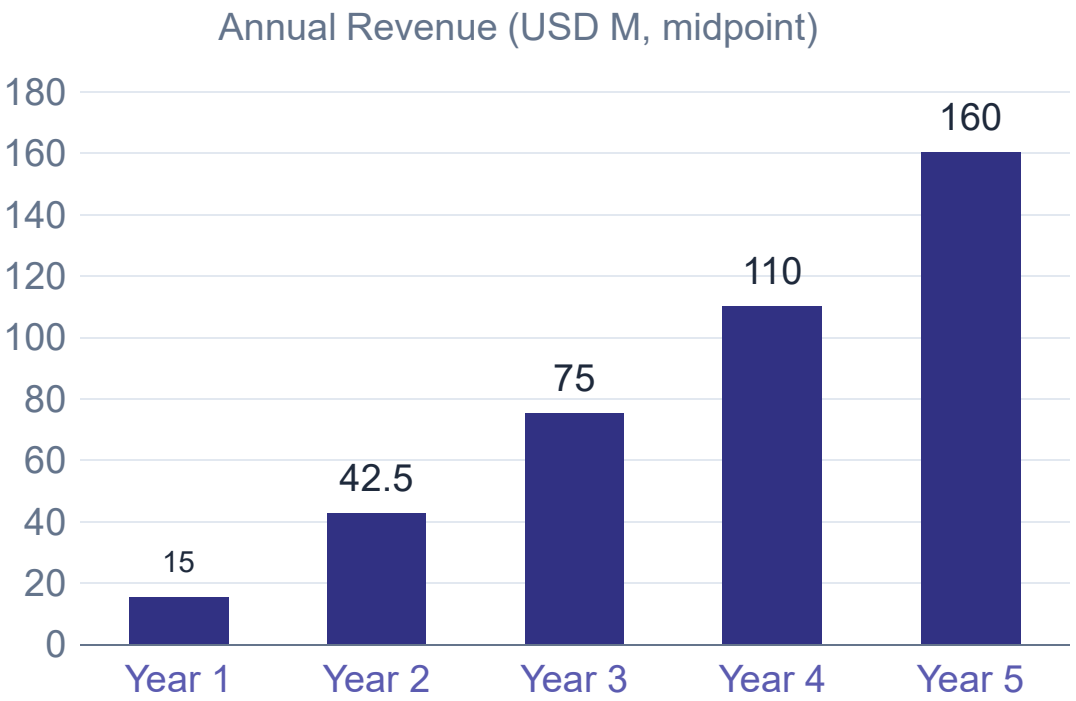
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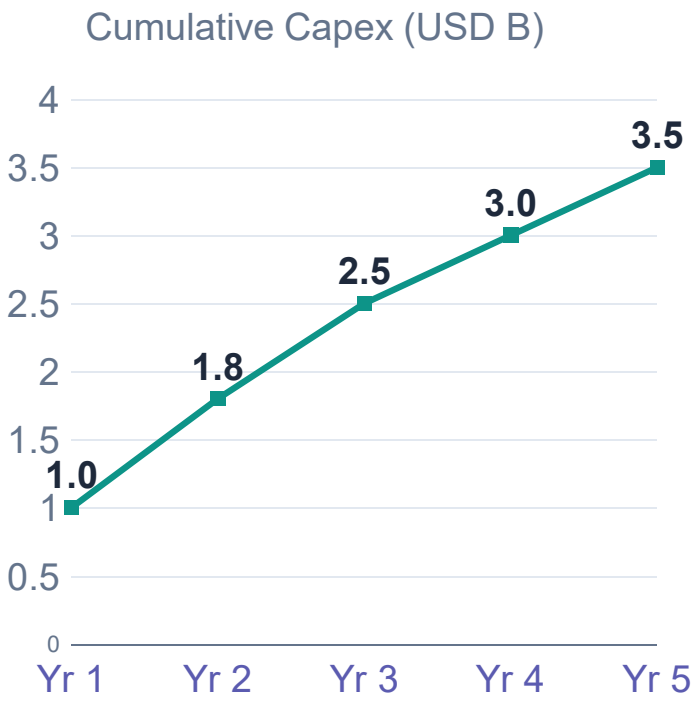


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## REVENUE VS. INVESTMENT

REVENUE SCALING AGAINST PHASED USD 13 BILLION INVESTMENT




By Year 5, annual revenue reaches USD 140-180M against cumulative capex of USD 3.5B (Phase 1), with the remaining USD 9.5B deployed across Phases 2-4 through Year 12 / Year 20.

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## RISKS & MITIGATION

| RISK | DESCRIPTION | MITIGATION STRATEGY |
|---|---|---|
| **CONSTRUCTION** | Cost overruns, delays due to terrain or logistics | Phased approach limits exposure; independent cost verification at each stage gate |
| **DEMAND** | Lower-than-projected passenger and freight volumes | Conservative traffic projections; Phase 1 tested before committing to full build-out |
| **REGULATORY** | Environmental approvals, aviation authority permits, zoning | Early engagement with SACAA, DFFE, and municipal authorities; EIA process initiated |
| **FINANCIAL** | Funding gaps, currency fluctuations, interest rate changes | Diversified funding mix (equity, DFI, PPP); forex hedging; phased capital calls |
| **COMPETITION** | Cape Town International Airport capacity expansion | Differentiated positioning as freight/logistics hub; complementary not competitive |

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## INVESTMENT OPPORTUNITY

A UNIQUE GREENFIELD-BROWNFIELD HYBRID OPPORTUNITY

### EQUITY PARTNERS

Strategic investors with aviation, infrastructure, or African market expertise

**Target: 30-40%**

### DFI / MULTILATERAL

Development finance institutions supporting infrastructure and job creation

**Target: 30-35%**

### PPP / GOVERNMENT

Public-private partnership with national and provincial government support

**Target: 25-35%**

1. Detailed feasibility study and independent technical validation
2. Environmental Impact Assessment (EIA) and regulatory approvals
3. Investor roadshow and capital structuring
4. Phase 1 engineering design and construction procurement

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SALDANHA BAAI BAY
MUNISIPALITEIT | MUNICIPALITY | uMASIPALA

OFFICE OF THE EXECUTIVE MAYOR
Alderman Marius Koen

REF NO:

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26 August 2026

Dear Mr Heunis

**REQUEST FOR STRATEGIC SUPPORT: CAPE WEST COAST AEROTROPOLIS DEVELOPMENT PROGRAM**

On behalf of Saldanha Bay Municipality, I also wish to thank you for the time taken to present the proposed development to us and for the professional way the concept was introduced. We appreciate your consideration of the Saldanha Bay municipal area as a potential location and strategic partner for an investment and development initiative of this nature and scale.

Saldanha Bay Municipality is firmly committed to responsible and sustainable development. One of our key strategic objectives is to build a diversified and resilient local economy by attracting investment, supporting the growth of existing and new businesses, and enabling the creation of sustainable employment opportunities for our communities. The proposed development aligns, in principle, with this objective. Its focus on integrated transport, aviation, logistics, industrial development, tourism and job creation presents significant potential for economic growth and regional development. The Municipality therefore confirms its **support in principle** for the further investigation and development of the proposal.

The Municipality looks forward to engaging and working constructively with you during the relevant feasibility, planning and stakeholder-engagement processes. We will endeavour to provide appropriate guidance and assistance within our institutional mandate and available capacity.

It is, however, important to emphasise that the Municipality can only participate in and support the proposed development within the framework of the legislation, regulations, policies, planning instruments and governance requirements applicable to local government. Any municipal approvals, commitments, partnerships, land-use processes, financial arrangements or other forms of participation will remain subject to the required statutory processes, technical assessments, Council decisions and approvals by the relevant regulatory authorities.

Saldanha Bay Municipality has established itself as one of the country's leading financially viable municipalities. This position has been achieved through disciplined financial management, sound administration and strict adherence to governance and legislative requirements. These principles will continue to guide the Municipality's engagement with the proposed programme.

The Municipality looks forward to working with you and the relevant stakeholders to explore the proposal further and to assist, where reasonably possible, in facilitating the necessary engagements and processes.

Yours sincerely

**ALDERMAN MARIUS KOEN**
**EXECUTIVE MAYOR**
**SALDANHA BAY MUNICIPALITY**



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## AIRPORT MANAGEMENT

USD 13 BILLION | 12-YEAR / 20 YEAR PHASED OPTIONS | CATEGORY 10 INTERNATIONAL HUB




5-to-10-year Management Contract

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# APPENDIX

## DETAILED ASSUMPTIONS & REFERENCES

1. **Financial Model**
   Detailed 12-year and 20-year financial model available upon request, including sensitivity analysis on key variables (traffic, revenue per pax, construction costs)
2. **Technical Specifications**
   ICAO RFF Category 6 (4C) and RFF Category 10 (4F) runway specifications, pavement strength requirements, and navigation aid standards
3. **Regulatory Framework**
   SACAA licensing requirements, EIA process timeline, Saldanha Bay Municipality zoning and development permits
4. **Traffic Assumptions**
   Passenger and freight demand modeling based on regional demographics, tourism trends, port throughput projections, and comparable airport benchmarks
5. **Construction Cost Benchmarks**
   Cost per square meter references from recent African airport developments (e.g., King Shaka, Bole, Blaise Diagne) adjusted for local conditions
6. **Revenue Model**
   Aeronautical charges (landing fees, passenger service charges) and non-aeronautical revenue streams (retail, parking, fuel, property) benchmarked against ACI data

***Note: All financial projections are indicative and subject to independent verification. Professional aviation engineering validation is recommended for runway extension costing.***

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# SPIN-OFF REALTY DEVELOPMENT






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# SALDANHA BAY COMMERCIAL DEVELOPMENT

The proposed COMMERCIAL belt in Saldanha Bay, stretches from the existing yacht club, which could be upgraded and improved, up to the Blue Bay Lodge, as demarcated in red in the map below.

This COMMERCIAL area will be re-developed into a Mixed-Use precinct, consisting of a WATERFRONT with Shopping Malls, beachfront Restaurants, Hotels, Apartments, Offices, a Casino, a Boardwalk with a number of Jetties linked to the Yacht Club, an artificial reef system, and more, to cater for passenger cruise liners mooring in the harbor.

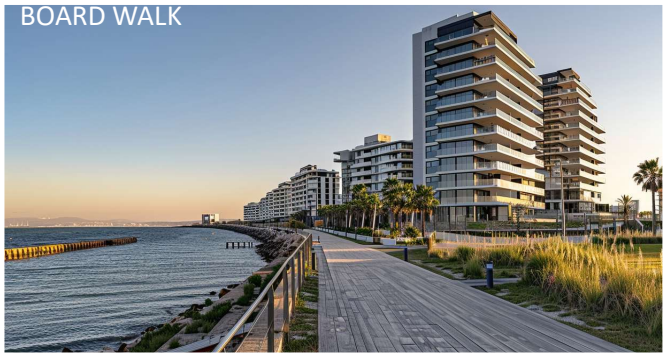





PASSENGER CRUISE LINERS



COMMERCIAL BELT



BOARD WALK



UPGRADED YACHT CLUB



WATERFRONT

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# OTHER RELATED REAL ESTATE GROWTH POTENTIAL

## OTHER REAL ESTATE TYPOLOGIES THAT WOULD BENEFIT FROM THIS DEVELOPMENTINCLUDE:



### RETAIL

REGIONAL SHOPPING MALLS & STRIP MALLS



### HEALTHCARE

ACUTE & SUB-ACUTE HOSPITALS, DAY HOSPITALS, SPECIALIST HOSPITALS



### COMMERCIAL

OFFICES, CONVENTION CENTERS, CASINOS



### HOSPITALITY

INTERNATIONAL HOTEL CHAINS, BOUTIQUE HOTELS



### RESIDENTIAL

LOW-RISE RESIDENTIAL ESTATES, HIGH-RISE APARTMENTS



### SEZs

NATURAL GAS & SOLAR POWER PLANTS, INDUSTRIAL ZONES

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# THANK YOU

For inquiries and investment discussions,
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