

TAKING EXCELLENCE TO
NEW HEIGHTS



2022/23
ANNUAL REPORT



TAKING EXCELLENCE TO NEW HEIGHTS

For 94 years, Table Mountain Aerial Cableway Company (TMACC) has been providing visitors with world-class cableway access to Table Mountain, Cape Town's biggest icon. Table Mountain has World Heritage Site status and is one of the New 7 Wonders of Nature. The land we occupy falls within a national park where its majesty can only be matched by the mountain's magnetism. This landmark has a way of drawing people in, compelling them to summit – and we facilitate that service, and we do it with pride.

But getting to the top was not always the effortless trip it is today. Our work, spanning almost a century, has led us to take an engineering masterpiece to new heights. We have done this through the hard work of our people, a strong focus on sustainability and good governance. We have done it by adapting to the times, honing our agility and keeping an eye on the future.

TMACC is not the only entity that calls Table Mountain “home” – or the only way to the top. Its rocky outcrops are also home to a wide variety of fauna and flora, not least the peregrine falcon, which can reach the mountain's highest peaks through the feat of flight.

In fact, Table Mountain National Park has the highest concentration of peregrine falcons in the world.

Peregrine falcons are known for their incredible aerial hunting skills. They have exceptional speed, agility, eyesight and grace in flight. Their presence on Table Mountain adds to the natural beauty and biodiversity of the area and maintains the ecological balance of the region, which is why they are a protected species.

Just as the peregrine falcons are the guardians of Table Mountain, so too is TMACC. We have always nurtured our

close relationship with the mountain by ensuring full compliance with the International Organization for Standardization (ISO) health and safety principles and environmental management certifications and benchmarks. One of TMACC's missions is to keep this natural wonder accessible to all those who wish to experience it, while also taking every step to protect the land so that this splendour can be experienced for many generations to come.

The concept for this annual report explores this bond between the peregrine falcon and TMACC and it does so through various elements, such as feather silhouettes that border pictures, which drive home the importance of sustainability. Our theme is also underpinned by a bold cover page of a peregrine falcon in flight.

Of course, falcons have other figurative meanings that can be related to TMACC and the way we do business. These beautiful birds represent power, freedom, intuition, bravery and a keen eye for detail. They represent opportunity, protection and wisdom – all qualities that TMACC possesses.

TMACC has embodied many of these characteristics over its lifespan, but especially since COVID-19. The pandemic forced everyone to re-evaluate their business and find innovative ways to keep moving forward. We were no different and this annual report will illustrate how we are reaching new heights.

CONTENTS

02 Taking Excellence to New Heights

05 COMPANY INFORMATION

- 06 Company Purpose
- 06 Table Mountain Aerial Cableway Co (Pty) Ltd Directors
- 06 Registered Office
- 06 Auditors
- 06 Bankers
- 06 Company Registration Number
- 06 Board Committees

07 FOREWORD

- 09 Message from the Managing Director
- 11 Message from the Chairperson

13 HIGHLIGHTS, AWARDS, PARTNERSHIPS AND SPONSORSHIPS

- 15 Awards
- 16 Marketing
- 17 Partnerships and Sponsorships
- 17 Cape Town Tourism
- 18 Cape Town Big 6
- 19 African Association of Visitors Experiences and Attractions Conference (AAVEA)
- 20 Cableway Charity Challenge

21 ENVIRONMENT

- 23 Responsible Cableway
- 24 ISO Certifications

25 CABLEWAY CARES

- 25 The Cableway Cares Corporate Social Investment (CSI) Programme
- 26 Class in the Clouds

27 FINANCE DEPARTMENT

- 28 Selma Hercules, Finance Director

29 HUMAN RESOURCES DEPARTMENT

- 30 TMACC Headcount
- 33 Low Staff Turnover
- 33 Long Service Celebrations
- 34 Bursaries

- 34 Staff Counselling
- 35 Learnership Programmes on the Go
- 37 Staff Events
- 37 Teambuilding
- 37 Recruitment

39 OPERATIONS

- 40 Michael Williams, Head of Operations
- 41 Operations Department Highlights

43 TECHNICAL

- 44 Andries De Vries, Head of Technical
- 45 Technical Department Ins and Outs

47 INFORMATION TECHNOLOGY

- 48 Neil Arbous, Head of IT
- 48 IT Department Developments

49 MARKETING

- 50 Collette Van Aswegen, Head of Marketing
- 51 Marketing Department Achievements
- 51 Cableway Social

53 RETAIL OPERATIONS

- 54 Rianda Williams, Head of Retail Operations
- 55 A Spotlight on Retail Operations

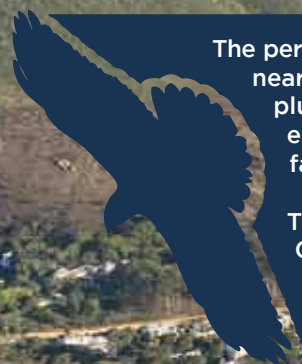
57 FOOD & BEVERAGE

- 58 Ronald Ramsamy, Food & Beverage Consultant
- 59 Food & Beverage Department Insights
- 61 TEN67
- 62 KLOUD Bar
- 63 TAP Bar
- 64 VIEWS by De Grendel
- 66 Mandela Day Initiative

67 CABLEWAY OFFERS



COMPANY INFORMATION



The peregrine falcon is perfectly formed to achieve extreme speed in rocketing, near-vertical dives. With its streamlined, heavily muscled body, compact plumage and stiff, pointed wings, it uses height and gravity to plummet earthwards at speeds of up to 400 kilometres per hour, making it the fastest animal on earth.

This amazing bird of prey can be compared to TMACC in that the Cableway is well-designed to achieve its core function - to get people up and down the mountain as smoothly as possible. But it also has other features too. TMACC uplifts their staff, cares for the community and always delivers excellent service to all.

COMPANY PURPOSE

Our purpose is to **share our passion for Table Mountain** by giving everyone an **authentic experience** of an iconic natural wonder.

TABLE MOUNTAIN AERIAL CABLEWAY CO (PTY) LTD DIRECTORS

| NAME | POSITION |
|----------------|--|
| R Fenner | Chairperson |
| W Parker | Managing |
| S Hercules | Financial |
| B Moore | Chaiperson: Audit and Risk Committee |
| A Pillay | Chairperson: Remuneration and Nomination Committee |
| U Mungal-Singh | |
| F H Stroebel | Chairperson: Social and Ethics Committee |
| M N Skade | |
| T Adams | |
| P de Waal | |
| D Parker | |
| Total | 11 |

REGISTERED OFFICE

Lower Cable Station
Tafelberg Road
Cape Town
8001

Lower Cable Station
PO Box 730
Cape Town
8000

AUDITORS

Moore Stephens
Chartered Accountants

BANKERS

First National Bank
Southern Africa Limited

COMPANY REGISTRATION NUMBER

1926/002949/07

BOARD COMMITTEES

Audit and Risk Committee

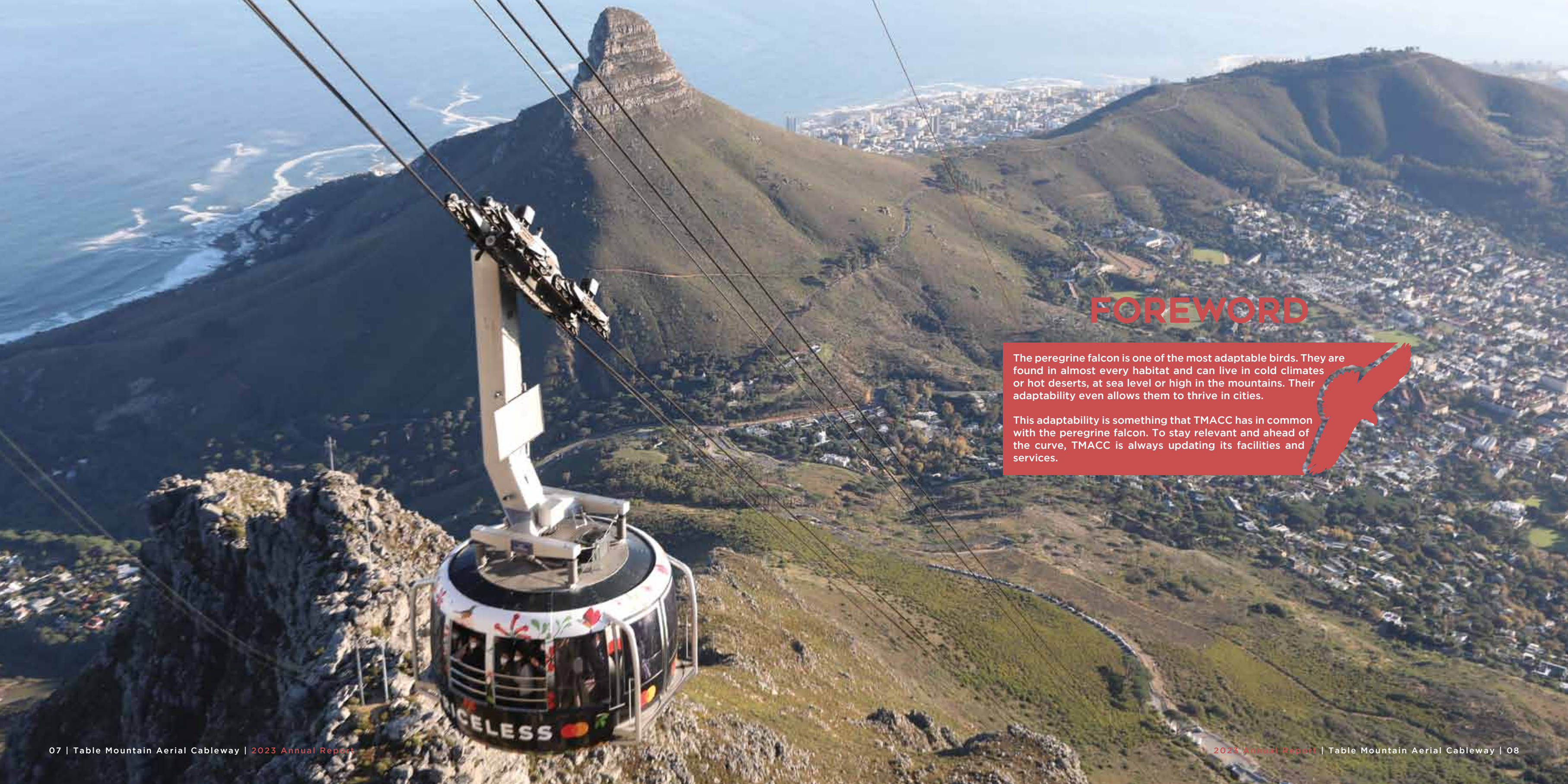
Constituted in terms of Section 94 of the Companies Act and comprises at least three members who are independent non-executive Directors.

Remuneration and Nomination Committee

Constituted in accordance with the recommendations of King III and comprises not fewer than three non-executive Directors, of whom the majority must be independent.

Social and Ethics Committee

Constituted in terms of Section 72(4), read with Regulation 43(5), of the Companies Act and comprises not fewer than three Directors, one of whom must be a non-executive Director.



FOREWORD

The peregrine falcon is one of the most adaptable birds. They are found in almost every habitat and can live in cold climates or hot deserts, at sea level or high in the mountains. Their adaptability even allows them to thrive in cities.

This adaptability is something that TMACC has in common with the peregrine falcon. To stay relevant and ahead of the curve, TMACC is always updating its facilities and services.





LETTER FROM THE MANAGING DIRECTOR

It's no understatement to say that the last few years have been a challenge for us all. Everyone was forced to re-evaluate their values, hopes and dreams – and businesses worldwide had to find innovative ways to keep moving forward.

For 94 years, Table Mountain Aerial Cableway has been the guardian of Cape Town's most iconic natural wonder, and the pandemic wasn't going to stop us. Just like the peregrine falcon calls it home, so do we. This is why we dug in our heels and found solace in our intuition, bravery and resilience – the same qualities that this striking bird represents – to keep moving during difficult times.

With that being said, the tourism sector – in Cape Town, particularly – has shown immense courage in the face of adversity and the rewards are now finally being reaped. International arrivals have poured into the City, brandishing their visits as revenge travel after being held hostage for so long by COVID-19 lockdowns and regulations.

As an organisation, we were compelled to lock onto our target like a bird of prey and re-imagine our operation so that we could successfully limit the damage. This was only made possible with the support of our board, staff and shareholders.

It is truly impressive that we have soared during the year in review – we triumphantly rebounded and reached even greater heights as we pursued our goals during this financial year. We have declared our second-highest dividend despite visitor numbers being 70% below our maximum number of visitors previously achieved and our

bottom line has shown the impact of our sterling work.

We attribute our success to the following factors:

- Industry, especially Cape Town Tourism's relentless positioning of the City as a destination;
- Air access initiatives with Wesgro and the City;
- Our cost-curtailling measures to help us overcome hurdles;
- Our initiative to create more revenue streams;
- Our Retail Department posted the highest revenue ever on a day;
- The turnaround of the Food and Beverage Department; and
- Our staff, who are the real heroes of the day.

One of our main missions is to keep Table Mountain accessible to all those who wish to experience it, while taking every step to protect and conserve it for future generations. As such, we are carbon neutral, our recycling targets have doubled and our water usage has been curtailed.

We closed for five weeks for annual maintenance and during this time, the following work was completed:

- Tested the heel and haul ropes
- Shortened of the track ropes
- Replaced the wooden surfaces on the bollards
- Replaced the brackets on cabin one
- Completed the Swiss BAV scheduled maintenance

Looking ahead, we hope to have our alternate power supply in place by

December 2023, which will take us “off the grid” and we envisage a seven-week annual maintenance in 2024 to replace our track ropes.

As the World Travel Awards Leading Tourist Attraction in Africa in 2022 and the Best Tourist Attraction in the Western Cape, voted by listeners of KFM Radio, we are extremely proud of how we have weathered the storm.

“For 94 years, Table Mountain Aerial Cableway has been the guardian of Cape Town's most iconic natural wonder, and the pandemic wasn't going to stop us.”

Finally, we would like to draw your attention to the design of this annual report. As mentioned earlier, the peregrine falcon holds a special place in our hearts because of its deep connection to Table Mountain. With their speed, agility, adaptability and tendency to always return home, they represent some of our strongest values – values which are taking excellence to new heights.

We can't wait to see how the next few years unfold, as we inch closer to our centenary year.

With warm wishes,

WAHIDA PARKER
MANAGING DIRECTOR





MESSAGE FROM THE CHAIRPERSON

While global economies continue to be impacted by high inflation and low economic growth, the local tourism industry is certainly looking a lot more positive compared to where we were a few years ago. The post-COVID-19 era has presented its own set of challenges, but this has had a limited effect on our business. The increase in the number of international visitors and the continued support of locals has been encouraging and contributed to our success.

Our team has worked hard over the past few years to ensure that we were able to present a more positive position and value proposition. In particular, the implementation of the Fast Track Path proved to have a high demand, notwithstanding the pricing differential. Our Retail Department also continues to reach record sales.

We are also very excited to enhance our current services. Our new conference and events venue was launched on 21 September 2023, and we are confident that this will greatly contribute to our food, beverage and retail departments.

Operationally, we continue to ensure the safety of our visitors. We had a five-week annual maintenance shutdown in 2022, during which we upgraded and updated all aspects of our operations to ensure we continue to meet the most stringent safety standards. This year, the shutdown was not without challenges, as much needed tools and equipment had to be freighted in from Switzerland due to shipping constraints. This resulted in delays and increased costs.

As an active corporate citizen, we continue to ensure we play an active role and are recognised for our contribution to the tourism industry. We were the proud recipients of the KFM Best of the Cape: Best Tourist Attraction Award in the province and the World Travel Awards voted us as the Leading Attraction in Africa for the 4th year in a row. We are proud to have retained our Level 1 B-BBEE certification, as well as our Carbon Neutral status. In the past year, we awarded bursaries to staff members, which forms part of our ongoing commitment to uplift and upskill our team members.

“We were the proud recipients of the KFM Best of the Cape: Best Tourist Attraction Award in the province and the World Travel Awards voted us as the Leading Attraction in Africa for the 4th year in a row.”

We have maintained excellent relationships with our key stakeholders to ensure we offer a world-class service that is safe. SANParks conducted a controlled burn along Tafelberg Road as a preventative measure. Rehabilitation work on Tafelberg Road is planned to take place later this year. We are working with the City of Cape Town to limit disruptions to our operations. We are also in the final stages of implementing

our uninterrupted electricity supply, with the installation of batteries and inverters, to assist in mitigating the effects of the ongoing power disruptions.

We continue to attract a number of well-known visitors. This year, we hosted the media and famous personalities from CNN, world-renowned comedians, prime ministers and international sports teams.

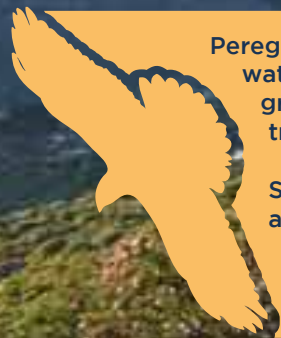
“This year, we hosted the media and famous personalities from CNN, world-renowned comedians, prime ministers and international sports teams.”

I would once again like to take this opportunity to thank my fellow Directors, the Executive Management Team and everyone at TMACC, who worked diligently throughout these past 12 months. Your efforts are much appreciated.

R FENNER
Chairperson



HIGHLIGHTS, AWARDS, PARTNERSHIPS AND SPONSORSHIPS



Peregrine falcons are among the most impressive birds to watch hunt due to their aerial acrobatics and unmistakable grace. And not only do they fly fast, some populations travel incredibly long distances, too.

Similarly, TMACC has also gone the distance. We are 94 years old and could not have achieved such a milestone without the grace of the staff who run it, their adaptability and, of course, their resilience over time.

96%

of our retail products
are made locally

10

new suppliers onboarded
in the Retail Department

60%

of the new suppliers
are female-owned
companies

5 297

environmentally
friendly re-usable
bags have been
used to pack visitor
purchases

R29 125

has been contributed
to the SANParks
K9 Watchdog Project

AWARDS

- TMACC was nominated in two categories in the **World Travel Awards 2022** – **World’s Leading Cable Car Ride** and **World’s Leading Tourist Attraction**
- We won the **KFM Best of the Cape: Best Tourist Attraction 2022** award
- We were the Corporate Category winner at the **Cableway Charity Challenge 2023**



MARKETING

- The Cableway welcomed its **30 millionth** visitor on 30 December 2022
- **VIEWES by De Grendel** was launched with much success
- Our heritage **cable cars** underwent a facelift! They have now been **rebranded**, so keep a look out for this!
- We hosted **Take-a-Hike Day**, where our community was encouraged to clean up the mountain

PARTNERSHIPS AND SPONSORSHIPS

TMACC actively collaborates with tourism industry stakeholders and is represented on several tourism boards. In the year under review, we worked with the following partners:

Cape Town Tourism

For more than 40 years, Cape Town Tourism has been driving brand visibility and economic performance in the Mother City by delivering impactful destination management and marketing strategies. They are at the forefront of transforming the tourism industry to become more resilient, inclusive and sustainable.

The Cableway is proud to be a long-standing executive partner of Cape Town Tourism. TMACC's Managing Director, Wahida Parker, serves as Board Chairperson of Cape Town Tourism, giving us the opportunity to shape the local tourism landscape.

17 | Table Mountain Aerial Cableway | 2023 Annual Report

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CAPE TOWN
BIG 6



Table Mountain Aerial Cableway

You haven't experienced the full magnificence of the Table Mountain National Park until you've been to the top of Table Mountain. A quick 5-minute ride in the cable car gets you to the perfect vantage point. This New7Wonders of Nature attraction gives you views that are picture postcard perfect and the best venues to enjoy a bite to eat or something refreshing to drink.



Cape Point

Enjoy the unrivalled majestic beauty of the Cape Peninsula. Set within the Table Mountain National Park, views are stunning, biodiversity is rich, and experiences are unparalleled for all explorers and nature lovers. Attractions include a Funicular ride, the Two Oceans restaurant, a food & beverage store and curio shops.



GROOT CONSTANTIA
LANDGOED • ESTATE

Groot Constantia

Just outside Cape Town city is the oldest wine-producing farm in South Africa, which has been continuously producing legendary wine since 1685. The Visitor's Route Experience is a must-try; this self-guided tour follows a route through its attractions — the Manor House, Cloete Cellar, Production Cellar and restaurants.



Kirstenbosch National Botanical Garden

Set against the grandeur of Table Mountain, Kirstenbosch National Botanical Garden is acclaimed as one of the world's great gardens. Take a walk in the natural forest, among the flora and fynbos, with abundant indigenous birds to serenade you. There's also a treetop walkway and several dining options.

Robben Island
Museum

Secluded just less than 12km from Cape Town lies Robben Island World Heritage site: a melting pot of natural and cultural heritage where South Africa's democracy was pioneered through the resilient Ex-Political Prisoners. Explore this iconic site on an inspiring guided tour through the Islands' multi-layered history.



V&A Waterfront

This vibrant neighbourhood is a popular tourist destination that attracts visitors for its unique natural splendour, art, architecture, and adventure. Here people gather, captivated by the infectious spirit and rich culture of Cape Town, creating magnificent memories to last a lifetime.

Cape Town Big 6

Cape Point, Groot Constantia, Kirstenbosch, Robben Island Museum, the V&A Waterfront and Table Mountain Aerial Cableway Company form the Cape Town Big 6. These six iconic destinations are at the core of a true Cape Town Experience and a trip to the city would not be complete without visiting each of these attractions.

The Cableway is honoured to be listed with such well-known locations and continues to pursue cross-marketing opportunities and insight sharing through our participation in the Cape Town Big 6 marketing collaboration.



African Association of Visitor Experiences and Attractions (AAVEA)

AAVEA represents the interests of attractions and visitor experiences. The association raises awareness of the contribution that visitor experiences and attractions make to the broader tourism industry, and hosts events and online sessions that provide education, valuable engagement with industry peers and collaboration opportunities.

TMACC is one of the founding members of AAVEA, and a patron sponsor of the annual AAVEA conference.

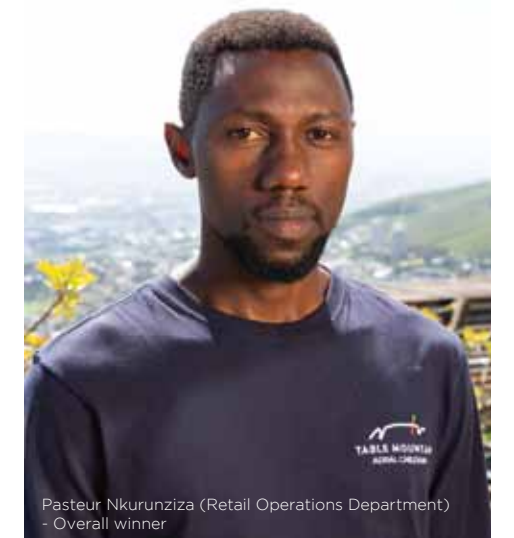
Selma Hercules, Finance Director of TMACC, serves on the Board of AAVEA.



Cableway Charity Challenge

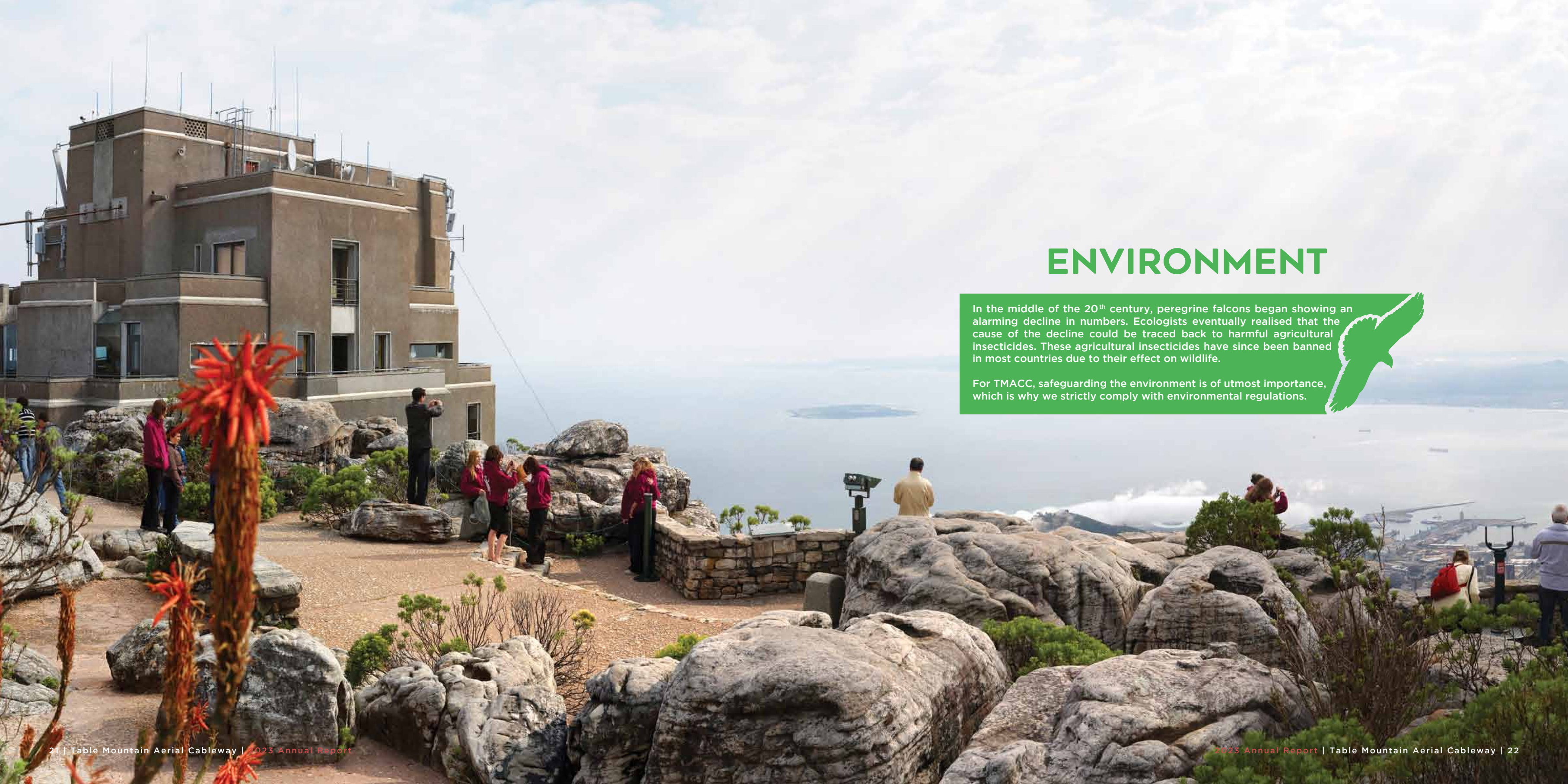
The **Cableway Charity Challenge** has been running since 2009 and was started to assist impoverished communities with educational assistance. Over the last 14 years, the event has grown from strength to strength, becoming a unique Cape Town experience not to be missed.

In partnership with the JDI Foundation, we sponsored the annual Cableway Charity Challenge, which was held from 6-14 May 2023. More than R1 million was raised for charity. We are also proud to announce that we won the corporate category in the Cableway Charity Challenge.



Pasteur Nkurunziza (Retail Operations Department)
- Overall winner





ENVIRONMENT

In the middle of the 20th century, peregrine falcons began showing an alarming decline in numbers. Ecologists eventually realised that the cause of the decline could be traced back to harmful agricultural insecticides. These agricultural insecticides have since been banned in most countries due to their effect on wildlife.

For TMACC, safeguarding the environment is of utmost importance, which is why we strictly comply with environmental regulations.



RESPONSIBLE CABLEWAY

During the year under review, the Cableway has kept its water, electricity and CO₂ emissions down. This has been consistent for several years now.

The decline in water use is largely due to the borehole that was installed in 2018. Currently, close to half of our water use is non-potable (borehole) water. We use it for the flushing of visitor toilets at the Lower Station, as well as irrigation and some floor washing.

The reduction in electricity usage was mostly due to fewer visitors over the past few years. However, we continue to use more energy-efficient equipment where possible.

Our emissions have been offset by our investment in the Kuyasa Housing Project. This development is in one of the poorest and most vulnerable areas of Khayelitsha in the Western Cape.

Through this project, solar water heaters, insulated ceilings and compact fluorescent energy-efficient lightbulbs (CFLs) have been installed, resulting in monetary savings, improved indoor air quality and reduced greenhouse gas emissions.

Our total CO₂ emissions were 1 017 350 kg. Our total was 1.15 kg per person and we managed to keep it to 1.14 kg per person.

In terms of waste management, we outsource our waste sorting at the Lower Station to WastePlan.

The Cableway has certifications for ISO 14001 (environmental management) and ISO 45001 (health and safety management). We also retained our Diamond rating with the Heritage Environmental Management Company.



We retained our
DIAMOND
rating with the Heritage
Environmental Management
Company

ISO CERTIFICATIONS



ISO 14001 Environmental
Management



ISO 45001 Health and
Safety Management



CABLEWAY CARES

THE CABLEWAY CARES CORPORATE SOCIAL INVESTMENT (CSI) PROGRAMME

More than **100 organisations (NPOs, NGOs and community organisations)** participated in our CSI programme during the period under review.

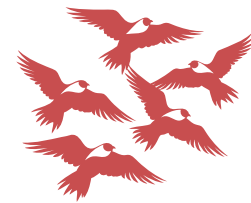
One of the many organisations we helped included Angels SA.

Angels SA looks after the underprivileged and vulnerable, including orphans and seniors. They provide a feeding programme, do outreach and raise money to build orphanages. They also have a team of foster and safety parents who look after babies and children up to the

age of 18. The areas they cover are Cape Town, Malmesbury, Worcester, Darling, Atlantis, Saaron, Paarl and further out in the Western Cape.

The Cableway sponsored tickets so that Angels SA could take a few of their beneficiaries up the mountain.

“Thank you to the Cableway team for making so many seniors’ and kids’ dreams come true. For many of our seniors and children, it was the first time they set foot on Table Mountain.”
– Farieda Moses from Angels SA.



100+

NPOs and NGOs participated in our CSI programme



CLASS IN THE CLOUDS

The Class in the Clouds programme was started in 2001 for primary and high schools. Learners are given the opportunity to not only experience the beauty of Table Mountain but to also learn about the fauna and flora in a natural setting. This programme runs on weekdays from March to October each year.

Annually, up to 20 000 children participate in the programme. They are booked for a particular timeslot and provided with a tour guide and worksheets. In the 2023 financial year, **15 048 learners** benefited. Since its inception, **333 361 learners** have participated in the programme.

One such school we assisted was Beacon School for Learners with Special Educational Needs (LSEN). They are situated in Westridge, Mitchell's Plain. Their learners are from Mitchell's Plain and surrounding areas, including Philippi and Samora Machel. They cater for learners between the ages of 6 and 18 with various disabilities.

Through the Class in the Clouds programme, these students were able to experience the Cableway and the beauty of Cape Town from the top of Table Mountain.

“We were immensely grateful for the opportunity to visit Table Mountain.

It was a once-in-a-lifetime experience our kids will surely never forget.”
– Zeenat Reagon, Beacon School educator.

+ 20 000

children form part of the programme annually

FINANCE DEPARTMENT

Throughout the entire African region, raptors are among the most dominant birds. They are at the top of the food chain and are often the first to indicate a problem in the ecosystem. Therefore, they are an essential link in the food chain and a barometer of environmental health.

This is one of the reasons why the peregrine falcon is so important to TMACC. Their large population, found high up on our peaks, is a measure of Table Mountain's health.



SELMA HERCULES, FINANCE DIRECTOR

Selma Hercules joined TMACC in 2011. **“It was time for a change and TMACC was the right stepping stone for me in my career path,”** she tells us. And as they say, the rest is history!

Selma heads up the Finance department. Although her focus is risk management, her interests lie in the sustainability of economic enterprises and strategic management, ensuring growth and development. With her small team, she ensures TMACC remains a stimulus for economic growth in the province.

In her off time, Selma enjoys cooking, hiking and working on her golf game. Her favourite words to live by are by Paulo Coelho – **“when we strive to become better than we are, everything around us becomes better too.”**

DID YOU KNOW?

By exceeding its target for Corporate Responsibility spend, TMACC is helping more people than ever.



HUMAN RESOURCES DEPARTMENT

The oldest recorded peregrine falcon was at least 19 years and 9 months old when it was identified by its band in 2012.

TMACC is almost five times its age at a young 94 this year.



TMACC HEADCOUNT

The 2023 financial year started with 156 full-time employees and ended with 163 full-time employees.

The highest growth was recorded in October 2022, with 10 employees joining TMACC. The slowest month was April 2023, with one employee onboarded. Compared to last year, we achieved 5% of headcount growth.

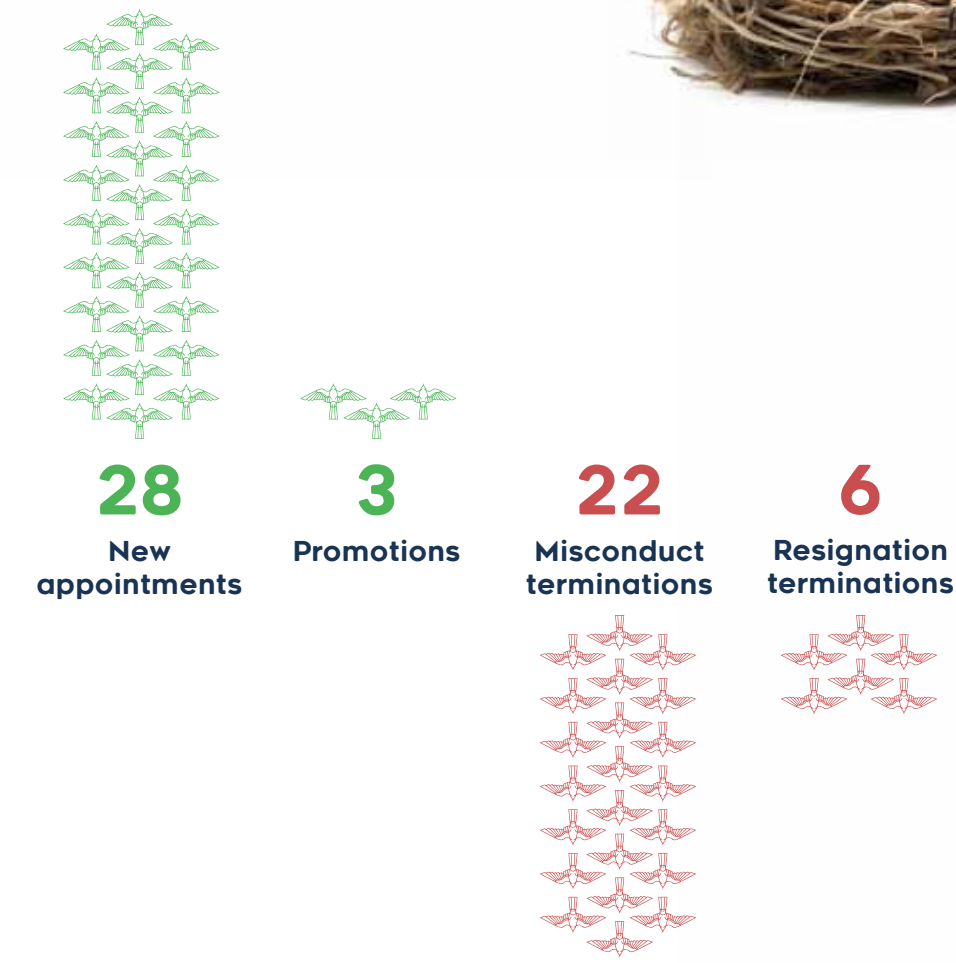
We currently have 91 females and 65 males in the organisation.



5%

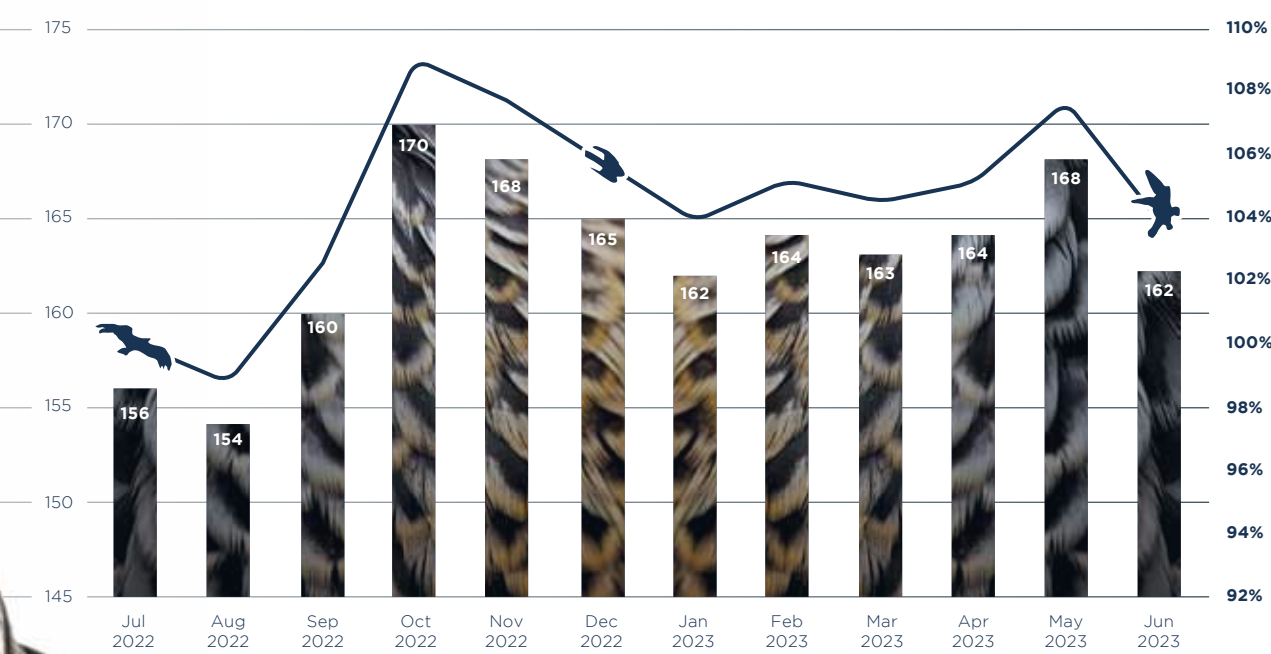
**Year-on-year growth rate of
our staff complement**

Graph 1: Gender breakdown in the organisation in 2022/23



Graph 2: Staff movement for the 2023 financial year

Graph 3: Full-time employee growth rate



Graph 4: Employee growth rate

LOW STAFF TURNOVER

One of the primary reasons for TMACC's low staff turnover is its commitment to an employee-centric culture. We prioritise the well-being and growth of our employees, recognising their contributions as integral to our success.

Regular feedback mechanisms, open communication channels and inclusive decision-making processes empower our employees and make them feel valued, creating a sense of belonging and loyalty.

COMMITMENT
to employee-centric culture is the primary reason for our low staff turnover

LONG SERVICE CELEBRATIONS

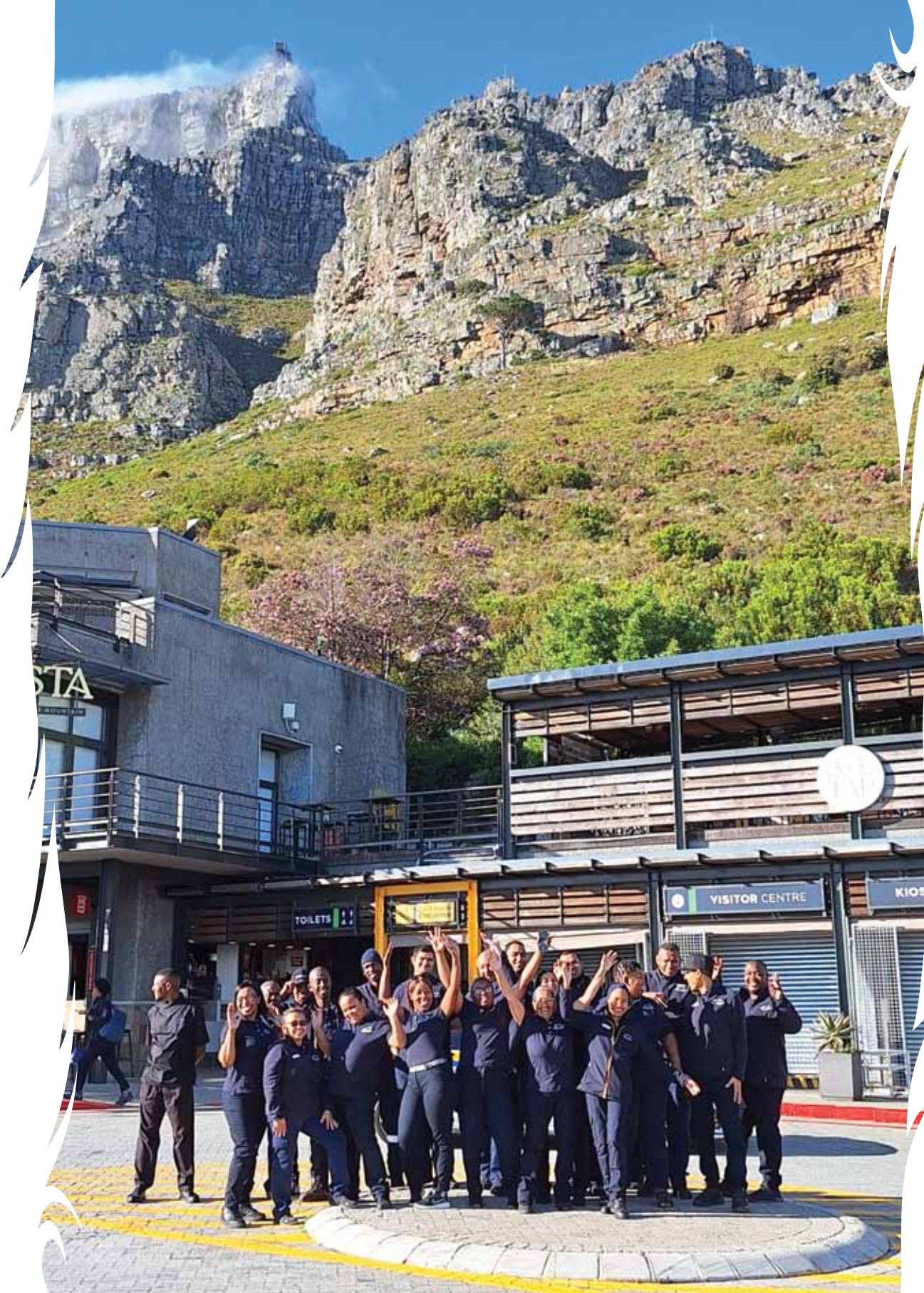
TMACC celebrated the long service of 18 employees this financial year. The long service celebrations have been well-received by employees and were a positive reflection of our

commitment to our team and the organisation alike. In the 2023 financial year, the following people received long service awards:

| 5 Years of Service | |
|--------------------|------------|
| First Name | Surname |
| Marie | Abraham |
| Keano | Daniels |
| Loretha | Francis |
| Juwairiyah | Groenewald |
| Redaw | Harris |
| Ismail | Isaacs |
| Nikita | January |
| Fiona | Magobiane |
| Yolo | Morena |
| Zilipa | Mvimbi |
| Keith | Ncube |
| Ndiliswa | Ngesi |
| Janine | Van Wyk |

| 10 Years of Service | |
|---------------------|-----------|
| First Name | Surname |
| Aneesa | Adams |
| Xolela | Khelenge |
| Nomzwakhe | Mahlasela |
| Bongisa | Vuku |

| 15 Years of Service | |
|---------------------|---------|
| First Name | Surname |
| Darryn | Falken |



BURSARIES

At TMACC, our commitment to employee development takes form through unrestricted bursary opportunities. This approach transcends the typical confines of predetermined courses or fields, granting employees the freedom to explore and apply for educational paths that resonate with their personal interests, passions and career aspirations. This autonomy in choosing one's educational journey not only empowers employees but also reaffirms our dedication to their individual growth.

- All 12 bursary applications received were approved

- The value of bursaries awarded was R261 187.00



R261 187

Total bursary value awarded to the 12 applicants

Graph 5: Cableway staff bursary investment



STAFF COUNSELLING

Staff counselling services were actively provided and facilitated, in partnership with Families South Africa (FAMSA), throughout the past financial year. TMACC's commitment

to the well-being of our employees has remained a central focus and we recognise the importance of creating a supportive and conducive environment for our team.



LEARNERSHIP PROGRAMMES ON THE GO

Professional Cookery Learnership

From 1 September 2021 to 31 August 2022, the Cableway proudly partnered with **Capsicum Culinary Studio** to deliver a comprehensive **Professional Cookery Learnership** programme. 60% of our dedicated learners successfully completed the programme. On 11 November 2022, a graduation ceremony celebrated their remarkable journey.



60%
of learners completed
the programme

Food & Beverage Learnership

This learnership assists with education and provides skills development on-site. Six candidates were selected - four of these candidates were from outside the organisation with a source of income, whilst two were from our existing team.

Business Administration Services

The Cableway launched its **Business Administration Services NQF Level 3 learnership** in June 2022, which will run until June 2024. Through this course, TMACC is dedicated to making a lasting impact on the life of one unemployed learner.

This meticulously designed learning initiative is more than a mere educational journey – it's a pathway to personal and professional transformation.

The Business Administration Services programme is run in collaboration with the Production Management Institute (PMI) and is a testament to our belief in the potential within each individual.

NQF
LEVEL 3

**Learnership in Business
Administration Services**

I Can Academy Disability Project

TMACC is currently running an NQF Level 1 **Hygiene and Cleaning Learnership** for people living with disabilities in partnership with **I Can Academy**. The learning programme started on 15 September 2022 and runs until 14 September 2023. So far, the learners have demonstrated a high level of enthusiasm and dedication throughout the programme – and their performance and attendance have been exceptional. As we look to the future, the Cableway remains dedicated to creating more opportunities for skills development in this regard.

NQF
LEVEL 1

**Learnership in Hygiene
and Cleaning**

Higher Certificate in Information Systems

In a stride towards meeting our evolving demands and nurturing a culture of skills development, we are proud to announce our collaboration with **Eduvos**, an institution which offers career-oriented degrees and qualifications in the humanities, arts, law, commerce, technology and applied sciences faculties.

With a clear focus on Information Technology (IT), the Cableway has welcomed an aspiring learner into our fold. This one-year internship, which commenced on 22 May 2023, marks a significant step in our commitment to supporting career growth and innovation in our IT division.

The chosen curriculum aligns seamlessly with TMACC's needs and aspirations, ensuring that the intern's learning journey is both relevant and valuable.

STAFF EVENTS

- TMACC provided lunch for all staff members who were on duty on Christmas and New Year's Day
- Leadership hosted a Braai Day in January 2023 to show appreciation for the work done during season.

TEAMBUILDING

On 18 May 2023, TMACC had a fantastic opportunity to come together as a team and celebrate the hard work and achievements of our employees. This was the Cableway's first staff party since 2019. We enjoyed food, drinks, music and the opportunity to socialise. We also planned a range of prizes, giveaways and activities to keep everyone entertained throughout the night.

TMACC would like to take this opportunity to thank all their staff members for our continued hard work and dedication, and we look forward to many more fun and memorable staff parties

RECRUITMENT

TMACC has harnessed the potential of online advertising as the preferred recruitment tool. Through the strategic placement of adverts on social media platforms and job boards, our call for exceptional talent echoes far and wide, inviting candidates from diverse backgrounds to be a part of this remarkable journey.

The Cableway has also recently joined the SA Youth Partner Network to provide young South Africans with earning and learning opportunities.

NIGHT GARDEN

2023



OPERATIONS



Although the word “peregrine” means “wanderer” in Latin, peregrine falcons living in South Africa are largely non-migratory. Many of them live along mountain ranges or in the city.

TMACC, like the peregrine falcon, has found its home on Table Mountain and is here to stay.

MICHAEL WILLIAMS, HEAD OF OPERATIONS

Mike joined TMACC in 1990 as a Mountain Manager. **“In those days, the Mountain Manager was the Technical Manager, the HR Manager, the Retail Manager, the PR Manager and even the person who banked the money on some days,”** he quips.

From the outset, Mike’s goal has been to remain ahead of the curve when it comes to new trends and technology. **“We have managed to do that as a team, and people have often approached us as a ‘big brother’ to give advice or to learn from us,”** he says.

It has also been his goal to drive sustainability, to ensure that all activities are **“kind to the mountain”** because TMACC is its custodian. **“Equally so with our health and safety. One bad incident can ruin the reputation for a long time,”** says Mike.

Outside the office, Mike is a sports nut. **“I cycle every day of my**



life. At one stage, I used to cycle to work from Blouberg. I know every stone in the road up Kloof Nek and Tafelberg Roads. Now I only pass by occasionally over weekends. I’ve also walked the mountain hundreds of times. I used to be the person who fixed the 11kv power line every time the weather would cause damage,” he says.

His motto? **“You’re never too old to change.”**

DID YOU KNOW?

During load shedding, the cable cars continue to operate on backup systems. In the near future, the entire Cableway, including the cable cars, will run on batteries during load shedding.

OPERATIONS DEPARTMENT HIGHLIGHTS

The Operations Department oversees visitor experience, arrivals and queue management, security and traffic management, access control and hosting, mountain guiding, Class in the Clouds, hygiene, health and safety management and environmental management.

Annually, up to 20 000 children form part of the Class in the Clouds programme. They are booked in on a particular day and time and provided with a tour guide and information booklet.

In early 2020, 157 Kloof Nek Road was purchased when it came on the market in order to shift the administration department off-site, but not out of reach. In doing this, valuable space was freed up that, when complete, can add value to the visitor experience and generate income.

The Fast Track Pathway, pictured here, has been an absolute winner, not only from a revenue point of view but also from an added service to our visitors. **“People are elated to find out that they can book a cable car at a specific time on a busy day. Functions have boomed because of this, and the Class in the Clouds kids don’t have to wait in long queues anymore,”** says Mike.

DID YOU KNOW?

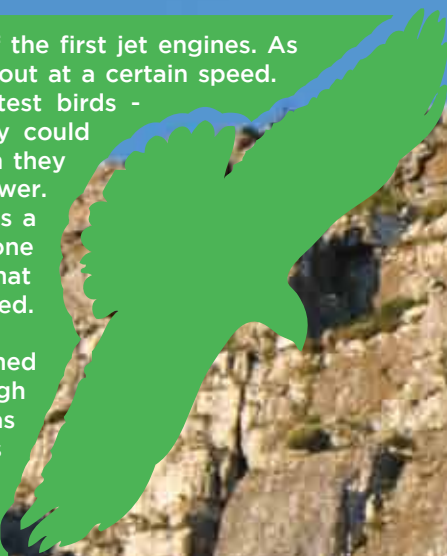
Maintenance of the cable cars is continual. It’s an ongoing job.



TECHNICAL

A peregrine falcon's nose inspired the design of the first jet engines. As planes got faster, their engines started choking out at a certain speed. Puzzled, researchers looked to one of the fastest birds - the peregrine falcon - and wondered how they could still breathe at incredible speeds. This was when they looked at the falcon's nostrils and found the answer. In the opening of the peregrine falcon's nostril is a small cone that protrudes. Fashioning a similar cone in the opening of a jet engine, they discovered that air could pass into the engine at even greater speed.

TMACC, like the peregrine falcon, is well-designed and innovative. Although it has gone through several upgrades over time, the Cableway has mostly kept its original design. Innovation remains at the forefront of TMACC, however. Their operations, facilities and services are always being enhanced.



ANDRIES DE VRIES, HEAD OF TECHNICAL

Meet Andries de Vries, who started the first of two journeys at TMACC in 2011. He stayed until 2015, having forged a strong connection with the Technical team. After eight years, he returned to us in August this year, drawn back to beautiful Cape Town and the Cableway's excellent workplace.

"I returned for various reasons - the best location in Cape Town and a fantastic team and work environment. 99% of the Technical team is as it was when I left in 2015," he says.

Going into the future, Andries aims to foster even greater team unity. Being naturally humorous and self-effacing, he should find it easy. Asked what he likes to do with his off time, he jokes: **"Drink beer and sleep."**

He adds: **"My kids and my wife keep me busy. In my first interview at TMACC in 2011, one of the directors asked how I feel about working for a lady. My response was that my wife is older and, hence, I work for a lady already."**

Asked what words he lives by, he quips, **"Every story has two sides. Right is right and wrong is wrong."**

TECHNICAL DEPARTMENT INS AND OUTS

TMACC's Technical Department oversees all cable car machinery, including the maintenance and safety of facilities.

maintenance. The 2022 annual maintenance shutdown has allowed the Technical team to complete upgrades to its facilities.

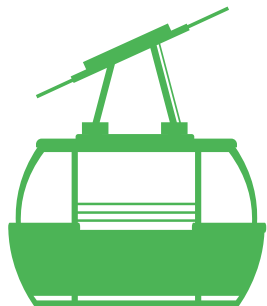
There are two backup systems for TMACC's hydraulic system, says Andries. **"Both are diesel-hydraulic drives. They power the cableway via a diesel engine driving hydraulic equipment. These backups are invaluable during load shedding, allowing for continued operation,"** he says. An electrical/battery backup system is planned and will be operational by 1 December 2023.

"When you work with a world-class team, you can only cement what is already there and work on further aligning team goals and unity."

When asked to comment on the people who make up the Technical Department, he says **"All our members are outstanding."**

Regarding upcoming goals, Andries is proud of his colleagues and comments **"When you work with a world-class team, you can only cement what is already there and work on further aligning team goals and unity."**

Every year, TMACC shuts down for a period to allow for important



1 500 kWh per month

TMACC puts back into the electricity grid when our cable cars descend

DID YOU KNOW?

The most technically tested safety measure at TMACC is the brakes. They are tested daily!



INFORMATION TECHNOLOGY

Perhaps because of their amazing flying and hunting skills, peregrine falcons have held cultural significance for humans throughout history. To this day, they are still one of the most popular birds in the sport of falconry and, in ancient times, they were considered the birds of royalty.

Just as peregrine falcons have captured the minds of cultures past and present, the Cableway, too, has stood as a symbol of wonder and accessibility to one of nature's grandest spectacles - Table Mountain. It allows people from all walks of life to experience this icon's majesty up close and personal, offering a unique and exhilarating way to connect with the beauty of Cape Town and its environment.

NEIL ARBOUS, HEAD OF IT



Neil joined TMACC in 2007. **"I joined the team for something different and to be able to spend more time with my family,"** he says.

Two career highlights so far have been the successful completion of the **Virtual Reality Cable Car project** in 2020 and his promotion to Executive Manager.

If he could give TMACC's servers a name, Neil says he'd choose **'The Rock'**. **"Obviously as we are at the mountain,**

but I also liked the movie!"

Asked what the most impressive or creative solution the team has come up with to fix a technical problem, Neil quips: **"There's nothing specific that I can think of, but it usually involves imagination and long hours."**

During his off time, Neil likes to walk or hike, and spend time at home with his family. Being a techie, Neil also enjoys online games and he used to DJ a bit.

On 16 December, there was a lightning strike at TMACC that caused serious damage to equipment - just as we were about to go into peak holiday season! All the damaged equipment had to be replaced over this long weekend, says Neil.

IT DEPARTMENT DEVELOPMENTS

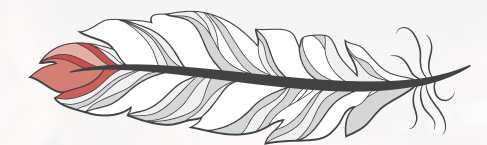
During the year under review, there were several IT upgrades, installations and replacements. **"The upgrades are part of our plan to ensure reliability, redundancy and maximum uptime,"** says Neil.

Challenges faced included constant changes and development requirements, adverse weather damaging equipment and major renovations of outlets.

Apart from a robust cyber security protocol in place, the website will

undergo changes to its underlying technology and infrastructure. However, website users won't need to worry - the look and feel won't change too much, says Neil.

For 2023/24, a team expansion is on the cards, with some outsourcing for specific projects. Exciting times are ahead!



About
20%
of TMACC tickets are sold
online and 80% on site

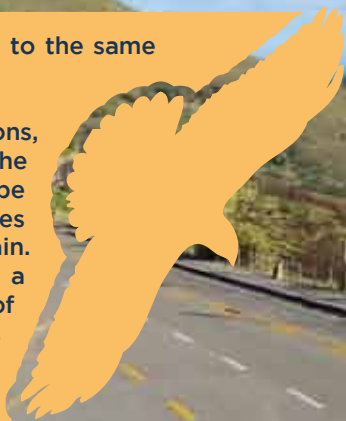
DID YOU KNOW?

Website information updates on the weather, queue wait times and whether the Cableway is open or closed are inputted manually thanks to an inhouse system TMACC developed years ago.

MARKETING

Peregrine falcons mate for life and typically return to the same nesting spot each year.

In a way that is reminiscent of peregrine falcons, TMACC embodies a sense of enduring connection. The Cableway has become a consistent feature of Cape Town's landscape where, year after year, it provides a reliable means for visitors to ascend Table Mountain. Just as a falcon's return to its nesting site is a testament to nature's rhythms and the strength of its pair bond, TMACC's continued operation speaks to its lasting significance as a gateway to the wonder of nature.



COLLETTE VAN ASWEGEN, HEAD OF MARKETING

Collette Van Aswegen, like Andries De Vries, is a happy returnee to TMACC. She joined the Cableway in December 2006 and left in 2019 to pursue other interests before coming back in 2023. **“Joining TMACC not only provided an opportunity to be part of one of Cape Town’s iconic attractions, but it also gave me the chance to shape the attractions management and tourism industries,”** she says.

Predictably, Collette has always been a keen traveller. **“I love to travel, both locally and internationally, and constantly remind friends and family to be tourists in our own city,”** she says.

Collette also loves cooking and having family and friends over.

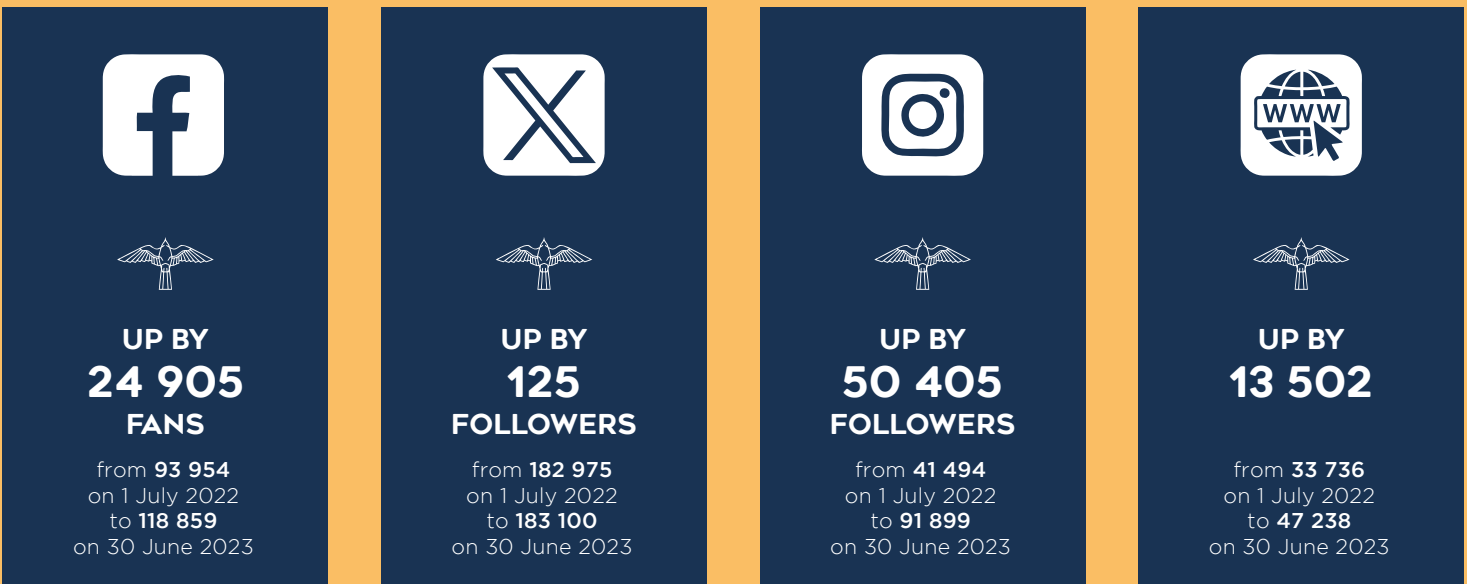
One of Collette's favourite marketing quotes is: **“Great marketing starts with great stories. Be unique, inspire and connect”** by Ann Handley, Chief Communications Officer of Marketing Profs.

MARKETING DEPARTMENT ACHIEVEMENTS

In the year under review, VIEWS by De Grendel, our wine lounge with stunning views, and KLOUD Bar, an elegant cocktail venue, were launched. TMACC collaborated with both traditional media and influencers for these exciting launches.

CABLEWAY SOCIAL

Over the past year, our social media accounts have grown as follows:



The long-standing partnership between Cape Town Tourism and Cape Town Big 6, a marketing collaboration between the six biggest attractions in Cape Town, continued in this financial year.

On the staff front, the Marketing Department was challenged due to staff turnover, but this is currently being addressed.

Goals for the department are to increase brand awareness, boost brand engagement through exciting content, generate leads through customer relations management/customer insights, increase revenue through sales drives, improve customer value through enhanced experiences and reinforce TMACC as a brand authority.

In terms of marketing, Collette and her team use a combination of traditional and digital media to provide broader awareness. However, digital media allows for a more targeted approach.

DID YOU KNOW?

The Cableway welcomed its 30 millionth visitor in December 2022.



RETAIL OPERATIONS

Peregrine falcons don't build nests like other birds. They will find a shallow dip in an outcrop of rocks or scrape a depression in the soil on a ledge of a cliff. Sometimes they'll even use the eaves of a building for their nest.

Similarly, TMACC aims to leave a minimal impact on the environment. It is a testament to human engineering that the Cableway works so harmoniously with nature. Their sustainability practices ensure that the mountain will be protected for generations to come.



RIANDA WILLIAMS, HEAD OF RETAIL OPERATIONS

Rianda Williams joined us almost 30 years ago in 1996. **"I was working at the Hip Hop store at the V&A Waterfront at the time. The lady who did my window displays arranged the TMACC interview for me - said she thought it would be perfect for me. It was only when I arrived at the interview that I saw who it was with - John Harrison, the Managing Director of TMACC at the time!"**

Rianda lives by her favourite quote - **"Variety is the spice of life."** She says, **"My family tease me because I use this quote so often!"**

From a business perspective, Rianda believes that when you support small businesses, you're supporting a dream. **"I see this every day. I always tell people when I look at the products in our shops, I see all the stories behind them,"** she says.

When she's not at work, Rianda loves to spend time with family and friends.

A SPOTLIGHT ON RETAIL OPERATIONS

Retail Operations oversees all ticket sales (on and off-site) and retail outlets (four shops and three storerooms). Outlets are located at the Top Station, as well as the Lower Station. During the annual maintenance shutdown period, all outlets got a new look and feel.

A large percentage of products available for sale at the TMACC outlets are custom-made and, therefore, cannot be bought elsewhere. This is one of the reasons why our retail outlets do so well.

“We want to support the small guys.”

Rianda is always looking at ways to support small businesses through her department. **“I am always looking for new products everywhere I go – street vendors, markets, social media... We want to support the small guys.”**

Although it has been almost four years since our first COVID-19 lockdown, South Africans are still trying to play catch up. **“Our goal is to continue supporting our suppliers so that they can make a complete recovery.”**

When asked about the different types of tickets you get at TMACC, she says **“Too many to list! There are different ticketing tiers available and are priced accordingly – adult, child, morning, afternoon, pensioner, student, free birthday, fast track and more!”**

Retail Operations employs 27 staff. They are entitled to a discount on all retail items and have the privilege of working in the **“most beautiful place in the world”**.

One of the challenges faced during this financial year was the congestion on Tafelberg Road during peak season, which hampered deliveries to TMACC. Not one to let this create a backlog, we solved the issue by moving Goods Receiving to 157 Kloof Nek Road.

A focus for the year was customer service training. On closed days, suppliers were invited to present their company and products to the TMACC retail staff. This has been hugely successful in increasing product knowledge.



27
staff are employed in
Retail Operations

DID YOU KNOW?

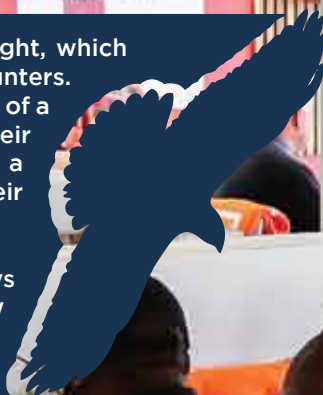
One of the most popular items sold at TMACC is the Table Mountain magnets and, by value, the TMACC charcoal melange branded t-shirt.



FOOD & BEVERAGE

The peregrine falcon has impeccable eyesight, which makes them one of the most formidable hunters. Their eyesight is eight times better than that of a person, allowing them to accurately track their prey. To keep their eyes safe when entering a dive, they have a third eyelid that shields their eyes without impairing their vision.

Like a peregrine falcon, TMACC is always looking ahead and keeping abreast of new trends.



RONALD RAMSAMY, FOOD & BEVERAGE CONSULTANT

Ronald Ramsamy joined TMACC on 1 August 2021. He has a keen interest in developing the hospitality industry, which can be seen in how he runs his department. His main focus has been to revitalise the Food & Beverage Department and uplift his staff.

On weekends, Ronald enjoys family time, visits places that are on-trend, or plays golf. When asked what words guide him, he said: **“To trust is good, to check is better, and most important is what we do next!”**



100%

**focused on revitalising
the Food & Beverage
Department**

FOOD & BEVERAGE DEPARTMENT INSIGHTS

The Food & Beverage Department achieved its highest Rand value profitability in history during the 2023 financial year. Assistance from TMACC partners, and with minimal capital expenditure injection for refits and concept changes, have helped drive revenues and profitability to new heights.

Each food and beverage outlet at TMACC has a different proposition, with different offerings and experiences. They look different, play different music and appear less or more corporate, depending on what the visitor is looking for. Two out of the four outlets are sit-down food offerings and two are based on a food-on-the-move concept.

Due to our World Heritage status and commitment to eco-sustainable tourism, most food preparation takes place at the Lower Station. Display and finishing takes

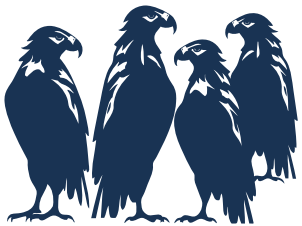
place at the top, with minimum raw food preparation, to mitigate the usage of water and solid waste that is brought down and sorted daily.

There is also a concerted effort to make use of less electricity, gas and water. This is tracked per outlet and visitor as an average.

"The immediate goal is to maximise business in the upcoming season."

The immediate goal is to maximise business in the upcoming season before going into deep planning for the next financial year when Food & Beverage plans to expand its functions and events business with the addition of a new multi-faceted event space. This new venture will accommodate between 40 to 60 guests, depending on the event.

The development of people will always be a priority and product re-invention and product development will follow a close second.



40 - 60

guests will be accommodated in the new multi-faceted event space



TEN67

Eatery • Bar • Coffee

TEN67, previously known as the Table Mountain Café, has become our number one revenue generator. It's a quick-service restaurant, with a limited, good-quality menu, which has improved the speed of service.

"The reimagining of TEN67 since COVID-19 required a complete assessment of its strengths and weaknesses before developing a concept that could ramp up quickly in peak service times whilst ensuring the use of staff and utilities remained efficient. It changed the way we did business," says Ronald.

TEN67 offers a unique beverage service from the outside to speed up customer transactions and uses technology in the management of people within the restaurant space. The focus is now on staff training and product positioning to assist customer choices and help grow revenue.

TEN67 is also in the development phase of opening an outside ice cream service point, similar to that of the beverage service point, to reduce the need for high volumes to come inside for ice cream on a hot day. Better access and better variety should increase sales.

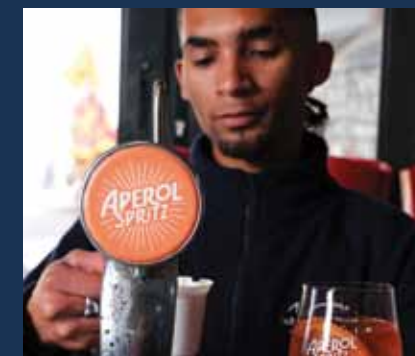


KLOUD Bar comes in second in terms of revenue and profitability. Its brand proposition is that it's **"the cool place to be seen"**, providing some of the most breathtaking views. Its décor is in bright, bold colours and it's backed by an equally fun international brand, Aperol.

It is the place to watch the best sunsets with a cocktail, wine or beverage, all contained within the space of a small bedroom.

What sets **KLOUD** apart is its cocktail vending strategy, which is built around speed of service. Aperol is served from tap and most other cocktails are three to four movements in the product process. Its ability to deliver quickly is its appeal to the Twelve Apostles Terrace admirers.

DID YOU KNOW?



KLOUD Bar is the only bar in the world currently serving Aperol on tap.



BAR AT TABLE MOUNTAIN

TAP Bar continues to grow in popularity, with revenue increasing. It is the highest bar in Cape Town and no ticket is required. **TAP Bar** gained popularity amongst hikers and is the last stop when the mountain closes to catch the tail end of sunset.

The beer is on point at **TAP** and there is a limited menu produced fresh to order. **TAP** also offers excellent specials supported by our beer partner, Newlands Brewery.

DID YOU KNOW?



The process of replenishing food and drinks at TMACC is unusual. Stock moves on the cable car several times a day, but must be well coordinated to cater for the limited operating/holding space at the top. Product must also adhere to various hygiene and safety protocols.



VIEWS by DEGREDEL

VIEWS by De Grendel was launched in the year under review. Its location and target appeal are slightly weighted towards adults interested in wine. Whilst it proved to be challenging in respect of revenue generation, it's a firm favourite for events and functions. It lends itself to a perfect indoor venue with great finishes and space.



MANDELA DAY INITIATIVE

TMACC cooked up 1 000 litres of soup and distributed it to various shelters around Cape Town on Mandela Day (18 July 2022).



1 000l

of soup was distributed to various shelters around Cape Town

DID YOU KNOW?



More than 100 organisations, (NPOs, NGOs and community organisations) participate in TMACC's CSI programme annually.

CABLEWAY OFFERS



Birthday Special

South Africans (4 years and older) get a free ticket on their birthday when they show their birth certificate or SA ID document. Children aged 4-17 must be accompanied by an adult. This ticket can be redeemed throughout their birthday month.



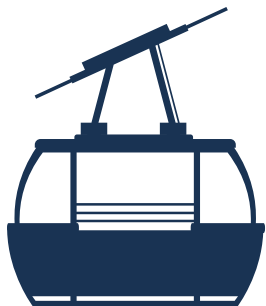
Pensioner Special

South African pensioners (60 years and older) pay a special rate when they show their SA ID document.



Fast Track Ticket

Gain priority access via our Fast Track ticket.



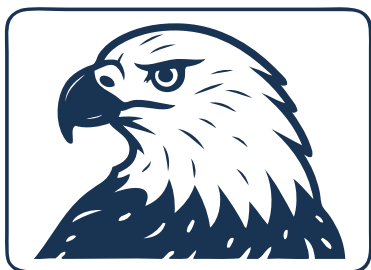
Private Cable Car

Want to arrive in style at the top of the mountain? Book a private cable car at www.webtickets.co.za.



Student Special

Local and international students pay a discounted rate when they produce a valid student card.



Cable Card

The Cableway's frequent user card, the Cable Card, provides visitors with one return trip per day for a year.



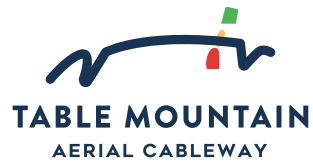
Events and celebrations

We are open for events and functions. Contact functions@tablemountain.net for more information.



Cableway Virtual Reality Experience

When the Cableway is unable to operate due to adverse weather conditions, we offer a Cableway Virtual Reality Experience free of charge! Come join us at the Lower Station.



ADDRESS

Lower Cable Station, Tafelberg Road, Cape Town, 8001
Latitude: -33.9520 Longitude: 18.4019.

CONTACT

Tel: +27 21 424 0015
info@tablemountain.net | www.tablemountain.net

SOCIAL MEDIA

Facebook: facebook.com/TableMountainCa

Twitter: @TableMountainCa

Instagram: tablemountainca

Youtube: @TableMountainCWay

