TARIFF APPLICATION

FY 2027/28 to FY 2029/30

National Ports Authority



CONTENTS

01 THE AUTHORITY'S STRATEGY

02 FY 2025/26 REFLECTIONS

03 TARIFF APPLICATION FY 2027/28

04 PORT DEVELOPMENT FRAMEWORK PLANS

05 CAPITAL EXPENDITURE

06 COMMERCIAL SERVICES

07 OPERATIONS OVERSIGHT

08 TARIFF APPLICATION FY 2027/28 to FY 2029/30



THE AUTHORITY'S STRATEGY



THE AUTHORITY'S STRATEGY

Mandate

The Authority's operations are guided by the following key legislative and policy frameworks



PORT POLICY

- Integrated port system that is **seamlessly** connected within the **logistics network**.
- Deliver high levels of service and drive **efficiency** for customers.
- Enhance global **competitiveness** and **economic growth** through sustainable port development.



MARITIME TRANSPORT POLICY

- Support **competitive international trade** through customer-focused **maritime infrastructure** and **services.**
- Safe, secure and **reliable** maritime supply chain and systems.
- **Integrated** maritime transport solutions, including **safety of navigation.**

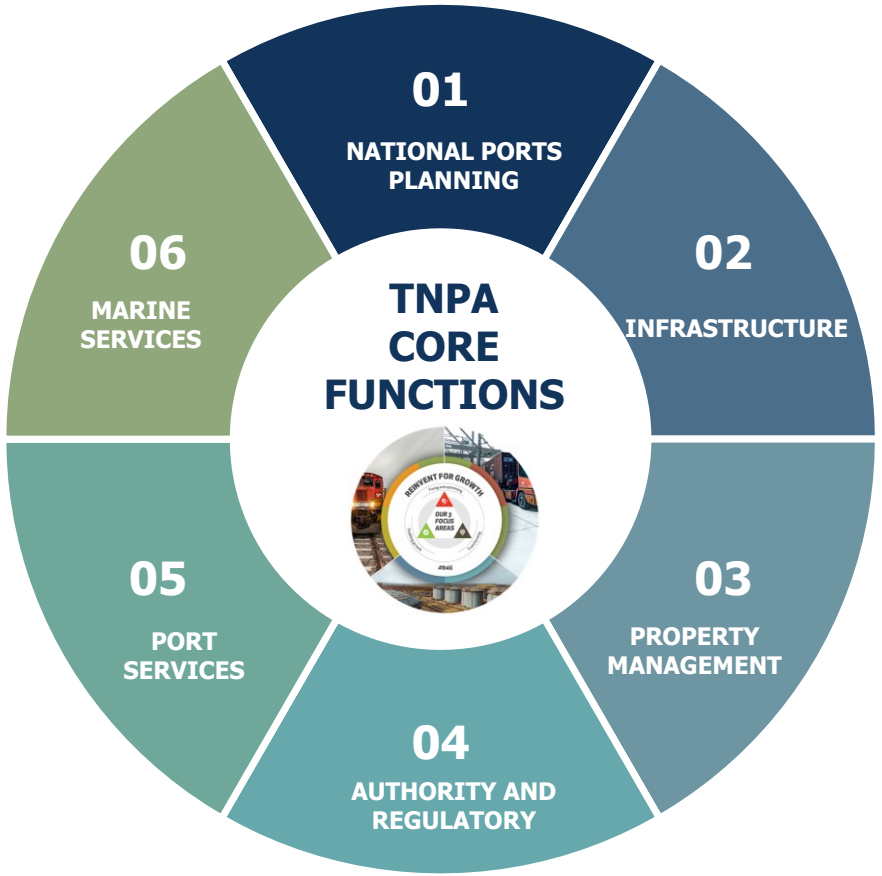


NATIONAL PORTS ACT

- **Develop** an effective and **productive** ports industry supporting **economic growth and development**.
- Improve **efficiency** across port management and operations**.**
- Enable **infrastructure and industrial development** to support **trade and exports** .

THE AUTHORITY'S STRATEGY

Core Functions



01 NATIONAL PORTS PLANNING

Plan a Future-Ready Port System

02 INFRASTRUCTURE

Develop, Maintain and Optimise Infrastructure

03 PROPERTY MANAGEMENT

Commercialisation of Property Portfolio that Facilitates and enables Trade

04 AUTHORITY AND REGULATORY

Independently regulates the Port System - Port Authority, Port Rules, licensing, compliance and regulatory

05 PORT SERVICES

Manages and Enables Safe, Efficient, & Reliable Port Operation Eco-System

06 MARINE SERVICES

Delivers Safe, Efficient, & Reliable Marine Operation - Pilotage, towage and berthing

THE AUTHORITY'S STRATEGY

Section 11 National Ports Act – Core Capabilities

TRANSNET

01
Port System Planning & Development

02
Marine & Port Operations

03
Commercial Development & Trade Facilitation

04
Enterprise Governance & Administration

05
Infrastructure & Asset Stewardship (Landlord)

06
Regulation & Port System Oversight

07
Sustainability, Transformation & National Development

THE AUTHORITY'S STRATEGY

Current Challenges and Authority's Response

AUTHORITY'S CHALLENGES

Port Competitiveness & Infrastructure Decline

- Capital Underspend and Under-investment
- Ageing Infrastructure and Outdated Equipment
- Deferred and Reactive Maintenance
- Persistent Congestion and Poor Efficiency
- Larger Vessels Exceeding Port Limits
- Weak Hinterland and Rail Connectivity
- Cargo Loss to Neighbouring Ports

Volume Decline

- Declining Cargo Volumes
- Low Economic Growth
- Weak Trade Demand
- Deteriorating Rail Freight
- Operational Inefficiencies and Port Congestion
- Weather-Related Downtime

Resource Constraints

- Craft & Helicopter Reliability and Availability
- Scarce Marine, Aviation and Engineering Personnel
- Critical Vacancies and Slow Recruitment
- Loss of Scarce Skills and Ageing Workforce
- Critical Spares and Supply Chain Delays
- ICT and Technology Capability Gaps

Regulatory Transformation

- Implementation of Private Sector Participation
- Delayed Corporatisation of the Authority
- Complex and Contested Tariff Regulations
- Emerging Single Transport Economic Regulator
- Low B-BBEE Representation

AUTHORITY'S RESPONSE TO R4G

TACTICAL

Fix and Optimize the Business

Strategic enabler of South Africa's Logistics competitiveness

TRANSFORMATIVE

Alignment to Policy Changes

Restore operational excellence and enhance port efficiency

EXPANSIONARY

Sustainable Future Growth

Position SA Ports as leading Logistics Hub in Southern Africa advancing selected Segment Strategies through trade enablement

THE AUTHORITY'S STRATEGY

Fix & Optimise the Business

Our commitment to port recovery focuses on:

01 IMPROVING PORT RELIABILITY

- Infrastructure maintenance
- Asset renewal
- Increased equipment availability

02 ENHANCING MARINE EFFICIENCY

- Improved vessel scheduling
- Marine service optimisation
- Reduced delays

03 IMPROVING OPERATIONAL PERFORMANCE

- Better coordination
- Improved planning
- Enhanced operational oversight
- Digitalisation

04 IMPROVING SUSTAINABILITY

- Climate resilience
- Decarbonisation
- Environmental stewardship
- Energy efficiency
- Water conservation

05 MODERNISING PORTS & INTEGRATING LOGISTICS

- Modernisation of port infrastructure
- Improved port–road freight connectivity
- Strategic port land use and estate optimisation







OUR RECOVERY JOURNEY

RELIABLE ASSETS › EFFICIENT MARINE SERVICES › BETTER OPERATIONS › SUSTAINABLE PORTS › INTEGRATED LOGISTICS

THE AUTHORITY'S STRATEGY

Vision, Mission & Value

PURPOSE: To be the trusted custodian of South Africa's ports — enabling safe, efficient and competitive trade, unlocking sustainable and inclusive economic growth, and connecting South African businesses and people to regional and global markets.

VISION:

Transforming and Sustaining an efficient globally competitive Port System

MISSION STATEMENT:

Modernized commercial port eco-system unlocking inclusive economic growth in an environmentally sustainable manner

STRATEGIC OUTCOMES

- **Future-Ready Port Infrastructure**
- **Globally competitive Port Performance Standards**
- **Growing Trade, Investments and Inclusive Economic Value**
- **Integrated Port Ecosystem**
- **Sustainable, Digital and Resilient Port System**

SHARED VALUES:

- Customer Service
- Respect & Care
- Responsibility
- Integrity
- Safety

ORGANISATIONAL CULTURE:

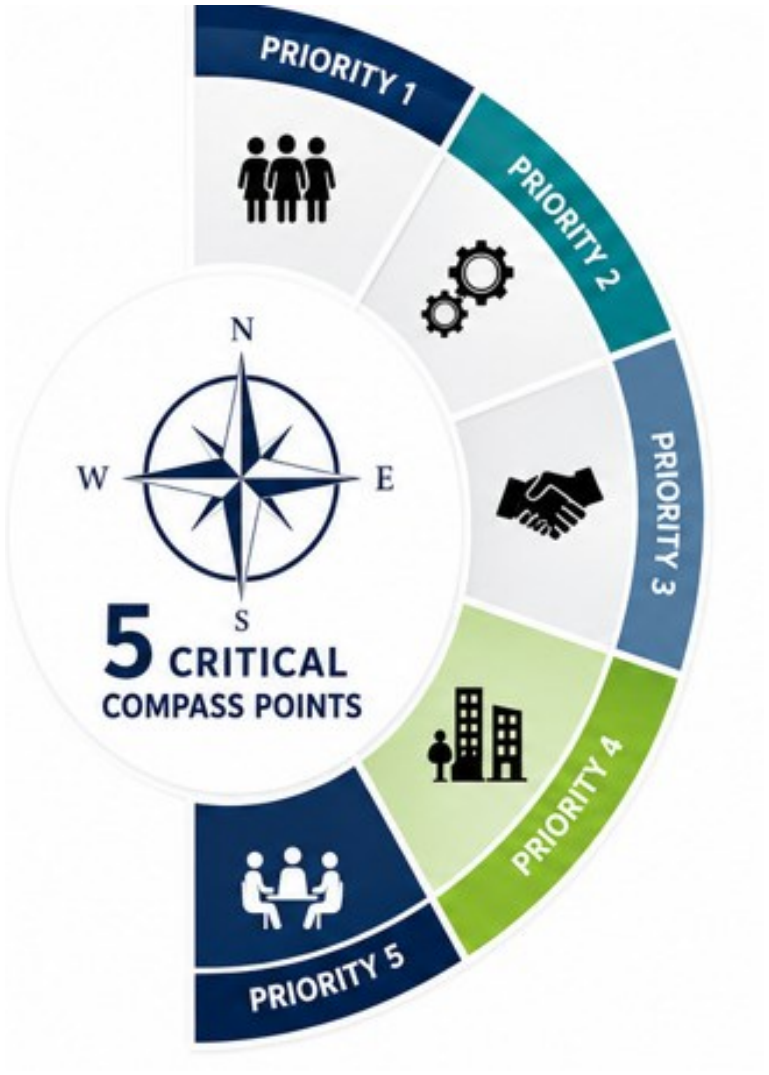
A Purpose Driven high-performance culture

Purpose in every Port.
Values in every decision.

"When Transnet works, South Africa thrives".

THE AUTHORITY'S STRATEGY

Critical Compass Points



01

PEOPLE

Our Greatest Treasure

- Human capital development and leadership stability

02

OPERATIONS

The Heartbeat of SA Port System

- Operational excellence and oversight strengthening

03

PSPs

Amplifying Potential Through Partnerships

- Strategic partnerships and private sector collaboration

04

INFRASTRUCTURE

Building Tomorrow's Infrastructure Today

- Future-ready port infrastructure and capacity expansion

05

CORPORATISATION

Shaping TNPA's destiny

- Institutional transformation and governance enhancement

DIGITAL ENABLEMENT + CONTINUOUS IMPROVEMENT

ICT is the enterprise's digital enabler, while continuous improvement is embedded across all functions and processes.

FY 2025/26 REFLECTION



FY 2025/26: FROM COMMITMENTS TO DELIVERY

PROGRESS ACHIEVED

~R54.4bn
PRIVATE SECTOR INVESTMENT & MAINTENANCE MOBILISED

13
CONCLUDED TOAs

11
LIQUID BULK

1
CONTAINER

1
MULTI-PURPOSE

WHAT WORKED WELL IN FY 2025/26

CAPITAL INVESTMENT

R1.65bn

INVESTED IN THE PORT SYSTEM

FY2025/26 Actual Capex Spend



VOLUME RECOVERY

- ✓ Dry bulk back to 2017/18 peak
- ✓ Fruit & reefer exports supporting container growth
- ✓ Record autos imports
- ✓ Robust breakbulk growth



CUSTOMER ENGAGEMENT

97%

ENQUIRIES RESOLVED WITHIN STANDARD TIMES

↑ 4.9 → 5.3

CUSTOMER SATISFACTION SCORE (OUT OF 6)

Improved customer engagement and responsiveness

OPERATIONS DELIVERY

- ✓ PMS update completed
- ✓ C-Series Road commissioned
- ✓ Shore tension units deployed



DELIVERING TODAY. UNLOCKING INVESTMENT.

FY 2025/26: FROM COMMITMENTS TO DELIVERY

CLEAR PRIORITIES FOR IMPROVEMENT

Delivery gaps are clear – with targeted actions underway to strengthen execution and customer outcomes

WHERE WE FELL SHORT – AND WHAT WE ARE DOING ABOUT IT

1 CAPITAL DELIVERY

48% **of R3.35bn**

programme delivered

Below planned capital delivery

2 DEVELOPMENT PIPELINE (PDFPs)

PDFP DOCUMENTS

- Stakeholder consultations completed, including NPCC
- Finalisation underway
- Board approval targeted: **October 2026**

FY2025/26 PDFP INITIATIVES

8	30	6
Completed	In Progress	Cancelled

OUR RESPONSE

Complete governance; Accelerate implementation.

3 CUSTOMER EXPERIENCE – CONTINUED IMPROVEMENT

4.9 → 5.3

CUSTOMER SATISFACTION SCORE (OUT OF 6)

Year on Year Improvement

5.3 / 6

Below ideal benchmark of 6

OUR RESPONSE

Build on the improvement and translate stronger engagement into consistently better service outcomes.



CHALLENGES AHEAD

Weather disruption remains an operational risk

Improved forecasting, early planning and shore tensioning strengthening resilience

Automotive exports constrained by tough global markets

TARIFF APPLICATION FY 2027/28



LEGISLATIVE PROVISIONS



NATIONAL PORTS ACT
Primary Legislation



PORT DIRECTIVES
Issued under the National Ports Act



TARIFF APPLICATION
Prepared in accordance with the legislative framework

NATIONAL PORTS ACT 2005

Key Provisions

72 (1) — **Section 72 (1): Tariff Application**

Charges for services and facilities offered using approved tariffs.

30 (2)(d) — **Section 30 (2) (d): Record of Decision**

The Regulator must consider and approve tariff applications.

PORT DIRECTIVES

Key Requirements

22 (1) — **Directive 22 (1)**

Tariff Application to be submitted by 01 August.

23 (1) — **Directive 23 (1)**

Fair • Affordable • Predictable • Stable
Simple • Transparent • Avoid cross-subsidisation • Systematic Tariff Methodology

23 (2) — **Directive 23 (2)**

Recover investment, recover costs, and make a profit commensurate with the risk.

The National Ports Act establishes the legal requirement for tariff setting, while the Port Directives prescribe how tariff applications must be prepared and assessed.

OVERVIEW OF TARIFF APPLICATION FY 2027/28

Four key considerations inform the proposed average tariff adjustment

01 TARIFF METHODOLOGY

Application determined in accordance with the approved Tariff Methodology.

02 FINANCIAL REQUIREMENTS

Balances the Authority's revenue requirements and financial sustainability.

FY 2027/28 TARIFF APPLICATION

8.94%

Average Tariff Adjustment

03 TARIFF STRATEGY

Differentiated tariffs progressively advance the user-pays principle.

04 CUSTOMER CONSIDERATIONS

Recognises prevailing economic conditions and pressures faced by port users.

A balanced tariff application that **supports the Authority's revenue requirements** while **recognising the operating environment** of port users.

PORT DEVELOPMENT FRAMEWORK PLANS

TRANSNET

national ports authority



PORT DEVELOPMENT FRAMEWORK PLANS

Short Term: 2026 - 2031

2025/26 PDFPs

SHORT TERM (2026 – 2031)

115

PROJECTS

Total projects/ programme for Short Term

52

FEASIBILITY STUDIES

45% of total projects/ programme

63

EXECUTION

55% of total projects/ programme

PUBLICATION: NPP & PDFPs

01 **CONSULTATION COMPLETED**

PCC & NPCC consultation completed

02 **GOVERNANCE APPROVALS**

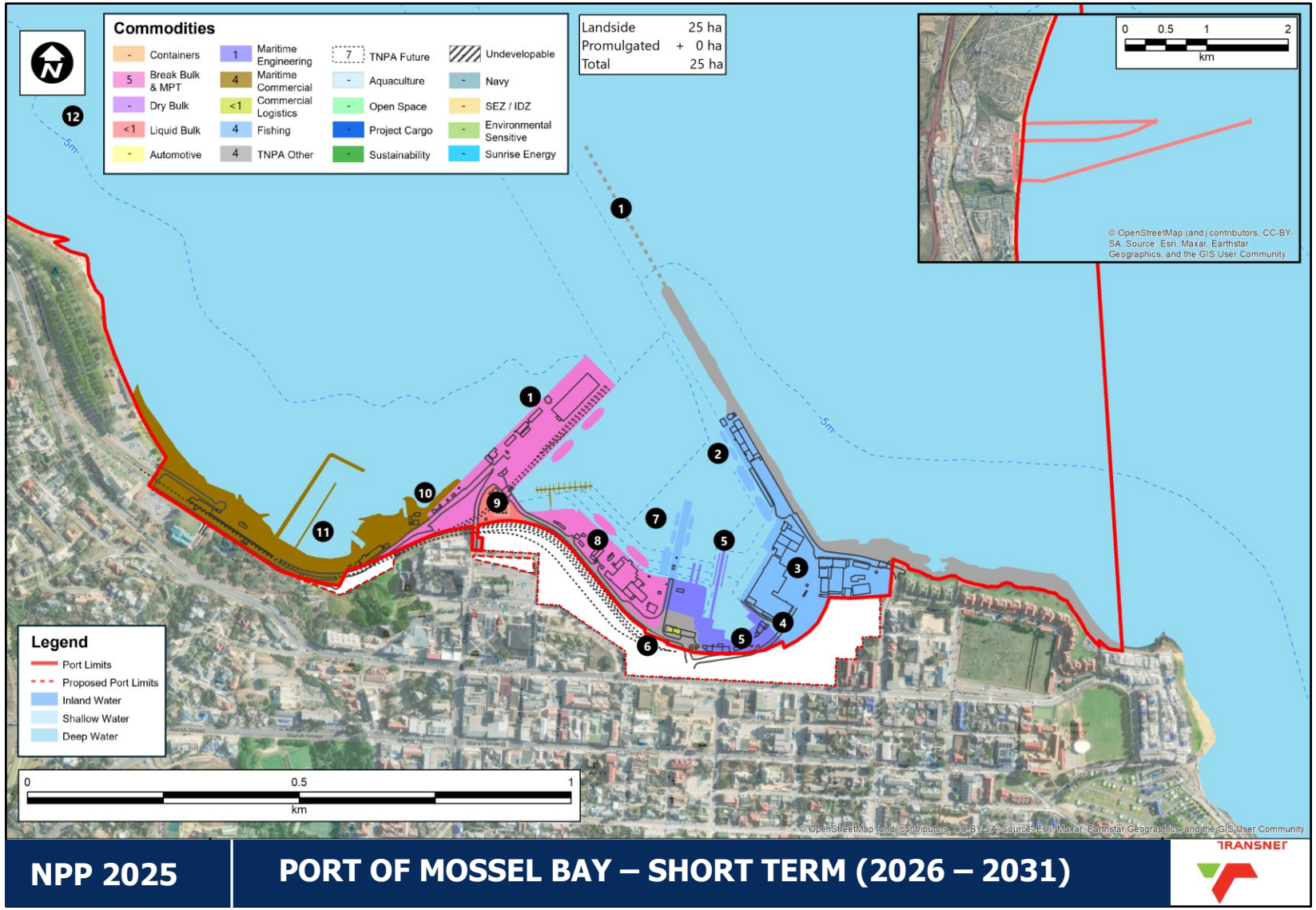
Progressing towards governance approvals

We remain committed to transparent communication and collaborative engagement as we deliver the Port Development Framework Plans.

COLLABORATION ENGAGEMENT EXECUTION DELIVERY

PORT DEVELOPMENT FRAMEWORK PLANS

Port of Mossel Bay: Short Term (2026 – 2031)



SHORT TERM (2026 – 2031)

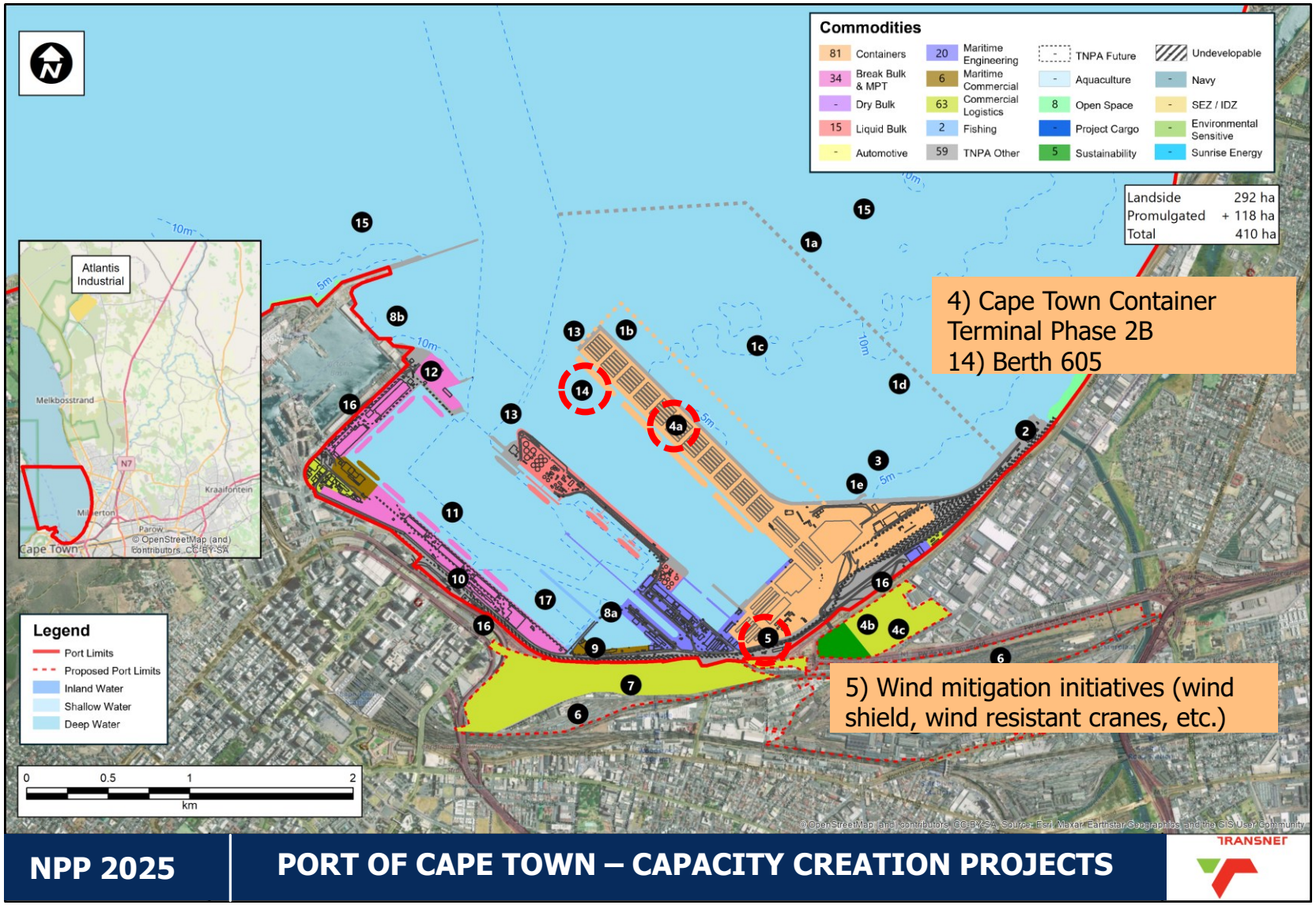
1. Feasibility studies: Extension of breakwater, expansion of Quay 4 and capital dredging outer side of Quay 4**
2. Feasibility studies: Quay 3 sheet pile replacement project
3. Feasibility studies: Relocation of fishing Activities from Vincent Jetty Precinct to Lower Level Wharf Precinct
4. Feasibility studies & Execution: Solar PV initiatives for port buildings
5. Execution: Phase 1: Upgrade of the existing slip way from 200T to 500T including Phase 2: new boat hoist jetty
6. Execution: Land Transfer and promulgation from Transnet Properties (Including Proposed Port limits)
7. Feasibility studies: Deepening and widening port basin to accommodate 130m LOA – including reconfiguration of Vincet Jetty and navigation studies
8. Feasibility studies: Repurposing of Quay 5 to multipurpose terminal and infill between Quay 4 and 5
9. Feasibility studies: Investigate potential use of liquid bulk storage for bunkering
10. Feasibility studies & execution: Maritime commercial development
11. Feasibility studies & execution: Small craft basin (for leisure craft and TNPA fleet) linked to maritime commercial development area (#9)
12. Feasibility studies: Develop SPM and associated infrastructure

PORT DEVELOPMENT FRAMEWORK PLANS

Port of Cape Town: Capacity Creation Projects

TRANSNET

PORT OF CAPE TOWN



INFRASTRUCTURE CREATING PROJECTS

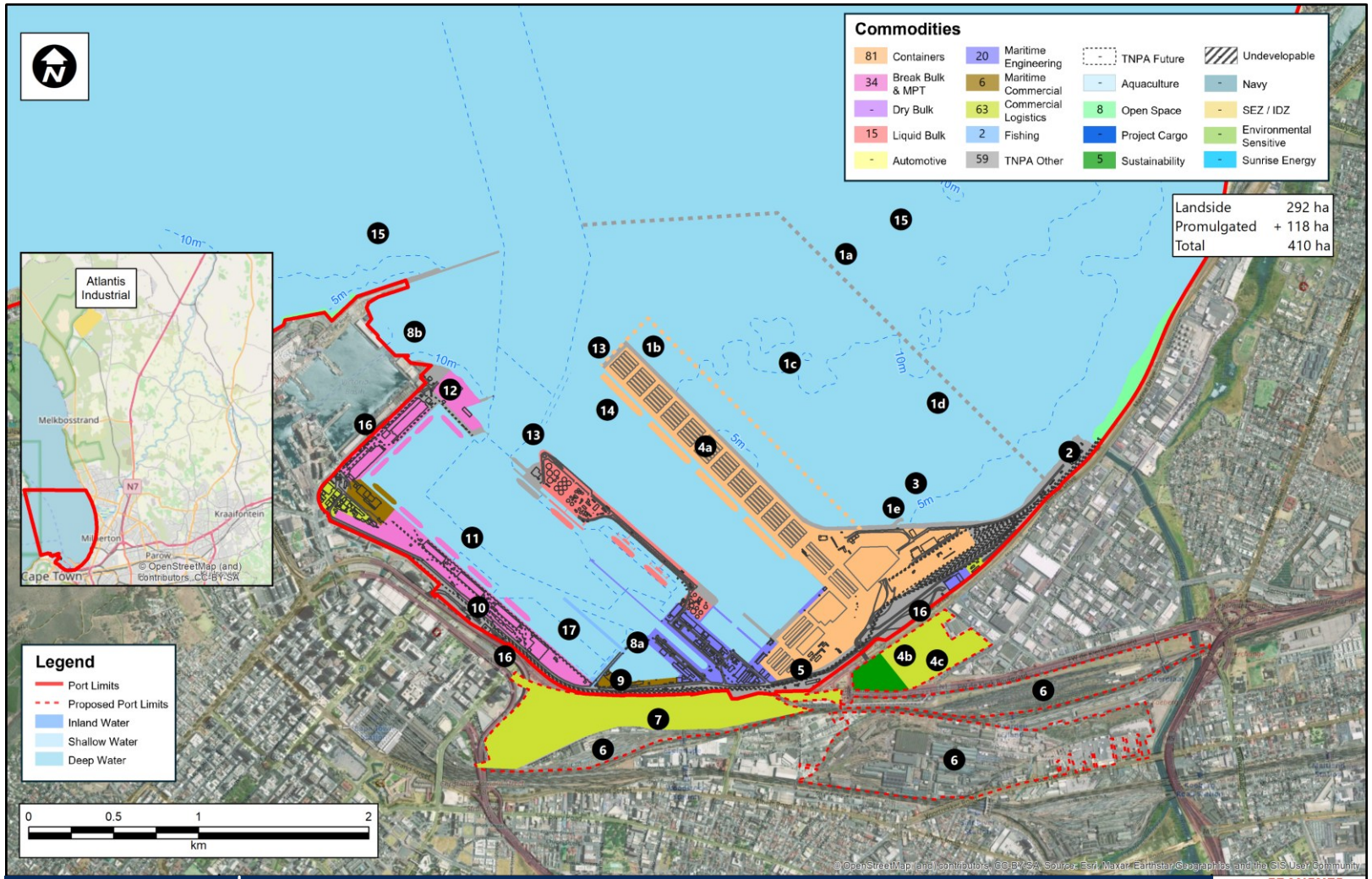
- **Containers:**
  - Berth capacity from 1.85 million TEUs to 2.1 million TEUs
  - Storage capacity from 1.91 million TEUs to 2.36 million TEUs

OPERATIONAL EFFICIENCY PROJECTS

- **Containers**: Increased LOA of 366m
- **Containers**: Wind mitigation initiatives
- **MPT**: Berth reconfiguration

PORT DEVELOPMENT FRAMEWORK PLANS

Port of Cape Town: Short Term (2026 – 2031)



NPP 2025 | **PORT OF CAPE TOWN – SHORT TERM (2026 – 2031)**

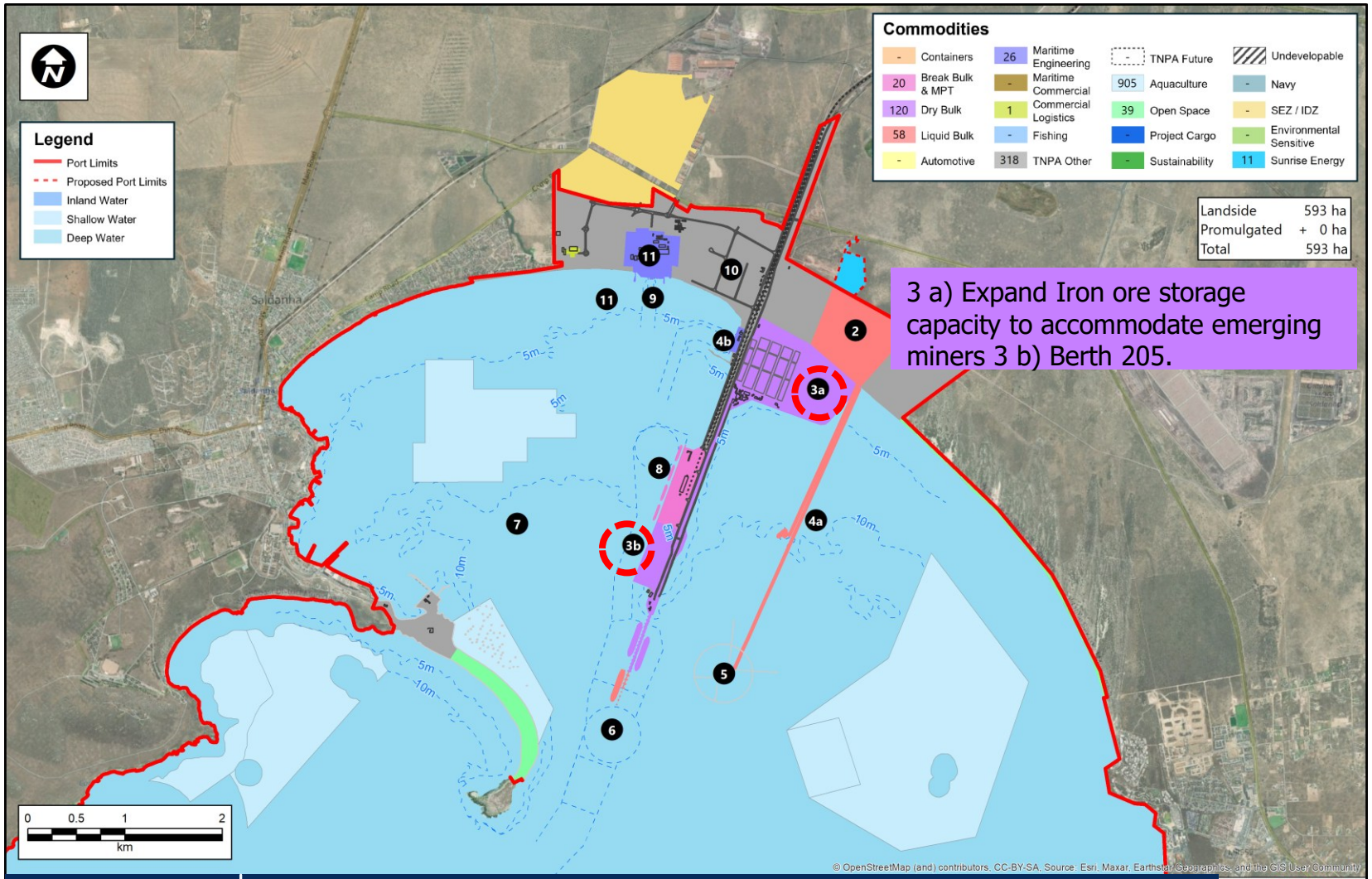
SHORT TERM (2026 – 2031)

1	Execution: New breakwater to enable future expansion projects – linked to studies in Short Term
2	Execution: Dredging works for future basin – linked to studies in Short Term
3a	Feasibility studies: Phase 1 – Liquid Bulk Terminal (LPG, Refined Fuels, Petroleum)
3b	Execution: Phase 1 – Liquid Bulk Terminal (LPG, Refined Fuels, Petroleum) – 2 berths, Terminal Area = ~25 Ha – linked to studies in Medium Term.
4	Feasibility studies: Container Terminal Expansion
5	Execution: Offshore supply base – linked to studies in Short Term
6	Execution: New Pilotage and Tug Jetty – linked to studies in Short Term
7	Execution: New graving and floating dock – linked to studies in Short Term (Note: Floating dock in Short Term moves to 7)
8	Execution: New TNPA Admin Building in Culemborg – linked to studies in Short Term
9	Execution: a) Phase 1A – Conversion of Berth K to fishing precinct b) Phase 1B – Repurpose of small craft basin and repair quay to fishing precinct – linked to studies in Short Term
10	Execution: Berth deepening and reconfiguration of Duncan Dock 1 & 2 – linked to studies in Short Term
11	Execution: Small craft harbour (including breakwater modifications and 2nd cruise berth location in port limits – linked to studies in Short Term
12	Feasibility studies: Decommissioning of Eastern Mole – Phase 1
13	Feasibility: Decommissioning of Eastern Mole – Phase 2
14	Feasibility studies: Eastern Mole MPT
15	Execution: Small scale offshore renewables

PORT DEVELOPMENT FRAMEWORK PLANS

Port of Saldanha: Capacity Creation Projects

PORT OF SALDANHA BAY



INFRASTRUCTURE CREATING PROJECTS

MPT:

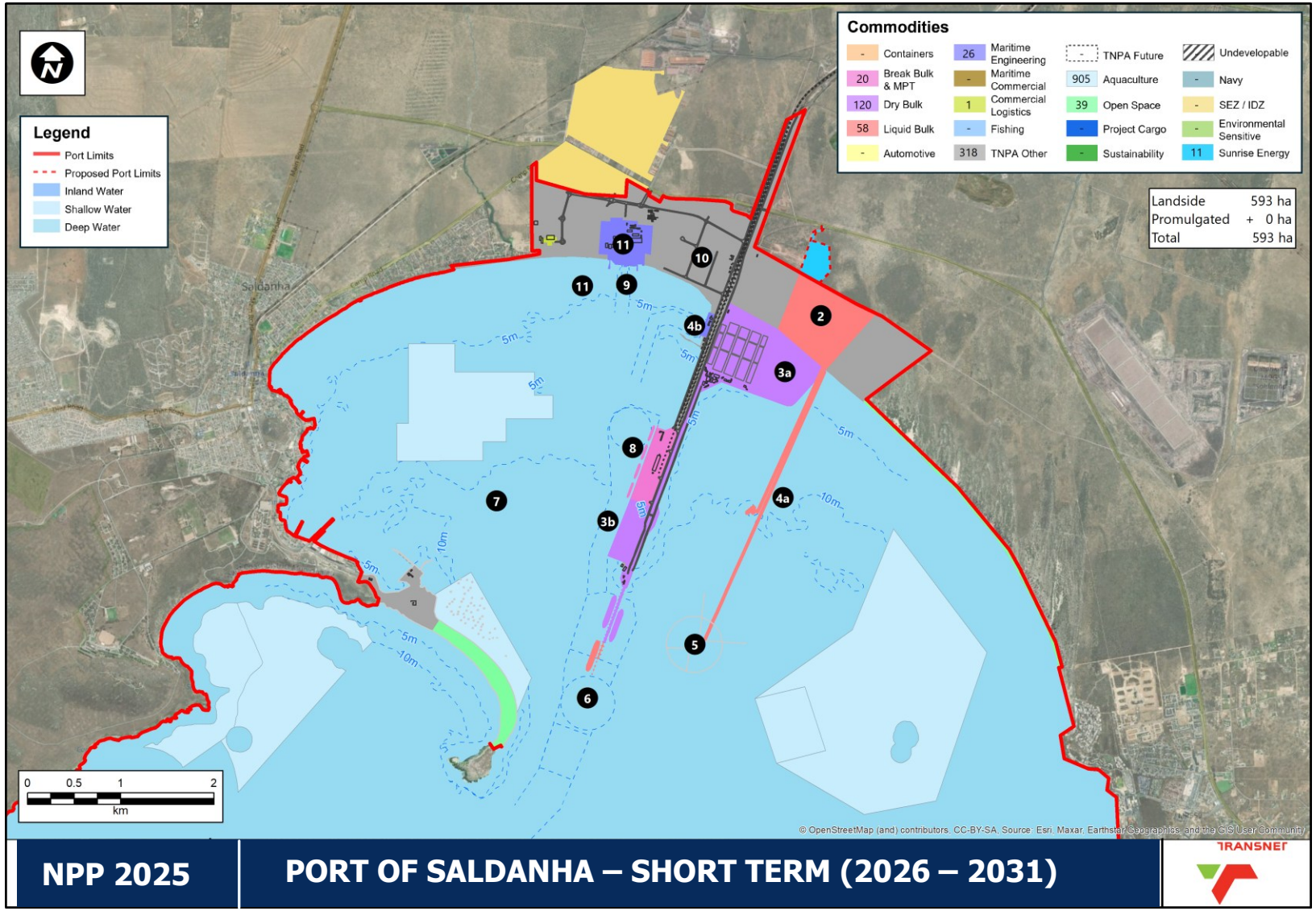
- Berth capacity from 13.0 million tons to 16.2 million tons.
- Storage capacity from 4.8 million tons to 9.8 million tons.
- Provision of Berth 205 and extension of MPT.

OPERATIONAL EFFICIENCY PROJECTS

MPT: Berth reconfiguration - Increased vessel sizes: LOA of 250m

PORT DEVELOPMENT FRAMEWORK PLANS

Port of Saldanha: Short Term (2026 – 2031)



NPP 2025 | **PORT OF SALDANHA – SHORT TERM (2026 – 2031)**

SHORT TERM (2026 – 2031)

1	Feasibility studies: Development of dry bulk terminal (Manganese) outside port boundaries
2	Feasibility studies: Land (including new port limits and application for exemption from sensitive classification) earmarked for energy, liquid bulk, gas storage, and jetty infrastructure.
3a	Feasibility studies & execution: Expand Iron ore storage capacity to accommodate emerging miners
3b	Feasibility studies & Execution: Berth 205.
4	Feasibility studies: Develop bunkering capabilities at a) new LNG/H2/LPG Jetty or b) OSB quay
5	Feasibility studies: Decommissioning of MBM and subsea pipeline
6	Execution: Reconfiguration of oil jetty
7	Feasibility studies: A new anchorage point for cruise liners visiting the bay (cruise vessel longer & deeper)
8	Feasibility studies: Expansion of MPT terminal capabilities to handle a wider variety of cargo types, including berth reconfiguration
9	Execution: Port dredging to increase depth to Mossgas Quay
10	Feasibility studies: Establishment of green steel handling facility
11	Feasibility studies: Maritime engineering development

CAPITAL EXPENDITURE



PREVIOUS YEAR'S PERFORMANCE

Capital Investment Performance FY 2025/26: Port Level Performance

R3 451m
Record of Decision (ROD)

R2 720m
LE: TA FY 2026/27

R1 650m
Actual Spend

48%
Of ROD

61%
Of LE

ACTUAL SPEND AS A % OF ROD BY PORT / PROGRAMME

Port / Programme	% of ROD Achieved
Saldanha Bay	107.1%
Durban	91.4%
Lighthouses	82.0%
Mossel Bay	79.8%
Cape Town	53.4%
Transversal	47.8%
Richards Bay	33.8%
Port Elizabeth	27.9%
East London	27.2%
ICT	25.3%
Ngqura	9.9%
Dredging Services	9.3%
Head Office	2.4%
Intangibles	–

Portfolio delivery: 48% | R1 650m Actual spend

DELIVERY HIGHLIGHTS

- ✓ Utility works completed ahead of plan
- ✓ Safety infrastructure delivered
- ✓ Marine asset refurbishment completed
- ✓ Navigational safety upgraded
- ✓ Response to unbudgeted operational needs

KEY DRIVERS OF UNDERSPEND

- Procurement timing
- Renewable energy projects
- Scope / design changes
- Multi-year delivery
- Fender/marine refurbishment tenders delayed

Capital delivery remained below plan, with the R1.80bn variance concentrated in procurement timing and projects transitioning into execution.

CAPITAL RECOVERY PLAN

FY 2026/27 to FY 2027/28

TRANSNET

1 PROBLEM | 2 DIAGNOSE | 3 STABILISE – FY 26/27 | 4 OPTIMISE – FY 27/28

FY 25/26 DELIVERY CHALLENGE

- Capital delivery performance below expectation.
- Delivery not within approved timeframes, budget and benefits realisation.

Action: Recover and Reset delivery momentum.

ROOT CAUSE ANALYSIS

Six root causes grouped into three key themes.

- **STRATEGIC ALIGNMENT & PORTFOLIO**
- **GOVERNANCE & SYSTEMS**
- **CAPACITY & CULTURE**

DELIVERY GAPS IDENTIFIED

- High project workload
- Resource shortfalls
- Accountability gap
- Poor portfolio visibility
- Poor procurement readiness

MANAGEMENT INTERVENTIONS

- Project prioritisation
- Capitalise on Executive expertise
- Resource framework utilisation
- Project Sponsor appointment
- Project development

OUR APPROACH

- Industry benchmark – CoCT
- Project development & readiness
- Close supply chain gaps before committing
- TA based informed by 'committed projects'

'COMMITTED PROJECTS'

- Project approved
- SCM process completed

R2 477m	TA CAPEX
R2 151m	CONTRACTED
R300m	AT AWARD STAGE

PROGRESS IN FY26/27

25	R1.77BN	30	R542M
Tier 1 Projects	Tier 1	Tier 2 Projects	Tier 2

OUR AIM: Moving from an aspirational capital programme towards a prioritised, procurement-ready and executable portfolio.

CAPITAL INVESTMENT FY 2026/27

Tariff Application vs. Latest Estimate

R2 533m
ROD FY 2026/27

R2 384m
Current LE FY2026/27

R148m
5.8% Below ROD



CAPITAL PROGRAMME BY PROJECT STAGE

(R million)

Project Stage	ROD	Latest Estimate FY2026/27	Movement	Movement (%)
EXECUTION Projects in delivery	983.1	1 699.8	▲ +716.7	+72.9%
ROLL-OVER Open commitments from prior years	226.2	190.5	▼ -35.7	-15.8%
AT PROCUREMENT Contracts in market	702.1	412.8	▼ -289.3	-41.2%
PRE-PROCUREMENT Early stage planning & feasibility	621.2	81.5	▼ -539.7	-86.9%
TOTAL	R2 533m	R2 384m	▼ -R148m	▼ -5.8%

75%

75% of the FY2026/27 LE is now in EXECUTION.

The portfolio is 5.8% below the ROD overall, and notably, expenditure has shifted materially towards projects in execution.

CAPITAL EXPENDITURE

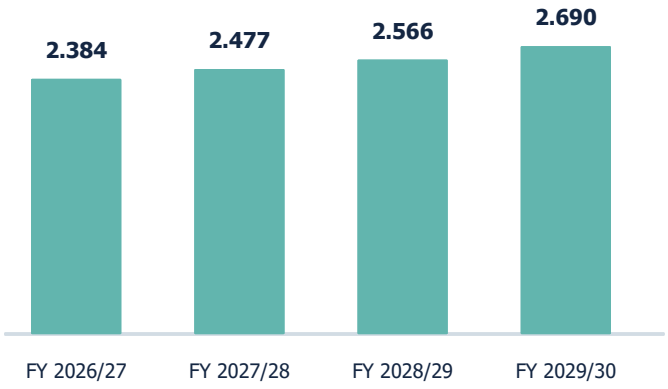
Four-Year Investment Plan : FY 2026/27 – FY 2029/30

1. CAPEX

R10.1bn

4-YEAR CAPITAL INVESTMENT PROGRAMME

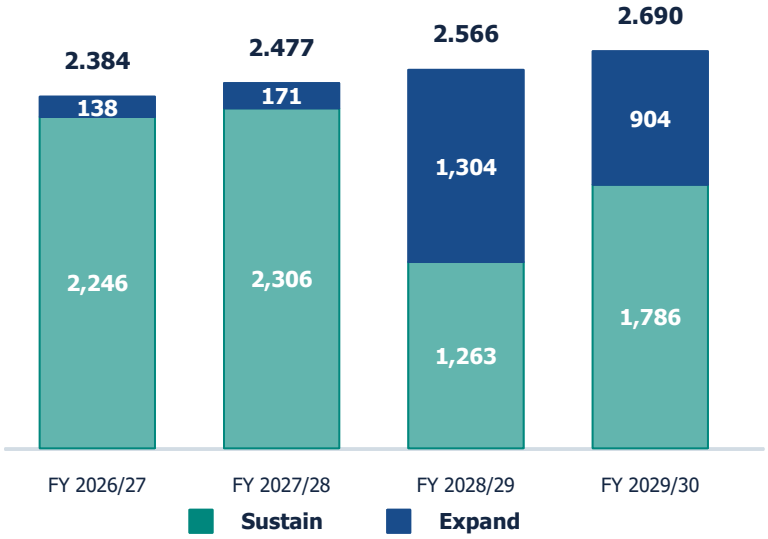
Annual capital expenditure (R billion)



Total 4-year investment
R10.1 billion

2. EXPAND VS. SUSTAIN

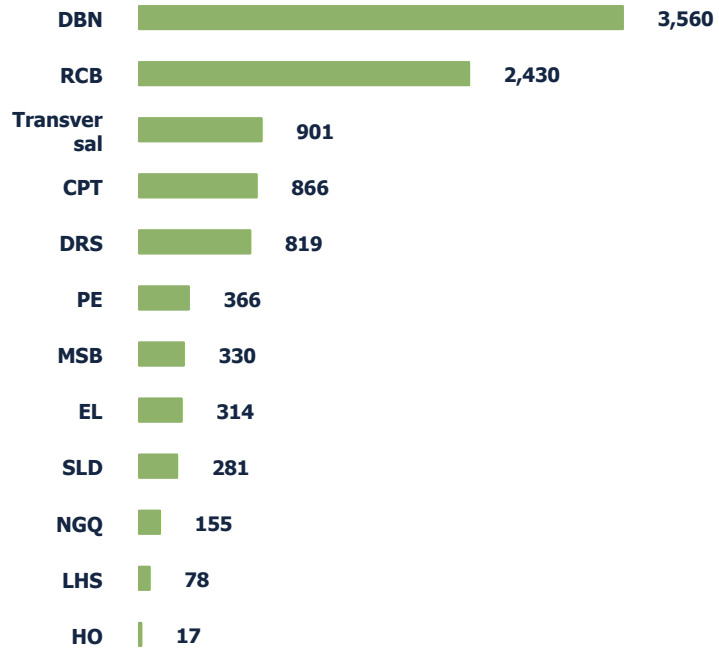
Investment split (R billion)



Sustain investment dominates in the first two years, with expansion investment increasing from FY 2028/29.

3. SPEND PER PORT

(R million over 4 years)



Investment concentrated in key ports, with DBN and RCB accounting for 59% of total spend.

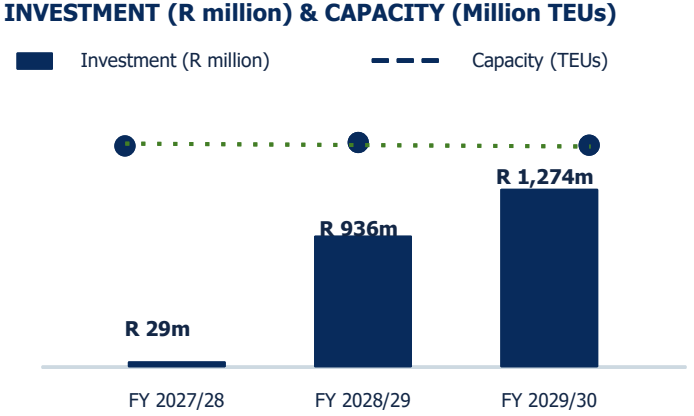
CAPITAL EXPENDITURE

3-Year Investment Plan Per Commodity: FY 2027/28 – FY 2029/30

CONTAINER PROGRAMME

R2.24bn
3-YEAR INVESTMENT

INVESTMENT (R million) & CAPACITY (Million TEUs)



CAPACITY (Million TEUs)

FY 2027/28	→	FY 2028/29	→	FY 2029/30
9		9		9

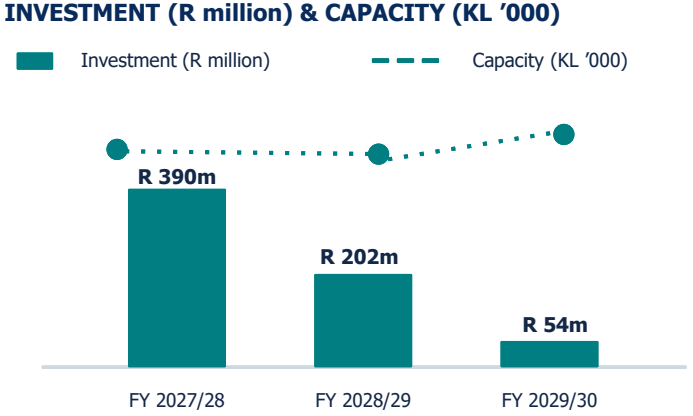
KEY PROJECTS

- CPT — Expansion of Container Terminal: Phase 2B
- DBN — DCT berth deepening: 203 – 205

LIQUID BULK PROGRAMME

R646m
3-YEAR INVESTMENT

INVESTMENT (R million) & CAPACITY (KL '000)



CAPACITY (KL '000)

FY 2027/28	→	FY 2028/29	→	FY 2029/30
102		102		106

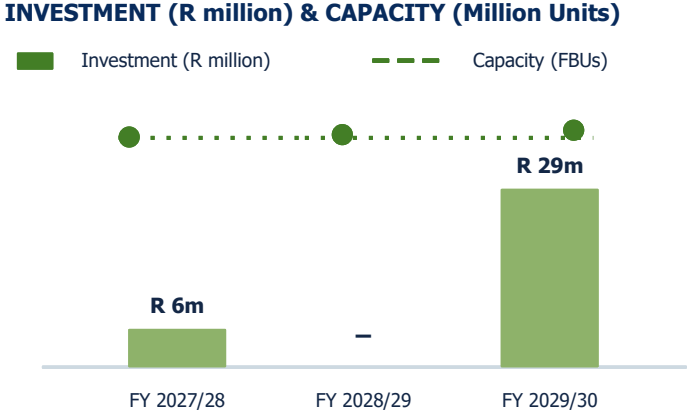
KEY PROJECTS

- DBN — Island View Berth 3 Upgrade
- DBN — IV Sea Walls
- NGQ — Tank Farm Equip., Berth B100, roads, port entrance & services

AUTOMOTIVE PROGRAMME

R35m
3-YEAR INVESTMENT

INVESTMENT (R million) & CAPACITY (Million Units)



CAPACITY (Million Units)

FY 2027/28	→	FY 2028/29	→	FY 2029/30
4		4		4

KEY PROJECTS

- DBN — Point Automotive Terminal: Demolitions & Relocations
- PE — Port Logistics Park

TARGETED INITIATIVES

1. Implement a fleet asset maintenance plan for marine, aviation and dredging – asset longevity and improved utilisation.
2. Expedite infrastructure capital programme to achieve the desired volume performance targets.

CAPITAL EXPENDITURE

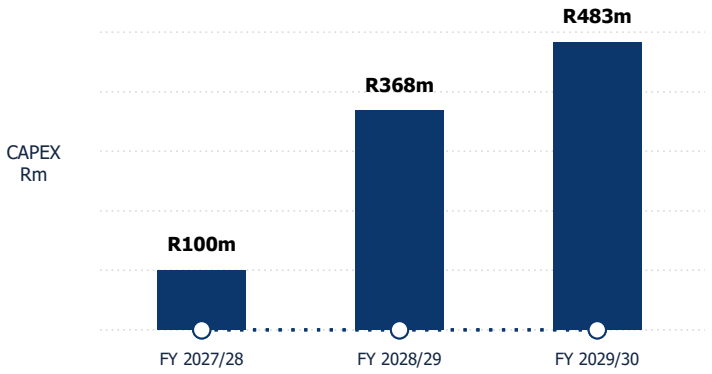
3-Year Investment Plan Per Commodity: FY 2027/28 – FY 2029/30

GAS PROGRAMME

R951m

3-YEAR INVESTMENT

INVESTMENT (R million) & CAPACITY (Cubic Metres)



CAPACITY (Cubic Metres)	FY 2027/28	→	FY 2028/29	→	FY 2029/30
	–		–		–

KEY PROJECTS

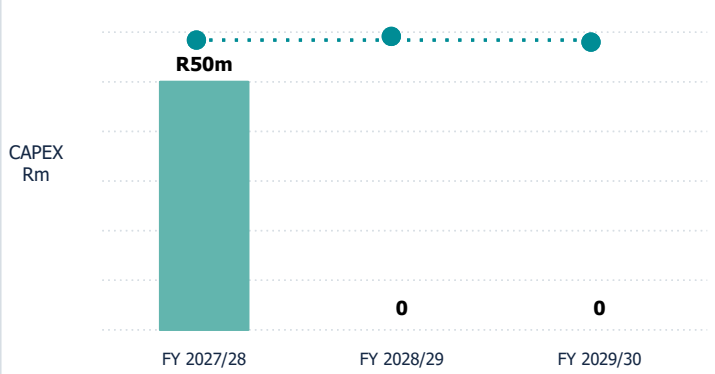
- RCB — Bulk services for Liquefied Natural Gas - LNG

COAL BULK PROGRAMME

R50m

3-YEAR INVESTMENT

INVESTMENT (R million) & CAPACITY (Million Tons)



CAPACITY (Million Tons)	FY 2027/28	→	FY 2028/29	→	FY 2029/30
	158		158		158

KEY PROJECTS

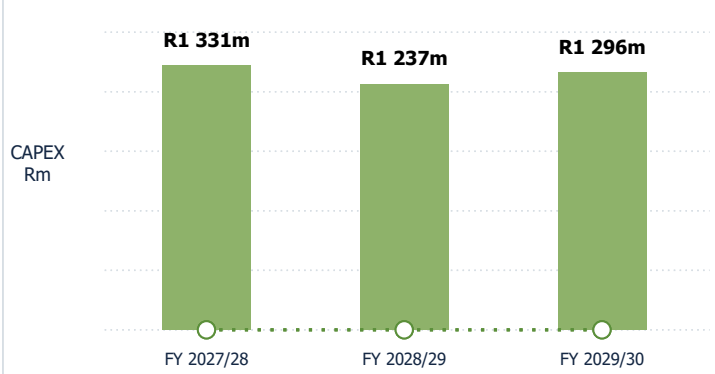
- RCB — Refurbish fenders - berths 301 to 306

OTHER PROGRAMME

R3 864m

3-YEAR INVESTMENT

INVESTMENT (R million) & CAPACITY (various)



CAPACITY (various)	FY 2027/28	→	FY 2028/29	→	FY 2029/30
	–		–		–

KEY PROJECTS

- RCB — RCB-Engineering-Execution: Upgrade Breakwaters Dolosse
- RCB — Roads Rehabilitation
- TSN — ICT-IPMS Phase 2

TARGETED INITIATIVES

1. Implement a fleet asset maintenance plan for marine, aviation and dredging – asset longevity and improved utilisation.
2. Expedite infrastructure capital programme to achieve the desired volume performance targets.

CAPITAL EXPENDITURE

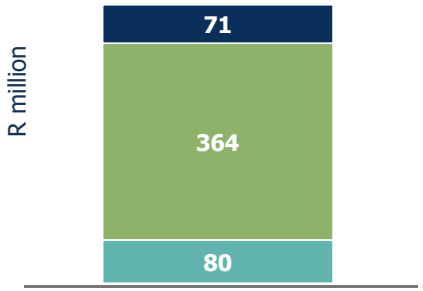
Operation Phakisa: FY 2026/27 – FY 2029/30

R1.37bn | **Total investment across four ports from FY 2026/27 – FY 2029/30**

Focused investment in drydock, slipway and ship-repair infrastructure

DURBAN

R515m

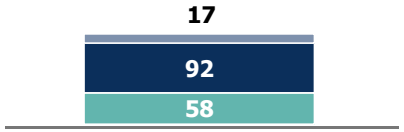


KEY PROJECTS

- Drydock jib cranes

EAST LONDON

R167m

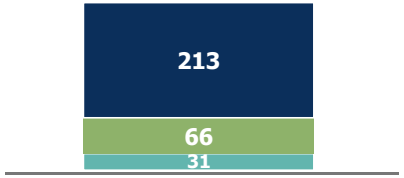


KEY PROJECTS

- Replacement of 2 graving dock Jib cranes

MOSSEL BAY

R310m

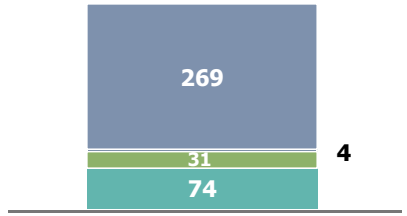


KEY PROJECTS

- Execution: Slipway Upgrade

CAPE TOWN

R378m



KEY PROJECTS

- Sturrock Dry Dock electrical infrastructure upgrade (FEL 3&4)
- Replacement of Sturrock Drydock inner caisson
- Replacement of Robinson Drydock floating caisson
- Replacement of 10 cranes for Ship-repair

FY 2026/27 FY 2027/28 FY 2028/29 FY 2029/30

~65% | **of Operation Phakisa capital investment is directed to Durban and Cape Town, supporting critical drydock and ship-repair infrastructure.**

COMMERCIAL SERVICES



TRANSNET

national ports authority

COMMERCIAL SERVICES OVERVIEW

OUR MANDATE

Maximise business growth through effective management of business relationships, leasing and concessions, while facilitating operational efficiencies.

PRIORITY 01

PORTFOLIO OPTIMISATION

Maximise land use through strategic leasing and diversification for revenue growth.

PRIORITY 02

STRATEGIC ASSET MANAGEMENT

Strategic land allocation and active portfolio management to ensure highest and best use.

PRIORITY 03

INVESTMENT ATTRACTION & PARTNERSHIPS

Attract private-sector investment and co-development opportunities through partnerships.

PRIORITY 04

REGULATORY COMPLIANCE

Enhance governance, optimise systems and strengthen compliance with all lease and TOA conditions.

PRIORITY 05

ECONOMIC TRANSFORMATION

Drive meaningful economic transformation and ensure promotion of representivity.

COMMERCIAL OUTCOME

- Optimised property portfolio
- Revenue Growth
- Investment attraction
- Transformation & representivity

REAL ESTATE STRATEGIC INITIATIVES – FY 2026/27 TO FY 2027/28

8 PORTS
Strategically positioned

13 STRATEGIC INITIATIVES
Driving commercial growth

10-25 YEAR LEASE TENURES
Flexible, value-maximising partnerships

Leveraging strategically positioned port real estate to unlock commercial value through long-term partnerships



PORT OF DURBAN



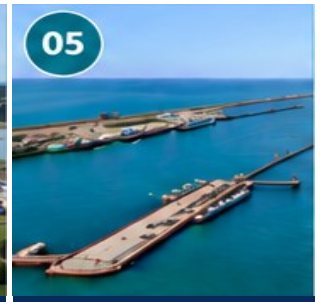
PORT OF RICHARDS BAY



PORT OF CAPE TOWN



PORT OF MOSSEL BAY



PORT OF SALDANHA



PORT OF EAST LONDON



PORT OF PORT ELIZABETH



PORT OF NGQURA

PORT	STRATEGIC INITIATIVE	TENURE
01 PORT OF DURBAN	• Ambrose Park (Outside Port Limits)	25 yrs
	• Ex Zungu Site	25 yrs
	• Grunter Gully	25 yrs
02 PORT OF RICHARDS BAY	• Commercialization of Bayvue West	20 yrs
	• Ex Shincel Site	20 yrs
03 PORT OF CAPE TOWN	• Culemborg (Outside Port Limits)	25 yrs
04 PORT OF MOSSEL BAY	• Phase 1: Maritime Commercial Development	25 yrs
	• Ex 1 & 3 Site 2	25 yrs
05 PORT OF SALDANHA	• Commercial Logistics	10 yrs
06 PORT OF EAST LONDON	• Latimers Landing	25 yrs
	• Reclamation Site	25 yrs
	• Ex Shipyard Site	20 yrs
07 PORT OF PORT ELIZABETH	• Port Logistics Park	20 yrs
08 PORT OF NGQURA	— *No current strategic initiatives*	–

RENTABLE AREA UTILISATION – FY 2026/27



26% VACANT

Opportunity for strategic leasing and revenue enhancement

ACTIVELY MANAGING VACANCIES/LEASE RENEWALS

01 PLAN AHEAD

Issue RFPs 3 years in advance of anticipated vacancies on Terminal Operations.

02 PREPARE EARLY

Commence vacancy/lease renewal preparation at least 12 months on all commercial leases before advertising, including lease plans, valuation and RFP approvals.

03 RESPOND RAPIDLY

For unexpected vacancies, immediately commence assessment, valuation, RFP preparation and approval processes to minimise vacancies and ensure portfolio optimisation

04 STRATEGIC ASSET MANAGEMENT

Assess vacant properties for marketability and potential alternative uses before advertising, where appropriate.

COMMERCIAL FOCUS → Reduce vacancy | Improve property utilisation | Portfolio optimisation | Unlock alternative uses

PRIVATE SECTOR PARTICIPATION (CONCESSION AGREEMENTS)

Section 56 & 79 Concluded in FY 2025/26 TO DATE

TRANSNET

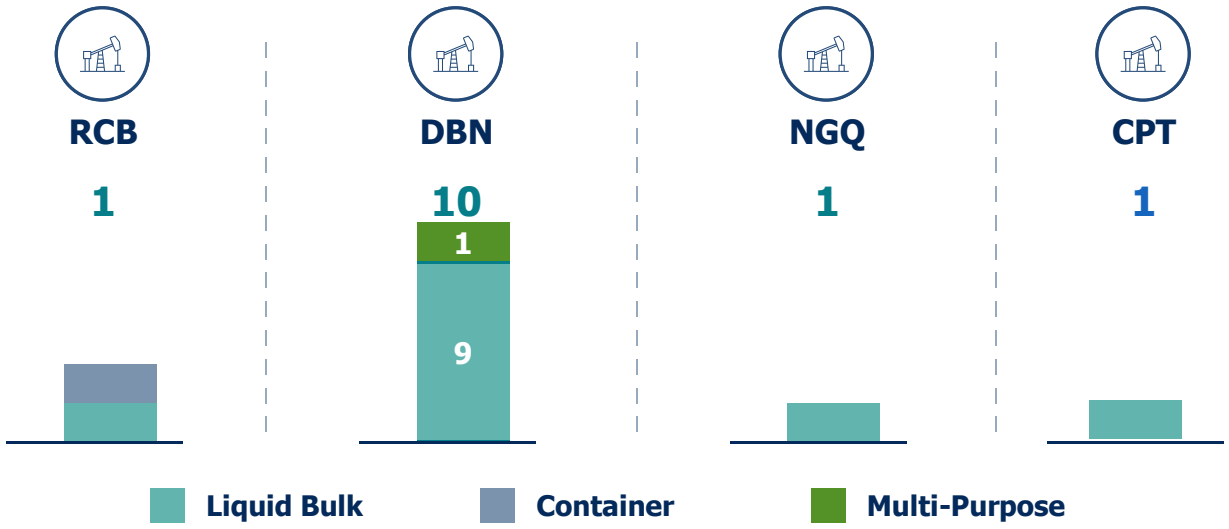
TOTAL CONCLUDED
13
Terminal Operator Agreements (TOAs)

LIQUID BULK
11
Agreements

CONTAINER
1
Agreement

MULTI-PURPOSE
1
Agreement

CONCLUDED AGREEMENTS BY PORT



13 CONCLUDED TOAs

~R54.4bn

R29.7bn IVS

PRIVATE SECTOR INVESTMENT & MAINTENANCE

- JOBS CREATION & RETENTION
- CONTRIBUTES TO THE NATIONAL ECONOMY
- SIGNIFICANT CAPEX & MAINTENANCE INVESTMENT

Leveraging private sector investment and operational expertise to enhance capacity, efficiency and competitiveness of South Africa's ports.

PRIVATE SECTOR PARTICIPATION (PSP)

Section 56 & 79

TRANSNET

01 RFPs IN THE MARKET

Inclusive of Non-State Owned Terminals



Liquid Bulk (Bunkering)

CPT | 12 Nov 2026



MPT (Berth B–D)

CPT | 20 Nov 2026



Floating Dock

CPT | 07 Dec 2026

02 TO BE ISSUED TO MARKET

DBN	Liquid Bulk (Brownfield)
DBN	Liquid Bulk (Brownfield)
DBN	Ship Repair Yard (Greenfield)
EL	LNG Small Scale (Greenfield)



03 IMMINENT TOAs

RCB



6 TOAs

- Liquid Bulk x 5
- Liquid Bulk Terminal

DBN



3 TOAs

- Dry Bulk Agric Prod
- MPT AgroHy Product
- MPT Fresh Produce

CPT



2 TOAs

- Liquid Bulk
- Liquid Bulk (Edible Oils)

SLD



1 TOA

- LNG & Liquid Bulk Terminal

MSB



1 TOA

- LNG & Liquid Bulk

LEGEND

- Greenfield
- Brownfield



A strong PSP pipeline continues to progress across multiple ports cargo segments and investment opportunities.

OPERATIONS OVERSIGHT



OPERATIONS OVERSIGHT

FY 2026/27 Tariff Roadshows Commitments

FY 2026/27 ROADSHOW COMMITMENT AND DELIVERY

5 COMMITMENTS

5 DELIVERED

DELIVERED

01 IPMS UPDATE

COMPLETED

02 COMMISSIONING OF C-SERIES ROAD

COMPLETED

03 10 SHORE TENSION UNITS DEPLOYED – NGQ

10 → 14
COMMITTED
DEPLOYED

04 12 SHORE TENSION UNITS DEPLOYED – CPT

12 → 18
COMMITTED
DEPLOYED

05 OPERATIONALISATION OF OPERATIONS CLASSIFICATION FRAMEWORK

COMPLETED

DELIVERY MOMENTUM

Core operational commitments have been delivered, with shore tension deployment exceeding commitments at both Ngqura and Cape Town.



OPERATIONS OVERSIGHT

Creating Visibility Across the Port Value Chain

ENHANCED IPMS

DATA INTEGRATION ✓

Enhanced IPMS capabilities improve data integration and vessel performance monitoring.

END-TO-END VISIBILITY ✓

End-to-end visibility of vessel movements and cargo operations.

REAL-TIME DASHBOARDS ✓

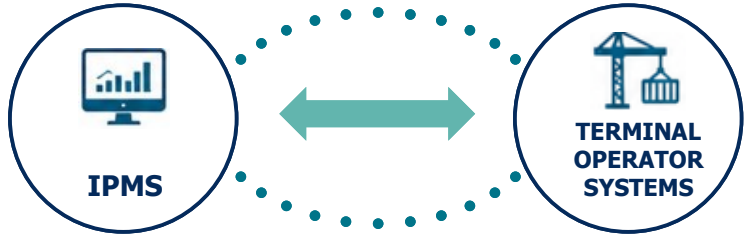
Real-time performance dashboards enable performance reporting and analytics.

DATA INTEGRITY ✓

Improve data integrity, reliable data access and timely performance information.

FROM VISIBILITY → TO CONNECTIVITY

SYSTEM-TO-SYSTEM INTEGRATION



- Automated data sharing
- Real-time performance monitoring
- Integrated port performance view

IN PROGRESS | ON TRACK

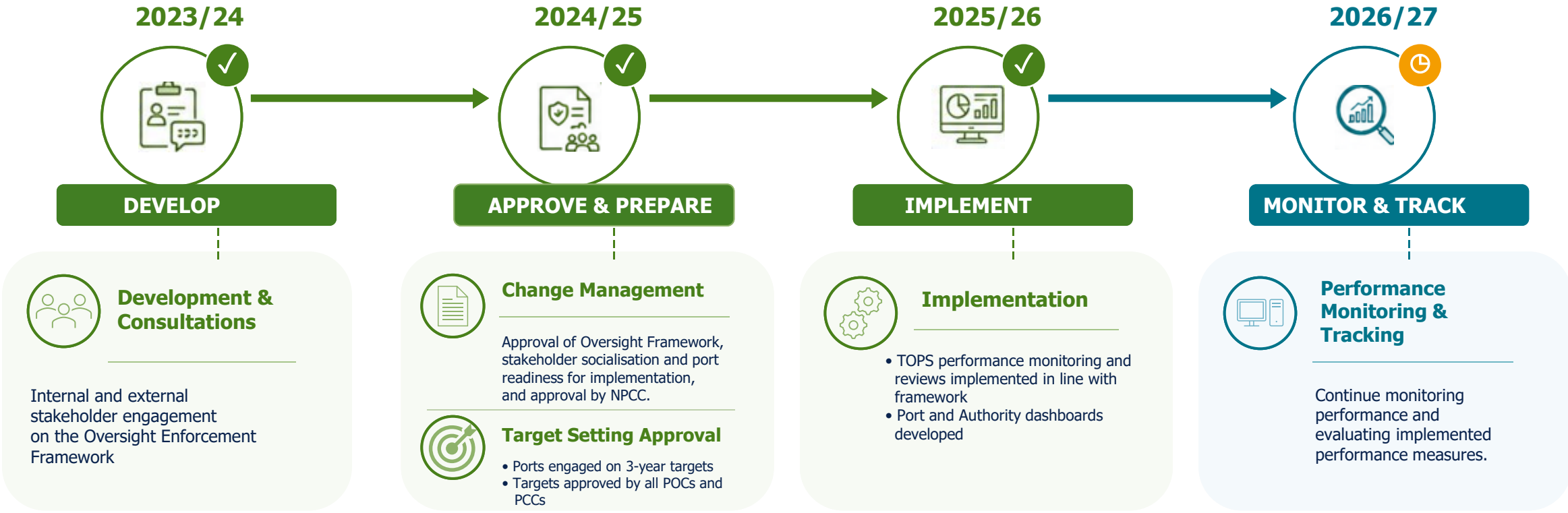
DIGITAL VISIBILITY → INTEGRATED PORT ECOSYSTEM

Building on enhanced IPMS capabilities to create seamless data connectivity across the port value chain.



OPERATIONS OVERSIGHT

Development & Implementation of Oversight Framework



FRAMEWORK EMBEDDED

The Oversight Framework has progressed from stakeholder consultation and target setting to implementation, with FY 2026/27 focused on ongoing performance monitoring and evaluation.

OPERATIONS OVERSIGHT

Performance Assessments: Classification Matrix

ACCEPTABLE PERFORMANCE — 84% — Positive deviation (Level 4–5)

MINOR NON-CONFORMANCE — 5% — Up to 5% below target (Level 3)

MAJOR NON-CONFORMANCE — 11% — More than 5% below target (Levels 2–1)

FY 2025/26 TOPS PERFORMANCE

Priority Level	Description	RCB	DBN	EL	NGQ	PE	MSB	CTN	SLD	Overall	%
1	More than 20% below target	1		1	1					3	3%
2	More than 10% and up to 20% below target	1	3				1	2		7	8%
3	More than 5% and up to 10% below target		4	1						5	5%
4	Up to 5% below target	1	15	2		1		2	2	23	25%
5	A positive deviation from target	2	26	3	6	9		7	2	55	59%

ASSESS

Terminal operators assessed against defined standards using the Level 1–5 classification matrix

IDENTIFY

Performance gaps and priority areas identified through TOPS assessments

IMPROVE

Remedial actions and improvement plans monitored from FY 2025/26–FY 2027/28

Performance gaps inform remedial actions and improvement plans for FY 2025/26–FY 2027/28

Driving continuous improvement across the port value chain

OPERATIONS OVERSIGHT

WEGO vs Port Operations KPI

WEGO
Previous best performance
Measures performance relative to the historical best

VS

TOPS
Set performance targets
Measures performance relative to defined operational targets

WEGO PERFORMANCE

2025/26 Financial Year - WEGO Performance Report

WEGO Key Performance Indicators	Port of Richards Bay	Port of Durban	Port of East London	Port of Ngqura	Port of Port Elizabeth	Port of Mossel Bay	Port of Cape Town	Port of Saldanha
Vessel Service Delays - TNPA Marine Services	-10.0%	-113.3%	-21.0%	-21.2%	0.0%	0.0%	-30.7%	0.0%
Vessel Service Delays - Terminal Operators	0.0%	0.0%	0.0%	-20.0%	0.0%	0.0%	0.0%	0.0%
Ship Working Hour	0.0%	-1.8%	-1.5%	-2.2%	-1.2%	0.0%	-2.0%	-0.7%
Berth Productivity	-0.8%	-0.7%	0.4%	-5.4%	-1.1%	0.0%	-3.9%	0.1%
Ship Productivity Indicator	-6.1%	-7.0%	-2.1%	-1.2%	-2.9%	-22.8%	-9.1%	-3.7%
Ship Turnaround Time	-3.0%	-2.7%	-12.6%	-6.1%	-14.7%	-79.3%	-40.9%	-8.3%
Port Efficiency Gain	-20.0%	-125.4%	-37.6%	-56.1%	-19.9%	-102.1%	-86.6%	-12.6%
Capped at 15%	-15.0%	-15.0%	-15.0%	-15.0%	-15.0%	-15.0%	-15.0%	-12.6%
Revenue Weighting	13.7%	50.2%	1.6%	6.1%	5.2%	0.5%	13.8%	8.9%
Weighted Port Performance	-2.1%	-7.5%	-0.2%	-0.9%	-0.8%	-0.1%	-2.1%	-1.1%

TNPA WEGO **-14.8%**

LEGEND:

White	No Change from Previous Best Performance
Green	Improvement from Previous Best Performance
Red	Decline from Previous Best Performance

TOPS PERFORMANCE

FY 2025/26 - Port Operations KPI's Performance Report

Key Performance Indicators	Port of Richards Bay	Port of Durban	Port of East London	Port of Ngqura	Port of Port Elizabeth	Port of Mossel Bay	Port of Cape Town	Port of Saldanha
Vessel Service Delays - TNPA Marine Services	13.7%	4.3%	21.1%	11.6%	9.2%	10.0%	9.0%	30.0%
Vessel Service Delays - Terminal Operators	40.0%	50.0%	6.7%	16.1%	3.9%	10.0%	0.0%	10.0%
Ship Working Hour	0.1%	-0.1%	-0.7%	1.0%	1.6%	0.0%	-2.0%	-1.0%
Berth Productivity	-1.8%	0.7%	1.5%	-3.4%	4.8%	0.0%	-1.9%	-0.1%
Ship Productivity Indicator	-4.7%	1.2%	4.8%	-1.0%	7.3%	7.7%	15.1%	1.6%
Ship Turnaround Time	-3.8%	0.2%	7.5%	4.7%	1.8%	10.4%	-7.8%	1.0%
Port Efficiency Gain	43.5%	56.3%	40.9%	29.0%	28.6%	38.1%	12.3%	41.5%
Capped at 15%	15.0%	15.0%	15.0%	15.0%	15.0%	15.0%	12.3%	15.0%
Revenue Weighting	13.7%	50.2%	1.6%	6.1%	5.2%	0.5%	13.8%	8.9%
Weighted Port Performance	2.1%	7.5%	0.2%	0.9%	0.8%	0.1%	1.7%	1.3%

Port Operations KPIs **14.6%**

LEGEND:

White	No Change from Previous Best Performance
Green	Improvement from Previous Best Performance
Red	Decline from Previous Best Performance

TNPA WEGO
−14.8%
Historical benchmark lens

VS

PORT OPERATIONS KPI
+14.6%
Target-based performance lens

DIFFERENT BENCHMARKS → DIFFERENT PERFORMANCE OUTCOMES

- WEGO assesses performance against previous best performance, while TOPS assesses performance against defined operational targets.
- The Authority and Regulator agree to review the WEGO Methodology. Engagements are planned to discuss this matter further.

TARIFF APPLICATION FY 2027/28 to FY 2028/29

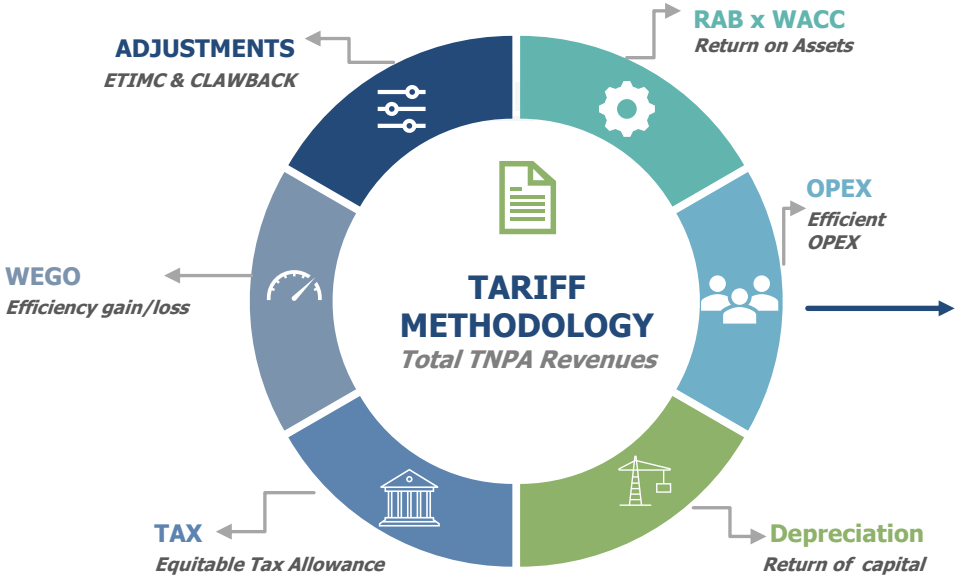


TARIFF APPLICATION

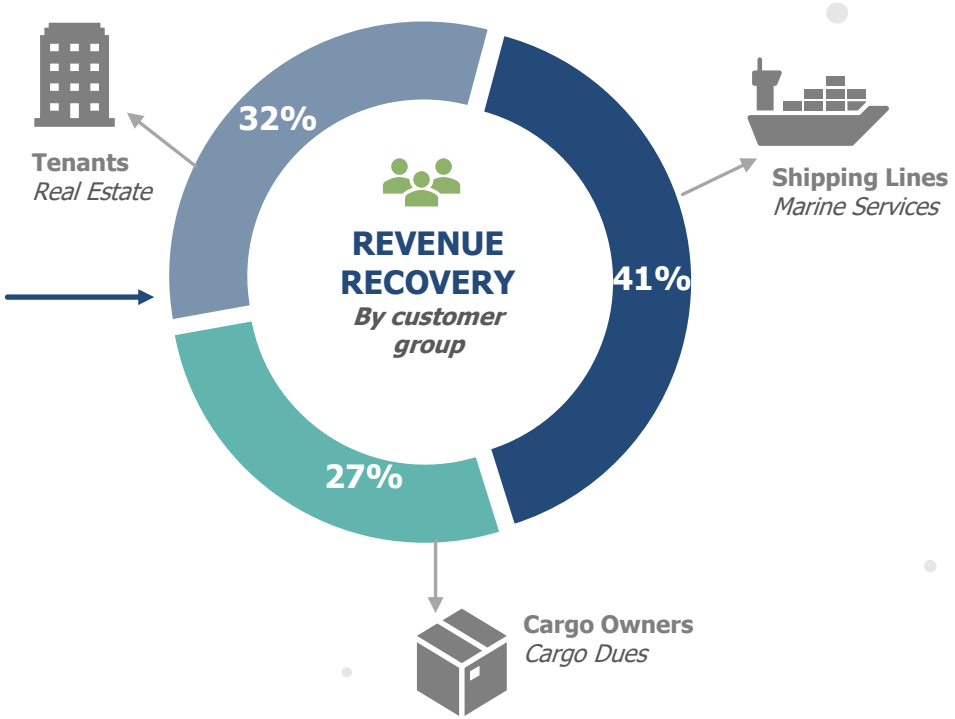
From Revenue Determination to Revenue Recovery

STEP 01 — **BUILD THE REVENUE REQUIREMENT**
TARIFF METHODOLOGY

STEP 02 — **ALLOCATE THE REVENUE REQUIREMENT**
TARIFF STRATEGY







Ensures recovery of efficient costs and a fair return on capital

Aligned to the Tariff Strategy and the User Pays principle

TARIFF APPLICATION BASED ON EQUITABLE TAX APPROACH

TARIFF APPLICATION

RAB

RAB (R million)	FY 2025/26 Actual	FY 2026/27 Restated	FY 2027/28 Fixed Tariff Year	FY 2028/29 Indicative	FY 2029/30 Indicative
Opening RAB	87 672	89 142	92 336	94 795	97 252
Add: Inflation Index	2 809	3 752	2 879	2 739	2 866
Add: Capital Expenditure (Capex)	**1 650**	**2 384**	**2 477**	**2 566**	**2 690**
Less: Depreciation	(2 990)	(2 942)	(2 897)	(2 848)	(2 874)
Closing RAB	**89 142**	**92 336**	**94 795**	**97 252**	**99 933**
Average RAB	**88 407**	**90 739**	**93 565**	**96 023**	**98 592**
Less: Working Capital	(2 145)	(2 306)	(2 393)	(2 483)	(2 603)
REGULATORY ASSET BASE (RAB)	**86 262**	**88 433**	**91 173**	**93 540**	**95 989**

RAB Asset Valuation:
Trended Original Cost

RAB FY 2026/27 restated from ROD:
Acquisitions, Capitalisations, Transfers & Disposals & Actual Inflation

Tariff TWC
Engagement on Fixed Asset Register incorporating restatements

TARIFF APPLICATION

WACC and ROA

KEY WACC ASSUMPTIONS FY2027/28

MARKET PARAMETERS

- Nominal Risk-free rate 9.93%
- MRP 4.99%

CAPITAL STRUCTURE

- Asset beta 0.35
- Equity beta (Hamada) 0.70
- Debt/Equity ratio 100.00%

OTHER INPUTS

- Nominal WACD 11.25%
- Inflation forecast 3.09%
- Tax rate 0.00%

REAL VANILLA WACC

Our WACC remains broadly stable around c. 9% over the tariff period

FY 2027/28	FY 2028/29	FY 2029/30
FIXED TARIFF YEAR	INDICATIVE	INDICATIVE
9.02%	9.21%	9.12%

WACC × RAB = RETURN ON ASSETS

	FY 2027/28: FIXED TARIFF YEAR	FY 2028/29: INDICATIVE	FY 2029/30: INDICATIVE
RETURN ON ASSETS (R billion)	R8.227bn	R8.620bn	R8.751bn

Return on Assets = Regulatory Asset Base × Real Vanilla WACC | This return supports the recovery of a fair return on the RAB

TARIFF APPLICATION

OPEX

FY 2027/28 OPEX COMPOSITION

Cost Category	FY 2026/27 LE (R'm)	FY 2027/28 Budget (R'm)	% Increase	% of Total FY 2027/28
Labour Costs	3,634	3,920	**7.9%**	**50.6%**
Fuel	328	361	**10.0%**	**4.7%**
Electricity	744	794	**6.7%**	**10.3%**
Maintenance	707	778	**10.0%**	**10.0%**
Material	234	258	**10.0%**	**3.3%**
Information Systems	260	270	**3.8%**	**3.5%**
Insurance Operations	115	119	**3.7%**	**1.5%**
Professional Services	93	75	**-18.5%**	**1.0%**
Rental & Leases	82	90	**10.0%**	**1.2%**
Rates & Taxes	682	711	**4.3%**	**9.2%**
Water	313	328	**4.6%**	**4.2%**
Pre-Feasibility Studies	93	102	**10.0%**	**1.3%**
Security Costs	232	242	**4.3%**	**3.1%**
Sundry Operating Expenses	(244)	(305)	**-24.9%**	**(3.9%)**
Group Costs	518	534	**3.1%**	
PoPL	(20)	(21)	**3.0%**	
TOTAL OPEX (Final Operating Cost)	**7,771**	**8,256**	**6.2%**	**100.0%**

WHAT IS DRIVING THE R485m INCREASE?

LABOUR COSTS

+R286m

Filling critical vacancies and salary increases

Largest driver of the increase

MAINTENANCE

+R71m

Upkeep of operational assets and port infrastructure

ELECTRICITY

+R50m

Administered electricity price increases

FUEL +R33m

RATES & TAXES +R29m

OPEX TRAJECTORY (R billion)

FY 2025/26 (ACTUAL)	FY 2026/27 (LE)	FY 2027/28 (BUDGET)	FY 2028/29 (INDICATIVE)	FY 2029/30 (INDICATIVE)
R7.095bn	R7.771bn	R8.256bn	R8.917bn	R9.620bn

TARIFF APPLICATION

CLAWBACK

NET CLAWBACK (R627m) | **Included in the FY 2027/28 Revenue Requirement**

ACTUAL REQUIRED REVENUE RECOMPUTED USING APPROVED ROD BASIS		
RR COMPONENT	**RoD (R'm)**	**ACTUAL (R'm)**
Return on Asset (ROA)	6,330	**6,978**
Depreciation	2,822	**2,990**
OPEX (Including Group Costs)	6,854	**7,095**
Less: Fruitless & Wasteful Expenditure	–	**(19)**
Tax	1,336	**341**
WEGO	(217)	**(217)**
Clawback	(1,583)	**(1,583)**
ETIMC	(225)	**(225)**
REQUIRED REVENUE (RR)	**15,317**	**15,359**

INITIAL CLAWBACK

(R444m)

+

ADJUSTMENTS

(R183m)

Total Adjustments

→

NET CLAWBACK FY 2027/28

(R627m)

Net Clawback

- Reverse FY 2025/26 provisional clawback **(R69m)**
- Estimated FY 2026/27 clawback (half) **(R49m)**
- Return on Clawback Account **(R64m)**

TARIFF APPLICATION

Required Revenue

FY 2027/28 – FIXED TARIFF YEAR

R18.484 bn

Required Revenue

CURRENT APPLICATION

FY 2028/29 – INDICATIVE

R20.336 bn

Required Revenue

FY 2029/30 – INDICATIVE

R21.246 bn

Required Revenue

WHAT MAKES UP REQUIRED REVENUE? (R'm)

COMPONENT	FY 2027/28 (R'm)	FY 2028/29 (R'm)	FY 2029/30 (R'm)
Return on Asset	8 227	8 620	8 751
Depreciation	2 897	2 848	2 874
OPEX	8 256	8 917	9 620
Equitable Tax	0	0	0
WEGO	(270)	0	0
Less: Clawback	(627)	(49)	0
Less: ETIMC	0	0	0
REQUIRED REVENUE	**18 484**	**20 336**	**21 246**

	FY 2027/28 – FIXED TARIFF YEAR	FY 2028/29 – INDICATIVE	FY 2029/30 – INDICATIVE
Required Revenue	18 484	20 336	21 246
	–	–	–
Less: Real Estate Revenue	(6 250)	(6 750)	(7 257)
	=	=	=
Marine Business Revenue	12 234	13 586	13 989

TARIFF APPLICATION

Cargo Volume Projections

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FY2027/28 TOTAL VOLUME GROWTH BY CARGO CATEGORY (FY2027/28 vs FY2026/27)

CONTAINERS

2.2%
FY2027/28 Total Volume Growth

FY2027/28 (TEUs)		
Imports	1,567,484	↑
Exports	1,324,057	↑
Transhipments	502,656	↓
Other	1,276,284	↑
TOTAL	**4,670,481**	

BREAKBULK

1.1%
FY2027/28 Total Volume Growth

FY2027/28 (Metric Tons)		
Imports	3,567,959	↑
Exports	1,575,698	↑
Other	41,992	↑
TOTAL	**5,185,649**	

DRY BULK

10.0%
FY2027/28 Total Volume Growth

FY2027/28 (Metric Tons)		
Coal Exports	79,488,612	↑
Iron Ore Exports	58,417,999	↑
Manganese Ore Exports	20,764,854	↓
Other Dry Bulk	35,802,021	↑
TOTAL	**194,473,486**	

LIQUID BULK

2.7%
FY2027/28 Total Volume Growth

FY2027/28 (kℓ)		
Petroleum Products	28,387,344	↑
Chemicals	2,545,776	↑
Other Liquid Bulk	4,767,306	↑
TOTAL	**35,700,426**	

AUTOMOTIVE

2.0%
FY2027/28 Total Volume Growth

FY2027/28 (Units)		
Imports	369,289	↑
Exports	424,985	↑
Other	42,769	↑
TOTAL	**837,043**	

TOTAL CARGO WEIGHTED VOLUME OUTLOOK (ALL CATEGORIES)

FY2026/27	FY2027/28	FY2028/29	FY2029/30
297.2m	317.6m	327.7m	330.4m
↓ -2.4%	↑ +6.9%	↑ +3.2%	↑ +0.8%

Revenue Volume Growth
2.39%

Volume assumptions reflect market outlook, customer demand, infrastructure investment and logistics performance.

TARIFF APPLICATION

Volume Growth & Tariff Adjustments

FY 2027/28

8.94%

Fixed Tariff Year

FY 2028/29

8.95%

Indicative Tariff Year

FY 2029/30

1.99%

Indicative Tariff Year

Details	FY 2027/28 (R'm)	FY 2028/29 (R'm)	FY 2029/30 (R'm)
Marine Business Revenue Required (What we need to recover)	**12,234**	**13,586**	**13,989**
Prior Year Revenue (Starting point)	10,968	12,234	13,586
Volume Growth %	2.39%	1.93%	0.96%
Revenue from Volume Growth (Prior Year Revenue × Volume Growth %)	262	236	131
Revenue after Volume Growth	**11,230**	**12,470**	**13,716**
Revenue from Tariff Adjustment (Balance to recover)	**1,004**	**1,116**	**273**
Tariff Increase (%)	**8.94%**	**8.95%**	**1.99%**

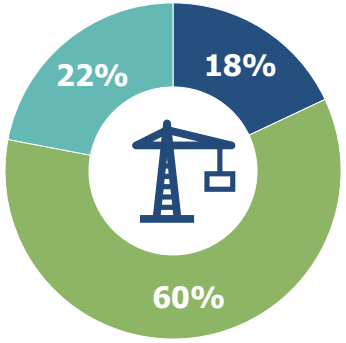
The tariff adjustment recovers only the residual revenue requirement after allowing for the existing revenue base and forecast volume growth.

TARIFF APPLICATION

Tariff Strategy

01 PRE-TARIFF STRATEGY SPLIT

Historical position

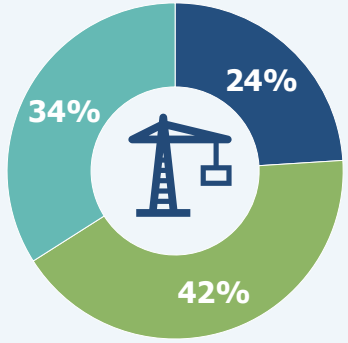


Shipping Lines | Cargo Owners | Tenants

↓	Cargo Owners	60%
↑	Tenants	22%
↑	Shipping Lines	18%

02 FY 2027/28 TARIFF PROPOSAL

Current proposal

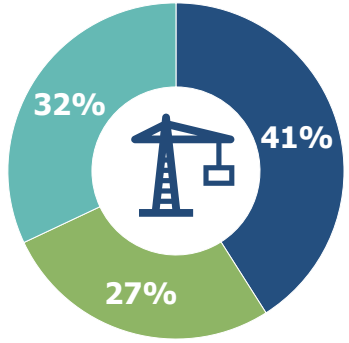


Shipping Lines | Cargo Owners | Tenants

↓	Cargo Owners	42%
-	Tenants	34%
↑	Shipping Lines	24%

03 ENVISAGED TARIFF STRATEGY STRUCTURE

Strategic direction



Shipping Lines | Cargo Owners | Tenants

↓	Cargo Owners	27%
↓	Tenants	32%
↑	Shipping Lines	41%

TARIFF STRATEGY DIRECTION

Progressively rebalance tariffs towards infrastructure-based, user-pay pricing while maintaining differentiated tariffs across customer groups.

USER-PAY PRINCIPLE

Recover efficient costs from port users

INFRASTRUCTURE-BASED CHARGES

Align tariffs with the provision of port infrastructure

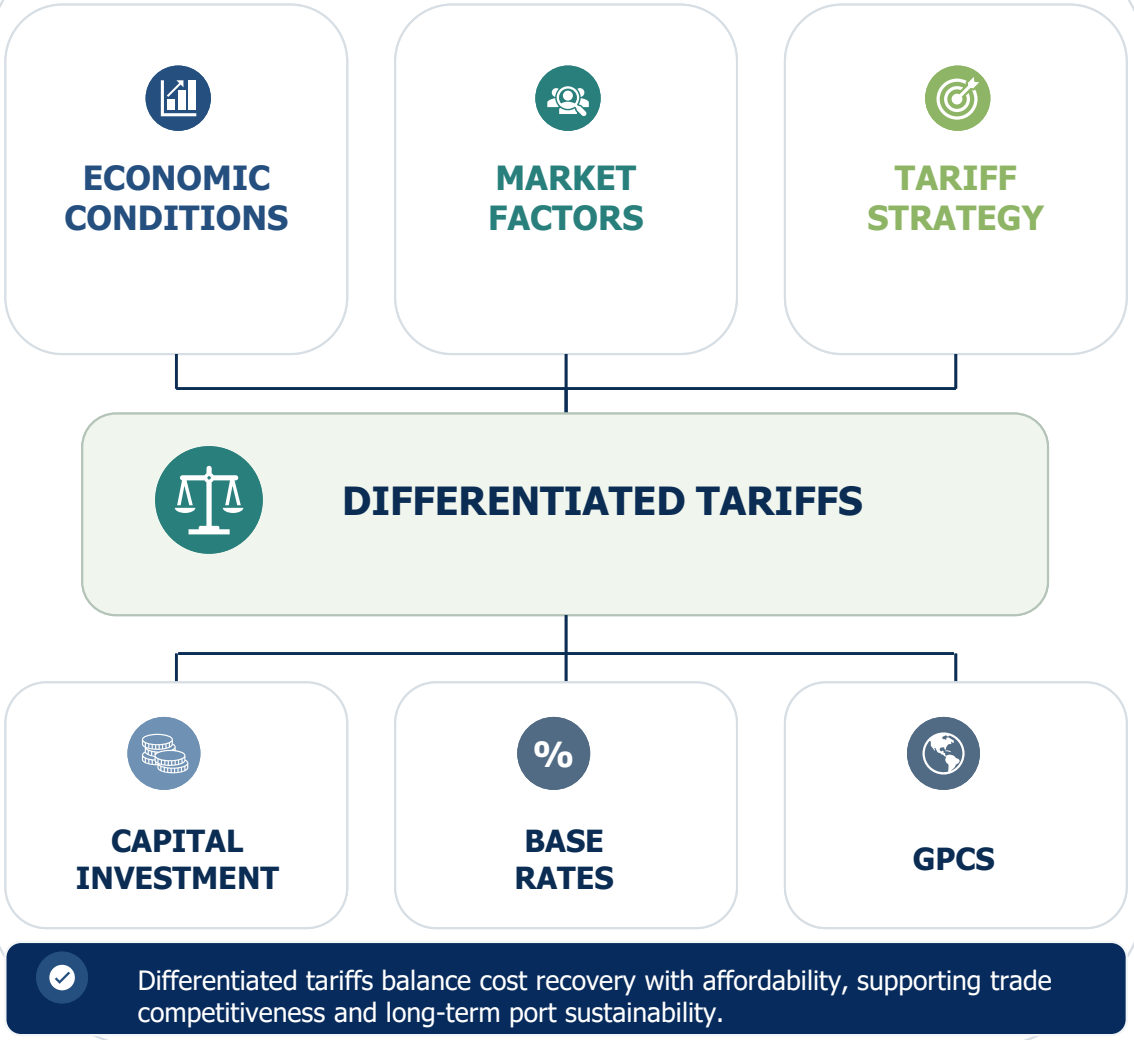
DIFFERENTIATED TARIFFS

Apply differentiated tariffs

TARIFF APPLICATION

Differentiated Tariff Adjustments

OUR TARIFF DIFFERENTIATION IS INFLUENCED BY KEY DRIVERS



Differentiated tariffs balance cost recovery with affordability, supporting trade competitiveness and long-term port sustainability.

DIFFERENTIATED TARIFFS FY 2027/28

CARGO TYPE / COMMODITY	IMPORTS	EXPORTS
Containers	6.94%	6.94%
Break Bulk	6.94%	6.94%
Dry Bulk	6.94%	6.94%
Dry Bulk Coal	6.94%	9.40%
Dry Bulk Magnetite	6.94%	9.40%
Liquid Bulk	4.00%	4.00%
Automotives	6.94%	6.94%
Coastwise & Transhipped Cargo	6.94%	
Marine Services	13.13%	

AVERAGE TARIFF ADJUSTMENT 8.94%

TARIFF APPLICATION

Tariff Book Changes

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GENERAL TERMS & CONDITIONS | SECTION 3.1

Ordinary Working Hours — Port of Mossel Bay

PROPOSED AMENDMENT

01 CURRENT WORDING

Existing Tariff Book provision

Section 3: Subsection 3.1: General Terms and Conditions

Port of Mossel Bay

MONDAY – FRIDAY

06:00 – 18:00

Excluding public holidays

Surcharges may apply at the Port of Mossel Bay for marine services provided outside ordinary working hours.

02 PROPOSED WORDING

Tariff Book FY 2027/28

Section 3: Subsection 3.1: General Terms and Conditions

Port of Mossel Bay

MONDAY – FRIDAY

06:00 – 18:00

Excluding public holidays

Surcharges may apply at the Port of Mossel Bay for marine services provided outside ordinary working hours.

- ***Marine Services Surcharge - SPM & CBM ..... R 40 624.62***
- ***Marine Services Surcharge - Other .....R 8 756.79***

WHAT CHANGES?
Marine Services Surcharges are explicitly specified

SPM & CBM	**R40 624.62**
Other	**R8 756.79**

RATIONALE Provides greater clarity and transparency to customers and supports consistent application of surcharges when invoicing.

CONCLUSION

Tariff Application FY 2027/28: Required Revenues & Tariff Increase

THREE-YEAR TARIFF TRAJECTORY

FIXED TARIFF YEAR

FY 2027/28

R18.484bn

Required Revenue

8.94%

Average Tariff Adjustment

INDICATIVE

FY 2028/29

R20.336bn

Required Revenue

8.95%

Indicative Tariff Adjustment

INDICATIVE

FY 2029/30

R21.246bn

Required Revenue

1.99%

Indicative Tariff Adjustment

6.63%

THREE-YEAR STRAIGHT-LINE AVERAGE

A more balanced tariff trajectory across FY 2027/28 to FY 2029/30.

FY 2027/28 DIFFERENTIATED TARIFFS

Progressive implementation of the user-pay principle

4.00%	6.94%	9.40%	13.13%
Liquid Bulk	All Other Cargo Types	Coal & Magnetite Exports	Marine Services



The Tariff Application balances revenue recovery, customer affordability and progressive implementation of the user-pay principle.

TRANSNET

national ports authority

THANK YOU

