

**SOUTH AFRICAN TOURISM AND TOTTENHAM HOTSPUR
FOOTBALL CLUB
PORTFOLIO COMMITTEE
07 FEBRUARY 2023**



SOUTH AFRICAN TOURISM

THE LEGISLATIVE MANDATE

1

INFORMATION SYSTEMS

SECTION 5 & 6

- The minister must establish a national tourism information and monitoring system for:
- collecting, recording, managing, analysing, and disseminating information and data on tourism
 - Monitoring developments and trends in tourism
 - Establish and maintain a database of information on tourism businesses

2

MARKETING

SECTION 10

The functions of the board are:

- Market South Africa as a domestic and international tourist destination
- Market South African tourism products and facilities internationally and domestically
- Develop and implement a marketing strategy for tourism
- Advise the minister on any other matters relating to tourism marketing
- Establish a National Convention Bureau to market South Africa as a business tourism destination by coordinating bidding for international conventions; and liaising with other organs of state and suitable bodies to promote South Africa as a business tourism destination
- Implement tourism policy directives (e.g., Tourism Sector Recovery Plan 2022)

3

DESTINATION QUALITY ASSURANCE

SECTION 28

- Develop a national grading system for tourism with a view to maintaining or enhancing the standards and quality of tourism services, facilities and products
- Excellence in the provisioning of tourism services, facilities and products
- Classify tourism services, facilities and products into different classes on the ground of, among others, their nature, extent, variety, availability and quality
- Acquisition, continuation and termination of membership of the scheme
- Use and display of insignia, which may include a depiction of a star

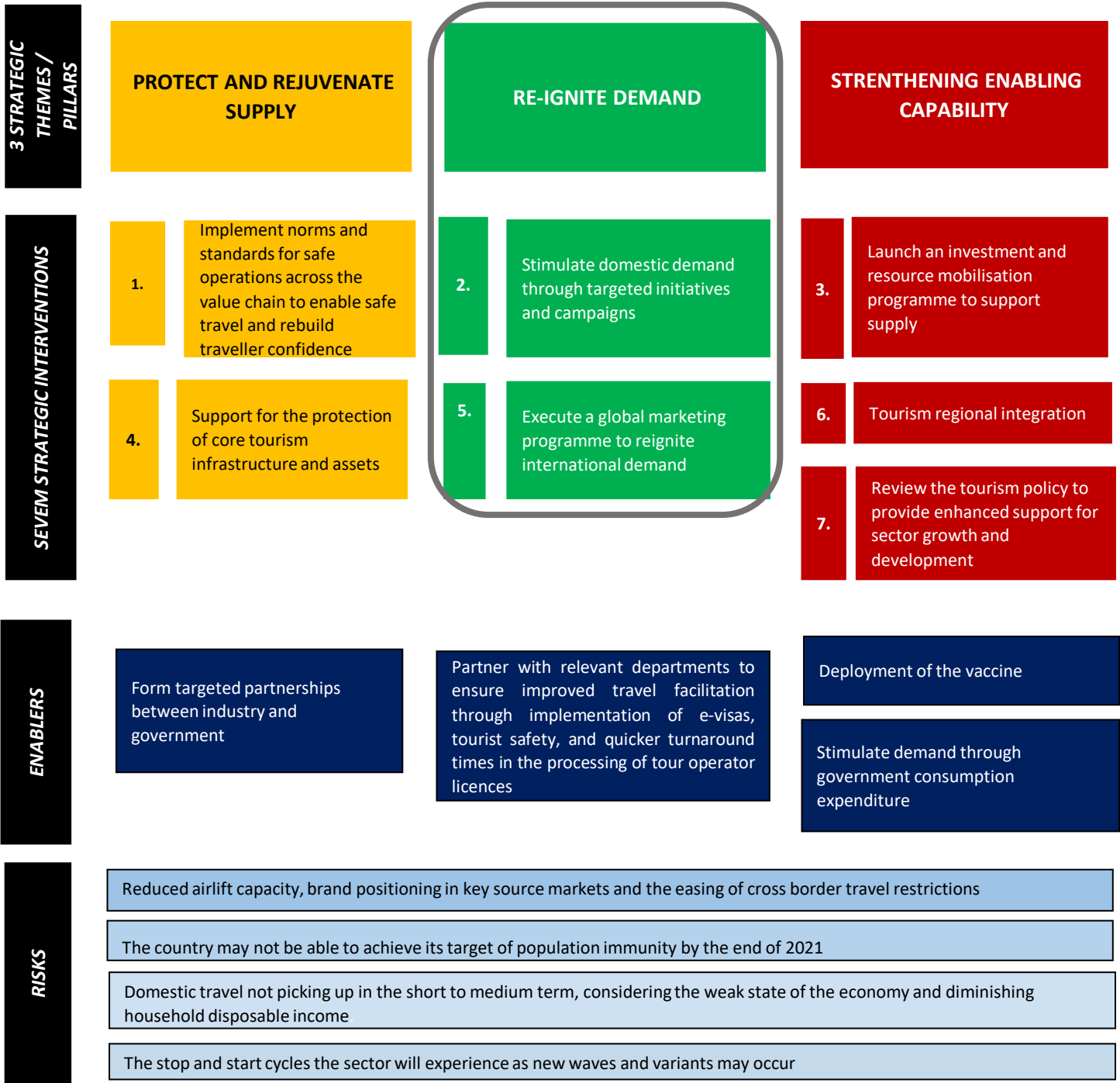
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RESOURCE AND RISK MANAGEMENT

SECTION 11

- Open and operate such offices within and outside the Republic
- Manage finance, borrow money from money lending institutions in the Republic
- Insure the board against any loss, damage, or risk; any liability it may incur
- Employ persons who are necessary for the performance of the functions of the board

TOURISM SECTOR RECOVERY PLAN



THE REQUIRED AVERAGE CUMULATIVE GROWTH RATE TO REACH THE 21 MILLION ARRIVALS BY 2030 IS 17,9%

INDUSTRY GOAL

≈ 15.3 million by 2030



CAGR (2019-2030) = 7%
Pre-Covid Projections

51% increase 2030/2019
CAGR (2022-2030) = 13.8



From the end of 2022, arrivals will have to grow by **13%** per year to reach the target of 15.3 million

POLICY GOAL

≈ 21 million by 2030



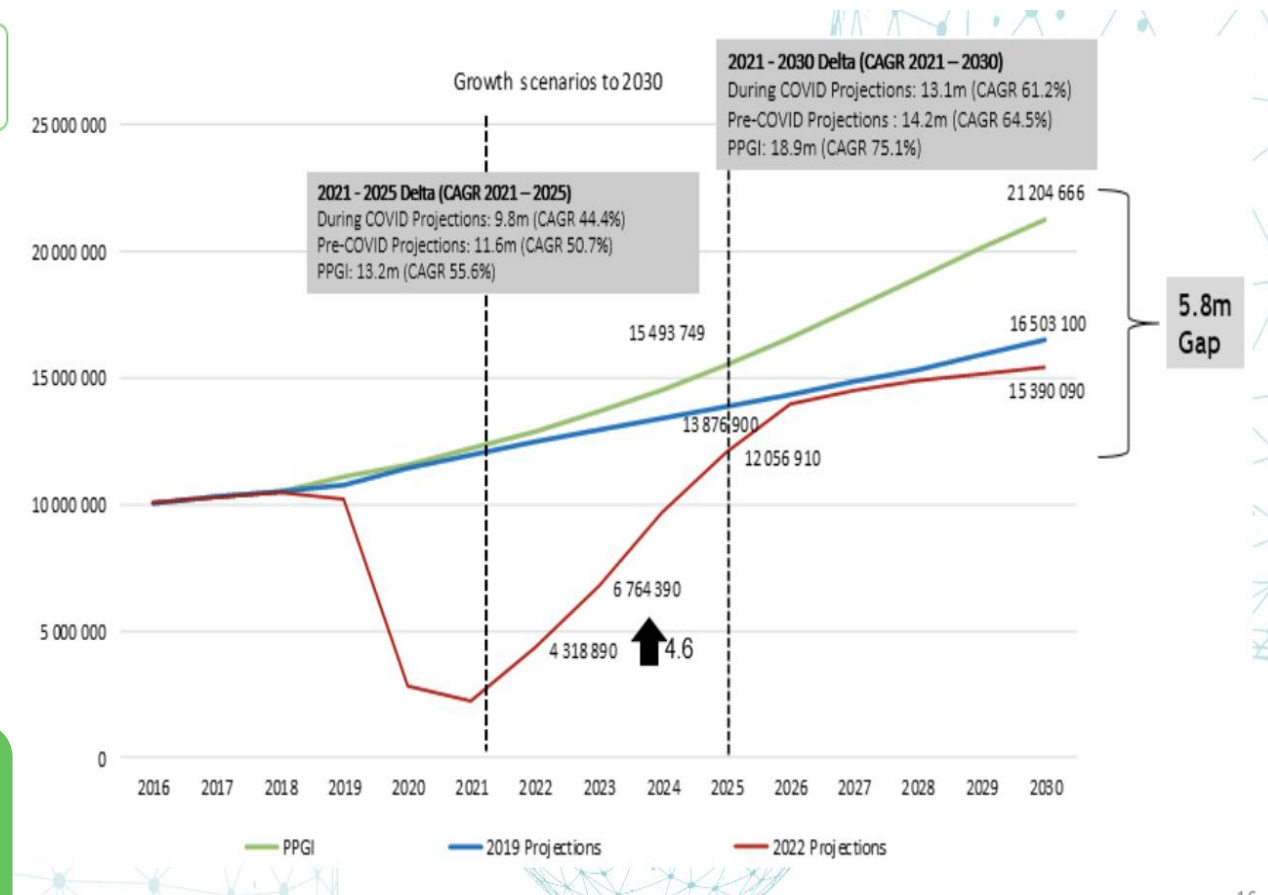
CAGR (2019-2030) = 4%
Pre-Covid Projections

65% increase 2030/2019
CAGR (2022-2030) = 18%



From the end of 2022, arrivals will have to grow by **18%** per year to reach the target of 21 million

By *2030 the total contribution of Travel and Tourism to South Africa's GDP will be at an estimated ZAR 597 Billion (USD 35,6 Billion), contributing to 1,9 million total jobs (assuming a 15,6 arrivals by 2030)

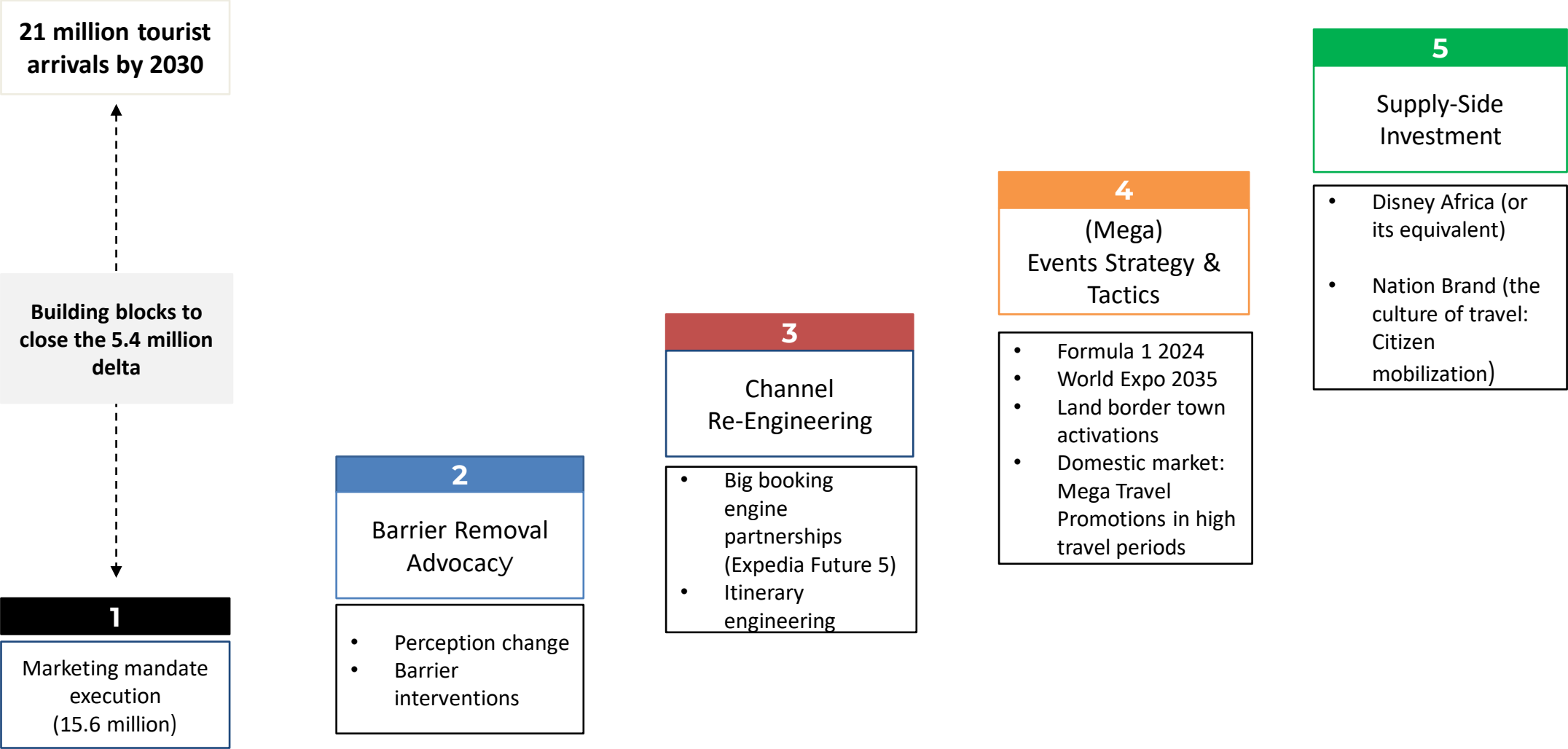


Source: South African Tourism Primary data; PPGI

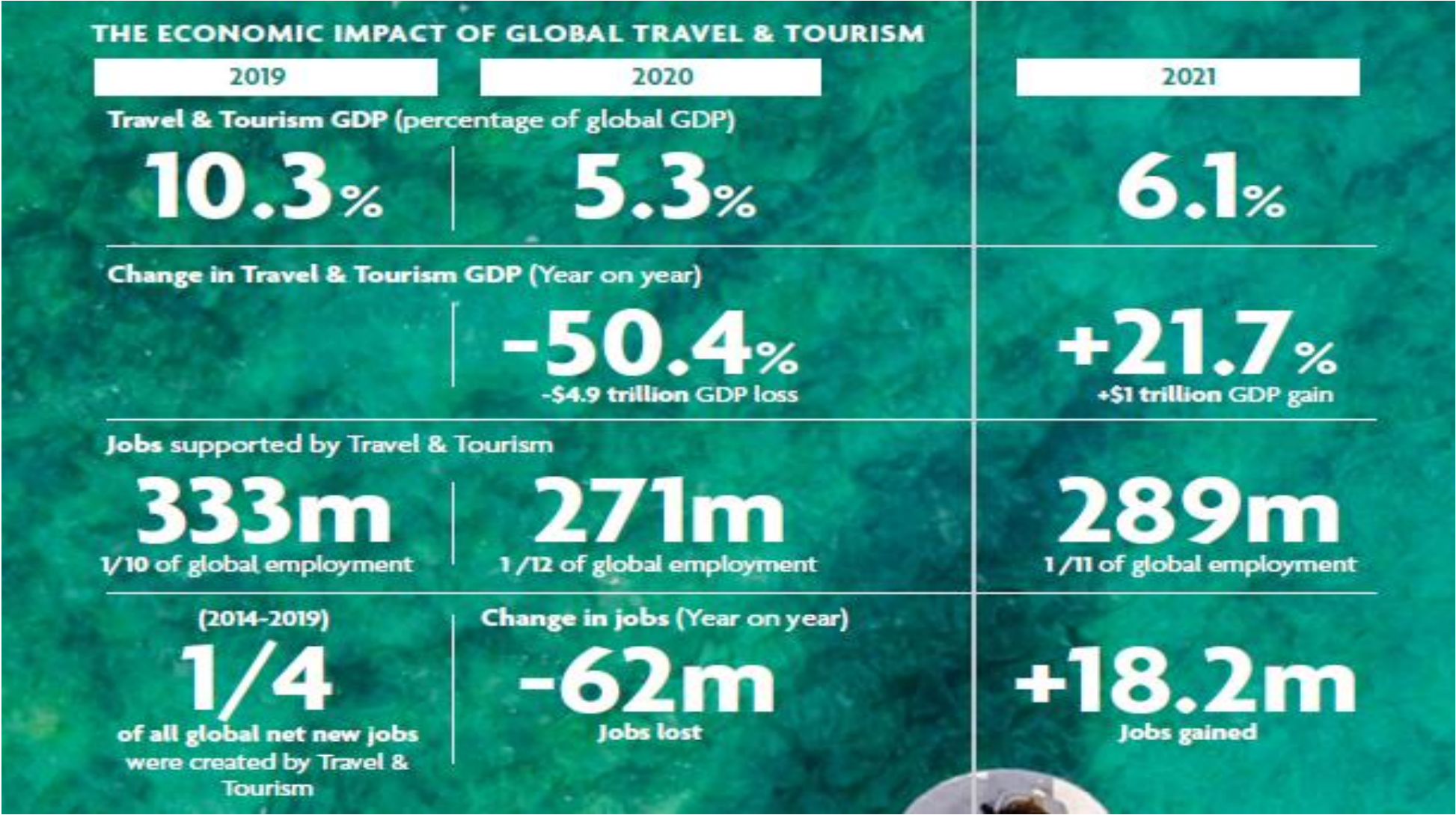
Exchange rate: USD to ZAR 16,77 (2022)

*The 2030 GDP contribution is done assuming 15,6 million arrivals by 2030

WORK TO BE DONE TO REACH 21 MILLION ARRIVALS





GLOBAL TRAVEL & TOURISM ECONOMIC IMPACT STORY



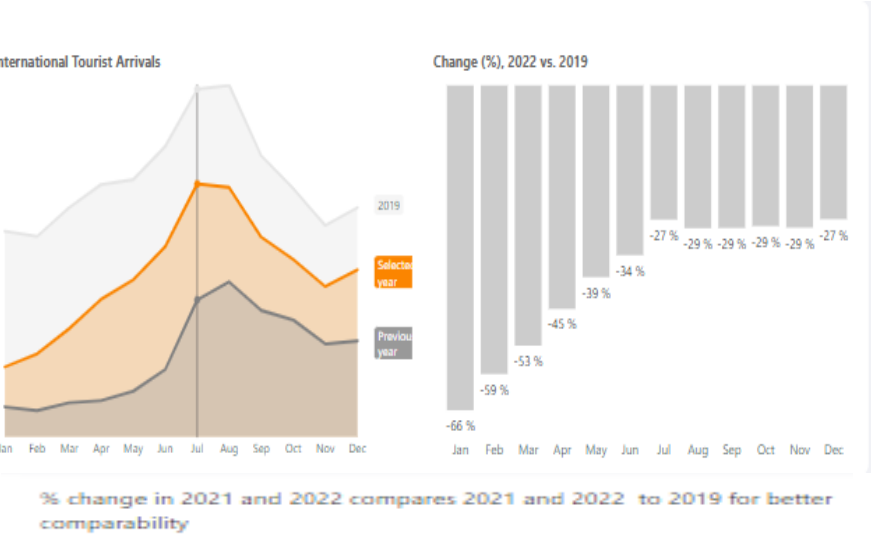
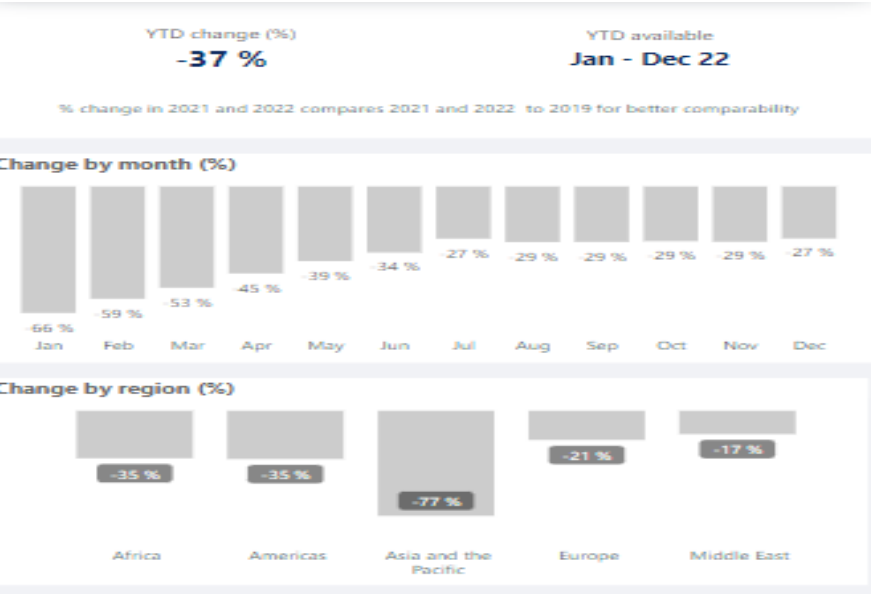
Source: WTTC 2021

SOUTH AFRICA'S TRAVEL & TOURISM ECONOMIC IMPACT STORY

South Africa key data		
	<div> Total contribution of travel and tourism to GDP</div>	<div> Total contribution of travel and tourism to employment</div>
2019	<div>6.4% of Total Economy</div> <div>ZAR 405.2BN \$ 27.4BN</div>	<div>1.51MN</div> <div>9.3% of total jobs</div>
2020	<div>3.1% of Total Economy</div> <div>ZAR 180.0BN \$ 12.2BN</div> <div>Change: -55.6% ▼</div> <div>Economy change: -6.4% ▼</div>	<div>1.06MN</div> <div>7.0% of total jobs</div> <div>Change: -29,9% ▼</div>
2021	<div>3.2% of Total Economy</div> <div>ZAR 195.2BN \$ 13.2BN</div> <div>Change: +8.4% ▲</div> <div>Economy change: +4.9% ▲</div>	<div>1.08MN</div> <div>7.3% of total jobs</div> <div>Change: +1.9% ▲</div>
*2022	<div>4.3% of Total Economy</div> <div>ZAR 303.8BN \$ 18.1BN</div> <div>Change: +37.2% ▲</div> <div>Economy change: +7.1% ▲</div>	<div>1.12MN</div> <div>7.2% of total jobs</div> <div>Change: -0,1%</div>

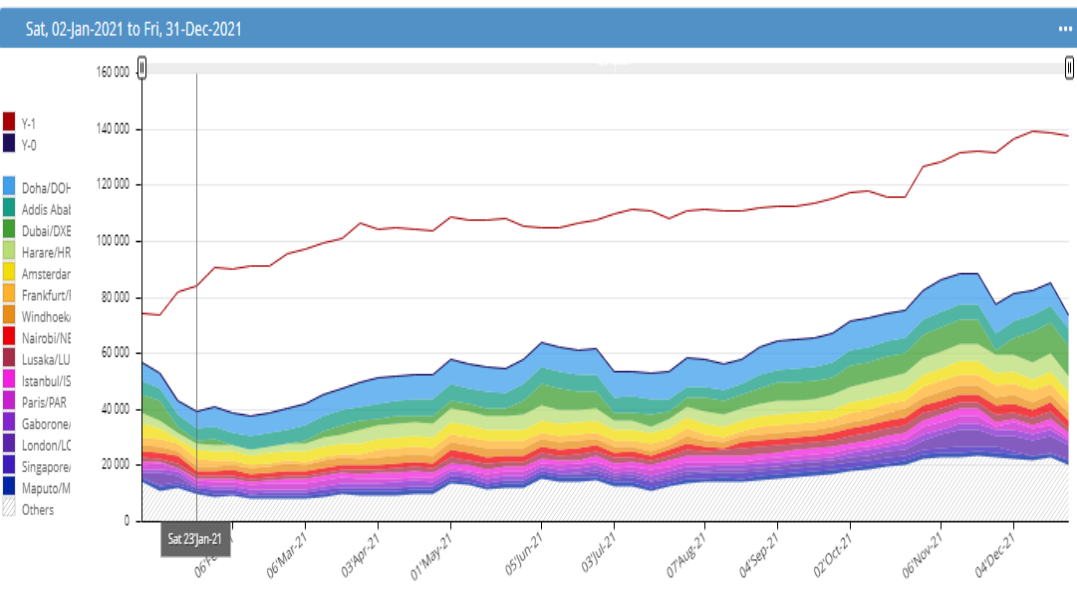
Source: WTTC
Note: *2022 data is interim data not final
Exchange rate: USD to ZAR 16,77 (2022)

INTERNATIONAL ARRIVALS GLOBAL PERFORMANCE



Source: UNWTO - World Tourism Organisation

Note: Latest global performance data from UNWTO is January-December 2022



LEG ORIGIN	Year 0	Year-1	VAR% Y0 vs Y-1	Volumes Y-1/Y-0
Doha/DOH	457 137	549 310	-16.0%	9.7%
Addis Ababa/ADD	270 647	339 958	-17.9%	6.0%
Dubai/DXB	246 221	532 984	-53.8%	9.4%
Harare/HRE	233 624	310 489	-24.8%	5.5%
Amsterdam/AMS	201 649	251 086	-19.7%	4.4%
Frankfurt/FRA	135 034	210 594	-35.9%	3.7%
Windhoek/WDH	126 142	210 118	-40.0%	3.7%
Nairobi/NBO	114 703	192 989	-40.6%	3.4%
Lusaka/LUN	100 705	150 941	-33.3%	2.7%
Istanbul/IST	90 746	180 318	-49.7%	3.2%
Paris/PAR	89 722	110 415	-18.7%	1.9%
Gaborone/GBE	80 822	176 050	-54.1%	3.1%
London/LON	79 861	468 733	-83.0%	8.2%
Singapore/SIN	71 852	162 426	-55.8%	2.9%
Maputo/NPM	71 034	111 262	-36.2%	2.0%
Others	749 418	1 726 716	-56.6%	30.4%
Leg Origin (selected)	3 127 317	5 683 989	-45.0%	
Total Seats	3 127 317	5 683 989	-45.0%	

- Year – date , the sector recovered at 37% of pre-pandemic 2019 levels.
- Arrivals to the African continent were at 35% lower than those of 2019 .
- Overall forward bookings to South Africa for Jan – December 2022 were up by 45,5% compared to the same period of last year.
- The top forward bookings were from Europe and the Americas.

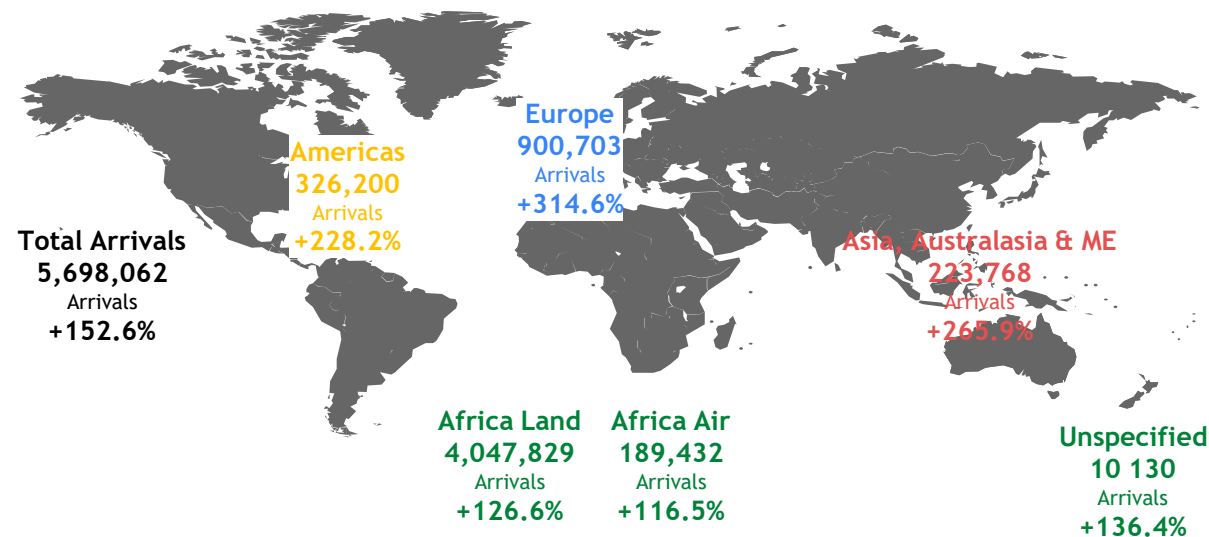
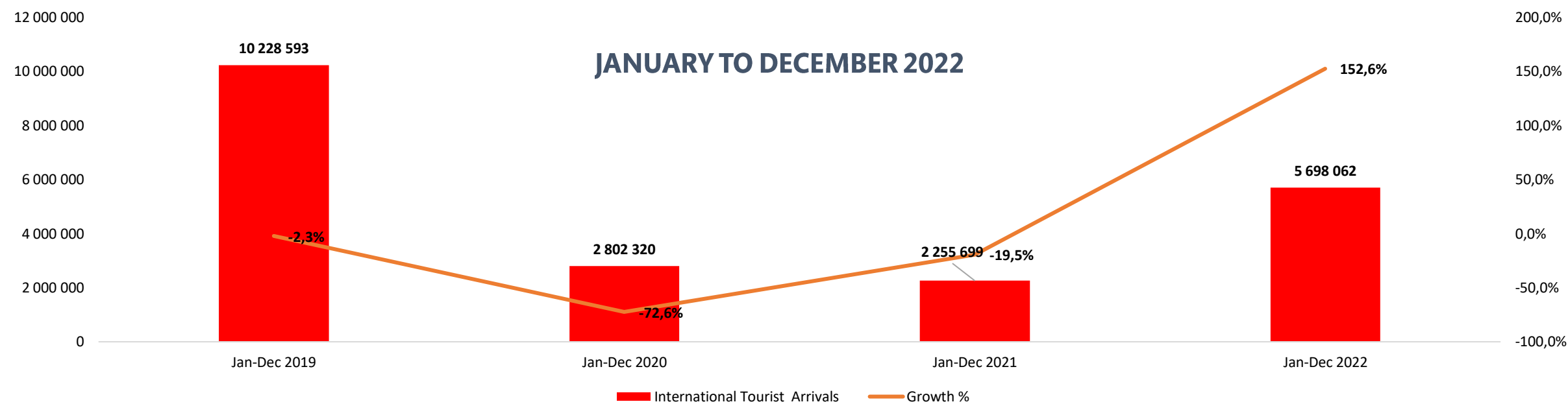
SOUTH AFRICA VS COMPETITOR RECOVERY

Location	2019	2020	2021	2022 *	CAGR 2020 - 2022
South Africa	10 228 593	2 802 320	2 255 699	5 698 062	42,6%
Australia	9 465 900	1 827 720	246 240	3 916 320	46,4%
Brazil	6 353 000	3 448 840	2 510 960	4 070 670	8,6%
Canada	22 229 600	3 035 020	3 073 910	15 632 490	127,0%
Thailand	39 916 270	6 702 400	427 880	11 183 060	29,2%
United Arab Emirates	23 753 470	8 511 020	10 790 480	20 286 450	54,4%
United States	79 441 590	19 212 010	22 100 450	50 656 450	62,4%
Kenya	1 632 380	446 660	728 860	1 596 100	89,0%

Source: Oxford Economics

(2022 figures are estimates*)

SOUTH AFRICA: INTERNATIONAL TOURIST ARRIVALS 2022



- Cumulative arrivals for the January – December 2022 period increased by 152.6% to reach 5.7 million of arrivals compared to the same period in 2021.
- The biggest region in terms of real numbers was Africa Land with a 126.6% increase in arrivals when compared with January to December 2021.
- The total number of arrivals from Europe in this period of 2022 was 900 703.
- Arrivals from the Americas increased by 228.0% and represented 326,200 arrivals.

SOUTH AFRICA: SPEND BY REGIONS 2021 VS 2022

Total Foreign Direct Spend saw an increase in 2022 of 186,6% reaching R59,6 billion compared to the same period in 2021. Africa contributed highest share amounting to R23,3 billion, an increase of 120,7% compared to the same period last year and Europe followed with R21,5 billion, surpassing the 2021 level by 255,8%.

Spend by Regions	2021	2022	% Growth 2022 vs 2021
Africa	R 10 564 636 720	R 23 314 729 018	120,7%
Europe	R 6 058 005 443	R 21 514 444 288	255,1%
Americas	R 2 855 579 556	R 10 009 800 168	250,5%
Asia	R 729 626 188	R 2 090 050 251	186,5%
Australasia	R 292 570 941	R 1 622 538 131	454,6%
Middle East	R 309 696 717	R 1 089 036 578	251,6%
Total	R 20 810 115 566	R 59 640 598 434	186,6%

DOMESTIC KEY MEASURES: 2019 VS 2022

Domestic overnight trips from January to December 2022 reached 34.0 million trips, 129.4% over the same period in 2021. Total domestic expenditure was R99.1 billion, a 118.3% increase over 2021, and 125.7% over same previous period in 2019 . January to December of 2022, Domestic day trips recorded a 154.5% increase from 68.7 million in 2021 and a recorded -25.4% over same previous period in 2019.

Key measure		2019	2020	2021	2022	%Δ (2019 vs 2022)	%Δ (2021 vs 2022)
	Number of trips (Mn)	28.5	17.0	14.8	34.0	22.8%	129.4%
	Domestic spend (Bn)	R43.9	R53.1	R45.4	R99.1	125.7%	118.3%
	Average domestic spend	R1,542	R3,118	R3,062	R2,913	88.9%	-4.9%
	Bednights (Mn)	94.1	56.8	51.2	118.6	26.0%	26.7%
	Average Length of stay	3.3	3.3	3.4	3.5	6.1%	1.1%
	Day trips (Mn)	236.5	108.0	68.7	176.4	-25.4%	154.5%

MARKETING INVESTMENT FRAMEWORK (MIF) MARKETS WITH WATCHLIST

MARKETS



Watchlist markets are key to monitor, as SA Tourism needs to protect its previous marketing investments. This seeks to build demand in second-tier markets that provide a pipeline for future growth, and that may diversify the portfolio of source countries to mitigate the risk of depending on only 24 markets to drive tourism recovery.

WATCHLIST MARKETS			
Europe	Asia Pacific	Americas	Africa Air
Switzerland	Singapore	-	DRC
Belgium	Malaysia		Tanzania
Sweden	UAE		
Ireland			
Denmark			
Portugal			
Austria	New Zealand	Argentina	Ghana
Norway			Angola
Finland			Uganda
Turkey			Ethiopia

MARKETING INVESTMENT FRAMEWORK MARKETS : CORE MARKETS (24)

MARKET SELECTION: PORTFOLIO SELECTION

SELECTION

- ▶ • Eight (8) Africa Land markets
- Two (2) Africa Air markets
- Three (3) American markets
- Seven (7) European markets
- Four (4) AAME markets



UK & USA TOURIST’S ARRIVALS & SPEND PROJECTIONS

13 % Growth rate using 2022 base line

13 % Growth rate 2022 base line number								
Markets	2019	2020	2021	2022	2023	2024	2025	Total
UK arrivals	436 559	132 384	45 777	283 031	319 825	361 404	408 385	1 987 365
UK Spend (Bn)	R9 846 462 014	R2 837 077 088	R1 491 927 666	R6 670 832 462	R7 538 040 682	R8 517 985 970	R 9 625 324 146	R36 902 325 882
USA arrivals	373 694	71 959	82 020	262 183	296 267	334 781	378 303	1 799 207
USA spend (Bn)	R7 896 143 061	R1 530 863 904	R2 346 271 913	R8 339 761 016	R9 423 929 948	R10 649 040 841	R 12 033 416 150,70	R52 219 426 834

SOUTH AFRICAN TOURISM STRATEGIC BUSINESS CASE



SOUTH AFRICAN TOURISM



PROBLEM STATEMENT

For the last 2 years, South Africa's tourism sector has been severely and negatively impacted due to the COVID-19 global pandemic. SA Tourism's ability to communicate and create demand, for leisure and business events has been impacted. As the world comes back to tourism, every DMO around the world will be going live with campaigns and inspirational messaging to inspire travel to their destinations.

For SA Tourism to break through the noise and reclaim our position in the global travel community, we will need a step-change growth strategy and a series of BIG strategic and specific actions to re-assert our position above pre-pandemic performance measures.

DISCUSSION

To this end, SA Tourism has engaged with the EPL club, Tottenham Hotspur Football Club (THFC) to be a tier one partner of London's most valuable football brand and the 8th most valuable football brand worldwide. It must be noted that some Board members, including South Africa's High Commissioner in the U.K have been on a tour at the Tottenham Hotspur Stadium to assess and verify the feasibility of this proposed venture.

The proposed landmark partnership opportunity will give SA Tourism a single property that will be able to fulfil the following key areas in the leveraging of a partnership:

- Showcase South Africa as an 'exceptional' destination
- Global Reach and visibility across a global audience
- Year-round presence and leveragability
- Impact measurability
- Messaging and leveraging in global advocacy to a global audience
- Reach and access to a travelling population
- Anchored in key source markets



ORGANISATIONAL IMPLICATIONS

The efficacy of this partnership will be tested against the following evaluation criteria measurement:

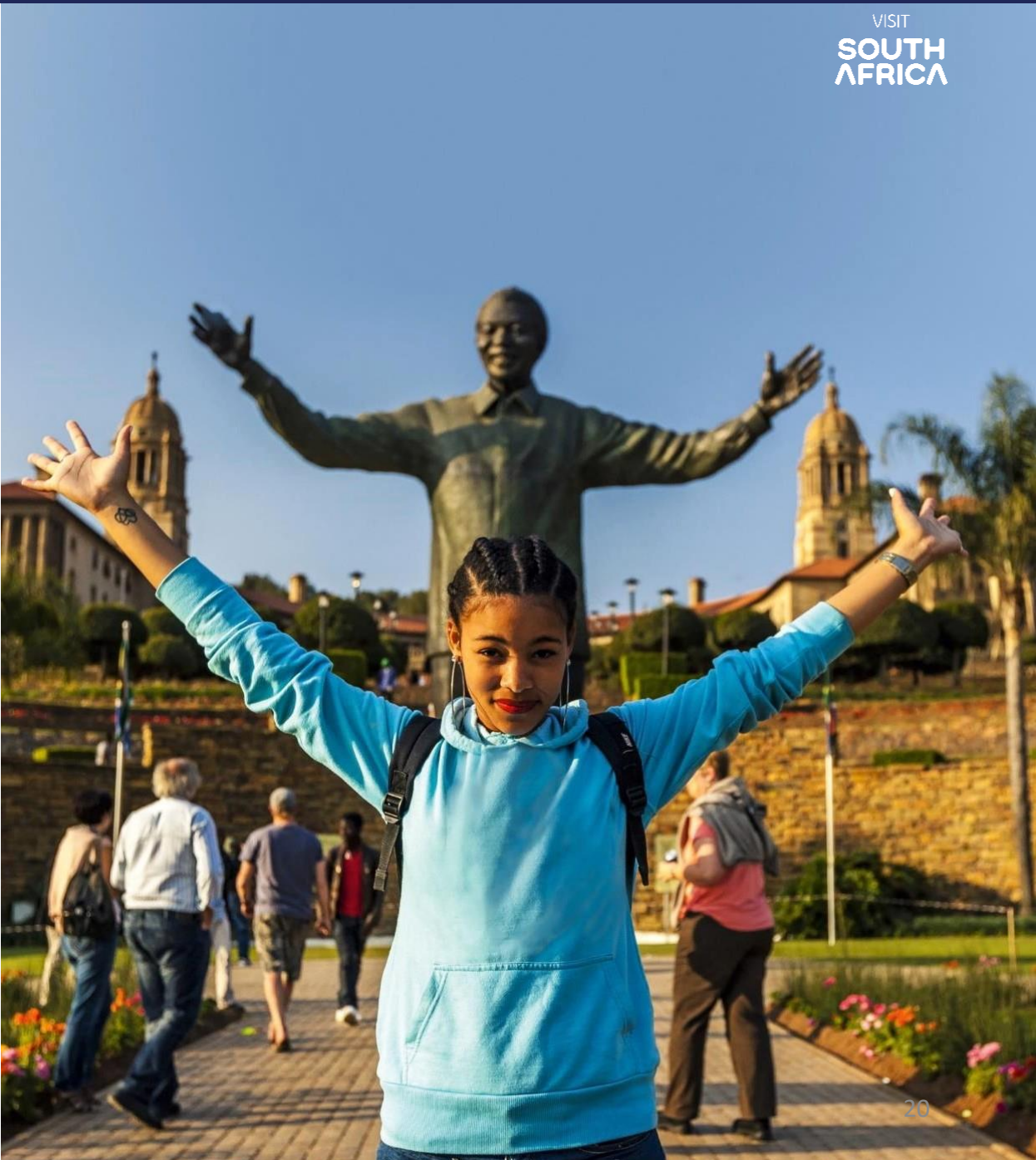
- Strategic fit in supporting the mandate of SA Tourism as per the Tourism Act, No. 3 of 2014
- Support the SA Tourism business strategy, business plan and Annual Performance
- Achievement of a minimum 1:1 return on investment ratio
- Adherence to SA Tourism governance policies
- Risks associated with the partnership and sufficient mitigation protocols in place to protect SA Tourism



THE SA TOURISM APP PROGRAMME

Programme 3: Leisure Tourism Marketing

Business Unit	Purpose
Brand and Marketing	To grow brand equity to create tourism demand for South Africa as a leisure and business events destination in identified markets.
Tourism Execution	To create demand through travel acquisition by working with the distribution channels to sell South Africa as a destination.



TOURISM BOARD CASE STUDY

Tourism Boards partnering with international sports clubs has become a marketing avenue with the likes of Qatar, Abu Dhabi, Rwanda, Australia, Mauritius and Thailand's tourism boards all grabbing opportunities. The fact that clubs have big fan databases, huge global television audiences and social media audiences, playing squads that have players from different countries, marketing inventory across TV and in-stadium platforms makes partnering with a sports club an attractive and viable option with guaranteed returns on investment.

According to the 2022 Global Web Index, the following split is a number of football fans with a Passion for Travel:

- 63% of fans like to explore the world
- 60% of fans interested in other cultures / countries
- 84% more likely to be planning a purchase
- 118% more likely to travel on long-haul flight once a year
- 34% more likely to be c-suite executives
- 10.2% of fans in US are c-suite executives

In 2018 Rwanda signed a deal with Arsenal Football Club to promote the Rwanda Tourism sector through their 'Visit Rwanda' campaign. This deal, which incorporated shirt and stadium rights, can be directly linked to an 8% increase in tourism numbers to Rwanda in the year following the contract signing.



This proposal has a strategic fit that will deliver and lay foundation for SA Tourism's imperatives and/or deliverables and outcomes linked to how we position South Africa as an exceptional destination

At the core of our Exceptionalism proposition, SA Tourism identifies interesting and exceptional marketing opportunities (spanning people / places and ways) and build exceptional communications / content that 'heroes' these – both paid and/or user-generated.

For one to truly experience exceptionalism, South Africa offers this in abundance! We are the ultimate destination for the meaningful and transformative travel experiences that our explorer audience crave.

Sport is but one of the ways in which (South African) exceptionalism can be showcased. South Africa is renowned for having won the Rugby World Cup on 3 occasions. In 2023, South Africa will also host the Netball World Cup thereby further demonstrating our country and sporting prowess as an exceptional destination.

THFC has strong links to South Africa with some of our best talent having donned the team's colours such as Bennie McCarthy, Mbulelo Mabizela, Steven Pienaar and Bongani Khumalo. THFC also has 4 Official Supporters clubs in South Africa (Johannesburg, Cape Town, Durban & KZN).

The English Premier League is the most watched league in the world with a total audience of 3.8 billion fans and a fan base of 767 million across 69 markets.

With THFC, we have an opportunity to pitch for a partnership deal that will see SA Tourism become the official Tourism Partner and sleeve partner to THFC. This will come with a variety of rights afforded to us which will be explained later in the document.



Post the COVID-19 pandemic and in addressing the directive by the President of South Africa to deliver 21-million visitors by 2030, partnering with THFC would give SA Tourism the perfect opportunity to kick-start efforts to attract tourists and travelers from around the world to South Africa again.

The objectives of this partnership are to help drive sustainable economic growth, raise awareness of South Africa as a tourism destination by leveraging the world's most popular sport, football, to change perception of an entire country through:

- Pride in country
- Drive employment
- Boost internal travel
- Growth in football development
- Health and well-being

From a Regional and International perspective, the partnership will further help SA Tourism to:

- Drive International Tourism
- Build Advocacy (Government / Business)
- Omni Present / Ubiquity (front of mind / year-round)
- Counter negative perception on safety
- Re-enforce position as Africa's No. 1 visitor destination (highlight diverse attractions)
- Support South African campaigns (through this global platform)

Through partnering with THFC, SA Tourism also has the following assets which we can leverage from:

English Premiership League

3.8 Billion total audience

767 Million Total Fanbase

69 Markets

EUFA Champions League (UCL)

1.7 Billion total audience

1.2 Billion combined social following of competitors

87 Markets

Tottenham Hotspur Football Club Global Following

616 Million Followers

145 Million Followers in Key Markets

80.2 Million Social Followers

107,1 Million Social Followers (cumulative following of 1st Team Squad across Facebook/Twitter/Instagram/Tik Tok)

Tottenham Hotspur Football Club Global Visibility

355 Million Global TV Viewers who watched THFC in the 2021/22 season (expect an increase +60 Million for the UCL this season)

122.5 Million TV Viewers in Key Markets

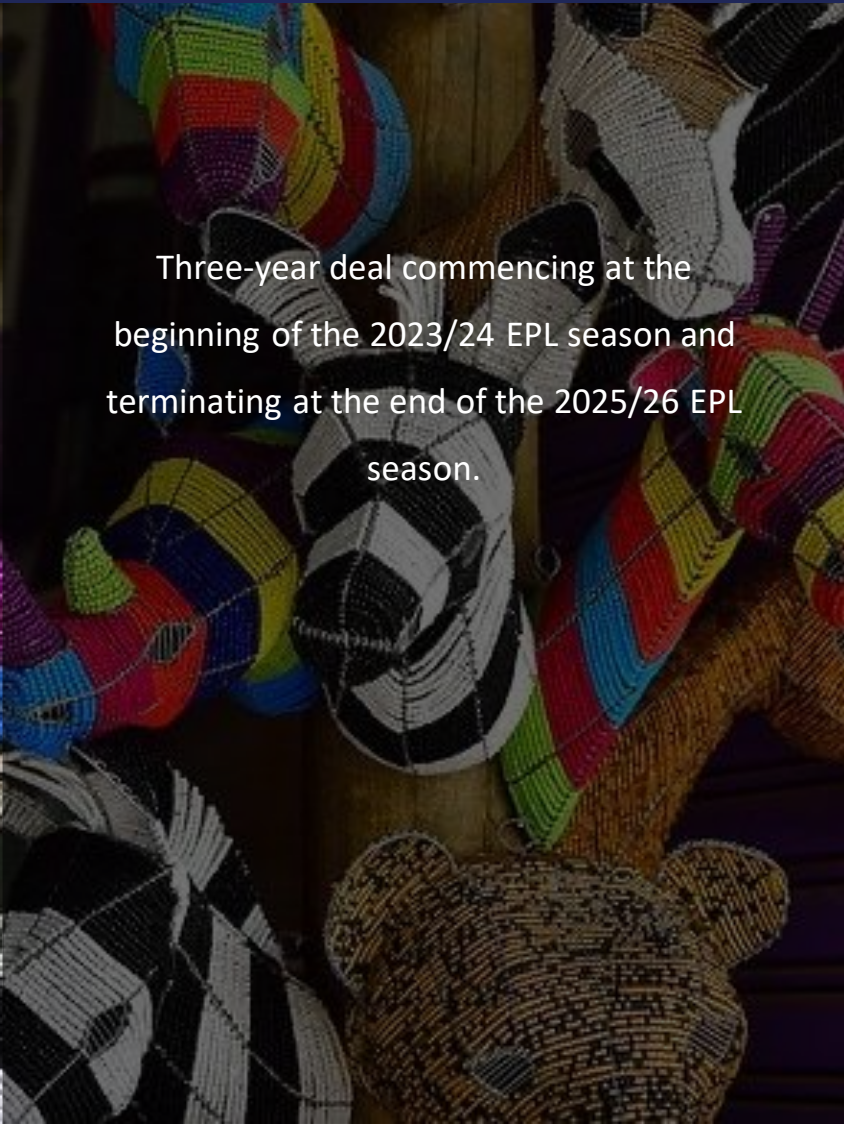
Tottenham Hotspur Supporter Clubs

403 Official Supporter Clubs

103 Official Supporters clubs in the US, the most for any EPL club

4 Official Supporters clubs in South Africa (Johannesburg, Cape Town, Durban & KZN)

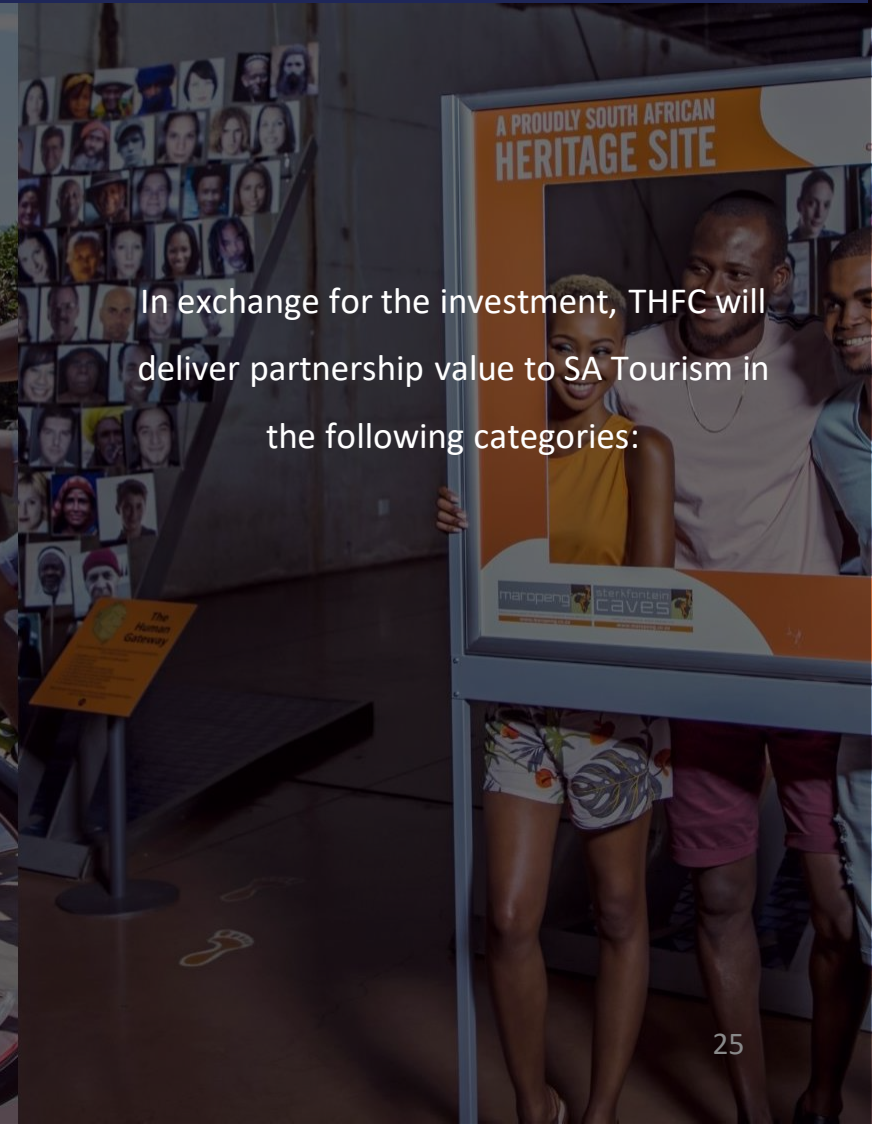
THE SPECIFICS OF THE PROPOSED DEAL ARE AS FOLLOWS



Three-year deal commencing at the beginning of the 2023/24 EPL season and terminating at the end of the 2025/26 EPL season.



The deal will be structured as a media deal as main deliverables of the partnership is around broadcast, digital and social media. A partnership with THFC will deliver £270 Million + (ZAR 5.6 Billion) of total media value across the term.



In exchange for the investment, THFC will deliver partnership value to SA Tourism in the following categories:

KIT BRANDING





YEAR 1

Training wear sleeve branding (logo design as per SA Tourism's brand guidelines and colour matched in line with colour used for kit manufacturer logo and Club badge).

Training Wear Sleeve branding for Men's 1st Team Players on the items listed below during Domestic Training and Competitions only, in accordance with The FA regulations.

For the avoidance of doubt, this excludes Training Wear used for UEFA competitions, Women's Teams, Academy Teams, and any Training Wear sold at retail.

- SA Tourism logo on a sleeve of Men's 1st Team Training Wear T-Shirt
- SA Tourism logo on a sleeve of Men's 1st Team Training Wear ¼ Zip Pullover
- SA Tourism logo on a sleeve of Men's 1st Team Training Wear Shield Jacket
- SA Tourism logo on a sleeve of Men's 1st Team Training Wear Short Sleeve Pre-Match Warm Up
- SA Tourism logo on a sleeve of Men's 1st Team Training Wear Long Sleeve Pre-Match Warm Up

YEAR 2-3

Shirt Sleeve branding for all Tottenham Hotspur Teams, including Men's, Women's, and Academy and inclusive of Retail across Home, Away and Third shirts (logo design as per South African Tourism brand guidelines and colour matched in line with colour used for kit manufacturer logo and Club badge).

Shirt Sleeve branding on the items listed below during all Friendlies, Pre-Season, Domestic Competitions and European Competitions (in accordance with The FA and UEFA regulations) across Men's, Women's, and Academy teams.

SA Tourism logo on a sleeve of all Tottenham Hotspur Home Shirts
SA Tourism logo on a sleeve of all Tottenham Hotspur Away Shirts
SA Tourism logo on a sleeve of all Tottenham Hotspur Third Shirts



INTERVIEW BACKDROP BRANDING

*Brand to appear on all pre- and post-match
interview backdrops*

+27



MATCH DAY ADVERTISING

GLOBAL TV PROMOTIONS – PITCH SIDE PERIMETER LED ADVERTISING

- 30 second pre-match LED promotion at each Premier League home game
- 30 second half-time LED promotion at each Premier League home game
- LED promotion during each Premier League home game including perimeter and ribbon takeover
- LED advertising can be changed up to four (4) times per season (at no additional cost)

SUPPORTING DIGITAL RIGHTS



GOAL GRAPHIC CONTENT THREAD

- Dedicated logo and hyperlink on tottenhamhotspur.com website footer
- Branding and presence within Partners' section on website / mobile site
- Dedicated South African Tourism page within Partners' section of the website
- Four (4) Splash page takeover of the Club website for 24-hour period



PARTNERSHIP ANNOUNCEMENTS

Partnership announcement on Club owned and operated channels including branded imagery (e.g., Instagram, Facebook, Twitter, Club website).

+27



- Tottenham Hotspur in Parliament & the power of Spurs' Premium Membership
- 35+ Members of the UK Parliament are self-described Tottenham Hotspur Supporters
- 69% of Suite Owners at Tottenham Hotspur Stadium are c-suite/founders
- 59% of Premium Members are affluent achievers, the highest wealth classification category in the UK

Player and Ambassador Access

- Access to Four (4) THFC first team players (exact players to be agreed with the club) for a duration of One (1) hour in the Club's training centre on Three (3) occasions per year for activities such as (but not limited to) TVC production, branded content production (all costs to be borne by the partner and subject to availability)
- Access to Two (2) club ambassador/club legends for a duration of One (1) hour on Two (2) occasions per year (all costs to be borne by the partner and subject to availability).

Content Amplification

- The Club amplify player and Legends content by creating Three (3) campaigns that include the content and publishing these campaigns across official channels (e.g. Instagram, Facebook, Twitter, Club website).
- Two (2) of the campaigns focus on player content and One (1) campaign for Legend.





Targeted Digital Campaigns

Intent is to activate the below rights around the campaigns above with a view to generating further targeted awareness and driving tourism to South Africa.

Paid Social Rights

Access to Club's in-house performance marketing agency

Club to ring fence an agreed portion of the season's rights fee in good faith, for re-investment into targeted social campaigns hitting broader football audiences in your target markets

Parties to agree on campaign KPIs based on campaign media budget and objectives THFC will test different audiences and objectives in parallel to maximise budget effectiveness and drive a range of qualified audiences into the SA Tourism environment. THFC will identify the optimal mix of objectives and audiences and allocate budget accordingly

THFC will test creative options to optimise performance. THFC will share performance in a live dashboard

THFC will support in managing dedicated SA Tourism audience sets on an ongoing basis in future activations.

CRM Database Rights

Two (2) direct email offers around key Partner services to the Club's database fitting our target customer profile

Two (2) inclusions in Club's digital newsletter that is distributed monthly to global CRM database.

Club Summer Tour

The right to be the lead partner of all official pre-season tours (except Asia) undertaken by the Club and its First Team Squad.

Tours (except Asia) to be labelled as 'presented by the partner' or other designation as may be mutually agreed by the Club and the Partner

Logo to appear prominently in all promotional materials relating to any Tour that are used by the Club in the Six (6)-month period prior to the Tour.

The right to 15% of all signage allocated to the Club at Tour matches in which it is playing (whether LED or printed perimeter boards, the latter at the Partners' cost)

The right to One (1) promotional event during each Tour (cost to be borne by the Partner and concept, content and format of event to be approved by the Club)

The right to One (1) Partner-specific PR activity during each Tour (cost to be borne by the Partner and concept, content and format of activity to be approved by the Club) Right to One (1) appearance of Four (4) members of the First Team Squad participating in the relevant Tour for up to One (1) hour (subject to approval by the Manager) at an agreed location whilst on Tour)

The right to have a Partner delegation of up to Five (5) people present at all tours and international matches played by the First Team Squad with a view to creating opportunities for the promotion of South Africa as a tourism destination. Club to provide access to the tours/matches (i.e. through invitations or tickets). Partner to bear all travel costs including flights, accommodation, local transportation and food costs





Training Camps

Right to organise a pre/mid/post-season Training Camp in South Africa (commitment for 1x during entire partnership term). Note: Local expenses to be borne by SA Tourism as the Partner.

Stadium Hospitality and Ticketing

One (1) VIP private Suite (Eighteen (18) per Suite)

Hospitality inclusive of food and drinks for each Club home match

VIP private Suite can also be used on non-match days as a SA Tourism office

Two (2) stadium parking pass for each ticketed event

First option to buy all other ticketed stadium events (including NFL, Music Concerts etc.).



FINANCIAL IMPLICATIONS



As guided by the Medium Term Expenditure Framework (MTEF), South African state entities are guided not to exceed a financial investment opportunity beyond a three-year term, therefore, SA Tourism will invest with THFC a total three-year amount of GBP as follows:

YEAR	RIGHTS FEE
Year 1 : 01 July 2023 – 30 June 2024	£6,5 Million
Year 2 : 01 July 2024 – 30 June 2025	£18 Million
Year 3 : 01 July 2025 – 30 June 2026	£18 Million
TOTAL	£42,5 Million

MEASUREMENT CRITERIA

1. Does the partnership support the mandate of SA Tourism as per the Tourism Act, No. 3 of 2014 (the Act)?

Yes, it does.

Section 10 of the Act specifies that SA Tourism is responsible for marketing South Africa as a tourism destination locally and internationally. The EPL is a global sporting platform that is watched by billions of people around the world, most of whom fall into the global traveller audience pool. The sport itself has a high level of emotional and actionable quality. Fans travel from around the world to watch sport and form their opinions about a destination's efficacy based on the export of its product - including sporting teams. Linking the SA Tourism / South Africa logo and identity to the EPL as a platform provides the global media exposure required to position South Africa favourably in the world.

2. Does the partnership support the SA Tourism business strategy, business plan and annual performance plan (APP)?

Yes, it does.

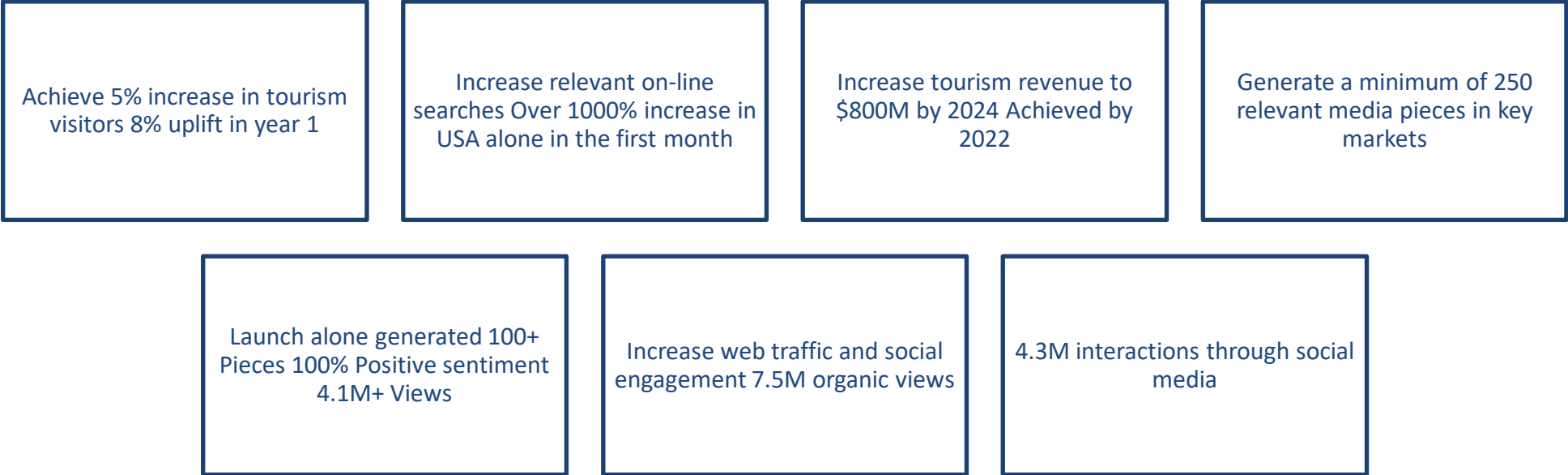
Programme 3 of the APP refers to the development of brand content as a key deliverable. The proposed partnership is a rich source of sporting and fan-passion content that will enable SA Tourism to reach audiences in a manner that is broader than the classical tourism marketing.

In addition, global leisure marketing requires a repositioning of the destination in a post COVID 19 era. The proposed properly enables the reconsideration of South Africa in the minds of millions of potential travellers



SOUTH AFRICAN TOURISM STRATEGIC BUSINESS CASE

A like-for-like increase in tourism of 8% for South Africa would create 1,184,000 new tourists and additional potential revenue to South Africa of \$725.79M



SA Tourism has engaged with the EPL club, THFC to be a tier one partner of London’s most valuable football brand and the 8th most valuable football brand worldwide. It must be noted that some Board members, including South Africa’s High Commissioner in the U.K have been on a tour at the Tottenham Hotspur Stadium to assess and verify the feasibility of this proposed venture.

TOTTENHAM HOTSPUR FOOTBALL CLUB FOLLOWERS



TOTTENHAM HOTSPUR FOOTBALL CLUB FOLLOWERS IN KEY MARKETS



sky



UN CLIMATE
CHANGE
CONFERENCE
OF PARTIES

#GAMEZERO

TAKING ACTION

**TARGET FOR
NET ZERO BY**

2040

**FIRST EPL CLUB TO JOIN THE UN FOR SPORTS
CLIMATE ACTION PLEDGE, COMMITTING TO NET-ZERO
EMISSIONS BY 2040 (HALVING BY 2030)**

New stadium opening
powered by 100% renewable
energy (zero Scope
2 emissions)

Top official Premier League
sustainability table for second time
"Game Zero" accomplishment

To review and establish best
sustainable waste procedures
by 2023

"Green supplier
procurement" policies
established

Full scale
sustainable travel infrastructure
enabling eco-friendly event
attendee travel

2019

2020

2021

2022

By 2023

By 2024

By 2025

2030

Between 2030-2040

2040

Top official Premier League
sustainability table for
first time

Top official Premier League
sustainability table for third time
Baseline event emissions for scope
1, 2 and 3 established Carbon Action
Framework launched

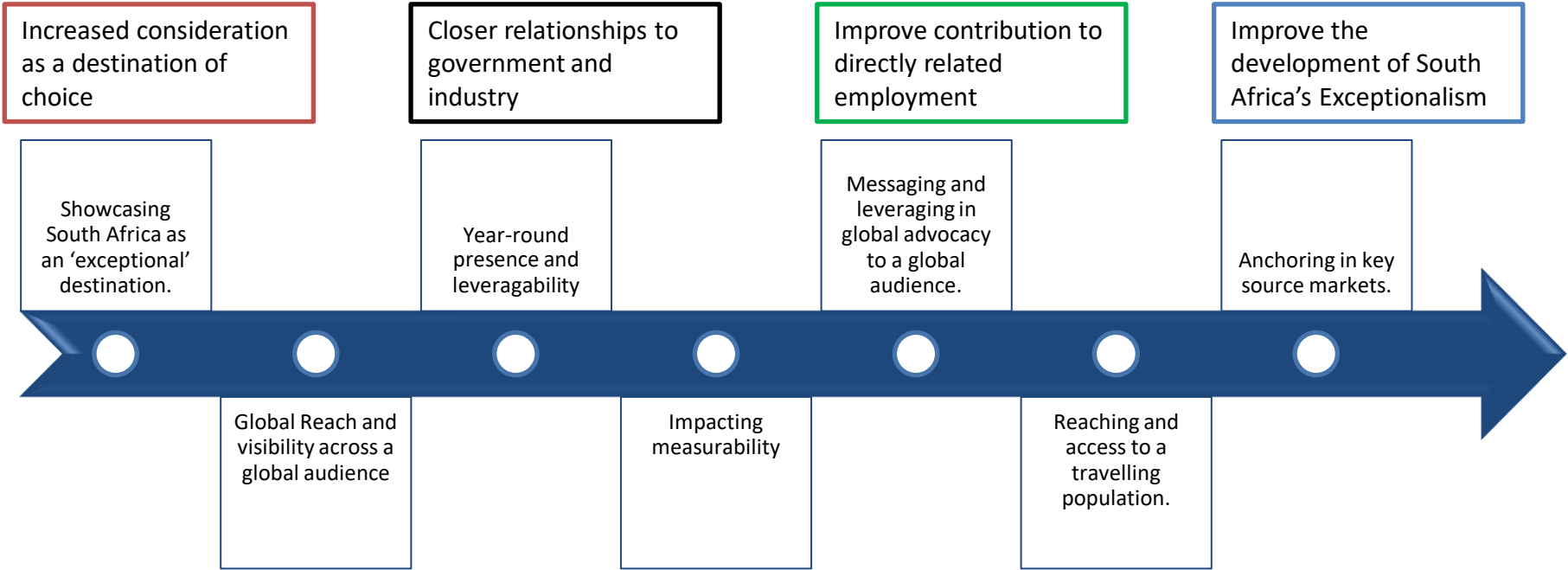
"Green travel policy" and
infrastructure established
for staff
Phase 1 of sustainable travel
infrastructure expansion

TARGET: 50% reduction of
current carbon emissions
across all Club owned facilities
(Scope 1, 2, 3)

TARGET: Net Zero carbon
emissions across all Club
owned facilities
(Scope 1, 2 and 3)



EXPECTED RESULTS



COST OF GO, NO GO



1. GO:

- SA Tourism will have to continually justify, demonstrate the value over the 3 years
- SA Tourism will have to bring South Africans along the journey.

2. No GO:

- SA Tourism will have to advise all partners and potential partners we cannot do big deals.



TIMELINES

1. December 2022 Proposal discussed with board
 - It was resolved that board would travel in January 2023
2. January:
 - 9 January 2023 – Board approval to travel 12 – 16 Jan 2023
 - 19 January 2023 – tabled at MARCOMM and recommended to the Board on 27 January 2023
 - 27 January 2023 - tabled at the Board not approved to Joint MARCOMM/ ARCO to address governance around consultation with relevant stakeholders, ROI and associated risks
 - a) Document presented was leaked, however, this is not the board approved document.
 - b) Board resolved for further work to be done on the proposal.
 - 31 January 2023, 12h30 - tabled at Joint MARCOMM/ ARCO and recommended to Board with a few revisions
 - 31 Jan 17h00– first enquiry by Daily Maverick
 - a) Document is not the same document the board approved at 20h00
 - b) 31 January 2023 - tabled at Board and approved with a few caveats.
 - c) Powerpoint presentation includes deal structure that are not in the document on the 27 Jan 2023
 - d) Questions from PC are not from the officially approved document

THANK YOU