

STATEMENT OF INTENT

FOR THE FINANCIAL YEAR ENDING 30 JUNE 2021

AND EACH OF THE IMMEDIATELY FOLLOWING TWO YEARS

1. Introduction

This Statement of Intent is presented by the Board of Marlborough Airport Limited (the Company) in accordance with Section 64 of the Local Government Act 2002.

This Statement of Intent sets out the intentions, activities and objectives for the financial year to 30 June 2021 and each of the immediately following two financial years for the Company.

This SOI replaces supersedes the finalised SOI which was prepared and adopted pre-COVID-19.

The Company is a Council Controlled Trading Organisation under section 6 of the Local Government Act 2002.

2. Governance

The Airport is operated as a wholly owned subsidiary of Marlborough District Council Holdings Limited which is wholly owned by the Marlborough District Council. The Board of Marlborough Airport Limited is responsible for monitoring the performance of the company and setting the long term strategic and development direction for the company. The day to day operation of the airport is achieved via a mixture of staff employed by Marlborough Airport and resources provided by Council.

3. Objectives of the Company

The company's vision is to be an efficient airport operator fostering regional economic growth and the long term sustainability of the Company.

Consistent with this vision are the Company's objectives to:

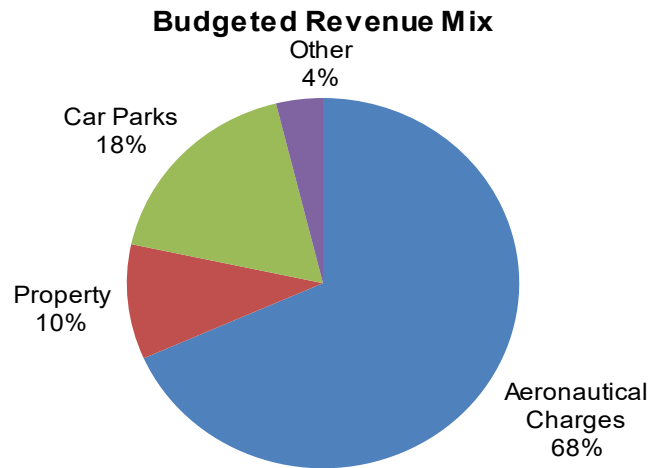
- ensure a, safe and healthy environment for workers, visitors and stakeholders;
- be a welcoming gateway for travelers;
- pursue opportunities to increase the value of commercial activities;
- facilitate economic development;
- be financially sustainable; and
- maintain its certification as an airport operator under CAA Rule Part 139.

4. Nature and Scope of the Activities to be Undertaken

The Company owns and operates Marlborough Airport as a NZCAA Part 139 Certificated regional airport for scheduled Air Transport Operations (ATOs) by code B and code C aircraft, air ambulances, helicopters and other general aviation operations. It has a CAA Tier II airport security status and compliance obligations. The runway is open for use 24/7. The hours of scheduled ATOs and terminal activity is generally between 5am and 9pm seven days per week

In addition to the revenue generated by aeronautical activities the Company's revenue streams reflect its management of landside operations which generate commercial income from car parking, property leases and advertising.

The Company also liaises with the Marlborough District Council, customers, operators and stakeholders to identify and invest in economic and regional development opportunities relating to the airport. The revenue streams earned by the Company reflect the scope of airport activities. The 2021 budgeted splits are illustrated in the diagram below.



Marlborough Airport Limited has a licence to operate an airfield owned by the New Zealand Defence Force. This brings with it unique operational and financial challenges when compared to other airports, which tend to operate under an ownership model. Due to the regulated nature of aeronautical charges this constrains the airport's ability to operate at the requisite levels of financial sustainability in some years. MAL has recently leased land from Kurahaupo 2018 LP. This land is located next to the current car park and will be used to expand car parking and other future commercial interests.

5. Performance Targets

The Company has developed objectives to improve business performance and encourage growth. These targets are underpinned by a series of activities and performance targets.

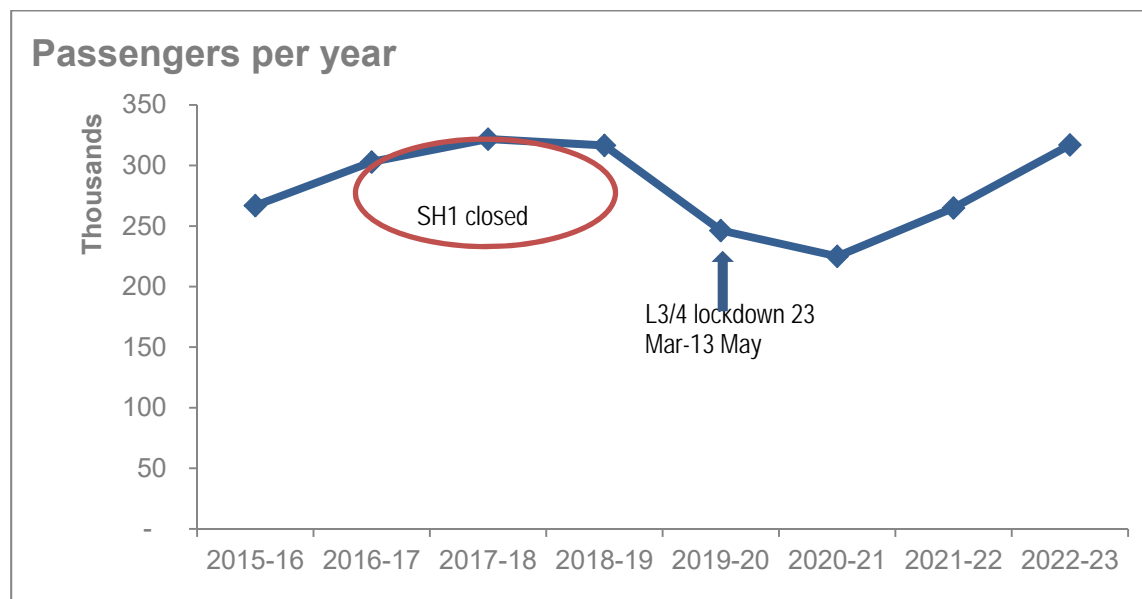
COVID-19

The COVID-19 pandemic hit just as MAL was finalising its original SOI. This is a revised SOI based on revised budgets and expectations for the year 2021 through to 2023. The COVID-19 pandemic had an immediate impact on MAL's business with revenue dropping by 97% in April and 15% in May 2020. June saw a recovery to 65% of pre-COVID-19 levels when the Alert level fell to Alert level 1. MAL responded rapidly and has mapped the way through 2021 by reducing both capital and operating costs and revising its budgets.

However, the recovery from the COVID-19 pandemic remains uncertain and passenger levels for the next 12 months are expected to be soft and below pre-COVID-19 Levels for the following reasons:

1. Potential further outbreaks and changes in alert levels.
2. Lack of international connectivity, up to 25% of Pre-COVID-19 passengers connected to overseas flights.
3. A lower level of business travel as more organisations encourage video conferencing.
4. The negative economic consequences of COVID-19 on consumer confidence and spending.
5. Consumer concerns over the safety of air travel.

The Graph below shows historic passenger activity over the past five years as well as the projected passengers out to 2023.



Passenger numbers are the key driver of MAL's financial performance and these estimates are reflected in the performance measures tabled below.

Our People

Objective	Activity/KPI	2021 Target
Ensure safe and efficient aircraft operations including a safe and healthy environment for staff and other stakeholders.	Identifying hazards and controlling or eliminating health & safety risks.	100% compliant with Health & Safety at Work Act (2015) and the NZCAA Part 139 Certificate rules & regulations.
	Lost time injuries	Nil
	Develop staff capability	New position created and increased professional development for existing staff.

Customers

Objective	Activity/KPI	2021 Target
Be a welcoming gateway for travellers and airlines and pursue opportunities to increase the value of commercial activities.	Analyse customer survey results.	Identify key areas and implement improvements in a timely fashion.
	Passenger numbers	225,000 passengers.
	Offer new or improved services that maximise customer spend per budget.	Landside revenue per passenger > \$3.50 ¹

¹Landside revenue excludes aeronautical, investment property, cost recovery and financial revenue.

Infrastructure

Objective	Activity/KPI	2021 Target
Facilitate economic development through timely investment in infrastructure	Increase car parking capacity, variety of offer and reliability of equipment.	Phase 1: Car park extension completed by 30 June 2021.

Financial

Objective	Activity/KPI	2021 Target
Manage financial performance to ensure MAL achieves its strategic goals, maintains a sustainable business.	Achieve Profit target as set out in the Budget.	EBITDAF >\$100,000 ² .
	Maintain a sustainable financial position as set out in the Budget.	Cash flow from operations >- \$300,000 (deficit in 2021) SH funds/Total assets >22.8% ³ Peak debt <\$5.6 million.
	Capital Expenditure (Phase 1 of Parking project)	<\$3.3 million

² Earnings before interest, taxation, depreciation, amortisation and fair value movements (movements in fair value are not budgeted)

³ Shareholder Funds to total assets; Average equity/Average total assets; this measure is required by the Local Government Act to be included in this SOI.

Sustainability

Objective	Activity/KPI	2021 Target
Implement Policies and programmes that operate effectively and reflect our commitment to a sustainable and successful airport business.	Maintain CAA Part 139 Certification.	100% compliant.
	Successfully promote waste management minimisation and energy consumption reduction per the Environmental and Waste Management Plan.	Waste management & reduction culture firmly embedded in organisation. Adopt & implement Tourism Industry Association sustainability programme.
	Review the strategic plan.	Annual assessment of whether airport capabilities and development projects are in harmony with the long-term strategic plan.

Risk & Compliance

Objective	Activity/KPI	2021 Target
All known risks managed and industry best practice adhered to.	Safety management system.	Risks identified and controlled to as low as reasonably practical (ALARP).
	Compliance with audit standards	Unmodified audit opinion
	Independent (annual) internal audit and CAA external audit.	No major findings

Medium Term Milestones & Activities

2021/22- 2022/23

Strategy	Activity/Milestone
Customers	Passengers > 265,000 by June 2022, passengers > 320,000 by June 2023.
	Landside earnings per passenger > \$4.00 by June 2023.
Infrastructure	New Code C apron(s) to allow terminal parking for third- fourth Q300/ATR. Feasibility study to commence by June 2022. Freight hub completed by June 2022.
Financial	EBITDAF pa > \$900,000 by June 2023.
	Cash flow from operations > \$1.3 million by June 2023.
	Maintain shareholder funds/Total assets > 33% by 2023
Risk & Compliance	Safety management system implemented & operating effectively with no CAA findings from audit, accidents or incidents.
	Safety culture firmly embedded throughout company and airport tenants
	Business continuity and emergency plans are robust even in the event of unforeseen emergencies or natural disasters.
Our People	Establish key organisational structure to manage with expected long-term growth and development.
	The right people in key leadership positions with the right qualifications and clearly documented responsibilities.
	Ongoing development of skills, health & safety and professional development.
Sustainability	Sustainability best practice well embedded in company culture
	Explore solar energy opportunities and comply with MAL environmental policy.

6. Statement of Accounting Policies

The measurement and reporting of earnings and financial position are under the policies as contained in the 2019-20 Annual Report with updates as required to meet International Financial Reporting Standards. The 2019-20 Annual Report including the Statement of Accounting Policies is available on the company's website www.marlboroughairport.co.nz.

7. Dividend Distribution Policy

Profit retention and the level of dividends to be paid will be recommended from year to year by the directors in accordance with results and circumstances prevailing, subject to solvency certification at the time.

8. Projected borrowings (Based on latest budget)

The expectation is that the company will make a cash surplus every year. It is further expected that company debt will be repaid as funds allow.

The current level of projected debt is set out below:

2020 - \$2.0m (actual \$2.035m)

2021 - \$5.6m

2022 - \$4.2m

2023 - \$3.4m

9. Shareholder Equity (revised)

- (a) The commercial value of the Shareholder's investment is nominally \$3,492,363 based upon shareholders' funds forecast at June 2020. From time to time the directors or the shareholder may request that an independent valuation of the shareholder's investment be undertaken. The manner and timing of this assessment will be determined by the purpose for which it is undertaken or by the terms of the request by the directors or shareholder.
- (b) The ratio of consolidated shareholder's equity to total assets will be maintained at no less than 30%. For the purposes of this ratio 'consolidated shareholder's equity' is total shareholder funds inclusive of retained earnings and revaluation surplus, and 'total assets' are current assets plus net book value of fixed assets plus future tax benefit (if any).

10. Information to be provided to Shareholder

The company will provide interim six monthly reports to its shareholder on the results of its trading.

The company will provide information which meets the requirements of the Companies Act 1993, the Financial Reporting Act 2013, the Local Government Act 2002 and in compliance with generally accepted accounting practice in New Zealand in order to enable the shareholder to make an informed assessment of the company's performance.

The company will make the following reports available to its shareholder:

- a) Annual Statement of Intent
A Statement of Intent will be prepared in accordance with the Local Government Act 2002.

b) Annual Report

An Annual Report will be prepared in accordance with the Local Government Act 2002, the reporting requirements prescribed from time to time by the Companies Act 1993, the Financial Reporting Act 2013 and in compliance with generally accepted accounting practice in New Zealand. The annual report shall contain the following:

- (i) Income Statement;
- (ii) Statement of Comprehensive Income;
- (iii) Statement of Financial Position;
- (iv) Statement of Cash flows;
- (v) Statement of Changes in Equity;
- (vi) Report on Activities.

c) Half Yearly Reports

Half yearly reports will be prepared in accordance with the Local Government Act 2002, the reporting requirements prescribed from time to time by the Companies Act 1993 and generally accepted accounting practice in New Zealand. The half-yearly reports will include the following:

- (i) Income Statement;
- (ii) Statement of Comprehensive Income;
- (iii) Statement of Financial Position;
- (iv) Statement of Cash flows;
- (v) Statement of Changes in Equity;
- (vi) Report on Activities.

11. Procedure for Acquisition of Shares in any Company or Other Organisation

All investment proposals for the acquisition of shares in the Company or other organisation will be considered in the first instance by the directors.

If any decision is contemplated to acquire assets, the value of which is more than 20% of the value of the Company's assets before the acquisition; that decision will be made only after the directors have obtained the approval of the shareholder.

12. Procedure for the Disposition of Shares

The Company will not dispose of any shares without the prior written approval of the shareholder.

13. Other Matters

The Shareholder and directors agree that the above matters are the only ones to be covered in this Statement of Intent and that there are no additional matters to be included.

LEGAL COMPLIANCE

Local Government Act 2002 Schedule 8 Part 2 & 3: - Contents of Statements of Intent

<p>Part 2 Clause (7) Subclause (1) The Statement of intent for a council-controlled organisation must include the information described in subclause (2)-</p> <ul style="list-style-type: none"> a) For the group comprising the council-controlled organisation and its subsidiaries (if any); and b) In respect of the financial year to which it relates and each of the immediately following 2 financial years 		
<p>Part 2 Clause (7), Subclause (2)</p>		<p>SOI Section</p>
(a)	the objectives of the company; and	3
(b)	a statement of the Board's approach to governance of the company; and	2
(c)	the nature and scope of the activities to be undertaken by the company; and	4
(d)	the non-financial performance targets and other measures by which the performance of the company may be judged in relation to its objectives; and	5
(e)	any additional information that is required to be included in this statement of intent	13
<p>Part 3 Clause (8), subclause (9) (Additional content of SOI of council-controlled – trading organisations)</p>		
(a)	the major accounting policies of the organisation or group; and	6
(b)	The ratio of consolidated shareholder's funds, and the definitions of those terms and	5
(c)	an estimate of the amount or proportion of accumulated profits and capital reserves that is intended to be distributed to the shareholder; and	7
(d)	the Board's estimate of the commercial value of the shareholder's investment in the company and the manner in which, and the times at which, that value is to be reassessed; and	9