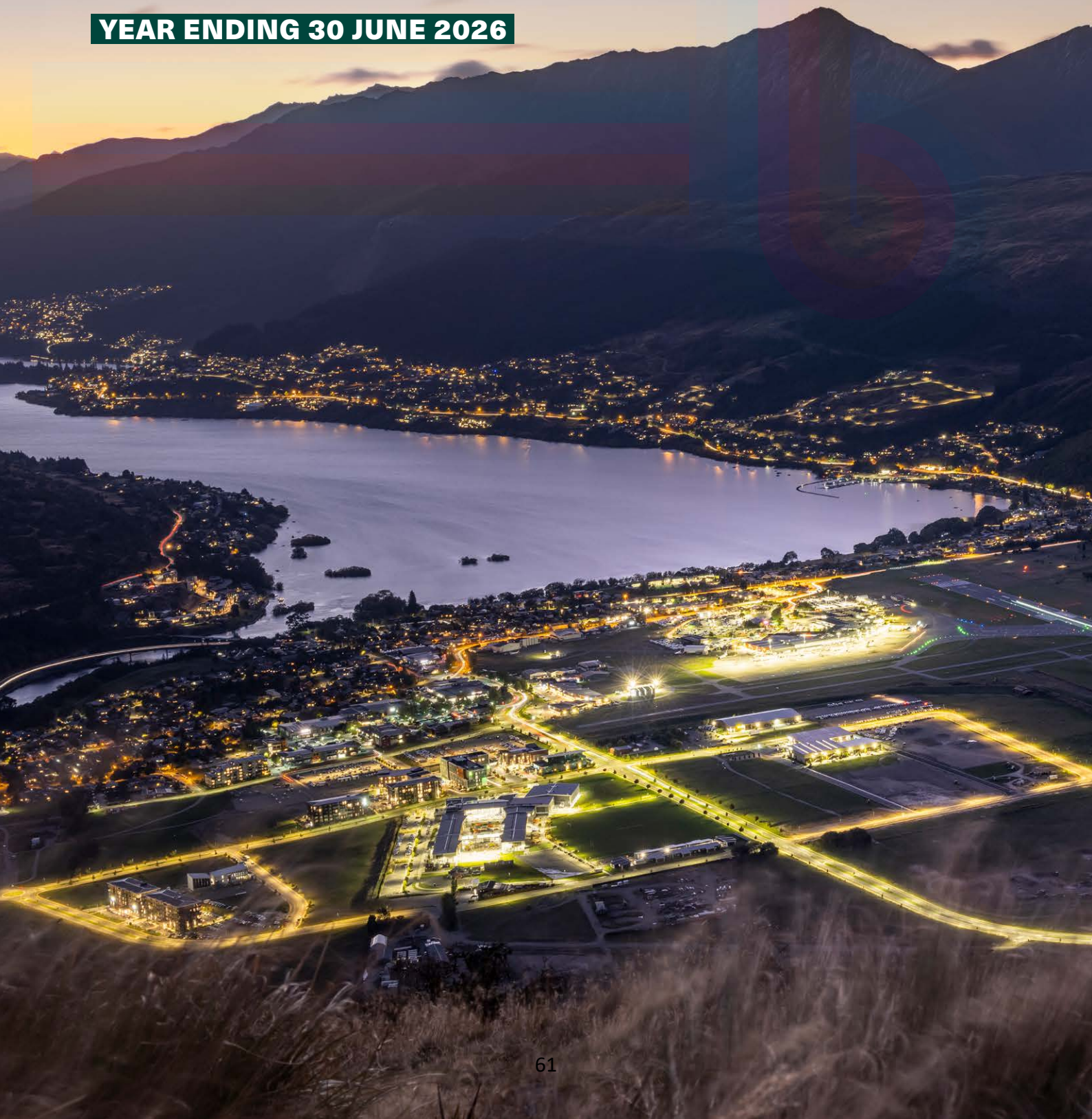


**QUEENSTOWN AIRPORT CORPORATION**

# STATEMENT OF INTENT

**YEAR ENDING 30 JUNE 2026**







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# INTRODUCTION

**This Statement of Intent (SOI) is prepared by the board of directors of Queenstown Airport Corporation Limited (QAC) for its shareholders in accordance with Section 64(1) of the Local Government Act 2002.**

QAC is a council-controlled trading organisation (CCTO) for the purposes of the Local Government Act 2002. The company is owned by one majority and one minority shareholder:

- 75.01% by the Queenstown Lakes District Council (QLDC)
- 24.99% by Auckland International Airport Limited (AIAL).

The SOI is a public and legally required document. It is agreed annually in consultation with shareholders and covers a three-year timeframe. This SOI covers the period from 1 July 2025 to 30 June 2028 (FY26 - FY28).

The SOI sets out the company’s purpose and objectives, the nature and scope of the activities to be undertaken, and the financial targets and non-financial measures by which the performance of the company may be judged in relation to its objectives. QAC’s achievements against the objectives outlined in each year’s SOI are set out in its Statement of Service Performance as part of its end-of-year reporting.

QAC, in consultation with its shareholders, prepares a draft SOI for delivery to shareholders on or before 1 March each year, and delivers a final SOI, approved by the QAC board of directors, on or before 30 June.

## STATEMENT OF EXPECTATIONS

In December 2023, QLDC, the majority shareholder of QAC, delivered a Statement of Expectations (SOE) for the three-year period commencing 1 July 2024. The SOE outlines QLDC’s expectation that the SOI will include clear objectives, clear pathways for delivery and clear reporting against measurable performance targets for all objectives. This expectation is responded to in the Performance Measures section of this SOI. We will report progress each year against the commitments in this SOI in the Statement of Service Performance (SSP), which is independently audited and included in our end-of-year reporting.

We will continue to proactively engage with our shareholders on the company’s strategic direction. The company’s 10-year Strategic Plan reflects the objectives set out in the SOE and will be updated every three years. The next update will be completed in FY26 for the FY27 to FY36 period.

## NATURE AND SCOPE OF ACTIVITIES

QAC’s purpose is to create long-term value and benefits for its shareholders, business partners and the communities of the Queenstown Lakes District, measured against social, environmental, economic and cultural wellbeing.

QAC’s primary activity is the safe and efficient operation of Queenstown Airport, facilitating air connectivity through the provision of infrastructure in the region, to meet the needs of our customers, the residents of, and visitors to the lower South Island. This includes the provision of appropriate and sound aeronautical and associated infrastructure and facilities for the operations at the airport.

QAC also manages Wānaka Airport and the Glenorchy Airfield on QLDC’s behalf.

We:

- ensure effective stewardship of the airports, including meeting all relevant statutory obligations
- provide airfield, airside, terminal and landside facilities and infrastructure that deliver the required outcomes for all operators and users
- ensure the operational resilience of Queenstown Airport as a lifeline utility, as required under the Civil Defence Emergency Management Act 2002.

## QUEENSTOWN AIRPORT

At Queenstown Airport, QAC provides for scheduled domestic and international air services, commercial and private general aviation operations, and the Lakes District base for the Otago Rescue Helicopter service.

## WĀNAKA AIRPORT

Wānaka Airport is owned by QLDC. QAC manages Wānaka Airport under a Management Services Agreement (MSA) with QLDC. Wānaka Airport facilitates scheduled domestic air services, and both commercial and private general aviation operations.

## GLENORCHY AIRFIELD

Glenorchy Airfield is owned by QLDC. QAC provides grounds maintenance services and airstrip management at Glenorchy, under a Management Services Agreement with QLDC.

## REGULATORY OBLIGATIONS

Under the Airport Authorities Act (AAA) and Resource Management Act (RMA), QAC has statutory responsibilities and obligations related to land use and planning and operates in accordance with these obligations. QAC will continue to monitor and maintain regulatory compliance with the obligations set out in the district plan, QAC’s designation, and resource consents associated with the operation of Queenstown Airport. QAC will continue to monitor regulatory compliance at Wānaka Airport and highlight any issues to QLDC.

## COMPANY VALUE

The current equity value of the Shareholders’ investment of \$572.3 million was calculated by taking the midpoint range of the enterprise value of \$607.4 million and deducting net debt of \$35.1 million. This was supported by an external valuation by Northington Partners in June 2024. The Board will re-evaluate the value on an annual basis.

QAC’s land, land improvements and buildings include 153.0ha at Queenstown Airport and 149.5ha owned by QAC near Wānaka Airport.





# OUR COMPANY

## GOVERNANCE

QAC is governed by a board of six directors. The directors are appointed by the shareholders to govern and direct QAC’s activities, within the parameters of the Statement of Intent. QLDC is the majority shareholder. Auckland International Airport Limited (AIAL) is the minority shareholder. One director is appointed by AIAL. The remaining directors, including the Chair, are appointed by QLDC.

The board is the body responsible for all strategic and operational decision-making within the company. It is accountable to its shareholders for the financial and non-financial performance of the company.

The board of directors and management team are proud to be stewards of important community assets and are committed to effective governance, ensuring the company follows best-practice governance principles and maintains the highest ethical standards.

The board has an established Audit and Financial Risk Committee to oversee the company’s financial reporting processes, system of internal control, and the external audit process, and its processes for identifying and managing financial risk, and for monitoring compliance with applicable law and its own policies. The board also has a Safety and Operations Risk Committee to oversee the company’s performance and reporting related to health, safety and security and operational activities and to monitor compliance with applicable law and its own policies.

## COMMITMENT

The board of directors will continue to govern the company on behalf of shareholders as a sustainable business enterprise, operating in a manner that is safe, financially stable, customer-focused, well planned, and environmentally conscious.

## ROLE OF THE BOARD OF DIRECTORS

The board is responsible for the strategic direction and oversight of QAC’s activities. This responsibility includes:

- approving strategic plans, airport master plans, budgets and the SOI
- approving capital investments and land acquisitions or disposals
- establishing procedures and systems to ensure the occupational health and safety of the company’s people and contractors
- corporate policies, including financial and dividend policies, and delegated authorities
- monitoring financial performance and achievement of the strategic initiatives and SOI objectives
- appointment and monitoring of the performance and remuneration of the Chief Executive Officer (CEO)
- ensuring the company adheres to high ethical and corporate behaviour standards
- integrity of management information systems
- assessment of business opportunities and business risks
- internal control and assurance systems
- compliance with relevant regulations and legislation
- ensuring that QAC has appropriate risk management and regulatory compliance policies in place and the company’s adherence to these policies
- actively engaging with Shareholders and the community to ensure alignment on objectives.

## RELATIONSHIP WITH SHAREHOLDERS

The board of directors and management team are committed to engaging with the company’s shareholders, both formally and informally, in an open, collaborative and constructive manner. The board works with its shareholders to ensure a ‘no surprises’ relationship, including timely consultation with shareholders before any significant departure from the SOI, including any significant land disposal or acquisition.

QAC meets regularly with QLDC, as follows:

- **Bi-monthly** Chief Executive/Chief Executive (CEO) meetings
- **Quarterly** Mayor and CEO/ QAC Chair and CEO meetings
- **Twice a year** with the QAC board, QLDC councillors and Wānaka Community Board to discuss business performance, vision and direction
- **Meetings** to guide the development of the SOI through its key milestones held as required
- **Regular** QLDC/QAC meetings with full Council on the Master Plan 2023 project gateways
- **Twice a year** with the QLDC AFRC on the Master Plan 2023 investment programme
- **Regular** QLDC/QAC Climate Action Plan progress meetings.

QAC’s CEO and CFO also present the annual financial results and interim financial results to the QLDC.

QAC maintains regular engagement with AIAL. Annual meetings are held between QAC’s Chair and CEO and AIAL’s Chair and CEO.

The company holds its AGM within six months of the end of the previous financial year.

## REPORTING TO SHAREHOLDERS

The company has adopted 30 June as its balance date. Within two months of the end of the first half of each financial year, the directors will deliver to shareholders an interim report that includes:

- a Chair and CEO’s report
- a directors’ responsibility statement
- unaudited financial statements
- half-yearly passenger, aircraft and general aviation movements.

Within three months of the end of each financial year, the directors will deliver to shareholders an annual report that includes:

- a Chair and CEO’s report
- a directors’ responsibility statement
- audited financial statements
- a Statement of Service Performance summarising QAC’s performance against the SOI goals and objectives
- the Independent Auditor’s Report
- annual passenger, aircraft and general aviation movements.

LEGAL AND REGULATORY REQUIREMENTS

QAC’s obligations and rights are defined within legislation. QAC is required to fulfil all its statutory duties, both to QLDC and AIAL as shareholders, and to work collaboratively with QLDC to support it to achieve some of its wider statutory obligations.

- QAC is:
- an ‘airport authority’ under the Airport Authorities Act 1966
  - a ‘council-controlled trading organisation’ (CCTO) under the Local Government Act 2002
  - an ‘aerodrome operator’ under Civil Aviation Rule Part 139 and the Civil Aviation Act 1990
  - Queenstown Airport is a lifeline utility under the Civil Defence Emergency Management Act 2002
  - a network utility operator and a requiring authority under section 166 of the Resource Management Act 1991.

QAC also complies with the disclosure requirements of a specified airport company pursuant to the Airport Authorities (Airport Companies Information Disclosure) Regulations. The company’s governance is also covered by the Companies Act 1993. QAC’s aeronautical operations are governed by the Civil Aviation Act 1990 and Civil Aviation Rules Part 139.

REGIONAL CATCHMENT

Queenstown Airport is the fourth busiest airport by passenger numbers in New Zealand and connects people to the Southern Lakes region and beyond. The Southern Lakes catchment encompasses the Queenstown Lakes District, Central Otago, and parts of western Southland, including Fiordland.



COMMERCIAL ENTITY

As an airport authority, Queenstown Airport is required to operate as a commercial undertaking, including carrying out improvements where necessary. The key obligation QAC must demonstrate to the Civil Aviation Authority (CAA), as regulator, is that it has the required financial resources and capacity to meet its regulated safety outcomes.

DIVIDEND POLICY

The directors will declare dividends according to the following policy:

At their discretion, directors may declare a full year dividend each year in a range of 50% and 100% of normalised Net Profit After Tax (NPAT), after adjusting for unrealised gains and losses arising from revaluation of property or treasury instruments and material extraordinary items.

In determining the full-year dividend, the directors will consider:

- solvency;
- banking covenants and company treasury policy;
- working capital and capital expenditure requirements; and
- the interests of shareholders.

An interim dividend may be declared and paid by 28 February each year. Any final dividend will be paid by 31 August each year.

Directors will determine the level of imputation credits having regard to the needs of shareholders. The directors will consider any request from the shareholders for additional dividend payments and will apply prudent governance when considering such requests.

The directors will not issue shares wholly or partly in lieu of the proposed dividend or proposed future dividends, without the written approval of shareholders.

CAPITAL SUBSCRIPTION

No new shares in the company can be issued without the consent of shareholders. The company is confident it can fund its capital plans from internal sources (cash flow and/or debt) during the three-year period covered by this SOI. The board of directors will assess this position annually as part of the SOI process.

INVESTMENT IN OTHER ENTITIES

The company must consult the shareholders prior to any investment in another entity.

SERVICES PROVIDED TO QLDC

QAC manages and operates Wānaka Airport under a management services agreement with QLDC. It also provides grounds maintenance services and airstrip management at Glenorchy Airstrip under a management services agreement with QLDC. QAC leases land that forms part of the Frankton Golf Course to QLDC.

AUDIT

The Office of the Auditor General (OAG) has appointed Deloitte to undertake the financial audit of QAC for the three years ending 30 June 2025.

ACCOUNTING POLICIES

QAC will maintain accounting records in accordance with the Companies Act 1993. QAC will prepare financial statements in accordance with the Financial Reporting Act 2013, the Companies Act 1993, the Local Government Act 2002, the Airport Authorities Act 1966 and the Airport Authorities (Airport Companies Information Disclosure) Regulations 1999 (as amended in 2014). These include the requirement to comply with New Zealand generally accepted accounting practice (NZ GAAP).



## STAKEHOLDER AND COMMUNITY ENGAGEMENT

Queenstown and Wānaka airports are important community-owned infrastructure assets. They are bases for more than 80 businesses, the majority of which are locally owned, and are a major employer in the district. As the owner of Queenstown Airport and manager of both Wānaka Airport and the Glenorchy Airfield, we are proud to be part of this community.

We recognise the importance of balancing aeronautical activity with both the capacity of regional infrastructure and preserving what makes the region a special place to live, work and visit. Consulting our shareholders and the community is an integral part of our strategic planning, as we consider the role that air travel plays in supporting the region and its residents, and the scale and nature of future investment.

Community stakeholders will include, but are not limited to, community associations directly and indirectly affected by the airports' operations, residents' associations, iwi, the business community, regional tourism organisations, industry sector groups and those community groups specifically established around airport matters.

QAC recognises the important role of general aviation in the region's history and future and will continue to work with general aviation operators to enable a safe and sustainable environment for all aviation activity at Queenstown Airport.

QAC is committed to positive engagement with local iwi and hapū. We will work to strengthen engagement with iwi and incorporate appropriate use of tikaka and te reo Māori. QAC's majority shareholder, QLDC, has established partnerships with both Aukaha and Te Ao Marama, and these organisations are mandated on behalf of iwi to work with relevant territorial local authorities. QAC will build relations with these organisations as we work to respect the whakapapa of Kāi Tahu as part of our cultural heritage initiatives. QAC will ensure that iwi values and issues are reflected in plans and initiatives.

The Queenstown Airport Liaison Committee is an independent, community-led representative committee that provides an effective interface between the airport, the surrounding community and other key stakeholders. The QALC's mandate is prescribed by the Noise Management Plan (NMP) as set out in Queenstown Airport's aerodrome designation. The QALC meets quarterly, and the committee membership, the minutes of its meetings, together with the NMP, are publicly available on the Queenstown Airport website.

In 2023, QLDC, as the owner of Wānaka Airport, established the Wānaka Airport Liaison Committee, which is independently chaired. QAC has one representative on the committee and reports to the committee on operational matters as required. The meeting minutes are published on the QLDC website.

## HEALTH, SAFETY AND SECURITY

The health, safety, security and wellbeing of our employees, airport community, customers and contractors are our highest priority. QAC ensures a safe working environment and maintains the wellbeing of staff and tenants as an employer and landlord.

QAC is committed to achieving Zero Harm. We prioritise a safe aviation operational environment and a 'just culture' framework and encourage site-wide incident reporting, which is a positive indicator of a strong safety culture. QAC is responsible for maintaining stringent levels of health, safety and security as a lifeline utility and as an aerodrome operator to achieve and maintain its certification requirements under the NZ Civil Aviation Act.

We will:

- comply with all legislative requirements and industry standards
- set high standards and expectations for health, safety and security performance
- review our health, safety and security commitment policy annually
- take a collaborative approach with our staff, stakeholders, contractors and tenants to continuously improve our health, safety and security performance
- take all practical and reasonable steps to provide and maintain a healthy, safe, secure and injury-free environment for employees, contractors and visitors
- incorporate 'safety in design' into all of our infrastructure projects
- take swift and decisive action to respond to health, safety, and security emergencies
- ensure staff are appropriately informed, equipped and supported to manage health protocols and processes
- measure, benchmark and regularly report on health, safety and security performance.







# QUEENSTOWN AIRPORT

## MISSION, VISION AND VALUES

### MISSION

Why we exist

**PROUDLY CONNECTING  
OUR HOME  
WITH NEW ZEALAND  
AND THE WORLD**

### VISION

Where we want to be

**AN INNOVATIVE  
AIRPORT  
THAT PEOPLE LOVE TO  
TRAVEL THROUGH, AND THE  
COMMUNITY TAKES PRIDE IN**

### HOW WE FLY

What our team values



## STRATEGIC PILLARS



### EXPERIENCE

Exceed expectations  
at every touch point



### RESILIENCE

Strong and capable



### COMMUNITY

Respect for people  
and place



# OUR PROJECTS

## QUEENSTOWN AIRPORT MASTER PLANNING

The Master Plan presents the long-term spatial plan for the airport. It outlines the land use planning and development of the airport. The Master Plan ensures that we seamlessly combine the elements of the land and air journey experience at Queenstown Airport and deliver a flexible response to the evolving needs of both passengers and our community.

The final Master Plan for Queenstown Airport was endorsed by shareholders in November 2023, and approved by the QAC board of directors in December 2023. Stakeholder feedback was a vital part of the process and was sought and incorporated to ensure a shared future vision. During 2023, we undertook a structured community engagement process on the Queenstown Airport draft Master Plan in partnership with QLDC, before a final Master Plan was prepared. A summary of consultation was provided to shareholders and is available on our website.

We are committed to aligning our plans with the direction set by QLDC through its plans and strategies. The Master Plan delivers the spatial development elements of our 10-year Strategic Plan, published in 2022, and will ensure that infrastructure is delivered where and when it is needed. It also reflects the commitment we made in our Strategic Plan not to seek an expansion to the air noise boundaries at Queenstown Airport for the 10-year period to 2032.

## SHAREHOLDER ENGAGEMENT

Over the course of this SOI, QAC will embark on the most significant capital investment programme in the airport's 90-year history. As outlined in the Master Plan 2023, QAC is committed to a staged, gateway approach to development. Detailed development planning is underway.

The board of directors and executive remains committed to open, constructive, and collaborative consultation with shareholders and to proactive and regular engagement with Council on the Master Plan 2023 project gateways. This includes consultation with Council and its Audit, Risk and Finance Committee in relation to the company's capital investment programme and financial risk assessments.





MASTER PLAN PROJECT DELIVERY

Detailed development plans are due to be completed in 2025, including a Terminal Development Plan, an Airfield Development Plan, and a Landside Development Plan.

Over the course of this SOI, detailed planning will be completed. Procurement, capital investment planning and programme delivery will continue in sequenced stages.

EMAS

The first significant Master Plan project was completed in early 2025. Engineered materials arresting system (EMAS) beds were installed at both ends of the main runway. These are designed to slow a plane to a safe stop with little damage, should one overshoot the runway. Queenstown Airport is the first airport in Australia or New Zealand to use this innovative technology, which utilises cellular cement blocks that crush under the weight an aircraft. Such incidents are rare, but the airport wants to minimise the risk if an overrun did occur at Queenstown.

PARALLEL TAXIWAY

In consultation with our airline partners, we plan to install a parallel taxiway to improve the operational efficiency of the airfield, and to protect the resilience of the existing runway. It will also enhance safety and sustainability, as it will reduce the length of time pilots are sometimes required to fly in a holding pattern while waiting to land. It will also significantly reduce ground delays.

NORTHERN AVIATION PRECINCT

A new Northern Aviation Precinct for helicopter operations will enable us to consolidate operations and improve airfield safety. Moving helicopters to the north of the runway and creating the Northern Aviation Precinct will improve airspace and operational efficiency and enable the planned terminal expansion. Another advantage of this will be to move noise away from the main Frankton residential area.

QUEENSTOWN AIRPORT  
MASTER PLAN

NOVEMBER 2023





Scan to watch a short animation highlighting all the Queenstown Airport Master Plan Projects.



QUEENSTOWN AIRPORT TERMINAL

The terminal upgrade programme at Queenstown Airport continues, delivering improved passenger security processing facilities and the continued resilience of our existing terminal infrastructure.

To support increased safety and resilience and its role as a lifeline utility, Queenstown Airport will continue its programme of seismic strengthening work as it upgrades various parts of the terminal.

As part of our Master Plan delivery, work on the Terminal Development Plan (TDP) to create a streamlined and enhanced airport experience continues. The terminal design will consider the full end-to-end journey to optimise passenger experience, integrate with technology, and remain adaptable to the needs of our customers and partners in the years ahead.

- **Customer Experience & Innovation** – to future-proof the terminal for changes in passenger numbers, technology, and regulatory requirements, while delivering an outstanding passenger experience that proudly reflects our region.
- **Sustainability** – Sustainability in both design and construction is a priority, with the focus being on energy efficiency, reducing emissions, and minimising waste to landfill during construction.



CUSTOMER EXPERIENCE

Each quarter, we collect customer sentiment data using the Airport Council International’s ASQ (Airport Service Quality) programme. These insights coupled with other data sets are used to inform our Customer Experience Strategy. A recent focus has been streamlining the passenger journey and improving the food and beverage offering, landside and airside, by introducing two new outlets – Provenance and Skippers.

We’re committed to being an innovative airport that empowers the customer through thoughtful use of digital tools. Recently, we’ve introduced self-service check-in kiosks, additional automated bag-drops and automated notifications informing passengers when the first and last bag has been placed on the bag claim belt.

During this SOI period, we will deliver a new wayfinding design, which will significantly improve the experience of navigating through the terminal, rental and public car parks, and vehicle and pedestrian accessways.



# NOISE MITIGATION PROGRAMME

We acknowledge that noise and noise management is a significant matter to Queenstown Lakes District communities, particularly those living near Queenstown Airport. QAC is committed to mitigating the impact of noise created by its business operations on the local community by providing mitigation measures to the most affected homes to reduce the level of noise experienced by those living in them.

QAC is required to either fully or partially fund the cost of mitigation works on eligible homes in the inner and mid-noise sectors, as prescribed in the QLDC district plan. QAC has opted to fully fund the cost of mitigation works for all eligible homes to ensure mitigation measures are accessible for those homeowners who wish to implement them in their homes.

Queenstown Airport is also working closely with airlines to encourage the deployment of new-generation, quieter, lower-emissions aircraft into Queenstown.

# NORTHERN LAND DEVELOPMENT

QAC has started work on developing a precinct plan for its land adjacent to Hawthorne Drive north of the airport.

Detailed market analysis continues to ensure robust commercial feasibility and value creation.

QAC will undertake timely consultation with QLDC on the options, scope and proposed development of the land, prior to any development commencing.

# WĀNAKA AIRPORT

While QAC manages the day-to-day operations of Wānaka Airport under a management services agreement (MSA), QLDC as the owner of Wānaka Airport will consult with the community on the potential future for the airport. Wānaka Airport is becoming increasingly popular for private and commercial users. Over the next year, more than 50,000 aircraft movements are expected, which makes it one of the busiest uncertified airports in Aotearoa New Zealand.

The Civil Aviation Authority (CAA) recently completed a review of the aerodrome certification at Wānaka. A Qualifying Aerodrome Operator Certificate is required by July 2027. Becoming certified will bring the airport into line with similar facilities around the country, improving safety and providing an appropriate level of independent assurance for airport users and our wider community.

Over the course of this SOI, QAC will work collaboratively with QLDC, as the airport owner, and the CAA, to support the certification process under the MSA.

In July 2024, as part of QLDC's Long Term Plan consultation, QLDC signalled its intent to begin a process to develop a long-term plan for the Wānaka Airport. QLDC has advised its intention to extensively engage with key stakeholders, the Wānaka-Upper Clutha community and wider Queenstown Lakes District. QAC will participate in that process as required. More information is available on the QLDC website.

QAC purchased 149ha of land adjacent to Wānaka Airport in 2016. The land is currently leased and used for agriculture and in part for NASA's global super-pressure balloon programme. Permitted development on QAC-owned land is currently limited. QLDC's proposed district plan places significant focus on the maintenance of open landscape values, with resource consent applications within the rural landscape character areas often publicly notified.





# OUR SUSTAINABILITY FOCUS

Queenstown Airport is committed to meeting the needs of the region far into the future with excellent domestic and trans-Tasman links that support tourism in the Southern Lakes region and connect residents with New Zealand and the world.

Our business focus over the period covered by this SOI is to deliver on the company's 10-year Strategic Plan for the benefit of shareholders and local communities.

Our planning considers how best to provide aviation infrastructure for the region, while strengthening the local and regional economies, and embracing innovation to serve our communities well. It is interconnected with QLDC's long-term planning, forecasts and aspirations for the district. We support our majority shareholder's ambition that the Queenstown Lakes District sets the standard for regenerative, low-impact living, working and travel.

Our Sustainability Strategy ensures we deliver shareholder value aligned to the social, environmental, economic and cultural wellbeing of the communities we serve while continuing to manage a profitable and sustainable business. When developing our strategy, we sought guidance and feedback from a range of stakeholders. This resulted in a strategy built on three pillars: people, planet and prosperity. We have set priorities under each pillar that help drive initiatives and deliver results across the business. Our strategy is reviewed annually and published on the company's website. We report on our progress, targets and challenges in our annual Sustainability Report.

Our priorities over the course of this SOI are providing leadership in the transition to a lower-carbon economy, supporting local biodiversity, and robust reporting, as members of the Airport Carbon Accreditation programme.

Planning for and enabling the decarbonisation of aviation is embedded in our Sustainability Strategy and long-term planning. We are committed to maintaining net-zero

for our organisational Scope 1 and 2 emissions, while striving to achieve further emissions reductions. All four airlines using Queenstown Airport have signed up to Fly Net Zero – the International Air Transport Association's commitment to achieve net zero carbon by 2050. This pledge brings air transport in line with the objectives of the Paris Agreement to limit global warming to less than 2°C. However, to succeed it will require significant advances in technology and a concerted effort by the entire aviation industry.

In the coming years, there will likely be an incremental annual increase in aviation-related emissions as passenger and aircraft activity grows at Queenstown Airport. While QAC is not directly responsible for aircraft emissions, we recognise aviation is a significant source of greenhouse gas emissions and is one of the most challenging sectors to abate. Airports have an important role to play in facilitating the changes required to successfully decarbonise aviation.

Queenstown Airport is committed to being a local leader in enabling lower-emission aviation and cleaner technologies and has made provision for this in its Master Plan. One of the first requirements will be increased electricity supply and more robust infrastructure. QAC is working with regional stakeholders and energy distributors to address this. We are also investigating on-site solar power generation opportunities.

We will continue to support and encourage airline partners and general aviation operators in their pursuit of carbon-reduction objectives and technologies.

## ZQN SUSTAINABILITY PLEDGE

Queenstown Airport is the base for dozens of businesses.

We try to lead by example in our own organisation but we also have an important role in championing and enabling sustainable practices among the wider airport community. Last year we launched the ZQN Sustainability Pledge to recognise and support like-minded businesses. There are more than 60 businesses operating at ZQN, and 17 have committed to the pledge. We are aiming to increase that by 50% over the course of this SOI.

Those signing the pledge have agreed to:

- champion the Tiaki Promise
- support renewable electricity
- prioritise a resilient built environment
- commit to reducing and eliminating waste to landfill
- support a thriving community
- measure and then reduce greenhouse gas emissions
- be an employer of choice
- join the Airport Champions Committee
- create a welcoming, inclusive and diverse airport experience for all.



SUSTAINABILITY SNAPSHOT

 PEOPLE	 PLANET	 PROSPERITY
ONE TEAM   ACCOUNTABLE   NOISE	CLIMATE   WASTE   BIODIVERSITY	CLIMATE RISK   ZQN   COMMUNITY
 <b>BE AN EMPLOYER OF CHOICE AND LIVE OUR VALUES</b> creating a safe, inclusive airport environment.	 <b>BE NET-ZERO*</b> by reducing organisational emissions by 85% by 2028 and offsetting residual emissions.  <b>SUPPORT THE GLOBAL FLY NET ZERO BY 2050**</b> target through infrastructure planning, collaboration and advocacy.	 <b>BE RESILIENT AND PREPARED</b> , aware of and responsive to the risks and opportunities posed by climate change.
 <b>COMMUNICATE OPENLY AND REPORT REGULARLY</b> demonstrating our commitment to achieving our sustainability goals.	 <b>LEAD WASTE MINIMISATION AND COMPOSTING</b> across the airport campus to significantly reduce waste to landfill.	 <b>EMBED SUSTAINABILITY ACROSS OUR AIRPORT</b> so that like health, safety and security, sustainability is what we do.
 <b>PROVIDE CERTAINTY AND CLARITY TO THE COMMUNITY</b> around airport activity, mitigate the impact of aircraft noise and complete the residential noise mitigation programme.	 <b>ACTIVELY RESTORE OUR NATIVE HABITAT</b> , working with key partners, for the benefit of future generations.	 <b>SUPPORT OUR REGION TO THRIVE</b> by connecting with, and contributing to, our community socially and economically.

\* For Scopes 1, 2 and limited Scope 3 emissions compared to our 2019 baseline year. Local native reforestation credits are applied to Scope 1 and limited Scope 3 emissions. Renewable energy certification is applied to Scope 2 emissions.

\*\* The four commercial airlines operating at ZQN have committed to International Air Transport Association's target.

EXPANDING OUR SUSTAINABILITY REPORTING

We measure the impact of our operations and map our carbon footprint in accordance with the GHG Protocol. In 2024, we progressed to Airport Carbon Accreditation (ACA) – an industry-specific programme administered by the Airports Council International (ACI) – which allows us to benchmark our progress against other airports worldwide. Between 2019 and 2023 we were audited annually by Toitū and were pleased to progress from Toitū carbonreduce certification to Toitū net carbonzero certification in 2023.

The ACA programme is robustly verified and requires us to track emissions from a wider range of activities beyond our direct control, including aircraft emissions.

Our decarbonisation targets to date have focused on the Scope 1 and 2 emissions over which we have direct control. However, it is important to report Scope 3 emissions and to continue to work with our partners to address those emissions.

Since our initial carbon audit in 2019, we have achieved a 71% emission reduction in organisational emissions, compared to the baseline year. We are targeting an 85% absolute reduction in organisational emissions by 2028\*. That progress is based on a commitment to electrification, transition to a certified renewable electricity supply, upgrading of assets and infrastructure to increase efficiency, and a decision to stop using a diesel generator for supplementary power during periods of peak demand. An upgrade of the terminal heating, ventilation and air conditioning system is progressing in stages. We plan to decommission the diesel boiler within the next two years, which will considerably reduce Scope 1 emissions.

This commitment to sustainability and progress towards decarbonisation has resulted in the achievement of Level 4+ 'Transition' Airport Carbon Accreditation in our first year. Our next target is to achieve Level 5, which is the highest tier in the ACA programme. To achieve Level 4+ accreditation, we provided extensive documentation of Queenstown Airport's carbon management plan, collaboration with other stakeholders to measure and reduce emissions, and a policy commitment to absolute emissions reduction in line with the Paris Agreement. We were also required to offset residual Scope 1 and limited Scope 3 emissions using internationally recognised carbon credits. All this was subject to a stringent assessment and verification process. The results are available in our Sustainability Report 2024.

Aviation is a challenging industry to decarbonise. We've set ambitious sustainability targets and invested heavily to reduce our carbon footprint as quickly as possible.

By collecting emissions data from more sources, we can prioritise efforts that will have the greatest impact on emissions reduction across the airport.

We are working with our stakeholders, including our major airline partners, in the pursuit of broader emissions reduction objectives to support the international aviation sector goal of net-zero emissions by 2050.

INTEGRATING CLIMATE-RELATED RISKS AND OPPORTUNITIES INTO OUR RISK REGISTER AND REPORTING

It's vital that we operate a sustainable and resilient business for the long term, and a key priority for us is to understand, plan and adapt to the impacts of climate change on the business.

Adapting for climate change, including physical impacts and technological changes, will be integrated into our risk matrix and planning to ensure our infrastructure is maintained, designed and developed appropriately. We recognise that if we don't plan for changes in our climate we could face more frequent disruption of service at Queenstown Airport, which would affect the wider community.

Over the course of this SOI, we will continue to voluntarily include climate-related disclosures, based on scenario analyses, in our Sustainability Report, aligned to the published XRB standards.



Please scan to access our Sustainability Strategy and reports



# FINANCIAL PERFORMANCE & OUTLOOK

Queenstown Airport is uniquely positioned to serve the needs of the community, the tourism economy, and connect people to our district and the broader region.

The company's forecasts are dependent on a wide range of factors, including the continued propensity of New Zealanders to travel domestically and trans-Tasman flight schedules to and from Queenstown Airport, as well as global aviation and tourism.

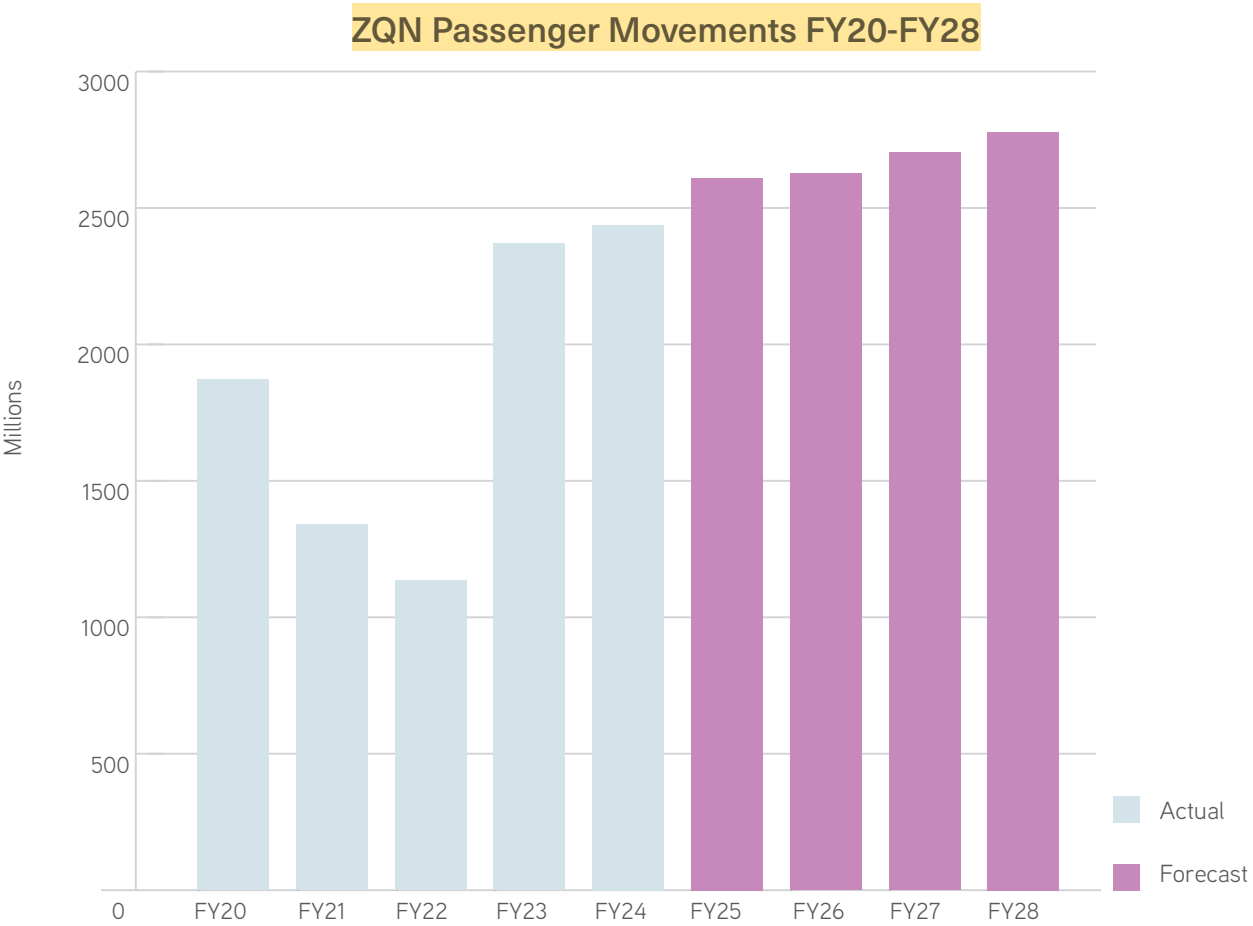
Our business is highly indexed to passenger numbers, which are forecast to steadily increase year-on-year.

A core objective is to deliver sustainable long-term value to our community and to our shareholders, including an annual dividend. Our focus is on prudent management, operational and capital planning, and ensuring that locals and visitors alike have a high-quality experience of travel through the airport.





The graph below provides the passenger movements forecast for the three-year period covered by this SOI, based on the key assumptions that trans-Tasman scheduled services will be operating throughout the period, that strong demand for domestic travel to and from Queenstown Airport continues and that the airport will be operating within the existing noise boundaries.



When considering QAC’s financial forecasts for the next three years, the following points should be noted:

- Underlying commercial revenue is subject to passenger volumes
- QAC has a relatively fixed operating cost base, particularly in respect to its major terminal and airfield assets. QAC has been able to leverage these characteristics during periods of growth
- QAC has significant elements of its cost base where cost increases are outside of its control and are likely to increase at rates higher than inflation. These include rates, insurance and electricity
- Depreciation and amortisation expenses will increase as new assets are commissioned

**PASSENGER AND AIRCRAFT MOVEMENTS**

(000’S)	FY25*	FY26	FY27	FY28
Domestic	1,670	1,695	1,761	1,829
International	942	933	942	952
Total Passengers	2,612	2,628	2,704	2,780
Aircraft Movements	19.1	19.3	19.9	20.5

\* Latest Outlook

**FINANCIAL PERFORMANCE SUMMARY**

\$(000’S)	FY25	FY26	FY27	FY28
Income Statement				
Total Revenue	79,590	80,866	84,410	87,644
EBITDA	57,318	56,369	60,297	63,090
Net Profit After Tax	31,264	29,220	29,571	29,575
EBITDA as % of Revenue	72.0%	69.7%	71.4%	72.0%
Dividends Paid	21,205	17,639	14,680	14,786
Return on Capital Employed	8.5%	7.3%	6.6%	5.9%



CAPITAL INVESTMENT

The capital expenditure programme primarily relates to capital investment in planning and development, as well as investment in building and infrastructure resilience (seismic improvement and sustainability) and core airfield investment.

The company’s 10-year Strategic Plan sets the direction for the company and guides our activity and investment over the FY23 - FY32 period. The Master Plan represents a long-term planning and land use framework for airport infrastructure, and also provides indicative phasing for implementation for the decades ahead.

The company is committed to a staged, gateway approach to the investment and will engage with shareholders in advance of each gateway. This will include QAC’s assessment of the financial risk associated with each gateway from the perspective of its major shareholder. QAC will specifically assess the risk associated with QAC growth assumptions and any other input that would impact on the delivery of the proposed Master Plan.

QAC will consult with QLDC and its Audit, Finance and Risk Committee in relation to its Capital Programme Disclosures. QAC will:

- Present a capital reporting framework to be approved by QLDC based on the gateway investment approach.
- Present project milestone reporting and exception reporting and provide briefings to the major shareholder through its AFRC, including expectation regarding dividends.

Aeronautical investment is funded and cost recovered, after consultation with airline customers, through core aeronautical charges. QAC is consulting with our airline partners on aeronautical charges to commence in FY26.

\$(000’S)	FY25	FY26	FY27	FY28
Aero Development Plan	24,324	54,649	95,290	90,009
Sustaining & Minor Works	9,086	12,134	16,891	5,015
Non-Aeronautical Land	0	400	3,000	3,600
Other	1,265	292	150	300
TOTAL	34,675	67,475	115,331	98,925

FUNDING AND FINANCIAL COVENANTS

	FY25	FY26	FY27	FY28
Closing Debt (\$000)	49,439	86,744	163,255	220,170
EBITDA > 2 times funding expense	23.8	15.1	8.0	6.0
Shareholders' Funds to Total Tangible Assets > 50%	85.7%	80.7%	72.5%	68.1%

Notes

1. Average shareholders’ funds based on opening and closing balances.
2. Average total tangible assets based on opening and closing balances.

In FY23, QAC successfully renegotiated its banking agreements, including sustainability linked-loans. Under the loan structure, QAC has directly linked its debt to the achievement of specific sustainability targets. QAC will continue to actively manage debt facilities to ensure there is adequate funding headroom for both operating cashflows and future capital investment over the forecast period.

The combination of the outcomes of a strategic funding review in FY23 and ongoing sound financial fundamentals provides confidence that bank facilities that mature in the forecast period can be successfully negotiated.

DIVIDEND PAYMENTS

Dividend payments resumed in FY23 and are forecast throughout this SOI period in line with QAC’s dividend policy.

The intention is to pay an interim dividend equivalent to 40% of the forecast annual dividend in February and the remaining 60% by 31 August each year. Actual dividends will depend on the board’s consideration of matters set out in the company’s dividend policy, including interests of shareholders, working capital requirements, capital expenditure requirements and the market outlook.





# PERFORMANCE MEASURES

## REPORTING: STATEMENT OF SERVICE PERFORMANCE

QAC produces an annual Statement of Service Performance (SSP) as part of its end-of-year reporting. We will report progress each year against the commitments in this SOL. Performance indicators will be updated annually in line with the preparation of the SOL.



\*Scope 1 and 2, and limited Scope 3



KEY PERFORMANCE INDICATORS

MEASURE
MASTER PLAN DELIVERY
STRATEGIC PLANNING AND REPORTING
FINANCIAL RETURN TO SHAREHOLDERS
ACHIEVE AN ABSOLUTE EMISSION REDUCTION, FROM QAC ORGANISATIONAL ACTIVITIES, OF 85% FROM OUR BASELINE YEAR (2019) BY 2028*
MAINTAIN A POSITIVE CUSTOMER EXPERIENCE SCORE
INCREASE OUR COMMUNITY SENTIMENT SCORE

FY26 TARGET

Airfield, Terminal and Landside programme delivery commences

Key airfield projects approved and initiated

Complete three-year review of the company's 10-year Strategic Plan, deliver to shareholders and publish on the Queenstown Airport website

Publish an annual Sustainability Report, including climate-related risks and opportunities, informed by scenario analysis

Deliver interim and annual reports to shareholders and publish them on the Queenstown Airport website

Interim and annual dividend paid to shareholders in line with QAC's dividend policy

Emit no more than 122 tonnes of Non-Emergency Scope 1 and net Scope 2 emissions

Expand the QAC owned onsite ZQN composting facility to enable the increased diversion of organic waste from landfill as passenger activity increases

Quarterly customer experience surveys conducted at ZQN

Achieve a customer satisfaction score of 4.20 or higher

Achieve community satisfaction score of 67%

FY27 TARGET

Airfield, Terminal and Landside programme delivery continues

Key airfield projects in delivery

Key terminal and landside projects approved and initiated

Publish an annual Sustainability Report, including climate-related risks and opportunities, informed by scenario analysis

Deliver interim and annual reports to shareholders and publish on the Queenstown Airport website

Interim and annual dividend paid to shareholders in line with QAC's dividend policy

Emit no more than 122 tonnes of Non-Emergency Scope 1 and net Scope 2 emissions

Send no more than 196.73 tonnes of waste to landfill

Quarterly customer experience surveys conducted at ZQN

Achieve a customer satisfaction score of 4.20 or higher

Achieve community satisfaction score of 68%

FY28 TARGET

Airfield, Terminal and Landside programme delivery continues

Key airfield, terminal and landside projects in delivery

Publish an annual Sustainability Report, including climate-related risks and opportunities, informed by scenario analysis

Deliver interim and annual reports to shareholders and publish on the Queenstown Airport website

Interim and annual dividend paid to shareholders in line with QAC's dividend policy

Emit no Non-Emergency Scope 1 and net Scope 2 emissions

Send no more than 188.87 tonnes of waste to landfill

Quarterly customer experience surveys conducted at ZQN

Achieve a customer satisfaction score of 4.20 or higher

Achieve community satisfaction score of 68%

\* Scope 1 and 2, and limited Scope 3 as outlined in our Sustainability Report.  
\*\* Emergency vehicle use and emergency use of the diesel boiler is excluded.  
\*\*\* Climate change risk assessments and adaptation requirements will be factored into these planning processes.



KEY PERFORMANCE INDICATORS

MEASURE
INCREASE THE PERCENTAGE OF PEOPLE TRAVELLING VIA PUBLIC TRANSPORT TO AND FROM THE AIRPORT ANNUALLY
INCREASE NON-AERONAUTICAL REVENUE TO 25% OF OVERALL REVENUE BY 2032
MANAGE AIRCRAFT MOVEMENTS TO REMAIN WITHIN EXISTING NOISE BOUNDARIES
MANAGE THE HEALTH, SAFETY AND SECURITY WELLBEING OF EMPLOYEES AND CONTRACTORS
ENSURE THE MANAGEMENT OF THE AERODROME MEETS ALL HEALTH AND SAFETY, REGULATORY, AND OPERATIONAL COMPLIANCE STANDARDS

FY26 TARGET	FY27 TARGET	FY28 TARGET
Achieve 10% increase on previous year	Achieve 10% increase on previous year	Achieve 10% increase on previous year
10% increase in revenue from our e-commerce offering on previous year  Development of Stage 1 of the Frankton Development Precinct started	10% increase in revenue from our e-commerce offering on previous year  Further commercial partnership(s) and development agreements established and implemented	10% increase in revenue from our e-commerce offering on previous year  Further commercial partnership(s) and development agreements established and implemented
Noise modelling demonstrates compliance with operative noise boundaries	Noise modelling demonstrates compliance with operative noise boundaries	Noise modelling demonstrates compliance with operative noise boundaries
Zero employee or contractor lost-time injuries	Zero employee or contractor lost-time injuries	Zero employee or contractor lost-time injuries
Full compliance with all internal and external audits	Full compliance with all internal and external audits	Full compliance with all internal and external audits





## ACTIONS TO ACHIEVE OUR TARGETS:

### REDUCE ORGANISATIONAL CARBON EMISSIONS

- Achieve Level 5 in the global Airport Carbon Accreditation (ACA) programme.
- Maintain renewable energy certification and investigate on-site solar power generation opportunities.
- Deliver our Decarbonisation Roadmap.

### MAINTAIN A POSITIVE CUSTOMER EXPERIENCE SCORE

- Complete quarterly Airports Council International (ACI) passenger surveys and set benchmark for continuous improvement.
- Check-in upgrade design and delivery.
- Continue the terminal upgrade.
- Complete our terminal development planning and design.

### INCREASE OUR COMMUNITY SENTIMENT SCORE

- Continue to engage transparently with the communities we serve and provide regular updates on airport operations, planning and development.
- Support the implementation of the Queenstown Lakes District's regenerative tourism strategy by being a founding partner of Love Queenstown / Love Wānaka.
- Ensure heritage assets at Arranmore Farm are preserved in line with the maintenance plans developed by independent heritage consultants.
- Continue to deliver our community sponsorships and partnerships programme.

### INCREASE THE PERCENTAGE OF PEOPLE TRAVELLING VIA PUBLIC TRANSPORT TO AND FROM THE AIRPORT ANNUALLY

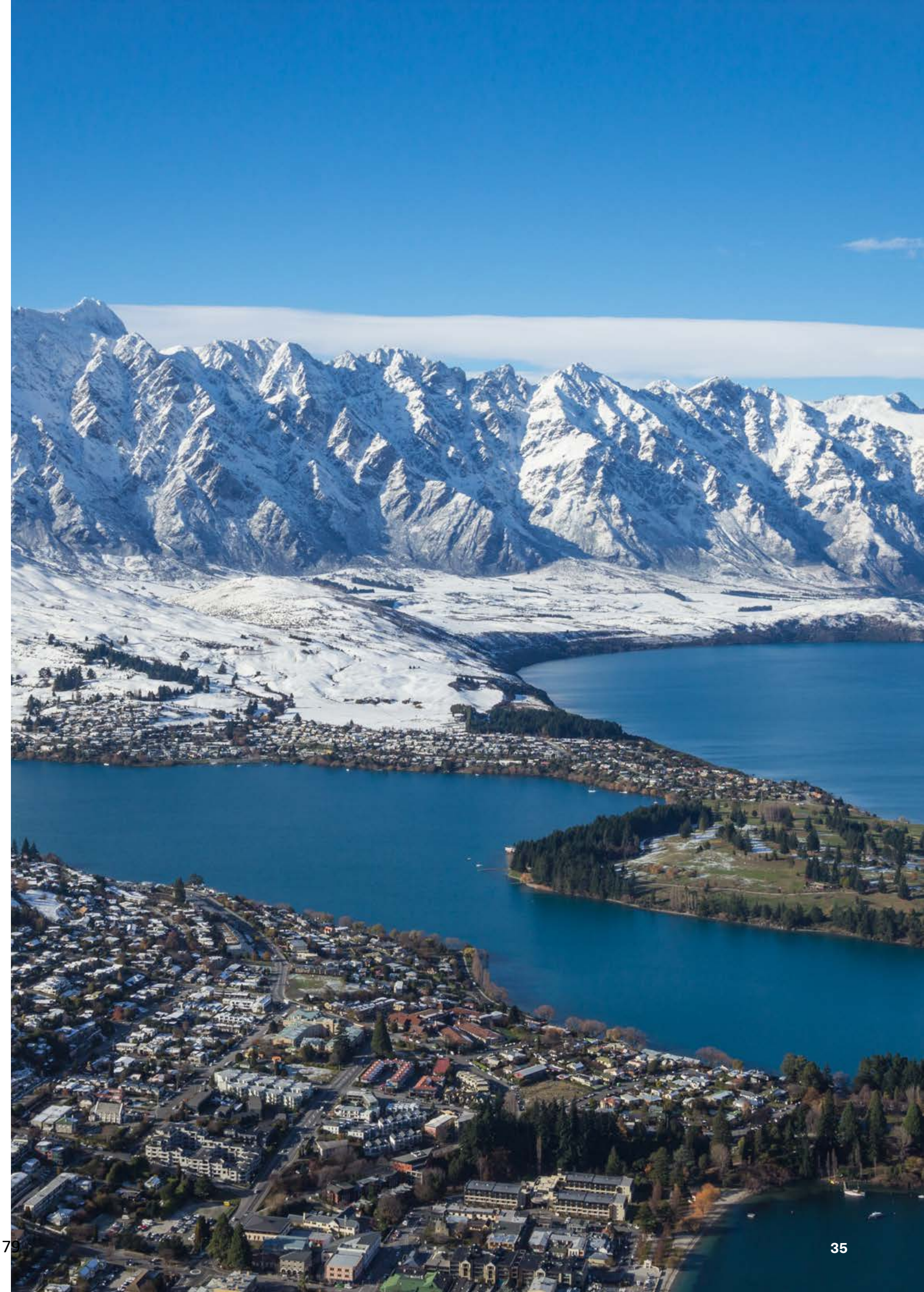
- Landside development planning prioritises people walking, cycling or taking public transport to and from the airport.
- Support QLDC, ORC and other providers to enable mode shift.
- Proactive marketing and communications campaign to promote public transport options.
- Actively investigate option of QAC-run shuttles or ZQN to central Queenstown buses to complement existing public transport.
- Provide, support or promote active travel and public transport options for major events.
- Implement airport staff travel programme to incentivise lower-emissions commuting.

### INCREASE NON-AERONAUTICAL REVENUE TO 25% OF OVERALL REVENUE BY 2032

- Develop a concept plan for QAC-owned non-aeronautical land on the Frankton Flats.
- Expand our e-commerce offering to create additional commercial revenue opportunities.
- Establish a plan for the use of airport landholdings adjacent to Lucas Place.

### MANAGE AIRCRAFT MOVEMENTS TO REMAIN WITHIN EXISTING NOISE BOUNDARIES

- Investigate physical on-ground noise interventions and determine if they should be implemented.
- Manage the movements of non-scheduled aircraft to make the best and most efficient use of our noise boundaries.
- Facilitate quarterly meetings of the Queenstown Airport Liaison Committee. Ensure there are no unresolved noise complaints.





# COMPANY INFORMATION

LOCATION	Queenstown Airport Corporation Airport Administration, Queenstown Airport Sir Henry Wigley Drive Frankton Queenstown 9300
MAILING ADDRESS	Sir Henry Wigley Drive Frankton Queenstown 9300 NEW ZEALAND
PHONE	+64 (0) 3 450 9031
EMAIL	admin@queenstownairport.co.nz
WEBSITES:	www.queenstownairport.co.nz www.wanakaairport.com
SHAREHOLDERS	Queenstown Lakes District Council (75.01%) Auckland Airport Holdings (No2) Limited (24.99%)
DIRECTORS	Simon Flood (Chair) Mike Tod (Deputy Chair) Andrew Blair Jacqueline Cheyne Dr Don Elder Mary-Elizabeth Tuck

## SENIOR LEADERSHIP TEAM

Chief Executive Officer*	Todd Grace (Interim) todd.grace@queenstownairport.co.nz
Chief Financial Officer	Andrew Williamson andrew.williamson@queenstownairport.co.nz
Chief Operating Officer	Todd Grace todd.grace@queenstownairport.co.nz
General Manager, Sustainability & Corporate Affairs	Sara Irvine sara.irvine@queenstownairport.co.nz
General Manager, Property Planning	Rachel Tregidga rachelt@queenstownairport.co.nz
General Manager, Strategy	Melissa Brook melissa.brook@queenstownairport.co.nz

## SENIOR PERSONS PER CIVIL AVIATION RULES, PART 139

Chief Operating Officer	Todd Grace
Head of Assets & Airport Emergency Service	Wayne Stiven
Senior Manager, Regulatory and Compliance	Daniel Dodd

\*The board has appointed Shane O'Hare as CEO of QAC. Mr O'Hare will commence in the role in September 2025



# ABBREVIATIONS

<b>AIAL</b>	Auckland International Airport Limited
<b>ACI</b>	Airports Council International
<b>AFRC</b>	Audit, Finance and Risk Committee
<b>CAA</b>	Civil Aviation Authority of New Zealand
<b>CCTO</b>	Council-Controlled Trading Organisation
<b>CEO</b>	Chief Executive Officer
<b>EBITDA</b>	Earnings Before Interest, Tax, Depreciation and Amortisation
<b>F&amp;B</b>	Food and Beverage
<b>FY</b>	Financial Year – 1 July to 30 June
<b>GA</b>	General Aviation
<b>GHG</b>	Greenhouse Gas
<b>MSA</b>	Management Services Agreement
<b>NPAT</b>	Net Profit After Tax
<b>OCB</b>	Outer Control Boundary
<b>ORC</b>	Otago Regional Council
<b>PC35</b>	Queenstown Lakes District Council Plan Change 35 relating to airport noise boundaries
<b>PDP</b>	Proposed District Plan
<b>QAC</b>	Queenstown Airport Corporation, the company that operates Queenstown Airport and manages Wānaka Airport and the Glenorchy Airfield
<b>QLDC</b>	Queenstown Lakes District Council
<b>RMA</b>	Resource Management Act
<b>SOI</b>	Statement of Intent
<b>WKA</b>	Wānaka Airport
<b>ZQN</b>	Queenstown Airport





