

## Attachment A: Queenstown Airport Corporation, Statement of Intent

19 June 2026

Mayor John Glover  
Queenstown Lakes District Council  
By email: john.glover@qldc.govt.nz

Kia ora Mayor Glover,

Thank you for your letter of 9 March 2026 providing Council's constructive feedback on Queenstown Airport Corporation's draft Statement of Intent (SOI). The Board and management appreciated the opportunity to discuss the draft with you and Councillors, and we value the pragmatic points of clarification you set out.

On behalf of the Board, I am pleased to provide QAC's final SOI FY27, which responds to the feedback received. We have worked through the matters raised, including additional explanation and clarification across the growth and forecasting assumptions, revenue streams, and sustainability and emissions influence and control.

The final SOI reinforces that the business's key area of focus over the period is preparedness for, and delivery of, the capital programme. This programme is central to maintaining safe, resilient operations as a lifeline utility, and delivering a world-class infrastructure asset to serve the Queenstown Lakes communities and visitors well into the future.

We also acknowledge the opportunity for proactive engagement on key issues that will arise as the refresh of QAC's strategic planning progresses. We look forward to working constructively with Council officers and elected members as that work advances, and as Council begins preparation of its next Statement of Expectations.

Thank you again for the collaborative approach taken by Council. Please do not hesitate to contact me if you would like to discuss any aspect of the final SOI.

Nāku noa, nā



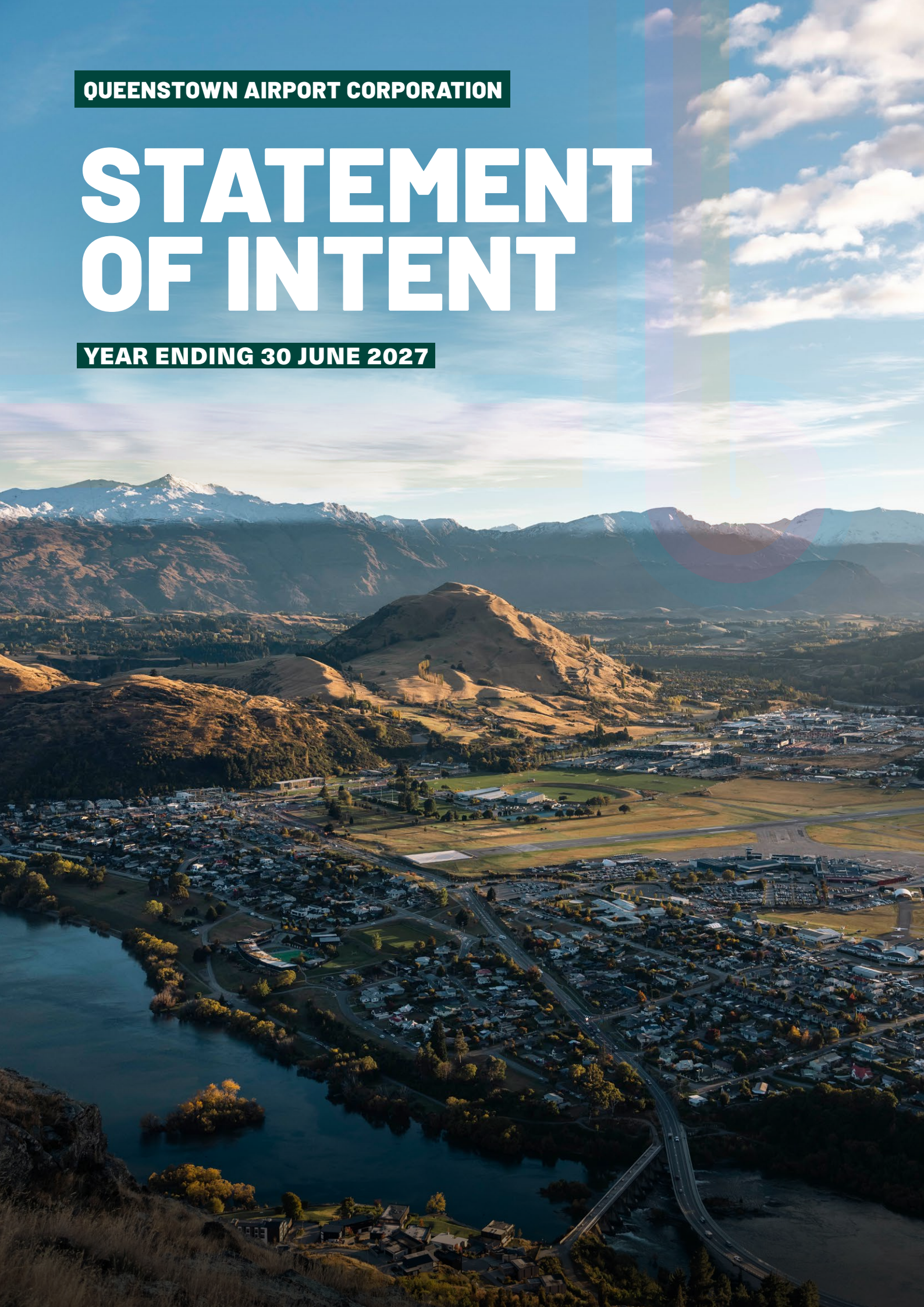
Simon Flood  
Chair  
Queenstown Airport Corporation

cc: Michelle Morss, Interim CE, QLDC; Meaghan Miller, GM Corporate Services, QLDC; Shane O'Hare, CE, QAC; Sara Irvine, QAC

**QUEENSTOWN AIRPORT CORPORATION**

# **STATEMENT OF INTENT**

**YEAR ENDING 30 JUNE 2027**





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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 2026 to 30 June 2029 (FY27 - FY29).

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 (FY25 - FY27). 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 addressed in the Performance Measures section of this SOI. Progress towards these commitments will be reported annually in the independently audited Statement of Service Performance (SSP), which forms part of 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 2026 for the FY27 to FY36 period.

We commit to engaging with shareholders on key issues that arise from consideration of a refresh of the company's Strategic Plan.

## 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, providing the infrastructure required to support air connectivity for the lower South Island to the rest of New Zealand and the world. This includes maintaining appropriate and reliable aeronautical and associated facilities to meet the needs of our customers, local residents, and visitors.

QAC also manages Wānaka Airport and the Glenorchy Aerodrome 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 both commercial and private general aviation operations.

## GLENORCHY AERODROME

The Glenorchy Aerodrome 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 Civil Aviation Act (CAA) 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 next formal independent assessment of the equity and enterprise value is scheduled for June 2027.

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.

An Infrastructure Development Advisory Group has been established to support the company's capital delivery programme at Queenstown Airport.

## 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 Smart Finance Committee on the Master Plan 2023 investment programme
- **Regular** QLDC/QAC Climate Action Plan progress meetings.

QAC's CEO and Chief Financial Officer (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.

Each year the company will publish a Sustainability Report, including climate related disclosures, and deliver the report to shareholders.

## 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:

- a 'council-controlled trading organisation' (CCTO) under the Local Government Act 2002
- an 'airport operator' under Civil Aviation Rule Part 139 and the Civil Aviation Act 2023
- 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.

The company's governance is also covered by the Companies Act 1993. QAC's aeronautical operations are governed by the Civil Aviation Act 2023 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 operator, 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

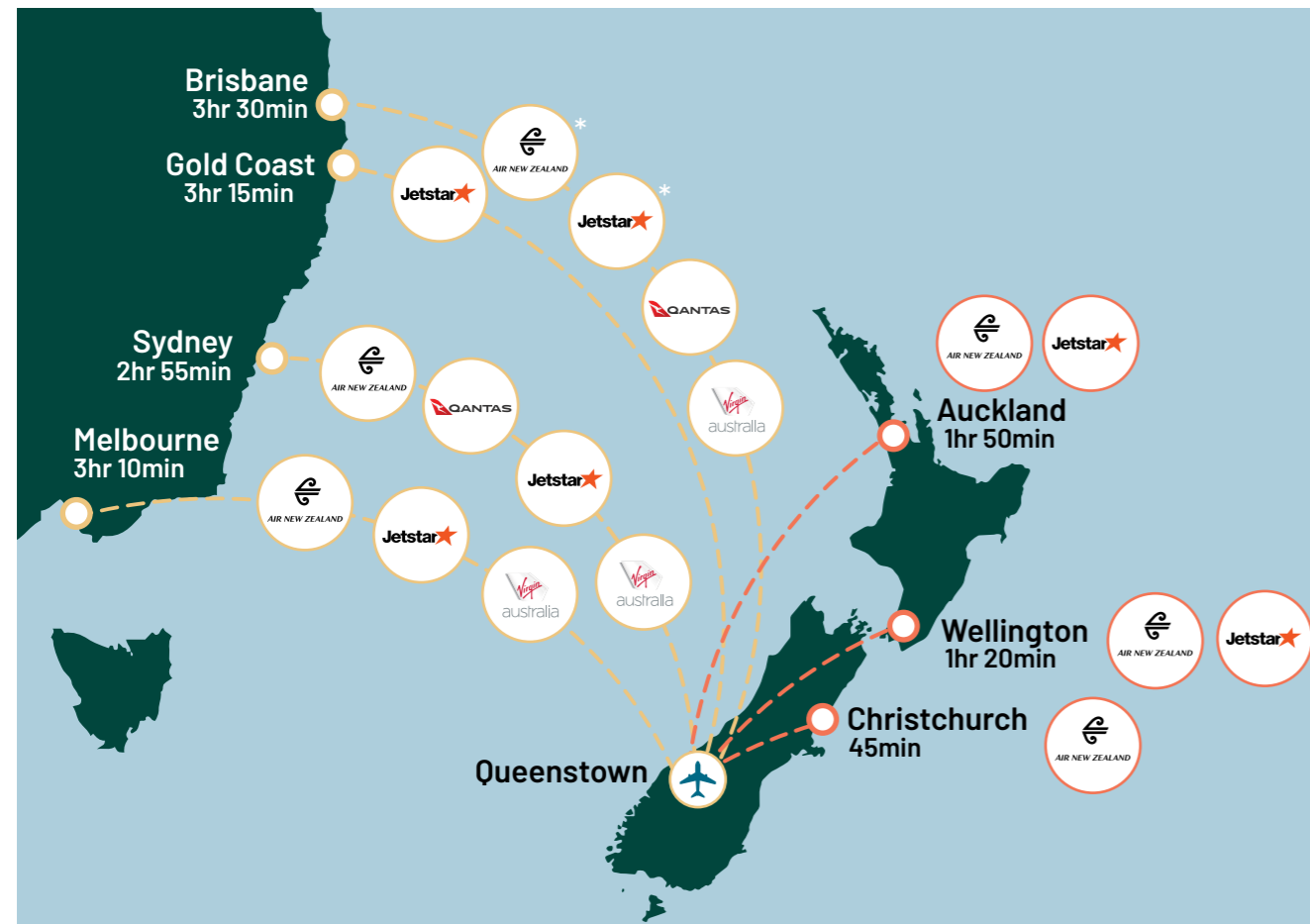
QAC manages and operates Wānaka Airport under a management services agreement with QLDC. It also provides grounds maintenance services and airstrip management at Glenorchy Aerodrome under a management services agreement with QLDC. QAC leases land that forms part of the Frankton Golf Course to QLDC.

### 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 2029.

### 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, and the Local Government Act 2002. These include the requirement to comply with New Zealand generally accepted accounting practice (NZ GAAP).



\*Seasonal service

## 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 QAC is a major employer in the district. As the owner of Queenstown Airport and manager of both Wānaka Airport and the Glenorchy Aerodrome, 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 prosperity of the country, our 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 is building 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 airport 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

DO  THE  
 **RIGHT**  
THING

we get  
it  **DONE**

 **REMARKABLE**  
EVERY DAY

### 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 continue to deliver 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 remain committed to open, constructive, and collaborative consultation with shareholders and to proactive and regular engagement with QLDC on the Master Plan 2023 project gateways. This includes consultation with the council and its Smart Finance Committee in relation to the company's capital investment programme and financial risk assessments.



## MASTER PLAN PROJECT DELIVERY

The Master Plan programme includes a Terminal Development Plan, an Airfield Development Plan, and a Landside Development Plan. This significant programme of work is due to be completed in the early 2030s.

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 are finalising plans 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. This project will commence in mid-2026 and be completed in 2027.

## AIRPORT HOUSE

Construction of a new two-storey shared office building, Airport House, is due to begin in 2026. The purpose-built commercial office building will be close to the airport terminal and will accommodate QAC staff, the Aviation Security Service, Customs and Police offices, as well as an Emergency Operations Centre (EOC). Airport House is due to open in 2027.

## 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

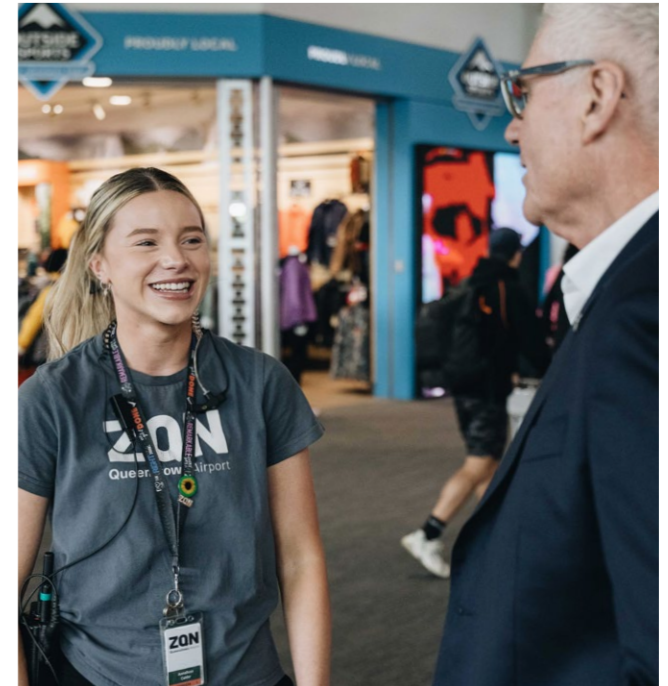
As part of our Master Plan delivery, work on the Terminal Development Plan (TDP) continues. The expansion and upgrade of the existing terminal is the largest programme of works in our Master Plan. It will enable us to increase the capacity of the terminal and elevate the experience of both customers and staff working at the airport.

Queenstown Airport is a gateway to one of the world's most remarkable places, and this project presents an exciting opportunity to create a world-class, memorable experience that reflects the people, history, and spirit of the region.

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. Detailed design will be the focus over the period of this SOI with construction expected to commence in FY29.

- **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.
- **Iwi engagement:** As the terminal concept design progresses, we are partnering with mana whenua representatives to ensure Kāi Tahu values, perspectives and cultural narratives are integrated at Queenstown Airport.

In the interim, terminal upgrades at Queenstown Airport will continue, 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. The project involves a combination of structural steelwork, bracing, micropiling, and the reinforcement of columns in the baggage hall, the check-in area, and the centre of the terminal. The work is all being done at night and is due to be completed in FY27.



## 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 shape our Customer Experience Strategy. A recent focus has been streamlining the passenger journey and improving the food and beverage offering, landside and airside.

We're committed to being an innovative airport that empowers the customer through thoughtful use of digital tools. In recent years, we've introduced self-service check-in kiosks, additional automated bag-drops.

We have also increased the number of bathrooms and added a family room in the domestic departures lounge.

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 access-ways. We will also improve the layout and flow of ground transport close to the airport terminal.

## BACK OF HOUSE PROJECT

An extension of the terminal building north towards the airfield is underway.

This will provide 800m2 of new office and operational space for Air New Zealand, Planebiz, and the Aviation Security Service. Fitout of the new space and renovation of existing offices will then proceed in stages, with the overall project scheduled for completion in 2027. This will give airline staff working behind the scenes a much better work environment, and will also improve operational efficiency.

## NOISE MANAGEMENT

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.

Queenstown Airport's operating hours are 6am until 10pm. This curfew is strictly enforced by QAC. To ensure that we continue to operate in a socially responsible manner and consider the impact on our neighbouring communities, QAC has determined to constrain any departures or arrivals between 6am and 7am.\* This commitment is confirmed in Queenstown Airport's Aeronautical Information Publication (AIP).

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.

Over the course of this SOI, QAC will introduce additional noise monitoring technology on and near the Queenstown aerodrome to enable real-time monitoring.

## NEXT GENERATION AIRCRAFT

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

Since 2019 there has been a steady increase in the introduction of these aircraft types operating to and from Queenstown. These include Virgin Australia's B737 Max and Qantas Group's A321 NEO and A320 NEO. In 2026 approximately 25% of passenger movements and 22% of aircraft movements are on new generation aircraft compared to 3% in 2019. The rate is expected to stay constant for the next few years before another step change as aircraft fleet mixes evolve.

In addition, QAC is collaborating with the aviation sector to understand the future infrastructure requirements for next-generation aircraft to ensure these requirements are incorporated in to our planning.

## NORTHERN LAND DEVELOPMENT

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

The initial focus is on the land directly adjacent to the airport bordered by Grant Road and Hawthorne Drive, with the development of roading and infrastructure to service lease parcels. Developments will be undertaken in accordance with current zoning.

QAC will engage with QLDC on the scope and proposed development of the land, in the context of developing its strategy.

## WĀNAKA AIRPORT

While QAC manages the day-to-day operation of Wānaka Airport under a management services agreement, QLDC, as the airport owner, has consulted the community on its future through the Wānaka Airport Future Review.

Wānaka Airport is becoming increasingly popular with both private and commercial users and is expected to record more than 50,000 aircraft movements this year, making it one of the busiest uncertified airports in New Zealand.

In 2024, the Civil Aviation Authority (CAA) completed a review of aerodrome certification requirements for Wānaka Airport. The CAA advised QLDC that a Qualifying Aerodrome Operator Certificate is required by July 2027. Achieving certification will align Wānaka Airport with similar facilities across New Zealand, improve safety standards, and provide an appropriate level of independent assurance for airport users and the wider community.

Over the course of this SOI, QAC will work with CAA, as requested by QLDC to support the certification process. Detailed information regarding this process is available on the QLDC and Wānaka Airport websites.

\*Exemptions are provided for medical responses and are also granted to general aviation operators for urgent early morning horticulture operations.

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.

## WĀNAKA AIRPORT FUTURE REVIEW

In July 2024, as part of its Long Term Plan consultation, QLDC signalled its intent to develop a long-term plan for the Wānaka Airport. In 2025, QLDC commissioned and completed community and stakeholder consultation as part of the Wānaka Airport Future Review. QAC participated in the consultation. In April 2026 a consultation report, which includes a preferred scenario for Wānaka Airport, was adopted by QLDC.

QAC will continue to work with and support QLDC, the airport operator and the community, as the future planning takes shape. More information is available on the QLDC website.

The preparation of a Master Plan for Wānaka Airport will now be undertaken, led by QLDC.



# 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 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. 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.

Our partner airlines have introduced quieter, more fuel-efficient aircraft on their ZQN routes, which will reduce the intensity of emissions per passenger. Aircraft emissions represent the majority of our scope 3 emissions. All airlines that fly to Queenstown have set a 2030 target for SAF uptake or emissions intensity reduction.

In the coming years, there will 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.

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

Queenstown Airport is committed to regional collaboration to promote more sustainable travel and to local leadership in enabling lower-emission aviation. We have made provision for this in our 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 renewable energy generation opportunities.

Electrification is a priority for businesses and residents across the district and QAC is a committed partner of Destination Queenstown's Electrify Queenstown event – an annual three-day event that brings together community, business, government, and industry to accelerate the transition to a low-emissions, electrified future.

We continue to work with Dunedin and Invercargill airports and eight regional tourism organisations to promote The Southern Way - a regional collaboration promoting more sustainable travel itineraries and visitor dispersal throughout the lower South Island.

## 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. In 2022 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

ONE TEAM | ACCOUNTABLE | NOISE



**BE AN EMPLOYER OF CHOICE AND LIVE OUR VALUES** creating a safe, inclusive airport environment.



**COMMUNICATE OPENLY AND REPORT REGULARLY** demonstrating our commitment to achieving our sustainability goals.



**PROVIDE CERTAINTY AND CLARITY TO THE COMMUNITY** around airport activity, mitigate the impact of aircraft noise and complete the residential noise mitigation programme.



## PLANET

CLIMATE | WASTE | BIODIVERSITY



**BE NET-ZERO\*** by reducing organisational emissions by 85% by 2028 and offsetting residual emissions.  
**SUPPORT THE GLOBAL FLY NET ZERO BY 2050\*\*** target through infrastructure planning, collaboration and advocacy.



**LEAD WASTE MINIMISATION AND COMPOSTING** across the airport campus to significantly reduce waste to landfill.



**ACTIVELY RESTORE OUR NATIVE HABITAT,** working with key partners, for the benefit of future generations.



## PROSPERITY

CLIMATE RISK | ZON | COMMUNITY



**BE RESILIENT AND PREPARED,** aware of and responsive to the risks and opportunities posed by climate change.



**EMBED SUSTAINABILITY ACROSS OUR AIRPORT** so that like health, safety and security, sustainability is what we do.



**SUPPORT OUR REGION TO THRIVE** by connecting with, and contributing to, our community socially and economically.

# 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. In 2025 we published Climate Disclosures in alignment with the XRB Climate Standards.

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 76% 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 have decommissioned the diesel boiler that was used for heating the terminal and expect to realise the Scope 1 emissions reductions in FY26.

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 2025.

Aviation is a challenging industry to decarbonise. As we progress to Airport Carbon Accreditation Level 5, we will expand our oversight and influence on emissions enabled by the airport, including those we are not directly responsible for.

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.

By collecting emissions data from more sources, we can prioritise efforts that will have the greatest impact on emissions reduction across the airport. Over this SOI period and in recognition of the significant capital delivery programme ahead, we intend to expand our emissions reporting to include embodied carbon emissions.

## 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.

In 2025 we published updated climate disclosures. 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

\* 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.

# FINANCIAL PERFORMANCE & OUTLOOK

Queenstown Airport is uniquely positioned to serve the needs of the community, the visitor economy, and connect people to our district and the broader region. Our business is highly indexed to passenger numbers, which are forecast to steadily increase year-on-year.

The company's forecasts are dependent on a wide range of factors, including the continued strength of New Zealand's domestic market, and trans-Tasman flight schedules to and from Queenstown Airport, as well as global aviation and tourism. The company's core revenue streams are aeronautical passenger charges, property leasing, and commercial revenue, including car parking and airport tenancies.

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.

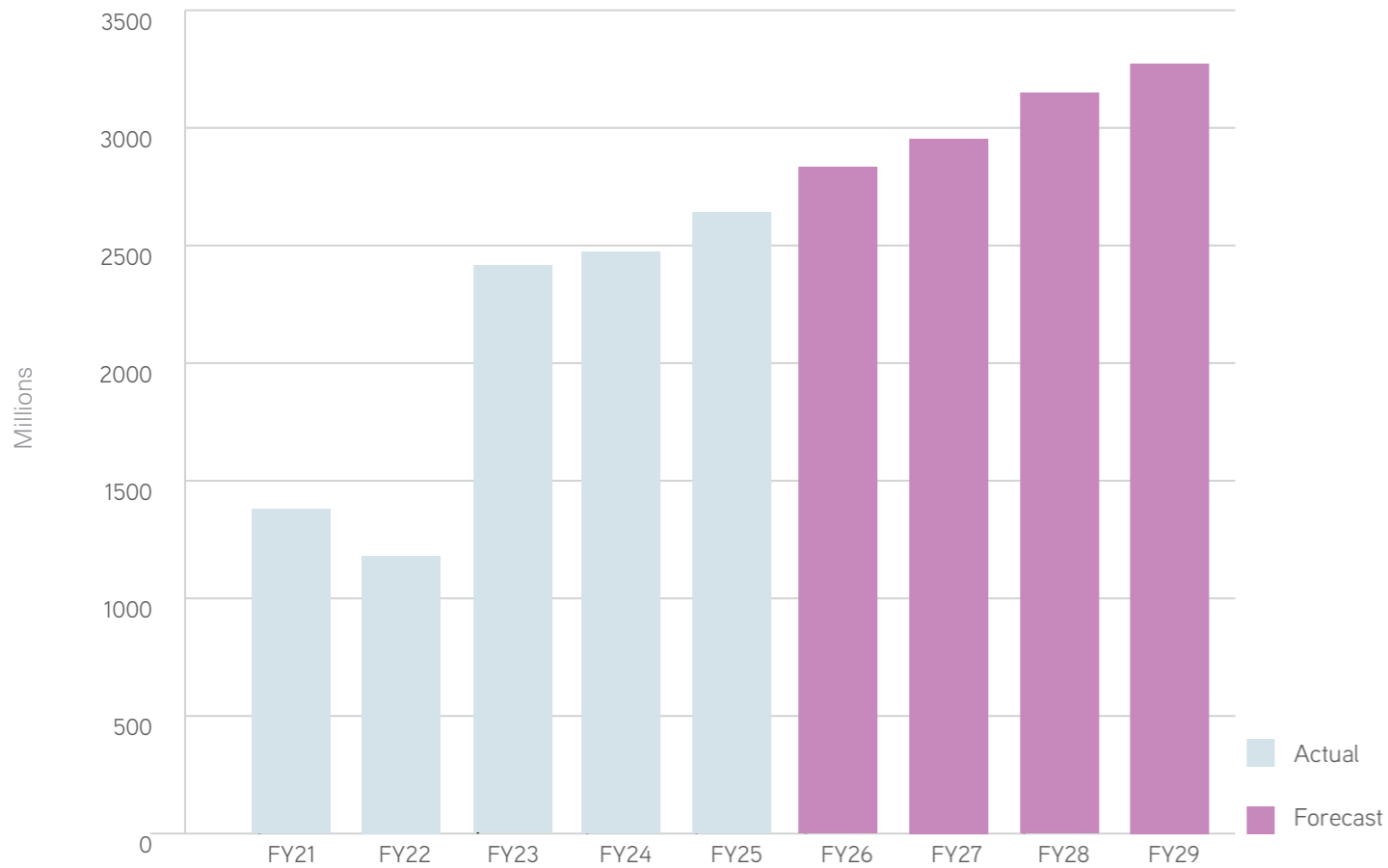
The Southern Lakes region continues to be an increasingly popular destination for Australian travellers. Over recent years international passenger movements have increased from about 30% of all passenger arrivals and departures to 35%. The trend has been maintained and is forecast to continue.

Over the course of this SOI, the company is focused on the significant capital investment planned over the coming years to ensure we provide a world-class infrastructure asset that supports the prosperity of the region and the nation.



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.

**ZQN Passenger Movements FY21-FY29**



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)	FY26	FY27	FY28	FY29
Domestic	1,759	1,814	1,953	2,035
International	1,074	1,141	1,196	1,238
<b>Total Passengers</b>	<b>2,833</b>	<b>2,955</b>	<b>3,148</b>	<b>3,273</b>
<b>Aircraft Movements</b>	<b>20.8</b>	<b>21.6</b>	<b>23.0</b>	<b>23.9</b>

**FINANCIAL PERFORMANCE SUMMARY**

\$(000'S)	FY26*	FY27	FY28	FY29
<b>Income Statement</b>				
Total Revenue	87,211	92,425	98,744	115,778
EBITDA	62,472	65,001	70,853	87,422
Net Profit After Tax	28,164	29,938	30,060	39,117
EBITDA as % of Revenue	71.6%	70.3%	71.8%	75.5%
Dividends Paid	18,995	15,664	14,994	16,842
Return on Capital Employed	7.0%	5.9%	5.9%	7.5%

\* Subject to audit

## 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.

Aeronautical investment is funded and cost recovered, after consultation with airline customers, through core aeronautical charges. QAC has consulted with our airline partners and finalised aeronautical charges for the period FY26 to FY28. Aeronautical pricing for the following period will be confirmed in FY28.

<b>\$(000'S)</b>	<b>FY26</b>	<b>FY27</b>	<b>FY28</b>	<b>FY29</b>
<b>Aero Development Plan</b>	24,115	101,742	56,834	28,856
<b>Sustaining &amp; Minor Works</b>	11,646	27,370	6,644	5,660
<b>Non-Aeronautical Land</b>	2,378	7,698	16,836	8,486
<b>Other</b>	150	150	300	200
<b>TOTAL</b>	<b>38,289</b>	<b>136,960</b>	<b>80,614</b>	<b>43,202</b>

QAC will consult with QLDC and its Smart Finance 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 Smart Finance Committee, including expectation regarding dividends.

## FUNDING AND FINANCIAL COVENANTS

	<b>FY26</b>	<b>FY27</b>	<b>FY28</b>	<b>FY29</b>
<b>Closing Debt (\$000)</b>	81,100	192,084	236,673	235,643
<b>EBITDA &gt; 2 times funding expense</b>	20.8	9.2	6.7	7.2
<b>Shareholders' Funds to Total Tangible Assets &gt; 50%</b>	81.2%	70.1%	67.0%	67.9%

### Notes

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

In FY26, 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. The board of directors is confident that the company is well positioned to fund the planned capital delivery and ongoing business operations over the years ahead. 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.

## DIVIDEND PAYMENTS

Dividend payments 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.

## PUBLIC WORKS ACT LAND ACQUISITION (LOT 6)

QAC acquired the land known as 'Lot 6' from Remarkables Park Limited (RPL) under the Public Works Act, and it vested in QAC on 1 November 2019. A payment of \$18.34m was made to RPL in October 2020. On 22 May 2026, the Land Valuation Tribunal (LVT) issued a decision determining the compensation payable for this land at \$44.5m. The balance is now payable on demand from RPL. The LVT decision is subject to appeal. The FY26 forecast includes the impact of recognising the increase in land value payable and an estimate of accrued interest. Subject to appeals processes and finalising where costs fall there could be further financial implications in future years.

The impact of the LVT decision is not expected to impact forecast dividend distributions given modelled debt headroom and forecast capital programme expenditure.



# 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 SOI. Performance indicators will be updated annually in line with the preparation of the SOI.



\*Scope 1 and 2, and limited Scope 3

## KEY PERFORMANCE INDICATORS

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

FY27 TARGET	FY28 TARGET	FY29 TARGET
<p>Airfield, Terminal and Landside programme delivery continues as set out in the company's approved capital programme</p> <p>Key airfield projects in delivery</p> <p>Key terminal and landside projects approved and initiated</p>	<p>Airfield, Terminal and Landside programme delivery continues as set out in the company's approved capital programme</p> <p>Key airfield, terminal and landside projects in delivery</p>	<p>Airfield, Terminal and Landside programme delivery continues as set out in the company's approved capital programme</p> <p>Key airfield, terminal and landside projects in delivery</p>
<p>Publish an annual Sustainability Report, including climate-related risks and opportunities, informed by scenario analysis</p> <p>Deliver interim and annual reports to shareholders and publish on the Queenstown Airport website</p>	<p>Publish an annual Sustainability Report, including climate-related risks and opportunities, informed by scenario analysis</p> <p>Deliver interim and annual reports to shareholders and publish on the Queenstown Airport website</p>	<p>Publish an annual Sustainability Report, including climate-related risks and opportunities, informed by scenario analysis</p> <p>Deliver interim and annual reports to shareholders and publish on the Queenstown Airport website</p>
<p>Interim and annual dividend paid to shareholders in line with QAC's dividend policy</p>	<p>Interim and annual dividend paid to shareholders in line with QAC's dividend policy</p>	<p>Interim and annual dividend paid to shareholders in line with QAC's dividend policy</p>
<p>Achieve an absolute emission reduction, from QAC organisational activities, of 80%</p> <p>Send no more than 196.73 tonnes of waste to landfill</p> <p>Review and set waste reduction targets for subsequent years</p>	<p>Achieve an absolute emission reduction, from QAC organisational activities, of 85%</p>	<p>Achieve an absolute emission reduction, from QAC organisational activities, of 87%</p>
<p>Complete a refresh of the company's customer experience strategy</p> <p>Quarterly customer experience surveys conducted at ZQN</p> <p>Achieve a customer satisfaction score of 4.20 or higher</p>	<p>Quarterly customer experience surveys conducted at ZQN</p> <p>Achieve a customer satisfaction score of 4.22 or higher</p>	<p>Quarterly customer experience surveys conducted at ZQN</p> <p>Achieve a customer satisfaction score of 4.24 or higher</p>
<p>Achieve community satisfaction score of 70% or above</p>	<p>Achieve community satisfaction score of 70% or above</p>	<p>Achieve community satisfaction score of 70% or above</p>

\* 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
<b>INCREASE THE PERCENTAGE OF PEOPLE TRAVELLING VIA PUBLIC TRANSPORT TO AND FROM THE AIRPORT ANNUALLY*</b>
<b>INCREASE NON-AERONAUTICAL REVENUE TO 12% OF OVERALL REVENUE BY 2032</b>
<b>MANAGE AIRCRAFT MOVEMENTS TO REMAIN WITHIN EXISTING NOISE BOUNDARIES</b>
<b>MANAGE THE HEALTH, SAFETY AND SECURITY WELLBEING OF EMPLOYEES AND CONTRACTORS</b>
<b>ENSURE THE MANAGEMENT OF THE AERODROME MEETS ALL HEALTH AND SAFETY, REGULATORY, AND OPERATIONAL COMPLIANCE STANDARDS</b>

FY27 TARGET	FY28 TARGET	FY29 TARGET
Achieve 7% increase on previous year	Achieve 6% increase on previous year	Achieve 5% increase on previous year
Further commercial partnership(s) and development agreements established and implemented	Further commercial partnership(s) and development agreements established and implemented	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
Meet all regulatory requirements under CAA Part 139 and MPI Port of First Arrival (POFA), with all external audit findings closed within agreed time-frames, and maintain completion of internal Part 139 and Safety Management System (SMS) audits as scheduled	Meet all regulatory requirements under CAA Part 139 and MPI POFA, with all external audit findings closed within agreed time-frames, and maintain completion of internal Part 139 and SMS audits as scheduled	Meet all regulatory requirements under CAA Part 139 and MPI POFA, with all external audit findings closed within agreed time-frames, and maintain completion of internal Part 139 and SMS audits as scheduled

\* QAC collects data regarding public transport bus patronage at Queenstown Airport from the Otago Regional Council to calculate the annual rate of change.



## **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 renewable energy 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.

### **MAINTAIN A POSITIVE 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.
- Provide, support or promote active travel and public transport options for major events.
- Continue airport staff travel programme to incentivise lower-emissions commuting.

### **INCREASE NON-AERONAUTICAL REVENUE TO 12% OF OVERALL REVENUE BY 2032**

- Develop a concept plan for QAC-owned non-aeronautical land on the Frankton Flats.
- Establish a plan for the use of airport landholdings adjacent to Lucas Place.

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

- Introduce additional noise monitoring technology on and near the Queenstown aerodrome to enable real-time monitoring.
- Investigate physical on-ground noise interventions and determine if they should be implemented.
- Manage the movements of all aircraft in partnership with airline and general aviation customers, and Airways to ensure ongoing compliance with 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

## EXECUTIVE LEADERSHIP TEAM

Chief Executive Officer	Shane O'Hare shane.ohare@queenstownairport.co.nz
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Chief of Finance & Corporate Services	Andrew Williamson andrew.williamson@queenstownairport.co.nz
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Chief of Aviation & Customer	Todd Grace todd.grace@queenstownairport.co.nz
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Chief of Infrastructure	Vacant – recruitment underway
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Chief of Strategy & Transformation	Vacant – recruitment underway
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Chief of Property & Commercial	Vacant – recruitment underway
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## SENIOR PERSONS PER CIVIL AVIATION RULES, PART 139

Chief Executive Officer	Shane O'Hare
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Chief of Aviation & Customer	Todd Grace
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Head of Assets & Airport Emergency Service	Wayne Stiven
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Senior Manager, Regulatory & Compliance	Daniel Dodd
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# 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>CFO</b>	Chief Financial 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>LVT</b>	Land Valuation Tribunal
<b>MPI</b>	Ministry of Primary Industries
<b>MSA</b>	Management Services Agreement
<b>NPAT</b>	Net Profit After Tax
<b>ORC</b>	Otago Regional Council
<b>POFA</b>	Port of First Arrival
<b>QAC</b>	Queenstown Airport Corporation, the company that operates Queenstown Airport and manages Wānaka Aerodrome and the Glenorchy Airfield
<b>QLDC</b>	Queenstown Lakes District Council
<b>RMA</b>	Resource Management Act
<b>RPL</b>	Remarkables Park Limited
<b>SMS</b>	Safety Management System
<b>SOI</b>	Statement of Intent
<b>WKA</b>	Wānaka Airport
<b>ZQN</b>	Queenstown Airport



