Papa Rererangi i Puketapu Ltd

New Plymouth Airport

Statement of Intent

For the period 1 July 2026 to 30 June 2029

1. Introduction

This Statement of Intent (SOI) is presented by Papa Rererangi i Puketapu Ltd (PRIP) in accordance with the requirements of Section 64(1) of the Local Government Act 2002 (The Act). It represents the objectives, nature and scope of activities to be undertaken and performance targets by which PRIP will be measured.

It covers the three years of operations from 1 July 2026 to 30 June 2029, supersedes the previous SOI and incorporates Te Matakupenga Limited.

1.1 The Local Government Act

The Local Government Act 2002 requires Council Controlled Organisations to:

- Review their SOI prior to the commencement of each financial year
- Have a financial year ending 30 June each year.

Schedule 8 of the Local Government Act 2002 states that the purpose of an SOI is to:

- State publicly the activities and intentions of the Council Controlled Organisation for the year and objectives to which those activities will contribute
- Provide an opportunity for the Council to influence the direction of the organisation
- Provide a basis for accountability of the Directors to the Council for the performance of the organisation.

1.2 Responsibilities

The Aerodrome certification, operation and use are governed by the New Zealand Civil Aviation Authority (CAA). New Plymouth District Council (the Council) is currently the Aerodrome Operator Certificate (AOC) holder. Whilst the Council holds the AOC, PRIP will manage New Plymouth Airport operations on behalf of the Council, will be responsible for ongoing Airport capital development, will be responsible for the maintenance of the Airport assets and core infrastructure and will ensure full operational compliance with the CAA Rule Part 139.

PRIP's primary goal is to operate the Airport on a sustainable commercial basis, to optimise the use of its assets and generate a reasonable return on investment to ensure the ongoing safe and successful operation of the Airport.

1.3 Contact details

Philip Cory-Wright

Chair, Papa Rererangi i Puketapu Limited

David Scott

Chief Executive Officer, Papa Rererangi i Puketapu Limited

Papa Rererangi i Puketapu Ltd
(New Plymouth Airport)
PO Box 9022
Bell Block, New Plymouth 4351

2. Papa Rererangi i Puketapu Ltd (PRIP)

2.1 Establishment of PRIP

In July 2017 the Council established Papa Rererangi i Puketapu Ltd (PRIP) as a Council Controlled Trading Organisation (CCTO) to manage the full operations of New Plymouth Airport. The Council retains ownership of the Airport Company, holds the Aerodrome Operator Certificate and is the sole Shareholder.

2.2 The Organisation

PRIP operates as a standalone company governed by an independent skills-based Board of four Directors, including a Chair, and employs its own Chief Executive and staff. PRIP operates under an SOI agreed to by its Directors and the Council.

The organisation is classed as a semi-commercial investment within the Council's Investment Policy.

PRIP owns the Airport terminal building, aircraft hangars, airside infrastructure, car parking areas, roading and underground utilities. These facilities are sited on land occupied under a long-term lease from the Council, the length of this term determining that the land, for accounting purposes, sits with PRIP as a company asset.

The Airport provides services to allow the safe and efficient facilitation of travelers and freight and, ancillary to this, it leases terminal space and land at the Airport.

PRIP's prime objectives are to:

- operate the Airport in full compliance with the regulations set down by the New Zealand Civil Aviation Authority
- ensure that the business is run on a sustainable commercial basis
- optimise the use of its assets
- generate a reasonable rate of return on investment.

The key to this is to ensure the ongoing safe and successful operation of the Airport, whilst also facilitating the growth of tourism and trade by working collaboratively with key stakeholders to sustainably increase passenger numbers.

In the management of the Airport operations, PRIP has the autonomy to set the following charges at the Airport:

- landing and parking charges from regular passenger air transport services
- fees and associated charges in respect to vehicle parking
- revenue from tenant's leases and rents, licences, concession-based contracts and lessees outgoings
- landing and parking charges from general aviation aircraft.

As landlord, PRIP also has the power to enter into any building or ground lease agreements on Airport land.

The Airport is viewed as an essential infrastructure asset for the District and the Taranaki Region and has a key role to play in the economic performance, growth and development of the area.
PRIP will work collaboratively with the following to ensure a combined approach to achieve the region's desired strategic goals.

- New Plymouth District Council
- Puketapu Hapū and Te Kotahitanga o Te Atiawa
- NP Partners
- Venture Taranaki Trust
- Taranaki Chamber of Commerce
- Other relevant key stakeholders.

Te Matakupenga Limited

Council Statement of Expectations highlighted the need for PRIP to diversify its income and in 2022 PRIP began investigating the opportunity to install a ground mounted solar generation farm on land acquired by NPDC.

PRIP actively engaged with Puketapu Hapū regarding the use of the land, completed costing and detailed engineering design and secured Powerco hosting for grid connection, working through the Resource Consent process and ultimately a finalised business case and financial investment decision in 2025.

This renewable energy source provides long-term benefits for both the airport and the environment, demonstrating our commitment to modern, eco-friendly facilities. Te Matakupenga features 14,400 solar panels capable of generating up to 14,700 megawatt hours of electricity each year. By doing so, the solar farm prevents more than 1,500 tonnes of CO_2 from entering the atmosphere annually. It has made New Plymouth Airport largely self-sufficient in energy, while also generating additional income through the sale of surplus electricity.

Currently, approximately 4% of the electricity generated powers the airport terminal, with the remainder sold to third parties including a customer network within the Airport precinct. This positions PRIP strongly for future growth in electricity demand across the airport precinct as electrification in both land and air transport evolves.

Te Matakupenga Limited (TML) was established in 2025 as a separate business entity to own and operate the solar farm. Although TML is not a CCTO requiring a standalone SOI, this SOI incorporates key considerations relating to TML.

3. Governance

Governance of both PRIP and Te Matakupenga sits with the Board of Directors of PRIP and the Board is responsible for the strategic and overall direction of the company, laying down solid foundations for management oversight.

The Board employs a Chief Executive who monitors the organisation’s performance against pre-established Board criteria and has overall responsibility for implementing PRIP’s strategic direction.

The Board has four directors appointed by the Council and meets regularly with Airport Management to review PRIP’s performance and provides quarterly, half yearly and annual business performance reports to the Council. The Council in acknowledgment of its commitment to Puketapu, has appointed one Director with Puketapu whakapapa.

The current PRIP Directors are:

- Philip Cory-Wright (Chair)
- Shelley Kopu
- Rachel Farrant
- Jeff Kendrew (Appointed 1 March 2026, and as PRIP Chair from 1 July 2027)

By way of Council Resolution dated 25 February 2026, Philip Cory-Wright's current term was extended for an additional one-year term to 30 June 2027 for Board Succession Planning, noting this is contrary to Policy which allows for only three terms of three years each.

A Council Board advisor attends Board meetings and acts as an observer but has no voting rights.

4. Management

Management of PRIP and Te Matakupenga is the responsibility of the Chief Executive who employs a team comprising of a Manager of Operations and Safety, an Executive Assistant, Facilities and Safety Officers including a Wildlife Officer, a part time Property Manager along with a Fire Chief and eight Fire Fighters.

The Chief Executive is accountable to the Directors for implementing PRIP's strategic direction, to ensure the ongoing safe and successful operation of the Airport in full compliance with CAA Rule Part 139, and to promote the Airport to the wider Taranaki community.

The Chief Executive is also designated under the Civil Aviation Rule Part 139 as the Chief Executive named on the Aerodrome Operator Certificate.

5. Responsibility to the Council

5.1 Statement of Intent

In accordance with the Local Government Act 2002, PRIP is required to submit a Statement of Intent (SOI) for the coming financial year to the Council. The SOI sets out PRIP's overall objectives, intentions, financial and other performance targets for the following three years.

A draft SOI is to be submitted to the Council officers by 1 March. The draft SOI will be considered by Council in April and, following feedback from the meeting, the final SOI is to be provided to the Council officers by 30 June.

5.2 Statement of Expectations

As part of the process of establishing the SOI the Council issues a Statement of Expectations (SOE) which guides PRIP's strategic direction and sets out expectations to be addressed in the SOI.

The SOE is developed in accordance with the Local Government Act 2002 Section 64b and includes:

- Specifies how PRIP will conduct its relationship with New Plymouth District Council and the wider district including Puketapu and Te Atiawa.
- Requires PRIP to act consistently with the statutory obligations of the Council and the Council’s obligations pursuant to agreements with third parties.
- This draft SOI fully meets the expectations outlined in the SOE.

5.3 General expectations and reporting

PRIP acknowledges that Puketapu is mana whenua of the land on which the airport lies and that as a result of the displacement of Puketapu from its whenua that there is a subsequent enduring impact on Puketapu descendants.

PRIP is committed to working in partnership with Puketapu. This has been reflected in the relationship that was created, at the instigation of Puketapu, during the Terminal Development and continues in the broader Airport projects. PRIP consciously nurtures the relationship with Puketapu, and will engage, inform and consult in a way that honours the above acknowledgements.

The Board aims to ensure that the Council is informed of all major developments affecting PRIP’s state of affairs, while at the same time recognising that commercial sensitivity may preclude certain information from being made public.

PRIP is aware that New Plymouth Airport operates in a public environment and, as such, will exercise due care and attention in accordance with the company policies and procedures and the Council’s sensitive expenditure policy.

PRIP is aware of the statutory obligations of the Council and will act in a manner that is consistent with these and also those pursuant to agreements with third parties, including Iwi and Hapū.

PRIP will continue to build upon the strong relationship with Puketapu Hapū that developed during the Airport Terminal redevelopment and other recent Airport projects. PRIP is aware of future decisions that may impact on local Iwi and hapū and will ensure an appropriate level of consultation at all times.

PRIP was established to manage New Plymouth Airport operations on a commercial footing, however, any decisions taken by PRIP that directly affect the district will also consider the wider benefits to the community.

Information will be communicated to the Council through the following:

- Quarterly reporting against the SOI's performance measures and financial forecasts to be provided to the Council Officers for reporting to the Council within two months of the end of the quarter.

- Delivery of a half-year report to the Council Officers for reporting to the Council within two months of the end of the first six months of the financial year.

- Delivery of a Board-approved annual report with an unqualified Audit Opinion to the Council Officers for reporting to the Council within three months of the financial year end. This report is to be made available to the public once adopted by the Council.

- Other ad-hoc reports and briefings to inform well in advance of any material or significant events, transactions or other issues that would be considered contentious or attract wide public interest – operating a "no surprises policy".

- Regular meetings between the PRIP Chief Executive and the Council's Board Observer to ensure strong communications and alignment between the Council and PRIP.

- PRIP is committed to supporting NPDC in its efforts to comply with the Climate-Related Disclosures regime by actively monitoring and managing its own carbon footprint. Where feasible, PRIP will implement measures to minimise emissions and enhance sustainability across its operations. As part of this commitment, PRIP will provide transparent reporting on its carbon footprint and any agreed sustainability initiatives in both half-yearly and end-of-year reports. These updates will ensure accountability and track progress toward reducing environmental impact.

- Looking ahead, PRIP will undertake a comprehensive assessment of the time, resources, and processes required to implement its own climate-related disclosures. This evaluation will be completed by 2027/28, ensuring that PRIP aligns with best practices in sustainability reporting and continues to contribute to broader climate goals.

5.4 Specific expectations

a) Capital Projects

PRIP will continue to assess the need for future Airport infrastructure redevelopment based on the strategic direction of the company, and the anticipated growth in Airport use.

PRIP will have in place appropriate controls to ensure that projects are based on robust business cases, are appropriately managed and delivered within programme and on budget.

Projects of any value will require management to consult with the Board if there is a material impact on Puketapu or Te Atiawa or the project is contentious or could attract wide public interest.

In addition, when PRIP require funds from Council for capital works, they will provide updated quarterly cash flow forecast showing future borrowings.

b) NPDC / PRIP agreements

There are various agreements that have been established between the Council and PRIP for the ongoing operation of the Airport namely:

- Service Level Agreement
- Loan Facility Agreement
- General Security Deed
- Intergroup Asset Transfer
- Deed of Lease of Airport Land.

PRIP will continue to abide by the above agreements, including any variations, in good faith and will report any breaches to the Council officers on a timely basis.

c) Loan Facility agreement

PRIP has a loan facility agreement with the council. The total limit is $41,000,000.00 which is to be used for capital expenditure outlined in this document.

d) Accounting

PRIP will continue to utilise Unlimit Limited Chartered Accountants for all accounting services.

These will include, but not be limited to the following:

- Monthly and quarterly reporting to management and the Board
- Preparation of interim and annual financial statements
- Audit liaison (Audit NZ have view access to PRIP's Xero account)
- GST and FBT returns
- Company tax returns
- Companies Office annual returns and updates
- Tax advice
- Financial advice
- Asset management
- Payroll processing

PRIP also employs a part-time accounts assistant for creditor and debtor invoicing.

PRIP will provide Council access to their accounting information (as offered to Audit New Zealand) for the finance team in order to streamline integration of PRIP financial information into NPDC's financial reports.

PRIP will present the signed FY2026 audit opinion and audit management report to the Council as appropriate and will answer any financial performance queries as and when requested.

PRIP will provide Council Officers with a trial balance each quarter.

e) Income Diversification

Currently rules in the district plan only allow for aviation or airport related businesses to operate at the airport. As a result, the opportunity for income diversification is limited, however PRIP has identified two areas where opportunities may exist.

- The purchase of existing above ground buildings. A number of tenants have built hangars and rental car facilities on land they are leasing from PRIP. There may a low-risk opportunity to purchase these improvements and lease back to the tenants.

- The building of facilities for tenants. PRIP has been approached by a number of individuals and businesses who require facilities. The practice has been to lease the land and allow building or improvements to be developed. PRIP is evaluating if owning the buildings is more profitable.

These opportunities carry a different element of risk and PRIP will ensure the return on investment is reflective of that risk. A robust approval process, where the board reviews the business cases, ensuring the ROI is commercially appropriate is in place.

PRIP will fund these investments with cash from the business as well as drawdowns from the loan facility. PRIP will provide an updated performance report to the council at the quarterly meetings.

f) Te Matakupenga

It is expected that the solar farm will continue to perform as per the business case approved by Council, including debt repayments. Solar farm performance will be reported on as part of PRIP reporting

g) Puketapu-Bell Block Spatial Plan

This is currently being developed by NPDC, Puketapu-Bell Block Community Board, Puketapu Hapū and Isthmus. PRIP should participate in this work to ensure the interests of the New Plymouth Airport are considered.

h) New Zealand Civil Aviation Authority (CAA) requirements

As holder of the Aerodrome Operator Certificate (AOC), the Council is responsible for meeting all aviation operations and health and safety obligations under CAA Rule Part 139, including the ongoing management of an Airport Safety Management System (SMS).

PRIP has signed an agreement with the Council to manage all of the Airport operations on a day-to-day basis. This agreement has been approved by the CAA. In accordance with the agreement, the PRIP Chief Executive is designated on the AOC as the Aerodrome Chief Executive, having direct accountability to the CAA.

PRIP will keep the Council officers and the CAA informed at all times of any changes in the status of these obligations or any other matters relating to CAA Rule Part 139.

6. Capital Expenditure Proposals

PRIP's focus will be on infrastructure redevelopment within the Airport precinct and airside improvements.

Projects under consideration for PRIP during the three-year period of this SOI:

Project	FY2027 $000	FY2028 $000	FY2029 $000
Perimeter fence security upgrade	150	–	–
Walkway Development	400	–	–
Terminal aviation security	–	1,000	–
Covered Walkway Extension	1,000	–	–
Airfield Lighting	200	1,700	1,400
RFS Development	500	–	–
Income Diversification Opportunities	500	1,000	1,000
Total	**2,750**	**3,700**	**2,400**

Projects under consideration for Te Matakupenga Limited during the three-year period of this SOI:

Project	FY2027 $000	FY2028 $000	FY2029 $000
Solar Farm Development (Battery)	1,500	–	–
Total	**1,500**	–	–

It is to be noted that the three-year list of projects and forecast budgets is only provisional at this stage and, depending on the scale of the projects, further Board approval will be subject to feasibility studies and business cases being presented by management.

It is anticipated that PRIP will be able to meet the costs of the capital projects from a combination of operational cash flow and further draw-downs from the Loan Facility agreement.

7.2 Operations

The Airport is an essential infrastructure transport hub for New Plymouth and the Taranaki region and provides facilities that are safe, efficient and welcoming to all users.

It is essential that PRIP positions the Airport for future aviation growth by close collaboration with the airlines and key stakeholders to facilitate the expansion of tourism, trade and domestic air travel and to play a key role in the economic performance and development of the region.

The operational performance of PRIP will be judged against the following measures:

7.1 Operational performance

- Maintain the Airport facilities to avoid any disruption of scheduled commercial flights other than for weather or airline related problems.
- Meet all the operating, maintenance, capital expenditure and interest costs.
- Recovery of the aeronautical portion of Airport operational costs through landing charges.
- Manage New Plymouth Airport in full compliance with the approved operating procedures of the Civil Aviation Authority Rule Part 139.

7.2 Passenger numbers

The figures below are based on the forecast for the next 3 financial years.

Measure	FY2027	FY2028	FY2029
Passenger numbers	360,000	364,000	369,000

8 Financials – PRIP

8.1 Ratio of PRIP's capital to total assets

For the next three years, the ratio of total capital to total tangible assets is expected to be between 0.61:1 and 0.62:1

Total capital includes:

8.2.1 Retained earnings
8.2.2 Capital account.

Total tangible assets include:
8.2.3 Current assets
8.2.4 Property, plant and equipment.

8.2 Accounting policies

The accounting policies will be consistent with:

8.2.5 The Financial Reporting Act 1993

8.2.6 New Zealand Generally Accepted Accounting Principles (NZGAAP)

8.2.7 Accounting Standards Review Board pronouncements

8.2.8 PRIP's Accounting Policies stated in pages 15 to 28 of the Annual Financial Statements to 30 June 2024.

8.3 Financial performance

The following outlines PRIP's forecasted financial performance for the three-year period ending 30 June 2029. It assumes passenger recovery slowing as planned together with known future aircraft type and size and other proposed commercial activity within the Airport confines.

Combined

Forecast Financial Performance (NZD $000)

Measure	FY2027 $000	FY2028 $000	FY2029 $000
Revenue	11,812	13,272	14,578
Expenditure	5,029	5,204	5,351
EBITDA	**6,783**	**8,068**	**9,227**
Depreciation, interest & tax	6,934	7,219	7,478
Net profit after tax	**(151)**	850	**1,749**

Note: Negative values are shown in red and brackets.

PRIP

Forecast Financial Performance (NZD $000)

Measure	FY2027 $000	FY2028 $000	FY2029 $000
Revenue	10,355	11,777	12,926
Expenditure	4,606	4,770	4,909
EBITDA	**5,749**	**7,007**	**8,017**
Depreciation, interest & tax	5,722	5,971	6,192
Net profit after tax	**27**	**1,036**	**1,825**

Note: Negative values, if any, are shown in red and brackets.

Te Matakupenga

Forecast Financial Performance (NZD $000)

Measure	FY2027 $000	FY2028 $000	FY2029 $000
Revenue	1,457	1,495	1,652
Expenditure	423	434	442
EBITDA	**1,034**	**1,061**	**1,210**
Depreciation, interest & tax	1,212	1,248	1,286
Net profit after tax	**(178)**	**(187)**	**(76)**

Note: Negative values are shown in red and brackets.

8.4 Forecast statement of financial position

Combined

Forecast Statement of Financial Position (NZD $000)

Line item	FY2027 $000	FY2028 $000	FY2029 $000
ASSETS			
Current assets	1,880	1,933	1,959
Deferred tax asset	(10,941)	(10,941)	(10,941)
Property, Plant & Equipment	107,055	106,424	103,054
Intangible Asset	237	237	237
Total Assets	**98,231**	**97,653**	**94,309**
LIABILITIES			
Current liabilities	2,194	2,250	2,312
Non-current borrowings	31,035	27,548	20,963
Total Liabilities	**33,229**	**28,118**	**22,372**
Total Equity	**65,002**	**69,535**	**71,937**

Note: Negative values are shown in red and brackets.

PRIP

Forecast Statement of Financial Position (NZD $000)

Line item	FY2027	FY2028	FY2029
ASSETS			
Current assets	702	634	768
Deferred tax asset	(10,941)	(10,941)	(10,941)
Property, Plant & Equipment	92,995	92,671	91,108
Intangible Asset	237	237	237
Non current asset	16,087	15,200	14,194
Total Assets	**99,080**	**97,801**	**95,366**

LIABILITIES			
Current liabilities	2,143	2,144	2,142
Non-current borrowings	30,657	27,157	20,678
Total Liabilities	**32,800**	**29,301**	**22,820**

Total Equity	**66,280**	**68,500**	**72,546**

Te Matakupenga

Forecast Statement of Financial Position (NZD $000)

Line item	FY2027 $000	FY2028 $000	FY2029 $000
ASSETS			
Current assets	1,198	1,266	1,132
Deferred tax asset	–	–	–
Property, Plant & Equipment	14,060	13,753	11,946
Total Assets	**15,258**	**15,019**	**13,078**
LIABILITIES			
Current liabilities	51	50	52
Non-current borrowings	16,087	15,200	14,194
Total Liabilities	**16,138**	**15,250**	**14,246**
Total Equity	**(880)**	**(231)**	**(1,168)**

Note: Negative values are shown in red and brackets. Nil values are shown as "–".

8.5 Profit distribution policy

PRIP and TML will fund capital projects through a combination of cash flow and borrowings from the loan facility.

Once revenue received from Airport operations has met operational requirements and serviced and begun to repay borrowings PRIP will notify Council.

8.6 Procedures for share acquisitions

Any subscription, purchase or acquisition by PRIP of shares in a company or organisation will be consistent with the objectives of PRIP and will be made in consultation with the Council.

8.7 Information to be provided

PRIP will make the following available to the Council if there are any material changes:

- Information that would normally be available to assess the value of the Council's investment.
- Details of any new developments which would involve a significant movement away from the current activities of the business.
- Information and details on any new developments which have not been covered in the Statement of Intent for the year.

8.8 Accounting designation

PRIP is designated as a Public Benefit Entity for accounting purposes.

9 Sustainability

As a company PRIP accepts the role of being a sustainable Airport and is committed to doing all it can to minimise the operational impact of our Airport on the environment wherever possible. To achieve our vision, PRIP plans to grow its business so we can build economic growth through sustainable revenue and continue to support and educate our community and stakeholders.

Since 2018, New Plymouth Airport has been part of Airports Council International and since 2022 the Airport Carbon Accreditation programme measuring its carbon footprint with and is currently certified at Level 2 (Reduction). Work is now underway towards achieving Level 4 (Neutrality).

The airport is proud of the tangible steps taken to cut emissions across both the airport and its wider campus. Key initiatives include:

- Solar Farm to generate renewable energy on-site.
- Energy management systems in the terminal to maximise efficiency.
- Upgrades to wastewater disposal systems, which will significantly lower greenhouse gas emissions.

These initiatives demonstrate steady, measurable progress in reducing the airport's environmental impact.

New Plymouth Airport
PO Box 9022
Bell Block
New Plymouth 4351

Phone: 06 759 6078
Mob: 027 705 0481
Email: david@nplairport.co.nz
Website: www.nplairport.co.nz