

OUR PLACE

IN THE WORLD

2014 EDITION | Annual Report

RELENTLESSLY CREATING
OPPORTUNITY
FOR OUR PLACE
IN THE WORLD

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REAL GROWTH
2025

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**GOING
BEYOND**

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KAITIAKI:
**SERIOUS ABOUT
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CHRISTCHURCH
AIRPORT
bringing the world South

WELCOME TO **OUR** --- **PLACE**

Our Place In The World is what defines us as an airport, a city, an island and a country. The team at Christchurch Airport is proud of the role we play in creating opportunity for Our Place in the World, at home and on the global stage.

The South Island has long been the engine room of New Zealand's international brand image. It is the memories of our breath-taking backyard and the warmth of our people which create and sustain the powerful word of mouth we enjoy across thousands of dinner party conversations in hundreds of countries every year.

At Christchurch Airport, we are focussed on being the champions for nationally and globally connecting the millions of people who travel through Our Place in the World every year.

Whether through our airport, in our city, across our island or for our country, it's simply about playing our part in creating connections for family, friends, visitors, memories and lifetime experiences.

The quakes may have cast a shadow overall, but that shadow is fading by the day. Our city has largely finished taking down the past and is now quickly building its future. This continues to draw a positive light across all those who wish to put themselves on the pathway of opportunity. At Christchurch Airport, our focus is working to put ourselves and Our Place in the World on that pathway too, by focusing on rebuilding and reclaiming our future to deliver real growth.

Our airport intends to not only be match fit ourselves, but also to help our city and our island be ready for the opportunities which lie ahead. We are part of this journey and will positively seek ways to continue to deliver success.

Where we have been part of your journey this year, thank you from the team at Christchurch Airport. Your choice makes a difference to Our Place in the World.



GROWING OUR PLACE THROUGH OUR PEOPLE

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FROM THE CHAIRMAN
**DAVID
MACKENZIE**

A year of change for
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FROM THE CHIEF EXECUTIVE
**MALCOLM
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Real Growth 2025 **5.**



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GOING BEYOND

The Master Builders Business Hero Award

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**TOURISM
PARTNERSHIP**

Teamwork and
innovative thinking



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**SB GLOBAL
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GROWTH:
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WORLD CLASS AND
**KEEPING
IT HERE**

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AN AWESOME
**PLACE
TO WORK**

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SERIOUS ABOUT
HEALTH & SAFETY

Celebrating our new high-tech reporting system

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MIKE PARKER
**ENERGY
EFFICIENCY**

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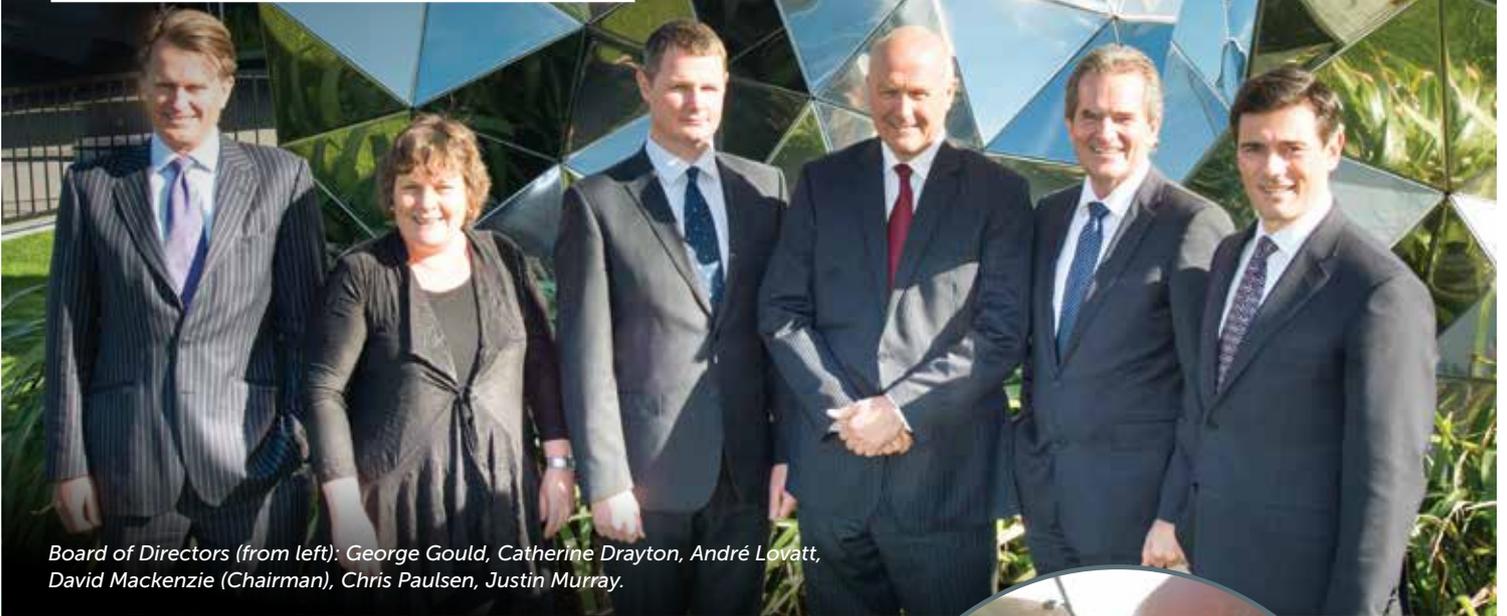


**DOWN TO
EARTH**

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FROM THE CHAIRMAN:

A YEAR OF CHANGE



Board of Directors (from left): George Gould, Catherine Drayton, André Lovatt, David Mackenzie (Chairman), Chris Paulsen, Justin Murray.

DAVID MACKENZIE



In the cockpit of the world's first Boeing 787-900

I WOULD DESCRIBE THE COMPANY'S FINANCIAL YEAR ENDED 30 JUNE 2014 AS REPRESENTING A YEAR OF CHANGE FOR CHRISTCHURCH AIRPORT, WITH FOUR PRINCIPAL DRIVERS.

First, Christchurch Airport has completed its infrastructure renewal and is now looking to accelerate the rate of growth of its overall business.

Second, with the rebuild gathering pace in the city, we are now seeing sustained passenger number re-growth, both international and domestic.

Third, demand for our commercial developments is increasing, as tenants seek premium locations for their operations and identify the airport campus as such a location.

Fourth, a new Chief Executive is in place, which has provided the airport company with an opportunity to revalidate and refresh the company's strategies.

BUSINESS GROWTH

After some years of falling passenger numbers following Canterbury's seismic activity, passenger numbers for the year ended 30 June 2014 showed a year on year increase of approximately 3.5%. If only the last six months of that period are considered, stronger aeronautical growth approaching 5% has been experienced by Christchurch Airport. We believe that growth will be sustained.

The company's freight and logistics area, Dakota Park, is filling well, with further buildings completed and tenanted during 2014. Some new proposals for this area are close to having business cases completed for approval and there has been a significant level of new inquiry and interest in further developments. This all indicates more solid growth in this part of our revenue.

In addition, the airport company has now let the tender for construction of Spitfire Square, its retail precinct development near the main entrance to the airport. This will be a development of wide interest and value to visitors to the airport, as well as to those who work on the airport campus and so meet a currently unsatisfied need.

The commercial revenue streams created by the various tenancies in Dakota Park and in Spitfire Square will give the company solid revenue growth, revenue not subject to the volatility and risk profile of aeronautical income, which can be more readily affected by external events.

The future looks very satisfactory for Christchurch Airport as we anticipate on-going aeronautical and commercial growth in the near term, that growth is necessary to lift rates of return to owners to more acceptable levels.

The airport company's EBITDAF showed a strong level of uplift for the financial year ended 30 June 2014, growing by 11.7%. EBITDAF is forecast to increase again next financial year. Directors are satisfied the company is well positioned to move forward as forecast, both operationally and financially.

During the year, the company made a further bond issue which was fully subscribed. The company now has \$125m of bonds issued, at satisfactory interest cost and giving us some longer term tenor in the company's funding profile. Overall, there is a good mix of bank and other term debt as a result and the company's longer term funding requirements are well covered.

The board has ensured a strong Health and Safety culture exists in the company's operations, with enhanced reporting and control currently the subject of some management study. This is a matter of priority for the board, which has made Health and Safety one of the particular factors to be measured in assessing At Risk Remuneration, along with commercial factors around aeronautical growth and financial performance.

GOVERNANCE

Directors have had a busy year, not only at board level, but dealing with the many issues that arise for discussion and decision at board sub-committee level. The company has four board sub-committees (Aeronautical; Risk, Audit and Finance; Property and Commercial; Remuneration). The respective mandates and membership of the sub-committees are set out elsewhere in this annual report.

I express my public thanks to my fellow directors for their work and effort at both sub-committee and board level during the year. Directors bring a range of complementary skills to the airport company's governance, all of which have added good value to the business and which have contributed, in association with management, to the positioning of the business and its financial outcomes.

I also wish to acknowledge Philip Carter who resigned from the board in late 2013. Philip brought with him valuable property and business skills and on behalf of the board I thank Philip for his many years of contribution to the airport company.

The majority shareholder, Christchurch City Holdings Ltd, appointed André Lovatt to fill the vacancy left by Philip. André has a major role in the city rebuild as Chief Executive of the Arts Centre, overseeing its re-establishment as an important part of

the city. We welcome André and appreciate the skills he brings to our business.

The board appointed a new Chief Executive at the beginning of 2014, following the departure of Jim Boulton last December. The board wishes Jim well in his new ventures and thanks him for his contribution. In particular, the board appreciates the work Jim did in respect of the establishment of the airport's new infrastructure, establishing the physical platform necessary to enable the business to develop.

Our new Chief Executive, Malcolm Johns, has particular strengths in strategic planning and financial analysis and brings considerable experience in transport and tourism to the airport company. In the short time he has been with the company, Malcolm has been making a difference to the business and we look forward to him leading the airport through its next stage.

CONCLUSION

Christchurch Airport is entering a new phase. It is a phase that will see its business develop significantly and returns improve. The first signs of that growth have become apparent in the past six months in particular and are continuing.

Importantly, the airport's service levels and quality, recognised currently as being high by independent review, will be maintained as we grow. Airport users, including our airline customers, can be confident that Christchurch Airport will meet everyone's needs as it moves forward.

"I EXPRESS MY PUBLIC THANKS TO MY FELLOW DIRECTORS FOR THEIR WORK AND EFFORT AT BOTH SUB-COMMITTEE AND BOARD LEVEL DURING THE YEAR. DIRECTORS BRING A RANGE OF COMPLEMENTARY SKILLS TO THE AIRPORT COMPANY'S GOVERNANCE, ALL OF WHICH HAVE ADDED GOOD VALUE TO THE BUSINESS."



FROM THE CHIEF EXECUTIVE: REAL GROWTH 2025



**MALCOLM
JOHNS**

THE OUTCOMES

FY14 saw the airport gain altitude across all key areas of the business with passenger numbers growing by 3.5% (5% across the second half of the year), total operating revenue by 10.0% and EBITDAF by 11.7%, on a year on year basis.

This was the first year that full depreciation and financing charges applied on completion of the new integrated terminal investment, lifting depreciation and amortisation by \$3.5 million and interest by \$4.0 million (or the airport's capital and financing costs rose by \$7.5 million on a year on year basis). The growth in EBITDAF (earnings before interest, tax, depreciation, amortisation and fair-value adjustments) allowed the underlying net profit after tax to be held largely in line with FY13. As a result, the airport has been able to declare total dividends of \$7.6m, compared to \$7.35m for the previous year.

The balance sheet remained in a solid position, with the debt/debt + equity ratio falling slightly and the debt profile (term and interest rate) becoming more stable as a result of two recent successful bond issues. Debt facilities remain well managed and able to fund planned capital projects in FY15 and beyond.

These are positive steps forward in our mission to create 'The Best Airport Business' for all our stakeholders.

Passenger numbers for FY14 returned to growth, with solid outcomes over the second six months of the year. Domestic passengers grew 3.4% while international grew 3.63%. Traditional long haul markets returned to growth. China performed strongly, with Christchurch being the fastest growing entry point for Chinese visitors to New Zealand (up 56%).

Australia remains a market of prime focus. Australians currently make up circa 80% of the current international passenger deficit against pre-quake levels for Trans-Tasman air services connecting with Christchurch. Overall, the whole of the South Island remained circa 100,000 air seats down on pre-quake

Tasman capacity for FY14. Circa 70% of international visitors who arrive into Christchurch visit other South Island regions. Rebuilding international visitor numbers through Christchurch is economically vital to the South Island and critical to New Zealand reaching the stated Tourism 2025 targets of \$41 billion per annum in visitor spend by 2025.

The South Island achieved 22.1% market share of New Zealand's total Trans-Tasman airline seats (Christchurch 16.3%, Queenstown 4.8% and Dunedin 1%).

Airline load factors into Christchurch were strong during the year with excess passenger demand on many services over the peak summer months being the key feature. This is driving increased air capacity into Christchurch over summer 2014/15.

Growth from partner airlines includes Air New Zealand and Virgin, who will both add more capacity on Trans-Tasman flights. Singapore Airlines will add 23 extra peak season flights (using 777-200) meaning it has lifted capacity into the South Island by circa 30% over the past three years. China Airlines will commence a new service between Taiwan (North Asia) and the South Island (over Sydney) during summer 14/15.

The airport has made a number of improvements this year in respect of its commercial activities in and around the new terminal. A major customer research project was undertaken around improving parking choices at the airport. This has resulted in a full revamp of parking options, introducing more choice

and flexibility - including a new EconoPark and online booking options. There is now a parking option for every journey! In addition, the airport has introduced a free campus bus to link the various parts of the campus with the terminal for visitors.

The airport team has developed and introduced a new ground transport licence structure, designed to provide more flexibility and equity for those commercial operators wishing to trade either from or on the airport campus.

The airport's commercial business has made significant progress this year, with the completion of a number of developments in Dakota Park (airport logistics, freight and light industrial centre), the commencing of building Spitfire Square (airport retail centre) and Mustang Park (airport vehicle rental and service centre).

The Sudima Hotel Group (independently owned and operated) is investing circa \$25 million on expanding and upgrading the Sudima Hotel on the airport campus.

THE INPUTS FROM OUR TEAM

The numbers in this report are of course the output of a wide range of activity and effort by both our team at the airport and our many partner companies and agencies. In this report and across the following pages is a sample of the many stories from the past year which went into generating these outcomes.

THE LEADERSHIP TEAM



Executive Leadership Team (from left): Chief Commercial Officer, Blair Forgie; General Manager - Airlines and Alliances, Matthew Findlay; Chief Financial Officer, Tim May; Chief Operating Officer, Andy Lester; Chief Executive, Malcolm Johns; General Manager - Legal and Corporate Affairs, Michael Singleton; General Manager - Strategy and Sustainability, Rhys Boswell; General Manager - Business Services, Neil Cochrane.

CHIEF EXECUTIVE CHANGE

Jim Boulton completed his time leading the airport in December 2013. In handing the baton on to me to carry for the next chapter in the airport's story, Jim handed me 'the best airport' to go on and build the 'best airport business' with. I would like to acknowledge Jim's leadership and effort in what have been very challenging conditions. I would also like to wish Jim well for the future.

CREATING OPPORTUNITY FOR OUR PLACE IN THE WORLD

It has been a pleasure joining the team at the airport and working through our recently completed strategy review process. This process has resulted in a new ten year strategy for the airport, entitled 'Real Growth 2025' or RG25. RG25 defines what success will look like for us, why we exist, what our mission is and what the journey will likely look like.

The first step for us in this process was to define what 'our place in the world' is; or, where to belong and why we belong there. Our place in the world came to have four parts to it; our airport, our city, our island and our country. As an airport, we have a positive role to play in all of these areas.

Airports and ports have large multiplier effects on the economies they serve. However their primary economic contribution can be two different parts of the same equation. For example:

PORT: Exports production – local products sent out for international consumption (and in LPC's case, an import function also).

AIRPORT: Imports consumption – international (and domestic) visitors brought in to consume local products and services.

For the airport, this means that for every one dollar the airport receives, the wider economy receives 50 dollars. Airports also deliver a number of wider benefits to the areas they serve, be it connecting businesses and people with the world, enabling high value freight activity, acting in the city and the country's interests for Antarctica, or providing a platform for small businesses to access markets they may not otherwise be able to access. This was an important aspect of how our team defined why the airport should exist - 'to relentlessly create opportunity for our place in the world'.

Our team engaged BERL Economics to assist in developing and validating a forward view for 'our place in the world' and what success for the airport, the city, the island and the country might look like over the next ten years. It was established that aspirational success for the airport means 8.5 million passengers p.a. by 2025 (currently 5.69 million). Moving from 5.69 million passengers p.a. to 8.5 million by 2025 would add circa \$1 billion in new GDP to the South Island (and New Zealand) and generate circa 10,000 new jobs in the wider economy.

In doing so, there is a need to be mindful that the airport must operate as a commercial enterprise and provide returns for its shareholders. The starting point for defining our mission as a business is recognising the starting line we are on - 'the best airport' - the events since 2010/11 and the need for the airport

to grow its shareholder returns as the post-quake era fades and the city rebuilds. Our team defined the mission as 'to be the best airport business'.

The journey to achieve this involves three parts and takes into account the impact of the quakes on our city, where in the rebuild our city is currently and the historic role in New Zealand's visitor economy that our city and our island has played. Our journey will focus on rebuilding and reclaiming to deliver real growth.

This combines to create our strategy – 'Real Growth 2025'.

FY14 IN REVIEW

As mentioned above, the numbers included in Volume Two of this report are the numerical outcomes of a wide range of effort and passion invested in our airport by our team, our partner companies and agencies who work together to make up Christchurch Airport.

This report highlights some of these stories and the people who helped us relentlessly create opportunity for our place in the world in the past year.

SUMMARY

FY14 showed pleasing progress on our rebuilding journey from pre-quake levels of activity. Across the business, growth was well balanced. I'd like to take this opportunity to thank the whole team at the airport for their on-going passion and support.

Real Growth 2025 focuses our energy and effort on moving forward and creating the best airport business over the next ten years, for all our stakeholders.

IT HAS BEEN A PLEASURE JOINING THE TEAM AT THE AIRPORT AND WORKING THROUGH OUR RECENTLY COMPLETED STRATEGY REVIEW PROCESS. THIS PROCESS HAS RESULTED IN A NEW TEN YEAR STRATEGY FOR THE AIRPORT, ENTITLED 'REAL GROWTH 2025'

SUCCESS

March 2025 / Issue 57

8.5 Million passengers p.a. | 1 Billion in new GDP | 10 Thousand new jobs

Christchurch Airport named best airport business

MISSION ACHIEVED

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RealGROWTH2025

THE JOURNEY

Re built,
reclaimed
real growth!

/ Page 04

WHY WE EXIST

To relentlessly create
opportunity for our
place in the world!

/ Page 05

HOW WE GOT HERE

TEAM FOCUS

- Our customers drive our actions
- Our place shapes our thinking
- Our people make our success

/ Page 06

GROWTH FOCUS

- Grow markets
- The right partners in the right places
- Passionate storytellers for our place in the world

/ Page 07

KAITIAKI FOCUS

- Responsible guardianship
- Productivity driven investment, management & outcomes
- Safety as a priority

/ Page 08

CHRISTCHURCH
AIRPORT
bringing the world South

2014

FINANCIAL SUMMARY

5.69m
PASSENGER
MOVEMENTS

3.5%

1.35m

INTERNATIONAL
PASSENGER
MOVEMENTS

3.6%

4.34m

DOMESTIC
PASSENGER
MOVEMENTS

3.4%

TOTAL
OPERATING REVENUE* **\$130.7m**

10.0%

OPERATING EBITDAF** **\$72.5m**

11.7%

SURPLUS

AFTER TAX AND BEFORE
DEFERRED TAX ADJUSTMENT

\$18.0m

3.5%

TOTAL DECLARED
DIVIDEND
FOR THE YEAR

\$7.6m

3.7%

This summary financial information should be read in conjunction with the full financial statements available in Volume Two of the Annual Report, online at www.christchurchairport.co.nz or on request.

* excludes fair value movements on investment properties

** earnings before interest, tax, depreciation, amortisation, and net unrealised fair value movements on investment properties

INVESTMENT
IN PROPERTY, COMMERCIAL
AND INFRASTRUCTURE PROJECTS

\$28.8m

**CURRENT
FUNDING**
FACILITIES IN PLACE

TOTAL
\$380m

**OVERALL
DEBT LEVEL**
AS AT 30 JUNE 2014

TOTAL
\$305m



CHRISTCHURCH AIRPORT

MARATHON
YACHTING WEEKEND
QUEEN'S BIRTHDAY WEEKEND

DEBT TO DEBT PLUS
EQUITY
RATIO OF
29%

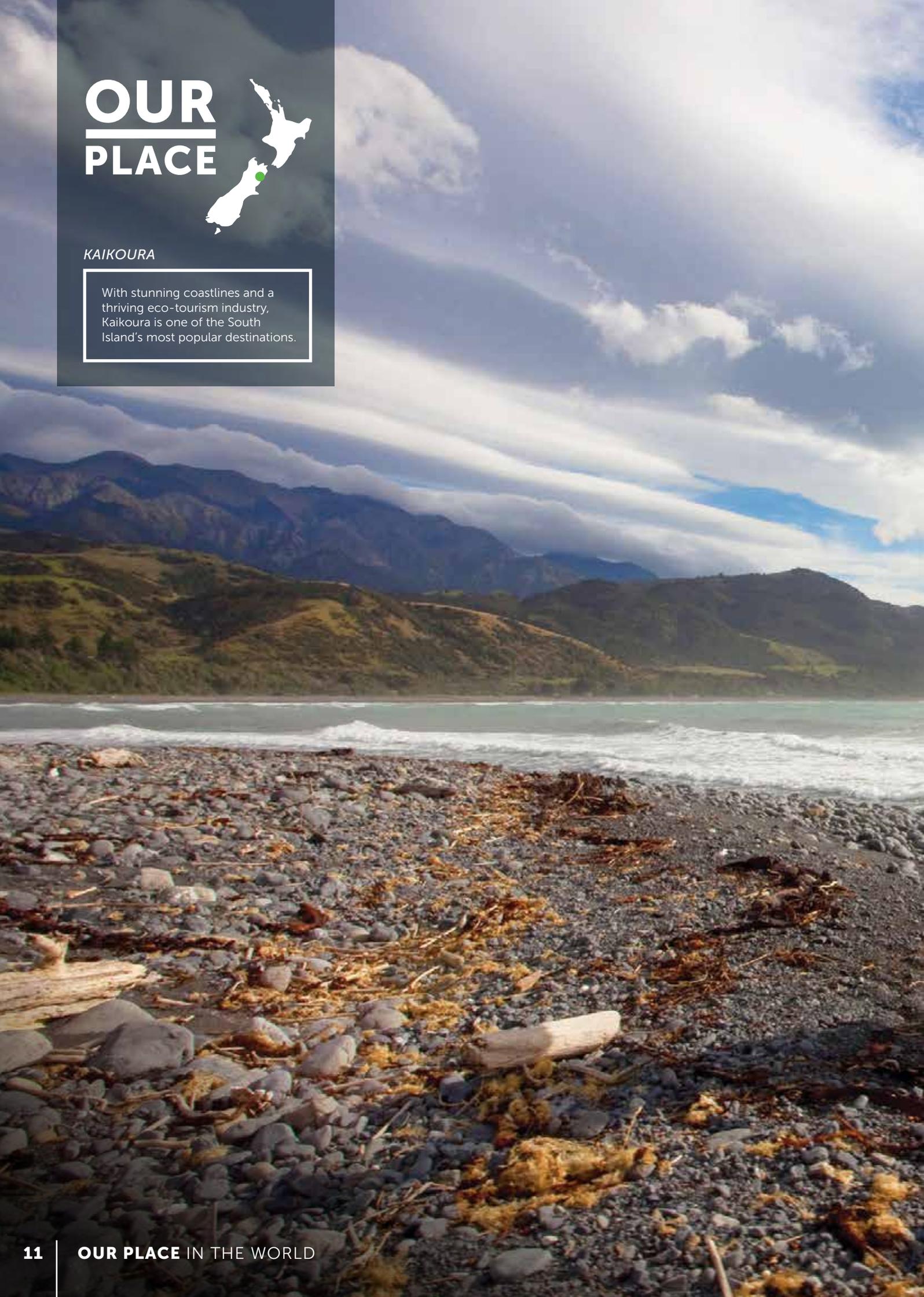
**SECOND
SUCCESSFUL
BOND ISSUE
RAISING
\$50m**
WITH 8 YEAR TENOR

OUR PLACE



KAIKOURA

With stunning coastlines and a thriving eco-tourism industry, Kaikoura is one of the South Island's most popular destinations.







TEAM:
TOURISM PARTNERSHIP

POSITIVE THINGS HAVE BEEN HAPPENING FOR LOCAL TOURISM, THANKS TO TEAMWORK AND INNOVATIVE THINKING.

We were grateful to see the Canterbury Tourism Partnership formed jointly in 2011 by the airport company, Christchurch City Council and the Ministry of Business Innovation and Enterprise, to provide some stability for Christchurch & Canterbury Tourism. At that point, we had lost our offices, so the offer of free office space within the airport seemed a good fit in more ways than one.

CTP, as it is known, has become invaluable in helping us solve post-quake dilemmas for tourists. I refer, for example, to cruise ships not being able to visit Lyttelton because of the damage at the port. Not having the cruise ships call here was unthinkable, so we found ways to accommodate the cruise ships at Akaroa.

City council assistance meant the Akaroa wharf was modified for the tender vessels to ferry cruise ship passengers to shore. CTP established a shuttle service to transfer visitors to activities, a building where we offer visitors information to convince them to take local tours or travel over the hill to Christchurch.

As a result of our collective efforts, we kept the cruise ships coming to Canterbury, which brings in \$18 million income for the region.

We're very keen to get Australians back to Christchurch and Canterbury – they've been a bit scarce since the quakes – so the partnership funds our marketing in Australia and helps us host

groups of Australian media to spread the word that we are open for business.

Christchurch Airport has become New Zealand's fastest growing entry point for Chinese visitors in recent months, so with CTP support we have worked with local businesses wanting to host and do business with those visitors correctly.

The funding and expert advice within the partnership allows us to be very active on social media sites in China, again offering information and advice to the many Chinese residents planning to come experience the South Island.

Cantabrians have been recognised in many ways in recent years for the way they pull together and support each other. I am grateful for the generous support we have had within this partnership, which has enabled us to keep Canterbury tourism strong.

“THE OFFER OF FREE OFFICE SPACE WITHIN THE AIRPORT SEEMED A GOOD FIT IN MORE WAYS THAN ONE.”

TIM HUNTER
 CEO Christchurch & Canterbury Tourism



TEAM: GOING BEYOND

PAM WYATT
*Customer Services Assistant
Air New Zealand*

PEOPLE WHO WORK AT CHRISTCHURCH AIRPORT SINCERELY CARE ABOUT THE PEOPLE THEY COME INTO CONTACT WITH.

There are many stories of staff going out of their way, often in their own time, to assist visitors. It's not uncommon to hear of staff taking stranded visitors home to dinner, or driving them somewhere.

I was awarded a Master Builders Business Hero Award after being nominated by a customer's mother. The customer was a young man flying from Christchurch to Auckland to catch a flight to Apia. His plan to withdraw his Samoan spending money in Auckland was foiled by the bank not being open when he arrived there.

His mother was already upset after her father's funeral the day before and asked me if there was anything I could do to help. I made a series of phone calls, which resulted in one of our

pilots on the next flight to Auckland agreeing to carry the spending money on the flight with him. I also arranged for another Air New Zealander in Auckland to meet the customer from his flight and escort him to meet the arriving pilot.

I was honoured and humbled by the award. It's just what I do, trying to do the right thing for the customer and there are a lot of people at the airport who go the extra mile to help out. In this case, I was pleased to help a very upset mother and her very worried son.

Air New Zealand's Go Beyond strategy has a strong focus on the customer, as does the airport company's One Team: Best Airport approach. Both companies work hard to make every journey memorable and the very best it can be.

TEAM:

THE BRIDGE BETWEEN SCHOOL AND CAREER



MANY PEOPLE FIND THE AIRPORT AN EXCITING PLACE TO VISIT, BUT FOR FOUR YOUNG PEOPLE, THE CHANCE TO BECOME CADETS HAS GIVEN THEM A BETTER EXPERIENCE THAN THEY DREAMED OF.

Laura, Sophie, Heath and James are our first four airBRIDGE cadets, on an 18-month training programme giving them skills and qualifications for a career in the operational areas of the aviation industry.

Laura and Heath came to the airport from year 13 at school, while Sophie and James had both completed a certificate in tourism, travel and business.

All four say the airport environment attracted them to the cadetship programme, with Heath considering a grounding in the airport as a useful start to his planned career as a pilot.

So what surprised them most in their first week on the job?

LAURA: How many companies are at the airport. Every day I find another one.

SOPHIE: The amount of walking I've done! There are a lot of places the public doesn't see, but in our role we need to know them all.

HEATH: How much goes on behind the scenes here. There are so many more people involved than I had imagined.

JAMES: What passengers see is nothing like what we see. At first, the airport seemed never-ending.

The four cadets work 11-hour shifts on a roster which gives them four days on and four days off. They all say working at the airport is "cool" – especially Sophie and James, who held the tape across the finishing line of the Christchurch Airport Marathon. Their day began in -5 degree conditions, but they were pleased they had more layers on than the runners wore!

If you know a young person who might like to become an airBRIDGE cadet, please check out the careers page at www.christchurchairport.co.nz

TEAM:

BUILDING LONG TERM RELATIONSHIPS

THE AIRPORT'S PROPERTY TEAM
BUILDS NOT ONLY BUSINESS PREMISES,
BUT ALSO LONG-TERM PARTNERSHIPS
WITH OUR CUSTOMERS.

So when SB Global Logistics, a longtime customer, began talking to us about expansion plans, we were keen to offer solutions.

The company had a number of considerations to resolve, not least the need to find a site which would allow future expansion. Another specific issue concerned a particular piece of equipment and the third was purely a matter of timing.

It took some time, but we focussed on understanding the challenges and eventually found solutions, so put a package together to make the project happen.

SB Global Logistics' director Stephen Bateman has told me the company is very happy with the delivery of the new building. Like me, he is pleased the building has been built for the future, was completed on time and within budget.

As we turn our attention to future developments, we keep front of mind the relationships business is built on.

DEAN CHRISTIE
Property Project Manager

From left: Blair Forgie (CIAL), Stephen Bateman (SB Global Logistics), John Raso (CIAL), Reon Edwards (SB Global Logistics), Dean Christie (CIAL).

TEAM:

ONE TEAM, BEST AIRPORT

RECOGNITION HAS COME IN MANY FORMS FOR CHRISTCHURCH AIRPORT AND THE MANY BUSINESSES WHO OPERATE AT THE AIRPORT, BUT HERE ARE A FEW OF THE MORE FORMAL RECOGNITIONS:



NEW ZEALAND AIRPORT AWARDS

In what's believed to be a first, Christchurch Airport won all three major awards at the New Zealand Airport Awards – including New Zealand Major Airport of the Year.

The airport also won Airports Project of the Year and its then-Chief Executive, Jim Boulton, was named New Zealand Aviation Personality of the Year.

The awards' judges commended Christchurch Airport not only on its ambitious and innovative new terminal building, but also for its commitment to passenger satisfaction, environmental sustainability, aviation safety and reliability.

They also considered evidence that for the previous seven quarters, independently surveyed travellers had declared Christchurch Airport the best airport in Australasia.

ENGINEERING INNOVATENZ AWARDS

The energy efficient heating and cooling system in the terminal won a Gold Award of Excellence at the Innovatenz Awards (engineering). The award from the Association of Consulting Engineers New Zealand Ltd was "given in recognition of an outstanding project, namely Christchurch International Airport mechanical services and artesian heating and cooling".

CHAMPION CANTERBURY WORKPLACE SAFETY AWARD 2014

VisaABILITY is our new in-house Health and Safety real-time reporting system, mentioned elsewhere in this report. The system has been nominated (at time of writing) for the Champion Canterbury Workplace Safety Award 2014.

AAGSC 2013 SAFETY AWARD

Safety standards were also acknowledged in the awarding of the Australian Aviation Ground Safety Council (AAGSC)'s 2013 Safety Award. This award acknowledges the most outstanding contribution to the advancement of aviation ground safety in any year and was a fitting tribute to the high standards set by Graham Quate over his decades of service to the airport (see story elsewhere).

CANTERBURY ARCHITECTURE AWARDS 2014

Two projects at Christchurch Airport received 2013 Canterbury Architecture Awards. The Integrated Terminal Project was recognised in the Commercial category. The Regional Terminal was recognised in both the Commercial and Interior Architecture categories.



INTERNATIONAL AIRLINE COMMUNITY **ROUTES AWARDS**

Christchurch Airport was recognised by the global aviation community in this year's 'Routes Awards' in what are highly regarded airport awards in the airline community.

The airport was 'highly commended' for international marketing and judged global runner-up for international airports between four and 20 million passengers. Voting and judging of the Routes Awards is by the international airline community. Abu Dhabi International Airport won the category and went on to win the overall award for all airports globally.



AWARDS FOR **AIR NEW ZEALAND**

Another successful year for airline partner Air New Zealand with five key awards. The airline was awarded the title of the Airline of the Year 2013 by AirlineRatings.com, a popular international travel site.

Air New Zealand also won Australasia's Leading Airline Lounge at the 2013 World Travel Awards for its lounge at Christchurch International Airport. Other awards included Best Premium Economy Class and Best Premium Economy Class Seats at the 2014 World Airline Awards and Australia's Leading Airline at the 2013 World Travel Awards.



CLEANING INDUSTRY **CLEAN SWEEP AWARDS**

Our airport cleaning partner, OCS, won a very special award, recognising the work they do to keep us looking sharp. The Clean Sweep Awards are referred to as the "Oscars of the building services industry". They recognise the contributions of the cleaning industry – vital work carried out every day and all year round for businesses in Kiwi communities. OCS won three awards this year – ours was for the Industrial Space category.

TEAM: CUSTOMERS DRIVING CHANGE

ANNA POWELL
Commercial Business
Development Manager



Transport Information

The Loop	Pay Station
Express Park	Rental Car pick-up
Short Stay	Rental Car transfers
Long Stay	Taxis
Valet	Supershuttle
Goodfarn	Courtesy Shuttle
	Buses
	Airport Hooper
	Mobility parking
	Parent parking
	Motorcycle parking
	Cycle parking



ASKING ONE SIMPLE QUESTION LED TO A YEAR-LONG PROJECT AND A HUGE CHANGE.

When I joined the airport company, one of the first questions I asked was “What do people want when they park here?” To answer this, we had to put our customer at the heart of the process.

The answer came from a team of us asking almost 1600 visitors to the airport that very question, right down to sitting in the back seat of their cars (with their permission, of course) to understand their decisions as they chose where to park at the airport.

They told us clearly their parking priorities at the airport are choice, cost and convenience – and they wanted much clearer signage. We found it all very valuable information.

It took us a while to shape this into a workable outcome, which came on June 9, with a range of new car parking products, to give travellers the things they told us they want. The changes we made included new car parking choices, competitive pricing structures, new signage and colour coding all the parks to better delineate the different areas.

We also built a new car park called the EconoPark, for people travelling on a budget or wanting to park at the airport for longer periods of time; we extended the free parking time to 15 minutes (the longest offered at any major airports in New Zealand) in the Express Park (the car park building next to the terminal); and added more mobility parks and new family parks, as well as a bike park - all in direct response to feedback.

Visitors gave us their thoughts on the drop-off area under the car park building too. As a result, we re-named it The Loop, painted

it white and made it like drop-off zones at international airports I studied - drivers are only allowed to stop long enough to let someone out of their car or collect someone waiting on the footpath. No waiting or parking.

We’ll make more changes as we continue to work out how to give people what they asked for. We’re in the process of freeing up some parking spaces on Orchard Road and the next stage of the parking makeover is online pre-booking. In time, I can see that allowing visitors to pre-order a number of products and services to ensure happy travels, so I’m sure the questions haven’t stopped yet.

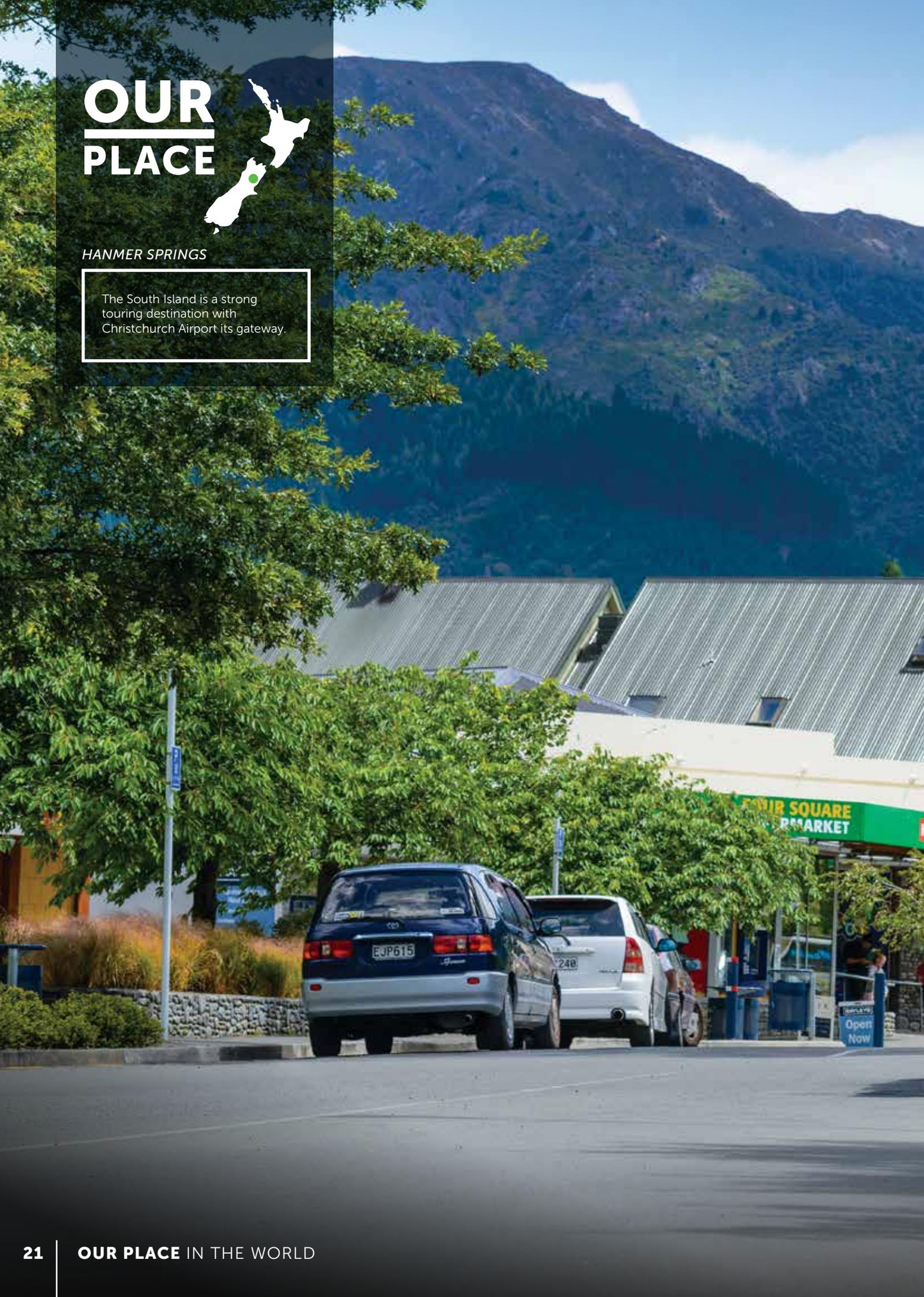
“WHEN I JOINED THE AIRPORT COMPANY, ONE OF THE FIRST QUESTIONS I ASKED WAS ‘WHAT DO PEOPLE WANT WHEN THEY PARK HERE?’ TO ANSWER THIS, WE HAD TO PUT OUR CUSTOMER AT THE HEART OF THE PROCESS.”

OUR PLACE



HANMER SPRINGS

The South Island is a strong touring destination with Christchurch Airport its gateway.





GROWTH: KIA ORA SOUTH



SCOTT CALLAWAY
*General Manager
Trade Development and Marketing*

WHO BETTER THAN A NGAI TAHU WARRIOR TO INTRODUCE SOUTHERN CHINESE TRAVEL AGENTS TO THE SOUTH ISLAND?

The old adage about taking the mountain to meet the master also came into play when that warrior and 20 South Island tourism operators went to Guangzhou to make the introduction.

We organised the delegation in association with Tourism New Zealand. It was called "Kia Ora South" and was made up of representatives of major activities and attractions, regional tourism organisations and accommodation providers.

Our visit offered information to 50 sales staff from China Southern Airlines and 100 travel agents from the Guangdong region who wanted to know more about the South Island, its natural features and tourism opportunities.

The delegation followed and complemented a series of workshops we had held across the South Island. The "Becoming China Ready" workshops offered southern business and tourism operators practical understanding and tips on offering best service for Chinese visitors.

The workshops were offered by 'South', a South Island wide strategy facilitated by Christchurch Airport, in conjunction with the 13 Regional Tourism Organisations, to collectively promote the entire South Island as a tourism destination.

"OVER THE PAST 12 MONTHS CHRISTCHURCH AIRPORT BECAME THE FASTEST GROWING ENTRY POINT FOR CHINESE VISITORS."

Chinese travellers now make up the second largest number of travellers into New Zealand and over the past 12 months Christchurch Airport became the fastest growing entry point for Chinese visitors. I am sure this market will grow. The South Island has what these travellers want to see – mountains, lakes, glaciers, wide open spaces, big blue skies – and travellers come looking for the places they see in the travel brochures.

We ourselves continue to become China ready. Ours was the first New Zealand airport to introduce multi-lingual signage into the terminal, as a way to ensure visitors from Japan, Korea and China felt welcomed to the South Island.



*From top: China Southern Airlines arrives in Christchurch;
a Ngai Tahu warrior visits China;
Guangzhou travel agents attend "Kia Ora South".*

GROWTH: **SOUTH BAR & CAFÉ** ONE OF THE **BEST**

STEVE HAGERTY

*Manager HMSHost and
"South Bar and Café"*

ONE PART OF OUR NEW TERMINAL WITH A BIG PERSONALITY IS "SOUTH BAR AND CAFÉ", SO WE WERE DELIGHTED WHEN IT WAS THIS YEAR NAMED ONE OF THE BEST AIRPORT BARS IN THE WORLD.

It was the only Southern Hemisphere finalist in the Airport Food and Beverage Awards (FAB Awards) and was named alongside airport bars in Ibiza, Dubai, Amsterdam, Chicago and London.

I believe the appeal of the bar is simple. It reflects many of the best things about the South Island. It highlights many of the iconic South Island images travellers come to New Zealand to see. The bar offers different zones, so visitors find a spot to suit their taste – literally. It might be formal dining in our Stone Room, a wire basket of rosemary flavoured fries at the bar, or tapas with views over the airfield, all served up with famous southern hospitality.

GROWTH:

MEMORIAL AVIATION SCHOLARSHIP

LUCY MITCHELL HAS HAD A FASCINATION WITH AVIATION FROM A YOUNG AGE. SHE IS NOW AN AIR TRAFFIC CONTROLLER DEDICATED TO UNDERSTANDING HUMAN FACTORS INVOLVED IN AVIATION SAFETY.

That combination saw her named the inaugural winner of the Jilly Murphy Scholarship for Aviation Safety.

The scholarship, offered jointly by Airways New Zealand and Christchurch Airport, is provided in memory of Jilly Murphy, an air traffic controller at the Christchurch Airways tower, who died in central Christchurch during the earthquake of 22 February, 2011.

I knew Jilly personally and was one of many in the airport community deeply upset by her loss in the quake. We wanted to find a way to remember Jilly and honour the dedicated work she did so very well and was so passionate about. The airport company and Airways agreed to offer a scholarship in Jilly's honour to provide a fitting memorial for our much loved

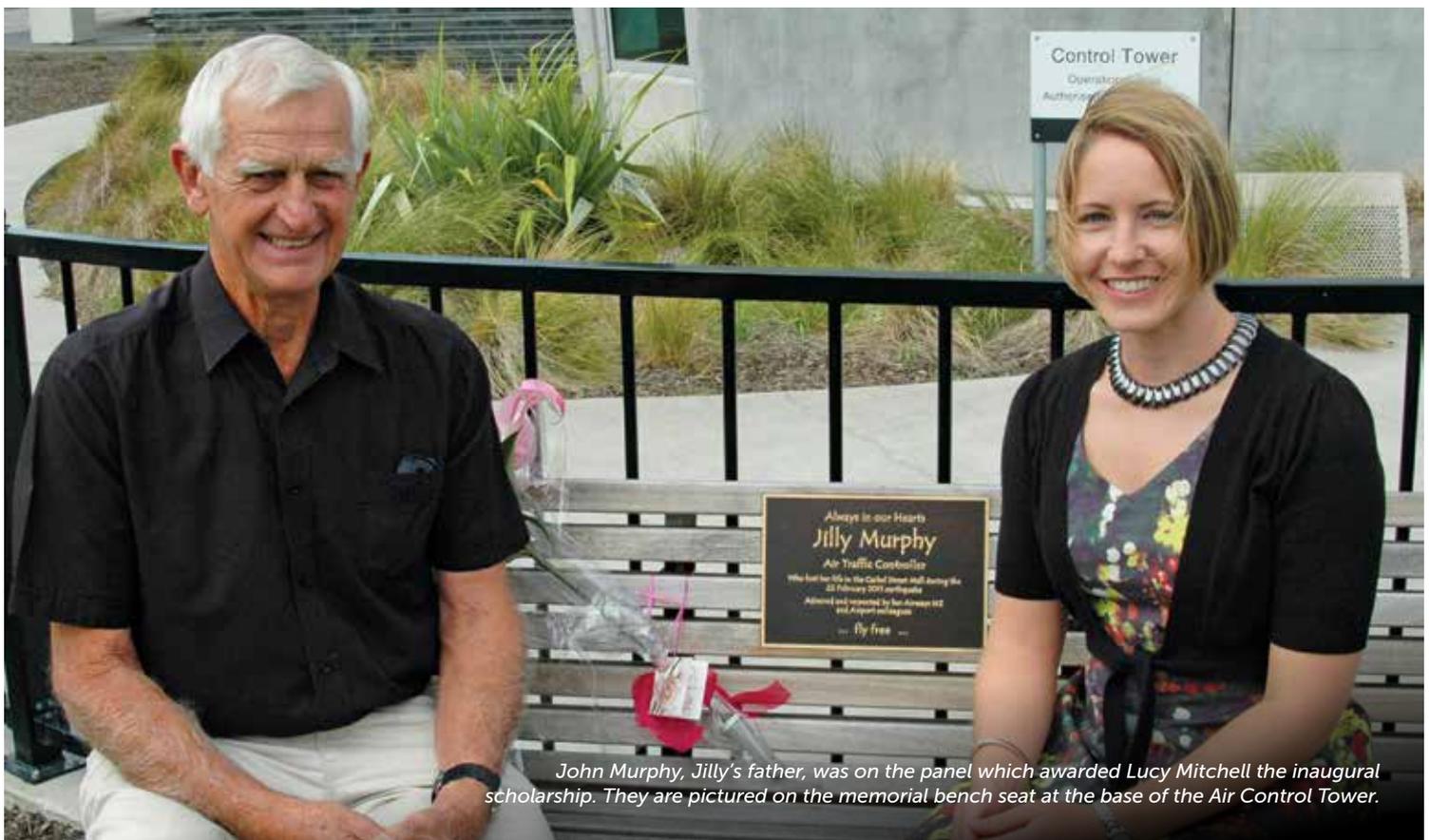
and respected colleague and approached her father John to help us select a worthy recipient.

When we met her, Lucy demonstrated an obvious and enthusiastic passion for aviation safety. Her very strong interest in human factors related to safe operations was very compelling and it was clear to the selection panel that she thinks about aviation safety every day.

She told us her background in the British Royal Air Force shaped her desire for the very highest standards of air traffic controlling and developed her awareness for identifying safety issues. She spent five years with the air force and joined our airport community in 2010.

The scholarship prize of \$5000 is now helping fund the Master of Science in Ergonomics and Human Factors Lucy intends to complete in her spare time between her shifts at Airways.

ANDY LESTER
Chief Operating Officer



John Murphy, Jilly's father, was on the panel which awarded Lucy Mitchell the inaugural scholarship. They are pictured on the memorial bench seat at the base of the Air Control Tower.

GROWTH:
**SPITFIRE
 SQUARE**

WE'VE BEEN TALKING ABOUT IT FOR A WHILE NOW, BUT I AM REALLY ENERGISED THAT WE ARE MAKING REAL PROGRESS TOWARDS DEVELOPING SPITFIRE SQUARE, THE RETAIL PRECINCT ON MEMORIAL AVENUE. THE SITE FOR THE DEVELOPMENT IS NOW CLEAR AND WE ARE GETTING INQUIRIES FROM PEOPLE KEEN TO BE PART OF IT.

Our team has been involved in discussions for about 18 months now with Progressive Enterprises and a Countdown supermarket will be the anchor tenant for the square.

Of course, I'm not the only one delighted to have this company as a partner in the development – we have more than 6000 employees working for various companies on the airport campus

and many of them are looking forward to being able to stop in at the supermarket (and other stores) on their way to and from work. As are the thousands of campervan visitors. The square will have special oversized parks for campervans, so visitors can stock up before heading off to explore the South Island.

Countdown's General Manager for Property, Adrian Walker, has told me the Countdown supermarket will create up to 100 new jobs. Great news for Christchurch!

Adrian says Christchurch is a city Progressive Enterprises is committed to employing and investing in, so it is looking forward to putting a local team together ahead of the opening. They'll start recruiting about 12 weeks ahead of the opening, due for the middle of next year.

Spitfire Square will also offer restaurants, cafes, a hairdresser, florist, book store and other specialty retail.

BLAIR FORGIE
Chief Commercial Officer





GROWTH:
**TWO AIRPORTS
 ONE AIRLINE**

MEL WONG

Visitor & Trade Development Manager

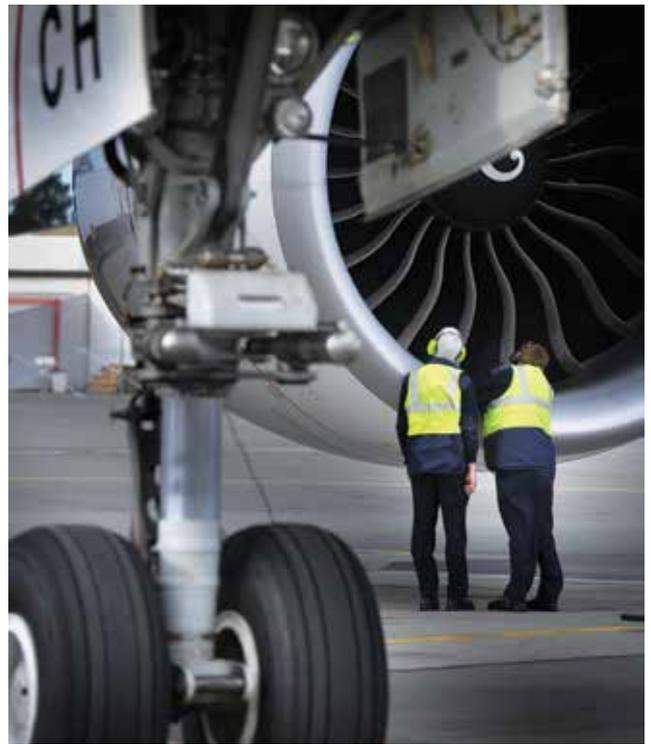
Last summer's new direct service between Christchurch and Perth was welcomed by a lot of people, but one group especially pleased was the Western Australian travel agents.

About four months before the service began in December, an enthusiastic group of 15 representatives from regional tourism organisations and tourism operators travelled to Perth, to remind the travel agents of the South Island's stunning regions and what they have to offer.

As so often happens with this kind of work, we had a great team of people alongside us – Air New Zealand, Tourism New Zealand and Perth airport all played their part to help us get there, with all our promotional material, South Island food, wine and mementos.

Perth is a little further away than other Australian cities, so doesn't often get a lot of New Zealand operators travelling to visit, so our visit was very well received. Although the weather was awful on the night of our event, more than 100 travel agents turned up to learn about the South Island.

We ran a series of short seminars, with each area of the South Island showcased. The idea clearly worked - the initial summer service was so well used, it will be back again this coming summer. We will head back again then too, as many of the WA travel agents who missed us last time want to hear about the South Island and all we have to offer.



GROWTH:
**WORLD CLASS
 & KEEPING IT HERE**

BLAIR FORGIE

Chief Commercial Officer

A joint effort by Christchurch City Council, Christchurch Airport, Air New Zealand and Pratt & Whitney saw a world-class company not only stay in Christchurch, but also invest in its future here.

Christchurch Engine Centre is an aircraft engine servicing company that does maintenance work on aircraft and jet-engines, specifically the engines on the popular Airbus A320 aircraft.

In the past two years, we've seen the company confirm its commitment to Christchurch and the 300 staff it employs here, and expand its jet servicing facilities at the airport.

When the company needed new premises, we started working with them to make the expansion possible and as seamless as possible – after all, there's a lot of specialised machinery to accommodate while keeping the business operating. The company took an existing building, which they have since redeveloped and extended.

For everyone involved, this was a successful outcome. The economic benefits of having such a specialised company here, keeping about 300 local people employed and working to an international standard, cannot be underestimated.

The collegial work from the various parties which came together to keep this facility here is testament to the centre's capabilities and important role in international aviation and we are delighted to have played a part in keeping the business in this city.

OUR PLACE



ABEL TASMAN

The South Island has a broad offering from towering mountains to white sandy beaches.





KAITIAKI: SERIOUS ABOUT **HEALTH & SAFETY**



KATRINA KING
Manager Health & Safety



AFS Fire Officer Cam Kenyon leads first aid training for airport staff.

SOME PEOPLE MIGHT SEE A DRAMATIC INCREASE IN REPORTED NEAR-MISSES AS SOMETHING TO SCRUTINISE, BUT I SEE IT AS SOMETHING TO CELEBRATE.

I'm the airport company's Manager of Health and Safety and have been one of the team which introduced a new system called visABILITY.

The reason for the fantastic increase in reporting is the new system, which makes real-time reporting easy. We operate in a multi-user 24/7 operational environment, with a managed risk workplace, but it's very important for us to know about near-misses and hazards.

visABILITY means we can be proactive in addressing airport hazards before they become accidents. Staff report near-misses and hazards through the visABILITY website, usually in real time on their company iPhones and iPads.

We are determined to use technology to reduce barriers to reporting and have seen a 100% increase in near-miss reporting across the campus since visABILITY was introduced, as well as a marked increase in hazard reporting. We prioritise and investigate them, with follow-up actions assigned and reviewed by the Health and Safety team.

Our training staff lead on-going training. The Airport Fire Service is approved to deliver on-site first aid training, which businesses on the campus like because their staff can get first aid training in a convenient location by people they know.

Airport Services staff regularly train tenants to become fire wardens and take them through the evacuation procedures. One of our online training modules is dedicated to evacuation procedures and all staff, contractors and many tenant staff complete this before working on site.

"I'M PROUD TO KNOW THE WORK WE HAVE DONE AT THIS AIRPORT WILL HELP KEEP NOT ONLY OUR CUSTOMERS SAFER, BUT CUSTOMERS AND TRAVELLERS IN MANY OTHER AUSTRALASIAN AIRPORTS SAFER TOO."

I believe CIAL's commitment to innovation is demonstrated through developing the visABILITY website, which has increased near-miss and hazard reporting, to allow increased proactive safety management.

We can now address hazards before they harm anyone, which is crucial to effective Health & Safety management and at the core of risk reduction. The airport company is part of the Australasian Airports' Safety Forum and other airports have been very keen to learn about our visABILITY website-based innovation.

I'm proud to know the work we have done at this airport will help keep not only our customers safer, but customers and travellers in many other Australasian airports safer too. It has also been a thrill to have visABILITY named as a finalist in the Champion Canterbury Workplace Safety awards and see the importance we place on health and safety recognised.

KAITIAKI:

AWESOME PLACE TO WORK

THERE'S NO DOUBT AN AIRPORT IS A GREAT PLACE TO WORK AND OUR TEAM IS BEST SUMMED UP AS AN AWESOME BUNCH DOING COOL STUFF. IN THIS AIRPORT'S CASE, WE HAVE WON AWARDS AND RATED WELL IN SURVEYS TO REINFORCE THAT.



KEN
McANERGNEY



GRAHAM QUATE

There's the staff engagement survey which showed our staff as highly engaged and the most improved in the country, as well as the independent international survey which has rated this airport the best in Australasia for the past ten quarters.

But from where I sit, the best indicator is the dedicated service shown by some of our longest serving staff.

This year we farewelled Graham Quate, after 37 years of service to the airport and saw Ken McAnergney reduce his hours, working towards retirement after decades here too.

Graham and Ken are legends around here. Graham has enjoyed a career devoted to providing for the current and future needs of the airport and its airline customers. He knew everything about everything happening on the tarmac and worked collegially with all the airlines and staff.

While Graham cared for the 'big birds', Ken has kept his eyes on the smaller ones to keep the big ones safe. Ken's specialty is monitoring and managing the bird hazards. He knows where local populations of birds are living and feeding and whether they are likely to fly across the big birds' flight paths and pose a risk to the travelling public.

Graham and Ken are not the only two long servers here, but they are great and passionate contributors to the airport,

and excellent characters to have in the team. I look forward to recruiting more like them in the years to come and am already seeing the same passion in our new recruits and young cadets.

"I LOOK FORWARD TO RECRUITING MORE LIKE THEM IN THE YEARS TO COME AND AM ALREADY SEEING THE SAME PASSION IN OUR NEW RECRUITS AND YOUNG CADETS."

LENORE STEVENSON
Manager Human Resources

KAITIAKI:

ENERGY EFFICIENCY

MIKE PARKER

Manager Terminal Facilities

NEXT TIME YOU WALK THROUGH THE TERMINAL BUILDING, SPARE A THOUGHT FOR THE WATER KEEPING YOU WARM OR COOL.

It's not something you'll ever see, but is a system some describe as 'a shining example' of an energy efficient artesian heating and cooling system.

Using artesian water like this is a cost effective and long-term solution, as well as energy efficient and easy on the environment. There are a lot of clever environmental processes designed into the airport terminal, but what some people call the 'jewel in the crown' is the artesian heating and cooling system, which sits on top of the building. We take heat from, and put it back into, the artesian water (under the ground) flowing in the aquifer underneath us.

The water is 14degC all year round, kept this way by Mother Earth. Using the water like that can reduce or even avoid the need for mechanical refrigeration. If we need more cooling or heating, the artesian water can become part of a refrigeration system using chillers as natural heat pumps. We can re-use any heat produced as a by-product of cooling water to supply heating - and vice versa.

It's all pretty clever. It recovers and redistributes heating and cooling energy around the building very efficiently and keeps everyone comfortable. A win-win.



KAITIAKI: DOWN TO EARTH



The Propel grounds team completes another landscaping contract.

IF YOU WANT TO SEE PRIDE AND PASSION IN ACTION, LOOK NO FURTHER THAN OUR GROUNDS TEAM.

The eight keen landscape maintenance and civil construction guys design, build, plant and tend the airport's greenscape, but also do a lot more.

The green-thumbed guys bring a wealth of knowledge to the airport campus. They work in areas around the terminal building, Antarctic programme, temporary office park, Dakota Park and airport tenancies, but also do private work further afield, including commercial and private residential landscape design and construction. The area of design/build landscape construction is an area this team really enjoys and is becoming well known for.

We cover a wide variety of skills and services, from footpath construction to airfield equipment installations, auto/electric gates to fence construction and, of course, landscape construction and maintenance.

The current Propel Grounds team is a relatively new group, focussed on customer satisfaction, excellent service and making our work affordable for customers. Our strong relationship with various airport teams, including Property and Planning, mean we can make the airport greenscape look great. We like people enjoying the garden plots we create and really enjoy being creative with our plantings.

In recent times, we have been competing for work – and getting it. We successfully tendered for landscaping work at SB Global Logistics in Dakota Park, as well as new builds at the new Econopark, Apex rentals and garden makeovers for Hertz, Aviation House and Kingspan.

We're definitely not scared of getting our hands dirty and expect blooming good results.

TIM MORRIS

Manager Operations and Assets Services

KAITIAKI: JUST ONE SYSTEM



From left: Micah Radford, Jocelyn Robb, Sue Culham, Julie Hawkins-Cochrane.

“OUR NEW INTEGRATED SYSTEM CALLED JOS (JUST ONE SYSTEM) IS THE RESULT OF A HUGE PROJECT BY A TEAM OF DEDICATED STAFF, WHO SPENT DAYS AND NIGHTS OVER THE LAST YEAR DESIGNING, CONFIGURING, THEN IMPLEMENTING IT.”

MICAH RADFORD
Finance Manager

IF YOU DO BUSINESS WITH THE AIRPORT COMPANY, YOU MAY BE AWARE OF OUR NEW INTEGRATED FINANCE SYSTEM INSTALLED IN RECENT MONTHS.

Our new integrated system called JOS (Just One System) is the result of a huge project by a team of dedicated staff, who spent days and nights over the last year designing, configuring, then implementing, it.

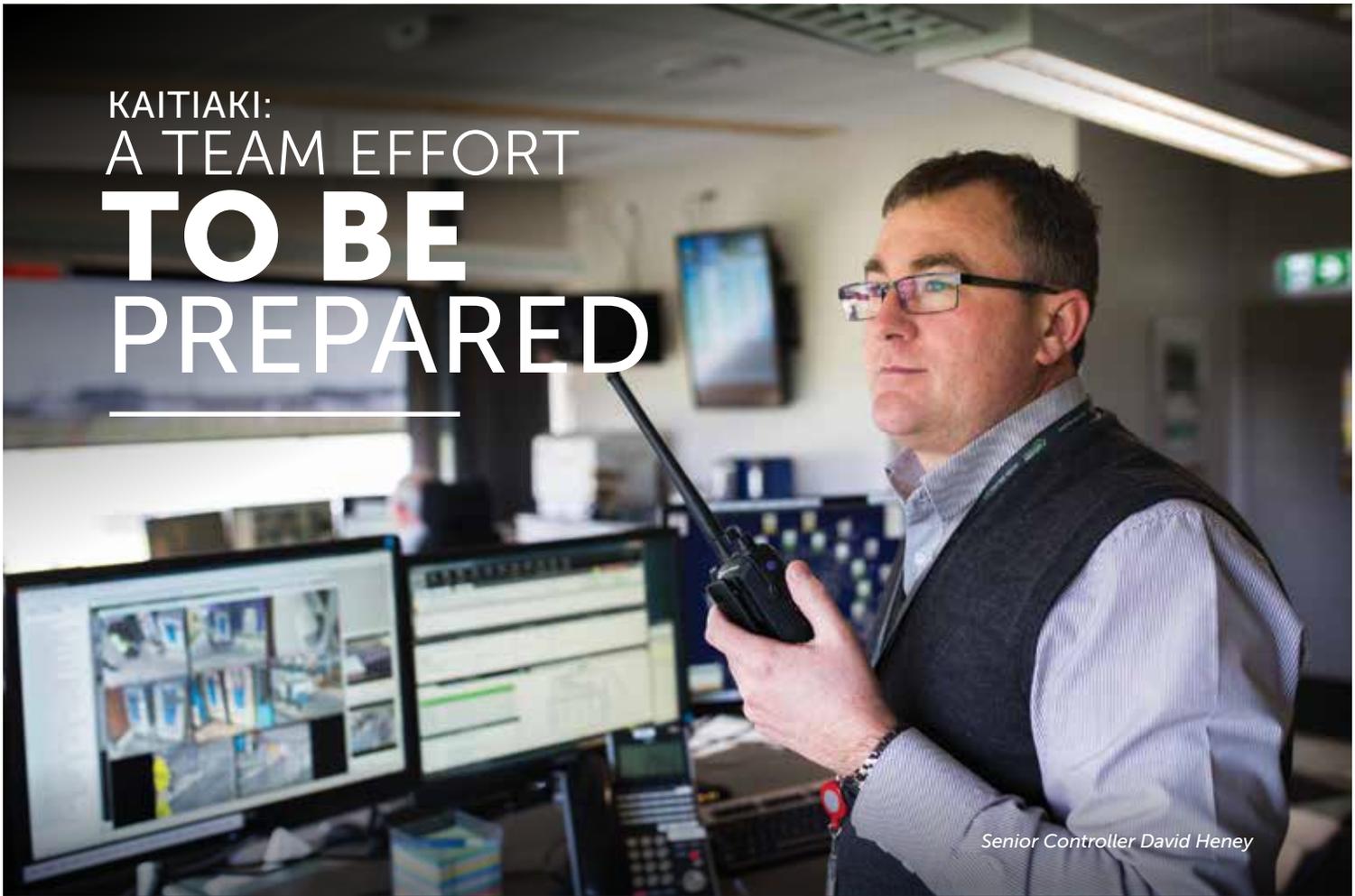
The new system brought together the way Christchurch International Airport Limited manages itself across all business units and all teams. Previously stand alone processes and systems from around the business have now been fully integrated into a single consistent platform.

Project JOS brought the whole company into the same system, which meant changes and training sessions were required across the business, whether staff were managing money in or money out. Our new system positions the company to meet future business needs through this major new technology platform.

The new system went live at the beginning of the new financial year, so the timing added another layer of complexity which the members of the team tell me was managed by their consumption of vast amounts of chocolate!

We are already seeing the benefits of Project JOS, with standardised processes across the business, increased automation and improved accuracy, productivity, reporting and analysis.

KAITIAKI: A TEAM EFFORT TO BE PREPARED



Senior Controller David Heney

WHEN AN EMERGENCY SITUATION IS DECLARED AT CHRISTCHURCH AIRPORT, BE IT FOG, SNOW OR WORSE, IDENTIFIED STAFF MAKE THEIR WAY – OFTEN CALLED OUT OF THEIR WARM BEDS – TO WHAT IS KNOWN AS THE EMERGENCY OPERATIONS CENTRE, OR EOC.

The EOC brings together all the emergency services – including police, fire, St John, Search and Rescue, border agencies - and airport staff relevant to what is happening, to evaluate and respond, find solutions for and communicate the situation.

You will appreciate the EOC has been pressed into action several times in the past four years, albeit for non-aviation reasons, so this year a new permanent EOC has been created, slightly away from the airport terminal but still on the campus.

The new facility is the best purpose-built EOC around and the result of many airport staff working together to give the emergency services top-notch surroundings from which to do what is often pretty tough work.

As one of the emergency service providers consulted, it was a pleasure to see how CIAL's teams worked together – the planners, the carpenters, electricians, the air conditioning guys, the IT team, the operations team and many others – to turn an existing building into one to suit this important new service. Around here, they call it One Team : Best Airport – in other words, everyone using their skills to get a job done.

We run our scheduled training exercises in the EOC to ensure we have the right people doing the right thing at the right times. We know it is exactly what we need and we're all very proud of it.

SERGEANT BRIAN KENCH
Officer in Charge, Airport Police

“THE NEW FACILITY IS THE BEST PURPOSE-BUILT EOC AROUND AND THE RESULT OF MANY AIRPORT STAFF WORKING TOGETHER TO GIVE THE EMERGENCY SERVICES TOP-NOTCH SURROUNDINGS FROM WHICH TO DO WHAT IS OFTEN PRETTY TOUGH WORK.”

OUR PLACE



WEST COAST

The South Island's West Coast is growing in popularity as a biking destination.







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OUR --- PLACE