# ANNUAL REPORT









2022





#### INDEPENDENT AUDITOR'S REPORT

# TO THE READERS OF DESTINATION WESTLAND LIMITED'S FINANCIAL STATEMENTS AND PERFORMANCE INFORMATION FOR THE YEAR ENDED 30 JUNE 2022

The Auditor-General is the auditor of Destination Westland Limited (the company). The Auditor-General has appointed me, Bruce Loader, using the staff and resources of Ernst & Young, to carry out the audit of the financial statements and performance information of the company on his behalf.

#### **Opinion**

We have audited:

- the financial statements of the company on pages 5 to 8 and 11 to 25, that comprise the
  statement of financial position as at 30 June 2022, the statement of comprehensive income,
  statement of changes in equity and statement of cash flows for the year ended on that date the
  statement of accounting policies and the notes to and forming part of the financial statements
  that include other explanatory information; and
- the performance information of the company on pages 9 and 10.

#### In our opinion:

- the financial statements of the company on pages 5 to 8 and 11 to 25:
  - o present fairly, in all material respects:
    - its financial position as at 30 June 2022; and
    - its financial performance and cash flows for the year then ended; and
  - comply with generally accepted accounting practice in New Zealand in accordance with New Zealand equivalents to International Financial Reporting Standards Reduced Disclosure Regime; and
- the performance information of the company on pages 9 and 10 presents fairly, in all material respects, the company's actual performance compared against the performance targets and other measures by which performance was judged in relation to the company's objectives for the year ended 30 June 2022.

Our audit was completed on 3 November 2022. This is the date at which our opinion is expressed.

The basis for our opinion is explained below. In addition, we outline the responsibilities of the Board of Directors and our responsibilities relating to the financial statements and the performance information, and we explain our independence.



#### Basis for our opinion

We carried out our audit in accordance with the Auditor-General's Auditing Standards, which incorporate the Professional and Ethical Standards and the International Standards on Auditing (New Zealand) issued by the New Zealand Auditing and Assurance Standards Board. Our responsibilities under those standards are further described in the Responsibilities of the auditor section of our report.

We have fulfilled our responsibilities in accordance with the Auditor-General's Auditing Standards.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

## Responsibilities of the Board of Directors for the financial statements and the performance information

The Board of Directors is responsible on behalf of the company for preparing financial statements that are fairly presented and that comply with generally accepted accounting practice in New Zealand. The Board of Directors is also responsible for preparing the performance information for the company.

The Board of Directors is responsible for such internal control as it determines is necessary to enable it to prepare financial statements and performance information that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements and the performance information, the Board of Directors is responsible on behalf of the company for assessing the company's ability to continue as a going concern. The Board of Directors is also responsible for disclosing, as applicable, matters related to going concern and using the going concern basis of accounting, unless the Board of Directors intends to liquidate the company or to cease operations, or has no realistic alternative but to do so.

The Board of Directors' responsibilities arise from the Local Government Act 2002.

## Responsibilities of the auditor for the audit of the financial statements and the performance information

Our objectives are to obtain reasonable assurance about whether the financial statements and the performance information, as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion.

Reasonable assurance is a high level of assurance but is not a guarantee that an audit carried out in accordance with the Auditor-General's Auditing Standards will always detect a material misstatement when it exists. Misstatements are differences or omissions of amounts or disclosures and can arise from fraud or error. Misstatements are considered material if, individually or in the aggregate, they could reasonably be expected to influence the decisions of readers, taken on the basis of these financial statements and the performance information.

For the budget information reported in the financial statements and the performance information, our procedures were limited to checking that the information agreed to the company's statement of intent.

We did not evaluate the security and controls over the electronic publication of the financial statements and the performance information.



As part of an audit in accordance with the Auditor-General's Auditing Standards, we exercise professional judgement and maintain professional scepticism throughout the audit. Also:

- We identify and assess the risks of material misstatement of the financial statements and the performance information, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- We obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the company's internal control.
- We evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Board of Directors.
- We evaluate the appropriateness of the reported performance information within the company's framework for reporting its performance.
- We conclude on the appropriateness of the use of the going concern basis of accounting by the Board of Directors and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements and the performance information or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the company to cease to continue as a going concern.
- We evaluate the overall presentation, structure and content of the financial statements and the performance information, including the disclosures, and whether the financial statements and the performance information represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the Board of Directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Our responsibilities arise from the Public Audit Act 2001.

#### Other Information

The Board of Directors is responsible for the other information. The other information comprises the information included on pages 1 to 4, but does not include the financial statements and the performance information, and our auditor's report thereon.

Our opinion on the financial statements and the performance information does not cover the other information and we do not express any form of audit opinion or assurance conclusion thereon.



In connection with our audit of the financial statements and the performance information, our responsibility is to read the other information. In doing so, we consider whether the other information is materially inconsistent with the financial statements and the performance information, or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on our work, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

#### Independence

We are independent of the company in accordance with the independence requirements of the Auditor-General's Auditing Standards, which incorporate the independence requirements of Professional and Ethical Standard 1: *International Code of Ethics for Assurance Practitioners* issued by the New Zealand Auditing and Assurance Standards Board.

Other than the audit, we have no relationship with, or interests in, the company.

Bruce Loader Ernst & Young

On behalf of the Auditor-General Christchurch, New Zealand



# **DIRECTORS REPORT**

#### FOR THE YEAR ENDED 30 JUNE 2022

The Directors of Destination Westland Limited have pleasure in presenting the Annual Report together with the audited financial statements of the Company's operations for the year ended 30 June 2022.

#### Type of entity and legal basis

The Company is incorporated in New Zealand under the Companies Act 1993. The Company is a wholly owned subsidiary of Westland Holdings Limited which is controlled by the Westland District Council and is a council-controlled organisation as defined in section 6 of the Local Government Act 2002. The Company was founded in December 2001 and commenced operation on 1 July 2002. The registered office of the Company is at the offices of Cuffs Ltd, 51 Tancred Street, HOKITIKA.

#### The Company's purpose or mission

The primary objectives of the Company are to maximise opportunities for the development of commercial and tourism-based aviation in Westland, manage the ownership and operation of property activities in a commercial and strategic manner and to be involved in strategic projects which will benefit the Westland District and provide a commercial return to its shareholders and the promotion of Westland as a destination.

#### Structure of the Company's operations, including governance arrangements

The Company comprises of a Board of three Directors who oversee the objectives of the Company, and a Chief Executive who is responsible for its day to day operations.

#### **Principal Activities**

The Company's principal activities during the year were:

- Operation of Aerodrome and Cafe at Hokitika Airport;
  - Management of Land & Buildings surrounding the Airport as Landlord;
  - Operation of Helipads at Franz Josef;
  - Operation of Te Wheke Digital Hubs
  - Management of Company & Westland District Council owned property including
    - Pensioner Housing
    - Hokitika Swimming Pool
    - o Baches on Road Reserves
    - Jacksons Bay Wharf
    - o iSite Centre

#### **REVIEW OF OPERATIONS**

Results for the year ended 30 June 2022	\$000
-	
Net Surplus before Taxation	774
Taxation	14
Subvention Payment	-
Net Surplus after Taxation	788
Movements in Equity	
Equity (opening balance)	5,020
Dividend Paid to Owners	-
Increase in Share Capital	3,785
Net Surplus after Taxation	788
Equity (closing balance)	9,593

# Directors' interest

Directors have had no interests in transactions with the company during the year.

There were no notices from Directors requesting to use company information received in their capacity as Directors, which would not otherwise be available to them.

### CHANGES OF DIRECTORS

C J Rea retired 31 December 2021

M L Tacon was appointed 1 November 2021

There were no other retirements or appointments of directors during the year.

# ENTRIES IN THE INTERESTS REGISTER

As at 30 June 2022, the Directors have declared general disclosure of interest in the following entities:

C G Gourley	Experience Mid Canterbury	Board Member
	GCF1 Limited	Director
	MoneyGoRound Limited	Director
	SFT Group Holdings Ltd	Board Chair
	Southfuels Limited	National Sales Manager
	Southwark Equities Ltd	Director
	Stockman Group Limited	Director
	The Start Ltd	Director/Shareholder
	Westland Holdings Ltd	Director
J M Conroy	Dunedin Venues Management Ltd	Director
	Marcon Holdings Limited	Director/Shareholder
	Priory Chapter Board St John	Trustee
	QDC Services Ltd	Director/Shareholder
	QLCHT Shotover Country Limited	Director
	Queenstown Citizen's Advice	Board Member
	Queenstown Housing Bonds Limited	Director
	Queenstown Lakes Community Housing Trust	Trustee
	Queenstown Lakes Community Housing Trust Developments Ltd	Director
	Queenstown Lakes Community Housing Trust Property Portfolio Ltd	Director
	Quotable Value Ltd	Director

	Sky City Queenstown Community Trust	Chair
	St John Wakatipu Area Committee	Chair/Member
	Wakatipu Wildlife Trust	Executive Officer
	Westland Holdings Ltd	Chair
	Westland Holdings Ltd	Director
C J Rea	Chatr Communications Limited	Director/Shareholder
	Development West Coast	Trustee
	Hokitika Automotive Limited	Director & Shareholder
	Westland Holdings Limited	Director
M L Tacon	Proprietors of Mawhera Incorporaton	Committee of Management Member

## DIRECTORS' REMUNERATION

The Directors received the following remuneration during the year:-

C G Gourley (Chair) \$26,000 J M Conroy \$15,000 M L Tacon \$10,000 C J Rea \$7,500

## **EMPLOYEE REMUNERATION**

Employee remuneration and other benefits exceeding \$100,000:

Salary Range Employees 155,000 - 160,000 1

There were no other employees or former employees that earned more than \$100,000 during the year.

# Indemnity & Insurance

Directors' and Officers' Liability Insurance has been arranged by the company.

### **Donations**

The total amount of donations made by the company during the year is \$NIL (2021: \$7,000)

### **Auditors**

The Auditor-General is appointed under Section 14 of the Public Audit Act 2001 and Section 70 of the Local Government Act 2002. Ernst & Young (EY) has been appointed to provide these services.

## **DIRECTORS' DECLARATION**

In the opinion of the directors of Destination Westland Ltd, the financial statements and notes on pages 5 to 25

- comply with New Zealand generally accepted accounting practice and give a true and fair view of the financial position of the Company as at 30 June 2022 and the results of its operations and cash flows for the year ended on that date
- > Have been prepared using appropriate accounting policies, which have been consistently applied and supported by reasonable judgements and estimates.

The directors believe that proper accounting records have been kept which enable, with reasonable accuracy, the determination of the financial position of the Company and facilitate preparation of the financial statements with Tier 2 Public Benefit Entity Accounting Standards.

The directors consider that they have taken adequate steps to safeguard the assets of the Company, and to prevent and detect fraud and other irregularities. Internal control procedures are also considered to be sufficient to provide a reasonable assurance as to the integrity and reliability of the financial statements.

These financial statements were authorised for issue by the Board on 31 October 2022.

C G Gourley Chair M L Tacon Director



# COMPREHENSIVE INCOME

#### FOR THE YEAR ENDED 30 JUNE 2022

	Notes	2022	2021
		\$000	\$000
Revenue from Exchange Transactions			
Lease Income		962	996
Services		415	566
Management Fees		694	803
Landing Fees		205	217
Interest Revenue		4	2
Change in Fair Value of Investment Property	12	115	65
Gain on Disposal of Term Inventory		118	-
Total Revenue from Exchange Transactions		2,513	2,649
Revenue from Non-Exchange Transactions			
Grants		763	921
Wage Subsidy Income		6	93
Total Revenue from Non-Exchange Transactions		769	1,014
Total Revenue		3,282	3,663
Less Expenditure			
Administrative Expenses		889	733
Depreciation & Impairment Losses	9	221	195
Loss of Disposal of Investment Property		-	4
Loss on Disposal of PPE		30	-
Interest Expense		69	52
Service Delivery Costs		883	1,233
Occupancy Costs		416	318
Total Expenses	1	2,508	2,535
Surplus/(Deficit) before Income Tax		774	1,128
Income Tax Expense	2	(14)	206
Subvention Payment	2	-	111
Surplus for the Period		788	811
Other Comprehensive Income		-	-
Total Comprehensive Income		788	811



#### FOR THE YEAR ENDED 30 JUNE 2022

	Notes	Share Capital \$000	Retained Earnings \$000	Total \$000
Balance 1 July 2021		5,345	( 325)	5,020
Profit/(loss) for the period		-	788	788
Increase in Share Capital	3	3,785	-	3,785
Balance 30 June 2022		9,130	463	9,593
Balance 1 July 2020		5,345	( 1,136)	4,209
Profit/(loss) for the period		-	811	811
Balance 30 June 2021		5,345	( 325)	5,020

# DESTINATION WESTLAND FINANCIAL POSITION

#### **AS AT 30 JUNE 2022**

N	lote	2022	2021
		\$000	\$000
EQUITY			
Share capital	3	9,130	5,345
Retained Earnings		463	( 325)
Total Equity		9,593	5,020
represented by:			
CURRENT ASSETS			
Bank accounts and Cash		418	1,017
Inventory		42	33
Prepayments		33	35
Debtors and other receivables - exchange transactions	4	266	246
Total current assets		759	1,331
CURRENT LIABILITIES			
Bank Overdraft		3	10
Creditors and other payables - exchange transactions		320	607
Creditors and other payables - non exchange transactions	S	135	77
Employee Entitlements	8	90	71
Loans	10	1,393	121
Tax Payable		1	1
Subvention Payment Payable		-	111
Income in advance		154	131
Total Current Liabilities		2,096	1,129
Working Capital		( 1,337)	202
NON-CURRENT ASSETS			
Property Plant & Equipment	9	10,033	5,316
Investment Property	12	1,365	1,250
Term Inventory	15	-	123
Total Non-Current Assets		11,398	6,689
NON-CURRENT LIABILITIES			
Loans	10	16	1,405
Deferred Tax Liability Total Non-Current Liabilities	2	452	466
i olai inon-Current Liadilities		468	1,871
Net Assets		9,593	5,020



# **CASH FLOWS**

#### FOR THE YEAR ENDED 30 JUNE 2022

Note	2022 \$000	2021 \$000
CASH FLOWS FROM OPERATING ACTIVITIES		
Receipts from exchange transactions	2,531	2,526
Receipts from non-exchange transactions	769	1,014
Payments to suppliers & employees	(2,421)	( 1,980)
Interest Paid	(69)	( 52)
Income taxes paid		-
Subvention payments paid	(111)	-
NET CASH FLOWS FROM OPERATING ACTIVITES 13	699	1,508
CASH FLOWS FROM INVESTING ACTIVITIES		
Proceeds from sale of investment property	-	46
Proceeds from sale of property, plant and equipment	44	-
Payments to acquire property, plant and equipment	(1,218)	( 1,023)
NET CASH FLOW FROM INVESTING ACTIVITIES	(1,174)	( 977)
CASH FLOW FROM FINANCING ACTIVITIES Loan Advances	-	450
Purchase of term deposits	-	-
Loan Repayments	( 117)	( 113)
Dividends paid	-	-
NET CASH FLOW FROM FINANCING ACTIVITIES	( 117)	337
Net increase/(decrease) in cash for the year	( 592)	868
Add opening bank accounts and cash	1,007	139
Closing bank accounts and cash	415	1,007
Made up of:		
Current Accounts	418	1,017
Bank Overdraft	(3)	(10)
	415	1,007

# DESTINATION SERVICE PERFORMANCE

#### FOR THE YEAR ENDED 30 JUNE 2022

	ACTUAL 2022 \$000	BUDGET 2022 \$000
Gross Revenue	3,282	2,882
Operating Expenditure	1,152	1,524
Repairs and Maintenance	171	186
Employee Costs	895	879
Finance Costs	69	53
Depreciation	221	216
Net surplus before taxation	774	24
Taxation expense	(14)	7
Net surplus/(loss) after taxation	788	17
Shareholder Funds	5,020	4,280
Retained earnings	788	17
Closing shareholder funds	5,808	4,297
PRETAX RETURN ON SHAREHOLDER FUNDS	14.3%	1.1%
PERCENTAGE OF SHAREHOLDERS FUNDS TO TOTAL ASSETS	78.9%	60.00%



#### FOR THE YEAR ENDED 30 JUNE 2022

Performance Target	Outcome
AVIATION:	ACHIEVED:
Annual CAA Audit & Major Findings to be NIL	No CAA Audit during the year (2021: NIL)
AGED CARE OCCUPANCY:	ACHIEVED:
The annual percentage occupancy to be no less than 95%.	98% (2021: 99)
SWIMMING POOL - Pool Safe Accreditation	ACHIEVED:
Maintain Pool Safe Accreditation	Pool Safe accreditation was awarded April 2022 (April 2021)
Swimming Pool Users Satisfaction:	NOT ACHIEVED:
Pool user satisfaction with the provision of quality swimming or exercise experience to be no less than 85%	Pool closed due too long for Project and aged facilities cited
BACHES ON ROAD RESERVE:	ACHIEVED:
The annual number of licenses to occupy to be greater than 70.	85 Signed agreement to occupy. (2021: 85) 11 signed agreements seasons sites: (2021: 11) 22 signed agreements - other occupations (2021: 19)
LEASEHOLD PROPERTIES:	ACHIEVED:
The annual percentage of leasehold properties available for lease to be => 80%	86% (2021 83%). A total of 22 WDC properties are managed of which 19 properties are leased
TENANT SATISIFICATION:	ACHIEVED:
Tenant satisfaction with the provision of the company's aged care rental housing greater than or equal to 95%.	97% . (2021: Tenant Satisfaction Survey not carried out due to August 2021 Lockdown )
TIME LOST THROUGH INJURY:	ACHIEVED:
Loss Time injuries will be ZERO	Zero time lost (2021: 0)
HOKITIKA WILDFOODS EVENT ATTENDANCE:	NOT ACHIEVED:
Attendance numbers to be 4,000	Festival not held due to Traffic Light system
HOKITIKA WILDFOODS EVENT RESIDENT SATISFACTION	NOT ACHIEVED:
Resident satisfaction of the festival to be 85%.	Resident Satisfaction survey not carried out due Festival not being held (2021: Resident Satisfaction survey not carried out with the WDC Resident Surveys)

**DESTINATION** 

# STATEMENT OF WESTLAND ACCOUNTING POLICIES

#### FOR THE YEAR ENDED 30 JUNE 2022

#### REPORTING ENTITY

Destination Westland Limited is registered under the Companies Act 1993 and is domiciled in New Zealand. Destination Westland Limited is wholly owned by Westland Holdings Limited.

The company is a Council Controlled Organisation as defined in Section 6(1) of the Local Government Act 2002, with the company's ultimate parent being the Westland District Council. Destination Westland Limited is an Airport company pursuant to Section 3 of the Airport Authorities Act 1996.

The financial statements of the company have been prepared in accordance with the requirements of the Companies Act 1993 and the Local Government Act 2002.

From its inception, the Company was designated as a 'for-profit' entity for purposes of the New Zealand equivalents to International Financial Reporting Standards. In 2019 Destination Westland Limited reviewed its operations and objectives and with significant judgments made determined that the Company shall continue to be designated as a For-Profit entity. That designation was based on our judgments at that time that our primary objective is to generate a commercial rate of return, rather than to provide goods or services for community or social benefit. Generating a commercial rate of return is a key consideration when determining what goods or services we provide, and how those goods or services are provided.

In 2020, Destination Westland Limited reviewed its operations again and elected to report as Public Benefit Entity. This was based on the proportion of services for the community and social benefit and that we have not generated a commercial rate of return over the last couple of financial years.

This has been reviewed each year following and confirmed again for the year ending 30 June 2022.

# ACCOUNTING POLICIES APPLIED BASIS OF PREPARATION

The financial statements have been prepared in accordance with New Zealand Generally Accepted Accounting Practice ("NZ GAAP"). They comply with Public Benefit Entity Accounting Standards (PBE Standards) and other applicable financial reporting standards as appropriate that have been authorised for use by the External Reporting Board. Destination Westland Limited complies with Parts 3 and 4 of the Airport Authorities (Airport Companies Information Disclosure) Regulations 1999.

The company has elected to report in accordance with Tier 2 PBE Accounting Standards and has applied disclosure concessions. The company is eligible to report in accordance with Tier 2 PBE Accounting Standards as it is not publicly accountable and has expenses of less than \$30 million.

All transactions in the financial statements are reported using the accrual basis of accounting.

The financial statements are prepared on the assumption that the Company will continue to operate in the foreseeable future. Covid-19 has continued to negatively impact some areas of the company's cash flows. Further information about the impacts of Covid-19 on the company are provided on page 17.

The financial statements were approved by the board of directors on 31 October 2022.

#### Measurement Base

The financial statements have been prepared on a historical cost basis.

#### Functional and presentation currency

These financial statements are presented in New Zealand dollars (\$), which is the Company's functional currency. All financial information presented has been rounded to the nearest thousand.

#### Use of estimates and judgements

The preparation of financial statements requires management to make judgements, estimates and assumptions that affect the application of accounting policies and the reported amounts of assets, liabilities, income and expenses. Actual results may differ from these estimates.

Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised and in any future periods affected.

There are no material judgements or estimates applied in these Financial Statements.

#### Goods and Services Tax (GST)

The Company is registered for GST. All amounts in the financial statements are exclusive of goods and services tax (GST) with the exception of Debtors & other receivables and Creditors & other payables which are stated with GST included. Where GST is irrecoverable as an input tax then it is recognised as part of the related asset or expense.

#### CHANGES IN ACCOUNTING POLICIES

There have been no changes in the accounting policies during the period. All accounting policies have been consistently applied throughout the period covered by these Financial Statements.

#### SIGNIFICANT ACCOUNTING POLICIES

The accounting policies set out below have been applied consistently to all periods presented in these financial statements.

The following particular accounting policies which materially affect the measurement of financial results and financial position have been applied:

#### **INVESTMENT PROPERTY**

Properties leased to third parties under operating leases are classified as investment property.

Investment property is measured initially at its cost, including transaction costs. After initial recognition, all investment property is measured at fair value as determined annually by an independent valuer. Gains or losses arising from a change in the fair value of investment property are recognised in the surplus or deficit.

#### PROPERTY, PLANT & EQUIPMENT

#### Recognition and measurement

All items of property, plant and equipment is recorded at cost less accumulated depreciation and impairment losses.

Cost includes expenditures that are directly attributable to the acquisition of the asset. The cost of self-constructed assets includes the cost of materials and direct labour, any other costs directly attributable to bringing the asset to a working condition for its intended use, and the costs of dismantling and removing the items and restoring the site on which they are located. Purchased software that is integral to the functionality of the related equipment is capitalised as part of that equipment.

When parts of an item of property, plant and equipment have different useful lives, they are accounted for as separate items (major components) of property, plant and equipment.

#### Subsequent costs

The cost of replacing part of an item of property, plant and equipment is recognised in the carrying amount of the item if it is probable that the future economic benefits embodied within the part will flow to the Company and its cost can be measured reliably. The costs of the day-to-day servicing of property, plant and equipment are recognised in the profit or loss as incurred.

#### Depreciation

Depreciation is recognised in the profit or loss on a straight-line basis over the estimated useful lives of each part of an item of property, plant and equipment. Leased assets are depreciated over the shorter of the lease term and their useful lives. Land is not depreciated.

The estimated useful lives for the current and comparative periods are as follows: 2021

Buildings	3-50years	3-50years
Land improvements	3-50years	3-50years
Plant & equipment	1.5-25years	1.5-25years
Runway	10-50years	10-50years

2022

#### **IMPAIRMENT**

The carrying amounts of the Company's assets are reviewed at each balance sheet date to determine whether there is any objective evidence of impairment.

Impairment losses directly reduce the carrying amount of assets and are recognised in the profit or loss.

#### Impairment of Debtors & other receivables

The recoverable amount of the Company's investments in Debtors & other receivables carried at amortised cost is calculated as the present value of estimated future cash flows, discounted at the original effective interest rate (i.e., the effective interest rate computed at initial recognition of these financial assets). Debtors & other receivables with a short duration are not discounted.

Impairment losses on an individual basis are determined by an evaluation of the exposures on an instrument by instrument basis. All individual instruments that are considered significant are subject to this approach.

For Debtors & other receivables which are not significant on an individual basis, collective impairment is assessed on a portfolio basis based on numbers of days overdue, and taking into account the historical loss experience in portfolios with a similar amount of days overdue.

#### **Inventories**

Inventories include development properties that are being developed for sale. These properties are measured at the lower of cost and net realisable value and the cost includes development costs to date.

#### Non-financial assets

The carrying amounts of the Company's non-financial assets, being property plant and equipment are reviewed at each reporting date to determine whether there is any indication of impairment. If any such indication exists then the asset's recoverable amount is estimated.

An impairment loss is recognised if the carrying amount of an asset or its cash-generating unit exceeds its recoverable amount. A cash-generating unit is the smallest identifiable asset group that generates cash flows that are largely independent from other assets and groups. Impairment losses are recognised in the profit or loss. Impairment losses recognised in respect of cash-generating units are allocated first to reduce the carrying amount of any goodwill allocated to the units and then to reduce the carrying amount of the other assets in the unit (group of units) on a pro rata basis.

The recoverable amount of an asset or cash-generating unit is the greater of its value in use and its fair value less costs to sell. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset.

#### FINANCAL INSTRUMENTS

The Company categorises its financial assets as loans and Debtors & other receivables as being at amortised cost, and its financial liabilities as being at amortised cost (trade and other payables).

#### Financial Assets and Liabilities

Financial assets and liabilities are non-derivative financial assets with fixed or determinable payments that are not quoted on an active market. The company's financial assets and liabilities comprise: Bank accounts and cash and Debtors & other receivables, Trade and other payables and Loans.

Financial assets and liabilities are initially measured at fair value and subsequently measured at amortised cost using the effective interest method, less impairment.

#### Creditors and other payables

Creditors and other payables are initially measured at fair value and subsequently measured at amortised cost using the effective interest method.

#### Bank accounts and cash

Bank accounts and cash comprise cash on hand, cheque or savings accounts and call deposits held with banks. Bank overdrafts that are repayable on demand and form an integral part of the Company's cash management are included as a component of Bank accounts and cash for the purpose of the statement of cash flows.

#### Debtors & other receivables

Debtors & other receivables are initially measured at fair value and subsequently measured at amortised cost using the effective interest method, less any provision for impairment. Debtors & other receivables are classified as either relating to exchange transactions or non-exchange transactions.

#### Loans

Loans are classified as other non-derivative financial instruments and are initially measured at fair value and subsequently measured at amortised cost using the effective interest method, less impairment

#### LEASED ASSETS

Leases in terms of which the Company assumes substantially all the risks and rewards of ownership are classified as finance leases. Upon initial recognition the leased asset is measured at an amount equal to the lower of its fair value and the present value of the minimum lease payments. Subsequent to initial recognition, the asset is accounted for in accordance with the accounting policy applicable to that asset.

Other leases are operating leases and, except for investment property, the leased assets are not recognised on the Company's balance sheet. Investment property held under an operating lease is recognised on the Company's balance sheet at its fair value.

#### **PROVISIONS**

A provision is recognised if, as a result of a past event, the Company has a present legal or constructive obligation that can be estimated reliably, and it is probable that an outflow of economic benefits will be required to settle the obligation. Provisions are determined by discounting the expected future cash flows at a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the liability.

#### **REVENUE**

Revenue transactions are classified either as "exchange" transactions or "non-exchange" transactions:

#### Revenue from Exchange Transactions

Exchange transactions are transactions in which the Company received assets or services, or has liabilities extinguished, and directly gives approximately equal value (primarily in the form of cash, goods, services, or use of assets) to another entity in exchange. Revenue from exchange transactions are accounted for when it is probable that the economic benefits or service potential associated with the transaction will flow to the Company and the amount of the revenue can be measured reliably.

The exchange revenue transactions for the Company are Lease Income, Services rendered (management fees, landing fees and marketing revenue) and Interest Income.

#### Lease income

Lease Income from property is recognised in the profit or loss on a straight-line basis over the term of the lease.

#### Services

Revenue from services is recognised either at a point in time or over time, when (or as) the company satisfies performance obligations by transferring the promised goods or services to its customer. If the company satisfies a performance obligation before it received the consideration, the company recognises a receivable in its statement of financial position, depending on whether something other than the passage of time is required before the consideration is due.

#### Management Fees

Revenue is recognised over the time of the contract and is paid monthly.

#### **Landing Fees**

Revenue arises at the point of time when the associated aircraft takes off or lands. Payment is due monthly (see note 4 for the payment terms)

#### Interest

Interest income is recorded as it is earned during the year.

#### Revenue from Non-Exchange Transactions

In a non-exchange transaction, the Company either receives value from another entity without directly giving approximately equal value in exchange or gives value to another entity without directly receiving approximately equal value in exchange. The Company's non-exchange revenue transactions this year include Covid19 Leave Payment Income. This revenue has conditions attached which specify that the future economic benefits or service potential is required to consumed as specified (used to retain and pay employees) or must be returned to the transferor.

#### LEASE PAYMENTS

Payments made under operating leases are recognised in the profit or loss on a straight-line basis over the term of the lease.

#### **INCOME TAX**

Income tax expense includes components relating to both current tax and deferred tax. Current tax is the amount of income tax payable based on the taxable profit for the current year, and any adjustments to income tax payable in respect of prior years. Current tax is calculated using tax rates (and tax laws) that have been enacted or substantively enacted at balance date.

Deferred tax is the amount of income tax payable or recoverable in future periods in respect of temporary differences and unused tax losses. Temporary differences are differences between the carrying amount of assets and liabilities in the financial statements and the corresponding tax bases used in the computation of taxable profit.

Deferred tax is measured at tax rates that are expected to apply when the asset is realised or the liability is settled, based on tax rates that have been enacted or substantively enacted at balance date. The measurement of deferred tax reflects the tax consequences that would follow from the manner in which the entity expects to recover or settle the carrying amount of its assets and liabilities.

Deferred tax liabilities are generally recognised for all taxable temporary differences. Deferred tax assets are recognised to the extent that it is probable that taxable profits will be available against which the deductible temporary differences or tax losses can be utilised.

Deferred tax is not recognised if the temporary difference arises from the initial recognition of goodwill or from the initial recognition of an asset or liability in a transaction that affects neither accounting profit nor taxable profit.

Current and deferred tax is recognised against the profit or loss for the period, except to the extent that it relates to items recognised in other comprehensive income or directly in equity.

#### Impact of COVID-19

The COVID-19 outbreak remains a serious global health threat and has had a major impact on the movement of people and goods throughout the world, with governments instituting restrictions on individuals and businesses across the world.

During Alert Levels 4 (August 2021), staff worked remotely where they could, and services were limited to essential services.

The impact on the Company's tourism-based activities continues to be significantly impacted and the extent and duration to which Coronavirus will continue to disrupt and depress economic activity remains to be seen. In 2020, the Company reviewed all its activities to ensure they were viable, reduced nonessential spending, been through a staffing restructure. In 2021, the Company constantly reviewed its performance to ensure continued viability. In 2022, the Company started to experience positive trend in its tourism-based activities.

The Company have prepared (and are continually updating) cash flow forecast that incorporates changes to revenue and expenditure as they appear. Based on this forecast, our current cash reserves and the guaranteed level of management fees, the Board consider that the Company will be able to continue to operate for at least one year from the date of signing these financial statements.

The management and Board are continuing to closely monitor the COVID-19 situation and any other changes, and the Company is working closely with the Council and its group to ensure the appropriate actions are taken.

#### **NEW STANDARDS & INTERPRETATIONS NOT YET ADOPTED**

Destination Westland Limited has not applied the following new and revised standards that have been issued but are not yet effective:

Standard Periods Beginning on or after Effective Date

PBE IPSAS 41: Financial Instruments 1 January 2022 30 June 2023 PBE IPSAS 41 introduces changes introduced by NZ IFRS in the for-profit sector. The standard replaces most of the requirements of PBE IPSAS 29.

Destination Westland Limited is continuing to analyse the impact of these changes.

# NOTES TO THE ACCOUNTS

#### FOR THE YEAR ENDED 30 JUNE 2022

#### 1. From Operations - Nature of Expenses

·	2022 \$000	2021 \$000
The following items are included in the expenditure of the company:		
Audit fees to EY/ Audit NZ (2021) comprising audit of financial statements	50	50
Directors' Fees	59	-
Donations	-	7
Movement in Provision for Doubtful Debts	-	1
Bad Debts Written off	11	7
Personnel Expenses		
Wages & Salaries	868	901
Contributions to defined contribution plans	22	24
2. Income Tax	890	925
Z. Income rax	2022 \$000	2021 \$000
Surplus/(deficit) before taxation	774	1,128
Prima facie taxation @ 28%	217	316
Plus/(Less) tax effect of group loss offset	-	( 111)
Plus/(less) taxation effect of permanent differences	( 231)	1
Income Tax Expense	(14)	206
Income Tax expense is represented by		
Current tax	-	1
Deferred taxation	( 14)	205
	( 14)	206
Deferred Taxation Liability		
Balance as at 1 July	466	261
Movement Recognised in surplus or deficit	( 14)	205
Balance as at 30 June	452	466
Deferred tax assets and liabilities are attributable to the following:		
Property, Plant & Equipment (Liability)	481	486
Accruals (Asset)	( 18)	( 15)
Receivables Impairment	( 5)	( 5)
Tax Losses carried forward	( 6)	
	452	466

#### 3. Share Capital

On 22 March 2022, 4,000,000 shares were issued in exchange for property from Westland District Council. At 30 June 2022 the company authorised and issued 4,000,100 shares which are fully paid up and have no par value.(2021: 100).

All shares carry equal voting rights and the right to share in any surplus on winding up of the company. None of the shares carry fixed dividend rights.

No dividends were declared during the year ended 30 June 2022 (2021: NIL)

#### 4. Debtors and Other Receivables

All trade debtors, contract receivables and related party debtors relate to exchange transactions

	2022	2021 <i>\$000</i>
	\$000	
Trade Debtors	196	133
Contract Receivables	39	28
Related Party Debtors	40	64
GST Receivable	-	38
Contra Accounts	8	-
Provision for Doubtful Debts	( 17)	( 17)
	266	246

All receivables relate to New Zealand and their status at the reporting date is as follows:

	Gross Receivable	Provision for Doubtful Debts	Gross Receivable	Provision for Doubtful Debts
	2022	2022	2021	2021
	\$000	\$000	\$000	\$000
Not past due	134	1	190	1
Past due 0-30 days	105	1	9	1
Past due 31-120 days	9	3	8	3
Past due 121-360 days	18	6	13	9
Past due more than 1 year	9	6	5	3

Trade receivables have a general payment terms of the 20th of the month following invoice.

#### 5. Contingent Liabilities & Contingent Assets

At 30 June, Destination Westland Ltd had the following contingent liabilities.

	2022	2021
	\$000	\$000
Guarantees: Ministry of Economic Development	10	10

The Contingent Liability is a bond for the mining licence held for the extraction of gravel.

The company has no contingent assets at balance date (2021 NIL)

#### 6. Commitments

Capital Commitments: The company has a capital commitment of \$1.5m to build Aged Housing at 30 June 2022 (2021 Nil).

Other Commitments: NIL (2021: NIL)

#### 7. Post Balance Date Events

There are no events post balance date that affect the readers of these accounts.

#### 8. Employee Disclosure

Destination Westland has the following current employee entitlements

	2022	2021
	\$000	\$000
Holiday Pay Accrued	74	63
Wages Accrued	17	8
	91	71

Destination Westland has no non current employee entitlements (2021: Nil)

#### 9. Property, plant and equipment

	Land Improvement & Buildings	Plant & Equipment	Runways, Roading, Drainage & Lighting	Under Construction	Total
	\$000	\$000	\$000	\$000	\$000
Cost or deemed cost					
Balance at 1 July 2020	3,137	540	2,509	67	6,253
Additions	8	49	-	966	1,023
Transfer to P &E	-	-	-	-	-
Disposals	-	-	-	-	
Balance at 30 June 2021	3,145	589	2,509	1,033	7,276
Balance at 1 July 2021	3,145	589	2,509	1,033	7,276
Additions	4,019	202	-	812	5,033
Transfer to L, I& B	1,691	-	-	( 1,691)	-
Disposals	(99)	(64)	-	-	( 163)
Balance at 30 June 2022	8,756	727	2,509	154	12,146
Depreciation and impair	ment losses				
Balance at 1 July 2020	819	347	599	-	1,765
Depreciation for the year	100	55	40	-	195
Disposals	-	-	-	-	-
Balance at 30 June 2021	919	402	639	-	1,960
Balance at 1 July 2021	919	402	639	-	1,960
Depreciation for the year	126	55	40	-	221
Disposals	(23)	(45)	-	-	(68)
Balance at 30 June 2022	1,022	412	679	-	2,113
Carrying Amounts					
At 1 July 2020	2,318	193	1,910	67	4,488
At 30 June 2021	2,226	187	1,870	1,033	5,316
At 1 July 2021	2,226	187	1,870	1,033	5,316
At 30 June 2022	7,734	315	1,830	154	10,033

#### Security

At 30 June 2022 properties with a carrying value of \$800,000 are subject to a registered mortgage to secure Westpac bank loans plus all assets are subject to a general registered security (2021: \$800,000, all assets).

#### 10. Loans

	2022 \$000	<i>2021</i> \$000
Term Loan	1,409	1,526
	1,409	1,526
The term loan is split as follows:-		
Current Bank Term Loan	1,393	121
Non-current Bank Term Loan	16	1,405
	1,409	1,526
Not later than 1 year	1,393	121
Later than 1 year and not later than 2 years	16	126
Later than 2 years and not later than 5 years	-	285
Later than 5 years	-	994

Terms and conditions of loans & borrowings and their balances are as follows:-

	Maturing	2022	2021
	9	\$000	\$000
Westpac Term Loan - Interest Rate 6.09% (LY: 6.09%)	2022	197	210
Westpac Term Loan - Interest Rate 5.7% (LY: 4.00%)	2023	60	102
Westpac Term Loan - Interest Rate 5.7% (LY: 4.00%)	2022	724	765
Westpac Term Loan - Interest Rate 6.15% (LY:4.25%)	2023	428	448
(Carrying value is not materially different to Face value)			

In managing interest rate risks, the Company aims to reduce impacts of short-term fluctuations on the Company's earning. Over the longer term, however, permanent changes in interest rates will have an impact on profit. At 30 June 2022 it is estimated that a 1% increase in interest rates would decrease the Company's profit before tax by \$14,097 (2021: \$13,154)

The company has no formal interest rate hedging policy.

#### 11. Operating Leases

Operating leases as lessee

The future aggregate minimum lease payments to be paid under non-cancellable operating leases are as follows:

	2022	2021
	\$000	\$000
Not Later than one year	36	25
Later than one year and not later than five years	27	15
Later than five years	-	-
	63	40

The company has 3 leases, one is an access lease at Kwitchatown, a vehicle lease and the other is for their office building in Hamilton Street

#### Operating leases as lessor

The future aggregate minimum lease payments to be collected under non-cancellable operating leases are as follows

	2022	2021 \$000
	\$000	
Not later than one year	45	104
Later than one year and not later than five years	133	140
Later than five years	118	119
Total non-cancellable operating leases	296	363

The company leases land, buildings, terminal area, carparks & storage units with varying terms that are negotiated with individual tenants at market rates. Significant leases include a 10 year lease of land & Buildings to Westroads Ltd for \$17,000 annually, plus land and buildings for a period of 2 years with 1 3 year right of renewal with annual lease amount of \$18,000, and land for a period of 30 years (no right of renewal) with annual lease amount of \$3,000

No contingent rents have been recognised during the period.

#### 12. Investment property

Opening Balance 1 July	1,250	1,235
Disposals	-	( 46)
Gain (loss) on disposal	-	(4)
Fair value gains/(losses) on valuation	115	65
Balance at 30 June	1,365	1,250

Investment properties are valued annually effective at 30 June to fair value by David Shaw (MNZIV, MP, NZ Registered Valuer) from Quotable Value. Quotable Value is an experienced valuer, with extensive market knowledge in the types and location of property owned by the company.

The valuer has highlighted there is currently significant valuation uncertainty due to market disruption associated with Government restrictions relating to COVID-19. The valuations were current at the date of valuation only and given the unknown future impact on the market and the uncertainty involved Destination Westland Limited will be reviewing these valuations annually.

#### 13. Reconciliation of Net Surplus after Taxation to Net Cashflows from Operating Activities

	2022	2021
	\$000	\$000
Cash Inflow from Operating Activities		
Net profit after taxation	788	811
Add/(less) non cash items:		
Depreciation and impairment losses	221	195
Bad Debts Written off	11	7
Increase in provision for doubtful debts	-	1
Change in fair value of investment properties	( 115)	( 65)
Increase in deferred tax liability	( 14)	205
Total Non-Cash Items	103	343
Add/(less) items classified		
as investment activity:		
Net loss (gain) on sale of property, plant & equipment	30	-
Net loss/(gain) on sale of investment property	-	4
Capital creditors	( 26)	-
Total Investing Activity Items	4	4
Add/(less) movements in working capital items:		
Increase/(decrease) in accounts payable and accruals	( 223)	304
Increase/(decrease) in employee entitlements	19	-
Increase/(decrease) in income received in advance	23	106
Increase/(decrease) in taxation payable	-	1
Increase/(decrease) in subvention payment payable	( 111)	111
Decrease/(increase) in inventory	114	(1)
Decrease/(increase) in receivables and prepayments	( 18)	( 171)
Working Capital Movement - Net	( 196)	350
Net Cash Inflows from Operating Activities	699	1,508

#### 14. Transactions with Related Parties

During the year the Company transacted with businesses in which Directors and Shareholders had an interest.

Details of these interests are as follows:

Director/ Shareholder	Related Party	Type of Transaction	Transaction Amount \$000	Balance 30 June \$000
		1 July 2021 to 30 June 2022		
WDC	Westroads Ltd	Purchase - Maintenancy Contracting Services	-	
WDC	Westroads Ltd	Sale - Royalties received	25	28
WDC	Westroads Ltd	Sale - Lease Receipts & Reimburements	18	2
WDC	Westland District Council	Purchase - Occupancy costs & Oncharges	309	104
WDC	Westland District Council	Asset Transfer	3,875	-
WDC	Westland District Council	Sales & Lease & Grants receipts	1,195	8
Chris Rea	Chatr Communications	Purchase - Plant & Equipment	9	7
Director/ Shareholder	Related Party	Type of Transaction	Transaction Amount \$000	Balance 30 June \$000
			Ţ,	ΨΟΟΟ
		1 July 2020 to 30 June 2021	<b>4000</b>	<del></del>
WDC	Westroads Ltd	1 July 2020 to 30 June 2021 Purchase - Maintenancy Contracting Services	24	1
	Westroads Ltd Westroads Ltd	•	·	
WDC		Purchase - Maintenancy Contracting Services	24	1
WDC WDC	Westroads Ltd	Purchase - Maintenancy Contracting Services Sale - Royalties received	24 43	1 50
WDC WDC WDC	Westroads Ltd Westroads Ltd	Purchase - Maintenancy Contracting Services Sale - Royalties received Sale - Lease Receipts & Reimburements	24 43 26	1 50 2
WDC WDC WDC	Westroads Ltd Westroads Ltd Westroads Ltd	Purchase - Maintenancy Contracting Services Sale - Royalties received Sale - Lease Receipts & Reimburements Subvention Payment	24 43 26 103	1 50 2 103
WDC WDC WDC WDC	Westroads Ltd Westroads Ltd Westroads Ltd Westroads Ltd	Purchase - Maintenancy Contracting Services Sale - Royalties received Sale - Lease Receipts & Reimburements Subvention Payment Group Tax Loss Offset	24 43 26 103 264	1 50 2 103 264
WDC WDC WDC WDC WDC	Westroads Ltd Westroads Ltd Westroads Ltd Westroads Ltd Westland Holdings Ltd	Purchase - Maintenancy Contracting Services Sale - Royalties received Sale - Lease Receipts & Reimburements Subvention Payment Group Tax Loss Offset Subvention Payment	24 43 26 103 264 8	1 50 2 103 264 8
WDC WDC WDC WDC WDC WDC	Westroads Ltd Westroads Ltd Westroads Ltd Westroads Ltd Westland Holdings Ltd Westland Holdings Ltd	Purchase - Maintenancy Contracting Services Sale - Royalties received Sale - Lease Receipts & Reimburements Subvention Payment Group Tax Loss Offset Subvention Payment Group Tax Loss Offset	24 43 26 103 264 8 20	1 50 2 103 264 8 20
WDC WDC WDC WDC WDC WDC WDC	Westroads Ltd Westroads Ltd Westroads Ltd Westroads Ltd Westland Holdings Ltd Westland Holdings Ltd Westland District Council	Purchase - Maintenancy Contracting Services Sale - Royalties received Sale - Lease Receipts & Reimburements Subvention Payment Group Tax Loss Offset Subvention Payment Group Tax Loss Offset Purchase - Occupancy costs & Oncharges	24 43 26 103 264 8 20 336	1 50 2 103 264 8 20 76

#### **Key Management Personnel**

Key management personnel of the company comprises of the Directors, the Chief Executive and the Asset Manager (2021: Directors & Chief Executive)

	2022	2021
Key management personnel compensation comprised	\$000	\$000
Short-term employee benefits	179	144
Directors Remuneration	59	-
Termination benefits	-	-
	238	144

There are no loans to or from key management personnel.

#### 15. Inventory

At 30 June 2022 the company held no term trading stock. At 30 June 2021: The company had term trading stock relating to land & buildings held for subdivision and sale purposes of \$123,000 This is held as tenants in common with Westroads Ltd. This property is being developed and funded by Westroads with Westroads receiving 75% of any profits and the company receiving the other 25%).

#### 16. Financial Instruments

	2022	2021
	\$000	\$000
The accounting policy for financial instruments has been applied to the items below:		
Financial assets at amortised cost		
Bank accounts and Cash	415	1,007
Debtors and other receivables - exchange transactions	266	246
Financial liabilities at amortised cost		
Creditors and other payables - exchange transactions	320	607
Creditors and other payables - non exchange transactions	135	77
Loans	1,409	1,526

The amounts reported above represent the company's maximum credit exposure for each class of financial instrument. The anticipated contractual cash flows of the financial instruments are not expected to be materially different to the values shown above, and are all anticipated to occur within twelve months of the balance date except loans:

	2022	2021 \$000
	\$000	
Loan Balance	1,409	1,526
	2022	2021
	\$000	\$000
1 Year	1,435	166
1 - 2 years	17	166
3 - 5 years	-	395
Greater than 5 years	-	1,058
Total Cashflow	1,452	1,785

The company has no significant exposure to credit risk, where other receivables are due from government organisations and bank accounts and cash are held with a registered bank.

The approximate weighted average effective interest rate of the financial instruments is as follows:

	2022	2021
	%	%
Bank accounts and cash	0.00	0.00
Bank overdrafts	7.85	6.10
Trade and other receivables	0.0	0.00
Trade and other payables	0.0	0.00
Loans	5.89	4.36

The Directors do not consider there is any significant exposure to interest rate risk.

There are no interest rate options or interest rate swap agreements in place as at 30 June 2022. (2021: NIL.)

#### Credit Risk

Credit risk is the risk that a third party will default on its obligations to the company, causing the company to incur a loss.

Financial instruments which potentially subject the company to risk consist principally of bank accounts & cash, debtors & other receivables and various off-balance sheet instruments. Concentrations of credit respect with respect to accounts receivable are high due to the reliance on the Westland District Council for a high proportion of the Company's revenue. However the Council is considered a high credit quality entity.

The company invests in high credit quality financial institutions and limits the amount of credit exposure to any one financial institution. Accordingly, the company does not require any collateral or security to support financial instruments with organisations it deals with. There is no significant concentration of receivables with any one customer.

#### Capital Management

The company's capital includes share capital and retained earnings.

The company's policy is to maintain a strong capital base so as to maintain investor, creditor and market confidence and to sustain future development of the business. The impact of the level of capital on shareholders' return is also recognised and the Company recognises the need to maintain a balance between higher returns that may be possible with greater gearing and advantages and security afforded by a sound capital position.

The company has a policy of shareholders funds being in the ratio of 50-100% of total assets.