

Statement of Intent

for the year ending 30 June 2021

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1 Introduction

Aurora Energy Ltd ('the Company') transports electricity from the national grid to the end-use consumer ensuring the safe, reliable and efficient supply of electricity to homes, farms and businesses throughout the Otago region.

The Company is an Energy Company and a wholly owned subsidiary of Dunedin City Holdings Ltd. Dunedin City Holdings Ltd is wholly owned by the Dunedin City Council.

2 Purpose of Statement of Intent

This Statement of Intent (SOI) sets out the Company's planned activities and financial forecasts for the next three years. It includes performance measures and targets which form the basis of the Company's organisational accountability, and which will be reported against in the Company's 2021 Annual Report.

The planned activities and performance measures take shareholder comments into consideration.

3 Objectives

The Company aims to support the future growth and wellbeing of communities in the Otago region by supplying electricity when and where it is needed - safely, reliably and efficiently.

In operating its business, the Company also has regard to the objectives of a Council Controlled Trading Organisation to:

- a) achieve the objective of its shareholder, both commercial and non-commercial, as specified in the statement of intent; and
- b) be a good employer (as per clause 36 of Schedule 7 LGA); and
- c) exhibit a sense of social and environmental responsibility by having regard to the interests of the community in which it operates and by endeavouring to accommodate or encourage these when able to do so; and
- d) conduct its affairs in accordance with sound business practice.

Health and Safety is integral to the way Aurora intends to conduct its business.

4 Nature and Scope of Activities

The principal activities of the Company are the ownership, development and strategic management of electricity distribution network assets in Dunedin and Central Otago. Our function is to transport electricity from the national grid to the end-use consumer, ensuring a safe, efficient, reliable and cost effective distribution network. Customers include large directly billed consumers, distributed generators and New Zealand's electricity retailers.

Aurora's total assets were \$580.376 million as at 30 June 2019, and the Company generated revenues of \$103.229 million for the year then ended.

Since 1 July 2017, the Company has self-performed the asset management and network operations functions previously outsourced to Delta Utility Services Ltd.

Under the Commerce Commission's Electricity Information Disclosure Requirements, Aurora is required to publish, at least bi-annually, a 10 year Asset Management Plan (AMP). Aurora's AMP sets out the way in which it ensures that long-lived assets are managed sustainably.

Aurora invites comment on its AMP from electricity retailers (on behalf of their customers) and provides opportunity for public comments via its website.

5 Corporate Governance Statement

In addition to the obligations of the Energy Companies Act 1992, the Company is also subject to the requirements of the Companies Act 1993 and is governed by directors in accordance with best practice.

The role of a director of an Energy Company is defined in Section 37 of the Energy Companies Act 1992. This section states that all decisions relating to the operation of the Energy Company shall be made pursuant to the authority of the directorate of the Energy Company and its Statement of Intent. The Board is responsible for the preparation of the SOI which requires approval from the company's shareholder, Dunedin City Holdings Ltd.

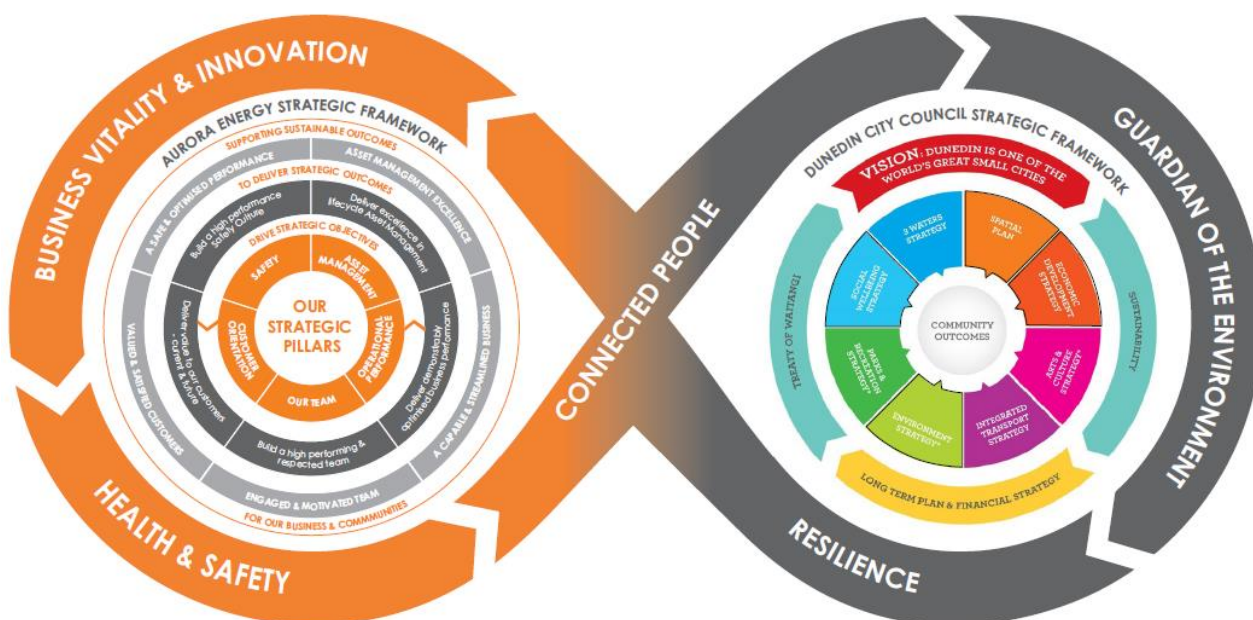
The Board meets on a regular basis to direct and control the company's activities. Directors are appointed by the shareholder, Dunedin City Holdings Ltd and a Board performance evaluation framework is in place.

The Board accepts that it is responsible for the overall control system operating within the company but recognises that no cost-effective internal control system will permanently preclude all errors or irregularities. The control systems reflect the specific risks associated with the business of the company.

The shareholder reviews and approves the SOI and three year financial plan. Six-monthly and annual reports of financial and operating performance are provided to the shareholder.

6 Connected Planning and Performance Measures

Aurora Energy uses Dunedin City Council's Vision and Strategic Framework (refer Appendices 1 and 2) as part of its planning process to ensure strategic focus and performance measures are aligned.



In its Annual Report the Company will record actual performance relating to the targets in Section 7. The performance targets in Section 7 were reaffirmed in June 2020 after considering the estimated impacts of the COVID-19 pandemic at that time.

7 Performance Targets and Other Measures

Goals	Objectives	Performance Measures
SAFETY Overall Objective: To build a high-performance Safety culture in which Safety Nothing Less is our performance standard Overall Outcome: Safety Nothing Less for Aurora Energy staff, Contractors and the Community		
To ensure public safety	Zero serious harm events involving members of the public	Number of serious injury events (excluding third party contacts with the network) involving members of the public Targets: 2021 0 2022 0 2023 0
To ensure contractor and staff safety	Reduce levels of recordable harm	Total Recordable Injury Frequency Rate (TRIFR) per 200,000 hours worked by Aurora and Contractors Targets: 2021 < 4.00 2022 < 3.75 2023 < 3.50

Goals	Objectives	Performance Measures
ASSET MANAGEMENT Overall Objective: Deliver Excellence in lifecycle Asset Management Overall Outcome: Asset Management Excellence Asset Management Maturity		
Enhance asset management practices across the business	Implement process and capability improvements identified as necessary to enhance asset management practice	A detailed roadmap for the implementation of an asset management system is in place and implementation is underway by 30 June 2021
Develop mature & compliant asset management planning approaches	Effective long-term planning for Aurora Energy's asset portfolio is in place	Annual and compliant Asset Management Plan is published as per regulatory requirements.
Reliability Performance Targets Please note that consistent with Aurora Energy's Customised Price-Quality Path and Quality Standard Variation proposals, the Unplanned SAIDI and SAIFI limits set as Performance Measures for 2021, 2022 and 2023 are higher than the regulated limits currently set by the Commerce Commission. SAIDI and SAIFI Performance Measures are calculated in accordance with the Commerce Commission's Default Price Quality Path methodology. The basis on which SAIDI and SAIFI performance measures are calculated was revised by the Commerce Commission with effect from the beginning of the 2021 regulated year.		
To deliver electricity supplies to consumers on the Aurora network of a reliability standard that meets the service level targets in the company's 2020-2030 Asset Management Plan.	SAIDI System Average Interruption Duration Index - Class B Interruptions (Planned)	Average minutes without electricity per consumer Limits: 2021 ≤ 195.96 minutes 2022 ≤ 195.96 minutes 2023 ≤ 195.96 minutes
	SAIDI System Average Interruption Duration Index - Class C Interruptions (Unplanned)	Average minutes without electricity per consumer Limits: 2021 ≤ 146.29 minutes 2022 ≤ 146.29 minutes 2023 ≤ 146.29 minutes

Goals	Objectives	Performance Measures
Reliability Performance Targets - continued Please note that consistent with Aurora Energy's Customised Price-Quality Path and Quality Standard Variation proposals, the Unplanned SAIDI and SAIFI limits set as Performance Measures for 2021, 2022 and 2023 are higher than the regulated limits currently set by the Commerce Commission. SAIDI and SAIFI Performance Measures are calculated in accordance with the Commerce Commission's Default Price Quality Path methodology. The basis on which SAIDI and SAIFI performance measures are calculated was revised by the Commerce Commission with effect from the beginning of the 2021 regulated year.		
	SAIFI System Average Interruption Frequency Index - Class B Interruptions (Planned)	Average frequency of outages per consumer Limits: 2021 ≤ 1.11 2022 ≤ 1.11 2023 ≤ 1.11
	SAIFI System Average Interruption Frequency Index - Class C Interruptions (Unplanned)	Average frequency of outages per consumer Limits: 2021 ≤ 2.51 2022 ≤ 2.51 2023 ≤ 2.51

Goals	Objectives	Performance Measures
OPERATIONAL PERFORMANCE Overall Objective: Deliver demonstrably optimised business performance Overall Outcome: A capable & streamlined business performance		
Improve Aurora Energy’s work programme scheduling	Ensure forward-looking work programmes are in place	Work programmes are delivered to Contractors on a rolling quarterly basis in accordance with Field Service contract terms
Enhance Aurora Energy's work planning & delivery performance	Embed mature approaches for planning & delivering the annual work plan	New Portfolio Project Management solution is implemented and utilised to manage the annual work plan
New Enterprise Risk Management Framework is an ongoing reference point for managing risks	Aurora Energy Risk Register is regularly reviewed & updated and the risk profile is managed in accordance with Board approved risk tolerance levels.	Risk Management Framework embedded as evidenced by: - Risk registers reviewed regularly and up to date, - No. of outstanding risk treatment plans reviewed regularly and up to date - Regular reporting to Board and Audit & Risk Committee
Aurora Energy is prepared and able to respond appropriately to emergencies	Regularly test Aurora Energy's emergency response plan	Annual test of Aurora Energy's emergency response is completed and actions for improvements are documented
Uphold the Resource Management Act	Maintain full compliance with the Resource Management Act	Number of breaches of the Resource Management Act Targets: 2021 0 2022 0 2023 0

Goals	Objectives	Performance Measures						
CUSTOMER ORIENTATION Overall Objective: To deliver value to our customers – current & future Overall Outcome: Valued & satisfied customers								
Streamline the process for customers wanting to connect to the Aurora Energy network	Roll-out improvements to the Customer connection process	Establish & embed new customer connection processes including: - Simple connection process improvements in place by July 2020 - Standard connection process improvements in place by 31 December 2020 - Strategic connection process improvements in place by 31 December 2020 - Distributed Generation connection process improvements in place by 31 December 2020						
To make a positive contribution to our community	Maintain community support through sponsorships and community initiatives including the street art programme on Aurora Energy assets	Sponsorship \$ per annum Targets: <table><tr><td>2021</td><td>\$20,000</td></tr><tr><td>2022</td><td>\$20,000</td></tr><tr><td>2023</td><td>\$20,000</td></tr></table>	2021	\$20,000	2022	\$20,000	2023	\$20,000
2021	\$20,000							
2022	\$20,000							
2023	\$20,000							
OUR TEAM Overall Objective: To build a high performing & respected team Overall Outcome: An engaged, diverse, inclusive and motivated team								
To develop a high performing team	Support development opportunities for each team member	Learning & development plans in place for >75% of team members by year-end						
To create a motivated & satisfied team	Understand opportunities for improvement within our team environment	>75% staff satisfaction result on annual employee survey						
To create an environment that supports overall individual & team wellness	Develop opportunities across the business that support the overall wellness of our team	A Board-approved Wellbeing Programme is in place						

Goals	Objectives	Performance Measures
SUSTAINABILITY Overall Objective: Embed Sustainability processes across our business Overall Outcome: Contribute to manage a reduction in our carbon footprint		
Contribute to Council's Strategic Framework and Climate Change and Carbon Neutrality initiatives	Contribute to Council's Carbon Neutrality initiatives	Establish systems for measuring and publicly reporting carbon emissions by end of FY2021, in a cost effective manner, with a view to then identifying and setting emissions reductions targets.
To promote the uptake of electric vehicles	Encourage connection of public charging stations on the Aurora Energy network	Number of public charging stations connected by third parties to Aurora Energy network Targets: 2021 2022 2023 5 6 7
SHAREHOLDER		
Engage with the Shareholder annually on opportunities for the Company to contribute, or assist where possible, with Council's community outcomes (as listed in the Annual Plan)	Consult with the Shareholder on matters to be included in the Company's Statement of Intent	Shareholder approval of the Company's Statement of Intent Targets: 2021 2022 2023 Approved Approved Approved
Bring to the attention of the Shareholder any strategic or operational matters where there may be conflict between the Council's community outcomes and those of the Company and seek the Shareholder's view on these	Consult with the Shareholder at the earliest possible time on matters where conflict may or could result	Potential conflicts notified to the Shareholder Targets: 2021 2022 2023 No unnotified potential conflicts No unnotified potential conflicts No unnotified potential conflicts

Goals	Objectives	Performance Measures
Shareholder Targets - continued		
Keep the Shareholder informed of all substantive matters	On a “no surprises” basis, advise the Shareholder promptly of any substantive matter that has the potential to impact negatively on the Shareholder and the Company with a particular focus on the media	Substantive matters reported to the Shareholder within 24 hours Targets: 2021 All substantive matters reported within 24 hours 2022 All substantive matters reported within 24 hours 2023 All substantive matters reported within 24 hours

8 Financial Forecasts

Please note that the financial forecasts included in this section are derived from July 2019 assumptions in regards to the future price path and expenditure allowances determined by the Commerce Commission for Aurora Energy.

The Company has signalled its intention to apply to the Commerce Commission for a Customised Price-Quality Path prior to 30 June 2020. The outcome of this Customised Price Path application is expected to have a significant positive impact on financial performance from 1 April 2021.

a) The ratio of Shareholder's Funds to Total Assets and the definition of those terms

	Year ending 30/06/2021	Year ending 30/06/2022	Year ending 30/06/2023
Shareholder's Funds to Total Assets	24%	24%	23%

The ratio of Shareholder's Funds to Total Assets (equity ratio) will fluctuate depending on a variety of circumstances including asset renewal and investment cycles. During the three years ended 30 June 2023, the company's equity ratio is forecasted to decline slightly as the higher levels of asset renewal expenditure are funded by term debt. We expect this position will begin to improve within the regulated 5 year Customised Price Path period to commence from 1 April 2021.

"Shareholder's Funds" are represented by the paid up capital, reserves created by the revaluation of specific assets, and retained earnings.

"Total Assets" means the aggregate amount of all current and non-current assets.

b) Estimate of the amount or proportion of accumulated profits and capital reserves that is intended to be distributed to the Shareholder

	Year ending 30/06/2021 \$000	Year ending 30/06/2022 \$000	Year ending 30/06/2023 \$000
Dividend/subvention distributions	Nil	Nil	Nil

c) Other financial forecasts

	Year ending 30/06/2021 \$000	Year ending 30/06/2022 \$000	Year ending 30/06/2023 \$000
EBITDA	23,314	51,632	59,707
Net profit after tax	(9,131)	9,088	12,691
Cash flow from operations	8,241	36,141	43,207
Capital expenditure	75,917	83,846	90,160
Term borrowings	412,050	459,075	505,525
Shareholder's funds	163,538	172,626	185,317

9 Dividend Policy

The Directors will apply the following principles when approving dividend amounts for payment:

- As a regulated business, Aurora Energy has a responsibility to its customers to provide safe, reliable electricity infrastructure. To maintain a reliable network and cater for growth, we are planning to spend in excess of \$790 million on the network over the next decade to be funded by increased revenue, increased borrowings, lower profit and reduced dividends.

Accordingly, the Board anticipates that no dividend will be paid for the next three years during this reinvestment phase.

10 Reporting to the Shareholder

	Monthly	Quarterly	Half Yearly	Annual
Statement of Financial Performance	X	X	X	X
Statement of Financial Position	X	X	X	X
Statement of Cash Flows	X	X	X	X
Statement of Service Performance against SOI targets		X	X	X
Statement of Movement in Equity			X	X
Notes to the Financial Statements			X	X
Directors' Report			X	X
Auditor's Report				X
Statement of Intent (Draft)				Prior to 31 January
Statement of Intent (Final)				Prior to 30 June

11 Accounting Policies

a) General Accounting Policies

The Company is a Tier-1 For-profit entity as defined by the External Reporting Board and reports in accordance with Tier 1 For-profit Accounting Standards. The Company's accounting policies are based on NZ IFRS standards and interpretations, as recognised by Chartered Accountants Australia + New Zealand.

NZ IFRS standards and interpretations are subject to change and therefore the Company's accounting policies are also subject to change during the period of the SOI.

b) Particular Accounting Policies

The particular accounting policies, which materially affect the measurement and reporting of financial performance and financial position, are consistent across the DCHL group and are fully listed in the Company's annual report.

12 Acquisition/Divestment of Assets or Shares in any Company or Organisation

The Company will only invest in the shares of another company or invest in an entity if the investment is considered to be likely to produce added value to the Company. In order to maximise benefit to the Shareholder, shares or assets may also be sold in response to, or in anticipation of, on-going changes in the marketplace.

If the Directors intend that the Company or its subsidiaries should acquire assets, they will obtain prior approval of the Shareholder where an investment into the new assets exceeds \$5 million, provided however that this approval requirement does not apply to expenditure set out in the Company's Asset Management Plan. For the purpose of this section, "asset(s)" includes a group of assets similar in type, cost and useful life that are purchased together and can be identified and maintained as one asset or group of assets following purchase.

If the Directors intend that the Company or its subsidiaries should subscribe for or otherwise acquire issued capital or an interest in any company or organisation (other than minimum holdings in listed companies in related industries) exceeding a total investment of \$5 million they will obtain prior approval of the Shareholder.

The approval of the Shareholder is required before disposal by the Company of any segment of its business or shares in a subsidiary or associate company where the value of the asset to be disposed of exceeds the investment delegated authority of \$5 million.

13 Compensation Sought

At the request of the Shareholder, the Company may undertake activities that are not consistent with its normal commercial objectives. Specific financial arrangements will be entered into to meet the full commercial cost of undertaking such activities.

At present, the Company does not have any activities in respect of which its Board wishes to seek compensation from any local authority.

14 Commercial Value of Shareholder's investment

The commercial value of the Shareholder's investment in the Company is considered by the Directors to be not less than the Shareholder's funds as disclosed in the Statement of Financial Position published in the last Annual Report.

15 Other matters as agreed by the Shareholder and the Board

- a) The undertaking by the Company of any activity of a nature or scope not provided for in the Company's mission or goals would be subject to the prior approval of the Shareholder.
- b) The approval of the Shareholder is also required before the Company could dispose of any segment of its business or shares in a subsidiary or associated company where the value of the asset to be disposed of exceeds the investment delegated authority set out in Section 12 above.
- c) The Company is committed to open and transparent engagement with its stakeholders and customers and will maintain a publicly available and actively promoted Customer and Stakeholder Charter and public Information Disclosure Policy consistent with its responsibilities as an Energy Company providing essential infrastructure services.
- d) The Company will not accept sponsorship or give naming rights to companies involved in activities deemed to be inconsistent with the Dunedin City Council's ethical position. For reference, those activities are: tobacco, armaments, fossil fuel extraction, gambling and pornography.
- e) The Company will disclose in its Annual Report the proportion of its workforce receiving the living wage (as calculated by the New Zealand Family Centre Social Policy Unit – currently \$20.55/hour).

16 Transactions with Related Parties

Dunedin City Council is the sole Shareholder of Dunedin City Holdings Limited.

Dunedin City Holdings Limited is the sole Shareholder of Aurora Energy Limited, City Forests Limited, Delta Utility Services Limited, Dunedin City Treasury Limited, Dunedin Venues Management Limited and Dunedin Stadium Property Limited. Dunedin City Holdings Limited owns 100% of Dunedin Railways Limited and 50% of Dunedin International Airport Limited.

Transactions between the Companies, Dunedin City Council and other Dunedin City Council controlled enterprises will be on a wholly commercial basis.

Charges from Dunedin City Council and its other entities and charges to Dunedin City Council and its other entities will be made for goods and services provided as part of the normal trading activities of each Company.

Related Party Transactions

Delta Utility Services Ltd	Operations and maintenance, asset construction
Dunedin City Council	Council rates for properties owned by the Company
Dunedin City Holdings Ltd	Functions appropriate between parent companies and subsidiaries
Dunedin City Treasury Ltd	Provision of debt funding to the Company generating interest payments to DCTL.

17 Group Facility Use

The Company will undertake to operate "Group" purchasing of goods and services, unless this would cause the company to breach regulatory requirements or it is demonstrated conclusively to the Shareholder that the total combined cost of such Group purchasing to the Group and Dunedin City Council (including the costs of ceasing any such Group purchasing), is greater than any alternative identified.

18 Working with the Shareholder

The company will undertake to keep the Shareholder informed of all substantive matters, in accordance with the performance targets above. The Company will work to build a culture of accountability and constructive working practices between the Company and the Shareholder. It is expected that any conflicts that may arise between the Company and the Shareholder will be resolved directly between the Company and the Shareholder, in accordance with appropriate governance practices.

Appendix 1: Dunedin City Council Vision: Dunedin is one of the World's Great Small Cities

The vision of the Dunedin City Council Long Term Plan is to make Dunedin an attractive place to work, live, study and visit.

This is achieved by the following Strategic Framework:



Appendix 2: Strategic Framework

Strategy	Priority	Explanation
Social Wellbeing Strategy (2013)	Connected people	Making people feel connected and involved in community and city affairs.
	Vibrant and cohesive communities	Building better communities both at a local/geographic level and communities of interest.
	Healthy and safe people	Promoting good health and ensuring people feel safe, and are safe.
	Standard of living	Promoting a good work/ life balance and full employment.
	Affordable and healthy homes	People are living in warm and healthy homes and affordable housing options are available to all.
Economic Development Strategy (2012)	Business vitality	Improving the ease of doing business. Growing the value of exports.
	Alliances for innovation	Improving linkages between industry and research. Increasing scale in innovative and tradable sectors.
	A hub for skills and talent	Increasing the retention of graduates. Building the skills base. Growing migrant numbers.
	Linkages beyond our borders	Increasing international investment. Establishing strategic projects with other cities.
Te Ao Tūroa - Environment Strategy (early draft themes)	A compelling destination	Marketing Dunedin and exporting education uplift.
	Connecting people with the environment	Dunedin's community enjoys and is connected with the natural environment.
	Guardianship of the environment	Dunedin's community actively works together to understand, enhance and celebrate the values of the natural environment.
	Protecting and enhancing the environment	Dunedin protects, restores and enhances its natural heritage, biodiversity, landscapes and ecosystems.
	Responding to environmental changes	Dunedin limits its impact on, and adapts to, environmental changes, including climate change.
Ara Toi – Arts & Culture Strategy	Sustainable resource use	Dunedin reduces reliance on non-renewable resources, minimises waste and uses water responsibly
	Identity pride	Building unity and community pride by celebrating the city's character, diversity and individuality through arts and culture.
	Access and inclusion	Enabling self-expression and sharing of ideas to connect diverse people.
	Creative economy	Capitalising on the economic growth of the arts and culture sector.
Spatial Plan (2012)	Inspired connections	Utilising existing networks and fostering new connections to facilitate creativity.
	A liveable city	A healthy and safe environment; quality air and water; a connected community; recreation, leisure & learning, opportunities; healthcare, and warm housing.
	An environmentally sustainable and resilient city	Resilient ecosystems and communities; actively responding to climate change; reducing dependence on non-renewable resources; seismic-strengthened heritage buildings.
	A memorable and distinctive city	Protecting significant landscapes; quality architecture and urban design; memorable and engaging public art; celebrating Tangata Whenua and European heritage; actively re-using built heritage.
	A city that enables a prosperous and diverse economy	Maintaining and growing our rural economy, industrial base and world class communications; attracting and retaining internationally-focused people; supporting and benefiting from the tertiary education sector.
	An accessible and connected city	An urban form that supports accessibility from a range of modes and sustainable transport choices; a safe and efficient road network; affordable and convenient public transport; it is safe and pleasant to walk and cycle.
Parks & Recreation Strategy (early draft themes)	A vibrant and exciting city	A successful arts and culture scene, vibrant central city and local centres.
	Well-connected open spaces	Managing green and open spaces to provide for social interaction and physical health and wellbeing.
	Accessible recreational facilities	Making recreational open spaces and facilities accessible to all.
	Collaborate to provide and protect	Working collaboratively to improve recreation and environmental outcomes.
Integrated Transport Strategy (2013)	Safety	Prioritising safety improvements according to risk.
	Travel choices	Prioritising investment and space to improve the provision of active modes and public transport.
	Connectivity of centres	Improving connections within and between centres and the central city for public transport and active modes.

Strategy	Priority	Explanation
Three Waters Strategy (2010)	Freight	Efficiently and effectively moving freight.
	Resilient network	Integrating land use and transport to reduce demand for vehicle travel and increasing the resilience of the transport network.
	Meeting water needs	Meeting the safe and quality water needs of the city for the next 50 years from existing water sources.
	Adaptable supply	Being able to adapt our water supply to a variety of future climate change and population scenarios.
	Environmental protection	Improving the quality of our discharges to minimise the impact on the environment.
	Maintaining service levels	Ensuring that, as a minimum, key service levels are maintained into the future.
	Kaitiakitaka	Adopting an integrated approach to management of the three waters and embrace the concept of kaitiakitaka.