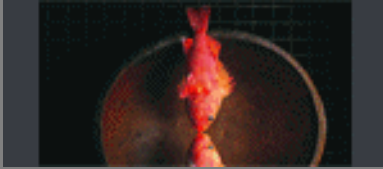




NGĀITAHU Holdings Corporation



NGĀITAHU Seafood



NGĀITAHU Property



NGĀITAHU Tourism

STATEMENT OF CORPORATE INTENT
2011 OVERVIEW FOR NGĀITAHU WHĀNUI

1. INTRODUCTION

This abridged Statement of Corporate Intent (SCI) sets out the Ngāi Tahu Holdings Corporation (NTHC) Board's intentions and objectives for Ngāi Tahu Holdings Corporation for the period beginning 01 July 2010 through to 30 June 2013 including a high level forecast through to 30 June 2015.

Following receipt of the Letter of Expectation (LOE) from the Shareholder to NTHC, we have completed an abridged version for wider circulation to whānui. NTHC presented a LOE to each of the main subsidiary businesses/boards, which included the relevant points as communicated from the Shareholder. On receipt of the individual LOEs, subsidiary management drafted a SCI which has been adopted by their respective Boards and presented to the NTHC Board for approval. NTHC considered the LOE and subsidiary SCIs in consolidation and formulated the overall SCI, as presented.

2. TE RŪNANGA GROUP OBJECTIVES

The 2011 Financial Year Letter of Expectation from Te Rūnanga expressed two key objectives for the Te Rūnanga Group:

- a. Kotahitanga within the Te Rūnanga Group; and
- b. A level of austerity or prudence within the Te Rūnanga Group which reflects the current economic climate.

3. NGĀI TAHU HOLDINGS CORPORATION

According to the Charter of Te Rūnanga o Ngāi Tahu the role of the company is to use, on behalf of the Ngāi Tahu Charitable Trust, the assets of the Trust allocated to it and "prudently to administer them and its liabilities by operating as a profitable and efficient business".

3.1 Ngāi Tahu Holdings Corporation is creating wealth for Ngāi Tahu by:

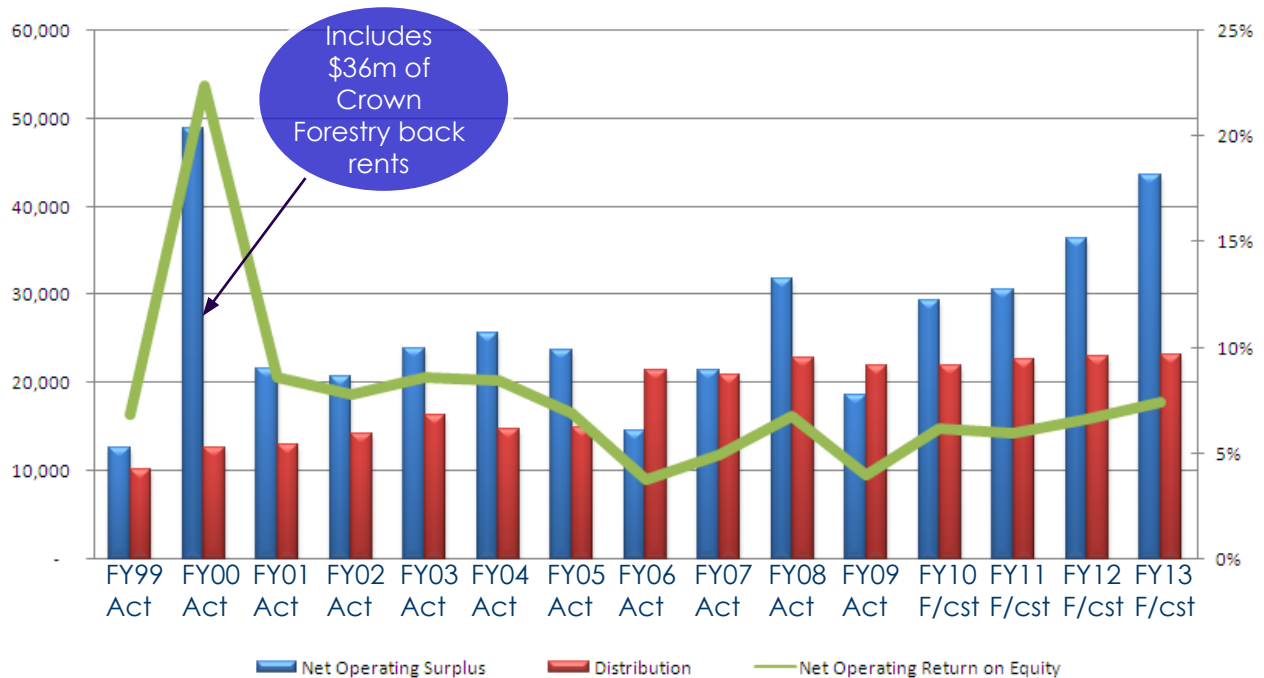
- Increasing shareholders equity, the pūtea and expanding the commercial asset base
- Providing annual returns to the Ngāi Tahu Charitable Trust to facilitate current social, cultural and environmental initiatives, and
- Growing the businesses for future generations

3.2 Summary of projected financials FY11-FY13

Ngāi Tahu Holdings Corporation (\$'000)			
	FY11 SCI	FY12 SCI	FY13 SCI
TOTAL REVENUE	\$141,913	\$167,627	\$177,618
TOTAL EBIT	\$45,898	\$51,611	\$52,824
NET OPERATING SURPLUS	\$30,577	\$36,395	\$43,674
DISTRIBUTION	\$22,600	\$22,981	\$23,254
TOTAL EQUITY	\$533,349	\$567,314	\$607,618
NET OPERATING RETURN ON EQUITY	5.4%	6.0%	6.8%

3.3 Historical vs targeted performance

Net Operating Surplus v Distributions (\$'000s) and Net Operating Return on Equity (%)



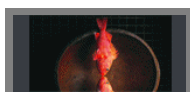
3.4 Governance

The role of the **NTHC Board** includes:

1. Setting the strategic direction for Ngāi Tahu Holdings Corporation.
2. Overseeing portfolio of assets to enlarge returns over time whilst measuring against risk,
3. Meeting annual distribution,
4. Assessing reviewing and initiating future commercial opportunities,
5. Development of the NTHC investment strategy to support Te Rūnanga investment policy framework,
6. Manage the Ngāi Tahu Holdings Corporation cash flow, treasury (including managing capital raising and allocation) and balance sheet to ensure distributions to Te Rūnanga are optimised,
7. Monitoring subsidiary performance,
8. Communication with TRoNT,
9. Implement and abide by appropriate risk management practices,
10. Appointing directors on subsidiary boards, and
11. Appointing and monitoring the performance of the NTHC Chief Executive.

3.5 Audit, Finance and Risk Committee

NTHC operates an Audit, Finance and Risk Committee. The responsibility of the committee includes reviewing the Ngāi Tahu Holdings Corporation and subsidiary accounting policies, reporting practices and financial statements as well as considering and advising on risk management matters. The committee also considers all matters in relation to the audit of NTHC and its subsidiaries. This will focus on major commercial risks, major non-commercial risks, risk management plans and parameters.



NGĀI TAHU Seafood



NGĀI TAHU Property



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3.6 NTHC Aspirations 2011-2015

Our Mission

To be an outstanding investment company creating wealth for our shareholder and respecting and contributing to the mana of Ngāi Tahu in all that we do.

Our Role

The role of NTHC is to use on behalf of the Ngāi Tahu Charitable Trust the assets of the Trust allocated to it and to prudently administer them and its liabilities by operating as a profitable and efficient business.

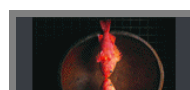
Our strategic goals and aspirations

NTHC will:

- Operate as an active diversified investment holding company;
- Seek to grow NTHC wealth and net assets to \$1b by 2015; (includes relativity, organic and new growth)
- Improve Operating and Total Return on Funds Employed;
- Manage towards a diversified investment portfolio, having regard for the recently adopted Te Rūnanga Group Investment Policy Framework focussing in areas where Ngāi Tahu have or can create ongoing sustainable competitive advantage;
- Grow cash generation and manage liquidity ensuring predictable distributions to Te Rūnanga whilst providing headroom for adequate reinvestment to enhance real value;
- Be an intergenerational investor, managing for the long-term whilst also achieving shorter-term objectives;
- Review our capital structure; ensuring a stable capital structure aligning to our asset class and characteristics;
- Implement a robust governance structure ensuring consistent implementation of strategy over the long term;
- Maintain accountability and transparency around investment outcomes and performance;
- Stewardship of all investment assets in a manner consistent with Ngāi Tahu values; and
- Continue to improve communication, develop trust and consensus further with all stakeholders, paying particular attention to Te Rūnanga, rūnanga and debt funders.

3.7 Values

NTHC embraces the values of the Te Rūnanga Group and commits to ensuring these values become imbedded in the organisation and are truly reflected in the way we behave and do business.



NGĀI TAHU Seafood



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3.8 Nature and scope of business

NTHC is responsible for:

- The generation of wealth for the Ngāi Tahu Charitable Trust for the benefit of Ngāi Tahu Whānui
- Structuring and managing the pūtea for optimal performance to meet the current and future needs of its equity and debt holders

NTHC endeavours to:

- Preserve and grow shareholder value over the long term;
- Ensure appropriate governance processes are in place to protect Ngāi Tahu assets for future generations;
- Provide commercial management and monitoring of investment performance on behalf of the shareholder;
- Generate, analyse, execute and manage existing and new commercial investment opportunities aligned with Te Rūnanga's investment objectives;
- Develop a strong and respected Ngāi Tahu commercial brand;
- Manage cash flow, treasury functions, and the balance sheet of the Ngāi Tahu Holdings Corporation to ensure distributions to Te Rūnanga are optimised;
- Communicate with the shareholder on a "no surprises" basis;
- Enhance the influence and reputation of Ngāi Tahu through its investments; and
- Continue to manage non-core investments when Te Rūnanga and NTHC agree it has the capacity and capability to do so.

3.9 Subsidiary Strategic Priorities

NGĀI TAHU Property:

We stand for the land: We have a natural affinity for land and we have the skills and experience to sustainably manage that land.

Land use change: North Canterbury, the conversion of 17,000 Hectares of rural land from forestry use to pastoral use.

Partnership: Following on with our successful partnerships with Central Government (Police Stations, Courts) and with Local Government (Christchurch Civic Building) We will be a major participant in Public Private Partnerships throughout New Zealand.

Environmental Sustainability: We are here for the long haul, Ngāi Tahu will not be going away. We will have environmental benchmarks for all our activities. Our projects will be measured against those benchmarks.

We build Communities: We will be the preeminent party in Residential Development in Canterbury with our residential developments at Wigram, Lincoln and Prestons building communities for 3000 families over the next 15 years.

Successful Business: Our business will create wealth for Ngai Tahu. Our business will grow significantly, from a current asset base of \$400million to \$1 billion worth of total assets under management by 2015. To fund that growth we will provide significant opportunities for third party investment in our business. Our investments are bench marked against the market and our portfolio will match or better those bench marks. We will sell our rural leasehold portfolio and reinvest or return the capital to higher returning investments.

NGĀI TAHU Seafood will:

1. Improve wetfish returns by working collaboratively with its stakeholders (NTFSL, NT Fishers, other iwi and various fishing companies) to optimise returns from its quota base.
2. Protect and grow its CRA volumes and margins.
3. Continue to monitor and contribute to the management of those fisheries it is primarily involved in in a sustainable manner.
4. Investigate investment opportunities in all parts of its core business.
5. Challenge its current productive mix and reposition products where NTS has genuine competitive advantage.
6. Foster succession in all parts of the business.

NGĀI TAHU Tourism:

Goal 1 Te Tipuranga – Growth and Development

Grow our whānui of businesses, to take advantage of the scale, breadth and unique capabilities of Ngāi Tahu Tourism to produce solid and sustainable returns to the iwi.

Goal 2 Manaakitanga - People

Grow passionate staff that create powerful transformational experiences for our customers while encouraging and supporting more Ngāi Tahu into tourism focused careers within Ngāi Tahu Tourism and the wider tourism sector.

Goal 3 Whanaungatanga - Relationships

Develop strong relationships between Ngāi Tahu Tourism businesses and industry, government, Papatipu Rūnanga and other iwi to become partner of choice for investment in the tourism sector.

Goal 4 Ngā Taonga Tuku Iho – Language and Culture

Promote and support Ngāi Tahu reo, tikanga, traditions and cultural practices among staff, clients and the wider communities within which we operate.

GLOSSARY

Net Operating Return on Equity	Net Operating Surplus divided by Equity expressed as a percentage. Represents the total operating return being achieved by the group. This calculation includes seafood quota assets that are accessed via NTFSL. Note: this calculation does not include any realised or unrealised gains or losses on Non Current Assets e.g. uplift in Ryman Healthcare Ltd shareholding, movement in value of investment properties etc.
Net Operating Surplus	Represents the net return from operating (trading) activities of the Ngāi Tahu Holdings Corporation after borrowing costs and taxation is applied (if applicable).
Total EBIT	Total Earnings Before Interest & Taxation. Represents the total return from both operating (trading) activities and non-operating sources before any borrowing costs and taxation (if applicable).
Total Equity	Total assets less total liabilities. Represents the value of the shareholders' investment and reflects the remaining interest in the assets of the business after all liabilities are allowed for.
Total Revenue	The total amount of money received for goods sold or services provided before any costs or expenses are deducted.
Distribution	The amount distributed to the Ngāi Tahu Charitable Trust from NTHC.