



**Cook Islands
Investment Corporation**

STATEMENT OF
CORPORATE INTENT

2023–2027

TE AU AKANOONOOANGA NO TE MĀNAKONAKO'ANGA O TE TAOKOTAI'ANGA



“TE AU APINGA PUAPINGA TE KA TAUTURU I TE ITI-TANGATA KUKI AIRANI”

“Quality assets that serve the Cook Islands people”

FRONT PAGE:

CIIC in collaboration with Infrastructure Cook Islands (ICI) are proud to present the **Penrhyn Medical Centre** on the northern most island in the Cook Islands, Penrhyn.

The facility is on Te Tautua which is one of the two main islands in Penrhyn.

Penrhyn Medical Centre, Te Tautua, Penrhyn, Cook Islands, April 2023

On Friday the 5th of May 2023 CIIC was proud to open the Cook Island's first Wellness Unit – Te Puna Tiaki. A Memorandum of Understanding (MOU) between CIIC and TMO was also signed at the opening, outlining responsibility for the management and operation of Te Puna Tiaki.

Pictured in the photo includes the Minister Hon. Albert Nicholas, Minister Hon. Rose Brown, Minister Hon. Mac Mokoroa, CIIC Chair Mr Fletcher Melvin, CIIC CEO Mr Allan Jensen, Secretary of Health Mr. Bob Williams, Dr Evangeline Daniela-Wong, various TMO staff members and various landowners and community representatives.

Inset: Inside Te Puna Tiaki Wellness Unit, May 2023





CIIC Group SCI Cabinet presentation on Thursday the 9th March 2023. Pictured from left, CIIC Board of Directors Mr Fletcher Melvin, Mrs Sharyn Paio, Mr Michael Henry, Ms Caren Rangī, Prime Minister Hon. Mark Brown, Hon. Albert Nicholas, MP for Manihiki Mrs Akaiti Puna, CIIC Board of Directors Mr Arama Wichman, Mr Patrick Arioka and CIIC CEO Mr Allan Jensen.

The Edgewater Resort & Spa, Rarotonga, Cook Islands, March 2023.

PROFILE KO'AI MATOU

ENTITY

Cook Islands Investment Corporation

ADDRESS

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OWNERSHIP

Responsible is Minister Hon. Albert Nicholas Cook Islands Investment Corporation (CIIC) is a Crown owned entity, established under the Cook Islands Investment Corporation Act 1998

CIIC BOARD

CHAIRPERSON/ **Mr Tangata Fletcher Melvin**

DEPUTY CHAIRPERSON/ **Mrs Sharyn Paio**

DIRECTOR/ **Mrs Eleanor Roi**

DIRECTOR/ **Mr Arama Wichman**

DIRECTOR/ **Mr Patrick Arioka**

EXECUTIVE MANAGEMENT

CHIEF EXECUTIVE OFFICER (CEO)
Mr Allan Jensen

GENERAL MANAGER CORPORATE SERVICES &
CHIEF FINANCIAL OFFICER (CFO)
Mr Alan Bird

GENERAL MANAGER ASSET DEVELOPMENT
Ms Anne Taoro

GENERAL MANAGER ASSET MANAGEMENT
Mrs Vasie Ngatoko-Poila

GENERAL MANAGER CROWN ENTERPRISES
Ms Tairi Herrmann

SENIOR MANAGER LAND AND LEGAL
Ms Anna Glassie

SENIOR MANAGER HUMAN RESOURCES
Ms Poko Rongo

SENIOR MANAGER PUNANGA NUI MARKET
Mr William Taripo

SUBSIDIARIES (100% OWNED)

- Cook Islands Government Property Corporation
- Airport Authority
- Bank of the Cook Islands Limited
- Ports Authority
- Te Aponga Uira o Tumu te Varovaro
- Avaroa Cables Limited
- Cook Islands Broadcasting Corporation
- Cook Islands Telecommunication Assets Limited
- Cook Islands Telecommunications Holdings Limited
- Suwarrow Development Corporation Limited
- Te Mana Uira O Araura Limited
- To Tatou Vai

ASSOCIATES

- Cobalt Seabed Resources Limited (previously known as CIIC Seabed Resources Limited) / 50% Owned
- Telecom Cook Islands Limited (Vodafone) / 40% owned



FOREWORD TUATUA 'AKATU'ERA

MESSAGE FROM OUR CHAIRPERSON

Te na roto atu nei iaku, mei roto mai i te au upoko akatere, e tae uatu ki te au aronga angaanga o te CIIC i te oronga atu i ta matou puka akamarama, 'Te au Akanoonoo'anga no te Manakonako'anga o te Taokotai'anga' no teia mataiti e tae uatu ki nga a mataiti e tu mai nei.

On behalf of the Board, management and staff of the Cook Islands Investment Corporation (CIIC), I am pleased to present our Statement of Corporate Intent (SCI) for the next four years to 30 June 2027. This SCI is an important document for CIIC, as it sets our intentions for carrying out our role and responsibilities to best meet the needs of the people of the Cook Islands. This SCI is our "navigation chart" for how we intend to carry out our work, and the basis on which we are prepared to be held accountable.

This SCI is driven by our vision for "Quality assets that serve the wellbeing of Cook Islands people". Those assets include

Government's building portfolio across the nation as well as the country's our key utilities such as the Port, Airport, water and power, which are currently worth at least \$440million, and to grow in value to \$670 million over the next four years.

In early 2023, the CIIC Board held strategy retreats to refresh and to assess if the strategy needed to be refined to better reflect its "navigation chart". This has become an important feature on CIIC's calendar and there were minor refinements made to our plan to reflect what has been achieved in the last year, what we are currently doing and what we hope to achieve in the coming years.

A big feature of the last 12 months has been the significant progress we have made rolling out the Government-wide Asset Management systems, progressing Government's land registry and delivering various initiatives and infrastructure projects in Rarotonga and the Pa Enua. We are proud to say CIIC and its entities have continued to deliver, despite challenges businesses are experiencing worldwide, including supply chain and labour challenges, and inflationary pressures.

The CIIC Board will continue to focus on the many plans and initiatives comprehensively outlined in this document, and are centered on continuing to deliver and provide "quality assets that serve the wellbeing of Cook Islands people". A key focus area is to collaborate effectively including bringing all our SOE's closer together as there is "strength in unity", so that we may collectively serve Cook Islanders more effectively.

On behalf of my fellow Directors Eleanor Roi, Sharyn Paio, Arama Wichman and Patrick Arioka, we wish to acknowledge and thank Cabinet and our responsible Minister the Honourable Albert Nicholas, the Minister responsible for the Punanga Nui Market the Honourable George Angene for their support, the CIIC Directors whom finished their tenures during the year (Michael Henry, Malcolm Sword and Caren Rangi) and whose contribution has been significant spanning many years, our Chief Executive, Allan Jensen, his management team, CIIC staff, as well as Chairs, Directors, CEOs and managers across the CIIC group, for what has been a busy year delivering, for the nation.

Kia orana, e kia manuia

Fletcher Melvin

CHAIRPERSON,
Cook Islands Investment Corporation

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Top left Saturday at the **Punanga Nui Market** is always a hub of activity. Pictured here are visitors enjoying local arts and crafts.

Top right: Local vendor Mr Paul Lynch with his famous hot sauce on a busy Saturday at the market.

Bottom: A busy Saturday morning at the Punanga Nui Market. Punanga Nui Market, Avarua, Rarotonga, Cook Islands, September 2022



OUR SCI PURPOSE

TE 'AKAKOROANGA O "TE AU AKANOOONO'ANGA
NO TE MĀNAKONAKO'ANGA O TE TAOKOTA'ANGA"

Our Statement of Corporate Intent (SCI) is a living document and critical in our day to day work. Our SCI outlines the driving vision for the Cook Islands Investment Corporation, our mission, priorities and strategic objectives for the next four years. The SCI is a document required to be submitted and approved annually by Cabinet as outlined under the Cook Islands Investment Corporation Act 1998.

It is a document for the Cook Islands people and our stakeholders to understand what we have been doing (in the last year), what we are planning to do (over the next four years), and what our priorities are, including key performance areas.

The **CIIC Group SCI Cabinet Presentation** was held on Thursday the 9th of March 2023 and Crown Entities within the CIIC Group presented their 2022-2026 Statement of Corporate Intent. Pictured are Cabinet Members, the CIIC Board, CIIC Staff and Chairs, Directors and Representatives across the CIIC Group.

The Edgewater Resort & Spa, Arorangi, Rarotonga, Cook Islands, March 2023.

DELIVERING FOR THE COOK ISLANDS

'AKATUPUANGA I TE ANO'ANO O TE KUKI AIRANI

The SCI provides the organisation's strategy, vision, achievements, financial targets and key performance areas. The SCI shares with you the accomplishments that CIIC has achieved in recent times, including the completion of a number of infrastructure projects across Rarotonga and the Pa Enua, (including the Rarotonga Mental Health Facility, the Te Tautua Medical Facility, the Tauhunu, Manihiki Administration Building, continuation of the Arutanga Harbour project, and various infrastructure improvements in Mangaia, including the hospital, school and administration building), our improved communications initiatives, the progress of the government wide asset management project and land registry, and completion of various corporate governance initiatives. These initiatives and projects will ensure our assets are well equipped to deliver benefits and serve the Cook Islands for many generations to come.

The SCI shares with you the CIIC and the CIIC Group plans for the future, including continued support to Crown Enterprises, progressing the nationwide asset management programme, and the continuation of various infrastructure projects effectively across the nation, including the Avarua Town Plan and the Arutanga Harbour project. The plan is to continue to strengthen and realign the Corporation into the future to meet the numerous challenges and capitalise on the opportunities for the Cook Islands.



KEY FACTS

This section shares with you some key facts, statistics and metrics about CIIC and the CIIC Group (as at March 2023)



**\$695m
Total Assets**

The CIIC Group is forecasting Total Assets of \$695m comprising \$240m of property assets, \$140m of banking assets, \$110m air and sea port assets, \$100m of water assets and \$100m power and telecommunication assets.



**211
Buildings**

CIIC's building portfolio includes 14 health facilities (21 buildings), 20 educational facilities (64 buildings), 4 cyclone shelters (4 buildings) and 82 Government administration and other buildings.



**18
MoUs**

CIIC has 18 current Memorandum of Understandings (MOUs), formalising its working relationships with other agencies and organisations across the public and private sector.



**58
Directors**

There are 58 directors across the CIIC Group & 132 persons on our Directors database. The gender male:female ratio across our entire CIIC Group workforce was 65:35



**46
Gov. houses**

CIIC has a portfolio of 46 Government houses in Rarotonga, tenanted to Members of Parliament, Low Income Tenants, Specialist Public Sector Workers and NGOs, who do not own land in Rarotonga.



**100+
Vendors**

The Punanga Nui Market (PNM) welcomes around 1,000 to 2,000 persons on a Saturday during peak season, with around 70 vendors including 65 huts selling produce, food & crop produce, clothing, arts and crafts.

AU TU'ANGA PU'APINGA KUA MARAMA TATOOU



**400
Employees**

The total workforce headcount at CIIC was 59 employees, 13 contractors. Across the CIIC group, there was a headcount of approximately 341, with 61 employees based in our Pa Enea.

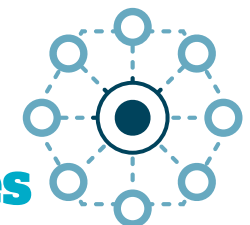


**60:40
Senior Roles**

CIIC Group workforce of 400 employees was 57:43 with the ratio for senior leadership roles 60:40 and management roles of 49:51

**3.8m
m²**

CIIC manages approximately 3.8m m² of land on behalf of the Cook Islands Government, from Tongareva in the North, to Mangaia in the South, spanning a distance of 1,437 kms. The 3.8m m² is equivalent to 380 hectares or 940 acres.



**17
Entities**

Under CIIC, there are 17 entities of which 10 are current operating entities, of which 1 is a 50/50 joint venture and 1 is an Associate which is owned 40% by CIIC. Each operating entity comprises a Board of between 5-7 Board members



**30
Press
Releases**

Keeping our public informed about what we are doing and our projects is important, with CIIC issuing about 30 press releases in the last year, containing a total of about 12,000 words.

OUR VISION TA MATOU ORAMA

CIIC'S VISION IS:

***Te au apinga puapinga te
ka tauturu i te
iti-tangata Kuki Airani.***

***Quality assets that serve the
Cook Islands people.***

During CIIC's Strategy Retreats held in early 2023, the CIIC Board, management team with directors and managers across the CIIC Group, and key external stakeholders, concluded that the organisation's current vision remains relevant and fitting for the organisation's strategy and roadmap.

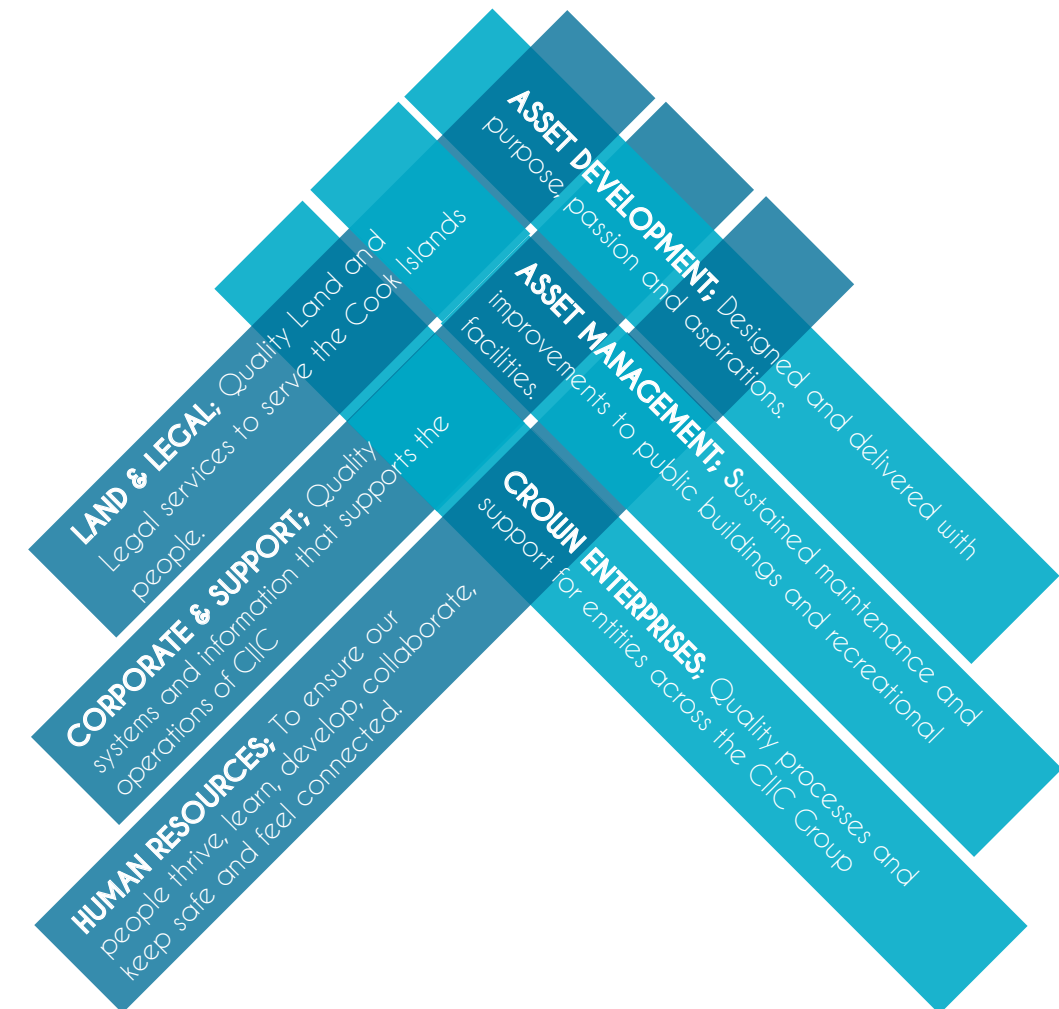
A longer version of the vision to provide better context is as follows:

***"Tau meitaki no te akakoro'anga, akatuke atu i te au apinga
no te katoatoa te ka oronga mai, tauturu mate akameitaki
atu i te turanga ora'anga o te
iti-tangata Kuki Airani."***

***"Fit for purpose, transformational public assets that deliver,
serve, and improve the wellbeing of the Cook Islands people,
in harmony with our culture
and our environment."***

OUR VISION TA MATOU ORAMA

In achieving our vision CIIC separates the organisation into six equally important elements or functions (three discrete functional areas, and three equally important support areas (supporting CIIC, Group and wider Government functional areas) which are outlined below, with their respective visions:



A key feature and focus of CIIC is how the various functional areas weave together. This is illustrated in the above graphic and depicts traditional Cook Islands design concepts, such as Manu Ta'i, Raranga/ Moenga and Nio Mango, design elements used also to describe our organisational values.

Equally important is strategy alignment. Each of our divisional or functional visions, are aligned to our CIIC organisational vision which is also aligned to the National Vision.

OUR VALUES TA MATOU 'IRINAKTANGA



KIA ORANA / COOK ISLANDS PRIDE

At the core of what we do, is our pride for our Cook Islands identity, culture and our people.

Ko te nui anga o ta matou angaanga e mea ngakau parau'anga na matou, no te akaari'anga i ta tatou pevu tupuna, e to tatou iti-tangata.



On an annual basis a CIIC Staff Retreat is held. Pictured is the CIIC Staff Strategy Session held on Friday the 8th of July 2022 and a part of the programme that is run is the breakout activity. Pictured from left: Shona Kirikava, Aumai Teiotu, Olaf Rasmussen, Amber Numanga, Allan Jensen & Vasie Ngatoko-Poila. Ngatangia Field, Rarotonga, Cook Islands, July 2022.



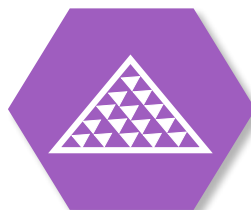
AKAIRO / LEGACY

Much of the work we do is not only to serve the people of today, but our work will serve our children and our children's children.

Ko ta matou angaanga ei tavini, no te meitaki o teia tuatau e no te uki a muri mai.



As part of the CIIC Staff Strategy Session held on Friday the 8th of July 2022, the Asset Development divisional presentation included a visual representation and interlink collaboration within the division. Pictured from left: Cain Rakanui, Alana Short, Aumai Teiotu and Amber Numanga. Muri Beach Club Hotel, Muri, Rarotonga, Cook Islands, July 2022.



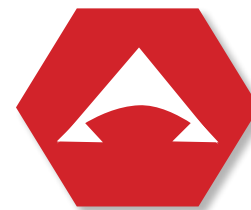
TU RANGATIRA / PROFESSIONALISM

We carry out our work as professionals in a manner that is respectful and in line with our core values.

Ka rave matou i ta matou angaanga ma te tau, tu rangatira, e te tiratira tu.



CIIC CEO Allan Jensen and the CIIC Team at the CIIC Staff Retreat held on Friday the 8th of July 2022. Muri Beach Club Hotel, Muri, Rarotonga, Cook Islands, July 2022.



ORAANGA MATUTU / HEALTH AND WELLBEING

Our work, our assets, our enterprises, are here to serve people.

Ko ta matou angaanga, te au apinga i raro ake i tiakianga a te kavamani, te au ta'okotai'anga i raro ake i te tamarumarua'anga a te CIIC, ka riro ratou i te tavini meitaki i to tatou iti tangata.



CIIC supports growth and development in the future generation. Pictured is CIIC contractor Romani Katoa at the Aitutaki Careers Expo at Araura College on Thursday the 17th of November 2022. Araura College, Aitutaki, Cook Islands, July 2022.

In September 2022, CIIC and management held a **CIIC Staff Meeting** at the Are Pua Church in Takuvaine. This meeting was well attended by staff based at the CIIC Headquarters, School Security, Punanga Nui Market Manager, and the TSA Facilities Team.
Are Pua Church, Takuvaine, Rarotonga, Cook Islands, September 2022.



OUR PEOPLE TO TATOU ITI TANGATA

2022/23 saw changes to CIIC's governance with the Prime Minister, the former Minister of CIIC, passing on the CIIC portfolio to the Honourable Albert Nicholas in late 2022. In 2023, CIIC bid farewell to Michael Henry, Malcolm Sword and Caren Rangi.



At the **CIIC Group SOE Strategy Dinner** wrap up on Thursday 10 February 2022, the CIIC Board of Directors pictured with the Prime Minister Hon. Mark Brown. Pictured from left, Director Mr Fletcher Melvin, Director Ms Caren Rangi, Chairperson Mr Michael Henry, Prime

Minister Hon. Mark Brown, Director Mrs Eleanor Roi, Deputy Chairperson Mr Malcolm Sword and CEO Mr Allan Jensen. Coastal Kitchen, Tupapa, Rarotonga, Cook Islands, February 2022.

MICHAEL HENRY, hails from the island of Aitutaki, Cook Islands, and has served on the CIIC Board for 10 years and 8 of those years as Chairperson. Mr Henry has extensive private and public sector governance experience which came to the fore as he oversaw significant change at CIIC, with a focus on delivery and bringing the vast CIIC group together to affect change. Some of his notable accomplishments at CIIC include his tireless work in progressing the seabed minerals sector and focus on developing well thought out robust and long term infrastructure plans.

MALCOLM SWORD, hails from Atiu and Rarotonga, and has served on the CIIC Board for 12 years. Mr Sword's extensive public and private sector experience, including as the Managing Director since 1986 of Cook Islands General Transport, was invaluable for CIIC during this period of significant change. Mr Sword commanded the respect of CIIC's staff compliment, due to his mantra of supporting staff and organisational endeavours to deliver infrastructure in Rarotonga and the Pa Enua.

CAREN RANGI, with family ties to Rakahanga and Manihiki, Tongareva, Rarotonga and Aitutaki, served on the CIIC Board for 8 years. Ms Rangi is an experienced professional public sector governance practitioner and a qualified chartered accountant who lives in the Hawkes Bay, New Zealand. Ms Rangi is a Member of the Institute of Directors. Her passion is corporate governance and training, and has delivered numerous sessions across the group and government. In 2018, Caren was conferred with an Officer of the New Zealand Order of Merit, for services to the Pacific community and governance.

Whilst we say farewell to 3 directors, we are pleased that they all have expressed a desire to still be involved and contribute in one way or another to CIIC's work. Thank you for your service.



On the 01st of February 2023 and the 15th of March of 2023 CIIC welcomed three new CIIC Board of Directors: Mr Patrick Arioka, Mrs Sharyn Paio and Mr Arama Wichman.

Pictured from left - Mr Fletcher Melvin, Mrs Sharyn Paio, Mr Michael Henry, Ms Caren Rangi, Mr Arama Wichman and Mr Patrick Arioka. The Edgewater Resort & Spa, Rarotonga, Cook Islands, March 2023.

While we said farewell to the Prime Minister as our responsible Minister and 3 Board members, we welcomed the Honourable Albert Nicholas, Member of Parliament for Avatiu, Ruatonga and Palmerston. The Honourable Albert Nicholas was no stranger to CIIC as he had served as Associate Minister for a number of years. In addition to the CIIC portfolio, he also holds three other portfolios: Infrastructure Cook Islands, National Environment Service and Business Trade and Investment.

Appointed and welcomed to the Board of CIIC by CIIC's new Minister in early 2023 were Sharyn Paio, Patrick Arioka and Arama Wichman.

SHARYN PAIO is well-known in the Cook Islands as a top class educator who was principal at Tereora College and held the position of Secretary of Education. She taught at various schools in New Zealand and the Cook Islands for more than three decades and has been a tutor for various business programmes at the Cook Islands Tertiary Training Institute.

Cook Islands politician and former Cabinet Minister **PATRICK ARIOKA** has worked for the Government in various capacities, from a forester, to an agriculturalist, to policy and economic director for the Ministry of Agriculture. His work extended further into disaster infrastructure projects consultancy and disaster preparedness. He has served as previous President for the Cook Islands Red Cross Society and served on their Board for 13 years.

ARAMA WICHMAN is an accomplished businessman, having established and operated a number of businesses. Since the 1990's he is a renowned major supplier of products and materials to the construction sector, and provided technical advice for the people in the Pa Enua, Rarotonga and New Zealand. Arama has had a direct hand in supporting a number of public infrastructure builds.

Prior to the opening of the Te Puna Tiaki Wellness Unit on Friday the 5th of May 2023, Asset Development General Manager Anne Taoro and Intern Aumai Teiotu, were all hands on deck preparing the gardens and external beautification.

Te Puna Tiaki Wellness Unit, Nikao, Rarotonga, Cook Islands, May 2023.



OUR PEOPLE TO TATOUI ITI TANGATA

"Blessed are you who sow. Every seed you so plant, will grow into bountiful crops for great harvest."

Our General Manager of Asset Development, Anne Taoro, not only manages her division behind her laptop, she also takes a hands on, on-site approach as demonstrated in the picture to the left. A few days before the opening of our Te Puna Tiaki Wellness Centre, planting seeds and teaching our future leaders.

Cadetships are a proven way of introducing and training new staff into an industry and a good way of teaching skills. At CIIC, in 2022, we had two resident cadets, Aumai Teiotu and Tua Williams (pictured right, 2nd from the right). In 2023, we recruited a further 3 cadets for our Asset Management Project (pictured with Tua, right).

Our cadets are refreshing and provide a great vibe for us at CIIC. There are many able and wise leaders, like Anne Taoro, to encourage and instill knowledge to develop our nation's future infrastructure leaders.

"Blessed are we who sow."

When Tua's family moved back from Australia a couple of years ago, the building bug was still with him, and he won the CIIC sponsored award at the 2021 Tereora College Prizegiving for the Most Outstanding Student in Level 3 Building & Mathematics award. The day after school finished, he rang up asking about a job. Taking a proactive approach, having the right attitude and the willingness to learn are key attributes. CIIC has been able to aide Tua on his learning journey by providing him practical on-the-job experience in the field of building and infrastructure. Tua's CIIC supervisors have been attaching him to various construction crews around the island and undertaking great projects for the nation.



On Thursday 06 April 2023, the CIIC team gathered to show their community support for World Autism Blue Day and pictured is our CIIC Interns. Pictured from left: Mareta Matamaki, Abel Matoka, Tetuaangari (Tua) Williams, and Bambridge Valoa. CIIC Headquarters, Takuvaione, Rarotonga, Cook Islands, April 2023.

Pictured with Tua (above), from left to right is Mareta Matamaki, Abel Matoka and Bambridge Valoa. These three individuals were at school last year, in year 13 and have been spending a few months with us at CIIC as Data Technicians, capturing data via drone and measuring tapes, on Government's building portfolio around our nation.



Main Picture:
Our Asset Management Building Maintenance Team (BMT) proudly model their new uniforms outside CIIC's Boardroom, Pi'a Kimi Manako. The new uniforms were purposely created for comfort, style and safety.

Our BMT Team are instrumental in ensuring Government buildings are fit for purpose in Rarotonga and throughout the Pa Enuu.

Pictures L-R
Location MFEM Building in Avarua

Fixing the roof of the CITTI Campus located in Turangi

A CIIC Contractor in Mangaia undertaking upgrades to the Mangaia Island Administration Building located in Oneroa.



OUR OPERATING ENVIRONMENT TA MATOU NGAI ANGAANGA

CIIC is a statutory Corporation of the Cook Islands Government. CIIC was established through the Cook Islands Investment Corporation Act 1998 to manage Crown assets including Government land, buildings and interests on Rarotonga and the Pa Enua (outer islands), and governance of Crown enterprises (subsidiaries, associates, SOEs and Crown Controlled Entities) on behalf of the Crown.

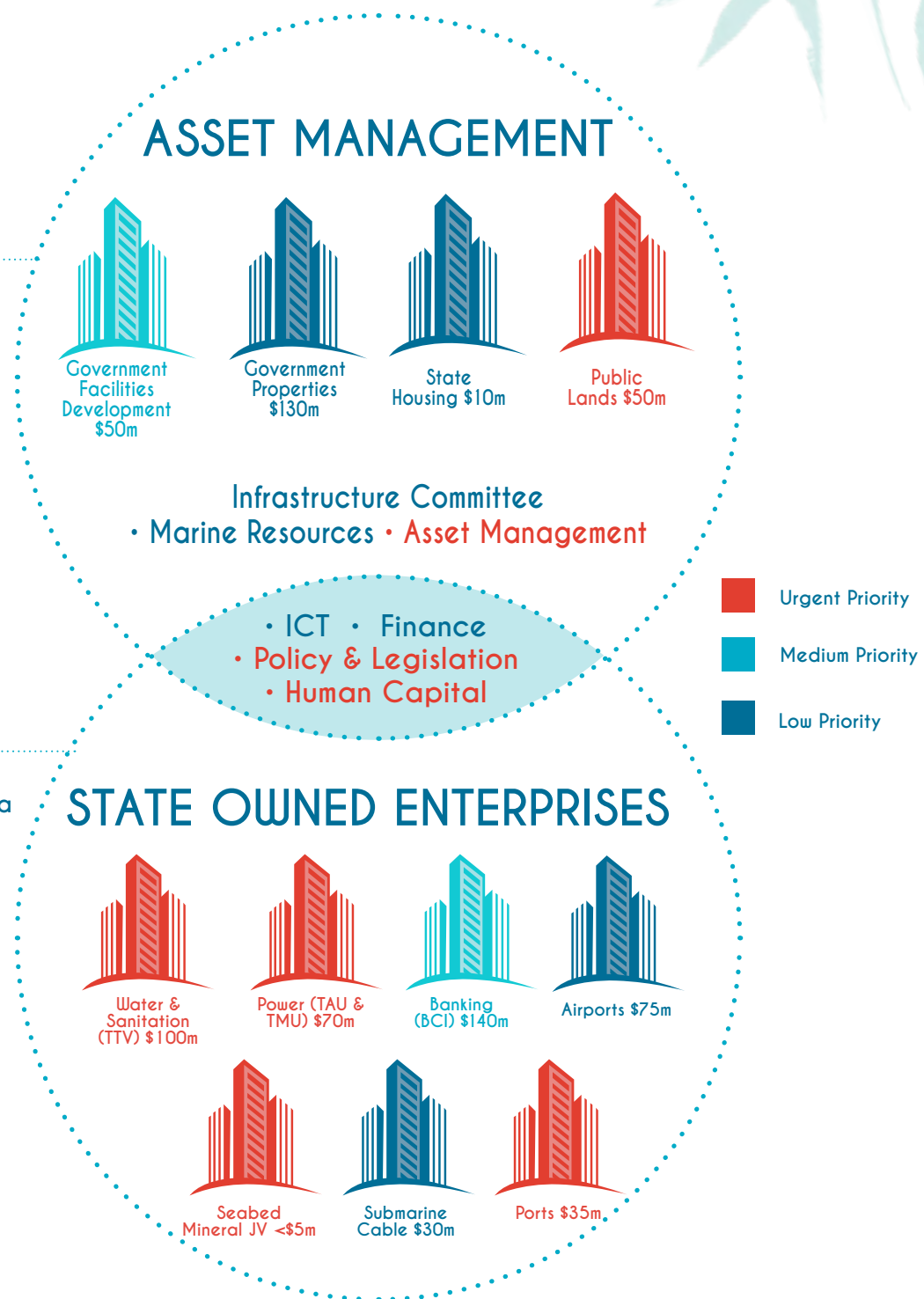
A statutory corporate entity or State-Owned Enterprise (SOE) is a body formed by the government through legal means so that it can take part in activities of a commercial nature. Essentially, statutory corporate entities and SOEs are created to undertake commercial activities on behalf of the government.

CIIC's vision (quality assets that serve the Cook Islands people) has a very wide remit, and therefore has a vast scope of responsibilities and contributes in a number of ways to the National vision and national development sustainable plan.

CIIC's vast scope of responsibility includes:

1. Crown land, Government infrastructure including Government buildings;
2. Facilities management on Rarotonga including stadiums and Punanga Nui Market;
3. The Ports and Airports of Rarotonga and Aitutaki;
4. Electricity on Rarotonga and Aitutaki: Te Aponga Uira Power Authority and Te Mana Uira o Araura;
5. Bank of the Cook Islands;
6. Water and Sanitation infrastructure and services on Rarotonga;
7. Telecommunications infrastructure and enterprises including Avaroa Cable and management of Governments shareholding in Telecom Cook Islands T/A as Vodafone Cook Islands, and;
8. Seabed mineral assets and government interest in seabed mineral enterprises.

The diagram on the right shows CIIC Group constellation is a good illustration of CIIC's vast responsibilities and includes its three main functional areas, shared functions and priorities:



The CIIC Group contains a vast number of entities (a total of 17), delivering its vision.

OUR OPERATING ENVIRONMENT TA MATOU NGAI ANGAANGA

The CIIC Group owns and manages key public infrastructure to support the economy. The Cook Islands' largest industry is tourism and makes up 67% of the nation's GDP. The CIIC Group provides infrastructure directly and indirectly in supporting this sector and the other sectors by way of provisioning the nation's gateways (airports and ports), as well as essential public utilities, including power and water.

The CEO and CIIC Board have refined and optimised its organisational staff structure outlined in previous year's SCI. The CIIC Board and CEO believe that the current structure is optimal in terms of delivering the organisation's operations effectively, to achieve the organisation's vision.

The CEO is supported by four General Managers, three Senior Managers and an Executive Assistant.

The Crown Enterprise division of the business is led by the General Manager – Crown Enterprises, Ms Tairi Herrmann. The division is responsible for governance, growth and development (incubation) of Crown enterprises and is resourced by an administration support person.

The Asset Development division is led by the General Manager – Asset Development, Ms Anne Taoro. The division is responsible for the development (design and build) of selected Crown infrastructure projects. The division is also responsible for implementing the new cross Government Asset Management framework and the Infrastructure Committee Secretariat.

The Asset Management division is led by the General Manager – Asset Management, Ms Vasie Ngatoko-Poila. The division is responsible for the maintenance of Government buildings, the Government housing portfolio and facilities management (the BCI Stadium, TSA Indoor Arena and other Rarotonga parks, reserves and facilities).

The Corporate division of the business is led by the General Manager – Corporate Services / Chief Financial Officer, Mr Alan Bird. The division is responsible for supporting the CEO, Management, Board, Minister, and divisions, along with the wider Group. The division is resourced with a Finance, Administration, Communications and IS Team.

The Land/Legal division is led by Senior Manager – Land and Legal, Ms Anna Glassie. The division is responsible for all Crown land tenure matters and all legal matters for the corporation, and provides assistance across the Group.



Pictured are CIIC Interns Bambridge Valoa Aumai Teiotu working together to deploy a drone safely.
CIIC Headquarters, Takuvaine, Rarotonga, Cook Islands, June 2023.

OUR OPERATING ENVIRONMENT

The Human Resources team is led by the Senior Manager – Human Resources, Ms Poko Rongo Heather. The team is responsible for the organisation’s Human Capital, CIIC’s greatest resource, including recruitment, induction, learning and development and performance management, and provides assistance across the Group.

The Punanga Nui Market team is led by the Senior Manager – Punanga Nui Market, Mr William Taripo. The team is responsible for the Cook Islands iconic market place.

CIIC’s staff is the organisation’s greatest asset. CIIC places a huge emphasis on a thriving and performing staff culture. CIIC holds regular staff meetings, issues a quarterly newsletter, holds regular sporting activities, offers employees of the quarter awards, sponsors various academic awards, among other initiatives. A core part of CIIC’s strategy is engaging and developing interns and cadets to become our nation’s future infrastructure professionals and leaders, an area we are passionate about build on so our future is in safe hands.

The CIIC Group key risks are illustrated in the below table:

LIKELIHOOD	CONSEQUENCES					RISK	RATINGS
	INSIGNIFICANT 1	MINOR 2	MODERATE 3	MAJOR 4	CATASTROPHIC 5		
ALMOST CERTAIN-5	5	10	15	20	25	1. Natural disasters	HIGH
						2. Pandemic / Disease	HIGH
						3. Plant Damage (incl Fire & Mechanical Failures)	HIGH
LIKELY-4	4	8	12	16	20	4. Supply Chain Issues	HIGH
						5. Funding Constraints	SIGNIFICANT
POSSIBLE-3	3	6	9	12	15	6. Human Capital Constraints	SIGNIFICANT
						7. Cyber / Tech Events	SIGNIFICANT
UNLIKELY-2	2	4	6	8	10	8. Relationship Instabilities	SIGNIFICANT
						9. Creditor Default Risks	SIGNIFICANT
RARE-1	1	2	3	4	5		

LOW MODERATE SIGNIFICANT HIGH

TA MATOU NGAI ANGAANGA

CIIC places a strong emphasis on collaboration, fostering collaboration at various levels including governance, operations and project implementation. This collaborative approach extends to working across agencies, engaging with the private sector, collaborating with landowners and partnering with traditional and religious leaders. A key mechanism to achieving this collaboration is the development of formal Memoranda of Understanding, which sets out the background and spirit of the collaborative work while clearly defining the roles and responsibilities of the respective parties.

A core part of CIIC governance and management protocols is risk management. CIIC operates a robust risk management system. At the heart of the risk management system, is building a risk culture as opposed to a blame culture. The Board schedules on its detailed annual workplan an organisational risk deep dive session quarterly. This is undertaken at a Parent organisational level and a Group level.

Risks are measured according to its likelihood and severity. The below diagram illustrates the risk rating methodology.

The CIIC Group key risks are illustrated in the below table:

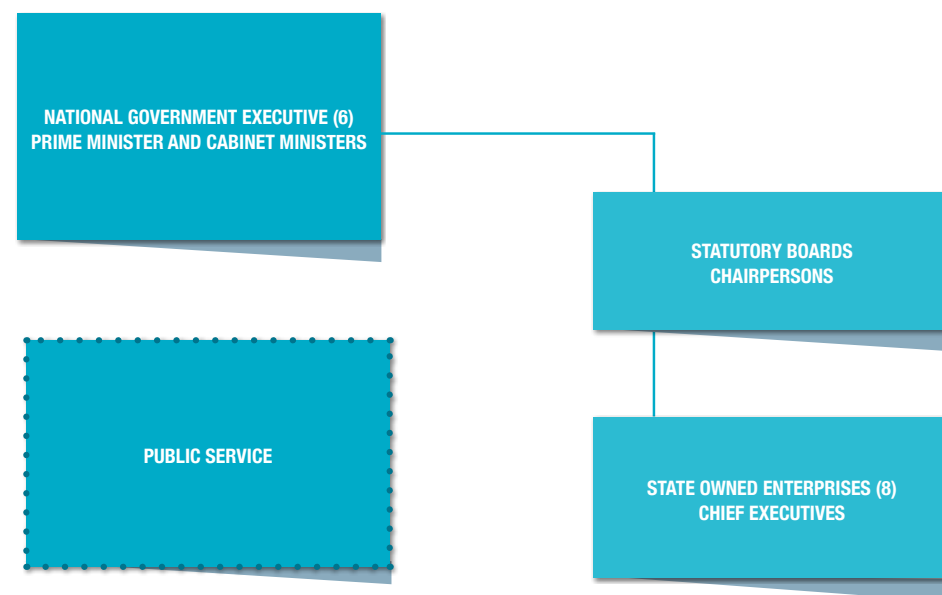
The CIIC Parent key risks are illustrated in the below table:

LIKELIHOOD	CONSEQUENCES					RISK	RATINGS
	INSIGNIFICANT 1	MINOR 2	MODERATE 3	MAJOR 4	CATASTROPHIC 5		
ALMOST CERTAIN-5	5	10	15	20	25	1. Broad functions of CIIC & priorities thereof	HIGH
						2. Natural Disasters	HIGH
LIKELY-4	4	8	12	16	20	3. Parent funding from government	SIGNIFICANT
						4. Lack of Public Support	SIGNIFICANT
POSSIBLE-3	3	6	9	12	15	5. Political stability	SIGNIFICANT
						6. Inter-group and inter-division alignment	SIGNIFICANT
UNLIKELY-2	2	4	6	8	10	7. Human resources	SIGNIFICANT
						8. Access to debt funding for growth	SIGNIFICANT
RARE-1	1	2	3	4	5	9. Economic downturn	SIGNIFICANT

LOW MODERATE SIGNIFICANT HIGH

OUR OPERATING ENVIRONMENT

As stated above, CIIC is a statutory Corporation of the Cook Islands' Government. A statutory corporate entity or State-Owned Enterprise (SOE) is a body formed by the Government through legal means so that it can take part in activities of a commercial nature on behalf of government. CIIC and its entities are Public Entities. They form part of the Public Sector and CIIC is one of many entities classified as a State Services Entity and sits outside the Public Service. This is highlighted in the diagram below:

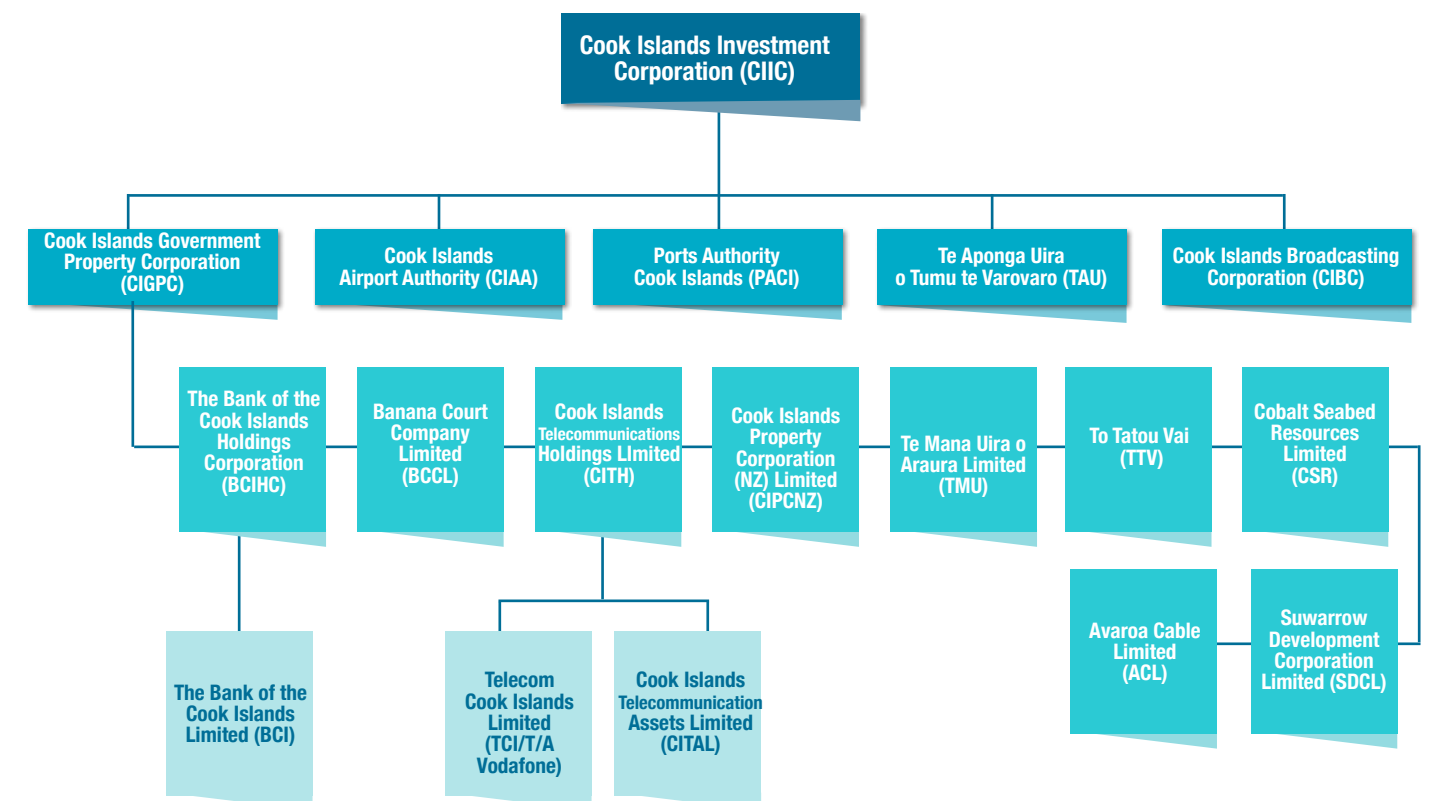


- State owned enterprises (8)
- Cook Islands Investment Corporation
 - Avaroa Cable Ltd
 - Bank of the Cook Islands
 - Cook Islands Airport Authority
 - Cook Islands Ports Authority
 - Te Aponga Uira o Tumu Te Varovaro
 - Te Mana Uira o Araura Ltd
 - To Tatou Vai

(Note above comprises main entities in the CIIC Group, 100% Owned, excludes other ancillary entities such as BCCL & CIPNZ also trading, and excludes JVs & associate entities such as CSR & TCI, excludes holding such as CIGPC, CITH, & or excluding non-operating COs like CIBC, SDLC)

TA MATOU NGAI ANGAANGA

The Organisation Chart below outlines various entities (subsidiaries, associates, SOEs and Crown Controlled Entities) across the CIIC Group:



OUR OPERATING ENVIRONMENT

The Minister responsible for the CIIC is the Member of Parliament for Ruatonga/Avatiu/Palmerston/Panama/Atupa (RAPPA), the Honourable Albert Nicholas. The Minister responsible for the Punanganui Market is the Honourable George Angene. The Directors of CIIC are appointed by Cabinet and comprises of Mr Michael Henry (Chairperson), Director Mr Malcolm Sword (Deputy Chairperson to 30 April 2023), Director Ms Caren Rangi (to 15 March 2023), Director Mr Fletcher Melvin (Chairperson from 01 June 2023), Director Mrs Eleanor Roi, Director Mrs Sharyn Paio (Deputy Chairperson from 01 June 2023), Director Mr Patrick Arioka and Director Mr Arama Wichman.

All CIIC entities' Board Chairs and members are appointed and administered by CIIC, other than the Directors of the Cook Islands Government Property Corporation (CIGPC), which comprises current Cabinet members as specifically prescribed under that entity's legislation. The CIIC Group Corporate Governance Policy and amendments to the Cook Island Investment Corporation Act and various SOE Acts in 2019, have enacted a standardised and best practice approach to corporate governance arrangements across the Group including clear processes in relation to appointments, robust requirements of Director numbers and skills composition, among other requirements.

CIIC provides regular briefings to its Minister. CIIC invests considerable focus developing group wide collaboration and initiatives to ensure its entities collectively and individually thrive. There are engagement fora between Chairs, Board members, CEOs and functional managers. CIIC formally engages with each Board via Board to Board Deep Dive Sessions and holds regular strategy and director training opportunities.

As signaled and planned in last year's SCI, CIIC during 2022/23 has been successful in placing a large focus on developing a robust policy framework. Cabinet, the CIIC Minister, the CIIC Board and CIIC's CEO are responsible for identifying the need for a particular policy or policies to help CIIC and/or its entities to meet their strategic objective(s) and/or ensure legal and regulatory compliance. Policy development must occur in the context of relevant legislation, regulations and Government policy as well as CIIC policy, strategic goals and values.

CIIC's policy framework, groups policies into the following categories:

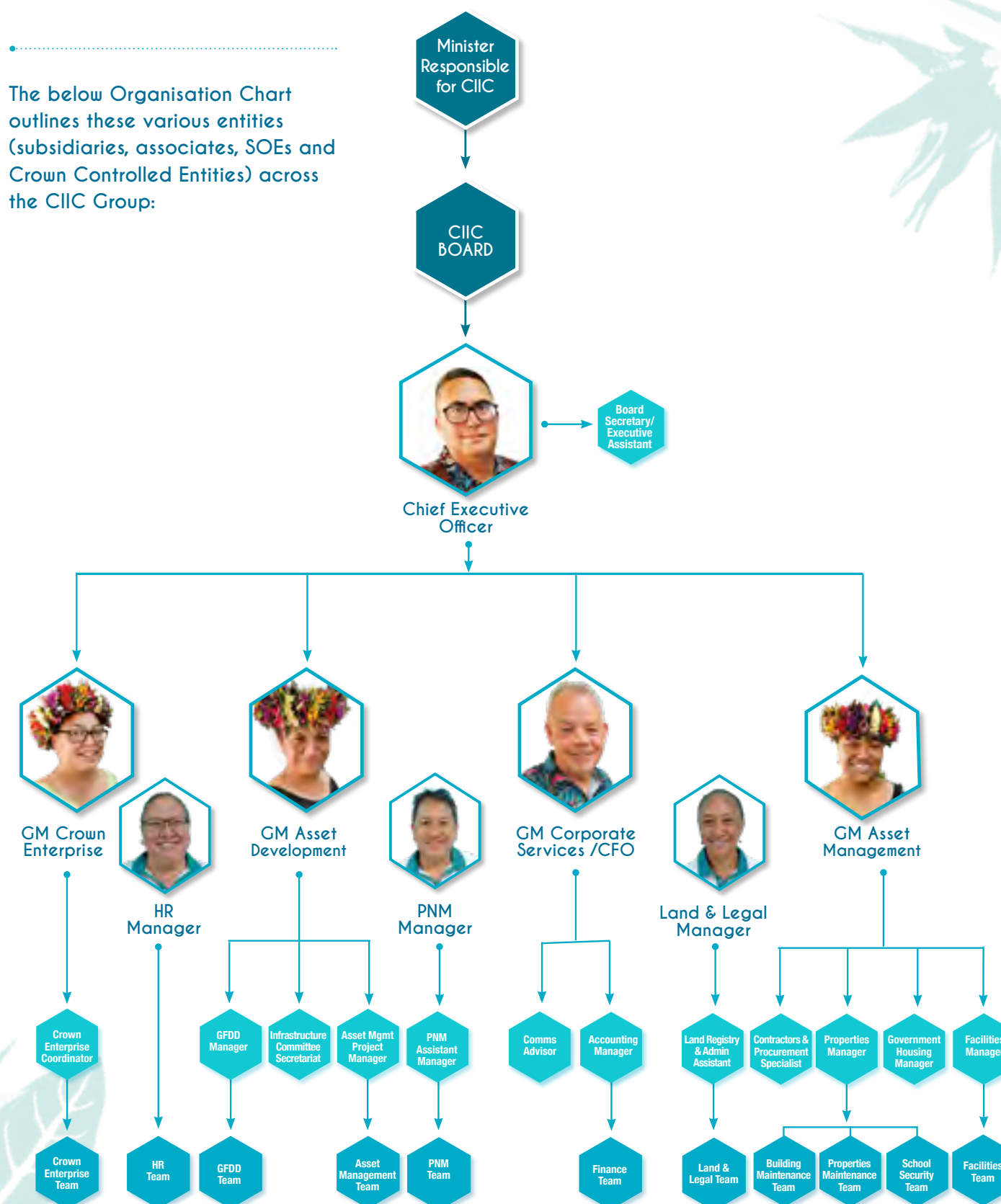
- Public
- Governance
- CIIC Group
- Operational

Alongside the robust policy framework, CIIC has developed a comprehensive policy register and roadmap, cataloguing current and future policies by policy category and type. The roadmap outlines, among other matters, the policy's application, priority, developer, policy date or anticipated date. CIIC will continue to prioritise the development and refinement of its policies to meet its strategic objective(s) and/or ensure legal and regulatory compliance.

TA MATOU NGAI ANGAANGA

CIIC 2023 Organisational Structure

The below Organisation Chart outlines these various entities (subsidiaries, associates, SOEs and Crown Controlled Entities) across the CIIC Group:



KEY STRATEGIC OPPORTUNITY TIKA'ANGA KAVEINGA TAU

During CIIC's 2023 Board Strategy Retreat, the Board confirmed and refined the following four key overarching strategic opportunities to deliver its strategy and achieve the organisations' vision.

The four key overarching strategic opportunities is further expanded below:



OUR HUMAN CAPITAL / TUPURANGA TANGATA

A key part of CIIC's strategy is to optimise its human capital, focusing on culture, predicated on a culture of wellness, and mutually beneficial partnerships. CIIC's focus on human capital is broader than just the employer/employee relationship, though this is of paramount importance. Its focus extends to its relationships with contractors, suppliers, partners, landowners, communities and other agencies. Central to this strategic pillar is fostering win-win relationships and investing in the required resources to develop, optimise, enhance and promote our human capital.



INFRASTRUCTURE / TE TANGO ANGAANGA

Developing and maintaining high quality, sustainable, resilient infrastructure is central to CIIC's vision for the future of the nation. Infrastructure connects us to each other and the natural environment, and is the foundation for the services that we depend on. CIIC focus is on attaining optimal results through socio-economic, environmental, culturally focused infrastructure and maximising the value of our assets or sustainable return on assets, for the direct and indirect benefit of the nation.



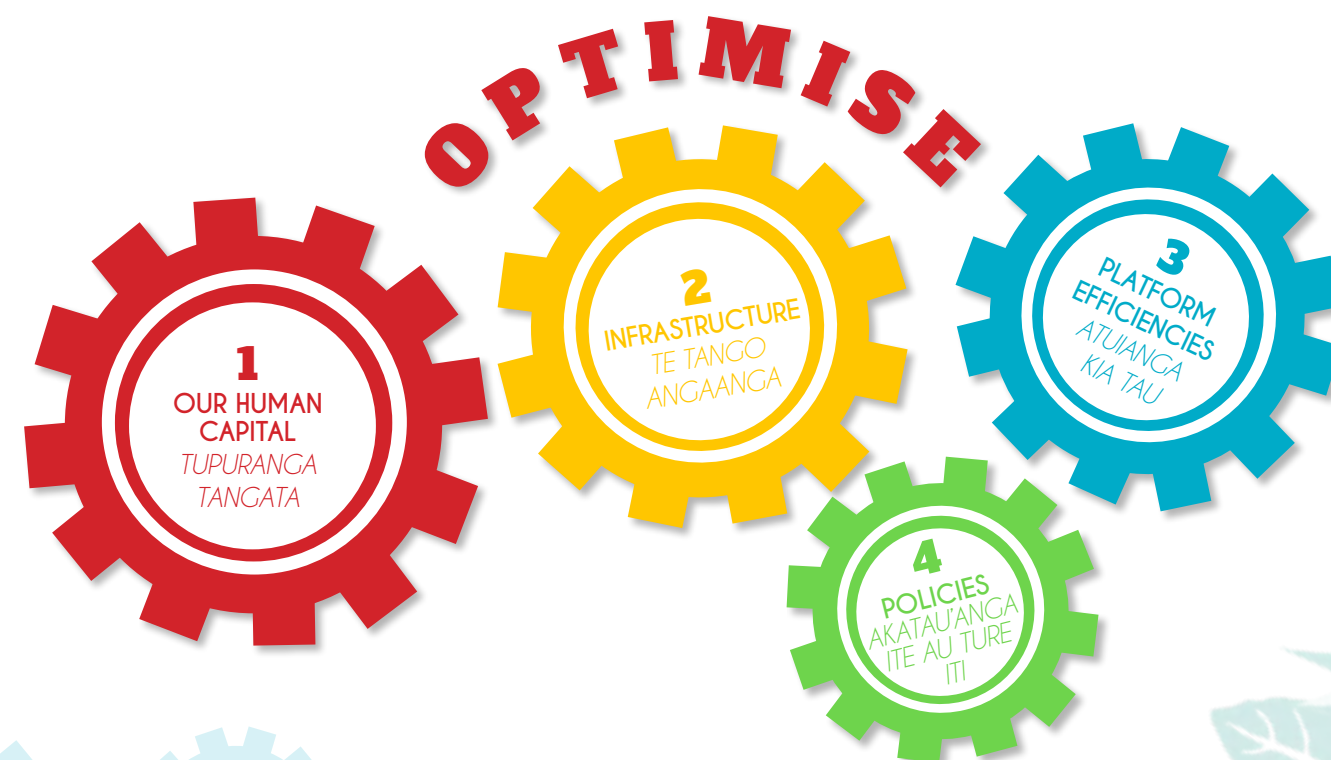
PLATFORM EFFICIENCIES / ATUIANGA KIA TAU

Tools of the trade are critical in achieving our strategy. Platforms include the Organisation's core systems such as our Accounting system, HR system, Asset Finda (programme used to track our Assets and Land Tenure), Asset Management system, various Project management and design tools (i.e. CAD and drone deploy). Optimising these systems, eliminating and reducing platform inefficiencies is key with a focus on streamlining and leveraging our systems to ensure organisational and project delivery is effective and efficient, with the benefits being passed to Cook Islanders and the public.



OPTIMISE POLICIES / AKATAU'ANGA ITE AU TURE ITI

Policies are arguably the starting point for organisational excellence. As the organisation evolves, new processes need to be established, rolled out and implemented. An organisational environment is rarely static and likewise policies therefore should be reviewed, reassessed and refreshed to reflect our environment. Together, policies and procedures guide an organisation and reduce liability risks. They promote consistency across the organisation for employees, suppliers, customers, partners and members of the public alike.



The **Cook Island Games** were introduced in 2020 amidst the Global Pandemic where, at the time, the Cook Islands were COVID free. These inaugural games saw all islands from within the Cook Islands come together. The Cook Islands was able to host a successful national sporting event comprising 3,500 athletes from 24 sporting codes in this 2-week event during the COVID-19 Global Pandemic. Such was the success of these Games that the CI Government announced at the closing ceremony that this would be a 2-yearly event.

Pictured here at the opening of the 2022 CI Games are Cook Island dancers performing for the audience and athletes. Inset picture represents the winners of the 2022 Masters CI Games trophy which resulted in a draw between Mangaia and Mitiaro Masters Team. BCI Stadium, Nikao, Rarotonga, Cook Islands, October 2022.



OUR RECENT MILESTONES TE AU ANGAANGA TA MATOU I RAVE

A sample of our recent significant milestones and achievements over the 2022/23 financial year is as follows:

ASSET MANAGEMENT PROJECT

CIIC has been focusing significant resources and delivering a Government wide Asset Management programme, a project that has been in the making spanning a number of years. The project's aim includes the cataloguing of all government buildings, condition assessments and valuations across the nation. Each building record has been digitised and is accessible via a web portal which connects to the asset registry database, Asset Finda, where users can access building plans, imagery, valuations and assessments, among other records. A works order system is currently being trialed which will allow staff at each property to log work requests and property issues. A presentation of the project was delivered and well received by over 60 government staff, who received an update of the project from the project manager and our cadets.

LAND REGISTRY

Similar to government's asset management programme, CIIC's land registry project has been an equally important workstream. Phase 1 of the Land Registry Project has been largely completed, with 98% of Crown's land tenure captured and recorded in our Asset Finda system, with all records digitised and accessible. We are able to articulate that Crown has a direct interest in 3.2 million square metres or 320 hectares or 790 acres. We are able to articulate digitally which parcels of land were attained by warrant, which parcels have been leased, the particulars of each lease etc. These data will be accessible to Crown ministries, Crown agencies and Island Councils in the near future via a secure web portal. Phase 2 of the land registry project will involve capturing land tenure matters of CIIC's entities, such as Te Aponga and To Tatou Vai, and this is expected to be completed by June 2024.

INFRASTRUCTURE UPGRADES – RAROTONGA

A number of infrastructure projects were undertaken during the year on Rarotonga. Key projects include the completion of the new Mental Health Facility, the adjacent TMO Pharmacy Building Extension and the new TMO IT Building at the Rarotonga Hospital.

A fit for purpose new toilet facility was also completed at the Punanga Nui Market. This facility includes disability toilets, a baby changing room and ramps for wheelchair access, all of which provide improved facilities for the Market and its visitors to enjoy.

During the year, CIIC partnered with EMCI to refurbish the Nikao CICC Sunday School Hall. This work ensured the hall is fit for purpose to serve the Nikao community in the event of future emergencies.

The installation of the first passenger lift in the Cook Islands commenced during the year for the Ministry of Justice. This project is due for completion in August 2023.



Tropical cyclones and other emergencies pose an increasing threat to the safety of the community. A CIIC project commenced to scope and refurbish community halls to ensure there are facilities available in the event of a cyclone or emergency. The Emergency Management Cook Islands (EMCI) and Puna Disaster Risk Management committees are now able to access and accommodate the wider community. In 2022, CIIC partnered with EMCI to refurbish the Nikao CICC Sunday School Hall. This was a pilot and the first of many refurbishments being scoped across Rarotonga, following detailed scoping reports.

Pictured at the opening ceremony of the Nikao Sunday School Hall are Papa Vai Peua, the late Rev Oirua Rasmussen, the Hon. Vaine Makiroa (Mac) Mokoroa and Mama Marjorie Tutaka Boaza Rasmussen.

OUR RECENT MILESTONES TE AU ANGAANGA TA MATOU I RAVE

INFRASTRUCTURE UPGRADES — PA ENUA

A number of infrastructure upgrade projects were undertaken during the year across the Pa Enua. Key projects have been centered in Aitutaki, Mangaia and Manihiki.

• AITUTAKI

September 2021 saw the blessing and signing of a Memorandum Of Understanding (MOU) between CIIC, the Cook Islands Ports Authority and the Aitutaki Island Government for the Arutanga Harbour. Phase 1 of the project commenced thereafter and involved moving silt out of the channel and basin to allow a safe and clean marine environment and fit-for-purpose basin. An estimated 130,000 cubic metres (an increase from the original estimate of 70,000 cubic metres) of mud and sand will be removed to be used for improvements around the port and other community projects. Phase 1 is expected to be completed in June / July 2023 with phase 2 starting thereafter. This second phase includes sheet piling, hardstand works, installation of culverts and general port and public coastal area improvements.

• MANGAIA

The Mangaia project team will be completing 2 years' of work in June 2023. This work has included major renovation work at the Mangaia Hospital and doctor's residence, the supply and fabrication of a 20,000 litre ground fuel tank, major renovations at the Administration Building (including the BCI branch), major improvements at Mangaia School, the Infrastructure Workshop, and works at the Airport terminal building.

• MANIHIKI

Construction of the new Manihiki Island Administration Building in Tauhunu started with a ground-breaking ceremony held in early May 2022 and the work was completed in October 2022. The building delivers core public services including Internal Affairs and Justice services. The Cyclone Management Centre accommodates 10 public servants as well as Bank of Cook Islands staff. CIIC staff commenced work in January 2023 on initial refurbishment works at the Manihiki, Tukao Cyclone Management Centre to ensure this facility was fit for purpose and could withstand the impact of tropical cyclones and strong winds. This work was completed in May 2023 and further refurbishment work is planned in the near future for Tukao, along with refurbishment at the Tauhunu Cyclone Management Centre.



The Arutanga Harbour Project is part of the wider Aitutaki Island Plan that has been in development for a couple of years and pictured is the current progress. The Arutanga Harbour upgrades will allow for current interisland vessels and the new patrol boat to enter the harbour and tie up alongside the Arutanga wharf. Once the project is completed, this will improve the safety and usability of Aitutaki's harbour and port.
Arutanga Harbour, Aitutaki, Cook Islands.
March 2023.

OUR UPCOMING MILESTONES

TE AU ANGAANGA TA MATOU KA RAVE

A sample of our upcoming milestones:

PROJECTS, PROJECTS, PROJECTS

There is no doubt that “high-quality” public infrastructure improves well-being, supports growth and generates jobs. Infrastructure investment at times is complex, and getting from conception to construction and operation can be a long road fraught with obstacles and challenges. Projects, whether they be town planning, new building projects, building improvement projects, town beautification, facility and reserve projects or harbour dredging projects, require effective oversight from a governance to a project level. In the future we will continue to deliver “high-quality” public assets projects in Rarotonga and across the Pa Enua, be it, new or refurbished health clinics so health services can be delivered better, or educational facilities to educate our nation’s future leaders.

ASSET MANAGEMENT PROJECT

By the end of the 2024 calendar year, it is expected much of the enhancement works to revitalise Rarotonga’s main business district will be completed. The project is a subset of the larger 20 to 30 year plan - Te Tau Papa o Avarua. The project includes: improving walkways, lighting, pedestrian access and safety, enrich the landscape with a variety of local flora to create a colour-filled aesthetic charm, entice and promote greater use of public spaces and facilities by providing amenities such as fitness trails and park benches, redevelop existing public toilet facilities for a more comfortable end-user experience and restructure and future-proof the Punanga Nui Market to open up greater potential for maintainable economic growth.

ASSET MANAGEMENT PROJECT & ASSET MAINTENANCE

Building occupants across Government and the users of Government buildings and facilities (eg schools, health facilities) expect comfortable and safe environments and at times give little thought to the behind-the-scenes work required to meet these expectations except when an issue with the asset or building occurs, after which maintenance takes centre stage i.e. maintenance is “out of sight, out of mind”, until something goes wrong. It is for this reason that the asset management and maintenance teams, which are well supported with efficient systems and resources, are unnoticed as they prevent major breakdowns, inconveniences, and safety hazards from occurring and recurring where possible. Our asset management and maintenance teams are charged with repairing and replacing equipment parts for the buildings safety and the agency’s undisrupted service delivery. In the past we have had limited resources to do this effectively. It is promising that there is the commitment of more funding to deliver this better into the future. Coupled with better collaboration, better planning, better systems, ie the asset management project, and better systems and processes, we look forward to doing asset management and maintenance better in the future, to provide quality assets that serve the Cook Islands.

Te Tau Papa O Avarua beautification and reorganisation works which will include the Panama Reserve Beautification, Punanga Nui Market Enhancements, Tree Preservation and Rehabilitation are key projects in CIIC’s purview in the short to medium term.

Pictured is a futuristic design image of the Te Tau Papa O Avarua proposal. Avarua, Rarotonga, Cook Islands.

OUR UPCOMING MILESTONES

TE AU ANGAANGA TA MATOU KA RAVE

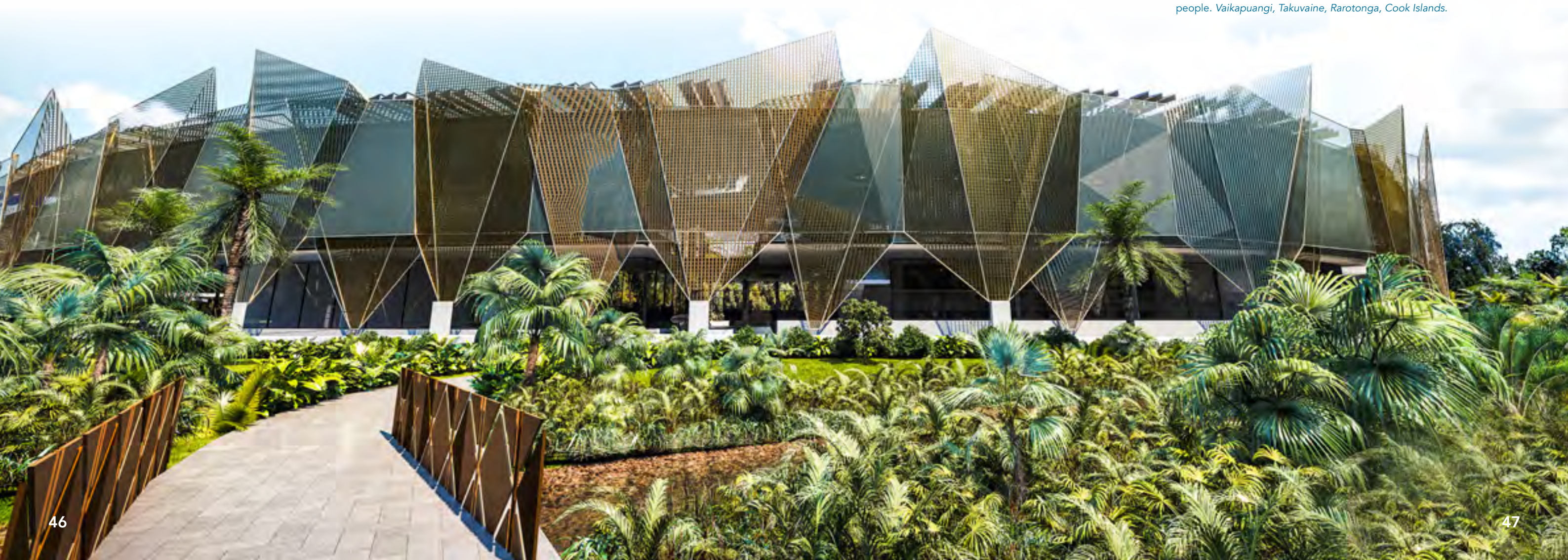
THE VAIKAPUANGI GOVERNMENT CENTRE project is the result of over 10 years of deliberations and over 5 years of planning, scoping, assessments, design works and consultations. The project features a thoughtfully designed complex (buildings) accessible to the public to engage with Government services and can accommodate around 500 workers from 20 Government Agencies and Statutory Entities in a flexible, adaptable and sustainable work environment, so that Government services are delivered effectively, for the nation.

OUR UPCOMING MILESTONES

TE AU ANGAANGA TA MATOU KA RAVE

The Vaikapuangi project is more than just a building. The Vaikapuangi project will be transformational. The proposed Vaikapuangi Redevelopment Project takes a whole-of-government approach to addressing building and performance deficiencies. This enables rationalisation across government assets, construction and operating synergies, and provides opportunities to look beyond current needs, to plan for adaptability, and to further improve public service performance i.e. through interagency collaboration. Work will continue to refine plans and explore and secure funding options to deliver this project for the nation.

Pictured is the futuristic design of the transformational centralised Government building Vaikapuangi Government Building. The shape and form of the building complements the site and is inspired by the Tikitiki Tangata and Manu Ta'i motifs – symbolising a unified voyage towards greater outcomes for our people. Vaikapuangi, Takuvaine, Rarotonga, Cook Islands.



On Monday 20 February 2023, there was a groundbreaking ceremony for the **lift project** which took place at the Ministry of Justice. This is Cook Islands first lift, a project which has been in the pipeline for a long time and will address accessibility issues to public services and supporting infrastructure that is fit for purpose. Pictured from left: Ngati Karika Ariki George, Cook Islands Disability Patron Mama Tuki Wright, Secretary of Justice Mr Tamatoa Jonassen and the Hon. Albert Nicholas. Ministry of Justice, Takuvaine, Rarotonga, Cook Islands, February 2023.



OUR CONTRIBUTION TO GOVERNMENT PRIORITIES TA MATOU TU'ANGA TAUTURU I TE ANOANO O TE KUKI AIRANI

The CIIC Group has a vast scope of responsibilities with technical ownership of all state owned enterprises and Crown corporate assets and contributing to national development across a number of areas and in alignment with the NSDA 2020+.

The National Vision in the NSDA 2020+ is:

“Turanga Memeitaki no to tatou Ipukarea”

“An Empowered, Innovative and Environmentally minded people grounded in our Culture and languages with the highest quality of wellbeing in life.”

The NSDA 2020+ Goals which the CIIC Group directly contribute to are:



GOAL 1: Wellbeing for all

The CIIC Group provides public infrastructure, including buildings, which house public health and hospital, education services, government administration, facilities such as the BCI Stadium, TSA Indoor Arena and other Rarotonga parks, reserves – Nikao Social Centre and the Punanga Nui Market. The CIIC Group is also responsible for the provision of key public utilities such as electricity and water. CIIC is responsible for infrastructure upgrades on Rarotonga and in the Pa Enua.



GOAL 3: Economy, Employment, Trade and Enterprise

The CIIC Group provides the delivery of services by our SOEs such as Ports, Airport, Bank of the Cook Islands (BCI), Ports, Te Aponga Uira (TAU) and Te Mana Uira O Araura (TMU) which are crucial in the growth and development of the economy. The CIIC Group is one of the largest employers in the Cook Islands economy.



GOAL 5: Water and Sanitation

CIIC is the parent company for To Tatou Vai (TTV). TTV is responsible for managing and operating the public water supply for Rarotonga which includes the collection, treatment and distribution of potable water.



GOAL 6: Connecting our Nation through Infrastructure, Transport and ICT

CIIC houses the secretariat for the infrastructure committee and is also responsible for the Avaroa Cable Limited, the Crown Controlled Entity that manages the nation's interests in the Manatua submarine fibre optic cable and manages the Crown's shareholding in Telecom Cook Islands trading as Vodafone Cook Islands.



GOAL 9: Our Inclusiveness (Gender, Equity and Social Inclusion)

CIIC provides public housing for families that the market does not provide for. CIIC were instrumental in the construction of the Are Pa Metua in 2022 which addresses supporting the wellbeing of our elderly, as well as a collaboration with Te Marae Ora to construct the Mental Health Facility. A new toilet facility was built at the Punanga Nui Market which includes disability toilets, baby changing rooms and access ramps for wheelchairs. A ground breaking ceremony was held in February 2023 where work has commenced on the construction of a new lift at the Ministry of Justice to address accessibility issues for the elderly and disabled community.



GOAL 12: Climate Change, Resilience, Renewable Energy and Energy Efficiency

CIIC is the parent company for both TAU and TMU and we work closely with them in efforts to maximise renewable energy generation. CIIC as Government's property owner works to ensure that government assets, buildings and facilities are resilient to support Cook Islands communities against the impacts of climate change.



GOAL 15: Our Security, a Peaceful and just Society

CIIC is responsible for the governance of SOEs and Crown entities. This means ensuring entities act in accordance with Government policy and putting in place policies and procedures to ensure these entities are effectively managed and act in the best long term interest of the country.

OUR CONTRIBUTION TO GOVERNMENT PRIORITIES

TA MATOU TU'ANGA TAUTURU I TE ANOANO O TE KUKI AIRANI

The Cook Islands EDS Goals which the CIIC Group directly contribute are:

OBJECTIVE 1: **IMPROVING EQUITY AND ACCESS FOR ALL**

CIIC, and its SOEs in collaboration with other agencies, Ministries and Island Councils, develops and maintains public infrastructure which improves equity and access for all persons across the nation. CIIC continues to develop and maintain government's building portfolio. Developing (and progressively transitioning) accessible facilities is an important feature of our work, so the public can access core public service. Another key focus area to achieve this objective is having better access to land and housing. CIIC has developed a CIIC Land Dashboard that encapsulates the Total Land Area where Crown has an Interest in the Cook Islands and is a part of the long term Land Registry Project.

OBJECTIVE 2: **TRANSFORMING OUR ECONOMY**

CIIC has an integral role in the governance of Crown Enterprises and the development of infrastructure which has the potential to transform the economy. CIIC and ACL are working closely together in identifying ICT market opportunities which have the potential to transform the economy. CIIC is also the parent company of Cobalt Seabed Resources Limited (CSR) which has been recently granted a license to undertake seabed minerals exploration activities in the EEZ, which, if this should lead to harvesting of seabed mineral nodules, will be transformational to the Cook Islands economy. The Vaikapuangi Redevelopment Project for the centralised government building project is also in the pipeline.

OBJECTIVE 4: **INVESTING IN OUR ISLANDS**

Investing in essential infrastructure is a key focus in achieving this objective. CIIC is currently undertaking or assisting with vast infrastructure projects in the Pa Enua including the Arutanga Harbour Development, Manihiki Airport, Doctor's Residence in Mangaia and Te Tautua Medical facility. The 25 year Airport Masterplan with Airport Capital Projects include the Runway Slab Project and the Runway End Safety Area. The handover process of the Te Mato Vai Project to To Tatou Vai.

OBJECTIVE 5: **GREENING OUR ECONOMY**

The CIIC Group considers their obligations to the environment seriously, with many of its entities monitoring their carbon emissions footprint. CIIC is the parent company for both TAU and TMU and is working closely with them in efforts to increase the percentage of electricity generation from renewable energy. CIIC will contribute to the cyclone shelter programme to ensure our nation is resilient to extreme events in the Pa Enua, including Penryhn and Rakahanga.

Economic Development Strategy

The following sets out the relationship between the Cook Islands NSDA 2020+, Cook Islands EDS and the Cook Islands ERR (image taken from the final EDS_ERR Review Report).

National Sustainable Development Agenda 2020+ (NSDA)

Our national blueprint that guides the Cook Islands towards a vision of wellbeing

Economic Development Strategy 2030 (EDS)

Ten-year sector strategy that sets the economic and fiscal foundation of the NSDA

Economic Recovery Roadmap (ERR)

Five-year prioritisation of EDS actions to address more immediate COVID-19 recovery needs

An Empowered, Innovative and Environmentally minded people grounded in our Culture and languages with the highest quality of wellbeing in life.

OUR NATIONAL VISION

“Quality assets that serve the Cook Islands people.”

“Fit for purpose, transformational public assets that deliver, serve, and improve the wellbeing of the Cook Islands people, in harmony with our culture and our environment.”

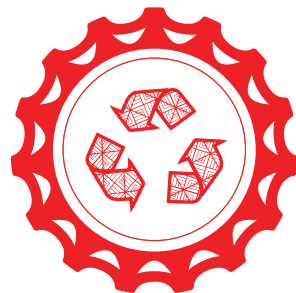
TE ORAMA MAATA A TE KUKI AIRANI

“Te au apinga puapinga te ka tauturu i te iti-tangata Kuki Arirani”

“Tau meitaki no te akakoro’anga, akatuke atu i te au apinga no te katoatoa te ka oronga mai, tauturu mate akameitaki atu i te turanga ora’anga o te iti-tangata Kuki Arirani.”

“Te oraanga tu rangatira kia tau ki te anoano o te iti tangata, e kia tau ki ta tatou peu Maori e te aotini taporoporoia o te basileia.”

NSDA 2020+ GOALS (RELEVANT TO THE CIIC GROUP)



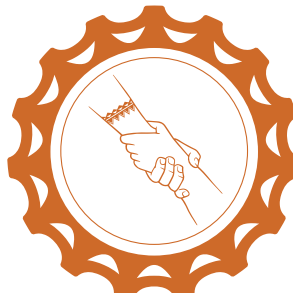
Economy, Employment, Trade and Enterprise



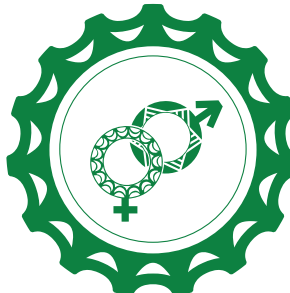
Water and Sanitation



Connecting our Nation through Infrastructure, Transport and ICT



Wellbeing for all



Our Inclusiveness (Gender, Equity and Social Inclusion)



Climate Change, Resilience, Renewable Energy and Energy Efficiency

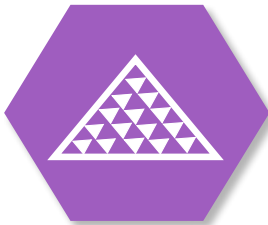


Our Security, a Peaceful and just Society

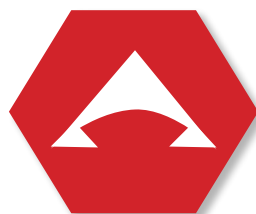
VALUES



KIA ORANA
COOK ISLANDS PRIDE



TU RANGATIRA
PROFESSIONALISM



AKAIRO
LEGACY



ORAANGA MATUTU
HEALTH AND WELLBEING

BUSINESS UNITS

1. ASSET DEVELOPMENT

Designed and delivered with purpose, passion and aspirations

Parāni’anga e te rave’anga I te au angaanga tau ma te ngakau māora’ora e te inangaro

2. ASSET MANAGEMENT

Serving the people of the Cook Islands through sustained improvements to public buildings and recreational facilities

Tauturu I te ora’anga o te iti tangata Kuki Airani na roto I te akono’anga e te akamatūtū’anga te au puna tiaki o te Ipukarea

3. CROWN ENTERPRISES

Consistent and transparent processes for entities within the CIIC Group

Akateretere’anga tinamou e te māramarama no te au putuputu’anga I roto I te rota’ianga CIIC

4. LAND MANAGEMENT & LEGAL SERVICES

Quality Land and Legal services to serve the Cook Islands people

Angaanga turanga teitei a te Tango Enua e te Ture, ei tavini I te iti tangata Kuki Airani

5. CORPORATE & SUPPORT

Quality systems and information that serve CIIC

Te tu’anga kiritianga tatā’anga puapinga te ka tauturu I te putuputu’anga CIIC.

6. HUMAN RESOURCES

To foster a professional community where CIIC staff are able to thrive, learn, develop, collaborate, keep safe and feel connected.

Kia utuutu I te matakeinanga, kia rauka I te aronga angaanga o te CIIC I te tauta I ta ratou anga’anga, kia umuumu I te kite pakari, kia angaanga kapipiti ma te meitaki

On Thursday 23 February 2023, the opening of the Manihiki Islands Administration Building - Farenui.

Pictured is Te Farenui which will deliver core public services and accommodate 10 public servants as well as Bank of the Cook Islands staff.

Farenui, Tauhunu, Manihiki, Cook Islands, February 2023



OUR CROWN ENTITIES

AU PUTUPUTUANGA O TE KORONA, TE KA TAUTURU I TE ITI TANGATA KUKI AIRANI

The Cook Islands Investment Corporation (CIIC) is a corporate entity established under the Cook Islands Investment Corporation Act 1998 with the following two key functions:

- Administer and manage Crown assets and shareholding interests.
- Control and manage the undertakings of statutory corporations.

Good governance of statutory corporations, Crown enterprises or state-owned enterprises (SOEs) is essential for an efficient and thriving economy. Like many other countries, including the Cook Islands, SOEs are the main providers of key public infrastructure, services and utilities. As such, the operations of SOEs have an impact on everyday life and on the competitiveness of the rest of the economy.

The OECD Guidelines on Corporate Governance of State-Owned Enterprises has two key aspects being the general public is the ultimate owner of the SOE's and setting a high level of aspiration. As such this has been utilised by the CIIC Group as it is an internationally recognised guide outlining recommendations to governments on how to ensure that SOEs operate efficiently, transparently and in an accountable manner. There are seven key principles in the OECD guidelines: I) Rationale for State Ownership; II) The State's Role as an Owner; III) State-Owned Enterprises in the Marketplace; IV) Equitable Treatment of Shareholders and Other Investors; V) Stakeholder Relations and Responsible Business; VI) Disclosure and Transparency; and VII) The Responsibilities of the Boards of State-Owned Enterprises.

A key feature of SOEs compared to normal enterprises can be illustrated in the diagram below and demonstrates the separation between Government and our SOEs in the Cook Islands:



OUR CROWN ENTITIES

AU PUTUPUTUANGA O TE KORONA, TE KA TAUTURU I TE ITI TANGATA KUKI AIRANI

Social Contribution Costs and Dividends

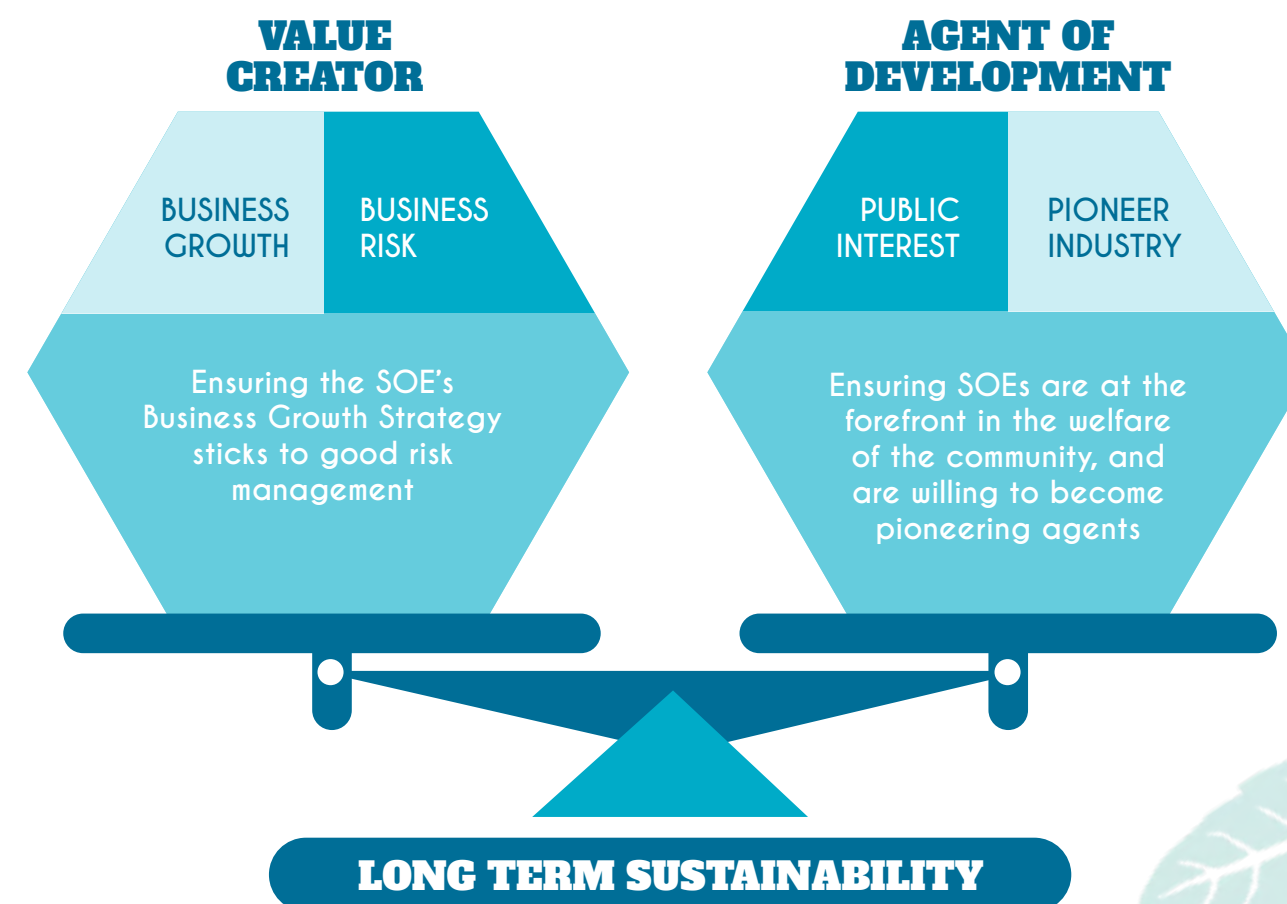
Under CIIC's legislation, we recognise Government's social responsibility in the performance of its functions and therefore provide various social initiatives and obligations to communities. Government does not reimburse or has paused reimbursement amidst COVID-19 economic conditions of some of these initiatives and some of these therefore form part of the agency funding or are generated through external revenue.

CIIC provides a dividend stream to the Government based on the profits derived from the SOEs as well as the company's share in Telecom Cook Islands Ltd. Prior to the COVID-19 pandemic, only the Bank of the Cook Islands, Te Aponga Uira and Telecom Cook Islands derived earnings at a sufficient level to pay dividends to the Government. Dividends for most SOEs had been revised to nil in 2022/23 and in future years due to the effects of the pandemic which resulted in an associated reduction in revenue, increased welfare contributions by SOEs, and the need to restore their capital funds to levels that existed pre COVID-19.

In the medium-term, a slow return to dividends through Governments' shares in Vodafone Cook Islands Ltd is expected, as well as dividends from the Bank of the Cook Islands by 2024/25. Dividends from both entities are expected to grow slowly over the forward years as profits return and the economy improves. Other SOEs, in particular Te Aponga Uira, are expected to take longer to recover, therefore, forward estimates of dividends have been revised to zero.

THE REMAINDER OF THIS SECTION PROVIDES A SUMMARY OF EACH ENTITY'S RESPECTIVE SCI.

In order for long term sustainability, SOEs are required to balance value creation with being an agent of development.





OUR CROWN ENTITIES

AU PUTUPUTUANGA O TE KORONA, TE KA TAUTURU I TE ITI TANGATA KUKI AIRANI

AIRPORT AUTHORITY



TE APONGA MANU REVA - AIRPORT AUTHORITY COOK ISLANDS (AACI)

was established under the Airport Authority Act 1985 to manage the airports on Rarotonga and Aitutaki. The AACI vision is "leading the Pacific way in Airports" with a mission to achieve excellence in investing in people, improving on safety and security, financial stability, adopting cost-effective practices and implementing environmentally sustainable operations.

With the easing of air travel and COVID-19 restrictions, there is more confidence in the economy as we recover from the pandemic. The resumption of the scheduled international flights saw the increase in passenger numbers and the flow on effect of their spending in our airports. However, the risk of further international travel restrictions remains a threat to the recovery of the economy, albeit a decreasing one. From the time the borders opened, the Airport Authority has continued to work with its tenants around rental arrangements which have gradually increased and returned to pre-covid rates. The AACI has been working with the CIIC to manage its risk and develop solutions to mitigate the impacts on issues such as resources, as staff continue to migrate overseas as a result of the lucrative offers from abroad.



In January 1974, the **Cook Islands International Airport** was official opened by her late Majesty Queen Elizabeth II. In January 2024, the Cook Islands will celebrate 50 years since the opening of the Rarotonga International Airport. Pictured left is Queen Elizabeth's historic visit to Rarotonga for the opening of the International airport, an occasion which was historic for the country. *Rarotonga International Airport, Nikao, Rarotonga, Cook Islands. January 1974.*

KEY ACHIEVEMENTS:

- Completed the laying of the backup cable from the golf course substation to the Airport power centre 2
- Preliminary design completed for the Rarotonga terminal expansion
- Stockpiling/spreading/compacting of the sand material has commenced for Aitutaki runway strip reclaim
- Renovation completed on the "LSG" and Air New Zealand building
- Concept design completed for two multipurpose buildings (for Air New Zealand Hangar and CIC)

OUTLOOK:

- AACI plans to move into the second phase of the runway slab project in 2023/24 fiscal year, replacing approximately 30 old slabs
- There will be further capital investments such as acquiring the land for the Runway End Safety Area (RESA) and construction of the RESA
- Upgrading of parts of the airport storm water/drainage system
- The construction of Aitutaki Airport Seawall and rejuvenation of the runway will be completed in the FY2023/2024.

OUR CROWN ENTITIES

AU PUTUPUTUANGA O TE KORONA, TE KA TAUTURU I TE ITI TANGATA KUKI AIRANI



AVAROA CABLE LIMITED (ACL) is a Crown Corporate Entity of the Cook Islands Government and was established in 2017. Avaroa Cable Limited (ACL) manages the Cook Islands' involvement in the Manatua Cable project and its commercialisation as an international and domestic wholesale operator. The Manatua Cable Project involved the design and construction of a regional submarine telecommunications cable that connects the Cook Islands, Samoa, French Polynesia and Niue. ACL remains responsible for the ongoing operation and maintenance of the cable connection to the Cook Islands.

ACL's purpose is to ensure the Cook Islands have access to world-class telecommunications services and the socio-economic opportunities that will be created.

KEY ACHIEVEMENTS:

- ACL completed the commissioning of a new route on the Manatua-One Polynesia cable system to Sydney in late September 2022. This involved many months of work in liaison with the Samoa Submarine Cable Company, Hawaiki Cable, Ciena and Equinix
- Vodafone Cook Islands increased and extended its wholesale supply agreement with ACL in conjunction with the opening of the 'Western route' through to Sydney
- ACL officially opened the cable landing station (CLS) compounds on both Rarotonga and Aitutaki in mid-2022. The new facilities represent years of planning, hard work and dedication from the ACL team to ensure that the Manatua Cable project was successfully implemented

OUTLOOK:

- Working with stakeholders, including our parent company CIIC, to maximise the capacity usage of the cable, including understanding how we can assist new entrants into the market
- Continuing to work with our partners in the Manatua Consortium to ensure all parties are aligned on the key issues regarding the maintenance and operations of the cable
- Develop and implement strategies for funding the cable replacement in 2045 and for managing the foreign currency exposure of ACL
- Explore opportunities to improve the resilience of the Manatua cable system



ACL is a member of Manatua-One Polynesia subsea cable consortium that connects French Polynesia, Rarotonga and Aitutaki in the Cook Islands, Niue and Samoa.

Since May 2022 this project is now online and pictured is ACL engineer Edwin Utanga with the buoys for Rarotonga and Aitutaki. ACL Headquarters, Aroa, Rarotonga, Cook Islands, May 2022.



OUR CROWN ENTITIES

AU PUTUPUTUANGA O TE KORONA, TE KA TAUTURU I TE ITI TANGATA KUKI AIRANI

THE BANK OF COOK ISLANDS (BCI) is a state-owned enterprise established under the Bank of the Cook Islands Act 2003 to provide banking services to the Cook Islands. The establishment saw the merger of the Cook Islands Development Bank and the Post Office Savings Bank into one entity. The BCI is a fully licensed operator as required by the Banking Act 2011 and operates in compliance with the requirements of the Financial Supervisory Commission Act 2003 and the Financial Transaction Reporting Act 2017.

BCI's vision is to be #1 full-service bank for all Cook Islanders and the bank's mission to achieve their vision is through business transformation they will deliver financial services that empower their customers and promote social responsibility and environmental stewardship in their communities such that their business produces sound financial returns in a compliant manner and serves to inspire their team and the people of the Cook Islands.

KEY ACHIEVEMENTS:

- Significant support to customers and the wider public amidst the COVID-19 economic response landscape
- Despite the economic impact of COVID-19, the bank has maintained its financial position, delivering stable returns, coupled with prudent financial management
- Expanding the digital services offered to existing and new customers not limited to and including mobile phone app banking

OUTLOOK:

- Investment in upgrading core operating assets such as the ground floor renovations
- Investment in new products and services, while ensuring a sustainable financial structure
- Partnering with Government on delivering various financial service action items embedded in the Economic Development Strategy and the National Sustainable Development Agenda over the medium to long term



The CIIC Pa Enua Southern Group, Mangaia Infrastructure Project, which commenced in Mid 2021 sought a series of major renovations taking place involving the Mangaia hospital, doctors residence, administration building as well as several other government buildings and facilities.

Pictured is the newly completed upgrade to the Mangaia BCI Branch located in Mangaia. BCI Mangaia Branch, Mangaia, Cook Islands, March 2023.

OUR CROWN ENTITIES

AU PUTUPUTUANGA O TE KORONA, TE KA TAUTURU I TE ITI TANGATA KUKI AIRANI



COBALT SEABED RESOURCES LIMITED (CSR) The Cook Islands Government, through the Cook Islands Investment Corporation (CIIC) and Global Sea Mineral Resources (GSR), entered into a Framework Agreement in 2013 with regards to the exploration for and possible harvesting of Polymetallic Nodules in the Cook Islands licensed International Seabed Authority (ISA) area and the Cook Islands Exclusive Economic Zone (EEZ). A formal JV Agreement between CIIC, GSR and GSR CI was entered into in July 2016 and Cobalt Seabed Resources Limited (CSR), formerly Cook Islands Investment Corporation Seabed Resources Limited (CIICSR), was subsequently established as a Crown Corporate Entity on 2 November 2017. The CSR, formerly CIICSR is a Corporate Crown Entity and was established under the Companies Act 1970 on 2 November 2017 by the Ministry of Justice, Deputy/Register of Companies.

The CSR vision is “to be industry leaders in the responsible exploration and harvesting of polymetallic nodules in the Cook Islands CCZ and EEZ license areas.

KEY ACHIEVEMENTS:

- Attendance and participation in a number of in country and international fora, in relation to the development of CSR and the wider seabed minerals sector
- CSR has continued to focus on capacity building through its participation in CIIC’s corporate governance professional director training programme, development and utilisation of corporate governance and management tools and business plans. Under its JV Agreement CSR has developed a Cook Islands Seabed Minerals Sector National Building Programme for Cook Islands nationals relating to education and skills development in seabed minerals exploration, harvesting, and the business including technical, management and administrative, financial and legal expertise
- After 24 months of negotiations, an exploration license application was granted in March 2022 by the Cook Islands Seabed Mineral Authority (CI SBMA) following a robust process, summarised as follows:
 - o On 12 November 2021, CSR applications were assessed and met all of the qualification criteria set out in section 64 of the Seabed Minerals Act 2019.
 - o Between 8 November to 3 December 2021, members of the public were invited to submit comments.



Over the last few years there have been plans to investigate the reserved areas of polymetallic nodules in the Cook Islands Exclusive Economic Zone (EEZ) and research expeditions have been conducted. In 2019, Cobalt Seabed Resources General Manager, Eusebio Fatialofa, was included in an exploration expedition in EEZ waters as shown in the picture above.

- o Between 6 and 9 December 2021, various meetings were held with the SBMA Advisory committee and Licensing Panels
- o On 22 December 2021, the SBMA Licensing Panel made the recommendation to grant CSR an Exploration License

OUTLOOK:

- Continue capacity building, including the employment and training of Cook Islanders, to empower our people and build and retain long-term human resource capacity in the Cook Islands
- Continue onshore activities and offshore exploration campaigns for CSR’s licence in the Cook Islands EEZ and on behalf of CIIC in relation to CIIC’s licence in the CCZ



OUR CROWN ENTITIES

AU PUTUPUTUANGA O TE KORONA, TE KA TAUTURU I TE ITI TANGATA KUKI AIRANI

THE COOK ISLANDS PORTS AUTHORITY (CIPA) was established under the Ports Authority Act of 1995. The CIPA operates the Port of Avatiu, the Cruise Ship Tender landing in Arorangi, and the Port of Arutanga in Aitutaki. The principal objectives of CIPA are to promote, encourage and operate commercially viable and efficient port facilities for the economic development of the Cook Islands.

CIPA's vision is to provide an efficient, safe and sustainable seaport infrastructure to support trade in goods and services.

KEY ACHIEVEMENTS:

- Pacific Disaster Resilience Programme Assessment completed
- Ports and Maritime security assessments and audits for Avatiu and Arutanga completed
- Live security scenario exercise at Avatiu completed with Police, Fire Rescue, Ministry of Transport, and all port stakeholders

OUTLOOK:

- Procurement of 90T crane for Aitutaki Port is underway, working through Major Projects and Procurement Support - MFEM
- Implementation of Ports operation digitisation project
- CCTV project has commenced with installation of CCTV cameras around Avatiu Port, set up of surveillance centre to follow with installation of a back-up generator to ensure continuous coverage and monitoring. Procurement of 40T forklift for Avatiu operations



Pictured is an aerial view of the western side of the Avatiu Marina and Port in February 2023.



OUR CROWN ENTITIES

AU PUTUPUTUANGA O TE KORONA, TE KA TAUTURU I TE ITI TANGATA KUKI AIRANI

TE APONGA UIRA'S (TAU) Te Aponga Uira (TAU) was established under the Te Aponga Uira O Tumu Te-Varovaro Act 199 and is the power utility responsible for providing electricity on Rarotonga. TAU also supports Pa Enua energy infrastructure through the provision of technical advice and emergency operations support to Island Administrations who provide electricity services to households and businesses. Over the past decade, TAU has moved its focus towards developing power generation from renewable solar energy sources.

TAU's vision is "empowering the community through sustainable and innovative energy solutions". To achieve this vision, TAU has mission objectives to guard and protect the energy security, working to embrace new technologies that deliver cost savings and benefits to our consumers and, in doing so help Cook Islands meet its international commitments to achieve net zero emissions.

KEY ACHIEVEMENTS:

- Extensive support to the Pa Enua for each island's renewable energy infrastructure. TAU now has a Memorandum of Understanding with each of the Pa Enua and Te Mana Uira o Araura which sets out the working arrangement between the organisations
- Acquisition of two Battery Energy Storage Solution (BESS) systems and one Power BESS system for Rarotonga through the Government's Renewable Energy Development Division (REDD)
- Progress on development of the 6MW RE Solar programme via the tender award reached for the installation of 2MW around the Rarotonga International Airport
- Progress on reopening of the RE programme to the local community for 4MW of solar PV on a gross metering basis. This is now out to market



Te Aponga Uira continues to expand and support the implementation of renewable energy in the Cook Islands. There are MoUs signed with the majority of the Pa Enua Island Governments and TAU continue to provide equipment and technical support to the Pa Enua to support the various RE infrastructure on the respective islands. Pictured is the technical support. RE Plan in the Cook Islands. Pictured TAU Daniel Webb Electrical and Rangi Kimiora of Mitiao Power Supply testing the batteries. Mitiao, Cook Islands, 2021.

OUTLOOK:

- Ongoing investments in both the infrastructure associated with achieving the national renewable
- Installation of 2MW of solar PV around the Rarotonga International Airport area
- Preparation of network to receive and enabling 4MW of solar PV sourced from the community.
- Scoping and installation of enabling technology for more RE to come onto the grid
- Scoping towards a plan for a new purpose-built, efficient, and eco-friendly office building
- Monitoring services to support operating and maintenance of Pa Enua power system in partnership with REDD. In addition, working in partnership with REDD to support the battery replacement project for the Northern Group
- Ongoing work to develop a tariff structure that is cost reflective, competitive with off grid technology, complements renewable energy uptake that is grid connected, and provides certainty around medium term tariff to all levels of its customers
- Development work towards proposal to string telecommunications on power poles
- Necessary replacement of ageing switchgear system at the Avatiu Power Station
- Ongoing future proofing of network in collaboration with other utilities



OUR CROWN ENTITIES

AU PUTUPUTUANGA O TE KORONA, TE KA TAUTURU I TE ITI TANGATA KUKI AIRANI

TE MANA UIRA O ARAURA (TMU) is a limited liability company and a wholly owned subsidiary of the Cook Islands Investment Corporation (CIIC), with the principle activity to generate and distribute electricity on Aitutaki. A key strategic pillar for TMU is the environment. Consistent with the Cook Islands Government national aspirations in attaining 100% utilisation of renewable energy, TMU has adopted a high level Aitutaki Renewable Energy Programme outlining how it will attain the 100% renewable energy goal.

Te Mana Uira o Araura (TMU) vision is to “keep the lights on” and providing an efficient, reliable, affordable and sustainable electricity service for Aitutaki by Aitutaki.”

KEY ACHIEVEMENTS:

- Provision of free electricity to Churches, street lights and water stations on Aitutaki
- TMU has commissioned a new generator for Aitutaki hospital. The provision of a capital outlay of approx. \$60k will maintain and operate the generator on behalf of the hospital and TMO
- Ongoing support for numerous community initiatives in Aitutaki such as the 200 years Bicentennial Christianity to the Cook Islands, Operation Taramoa, Aitutaki Rainforest men's club, Aitutaki volunteer Fire brigade and providing Automated External Defibrillators (AED's) to the community
- Finalisation of the Stage 2 Renewable Energy Project Scoping Report

OUTLOOK:

- Commencement of the stage 2 and 3 renewable energy project feasibility assessment. Stage 2 is expected to generate an additional 30 to 40 per cent of Aitutaki's electricity supply
- Capital expenditure initiatives such as the installation of various substations and underground wiring projects
- To develop and review TMU's operational policies
- Development and implementation of TMU's human resource strategy



Pictured are the **Te Mana Uira o Araura** solar farm, which supplies the majority of the population of the island with power, and the laying of underground wires to homes. Stage 2 of the Renewable Energy Programme will be implemented following the sourcing and securing of funding.
Aitutaki, Cook Islands, 2022.



OUR CROWN ENTITIES

AU PUTUPUTUANGA O TE KORONA, TE KA TAUTURU I TE ITI TANGATA KUKI AIRANI

(TTV) TO TATOU VAI (TTV) is a water utility established under the To Tatou Vai Act, 2021. Until 2018, and prior to the passing of its legislation, TTV was established as a limited liability company responsible for delivering potable and reliable water on Rarotonga. TTV assumed responsibility for the Te Mato Vai (TMV) Project (Stage 1 and 2) assets and incorporated the existing water and associated fixed assets of Infrastructure Cook Islands (ICI).

KEY ACHIEVEMENTS:

- TTV Act 2021 passed in Parliament November 2021 establishing the To Tatou Vai Authority, state owned enterprise.
- Operating and directly managing the ten new water treatment plants.
- Filled in key executive roles including engineering and back-office staff, critical for strategic operation and maintenance of the water network system, and established apprentice scheme for technicians.
- Standardised financial management systems, installed dedicated IT network, strengthened the laboratory and testing capability

OUTLOOK:

- Completed mapping of 60% of the water network including locating and accurate recording of assets.
- Progressed the design for the permanent sludge drying and storage facility, definite timeline clearer - October 2024 commissioning.
- Progressed the specifications for the metering project, scoping of tender almost complete.
- Formalise catchment committee for three of the ten intakes.
- Completed practical decommissioning of the AC system.

To Tatou Vai Limited provides clean water to customers through the full refurbishment of water treatment plants (10) as well as assuming the responsibility for the community UV water stations. It is estimated that there are 19 community water stations. Pictured here are children drinking water from one of the many UV water filter stations located on the island of Rarotonga.

Rarotonga, Cook Islands, 2022.



OUR CROWN ENTITIES

AU PUTUPUTUANGA O TE KORONA, TE KA TAUTURU I TE ITI TANGATA KUKI AIRANI

TELECOM COOK ISLANDS (TCI) LIMITED T/A VODAFONE COOK ISLANDS

Telecom Cook Islands Limited is a limited liability company which was established in 1990 following the passing of the Telecommunications Act in 1989. The Cook Islands Government has a 40% shareholding in TCI t/a Vodafone.

TCI's vision that it aspires to achieve is to "enrich our people with excellent communications". TCI's core purpose is "to apply technology and service excellence to advance the lives of our Pacific communities."

KEY ACHIEVEMENTS:

- Managed COVID-19 effectively through a robust COVID-19 Response Plan: Survive-Revive-Thrive
- Completed E-Moni development and implementation.
- Commenced fibre to the home (FTTH) rollout on Rarotonga and Aitutaki.
- Expanding Solutions Offering to Customers including Data Housing & Hosting, Solutions Offerings, Data Centres, ICT & Cloud Solutions, Pa Enua services

OUTLOOK:

- Unlock Mobile Network
- Continue fibre to the home (FTTH) rollout on Rarotonga and Aitutaki.
- Continue expanding Solutions Offering to Customers including Data Housing & Hosting, Solutions Offerings, Data Centres, ICT & Cloud Solutions, Pa Enua services, Hospitality Solutions as a Service
- Rollout Pa Enua 4G connectivity
- Develop and implement various internal Performance Excellence Programmes and leveraging off the Group



Vodafone Cook Islands is currently undergoing a programme to upgrade their 4G network in the outer islands to increase connectivity for the Cook Islands which is a major leap for improving communications and accessibility in the outer islands. Pictured is a happy Vodafone customer. Rarotonga, Cook Islands, 2022.

CIIC invests considerable time in developing a positive and collaborative culture across all our entities. CIIC holds regular retreats and sessions for the Chairs, Directors, CEOs and Senior Managers to come together. Pictured here is the CIIC Group Chair Meeting that was held in May 2023 in the Cabinet Room at the Office of the Prime Minister, Te Atukura, Rarotonga.

Pictured inside the Cook Islands Cabinet room, centre, the Minister responsible for CIIC the Hon. Albert Nicholas, with the CIIC Board and Chairs or Delegates of the entities across the Group, Te Atukura, Rarotonga, May 2023.



OUR PAST KEY PERFORMANCE TARGETS

This section looks at the Key Performance Areas (KPA's) and activities that CIIC had planned for in last year's SCI for the 2022/23 financial year, and compares its performance in terms of completing the planned activities outlined in last year's SCI for each division.

The below table shows that CIIC had set out to achieve 131 key performance targets or activities in 2022/23, and approximately 70% of these have been completed or near completed, and the majority remaining targets well in progress. Some of the targets set last year needed to be deferred or paused due to external extenuating factors, where these targets, amidst the current landscape, were not practicable to commence as planned.

PERFORMANCE OF PLANNED KEY PERFORMANCE ACTIVITIES PLANNED FOR 2022/23	Key Performance Activities	% Completed Overall	No. Completed or Near Com- pleted
Cook Islands Investment Corporation	131	70%	105
Crown Enterprises	39	64%	29
Effective Governance Of Statutory Entities	9	69%	8
Effective Development And Incubation Of Crown Enterprises	6	54%	4
Effective Support And Advice To Statutory Entities	14	50%	8
Effective Oversight And Advice To Statutory Entities	7	82%	6
Effective Process And System To Statutory Entities	3	100%	3
Asset Development	23	80%	21
Effective Oversight Of Government Infrastructure For The Entire Public Sector	6	67%	5
Development And Maintenance Of A Comprehensive Asset Management Framework	6	67%	5
Development Of New Government Buildings And Facilities	4	88%	4
Major Rehabilitation Works To Improve Existing Buildings And Infrastructure Assets	7	93%	7
Asset Management	22	63%	15
Improve The Financial And Service Values Of Crown Facilities	14	52%	8
Major Rehabilitation Works To Improve Existing Buildings And Infrastructure Assets	8	81%	7
Land & Legal Services	18	61%	15
Legislative, Policies, Legal And Land Services Policies And Associated Protocols	7	50%	5
To Develop A Standardised Legal Process And Procedure	5	70%	4
Sustainability	6	67%	6
Corporate Services	29	79%	25
Effective Support Of Board, CEO, Managers And Business Units	2	50%	1
Effective Human Resources And People Performance Framework	10	83%	9
Effective Financial Management	7	75%	5
Effective Risk Management	4	100%	4
Effective Communication	5	75%	5

TA MATOU AU ANGAANGA PU'APINGA I RAVE AKE NEI

The below table shows the performance or updated results of key financial metrics between this year's SCI and last year's SCI. Many of the differences in actuals and the forward forecasts are due to the slower than actual recovery post the COVID pandemic, and the challenging economic conditions amidst various geo political challenges, including the Russia-Ukraine war, and global supply and inflationary challenges.

COMPARISON OF FINANCIAL TARGETS SCI 2023 V SCI 2022	2022	2023	2024	2025	2026	2027
Group return on equity						
per current 2023 SCI	-2.9%	-0.3%	-0.6%	-0.5%	-0.3%	0.0%
per 2022 SCI	0.3%	2.4%	3.3%	3.6%	3.7%	
movement	-3.2%	-2.7%	-3.9%	-4.1%	-4.0%	
Dividends paid to Crown						
per current 2023 SCI	-	300	1,000	1,600	2,300	2,750
per 2022 SCI		600	760	1,202	1,875	
movement	-	- 300	240	398	425	
Group revenue						
per current 2023 SCI	54,748	69,705	79,777	74,322	76,362	77,543
per 2022 SCI	64,048	72,888	75,892	78,076	79,623	
movement	- 9,300	- 3,183	3,885	- 3,754	- 3,261	
Group earnings (EBITDA)						
per current 2023 SCI	5,944	10,897	13,924	20,102	22,912	24,413
per 2022 SCI	10,701	21,641	26,345	28,529	30,076	
movement	- 4,757	- 10,744	- 12,421	- 8,427	- 7,164	
Parent earnings (EBITDA)						
per current 2023 SCI	-815	- 15	1,075	1,675	1,880	2,080
per 2022 SCI	-100	250	250	250	250	
movement	- 715	- 265	825	1,425	1,630	
Group assets						
per current 2023 SCI	425,547	440,073	615,491	623,523	636,753	685,140
per 2022 SCI	529,289	578,389	609,789	633,889	657,989	
movement	- 103,742	- 138,316	5,702	- 10,366	- 21,236	

FUTURE KEY PERFORMANCE TARGETS

TA MATOU AU ANGAANGA PU'APINGA TE KA RAVE NO TE TUĀTAU KI MUA

Key Performance Areas (KPA) are those key factors identified to realise an organisation's vision or greatly influence a business' success.

Our KPAs are grouped under each functional area or Business Unit:

1. Asset Development
2. Asset Management
3. Crown Enterprises
4. Land & Legal
5. Corporate & Support
6. Human Resources

This section looks at the plan ahead, detailing for each functional area of Business Unit their respective KPAs, activities and timeline over the next 4 years.

As stated above, our future KPA tables are grouped into functional areas. Under each functional area sits business unit deliverables and goals. Under each goal sits specific activities to realise each goal.

The complete schedule of our future KPAs is available to be viewed in the full version of our SCI online at:

**[www. https://www.ciic.gov.ck/publications/other-publications/
statement-of-corporate-intent/](https://www.ciic.gov.ck/publications/other-publications/statement-of-corporate-intent/)**



Pictured above: Our Project Officer Amber Numanga who provides financial support for the Asset Development Division with CIIC.

FINANCIALS

TE TU'ANGA O TE MONI

This section summarises CIIC's vast and extensive financial affairs. It provides an overview of CIIC's financial affairs in context to both wider Government CIIC's legislation. A summary of past and future planned CIIC Parent and Group financial targets, financial performance and financial position (including dividends and asset sale intentions), along with its accounting policies, are included.

As outlined in its legislation and in 'Our Operating Environment' section, CIIC, as a statutory corporation, is a legal entity created by Government in order to partake in commercial activities on the Government's behalf, which is different to a Government Ministry.

As such, its commercial, financial affairs and reporting requirements are complex. The diagram below shows whole of Government Financial Statements reporting groupings, and the ring fencing of CIIC's and its SOEs' financial statements as a subset of wider Government financial reporting.

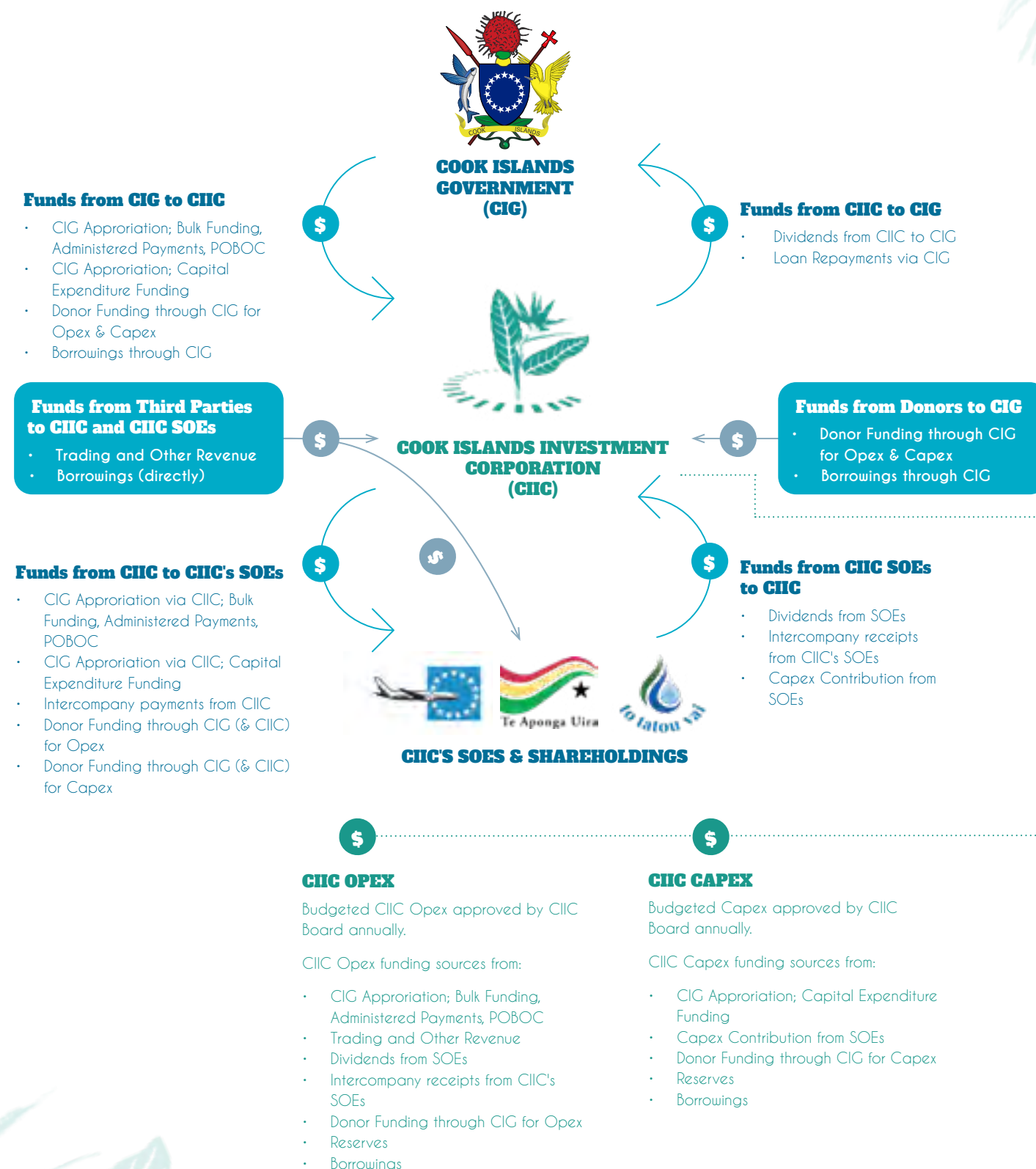
The diagram on the right shows funding sources across the CIIC Group and the funds flow between CIG, CIIC and CIIC's SOEs and shareholdings, along with third parties and donors. As this diagram shows, CIIC's and its entities' funding is not derived exclusively from Government appropriations. CIIC annually prepares its own budget, aligned to its SCL, combining its funding from Government with other sources and its expenditure.

CIIC's and CIIC entities' financial accountability requirements are set out in the CIIC Act 1998. The Act specifies the Office of the Public Expenditure Review Committee or a firm that the Board deems qualified as CIIC's Auditor. CIIC is required to table with Parliament each year its Annual Report. It sets out also, among other matters, the requirement to provide fiscal updates in conjunction with the Ministry of Finance and Economic Management Act 1995-96.



FINANCIALS

TE TU'ANGA O TE MONI



FINANCIALS

TE TU'ANGA O TE MONI

CIIC and its entities place a large focus and emphasis on their financial stewardship responsibilities and obligations. As part of CIIC's group director training programmes, CIIC continuously reinforces the importance of directors discharging their director duties effectively, including their financial stewardship duties, to effectively oversee the financial health of the organisation and preserve shareholder wealth for the Cook Islands public. As part of CIIC's group workplan, all entities are required to have robust forward planning by way of a 4 year plan in their respective SCIs. Each entity is required to submit a detailed budget to the Parent aligned to their SCI and all entities are required to report quarterly to the Parent, which forms part of CIIC's regular fiscal updates to Government. All entities are required to submit timely audited financial statements and an Audit Plan aligned to the CIIC Parent and Group Audit Plan.

The CIIC Group has strong financial standing. The CIIC group currently has low debt levels relative to assets and shareholder equity. The CIIC group withstood the extreme economic effects of COVID-19 well, due to its strong balance sheets at the start of the pandemic and robust fiscal management protocols initiated during the pandemic.

All major asset sales will be made with due regard to Part VII of the CIIC Act 1998. Asset sales in the normal course of business are included as part of the capital expenditure budgets. CIIC recognises its obligations under section 27 of the Act and believes the intentions set out in this statement will result in full compliance with that section of the Act.

There is no intention, at this point in time, to sell any assets that provide essential public services or are substantially a monopoly. In saying this however, Government does require CIIC and its entities to continuously review its operations, structures and ownerships of shares, to ensure CIIC and its Group (its operations, structure and ownership models), is fit for purpose now and into the future.

FINANCIALS

TE TU'ANGA O TE MONI

CIIC Group dividends to the Crown has historically been predicated on 35% of net profit after tax at an SOE level and these have been paid direct from its SOEs directly to the Crown each financial year. Recently, a policy was developed prescribing dividend parameters between CIIC and the Crown, however protocols have yet to be developed.

The below table shows actual and projected tentative dividends to be paid to the Crown

FINANCIAL FORECAST - GROUP DIVIDENDS

GROUP (000's)	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Actual	2023 FCast	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Dividends paid to Crown	2,813	4,946	1,760	-	-	300	1,000	1,600	2,300	2,750

The above table shows nil dividends in 2021 and 2022 due to the impacts of COVID-19, with a gradual return of distributions after 2023.

The above table shows dividend projections to be paid to Government from CIIC Parent, sourced from larger expected dividend sums from its entities, for the fiscal periods above. CIIC is projecting a portion of these said dividends received being retained for specific purpose, which is permitted under its legislation.

CIIC intends to engage with the Crown about formalising dividend protocols for the CIIC Group. It is proposed that the dividend protocol will:

- be at a Group level,
- provide a robust earning stream to the Crown,
- optimise performance and re-investment, and
- ensure the Parent, CIIC is resourced equitably and effectively to drive the sector forward.

FINANCIALS

TE TU'ANGA O TE MONI

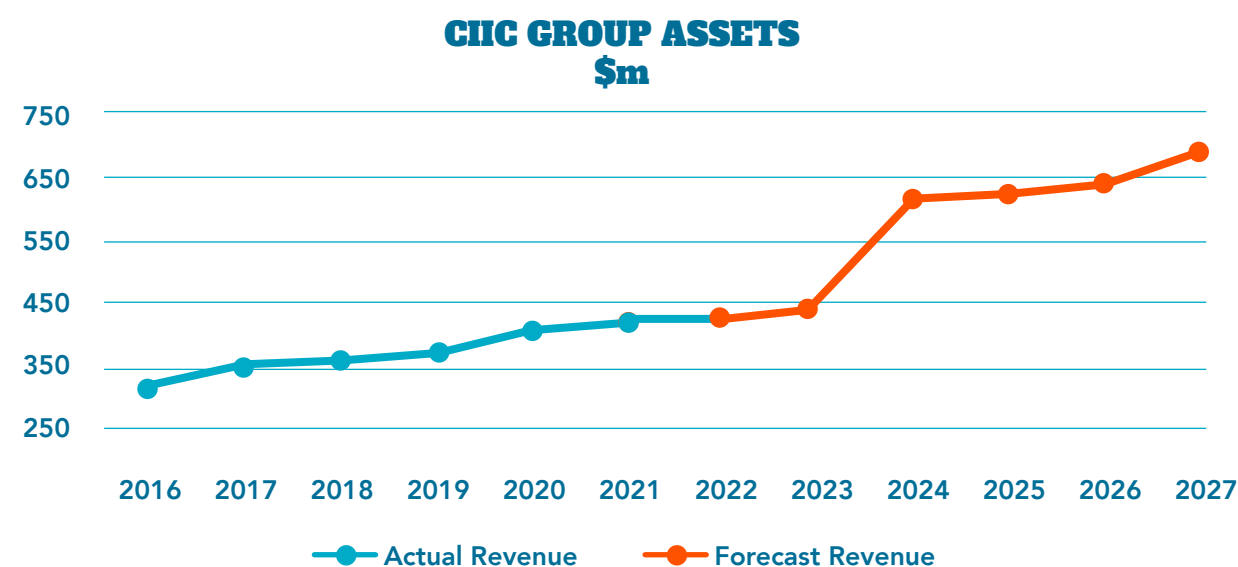
The CIIC Group's financial performance targets are aligned to its strategy. The CIIC Group vision is to contribute to the "quality assets that serve the Cook Islands people." The financial performance targets therefore centre on achieving good returns for its activities (return on equity), coupled with providing wider benefits to the community (community service costs as a % of revenue) and prudent fiscal management (debt to assets).

The key financial performance targets of the CIIC Group are as follows:

FINANCIAL FORECAST - GROUP

GROUP (000's)	Note	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Actual	2023 FCast	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Return on equity	1	5.6%	5.8%	2.2%	-2.7%	-2.9%	-0.3%	-0.6%	-0.5%	-0.3%	0.0%
CSC / revenue %	2	4%	4%	11%	15%	5%	>5%	>5%	>5%	>5%	>5%
Debt to Assets	3	35%	32%	36%	38%	42%	43%	31%	<30%	29%	34%

The key financial performance targets of the CIIC Group are as follows:



FINANCIALS

TE TU'ANGA O TE MONI

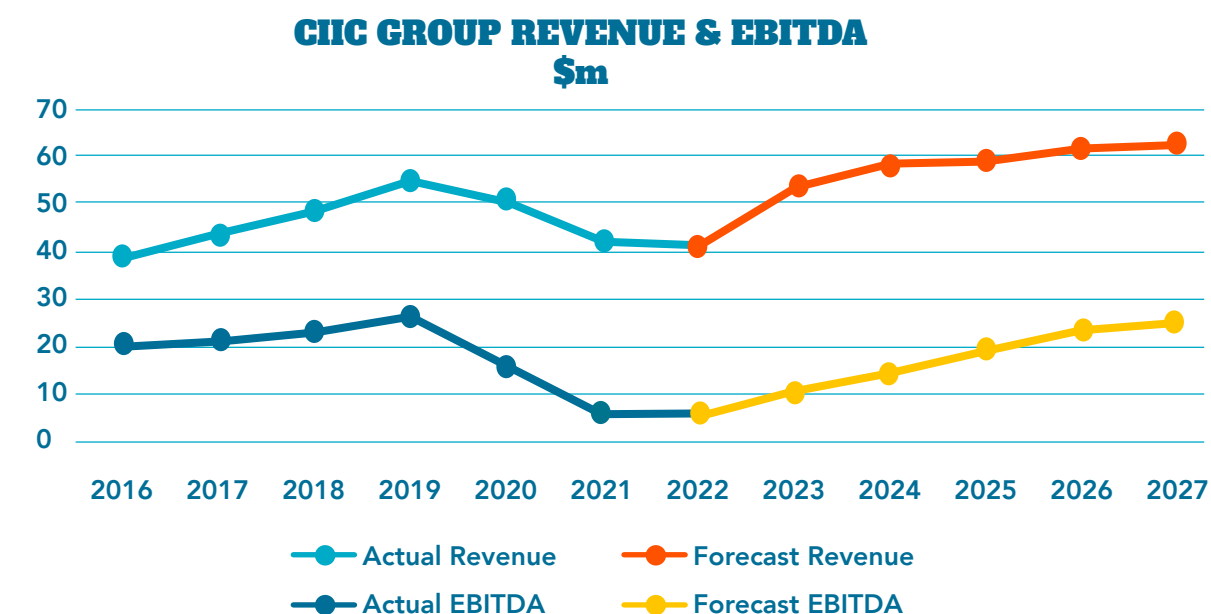
The CIIC Parent's financial performance targets are likewise aligned to its strategy and its vision to contribute to the "quality assets that serve the Cook Islands people." The financial performance targets therefore centre on achieving good returns for its activities coupled with providing wider benefits to the community (community service costs as a % of revenue) and prudent fiscal management (current ratio and debtor days metrics).

The key financial performance targets of the CIIC Parent are as follows:

FINANCIAL FORECAST - PARENT

GROUP (000's)	Note	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Actual	2023 FCast	2024 Budget	2025 Budget	2026 Budget	2027 Budget
CSC / revenue %	2	2%	3%	3%	6%	3%	3%	2%	3%	3%	3%
Current Ratio	4	1.1	1.3	1.2	1.2	1.0	>1.0	>1.0	>1.0	>1.0	>1.0
Debtor days	5	<50	<50	<50	<50	<50	<50	<50	<50	<50	<50

Actual and forecast revenue and earnings for the Group are illustrated as follows:



APPENDIX 1: ACCOUNTING POLICIES

The Cook Islands Investment Corporation is domiciled in the Cook Islands and incorporated under the Cook Islands Investment Act 1998. Its financial statements comply with the Act.

The consolidated financial statements comprise the Corporation and its subsidiaries (the "Group") and the Group's interests in associates. The Corporation is an in-substance subsidiary of the Cook Islands Government.

The consolidated financial statements of the Group have been prepared in accordance with and comply with International Public Sector Accounting Standards (IPSAS). The Group financial statements are prepared on the historical cost basis modified for the revaluation of certain assets. The controlled entities are all those entities (including special purpose entities) over which the controlling entity has the power to govern the financial and operating policies. Controlled entities are fully consolidated from the date on which control is transferred to the controlling entity. They are de-consolidated from the date that control ceases. Inter-group transactions, balances and unrealised gains and losses on transactions between members of the group are eliminated in full.

The accounting policies of the controlled entities are consistent with the policies adopted by the controlling entity. Associates are those entities in which the Group has significant influence, but not control, over the financial and operating policies. Significant influence is presumed to exist when the Group holds between 20% and 50% of the voting power of another entity. Investments in associates and jointly controlled entities are accounted for using the equity method and are recognised initially at cost.

There are a number of critical accounting treatments which include complex or subjective judgments and estimates that may affect the reported amounts of assets and liabilities in the financial statements. Estimates and judgments are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

Further detail in respect of the accounting policies for the Group is set out in the Cook Islands Investment Corporation Annual Group Financial Statements for the year ended 30 June 2022.

The Group financial statements are currently audited by KPMG. KPMG audits the majority of the entities across the Group. While CIIC, the Parent, and the Group Financial Statements are prepared with accordance with IPSAS, a number of entities across the Group report according to International Financial Reporting Standards (IFRS). Each entity's accounting standards and balance dates across the Group are outlined in the table on the right.

ARO 1: AKATERE'ANGA O TE AKAPAPA'ANGA MONI

	Entity	Auditor	Acctg Std	% Owned by CIG	Balance Date	Last Audit Completed	Audit Qualifications
1	Cook Islands Investment Corporation	KPMG	IPSAS	100%	30 June	30-Jun-2022	Group qualified
2	Cook Islands Government Property Corporation	KPMG	IPSAS	100%	30 June	30-Jun-2022	Qualified *
3	Cook Islands Airport Authority	KPMG	IFRS	100%	30 June	30-Jun-2022	Unqualified
4	Avaroa Cable Ltd	KPMG	IFRS	100%	30 June	30-Jun-2022	Unqualified
5	Bank of the Cook Islands Holdings Corporation	KPMG	IFRS	100%	30 June	30-Jun-2022	Unqualified
6	Bank of the Cook Islands Ltd	KPMG	IFRS	100%	30 June	30-Jun-2022	Unqualified
7	Cobalt Seabed Resources Ltd	KPMG	IFRS	50%	31 December	31-Dec-2021	Unqualified
8	Ports Authority Cook Islands	CIAO	IFRS	100%	30 June	30-Jun-2022	Unqualified
9	Te Apongo Uira o Tumu Te Varovaro	KPMG	IFRS	100%	30 June	30-Jun-2022	Qualified **
10	Te Mana Uira o Araura Ltd	KPMG	IPSAS	100%	30 June	30-Jun-2022	Unqualified
11	To Tatou Vai	KPMG	IPSAS	100%	30 June	30-Jun-2022	Unqualified
12	Banana Court Company Ltd	KPMG	IFRS	100%	30 June	30-Jun-2022	Unqualified
13	Cook Islands Telecommunications Holdings Ltd	KPMG	IFRS	100%	30 June	30-Jun-2022	Unqualified
14	Telecom Cook Islands Ltd	KPMG	IFRS	40%	31 March	30-Jun-2022	Unqualified
15	Cook Islands Property Corporation NZ Ltd	KPMG	IFRS	100%	30 June	30-Jun-2022	Unqualified

* Qualified, PPE, buildings assets

** Qualified, PPE, electricity network assets

There are various historical matters for entities within the group that have resulted in qualified audit reports or an emphasis of matter in the audit report. The majority of entities across the Group have unqualified audit opinions.

CIIC, in conjunction with the auditor, have cleared many of these historical matters (including the qualification on lease commitments) and there remains only one qualification with regard to the ownership, completeness and valuation of Property, Plant and Equipment. The key to clearing this audit qualification has involved considerable investment in the Asset Management Programme, which has required the meticulous cataloguing of CIIC's building assets across the nation. A valuation methodology has been developed and is currently being trialed. CIIC management, in conjunction with the auditors, aim to remove this qualification as part of the 2024 audit programme.

The group financial forecasts have been compiled based on the best knowledge available and in the current COVID-19 environment there is a higher degree of uncertainty, though CIIC believe these are prudent forecasts. The group forecasts include financial projections from each entity across the group. The financial projections include continuation of baseline government support as outlined in the Government's 2020 - 2024 Budget. The forecasts also include other assumptions applied on the valuation, transfer and securing of funding in relation to group capital expenditures.

APPENDIX 2: DETAILED FINANCIALS

The key financial results and ratios of the CIIC Group are set out in the following table:

Group (000)'s	Note	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Actual	2023 Fcast	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Total revenue		60,279	66,828	69,281	58,746	54,748	69,705	79,777	74,322	76,362	77,543
Total revenue excl. approp & aid		47,718	54,411	50,280	40,958	39,888	54,148	57,388	58,719	61,259	62,387
EBITDA	1	22,087	24,755	15,456	4,771	5,609	10,897	13,924	20,102	22,912	24,413
NPBT	2	13,022	14,482	5,613	-7,035	-7,261	-856	-2,755	-2,368	-1,146	-222
Community service costs		2,400	2,800	7,434	8,974	2,800	2,800	2,800	2,800	2,800	2,800
Total assets		352,542	370,305	403,286	419,657	425,547	440,073	615,491	623,523	636,753	685,140
Total shareholder funds		230,902	250,357	259,474	261,152	246,893	251,262	426,737	437,421	451,449	448,896
Total liabilities		121,640	119,948	143,812	158,505	178,654	188,811	188,754	186,102	185,304	236,244
Total staff costs		11,031	12,155	13,913	14,139	14,950	16,686	17,669	17,960	18,262	18,516
Total employees		260	293	325	361	381	415	420	427	427	427
Total FTEs	3	208	264	293	325	343	382	393	398	398	398
Operating cash-flows		4,161	18,547	19,356	13,093	32,888	8,892	12,682	17,458	17,572	17,697
Equity injection by owners		0	0	0	0	0	0	0	0	0	0
Total dividends paid		2,813	4,946	1,760	0	0	300	1,000	1,600	2,300	2,750
Revenue mvmt excl & aid growth	4	12%	14%	-8%	-19%	-3%	36%	6%	2%	4%	2%
Revenue per FTE	5	\$229	\$206	\$172	\$126	\$116	\$142	\$146	\$148	\$154	\$157
CSC / REVENUE %	6	4%	4%	11%	15%	5%	5%	5%	5%	5%	5%
EBITDA per FTE	7	\$106	\$94	\$53	\$15	\$16	\$29	\$35	\$51	\$58	\$61
Asset growth	8	2%	5%	9%	4%	1%	3%	40%	1%	2%	8%
Return on assets	9	3.69%	3.91%	1.39%	-1.68%	-1.71%	-0.19%	-0.45%	-0.38%	-0.18%	-0.03%
Return on equity	10	5.64%	5.78%	2.16%	-2.69%	-2.94%	-0.34%	-0.65%	-0.54%	-0.25%	-0.05%
Debt to assets	11	35%	32%	36%	38%	42%	43%	31%	30%	29%	34%
Current ratio	12	0.9	0.8	0.8	0.8	1.0	1.0	1.0	1.0	1.0	1.0

The Group financial forecasts show the effects of COVID on earnings (EBITDA and NPBT) in 2020 through to 2023, with earnings returning to pre COVID conditions in 2024. The forecasts also show a significant growth to the Group's asset base over the next 4 years. The asset growth is a result of asset transfers of TMV assets from Government to To Tatou Vai, a progressive capital programme for some entities (eg CIIC, Airport and TAU) and assumed asset re-valuations.

ARO 2: AKAPAPA'ANGA E TE AKAKITEANGA O'ONU I TE TU'ANGA MONI

The key financial results and ratios of the CIIC Parent are set out in the following table:

Parent (000)'s	Note	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Actual	2023 Fcast	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Total revenue		12,392	7,883	8,823	8,553	8,000	9,000	16,274	10,000	10,000	10,000
Total revenue excl. approp & aid		1,879	2,595	771	1,123	750	930	937	950	950	950
EBITDA	1	533	1,128	433	532	-815	(15)	1,075	1,675	1,880	2,080
NPBT	2	495	1,064	389	479	-873	200	1,000	1,600	1,800	2,000
Community service costs		250	250	250	500	250	250	250	250	250	250
Total assets		4,951	5,000	7,646	8,032	10,081	10,250	10,500	10,500	10,500	10,500
Total shareholder funds		1,503	1,286	1,598	1,980	1,273	1,250	1,250	1,250	1,250	1,250
Total liabilities		3,448	3,714	6,048	6,049	8,808	9,000	9,250	9,250	9,250	9,250
Total staff costs		922	1,400	1,624	1,628	1,453	1,611	1,534	1,588	1,643	1,701
Total employees		40	50	50	58	59	60	61	62	63	64
Total FTEs	3	38	45	49	56	57	58	59	60	61	62
Operating cash-flows		-3,392	1,495	433	1,013	-548	(15)	1,075	1,675	1,880	2,080
Equity injection by owners		159	-	-	-	-	-	-	-	-	-
Total dividends paid		2,813	4,946	1,760	0	0	300	1,000	1,600	2,300	2,750
Revenue mvmt excl & aid growth	4	18%	38%	-70%	46%	-33%	24%	1%	1%	0%	0%
Revenue per FTE	5	\$ 326.11	\$ 175.18	\$ 180.06	\$ 152.73	\$ 140.35	\$ 155.17	\$ 275.83	\$ 166.67	\$ 163.93	\$ 161.29
CSC / revenue %	6	2%	3%	3%	6%	3%	3%	2%	3%	3%	3%
EBITDA per FTE	7	\$14	\$25	\$9	\$10	(\$14)	0	\$18	\$28	\$31	\$34
Asset growth	8	-66%	1%	53%	5%	26%	2%	2%	0%	0%	0%
Return on assets	9	10.00%	21.28%	5.09%	5.96%	-8.66%	1.95%	9.52%	15.24%	17.14%	19.05%
Return on equity	10	32.93%	82.74%	24.34%	24.19%	-68.58%	16.00%	80.00%	128.00%	144.00%	160.00%
Debt to assets	11	70%	74%	79%	75%	87%	88%	88%	88%	88%	88%
Current ratio	12	1.1	1.3	1.2	1.2	1.0	1.0	1.0	1.0	1.0	1.0

Likewise, the Parent financial forecasts show the effects of COVID on earnings (EBITDA and NPBT) in 2022. The forecasts assume a business as usual uniform trend, with some asset transfers occurring in 2022 on various work in progress capital programmes. As the Group returns to a pre COVID earnings profile, it is expected that dividends paid will increase progressively to pre COVID levels.

APPENDIX 2: DETAILED FINANCIALS

It is useful to show the inter-relationship and alignment between the CIIC Group vis-à-vis the Cook Islands Government Annual Budget and Government accounts.

It is clear under CIIC's legislation that it and its entities are free to mandate their operating parameters under their SCIs to achieve its objectives.

It is important to note that CIIC and its entities are not wholly funded in the Cook Islands Government budgeting and appropriation process. All of its entities feature a little in the budget process, ie by way of POBOC, administered payments and capital funding. As outlined at the start of this section, CIIC and the CIIC Group commercial, financial affairs and reporting requirements are complex.

For the sake of clarity, between CIIC's budget as it forms part of the Cook Islands Government Budget, the table below outlines its relationship between the CIIC Board approved operating budget and that which has been contained in the Cook Islands Government Budget programme.

The 2021/22 and 2022/23 fiscal periods saw cut backs to CIIC funding. The CIIC Board approved a budget to compensate for these cut backs by taking funds out of reserves, so that critical asset management work required for the health and safety of the public not be compromised and for its strategic work programme to be advanced.

ARO 2: AKAPAPA'ANGA E TE AKAKITEANGA O'ONU I TE TU'ANGA MONI

CIIC intend to invest funding in various institutional arrangements in the next 12 to 24 months. This includes the establishment of a Captive Insurance company, a larger focus on developing its seabed mineral venture undertaking a comprehensive review of its capital structure and other group institutional matters. This is therefore provisioned in the CIIC approved budget for the next 12 months.

	CIIC Parent 2021/22		CIIC Parent 2022/23		CIIC Parent 2023/24
	Actual (\$'000)	Budget (\$'000)	Forecast (\$'000)	Budget (\$'000)	Budget (\$'000)
Government Appropriations	2,989	2,978	2,773	2,728	3,956
Trading & Other Revenue	920	1,174	1,785	1,948	2,237
Personnel Costs	1,381*	1,100	1,611*	1,588	1,533
Administered Payments	1,250	1,250	1,200	1,200	2,200
Other Operating Cost	2,133*	2,089	1,821	1,948	1,460
Surplus Deficit	(855)	(287)	(74)	(60)	1,000

*The asterisk denotes expenditures financed partly by CIIC reserves generated by excess trading revenues and other revenues and dividends

APPENDIX 3: GLOSSARY

ARO 3: AKAKITEKITE'ANGA NO TE AU KUPU TEI 'AKAPOTO IA

DEFINITIONS OF KEY TERMS AND ACRONYMS

ACL – Avaroa Cable Limited

AM – Asset Management

BCI – Bank of the Cook Islands

BCCL – Banana Court Company Limited

BESS – Battery Energy Storage System

CAPEX – Capital Expenditure

CCZ – Clarion Clipperton Zone

CEO – Chief Executive Officer

CFO – Chief Financial Officer

CI – Cook Islands

CIG – Cook Islands Government

CIBC – Cook Islands Broadcasting Corporation

CIGPC – Cook Islands Government Property Corporation

CIIC – Cook Islands Investment Corporation

CIIC Act – Cook Islands Investment Corporation Act 1998

CIPA – Cook Islands Ports Authority

CIPCNZ – Cook Islands Property Corporation (NZ) Limited

CITH – Cook Islands Telecommunications Holdings Limited

CITAL – Cook Islands Telecommunications Assets Limited

CSR – Cobalt Seabed Resources Limited

COMMS – Communications

COVID / COVID-19 – Coronavirus Disease 2019

CSC – Community Service Costs

CSO – Community Service Obligation

DSM – Deep Sea Minerals

EBITDA – Earnings Before Interest Tax and Depreciation

EDS – Economic Development Strategy

EEZ – Exclusive Economic Zone

ERR – Economic Recovery Roadmap

FTE – Full Time Equivalents

FMIS – Financial Management Information System

GDP – Gross Domestic Product

GFDD – Government Facility Development Division

GFA – Grant Funding Agreement

GM – General Manager

HRM – Human Resource Management

IC – Infrastructure Committee

ICI – Infrastructure Cook Islands

ICT – Information Communication Technology

INFO – Information

IPSAS – International Public Sector Accounting Standards

IT – Information Technology

JV – Joint Venture

KPA – Key Performance Area

KPI – Key Performance Indicator

MFEM – Ministry of Finance and Economic Management

MW – Mega Watt

NPBT – Net Profit Before Tax

NSDP – National Sustainability Development Plan

OECD – Organisation for Economic Co-Operation and Development

OPM – Office of the Prime Minister

ORG – Organisation

PA – Ports Authority

PA ENUA – Grouping of Islands

PM – Prime Minister

PNM – Punanga Nui Market

POBOC – Payments on Behalf of the Crown

PPP – Public Private Partnership

PRC – Peoples Republic of China

PV – Photovoltaic

RE – Renewable Energy

REDD – Renewable Energy Development Division

REM – Remuneration

RESA – Runway End Safety Area

ROE – Return on Equity

SCI – Statement of Corporate Intent

SOE – State Owned Enterprise

SPU – Special Projects Unit

TA – Technical Assistance

TAU – Te Aponga Uira o Tumu te Varovaro

TMM – Te Marae Moana

TMU – Te Mana Uira o Araura

TMO – Te Marae Ora

TMV – To Mato Vai

TOR – Terms of Reference

TSA – Indoor (Telecom) Sports Arena

TTV – To Tatou Vai

Vaikapuangi – Centralised government building development located on a number of properties on Takuvaine Road

V2G – Vehicle to Grid

WG – Working Group

Futuristic design of the transformational Centralised Cook Islands **VAIKAPUANGI GOVERNMENT BUILDING**. This aerial image shows the township behind the building.

You can see from this image that the layout of the buildings resemble the kota'a frigate bird motif. This stylised motif can be found in traditional Cook Islands lashing and tattoo.

ACKNOWLEDGEMENT AKAMEITAKI'ANGA

This STATEMENT OF CORPORATE INTENT has been approved by the Government of the Cook Islands, approved and overseen by the CIIC Board of Directors, and facilitated by Allan Jensen, Tairi Herrmann, Kiana Sword-Tua, Ruanoo Mose-Kavana, and the Management Team. SCI's Design and Layout by Tony Fe'ao. Content has also been contributed by CIIC's entities;

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