

NEWCASTLE  
AIRPORT  
FAST  
DIRECT  
AFFORDABLE



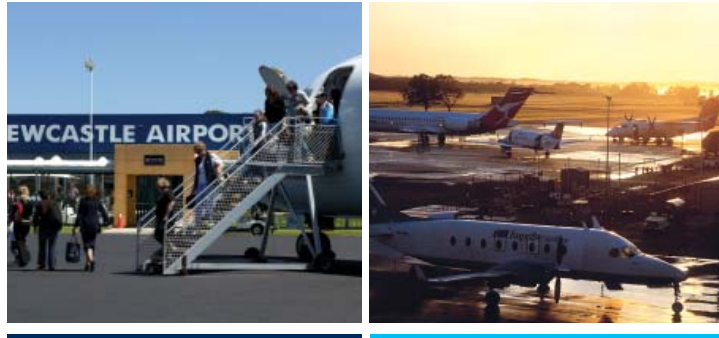
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## NEWCASTLE AIRPORT HISTORY

Williamtown Civilian Airport began in 1947, when the Commonwealth Government agreed to allow civilian flight operations at the Royal Australian Air Force Base, Williamtown. The Commonwealth Government continued to run the airport until 1990 when Newcastle City Council and Port Stephens Council accepted an invitation by the Government to jointly operate the civil area at RAAF Williamtown. The two Councils accepted full responsibility for operating, maintaining and developing what was to become Newcastle Airport. As a consequence, Newcastle Airport Limited, a company limited by guarantee, was formed on 25 May 1993 by the two Councils and a 30-year lease was signed with the Commonwealth Government for 23 hectares including the site of the terminal and land for commercial development.

With the opening of Williamtown to civilian aircraft the services grew gradually. For many years the passenger terminal was little more than a 'tin shed'. This was remedied with the opening of new terminal facilities in March 1975 by the Federal Minister for Transport Mr Charles Jones. In 1994 and 2000 Newcastle Airport underwent further major upgrades which included the doubling of the terminal floor area, total refurbishment of the interior and exterior of the building and the provision of office suites for airlines.

Impulse Airlines began operating B717 jet services from Williamtown in 2000 on the Sydney-Melbourne route. In November 2003 Virgin Blue introduced B737 aircraft on daily services to Melbourne and in May 2004 introduced daily services to Brisbane. In May 2004 Jetstar also commenced services between Newcastle and Melbourne and Newcastle and Brisbane using the B717 aircraft.

Today, five airlines service Newcastle Airport: Virgin Blue, Jetstar, QantasLink, Aeropelican and Brindabella Airlines. Combined, they provide 216 flights each week linking Newcastle to Melbourne, Brisbane, the Gold Coast, Canberra and Sydney. With the introduction of daily jet services to both Melbourne and Brisbane, Newcastle Airport is contributing significantly to the domestic and international growth of business and tourism to the surrounding region.

Since Virgin Blue and Jetstar introduced services into Newcastle Airport, the number of passengers has more than doubled from 214,000 in 2003 to around 450,000 for the 2004 calendar year.

## VISION TO BE AUSTRALIA'S LEADING REGIONAL AVIATION HUB

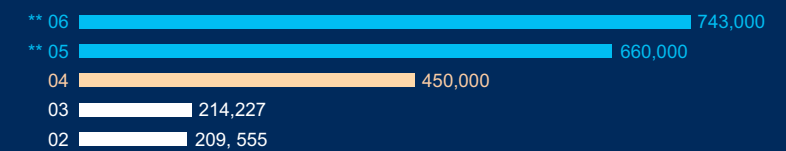
### MISSION

To consolidate and grow the airport's contribution to the regional and national economy by promoting the competitive air services that underpin the efficiency of business and tourism, and by establishing an aerospace industry cluster. NAL will:

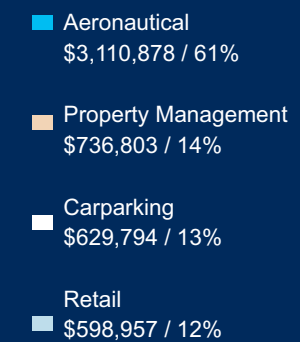
- Establish partnerships with key stakeholders including the airlines, business community, tourism industry and relevant local, state and federal government bodies;
- Optimise the relationship with the RAAF and Department of Defence to achieve maximum mutual benefit from the Head Lease and Operating Agreement;
- Deliver a superior customer experience;
- Effectively manage the airport's business and assets through astute corporate governance and financial management and by optimising the infrastructure, and
- Empower NAL's people by encouraging effective leadership in a supportive and co-operative environment.

### PASSENGER THROUGHPUT\*

Passengers Carried has increased 110 per cent from 214,227 to 450,000



### KEY REVENUE INDICATORS\*



Total  
\$5,076,432

\* 2003/04 audited results  
\*\* projected figures



## REPORT FROM THE CHAIRMAN AND CEO

Newcastle Airport witnessed unprecedented growth in the last year. As services have been progressively introduced by Virgin Blue from November 2003 and Jetstar from May 2004, passenger numbers have increased by 110 percent making Newcastle Airport the fastest growing regional airport in Australia.

### AIRLINE GROWTH

The rise in annual passenger numbers from 214,000 in 2003 to approximately 450,000 for 2004 surpassed NAL's most optimistic projections, and indeed, those of the airlines which have experienced levels of demand that have exceeded their national network averages.

Newcastle Airport has traditionally been an airport servicing predominantly business travellers. This has changed markedly with the majority of passengers now travelling on leisure. The airlines' confidence in this market has to a great extent been fuelled by close marketing co-operation between the airlines, the tourism industry and Newcastle Airport.

While we have facilitated the now strong relationships between tourism and airlines, it is not core business for most airports. But Newcastle Airport has recognised that the sustainability of the new jet services will to a great extent be supported by growth in inbound and outbound tourism.

The new air services represent arguably the single greatest catalyst for tourism growth in this region.

### INCREASING INFRASTRUCTURE DEMANDS

The additional demand created by the new air services has resulted in heightened demand for car parking. Plans have been finalised for a multi-level car park to satisfy long term demand. Until funding for the new facility can be secured, temporary facilities have been established and new access systems installed to improve traffic flow.

In May NAL announced a major redevelopment of the terminal to keep pace with the growth in passenger numbers. In early 2005, a \$8.25 million construction project will begin that will see a doubling of capacity in the arrivals and departures areas, new retail outlets, upgraded security systems and new offices.

The development will be commissioned in the fourth quarter of 2005, delivering sufficient capacity to handle up to four million passengers annually.

### NEW LEASE SUPPORTS COMMERCIAL GROWTH

NAL's other area of business is its commercial interests in property management, car parking and retail operations.

It is pleasing that after more than eight years, NAL is nearing the conclusion of negotiations with the Department of Defence on a new 40-year lease that gives greater certainty to developers investing in hangars, offices and associated infrastructure.

The new lease will improve the viability of developing new facilities with a view to creating a cluster of aerospace organisations that service defence and commercial customers.

NAL's existing tenants, BAE Systems, Jetstar Engineering and Newcastle Helicopters continue to grow, with both companies engaging NAL on future developments that will further underpin their operations at Newcastle Airport.



### STRATEGIC APPROACH

NAL's first strategic policy was developed in 1997. Since then the airline industry has experienced significant upheaval, both nationally and globally. The introduction of low cost carriers in Australia has presented significant opportunities for regions around the country, and the advent of Jetstar and Virgin Blue at Newcastle Airport has significantly changed NAL's operational tempo.

The net outcome has been a volatile global airline industry that mandates a conservative approach to the funding of new developments. Nonetheless, Newcastle Airport has benefited significantly in the short term from unprecedented passenger growth.

At the same time, the airport has become more significant to the region and other States as a transport hub for business and leisure travellers. These developments have led to unique infrastructure pressures for NAL.

In light of these developments, the Board agreed that a review of strategic policy was both timely and essential.

As part of our continuous review of operations, NAL has initiated a review of corporate governance and finance procedures, results of which will be considered and progressively implemented over the coming year.

During the year AVM John Kindler was appointed as Chairman and Deborah Wright and Ashley Kilroy were appointed as directors. Julian Green has been re-appointed as CEO for a further three years.

The considerable challenges facing Newcastle Airport have been embraced by our enthusiastic and pro-active team.

While managing a growing operation, we have streamlined and bolstered the processes by which the airport is effectively managed. The new strategic policy adopted by the NAL Board in October 2004 gives clear direction to the coming years' goals.

We will maintain the disciplines of revenue optimisation and cost containment so successfully demonstrated in recent years. We will ensure that Newcastle Airport Limited remains in the best competitive position and is recognised by consumers as the airport of choice for the more than one million people that live and work in the airport's catchment area.

AVM John Kindler (Ret'd) AO AFC  
Chairman

Julian Green  
Chief Executive Officer



## AVIATION BUSINESS

### AEROPELICAN

Aeropelican has played a vital role at Newcastle Airport in maintaining high frequency services to Sydney. The Belmont-based airline introduced a new aircraft on the route resulting in added daily services. Together with Qantas with which Aeropelican is affiliated, five return services are operated each weekday between the cities. Aeropelican took over the route from failed Horizon Airlines which collapsed in March 2004.



Brindabella Airlines launched direct flights between Newcastle and Canberra in April 2003 and quickly established strong patronage leading to the introduction of a larger aircraft and up to three flights a day.

Reflecting its success, owners Lara Corry-Boyd and Jeff Boyd won the prestigious National Achievement of the Year award from the Chartered Institute of Logistics and Transport, beating some of Australia's largest companies in the transport industry.



The May 2004 introduction of services linking Newcastle with Brisbane and Melbourne using the popular Boeing 717 aircraft enhanced further the opportunities for business and leisure travel.

Jetstar's decision to announce in October 2004 a doubling of capacity on these routes was in response to continued high demand for the initial services. The additional flights allow same day travel to Melbourne while the new Brisbane flights offer greater choice and flexibility to business and leisure travellers.



QantasLink operates more than 100 services per week between Newcastle and the cities of Brisbane, Melbourne, Gold Coast and Sydney using 36 and 50-seat Dash 8 aircraft.

While the Qantas product continues to attract loyal patronage due to its frequent flyer program, lounge access and national connections, NAL is working with QantasLink to minimise any impact from the conflicting jet services.

Under a new commercial agreement, Newcastle Airport is working with QantasLink to consolidate existing high frequency business services. The agreement also paves the way for closer co-operation between the tourism industry and the airline to encourage the sustainability of its services.



Virgin Blue introduced low-fare services to the local market in November 2003 with daily Boeing 737-700 flights to Melbourne. This was followed by daily Brisbane flights in May 2004.

The airline celebrated its first anniversary in Newcastle with the launch of direct flights to Coolangatta, making Newcastle the first regional centre in the Virgin Blue network to have three destinations introduced in 12 months.

Demand for Virgin Blue's flights has consistently exceeded the airline's national network average, necessitating the use of the larger -800 series B737 during peak travel periods.



## COMMERCIAL BUSINESS

### CARPARKING

NAL operates five carparks offering short term, long term and covered parking options.

In 2003/04 it is estimated some 48,200 vehicles used the carparks. By the middle of 2005, demand for carparking at Newcastle Airport is expected to exceed 97,800 spaces annually.

Plans have been approved for a multi-level carpark immediately adjacent to the terminal which will increase the total number of parking spaces from 548 to 876, including recently delivered temporary areas.

The multi-level carpark will be developed in line with continuing increases in passenger throughput. The commercial arrangements by which the new facility will be commissioned are currently being reviewed.

### RETAIL

Eurest currently operates a café on behalf of NAL under a management contract. The facility, which employs 22 people, provides a range of food and beverage offerings to travellers and visitors, as well as inflight catering for selected QantasLink flights.

Recognising the need for an expanded range of retail offerings in line with the increase in passenger throughput, NAL will increase the number of outlets to five as part of the major terminal redevelopment occurring in 2005. Consistent with other major airports, these new outlets will operate under tenancy agreements rather than management contracts.

This will provide a greater selection of food and beverage options, a newsagency and a range of convenience and souvenir items.



### PROPERTY MANAGEMENT

A crucial area of NAL's business is the management of the property it leases from the Commonwealth, including the optimisation of operational assets (terminal, apron, carparks and associated infrastructure) leases and licences connected with tenants and airline customers.

#### Operational Assets

The management of NAL's \$10 million worth of assets is crucial to delivering safe, secure and operationally efficient facilities.

NAL has strengthened its capabilities in this area over recent years, including the allocation of asset management responsibilities to specialised staff and the implementation of asset management systems standardising maintenance and improvements.

This will also enhance NAL's capability to concurrently manage the growing operation and the planned terminal and carpark redevelopments.

#### Tenancies and Licences

NAL currently has licences, sub-leases and agreements in place with 16 organisations including major tenants such as BAE Systems, Jetstar Engineering and Newcastle Helicopters, car rental companies and ground handling companies operating on behalf of airlines.

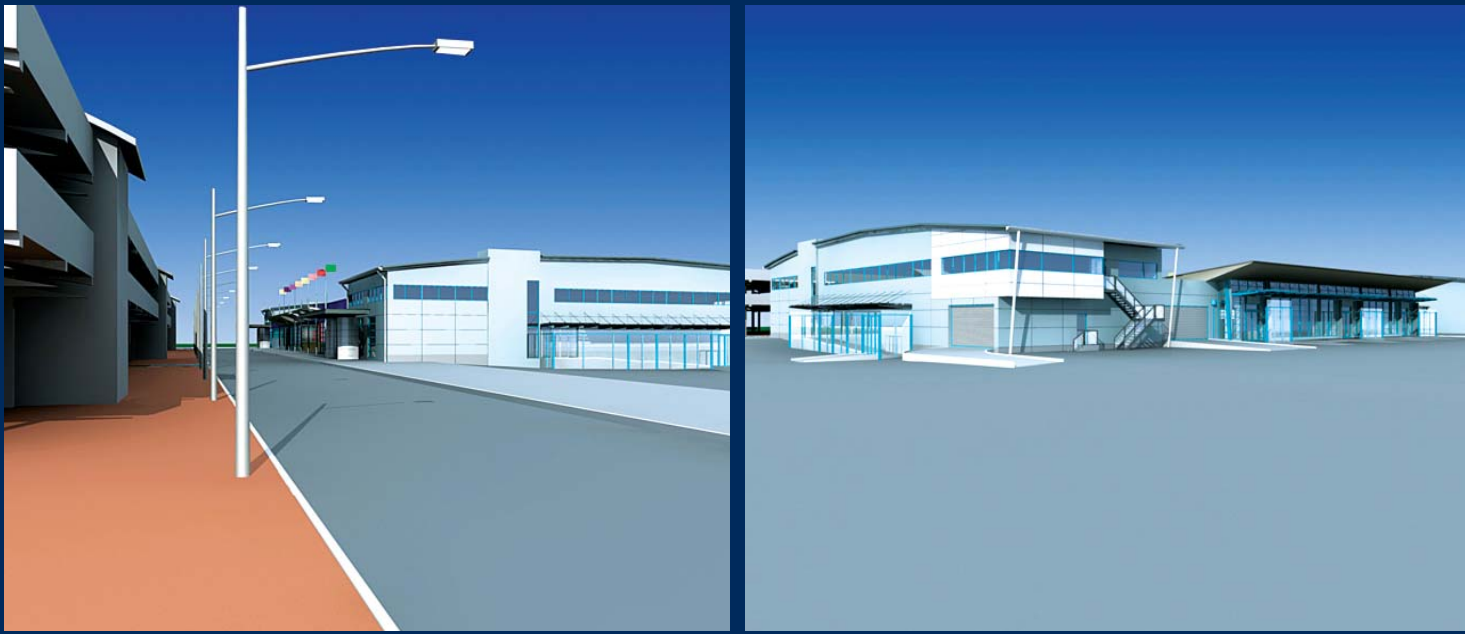
Sub-leases and licences are managed under the auspices of NAL's lease from the Commonwealth which applies environmental, regulatory and operational conditions. NAL is responsible for auditing and enforcing those conditions and ensuring that all relevant state and local government conditions are also met.

#### Commercial Development

In November 2002 NAL signed an agreement with Sangreal Holdings, a special purpose commercial development company formed to partner with NAL to develop the available land within the leased area.

In May 2003 plans were announced for the Australian International Aerospace Centre (AIAC) which would accommodate offices, aircraft hangars and an on-airport hotel to support defence and commercial aerospace companies.

Newcastle Airport's proximity to RAAF Base Williamtown presents defence-based suppliers with cost and efficiency benefits by collocating in commercial premises at the AIAC immediately adjacent to the Base.

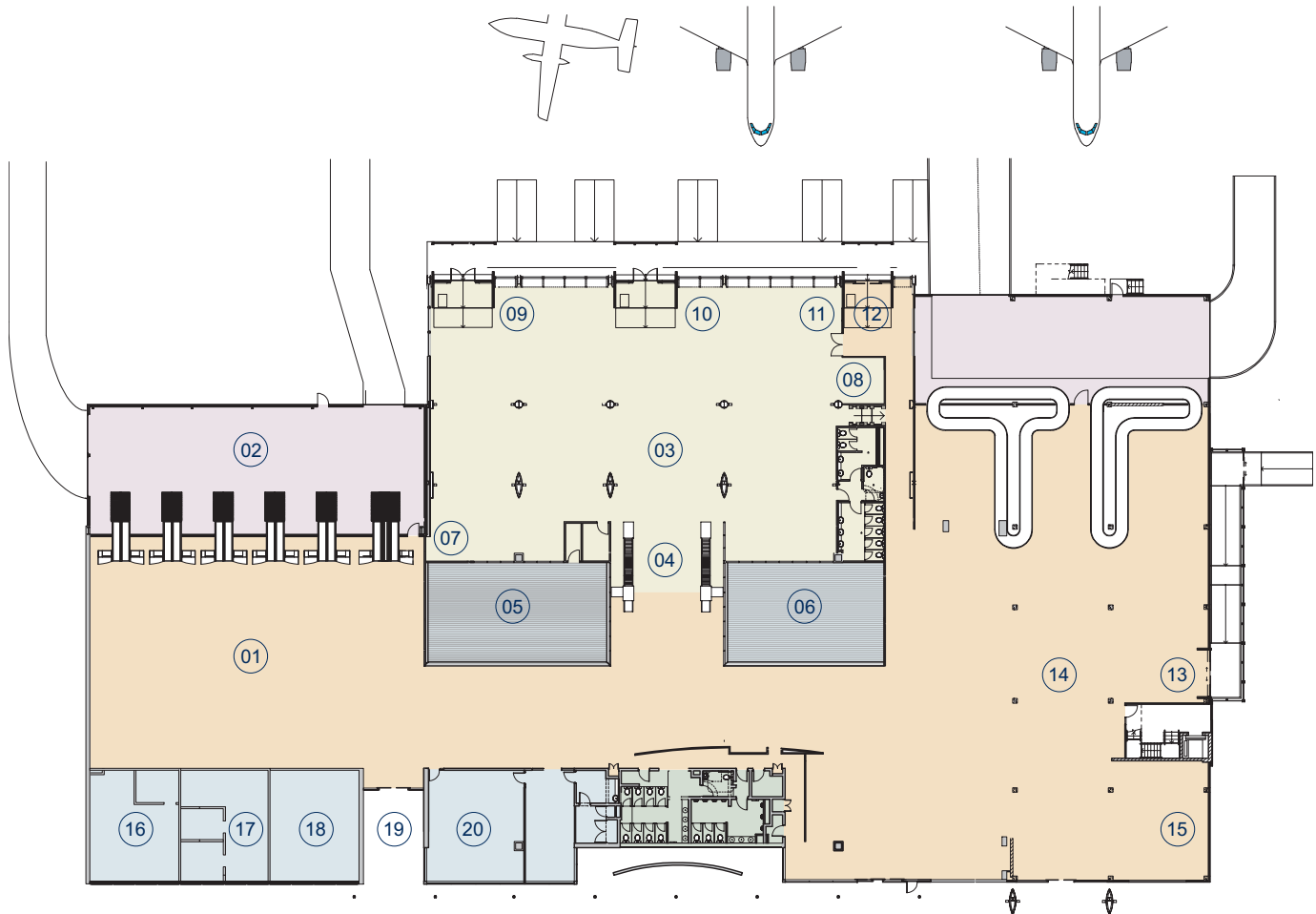


# TERMINAL DEVELOPMENT

Due to the rapid growth in passenger numbers and air services, NAL recently committed \$8.25M to upgrading the airport terminal.

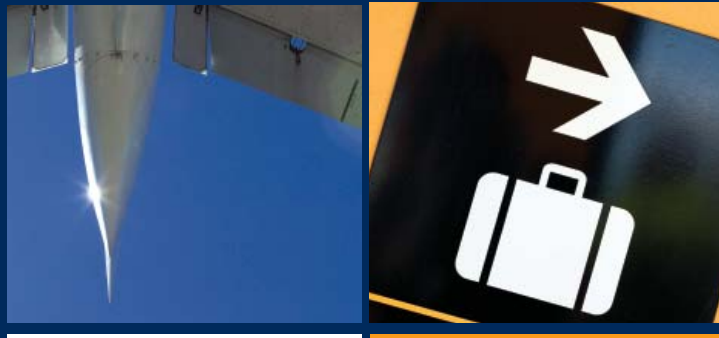
The current terminal will be expanded to accommodate the rising number of passengers with a view to providing the Hunter Region and indeed New South Wales with a viable alternative to Sydney Airport.

- Enlarged departures area – a new departures area will be created to accommodate up to 365 departing passengers at one time.
- Second baggage reclaim unit – the eastern (arrivals) end of the terminal will be extended to make room for a second baggage reclaim unit.
- New check-in and office facilities – to accommodate planned new security measures for baggage that has been checked in, the western (check in) end of the terminal will be enlarged, with more desks, new airline offices and a business lounge upstairs.
- Additional and upgraded food and beverage outlets – plans are underway to ensure that passengers have available to them food and beverage outlets in both the terminal café area and in the departures lounge for their convenience.
- Additional toilet facilities – will be provided for passengers use in the departures lounge, with the existing facilities undergoing improvements.



### GROUND FLOOR PLAN

- |                     |                     |
|---------------------|---------------------|
| 01 CHECK IN AREA    | 11 GATE 3           |
| 02 BAGGAGE MAKE UP  | 12 ARRIVALS GATE    |
| 03 DEPARTURES       | 13 ARRIVALS GATE    |
| 04 SECURITY GATEWAY | 14 ARRIVALS HALL    |
| 05 RETAIL 1         | 15 FUTURE TENANCY   |
| 06 RETAIL 2         | 16 EXISTING TENANCY |
| 07 RETAIL 3         | 17 EXISTING TENANCY |
| 08 RETAIL 4         | 18 EXISTING TENANCY |
| 09 GATE 1           | 19 ENTRY COURT      |
| 10 GATE 2           | 20 RETAIL 5         |



## TOWARDS NEW HORIZONS A STRATEGY FOR NEWCASTLE AIRPORT'S FUTURE

### STRATEGIES

01. Consolidate and grow partnerships with key industry and government stakeholders.
02. Continually improve customer experiences.
03. Engage the community.
04. Invest in strengthening internal skills and capabilities.
05. Apply best practice corporate governance.
06. Effectively manage NAL's finances and assets.
07. Create long term, sustainable airport developments.

NAL will pursue its strategic objectives over the coming years under the following framework.

#### Position Newcastle Airport as a leading regional airport that is recognised by its peers as an industry leader

- Reinvest in operational infrastructure to provide sustainable growth and sufficient capacity
- Maintain a competitive cost structure
- Maintain a safe and secure environment that meets or exceeds regulatory requirements
- Optimise commercial relationships with key stakeholders including the airlines, tenants and licensees
- Diversify revenue streams to protect long term viability

#### Encourage the sustainable growth of competitive air services that facilitate business travel and generate new regional tourism opportunities

- Develop and implement a growth strategy with tourism and airlines
- Encourage business-friendly air services
- Maintain and enhance strategic partnerships with airlines to generate greater demand

- Develop new products to enhance revenue and customer experience
- Maximise revenue from aviation and commercial operations through asset utilisation
- Sustain an operational surplus in order to maintain operations and to reinvest in facilities and to ensure access to future funding

#### Ensure Newcastle Airport is an integral part of local, state and federal development strategies

- Develop and implement a strategy of engagement with relevant policy advisors at all levels of government
- Ensure policies support airport growth strategy
- Positively influence government policy that is adverse to NAL's operations and business plan

#### Establish Newcastle Airport as a hub for regional services that link with trunk domestic services

- Work with the regional airline industry to increase network of regional feeder services
- Encourage link arrangements between regional and trunk carriers
- Ensure equal emphasis on commercial and operational revenue opportunities

#### Optimise the development of land available for commercial development

- Ensure Head Lease provisions allow viable and sustainable commercial development
- Develop, maintain and enhance strong relationship with commercial development partners
- Develop and implement master plan to ensure long term compatibility between commercial development and operations
- Continually review performance of commercial development partners



#### Enhance Corporate Governance

- Introduce a risk management system to support operations and business management decisions with special emphasis on security, safety, environmental and financial aspects.
- Align NAL policies and procedures with the council/shareholder strategies
- Create and maintain schedule of review of commercial agreements and licences
- Develop and implement an information and data management system
- Provide access to up-to-date business tools and resources
- Develop and implement an Ecologically Sustainable Development (ESD) strategy
- Review the corporate governance charter and constitution at least annually
- Benchmark NAL against like Australian and overseas airports
- Maintain a regulatory compliance framework and reporting mechanism
- Maintain and continually review OH&S policies that meet or exceed legislated requirements

#### Consolidate and enhance the relationship with Department of Defence and the RAAF to deliver sustainable operational and commercial developments

- Minimise adverse impacts on NAL operations by working proactively with RAAF staff to develop mutually-acceptable solutions
- Engage with defence to develop policies that enable NAL to implement supplementary operational services, facilities and assets to sustain commercial airline activity as and when required

#### Introduce an effective people management and performance measurement program

- Develop and implement a performance management system
- Identify and continually review internal resources to be able to

implement the strategy and business plan

- Develop and implement a training program to meet the needs of the people and the company
- Develop and implement staff performance recognition scheme
- Develop and implement Human Resources Information System (HRIS)
- Maintain and enhance internal communications that promotes a team environment that fosters mutual recognition and support
- Develop and implement mentoring program
- Develop and implement succession plan
- Continually review HR policy in relation to legislation

#### Promote passenger loyalty to generate higher rates of business returns

- Maintain terminal infrastructure that meets/exceeds customer expectation
- Develop and implement customer satisfaction benchmarking, measurement and reporting systems
- Develop new products and services including an airport lounge, enhanced range of carparking products and retail offering
- Facilitate improved public/private transport options
- Maintain competitive cost structure for passengers/visitors

#### Promote an open relationship between the airport and the broader community in order to create community support and encouragement of airport development

- Undertake a community attitude survey
- Develop and implement a community relations program
- Regularly communicate with the community via the media
- Maintain and enhance strong relationship with media
- Develop and implement a strategy of engagement with relevant community leaders and influences
- Raise community awareness of the airport's value
- Work co-operatively with Department of Defence and RAAF on noise management and community plans



## WORKING WITH OUR PARTNERS

### TOURISM

NAL recognises the importance of tourism in developing new air services. Since 2001 the airport has worked with regional and state tourism organisations to develop joint marketing strategies aimed at supporting the introduction of new flights.

As part of this effort, NAL has developed strong working partnerships with Tourism New South Wales and regional tourism bodies including the Hunter Regional Tourism Organisation, Port Stephens Tourism, Newcastle Tourism and the Hunter Valley Wine Country Tourism.

Tourism New South Wales recently announced a new strategy that outlined the importance of secondary airports in the development of regional tourism in the State and recognises Newcastle Airport as a key driver in the growth of inbound tourism.

The airport's importance to the region as the key tourism catalyst is also clearly identified in the 2005-2008 Tourism Plan.

### DEFENCE

Newcastle Airport operates under a lease from the Commonwealth and as such is a tenant of the Department of Defence at RAAF Base Williamtown.

Civilian operations are conducted according to an operating agreement between the Department of Defence and Newcastle Airport. The agreement governs commercial air services and provides for specific services supplied by the RAAF, including air traffic control, fire services, access to airfield infrastructure and navigational aids.

Newcastle Airport recognises the primacy of military operations at the airfield and accordingly is pursuing commercial objectives within the limitations of the existing arrangements.

It is therefore vital that NAL operates with a high degree of co-operation with Defence, supported by open communication and regular briefings. Furthermore, Newcastle Airport works with the RAAF on noise management plans and environmental programs.

### GOVERNMENT

As an integral part of Australia's aviation infrastructure, NAL has developed close working relationships with all levels of Government.

Aviation is a highly regulated industry and the airport's operations are conducted under Federally mandated regulations that in particular govern safety and security,

At the State level, Newcastle Airport is seen as an important element of the greater Sydney planning strategies being developed by the Department of Infrastructure, Planning and Natural Resources. NAL is being called upon to provide important infrastructure planning advice in relation to the growth in passenger numbers, the impact on arterial roads and the importance of sound connections with public transport modes.

By virtue of Newcastle Airport's ownership by the councils of Port Stephens and Newcastle City, strong relationships exist between the airport and local government. This includes environmental regulation, development, road and utility infrastructure and the conduct of business that is governed by the Local Government Act.



## SOCIAL AND ENVIRONMENTAL RESPONSIBILITY

### ENVIRONMENT

NAL recognises the importance of sustainable environmental management and reporting policies that work with the community and other airport partners to ensure that the people of Newcastle, Port Stephens and the greater Hunter region benefit from their airport.

- NAL is committed to;
- Minimising and responsibly managing environmental impacts associated with its activities;
  - Complying with environmental legislation and regulations;
  - Achieving best practice environmental management techniques;
  - Working with the community and authorities to identify environmental issues and solutions;
  - Promoting our environmental commitment to employees, tenants, contractors, customers and neighbours; and
  - Monitoring environmental performance to ensure continuous improvement of our performance.

An Environment Management Plan has been developed that addresses issues such as air pollution, land and water contamination, noise pollution, degradation of habitat and resource usage.

Ecologically sustainable development strategies and techniques have been incorporated into the design for the new terminal expansion wherever possible. Energy efficient lighting and air conditioning, heat reflecting external materials and water efficient bathroom fittings have all been included in the final design of the building.

### COMMUNITY

NAL strives to be recognised as a responsible and valuable member of the community. We actively participate in a number of community consultative forums covering such areas as tourism, aerospace activity, business, environment, safety and noise management. Surveys are undertaken on a regular basis to gauge community attitude and identify concerns and interests both within the immediate area surrounding the airport and beyond.

NAL plays a broad role in promoting the Hunter region in conjunction with airline partners. The increase in passenger numbers passing through the terminal highlights the success of initiatives such as this in contributing to the increase in inbound regional tourism.

# NEWCASTLE AIRPORT LIMITED STATEMENT OF FINANCIAL PERFORMANCE

FOR THE YEAR ENDED 30 JUNE 2004

	2004	2003
	\$	\$
Revenue from ordinary activities	5,076,432	3,571,527
<b>Expenses from ordinary activities:</b>		
Depreciation	486,351	596,021
Personnel and related costs*	1,263,976	1,011,258
Borrowing costs expense	62,729	77,399
Marketing and consultancy	600,918	379,710
Security operations	548,478	415,083
Maintenance	182,600	123,916
Rental	124,872	94,803
Carrying amount of non current assets sold	67,967	-
Other expenses from ordinary activities	414,937	425,817
<b>Profit from ordinary activities before related income tax expense</b>	<b>1,323,604</b>	<b>447,520</b>
Income tax expense	-	-
<b>Profit from ordinary activities after related income tax expense</b>	<b>1,323,604</b>	<b>447,520</b>
<b>Net profit and total changes in equity other than those resulting from transactions with owners as owners</b>	<b>1,323,604</b>	<b>447,520</b>

\* Includes all Directors, Operations and Administration remuneration and on-costs.

## NEWCASTLE AIRPORT BOARD OF DIRECTORS



**JOHN KINDLER** Chairman

AO, AFC, Grad. Diploma, Strategic Studies, GAICD  
Chair NAL Remuneration Committee, NAL Audit Committee member, NAL Environment & Safety Committee member, 36 years Airforce experience, the last 15 years in senior positions including Commander of the Tactical Fighter Group, Williamtown, and Air Commander Australia



**JANET DORE**

BAppSc, MBA, FAICD, FLGMA, FAPI  
NAL Remuneration committee member, NAL Audit Committee member, NAL Environment & Safety Committee member, General Manager Newcastle City Council, Director Hunter Integrated Resources, Director Newcastle Alliance, Director NIB Health Funds Limited, Director Loud Mouth Festival Limited, Director Hunter Councils, Member of the Metropolitan Strategy Reference Panel, Member of NSW Greenhouse Advisory Panel



**PETER GESLING**

BE, A Dip T & CP, M Bus, FIE Aust, FIMEA, AIMM  
NAL Remuneration committee member, NAL Audit Committee member, NAL Environment & Safety Committee member, General Manager Port Stephens Council, Director Extended Lifestyle International Pty Ltd, Director of Fighterworld, Director of Hunter Councils Ltd



**GEOFF CONNELL**

B Comm Dip Ed, MCIT, ACDC Cert  
Chair NAL Environment & Safety Committee, NAL Commercial Development PCG Committee member, Director Hunter Area Consultative Committee Inc, Director Reinventures Pty Limited, Senior Associate, Reinventures, Llc (USA), 15 years regional economic development and transport management experience, 10 years international consulting, Director Newcastle Terminal Development Pty Ltd



**PHILIP GARDNER**

B Comm, CPA, FAICD, ACCM, JP  
Chair NAL Audit Committee, General Manager – The Wests Group, Chair Clubs NSW Code of Practice, Member Clubs NSW Gaming Advisory Committee, Member Gaming & Racing Ministerial Advisory Group, Treasurer Western Suburbs Rugby League Football Club, Honorary Conjoint Lecturer in the Faculty of Business & Law at Newcastle University



**STEPHEN NEWTON**

BA Economics and Accounting, CA, Master of Commerce  
Chair NAL Commercial Development PCG Committee, Joint Managing Director and Director Arcadia Funds Management Ltd, Board Member – St Pius X College Chatswood, Member of Port Stephens Council Economic Development Advisory Panel



**DEBORAH WRIGHT**

Dip Teach Sec Soc Sc, MBA, CPM, FAAMI, AIMM, FASI, AFAIA  
Group General Sales and Marketing Manager, NBN, SPT and Kooee, Director Hunter Economic Development Corporation, Marketing Committee Chairman, 21 years with the commercial television industry



**ASHLEY KILROY**

MAICD  
NAL Environment & Safety Committee member, Director Aviation Business Solutions, 35 years aviation experience, TAA / Australian Airlines and Qantas Airways. Executive roles in Commercial, Airport Management, Regional Airlines including General Manager Sunstate Airlines (1992 / 2001) and Eastern Australia Airlines (2001 / 2003)

