



**PORT marlborough**  
NEW ZEALAND LTD

PORT MARLBOROUGH NEW ZEALAND LIMITED

STATEMENT OF CORPORATE INTENT

2017 / 2018

**This Statement of Corporate Intent has been prepared  
in accordance with Section 9 of the Port Companies Act 1988  
and is reviewed annually in accordance with Sections 8 and 10 of the Act**

**Date: 19 May 2017**

## NATURE AND SCOPE OF ACTIVITIES

### Port Marlborough New Zealand Limited provides:

1. Port facilities and services for Cook Strait freight and passenger ferry services including ro-ro berths, two passenger terminals and associated facilities.
2. Wharf facilities for bulk cargo ships, cruise ships, fishing vessels, freight barges and vessels used in the marine farming industry.
3. Cargo storage areas, weighbridge.
4. Marinas and boat storage facilities for recreational craft and facilities for associated businesses, including travel lift and hard stand facilities at Waikawa.
5. Facilities and services related to the above activities.

## OBJECTIVES

1. The principal objective of Port Marlborough New Zealand Limited (the “company”) is to operate as a successful business (Section 5, Port Companies Act 1988).
  - To further enhance the company’s position as the prime inter-island ferry port for the South Island.
  - To optimise the Company’s natural advantage as a sheltered deep water Port and its existing and potential future facilities.
  - To optimise use of the Port as a key logistics link for regional import and export.
  - To further develop Picton’s international reputation as a premium cruise ship destination.
  - To advance the company’s position as the principal provider of port facilities for the marine farming industry and to increase use of the company’s facilities by fishing vessels.
  - To promote and provide for recreational and small-craft commercial boating in the Marlborough Sounds through provision of excellent commercial marinas and related facilities.
2. To ensure that the Company’s operations are performed in an efficient and safe manner.
  - To embed a real, vital and all-encompassing health and safety culture in the workplace, supported by best-practice systems, training and management.
  - To continuously develop operational efficiencies through systematic review and improvement of resourcing, systems and procedures.
  - To complete risk assessments and implement any mitigating procedures relating to the Port and Harbour Safety Code, which promotes safety and excellence in Marine operations.

3. That the Company's activities are undertaken with due regard to its environmental and social responsibilities.
  - Take a responsible, proactive approach to environmental management.
  - To comply with all relevant environmental standards through best practice processes and management.
  - To engage openly and constructively with stakeholder communities.
  - To take a socially responsible approach to meeting the company's legal, ethical and economic responsibilities, consistent with the behavior of a good corporate citizen.
  
4. To properly plan and provide for the demand for facilities and services.
  - Undertake a review of the Company's Strategic Plan on an annual basis, including engaging with the Shareholder on significant changes in direction before finalisation by PMNZ.
  - Implement objectives of the Strategic Plan in a timely and efficient manner.
  - In planning to meet the demand for facilities, it may be cost effective to include 'public good' components. Where 'public good' capital expenditure is proposed consultation will be undertaken with the Shareholder.

## PERFORMANCE AND OTHER MEASURES

NOPAT excluding Asset and Derivative Revaluations is projected as follows for the next three years:

2018	\$6.76m
2019	\$8.70m
2020	\$8.12m

Performance shall be judged against the following measures:

KPI	Actual	Actual (iv)	Measure		
	15 / 16	16 / 17	17 / 18	18 / 19	19 / 20
Financial					
NOPAT / Return on average Shareholder's Funds (i)	5.3%		5.3%	6.6% <sup>1</sup>	5.9% <sup>1</sup>
EBITDA (ii) (excludes non cash revaluations)	\$12.10m		\$13.55m	\$16.86m	\$16.73m
Equity Ratio	70.1%		72.7%	69.9%	65.2%

Trade					
Ferry freight movement (% volume movement to prior year)	-0.8%		2.0%	2.0%	2.0%
Export Log volumes (jas)	659,985 jas		690,000 jas	690,000 jas	690,000 jas
Cruise ships (number visited)	35		43	43	43

Marinas					
Berth occupancy	86.9%		89.0%	90.0%	91.0%
Boatshed occupancy	97.2%		96.0%	97.0%	98.0%

<sup>1</sup> Anticipates sustained positive trading conditions and complete contract renegotiation with Cook Strait ferry operators

	Actual	Actual <sup>(iv)</sup>	Measure		
	15 / 16	16 / 17	17 / 18	18 / 19	19 / 20
<b>Health and Safety</b>					
<b>LAG Indicator</b>					
Lost Time Injury (LTIs)	1		0	0	0
Medical Treatment Injuries	4		<5	<4	<3
<b>LEAD Indicator</b>					
Near Hit Reporting (NHR)	19		30	30	30
Hazard Identification Reporting (HIR)	122		100	100	100
Safety Behaviour Observations (SBO)	104		100	100	100

- (i) NOPAT = Net Operating Profit After Tax
- (ii) EBITDA = Earnings Before Interest, Tax, Depreciation and Amortisation
- (iii) LTI – Lost Time Injury and MTI = Medical Treatment Injury
- (iv) Data to be added on completion of 2017 Annual Report

## PERFORMANCE RISK

Listed below are key factors which could impact performance:

- Ferry Terminal lease renewal negotiation, KiwiRail
- Delays to re-establishing road and rail links with Christchurch
- Log market price movements
- Marlborough District Council Environment Plan hearing outcomes

## DIVIDEND POLICY

A Recommendation on the level of any dividend to be paid will be made by Directors each year. Dividends to shareholders will be maximised consistent with consideration of the current and future capital requirements of the company and its debt : equity ratio.

It is anticipated that distributions will be in the order of 45% of after tax profit as returned to Inland Revenue. Based on the above, projected distributions for the next 3 years are:

2018	\$2.98m
2019	\$3.48m
2020	\$3.70m

The Board will make its best endeavours to distribute the above projections as a minimum.

\* Also from time to time there may be requests for a special dividend. The Company will look at whether a distribution is appropriate at the time having regard to its own future capital requirements and gearing.

## PROJECTED BORROWINGS

The Directors have adopted a policy of seeking to keep the gearing of the company in a range between 20% and 40% (debt to debt-and-equity) but accept that the debt ratio may fall outside this range at times, that is, prior to, or following, a major planned development.

Projected gearing ratios for the following three years are set out below:

2018	27.3%
2019	30.1%
2020	34.8%

Due to the previous uncertainty created by potential relocation of ferry services to Clifford Bay, a number of planned Port infrastructure developments had been deferred until a clearer understanding of future customer requirements was known.

The current level of debt and projections is set out below:

2017	\$29.5m
2018	\$31.5m
2019	\$41.0m
2020	\$57.1m

## **RATIO OF SHAREHOLDERS' FUNDS TO TOTAL ASSETS**

The ratios for the next three years are expected to be:

Shareholder Funds / Total Assets

2018	72.7%
2019	69.9%
2020	65.2%

## **ACCOUNTING POLICIES**

Policy application will be made consistent with, and conform, to:

- The legal requirements of the Companies Act 1993
- Generally Accepted Accounting Principles (NZ GAAP)
- Financial Reporting Act 2013
- New Zealand equivalents to the International Financial Reporting Standards (NZIFRS)
- Other applicable regulatory and statutory requirements.

The latest published Annual Report including the Statement of Accounting Policies is available on the Company's website [www.portmarlborough.co.nz](http://www.portmarlborough.co.nz)

## **PROVISION OF INFORMATION TO SHAREHOLDERS**

**The following information will be provided to shareholders:**

1. An annual report as required by Section 16(3) of the Port Companies Act 1988 including:
  - a) A report of the operations of the Port Company and those of its subsidiaries during the financial year; and
  - b) Audited consolidated financial statements for that financial year consisting of:
    - (i) Statement of Comprehensive Income, Balance Sheet and Cash Flow Statement; and
    - (ii) Such other statements as may be necessary to show the financial position of Port Marlborough and its subsidiaries and the financial results of the operations during the financial year; and

(iii) The audit report on those financial statements.

The report will contain such information as is necessary to enable an informed assessment of the operations of the company and its subsidiaries, including a comparison of the performance of the company and its subsidiaries with this Statement of Corporate Intent and it will state the maximum dividend recommended to be paid by the Company to its Shareholders.

2. A half-year report covering a Statement of Financial Performance, abbreviated Statement of Financial Position, Statement of Cash flows, performance indicators, commentary on activities and such other information as the Directors may consider necessary.
3. Briefing to be provided to the Shareholder, following circulation of Annual and Half Year reports.
4. The shareholder will be regularly briefed on significant new capital projects.
5. Any other information reasonably required by the shareholder.

### **PROCEDURES FOR SHARE SUBSCRIPTIONS OR PURCHASES**

The company will only invest in another business when it is consistent with the nature and scope of activities and objectives contained in this SCI.

In cases where the company intends to acquire either by single transaction or any series of transactions, through the purchase of shares or by other means:

- (i) A business outside the company's current nature, scope and objectives; and/or
- (ii) 20% or more of a business; and/or
- (iii) An activity where the cost is more than 10% of the company's shareholder funds; and/or
- (iv) A business or activity outside the Marlborough District;

then it will give prior written notice to the shareholders of its intention.

### **DIRECTOR'S ESTIMATE OF COMPANY VALUE**

The director's estimate that the opening balance of Shareholder's funds in the annual accounts will represent the value of the company. The directors will advise the Shareholders on an annual basis if they believe the value to differ materially from this state.

As part of adoption of IFRS, land, buildings and port infrastructure are valued on a regular basis by independent valuation.

The opening balance of Shareholder Funds at 1 July 2017 is \$ \_\_\_\_\_  
(2016:\$121.91m)

## APPENDIX 1

### **SUBSIDIARIES AND ASSOCIATED COMPANIES**

The Group consists of

- Waikawa Marina Trustee Limited
- PMNZ Marina Holdings Limited

Waikawa Marina Trustee Limited and PMNZ Marina Holdings Limited were incorporated in September 1997 to facilitate the sale of long term berth entitlements in the Waikawa Marina extension.

1. The company shall ensure at all times that in the case of new subsidiaries:
  - 1.1 Control of the affairs of every subsidiary of the company is exercised by a majority of the Directors of that subsidiary.
  - 1.2 A majority of the Directors of every subsidiary of the company are persons who are also Directors or Employees of the company or who have been approved by the shareholders for appointment as Directors of the subsidiary.
2. Without the prior consent of the Shareholders, neither the Company nor any subsidiary of the Company shall sell or otherwise dispose of, whether by a single transaction or any series of transactions and whether by sale of assets or shares, the whole or any substantial part of the business or undertaking of the Company and its subsidiaries (taken as a whole).
3. Where the Company or its subsidiaries hold 20% or more of the shares in any company or other body corporate (not being a subsidiary of the company) it will not sell or otherwise dispose of any shares in that company without first giving written notice to the Shareholders of the disposition.

The term “share” has the same meaning as in Section 2 of the State-owned Enterprises Act 1986 and the term “subsidiary” has the same meaning as in Section 155 of the Companies Act 1993.