



Final inspection at Southern substation after completing the refurbishment of switchroom building

# STATEMENT OF INTENT

2019/2022

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# 1. Introduction

This Statement of Intent (SOI) sets out the overall intentions and objectives for Electricity Invercargill Limited (EIL) and the EIL Group for the year ending 31 March 2020 and the two succeeding years.

EIL is a profit orientated limited liability company that was incorporated in New Zealand on 30 June 1991. The Company is a wholly owned subsidiary of Invercargill City Holdings Limited (ICHL). The EIL Group consists of EIL, its wholly owned subsidiary Pylon Limited, its interest in joint venture entities PowerNet Limited, OtagoNet Joint Venture, Electricity Southland Limited and Roaring Forties Energy Limited Partnership, Southern Generation Limited Partnership and its interest in associate entity, Peak Power Services Limited.

EIL is an Energy Company as defined by the Energy Companies Act 1992 and as such is specifically excluded from being a Council Controlled (Trading) Organisation as defined in the Local Government Act 2002.

The SOI has been prepared in accordance with the Energy Companies Act 1992 and takes into account the likely reporting requirements of EIL's shareholder ICHL as required by the Local Government Act 2002.

The SOI is a public statement of the activities and intentions of EIL incorporating its subsidiaries, joint ventures and associate entities. It sets out the nature and scope of activities intended to be undertaken, its objectives and key performance indicators by which EIL's performance can be measured.

The SOI is prepared and forwarded as a draft for comment to ICHL on or before 1 March each year. After consideration of any comments from ICHL the SOI is finalised before 30 June each year.



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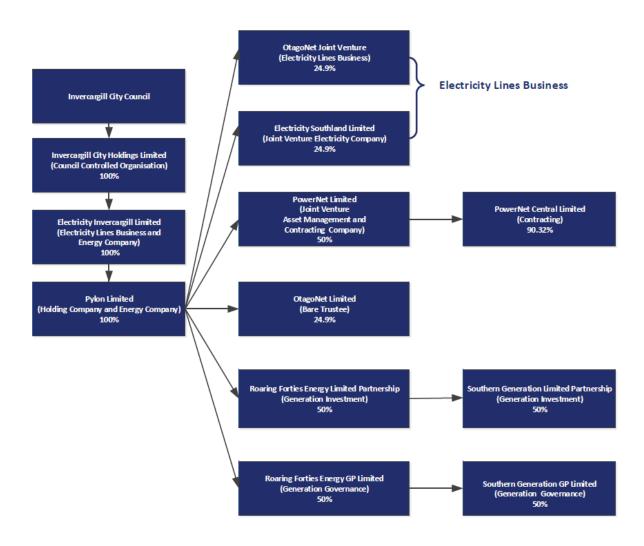
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# 2. CORPORATE OVERVIEW

# 2.1 Electricity Invercargill Limited

- One of the most reliable electricity distribution networks in New Zealand.
- Supplies 17,422 customers 90 percent of them residential.
- Owned by the Invercargill City Council through its subsidiary company Invercargill City Holdings Ltd (ICHL).
- ICHL has a 100 percent ownership of EIL and receives an annual dividend.
- Owner of the electricity distribution network and advanced metering assets in Invercargill City and Bluff area.
- Highest ratio of underground cables to overhead lines of any electricity distribution business in New Zealand.
- Network includes 656km of predominantly underground cables, some overhead lines and 442 distribution transformers with a capacity of 149MVA.

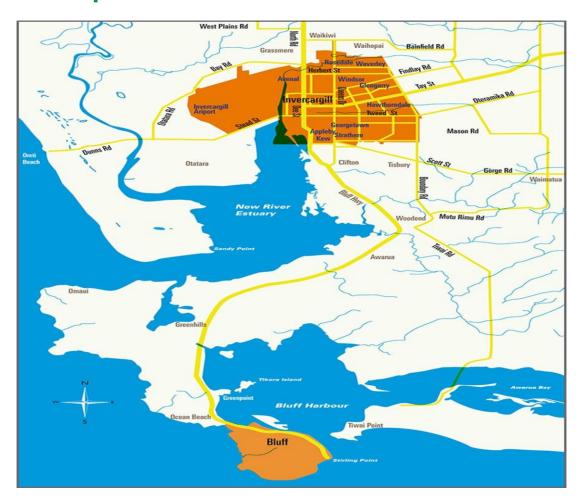
# 2.2 Company Structure





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# 2.3 Map of EIL Area



# 2.4 Investment Diversification

Outside of EIL's core electricity distribution business, EIL together with its joint venture partners, jointly own a number of other electricity sector businesses:

#### PowerNet Limited

A 50% owned electricity distribution management company. It has long term network management agreements in place for EIL, The Power Company Limited (TPCL), OtagoNet Joint Venture and Electricity Southland Limited electricity distribution networks. In addition, they identify and realise other relevant energy investments for EIL and its other 50% shareholder, TPCL.

PowerNet in turn owns 91% of PowerNet Central Limited, the Queenstown Lakes / Central Otago based electricity contracting company. Indirectly, EIL effectively owns 45.5% of PowerNet Central Limited.

#### OtagoNet Joint Venture

A 24.9% owned electricity distribution business in rural Otago covering Balclutha, Milton, Ranfurly and Palmerston.

#### Electricity Southland Limited

A 24.9% owned electricity distribution business in Central Otago covering Frankton and Wanaka.



#### • Southern Generation Limited Partnership

A 25% owned renewable electricity generation business, with wind and hydro generation sites throughout New Zealand. In conjunction with The Power Company Limited, EIL equally owns Roaring Forties Limited Partnership (RFLP). Southern Generation is owned 50% by RFLP and 50% by Pioneer Energy.

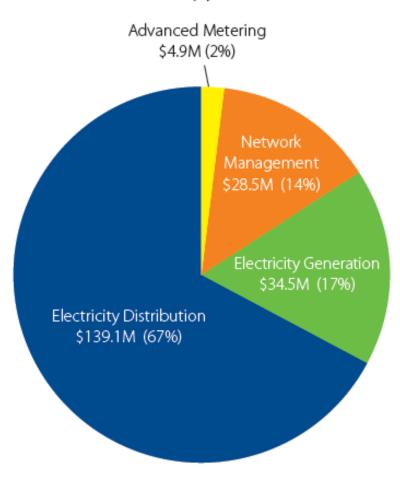
#### Advanced metering

Provision of smart meters on EIL network. These meters replace the previous legacy meters and allow the company to provide improved metering services to customers. In addition, network benefits will be realised due to much improved information relating to network quality.

#### Electricity Invercargill Limited (protected cell) insurance captive

It is intended that EIL during 2019 will own 100% of a protected cell captive insurer for the EIL group electricity distribution investments uninsured asset risk, being its non-substation electrical assets for the EIL electricity distribution network and EIL's share (24.9%) of OtagoNet Joint Venture and Electricity Southland Limited.

# Investment Type \$207 million





# 3. INDUSTRY LANDSCAPE

# 3.1 The Electricity Industry

EIL, like other electricity distribution businesses in New Zealand, is regulated by the Electricity Industry Participation Code (EIPC) administered by the Electricity Authority. The Code sets out the duties and responsibilities that apply to industry participants and the Authority. Generation, transmission, distribution and retailing are regulated.

EIL continues to support PowerNet's (PNL) work in the regulatory environment via the Electricity Networks Association's (ENA) working groups. These groups proactively provide industry direction in areas that include the sectors two regulators, the Commerce Commission and the Electricity Authority. Issues include tree regulations, distribution pricing changes, input methodologies, transmission pricing issues and low fixed charge regulations.

Transpower is the State Owned Enterprise that owns over 12,000 km of high voltage transmission lines and more than 170 substations that make up the National Grid. Once this high voltage electricity reaches EIL grid exit points at Invercargill, PNL takes over responsibility for the safe distribution of electricity. PNL is part owned by EIL.

# 3.2 Industry Regulation

#### **Commerce Commission**

Electricity Distribution Businesses (EDB) such as EIL, as natural monopolies, are subject to economic regulation under Part 4 of the Commerce Act. The Commission has developed as set of rules (regulatory methodologies, rules, processes, requirements and evaluation criteria) to regulate the sector called Input Methodologies (IM).

EIL is amongst a group of 17 EDB's that are non-exempt. IMs that apply to non-exempt EDBs are the Information Disclosure regulation (regulatory reporting and planning) and the Default Price-Quality Path (DPP)/ Customised Price-Quality Path (CPP) regime.

In December 2016 the Commission completed a review of the IMs. Major amendments, relevant to EIL and all EDBs, made as a result of this review are:

- Avoided Cost Allocation Methodology (ACAM) has been removed as a stand-alone option from the cost allocation IM.
- The form of control for DPPs and CPPs will be a revenue cap, replacing the weighted average price cap.
- Under a DPP, non-exempt EDBs including EIL may recover the costs of assets more quickly, with assets lives able to shortened by up to 15% as a response to the impact of emerging technology.
- Cost of capital IM has been amended.

EIL is required to meet the verification requirements of the recently introduced Related Party Input Methodology that affects transactions with related party entity PowerNet.

PowerNet acts as agent to EIL and also provides network management and field services.



#### **Electricity Authority**

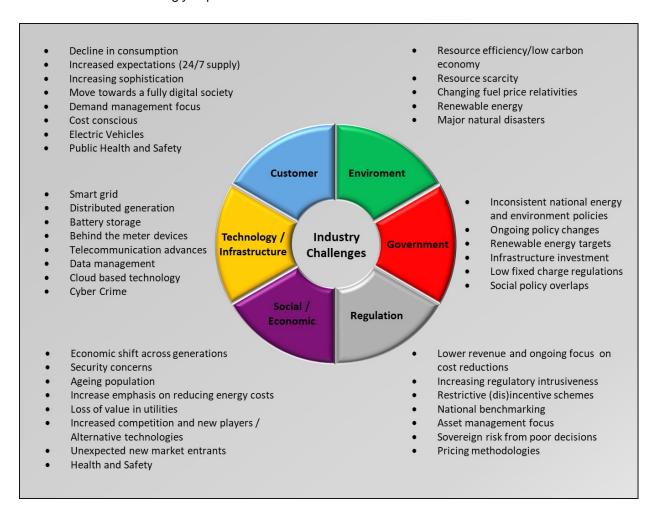
The Electricity Authority's statutory objective is to promote competition in, reliable supply by, and the efficient operation of, the electricity industry for the long-term benefit of consumers. The Authority is presently focusing on Transmission Pricing Methodology, distributed generation, distribution pricing and the low fixed charge regulations.

EIL while supportive of the EA objectives is concerned about the consultation process, potential unintended consequences, lack of consideration of other statutory requirements and the increase in sovereign risk that some of the decisions that the Authority is making have resulted in. This includes (but not limited to), recent decisions with distributed generation and avoided cost of transmission,

EIL will continue to work with the Authority to achieve more equitable outcomes for the sector for the long term benefit of consumers.

# 3.3 Industry Challenges

EIL continues replace and upgrade assets, adding additional network capacity where there is a customer need. The use of current and emerging technology is also very important to these investment decisions and will become increasingly important.



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#### **Electricity Consumption Trends**

Much of the EIL network area has at best static population and current muted economic activity. But the Government incentivisation of electric vehicles by measures such as exemption from road user charges or their directive for a low carbon economy may positively impact consumption and therefore network use.

A rapid improvement in energy efficiency whether in industrial processes or domestic demand, means a significant challenge for EIL is how to anticipate what consumption dynamics might be so investment decisions are well founded.

Customer focussed solutions will be key to ensure consumers value remaining connected to the network.

EIL are involved in a Smart Energy Home project, in conjunction with PowerNet. The smart energy home is equipped with technologies that aim to make living there more energy efficient including:

- Solar generation from PV panels, an inverter, battery storage, an electric vehicle and an electric vehicle charging station.
- The home is insulated, has LED lighting and heat pumps for space heating.

A real time visual monitoring system is installed showing electricity generation and consumption patterns of the household.

#### **Revenue and Pricing**

EIL is subject to Default Price-Quality Path (DPQP) regulation under the jurisdiction of the Commerce Commission and reports in June each year as to whether it has remained within the price path and quality limits set by the Commission.

With the introduction of amendments to the Commerce Act in late 2008 it was expected there would be significant improvements in the certainty surrounding the regulatory environment for Electricity Lines Businesses.

The 2008 Commerce Act amendment required the Commission to determine a number of Input Methodologies (IMs) which are the key inputs leading to the measurement of performance of Electricity Lines Businesses.

A number of merits appeals have been heard by the High Court on the Commerce Commission's determinations.

In EIL's view the appeal outcome on the Weight Average Cost of Capital (WACC) has enabled a subjective decision to be made by the Commission on WACC percentiles that does not provide a sufficient return on the industry's assets.

The Commission is undergoing a review of the IMs with a view to updating them to take into account emerging new technologies such as solar generation and electric vehicles. EIL looks forward to some technical improvements in the operation and interpretation of the IMs particularly regarding related party rules and increases in the WACC reflecting the additional risks that emerging technologies bring to the business.

The price control regime for regulated Electricity Lines Businesses for 2013/2014 onwards permits businesses to increase their prices to an allowable revenue level as determined by the Commission. The regime allows EIL to directly pass through any price increases from Transpower and CPI increases and prices are reset by the Commission every five years. The next reset occurs at the start of the next Regulatory Control Period commencing on 1 April 2020.



EIL sets its prices in accordance with its line pricing methodology which is published each year in accordance with the Electricity Information Disclosure Requirements and is committed to staying within the DPQP.

The Electricity Authority monitors EIL's compliance with its pricing methodology and other electricity market rules.

The Authority is consulting on Distributor and Transmission Pricing Methodologies and has expressed concerns regarding inefficient investment outcomes due to these pricing methods. EIL looks forward to working with the Authority to achieve efficient outcomes through cost reflective pricing, particularly those prices promoting inefficient investment in solar generation.

EIL will work with the industry and the regulator to ensure its prices recover reasonable costs and allow it to provide a high quality service to consumers, an appropriate return to shareholders and meet social and environmental requirements.

EIL and the energy sector have serious concerns with the poorly designed low fixed charge regulations. The legislated tariff option is providing significant cross subsidies across our consumer groups and promotes inefficient investment in expensive alternative generation compared with lower cost generation options. The regulated tariff is subsidising inefficient investments which is not in the long-term interest of consumers or New Zealand.

The opportunity for the Low Fixed Charge regulations to be addressed as part of the Government led electricity pricing review is welcomed.



# 4. STRATEGY

#### 4.1 Core Business

The nature and scope of activities undertaken by EIL are:

- To operate an electricity distribution network and metering service in the Invercargill City and Bluff area in a reliable, efficient and effective manner.
- To manage, grow and if appropriate realise subsidiary, joint venture and associate investments in the infrastructure, electrical and energy sectors.
- To operate a successful business for the benefit of the Company's shareholder.

#### 4.2 Vision Statement

To be one of the top performing New Zealand electricity distribution businesses, with an integrated investment portfolio.

# 4.3 Commercial Objectives

EIL aims to operate as a successful business. We strive to be an efficient and effective operation within the electricity industry and provide stakeholders with an appropriate balance of:

- competitive pricing
- leading public and workplace safety performance
- above average levels of service
- acceptable social and environmental impacts
- commercial return on investment.

# 4.4 Company Objectives

- **4.4.1** Ensure workplace and public safety is paramount and that its network assets and operations do not present a safety risk to members of the public, their property, PowerNet staff and contractors.
- **4.4.2** Manage its operations in a progressive and commercial manner.
- **4.4.3** Achieve an efficient and effective operation within the electricity sector and provide its customers with competitive prices and optimised service by:
  - Ensuring through PowerNet, that sufficient resources are available to satisfy its service requirements,
  - Achieving a return for all its electricity distribution assets nearer to the Weighted Average Cost of Capital.
- **4.4.4** Continuing to grow its commercial relationship with its joint venture partners, The Power Company Limited and Pioneer Energy Limited.
  - Continuing to strengthen relationships with appropriate companies with a view to achieving economies of scale through strategic alliances or associations.
- **4.4.5** Investigating non-regulatory activities and investments to increase shareholder value including generation, electricity distribution and new, relevant investments in the electricity sector.
- **4.4.6** Pursuing alternative energy technologies in the best interests of shareholders and customers.



# 4.5 Deployment of Company Objectives

#### **PowerNet Company Purpose**

EIL contracts PowerNet Limited (PNL) to manage its business activities.

PowerNet is integral to EIL's success, and therefore the PowerNet Shared Vision is most relevant to EIL.



## Safe, Efficient and Reliable

The company endorse the same Safety Always Culture as PowerNet Limited.

Safe, efficient and reliable power to communities drives the company's commitment to its customers.

EIL continues to identify its customers' needs. The ability to respond to changing customer demands is essential to retain grid-connected customers in an ever changing energy market.

The company strives to create a lean and efficient organisation that delivers improved customer service, long term sustainability around network pricing and stable long term returns to its shareholders.

The company explores investments in a contemporary network that provides flexibility both in the home and in industry. It supports the integration of distributed energy resources without compromising grid security.

#### Innovation

The company continues its research into developing new products and services which complement the existing network and provide customers with greater choice and control.

Adapting the business where commercially viable to newer, smarter technologies, or changing customer needs and requirements is essential.

For example this includes but is not limited to;



- Remote Area Power Supply (RAPS)
- Electric Vehicles (EVs)
- Battery Storage
- Solar
- Peer to Peer trading

## Community

EIL's key role in the community is to continue to ensure the region has a safe, secure and cost effective electricity and transmission system.

The community is fortunate that EIL, by operating a commercial business, is able through its ownership structure to provide a community benefit through a regular dividend stream to its shareholder, ICHL. ICHL is in turn owned by the Invercargill City Council.

EIL will endeavour either in its own capacity or through its joint ventures or subsidiary and associate investments to:

- ensure the company's network assets and operations do not present a safety risk to members of the public, or their property
- ensure safe work practices amongst PowerNet staff and contractors working on the company's network
- minimise incidents of vehicles hitting network equipment
- provide a limited number of key community sponsorships
- commit \$125,000 to the operation and ongoing monitoring of the Southland Warm Homes Trust
- provide targeted trainee programmes for talented individuals for key positions within our business associates
- promote adequate and cost effective Transpower services to the region
- promote the availability of adequate electricity generation resources
- recover line charges in cost reflective and socially responsible manner

## **Risk Management**

EIL, through PowerNet, has a comprehensive risk management framework in place. Two areas of particular focus and development at present are:

#### Insurance Captive

During 2019, EIL intends to enter into an insurance captive, providing self-insurance cover for their uninsured assets in particular its non-substation network assets. This intended insurance cover will have partial coverage for its non-substation electrical assets for the EIL electricity distribution network and EIL's share (24.9%) of OtagoNet Joint Venture and Electricity Southland Limited.

This means that EIL overtime will be able to access funds in a timely manner to assist with the rebuild and restoration of its network should a significant natural disaster or other event occur (i.e. damaging underground cables/overhead power lines and otherwise uninsured equipment), for the benefit of its customers.

#### Cyber Security

Cyber fraud training has been provided to all staff under the PowerNet Limited umbrella of companies, thereby minimising the risk of cyber-attack on EIL network.

Cyber fraud testing and training is ongoing within the business, including auditing, information technology and risk management. Heightened controls around information technology has resulted in increased security for the business. Deloitte, as independent auditors, have and continue to be engaged to undertake cyber fraud training within the company. Other risk mitigation measures are also undertaken, including penetration testing and system segregation and firewalls.



# 4.6 Responsibilities of the Board

EIL's Directors are appointed by its shareholder, Invercargill City Holdings Limited.

The Board is responsible for the final decision making with respect to the Company. The responsibility includes:

- Preparation and approval of the Business Plan and Statement of Intent
- Oversight of the PowerNet management contract
- Monitoring Company and investment performance
- Approval of the corporate, operational, financial and dividend policies
- Risk identification and management
- Authority delegation
- Establishing internal control and information systems
- Shareholder reporting
- Stakeholder relationships
- Investment opportunities
- Ensuring compliance with relevant legislation.
- Appointment of the Chief Executive.

The Board does not have any sub-committees due to the small number of Directors, consequently health and safety, audit and risk management are functions of the full Board. Remuneration policies and practices are performed by a sub-committee within PowerNet Limited. Treasury management and policy setting is performed by EIL's shareholder ICHL.





# **5. Performance Measures**

# **5.1 Financial**

Listed below are the Group forecast returns for the next three years:

EBIT% - PERCENTAGE EARNINGS BEFORE TAX AND INTEREST ON ASSETS EMPLOYED

	2020	2021	2022
Group Net Operating Profit Before Tax (NPBT)	8,671,303	9,193,797	8,152,386
Interest	3,939,728	4,277,094	4,203,945
Group Net Operating Profit Before Interest and Taxation, Mark to Market Adjustment and Subvention Payment	12,611,031	13,470,891	12,356,331
Total Assets	208,322,804	210,103,439	211,125,414
EBIT %	6.05%	6.41%	5.85%

#### **NPAT% - PERCENTAGE TAX PAID PROFIT ON EQUITY**

	2020	2021	2022
Net Profit After Tax (NPAT)	5,929,901	6,295,533	5,552,683
Equity	94,451,956	97,160,966	99,280,141
NPAT %	6.28%	6.48%	5.59%

#### PERCENTAGE OF CONSOLIDATED EQUITY TO TOTAL ASSETS

	2020	2021	2022
Equity	94,451,956	97,160,966	99,280,141
Total Assets	208,322,804	210,103,439	211,125,414
% Equity/Total Assets	45.34%	46.24%	47.02%

# **5.2 Supply Quality**

# SAIFI - SYSTEM AVERAGE INTERRUPTION FREQUENCY INDEX (THE AVERAGE NUMBER OF TIMES EACH CUSTOMER CONNECTED TO THE NETWORK IS WITHOUT SUPPLY)

2020	2021	2022
0.57	0.57	0.56

# SAIDI - SYSTEM AVERAGE INTERRUPTION DURATION INDEX (THE AVERAGE TOTAL TIMES IN MINUTES EACH CUSTOMER CONNECTED TO THE NETWORK IS WITHOUT SUPPLY)

2020	2021	2022
22.00	22.00	21.70

#### THE COMMERCE COMMISSION SUPPLY QUALITY LIMITS ARE:

SAIFI	0.77 times
SAIDI	31.13 minutes

# 5.3 Health & Safety

PowerNet is contracted to EIL to manage operations. EIL employ no staff. Therefore the PowerNet Health and Safety Performance targets are relevant to EIL.

TRIFR - TOTAL RECORDABLE INJURY FREQUENCY RATE CONTRACTOR TARGETS

2020	2021	2022
4.20	3.50	3.00

#### SERIOUS HARM INCIDENT TARGETS (PUBLIC AND WORKERS)

2020	2021	2022
0	0	0

# 6. SHAREHOLDER INFORMATION

# **6.1 Payments to Shareholder**

Payments to ICHL are combination of debt repayments, subvention payments and dividends.

Regarding dividend payments, the Company intends to declare a dividend of \$6.2 million in March 2019 and \$4 million for the succeeding two years payable one-third in each of the following July, November and March.

Regarding subvention payments, the Company is forecast to pay \$1.6 million in 2019/20 and 2020/21, and \$1.5 million in 2021/22 within the Invercargill City Council tax group.

Regarding debt repayments, the Company is prudently managing its debt and intends to repay \$1.2 million in 2020/21 and \$1.5 million in 2021/22.

Therefore, total payments (dividend, subvention payments and debt repayments) will be \$7.8 million in 2019/20, \$6.8 million in 2020/21 and \$7.0 million in 2021/22.

# 6.2 Information to be reported

The Company will report on a six-month and annual basis, in the form set down by legislation. An audited Annual Report is required to be delivered to the Shareholder by 30 June with the opportunity to assess the performance of the Company, and the value of the investment.

Un-audited half-yearly accounts will include Statements of Comprehensive Income and Financial Position, together with such other supporting information as may be required to enable an informed assessment of the Company's performance during the reporting period, as agreed between the Shareholder and the Directors.

In addition, a monthly Consolidated Summary report will be provided to the Shareholder showing the Financial Performance of the Group.

Transactions with related parties primarily consist of asset maintenance and construction, administration and management services.

All related party transactions are eliminated in the preparation of the Annual Financial Statements.

## **6.3 Acquisition Procedures**

The Company will not establish any new company or other organisation or acquire shares, equity, voting interests or memberships of any company or organisation without the Directors having gained prior approval of the shareholder. In the case of each subsidiary of the Company, the Directors of the Company shall not, without the prior approval of the shareholder, approve any investment which is contrary to that subsidiary's Constitution.

The current procedures are that except by a special resolution of shareholders the Company may not enter into a major transaction. A major transaction includes the acquisition of, or an agreement to acquire assets, the value of which are more than 15% of Electricity Invercargill Limited's assets before acquisition.

# 6.4 Compensation Sought from Local Authorities

EIL is not aware of any compensation sought from any local authority apart from a contribution towards the cost of undergrounding overhead lines associated with local authority streetlights. It is not possible to accurately quantify the amount each year as it depends on the nature of the specific projects undertaken; however the amount is estimated at less than \$100,000 per annum.



# 6.5 Board Estimate of the Value of Shareholder's Investment

The Directors estimate the commercial value of the shareholder's investment in the group to be at least the value of shareholder's equity reported in EIL's financial statements and SOI.

Each year as part of the financial reporting process the Board considers its investments for signs of impairment. Presently there are no signs of impairment however this may be subject to future adverse consequences of any regulatory decision made by the Commerce Commission.

#### **6.6 Statement of Intent**

Each year in accordance with the Energy Companies Act 1992 the Board submits a draft Statement of Intent (SOI) for the coming financial year and the two succeeding years. The SOI sets out the nature and scope of the activities to be undertaken by EIL, its objectives and key performance indicators by which EIL's performance can be measured.

After consulting with ICHL and considering its comments on the draft SOI the final SOI is approved by the Company's Board. The final SOI is delivered to ICHL, placed on the internet and advertised as being available to the public, with copies at the Company's registered office

# 6.7 Debt Management

ElL's electricity network asset investments are subject to regular renewal throughout their lives in line with depreciation. ElL's debt levels are managed taking into account banking covenants, the group's profit, depreciation, capital expenditure and new investment plans. ElL's group holds investments in classes of assets that require replacement of a significant portion of the asset as they approach the end of their economic lives. ElL recognises that where these assets have been acquired via debt funding that a prudent approach is to repay the associated debt as the economic value of the asset diminishes throughout its life.

Debt level is expected to reach \$85.8 million in March 2020 due to an increase in investments. A repayment is scheduled to start in 2020/21 and 2021/22 amounting to \$1.2 million and \$1.5 million, respectively.



# 7. STATEMENT OF ACCOUNTING POLICIES

# 7.1 Accounting Policies

## **General Accounting Policies**

The Group's accounting policies comply with the legal requirements of the Companies Act 1993 and the Financial Reporting Act 2013, and are consistent with Generally Accepted Accounting Practice in New Zealand (NZ GAAP). They comply with New Zealand equivalents to International Financial Reporting Standards (NZ IFRS) and other applicable Financial Reporting Standards, as applicable for profit oriented entities.

The Group is eligible and has elected to report in accordance with Tier 2 for profit accounting standards, NZ IFRS Reduced Disclosure Regime on the basis it has no public accountability and is not a large for profit public sector entity.

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

## **Specific Accounting Policies**

NZ IFRS 15 'Revenue from contract with customers' and NZ IFRS 9 'Financial Instruments' are effective for annual reporting periods commencing on or after 1 January 2018, which means it will be effective from the Group's 31 March 2019 financial statements.

The specific accounting policies, which materially affect the measurement of financial performance and financial position, are fully listed in the Company's annual report.

