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# Financial Results for the Month Ended 31 July 2018

## Recommendation

That the Board:

- i. Receives the report.

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## Section 1 – Overview

The year to date **Deficit from operations** is \$29.1 million, which is \$4.1 million or 16% unfavourable to budget.

Items to note are:

- The total **operating income** budget for July 2018 was not achieved due to lower than budgeted NZ Transport Agency operating funding (\$1.7 million) as the funding assistance rate (FAR) and SuperGold concession funding have not been finalised. This is the first month of the new National Transport Fund 2018-21 and although the Transport Agency has provided indicative allocations, the FAR is not expected to be finalised until August 2018. The delay is not specific to Auckland Transport and this is expected to catch up in August.
- Total **operating expenditure** excluding depreciation and amortisation is \$2.0 million or 3% higher than budget mainly driven by lower capitalised personnel costs as work commences on the 2018/19 capital programme. This is expected to reverse during the year.

The **capital programme** year to date is \$28.6 million, which is \$0.3 million or 1% lower than budget.

Items to note are:

- **Renewals** are ahead of the work programme. An early start has been made to the delivery of road resurfacing and road rehabilitation projects. There has also been good progress on the delivery of the kerb and channel and footpath programmes in the Central area.
- **Committed projects and programmes** is behind budget mainly due to deferral of the European Train Control System (ETCS) for the new EMUs to August/September.
- **On-going operational programmes** is ahead of budget mainly due to projects deferred from the last financial year. These include the Dominion Road upgrade, Half Moon Bay passenger facility upgrade, Newmarket Crossing, Park & Ride Silverdale Stage 2, Parnell Train Station and Pukekohe Station upgrade.
- **Technology** is ahead of budget as a result of the acquisition of IDOL software which enables the development of analytics across CCTV cameras and the 'Things that Move' pilot project.

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## Section 2a – Executive Summary

Financial results for the one month ended 31 July 2018:

|                                   | Year to date variance to budget | Year to date results | Year to date Actual | Year to date budget | Full year budget |
|-----------------------------------|---------------------------------|----------------------|---------------------|---------------------|------------------|
|                                   | \$m                             |                      | \$m                 | \$m                 | \$m              |
| Total operating income            | (1.3)                           | ●                    | 71.2                | 72.6                | 866.6            |
| Total operating expenditure       | (2.8)                           | ●                    | 100.3               | 97.5                | 1,214.4          |
| Surplus/(deficit) from operations | (4.1)                           | ●                    | (29.1)              | (25.0)              | (347.8)          |
| Income for capital projects       | (0.3)                           | ●                    | 28.6                | 29.0                | 924.3            |
| Net surplus/(deficit) before tax  | (4.5)                           | ●                    | (0.5)               | 4.0                 | 576.6            |
| <br>                              |                                 |                      |                     |                     |                  |
| Total direct capital              | 0.3                             | ●                    | 28.6                | 29.0                | 744.3            |

### Key to symbols used

|   |  |
|---|--|
| ● | Favourable budget variance                   |
| ● | Unfavourable budget variance less than 5%    |
| ● | Unfavourable budget variance greater than 5% |

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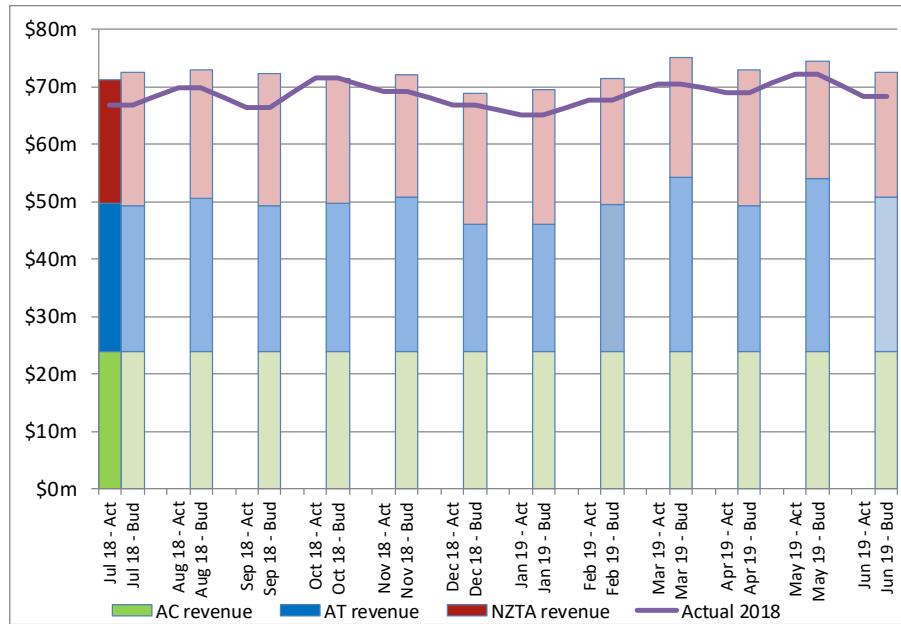
## Section 2b – Financial results for the one month ended 31 July 2018

|   | Year to date    |                 |                   | Full year        |
|---|-----------------|-----------------|-------------------|------------------|
|   | Actual<br>\$000 | Budget<br>\$000 | Variance<br>\$000 | Budget<br>\$000  |
| <b>Income</b>   |                 |                 |                   |                  |
| <u>Operating income</u>                                 |                 |                 |                   |                  |
| Auckland Council funding                                | 24,030          | 24,030          | -                 | 288,360          |
| NZ Transport Agency operating funding                   | 21,556          | 23,216          | (1,660)           | 266,800          |
| Parking and enforcement income                          | 7,213           | 6,978           | 235               | 85,876           |
| Public transport income                                 | 15,230          | 15,154          | 76                | 197,634          |
| Other revenue incl. other grants and subsidies          | 3,192           | 3,174           | 18                | 27,973           |
| <b>Total operating income</b>                           | <b>71,221</b>   | <b>72,552</b>   | <b>(1,331)</b>    | <b>866,643</b>   |
| <b>Expenditure</b>                                      |                 |                 |                   |                  |
| Personnel costs   | 14,376          | 13,886          | (490)             | 164,615          |
| Capitalised personnel costs                             | (2,276)         | (3,493)         | (1,217)           | (41,981)         |
| Depreciation and amortisation                           | 27,429          | 26,688          | (741)             | 353,904          |
| Other expenditure                                       | 58,231          | 57,898          | (333)             | 707,186          |
| Finance costs   | 2,572           | 2,570           | (2)               | 30,700           |
| <b>Total operating expenditure</b>                      | <b>100,332</b>  | <b>97,549</b>   | <b>(2,783)</b>    | <b>1,214,424</b> |
| <b>Surplus/(deficit) from operations</b>                | <b>(29,111)</b> | <b>(24,997)</b> | <b>(4,114)</b>    | <b>(347,781)</b> |
| <u>Income for capital projects</u>                      |                 |                 |                   |                  |
| NZ Transport Agency capital co-investment               | 11,755          | 11,187          | 568               | 359,268          |
| Auckland Council capital grant                          | 16,898          | 17,787          | (889)             | 385,075          |
| Other capital grants                                    | (20)            | -               | (20)              | -                |
| Vested asset income                                     | -               | -               | -                 | 180,000          |
| <b>Total income for capital projects</b>                | <b>28,633</b>   | <b>28,974</b>   | <b>(341)</b>      | <b>924,343</b>   |
| <b>Net surplus/(deficit) before tax and derivatives</b> | <b>(478)</b>    | <b>3,977</b>    | <b>(4,455)</b>    | <b>576,562</b>   |
| Gains/(losses) on derivatives                           | (178)           | -               | (178)             | -                |
| Gain/(loss) on disposal of assets                       | (66)            | -               | (66)              | -                |
| Revaluation gain/(loss)                                 | -               | -               | -                 | -                |
| Income tax benefit/(expense)                            | -               | -               | -                 | -                |
| <b>Net surplus/(deficit) after tax and derivatives</b>  | <b>(722)</b>    | <b>3,977</b>    | <b>(4,699)</b>    | <b>576,562</b>   |

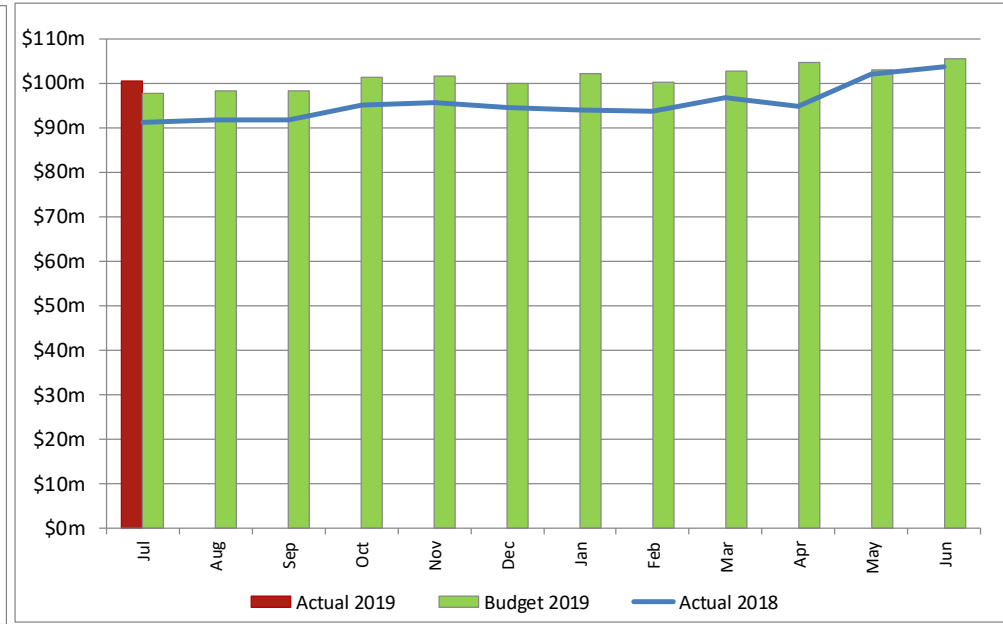
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## Section 2b – Financial results for the one month ended 31 July 2018 (continued)

### Operating revenue



### Operating expenditure (excl. disposals and derivatives)



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**Section 2c – Summary of financial results by activity**

|  | Year to date    |                 |                   | Full year        |
|--|-----------------|-----------------|-------------------|------------------|
|  | Actual<br>\$000 | Budget<br>\$000 | Variance<br>\$000 | Budget<br>\$000  |
| <b>Operating Income</b>                  |                 |                 |                   |                  |
| Rail                                     | 10,498          | 10,517          | (19)              | 124,563          |
| Bus                                      | 17,285          | 18,300          | (1,015)           | 234,899          |
| Ferry                                    | 1,342           | 1,572           | (230)             | 20,443           |
| Other public transport                   | 2,022           | 2,209           | (187)             | 27,726           |
| Parking                                  | 4,122           | 4,241           | (119)             | 52,312           |
| Enforcement                              | 3,091           | 2,737           | 354               | 33,564           |
| Roading and footpaths                    | 5,673           | 6,107           | (434)             | 63,982           |
| Internal support                         | 3,157           | 2,839           | 318               | 20,775           |
| Auckland Council operating funding       | 24,030          | 24,030          | -                 | 288,360          |
| <b>Total operating income</b>            | <b>71,220</b>   | <b>72,552</b>   | <b>(1,332)</b>    | <b>866,624</b>   |
| <b>Operating Expenditure</b>             |                 |                 |                   |                  |
| Rail                                     | 15,756          | 15,378          | (378)             | 178,073          |
| Bus                                      | 26,082          | 26,109          | 27                | 323,964          |
| Ferry                                    | 1,987           | 1,872           | (115)             | 23,553           |
| Other public transport                   | 2,997           | 2,923           | (74)              | 37,475           |
| Parking                                  | 1,021           | 985             | (36)              | 11,927           |
| Enforcement                              | 1,658           | 1,718           | 60                | 21,751           |
| Roading and footpaths                    | 12,404          | 12,053          | (351)             | 147,129          |
| Internal support                         | 11,000          | 9,823           | (1,177)           | 116,647          |
| Depreciation and amortisation            | 27,429          | 26,688          | (741)             | 353,904          |
| <b>Total operating expenditure</b>       | <b>100,334</b>  | <b>97,549</b>   | <b>(2,785)</b>    | <b>1,214,423</b> |
| <b>Surplus/(deficit) from Operations</b> | <b>(29,114)</b> | <b>(24,997)</b> | <b>(4,117)</b>    | <b>(347,799)</b> |

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## Section 2d – Rail Operations

|   | Year to date    |                 |                   | Full year        |
|---|-----------------|-----------------|-------------------|------------------|
|   | Actual<br>\$000 | Budget<br>\$000 | Variance<br>\$000 | Budget<br>\$000  |
| <b>Operating Income</b>                                 |                 |                 |                   |                  |
| Activity income   | 4,414           | 4,208           | 206               | 53,855           |
| Other income  | 59              | 171             | (112)             | 2,053            |
| NZ Transport Agency operating funding                   | 4,390           | 4,504           | (114)             | 49,139           |
| NZ Transport Agency operating funding - Electric Trains | 1,635           | 1,634           | 1                 | 19,516           |
| <b>Total operating income</b>                           | <b>10,498</b>   | <b>10,517</b>   | <b>(19)</b>       | <b>124,563</b>   |
| <b>Operating Expenditure</b>                            |                 |                 |                   |                  |
| Personnel costs   | 566             | 559             | (7)               | 7,930            |
| Capitalised personnel costs                             | 10              | -               | (10)              | -                |
| Service delivery costs and professional services        | 9,151           | 9,149           | (2)               | 100,377          |
| Utilities costs   | 301             | 316             | 15                | 3,716            |
| Track access charges                                    | 2,396           | 2,361           | (35)              | 29,063           |
| Other expenditure                                       | 760             | 423             | (337)             | 6,287            |
| Finance costs   | 2,572           | 2,570           | (2)               | 30,700           |
| <b>Total operating expenditure</b>                      | <b>15,756</b>   | <b>15,378</b>   | <b>(378)</b>      | <b>178,073</b>   |
| Depreciation  | 3,541           | 3,476           | (65)              | 42,671           |
| <b>Surplus/(deficit) from Operations</b>                | <b>(8,799)</b>  | <b>(8,337)</b>  | <b>(462)</b>      | <b>(96,181)</b>  |
| Internal support costs                                  | 2,364           | 2,076           | (289)             | 30,429           |
| <b>Surplus/(deficit)</b>                                | <b>(11,163)</b> | <b>(10,413)</b> | <b>(751)</b>      | <b>(126,610)</b> |

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**Section 2d – Bus Operations**

|  | Year to date    |                 |                   | Full year        |
|--|-----------------|-----------------|-------------------|------------------|
|  | Actual<br>\$000 | Budget<br>\$000 | Variance<br>\$000 | Budget<br>\$000  |
| <b>Operating Income</b>                          |                 |                 |                   |                  |
| Activity income                                  | 8,974           | 9,012           | (38)              | 117,401          |
| Other income                                     | 325             | 372             | (47)              | 5,817            |
| NZ Transport Agency operating funding            | 7,986           | 8,916           | (930)             | 111,681          |
| <b>Total operating income</b>                    | <b>17,285</b>   | <b>18,300</b>   | <b>(1,015)</b>    | <b>234,899</b>   |
| <b>Operating Expenditure</b>                     |                 |                 |                   |                  |
| Personnel costs                                  | 516             | 434             | (82)              | 5,162            |
| Capitalised personnel costs                      | (19)            | (30)            | (11)              | (716)            |
| Service delivery costs and professional services | 25,258          | 25,357          | 99                | 316,907          |
| Utilities costs                                  | 106             | 109             | 3                 | 1,838            |
| Other expenditure                                | 221             | 239             | 18                | 773              |
| <b>Total operating expenditure</b>               | <b>26,082</b>   | <b>26,109</b>   | <b>27</b>         | <b>323,964</b>   |
| Depreciation                                     | 402             | 306             | (96)              | 4,594            |
| <b>Surplus/(deficit) from Operations</b>         | <b>(9,199)</b>  | <b>(8,115)</b>  | <b>(1,084)</b>    | <b>(93,659)</b>  |
| Internal support costs                           | 4,302           | 3,776           | (525)             | 55,358           |
| <b>Surplus/(deficit)</b>                         | <b>(13,501)</b> | <b>(11,891)</b> | <b>(1,609)</b>    | <b>(149,017)</b> |



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**Section 2d – Ferry Operations**

|  | Year to date    |                 |                   | Full year       |
|--|-----------------|-----------------|-------------------|-----------------|
|  | Actual<br>\$000 | Budget<br>\$000 | Variance<br>\$000 | Budget<br>\$000 |
| <b>Operating Income</b>                          |                 |                 |                   |                 |
| Operator access fees                             | 390             | 494             | (104)             | 6,638           |
| Activity income                                  | 226             | 229             | (3)               | 3,167           |
| Other income                                     | 174             | 31              | 143               | 1,061           |
| NZ Transport Agency operating funding            | 552             | 818             | (266)             | 9,577           |
| <b>Total operating income</b>                    | <b>1,342</b>    | <b>1,572</b>    | <b>(230)</b>      | <b>20,443</b>   |
| <b>Operating Expenditure</b>                     |                 |                 |                   |                 |
| Personnel costs                                  | 103             | 140             | 37                | 1,683           |
| Capitalised personnel costs                      | 21              | (23)            | (44)              | (271)           |
| Service delivery costs and professional services | 1,708           | 1,509           | (199)             | 18,967          |
| Utilities costs                                  | 20              | 74              | 54                | 979             |
| Other expenditure                                | 135             | 172             | 37                | 2,195           |
| <b>Total operating expenditure</b>               | <b>1,987</b>    | <b>1,872</b>    | <b>(115)</b>      | <b>23,553</b>   |
| Depreciation                                     | 332             | 331             | (1)               | 4,014           |
| <b>Surplus/(deficit) from Operations</b>         | <b>(977)</b>    | <b>(631)</b>    | <b>(346)</b>      | <b>(7,124)</b>  |
| Internal support costs                           | 313             | 275             | (38)              | 4,025           |
| <b>Surplus/(deficit)</b>                         | <b>(1,290)</b>  | <b>(906)</b>    | <b>(384)</b>      | <b>(11,149)</b> |

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**Section 2d – Other Public Transport Operations**

|  | Year to date    |                 |                   | Full year       |
|--|-----------------|-----------------|-------------------|-----------------|
|  | Actual<br>\$000 | Budget<br>\$000 | Variance<br>\$000 | Budget<br>\$000 |
| <b>Operating Income</b>                          |                 |                 |                   |                 |
| Other income                                     | 667             | 637             | 30                | 7,642           |
| NZ Transport Agency operating funding            | 1,355           | 1,572           | (217)             | 20,084          |
| <b>Total operating income</b>                    | <b>2,022</b>    | <b>2,209</b>    | <b>(187)</b>      | <b>27,726</b>   |
| <b>Operating Expenditure</b>                     |                 |                 |                   |                 |
| Personnel costs                                  | 1,120           | 999             | (121)             | 12,495          |
| Capitalised personnel costs                      | (29)            | (84)            | (55)              | (923)           |
| Service delivery costs and professional services | 1,472           | 1,263           | (209)             | 16,224          |
| IT costs   | 101             | 192             | 91                | 2,305           |
| Other expenditure                                | 333             | 553             | 220               | 7,374           |
| <b>Total operating expenditure</b>               | <b>2,997</b>    | <b>2,923</b>    | <b>(74)</b>       | <b>37,475</b>   |
| Depreciation                                     | 1,474           | 1,275           | (199)             | 16,641          |
| <b>Surplus/(deficit) from Operations</b>         | <b>(2,449)</b>  | <b>(1,989)</b>  | <b>(460)</b>      | <b>(26,390)</b> |
| Internal support costs                           | 498             | 437             | (61)              | 6,404           |
| <b>Surplus/(deficit)</b>                         | <b>(2,947)</b>  | <b>(2,426)</b>  | <b>(521)</b>      | <b>(32,794)</b> |

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**Section 2d – Parking Operations**

|  | Year to date    |                 |                   | Full year       |
|--|-----------------|-----------------|-------------------|-----------------|
|  | Actual<br>\$000 | Budget<br>\$000 | Variance<br>\$000 | Budget<br>\$000 |
| <b>Operating Income</b>                          |                 |                 |                   |                 |
| Other income                                     | 121             | 126             | (5)               | 1,509           |
| Parking Fees                                     | 4,001           | 4,115           | (114)             | 50,803          |
| <b>Total operating income</b>                    | <b>4,122</b>    | <b>4,241</b>    | <b>(119)</b>      | <b>52,312</b>   |
| <b>Operating Expenditure</b>                     |                 |                 |                   |                 |
| Personnel costs                                  | 283             | 283             | -                 | 3,440           |
| Capitalised personnel costs                      | (30)            | (54)            | (24)              | (436)           |
| Service delivery costs and professional services | 360             | 257             | (103)             | 3,680           |
| Utilities costs                                  | 337             | 374             | 37                | 4,555           |
| Other expenditure                                | 71              | 125             | 54                | 688             |
| <b>Total operating expenditure</b>               | <b>1,021</b>    | <b>985</b>      | <b>(36)</b>       | <b>11,927</b>   |
| Depreciation                                     | 529             | 633             | 104               | 7,696           |
| <b>Surplus/(deficit) from Operations</b>         | <b>2,572</b>    | <b>2,623</b>    | <b>(51)</b>       | <b>32,689</b>   |
| Internal support costs                           | 158             | 139             | (19)              | 2,038           |
| <b>Surplus/(deficit)</b>                         | <b>2,414</b>    | <b>2,484</b>    | <b>(70)</b>       | <b>30,651</b>   |

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## Section 2d – Enforcement Operations

|  | Year to date    |                 |                   | Full year       |
|--|-----------------|-----------------|-------------------|-----------------|
|  | Actual<br>\$000 | Budget<br>\$000 | Variance<br>\$000 | Budget<br>\$000 |
| <b>Operating Income</b>                          |                 |                 |                   |                 |
| Other income                                     | -               | -               | -                 | -               |
| Infringement income                              | 3,091           | 2,737           | 354               | 33,564          |
| <b>Total operating income</b>                    | <b>3,091</b>    | <b>2,737</b>    | <b>354</b>        | <b>33,564</b>   |
| <b>Operating Expenditure</b>                     |                 |                 |                   |                 |
| Personnel costs                                  | 912             | 908             | (4)               | 10,784          |
| Capitalised personnel costs                      | 11              | 14              | 3                 | 228             |
| Service delivery costs and professional services | 208             | 173             | (35)              | 2,285           |
| Utilities costs                                  | -               | -               | -                 | -               |
| Other expenditure                                | 527             | 623             | 96                | 8,454           |
| <b>Total operating expenditure</b>               | <b>1,658</b>    | <b>1,718</b>    | <b>60</b>         | <b>21,751</b>   |
| Depreciation                                     | 72              | 76              | 4                 | 1,428           |
| <b>Surplus/(deficit) from Operations</b>         | <b>1,361</b>    | <b>943</b>      | <b>418</b>        | <b>10,385</b>   |
| Internal support costs                           | 289             | 254             | (35)              | 3,717           |
| <b>Surplus/(deficit)</b>                         | <b>1,072</b>    | <b>689</b>      | <b>383</b>        | <b>6,668</b>    |

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## Section 2d – Roading and Footpaths Operations

|  | Year to date    |                 |                   | Full year        |
|--|-----------------|-----------------|-------------------|------------------|
|  | Actual<br>\$000 | Budget<br>\$000 | Variance<br>\$000 | Budget<br>\$000  |
| <b>Operating Income</b>                          |                 |                 |                   |                  |
| Petrol tax                                       | 812             | 785             | 27                | 9,419            |
| Other income                                     | 1,012           | 1,234           | (222)             | 6,447            |
| NZ Transport Agency operating funding            | 3,849           | 4,088           | (239)             | 48,116           |
| <b>Total operating income</b>                    | <b>5,673</b>    | <b>6,107</b>    | <b>(434)</b>      | <b>63,982</b>    |
| <b>Operating Expenditure</b>                     |                 |                 |                   |                  |
| Personnel costs                                  | 2,805           | 2,967           | 162               | 35,136           |
| Capitalised personnel costs                      | (477)           | (933)           | (456)             | (9,935)          |
| Service delivery costs and professional services | 7,832           | 7,832           | -                 | 98,194           |
| Utilities costs                                  | 1,890           | 1,488           | (402)             | 14,874           |
| IT Costs   | 29              | 35              | 6                 | 436              |
| Other expenditure                                | 325             | 664             | 339               | 8,424            |
| <b>Total operating expenditure</b>               | <b>12,404</b>   | <b>12,053</b>   | <b>(351)</b>      | <b>147,129</b>   |
| Depreciation                                     | 19,046          | 18,904          | (142)             | 245,621          |
| <b>Surplus/(deficit) from Operations</b>         | <b>(25,777)</b> | <b>(24,850)</b> | <b>(927)</b>      | <b>(328,768)</b> |
| Internal support costs                           | 1,954           | 1,715           | (239)             | 25,141           |
| <b>Surplus/(deficit)</b>                         | <b>(27,731)</b> | <b>(26,565)</b> | <b>(1,166)</b>    | <b>(353,909)</b> |

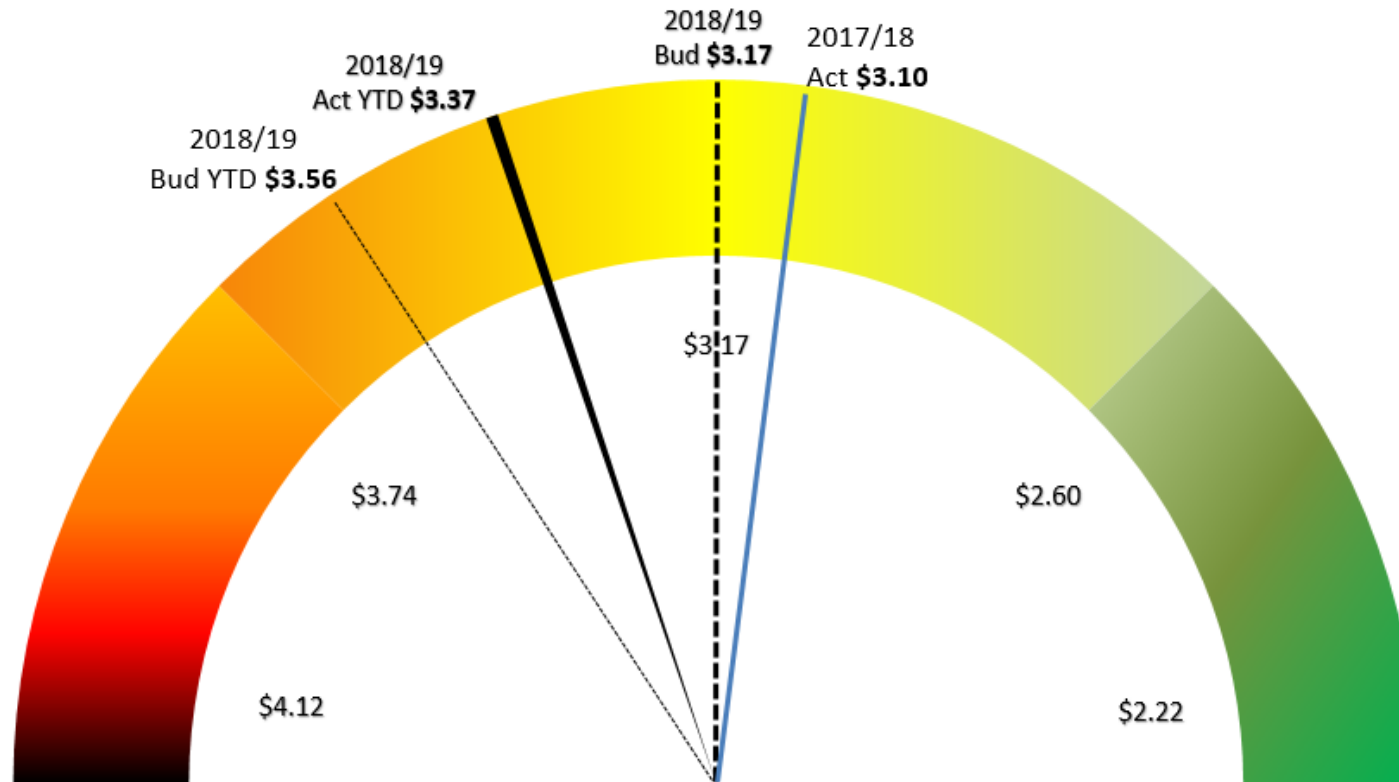
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## Section 2d – Internal Support

|  | Year to date    |                 |                   | Full year        |
|--|-----------------|-----------------|-------------------|------------------|
|  | Actual<br>\$000 | Budget<br>\$000 | Variance<br>\$000 | Budget<br>\$000  |
| <b>Operating Income</b>                          |                 |                 |                   |                  |
| Rental income                                    | 1,078           | 1,041           | 37                | 10,445           |
| Other income                                     | 289             | 115             | 174               | 1,662            |
| NZ Transport Agency operating funding            | 1,790           | 1,683           | 107               | 8,668            |
| <b>Total operating income</b>                    | <b>3,157</b>    | <b>2,839</b>    | <b>318</b>        | <b>20,775</b>    |
| <b>Operating Expenditure</b>                     |                 |                 |                   |                  |
| Personnel costs                                  | 8,072           | 7,596           | (476)             | 87,985           |
| Capitalised personnel costs                      | (1,762)         | (2,383)         | (621)             | (29,929)         |
| Directors Fees                                   | 38              | 40              | 2                 | 510              |
| Service delivery costs and professional services | 1,674           | 1,446           | (228)             | 18,794           |
| Other expenditure                                | 2,978           | 3,124           | 146               | 39,287           |
| Finance costs                                    | -               | -               | -                 | -                |
| <b>Total operating expenditure</b>               | <b>11,000</b>   | <b>9,823</b>    | <b>(1,177)</b>    | <b>116,647</b>   |
| Depreciation                                     | 2,034           | 1,687           | (347)             | 31,239           |
| <b>Surplus/(deficit) from Operations</b>         | <b>(9,877)</b>  | <b>(8,671)</b>  | <b>(1,206)</b>    | <b>(127,111)</b> |
| Internal support allocated                       | 9,877           | 8,671           | (1,206)           | 127,111          |
| <b>Surplus/(deficit)</b>                         | <b>-</b>        | <b>-</b>        | <b>-</b>          | <b>-</b>         |

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## Section 2e – Operational funding requirement per passenger for the one month ended 31 July 2018



The operational cost (net of third party revenue) of \$3.37 per passenger on the Public Transport Network is higher than the budget of \$3.17 and prior year of \$3.10 per passenger. With annual patronage now at 96 million, each one cent change in operational cost per passenger represents up to \$960,000 operational cost impact to Auckland Transport.

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## Section 3a – Summary of Capital Expenditure

|  | Year to date    |                 |                   | Full year       |
|--|-----------------|-----------------|-------------------|-----------------|
|  | Actual<br>\$000 | Budget<br>\$000 | Variance<br>\$000 | Budget<br>\$000 |
| <b>Regional Land Transport Plan (RLTP) grouping</b>            |                 |                 |                   |                 |
| Renewals   | 10,617          | 7,726           | (2,891)           | 188,161         |
| Rapid Transit Network (RTN)                                    | 2,638           | 4,393           | 1,755             | 111,672         |
| Committed projects and programmes                              | 1,034           | 4,695           | 3,661             | 62,511          |
| Corridor improvements  | 358             | 1,400           | 1,042             | 57,781          |
| Active transport   | 1,349           | 3,207           | 1,858             | 55,848          |
| Safety-related projects  | 794             | 630             | (164)             | 52,723          |
| City centre and waterfront projects supporting Americas Cup    | 1,376           | 1,890           | 514               | 41,489          |
| Funds for Local Board priorities and to support housing growth | 489             | 423             | (66)              | 32,384          |
| On-going operational programmes                                | 4,305           | 1,586           | (2,719)           | 31,682          |
| Technology   | 4,153           | 1,818           | (2,335)           | 29,175          |
| Ring-fenced projects and programmes                            | 1,011           | 633             | (378)             | 26,800          |
| Other bus network improvements                                 | 219             | 132             | (87)              | 18,375          |
| Network capacity and performance improvements                  | 40              | 356             | 316               | 13,070          |
| Environmental focus  | 204             | 20              | (184)             | 10,229          |
| Local Board projects   | 1               | 15              | 14                | 7,143           |
| Rail improvements including bus-rail interchanges              | 46              | -               | (46)              | -               |
| Park and ride programme  | 1               | 50              | 49                | 5,300           |
| <b>Total direct capital</b>                                    | <b>28,635</b>   | <b>28,974</b>   | <b>339</b>        | <b>744,343</b>  |



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## Section 3b – Capital Expenditure Funding

|   | Year to date    |                 |                   | Full year       |
|---|-----------------|-----------------|-------------------|-----------------|
|   | Actual<br>\$000 | Budget<br>\$000 | Variance<br>\$000 | Budget<br>\$000 |
| <b>Direct capital funding</b>                 |                 |                 |                   |                 |
| NZ Transport Agency new capital co-investment | 6,729           | 8,078           | (1,349)           | 274,387         |
| NZ Transport Agency renewal co-investment     | 5,025           | 3,109           | 1,916             | 84,881          |
| Other capital grants                          | (20)            | -               | (20)              | -               |
| Auckland Council capital grant                | 16,898          | 17,787          | (889)             | 385,075         |
| <b>Total direct capital funding</b>           | <b>28,632</b>   | <b>28,974</b>   | <b>(342)</b>      | <b>744,343</b>  |

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## Section 3c – Major Capital Projects whole of life forecast

| Project description                             | Notes | What we have spent so far          |                       |                        | What we expect to spend in total |                                       | Approved funding          |                 |                          |
|---|-------|------------------------------------|-----------------------|------------------------|----------------------------------|---------------------------------------|---------------------------|-----------------|--------------------------|
|   |       | from Nov 2010 to Jun 2018<br>\$000 | YTD Jul 2018<br>\$000 | Total to date<br>\$000 | Forecast remaining<br>\$000      | Estimate at completion (EAC)<br>\$000 | Approved funding<br>\$000 | % spend to date | Variance to EAC<br>\$000 |
| Manukau Station                                 | 1     | 39,339                             | 11                    | 39,350                 | 251                              | 39,601                                | 41,316                    | 95%             | (1,715)                  |
| Pukekohe Station                                | 2     | 16,172                             | 116                   | 16,288                 | 463                              | 16,751                                | 14,150                    | 115%            | 2,601                    |
| Mill Road Improvements                          | 3     | 54,799                             | 30                    | 54,829                 | 561,769                          | 561,799                               | 561,799                   | 10%             | -                        |
| Lincoln Road - Corridor Improvements            | 4     | 15,003                             | 165                   | 15,169                 | 84,501                           | 99,669                                | 99,671                    | 15%             | (1)                      |
| Murphys Road Upgrade Bridge Improvements (PC20) |       | 6,080                              | 18                    | 6,098                  | 18,337                           | 24,435                                | 24,253                    | 25%             | 182                      |
| Tamaki Ngapipi Intersection Safety Improvements |       | 10,345                             | 30                    | 10,375                 | 3,088                            | 13,463                                | 14,581                    | 71%             | (1,118)                  |
| Franklin Road Enhancements                      |       | 5,873                              | 301                   | 6,174                  | 8,830                            | 15,004                                | 16,266                    | 38%             | (1,262)                  |
| EMU (Rolling Stock Tranche 2017)                |       | 19,612                             | 60                    | 19,672                 | 133,006                          | 152,678                               | 152,436                   | 13%             | 242                      |
| Northcote Safe Route Cycleway                   |       | 9,775                              | -                     | 9,775                  | 8,531                            | 18,306                                | 17,751                    | 55%             | 555                      |
| Nelson Street Downtown Cycleway                 | 5     | 6,182                              | 1                     | 6,183                  | 9                                | 6,192                                 | 6,965                     | 89%             | (773)                    |

## Notes

1. Manukau Station was opened to the public in April 2018. However, there is a remaining work on the Putney way streetscapes which is expected to be completed by September.
2. Pukekohe Station upgrade is in closeout stage and final work is expected to be completed by October.
3. The current Mill Road forecast reflects the latest LTP/RLTP figures approved as part of the planning process including spent to date costs. The project is expected to gain momentum in the later years of the LTP.
4. Post public consultation Lincoln Road project footprint has changed compared with the original scope. The cost increases are combination of scope/design changes and price increases related to land take and construction costs.
5. Nelson Street Downtown Cycleway is in completion phase. The remaining scope of work will be delivered under the Wynyard Quarter Integrated road programme.

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**Section 4a – Statement of Financial Position**

As at 31 July 2018

|  | Note | Actual<br>31 July 2018<br>\$000 | Actual<br>30 June 2018<br>\$000 |
|--|------|---------------------------------|---------------------------------|
| <b>Assets</b>                                |      |                                 |                                 |
| <b>Current assets</b>                        |      |                                 |                                 |
| Cash and cash equivalents                    | 1    | 9,059                           | 4,567                           |
| Receivables                                  | 2    | 263,759                         | 319,554                         |
| Inventories                                  |      | 11,816                          | 11,740                          |
| Other assets                                 |      | 18,575                          | 4,318                           |
| Non-current assets held for sale             |      | 1,952                           | 1,952                           |
| <b>Total current assets</b>                  |      | <b>305,161</b>                  | <b>342,131</b>                  |
| <b>Non-current assets</b>                    |      |                                 |                                 |
| Receivables                                  |      | 801                             | 801                             |
| Property, plant and equipment (PPE)          |      | 18,826,659                      | 18,839,980                      |
| Intangible assets                            |      | 107,388                         | 109,372                         |
| Work in progress (PPE and intangible assets) | 3    | 564,643                         | 548,131                         |
| <b>Total non-current assets</b>              |      | <b>19,499,491</b>               | <b>19,498,284</b>               |
| <b>Total assets</b>                          |      | <b>19,804,652</b>               | <b>19,840,415</b>               |

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**Section 4a – Statement of Financial Position (continued)**

As at 31 July 2018

|                                  | Note | Actual<br>31 July 2018<br>\$000 | Actual<br>30 June 2018<br>\$000 |
|----------------------------------|------|---------------------------------|---------------------------------|
| <b>Liabilities</b>               |      |                                 |                                 |
| <b>Current liabilities</b>       |      |                                 |                                 |
| Payables and accruals            | 4    | 180,626                         | 216,363                         |
| Employee entitlements            | 5    | 18,054                          | 17,020                          |
| Derivative financial instruments |      | 120                             | -                               |
| Borrowings                       | 6    | 6,163                           | 6,123                           |
| Total current liabilities        |      | 204,963                         | 239,506                         |
| <b>Non-current liabilities</b>   |      |                                 |                                 |
| Payables and accruals            | 4    | 16,201                          | 16,476                          |
| Employee entitlements            | 5    | 427                             | 427                             |
| Derivative financial instruments |      | 2,736                           | 2,403                           |
| Borrowings                       | 6    | 496,222                         | 496,775                         |
| Deferred tax                     | 7    | 10,070                          | 10,070                          |
| Total non-current liabilities    |      | 525,656                         | 526,151                         |
| <b>Total liabilities</b>         |      | <b>730,619</b>                  | <b>765,657</b>                  |
| <b>Net assets</b>                |      | <b>19,074,033</b>               | <b>19,074,758</b>               |
| <b>Equity</b>                    |      |                                 |                                 |
| Contributed capital              |      | 12,998,417                      | 12,998,417                      |
| Accumulated funds                |      | 2,349,455                       | 2,350,180                       |
| Other reserves                   |      | 3,726,161                       | 3,726,161                       |
| <b>Total equity</b>              |      | <b>19,074,033</b>               | <b>19,074,758</b>               |

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**Section 4b – Notes to the Financial Statements**

As at 31 July 2018

|  | Actual<br>31 July 2018<br>\$000 | Actual<br>30 June 2018<br>\$000 |
|--|---------------------------------|---------------------------------|
| <b>1 Cash and cash equivalents</b>     |                                 |                                 |
| Cash at bank                           | 8,757                           | 4,187                           |
| Till floats                            | 302                             | 380                             |
| <b>Total cash and cash equivalents</b> | <b>9,059</b>                    | <b>4,567</b>                    |

The carrying value of cash and cash equivalents approximates their fair value.

**2 Receivables**

|  |                |                |
|--|----------------|----------------|
| Trade and other debtors                      | 4,434          | 4,293          |
| Infringement receivable                      | 37,431         | 37,055         |
| Amounts due from related parties             | 199,865        | 222,315        |
| Accrued revenue                              | 38,085         | 63,027         |
| Goods and services tax                       | -              | 8,862          |
|  | <b>279,815</b> | <b>335,552</b> |
| Less provision for impairment of receivables | (16,056)       | (15,998)       |
| <b>Total current receivables</b>             | <b>263,759</b> | <b>319,554</b> |

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**Section 4b – Notes to the Financial Statements (continued)****As at 31 July 2018**

The carrying value of debtors and other receivables approximates their fair value.

There is no concentration of credit risk with respect to receivables as there are a large number of customers.

The maximum exposure to credit risk at reporting date is the carrying value of each class of receivable mentioned above.

The ageing profile of receivables at is detailed below:

|                       | <b>Gross<br/>\$000</b> | <b>Impaired<br/>\$000</b> | <b>Net<br/>\$000</b> |
|-----------------------|------------------------|---------------------------|----------------------|
| Not past due          | 246,861                | -                         | 246,861              |
| Past due 1 - 30 days  | (882)                  | -                         | (882)                |
| Past due 31 - 60 days | 1,764                  | -                         | 1,764                |
| Past due 61 - 90 days | 1,526                  | -                         | 1,526                |
| Past due > 90 days    | 30,546                 | (16,056)                  | 14,490               |
|                       | <b>279,815</b>         | <b>(16,056)</b>           | <b>263,759</b>       |

All receivables greater than 30 days in age are considered to be past due.

The provision for impairment of receivables has been calculated on an individual basis. The provision is based on a review of significant debtor balances. Receivables are assessed as impaired due to significant financial difficulties being experienced by the debtor, and Auckland Transport management concluding that it is remote that the overdue amounts will be recovered.

Movements in the provision for impairment of receivables are as follows:

|  | <b>Actual<br/>31 July 2018<br/>\$000</b> |
|--|--|
| Balance at 1 July 2018                         | 15,998                                   |
| Additional provisions made                     | 58                                       |
| Provisions reversed                            | -  |
| Provisions relating to receivables written-off | -  |
| <b>Balance at 31 July 2018</b>                 | <b>16,056</b>                            |

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**Section 4b – Notes to the Financial Statements (continued)**

As at 31 July 2018

|  | Opening balance<br>1 July 2018<br>\$000 | Acquisition YTD<br>31 July 2018<br>\$000 | Capitalisation YTD<br>31 July 2018<br>\$000 | Closing balance<br>31 July 2018<br>\$000              |
|--|---|--|---|---|
| <b>3 Work in Progress (WIP)</b>                          |   |  |   |   |
| <b>WIP by activity</b>                                   |   |  |   |   |
| Roads and footpaths                                      | 342,892                                 | 9,957                                    | (1,512)                                     | 351,336   |
| Public Transport   | 178,318                                 | 7,394                                    | (16)  | 185,697   |
| Parking operations                                       | 9,743                                   | 191                                      | -   | 9,934   |
| Internal support   | 17,178                                  | 637                                      | (139)                                       | 17,676  |
| <b>Total WIP</b>   | <b>\$548,131</b>                        | <b>\$18,179</b>                          | <b>(1,666)</b>                              | <b>564,643</b>  |
| <b>WIP by status</b>                                     |   |  |   |   |
| Current WIP (completion in future)                       |   |  |   | 407,394   |
| Due for capitalisation within policy                     |   |  |   | 134,822   |
| Due for capitalisation not within policy                 |   |  |   | 14,248  |
| Forecast completion date not yet provided (new projects) |   |  |   | 8,178   |
| <b>Total WIP</b>   |   |  |   | <b>564,643</b>  |
| <b>Top 10 Programmes</b>                                 |   |  |   | <b>WIP Closing balance<br/>31 July 2018<br/>\$000</b> |
| AMETI  |   |  |   | 68,205  |
| Walking And Cycling                                      |   |  |   | 21,015  |
| SMART  |   |  |   | 20,248  |
| EMU  |   |  |   | 19,612  |
| Wynyard Quarter Programme                                |   |  |   | 15,398  |
| MMEWS  |   |  |   | 15,094  |
| Penlink Toll Road  |   |  |   | 13,854  |
| Growth Infrastructure Fund                               |   |  |   | 12,655  |
| Minor Improvements                                       |   |  |   | 10,671  |
| Tamaki Ngapipi Intersection Safety Improvement           |   |  |   | 10,345  |
| <b>Total</b>   |   |  |   | <b>207,098</b>  |

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**Section 4b – Notes to the Financial Statements (continued)**

As at 31 July 2018

|                                   | Actual<br>31 July 2018<br>\$000 | Actual<br>30 June 2018<br>\$000 |
|-----------------------------------|---------------------------------|---------------------------------|
| <b>4 Payables and accruals</b>    |                                 |                                 |
| <b>Current portion</b>            |                                 |                                 |
| Creditors                         | 16,585                          | 34,543                          |
| Goods and services tax            | 9,338                           | -                               |
| Accrued expenses                  | 133,282                         | 160,042                         |
| Retentions                        | 12,827                          | 12,695                          |
| Amounts due to related parties    | 7,327                           | 7,810                           |
| Revenue in advance                | 1,268                           | 1,273                           |
| <b>Total current payables</b>     | <b>180,627</b>                  | <b>216,363</b>                  |
| <b>Non-current portion</b>        |                                 |                                 |
| Amounts due to related parties    | 16,201                          | 16,476                          |
| <b>Total non-current payables</b> | <b>16,201</b>                   | <b>16,476</b>                   |

Creditors and other payables are non-interest bearing and are normally settled on 20 day terms. Therefore, the carrying value of creditors and other payables approximates their fair value.



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**Section 4b – Notes to the Financial Statements (continued)**

As at 31 July 2018

|  | Actual<br>31 July 2018<br>\$000 | Actual<br>30 June 2018<br>\$000 |
|--|---------------------------------|---------------------------------|
| <b>5 Employee entitlements</b>                     |                                 |                                 |
| <b>Current portion</b>                             |                                 |                                 |
| Accrued salaries and wages                         | 6,935                           | 5,815                           |
| Accrued leave                                      | 11,119                          | 11,205                          |
| <b>Total current employee entitlements</b>         | <b>18,054</b>                   | <b>17,020</b>                   |
| <b>Non-current portion</b>                         |                                 |                                 |
| Retirement gratuities                              | 314                             | 314                             |
| Long service leave                                 | 113                             | 113                             |
| <b>Total non-current employee entitlements</b>     | <b>427</b>                      | <b>427</b>                      |
| <b>6 Borrowings</b>                                |                                 |                                 |
| <b>Current portion</b>                             |                                 |                                 |
| Loans from Auckland Council                        | 6,163                           | 6,123                           |
| <b>Total current borrowings</b>                    | <b>6,163</b>                    | <b>6,123</b>                    |
| <b>Non-current portion</b>                         |                                 |                                 |
| Loans from Auckland Council                        | 496,222                         | 496,775                         |
| <b>Total non-current borrowings</b>                | <b>496,222</b>                  | <b>496,775</b>                  |
| Weighted average cost of funds on total borrowings | 6.02%                           | 6.02%                           |

Auckland Transport's loan debt of \$502 million is issued at fixed rates of interest ranging from 5.55% to 6.57%.

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## Section 4b – Notes to the Financial Statements (continued)

As at 31 July 2018

|                                 | <b>Actual</b>       |
|---------------------------------|---------------------|
|                                 | <b>31 July 2018</b> |
|                                 | <b>\$000</b>        |
| <b>7 Deferred tax liability</b> |                     |
| Balance at 1 July 2017          | 10,070              |
| Debited to surplus or deficit   | -                   |
| Charged to equity               | -                   |
| <b>Balance 31 July 2018</b>     | <b>10,070</b>       |

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## Section 5 – Cashflow

|  | Year to date    |                 | Full year        |
|--|-----------------|-----------------|------------------|
|  | Actual<br>\$000 | Budget<br>\$000 | Budget<br>\$000  |
| <b>Cash flows from operating activities</b>                |                 |                 |                  |
| Total cash provided  | 165,016         | 151,527         | 1,610,986        |
| <b>Cash applied to</b>                                     |                 |                 |                  |
| Payments to suppliers and employees                        | 79,371          | 69,469          | 850,454          |
| Interest paid  | 2,233           | 2,570           | 30,700           |
| <b>Total cash applied</b>                                  | <b>81,604</b>   | <b>72,039</b>   | <b>881,154</b>   |
| <b>Net cash from operating activities</b>                  | <b>83,412</b>   | <b>79,488</b>   | <b>729,832</b>   |
| <b>Cash flows from investing activities</b>                |                 |                 |                  |
| <b>Cash applied to:</b>                                    |                 |                 |                  |
| Purchase of property, plant and equipment                  | 78,407          | 78,975          | 729,319          |
| <b>Net cash from investing activities</b>                  | <b>(78,407)</b> | <b>(78,975)</b> | <b>(729,319)</b> |
| <b>Cash flows from financing activities</b>                |                 |                 |                  |
| <b>Cash applied to</b>                                     |                 |                 |                  |
| Repayments of EMU loan from Auckland Council               | 513             | 513             | 513              |
| <b>Net cash from financing activities</b>                  | <b>(513)</b>    | <b>(513)</b>    | <b>(513)</b>     |
| <b>Net (decrease)/increase in cash and cash equivalent</b> | 4,492           | -               | -                |
| Opening cash and cash equivalents                          | 4,567           | -               | -                |
| <b>Closing cash balance</b>                                | <b>9,059</b>    | -               | -                |

| <b>Reconciliation of surplus after tax to net cash from operating activities</b> |                         |
|--|-------------------------|
|  | <b>Actual<br/>\$000</b> |
| <b>Surplus after tax</b>   | <b>(722)</b>            |
| <b>Add/(less) non-cash items</b>   |                         |
| Depreciation and amortisation  | 27,429                  |
| (Gains)/losses on derivatives  | 453                     |
|  | <b>27,882</b>           |
| <b>Add/(less) movements in balance sheet items</b>                               |                         |
| Receivables  | 55,794                  |
| Inventories  | (76)                    |
| Other assets   | (14,257)                |
| Payables and accruals  | 13,757                  |
| Employee entitlements  | 1,034                   |
|  | <b>56,252</b>           |
| <b>Net cash from operating activities</b>  | <b>83,412</b>           |

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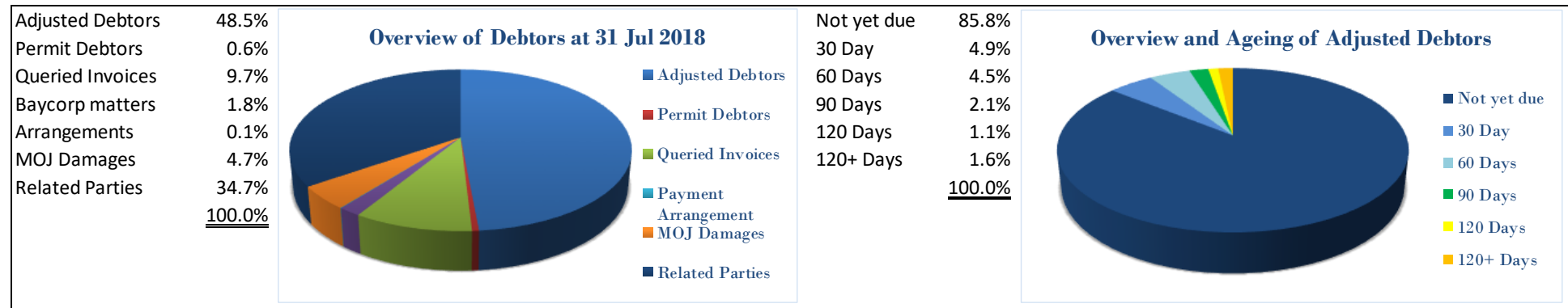
## Section 6 – Accounts Receivable Report

### Accounts Receivable

An overview of Debtors as at 31 July has 95.2% (96.3% June) of adjusted Debtors in 30 and 60 days, or not yet due.

| <u>Debtors Ageing Analysis as at 31 July 2018</u> |                 |                  |                    |                |                |                |                 |                  |              |
|---|-----------------|------------------|--------------------|----------------|----------------|----------------|-----------------|------------------|--------------|
| <u>Description</u>                                | <u>Ave Days</u> | <u>Total O/s</u> | <u>Not Yet Due</u> | <u>30 Days</u> | <u>60 Days</u> | <u>90 Days</u> | <u>120 Days</u> | <u>120+ Days</u> | <u>Notes</u> |
| Debtors Ageing 31 Jul                             | 125             | 4,912,663        | 2,694,821          | 872,231        | 244,379        | 364,199        | 38,977          | 698,055          | 1            |
| Parking Permit Debtors                            | 16              | 27,585           | 23,300             | 0              | 400            | 0              | 3,885           | 0                | 2            |
| <b>Total Debtors</b>                              |                 | <b>4,940,248</b> | <b>2,718,121</b>   | <b>872,231</b> | <b>244,779</b> | <b>364,199</b> | <b>42,862</b>   | <b>698,055</b>   |              |
|   |                 | 100.0%           | 55.0%              | 17.7%          | 5.0%           | 7.4%           | 0.9%            | 14.1%            |              |
| O/s Related Parties                               | 56              | 1,721,587        | 618,758            | 654,455        | 66,110         | 4,725          | 7,459           | 370,080          | 3            |
| <b>Trade Debtors</b>                              | <b>129</b>      | <b>3,218,661</b> | <b>2,099,364</b>   | <b>217,776</b> | <b>178,669</b> | <b>359,473</b> | <b>35,403</b>   | <b>327,975</b>   |              |
|   |                 | 100.0%           | 65.2%              | 6.8%           | 5.6%           | 11.2%          | 1.1%            | 10.2%            |              |
| Queried Invoices                                  | 176             | 480,579          | 16,289             | 98,495         | 20,551         | 296,228        | 7,154           | 41,863           | 4            |
| To Baycorp (Collection)                           | 586             | 91,267           | 2,264              | 178            | 4,540          | 8,281          | 1,084           | 74,920           | 5            |
| Payment Arrangement                               | 157             | 3,352            | 1,581              | 0              | 0              | 0              | 0               | 1,770            | 6            |
| Lodged Courts (Damages)                           | 732             | 232,262          | 9,533              | 0              | 45,865         | 5,153          | 848             | 170,863          | 7            |
| <b>Adjusted Debtors</b>                           |                 | <b>2,411,201</b> | <b>2,069,696</b>   | <b>119,104</b> | <b>107,714</b> | <b>49,811</b>  | <b>26,317</b>   | <b>38,559</b>    | 8            |
|   |                 | 100.0%           | 85.8%              | 4.9%           | 4.5%           | 2.1%           | 1.1%            | 1.6%             |              |

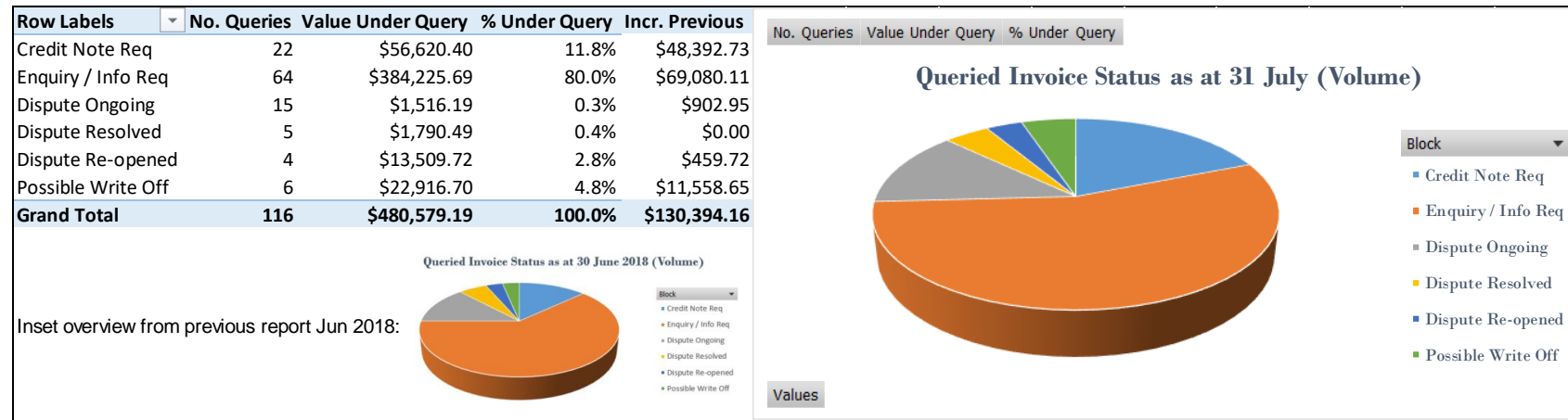
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**Notes relating to the Debtors Ageing Analysis:**

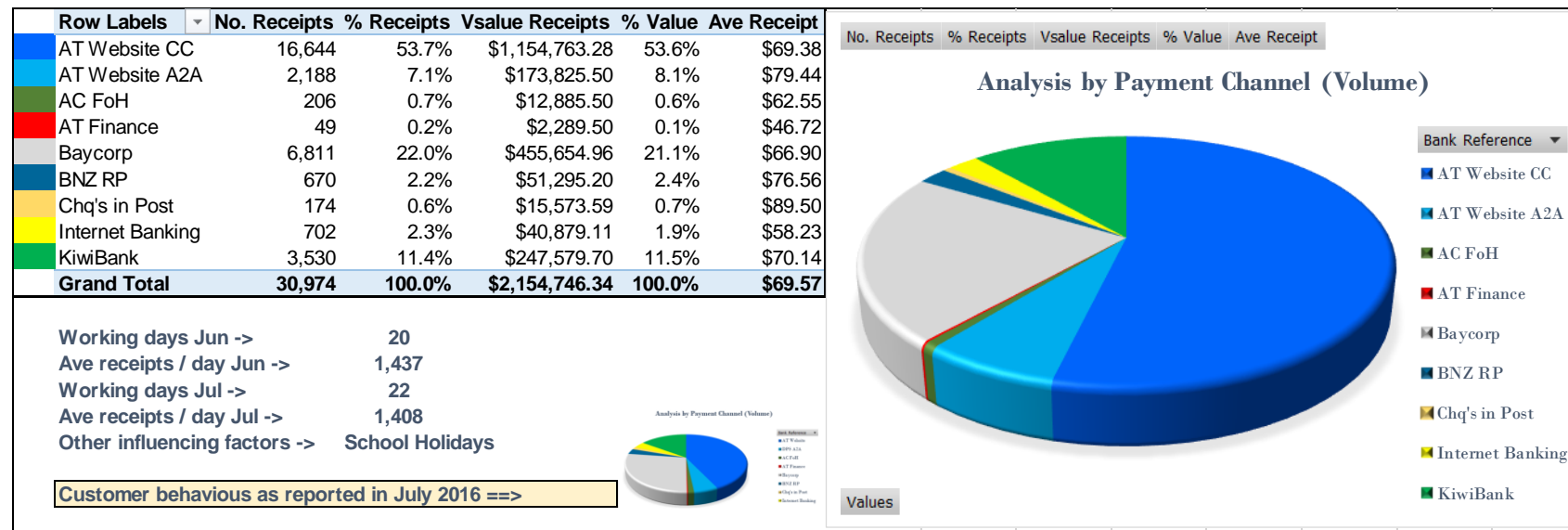
1. Sundry Debtors administered in the SAP system.
2. Parking Permit Debtors administered in the Pathway system. These invoices are for on street permits issued. Amounts not collected within 60 days are lodged with Baycorp for collection. Debtors not paying on time are blocked for further permits.
3. Inter-Council Group debts.
4. Relates to invoices which have been queried or disputed by customers. The \$76,000 matter mentioned in earlier reports has been referred to the internal legal team who continue to investigate the matter. A dispute over sand royalties access (\$84,000), is being coordinated with Council and is expected to be resolved shortly.
5. Relates to accounts lodged with Baycorp for collection. All these amounts have been impaired in full and some may be written off in the future. All amounts written off are approved by the Executive General Manager Finance in accordance with policy. A number of Harbourmaster infringements, administered in SAP have now been lodged with Baycorp for collection.
6. Relates to customers where an arrangement to pay has been agreed to. These are monitored until full payment has been received.
7. Relates to matters where AT is recovering damages from road accidents investigated by the Police. Many of the matters are being paid off at a nominal amount per week as instructed by the Courts.
8. Debtors in total have increased by \$180,000 in July 2018 compared with June 2018.

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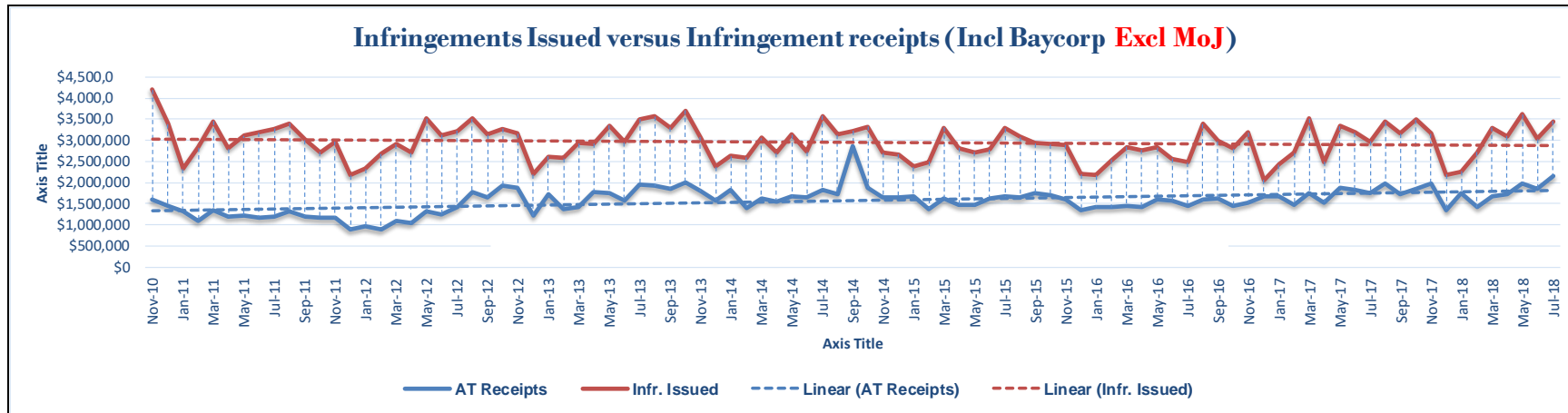
**Infringement Overview:**

July's Infringement receipts by volume are up 7.8% on June primarily as a result of additional working days. Of the customers not paying in response to a Baycorp demand, 80.8% are making use of electronic payment methods (81.2% in June). The AT website recorded 60.8% of all receipts (59.2% in June). The inset graph compares customer behaviour as reported in July 2016.

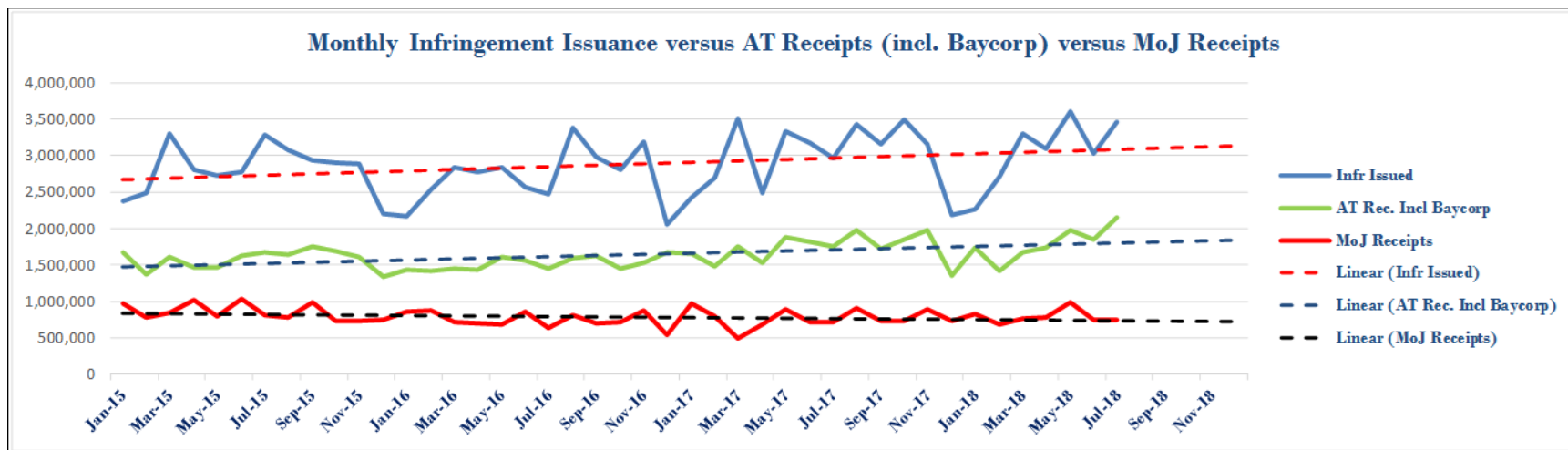


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When comparing infringements issued against AT receipts (including Baycorp but excluding MoJ) over the long term (seven year period), the trend for receipts is increasing while the trend for infringements issued is decreasing.



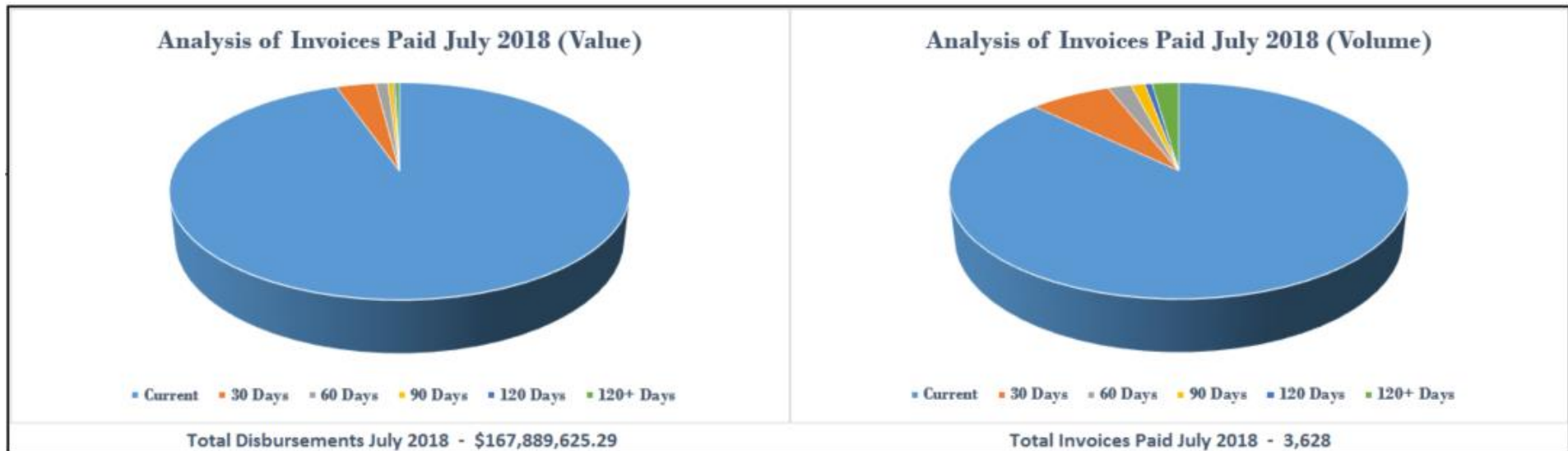
Over a shorter period, 43 months (January 2015 to July 2018), the trend for both infringements issues and received (incl. Baycorp) is positive while the trend for receipts by MoJ has remained relatively static.



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### Accounts Payable:

The following analysis of all invoices disbursed in July with the focus on the age of the invoice at time of payment. The graph comparing value by age, shows that AT has paid 97% of invoices on time or within 30 days of due date (97% June). The invoices by volume shows that 94% of invoices have been paid on time or within 30 days of due date (90% June). Value comparison July \$167 million / June \$135 million. Volume comparison July 3,628 / June 4,352 invoices.

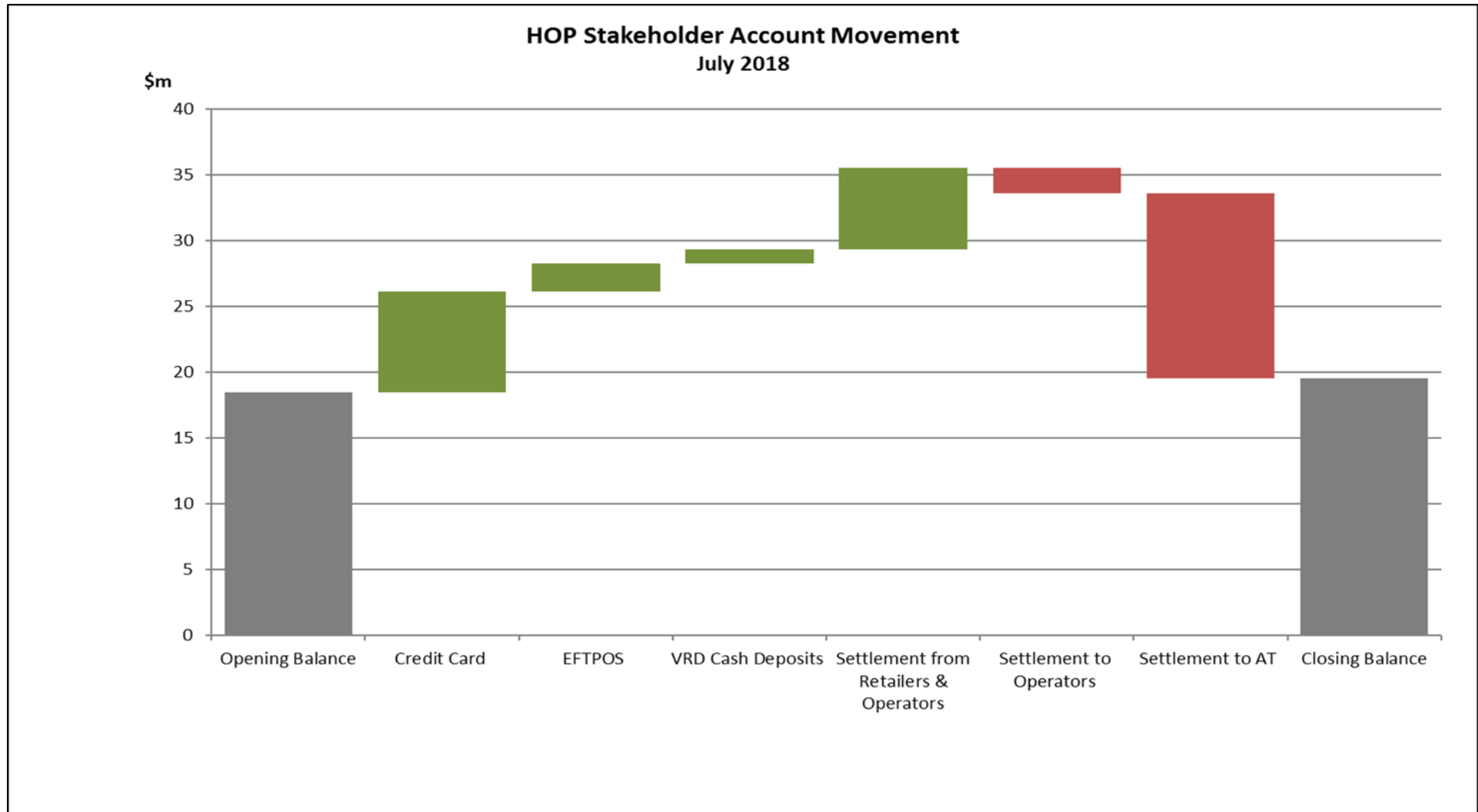




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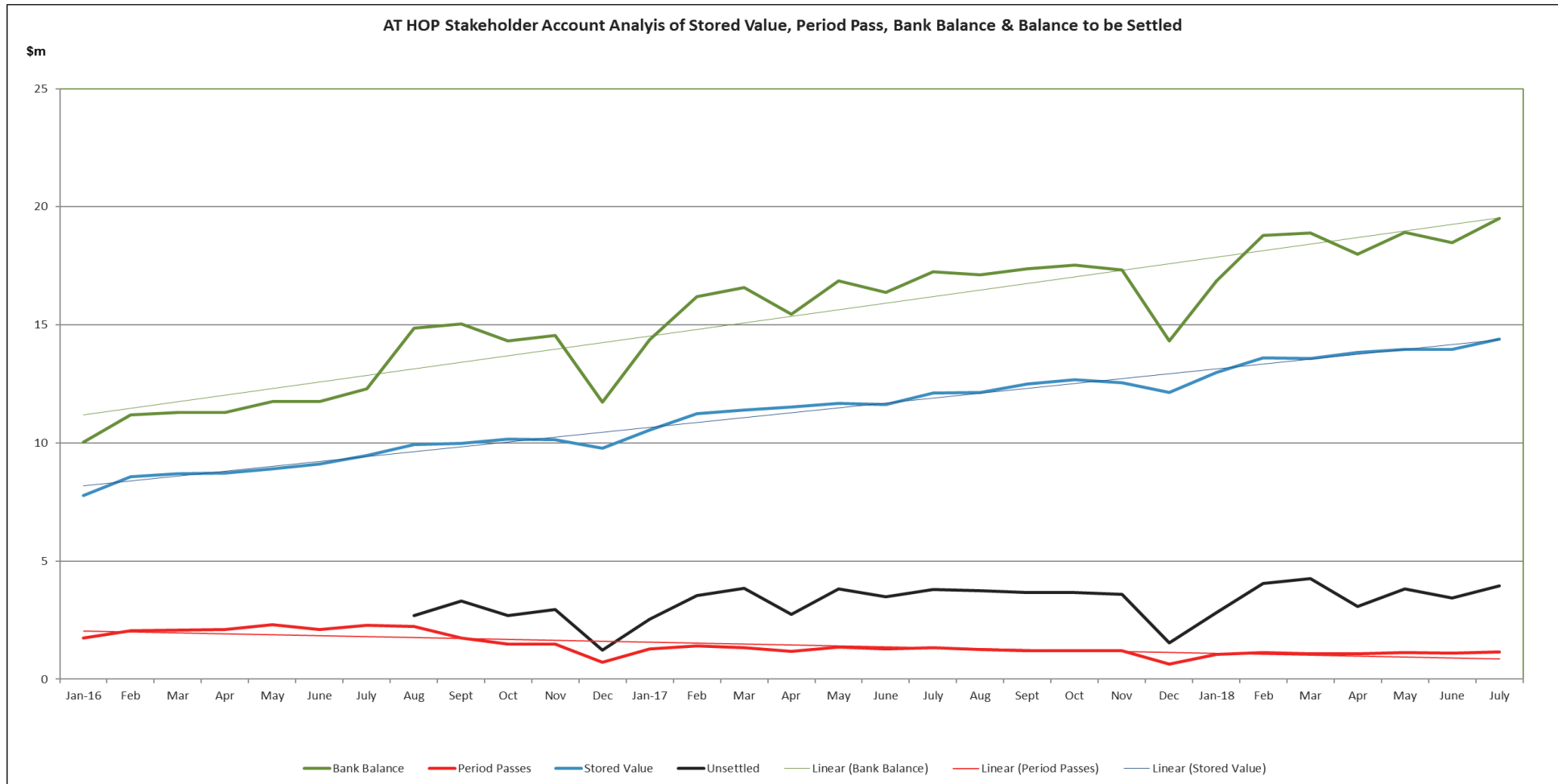
## Section 7 – AT HOP Stakeholder Monthly Report

The AT HOP Stakeholder bank account as of July 2018 increased by 5.6% from \$18.4 million to \$19.5 million.




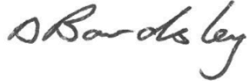

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The following graph provides an overview of monthly balances for Stored Value, Period Passes, the AT HOP Stakeholder Account and the amount yet to be settled to operators and AT. The unsettled HOP money reflects the seven-day delay with the introduction of Simpler Fares.



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## Document Ownership

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| <b>Approved for submission</b> | Mark Laing<br><b>Executive General Manager Finance</b> |  |