
Board endorsement
20 September 2021

Statement of Corporate Intent 2022-24 Financial Years



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Shareholder agreement

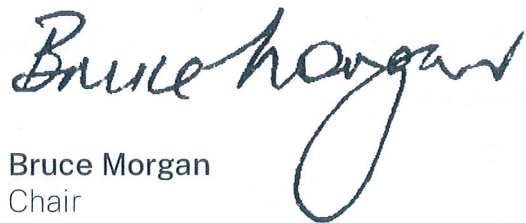
This Statement of Corporate Intent (SCI) outlines the strategic objectives of the Transport Asset Holding Entity (TAHE) from financial years 2022 to 2024.

The SCI sets out TAHE's financial and non-financial performance objectives, and is reviewed annually.

This SCI has been agreed between the voting shareholders and TAHE by:



The Hon. Matthew Kean MP
Treasurer, and Minister for Energy
and Environment



Bruce Morgan
Chair
Transport Asset Holding Entity of NSW



The Hon. Damien Tudehope MLC
Minister for Finance and
Small Business



Benedicte Colin
Chief Executive Officer
Transport Asset Holding Entity of NSW

Our business

TAHE is the legal owner of an extensive portfolio of railway network assets, including rail embankments, cuttings and tunnels, track,

signals, power systems, rolling stock, stations and significant land holdings around stations within metropolitan and regional NSW.



Assets



Rail Infrastructure
(including track
and earthworks)

1,714 km Metropolitan Rail Network
2,600 km Country Rail Network Track
3,100 km Country Rail Network Track (Non-Operational)
929 bridges
69 tunnels



Other
(including plant
and equipment)

12,000 CCTV cameras
1,800 km optical fibre



Land

303 sqm land owned
million



Stations
and Facilities

364 stations
432 retail outlets
409 lifts
110 escalators
1.3 sqm gross lettable area
million



Rolling
Stock

1,492 electric and
diesel cars



Rail
Signalling
Systems

4,205 signals



Electrified
Network

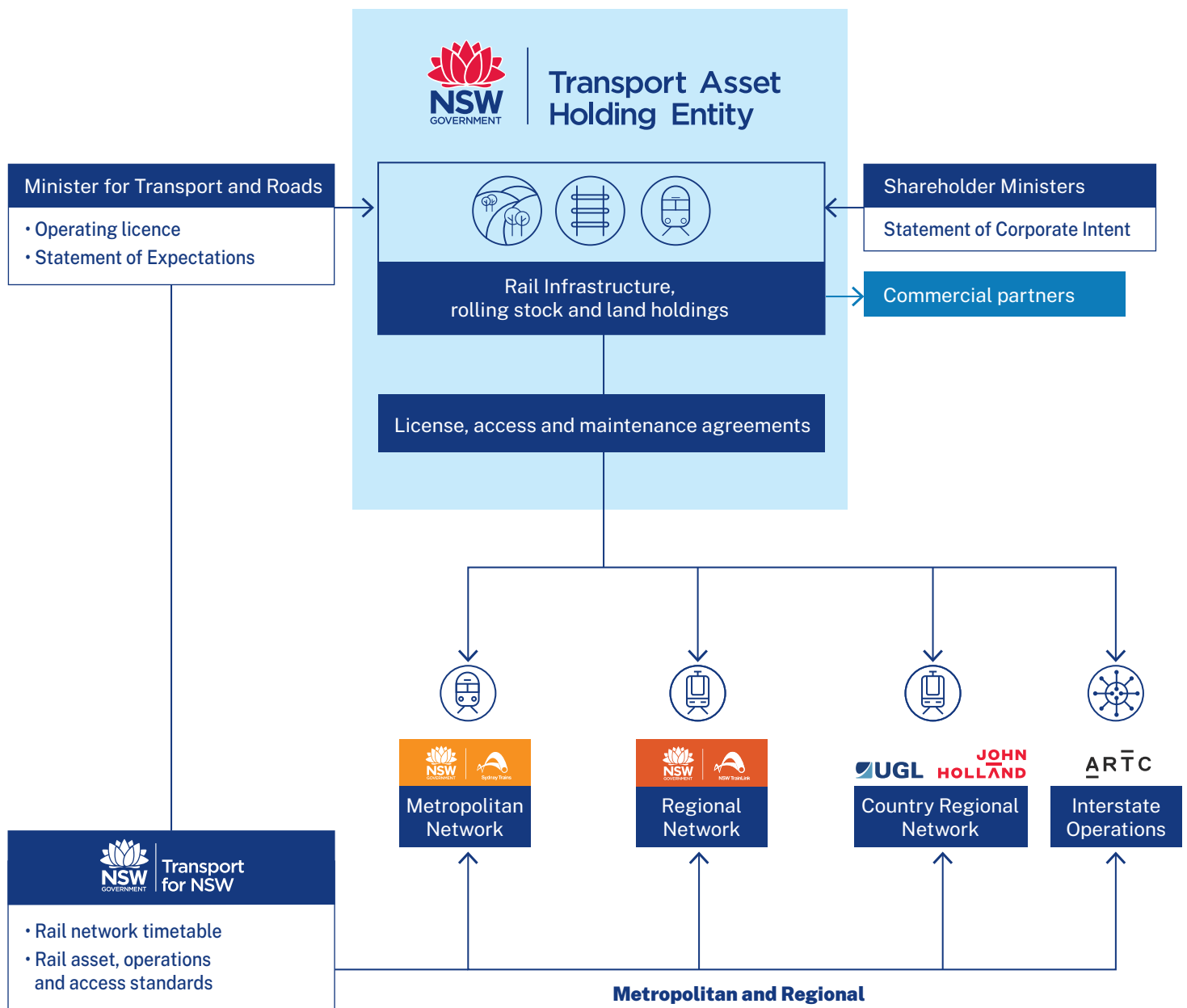
162 electrical
substations and
section huts

At March 2021

Our operating model

TAHE's operating licence is granted by the Minister for Transport and authorises TAHE to perform the functions required to acquire, develop, finance, divest and hold assets. The

Treasurer and Minister for Finance and Small Business are the shareholders of TAHE and annually agree performance expectations through this Statement of Corporate Intent.



Our strategy

Objectives

Safe and reliable	Socially responsible	Ecologically sustainable	Support regional development	Commercially successful

Vision

Make NSW a better place to live, work and play.

	Connecting our customers' whole lives		Successful places		Strong economy and quality of life		Thriving people doing meaningful work
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Mission

To provide safe, reliable rail assets, driving economic growth through precinct investment and innovative solutions that enhance communities.

Strategic Directions

	Implement effective safety risk management and regulatory compliance oversight		Support transition towards a net zero emissions rail network
	Create growing economies around our CBD precincts		Protect and preserve our heritage and natural environment
	Create centres of activity around our greater Sydney and regional transport hubs		Drive commercialisation of suitable property and assets
	Support innovation in asset management and financing		Provide efficient use of the rail network for passenger and freight operators



Non-financial performance indicators

Our non-financial performance measures represent our commitment to achieving each of our five legislative objectives. TAHE is committed to providing a safe, reliable and efficient transport portfolio that supports the long-term needs of the citizens of NSW.

Key performance indicators		FY22	FY23	FY24
Non-financial indicators				
Safety	Zero material safety incidents ¹	0	0	0
Compliance	Zero material legislative breach of RSNL and WHS Act	0	0	0
Assurance	Delivery of TAHE annual asset assurance program	100%	100%	100%
DDA towards compliance ²	Successful completion on time of the TAP 4 program business case and forward compliance programs	Completed	Completed	Completed
Heritage and environment	Zero CAT A environmental incidents	0	0	0
People	Employee engagement score ³	+60%	+65%	+70%

Notes:

1. Zero material safety incidents TAHE undertakings and third parties–No incidents that result in permanent disability or fatality.
2. DDA compliance–Transport Access Program provides accessibility improvements to stations that meet requirements of the Disability Discrimination Act.
3. Employment engagement score–Note that TAHE will be conducting its first employment engagement survey in the FY22 period and will re-baseline engagement targets accordingly.

Financial performance indicators

TAHE has established financial measures to guide our business through its strategic journey through the 2022–24 financial years. These measures focus on building a strong foundation over the long term to build a financially sustainable business.

Key performance indicators (\$m)	FY22	FY23	FY24
Financial indicators			
EBITDA	688	787	900
NPAT ¹	14	42	60
Capital expenditure	3,376	2,873	2,384
Credit rating target	BBB	BBB	BBB
Returns to government			
Ordinary dividends	10.0	29.5	42.2
Total other returns to government ²	61.2	73.0	80.8
Total returns to government	71.2	102.5	123.1

Notes:

1. NPAT forecast based on TAHE's current State Land tax exemption. Partial land tax exemption was received for the FY22 and FY23 financial period. FY24 impacts will be assessed in the FY23 period. NPAT forecast excludes future commercial and property development.
2. Other returns to government includes government guarantee fees, land tax and income tax.



WAYARD

FY22 capital investment program

Major capital projects to be delivered over the 2022 financial year.

FY22 capital investment by program	\$ million
Automatic Train Protection	35.0
Central Walk	45.7
Commuter Car Parking Program	232.0
Fast Rail	45.0
Fixing Country Rail	60.0
Main Western Rail Line Capacity Enhancements	25.0
More Trains, More Services	1,135.4
New Intercity Fleet (Mariyung)	345.0
Regional Rail Fleet Program	320.0
Station Integration and Upgrade Works	189.7
Transport Access Program	365.0
Asset management	26.5
Minor works	175.1
Total capital expenditure	2,999.3
Capital maintenance	376.2
Total TAHE capital investment	3,375.5

Representation and commitment statement

The Board of TAHE confirms that:

- A. Key performance indicators within the SCI are based on and supported by TAHE's corporate strategy.
- B. The voting shareholders will be provided with financial and other information, including information on major capital projects, on a quarterly basis, to assess performance against commitments to the SCI.
- C. All known 'key risks' and emerging contingent liabilities that could materially impact the current and future results of TAHE over the coming year have been fully disclosed.
- D. Internal audit and risk management practices are working towards compliance with the requirements set out in TPP20-08 Internal Audit and Risk Management Policy for the General Government Sector.
- E. The Chief Executive Officer has an employment contract. The employment contract and performance will be appraised annually.
- F. TAHE will work towards adherence to the NSW Treasury Commercial Policy Framework policies and applicable TPPs under the framework.



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This Statement of Corporate Intent was produced wholly by
Transport Asset Holding Entity.

This report can be accessed on the Transport Asset Holding Entity website
[**www.tahensw.com.au**](http://www.tahensw.com.au)

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