

CROWN FIBRE HOLDINGS LIMITED

Statement of Performance Expectations July 2014 – June 2015

June 2014

Presented to the House of Representatives

pursuant to the Crown Entities Act 2004

Contents

1.	Introduction	3
2.	CFH's objective, scope & outputs for financial year 2015	3
3.	CFH's reportable outputs	4
4.	Partners' operational & service performance	6
5.	Key business assumptions	7
6.	Significant accounting policies	9
7.	Financial statements	11
App	endix 1: Directory	15

1. Introduction

This Statement of Performance Expectations (**SPE**) is submitted by the Board of Directors of Crown Fibre Holdings Limited (**CFH**), pursuant to the Crown Entities Act 2004. It sets out the performance expected of CFH for the period 1 July 2014 to 30 June 2015.

Statement of responsibility

CFH is responsible for the statements contained in this document, including the appropriateness of the business assumptions underlying them. CFH is also responsible for internal control systems that provide reasonable assurance as to the integrity of its financial reporting.

Simon Allen Chair 5 June 2014 Keith Tempest Director 5 June 2014

2. CFH's objective, scope & outputs for financial year 2015

2.1 CFH's objective

The key objective of CFH is to implement the Government's Ultra Fast Broadband¹ policy (the **UFB Objective**), as follows:

To accelerate the roll-out of UFB to 75% of New Zealanders by December 2019, concentrating until December 2015 on **priority users** (businesses, schools and health services)², plus greenfields and tranches of residential areas.

CFH's Statement of Intent for July 2014 to June 2018 outlines CFH's vision, strategic priorities and functions to achieve the UFB Objective.

¹ For the purposes of the UFB initiative, UFB means a broadband service making available a minimum uncontested 100 megabits per second (Mbps) downstream (from the internet to the user) and 50 Mbps upstream (from the user to the internet), capable of being upgraded to 10 times these speeds.

² Priority users are businesses (of any size, including private-sector health providers), schools (including state, state-integrated and independent schools) and health-service providers (hospitals and significant health-care provider sites, for example emergency and medical centres, and radiologists). The target is to make UFB available to 100% of schools and urban public hospitals, and at least 90% of businesses (including health facilities), by December 2015.

2.2 CFH's outputs for financial year 2015

Section 3 describes CFH's outputs for the period from 1 July 2014 to 30 June 2015 which are reportable under Section 149E(1)(a) of the Crown Entities Act. These outputs relate to the level of UFB deployment, and key financial metrics.

In addition, CFH monitors the operational & service performance of the Co-Investment Partners³ (**Partners**), as described in Section 4. These matters are the responsibility of each Partner; CFH's role is to monitor performance to ensure contractually agreed service levels are being met. Accordingly these matters are regarded by CFH as non-reportable outputs for financial year 2015 under Section 149E(1)(c) of the Crown Entities Act.

3. CFH's reportable outputs

CFH's performance targets for financial year 2015 relate first to UFB deployment and, second, to CFH's financial and operational efficiency. CFH's performance against these measures will be reported in CFH's Annual Report.

3.1 UFB deployment

CFH's performance targets for UFB deployment Fiscal 2020 Fiscal 2014 Fiscal 2015 To To June 2015 To June 2014 December 2019 Financial year Estimated Plan (per Total FY14 CFH Plan Completed Completed Premises SOI) Target The number of premises4 handed over by Partners to CFH or 389 33% 550 47% 1,170 the applicable Local Fibre Company (**LFC**) (thousands) The number of priority user premises handed over by Partners to 75 75% 100 91 91% CFH or the applicable LFC (thousands) The number of broadband end users (such as households 482 36% 647 48% 1,340 and businesses) able to connect to UFB (thousands)

³ Co-Investment Partners and Local Fibre Companies (LFCs) and their relationships with CFH are described in CFH's Statement of Intent.

⁴ Each premises is a single building or structure located on a defined geographical site (as evidenced by a certificate of title), which has a unique physical address recognised by New Zealand Post and is occupied by, or could readily be occupied by, a potential end user or users. To clarify, a multi-tenanted building, such as an apartment block or office building, constitutes a single premises for the purposes of the CFH funding of its Partners.

This class of outputs tracks CFH's progress towards achievement of the UFB Objective.

CFH's performance in terms of the number of premises handed over is based on the number of premises handed over by the Partners, a verifiable and audited measure.

CFH's performance in terms of the number of end users (such as households and businesses) able to connect to UFB is measured using an Agreed Premises Dataset (**APD**). This is used by CFH and its Partners use to track the estimated number of end users within a given area. This is required as some premises such as Multi Dwelling Units contain more than one potential UFB end user. The APD has been derived from premises data held by the Geographic Information System mapping service Corelogic.

The percentage of the UFB Objective completed is tracked in terms of end users able to connect, which is closely aligned to the level of NZ's actual population with access to UFB. As part of regular planning, CFH cross-checks the alignment between the APD and available NZ Census data to ensure the UFB Objective will indeed be met.

In early 2014 Whangarei became the first city where UFB deployment (excluding any incremental greenfields areas) has been completed. During financial year 2015 CFH expects UFB deployment to be completed in Te Awamutu, Cambridge, Tokoroa, Hawera, Wanganui, Ashburton and Oamaru.

3.2 Financial & operational efficiency

Each year the CFH Board, in conjunction with its Shareholding Ministers and the Minister for Communications and Information Technology, plans CFH's future level of resourcing, depending on:

- The overall progress made towards achieving the UFB Objective;
- The Partners' performance in satisfactorily meeting their contractual obligations for deployment and operations; and
- The degree to which the Crown investment is actively monitored, based on the current level of risk and the level of support required by the Government.

	CFH's performance targets for financial and operational efficiency					
	Financial year:	Fiscal 2014 Forecast	Fiscal 2015 Forecast	Comment		
1.	CFH Funding per Premises handed over	\$1,117	\$1,109	Measures level of CFH funding for each premises handed over		
2.	Percentage of UFB Objective completed	33%	47%	Measures progress towards target of 75% population		
3.	Percentage of fiscal envelope invested	35%	48%	coverage for UFB and percentage of fiscal envelope utilised		
4.	Net CFH operational cost as percentage of annual investment	4%	4%	Measures CFH's efficiency over time against annual investment		

Financial statements outlining CFH's planned operational expenditure for financial year 2015 can be found in Section 7.

4. Partners' operational & service performance

CFH monitors the operational & service performance of the Partners as described in this section. These are the Partners' responsibility; CFH's role is to monitor performance to ensure contractually agreed service levels are being met.

4.1 UFB service performance

The minimum service performance measures detailed in Table 3 have been contractually agreed with the Partners as their agreements with CFH. Enhanced service levels are also available. For clarity, CFH is responsible for monitoring service performance as per its contracts, with the Partners being responsible for meeting these targets.

	CFH's partners' performance targets for UFB service performance				
	Service	Target			
1.	Provisioning⁵ per end user • Residential • Business/Priority	 Within 4 business days Within 6 business days (or date & time as agreed with customer) 			
2.	 Layer 2⁶ performance per end user Residential Restoration Business/Priority Restoration 	Within 12 hoursWithin 12 hours			
3.	 Layer 2 Network Performance per Candidate Area⁷ Frame Loss⁸ (99% of Frames) Frame Delay (99% of Frames) Frame Delay Variation (99% of Frames) Availability Time/Network 	 No more than 0.1% No more than 5ms (milliseconds) Less than 1ms Less than 30 minutes or 99.99% 			
4.	 Layer 19 Performance per end user Default Restoration Level 1 Restoration (Priority) Level 2 Restoration (Priority) Level 3 Restoration (Priority) 	 Within 48 hours Within 24 hours Within 12 hours Within 8 hours 			
5.	 Layer 1 Performance by Candidate Area Average Downtime Minimum Availability 	No more than 2 hoursAt least 99.98%			

CFH reports on the Partners' progress against these measures in its Annual Report.

⁵ Provisioning means installation and activation of a UFB service for an end user such as a household or business.

⁶ Layer 2 of the Open Systems Interconnection (OSI), associated with active fibre optic network infrastructure.

⁷ A Candidate Area is one of the 33 towns and cities eligible for UFB, selected on the basis of Statistics NZ's 2021 population projections, to meet the UFB Objective.

⁸ A measure of data loss between two specified points.

A measure of data loss between two specified points.
 Layer 1 of the OSI Model, associated with passive fibre optic network infrastructure.

4.2 Occupational Health & Safety (OSH)

CFH will continue to ensure it complies with its obligations under the Health and Safety in Employment Act 1992. CFH encourages the Partners to focus on OSH-related matters. CFH benchmarks the performance of the Partners against key OSH metrics such as Total Recorded Injury Frequency Rate (**TRIFR**). Performance on TRIFR across the Partners as at the end of March 2014 (on the basis of a rolling 12 months average) is shown below:

	CFH's partners' performance against OSH benchmark				
	Safety Metric	UFB	Benchmarks		
	Safety Metric		NZ Construction	NZ Mining & Utilities	
1.	Total Recorded Injury Frequency Rate (TRIFR)	7.7	32.1	29.5	

By way of explanation, a TRIFR of 10 means there were 10 total recordable injuries incidents per 1,000,000 hours worked by the respective project.

5. Key business assumptions

5.1 Reporting entity:

The reporting entity is CFH ("**the Company**"). The Group includes CFH and its controlled entities, being the LFCs, namely Northpower Fibre Limited, Ultrafast Fibre Limited, and Enable Networks Limited.

CFH is a limited liability company incorporated in New Zealand under the Companies Act 1993, and is a Crown entity as defined by the Crown Entities Act 2004. It is listed in Schedule 4A of the Public Finance Act 1989.

The purpose of the Company is to implement the Government's objectives in relation to the availability of, and access to, UFB by co-investing with private sector participants to deploy telecommunications network infrastructure. As such, CFH's aim is to provide services to the public, rather than make a financial return.

Accordingly, CFH has designated itself as a public benefit entity (**PBE**) for the purposes of New Zealand equivalents to International Financial Reporting Standards (**NZ IFRS**). CFH is a public authority and consequently is exempt from the payment of income tax. Accordingly, no provision has been made for income tax in CFH's financial statements. However, the LFCs are profit-oriented entities and as such are not exempt from the payment of income tax. Accordingly, the Group financial statements reflect the tax of subsidiaries, in accordance with the income tax policy set out in Section 6.

5.2 Basis of preparation:

Statement of compliance:

The prospective financial statements:

- Are for the years ended 30 June 2014 and 30 June 2015;
- Have been prepared in accordance with the Crown Entities Act 2004, which includes the requirement to comply with NZ Generally Accepted Accounting Practice (NZ GAAP);
- Comply with FRS-42 Prospective Financial Statements and NZ GAAP as it relates to prospective financial statements; and
- Were authorised for issue by the Board of Directors on 5 June 2014.

Annual historical financial statements for these periods will be prepared in accordance with NZ GAAP, NZ IFRS and other applicable financial reporting standards as appropriate for PBEs using the policies outlined in Section 6. The Board of Directors is responsible for the prospective financial statements presented, including the appropriateness of the assumptions underlying the prospective financial statements and all other required disclosures.

Measurement base:

The financial statements have been prepared on a historical cost basis.

Functional and presentation currency:

The financial statements are presented in New Zealand dollars, and all values are rounded to the nearest thousand (\$000). The functional currency of CFH is New Zealand dollars.

Standards and interpretations that are not yet effective and have not been adopted:

There are a number of Standards, amendments and interpretations issued but not yet effective that have not been adopted early. The Group may be subject to further significant changes in future in relation to expected revisions to the Accounting Standards Framework. For financial year 2015 and beyond, CFH will adopt Tier 1 New Zealand International Public Sector Accounting Standards (**NZ IPSAS**) for PBEs. CFH is not expecting any changes to the Financial Statements, or change to the presentation of the Financial Statements on adoption of NZ IPSAS. The prospective financial information in the SPE has been prepared with consideration of NZ IPSAS and NZ GAAP.

5.3 Notes to the accounts:

- i. Interest Income: interest earned on cash balances with financial institutions.
- ii. UFB income: connection and access revenue earned by the LFCs.
- iii. Fair value changes on investments: gains and losses arising from changes in the fair value of CFH's investments.
- iv. *Depreciation and amortisation*: depreciation charges on property, plant and equipment, including network assets at a Group level.
- v. Other company overheads: administrative costs for CFH and the LFCs.
- vi. *UFB contribution Chorus Securities:* The difference on initial recognition between the fair value of the investment and the contribution by CFH represents CFH's and the Crown's contribution towards the deployment by one of its Partners, Chorus, that is funded through the issue of Debt and Equity Securities.
- vii. Cash and cash equivalents: cash on hand with New Zealand's major trading banks.
- viii. Capital: the Crown investment made in CFH is represented by 1,345,400,200 \$1.00 ordinary shares issued, with 623.5 million shares expected to be fully paid in 2014 and 864.4 million shares in 2015. The Crown holds all the issued capital of CFH. All shares have equal voting and dividend rights and share equally in any distribution on wind-up.
- ix. Available-for-sale reserve: fair value gains and losses on the investment in Enable Networks Limited.

6. Significant accounting policies

6.1 Revenue:

Interest income is recognised using the effective interest method. Interest income on an impaired financial asset is recognised using the original effective interest rate.

6.2 Investment in Chorus:

CFH's investment in Chorus debt securities is categorised as a "loans and receivables" financial asset and is measured initially at fair value and subsequently at amortised cost using the effective interest method, less any impairment. Interest income is recognised by applying the effective interest method. In CFH's financial statements, the investment in unlisted equity securities of Chorus is categorised as an available-for-sale financial asset, is measured at fair value.

Any difference on initial recognition between the fair value of the investment in the debt and equity securities and the contribution by CFH represents CFH's and the Crown's contribution to the deployment of UFB in New Zealand, and is reflected in the line "UFB contributions – Chorus Securities" in surplus or deficit in the statement of comprehensive income.

CFH's investment in Chorus's warrants is treated as a derivative, which is categorised as a "fair value through profit or loss" financial instrument, is measured at fair value and is accounted for in the same manner as the "fair value through profit or loss" financial instruments above.

6.3 Creditors and other payables:

Creditors and other payables are non-interest bearing and are normally settled on 30-day terms, therefore the carrying values of creditors and other payables approximate their fair values.

6.4 Goods and services tax:

All items in the financial statements are presented exclusive of goods and services tax (GST), except for receivables and payables, which are presented on a GST-inclusive basis. Where GST is not recoverable as input tax, it is recognised as part of the related asset or expense. The net amount of GST recoverable from, or payable to, Inland Revenue is included as part of receivables or payables in the statement of financial position. The net GST paid to or received from Inland Revenue, including the GST relating to investing and financing activities, is classified as operating cash flow in the statement of cash flows. Commitments and contingencies are disclosed excluding GST.

6.5 Income tax:

The Company is a public authority and consequently is exempt from the payment of income tax. Accordingly, no provision has been made for income tax by CFH in the Company's financial statements. However, the LFCs are not exempt from the payment of income tax and accordingly the Group financial statements reflect the tax positions of subsidiaries in accordance with the following policies:

The tax currently payable is based on taxable profit for the reporting period plus any
adjustments to income tax payable in respect of prior years. Taxable profit differs from the
surplus/(deficit) as reported in the statement of comprehensive income because it excludes
items of income or expense that are taxable or deductible in other periods and it further
excludes items that are never taxable or deductible. The Group's liability for current tax is
calculated using tax rates that have been enacted or substantively enacted by the end of the
reporting period;

- Deferred tax is recognised on differences between the carrying amounts of assets and liabilities in the financial statements and the corresponding tax bases used in the computation of taxable profit, and is accounted for using the balance sheet liability method. Deferred tax liabilities are generally recognised for all taxable temporary differences, and deferred tax assets are generally recognised for all deductible temporary differences to the extent that it is probable that taxable profits will be available against which those deductible temporary differences can be utilised. Such deferred tax assets and liabilities are not recognised if the temporary differences arise from the initial recognition of other assets and liabilities in transactions that affect neither the taxable profit nor the accounting profit;
- The carrying amount of deferred tax assets is reviewed at the end of each reporting period and reduced to the extent that it is no longer probable that sufficient taxable profits will be available to allow all or part of the assets to be recovered;
- Deferred tax assets and liabilities are measured at the tax rates that are expected to apply in
 the periods in which the liabilities are settled or the assets realised, based on tax rates (and
 tax laws) that have been enacted or substantively enacted by the end of the reporting period.
 The measurement of deferred tax liabilities and assets reflects the tax consequences that
 would follow from the manner in which the Group expects, at the reporting date, to recover or
 settle the carrying amount of its assets and liabilities;
- Deferred tax assets and liabilities are offset when there is a legally enforceable right to set-off current tax assets against current tax liabilities and when they relate to income taxes levied by the same taxation authority and the Group intends to settle its current tax assets and liabilities on a net basis: and
- Current tax and deferred tax are recognised as an expense or income in surplus or deficit, except when they relate to items recognised in other comprehensive income or directly in equity, in which case the taxes are also recognised in other comprehensive income or directly in equity.

6.6 Statement of cash flows:

The following are the definitions of the terms used in the statement of cash flows:

- Cash and cash equivalents comprise cash at bank and in hand and short-term deposits with
 an original maturity of three months or less that are readily converted to known amounts of
 cash and are subject to an insignificant risk of changes in value.
- Operating activities are the principal revenue-producing activities of the Company and other activities that are not investing or financing activities.
- Investing activities are those activities relating to the acquisition and disposal of current and non-current investments, property, plant and equipment, intangible assets and other noncurrent assets.
- Financing activities are those activities that result in changes in the size and composition of the contributed equity of the Company.

6.7 Critical accounting estimates and assumptions:

In preparing these financial statements CFH has made estimates and assumptions concerning the future, which may differ from subsequent actual results. Estimates and assumptions are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. In particular management has exercised its judgement in respect of arriving at the fair values of its investments in Chorus, including assumptions in respect of fibre uptake by Chorus customers by June 2020. Further detail as to the fair value is set out in Section 6.2 above.

7. Financial statements

Statement of Forecast Comprehensive Income for the Period 2014-2015:

	2013/14	2014/15	
	Group	Group	
	Forecast	Forecast	
	\$000	\$000	
Income			
Interest income - cash balance	1,985	1,050	
Interest income - Chorus instruments	3,322	6,319	
UFB income	9,903	15,236	
Other income	250	300	
Fair value gain on derivatives	85	-	
Total income	15,545	22,905	
Expenses			
Board operations	716	716	
Audit fees	243	255	
Depreciation and amortisation	9,573	20,697	
Occupancy costs	2,000	891	
Interest expenses	1,448	3,282	
Other company overheads	28,783	30,306	
Total operating expenses	42,763	56,147	
Net surplus/(deficit) before UFB contributions	(27,218)	(33,242)	
UFB Contributions:			
Investment in Chorus	132,155	97,278	
Total UFB contributions	132,155	97,278	
Surplus/(deficit) before tax	(159,373)	(130,520)	
Tax expense/(credit)	(6,201)	(7,983)	
Net surplus/(deficit) for the year	(153,172)	(122,537)	
Other comprehensive income			
Net fair value changes on available for sale	(4.764)	4.000	
investments – gain/(loss)	(1,761)	1,690	
Net surplus/(deficit):	(154,933)	(120,847)	
Attributed to members of the parent	(136,539)	(95,287)	
Attache delle anno controll? and attache	(18,394)	(25,560)	
Attributed to non-controlling interests	(=0)00.7	(,,	

Statement of Forecast Changes in Equity for the Period 2014-2015:

	Capital	Avaiable for sale reserve	Retained Earnings	Attributable to equity holders of Parent	Non Controlling Interest	Total
	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
	\$000	\$000	\$000	\$000	\$000	\$000
Closing balance 30 June 2013	327,900	245	(128,313)	199,832	41,005	240,837
Comprehensive income	-	-	-	-	-	-
Net surplus/(deficit)	-	-	(152,927)	(136,294)	(18,394)	(154,688)
Other comprehensive income	-	(245)	-	(245)	-	(245)
Total comprehensive income/(loss) attributable to parent	-	(245)	(152,927)	(136,539)	(18,394)	(154,933)
<u>Owners transactions</u>						
Share transactions with Non Controlling Interest	-	-	-	-	1,503	1,503
Capital contribution - Crown	200,000	-	-	200,000	-	200,000
Capital contribution - Non Controlling Interest	-	-	-	-	42,498	42,498
Closing balance 30 June 2014	527,900	-	(281,240)	263,293	66,612	329,905
Comprehensive income	-	-	-	-	-	-
Net surplus/(deficit)	-	-	(96,977)	(96,977)	(21,794)	(118,771)
Other comprehensive income	-	1,690	-	1,690	-	1,690
Total comprehensive income/(loss) attributable to parent	-	1,690	(96,977)	(95,287)	(21,794)	(117,081)
<u>Owners transactions</u>						
Share transactions with Non Controlling Interest	-	-	-	-	-	-
Capital contribution - Crown	210,000	-	-	210,000	-	210,000
Capital contribution - Non Controlling Interest	-	-	-	-	27,087	27,087
Dividend distributions	<u>-</u>	-	<u>-</u>	-		-
Closing balance 30 June 2015	737,900	1,690	(378,217)	378,006	71,905	449,911

Statement of Forecast Financial Position for 2014-2015:

Statement of Forecast Fil	2013/14	2014/15	
	Group	Group Forecast	
	Forecast		
	\$000	\$000	
Current assets	Ţ.	7000	
Cash and cash equivalents	19,726	17,483	
Trade and other receivables	998	959	
Income tax receivable	-	333	
GST receivable	_		
Prepayments	_		
Total current assets	20,724	18,442	
Nam			
Non-current assets		262.20	
Property, plant and equipment	255,878	360,285	
Investments in Chorus Securities	65,227	98,938	
Deferred tax assets	11,101	19,085	
Derivatives FV asset/(liabilities)	130	130	
Other non-current assets	-		
Total non-current assets	332,336	478,438	
Total assets	353,060	496,880	
Current liabilities			
Creditors and other payables	5,028	3,376	
Employee entitlements	562	528	
Total current liabilities	5,590	3,904	
Term liabilities			
Term debt and loans	17,565	43,065	
Other term liabilities	-		
Total term liabilities	17,565	43,065	
Total liabilities	23,155	46,969	
Net Assets	329,905	449,911	
Capital	623,521	864,374	
Available-for-sale reserve	-	1,690	
Retained earnings	(138,683)	(293,616	
Current year profit	(154,933)	(122,537	
Dividend payments	(157,555)	(122,337	
Total equity	329,905	449,911	
Foreita catacita da bila da constitución de la cons	202.202	270.00	
Equity attributable to parent	263,293	378,006	
Non-controlling interests	66,612	71,905	
	329,905	449,91	

Statement of Forecast Cash Flows for 2014-2015:

	2013/14	2104/15
	Group	Group
	Forecast	Forecast
	\$000	\$000
Cash flows from operating activities		
Receipts from customers	10,357	15,209
Interest received	2,037	1,048
Other income	250	300
Payments to suppliers & employees	(30,893)	(35,279)
Interest payments	(1,499)	(2,373)
Goods and services tax (net)	1,788	175
Net cash inflow/(outflow) from operating activities	(17,960)	(20,920)
Cash flows from investing activities		
Purchase of property, plant and equipment	(107,796)	(120,930)
Acquisition of investments in Chorus Securities	(172,702)	(122,980)
Net cash outflow from investing activities	(280,498)	(243,910)
Cash flows from financing activities		
Proceeds from loans	15,500	25,500
Loan repayments	-	-
Dividends payments	-	-
Capital contributions – Crown	200,000	210,000
Capital contributions – non-controlling-interests	25,167	27,087
Net cash inflow from financing activities	240,667	262,587
Net increase/(decrease) in cash and cash equivalents	(57,791)	(2,243)
Cash and cash equivalents at the beginning of the year	77,517	19,726
Cash and cash equivalents at the end of the year	19,726	17,483

Appendix 1: Directory

Shareholders

The Minister of Finance (Hon Bill English) and The Minister for State Owned Enterprises (Hon Tony Ryall)

Registered office

c/- Bell Gully Level 22, Vero Centre 48 Shortland Street Auckland 1010 New Zealand

Contact address

PO Box 105321 Auckland 1143 New Zealand

Email: info@crownfibre.govt.nz Web: www.crownfibre.govt.nz

Phone: +64 9 912 1970 Fax: +64 9 368 9201

Auditor

The Auditor-General, pursuant to section 15 of the Public Audit Act 2001

Solicitor

Bell Gully

Bankers

ANZ Bank New Zealand Limited Bank of New Zealand Limited ASB Bank Limited

Senior Management

Graham Mitchell, Chief Executive Philip Campbell, Planning Director John Greenhough, Chief Technology Officer Rohan MacMahon, Strategy Director James Bishop, General Counsel Sean Wynne, Chief Commercial Officer

Board of Directors

Simon Allen (Chairman) Miriam Dean CNZM QC Danelle Dinsdale Jack Matthews Dr Murray Milner Keith Tempest

