FOI 22-23/029 - Document 2

National Intermodal Corporation Limited

NATIONAL INTERMODAL

Overview

The National Intermodal Corporation (National Intermodal) was established in 2012 as the Moorebank Intermodal Company to develop the Moorebank Intermodal Terminal Precinct (the Moorebank precinct) in south-west Sydney, with its development partner Qube.

In the 2021-22 MYEFO, the Government agreed to repurpose the company with an expanded mandate to support the Government's rail freight objectives and Inland Rail Program by facilitating the delivery of new intermodal terminals at Beveridge and Truganina in Victoria, and to support the development of the Brisbane intermodal terminal business case.

National Intermodal has access to s 47 in Commonwealth equity and $200 million in private debt to deliver the Moorebank precinct, acquire the Beveridge terminal site, and undertake planning for the Melbourne and Brisbane terminals. In the 2022-23 Budget, the Government committed a further $1.933 billion in equity towards the delivery of new intermodal freight terminals at both Beveridge and Truganina in Melbourne, with matching commitments required from the Victorian government. s 47

Company and sector information

Australia's rail freight market is dominated by Pacific National (with 80 per cent market share), and two smaller operators. Market experience is that privately owned terminals disincentivise competition due to high entry costs, and challenges in accessing appropriate services as a non-terminal operator. National Intermodal's objective is to develop open-access terminals to encourage modal shift from road to rail through enhanced competition and accessibility.

At the Moorebank precinct, National Intermodal's primary role is to: oversee the open access regime; hold Qube, as the precinct developer and operator, accountable for delivering the precinct works; and, operate the terminals. National Intermodal earns passive revenue through rent and rail access charges associated with the Moorebank precinct terminals (Import-Export terminal - operational late 2019) and land.
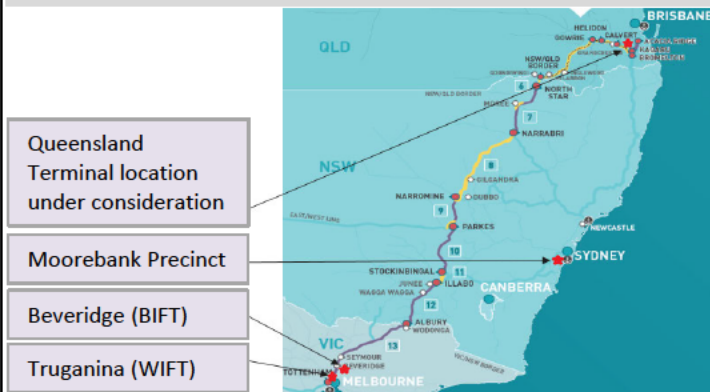
Key strategic issues

- Transition to National Intermodal – In addition to overseeing completion of the Moorebank precinct, National Intermodal is expanding its activities to progress terminals in Melbourne and Brisbane to support Inland Rail. This will require significant capability development within the company as it moves from an oversight role to an active delivery role.

- Moorebank precinct project delivery s 47 – National Intermodal negotiated revised project delivery arrangements in December 2021 for the Moorebank Interstate terminal and Moorebank Avenue Realignment, including a Joint Venture with Qube and LOGOS. s 47
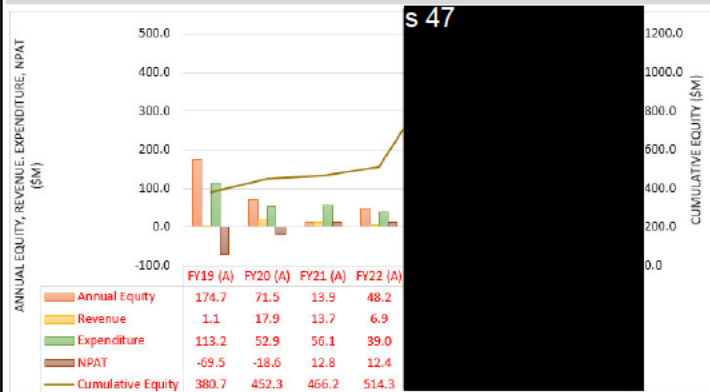
Key risks

- Costs and schedule s 47
- Effective operation of the new Joint Venture with Qube and LOGOS, s 47
- Negotiation with Victorian and Queensland Governments to deliver the new terminals in time for Inland Rail.

Proposed inland rail and intermodal network

Queensland Terminal location under consideration

Moorebank Precinct

Beveridge (BIFT)

Truganina (WIFT)

Financial summary ($m) (Equity forecast values are unapproved)

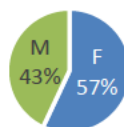|	FY19 (A)	FY20 (A)	FY21 (A)	FY22 (A)
Annual Equity	174.7	71.5	13.9	48.2
Revenue	1.1	17.9	13.7	6.9
Expenditure	113.2	52.9	56.1	39.0
NPAT	-69.5	-18.6	12.8	12.4
Cumulative Equity	380.7	452.3	466.2	514.3

Source: FY19 – FY22 from Annual Reports. Forecast data for FY23 – FY26 from Corporate Plan.

s 47

National Intermodal Corporation Limited board
Board composition – Max: 9, Quorum: 3

Name	State	Gender	Commencement	End Date	Terms
Ms Erin Flaherty (Chair)*	NSW	Female	26/03/2019	03/02/2023	2
Ms Christine Holman	NSW	Female	26/07/2018	25/07/2024	2
Mr Ron Koehler	NSW	Male	16/12/2019	15/12/2022	1
Mr Joseph Carozzi	NSW	Male	13/12/2021	12/12/2024	1
Ms Bronwyn Morris	QLD	Female	13/12/2021	12/12/2024	1
Mr Michael Byrne	NSW	Male	31/03/2022	30/03/2025	1
Ms Annette Carey	VIC	Female	31/03/2022	30/03/2025	1
Vacancies (2)	-	-	-	-	-
James Baulderstone (CEO) (not a board member)	NSW	Male	01/07/2020	30/06/2025	1

*Ms Flaherty was initially appointed to the Board as a non-executive director on 26 March 2019. She was appointed Chair on 4 February 2020 for three years.

The National Intermodal board has 57% female representation and 43% male representation, with two vacant positions.