



National Road Operating and Constructing Company Limited

# ANNUAL REPORT

## 2016-2017



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## 1. CHAIRMAN'S AND MANAGING DIRECTOR'S REPORT

### 1.1. HIGHWAY 2000 PROJECT OVERVIEW

The National Road Operating and Constructing Company Limited (NROCC), also known as the Grantor, is a public company formed to represent the Government of Jamaica's interest under a Concession Agreement signed in 2001 for the establishment, development, financing, operation and maintenance of a tolled highway.

NROCC entered into an arrangement with the Developer, Transjamaican Highway Limited (TJH) for the design, construction, operation and maintenance of the Highway 2000 toll road. The project was conceived as a public-private partnership and implemented as a build-finance-operate and transfer (BFOT) 35-year concession scheme. NROCC also has the responsibility for monitoring the performance of the Developer to assure compliance with the requirements of the existing Concession Agreement and for monitoring new tolled roads which are added to the network. NROCC purchases properties affected by the Highway alignment on behalf of the Government of Jamaica and also provides partial funding to the project.

In 2012 NROCC signed a second Concession for the implementation of Phase 2 of the Highway 2000 project from Caymanas to Ocho Rios under a 50-year BFOT concession with Jamaica North South Highway Company (JNSHC).

It is envisioned that Phase 2 of the Highway 2000 project will meet the rapidly growing surface transport needs of the country by establishing a safe and efficient motorway axis linking Kingston and Ocho Rios by passing through the parishes of St. Catherine and parts of St. Ann. The Highway is the largest and most significant infrastructure project ever undertaken in Jamaica as well as the English speaking Caribbean. It features a four lane controlled-access, tolled motorway with fully grade separated interchanges and intersections built according to modern international standards.

The Highway 2000 project is divided into two main phases which are further sub-divided into sections as shown below:

#### **Phase 1** (*East – West*)

Phase 1A (~46 km) – Kingston to Sandy Bay  
Phase 1B (~ 10.5 Km) - Sandy Bay to May Pen  
Phase 1C (~ 27.5 Km) – May Pen to Williamsfield





## **Phase 2** (North – South)

Phase 2A (~67 km) - Caymanas to Ocho Rios (Includes Mt. Rosser Bypass)

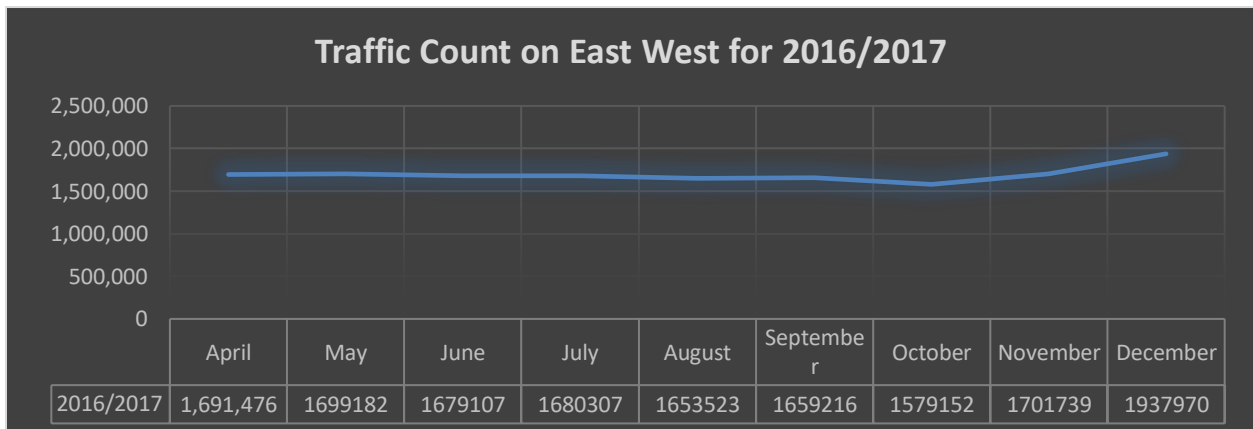
Phase 2B – Williamsfield to Montego Bay.

Phase 1A of the Highway was completed in 2006 July. Phase 1B was completed in 2012 August. Section 2 (Mount Rosser Bypass) of Phase 2A was completed in August 2014. Sections 1 and 3 of Phase 2A were completed in 2016 March.

## **1.2 Operations**

### **1.2.1 Traffic**

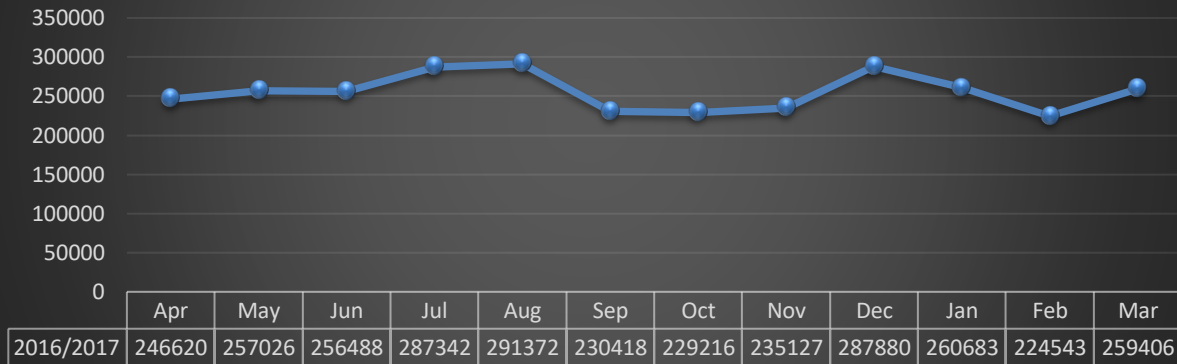
Traffic on both legs of the Highway continued to show good growth. Over the year 2016-2017, there was increase in the traffic on the East -West Leg of Highway by 4.04% when compared to the 2015-2016 period. During the year, the Developer implemented a number of measures designed to increase traffic on the Highway, including an improvement in their marketing strategies.



Similarly, on the North South link of the Highway traffic grew from 246,620 vehicles in the month of April 2016 to reach 259,406 by March 2017. A total of 3,066,121 trips were made during the reporting period.



## Traffic count on North South Highway for 2016/2017

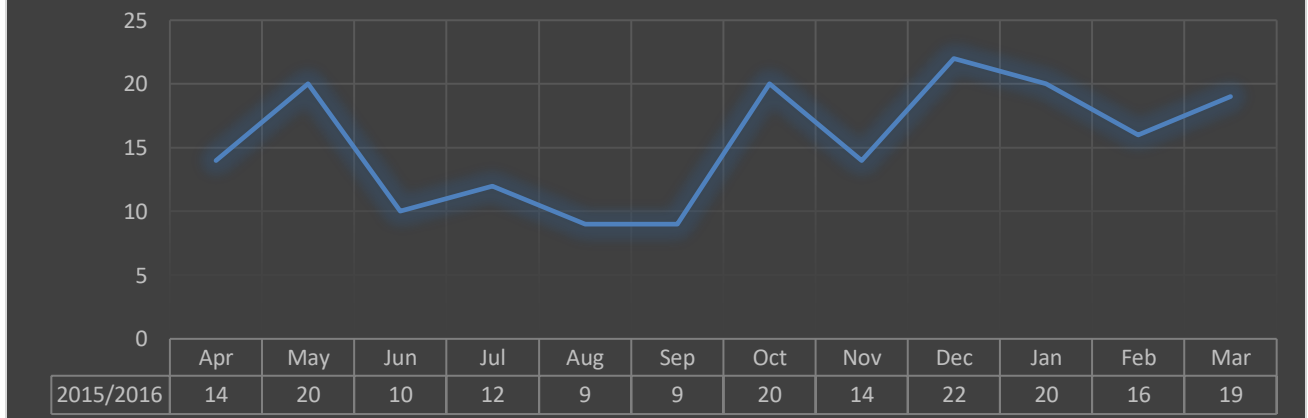


### 1.2.2 Road Safety

#### Accidents

The total number of accidents on the East-West leg of Highway 2000 for 2016-2017 increased to 230 from 185 recorded for 2015-2016 financial year. The analysis of accident data showed that the main cause of accidents for 2016-2017 was bad driving (47%) followed by mechanical defects (24%).

#### Number of accidents on East West for 2016/2017





In order to mitigate the number of accidents, accident profiles along the Highway were developed and increased attention paid to the locations which have the highest level of accidents.

Similarly, on the North South Link of Highway 2000, a total of 259 accidents were reported for the year.

### Fire and Smoke

The incidences of fire and smoke on the toll roads for 2016-2017 showed an overall decrease of 25.49% compared with the similar period in 2015-2016. The Developer continued to work with the Sugar Estates and the Fire Department to mitigate these activities and the effects they have on the users of the Highway. In this regard, the work of the Fire Dept. in responding to fires has been exceptional with an average response time of less than 30 minutes being recorded.

## **1.3 Quality Management System (QMS)**

In January 2016, the National Certification Body of Jamaica (NCBJ) conducted a surveillance audit of the current certification. This resulted in a continued compliance to the standard and renewed certification of the QMS.

During the year, NROCC continued to strive for maintenance of the ISO 9001 certification of its operations. Following the update of the requirements of the international standard, ISO 9001, the Company has started its process of transitioning its quality management system to the requirements of ISO 9001:2015.

The company continues to maintain its internal audit programme to monitor its compliance to the different requirements.

Finally, we wish to thank the staff for their efforts during the review period and are confident that the Mission of NROCC will be accomplished despite the impending challenges.

Mr. Phillip Henriques – Chairman  
Mr. Ivan P.G. Anderson – Managing Director





## 2. Quality Policy

The continuing Policy of the National Road Operating & Constructing Company Ltd. is to implement toll highways and related infrastructure to assist economic expansion and strive to meet the requirements of our Stakeholders.

The Organisation;

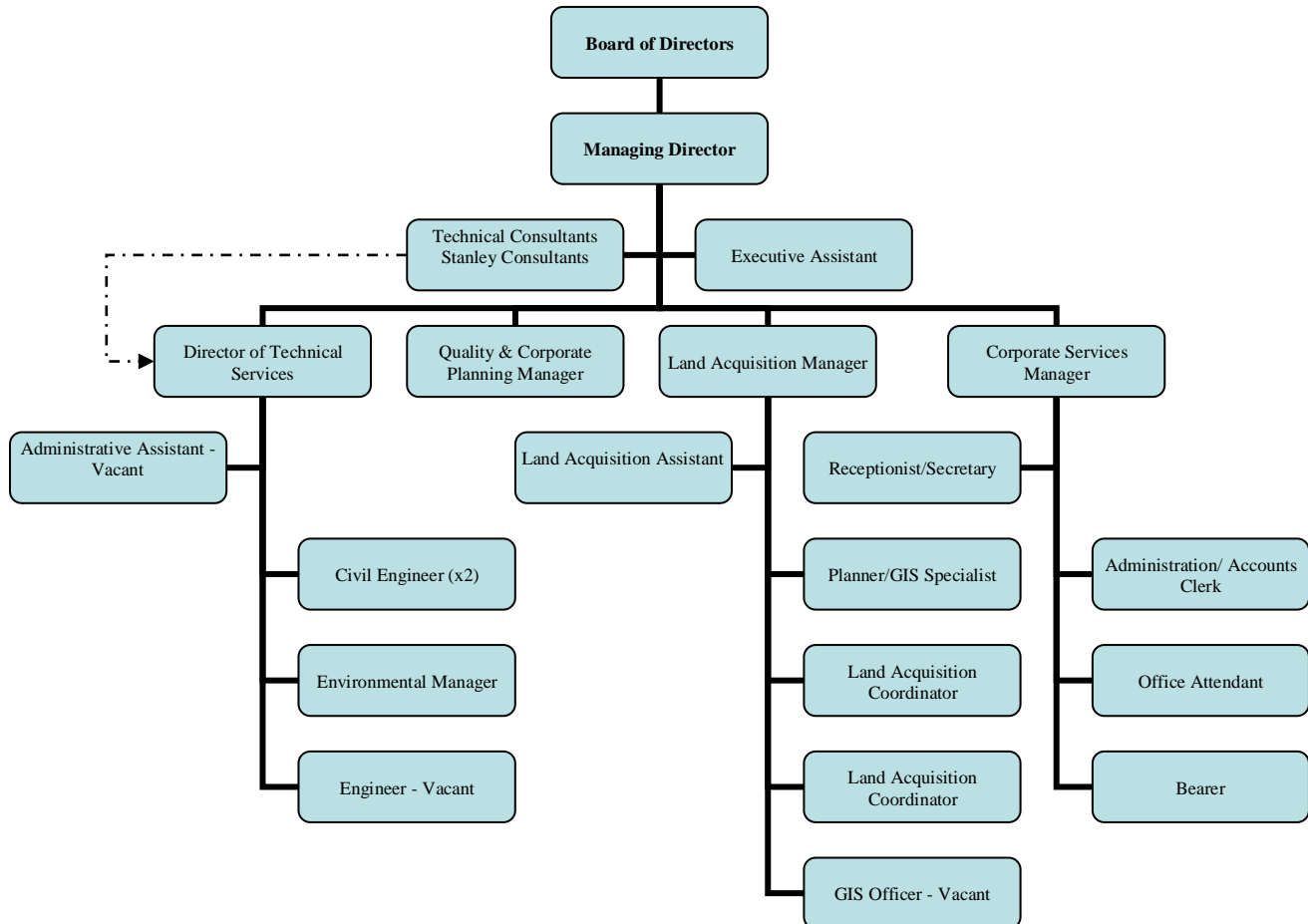
- has a Policy of setting Quality Objectives in line with the framework laid down within our Quality Management System and the strategic direction of the Company. These objectives will address the risks and opportunities as determined by Top Management.
- is committed to satisfying applicable requirements by ensuring that relevant customer, statutory and regulatory requirements are determined, understood and consistently met.

The Management Team will show leadership and commitment, and bear the responsibility for maintaining and continually improving the Quality Management System.

The Quality System will be monitored, measured, evaluated and enhanced regularly under the Top Management's ultimate responsibility, with regular reporting and communication of the status and effectiveness at all levels. This will result in securing efficiencies, a strong customer focus and enhancement of the Organization's sustainability.



### 3. NROCC'S ORGANIZATIONAL CHART



### *Senior Executive Team*

- ❖ **Managing Director** – Ivan Anderson
- ❖ **Director of Technical Services** – Stephen Shaw
- ❖ **Quality & Corporate Planning Manager** – Kimberly Thompson
- ❖ **Land Acquisition Manager** – Phillip Myers
- ❖ **Corporate Services Manager** – Vacant as at October 2015





#### 4. BOARD OF DIRECTORS

<p><b>Mr. Phillip Henriques</b> <i>Chairman</i></p> <p>Businessman</p>	
<p><b>Mr. Don Mullings</b> Businessman</p>	<p><b>Mrs. Janet Coleman-Howlett</b> <i>Snr Director, Projects &amp; Technical Services</i></p> <p>Ministry of Economic Growth &amp; Job Creation</p>
<p><b>Mr. Alston Douglas</b> Businessman</p>	<p><b>Mrs. Veronica Warmington</b> <i>Deputy Financial Secretary Public Enterprises Division</i></p> <p>Ministry of Finance and the Public Service</p>
<p><b>Ms. Karen Chuck</b> Businesswoman</p>	<p><b>Mr. Newton Amos</b> Retired Police Officer</p>
<p><b>Mr. Ivan Anderson</b> <i>Managing Director</i></p> <p>National Road Operating &amp; Constructing Company</p>	



## 5. THE BOARD OF DIRECTORS' REPORT

The Directors submit their Annual Report together with the Audited Financial Statements for the year ended 2017 March 31.

### Subcommittees

The NROCC Board of Directors is further divided into two (2) subcommittees; Audit and Finance/Human Resources.

#### Audit

This subcommittee was established to assist in the oversight pertaining to integrity of the financial statements, compliance with the relevant Acts and policies, the independence and qualifications of the independent auditors and the performance of the internal audit function and independent auditors. These activities included reviewing internal system of audit and financial controls, the effectiveness of the auditing, compliance and risk management functions, overseeing the relationship between the Company and its external auditors, ensuring compliance with legal and regulatory requirements, ensuring the production and timely submission of the yearly Audited Financial Statements.

The Committee members include:

- Mrs. Janet Coleman-Howlett – Chairman
- Mr. Alston Douglas
- Mr. Ivan Anderson – Managing Director

#### Finance/Human Resources

This subcommittee has oversight for NROCC's operating and financing activities as well as issues relating to Administration and Human Resources. It is responsible for reviewing the monthly financial statements as presented by the agency which supplied accounting services, the Development Bank of Jamaica Limited. This included ensuring that NROCC stays in compliance with guidelines and policies as determined by the Government of Jamaica. The Committee members include:

- Mr. Phillip Henriques – Chairman
- Mrs. Veronica Warmington
- Mr. Ivan Anderson – Managing Director



## **Financial Overview**

NROCC reported a loss of J\$6,607,456,000 for the financial year ended 2017 March 31. The previous financial year's reported loss was J\$6,584,389,000. NROCC continued to have no revenues as seen in the five-year financial review. The company recorded a growth of J\$912,078,000 in its total assets, moving from J\$24,234,705,000 at the end of the previous financial year to J\$25,146,783,000 at the end of 2017 March.

Administrative and general expenses amounted to J\$289,942,000 compared with J\$270,663,000 for the 2015/2016 financial year. The single largest element of the administrative expenses was related to staff costs which amounted to J\$73,619,000.

Further details may be found in the attached audited financial statements for period ended 31 March 2017.

## **Dividends**

The company is not in a position to declare a dividend at this time.

## **Directors**

The names of the Directors are shown in the list of Directors in Section 4.

## **Auditors**

KPMG Chartered Accountants were selected as Auditors for the Company for the 2016-2017 period.

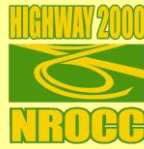
## **Scope**

Proposed changes to the scope of the organization for the 2017/2018 period are outlined in the attached revised Operation Plan for 2017/2018 in Appendix 2.



## 6. FIVE YEAR FINANCIAL REVIEW

	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000
	2017	2016	2015	2014	2013
Revenue	-	-	-	-	-
Administrative & general expenses	-289,942	-270,663	-306,112	-485,197	-617,237
Operating loss	-289,942	-270,663	-306,112	-485,197	-617,237
Gain on Investment Securities	168,139	180,504	144,256	-272,066	-343,302
Gain on sale of bonds	-	-	-	-	-
Miscellaneous income	44	72	89	603,386	-
Finance income	1,145,526	1,201,674	1,055,815	1,884,518	2,398,881
Finance costs	-7,281,272	-7,211,877	-6,451,380	-8,274,394	-8,159,214
Inflation compensation on Real Return Convertible Bonds	-349,951	-484,099	-653,241	-1,049,852	-869,044
Profit/(loss) before income tax	-6,607,456	-6,584,389	-6,210,573	-7,593,605	-7,588,997
Income tax credit	-	-	-	-	-
Other comprehensive income:	-	-	-	-	-
Profit/(loss) for the year, being total comprehensive income/(loss) for the year	-6,607,456	-6,584,389	-6,210,573	-7,593,605	-7,588,997
Percentage increase/decrease over previous year	-0.35	-6	18	-0.06	-384
Total Assets	25,146,783	24,234,705	23,180,156	22,036,209	20,340,072
Net Equity	-63,247,369	-56,639,913	-50,055,524	-43,844,951	-36,251,346
Total Liabilities	88,394,152	80,874,618	73,235,680	65,881,160	56,591,418
Total equity and liabilities	25,146,783	24,234,705	23,180,156	22,036,209	20,340,072



## 7. PROJECT UPDATE

### 7.1. OPERATIONAL REVIEW AND UPDATE

*Refer to Appendix 1- Status Report for Financial Year 2016-2017*

#### 7.1.1. ACCELERATING DEVELOPMENT THROUGH INFRASTRUCTURE

This strategic objective is reflective of the Company's commitment to contribute to national economic development. The main projects identified for the 2016-2017 planning period were:

1. Development of the Montego Bay Bypass:
  - a. Identify a Developer/Contractor for Montego Bay Bypass
2. Development of the next phases of Highway 2000 - May Pen to Williamsfield
  - a. Identify a Developer/Contractor for May Pen to Williamsfield
3. Transfer of the Development Lands for Hotels, Housing and Commercial development
  - a. Identify and Agree the sites for Development Lands
  - b. Transfer lands to the Developer

##### 7.1.1.1. DEVELOPMENT OF THE MONTEGO BAY BYPASS

#### ***Identify a Developer/Contractor for Montego Bay Bypass***

Achieving the target of identifying a Developer for the Montego Bay Bypass includes a number of preliminary steps. These include, carrying out traffic studies, outlining a traffic forecast, developing a pre-feasibility model, and having discussions with potential funding agencies.

During the year the Origin-Destination surveys were completed and the traffic forecast report was completed and submitted in March 2017.

Subsequent activities will be included in those outlined for the 2017/2018 period.



#### 7.1.1.2. DEVELOPMENT OF MAY PEN TO WILLIAMSFIELD

##### ***Identify a Developer/Contractor for May Pen to Williamsfield***

The steps for identifying a developer for May Pen to Williamsfield leg of Highway 2000 are similar to those outlined for the Montego Bay Bypass. During the reporting period, the Company embarked upon these activities.

The May Pen to Williamsfield leg of Highway 2000 will be constructed as part of the South Coast Highway Improvement Project.

The feasibility studies were completed and the model submitted from the consultants in May 2016. Cabinet approved a contract with China Harbour Engineering and Construction for the construction of the May Pen to Williamsfield leg of the Highway.

#### 7.1.1.3. TRANSFER OF DEVELOPMENT LANDS FOR HOTELS, HOUSING & COMMERCIAL DEVELOPMENT

##### ***Identify and Agree the sites for Development Lands***

During the reporting period, the Company aimed to finalize the surveying activities for the sites agreed with the Developer. These surveys were finalized for the Mammee Bay sites by October 2016.

##### ***Transfer of lands to the Developer***

The transfer documents for the sites agreed in the Mammee Bay Area were finalized with the Developer in the last quarter of 2016/2017. The other sites will be finalized and transferred in the 2017/2018 financial year.

#### 7.1.2. ROAD USER SAFETY

The strategy used for road safety was to monitor the Highway Operating Agreement and to partner with the Developer, Operator and Police to identify and implement safety improvement measures.



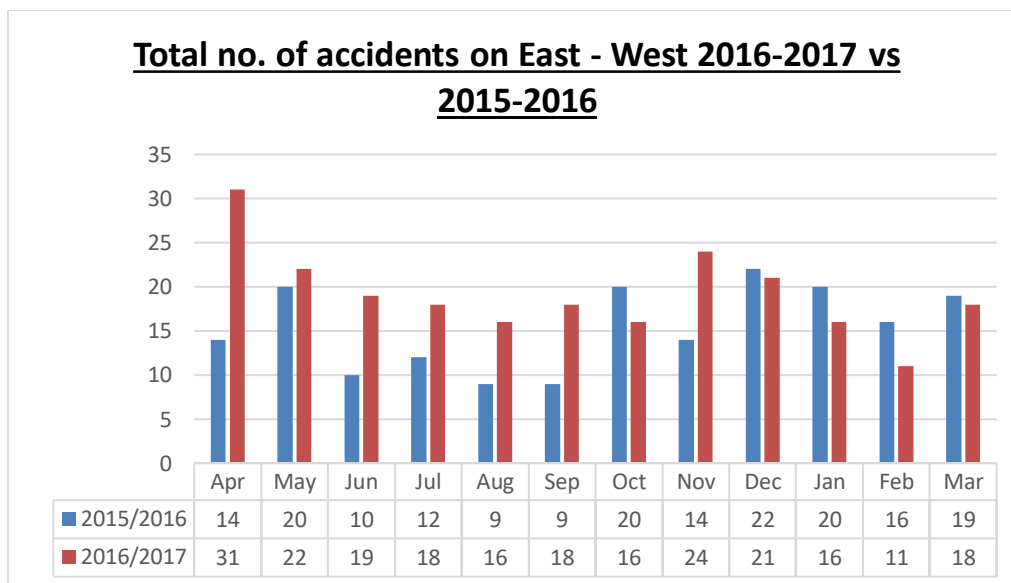
#### 7.1.2.1. ACCIDENTS

NROCC achieved the year's targets of analyzing the accident data provided in the Developer's monthly reports to find patterns and trends. The number and categories of accidents along the highway were discussed at the H2K project meetings to arrive at remedial measures that may lead to a possible reduction in the frequency of accidents.

All accidents occurring on the Toll Road were recorded, analyzed and reported by the Operator. The number and causes of accidents were discussed at the project meetings and monthly Operations and Maintenance meetings held with representatives of the Developer, Operator, Contractor, Grantor, Toll Authority, and the National Works Agency.

Accident data were included in monthly Operations and Maintenance Reports submitted by the Developers (TJH) to NROCC and the Toll Authority, giving the location, cause, gravity and other statistics relating to the accidents.

The total number of accidents for 2016-2017 showed an increase when compared to 2015-2016, moving from 185 to 230. The graph below shows the numbers recorded for each month.



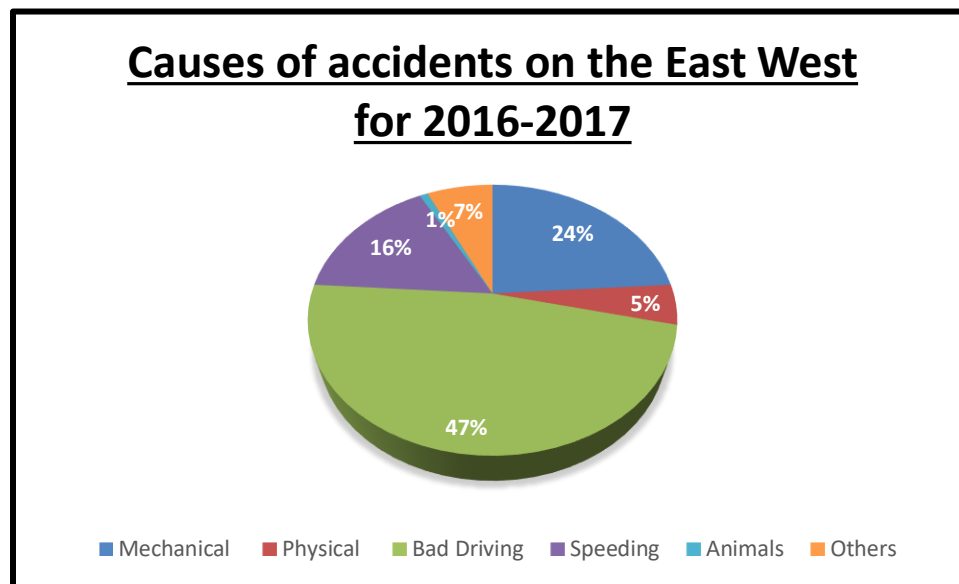
The analysis of accident data as shown in the table below showed that the main cause of accidents for 2016-2017 was bad driving (47%) followed by mechanical defects (24%).



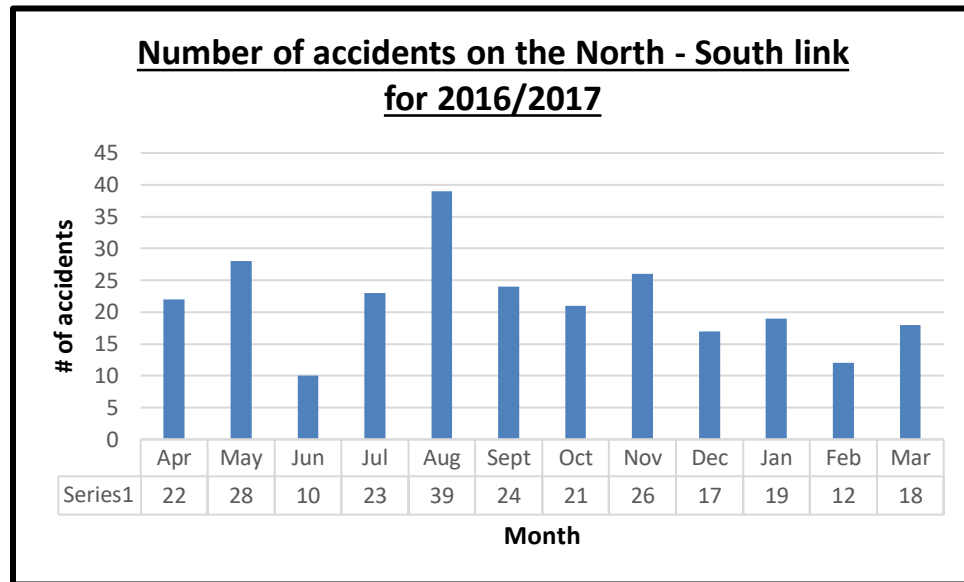


<b>Cause</b>	<b># of accidents</b>
Mechanical	55
Physical	11
Bad Driving	109
Speeding	37
Animals	2
Others	16

*The figure below shows the ratio of different causes of accidents in 2016/2017*



The number of accidents was also reported for the North South Link of Highway 2000. For the reporting period, the total number reported for this link is 259. The breakdown for each month is shown in the figure below.



#### **7.1.2.2. ANIMALS ON THE HIGHWAY**

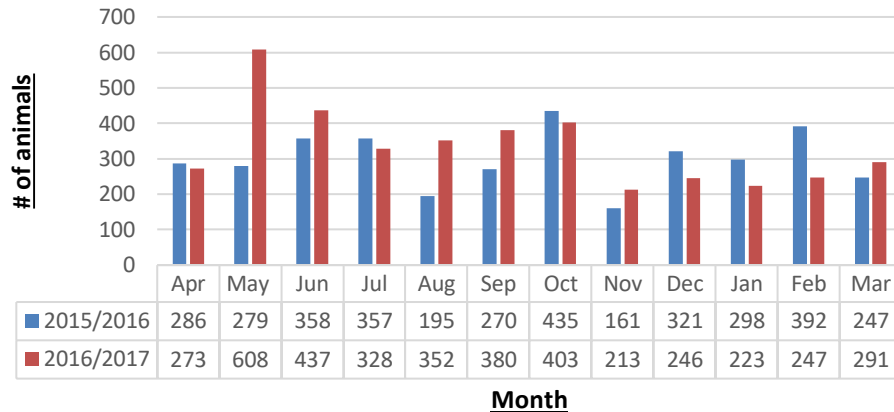
The number of animals crossing the highway as a result of stolen and/or damaged fencing continued to be a major concern. In order to counter this problem the following actions were taken by the Developer:

- a. meetings with members of the community;
- b. replacement of the stolen or damaged chain-linked fence with hog and barbed-wire fence;
- c. Painting of the new fence posts and wire fencing
- d. repair/replacement of stolen or damaged metallic fence posts with concrete posts;
- e. removal of animals from the Highway, and
- f. erection of signs along the Highway to warn users that caution is necessary as animals may be straying along the thoroughfare.

The graph below shows a decrease in sightings of animals for 2016-2017 compared to 2015-2016. The data shows totals of 4001 in 2016-2017 and 3599 in 2015-2016.

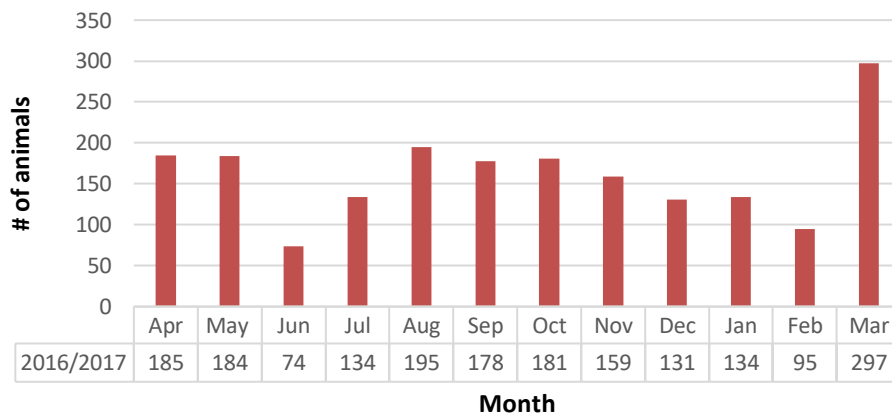


### **Number of Stray Animals sighted on East - West 2016/2017 vs 2015/2016**



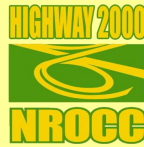
During the reporting period, there were 1947 animals sighted on the North South Highway. The graph below shows the trends over the months of operations.

### **No. of stray animals sighted on the North South Highway for 2016/2017**

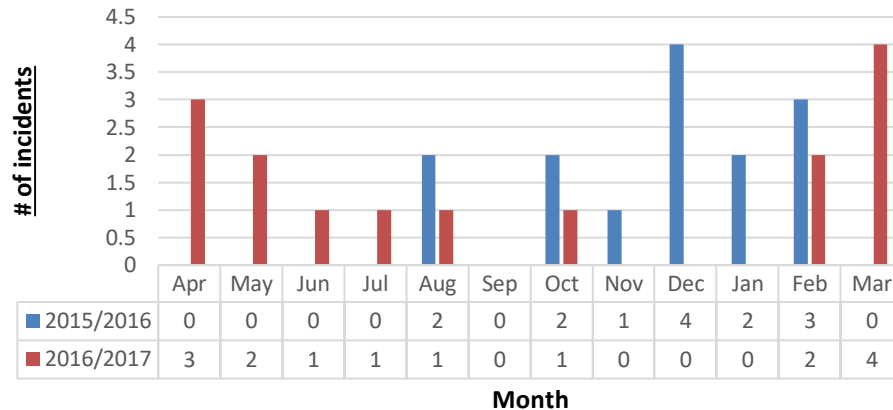


#### **7.1.2.3. STONE THROWING/ROBBERIES**

There was a slight increase in the number of robberies and stone throwing incidents on the highway in 2016/2017 compared to 2015/2016, as seen in the graph below. The data showed an increase from 14 incidents to 15.



### Incidents of Stone Throwing/Robberies for 2016/2017 vs 2015/2016

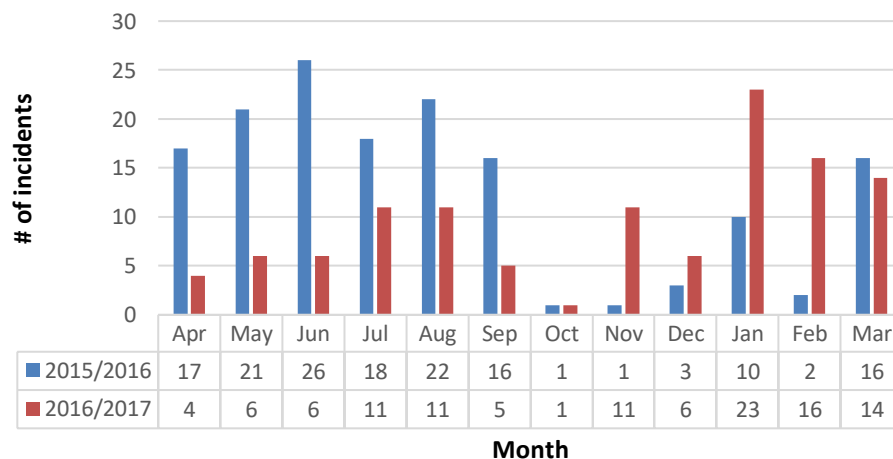


#### **7.1.2.4. FIRE AND SMOKE:**

NROCC met the year's target of tracking the smoke data provided in the Developer's monthly reports and reviewing the data for patterns and trends. The numbers and trends were discussed at the H2K project meetings and requests were made to the Developer for adverse trends to be acted on.

The incidents of fire and smoke on the toll roads for 2016-2017 showed an overall decrease of 25.49% compared with the similar period in 2015-2016, going from 153 incidents to 114. This comparison can be seen in the following graph.

### Fire & Smoke Trend for 2015/2016 vs 2016/2017





### **7.1.3. ENVIRONMENTAL BALANCE**

NROCC remained committed to minimizing the impact of the construction of the new highway on the surrounding environment, in compliance with the requisite NEPA requirements as well as Jamaica's environmental laws. NROCC also committed to adopting applicable Best Environmental Management Practices, which will ensure the best opportunity to protect, preserve and enhance the quality of the natural resources, as well as mitigate environmental impacts that often emerge in the construction of major highway routes.

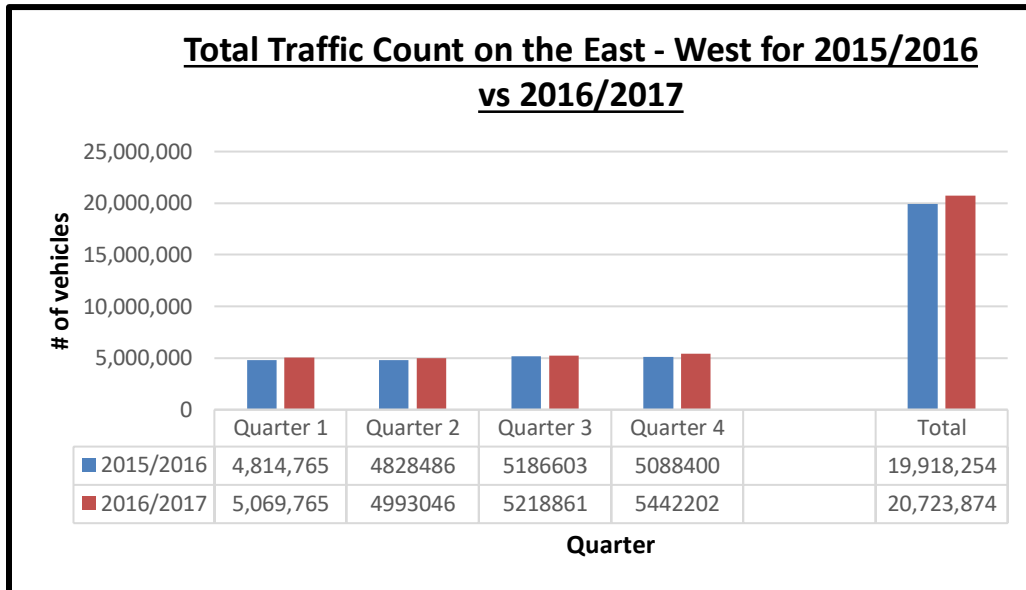
The Developer received a significant number of permits (NEPA and from the Parish Councils and Mines and Geology) for the various aspects of construction i.e.: Buildings, Batching Plants, Fuel Storage, Waste Water treatment, Highway Construction, etc.

Monitoring mechanisms were developed, implemented and applied to the project with the intention of satisfying all of the requirements. These included:

- a. For the 2016-2017 year, all 12 reports targeted for works in progress were completed and submitted by the agreed times.
- b. Planned weekly inspections of the completed toll roads were done and where issues required attention, the Grantor's Representative was advised and Routine Surveillance Inspection requests issued to the Developer. The targeted 11 reports for the inspections of the completed Highway 2000 were submitted in a timely manner over the period. Information was provided to the Grantor's Technical Representative (GTR) in the bi-weekly reports.
- c. The targeted activities for NROCC's Environmental Management System (EMS) was to develop an environmental policy and communicate the policy to staff, draft EMS structure, plan, and procedures, review and agree EMS procedures. The Draft EMS Structure and Plan including the EMS Policy was presented to the staff.

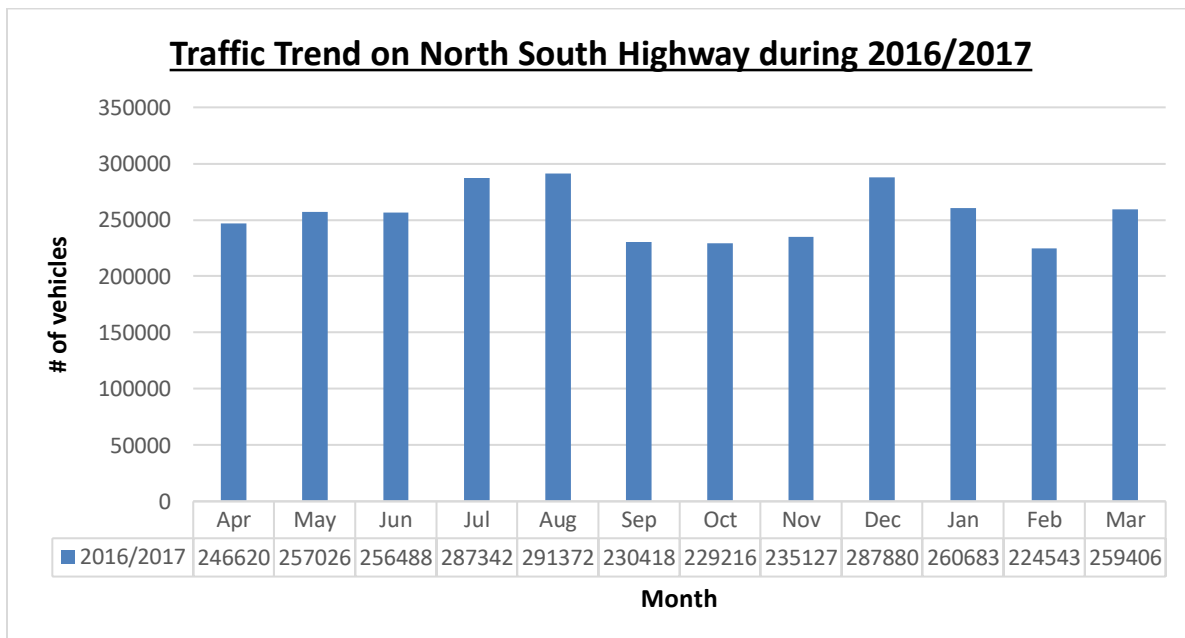
### **7.1.4. ECONOMIC DEVELOPMENT**

The target of collaborating with the Developer of the completed section of Highway 2000 to formulate plans to improve traffic on H2K was achieved. At the monthly H2K project meetings held with the Developer, discussions took place regarding how traffic numbers can be increased.



As seen in the figure above, for 2016-2017 the total traffic volume on the toll roads increased slightly by approximately 4.04% compared to the 2015-2016 period. This increase was seen throughout all the quarters of the year.

For the North South Highway a total of 3,066,121 trips were made during the reporting period. This breakdown can be seen in the graph below.





#### **7.1.5. CUSTOMER SERVICE/QUALITY MANAGEMENT SYSTEM**

The main thrust of a Quality Management System (QMS) is to continually improve the performance of an organization by focusing on customers while addressing the needs of all stakeholders. An effective QMS will result in improved products and services. NROCC sought to assure that customers' requirements as defined in the Concession Agreements were met through quarterly audits of the QMS for the Highway 2000 Developers, and Operators and the Technical Inspection of the Contractor's Design and Project System. Instances of non-compliances were formally addressed to the relevant entity for corrective measures to be taken and follow-up done to review the effectiveness of the actions taken.

For 2016-2017, the targeted four audits each, of the Developer and Toll Operator were achieved on the East – West segment. Additionally, all four targeted audits were conducted for the Developer and Operator of the North-South link.

In an effort to increase communication with the public, the Company has made a target of updating the website quarterly throughout the year. The quarterly targeted update of NROCC's H2K Website was not achieved however periodic updates were made throughout the reporting period. These updates included;

- Annual Report 2014-2015
- Audited Financials 2014-2015
- Updating of Management Team
- Names of Board Members
- Link to Ministry of Economic Growth & Job Creation

The Company initiated a full redesign of its website in an effort to effectively communicate with its customers. This is scheduled to be completed in the next financial year.

Additionally, the company measures the satisfaction of its customers to monitor any level of satisfaction/dissatisfaction in order to take corrective measures, if necessary. During the reporting period, a survey was administered to the primary customer, the Government of Jamaica, through the Ministry of Economic Growth & Job Creation. This survey gave an indication of satisfaction with the level of service provided by NROCC.





#### **7.1.6. ORGANIZATIONAL DEVELOPMENT AND EFFICIENCY IMPROVEMENT**

As a public sector company NROCC sought to implement suitable operating measures that will reduce the impact on support from the Government budget allocations. The following elements were targeted for accomplishment over the planning period:

- The maintenance of a quality management system compliant with the requirements of ISO 9001:2008 for the business and operational processes.
- Human Resource Development – a target of 4 job-related training programmes was set for the period.
- Reduction of operational expenses.

##### **7.1.6.1. MAINTENANCE OF CERTIFICATION OF QUALITY MANAGEMENT SYSTEM (QMS)**

ISO 9001 is a management system standard for fulfilling the minimum quality system requirements for organizational processes. The three main benefits of implementing an ISO 9001-based QMS are, increased customer satisfaction, decreased complaints, and decrease in product/service nonconformities.

For 2016-2017 NROCC's target was to have no hold points during the surveillance audit. In January 2017, the NCBJ conducted the surveillance audit of NROCC's QMS. This audit resulted in no non-conformances and an indication of a maintained system.

##### **7.1.6.2. TRAINING**

For the 2016-2017 year, eight (8) job-related training sessions were attended by NROCC staff. The sessions included:

- ISO 9001:2015 – *Understanding & Interpreting*
- ISO 9001:2015 – Documentation Requirements
- ISO 9001:2015 – *Internal Auditing*
- Introduction to GIS
- Government of Jamaica Public Procurement Guidelines
- Human Resources – Level 1
- Comptia A+
- Accounting



#### **7.1.6.3. OPERATIONAL EXPENSES**

During the year NROCC targeted a number of areas to reduce its operational expenses.

Improvement of the internal management of utilities, by developing systems to monitor and reduce telephone talk time was targeted. For the reporting period, 2016-2017, there was an overall decrease in the talk time when compared to the previous year, 2015-2016.

The system to reduce paper and ink consumption cost (used paper in fax machine, for meeting notes and internal memos, recycled ink bought for fax machine) was implemented during the 2010-11 financial year.

There was an increase in the expenditure for copy paper and ink by approximately 45% when compared to the previous period. It was decided that new measures will be put in place for the upcoming financial year to tackle this issue.

#### **7.1.7. PROJECTIONS**

The following are the significant projections for the 2017-2018 financial year:

1. Preliminary implementation of Phase 1C – May Pen – Williamsfield
2. Complete Feasibility Assessment for Montego Bay Bypass.
3. Substantially complete the outstanding Land Acquisition transactions
4. Continue meeting with the Developer to formulate plans to grow/improve traffic on Highway 2000.
5. Transition the Quality Management System to the requirements of ISO 9001:2015.
6. Agree and implement the Environmental Management System in accordance with ISO 14001.



## 8 DIRECTORS' COMPENSATION - 2016-2017

Name & Position of Director	Fees(\$)	Motor Vehicle Upkeep/Travelling or Value of Assigned Motor Vehicle (\$)	Honoraria	All Other Compensation including Non-Cash Benefits as Applicable (\$)	Total (\$)
Phillip Henriques <i>Board Chairman</i>	276,000.00	-	-	-	276,000.00
Alston Douglas <i>Director</i>	132,750.00	-	-	-	132,750.00
Donald Mullings <i>Director</i>	94,500.00	-	-	-	94,500.00
Janet Coleman – Howlett <i>Director</i>	134,625.00	-	-	-	134,625.00
Karen Chuck <i>Director</i>	73,500.00	-	-	-	73,500.00
Newton Amos <i>Director</i>	94,500.00	-	-	-	94,500.00
Veronica Warmington <i>Director</i>	155,400.00	-	-	-	155,400.00
Millicent Hughes <i>*Director</i>	6,375.00	-	-	-	6,375.00
Rezworth Burchenson <i>*Director</i>	11,625.00	-	-	-	11,625.00
Wayne Reid <i>*Director</i>	12,000.00	-	-	-	12,000.00
Ivan Anderson** <i>Managing Director</i>	-	-	-	-	-
Total	991,275.00				991,275.00

\* Refers to members of previous Board of Directors (*tenure ended April 2016*). Payment represents one (1) meeting attended in April 2016.

\*\*Managing Director does not receive compensation from the Board.

## 9. SENIOR EXECUTIVE COMPENSATION – 2016-2017

Name & Position of Senior Executive	Year	Salary (\$)	Gratuity or Performance Incentive (\$)	Travelling Allowance or Value of Assignment of Motor Vehicle (\$)	Pension or Other Retirement Benefits (\$)	Other Allowances (\$)	Non-Cash Benefits (\$)	Total (\$)
Ivan Anderson <i>Managing Director</i>	April 2016-March 2017	10,818,333.00	2,455,711.00	1,006,218.00	-	-	-	<b>14,280,262.00</b>
Stephen Shaw <i>Director of Technical Services</i>	April 2016-March 2017	6,205,646.04	**	1,341,624.00	-	-	-	<b>7,547,270.04</b>
Phillip Myers <i>Land Acquisition Manager</i>	September 2016-March 2017	3,057,137.00	**	767,707.07	-	-	-	<b>3,824,845.07</b>
Kimberly Thompson <i>Quality &amp; Corporate Planning Manager</i>	April 2016-March 2017	3,033,167.04	2,034,504.42	1,341,624.00	-	*986,666.67	-	<b>7,395,962.13</b>

\* Allowance for assignment of duties of Corporate Services Manager

\*\* No gratuity paid in the current period

- **AUDITORS' REPORT & AUDITED FINANCIAL STATEMENTS**

NATIONAL ROAD OPERATING AND  
CONSTRUCTING COMPANY LIMITED

MARCH 31, 2017



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Chartered Accountants  
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## INDEPENDENT AUDITORS' REPORT

To the Members of  
NATIONAL ROAD OPERATING AND CONSTRUCTING COMPANY LIMITED

### **Report on the Audit of the Financial Statements**

#### *Opinion*

We have audited the financial statements of National Road Operating and Constructing Company Limited ("the company"), set out on pages 5 to 37, which comprise the statement of financial position as at March 31, 2017, the statements of profit or loss and other comprehensive income, changes in equity and cash flows for the year then ended, and notes, comprising significant accounting policies and other explanatory information.

In our opinion, the accompanying financial statements give a true and fair view of the financial position of the company as at March 31, 2017 and of the company's financial performance and cash flows for the year then ended in accordance with International Financial Reporting Standards (IFRS) and the Jamaican Companies Act.

#### *Basis for Opinion*

We conducted our audit in accordance with International Standards on Auditing (ISAs). Our responsibilities under those standards are further described in the *Auditors' Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the company in accordance with the International Ethics Standards Board for Accountants Code of Ethics for Professional Accountants (IESBA Code), and we have fulfilled our other ethical responsibilities in accordance with the IESBA Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.





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## INDEPENDENT AUDITORS' REPORT (CONTINUED)

To the Members of  
NATIONAL ROAD OPERATING AND CONSTRUCTING COMPANY LIMITED

### **Report on the Audit of the Financial Statements (Continued)**

#### *Emphasis of matter*

We draw attention to Note 2(d) which indicates that the Company had reported losses over the years and had an accumulated deficit at the reporting date. This indicates that a material uncertainty exists that may cast significant doubt on the company's ability to continue as a going concern. However, the Government of Jamaica has indicated that it will continue to provide such financial assistance as the company may require to meet its obligations for the foreseeable future. Our opinion is not modified in respect of this matter.

#### *Responsibilities of Management and Those Charged with Governance for the Financial Statements*

Management is responsible for the preparation of financial statements that give a true and fair view in accordance with IFRS and the Jamaican Companies Act, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the company or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the company's financial reporting process.

#### *Auditors' Responsibilities for the Audit of the Financial Statements*

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.



INDEPENDENT AUDITORS' REPORT (CONTINUED)

To the Members of  
NATIONAL ROAD OPERATING AND CONSTRUCTING COMPANY LIMITED

**Report on the Audit of the Financial Statements (Continued)**

*Auditors' Responsibilities for the Audit of the Financial Statements (Continued)*

As part of an audit in accordance with ISAs, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.



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INDEPENDENT AUDITORS' REPORT (CONTINUED)

To the Members of  
NATIONAL ROAD OPERATING AND CONSTRUCTING COMPANY LIMITED

**Report on additional matters as required by the Jamaican Companies Act**

We have obtained all the information and explanations which, to the best of our knowledge and belief, were necessary for the purposes of our audit.

In our opinion, proper accounting records have been maintained, so far as appears from our examination of those records, and the financial statements, which are in agreement therewith, give the information required by the Jamaican Companies Act in the manner required.

A handwritten signature in blue ink that reads 'KPMG'.

Chartered Accountants  
Kingston, Jamaica

June 28, 2017

NATIONAL ROAD OPERATING AND CONSTRUCTING COMPANY LIMITED

Statement of Profit or Loss and Other Comprehensive Income

Year ended March 31, 2017

*(Expressed in thousands of Jamaica dollars unless otherwise indicated)*

	<u>Notes</u>	<u>2017</u>	<u>2016</u>
Revenue	7	-	-
Administrative and general expenses	8	( 289,942)	( 270,663)
Operating loss		( 289,942)	( 270,663)
Gain on investment securities	10	168,139	180,504
Other income	11	44	72
Finance income	12	1,145,526	1,201,674
Finance costs	13	(7,281,272)	(7,211,877)
Inflation compensation on Real Return Convertible Bonds	22(a)	( 349,951)	( 484,099)
Loss, being total comprehensive loss for the year		<u>(6,607,456)</u>	<u>(6,584,389)</u>

The accompanying notes form an integral part of the financial statements.



NATIONAL ROAD OPERATING AND CONSTRUCTING COMPANY LIMITED

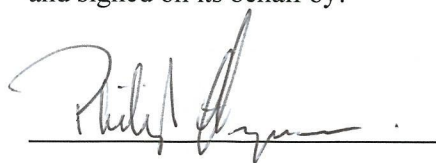
Statement of Financial Position


March 31, 2017

*(Expressed in thousands of Jamaica dollars unless otherwise indicated)*

	<u>Notes</u>	<u>2017</u>	<u>2016</u>
Non-current assets			
Long term receivable	15	16,394,644	15,308,581
Property and equipment	16	4,791,909	4,708,013
Investment security	17	<u>3,354,762</u>	<u>3,186,623</u>
		<u>24,541,315</u>	<u>23,203,217</u>
Current assets			
Other receivables	18	5,566	57,963
Resale agreements	19	593,786	963,164
Cash and cash equivalents		<u>6,116</u>	<u>10,361</u>
		<u>605,468</u>	<u>1,031,488</u>
Total assets		<u>25,146,783</u>	<u>24,234,705</u>
Equity			
Share capital	20	1,000	1,000
Inflation reserve	21	1,220,905	1,220,905
Accumulated deficit		(64,469,274)	(57,861,818)
Net equity		<u>(63,247,369)</u>	<u>(56,639,913)</u>
Non-current liabilities			
Long-term loans and advances	22	<u>85,843,900</u>	<u>78,314,461</u>
Current liabilities			
Current portion of long term liabilities	22	683,425	648,235
Other payables	23	<u>1,866,827</u>	<u>1,911,922</u>
		<u>2,550,252</u>	<u>2,560,157</u>
Total liabilities		<u>88,394,152</u>	<u>80,874,618</u>
Total equity and liabilities		<u>25,146,783</u>	<u>24,234,705</u>

The financial statements on pages 5 to 37 were approved for issue by the Board of Directors on June 28, 2017 and signed on its behalf by:

  
 \_\_\_\_\_ Chairman  
 Philip Henriques

  
 \_\_\_\_\_ Managing Director  
 Ivan Anderson

The accompanying notes form an integral part of the financial statements.

**NATIONAL ROAD OPERATING AND CONSTRUCTING COMPANY LIMITED**

Statement of Changes in Equity

Year ended March 31, 2017

*(Expressed in thousands of Jamaica dollars unless otherwise indicated)*

	<b><u>Share capital (note 20)</u></b>	<b><u>Inflation reserve (note 21)</u></b>	<b><u>Accumulated deficit</u></b>	<b><u>Total</u></b>
Balances at March 31, 2015	1,000	1,220,905	(51,277,429)	(50,055,524)
Total comprehensive loss:				
Loss for the year	<u>-</u>	<u>-</u>	( <u>6,584,389</u> )	( <u>6,584,389</u> )
Balances at March 31, 2016	1,000	1,220,905	(57,861,818)	(56,639,913)
Total comprehensive loss:				
Loss for the year	<u>-</u>	<u>-</u>	( <u>6,607,456</u> )	( <u>6,607,456</u> )
Balances at March 31, 2017	<u>1,000</u>	<u>1,220,905</u>	( <u>64,469,274</u> )	( <u>63,247,369</u> )

The accompanying notes form an integral part of the financial statements.

**NATIONAL ROAD OPERATING AND CONSTRUCTING COMPANY LIMITED**

**Statement of Cash Flows**

**Year ended March 31, 2017**

*(Expressed in thousands of Jamaica dollars unless otherwise indicated)*

	<b><u>Notes</u></b>	<b><u>2017</u></b>	<b><u>2016</u></b>
<b>Cash flows from operating activities</b>			
Loss for the year		(6,607,456)	(6,584,389)
Adjustments for:			
Depreciation	16	61,208	62,437
Interest income		( 262,213)	( 244,474)
Interest expense	13	4,548,473	4,317,201
Impairment of income tax recoverable		-	7,269
Allowance for impairment loss	18	50,072	-
Effect of exchange rate movements on foreign currency			
long-term loans and advances, receivables and payables		1,385,128	1,427,107
Inflation compensation on Real Return Convertible Bonds		<u>349,951</u>	<u>484,099</u>
		( 474,837)	( 530,750)
Changes in operating assets and liabilities:			
Other receivables		5,679	4,974
Income tax recoverable		-	13,061
Other payables		( 110,687)	( 57,040)
Net cash used in operating activities		( 579,845)	( 569,755)
<b>Cash flows from investing activities</b>			
Acquisition of lands	16	( 145,485)	( 345,899)
Acquisition of other property and equipment		( 1,798)	( 252)
Resale agreements		407,715	502,752
Proceeds of disposal of property and equipment		2,179	-
Interest received		<u>52,064</u>	<u>32,947</u>
Net cash provided by investing activities		<u>314,675</u>	<u>189,548</u>
<b>Cash flows from financing activities</b>			
Long-term loans and advances received		4,744,050	4,560,985
Interest paid		(4,482,881)	(4,234,410)
Net cash provided by financing activities		<u>261,169</u>	<u>326,575</u>
Decrease in cash and cash equivalents		( 4,001)	( 53,632)
Effect of exchange rate movements on cash and cash equivalents		( 244)	839
Cash and cash equivalents at beginning of year		<u>10,361</u>	<u>63,154</u>
<b>Cash and cash equivalents at end of year</b>		<u><u>6,116</u></u>	<u><u>10,361</u></u>

The accompanying notes form an integral part of the financial statements.



**NATIONAL ROAD OPERATING AND CONSTRUCTING COMPANY LIMITED**

Notes to the Financial Statements

March 31, 2017

*(Expressed in thousands of Jamaica dollars unless otherwise indicated)*

**1. Identification and principal activities**

- (a) National Road Operating and Constructing Company Limited (“company” or “NROCC”) is a public limited liability company incorporated and domiciled in Jamaica. The company commenced operations in February 2002 and its registered office is located at 11A Oxford Road, Kingston 5, Jamaica. All of the shares in NROCC are beneficially owned by the Government of Jamaica.
- (b) The company was granted a 70-year concession by the Minister of Transport and Works under the Toll Roads Act, 2002, for the establishment, development, financing, operation and maintenance of a tolled highway. The principal business of the company, as holder of the concession, is the arrangement of the construction, operation, maintenance, management and financing of Highway 2000, Jamaica’s first tolled highway.
- (c) Subsequent to receipt of the concession per 1(b) above, the company has itself granted two concessions, as follows:
  - (i) **Subsidiary Concession No. 1**
    - The company has entered into a 35-year Concession Agreement (dated November 21, 2001 and expiring November 20, 2036) (“Concession No. 1”) with Transjamaican Highway Limited (“Concessionaire No. 1”), which is a limited liability company, incorporated in Jamaica, and owned by Bouygues Travaux Publics S.A., Autoroutes du Sud de la France, Société de Promotion et de Participation pour la Coopération Economique S.A., all of France, and International Finance Corporation.
    - The company has also entered into an agreement, dated March 12, 2002, to lease to Concessionaire No. 1 for a period of 35 years at J\$1 per annum, certain lands upon which Phase 1A and Phase 1B of Highway 2000 is constructed and operated by Concessionaire No. 1. Some of the lands required for the project are owned by the company and others are leased from the Commissioner of Lands for a period of 99 years at J\$1 per annum.
  - (ii) **Subsidiary Concession No. 2**
    - The right of first refusal on that portion of the above-mentioned 35-year Concession Agreement that related to the construction of the Caymanas to Ocho Rios leg and May Pen to Montego Bay leg of Highway 2000 has expired. The company has entered into a 50-year Concession Agreement dated June 21, 2012 and expiring January 28, 2066 (Concession No. 2) with Jamaica North South Highway Company Limited (“Concessionaire No. 2”), which is a limited liability company, incorporated in Jamaica, and owned by China Harbour Engineering Company Limited, for the completion of the construction of the Caymanas to Ocho Rios leg.
    - The company has also entered into an agreement, to lease to Concessionaire No. 2 for a period of 53 years, commencing January 28, 2013 and expiring January 28, 2066, at J\$1, payable in advance, certain lands upon which the Caymanas to Ocho Rios leg of Highway 2000 will be constructed and operated by Concessionaire No. 2. Some of the lands required for the project are owned by the company and others are leased from the Commissioner of Lands for a period of 50 years at J\$1 per annum.

**NATIONAL ROAD OPERATING AND CONSTRUCTING COMPANY LIMITED**

Notes to the Financial Statements (Continued)

**March 31, 2017**

*(Expressed in thousands of Jamaica dollars unless otherwise indicated)*

**2. Statement of compliance and basis of preparation**

**(a) Statement of compliance**

The financial statements, as of and for the year ended March 31, 2017 (“reporting date”), are prepared in accordance with International Financial Reporting Standards (“IFRS”), and comply with the relevant provisions of the Jamaican Companies Act.

**New and amended standards that became effective during the year**

Certain new and amended standards came into effect during the current financial year, none of which had any impact on the amounts recognised, presented and disclosed in the financial statements:

**New and amended standards and interpretation that have been issued but not yet effective**

At the date of authorisation of these financial statements, certain new and amended standards and interpretation were in issue but were not in effect at the reporting date and had not been early-adopted by the company. The company has assessed them and has determined that the following are relevant to its operations:

- IFRS 9, *Financial Instruments*, which is effective for annual reporting periods beginning on or after January 1, 2018, replaces the existing guidance in IAS 39, *Financial Instruments: Recognition and Measurement*. IFRS 9 includes revised guidance on the classification and measurement of financial assets and liabilities, including a new expected credit loss model for calculating impairment of financial assets and the new general hedge accounting requirements. It also carries forward the guidance on recognition and derecognition of financial instruments from IAS 39. Although the permissible measurement bases for financial assets – amortised cost, fair value through other comprehensive income (FVOCI) and fair value through profit or loss (FVTPL) - are similar to IAS 39, the criteria for classification into the appropriate measurement category are significantly different. IFRS 9 also replaces the ‘incurred loss’ model in IAS 39 with an ‘expected credit loss’ model, which means that a loss event will no longer need to occur before an impairment allowance is recognized.
- Amendments to IAS 7, *Statement of Cash Flows*, effective for accounting periods beginning on or after January 1 2017, requires an entity to provide disclosures that enable users of financial statements to evaluate changes in liabilities arising from financing activities, including both changes arising from cash flows and non-cash flows.

**NATIONAL ROAD OPERATING AND CONSTRUCTING COMPANY LIMITED**

Notes to the Financial Statements (Continued)

**March 31, 2017**

*(Expressed in thousands of Jamaica dollars unless otherwise indicated)*

**2. Statement of compliance and basis of preparation (Continued)**

**(a) Statement of compliance (continued)**

**New and amended standards and interpretation that have been issued but not yet effective (continued)**

- IFRS 15, *Revenue From Contracts With Customers*, effective for accounting periods beginning on or after January 1, 2018, replaces IAS 11, *Construction Contracts*, IAS 18, *Revenue*, IFRIC 13, *Customer Loyalty Programmes*, IFRIC 15, *Agreements for the Construction of Real Estate*, IFRIC 18, *Transfer of Assets from Customers* and SIC 31 *Revenue – Barter Transactions Involving Advertising Services*. It does not apply to insurance contracts, financial instruments or lease contracts, which fall in the scope of other IFRSs. It also does not apply if two companies in the same line of business exchange non-monetary assets to facilitate sales to other parties.

The company will apply a five-step model to determine when to recognise revenue, and at what amount. The model specifies that revenue should be recognised when (or as) an entity transfers control of goods or services to a customer at the amount to which the entity expects to be entitled. Depending on whether certain criteria are met, revenue is recognised at a point in time, when control of goods or services is transferred to the customer; or over time, in a manner that best reflects the entity's performance.

There will be new qualitative and quantitative disclosure requirements to describe the nature, amount, timing, and uncertainty of revenue and cash flows arising from contracts with customers.

- IFRS 16, *Leases*, which is effective for annual reporting periods beginning on or after January 1, 2019, eliminates the current dual accounting model for lessees, which distinguishes between on-balance sheet finance leases and off-balance sheet operating leases. Instead, there is a single, on-balance sheet accounting model that is similar to current finance lease accounting. Lessees will be required to bring all major leases on-balance sheet, recognising new assets and liabilities. The on-balance sheet liability will attract interest; the total lease expense will be higher in the early years of a lease even if a lease has fixed regular cash rentals. Optional lessee exemption will apply to short-term leases and for low-value items with value of US\$5,000 or less. Lessor accounting remains similar to current practice as the lessor will continue to classify leases as finance and operating leases. Finance lease accounting will be based on IAS 17, *Lease Accounting*, with recognition of net investment in lease comprising lease receivable and residual asset. Operating lease accounting will be based on IAS 17 operating lease accounting.

**NATIONAL ROAD OPERATING AND CONSTRUCTING COMPANY LIMITED**

Notes to the Financial Statements (Continued)

**March 31, 2017**

*(Expressed in thousands of Jamaica dollars unless otherwise indicated)*

**2. Statement of compliance and basis of preparation (Continued)**

**(a) Statement of compliance (continued)**

**New and amended standards and interpretation that have been issued but not yet effective (continued)**

- Amendments to IAS 12, *Income Taxes*, effective for accounting periods beginning on or after January 1, 2017, clarifies the following:
  - the existence of a deductible temporary difference depends solely on a comparison of the carrying amount of an asset and its tax base at the end of the reporting period, and is not affected by possible future changes in the carrying amount or expected manner of recovery of the asset.
  - a deferred tax asset can be recognised if the future bottom line of the tax return is expected to be a loss, if certain conditions are met.
  - Future taxable profits used to establish whether a deferred tax can be recognised should be the amount calculated before the effect of reversing temporary differences.
  - An entity can assume that it will recover an asset for more than its carrying amount if there is sufficient evidence that it is probable that the entity will achieve this.
  - Deductible temporary differences related to unrealised losses should be assessed on a combined basis for recognition unless a tax law restricts the use of losses to deductions against income of a specific type.
- IFRIC 22, *Foreign Currency Transactions and Advance Consideration*, effective for annual reporting periods beginning on or after January 1, 2018, addresses how to determine the transaction date when an entity recognises a non-monetary asset or liability (e.g. non-refundable advance consideration in a foreign currency) before recognising the related asset, expense or income. It is not applicable when an entity measures the related asset, expense or income or initial recognition at fair value or at the fair value of the consideration paid or received at the date of initial recognition of the non-monetary asset or liability.

An entity is not required to apply this interpretation to income taxes or insurance contracts that it issues or reinsurance contracts held.

The interpretation clarifies that the transaction date is the date on which the company initially recognises the prepayment or deferred income arising from the advance consideration. For transactions involving multiple payments or receipts, each payment or receipt gives rise to a separate transaction date.

The company is assessing the impact that the new and amended standards and interpretation will have on its financial statements when they are adopted.

**NATIONAL ROAD OPERATING AND CONSTRUCTING COMPANY LIMITED**

Notes to the Financial Statements (Continued)

**March 31, 2017**

*(Expressed in thousands of Jamaica dollars unless otherwise indicated)*

**2. Statement of compliance and basis of preparation (Continued)**

**(b) Basis of measurement**

The financial statements are prepared on the historical cost basis, modified for the inclusion of available-for-sale securities at fair value.

**(c) Functional and presentation currency**

The financial statements are presented in thousands of Jamaica dollars, which is the functional currency of the company.

**(d) Going concern basis**

The financial statements have been prepared on the going concern basis, notwithstanding that the company reported a loss for several of the preceding years and had an accumulated deficit at the reporting date. The appropriateness of this basis is, therefore, dependent on the ability of the company to obtain continued financing and, ultimately, on future profitable operations. The Government of Jamaica has indicated that it will continue to provide such financial assistance as the company may require to meet its obligations for the foreseeable future. Management, therefore, is of the opinion that the preparation of the financial statements on the going concern basis continues to be appropriate.

**3. Summary of significant accounting policies**

**(a) Revenue recognition**

Revenue, which arises from road tolls as described in note 7, is recognised on the accrual basis.

**(b) Finance income and finance costs**

**(i) Finance income**

Finance income comprises interest income and foreign currency gains.

Interest income is recognised in profit or loss for all interest-earning instruments using the effective interest method. Interest income includes coupons earned on fixed income investments and amortisation of any relevant discount.

**(ii) Finance costs**

Finance costs comprise interest expense on borrowings. Borrowing costs that are not directly attributable to the acquisition, construction or production of a qualifying asset are recognised in profit or loss using the effective interest method

NATIONAL ROAD OPERATING AND CONSTRUCTING COMPANY LIMITED

Notes to the Financial Statements (Continued)

March 31, 2017

*(Expressed in thousands of Jamaica dollars unless otherwise indicated)*

**3. Summary of significant accounting policies (Continued)**

**(c) Employee benefits**

Employee benefits are all forms of consideration given by the company in exchange for service rendered by employees. These include current or short-term benefits such as salaries, NIS contributions and vacation leave; as well as long-term employee benefits such as gratuity and termination benefits.

Employee benefits that are earned as a result of past or current service are recognised in the following manner: Short-term employee benefits are recognised as a liability, net of payments made, and charged as expense. The expected cost of vacation leave that accumulates is recognised when the employee becomes entitled to the leave. Long-term benefits are not considered material and are charged off when incurred.

**(d) Foreign currency translation**

Foreign currency transactions are converted at the exchange rates prevailing at the dates of the transactions. At the reporting date, monetary assets and liabilities denominated in foreign currencies are translated using the closing exchange rates. Exchange differences arising from the settlement of transactions at rates different from those at the dates of the transactions and unrealised foreign exchange differences on unsettled foreign currency monetary assets and liabilities are recognised in profit or loss.

**(e) Income taxes**

Income tax expense comprises current and deferred tax charges.

Current income tax charges or credits are based on taxable profit for the year, which differs from the profit or loss before tax reported because it excludes items that are taxable or deductible in other years, and items that are never taxable or deductible. The company's liability for current tax is calculated at tax rates that have been enacted at the reporting date.

Deferred income tax is the tax expected to be paid or recovered on differences between the carrying amounts of assets and liabilities and the corresponding tax bases. Deferred income tax is provided on temporary differences arising between the tax bases of assets and liabilities and their carrying amounts in the financial statements. Currently enacted tax rates are used in the determination of deferred income tax.

Deferred income tax assets are recognised to the extent that it is probable that future taxable profits will be available against which the temporary differences can be utilised.

**NATIONAL ROAD OPERATING AND CONSTRUCTING COMPANY LIMITED**

Notes to the Financial Statements (Continued)

**March 31, 2017**

*(Expressed in thousands of Jamaica dollars unless otherwise indicated)*

**3. Summary of significant accounting policies (Continued)**

**(f) Property and equipment**

*Recognition*

Property and equipment are measured at historical cost less accumulated depreciation and, if any, impairment losses. Historical cost includes expenditure that is directly attributable to the acquisition of the items. Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the company and the cost of the item can be measured reliably. The carrying amount of replaced parts is derecognised. All other repair and maintenance expenditure is charged to profit or loss when the expenditure is incurred. Improvement expenditure is included in the cost of the related asset or in leasehold improvement, as appropriate.

Grantor variations, as determined in the Concession Agreement, dated November 21, 2001, are capitalised and recorded at cost, less any reimbursements received.

*Depreciation*

Land and construction in progress are not depreciated. Depreciation of other assets is calculated, using the straight-line method, to write down their costs to their estimated residual values over their expected useful lives, as follows:

Roads	2½%
Office furniture, fixtures and equipment	10%
Computer equipment	25%
Motor vehicles	20%
Leasehold improvements	Shorter of lease term and useful life

The assets' residual values and useful lives are reviewed, and adjusted if appropriate, at each reporting date.

*Impairment*

The carrying amount of the company's property and equipment is reviewed at each reporting date to determine whether there is any indication of impairment. The recoverable amount is assessed when there is an indication of impairment. An asset's carrying amount is written down immediately to its recoverable amount, if the carrying amount is greater than its estimated recoverable amount.

*Disposals*

Gains and losses arising on the disposal of property and equipment are determined by reference to their carrying amount and are included in profit or loss.

**NATIONAL ROAD OPERATING AND CONSTRUCTING COMPANY LIMITED**

Notes to the Financial Statements (Continued)

**March 31, 2017**

*(Expressed in thousands of Jamaica dollars unless otherwise indicated)*

**3. Summary of significant accounting policies (Continued)**

**(g) Financial instruments**

A financial instrument is any contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another entity.

The company classifies its financial assets in the following categories: loans and receivables and available-for-sale. Management determines the classification of its financial assets at initial recognition.

***Loans and receivables***

Loans and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market. Such assets are recognised initially at fair value, plus any directly attributable transaction costs. Subsequent to initial recognition, loans and receivables are measured at amortised cost, using the effective interest method, less any impairment losses.

Assets classified as loans and receivables comprise long-term receivables, other receivables, resale agreements and cash and cash equivalents.

***Available-for-sale financial assets***

Available-for-sale financial assets are non-derivative financial assets that are designated as available-for-sale or are not classified in any of the other categories of financial assets. Items classified as available-for-sale are initially measured at fair value plus any directly attributable transaction costs. Subsequent to initial recognition, they are measured at fair value and changes therein, other than impairment losses and foreign currency differences on available-for-sale debt instruments, are recognised in other comprehensive income and presented in the fair value reserve in equity. Where fair values cannot be reliably determined, these are measured at cost. When an investment is derecognised, the gain or loss accumulated in equity is reclassified to profit or loss.

Available-for-sale financial asset comprises unlisted preference share and is carried at cost.

***Financial liabilities***

The company's financial liabilities are initially measured at fair value, and are subsequently measured at amortised cost using the effective interest method. These liabilities are classified as 'short-term' and 'long-term' loans and are included in current liabilities and non-current liabilities, respectively, in the statement of financial position.



**NATIONAL ROAD OPERATING AND CONSTRUCTING COMPANY LIMITED**

Notes to the Financial Statements (Continued)

**March 31, 2017**

*(Expressed in thousands of Jamaica dollars unless otherwise indicated)*

**3. Summary of significant accounting policies (Continued)**

**(h) Cash and cash equivalents**

Cash comprises cash in hand and demand and call deposits with banks. Cash equivalents are short-term, highly liquid investments that are readily convertible to known amounts of cash, are subject to an insignificant risk of changes in value, and are held for the purpose of meeting short-term cash commitments rather than for investment or other purposes. These include instruments maturing within 90 days of the date of acquisition. Bank overdrafts that are repayable on demand and form an integral part of the company's cash management are included as a component of cash and cash equivalents for the purpose of the statement of cash flows.

Cash and cash equivalents are measured at amortised cost.

**(i) Other receivables**

Other receivables are measured at amortised cost, less impairment losses.

**(j) Resale agreements**

Resale agreements are short-term contracts under which the company buys securities and simultaneously agrees to resell them on a specified date and at a specified price. Resale agreements are accounted for as short-term collateralised lending. The underlying asset is not recognised in the company's financial statements.

The difference between the purchase and resale considerations is recognised on the accrual basis over the period of the agreements, using the effective interest method, and is included in interest income.

**(k) Other payables**

Payables are measured at amortised cost.

**(l) Borrowings**

Borrowings are recognised initially at fair value, being their issue proceeds, net of transaction costs incurred. Subsequently, borrowings are stated at amortised cost and any difference between net proceeds and the redemption value is recognised in profit or loss over the period of the borrowings, using the effective interest method. Where convertible bonds are issued, the fair value of the liability portion of the proceeds of issue is determined, using a market interest rate for an equivalent bond without the conversion feature. This amount is recorded as a non-current liability on the amortised cost basis until extinguished on conversion or maturity of the bonds. The remainder of the proceeds of issue is allocated to the conversion option which is included in equity. The carrying value of the conversion option is not changed in subsequent periods. Where the fair value of the liability portion cannot be reliably determined and separated from the value of the conversion component, the full amount of the bond is recorded as a non-current liability.

## NATIONAL ROAD OPERATING AND CONSTRUCTING COMPANY LIMITED

Notes to the Financial Statements (Continued)

March 31, 2017

*(Expressed in thousands of Jamaica dollars unless otherwise indicated)*

### **3. Summary of significant accounting policies (Continued)**

#### **(m) Share capital**

Ordinary shares are classified as equity and measured at cost.

#### **(n) Impairment of non-financial assets**

The company assesses at each reporting date whether there is objective evidence that a financial asset or group of financial assets is impaired. A financial asset or group of financial assets is impaired and impairment losses are incurred only if there is objective evidence of impairment as a result of one or more events that occurred after the initial recognition of the asset (a 'loss event') and that loss event has an impact on the estimated future cash flows of the financial asset or group of financial assets that can be reliably estimated

The amount of the loss is measured as the difference between the asset's carrying amount and the present value of estimated future cash flows discounted at the financial asset's original effective interest rate. The carrying amount of the asset is reduced through the use of an allowance account and the amount of the loss is recognised in profit or loss. If a loan has a variable interest rate, the discount rate for measuring impairment loss is the current effective interest rate determined under the contract. As a practical expedient, the company may measure impairment on the basis of an instrument's fair value using an observable market price.

If, in a subsequent period, the amount of the impairment loss decreases and the decrease can be related objectively to an event occurring after the impairment was recognised, the previously recognized impairment loss is reversed by adjusting the allowance account. The amount of the reversal is recognized in profit or loss.

### **4. Use of judgements and estimates**

The preparation of the financial statements in conformity with IFRS often requires management to make estimates and assumptions, and critical judgements in applying accounting policies. These estimates, assumptions and judgements affect the application of accounting policies and the reported amounts of, and disclosures relating to, assets, liabilities, contingent assets and contingent liabilities at the reporting date and the revenue and expenses for the year then ended. Actual results could differ from those estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the year in which the estimate is revised, and future years, if the revision affects both current and future years.

## NATIONAL ROAD OPERATING AND CONSTRUCTING COMPANY LIMITED

Notes to the Financial Statements (Continued)

March 31, 2017

*(Expressed in thousands of Jamaica dollars unless otherwise indicated)*

### **4. Use of judgements and estimates (Continued)**

The significant assumptions about the future and key areas of estimation uncertainty, and the critical judgements made in applying accounting policies that have the most significant effect on the amounts recognised in the financial statements, are as follows:

(i) Residual value and expected useful life of property and equipment

The residual value and the expected useful life of an asset are reviewed at least at each reporting date, and if expectations differ from previous estimates, the change is accounted for. The useful life of an asset is defined in terms of the asset's expected utility to the company.

(ii) Allowances for credit losses

Financial assets accounted for at amortised cost are evaluated for impairment on a pre-established basis. The total allowance for impairment is based upon management's best estimate of the present value of the cash flows that are expected to be received. In estimating these cash flows, management makes judgements about the counterparty's financial situation and the net realisable value of any underlying collateral. Each impaired asset is assessed on its merits, and the workout strategy and estimate of cash flows considered recoverable are individually approved by management.

(iii) Determination of fair values

The determination of fair value for financial assets and liabilities for which there is no observable market price requires the use of valuation techniques as described in note 6. For financial instruments that trade infrequently and have little price transparency, fair value is less objective, and requires varying degrees of estimation depending on liquidity, concentration, uncertainty of market factors, pricing assumptions and other risks affecting the specific instrument.

(iv) Classification of advances

IFRS requires financial instruments with no specific maturity dates or terms to be classified as "current". There is no agreement in place for advances from the Ministry of Finance and Planning. Consequently, the terms of the advances have not yet been determined. These amounts however, are classified as non-current liabilities, as the company does not expect the lender to demand repayment within 12 months of the reporting date.

### **5. Financial risk management**

The company's activities expose it to a variety of financial risks: credit risk, liquidity risk and market risk (including currency risk, interest rate risk, and other price risk). The company's overall risk management programme focuses on the unpredictability of financial markets and seeks to m

**NATIONAL ROAD OPERATING AND CONSTRUCTING COMPANY LIMITED**

Notes to the Financial Statements (Continued)

**March 31, 2017**

*(Expressed in thousands of Jamaica dollars unless otherwise indicated)*

**5. Financial risk management (Continued)**

The Board of Directors is ultimately responsible for the establishment and oversight of the company's risk management framework. The Board is assisted by Development Bank of Jamaica Limited (DBJ) which, under the terms of a financial management agreement, implements and monitors risk management policies and makes decisions on financial matters on a daily basis.

The main financial risks to which the company is exposed are described, measured and managed as follows:

**(a) Credit risk**

The company takes on exposure to credit risk, which is the risk that its counterparties will cause a financial loss to the company by failing to discharge their contractual obligations. Credit risk is the most significant risk for the company's business; management, therefore, carefully manages its exposure to credit risk. Credit exposures arise principally from the company's receivables and investment activities.

***Maximum exposure to credit risk***

The maximum exposure to credit risk is represented by the carrying amount of the financial assets shown on the statement of financial position.

Management manages the credit risk to which it is exposed as follows:

**(i) Receivables**

The company's main exposure to credit risk lies in its lending activities to Concessionaire No. 2 and advances to or on behalf of the Ministry of Economic Growth and Job Creation (previously Ministry of Transport and Mining); the latter was fully provided for at the reporting date. Exposure to this risk is managed through monitoring of Concessionaire No. 2's ability to meet interest payments and principal repayments in accordance with the terms and conditions of the transfer agreement, and follow up of amounts due from Ministry of Transport and Mining and other debtors. The company does not obtain collateral for its receivables.

**(ii) Investment securities**

Because of the objectives the company is pursuing at this time and the nature of its operations, it has only a very limited holding of securities exposing it to credit risk. Investment security represents a non-equity investment in the form of a preference share. Any investment is subject to prior review and approval by the Board of Directors.

**(iii) Cash and cash equivalents and resale agreements**

Cash and cash equivalents, and resale agreements are restricted to high credit quality financial institutions.

During the year, there was no change in the nature of the company's exposure to credit risk or the manner in which it measures and manages this risk.

**NATIONAL ROAD OPERATING AND CONSTRUCTING COMPANY LIMITED**

Notes to the Financial Statements (Continued)

March 31, 2017

*(Expressed in thousands of Jamaica dollars unless otherwise indicated)*

**5. Financial risk management (Continued)**

**(b) Liquidity risk**

Liquidity risk is the risk that the company will be unable to meet its payment obligations associated with its financial liabilities when they fall due. Prudent liquidity risk management implies maintaining sufficient cash and marketable securities and ensuring the availability of funding through an adequate amount of committed credit facilities.

***Liquidity risk management process***

The company's liquidity management process, as carried out by Development Bank of Jamaica Limited ("DBJ"), and monitored by the Board of Directors, includes:

- (i) Monitoring future cash flows and liquidity on a regular basis. This incorporates an assessment of expected cash flows;
- (ii) Optimising cash returns on investments; and
- (iii) Maintaining committed lines of credit.

The maturities of assets and liabilities and the ability to replace, at an acceptable cost, interest-bearing liabilities as they mature, are important factors in assessing the liquidity of the company and its exposure to changes in interest and exchange rates.

**Financial liabilities cash flows**

The tables below summarise the maturity profile of the company's financial liabilities as at the reporting date, based on contractual undiscounted payments.

	2017						
	On Demand or Subject to Notice	1 to 3 Months	4 to 12 Months	2 to 5 Years	Over 5 Years	Total cash flows	Carrying amount
Long-term loans	-	1,331,085	3,293,867	18,158,935	52,935,775	75,719,662	44,058,647
Other long-term loans*	28,660,475	-	-	-	13,808,203	42,468,678	42,468,678
Other payables	-	1,802,710	64,117	-	-	1,866,827	1,866,827
<b>Total financial liabilities</b>	<b><u>28,660,475</u></b>	<b><u>3,133,795</u></b>	<b><u>3,357,984</u></b>	<b><u>18,158,935</u></b>	<b><u>66,743,978</u></b>	<b><u>120,055,167</u></b>	<b><u>88,394,152</u></b>

	2016						
	On Demand or Subject to Notice	1 to 3 Months	4 to 12 Months	2 to 5 Years	Over 5 Years	Total cash flows	Carrying amount
Long-term loans	-	2,218,292	2,210,167	14,020,053	59,019,704	77,468,216	42,075,591
Other long-term loans*	23,431,028	-	-	-	13,456,077	36,887,105	36,887,105
Other payables	-	1,845,304	66,618	-	-	1,911,922	1,911,922
<b>Total financial liabilities</b>	<b><u>23,431,028</u></b>	<b><u>4,063,596</u></b>	<b><u>2,276,785</u></b>	<b><u>14,020,053</u></b>	<b><u>72,475,781</u></b>	<b><u>116,267,243</u></b>	<b><u>80,874,618</u></b>

\* Interest to be paid has not been included in expected cash outflows as it cannot be practicably estimated. Interest payment projected for the next 12 months is \$6,600,000.00.

During the year, there was no change in the nature of the company's exposure to liquidity risk or the manner in which it measures and manages this risk.

**NATIONAL ROAD OPERATING AND CONSTRUCTING COMPANY LIMITED**

Notes to the Financial Statements (Continued)

March 31, 2017

*(Expressed in thousands of Jamaica dollars unless otherwise indicated)*

**5. Financial risk management (Continued)**

**(c) Market risks**

The company takes on exposure to market risks, which is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risks arise mainly from changes in foreign currency exchange rates and interest rates. Market risk is monitored by DBJ, based on guidelines set by the Board of Directors, which carries out research and monitors the price movement of financial assets on the local and international markets.

**(i) Foreign currency risk**

Foreign currency risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in foreign exchange rates.

The company is exposed to foreign currency risk on transactions that are denominated in currencies other than the Jamaica dollar. The main currency giving rise to this risk is the United States dollar (USD). The company has significant exposure to foreign currency risk.

At the reporting date, the net foreign currency liabilities, in nominal amounts, were as follows:

	<u>2017</u> <u>USD</u>	<u>2016</u> <u>USD</u>
<b>Assets</b>		
Long-term receivable	128,317	126,139
Investment security	26,257	26,257
Resale agreements	3,533	6,816
Cash and cash equivalents	<u>18</u>	<u>8</u>
Total financial assets	<u>158,125</u>	<u>159,220</u>
<b>Liabilities</b>		
Long-term loans	(548,826)	(526,674)
Other payables	<u>( 13,122)</u>	<u>( 13,543)</u>
Total financial liabilities	<u>(561,948)</u>	<u>(540,217)</u>
<b>Net foreign currency liabilities</b>	<b><u>(403,823)</u></b>	<b><u>(380,997)</u></b>

The exchange rate of the Jamaica dollar to the United States dollar was J\$128.22 (2016: J\$121.36) at reporting date.

NATIONAL ROAD OPERATING AND CONSTRUCTING COMPANY LIMITED

Notes to the Financial Statements (Continued)

March 31, 2017

*(Expressed in thousands of Jamaica dollars unless otherwise indicated)*

**5. Financial risk management (Continued)**

**(c) Market risks (continued)**

**(i) Foreign currency risk (continued)**

*Sensitivity to movement in foreign exchange rates*

A 1 percent (2016: 1 percent) strengthening and a 6 percent (2016: 6 percent) weakening of the Jamaican dollar against the United States dollar at March 31 would have (decreased)/increased the loss by the amounts shown in the table below. The analysis assumes that all other variables, in particular interest rates, remain constant. The analysis is performed on the same basis as for 2016.

	<u>2017</u>		<u>2016</u>	
	<u>% Change in exchange rate</u>	<u>Effect on loss increase/ (decrease)</u>	<u>% Change in exchange rate</u>	<u>Effect on loss increase/ (decrease)</u>
<b>Change in rate of exchange of J\$ for USD:</b>				
Revaluation	1	( 517,768)	1	( 463,683)
Devaluation	6	<u>3,106,609</u>	6	<u>2,782,098</u>

**(ii) Interest rate risk**

Interest rate risk is the risk that the value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates.

Variable rate instruments expose the company to cash flow interest risk, whereas fixed interest rate instruments expose the company to fair value interest risk.

The company's interest rate risk mainly arises from its investment securities and long-term loans. This risk is managed by analysing the economic environment and, as far as practicable, obtaining fixed rate loans where interest rates are expected to rise. The company is exposed to interest rate risk to the extent that the duration of its interest-bearing liabilities is longer than the duration of interest-earning financial assets.

At the reporting date, the company's long-term loans were fixed rate instruments.

During the year, there was no change in the nature of the company's exposure to market risks or the manner in which it measures and manages these risks.

**NATIONAL ROAD OPERATING AND CONSTRUCTING COMPANY LIMITED**

Notes to the Financial Statements (Continued)

March 31, 2017

*(Expressed in thousands of Jamaica dollars unless otherwise indicated)*

**5. Financial risk management (Continued)**

**(d) Capital management**

The company is not a regulated entity and, therefore, has no externally imposed capital requirements. However, the company seeks to maintain a minimum capital to safeguard its ability to continue as a going concern, so that it can continue to provide benefits to its stakeholders and support the development of its business. The company defines its capital base as share capital, capital and other reserves and retained earnings (or minus accumulated deficit). The Board's determination of what constitutes a sound capital position is informed by the mission of the company (see note 1) and the fact of its government ownership. The Board's policy is to maintain a balance between a sound capital position and the risks associated with borrowing to finance its activities. The policies in respect of capital management are reviewed from time to time by the Board of Directors.

The company has negative equity and obtains long-term financing from various financial institutions and the Government of Jamaica.

There were no changes to the company's approach to capital management during the year.

**6. Fair value estimation**

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participations at the measurement date in the principal or, in its absence, the most advantageous market to which the company has access at that date. The fair value of a liability reflects its non-performance risk.

The fair value of financial instruments traded in active markets is based on quoted market prices at the reporting date. The appropriate quoted market price to be used for financial instruments is the bid price at the reporting date.

The fair value of financial instruments that are not traded in an active market is determined by use of valuation techniques that maximise the use of relevant observable inputs and minimise the use of unobservable inputs. The chosen valuation technique incorporates all of the factors that market participants would take into account in pricing a transaction.

Fair values are categorised into different levels in a three-level fair value hierarchy based on the inputs used in the valuation techniques, as follows:

*Level 1:* quoted market prices (unadjusted) in active markets for identical assets or liabilities.

*Level 2:* inputs other than quoted prices included in Level 1 that are observable for the asset or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices).

*Level 3:* inputs for the asset or liability that are not based on observable market data (unobservable inputs).



**NATIONAL ROAD OPERATING AND CONSTRUCTING COMPANY LIMITED**

Notes to the Financial Statements (Continued)

March 31, 2017

*(Expressed in thousands of Jamaica dollars unless otherwise indicated)*

**6. Fair value estimation (Continued)**

**Accounting classification and fair values**

Resale agreements, cash and cash equivalents, and other payables are assumed to reflect their approximate fair value because of the short-term maturity of these instruments.

The fair value of substantially all of long-term and other receivables cannot practicably be determined because of the nature of these amounts.

The fair value of loan payable to the PetroCaribe Development Fund and the advances from the Ministry of Finance and Planning cannot be reliably estimated because they have terms and conditions for which similar terms and conditions are not available in the market.

The projected financial information used to determine the fair value of the preference share held in Transjamaican Highway Limited (TJH) is derived from a financial model developed by a related party, Bouygues Travaux Publics S.A. [see note 1(c)(i)].

**7. Revenue**

Per clause 22 of the Concession Agreement for Concession No. 1 [see note 1(c)(i)], the Concessionaire has sole rights to revenues arising out of the collection of tolls during the concession period. However, under the terms of the Loan Conversion Agreement (and specified in more detail in Schedule 18 to the Concession Agreement) toll revenues are to be applied as follows:

- (a) Concessionaire No. 1 is entitled to apply cash collected in the following order of priority:
  - (i) capital expenditure which is due and payable;
  - (ii) operating expenditure, including heavy maintenance expenditure, and taxes (if any) which is due and payable;
  - (iii) interest, principal and other amounts under the Financing Agreements which is due and payable;
  - (iv) amounts required to fund or to restore the required balance of any debt services reserve and maintenance reserve under the Financing Agreement which is due and payable; and
  - (v) capital expenditure incurred with respect to Expansion Schemes which is due and payable.

Any cash left over after the foregoing payments (“free cash flows”) is to be shared equally between Concessionaire No. 1 and the company. As stated in note 17, the company owns one preference share in Concessionaire No. 1. The company’s 50% share of the free cash flows is to be distributed to the company as a dividend on the preference share.

**NATIONAL ROAD OPERATING AND CONSTRUCTING COMPANY LIMITED**

Notes to the Financial Statements (Continued)

March 31, 2017

*(Expressed in thousands of Jamaica dollars unless otherwise indicated)*

**7. Revenue (Continued)**

- (b) Of the 50% of the free cash flows distributed by Concessionaire No. 1, any amount in excess of a specified level (ie, that which provides Concessionaire No. 1 with a specified rate of return) shall be shared with the company. The amount to which the company will be entitled depends on the amount of the excess above the specified revenue threshold in prescribed bands, and ranges from 50% of the distributions of such excess by Concessionaire No. 1 at the lowest band up to 100% at the highest.

The payments under both (a) and (b) above are to be made contemporaneously. For the year under review, there were no distributions (of free cash flows or of excess cash over stipulated returns) by Concessionaire No. 1, and, accordingly, no revenue from toll road operation was recognized by the company.

**8. Administrative and general expenses**

	<u>2017</u>	<u>2016</u>
Advertising and public relations	2,133	544
Auditors' remuneration	3,634	3,461
Bad debt expense	50,072	-
Depreciation (note 16)	61,208	62,437
Donations and subscriptions	202	126
Legal and other professional fees	22,092	19,439
Letter of credit fees	2,886	5,396
Repairs and maintenance	1,478	1,697
Staff costs (note 9)	73,619	82,790
Technical fees	52,513	65,766
Rent	6,070	5,958
Utilities	600	575
Other operating expenses	<u>13,435</u>	<u>22,474</u>
	<u>289,942</u>	<u>270,663</u>

**9. Staff costs**

	<u>2017</u>	<u>2016</u>
Salaries and wages	67,373	75,945
Statutory payroll contributions	4,027	4,603
Other	<u>2,219</u>	<u>2,242</u>
Total (note 8)	<u>73,619</u>	<u>82,790</u>

**10. Gain on investment securities**

This represents net gain from the effect of exchange rate depreciation on investment security (note 17).

**NATIONAL ROAD OPERATING AND CONSTRUCTING COMPANY LIMITED**

Notes to the Financial Statements (Continued)

March 31, 2017

*(Expressed in thousands of Jamaica dollars unless otherwise indicated)*

**11. Other income**

	<b><u>2017</u></b>	<b><u>2016</u></b>
Sale of tender documents	<u>44</u>	<u>72</u>

**12. Finance income**

	<b><u>2017</u></b>	<b><u>2016</u></b>
Foreign exchange gains on financial investments:		
Unrealised gains on translation of foreign currency balances	845,220	889,291
Realised gains on settlement of foreign currency balances	38,093	67,909
Interest income:		
Investment security and short-term deposits	21,369	30,529
Long-term receivables	<u>240,844</u>	<u>213,945</u>
	<u>1,145,526</u>	<u>1,201,674</u>

**13. Finance costs**

	<b><u>2017</u></b>	<b><u>2016</u></b>
Net foreign exchange losses on financial liabilities:		
Unrealised losses on translation of foreign currency balances	2,470,577	2,632,454
Interest on loans	4,548,473	4,317,201
Amortisation of transaction costs	<u>262,222</u>	<u>262,222</u>
	<u>7,281,272</u>	<u>7,211,877</u>

**14. Income tax**

By the Income Tax (National Road Operating and Constructing Company Limited) (Remission) Notice, 2011, the Minister of Finance, with effect from February 8, 2011, has waived all the income tax which may be charged or chargeable on any income, gains, or profits derived by the company in connection with or arrangement of the establishment, development, financing, operation or maintenance of tolled highways in Jamaica, including any investment income or gains derived in the ordinary course of conducting such activities.

No tax was remitted during the year as the company had no taxable income.

**NATIONAL ROAD OPERATING AND CONSTRUCTING COMPANY LIMITED**

Notes to the Financial Statements (Continued)

March 31, 2017

*(Expressed in thousands of Jamaica dollars unless otherwise indicated)*

**15. Long-term receivable**

	<u>2017</u> US\$'000	<u>2016</u> US\$'000	<u>2017</u> J\$'000	<u>2016</u> J\$'000
Due from Jamaica North South Highway Company Limited:				
Purchase price [a(i)]	120,000	120,000	15,331,969	14,563,536
Interest receivable [a(ii)]	15,021	11,421	1,919,226	1,386,129
Effect of discounting of cash flows [a(iii)]	<u>-</u>	<u>-</u>	<u>( 856,551)</u>	<u>( 641,084)</u>
	<u>135,021</u>	<u>131,421</u>	<u>16,394,644</u>	<u>15,308,581</u>

This represents the purchase price, amounting to US\$120,000,000, of assets transferred to Jamaica North South Highway Company Limited (“JNSHCL”) (“Concessionaire No. 2”) in 2014, under the terms and conditions of the Mt. Rosser Asset Transfer Agreement, dated December 14, 2012, between the company and the Concessionaire No. 2 (note 1). All of the rights, title and interest in and to the Mount Rosser Assets, as well as certain rights relating to the Mount Rosser Bypass, including the right to complete its construction and to operate and maintain it as part of the Toll Road, in accordance with the terms of the Concession Agreement, were transferred. The balance is carried at amortised cost, less any impairment losses.

- (a) From the effective date (i.e., January 28, 2013) to the date falling on the 20<sup>th</sup> anniversary of the final handover date (the “First Repayment Date”):
  - i) No part of the purchase price shall be payable by Concessionaire No. 2; and
  - ii) Interest shall accrue on the purchase price at a rate equal to 3% per annum. Such interest shall be added to the purchase price (but not compounded), and the sum of all such interest together with the purchase price shall be the adjusted purchase price.
  - iii) The interest income and related receivable were discounted in accordance with IFRS as the accrued interest earned each period on the long-term receivable is being deferred for a period of approximately 21 years.
- (b) On the first repayment date, and on each date falling on an anniversary of the first repayment date, Concessionaire No. 2 shall pay to the company the aggregate of:
  - i) one-thirtieth of the adjusted purchase price; and
  - ii) (other than on the first repayment date) interest on the outstanding balance of the adjusted purchase price for the twelve-month period immediately preceding such repayment date at a rate of 6.5% per annum.
- (c) The purchase price and/or the amount of interest thereon shall be adjusted following any prepayment of any part of the purchase price or the adjusted purchase price or any deduction pursuant to the agreement.

# NATIONAL ROAD OPERATING AND CONSTRUCTING COMPANY LIMITED

## Notes to the Financial Statements (Continued)

March 31, 2017

*(Expressed in thousands of Jamaica dollars unless otherwise indicated)*

### 16. Property and equipment

	<u>Lands</u> <u>see note (i)</u>	<u>Roads</u> <u>see note (ii)</u>	<u>Leasehold</u> <u>Improvements</u>	<u>Office</u> <u>Furniture,</u> <u>Fixtures and</u> <u>Equipment</u>	<u>Computer</u> <u>Equipment</u>	<u>Motor</u> <u>Vehicles</u>	<u>Construction</u> <u>In Progress</u>	<u>Total</u>
Cost:								
March 31, 2015	1,277,864	2,018,579	1,259	7,666	9,663	15,223	1,725,236	5,055,490
Additions	2,524	-	-	252	-	-	343,375	346,151
Transfer	<u>2,068,611</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>(2,068,611)</u>	<u>-</u>
March 31, 2016	3,348,999	2,018,579	1,259	7,918	9,663	15,223	-	5,401,641
Additions	145,485	-	-	553	1,245	-	-	147,283
Disposals	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>( 8,174)</u>	<u>-</u>	<u>( 8,174)</u>
March 31, 2017	<u>3,494,484</u>	<u>2,018,579</u>	<u>1,259</u>	<u>8,471</u>	<u>10,908</u>	<u>7,049</u>	<u>-</u>	<u>5,540,750</u>
Depreciation:								
March 31, 2015	-	608,972	765	4,786	8,581	8,087	-	631,191
Eliminated on disposal	-	-	-	-	-	-	-	-
Charge for the year	<u>-</u>	<u>58,278</u>	<u>126</u>	<u>470</u>	<u>551</u>	<u>3,012</u>	<u>-</u>	<u>62,437</u>
March 31, 2016	-	667,250	891	5,256	9,132	11,099	-	693,628
Eliminated on disposal	-	-	-	-	-	( 5,995)	-	( 5,995)
Charge for the year	<u>-</u>	<u>58,281</u>	<u>126</u>	<u>470</u>	<u>386</u>	<u>1,945</u>	<u>-</u>	<u>61,208</u>
March 31, 2017	<u>-</u>	<u>725,531</u>	<u>1,017</u>	<u>5,726</u>	<u>9,518</u>	<u>7,049</u>	<u>-</u>	<u>748,841</u>
Net book value:								
March 31, 2017	<u>3,494,484</u>	<u>1,293,048</u>	<u>242</u>	<u>2,745</u>	<u>1,390</u>	<u>-</u>	<u>-</u>	<u>4,791,909</u>
March 31, 2016	<u>3,348,999</u>	<u>1,351,329</u>	<u>368</u>	<u>2,662</u>	<u>531</u>	<u>4,124</u>	<u>-</u>	<u>4,708,013</u>
March 31, 2015	<u>1,277,864</u>	<u>1,409,607</u>	<u>494</u>	<u>2,880</u>	<u>1,082</u>	<u>7,136</u>	<u>1,725,236</u>	<u>4,424,299</u>

NATIONAL ROAD OPERATING AND CONSTRUCTING COMPANY LIMITED

Notes to the Financial Statements (Continued)

March 31, 2017

*(Expressed in thousands of Jamaica dollars unless otherwise indicated)*

**16. Property and equipment (Continued)**

Notes:

- (i) This represents costs incurred by the company for the acquisition of lands which have been used in the construction of the highway. At the reporting date, the balance included an amount of \$1,446,030,000 (2016: \$1,300,545,000) for land for which titles have not yet passed to the company.
- (ii) This represents costs incurred by the company for variations to the contracted core requirements of the construction of Phase 1A, as specified in the concession agreement.

Roads are constructed and operated by the Concessionaires [see note 1(c)] for the period of the concession in accordance with the concession specifications. At the end of the concession periods they will be transferred to the company.

**17. Investment security**

	<u>2017</u>	<u>2016</u>
Available-for-sale:		
Preference share [US\$26,257,000 (2016: US\$26,257,000)]	<u>3,354,762</u>	<u>3,186,623</u>

The rights and restrictions attaching to the preference share include the following:

- (a) 50% of the dividend declared and paid during the period commencing on Financial Close Phase 1B (i.e., February 18, 2011) and ending upon termination of the concession agreement [note 1(c)] (the “participation period”), such payment to be made contemporaneously with the payment of the remaining 50% [note 7(a)];
- (b) No entitlement to attend or vote at meetings of the members of TJH;
- (c) Entitlement to attend (but without participation in certain discussions or access to certain documents), but not to vote at, meetings of the directors of TJH;
- (d) Not to have the share redeemed during the participation period, except with the company’s prior written consent. The share may be redeemed after the participation period on payment of US\$1 if all accumulated dividends have been paid;
- (e) Entitlement to receive annual budget of TJH and to require explanations for over-expenditure of in excess of 10%, and in certain situations to have oversight of annual budget approvals;
- (f) Transfer of the preference share only to an acceptable transferee and only after prior written consent of TJH and certain lenders to TJH; and
- (g) No share in any surplus on a winding up of TJH other than accrued and unpaid dividends.

NATIONAL ROAD OPERATING AND CONSTRUCTING COMPANY LIMITED

Notes to the Financial Statements (Continued)

March 31, 2017*(Expressed in thousands of Jamaica dollars unless otherwise indicated)***18. Other receivables**

	<u>2017</u>	<u>2016</u>
Receivable from Ministry of Economic Growth and Job Creation (previously Ministry of Transport and Mining):		
- Road rehabilitation work*	50,072	50,072
Interest receivable	2,063	5,417
Other	<u>3,503</u>	<u>2,474</u>
	55,638	57,963
Less allowance for impairment	<u>(50,072)</u>	<u>-</u>
	<u>5,566</u>	<u>57,963</u>

\* The company acted as facilitator in respect of rehabilitation of roads adjoining the Tolloed Highway on behalf of the Ministry of Economic Growth and Job Creation (previously Ministry of Transport and Mining) and the balance receivable represents cash advanced by the company for project expenses in excess of funds received.

At the reporting date, the company made a full provision for the outstanding amount.

**19. Resale agreements**

The fair value of the securities underlying the resale agreements at the reporting date was \$607,921,000 (2016: \$979,871,000).

**20. Share capital**

	<u>2017</u>	<u>2016</u>
Authorised, issued and fully paid:		
1,000,000 ordinary shares of no par value	<u>1,000</u>	<u>1,000</u>

During the year, the outstanding payment of \$1,000,000 for the ordinary shares issued was settled by an offset against the debt payments made by the Government of Jamaica on the company's behalf.

Each ordinary share entitles the holder to such dividend per share as is declared from time to time and entitles the holder to attend and vote at meetings of the company, in accordance with the Articles of Incorporation.

**21. Inflation reserve**

The company transfers a minimum of 40% of each year's profit, if any, to the inflation reserve, which has been established to ensure that payments to bondholders are made in accordance with the terms of the real return convertible bond issue.

NATIONAL ROAD OPERATING AND CONSTRUCTING COMPANY LIMITED

Notes to the Financial Statements (Continued)

March 31, 2017

*(Expressed in thousands of Jamaica dollars unless otherwise indicated)*

**22. Long-term loans and advances**

	<u>2017</u>	<u>2016</u>
(a) Real Return Convertible Bonds (face value J\$3,552,000,000, due February 6, 2032)	13,808,203	13,456,077
(b) PetroCaribe Development Fund US\$63,738,246 (2016 - US\$69,049,816)	8,201,022	8,426,985
(c) Ministry of Finance and Planning		
Advances - (i) Interest paid on behalf of company [note 24 (b)]	28,274,473	23,064,902
- (ii) Portmore Causeway [note 24 (b)]	386,002	366,126
(d) Long-term bond (face value US\$294,180,000, due 2024)	<u>35,857,625</u>	<u>33,648,606</u>
	86,527,325	78,962,696
Current portion of Petro Caribe Development Fund US\$5,311,570 (2016 - US\$5,311,570)	( <u>683,425</u> )	( <u>648,235</u> )
	<u>85,843,900</u>	<u>78,314,461</u>

- (a) This represents 4.5% convertible bonds issued by the company on February 7, 2002. The aggregate proceeds received from subscribers totalled \$3,552,000,000.

The bonds were issued at par and will be redeemed at the greater of par or par as adjusted for inflation or deflation based on changes in the all Jamaica "All Group" revised Consumer Price Index. However, bondholders have been given the option to convert some or all of the redemption monies for the bonds at redemption date into the company's ordinary shares, at a share price of 80% of the value of the shares at that date.

Coupon interest on the bonds will accrue at the rate of 4.5% per annum, adjusted for inflation or deflation, and is payable semi-annually in arrears on February 7 and August 7 of each year until maturity. Interest and inflation compensation are exempt from income tax.

The payment of principal and interest on the bonds is guaranteed by the Government of Jamaica and the bonds will rank *pari passu* with all similar future unsecured indebtedness of the company.

The net proceeds of the bond issue have been on-lent to Concessionaire No. 1 to provide part financing of the construction costs of Phase 1 of Highway 2000, in accordance with the terms of the GPD Loan Agreement between the company and the Concessionaire but that loan was, in substance, replaced in 2011 by one preference share in Trans Jamaica Highway (note 17).



NATIONAL ROAD OPERATING AND CONSTRUCTING COMPANY LIMITED

Notes to the Financial Statements (Continued)

March 31, 2017

*(Expressed in thousands of Jamaica dollars unless otherwise indicated)*

**22. Long-term loans and advances (Continued)**

(a) (Continued)

The fair value of the bond comprises the fair value of the liability and the fair value of the equity conversion option. The fair value of the liability component of the bonds cannot be reliably determined because the bonds are not being traded and there are no similar instruments in the market. However, there is no evidence to suggest that the liability component is less than proceeds. Also, given that the conversion option is so far into the future, no value has been assigned to the equity conversion component of the bond.

The convertible bonds are recognised in the statement of financial position as follows:

	<u>2017</u>	<u>2016</u>
Face value of bonds, being proceeds of issue	<u>3,552,000</u>	<u>3,552,000</u>
Inflation compensation - at beginning of year	9,938,601	9,454,502
- amount for year	<u>349,951</u>	<u>484,099</u>
- at end of year	<u>10,288,552</u>	<u>9,938,601</u>
	13,840,552	13,490,601
Less: Unamortised transaction costs	<u>( 32,349)</u>	<u>( 34,524)</u>
	<u>13,808,203</u>	<u>13,456,077</u>

(b) This represents a loan facility totalling US\$70,600,000 negotiated with the PetroCaribe Development Fund to provide working capital to the company. In particular, the facility was negotiated to complete the Mount Rosser leg of the Highway 2000 project. The loan is supported by promissory notes issued by the company.

	<u>2017</u> <u>US\$</u>	<u>2016</u> <u>US\$</u>
Loan amount outstanding at beginning of period	69,049,816	74,361,386
Principal paid during the year	<u>( 5,311,570)</u>	<u>( 5,311,570)</u>
Loan amount outstanding at end of period	63,738,246	69,049,816
Less: Current portion of long-term loan	<u>( 5,311,570)</u>	<u>( 5,311,570)</u>
Non-current portion of long-term loan	<u>58,426,676</u>	<u>63,738,246</u>

The principal amount is repayable in semi-annual instalments, the first of which was due on December 30, 2013, with final repayment due on December 30, 2028. The interest rate is 5% per annum and is payable semi-annually in arrears on the last day of each interest period, commencing December 30, 2011. The loan is guaranteed by hypothecation of the expected inflows of toll revenues from the Linstead to Moneague leg of Highway 2000.

NATIONAL ROAD OPERATING AND CONSTRUCTING COMPANY LIMITED

Notes to the Financial Statements (Continued)

March 31, 2017

*(Expressed in thousands of Jamaica dollars unless otherwise indicated)*

**22. Long-term loans and advances (Continued)**

- (c) (i) This represents interest payments made by the Ministry of Finance and Planning on behalf of the company. There is no agreement in place and the interest rate, repayment date and other terms of the advances have not yet been determined.
- (ii) An amount of US\$3,000,000 was received from the Ministry of Finance and Planning during 2006 to assist in the financing of the Portmore Causeway. There is no agreement in place and the interest rate, repayment date and other terms of the advances have not yet been determined.

These amounts have been classified as non-current or subject to notice because management is of the view that, when agreed with the Ministry of Finance and Planning, the repayment dates will be more than a year after the reporting date.

- (d) This represents 9.375% Amortizing Notes due 2024 issued by the company on November 10, 2011. The aggregate proceeds received from subscribers totalled US\$294,180,000.

The payment of principal and interest on the bonds is due in United States dollars and is guaranteed by the Government of Jamaica. The bonds rank *pari passu* with all similar future unsecured indebtedness of the company.

The principal amount is repayable in two equal instalments, the first of which is due and payable on November 10, 2023, with final repayment due on November 10, 2024. The interest is payable semi-annually in arrears on May 10 and November 10 of each year, which commenced on May 10, 2012.

**23. Other payables**

	<u>2017</u>	<u>2016</u>
Accrued expenses	100,369	188,658
Professional fees	9,107	31,230
Interest payable	1,743,354	1,677,762
Other	<u>13,997</u>	<u>14,272</u>
	<u>1,866,827</u>	<u>1,911,922</u>

NATIONAL ROAD OPERATING AND CONSTRUCTING COMPANY LIMITED

Notes to the Financial Statements (Continued)

March 31, 2017*(Expressed in thousands of Jamaica dollars unless otherwise indicated)***24. Related party balances and transactions**

- (a) A related party is a person or entity that is related to the company.
  - (i) A person or a close member of that person's family is related to the company if that person:
    - (1) has control or joint control over the company;
    - (2) has significant influence over the company; or
    - (3) is a member of the key management personnel of the company or of a parent of the company.
  - (ii) An entity is related to a company if any of the following conditions applies:
    - (1) The entity and the company are members of the same group (which means that each parent, subsidiary and fellow subsidiary is related to the others).
    - (2) One entity is an associate or joint venture of the other entity (or an associate or joint venture of a member of a group of which the other entity is a member).
    - (3) Both entities are joint ventures of the same third party.
    - (4) One entity is a joint venture of a third entity and the other entity is an associate of the third entity.
    - (5) The entity is a post-employment benefit plan for the benefit of employees of either the company or an entity related to the company.
    - (6) The entity is controlled, or jointly controlled by a person identified in (a).
    - (7) A person identified in (a)(i) has significant influence over the entity or is a member of the key management personnel of the entity (or of a parent of the entity).
    - (8) The entity, or any member of a group of which it is a part, provides key management personnel services to the company or to the parent of the company.

A related party transaction is a transfer of resources, services or obligations between related parties, regardless of whether a price is charged.

Related parties include Government-related entities and Ministries, and key management personnel.

NATIONAL ROAD OPERATING AND CONSTRUCTING COMPANY LIMITED

Notes to the Financial Statements (Continued)

March 31, 2017*(Expressed in thousands of Jamaica dollars unless otherwise indicated)***24. Related party balances and transactions (Continued)**

- (b) The statement of financial position includes balances with related parties, as follows:

	<u><b>2017</b></u>	<u><b>2016</b></u>
Receivable from related parties:		
Ministry of Economic Growth and Job Creation (previously Ministry of Transport and Mining)		
- Road rehabilitation (note 18)	<u>-</u>	<u>50,072</u>
Payable to related parties:		
Development Bank of Jamaica Limited		
- Interest payable	<u>177,430</u>	<u>177,430</u>
PetroCaribe Development Fund		
- Long-term loan (note 22)	<u>8,201,022</u>	<u>8,426,985</u>
Ministry of Finance and Planning		
- Long-term loan (note 22)	28,274,473	23,064,902
- Short-term loan (note 22)	<u>386,002</u>	<u>366,126</u>

- (c) The statement of profit or loss and other comprehensive income includes income earned from, and expenses incurred in, transactions with related parties, as follows:

	<u><b>2017</b></u>	<u><b>2016</b></u>
Development Bank of Jamaica Limited		
Expenses:		
Professional fees	14,800	4,800
Rent	<u>6,070</u>	<u>5,958</u>

- (d) Key management personnel compensation:

Salaries and other short-term employee benefits [including salaries of directors who are executives (see below)]	33,048	34,325
Statutory payroll contributions	<u>2,027</u>	<u>1,943</u>
	<u>35,075</u>	<u>36,268</u>
Directors' emoluments:		
Fees	991	725
Management remuneration	<u>14,280</u>	<u>14,019</u>
	<u>15,271</u>	<u>14,744</u>

NATIONAL ROAD OPERATING AND CONSTRUCTING COMPANY LIMITED

Notes to the Financial Statements (Continued)

March 31, 2017

*(Expressed in thousands of Jamaica dollars unless otherwise indicated)*

**25. Contingent liability**

- (a) As indicated in note 1, the company acquires lands for the purpose of road construction by the Concessionaires. Property tax on these lands has been assessed by the Commissioner of Lands. By virtue of Property Tax (National Road Operating and Constructing Company Limited) (Remission) Notice 2012 dated December 10, 2012, the property tax due and payable in respect of any property in the possession of the company used in connection with toll roads in Jamaica was remitted with effect from that date and for the duration of Concession Agreement No. 2. To date, no property taxes have been paid as the company is in discussion with the Commissioner of Lands in relation to the implementation of the foregoing and other related matters. The liability for the property taxes incurred is not expected to exceed \$2,700,000.
- (b) A number of properties on which the Highway has been built have been compulsorily acquired under the Land Acquisition Act by the Commissioner of Lands (COL) acting on the company's behalf. For the majority of these, the documentation does not now exists for an award or payment to be made to any person for one or more reasons, including unregistered lands, unavailability of owners, owners who died intestate, and wills not yet probated. In the future, however, these persons may come forward with the necessary documentation and request payment. Any such requests are expected to be passed to the company by the COL. The company does not expect this potential liability to exceed \$730,000,000.
- (c) A claim in the amount of \$15,392,000 was brought by Magnus Mullings, the Executor of the estate of Ivy Harding, deceased, in respect of land registered at Volume 1039 Folio 209 and compulsorily acquired by the Commissioner of Lands pursuant to the Land Acquisition Act for the purpose of construction of the Mt. Rosser leg of Highway 2000 for damages to livestock, economic trees and buildings on the land which allegedly occurred during the acquisition process. The company has been joined as the 3<sup>rd</sup> defendant with the Commissioner of Land, and the Attorney General in this claim. Defences have been filed by all defendants including the company in which the allegations were denied. The matter has been referred for mediation.
- (d) A claim for compensation under clause 25.8 of Amended and Reinstated Concession Agreement in respect of Highway 2000 Project was submitted by TransJamaican Highway Limited (TJH). In accordance with the clause, TJH is claiming compensation in respect of revenue losses from the competing roads, North South Link Highway.

The Attorney General concluded that they were of the view that TJH's entitlement to compensation by virtue of clause 25.8 (b) only arises if existing competing roads were enhanced. The management of the Company considers that the North South Link Highway is not an enhancement to existing competing roads and as such do not see a basis for compensation payments to TJH.

## Appendix 1 – STATUS REPORT FOR FINANCIAL YEAR 2016-2017

POLICIES	OBJECTIVES	STRATEGIES	MAJOR TASKS	PERFORMANCE MEASURE/ INDICATORS	TARGET	ACHIEVEMENT
	<i>Accelerating Development through Infrastructure</i>	Development of the Montego Bay Bypass	Identify a Developer/Contractor for Montego Bay Bypass	Develop Pre-feasibility Model	Model completed and submitted	Model not completed due to theft of data collected.
				Discussions with Potential Funding Agencies	Submit preliminary report to the Board and Ministry	Pre-feasibility model could not be developed without the information from the traffic data
				Carry out traffic studies - Montego Bay Bypass	Complete O-D Surveys	Survey completed and report prepared.
				Outline Traffic Forecast	Traffic Forecast completed	Final report received from SCI on March 23, 2017.
		Development of the next phases of the Highway - May Pen to Williamsfield	Identify a Developer/Contractor for May Pen to Williamsfield	Develop Pre-feasibility Model	Model completed and submitted	Model developed and submitted.
				Discussions with Potential Funding Agencies	Submit preliminary report to	Report submitted to the Board and

					the Board and Ministry	the Ministry in August 2016
				Carry out traffic studies - May Pen to Williamsfield	Complete O-D Surveys	Surveys not completed
				Outline Traffic Forecast	Traffic Forecast completed	Traffic studies will not be done for this section at this time.
		Transfer of the Development Lands for Hotels, Housing and Commercial development	Identify and Agree the sites for Development Lands	Finalisation of surveying activities for agreed sites	Surveying activities completed	Surveys completed for agreed sites
			Transfer lands to the Developer	Signed Developers Agreement	Developers agreement signed	Transfer completed. Approval received from Cabinet

POLICIES	OBJECTIVES	STRATEGIES	MAJOR TASKS	PERFORMANCE MEASURE/ INDICATORS	TARGET	ACHIEVEMENT
	<i>Road User Safety</i>	Monitor the Highway Operating Agreement and partnering with the Developer and Operator to identify and implement safety	Coordinate the activities for reduction of the number of fatal and serious accidents in collaboration	Number and categories of accidents along highway tracked monthly.	Monthly # and categories of accidents obtained from Operator and reviewed. Adverse trends discussed at	Data obtained from Operator and reviewed monthly. Adverse trend discussed at monthly meetings.

		improvement measures.	with the Toll Operator.		monthly meeting.	
				Smoke trend along highway tracked monthly and discussed at monthly meeting held with Operator.	Monthly # of fires along T1 and T2 obtained from Operator and reviewed. Adverse trends discussed at monthly meeting.	Data obtained from Operator and reviewed monthly. Adverse trend discussed at monthly meetings.

POLICIES	OBJECTIVES	STRATEGIES	MAJOR TASKS	PERFORMANCE MEASURE/ INDICATORS	TARGET	ACHIEVEMENT
	<i>Environmental Balance</i>	Monitor the Highway Operating Agreement with a view to minimizing the impact of the	Conduct weekly site inspections of works in progress for environmental and safety compliance.	Submittal of monthly report to Developer and other H2K stakeholders (2 weeks after month end).	12 reports submitted by agreed time	12 reports submitted by agreed time



		new construction on the surroundings in compliance with NEPA's and other legal/regulatory requirements.	Conduct weekly site inspections of completed H2K for environmental and safety compliance.	Submittal of monthly report to Grantor's Rep. (2 weeks after month end).	11 reports submitted by agreed time	11 reports submitted by agreed time
		Improve Environmental Awareness and practices within NROCC	Develop an Environmental Management System (EMS) for NROCC	Targets achieved by stated timelines	Review, agree, issue and monitor EMS procedures	EMS Policy finalised. Procedures not yet finalised.

POLICIES	OBJECTIVES	STRATEGIES	MAJOR TASKS	PERFORMANCE MEASURE/ INDICATORS	TARGET	ACHIEVEMENT
	<i>Economic Development</i>	Collaborate with Developer to grow the traffic numbers on H2K	Meet with Developer to formulate plan to grow/improve traffic on H2K	Traffic growth through each plaza	Analyze traffic numbers for trends	Traffic numbers analysed and trends discussed at monthly meetings
	<i>Customer Service</i>	Assure compliance of Developer, Contractor and Operator with the Highway Concession Agreement	Audit Quality Management Systems of the Developer, Contractor and Operator to ascertain level of compliance with the	Quarterly Quality Management compliance audits conducted	4 audits each of the Developer and Operator conducted and reported	4 audits each of the Developer, Contractor and Operator conducted and reported

			Highway Concession Agreement			
		Improve the ongoing customer communication and outreach	Update of H2K website with information relating to activities taking place for H2K.	Timely update of H2K website	Website updated quarterly (end of mth.). Community updates via bulletin and community relations activities	Website updated in first quarter of the reporting period. Website currently being re-designed.
		Issue Customer satisfaction Survey	Issue Customer satisfaction Survey	Survey administered to primary customer and feedback received	Overall rating of satisfied or very satisfied	Rating of satisfied received on Customer satisfaction survey

POLICIES	OBJECTIVES	STRATEGIES	MAJOR TASKS	PERFORMANCE MEASURE/ INDICATORS	TARGET	ACHIEVEMENT
	<i>Organization Development and Efficiency Improvement</i>	Improve NROCC's Quality Management System (QMS)	Maintain ISO 9001 QMS and obtain certification of the QMS	No Hold Point during ISO 9001 Surveillance Audit	Surveillance Audit of QMS	Surveillance audit conducted without hold points
					4	8

		Staff Development	Development of staff through training	# of job-related training programmes held		
		Reduction in expenditure to improve organizational efficiency	Developing systems to monitor and reduce utilities consumption	Reduction in telephone talk time	Reduce talk time by 3% for the quarter	Talk time decreased by 10%
			Monitor and reduce paper and ink consumption	Reduction in expenditure for copy paper and ink	Consumption of copy paper and ink reduced by minimum of 3% for the quarter	Consumption of copy paper increased by 45%

## Appendix 2 – REVISED OPERATIONAL PLAN – 2017 - 2018

OBJECTIVES	STRATEGIES	MAJOR TASKS	PERFORMANCE MEASURE/ INDICATORS	PHYSICAL TARGETS			
				QTR.1	QTR. 2	QTR.3	QTR.4
<b>Accelerating Development through Infrastructure</b>	Implement Phase 1C Project	Review of Outline Design	Outline design submitted				Design reviewed
		Appointment of Land Surveyors	Selection of Land Surveyors completed	Contractors selected			
		Appointment of Valuers	Selection of Valuers completed		Contractors selected		
		Preliminary identification of Utilities impacted	Plan developed based on information from Surveyors				Plan submitted
	Complete Feasibility Assessment for Montego Bay Bypass and agree next steps	Develop Pre-Feasibility Model	Excel model submitted	Develop and Submit model			
		Review Feasibility Model (Submission from SCI)	Review completed		Review completed		
		Finalize next steps	Preliminary feasibility report submitted to the Board & Ministry			Report submitted	
	Desk top studies for new projects (Santa Cruz Bypass, N-S/E-W Connection)	Develop Preliminary model for Spur Tree – Santa Cruz	Model developed		Model Developed		
		Develop schematic layout of possible options for N-S/E-W connection	Schematic layout submitted		Layout submitted		
	Finalize outstanding Land Acquisition transactions	Complete transfer of titles according to schedule.	Number of titles transferred	18	18	18	18
		Compilation of severed lands information from existing GIS data (for E-W and N-S)	Report submitted	Report submitted to MD			
	Transfer of the Development Lands for Hotels, Housing and Commercial development	Complete transfer of previously agreed lands to the Developer	Transfers signed and lodged for different sites		Mammee Bay Sites		Caymanas Sites
		Identify and Agree remaining sites for development lands	Proposal submitted to Cabinet			Proposal submitted to cabinet	

OBJECTIVES	STRATEGIES	MAJOR TASKS	PERFORMANCE MEASURE/ INDICATORS	PHYSICAL TARGETS			
				QTR.1	QTR. 2	QTR.3	QTR.4
<b>Road User Safety</b>	Monitor the Highway Operating Agreement and partnering with the Developer and Operator to identify and implement safety improvement measures.	Coordinate the activities for reduction of the number of fatal and serious accidents in collaboration with the Toll Operator.	Number and categories of accidents along highway tracked monthly.	Monthly # and categories of accidents obtained from Operators and reviewed. Adverse trends discussed at monthly meeting.	Monthly # and categories of accidents obtained from Operators and reviewed. Adverse trends discussed at monthly meeting.	Monthly # and categories of accidents obtained from Operators and reviewed. Adverse trends discussed at monthly meeting.	Monthly # and categories of accidents obtained from Operators and reviewed. Adverse trends discussed at monthly meeting.
			Smoke trend along highway tracked monthly and discussed at monthly meeting held with Operator.	Monthly # of fires along T1 and T2 obtained from Operator and reviewed. Adverse trends discussed at monthly meeting.	Monthly # of fires along T1 and T2 obtained from Operator and reviewed. Adverse trends discussed at monthly meeting.	Monthly # of fires along T1 and T2 obtained from Operator and reviewed. Adverse trends discussed at monthly meeting.	Monthly # of fires along T1 and T2 obtained from Operator and reviewed. Adverse trends discussed at monthly meeting.

OBJECTIVES	STRATEGIES	MAJOR TASKS	PERFORMANCE MEASURE/ INDICATORS	PHYSICAL TARGETS			
				QTR.1	QTR. 2	QTR.3	QTR.4
<b>Environmental Balance</b>	Monitor the Highway Operating Agreement with a view to minimizing the impact of the new construction on the surroundings in compliance with NEPA's and other legal/regulatory requirements.	Conduct weekly site inspections for environmental and safety compliance.	Submittal of monthly report to MD and Grantors Representative	3 reports submitted by agreed time	2 reports submitted by agreed time	3 reports submitted by agreed time	3 reports submitted by agreed time
		Conduct weekly site inspections of completed H2K for environmental and safety compliance.	Submittal of monthly report to Grantor's Rep.	3 reports submitted by agreed time	2 reports submitted by agreed time	3 reports submitted by agreed time	3 reports submitted by agreed time
	Improve Environmental Awareness and practices within NROCC	Develop an Environmental Management System (EMS) for NROCC	Targets achieved by stated timelines	Draft EMS procedures and circulate to staff	Review and agree EMS Procedures	Train staff in EMS Procedures	Implement and monitor EMS Procedures

OBJECTIVES	STRATEGIES	MAJOR TASKS	PERFORMANCE MEASURE/ INDICATORS	PHYSICAL TARGETS			
				QTR.1	QTR. 2	QTR.3	QTR.4
<b>Economic Development</b>	Collaborate with Developer to grow the traffic numbers on H2K	Meet with Developer to formulate plan to grow/improve traffic on H2K	Traffic growth through each plaza	Analyze traffic numbers for trends	Analyze traffic numbers for trends	Request and obtain plan from Developers for increasing traffic numbers.	Analyze traffic numbers for trends
<b>Customer Service</b>	Assure compliance of Developer, Contractor and Operator with the Highway Concession Agreement	Audit Quality Management Systems of the Developer, Contractor and Operator to ascertain level of compliance with the Highway Concession Agreement	Quarterly Quality Management compliance audits conducted	1 audit each of the Developers and Operator conducted and reported	1 audit each of the Developers and Operator conducted and reported	1 audit each of the Developers and Operator conducted and reported	1 audit each of the Developers and Operator conducted and reported
	Improve the ongoing customer communication and outreach	Update of H2K website with information relating to activities taking place for H2K.	Timely update of H2K website	Website updated quarterly	Website updated quarterly	Website updated quarterly	Website updated quarterly
	Monitor and Improve Customer Satisfaction levels	Issue Customer satisfaction Survey	Survey administered to primary customer and feedback received		Surveys Issued to primary and Internal Customers	Overall rating of satisfied or very satisfied	
	Compliance with PBMA Requirements	Submit reports required by the PBMA to the MEGJC	Quarterly Report	last day of month following quarter	last day of month following quarter	last day of month following quarter	last day of month following quarter
			Half-yearly Report	2 months following end of 6 months period		2 months following end of 6 months period	
			Annual Report		4 months following end of financial year		
			Corporate & Operational Plans			last day of calendar year	

OBJECTIVES	STRATEGIES	MAJOR TASKS	PERFORMANCE MEASURE/ INDICATORS	PHYSICAL TARGETS			
				QTR.1	QTR. 2	QTR.3	QTR.4
<b>Organization Development and Efficiency Improvement</b>	Improve NROCC's Quality Management System (QMS)	Maintain ISO 9001 QMS and transition to new requirements	No Hold Point during ISO 9001 Surveillance Audit			Transition of QMS to ISO 9001:2015	
		Monitoring of risks and opportunities	Mitigating actions addressed		Discussed at Management Review meeting		Discussed at Management review meeting
	Staff Development	Development of staff through training	# of staff members attending job-related training programmes	1	1	1	1
	Reduction in expenditure to improve organizational efficiency	Developing systems to monitor and reduce utilities consumption	Reduction in telephone talk time	Phone minutes not exceeding 3% over the previous year	Phone minutes not exceeding 3% over the previous year	Phone minutes not exceeding 3% over the previous year	Phone minutes not exceeding 3% over the previous year
		Monitor and reduce paper and ink consumption	Expenditure not exceeding previous year (percentage increase)	20	20	5	5