

# Summary of Strategic Plan 2018/19 – 2024/25

## Focus

### Mission

Our mission is to provide infrastructure and services to facilitate the marketing and distribution of fresh food, flowers and other ancillary products.

### Collective Ambition

To achieve growth through ownership and investment in Central Markets and associated infrastructure in Australia.

### Goals

The initial goals as agreed to by the Board, in support of the Collective Ambition, are as follows:

- Maximise the development potential of the site
- Assess the potential benefits of working closely with other Central Markets to access synergies, operating efficiencies and growth
- Identify and evaluate the options available for the ongoing growth of the company
- Incorporate flood mitigation strategies which reflect the inherent site risks into future development and opportunity planning
- Achieve 25% growth in the operating net profit before tax and 20% growth in net asset value over the five financial years between 2018/19 and 2023/24
- Retain and develop the expertise within the company



**BRISBANE  
MARKETS  
LIMITED**

## Direction

### Strategic focus

Growing the business through site development and pursuing opportunities that reflect the company's core business (Market management and ownership).

## Strategic Priorities and Projects

### Site utilisation

- Master Plan
- Site utilisation/growth
- Potential property and/or ancillary service opportunities

### Business development and diversification

- Future operational synergies and growth
- Digital and technology related opportunities
- Service related synergies

### Stakeholder relations and positioning

- Brismark liaison and engagement
- Targeted branding strategy
- Resourcing the branding/ marketing function
- Tenant engagement and support for BML's future direction
- Relevance of Central Markets
- Rationalisation of selling floor tenancies
- Government relations
- Corporate social responsibility

### Capital and asset management

- Alternative funding options
- Growth Strategies
- Upgrading of infrastructure
- Flood mitigation

### People and culture

- Bench strength
- Values and culture

## Results

### Progress indicators

#### Asset Performance/Site Utilisation

- Maximum usage of the central trading area - percentage tenanted
- Net lettable area – m<sup>2</sup> (excludes land leases)
- Vacancy rate – percentage

#### Non-Financial Performance

- Tenant feedback – percentage rating satisfaction "How do you rate BML's performance as your landlord?"
- Staff positions

#### Financial Performance

- Total operating revenue (growth/percentage) (excludes PMGL)
- Total Operating Expenditure (excludes COGS, Finance Costs, Depn, PMGL)
- Operating NPBT (excludes PMGL)
- Ratio of operating expenses to revenue – percentage (excludes PMGL)
- Total Assets (includes PMGL and revaluation impact)
- Net assets (annual percentage growth) (includes PMGL and revaluation impact)
- Dividends Paid (cents/share fully franked)
- Earnings per share (excluding revaluation impact)
- Weighted average cost of capital – % (total debt)
- NTA/share

### Outcomes and milestones (next 5 years)

- Well maintained, vibrant site
- Recognition within the Horticulture industry and government as the leading wholesale market in Australia
- Easy access to relevant levels of government
- Shared services with other Markets and further operating efficiencies
- Assessment of future growth opportunities and synergies
- Shared vision with Brismark with respect to growth of the site and structure of the company
- A pipeline of investment opportunities that increase levels of site utilisation
- Strong levels of stakeholder engagement evidenced by tenant survey results and feedback
- High level of respect between BML's Board and management team
- State of the art technology being utilised to create efficiencies