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## **STANDING COMMITTEE ON NATURAL RESOURCES**

### **Consolidated Review Report on the Fiji Ports Corporation Limited Annual Reports for 2020,2021,2022 and 2023**



**Parliamentary Paper No: 27/26**

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## Chairperson’s Foreword



It is my honour, on behalf of the Standing Committee on Natural Resources, to present this review report on the Fiji Ports Corporation Limited Annual Reports for the financial years 2020, 2021, 2022, and 2023.

Fiji Ports Corporation Limited is a critical State-Owned Enterprise that underpins the nation’s maritime infrastructure and plays a central role in facilitating domestic and international trade. Its operations are vital to Fiji’s economic stability, regional connectivity, and overall development. In this regard, the Committee recognises the strategic importance of ensuring that the Corporation operates with efficiency, accountability, and in alignment with national development priorities.

The period under review was marked by unprecedented global and domestic challenges, particularly the COVID-19 pandemic, which significantly impacted global supply chains, port operations, and revenue performance. Despite these challenges, the Committee acknowledges the efforts of Fiji Ports Corporation Limited in maintaining continuity of operations, safeguarding essential services, and supporting national economic resilience during a time of considerable uncertainty.

In undertaking this scrutiny, the Committee examined the Corporation’s financial performance, governance structures, capital investment programmes, service delivery outcomes, and operational challenges over the four-year period. The review process included analysis of annual reports, consideration of written submissions, engagement with the management of Fiji Ports Corporation Limited, and site visits conducted across the Central, Western, Eastern, and Northern Divisions in March this year. These engagements provided valuable firsthand insights into port operations and infrastructure conditions across the country.

Furthermore, the Committee recommends that Government explore the development of Malau as a strategic port of entry for the Northern division “Look North” policy, in order to enhance trade connectivity, regional integration, and economic growth in the Northern Division.

The Committee also identified key areas requiring improvement, particularly in relation to operational efficiency, infrastructure development, financial sustainability, and long-term strategic planning. The recommendations contained in this report are intended to strengthen institutional performance, enhance accountability mechanisms, and ensure that Fiji Ports Corporation Limited continues to effectively serve the people of Fiji.

On behalf of the Committee, I extend my sincere appreciation to the Executives and staff of Fiji Ports Corporation Limited for their cooperation and transparency throughout this review process. I acknowledge the valuable contributions of Honourable Members of the Committee—Hon. Inosi Kuridrani (Deputy Chairperson), Hon. Joseph Nand, Hon. Vijay Nath, Hon. Shalen Kumar, and Hon. Taito Rokomatu—as well as the Secretariat for their dedication and professional support.

Finally, I commend this report to Parliament with the hope that its findings and recommendations will contribute to the continued strengthening and development of Fiji's ports sector for the benefit of all Fijians.



Hon. Kalaveti Ravu

**Chairperson**

**Standing Committee on Natural Resources**

## ACRONYMS/GLOSSARY

| <b>COVID - 19</b> | Coronavirus Disease.            |
|-------------------|---------------------------------|
| <b>FPCL</b>       | Fiji Ports Corporation Limited  |
| <b>PAFCO</b>      | Pacific Fishing Company Limited |
| <b>SDG</b>        | Sustainable Development Goal    |
| <b>SO</b>         | Standing Order                  |

## **1.0 INTRODUCTION**

The Standing Committee on Natural Resources presents this consolidated report arising from its scrutiny of the Fiji Ports Corporation Limited Annual Reports for the financial years 2020, 2021, 2022, and 2023.

In line with its oversight mandate under the Standing Orders of Parliament, the Committee undertook a comprehensive examination of the Corporation's performance over the four-year period. The review focused on key areas including governance arrangements, financial performance, capital investment programmes, service delivery outcomes, operational efficiency, and the overall impact of the COVID-19 pandemic on port operations and revenue generation.

The Committee's inquiry process included the analysis of annual reports and relevant documentation, engagement with the management and officials of Fiji Ports Corporation Limited, and site visits conducted in March this year across the Central, Western, Eastern, and Northern Divisions. These engagements provided Members with valuable firsthand observations of port operations, infrastructure conditions, and service delivery challenges across the country.

This consolidated report reflects the Committee's findings and observations, and presents recommendations aimed at strengthening institutional performance, enhancing accountability and transparency, and improving the long-term sustainability and efficiency of Fiji's ports sector. The Committee trusts that the findings contained herein will contribute meaningfully to informed parliamentary oversight and ongoing sectoral improvement for the benefit of all Fijians.

## 2.0 Committee Remit and Composition

### 2.1 Committee Remit

Under Standing Order 109 (c) of the Parliament of Fiji, the Standing Committee on Natural Resources is mandated to perform the following functions:

Scrutinize government departments and agencies, review annual reports, examine policies and legislations, monitor resource management programs, conduct public consultations, investigate issues and challenges, review budget allocations, and report to parliament its findings and recommendations for improvements.

### 2.2 Committee Composition



Hon. Kalaveti Ravu  
**Chairperson**  
**Government MP**



Hon. Inosi Kuridrani  
**Deputy Chairperson**  
**Assistant Minister for Agriculture**  
**and Sugar**  
**Government MP**



Hon. Shalen Kumar  
**Assistant Minister for Multi – Ethnic Affairs,**  
**Culture, Heritage and Arts**  
**Government MP**



Hon. Taito Rokomatu  
**Government MP**



Hon. Joseph Nand  
**Opposition MP**



Hon. Vijay Nath  
**Opposition MP**

## **2.3 Procedure and Program**

The Standing Committee on Natural Resources conducted its scrutiny of the Fiji Ports Corporation Limited Annual Reports for the financial years 2020, 2021, 2022, and 2023 in accordance with Standing Order 112(1) (a–i) and established parliamentary oversight procedures.

The Committee’s review commenced with the receipt of the Annual Reports, followed by a preliminary examination focusing on key performance indicators, financial statements, governance matters, and operational outcomes over the four-year period.

The Committee adopted a structured inquiry process supported by technical briefings facilitated by the Secretariat, which provided Members with background information on the Corporation’s mandate, structure, and performance. Supplementary papers, comparative analyses, and issue briefs were prepared to assist Members’ deliberations.

The Committee also considered written submissions and clarifications from the executive management of Fiji Ports Corporation Limited and held oral evidence sessions with senior officials to address matters arising from the reports.

In March of this year, the Committee undertook site visits to Fiji Ports Corporation Limited facilities across the Central, Western, Eastern, and Northern Divisions, including Malau, Savusavu, Levuka, Lautoka, and Suva Ports, to observe operations and infrastructure conditions firsthand.

Internal deliberations were subsequently held to assess the evidence gathered and to formulate the Committee’s findings and recommendations.

This process enabled the Committee to undertake a comprehensive, transparent, and evidence-based review in fulfilment of its oversight responsibilities.

## **2.4 Evidence and Advice Received - Please Refer to Annexures 1 – 5**

## **3.0 Committee Deliberation and Analysis**

### **3.1 Findings**

Having considered the FPCL Annual Reports for the financial years 2020, 2021, 2022, and 2023, together with oral evidence, written submissions, and observations from site visits conducted across the Central, Western, Eastern, and Northern Divisions in March this year, the Committee makes the following findings:

#### **3.1.1. Infrastructure Constraints and Modernisation Needs**

The Committee noted that while FPCL has undertaken maintenance and some rehabilitation works, there remains a need for accelerated investment in port infrastructure to address capacity constraints, ageing assets, and efficiency limitations identified during site visits particularly at Malau and Savusavu Ports.

#### **3.1.2. Operational Efficiency and Service Delivery**

The Committee noted that improvements are required in port efficiency, cargo handling systems, and turnaround times to ensure competitiveness and alignment with regional port standards particularly at Malau and Savusavu Ports.

#### **3.1.3. Impact of COVID-19 on Operations and Performance**

The Committee noted that the COVID-19 pandemic had a significant adverse impact on FPCL's financial performance, cargo volumes, and overall operational efficiency during the 2020–2021 period. The effects were particularly evident at key ports, including Suva Port, Lautoka Port, Malau Port, and Savusavu Port, where reduced vessel calls, disruptions in global supply chains, and restrictions on movement affected port operations. Despite these challenges, the Corporation maintained continuity of essential port services.

#### **3.1.4. Gradual Post-Pandemic Recovery**

The Committee noted a steady recovery in operational activity and financial performance during 2022 and 2023, supported by the resumption of trade flows and increased shipping activity across Fiji's ports.

### **3.1.5. Governance and Strategic Alignment**

The Committee noted that FPCL has maintained basic governance and compliance structures; however, there is scope to further strengthen strategic planning, performance monitoring, and alignment with national development priorities and State-Owned Enterprise reform objectives. In particular, greater emphasis should be placed on strengthening collaboration and strategic alignment with the Ministry of Infrastructure, as well as other relevant government agencies, to ensure that FPCL's operations and long-term planning are fully integrated with national infrastructure priorities, regulatory frameworks, and broader sector-wide development initiatives.

### **3.1.6. Digitalisation and Systems Modernisation**

The Committee noted that greater adoption of digital systems and technology-driven solutions is required to improve operational transparency, efficiency, and real-time tracking of port activities.

### **3.1.7. Regional Port Development Disparities**

Based on site visits, the Committee noted that there were operational and infrastructure disparities across the Central, Western, Eastern, and Northern Divisions, with some ports requiring urgent upgrades and improved resource allocation.

### **3.1.8. Gender Inequality**

The Committee noted that Fiji Ports Corporation Limited has established general equal employment opportunity and non-discrimination policies. However, it further noted that gender-related information presented in the Annual Reports (2020–2023) is not sufficiently detailed or disaggregated to enable a comprehensive assessment of gender representation trends across all levels of the organisation.

## 4.0 Recommendations

In light of the above findings, the Committee makes the following recommendations:

### 4.1. Strengthening Infrastructure Investment

The Committee recommends that Fiji Ports Corporation Limited prioritise and accelerate its capital investment programme to upgrade port infrastructure, expand capacity, and modernise facilities to meet current and future demand.

- (a) Malau Port, Labasa – The Committee recommends a comprehensive upgrade and expansion of the existing deep-water anchorage and berthing facilities to ensure safe and reliable access. The Committee further recommends that Government consider Malau Port as a designated port of entry for the Northern Division under the Look North Policy.
- (b) Levuka Port – The Committee recommends that the Government consider the phased decommissioning of Levuka Port, subject to feasibility assessments and stakeholder consultations.

### 4.2. Enhancing Operational Efficiency

The Committee recommends that Fiji Ports Corporation Limited review and strengthen its operational processes to improve cargo handling efficiency, reduce vessel turnaround times, and enhance overall service delivery standards.

With regard to Malau Port, the Committee recommends the immediate assessment and repair of the damaged dolphin, which poses an immediate risk to vessel berthing operations, health and safety, and port infrastructure sustainability.

The Committee notes that Savusavu Port is functional but constrained, with efficiency improvements typically focusing on upgrading equipment, improving scheduling, and strengthening core port operations rather than major expansion. The Committee therefore recommends the development of a modern port facility at Balaga Bay to accommodate increased cruise liner and cargo vessel traffic.

### 4.3. Improving Financial Sustainability

The Committee recommends that Fiji Ports Corporation Limited continue to strengthen its revenue management strategies, cost control measures, and long-term financial planning to ensure sustainability and resilience against future shocks. The Committee further recommends that Fiji Ports Corporation Limited pursue climate resilience funding in collaboration with relevant Government Ministries as an additional avenue to support these efforts.

#### **4.4. Advancing Digital Transformation**

The Committee recommends that Fiji Ports Corporation Limited advance its digital monitoring capabilities through the installation of surveillance cameras and related devices at all port entry points.

#### **4.5. Strengthening Governance and Strategic Planning**

The Committee recommends that FPCL strengthen its governance, planning, and performance systems while ensuring closer alignment with national development priorities.

#### **4.6. Enhancing Resilience and Risk Management**

The Committee recommends that Fiji Ports Corporation Limited strengthen its risk management and business continuity frameworks to enhance resilience against economic, environmental, and operational disruptions, and to support tariff stability and sustained dividends.

#### **4.7. Gender Equality and Workforce Inclusion**

The Committee recommends that Fiji Ports Corporation Limited enhances the presentation of gender-disaggregated data in its Annual Reports to improve transparency and support more effective parliamentary oversight and analysis in future reporting periods.

#### **4.8. Strengthening Marine Environmental Management**

The Committee recommends that Fiji Ports Corporation Limited strengthen its environmental monitoring systems, including the removal of derelict vessels and sunken ships. CORPORATION

#### **4.9. Environmental Sustainability and Climate Change Mitigation Efforts**

The Committee recommends that further reductions in emissions be pursued through the adoption of energy-efficient technologies and strengthened waste management practices, in alignment with Sustainable Development Goals 13 and 14.

## 5.0 Gender Analysis – SDG 5

**SO, 110 (2) states that** *“Where a Committee conducts an activity listed in clause (1) the Committee shall ensure that full consideration will be given to the principle of gender equality to ensure all matters are considered with regard to the impact and benefit on both men and women equally”.*

Based on the Committee’s scrutiny of the Fiji Ports Corporation Limited Annual Reports for the financial years 2020, 2021, 2022, and 2023, together with submissions and evidence received, the Committee notes that FPCL reports general human resource practices consistent with equal employment opportunity and non-discrimination principles.

The Committee further notes that the Annual Reports (2020–2023) do not consistently provide detailed or standardised gender-disaggregated workforce data across the reporting period. As such, gender information is not presented in a format that allows for a comprehensive year-on-year quantitative analysis of gender representation within the organisation.

Accordingly, the Committee’s assessment of gender balance is limited to the information disclosed in the Annual Reports, and no further conclusions on workforce gender composition can be drawn beyond what is formally reported.

The Committee therefore concludes that improvements in the consistency and depth of gender-disaggregated reporting would enhance transparency, strengthen accountability, and support more effective parliamentary oversight in future reporting periods.

## **6.0 Sustainable Development Goals (SDGs)**

Based on the Committee’s scrutiny of the Fiji Ports Corporation Limited Annual Reports for 2020–2023, the Committee notes that FPCL’s operations are broadly aligned with relevant Sustainable Development Goals (SDGs) through its core mandate of supporting maritime trade, facilitating economic activity, and enabling national and regional connectivity.

The Committee further notes that FPCL contributes to SDG 9 (Industry, Innovation and Infrastructure) through the maintenance and development of port infrastructure, and SDG 8 (Decent Work and Economic Growth) through its role in supporting trade, employment, and economic activity.

The Committee also notes that while FPCL’s activities are consistent with these development objectives, the Annual Reports do not provide a dedicated or structured SDG reporting framework. As such, SDG alignment is reflected through operational activities rather than through explicit measurement against defined indicators.

## 7.0 Conclusion

Having considered the Fiji Ports Corporation Limited Annual Reports for the financial years 2020, 2021, 2022, and 2023, together with written submissions, oral evidence, and observations from site visits, the Committee notes that Fiji Ports Corporation Limited has continued to carry out its statutory mandate in the management and operation of Fiji's port infrastructure and the facilitation of maritime trade and services.

The Committee notes that the period under review covered the COVID-19 pandemic and the subsequent recovery phase, during which port operations continued.

The Committee further notes that the Annual Reports contain information on the Corporation's financial performance, operations, and governance activities over the four-year period, and that its review was based on the information provided therein, as well as evidence received during the inquiry process.

The Committee also notes that site visits enabled Members to observe port operations and infrastructure across the major divisions of Fiji, which informed its consideration of the evidence.

Accordingly, the Committee submits this report to Parliament for consideration and appropriate action, based on the information contained in the Annual Reports, submissions received, and observations made during site visits.

## **Member's Signature:**

We, as Members of the Standing Committee on Natural Resources do concur with the content of this report.

Hon. Kalaveti Ravu  
**Chairperson**



.....

Hon. Shalen Kumar  
**Assistant Minister for Multi – Ethnic  
Heritage & Arts**



.....

**Hon. Taito Rokomatu**



.....

Hon. Inosi Kuridrani  
**Assistant Minister for Agriculture  
Deputy Chairperson**



.....

Hon. Joseph Nand  
**Opposition MP**



.....

**Hon. Vijay Nath**



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# **APPENDICES**

**1) WRITTEN SUBMISSION BY FIJI PORTS  
CORPORATION LIMITED**

**2) VERBATIM REPORT**

**3) RESEARCH PAPERS**

**4) SITE VISITS REPORT**

**5) PHOTOS**

# APPENDICES

# Appendix 1

Written Submission by the Fiji  
Ports Corporation Limited  
2020,2021,2022 and 2023  
Annual Reports



# FIJI PORTS CORPORATION LIMITED

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[www.fijiports.com.fj](http://www.fijiports.com.fj)

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02<sup>nd</sup> March 2026

Honorable Kalaveti Ravu  
Chairperson  
Standing Committee on Natural Resources  
Parliament Complex  
Constitution Avenue  
Suva.

Dear Sir,

**Re: Invitation to Appear Before the Parliament Standing Committee on Natural Resources (Ref: PARL/NRC/6/16)**

Fiji Ports Corporation Pte Limited (FPCL or Fiji Ports) acknowledges your letter dated 19<sup>th</sup> February 2026 and confirm our acceptance of the formal invitation to appear before the Parliament Standing Committee on Natural Resources on 18th March 2026 to discuss and provide information relating to FPCL's Annual Reports for the years 2020–2023.

Kindly refer to *Annexure 1 – FPCL's Response to Committee's Questions* (attached).

Please do not hesitate to contact Ms. Vani Filipe, Manager Legal and Company Secretary for more information or any clarification on email: [vani@fijiports.com.fj](mailto:vani@fijiports.com.fj) or mobile: 9983528.

Thank you.

Yours sincerely,  
**Fiji Ports Corporation Limited**

**Suresh Prasad**  
Acting Chief Executive Officer



## ANNEXURE 1

### FIJI PORTS CORPORATION LIMITED (FPCL) 2020- 2023 ANNUAL REPORTS: RESPONSE TO COMMITTEE QUESTIONS

#### FIJI PORTS CORPORATION ANNUAL REPORT 2020

**Q1 (p. 6 – Chairman’s Report):** a) What measures did FPCL take in 2020 to mitigate the impact of COVID-19 on port operations, b) and how effective were these measures in maintaining trade flow?

#### FPCL’s Response:

In 2020, FPCL implemented a series of proactive measures to mitigate the impact of COVID-19 on port operations and to ensure the continuity of trade and essential supply chains.

#### a) Measures Implemented

##### 1. Covid Emergency Response Plan

FPCL activated its Emergency Response Plan by incorporating COVID measures and strategies to ensure uninterrupted port operations, particularly for essential cargo such as food, fuel, and medical supplies.

##### 2. Health and Safety Protocols:

- Implementation of strict COVID-19 health and safety guidelines in line with Ministry of Health directives.
- Temperature screening and health declarations for staff and port users.
- Mandatory use of personal protective equipment (PPE).
- Enhanced cleaning and sanitization of port facilities and equipment.
- Physical distancing measures within operational areas and offices.

##### 3. Workforce Segregation and Rostering:

Critical operational teams were segregated and placed on staggered shifts to reduce the risk of cross-infection and to ensure operational continuity in the event of exposure.

##### 4. Restricted Access and Controlled Operations:

Port access was strictly controlled to limit non-essential personnel. Crew changes and vessel interactions were managed under strict quarantine and border control protocols.

##### 5. Digital and Remote Processes:

Where possible, FPCL facilitated remote work arrangements for administrative functions and encouraged electronic documentation and communication to minimize physical contact. Changes were instituted, including the upgrading of ICT structure to



## ANNEXURE 1

### FIJI PORTS CORPORATION LIMITED (FPCL) 2020- 2023 ANNUAL REPORTS: RESPONSE TO COMMITTEE QUESTIONS

facilitate working from home modules. These were carried out to ensure that FPCL staff were kept safe, while allowing for international trade to continue safely.

#### 6. Stakeholder Coordination:

Close collaboration was maintained with shipping agents, stevedores, border agencies, and other stakeholders to ensure smooth cargo handling and minimize delays.

#### b) Effectiveness of Measures

The measures implemented were effective in maintaining operational continuity and safeguarding staff while supporting national trade requirements. Despite global shipping disruptions and reduced vessel calls, FPCL successfully:

- Maintained uninterrupted port operations throughout 2020. Ensured the ports were 100% operational 24\*7.
- Ensured the timely handling of essential imports and exports.
- Prevented major COVID-19 outbreaks within port facilities during the initial phase of the pandemic.
- Sustained trade flow to support Fiji's economy during a period of significant uncertainty.
- Zero virus transmission was recorded at FPCL job sites, and the company was able to deliver net profit despite the sluggish business environment.

While overall cargo volumes were impacted due to global economic slowdown and border closures, FPCL's operational resilience ensured that Fiji's maritime supply chain remained functional and reliable during the crisis.

**Q2 (p. 12 – Corporate Governance):** How did FPCL ensure compliance with maritime safety and environmental regulations during 2020?

#### FPCL's Response:

In 2020, FPCL remained committed to upholding high standards of corporate governance, maritime safety, and environmental compliance, despite the operational challenges posed by the COVID-19 pandemic.

#### 1. Regulatory Compliance Framework

FPCL continued to operate in full compliance with all applicable national maritime legislation, environmental laws, and international maritime conventions adopted by Fiji. Regular reviews of internal policies and procedures were undertaken to ensure alignment with regulatory requirements.



## ANNEXURE 1

### FIJI PORTS CORPORATION LIMITED (FPCL) 2020- 2023 ANNUAL REPORTS: RESPONSE TO COMMITTEE QUESTIONS

#### 2. Maritime Safety Measures

- Enforcement of established port safety regulations and standard operating procedures for vessel movements, cargo handling, and pilotage services.
- Ongoing coordination with relevant maritime authorities to ensure safe navigation and port operations.
- Routine inspections of port infrastructure, navigational aids, and operational equipment.
- Continued implementation of the International Ship and Port Facility Security (ISPS) Code requirements to maintain port security standards.
- Provision of safety training and refresher programs for operational staff.

#### 3. Environmental Management and Protection

- Adherence to environmental management guidelines and monitoring of port activities to minimize environmental impact.
- Maintenance of oil spill response preparedness, including equipment readiness and response protocols.
- Proper management and disposal of waste generated within port facilities, including vessel-generated waste, in accordance with environmental regulations.
- Monitoring and control of hazardous cargo handling to ensure compliance with safety and environmental standards.

#### 4. Internal Oversight and Governance Controls

- Regular reporting to the Board of Directors on safety, compliance, and environmental matters.
- Internal audits and risk assessments conducted to identify and address compliance gaps.
- Continued enforcement of corporate governance policies to promote accountability and transparency.

Through structured governance frameworks, strict adherence to regulatory requirements, and continuous monitoring of safety and environmental practices, FPCL ensured that maritime safety and environmental compliance were maintained throughout 2020, notwithstanding the operational challenges presented by the global pandemic.

**Q3 (p. 22 – Financial Performance):** a) What were the key drivers behind FPCL's revenue decline/increase in 2020, b) and how sustainable are these drivers moving forward?



## ANNEXURE 1

### FIJI PORTS CORPORATION LIMITED (FPCL) 2020- 2023 ANNUAL REPORTS: RESPONSE TO COMMITTEE QUESTIONS

#### FPCL's Response:

##### a) Key Drivers Behind Revenue Movement in 2020

2020 will no doubt be remembered as the year that “normal” changed forever, only to be followed by prolonged business disruptions that rendered business models all over the world to change accordingly to take into account the pandemic.

For FPCL, the evolving climate throughout the year resulted in the company undertaking an exercise to revise its financial year budget to get a more realistic performance benchmark, considering the unpredictable business environment.

Management identified key cost and operational drivers to cushion the decline in revenue and a tight control on operational costs was implemented. As a result, the company achieved an NPAT of FJ\$22.73 which was a 19% decline from FY 2019.

The turbulent nature of business in 2020 makes any comparison to 2019 unrealistic; however, the timely austerity measures employed by Management prevented any further erosion of revenue.

FPCL's financial performance in 2020 was primarily influenced by the economic impact of the COVID-19 pandemic, both globally and domestically. The key drivers included:

#### **1. Reduction in Vessel Calls and Cargo Volumes**

Global supply chain disruptions, travel restrictions, and reduced economic activity resulted in lower vessel calls, particularly non-essential and project cargo. This directly affected marine service revenue (pilotage, berthage, and wharfage fees).

#### **2. Decline in Transshipment and Cruise Activity**

The suspension of cruise operations and reduced transshipment activity significantly impacted ancillary port revenues.

#### **3. Economic Slowdown in Key Sectors**

The contraction in tourism, construction, and retail sectors reduced import volumes of certain goods, affecting cargo handling revenue.

#### **4. Operational Cost Controls**

Despite revenue pressures, FPCL implemented prudent cost containment measures, deferred non-essential capital expenditure, and optimized operational expenses to mitigate the financial impact.



## ANNEXURE 1

### FIJI PORTS CORPORATION LIMITED (FPCL) 2020- 2023 ANNUAL REPORTS: RESPONSE TO COMMITTEE QUESTIONS

#### 5. Continued Handling of Essential Goods

Revenue from essential imports such as food, fuel, and medical supplies remained relatively stable, partially cushioning the overall decline.

#### b) Sustainability of These Drivers Moving Forward

The sustainability of revenue drivers moving forward depends on both domestic economic recovery and global trade conditions.

- **Essential Cargo Demand:** Handling of essential goods remains a stable and sustainable revenue base, as Fiji relies heavily on maritime imports.
- **Economic Recovery:** As economic activity rebounds, particularly in tourism and construction, vessel calls and cargo volumes are expected to improve, strengthening revenue streams.
- **Diversification and Operational Efficiency:** FPCL continues to focus on operational efficiency, infrastructure improvements, and service reliability to enhance competitiveness and long-term sustainability.
- **External Risks:** However, revenue remains sensitive to global economic conditions, geopolitical factors, fuel prices, and shipping market volatility.

Overall, while 2020 reflected extraordinary circumstances driven by the pandemic, FPCL's core revenue streams—particularly those linked to essential trade—remained fundamentally sustainable, with recovery prospects tied to broader economic stabilization and growth.

#### **Q4. Update on Walu Bay Slipway Development**

**FPCL had plans to develop the old Walu Bay slipway in 2020. The Committee seeks clarity on whether this project has progressed, stalled, or been re-prioritized.**

#### **FPCL's Response:**

FPCL had preliminary plans in 2020 to develop Fiji Ships & Heavy Industries Limited's (FSHIL) slipway as part of its broader strategy to enhance maritime support infrastructure and expand marine service capabilities.

However, due to the onset of the COVID-19 pandemic and the resulting economic uncertainty, the project was re-prioritized. Capital expenditure across the organization was carefully reviewed to preserve cash flow and ensure the sustainability of core port operations during a period of reduced revenue.

As a result:

- The slipway development did not progress to full implementation in 2020.



## ANNEXURE 1

### FIJI PORTS CORPORATION LIMITED (FPCL) 2020- 2023 ANNUAL REPORTS: RESPONSE TO COMMITTEE QUESTIONS

- Priority was given to critical operational requirements, essential maintenance, and projects directly supporting core port functions.
- Feasibility considerations, funding availability, and market demand for slipway services were re-assessed.

FPCL continues to recognize the strategic importance of marine infrastructure development for FSHIL. Post-COVID-19, the project was reconsidered in line with financial capacity, market demand, and the company's long-term capital investment plan.

FSHIL's Slipway Rehabilitation Project 1000Tonne was successfully completed in 2025 and is now fully operational. Whilst FSHIL's Slipway Rehabilitation Project 500Tonne is nearing completion towards end of April 2026.

#### **Q5. Status of AMEX Wharf at Lautoka**

**AMEX Resources Limited invested in a wharf facility at Lautoka. The Committee requests an update on its current usage, operational status, and contribution to port activities.**

#### **FPCL's Response:**

**Purpose** - Amex Wharf was purpose-built as a dedicated bulk export terminal to support the Ba Delta iron sand project in Lautoka. The facility was designed to handle magnetite concentrate (iron sand) and load bulk cargo onto Handymax-class vessels for export. Its infrastructure includes a ship loader, berth facilities, and associated yard and processing support structures specifically configured for mineral export operations rather than container or general cargo handling.

**Operational Status** - The wharf is operational with approximately 2–3 shipments annually, with each shipment ranging between roughly 43,000 to 55,000 MT. The facility was completed in 2019 and was constructed with a projected service life of approximately 40 years. Between the period 2020 – 2023, there were only six (6) vessel calls at AMEX Wharf.

**Contribution to Port Activities** - Although privately operated and not integrated into container operations, Amex Wharf contributes to Lautoka's bulk cargo throughput by facilitating mineral exports. The draft Lautoka Port Masterplan recognizes the AMEX site as a strategic asset capable of supporting non-containerized trade in the short term and potentially alleviating berth capacity constraints in the wider port system.

FPCL continues to work closely with relevant stakeholders to ensure that all operations at the facility comply with maritime safety, environmental, and regulatory requirements.



## ANNEXURE 1

### FIJI PORTS CORPORATION LIMITED (FPCL) 2020- 2023 ANNUAL REPORTS: RESPONSE TO COMMITTEE QUESTIONS

#### **Q6. Safety Incidents in 2020**

Ports are high-risk environments. a) The Committee asks whether any major safety incidents or disasters occurred in 2020? b) and what lessons FPCL learned to strengthen safety protocols.

#### **FPCL's Response:**

##### **a) Occurrence of Major Safety Incidents or Disasters in 2020**

In 2020, FPCL did not record any major safety incidents or large-scale disasters within its port facilities.

While minor operational incidents typical of port environments (such as equipment-related or handling-related occurrences) were recorded, these were managed in accordance with established incident reporting and response procedures. None resulted in significant disruption to port operations or posed major environmental or public safety risks.

FPCL maintained continuous monitoring of safety performance indicators throughout the year and ensured compliance with established occupational health and safety standards.

##### **b) Lessons Learned and Strengthening of Safety Protocols**

FPCL used 2020 as an opportunity to further reinforce its safety culture and risk management systems. Key lessons and improvements included:

###### **1. Enhanced Risk Preparedness:**

The COVID-19 pandemic highlighted the importance of comprehensive risk management frameworks, including preparedness for non-traditional risks such as public health emergencies.

###### **2. Strengthened Health and Safety Controls:**

- Introduction of enhanced health screening and hygiene protocols.
- Greater emphasis on the use of personal protective equipment (PPE).
- Improved sanitation and workplace hygiene standards.

###### **3. Business Continuity Integration:**

Safety planning was more closely integrated with business continuity planning to ensure operational resilience during emergencies.

###### **4. Improved Communication and Training:**

Increased safety briefings, toolbox meetings, and awareness sessions to reinforce safe work practices among staff and port users.



## ANNEXURE 1

### FIJI PORTS CORPORATION LIMITED (FPCL) 2020- 2023 ANNUAL REPORTS: RESPONSE TO COMMITTEE QUESTIONS

#### 5. Incident Reporting and Monitoring:

Continued strengthening of internal reporting mechanisms to encourage early identification of hazards and proactive mitigation.

FPCL remains committed to fostering a strong safety culture, continuous improvement, and adherence to national and international maritime safety standards to ensure that port operations remain safe, secure, and resilient.

#### Q7. Key Achievements in 2020

FPCL reported several milestones in 2020. The Committee seeks to understand which achievements had the greatest impact on shaping FPCL's current business model and investment priorities.

#### FPCL's Response:

In 2020, FPCL achieved several strategic milestones despite the challenges posed by the COVID-19 pandemic. The following achievements had the greatest impact on shaping FPCL's current business model and investment priorities:

##### 1. Strengthening Core Port Operations

FPCL in collaboration with FPTL focused on enhancing operational efficiency, particularly in cargo handling and vessel turnaround times. Investments in process optimization and digital systems during this period laid the foundation for the company's ongoing emphasis on operational reliability and customer service excellence.

##### 2. COVID Emergency Response Plan and Risk Management

FPCL activated its Emergency Response Plan by incorporating COVID measures and strategies to ensure uninterrupted port operations, particularly for essential cargo such as food, fuel, and medical supplies. Implementing the COVID Emergency Response Plan in response to COVID-19 reinforced the importance of risk management in FPCL's business model. This experience influenced current investment priorities, with a stronger focus on infrastructure and systems that enhance operational resilience under various scenarios.

##### 3. Health, Safety, and Environmental Initiatives

Implementation of enhanced safety protocols, hygiene measures, and environmental compliance programs strengthened FPCL's reputation as a safe and responsible port operator. These initiatives continue to guide capital expenditure decisions, particularly in upgrading port facilities and safety-critical infrastructure.



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#### 4. Stakeholder Engagement and Private Sector Collaboration

Collaboration with private operators, such as wharf facility investments by AMEX Resources Limited, highlighted the benefits of public-private partnerships. This experience has influenced FPCL's current investment strategy, prioritizing projects that encourage private sector participation and generate sustainable revenue streams.

#### 5. Focus on Essential Trade and Revenue Sustainability

Maintaining operations during global supply chain disruptions emphasized the value of essential cargo handling as a stable revenue driver. Consequently, FPCL continues to prioritize investments that support core trade flows, including improving yard capacity and wharf rehabilitation.

Overall, the milestones achieved in 2020 reinforced FPCL's strategic focus on operational resilience, safety, stakeholder collaboration, and sustainable revenue generation. These lessons continue to shape the company's current business model and guide investment priorities in the medium to long term.

#### **Q8. Human Resource Development and Technology**

With rapid technological change in port operations, the Committee asks FPCL to outline its human resource development plans, particularly in training staff to adapt to new innovations.

#### **FPCL's Response:**

FPCL recognizes that rapid technological advancements are reshaping port operations globally. To ensure that our workforce remains skilled, adaptable, and capable of leveraging new technologies, FPCL has implemented a comprehensive human resource development strategy focused on training, upskilling, and knowledge transfer.

#### **1. Staff Training and Capacity Building**

Regular training programs for operations workforce. Specialized workshops on the use of digital platforms for automated reporting tools. Health, safety, and environmental training aligned with international maritime standards.

#### **2. Technology Integration and Adaptation**

Staff are trained to operate new equipment and other machinery. Introduction of digital tools such as Vessel Traffic Management System with hands-on training sessions for relevant teams. Continuous professional development programs to keep employees updated on emerging technologies in the maritime and logistics sectors.



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### FIJI PORTS CORPORATION LIMITED (FPCL) 2020- 2023 ANNUAL REPORTS: RESPONSE TO COMMITTEE QUESTIONS

#### 3. Leadership and Talent Development

Mentoring and succession planning programs to build a pipeline of skilled supervisors and managers capable of leading technology-driven operations. Collaboration with industry partners and training institutions to ensure employees are exposed to best practices and international standards.

#### 4. Future Plans

Expansion of e-learning modules and virtual training to allow staff to access learning resources remotely. Ongoing assessment of workforce readiness for automation and digitalization initiatives to ensure a smooth transition as FPCL modernizes its infrastructure. Focus on building a culture of continuous learning and innovation to enhance operational efficiency and service quality.

FPCL's human resource development strategy is integral to its technological modernization efforts. By equipping staff with the necessary skills and knowledge, the company ensures safe, efficient, and future-ready port operations while fostering a culture of innovation and adaptability.

#### **Q9. Impact of COVID-19 on Operations and Finances (2020-2021)**

COVID-19 disrupted global trade. a) The Committee requests details on how FPCL's operations and financial performance were affected in 2020-2021? b) and what mitigation strategies were implemented to maintain resilience?

#### **FPCL's Response:**

##### **a) Impact on Operations and Financial Performance**

The COVID-19 pandemic significantly affected global trade and maritime logistics, which had direct implications for FPCL's operations and financial performance during 2020-2021:

##### **1. Reduction in Cargo Volumes and Vessel Calls**

International travel restrictions and global supply chain disruptions led to reduced vessel arrivals, particularly for non-essential cargo. Suspension of cruise operations and delays in bulk commodity shipments impacted revenue from ancillary port services.

##### **2. Financial Performance**

Overall revenue declined compared to pre-pandemic levels, primarily due to reduced throughput in non-essential trade sectors. Essential cargo handling, including food, fuel, and medical supplies, provided a stable revenue base but could not fully offset



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### FIJI PORTS CORPORATION LIMITED (FPCL) 2020- 2023 ANNUAL REPORTS: RESPONSE TO COMMITTEE QUESTIONS

declines in other segments. Operating costs increased slightly due to the implementation of enhanced safety and health protocols.

#### **3. Operational Challenges**

Workforce management became complex due to health risks, mandatory quarantines, and staggered shifts. Additional administrative measures were required for compliance with government health directives.

#### **b) Mitigation Strategies to Maintain Resilience**

FPCL implemented a combination of operational, financial, and safety strategies to mitigate the impact of COVID-19 and maintain resilience:

##### **1. Covid Emergency Response Plan**

Activation of the Covid Emergency Response Plan to ensure uninterrupted handling of essential cargo. Segregation of critical operational teams and staggered rosters to minimize disruption in case of infection.

##### **2. Health and Safety Protocols**

Implementation of strict COVID-19 safety measures including temperature screening, PPE usage, enhanced sanitation, and physical distancing. Coordination with government authorities to ensure safe port operations while minimizing infection risk.

##### **3. Cost Management and Financial Controls**

Deferral of non-essential capital expenditure and optimization of operational costs. Focus on cash flow management to sustain core operations and maintain financial stability.

##### **4. Stakeholder Engagement**

Close collaboration with shipping lines, terminal operators, and government agencies to facilitate smooth cargo handling despite global disruptions. Transparent communication with clients and partners to manage expectations and ensure continued service reliability.

##### **5. Technology and Remote Processes**

Expansion of digital processes and remote administrative workflows to reduce physical contact while maintaining operational efficiency.

Through proactive risk management, operational flexibility, and targeted safety and financial measures, FPCL successfully maintained essential port operations 24\*7 and supported national trade during 2020–2021. While revenue was affected by reduced



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global trade activity, the strategies implemented enhanced the company's resilience and provided valuable lessons for future crises.



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### FIJI PORTS CORPORATION LIMITED (FPCL) 2020- 2023 ANNUAL REPORTS: RESPONSE TO COMMITTEE QUESTIONS

#### FIJI PORTS CORPORATION ANNUAL REPORT 2021

##### **Q1. Overall Performance**

##### **Pages: 6-8 (Chairman & CEO Reports)**

The Committee seeks clarification on the main drivers of FPCL's profit or loss in 2021, b) and how global shipping disruptions affected operations and revenue?

##### **FPCL's Response:**

##### **a) Main Drivers of FPCL's Profit in 2021**

2021 has undoubtedly been a challenging year for the business community as economic activities ground to a near standstill due to the ongoing COVID-19 pandemic and global supply chain issues. Despite these challenges, FPCL had leveraged the learnings and experiences from 2020 to glean institutional insights. By reviewing plans and mitigating risks to protect the employees, customers, and key stakeholders, FPCL had developed strategies to streamline costs and redesign processes to ensure FPCL maintains a profitable financial year.

FPCL's financial performance in the 2021 fiscal year recorded a Net Profit After Tax (NPAT) of FJ\$22.34 million which was a 2% drop compared to FY 20. The sustained favorable results are attributed to the extensive efforts by Management for swift and timely decision-making despite uncertainties brought about by the COVID-19 pandemic.

FPCL's financial performance in 2021 continued to be influenced by the prolonged effects of the COVID-19 pandemic and related economic conditions. The main drivers included:

##### **1. Cargo Throughput Levels**

- Fluctuations in import and export volumes directly affected revenue from wharfage, berthage, and pilotage services.
- While essential imports remained relatively stable, reduced activity in tourism-related, construction, and project cargo segments impacted overall throughput.

##### **2. Suspension of Cruise Operations**

- The continued absence of cruise vessels resulted in the loss of associated port and marine service revenue.

##### **3. Cost Management Measures**

- Prudent cost containment strategies, including deferral of non-essential capital projects and tighter operational expenditure controls, helped mitigate revenue shortfalls.



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- Careful cash flow management supported financial stability during a period of uncertainty.

#### 4. Operational Continuity

- Maintaining uninterrupted port services ensured that core revenue streams remained active, preventing more significant financial losses.

Overall, the company's profit position in 2021 was largely shaped by the balance between reduced trade volumes and effective cost management measures implemented to preserve financial resilience.

#### b) Impact of Global Shipping Disruptions on Operations and Revenue

Global shipping disruptions in 2021 had several operational and financial implications:

##### 1. Irregular Vessel Schedules

- Congestion at international ports and container imbalances led to delays and changes in vessel schedules, affecting berth planning and operational efficiency.

##### 2. Supply Chain Delays

- Extended transit times and freight cost increases influenced import patterns and cargo volumes.

##### 3. Operational Adjustments

- FPCL had to adopt flexible berth allocation and resource planning to accommodate unpredictable vessel arrivals.
- Increased coordination with shipping lines and agents was required to minimize congestion and maintain turnaround efficiency.

##### 4. Revenue Variability

- Revenue streams linked to vessel calls and cargo volumes experienced variability due to schedule disruptions and fluctuating trade flows.

Despite these challenges, FPCL maintained operational continuity throughout 2021 and ensured that Fiji's maritime supply chain remained functional. The experience reinforced the company's focus on operational flexibility, risk management, and infrastructure resilience as key elements of its ongoing strategic direction.



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#### **Q2. Operational Challenges**

##### **Pages: 8–11 (CEO's Report; Operations Overview)**

The Committee requests details on the key operational issues faced in 2021, including congestion, delays, and logistics. b) How effective were FPCL's strategies under pandemic restrictions, and were there any major accidents or port security incidents?

#### **FPCL's Response:**

##### **a) Key Operational Issues Faced in 2021**

In 2021, FPCL continued to operate in a highly constrained global environment due to the prolonged impact of COVID-19. The key operational challenges included:

###### **1. Port Congestion and Irregular Vessel Schedules**

Global port congestion and container imbalances led to unpredictable vessel arrivals. Changes in Estimated Time of Arrival (ETA) created berth planning complexities and occasional short-term congestion.

###### **2. Shipping and Logistics Delays**

International supply chain disruptions resulted in delays in cargo delivery and extended container dwell times.

###### **3. Workforce Constraints**

Pandemic-related health restrictions, quarantine requirements, and movement controls affected workforce availability and shift planning. Additional safety protocols required adjustments to normal operational procedures.

###### **4. Increased Compliance Requirements**

Implementation of strict health screening, sanitation, and access control measures increased administrative and operational demands.

##### **b) Effectiveness of FPCL's Strategies and Safety/Security Performance**

###### **Effectiveness of Strategies Under Pandemic Restrictions**

FPCL implemented several mitigation strategies which proved effective in maintaining operational continuity:

- Activation and continuous review of the Covid Emergency Response Plan.
- Segregation of operational teams and staggered shifts to reduce cross-exposure risk.
- Flexible berth allocation and resource deployment to manage irregular vessel calls.



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### FIJI PORTS CORPORATION LIMITED (FPCL) 2020- 2023 ANNUAL REPORTS: RESPONSE TO COMMITTEE QUESTIONS

- Close coordination with shipping agents, freight forwarders, and border agencies to streamline cargo clearance.
- Enhanced digital communication and administrative processes to reduce physical contact.

These measures ensured that essential cargo, including food, fuel, and medical supplies, continued to be handled without major interruption. While delays were experienced due to global shipping constraints, port operations remained functional and stable.

#### **Safety and Port Security Incidents**

In 2021, FPCL did not record any major accidents, disasters, or significant port security breaches. Minor operational incidents typical of port environments were managed in accordance with established safety and reporting protocols.

The company continued to enforce compliance with occupational health and safety standards and maintained adherence to International Ship and Port Facility Security (ISPS) Code requirements to safeguard port users, assets, and cargo.

Despite significant global disruptions, FPCL successfully navigated operational challenges in 2021 through proactive planning, flexible operational management, and strict safety and security controls. The strategies implemented reinforced the company's resilience and strengthened its preparedness for future disruptions.

#### **Q3. Infrastructure & Modernization**

##### **Pages: 15-17 (Infrastructure & Modernization Initiatives)**

The Committee asks how FPCL invested in modernization, digital systems, and equipment renewal? b) and how these contributed to efficiency and customer satisfaction?

#### **FPCL's Response:**

##### **a) Investment in Modernization and Technology**

FPCL continues to prioritize modernization as part of its long-term strategic plan to enhance operational efficiency, safety, and service delivery. Key areas of investment include:

##### **1. Digital Systems Enhancement**

- Upgrades to terminal operating systems by FPTL to improve vessel scheduling, berth allocation, and cargo tracking.



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### **FIJI PORTS CORPORATION LIMITED (FPCL) 2020- 2023 ANNUAL REPORTS: RESPONSE TO COMMITTEE QUESTIONS**

- Implementation of Vessel Traffic Management System (VTMS), to improve navigational safety, enhance operational efficiency, strengthen maritime security, support environment protection, enable data driven decision making and coordination of vessel movements within port waters.
- Increased use of electronic documentation and automated reporting systems to streamline administrative processes.
- Strengthening ICT infrastructure to support secure data management and operational integration.

#### **2. Equipment Renewal and Upgrades**

- Replacement and refurbishment of critical cargo-handling equipment such as forklifts, cranes, and other heavy machinery by FPTL.
- Preventative maintenance programs to extend asset life and reduce unplanned downtime.
- Investment in safety-critical infrastructure and navigational aids such as Vessel Traffic Management System to enhance marine operations.

#### **3. Infrastructure Improvements**

- Ongoing maintenance and upgrading of wharf structures and port facilities to support higher operational standards.
- Improvements aimed at increasing berth efficiency and supporting specialized cargo handling.
- A total sum of \$4,667,974 was invested into port infrastructure in 2021 which includes \$3,949,289 for CAPEX and \$718,685 for OPEX.

#### **b) Contribution to Efficiency and Customer Satisfaction**

These modernization initiatives have delivered measurable operational and service improvements:

##### **1. Improved Operational Efficiency**

- Faster vessel turnaround times through improved berth planning and coordination by FPTL.
- Reduced equipment downtime due to upgraded machinery by FPTL and structured maintenance programs.
- Streamlined cargo clearance processes through digitization.

##### **2. Enhanced Reliability and Service Quality**

- Greater schedule predictability for shipping lines and logistics providers.
- Improved cargo visibility and information accuracy for customers.



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### FIJI PORTS CORPORATION LIMITED (FPCL) 2020- 2023 ANNUAL REPORTS: RESPONSE TO COMMITTEE QUESTIONS

- Reduced processing delays and enhanced coordination with port users.

#### 3. Strengthened Safety and Compliance

- Modern equipment and updated systems have contributed to safer operations and better regulatory compliance.

#### 4. Customer Confidence and Competitiveness

- Modernized facilities and systems enhance FPCL's reputation as a reliable and efficient port operator.
- Improved service standards support Fiji's broader trade and economic objectives.

FPCL's investments in modernization, digitalization, and equipment renewal form a critical component of its strategy to enhance operational resilience, efficiency, and customer satisfaction. These initiatives position the company to better respond to evolving industry demands and support sustainable growth in the maritime sector.

#### Q4. Corporate Governance

##### **Pages: 12-13 (Board of Directors; Governance Report)**

The Committee seeks clarity on the role of FPCL leadership in decision-making, b) and how risk management was applied in 2021?

#### FPCL's Response:

##### **a) Role of FPCL Leadership in Decision-Making**

In 2021, FPCL's leadership played a central role in guiding the company through a period of continued global uncertainty. Governance and decision-making were exercised through clearly defined structures and accountability mechanisms.

##### **1. Board Oversight**

The Board of Directors provided strategic direction and oversight, ensuring that decisions aligned with the company's long-term objectives and statutory obligations. Regular review of financial performance, operational reports, capital expenditure proposals, and risk assessments.

##### **2. Executive Management Leadership**

The CEO and executive management team were responsible for operational decision-making and implementation of Board-approved strategies. Leadership ensured timely responses to shipping disruptions, workforce constraints, and regulatory requirements during the pandemic. Key operational and financial decisions were guided by sustainability, resilience, and service continuity considerations.



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#### 3. Stakeholder Engagement

Leadership maintained close communication with government authorities, shipping lines, and industry stakeholders to ensure coordinated responses to evolving challenges.

#### b) Application of Risk Management in 2021

Risk management remained a core component of FPCL's governance framework, particularly during the ongoing pandemic. Key elements included:

##### 1. Enterprise Risk Management Framework

- Continuous identification, assessment, and monitoring of operational, financial, strategic, and compliance risks.
- Regular reporting of risk registers to executive management and the Board.

##### 2. Covid Emergency Response Plan

- Ongoing implementation and refinement of the Covid Emergency Response Plan to address COVID-19 related disruptions.
- Workforce segregation, staggered shifts, and contingency staffing arrangements to mitigate operational risk.

##### 3. Financial Risk Controls

- Tight cost management and cash flow monitoring to address revenue volatility.
- Careful evaluation and reprioritization of capital expenditure.

##### 4. Operational and Safety Risk Controls

- Strict adherence to health and safety protocols to reduce infection risks and maintain operational stability.
- Compliance with maritime safety and security standards to prevent incidents and protect port assets.

##### 5. Monitoring External Risks

- Ongoing assessment of global shipping disruptions, supply chain volatility, and economic conditions to inform operational planning.

In 2021, strong leadership oversight combined with structured risk management practices enabled FPCL to maintain operational continuity and financial stability despite significant external challenges. The experience reinforced the importance of proactive governance, accountability, and resilience-focused decision-making within the company.



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### FIJI PORTS CORPORATION LIMITED (FPCL) 2020- 2023 ANNUAL REPORTS: RESPONSE TO COMMITTEE QUESTIONS

#### Q5. Environmental & Social Responsibility

#### Pages: 18–20 (Sustainability & CSR)

The Committee requests information on sustainability initiatives introduced or continued in 2021, FPCL's compliance with environmental and maritime regulations, b) and community or employee support programs during COVID-19.

#### FPCL's Response:

#### **a) Sustainability Initiatives and Regulatory Compliance**

FPCL developed and implemented its Green Port Master Plan in 2019. This Plan has been prepared to describe the approach FPCL will implement to reduce its environmental impact. This masterplan is independent of but aligns with FPCL's Strategic Plan and will assist FPCL in contributing to achieving several Sustainable Development Goals (SDGs).

In 2021, FPCL remained committed to sustainable port operations and continued to align its activities with national environmental legislation and applicable international maritime standards.

#### **1. Environmental Sustainability Initiatives**

- Ongoing monitoring of port operations to minimize environmental impact, including control of emissions, noise, and waste.
- Maintenance of oil spill response readiness, including equipment inspections and response planning.
- Proper management and disposal of vessel-generated waste and hazardous materials in compliance with regulatory requirements.
- Preventative maintenance of port infrastructure to reduce environmental risks and operational inefficiencies.
- Promotion of safe handling procedures for bulk and hazardous cargo.

#### **2. Compliance with Environmental and Maritime Regulations**

- Continued adherence to national maritime laws and environmental protection regulations.
- Enforcement of International Ship and Port Facility Security (ISPS) Code requirements to ensure port security and safety.
- Regular inspections, audits, and internal monitoring to ensure compliance with occupational health, safety, and environmental standards.



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- Collaboration with relevant government authorities to ensure regulatory obligations were met despite pandemic-related constraints.

#### **b) Community and Employee Support Programs During COVID-19**

During the COVID-19 pandemic, FPCL placed strong emphasis on employee welfare and community responsibility.

##### **Employee Support Initiatives:**

- Implementation of enhanced workplace health and safety measures, including PPE provision, temperature screening, sanitation protocols, and social distancing.
- Workforce segregation and flexible rostering to protect staff while maintaining operations.
- Ongoing communication and awareness programs to keep employees informed of health guidelines and operational updates.
- Supportive management practices aimed at safeguarding employment stability where possible.

##### **Community Support and Corporate Social Responsibility:**

- Continued engagement with community stakeholders in areas surrounding port operations.
- Participation in national efforts to maintain essential supply chains, ensuring uninterrupted delivery of food, fuel, and medical supplies.
- Support for selected community initiatives consistent with FPCL's CSR framework, within financial constraints imposed by the pandemic.

Despite the challenges of 2021, FPCL maintained its commitment to environmental stewardship, regulatory compliance, employee wellbeing, and community support. Sustainability and responsible corporate conduct remain integral to the company's long-term strategy and operational framework.

#### **Q6. Financial & Strategic Outlook**

##### **Pages: 21-23 (Financial Review; Strategic Outlook)**

The Committee asks what lessons FPCL learned from cyclones Yasa and Ana to strengthen resilience? b) what short- and long-term goals are set for efficiency and profitability? c) and how FPCL plans to build stronger partnerships with shipping lines and international ports?



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#### FPCL's Response:

#### **a) Lessons Learned from Cyclones Yasa and Ana**

Cyclones Yasa (December 2020) and Ana (January 2021) reinforced the vulnerability of critical infrastructure to climate-related events and highlighted the importance of resilience planning. Key lessons learned include:

##### **1. Infrastructure Resilience is Critical**

- The wharf infrastructure at all ports is ageing. The need for continued investment in strengthening wharf structures, mooring systems, navigational aids, and drainage systems to withstand extreme weather events.

##### **2. Emergency Preparedness and Rapid Response**

- Importance of well-tested emergency response plans and coordinated action with maritime authorities and government agencies.
- Early securing of equipment and vessels to minimize damage and downtime.

##### **3. Business Continuity and Redundancy Planning**

- The need to develop and implement Business Continuity Plan (BCP) for FPCL. FPCL's BCP was developed and implemented in 2024.
- Ensuring backup systems and contingency operational plans are in place to reduce service disruption.
- Strengthening communication systems to maintain coordination during emergencies.

##### **4. Climate Risk Integration into Strategy**

- Incorporating climate resilience considerations into capital planning and long-term infrastructure development.

##### **5. Strengthening Institutional Engagement**

- Several Memorandum of Understanding (MOUs) were signed with key stakeholders such as the Fiji Police Force, Fiji Navy, Maritime Authority of Fiji, Fiji Revenue & Customs Services, etc.
- Strengthening communication systems to maintain coordination during emergencies.

These lessons have informed FPCL's investment prioritization and risk management frameworks.



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### FIJI PORTS CORPORATION LIMITED (FPCL) 2020- 2023 ANNUAL REPORTS: RESPONSE TO COMMITTEE QUESTIONS

#### b) Short- and Long-Term Goals for Efficiency and Profitability

##### Short-Term Goals:

- In collaboration with FPTL, improve vessel turnaround times and berth productivity.
- Optimize asset utilization and reduce equipment downtime through structured maintenance programs.
- Strengthen cost control measures and cash flow management.
- Enhance digital processes to streamline documentation and operational coordination.

##### Long-Term Goals:

- Modernize port infrastructure to increase capacity and accommodate future trade growth.
- Expand and upgrade cargo handling equipment and digital systems.
- Diversify revenue streams through value-added port services and strategic partnerships.
- Enhance sustainability initiatives to reduce long-term operational risks and costs.
- Build financial resilience through prudent capital planning and balanced investment strategies.

#### c) Building Stronger Partnerships with Shipping Lines and International Ports

FPCL recognizes that collaboration is key to competitiveness in the global maritime sector. Plans to strengthen partnerships include:

##### 1. Enhanced Stakeholder Engagement

- In collaboration with FPTL having regular consultations with shipping lines and agents to improve service delivery and address operational concerns.

##### 2. Service Reliability and Efficiency Improvements

- Investing in infrastructure and systems that improve predictability and reduce turnaround times, thereby enhancing Fiji's attractiveness as a port of call.

##### 3. Regional and International Collaboration

- Engagement with regional maritime organizations and international port networks to share best practices and align with global standards.

##### 4. Public-Private Partnerships

- Encouraging private sector participation in port-related infrastructure and logistics services to expand capabilities and efficiency.

The experiences of cyclones Yasa and Ana, combined with pandemic-related challenges, have reinforced FPCL's focus on resilience, operational efficiency, and strategic



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collaboration. The company remains committed to strengthening its financial sustainability, modernizing infrastructure, and enhancing partnerships to support Fiji's long-term trade and economic development.



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#### FIJI PORTS CORPORATION ANNUAL REPORT 2022

##### **Q1. Strategic Plan**

##### **Pages: 6–8 (Chairman & CEO Reports)**

The Committee seeks an update on FPCL's five-year strategic plan and the key achievements so far.

##### **FPCL's Response:**

FPCL's 5-Year Strategic Plan is centered on strengthening operational efficiency, financial sustainability, infrastructure modernization, safety excellence, and environmental responsibility. The plan is aligned with national development priorities and the long-term growth of Fiji's maritime and trade sectors.

##### **1. Strategic Focus Areas**

The key pillars of the 5-Year Strategic Plan include:

1. Governance
2. Infrastructure
3. Financial Performance
4. Organization Capacity
5. Environment
6. Safety, Security & Technology

##### **2. Key Achievements to Date**

Despite challenges posed by COVID-19 and adverse weather events, FPCL has made measurable progress:

- Maintained uninterrupted port operations during the pandemic, ensuring continuity of essential trade.
- Implemented enhanced Emergency Response Plan and risk management frameworks.
- Enhanced digital processes to streamline vessel scheduling and administrative workflows.
- Strengthened health, safety, and environmental compliance standards across port facilities.
- Reinforced financial controls and cost management practices to safeguard financial stability during periods of revenue volatility.



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### FIJI PORTS CORPORATION LIMITED (FPCL) 2020- 2023 ANNUAL REPORTS: RESPONSE TO COMMITTEE QUESTIONS

#### 3. Overall Progress and Outlook

While external shocks such as the pandemic and cyclones required reprioritization of certain capital projects, the core objectives of the 5-Year Strategic Plan remained on track. The experience has further sharpened FPCL's focus on resilience, modernization, and operational efficiency. FPCL remains committed to delivering on its strategic objectives and positioning Fiji's ports as safe, efficient, and competitive gateways for international trade.

#### **Q2. Suva Port Upgrade**

##### **Pages: 15-16 (Infrastructure Projects)**

The Committee requests progress on the Suva Port rehabilitation feasibility study, scheduled for completion in early 2024.

#### **FPCL's Response:**

1. The Government requested the support of the Asian Development Bank (ADB) to conduct a strategic review of Fiji's maritime sector, and Suva Port in particular, to identify a site for the relocation of Suva Port.
2. In 2020, ADB engaged external consultants, Royal HaskoningDHV (RHDHV) to undertake the maritime sector review and to identify a preferred site for relocation of Suva Port. RHDHV's work was overseen by a project steering committee (PSC) with representatives from the Ministry of Finance, FPCL and ADB.
3. The Project was undertaken in four (4) stages, with objectives as set out below.
  - Stage 1 – Review of Existing Maritime Policy and Regulatory Framework
  - Stage 2 – Assessment of Current Suva Port Condition and Operation
  - Stage 3 – Market Study to Identify Growth
  - Stage 4 – Port Development Options and Project Preparatory Activities
4. ADB collaborated with the Government since 2020 on the Suva Port Relocation Feasibility Study to address the aging infrastructure and capacity limitations of the current Suva Port. The feasibility study, included a strategic review of development options, was completed in 2024. Due to the COVID-19 pandemic and travel restrictions imposed in 2021-2022, this had an impact in conducting geo-technical assessments for the potential sites.
5. The Study had identified three potential sites for the new port: Rokobili and Draunibota, and Navua. This selection was based on a Multi-Criteria Analysis conducted by the consulting firm Royal HaskoningDHV. The relocation aims to



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address issues such as structural conditions, maintenance costs, capacity constraints, congestion, and limited expansion options at the current site.

6. The Honourable Prime Minister during the 2025 Dividend Announcement mentioned that a new mega port will be built at the Rokobili Terminal in Suva and will handle up to 250,000 containers (TEUs). The Prime Minister reaffirmed the Government's support for the Mega Port Project proposed for Rokobili, which is set to transform Suva into a major transshipment hub in the Asia-Pacific region.
7. The Suva Port rehabilitation project remains a strategic priority for FPCL, recognizing Suva's role as Fiji's principal maritime gateway. The feasibility study represents a critical step toward ensuring that port infrastructure remains safe, efficient, and capable of supporting long-term trade growth.

#### **Q3. Lautoka Port Rehabilitation**

##### **Pages: 17-18 (Port Development)**

The Committee asks for an update on the rehabilitation and ongoing development of the Port of Lautoka.

#### **FPCL's Response:**

FPCL recognizes the strategic importance of the Port of Lautoka as Fiji's second international gateway and a key hub for regional trade.

#### **Lautoka Port Rehabilitation Works**

FPCL has undertaken and/or progressed the following rehabilitation initiatives:

- **Queens Wharf Rehabilitation Projects:** Wharf and Berth Maintenance: Structural assessments and targeted repairs to ensure continued safety, load-bearing capacity, and compliance with engineering standards.
- **Container Yard 3 & 4 Development Projects:** Pavement and Yard Improvements: Upgrading of hardstand areas to improve cargo handling efficiency and reduce operational bottlenecks.
- **Foreshore Development & Port Master Plan:** The primary objective of this study was to assess the current utilization of the area and explore potential development opportunities that would enhance the services provided by FPCL. The Feasibility Study involved an examination of various factors, including existing land use, zoning regulations, local market conditions, available infrastructure, as well as FPCL's strategic objectives and available resources. The aim was to identify the most viable development options that align with economic, social, and environmental considerations.



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- **Maintenance of Navigational Aids:** Ongoing inspection and servicing to ensure safe vessel access and maneuverability.

The development of the Port of Lautoka is aligned with FPCL's broader strategic outlook. Investment decisions are guided by:

- Projected trade growth and market demand.
- Financial sustainability considerations.
- Climate resilience and disaster risk reduction requirements.
- Opportunities for collaboration with private sector operators.

The Port of Lautoka remains fully operational, with ongoing rehabilitation and development initiatives focused on maintaining safety, improving efficiency, and supporting Fiji's export and import activities. FPCL continues to prioritize infrastructure resilience and service reliability to ensure the port remains competitive and capable of meeting future trade demands.

#### **Q4. Maritime Women's Day**

Pages: 20–21 (CSR & Community Engagement)

The Committee seeks details on FPCL's initiatives to raise awareness and promote women's participation in the maritime sector.

#### **FPCL's Response:**

FPCL recognizes the importance of gender inclusivity and equal opportunity within the maritime industry, which has traditionally been male-dominated. As part of its Corporate Social Responsibility (CSR) and human capital development commitments, FPCL has undertaken initiatives to promote awareness and encourage greater participation of women in the sector.

#### **1. Equal Employment Opportunities**

- FPCL upholds a non-discriminatory recruitment policy that promotes merit-based selection and equal access to employment opportunities.
- Women are encouraged to apply for roles across operational, technical, administrative, and leadership positions.
- Efforts are made to create a safe and supportive work environment that enables women to thrive in port operations.

#### **2. Awareness and Advocacy**

- Participation in *International Women's Day* and *International Day for Women in Maritime* activities to raise awareness of career opportunities in the maritime sector.



## ANNEXURE 1

### FIJI PORTS CORPORATION LIMITED (FPCL) 2020- 2023 ANNUAL REPORTS: RESPONSE TO COMMITTEE QUESTIONS

- Internal awareness campaigns highlighting the contributions of female employees within the organization.
- Engagement with schools and training institutions to promote maritime careers among young women.

#### 3. Training and Capacity Building

- Equal access to training, professional development, and upskilling programs for female employees.
- Support for women to undertake technical and safety training relevant to port operations.
- Encouragement of leadership development and succession planning initiatives inclusive of female staff.

#### 4. Safe and Inclusive Workplace Policies

- Enforcement of workplace policies addressing harassment, discrimination, and occupational health and safety.
- Provision of appropriate facilities and protective equipment to support women in operational roles.

#### 5. Community Engagement

- Collaboration with stakeholders and industry partners (such as Pacific Maritime School, Fiji Women in Maritime Association) to promote diversity and inclusivity within Fiji's broader maritime sector.

FPCL remains committed to fostering an inclusive workplace and contributing to national efforts to increase women's participation in maritime careers. Through equitable policies, awareness initiatives, and capacity-building programs, the company seeks to create pathways for greater female representation in the industry.

#### **Q5. Slipway Development**

**Pages: 22–23 (Infrastructure & Operations)**

The Committee requests an update on the planned development of slipways.

#### **FPCL's Response:**

FPCL had preliminary plans in 2020 to develop Fiji Ships & Heavy Industries Limited's (FSHIL) slipway as part of its broader strategy to enhance maritime support infrastructure and expand marine service capabilities.

However, due to the onset of the COVID-19 pandemic and the resulting economic uncertainty, the project was re-prioritized. Capital expenditure across the organization



## **ANNEXURE 1**

### **FIJI PORTS CORPORATION LIMITED (FPCL) 2020- 2023 ANNUAL REPORTS: RESPONSE TO COMMITTEE QUESTIONS**

was carefully reviewed to preserve cash flow and ensure the sustainability of core port operations during a period of reduced revenue.

As a result:

- The slipway development did not progress to full implementation in 2020.
- Priority was given to critical operational requirements, essential maintenance, and projects directly supporting core port functions.
- Feasibility considerations, funding availability, and market demand for slipway services were re-assessed.

FPCL continues to recognize the strategic importance of marine infrastructure development for FSHIL. Post-COVID-19, the project was reconsidered in line with financial capacity, market demand, and the company's long-term capital investment plan.

FSHIL's Slipway Rehabilitation Project 1000Tonne was successfully completed in 2025 and is now fully operational. Whilst FSHIL's Slipway Rehabilitation Project 500Tonne is nearing completion towards end of April 2026.



## ANNEXURE 1

### FIJI PORTS CORPORATION LIMITED (FPCL) 2020- 2023 ANNUAL REPORTS: RESPONSE TO COMMITTEE QUESTIONS

#### FIJI PORTS CORPORATION ANNUAL REPORT 2023

##### **Q1. Strategic Plan**

##### **Pages: 6–8 (Chairman & CEO Reports)**

The Committee seeks an update on the key achievements under the 2023 Strategic Plan, especially in infrastructure upgrades and development.

##### **FPCL's Response:**

In 2023, FPCL placed strong emphasis on infrastructure modernization, operational efficiency, and long-term resilience. Notwithstanding external challenges, the company had achieved measurable progress in several priority areas.

##### **Major Strategic Initiatives Include:**

- **Infrastructure Development:** FPCL had invested heavily in upgrading its port infrastructure to improve capacity and efficiency. Key projects included Wharf Rehabilitation projects in Suva and Lautoka, aimed to increase port capacity and handle larger cargo volumes. These improvements are aimed to enhance port efficiency that supports economic growth. A total sum of \$18,783,655 was invested into port infrastructure in 2023 with \$18,094,905 for CAPEX and \$688,750 for OPEX.
- **FSHIL's Slipway Rehabilitation** project aimed to enhance functionality, efficiency, and safety, meeting industry standards. This project reflects the company's commitment to continuous improvement and maintaining high standards in vessel repair and maintenance.
- **The Suva Port Relocation Feasibility Study** project was completed in 2024, with three potential sites shortlisted (Draunibota, Navua and Rokibili) during stakeholder consultation.
- **Digital Transformation:** FPCL implemented cloud-based solutions for enhanced flexibility, cost-efficiency, and accessibility, aligning its infrastructure with its dynamic needs. These initiatives set the foundation for sustainable growth and innovation, with future upgrades.
- **Sustainability and Environmental Stewardship:** FPCL is committed to sustainable development. In alignment with FPCL environmental responsibility goals we continued to implement several green initiatives, including renewable energy projects and waste management programs.



## ANNEXURE 1

### FIJI PORTS CORPORATION LIMITED (FPCL) 2020- 2023 ANNUAL REPORTS: RESPONSE TO COMMITTEE QUESTIONS

- Stakeholder Engagement:** FPCL prioritized strengthening relationships with stakeholders like government agencies, shipping lines, and local communities. FPCL signed several Memorandum of Understanding to establish partnerships with key authorities like Fiji Navy, Land & Transport Authority, Maritime Safety Authority, and Ministry of Fisheries.

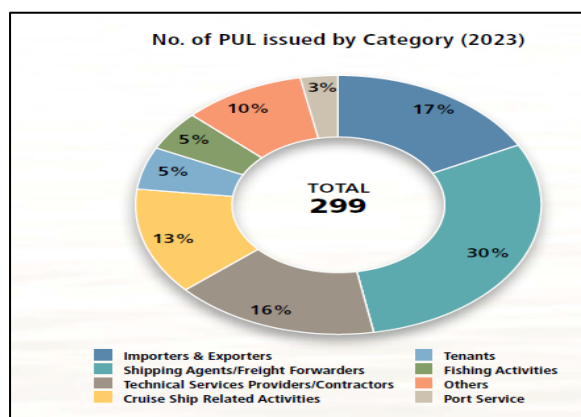
#### Q2. Port User Licenses

##### Pages: 12-13 (Operations Overview)

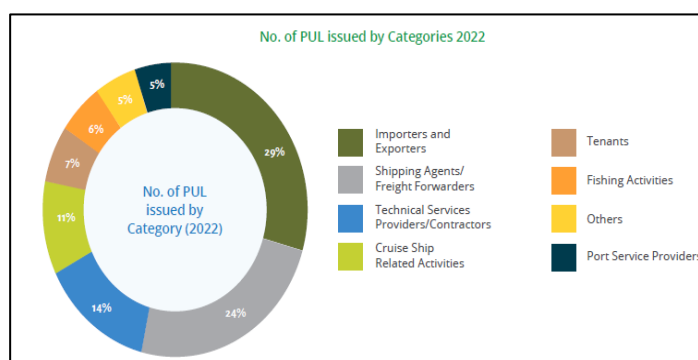
The Committee requests an explanation for the 3% decline in Port User Licenses in 2023, with 52 licenses issued compared to 90 in 2022.

#### FPCL's Response:

Firstly, FPCL wishes to provide clarification that a total of 299 Port User Licenses (PUL) was issued in 2023 across various categories, a 3% decline from 2022 (a total of 307 PUL was issued). This decrease can be primarily attributed to the Importers & Exporters, which saw a significant decline from 90 licenses issued in 2022 and 52 licenses issued in 2023. A global or regional economic downturn led to reduced trade volumes, impacting PULs and thus a lower number of businesses requiring licenses.



| No. of PUL issued by Categories for 2023 | Number     |
|--|------------|
| Importers and Exporters                  | 52         |
| Shipping Agents/Freight Forwarders       | 89         |
| Technical Services Providers/Contractors | 49         |
| Cruise Ship Related Activities           | 40         |
| Tenants                                  | 16         |
| Fishing Activities                       | 15         |
| Others                                   | 29         |
| Port Service Providers                   | 9          |
| <b>Total</b>                             | <b>299</b> |



| No. of PUL issued by Categories for 2022 | 2022       |
|--|------------|
| Port Service Providers                   | 14         |
| Importers and Exporters                  | 90         |
| Cruise Ship Related Activities           | 33         |
| Shipping Agents/Freight Forwarders       | 73         |
| Fishing Activities                       | 18         |
| Tenants                                  | 20         |
| Technical Services Providers/Contractors | 43         |
| Others                                   | 16         |
| <b>Total</b>                             | <b>307</b> |



## ANNEXURE 1

### FIJI PORTS CORPORATION LIMITED (FPCL) 2020- 2023 ANNUAL REPORTS: RESPONSE TO COMMITTEE QUESTIONS

#### **Q3. Vessel Berthing & Congestion**

##### **Pages: 15–16 (Operations & Traffic Management)**

The Committee asks what measures FPCL is implementing to address delays in vessel berthing and congestion at Suva Harbour.

##### **FPCL's Response:**

FPCL acknowledges the operational challenges associated with vessel berthing delays and congestion at Suva Harbour, particularly during peak cargo periods and in the context of global shipping schedule disruptions.

To address these issues and in collaboration with FPTL, FPCL has implemented and continues to implement the following measures:

#### **1. Enhanced Berth Planning and Scheduling**

- Strengthened berth allocation planning through improved coordination with shipping lines and agents.
- Use of upgraded terminal operating systems to optimize berth windows and reduce idle time.
- Closer monitoring of Estimated Time of Arrival (ETA) updates to allow proactive adjustments to berth schedules.

#### **2. Operational Efficiency Improvements**

- Streamlining cargo handling operations to improve vessel turnaround times.
- Deployment of additional operational resources during peak periods where feasible.
- Improved yard management and container stacking strategies to accelerate loading and discharge operations.

#### **3. Equipment and Infrastructure Upgrades**

- Refurbishment and renewal of cargo-handling equipment to reduce downtime.
- Targeted rehabilitation of wharf infrastructure to maintain optimal berth availability.
- Ongoing feasibility assessments for Suva Port rehabilitation to increase long-term capacity and resilience.

#### **4. Stakeholder Coordination**

- Regular engagement with shipping lines, stevedores, freight forwarders, and regulatory agencies to improve planning and cargo clearance processes.
- Encouraging timely removal of containers to reduce yard congestion and improve space utilization.



## ANNEXURE 1

### FIJI PORTS CORPORATION LIMITED (FPCL) 2020- 2023 ANNUAL REPORTS: RESPONSE TO COMMITTEE QUESTIONS

#### 5. Long-Term Capacity Planning

- Integration of projected cargo growth into infrastructure development planning.
- Consideration of phased expansion and modernization initiatives to sustainably increase berth and yard capacity.

While congestion at Suva Harbour is influenced by external factors such as global shipping disruptions and fluctuating cargo volumes, FPCL continues to adopt both immediate operational measures and long-term infrastructure strategies to minimize delays, improve berth efficiency, and enhance overall service reliability.

#### Q4. Lautoka Foreshore Development

##### Page: 24 (Infrastructure Projects)

The Committee requests an update on the Lautoka Foreshore Development Project, reported as 75% complete.

##### FPCL's Response:

#### Lautoka Foreshore Development & Port Master Plan:

- The primary objective of this Feasibility Study was to assess the current utilization of the area and explore potential development opportunities that would enhance the services provided by FPCL.
- The Feasibility Study involved an examination of various factors, including existing land use, zoning regulations, local market conditions, available infrastructure, as well as FPCL's strategic objectives and available resources.
- The aim was to identify the most viable development options that align with economic, social, and environmental considerations. This will assist FPCL to make well informed decisions regarding commercial, retail or tourism development within the area with invaluable insights guiding future land usage plans and maximizing the Lautoka Foreshore area's potential within the port boundary.
- Additionally, FPCL embarked on developing the entire port strategy for Lautoka, a strategic initiative aimed at further enhancing port infrastructure and optimising operational efficiencies. The Lautoka Port Master Plan Project endeavors to actualize its vision for Lautoka's development, the insights gained from this study and future master planning efforts will play a pivotal role in shaping the port's operational efficiency and fostering sustainable growth and development in the region.



## ANNEXURE 1

### FIJI PORTS CORPORATION LIMITED (FPCL) 2020- 2023 ANNUAL REPORTS: RESPONSE TO COMMITTEE QUESTIONS

#### **Q5. Fiji Slipway Rehabilitation**

##### **Page: 24 (Infrastructure Projects)**

The Committee seeks an update on the Fiji Slipway Rehabilitation Project (1,000t and 500t), scheduled for completion within eight months, and its expected impact on vessel repair opportunities.

##### **FPCL's Response:**

FPCL had preliminary plans in 2020 to develop Fiji Ships & Heavy Industries Limited's (FSHIL) slipway as part of its broader strategy to enhance maritime support infrastructure and expand marine service capabilities.

However, due to the onset of the COVID-19 pandemic and the resulting economic uncertainty, the project was re-prioritized. Capital expenditure across the organization was carefully reviewed to preserve cash flow and ensure the sustainability of core port operations during a period of reduced revenue.

As a result:

- The slipway development did not progress to full implementation in 2020.
- Priority was given to critical operational requirements, essential maintenance, and projects directly supporting core port functions.
- Feasibility considerations, funding availability, and market demand for slipway services were re-assessed.

FPCL continues to recognize the strategic importance of marine infrastructure development for FSHIL. Post-COVID-19, the project was reconsidered in line with financial capacity, market demand, and the company's long-term capital investment plan.

FSHIL's Slipway Rehabilitation Project 1000Tonne was successfully completed in 2025 and is now fully operational. Whilst FSHIL's Slipway Rehabilitation Project 500Tonne is nearing completion towards end of April 2026.

#### **Q6. Infrastructure Developments (2020-2023)**

##### **Pages: 25-27 (Strategic Plan & Infrastructure Review)**

The Committee requests updates on infrastructure projects mentioned in the 2020 report, with a matrix showing completion status and impact against the five-year strategic plan.



## ANNEXURE 1

### FIJI PORTS CORPORATION LIMITED (FPCL) 2020- 2023 ANNUAL REPORTS: RESPONSE TO COMMITTEE QUESTIONS

#### FPCL's Response:

FPCL provides the following update on key infrastructure projects identified in the **2020-2023 Annual Reports**. While implementation timelines were affected by COVID-19 and subsequent reprioritization of capital expenditure, progress has been made in line with the company's 5-Year Strategic Plan.

| Project  | Objective  | Status                          | Impact Achieved  | Alignment with 5 Year Strategic Plan                 |
|--|--|---------------------------------|--|--|
| <b>Port of Suva</b>  |  |                                 |  |  |
| 1. Kings Wharf Southern Upgrade Project                      | Aimed at enhancing operational capabilities at the port.<br>The project focuses on addressing restrictions pertaining to heavy equipment and the mobile harbor crane within the subject section.<br><br>Improve structural integrity and operational safety. | Ongoing / Phased Implementation | Upon completion of this rehabilitation effort, FPCL anticipates the removal of these restrictions, thereby optimising port operations and improving efficiency.<br><br>Enhanced berth safety and load capacity; reduced risk of service disruption | Strategic Goal No. 2 - Infrastructure                |
| 2. Implementation of Vessel Traffic Management System (VTMS) | To improve navigational safety, enhance operational efficiency, strengthen maritime security, support environment protection, enable data driven decision making and coordination of vessel movements within port waters.                                    | Completed (2022)                | Suva VTS Controllers can now effectively monitor vessel movement within the Port of Suva and the surrounding Fiji waters, utilizing advanced VTM technology.<br><br>The successful implementation of the VTMS system                               | Strategic Goal No. 6 – Safety, Security & Technology |



## ANNEXURE 1

### FIJI PORTS CORPORATION LIMITED (FPCL) 2020- 2023 ANNUAL REPORTS: RESPONSE TO COMMITTEE QUESTIONS

|   |   |  |  |                                       |
|---|---|--|--|---------------------------------------|
|   |   |  | have significantly enhanced FPCL's ability to manage port safety, security, and ensure compliance with the International Maritime Organisation (IMO) requirements. |                                       |
| 3. New Inter-island Passenger Terminal Muaiwalu 2 | To modernize interisland travel, increase passenger waiting area capacity for the travelling public, reduce congestion along access road, and extend the life of the wharf asset.   | Ongoing / Phased Implementation  | Not measurable as yet.   | Strategic Goal No. 2 - Infrastructure |
| 4. Fiji Ships Slipway Rehabilitation Project      | To address critical maintenance needs and enhance operational efficiency.<br><br>To open new opportunities in the vessel repair market.<br><br>Expand marine maintenance capability.<br><br>Strengthening FSHIL's ship repair and maintenance capabilities. | Ongoing / Phased Implementation<br><br>1000tonne – completed<br><br>500tonne - ongoing | Feasibility reassessed; aligned with revenue diversification strategy  | Strategic Goal No. 2 - Infrastructure |



## ANNEXURE 1

### FIJI PORTS CORPORATION LIMITED (FPCL) 2020- 2023 ANNUAL REPORTS: RESPONSE TO COMMITTEE QUESTIONS

|   |  |                                 |  |                                       |
|---|--|---------------------------------|--|---------------------------------------|
| 5. Suva Port Relocation Project – feasibility study | To conduct a strategic review of Fiji's maritime sector, and Suva Port in particular, to identify a site for the relocation of Suva Port.                                  | Completed (2024)                | Not measurable as yet.   | Strategic Goal No. 2 - Infrastructure |
| 6. Suva Port Dredging Project                       | To ensure efficiency and safety.   | Ongoing / Phased Implementation | Not measurable as yet.   | Strategic Goal No. 2 - Infrastructure |
| <b>Port of Lautoka</b>                              |  |                                 |  |                                       |
| 7. Container Yard 3 Project                         | To enhance storage capacity and operational efficiency by improving the condition of the Yard's running surface.   | Completed (2022)                | Additional 1,260 TEUs to Lautoka Port's storage capacity.  | Strategic Goal No. 2 - Infrastructure |
| 8. Container Yard 4 Project                         | To enhance storage capacity and operational efficiency by improving the condition of the Yard's running surface.   | Completed (2025)                | Enhance throughput capacity by providing an additional 1,134 TEUs.   | Strategic Goal No. 2 - Infrastructure |
| 9. Queens Wharf Rehabilitation Project              | To undertake repair works for the Lautoka Wharf 1959 and 2005 sections and Lautoka Local Wharf Rehabilitation.<br><br>Improve structural integrity and operational safety. | Ongoing / Phased Implementation | Restoration of the wharf to a safe and improved condition.<br><br>Significant progress includes the introduction of Green Tech Shield (GTS), a sustainable corrosion protection device | Strategic Goal No. 2 - Infrastructure |



## ANNEXURE 1

### FIJI PORTS CORPORATION LIMITED (FPCL) 2020- 2023 ANNUAL REPORTS: RESPONSE TO COMMITTEE QUESTIONS

|  |  |                  |   |                                       |
|--|--|------------------|---|---------------------------------------|
|  |  |                  | <p>that reduces the project's carbon footprint by up to 50%.</p> <p>Enhanced berth safety and load capacity; reduced risk of service disruption.</p>  |                                       |
| <b>10.</b> Lautoka Port Dredging Project         | To ensure efficiency and safety.   | Completed (2025) | Initially awarded in May 2024, the project had a total dredge volume of 124,970 m <sup>3</sup> , which was later adjusted to 51,082 m <sup>3</sup> , with the excess volume reallocated to capital dredging for the navigational channel, scheduled for 2025. | Strategic Goal No. 2 - Infrastructure |
| <b>11.</b> Lautoka Foreshore Development Project | The project aims to assess the current use of the Lautoka Foreshore area and identify viable development opportunities to enhance FPCL's services. It will evaluate land use, zoning, market conditions, infrastructure, and strategic objectives to determine suitable commercial, retail, or tourism options. The study will provide recommendations to guide informed | Completed (2024) | Not measurable as yet.  | Strategic Goal No. 2 - Infrastructure |



## ANNEXURE 1

### FIJI PORTS CORPORATION LIMITED (FPCL) 2020- 2023 ANNUAL REPORTS: RESPONSE TO COMMITTEE QUESTIONS

|   |  |                  |                        |                                       |
|---|--|------------------|------------------------|---------------------------------------|
|   | decision-making and maximize the area's economic, social, and environmental potential within the port boundary.  |                  |                        |                                       |
| <b>12. Port Master Plan Project</b>     | To provide a structured, long-term development framework that guides the sustainable expansion, modernization, and efficient utilization of the Port of Lautoka.   | Completed (2025) | Not measurable as yet. | Strategic Goal No. 2 - Infrastructure |
| <b>Port of Levuka</b>                   |  |                  |                        |                                       |
| <b>13. Wharf Rehabilitation Project</b> | <p>Improve structural integrity and operational safety.</p> <p>Considering that the wharf piles are over 100 years old, FPCL undertook a carbonation and chloride iron testing to determine whether it is feasible to repair the existing structure or construct a new wharf.</p> <p>Following a thorough assessment, including carbonation and chloride ion testing, FPCL is now collaborating with the</p> | Ongoing          | Not measurable as yet. | Strategic Goal No. 2 - Infrastructure |



## ANNEXURE 1

### FIJI PORTS CORPORATION LIMITED (FPCL) 2020- 2023 ANNUAL REPORTS: RESPONSE TO COMMITTEE QUESTIONS

|  |  |  |  |  |
|--|--|--|--|--|
|  | Ministry of Education, Heritage, and Arts to seek guidance and explore funding options for a proposed new wharf in Levuka. |  |  |  |
|--|--|--|--|--|

# Appendix 2

## Verbatim Report

# **[VERBATIM REPORT]**

## **STANDING COMMITTEE ON NATURAL RESOURCES**

### **2020-2023 ANNUAL REPORTS**

**SUBMITTEE:**        **Fiji Ports Corporation Limited**

**VENUE:**            **Big Committee Room, Suva**

**DATE:**             **Wednesday, 1<sup>st</sup> April, 2026**

**VERBATIM REPORT OF THE MEETING OF THE STANDING COMMITTEE ON PUBLIC ACCOUNTS HELD IN THE BIG COMMITTEE ROOM (EAST WING), PARLIAMENT PRECINCTS, GOVERNMENT BUILDINGS ON WEDNESDAY, 1<sup>ST</sup> APRIL, 2026 AT 10.32 A.M**

Interviewee/Submittee : Fiji Ports Corporation Limited

Present

|                          |   |                 |
|--------------------------|---|-----------------|
| Hon. Kalaveti V. Ravu    | - | Chairman        |
| Hon. Inosi. T. Kuridrani | - | Deputy Chairman |
| Hon. Vijay Nath          | - | Member          |
| Hon. Joseph. N. Nand     | - | Member          |
| Hon. Shalen Kumar        | - | Member          |

In Attendance:

|                             |   |                                 |
|-----------------------------|---|---------------------------------|
| 1) Mr. Suresh Prasad        | - | Acting Chief Executive Officer  |
| 2) Mr. Upali De Zoysa       | - | Chief Operating Officer         |
| 3) Mr. Tomasi Sauqaqa       | - | Chief Infrastructure Officer    |
| 4) Captain Laisiasa Gonewai | - | Harbour Officer                 |
| 5) Ms. Vani Filipe          | - | Manager Legal/Company Secretary |

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MR. CHAIRMAN.- Honourable Members, members of the media and the public, secretariat, dear viewers, ladies and gentlemen, a very good morning to all of you. It is a pleasure to welcome everyone, especially the viewers who are watching this session. I am privileged to chair this 12th submission meeting for the Standing Committee on Natural Resources, which is being aired live on the Parliament channel through the *Walesi* platform and live-streamed through the Parliament Facebook page.

At the outset, for information purposes, pursuant to the Standing Orders of Parliament, specifically Standing Order 111, all committee meetings are to be open to the public. Therefore, this submission is open to the public and the media and will also be aired live, as I mentioned earlier. However, for any sensitive information concerning this submission that cannot be disclosed in public, this may be provided to the Committee either in private or in writing. Note that this will only be allowed in a few specific circumstances, which include:

- national security matters;
- third-party confidential information;
- personnel or human resources matters; and
- meetings whereby committees deliberate on all issues before developing their recommendations and report.

I wish to remind honourable Members and our invited submittees that all comments and questions are to be addressed through the Chair. Also, be mindful that only the invited submittees will be allowed to ask questions or provide comments to the Committee. This is a parliamentary meeting, and all information gathered is covered under the Parliamentary Powers and Privileges Act and the Standing Orders of Parliament. Please note that the Committee does not condone libel, slander, or any allegation against an individual who is not present today to defend themselves.

In terms of other protocols for this Committee meeting, please be advised that while the meeting is in progress, movement within the meeting room will be restricted. There should be minimal use of mobile phones. Answering a phone should be done outside the room, and all mobile phones are to be on silent mode. I invite the honourable Members of the Standing Committee on Natural Resources to briefly introduce themselves before I give the floor to our submittees.

(Introduction of Committee Members)

MR. CHAIRMAN.- With us this morning is the representative from Fiji Ports Corporation Limited, who has been requested to provide a submission on the Fiji Ports Corporation Limited Annual Reports for the periods 2020, 2021, 2022, and 2023. I now invite our submittee to introduce themselves before we proceed with the submission. Please note that if there are any questions from the honourable Members of the Committee, they may interject, or we will wait until the end of the presentation.

I wish to inform our guest that the presentation for this morning's live submission will be strictly limited to 20 minutes. This will ensure sufficient time for the Committee's questions. Please be concise and address the questions provided directly. Some of the questions that may be asked have already been raised during our site visit. However, given that this is a public submission being watched live by the public, the Committee seeks further clarification on responsibilities, current tasks, and the operational framework for public understanding.

(Introduction of officers from Fiji Ports Corporation Limited)

MR. S. PRASAD.- Good morning, Mr. Chairman, and honourable Members. It is an honour and a privilege to be here before the Standing Committee to present our annual report for Fiji Ports Corporation Limited. The submission we provided was in response to the annual report questions that were forwarded to us, and we have responded formally to those questions.

One matter we would like to clarify with the Committee is whether you would prefer us to go through the questions and responses, or proceed with the PowerPoint presentation that we have prepared. We will proceed with the presentation.

Q1 a) What measures did FPCL take in 2020 to mitigate the impact of COVID-19 on port operations, b) and how effective were these measures in maintaining trade flow?

Several measures were implemented. We activated the emergency response plan, which incorporated COVID-19 measures and health and safety protocols, including the implementation of strict COVID-19 health and safety guidelines. FPCL implemented a segregation of the workforce, whereby critical operations teams were separated and placed on staggered shifts to reduce the risk of cross-infection from COVID-19. FPCL also implemented restricted access and controlled operations, as well as digital and remote processes, facilitating remote work arrangements during the COVID-19 period.

FPCL conducted stakeholder coordination with shipping agents, stevedores, and border agencies to ensure continuity of operations, as normal operations were disrupted during the COVID-19 period. Despite the sudden onset of the pandemic, it was necessary to continue port operations to facilitate the receipt of goods and medicine. Measures were therefore implemented to ensure that business operations continued during that time.

How effective were these measures?

The measures implemented were effective in maintaining operational continuity, safeguarding our staff, and supporting national trade requirements despite global shipping disruptions and reduced vessel calls. FPCL maintained uninterrupted port operations throughout 2020 and ensured that the ports were fully operational 24 hours a day, seven days a week. There were zero virus transmissions recorded at FPCL job sites during 2020, and the company was able to deliver a net profit despite the economic challenges and the business environment.

Q2. How did FPCL ensure compliance with maritime safety and environmental regulations during 2020?

FPCL remained committed to upholding high standards of corporate governance, maritime safety, and environmental compliance. In regard to the regulatory compliance framework, FPCL continued to operate in full compliance with all applicable national maritime legislation, environmental laws, and international maritime conventions adopted by Fiji. Regular reviews of internal policies and procedures were undertaken to ensure alignment with regulatory requirements.

Maritime safety measures included the enforcement of established port safety regulations and standard operating procedures for vessel movements, cargo handling, and pilotage services. FPCL adhered to environmental management guidelines and monitored port activities to minimise environmental impact.

Internal oversight and governance controls included regular reporting to the Board of Directors on safety, compliance, and environmental matters. Internal audits and risk assessments were conducted to identify and address any compliance gaps, and corporate governance policies continued to be enforced to promote accountability and transparency.

Q3. Financial performance: What were the key drivers behind FPCL's revenue decline or increase in 2020 and how sustainable were these drivers moving forward?

It is noted that 2020 was not a normal year. There were several challenges faced, and for FPCL, the evolving climate throughout the year resulted in the company undertaking an exercise to revise its financial year budget to establish a more realistic performance benchmark, given the unpredictable business environment. Key cost and operational drivers were identified, and the decline in revenue was mitigated through tight control of operational costs. This acted as an offset, as reduced revenue required corresponding reductions in operational expenditure.

As a result, the company delivered a net profit after tax of FJD 22.7 million, representing approximately a 20 percent decline compared to the 2019 results. The turbulent nature of business in 2020 made comparisons with 2019 less meaningful. However, the timely measures employed by management prevented further erosion of revenue, ensuring that the decline remained at approximately 20 percent. Financial performance in 2020 was primarily influenced by the economic impact of the COVID-19 pandemic, both globally and domestically. Key drivers included reductions in vessel calls and cargo volumes.

There was a decline due to global supply chain disruptions and travel restrictions, resulting in fewer cruise vessels. Reduced economic activity led to fewer vessel calls, a decline in transshipment, and reduced cruise activity. The economic slowdown in key sectors, including tourism, construction, and retail, reduced import volumes of certain goods, which affected cargo handling revenue.

Operational cost controls were critical. Despite revenue pressures, FPCL implemented prudent cost containment measures, deferred non-essential capital expenditures, and optimised operational expenses to mitigate the impact. The continued handling of essential goods supported operations. The sustainability of these revenue drivers moving forward depends on both domestic economic recovery and global trade conditions. Key considerations include essential cargo demand, economic recovery, diversification, operational efficiency, and external risks.

While 2020 reflected extraordinary circumstances driven by the pandemic, FPCL's core revenue streams, particularly those linked to essential trade, remained fundamentally sustainable, with recovery prospects tied to broader economic stabilisation and growth.

With regard to the Walu Bay slipway development, FPCL had preliminary plans in 2020 to develop the Fiji Ships and Heavy Industries Limited slipway as part of its broader strategy to enhance maritime support infrastructure and expand maritime service capabilities. However, due to uncertainty arising from COVID-19, the project was reprioritised. Capital expenditure across the organisation was carefully reviewed. As a result, the slipway development did not progress to full implementation in 2020. Priority was given to critical operational requirements. Essential maintenance, feasibility considerations, funding availability, and market demand for slipway services were reassessed at that time.

FPCL continues to recognise the strategic importance of maritime infrastructure development. The Fiji Ships and Heavy Industries Limited slipway project was reconsidered in line with financial capacity, market demand, and the company's long-term capital investment plan. The Fiji Ships and Heavy Industries Limited 1,000-tonne slipway rehabilitation project was successfully implemented in 2025 and is now fully operational. The 500-tonne slipway rehabilitation project is nearing completion and is expected to be completed by the end of April 2026.

With regard to the status of the AMEX Wharf at Lautoka, the AMEX Wharf was purpose-built as a dedicated bulk export terminal to support the Ba Delta iron sand project in Lautoka. The facility was designed to handle magnetite concentrate (iron sand) and load bulk cargo into Handymax-class vessels for export. The infrastructure includes a ship loader, berth facility, associated yard, and processing support structures specifically configured for mineral export operations, rather than container or general cargo handling.

The operational status of the AMEX Wharf is that it handles approximately two to three shipments annually, with each shipment ranging from approximately 43,000 to 55,000 metric tonnes. The facility, completed in 2019, was constructed with a projected service life of approximately 40 years. Between 2020 and 2023, there were only six vessel calls at the AMEX Wharf.

Although it is privately owned and not integrated into container operations, the AMEX Wharf contributes to Lautoka's bulk cargo throughput by facilitating mineral exports. The Lautoka Port Master Plan recognises the AMEX site as a strategic asset capable of supporting non-containerised trade in the short term and potentially alleviating berth capacity constraints within the wider port system. FPCL continues to work closely with relevant stakeholders to ensure that all operations at the facility comply with maritime safety, environmental, and regulatory requirements.

With regard to safety incidents in 2020, FPCL did not record any major safety incidents or large-scale disasters within the port facilities. While minor operational incidents typical of port environments, such as equipment-related or handling-related occurrences, were recorded, these were managed in accordance with established incident reporting and response procedures. None resulted in significant disruption to port operations or posed major environmental or public safety risks.

The lessons learned were that FPCL used 2020 as an opportunity to further strengthen its safety culture and risk management systems. Key improvements included enhanced risk preparedness, strengthened health and safety controls, integration of business continuity measures, and improved communication and training.

In terms of incident reporting and monitoring, FPCL remains committed to fostering a strong safety culture, continuous improvement, and adherence to national and international maritime safety standards to ensure that operations remain safe, secure, and resilient. Some of the key achievements in 2020 included strengthening core port operations. In collaboration with FPTL, efforts were focused on enhancing operational efficiency, particularly in cargo handling and vessel turnaround times.

With regard to the COVID-19 emergency response and risk mitigation, FPCL activated its emergency response plan, incorporating COVID-19 measures. Health, safety, and environmental initiatives were implemented, alongside stakeholder engagement and private sector collaboration. There was also a focus on essential trade and revenue sustainability. In terms of human resource development and technology, FPCL recognises that rapid technological advancements are reshaping port operations globally.

To ensure that the workforce remains skilled, adaptable, and capable of leveraging new technologies, initiatives were implemented, including staff training and capacity building, technology integration and adaptation, and leadership development. Future plans include e-learning modules through virtual training, allowing staff to access learning resources remotely. Regarding the impact of COVID-19 on operations and finances, there was a reduction in cargo volumes and vessel calls, which affected financial performance in 2020.

Operational challenges included workforce management complexities due to health risks. Mitigation strategies to maintain resilience included the activation of the COVID-19 emergency response plan, implementation of health and safety protocols, stakeholder engagement, and the use of technology for remote access. With regard to 2021, it remained a challenging year for the business community as economic activity slowed due to the ongoing COVID-19 pandemic. FPCL's financial performance for the 2021 fiscal year recorded a net profit after tax of FJD 22.3 million, representing a 2 percent decline compared to 2020. The sustained results were attributed to management's timely and effective decision-making despite ongoing uncertainties.

Cargo throughput levels experienced fluctuations in import and export volumes, which directly affected revenue from offloading, berthing, and pilotage services. The suspension of cruise operations, due to COVID-19, also impacted revenue. Cost management measures, including the deferral of non-essential capital projects and tighter operational expenditure controls, helped mitigate revenue shortfalls. Operational continuity was maintained, ensuring uninterrupted port services and allowing core revenue streams to remain active throughout 2021, thereby preventing more significant financial losses. The impact of global shipping

disruptions on operations and revenue included irregular vessel schedules, supply chain delays, operational adjustments, and revenue variability.

MR. CHAIRMAN.- Sorry for the interruption. You have five minutes remaining for your presentation.

MR. S. PRASAD.- Some key operational issues that were faced in 2021 included:

- Port congestion and irregular vessel, due to irregular vessel schedules;
- Shipping and logistic delays;
- Workforce constraints; and
- Increased compliance requirements due to COVID-19.

Effectiveness of FPCL strategies and safety security performances – effective strategies under pandemic restrictions. We also had safety and port security incidents.

Infrastructure modernisation initiatives included:

- Investments in modernisation and technology;
- Digital enhancements;
- Equipment renewal and upgrades.
- Infrastructure improvements;
- Contribution to efficiency and customer satisfaction; and
- Modernisation initiatives were delivered;
- Measurable operational and service improvements;
- Improved operational efficiency;
- Enhanced resilience and service quality;
- Strengthened safety and compliance; and
- Customer confidence and competitiveness.

Q4: The role of FPCL leadership in decision-making that relates to the corporate governance included:

- Board oversight - the Board of Directors provide strategic direction and oversight.
- Executive management leadership – the CEO and the executive management team are responsible for operational decision-making and implementation of Board approval strategies.
- Stakeholder engagements are continuously done.
- Applicability of risk mitigation in 2021.
- Maintained an enterprise risk management framework.
- COVID-19 emergency response plan.
- Financial risk controls.
- Operational and safety risk controls.
- Monitored our external risks.

Q5: Environmental and social responsibility included:

1. Sustainability initiatives and regulatory compliance at FPCL;
2. Environmental sustainability initiatives.
3. Compliance with environmental and maritime regulations.
4. Community and employee support programmes during COVID-19.
5. Employee support initiatives.
6. Community support and corporate social responsibility. We do continue engagement with the community stakeholders.

Q6: Financial strategic outlook

(a) The lessons learned from *TC Yasa and TC Ana* in December 2020 included:

1. Infrastructure resilience are critical at Fiji Ports.

2. Emergency preparedness and rapid response.
3. Business continuity and redundancy planning in place.
4. Climate risk and integration into our strategy.
5. Strengthening of institutional engagement.

(b) Short-term and long-term goals for efficiency and profitability. We do have maintained short-term and long-term goals as it relates to the efficiency and profitability at FPCL.

(c) Building a stronger partnership with shipping lines and international ports. We have enhanced stakeholder engagement, service reliability, regional international collaboration and public-private partnerships.

In relation to 2020, the strategic plan focus areas include key pillars within the five-year Strategic Plan, which comprises six sections. Key achievements to date include measurable progress against the Strategic Plan, overall progress and outlook, as well as the Suva Port upgrade infrastructure projects. The Government requested support through the Asian Development Bank to conduct a strategic review of Fiji's maritime sector, and Suva Port in particular. In 2020, the Asian Development Bank engaged external consultants, Royal Haskoning, who developed a Suva Port relocation plan.

With regard to the Lautoka Port Rehabilitation and Port Development Programme, rehabilitation works at Lautoka Port include the Queens Wharf rehabilitation projects, which were completed recently. Last week, several key projects in Lautoka were officially opened. In relation to Maritime Women's Day and corporate social responsibility, this forms part of FPCL's community engagement initiatives. FPCL promotes equal employment opportunities and awareness advocacy. Training and capacity building are maintained within Fiji Ports, alongside safe and inclusive workplace policies and community engagement programmes.

With regard to Fiji Ships and Heavy Industries Limited slipway development, as previously mentioned, the 1,000-tonne slipway has been fully completed, and the 500-tonne slipway is expected to be operational by April this year.

As it relates to 2023, the Strategic Plan for 2023, there are some major strategic initiatives that include:

- Infrastructure development;
- FSHIL's slipway rehabilitation;
- Suva Port relocation feasibility study;
- Digital transformation;
- Sustainability and environment stewardship;

With regard to the port user license, we have captured snapshots and addressed questions relating to the decline in the port user license. FPCL has enhanced berth planning and scheduling, improved operational efficiency, upgraded equipment and infrastructure, conducted regular stakeholder coordination, and undertaken long-term capacity planning and infrastructure development projects.

The Lautoka Foreshore Development and Port Master Plan was completed in 2025 and officially handed over in March 2026. In relation to the strategic plan infrastructure review, a detailed response has been provided in the written submission. This includes all infrastructure projects, their objectives, current status, and alignment with the five-year Strategic Plan. We will be happy to address any supplementary questions if they arise.

MR. CHAIRMAN.- Thank you, Fiji Ports Corporation Limited, for the constructive presentation this morning. The floor is now open for supplementary questions from honourable Members.

HON. I. KURIDRANI.- First, I wish to commend the company for paying out bonuses to your employees. This reflects your care for the welfare of your staff. I think you are the only company that has rewarded its staff in the past financial year for their efforts. Thank you for that recognition. My question this morning relates to the recent tour of some ports in Fiji, where we observed major capital works that need to be undertaken in terms of repairs and maintenance. Considering the time frame available, what would be the three main project priorities that you need to complete within the next three years for the renovation and repair

of some of your major wharves? As I have stated, most of them require significant capital investment. What are the three main priorities?

MR. S. PRASAD.- Our Chief Infrastructure Officer will provide a brief overview of some of the ongoing projects and those in the pipeline that are expected to be completed in the next few years.

MR. T. SAUQAQA.- We have a pipeline of \$433 million of infrastructure projects over the next ten years, excluding the new port, which on its own is valued at over \$4 billion. With regard to the priority of projects in our current pipeline, the King's Wharf South upgrade and the Suva Yard capacity enhancement project are the two top priority projects identified. For Lautoka, the priority projects include the Queen's Wharf South Extension, as well as ongoing discussions with AMEX to utilise its wharf for additional cargo handling.

MR. CHAIRMAN.- The floor is open for supplementary questions.

HON. I. KURIDRANI.- It appears that these projects will require significant capital investment, and the Government may not be able to fund all of these costs. From FPCL's perspective, have you begun engaging with other development partners or countries that could supplement the funding of these major capital projects?

MR. S. PRASAD.- Mr. Chairman, yes, definitely. We are collaborating with funding partners such as AIFPP. We have also been in discussions with MCC. If we look at the historical trend of Fiji Ports, we have always self-funded our projects. One of the challenges we face today relates to our rates, as tariffs have not been approved for the past 11 years. We are actively engaging with the FCCC in relation to our tariff review so that we are able not only to self-fund projects but also to collaborate with other entities such as AIFPP and MCC. We are also engaging with the Ministry of National Planning and the Ministry of Finance.

We recognise that there is a significant and monumental task for Fiji Ports in completing these projects. Our Infrastructure Officer has identified approximately \$500 million in internal rehabilitation and infrastructure works. In addition, we are also relying on the Ministry of Finance for the Suva Port relocation project, as this will require external partners to support its delivery.

HON. V. NATH.- Mr. Chairman, I thank the team for the comprehensive presentation. I also acknowledge and appreciate the team's preparation during our field visit. My question relates to my visit to Malau Port and the ageing infrastructure there, particularly the damaged dolphin. The previous Government initiated the Look North Policy. While travelling from Nabouwalu to Labasa Town, I observed that the highway is deteriorating, possibly due to the heavy loads being transported to Labasa. I also noted that the prices of goods in Labasa Town are relatively high. What is your plan for Malau Port, in particular?

MR. S. PRASAD.- I will defer that question to our Chief Infrastructure Officer. We have visited Malau and have looked into the matter. A business case needs to be developed in relation to Fiji Ports. However, we have undertaken some preliminary work in assessing that prospect.

MR. T. SAUQAQA.- Yes, we visited Malau Port and Wairiki Port last year, and we needed to understand the volume of cargo moving to Vanua Levu from Natovi. This year, as part of our budget, we will be submitting to the next Board meeting for approval to engage a consultant to carry out a feasibility study on the further development of Malau Port to also handle containerised cargo. This is currently in progress.

HON. V. NATH.- Mr. Chairman, Malau Port was built in the colonial era and was later brought into operation. It has significant potential, as we already export molasses and sugar directly from there. Are there any plans to allow cargo vessels to berth directly there, rather than routing through Viti Levu, so that goods can go directly to Vanua Levu? This could ease challenges in Vanua Levu, particularly in relation to pricing. At present, I have observed that fuel is directly imported into some locations in Vanua Levu. How about generalising this approach? What are your plans in this regard?

Are you considering developing it as a hub? It was initially established commercially as a hub for Labasa, specifically Malau Port. In addition, considering climate resilience and the availability of climate funding, do you have any plans to tap into such funding for future development and planning?

MR. T. SAUQAQA.- Mr. Chairman, Malau Port is a specialised port infrastructure designed for the export of dry bulk sugar. The infrastructure was developed for that specific purpose, using a conveyor system and dolphins. For containerised cargo, the design requirements are different. Container operations require wider access to the wharf and a wharf platform capable of supporting container-handling machinery for loading and unloading containers.

Secondly, the existing wharf structure has also passed its design life. As you may have observed, there is significant deterioration. To support container operations, it would require either extensive strengthening or the development of a new port adjacent to the existing infrastructure, taking into account navigational access to Malau Port.

HON. J.N. NAND.- Mr. Chairman, through you, thank you very much to the team for availing themselves. My question relates to the Savusavu Terminal, and in general, the broader context of security and user-friendliness. In terms of modern navigation and support systems, how do you assess the current status? Are we up to par with other countries in terms of modern navigation and support systems? Are we exploring improvements so that in future we can achieve best practice standards? At Savusavu, we were unable to observe such systems during our visit. However, I assume there may be systems already in place. Could you outline the status of modern navigation and support systems, and how much is being invested in this area?

CAPT. L. GONEWAI.- Mr. Chairman, Sir, Savusavu Port is a declared customs port. We normally facilitate cruise ships calling at Savusavu. There are no cargo operations into Savusavu at present. Navigation services are managed by the Maritime Safety Authority of Fiji (MSAF). We work in collaboration with MSAF, as we do not have an operational team based in Savusavu. However, we do provide pilotage services for cruise ships and for small cargo vessels calling at Vunilagi Bay.

HON. J.N. NAND.- Mr. Chairman, I have a supplementary question in relation to the other ports. How well are we equipped in terms of navigation and support systems currently in place?

CAPT. L. GONEWAI.- In terms of pilotage and navigation, we are well equipped, Sir, as we provide the service and are supported by MSAF on navigational aids.

HON. S. KUMAR.- Mr. Chairman, through you, I apologise for taking us back to Malau from Savusavu. My question relates to the current safety and operational risk level at Malau Port, given the damaged dolphin and weakened infrastructure.

MR. T. SAUQAQA.- Sir, we have had discussions with the FSC team, and they were expected to provide rehabilitation of the damaged platforms. However, to date, this has not hindered our operations. We have safety margins in place, and if those margins are breached, we will temporarily suspend some services. For the time being, we are still facilitating operations as required.

HON. S. KUMAR.- Are there any plans for permanent repairs and budget and timeline?

MR. T. SAUQAQA.- Mr. Chairman, through you, the FSC infrastructure in Malau belongs to FSC, so it is a private facility altogether and is managed by them. Any repairs will be done by the FSC.

MR. CHAIRMAN.- I have a question on Ovalau Port. During our site visit to Ovalau Port, we observed that the wharf is in a severely deteriorated condition, not only on the surface but also in the underlying structure, which poses a significant safety risk to vehicles and passengers. The condition of Ovalau Port has clear economic impacts on the island of Ovalau, including tourism decline, business disruption, export challenges, and others. Several key factors have affected Ovalau due to the deterioration of the port facilities.

My question relates to the strategic decision. What is the timeline and justification for the proposed closure of Levuka Port and the development of new facilities?

MR. T. SAUQAQA - For Levuka Port, in 2023 we conducted a condition assessment of the wharf structure by engaging consultants, during which extensive testing was carried out on the wharf structure. It was

determined that the structure is beyond economic repair. Despite low financial returns from Levuka Port, Fiji Ports has continued to invest over FJD 300,000 to engage a consultant to prepare a concept study for a new Levuka Port. Last year, we completed the concept study and developed a proposal in two stages. Stage one has an estimated cost of FJD 30 million and would allow inter-island vessels to berth. Stage two, which would allow cruise vessels to berth, has an estimated cost of FJD 23 million. At this stage, we are actively engaging development partners for potential co-financing opportunities.

MR. S. PRASAD.- We do not have a master plan at this stage, but as our Infrastructure Officer mentioned, a feasibility study has been completed. The intention is to submit this to the relevant Ministry. We have engaged with the Ministry of Finance, and also, I believe, the Ministry of Heritage, in seeking potential funding partners to support the development of the project. In relation to the port itself, we do not yet have a finalized master plan.

MR. CHAIRMAN.- My final question relates to the Ovalau Jetty, as I mentioned earlier, given the deteriorated port conditions. Have you considered a temporary closure of the Ovalau Port on safety grounds? In such circumstances, Fiji Ports should explore alternative facilities such as the PAFCO Wharf or Buresala Jetty, or the construction of a temporary jetty to ensure seamless continuity and to prevent economic disruption in Ovalau.

MR. T. SAUQAQA.- Following our condition assessment and consultations with experts, we have reduced the load limit from 10 tonnes to three tonnes, and further to 2.5 tonnes. This now only allows light vehicles to move on and off the wharf. This year, we will continue to carry out another condition assessment and reassess the structural capacity of the wharf. Last month, our team visited the site to undertake minor repairs to slow further deterioration and maintain operability until co-financing opportunities are secured for the construction of a new port in Levuka.

At the same time, as you have mentioned, the PAFCO Wharf is also operational, allowing trucks to load and unload via a separate road that does not pass through the PAFCO facility. At present, trucks and cargo are being handled at PAFCO Wharf, and there is also potential use of the Buresala Wharf. There are, therefore, two alternative facilities available while we work towards developing a proper port for Levuka.

HON. V. NATH.- During our visit to Lautoka Port, we observed delays in the Yard Four upgrade. There is an upgrade programme as stated, but we noted a delay in the Yard Four works. What is the reason for the delay, and what corrective measures have been put in place?

MR. T. SAUQAQA.- Last month was the official opening of Yard Four Container Yard. The delay, last year during the construction period, was due to issues with the supply of cement materials in Fiji. This was addressed and the project was successfully completed last year; however, the official opening was held this year due to the availability of the Prime Minister.

HON. J. NAND.- Mr. Chairman, through you, I have a supplementary question regarding human resources. We understand that any organisation seeks skilled professionals from other countries, and there are training programmes with other jurisdictions as well. Do our ports have such training programmes in place, or do you have expatriate expertise working with you to further modernise our ports?

MR. S. PRASAD.- Yes, we do work with other counterparts and relevant entities in terms of training. We provide online training for our employees and, from time to time, we also send them to work with sister ports, where staff travel to other parts of the world and work with other ports to understand how operations are conducted internationally, so that they can bring that expertise back home.

In addition, in terms of consultancy, we do seek advice from consultants when we go out to tender. This is not limited to local consultants within Fiji, but also includes consultants from abroad. Therefore, it is a mixed approach involving both our in-house staff development and external consultancy support from overseas.

HON. V. NATH.- Mr. Chairman, through you, regarding container monitoring, we have often seen and heard about the importation of drugs. I understand that Batia Wharf is not within your jurisdiction, but in relation to Suva and Lautoka Ports, how well equipped are we to monitor any illegal activities within container operations?

MR. S. PRASAD.- I will offer some insights, and I will also invite members of our Operations Team to provide a brief on that.

HON. V. NATH.- Mr. Chairman, if this is a national security issue that you do not wish to disclose, you may state so; otherwise, we would like to know. The floor is open to the public, and there have been questions raised regarding the so-called submarine mentioned by the media in Vatia. Has anything like that ever occurred at Suva Port or Lautoka Port? Also, are we fully equipped to monitor and track containers that come in or leave our ports?

MR. S. PRASAD.- I will offer some insights and then hand over to our Operations Team. We do have 24-hour monitoring in place, as well as CCTV systems. We also have an MOU signed with the Fiji Police. We have recently signed an additional onboarding agreement with the Fiji Police, whereby they will have access to our CCTV operations and be able to monitor through the dashboard 24/7.

We therefore have these monitoring systems in place. We also have 24/7 security personnel deployed at both ports. I will now open the floor to our Operations Team to add further information on security.

MR. U.D. ZOYSA.- We have already formed a Security Council Committee, and we held the initial meeting for both Suva and Lautoka. We have also developed terms of reference, which have been reviewed by the respective stakeholders. There was participation from Biosecurity, Immigration, Fiji Police, and the Fiji Navy. As a group, we are now taking steps to strengthen security coordination. In relation to scanning machines, FRCS has two machines, although they are not yet fully installed. With the opening of Yard Four, we have already assured them of space allocation from the Yard Three area. However, when installing such machines, we must be very careful and ensure the area is clear of human activity. This has made space allocation challenging.

We have therefore proposed an alternative location at Walu Bay, which is still under discussion. FRCS will commission these two scanning machines. This will enhance the ability to detect any illegal drugs or prohibited items. That is the current plan, and the committee is now established and progressing its work.

HON. I. KURIDRANI.- Mr. Chairman, I have quickly reviewed your financial statements. I have noted your cash flow, which is acceptable, with inflows broadly matching outflows, which is positive. My concern relates to the balance sheet. I have observed that receivables are around FJD 8.8 million, which reflects on the efficiency of your financial policies and accounts management. Accounts payable are also in the range of approximately FJD 8 million to FJD 8.8 million. There is therefore room for improvement in receivables and payables management, which may strengthen the company's equity position.

Another point that drew my attention is the high liquidity position reflected in the balance sheet. It is approximately 9:1, meaning nine assets to one liability, which is a strong liquidity position. A strong liquidity position is positive as it ensures the company can meet its short-term obligations. However, excessive liquidity can also be a warning sign, indicating that funds may be sitting idle without being effectively utilised. If you could address this, the current ratio I have calculated is about 9:1, which is quite high for the company. I would suggest this also be reflected in the profit and loss statement. In the profit and loss statement, growth was only around 3 percent, which suggests that much of the funds may be tied up in the balance sheet rather than being invested for growth. These are some of my observations from your financial statements.

MR. S. PRASAD.- Thank you, honourable Member, for highlighting those matters. Let me address the three points raised. On accounts receivable, Fiji Ports Corporation Limited has over the years reviewed vessel-related amounts from pro forma invoices and has increased deposit requirements. If you look at the recent financial statements, the accounts receivable level has significantly reduced.

In relation to accounts payable, in previous years dividends were declared but paid in subsequent financial periods. These were recorded as outstanding payable obligations. Regarding the high liquidity position, as noted in our reports, during the COVID-19 period most capital expenditure projects were put on hold as we were reassessing and realigning our capital expenditure programme. This is reflected in the high liquidity position shown in the financial statements. However, as our Infrastructure Officer has mentioned, we are now looking at approximately FJD 500 million in capital expenditure improvements over the next 10 years.

Our current cash flow position is not sufficient to fund the full programme. If we revisit this in the next two to three years, you will likely see a change in this position.

HON. I. KURIDRANI.- Just another supplementary question. From your experience since you have been working at the wharf, have you come across any drugs, or detected any drugs at the wharf that may have come through ships or yachts?

MR. S. PRASAD.- I will put that question to our Harbour Master to see if he is able to respond, based on our relevant port operations over the past few years.

HON. I. KURIDRANI.- Or any other illegal items, such as weapons or similar items, that may have passed through the wharf, based on your experience?

CAPT. L. GONEWAI.- Thank you, honourable Member. Yes, illegal activities have occurred, such as individuals boarding and staying on abandoned vessels, which we have tracked down. In such cases, we have brought in the Police to be part of the investigation and to mitigate any illegal activity occurring on those abandoned vessels. Apart from that, in relation to drugs, these incidents have occurred outside the port boundaries. However, we have strict measures in place to monitor and control such risks.

HON. I. KURIDRANI.- This raises my concern, as we discussed last week. You have machines to detect and x-ray containers, but they are not yet fully implemented. I am concerned that people may take advantage of this situation by bringing items through containers or ships that are not being detected. Is that not the case?

CAPT. L. GONEWAI.- Yes Sir.

HON. J.N. NAND.- Just one supplementary question to honourable Kuridrani. Are you suggesting, or making the point through your observation, that these abandoned vessels in the harbour are harbouring illegal immigrants? Is that the case?

CAPT. L. GONEWAI.- Not illegal immigrants, but foreign seafarers who have been staying on board, mostly on fishing vessels. They have been living on board, and the owners have abandoned them. What we have done is approach the relevant embassies and work together with the relevant agencies to facilitate their return.

MR. T. SAUQAQA.- Honourable Member, if I may just add to that. Recently, we have implemented a vessel traffic management system. This consists of multiple subsystems, one of which is the Automatic Identification System (AIS). If vessels are not transmitting AIS and are moving without identification, we also have a radar-based subsystem that can detect any steel-hulled vessel moving on the water. In the case of a submarine, it operates underwater. If it comes above the water, it can be detected. Within the system, our traffic controllers can also use PTZ cameras to track a vessel's movement within the harbour. All footage is recorded and can be made available for investigations.

MR. CHAIRMAN.- Thank you, honourable Members. That brings us to the end of our session this morning. Before we adjourn, on behalf of Parliament, the honourable Speaker, and the Standing Committee on Natural Resources, we extend our sincere appreciation for your presentation this morning. We commend your tireless efforts across all ports in Fiji. I acknowledge the ambitious development plans you have outlined, alongside the significant challenges faced at each stage. Your commitment is noted and appreciated. We thank you for your time and hope that you will avail yourselves should the Committee have any further queries on this matter.

The Committee adjourned at 11.36 a.m.

# Appendix 3

## Research Papers



Annual Report Summary – Standing Committee on Natural Resources

Fiji Ports Corporation Pte Limited (FPCL) 2020 - 2021 Annual Report

1.0 Introduction

This brief is provided to the Standing Committee on Natural Resources (“SC-NR” or “Committee”) as requested through its secretariat. This comparative analysis is a summary of some of the key issues in the Fiji Ports Corporation Pte Ltd (FPCL) (“AR”) for financial year 2020 and 2021. The summary is designed to assist Honourable Members of Committee undertake their comparisons and related analysis of the organisation’s performance as discussed in the ARs. The narrative provided here is only intended to assist the Committee with its appraisal of the reports and does not aim to provide in-depth oversight on the Corporations’ performance.

2.0 Review of FPCL 2020-2021 Annual Report

| Activities   | Fiji Ports Corporation Pte Limited (FPCL) AR <sup>1</sup> Summary/Analysis   |
|--|--|
| <b>Vision</b>  | To be the Smart Green Gateway for trade in the Pacific region.   |
| <b>Mission</b>   | To invest significantly in new and upgraded seaport and ship repair facilities to support and enhance the economic growth and prosperity of Fiji, as well as providing key economic and lifestyle linkages throughout Fiji and our Pacific region. We will provide expertise to drive regional safety and capacity in respect of maritime infrastructure.                        |
| <b>Values</b>  | <ul style="list-style-type: none"> <li>- Professionalism</li> <li>- Progressive Leadership</li> <li>- Commercial Stewardship</li> <li>- Corporate Citizenship</li> <li>- Strategic Innovation</li> <li>- Employees Wellbeing/Diversity</li> </ul>  |
| <b>Corporate Profile – Fiji Ports Corporation Limited (FPCL)</b> |  |
| <b>Overview</b>  | Fiji Ports Corporation Pte Limited (FPCL) is Fiji’s designated <b>Port Management Company</b> , established under the <b>Sea Ports Management Act 2005 (SPMA)</b> . It oversees the management, regulation, and development of declared ports including <b>Suva, Lautoka, Levuka, Malau, and Wairiki</b> , ensuring environmentally and operationally compliant port operations. |
| <b>Core Responsibilities</b>                                     | <ul style="list-style-type: none"> <li>➤ Management of Fiji’s main ports and approaches</li> <li>➤ Regulatory oversight of port activities under SPMA</li> <li>➤ Environmental monitoring and compliance within port boundaries</li> <li>➤ Promotes sustainable trade growth through ports</li> </ul>  |

<sup>1</sup> AR – Annual Reports Summary



|                                     |   |
|-------------------------------------|---|
| <b>Ownership Structure</b>          | <p>FPCL is a Public Private Partnership (PPP) registered as a Private Company under the Companies Act 2015. It solely owns Fiji Ships &amp; Heavy Industries Limited (FSHIL) and has shares in the Ports Terminal Operator – Fiji Ports Terminal Limited.</p> <p><b>FPCL</b> - Ports Management Company<br/> <b>FPTL</b> - Ports Terminal Operator<br/> <b>FSHIL</b> - Provides Slipway and Ship Repair Services &amp; Heavy Industry works</p>   |
| <b>Obligations Under Law</b>        | <ul style="list-style-type: none"> <li>• Sea Ports Management Act 2005</li> <li>• Maritime Transport Act 2013</li> <li>• Companies Act 2015</li> <li>• Income Taxation Act 2015</li> <li>• Environment Management Act 2005</li> <li>• Health and Safety at Work Act (HASAWA) 1996</li> <li>• Employment Relations Act 2007</li> <li>• Fijian Competition &amp; Consumer Commission Act 2010</li> <li>• Maritime (Code) Regulations 2014</li> <li>• International Ship &amp; Port Facility Security (ISPS) Code</li> </ul> |
| <b>International Certifications</b> | <p><b>FPCL</b></p> <ul style="list-style-type: none"> <li>• ISO 9001:2015 Quality Management System</li> <li>• ISO 45001: 2018 Occupational Health &amp; Safety Management System</li> <li>• ISO 14001: 2015 Environmental Management System</li> </ul> <p><b>FSHIL</b></p> <ul style="list-style-type: none"> <li>• ISO 9001:2015 Quality Management System</li> </ul>   |
| <b>Shareholding</b>                 | <p><b><u>Fiji Ports Corporation Limited</u></b> (FPCL)</p> <ul style="list-style-type: none"> <li>• The Fiji National Provident Fund (FNPF) owns <b>39%</b> of the shares.</li> <li>• The Government owns <b>41%</b> of the shares.</li> <li>• Aitken Spence PLC owns <b>20%</b> of the shares.</li> </ul> <p><b><u>Fiji Ports Terminal Ltd</u></b></p> <p>Fiji Ports Corporation Limited (FPCL) holds <b>49%</b> of the shares.</p> <p>Aitken Spence PLC holds <b>51%</b> of the shares.</p>                             |



**Fiji Ships & Heavy Industries Limited (FSHIL)**

This company is fully owned by Fiji Ports Corporation Limited (FPCL), holding **100%** of the shares.

**Table 1: Summary of the Fiji Ports Corporation Pte Ltd 2020 - 2021 AR Key Event Highlights**

| 2020   | 2021   |
|--|--|
| Successful implementation of COVID-19 Pandemic Response Plan                                       | Activation of COVID-19 Pandemic Response Plan  |
| 2019 dividend totalling <b>FJ\$16.8 million</b> paid to shareholders                               | Port of Suva “ <b>Oceania’s Best Cruise Terminal 2021</b> ” World Cruise Award         |
| Staff Bonus FY 2019 payout of <b>FJ\$203k</b> despite the decrease in revenue and profits in 2020  | Successful completion of audit for Certification of Integrated Management System (IMS) |
| Certification of ISO 45001 2018 (OHS) and ISO 14001 2015 (Environment Management System)           | Commissioning of New Pilot Boat – Senitakali   |
| Implementation of the Online Berthing Application System for local vessels                         | Implementation of Learning Management System (LMS)                                     |
| Review of Ports’ Safety and Security measures  | Solar Engineering Investment at M2   |
| Memorandum of Understanding between FSHIL and Centre for Appropriate Technology Development (CADT) | Revenue Automation Reporting   |
| Suva Port Relocation Feasibility Study Project commences   | 2020 Bonus Payout  |
| Facilities Upgrade   | Carbon Neutral Project   |
| Acquiring of a new Pilot Boat  | Local Wharf & Associated Facilities Upgrade  |
| World Maritime Day celebration in Lautoka  | Commencement of Wharf Rehabilitation Project   |
| Fiji 50th Independence Anniversary celebration   | Vessel Traffic Management (VTMS) Initiation  |
|  | Port of Lautoka Container Yard 3 Development   |

**Summary of Financial Performance**

**Table 2: Summary of the Fiji Ports Corporation Pte Ltd 2020-2021 Financial Performance**

| 2020   | 2021  |
|--|---|
| In the 2020 fiscal year, the company delivered a <b>Net Profit After Tax (NPAT) of FJ\$22.73 million</b> , a strong performance despite the severe global disruptions caused by the COVID-19 pandemic. The crisis prompted FPCL to <b>revise its budget</b> and implement <b>strict cost-control measures</b> , resulting in a <b>21% increase (FJ\$4 million)</b> above the revised target. | In the 2021 fiscal year, the company recorded a Net Profit After Tax (NPAT) of <b>\$22.34 million</b> , reflecting strong management performance and effective decision-making amid COVID-19 challenges. <b>Operating revenue fell by 2%</b> due to pandemic restrictions, but <b>total expenses also decreased by 1%</b> compared to 2020. FPCL maintained strong financial discipline, achieving a <b>receivable turnover</b> |



While comparisons to 2019 were unrealistic due to the pandemic’s impact, **management’s swift austerity actions** successfully mitigated revenue losses. Despite border closures and reduced global trade, **port operations remained fully functional**, ensuring continued trade to support Fiji’s economy.

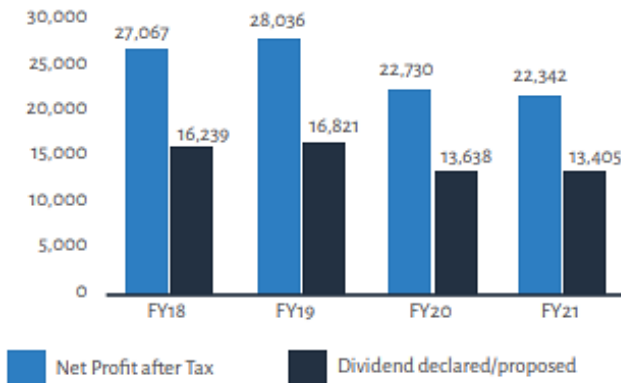
FPCL prioritized **employee and stakeholder safety** by implementing a **COVID-19 Response Plan**, supplying PPE, and training staff in compliance with health protocols. These efforts enabled **FPCL and its subsidiary FSHIL** to stay **100% operational** throughout 2020, maintaining workforce stability and building organizational resilience amid ongoing uncertainty.

**of 27 days**, within its 30-day target, and successfully meeting debt obligations.

Meanwhile, **FSHIL** faced continued losses due to COVID-19 impacts and rising costs from ageing infrastructure but still met its financial commitments. Its **NPAT rose by \$145,000 (19.81%)**, with a **cash balance of \$2.7 million** at year-end. Although **retained earnings declined by \$587,000**, management’s cost-control measures helped minimize potential losses.

Table 3: Profitability Vs. Dividend Payout

**Profitability vs Dividend payout**



| Description                | Actuals (\$000) |        |        |        |
|----------------------------|-----------------|--------|--------|--------|
|                            | FY18            | FY19   | FY20   | FY21   |
| Net Profit after Tax       | 27,067          | 28,036 | 22,730 | 22,342 |
| Dividend declared/proposed | 16,239          | 16,821 | 13,638 | 13,405 |

Source: FPCL Annual Report 2021, page 25

**Key Challenges**

Table 4: Summary of Key Challenges

| 2020  | 2021   |
|---|--|
| In the 2020 financial year, Fiji Ports aimed to exceed its previous profit record while continuing capital investments, but operations were significantly affected by | In 2021, FPCL faced renewed challenges following the <b>second wave of COVID-19</b> in April, which led to <b>stricter port operation guidelines</b> and <b>additional logistics costs</b> . |



|  |   |   |
|--|---|---|
|  | <p>the <b>COVID-19 pandemic</b>. The suspension of <b>cruise liner arrivals</b>, lockdowns in <b>Suva and Lautoka</b>, and additional <b>logistics costs</b> impacted revenue and increased expenses.</p> <p>To support affected tenants, FPCL offered <b>rental concessions and flexible payment options</b>, while also facing <b>reduced interest income</b> from term deposits due to lower bank rates. Its subsidiary, <b>Fiji Ships and Heavy Industries Limited (FSHIL)</b>, suffered major revenue losses as <b>international vessel repairs ceased</b> and <b>aging infrastructure</b> increased costs.</p> <p>Despite these setbacks, <b>FPCL achieved an impressive Net Profit After Tax (NPAT) of FJ\$22.7 million</b>, reflecting effective management and Board strategies in navigating the pandemic’s challenges.</p> | <p>The company continued to support tenants through <b>rental concessions</b> despite declining trade and reduced <b>interest income</b> from term deposits due to lower bank rates. Plans to advance <b>Smart and Green Port projects</b> were delayed because border closures prevented access to overseas materials and expertise. FPCL’s subsidiary, <b>Fiji Ships and Heavy Industries Limited (FSHIL)</b>, remained heavily affected, losing revenue from <b>international vessel repairs</b> while struggling with <b>aging infrastructure</b>. Despite these obstacles, FPCL achieved a <b>Net Profit After Tax (NPAT) of \$22.34 million</b>, demonstrating the effectiveness of the <b>Board and Management’s strategic measures</b> during a challenging year.</p> |
|--|---|---|

**FPCL Group Profit & Loss summary for 2021 and 2020**

|  |  |                   |                   |             |
|--|--|-------------------|-------------------|-------------|
|  | <p><i>Table 5: <b>FPCL Group Profit &amp; Loss Summary for 2021 and 2020</b></i></p> |                   |                   |             |
|  | Group Income Category  | 2021<br>\$(000's) | 2020<br>\$(000's) | %<br>Change |
|  | Operating Income   | 47,584            | 48,646            | -2%         |
|  | Other Income   | 1,567             | 1,636             | -4%         |
|  | <b>TOTAL INCOME</b>  | <b>49,150</b>     | <b>50,282</b>     | <b>-2%</b>  |
|  | Operating Expense  | (23,687)          | (24,308)          | -3%         |
|  | <b>EBITDA</b>  | <b>25,463</b>     | <b>25,974</b>     | <b>-2%</b>  |
|  | Depreciation   | (6,133)           | (5,836)           | 5%          |
|  | <b>EBIT(Loss)/Profit</b>   | <b>19,330</b>     | <b>20,137</b>     | <b>-4%</b>  |
|  | Net Interest   | 2,004             | 2,611             | -23%        |
|  | Share of profit in associate   | 5,891             | 4,208             | 40%         |
|  | <b>Net Profit Before Tax (NPBT)</b>  | <b>27,225</b>     | <b>26,956</b>     | <b>1%</b>   |
|  | Income Tax   | (4,461)           | (4,709)           | -5%         |
|  | <b>NPAT</b>  | <b>22,764</b>     | <b>22,247</b>     | <b>2%</b>   |

Source: FPCL Annual Report 2021, page 29

**Groups Financial Position**



The Group recorded an operating profitability of **39.33%**, reflecting a favourable EBIT margin despite a decline caused by COVID-19 impacts. Its net profitability on capital invested was **31.12%**, indicating efficient use of capital, while the return on equity stood at **14.68%**, slightly lower than 2020 due to reduced profits. The Group's liquidity ratio improved to **16.3:1** in 2021 from **15:1** in 2020, demonstrating strong liquidity.

*Table 6: FPCL Groups Financial Position Summary for 2021 and 2020*

| Group Key Performance Indicators |        |        |        |
|----------------------------------|--------|--------|--------|
| Ratio                            | 2021   | 2020   | 2019   |
| EBIT/Total Income                | 39.33% | 40.05% | 42.36% |
| Return on Invested Capital       | 31.12% | 30.41% | 36.23% |
| Return on Equity                 | 14.68% | 15.24% | 18.86% |
| Current Liquidity Ratio          | 16.3   | 15     | 9      |

*Source: FPCL Annual Report 2021, page 29*

**Balance Sheet Extract (Consolidated 2021-2020)**

*Table 6: FPCL Balance Sheet Extract Summary for 2021 and 2020*

| Accounts  | 2021<br>(\$000's) | 2020<br>(\$000's) |
|---|-------------------|-------------------|
| Cash at Bank  | 29,526            | 24,110            |
| Trade and other Receivables (current and non-current) | 6,845             | 8,070             |
| Financial assets                                      | 60,000            | 55,500            |
| Fixed Assets  | 49,789            | 50,945            |
| Total Assets  | 171,344           | 162,279           |
| Trade Creditors                                       | 4,178             | 3,717             |
| Total Liabilities                                     | 16,252            | 16,314            |
| Shared Capital  | 73,155            | 73,155            |
| Retained Earnings                                     | 81,937            | 72,811            |

*Source: FPCL Annual Report 2021, page 29*

**3.0 Sources**

1. Fiji Ports Corporation Ltd. 2020 Annual Report: [66Fiji-Ports-Corporation-Limited-Annual-Report-2020.pdf](#)



2. Fiji Ports Corporation Ltd. 2021 Annual Report: [2021-Annual-Report.pdf](#)

29 October 2025

**Disclaimer**

This Annual Report Summary was prepared to assist the Standing Committee on **Natural Resources** in its review of the **Fiji Ports Corporation Ltd. 2020 - 2021 Annual Report**. This summary should not be relied on as a substitute for specific advice. Other sources and information should be consulted. Whilst every effort has been made to ensure that the information is accurate, the Parliament of the Republic of Fiji will not accept any liability for any loss or damage which may be incurred by any person acting in reliance upon the information. The Parliament of the Republic of Fiji accepts no responsibility for any references or links to, or the content of, information maintained by third parties. For further information please email: Siteri Gaunalomani on email [siteri.gaunalomani@parliament.gov.fj](mailto:siteri.gaunalomani@parliament.gov.fj) or [siteri.gaunalomani@legislature.gov.fj](mailto:siteri.gaunalomani@legislature.gov.fj)



Annual Report Summary – Standing Committee on Natural Resources

Fiji Ports Corporation Pte Limited (FPCL) 2022-2023 Annual Report

1.0 Introduction

This brief is provided to the Standing Committee on Natural Resources (“SC-NR” or “Committee”) as requested through its secretariat. This comparative analysis is a summary of some of the key issues in the Fiji Ports Corporation Pte Ltd (FPCL) (“AR”) for financial year 2022 and 2023. The summary is designed to assist Honourable Members of Committee undertake their comparisons and related analysis of the organisation’s performance as discussed in the ARs. The narrative provided here is only intended to assist the Committee with its appraisal of the reports and does not aim to provide in-depth oversight on the Corporations’ performance.

2.0 Review of Fiji Ports Corporation Pte Limited (FPCL) Annual Report

| Activities   | Fiji Ports Corporation Pte Limited (FPCL) AR <sup>1</sup> Summary  |
|--|--|
| <b>Vision</b>  | To be the Smart Green Gateway for trade in the Pacific region.   |
| <b>Mission</b>   | To invest significantly in new and upgraded seaport and ship repair facilities to support and enhance the economic growth and prosperity of Fiji, as well as providing key economic and lifestyle linkages throughout Fiji and our Pacific region. We will provide expertise to drive regional safety and capacity in respect of maritime infrastructure.                        |
| <b>Values</b>  | <ul style="list-style-type: none"> <li>- Professionalism</li> <li>- Progressive Leadership</li> <li>- Commercial Stewardship</li> <li>- Corporate Citizenship</li> <li>- Strategic Innovation</li> <li>- Employees Wellbeing/Diversity</li> </ul>  |
| <b>Corporate Profile – Fiji Ports Corporation Limited (FPCL)</b> |  |
| <b>Overview</b>  | Fiji Ports Corporation Pte Limited (FPCL) is Fiji’s designated <b>Port Management Company</b> , established under the <b>Sea Ports Management Act 2005 (SPMA)</b> . It oversees the management, regulation, and development of declared ports including <b>Suva, Lautoka, Levuka, Malau, and Wairiki</b> , ensuring environmentally and operationally compliant port operations. |
| <b>Core Responsibilities</b>                                     | <ul style="list-style-type: none"> <li>➤ Management of Fiji’s main ports and approaches</li> <li>➤ Regulatory oversight of port activities under SPMA</li> <li>➤ Environmental monitoring and compliance within port boundaries</li> <li>➤ Promotes sustainable trade growth through ports</li> </ul>  |

<sup>1</sup> AR – Annual Reports Summary



|                                  |  |
|----------------------------------|--|
| <b>Ownership &amp; Structure</b> | <p><b>Overview:</b><br/>Fiji Ports Corporation Pte Limited (FPCL) is Fiji’s designated <b>Port Management Company</b>, established under the <b>Sea Ports Management Act 2005 (SPMA)</b>. It oversees the management, regulation, and development of declared ports including <b>Suva, Lautoka, Levuka, Malau, and Wairiki</b>, ensuring environmentally and operationally compliant port operations.</p> <p><b>Core Responsibilities:</b></p> <ul style="list-style-type: none"><li>• Management of Fiji’s main ports and approaches</li><li>• Regulatory oversight of port activities under SPMA</li><li>• Environmental monitoring and compliance within port boundaries</li><li>• Promotes sustainable trade growth through ports</li></ul> <p><b>Ownership &amp; Structure:</b><br/>FPCL operates under a <b>Public-Private Partnership (PPP)</b> model and is registered under the <b>Companies Act 2015</b>.</p> <ul style="list-style-type: none"><li>• <b>Fiji National Provident Fund:</b> 39%</li><li>• <b>Aitken Spence PLC:</b> 41%</li><li>• <b>Government of Fiji:</b> 20%</li></ul> <p><b>Subsidiaries &amp; Affiliates:</b></p> <ul style="list-style-type: none"><li>• <b>Fiji Ports Terminal Ltd (FPTL):</b> Port terminal operations (FPCL holds 49% shares)</li><li>• <b>Fiji Ships &amp; Heavy Industries Ltd (FSHIL):</b> Provides ship repair, slipway, and heavy industry services (100% owned by FPCL)</li></ul> <p><b>Legal and Regulatory Framework:</b><br/>FPCL aligns its operations with key Fijian laws and international maritime and environmental standards, including:</p> <ul style="list-style-type: none"><li>➤ Sea Ports Management Act 2005</li><li>➤ Maritime Transport Act 2013</li><li>➤ Companies Act 2015</li><li>➤ Income Taxation Act 2015</li><li>➤ Environment Management Act 2005</li><li>➤ Health and Safety at Work Act (HASAWA) 1996</li><li>➤ Employment Relations Act 2007</li><li>➤ Fijian Competition &amp; Consumer Commission Act 2010</li><li>➤ Maritime (Code) Regulations 2014</li></ul> |
|----------------------------------|--|



- International Ship & Port Facility Security (ISPS) Code

**International Certifications:**

- **FPCL:** ISO 9001, 14001, 22316, and 45001
- **FSHIL:** ISO 9001

These certifications support their commitment to **quality, safety, environmental management, and organisational resilience.**

*Table 1: **Summary of the Fiji Ports Corporation Pte Ltd 2022-2023 Annual Report***

|   | 2022   | 2023   |
|---|--|--|
| <b>Highlights Key Events / Achievements</b> | <ul style="list-style-type: none"> <li>➤ Successful Implementation of the Traffic Management System.</li> <li>➤ Completion of Port of Lautoka Container Yard 3 Project.</li> <li>➤ Wharf and associated facilities upgrade.</li> <li>➤ 2021 Dividend and Bonus payout.</li> <li>➤ Successful completion of certificate of integrated management system.</li> <li>➤ Change over of the Suva Harbour Control Call Sign to Suva VTS.</li> <li>➤ Port of Suva wins the Oceania’s Cruise Award for a second consecutive year.</li> <li>➤ Green port initiative wins IAPH AKIYAMA Award.</li> <li>➤ Arrival of first cruise ship post-Covid-19 Pandemic.</li> <li>➤ ISPS Assessment conducted by Coast Guard.</li> <li>➤ FPCL participates in the bomb threat tabletop exercise.</li> <li>➤ FSHIL records net profit after two consecutive years of making losses during the Covid-19 Pandemic.</li> </ul> | <ul style="list-style-type: none"> <li>➤ Bonus and Dividend Payout were made in 2022.</li> <li>➤ Re-Certification of Integrated Management System were successfully completed.</li> <li>➤ FPCL received ISO: 22316:2017 Organizational Resilience Certification.</li> <li>➤ <u>Major Projects</u> (Commenced/Ongoing) <ul style="list-style-type: none"> <li>○ Port of Lautoka Yard 4 Project</li> <li>○ Port of Lautoka Wharf Rehabilitation Project</li> <li>○ New Muiwalu II Inter-Island Passenger Terminal Project</li> <li>○ Port of Levuka Rehabilitation Project</li> <li>○ Fiji Ships Slipway Rehabilitation Project</li> <li>○ Lautoka Foreshore Development Project</li> <li>○ Port of Suva Kings Wharf Southern Upgrade Project</li> <li>○ Suva Port Relocation Feasibility Study Project</li> </ul> </li> <li>➤ <u>International &amp; Local Awards</u> <ul style="list-style-type: none"> <li>○ Fiji Business Excellence President’s Award</li> <li>○ Prime Minister’s International Business Awards</li> <li>○ Fiji Human Resource Institute Gold Awards</li> </ul> </li> </ul> |



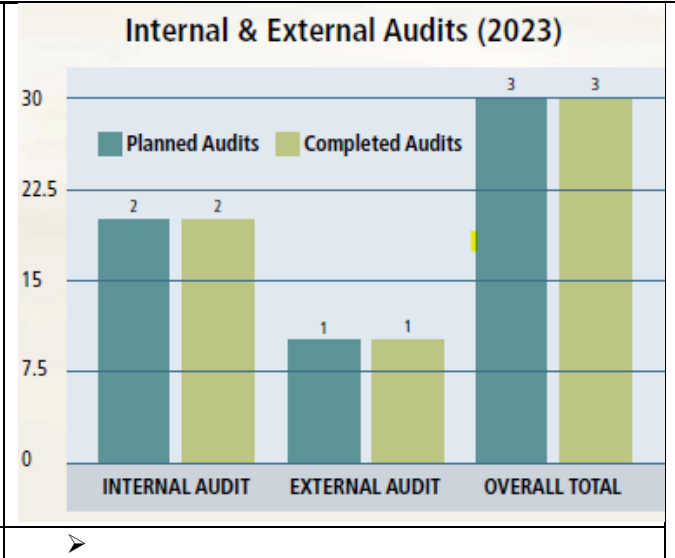
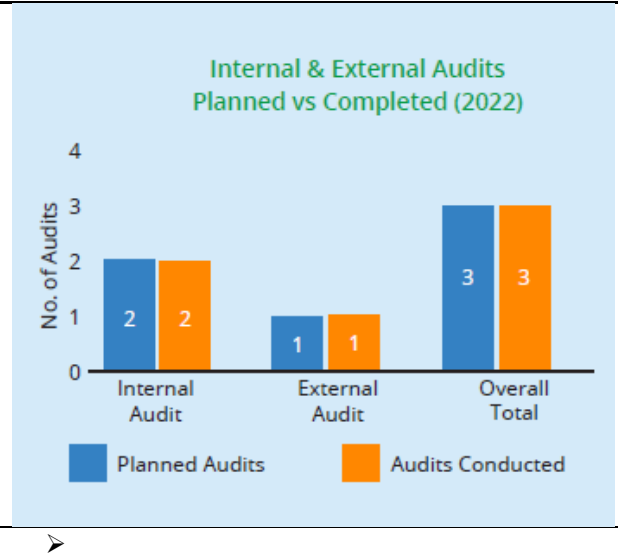
|  |   |   |   |
|--|---|---|---|
|  |   |   | <ul style="list-style-type: none"> <li>○ Ports of Suva wins the Oceania’s Cruise Award for a third consecutive year</li> <li>○ Green Port Initiative wins IAPH Akiyama Award for the second consecutive year</li> <li>➤ <u>FSHIL</u> <ul style="list-style-type: none"> <li>○ Progress with Key Infrastructure Development Projects (Slipway Rehabilitation)</li> <li>○ Successful completion of the ISO 9001:2015 Quality Management System Audit</li> <li>○ Implementation of the Quality Circle Projects to Support Green Port Initiative</li> </ul> </li> </ul>   |
|  | <p><b>Outlook for 2023 &amp; 2024</b></p>                           | <ul style="list-style-type: none"> <li>➤ In 2023, FPCL focused on strengthening resilience through Enterprise Risk Management (ERM) and Business Continuity Planning (BCP). A comprehensive ERM framework was implemented to proactively manage risks and improve decision-making. FPCL engaged external consultants to develop a robust BCP, ensuring operations continue during disruptions through defined protocols and emergency strategies. The organization also committed to ongoing risk monitoring and stakeholder collaboration. Additionally, FPCL planned to adopt ISO 22316:2017 to enhance organizational resilience, assess vulnerabilities, and develop adaptive strategies for long-term sustainability.</li> </ul> | <ul style="list-style-type: none"> <li>➤ In 2024, Fiji Ports Corporation Limited (FPCL) aims to drive transformative growth through port infrastructure expansion, digital innovation, and sustainability. Key priorities include modernizing facilities to support global trade, enhancing operational efficiency through technology, and progressing green initiatives such as completing the design for a LEED-certified interisland terminal. FPCL also planned to develop a new 5-Year Strategic Plan and strengthen stakeholder partnerships to ensure a resilient, adaptive, and sustainable future for Fiji’s maritime sector.</li> </ul> |
|  | <p><b>Corporate Governance</b><br/>(Enterprise Risk-Management)</p> | <ul style="list-style-type: none"> <li>➤ In 2022, FPCL emphasizes strict compliance with laws, regulations, policies, and stakeholder obligations as part of its governance framework and has adopted the Three Lines of Defence (3LOD) model to support effective governance and risk management.</li> <li>➤ FPCL’s adoption of the Three Lines of Defence model strengthens its governance by promoting accountability, risk mitigation, and regulatory</li> </ul>  | <ul style="list-style-type: none"> <li>➤ In 2023, FPCL has adopted the ISO 31000 International Risk Management Framework to standardize its approach to risk management.</li> <li>➤ The adoption of the ISO 31000 framework has enhanced FPCL’s risk management by establishing a systematic, proactive approach to identifying and addressing risks across operations. This integration strengthens decision-making, improves safety and efficiency, and supports</li> </ul>   |



|  |                  |  |  |
|--|------------------|--|--|
|  |                  | compliance. This approach enhances transparency, reinforces internal controls, and assures stakeholders of responsible operations.   | FPCL’s commitment to sustainable growth in the port sector.  |
|  | (External Audit) | ➤ FPCL and its subsidiary FSHIL comply with International Financial Reporting Standards (IFRS) to ensure accurate financial reporting. The Board Finance, Audit & Risk Management (FARM) Subcommittee oversees internal controls and financial risk mitigation. For the 2022 financial year, both entities received an unqualified opinion, reflecting strong internal controls and transparency. These practices reinforce FPCL’s commitment to accountability and boost stakeholder confidence.  | ➤ N/A  |
|  | (Internal Audit) | ➤ The FPCL Board, through the FARM Subcommittee, oversees the effectiveness of internal controls and the appointment of internal auditors. FPCL engages internal auditors for periodic reviews of FPCL and FSHIL and follows a three-year auditor rotation policy to ensure independence and fresh insights. In 2022, the Board re-engaged the internal auditor for an additional year, demonstrating commitment to strong controls, risk management, transparency, and good governance to protect shareholder interests. Summary of 2022 Internal Audit Findings are as follows: <ul style="list-style-type: none"> <li>○ 35 % - FSHIL Stock Management</li> <li>○ 35 % - FPCL Policies and HR</li> <li>○ 24 % - FSHIL Productivity and Quality Management</li> <li>○ 6 % - FPCL Harbour Master Operations</li> </ul> | ➤ In March 2023, BDO Chartered Accountants were appointed as internal auditors, conducting three audits each for FPCL and FSHIL. Their reports met the required standards, supporting robust governance and operational oversight. |
|  | Key Projects     | ➤ Establishment of Quality Circle teams and commencement of quality circle projects.<br>➤ Successful completion of the Integrated  | ➤ Establishment of Quality Circle Teams and commencement of Quality Circle Projects.   |



|  |                                |   |   |
|--|--------------------------------|---|---|
|  |                                | <p>Management System (IMS) Audit [re-certification of ISO 9001: 2015 Quality Management System and Surveillance Audit of ISO 14001:2015 Environmental Management System; ISO 45001:2018 Occupational Health &amp; Safety Management System].</p> <ul style="list-style-type: none"> <li>➤ Review of FPCL Policies and Standard Operating Procedures: Procurement Policy, Tender Policy, Flexible and Other Working Arrangement Policy, Training &amp; Talent Development Policy, Human Capital Services Policy, Bunker Barge Policy and Continual Improvement Policy.</li> <li>➤ Review of FPCL Manuals: Quality Management System Manual, OHS and Environment Management System</li> <li>➤ Completion of internal audit (stage 1 &amp; stage 2)</li> <li>➤ Development, review and implementation of organisation-wide standard operating procedures.</li> </ul> | <ul style="list-style-type: none"> <li>➤ Successful completion of the FPCL Integrated Management System (IMS) Audit (Recertification of ISO 9001: 2015; ISO 14001:2015 and ISO 45001:2018).</li> <li>➤ Introduction of new ISO standard into the Integrated Management System - ISO 22316:2017 Organisational Resilience standard.</li> <li>➤ Review of Policies and Standard Operating Procedures.</li> <li>➤ Internal Audit (Stage One and Stage Two).</li> <li>➤ Continuous organization awareness on the FPCL Quality Management System.</li> <li>➤ Completion of Management Review Meeting.</li> <li>➤ Development, review and implementation of organisation wide standard operating procedures.</li> </ul> |
|  | <p>IMS Certification Audit</p> | <ul style="list-style-type: none"> <li>➤ In September 2022, FPCL successfully completed an external audit of its Integrated Management System by Det Norske Veritas (DNV). The audit included the recertification of ISO 9001:2015 (Quality Management) and second surveillance audits for ISO 45001:2018 (Occupational Health &amp; Safety) and ISO 14001:2015 (Environmental Management).</li> </ul>  | <ul style="list-style-type: none"> <li>➤ In October 2023, FPCL successfully completed the recertification audit of its Integrated Management System by Det Norske Veritas (DNV), covering ISO 9001:2015 (Quality), ISO 45001:2018 (Occupational Health &amp; Safety), and ISO 14001:2015 (Environmental Management). The audit was conducted both remotely and onsite. Recertification is now valid until December 2026.</li> </ul>   |



**Operations Summary**

**Infrastructure**

*Table 2: Summary of Infrastructure Key Projects*

|                            | 2022   | 2023   |
|----------------------------|--|--|
| Highlights of Key Projects | <ul style="list-style-type: none"> <li>➤ Installation of the Vessel Traffic Management System (VTMS)</li> <li>➤ Completion of the Port of Lautoka Container Yard 3 Project</li> <li>➤ Designing of Port of Lautoka Yard 4 Project</li> <li>➤ Commencement of Lautoka Wharf Rehabilitation Project</li> <li>➤ Feasibility study for New Muaiwalu 2 Inter-Island Passenger Terminal</li> <li>➤ Commencement of FSHIL Slipway Rehabilitation Project</li> <li>➤ Feasibility study for Lautoka Foreshore Development Project</li> <li>➤ Levuka Wharf Condition Assessment Project</li> <li>➤ Suva Port Strategic Review Workshops</li> </ul> | <ul style="list-style-type: none"> <li>➤ Commencement of the Port of Lautoka Container Yard Four Project</li> <li>➤ Commencement of Lautoka Wharf Rehabilitation Project</li> <li>➤ Designing of new Muaiwalu II Interisland Passenger Terminal</li> <li>➤ Commencement of FSHIL Slipway Rehabilitation Project</li> <li>➤ Feasibility study for Lautoka Foreshore Development Project</li> <li>➤ Levuka Wharf Condition Assessment Project</li> <li>➤ Construction of FSHIL Slipway</li> <li>➤ Commencement of Lautoka Foreshore Development Feasibility Study Project</li> </ul> |



|  |   |  |
|--|---|--|
|  | <ul style="list-style-type: none"> <li>➤ Muaiwalu 1 Tenants EFL Account Transfer Project</li> <li>➤ Land Vesting to AFL</li> <li>➤ Construction of Incinerator Drying Shed</li> </ul> | <ul style="list-style-type: none"> <li>➤ Commencement of Port of Suva Kings Wharf Southern Upgrade Project</li> <li>➤ An update on the Suva Port Relocation Feasibility Study Project</li> </ul> |
|--|---|--|

**Financial Performance**

|                        |  |
|------------------------|--|
| Return to Shareholders | <p><b>Table 3: <u>Summary of Return to Shareholders</u></b></p> <p>The year 2023 marked a robust recovery of Fiji’s tourism sector, with record visitor arrivals returning to pre pandemic levels that significantly propelled the country’s economic growth in a positive direction. This resurgence has notably contributed to increased revenues for FPCL driven by heightened trade volumes and an increased arrival of cruise vessels. For the financial year 2023, FPCL’s dividend payout to its shareholders increased by 7% which is directly related to the growth in the financial performance of the Company.</p> |
|------------------------|--|

| Description                 | Actuals (\$000) |        |        |        |
|-----------------------------|-----------------|--------|--------|--------|
|                             | FY20            | FY21   | FY22   | FY23   |
| Net Profit after Tax        | 22,730          | 22,342 | 25,975 | 27,745 |
| Dividend declared/ proposed | 13,638          | 13,405 | 15,585 | 16,647 |

|  |   |  |  |
|--|---|--|--|
|  | <p><b>Table 4: <u>Group Profit &amp; Loss Summary for the Years 2022 and 2023</u></b></p> |  |  |
|--|---|--|--|

| Group Income Category        | 2023          | 2022          | %          |
|------------------------------|---------------|---------------|------------|
|                              | \$(000's)     | \$(000's)     | Change     |
| Operating Income             | 62,671        | 56,228        | 11%        |
| Other Income                 | 1,570         | 1,748         | (10%)      |
| <b>TOTAL INCOME</b>          | <b>64,241</b> | <b>57,976</b> | <b>11%</b> |
| Operating Expense            | (31,649)      | (27,275)      | 16%        |
| EBITDA                       | 32,592        | 30,701        | 6%         |
| Depreciation                 | (7,071)       | (6,656)       | 6%         |
| EBIT(Loss)/Profit            | 25,521        | 24,044        | 6%         |
| Net Interest                 | 781           | 1,186         | (34%)      |
| Share of profit in associate | 5,835         | 6,812         | (14%)      |
| Net Profit Before Tax (NPBT) | 32,137        | 32,043        | 0.29%      |
| Income Tax                   | (4,299)       | (4,983)       | (14%)      |
| <b>NPAT</b>                  | <b>27,838</b> | <b>27,060</b> | <b>3%</b>  |



|   | <p><i>Table 5: Balance Sheet Extract (Consolidated 2022 -2023)</i></p> <table border="1" data-bbox="439 261 1816 735"> <thead> <tr> <th data-bbox="439 261 1077 304">Accounts</th> <th data-bbox="1077 261 1447 304">2023</th> <th data-bbox="1447 261 1816 304">2022</th> </tr> <tr> <td></td> <th data-bbox="1077 304 1447 347">(\$000's)</th> <th data-bbox="1447 304 1816 347">(\$000's)</th> </tr> </thead> <tbody> <tr> <td data-bbox="439 347 1077 391">Cash at Bank</td> <td data-bbox="1077 347 1447 391">40,498</td> <td data-bbox="1447 347 1816 391">40,493</td> </tr> <tr> <td data-bbox="439 391 1077 459">Trade and other Receivables (current and non-current)</td> <td data-bbox="1077 391 1447 459">11,180</td> <td data-bbox="1447 391 1816 459">7,215</td> </tr> <tr> <td data-bbox="439 459 1077 502">Financial assets</td> <td data-bbox="1077 459 1447 502">60,000</td> <td data-bbox="1447 459 1816 502">60,000</td> </tr> <tr> <td data-bbox="439 502 1077 545">Fixed Assets</td> <td data-bbox="1077 502 1447 545">61,329</td> <td data-bbox="1447 502 1816 545">53,556</td> </tr> <tr> <td data-bbox="439 545 1077 588">Total Assets</td> <td data-bbox="1077 545 1447 588">203,977</td> <td data-bbox="1447 545 1816 588">188,748</td> </tr> <tr> <td data-bbox="439 588 1077 632">Trade Creditors</td> <td data-bbox="1077 588 1447 632">8,810</td> <td data-bbox="1447 588 1816 632">6,207</td> </tr> <tr> <td data-bbox="439 632 1077 675">Total Liabilities</td> <td data-bbox="1077 632 1447 675">22,977</td> <td data-bbox="1447 632 1816 675">20,001</td> </tr> <tr> <td data-bbox="439 675 1077 718">Shared Capital</td> <td data-bbox="1077 675 1447 718">73,155</td> <td data-bbox="1447 675 1816 718">73,155</td> </tr> <tr> <td data-bbox="439 718 1077 735">Retained Earnings</td> <td data-bbox="1077 718 1447 735">107,845</td> <td data-bbox="1447 718 1816 735">95,592</td> </tr> </tbody> </table> |           |        |  | Accounts | 2023 | 2022 |      | (\$000's)         | (\$000's) | Cash at Bank | 40,498 | 40,493                     | Trade and other Receivables (current and non-current) | 11,180 | 7,215  | Financial assets | 60,000 | 60,000 | Fixed Assets | 61,329                  | 53,556 | Total Assets | 203,977 | 188,748 | Trade Creditors | 8,810 | 6,207 | Total Liabilities | 22,977 | 20,001 | Shared Capital | 73,155 | 73,155 | Retained Earnings | 107,845 | 95,592 |
|---|--|-----------|--------|--|----------|------|------|------|-------------------|-----------|--------------|--------|----------------------------|---|--------|--------|------------------|--------|--------|--------------|-------------------------|--------|--------------|---------|---------|-----------------|-------|-------|-------------------|--------|--------|----------------|--------|--------|-------------------|---------|--------|
| Accounts  | 2023   | 2022      |        |  |          |      |      |      |                   |           |              |        |                            |   |        |        |                  |        |        |              |                         |        |              |         |         |                 |       |       |                   |        |        |                |        |        |                   |         |        |
|   | (\$000's)  | (\$000's) |        |  |          |      |      |      |                   |           |              |        |                            |   |        |        |                  |        |        |              |                         |        |              |         |         |                 |       |       |                   |        |        |                |        |        |                   |         |        |
| Cash at Bank  | 40,498   | 40,493    |        |  |          |      |      |      |                   |           |              |        |                            |   |        |        |                  |        |        |              |                         |        |              |         |         |                 |       |       |                   |        |        |                |        |        |                   |         |        |
| Trade and other Receivables (current and non-current) | 11,180   | 7,215     |        |  |          |      |      |      |                   |           |              |        |                            |   |        |        |                  |        |        |              |                         |        |              |         |         |                 |       |       |                   |        |        |                |        |        |                   |         |        |
| Financial assets                                      | 60,000   | 60,000    |        |  |          |      |      |      |                   |           |              |        |                            |   |        |        |                  |        |        |              |                         |        |              |         |         |                 |       |       |                   |        |        |                |        |        |                   |         |        |
| Fixed Assets  | 61,329   | 53,556    |        |  |          |      |      |      |                   |           |              |        |                            |   |        |        |                  |        |        |              |                         |        |              |         |         |                 |       |       |                   |        |        |                |        |        |                   |         |        |
| Total Assets  | 203,977  | 188,748   |        |  |          |      |      |      |                   |           |              |        |                            |   |        |        |                  |        |        |              |                         |        |              |         |         |                 |       |       |                   |        |        |                |        |        |                   |         |        |
| Trade Creditors                                       | 8,810  | 6,207     |        |  |          |      |      |      |                   |           |              |        |                            |   |        |        |                  |        |        |              |                         |        |              |         |         |                 |       |       |                   |        |        |                |        |        |                   |         |        |
| Total Liabilities                                     | 22,977   | 20,001    |        |  |          |      |      |      |                   |           |              |        |                            |   |        |        |                  |        |        |              |                         |        |              |         |         |                 |       |       |                   |        |        |                |        |        |                   |         |        |
| Shared Capital  | 73,155   | 73,155    |        |  |          |      |      |      |                   |           |              |        |                            |   |        |        |                  |        |        |              |                         |        |              |         |         |                 |       |       |                   |        |        |                |        |        |                   |         |        |
| Retained Earnings                                     | 107,845  | 95,592    |        |  |          |      |      |      |                   |           |              |        |                            |   |        |        |                  |        |        |              |                         |        |              |         |         |                 |       |       |                   |        |        |                |        |        |                   |         |        |
| <p>Group Key Performance Indicators</p>               | <p><i>Table 6: Summary of Group Key Performance Indicators</i></p> <table border="1" data-bbox="439 810 1070 1007"> <thead> <tr> <th data-bbox="439 810 734 853">Ratio</th> <th data-bbox="734 810 846 853">2023</th> <th data-bbox="846 810 958 853">2022</th> <th data-bbox="958 810 1070 853">2021</th> </tr> </thead> <tbody> <tr> <td data-bbox="439 853 734 896">EBIT/Total Income</td> <td data-bbox="734 853 846 896">39.73%</td> <td data-bbox="846 853 958 896">41.47%</td> <td data-bbox="958 853 1070 896">39.33%</td> </tr> <tr> <td data-bbox="439 896 734 940">Return on Invested Capital</td> <td data-bbox="734 896 846 940">38.05%</td> <td data-bbox="846 896 958 940">36.99%</td> <td data-bbox="958 896 1070 940">31.12%</td> </tr> <tr> <td data-bbox="439 940 734 983">Return on Equity</td> <td data-bbox="734 940 846 983">15.38%</td> <td data-bbox="846 940 958 983">16.04%</td> <td data-bbox="958 940 1070 983">14.68%</td> </tr> <tr> <td data-bbox="439 983 734 1007">Current Liquidity Ratio</td> <td data-bbox="734 983 846 1007">9.1</td> <td data-bbox="846 983 958 1007">12.3</td> <td data-bbox="958 983 1070 1007">16</td> </tr> </tbody> </table>   |           |        |  | Ratio    | 2023 | 2022 | 2021 | EBIT/Total Income | 39.73%    | 41.47%       | 39.33% | Return on Invested Capital | 38.05%  | 36.99% | 31.12% | Return on Equity | 15.38% | 16.04% | 14.68%       | Current Liquidity Ratio | 9.1    | 12.3         | 16      |         |                 |       |       |                   |        |        |                |        |        |                   |         |        |
| Ratio   | 2023   | 2022      | 2021   |  |          |      |      |      |                   |           |              |        |                            |   |        |        |                  |        |        |              |                         |        |              |         |         |                 |       |       |                   |        |        |                |        |        |                   |         |        |
| EBIT/Total Income                                     | 39.73%   | 41.47%    | 39.33% |  |          |      |      |      |                   |           |              |        |                            |   |        |        |                  |        |        |              |                         |        |              |         |         |                 |       |       |                   |        |        |                |        |        |                   |         |        |
| Return on Invested Capital                            | 38.05%   | 36.99%    | 31.12% |  |          |      |      |      |                   |           |              |        |                            |   |        |        |                  |        |        |              |                         |        |              |         |         |                 |       |       |                   |        |        |                |        |        |                   |         |        |
| Return on Equity                                      | 15.38%   | 16.04%    | 14.68% |  |          |      |      |      |                   |           |              |        |                            |   |        |        |                  |        |        |              |                         |        |              |         |         |                 |       |       |                   |        |        |                |        |        |                   |         |        |
| Current Liquidity Ratio                               | 9.1  | 12.3      | 16     |  |          |      |      |      |                   |           |              |        |                            |   |        |        |                  |        |        |              |                         |        |              |         |         |                 |       |       |                   |        |        |                |        |        |                   |         |        |
| <p>Organizational Capacity</p>                        | <p><i>Table 7: FPCL Employee by Contract and Gender Distribution</i></p> <table border="1" data-bbox="427 1086 2074 1117"> <thead> <tr> <th data-bbox="427 1086 752 1117"></th> <th data-bbox="752 1086 1413 1117">2022</th> <th data-bbox="1413 1086 2074 1117">2023</th> </tr> </thead> <tbody> <tr> <td data-bbox="427 1086 752 1117"></td> <td data-bbox="752 1086 1413 1117"></td> <td data-bbox="1413 1086 2074 1117"></td> </tr> </tbody> </table>  |           |        |  |          | 2022 | 2023 |      |                   |           |              |        |                            |   |        |        |                  |        |        |              |                         |        |              |         |         |                 |       |       |                   |        |        |                |        |        |                   |         |        |
|   | 2022   | 2023      |        |  |          |      |      |      |                   |           |              |        |                            |   |        |        |                  |        |        |              |                         |        |              |         |         |                 |       |       |                   |        |        |                |        |        |                   |         |        |
|   |  |           |        |  |          |      |      |      |                   |           |              |        |                            |   |        |        |                  |        |        |              |                         |        |              |         |         |                 |       |       |                   |        |        |                |        |        |                   |         |        |



|  |  |   |   |
|--|--|---|---|
|  | <p><b>Number of FPCL Employees by Contract &amp; Gender Distribution</b></p> |   |   |
|  | <p><b>Gender Equality</b></p>  | <p>FPCL noted a 4% increase in workforce from 2022 to 2023 due to new positions created and filled during the year.</p> <p>FPCL continues to support Equal Employment Opportunities by providing relevant trainings, seminars, and appointment of suitable qualified females on positions previously and traditionally held by males.</p> <ol style="list-style-type: none"> <li>Two women holding managerial positions at FPCL in 2022 particularly in Legal, Enterprise Risk &amp; Compliance Unit and the Planning and Strategy Implementation Unit.</li> <li>Female OHS personnel supervising OHS Operations in Suva Port.</li> <li>Recruitment of an additional female in Local Wharf Department as Wharf Attendant Support Staff.</li> <li>Internship program of a female engineer graduate in the Project Management Unit.</li> <li>Port Senior Management training provided to Human Resource Assistant conducted by the Galilee Institute, Israel under the International Maritime Organization Fellowship program.</li> </ol> | <p>FPCL continues to support Equal Employment Opportunities by providing relevant trainings, seminars, and appointment of suitable qualified females on positions previously and traditionally held by males.</p> <ol style="list-style-type: none"> <li>First female Site Engineer in the Project Management Unit.</li> <li>Manager Planning &amp; Strategy Implementation presented on some of the green and smart port initiatives implemented in FPCL at the 7th Green Ports Conference in Singapore.</li> <li>Manager Legal &amp; Company Secretary together with Manager Projects participated in the US Trade &amp; Development Agency Pacific Ports Port leaders trade mission, where they also had the opportunity to visit some of ports and acquire knowledge on port operations and smart port technologies.</li> </ol> |

**Fiji Ships & Heavy Industries Pte Ltd**

*Table 8: Fiji Ships & Heavy Industries Pte Ltd*

|                | 2022  | 2023                        |
|----------------|---|-----------------------------|
| Key Highlights | ➤ Development & Implementation of FSHIL Dashboard for Reporting | ➤ 1000T rehabilitation work |



|  |  |   |   |
|--|--|---|---|
|  |  | <ul style="list-style-type: none"> <li>➤ Temporary recommission of 1000 tonne to accommodate larger vessels</li> <li>➤ Commencement of extension for 1000 tonne midsection cradle</li> <li>➤ Commencement of Major Hull Repairs</li> </ul>  | <ul style="list-style-type: none"> <li>➤ Completion of three (3) major regional projects with a combined income of \$1.07m</li> <li>➤ 1000T cradle fabrication project commenced.</li> <li>➤ Successful completion of the ISO 9001:2015 Quality Management System audit</li> <li>➤ Implementation of the Quality Circle projects to support green port initiative.</li> <li>➤ FSHIL records a net profit of \$127K despite of the ongoing rehabilitation work and unavailability of 1000T slipway.</li> </ul>   |
|  | <p><b>Financial Performance</b></p>  | <ul style="list-style-type: none"> <li>➤ Fiji Ships &amp; Heavy Industries Ltd (FSHIL) achieved a financial turnaround in 2022, recording a Net Profit After Tax of \$13,000 after two consecutive years of losses totalling \$1.3 million. This improvement came despite ongoing challenges such as low vessel traffic and aging infrastructure. The company repaired 25 vessels during the year, including major projects from the Marshall Islands and Tonga. While fishing vessel turnover remained low, it showed improvement in the final quarter. Cost control measures—such as reduced overheads, fewer slipway breakdowns, rostered staff workdays, and streamlined security and admin expenses—contributed to a \$10,000 reduction in total expenses compared to 2021.</li> </ul> | <ul style="list-style-type: none"> <li>➤ In 2023, Fiji Ships &amp; Heavy Industries Ltd (FSHIL) recorded a Net Profit After Tax of <b>\$128,000</b>, an <b>89.5%</b> increase from 2022, despite operational challenges including aging infrastructure and the temporary closure of its 1000T slipway for major rehabilitation works. The company repaired 36 vessels, including key projects for clients from the Marshall Islands, Tuvalu, and Tonga. Although fishing vessel turnover remained low, it improved from the previous year.</li> </ul> <p>Expenses rose by <b>23%</b> (\$674,000) mainly due to higher revenue and increased repair costs. Cost-saving measures—such as reduced security services and tighter control on administrative expenses—were implemented to manage spending during low-revenue periods. Despite operating with only one slipway, FSHIL met all financial obligations, maintained a strong cash balance of <b>\$3.5 million</b>, and reported a gearing ratio of 58% due to a <b>\$4 million</b> loan from FPCL for the slipway upgrade.</p> |
| <p><b>Fiji Ports Cargo &amp; Vessel Statistics</b></p> |  |   |   |
|  | <ul style="list-style-type: none"> <li>➤ Fiji Cargo and Vessel Statistics can be seen on page 62 – 63 of Fiji Ports Corporation Limited 2023 Annual Report.</li> </ul> |   |   |
| <p><b>Financial Statements</b></p>                     |  |   |   |
|  | <p><i>Table 9: <b>Statements of Profit or Loss and other Comprehensive Income FOR THE YEAR ENDED 31 DECEMBER 2023</b></i></p>  |   |   |



|  | Notes | 2023<br>\$          | Group<br>2022<br>\$ | 2023<br>\$          | Company<br>2022<br>\$ |
|--|-------|---------------------|---------------------|---------------------|-----------------------|
| Operating revenue  | 2(a)  | 62,670,934          | 56,227,959          | 59,565,097          | 53,838,701            |
| Other revenue  | 2(b)  | 1,570,316           | 1,747,910           | 6,932,380           | 7,045,077             |
| <b>Total income</b>  |       | <b>64,241,250</b>   | <b>57,975,869</b>   | <b>66,497,477</b>   | <b>60,883,778</b>     |
| Depreciation   |       | (7,071,088)         | (6,656,434)         | (6,441,700)         | (5,978,339)           |
| Employee benefit expenses                                  | 3(a)  | (9,312,853)         | (7,276,547)         | (7,882,089)         | (6,120,688)           |
| Property expenses  | 3(b)  | (1,769,274)         | (2,199,302)         | (1,797,066)         | (2,318,322)           |
| Marine service charges                                     | 3(c)  | (14,207,741)        | (12,121,756)        | (14,207,741)        | (12,121,756)          |
| Operating expenses   | 3(d)  | (6,359,093)         | (5,677,618)         | (4,950,055)         | (4,616,204)           |
| <b>Total expenses</b>                                      |       | <b>(38,720,049)</b> | <b>(33,931,657)</b> | <b>(35,278,651)</b> | <b>(31,155,309)</b>   |
| <b>Profit from operations</b>                              |       | <b>25,521,201</b>   | <b>24,044,212</b>   | <b>31,218,826</b>   | <b>29,728,469</b>     |
| Finance income   | 3(e)  | 840,748             | 1,227,285           | 941,465             | 1,252,861             |
| Finance costs  | 3(f)  | (59,927)            | (41,284)            | (59,927)            | (41,284)              |
| Share of profit in associate                               | 19    | 5,834,751           | 6,812,370           | -                   | -                     |
| <b>Profit before income tax</b>                            |       | <b>32,136,773</b>   | <b>32,042,583</b>   | <b>32,100,364</b>   | <b>30,940,046</b>     |
| Income tax expense   | 4     | (4,298,500)         | (4,982,958)         | (4,355,087)         | (4,965,137)           |
| <b>Profit for the year</b>                                 |       | <b>27,838,273</b>   | <b>27,059,625</b>   | <b>27,745,277</b>   | <b>25,974,909</b>     |
| Other comprehensive income, net of tax                     |       | -                   | -                   | -                   | -                     |
| <b>Total comprehensive income for the year, net of tax</b> |       | <b>27,838,273</b>   | <b>27,059,625</b>   | <b>27,745,277</b>   | <b>25,974,909</b>     |



### 3.0 Sources

1. Fiji Ports Corporation Ltd. 2022 Annual Report
2. Fiji Ports Corporation Ltd. 2023 Annual Report

06 August 2025

#### Disclaimer

This Annual Report Summary was prepared to assist the Standing Committee on **Natural Resources** in its review of the **Fiji Ports Corporation Ltd. 2022 - 2023 Annual Report**. This summary should not be relied on as a substitute for specific advice. Other sources and information should be consulted. Whilst every effort has been made to ensure that the information is accurate, the Parliament of the Republic of Fiji will not accept any liability for any loss or damage which may be incurred by any person acting in reliance upon the information. The Parliament of the Republic of Fiji accepts no responsibility for any references or links to, or the content of, information maintained by third parties. For further information please email: Siteri Gaunalomani on email [siteri.gaunalomani@parliament.gov.fj](mailto:siteri.gaunalomani@parliament.gov.fj) or [siteri.gaunalomani@legislature.gov.fj](mailto:siteri.gaunalomani@legislature.gov.fj)

# Appendix 4

## Site Visit Report

**Fiji Ports Corporation Limited Annual Reports (2020–2023) and Site Visit  
23<sup>rd</sup> – 27<sup>th</sup> March 2026.**

.....

**Monday 22nd March 2026**

**1st Site – Malau Port, Labasa**

During the site visit to Malau Port in Labasa, several key issues relating to infrastructure, safety, and funding were observed and discussed with staff. The findings highlighted ongoing challenges with aging infrastructure and the measures currently in place to manage associated risks.

**Funding and Infrastructure**

The Committee noted that the dolphin at the eastern end of the port was severely damaged last year during a sugar vessel shifting incident, with repair costs estimated at around \$2 million. FPCL Staff alluded that the port’s infrastructure has been deteriorating over the past 12 years, and due to limited funding, only temporary measures have been taken to maintain operational safety while awaiting permanent solutions.

**Key points:**

- Eastern dolphin badly damaged during a vessel shifting incident
- Repair costs estimated at \$2 million
- Infrastructure has been deteriorating for over a decade
- Temporary safety measures currently in place
- Funding is being pursued for long-term repairs and upgrade

**Safety Measures and Restrictions**

Due to the port’s current condition, strict safety measures are in place:

- Vehicle access to the jetty is limited to essential operations
- Delegations and visitors are prohibited from the jetty
- A one-tonne load limit is enforced
- Only essential personnel and critical materials may enter restricted areas

These measures protect staff and prevent further damage while the port operates under limited conditions.

**Port Infrastructure and Operational Summary**

The port’s infrastructure, built in 1996 and approximately 120 meters long, has been deteriorating for over a decade. Preliminary maintenance over the past three years—including timber replacement and termite control—has addressed some issues, but substantial funding is needed for long-term rehabilitation and modernization.

### **Operational and logistical challenges persist:**

- Weak infrastructure affects sugar transport efficiency, increases costs, and limits the potential for molasses recovery, which requires appropriate facilities and vessel draft support.
- Aging structures also heighten safety risks, potentially causing delays, reduced capacity, and economic impacts.

### **Strict safety measures are in place:**

- vehicle access to the jetty is limited, load restrictions are enforced, and only essential personnel and materials may enter restricted areas.
- security improvements, including enhanced lighting and monitoring, have been implemented, though concerns remain over limited access controls.

Overall, urgent investment in infrastructure upgrades, safety, and security is critical to ensure operational efficiency, reduce risks, and support long-term port sustainability.

### **Way Forward / Committee Recommendations – Port of Malau, Labasa**

1. **Infrastructure Rehabilitation:** Provide funding for long-term repairs and upgrades, including replacement of deteriorated timber, termite treatment, and reinforcement of critical structures such as the eastern dolphin.
2. **Operational Improvements:** Upgrade facilities to support vessel draft requirements, enhance cargo handling efficiency, and explore potential for molasses recovery, reducing delays and operational costs.
3. **Safety Measures:** Maintain strict safety protocols—controlled access, load limits, and restricted entry to vulnerable areas—to protect personnel and prevent further damage.
4. **Security Enhancements:** Install proper gates, access controls, and monitoring systems to prevent unauthorized entry and strengthen overall port security.
5. **Funding and Oversight:** Establish a dedicated funding and monitoring mechanism to ensure timely implementation of repairs, maintenance, and upgrades, securing the port’s long-term sustainability. Explore opportunities to access donor funding, including climate change grants, through the Ministry of Finance or the Ministry of Environment.

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### **2nd site - Savusavu Terminal – Leak Test and Operations Procedures**

#### **Leak Testing Process**

The CEO Shell Company, Savusavu, explained that a leak test is conducted before operations begin to ensure all connections are secure. This is a critical step carried out prior to transferring any product, helping prevent potential leaks when vessels begin loading or unloading.

#### **Spill Containment and Preparedness – Shell Company**

The terminal has two open containers ready to manage any potential spills, along with the necessary machines and equipment. Additionally, they operate their own spill response boat.

Staff noted that these operational procedures have been in place since 2015, reflecting an established safety system.

## **Savusavu Terminal – Leak Test and Operations Procedures**

**Leak Testing:** The Committee noted that a leak test is conducted before operations to ensure all connections are secure, preventing leaks during vessel loading or unloading.

**Spill Containment:** FPCL further stated that the terminal maintains two open containers, necessary equipment, and a dedicated spill response boat to manage potential spills. These procedures have been in place since 2015, demonstrating an established safety system.

## **Committee Findings – Savusavu Port- The Committee noted the following key issues.**

### **1. Infrastructure Limitations:**

- Current wharfs and berthing facilities are insufficient for larger vessels, limiting port capacity and operational efficiency. No proper port facilities in Savusavu port.
- Shallow waters, narrow channels, and sedimentation increase navigation risks.
- Aging and deteriorating infrastructure, including dolphins and timber structures, affects safe berthing and increases operational complexity.

### **2. Operational Challenges:**

- Foreign vessels require pilot services; however, limited support infrastructure and coordination constraints affect pilotage efficiency.
- Weather and sea conditions, including strong winds and currents, pose risks during vessel handling and berthing.
- Safety restrictions, limited manoeuvring space, and operational delays add economic pressure on shipping and trade.

### **3. Safety and Spill Preparedness:**

- Leak tests are conducted prior to operations, and spill containment equipment, including response boats, are in place.
- Safety measures such as load limits, restricted access, and controlled entry are strictly enforced.

### **4. Environmental Compliance:**

- Ongoing engagement with the Department of Environment indicates commitment to monitoring and maintaining environmental standards.
- Risks of spills or pollution remain, requiring continuous oversight and coordination.

### **5. Human Resource Constraints:**

- Limited number of trained marine pilots; continuous training, certification, and fatigue management are needed to maintain operational safety.

**6. Coordination and Stakeholder Engagement:**

- Effective communication between FPCL, terminal operators, vessel crews, and government agencies is critical to minimize delays and ensure safe navigation.

**7. Funding Needs:**

- Substantial investment is required for long-term rehabilitation, modernization of port infrastructure, and safety upgrades.
- Opportunities for donor funding, including climate change grants via the Ministry of Finance and Ministry of Environment, should be explored.

**Overall Observation:**

The Committee noted that while Savusavu Port continues to operate, its functionality and safety are heavily constrained by aging infrastructure, environmental risks, limited resources, and coordination challenges. Immediate attention to infrastructure upgrades, safety protocols, and resource capacity is necessary to sustain operations and support national trade.

**Way Forward / Committee Recommendations – Malau Port & Savusavu Terminal**

The Committee notes that safe and efficient pilotage at Malau Port is heavily influenced by infrastructure limitations, environmental factors, and operational coordination. Accordingly, the Committee recommends the following measures to Parliament:

**1. Infrastructure Upgrades:**

- Invest in stronger wharfs, dolphins, and berthing facilities to accommodate larger vessels.
- Conduct regular dredging and maintenance of channels to address shallow waters, sedimentation, and limited manoeuvring space.

**2. Safety and Operational Protocols:**

- Strengthen pilot boarding and disembarkation procedures, particularly under adverse weather conditions.
- Enforce clear operational guidelines to mitigate navigation risks in constrained areas.

**3. Modern Navigation and Support Systems:**

- Install updated navigation aids, lights, markers, and charts.
- Improve tugboat support and emergency response resources to enhance pilotage safety.

**4. Environmental Compliance:**

- Ensure strict adherence to environmental regulations and monitoring during pilotage operations.
- Collaborate with the Department of Environment and other agencies to prevent spills and pollution incidents. (Savusavu port)

**5. Human Resource and Capacity Development:**

- Increase the number of trained marine pilots and provide ongoing training and certification programs.
- Implement fatigue management and scheduling measures to maintain operational safety.

**6. Stakeholder Coordination:**

- Strengthen communication and coordination between FPCL, terminal operators, vessel crews, and government authorities to minimize delays and improve operational efficiency.

**7. Funding and Oversight:**

- Allocate dedicated resources for infrastructure, safety, and operational improvements.
- Explore donor funding opportunities, including climate change grants, through the Ministry of Finance and Ministry of Environment.

**Committee Conclusion:**

The Committee emphasizes that while FPCL’s role is limited to pilotage, safe and efficient port operations require coordinated investment in infrastructure, safety systems, environmental compliance, and human resources. Parliament’s support and oversight are critical to ensuring sustainable operations, reducing operational risks, and supporting national trade.

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**3. Wednesday 25th March 2026**

**Fiji Ports Corporation Limited Annual Reports (2020–2023) and Site Visit Site – Levuka**

**Site 3: Levuka Port**

Levuka Port is currently operated by a small team of three staff members, comprising one female and two males. Despite the limited workforce, the team is responsible for all port operations, including tenant management, maintenance, and security. The purpose of the visit was to assess the port’s current condition, operational needs, and progress.

**Condition Assessment and Damages**

The FPCL team highlighted that a condition assessment was conducted in 2016 following damages caused by cyclones and vessel activities. The findings indicated that the port’s structural capacity had significantly deteriorated.

As a result of the assessment and subsequent testing projects, the port’s load restriction was reduced from 10 tonnes to 3 tonnes and currently is 2.5 tonnes, limiting its operational capacity. The committee also noted that the port could only handle up to three times less than its previous load capacity, reflecting the extent of structural weakening.

**Challenges in Project Management and Funding**

The Committee recommended that FPCL prepare and present a detailed submission to the government, outlining proposed next steps, funding requirements, and project management strategies.

## **Levuka Port – Heritage, Security, and Development Challenges:**

### **1. Heritage Preservation:**

- Levuka Port is part of a UNESCO World Heritage site, with significant cultural and historical value.
- Port operations, infrastructure maintenance, or expansion must avoid damage to heritage structures and surrounding areas.
- Strict heritage regulations constrain the scope and timing of development activities.

### **2. Security Concerns:**

- Current port security is limited, with insufficient gates, controlled access points, and monitoring systems.
- There is a risk of unauthorized entry, theft, or vandalism, which may affect both operations and heritage sites.
- Coordination with local authorities, law enforcement, and heritage agencies is essential for effective security management.

### **3. FPCL Development Challenges:**

- Infrastructure upgrades or expansion are restricted by heritage preservation requirements.
- Limited space and structural constraints prevent large-scale modernization or handling of larger vessels.
- Balancing operational efficiency, environmental compliance, and heritage protection increases project complexity and costs.
- Funding limitations and donor dependencies further constrain FPCL's ability to implement long-term development plans.

### **4. Operational Implications:**

- Safety protocols, environmental monitoring, and heritage compliance reduce flexibility for FPCL operations.
- Delays and inefficiencies may arise due to regulatory approvals and coordination with multiple stakeholders.

### **5. Funding**

- The team emphasized ongoing financial constraints, which have hindered the implementation of necessary rehabilitation and development projects. There is a strong need for external funding support to effectively manage and execute these projects.

## **Overall Observation:**

The Committee finds that FPCL faces a unique challenge at Levuka Port, where heritage preservation, security limitations, and operational constraints significantly impact development and modernization. Any future improvements must balance cultural protection, safety, and operational needs, with adequate funding and stakeholder coordination.

## **Way Forward / Committee Recommendations – Levuka Port**

The Committee notes that Levuka Port faces unique challenges due to its heritage status, security limitations, and operational constraints. To ensure safe, efficient, and sustainable operations, the Committee recommends the following to Parliament:

1. **Heritage-Sensitive Infrastructure Management:**
  - Any port upgrades or maintenance must comply with UNESCO World Heritage requirements and national heritage regulations.
  - Develop a port management plan that balances operational needs with preservation of historic structures.
2. **Security Enhancements:**
  - Install gates, access controls, and monitoring systems to prevent unauthorized entry and protect port assets.
  - Strengthen coordination with local authorities, law enforcement, and heritage agencies to safeguard the port.
3. **Operational and Safety Improvements:**
  - Maintain strict safety protocols for pilotage, berthing, and vessel handling in constrained areas.
  - Implement contingency plans to address adverse weather, navigation challenges, and limited maneuvering space.
4. **Human Resource Capacity:**
  - Ensure sufficient trained marine pilots are available to meet operational demand.
  - Provide ongoing training, certification, and fatigue management programs.
5. **Funding and Oversight:**
  - Allocate dedicated funding for heritage-compliant maintenance, safety upgrades, and operational improvements.
  - Explore donor funding opportunities, including climate change grants, through the Ministry of Finance or Ministry of Environment.
  - Establish oversight mechanisms to monitor implementation and compliance with heritage, safety, and security requirements.

**Committee Conclusion:**

The Committee finds that Levuka Port’s operations are constrained by heritage preservation and security requirements. Sustainable port management requires careful planning, adequate funding, and strong coordination among stakeholders to ensure operational efficiency while protecting the port’s historical and cultural value.

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**4.Thursday 26th March 2026**

**Fiji Ports Corporation Limited Annual Reports (2020–2023)**

**Site 4: Lautoka Port**

Port of Lautoka is Fiji’s second-largest port, strategically positioned to support Fiji Water’s rapid growth and set to become a major activity hub as additional land is leased to port-related industries, complementing its operations.is the 2nd largest port and is in a pivotal position to cater for Fiji Waters phenomenal growth and poised to become a hive of activity when the additional land is leased out to potential port industry users to complement port of Lautoka.

## LAUTOKA YARD 4 UPGRADE (CONSTRUCTION)

### **Overall Progress Summary (Completed):**

- **Section A:** *HBM strength approved; defect repairs and interlocking block installation completed, including paving works.*
- **Section B:** *Facilities construction completed (previously at 30%).*
- **Section C:** *Water main installation completed (previously at 30%).*
- **Section D:** *Tower light foundations and pedestals completed after concrete supply.*

### **Remarks:**

Project experienced delays due to cement supply issues but has now been successfully completed.

### **Committee Findings – Lautoka Port Yard 4 Upgrade (Construction) The Committee noted the following:**

1. **Queens wharf rehabilitation - Project Scope and Progress:**
  - Yard 4 is undergoing significant upgrades to expand cargo handling capacity and improve operational efficiency.
  - Construction includes reinforced wharfs, new paving, drainage systems, and upgraded cargo storage areas.
  - On-site observations confirmed that works are ongoing according to the project schedule, with visible progress in structural and civil works.
2. **Safety and Compliance:**
  - Safety protocols on-site, including PPE use, signage, and restricted access areas, were observed to be in place and adhered to by construction personnel.
  - Environmental management measures, such as sediment and runoff controls, are implemented to minimize impact on surrounding areas.
3. **Operational Implications:**
  - Construction activities are being managed to minimize disruption to ongoing port operations.
  - Temporary rerouting and scheduling adjustments are in place to maintain cargo flow and vessel berthing.
4. **Challenges Observed:**
  - Some delays in material supply and heavy equipment access were noted, potentially affecting project timelines.
  - Coordination between construction teams and port operators requires ongoing monitoring to avoid operational bottlenecks.
  - Safety signage and site fencing in some areas could be enhanced to further protect workers and port personnel.
5. **Committee Observations:**
  - The upgrade project is critical to increasing Lautoka Port's capacity and efficiency.
  - Effective project management, adherence to safety standards, and environmental compliance are essential to the successful completion of Yard 4 upgrades.

- Close oversight and monitoring by FPCL and relevant authorities are recommended to ensure timely completion and minimal disruption to port operations.

**Overall Conclusion:**

The Committee notes that the Lautoka Yard 4 upgrade is progressing well and will significantly improve port operations once completed. Continuous monitoring, strict safety enforcement, and coordination with port operations are necessary to achieve project objectives efficiently and sustainably.

**Remarks:**

Project timeline extended due to additional deterioration and increased repair scope.

**Key Findings:**

- Stakeholder coordination is critical but can be inconsistent across project phases.
- Communication gaps may lead to delays, rework, or operational disruptions.
- Limited integration between planning and operations affects efficiency.
- External constraints (e.g., supply issues) impact timelines and delivery.

**Committee Recommendations – Lautoka Port Yard 4 Upgrade**

**1. Project Oversight and Monitoring:**

- FPCL and relevant authorities should maintain close oversight to ensure the Yard 4 upgrade is completed on schedule, within budget, and to required quality standards.

**2. Safety and Compliance:**

- Enforce strict adherence to safety protocols for construction personnel and port workers, including proper PPE, signage, and restricted access.
- Regularly monitor environmental management measures to minimize impacts from construction activities.

**3. Operational Coordination:**

- Ensure continuous coordination between construction teams and port operations to minimize disruption to cargo handling and vessel berthing.
- Implement temporary rerouting and scheduling adjustments as needed during construction phases.

**4. Material and Resource Management:**

- Address supply chain and equipment access challenges promptly to avoid delays in project completion.

**5. Post-Construction Planning:**

- Prepare operational plans and training for staff to maximize efficiency and safety once Yard 4 upgrades are completed.
- Ensure maintenance plans are established to sustain the new infrastructure and prevent early deterioration.

6. Strengthen stakeholder engagement through regular coordination meetings and clear communication channels.

7. Implement integrated planning between project and port operations teams.

- 8 Establish proactive risk management and contingency planning (e.g., for supply chain issues).
- 9 Use centralized project tracking and reporting systems for transparency.
- 10 Align stakeholders on shared goals to improve efficiency and long-term sustainability.
- 11 The Committee highly recommends closure of Levuka Port and to allow FPCL to start the construction of a new port as per FPCL’s strategic plan.
- 12 Government to intervene in resolving the issues in Buresala and PAFCO jetties to allow normal operations while Levuka Port is in construction.

**Committee Conclusion – Yard 4, Lautoka Port**

The Committee finds that the Yard 4 upgrade at Lautoka Port is a critical project that will significantly enhance cargo handling capacity, operational efficiency, and safety. On-site observations confirmed that construction is progressing in line with plans, with safety and environmental protocols largely in place.

The Committee notes, however, that challenges such as material supply delays, equipment access, and coordination with ongoing port operations require continued oversight. Ensuring strict adherence to safety standards, environmental management, and effective operational coordination is essential for the successful and timely completion of the upgrade.

Overall, the Committee concludes that the Yard 4 project is vital for strengthening Lautoka Port’s infrastructure and supporting Fiji’s trade and recommends sustained monitoring and support by FPCL and relevant authorities.

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**5. Friday 27th Marc 2026**

**Suva Port**

Fiji Ports Corporation Limited supports ~90% of Fiji’s trade, handling over 208,000 TEUs. TEUs (Twenty-foot Equivalent Units) is a standard measurement used in shipping to describe cargo capacity.

- 1 TEU = one 20-foot shipping container
- A 40-foot container = 2 TEUs

It helps ports like Port of Suva and Port of Lautoka measure and compare how much cargo they handle efficiently. Port of Suva and Port of Lautoka are key hubs with ongoing infrastructure and sustainability investments. Operations remained fully functional during COVID-19, reflecting strong resilience. Focus is on becoming a smart, green regional trade gateway through continued modernization.

## **Port Overview:**

- Port of Suva includes Princess Wharf, Kings Wharf, and Walu Bay Wharf, serving as key cargo hubs.
- Port of Lautoka has a 1959 section, 150 meters long, which is yet to be upgraded.
- Fiji Ports are connected to 36 regional and global ports, enabling significant cargo volumes and international trade.

## **Operational Metrics & Efficiency:**

- Growth in vessel size and traffic noted; focus on improving port efficiency.
- Fiji Ships, a 100% subsidiary of Fiji Ports Corporation Limited, increased revenue with both slipways operational.
- Terminal building improvements underway; cost over FJD 27 million with redesign efforts for financial viability.
- Consultant assessments revealed corrosion issues in infrastructure, making repairs uneconomical.

The development of Port of Suva and Port of Lautoka is guided by a portfolio of projects valued **at FJD 2.3million**, highlighting the critical need for sustainable funding. Green and smart port initiatives are being implemented, including solar panels, LED lighting, and grid tech shields to mitigate corrosion and improve energy efficiency. Smart port strategies also encompass **vessel** traffic management systems and streamlined application processes, enhancing operational efficiency.

Key challenges remain, including aging infrastructure, funding constraints, and a shortage of skilled workforce. To address these gaps, technical training programs are being developed to build capacity and ensure the workforce can support advanced port operations and smart port technologies.

## **Findings: The Committee noted the following.**

- Vessel size and traffic are increasing, impacting port efficiency.
- Fiji Ships' operations significantly boost revenue.
- Terminal building costs are high and current design is financially unviable.
- Corrosion in infrastructure makes repairs uneconomical.

## **Recommendations:**

- Upgrade port operations and processes to handle larger vessels efficiently.
- Redesign or repurpose the terminal building for financial sustainability.
- Replace or majorly upgrade corroded infrastructure rather than repair.
- Optimize slipway operations to maintain revenue growth.
- Review tariffs for local ship operations to ensure fair cost recovery and sustainability.
- Explore alternative funding mechanisms, including government support, donor funding, and private partnerships.

Strengthen collaboration with relevant government ministries, such as the Ministry of Infrastructure and Ministry of Environment, to ensure coordinated planning, funding support, and alignment on sustainability and development initiatives. Development Concepts and Funding Challenges

### **Committee’s Overall Recommendation – Suva Port**

Following its site visit on 27 March 2026, the Committee recommends that Parliament direct FPCL, in collaboration with the Ministry of Public Works and Infrastructure and other relevant Ministries , to strengthen its role in managing and improving Suva Port. Key recommendations include:

1. **Strengthening Infrastructure Management:**
  - FPCL should lead the repair, maintenance, and modernization of aging wharfs, dolphins, and cargo handling facilities to accommodate larger vessels and improve port capacity.
  - Regular dredging and channel maintenance must be coordinated under FPCL oversight to ensure safe navigation.
2. **Enhancing Safety and Operational Protocols:**
  - FPCL should enforce strict safety measures, including controlled access, load limits, and risk mitigation during adverse weather, to protect personnel, vessels, and cargo.
3. **Upgrading Navigation and Support Systems:**
  - FPCL should strengthen navigation aids, lighting, markers, and emergency response resources to support safe vessel movements and reduce operational risks.
4. **Ensuring Environmental and Security Compliance:**
  - FPCL should coordinate with relevant authorities to enforce environmental regulations, manage spills, and maintain port security through improved access controls and monitoring.
5. **Funding, Oversight, and Capacity Building:**
  - FPCL should ensure dedicated funding, implement robust monitoring mechanisms, and build staff capacity to sustain port operations and support strategic upgrades.

### **Committee Conclusion:**

The Committee concludes that Suva Port’s operational efficiency, safety, and sustainability depend on FPCL strengthening its management, oversight, and coordination. Parliament’s support is essential to empower FPCL with the resources, authority, and guidance needed to maintain port operations and enhance Fiji’s trade and maritime capabilities.

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**END**

## Relevant Ministries and Agencies Involved in Fiji's Ports

| <b>Ministry / Agency</b>   | <b>Role in Ports</b>   | <b>Interaction with FPCL</b>   |
|--|--|--|
| <b>Ministry of Public Works and Infrastructure (MPWI)</b>                    | Infrastructure development, maintenance, and upgrades of port facilities                   | Provides technical oversight, supports capital projects, and coordinates infrastructure improvements with FPCL         |
| <b>Ministry of Transport (MOT)</b>   | Maritime transport policy, regulations, pilotage, and shipping safety                      | Coordinates operational standards, compliance, and safe navigation procedures with FPCL                                |
| <b>Fiji Ports Corporation Limited (FPCL)</b>                                 | Port management, operations, development, and safety                                       | Directly implements upgrades, operational improvements, and safety measures; collaborates with all relevant ministries |
| <b>Ministry of Economy / Ministry of Finance</b>                             | Funding allocation for port projects and donor funding facilitation                        | Provides financial support for FPCL infrastructure projects and monitors fund utilization                              |
| <b>Ministry of Environment, Climate Change &amp; Meteorological Services</b> | Environmental regulation, pollution control, and monitoring                                | Ensures FPCL complies with environmental standards, spill prevention, and climate-related infrastructure planning      |
| <b>Maritime Safety Authority of Fiji (MSAF)</b>                              | Maritime safety, vessel registration, and compliance with international maritime standards | Works with FPCL on pilotage, vessel safety, navigation aids, and adherence to maritime regulations                     |
| <b>Fiji Revenue &amp; Customs Authority (FRCA)</b>                           | Customs inspection, cargo clearance, and trade facilitation                                | Coordinates with FPCL to manage cargo flow, reduce delays, and support operational efficiency                          |
| <b>Local Authorities / Municipal Councils</b>                                | Local planning, zoning, and environmental oversight  | Collaborates with FPCL on land-use, environmental compliance, and port expansion planning                              |

# Appendix 5

## Photos



Site visitation to Suva Port



Submission from the FPCL Team to the Standing Committee on Natural Resources in the Parliament Complex.



Site visitation to Malau Port in Labasa



Site visitation to Lautoka Port



Site visitation to Levuka Port



Site Visitation to Savusavu Terminal Port



Site visitation to Levuka Port



Site visitation to Malau Port in Labasa

Site visitation to Levuka Port

