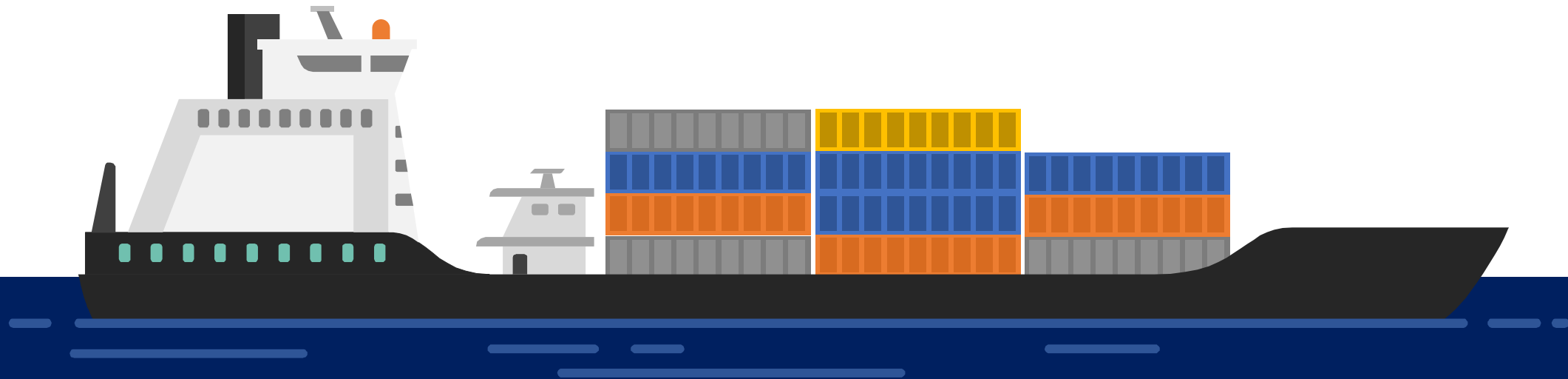


KEY FOCUS AREAS



KEY FOCUS AREAS

FPCL'S focus on 4 Key Areas for Charting a Smart, Green Pathway – introduced in 2022 and continuing in 2023

VALUE CREATION



INFRASTRUCTURE & PEOPLE

IMPROVEMENT OF FACILITIES

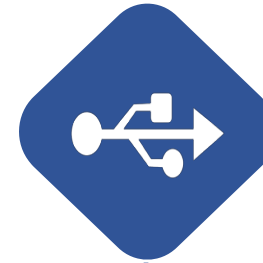
SUSTAINABILITY



GREEN PORT MASTER PLAN

INITIATIVES AND ACHIEVEMENTS

DIGITAL TRANSFORMATION



INFORMATION SYS. STRAT PLAN

SMART PORT INITIATIVES

WORK-LIFE BALANCE



LEARNING MANAGEMENT

WELLBEING AND MENTAL HEALTH

A. Resilient

B. Clean

C. Green





Key Infrastructure Projects:

Port of Suva

- Suva Port Relocation Feasibility Study
- Dredging & Geo-technical study
- Wharf Rehabilitation

Port of Lautoka

- Wharf Rehabilitation Remediation / Construction
- Container Yard Development

Port of Levuka

- Condition Assessment & Development Options



Key People Relating Projects:

- Performance Management System with an emphasis on Value Creation
- Learning Management System
- Knowledge Management System





- Lautoka Yard 3 & Yard 4 Container Storage Upgrade
- Lautoka Wharf Foreshore Development
- Muaiwalu Inter-Island Passenger Terminal Project
- Local Wharf Facilities Upgrade
- Fiji Ships & Heavy Industries Slipway Rehabilitation
- Port Maintenance & Dredging in Suva & Lautoka

Lautoka Port Yard 3 Project



Before



After



Muaiwalu Inter-Island Passenger Terminal



Fiji Ships & Heavy Industries Slipway



“ The key is not to prioritise what’s on your schedule but to schedule your priorities ”
- Steven Covoy

Learning Management

Wellbeing & Mental Health



Diversity & Inclusion Training



VTMS Training



OHS Training



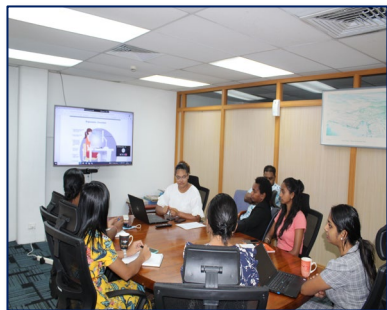
Family Fun Day



CSR – Tree Planting



CSR – Pintober Walk



Toolbox Meeting



Fire Drill Training



Incinerator Training



Gala Night



Fiji Day Celebration

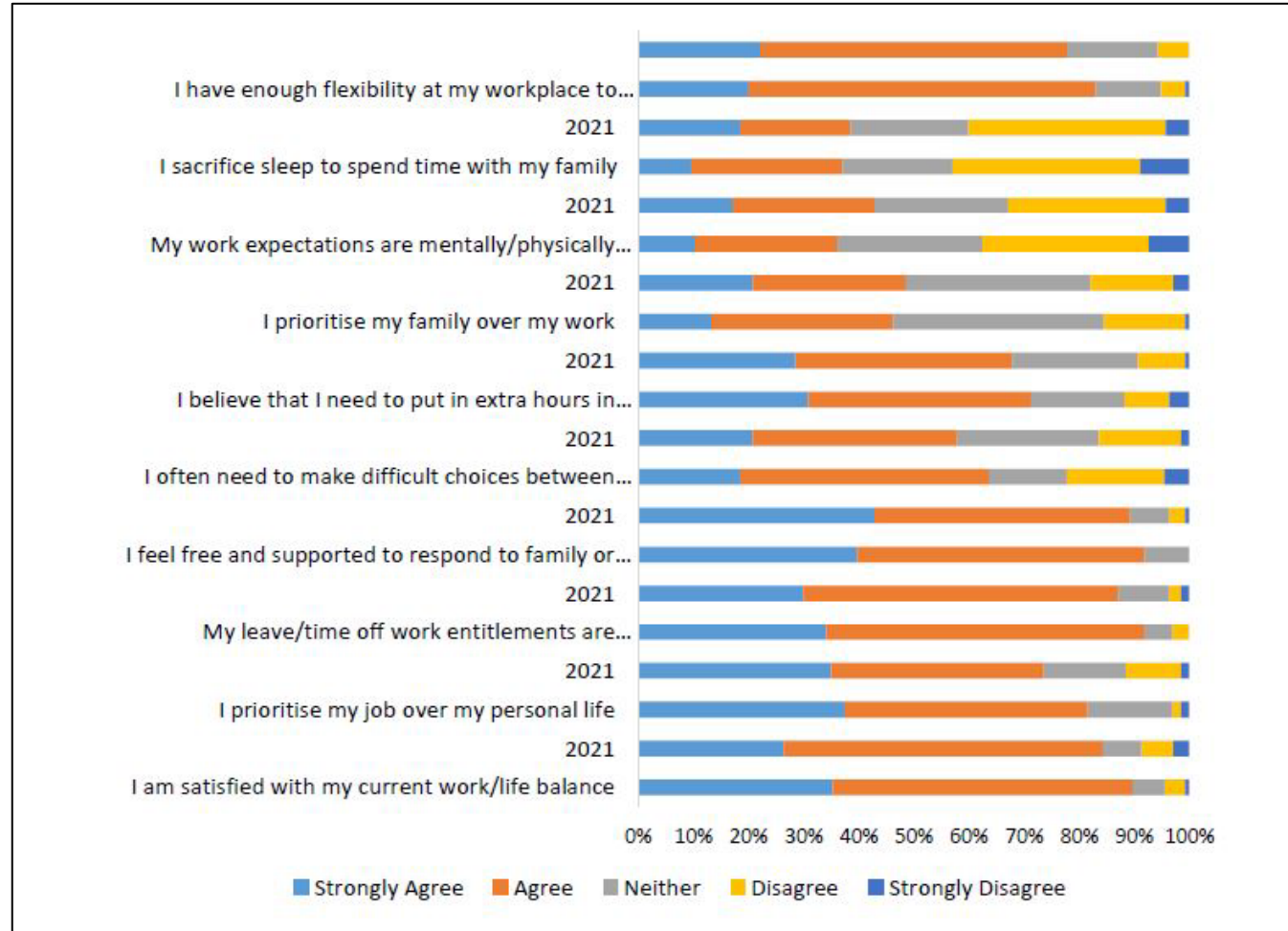


CSR – Blood Donation





Staff Climate Survey Report 2022



Source: Maxumise (Fiji) Pte Ltd

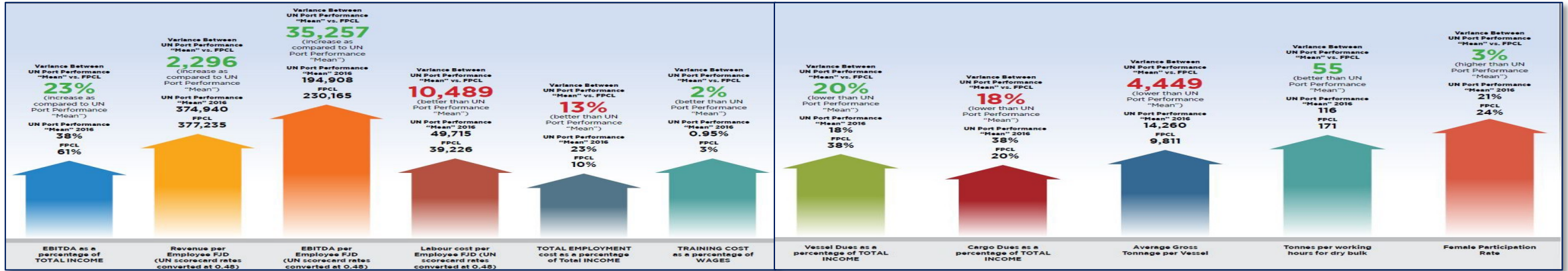




- 2022 is the second year in which **Work-Life Balance** has been used in FPCL's Staff Climate Survey.
- *"I feel free and supported to respond to family or personal emergencies during work hours"*, recorded the highest number of positive responses for this section (89%) although it is a slight decrease of 3% from 2021.
- Also compared to last year, the above statement did not receive any negative responses. In 2022, however, 80% of negative responses for this statement were from respondents in the age group 34 to 49.
- There was an increase of 19% of positive responses for the statement, *"My work expectations are mentally/physically draining, and I am too tired to do any personal activities when I return home"*. Of these responses, 27% were female.

BENCHMARKING

Management uses International, Regional & Local Benchmarks for Performance Comparability (i.e., UN Port Performance Mean, Major Ports in NZ, Top Fijian Companies, Staff Climate Survey)



FPCL & UN Port Performance Mean Comparison

Metric	FIJI PORTS CORPORATION LIMITED		FIJIAN HOLDINGS LIMITED AND SUBSIDIARY COMPANIES		AMALGAMATED TELECOM HOLDINGS LIMITED AND SUBSIDIARY COMPANIES		FMF FOODS LIMITED AND SUBSIDIARIES		PLEASS GLOBAL LIMITED		VISION INVESTMENTS LIMITED		Summary
	2021	2022	2021	2022	2021	2022	2021	2022	2021	2022	2021	2022	
NPAT	\$22,764	\$22,247	-\$17,597	\$6,043	\$41,374	\$43,354	\$9,196	\$12,293	\$1,119	\$1,069	\$7,013	\$15,745	FPCL Group Net Profit After Tax remains lower in comparison to all other companies in the Top Fijian list. However, if you compare 2020 to 2021, FPCL and Pleass Global are the only two companies where NPAT has increased from 2020 to 2021.
EBIT/Total Income	39%	46%	-8%	3%	16%	18%	5%	8%	14%	12%	9%	12%	FPCL recorded a better EBIT as a percentage of total income compared to the Top Fijian companies in comparison. This highlights FPCL's ability to better manage the operating expenses. In 2021, FPCL recorded a 3% higher EBIT as a percentage of total income than the top Fijian company, which is 28% lower.
Return on Invested Capital	31%	36%	-5%	26%	24%	40%	15%	29%	3%	30%	12%	27%	The return on invested capital ratio for FPCL is quite significant and use the lowest value compared to the top Fijian companies. FPCL and Pleass Global have similar results.
Return on Equity	18%	15%	-7%	2%	8%	9%	6%	9%	6%	6%	7%	16%	FPCL recorded a return on equity ratio of 15% which is better than all the Top Fijian companies in comparison in 2021.
Current Liquidity Ratio	16.26	15.09	6.43	6.48	0.75	1.01	2.42	2.18	1.33	1.33	4.06	2.83	In 2021, FPCL recorded a current liquidity ratio of 16.26. FPCL has a better ratio compared to the Top Fijian companies in comparison. This means FPCL's ability to meet the short term obligations is amongst the best in the country.
Employee Expense as a percentage of NPAT	-32%	-32%	126%	-483%	-187%	-197%	-197%	-163%	-182%	-192%	-176%	-199%	FPCL's employee expense as a percentage of NPAT is significantly less compared to all the major companies in comparison. This ratio demonstrates the ability that FPCL has to invest in the employee and the number of key roles vacant, while the other companies are showing a significant amount of workload.

Top Fijian Companies

Metric	FIJI PORTS CORPORATION LIMITED		PORT OF AUCKLAND		PORT OF TAURANGA		LYTTLETON PORT COMPANY		HAPIER PORT		Summary
	2021	2022	2021	2022	2021	2022	2021	2022	2021	2022	
NPAT	\$22,764	\$22,247	\$45,574	\$23,011	\$102,375	\$19,479	\$15,972	-\$152,712	\$23,164	\$22,012	FPCL and Port of Napier had the least volatility in NPAT from 2020 to 2021. In the financial year 2021, FPCL Net Profit After Tax remains lower than the other ports in Auckland and Tauranga, and 640% lower than the Port of Napier. However, FPCL's NPAT is higher in comparison to Lyttelton Port Company.
EBIT/Total Income	39%	46%	29%	26%	42%	44%	16%	-142%	29%	29%	In 2021, FPCL recorded a 39% of EBIT as a percentage of total income and is 2nd best in part of Tauranga which is only 3% better. This highlights FPCL's ability to better manage the operating expenses in comparison to the top New Zealand Ports.
Return on Invested Capital	31%	36%	31%	16%	13%	12%	74%	-712%	9%	9%	The return on invested capital ratio for FPCL in 2021 is 31% which is more as part of Auckland. In comparison, Port of Tauranga and Napier have higher percentages, however, 31% is not as high as Lyttelton Port Company. The return on invested capital for FPCL is quite significant and use the lowest value compared to the other ports in comparison. This means FPCL's ability to meet the short term obligations is better than the rest of the ports in comparison.
Return on Equity	18%	15%	9%	3%	7%	7%	4%	-43%	7%	6%	FPCL's return on equity is better than all the major ports in comparison from New Zealand. FPCL recorded a return on equity ratio of 15% which is 5% higher than Port of Tauranga in 2021, which is 2nd best after FPCL.
Current Liquidity Ratio	16.26	15.09	1.80	0.95	0.23	0.20	1.27	1.19	0.66	1.11	In 2021, FPCL recorded a current liquidity ratio of 16.26 and has a far better ratio compared to the other major New Zealand ports in comparison. This means FPCL's ability to meet the short term obligations is better than the rest of the ports in comparison.
Employee Expense as a percentage of NPAT	-32%	-32%	-18%	-39%	-43%	-48%	-49%	40%	-15%	-148%	FPCL has recorded a far better ratio than the New Zealand ports in comparison. Even though it is a positive result, this also highlights that FPCL's under investment in the human resource is quite significant.

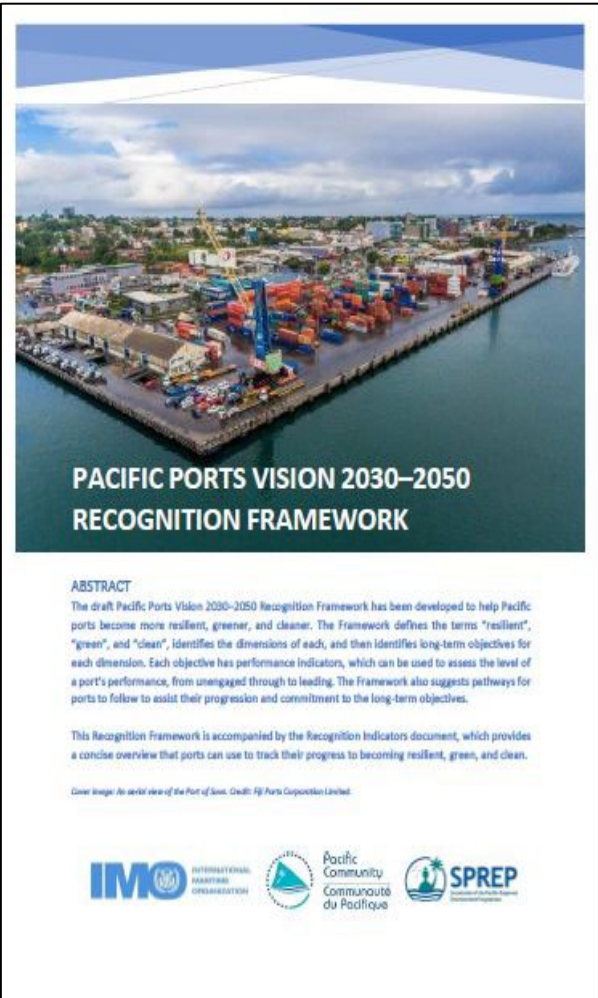
Major Ports in NZ



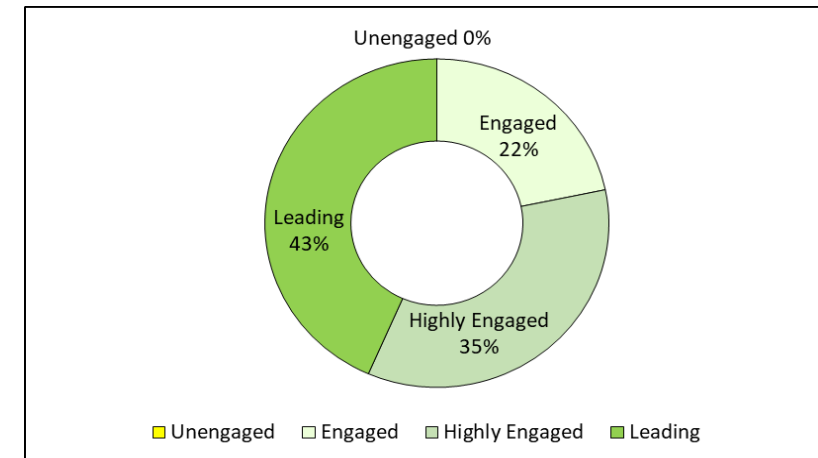
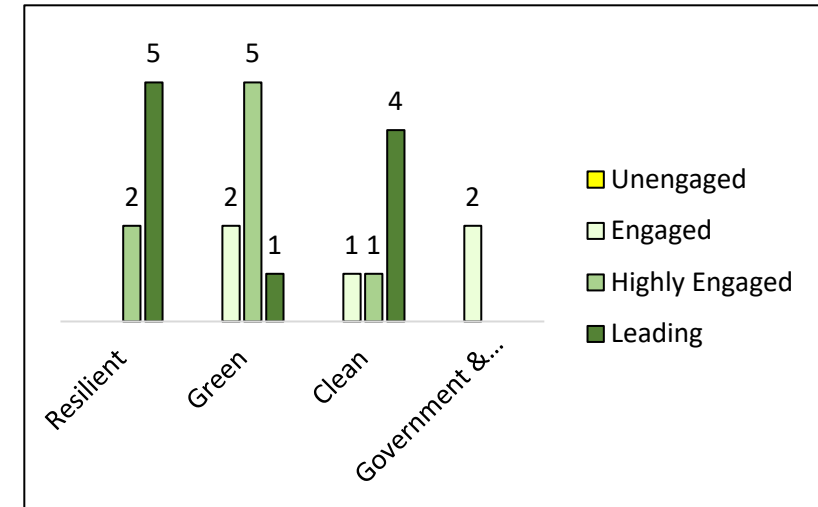
FPCL - "To be the Smart, Green Gateway for Trade in the Pacific region."

PACIFIC PORTS VISION 2030 - 2050 RECOGNITION FRAMEWORK

FPCL has also benchmarked our current status against the newly introduced **Pacific Ports Vision 2030 – 2050 Recognition Framework**



PACIFIC PORTS VISION 2030-2050 RECOGNITION INDICATORS	
Indicator	FPCL's Status
RESILIENT	
1 Climate change adaptation	Leading
2 Disasters and emergency response	Leading
3 Cybersecurity	Highly Engaged
4 Support for economic development and operational efficiency	Leading
5 Compliance with international standards: Security	Leading
6 Compliance with international standards: Safety	Leading
7 Compliance with international standards: Data exchange	Highly Engaged
GREEN	
Climate Change Action	
8 Carbon neutrality	Engaged
9 Leadership	Highly Engaged
10 Measurement and monitoring	Highly Engaged
11 Execution	Leading
Energy Efficiency	
12 Awareness	Highly Engaged
13 Execution	Highly Engaged
Incentivizing and enabling green shipping	
14 Engagement	Engaged
15 Implementation	Highly Engaged
CLEAN	
16 Water quality	Engaged
17 Marine spills	Leading
18 Waste management	Leading
19 Community and neighbourhood relations	Leading
20 Dredging and coastal hydrology	Highly Engaged
21 Environmental engagement and compliance	Leading
GOVERNMENT & STAKEHOLDERS	
22 Government	Engaged
23 Stakeholders	Engaged



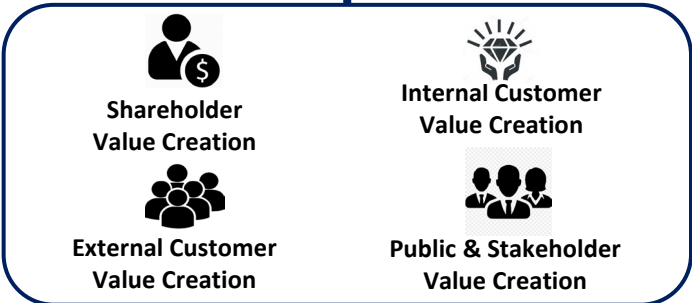
FUTURE FOCUS - CREATING SYNERGY



The **Interconnectivity** between the organisation's major Strategic Initiatives/Elements **Creates Synergy** capable of moving us to the next level

LINKING PERFORMANCE MANAGEMENT SYSTEMS WITH STRATEGIC INITIATIVES & FRAMEWORKS

FPCL has Developed and Implemented an Innovative Performance Management System to measure Value Creation by Employees.



Strategic Plan	Strategic Plan (SP) and Performance Measurement Tool (PMT) are directly linked under the Value Creation categories to extensively measure employee performance relating to the implementation of SP projects.
Org. Structure & Strategy Execution	Individual JD's and detailed JD's of employees are directly linked to strategic objectives of Depts/Units, while Organisation Structure encompasses all Depts/Units.
Calendar	Dept Calendars provides information relating to activities planned by Depts/Units/individual employees, and the timelines of these plans form the basis of Performance Assessment.
Associated Plans & Frameworks	PMT encompasses the achievements of projects connected to all Associated Plans & Frameworks (HOD's have been given the ownership of various Plans & Frameworks).
IMS	PMT is designed also to measure employees' performance which is linked to compliance/non-conformities/improvements relating to the implementation of IMS/Certification.
Revenue & Cost Driver Optimisation	In PMT, minimising costs and generating revenue are measured under the Shareholder Value Creation category.
KMS	PMT also captures employee's compliance relating to updating of company Intranet that encompasses the KMS.
Compliance & Risk Mgmt	PMT is designed to capture and measure employee's activities relating to Enterprise Risk Management/internal & external Audits.
Monitoring & Reporting System	Under the Internal Customer Value Creation category of PMT, how employees maintain monitoring and reporting responsibilities are captured and measured (HOD's – designated employees have the direct responsibilities of updating dashboards).
Benchmarking	Once Management conducts the benchmarking exercise, a re-evaluation process takes place to review the PMS and address any high-level gaps (to raise the performance measurement levels).
LMS	Based on the results of individual performance measurement, further training development needs are directly addressed in the LMS (i.e. Training Needs Analysis Report).





THANK YOU

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