

Strategic Plan 2027



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North Quay

Strategic
Plan 2027

CONNECTING
WESTERN AUSTRALIA
TO THE WORLD

Acknowledgement

The Victoria Quay Waterfront and North Quay precincts have strong Indigenous history. Fremantle Ports acknowledges the Whadjuk people as the Traditional Owners of the Walyalup (Fremantle) area and the importance of their heritage and cultural beliefs. Fremantle is a port city established in 1829 at the mouth of the Derbal Yerrigan (Swan River), approximately 20km south-west of Perth. With a residential population of more than 25,000, Fremantle attracts more than two million visitors annually who enjoy the city's relaxed cosmopolitan lifestyle, vibrant, culturally diverse atmosphere, and its attractive heritage buildings. Fremantle plays a key role in the development of Perth's rapidly expanding southwest urban corridor and has a diverse economy that covers all sectors of the market, including tourism, hospitality, arts, creative industries, retail, commerce, education, port and other maritime operations.

Introduction

Fremantle Ports is a Government Trading Enterprise that has the Western Australian Government as its sole shareholder. It is responsible for the operation of Western Australia's largest general cargo port, comprising the Inner Harbour (North Quay and Victoria Quay) adjacent to the City of Fremantle, and Kwinana Port in Cockburn Sound.

North Quay handles more than 99 per cent of Western Australia's container trade and is the fourth largest – and one of the most efficient – container ports in Australia. North Quay also facilitates vehicle imports and non-containerised cargo such as machinery, steel, heavy equipment, livestock and scrap metal.

North Quay is the heart of a trade hub that handles almost all non-bulk commodities - an ecosystem of industries centred around two container terminals.

The long-term future of North Quay will be determined through strategic government initiatives that include:

- Westport, the future container terminal be located in Kwinana Port

- Future of Fremantle, which provides visioning and planning for the future urban redevelopment of North Quay as part of Fremantle's Inner Harbour, post-Westport and Department of Transport initiatives that look to accommodate growing supply chain infrastructure requirements
- Plans for non-container trade relocation in support of the Future of Fremantle initiative.

Fremantle Ports must ensure that all possible trade continues to be facilitated and that its services and infrastructure provide reliability and certainty to our customers and partners. This imperative draws focus on how to utilise existing infrastructure, land and operations and that investments are made to ensure safe, sustainable operations in the short-medium term.

Our focus therefore must consider how we optimise:

- Landside operations associated with trade being dispatched from common user berths
- Berth quayline availability and use of ageing infrastructure to ensure capacity and ability to cater for trade requirements.

To ensure continuity of trade and subsequent economic growth in the State, Fremantle Ports is exploring a program of marine and landside investments and initiatives to ensure optimisation of infrastructure and operations.



Our Vision

Optimisation

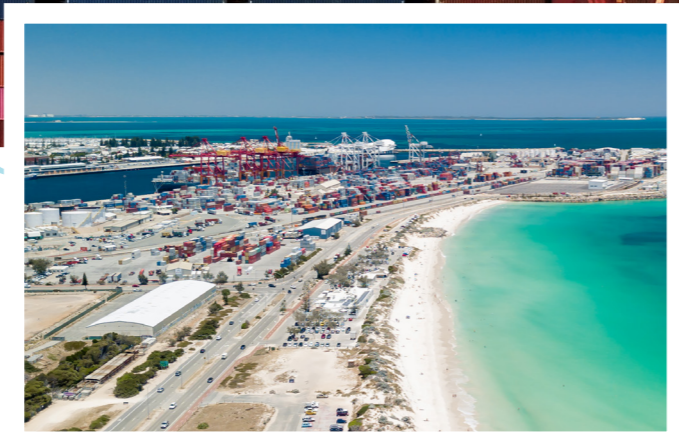
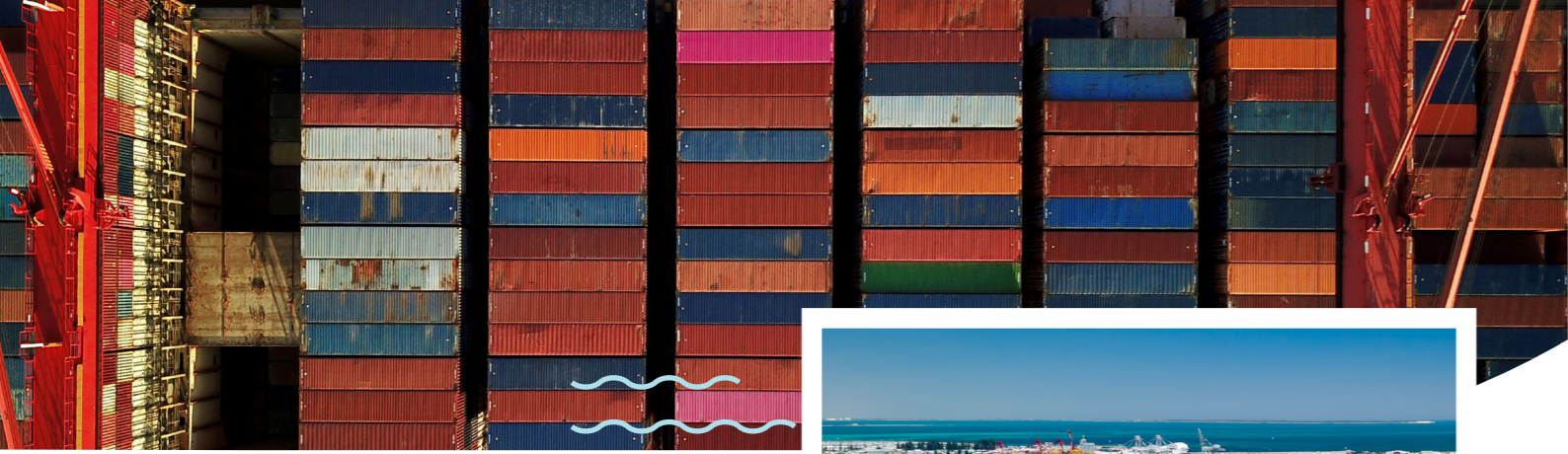
A modernised port pursuing continuous improvement and excellence

North Quay must continue to facilitate growing trade for the coming decades, as container trade relocates to Kwinana and Roll-on-Roll-off trade transitions. Fremantle Ports must turn its focus to reconfiguration and investment to optimise port operations in order to foster trade growth and future development towards a modern trade hub that is sustainable, commercial and retains its high level of community support.



"2025 sees us embark on the most ambitious investment cycle Fremantle Ports has ever been through, creating infrastructure, jobs and prosperity for our community."
CEO Jodie Ransom



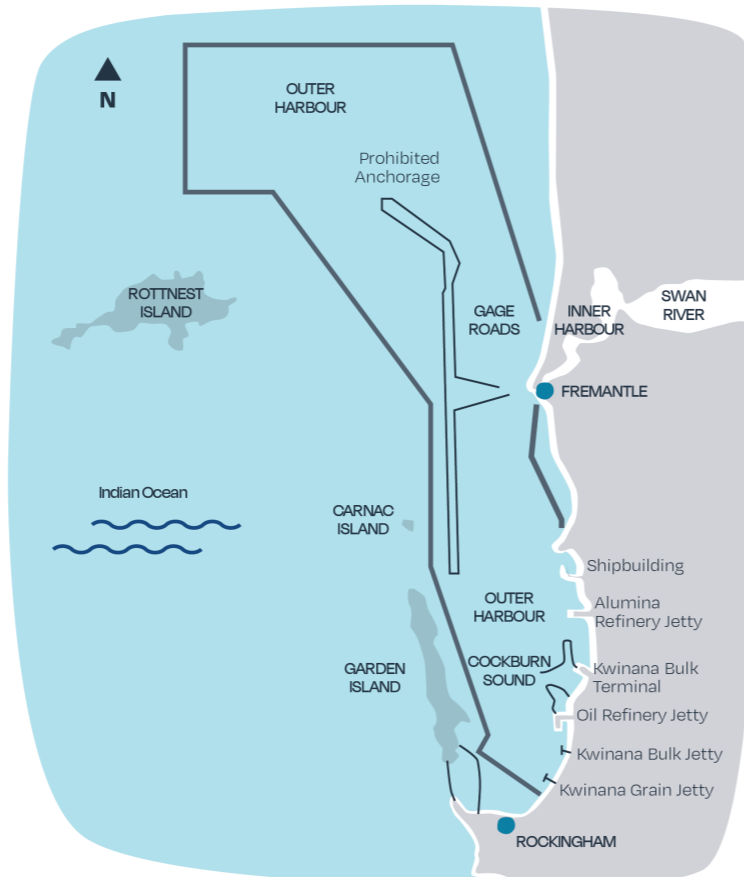
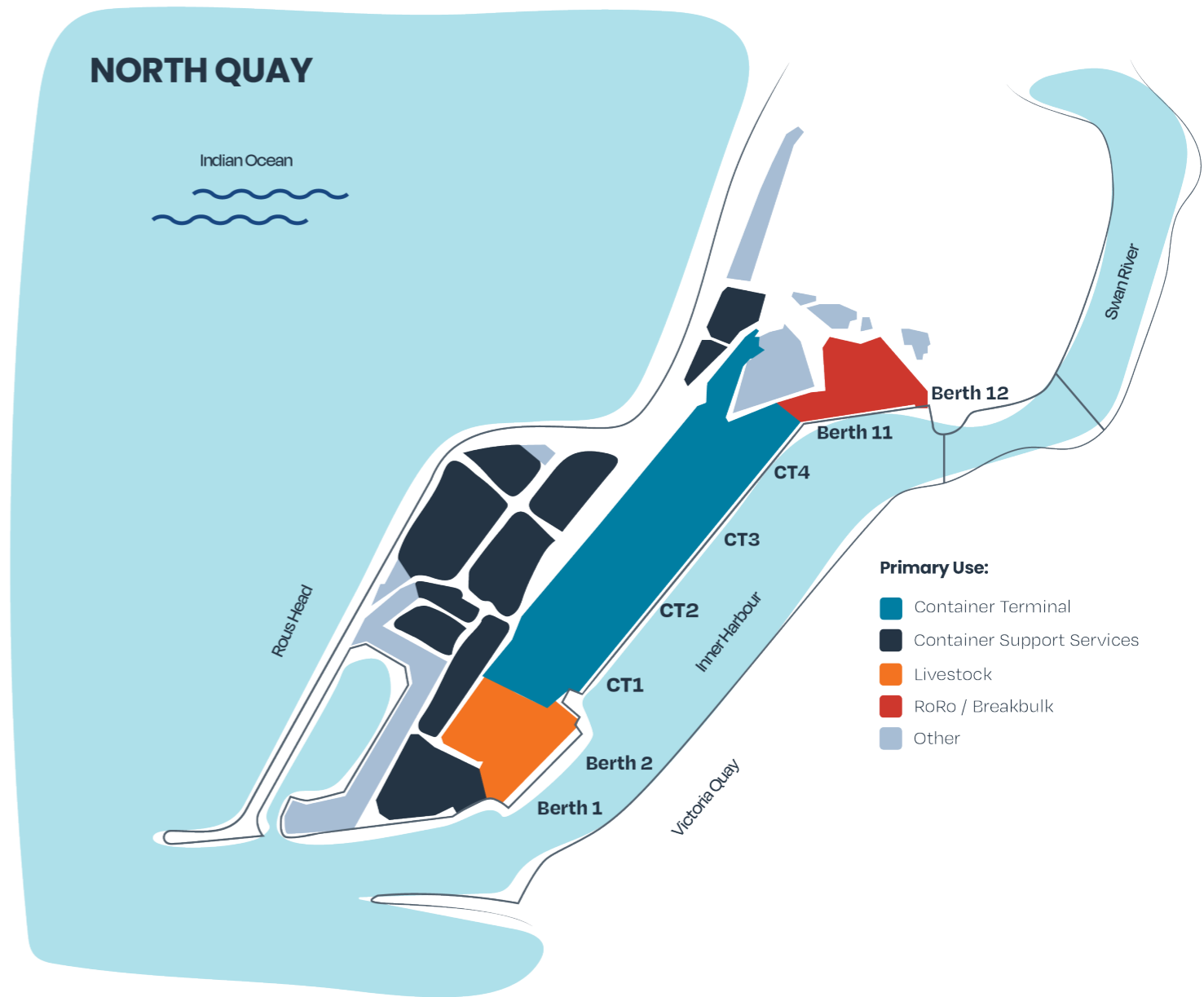


Our Focus

- **Improving** productivity for container and non-container trade operations
- **Optimised** use of, and investment in, our infrastructure and roads for non-containerised trade
- **Efficiently** utilising our land with optimal investments in both our partners' and our assets and operations
- **Addressing** consistently growing community expectations and external pressures to minimise the impact of port operations on urban areas

Declared Port Limits

The vessels that find safe harbour and trade at North Quay berths are only able to do so because of Fremantle Ports' significant investment in, and maintenance of, maritime navigational aids in and around port waters.



Our Pillars

- Safety:** Improved operational safety through berthing asset upgrades
- Sustainability:** Decarbonised operations vehicles, solar power generation and energy efficient lighting
- People & Culture:** Deploying modern, efficient operations and sustainable practices will help to ensure and retain the positive support of the community
- Customers & Partners:** Constant engagement with partners and stakeholders ensures business growth
- Assets:** Efficient and optimised use of assets while focusing on future operational excellence of asset development and delivery

Key Projects

Westport – will future-proof Western Australia’s container supply chain, proposing new port facilities in Kwinana Port, supported by road, rail and logistics upgrades. In collaboration with Fremantle Ports, Westport’s ultimate vision is a world class container port and trade network, built with nature in mind, that unlocks Western Australia’s future economic prosperity.

Future of Fremantle – Led by the Department of Planning, Lands and Heritage, the Future of Fremantle initiative establishes a long-term vision for the redevelopment of the Port of Fremantle as a future global waterfront city.

It earmarks an unparalleled potential to invest in open space, housing and infrastructure that has the capacity to attract tens of thousands of new residents and jobs over time.

Victoria Quay is recognised as a critical early enabler and first stage of this transformation, and aims to showcase culture, heritage and creativity to become a world class tourism and arts precinct and a globally recognised must-visit destination.

In support of this initiative, studies are being undertaken to assess options and identify potential medium to long-term relocation solutions for non-container trade.

Swan River Crossing – As a major stakeholder on this project, Fremantle Ports is working with the Fremantle Bridges Alliance to manage project interfaces, minimise operational disruption and maintain good relationships with partners and customers. In particular, Fremantle Ports will focus on the optimisation of internal and external operations and play a key role in supply chain co-ordination with customers and stakeholders.

Berth 1 and 2 optimisation – Asset improvement opportunities in alignment with government trade policies are being investigated as part of this project together with the longer-term Future of Fremantle initiative and vision.

Landside utilisation optimisation Landside utilisation and optimisation - Working with our customers and partners and in alignment with government policy and Westport delivery time frames, Fremantle Ports looks to work with our customers and partners to explore and implement initiatives that will optimise land and berth use to utilisation, that will enhance and effectively facilitate trade in the future.



Trade facilitated

Containers

The total container trade was 856,526 TEU in the 2023-24 financial year, a 5.8% increase compared to 2022-23.

Scrap Metal

Fremantle Ports exported 641,779 tonnes of scrap metal in the 2023-24 financial year.

Livestock

Fremantle Ports exported 601,992 head of livestock in the 2023-24 financial year, a 13% reduction on 2022-23.

RoRo

Fremantle Ports imported 128,239 new vehicles in the 2023-24 financial year, marking a 12.5% increase compared to 2022-23.