



# CORPORATE PLAN

2021-2024

## TABLE OF CONTENTS

	Pages
<b>FOREWORD</b>	<b>3</b>
<b>2. EXECUTIVE SUMMARY</b>	<b>4-6</b>
<b>2. ENTITY PROFILE</b>	7- 9
<b>3. MANDATE</b>	<b>10</b>
<b>4. STRATEGIC ISSUES</b>	<b>11 - 20</b>
4.1 Assessment of Results	
4.2 Analysis of Business Environment	
4.3 Key Risks/Issues to the achievement of objectives	
<b>5. OBJECTIVES, STRATEGIES &amp; PERFORMANCE MEASURE</b>	<b>21-35</b>
5.1 General	
5.2 Vision, Mission, Values and Principles	
5.3 Strategies	
5.4 Performance Measure (KPI)	
<b>6. FINANCIAL STATEMENTS</b>	<b>36 -57</b>
<b>7. SPECIFIC PROJECTS</b>	<b>58</b>
<b>8. SUPPORT FOR GOVERNMENT POLICIES</b>	<b>58 -59</b>

**FOREWORD**

It gives me great pleasure to present the Corporate Plan for Samoa Land Corporation for the period 2021 – 2024.

The Corporate Plans for the last 5 years focused on preparing the Corporation for achieving its then Vision of “Becoming one of the Major Contributors to the Government’s Developments”.

We feel that the Corporation has invested a lot in diversifying its revenue base through construction of markets for daily cash-flow, as well as developing some of its land assets like Malifa, for further returns. The Corporation will continue to identify some of its prime properties with potential for further divestment so that the Corporation’s income will sustain at the completion of remaining land sales.

This Corporate Plan will be reviewed after two years, and will become a rolling planning tool to guide the work of the Corporation.

I wish the General Manager, Management and Staff of SLC all the best and success in implementing this Corporate Plan.

I am mindful of our core function of land management being a complex issue, but I am confident of a combined ability of the Board and Management in overcoming challenges.

Ma le fa’aaloalo lava

Lavea Tupuola Lemalu Sione Malifa

**CHAIRMAN, SLC BOARD**

## 1. EXECUTIVE SUMMARY

It is our desire that while SLC contributes to government's developments through dividends paid, the Corporation will also create social and economic opportunities for our people to generate income and improve their living standards. This is in support of the national theme of **“Accelerating Sustainable Development and Broadening Opportunities for All”** with the vision of **“An Improved Quality of Life for All”** as per Strategy for Development of Samoa 2016/2017 2019/2020.

### Strategic Issues

- ✚ Difficulty in determining real value of land assets as a large portion of Court Grants constitutes small pockets within traditional land holdings. There is limited information as to the exact location of most of these Court Grants, which require support and co-operation from villages. Survey of some of these lands continued to be hindered by those living on the lands.
- ✚ Some of the lands transferred to SLC as authorized by the WSTEC Reconstruction Act 1990 are yet to be registered by MNRE.
- ✚ On-going conflict with traditional land owners over some of the land assets located immediately behind customary land of these traditional villages. Land Exchange between SLC and the Ministry of Natural Resources and Environment for land in town is yet to be registered due to current encumbrance.
- ✚ Due to the delay in the development of the Salelologa township, occupancy for the Salelologa market remains low. Insecurities of SLC assets due to village disputes

### Strategies expected to achieved within the Plan Period

- ✚ SLC continues to strengthen recovery action plans to improve our financial performance & to be more robust in the collection of arrears.
- ✚ To develop and utilize Corporation's assets to contribute towards the social and economic development of Samoa.
- ✚ The strategic focus for the Corporation is to maximize returns on investments so it would be able to contribute more to supporting Government's developments.
- ✚ That the Corporation will continue its contribution to improve quality of life for all through lands made available for national food security, social harmony and economic developments through use of its assets

- ✚ Continue to lease lands for residential, agricultural and commercial activities.
- ✚ Government lands to lease only and no more selling.
- ✚ Commit in reducing arrears on lands and markets.
- ✚ Increasing investment activities/generating new revenue earning activities every year of the plan;
- ✚ Continuous strengthening of systems and procedures to ensure efficiency
- ✚ Developing capacity for staff in key skills required;
- ✚ Developing appropriate strategies for dealing with traditional landowners with claims on SLC lands;
- ✚ The Corporation to consider options for dealing with un-located court grants;
- ✚ Strengthening debt collection strategies on rental arrears;
- ✚ Formalization of more informal leases.

### **Major development activities SLC has committed for this Plan period**

- ✚ SLC will finance the construction of the Sogi Flea market.
- ✚ Building of the Temporary Shelter at Fugalei to relocate the Savalalo Flea Market.
- ✚ SLC will invest in two rental houses build at the prime location of Ululoloa.
- ✚ Development of the Salelologa Township in progress.

### **Financial Objectives:**

- ✚ Achieving of at least 80% of projected revenue for every year of the plan period;
- ✚ Achieving at least a 10% reduction of total arrears for every year of plan period;
- ✚ Sustaining operating expenses at manageable levels;
- ✚ Timely repayments of commercial loans of the Corporation;
- ✚ Timely submission of financial reports – quarterly and annual

### **Social Objectives:**

- ✚ That SLC will continue to assist with Samoa's food security by making available land for subsistence farming at reasonable rates;
- ✚ That SLC will continue to support Government's commitment to the development of social services through making land available for education related purposes, sports and recreation, as well as church activities;
- ✚ Employment creation through land leased for business development;
- ✚ Residential land leases for people to settle closer to town;

- ✚ Provision of land for utility services development such as land for electricity, water treatment plants and telecommunication.

For the reported plan period, revenue is estimated to gradually increase towards 2024 with majority of collection coming from land settlements. The Board and Management will be keeping a close eye on monitoring spending and maintaining costs at reasonable levels.

The Corporation continues to review all its fees and charges as well as repayment schedules for land sales and leases to determine the appropriate rates and charges that will facilitate achievement of the required ROE.

While it is appreciated that rates applied for 'common good' purposes such as schools, churches and sports are way below commercial rates, the Corporation is exploring ways of valuing the contribution made by these lands to advancing national development, promoting of peace and social cohesion, as well as ensuring food securities through huge junks of lands leased to Ali'i & Faipule of many traditional villages.

## 2. ENTITY PROFILE

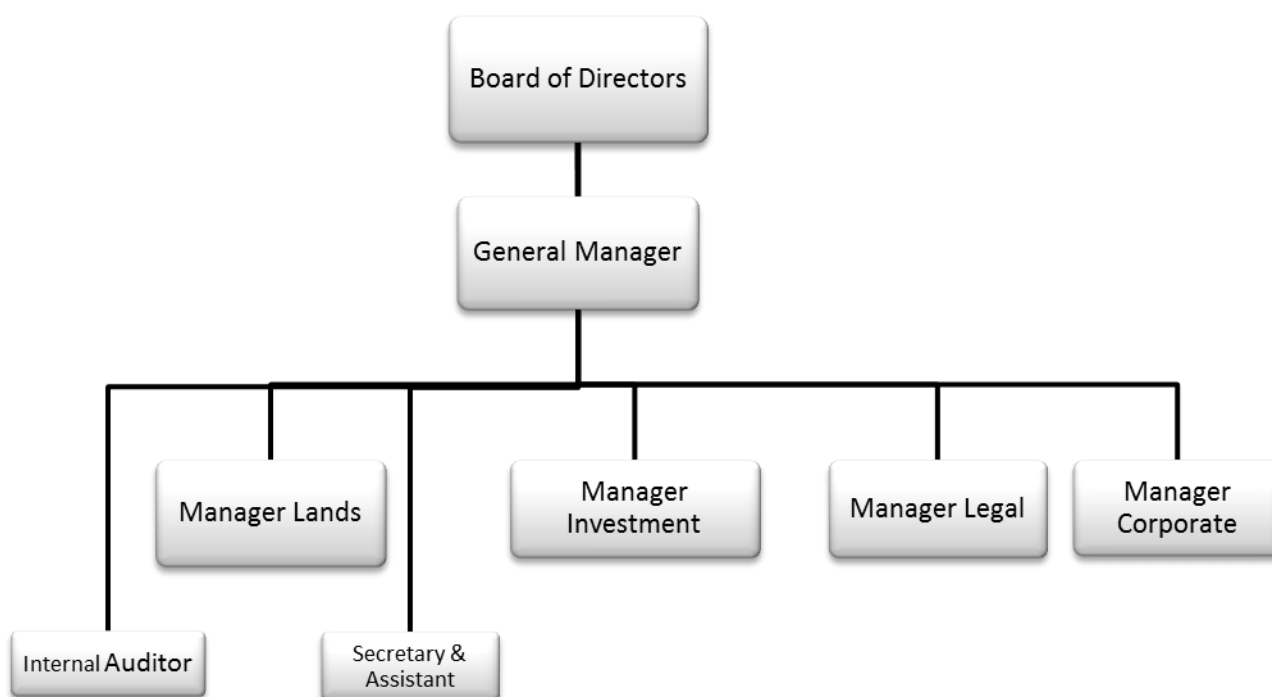
“Samoa Land Corporation (“SLC”) has existed for thirty years twenty nine (30) years since its inception in 1990, to take over the management and divestment of part of government lands acquired as a consequence of WESTEC reorganization. Its legal mandate is provided, under the Companies Act 2001, Public Finance Management Act 2001, and Public Bodies (Performance and Accountability) Act 2001, Cabinet Directives, Board resolutions and relevant regulations.

Of the 24,000 acres of land inherited by SLC, approximately 362 acres was surrendered for road infrastructure, and easements for access to its subdivided landholdings. The remainder divested accordingly either by way of land sale or for Agricultural, Residential, Commercial, Community and Alii and Faipule leases. “

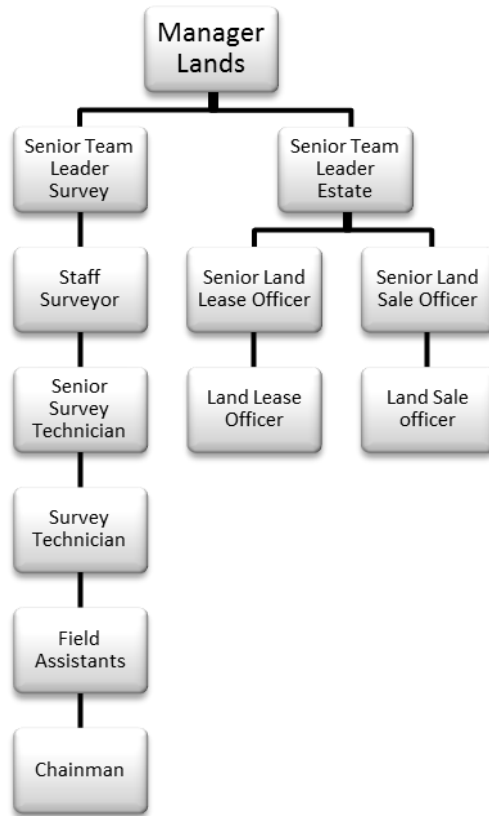
Over the years, investment activities including but not limited to markets and golf course amenities were added to diversify income earning avenues for the Corporation. Value added developments, have been evident from these investments and have bolstered, social stability, cultural, religious and economic benefits.

### Organisational Structure

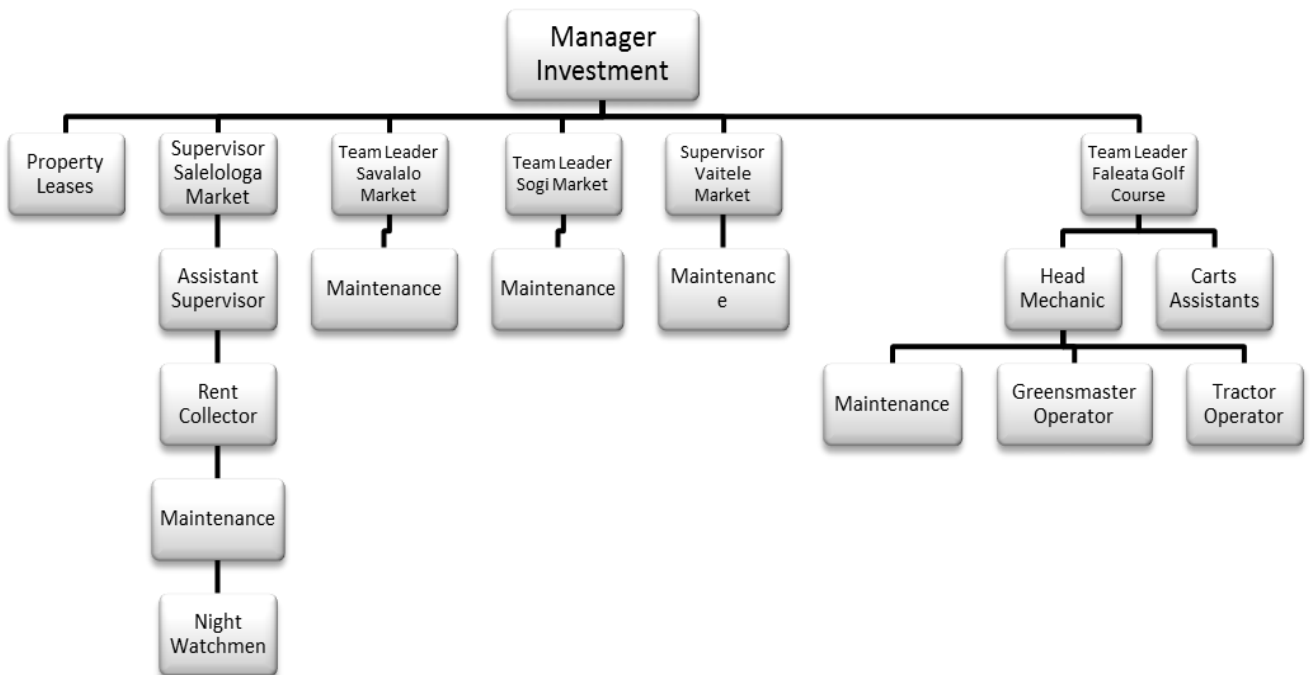
### Governance & Executive



### Lands Department



### Investment Department

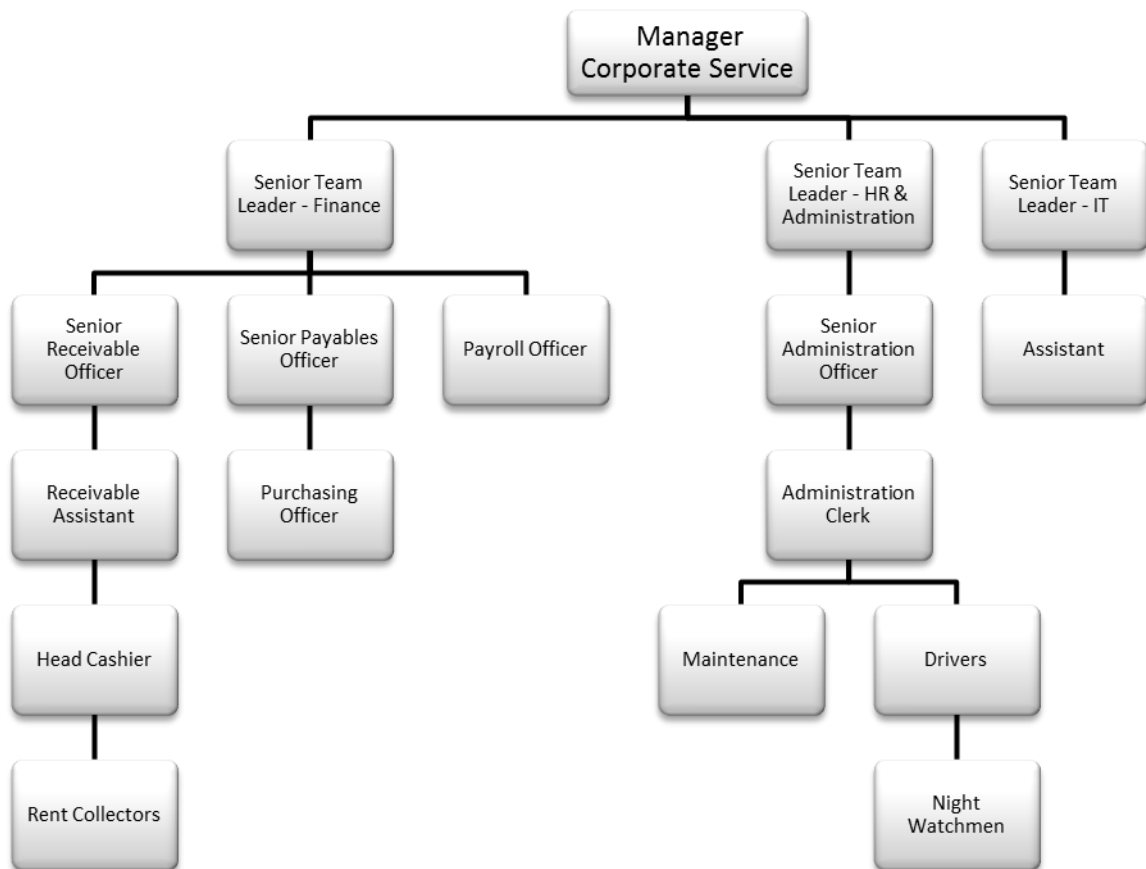




### Legal & Recoveries



### Corporate Services



### 3. MANDATE

- ✚ Companies Act 2001 & Regulations;
- ✚ Public Bodies (Performance and Accountability) Act 2001 and
- ✚ Public Bodies (Performance and Accountability) Regulations 2002;
- ✚ Labour Employment and Relations Act 2013;
- ✚ Public Finance Management Act 2001 & Regulations;
- ✚ Audit Act 2013
- ✚ Government Dividend Policy 2018
- ✚ Strategies for the Development of Samoa; 2017- 2020
- ✚ Cabinet Directives;
- ✚ Board Policies and Directives
- ✚ SLC Consolidated Book of Management Manuals 2019

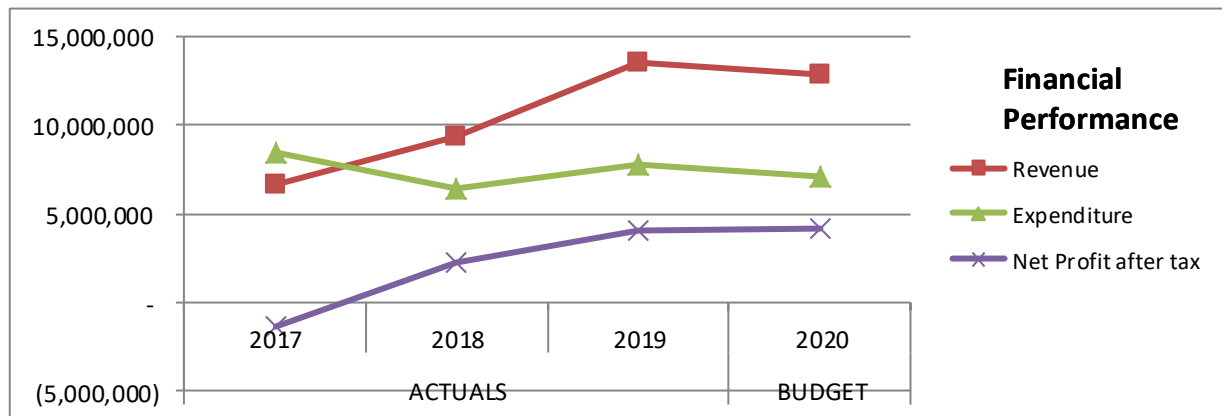
## 4. STRATEGIC ISSUES

### 4.1 Assessment of Results

#### Key Performance Indicators (KPIs) for Corporate Plan 2017 – 2020

KPIs	Actuals			Budget
	2017	2018	2019	2020
<b>Financials</b>				
	\$	\$	\$	\$
<b>Revenue</b>	6,658,325	9,373,519	13,528,672	12,827,814
<b>Expenditure</b>	8,506,399	6,388,401	7,784,332	7,109,370
<b>NPBT</b>	(1,848,074)	2,985,118	5,744,340	5,718,444
<b>NPAT</b>	(1,411,914)	2,179,136	4,057,208	4,174,464
<b>NPAT as % Revenue</b>	(21%)	23%	30%	33%
<b>Return on Equity (ROE)</b>	(4.8%)	8%	14%	12%
<b>Return on Assets</b>	(1%)	1%	3.6%	3.7%
<b>Current Ratio</b>	3.9:1	3.7:1	8:1	6:1
<b>Cash Flow Balance</b>	1,884,308	5,707,875	8,346,940	9,720,000
<b>Non-Financial</b>				
<b>Land Debtors in days of revenue</b>	266	222	169	165
<b>No of days</b>	365	365	365	365
<b>Average Monthly</b>	7-9 months	6-8 months	5-6 months	5-6 months
<b>Dividend Paid</b>	Nil	\$3,000,000	\$1,600,000	\$1,461,062

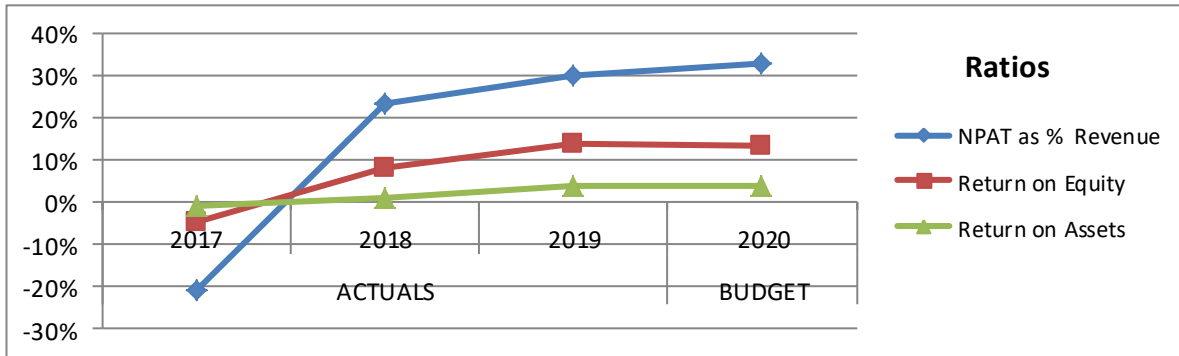
#### Financial Indicators



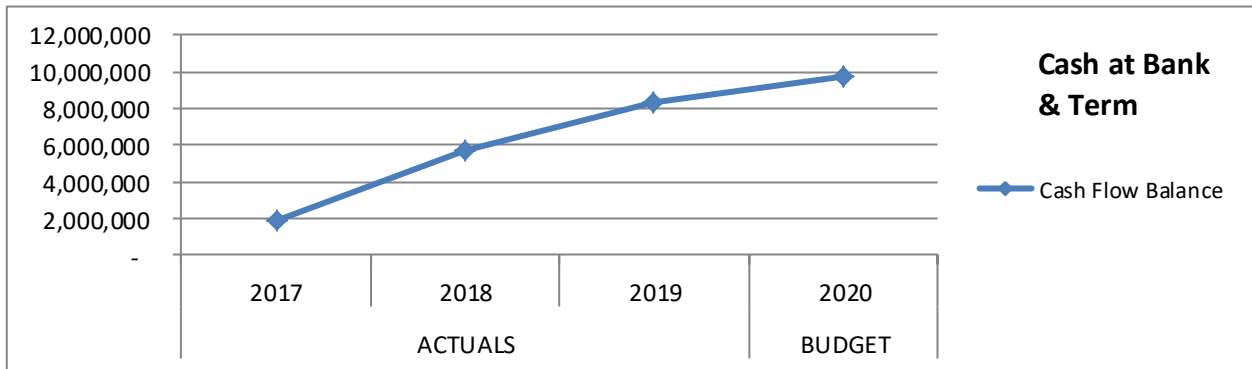
SLC actual revenue during the plan period recorded an increased by 29% from 2017 to 2018 and 31% from 2018 to 2019 respectively. Revised revenue forecast for financial year 2020 is expected to decrease by 5% due to the Covid-19 Pandemic stimulus package that has been proposed by Government for the last 4 months of the FY 2020.

SLC has maintained and strengthen control of its expenditures at a manageable level compare to its cash flow balances available during the Plan period.

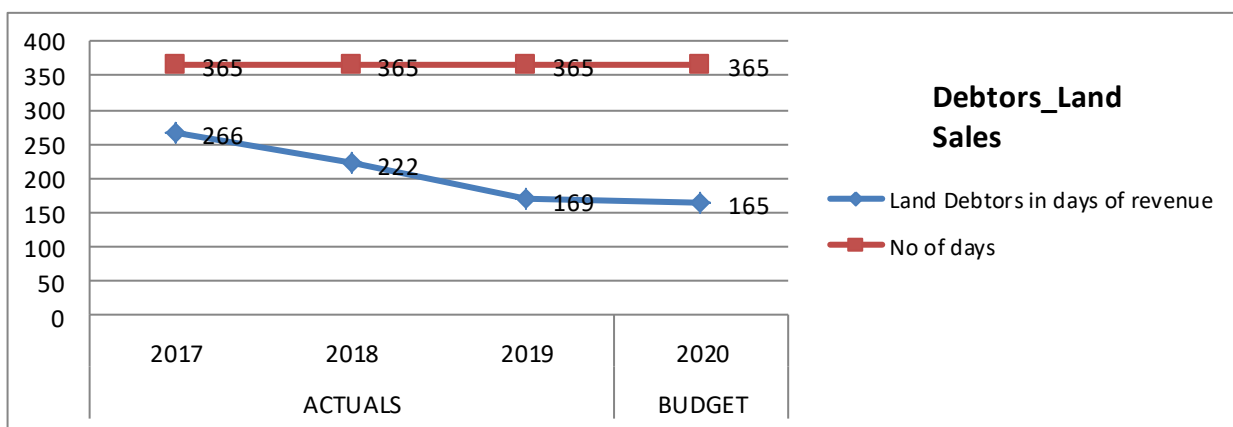
NPAT has increased tremendously during each financial year of the Plan Period as a result of the improvement in collection of revenue and controlling of its spending as noted in the above trend.



SLC ratios has also improved compare to 2017 with return on equity ratio surpassed the 7% benchmark for SOE’s as shown in the movement from -2% in 2017 to 14% in 2019 and is expected to remain at the range between 12% to 14% at the end of Financial Year 2020. Return on Asset has also improved as noted in the above trend from 2017 to 2019.



Cash flow balance has also increased in every year of the Plan Period from 2017 to 2019 as shown above and it is projected to reach \$10 million at the end of 2020. This is the total cash at bank for all SLC accounts including its term deposits.



Land sale debtors has improved from year to year as a result of aggressive approach on collection of land sale and enforcement of current land policies & agreement as shown in the trend above from 266days in 2017 to 169days in 2019.

## 4.2 Analysis of Business Environment

### 4.2.1 External Business Environment

- Economic risks: Level of competition, markets, legal framework, etc.
- Climate Change and Demographic Risks.

Opportunities	Ways to exploit opportunities
<ul style="list-style-type: none"> <li>➤ More land acreage for divestment</li> <li>➤ Being resourceful and resilient in recognizing possible investment opportunities to aid with any divestment plans</li> <li>➤ Implementation of current internal control policies</li> <li>➤ Updated Land Assets Register</li> <li>➤ Strengthen business relationship for improved development opportunities</li> </ul>	<ul style="list-style-type: none"> <li>➤ More training for junior survey staff to carry out land searches</li> <li>➤ Explore opportunities to purchase freehold lands</li> <li>➤ Explore opportunities with Land Board for transfer of other lands for divestment by SLC.</li> <li>➤ Allocation of lands for renewable energy solar projects</li> <li>➤ residential plots of land considered to be desirable, lease rates should be determined by open tender</li> <li>➤ Restructure of land use</li> <li>➤ Annual review of internal policies</li> <li>➤ Review current land policies, rates and monitor review periods</li> <li>➤ Strengthen internal control measures</li> <li>➤ Establish a sophisticated database management system</li> <li>➤ Explore possibilities of digitalization of records</li> <li>➤ Accuracy of record keeping</li> <li>➤ Updated filing on a daily basis</li> <li>➤ Offer more spaces for the medium enterprises to operate businesses.</li> <li>➤ Improve marketing strategy(promotions to attract new tenants)</li> <li>➤ One stop approach (Centralize ministries with similar operational</li> </ul>

<ul style="list-style-type: none"> <li>➤ Capability to explore new options/avenues/ideas to greatly improve the generation of higher revenues</li> <li>➤ Ability to explore new options/avenues to generate more revenues</li> <li>➤ Capacity of potential lessee to manage the business</li> <li>➤ Optimising returns on Assets</li> <li>➤ Principles of Accountability &amp; Transparencies</li> <li>➤ Principles of Fairness in handling customer complaints</li> <li>➤ Ability to appropriately resolve all issues applying any available legal option as well</li> </ul>	<p>functions)</p> <ul style="list-style-type: none"> <li>➤ Tender out properties to earn revenue on a lease basis</li> <li>➤ Building of new Houses for rent</li> <li>➤ Improved coordination and commitment through networking system amongst management and staff to ensure achievement of targets</li> <li>➤ Negotiate with Land Boards to surrender lands to generate more revenue.</li> <li>➤ Strengthen follow up system</li> <li>➤ Use means of communication IT</li> <li>➤ Wider engagement with Investors</li> <li>➤ Addressing of Cabinet Decisions that is perceived to be contrary to the SLC land assets to be revalued at least every five years</li> <li>➤ Application of principles of fairness</li> <li>➤ Updated knowledge on mandates</li> <li>➤ Improvement working relationship with law enforcement</li> <li>➤ Customer Feedback System</li> <li>➤ Improved Grievance Management / Handling of Customers Complaints</li> <li>➤ Complaint Register</li> <li>➤ Mediation</li> <li>➤ Extension of SLC Investment</li> <li>➤ Financial Management</li> <li>➤</li> </ul>
<p><b>Threats</b></p>	<p><b>Ways to reduce threats</b></p>
<ul style="list-style-type: none"> <li>➤ Political Influence E.g.) Cabinet Directives to cease land sales</li> <li>➤ Changing legislations</li> </ul>	<ul style="list-style-type: none"> <li>➤ Where a Cabinet Decision is perceived to be contrary to the SLC policies. The Minister of Public Enterprises (MPE) and/or Minister of Finance (MOF) should be requested to issue a direction in respect of each Cabinet Decision complying with section 2.3 of the PBA 2001 (as</li> </ul>

<ul style="list-style-type: none"> <li>➤ Transferred lands/mortgages/caveat have not been discharged / removed</li>   <li>➤ Economic Recessions /Global Crisis</li>   <li>➤ Natural disasters and Pandemics , Epidemics, Fire, Communicable diseases</li>   <li>➤ Poor connections with internet service providers</li>   <li>➤ Market Competition and losing tenants</li>   <li>➤ Industrial Actions</li> </ul>	<p>amended).</p> <ul style="list-style-type: none"> <li>➤ Seek advice from the Attorney General’s Office as to the proper procedure by which Cabinet should seek to influence or control the actions of the Board of SLC.</li> <li>➤ Effective consultations and coordination approach ( policy &amp; planning)</li> <li>➤ Land Policy to be amended to give more flexibility in the setting of market prices</li> <li>➤ Implement contingency Plans</li> <li>➤ Implement an effective risk management plan, operational plans</li> <li>➤ SLC should seek advice from a private law firm and from the Attorney General’s Office as to the proper procedure</li> <li>➤ National Emergency Plan</li> <li>➤ Effective consultations and coordination approach ( policy &amp; planning)</li> <li>➤ Stimulus package</li> <li>➤ Insurance policies for protection of SLC assets from any liabilities</li> <li>➤ Compliance with Government Policies during State of Emergency period</li> <li>➤ Implement Post recovery measures</li> <li>➤ Consult with Internet Service Providers</li> <li>➤ Review terms and conditions for services</li> <li>➤ Supply cleaning &amp; hygienic products</li> <li>➤ Safety precautionary measures</li> <li>➤ Supply cleaning &amp; hygienic products</li> <li>➤ Safety precautionary measures</li> <li>➤ Supply Personal protective equipment(PPE)</li> <li>➤ Strategic Management by Improving marketing strategies</li> <li>➤ Offer market space for health clinics and pharmaceutical services</li> <li>➤ Proper planning and forecasting</li>   <li>➤ Land lease contracts should include</li> </ul>
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	<p>more clauses that deal with environmental management of land assets, particularly responsibility for pollution (e.g., oil spills into soil) and sustainable agricultural practices.</p> <ul style="list-style-type: none"> <li>➤ Enforcement of Samoa's Land use Planning law</li> </ul>
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#### 4.2.2 Internal Business Environment

- Funds, Human Resource, Real estate, Information technology and etc
- Any expected new or major changes in policies by Board or Government.

<b>Strength</b>	<b>Ways to enhance strengths</b>
<ul style="list-style-type: none"> <li>➤ Massive land acreage owned and managed by SLC</li> <li>➤ Aptitude to seek and employ any opportunities to better utilise our assets</li> <li>➤ Ability and Capacity to form any Partnership with any Local or Foreign Investor</li> <li>➤ Being optimistic in the lucrative investment future of the FGC</li> <li>➤ Compliance with Statutory Requirements &amp; Mandatory Obligations</li> </ul>	<ul style="list-style-type: none"> <li>➤ Land leasing practices should be modified to use capacity to pay as a primary assessment criterion before offering a lease to an applicant</li> <li>➤ Explore opportunities from Interested foreign Investors to lease land</li> <li>➤ Explore potential Public Private Partnership (PPPs) with Foreign Investors &amp; Local businesses</li> <li>➤ Marketing of the Faleata Golf Course as a golfing destination to international tourists</li> <li>➤ Improve planning and Reporting Capabilities</li> <li>➤ Timely submission of Annual Report &amp; Audited Accounts</li> <li>➤ Timely submission of Quarterly Reports</li> <li>➤ Ongoing filing of Vagst, PAYE &amp; Income Tax</li> <li>➤ Timely review of policies &amp; procedures eg Bi annual review of terms &amp; conditions</li> <li>➤ Staff Awareness on Policies and effective implementation</li> <li>➤ Comprehensive review of SLC Operations annually</li> <li>➤ Recruit Qualified and high calibre of workforce</li> <li>➤ Job Analysis Process for clear expectations of staff roles</li> </ul>



<ul style="list-style-type: none"> <li>➤ Consolidated Book of Management Manuals in Place. Land Policy, Finance Policy etc</li> <li>➤ Professionalism and Competency</li> <li>➤ Sufficient Liquidity Asset to cover for current Liabilities</li> </ul>	<ul style="list-style-type: none"> <li>➤ Improve coordination and leadership skills</li> <li>➤ Workforce Planning &amp; Succession Planning</li> <li>➤ Continuous professional development</li> <li>➤ Maintain spending at manageable level and according to Budget</li> </ul>
<p><b>Weaknesses</b></p>	<p><b>Ways to minimize weaknesses</b></p>
<ul style="list-style-type: none"> <li>➤ Pricing issues related to land Sale &amp; Land Leases</li> <li>➤ Land sales below market value</li> <li>➤ Land register not updated regularly</li> <li>➤ Un-surveyed lands</li> <li>➤ Managing Cabinet Involvement in SLC operations</li> <li>➤ Political interference overturns decision and advice</li> <li>➤ Recovering of arrears from Land Sale, Leases &amp; Market tenants</li> </ul>	<ul style="list-style-type: none"> <li>➤ Improved communication strategies in dealing with stakeholders internal &amp; external</li> <li>➤ Reviewed policies for land sales and made proper amendments to ensure any future land sales will be priced at the current market value. This is complimented by the CD 2013 to prohibit the selling of government lands</li> <li>➤ Improved staff capabilities &amp; capacities and follow-ups of regular updates</li> <li>➤ Improved staff capabilities &amp; capacities</li> <li>➤ Procurement of technical equipment to facilitate work implementation with survey team</li> <li>➤ Where a Cabinet Decision is perceived to be contrary to the SLC policies. The Minister of Public Enterprises (MPE) and/or Minister of Finance (MOF) should be requested to issue a direction in respect of each Cabinet Decision complying with section 2.3 of the PBA 2001 (as amended).</li> <li>➤ Find ways to minimise all political interference on all decisions and advices</li> </ul>

<ul style="list-style-type: none"> <li>➤ Accumulation of Arrears</li> <li>➤ Delayed formalization resulting from communication barriers</li> <li>➤ Unavailability of clients on execution date of agreements</li> <li>➤ Uncertainty with inherent jurisdiction for reporting given recent institutional restructure</li> <li>➤ Land disputes over ownership (customary &amp; freehold)</li> <li>➤ Limited information to locate lands in court grants</li> <li>➤ High costs for repair of wear &amp; tear machines at FGC</li> <li>➤ Occupational Health &amp; Safety</li> </ul>	<ul style="list-style-type: none"> <li>➤ Enforcement of robust debt recovery measures by using the legal and debt enforcement process</li> <li>➤ Issue notices to debtors in a timely manner and constant follow up</li> <li>➤ Improve follow up system and co-ordination</li> <li>➤ Robust debt recovery measures</li> <li>➤ Develop an electronic payments mobile phone application that facilitates direct payments from customers' bank accounts to SLC's bank account, including for small stall-holders in the markets, land lessees and those repaying lease-to-own financing facilities</li> <li>➤ Improved communication strategies in dealing with stakeholders internal &amp; external</li> <li>➤ Improved compliance with governing legislations</li> <li>➤ Improved working relationship with law enforcement</li> <li>➤ Strengthen business development opportunities eg strengthen agricultural development opportunities</li> <li>➤ Asset replacement policy in place</li> <li>➤ Regular maintenance plan</li> <li>➤ Provision of safety Equipment</li> <li>➤ Offer other recreational services to utilize existing investments</li> <li>➤ Unavoidable operational costs</li> </ul>
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### 4.3 Key Risks/Issues to the achievement of objectives

#### 4.3.1 Future Risks & Uncertainties

The Corporation's mandate is predominantly to promote social and economic development opportunities for the people of Samoa by the efficient and effective use of its assets mainly Land. SLC's main income is from land sales and leases as well as income from existing markets to fund its operations. The stability of our economy is a major determining factor on how well these sources of capital come in.

- ✚ Plans to merge STEC, SLC and Land Board under a new Ministry/Corporation as per FK (15)31 to administer total landholding currently registered under Government is still pending.
- ✚ SLC staff encountering issues from families, Alii & Faipule illegal occupants settling on government land leading to delay in executing of Corporation mandate.
- ✚ Ongoing Identification of Court Grants.
- ✚ Fraudulent activities sometimes perform by personnel handling land sale and lease and markets.
- ✚ Unforeseen Government plans & directives against set Corporation plans.
- ✚ Emphasis on the sustainable management of assets including land is core and realized by SLC as its main objectives.

However like any other, there are always issues and challenges that hinder on endeavours to sustainably manage land and other investment assets. These challenges have been identified in brief and forms part of this report.

#### 4.3.2 Strategic Issues

- ✚ Difficulty in determining real value of land assets as a large portion of Court Grants constitutes small pockets within traditional land holdings. There is limited information as to the exact location of most of these Court Grants, which require support and co-operation from villages. Survey of some of these lands continued to be hindered by those living on the lands.

- ✚ Some of the lands transferred to SLC as authorized by the WSTEC Reconstruction Act 1990 are yet to be registered by MNRE.
- ✚ On-going conflict with traditional land owners over some of the land assets located immediately behind customary land of these traditional villages. Land Exchange between SLC and the Ministry of Natural Resources and Environment for land in town is yet to be registered due to current encumbrance.
- ✚ Due to the delay in the development of the Salelologa township, occupancy for the Salelologa market remains low. Insecurities of SLC assets due to village disputes

## 5. OBJECTIVES, STRATEGIES AND PERFORMANCE MEASURES

### Vision:

The new Vision for the Corporation for the next plan period is;

**“Lands shall be managed efficiently and sustainably for the prosperity of Samoa”**

### Mission:

The Mission to realize this vision is;

**“To promote economic and social opportunities through the efficient and sustainable lease of government lands and other assets.**

### Values & Principles:

Endeavoring to provide **EFFICIENT SERVICES** to all our our valued customers;

We value the application of **IMPORTANT ASPECTS** of the Samoan customs and traditions in doing our work;

We value the application of **CHRISTIAN PRINCIPLES** in performing our duties;

We are committed to **FAIRNESS** and **RESPECT** in treating each other and our customers;

We value **HONESTY** and **SINCERITY** in doing our duties;

We are committed to **IMPARTIALITY** and **PROFESSIONALISM** in dealing with any issue;

We believe in **TEAMWORK**;

We also believe in **COMMITMENT** and **LOYALTY** to the CORPORATION;

For good governance, we value the importance of **ACCOUNTABILITY** and **TRANSPARENCY**.

## Strategies

### Goal of the Corporation:

- ✚ To develop and utilize Corporation's assets to contribute towards the social and economic development of Samoa.
- ✚ The strategic focus for the Corporation is to maximize returns on investments so it would be able to contribute more to supporting Government's developments.
- ✚ That the Corporation will continue its contribution to improve quality of life for all through lands made available for national food security, social harmony and economic developments through use of its assets.

### Financial Objectives:

- ✚ Achieving of at least 80% of projected revenue for every year of the plan period;
- ✚ Achieving at least a 10% reduction of total arrears for every year of plan period;
- ✚ Sustaining operating expenses at manageable levels;

- ✚ Timely repayments of commercial loans of the Corporation;
- ✚ Timely submission of financial reports – quarterly and annual

### **Social Objectives:**

- ✚ That SLC will continue to assist with Samoa’s food security by making available land for subsistence farming at reasonable rates;
- ✚ That SLC will continue to support Government’s commitment to the development of social services through making land available for education related purposes, sports and recreation, as well as church activities;
- ✚ Employment creation through land leased for business development;
- ✚ Residential land leases for people to settle closer to town;
- ✚ Provision of land for utility services development such as land for electricity, water treatment plants and telecommunication.

### **Strategies Developed:**

- ✚ Increasing investment activities/generating new revenue earning activities every year of the plan;
- ✚ Continuous strengthening of systems and procedures to ensure efficiency;
- ✚ Developing capacity for staff in key skills required;
- ✚ Developing appropriate strategies for dealing with traditional landowners with claims on SLC lands;
- ✚ The Corporation to consider options for dealing with un-located court grants;

- ✚ Strengthening debt collection strategies on rental arrears;
- ✚ Formalization of more informal leases.

### Performance Measure (KPI)

#### *Objective 1- Governance Department*

*“To strengthen Policy and Regulatory framework for the Management and Implementation of the core function of SLC”*

	STRATEGIES	ACTIVITIES	2021- 2024 <b>(Performance</b>
1.1	<b>Keeping abreast with any changes in Laws governing the work of the Corporation.</b>	<ul style="list-style-type: none"> <li>✚ Monthly Board meetings &amp; subcommittees (Audit, Finance, Investment)</li> <li>✚ Regular monitoring of implementation of statutory obligations to ensure compliance</li> <li>✚ Conduct internal consultations to facilitate review processes</li> <li>✚ Conduct Internal Audits &amp; Spot check</li> <li>✚ Develop Risk Assessment Plans</li> </ul>	<ul style="list-style-type: none"> <li>✚ Consistent compliance by the Corporation with its legislative obligations.</li> <li>✚ Provide legal advise to Board and management on the discharge of statutory duties, interpretation of legislation and legal obligations as and when required</li> <li>✚ Annual Review and Update Current Policy Framework (Land Policy, Investment Policy, Finance Policy &amp; Manual of Instructions) in accordance with current law and practice.</li> <li>✚ Improved Administration and monitoring of contracts for developments</li> <li>✚ Improved ROE and Comply with Government Dividend</li> </ul>

1.2	<b>Strengthen internal policies for discharging responsibilities of the Corporation.</b>	<ul style="list-style-type: none"> <li>✚ To continue with effective implementation of monitoring and evaluation mechanism ( M &amp; E) are in place</li>   <li>✚ To conduct internal consultative processes to ensure compliance with mandatory requirements</li> </ul>	<ul style="list-style-type: none"> <li>✚ Ensure the Corporation Conforms with the principles of transparency and accountability as per procurement laws and procedures of government.</li>   <li>✚ Maintain the integrity of procurement processes by strengthening internal controls.</li> <li>✚ Standardize contract documents per government guidelines.</li> </ul>
1.3	<b>Provision of advice to Minister and Cabinet on the operations of the Corporation.</b>	<ul style="list-style-type: none"> <li>✚ Prepare policy paper when required</li> <li>✚ Prepare progress reports in a timely manner</li> </ul>	<ul style="list-style-type: none"> <li>✚ Weekly de-briefing of Minister</li> <li>✚ General Manager to respond as/when called upon by Cabinet for clarification of any issue(s) pertaining to SLC</li> </ul>
1.4	<b>Internal Auditor to prepare and submit internal audit and spot check reports on irregularities and audit examinations to the General Manager and Finance and Audit Committee</b>	<ul style="list-style-type: none"> <li>✚ Conduct spot checks</li>   <li>✚ Follow up management issues from external auditors</li> <li>✚ Conduct Investigations instructed by General Manager</li> </ul>	<ul style="list-style-type: none"> <li>✚ Ensure to complete 6 internal audits in every financial year as laid out in the Annual Internal Audit Plan (Work Plan) also prepared each year</li>   <li>✚ Continue monitoring the efficiency and effectiveness of controls in different areas of the corporation such as Receipts, Payments and Fixed Assets to name a few</li> </ul>



**Objective 2- Lands Department**

**“To ensure best use of land assets of SLC to promote socio-economic development for Samoa”.**

	<b>STRATEGIES</b>	<b>ACTIVITIES</b>	<b>2021- 2024</b> <b>(Performance Measure)</b>
2.1	<b>SLC Lands identified and divested.</b>	<ul style="list-style-type: none"> <li>✚ Annual Reconciliation of the Land Register to confirm lands that needs to be identified and divested</li> <li>✚ Survey Team Work Plans to include inspection and progress report on status of Court Grants</li> <li>✚ Individual subdivision approved by the SLC Land Board</li> </ul>	<ul style="list-style-type: none"> <li>✚ By June 2024 , at least 30% of unidentified land located and surveyed include individual surveys from SLC Land Board</li> </ul> <p><b>✚ Land identifications and divestment indicators</b></p> <p>1<sup>st</sup> Year by June 2022 achieved by 10 % un-surveyed lands in FKs surveyed</p> <p>2<sup>nd</sup> Year by June 2023 achieved by 10 % subdivision surveys in FKs registered</p>
2.2	<b>Continued formalization of Land Sale and Land Lease Agreements</b>	<ul style="list-style-type: none"> <li>✚ Stringent follow up of payments to confirm formalization of Agreements</li> <li>✚ Portfolio File Reviews to confirm formalisation</li> <li>✚ Work closely with Legal Division to cross check Registration</li> </ul>	<ul style="list-style-type: none"> <li>✚ By 2024 at least 50% of current Ali'i and Faipule subdivisions are completed and registered.</li> </ul> <p><b>Land Formalization indicators</b></p> <p>1<sup>st</sup> Year by June 2022 achieved by 10 %</p> <p>2<sup>nd</sup> Year by June 2023 achieved</p>

2.3	<b>Continued formalization of Alii and Faipule leases</b>	<ul style="list-style-type: none"> <li>✚ Create Partnership with Alii and Faipule Land Committee</li> <li>✚ Portfolio Review to confirm formalisation</li> <li>✚ Consultation to enforce formalisation of leases</li> </ul>	<p>By 2024, at least 15 % of lands that have already been subdivided and registered</p> <p><b>Land Formalization indicators</b></p> <p>1<sup>st</sup> Year by June 2022 achieved by 5 % )</p> <p>2<sup>nd</sup> Year by June 2023 achieved</p>
2.4	<b>Increased revenue from Land Leases.</b>	<ul style="list-style-type: none"> <li>✚ Annual Review of land lease accounts to increase rates <ul style="list-style-type: none"> <li>✚ Carry out land valuation to increase rates for all reviews.</li> <li>✚ Market Value based rates to impose</li> <li>✚ Inspections and compliance reports to be enforced</li> <li>✚ Reconcile Land Register to confirm available lands to subdivide</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>✚ By 2024 at least 80 % of newly survey land immediately leased out.</li> <li>✚ Reduction in the number of days to collect debtors from Land Lease (90days)</li> <li>✚ Appropriate re-subdivision of land to more affordable sizes for agricultural, commercial, residential and community purposes.</li> </ul>
2.5	<b>Maximised revenue from land sales</b>	<ul style="list-style-type: none"> <li>✚ Engage in competitive bidding for lands offered for sale</li> <li>✚ Review Agreements to cease long term interest free periods</li> <li>✚ Portfolio review and progress reports on arrears collection</li> <li>✚ Valuation reports for assessment of market values</li> <li>✚ Land Policy to incorporate reduction of interest free period</li> </ul>	<ul style="list-style-type: none"> <li>✚ Reduction of interest free period from 10 years to 12 months</li> <li>✚ Market value based sales</li> <li>✚ Restructure of terms and conditions of current land use</li> <li>✚ Review of land rates</li> <li>✚ Robust collection and monitoring of arrears</li> <li>✚ Explore opportunities to purchase land</li> </ul>

2.6	<b>Sustainable use of lands for capital projects</b>	<ul style="list-style-type: none"> <li>✚ Create partnerships with other government Ministries for utilisation of leased lands for capital projects</li>   <li>✚ Public Private partnerships to create with investors</li> </ul>	<ul style="list-style-type: none"> <li>✚ Explore potential Public Private Partnership (PPPs) with Foreign Investors &amp; Local businesses</li> <li>✚ Allocation of lands for renewable energy projects (solar)</li> <li>✚ Wider engagement with Investors</li> </ul>
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**Objective 3- Investment Department**

*“To ensure maximum returns from all investment activities of SLC”.*

	STRATEGIES	ACTIVITIES	2021 2024
3.1	<b>Effective and efficient management of markets</b>	<ul style="list-style-type: none"> <li>✚ Vetting of the existing waiting list to prioritise applicants with financial capacity to pay rent.</li>   <li>✚ Collection of rents from tenants on a daily basis.</li>   <li>✚ Issuing of monthly statements to update tenants on their balances at the end of each month.</li>   <li>✚ Monthly awareness programs on using and maintenance of Market Facilities.</li> </ul>	<ul style="list-style-type: none"> <li>✚ Maintaining occupancy rates of all three markets on a monthly basis as follow: <ul style="list-style-type: none"> <li>At least 80 % for Salelologa market</li> <li>At least 80% for Vaitele market</li> <li>At least 60% for Sogi Fleamarket</li> </ul> </li>   <li>✚ Collection of target revenues for all three markets at the end of each financial period <ul style="list-style-type: none"> <li>Vaitele – at least 80 %</li> <li>Sogi - at least 60 %</li> <li>Salelologa- at least 70%</li> </ul> </li>   <li>✚ Monthly awareness programs on using and maintenance of public facilities at the markets.</li> </ul>

3.2	<b>Expanding Services offered at the Faleata Golf Course</b>	<ul style="list-style-type: none"> <li>✚ Monthly promotional packages for various groups of golfers</li>   <li>✚ Hosting of Golf Tournaments locally &amp; Internationally</li>   <li>✚ Establishing of a Junior Golf Program to help the development of golf in Samoa.</li> <li>✚ Outsourcing of its existing facilities to generate more return from using of SLC</li> </ul>	<ul style="list-style-type: none"> <li>✚ Hosting of at least one Open Day (promotion) per year of the Plan</li>   <li>✚ At least 10 new children every year to attend the Young Golfers Development Program</li>   <li>✚ Monthly promotional packages for various groups of golfers</li>   <li>✚ Quarterly consultations with golfers on rules and regulations of the golf course ( Needs enforcement)</li> <li>✚ Collection of at least 80 % of target revenues.</li> <li>✚ Maintain spending at manageable level.</li> </ul>
3.3	<b>Effective and efficient use of office heavy machinery</b>	<ul style="list-style-type: none"> <li>✚ Assess condition of remaining heavy machineries (truck, tractors, greens master)</li>   <li>✚ Regular maintenance of heavy machineries</li> </ul>	<ul style="list-style-type: none"> <li>✚ Assess condition of remaining heavy machineries (truck, tractors, greens master &amp; excavator)</li> </ul>
3.4	<b>Marketing Initiatives (FGC/markets)</b>	<ul style="list-style-type: none"> <li>✚ Set up promotional activities such as billboards and advertisements on Market and FGC sites.</li> <li>✚ Regular maintenance &amp; cleaning of Market Facilities for a healthy environment for trading</li> <li>✚ Tender out properties to earn revenue on a lease basis</li> <li>✚ Utilization of daylight saving period for Golf Tournaments.</li> </ul>	<ul style="list-style-type: none"> <li>✚ At least 4 billboards to be installed on tee-offs within Faleata Golf Course.</li> <li>✚ At least 4 billboards to be installed on Market Compounds.</li> <li>✚ Noted increase in revenue as a result of additional income from billboards, golf tournaments &amp; leasing out of facilities.</li> <li>✚ Market Facilities are well maintained &amp; hygienically clean at all times.</li> </ul>

**Objective 4- Corporate Service Department**

**“To provide effective and efficient support services conducive to achieving the objectives of SLC”.**

	<b>STRATEGIES</b>	<b>ACTIVITIES</b>	<b>2021 - 2024 (Performance)</b>
4.1	<b>Strengthen Implementation of new accounting system.</b>	<ul style="list-style-type: none"> <li>+ Update &amp; Upgrade General Ledger system</li> <li>+ Maintain attaché live</li> <li>+ Identify training opportunities ( twice a year)</li> </ul>	<ul style="list-style-type: none"> <li>+ Maintain and control LMS live throughout the plan period.</li> <li>+ Fully utilize of attache’ functions by the end of Plan Period.</li> <li>+ Explore possibility of buying new accounting system</li> </ul>
4.2	<b>Strengthen internal controls systems for managing income and expenditures</b>	<ul style="list-style-type: none"> <li>+ Provide monthly expenditure reports with comments to Management</li> <li>+ Conduct spot checks on fixed assets</li> <li>+ Conduct staff capacity building programs on current policies</li> </ul>	<ul style="list-style-type: none"> <li>+ Regular budget review Expenditures to maintain at manageable levels throughout the plan period. (Improved staff capabilities)</li> <li>+ Regular update of accounting and finance policy.</li> <li>+ Regular update of assets register, quarterly &amp; yearly Spot Checks</li> </ul>
4.3	<b>Compliance with Regulatory Requirements</b>	<ul style="list-style-type: none"> <li>+ Statutory payments to be paid on time to avoid penalties eg. UTOS,MPE,NPI, VAGST, Dividends</li> <li>+ Filing of Tax Returns (Vagst &amp; Income Tax)</li> <li>+ Preparing of Public Bodies Financial &amp; Performance Reports.</li> <li>+ Identify ways of improving reporting systems</li> </ul>	<ul style="list-style-type: none"> <li>+ Update Accounts and submit statutory reports Quarterly &amp; Annually</li> <li>+ Timely submission of Financial Statements</li> <li>+ Less Issues raised on performance reports submitted</li> </ul>

4.4	<b>Review Budgetary planning, monitoring and reporting process systems</b>	<ul style="list-style-type: none"> <li>✚ Prepare timely reports to be accurate</li> <li>✚ Timely submission of monthly reports to Management</li> </ul>	<ul style="list-style-type: none"> <li>✚ Effective follow up of budget planning, monitoring and reporting systems.</li> <li>✚ Timely submission of financial performance report (FPR) on monthly basis</li> </ul>
4.5	<b>Review training needs and tailor appropriate programs</b>	<ul style="list-style-type: none"> <li>✚ Coordinate meetings to discuss training needs analysis with Divisional Heads</li>   <li>✚ Conduct matching of skills and competencies and identifying gaps specifications for each role.</li>   <li>✚ Coordinate HR related refresher programs for new recruits</li> </ul>	<ul style="list-style-type: none"> <li>✚ Training needs analysis (TNA) and feedback received from Divisional Heads by mid-January every year.</li> <li>✚ Explore other professional development opportunities from In-Country and overseas training programme to upgrade skills, knowledge and understanding.</li> <li>✚ Conduct Induction Training &amp; Refresher programs on HR related matters 1-2 per year</li> </ul>

4.6	<p><b>To facilitate implementation of Job Analysis (JA) Process during planning period</b></p>	<ul style="list-style-type: none"> <li>✚ Work in collaboration with Management &amp; Staff to review and identify job and person specifications</li>   <li>✚ Analyzing work duties, tasks and responsibilities for job incumbents to accomplish as well as any risks involved (occupational health and safety )</li> </ul>	<ul style="list-style-type: none"> <li>✚ Completed Job Analysis (JA) for all positions within planning period.</li>   <li><b>Job Analysis Indicators</b></li> <li>Year 1 achieved 40 %</li> <li>Year 2 achieved 30%</li> <li>Year 3 achieved 30 %</li>   <li>✚ Redesigning of Job description for all positions</li>   <li><b>Job Redesigning Indicators</b></li> <li>Year 1 by achieved 40 %</li> <li>Year 2 by achieved 30%</li> <li>Year 3 by achieved 30 %</li> </ul>
4.7	<p><b>Review and monitor Performance management Process</b></p>	<ul style="list-style-type: none"> <li>✚ Work in collaboration with Management &amp; Staff to facilitate performance management process</li>   <li>✚ Conduct self assessment to get your employees perspective and identify ways to improve performance / one on one basis</li>   <li>✚ Inform Contract Officer /staff 1 month before review is due to allow ample time to conduct process</li> </ul>	<ul style="list-style-type: none"> <li>✚ Completed at least 80 % of Performance review for all staff</li>   <li><b>Performance Review Indicators</b></li> <li>1<sup>st</sup> Year achieved by 30 %</li> <li>2<sup>nd</sup> Year achieved by 30 %</li> <li>3<sup>rd</sup> Year achieved by 20 %</li>   <li>✚ Timely submission of performance evaluation for Contract Officers &amp; All staff on an annual basis</li>   <li>✚ Effective implementation of performance management system</li> </ul>

4.8	<b>To facilitate Planning &amp; Reporting Activities</b>	<ul style="list-style-type: none"> <li>✚ HR unit to facilitate planning &amp; reporting activities through robust follow up system</li> <li>✚ Advice Management to submit annual reporting information and initiate process July – Sep every year</li> </ul>	<ul style="list-style-type: none"> <li>✚ Develop Annual Management Plans</li> <li>✚ Coordinate the preparation of Annual Reports of the Corporation and ensure timely submission of these Annual Reports to Cabinet and Parliament by 30<sup>th</sup> October every year.</li> </ul>
4.9	<b>Personnel Manual of Instructions &amp; Entitlements</b>	<ul style="list-style-type: none"> <li>✚ HR unit to conduct consultations /refresher programs to discuss and facilitate review and inform staff accordingly.</li> <li>✚ To ensure any amended provision of the Manual is updated.</li> </ul>	<ul style="list-style-type: none"> <li>✚ Timely Review for efficiency of decision making and effective implementation of staff policies and procedures.</li> <li>✚ Compliance with Board Resolutions and Cabinet directives and Management decisions on HR related matters</li> </ul>
4.10	<b>Compliance with Policies for effective usage of government vehicles</b>	<ul style="list-style-type: none"> <li>✚ Transport schedule to be made available to Drivers</li> <li>✚ To conduct regular meetings with Drivers and discuss ways for improvement of transport services.</li> <li>✚ To perform regular checks of Drivers log books by HR unit.</li> </ul>	<ul style="list-style-type: none"> <li>✚ Authorised Drivers to be well versed with terms and conditions and improve communications on a daily purposes</li> <li>✚ Ensure effective implementation of internal control measures</li> <li>✚ Timely reporting of any irregularities</li> <li>✚ Implement routine maintenance plan accordingly</li> </ul>



4.11	<b>Establish extra-curricular personnel activities.</b>	<ul style="list-style-type: none"> <li>✚ Encourage staff participation on physical activities on a weekly basis</li>   <li>✚ Promote awareness training on health and other relevant issues.</li> </ul>	<ul style="list-style-type: none"> <li>✚ Annual Corporation Family Sports Day.</li> <li>✚ One hour weekly exercise initiated by government via MOH healthy living programme /every Wednesday</li> <li>✚ Healthy workforce and improved physical fitness</li> <li>✚ Continuity of program to ensure sustainability</li> </ul>
4.12	<b>Provide effective support on Information System, Network Infrastructure and Computer Hardware &amp; Software.</b>	<ul style="list-style-type: none"> <li>✚ Perform regular update and backup for Land Management System &amp; assist with any issues that users may encounter.</li> <li>✚ Weekly update of website content for public browsing and update website security.</li> <li>✚ Conduct spot checks and regular backups of all servers.</li> <li>✚ Annual update of software licenses.</li> <li>✚ Regular monitoring of internet usage for security &amp; finance issues.</li> <li>✚ Consolidate with vendors on a new File Management System &amp; Land Registration System.</li> <li>✚ ICT New implementation for improvement of ICT within the Organization.</li> </ul>	<ul style="list-style-type: none"> <li>✚ Maintenance of Land Management System.</li> <li>✚ Regular maintenance and upgrade of SLC Website</li> <li>✚ Regular monitoring &amp; maintenance of servers, ICT infrastructure, office machines (PC's &amp; Printers) and conduct helpdesk maintenance services.</li> <li>✚ Regular Update of All Software Licenses.</li> <li>✚ Monthly report on internet usage</li>   <li>✚ New File Management System &amp; Land Registration System.</li> <li>✚ Construction of new offsite back up for the Corporation.</li> <li>✚ Implement data and information protection policy for offsite back-up.</li> </ul>

4.13	<b>Ensure that all CCTV Surveillance equipment is operational.</b>	<ul style="list-style-type: none"> <li>✚ Conducting of spot check for all CCTV Surveillance Camera to ensure that is working and weekly backup of all CCTV Cameras.</li> </ul>	<ul style="list-style-type: none"> <li>✚ Services of Security Camera should be conduct every 6/12 months.</li> <li>✚ Regular backup of all Security Camera and Store at a secure place.</li> </ul>
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**Objective 5: Legal Services Department**

***“To ensure the governing laws of Samoa are respected by all and applied to all when dealing with legal matters relating to Government lands and properties under the management of Samoa Land Corporation”.***

	<b>STRATEGIES</b>	<b>ACTIVITIES</b>	<b>2017 -2020 (PERFORMANCE MEASURE)</b>
5.1	Consultations and follow-ups with Alii & Faipule over their lease arrears	<ul style="list-style-type: none"> <li>✚ To co-ordinate and conduct informed consultative meetings with Councils( Alii &amp; Faipule)</li> </ul>	<ul style="list-style-type: none"> <li>✚ Targeted village councils by holding meetings discussing their aged arrears and identifying better resolutions in moving forward while still maintaining a healthy relationship</li> </ul>
5.2	To identify and action effective solutions to better resolve existing debt issues ( within the Vaitele Industrial Area, Land sale and lease debts from lands division)	<ul style="list-style-type: none"> <li>✚ To liase with lands division on a regular basis to ensure effective implementation of actions to resolve land sale debts</li> <li>✚ To issue notice to Land sale debtors in a timely manner</li> </ul>	<ul style="list-style-type: none"> <li>✚ The land sale debts at Vaitele Industrial Area were unrecoverable given the nature of the signed Agreement however due to the demand for these prime business lands new applicants have offered to pay portions of these debts for an opportunity to develop their businesses.</li> <li>✚ Assess and review files of tenants with arrears of more than three (3) months referred from Lands Department after their continuing effort via letters to constantly remind these tenants of their arrears and the urgent need to pay and take appropriate legal action to recover these arrears.</li> </ul>
5.3	Take immediate and aggressive actions with debts	<ul style="list-style-type: none"> <li>✚ Identification of proper and effective</li> </ul>	<ul style="list-style-type: none"> <li>✚ Take appropriate legal action upon files referred from the Investment</li> </ul>

	referred from Investments Department	legal causes of actions to recover Lands/Investment debts on Referral	Department Markets, Motel, Golf Range, the Bar and Fale Samoa tenants,
<b>5.4</b>	Applied Therapeutic Counselling	<ul style="list-style-type: none"> <li>✚ To register all complaints</li> <li>✚ To be attentive and auctioned all complaints</li> <li>✚ To prepare and file reports for proper documentation</li> </ul>	<ul style="list-style-type: none"> <li>✚ Dealing with various forms of complaints directly or indirectly relating to the use of land and properties anticipating positive and effective resolutions for the greater good of the people and the proper utilisation of lands.</li> </ul>
<b>5.6</b>	Preparation of Agreements	<ul style="list-style-type: none"> <li>✚ To continuously review agreements to align with current governing laws</li> <li>✚ To be attentive and action all complaints</li> </ul>	<ul style="list-style-type: none"> <li>✚ Review, prepare, witness and process signing of land sale, land lease and tenancy agreements</li> </ul>

**6. FINANCIAL STATEMENTS**



samoa land corporation

**FINANCIAL STATEMENTS PROJECTIONS  
FOR FOUR (4) YEAR PERIOD 2021 - 2024**

**SAMOA LAND CORPORATION LTD**  
**FINANCIAL STATEMENTS**  
**PROJECTIONS 2021 - 2024**

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**CONTENTS**

Key Performance Indicators (KPI)

Statement of financial performance

Statement of financial position

Statement of changes in equity

Statement of cash flows

Notes to financial statement

**SAMOA LAND CORPORATION LTD**  
**Analysis of Performance for the Plan Period 2021 - 2024**

<b>KPIs</b>	<b>Actuals 2019 \$</b>	<b>Budget 2020 \$</b>	<b>2021 \$</b>	<b>2022 \$</b>	<b>2023 \$</b>	<b>2024 \$</b>
Revenue	13,528,672	12,827,814	12,528,355	12,051,143	11,632,545	11,276,335
Expenditure	7,784,332	7,109,370	7,015,706	7,173,743	7,113,246	6,902,490
Net Profit before tax	5,744,340	5,718,444	5,512,649	4,877,400	4,519,300	4,373,845
Net Profit after tax	4,057,208	4,174,464	4,024,234	3,560,502	3,299,089	3,192,907
NPAT as % Revenue	30%	33%	32%	30%	28%	28%
Return on Equity	14.0%	13.4%	12.2%	10.2%	9.0%	8.4%
Return on Assets	3.6%	3.7%	3.6%	3.3%	3.2%	3.2%
Current Ratio	8 : 1	6:1	4.3:1	4.3:1	5.2:1	5.9:1
Cash Flow Balance (SAT million)	8.34	9.72	8.6	9.2	10.8	12.5
<b><i>Non Financial KPI's</i></b>						
Land Debtors in days of revenue	169	165	156	164	173	182
<i>No of days</i>	365	365	365	365	365	365
<i>Average monthly</i>	<i>5-6 months</i>	<i>5-6 months</i>	<i>5-6 months</i>	<i>5-6 months</i>	<i>5-6 months</i>	<i>5-6 months</i>
Proposed Dividend - 35% of NPAT	1,420,023	1,461,062	1,408,482	1,246,176	1,154,681	1,117,518

This analysis of Key Performance Indicators is to read in conjunction with the accompanying notes to the financial statements.

**SAMOA LAND CORPORATION LTD**  
**STATEMENT OF FINANCIAL PERFORMANCE**  
**PROJECTIONS 2021 – 2024**

	Notes	Actuals 2019 \$	Budget 2020 \$	2021 \$	2022 \$	2023 \$	2024 \$
<b>Income</b>							
Real Estate	13(a)	9,913,493	10,565,610	10,655,986	10,221,061	9,807,883	9,415,363
Markets	13(b)	1,453,232	1,418,526	1,062,975	1,095,908	1,130,489	1,166,798
Faleata Golf Course	13(c)	566,019	586,556	546,609	546,174	546,174	546,174
Malifa Lodge	13(d)	108,000	108,000	108,000	108,000	108,000	108,000
Other Income	13(e)	1,487,928	149,122	154,786	80,000	40,000	40,000
<b>Total Income</b>		<b>13,528,672</b>	<b>12,827,814</b>	<b>12,528,355</b>	<b>12,051,143</b>	<b>11,632,545</b>	<b>11,276,335</b>
<b>Operating Expenses</b>							
Remuneration costs	14	2,173,393	2,145,406	2,113,421	2,172,821	2,199,821	2,113,421
Administration & Operating costs	15	3,553,181	2,726,464	2,837,275	2,856,436	2,873,667	2,889,788
Audit fees		37,000	35,000	35,000	35,000	35,000	35,000
Directors fees and expenses	22	142,235	142,500	109,500	109,500	109,500	109,500
Depreciation	12	1,126,314	1,210,000	1,158,044	1,107,952	1,053,313	962,609
<b>Total Operating Expenses</b>		<b>7,032,123</b>	<b>6,259,370</b>	<b>6,253,240</b>	<b>6,281,710</b>	<b>6,271,301</b>	<b>6,110,318</b>
<b>Net Operating Profit (loss)</b>		<b>6,496,549</b>	<b>6,568,444</b>	<b>6,275,116</b>	<b>5,769,434</b>	<b>5,361,245</b>	<b>5,166,017</b>
Loss on land transfers to/from Government	27						
<b>Finance Expenses</b>							
Interest/fees on borrowings	16	752,209	850,000	762,467	892,033	841,945	792,172
<b>Net Profit (loss) before Tax</b>		<b>5,744,340</b>	<b>5,718,444</b>	<b>5,512,649</b>	<b>4,877,400</b>	<b>4,519,300</b>	<b>4,373,845</b>
Income Tax (Expense)/revenue	10(a)	(1,687,132)	(1,543,980)	(1,488,415)	(1,316,898)	(1,220,211)	(1,180,938)
<b>Net Profit (loss) after Tax</b>		<b>4,057,208</b>	<b>4,174,464</b>	<b>4,024,234</b>	<b>3,560,502</b>	<b>3,299,089</b>	<b>3,192,907</b>

*This statement of Financial Performance is to be read in conjunction with the accompanying notes to the financial statement.*

**SAMOA LAND CORPORATION LTD**  
**STATEMENT OF FINANCIAL POSITION**  
**PROJECTIONS FOR 2021 – 2024**

	Notes	Actuals 2019 \$	Budget 2020 \$	2021 \$	2022 \$	2023 \$	2024 \$
<b>ASSETS</b>							
<b>Current Assets</b>							
Cash and cash equivalent	3	4,716,858	6,029,285	7,585,628	8,169,628	9,753,628	11,337,628
Inventory		6,255	-	-	-	-	-
Trade Debtors - Land Leases	5	245,633	412,023	391,254	370,923	351,037	331,603
Trade Debtors - Land Sales	6	3,716,320	3,716,320	3,716,320	3,716,320	3,716,320	3,716,320
Other Debtors and Prepayments	7	473,041	1,109,137	824,342	646,873	487,914	345,349
Dividend paid in advance	11	615,055	-	-	-	-	-
Term Deposits	4	3,630,082	3,697,141	1,062,237	1,099,415	1,137,895	1,177,721
<b>Total Current Assets</b>		<b>13,403,244</b>	<b>14,963,906</b>	<b>13,579,780</b>	<b>14,003,159</b>	<b>15,446,793</b>	<b>16,908,620</b>
<b>Non Current Assets</b>							
Property, Plant & Equipment	12	46,705,958	45,760,958	49,832,914	50,844,962	49,791,649	48,829,040
Due from Government	17	-	-	-	-	-	-
Trade Debtors - Land Sales	6	48,717,429	50,715,129	46,056,209	40,176,591	36,011,555	32,698,562
Deferred tax asset	10(c)	3,940,196	2,105,358	628,271	-	-	-
<b>Total Non Current Assets</b>		<b>99,363,583</b>	<b>98,581,445</b>	<b>96,517,394</b>	<b>91,021,553</b>	<b>85,803,205</b>	<b>81,527,602</b>
<b>TOTAL ASSETS</b>		<b>112,766,827</b>	<b>113,545,351</b>	<b>110,097,174</b>	<b>105,024,712</b>	<b>101,249,998</b>	<b>98,436,222</b>
<b>LIABILITIES</b>							
<b>Current Liabilities</b>							
Other creditors and accruals	9	262,343	150,346	195,620	211,602	212,708	213,851
Income Tax Payable	10(b)	-	-	-	-	-	-
Funds held on deposit	21	143,760	58,937	64,831	71,314	78,445	86,290
Vagst Payable	19	262,752	278,088	250,279	225,251	202,726	192,590
Dividend Payable	11	-	846,007	793,427	631,121	539,626	502,462
Current portion of term loan	8	1,118,795	1,118,795	1,118,795	1,118,795	1,118,795	1,118,795
<b>Total Current Liabilities</b>		<b>1,787,650</b>	<b>2,452,173</b>	<b>2,422,952</b>	<b>2,258,083</b>	<b>2,152,301</b>	<b>2,113,988</b>
<b>Non Current Liabilities</b>							
Term Loan	8	9,260,153	8,516,220	12,416,220	11,216,220	9,916,220	8,516,220
Deferred Income	18	54,606,718	53,042,108	43,096,072	36,385,525	30,651,975	26,020,185
Deferred Tax Liability	10(c)	5,820,460	5,529,602	5,540,930	6,229,557	7,449,768	8,630,706
<b>Total Non Current Liabilities</b>		<b>69,687,331</b>	<b>67,087,930</b>	<b>61,053,223</b>	<b>53,831,303</b>	<b>48,017,963</b>	<b>43,167,111</b>
<b>TOTAL LIABILITIES</b>		<b>71,474,981</b>	<b>69,540,103</b>	<b>63,476,174</b>	<b>56,089,386</b>	<b>50,170,263</b>	<b>45,281,099</b>
<b>NET ASSETS</b>		<b>41,291,846</b>	<b>44,005,248</b>	<b>46,621,000</b>	<b>48,935,326</b>	<b>51,079,734</b>	<b>53,155,124</b>
<b>SHAREHOLDERS EQUITY</b>							
2,400,000 ordinary shares	20	2,400,000	2,400,000	2,400,000	2,400,000	2,400,000	2,400,000
Retained Earnings		38,891,846	41,605,248	44,221,000	46,535,326	48,679,734	50,755,123
<b>Total Shareholders Equity</b>		<b>41,291,846</b>	<b>44,005,248</b>	<b>46,621,000</b>	<b>48,935,326</b>	<b>51,079,734</b>	<b>53,155,123</b>

*This statement of Financial Position is to be read in conjunction with the accompanying notes to the financial statements.*



**SAMOA LAND CORPORATION LTD**  
**STATEMENT OF CHANGES IN EQUITY**  
**PROJECTIONS 2021 - 2024**

	Notes	Share Capital \$	Capital Reserve \$	Retained Earnings \$	Total \$
<b>Balance as at 30 June 2018</b>		<b>2,400,000</b>	-	<b>36,254,662</b>	<b>38,654,662</b>
Profit/(Loss) after tax for the period		-	-	4,057,208	4,057,208
Less: Dividend provided	11	-	-	(1,420,024)	(1,420,024)
<b>Balance as at 30 June 2019</b>		<b>2,400,000</b>	-	<b>38,891,846</b>	<b>41,291,846</b>
Profit/(Loss) after tax for the period			-	4,174,464	4,174,464
Less: Dividend provided	11			(1,461,062)	(1,461,062)
<b>Balance as at 30 June 2020</b>		<b>2,400,000</b>	-	<b>41,605,248</b>	<b>44,005,248</b>
Profit/(Loss) after tax for the period			-	4,024,234	4,024,234
Less: Dividend provided	11	-	-	(1,408,482)	(1,408,482)
<b>Balance as at 30 June 2021</b>		<b>2,400,000</b>	-	<b>44,221,000</b>	<b>46,621,000</b>
Profit/(Loss) after tax for the period		-	-	3,560,502	3,560,502
Less: Dividend provided	11	-	-	(1,246,176)	(1,246,176)
<b>Balance as at 30 June 2022</b>		<b>2,400,000</b>	-	<b>46,535,326</b>	<b>48,935,326</b>
Profit/(Loss) after tax for the period		-	-	3,299,089	3,299,089
Less: Dividend provided	11	-	-	(1,154,681)	(1,154,681)
<b>Balance as at 30 June 2023</b>		<b>2,400,000</b>	-	<b>48,679,734</b>	<b>51,079,734</b>
Profit/(Loss) after tax for the period		-	-	3,192,907	3,192,907
Less: Dividend provided	11	-	-	(1,117,518)	(1,117,518)
<b>Balance as at 30 June 2024</b>		<b>2,400,000</b>	-	<b>50,755,123</b>	<b>53,155,123</b>

*This statement of Changes in Equity is to be read in conjunction with the accompanying notes to the financial statements.*

**SAMOA LAND CORPORATION LTD**  
**STATEMENT OF CASH FLOW**  
**PROJECTIONS 2021 – 2024**

Notes	Actuals	Budget	2021	2022	2023	2024
	2019	2020				
	\$	\$	\$	\$	\$	\$
<b>Cash flows from operating activities</b>						
	1,803,367	1,830,837	1,739,295	1,826,260	1,862,785	1,900,041
	8,385,938	8,013,154	8,012,496	8,813,746	8,373,059	7,954,406
	3,777,706	2,770,631	1,662,378	2,079,260	1,975,297	1,876,532
14	(2,173,394)	(2,274,648)	(2,113,421)	(2,172,821)	(2,199,821)	(2,113,421)
22	(142,235)	(154,115)	(109,500)	(109,500)	(109,500)	(109,500)
	(3,429,847)	(4,207,678)	(3,121,376)	(3,072,429)	(3,829,699)	(3,577,204)
	<b>8,221,535</b>	<b>5,978,181</b>	<b>6,069,873</b>	<b>7,364,515</b>	<b>6,072,120</b>	<b>5,930,853</b>
<b>Cash flows from investing activities</b>						
13(e)	64,130		40,000	40,000		
	(1,000,000)	(1,000,000)				
12	(880,403)	(265,000)	(5,230,000)	(2,120,000)		
	<b>(1,816,273)</b>	<b>(1,265,000)</b>	<b>(5,190,000)</b>	<b>(2,080,000)</b>	-	-
<b>Cash flows from financing activities</b>						
8			5,000,000			
11	(3,000,000)	(1,600,000)	(1,461,062)	(1,408,482)	(1,246,176)	(1,154,681)
16	(1,874,628)	(1,800,755)	(2,862,467)	(3,292,033)	(3,241,945)	(3,192,172)
	<b>(4,874,628)</b>	<b>(3,400,755)</b>	<b>676,471</b>	<b>(4,700,515)</b>	<b>(4,488,121)</b>	<b>(4,346,853)</b>
	1,530,634	1,312,427	1,556,343	584,000	1,583,999	1,584,000
	3,186,224	4,716,858	6,029,285	7,585,628	8,169,628	9,753,628
	<b>4,716,858</b>	<b>6,029,285</b>	<b>7,585,628</b>	<b>8,169,628</b>	<b>9,753,628</b>	<b>11,337,628</b>
<b>Represented by:</b>						
3	4,716,858	6,029,285	7,585,628	8,169,628	9,753,628	11,337,628
	<b>4,716,858</b>	<b>6,029,285</b>	<b>7,585,628</b>	<b>8,169,628</b>	<b>9,753,628</b>	<b>11,337,628</b>
<b>Cash on hand and at bank</b>						
	4,012,366	4,847,552	6,019,895	6,219,895	7,419,895	8,619,895
	281,883	523,700	679,700	835,700	991,700	1,147,700
	209,428	244,284	292,284	340,284	388,284	436,284
	211,831	412,399	592,399	772,399	952,399	1,132,399
	1,000	1,000	1,000	1,000	1,000	1,000
	300	300	300	300	300	300
	50	50	50	50	50	50
	<b>4,716,858</b>	<b>6,029,285</b>	<b>7,585,628</b>	<b>8,169,628</b>	<b>9,753,628</b>	<b>11,337,628</b>

*This statement of Cash Flow is to be read in conjunction with the accompanying notes to the financial statements.*



**SAMOA LAND CORPORATION LTD  
NOTES TO FINANCIAL STATEMENTS  
PROJECTIONS 2021 - 2024**

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**1. GENERAL INFORMATION**

The Samoa Land Corporation Limited was set up under the Company's Act 1955 to administer approximately 24,000 acres of Government land which were formally owned by the Samoa Trust Estate Corporation (STEC). It is now registered under the companies Act 2001.

Samoa Land Corporations's primary segments consist of the following:

- (i) Samoa Land provides leasing and sale of land services to residential, agriculture and business customers in Samoa. It is also responsible for managing the markets at Savalalo, Vaitele and Salelologa as well as the Malifa Lodge Hotel.
- (ii) Faleata Golf Course provides golf equipments and products for Samoa.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES**

Set out below is a summary of significant accounting policies adopted by the corporation in the preparation of its financial statements projections for the Plan Period 2021 - 2024

**a) Basis of preparation of Financial Statements**

The financial statements have been prepared on the accrual basis of accounting using the historical cost convention. The preparation of financial statements requires management to make judgements, estimates and assumptions that affect the application of accounting policies and the reported amounts of assets, liabilities, income and expenses. Actual results may differ from the estimates. Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised and in any future periods affected.

**b) Functional and presentation currency**

The financial statements are presented in Samoan tala, which is both the functional and presentation currency of Samoa Land Corporation.

**c) Change in Accounting Estimates**

There has been no change in the accounting estimates of SLC financials for the Plan Period 2021 - 2024

**d) Foreign Currency**

All foreign currency transactions during the year are brought to account using the exchange rate in effect at the date of the transaction. Foreign currency monetary items at reporting date are translated at the exchange rate existing at that date. Exchange differences are recognised in profit or loss in the period in which they arise.

**SAMOA LAND CORPORATION LTD**  
**NOTES TO FINANCIAL STATEMENTS**  
**PROJECTIONS 2021 - 2024**

**3. CASH AND CASH EQUIVALENT**

**Cash on hand and at bank**

ANZ Bank (Samoa) Ltd  
Bank of South Pacific  
National Bank of Samoa  
Samoa Commercial Bank Ltd  
Cash on hand - Petty cash  
Cash on hand - Float  
Stamp imprest  
**Total**

<b>Actuals 2019 \$</b>	<b>Budget 2020 \$</b>	<b>2021 \$</b>	<b>2022 \$</b>	<b>2023 \$</b>	<b>2024 \$</b>
4,012,366	4,847,552	6,019,895	6,219,895	7,419,895	8,619,895
281,883	523,700	679,700	835,700	991,700	1,147,700
209,428	244,284	292,284	340,284	388,284	436,284
211,831	412,399	592,399	772,399	952,399	1,132,399
1,000	1,000	1,000	1,000	1,000	1,000
300	300	300	300	300	300
50	50	50	50	50	50
<b>4,716,858</b>	<b>6,029,285</b>	<b>7,585,628</b>	<b>8,169,628</b>	<b>9,753,628</b>	<b>11,337,628</b>

**Cash and Cash Equivalents**

Cash comprises cash on hand and demand deposits. Cash equivalents are highly liquid investments with short periods to maturity which is readily convertible to cash and are subject to an insignificant risk of changes in value, net of outstanding bank overdrafts.

**4. TERM DEPOSITS**

\*National Bank of Samoa (NBS)  
Samoa Commercial Bank (SCB)

<b>Actuals 2019 \$</b>	<b>Budget 2020 \$</b>	<b>2021 \$</b>	<b>2022 \$</b>	<b>2023 \$</b>	<b>2024 \$</b>
2,630,082	2,672,343				
1,000,000	1,024,798	1,062,237	1,099,415	1,137,895	1,177,721
<b>3,630,082</b>	<b>3,697,141</b>	<b>1,062,237</b>	<b>1,099,415</b>	<b>1,137,895</b>	<b>1,177,721</b>
<b>Cash Flow Balances</b>	<b>8,346,940</b>	<b>9,726,426</b>	<b>8,647,865</b>	<b>9,269,043</b>	<b>10,891,523</b>
				<b>12,515,349</b>	

The amount represents funds invested with the National Bank of Samoa and Samoa Commercial Bank (SCB) respectively on term deposits earning interests at various rates ranging from 4.75% and 5.75% monthly and quarterly basis.

\*National Bank of Samoa (NBS)

The amount will be fully drawn in 2021 to pay for mobilisation costs and the first phase of the new Flea Market at Sogi as well as the new 2 x 3 Bedroom houses at Ululolua.

**5. LAND DEBTORS - LAND LEASES**

Debtors balances are as follows:

Agricultural Lease  
Alii & Faipule  
Commercial Lease  
Residential  
Community Lease

<b>Actuals 2019 \$</b>	<b>Budget 2020 \$</b>	<b>2021 \$</b>	<b>2022 \$</b>	<b>2023 \$</b>	<b>2024 \$</b>
253,800	287,990	292,310	296,694	301,145	305,662
401,795	423,764	430,120	436,572	443,121	449,768
806,473	862,175	875,108	888,234	901,558	915,081
298,384	326,820	331,722	336,698	341,749	346,875
21,865	47,958	48,677	49,408	50,149	50,901
<b>1,782,317</b>	<b>1,948,707</b>	<b>1,977,938</b>	<b>2,007,607</b>	<b>2,037,721</b>	<b>2,068,287</b>
Debts written off					
<b>1,782,317</b>	<b>1,948,707</b>	<b>1,977,938</b>	<b>2,007,607</b>	<b>2,037,721</b>	<b>2,068,287</b>
<b>Provision for Expected Credit Losses (ECL)</b>					
(1,536,684)	(1,536,684)	(1,586,684)	(1,636,684)	(1,686,684)	(1,736,684)
<b>NET DEBTORS - LAND LEASES</b>	<b>245,633</b>	<b>391,254</b>	<b>370,923</b>	<b>351,037</b>	<b>331,603</b>
% of Provision	86%	79%	80%	82%	84%
<b>Movement - Provision for ECL</b>					
Opening balance	(1,037,487)	(1,536,684)	(1,536,684)	(1,586,684)	(1,636,684)
Doubtful debts recovered	5,043				
*Additional provision for the year	(504,240)	(50,000)	(50,000)	(50,000)	(50,000)
Ending balance	<b>(1,536,684)</b>	<b>(1,536,684)</b>	<b>(1,586,684)</b>	<b>(1,636,684)</b>	<b>(1,736,684)</b>

**Lease arrangements**

Leases are classified at their inception as either operating or finance leases based on the economic substance of the agreement so as to reflect the risks and benefits incidental to ownership. Leases in terms of which Samoa Land Corporation assumes substantially all of the risks and rewards of ownership are classified as finance leases. Upon initial recognition, the leased asset is measured at an amount equal to the lower of its fair value and the present value of the minimum lease payments. Subsequent to initial recognition, the asset is accounted for in accordance with the accounting policy applicable to that asset. Samoa Land Corporation is a lessor in a number of operating leases for agricultural and industrial property.

\*Additional provision for the year

The provision for doubtful debt is a general provision based on the history of overdue amounts and those that may not be recovered.

**SAMOA LAND CORPORATION LTD**  
**NOTES TO FINANCIAL STATEMENTS**  
**PROJECTIONS 2021 - 2024**

**6. LAND DEBTORS - LAND SALES**

This amount is represented as follows:

	<b>Actuals 2019</b>	<b>Budget 2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>
Ex W S T E C	91,835	90,012	85,511	76,960	73,112	69,457
Industrial area	142,333	171,673	163,089	146,780	139,441	132,469
Vaitele Fou	571,437	483,270	459,107	413,196	371,876	334,689
Nuu Subdivision	47,667	51,030	48,479	43,631	41,449	39,377
Outright Purchase - Industrial Zone	37,500	37,500	37,500	37,500	37,500	37,500
Pay Within 10 Years	201,051	-	-	-	-	-
Vailele	636,249	492,050	467,448	420,703	399,668	359,701
Lease to own - Falelauniu 1	7,488,825	6,840,543	6,498,516	6,043,620	5,741,439	5,339,538
Lease to own - Falelauniu 2	8,604,249	7,667,688	7,284,304	6,555,873	5,900,286	5,546,269
Lease to own - Falelauniu 3	3,443,805	2,840,215	2,556,194	2,300,574	2,070,517	1,966,991
Lease to own - Vaitele Ind 5 years	1,239,622	980,713				
A&F Toamua	8,791,372	8,282,909	7,868,764	7,081,887	6,373,698	6,055,014
A&F Vailele	3,365,727	8,544,014	8,116,813	7,305,132	6,720,721	6,384,685
Toamua	13,516,950	12,226,555	11,615,227	10,453,705	9,931,019	9,434,468
A & F Toamua 51 acres	5,791,998	5,450,590	5,178,061	4,660,254	4,427,242	4,205,880
A&F Vaitele	839,220	2,646,284	2,513,970	2,262,573	2,149,444	1,934,500
Sogi-Falelauniu	934,965	937,102	890,247	801,222	761,161	685,045
Tafaigata	(388)	-				
Korea	32	-				
	<b>55,744,449</b>	<b>57,742,148</b>	<b>53,783,228</b>	<b>48,603,610</b>	<b>45,138,574</b>	<b>42,525,581</b>
<b>Provision for Expected Credit Losses (ECL)</b>	<b>(3,310,699)</b>	<b>(3,310,699)</b>	<b>(4,010,699)</b>	<b>(4,710,699)</b>	<b>(5,410,699)</b>	<b>(6,110,699)</b>
<b>Net Debtors - Land Sales</b>	<b>52,433,750</b>	<b>54,431,449</b>	<b>49,772,529</b>	<b>43,892,911</b>	<b>39,727,875</b>	<b>36,414,882</b>
<b><u>Movement - Provision for ECL</u></b>						
Opening Balance	(3,336,133)	(3,310,699)	(3,310,699)	(4,010,699)	(4,710,699)	(5,410,699)
Debts written off against provision						
Doubtful debts recovered	768,246					
*Additional provision	(742,812)		(700,000)	(700,000)	(700,000)	(700,000)
Ending Balance	<b>(3,310,699)</b>	<b>(3,310,699)</b>	<b>(4,010,699)</b>	<b>(4,710,699)</b>	<b>(5,410,699)</b>	<b>(6,110,699)</b>

**Land Debtors**

Land Debtors relates to net land sales balances at the end of the Financial Year. The amount represents total debtors after deducting actual receipts from land payments during the financial period.

\*Additional provision

The provision for doubtful debt is a general provision based on the history of overdue amounts and those that may not be recovered.

**7. OTHER DEBTORS AND PREPAYMENTS**

	<b>Actuals 2019</b>	<b>Budget 2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>
i) Sundry debtors - Markets	1,403,116	1,555,459	1,322,140	1,189,926	1,070,934	963,840
Less: Provision for expected credit loss (Markets)	(1,115,328)	(615,328)	(615,328)	(615,328)	(615,328)	(615,328)
<b>Net Sundry debtors - Markets</b>	<b>287,788</b>	<b>940,131</b>	<b>706,812</b>	<b>574,598</b>	<b>455,606</b>	<b>348,512</b>
<b><u>Movement - Provision for ECL Markets</u></b>						
Opening balance	(712,176)	(1,115,328)	(615,328)	(615,328)	(615,328)	(615,328)
Add: Additional provisions	(403,152)		(50,000)	(50,000)	(50,000)	(50,000)
Write off against provision		500,000	50,000	50,000	50,000	50,000
Closing balance	<b>(1,115,328)</b>	<b>(615,328)</b>	<b>(615,328)</b>	<b>(615,328)</b>	<b>(615,328)</b>	<b>(615,328)</b>
ii) Other debtors & Prepayments	342,756	276,509	235,033	199,778	169,811	144,339
Less: Provision for expected credit loss (Staff & Others)	(157,503)	(107,503)	(117,503)	(127,503)	(137,503)	(147,503)
<b>Net Sundry debtors - Staff &amp; Others</b>	<b>185,253</b>	<b>169,006</b>	<b>117,530</b>	<b>72,275</b>	<b>32,308</b>	<b>(3,164)</b>
<b><u>Movement - Provision for ECL (Staff &amp; Others)</u></b>						
Opening Balance Doubtful debts recovered Write off against provision Add:	(10,483)	(157,503)	(107,503)	(117,503)	(127,503)	(137,503)
Additional provisions	(147,020)	50,000	(10,000)	(10,000)	(10,000)	(10,000)
<b>Closing balance</b>	<b>(157,503)</b>	<b>(107,503)</b>	<b>(117,503)</b>	<b>(127,503)</b>	<b>(137,503)</b>	<b>(147,503)</b>
	<b>473,041</b>	<b>1,109,137</b>	<b>824,342</b>	<b>646,873</b>	<b>487,914</b>	<b>345,349</b>

**Provisions**

Provisions are recognised if, as the result of a past event, the Corporation has a present obligation that can be estimated reliably, and it is probable that an outflow of economic benefits will be required to settle the obligation. The amount recognised as a provision is the best estimate of the consideration required to settle the obligation at each reporting date, taking into account the risks and uncertainties surrounding the obligation.

**SAMOA LAND CORPORATION LTD**  
**NOTES TO FINANCIAL STATEMENTS**  
**PROJECTIONS 2021 - 2024**

**8. BORROWINGS**

Unit Trust of Samoa (UTOS)  
\*Accident Compensation Board (ACC)

**Represented by:**

Current  
Non current

	<b>Actuals 2019 \$</b>	<b>Budget 2020 \$</b>	<b>2021 \$</b>	<b>2022 \$</b>	<b>2023 \$</b>	<b>2024 \$</b>
Unit Trust of Samoa (UTOS)	10,378,948	9,635,015	8,535,015	12,335,015	11,035,015	9,635,015
*Accident Compensation Board (ACC)			5,000,000			
			<b>13,535,015</b>	<b>12,335,015</b>	<b>11,035,015</b>	<b>9,635,015</b>
<b>Represented by:</b>						
Current	1,118,795	1,118,795	1,118,795	1,118,795	1,118,795	1,118,795
Non current	9,260,153	8,516,220	12,416,220	11,216,220	9,916,220	8,516,220
	<b>10,378,948</b>	<b>9,635,015</b>	<b>13,535,015</b>	<b>12,335,015</b>	<b>11,035,015</b>	<b>9,635,015</b>

The loan with UTOS is at 6.9% interest rate over a 15 year term. It is repayable on a monthly basis including interest and principal, a repayment of \$150,000 per month. Security over the borrowings is with land under the Corporation as agreed with UTOS.

\*Accident Compensation Board (ACC)

Propose additional loan from ACC to cover for SLCs capital commitments during the Plan Period.

**9. OTHER CREDITORS AND ACCRUALS**

Accruals  
Provision for audit fees  
Other creditors  
**Total**

	<b>Actuals 2019 \$</b>	<b>Budget 2020 \$</b>	<b>2021 \$</b>	<b>2022 \$</b>	<b>2023 \$</b>	<b>2024 \$</b>
Accruals	54,724	61,724	64,810	68,051	71,453	75,026
Provision for audit fees	28,450	-	35,000	35,000	35,000	35,000
Other creditors	179,169	88,622	95,810	108,552	106,255	103,825
<b>Total</b>	<b>262,343</b>	<b>150,346</b>	<b>195,620</b>	<b>211,602</b>	<b>212,708</b>	<b>213,851</b>

**10. INCOME TAX**

**(a) Income tax expense/(revenue)**

Net profit/(loss) for the year  
Prima facie tax at 27%  
Permanent differences  
Tax adjustment to derecognise tax benefits from tax losses  
Adjustment to remove benefit from current year tax losses  
Tax adjustment related to prior period  
Tax expense/(revenue) in the Statement of Profit and Loss

The taxation expense/(revenue) is represented by :

Deferred taxation- current year movements

**(b) Income tax receivable/(payable)**

Opening balance - payable  
Tax Loss Brought Forward  
Tax adjustments related to prior period  
Closing balance - (payable)/receivable

**(c) Deferred tax asset/(Deferred Tax liability)**

Opening balance  
Tax adjustments related to current period  
Deferred taxation - current year movements  
Closing balance

Represented by:

- Deferred tax asset  
- Deferred tax liability  
Net deferred tax liability

	<b>Actuals 2019 \$</b>	<b>Budget 2020 \$</b>	<b>2021 \$</b>	<b>2022 \$</b>	<b>2023 \$</b>	<b>2024 \$</b>
Net profit/(loss) for the year	5,744,340	5,718,444	5,512,649	4,877,400	4,519,300	4,373,845
Prima facie tax at 27%	1,550,972	1,543,980	1,488,415	1,316,898	1,220,211	1,180,938
Permanent differences						
Tax adjustment to derecognise tax benefits from tax losses						
Adjustment to remove benefit from current year tax losses						
Tax adjustment related to prior period	136,160					
<b>Tax expense/(revenue) in the Statement of Profit and Loss</b>	<b>1,687,132</b>	<b>1,543,980</b>	<b>1,488,415</b>	<b>1,316,898</b>	<b>1,220,211</b>	<b>1,180,938</b>
The taxation expense/(revenue) is represented by :						
Deferred taxation- current year movements	1,687,132	1,543,980	1,488,415	1,316,898	1,220,211	1,180,938
	<b>1,687,132</b>	<b>1,543,980</b>	<b>1,488,415</b>	<b>1,316,898</b>	<b>1,220,211</b>	<b>1,180,938</b>
<b>(b) Income tax receivable/(payable)</b>						
Opening balance - payable				-		-
Tax Loss Brought Forward						
Tax adjustments related to prior period						
Closing balance - (payable)/receivable	-	-	-	-	-	-
<b>(c) Deferred tax asset/(Deferred Tax liability)</b>						
Opening balance	(193,132)	(1,880,265)	(3,424,245)	(4,912,660)	(6,229,558)	(7,449,769)
Tax adjustments related to current period	(1,686,254)	(1,996,838)	(1,342,087)	(1,400,045)	(1,126,605)	(1,116,843)
Deferred taxation - current year movements	(879)	452,858	(146,328)	83,147	(93,606)	(64,095)
<b>Closing balance</b>	<b>(1,880,265)</b>	<b>(3,424,245)</b>	<b>(4,912,660)</b>	<b>(6,229,558)</b>	<b>(7,449,769)</b>	<b>(8,630,707)</b>
Represented by:						
- Deferred tax asset	3,940,196	2,105,358	628,271			
- Deferred tax liability	(5,820,460)	(5,529,602)	(5,540,930)	(6,229,557)	(7,449,768)	(8,630,706)
<b>Net deferred tax liability</b>	<b>(1,880,264)</b>	<b>(3,424,244)</b>	<b>(4,912,659)</b>	<b>(6,229,557)</b>	<b>(7,449,768)</b>	<b>(8,630,706)</b>

**Income taxes**

Income taxes are calculated using the deferred income tax method using the balance sheet approach.

SAMOA LAND CORPORATION LTD  
NOTES TO FINANCIAL STATEMENTS  
PROJECTIONS 2021 - 2024

11. DIVIDEND PAYABLE/(PAID IN ADVANCE)

	Actuals 2019 \$	Budget 2020 \$	2021 \$	2022 \$	2023 \$	2024 \$
Opening balance	964,921	(615,055)	846,007	793,427	631,121	539,626
Net Profit/(loss) after tax for current financial year	1,420,024	1,461,062	1,408,482	1,246,176	1,154,681	1,117,518
	2,384,945	846,007	2,254,489	2,039,602	1,785,802	1,657,143
Less: Dividend payments	(3,000,000)		(1,461,062)	(1,408,482)	(1,246,176)	(1,154,681)
Dividend payable (paid in advance) to the Government of Samoa	<b>(615,055)</b>	<b>846,007</b>	<b>793,427</b>	<b>631,121</b>	<b>539,626</b>	<b>502,462</b>

The balance of dividend payable are dividends declared for the next four years of the Plan Period. Currently the rate is now at 35% of Net Profit After Tax as per Revised Policy by Ministry for Public Enterprises and was effective at the end of the first six months of Financial Year 2019.

12. PROPERTY, PLANT AND EQUIPMENT

2019	Land \$	Building \$	Motor Vehicles \$	Office Equip & Machinery \$	Total \$
<b>Cost</b>					
Balance as at 1 July 2018	24,701,158	30,484,905	645,654	6,474,317	<b>62,306,034</b>
Additions/(Disposals)	553,664	260,000	(163,479)	66,740	<b>716,925</b>
Assets written off					-
<b>Balance as at 30 June 2019</b>	<b>25,254,822</b>	<b>30,744,905</b>	<b>482,175</b>	<b>6,541,057</b>	<b>63,022,959</b>
<b>Accumulated depreciation</b>					
Balance as at 1 July 2018	-	9,106,766	297,102	5,950,298	<b>15,354,166</b>
Depreciation charged		781,928	96,435	247,951	<b>1,126,314</b>
Assets written off - Acc Depreciation					-
Disposals			(163,479)		<b>(163,479)</b>
<b>Balance as at 30 June 2019</b>	<b>-</b>	<b>9,888,694</b>	<b>230,058</b>	<b>6,198,249</b>	<b>16,317,001</b>
<b>Balance as at 30 June 2019</b>	<b>25,254,822</b>	<b>20,856,211</b>	<b>252,117</b>	<b>342,808</b>	<b>46,705,958</b>

2020	Land \$	Building \$	Motor Vehicles \$	Office Equip & Machinery \$	Total \$
<b>Cost</b>					
Balance as at 1 July 2019	25,254,822	30,744,905	482,175	6,541,057	<b>63,022,959</b>
Additions/(Disposals)				265,000	<b>265,000</b>
<b>Balance as at 30 June 2020</b>	<b>25,254,822</b>	<b>30,744,905</b>	<b>482,175</b>	<b>6,806,057</b>	<b>63,287,959</b>
<b>Accumulated depreciation</b>					
Balance as at 1 July 2019	-	9,888,694	230,058	6,198,249	<b>16,317,001</b>
Depreciation charged		786,928	96,435	326,637	<b>1,210,000</b>
Disposals					-
<b>Balance as at 30 June 2020</b>	<b>-</b>	<b>10,675,622</b>	<b>326,493</b>	<b>6,524,886</b>	<b>17,527,001</b>
<b>Balance as at 30 June 2020</b>	<b>25,254,822</b>	<b>20,069,283</b>	<b>155,682</b>	<b>281,171</b>	<b>45,760,958</b>

2021	Land \$	Building \$	Motor Vehicles \$	Office Equip & Machinery \$	Total \$
<b>Cost</b>					
Balance as at 1 July 2020	25,254,822	30,744,905	482,175	6,806,057	<b>63,287,959</b>
*Additions/(Disposals)		5,000,000	130,000	100,000	<b>5,230,000</b>
Assets Written off			(90,000)		<b>(90,000)</b>
<b>Balance as at 30 June 2021</b>	<b>25,254,822</b>	<b>35,744,905</b>	<b>522,175</b>	<b>6,906,057</b>	<b>68,427,959</b>
<b>Accumulated depreciation</b>					
Balance as at 1 July 2020	-	10,675,622	326,493	6,524,886	<b>17,527,001</b>
Depreciation charged		826,274	86,792	244,978	<b>1,158,044</b>
Disposals			(90,000)		<b>(90,000)</b>
<b>Balance as at 30 June 2021</b>	<b>-</b>	<b>11,501,896</b>	<b>323,285</b>	<b>6,769,864</b>	<b>18,595,045</b>
<b>Balance as at 30 June 2021</b>	<b>25,254,822</b>	<b>24,243,009</b>	<b>198,891</b>	<b>136,193</b>	<b>49,832,914</b>

\*Additions/(Disposals)

*Office Equipment & Machinery - Propose HR & Land Register Software*

*Motor Vehicle - New vehicle to replace 1 x Toyota Double Cap (SLC12) to be used by the Survey team.*

*Building - \$4 million towards the construction of the new Flea Market at Sogi within the FY 2021*

*- \$1million for the construction of 2 x 3 Bedroom house at Ululoloa.*

2022	Land \$	Building \$	Motor Vehicles \$	Office Equip & Machinery \$	Total \$
<b>Cost</b>					
Balance as at 1 July 2021	25,254,822	35,744,905	522,175	6,906,057	<b>68,427,959</b>
*Additions/(Disposals)		2,000,000	120,000		<b>2,120,000</b>
Assets Written off			(90,000)		<b>(90,000)</b>
<b>Balance as at 30 June 2022</b>	<b>25,254,822</b>	<b>37,744,905</b>	<b>552,175</b>	<b>6,906,057</b>	<b>70,457,959</b>



SAMOA LAND CORPORATION LTD  
NOTES TO FINANCIAL STATEMENTS  
PROJECTIONS 2021 - 2024

<b>Accumulated depreciation</b>					
Balance as at 1 July 2021	-	11,501,896	323,285	6,769,864	<b>18,595,045</b>
Depreciation charged		893,647	78,112	136,193	<b>1,107,952</b>
Assets written off - Acc Depreciation					-
Disposals			(90,000)		<b>(90,000)</b>
<b>Balance as at 30 June 2022</b>	<b>-</b>	<b>12,395,543</b>	<b>311,397</b>	<b>6,906,057</b>	<b>19,612,997</b>
<b>Balance as at 30 June 2022</b>	<b>25,254,822</b>	<b>25,349,362</b>	<b>240,778</b>	<b>0</b>	<b>50,844,962</b>

\*Additions/(Disposals)

**Building** - New Flea Market at Sogi. 80% of the work to be incurred in Financial Year 2021 with remaining balance to be paid in Financial year 2022.

**Motor Vehicle** - New vehicle to replace 1 x Toyota Double Cap (SLC13) to be used by the Survey team.

2023	Land \$	Building \$	Motor Vehicles \$	Office Equip & Machinery \$	Total \$
<b>Cost</b>					
Balance as at 1 July 2022	25,254,822	37,744,905	552,175	6,906,057	<b>70,457,959</b>
Additions/(Disposals)					-
Assets Written off					-
<b>Balance as at 30 June 2023</b>	<b>25,254,822</b>	<b>37,744,905</b>	<b>552,175</b>	<b>6,906,057</b>	<b>70,457,959</b>
<b>Accumulated depreciation</b>					
Balance as at 1 July 2022	-	12,395,543	311,397	6,906,057	<b>19,612,997</b>
Depreciation charged		983,012	70,301		<b>1,053,313</b>
Assets written off - Acc Depreciation					-
Disposals					-
<b>Balance as at 30 June 2023</b>	<b>-</b>	<b>13,378,555</b>	<b>381,698</b>	<b>6,906,057</b>	<b>20,666,310</b>
<b>Balance as at 30 June 2023</b>	<b>25,254,822</b>	<b>24,366,350</b>	<b>170,477</b>	<b>0</b>	<b>49,791,649</b>

2024	Land \$	Building \$	Motor Vehicles \$	Office Equip & Machinery \$	Total \$
<b>Cost</b>					
Balance as at 1 July 2023	25,254,822	37,744,905	552,175	6,906,057	<b>70,457,959</b>
Additions/(Disposals)					-
<b>Balance as at 30 June 2024</b>	<b>25,254,822</b>	<b>37,744,905</b>	<b>552,175</b>	<b>6,906,057</b>	<b>70,457,959</b>
<b>Accumulated depreciation</b>					
Balance as at 1 July 2023	-	13,378,555	381,698	6,906,057	<b>20,666,310</b>
Depreciation charged		884,710	77,899		<b>962,609</b>
Disposals					-
<b>Balance as at 30 June 2024</b>	<b>-</b>	<b>14,263,266</b>	<b>459,597</b>	<b>6,906,057</b>	<b>21,628,919</b>
<b>Balance as at 30 June 2024</b>	<b>25,254,822</b>	<b>23,481,639</b>	<b>92,578</b>	<b>0</b>	<b>48,829,040</b>

**Property, Plant and Equipment**

**Recognition and measurement**

Items of property, plant and equipment are stated at cost less accumulated depreciation and impairment losses.

Cost includes expenditure that is directly attributable to the acquisition of the item. An item of property, plant and equipment may be gifted or contributed to Samoa Land Corporation. Under these circumstances the cost of the item is its fair value as at the date it was acquired.

**Subsequent costs**

The costs of replacing part of an item of property, plant and equipment is recognised in the carrying amount of the item if it is probable that the future economic benefits embodied within the part will flow to Samoa Land Corporation and the cost can be measured reliably. The cost of day-to-day servicing of property, plant and equipment are recognised in profit and loss as incurred.

**Depreciation**

Property, plant and equipment having a limited useful life are systematically depreciated over their useful lives in a manner which reflects the consumption of their future economic benefits. No depreciation is charged on land. Depreciation is provided for on the straight line basis so as to write off the net cost of each asset over its expected useful life to its estimated residual value using rates which are reviewed annually.

The following rates are used in the calculation of depreciation for each class of depreciable asset for the Plan Period.

Class	Annual Rate
Office machines	20%
Furnitures & fittings	20%
Motor Vehicle	10%
Lease improvement	20%
Buildings	5%
	2.5% - 10%

**SAMOA LAND CORPORATION LTD**  
**NOTES TO FINANCIAL STATEMENTS**  
**PROJECTIONS 2021 - 2024**

**13. INCOME**

**(a) Real Estate**

	<b>Actuals 2019 \$</b>	<b>Budget 2020 \$</b>	<b>2021 \$</b>	<b>2022 \$</b>	<b>2023 \$</b>	<b>2024 \$</b>
*Land sales	6,240,710	6,433,525	6,755,201	6,417,441	6,096,569	5,791,741
*Lease rental	1,589,428	2,148,363	1,718,690	1,718,690	1,718,690	1,718,690
*Interest on land sale	1,806,421	1,766,628	1,943,291	1,846,126	1,753,820	1,666,129
Interest on land lease	168,680	167,094	183,803	183,803	183,803	183,803
Administration fees	95,162	40,000	44,000	44,000	44,000	44,000
Service/retention/tender document fees	13,092	10,000	11,000	11,000	11,000	11,000
	<b>9,913,493</b>	<b>10,565,610</b>	<b>10,655,986</b>	<b>10,221,061</b>	<b>9,807,883</b>	<b>9,415,363</b>

*\*Land sales*

*Income is recognised on an accrual basis throughout the term of the land purchase/sales agreement as per deferred income amortisation.*

*\*Lease rental*

*Lease rental revenue from operating leases is recognised as income on a straight line basis over the lease term.*

*\*Interest on land sale*

*Interest rate of 12% is charged on the carry forward balances for Land Sale & leases.*

**(b) Markets**

	<b>Actuals 2019 \$</b>	<b>Budget 2020 \$</b>	<b>2021 \$</b>	<b>2022 \$</b>	<b>2023 \$</b>	<b>2024 \$</b>
Sogi flea market	641,451	633,055	379,833	398,825	418,766	439,704
Salelologa market	397,026	309,823	278,841	292,783	307,422	322,793
Vaitele market	414,755	475,648	404,301	404,301	404,301	404,301
Total Market Collection	<b>1,453,232</b>	<b>1,418,526</b>	<b>1,062,975</b>	<b>1,095,908</b>	<b>1,130,489</b>	<b>1,166,798</b>

*Income from Markets is recognised on an accrual basis and it is forecast based on the occupancy rates during each financial period.*

**(c) Faleata Golf Course**

	<b>Actuals 2019 \$</b>	<b>Budget 2020 \$</b>	<b>2021 \$</b>	<b>2022 \$</b>	<b>2023 \$</b>	<b>2024 \$</b>
<b>Sales</b>	7,803	11,000	<b>4,500</b>	-	-	-
<b>Less: Cost of sales</b>						
Opening stock	16,187	6,255	4,065			
Purchases	2,523	5,000	-			
Less: closing stock	6,255	4,065	-			
	12,455	7,190	4,065	-	-	-
<b>Gross profit/(loss)</b>	<b>(4,652)</b>	<b>3,810</b>	<b>435</b>	-	-	-
<b>Add: Other Income</b>						
Green fees	198,374	207,500	198,000	198,000	198,000	198,000
Driving range	20,087	15,652	13,565	13,565	13,565	13,565
Golf course hire	56,000	7,826	3,913	3,913	3,913	3,913
Clubhouse hire	18,440	33,391	33,391	33,391	33,391	33,391
Golf Carts	277,770	287,073	264,000	264,000	264,000	264,000
Other income	-	-	2,000	2,000	2,000	2,000
FSB Hire	-	31,304	31,304	31,304	31,304	31,304
<b>Total Income</b>	<b>566,019</b>	<b>586,556</b>	<b>546,609</b>	<b>546,174</b>	<b>546,174</b>	<b>546,174</b>

*Income from Driving Range, FSB Hire and Clubhouse hire is recognised on an accrual basis throughout the year for every year of Plan Period. Rates will be reviewed according to their agreements respectively.*

*Income from Golf Carts, Green Fees & others are based on actuals from previous financial period.*

**(d) Malifa Lodge**

Sales and accommodation	108,000	108,000	108,000	108,000	108,000	108,000
	<b>108,000</b>	<b>108,000</b>	<b>108,000</b>	<b>108,000</b>	<b>108,000</b>	<b>108,000</b>

*Income from Malifa Lodge is recognised on an accrual basis during each financial period as the rate will be reviewed at the end of Plan period.*

**(e) Other income**

Gain on sale of fixed asset	64,130		40,000	40,000		
Interest bank	125,732	136,965	54,786			
Doubtful Debts recovered	1,241,715		50,000	30,000	30,000	30,000
Other income	56,351	12,157	10,000	10,000	10,000	10,000
	<b>1,487,928</b>	<b>149,122</b>	<b>154,786</b>	<b>80,000</b>	<b>40,000</b>	<b>40,000</b>

#### 14. REMUNERATION COSTS

Actuals 2019	Budget 2020	2021	2022	2023	2024
\$	\$	\$	\$	\$	\$
1,952,911	1,843,691	1,896,686	1,896,686	1,896,686	1,896,686
*Salaries & wages	161,325	151,735	156,135	158,135	151,735
NPF & ACC contribution Long	21,657	70,783		55,000	80,000
service leave & bonuses	37,500	65,000	65,000	65,000	65,000
Salelologa Township committee					
<b>2,173,393</b>	<b>2,145,406</b>	<b>2,113,421</b>	<b>2,172,821</b>	<b>2,199,821</b>	<b>2,113,421</b>

*Details of remuneration costs are specified as follows:*

*Salaries & wages	161,325	151,735	156,135	158,135	151,735
NPF & ACC contribution Long	21,657	70,783		55,000	80,000
service leave & bonuses	37,500	65,000	65,000	65,000	65,000
Salelologa Township committee					

*The number of people employed by the Corporation at*

<i>year end represented by:</i>	89	86	87	87	87	87
<i>Permanent staff</i>	78	75	75	75	75	75
<i>Contract staff</i>	11	11	12	12	12	12

\*Salaries & wages

*Salaries and Wages for the four (4) years of the Plan Period is inclusive of the remaining 2% Gsi to be effective 1st January 2021.*

#### 15. ADMINISTRATION AND OPERATING COSTS

Actuals 2019	Budget 2020	2021	2022	2023	2024
\$	\$	\$	\$	\$	\$
	200,000				
45,112	30,000	40,000	40,000	40,000	40,000
110,715	119,572	120,000	120,000	120,000	120,000
1,797,226	600,000	810,000	810,000	810,000	810,000
84,054					
<b>2,037,107</b>	<b>949,572</b>	<b>970,000</b>	<b>970,000</b>	<b>970,000</b>	<b>970,000</b>

*Details of administration & operating costs are specified as follows:*

##### **Real Estate**

Sogi Relocation					
Consultations (negotiation costs)	45,112	40,000	40,000	40,000	40,000
Survey fees & expenses	110,715	120,000	120,000	120,000	120,000
*Provision for Doubtful Debts	1,797,226	810,000	810,000	810,000	810,000
Discount allowed	84,054				

\*Provision for doubtful debts

*The provision for doubtful debt is a general provision based on the history of overdue amounts and those that may not be recovered.*

##### **Investments**

Actuals 2019	Budget 2020	2021	2022	2023	2024
\$	\$	\$	\$	\$	\$
38,590	70,000	30,000	30,000	30,000	30,000
16,467	20,000	30,000	30,000	30,000	30,000
	10,000	20,000	20,000	20,000	20,000
57,645		63,410	66,580	69,909	73,404
68,159	51,818	54,409	57,129	59,986	62,985
<b>193,747</b>	<b>151,818</b>	<b>197,818</b>	<b>203,709</b>	<b>209,895</b>	<b>216,390</b>

\*Heavy machinery expenses

*Relates to Tractors and Gangmower at the Faleata Golf Course*

##### **Support service**

Actuals 2019	Budget 2020	2021	2022	2023	2024
\$	\$	\$	\$	\$	\$
54,588	77,965	57,317	60,183	63,192	66,352
202,555	209,276	213,462	217,731	222,085	226,527
154,822	130,000	169,000	169,000	169,000	169,000
18,625	18,875	19,000	19,000	19,000	19,000
29,129	27,803	30,000	30,000	30,000	30,000
112,621	179,057	135,000	135,000	135,000	135,000
695,863	943,413	1,000,000	1,000,000	1,000,000	1,000,000
4,370	15,087	15,000	15,000	15,000	15,000
49,754	23,598	30,677	36,813	40,494	42,519
<b>1,322,327</b>	<b>1,625,074</b>	<b>1,669,456</b>	<b>1,682,727</b>	<b>1,693,772</b>	<b>1,703,398</b>

**Total Administration & Operating Costs**

<b>3,553,181</b>	<b>2,726,464</b>	<b>2,837,275</b>	<b>2,856,436</b>	<b>2,873,667</b>	<b>2,889,788</b>
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\*Repairs and maintenance

*Most of the Repairs & Maintenance works relates to new roads for new land lease subdivisions during the Plan Period.*

*Other Maintenance works relates to Market Buildings, Main Office as well as the Faleata Golf Course & Buildings.*

#### 16. INTEREST/FEEES ON BORROWINGS

*Details of interest/fees on borrowings are specified as follows:*

Actuals 2019	Budget 2020	2021	2022	2023	2024
\$	\$	\$	\$	\$	\$
752,209	850,000	615,600	609,796	579,306	550,341
		146,867	282,237	262,639	241,831
<b>752,209</b>	<b>850,000</b>	<b>762,467</b>	<b>892,033</b>	<b>841,945</b>	<b>792,172</b>

\*Interest - UTOS loan

*The loan with UTOS is at 6.9% interest rate over a 15 year term. It is repayable on a monthly basis including interest and principal, with a repayment of \$150,000 per month. Security over the borrowings is with land under the Corporation as agreed with UTOS.*

\*Interest - ACC Loan

*The Loan with ACC will be at 6% Interest rate with monthly repayments of \$50k per month. Average interest incurred annually will be around \$280k based on reducing balance at the end of each Financial Year.*



## 21. Funds Held On Deposit

Balance as at year end

These are deposits by customers for lands on sale agreements.

Actuals 2019 \$	Budget 2020 \$	2021 \$	2022 \$	2023 \$	2024 \$
143,760	58,937	64,831	71,314	78,445	86,290

## 22 Related Party Transactions

### i) Directors compensation

Noted below are the Directors of the Corporation for the Plan Period as per FK (19) 43 and warrant of appointment signed by the Head of State dated 4th March 2020.

- 1 Lavea Lemalu Tupuola Sione Malifa (Chairman)
- 2 To'omata Tua Afamasaga
- 3 Su'a Henry Fruean
- 4 Tuilagi James Bartley
- 5 Selesitina Pulega

Board member fees are paid as salary and wages via Payroll during the Plan Period. The annual fees are \$22,500 for the Chairperson and \$18,000 for board members. Directors appointed from other government entities receive a sitting allowance only, SLC Board currently do not have members in this category.

#### *Directors and meeting costs*

Directors fees

Local travel & other Board expenses

Actuals 2019 \$	Budget 2020 \$	2021 \$	2022 \$	2023 \$	2024 \$
130,500	130,500	94,500	94,500	94,500	94,500
11,735	12,000	15,000	15,000	15,000	15,000
142,235	142,500	109,500	109,500	109,500	109,500

### ii) Key management personnel costs

#### *Represented by:*

*General Manager*

*4 x Managers*

125,526	128,037	128,037	128,037	128,037	128,037
264,903	360,268	360,268	360,268	360,268	360,268
390,429	488,305	488,305	488,305	488,305	488,305

## 23. FINANCIAL INSTRUMENTS

This section outlines the Corporation's exposure to financial risks and describes the methods used by management to control and monitor these risks. Assuming the major risks are credit risk, liquidity risk and market risk of interest rate and foreign exchange risk.

### a) Credit risk management

Credit risk refers to the risk that a customer will default on its contractual obligations resulting in financial loss to the Corporation.

The Corporation has adopted a policy of only dealing with creditworthy customers and obtaining sufficient collateral where appropriate, as a means of mitigating the risks of financial loss from defaults. The Corporation exposure and the credit ratings of its customers are continuously monitored and the aggregate value of transactions concluded is spread amongst approved customers. Credit risk is closely monitored by the Lending Division and Legal and Recoveries Division through regular independent reviews designed to test the quality of credit exposures and to ensure compliance with Corporation policies.

### b) Liquidity risk management

Ultimate responsibility for liquidity risk management rests with the board of directors.

The Corporation manages liquidity risk by maintaining adequate reserves, banking facilities and reserve borrowing facilities by continuously monitoring forecast and cash flows and matching the maturity profiles of financial assets and liabilities.

## 24. CONTINGENT LIABILITIES

- i) The case with Farm Tech, a plaintiff seeking \$5 million from SLC to fulfill its alleged share purchase agreement is still with the Court. The office of the Attorney General is handling this case for SLC.
- ii) Nanai Lui Tokuma family in Sogi is arguing that the land it occupies though registered under SLC, belongs to them and seeks declaration by the Court to that effect. The Court of Appeal ruled in favour of SLC.

## **25. CAPITAL COMMITMENT**

- (i) In October 2018, the directors approved in principle the budget for construction of new Savalalo temporary Market at Fugalei. This project is expected to start in early May 2020 as per cabinet directive
- (ii) Construction work for the new Flea Market at Sogi will commence in early May 2020 for a period of 6 to 8 months.
- (iii) Construction work for the 2 X 3 Bedroom houses at Ululoloa will commence in late April 2020 for a period of 4 to 6 months

Any other capital commitments proposed during the Plan Period will be inform accordingly.

## **26. SUBSEQUENT EVENTS**

The directors are not aware of any other subsequent events that may have a material impact on the financial statements.

## **27 TRANSFERS OF LANDS DIRECTED BY CABINET**

- (i)The Cabinet Decision FK (17)19 on 30 May 2017 approved the transfer of 430 acres of Government Land at Salelologa township area to SLC. Of the 430 acres, only 392 acres was subsequently transferred and registered under SLC in November 2017 with the total value of \$387,296 now included in this financial year. The remaining quantity of approximately 40 acres is yet to be finalised pending confirmation from MNRE.
- (ii) The transfer of 300 acres at Tafaigata prison as per FK(17)09 on 22 March 2017, has been held up because the Ministry of Natural Resources and Environment which is responsible for confirming the land area at Tafaigata has now confirmed in it's CEO letter dated 23 February 2018 that the actual land area where the Tafaigata prison is situated is only 118 acres 1 rood and 37.45 perches.

The transfer of 100acres at Vaiaata, Savaii to the Ministry of Prison and Correction Services as per FK(17)09 has not been actioned also.

## 7. SPECIFIC PROJECTS

- ✚ Construction of new Flea Market at Sogi
- ✚ Construction of two new rental places at Ululoloa
- ✚ Relocation of Sogi residents to Tafaigata
- ✚ Temporary relocation of Savalalo market to Fugalei
- ✚ Development of Salelologa township
- ✚ Development of Salelologa land lease (market area)
- ✚ Subdivision of lands at Tafaigata, Aleisa, Tapatapao, Laloanea, Nu'u, Vailele, Letogo, Letava and Vaiaata
- ✚ Construction of access roads to residential and agricultural leases
- ✚ Identification of court grants
- ✚ Prepare master zoning plan for land use
- ✚ Ongoing annual update of Land Reconciliation and revaluation Project;
- ✚ Cabinet in its Cabinet Directive (15) 08 approved retention of all lands at Tuanimato by SLC, and a Lease Agreement be made between SLC and SSFA to cover lands used for Sports Facilities. The rest of the lands will be leased to companies' already occupying land such as Digicel and the Solar Power companies.

## 8. SUPPORT FOR GOVERNMENT POLICIES

- ✚ Providing space to nurture small to medium businesses;
- ✚ Making space available for farmers to sell their produce;
- ✚ Employment creation through land sold and lease to business community;
- ✚ Import substitution through land lease for agricultural use;
- ✚ Support foreign exchange earnings through exports of produce and products by SLC clients;
- ✚ Food security through lands leased by villages and individuals;
- ✚ Sports development through use of lands for sports complex (Tuanimato);
- ✚ Support tourism development through land use for tourist activities;
- ✚ Education for all through lease of land by schools;
- ✚ Social harmony and spiritual living through use of land by Churches;
- ✚ Support for infrastructural developments and utility services through land made available for roadings as well as leases for water developments and electricity generation projects;

- ✚ Compliance with statutory reporting requirements of Government;
- ✚ Pay dividend to Government.