

THE MARIPORT GROUP LTD.

REPRESENTATIVE PROJECTS IN STRATEGIC PLANNING AND MANAGEMENT ADVISORY SERVICES

Beauport Flats Development^{1, 2}

Undertook a detailed cost analysis of current operations of the Beauport Flats terminal in Quebec City and projected future costs for an automated bulk handling terminal. Reviewed existing traffic, forecast future business and provided a targeted marketing plan for implementation.

Cement Barge Advisory Services¹

Over a period of several years, acted as company's marine department in analyzing the shipment of cement, clinker and coal. Work included actual management of a TBU in trade and has resulted in three tug barge operations being introduced in the Great Lakes. A major overview of operations and recommendations for improvements in the marine system was completed in 1996, ten years after the first marine equipment was introduced.

South East Alaska Transportation Plan Update¹

Analyzed the transportation needs of the residents of South East Alaska with a 20-year time horizon. The work encompassed marine, air and road services and recommended 19 changes in the scheduling of the Alaska Marine Highway to improve service within the region.

Port Market and Traffic Analysis²

On behalf of the St. Lucia Air and Sea Ports Authority, analyzed the traffic and trade opportunities within the Eastern Caribbean for the ports of Castries and Vieux Fort. Identified new opportunities in the container, break bulk and bulk markets for each port. Reviewed port operations and productivity and made recommendations relative to improvements. Outlined strategic plan and marketing needs.

Port of Toronto²

- In 1990, analyzed the transportation and direct economic impacts that the port has on its hinterland. Reviewed historical and future traffic opportunities for core and peripheral business. Recommended rethinking of port management and marketing to permit port to achieve its potential.
- In 1999, on behalf of the Board of Directors of the Toronto Port Authority, reported on the role of the Port of Toronto. This was not specifically an update of the 1990 study, and analyzed each area of activity, market segmentation and competitive pressures. The study also investigated the economic and environmental impact of not shipping via the port. The study also suggested new business areas for the T.P.A.

Port Master Plan - Turks and Caicos Islands²

Undertook a detailed study of services to TCI and surface transportation within the Islands. Recommended new approaches to main line and regional service, to overcome the problems of extreme shallow draft. Also provided, inter alia, forecasts for population change, tourism growth, and economic development.

Strategic Review of Marine Transportation²

On behalf of Adelaide Brighton Cement in Australia, undertook a thorough review of existing marine transportation activities and contracts as well as options and opportunities for delivery of the company's products and raw materials.

¹ Conducted wholly, or in part, by Mariport principals prior to formation of the company.

² Jointly with other consultants.

Shipping Market Advice¹

Over a 10-year period, advised Hamersley Iron, Australia, regarding the shipping market and their position relative to iron ore deliveries into the Far East and the Atlantic Basin.

Ferry Service Analysis²

Advised the Delaware River and Bay Authority regarding ridership issues on their Cape May/Lewes ferry operation. Primarily responsible for operational issues and recommendations regarding changes in fare structure.

THE MARIPORT GROUP LTD.

EXPERTISE IN STRATEGIC PLANNING AND MANAGEMENT ADVISORY SERVICES

The Mariport Group has unique experience in all aspects of the shipping and port industry and can provide an independent service tailored to an organization's markets and needs.

Services usually incorporate an analysis of the market in which the client operates, to determine current and likely future position, and what new opportunities exist. Cost of operation, competition, organizational structure and external relations are addressed as necessary and practical solutions offered.

Typical examples of work undertaken for a port are as follows:

- Analyze traffic base.
- Review port hinterland, users and customers.
- Analyze position of port relative to domestic and/or International Trade.
- Review services offered.
- Analyze cost of operation.
- Forecast future business in core and peripheral cargo and service.
- Identify investment needs to service future business and demonstrate how revenues may be generated to service financing costs, both directly and by cross subsidy.
- Provide marketing plan by target commodity, service, investor, partner, customer.
- Review existing operations and propose internal restructuring needed to meet new challenges.
- Work with port to actually implement recommendations and bring in new business and services.

Typical examples of work undertaken for a company exploring a new shipping venture are as follows:

- Analyze business base in terms of available traffic.
- Review nature of the trade relative to the market, and sensitivity to market forces.
- Forecast future traffic and identify likely service characteristics.
- If the business requires investment in new technology, review systems available, costs for new construction and conversion, capability, 'fit' with trade needs.
- If the venture involves high speed marine transit, then the survey would include a careful analysis of craft available and their characteristics against sea and operating conditions expected, as well as wake wash issues.

- Review ships available for conversion, or shipyards that might be considered for new construction.
- Analyze costs relative to rate structure and likely total service costs.
- Work with client to implement project if venture is deemed viable.