



CAPABILITY STATEMENT

Ports and Shipping

February 2012



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ABOUT MDS TRANSMODAL

Who we are

MDS Transmodal was established in 1983 and has developed into a unique business, providing specialist consultancy and information services to the world's transport industry. Our main activities are concentrated in the freight transport market and cover ports, short sea and deep sea shipping, road and rail, logistics and distribution. We also have expertise in inland waterway transport, airfreight and international passenger travel.

MDS Transmodal undertakes a wide range of consultancy projects in the UK and internationally. Projects range from trade and traffic forecasting at the national level and for specific routes, or commodities or projects, to feasibility studies for new infrastructure or shipping services, to planning and policy advice.

Our clients are drawn from the private and public sectors and include infrastructure providers, port companies and operators, property developers, financial institutions, government and other organisations with interests in transport-related issues.

For more information about our company please visit our website at www.mdst.co.uk

What we do

Ports

MDS Transmodal undertakes commercial studies for ports throughout the world. The company has 27 years of experience in this field. We carry out:

- National and international trade and port traffic forecasts
- Investment appraisals
- Commercial due diligence studies
- Traffic and revenue forecasts
- Long-term strategic planning studies
- Analysis of trade and passenger flows and market opportunities
- Feasibility studies for new ports, new terminals, and new facilities
- Operational and infrastructure studies in the port and rail sectors
- Analysis of the market potential for new shipping services
- Studies on the development of inland linkages

Projects concerning the development of new facilities are often tackled on a co-operative basis with an engineering consultancy. Our contribution covers the relevant market aspects, from the types of cargo that the port could attract, to potential interest from shipping lines in cases where liner trades are involved. This type of approach means that we are often the first consultancy contacted by potential developers/investors since the results of the market study will not only define the nature of the port facilities but also whether the project is financially attractive. We often also work with planning and regeneration consultancies involved in local development planning for the public sector where the port business requires evaluation and forecasts to be made for traffic.

Shipping

Shipping companies are constantly seeking new market opportunities. Projects typically cover the examination of new route structures where our role is to give advice on the volumes of cargo available, current market prices, competition and all the items relevant to a full feasibility study. Occasionally, near-launch planning is also required, leading to cash flow analysis and other financial projections. Although **MDS Transmodal** has handled feasibility studies for all types of cargo – bulk and unitised - we have become particularly well known for our work in the ro-ro and container sectors.

MDS Transmodal has recently advised on:

- Due diligence on the purchase of a GB ferry company by a private equity fund
- The logistics strategy in Britain for a major deep sea shipping line
- Rail ferry projects on the North Sea and between South Korea and China
- Cross Channel ferry services
- Lolo services between Britain, Ireland, the NW Continent and Iberia
- Inland waterway services on the Continent
- Coastal services along the British coast
- The sale of an Irish Sea ferry operation

Typically carriers are examining new route structures and our role in these cases is to advise on the volumes of cargo available, current market rates, competition and all the items relevant to a full feasibility study. Although the majority of projects undertaken have been in Europe, we have also evaluated services in the Americas and Asia.

In the context of work for **financial institutions** MDS Transmodal has given advice on ports and shipping, conducting due diligence concerning the business dynamics and competitive position for several prominent port groups and UK ferry operating companies.

DATABASES AND MODELS

A list of some of the databases and models developed in-house by MDS Transmodal that are used in various port and shipping-related consultancy projects.

GLOBAL TRADE FORECASTING

MDST World Cargo Database **MDS Transmodal** maintains a comprehensive **world trade database** comprising the foreign trade statistics of **all** countries and 3,000 commodities to SITC 5 digit level, covering the period from 1996 to the current quarter.

Container Trade Forecasts **MDS Transmodal** has developed a methodology to **produce long-range forecasts** of containerised and non-containerised maritime trade. The maritime trade database includes detailed estimates of the volume of loaded and empty containers by TEU on a country-country basis associated with each 5-digit SITC commodity classification.

We provide monthly trade lane forecasts to trade journal *Containerisation International*, see here: www.mdst.co.uk/articles/consultancy_resources/trade_data

Forecasts are also generated for non-unitised cargoes including bulk and break-bulk commodities.

MDST European Region-to-Region Trade Database Trade data UK region-European region for major countries for country-to-country trade data (up-dated annually)

CONTAINER SHIPPING

MDST Containership Databank The world standard database of containership information contains operational details of the world container carrying fleet and 30 fields of information for every vessel, including operator, service, route, TEU, service frequency, port rotation and much more. The service deployment of individual vessels in the fleet frequently changes. The Databank tracks these changes, providing updated issues every month, and is an essential tool for anyone concerned with monitoring the container industry. The Databank has been produced since 1985 thus enabling a wide range of historical analyses to be undertaken.

GB PORT SUPPLY and DEMAND

Port Infrastructure Database A Database of GB Port Infrastructure including details of quay lengths, depths, no of berths, cargo handled, terminal areas, ownership

GB Port Supply & Demand Model An economic simulation model that consists of a database of all port terminals by type, with their size in terms of hectares, depth of water etc. and freight demand assigned to vessel calls; the model, which has been used by the UK Department for Transport as part of its ports policy review, seeks to allocate traffic to ports, allowing for switching between them, and provides outputs in tonnes of freight accommodated and not accommodated by traffic type and GB region to a given forecast year.

TRANSPORT COST MODELS

LINCOST The LINCOST model was developed to model liner services from short sea ferry to deep sea containers.

LINCOST is particularly powerful in assisting ports in understanding shipping line behaviour and in showing the cost-effectiveness of adding or dropping ports in an itinerary. Another common use is in quantifying the number of units required for a direct call by a mainline vessel, rather than by a feeder. For example, in 2005, it was used for a UK Government project assessing the opportunities for container transshipment in Britain and value that it adds to the UK economy.

Great Britain Freight Model (GBFM) An integrated software/database system linking domestic and international GB freight data with simple economic models to explain freight demand and allowing trend and scenario based forecasting. The model, which forms the freight module of the UK Department for Transport's National Transport Model, can be used to test the impact of market trends (e.g. the increasing cost of fuel for HGVs) and policy measures (e.g. the introduction of a system of road pricing) on RoRo freight flows by route, corridor, maritime mode of appearance and inland mode between GB and the continental mainland and Ireland.

Ferry cost models Various cost models for ferries
Barge cost model Generic cost model for Rhine barge movements
More information can be found here: www.mdst.co.uk/articles/transport_models_forecasting

PROJECT EXPERIENCE

In the United Kingdom

| SUBJECT OF STUDY | DATES | CLIENT |
|--|-------|-------------------------------|
| Case for biomass facility - Commercial strategic advice to a major UK Port in relation to developments in the Renewable Energy sector | 2011 | Major UK port |
| Port master plan market review – review of port markets and traffic forecasts for a major UK port, including containers, trade cars, dry bulk and cruise markets | 2011 | Major UK port |
| Impact of Green Energy on Welsh Ports – in association with DTZ Pida and BVG associated to review trends and developments in Welsh ports and overview of port infrastructure | 2010 | Welsh Assembly |
| Review of Evidence on the economic impact of the UK ports and the UK shipping industries in the UK | 2010 | Department for Transport |
| Examination of market opportunities for the Port of Great Yarmouth | 2010 | Port of Singapore Authority |
| Analysis of competitive position of services through the Port of Dover | 2010 | P & O |
| Analysis of recent trends in freight in markets relevant to the Port of Dover | 2010 | Port of Dover Harbour Board |
| Importer exporter analysis for Liverpool Superport | 2010 | Merseyside Partnership |
| Market assessment for Cromarty Firth | 2009 | Cromarty Firth Port Authority |
| Impact of port on highway and rail networks of London Gateway | 2009 | Highways Agency |
| A DaSTS study to examine the options for improving access by road, rail and waterborne transport to Liverpool Docks . | 2009 | 4NW |
| Viability assessment of Mistley Port in the context of the Local Development Framework. | 2009 | Tendring District Council |
| Port market assessment and forecasts for private equity port acquisition | 2009 | Private investor |
| Mersey Superport economic study. Economic study on the concept of a Superport region and ways of capitalising on the synergies between key freight businesses and the provision of appropriate infrastructure to serve their needs | 2009 | Mersey Partnership |
| Assessing the long term potential of the Ports of Fowey and Par with particular reference to the movement of secondary aggregates | 2009 | Cornwall County Council |
| Forecasts for Southampton Masterplan | 2009 | Associated British Ports |
| Commercial due diligence on target port acquisition. | 2009 | Private (Infrastructure fund) |
| North West ports study update | 2008 | NWDA |
| Severn Barrage economic impact study; impacts on ports and shipping in the Severn estuary. | 2008 | DTZ Pida |
| Sizing market for South Wales ro-ro service | 2008 | Atkins |
| Mersey Docks Strategy - Strategic study for the Mersey Docks complex encompassing the Port of Liverpool, Birkenhead and the Manchester Ship Canal. Including port traffic forecasts, future land requirements, assessment of opportunities for portcentric distribution, review of the national and local planning frameworks | 2008 | Peel Ports |

| SUBJECT OF STUDY | DATES | CLIENT |
|--|----------------|--|
| Strategic Study for Medway Ports - Study of market opportunities, competitive analysis, assessment of land requirements and implications of public planning policy. | 2008 | Peel Ports |
| Inland transport implications for a major deep sea container port. Modelled analysis of the inland distribution of maritime containers from the proposed new facility using GBFM. Consideration of rail freight issues; freight rates to key inland destinations; key issues with regards to road haulage; forecast of container volumes by origin and destination region, and a forecast road/rail modal split. | 2008 | Port of Bristol |
| National Strategy for a deep sea container line - The objective was to determine a long run strategy that minimises unit cost subject to acceptable levels of service. Cost modelling of inland distribution of import/export containers, rail freight/road haulage/feeder ship scenarios, consideration of UK port performance and capacity. | 2008 | Private client |
| Newhaven Masterplan – contribution to the ‘Physical Development Vision for Newhaven’ study led by BBP Regeneration. Assessment of the economic role of Newhaven Port, future of commercial cargo handling activities, and ro-ro operation. | 2008 | SEEDA/Lewes DC/ East Sussex & Hove CC |
| Provision of market intelligence and preparation of freight and passenger forecasts | 2002 - 2007 | Eurotunnel |
| Port based distribution project | 2007 | Port of Dublin |
| Par Docks Regeneration Study – Assessment of the commercial market opportunities for Par Docks and the Port of Fowey, following the impending cutback in clay export activities by Imerys. Also considered the potential of the cruise and marine leisure sectors. | 2007 | SWRDA/Restormel Borough Council/Cornwall Enterprise |
| UK Port Demand Forecasts to 2030, a major study to produce 25-year national port traffic forecasts for the Department for Transport. This research involved econometric modelling to produce forecasts of unit load traffics and market studies and a consultation exercise to develop non-unitised forecasts for all broad commodity types up to 2030. The report has been published in parallel with the DfT’s Ports Policy Review consultation document. | 2006 | Department for Transport |
| Port of Shoreham Masterplan - MDST was commissioned to undertake a study of the current operational activities of the Port of Shoreham to inform the preparation of a wider regeneration project focussed in and around the Port. Key components of the study included: <ul style="list-style-type: none"> • Port market appraisal, including new markets and provision of port traffic forecasts to 2025 • Quantification of the minimum requirement for land and quays, essentially to be provided by land reclamation, in order for the port to continue its present operation and to allow for future growth; and • Economic study of the contribution made by the Port to the regional and sub regional economy and its industries. | 2006 | SEEDA |
| Technical port operational advice on the port of Ramsgate to assist Thanet District Council and BBP Regeneration consultants in discussions with the developers of the London Array Windfarm off the North Kent coast. The advice included: <ul style="list-style-type: none"> • Appraisal of current commercial cargo-handling activities at the port of Ramsgate and prospects for the Port; • Examination of Windfarm related port activity, calculation of port land requirements; • Comment on the additional business opportunities that the construction of an alongside quay at Ramsgate may lead to. | 2006 | Thanet District Council |

| SUBJECT OF STUDY | DATES | CLIENT |
|--|---------|--|
| The case for investing in Panamax container vessels for the charter market | 2006 | Private equity company |
| UK Containerport Transshipment Study- study of the economic costs and benefits of transshipment to the GB economy. Involved testing of different scenarios of GB deep sea container port supply and lolo traffic forecasts to 2030. The report has been published in parallel with the DfT's Ports Policy Review consultation document. | 2006 | Department for Transport |
| IMPACTE – INTERREG IIB funding application | 2006 | SEEDA |
| Transport Case for a Sustainable Resource Recovery Park at Ince: employed to develop the case for a water and rail linked industrial recycling development on the Manchester Ship Canal . | 2006 | Peel Holdings |
| Port Salford : Case for a road, rail and short sea container terminal at Salford on the Manchester Ship Canal (Port Salford). | 2006 | Peel Holdings |
| An Evidence Based Strategy for Northern Ports | 2006 | Yorkshire Forward |
| Purchase of Teesport | 2005 | Private equity consortium |
| Purchase of Mersey Docks & Harbour Company | 2005 | Private equity company |
| Financing of takeover of Mersey Docks group | 2005 | Peel Holdings |
| Sale of 49% stake of port group | 2006 | Peel Holdings |
| Purchase of Associated British Ports | 2006 | Goldman Sachs |
| Port of Blyth Market study – update of 2003 port forecasts as part of the ongoing Blyth Estuary regeneration study. Review of Harbour Commissioners' business plan. | 2005 | English Partnerships |
| North West Ports Economic Trends & Land Use Study | 2005 | NWDA |
| Newhaven Eastside Economic Masterplan – provision of specialist advice to RTP on the commercial operation and business opportunities for the Port of Newhaven as part of a wider economic Masterplan being carried out for the port owners. | 2005 | Roger Tym & Partners |
| Rye Harbour Economic Appraisal: Commissioned together with Roger Tym & Partners to undertake an economic appraisal of Rye Harbour, including a detailed review of the role and contribution of the port to the Rye economy, an assessment of commercial prospects and the provision of advice on possible sources of funding. | 2004 | Rye Partnership |
| The study examined the market size and segmentation for all container traffic with an origin or destination in Scotland carried by feeder and shortsea shipping services, by rail and road. The study included market research, demand modelling using the GB Freight Model and strategy recommendation. | 2004 | Forth Ports Plc & Scottish Enterprise |
| NW Ports Stakeholder Study: presented a summary of institutions, legislation and policies relevant to the sustainable development of ports in North West England and North Wales , including environmental, economic and transport-related issues. | 2004 | English Nature & Countryside Council for Wales |
| South Tees Development Options: Study involving preparing a series of options for the development of a number of strategic sites in the River Tees Corridor in the light of increasing rationalisation of steel making on the Tees. | 2004 | One North East |
| Case for outer harbour scheme at Great Yarmouth | 2001-04 | Great Yarmouth Port Authority/Eastport |
| The economic of impact of light dues in the UK ; included analysis of factors affecting level of transshipment of UK deep sea container traffic on the Continent | 2003-04 | Department for Transport |

| SUBJECT OF STUDY | DATES | CLIENT |
|---|-----------|--|
| Scottish Container Market Analysis: policy & market analysis; competitive environment; customer perceptions | 2004 | Forth Ports PLC & SE Forth Valley |
| MDS Transmodal completed port traffic forecasts to 2034 for all traffics as part of the Dover Masterplan phase 1. The work focussed on ro-ro passenger and freight forecasts but also included fresh produce, cruise, aggregates and marine leisure and involved scenario development, market research and stakeholder consultation and modelling using the GB Freight model | 2003 | Port of Dover |
| The need for inland infrastructure to serve GB container ports | 2003 | Maersk Sealand |
| Viability of Falmouth Docks: Examination of the future viability of Falmouth's ship repair, cargo handling and cruise businesses in the light of the ports development proposals and ERDF funding application. | 2003 | SWRDA |
| Blyth Estuary Study: assessment of operations and business opportunities leading to the development of viable port development options as part of a wider regeneration-led masterplan study of the Blyth Estuary. | 2003 | One North East |
| The European Low Cost Airline Industry to 2007 and the Strategic Impact on the UK Ferry Market | 2003 | Passenger Shipping Association |
| Case for short sea container terminal at Hull | 2003 | Associated British Ports |
| Economic need and rail access for the Dibden Bay container terminal | 1995-2002 | Associated British Ports |
| 'Project Cowes' – Development Framework for the Regeneration of Cowes and the Medina Valley: appraisal of commercial port markets and development options, analysis of car and passenger ferry traffic to Cowes and the Isle of Wight and options for the future development of the ferry terminal. | 2002 | (Isle of Wight Economic partnership/IoW Council/SEEDA) |
| GB Port Infrastructure Supply & Demand for unit load traffic | 2002 | RSPB & English Nature |
| Investment strategy for developing a RoRo terminal at Killingholme on the Humber | 2002 | Simon Ports |
| Intermodal rail Links between South Yorkshire & the Humber Ports | 2002 | Yorkshire Forward |
| Cross Channel Market Study | 2002 | Private client |
| Port of Tyne : Study of Rail Potential | 2002 | Port of Tyne |
| Workington Port Best Value Review: identified a 10-year investment strategy for the future development of the Port, including the appraisal of market opportunities, SWOT analysis, funding issues and port management/ownership options and hinterland road/rail connections. | 2001 | Cumbria County Council |
| Assessed future market opportunities for cargo on the Manchester Ship Canal and considered the wider strategic opportunities which may be available in terms of freight distribution and related development in the North West England region. | 2001 | Manchester Ship Canal |
| Plymouth marine sector strategy: Development of a strategy incorporating the long term development potential and infrastructure requirements of port operating companies at the Port of Plymouth and of maritime related businesses (ship repair, boat building, marine technologies, fishing, tourism and leisure). Undertaken in association with DTZ Peda consulting. | 2001 | SWRDA |
| Port of Liverpool - Twelve Quays Ro-Ro Development: Traffic Forecasts & Investment Appraisal | 2001 | NWDA |

Overseas Port Projects

The table gives some examples of port projects undertaken outside the UK in the last ten years.

| Year | Port | Partner(s) if any | Client | Job details |
|-----------|---|-------------------|--------------------------------|--|
| 2011 | Mediterranean container terminal | Halcrow | Private client | Due diligence regarding traffic forecasts and financial projections for a target acquisition |
| 2011 | Mediterranean transshipment port | None | Infrastructure Management Fund | Assessment of the market prospects and commercial positioning of a Mediterranean transshipment port |
| 2006-10 | Various | None | Private equity funds | Several commercial due diligence projects with respect to: purchase of shares or acquisition of international port and terminal operating groups |
| 2008 - 9 | Dublin Port Study | INDECON | Department of Transport | MDST in association with Indecon was appointed to undertake a study of options for the long-term development of the Port of Dublin. This will encompass assessment capacity and future need, inland transport implications and evaluation of options for the relocation of the Port. |
| 2008 | Various Continental terminals | None | Private client | Assessment of BBI Euroports with a view to a potential acquisition. |
| 2007 | Vizhinjam (India) | None | Private client | Independent assessment of prospects for new container terminal in Kerala State (India) on behalf of private investor. |
| 2006-07 | Saudi Arabia - Jeddah/Dammam Landbridge | Arup | Private client | Revenue consultants for the Saudi rail landbridge project, working with one of the bidders. Included port assessments and traffic forecasts. |
| 2001-2005 | New York/New Jersey | Halcrow | CPIP Consortium | Comprehensive Port Improvement Plan. Market forecasts including forecasting US trade, testing different channel depth scenarios, inland cost models by mode etc. |
| 2004 | Cochin | None | ICTSI | A comprehensive review of Indian container flows, with specific reference to the port of Cochin. The study was particularly concerned with inland competition and a detailed analysis of distribution costs was included as part of the study. |
| 2004 | Bahrain | None | Private client | Gulf Container Market Study, with particular reference to Bahrain and potential for transshipment |
| 2004 | Sillamae (Estonia) | None | Private client | Sillamae Container Port Feasibility: analysis of potential for container ports in Estonia |

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|------|----------------------|------------------|--|---|
| 2004 | Derince (Turkey) | Halcrow | Turkish State Railway Corporation (TCDD) | Derince Port Masterplan Study. MDST provided 20-year port traffic forecasts and port market study for the reconstruction of a port in the Izmit Bay earthquake zone. |
| 2003 | Beirut (Lebanon) | None | Private client | Port of Beirut Market Study: study of container market potential (transshipment and transit) for an international port development company. |
| 2001 | Tarragona | None | ICTSI | Study of potential for a new container terminal located with the port of Tarragona, Spain. |
| 2001 | Djibouti | Posford Duvivier | Dubai Ports International | Djibouti transshipment port potential: Market appraisal to assess the potential for development of a new container transshipment terminal at the port of Djibouti, East Africa. |
| 2000 | Gibraltar | None | Government | Major study of the redevelopment of the whole port of Gibraltar, including shortsea, container and cruise facilities. Recommendations on management restructuring, tariffs and facilities |
| 2000 | Shannon | None | Shannon Development Corporation | Prospect for Shannon to become a Deep Water transshipment hub. |
| 1999 | Gdansk, (Poland) | None | ICTSI | Feasibility of the development of a deepsea container port adjacent to existing port at Gdansk. Quantification of container market in East Europe and the Baltic; identification of potential users |
| 1999 | Laem Chebang | None | ICTSI | Advice concerning open bidding for new container terminals within the existing port. Key issues include forecasts of traffic, impact of extra capacity on tariffs, inter-terminal competition. |
| 1999 | Manila (Philippines) | Halcrow | PPA | Large study covering the development of the North Harbour at Manila. Advice on all aspects of the 1998 development – commercial, physical and organisational – were included in the port project. |
| 1999 | Selaata (Lebanon) | None | Private client | Development plan for Selaata, concentrating on the main bulk and semi-bulk cargoes moving within the Eastern Mediterranean. Quantification of transit traffic for Syria, Jordan and Iraq was of major importance. |
| 1999 | Suape (Brazil) | F.R Harris | IFC | Very similar to the Sepetiba project, but covering only Northern Brazil. |

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| 1999 | Valencia | None | ICTSI | Future for container traffic at Valencia, bearing in mind port competition within the Mediterranean. Especially involved with Spanish intra-regional traffic flows and forecasting future patterns. |
| 1998 | Al Taweela (Abu Dhabi) | Posford Duvivier/Bechtel | Government | Potential multi-purpose industrial port development in Arabian Gulf. Advice concerning main commodities traded in the region, requirement for new primary industries, as well as downstream products. Indications on developing an industrial park linked to the port |
| 1998 | Alexandria (Egypt) | None | ICTSI | Potential for improved efficiency at existing container facilities at Alexandria/Dekheila. Concentrating on economic aspects, tariffs, cashflow etc. |
| 1998 | New Orleans | F.R. Harris | Port Authority | A study of the “Port Millennium” project at the head of the Mississippi. Computer modelling was used to examine the relative attraction of different locations and the competition vis-à-vis other US Gulf ports. |
| 1998 | Port Said (Egypt) | Halcrow | Government | Potential for the development of a new port within the Suez Canal, opposite the existing Port Said facilities. Identification of potential users and forecast of traffic by type. |
| 1998 | Saida (Lebanon) | F.R. Harris | Private client | Likely use of Saida (Sidon) if developed as a container transshipment facility. Advice on potential users and tariffs. |
| 1997 | Adabia (Egypt) | None | Petra Navigation | Investigation of market for a small container port on the Red Sea. Advice on optimum facilities required and tariff levels. |
| 1997 | New York/ New Jersey | F.R. Harris | Port Authority | A similar study to New Orleans, carried out as part of a masterplan for the NY/NJ port authority, focusing especially on Asian container traffic. |
| 1997 | Sepetiba (Brazil) | Bechtel | Regional Authority | Use of Sepetiba as a load centre for containers for East Coast South America. Computer modelling of the direct service versus transshipment options and identification of optimal service scenarios. |
| 1997 | Subic Bay (Philippines) | None | ICTSI | Evaluation of container traffic potential at Subic Bay, taking into account the impact of the adjacent freezone. The quantification of local and transshipment cargo. |
| 1997 | Tangier | Bechtel | Bechtel (bid) | Potential for a new port at Tangier for container transshipment, covering the West Mediterranean area. |

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|------|---------|------------------|-------|--|
| 1996 | Aden | Posford Duvivier | ICTSI | Major study of development of deepsea container facilities at Aden. Quantification of market, main potential users, tariffs and facilities |
| 1996 | Piraeus | NERA | Bank | A major privatisation study of Piraeus, covering operational, economic and physical aspects. Particularly involving methods of privatising individual terminals within the port. |

PERSONNEL

Brief CVs of the MDS Transmodal staff specialising in port projects are given below. Other support staffs from the company, along with data specialists, are also employed on specific projects.

Mike Garratt – Managing Director

Mike Garratt has a first degree in economics and a Masters degree in Transport Design. He worked initially as a local government transport planner, and subsequently as a researcher and then lecturer at the Universities of Leicester and Liverpool. He then founded the transport consultancy MDS Transmodal, which has now been trading since 1983. He specialises in shortsea shipping, ports and rail freight. Mike has conducted numerous studies for government, local authorities and the private sector. In the UK, he is a board member of both the Rail Freight Group and an advisor to the transport forums represented by the Freight Transport Association. Mike has been and continues to be involved with freight forecasting for amongst others: Department for Transport, the ORR and Network Rail (including formerly Railtrack). Mike is regarded as one of the most informed observers of the rail, shipping and ports industries in the UK and is regularly called upon to speak at conferences and private seminars.

Sharon Cox - Director

Sharon Cox is a Director of MDS Transmodal. Following a geography degree and a research post at Liverpool University, Sharon was a co-founder of MDS Transmodal in the early eighties. She has spent the whole of her working life in research and consultancy. Sharon has been involved with many, varied studies over the past two decades though concentrates mainly on ports and shortsea / coastal /inland waterway shipping and freight projects. Recently she has been heavily involved in consultancy related to due diligence in financial transactions.

Chris Rowland – Director

Chris Rowland has a degree in History and is a Chartered Member of the Institute of Logistics and Transport. He started his career at the National Audit Office, working in the transport and environment area and trained as a Chartered Accountant; he then spent six months working in Brussels for DG TREN of the European Commission, working in the Transport Trans-European Network Policy area. Since joining MDS Transmodal in 1996, he has developed expertise in the market and policy analysis and economics of the ferry, rail freight, port and shipping sectors. In the RoRo and ferry sector he has completed a number of high-profile projects, including a study of the impact of the low cost airline industry on the UK ferry industry for the Passenger Shipping Association and the development of RoRo traffic forecasts for the Port of Dover's Master Plan. Chris was the project manager of the UK Department for Transport study to produce national port demand forecasts to 2030. The forecasts have been used to inform the consultation process on the future UK port policy.

Gail Bradford - Senior Consultant

Gail Bradford has more than 25 years professional experience in maritime transport consultancy. She worked previously for Drewry Shipping Consultants as a market analyst and then a leading UK firm of consulting engineers before joining MDST in 2000. Gail specialises in shipping market research and analysis, port traffic forecasting and the appraisal of port development projects. She has also contributed to a number of EU maritime policy research projects for the European Commission covering European coastal shipping, seafarer employment and state aid to shipbuilding as well as studies covering Chinese and ASEAN liner shipping sectors. Gail has extensive overseas port experience having worked on port development and masterplanning projects in SE Asia, China, the Pacific, Middle East, Europe and North America.

Simon Marzetti – Senior Consultant

Simon Marzetti has over 20 years professional experience across all modes in the transport industry both in engineering and computer modelling. He is MDS Transmodal's principal data analyst and currently is responsible for the development of international transport modelling. This includes responsibility for route cost modelling for container shipping lines, using MDST's LINCOST model. Simon has over 5 years overseas experience working in Mozambique, initially as a road engineer then as a freelance data analyst for several international organisations.

Antonella Teodoro - Consultant

Since joining MDS Transmodal in 2008 Antonella has worked on a number of projects principally in the rail and shipping areas. These have predominantly involved data analysis, computer programming and cost modelling. Some of this work has been associated with the Great Britain Freight Model (GBFM) development and in the preparation of Marco Polo applications for European ship operating companies.