

Ports

Infrastructure

Shipping



Why CLAUpartners?

"your trusted consultants and advisers"



EXCELLENT APPROACH

We want to share with our clients our extensive international experience in all phases of a project, from the feasibility and viability study, market study, definition and design of the facilities, to the negotiation, contracting and implementation management.

We will work together to find innovative and creative solutions that will increase the value of your projects.



RECOGNIZED EXPERIENCE

The privilege of having acted as investors and port operators at the same time in various projects, endorses us with a high level of experience in customizing and optimizing the resources of the projects we undertake.

Our expertise allows us to apply the best praxis in defining investment, operating and management models, improving the use of resources throughout the project or business life cycle, from the original idea until its divestment or end of the concession period.

Our knowledge covers all types of cargo and terminals, with a special emphasis on containers.



EXPERTS

As independent consultants, we guarantee professional support during the entire process of business development and project implementation.

Our team is made up of specialists with extensive international experience in the ports and shipping industry.



INTERNATIONAL NETWORK

To guarantee integrated solutions for our clients, we collaborate with a global network of highly specialized experts.



VALUE PROPOSITION

We want to collaborate with our clients to increase their value, defining and offering innovative and efficient solutions based on our strategic vision as operators and investors at the same time.





Services

Strategic and Business Consulting



STRATEGIC MANAGEMENT

CLAUparters assists its clients in their search for and development of new projects, through participating in their internationalisation strategies and their positioning in new markets, in their risk analysis, feasibility and viability studies, market studies and mergers & acquisitions processes.



SERVICES

- ▲ Market analysis and forecasting
- ▲ Feasibility and viability studies
- ▲ Financial and economic analysis and business models
- ▲ Lay-out design and capacity analysis
- ▲ Simulations
- ▲ Operational engineering and re-engineering
- ▲ TOS, Terminal Operating System
- ▲ CAPEX and OPEX optimization
- ▲ KPIs
- ▲ PPP, tenders, bid proposals and awards
- ▲ Contracts and negotiation
- ▲ Technical specifications (construction, operations and equipment)
- ▲ Construction management and integrated project management
- ▲ Risk analysis



BUSINESS CONSULTING

The CLAUparters team has extensive international experience in the ports & shipping sector, project implementation, project management, operations supervision and general management. In addition, it has successfully participated in numerous reengineering projects, simulations, analysis of port and inland operations, process improvement and optimization of resource allocations.



M&A

- ▲ Strategy and pursuit of objectives
- ▲ Promotion and Planning
- ▲ Teaser preparation
- ▲ Analysis and Evaluation
- ▲ Enterprise Valuation
- ▲ Due diligence
- ▲ Negotiation
- ▲ Vendor-side & Buy-side





Team

Experts in development and strategy



MIKE DEKKER

Internationalization, business development, PPP

Mike has over 30 years' experience in port and inland terminal development and holds a M.Sc. (Applied Mathematics, Operations research) from Delft University of Technology (TU Delft)

He specializes in strategic business plans for port and inland terminals, market and operational due diligence, financial modelling, mergers and acquisitions, including commercial agreements, concession contracts and PPPs.

He started his career in the port of Rotterdam at ECT where he was a member of the design team for the world's first automated container handling facility. He worked in India as consultant to CONCOR, and upon his return to the Netherlands he joined ECT's international business development team. In 2000, he moved to Barcelona to set up Grup TCB's (APM Terminals) business development department dedicated to expanding the group's container terminal portfolio.

Recently, he has been contracted by the European Bank for Reconstruction and Development (EBRD) as Senior Transport Expert for Ports & Shipping.



XAVIER GONZALEZ

Port infrastructure, project management, industrial organization

He specializes in promoting new projects and public-private partnerships, creating business plans, with a strong focus on infrastructure and equipment requirements (capex) and operating expenses (opex), port operations and planning, simulations, feasibility and viability of port investments, financial models, management and coordination of due diligence processes for M&A, analysis of concession contracts and expansion projects.

He began his career as an independent professional in construction projects, detailed engineering, construction management, cost and quality control, occupational health and safety and project management. Subsequently, in Grup TCB (APM Terminals) he has managed and directed the construction of port terminals in Spain, Turkey, Cuba, Mexico, Brazil and Colombia, and later as a business developer, he led projects in Europe, Africa and Latin America.



MAURICIO BARRIGA

Port investments, M&A, concessions, renewable energy

Mauricio has more than 25 years of experience in areas such as business development, project management, financial management, marketing and finance consulting, business internationalization and management. He is an Architect, MBA from ESADE and has a postgraduate degree in Financial Management from UPF.

Mauricio has extensive international experience in different sectors such as port investments, renewable energy, urban and real estate development, public administration and consulting.





Market and clients

Main business sectors



MARKET

In CLAUpartners we apply all our experience and multisector knowledge in the following markets:

- ▲ Port terminals
 - Containers
 - General cargo
 - Liquid bulk
 - Cruise
 - Cars
- ▲ Inland installations
 - Intermodal terminals
 - Warehousing and storage
- ▲ Infrastructure
 - Civil works
 - Buildings
 - Solar energy
 - Equipment
- ▲ M&A
 - Analysis
 - Valuation
 - Due Diligence



CLIENTS

- ▲ Port authorities
- ▲ Private investors
- ▲ Financial entities

- ▲ Terminal operators
- ▲ Intermodal operators
- ▲ Logistics companies

- ▲ Shipping lines
- ▲ Engineering firms
- ▲ Startups

PORT MANAGEMENT
Havana (Cuba)

FINANCE
Quetzal (Guatemala)

CIVIL ENGINEERING
Parangua (Brazil)

INFRASTRUCTURE PROJECT
MANAGEMENT
Buenaventura (Colombia)

MERGERS & ACQUISITIONS
Castellón (Spain)

MARKET
Ennore (India)

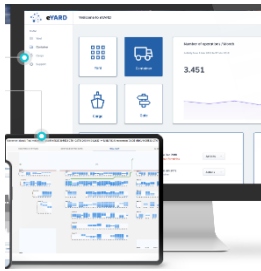
DUE DILIGENCE
Dafeng (China)

FEASIBILITY
Newcastle (Australia)

PORT RISKS
Mombasa (Kenya)



Project references



Commercial and technical assistance for a container yard optimization tool (07/2020 - date)

CLAUparters consulting is hired by eYARD Solutions to assist with the development of eYARD, a cloud-based tool that makes use of Artificial Intelligence and Big Data Analytics to reduce the number of unproductive moves in a container yard.

CLAUparters assists operational knowledge to improve the tool and provides commercial support in the promotion of the product initially in European ports handling between 250 thousand and one million TEU, where around 90 container terminals are to be targeted. For this we made use of our in-house port database and added information regarding each of the container terminals. Also new products are being developed in close collaboration with the client.

Country: Spain **Client:** eYARD Solutions **Amount:** n.a.



Design and development of an analytical tool for Public Private Partnerships (10/2018 - 06/2019)

CLAUparters consulting was hired for the design and development, including the programming, of a tool for the analysis of public-private partnerships contracts for sports facilities.

CLAUparters' tasks included the analysis and definition of the main control parameters for the tracking of the existing concessions contracts and for analysing the economic and financial feasibility of proposals for the development of sports complexes in the province of Barcelona. Later, it was responsible for the programming, testing, and validation of the tool prior to its delivery. And finally, CLAUparters was responsible for the presentation and giving workshops to enable the tool's use and interpretation of its results.

Country: Spain **Client:** Diputación de Barcelona **Amount:** EUR 45,000



Technical advice during an international arbitration process (05/2018 - 04/2019)

CLAUparters consulting was hired to carry out the technical review of the documentation submitted in an international arbitration process on behalf of one of the involved parties.

The work consisted of reviewing the documentation presented by the party involved and review, check and evaluate the information presented by the opposing party as counter reply. CLAUparters drafted a technical justification document for legal support in this conflict of interests.

Country: International **Client:** Confidential **Amount:** Confidential



Greenfield port development in Central America (10/2018 - 02/2019)

CLAUparters consulting was commissioned to carry out a review of the preliminary feasibility studies for the private development of a new port in Central America, planned on the Caribbean coast on private land. The port will be equipped with a container terminal and a break bulk handling facility.

The work consisted mainly of an operational, technical and commercial review of the feasibility study, as well as a risk assessment of the project, for which a detailed timeline was set-up indicating the timings required for obtaining all regulatory approvals, performing the detailed design, obtaining finance, execution of the construction, equipment purchase, testing and commissioning of the facility.

Region: Central America **Client:** Confidential **Amount:** Confidential



Market study for a liquid terminal development (10/2018 - 02/2019)

CLAUparters consulting was hired to perform a market research study and location study for a port terminal for the transshipment of oil products in the Caribbean basin.

CLAUparters' tasks consisted of the analysis of the customer's target area, including and not limited to a regional market research, being the identification of existing facilities and planned projects as well as the execution of new projects, analysis of historical volumes handled by the port and its competing ports, trend analysis and needs for future capacity to finally determine the ideal location of a new port terminal for the storage and transfer of oil products.

Country: Central America and Caribbean **Client:** Confidential **Amount:** Confidential

Project references



Technical advice during a national arbitration process (12/2018 - 01/2019)

CLAUparters was hired to provide a high level financial-economic analysis of the damages occurred by the Client because of the aborted tender procedure for a container terminal in the port of Barcadera, Aruba.

CLAUparters reviewed the tender documentation and prepared a high-level business model that was used to determine the loss of expected returns, which is the base for the damages.

Country: Aruba **Client:** Confidential **Amount:** n.a.



Private initiative for the development and operation of a container terminal at Chimbote (10/2017 - 07/2018)

CLAUparters consulting was commissioned the study and development of a Business Plan for the development of a new container terminal in the port of Chimbote.

CLAUparters' tasks consisted of the development of a detailed Business Plan, support for the hiring, monitoring and interpretation of a market research study, support for the operational definition and budget investment in infrastructure and equipment during the Front-End Engineering and Design; study of alternative lay-outs and sensitivities and support during visits to governmental organisations and potential users of the planned facility.

Country: Peru **Client:** Confidential **Investment Amount:** USD 180m



Acquisition of a stake in CFS, Caribbean Feeder Services, Inc. (03/2018 - 06/2018)

CLAUparters consulting was engaged to perform a technical and economic due diligence as part of the buying and selling process of an independent container feeder vessel operator, that operates a modern fleet of container ships, calling at a regular basis in 24 ports in the Caribbean basin.

CLAUparters' tasks included the collection and analysis of operational data and their evolution over time, a general economic analysis and a more detailed profitability analysis of the operator's routes, and an audit of the company's financial statements and general customer support during the negotiation process.

Country: Panama **Client:** Pérez y Cía. **Amount:** Undisclosed



Project Management for the construction and implementation of a new production line (07/2017 - 11/2017)

CLAUparters consulting was contracted to perform the project management for the construction and subsequent commissioning of a new production line in a tissue paper factory.

CLAUparters' tasks consisted of the overall monitoring and financial control, schedule control and quality control of the construction of a new building and rehabilitation of other areas of the current factory. It was also responsible for overseeing the assembly of a new tissue paper conversion line and the putting into service according to the customer's requirements. At the same time, for the entire factory, it executed an analysis of stock control and inventory determination, review analysis of the manufacturing process and reorganization of the packaging methodology for the distribution of the different products.

Country: Cuba **Customer:** PROSA **Amount:** USD 10m



Acquisition of a stake in a holding company (08/2017 - 09/2017)

CLAUparters consulting was commissioned to carry out an enterprise valuation during the acquisition process of a holding company with a presence in port terminal operations, transport logistics, forwarding, and stevedoring.

CLAUparters' tasks consisted of a review of the historical and redefined business plans from the different entities that were owned by the holding company, an economic valuation by applying a discounted cash flow method and support the interested party's legal advisors in drafting a non-binding offer and subsequent detailed definition of due diligence items prior the formalization of the transaction.

Country: Peru **Client:** Confidential **Amount:** Undisclosed

Project references

Private initiative for the development and operation of a container terminal at Chimbote (12/2012 - 06/2016)



CLAUpartners consulting team members developed and presented to the Peruvian authorities a proposal for a Self-sustained Private Initiative (IPA, acronym in Spanish) for the development of a new specialized container terminal in the port of Chimbote, Peru.

The tasks consisted of conducting a market research based on the analysis of the export products of the port's hinterland, defining the investments required for infrastructure development and equipment purchase, the preparation of a business plan, a study for the project's finance and analysis of the regulatory framework. Visits were made to the authorities, export companies and potential project partners.

Country: Peru **Client:** Grup Marítim TCB **Amount:** USD 150m

Tender for the concession of a container terminal at plot 25 & 26 at Thilawa (10/2014 - 05/2016)



CLAUpartners consulting team members developed and prepared for an international consortium led by one of Japan's largest corporations and a global container terminal operator a proposal for obtaining a concession of a multi-purpose terminal at plots 25 and 26, Thilawa, Myanmar, with a capacity of 250 thousand TEU per annum (phase 1).

The tasks consisted of the analysis of the tender documentation, coordination of team work in different areas such as commercial, legal, economic, financial, technical, simulations, human resources, etc. and writing the business plan, performing a market research and negotiating agreements in coordination with project partners, including site visits and several meetings with the Port Authority.

Country: Myanmar **Client:** Consortium led by Mitsubishi Corporation **Amount:** USD 20m

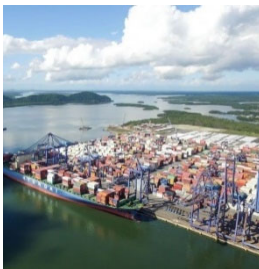
Terminal development and operating concession for proposed Roberts Bank Terminal 2 Project (02/2014 - 05/2016)



CLAUpartners consulting team members worked on the development and preparation of a proposal for the presentation of an important consortium led by a global container terminal operator for the project of a new fully automated container terminal at Roberts Banks 2 (RBT2), port Vancouver, Canada, with a capacity of 2.0 million TEU per annum. The tasks consisted of the analysis of the tender documentation, coordination of team work in different areas such as commercial, legal, economic, financial, technical, simulations, human resources, etc. and writing the business plan, performing a market research and negotiating agreements in coordination with project partners, including site visits and several meetings with the Port Authority.

Country: Canada **Client:** Consortium led by Grup Marítim TCB **Amount:** USD 550m

Technical assistance for Terminal de Contêineres de Paranaguá, S.A. (04/1998 - 03/2016)



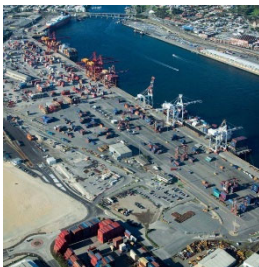
The container terminal in Paranagua was designed and built with the support of Grup Marítim TCB's engineering department.

One of CLAUpartners consulting team members was actively involved during the phase 1 construction process as lay-out designer, hiring an engineering firm for the detailed design, supervising the detailed engineering design process and acting as construction supervisor on behalf of the terminal operator company.

After the commissioning of phase 1, he remained actively involved during the following quay and container yard expansions during the concession period and provided technical assistance on a as needed basis.

Country: Brazil **Client:** TCP **Amount:** n.a.

Tender for the concession of a one of the two container terminals at North Quay, Fremantle (10/2014 - 11/2015)



CLAUpartners consulting team members in collaboration with the consortium members developed and prepared the response to the request for expression of interest for the concession of one of the two container terminals at North Quay, Fremantle, with the objective to develop an automated container terminal with a capacity of 770,000 TEU per annum.

The tasks consisted of the analysis of the tender documentation, coordination of teamwork in different areas such as commercial, legal, economic, financial, technical, simulations, human resources, risk assessment etc.

Country: Australia **Client:** Consortium led by Grup Marítim TCB **Amount:** AUD 265m

Project references



Tender for the management of two container terminals at Molukea and Lae (08/2015 - 10/2015)

CLAUparters team members together with consortium members prepared the expression of interest for the management of two container terminals operated by PNG Ports.

The tasks consisted of the review of the invitation for the expression of interest, a quick scan of the existing infrastructure, the market conditions, the setting up of the consortium, the preparation of all the required documentation, and the final submission of the expression of interest.

Country: Papua New Guinea **Client:** Consortium led by Grup Marítim TCB **Amount:** n.a.



Tender for selection of concessionaire for Phase 1 of 2nd container terminal at Mombasa (01/2015 - 06/2015)

CLAUparters together with consortium members prepared the prequalification and subsequent proposal for the management of the initial phase of the second container terminal in the port of Mombasa, Kenya.

Their tasks consisted of a review of tender documentation, the setting up of the consortium, a scan of the infrastructure, the preparation of a market study, the preparation of a detailed business plan, the preparation of all the required documentation, and the submission of the request for qualification, followed by the preparation of a detailed administrative, technical, and financial proposal.

Country: Kenya **Client:** Consortium led by Grup Marítim TCB **Amount:** USD 70m



Acquisition of a stake in Terminal Polivalente de Castellon, S.A. (11/2014 - 04/2015)

CLAUparters consulting team members assisted during the acquisition process of a container terminal at the port of Castellon, Spain.

Their tasks consisted of analysed the available information and the developed of a financial economic valuation model for the determination of the price that would be offered for the company in a first binding offer. Later, they coordinated and participated in the buyer due diligence and the final negotiations until the signing of the sale purchase agreement.

Country: Spain **Client:** Grup Marítim TCB **Amount:** Undisclosed

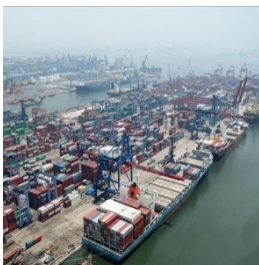


Study for the joint development of container terminals at Dafeng (01/2014 - 02/2015)

The local authorities the port of Dafeng, Jiangsu, China, searched for a foreign container terminal operator to set-up a joint venture for the development of container terminals at their port. CLAUparters consulting team members performed a feasibility study for this purpose.

Their tasks included the detailed due diligence of information regarding the port and its management, a review of the existing infrastructure, negotiations with the local authority regarding a memorandum of understanding for the joint venture, and the preparation of a market study and a business plan.

Country: China **Client:** Grup Marítim TCB **Amount:** n.a.



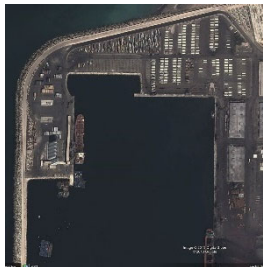
Study for the operation of a container terminal in Tanjung Priok (04/2014 - 12/2014)

CLAUparters consulting team members were hired to study the entrance in the Indonesia port industry of Grup Marítim TCB together with its strategic partner Mitsubishi Corporation. Among the various options was the possibility to set-up a joint venture for the operation of a container terminal in Tanjung Priok, Jakarta.

The work comprised of a market analysis of the Indonesian port sector, focused on container handling, selection of possible candidates, site visits, the preparation of a business plan, and negotiations with the selected terminal's operator.

Country: Indonesia **Client:** Consortium led by Grup Marítim TCB **Amount:** n.a.

Project references



Tender for the concession of Terminal Nord at Agadir (01/2014 - 12/2014)

CLAUparters together with consortium members prepared the prequalification and subsequent proposal for the management of the Terminal Nord in the port of Agadir, Morocco.

Their tasks consisted of a review of tender documentation, the setting up of the consortium, a scan of the infrastructure, the preparation of a market study, the preparation of a detailed business plan, the preparation of all the required documentation, and the submission of the request for qualification, followed by the preparation of a detailed administrative, technical, and financial proposal.

Country: Morocco **Client:** Grup Marítim TCB **Amount:** EUR 22.5m



Tender for the concession of a container terminal at La Union (07/2013 - 12/2014)

CLAUparters consulting team members were asked to prepare the required documentation for the tender for the concession of a container terminal in the port of La Union, El Salvador.

CLAUparters' work consisted of the review of the tender document, evaluation of the market conditions, operational and technical feasibility of the facility, review of the situation regarding the nautical access, preparation of a business plan, various discussions with the local authorities and prepare its recommendations for the decision to tender.

Country: El Salvador **Client:** Grup Marítim TCB **Amount:** n.a.



Technical assistance for Terminal de Contenedores de la Habana, S.A. (12/1995 - 12/2014)

CLAUparters consulting team members participated in the process of obtaining an administrative concession for the design, maintenance, and operation of a container terminal in Havana, Cuba.

Their tasks included and were not limited to the work of the initial conception of the terminal and its design (Front-End Engineering and Design), the rehabilitation of land and buildings, and the implementation until the commencement of operations. At a later stage, and throughout the duration of the concession contract, they participated in operational improvement processes, reengineering, evaluation and management of investments in civil works and machinery, market research, economic studies, etc. and even the management body of the terminal.

Country: Cuba **Customer:** TCH **Amount:** n.a.

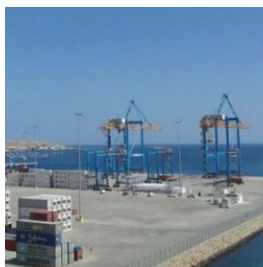


Sell of a minority stake in TCV Stevedoring Company S.A. (05/2012 - 03/2014)

CLAUparters consulting team members led the transaction process for the successful sale of a 25% stake in TCV Stevedoring Company, S.A. to Mitsubishi Corporation and Kamigumi Corporation of Japan.

Their tasks consisted of the preparation of all the due diligence material for a data room, coordination of the negotiations between parties, preparation of draft agreements, site visits, reviewing questions and preparing answers, and coordination of the final closing.

Country: Spain **Client:** Grup Marítim TCB **Amount:** Undisclosed



Acquisition of a stake in Terminal Portuaria Euroandinos (05/2012 - 02/2014)

CLAUparters consulting team members assisted the client during the acquisition of a stake in the Peruvian terminal operator Terminal Portuaria Euroandinos (TPE), that operates the port of Paita, Peru.

The work consisted of a review of the Information Memorandum provided by TPE, site visits, buy-side due diligence of the information provided in the Dataroom, preparation of a Non-Binding Offer and the negotiations.

Country: Peru **Client:** Grup Marítim TCB **Amount:** n.a.

Project references

Study for the development of a container terminal at Madura Industrial Seaport City (05/2012 - 10/2013)



CLAUparters consulting team members together with other consortium members studied the possibility to acquire a share in the development of a container terminal in the greenfield port development at Socah, Madura island, Indonesia.

The work comprised of a market analysis of the Indonesian port sector, focused on container handling, selection of possible candidates, site visits, the preparation of a business plan, and negotiations with the selected terminal's operator.

Country: Indonesia **Client:** Consortium led by Grup Maritim TCB **Amount:** n.a.

Private initiative for the development and operation of a container terminal at Manzanillo (TEC3) (02/2013 - 07/2013)



A consortium led by Grup Maritim TCB acquired a plot in the port of Manzanillo, Pacific coast, Mexico, and asked CLAUparters consulting team members to prepare a private initiative for the development of a specialized container terminal with a phase 1 capacity of 300,000 TEU per annum.

The principal tasks concerned a market study, dimensioning of the facility, lay-out design, operations planning and the preparation of a business plan.

Country: Mexico **Client:** Consortium led by Grup Maritim TCB **Amount:** EUR 85m

Private initiative for a container terminal development at Lobito (04/2011 - 02/2013)



CLAUparters consulting team members assisted the client with the preparation of a private initiative for the development of a container terminal in the existing port of Lobito, Angola, with a capacity of 400,000 per annum.

CLAUparters visited the port to assess the available infrastructure, coordinated the design of a modern container facility at the preferred location within the port, prepared a detailed business plan and its final presentation to the authorities which included a 3D modelling of the planned facility.

Country: Angola **Client:** Grup Maritim TCB **Amount:** USD 61m

Bid preparation for a dedicated container and general cargo terminal at Puerto Cortes (01/2012 - 01/2013)



CLAUparters consulting team members worked in the overall coordination for the development of a bid for the public tender for the selection of a private operator cum investor that would be responsible for the design, finance, construction, maintenance, operation and exploitation of a specialized container and general cargo terminal in the port of Puerto Cortés, Honduras.

The tasks consisted of the elaboration of a business plan, the development of a project finance model, the selection of and negotiation with other consortium members, and the preparation of the administrative, technical, and economic documentation.

Country: Honduras **Client:** Consortium led by Grup Maritim TCB **Amount:** USD 605m

Private initiative for a container terminal development at Oran (11/2009 - 01/2013)

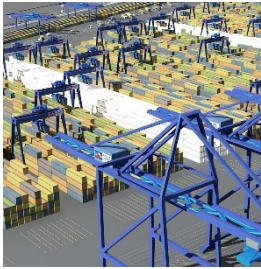


CLAUparters team members assisted the client with the preparation of a private initiative for the phased development of a container terminal in the port of Oran, Algeria, with a capacity of 0.66 million TEU per annum. The port authority was already expanding its existing surface, and this was the basis for the plan.

CLAUparters visited the port to assess the available infrastructure, coordinated the design of a modern container facility at the preferred location within the port, prepared a detailed business plan for a development in six phases and its presented the final concepts to the authorities.

Country: Argelia **Client:** Grup Maritim TCB **Amount:** EUR 120m

Project references



Detailed Proposal for a multi-purpose terminal at Mayfield Site (02/2008 - 12/2012)

CLAUparters team members worked together with their Australian development partners to submit a detailed proposal for the granting of a concession for a new multipurpose terminal at the Mayfield site within the port of Newcastle, Australia, which was successfully awarded. The terminal included a fully automated container terminal for the handling of 2.2 million TEU per annum.

The tasks consisted of conducting the business plan, preparation of the tender documentation, the development of a financial model, preparation of the Front-End Engineering and Design including dynamic simulations, and the final negotiation of the contract to be signed with the authorities.

Country: Australia **Client:** Consortium led by Grup Marítim TCB **Amount:** AUD 625m

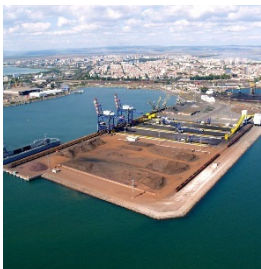


Tender for the concession of 3rd container terminal at Casablanca (11/2009 - 11/2012)

CLAUparters team members together with consortium members prepared the prequalification and subsequent proposal for the concession of the 3rd container terminal in the port of Casablanca, Morocco, with an estimated capacity of 600 thousand TEU per annum.

Their tasks consisted of a review of tender documentation, the setting up of the consortium, a scan of the infrastructure, the preparation of a market study, the preparation of a detailed business plan, the preparation of all the required documentation, and the submission of the request for qualification, followed by the preparation of a detailed administrative, technical, and financial proposal.

Country: Morocco **Client:** Consortium led by Grup Marítim TCB **Amount:** USD 145m

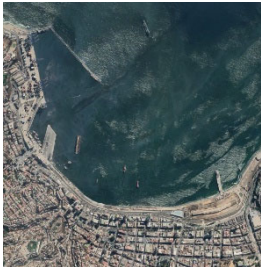


Tender for selection of a strategic partner for Burgas Container Terminal (02/2012 - 10/2012)

CLAUparters team members prepared the prequalification for its client to become the strategic partner for Burgas Container Terminal, a facility that was to be developed with a first phase capacity of 180,000 TEU per annum.

Their tasks consisted of a review of tender documentation, a site visit to inspect the infrastructure, the preparation of all the required documentation, and the submission of the request for qualification.

Country: Bulgaria **Client:** Grup Marítim TCB **Amount:** n.a.



Tender for the concession of a 2nd container terminal at Valparaiso (09/2010 - 09/2012)

CLAUpartner team members assisted Grup Marítim TCB with the preparations for presenting a bid in the tender process for the concession of a second container terminal in the port of Valparaiso, Chile.

The work consisted of reviewing the tender documents, a site visit and the preparation of a business plan, which was used to analyse various options for the berth position and the related terminal area.

Country: Chile **Client:** Grup Marítim TCB **Amount:** n.a.



Study for the development of a 2nd container terminal at Suape (01/2012 - 06/2012)

CLAUpartner team members performed a study for the development of a second container terminal with an estimated capacity of 740 thousand TEU per annum in the port of Suape, Pernambuco, Brazil.

The work consisted of reviewing the tender documents, a site visit, and the preparation of a business plan, which was used to analyse various investment scenarios.

Country: Brazil **Client:** Grup Marítim TCB **Amount:** USD 431m

Project references

Private initiative for the development and operation of a container terminal at Puerto Quetzal (04/2011 - 05/2012)



CLAUparters team members prepared a proposal for the development and operation a greenfield container terminal in the port of Quetzal, Guatemala, with an initial capacity of 330 thousand TEU per annum.

The tasks consisted of a review of the existing port environment, the regulatory framework, a market study, determination of the terminal dimensions and amount of equipment required for each of the phases of development, operational planning, site visits, preparation of a detailed business model, giving technical support during negotiations, and giving support during finance process.

Country: Guatemala **Client:** Grup Marítim TCB **Amount:** USD 208m

Tender for the concession of a container terminal north at JNPT (02/2010 - 01/2012)



CLAUparters team members were responsible for the overall coordination and preparation of the required documentation for the public tender for the development of a greenfield container terminal with a berth of 330 m north at JNPT at the port of Nhava Sheva, India.

Their tasks consisted of the preparation of the prequalification documentation of the consortium members, obtaining the security clearance of the lead member, the preparation of a market study, the technical design of the terminal, and the elaboration of a business model.

Country: India **Client:** Consortium led by Grup Marítim TCB **Amount:** INR 600 crore

Tender for the development and operation of Nargol Port (12/2010 - 07/2011)

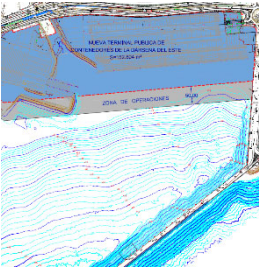


CLAUparters team members prepared on behalf of Grup Marítim TCB, in collaboration with the other consortium members, the required documentation for the public tender for the development of a greenfield port at the coast near Nargol, Gujarat, India.

Their tasks consisted of the preparation of the prequalification documentation and the review and updating of a five-year old market study.

Country: India **Client:** Consortium led by Allcargo Global Logisitcs Ltd **Amount:** INR 2,000 crore

Tender for the concession of a new container terminal at Darsena Este, Tenerife (02/2011 - 06/2011)



CLAUparters team members were responsible for the overall coordination and preparation of the required documentation for the public tender for the concession of a new container terminal at Darsena Este, in the port of Tenerife, Canary Islands, Spain, with an estimated capacity of 587,000 TEU per annum.

Their tasks consisted of the preparation of a market study, the technical design of the terminal, operations planning, the elaboration of a detailed business model, and the elaboration and presentation of the administrative, technical, and financial proposal.

Country: Spain **Client:** Grup Marítim TCB **Amount:** EUR 72m

Tender for the concession of the Multi-Cargo Sea Terminal at Barcadera (03/2005 - 06/2011)

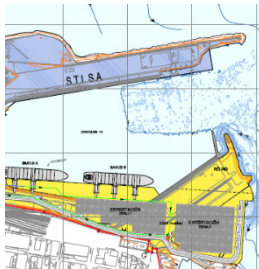


CLAUparters team members were responsible for the overall coordination and preparation of the required documentation for the public tender for the concession of the Multi-Cargo Sea Terminal at Barcadera, Aruba, with an estimated capacity of 150,000 TEU per annum.

Their tasks consisted of a review of the tender specifications, a site visit, the preparation of a market study, the technical and operational design of the terminal, and the elaboration of a business model.

Country: Aruba **Client:** Grup Marítim TCB **Amount:** USD 23m

Project references

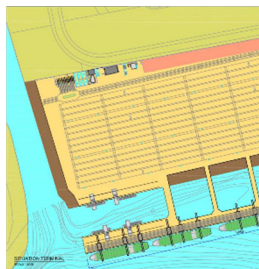


Tender for the concession of a container terminal at Costanera, San Antonio (02/2010 - 05/2011)

CLAUparters team members were responsible for the overall coordination and presentation of a bid for the public tender for the concession of a second container terminal at Costanera in the port of San Antonio, Chile, with an estimated final capacity of 1.7 million TEU per annum.

Their tasks consisted of a review of the tender specifications, a site visit, the preparation of a market study, the technical and operational design of the terminal, and the elaboration of a business model.

Country: Chile **Client:** Grup Marítim TCB **Amount:** USD 240m



Development of a container terminal at Hiep Phuoc (10/2008 - 05/2011)

CLAUparters consulting team members prepared a feasibility study for the possible investment in a greenfield container terminal development at the port of Ho Chi Minh, Vietnam.

Their tasks consisted of the development of a business plan, including market research, analysis, and simulation of required investments in civil works and equipment and direct negotiations with the local authorities to achieve the project.

Country: Vietnam **Client:** Grup Marítim TCB **Amount:** USD 150m (phase 1)



Study for the development of a container transfer terminal at Venice, Louisiana (03/2010 - 04/2011)

CLAUparters consulting team members reviewed the feasibility of a greenfield container terminal development along the Mississippi river in Venice, Louisiana, USA, close to the Gulf of Mexico.

Their tasks consisted of the analysis of the operational feasibility of the concept to transfer the containers directly between the ocean vessel and the river barges. Other aspects that were analysed were the market potential, and financial feasibility of the project.

Country: U.S.A. **Client:** Grup Marítim TCB **Amount:** n.a.



Tender for selection of strategic partner for Adriatic Gate Container Terminal Transaction (04/2010 - 12/2010)

CLAUparters team members were responsible for the overall coordination and presentation of a bid for the selection of a strategic partner for the Adriatic Gate Container Terminal in Rijeka, Croatia, with an estimated capacity of 300 thousand TEU per annum.

Their tasks consisted of a review of the tender specifications, a site visit, the preparation and presentation of the prequalification documentation, the preparation of a market study, a due diligence of the technical and operational design of the terminal, and the elaboration of a business model.

Country: Croatia **Client:** Grup Marítim TCB **Amount:** n.a.



Development of a container terminal at Ennore Port on BOT basis (10/2007 - 07/2010)

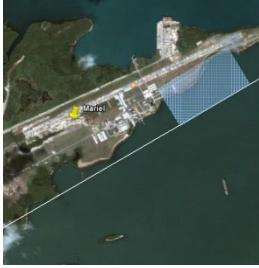
CLAUparters consulting team members were responsible for the overall coordination for the presentation of a successful bid in the public tender for the administrative concession of a new container terminal at the port of Ennore, India, with an estimated capacity of 1.5 million TEU per annum.

Their tasks consisted of the preparation of a business plan, the elaboration of the tender documentation (legal, financial, economic, civil works, equipment, simulation, operations, market research, ...) and at a later stage the assistance during the preparatory work for the project's execution and its financing.

Country: India **Client:** Consortium led by Grup Marítim TCB **Amount:** INR 1,407 crore

Project references

Private initiative for the development and operation of a container terminal at Mariel (11/2009 - 06/2010)



CLAUparters consulting team members were involved in the preparation of a proposal for the development and operation of a greenfield container at Mariel, Cuba, that – once commissioned - would replace the existing terminal in La Habana.

Their work consisted mainly in a review of the proposal.

Country: Cuba **Client:** Grup Marítim TCB **Amount:** n.a.

Tender for the concession of a new container terminal at New Mangalore (06/2009 - 03/2010)

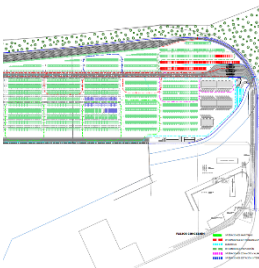


CLAUparters team members were responsible for the overall coordination and preparation of the required documentation for the public tender for the development of a new container terminal at the port of New Mangalore, India, with an estimated capacity of 375 thousand TEU per annum.

Their tasks consisted of the preparation of the consortium's prequalification documentation, obtaining the security clearance of the lead member, the preparation of a market study, the technical design of the terminal, and the elaboration of a business model.

Country: India **Client:** Consortium led by Grup Marítim TCB **Amount:** INR 275 crore

Tender for the concession of a container terminal at Manzanillo (TEC2) (01/2009 - 11/2009)



CLAUparters consulting team members on behalf of the Client and in collaboration with its consortium members, were responsible for the overall coordination for the presentation of a bid for the concession of the second container terminal in the port of Manzanillo, Pacific coast, Mexico, with an estimated capacity of 1.9 million TEU per annum.

Their tasks consisted of a review of the tender specifications, the preparation and presentation of the prequalification documentation, the preparation of market study, site visits, the operational and technical design of the terminal, the development of a business model, and the final preparation and presentation of the technical and financial proposal.

Country: Mexico **Client:** Transporte de Contenedores de Manzanillo, SAPI de CV **Amount:** MXN 4,500m

Tender for the concession of a container terminal at Conakry (04/2008 - 07/2008)



CLAUparters consulting team members were responsible for the preparation and presentation of a bid for the concession of the container terminal in the port of Conakry, Guinea, with an estimated capacity of 360,000 TEU per annum.

Their tasks consisted of a review of the tender specifications, the preparation of market study, a site visit, the operational and technical design of the terminal, the development of a business model, and the final preparation and presentation of the technical and financial proposal.

Country: Guinea **Client:** Grup Marítim TCB **Amount:** EUR 85m

Private initiative for the development and operation of a multi-purpose terminal at Manzanillo (TUM3) (06/2007 - 12/2007)



A consortium led by Grup Marítim TCB asked CLAUparters consulting team members to prepare a private initiative for the development of a multi-purpose terminal with an estimated capacity of 300 thousand TEU per annum.

Their principal tasks concerned the execution of a high-level market study, the operational and technical design of the facility, and the preparation of a detailed business model.

Country: Mexico **Client:** Consortium led by Grup Marítim TCB **Amount:** MXN 1,600m

Project references

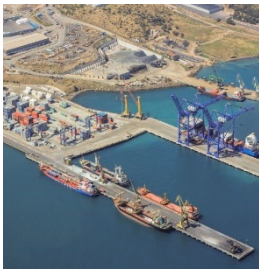


Acquisition of a stake in Complejo Portuario Industrial de Buenaventura, S.A. (02/2007 - 12/2007)

CLAUparters team members were actively involved in the acquisition process and the entry into the shareholding of a company responsible for the development of a greenfield container terminal at the port of Buenaventura, Colombia.

The tasks included the elaboration of a financial model for the project and the provision of back-up support during the purchase negotiations. After this, they carried out the Project Management of the execution of civil works, equipment, and IT until the commencement of the operations.

Country: Colombia **Client:** Grup Marítim TCB **Amount:** Undisclosed

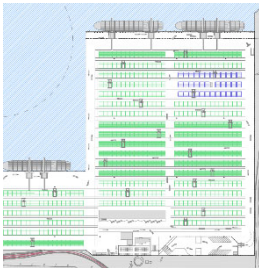


Obtaining a concession to equip, operate and maintain a container terminal in Aliaga (11/2003 - 12/2007)

CLAUparters team members provided transaction advisory services during the direct negotiations with the owner of a project for the development of a container terminal in the Bay of Aliaga, Izmir, Turkey, with an estimated initial capacity of 380,000 TEU per annum.

The tasks consisted of the preparation of a business plan, negotiations with local partners on the shareholding in the company, a management contract, and subsequently the detailed study and project management of the execution of civil works, equipment and IT until the commencement of the terminal's operations.

Country: Turkey **Client:** Grup Marítim TCB **Amount:** USD 50m



Tender for the concession of a container terminal at Tunis-La Goulette-Rades (02/2006 - 08/2007)

CLAUparters consulting team members were responsible for the preparation and presentation of a bid for the concession of a container terminal in the port of Rades, Tunisia, with an estimated capacity of 740,000 TEU per annum upon completion of its third and final phase.

Their tasks consisted of a review of the tender specifications, the preparation of market study, a site visit, the operational and technical design of the terminal, the development of a business model, and the final preparation and presentation of the technical and financial proposal

Country: Tunisia **Client:** Grup Marítim TCB **Amount:** EUR 126m



Tender for the concession of a container terminal at Progreso (10/2003 - 12/2004)

CLAUparters consulting team members were responsible for the preparation and presentation of the successful bid for the concession of the container terminal in the port of Progreso, Yucatan, Mexico, with an estimated capacity of 200,000 TEU per annum.

Their tasks consisted of a review of the tender specifications, the preparation of market study, various site visits, the operational and technical design of the terminal, the development of a business model, and the final preparation and presentation of the technical and financial proposal. After the handover of the facility, they were involved in the detailed study and project management of the execution of the civil works, equipment purchase, IT development and provided continuous technical assistance during the concession period.

Country: Mexico **Client:** Grup Marítim TCB **Amount:** MXN 219m



Private initiative for the development and operation of a container terminal at San Pedro de Macoris (08/2001 - 05/2002)

A consortium led by Grup Marítim TCB acquired a plot in the port of San Pedro de Macoris, Dominican Republic, and asked CLAUparters consulting team members to prepare a proposal for the development of a container terminal with an estimated final capacity of 1.6 million TEU per annum.

CLAUparters' main tasks concerned a market study, the dimensioning of the facility, the preparation of a financial model and business plan, and the presentation of the business plan to potential investors and users.

Country: Dominican Republic **Client:** Consortium led by Grup Marítim TCB **Amount:** USD 250m

Project references



Tender for the concession of a container terminal at Suape (10/2000 - 03/2001)

CLAUparters consulting team members were responsible for the preparation and presentation of a bid for the concession of a container terminal in the port of Suape, Pernambuco, Brazil, with an estimated final capacity of 710,000 TEU per annum.

Their tasks consisted of a review of the tender specifications, the preparation and presentation of the prequalification documentation, the preparation of market study, various site visits, the operational and technical design of the terminal, the development of a business model, and the final preparation and presentation of a financial proposal

Country: Brazil **Client:** Grup Marítim TCB **Amount:** BRL 200m

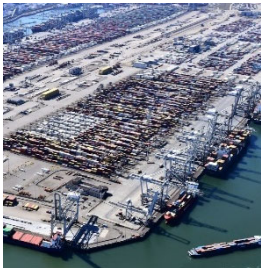


Development of Multiterminal Atlantic XXI project (02/2000 - 12/2000)

CLAUparters consulting team members were responsible for the overall coordination for the preparation of proposal for the development of a container and car terminal at the port of La Plata, Buenos Aires province, Argentina, with an estimated capacity of 500 thousand TEU and 120,000 vehicles per year.

Their tasks consisted of the preparation of a market study, the operational and technical design of the terminal, the development of a business model, and the final preparation and presentation of the business plan to investors.

Country: Argentina **Client:** Consortium led by Grup Marítim TCB **Amount:** USD 170m



Simulation studies for an automated container terminal (01/1989 - 12/1991)

A CLAUparters team member was actively involved in the development of the world's first automated container terminal development at the port of Rotterdam, the Netherlands.

His tasks consisted of the development of simulation models for high level studies on the dimensioning of the facility, and detailed studies of the yard operations, quay operations, job assignment, and routing of the AGV's.

Country: the Netherlands **Client:** ECT **Amount:** n.a.

Development

Implementation

Management

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