



Strategic Marine Group Pty Ltd

Capability Statement

Company Overview

Established in 2009, the Strategic Marine Group (SMG), with offices in Victoria, New South Wales, Queensland and Tasmania, aims to position itself as the leading maritime consultancy in the region.

The SMG team brings together extensive commercial experience and expertise to adopt a highly business-focussed approach to any technical and operational analysis it undertakes within the maritime and ports industry, particularly for customers operating in the Pacific Rim.

SMG has an international network of associates, including strategic partnerships with global ports and shipping data analyst, IHS Markit, and the century old UK-based shipbroker and financial market specialist, Howe Robinson Partners, which is a full member of the Baltic Exchange in London.

SMG provides shipping, transportation and marine industry expertise to supplement and support our clients' requirements and strategies. We provide independent, expert, confidential and professional services using reliable, dedicated, highly experienced and qualified consultants and analysts who work to fully understand customer needs and requirements and provide the agreed service deliverables on time and on budget.

SMG is able to step in to a client's existing organisation and supply the skill, knowledge and services to supplement or support an existing marine operation or port project. We can also apply our expertise in support of the preparation of a submission to a tribunal or legal process.

The Strategic Marine Group is a member of the shipping industry body Maritime Industry Australia Ltd and individual partners in SMG are members of the Company of Master Mariners, the Nautical Institute, the Institute of Chartered Shipbrokers and the Chartered Institute of Logistics and Transport.

Core Competencies

SMG has demonstrable experience in the following areas:

- Risk assessments of marine and port operations
- Feasibility studies
- Understanding of maritime, ports and logistics policy
- Reviews and assessments of navigation and marine safety
- Port efficiency assessments
- Modelling and optimisation of port throughputs
- Matching port infrastructure to commodity types and volumes
- Supply chain evaluation and optimisation
- Re-engineering of supply chains
- Management of port loading and unloading terminals
- Planning and management of the ship/shore interface
- Modelling port use using queue theory
- Modelling and forecasting aggregate annual demurrage charges
- Assessments of port and marine safety and security
- Reviews of commercial maritime operations
- Vessel ownership and management
- Vessel chartering and operational management
- Vessel sales and purchase
- Evaluation and management of tenders and proposal preparation
- Marine project management, project services and support
- Management of bulk and breakbulk logistics
- Emergency and crisis management
- Re-engineering of marine departments
- Innovative improvements to marine systems
- Management of suppliers and related resource management
- Managing the shipping and logistic requirements of companies
- Analysing and meeting ship charterers' needs from ship acquisition to cargo delivery into store at port interface.
- Advice on joint venture issues and the development of joint venture contracts
- Advice on ship charter parties
- Maritime education and training

You can count on our professional team to expertly cater to all of your commercial marine requirements. With management experience at the highest levels and an extensive

combined skills and knowledge set, our team is unrivalled in the Australasia region. From ship acquisition and chartering to operational, logistics and economic assessments as well as targeted industry training, crisis and media management, Strategic Marine Group has the dependable, efficient and cost effective solutions your business needs.

Clients

SMG specialises in commercial marine advice and the provision of management support in high-value marine projects. As such, SMG has won the confidence of several Commonwealth Government departments, including Defence (Army and Navy), Customs & Border Protection (Australian Border Force) and the Australian Maritime Safety Authority (AMSA). We have acted as broker for a significant multimillion-dollar ship acquisition for the nation and provided advice and analysis on projects ranging from market research through to sale of surplus Defence Department marine assets.

SMG's clientele includes State government agencies, all of the major Australian-based resource companies, ports, oil and gas operators, commercial shipping and shipper interests, as well as prominent financial institutions and business consultancies.

Project Team

All team members have decades of commercial shipping industry experience at senior levels and have substantial relevant specialist expertise to offer. With first-class reputations and extensive and diverse backgrounds, the members of the SMG team bring together a capacity – quite unique in Australia - for comprehensive evidence-based analysis and evaluation of major maritime and ports projects. We are able to provide innovative solutions to operational problems, a financial evaluation of the alternatives and board-level proposals for change. The SMG management team comprises:

Peter Bremner

Based in Sydney, Peter was, prior to joining SMG, general manager shipping for CSR Limited for 17 years. His responsibilities included managing owned and chartered ships for the transport of raw sugar, alumina, gypsum and liquid chemicals. He is a Master Mariner and holds a B.Sc. Maritime Studies (Plymouth) and a M.Sc. [Management & Technology] (Cardiff). A member of the Chartered Institute of Logistics and Transport,

Peter has carried out a wide range of modelling and optimisation studies for port, logistics and shipping projects. He is a former director of the Australian Shipowners Association and The Shipowners Mutual Strike Insurance Association (Bermuda) Ltd, where he was chairman from 2008-2010. He was also a member of the Federal Seacare Authority from 2006-2013.

Sandy Galbraith

Based in Melbourne, Sandy has more than 40 years experience in the international maritime and transport industry including some years at sea as a deck officer in global trades. As a leading industry analyst, he has been contracted to work on major projects for government agencies, ports, terminal operators, shipping and commodity companies and financial institutions as well as some of the world's leading business consultancies. He has worked on a number of major projects for prominent clients in all Australian states and territories as well as New Zealand, Pacific Rim and South Pacific nations. He wrote and edited the first two editions of the *Fairplay World Ports Directory* (currently in its 33rd edition and available electronically). He also edited the Australian edition of the oldest daily newspaper in the world, *Lloyd's List*. Sandy received the Company of Master Mariners Outstanding Achievement Award in 2007.

Roger Lowe

Based in Melbourne, Roger is a Master Mariner and holds an MBA (Master of Business Administration – Maritime and Logistics Management) and is a Member of the Nautical Institute. He has over 40 years of experience in the shipping industry. A founding member of SMG, Roger was previously director of marine services and strategic development with Teekay Shipping, prior to which he was the general manager business development for the Teekay / BHP joint venture. Roger held senior positions within BHP Transport in marine operations, strategic planning and project development and was the BHP team leader on the marine elements of a number of joint venture and major infrastructure projects both within Australia and internationally. Roger has extensive experience in analysing supply and demand scenarios and the development of business cases.

Chris McGuire

Based in Hobart, Chris commenced his maritime career as a deck officer, gaining a broad range of experience in many shipping sectors up to senior management level. This practical experience has been utilised ashore where Chris has worked for the Australian Antarctic Division, Bernhard Schulte Ship Management and Port Philip Sea Pilots. Until joining SMG this year, Chris had been consulting to the international shipping sector through his own company. Chris specialises in ship operations and management, polar logistics, bulk materials handling (port and vessel), training and maritime auditing where he has ongoing experience in ISM, NSCV Safety Management, ISO 9001, 14001 and 18001 management systems. He developed an NSCV safety management system and managed NSCV qualifications for major shipping organisations.

Steve Randall

Based in Brisbane, Steve has a seafaring background and has over 40 years commercial shipping industry experience. A Fellow of the Institute of Chartered Shipbrokers since 1979, he is a founding director and shareholder of SMG. Steve, for many years, owned an expedition-style passenger ship and operated her throughout the tropical and sub-tropical islands of the South Pacific. As the principal of Bridgewater Chartering since 1985, Steve has extensive knowledge of commercial and operational shipping matters and a wealth of experience in ship sale and purchase and chartering. Bridgewater provides shipbroking and consultancy services to the shipping industry and is part of the Strategic Marine Group.

Relevant Projects

Port Operations & Development Projects: In Brisbane, Burnie, Cairns, Darwin, Devonport, Fremantle, Geelong, Gippsland, Gladstone, Hastings, Hay Point, Hobart, Launceston, Lucky Bay, Melbourne, Newcastle, Port Hedland, Port Kembla, Portland, Sydney, Whyalla.

Victorian Commercial Port Sector Reform: On behalf of the Victorian Government, undertook a review of the effectiveness or otherwise of the port privatisation models that had been used in Queensland, New South Wales and South Australia.

The 30-Year Ports Development Plan for TasPorts: Reviewed all Tasmanian ports from a navigational, infrastructure and berth capability perspective.

Navigational Risk Assessment of the New Zealand Petroleum Trade: Examination of vessel routes and navigational management from petroleum refinery to all discharge ports.

Canadian Arctic Port and Navigation Risk Assessment: A port and navigational risk assessment to determine the feasibility of ice-class bulk carriers exporting iron ore from northern Canada.

Australian coastal bulk ports trade analysis: An in-depth analysis of coastal shipping movements between Australian ports under the temporary licence scheme since the inception of the scheme.

Risk Assessment of VRCA (Geelong, Hastings & Portland): Marine safety risk assessment of the Victorian Regional Channel Authority (VRCA), its navigational channels and harbour master operations under the Victorian Marine Safety Act.

Review of all Australian Chemical Marine Terminals: A commercial, risk and safety assessment to support Stolt Australia's acquisition of certain terminals in Australia.

Marine Risk Assessment for Geophysical Survey and Geotechnical Investigation: Undertaken on behalf of the Port of Hastings Development Authority in relation to the container terminal development.

Port of Hastings Container Terminal Project: In conjunction with Deloitte, undertook an exploratory feasibility study into the commercial aspects of a new container terminal.

Corio Bay Channel Improvement Project in Geelong: Assisted the VRCA in planning and preparation for the recent channel improvement project.

Tug Risk Assessment Port Hedland (WA) & Hay Point (Queensland): Reviews of tug operations in these ports as they relate to safe navigational practices.

Assessment of the financial and operational feasibility of a planned new port in South Australia: Study undertaken on behalf of a mining interest.

Shipping service port optimisation: Developed various business cases for New Zealand coastal shipping and vessel procurement.

Review of New Zealand's marine oil spill response capability: Review undertaken on behalf of Maritime NZ, including analysis of each commercial port's capabilities.

Victorian International Container Terminal: Assist in providing material for ICTSI's tender bid as well as provide assistance during the early phases of construction at Melbourne's third container terminal.

Coastal Tug & Barge Feasibility Study: Analysis of the feasibility of moving petroleum products by tug and barge within a coastal port network.

Bulk shipping benchmarking: Cost comparisons and modeling for Asia, Europe, US and Australia bulk shipping operations.

Feasibility Study for Cruise Ship Facilities in Western Victoria: A study undertaken on behalf of the Port of Portland.

Ship Size Forecasting: Various studies analysing trends and forecasting ship sizes in container, dry and liquid bulk trades.

Port bunkering: Cost analysis and logistic optimisation of bunker vessels for the ports of Dampier, Fremantle and Sydney.

Bulk liquids analysis: Cost analysis of product imports to Australian terminal from Singapore for bulk liquids.

Crisis Management Exercises & Reviews: Clients have included prominent shipping, ferry and government agencies.

Marine Industry Training Courses: SMG conducts one and two day courses on the maritime industry, which include elements of vessel and navigation management. Clients have included banks and financial institutions, government departments and agencies, energy, mining and resource companies, port and terminal operators, law firms, business consultancies, shipping companies and other maritime-related businesses.

Contacts

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