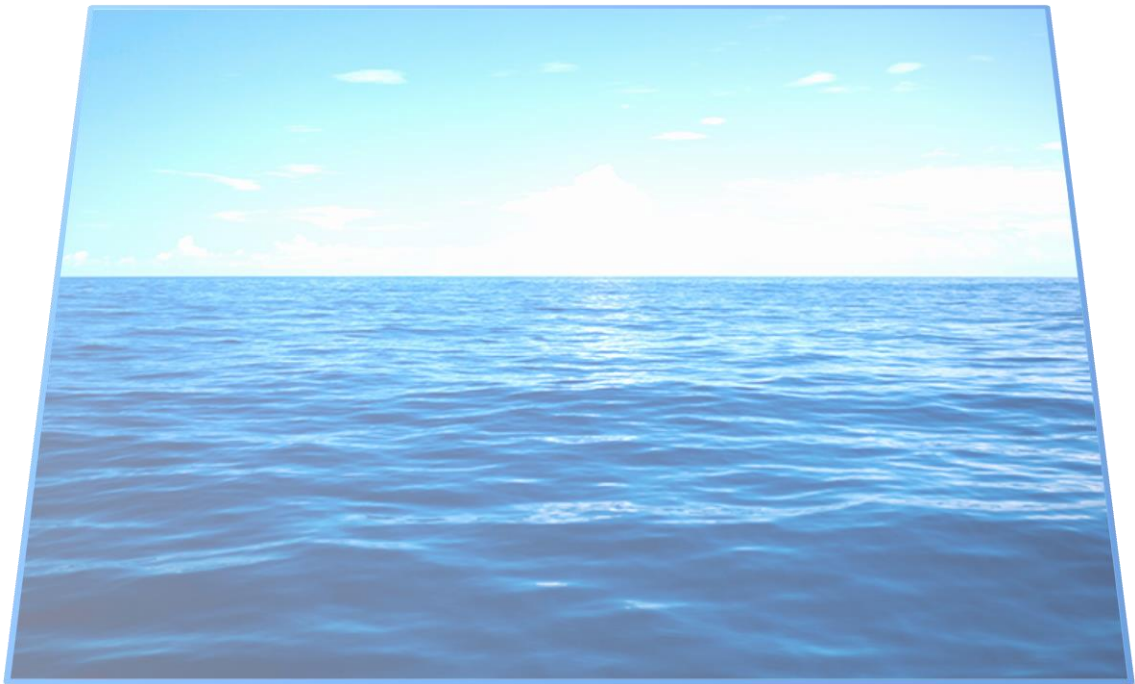




**Providing independent, expert,
confidential and professional services**



Capability Statement 2017

Company Overview

Established in 2009, the Strategic Marine Group (SMG) has offices in Victoria, New South Wales, Queensland and Tasmania and 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 industry bodies Freight and Trade Alliance (FTA) and the Maritime Industry Australia Ltd (MIAL) and individual directors of 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.

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, the Strategic Marine Group has the dependable, efficient and cost effective solutions your business needs.

Core Competencies

SMG has demonstrable experience in the following areas:

COMMERCIAL MARITIME TRADE

- Operational knowledge of all major shipping trades
- Thorough understanding of maritime, ports and logistics policy [L][SEP]
- Reviews of commercial maritime operations [L][SEP]
- Evaluation and management of tenders and proposal preparation [L][SEP]
- Feasibility studies (commercial and operational) [L][SEP]
- Reviews of commercial maritime operations
- Advice on joint venture issues and the development of joint venture contracts [L][SEP]
- Fleet availability and trade sector forecasting
- Industry education and training [L][SEP]
- Topical industry workshops
- Expert witness

SHIP MANAGEMENT

- Vessel ownership and management [L][SEP]
- Vessel chartering and operational management [L][SEP]
- Vessel sales and purchase [L][SEP]
- Advice on ship charter parties [L][SEP]
- Re-engineering of marine departments [L][SEP]
- Innovative improvements to marine systems [L][SEP]
- Management of suppliers and related resource management [L][SEP]
- Managing the shipping and logistic requirements of companies [L][SEP]
- Analysing and meeting ship charterers' needs from ship acquisition to cargo [L][SEP] delivery into store at the port interface. [L][SEP]

PORTS & RELATED INDUSTRY

- Modelling and optimisation of port throughputs [L][SEP]
- Matching port infrastructure to commodity types and volumes [L][SEP]
- Management of port loading and unloading terminals [L][SEP]
- Planning and management of the ship/shore interface [L][SEP]
- Port efficiency assessments
- Modelling port use using queue theory [L][SEP]
- Modelling and forecasting aggregate annual demurrage charges [L][SEP]
- Assessments of port and marine safety and security [L][SEP]
- Risk assessments of marine and port operations [L][SEP]
- Reviews and assessments of navigation and marine safety
- Emergency and crisis management [L][SEP]

SUPPLY CHAIN

- Supply chain evaluation and optimisation [L][SEP]
- Evaluation and management of tenders and proposal preparation [L][SEP]
- Marine project management, project services and support [L][SEP]
- Management of bulk and breakbulk logistics
- Stacking analysis for bulk terminals
- Re-engineering of supply chains [L][SEP]

Strategic Marine Group 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, 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* and 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.



Clients

SMG's clientele includes 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.

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).



SMG has acted as broker for significant multimillion-dollar ship acquisitions for the nation and provided advice and analysis on projects ranging from market research through to sale of surplus Defence Department marine assets.

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