

NIGEL NIXON AND PARTNERS INC.



Background

- Nigel Nixon and Partners– NNP is an international firm of port advisors who work on a wide variety of projects worldwide.
- **NNP have been established for over forty years** and have built on a reputation as leaders in the field of heavy-duty pavement design. Other expertise extends to market studies, economic analysis, due diligence, planning, design, costing, procurement and implementation.
- In 1994 the company was incorporated in the United States located at its headquarters in Dallas, with representation in U.K., France, Brazil, Caribbean, India and Singapore.
- We are fortunate to secure **repeat business** with many of our clients and have worked with many of them for most of the time we have been in business.



Philosophy

- An Owner's mission values and their stakeholder requirements have been **understood and implemented** on numerous NNP projects.
- NNP as a global consultant focuses its vision on cost effectiveness and cost certain delivery at minimal risk to any Owner.
- Our philosophy and mission is to maximise an Owner's best possible return on their investment by focusing on minimizing Owner risk, establishing a best value project and striving at all times for a cost certain deliverable and optimal solution.
- It is through experience in procuring a truly commercially driven solution led by the project's business plan that NNP would be of great benefit to any potential Owner or Bank.
- Many Project Owners have valued the **commercial approach and philosophy** in project delivery that NNP implements.
- NNP looks to blend its teams wide experience to provide complementary skills to offer a **total integrated service**.





Team Leaders

Nigel Nixon
Chairman

Kris Kapinos
Chief Executive Officer

Admin & finance

Mark Smallridge
President

Mark Smallridge <i>Pavement Lead</i>	Cedric Corbierre <i>Port Planning and Equipment Lead</i>	Keith Abraham <i>Project Director & Owner's Representative</i>	Andrew Griffiths <i>Research & Feasibility Lead</i>	Richard Jennings <i>Operations & Funding Specialist</i>	Rodrigo Paiva
David Fanthorpe <i>Paving and Materials</i>	Theirry Thoubans <i>Port Equipment Engineer</i>	Martin Mannion <i>Project Manager</i>	Andrew Penfold		
Alessandra Simao <i>Design Co-ordinator</i>		Gordon Ginzal <i>Project Manager</i>	Peter Baker		
<i>Civil, Mechanical, Electrical Designers</i>	<i>Port Equipment Designers</i>	Jabir Benhadjtahieb <i>Project Manager</i>			
Pavements & Civil Engineering	Port Planning	Project Implementation	Market Research	Port Acquisition	Port Economics

Key Capabilities |

- Economic Analysis and Fund Representation
- Port Development & Investment
- Port Operations
- Port Procurement & Implementation
- Port Infrastructure
- Port Equipment
- Pavement Design & Appraisal

Key Capabilities |

Economic analysis

- Commercial due diligence
- Feasibility studies
- Investment appraisal
- Traffic forecasting
- Market studies
- Funder representation
- Letter of reliance of authority

Pavement Design & Appraisal

- Pavement rehabilitation
- Condition surveys
- Testing
- Computer analysis & evaluation
- Asset management & maintenance
- Expert witness

Port Development & Investment

- Financing/investment
- Concession/ Lease agreements
- Finance/build/lease
- Equipment and construction procurement
- Site selection

Key Capabilities

Port Equipment

- Equipment planning
- Procurement
- Condition survey
- Maintenance survey
- Refurbishment
- Wire rope cables
- Structural analysis

Port Operations

- Operations due diligence
- Terminal operating system
- Terminal planning
- Dynamic simulation
- Operational layout
- Equipment and HR analyses (OPEX/CAPEX)
- Business planning

Port Infrastructure

- Infrastructure due diligence
- Concept planning
- Back land design
- Yard utilities design
- Yard buildings design
- Detailed design

Port Procurement & Implementation

- Construction & project management
- Planning & building consents
- Construction monitoring
- Owner representation
- Cost consultancy



Worldwide Experience |

United States of America
 Port of San Francisco
 Port of Oakland
 Port of Tacoma
 Port of Seattle
 Port of Los Angeles
 Port of Long Beach
 Port of Corpus Christi
 Port of Houston
 Freeport
 Port of Galveston
 Port of Beaumont
 Gulf Port
 Port of New Orleans
 St Louis River Term
 Port of Mobile
 Port of Tampa
 Port of Miami
 Port of Fort Lauderdale
 Port Everglades
 Jaxport, Jacksonville
 Port of Savannah
 SCPA, Charleston
 Port of Virginia
 Port of Paulsborough
 Port of New York New Jersey
 Greensborough, Albany
 Massport, Boston
 Dutch Harbor
 North Cape, Alaska

Canada
 Port of Montreal
 Milton, Toronto
 Port of St Johns
 Port of Vancouver

Caribbean, Central and South America
 New CT Tuxpan Mexico
 Port of Acapulco Mexico
 Port of Guaymas Mexico
 Port of Lazaro Cardenas Mexico
 Port Cuzamil Mexico
 Port of Belize Belize
 Porto Centrale Brazil
 Port of Freeport Bahamas
 Gordon Quay Jamaica
 Port Lafito Haiti
 Port Lisas Trinidad
 Port of Moin Costa Rica
 San Juan Puerto Rico

Europe
 Port of Bristol UK
 Port of Dover UK
 Port of Felixstowe UK
 Port of Harwich UK
 Port of Hull UK
 Port of Ipswich UK
 ABP, Immingham UK
 Port of London UK
 Port of Liverpool UK

Port of Mostyn UK
 Purfleet Thames Terminal UK
 Port of Ramsgate UK
 Tees and Hartlepool PA UK
 Port of Southampton UK
 Port of Sunderland UK
 Thamesport UK
 MPET, Antwerp Belgium
 Port of Zeebrugge Belgium
 Port of Limassol Cyprus
 Port of Vaasa Finland
 Port of Le Havre France
 Port of Lyon France
 Port of Marseille France
 Port of Paris France
 Port of La Rochelle France
 Port of Rouen France
 Port of St Malo France
 Port of Saint Nazaire France
 Port of Hamburg Germany
 Port Dublin Ireland
 Port of Cork Ireland
 Riga Commercial Port Latvia
 Port Rotterdam Holland
 Port of Gdansk Poland
 Port Constanta Romania
 Port of St Petersburg Russia
 Port Gothenburg Sweden
 Algeciras PA Spain
 Port Vera Ukraine

Africa
 Port Said Egypt
 San Pedro Ivory Coast
 Abidjan Ivory Coast
 Port of Mombasa Kenya
 Namport Walvis Bay Namibia
 Port Harcourt Nigeria
 Namanve CT Uganda
 Mauritius ICT Mauritius

Middle East
 Bahrain Ports Authority
 Bahrain
 Uhm Qasr Iraq
 Port Mina Sulman Oman

Asia
 Port of Bangkok Thailand
 Port of Sattahip Thailand
 PSA Kepple Harbour Singapore
 Keelung CT Taiwan
 Port Xiamen China

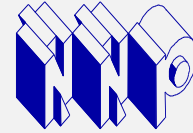
Oceania
 Port Botany Australia
 Port of Brisbane Australia
 Port of Freemantle Australia
 Port of Tauranga New Zealand

| Project Map





Port Procurement & Implementation



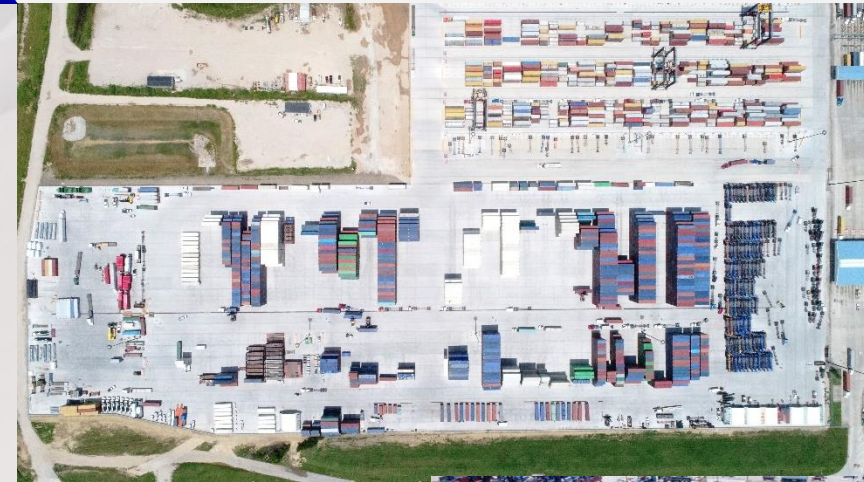
Owner's Representative |

- An Owner's Representative should act as an extension to the Owner's business while at the same time be fair and balanced. Being independent, the Owner's Representative can and should be proactive and anticipate problems and take action to mitigate against those problems in both time and cost effectiveness.
- We never accept the word "can't", always striving for solutions to problems and leading by example, a "roll up sleeve" mentality, prepared to demonstrate by example, adopting personal skills that applaud as well as criticise as well. Being tough on claims, a no nonsense relationship with the Contractor but very supportive when warranted. Very focused on full team approach, everyone including client is one team. The weakest link can be the cause of project delays or failure.
- We are primarily team players, experienced in all construction sequences and trades, trained engineers that understand the various processes. Construction is a team effort and we believe that a confrontational approach is highly negative to a successful outcome.

Experience |

Terminal Link Texas - Bayport, Houston

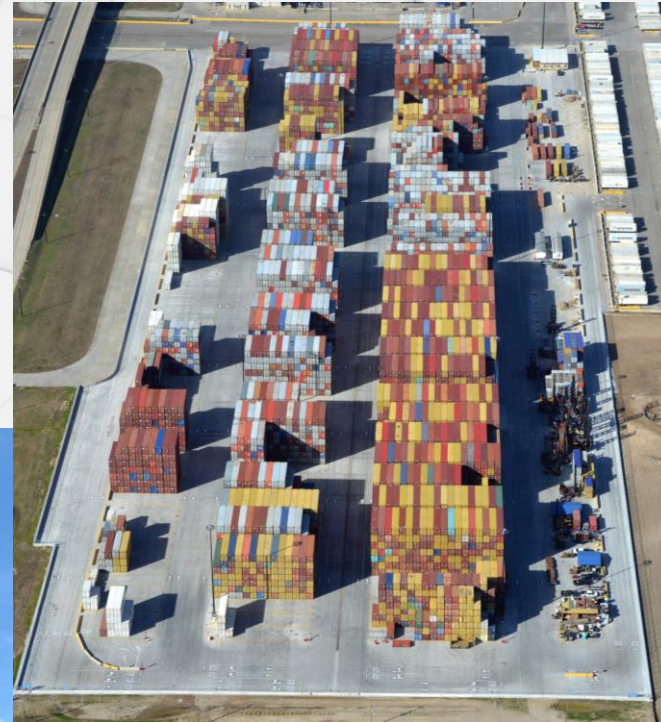
- Construction completed in July 2018, a 25 acre empty container yard linked to the Bayport container terminal.
- The first Design Build project undertaken on Port Houston property, this \$19 million contract was bid to a limited list of pre-selected contractors with a minimal Owner's Requirement.
- The contractor was encouraged to bring innovation within his proposal and to deliver cost certainty.



Experience |

Houston Terminal LLC - Bayport, Houston

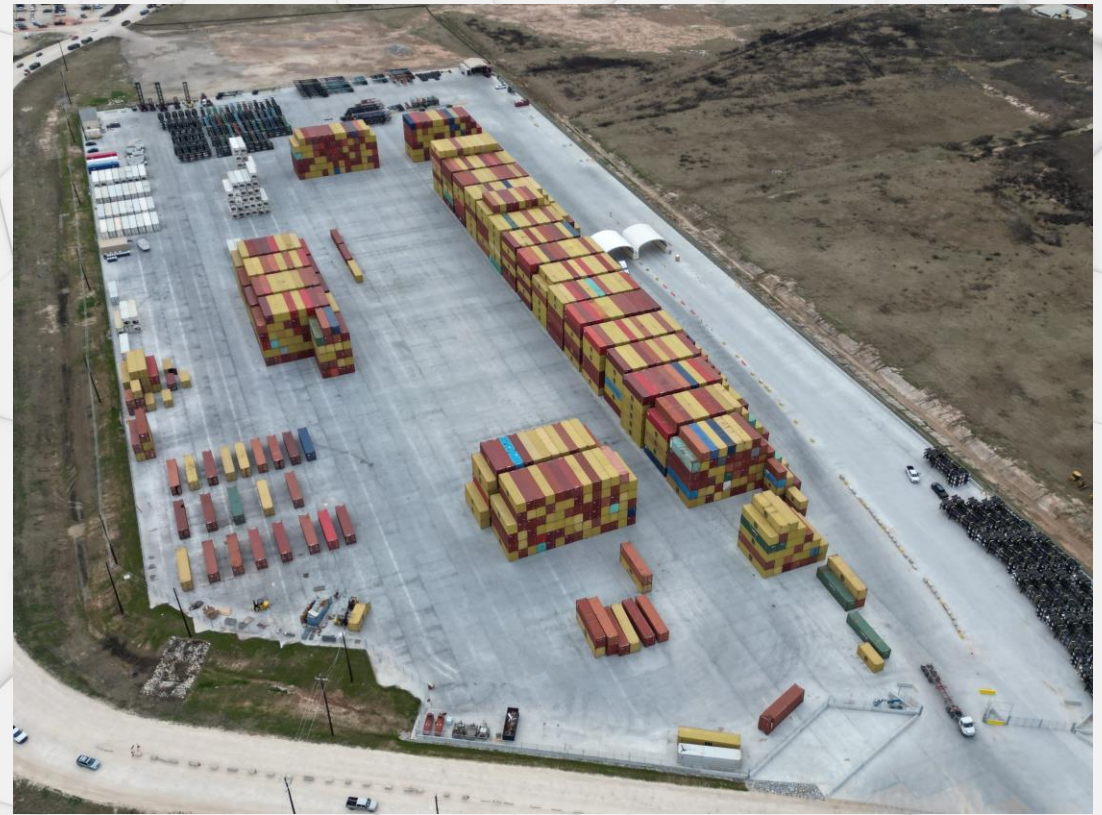
- Construction completed in December 2020, a 26 acre empty container yard linked to the Bayport container terminal.
- The procurement route was Design Build, using the knowledge and experience gained on the West yard for Terminal Link, the overall project value is \$23 million including infrastructure work undertaken for the Port of Houston.



Experience |

C&C Houston Bayport

- Completed late 2022, on time and within budget, a 21.5 acre empty container and chassis yard off dock from the Bayport container terminal.
- The procurement route for this project was Design Build, however given the shorter lease duration, the design life of the facility is reduced and thus promotes reduced capital costs.

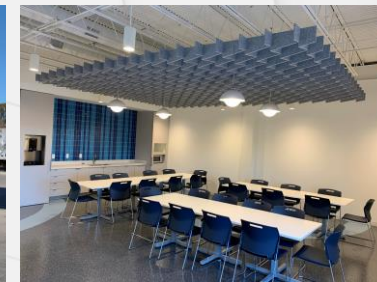



National Award for Excellence
In Concrete Pavement
 Presented to
 Nigel Nixon and Partners, Inc.
 In Recognition of Outstanding Design and Construction for
 C&C Empty Container Yard at Bayport Terminal
 Seabrook, Texas
Gold Winner
 RCC (Industrial-Commercial)
 For projects constructed in 2022
 AMERICAN CONCRETE PAVEMENT ASSOCIATION

Experience |

Hoyer, Pasadena, Texas

- During 2023, Hoyer undertook improvements to their existing 14.7 acre facility. Works comprised new concrete pavement, wash rack installation, pump house construction and upgrade to the fabric and the internal office space of the existing two-storey building.
- The project was let in packages to specialist contractors. NNP provided Owner's Representative services to Hoyer.



Experience |

Transshipment Facility- Airbus, UK

- Design Management, Project Management and Owner's Representation for Airbus SAS of a berth, storage area and maintenance facility to transfer wings for the A380 Airbus from a barge to a ro-ro vessel via a modified linkspan bridge.
- Works included new wharf structures, in-water piled grillage structure, dolphins and fendering. Project Value £2,100,000.



1. We firmly believe in Design Build, too many consultants pay lip service to it, but it fits with our ethos of providing the owner with cost certain delivery.

5. We have a pragmatic and proactive approach to problem solving.

Why NNP?

2. We have a breadth and depth of experience that few will equal, we have hugely experienced people, who have delivered projects globally.

4. Our focus is always on minimizing the Owner's risk profile in the most cost efficient way and maximizing the best financial outturn for the project.

3. We know how to write Owner's Requirements, the skill is to transfer risk from the Owner to the Contractor while maintaining the quality in the product .

6. We have a true understanding of best value, with cheapest not always best and value decisions have to involve the Owner and should never just be about cutting cost.

Why NNP?

7. We pride ourselves on the ability to accurately cost plan, an essential skill when making decisions early in the process.

8. We are excellent team builders, identifying the right people for the job, developing an environment of mutual trust and respect amongst fellow professionals, valuing the contribution of each team member.

9. We encourage innovation and creativity from the team to think “outside the box” and not be constrained by normal rules or national boundaries.

10. Our experience of working for Owners and Contractors provides the ability to be fair in judgement of conflict, promoting a no blame, no excuses culture.

11. NNP were the authors of the original British Ports' Association's Heavy Duty Pavement Manual, and related personnel continue with the company.

15. NNP have worked for manufacturers of heavy lift equipment in determining the damaging effect of various wheel configurations and dynamic loading.

Why NNP?

12. NNP's personnel were involved in PIANC's publication on Design and Maintenance of Container Terminal Pavements, and are working on the subsequent publication Design, Maintenance And Sustainability Of Container Terminal Pavements

14. NNP have undertaken investigation of many failed pavement to determine the cause or causes of the failures, and have a thorough understanding of what can go wrong and how to avoid such problems.

13. NNP have undertaken the analysis and specification of numerous port pavements around the world, using standard and innovative pavement materials.