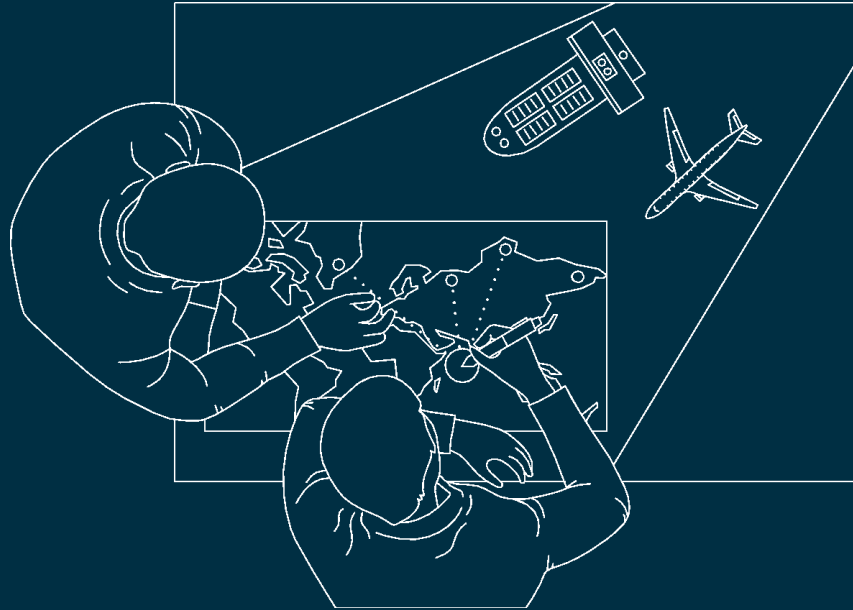


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Port of Ramsgate Strategic Advice

Prepared for: Thanet District Council- 16th February 2023

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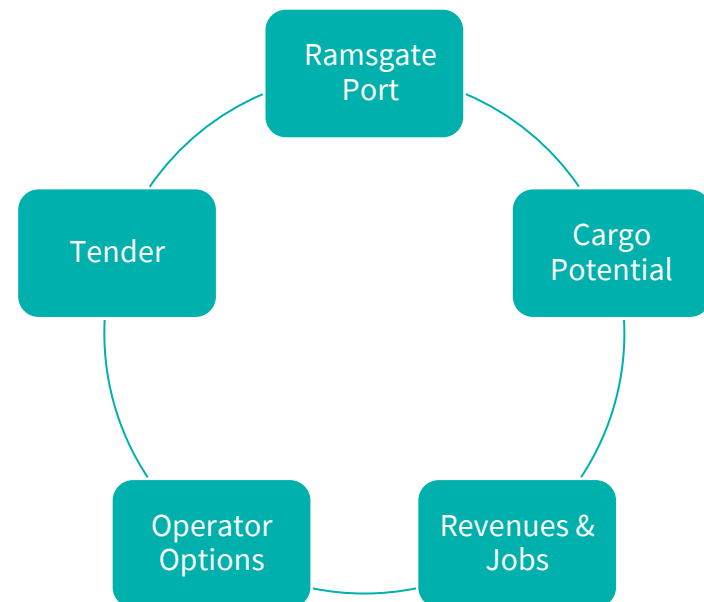
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Draft 4.0	DD
Prepared for	Reviewed by
Thanet District Council	SW
Issue Date	Approved By
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Introduction to Project

Thanet District Council is considering options for Port of Ramsgate operations and cargo handling

- Thanet District Council (TDC) is considering various options and opportunities with respect to operations and future demand potential for the Port of Ramsgate.
- TDC also confirmed that there is available funding for the port, with a total of £3.5 million ear-marked for port infrastructure, including as part of a grant awarded from the Government's Levelling Up Fund.
- It is necessary for TDC to consider the various different operating structures available for the Port of Ramsgate and, importantly, the best approach to achieving this objective while maximizing the revenue potential and job creation potential available.
- Consequently, this Report will provide the following assessment:
 - Section 1: UK port market structure
 - Section 2: Port of Ramsgate historical performance
 - Section 3: UK ro-ro market & South/Southeast market
 - Section 4: Assessment of Options for Ramsgate
 - Section 5: Market Forecasts and revenue potential
 - Recommended conclusions and next steps



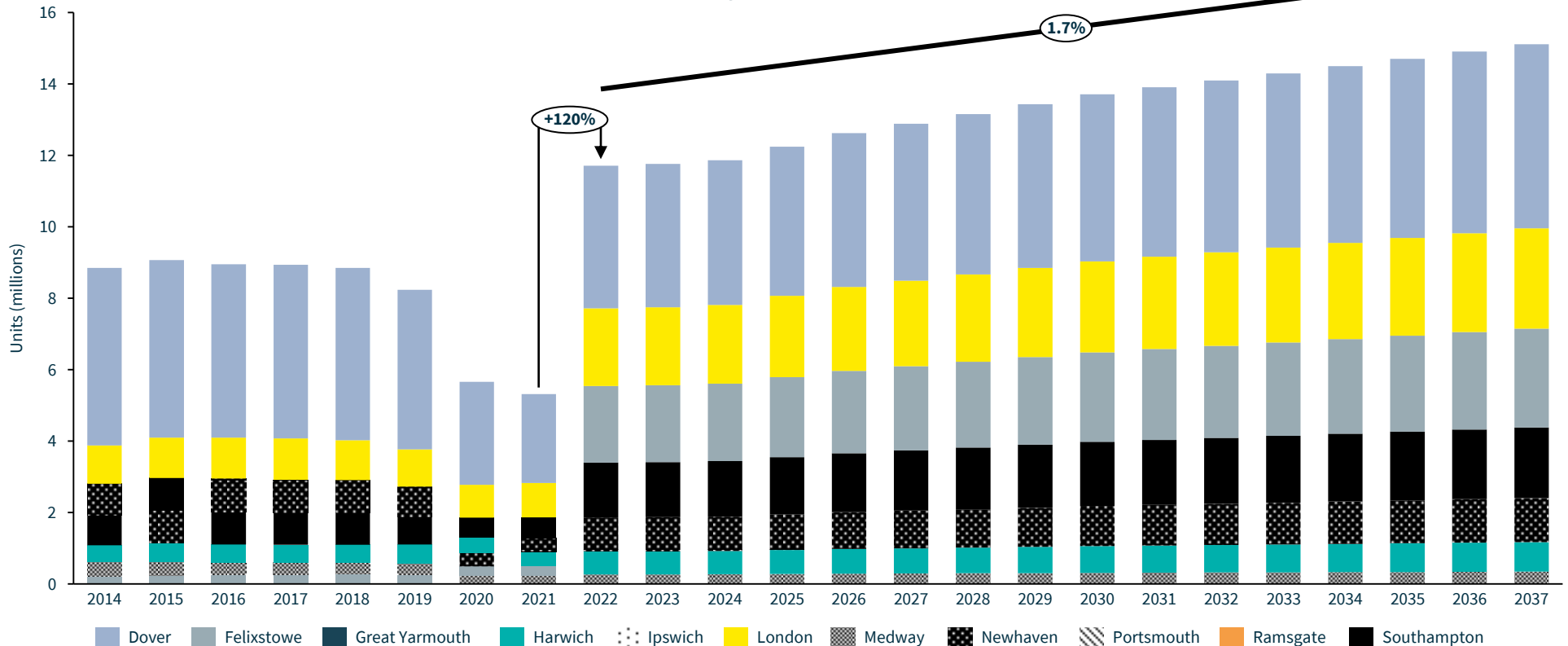
Cross Channel Market Development – Total Ro-Ro cargo

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Future volume forecasts – Ro-Ro million units at major ports in South-East England by port

- High level trend analysis and forecast based on historical volumes realised between 2014 and 2021.
- Demand forecasts have been calculated with effect from 2022 by estimating the 2022 base year from Q1-Q3 actuals.
- The industry average elasticity of 1.4 has been used in conjunction with UK GDP forecast from IMF to provide growth rates for the demand forecasts.
- The impact of COVID-19 is clearly noticeable, although a large rebound did occur in 2022 and subsequent market growth is anticipated thereafter.

Historical and Forecasted Freight Ro-Ro Units at Major SE UK Ports

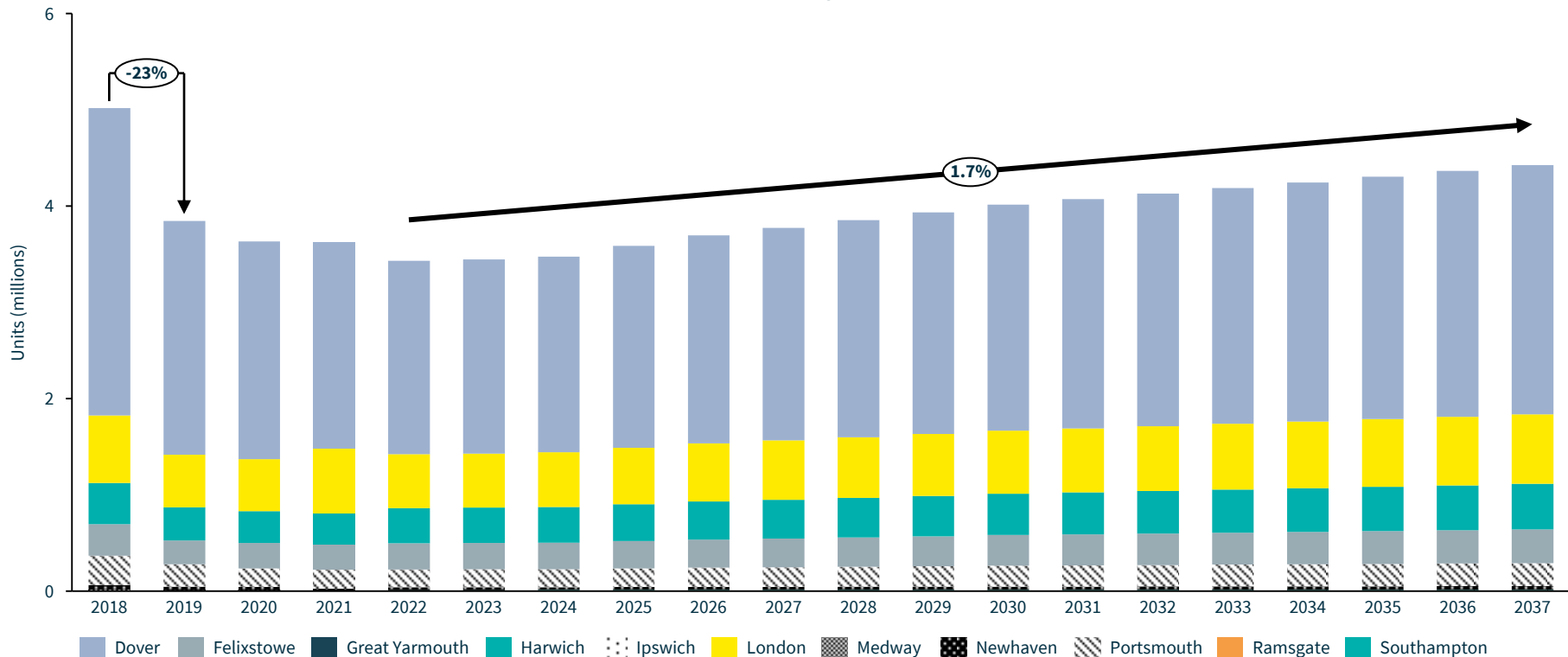


Cross Channel Market Development – Accompanied

Ro-Ro Volume forecasts – Ro-Ro Freight - million units at major ports in South-East England by port

- High level trend analysis and forecast based on historical volumes realised between 2014 and 2021.
- Demand forecasts have been calculated with effect from 2022 by estimating the 2022 base year from Q1-Q3 actuals.
- The industry average elasticity of 1.4 has been used in conjunction with UK GDP forecast from IMF to provide growth rates for the demand forecasts.
- Ro-Ro freight units have historically declined since 2018; however, the COVID-19 pandemic had noticeably less impact than on total Ro-Ro units.
- The largest number of accompanied ro-ro freight units is handled at the Port of Dover.

Historical and Forecasted Ro-Ro Freight Units at Major SE UK Ports

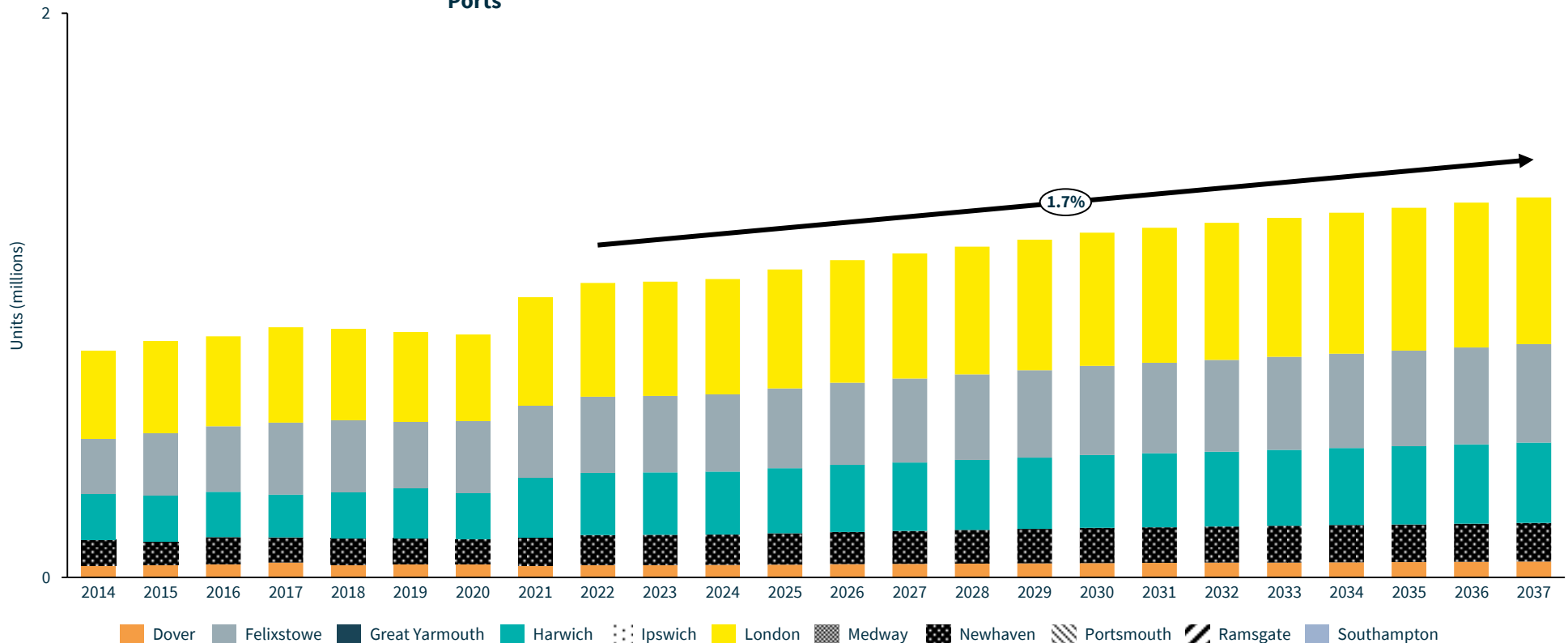


Cross Channel Market Development – Unaccompanied Trailers in SE UK

Future volume forecasts – Unaccompanied Trailers, million units at major ports in South-East England by port

- High level trend analysis and forecast based on historical volumes realised between 2014 and 2021.
- Demand forecasts have been calculated with effect from 2021.
- The industry average elasticity of 1.4 has been used in conjunction with UK GDP forecast from IMF to provide growth rates for the demand forecasts.
- In the southeast, London, Felixstowe, and Harwich maintain the highest markets for unaccompanied trailers, followed by Portsmouth and Dover.
- Ro-Ro unaccompanied trailers were not very impacted by the COVID-19 pandemic.

Historical and Forecasted Unaccompanied Trailers - Units at Major SE UK Ports

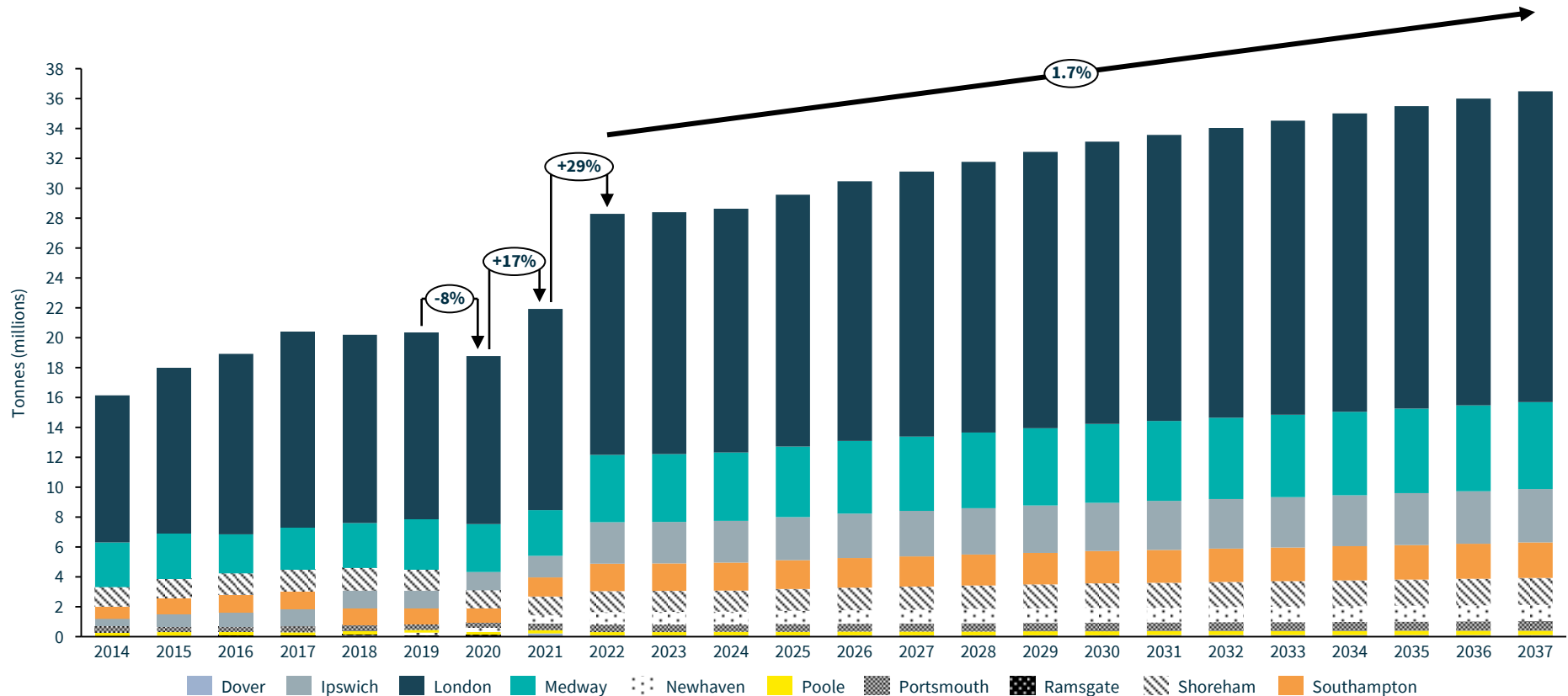


Cross Channel Market Development – Dry Bulk Cargo

Future volume forecasts – other dry bulk tonnage at major ports in south-east England

- DfT defines ‘other dry bulk’ units as fertilisers, crude minerals, iron and steel, sea dredged aggregates, wood lumber and cork, etc.
- High level trend analysis and forecast based on historical volumes realised between 2014 and 2021.
- Demand forecasts have been calculated with effect from 2022 by estimating the 2022 base year from Q1-Q3 actuals.
- Industry average elasticity of 1.4 used in conjunction with UK GDP forecast from IMF.
- Some impact of COVID-19 in 2020, although market rebound in 2021 and 2022 and then growth occurring thereafter.

Historical and Forecasted Dry Bulk Volumes at Major SE UK Ports



Options for the Port of Ramsgate

Ramsgate offers capacity and established infrastructure – different options exist regarding operators

- There are a number of different potential options available to TDC with respect to the future operation and approach adopted at the Port of Ramsgate.
- The table below outlines the different options recommended by Infrata as needing further assessment, in order to derive the best choice for TDC to maximise the existing facilities at the port and which will deliver the most robust revenues for the future.
- Each of these options are outlined individually with respect to the following:
 - The commercial and practical considerations
 - Financial and risk analysis

Option	Description	Role for TDC
1	Existing UK port ro-ro operator	Landlord port authority
2	New operator to UK	Landlord port authority
3	Joint venture with another port operator and TDC	Landlord port authority and partner in operating concern
4	Another private terminal operator in sole control	Landlord port authority
5	M/P Hybrid option – splitting operations by cargo	Retain control of non-ro-ro traffic, with ro-ro cargo managed by third party
6	Self-operated	In charge of all port operations
7	Cease commercial operations	Stop cargo activities and allow development or marina expansion



- The availability of port capacity at an existing marine facility to serve an established but growing market represents an important largely untapped resource.
- On this basis, the infrastructure at the Port of Ramsgate, in a strong geographic location adjacent to the English Channel shipping lanes, offers opportunities at a lower cost than developing additional facilities in the wider competitive region.
- Ramsgate offers quick access to additional ro-ro capacity and/or space for other commodities. On this basis, it is reasonable to expect interest in the tendering process to be generated, before an Expressions of Interest (EOI) is released to the industry by TDC.
- In order to best-manage time and resources, releasing an EOI first, before then generating a more detailed RfP to invited parties is best practice and commonplace within the port industry on a global basis.

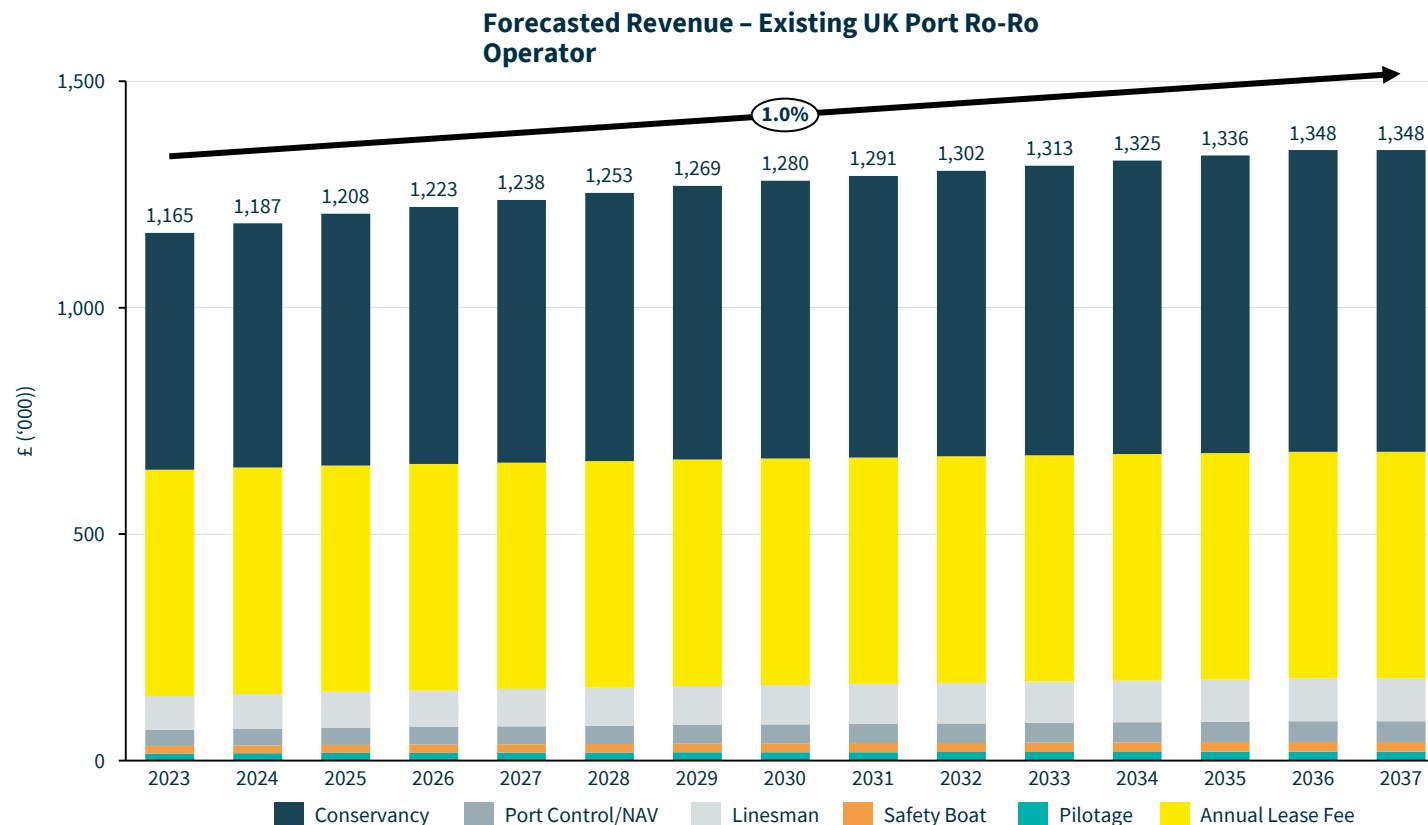
SWOT Summary of Options for Port of Ramsgate

Option	Strengths	Weaknesses	Opportunities	Threats
Existing UK Port Ro-Ro Operator *	Knows ro-ro market	Low revenues generated – i.e. just rental	A lower risk option for TDC to solve issue of port’s role	Could promise volumes but provide none
	Needs more space	Ships may be too long to call Ramsgate		Defensive move to remove Ramsgate as competition
New UK Ro-Ro Operator *	Established port operator	No experience in UK market	Need to deliver UK ro-ro port interests / knowledge	Inability to generate cargo
Another private terminal operator in sole control *	Fresh ideas and investment potential	No guarantees of interest from private sector	Onus on new operator to succeed	Insufficient interest from private sector
Joint Venture with other port operator *	Maintains more TDC control	Reduces incentive of new operator providing cargo	Guaranteed rental and some new operator expertise/contacts	Defensive move to remove Ramsgate as competition
M/P Hybrid option: splitting operations by cargo	Spreads risk between more than one cargo type	Reduces available space for one specific sector	Specialised operators for specific cargoes	Reduced space and share of port may reduce interest
	Avoids the same issue of 2013 and loss of all traffic		Can be combined with any of 4 options above *	Share of each sector needs to be sufficient to maintain interest of operator
Self-operated	Maintain full control of operation	High risk option – pressure to generate cargo		Inability to attract shipping lines / cargo
	Keep more of revenues	Need experienced port operating/management		
Cease commercial operations	Solves issue of no ro-ro port business	Existing users of port under contract	Allows redevelopment of port land	Stakeholder engagement shows support for port development

Revenues – Case 1: Existing UK Port Ro-Ro Operator

With the existing UK port ro-ro operator option, Ramsgate would start to absorb excess ro-ro freight from Dover in 2030, resulting in increased revenue potential

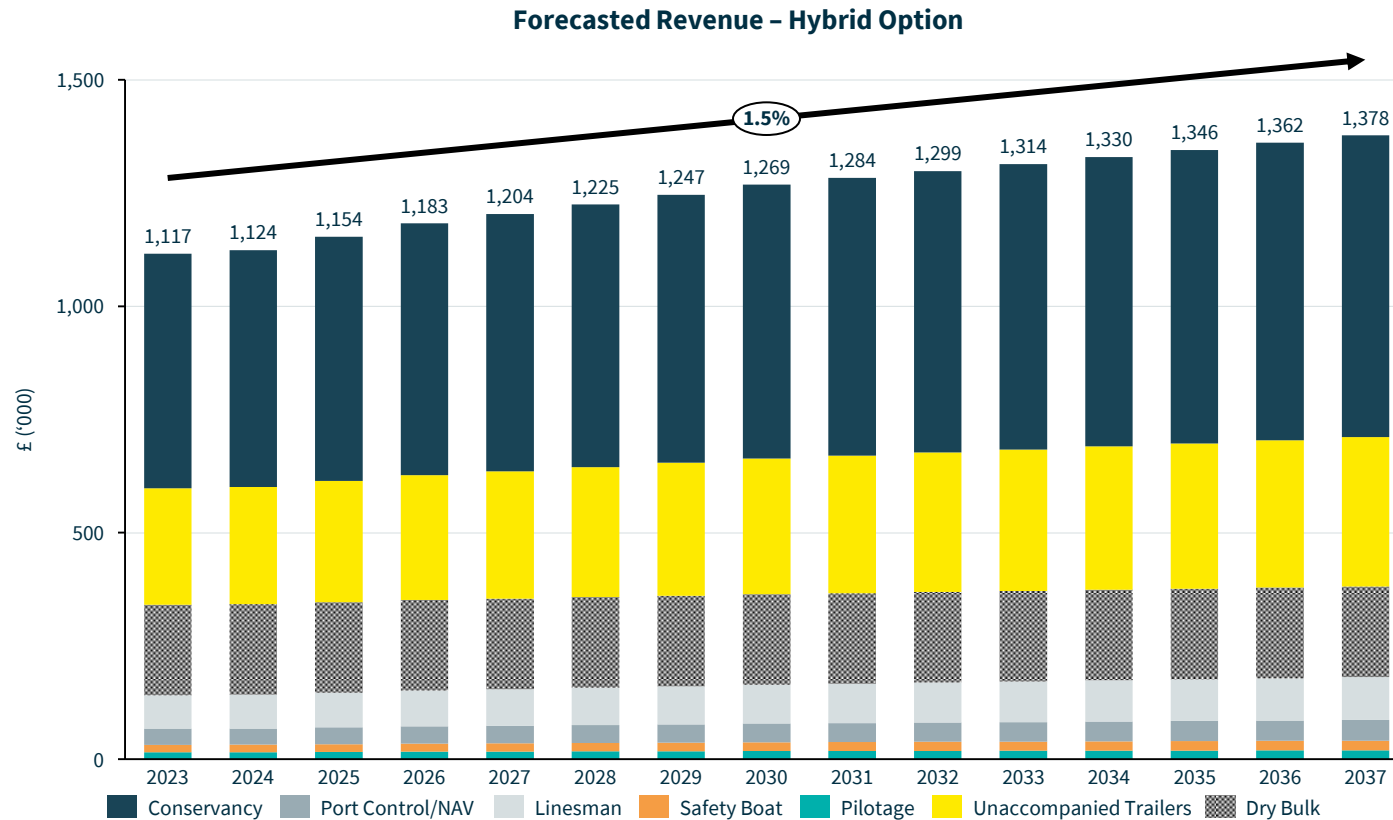
- As previously identified, the Case 1 option involves Dover overspill cargo moving to Ramsgate, once Dover is estimated to become capacity constrained. A conservative estimate has been used regarding Dover’s space issues, with the port able to manage it operation during the current decade.
- Under this option, between 2023 and 2037 the revenue for TDC is forecasted to increase at a CAGR of 1.7%, with a stronger ramp-up from 2030 onwards when unaccompanied trailers are attracted from Dover when it has reached an operational capacity maximum.




Revenues – Case 3: Specialist Operator & TDC

Under the Hybrid option, Ramsgate could maximise revenue potential by splitting cargo types by specialist operators

- It has been assumed that a fixed annual £200,000 lease fee from Brett Aggregates provides the Dry Bulk revenues – of course, this can be amended if TDC is able or wants to supply the figure to be plugged in to the Revenue Model accompanying this report. It is possible that handling costs and vessel berthing revenues may also be collectable by TDC. However, the assumption here taken is that an annual lease fee is the only fee that TDC gets from the Brett Aggregates business. Infrata will update, if necessary, after further discussions with TDC.
- Taking into account this revenue amount and the volumes generated, between 2023 and 2037 the total revenue forecasted is expected to increase at a CAGR of 1.5% under the Hybrid option, as shown.



Commercial Ranking of Options for Port of Ramsgate

	Existing UK Port Ro-Ro Operator	New UK Ro-Ro Operator	Another Private Operator #	Joint Venture (JV with TDC)	M/P Hybrid – link to any of 4 previous 	TDC Self- Operated	Cease all Commercial Operations
Volume Potential for Ramsgate	***	**	**	***	***	*	
Investment Requirement from TDC	*	*	**	**	**	***	*
Investment from partner / each option	****	****	****	**	**	*	
Revenue Potential for TDC	***	**	**	***	***	**	*
Partner Risk Spread (1 = high, 5 = low)	**	**	**	****	****	*	
Job Creation Potential to Thanet region	***	**	**	**	***	***	*
Support Stakeholder Aims for Port	**	**	**	***	***	***	**
TOTAL	18/35	15/35	16/35	19/35	20/35	14/35	5/35

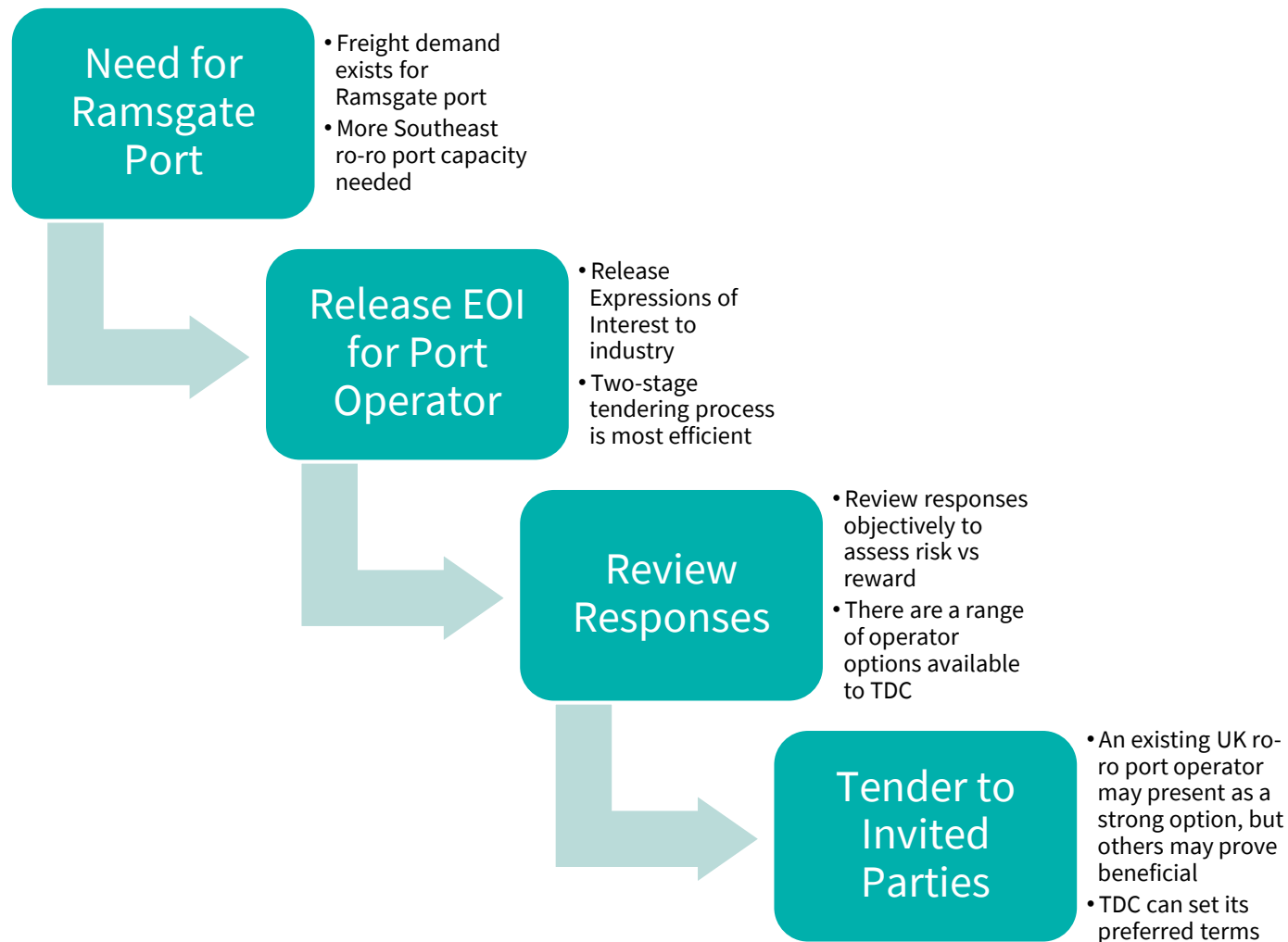
Note: Due to ownership status of Port of Ramsgate and role of TDC, an outright sale of the port has not been considered as a viable option. Also, Hybrid Option must include non-ro-ro to avoid complete loss of revenue that could occur if too reliant on one specific cargo sector. # Difficult to quantify objectively until further intel is known of any possible alternative operator that would be interested through a tender process

Commercial and practical considerations suggest the need for an EOI and tender process

- Previous elements of the report confirm that there is a demand for cross channel ferry freight services in the UK and that given restrictions in available space at the Port of Dover (the main port of interest for this type of cargo in the UK South/south-east) and limited opportunities to expand there, opportunities exist for another port located in the south-east of England to take a share of this cargo in the future.
- The Port of Ramsgate and TDC remains well placed to handle its share of this additional demand, albeit with current ship size restrictions that will need to be addressed with CAPEX expansion plans.
- A calculation to provide guidance on the costs to allow vessels with >180m LOA will need to be provided. This will involve the cost of the partial extension of the quay wall and also dredging alongside; on the approach and turning circle. Further OPEX are also likely for maintenance dredging.
- It is reasonable to assume that there will be interest from within the UK ro-ro port sector, but also from outside of the UK too.
- With this in mind, it is imperative that TDC utilises the tender process to its best possible advantage in order to ensure that the best available option is chosen for the site and TDC.
- A broad request for Expressions of Interest (EOI) will see who the serious parties are and offers of discounts in exchange for volume commitments will further improve the potential TDC bottom-line results.
- It is also envisaged that The Port of Ramsgate will continue to handle windfarm volumes under TDC control. This cargo type and revenue will be considered separately from the other cargo types and only included in a JV tender option.
- Existing contracts for aggregates and wind farms should not be ignored and need to be protected and grown. In this respect a hybrid option or a JV with TDC should be considered as part of any tender process.
- Whilst the report provides some guidance as to the best options to pursue based on known options in a qualitative and quantitative manner, it is important that all possible options need to be exhausted before providing a final conclusion.
- In addition to the sectors here covered, there is some possibility that either or both of cruise volumes or short-sea/coastal volumes would need to be addressed. However, it is Infrata's view that this would only be likely if an interested party from one of these shipping sectors appeared during the tender process. It is highly unlikely that these volumes would appear without an industry operator to bring them to Ramsgate.
- The provisional conclusion is that TDC need to start the tender process asap with a request for EOI.
- Infrata is well-placed to assist with any outreach programme to the terminal operating industry to gauge support and potential interest, having successfully completed similar processes in the past.

Summary Recommendations for Port of Ramsgate

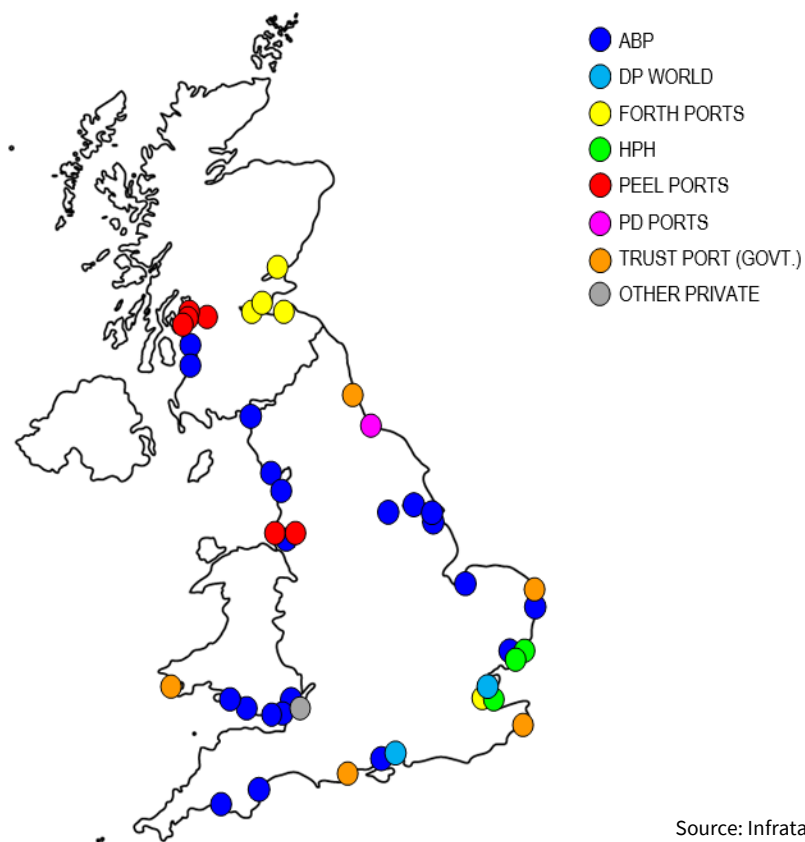
Ro-Ro capacity needed in Southeast and a two-stage tendering process is the most efficient for TDC. An EOI will generate initial interest and TDC can then set preferred terms for deal to selected, invited parties



Introduction to UK Port Industry

Around 95% of UK trade is seaborne and requires access to port facilities, with 70% via private facilities

- The importance of seaborne trade to the UK is endorsed by its island status, with an estimated 95% of all UK imports and exports moving via sea and around 40% of total UK food consumption products being shipped.
- These statistics endorse the role of cargo movements via sea to/from the UK and, as a result, the need for good-quality, efficient port infrastructure. Freehold ownership with private companies dominates the UK port sector, with an estimated 70% of total port volumes privately-controlled.
- There are a high number of trust ports in the UK, which are all administered by an independent statutory body established by an Act of Parliament. The key UK port market participation from private operators can be summarised as:
 - **Landlord** - where most cargo activities and value-add services are outsourced.
 - **Landlord-operator** - selective value-add services occur as part of supporting cargo activities to support landlord role.
 - **Operator** - terminal operations and under services conducted as part of a concession from the port owner or by the company that has freehold ownership of all activities. market.
- There is an established port market in the UK, with around 70% of total port volumes handled by privately-owned/operated companies
- The largest 25 ports by tonnage are identified and represent a mix of different operating models in place, combining the landlord and operator options, plus some trust ports.



Company	Model	Primary Focus	Benefits
	Landlord	Harbour, conservancy and more limited services operated	Stable core of revenues from statutory and landlord streams
	Landlord-Operator	Primary focus on landlord role, but additional focus on terminal operations	Mix of stable revenues and leveraging operations, but move closer to end-user to help tie-in cargo
	Operator	Focus on terminal operations, but moving towards additional logistics too	Strong relationships with shipping lines/cargo owners, develop network efficiencies
	Trust / Municipal	Management of port facilities – controlled via Act of Parliament / local authority body	No shareholders, but often seen less investment than from facilities supported by private sector

Source: Infrata

UK Port Industry: Landlord Authority Model

Role of each party

- Most modern ports and terminals are run under the landlord port authority model. The Port Authority or Port Corporation (PA) is the umbrella authority looking after the interests of the government, the shipping public and other port stakeholders.
- This means the port authority has capacity to conclude contracts, enforce standards and set rules and regulation, with the jurisdiction of the port defined by the limits of the harbour and maritime approach.
- The typical responsibilities for landlord port authorities include:
 - Provide basic infrastructure for the throughput of cargoes for maritime trade and for the throughput of passengers.
 - Provide ready access for vessels to ensure the most efficient turnaround of vessels.
 - Provide access to and from the land by trucks, pipelines and other forms of transport and serve as a safe haven for vessels entering the harbour for emergency services.
 - Prevent monopoly abuse by regulating tariffs of the port's licensees (if there is not sufficient competition), if required.
 - Provide adequate protection of the port environment.
 - Take responsibility for the safety of vessels when approaching, entering or leaving the port and the safe movement of vessels and other craft while inside the port limits.
 - Act as an agency for the government enforcing safety standards on ships, crews and on pollution control.
 - Perform hydrographic surveys and ensure adequate channel and berth depth.
 - Provide general amenities for the personnel of the port where required.

Function	Landlord responsibility
Structures	<ul style="list-style-type: none"> Construct, maintain and develop structures required to make the port efficient Remove obstruction to navigation free of legal claims
Navigation aids	<ul style="list-style-type: none"> Erection/maintain buoys, beacons, lights, signs etc needed for ship approaches to the port, on the coastline within the port area
Depth maintenance	<ul style="list-style-type: none"> Maintain depth of navigational channels to port and empowered to either undertake the dredging operations or to licence it to be done
Vessel access	<ul style="list-style-type: none"> Expect to be given in advance notice of vessel arrival and request for berthing, but deny access to unsafe/registered or illegal ships
Vessel in port, including safety	<ul style="list-style-type: none"> Control movement of vessels within port area, navigation and safe passage Specify identification of vessel identification and all required vessel information Control all berthing and anchoring of vessels
Pilotage & Tugs	<ul style="list-style-type: none"> Require vessels to be under pilotage and specify any ship classes exempt, while licencing pilots to operate Organise, licence and approve use of tugs Regulate all charges for pilotage and tugs
Port dues & charges	<ul style="list-style-type: none"> Establish port tariffs, enforce tariff ceilings on its licensees

Strengths & Weaknesses of UK Port Operator Models

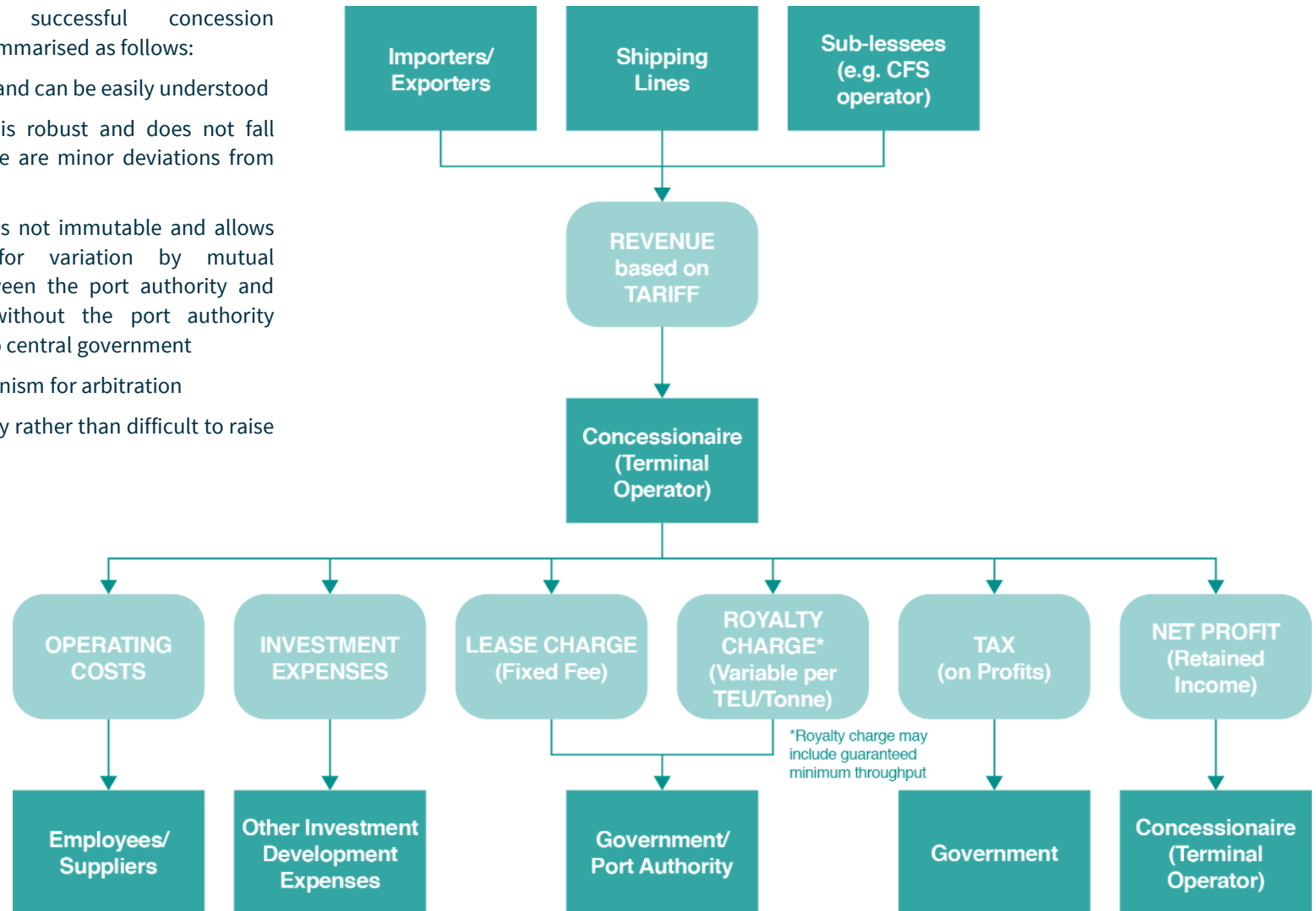
Operating Model	Strengths	Weaknesses
Landlord	Long-term concessions can be signed with preferred operator partner	Limited flexibility for exit if relationship with operator sours
	Stable revenues over duration of agreement – i.e. annual royalties, lease fees etc.	Revenue potential limited but lower risk – pressure to reduce royalty payments if linked to volume thresholds
	Ability to generate revenues from provision of pilotage and tugs and other marine services (albeit that revenue potential limited and sometimes more cost effective to license services to a third party)	Need to invest in infrastructure remains – likely to be part of any concession agreement. Hence sufficient revenues need to be generated from royalties
		Limited recourse if operator fails to secure business – unless financial penalties included in concession terms
Landlord-Operator	Benefit from collection of dues (i.e. conservancy) and cargo operating	Pressure to attract and retain cargo/customers
	In-depth control of all port-related activities, without need to sign concession deal with a third-party	Sole responsibility to generate investment in infrastructure
Operator	Control over all business development & marketing	Reliant on landlord investment in infrastructure
	Potential for higher revenues if higher cargo volumes secured	Unable to collect conservancy, harbour dues etc.
Trust / Municipal	No shareholders or pressure to deliver dividends to equity participants (though accountability to local residents / stakeholders remains)	Overall, less investment likely than will be seen at privately-owned/operated facilities due to public interest and ability to raise finance
		Any changes to status or expansion could require changes via Act of Parliament, while raising finance a complicated process – all very time-consuming and slow to progress

Approach for Port of Ramsgate: Typical Concession Model infrata

The structure of a typical concession model shows the split of responsibilities, revenues and profits

Characteristics of successful concession agreements can be summarised as follows:

- They are simple and can be easily understood
- The agreement is robust and does not fall apart when there are minor deviations from the projections
- The agreement is not immutable and allows some scope for variation by mutual agreement between the port authority and the sponsors without the port authority having to refer to central government
- There is a mechanism for arbitration
- They make it easy rather than difficult to raise finance



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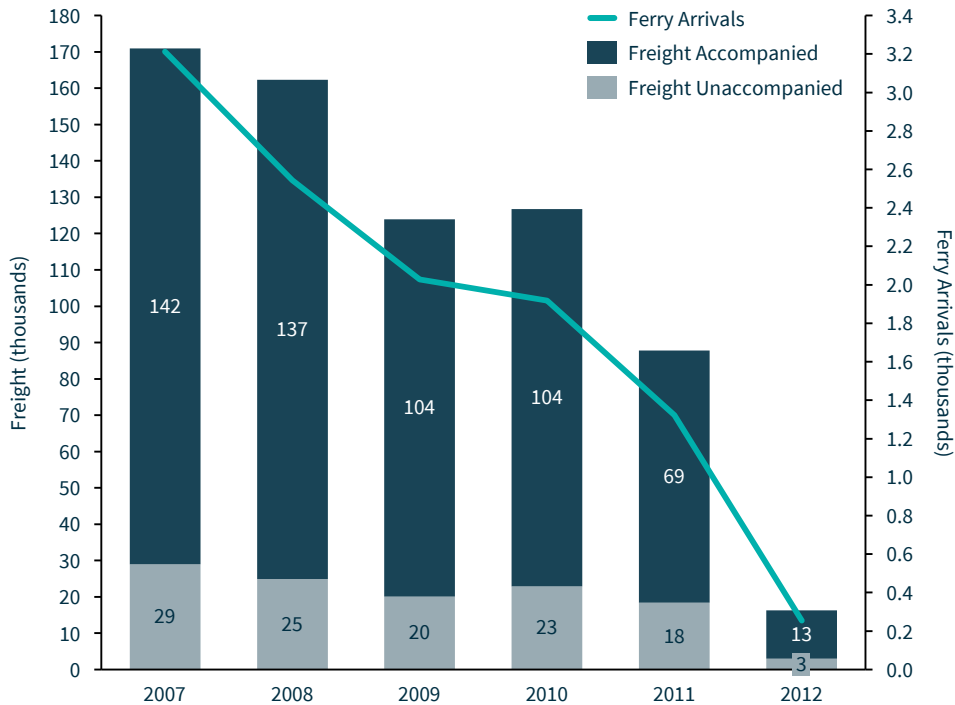
Section 2: Port of Ramsgate Historical Performance

Port of Ramsgate Historic Performance

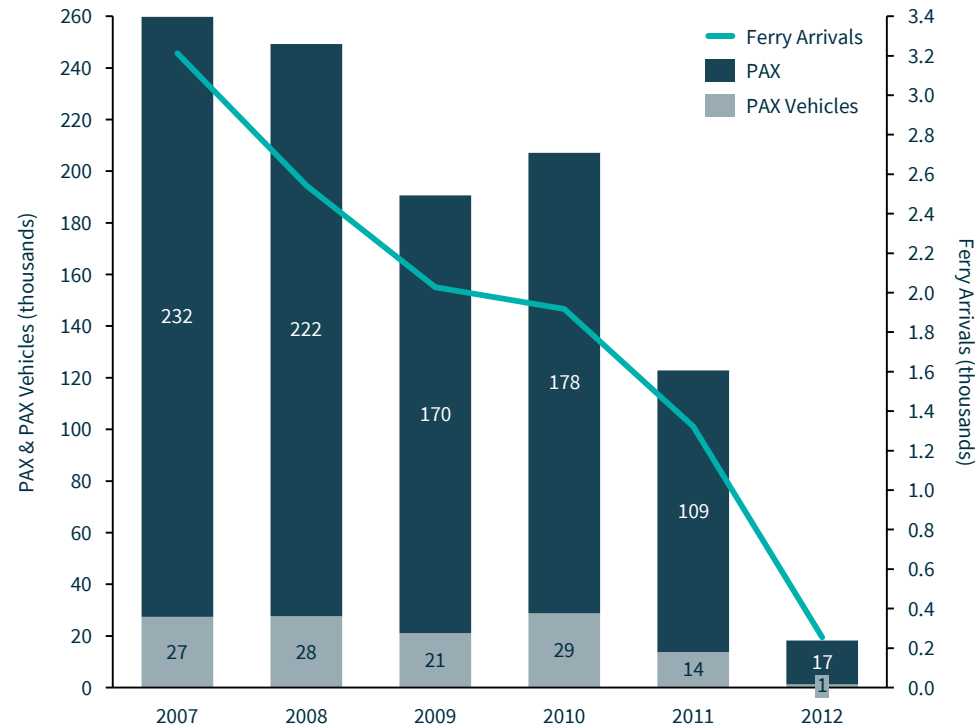
Ramsgate has a history of supporting the ro-ro industry until April 2013 and it was an effective port of call – the decline in traffic was due to the specific operator, not a lack of service offered at the port

- There has been historic demand for ro-ro activity in Ramsgate, as shown for the recent period between 2007 and 2012.
- The level of historic activity shows that the port has a track record of being able to support a regular ro-ro service and the levels of capacity available (especially using the 2007 figures).
- The decline in volumes and activity is not linked to the services offered by the port as operator of a marine facility but rather challenges faced by the shipping service operator which went into administration.

Accompanied and Unaccompanied Freight



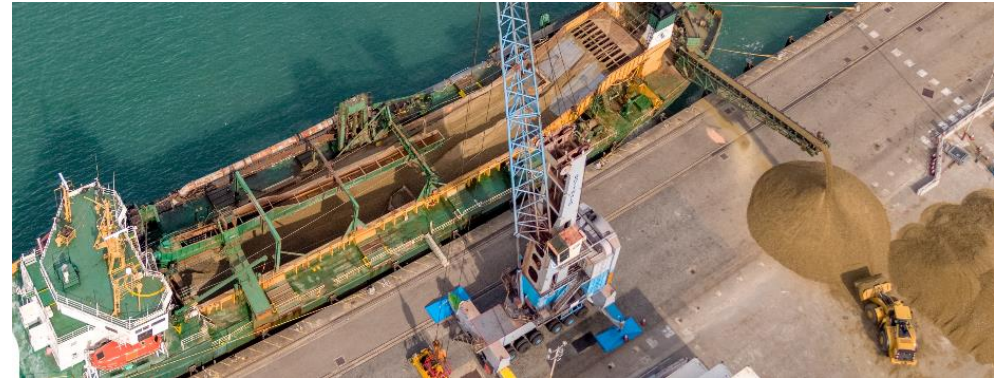
PAX and PAX Vehicles



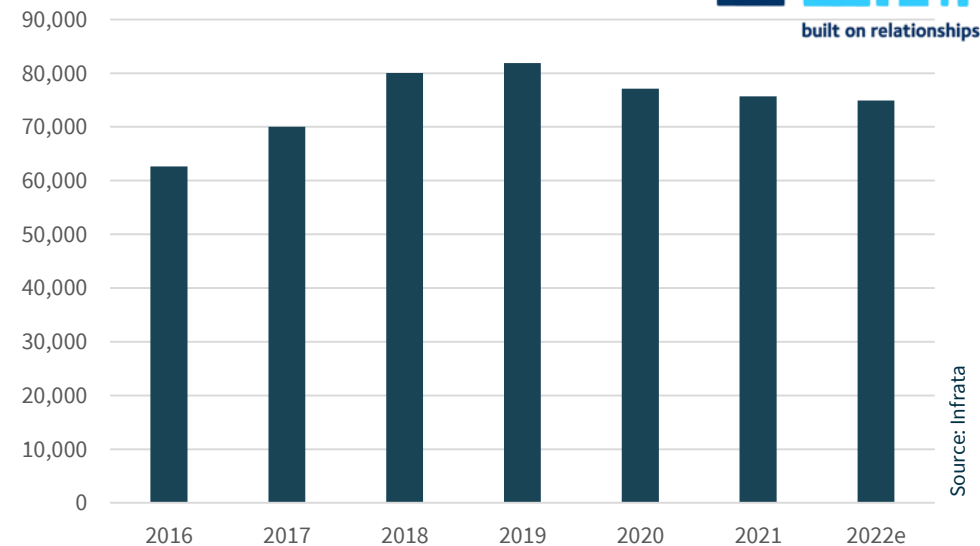
Port of Ramsgate Historic Performance - Aggregates

Brett Aggregates is a major producer and a well-established user of the Port of Ramsgate

- Brett Aggregates is an independent producer of sand and gravel, with quarry, marine dredged aggregates and coated roadstone operations serving London, the East and Southeast of England.
- The company remains an important customer at the Port of Ramsgate and continues to offer a consistent volume of aggregates products.
- In 2016, a total of 62,609 tonnes of both coarse and fine aggregates moved through the port and this has since grown to between 70,020 tonnes in 2017 and the 74,880 tonnes estimated for 2022.
- This activity is reflective of average growth of 3.0% per annum since 2016, or 19.5% in overall terms and was achieved despite some aggregates brought in via road since Nov 2020 when the previous berth was taken out of service.
- However, TDC has recently completed the installation of a new aggregates berth and as a result Brett Aggregates is installing a conveyor in the first quarter of 2023 for full use of the berth.
- In February 2022, Brett Aggregates secured a long-term lease for an aggregate terminal at the Port of Portsmouth. This facility is close to Brett Group's marine aggregates licenses held off the Isle of Wight and in the English Channel but is not expected to have any negative impact on aggregates volumes handled at the Port of Ramsgate.
- The port operations of Ramsgate and Portsmouth can be regarded as more complementary than competing.
- Consequently, Infrata regards Brett Aggregates use of the Port of Ramsgate as a solid, stable and long-term revenue-generating activity for TDC.



Aggregates Handled at Port of Ramsgate (in tonnes)



Commercial Port – Renewable O&M Summary

Port of Ramsgate is suitable for Off-Shore wind O&M support

- The map illustrates Ramsgate location in relation to the current (operating or under construction / development, i.e. TCE Rounds 1-3) projects (green).
- The associated O&M Ports are also shown, and summarised in the table below
- Clearly whilst Ramsgate is supporting London Array (221 MW) and Thanet (63.0 MW) and Kentish Flats 1 and 2 (35.9 MW and 13.3 MW respectively), it is not the closest to any of the remaining TCE Round 1-3 projects and other Round 4 bidding opportunities off the south coast were not successful in TCE Round 4.
- The approach to O&M also needs considering, with those projects further from shore now looking more towards the larger service operating vessels, operating on perhaps a weekly or fortnightly frequency, rather than the smaller faster catamarans which operate on a daily basis from a nearby port.



P&M Port	Wind Farm (Developer)
Great Yarmouth	Dudgeon (Equinor) Scroby Sands (Eon) Hywind (Equinor)
Lowestoft	Greater Gabbard (SSE/RWE) East Anglia One (SPR)
Harwich	Greater Gabbard (SSE/RWE) East Anglia One (SPR) Gallopier (Innogy, Siemens, Sumitomo, ESN, GIB, Macquarie)
Whitstable Harbour	Kentish Flats (Vattenfall)
Brightlingsea	Gunfleet sands (Orsted)
Ramsgate	London Array (Eon / Orsted) Thanet (Vattenfall)
Newhaven	Rampion (Eon)

An existing sector with room for future growth

- Once an offshore windfarm has been constructed and commissioned, it has to be operated for its lifetime, which could be 25-60 years. This will require an operations / control facility, stores for smaller spare components / consumables, a terminal for offshore technicians (briefing and meeting rooms, welfare facilities, etc), and river / sea access for O&M vessels.
- The type of vessels will depend on the project. Conventionally, relatively small Crew Transfer Vessels (CTV) have been used. These typically transport 12-24 technicians at once in fast, light catamarans. Wind farms further offshore will be more likely to use a larger Service Operations Vessel (SOV) in future, whereby the technicians are offshore for 1-4 weeks at a time, in a larger vessel, rather than travelling offshore each day in a CTV. This may require less onshore infrastructure but will require an ability to manage the larger vessels.
- There will also be a requirement for the occasional replacement of a larger component – e.g. part of a nacelle, or a blade. This would use similar equipment to the original installation and is more likely to use the original assembly port, or similar, on an ad hoc basis.
- Component manufacturing – whether that be nacelles, blades, towers, foundations, offshore substations or cables – is a lower probability possibility – all coastal areas of the UK are competing for the same (potentially very) limited opportunity.
- The final TCE R4 zones have now been selected at locations either off the north-west coast of England or off the East coast of England further north than would be relevant for Ramsgate.

Comment

- **Offshore wind is not considered further in terms of an opportunity for Port of Ramsgate because the area of the port that currently handles this cargo is a discreet part of land to the north of the port near the green campus. As such, it is an item of business that can remain stand-alone and is easily separated from the rest of the port and any potential concession deal**
- **In other words, it is not that the cargo would stop, but that it would be handled by TDC outside of any new concession or port agreement**

infrata

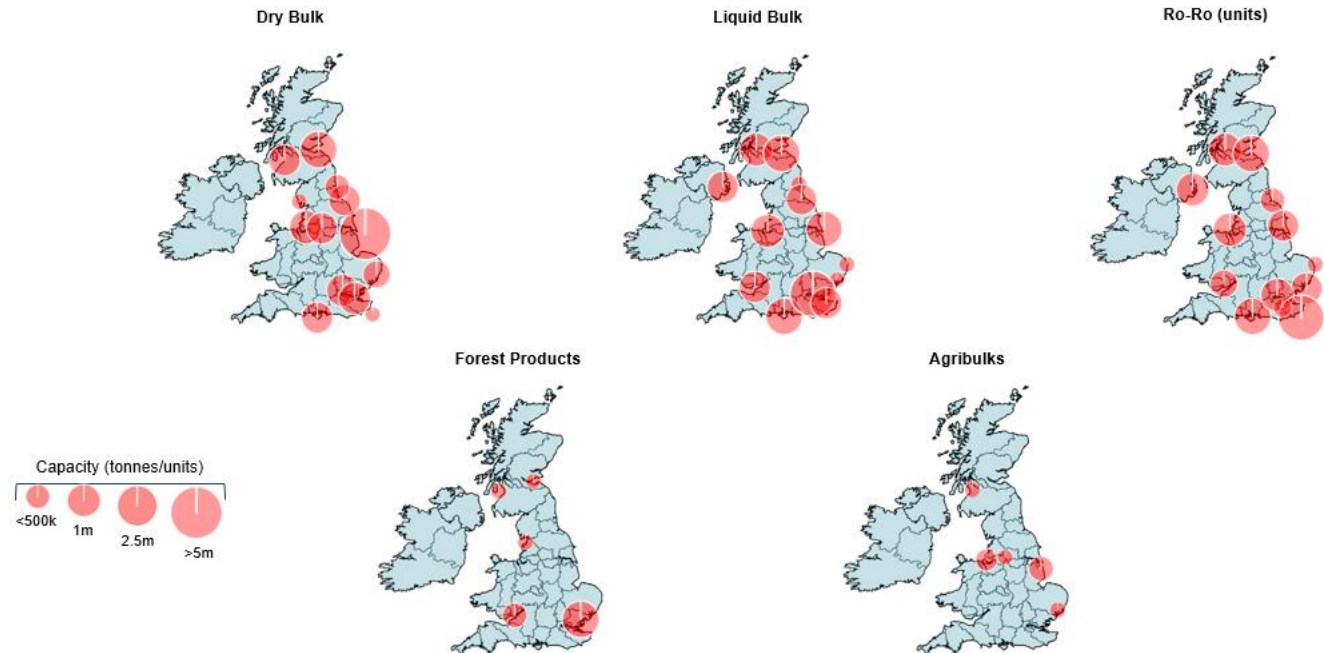


Section 3: UK Ro-Ro Market – South-East/South Coast

Overview of Cargo Entry Locations for Key Commodities

Most cargo commodities are widespread across the UK – ro-ro activity is stronger in the South of the UK

- The UK has a wide-range of different port options available to support all types of cargo.
- The following summary outlines which ports are generally handling different commodities – containers are excluded:
 - Dry bulks – well-spread geographically, but particularly strong in the Northeast UK.
 - Liquid bulks – also evenly spread amongst the UK
 - **Ro-ro – most areas have ports handling this cargo, but southern parts are especially strong with new cars and trailers dominant**
 - Forest Products – dominated by London, and in particular Tilbury, which is traditionally the largest UK port for this type of cargo.
 - Agribulks – more limited exposure in the UK, with the Humber River the main location of activity
- It is clear that there is a competitive overlap in a number of commodity instances, which is partly reflective of the relatively small size of the UK itself and a higher number of ports traditionally operating.



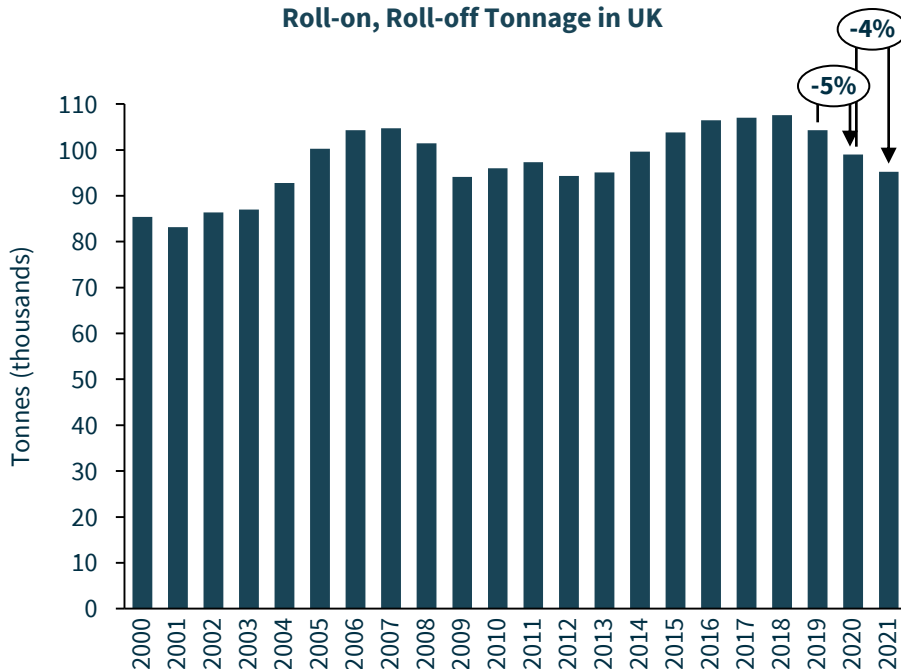
Source: Infrata, from DfT statistics, port volumes

UK Ro-Ro Market

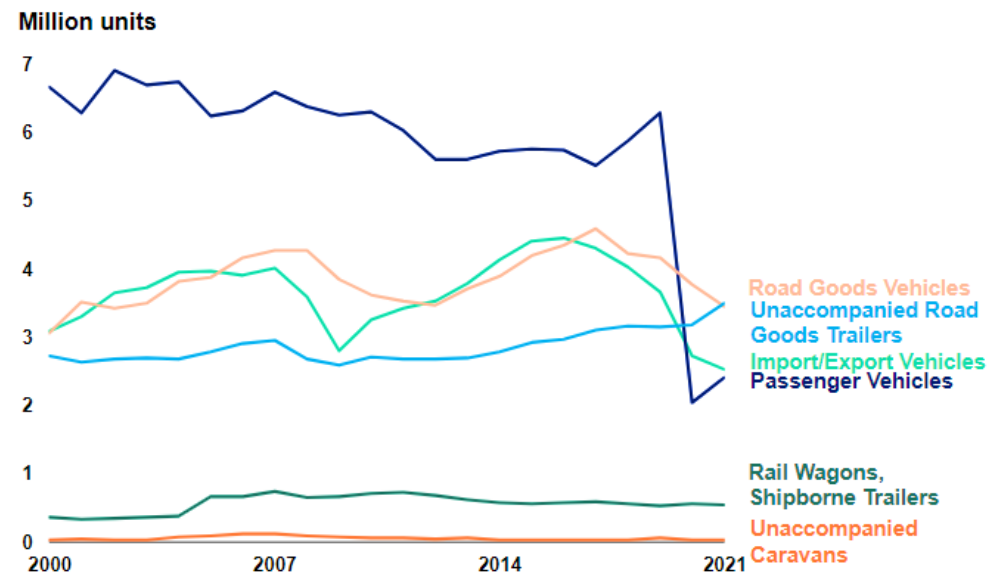
The UK ro-ro market has been declining in the past few years, with a more considerable decrease in unit terms due to a drop in passenger vehicles which has largely been impacted by international travel restrictions imposed both by the UK and France

- In recent years, ro-ro tonnage has seen a decline, with a 5% decrease observed from 2019 to 2020, and a further 4% observed in 2021. Unitised traffic has remained stable in 2021, following a considerable decrease of 31% in 2020.
- The different trends seen within units and tonnage is attributed to passenger vehicles, as they are counted in units but do not have tonnage (as they are not carrying cargo).
- Passenger vehicles units stayed low at 2.4 million units in 2021, after a 67% decline in 2020, and are still 62% below 2019 levels. The trend closely follows the trend in sea passenger statistics. The restrictions on international travel from both the UK and France throughout 2021 have had an affect on these figures. Domestic UK routes accounted for 55% of passenger vehicle traffic, followed by France at 22%.
- The figures increased in summer months following pre-pandemic seasonal pattern but at much lower levels.

Roll-on, Roll-off Tonnage in UK



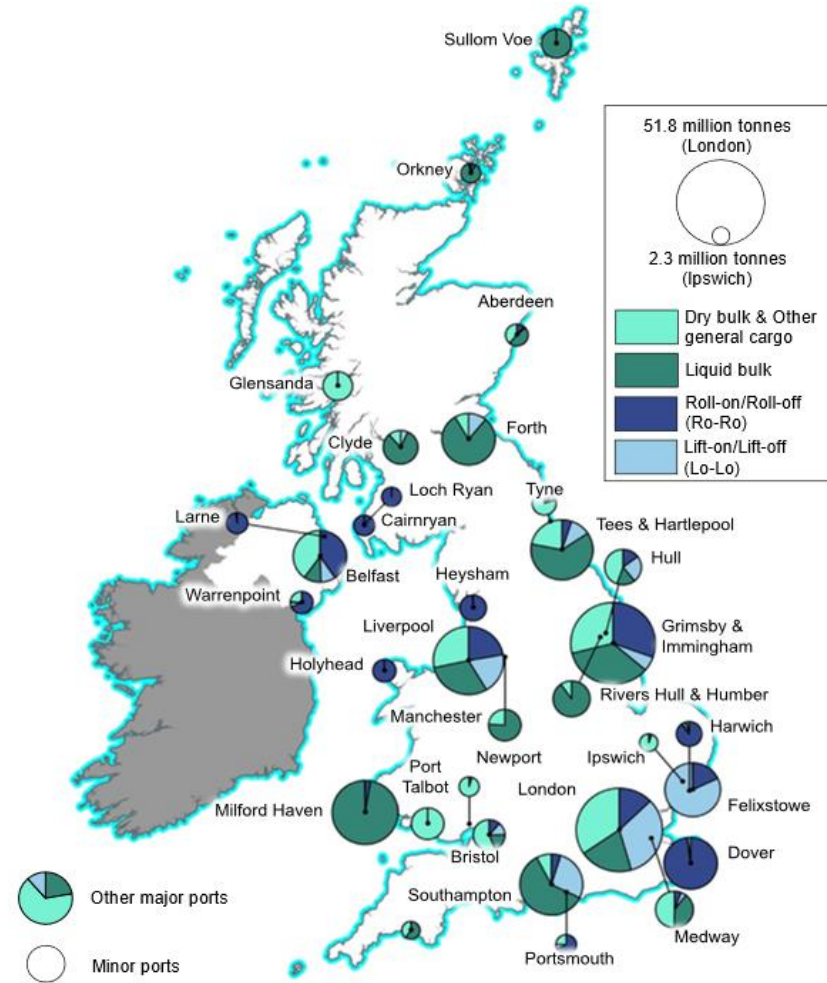
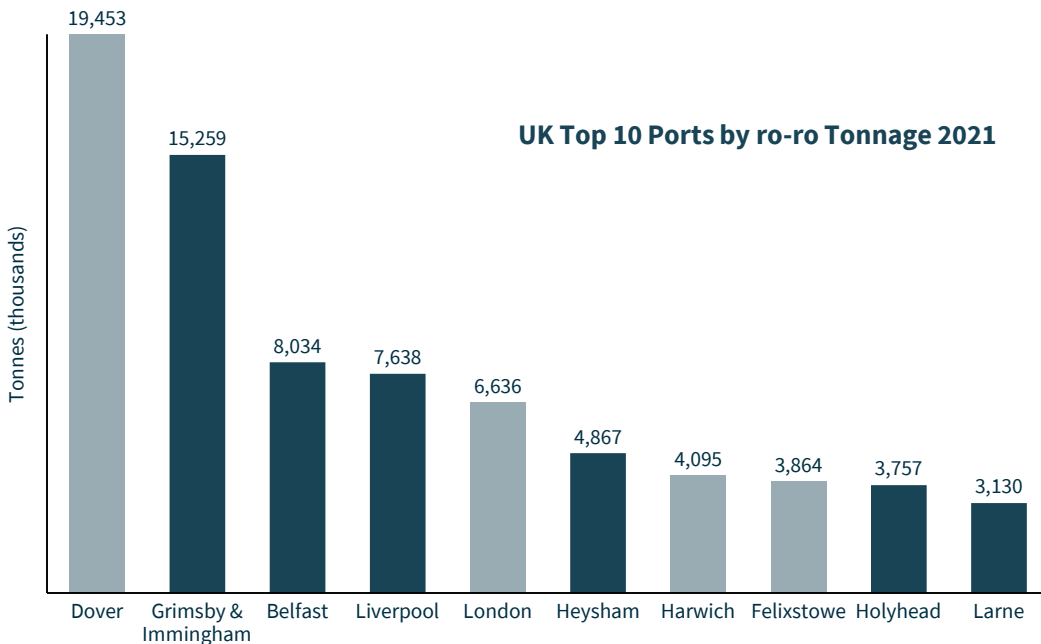
Roll-on, Roll-off Unitised Traffic in UK



Ro-Ro in Southeast UK

Ports in the Southeast of the UK handle a significant amount of ro-ro cargo accounting for 40% of all UK ro-ro traffic in 2021. The Port of Dover is the leading ro-ro port in the UK, with 20% of total UK ro-ro market share, and 98% of it's cargo being ro-ro

- The UK ro-ro market is especially strong in the South-east region, with the Port of Dover handling the most tonnage of this type of any UK port in 2021. The Port of Dover's main cargo handled is ro-ro, with 98% of total cargo being ro-ro in 2021.
- Other Southeast ports such as Harwich follow similar trends with 90% of total cargo handled being ro-ro. Felixstowe Port also handles a considerable amount of ro-ro, with 18% of total cargo in 2021. London also handles a high tonnage of ro-ro, although the share is much less than other ports.
- In 2021, the Southeast ports of Dover, London, Harwich and Felixstowe were within the top 10 ports in terms of ro-ro tonnage handled, with Dover leading the way. Together, these ports handled over 40% of the total ro-ro tonnage in the UK in 2021, with Dover contributing to 20% of that share.



* All ports marked on map handled over 2 million tonnes of freight in 2021.
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Overview of Main Relevant Ro-Ro Operators

Range of cross-channel ro-ro operators currently offering services spread amongst range of UK ports

- Operators of ferries and ro-ro services utilize a range of different ports in the UK, especially the south and south-eastern area.
- This indicates an existing market by established service providers and endorses that there is freight demand that Ramsgate can seek to attract.
- The ports identified within the competitive region to Ramsgate are shown in red font. All of these services are cross channel options, as expected due to the geographic location of the UK ports adjacent to the Continent.

UK Based Ferry Operators/Competition					
Operator	UK Port	UK Port	UK Port	Cross-Channel	Other
P&O Ferries	Dover	Liverpool		X	Eire
Brittany Ferries	Poole	Portsmouth	Plymouth	X	Spain
Stena Line	Liverpool	Holyhead	Harwich	X	Eire
Condor Ferries	Poole	Portsmouth			Channel Isles
DFDS Seaways	Dover	Newhaven	Newcastle	X	Amsterdam
Irish Ferries	Dover	Dublin		X	Eire
Wightlink	Portsmouth	Great Yarmouth			Isle of Wight
Steam Packet Freight	Heysham				Isle of Man
Eurotunnel	Folkstone			X	
P&O Ferries	Tilbury			X	Zeebrugge

P&O Ferries

P&O Ferries operate six ro-ro vessels that could be deployed on services calling at Ramsgate.

- In addition to the 11 ro-ro vessels listed below, P&O ferries also maintains one LO-LO ship of 658 TEU capacity operating on the Hull-Zeebrugge freight service.
- Some six ro-ro vessels and the container vessel would currently meet the LOA restriction at The Port of Ramsgate of 180m.
- The remaining five vessels are too long for the port to consider berth expansion of more than 30m in most cases.



Fleet

Ship Name	Image	LOA	GT	Breadth	Draught	PAX Capacity
Pride of Kent		179.7 m	30,635	28 m	6 m	2,000
Pride of Canterbury		179 m	30,635	28 m	6 m	2,000
Spirit of Britain		212 m	47,592	31.4 m	6.5 m	1,750
Spirit of France		210 m	49,000	Breadth: 31.4 m Draught: 6.5 m		1,750
Freya (LOLO ship)		117.9 m	49,000	17.9 m	5.7 m	Freight Cap: 658 TEU
Norstream		180 m	20,296	25.5 m	5.8 m	
Pride of Rotterdam		215.45 m	59,925	31.88 m	5.9 m	1,360
Pride of Hull		215.45 m	59,925	31.88 m	5.6 m	1,360
Wilhelmine		152 m	21,020	24.4 m	5.1 m	
Estraden		162.7 m	18,205	25.55 m	5.5 m	
Bore Song		195.4 m	25,586	26.7 m	6.3 m	
Norsky		180 m	20,296	25.5 m	5.9 m	

Services Operated

Route	Crossing Time	Frequency	Ship
Dover-Calais	1.5 h	15 crossings per day (passenger) Up to 70 crossings per day (freight)	Pride of Kent, Pride of Canterbury, Spirit of Britain, Spirit of France
Hull-Rotterdam	12h	1 return daily sailing (passenger) 14 per week (freight)	Pride of Rotterdam, Pride of Hull
Hull-Zeebrugge	16h	6 sailings per week	Freya
Teesport-Rotterdam	18h	5/week	Wilhelmine, Estraden
Teesport Zeebrugge	16h	8/week	Bore Song
Tilbury-Zeebrugge	8h	24 sailings per week	Norstream, Norsky

Passenger & Freight

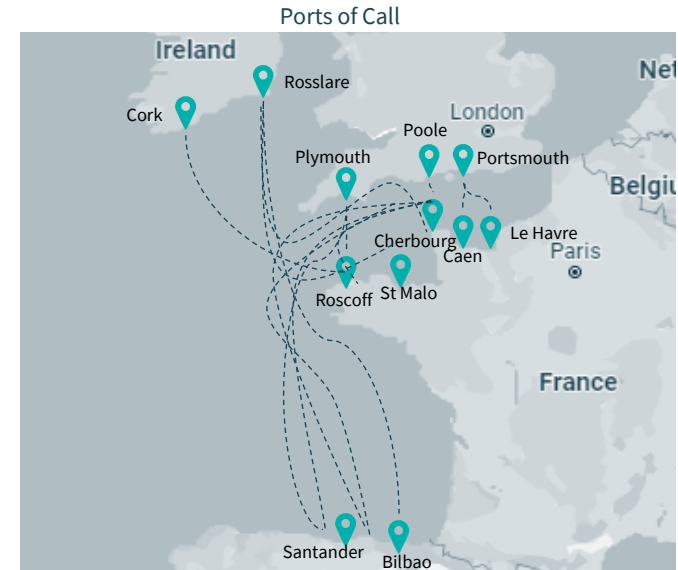
Freight Only

Brittany Ferries



Brittany Ferries offers fourteen different services across the channel between the UK, France and Spain.

- Portsmouth-Caen is the leading ferry route with Brittany Ferries.
- 7 out of the 11 ferries (including passenger and freight and freight-only) of the Brittany fleet have a LOA under 180 m. which is suitable for calling at The Port of Ramsgate, based on the ports current LOA restrictions.
- A Portsmouth-Le Havre passenger service will return in the beginning of 2023. The service will operate two weekly returns on Cotentin, which has only been used as a freight service for the past few years.
- In 2023, Cotentin will also carry a passenger service between Rosslare-Le Havre.



Services Operated

Route	Crossing Time	Frequency	Ship
Portsmouth-Caen	6 hrs	Up to 3 daily return	Normandie, Cotentin, Mont St Michel
Portsmouth-Le Havre	6 hrs	Up to 2 daily return	Armorique, Cotentin, Normandie
Portsmouth-St Malo	8.75 hrs	Daily return service	Bretagne, Armorique, Pont Aven
Portsmouth-Santander	24 hrs	Up to 3 daily return	Galicia
Portsmouth-Bilbao	24 hrs (32 hrs Sun)	3 return weekly	Salamanca
Poole-Cherbourg	4.5 hrs	Up to 2 daily return	Barfleur
Plymouth-Roscoff	6 hrs	Up to 3 daily return	Armorique, Pont Aven
Plymouth-Santander	19-24 hrs	1 return weekly	Pont Aven
Cork-Roscoff	14 hrs	1 return weekly	Armorique, Pont Aven
Cherbourg-Rosslare	18 hrs	1 return weekly	Salamanca, Galicia
Le Havre-Rosslare	22.5 hrs	1 return weekly	Cotentin
Bilbao-Rosslare	26 hrs	2 return weekly	Salamanca, Galicia
Portsmouth-Cherbourg	9 hrs	1 return weekly	Galicia, Cotentin, Normandie, Armorique, Mont St Michel, Salamanca
Poole-Bilbao	29 hrs	2 return weekly	Pelican

Passenger & Freight

Freight Only

Fleet

Armorique



LOA: 168.3 m
GT: 29,500
Breadth: 26.8 m
Draught: 6.3 m
PAX Capacity: 1,500

Bretagne



LOA: 151.2 m
GT: 24,534
Breadth: 26 m
Draught: 6.2 m
PAX Capacity: 2,056

Salamanca



LOA: 214.5 m
GT: 41,716
Breadth: 27.8 m
Draught: 6.7 m
PAX Capacity: 1,015

Connemara



LOA: 186.5 m
GT: 27,414
Breadth: 25.6 m
Draught: 6.3 m
PAX Capacity: 500

Galicia



LOA: 214.5 m
GT: 41,863
Breadth: 27.8 m
Draught: 6.7 m
PAX Capacity: 1,015

Mont St Michel



LOA: 174 m
GT: 34,000
Breadth: 28.5 m
Draught: 6.2 m
PAX Capacity: 2,200

Normandie



LOA: 161.4 m
GT: 27,541
Breadth: 26 m
Draught: 6 m
PAX Capacity: 2,123

Pelican



LOA: 155.5 m
GT: 12,076
Breadth: 22.7 m
Draught: 5.9 m

Pont-Aven



LOA: 184.6 m
GT: 41,700
Breadth: 30.9 m
Draught: 6.8 m
PAX Capacity: 2,400

Barfleur



LOA: 158 m
GT: 20,133
Breadth: 23.3 m
Draught: 5.8 m
PAX Capacity: 450

Contentin



LOA: 165 m
GT: 19,909
Breadth: 26.8 m
Draught: 6.3 m



(freight only until 2023)

Stena Line

Ten ferries comprise Stena Line's cross-channel passenger & freight services, all with LOAs over 180m.

- Stena Line operates three passenger and freight services across the channel and two extra freight-only services between Immingham and Harwich to Rotterdam respectively.
- The fleet operating the cross-channel services consists of ten ro-ro vessels, all with LOAs greater than 180 meters.
- The Port of Ramsgate, in its current state, would be unsuitable for Stena Line ferries based on the vessels they currently deploy.
- Further investigation into the costs of increasing the berth length at Ramsgate by c.7m, should be considered in order to compare these extra costs (and feasibility) with the benefit of potentially allowing a further five vessels to be accommodated at the port.

Fleet

Stena Horizon		LOA: 186.54 m GT: 27,522 Breadth: 25.6 m Draught: 6.5 m PAX Capacity: 970	Stena Transit		LOA: 212 m GT: 33,690 Breadth: 26.7 m Draught: 6.3 m PAX Capacity: 300
Stena Britannica		LOA: 240 m GT: 62,000 Breadth: 32 m Draught: 6.4 m PAX Capacity: 1200	Stena Transporter		LOA: 212 m GT: 33,690 Breadth: 26.7 m Draught: 6.3 m PAX Capacity: 300
Stena Hollandica		LOA: 240.9 m GT: 62,000 Breadth: 32 m Draught: 6.4 m PAX Capacity: 1200	Seatruck Panorama (freight only)		LOA: 186.54 m GT: 27,522 Breadth: 25.6 m Draught: 6.5 m
Fiona Sea (freight only)		LOA: 187 m Freight Cap.: 3.332 lm Breadth: 26.5 m Draught: -	Somerset (freight only)		LOA: 183.29 m Freight Cap: 2475 lm Breadth: 25.2 m Draught: -
Jutlandia Sea (freight only)		LOA: 187 m Freight Cap.: 3.322 lm Breadth: 32 m Draught: -	Stena Forerunner (freight only)		LOA: 195.3 m Freight Cap: 3000 lm Breadth: 26.8 m Draught: -

Ports of Call



Services Operated

Route	Crossing Time	Frequency	Ship	
Harwich-Holland	6 h	2x daily returns	Stena Britannica, Stena Hollandica	Passenger & Freight
Rosslare-Cherbourg	18 h	3x weekly returns	Seatruck Panorama, Stena Horizon	
Killingholme-Holland			Stena Transit, Stena Transporter	Freight Only
Harwich-Rotterdam			Somerset, Stena Forerunner	
Immingham-Rotterdam			Fiona Sea, Jutlandia Sea	

DFDS Seaways

DFDS Seaways deploys four vessels <180m LOA that could call at Ramsgate.

- Transmanche Ferry types (mv Seven Sisters and mv Cote d'Albatre), operating on the Newhaven-Dieppe route have LOA of 142.63m, which could be handled at the existing Ramsgate port facility. King Seaways and Princess Seaways operating on the Newcastle-Amsterdam route with LOAs of 163m and 161m respectively could also be handled at the current Ramsgate port facility.
- However, the six ferries operating between Dover-Calais and Dover-Dunkirk all maintain LOAs greater than 180m. These are only 6m longer at 186m, so further consideration and examination of the cost/possibility of increasing the berth by c.6m would be useful to see if its worthwhile based on more vessels being able to berth at Ramsgate.



Fleet

Service	Image	Specifications	Service	Image	Specifications
Dover Seaways		LOA: 186 m GT: 35,923 Breadth: 29.12 m Draught: 6.3m PAX Capacity: 1000	King Seaways		LOA: 163 m GT: 31,788 Breadth: 28 m Draught: 6.2 m PAX Capacity: 1325
Delft Seaways		LOA: 186 m GT: 35,923 Breadth: 29.12 m Draught: 6.5m PAX Capacity: 1000	Princess Seaways		LOA: 161 m GT: 31,356 Breadth: 28 m Draught: 6.2 m PAX Capacity: 1290
Dunkerque Seaways		LOA: 186 m GT: 35,923 Breadth: 29.12 m Draught: 6.5m PAX Capacity: 1000	Cote d'Albatre		LOA: 142.63 m GT: 18,951 Breadth: 24.2 m Draught: 5.7 m PAX Capacity: 600
Cote Des Dunes		LOA: 186 m GT: 33,796 Breadth: 28 m Draught: 6.3 PAX Capacity: 1500	Seven Sisters		LOA: 142.63 m GT: 18,951 Breadth: 24.2 m Draught: 5.5 m PAX Capacity: 600
Cote Des Flandres		LOA: 186 m GT: 33,940 Breadth: 27.7 m Draught: 6.5 m PAX Capacity: 1500			
Cote d'Opale		LOA: 214 m GT: Breadth: 27.8 m Draught: PAX Capacity: 1000			

Services Operated

Route	Crossing Time	Frequency	Ship
Newcastle-Amsterdam			King Seaways/Princess Seaways
Dover-Calais & Dover-Dunkirk		Up to 25 daily returns Up to 12 daily returns	Dover Seaways, Delft Seaways, Dunkerque Seaways, Cote Des Dunes, Cote Des Flandres, Cote d'Opale
Newhaven-Dieppe		2x weekly returns	Cote d'Albatre, Seven Sisters
Sheerness-Calais		6x weekly returns	
Rosslare-Dunkirk		5x weekly returns	

Passenger

Passenger & Freight

Irish Ferries



Irish Ferries only operates four cross-channel vessels with two <180m LOA

- Irish Ferries maintains a small fleet of four operating between Dublin-Cherbourg and Dover-Calais across the channel.
- Out of the current fleet in operation, the mv Isle of Innisfree with an LOA of 163.4 is suitable for calling at the existing Ramsgate port ro-ro ramp, together with mv Isle of Inisheer with LOA of exactly 180m. However, the mv Isle of Inishmore with an LOA of 182.5m appears to be too long to call.
- Further investigating into examining the possibility of berthing the mv Isle of Inishmore with LOA of 182.5m should be made.
- If all three vessels on this service could call to Ramsgate, then it is a target service that could be applicable for Port of Ramsgate.

Ports of Call



Fleet

W.B. Yeats		LOA: 194.8 m GT: 31,914 Breadth: 31.6 m Draught: 6.5 m	Isle of Innisfree		LOA: 163.4 m GT: 28,833 Breadth: 27.6 m Draught: 6.3 m
Isle of Inishmore		LOA: 182.5 m GT: 34,031 Breadth: 27.8 m Draught:	Isle of Inisheer		LOA: 180 m GT: 22,152 Breadth: 25 m Draught: 6 m

Route	Crossing Time	Frequency	Ship
Dover-Calais		Up to 10 sailings per day (freight)	Isle of Inishmore, Isle of Innisfree, Isle of Inisheer
Dublin-Cherbourg		3 round trips per week	W.B. Yeats

Passenger & Freight

Port of Ramsgate LOA Limitations

Maximum LOA of 180m at Port of Ramsgate is subject to weather conditions – expensive CAPEX required to allow larger vessels to call

- One of the current restrictions of the Port of Ramsgate is the maximum LOA allowed of vessels calling at the port in good weather conditions. This has been reported as being 180m, but with certain provisos.
- An LOA of 180m is at the upper limit of what can be accommodated without infrastructure changes. Both The Pride of Burgundy (179.7m) on Berth 3 and the Northern Merchant (179.9m) on Berth 2 have successfully called at Ramsgate, but in average weather conditions.
- For a scheduled year-round service, it is likely that there would be some weather-related service disruption at this maximum LOA. Whether vessels called would be at the Master's discretion at the time of approach based on his assessment of the manoeuvrability of the vessel. A maximum LOA of around 170m would be better in terms of weather resilience on a scheduled service with the port in its current configuration.
- In order to accommodate larger vessels (up to c.200m LOA) TDC would need to explore the following:
 - I. Widening of the 1.15nm approach channel from the current 110m to c. 160m in order to allow sufficient clearance when the vessel is on approach with a spring tide, cross current and cross wind.
 - II. Widening of the turning circle to c.330m diameter, (current diameter 250m), this could be less subject to vessel manoeuvrability.
 - III. The possible lengthening of the mooring spine to provide one additional stand off fender and mooring point to allow for a forward breast line. The mooring spine is currently shorter on the Berth 2 side. In order to accommodate a scheduled ship with a stern ramp on berth 2, therefore it would be necessary to consider an additional stand off fender for vessels beyond c.150m.

Comments

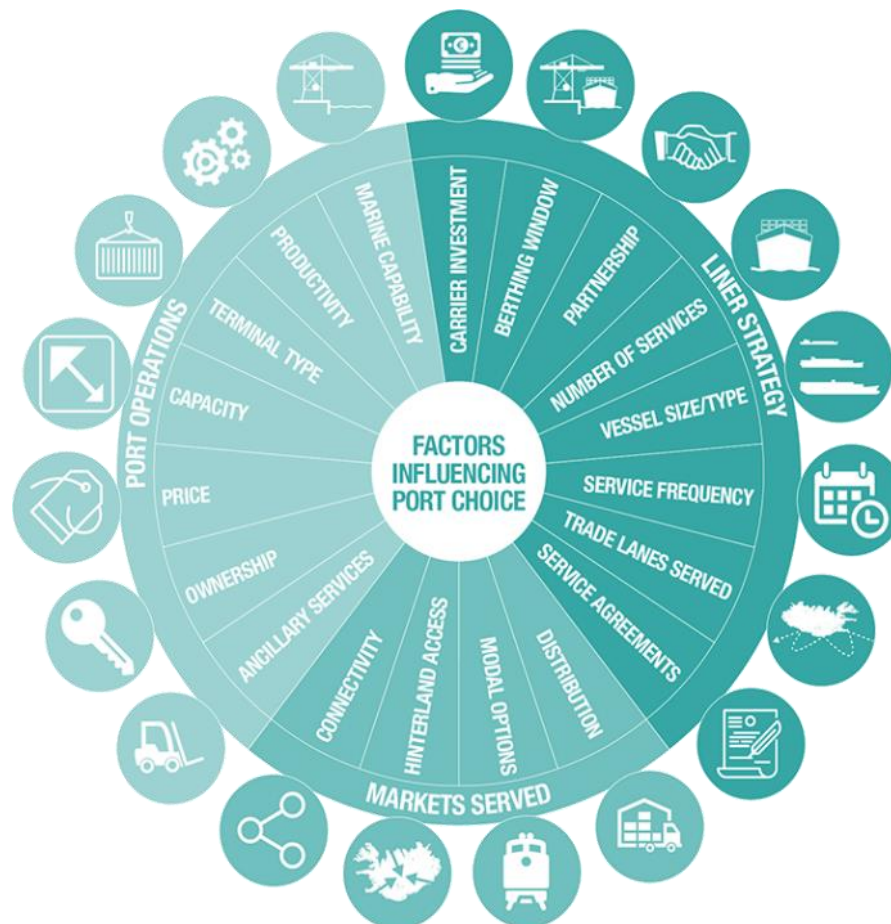
- In addition, on the basis that the draft of a larger vessel will be somewhere around -6.4 to -6.9m CD, TDC would need to dredge to around -7.0 to -7.5m CD to allow sufficient under keel clearance on LAT.
- This is possible but in combination with the wider turning circle would of course make the dredging operation much more expensive than simply maintaining a depth of up to -6.5m
- Significant additional CAPEX involved, with potential for further additional regular OPEX in maintaining dredging

Introduction to Competing Ports

There is, generally, a number of consistent factors that influence the port of choice for ship operators

- Based on the current vessel sailing schedules for cross-channel ro-ro services, competitive port options region in the south/south-east of the UK where Ramsgate is located offers the following ports:
 - Ramsgate
 - Dover
 - Newhaven
 - Portsmouth
 - Tilbury
- In terms of factors influencing port choice, these can generally be outlined as follows – and as shown to the right:
 - Location
 - Tariff levels (cargo handling and ship dues) and operating costs
 - Performance and service levels (e.g. speed of cargo/vehicle/ro-ro discharge/load, flexibility, IT systems etc.)
 - Labour arrangements
 - Facilities (e.g. physical accessibility, water depth, ro-ro ramps, cranes etc.)
 - Availability of capacity
 - Avoidance of congestion
 - Priority berthing
 - Good vessel support systems in place that are efficient and cost competitive – pilots, tugboats etc
 - Value-added services – i.e. container inspection, vessel hull inspection, logistics activities, Free Zone credentials etc
 - Good security and protection coverage at all times

Examples of Typical Competitive Factors Influencing Port Choice to Shipping Vessel Operators



Competing Ports – Dover Summary

Eminent UK port for ro-ro with EU and master plan cites increase of 40% in this cargo by 2030 – hence under pressure to create additional space will only intensify

- Dover claims to be Europe’s largest ferry port and annually handles total trade worth £144 billion, equivalent to 17% of total UK trade in goods. The geographic location means trade with the EU is significant and here the port maintains it sees 33% of UK-EU cargo activity. In the pre-COVID-19 pandemic year of 2019, the port handled 10.8 million passengers, 2.0 million tourist cars and almost 2.4 million road haulage vehicles. Current ro-ro customers are DFDS, P&O Ferries and Irish Ferries.
- In recent years it has looked to diversity activities, to reduce the reliance on just ferry activities, with cruise and other cargo-handling now undertaken.
- For Dover it has a current masterplan, which outlines the port’s current strategy with respect to its land use, which includes:
 - Increase space and efficiency in the Eastern Docks
 - Facilitate the growth of the cruise, cargo and other non-ferry activities
 - Future-scoping; anticipating future trends and needs
- Creating additional space for cargo activities remains a primary objective, especially as the port’s master plan predicts an increase in ferry activity between 2016-2030 of 40%. This figure was generated before the COVID-19 pandemic, but nevertheless confirms the level of anticipated growth being planned for in Dover.
- At the same time, the port is also looking to maintain diversity away from ferries and ro-ro, with other freight handling (especially perishables), but these all need space and the port has openly stated that its biggest challenge is focused on “velocity” with respect to the ro-ro business – it needs to get trailers out of the port quickly (for incoming off of the ship) and receive units close to ship arrival (for trailers needing to be loaded). Hence land management remains the biggest practical and operational challenge



Area of Interest	Comment
Ferries	Highly-established business and strong geographic location to Europe
Perishables	Has invested in facilities and warehousing to support business of fresh fruit and vegetables
Cruise	Three terminals, remains a core part of future business aims and strategy
Space	Port’s biggest challenge – will maximise land available and will want to avoid expensive landfill

Competing Ports – Tilbury Summary

New Tilbury2 operation developed to support P&O Ferries' service to/from Zeebrugge – 24 weekly calls means additional services from other operators not possible

- The Port of Tilbury, part of Forth Ports, is a largescale diverse port covering more than 1,000 acres and 10.2km of quay and with 56 operational berths, of which 31 are independent facilities
- The new 152-acre Tilbury2 facility is a partnership between the Port of Tilbury and P&O Ferries, to cater for this shipping line's ro-ro activities with Europe. Annual capacity is confirmed to be 500,000 units per annum.
- There are two ferries sailing to/from Zeebrugge, with operations commencing in Q1 2022 under a long-term contract.
- The existing P&O Ferries service of two ships schedules 24 calls per week, with each offering a maximum of 2,630 lane metres of freight space, including double stack units on trailers.
- This means that while it is a routing that Ramsgate cannot serve (due to existing contracts in place and space requirements by this high-frequency service), it also most likely limits the future ability to Tilbury to attract other potential services from different ro-ro shipping lines.
- While there is additional back-up land available to Tilbury (as shown in the top picture, sourced from Tilbury2), the berthing utilisation of vessels will be the limiting factor for the operation.
- With at least 2 vessel calls per day and time requirements to discharge/load, it is reasonable to assume that little spare capacity exists.
- It is reasonable to assume that Tilbury2 will not be targeting other operators.



**P&O Ferries,
Norstream,
at Tilbury2**

Competing Ports – Portsmouth / Newhaven

Both established facilities, albeit Newhaven is a one-service location facility and Portsmouth is a much larger and diverse operator – no competitive overlap with Ramsgate

- Portsmouth City Council is the owner and operator responsible for the Port of Portsmouth. The facility is a municipal port, so remains a self-governing independent statutory body instituted by an act of Parliament.
- Freight ro-ro is a key activity for Portsmouth, with five berths and six international destinations, in addition to the Channel Islands:
 - Spain – Bilbao, Santander
 - France – Caen, Le Havre, St Malmo
 - Channel Islands – Jersey, Guernsey
 - Isle of Wight
- Brittany Ferries is the major user of the port, with over 40 sailings per week to a range of locations in northern Spain and North France.
- The economic impact of Portsmouth International Port was revealed to be worth:
 - £390m to the national economy, for every £1m generated a further £1.9m was sustained elsewhere
 - £189m to the local economy, for every £1m generated by the port locally a further £0.4m is stimulated through induced and indirect impacts
 - 5590 overall jobs
 - 2410 in the local area through direct employment and supply chain
- The port has a clear approach to its future and maximizing the available space, with 14 nominated projects, including development of shore power, removal of old warehousing and introduction of greater digital equipment and supporting processes.
- Brittany Ferries is the major user of Portsmouth, to leverage its good geographic location to serve northwest France and North Spain – areas that Ramsgate could efficiently serve, even if it did have sufficient land available to meet the requirements of this ferry company.
- Newhaven is a small ferry port with an existing direct and daily link to the French port of Dieppe. This route is, highly-established with a number of different companies operating it over previous decades (including P&O Stena Line, Hoverspeed).
- With a subsidy from the French government, Transmarche Ferries was established in 2001 but by 2013 the operation had become part of DFDS, where ownership still remains.
- In October 2022, a new five-year contract was put in place that will see the service continue until 2027.
- There are two ships in service, with the winter schedule offering two daily sailings and the Summer offering increased to three sailings in each direction between May and end of September. However, for Summer 2023, the operator is expecting to increase to four crossings per day at weekends.
- Each of the two vessels employed has capacity for 75 freight vehicles, 600 passengers and 224 cars.
- Newhaven represents a specialist niche port directly linked to a port across the English Channel. It is clear evidence that a small but important link is maintained and over a long period of time (albeit that a subsidiary from the French government was required in the past to allow it to maintain fluid operations).
- It is also an indication to TDC that the relationship with the appropriate operator and shipping line operator can maintain a successful business model.

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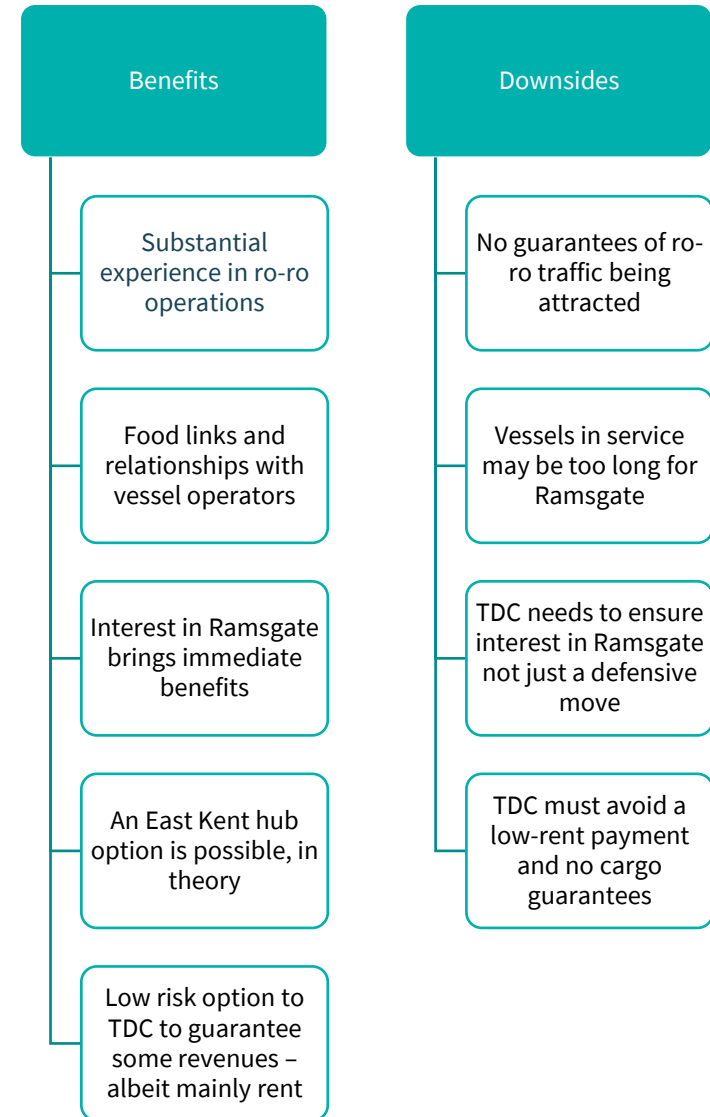


Section 4: Assessment of Options for Ramsgate

Options for Port of Ramsgate – Existing UK Port Ro-Ro Operator

Substantial operating experience in UK ro-ro market could be gained and potential to switch cargo immediately to Ramsgate potential – but need to understand if a defensive move

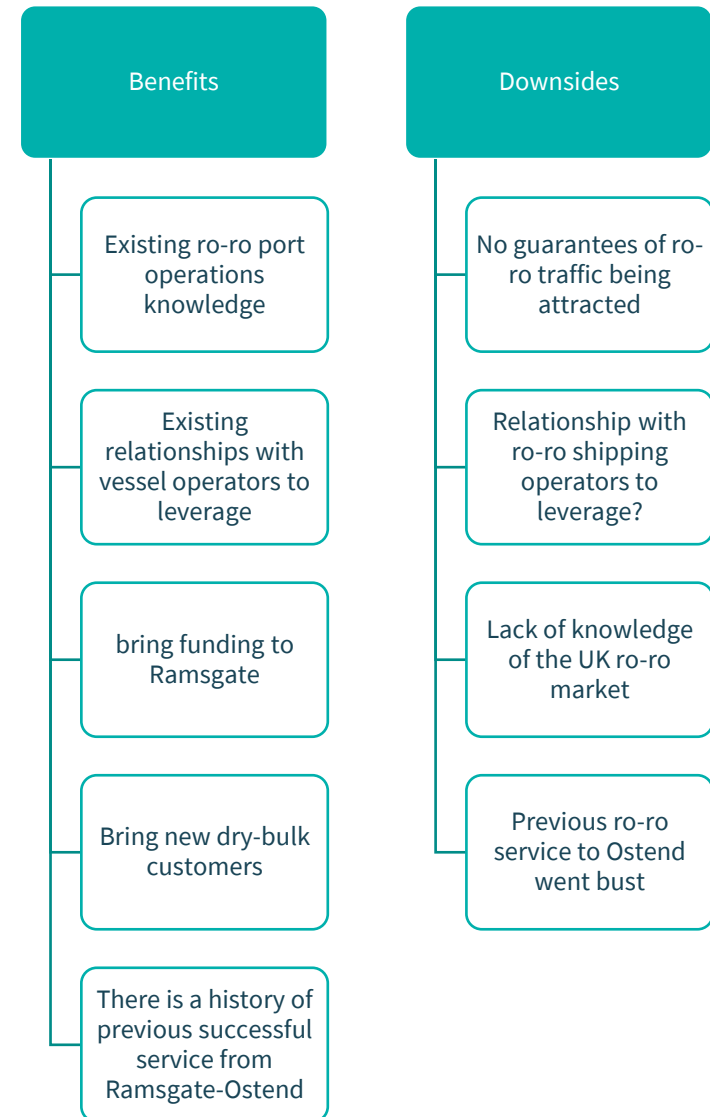
- An existing UK port ro-ro operator in charge of activities at the Port of Ramsgate is a definite option.
- Such a move will bring instant knowledge of the UK ro-ro market, especially of the port operator is situated in the south/southeast of the UK.
- This knowledge can help generate cargo for the Port of Ramsgate, but could also act as an option for some ro-ro cargo already calling to this existing ro-ro port's operation
- It therefore can provide instant capacity that is a more cost-effective option than the existing UK port ro-ro operating having to undertake more expensive and time-consuming construction and/or landfill activities.
- There clearly needs to be an agreement covering such items as rental fees for use of Port of Ramsgate and royalty charges, ideally linked to throughput guarantees.
- However, this is all information that can be expected within a reply to an RfP, after initially replying to an EOI.
- Establishing an existing UK ro-ro port operator in the Port of Ramsgate is a lower risk option to TDC, but it also represents a lower revenue model too.
- TDC releasing an EOI and open tender will help flush out true interest – extremely likely an existing UK port ro-ro operator will respond, especially as failure to do so could see a highly-competitive option develop in Ramsgate offering a threat to current market volumes handled.



Options for Port of Ramsgate – New UK Ro-Ro Operator

Another operator experienced elsewhere but not necessarily in the UK ro-ro market is an option and brings skills and expertise of wider port activities

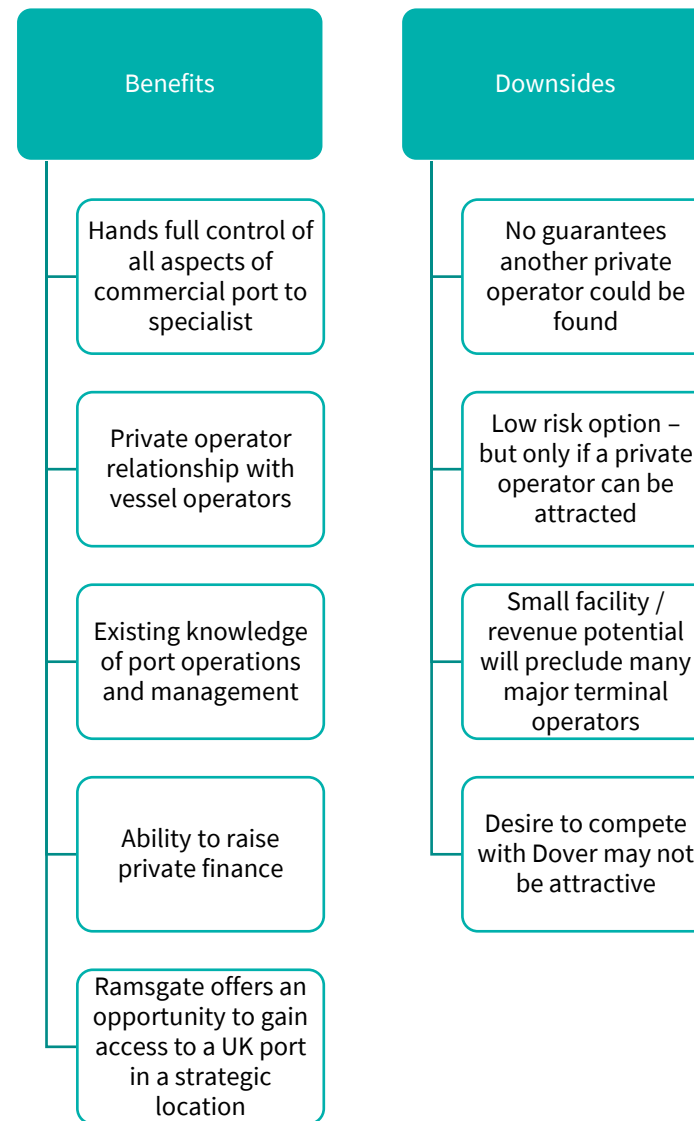
- From the outset it is important to recognise that TransEuropa Ferries offered a service from Ramsgate to Ostend between 1998 to 2013, but that the operator was declared bankrupt in April 2013.
- The importance of this is not to highlight the perceived failure of the service, but rather the opposite. The service operated successfully for 15 years and it was the failure of the management of TransEuropa Ferries that caused its demise rather than the lack of demand for the service, or the facilities available at Ramsgate.
- The relative longevity of this service offers some comfort for any future operator offering a similar service as it did prove the viability of the operation.
- Although a non-UK ro-ro operator will not have specific experience in this area, it is possible to bring other customer connections for potential other bulk volume cargo types - but the ability to market to, and attract, a service directly with a shipping operator for ro-ro is more questionable.
- The type of arrangement with this option would be the same as with an experienced UK ro-ro operator - i.e. concession, management contract, joint-venture etc.
- However, this option is more of a risk than as there is no similar same track record in UK ro-ro activities, although this is a freight activity that could be undertaken outside the UK still and so many of the operating synergies will be the same.



Options for Port of Ramsgate – Another Private Operator

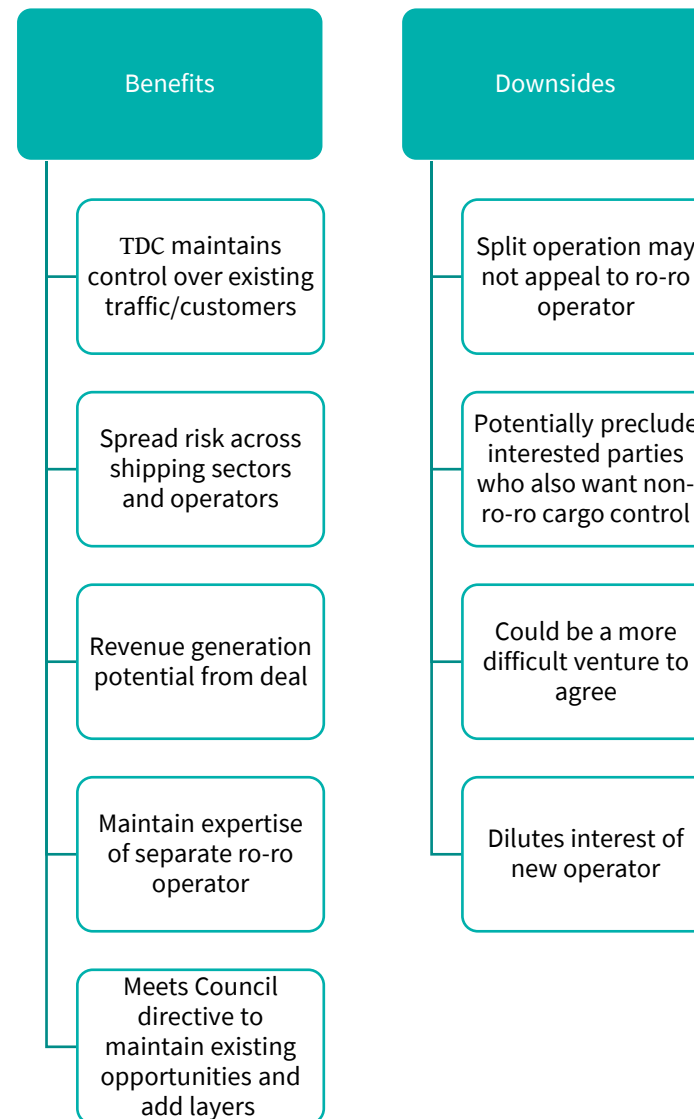
An open tender process will help gauge interest from other private terminal operators

- There is a distinct possibility that other international port operators together with private investors may be interested in this opportunity and an open tender process will ensure that they have the chance to bid as well as the two options that have been declared.
- The fact that there needs to be an open tender launched in Q1/Q2 2023 undertaken means that this option is automatically brought into play.
- Other possible operators will become (or can be told) about the option to be the operator at Ramsgate.
- Even when considering the options involving an existing UK port ro-ro operator, or a company that operates terminals outside of the UK, consideration of an open but robust tender process will generate the correct approach.
- A tender process is quite normal for the port industry, and it allows TDC to remain in control of the direction it takes the port asset and with whom it contracts.
- It is important to note that another private operator option remains a higher risk alternative for TDC, although this is negated by who the actual operator is – if, for example, its an international company with ability to leverage knowledge and finance and has strong relationships to the industry, then it could represent a good option.
- Working with another private operator at Ramsgate should not be dismissed. It will form an integral part of the tender process, subject to which companies express an interest.



Commercial and practical considerations – benefits and downsides to TDC

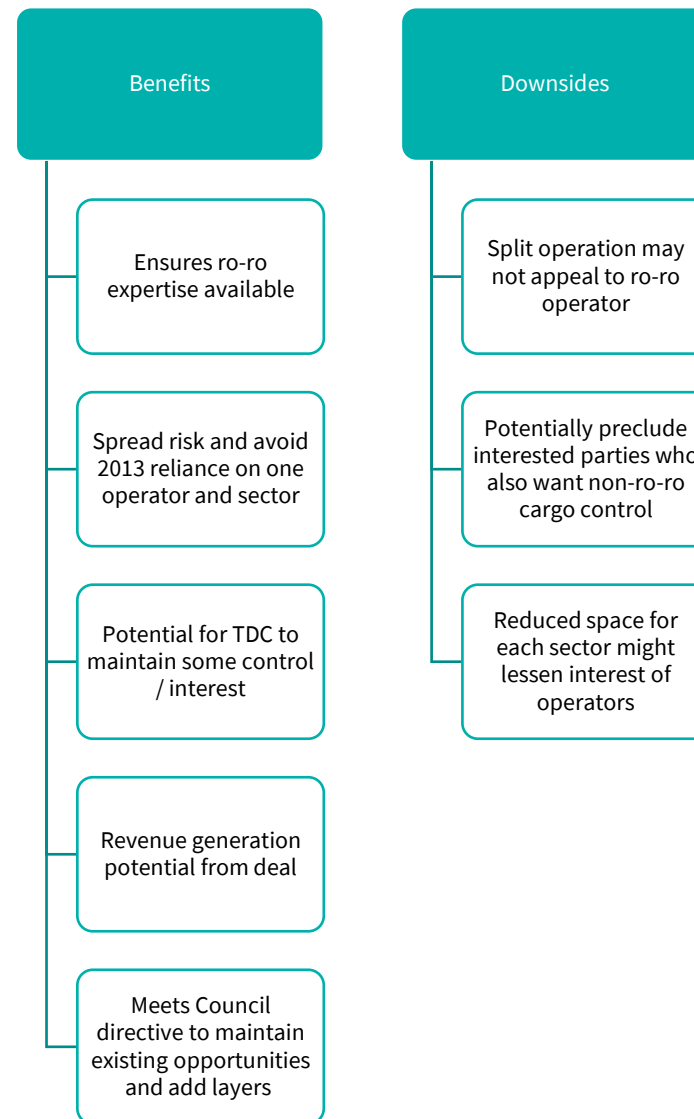
- Allowing TDC to maintain some control of the port would ensure that existing clients and their existing contracts are honored and built upon, i.e. Bretts aggregates volumes and wind farms need to be protected.
- This is similar to the multi-purpose hybrid port approach option that will be discussed next, with the main difference being that the interested port operator would work with TDC as an operator of another part of the port.
- The question still remains as to what % share of the port space would a new operator require, whilst still having sufficient space to be able to handle the existing clients and contracts? This will be driven in part by the type of operation and cargo served.
- Unlike the hybrid approach, where a new dry bulk/general cargo operator in addition to a new ro-ro operator would want sufficient space to develop additional dry bulk and general cargo beyond the existing contracts, a JV with TDC as operator could reduce the space needed for non-ro-ro business just to the existing contracts.
- This would likely increase the available space for ro-ro business to some 80-85% of the available space with 15-20% of port space being used for existing aggregates and wind farms.
- A reduced dilution of space available may make a JV with TDC in a hybrid port operation more preferable to a hybrid port operation that invites a new ro-ro operator AND a new dry bulk/general cargo operator.



Options for Port of Ramsgate – M/P Hybrid Approach

Commercial and practical considerations – greater benefits than downsides to TDC

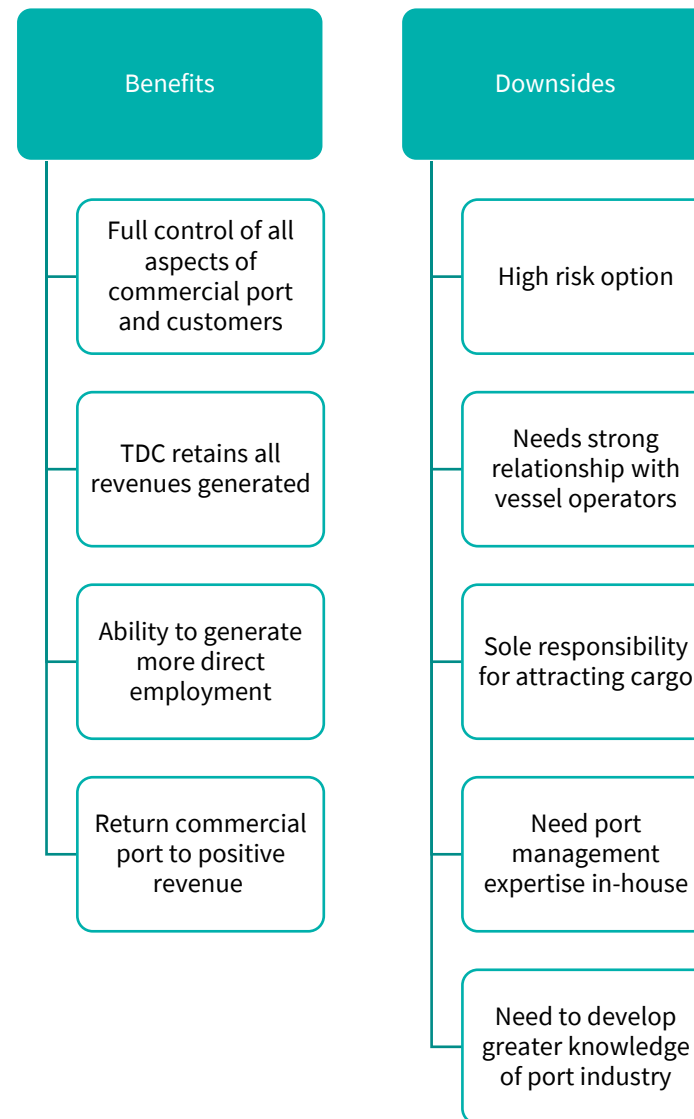
- This option can be combined with any of the previous four examples, but it must be carefully managed to maintain the interest and focus of different cargo operators.
- Essential for TDC to avoid the monopoly situation that occurred when TransEuropa Ferries was declared bankrupt in 2013. This can be achieved by risk mitigation of not being solely reliant upon one cargo operator/customer.
- More than one operator at a port is a common option where a variety of different cargo types are handled. For example, at Tilbury, the port operates the container terminal but there are specialist companies in charge of some forest products berths, scrap and animal feeds facilities.
- The following is considered the optimal option at Ramsgate:
 - Another operator takes charge of aggregates and wind farm activities – i.e. the existing minor cargo operations can be expanded into other dry bulk/general cargo areas
 - Bring in a specialist to operate all ro-ro
 - As an example, >70% of the port can be offered to the ro-ro cargo, leaving c.30% of space for non ro-ro cargo.
 - This option brings guaranteed revenues to TDC from the rental of the land to the concessionaire/joint-venture partner, plus harbor dues generated by the ships calling.
 - Allows consideration to other ventures too, such as creating an industrial zone at the port, land-permitting, to create more jobs and economic opportunities.
- Successful delivery of a mixed-use development fulfils TDC objectives of supporting employment opportunities and generating economic/financial benefits.



Options for Port of Ramsgate – Self-Operated

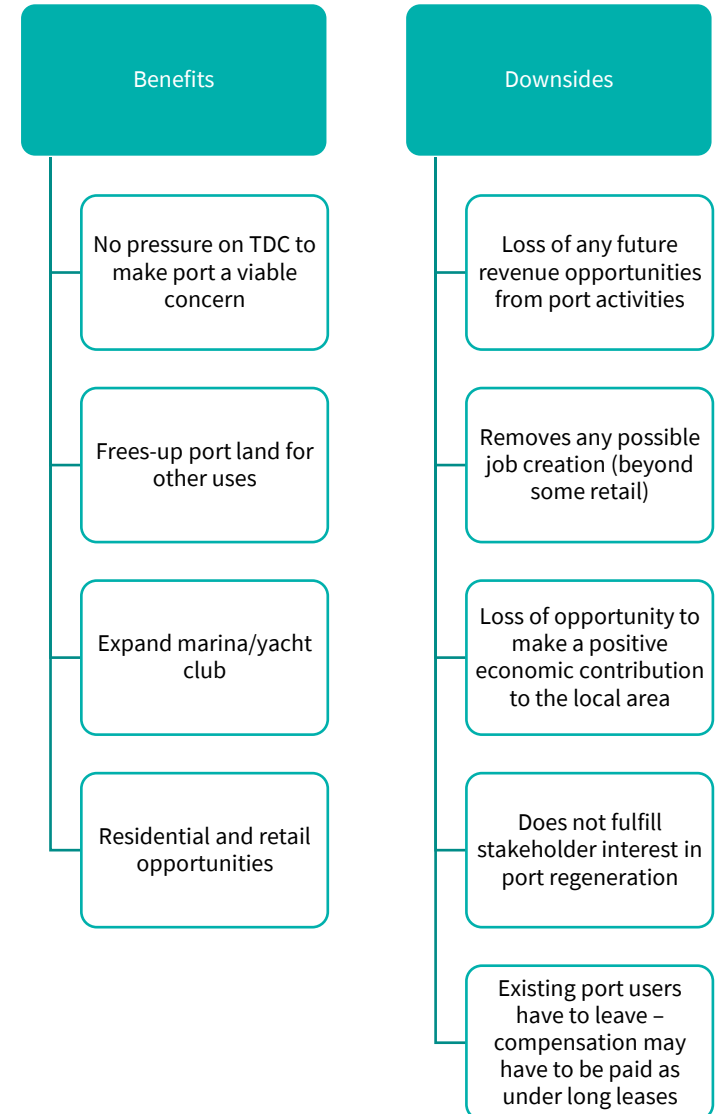
Potentially lucrative but highest risk option for TDC, with no guarantees of success

- To take full control of all operational and commercial activities for the Port of Ramsgate is by far the highest risk option to TDC.
- It is an option that brings a number of substantial challenges and costs and with a much higher risk.
- This option requires the appointment of a senior CEO and team to manage the operation effectively, as well as a strong knowledge of the ro-ro industry (and other areas of port and freight activity) in order to develop a potential cargo throughput and revenue stream.
- While TDC will certainly have some relevant and required knowledge in-house already, the port operations and commercial requirements represent full-time employment positions in their entirety, therefore not representing the opportunity to “job-share” with existing duties for TDC.
- Bringing together a small operational and commercial team for the Port of Ramsgate represents an additional and quite significant annual cost for TDC.
- The rewards under this option could be the most lucrative – there would be no need to pass or share any revenues with any concession holder or joint-venture partner.
- However, the question could also be asked, the previous ro-ro operator went bust in 2013 and to date a replacement arrangement has not been generated.
- As a result, this higher-risk option is hard to recommend to TDC, based on the level of investment needed in specialist staff and UK port operators and business development capabilities.



Commercial and practical considerations – benefits and downsides to TDC

- Residential developments satisfies the local housing market by increasing supply and contributing to a healthier supply demand balance. As per the councils plans to build 500 homes per year, it is valuable to contribute space and living area on the Ramsgate port site. Creating executive homes can also bring new demand for higher market retailing and marine activities, thus providing stimulus to the local economy.
- However, surveys completed by the port, suggest that 39% of survey respondents selected investment to support the regeneration of the Port of Ramsgate as their first-choice priority and wider engagement suggests the Port is seen as integral to the town's future.
- There is a strong community perspective that the Port is fundamental to the future and regeneration of the town.
- Qualitative engagement, suggests that the focus should be on activating the Port and its potential to provide jobs, training and skills for local people.



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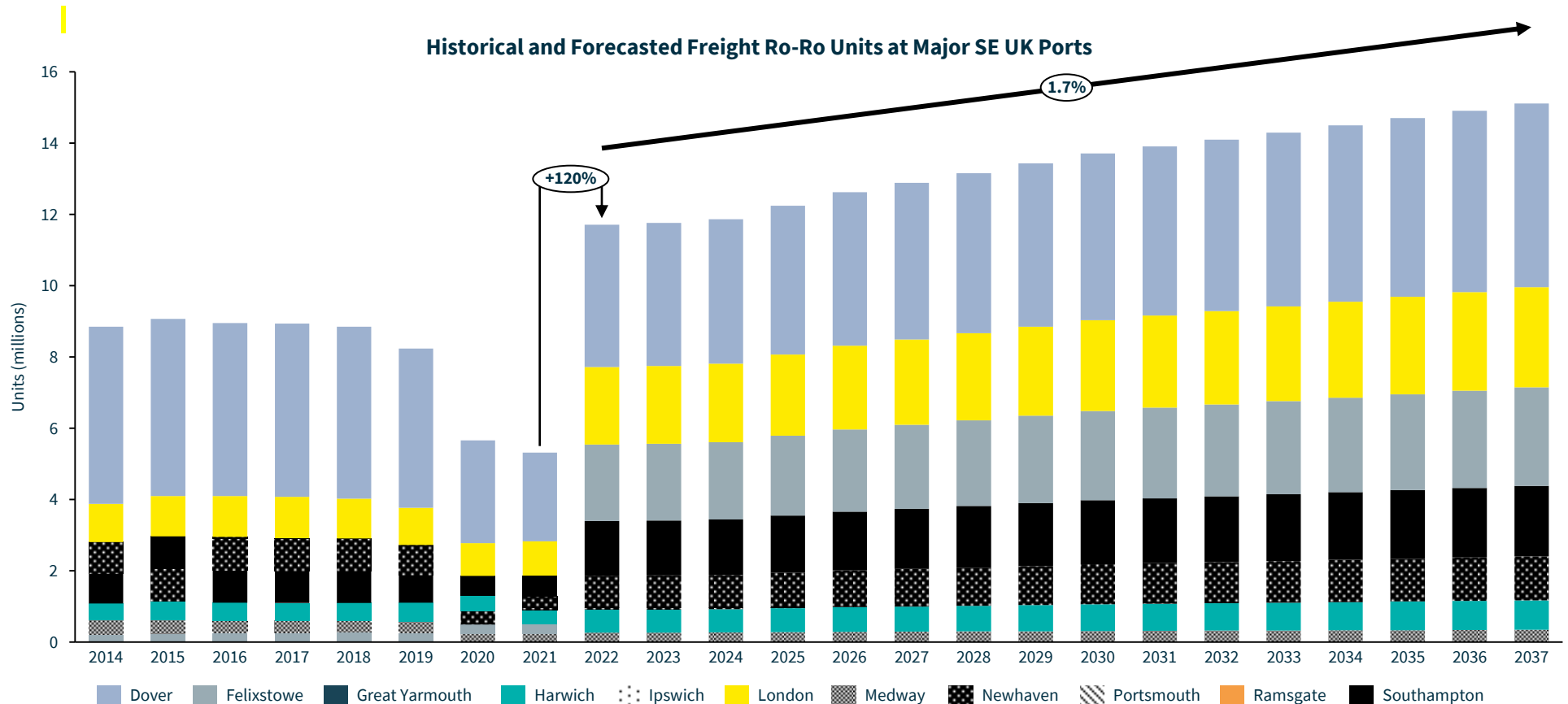
Section 5: Market Forecasts and Revenue Potential

Cross Channel Market Development – Total Ro-Ro cargo

Future volume forecasts – Ro-Ro million units at major ports in South-East England by port

- High level trend analysis and forecast based on historical volumes realised between 2014 and 2021.
- Demand forecasts have been calculated with effect from 2022 by estimating the 2022 base year from Q1-Q3 actuals.
- The industry average elasticity of 1.4 has been used in conjunction with UK GDP forecast from IMF to provide growth rates for the demand forecasts.
- The impact of COVID-19 is clearly noticeable, although a large rebound did occur in 2022 and subsequent market growth is anticipated thereafter.

Historical and Forecasted Freight Ro-Ro Units at Major SE UK Ports

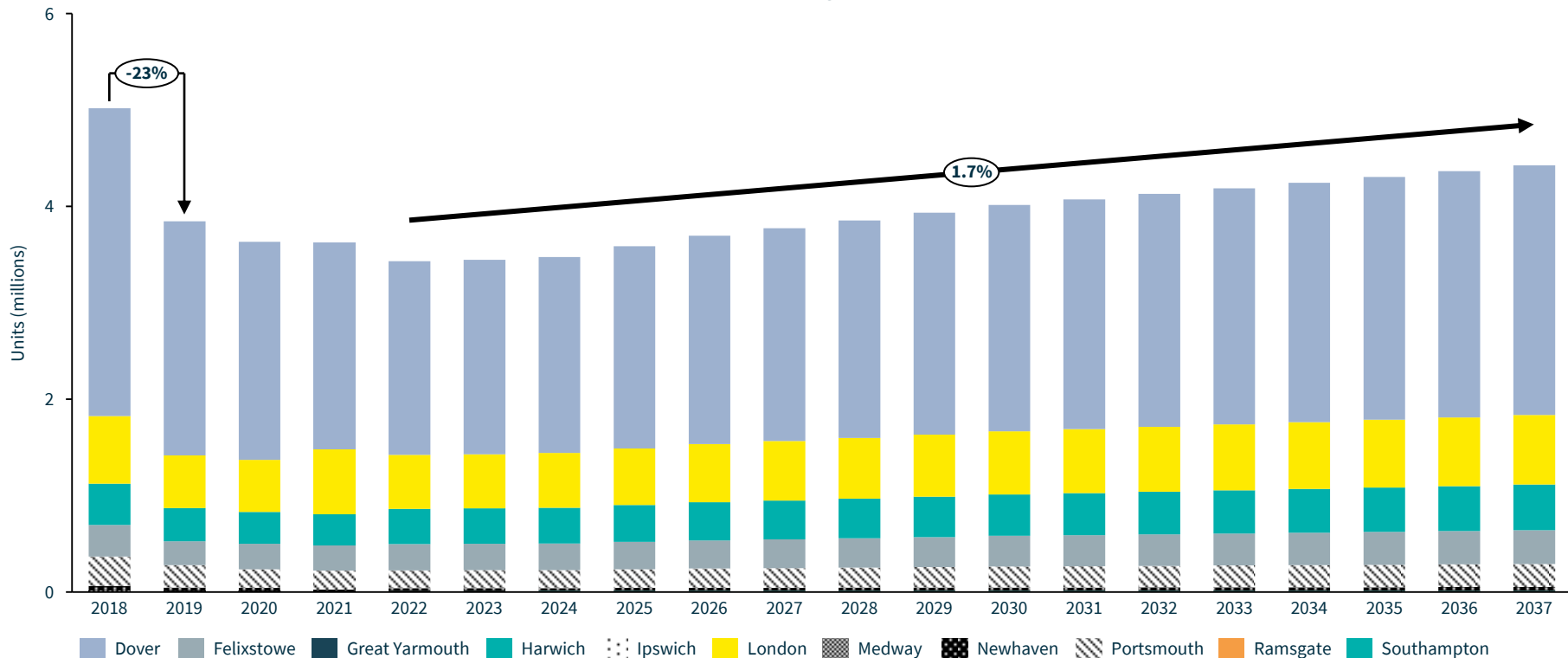


Cross Channel Market Development – Accompanied

Ro-Ro Volume forecasts – Ro-Ro Freight - million units at major ports in South-East England by port

- High level trend analysis and forecast based on historical volumes realised between 2014 and 2021.
- Demand forecasts have been calculated with effect from 2022 by estimating the 2022 base year from Q1-Q3 actuals.
- The industry average elasticity of 1.4 has been used in conjunction with UK GDP forecast from IMF to provide growth rates for the demand forecasts.
- Ro-Ro freight units have historically declined since 2018; however, the COVID-19 pandemic had noticeably less impact than on total Ro-Ro units.
- The largest number of accompanied ro-ro freight units is handled at the Port of Dover.

Historical and Forecasted Ro-Ro Freight Units at Major SE UK Ports

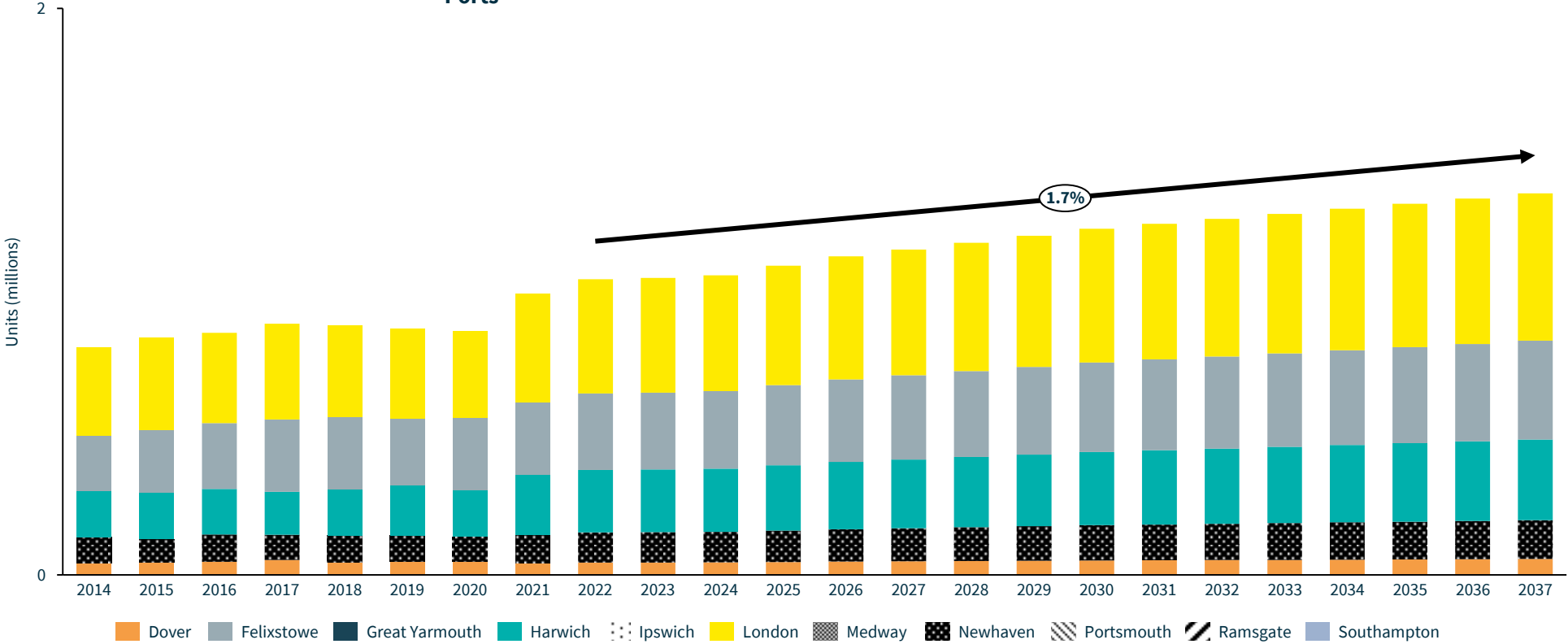


Cross Channel Market Development – Unaccompanied Trailers in SE UK

Future volume forecasts – Unaccompanied Trailers, million units at major ports in South-East England by port

- High level trend analysis and forecast based on historical volumes realised between 2014 and 2021.
- Demand forecasts have been calculated with effect from 2021.
- The industry average elasticity of 1.4 has been used in conjunction with UK GDP forecast from IMF to provide growth rates for the demand forecasts.
- In the southeast, London, Felixstowe, and Harwich maintain the highest markets for unaccompanied trailers, followed by Portsmouth and Dover.
- Ro-Ro unaccompanied trailers were not very impacted by the COVID-19 pandemic.

Historical and Forecasted Unaccompanied Trailers - Units at Major SE UK Ports

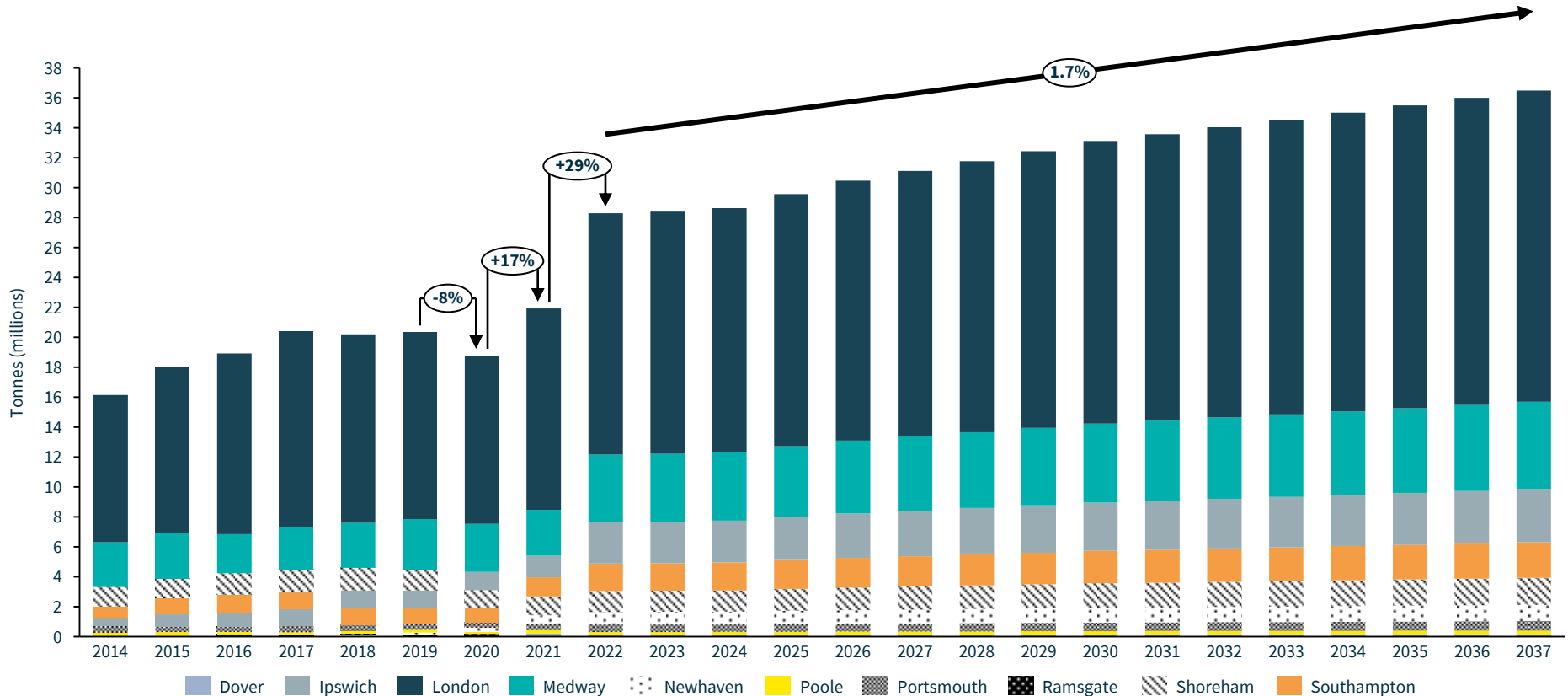


Cross Channel Market Development – Dry Bulk Cargo

Future volume forecasts – other dry bulk tonnage at major ports in south-east England

- DfT defines ‘other dry bulk’ units as fertilisers, crude minerals, iron and steel, sea dredged aggregates, wood lumber and cork, etc.
- High level trend analysis and forecast based on historical volumes realised between 2014 and 2021.
- Demand forecasts have been calculated with effect from 2022 by estimating the 2022 base year from Q1-Q3 actuals.
- Industry average elasticity of 1.4 used in conjunction with UK GDP forecast from IMF.
- Some impact of COVID-19 in 2020, although market rebound in 2021 and 2022 and then growth occurring thereafter.

Historical and Forecasted Dry Bulk Volumes at Major SE UK Ports

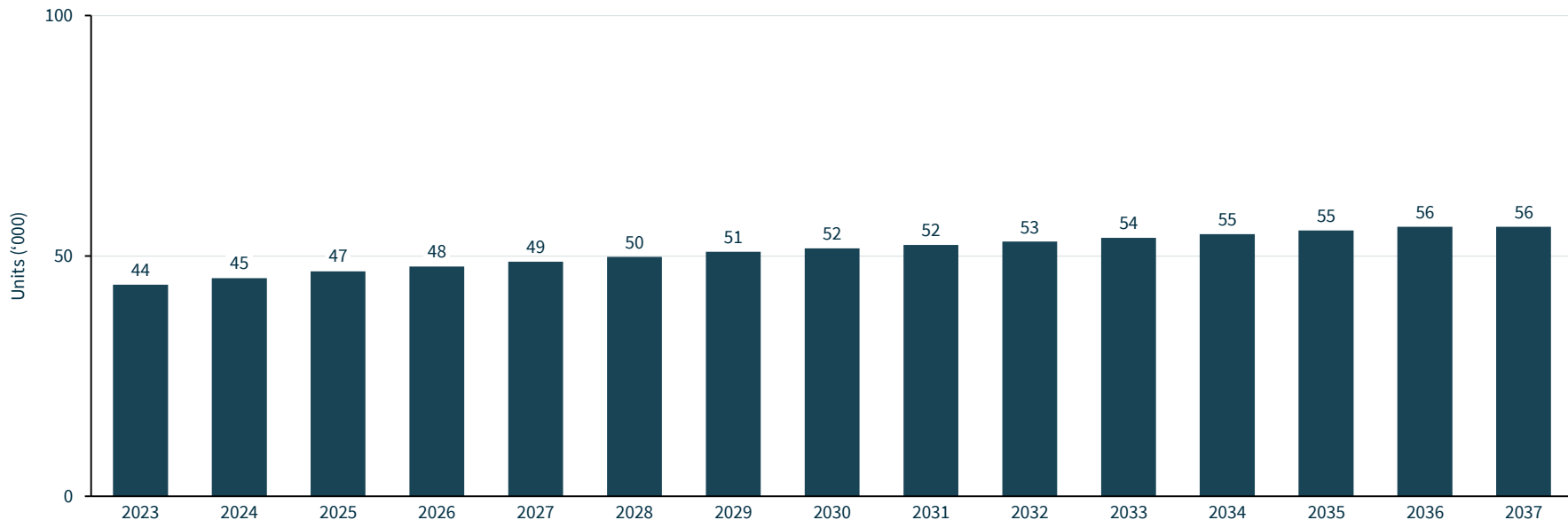


Case I – Existing UK Port Ro-Ro Operator

With an existing UK port ro-ro operator, the expectation is that ro-ro units will only be moved to Ramsgate when other ports, notably Dover, is full and has congestion issues

- Dover has been operating with some congestion issues culminating in delays on the main Motorway links close to the port facility. As a result, a maximum workable operational capacity of 3 million HGV trailers has been applied to the assessment.
- This case assumes that all cargo over and above this figure will be moved via Ramsgate. In addition, it is conceivable that an existing UK port ro-ro operator could move all of its existing unaccompanied trailer volumes via the port of Ramsgate.
- There is some upside potential, particularly during busier school holiday for passenger traffic as well as before Christmas in the accompanied ro-ro freight sector, but equally volumes should be lower during autumn and at the start of the year.
- Infrata also understands that the port of Ramsgate would mainly like to target the unaccompanied freight sector. Seasonality has not been factored into the forecast model. Revenue is expected to consist of annual lease and overspill vessel calls, plus handling fees per unit.

Ramsgate Forecast: Ro-Ro Freight Units



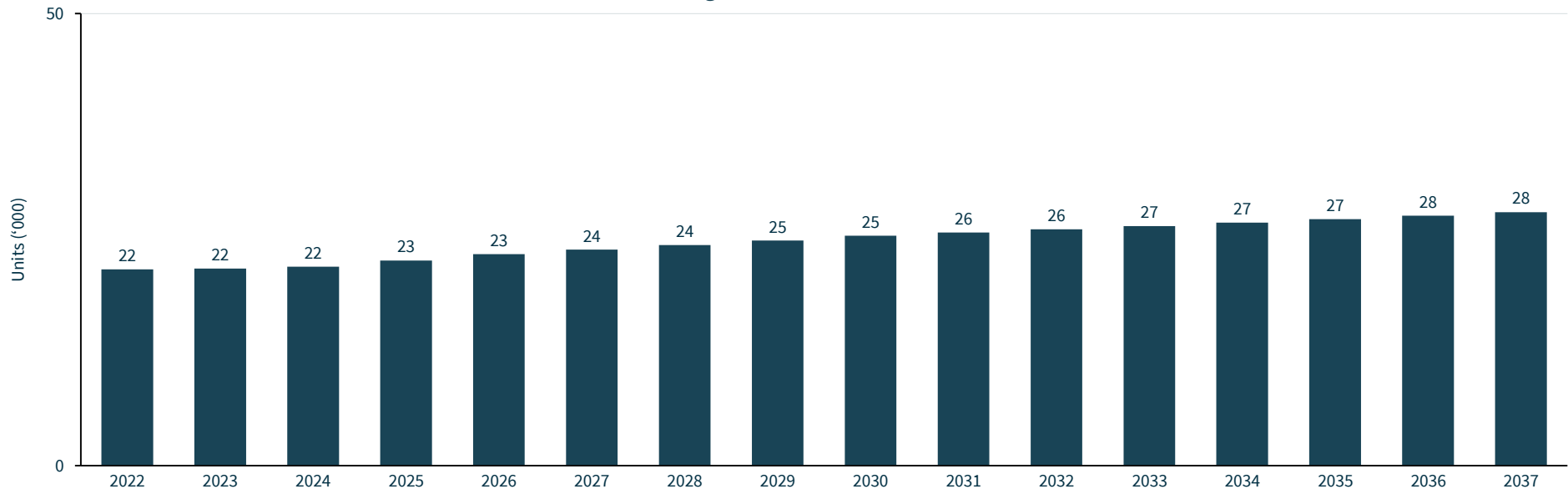
Note: As DfT produces data in units, some estimation has been made with respect to the shares of traffic passing through Dover, in order to maintain consistency with DfT information (which is used to encompass all ports in the South East region)

Case 2 – New UK Ro-Ro Port Operator

Ramsgate volume forecasts under this scenario will see development of freight continue to build over the forecast period

- A new UK ro-ro port operator is a potential option with respect to the Port of Ramsgate.
- There clearly is demand for a ro-ro service at Ramsgate as witnessed during 2000-2013. Therefore, Infrata has assumed it is reasonable that as a new port operator at the port it could be possible to attract 50% of the forecast Dover overspill cargo, as a minimum.
- Infrata considers this to be a very conservative approach as an experienced terminal operator should be able to attract existing cargo volumes currently moving between the southeast of the UK and mainland Europe.

Ramsgate Forecast: Ro-Ro Units

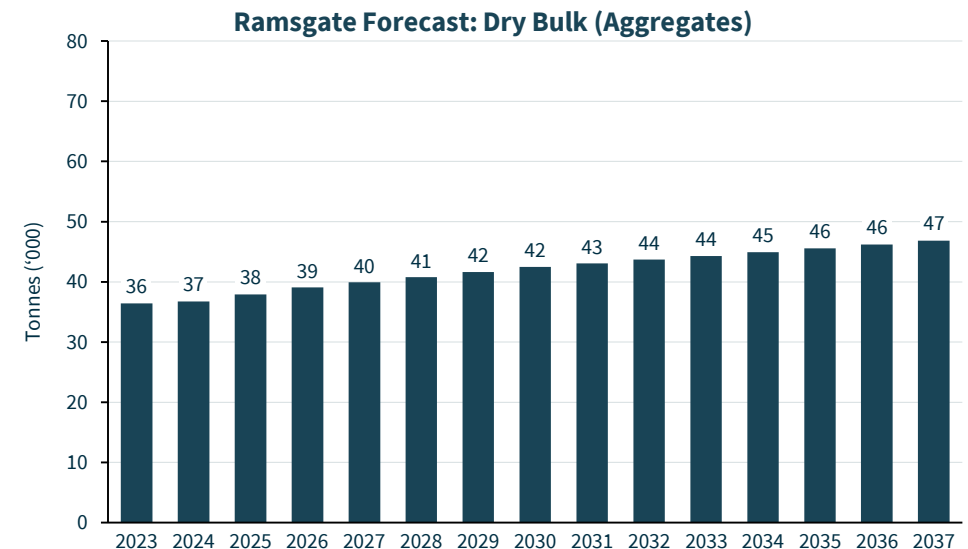
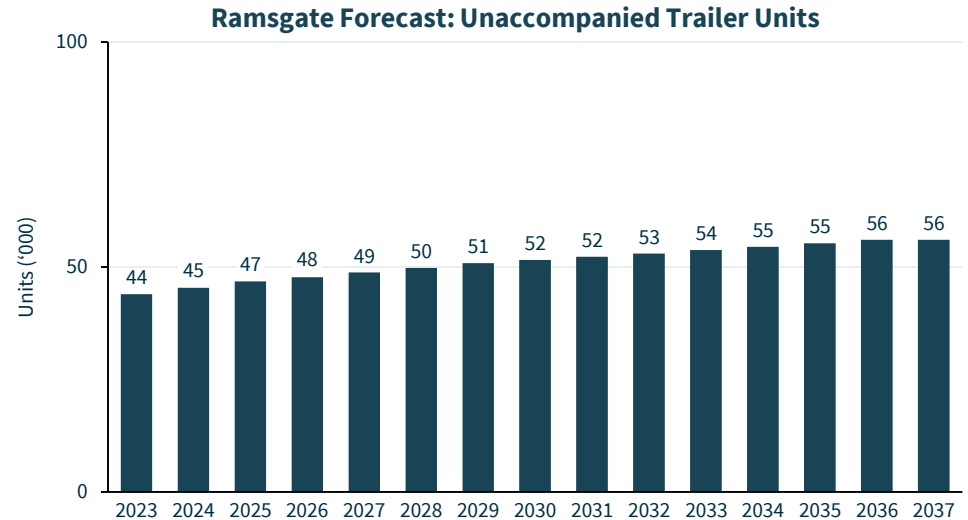


Note: As DfT produces data in units, some estimation has been made with respect to the shares of traffic passing through Dover, in order to maintain consistency with DfT information (which is used to encompass all ports in the Southeast region)

Case 3 – Hybrid Option – Specialist Operator & TDC

Future volume forecasts – Operations by cargo type

- The hybrid option is based on one specialist port operator handling ro-ro cargo, with TDC retaining control of any existing and potentially new cargo streams. An example of this scenario could be:
 - Specialist operator to handle ro-ro and overspill cargo from competing port(s)
 - TDC to handle existing dry bulk cargo (aggregates)
 - TDC to handle a new cargo stream
- On this basis, a forecast projection is shown relating to the development of aggregate volumes at the port of Ramsgate, primarily based on historic volumes to date and anticipated future demand. In terms of new cargo streams, Infrata has considered several possible options, albeit at a high-level at this stage:
 - Dry bulk and other general cargo. It is conceivable that the port of Ramsgate could attract other, new cargo streams which are currently handled at southeast UK ports. For instance, in 2021, the port of Tilbury handled 1.7 m tonnes of agricultural products, 900,000 tonnes of forestry products and 170,000 tonnes of iron and steel products. Provided the necessary infrastructure is in place, in particular warehousing, Ramsgate could become an attractive alternative. This upside potential has not been factored into the presented dry bulk forecast.
 - Short-sea and coastal shipping is a potential activity to be considered, especially if linked to a terminal operator. An activity worthy of further investigation, subject to space availability. This is also true of the UK cruise market, although the size of vessels that Ramsgate could attract is likely to preclude this from being a major opportunity.
 - Refrigerated/palletised cargo on conventional reefer ships currently moves via Dover. Ramsgate would need investment in warehousing as well as a specially trained personnel to store refrigerated goods and refrigerated conventional cargo is highly seasonal only being shipped during harvest season from the country of origin on conventional reefer ships. With the conventional reefership fleet in long-term decline Infrata has made no provision for refrigerated cargo within the forecast volumes.

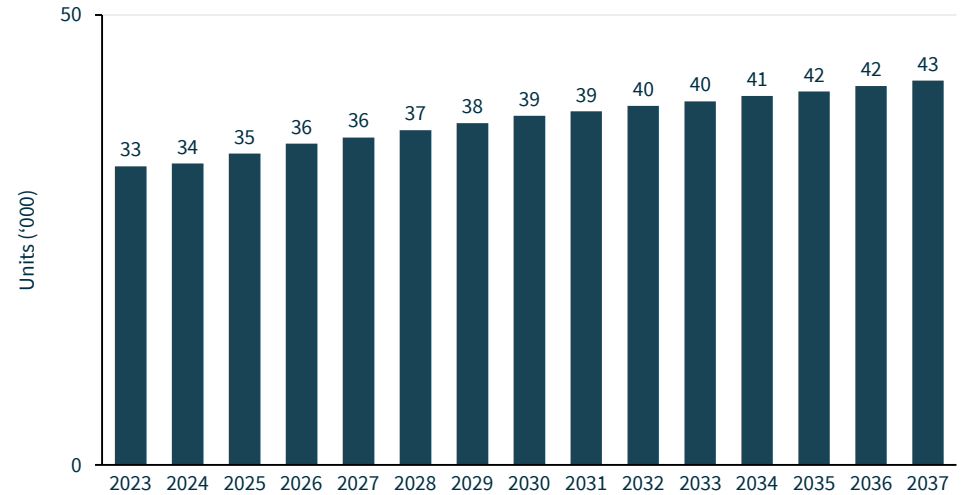


Case 4 – Self-Operated by TDC Option

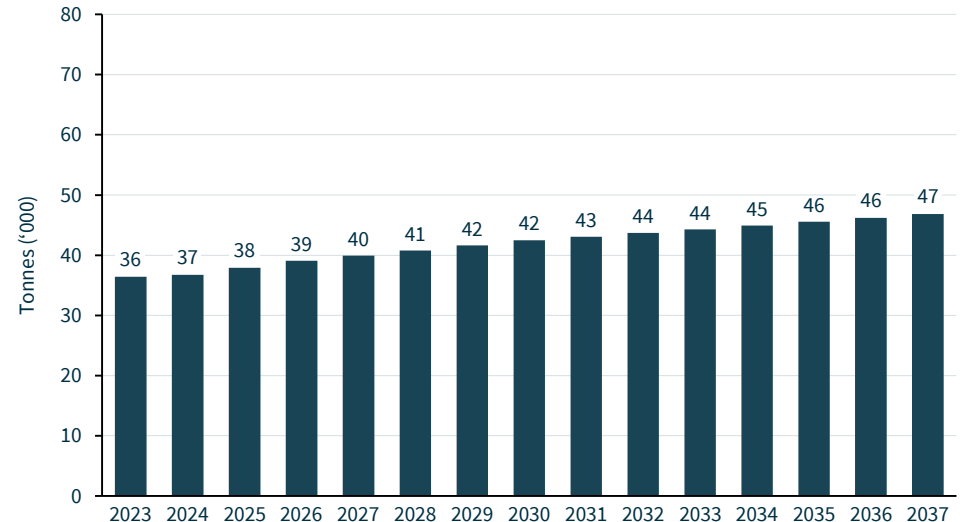
Future volume forecasts – Operations by cargo type

- The self-operated option is based on TDC retaining full control of generating and taking operational responsibility for all cargo, whether ro-ro or any other new cargo streams.
- On this basis, a forecast projection is shown assuming that Ramsgate could attract a major line to transfer a portion (assumed 15%) of their unaccompanied trailer cargo units from an existing major port facility, such as Harwich, to Ramsgate.
- Naturally, this case would require Ramsgate to offer a competitive incentive for the line to do so and represents a significant challenge. A lack of space is an immediate consideration and the ability of Ramsgate to receive the vessels also needs more detailed assessment.
- A forecast is also shown to display the development of aggregate volumes at the port of Ramsgate, primarily based on historic volumes to date and anticipated future demand. This is a more reasonable assumption based on historic development to date and current relationships in place.

Ramsgate Forecast: Unaccompanied Trailer Units



Ramsgate Forecast: Dry Bulk (Aggregates)



Revenue Calculations – Approach and Base Information

Assumptions used in revenue calculations are outlined and to be read in conjunction with revenue transfer sheet provided separately

- In order to derive some revenue figures for TDC, Infrata has utilised the existing TDC tariff supplied and related the freight volume forecasts and anticipated vessel calls to the port.
- The following assumptions are used here in this process:
 - Assumptions are based on 2022/2023 tariff figures provided by TDC.
 - In the calculation example (shown), 80 trailers are assumed to be handled per sailing, but this will vary depending on the demand forecast Case and level of vessel utilisation.
 - All trailers classified as freight are deemed to be unaccompanied.
 - The average vessel size is expected to be 180m LOA and with a GT of 30,000 tons
- The purpose of this process is not to generate an all encompassing revenue model, but to provide an indication of the likely revenues that could be generated by TDC through the Port of Ramsgate under certain conditions.
- Infrata understands that provision of more specific information and discussions with TDC could see the revenue figures refined.



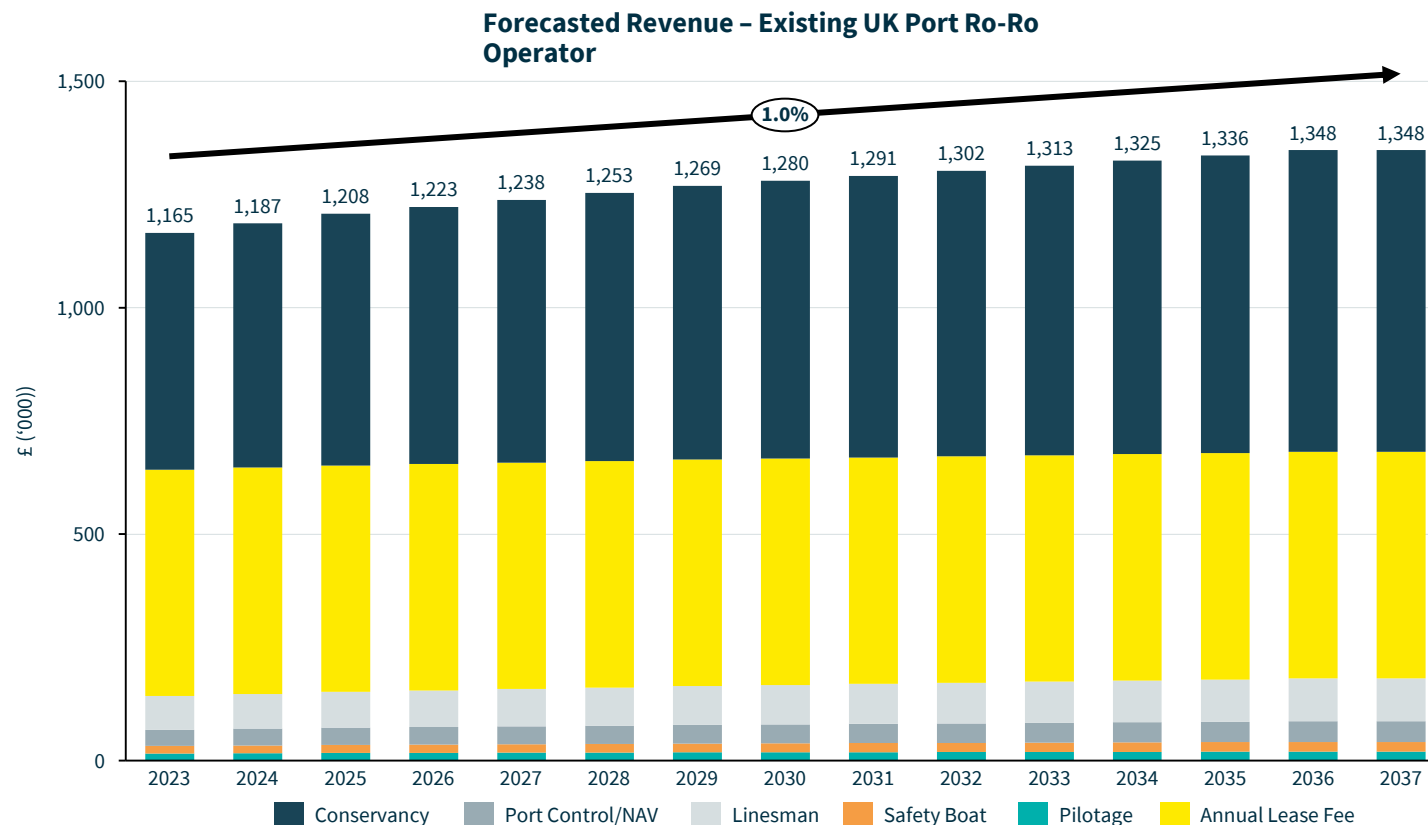
No. trailer units per sailing UNACCOMPANIED	80
Size of Vessels (GT)	30,000
Size of Vessels (Length - Metre)	180
Pilotage -Assumed Operating Draft of (Metre)	6.4

Description of Charge	Per Arr	Per Dep	Total £	Charge per Unit 2022/23
Conservancy per sailing	1,902.00		1,902.00	0.06
Port Control / NAV Aids	130.00		130.00	130.00
Linesman (Mooring)	135.25	135.25	270.50	135.25
Safety Boat for mooring per sailing/vessel	61.00		61.00	61.00
Pilotage with PEC	28.56	28.56	57.12	28.56
Unaccompanied Freight	471.20	471.20	942.40	5.89
Water	14.48		14.48	3.62
Total per day / sailing			3,377.50	

Revenues – Case 1: Existing UK Port Ro-Ro Operator

With the existing UK port ro-ro operator option, Ramsgate would start to absorb excess ro-ro freight from Dover in 2030, resulting in increased revenue potential

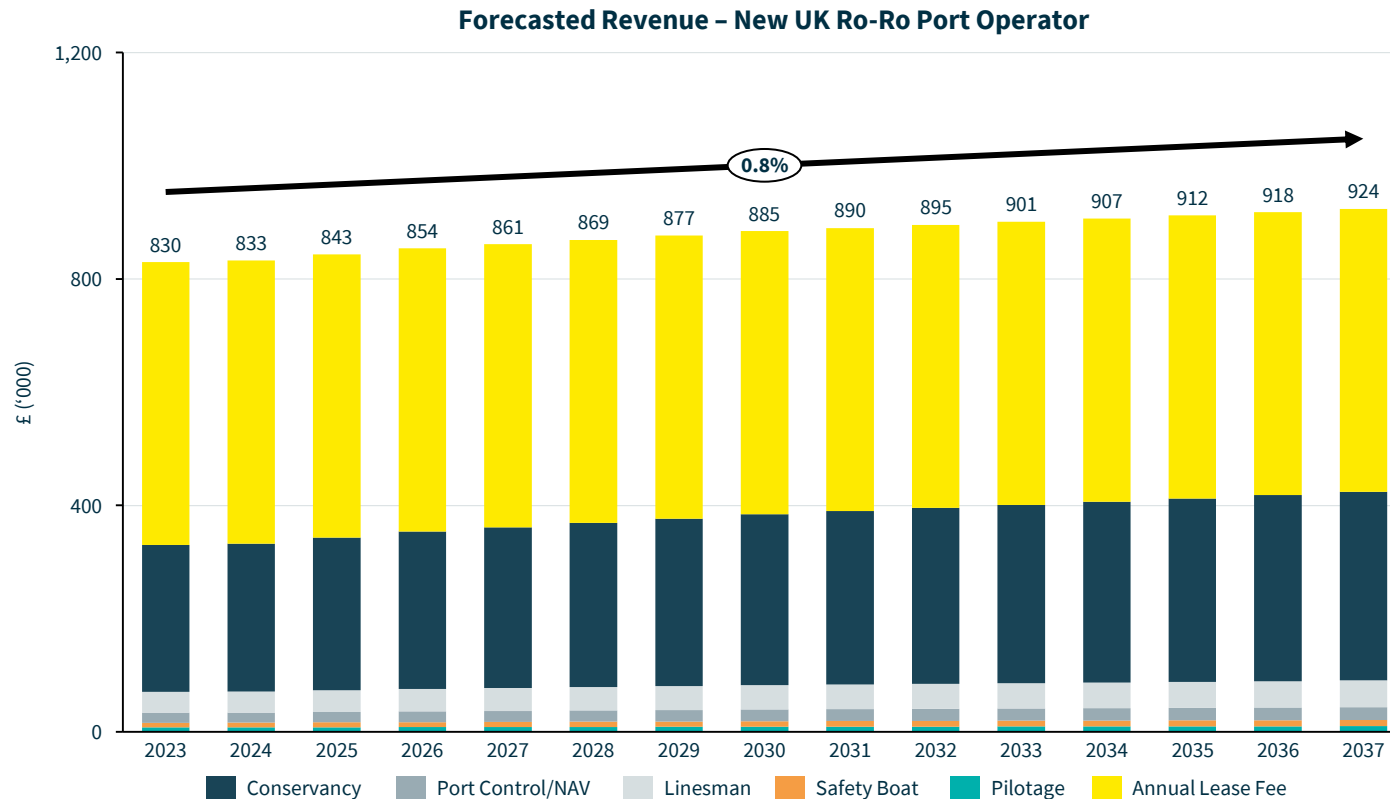
- As previously identified, the Case 1 option involves Dover overspill cargo moving to Ramsgate, once Dover is estimated to become capacity constrained. A conservative estimate has been used regarding Dover's space issues, with the port able to manage it operation during the current decade.
- Under this option, between 2023 and 2037 the revenue for TDC is forecasted to increase at a CAGR of 1.7%, with a stronger ramp-up from 2030 onwards when unaccompanied trailers are attracted from Dover when it has reached an operational capacity maximum.



Revenues – Case 2: New UK Ro-Ro Port Operator

With a new UK ro-ro port operator option, it is assumed that Ramsgate could attract up to 50% of the existing UK ro-ro port operator option

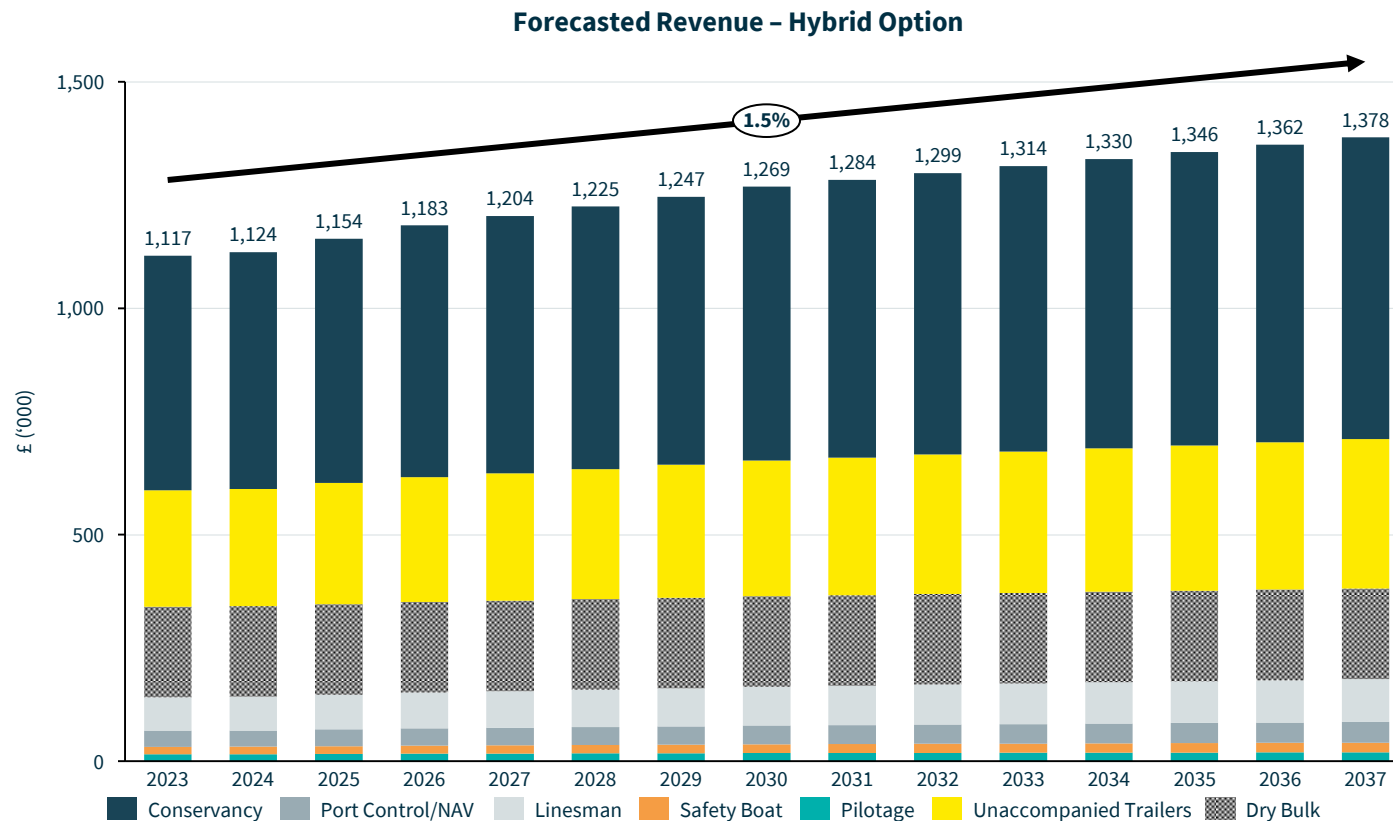
- As previously stated, it has been assumed that the option for a new port operator to the UK ro-ro market will see c.50% of cargo moving under the “Case 1 option” attracted to Ramsgate.
- Assumes lease fees remain consistent with what applied to Case 1.
- As a consequence, between 2023 and 2037, revenue is forecasted to increase at a CAGR of 1.8% under this suggested case, as here highlighted.



Revenues – Case 3: Specialist Operator & TDC

Under the Hybrid option, Ramsgate could maximise revenue potential by splitting cargo types by specialist operators

- It has been assumed that a fixed annual £200,000 lease fee from Brett Aggregates provides the Dry Bulk revenues – of course, this can be amended if TDC is able or wants to supply the figure to be plugged in to the Revenue Model accompanying this report. It is possible that handling costs and vessel berthing revenues may also be collectable by TDC. However, the assumption here taken is that an annual lease fee is the only fee that TDC gets from the Brett Aggregates business. Infrata will update, if necessary, after further discussions with TDC.
- Taking into account this revenue amount and the volumes generated, between 2023 and 2037 the total revenue forecasted is expected to increase at a CAGR of 1.5% under the Hybrid option, as shown.

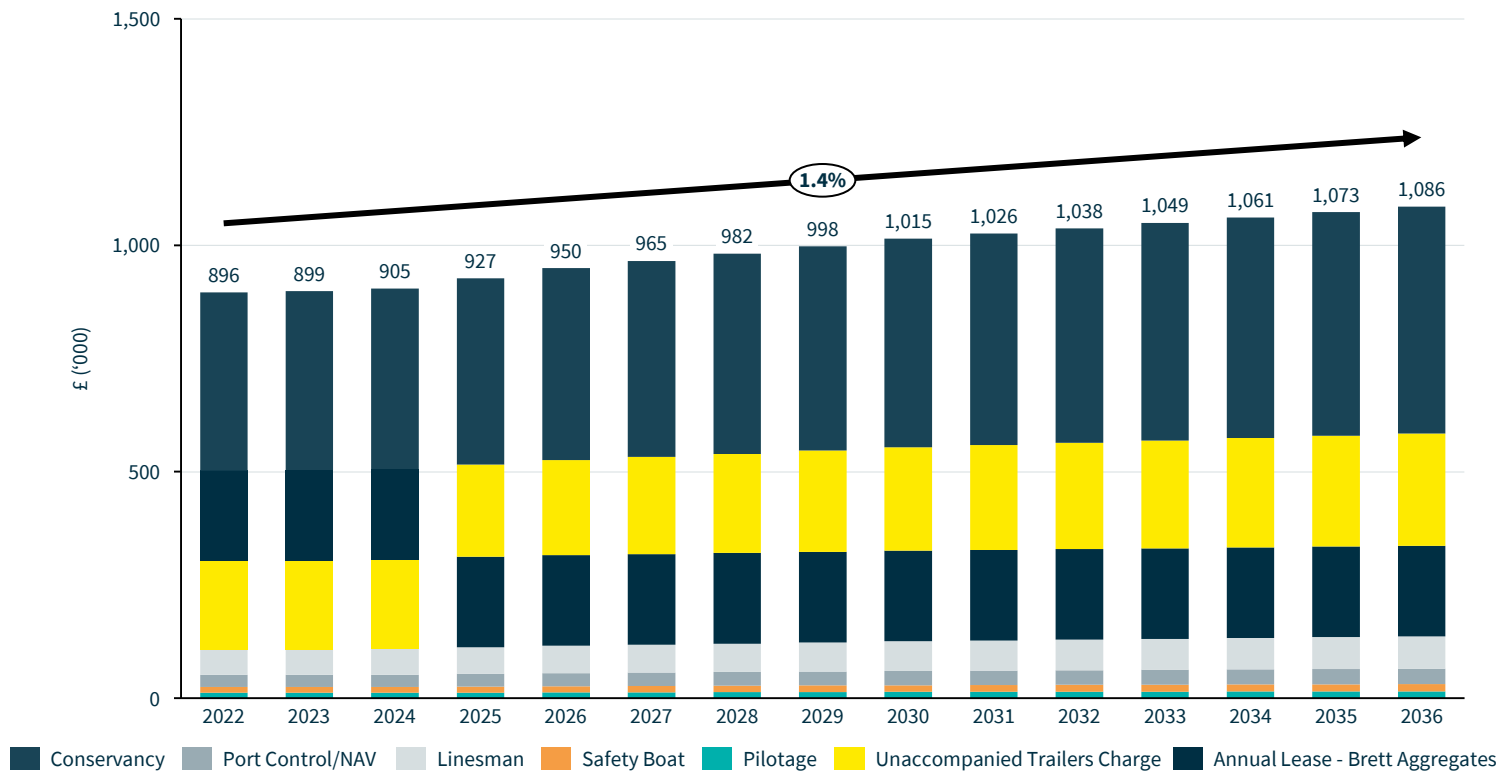


Revenues – Case 4: Self Operated by TDC

Under the self-operating option, Ramsgate could maximise revenue potential by splitting cargo types by specialist operators

- This option has a strong potential for revenues, but it is also a more considerable risk scenario for TDC.
- TDC will retain more of the revenues generated but there will be pressure to have to build the business too, while higher costs will be incurred because of the need to employ a small, dedicated port operations and business development team.
- This is because there will be a responsibility to have to attract all cargo to the facility directly and this will include targeting some unaccompanied trailers from Felixstowe and Harwich, respectively.

Forecasted Revenue – Self-Operated




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Provisional Conclusions

Commercial Ranking of Options for Port of Ramsgate

	Existing UK Port Ro-Ro Operator	New UK Ro-Ro Operator	Another Private Operator #	Joint Venture (JV with TDC)	M/P Hybrid – link to any of 4 previous 	TDC Self- Operated	Cease all Commercial Operations
Volume Potential for Ramsgate	***	**	**	***	***	*	
Investment Requirement from TDC	*	*	**	**	**	***	*
Investment from partner / each option	****	****	****	**	**	*	
Revenue Potential for TDC	***	**	**	***	***	**	*
Partner Risk Spread (1 = high, 5 = low)	**	**	**	****	****	*	
Job Creation Potential to Thanet region	***	**	**	**	***	***	*
Support Stakeholder Aims for Port	**	**	**	***	***	***	**
TOTAL	18/35	15/35	16/35	19/35	20/35	14/35	5/35

Note: Due to ownership status of Port of Ramsgate and role of TDC, an outright sale of the port has not been considered as a viable option. Also, Hybrid Option must include non-ro-ro to avoid complete loss of revenue that could occur if too reliant on one specific cargo sector. # Difficult to quantify objectively until further intel is known of any possible alternative operator that would be interested through a tender process

Commercial and practical considerations suggest the need for an EOI and tender process

- Previous elements of the report confirm that there is a demand for cross channel ferry freight services in the UK and that given restrictions in available space at the Port of Dover (the main port of interest for this type of cargo in the UK South/south-east) and limited opportunities to expand there, opportunities exist for another port located in the south-east of England to take a share of this cargo in the future.
- The Port of Ramsgate and TDC remains well placed to handle its share of this additional demand, albeit with current ship size restrictions that will need to be addressed with CAPEX expansion plans.
- A calculation to provide guidance on the costs to allow vessels with >180m LOA will need to be provided. This will involve the cost of the partial extension of the quay wall and also dredging alongside; on the approach and turning circle. Further OPEX are also likely for maintenance dredging.
- It is reasonable to assume that there will be interest from within the UK ro-ro port sector, but also from outside of the UK too.
- With this in mind, it is imperative that TDC utilises the tender process to its best possible advantage in order to ensure that the best available option is chosen for the site and TDC.
- A broad request for Expressions of Interest (EOI) will see who the serious parties are and offers of discounts in exchange for volume commitments will further improve the potential TDC bottom-line results.
- It is also envisaged that The Port of Ramsgate will continue to handle windfarm volumes under TDC control. This cargo type and revenue will be considered separately from the other cargo types and only included in a JV tender option.
- Existing contracts for aggregates and wind farms should not be ignored and need to be protected and grown. In this respect a hybrid option or a JV with TDC should be considered as part of any tender process.
- Whilst the report provides some guidance as to the best options to pursue based on known options in a qualitative and quantitative manner, it is important that all possible options need to be exhausted before providing a final conclusion.
- In addition to the sectors here covered, there is some possibility that either or both of cruise volumes or short-sea/coastal volumes would need to be addressed. However, it is Infrata's view that this would only be likely if an interested party from one of these shipping sectors appeared during the tender process. It is highly unlikely that these volumes would appear without an industry operator to bring them to Ramsgate.
- The provisional conclusion is that TDC need to start the tender process asap with a request for EOI.
- Infrata is well-placed to assist with any outreach programme to the terminal operating industry to gauge support and potential interest, having successfully completed similar processes in the past.

Typical EOI Content

A simple document is needed, outlining the opportunity, who it is being proposed by and requesting qualified parties notify an interest – this process enables more efficient management time for TDC (and advisors)



GHANA PORTS AND HARBOURS AUTHORITY

REQUEST FOR EXPRESSIONS OF INTEREST

BULK CARGO TERMINAL FOR CONCESSION: PORT OF TAKORADI

1. The Ghana Ports and Harbours Authority [GPHA], as the implementing agency under the Ministry of Transport of the Government of Ghana [GoG], is pursuing the procurement of private partners in the development and operations of some port and cargo terminals in the Ghanaian seaports. One of such procurement is under a Public Private Partnership [PPP] program in support of the Upgrade and Expansion of the Port of Takoradi.
2. Over the past few years, maritime trade into Ghana has witnessed significant growth and in pursuit of this development objective, GPHA has embarked on the upgrade and expansion of the seaports at Tema and Takoradi as well as the development of new commercial and fishing ports. Moving forward, terminals and cargo services are being undertaken by local and international private partners with high efficient performance standards.
3. In line with the growing PPP program of the GoG, this PPP project in the Port of Takoradi envisages high level private participation in the operations of various cargo terminals, starting with the traditional dry bulk and mineral ore industry of bauxite, manganese, clinker, limestone, cement and other new prospects. Feasibility studies and preliminary business cases have been undertaken to establish the potentials of these cargo options for the Port of Takoradi. The studies conclude, and corroborate other previous studies, that there is the need for the redevelopment of the ore-mining cluster as a major part of the upgrade and expansion of the maritime facilities of Ghana. Ghana's current off-shore operations in the oil and gas sector, since 2007, is also expected to further boost the national economy and the maritime traffic.
4. The Dry Bulk terminal being procured under this package aims to provide a modernized facility, deeper berths and the necessary cargo handling equipment systems for a new generation of operations. The existing cargo handling and operations for the export of manganese and bauxite and the import of clinker needs to be completely turned around from its 'double-handling practices' into more efficient and cost-effective systems.
5. The Terminal Operator / Concessionaire is envisaged to be part of the Final Operational Design and development of the terminal to meet the performance objectives. GPHA has already taken steps to develop substantial port infrastructure in readiness for this concession plan. The facilities to be developed by parties will be spelt out in further details to shortlisted participants in a comprehensive project information document during the tender stage and other items required to meet optimum productivity within the Operations concept. The Terminal Operators are expected to introduce cost-effective international best practices into the Port and to attract substantial additional maritime traffic to Ghana.
6. It is for the above goals that the GPHA, as the Concession Grantor, now invites interested and eligible Port Terminal Operators for Bulk Mineral Ore to register their interest for the Concession to complete the Development, Operate and Transfer, back to the Port of Takoradi the Bulk Ore Terminal under this Tender. The duration of the intended Concession is envisioned at Twenty [20] years or more depending on the level of proposed investment. Opportunities exist for further development of services for additional cargo portfolio as volumes increase in the coming

years.

7. The Concession seeks to achieve the following principal objectives:
 - A. Introduce an independent Terminal Operator into the Port of Takoradi to handle bulk ore cargo for a variety of entities and 'cargo owners' and to generate the necessary incentives for the rapid development of traditional ore mines to the benefit of the Ghanaian economy.
 - B. Increase the bulk ore cargo throughput capacity and the operational efficiency of the Port of Takoradi, in particular for the sustenance of guaranteed volumes and services within the sub-cluster.
 - C. Increase employment opportunities for Ghanaians and raise the human resource capacity of the country from this sub-cluster.
8. Interested Parties will be expected to submit statements of Qualifications by 30th June, 2016. In evaluating each statement of qualifications, GPHA will assess the extent to which the respondent demonstrates it has the resources, experience and expertise to effectively and efficiently initiate, carry out and deliver the Project.
9. Interested parties can send a request to participate to the following email-address:
Email: takoradidrybulk@mtbs.nl
10. The applicant will be registered to receive the REOI Document and would be expected to respond to the terms and conditions of the document, including submission dates, addresses, information package required, sources for clarifications, etc.
11. This Request for Expression of Interest is issued by the:

The DIRECTOR-GENERAL
Ghana Ports and Harbours Authority
GPHA Towers, 9th Floor;
Tema, Ghana.

Tel: +233-303-202631-to-9

Key Conclusions

- This is an example of a simple, yet effective EOI that was recently released to the industry.
- While some documents can be considerably larger, the request for information is largely the same – i.e. a statement of qualifications that the interested party can meet the forthcoming concession criteria, along with a brief description of what the opportunity is and who is releasing it.

infrata



End