

strategy&

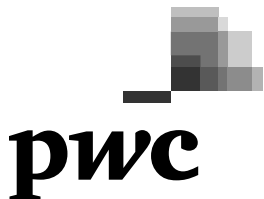
Formerly Booz & Company

July 2014

ANZSEA Transport Team

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Our Customer Offering



ANZSEA refers to the Australia, New Zealand and South East Asian Regions

We have offices around the globe: we bring an international perspective to local problems and challenges

Strategy & Overview – 60 Offices Around the Globe

North America

- Atlanta
- Chicago
- Cleveland
- Dallas
- Detroit
- Florham Park
- Houston
- Los Angeles
- McLean
- Mexico City
- New York
- Parsippany
- San Francisco

South America

- Buenos Aires, Argentina
- Rio de Janeiro, Brazil
- São Paulo, Brazil
- Santiago, Chile

Europe

- Amsterdam, Netherlands
- Berlin, Germany
- Copenhagen, Denmark
- Dublin, Ireland
- Düsseldorf, Germany
- Frankfurt, Germany
- Helsinki, Finland
- London, UK
- Madrid, Spain
- Milan, Italy
- Moscow, Russia
- Munich, Germany
- Oslo, Norway
- Paris, France
- Rome, Italy
- Stockholm, Sweden
- Stuttgart, Germany
- Vienna, Austria
- Warsaw, Poland
- Zurich, Switzerland

Asia

- Beijing, China
- Shanghai, China
- Hong Kong, China
- Mumbai, India
- Delhi, India
- Tokyo, Japan
- Seoul, South Korea
- Taipei, Taiwan

ANZSEA

- Brisbane, Australia
- Canberra, Australia
- Melbourne, Australia
- Sydney, Australia
- Jakarta, Indonesia
- Kuala Lumpur, Malaysia
- Bangkok, Thailand

Middle East

- Abu Dhabi, UAE
- Dubai, UAE
- Cairo, Egypt
- Beirut, Lebanon
- Riyadh, Saudi Arabia

- 3,300 professionals in 60 offices around the globe
- Over \$1Bn in annual sales
- Founded in 1914 by Edwin Booz
 - Leading management consulting firm in a large range of industries and functional areas
 - 80,000 assignments, emphasis on sustainable performance improvement
- Ranked consistently as a top employer

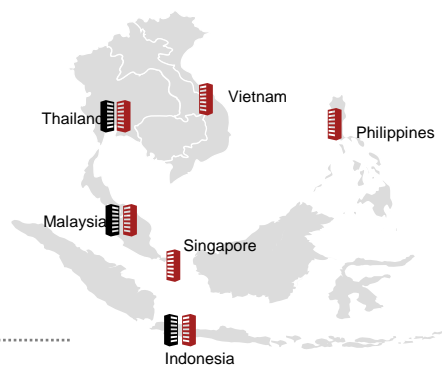
- Serving clients worldwide
 - 70 of world's 100 largest companies
 - 400 of 500 largest US corporations
- Work jointly with senior executives to address issues of major importance and drive implementation ensuring benefits capture
- Success based on client results – 85% of our assignments come from existing clients

Our team has an extensive footprint in ANZSEA

strategy&

25 people
(3 Partners)

3 offices



700 people
(26 Partners)

6 offices



206 people
(15 Partners) **4** offices

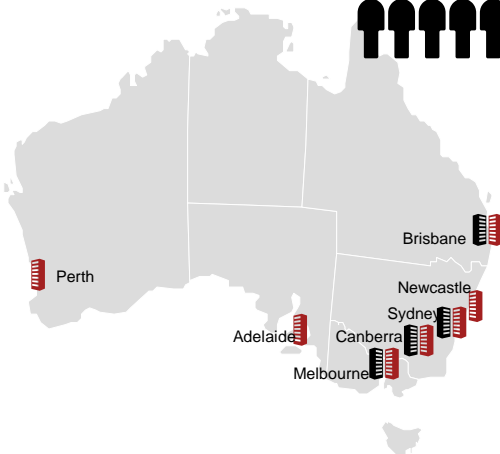
Industries Served:

- Communications, Media and Technology
- Engineered Products and Services (Transport, Infrastructure and Construction)
- Financial Services
- Energy
- Chemicals and Utilities
- Government, Defence and National Security

Transport Team

35 people
(4 Partners)

5000 people
(400 Partners) **7** offices



Businesses:

Assurance, Deals, Enterprises, Tax and Legal, Private Clients and Consulting

Industry Focus:

Transport, Energy, Utilities and Mining, Financial Services, Government and Health

1300 consulting staff

102 partners

100 strategy & customer staff

19 partners

We believe our customer offering differentiates us and is a key ingredient in our clients' success

Strategy& ANZSEA Transport Team – Our Customer Offering

1

***Industry
Depth***



We have deep transport industry experience and our team has top tier management consulting expertise

2

***Strategic
Perspective***



We bring an appreciation of the bigger picture and the strategic context of our clients' organisations and their business objectives

3

***Global
Reach***



We bring you global thinking to local challenges: our local team has global experience, and we have transport professionals around the globe

4

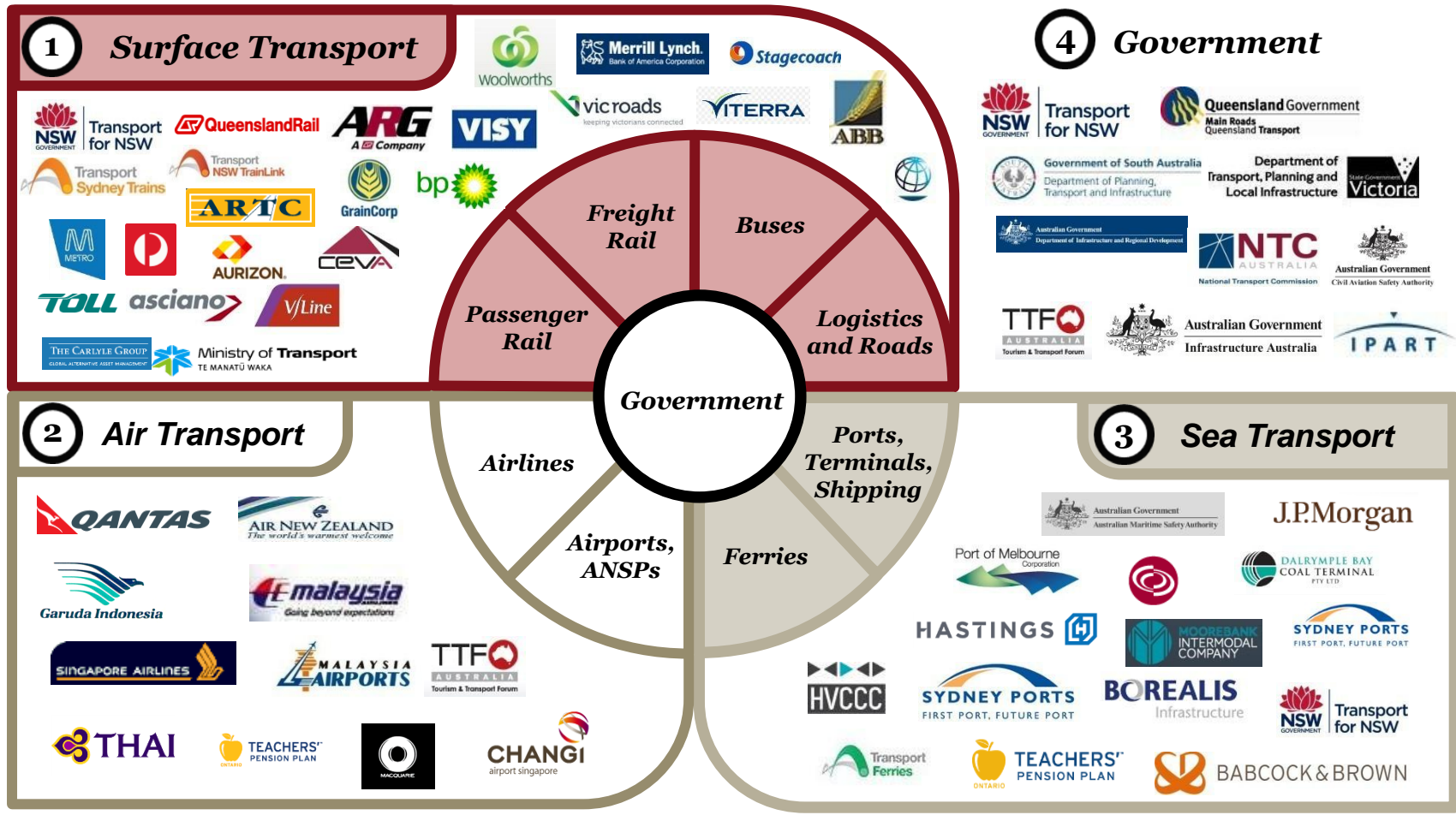
***End-
to-End***



We bring you 'strategy through execution' solutions through PwC's broader capabilities



Our team has deep transport expertise: we have worked with the leading transport sector players in ANZSEA



Our Functional Service Offerings within Surface Transport



Corporate Strategy

- Sector strategy / governance
- Growth strategy
- Market entry
- Marketing and sales
- Operating model design
- Customer strategy
- Long term infrastructure planning
- Strategic PMO

Operations

- Cost reduction
- Supply chain optimisation / co-ordination
- Capacity planning
- Ops management
- Footprint optimisation
- Asset strategy
- Risk management
- IT architecture
- Crew planning

Mergers, Acquisitions and Restructures

- Privatisation and franchising
- Commercial advisory on transaction support
- Bid integration - of technical advisors
- Large scale transformations
- Spin-off / carve out advisory
- Post merger integration

Finance and Economics

- Business case
- Economic appraisal and valuation
- Feasibility study
- PPP and tender support
- Fleet and terminal Procurement support
- Pricing and access

Organisational Change and Leadership

- Change management
- Culture change
- Shared service design
- Outsourcing advisory
- Workforce planning
- Governance
- Stakeholder engagement

Our Recent Passenger Rail Engagements in ANZSEA



CONFIDENTIAL

Client	Engagement	Overview
RailCorp	Rail Reform	<ul style="list-style-type: none"> Led the design and delivery of a large scale reform over two years that created two new customer focused organisations (Sydney Trains and NSW Trains) and significantly reduced operating costs
QLD DTMR	QLD Rail Sector Strategy	<ul style="list-style-type: none"> Developed a sector model and potential reform road map for the Queensland Rail passenger business
MTM	Maintenance Cost Reduction	<ul style="list-style-type: none"> Developed a program to reduce costs in infrastructure and rolling stock maintenance into the medium term
Department of Infrastructure and Transport	High Speed Rail Business Case	<ul style="list-style-type: none"> Developed a summary business case into the direct economic impacts of implementing HSR along the east coast
NSW TrainLink	Corporate Strategy	<ul style="list-style-type: none"> Designed the concept and details for a corporate strategy to reposition the organisation towards focusing on core markets, improving the customer experience and gaining control of costs
TfNSW	Light Rail Strategy	<ul style="list-style-type: none"> Development of the final business case for the proposed light CDB and South East Light Rail project
CONFIDENTIAL	Railway Bid Support	<ul style="list-style-type: none"> Led the commercial due diligence and bid integration for a South East Asian passenger and freight railway

Our Recent Freight Rail Engagements in ANZSEA



Client	Engagement	Overview
Queensland Rail	ARG Acquisition	<ul style="list-style-type: none"> Commercial and strategy advisor for Queensland Rail to complete the acquisition of the Australian Rail Road Group (ARG)
ARG	Growth Strategy	<ul style="list-style-type: none"> Advised on a growth strategy involving a potential east coast market entry and expansion
Queensland Rail	ARG Post Merger Integration	<ul style="list-style-type: none"> Led the post merger integration of ARG following the successful acquisition of ARG by Queensland Rail
Carlyle Capital	Bid Support	<ul style="list-style-type: none"> Acted as the commercial and strategy advisor during a bid for port and rail infrastructure assets of Pacific National
Australian Rail Track Corporation	Bid Support	<ul style="list-style-type: none"> Developed ARTC's bid offer and provided commercial advice for an investigation into the Queensland Regional Rail Network
QR National & Aurizon	Supply and value chain analysis	<ul style="list-style-type: none"> Analysed the export supply chains to identify opportunities to improve value capture and supply chain efficiencies Support contract bids by identifying competitive advantages and weaknesses, reviewed the rolling stock master planning process
VISY	Transport topology	<ul style="list-style-type: none"> Mapped freight movements and assessed transport operations to develop initiatives to improve efficiency and reduce costs
Viterra	Supply Chain Review	<ul style="list-style-type: none"> Assessed demand for grain export handling and system capacity utilisation to inform the submission to the ACCC on regulated charges based on the asset valuation.

Our Recent Bus Engagements in ANZSEA



CONFIDENTIAL



Client	Engagement	Overview
Transport for NSW	Bus Operator Review	<ul style="list-style-type: none"> Conducted an international and national bus operator benchmarking review and developed organisation and operating model recommendations
NSW State Transit Authority	Business Review	<ul style="list-style-type: none"> Supported State Transit develop a comprehensive business improvement program aimed at better aligning STA to focus on service delivery and to realise efficiencies
Department of Transport, Victoria	Melbourne Bus Service Reviews	<ul style="list-style-type: none"> Undertook a bus network review in order to provide development of an improved network, improved coordination, and access to rapidly developing urban growth areas
Multiple Confidential Clients	Bus Contract Bids	<ul style="list-style-type: none"> SME supporting private operator's bid for bus service contracts in multiple projects including for Adelaide, Melbourne and Sydney and other locations, advised on bidding strategy.
NSW State Transit Authority	Bus Depot Strategy	<ul style="list-style-type: none"> Developed the Business Case to address the urgent need for additional bus depot capacity in Western Sydney
Singapore Land Transport Authority	Restructure of Singapore's Public Transport Industry	<ul style="list-style-type: none"> Reviewed the effectiveness of Singapore's public transport industry and advising on restructuring options, including bus operating models
Urban Growth	WestConnex Integrated Transport Strategy	<ul style="list-style-type: none"> Development of the surface transport system strategy for the WestConnex project, including the revised bus network, infrastructure requirements, and assessment of benefits and costs

Our Recent Logistics and Roads Engagements



CONFIDENTIAL

CONFIDENTIAL

CONFIDENTIAL



Client	Engagement	Overview
Major Australian T&L Provider	Business Unit Growth Strategy	<ul style="list-style-type: none"> Assessed a range of Australian and global growth options (core, adjacent and blue sky), leveraging the existing capabilities set of the client, and assessed a range of overseas market entry options
Major Australian T&L Provider	IT Strategy Review	<ul style="list-style-type: none"> Reviewed the IT strategy of a major Australian Logistics provider with operations in Asia and around the world
Major Australian T&L	Divisional Growth Strategy – Mining and Resources	<ul style="list-style-type: none"> Reviewed the available markets – core, adjacent, and step out – as well as new developments in those markets and identified a number of unmet needs and options for growth via new business models and leveraging existing capabilities and exit opportunities
Australia Post	Customer Migration Strategy	<ul style="list-style-type: none"> As part of a transformation of its products and pricing strategy, assessed the impact for customer segments and developed a customer migration plan and field trial
TfNSW	Congestion Management Strategy	<ul style="list-style-type: none"> Evaluation of intersection treatments as a congestion management strategy, including economic evaluation of travel time savings, vehicle operating cost savings, reduction in emissions and safety benefits
BP	Network review	<ul style="list-style-type: none"> Assessed the implications on transport and logistics of changing the supply and distribution network for Australia.
CEVA	Growth Strategy	<ul style="list-style-type: none"> Developed a strategic framework and new operating model to deliver growth through strategic investment in prioritised markets, strategic acquisitions and improved operating efficiency

Our Functional Service Offerings within Air Transport



Corporate Strategy

- Sector strategy / governance
- Growth strategy
- Market entry
- Marketing and sales
- Operating model design
- Customer strategy
- Long term infrastructure planning
- Strategic PMO
- Long Term vision and strategy
- Megaprojects / Infrastructure

Operations

- Cost reduction
- Supply chain optimisation / co-ordination
- Capacity planning
- Ops management
- Footprint optimisation
- Asset strategy
- Risk management
- IT Operations
- Crew planning
- Landside access management
- Commercial planning
- Terminal management, service and ops

Mergers, Acquisitions and Restructures

- Privatisation and franchising
- Commercial advisory on transaction support
- Bid integration - of technical advisors
- Large scale transformations
- Spin-off / carve out advisory
- Post merger integration

Finance and Economics




- Business case
- Economic appraisal and valuation
- Feasibility study
- PPP and tender support
- Fleet and terminal Procurement support
- Pricing and access

Organisational Change and Leadership

- Change management
- Culture change
- Shared service design
- Outsourcing advisory
- Workforce planning
- Governance
- Stakeholder engagement

Our Recent Airlines Engagements in ANZSEA



Client	Engagement	Overview
CONFIDENTIAL	Two Asia Pacific Carriers Merger Strategy	<ul style="list-style-type: none"> Developed road-map to achieve the benefits of the merger, including appropriate governance arrangements and a multi-billion dollar set of synergies and high-level implementation steps
	Malaysia Airlines Enterprise IT Strategy	<ul style="list-style-type: none"> Defined the overall enterprise IT strategy for the airline as well as to define the transformation program required to realise this strategy
	Garuda Indonesia Strategy War Game	<ul style="list-style-type: none"> Stress tested and validated the airline's strategy and presented out its implications, in order to establish goals and priorities for the company
	Etihad Airways Business Model Definition	<ul style="list-style-type: none"> Defined the global business model for a leading global aviation group
CONFIDENTIAL	Leading Global Airline Change Management	<ul style="list-style-type: none"> Led a change program designed to deliver an improved customer experience
CONFIDENTIAL	Confidential Client Loyalty Program Strategy	<ul style="list-style-type: none"> Strategy and design of a leading international loyalty program for an international network carrier
CONFIDENTIAL	Confidential Client Strategic Feasibility Assessment	<ul style="list-style-type: none"> Market, strategic, commercial and operational feasibility assessment for national flag carrier to launch a low cost carrier

Select Recent Airports Engagements in ANZSEA



CONFIDENTIAL



Client	Engagement	Overview
Malaysian Airports Corporation	Retail Strategy	<ul style="list-style-type: none"> Developed a retail strategy for a new 30 million passenger terminal and provided a road map for implementing the strategy
Malaysian Airports Corporation	Air Freight and Logistics Study	<ul style="list-style-type: none"> Defined a cargo hub strategy and identified key competitive advantages of the airport Develop strategy for freight companies to obtain their agreement to establish at the airport
Malaysian Airport corporation	Long Term Strategy development	<ul style="list-style-type: none"> Established a strategic direction that would maximise the value of the privatised airport corporation, several years after its initial privatisation
Confidential	Cairns, Hobart bid support	<ul style="list-style-type: none"> Strategy and commercial support to bid teams
Hong Kong Airport Authority	Multiple Strategic Engagements	<ul style="list-style-type: none"> Strategic competitiveness review Organizational effectiveness study Flight information display systems
Tourism and Transport Forum	Airport Access	<ul style="list-style-type: none"> Conducted a research project on ground access to airports within Australia including development of a framework for assessing the adequacy of ground access to each Airport

Our Functional Service Offerings within Sea Transport



Corporate Strategy

- Growth strategy
- Market entry
- Operating model design
- Customer strategy
- Long term infrastructure planning
- Strategic PMO

Operations

- Cost reduction
- Supply chain optimisation / co-ordination
- Ops management
- Footprint optimisation
- IT architecture

Mergers, Acquisitions and Restructures

- Privatisation
- Commercial advisory on bid support
- Bid integration - of technical advisors
- Large scale transformations
- Spin-off / carve out advisory
- Post merger integration

Finance and Economics








- Business case
- Economic appraisal and valuation
- Feasibility study
- PPP and tender support
- Fleet and terminal Procurement support
- Pricing and access

Organisational Change and Leadership

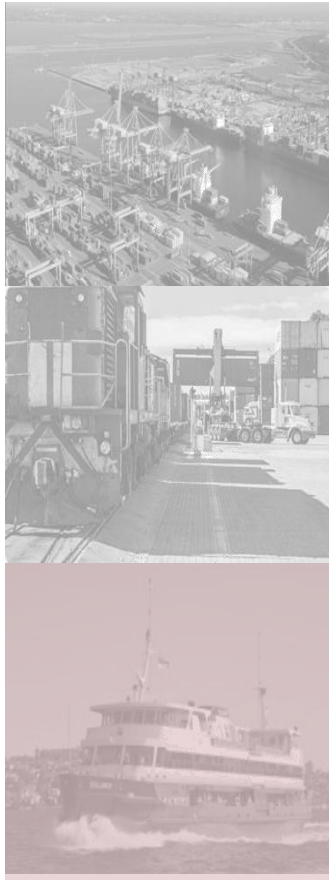
- Change management
- Culture change
- Shared service design
- Outsourcing advisory
- Workforce planning
- Governance
- Stakeholder engagement

Our Recent Ports & Terminals Engagements in ANZSEA



Client	Engagement	Overview
 CONFIDENTIAL	Port Botany and Kembla Bid Support	<ul style="list-style-type: none"> Commercial and strategy advisor, and bid integration support for a consortium bidding on a 99-year lease of Port Botany, Port Kembla and Enfield intermodal terminal
	Port of Brisbane Bid Support	<ul style="list-style-type: none"> Commercial and strategy advisory during a bid for a 26.7% stake in the Port of Brisbane
	Moorebank Commercial Advisor	<ul style="list-style-type: none"> Commercial advisory during the feasibility phase for development of a ~\$1 billion open access intermodal facility in South-West Sydney
	Supply Chain Co-ordination	<ul style="list-style-type: none"> Developed the cross-supply chain performance monitoring framework and KPI's for the Dalrymple Bay Coal Supply Chain
	Hunter Valley Coal Chain Co-ordinator	<ul style="list-style-type: none"> Developed performance monitoring and reporting framework for the largest coal supply chain in the globe
	Ports and Shipping Sector Strategy	<ul style="list-style-type: none"> Co-developed the Australian International and domestic shipping and ports strategy for the peak inter-governmental maritime group in Australia
	Supply Chain Review	<ul style="list-style-type: none"> Undertook a market assessment and developed a range of improvement opportunities for the empty container movements supply-chain in NSW

Our Recent Ferries Engagements in ANZSEA



Client	Engagement	Overview
	TfNSW Vessel Procurement	<ul style="list-style-type: none"> Developed the final Economic and Financial Business Case for the acquisition of a new ferry fleet
	TfNSW Network Review	<ul style="list-style-type: none"> Undertook a network review to develop a ferry network that will serve community needs into the future. The review included developing the ferry service guidelines and a recommended ferry network
	TfNSW Sydney Ferries Franchising	<ul style="list-style-type: none"> Commercial advisors on the Sydney Ferries franchise evaluation team
	TfNSW Sydney's Ferry Future and Ferry Mode Plan	<ul style="list-style-type: none"> Developed a coherent and robust strategic direction for ferries in Sydney and NSW
	Sydney Ferries Market Testing Bid Support	<ul style="list-style-type: none"> Supported Sydney Ferries response to the market testing exercise and provide evidence to the NSW Government that Sydney Ferries was best placed to continue to operate public ferry services for Sydney
	Confidential Client Malaysian Ferry Due Diligence	<ul style="list-style-type: none"> Undertook a detailed review of a South East Asian passenger ferry service. The process included review of all operational and commercial aspects including patronage, network planning and timetabling, fares and ticketing, operations and maintenance

Our Functional Service Offerings within Transport Related Government Entities



Corporate Strategy

- Sector strategy / governance
- Growth strategy
- Market entry
- Marketing and sales
- Operating model design
- Customer strategy
- Long term infrastructure planning
- Strategic PMO

Operations

- Cost reduction
- Supply chain optimisation / co-ordination
- Capacity planning
- Ops management
- Footprint optimisation
- Asset strategy
- Risk management
- IT architecture
- Crew planning

Mergers, Acquisitions and Restructures

- Privatisation and franchising
- Commercial advisory on transaction support
- Bid integration - of technical advisors
- Large scale transformations
- Spin-off / carve out advisory
- Post merger integration

Finance and Economics






- Business case
- Economic appraisal and valuation
- Feasibility study
- PPP and tender support
- Fleet and terminal Procurement support
- Pricing and access

Organisational Change and Leadership

- Change management
- Culture change
- Shared service design
- Outsourcing advisory
- Workforce planning
- Governance
- Stakeholder engagement

Our Recent Government Engagements in ANZSEA



Client	Engagement	Overview
	TfNSW Operating Model Design	<ul style="list-style-type: none"> Designed the new operating model for the new integrated transport authority, including the functional design, governance and organisational strategy of TfNSW
	TfNSW Reform and Operating Model	<ul style="list-style-type: none"> Designed the reform agenda new operating model for the individual transport agencies as part of the TfNSW cluster reform (including STA, RMS and RailCorp)
	TfNSW Revenue Protection	<ul style="list-style-type: none"> Prepared a revenue protection strategy, framework and implementation plan for Transport for NSW for a new, cross-modal revenue protection function
	NTC Supply Chain Strategy	<ul style="list-style-type: none"> Developed the National Intermodal Supply Chain Strategy as part of a national supply chain reform effort
	Australian Government, Department of Transport Joint Study into Aviation Capacity for Sydney	<ul style="list-style-type: none"> Forecast demand for the Sydney basin and assessed the impacts of capacity constraints at KSA including suppression of demand, spreading of peak demand, secondary impacts of increased congestion and options for a second airport in the Sydney basin.

We are recognised locally and globally as thought leaders that bring strategic perspectives to our engagements

Local Thought Leadership

- Our strategic perspectives on transport issues are well recognised throughout ANZSEA

Recent Examples:



Global Thought Leadership

- Strategy& publishes strategic perspectives in premier publications, books, and in our award winning magazine strategy+business

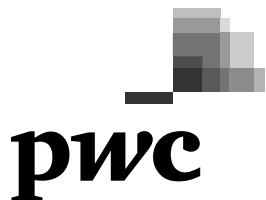


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Formerly Booz & Company

Profiles of our senior team

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Robert Williams

Director
Sydney

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Mr Williams is the partner responsible for Strategy&'s transportation business in the Australia, New Zealand and South East Asian region. He has extensive experience across a broad range of transport consulting projects, including market entry strategies, pricing and rate of return studies, investment and project evaluations, costing and financial appraisals and regulatory, institutional and strategic assignments.

Over the last 28 years he has worked on consulting assignments for numerous government and private sector transport organisations in domestic and international projects

Industry Focus

- Freight and Passenger railways
- Ports, Terminals and Shipping
- Central Transport Agencies

Relevant Experience

- For the NSW Department of Transport, led a major organisational review, including design of the operating model for the new integrated transport authority (Transport for NSW). In addition, Mr Williams led a major transformation and restructure at RailCorp
- For Queensland Transport and Main Roads, led the consulting support for the Rail Futures Program which designed the reform blueprint for passenger rail services in Queensland
- For Queensland Rail, led the team that provided strategic advice and commercial support for the acquisition of the Australian Railroad Group



Dominik Baumeister

Director
Sydney

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Dominik is the partner responsible for Strategy&'s Industrials and Commercial Transport Practice. He has 14 years strategy consulting experience in Europe, Asia, the Middle East and Oceania across a broad range of industries. He has extensive consulting experience in the Logistics space; he has led a large number of engagements for clients such as the world's largest integrated logistics provider, one of the world's largest postal services, and several other clients in the industry, across more than 35 countries

Industry Focus

- Freight and Logistics

Relevant Experience

- In-depth analysis of national and international road freight markets, competitive positioning, network setup, use of new technology, financial situation, strategies of competitors vs. client, and respective adjustments of client strategy; Included multi-modal, European & Global Air, Rail & Ocean freight streams and several niche markets (cold chain, fairs & events logistics etc.), across the top 12 markets in Europe during a number of engagements
- Assessed strategic options and market- and competitive situation in the 3 and 4 PL Logistics and Warehousing space for global logistics player across the Middle East and Asia Pacific
- Led several large scale, detailed regional strategy design projects for leading global express courier player, for Asia Pacific (incl. Australia), Eastern Europe, and the Middle East



Chris Manning

Managing Director ANZSEA

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Chris Manning is the Managing Director of Strategy& for Australia, New Zealand and SEA, based in the Sydney office

Chris is a senior member of Strategy&'s Global Airline team and has been a consultant for 16 years

Chris has consulted to over 30 global and regional Airlines across a wide range of issues

Industry Focus

- Airlines

Relevant Experience

- For two major network carriers considering a merger, evaluated the revenue & cost synergies available to a merged business
- For a large Asian national airline completely overhauled that airline's pricing practices to better match inventory levels and type to demand.
- For the Australian Government, defined the future of Australia's airline industry by analysing the economic and financial performance of every Australian airline (major and regional) and international carriers serving Australia
- For an airline based in Australia led a project team to identify a series of opportunities to make the airline more efficient given the increasing competitiveness of the market



Edward Clayton

Director Kuala Lumpur

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Edward Clayton has over 25 years' professional experience in commercial and economic disciplines, including national economic development agenda, transport infrastructure, aviation, rail, ports, road transport and logistics. He has a strong background in private sector infrastructure development, management and operation.

Edward is the Managing Partner of the Strategy& Kuala Lumpur office and has global consulting experience

Industry Focus

- Airlines and Airports
- Ports, Terminals and Shipping
- Central Transport Agencies

Relevant Experience

- Mr Clayton led a Strategy& team, as well as a railway engineering team and a legal team, in a due diligence and business planning assignment supporting the privatisation of the national railway company of Malaysia, KTMB.
- Mr Clayton led a Strategy& team preparing and implementing a wargame for a South East Asian Airline which enabled the simulation of intensive competitive scenarios coupled with ASEAN economic liberalisation of aviation and the development of new airports serving Jakarta,
- Mr Clayton was responsible for two studies on behalf of CPP which reviewed airport investment options in the UK and Asia-Pacific



Peter is a Principal within Strategy& with over 17 years of professional experience in the transport sector, from the strategic planning and policy level to managing day to day operations.

He leads the Mass Transport Industry team for the ANZSEA region of Strategy& providing strategic management consulting advice to clients underpinned by deep domain expertise within transportation.

Peter's areas of functional expertise include corporate strategy, large scale transformations, operations, service planning, project appraisals including business cases, and procurement.

Peter Hammond

Principal
Sydney

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Industry Focus

- Central Government Agencies
- Buses
- Ferries
- Passenger Rail / Light Rail
- Roads

Relevant Experience

- Government Agency Reviews – including establishing TfNSW and Reforms of State Transit Authority
- Ferry Reform within NSW - including franchising, fleet procurement, and service planning
- Benchmarking & Business Reform Strategies for Bus Operators
- Sydney CBD & South East Light Rail Project – Final Business Case and product development
- Sydney Metro Rail Strategic Transport Advisor



Chris leads Strategy&'s Freight and Logistics team in ANZSEA. He has over 10 years experience providing management consulting to transport clients across Australia, Asia, Europe, Middle East and the Americas.

Chris has deep domain expertise across covering passenger and freight rail, ports and maritime and airports.

Chris' functional area of expertise are corporate strategy, commercial due-diligences and large scale transformations (including privatisations).

Chris Gould

Principal
Sydney

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Industry Focus

- Freight and Passenger railways
- Ports, Terminals and Shipping
- Central Transport Agencies

Relevant Experience

- Commercial advisor for buy-side on multiple port transactions in Australia (including Botany, Kembla and Brisbane)
- Design and establishment of TfNSW and agency operating models – including RailCorp
- Rail Reform in NSW – including Reform Blueprint design, value capture initiatives, operating model design, five year strategy and business plan and Strategic PMO
- Railway reform / privatisation in Queensland, Malaysia, Chile, Ukraine, Russia



Andreas has worked for 10 years for key commercial players in the airline and travel industry, before starting his consulting career. In the last 6 years with Strategy& he supported key clients in the aviation industry around the globe and helped shape the current phase of the Transport environment in NSW. Andreas leads Strategy &'s aviation practice in Australia, New Zealand and South East Asia.

Andreas Hilz

Principal Sydney

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Industry Focus

- Airlines
- Airports

Relevant Experience

- Developed the business model of a leading international aviation group in the UAE, which included a global network carrier and a planned transaction relating to an international airport within 80km of two of the largest aviation hubs in the world
- Developed an innovative staff engagement and behavioural change approach to enhance customer experience and integration of key stakeholders in the seamless provision of customer services for a large Australian airline
- Led the engagement to define a commercial strategy, demand model and business case for a Middle East full service carrier planning to set up a low cost carrier as second entity, operating from primary and secondary airports.



Susie is a Principal within Strategy& with 11 years strategy consulting experience in Australia, Asia, Europe, North America, the Middle East and Africa across a broad range of industries.

Susie's primary focus is on growth strategy, M&A and commercial due diligence and she has extensive consulting experience in the Engineered Products and Services sector including construction, building materials, manufacturing, transportation & logistics and mining.

Susie Almasi

Principal Sydney

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Industry Focus

- Freight and Logistics

Relevant Experience

- Several large scale, detailed regional strategy design projects for leading global express courier player, for Asia Pacific, Europe, and the Middle East
- In-depth analysis of national and international road freight markets, competitive positioning, network setup, use of new technology, financial situation, strategies of competitors vs. client, and respective adjustments of client strategy; Included multi-modal, European & Global Air, Rail & Ocean freight streams and several niche markets (cold chain, fairs & events logistics etc), across the top 12 markets in Europe across a number of engagements
- Reviewed and re-designed strategy of leading integrated logistics provider across the 6+2 GCC markets in the Middle East



Kuenyi is an Executive Advisor within Strategy& with more than more than 25 years experience in transport infrastructure

Kuenyi has experience in business leadership, project feasibility assessment, strategy and M&A. He has recent experience in Civil Aviation (airlines, airports, agencies), Surface Transport (highway, rail, sea), PPP and economic planning

Industry Focus

- Airlines and Airports
- Passenger and Freight Railways

Relevant Experience

- Design Manager for the Kuala Lumpur International Airport development, responsible or jointly responsible for various components of the airport amounting to a total contract value of USD2b over 4 years
- Crafted physical expansion strategies for a key South East Asia airport from 25MPPA to 45MPPA, with focus to also uplift non-aero revenue
- Strategic business planning for a public listed airport operator to double revenue to USD600m
- Crafted a PPP proposal for the Crossing of the Straits of Malacca as well as other highway initiatives in Malaysia
- Long term business planning and acquisition case for major SE Asian container and bulk port

Kuenyi Ho

Executive Advisor Kuala Lumpur

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Rony is Senior Associate within Strategy& with 7 years consulting experience across Australia and the Middle East.

Rony has consulted to a variety of passenger and non-passenger transport organisations and Government departments spanning customer service, pricing / fares, operating model re-design, M&A, supply chain improvement, regulatory reform, strategic environmental assessment, commercial analysis and market entry

Industry Focus

- Passenger and Freight Railways
- Central Government Agencies

Relevant Experience

- Customer service improvement roadmap and CVP definition, and Customer Service operating model for major passenger rail provider
- Definition of productivity and efficiency improvement opportunities for a major Australian railway reform program
- Due Diligence / M&A advisory for global private equity firm seeking to acquire listed commodities transport provider (rail and sea)
- Development of five year strategic plan for a major listed supply chain solutions provider
- Competitor analysis and competitor cost modelling for an Australian national rail provider

Rony Azzi

Senior Associate Sydney

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Bryce Howie has fourteen years of experience in strategic planning, business case development, operational effectiveness assessment, demand modelling, cost modelling, and economic appraisal and feasibility assessments for public and private sector clients in Australia, Asia, Middle East and Europe.

Mr Howie has a strong understanding of the commercial and operational aspects of businesses and public sector agencies.

Bryce Howie

**Senior Associate
Sydney**

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Industry Focus

- Airlines and Airports
- Passenger and Freight Railways

Relevant Experience

- Led a diagnostic which identified efficiency opportunities for a metropolitan rail operator. The diagnostic identified efficiency opportunities and designed initiatives to capture the benefits, and planned for implementation within the constraints of a franchise agreement
- Developed a route profitability model to test new markets and support the development of a portfolio strategy for a ME airline
- Assessed the implications on transport and logistics of changing the supply and distribution network for a major fuel supplier in Australia. The assessment formed part of a broader commercial assessment of their supply and distribution network and involved a review of transport provider options



David is a Senior Associate within the Transport practice based in Sydney. He has over 15 years transport consulting and management experience working in Australia, the United Kingdom and the Middle East.

David specialises in the development, operation and disposal of major transport infrastructure including roads, rail and airports. His capabilities include strategic planning, due diligence, financial evaluation, business case development and operational improvement.

Industry Focus

- Transport Infrastructure
- Government Agencies

Relevant Experience

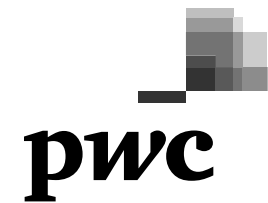
- Led a rail maintenance market entry strategy for an Australian based service provider study to identify opportunities to enter the USA rail market.
- As part of bid support, led the preparation of a business case for Sale of Mackay and Cairns Airports for a consortium of investment banks
- Led the market testing for Sydney Ferries Including the financial modelling and evaluation team preparing 7 year operating forecasts and capital expenditure plans to support a tender to operate ferry services on Sydney Harbour

David Blom

**Senior Associate
Sydney**

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