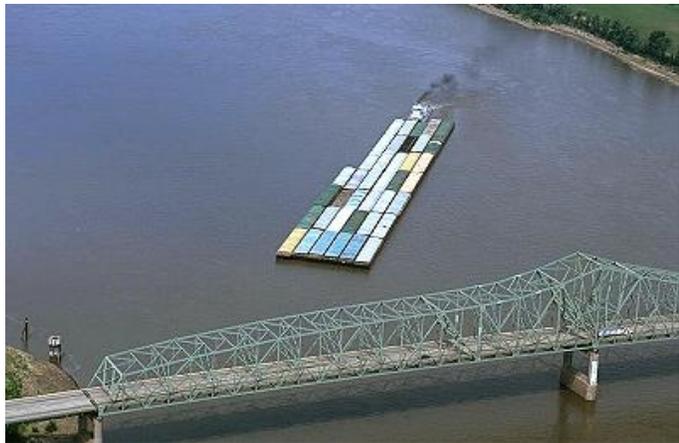


Evaluation and Outlook of the Market Opportunities for the Barge and Towboat Markets of the Mississippi River Navigation System

A Fact Book for the Financial and Investor Community

November 2014

The inland navigation system is amidst a number of developments as barge fleets have become pressured on increased demand, a diversifying commodity mix, towboat advances, changes with crew requirements and expected improved conditions going forward. Informa Economics has prepared a **Fact Book** report that includes a five-year *Evaluation and Outlook of the Market Opportunities for the Barge and Towboat Markets of the Mississippi River System*.



With the dynamics that have emerged in recent years, and changes to ownership/operators through merger and acquisitions, this **Fact Book** is an indispensable resource to gain insight and understanding of and into the inland navigation industry through 2018.

The **Fact Book** is available to be e-mailed to you. As part of the **Fact Book** service, clients receive an electronic report and Informa will have two staff members available for a two-hour webinar to discuss the findings, with an additional opportunity for in-house client seminars.

The **Fact Book** includes detailed five-year outlooks for the dry covered and open barges, and chemical, clean and dirty liquid tank fleets, along with the commodities that move in those barges, with discussion on the key drivers influencing the commodities markets. A review and assessment of the towboat sector also is presented. Discussion on river and navigation regulations, ownership and operating conditions are highlighted.

The key sections of the **Fact Book** are shown in the *Table of Contents* that follows.

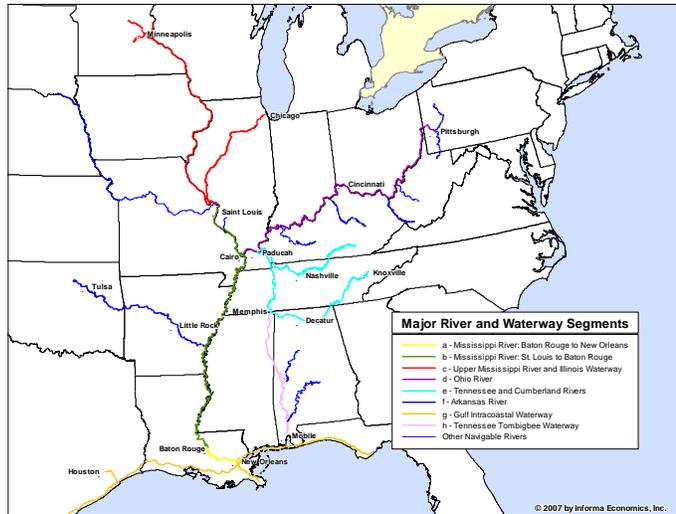
Fact Book Table of Contents

- Executive Summary
- Background Assumptions on Report Findings
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Fact Book Report Deliverable and Service

Comprehensive Fact Book Report

Clients will receive the fully documented **Fact Book** report, *Evaluation and Outlook of the Market Opportunities for the Barge and Towboat Markets of the Mississippi River Navigation System*. The **Fact Book** includes all relevant background statistics, analyses and evaluations, empirical projections and supporting detail developed in preparing the report. The **Fact Book** will be delivered as an Acrobat file in PowerPoint format.



Fact Book Webinar

Informa staff will present the results of the **Fact Book** during a webinar with ample time for participation in discussing the implications of the findings.

Optional Report Presentation at Clients' Offices

Informa staff will be available to travel to client offices to present the **Fact Book** report and conduct in-house seminars, as requested. These seminars are tailored to each client's individual needs and interests, and provide a unique opportunity to stimulate discussion and bring an outside viewpoint to within an organization. Informa staff will present these findings at the clients' offices (with the only additional expenses being a nominal fee and travel expenses).

Key Features Presented in *Fact Book*

Barge Fleets

- Dry Covered
- Dry Open
- Tank (chemical, clean and dirty)
- By Operator
- Age Profile
- Retirement and Newbuild Outlook

Towboats

By Horsepower Grouping
By Owner
Age Profile

Commodities

- Grains and Oilseeds
- Fertilizers
- Steel
- Coal
- Fracturing Sand
- Crude Petroleum
- Chemicals
- Other Liquids

Oversight and Regulations

Fact Book Report Fees

The fee for the *Fact Book* report and service is \$27,500 and will be invoiced upon receipt of an enrollment form. Individual presentations of the study findings at clients' offices are available upon request, for an additional flat fee of \$2,000 plus travel expenses.

Informa Economics Group

Informa Economics Group (IEG) is the world leader in broad-based agribusiness, energy and transportation consulting and commodity market analysis. Founded in 1977, the company now serves hundreds of firms and institutions worldwide. In December 2003, the company was acquired by Informa plc, a global business information group. The IEG Group now encompasses Informa Economics, Agra CEAS Consulting, Informa Economics FNP Brazil and Washington Policy & Analysis, creating an international network of services and clients with offices in the U.S., Canada, the United Kingdom, Belgium and Brazil, and employing roughly 225 people.

IEG offers several broad categories of services:

- Management consulting to energy, renewable fuels, agribusinesses, companies, transportation service providers and users, related trade associations and government agencies;
- Agricultural and energy commodity market analysis;
- Risk management strategies;
- Education, training and events; and
- Newsletters and other publications.

The company's professional depth and experience allow it to provide a wide range of services related to the economic and management concerns of clients, as well as to focus on broader issues concerning markets, facilities, resources and many others. In addition, IEG is a world leader in the collection, analysis, and dissemination of agriculture and food information.

The IEG team also has extensive experience in policy analysis, especially since many employees formerly held senior policy, analysis or advisory positions in government; worked for major trade associations; held positions in land grant universities; or held senior management positions in leading agribusiness companies; most hold advanced degrees in agricultural economics or related fields. (For more information on IEG and Informa Economics, its staff and the services it provides, see www.informaecon.com.)

Our Mission: "To be a vital force in the success of agriculture, food, energy and transportation interests around the world."

Informa's Transportation and Logistics Services



The transportation and logistics services group at Informa provides exceptional analytical, modeling, forecasting, network systems analysis, infrastructure assessment, and supply-chain expertise for a broad array of freight clients, local/state/federal governments and industry organizations. Below is a brief description of the variety of services available.

❖ Grain Transportation Retainer Service

- **Weekly Updates** delivered electronically detailing up-to-date analysis and data on freight activity, grain exports by port and a wide range of transportation statistics to monitor weekly changes.
- **Monthly Outlooks** delivered electronically with rotating emphasis on rail, barge, exports, grain flows, and general outlook discussions
- Telephone and e-mail access to analysts
- Quarterly meetings with client
- Client rates to Informa Economics events and schools

❖ Transportation, Logistics and Infrastructure Research and Consulting

Project-based consulting, including evaluation of fleets, commodity flow modeling, feasibility studies, assessing transportation providers, modal selection, port selection analysis, port master plans and economic impact assessments, dredging feasibility studies, grain elevator location analysis, expert witness report and testimony, and other project consulting work related to transportation and logistics; providing transportation and logistics audits, and coordinating and advising lane analysis; and performing interim port director functions. Strategic transportation consulting, transportation management outsourcing services and transportation services for all modes of transportation, audits of transportation and logistics services, and advising and coordinating RFQs for lanes of business.

❖ Spatial Modeling, Network Analysis, Mapping and GIS Services

Standard to customized services provided for all network-related analysis, including route/shipment optimization of freight flows (highway, rail, water), infrastructure assessment, facility/plant location analysis, market and buffer zone analysis

(supply/demand), geographic transportation cost contours and custom tailored maps depicting a myriad of geographic/spatial information including all transportation and infrastructure, business facilities, ports, production and consumption regions, etc.

❖ **Transportation, Logistics and Fuel Report and Database**

Monthly outlook report and database available electronically that focuses on truck, intermodal and general economic outlook with discussion on drivers, truck and rail capacity, truck and railcar loadings, etc.

❖ **Transportation and Logistics Roundtable Series**

Three meetings annually that take place where transportation happens, bringing together experts and industry leaders to engage one another in transportation, logistics and infrastructure issues and challenges. Meeting locations and agenda based on participant input and interest. Each roundtable includes Informa's transportation and logistics update.

❖ **Annual *Barge Fleet Profile* and *Barge Commodity Profile* reports, available each March** (www.bargefleet.com)

❖ **Annual Grain and Soybean, Energy and Industrials Transportation Conference**

❖ **Annual Waterways Symposium** jointly sponsored with Waterways Council, Inc. and the Waterways Journal, held in various locations.

Biographies of Project Team Members

Thomas P. Scott, Chief Executive Officer. Mr. Scott has been with Informa since 1989. Mr. Scott's specialized work has included business strategy, agribusiness economic development, feasibility and site selection work, as well as various market analyses. In addition to his work in North America, Mr. Scott has extensive experience in the agribusiness sectors of Central Europe, Southeast Asia and South America. He has been involved in many training programs developed and delivered by Informa Economics. Prior to joining the company, he had various assignments in management, trading, logistics and merchandising with Continental Grain Company. He received his bachelor's degree in agricultural economics and business from Cornell University and a master's degree in business administration from the Amos Tuck School of Business Administration at Dartmouth College where he was an Amos Tuck Scholar.

Ken A. Eriksen, Senior Vice President. Mr. Eriksen has been the leader of Informa Economics' Transportation, Industrials and Energy Services Group since 2011. In this capacity, he directs the group's efforts in client service, research, risk management, consulting and events. Since joining Informa in 2001, Mr. Eriksen has led Informa's transportation services and co-led Informa's project consulting practice. Mr. Eriksen regularly speaks on commodity, transportation and infrastructure issues and developments, and is an expert witness in the area of transportation, logistics and supply-chain matters. Prior to joining the company, Mr. Eriksen worked for USDA's National Agricultural Statistics Service as an agricultural statistician. In that capacity, he conducted national surveys and set national estimates in agriculture. Also while at USDA, he worked for the Agricultural Marketing Service on its transportation and marketing program, conducting research and analysis on domestic and international transportation issues.

He also worked as an international longshoreman for the Pacific Maritime Association in Tacoma, Washington. He received his bachelor's and master's degrees in agribusiness and agricultural economics from Washington State University. While working on his master's degree there, Mr. Eriksen was a transportation economist for the Department of Agricultural Economics, performing economic transportation data analysis and modeling.

J. Alan Barrett, Senior Consultant. Working within Informa's Transportation, Industrials and Energy Services Group, Mr. Barrett's primary responsibilities are transportation-, industrial- and energy-related projects. He has considerable experience in conducting industry analysis efforts, including studies in the areas of energy, fertilizers and micronutrients. Prior to moving into the Transportation, Industrials and Energy Services Group, Mr. Barrett's focus was on futures and cash market commodity projects, including feasibility studies of soybean crushing plants, grain elevators, flour mills and other processing facilities. Mr. Barrett also has directed the company's review of crop insurance policies administered by USDA's Risk Management Agency. Commodity analysis work has included studies of various fruit and vegetable markets and technologies that impact these markets. Mr. Barrett came to the company from Refco, Inc., one of the world's largest futures commission merchants headquartered in Chicago with a branch office in Memphis, Tennessee, where he advised clients on futures markets. Prior to his work at Refco-Memphis, Mr. Barrett was sole owner and president of Prophet, Inc., a registered commodity trade advisor. He also was a principal in two corporations that assisted in cotton merchandising. In addition, Mr. Barrett worked for the Tennessee Extension Service where he developed new enterprise budgets for different cropping practices. Mr. Barrett received both his bachelor's and master's degrees in agricultural economics from the University of Tennessee.

Eric L. Jessup, Vice President. Dr. Jessup works with Informa's Transportation, Industrials and Energy team coordinating transportation and infrastructure consulting, research and analysis for the barge, rail, truck and ocean modes, and highway, bridge network and navigation developments across multiple commodities. In this capacity, Dr. Jessup works with major US providers of transportation services and shippers, especially in the areas of volume prediction and rate strategy issues. Dr. Jessup came to Informa with extensive academic history and private/public sector involvement in transportation, freight systems modeling, energy and agricultural market analysis and public policy evaluation. Prior to joining Informa, Dr. Jessup was an honorary professor with the faculty of forest and environmental sciences at the Albert Ludwigs-Universität in Freiburg, Germany, where he taught transportation economics, logistics and supply-chain analysis in the renewable energy management program with his research activities that led to three research projects, including two with German research agencies focused on the development of computable general equilibrium models of the agricultural and forestry sectors and one European Union research project focused on innovative and improved logistics for lignocellulosic biomass harvest, storage and transport. Prior to his stint in Germany, Dr. Jessup was an assistant and then associate professor with the School of Economic Sciences at Washington State University where he led a wide variety of local, state and national research grants and collaborative research projects dealing with markets, biomass availability for alternative fuels, modeling container port security/inspection systems, and rail line investment analysis, among others. He also was co-principal investigator and co-author of USDA's Study of Rural Transportation Issues and co-authored the Guidebook for Developing Subnational Commodity Flow Data. Previous to this work, Dr. Jessup was in the financial services sector for American Express, Inc., where he developed risk models of customer behavior for new lending products in the Asian and Latin American markets. He received his bachelor's and master's degrees in agricultural economics from the University of Kentucky and his doctorate from Washington State University.

EROLLMENT FORM

- Yes, I want to receive this special **Fact Book, *Evaluation and Outlook of the Market Opportunities for the Barge and Towboat Markets of the Mississippi River Navigation System.*** The cost of the study is \$27,500.

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Please feel free to contact us with questions:

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