



Corporate Profile

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1 Introduction

MPD was formed in February 2000 in order to provide advisory services to the airport and air transport industries.

The founders of the Company were senior executives from the air transport industry, principally John Mills, former BAA Management Board Director and Group Director of Human Resources, and John Phillips, former Head of Corporate Strategy at BAA plc.

Since then, the Company has established an excellent reputation for providing detailed, targeted and cost effective advice and has developed an impressive track record in many countries.

Following increased demand for its services, the Company has been expanded with the appointment of Clive Davies as Managing Director and John Baillie as Director Operations. Both were formerly Executive Directors at Omniport Holdings Limited, the regional airport operator which owns Norwich International Airport and Maastricht Aachen Airport in the Netherlands (and previously owned Glasgow Prestwick Airport in Scotland).

These new appointments have enabled the Company to expand its range of services.

The combination of a specialist team of aviation consultants with successful regional airport ownership and management skills now enables the Company to offer an even more extensive portfolio of services ranging from airport advisory work, through the many

diverse disciplines of airport management and operation to airport investment.

In addition to the principal directors, the Company has dedicated professional associates, covering all of the many disciplines involved in the industry, all of whom have real hands on experience gained at senior levels within major airport organisations.

Through its international industry experience, MPD is able to understand the air transport markets that exist in different parts of the world, and tailor specific practical solutions for each.

MPD works with a variety of clients including investment banks, airport investors, governments, the European Commission, NATO, airport authorities and airlines as well as private sector airport companies.

2 Strategy

The Company has established an excellent reputation for providing independent, innovative, high quality specialist airport consultancy advice to clients in many countries worldwide.

Its strategy is to focus on three core areas and these are as follows:-

- Airport Management and Operation
- Airport Advisory
- Airport Investment & Acquisition

2.1 Airport Management and Operation

MPD offers extensive experience in all aspects of airport management and operation; its directors have board level experience at both regional and national airport organisations of all sizes.

Airport management and operation can range from specific advice on an individual element of an airport's operation through comprehensive management contracts to the provision of a dedicated full time or interim management resource.

The principal activities offered include:-

- A full asset management contracting role.
- The provision of dedicated management resource on an interim or full time basis.

- Specific advice on one or more of the 'elements' of airport operation and management.

2.1.1 Management Contracts

MPD offers a full asset management contract resource, either for an existing airport or for a 'start-up' project.

Under a full management contract, MPD can assume responsibility for the management and operation of either a whole airport or for specific areas such as terminal management or airfield operation.

For simplicity of approach, the airport 'business' can be categorised into five core subsidiary business areas, these being:-

- Passengers
- Freight
- Maintenance, Repair and Overhaul (MRO)
- General Aviation (including executive aviation and FBO)
- Property

Within each of these business areas, there are many individual areas of management and operation. These can be tailored to client requirements.

2.1.2 Interim Management

In addition to undertaking full management contracts, MPD also has the capability to offer short, medium or long term placement of specialist airport managers in a wide range of disciplines.

2.1.3 Elements of Airport Management & Operation

In addition to providing full service management contracts and the placement of an individual management resource, MPD can offer advice on the many individual elements of airport management and operation, including:-

- Airfield operations & compliance
- Airline liaison and negotiation
- Tour Operator liaison and negotiation
- Airfreight management and handling
- General Aviation
- Terminal management and planning
- Passenger handling
- Retail and Catering management and liaison
- Car parking administration
- Property management
- Aircraft Maintenance, Repair and Overhaul (MRO)
- Asset repair and maintenance
- Airport security
- Safety Management Systems (SMS)
- Human resource planning
- Ramp Handling and roster management
- Local air traffic control management
- Government liaison (National and Local)
- Publicity and Public Relations

2.2 Airport Advisory

MPD can address a wide range of airport client requirements but the Group's core specialist areas are:-

- Transaction Support Services
Transaction Support covers a range of different disciplines but essentially comprises the provision of advice and support in relation to airport acquisition and disposal.
- Institutional Issues, Strategy, Policy & Regulation
Includes high-level reviews of institutional arrangements, and advice on airport strategy, airports policy, economic regulation and competition policy.
- Airport Business Planning & Enhancement
Includes the development of business plans for new and existing businesses as well as business planning for acquisition or disposal.

Also includes our AIRPORT HEALTH CHECK[®] service which evaluates airport businesses under a range of criteria and recommends solutions for greater business efficiency.
- Air Traffic Forecasting
Includes market demand study, reviews of airline plans and specific route forecasts as well as short, medium and long term air traffic forecasts for airport capacity planning, airport strategy and for due diligence.

- **Airport Development Fee**
Analysis, implementation and monitoring of an Airport Development Fee (ADF), which is collected directly by the airport in order to fund future capital expenditure requirements.
- **Airfreight Development**
Includes strategic evaluation of airfreight opportunities, airfreight forecasting, industry liaison (airlines, forwarders, shippers), airfreight handling advice and advice on facilities design.

2.3 Airport Investment & Acquisition

MPD works closely with a number of funding institutions, including banks, private equity houses, venture capital companies, investment trusts and high net worth individuals.

MPD provides advice to these companies on airport transactions and on airport strategy when funding institutions do not possess detailed knowledge of the airport industry. MPD provides a complementary resource for institutions interested in acquiring or developing airport assets.

MPD can also invest alongside institutions in acquiring airport assets where there is a clear role for its management, operational and advisory skills.

MPD has the ability to offer a full scope of services through airport identification and evaluation, business planning, forecasting and valuation, due diligence, airport acquisition and airport management and operation.

2.4 The Modular Terminal

MPD has worked for many years with The Manser Practice (TMP) in the design and development of high quality, stylish and cost effective airport terminal buildings.

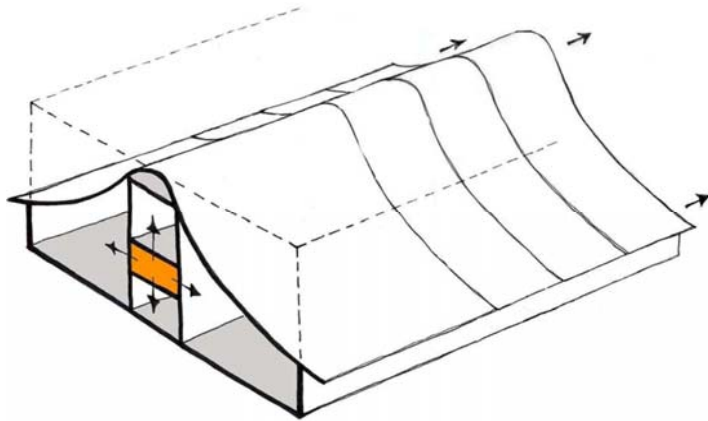
Working together with TMP, MPD can offer:-

- Full analysis of traffic demand and airport planning (capacity) requirements.
- The development of cost effective airport terminal buildings.
- Optimum solutions for the operation and management of the new terminal.

TMP specialises in transport related infrastructure and has recently completed a major extension to the existing terminal building at Norwich International Airport as well as creating a number of passenger terminal buildings for ferry companies including the Southampton cruise terminal.

All of these designs incorporate simple, stylish design with an emphasis on functionality.

The Modular terminal building was designed originally for client BAA plc for use at Southampton International Airport in the UK.



The main advantages of the **MODULAR TERMINAL** are:-

- It can be built at approximately half the price of traditional airport terminal buildings.
- It can be expanded as and when required (modular design) with no disruption to existing operations.
- It is relatively quick to construct.
- It is a high quality, stylish and modern design.
- It can either be air-conditioned or self-ventilating.
- It is already proven, having operated successfully at Southampton International Airport since 1996.

The pictures below show the Modular Terminal in operation at Southampton, UK.



3 Track Record

Since formation in February 2000, MPD has undertaken work for many clients in a number of countries worldwide.

A brief summary of some of these projects includes:-

Athens

MPD reviewed the Business Plan for the new airport (a major BOT project) produced by external consultants and carried out a management audit. MPD acted on behalf of the commercial lenders, led by Bayerische HypoVereinsbank, and the EIB.

BAA plc

MPD advised a potential purchaser of a shareholding on regulatory and certain operational matters.

Birmingham

MPD advised one of the bidders for a shareholding on the Business plan modelling and on regulatory aspects and aeronautical fees.

Bristol

MPD advised the principal lender, Abbey National, supporting the successful £240mn bid by the Macquarie Bank and CINTRA. MPD critically reviewed the equity partners' Business Plan and was periodically retained to examine the airport's business plan, most recently by the Royal Bank of Scotland.

China

MPD advised Hainan Airlines on a new approach to business development.

MPD also advised Haikou Airport on management development and training for senior executives.

Dubai

MPD advised on improved organisational and management arrangements for the Department of Civil Aviation including a new structure for the airport which has now been implemented.

MPD also assisted in the setting up a Business Planning system together with the preparation of the first Business Plan.

MPD subsequently advised on long term planning and business issues concerning the new Jebel Ali International Airport, Dubai.

Europe

MPD has provided advice to the five largest airports in Europe on airport charges.

Germany

Current study of aircraft noise at NATO Geilenkirchen Air Base: in conjunction with Landrum and Brown advising NATO on all feasible noise improvement options together with an analysis of their economic and environmental benefit.

Glasgow Prestwick

MPD was the specialist airport advisor and technical due diligence/air traffic forecasting advisor to the Omniport/Infratil

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consortium in the successful acquisition of Glasgow Prestwick International Airport.

Guernsey

MPD carried out a Business Plan review in conjunction with a major investment.

India

MPD supported one of the bidding consortia for the privatisation of Mumbai and Delhi airports on airport business planning matters.

MPD advised the shareholders of the new green-field Private Public Partnership (PPP) airport for Bangalore on an operations and management services agreement with Unique Zurich airport. MPD had previously advised the Governments of India and Karnataka on the selection of the consortium to be appointed.

Ireland

MPD provided advice to Aer Rianta, on economic regulatory issues, including the implementation of an EU Directive on ground handling.

Jersey

MPD undertook a strategic review for the authorities, including organisation and business planning.

Malta

MPD was appointed the specialist airport advisor to the Government of Malta for the sale of Malta International Airport. MPD was responsible for all technical content of the sales

documentation, all business strategy aspects and the technical content of the bids.

Morocco

For the European Commission, MPD provided the team leader for a study of the state of civil aviation, and the identification of institutional and structural reforms to be undertaken in the context of EU budgetary support.

Netherlands

MPD provided advice to the Dutch Government on a system of economic regulation for Schiphol Airport.

Turks & Caicos Islands

MPD reviewed the economics of aviation infrastructure provision for the Government of Turks and Caicos.

UK

MPD advised a major regional airport on regulatory and other strategic business risks.

Zambia

MPD was appointed specialist airport advisor and member of the consortium mandated to private sector participation at the airports of the Zambian National Airports Corporation.

4 Directors

The current Directors of the Company are:-

| | | |
|---------------|---|-------------------------------------|
| Clive Davies | : | Managing Director |
| John Baillie | : | Director Operations |
| John Mills | : | Chairman |
| John Phillips | : | Deputy Chairman & Company Secretary |

Clive Davies: Managing Director



Clive Davies is a founding Director of MPD Group. He was formerly an Executive Director of Omniport Holdings Limited, the regional airport Company which owns Norwich International Airport, Maastricht Aachen Airport in the Netherlands and previously owned Glasgow Prestwick International Airport in Scotland.

Prior to that he was Director of Airport Development for National Express Group where he led the successful bid team for Stewart International Airport in New York, the first airport to be privatised in the United States.

He previously spent 9 years with BAA plc working in Sir John Egan's Corporate Strategy team in London and subsequently as Director of Business Development for BAA Asia Pacific in Hong Kong.

Following graduation, Clive also spent 7 years at Manchester International Airport where he was responsible for the formulation of the Airport's Development Strategy, including the planning work on the Airport's second terminal building.

John Baillie: Director Operations



John Baillie joined MPD Group in February 2009. He was formerly an Executive Director of Omniport Holdings Limited, the regional airport Company which owns Norwich International Airport, Maastricht Aachen Airport in the Netherlands and previously owned Glasgow Prestwick International Airport in Scotland.

Prior to that, John was responsible for European Airport Business Development at Stagecoach Holdings and was instrumental in Omniport's purchase of Glasgow Prestwick International Airport in January 2001.

John was previously Head of Marketing at Glasgow Prestwick International Airport, where he played a major role in the airport's much publicised recovery and regeneration in the European aviation market place.

John Mills: Chairman



In 1997 John established a consulting practice specialising in aviation management which was then merged with Airport Economics in 2000 to become MPD. John has been responsible for advising clients at the highest levels on airports in Europe, Africa, Asia and America.

Prior to being a consultant, John was a key executive at BAA with responsibility for organisation and personnel worldwide. His achievements included guiding the company in to the private sector, with major increases in productivity and international acquisitions all obtained without staff disruption.

Previously John held senior line management posts at Heathrow Airport and for planning the development of Gatwick Airport before which he was the ICAO Air Transport Adviser for Europe and North Africa.

Earlier in his career John was in the RAF and UK Ministry of Civil Aviation.

John Phillips: Deputy Chairman



John Phillips is a specialist in airport privatisation, business strategy, economic regulation and institutional reform. He has over 30 years experience in the industry.

As Chief Economist, he was responsible for charging policy for the major airport operator BAA and helped to see through its privatisation.

As an independent consultant he has helped with the privatisation of Malta airport, and has carried out a number of business strategy reviews for airports and commercial banks.

He has provided Business Planning support for bidders seeking to purchase or acquiring shareholdings in airport sales. In this he has specialised in traffic analysis, aeronautical revenues and economic regulation.

He has carried out a review of institutional arrangements for the States of Jersey and led a team conducting a review of the institutional structure of air transport in Morocco as part of a Structural Adjustment Programme for the European Commission.

5 Contact & Further Information

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