



## THE SUMMIT

**Tuesday, October 21, 2008**

9:00 – 9:05

### **INTRODUCTION BY THE SUMMIT CHAIR**

**Kathryn Kusske Floyd, *Partner*, MAYER BROWN LLP**

9:05 – 9:10

### **WELCOME TO HOUSTON**

**H. Thomas Kornegay, *Executive Director*, PORT OF HOUSTON**

9:10 – 9:30

### **KEYNOTE ADDRESS:**

**Rear Admiral Christopher J. McMahon, USMS, *Deputy Superintendent*, UNITED STATE MERCHANT MARINE ACADEMY**

9:30 – 10:30

### **PORT AUTHORITIES' PERSPECTIVES PART I**

To meet the increasing demands of future trade, port authorities must invest heavily in new infrastructure. However, the traditional means of financing this essential growth have grown increasingly insufficient. Therefore, port authorities are beginning to explore how they can best create partnerships with the financial community to develop imaginative financial approaches to future investment. This first of two panels of port authorities – representing different regions, operating models, and sizes – will discuss their perspectives on new financing models and their parameters in working with the financial community

- What role would port authorities like to see the private financial sector play in the financing of new investments? Where do they see opportunities for private solutions?
- How will the different port operating models – landlord, operating and hybrid – affect their financial strategies and decision-making?
- What kind of ownership structures, financing arrangements, and other terms do port authorities believe might create a mutually beneficial situation for themselves and the financial community?
- What are the necessary requirements for an investor or lender to be deemed acceptable to port authorities? How do they evaluate this?
- How do the interests of shipping lines, railways and trucking impact these new financings?

Moderator: **Corey Boock**, *Partner*,  
NOSSAMAN LLP

Panelists:

**Rick Ferrin**, *Executive Director*, JACKSONVILLE PORT AUTHORITY

**H. Thomas Kornegay**, *Executive Director*, PORT OF HOUSTON

**Gary LaGrange**, *President & CEO*, PORT OF NEW ORLEANS

**Laurie B. Mahon**, *Independent Advisor*, NORTH CAROLINA  
STATE PORTS AUTHORITY

**Karl Pan**, *CFO*, PORT OF LOS ANGELES (invited)

10:30 – 11:00

*Networking Break*

11:00 – 11:45

### **TERMINAL OPERATORS' PERSPECTIVES**

As an integral extension of the ports, terminal owners and operators play a critical role in the development of the entire community. Key representatives from marine terminals and their counterparts in the warehouse and distribution sector will offer their views on the need for future growth and how those needs might best be addressed by potential investors.

- What is the financial juncture between the ports and the terminals and how can they mutually achieve the system capacity required to accommodate necessary growth?
- What role would the terminal community like to see the private sector play in future financing?
- Do they see opportunities for private solutions and, if so, where?

Moderator: **Joseph Seliga**, *Partner*, MAYER BROWN, LLP

Panelists:

**Anthony Chiarello**, *Senior Vice President, Customer Development*,  
AMB PROPERTY CORPORATION

**Joseph Nielsen**, *Vice President, Strategic Development*,  
APM TERMINALS NORTH AMERICAN

**Tom Simmers**, *President*, CERES TERMINALS, INC.

**Peter Stone**, *Chief Commercial Officer*, PORTS AMERICA

11:45 – 12:30

### **SHIPPING LINES' PERSPECTIVES**

As an integral member of the ports community, the shipping lines will play one of several determining roles in future development. In this session they will provide their views on enhanced efficiency and how a partnership with the private sector might optimize the process.

- Do the shipping lines see opportunities for private sector solutions? If so, where and under what terms?
- Can shippers encourage private investment while concurrently avoiding additional fees and cargo taxes?

- Is the intention of the shipping lines to maintain a reserved perspective or take on a more active role in the expansion of the port community?

Moderator: **Shirley Ybarra**, *Senior Transportation Analyst*,  
REASON FOUNDATION

Panelists:

**Joel Haka**, *Senior Vice President/COO*, CMA-CGM (AMERICA), INC.

**Peter Keller**, *President*, NYK LINE

**William F. Rooney**, *Managing Director*  
HANJIN SHIPPING COMPANY, LTD.

12:30 – 2:00

*Group Luncheon*

2:00 – 2:45

### **FEDERAL PERSPECTIVES**

As the search for new structures to finance port and intermodal expansion accelerates, the Federal Government has addressed the demands of the market by providing encouragement that has taken the form of policy support, a measured “carrot-and-stick” approach, or direct funding. As we draw closer to the election, this expert team of government representatives details the current Federal position and how it might transition into a new administration.

- How to confirm eligibility for Federal programs by identifying and implementing the appropriate financial models.
- How to maximize Federal support.
- A projection of the various scenarios that might unfold with the arrival of a new administration and how future policies might impact new and ongoing projects.

Moderator: **John Flaherty**, *Principal*, THE CARLYLE GROUP

Panelists:

**Helen Brohl**, *Director*,

COMMITTEE ON THE MARINE TRANSPORTATION SYSTEM

**David Horner**, *Deputy Assistant Secretary*

U.S. DEPARTMENT OF TRANSPORTATION

**Julie Nelson**, *Deputy Administrator*, MARAD (invited)

**Mark Sullivan**, *Director*, TIFIA Credit Program,

U.S. DEPARTMENT OF TRANSPORTATION

2:45 – 3:45

### **LENDERS PERSPECTIVES**

Lenders have come to recognize that ports and intermodal infrastructure and are searching for opportunities to support the financing of their expansion. This panel will provide a forum for lenders to discuss the role they are willing to play in funding innovative financing relationships.

- What makes a port/intermodal investment attractive (or unattractive) to financial institutions?
- How does a lender conduct its risk assessment of these potential investments?
- What types of funding sources are more appropriate for such deals: bank debt, monoline wrapped debt, bonds, hybrid structures, etc.?
- What are the lessons learned from previous financings?

Moderator: **Charles Robinson**, *Partner*,  
FRESHFIELDS BRUCKAHUS DERINGER

Panelists:

**Thomas Augustin**, *Vice President, Project Finance Infrastructure*,  
BAYERN LB PROJECT FINANCE AMERICAS

**Anthony Edwards**, *Senior Vice President, Surface Transportation*,  
ROYAL BANK OF SCOTLAND

**Christophe Petit**, *Director, Infrastructure & Asset Finance*,  
SOCIETE GENERALE

**Jorge Rodriguez**, *Director & Head of Infrastructure Finance Americas*,  
DRESDNER KLEINWORT

**Kathleen Ross**, *Senior Vice President*, BANK OF AMERICA

**Alistair Sawers**, *Head of U.S. Infrastructure & Project Finance*,  
ROYAL BANK OF CANADA

3:45 – 4:15

*Networking Break*

4:15 – 5:15

## **INVESTORS PERSPECTIVES**

Private investors are another member of the financial community who are prepared to support the financing of port and intermodal infrastructure expansion. This panel of investors will articulate their goals, describe their modus operandi and outline the key role they can play by introducing innovative financial methods and partnerships into the port and intermodal industry.

- What financial, operating and strategic factors determine the type of deals investors are willing to make?
- Are there deal structures and/or financial models that investors prefer and why?
- How do the economics and valuations differ between greenfield projects and the transfers of going concerns?
- How can tax considerations impact the terms of a deal?
- What are the biggest misconceptions the port and intermodal community has about the role of private financings – and how can they best capitalize on the interest of financiers to achieve their goals?

Moderator: **Dino T. Barajas, Esq.**, *Partner*,  
MORGAN, LEWIS & BOCKIUS, LLP

Panelists:

**Andrew Ancone**, *Director, Corporate Finance*, MACQUARIE SECURITIES

**Richard Chang**, *Principal*, THE CARLYLE GROUP

**Robert Collins**, *Executive Director*, MORGAN STANLEY

**Burkhard Egbers**, *Head of Public Infrastructure Finance*, DEKA BANK

**Aaron D. Gold**, *Managing Director*, AIG HIGHSTAR CAPITAL

**Markus J. Pressdee**, *Managing Director, Head of Infrastructure*,  
CREDIT SUISSE

**Jay Zukerman**, *Principal*, ERNST & YOUNG

5:15 – 6:30

*Networking Reception*

### **Wednesday, October 22, 2008**

9:00 – 9:05

#### **WELCOME BY THE CONFERENCE CHAIR**

**Kathryn Kusske Floyd**, *Partner*, MAYER BROWN

9:05 – 9:45

#### **PORT AUTHORTIES PERSECTIVES PART II**

This second of two session devoted to the viewpoints of Port Authorities continues the discussion of the preferred role the private financial sector might play in the financing of port and intermodal investments and the structures necessary to achieve a mutually beneficial partnership. In addition, this session will feature lessons learned from those port facilities that have successfully engineered private sector relationships and how they might build on those relationships for future expansion.

- Is there an optimum protocol for the public and private sector to create partnerships and, if so, what are the appropriate steps?
- How can port authorities manage the participation of lenders and investors to make sure their obligation to the public is maintained?
- What innovative financial structures can the private sector offer to insure the integrity of the ports without compromising the margins of investment?

Moderator: **Margo Bennett**, *Partner*, NOSSAMAN LLP

Panelists:

**Omar R. Benjamin**, *Executive Director*, PORT OF OAKLAND (invited)

**Steven M. Cernak**, *Port Director*, PORT OF GALVESTON

**John LaRue**, *Executive Director*, PORT OF CORPUS CHRISTI

**Richard Wainio**, *Port Director & CEO*, TAMPA PORT AUTHORITY

9:45 – 10:45

#### **INTERMODAL PERSPECTIVES**

As critical extensions of the ports, the railway and trucking communities will offer their views on the demand for future growth and enhanced efficiency in intermodal transportation and how that infrastructure might best be addressed by potential investors.

- What role would the intermodal community like to see the private financial sector play in future financing? Do these see opportunities for private solutions and, if so, where?
- How can the railroads best work with the ports to optimize capacity to accommodate the burgeoning increase in trade?
- When it comes to the expansion of the port community do the major trucking companies intend to play a more active role?

Moderator: **Kathryn Kusske Floyd**, *Partner*, MAYER BROWN, LLP

Panelists:

**Steve Boecking**, *Vice President*,

HILLWOOD – Developer of AllianceTexas

**Adam Bridges**, *AVP, Marketing & Strategic Planning*, CSX INTERMODAL

**Jeff Heller**, *AVP International Marketing*,

NORFOLK SOUTHERN CORPORATION

**Daniel Hemmer**, *Secretary & General Counsel*, CENTERPOINT PROPERTIES

**Mark A. Yeager**, *President & CEO*, THE HUB GROUP

10:45 – 11:00

*Networking Break*

11:00 – 11:30

*Special Briefing:*

**SOUTH OF THE BORDER: ENSENADA, BAJA & BEYOND**

This special briefing will offer an insider update on the current status of developments in Mexico's port infrastructure. New opportunities, bidding process requirements and both intermodal and financing considerations will be revealed in this presentation.

Presenter: **Roberto Vera Azar, Esq.**,

*General Manager for the Punta Colonet Project*

SECRETARY OF COMMUNICATIONS & TRANSPORTATION, MEXICO

11:30 – 12:15

**THE ROAD AHEAD**

The Summit concludes with a high-profile roundtable policy discussion on the future of the port and intermodal business, the challenges of financing that future and the best ways to move forward to overcome today's challenges.

- What type of investment needs will be generated by the future port and intermodal business and what are the looming challenges?
- Will the port and intermodal community need to transcend its current status to successfully meet these challenges?
- If so, what are the necessary steps to facilitate those changes and how can they best be accomplished?

Moderator: **David Narefsky**, *Partner*, MAYER BROWN LLP

Panelists:

**Leslie Blakey**, *Executive Director*, COALITION FOR AMERICA'S GATEWAYS & TRADE CORRIDORS

**Leonard C. Gilroy, AICP, *Director of Government Reform,***  
REASON FOUNDATION

**S. Eric Kulisch, *Associate Editor,*** AMERICAN SHIPPER

**Dr. Patrick Sherry, *Co-Director,***

NATIONAL CENTER FOR INTERMODAL TRANSPORTATION

12:15 -

*Adjourn*