

Port Study 2009

White Paper on Competitiveness

Europe and Middle East





Authors:

Douglas van den Berghe | Matthijs Weeink | Steef Huibregtse

Co-authors:

Enrico de Angelis | Andre Jansen

Acknowledgements:

The authors acknowledge all country specific contributions by a host of law firms, addressing tax, legal and regulatory aspects of the countries. Full contact details of the law firms are provided in appendix D.

Copyright © 2009 by Investment Consulting Associates B.V. and Transfer Pricing Associates Holding B.V.
All rights reserved.

ISBN 978-94-90450-03-8



Table of Contents

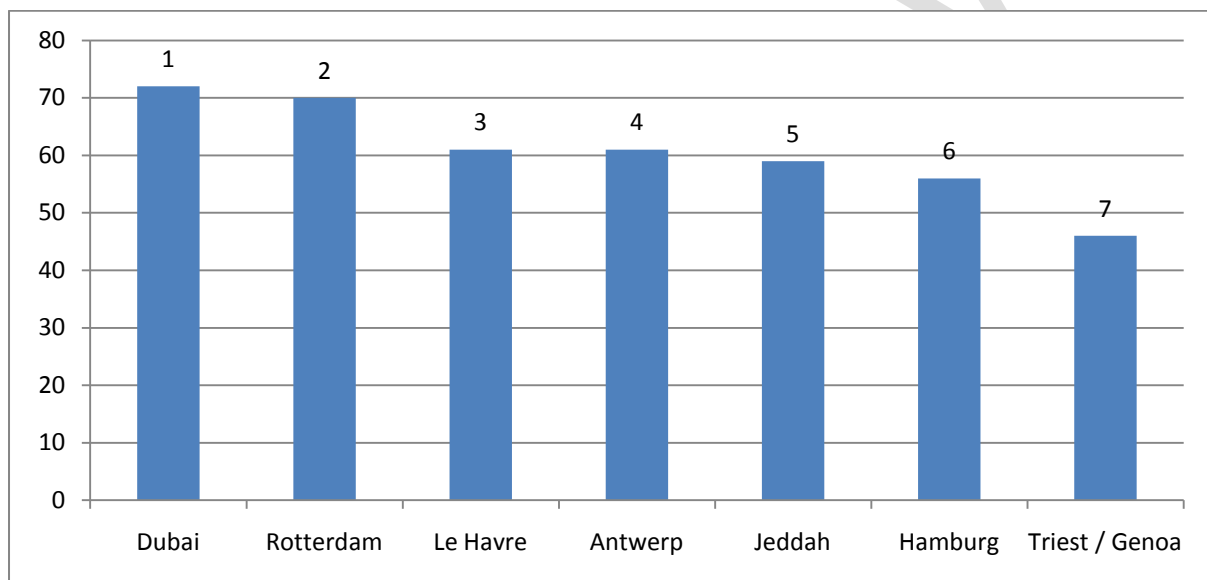
1. Executive Summary “Port Competitiveness Index” (PCI)	4
2. Location selection – a strategic perspective	5
3. Results PCI based on generic selection criteria.	7
4. Results PCI per location group	9
5. Industry Relevant application of PCI.....	14
Appendices.....	16
Appendix A Details on location selection groups	17
Appendix B Detailed PCI per location factor.....	19
Appendix C Industry analyses	26
Appendix D Authors and list of supporting professional firms.....	53
Appendix E Sources used	55
Appendix F TPA/ICA company profiles	56



1. Executive Summary “Port Competitiveness Index” (PCI)

Given the world economy of today ports have become hubs in linking global trade and foreign direct investment. As such ports and their surrounding business parks are crucial for the competitiveness of countries and regions. This white paper assesses the competitiveness of European and Middle Eastern ports – through a Port Competitiveness Index (PCI). The approach taken is unique as they integrate multiple aspects of competitiveness: tax, transfer pricing, legal, customs and the external business environment.

The result is of the Port Competitiveness Index^[1] 2009 are:



- Dubai and Rotterdam rank first and second, however, for different reasons. The port of Rotterdam is scoring above average on almost all factors where Dubai has clear tax, legal and regulatory advantages.
- All within close range, a second group of ports can be identified consisting of Le Havre, Antwerp, Jeddah and Hamburg.
- The competitiveness of Italian ports is negatively affected by the Italian business environment but also customs and VAT regulations are negatively contributing to the PCI score of these ports.
- The industry analysis show variations in the PCI score per type of industry.

^[1] Calculations and selections of locations groups are performed by ICA using ICA’s software tool: LocationSelector



Appendix D Authors and list of supporting professional firms

Please see appendix F for the company profiles of Investment Consulting Associates (ICA) and Transfer Pricing Associates (TPA)

Mr. Douglas van den Berghe
T +31 (0)6 4628 6660
E douglas@ic-associates.com

Mr. Matthijs Weeink
T +31 (0)6 2156 5921
E mattijs@ic-associates.com

Mr. Steef Huibregtse
T +31 20 4623530
E s.huibregtse@tpa-global.com

Mr. Enrico De Angelis
T + 41 (0)77 457 52 88
E e.deangelis@tpa-global.com

Padberg Spanjaart is a leading legal boutique of specialists, offering legal services on all aspects of international trade, transport, customs and insurance, both contentious and non-contentious. The attorneys of Padberg Spanjaart focus specifically on the legal aspects of the flow of money and goods and all inherent services. Whether you are transporting, trading, financing, clearing or insuring goods, they help you in solving the legal issues that arise.

Mr. Andre Jansen
T +31 (0) 10 7104660
E jansen@padbergspanjaart.com

The Uckmar Law firm, as a Partnership of Professionals, has a long and renowned experience in domestic and international tax law matters dating back to 1922, when it was founded in Genoa by Antonio Uckmar.

Mrs Caterina Corrado Oliva
T +39 010 8318871
E studioge@uckmar.com

The Cragus Group is recognized as a leading independent tax advisor in the Arabian Gulf. Founded by professionals with many relevant years of experience doing business in and related to the Arabian Gulf and Africa, we share a common understanding of the wide gulf between tax advisory services being offered by other firms in the region and strategic needs of clients.

Mr. Dominic Treays
T +971 4 321 8740
E dtreays@cragus.com

Established in Bremen in 1858, the law firm Ahlers & Vogel, with head office in Bremen and offices in Hamburg and Rostock, comprises of about 50 lawyers, including some Bremen-based notaries public. Throughout Germany we advise on a wide range of fields such as corporate and commercial,



M & A, tax, labor, banking, insolvency, unfair competition, customs, excise, market regulations, public procurement, real estate, construction and civil engineering, public administration, maritime, information technology, environment, litigation and arbitration.

Mr. Burkhard Klüver

T: +49 (421) 3334-126

E: kluever@ahlers-vogel.de

Wijffels De Paep Advocaten's expertise includes land, air, waterways and rail transport. The team receives regular instructions on wet and dry shipping, admiralty, insurance and CMR work. Luc Wijffels is recommended for general transport and transport insurance work and Rudiger De Paep specialises in admiralty and maritime matters.

Mr. Anthony Michielsen

T: + 32 (0)3 203 5858

am@wijffels.com

Altexis is an independent law firm specialized in tax advice to French and foreign companies in diverse industries and services sector.

Mr. Vincent Grandil

T : +33 (0)1 42 27 05 38

vincent.grandil@altexisnet.com

LowendalMasaï is a consultancy firm specialized in advising companies on cost reduction in the fields of strategic purchasing, supply chain optimization, value analysis and low cost sourcing.

Ms Karine Alcindor

T: +33 1 55 65 14 73

KALCINDOR@lowendalmasai.com

Merlyn International Tax Solutions Group was established in Rotterdam, the Netherlands, in 1990 in order to render affordable and practical international tax advice to multinational companies. "Merlyn International Tax Solutions" deals with all international tax issues which a multinational enterprise may face: Corporate Income Tax; Withholding Taxes; Capital Gains taxation; VAT except Import Duties. Its focus is on Europe (both the Member States of the European Union and other European countries).

Mr. Jos Peters

T: +31 10 2010820

jos@merlyn.eu