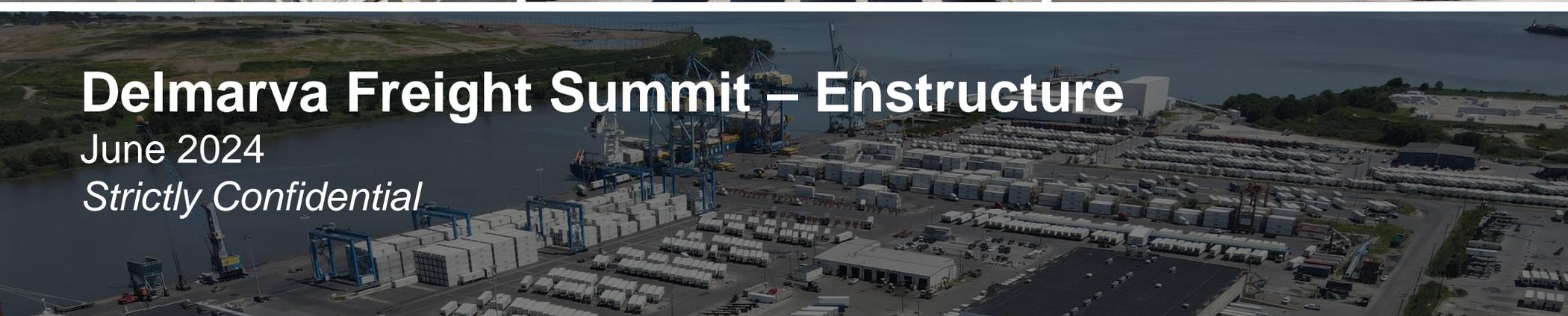




Delmarva Freight Summit – Enstructure

June 2024

Strictly Confidential



Enstructure Overview

- Enstructure LLC (“Enstructure”) is a privately-owned marine terminal and logistics infrastructure company
- Enstructure owns and operates a network of container, dry, liquid and breakbulk terminals and logistics assets on the East Coast, Gulf Coast, and Inland River System of the United States
- Enstructure is the largest breakbulk and bulk operator on the U.S. East Coast and Gulf Coast, handling approximately 16 million tons per annum
- Headquartered outside of Boston and New York City, Enstructure was founded by Co-CEOs, Philippe De Montigny and Matthew Satnick
- We provide full-service and transparent logistics solutions to some of the world's largest companies – our terminals handle commodities used in the energy, agriculture, food, manufacturing and construction sectors that touch every aspect of daily life
- Enstructure’s mission is to provide best-in-class service to our customers as an active manager and owner in the North American terminals and logistics infrastructure sector

Enstructure Family of Companies



Port Contractors
STEVEDORES - TERMINAL OPERATORS



Enstructure's Terminal Footprint



Enstructure Inland River

- CD Terminal – Savage, MN
- CD Terminal – Red Wing, MN
- CD Terminal – Winona, MN
- Fullen Dock & Warehouse – Memphis, TN



Enstructure Gulf Coast

- Seaonus Refrigerated Services – Mobile, AL
- Richardson – Houston, TX
- Richardson – Baytown, TX



Terminal



Port-Centric Cold Storage



Offshore Wind

■ 21 terminals

■ ~3,000 labor force

■ 6.3m sqft of industrial warehouse capacity

■ 40m+ cubic feet of cold storage



Enstructure Northeast

- Gateway Terminal – New London, CT
- Gateway Terminal – Montville, CT
- Gateway Terminal – New Haven, CT

Montville, CT
New London, CT
New Haven, CT

Fairless Hills, PA

Wilmington, DE (3)



Enstructure Mid-Atlantic

- Port Wilmington – Wilmington, DE
- Port Contractors – Fairless Hills, PA



Enstructure Southeast

- Seaonus Savannah – Savannah, GA
- Seaonus Talleyrand – Jacksonville, FL
- Seaonus Cold Storage – Jacksonville, FL
- Portus – Jacksonville, FL
- Ambassador Services – Port Canaveral, FL
- Ambassador Services – Palm Beach, FL
- Ambassador Services – Everglades, FL

Savannah, GA

Jacksonville, FL (3)

Port Canaveral, FL

Palm Beach, FL

Port Everglades, FL

Memphis, TN

Savage, MN

Red Wing, MN

Winona, MN

Houston, TX (2)

Mobile, AL

Port Delaware: One Port, Two Terminals – Major East Coast Gateway



Port Delaware South Cargo Terminal (Port of Wilmington, Existing)



Expected Cargos

- Containers: retail goods, perishables, frozen food, etc.
- Bulk: road salt, fertilizer, agricultural products, energy, cement, etc.
- Breakbulk: palletized fruit, steel products, forest products
- Auto/RoRo: new and used vehicles, construction and farm equipment, military cargo

Port Delaware Container Terminal (Edgemoor, DE, New Development)



Expected Cargos

- Containers
 - Retail goods
 - Perishables
 - Frozen food
 - Forest products
 - Export products, etc.

Port Delaware, The First State Gateway → creates a major East Coast gateway with large-scale infrastructure and a diverse service offering

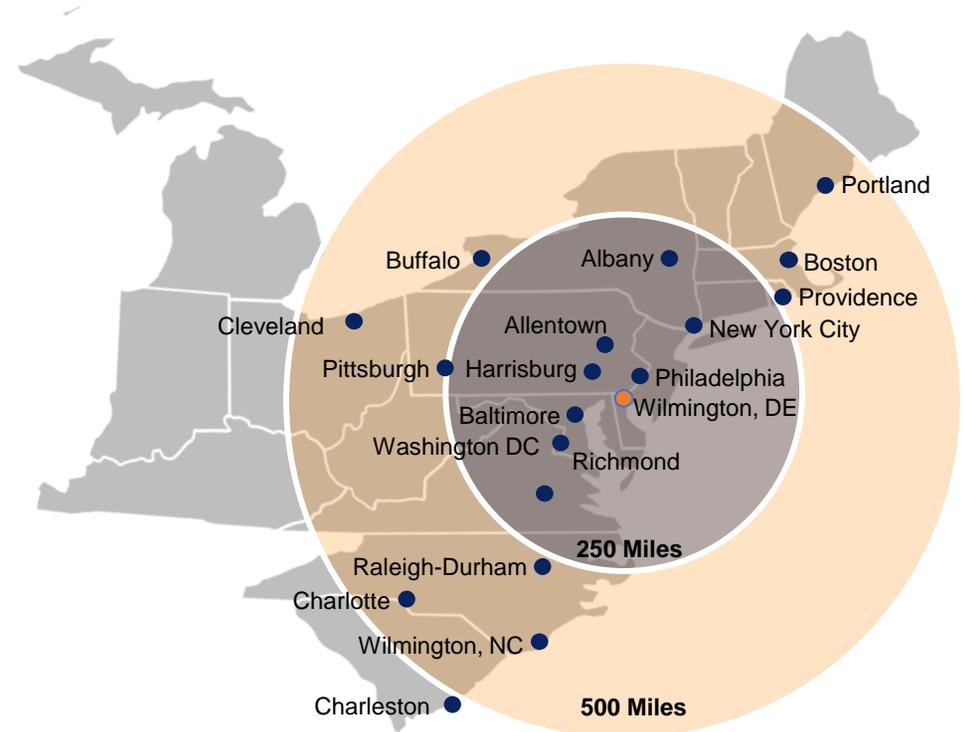
Port Delaware: One Port, Two Terminals



Port Delaware will consist of Port Delaware South and Port Delaware North → this combined offering creates a major Mid-Atlantic gateway to service all Delaware importers and exports

Wilmington Delaware – Mid-Atlantic/Northeast Strategic Location

- Port Wilmington located in the middle of the Northeast Corridor, the US’s largest population center, roughly equidistant from Washington, D.C., and New York City
- 50+ million people located within 250 miles
- Port Wilmington is the first major port on the Delaware River, only 63 miles or 5 hours from the Atlantic Ocean
- When coming from points north, Port Wilmington provides a roundtrip sailing advantage from the Atlantic versus alternate regional ports
- Most convenient location along I-95 corridor between Washington, D.C., and Boston, quick access to Norfolk Southern



City	Distance	Hours (driving)
Philadelphia, PA	25 mi (40 km)	~ 0:35
Allentown, PA	60 mi (95 km)	~ 1:15
Baltimore, MD	65 mi (105 km)	~ 1:20
Harrisburg, PA	80 mi (130 km)	~1:50
Washington DC	100 mi (161 km)	~ 2:10
New York, NY	105 mi (169 km)	~ 2:10
Richmond, VA	180 mi (290 km)	~ 4:05
Albany, NY	220 mi (354 km)	~ 4:30

City	Distance	Hours (driving)
Pittsburgh, PA	240 mi (387 km)	~ 5:00
Providence, RI	260 mi (418 km)	~ 5:15
Buffalo, NY	275 mi (446 km)	~ 6:00
Boston, MA	300 mi (476 km)	~ 6:00
Raleigh-Durham, NC	320 mi (515 km)	~6:30
Cleveland, OH	345 mi (555 km)	~ 7:00
Portland, ME	385 mi (618 km)	~ 7:15
Wilmington, NC	400 mi (648 km)	~ 8:00

Port Wilmington is connected to critical transportation infrastructure → strategically located between New York City and Norfolk with direct access to highway (I-495 and I-95) and rail (NS)

Port Delaware South Cargo Terminal – Port Wilmington Overview

Enstructure Mid Atlantic Overview

- Enstructure took over Port Wilmington's operation in August 2023 → long-standing operator in Wilmington via Port Contractors and ICS
- Full-service, deepwater port and marine terminal strategically located on the Delaware River less than a quarter mile from I-495 with quick access to I-95, I-295, The New Jersey Turnpike, The Pennsylvania Turnpike, and Class-I rail service
- The port is a leading importer of forest products, fresh fruit, juice concentrate, automobiles, vegetables, petroleum, and other bulk and breakbulk products



Port Wilmington Terminal Characteristics

- ✓ **Cargo Capabilities:** containers, bulk, breakbulk, RoRo and project cargo
- ✓ **Area:** 550+ acres
- ✓ **Quay Length:** ~4,500 feet
- ✓ **Berths:** 10 berths, including RoRo and liquid berths
- ✓ **Depth:** 38 feet
- ✓ **Number of Cranes:** four STS gantry cranes, one mobile harbor crane, and eight (8) RTGs
- ✓ **Reefer Plugs:** 2,000+
- ✓ **Warehousing:** 1,700,000 sqft, including 20 million cubic feet of cold storage
- ✓ **Rail Connectivity:** direct access to Norfolk Southern
- ✓ **Highway Connectivity:** I-495, I-95, I-295, NJ Turnpike, Pennsylvania Turnpike
- ✓ **Ancillary Services:** on-site fumigation / CBP / USDA, FTZ, bagging services

Port Wilmington is one of North America's leading container and breakbulk ports → handling nearly 400,000 TEUs and over 3 million short tons annually

Enstructure's Wilmington Footprint and Warehouse Capacity



Enstructure operates ~1.7M sqft of existing warehouse capacity in Wilmington, with a combined footprint of over 550 acres

Port Delaware Container Terminal Opportunity Overview

- Port Delaware Container Terminal (PDCT) will sit on a 135-acre brownfield site strategically located on the Delaware River in Edgemoor, DE, with connectivity to major interstates and Class-I rail
- Local, state, and federal permits are **fully approved** for a shovel-ready new 1.2M TEU container terminal with deepwater access to the recently completed 45-ft deep channel in the Delaware River
- With federal and state support, the design of a new, state-of-the-art container terminal is underway; 30% design completed
- Strategic location for multi-modal facility just minutes from I-495, I-95, I-295, and the New Jersey and Pennsylvania Turnpikes
- Ability to serve 15,000 TEU vessels
- The State of Delaware has already committed \$35M in public funding to date, contributing \$250M in total funding over the life of the project (\$50M incremental federal funding to come as well)



PDCT Design - Fast Facts

135

Acres

2,700

Quay length (ft)

7

STS Cranes

45

Berth Depth (ft)

26

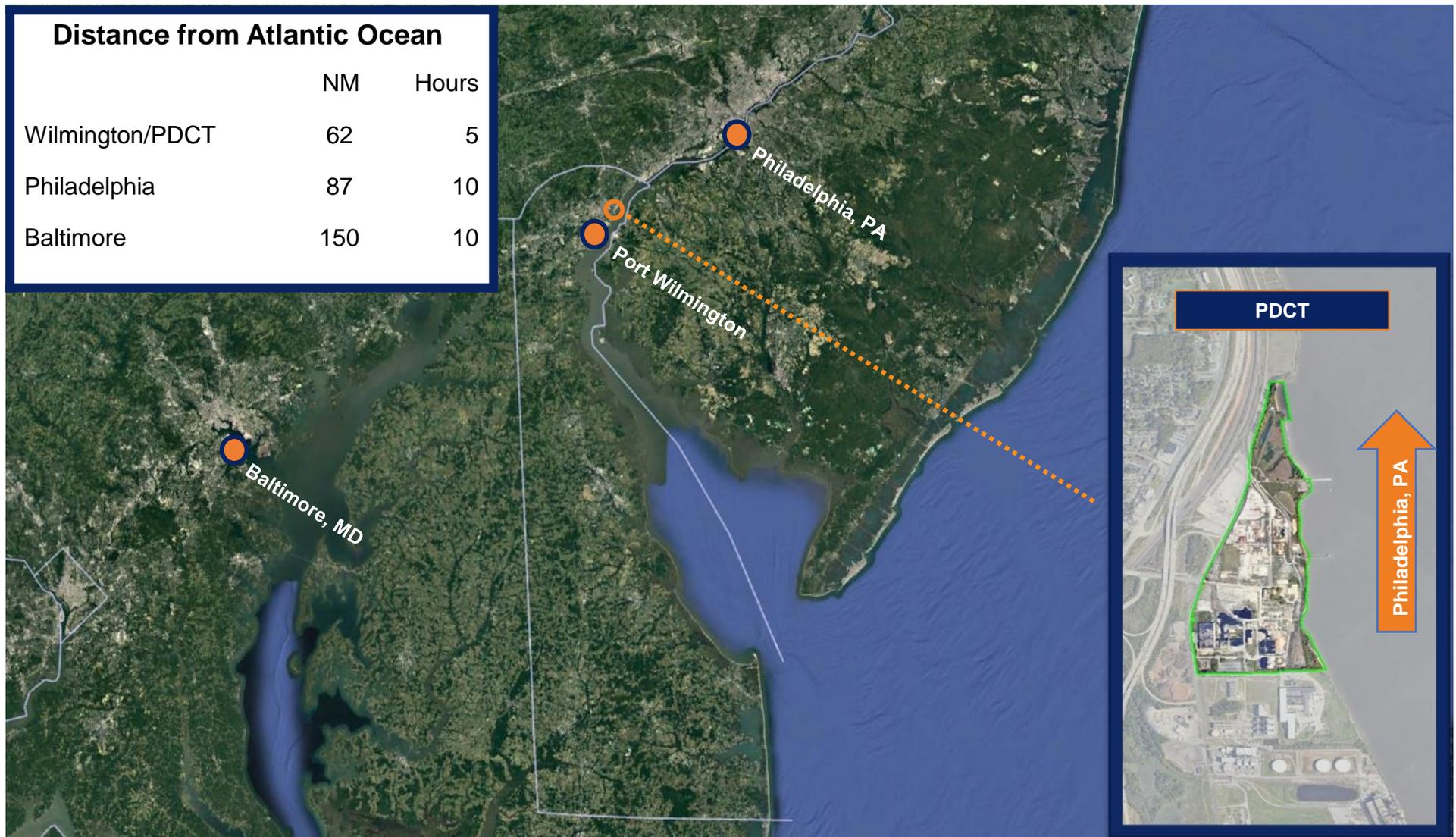
RTGs

1

Gate with OCR

Port Wilmington is the first major port on the Delaware River → PDCT will be located approximately 3 miles upriver and support New Panamax ships and trade growth

PDCT – Site Location



Located 3 miles northeast of Port Wilmington, the PDCT property is a brownfield site strategically located on the Delaware River, 100 yards from I-495 and less than a half mile from Norfolk Southern connectivity

Services Provided & Industries Served

Services Provided

-  **Foreign Trade Zones**
-  **Inventory Management**
-  **Packaging**
-  **Port-Centric Cold Storage**
-  **Rail Services**
-  **Stevedoring**
-  **Trucking**
-  **Warehousing & Storage**



Industries Served

-  **Agricultural Products & Food**
-  **Construction Materials**
-  **Cruise**
-  **Forest Products**
-  **Metals & Minerals**
-  **Military**
-  **Offshore Wind**
-  **Steel Products**

Terminal Asset Summary

Terminal	Gateway New Haven	Gateway New London	Gateway Montville	Port Wilmington, PCI, ICS	Port Contractors Fairless Hills	Port Contractors Southeast	Ambassador Services	Seonus Cold Storage	Seonus Jacksonville
									
Location	New Haven, CT	New London, CT	Montville, CT	Wilmington, DE	Fairless Hills, PA	Palm Beach, FL & Port Everglades, FL	Port Canaveral, FL	Jacksonville, FL	Jacksonville, FL
Warehouse Capacity	350,000 sqft	-	-	1,700,000 sqft	-	9,500 sqft	447,450 sqft	265,000 sqft	713,000 sqft
Rail Connectivity	G&W / CSX / CN	G&W	NECR	NS	-	Various	FEC	NS	CSX / NS
Select Commodities	Scrap Metal, Road Salt, Steel Products, Asphalt, Lumber	Offshore Wind	Road Salt, Aggregates, Project Cargo	Fruit, RoRo, Forest Products, Petcoke, Steel Products, Slag, Road Salt, Agricultural Products	Slag, Road Salt, Aggregates, Scrap, Steel Products	Yachts, Project Cargo, RoRo Cargo	Pool Salt, Lumber, Slag, Fertilizer, Cruise, Juice, Food Products	Food Products	Fertilizer, Food Products, Forest Products, Steel Products
Stevedoring	✓	✓	✓	✓	✓	✓	✓	-	✓
Dry Warehousing	✓	-	-	✓	-	✓	✓	✓	✓
Terminal Services	✓	✓	✓	✓	✓	✓	✓	✓	✓
Cold Storage	-	-	-	✓	-	-	✓	✓	-
Trucking	✓	✓	✓	✓	✓	-	✓	-	-

Terminal Asset Summary (Cont'd)

Terminal	Portus Jacksonville	Seonius Savannah	Seonius Mobile, Richardson Mobile	Fullen Dock & Warehouse	CD Terminal Red Wing and Winona	CD Terminal Savage	Richardson (Houston)	Richardson (Baytown)
								
Location	Jacksonville, FL	Savannah, GA	Mobile, AL	Memphis, TN	Red Wing, MN & Winona, MN	Savage, MN	Houston, TX	Baytown, TX
Warehouse Capacity	18,000 sqft	126,000 sqft	110,000 sqft	1,325,000 sqft	50,000 sqft	200,000 sqft	1,000,000 sqft	-
Rail Connectivity	CSX	CSX	CSX / NS / BNSF / KCS / CN	CN	UP	CP	BNSF / UP / KCS / PTRR	-
Select Commodities	Military, Containers, Project Cargo	Boron, Cement, Steel Products, Wood Pellets, Project Cargo	Poultry, Seafood, Steel Products, Forest Products	Aggregates, Sugar, Cotton, Steel Products, Alloys, Forest Products	Scrap, Salt, Steel Products, Asphalt, Lumber, Fertilizer	Salt, Fertilizer, and Bulk Products	Forest Products, Steel Products, Project Cargo	Steel Products, Project Cargo
Stevedoring	✓	✓	✓	✓	✓	✓	✓	✓
Dry Warehousing	✓	✓	✓	✓	✓	✓	✓	-
Terminal Services	✓	✓	✓	✓	✓	✓	✓	✓
Cold Storage	-	-	✓	-	-	-	-	-
Trucking	-	-	✓	✓	✓	✓	✓	✓

Contacts

Contact

Information

Bayard Hogans

President of Mid-Atlantic, Enstructure

Phone: 410-736-0872

Email: bayard.hogans@enstructure.com

Mike Evanko

Chief Commercial Officer, Enstructure

Phone: 302-250-5477

Email: michael.evanko@enstructure.com

Dan Carwile

Chief Operating Officer, Port Wilmington

Phone: 302-757-3843

Email: dcarwile@portwilmington.com

Zach Barba

Commercial Director, Enstructure

Phone: 302-893-3301

Email: zbarba@enstructure.com
