

EXPRESSION OF INTEREST FOR

Brooklyn Marine Terminal Port Operations and Maritime Industrial Uses

Carrix, Inc.
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Andrew Kimball, President & CEO
New York City Economic Development Corporation
One Liberty Plaza, 165 Broadway, 14th Floor
New York, NY 10006

CC: Giacomo Landi, Executive Vice President, Asset Management



Dear Mr. Kimball,

Carrix, Inc. (“Carrix”) is pleased to submit the following expression of interest to partner with the New York City Economic Development Corporation (“NYCEDC”) to implement the Brooklyn Marine Terminal (“BMT”) Vision Plan.

Carrix is a leading U.S. based and U.S. owned marine infrastructure company and one of the world's largest independent marine terminal operators, dedicated to making a lasting impact on a large scale. With over 76 years of experience in developing and operating terminals, we excel in both cargo and cruise operations, positioning us as the ideal partner to help realize the community's vision for BMT.

We are aligned with NYCEDC’s objectives for BMT and the surrounding community, with common goals that include:

- Maintaining, modernizing, and electrifying the port so that it can respond to 21st century industry trends, is financially self-sustainable, and can support the nascent Blue Highways initiative.
- Generating employment opportunities for nearby residents within the cargo and cruise operations, as well as in adjacent light industrial and commercial facilities, and training a new generation of maritime experts to work at BMT and around the globe.
- Developing near-terminal buildings to fund the port terminal improvements and facilitate ongoing port cargo and cruise operations.
- Ensuring the project is financially viable, the port is well capitalized, and that risks are mitigated throughout project implementation.

We look forward to discussing our interest in developing and operating BMT further with you and your team in the weeks ahead.

Sincerely,

Uffe Ostergaard
CEO, Carrix

A. CONTACT AND LEGAL INFORMATION

Carrix, Inc.
1131 SW Klickitat Way
Seattle, WA 98134

Project Team and Contact Information

- Uffe Ostergaard, CEO, Uffe.Ostergaard@redacted.com
- Gareth Maguire, Senior Vice President, Gareth.Maguire@redacted.com
- Connor Mitchell, Vice President, Connor.Mitchell@redacted.com
- Stephen Shafer, Director, Stephen.Shafer@redacted.com
- Matthew McCardell, General Counsel, Matthew.McCardell@redacted.com

B. FIRM PROFILE AND HISTORY

Carrix is one of the world’s largest independent marine and intermodal terminal operators, with subsidiaries including SSA Marine (“SSA”), Rail Management Services (“RMS”), and Tideworks Technology (“Tideworks”). We have brought together best-in-class leaders from across marine terminal operations, rail, and the technology industry to chart a bold path forward. Our strategic alliances with the world’s major shipping lines, cruise lines, shippers, strategic partners, and government entities enable us to provide the most comprehensive transportation offerings in the Western Hemisphere.

Carrix was founded in 1949 in Bellingham, WA. Since its founding, the company has grown as an operator of container, conventional cargo, cruise, and intermodal rail facilities across the U.S., Mexico, Canada, Central America, South America, and Asia. We leverage our local expertise and global best practices to provide our customers with the safest and highest-quality cargo handling services and solutions, while managing labor programs that support cargo and cruise operations as the highest work-hour generator on the waterfront.

Carrix stands out for its expertise in designing, financing, constructing, operating, and maintaining both cargo and cruise terminals. Because these capabilities are managed internally, organizations like NYCEDC can be confident in what Carrix offers as their development and operational partner. We are adept at handling all aspects of marine terminal management and development, including:

- **Terminal Development:** design layouts; install operating systems; deploy yard equipment; implement zero-emissions technology and shore power; obtain project funding; and operate under long-term terminal leases.
- **Terminal Operations:** oversee gate operations and terminal access; develop safety and security protocols; plan cargo storage layouts; manage warehouse spaces; design terminal access for cruise terminals and install baggage systems; maintain equipment and infrastructure; and secure long-term contracts with clients choosing SSA terminals.
- **Stevedoring:** oversee vessel and yard operations; manage labor teams for safe cargo handling; choose suitable equipment; monitor cargo and passenger movement; and coordinate with customers.
- **Labor Management:** leading employer of longshore labor on the East and Gulf Coasts, with strong collaborative ties to the ILA since 1989. SSA is part of the U.S. Maritime Exchange (“USMX”), a signatory to major contracts, holds two USMX board positions, and actively participates in coastal steering committees to support cargo and cruise interests.

C. FINANCIAL CAPACITY AND CAPABILITY

Carrix is a premier marine and intermodal rail terminal operator in the Americas and among the world’s leading privately-held independent terminal operators. It was established in 1949 and is headquartered in Seattle, Washington. It currently operates in more than 100 locations worldwide, handling containers and virtually every type of dry cargo, as well as cruise ship passengers. Carrix is majority-owned by Blackstone Infrastructure Partners (“BIP”).

BIP, Blackstone's dedicated infrastructure fund, supports projects as Carrix's majority owner and an investor in Carrix since 2019. BIP has \$69 billion of assets under management (including co-investments) and is among the largest infrastructure funds globally. BIP has an open-ended, perpetual capital structure which allows for the investment in high-quality infrastructure assets such as BMT and the ability to act as a long-term partner. BIP seeks to invest in high-quality, stable, long-duration assets and can commit significant capital to its portfolio companies to facilitate their continued growth.

Carrix consistently meets growth goals and maintains key relationships with cruise, container, and conventional vessel operators. These partnerships are essential for the proposed development to reach necessary utilization and self-sufficiency.

GRANT PROGRAMS AND FUNDING EXPERTISE

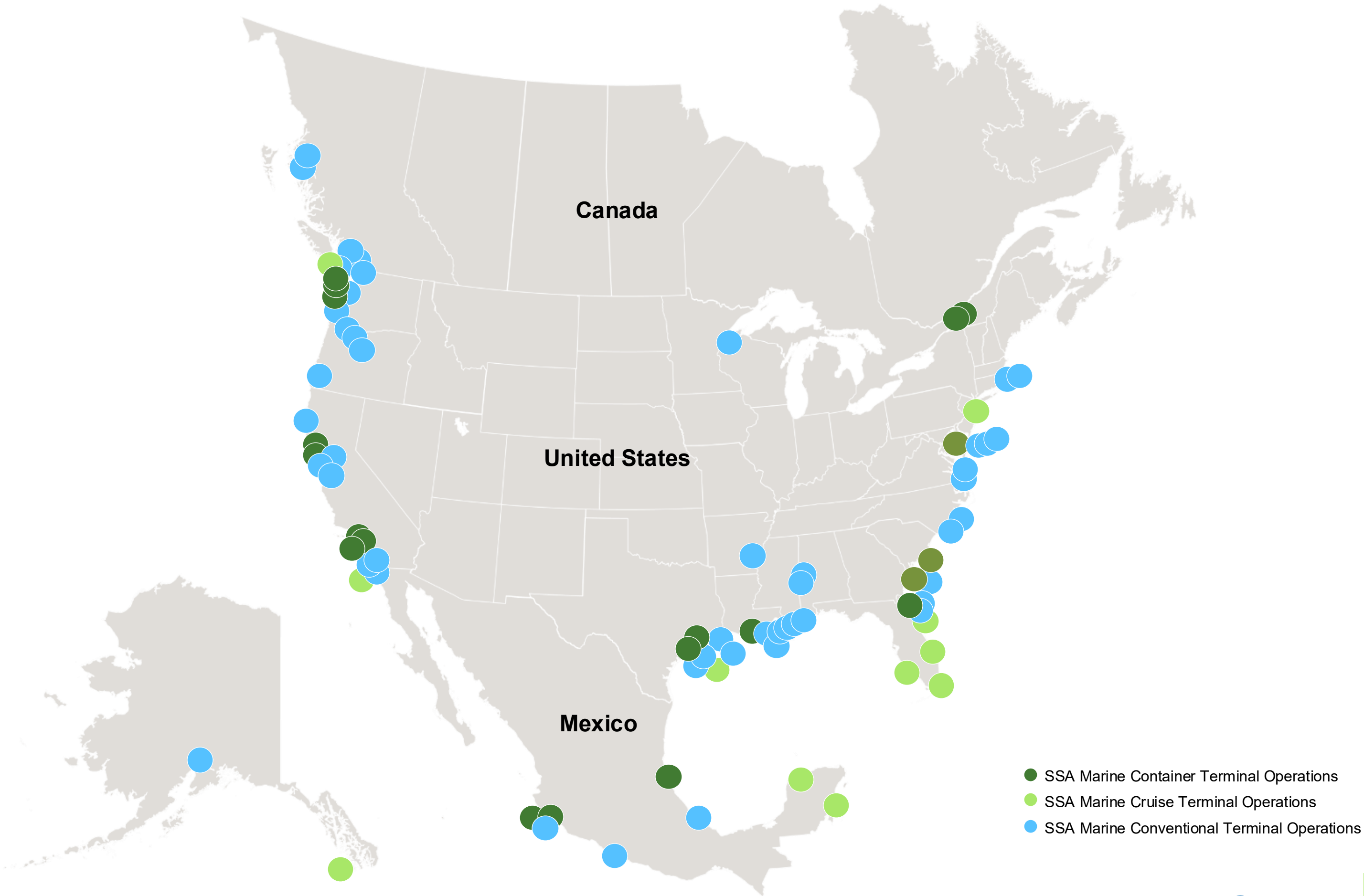
Over the last four years, Carrix has secured over \$250 million in federal, state, and local grant and incentive programs for terminal development and deployment of low- and zero-emission (“ZE”) equipment. These funds are often secured in close partnership with public agencies, such as port authorities. Carrix partners with these agencies to develop strategies to pursue funding, design grant applications, and provide private sector matching funds. After award, Carrix typically leads the implementation of these projects while ensuring compliance with grant terms.

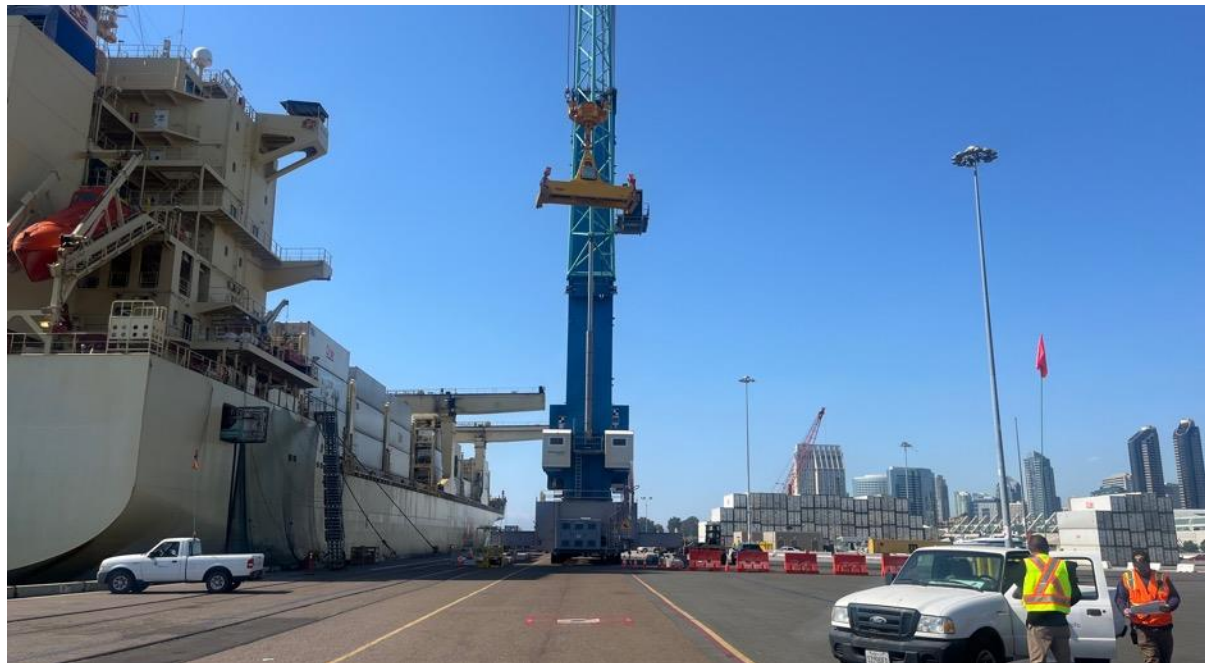
D. MARITIME AND OPERATIONS EXPERIENCE

Carrix operates independently, offering financially sustainable terminal services. We deliver high-value solutions for vessel operators who have multiple options for their ships and cargo. Our diverse portfolio of cargo and cruise terminals in North America, operated under the SSA brand, demonstrates the type of capabilities needed to drive sustainable growth at BMT:

- **Container Terminal Operations:** our 21 long-term container terminal leases and six stevedoring container terminal operations handle over 28 million TEUs of containers annually, with operations serving every major container line calling in the U.S.
- **Conventional Terminal Operations:** our 100+ conventional locations handle over 42 million tons of conventional cargo annually, including refrigerated goods, steel, wood pulp, logs, grains, aggregates, autos, and other breakbulk cargos.
- **Cruise Terminal Operations:** as the leading cruise terminal operator and service provider in North America, we serve over 21 million cruise passengers annually at more than 20 locations.

Along the U.S. East Coast, Carrix and its subsidiaries have operations in most major port complexes, including the Port of New York and New Jersey (Bayonne). Other East Coast operating locations include Providence RI, Philadelphia PA, Baltimore MD, Norfolk VA, Wilmington NC, Charleston SC, Savannah GA, Brunswick GA, Jacksonville FL, Canaveral FL and Miami FL.





TENTH AVENUE MARINE TERMINAL
San Diego, CA

SSA and Tideworks provide stevedoring services and a “Terminal Operating System”, respectively, to refrigerated vessel operator Dole Fresh Fruit and bulk sugar importer Zucarnex at the Port of San Diego’s Tenth Avenue Marine Terminal. In this role, SSA coordinates terminal operations, including managing the use of the terminal’s electric yard trucks and a state-of-the-art electric top handler. SSA also has five high-capacity electric forklifts in operation and has secured funding in partnership with the Port of San Diego to convert the remainder of its cargo handling equipment to fully electric by 2028. SSA also works with these customers to identify light-industrial and refrigerated warehouse facilities to meet their off-port needs.

SSA is a committed partner to the Port of San Diego in achieving their Maritime Clean Air Strategy, investing in cutting-edge zero-emissions lift equipment and tractors necessary for the port to meet its electrification goals. The successful implementation of this project demonstrates SSA’s relentless effort to exceed customer performance expectations without impacting operations during construction.



SSA OUTER HARBOR TERMINAL
Los Angeles, CA

SSA began operating SSA Outer Harbor Terminal in the Port of Los Angeles (“POLA”) in 1988. This 12-acre breakbulk terminal specializes in perishable refrigerated and frozen cargo from Chile and New Zealand. In a three-year collaboration with POLA, SSA transitioned 44 Hyster forklifts between 3,000lbs and 10,000 lbs – from propane-powered to battery-electric powered. The shift reduced propane use by 44,000 gallons and tailpipe carbon emissions (“CO2e”) by 264 metric tons annually.

Outer Harbor Terminal provides a blueprint for the proposed flex terminal space at BMT and barge dock at Hunts Point and demonstrates SSA’s ability to deploy innovative solutions to reduce emissions and noise while maximizing tight terminal footprints.



JACKSONVILLE CONTAINER TERMINAL AND DAMES POINT MARINE TERMINAL
Jacksonville, FL

At the port of Jacksonville, SSA Marine operates a growing container terminal, handles breakbulk shipments, stevedores for Carnival Cruise Line vessels, and manages intermodal rail and warehousing.

SSA has strengthened its role in clean, efficient terminal development through investments and partnerships in Jacksonville. In 2022, we joined a public-private partnership with the Jacksonville Port Authority and received a federal grant for pioneering zero and near-zero-emission cargo equipment in Florida. The \$29.6 million project will allow SSA to bring in 26 low- and zero-emission container handlers to our JCT operation. Additionally, SSA invested over \$40 million for three “pure electric” eco-friendly STS cranes delivered in February 2023 to maintain momentum in adding more container services for the terminal while also complimenting the port’s strategic electrical infrastructure investments.



GALVESTON CRUISE TERMINAL
Galveston, TX

SSA developed and has operated a new terminal since 2021 that accommodates homeporting vessels up to the world's largest Icon class, welcoming over 1.3 million annual passenger moves. At 161,000 square feet, it is the largest homeport cruise terminal outside of Florida. The facility boasts a market leading customer experience including expedited boarding, abundant parking, convenient luggage drop-off, and state-of-the-art facial recognition technology. It is host to regular student tours such as Texas A&M and Galveston Independent School District while also serving as a venue for industry and government events for the Galveston Regional Chamber of Commerce, CLIA, U.S. Coast Guard, and TSA, among others.

SSA is providing terminal management and stevedoring services. The terminal is certified LEED Gold and incorporates 30,000 square feet of on-site solar panels and EV charging stations to net zero carbon emissions.



CANADA PLACE
Vancouver, British Columbia

Since 2002, SSA has operated the three-berth cruise port at Canada Place, Vancouver, welcoming over 1.3 million annual passenger moves in a facility that is also a hotel and convention center. Operating this cruise port exclusively on behalf of the Vancouver Fraser Port Authority, SSA provides terminal management, security, vessel waste removal, and stevedoring services for a wide range of cruise lines that includes Celebrity, Disney, Holland America, Norwegian, Oceania Regent Seven Seas, Princess, Royal Caribbean, Seabourn, Silversea, and Viking Ocean. In 2024, we oversaw the implementation and operation of Biometric facial recognition software during the embarkation process, in partnership with CBP, cruise lines and the Port. As operator, SSA regularly hosts hiring fairs and open houses outside of the cruise season, as well as Christmas/Winter and other public events. During the pandemic, Canada Place also served as a vaccination clinic where SSA supplied and managed non-clinical staff, employing over 500 individuals from the tourism industry for two years.

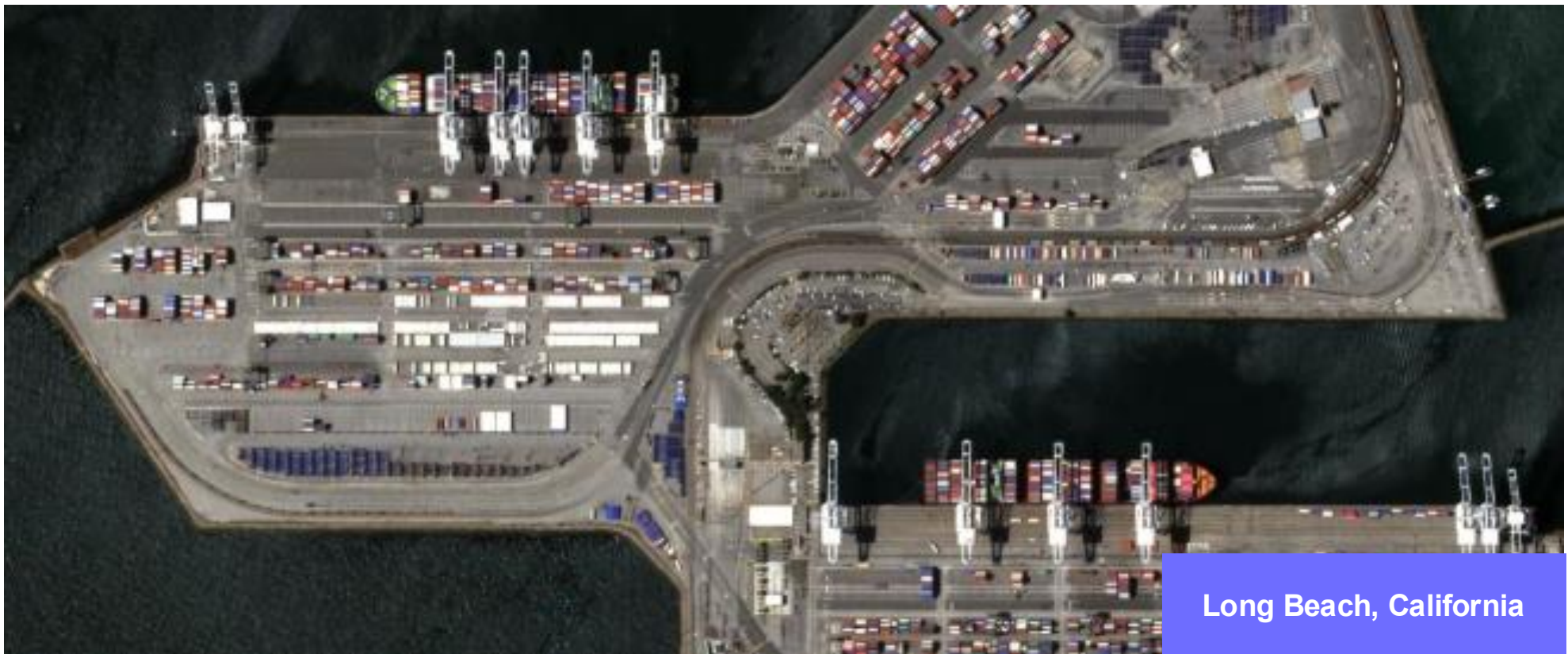


CAPE LIBERTY CRUISE PORT
Bayonne, NJ

Carrix has significant experience with cruise operations and development in the New York region, especially through our management of the Cape Liberty Cruise Port operations in Bayonne. In 2014, as Royal Caribbean undertook redevelopment of the Cape Liberty Cruise Terminal, our cruise team offered expertise on operational design prior to being selected to operate the terminal. Our efficient approach is key to the terminal's success—which, as the region's only facility equipped for Icon-class ships, saw nearly 700,000 passenger moves in 2025. Carrix also collaborates with local partners to consistently apply safety measures and best operational practices, always considering the neighboring community by adapting activities to reduce impacts and support strong local relationships.

As the designated stevedore, Carrix subsidiary SSA works hand-in-hand with Royal Caribbean to ensure smooth vessel operations. SSA maintains strong, long-term partnerships with the ILA founded on trust, openness, and ongoing communication—all vital for safe and effective ship handling. In 2025, 32 new ILA members were welcomed, highlighting this successful collaboration.

D. MARITIME AND OPERATIONS EXPERIENCE: CARRIX HAS SIGNIFICANT EXPERIENCE IN DEVELOPING LARGE MARITIME GREENFIELD PROJECTS





Drawing on decades of experience in marine infrastructure development, terminal operations, stevedoring, and labor management, Carrix is a leader in safe and efficient marine terminal operations. We have seen it all, making us the best partner to implement NYCEDC's vision at BMT's cargo and cruise terminals.

The company uses advanced technology and operational best practices to attract customers, drive economic growth, keep employees safe, fund innovative projects and protect the environment. Examples of these experiences include:

- **Safety-first culture.** Carrix launched Home SAFE in 2021, a company-wide safety program to manage safety risks, grounded in our core value that everyone should return home safe. Carrix also generated significant reductions in work-place injuries for ILA cruise baggage handlers by implementing vacuum-operated luggage handling systems in Port Canaveral and PortMiami. Testing new technologies to mitigate fatigue and injury among our workers, such as the Ottobock exoskeletal suit designed to assist in correcting lifting and ergonomic posture and assist with manual lifting tasks.
- **Sustainability innovator.** Leader in sustainable cargo and cruise port operations, with a culture of ongoing technology deployments to reduce our emissions and community impacts. Carrix has dedicated engineering and grants teams that work with port authorities to pilot new zero emissions equipment and fund large-scale deployments to drive the maritime industry towards a more sustainable future. Shore power deployment is a company priority, and we safely and efficiently connect both cruise and container vessels to shore power systems. Carrix participates in Green Marine, a voluntary environmental certification program which highlights innovative terminals in the maritime industry.
- **Fostering economic growth.** Our terminals are engines for local economies, providing living-wage jobs for the people working along the waterfront and services to importers and exporters alike. Carrix is committed to these workforces, employing ILA and ILWU labor throughout our U.S. and Canadian terminals, providing safety and other trainings to upskill workers looking for new opportunities. Terminal management teams are always on the lookout for ways to grow their local economic pie by bringing new shipping lines, and ultimately trade lanes, to serve local cargo owners.

- **Cargo carrier preferred partner for terminal operations.** Carrix operates in 27 container terminals and provides stevedoring services at over 100 sites globally. We hold long-term container terminal concessions in the North American ports of Long Beach, Los Angeles, Seattle, Tacoma, Oakland, Jacksonville, New Orleans, Montreal and Vancouver, as well as in Mexico, Panama, Colombia, Chile and Vietnam. Our terminal in Cai Mep Vietnam, SP-SSA International Terminal, is a hub for the type of barge-to-ship activities envisioned for New York's Blue Highway.
- **Cruise line preferred partner for effective terminal management.** Carrix manages terminal operations and stevedoring at many of the largest cruise ports in North America, including Victoria and Vancouver, BC; Seattle, WA; Miami and Canaveral, FL; Galveston, TX; San Diego, CA; and Progreso and Cozumel, Mexico. Carrix has partnered with port authorities and cruise lines in developing new terminals, most recently with Royal Caribbean in Galveston, TX.
- **Nimble operator of resilient infrastructure.** With more than 76 years of experience, the Carrix team has consistently demonstrated resilience in the face of economic and environmental challenges, maintaining reliable service for our customers. Our team possesses expertise in responding to hurricanes and other natural disasters, ensuring terminals are promptly reopened to support the delivery of essential supplies and facilitate first responders' access. During emergencies, we collaborate closely with the ILA and various partners to effectively address the needs of our communities.
- **Grants partner.** Our dedicated grants team works with port authorities and other public agencies across the U.S. to win funds for projects to modernize our terminals with best-in-class cargo handling and infrastructure solutions. Since 2021, Carrix has won over \$250 million in grant funds that will enable the purchase of over 290 pieces of low and zero emission equipment such as rubber tire gantry cranes, top handlers, reach stackers, forklifts and yard trucks, along with shore power vaults, refrigerated container plugs, electrical charging equipment, and related electrical infrastructure.

F. RFEI SPECIFIC RESPONSES

USE, SIZE AND LAYOUT OF FACILITY



Describe the nature of the proposed maritime industrial operation: Who are the primary clients? What are the primary commodities? How dependent is the business on waterborne shipping?

The clients for the proposed cargo terminal operations are the vessel operators and beneficial cargo owners with cargo aboard those vessels. Due to our extensive presence throughout the Western Hemisphere, Carrix maintains an exceptionally diverse customer base that includes the major container, bulk, breakbulk, roll-on/roll-off, and cruise lines. We intend to leverage this network to attract premier clients to this terminal.

For the container terminal, we anticipate continuing the existing services and bringing one additional refrigerated container line to fill the terminal. We are capable of managing both ship and barge operations and would work with NYCEDC and the new BMTDC to develop a customer base for expanded Blue Highway service offerings as outlined in the BMT Vision Plan.

For the flex maritime terminal, Carrix is exploring several potential customers for the space, including international bulk and breakbulk carriers, the proposed Blue Highway operators, and cruise lines that could use the space, particularly during the planned redevelopment of the Manhattan Cruise Terminal.

All of these uses are dependent on waterborne shipping.

Would the Respondent plan to act as a port operator/developer for the entire port facility or as a tenant to an operator?

Carrix would act as the operator/developer for the entire facility. We propose operating the container terminal for dry and refrigerated containerized cargoes, using the flex maritime space for both cargo and cruise operations as dictated by market needs, and maintaining the cruise terminal footprint to serve as a dedicated cruise terminal.

Operating the full facility would help lower fixed and variable operating costs, which will likely be necessary to help make the electrified container terminal and loading/unloading Blue Highway vessels more cost competitive. Developing part of the adjacent real estate and light industrial facilities could also create synergies with the port operations, and we recommend that the ultimate RFP include options to potentially wrap all of the proposed developments into our response.

F. RFEI SPECIFIC RESPONSES

USE, SIZE AND LAYOUT OF FACILITY



How long has Respondent’s business been operational? Where is Respondent’s business currently located? Would a location at BMT represent an expansion of the existing business or replacement?

Carrix has been in operation since 1949 and is the largest independent marine terminal operator in the Americas, with more than 100 locations spanning the U.S., Canada, Mexico, Panama, Chile, Colombia and Vietnam. In 2024, our container terminals handled 28 million TEUs, our conventional sites moved 42 million tons of cargo, and our cruise locations served more than 21 million passengers.

Carrix’s broad portfolio of cargo and cruise operations uniquely position us to develop and operate BMT, which fits squarely within our core competencies and experience.

How much acreage would the proposed use occupy? Does the Respondent anticipate the port to grow over time? How much and in what ways? Does the Respondent anticipate a phased approach to both initial construction and potential growth?

Carrix proposes utilizing the 60 acres outlined in the BMT Vision Plan for the container terminal and flex maritime space. We have not yet conducted a full market and technical study on the potential of the site, but based on the materials presented by NYCEDC, we would anticipate a phased approach to densifying the footprint as cargo volumes increase.

Do the proposed future public investments described above and in the BMT Vision Plan make BMT a more attractive site for your business?

Yes, the proposed future public investments to repair the berths, develop the flex maritime space and streamline vehicle access in to/out of the terminals make BMT an attractive site for Carrix. The availability of these future public investments will be critical to the success and financial sustainability of BMT.

What location within BMT best suits Respondent’s proposed use? Describe why this location is most suitable (e.g., requirement for contiguous open space, berthing space required, water depth, requirements for interior space, etc.).

The marine terminals best suit our needs to attract container, conventional, short sea and cruise operators to carry goods and people to/from Brooklyn. For the goods movement operations, the contiguous berth and open space will be necessary for cargo loading/unloading, cargo staging and storage, equipment charging, yard operations and gate management. In summary, the entire operation would best suit our needs as a capable developer and operator of cargo and cruise terminals.

Describe the amount and type of interior building space that the proposed business would require. Is there a specific location within the BMT site where these buildings would need to be located?

Outside of some office space for our management team, we do not anticipate needing interior space for ourselves.

In order for the container terminal to achieve the projected volumes on the described footprint, it will be necessary to limit the dwell time for containers moving through the terminal. It is likely that the container and Blue Highway customers will require light industrial or warehousing space near the terminal to accept their cargoes soon after the vessel is unloaded.

Are there different potential public infrastructure investments that would make the site more attractive to your business?

Public and/or utility investments in the electrical infrastructure upgrades necessary to operate a fully-electrified terminal and shore power system would be beneficial for the site.

The proposed investments in community training programs, alongside efforts to attract the next generation of workers to the maritime industry, could make BMT an attractive location for training Carrix’s next generation of leaders and managers..

F. RFEI SPECIFIC RESPONSES

USE, SIZE AND LAYOUT OF FACILITY



**How important is a marginal pier with a 1,700 linear foot berth to your business?
Could your business operate just as efficiently with the restoration of the finger piers
at Piers 8, 9A and 9B instead?**

The marginal pier and 1,700 linear foot berth will create flexibility for terminal operations and increase the number of customers that can utilize the space. This flexibility would enable the operator to respond to changing market demands over the life of the concession, provide service to Blue Highway operations as they mature and serve cruise ships needing a temporary home during the proposed redevelopment of the Manhattan Cruise Terminal.

Describe how your business would meet the City's goal to build a modern, all-electric, 21st Century port.

Carrix has proven experience designing zero-emission marine terminals and has deployed over 200 pieces of ZE equipment in its global operations to date. Electrifying operations requires close collaboration with the landowner, the utility company and local authority having jurisdiction ("AHJ") in order to accurately forecast electrical capacity needed for full ZE operations. Carrix has been a leader among its peers in testing, piloting and scaling its use of ZE cargo handling equipment, as well as supporting the design and construction of safe and efficient charging infrastructure. We have experience working hand-in-hand with port partners on full ZE terminal master planning and design. Shore power equipped berths are available at all of our container terminals in California today, and one terminal in Washington. Carrix has also deployed all-electric reefer plugs for cold cargo as well as electric ship-to-shore cranes. Other emission-reducing best practices include use of LED lighting within the terminal and on equipment.

What site infrastructure, acreage, and equipment at the Hunts Point Marine Terminal would be desired?

The proposed Hunts Point Marine Terminal has similar characteristics to other small facilities operated by Carrix, including the electrified Outer Harbor Terminal in POLA. As beneficial cargo owners ("BCOs") reimagine their supply chains to align with NYCEDC's vision, Carrix could help price and manage the facility at Hunts Point to provide a value proposition to those shippers.

In order to move cargo from a small-footprint Hunts Point Marine Terminal, we would likely need a nearby staging area for the outgoing cargo and storage yard to hold empty equipment until it is used by the companies at Hunts Point.

The specific equipment needed for the terminal operations would depend on the number and size of the receptacles being used to transport cargo between Hunts Point and Brooklyn. In managing the terminal, Carrix would provide and operate the equipment, but would need to work with NYCEDC to secure sufficient electricity to power the equipment. If there is an opportunity, Carrix's grant team may also want to work with NYCEDC to apply for grants to fund the equipment and/or supporting infrastructure.

Are there other maritime industrial businesses whose presence at BMT would make it a more attractive location for your business?

Light industrial warehousing to support reefer customers and augment Hunts Point could make the site more attractive to reefer shippers.

What is your business' perspective on any synergies between BMT and a Hunts Point Marine Terminal?

NYCEDC's Blue Highway Vision Plan presents a compelling description of the opportunity to reduce truck traffic by utilizing the region's many waterways. Our team believes that reefer cargoes could be a natural fit for the container terminal, as reefer containers contain high value cargoes that are in high demand in the New York region and are carried aboard relatively-smaller container vessels well suited for service at BMT. The cargoes also have potential synergies for Hunts Point and also creating a cargo terminal for Brooklyn which is resilient to emergency situations such as hurricanes and storms.

F. RFEI SPECIFIC RESPONSES

FINANCIAL PROPOSAL



Describe, in qualitative terms, the core functions and services that the Respondent's business currently uses to generate revenue.

Carrix generates revenue by operating marine terminals and providing end-to-end logistics solutions that keep global supply chains moving. Our work spans container terminal management under long-term concessions, bulk and breakbulk cargo handling, cruise terminal operations and intermodal rail services that link ports to inland markets.

Provide examples of existing or previous operations, where similar functions described in this RFEI are used to generate revenue. Describe the financial model of these examples, including any public subsidies they receive.

Carrix subsidiaries handled more than 28 million TEUs in 2024 at our 21 long-term container terminal concessions and six container terminal stevedoring operations. Examples of these operations include Pier A in Long Beach and Oakland International Container Terminal in Oakland, both high-volume container facilities managed under long-term agreements. These terminals generate revenue through vessel handling, container storage, gate operations and value-added logistics services, all supported by advanced technology and densified yard operations. Similarly, Carrix's cruise terminal operations in locations such as Vancouver (Canada) and Galveston handled 21 million passengers in 2024 and effectively combine passenger services with integrated port management, creating efficiencies across staffing and equipment. The financial model for these facilities relies on long-term concessions, throughput-based fees and private investment in top-side equipment and technology, not ongoing public subsidies.

What are the general conditions (i.e., length of lease term) your firm typically seeks to support the business model.

Does the Respondent's company operate independently or is it a subsidiary of another? If the latter, who is the parent company and/or the largest holder(s)?

Carrix operates independently, combining SSA, RMS, and Tideworks under one platform to deliver integrated port and logistics solutions. The majority ownership of Carrix is held by BIP. This structure gives Carrix the financial strength and stability to make major investments in infrastructure, advanced technology and sustainability initiatives.

To support the Respondent's existing/previous operations, has the Respondent's firm historically invested in the development of these businesses? Investment could take the form of either direct capital injection for infrastructure and/or equipment, and/or the provision of equipment through other sources. If so, please provide examples and a description of whether such an investment strategy could be brought to BMT.

The nature of Carrix's long-term concessions and terminal operations require ongoing investment in equipment, infrastructure and people. We are committed to maintaining service levels and operating capabilities at all of our sites and actively provide investment to ensure the success of each terminal location. As a committed steward of the marine environment, we also invest heavily in equipment, electrification, and advanced terminal operating systems to improve efficiency and sustainability, which are key priorities for modern ports. In order to make BMT a successful terminal, capable of supporting the needs of Brooklyn and the broader New York City area for decades to come, we would anticipate similar continuous investment in the facilities and people.

Carrix typically seeks long-term lease agreements of 30 years or more to support the scale of investment required for modern terminal operations. These extended terms allow us to justify significant private capital commitments for equipment, electrification, and technology upgrades, while ensuring operational stability for our customers. Our terminal leases generally include a variety of different payment structures based on situational characteristics.

F. RFEI SPECIFIC RESPONSES

EMPLOYMENT



Provide a brief description of the employment opportunities the Respondent's firm views could be associated with terminal operations, as well as within the broader community.

Carrix employs more than 20,000 union and non-union workers worldwide and has strong relationships with labor unions across the U.S. Carrix, through SSA, has decades of experience working with unionized labor, including the ILA, and will coordinate closely with local unions and businesses to ensure maximum community benefit from construction and operations for decades to come.

Does the Respondent's firm have prior experience working with unionized labor, and in particular, the ILA - if so, where?

Carrix, through SSA Marine and other joint ventures, has experience working with the ILA in most major port complexes, including New York/New Jersey (Bayonne), Philadelphia, Baltimore, Norfolk, Charleston, Savannah, Jacksonville, Canaveral, Miami, Tampa, Mobile, New Orleans and Houston.

Provide an estimate of the number of Full Time Equivalent positions associated with the proposed project.

In order to provide an accurate forecast, Carrix will commission an economic impact study for the proposed improvements. As a committed partner to the ILA, we anticipate maintaining current employment levels at the terminals, with additional jobs created in and around the terminals as the result of increased maritime activity.

Please describe plans for establishing a comprehensive workforce development strategy that could include a Project Labor Agreement, targeted community hiring, a maritime career readiness program for local disadvantaged residents, or other elements.

The creation of a workforce development strategy will be a collaborative effort across public and private stakeholders to meet the operational needs of the terminal while supporting family wage jobs in NYC. For large-scale projects receiving public funds, PLAs can be important tools, Carrix has experience working with port authorities to implement and abide by these standards. Carrix is committed to helping develop the maritime workforce of the future, with specific attention to the clean technology jobs needed for electric terminal operations. Carrix, together with port partners, customers and other stakeholders, builds workforce strategies by partnering with maritime high schools, trade schools, unions, and apprenticeship programs, to generate enthusiasm and skills development for the maritime sector.

TRAFFIC/UTILITIES



How much car traffic and truck traffic would the proposed business generate at the BMT on a daily basis?

Vehicle traffic at BMT will depend on the amount and type of maritime commerce at the port. Carrix will be able to provide a more accurate forecast after seeing the RFP and developing the final business case used to develop our response.

Would the proposed business own boats or ships? How many? What size? Would these vessels need to be docked at BMT? How much berthing space would be required?

Carrix does not own any vessels that would need to be docked at BMT.

How does the Respondent envision maximizing potential for Blue Highways at BMT?

Carrix, through SSA and RMS, excels in first-mile infrastructure operations, leveraging strong partnerships with organized labor to ensure safe and efficient cargo handling. For Blue Highways to thrive at BMT, Carrix will likely seek partners that can pair their last-mile delivery expertise with our first-mile strengths.

NYCEDC may consider establishing a “Blue Highway Collaborative” to engage local NYC businesses and last-mile partners to transition freight from traditional trucking to Blue Highway solutions. If chosen to operate for BMT, Carrix would support this initiative.

What is the required electrical capacity needed to run the proposed business?

Carrix’s process for determining electrical capacity is to engage an engineering firm to model the proposed vessel schedule, cargo handling equipment needed to unload the vessel, equipment duty cycles, shore power demands, reefer plug utilization, and expected hourly electrical consumption. This modeling, combined with strategies to reduce peak load and utilize on-site power generation, will be presented to understand the expected electrical capacity and demand on the grid.