

cintra

A Ferrovial company

NEW YORK CITY ECONOMIC DEVELOPMENT CORPORATION
REQUEST FOR EXPRESSIONS OF INTEREST

RESPONSE TO THE BROOKLYN
MARINE TERMINAL PORT
OPERATIONS AND MARITIME
INDUSTRIAL USES RFEI

Submitted by:

CINTRA

December 15, 2025

For clarity, the Respondent uses the terms “Cintra” and “Ferrovial” interchangeably to refer to Cintra and its sister companies within the Ferrovial group throughout this RFEI response.

SECTION A. CONTACT INFORMATION

Including the legal name of the respondent, business address (if applicable), name of contact, telephone, and email.

- **Legal name:** Cintra US Services LLC (“Cintra”)
- **Business address:** 9600 Great Hills Trail Suite 250E, Austin, TX 78759
- **Name of contact:** Jose Ferrer, Senior Manager - Strategy and M&A
- **Telephone:** + [REDACTED]
- **Email:** jmferrer@[REDACTED]

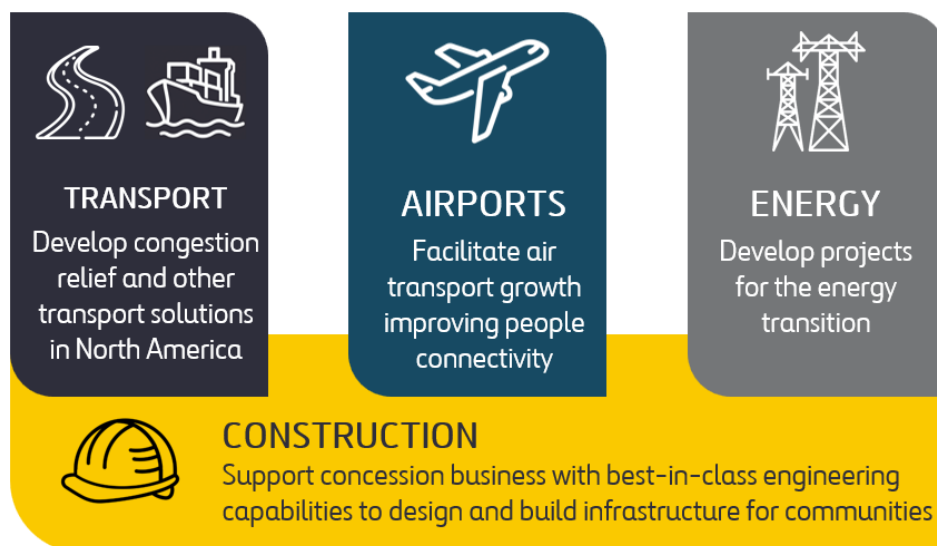
SECTION B. FIRM DESCRIPTION

A brief description of the company, its lines of business, organization, mission, affiliates, objectives, location, its years in business under its present business name, and a list of previous business names used, if any.

Cintra is the transportation infrastructure concession arm of Ferrovial SE, a global leader in the development and operation of sustainable infrastructure. Ferrovial’s mission is to create innovative, efficient, and resilient solutions that enhance mobility and connectivity while generating long-term value for communities and stakeholders.

Ferrovial operates through four integrated business units:

- **Cintra.** Global leader in highway concessions, managing 18 assets across 10 countries with more than \$25 billion in investment under management. Cintra is expanding into port terminals and assembling a dedicated port operations team and forging strategic partnerships with leading port operators, to ensure world-class performance.
- **Airports.** Developer and operator of major airport infrastructure, including the New Terminal One at JFK Airport in New York.
- **Energy.** Focused on sustainable energy infrastructure development.
- **Construction.** Best-in-class engineering and construction capabilities, supporting concession projects and delivering complex infrastructure worldwide.



This integrated model enables Ferrovial to develop and manage the entire lifecycle of infrastructure projects, from conceptualization and financing to design, construction, and long-term operation.

Ferrovial's mission is to develop sustainable infrastructure that improves quality of life and drives economic growth. Its objectives include:

- Expanding its global footprint in the strategic sectors of ports, toll roads, and airports.
- Leveraging innovation and technology for operational excellence and environmental sustainability.
- Building strong partnerships with local stakeholders to ensure community benefits and long-term resilience.

Cintra operates as a subsidiary of Ferrovial SE. Ferrovial's affiliates include entities managing airports, energy projects, and construction operations worldwide, reinforcing its integrated approach to infrastructure development.

Ferrovial SE is incorporated under the laws of the Netherlands, with its registered office in Amsterdam. Cintra's headquarters are in Austin, Texas.

Ferrovial has over 70 years of experience in infrastructure development, while Cintra has been a global leader in toll road concessions for more than 50 years. The company operates under its current name and has no significant previous business names.

As part of its growth strategy, Ferrovial is expanding into port terminal operations, leveraging its proven expertise in concessions and its track record of delivering over 15 major port development projects (including container, cargo, and passenger terminals, breakwaters, and wharfs). This positions Cintra and Ferrovial as ideal partners for the modernization and electrification goals outlined in the BMT Vision Plan.

Cintra/Ferrovial Competitive Advantages

- Financial Strength: Shares listed on Euronext Amsterdam, Spanish Stock Exchanges, and NASDAQ; member of IBEX 35 and sustainability indices (Dow Jones Sustainability Index, FTSE4Good).
- Operational Excellence: Advanced demand forecasting, dynamic pricing, and cost-efficiency culture.
- Innovation and Sustainability: Commitment to zero-emission operations, electrification, and resilient infrastructure aligned with global ESG standards.
- Stakeholder Engagement: Strong local partnerships and community-focused development strategies.

SECTION C. FINANCIAL CAPACITY AND CAPABILITY

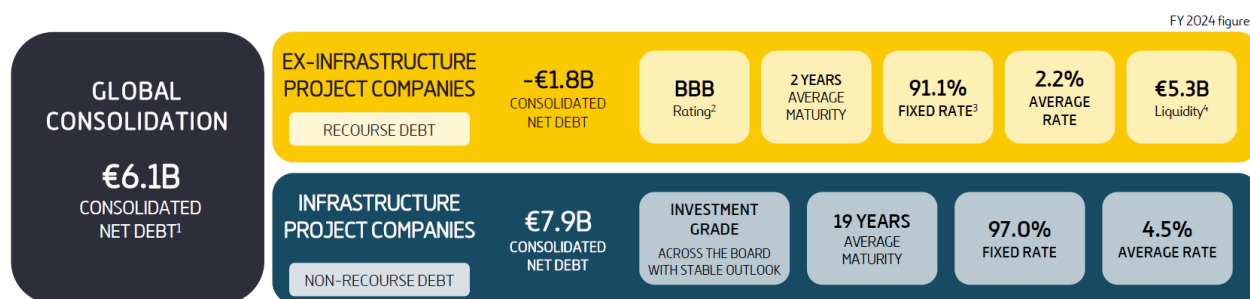
A description of the financials of the Respondent and financial approach to demonstrate adequate financial resources to develop the site in a manner consistent with Respondent's proposal.

Ferrovial Group's Financial Strength

Ferrovial closed 2024 with an exceptionally strong financial position. The company reported an adjusted EBITDA of €1.34 billion (\$1.57 billion), representing a 38.9% year-on-year increase, and revenues of €9.15 billion (\$10.74 billion), up 6.7% in comparable terms.

Ferrovial's consolidated net debt for fiscal year 2024 stands at €6.1 billion (\$7.16 billion), reflecting a strong and balanced financial structure. When broken down, the segment excluding infrastructure project companies shows a net cash position of -€1.8 billion (\$2.11 billion), supported by recourse debt with a BBB credit rating, an average maturity of 2 years, and a highly stable profile with 91.1% of the debt at a fixed rate and an average interest rate of just 2.2%. Liquidity in this segment is robust, reaching €5.3 billion (\$6.22 billion), ensuring flexibility to meet short-term obligations and fund strategic investments.

In contrast, infrastructure project companies operate under non-recourse debt, totaling €7.9 billion (\$9.27 billion). This debt is fully investment grade across the board with a stable outlook, and it is structured for long-term resilience, featuring an average maturity of 19 years, 97% fixed-rate coverage, and an average interest rate of 4.5%. This configuration underscores Ferrovial's ability to manage complex financing structures while maintaining predictable cash flows and minimizing exposure to interest rate volatility.



Together, these figures demonstrate a disciplined approach to leverage, strong liquidity, and a diversified debt profile that combines short-term flexibility with long-term stability—key elements that position Ferrovial to finance and deliver large-scale projects such as the Brooklyn Marine Terminal with confidence.

Ferrovial's international listings in Spain, the Netherlands, and Nasdaq provide access to diversified capital markets, reinforcing its ability to secure competitive financing for large-scale projects.

Experience in Project Financing

Ferrovial, through its business units Cintra, Ferrovial Airports and Ferrovial Energy, has a proven track record in structuring and closing complex financial operations for infrastructure concessions. Through the last 20 years, Ferrovial has secured over \$25 billion in project finance debt, using different debt products, such as Private Activity Bonds (PABs), Taxable Bonds, TIFIA and Bank Loans, amongst others. In addition to that, Cintra has an extensive experience dealing with Build America Bureau, USDOT, and other government agencies that finance infrastructure deals. This expertise ensures the ability to design optimal financial structures that balance cost efficiency and risk mitigation.

Financial Approach for the Brooklyn Marine Terminal Project

Our financing strategy is based on:

- Strong equity base to support investment commitments.
- Long-term financing structures combining bonds, bank debt, and equity, supported by a history of successful financial closes.
- Prudent risk management prioritizing sustainability and resilience.

This combination of financial strength and expertise positions Ferrovial to execute the Brooklyn Marine Terminal project with confidence and reliability.

SECTION D. RESPONDENTS MARITIME INDUSTRY EXPERIENCE

The description shall include the Respondent's general maritime industry experience and in operating facilities related to or serving such industry. The Respondent shall identify and briefly describe all facilities operated by the Respondent and any affiliates, the annual volumes of activity and customers served at such facilities, and other information pertinent to the operation of such facilities. The Respondent shall include any experience relevant to demonstrate its experience in successfully developing and/or operating facilities related to proposed uses.

Ferrovial have a strong track record in terminals development and maritime works, with over 15 major projects, including berthing structures, breakwaters, container terminals, and passenger port facilities. These projects demonstrate our capability to deliver complex maritime infrastructure on time and within budget, ensuring resilience and operational efficiency.

Key Maritime Projects by Ferrovial

Container Terminals:

- Barcelona Port: Container Terminal Phase I – €96M
- Bilbao Port: Expansion Dock 2 Container Terminal – €23M

Passenger Port Terminals:

- Barcelona Port: New Passenger & Cargo Terminal – €8M
- Denia Port – €8M
- Alcudia Port: Maritime Station – €12M

Berthing, Wharf, Breakwater, and Other Structures:

- Barcelona Port: Eastern Sea Wall Extension – €742M
- Bilbao Port Extension: Outer Abra Phase I – €246M
- Exterior Development of Isla Verde Phase 3 – €29M
- Outer Port in Ciutadella – €50M
- Port of Carboneras: Waterfronts & Wharfs – €17M
- Botafoc Breakwater – €66M
- Valencia Port: New Harbour Entrance to Inner Dock – €49M
- Cádiz Port: Breakwater Protection – €8M
- Haina Port: Breakwater Reconstruction – €17M
- Tarragona Port: Vehicle Terminal Berth – €8M

Cintra also brings extensive experience in the development, financing, and long-term operation of large-scale infrastructure assets with comparable complexity to the Brooklyn Marine Terminal. Our portfolio includes airports and toll roads, projects that require managing multiple stakeholders, integrating complex systems, and delivering world-class operational standards. We have successfully led the design, construction, financing, operation, and maintenance of infrastructure projects with an aggregate value exceeding €25 billion (\$29.3 billion), demonstrating our ability to execute projects of significant scale and strategic importance.

Cintra is building a dedicated port operations team, while leveraging our extensive experience in developing and managing complex infrastructure assets. This approach allows us to bring unique capabilities in strategic planning, electrification, digitalization, and full lifecycle asset management, critical elements for transforming the Brooklyn Marine Terminal into a modern, sustainable port. In addition, we will draw on our proven expertise in transportation networks, airport operations, and intermodal solutions, integrating innovative practices and advanced technology to optimize efficiency and resilience. This combination of emerging port operations expertise and global infrastructure know-how ensures a robust operational model aligned with industry best practices and the Vision Plan objectives.

Key Value Proposition for Brooklyn Marine Terminal

- Proven ability to manage multi-billion-dollar infrastructure projects with complex stakeholder environments.
- Expertise in design-build-finance-operate-maintain (DBFOM) models, ensuring long-term asset performance.
- Commitment to strategic partnerships with top-tier port operators to guarantee best-in-class terminal operations.
- Strong financial capacity and global experience in delivering transformative infrastructure assets.

Cintra's combination of financial strength, operational excellence in airports and toll roads, and deep maritime construction experience positions us as a highly capable partner to develop and deliver a world-class marine terminal for Brooklyn.

SECTION E. OTHER RELEVANT INFORMATION**Any other information relevant to determine the level quality of experience Respondent has in successfully developing and/or operating facilities related to proposed uses.**

A critical success factor for the Brooklyn Marine Terminal (BMT) is ensuring seamless integration with the surrounding urban environment, particularly in terms of traffic flow and congestion management. Ports, especially multi-purpose facilities, are dynamic nodes in a complex logistics network, and BMT is a further challenge due to the mixture of cruise and cargo. Poor planning can lead to bottlenecks that disrupt supply chains, increase costs, and negatively impact local communities. Therefore, designing a terminal that optimizes traffic patterns and minimizes congestion is essential for operational efficiency and stakeholder satisfaction.

Cintra brings over 50 years of experience in delivering innovative congestion management solutions for some of the most challenging urban corridors in the world. Our expertise lies in planning, designing, and operating infrastructure

that balances high-capacity throughput with real-time traffic optimization, ensuring smooth connectivity between critical economic hubs. We are recognized leaders in managing car and truck traffic and alleviating congestion in complex environments, skills that directly apply to the unique challenges of BMT's cruise and cargo operations.

Why Congestion Management Matters for Brooklyn Marine Terminal

- **Urban Location:** The terminal sits within a dense metropolitan area where freight, passenger, and local traffic converge. Without advanced traffic planning, congestion can spill over into neighborhoods, impacting residents and businesses.
- **Cruise Terminal Operations:** Cruise ship arrivals bring surges of passenger vehicles. Coordinating these flows alongside freight traffic requires sophisticated traffic management strategies, and Cintra is a global expert in the field.
- **Logistics Efficiency:** Efficient traffic flow directly affects cargo handling times, vessel turnaround, and overall supply chain reliability.
- **Environmental Impact:** Reducing congestion lowers emissions, aligning with sustainability goals and community expectations.

Cintra's Proven Expertise

Cintra has successfully implemented congestion management strategies in major metropolitan regions implementing advanced dynamic tolling and managed lanes to alleviate chronic congestion in one of the busiest freight corridors in the US (Dallas), and critical commuter routes (Toronto and Virginia-DC).

These projects required complex stakeholder coordination, advanced technology, and robust financial planning—skills directly applicable to the Brooklyn Marine Terminal. Our expertise in traffic modeling, demand forecasting, and adaptive solutions is reinforced by deep experience in data analytics for traffic optimization, ensuring efficient operations and improved mobility.

At Cintra, the Data Analytics and Traffic & Revenue teams work together to optimize performance across our assets. Using predictive modeling, Big Data, and machine learning, they anticipate demand, reduce congestion, and maximize both user experience and asset profitability. Through real-time monitoring and actionable insights, these teams turn complex data into strategic decisions that drive efficiency and innovation.

Our Approach for Brooklyn

- **Integrated Traffic Modeling:** Using predictive analytics to design access roads, staging areas, and intermodal connections that minimize congestion.
- **Smart Infrastructure:** Deploying intelligent transportation systems (ITS) for real-time monitoring and adaptive traffic control.
- **Stakeholder Collaboration:** Working closely with city agencies, freight operators, and community groups to align terminal operations with urban mobility goals.

Cintra's experience in design-build-finance-operate-maintain (DBFOM) projects, combined with our commitment to innovation and strategic partnerships, positions us to deliver a marine terminal that is not only operationally efficient but also a model for sustainable urban integration.

F. RESPONSES SECTION III QUESTIONS

Responses to the questions relevant to your organization listed in Section III and any other information that would be informative and responsive to this RFEI.

F.1. Use, Size and Layout of Facility

Question 1: 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?

Cintra proposes a maritime industrial operation at Brooklyn Marine Terminal (BMT) focused on getting cargo closer to the end market while supporting New York City's supply chain resilience and sustainability goals. Our operation will primarily serve:

- Importers/exporters of perishable goods and foodstuffs (e.g., distributors supplying the Hunts Point Food Distribution Center and other regional markets).
- Shipping lines, BCO's and logistics providers seeking efficient access to both the NYC metropolitan area and the greater Long Island market.
- Construction and industrial clients requiring bulk and project cargo handling for the NYC metro and Long Island markets.

With investment in cold storage and cold treatment facilities, independent fruit lines become strong client targets, enhancing BMT's role in refrigerated and perishable cargo handling. Additionally, we plan to increase barge activity through a dedicated commercial team focused on direct engagement with Beneficial Cargo Owners (BCOs) and shipping line carrier haulage for large-scale truck movements to Long Island, Queens, and Brooklyn markets.

Primary commodities will include refrigerated and perishable cargo, general containerized goods, and bulk materials (such as aggregates and construction supplies), aligned with BMT's Vision Plan for a flexible, modern port. Further, smaller feeder operators could be attracted to add a call at BMT on services currently calling the Northeast (Samskip and ICL as examples), expanding connectivity and modal options.

Our business model is highly dependent on waterborne shipping as the core enabler for moving goods into and out of New York City, reducing truck traffic, and supporting the City's Blue Highways initiative. The operation will leverage BMT's maritime infrastructure to maximize waterborne freight, facilitate modal shift, and contribute to the City's sustainability and congestion-reduction objectives. Additionally, we will combine Cintra's traffic analysis expertise with strategic sales cycles for multimodal transportation, creating tailored solutions that deliver measurable benefits for Beneficial Cargo Owners (BCOs). This integrated approach ensures optimized routing, cost efficiency, and improved reliability across modes.

Question 2: Would the Respondent plan to act as a port operator/developer for the entire port facility or as a tenant to an operator?

Cintra, supported by Ferrovial's global expertise, intends to act as a developer and strategic operator for the entire Brooklyn Marine Terminal facility, rather than as a tenant. This approach ensures full alignment with the Vision Plan objectives, which emphasize integrated electrification, operational efficiency, and community-driven economic growth. By assuming a comprehensive role, we can deliver a unified strategy for infrastructure modernization, sustainability, and long-term resilience.

Our experience managing complex, large-scale infrastructure projects, such as toll road networks, airports, and multimodal hubs, demonstrates our ability to oversee the full lifecycle: design, finance, build, operate, and maintain. This integrated model allows us to optimize capital deployment, accelerate modernization and electrification, and implement advanced digital systems for cargo flow and energy management.

Why this model benefits BMT and NYC

- **Single point of accountability** for the BMT within the Vision Plan execution, reducing fragmentation. Cintra's solution would add planning, engineering, construction and finance to what standard port operators can offer. Cintra is building a port operating team combining its expertise in large and complex infrastructure assets with senior maritime leaders and establishing strategic partnerships with port operators.
- **Risk management:** Ferrovial demonstrates a robust financial position and a proven track record in developing and financing large-scale, high-complexity infrastructure projects. Cintra is a leader in the PPP industry and brings a risk profile that enables it to confidently assume the construction, financing, and long-term operation of the project, ensuring seamless execution and sustainable performance, differentiating from standard port operators.
- **Project finance expertise:** Cintra has a proven track record in raising substantial debt for PPP projects and securing infrastructure financing through programs such as TIFIA. Our experience includes navigating complex negotiations with government agencies to allocate public funds for critical infrastructure initiatives like BMT, ensuring financial viability and long-term success.

In summary, Cintra proposes to serve as developer/operator for the entire facility, ensuring that the Brooklyn Marine Terminal becomes a benchmark for sustainable port operations and a catalyst for regional prosperity.

Question 3: 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?

Cintra has been operational for over 50 years, specializing in the development, financing, and management of large-scale transportation infrastructure projects worldwide. As part of Ferrovial, Cintra benefits from a global footprint and decades of experience delivering complex projects under Public-Private Partnership (PPP) models.

Cintra operates across North America, Europe, Australia, South America and other international markets, with a strong presence in the United States through major highway concessions and infrastructure projects. Ferrovial's US headquarters are in Texas, with additional offices in New York, Virginia and other U.S. states, reinforcing our commitment to the U.S. market.

Nature of BMT Opportunity

Our dedicated port operator team would focus on establishing an operation at the Brooklyn Marine Terminal that would represent a strategic expansion of Cintra's business into the port and maritime logistics sector. This is not a replacement of existing activities but a diversification aligned with Ferrovial's long-term growth strategy and commitment to sustainable infrastructure. By leveraging our proven capabilities in complex project delivery, financial structuring, and operational excellence, we aim to bring innovation and resilience to the port environment while supporting the Vision Plan's objectives for modernization, electrification, efficiency, and community impact.

Ferrovial Construction has successfully delivered major port and marine infrastructure projects, including container terminals, expansions, and intermodal facilities in Europe. These projects required advanced marine engineering, dredging, and integration of sustainable practices, experience that directly translates to the modernization goals of BMT.

Question 4: 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.).

Cintra's proposed operation is best suited to the central port area anchored by Pier 10 and the new marginal pier between Piers 8, 9A, and 9B, as outlined in the BMT Vision Plan.

Key reasons for this location:

- **Contiguous open space:** The central area provides the largest contiguous acreage (up to 60 acres), essential for efficient container and bulk cargo handling, staging, and future growth.
- **Berthing capacity:** The marginal pier design offers a 1,700-foot berth with ~40' water depth, accommodating vessels up to 4,000 TEU and supporting both international and barge operations.
- **Modern infrastructure:** This area is prioritized for new electric cranes, shore power, and upgraded substructure, aligning with our commitment to sustainability and operational efficiency.
- **Flexibility:** Proximity to the flex maritime zone allows for scalable operations, construction staging, and integration with Blue Highways and last-mile logistics.
- **Multimodal access:** Direct truck routes and planned improvements minimize neighborhood impacts and ensure seamless connections to the regional network.

This location maximizes operational efficiency, supports phased expansion, and aligns with BMT's goals for a modern, resilient, and sustainable port.

Question 5: 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?

Cintra's proposed use would initially occupy approximately 60 acres within the central port area, as envisioned in the BMT Vision Plan. This footprint is sufficient to support efficient container, bulk, and flex maritime operations, while allowing for optimal site circulation and future densification.

Anticipated Growth

- We expect the port to grow over time, both in throughput and operational complexity, as market demand and Blue Highways initiatives expand.
- Growth may include densification of container operations, expansion of flex maritime space, and integration of new logistics technologies.

Phased Approach

- **Phase 1:** Launch operations using the existing and planned infrastructure (marginal pier, electric cranes, shore power), focusing on core container and perishable cargo flows.
- **Phase 2:** Expand into adjacent flex maritime areas as demand increases, enabling additional storage, construction staging, or micro-freight activities.
- **Future phases:** Adapt site layout and operations to accommodate new commodities, increased vessel calls, or public infrastructure investments.

This phased, scalable approach ensures efficient use of space from day one, supports BMT's long-term vision, and allows for flexible adaptation as market needs evolve.

Question 6: 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?

Cintra's proposed operation would develop modern cargo handling facilities primarily for:

- Cold store and distribution center style warehouses
- Administrative and terminal operations offices
- Maintenance and support facilities
- Security and customs processing

Preferred Location

These buildings should be located adjacent to the main container yard and berthing areas, specifically within the central port zone near Pier 10 and the new marginal pier. This placement ensures efficient cargo flow between vessels, storage, and landside distribution, while supporting phased expansion and integration with flex maritime uses.

The design and siting of interior spaces will prioritize operational efficiency, sustainability (all-electric systems), and adaptability for future growth.

Question 7: 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 described in the BMT Vision Plan significantly enhance BMT's attractiveness for Cintra's business model.

Key factors include:

- **Modern infrastructure upgrades:** Investments in a new marginal pier, electric cranes, shore power, and substructure repairs directly support efficient, sustainable operations.
- **Electrification and sustainability:** Public funding for all-electric equipment and shore power aligns with Cintra/Ferrovial's commitment to decarbonization and operational excellence.
- **Improved site access and resiliency:** Planned truck route improvements and flood protection measures reduce operational risks and neighborhood impacts.
- **Flexibility for growth:** Investments in flex maritime space and Blue Highways infrastructure enable scalable, multimodal logistics solutions.

These public commitments reduce entry barriers, support phased private investment, and create a strong foundation for a resilient, future-ready port, making BMT a highly attractive site for Cintra's proposed operation.

Question 8: Are there different potential public infrastructure investments that would make the site more attractive to your business?

Yes. To fully realize the Vision Plan objectives and maximize the attractiveness of the Brooklyn Marine Terminal for Cintra and Ferrovial, we identify several investments that would significantly enhance operational efficiency, sustainability, and community impact:

1. **Shore Power and Grid Upgrades** for vessel electrification and zero-emission operations. Investments in high-capacity grid connections and renewable energy integration will enable us to deploy electric cranes, yard equipment, and charging stations for trucks, aligning with NYC's decarbonization goals.
2. **Resilient Waterfront Infrastructure:** Climate adaptation measures such as flood protection systems, elevated structures, and stormwater management will safeguard operations against extreme weather events.
3. **Digital Infrastructure:** Deployment of fiber-optic networks and smart sensors for real-time cargo tracking, predictive maintenance, and energy optimization.

While these investments may enhance the project's appeal, they can be undertaken by the private sector as part of a long-term concession. Our approach would be to finance these improvements upfront and recover the investment through project-generated revenues over the life of the agreement. In scenarios where revenues are insufficient to fully cover costs, we envision a structure that includes availability payments from the Authority during port operations. This model ensures that critical infrastructure upgrades are delivered without delay, aligns with global best practices for public-private partnerships, and provides the Authority with a predictable mechanism to secure the long-term viability and resilience of the Brooklyn Marine Terminal.

Question 9: 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?

A marginal pier with a continuous 1,700-foot berth is highly advantageous for Cintra's proposed operational model because it supports larger vessels, streamlined cargo handling, and electrification infrastructure deployment. This configuration aligns with the Vision Plan's goals for efficiency, sustainability, and future-proofing the terminal:

- **Operational Efficiency:** A single, extended berth minimizes vessel maneuvering, reduces turnaround times, and optimizes crane positioning for high-volume cargo flows.
- **Electrification Readiness:** Continuous marginal piers simplify the installation of shore power systems and charging stations, critical for achieving zero-emission operations.
- **Safety and Resilience:** A consolidated berth enhances safety protocols and facilitates climate adaptation measures such as flood barriers and elevated structures.

Finger Pier Restoration Scenario

While restoration of Piers 8, 9A, and 9B could enable operations, it introduces fragmentation and complexity:

- Multiple berths require additional tug assistance and increase vessel dwell times.
- Electrification infrastructure would need to be duplicated across piers, raising CapEx and OpEx.
- Cargo handling efficiency would be lower compared to a marginal pier, impacting competitiveness and sustainability targets.

Cintra prefers a marginal pier solution to deliver the Vision Plan objectives effectively. However, we are prepared to evaluate hybrid configurations if supported by public infrastructure investments (e.g., enhanced inter-pier connectivity, shared electrification systems) and supportive of micro-distribution strategies for the NYC metropolitan area to mitigate operational inefficiencies.

Question 10: Describe how your business would meet the City's goal to build a modern, all-electric, 21st Century port.

Cintra, backed by Ferrovial's global expertise, is fully committed to delivering a modern, all-electric port that embodies the City's Vision Plan for sustainability, innovation, and resilience. Our approach integrates advanced technology, robust infrastructure, and proven operational models to achieve zero-emission operations and set a benchmark for 21st-century maritime logistics.

Full Electrification of Operations

- **Shore Power Integration or At-Berth-Emissions Capture:** We will deploy high-capacity shore power systems to enable vessels to connect to the grid while docked, or work to ensure a barge with at-berth-emissions capture is in place, eliminating emissions during berthing.
- **Electric Equipment Fleet:** Transition to electric cranes, yard tractors, and cargo-handling equipment, supported by Ferrovial's experience in electrification projects across global infrastructure assets.
- **Charging Infrastructure:** Install fast-charging stations for drayage trucks and support vehicles, ensuring seamless intermodal connectivity.

Renewable Energy and Smart Grid

- Partner with utilities to integrate renewable energy sources and battery storage solutions, including immediate barge mounted deployment, reducing reliance on fossil fuels.
- Implement smart grid technology for real-time energy management, optimizing consumption and minimizing peak loads.

Digitalization and Automation

- Deploy IoT sensors, AI-driven predictive maintenance, and automated cargo handling systems to enhance efficiency and reduce energy waste.
- Utilize Ferrovial's proven digital platforms for asset monitoring and operational analytics, ensuring transparency and continuous improvement.

Sustainability and Community Impact

- Align with NYC's climate goals by targeting 100% electrified operations within the Vision Plan timeline.
- Create green jobs and training programs for local workforce development, fostering inclusive economic growth.

Ferrovial's own objectives include our commitment to decarbonization and ESG leadership, with significant investments in electrification and renewable integration.

Question 11: Are there other maritime industrial businesses whose presence at BMT would make it a more attractive location for your business?

Yes. Cintra believes that a collaborative ecosystem of complementary maritime and logistics businesses at BMT would amplify the terminal's attractiveness and accelerate the achievement of the Vision Plan objectives. Specifically, the presence of the following types of businesses would create synergies and operational efficiencies:

1. Vessel Electrification and Shore Power Providers

Companies specializing in shore power systems, battery storage, and vessel electrification would support the City's goal of a fully electric port and enable rapid deployment of zero-emission technologies.

2. Intermodal and Logistics Operators

Intermodal service providers would enhance cargo connectivity, reduce truck congestion, and strengthen Blue Highway initiatives, aligning with sustainability and efficiency targets.

3. Renewable Energy and Green Fuel Suppliers

Partnerships with renewable energy developers and green hydrogen or biofuel suppliers would ensure a resilient energy mix and complement electrification strategies.

4. Marine Equipment and Technology Innovators

Businesses offering electric cranes, semi-automated cargo handling systems, and IoT-based monitoring solutions would accelerate digitalization and operational optimization.

A cluster of these businesses would create a modern, integrated maritime hub, reduce operational risk, and foster innovation. Cintra's experience in developing complex infrastructure ecosystems, such as toll road networks and airports, demonstrates our ability to coordinate multi-stakeholder environments effectively.

Question 12: What is your business' perspective on any synergies between BMT and a Hunts Point Marine Terminal?

Cintra views the potential synergies between the Brooklyn Marine Terminal (BMT) and Hunts Point Marine Terminal as a unique opportunity to create an integrated maritime logistics network that advances the City's Vision Plan objectives for sustainability, efficiency, and economic development.

1. Strengthening Blue Highway Initiatives

- Coordinating operations between BMT and Hunts Point would enable short-sea shipping routes that reduce truck traffic, alleviate congestion, and lower emissions across the NYC metropolitan area.
- This synergy supports the Vision Plan's goal of leveraging waterways for freight movement, improving resilience and reducing reliance on road transport.

2. Shared Electrification and Sustainability Framework

- Both terminals can benefit from standardized electrification infrastructure, including shore power systems and charging networks for drayage trucks.
- Joint investment in renewable energy and smart grid solutions would optimize costs and accelerate the transition to zero-emission operations.

3. Operational Efficiency and Cargo Flow

- A coordinated scheduling system between BMT and Hunts Point would allow balanced cargo distribution, reducing bottlenecks and improving service reliability for regional supply chains.
- Integration of digital platforms for real-time tracking and predictive analytics would enhance transparency and efficiency.

Cintra sees BMT and Hunts Point as complementary assets that, when connected through electrification, digitalization, and operational coordination, can transform NYC's maritime logistics into a sustainable, resilient, and future-ready system.

Question 13: What site infrastructure, acreage, and equipment at the Hunts Point Marine Terminal would be desired?

Cintra envisions Hunts Point Marine Terminal as a strategic complement to BMT. Nevertheless, before the Blue Highways link between BMT and the Hunts Point Food Distribution Center can be fully realized, significant development at Hunts Point is necessary to enable efficient waterside cargo handling. Currently, the site requires upgrades such as a dedicated marine terminal with modern lift-on/lift-off (LOLO) and/or roll-on/roll-off (RORO) capabilities, electric shore power infrastructure, and sufficient berthing space for barges carrying containerized food and other goods.

These enhancements will allow Hunts Point to receive high-volume barge deliveries directly from BMT, facilitating seamless transfer of goods from water to distribution and supporting the city's goals of reducing truck traffic and emissions. Without these investments, the full benefits of the Blue Highways initiative, including increased barge utilization and direct-to-distribution center sales, will be difficult to achieve.

F.2. Financial Proposal

Question 14: Describe, in qualitative terms, the core functions and services that the Respondent's business currently uses to generate revenue.

Cintra's business model is focused on developing, financing, and operating large-scale transportation infrastructure assets under long-term concession agreements, primarily through Public-Private Partnerships (PPPs). This approach enables the delivery of complex projects that combine private-sector innovation and efficiency with public-sector oversight.

Core Revenue Model: Managed Lanes in the U.S.

In the United States, Cintra generates most of its revenue through managed lanes toll concessions. These assets consist of express lanes adjacent to toll-free lanes, where toll prices are dynamically adjusted based on real-time congestion levels. This pricing strategy optimizes traffic flow and enhances reliability for users. Under this model, Cintra assumes full revenue risk, with no guarantees on minimum traffic volumes, reinforcing our commitment to operational excellence and demand management. In this development at BMT, we envision a similar activity based revenue model for the terminal operations. Cargo handling, berthing, demurrage, wharfage, appointments, passenger fees, etc. will all provide the revenues required to continue to invest in this vital infrastructure.

Other Revenue Sources: Availability Payment Model

Cintra operates some toll roads in Europe, Latin America, and Canada under a different structure: availability payment concessions. In these projects, the traffic risk remains with the public granting authority, while the private operator receives a fixed payment (often indexed to CPI or adjusted for major maintenance needs) to recover construction investment and generate predictable returns. This model ensures stable, long-term income streams while maintaining high service standards.

Complementary Services

Although minor compared to toll revenues, Cintra also provides specialized advisory services to its concessions, including:

- Traffic forecasting and optimization
- Operations and maintenance strategy
- Financial and investment analysis

These services enhance asset performance and create additional value for stakeholders.

Cintra's revenue model is built on long-term stability, operational efficiency, and innovation, supported by sustainability principles. This proven approach positions Cintra as a trusted partner for transformative DBFOM projects, such as the Brooklyn Marine Terminal, where similar principles will apply to port operations.

Question 15: 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)?

Cintra operates as a subsidiary of Ferrovial SE, a global leader in infrastructure development and management. Ferrovial maintains a strong international presence with offices worldwide and is publicly traded on multiple stock exchanges (Amsterdam, Madrid, and New York). The company has a diversified shareholder base with no single controlling entity, and its governance framework prioritizes transparency, sustainability, and long-term value creation.

Parent Company Highlights

- **Established Expertise:** Founded in 1952, Ferrovial is globally recognized for its leadership in transportation infrastructure, including highways, airports, and urban mobility projects.
- **Global Footprint:** The group operates across North America, Europe, Australia, and Latin America, consistently ranking among the world's top infrastructure developers.
- **North America Presence:** Through its subsidiaries (Cintra, Ferrovial Airports, Ferrovial Energy, and Ferrovial Construction) Ferrovial's North American headquarters is in Austin, Texas, with additional offices in New York, Dallas, Virginia, Washington D.C., Atlanta, and Charlotte, among others.
- **Stable Ownership:** Ferrovial's largest shareholders are institutional investors and long-term stakeholders, ensuring strategic alignment and financial stability.

Cintra's integration within Ferrovial provides access to financial strength, technical expertise, and global best practices, positioning us as an ideal partner to deliver the City's vision for a modern, all-electric port.

Question 16: 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.

Cintra is building a port operating team combining its expertise in large and complex infrastructure assets with senior maritime leaders and establishing strategic partnerships with port operators.

Cintra/Ferrovial operate and develop terminal-centric, multi-stakeholder infrastructure with analogous operational and commercial functions (notably airports and large DBFOM highway corridors) where revenue is mainly generated through user fees, and complemented through tenancy/sub tenancy agreements and value-added services. These are the same levers contemplated for BMT (berth/wharfage, equipment charges, storage, sub tenant rents), and they are supported by long term, non-recourse project finance structures. Some examples of Cintra/Ferrovial experience include the following.

New Terminal One (JFK, New York)

- **Role & functions:** Ferrovial Airports owns 49% in the consortium appointed to design, construct, finance, operate and maintain the New Terminal One, a large, multi-airline terminal. The revenue model combines aeronautical rents/fees paid by airlines and commercial revenues from retail/leasing, structurally similar to a port landlord/operator charging for berth access, equipment use, cargo storage, and sub-tenancies.
- **Financial model & public subsidy:** The terminal is privately financed at the project level (equity plus project finance) under a long term lease with public sector oversight. We do not rely on recurring operating subsidies for this model; revenue is shared with the Port Authority of New York and New Jersey above certain levels of revenue.

Managed Lanes Corridors: LBJ Express, North Tarrant Express (NTE) & NTE 35W (Texas); I 66 Outside the Beltway (Virginia), I-77 Express Lanes (North Carolina)

- **Role & functions:** Cintra leads/has led design-build-finance-operate-maintain concessions featuring complex, 24/7 operations (traffic management, dynamic pricing, incident response), multi-party interfaces, and customer-facing services. This is a strong operational analogue to high-throughput terminal operations and yard logistics.
- **Financial model & public subsidy:** These assets are primarily user-fee (toll revenues) financed through non-recourse project debt and equity. Some cases (Texas managed lanes) required public contributions at financial close (upfront payments) to optimize risk allocation, but not ongoing operating subsidies. This approach

allowed the projects to become feasible, but the Concession Agreement (not only for Texas managed lanes, but for all other managed lanes we operate in the US) provides for revenue sharing mechanism that allow the granting authority to get a portion of revenues, would these be above certain thresholds. Currently, some of these assets have triggered revenue sharing payments to the granting authority, an example of a successful risk allocation at financial close and upside sharing during operations.

Leveraging Proven Experience for BMT

- **User-fee core + diversified commercial income:** Like airports and managed corridors, BMT's revenue stack can combine core access/throughput charges (berth, wharfage, handling/equipment) with commercial and tenancy income (sub-tenants for logistics, cold-chain, e-commerce, MRO, energy services). Our airport terminals show how mixed aeronautical/non aeronautical or "access + commercial/retail" economics stabilize cash flows and support private finance.
- **Asset-level non-recourse finance:** In all examples, project companies raise debt without recourse to the parent, secured by asset cash flows, the same structure we would employ for BMT top-side and equipment, with appropriate public-sector lease terms.
- **Performance-driven O&M:** Our portfolios operate under contracted KPIs aligning private incentives with public outcomes, transferable to berth productivity, gate turn-times, and electrification uptime at BMT.

We recognize that current BMT port operations could require public subsidy under existing conditions. Our integrated solution is designed to reduce any need for recurring subsidy by lifting throughput, improving energy efficiency, and broadening commercial revenue. At the same time, we ask the public sector to prioritize one-time enabling investments (grid and shore power, access improvements) consistent with the Vision Plan, if needed, to make the project feasible from a return perspective.

Question 17: 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.

Yes. Cintra and Ferrovial have a long history of direct investment in infrastructure and equipment to support the development and operation of complex assets. Our investment strategy combines equity contributions, project-level financing, and procurement of specialized equipment, ensuring operational excellence and sustainability. This approach is fully transferable to the Brooklyn Marine Terminal. Some examples of investment in large high-complexity assets include the following.

New Terminal One at JFK

- **Capital Injection:** Ferrovial Airports invested significant equity in the design, construction, and operation of major terminals, including New Terminal One (NTO) at JFK (49% stake) and Dalaman Airport (60% stake). For NTO, over \$[REDACTED] equity have been contributed and \$[REDACTED] debt were raised (and [REDACTED]).
- **Infrastructure and Equipment Investment:** Investments included all terminal buildings and structures, advanced baggage handling systems, passenger boarding bridges, and digital infrastructure for operational efficiency.
- **Relevance to BMT:** Similar principles apply to port operations. Cintra can fund electrified cranes, automated cargo systems, smart grid technology, structures and civil works through a mix of equity and non-recourse project level debt.

Managed Lanes (LBJ Express, North Tarrant Express, NTE 35W, I-66 Outside the Beltway and I-77 Express Lanes)

- **Capital Injection:** Cintra invested equity and secured non-recourse project financing for multi-billion-dollar DBFOM highway projects. For all 5 assets combined, Cintra has contributed over \$[REDACTED] in equity, raised initially over \$[REDACTED] debt and has refinanced \$[REDACTED] since 2019.
- **Infrastructure and Equipment Investment:** Investments included all the civil works and structures, deployment of intelligent transportation systems (ITS), dynamic tolling infrastructure, and traffic management technology.
- **Relevance to BMT:** Comparable to the civil works (including terminal, patio, roads) installing IoT sensors, predictive maintenance systems, and electrification equipment at the terminal.

Supporting Cintra, Ferrovial Construction has delivered port expansions, new terminal and quay infrastructure, investing in heavy marine equipment and dredging technology.

Question 18: What are the general conditions (i.e., length of lease term) your firm typically seeks to support the business model.

Cintra's business model is designed for long-term investment and operational stability, which requires concession terms that align with the lifecycle of major infrastructure assets. Based on our global experience in airports, toll roads, and other complex concessions, we typically seek:

- **Long-Term Concessions:** 30 to 50 years, consistent with the capital intensity and amortization period of large-scale infrastructure projects. This horizon allows us to recover upfront investment, deliver predictable returns for equity and debt investors under non-recourse financing structures, and maintain operational continuity and performance accountability over the asset's lifecycle.
- **Flexibility for Expansion:** options for phased development and capacity expansion, enabling adaptation to market demand and technology evolution.
- **Performance-Based Framework:** Incorporation of KPIs tied to sustainability, safety, and service levels, aligning private incentives with public objectives.

A long-term concession structure ensures financial resilience, commitment to Vision Plan goals, and ability to attract private capital and reduce reliance on recurring public subsidies.

F.3. Employment**Question 19: 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.**

Cintra anticipates creating a broad spectrum of employment opportunities through the development and operation of the Brooklyn Marine Terminal, both directly within terminal operations and indirectly across the local economy. Our approach emphasizes workforce development, and inclusive community engagement, consistent with the City's Vision Plan.

Terminal Operations Roles

- **Port Operations & Logistics:** Berth scheduling, cargo handling, yard management, and intermodal coordination.
- **Electrification & Maintenance:** Technicians for electric cranes, charging infrastructure, and smart grid systems.
- **Digital & Automation Specialists:** IT professionals for IoT systems, predictive maintenance, and operational analytics.
- **Safety & Compliance Officers:** Ensuring adherence to environmental, safety, and regulatory standards.

Broader Community Opportunities

- **Construction & Infrastructure Development:** Jobs during the build-out phase for marine works, electrification, and resilience upgrades.
- **Local Supplier Engagement:** Opportunities for small businesses in equipment supply, maintenance services, and logistics support.
- **Training & Workforce Development:** Partnerships with local institutions to deliver programs in electrification technology, maritime logistics, and digital systems, creating pathways for long-term careers.

Our model prioritizes local hiring and skills development, fostering economic growth in Brooklyn and surrounding communities. Ferrovial's global experience in major infrastructure projects demonstrates our ability to implement structured training programs and inclusive employment strategies.

Question 20: Provide an estimate of the number of Full Time Equivalent positions associated with the proposed project.

Based on Cintra's experience with large-scale infrastructure and terminal operations, we estimate the following FTE positions for the Brooklyn Marine Terminal project:

Construction Phase (Years 1–3)

- **Marine Works & Civil Construction:** 150–200 FTEs (quay reinforcement, electrification infrastructure, resilience upgrades).
- **Equipment Installation & Commissioning:** 50–75 FTEs (electric cranes, charging stations, smart grid systems).
- **Project Management & Engineering:** 30–40 FTEs (design oversight, quality control, safety compliance).

Total Construction Phase: 230–315 FTEs

Operations Phase (Steady State)

- **Terminal Operations & Logistics:** 80–100 FTEs (berth scheduling, cargo handling, yard management).
- **Electrification & Maintenance:** 30–40 FTEs (electric equipment servicing, grid management).
- **Digital & Automation Specialists:** 15–20 FTEs (IoT systems, predictive analytics).
- **Safety, Compliance & Administration:** 20–25 FTEs.

Total Operations Phase: 145–185 FTEs

Additional indirect jobs will be created through local suppliers, training programs, and community engagement initiatives, amplifying economic impact in Brooklyn.

Question 21: Does the Respondent's firm have prior experience working with unionized labor, and in particular, the ILA - if so, where?

Yes. Cintra and Ferrovial have extensive experience collaborating with unionized labor across multiple geographies and sectors, ensuring compliance with collective bargaining agreements and fostering constructive labor relations. While Cintra's core portfolio has historically focused on highways and airports rather than marine terminals, Ferrovial Construction and Ferrovial Airports have worked in environments where union representation is standard.

Examples of Unionized Labor Experience

- **Airport Projects:** Ferrovial Airports' involvement in New Terminal One at JFK required coordination with unionized trades under New York labor agreements, including electrical, mechanical, and construction unions. This experience demonstrates our ability to manage complex labor frameworks in highly regulated environments.
- **International Marine Works:** Ferrovial Construction has delivered port expansions and marine infrastructure in Europe and Latin America, where unionized labor is common, successfully integrating local labor agreements into project execution.

ILA-Specific Experience

Cintra is building a port operating team combining its expertise in large and complex infrastructure assets with senior maritime leaders, and establishing strategic partnerships with port operators, that have operated marine terminals under ILA jurisdiction

Question 22: 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.

Cintra is committed to supporting a comprehensive workforce development strategy that complements the International Longshoremen's Association (ILA) role in workforce hiring and development, while fostering long-term interest in maritime careers among local communities. Our approach focuses on collaboration, education, and inclusion, and will include the following key elements:

- **Partnership with ILA and Stakeholders:** We will work closely with ILA and other labor organizations to ensure alignment with established hiring practices and avoid any conflicts. Our role will emphasize creating pathways and awareness rather than duplicating hiring functions.
- **Community Education and Awareness Programs:** To inspire future generations, we will launch school-based programs and community outreach initiatives that introduce students and residents to maritime careers. These programs will include interactive workshops, career days, and informational sessions about port operations, sustainability, and technology.
- **Maritime Career Readiness Awareness:** In collaboration with local educational institutions and maritime academies, we will develop informational resources and mentorship opportunities to help disadvantaged residents understand the skills and training required for careers in logistics, electrification technology, and digital systems.
- **Local Engagement and Partnerships:** We will partner with community-based organizations to promote these programs and ensure they reach underrepresented groups, creating a pipeline of interest and readiness for future opportunities at the Brooklyn Marine Terminal.

This strategy positions the Brooklyn Marine Terminal as not only a hub for sustainable logistics but also a catalyst for inclusive economic growth, inspiring local residents to pursue high-quality careers in the maritime sector.

F.4. Traffic/Utilities

Question 23: How much car traffic and truck traffic would the proposed business generate at the BMT on a daily basis?

The projected traffic volumes will depend on cargo throughput, modal split, and electrification adoption, but Cintra's approach prioritizes minimizing truck congestion and maximizing sustainable transport options in line with the Vision Plan.

Preliminary Estimates

- **Truck Traffic:**
 - For a modern container terminal handling regional distribution, we anticipate a controlled flow of drayage trucks.
 - Our operational model emphasizes off-peak incentives, reducing daily truck trips compared to traditional terminals.
- **Car Traffic:**
 - High passenger vehicle activity is expected during cruise ship arrivals and departures, including private cars, taxis, and ride-share services.
 - To manage this surge, we will implement dedicated staging areas, dynamic traffic flow controls, and real-time monitoring systems to minimize congestion and ensure smooth operations.
 - For workforce access, we will continue to promote public transit and shared mobility, complemented by on-site EV charging stations for essential vehicles and sustainable transport options.

Congestion Mitigation Measures

- **Blue Highway Integration:** Our focus is to promote and incentivize short-sea shipping to reduce truck dependency.
- **Digital Gate Management:** Appointment systems and predictive analytics to smooth traffic flow.
- **Electrification:** Deployment of electric trucks and yard equipment to reduce emissions and noise.

Next Steps

We propose to work with NYCEDC and stakeholders to model precise traffic volumes based on target TEU throughput and modal split assumptions (truck vs barge)

This collaborative approach ensures that traffic projections align with Vision Plan sustainability goals and community impact considerations.

Question 24: How does the Respondent envision maximizing potential for Blue Highways at BMT?

Cintra sees Blue Highways as a cornerstone of the Brooklyn Marine Terminal's transformation into a sustainable, multimodal logistics hub. Our strategy focuses on leveraging waterways to reduce truck congestion, lower emissions, and enhance regional supply chain resilience.

1. Dedicated Short-Sea Shipping Services

- Increase commercial efforts to accommodate BCOs and carrier haulage for large customers out of the Port of New Jersey.
- Establish regular barge and feeder routes connecting BMT with Hunts Point and other regional terminals.
- Prioritize containerized and bulk cargo flows that can shift from road to water, reducing truck miles and improving air quality.
- Pilot third-party, micro-distribution of pallets through small boat deployments to key nodes around the NYC metropolitan area.

2. Integrated Intermodal Connectivity

- Develop efficient transfer zones for seamless movement between barge and trucks.
- Implement digital scheduling platforms to coordinate vessel arrivals with landside operations, minimizing dwell times.

3. Strategic Partnerships

- Collaborate with regional ports, barge operators, and logistics providers to create a robust Blue Highway network.
- Engage with public agencies to align incentives and infrastructure investments that support modal shift.

4. Community and Environmental Impact

- Blue Highways reduce road congestion, noise, and emissions, delivering measurable benefits to Brooklyn neighborhoods.
- Aligns with NYC's climate goals and the Vision Plan's emphasis on sustainable freight corridors.

Our experience in multimodal infrastructure ecosystems, including airports and highway networks, demonstrates our ability to design and manage interconnected assets. Combined with Ferrovial's financial strength and ESG leadership, we can scale Blue Highway operations as a core component of BMT's future

Question 25: 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?

Cintra's proposed business model for the Brooklyn Marine Terminal focuses on acting as a developer/operator of the port facility, not as a vessel owner or shipping line. Our core expertise lies in infrastructure development and terminal operations, rather than direct maritime transport services.

Ownership of Vessels

- Cintra does not plan to own boats or ships as part of its operational strategy for BMT.
- Instead, we will partner with shipping lines, barge operators, and logistics providers to maximize throughput and support Blue Highway initiatives.

Docking and Berthing Requirements

- Since Cintra will not own vessels, we do not require dedicated berthing space for proprietary ships.
- Berthing capacity will be allocated to third-party carriers and barge operators, managed through a digital scheduling system to optimize berth utilization and minimize congestion.

This model aligns with global best practices for landlord/operator ports, where the operator focuses on infrastructure, electrification, and efficiency, while vessel ownership remains with specialized carriers. It ensures flexibility to accommodate diverse vessel sizes and types, supporting the Vision Plan's goals for sustainability and multimodal connectivity.

Question 26: What is the required electrical capacity needed to run the proposed business?

Based on the operational concept outlined in the BMT Vision Plan and our preliminary analysis, the proposed business model requires a scalable electrical infrastructure, with the ability to expand as electrification of cargo handling, shore power for vessels, and ancillary services reach full deployment.

F.5. General

Question 27: Does the Respondent have any additional feedback on the BMT Vision Plan?

We believe that implementing a Public-Private Partnership (P3) framework for the BMT Vision Plan could be a highly favorable solution for all stakeholders. A P3 structure would leverage public investment commitments already outlined in the Vision Plan, such as the planned \$411 million in capital upgrades, while attracting significant private capital for infrastructure, equipment, and operational improvements. This approach would:

- Enhance financial sustainability by reducing reliance on operating subsidies and ensuring long-term viability through shared risk and reward.
- Accelerate delivery of critical upgrades like the new marginal pier, electrification of port operations, and resiliency measures against sea-level rise.
- Promote innovation and efficiency by enabling private operators to introduce advanced technologies and densified operations, aligning with the Vision Plan's goals for a modern, all-electric port.

A P3 framework aligns with global best practices for complex infrastructure projects and would position BMT as a model for sustainable, collaborative port redevelopment.

We thank BMT for the opportunity to submit this response and look forward to the possibility of contributing to the successful implementation of the Vision Plan.