

PORTS AMERICA

Response to NYCEDC

Brooklyn Marine Terminal Port Operations and Maritime Industrial Uses Request for Expression of Interest (RFEI)

December 15, 2025





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December 15, 2025

New York City Economic Development Corporation
One Liberty St.
New York, NY 10006

To Whom it May Concern:

Ports America (“PA”) is pleased to submit this response to New York City Economic Development Corporation’s (“NYCEDC”) Request for Expressions of Interest (“RFEI”) for Brooklyn Marine Terminal (“BMT”) port operations and maritime industrial uses. As the largest U.S. marine terminal operator and stevedore - with more than a century of operating history, tri-coastal portfolio, and extensive cruise and cargo operations experience in New York and New Jersey - Ports America has the scale, technical depth, and labor partnerships to deliver a modern, all-electric, and community-centered port at BMT.

We have carefully reviewed NYCEDC’s BMT Vision Plan (September 2025), the Blue Highways Action Plan (October 2025), and the Moffatt & Nichol market assessment included within the RFEI materials. Those documents set out a clear path: replace aging finger piers with a consolidated, high-performing marginal pier; maintain and modernize an approximately 60-acre working port footprint; integrate Blue Highways movements to shift freight from road to water; and ensure the project is operationally and financially sustainable without ongoing operating subsidies.

Ports America hereby expresses its interest in working collaboratively with the NYCEDC to advance a project that realizes the above vision. If the current NYCEDC requirement for a single operator remains in place at such time as Requests for Proposals are issued, Ports America would seriously evaluate delivering a proposal to serve as the single, exclusive operator for the entire BMT complex: container, cruise, and Blue Highways. We would likely do so in a consortium with partners to be determined, each of whom would mitigate risk or add value to a successful project outcome.

At the same time, we recognize NYCEDC may determine that separate operators for the cruise vs. cargo/Blue Highways projects could optimize outcomes. Indeed, we believe there are considerable merits and risk mitigation to envisioning a single cruise operator/developer across Brooklyn and Manhattan cruise terminals, and a separate operator/developer to combine cargo handling and blue highway at the Brooklyn Marine Terminal facility. In that alternate scenario, Ports America expresses strong interest in serving as the developer and operator of the Brooklyn Cruise Terminal (“BCT”) jointly with re-development and operation of the Manhattan Cruise Terminal, which we already currently operate. PA is uniquely positioned to provide immediate infrastructure investment at BCT; an essential step to maintain current and future cruise line demand ahead of the contemplated demolition and redevelopment sequencing for MCT. Combining cruise operations across the two facilities would create operational synergies in berth scheduling, passenger processing, shore power readiness, and workforce deployment. With BCT properly



updated, a seamless construction sequencing process could commence at MCT, ensuring no loss of cruise business to the New York region during the extensive, multi-year long construction process. All these benefits would provide confidence to our mutual cruise line customers that their vessels can be accommodated during construction with little to no disruption thanks to PA's unique position in New York Harbor.

Our proposal is grounded in demonstrated performance: Port Newark Container Terminal ("PNCT") in the Port of New York/New Jersey, Seagirt in Baltimore, operations in the Ports of Hueneme and New Orleans (sites described as similar in nature to Brooklyn in the Moffatt & Nichol study), and a national network of cruise terminals, including the Manhattan and Brooklyn Cruise Terminals. We bring decades of collaborative experience with the International Longshoremen's Association ("ILA"), proven capital delivery, and industry-leading terminal technology. The result is a credible path to implement NYC's vision for an electrified, resilient, high service working waterfront at BMT.

Sincerely,

A handwritten signature in blue ink, appearing to read 'M. Leech', is positioned above the printed name.

Matthew Leech
CEO and President
Ports America Group, Inc.



Ports America Response to the Brooklyn Marine Terminal Port Operations and Maritime Industrial Uses RFEI

A. Firm Contact Information

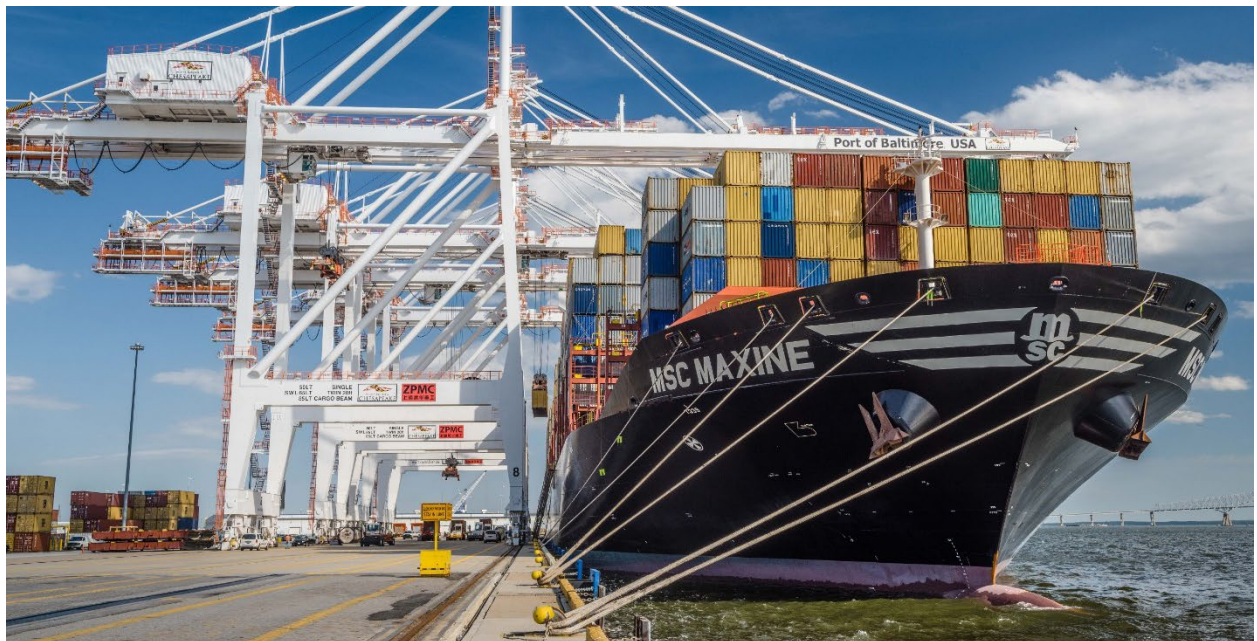
Submitted to: New York City Economic Development Corporation (NYCEDC)

Date: December 15, 2025

Submitted by:

Ports America Group, Inc.
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B. General Firm Description

B.1. General Overview

Ports America provides creative and innovative infrastructure solutions for ports, cargo carriers, and cargo owners. As an organization, we are driven by three overarching principles that define who we are and guide our actions as we navigate challenges, pursue opportunities, and drive sustained success.

- **High Performance**, which we define as a commitment to safety.
- **Integrity**, in exhibiting the highest ethical standards.
- **Partnership**, in fostering connections and acting as one team.

We are a premier diversified ports and logistics solutions provider, powered by our people, delivering innovative all-in solutions in a safe and sustainable environment. We operate in over 33 ports and 76 locations.

OUR VALUES



SAFETY is our top priority, as we are unwavering in our commitment to achieving zero harm.



To **PURSUE EXCELLENCE** is at the core of our mindset, as we strive to be the best in everything we do.



We conduct ourselves with **INTEGRITY**, adhering to the highest ethical and moral principles in all aspects of our work.



We believe in **CREATING HAPPINESS** by fostering a positive and passionate environment that brings joy to our employees, customers, and communities.

PORTS AMERICA BY THE NUMBERS:

19

MILLION

TEU'S in 2024

6.7

MILLION

Cruise passengers

5.8

MILLION

Tons of Cargo

1.7

MILLION

Auto/RoRo units



B.2. Our Capabilities

Growth and efficiency in shipping depends upon the ability to adapt. Finding ways to evolve is at the heart of everything we do at Ports America. We continually invest in innovation and specialized equipment and infrastructure. And we collaborate with customers to rethink how cargo is handled and how the industry can prepare for the ever-changing and demanding transportation environment. We specialize in **Five Categories of port operations**:

1. CONTAINERS

Ports America is a leading container terminal operator in the United States, handling approximately 19 million TEU in 2024. Ports America, through its legacy companies, has been an innovator and pacesetter in the containerized marine transportation landscape.

Our commitment to remaining the leader in this area means that we invest in the resources, innovation and technology to provide maximum value to our customers.



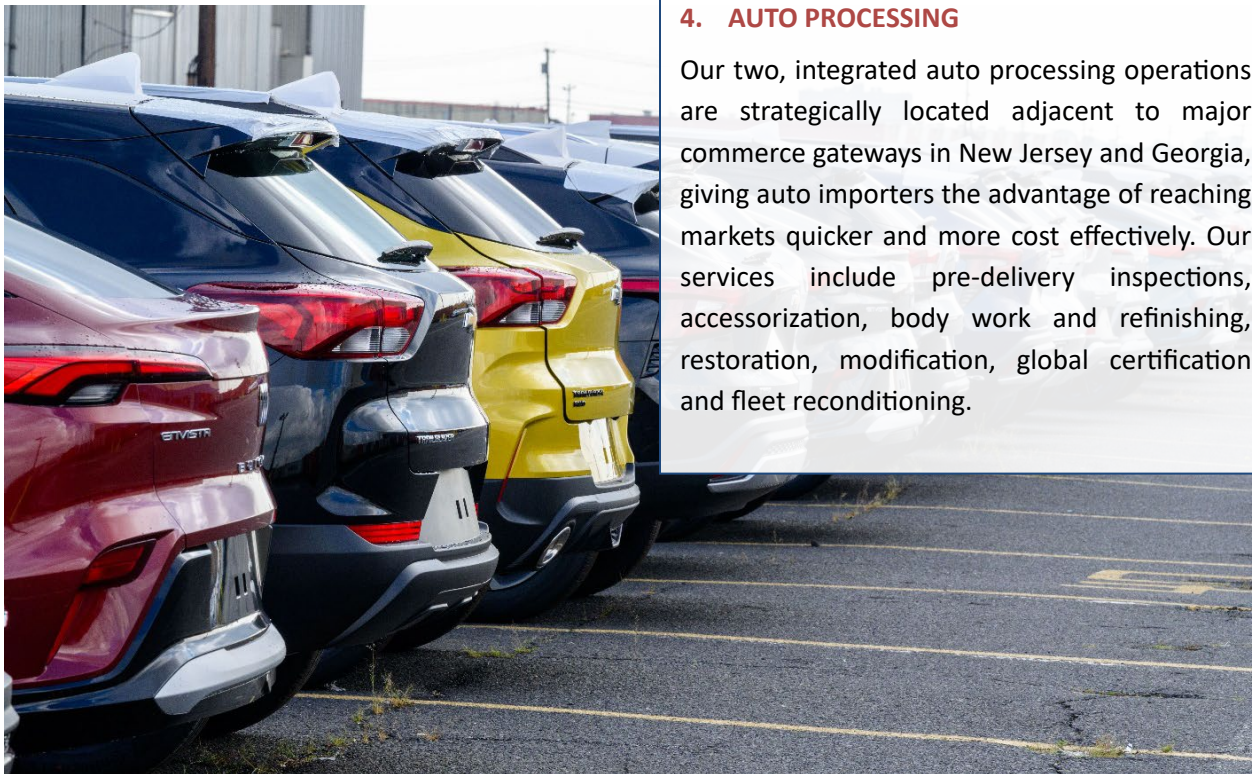
2. CRUISE

The world's most prestigious cruise lines rely on Ports America for our cruise terminal management and stevedoring services. Our experience and infrastructure investment allows us to be prepared for the cruise industry's explosive growth. Our cruise terminals are poised to handle increased sailings, higher passenger volumes and the ever-evolving size of cruise ships.



3. AUTO / RORO

Ports America is committed to moving our customer's cargo safely, efficiently, and damage free. We've received numerous quality awards due to low damage frequency and innovative processes that reduce risk and improve productivity. Our management team partners regularly with labor, Port Authorities, customers and manufacturers to develop useful solutions to ongoing challenges. Our focus is consistent—continuously improve safety, efficiency, and quality.



4. AUTO PROCESSING

Our two, integrated auto processing operations are strategically located adjacent to major commerce gateways in New Jersey and Georgia, giving auto importers the advantage of reaching markets quicker and more cost effectively. Our services include pre-delivery inspections, accessorization, body work and refinishing, restoration, modification, global certification and fleet reconditioning.



5. BREAKBULK / BULK

Very few terminal operators can handle non-container cargo with equal parts efficiency and expertise. Fewer still can deliver that efficiency and expertise day in and day out. At Ports America we offer the specialized experience in just these kinds of jobs, from the heaviest lifts to the most delicate cargo. We constantly investigate advanced cargo production and handling techniques that improve operations beyond the traditional methods of the past, including creating custom equipment, delivering on-dock CFS services and reducing cycle time.

With breakbulk, location is everything, and Ports America is everywhere you need to be. Our operations span all three US coasts, each adjacent to major highways and railways, with expansive options for covered and open storage.



B.3. Spotlight on Cruise Operations

Ports America provides world-class cruise terminal management and stevedoring services to the world's most prestigious cruise lines and passengers. Ports America recognizes the significant growth in the cruise industry and has taken the necessary strides to accommodate increased sailings, higher projected passenger volumes and larger cruise ships. Through hands-on experience and teamwork, Ports America has built a solid performance reputation with its cruise line customers in multiple port locations.

The company handled 6.7 million cruise ship passengers in 2024, along with handling baggage, stores and equipment for embarkation and disembarkation. Logistics is an essential element of providing consistent quality service to this highly specialized area.

As one of the largest private independent U.S. cruise terminal operators, Ports America has decades of experience managing berthing applications, scheduling, and operational planning under long-term lease and operating agreements in Manhattan, Brooklyn, and Los Angeles. In addition to providing cruise stevedoring and related services in Manhattan, Brooklyn, and Los Angeles, Ports America operates in Port Everglades, Miami, Boston, Norfolk, Seattle, Philadelphia and Portland, Maine, through direct operations and joint ventures. The cruise industry consistently recognizes Ports America as a leading terminal operator, known for delivering safe and efficient, cost-effective services while ensuring an exceptional



guest experience. Our cruise line customers include brands from all major industry partners, including Carnival, Royal Caribbean, Norwegian, MSC and more.

Ports America's cruise operations routinely achieve overall high guest satisfaction ratings for baggage handling and terminal service, in accordance with cruise line rating systems. Quality of service throughout our cruise operations network is ensured by Internal Quality Management, with safety as the cornerstone to successful operations and sharing of best practices.

Ports America has a long-term concession agreement with the NYCEDC to manage and operate both the Manhattan Cruise Terminal on the Hudson River in New York and the Brooklyn Cruise Terminal through 2039. This exclusive management contract provides for services that include terminal management, vessel berthing and stevedoring, maintenance, parking, security, billing, and additional operations at both terminals. Ports America also provides ancillary services such as event management and military and yacht dockings.

Ports America also has a long-term concession agreement with the Port of Los Angeles to manage and operate the Los Angeles Cruise Terminal, also known as World Cruise Center, in San Pedro, California, as well as the port's alternative cruise facility at the outer harbor. This prestigious contract provides for management services, maintenance coordination, security and special event management. The World Cruise Center comprises two terminal buildings, offering 2,850 linear feet of docking space in an 18-acre dedicated cruise facility.

B.4. Spotlight on Container Operations

Ports America is a leading U.S. marine terminal operator and stevedore company, spearheading public-private partnerships (PPP), operating in over 70 locations and 33 ports. Globally connected to the supply chain, the company proudly provides services for container cargoes with a diverse network of locations and holds approximately one third of the U.S. container market share.

Ports America container terminal operations are located near major consuming populations centers in their respective regions. Strategic markets include Los Angeles, New York/New Jersey, Baltimore, Miami, Tampa, New Orleans, Tacoma and Houston.

Ports America has a significant on-going investment program. Ports America Chesapeake, an independently managed entity, entered into a public private partnership with the Port of Baltimore in 2010. To date, improvements in excess of \$700 million have been completed, and an additional \$[REDACTED] capital improvements over the coming ten years are now in planning. These would enlarge a second berth designed to handle 14,000 TEU ships, and add three Super-Post Panamax gantry cranes, providing the ability to handle two ULCVs simultaneously, as well as yard electrification and expansion.

Port Newark Container Terminal (PNCT) secured a long-term extension of its lease agreement with the Port Authority of New York/New Jersey in 2011 and embarked on a half-billion-dollar terminal development and expansion plan. PNCT has already invested over \$565 million in capital improvements and is planning investments of an additional \$[REDACTED] over the next few years. With its upgraded berths and thirteen ULCVs/Post Panamax cranes, PNCT has the ability to service two 14,000 TEU vessels simultaneously.

Continued investments are also in progress at the ports of Tampa, New Orleans, Gulfport and Los Angeles, further positioning Ports America as a leader in container terminal investments and future volume growth.



Information about our other lines of business, including Auto/RoRo, Breakbulk, Bulk and Auto Processing is available on our website at: www.portsamerica.com.



B.5. A Leader in Public-Private Partnerships

Ports America is a leader in generating Public-Private Partnerships (“PPP”) in the U.S. seaport industry. Ports America has successfully created three PPP’s, merging private capital alongside commercial terminal operating expertise in partnership with public port authorities or local municipalities:

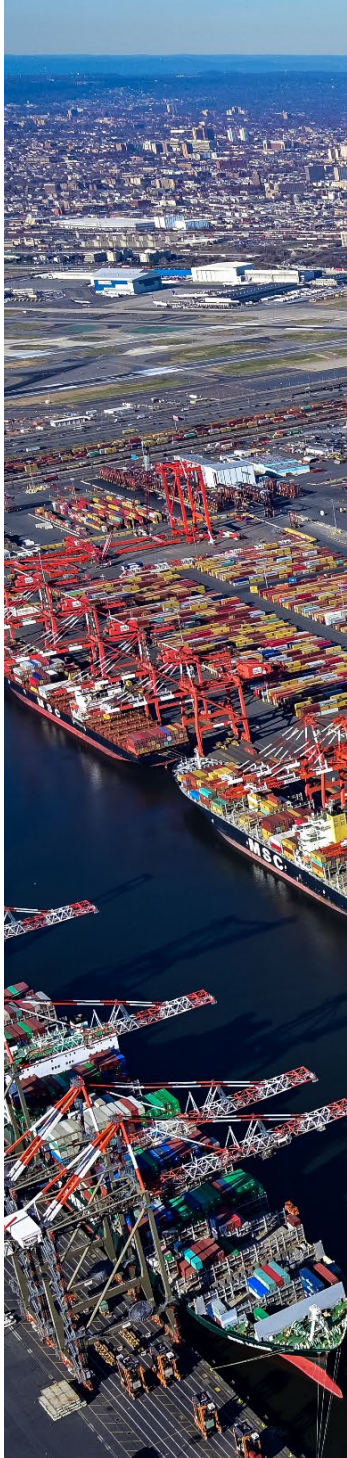
Ports America has accomplished this while recognizing the importance of working closely with Port Authorities to address unique labor, governance, financing and other elements of each port system.

Ports America Represents the Optimum PPP Partner

- Provides **best-in-class terminal management** and a full range of stevedoring, labor services, and management, as well as successful health and safety programs
- Possesses **diversified cargo handling abilities**
- Offers **total development solutions** that include greenfield terminals, existing asset enhancement including design, construction management, equipment procurements, bid tendering, cost engineering and on-going operations
- Employs **top-rate personnel** in IT, billing, accounts receivable, order processing, cargo manifest documentation, terminal management, process excellence
- Places the **highest importance on terminal safety**
- Provides **proven performance capabilities** and capex financing expertise
- Holds **years of experience** in the privatization of publicly owned terminals
- **Successfully captures grant funding** available for a variety of applications, and can coordinate with the responsible Port Authority to win grants



B.6. Our History



As a leading American marine terminal operator and stevedore in the United States, Ports America traces back its lineage through a rich tapestry of legacy companies that have helped shape the maritime industry for over 100 years.

Our proud contributions to global commerce begin with the American labor that we employ along all three U.S. coasts. Since 1922, our family of companies have maintained production on the waterfront through the most unprecedented of times in history. Through the Great Depression, major wars, political turmoil, and a global pandemic, **the tenacity and true grit of longshoremen and stevedores endured**, courageously delivering the essential goods and products that enabled the nation's economy and led our country through economic, political, and societal turbulence.

Our history begins in 1922, when the International Terminal Operating Company "ITO" founded P&O Ports North America. Almost a decade later in 1931, Marine Terminals Corporation "MTC" was created. After years of success and acquisitions, P&O Ports North America and MTC joined forces and became a single organization in 2007, leading to the coalescence of the Ports America brand as it stands tall today. Through public-private partnerships that merge private capital alongside commercial terminal operating expertise, Ports America has been able to empower major infrastructure initiatives on both the local and national level.

Today, Ports America's portfolio of services expands far past the docks and berths that caress the shoreline. Our diversified operations across the country equip our organization with an expanded footprint and increased capability to serve the country. We go beyond stevedoring and marine terminal operations; we are a **trusted supply chain logistics solutions provider** who has spent the last decade capitalizing on our network of interconnected transportation solutions to provide our customers with more options and opportunities to reach the market.

Port America's legacy, deep-rooted expertise, and experience employing and serving Americans through the most pivotal moments in U.S. history of the last century, has enabled the company to adapt, evolve, and maintain its position **at the forefront of the nation's supply chain infrastructure and maritime services.**





C. Financial Capacity and Capability

C.1. Financial Overview

Ports America Group, Inc. (“PAG” or the “Company”) and its subsidiaries and affiliates are a leading marine terminal operator and stevedore in the United States. PAG is majority held by CPP Investments, with a minority stake held by Duration Capital Partners. CPP Investments is a global investment management organization responsible for investing the surplus assets of the Canada Pension Plan Fund. As of September 30, 2025, CPP Investments managed net assets totaling CAD \$777.5 billion (US \$558.5 billion). Duration Capital Partners is a dedicated infrastructure investment firm with a value-add approach to partnering with transportation businesses in North America, and has US \$4.1 billion assets under management. As a privately held corporation, PAG does not publicly release detailed financial information.

PAG anticipates partnering directly with its owners to determine the appropriate investment structure for the project(s), allowing the project to benefit from the operational strength of Ports America and the financial acumen of its owners, each of whom is supportive of PAG executing its strategic plan, which includes investing in marquee infrastructure assets in New York. Together, we would leverage the strength of our financial networks to ensure a bankable, financeable project to redevelop the Brooklyn Marine Terminal.

Ports America’s extensive banking relationships and finance leadership team support PAG’s experience raising debt and project financing. PAG anticipates that funding options for the Project may include traditional bank loans, insurance companies, pension funds, and both public and private debt capital markets. To achieve the lowest all-in cost of capital and to provide value for money to the Brooklyn Marine Terminal project, PAG will run a rigorous financing process between all available sources of capital. The purpose of such a process will be to maintain competitiveness, determine the most appropriate financing structure for the Project, and obtain the best pricing and terms.

Based on the expected funding required, the current market conditions and funding structures previously employed by PAG, the Company anticipates selecting one or more of the following structures:

- a) Delayed Draw Facility. Depending on the amounts and timing of the capital investment plan, PAG could pursue a Delayed Draw Facility to support the Project’s needed liquidity and minimize associated negative carry. It is expected that there would be little amortization during the draw period, with the line converting into a long-term note thereafter.
- b) Private Activity Bond (“PAB”). PABs are tax-exempt municipal bonds secured by the financed assets and pledged revenues of the terminal. PAG will determine whether the financing is best procured under a narrowly or broadly marketed private placement, and would then proceed to secure the most favorable debt financing terms available in this market. Ports America has successfully placed three PAB offerings since 2017 to robust investor demand.
- c) Cash / Equity. PAG has the ability to draw from cash-on-hand, the Company’s revolving credit facility, and from the support of its owners, who are also able to invest directly into projects on a case-by-case basis.



C.2. Financing Case Studies

Financing Case Study #1: Port Newark Container Terminal (PNCT) \$274MM Private Activity Bond, 2017

In December 2017, PNCT, a 50/50 joint venture between Ports America and Terminal Investment Limited (“TIL”), successfully closed a 30-year \$274 million tax-exempt municipal bond financing. The bond issuance included \$125 million of refinanced debt and \$149 million of new money financing. This long-term, low-cost debt funded PNCT’s terminal expansion plan and allowed the terminal to reach over 1 million lift capacity.

PNCT’s bonds have a Moody’s investment grade credit rating of Baa2 with a stable outlook. Investor demand for PNCT’s bonds was high and the bonds were heavily oversubscribed on the day of pricing. PNCT also secured a \$[REDACTED] million revolving line of credit for general corporate purposes, further improving the company’s liquidity and self-sufficiency.

Financing Case Study #2: Ports America Chesapeake \$109MM Bond Financing for Berth Expansion, 2019

Ports America’s Treasury team, working in close coordination with Ports America Chesapeake (PAC), successfully executed a \$109 million bond financing to support the expansion of Seagirt Marine Terminal’s Berth III and the acquisition of four new super-post-Panamax ship-to-shore cranes. This strategic financing enabled the terminal to handle two 14,000-TEU vessels simultaneously, increasing annual berth capacity from 1.3 million to approximately 1.9 million TEUs and strengthening Seagirt’s competitive position. The bonds—comprised of both tax-exempt and taxable tranches— have a Moody’s investment grade credit rating of Baa2, were 17x oversubscribed, and attracted more than 50 major institutional investors. Together, these outcomes reflect a highly effective capital markets transaction that advanced Seagirt’s long-term growth and operational resilience.

Financing Case Study #3: Ports America \$[REDACTED]MM Equipment Financing for STS Crane, 2025

Ports America advanced its commitment to the Gulfport, MS concession through the strategic acquisition of a new ship-to-shore crane, supported by competitively structured financing with Bank of America. The company secured an \$[REDACTED] million equipment financing facility that aligns capital deployment with the project timeline, beginning with a variable-rate structure during the construction and delivery phase and converting to a fixed [REDACTED]-month term upon final acceptance of the crane. The structure preserved cash, enabled reimbursement of \$[REDACTED] million in progress payments, and accommodated necessary soft costs such as import taxes, freight, and installation. This investment enhances Gulfport’s long-term operational capability and demonstrates Ports America’s disciplined approach to funding critical infrastructure while maintaining financial flexibility.



D. Detailed Firm Description and Case Studies

D.1. Experience In Developing Markets for Container Terminals and PPPs

The commercial track record that Ports America has established can be readily recognized in four projects that have relevance to the Brooklyn Marine Terminal Project. The examples are PNCT located in the Port of New York and New Jersey (also known as “Port of NYNJ”), Seagirt Marine Terminal located in the Port of Baltimore, the Manhattan and Brooklyn Cruise Terminals, located in Manhattan and Brooklyn, NY., and the Port of Hueneme, CA.

D.1.1 Port Newark Container Terminal (PNCT), Newark, NJ, USA

Project Description

The success that PA has achieved at PNCT illustrates several industry leading characteristics of PA’s operations that have driven growth and transformed an underperforming facility into one of the strongest terminals in the gateway and is now positioned for significant expansion and upside potential. PNCT has emerged as one of the most efficient facilities in a NY/NJ gateway that includes five other terminals: Maher Terminal, APM Terminals, GCT New York Terminal, GCT Bayonne Terminal, and Red Hook Terminal.

Ports America is the marine container terminal operator for Port Newark Container Terminal, a 50/50 economic joint venture between a Ports America subsidiary and Terminal Investment Limited. PA is 100% responsible for operations, maintenance and repair (OMR) work and 50% equity investor in the project which is an existing terminal that required expansion under the scope of the concession agreement. PNCT was formed in 2011 under a long-term concession with the Port Authority of New York and New Jersey (the “PANYNJ”) with extensions through 2050.

PA and the PNCT management team have created an impressive and mutually beneficial partnership with the PANYNJ. Through collaboration, the two entities identified and implemented several joint initiatives that grew volume and share in the gateway. New York / New Jersey is the second largest container market in the US and a “must serve” gateway from an ocean carrier and Beneficial Cargo Owner (BCO) perspective.

Supply chains are becoming increasingly complex due to the demands of e-commerce. As such, container terminal technology plays a larger role in the performance of the terminal and the attractiveness of the terminal to ocean carriers and BCOs. PA utilizes technologies such as RFID recognition, optical character recognition, weigh in motion scales, terminal optimization technologies including

guiding management on how to optimize terminal performance. This digital platform provides stakeholders with the ability to connect their systems with PA’s data and visibility tools. Information at the terminal transaction level can be provided in push or pull formats through TOS Web Portal, and mobile versions via an app, or can be pushed seamlessly through API protocol via a PA-developed product called “PA Connect.”

Port investments specifically associated with the raising of the Bayonne Bridge, the harbor deepening project and rail network improvements funded by the PANYNJ, have made the gateway a cornerstone of US East Coast ocean carrier networks. To ensure the infrastructure investments made by the port could be fully utilized and to support continued growth in the gateway, PNCT has invested over \$565 million in terminal infrastructure since the lease commenced in 2011. These investments include upgrades to existing wharfs to accommodate 14,000 TEU vessels working simultaneously, four additional super post-



panamax cranes, a 17-acre yard expansion and a 30-acre new terminal gate area and complex. Through strategy and collaboration with the PANYNJ, understanding of the market potential, alignment with ocean carrier partners, as well as meeting the needs and requirements of various government entities specific to permitting and regulations associated with the PNCT development, PA has brought significant container volume growth to PNCT.

Alliances or Other Forms of Strategic Cooperation

Beyond the collaboration and partnership with the PANYNJ, PNCT has created numerous beneficial commercial partnerships with other stakeholders in the region to drive volume growth. In addition to the partnership with MSC and Maersk, as part of the 2M Alliance, PA introduced new volume to the terminal through the addition of services from ACL and ZIM. Through the enterprise level relationships that PA offers, ACL is calling PNCT with a weekly liner service and subsequent to the breakup of 2M and the introduction of the Gemini Alliance, ZIM introduced a new liner service calling PNCT.

Ports America utilizes a defined strategy for engaging shipping line partners. Each of the major lines are assigned an account manager as well as an executive sponsor. The account manager is responsible for a regularly established contact and frequency is variable based on the amount of opportunity and activity associated with the account. Updates are provided on a quarterly basis, including PA's perspective on markets as well as infrastructure improvements and joint opportunities that can be achieved. Executive sponsors are PA Senior Executives (C-level), who support account managers with engagements at the C-level with shipping lines. As part of PA's shipping line strategy, annual international meetings are conducted at shipping line global offices. PA's capabilities, market conditions as well as strategic opportunities are covered during these international visits. The shipping line strategy supports PNCT as well as other terminals operated by Ports America.

As part of the broader commercial strategy deployed by PA and executed by PNCT and PA executives, BCO engagement has been a remarkable driver of the volume growth at PNCT. Several key accounts such as Heineken, Samsung, GAP Stores, The Home Depot, IKEA, Bob's Discount Furniture, Restoration Hardware, Amazon and others have all taken advantage of the various aspects of terminal efficiency that PNCT provides. Alignment with PNCT operations specific to expedited service, utilization of key PA technologies (such as Early Bird Gate Appointments, TOS Web Portal, and visibility and location tools) have all benefited these BCO stakeholder partners in realizing value and driving volume through the terminal and gateway.

PA's cohesive infrastructure growth strategy and collaboration with key stakeholders led to significant investments made to support growth around intermodal rail opportunities at PNCT. PA, in partnership with the Class 1 Railroad CSX, identified the need for additional intermodal rail capabilities at Port of NYNJ terminals to support opportunities in Chicago and the greater Mid-West hinterland markets. After conducting an independent analysis that included feedback from BCOs and ocean carrier partners, additional infrastructure in the form of a fly-over bridge connecting PNCT to the CSX on-dock rail was introduced by PNCT to bring new intermodal capacity to the terminal and port complex.

Specific initiatives spearheaded by PA included new labor agreements to expand the hours of service being offered at the rail facility, the impacts on the improved fluidity associated with the enhanced access, and defining new storage track capacity required to support the overall enhanced intermodal capabilities. CSX and PA jointly reviewed commercial opportunities, aligned with the CSX network, and ensured that shipping lines were aware of these new service offerings. There has been significant growth with intermodal rail at PNCT that is out-performing other terminals in the port complex.



As a result, PNCT and the PANYNJ reduced the amount of truck traffic on port access roads by 187,200 truck trips per year. This had significant positive impacts on cargo fluidity, saving 10–15 minutes per move and adding additional dray truck capacity back into the market. It also reduced carbon emissions and road infrastructure impacts. This example of targeted stakeholder collaboration, cohesive infrastructure investments, and a comprehensive commercial strategy has enabled PNCT to achieve an impressive level of performance. By making PNCT agile and flexible, BCOs are driving more volume to the terminal through their ocean contract choices.

Key Success Factors & Lessons Learned Applicable to Brooklyn Marine Terminal

The success that PA has achieved at PNCT has illustrated its ability to leverage enterprise level relationships to attract independent carriers such as ACL and ZIM. The volumes that both of these carriers have delivered to PNCT has been meaningful and beneficial to bottom line performance. The strategic and comprehensive infrastructure investments proved beneficial in creating the capability to support additional volume demand requests as demonstrated by both ACL and ZIM.

Although these two ocean carrier partners were able to utilize PNCT, berthing windows at the Port of NYNJ are currently limited in availability, and PANYNJ will be challenged to accept independent services going forward. PA believes that capacity in the Port of NYNJ will continue to be challenged. Brooklyn Marine Terminal therefore becomes strategically important to PA and ocean carriers to accommodate additional volume that could otherwise be routed by ocean carriers through the NYNJ gateway. As the operator of Brooklyn Marine Terminal as well as a terminal in the Port of NYNJ, PA would be able to take advantage of 100% of these “overflow” opportunities as the sole operator of the facility, ensuring cargo opportunities stay in New York.

D.1.2. Seagirt Marine Terminal

Project Description

PA has had a presence in the Port of Baltimore for over 88 years. With an extensive understanding of local and regional industry dynamics as well as best-in-class operational credentials, Ports America Chesapeake, an independently managed affiliate of PA, was awarded a 50-year concession from the Maryland Port Administration in 2010 to operate Seagirt Marine Terminal. PA is the 100% equity investor and responsible for expansion, operations and maintenance. Seagirt is the only major container terminal in the Port of Baltimore and effectively competes with the ports of NYNJ and Norfolk, VA, among others. As part of the concession agreement, an initial investment of US\$118 million supported an additional berth, four super post-Panamax cranes, and other terminal enhancements including additional container handling equipment and technology upgrades. The timing of the infrastructure improvements were linked to the expansion of the Panama Canal and the belief that larger vessels would then start utilizing East Coast ports.

Based on the continued growth of the Baltimore market, increased support from ocean carriers, and confidence from the BCO community, PA continued investing to ensure Seagirt can meet the demands of the growing market. In 2019, PAC committed to an additional \$166 million to support terminal enhancements that includes deepening of a second berth and the addition of four additional super post-Panamax ship to shore cranes (which provides the ability to handle two 14K TEU vessels simultaneously), 15 additional RTG cranes, gate expansions and enhancements, terminal densification, reefer racks and technology upgrades. Ports America is now in the planning stages of a new berth and yard investment program of \$400 million, to continue leading growth and environmental stewardship.

Demonstrated Track-Record of Growth



The collaborative partnership between PA and the Maryland Port Administration (the “Maryland PA”) has been extremely successful. The two organizations created a commercial strategy that focused on creating value propositions for BCOs whose import cargoes were moving through competing gateways, such as NYNJ and Norfolk, and landing in the Baltimore hinterland. Value and total landed cost savings were calculated based on truck mile savings and terminal efficiency benefits captured. Key initial targets included IKEA, Pier 1, Toys R Us, Restoration Hardware, REI, Starbucks, Costco, Arauco, and Tractor Supply.

In addition to the commercial development of the local and regional markets around Seagirt Marine Terminal, PA has spearheaded efforts to position Baltimore to expand its intermodal rail capabilities. Through collaboration with the State of Maryland, US Federal Government and CSX, a generational transformation project, known as the Howard Street Tunnel project, is currently underway and is expected to be completed in spring 2026. Through the partnership PAG initiated with project stakeholders, Baltimore will be able to provide double stack rail capabilities and compete with other gateways such as NYNJ and Norfolk for discretionary / hinterland cargos destined for the US Mid-west. PA engaged local stakeholder partners, specifically the MPA, to develop and align a strategy to enable the Port of Baltimore to compete to surrounding gateways who were benefiting from double stack intermodal rail to serve Chicago and the US Mid-West.

Key Success Factors & Lessons Learned Applicable to Brooklyn Marine Terminal

The Seagirt success story is one that illustrates PA’s ability to grow an underperforming port market through a cohesive infrastructure investment strategy in conjunction with an aggressive sales and marketing plan to attract volume from competing gateways based on supply chain efficiencies and value propositions to key stakeholders.

One of the most evident aspects of PA’s success in Baltimore is the commercial strategy to align with BCO partners. In addition to the successful commercial strategy, the stakeholder management associated with the commitment to improve rail capabilities to/from Seagirt illustrates a similar dynamic that could be replicated at Brooklyn Marine Terminal. PAC identified a limitation to maximizing the potential of Seagirt Marine Terminal and through its leadership, mobilized a stakeholder engagement effort to garner support from Class 1 railroad CSX, and State and Federal officials to support a generational rail project known as the Howard St Tunnel Project. This project, when completed, will provide Seagirt Marine terminal with world-class rail capabilities to reach Chicago and other Mid-West locations.

D.2. Experience In Developing Markets for Cruise Terminals

D.2.1. Manhattan and Brooklyn Cruise Terminals

Project Description

The NYCEDC released a request for proposals for an operator for both the Manhattan and Brooklyn Cruise terminals in 2015. In May 2017, Ports America was selected as the single operator for the Manhattan and Brooklyn Cruise Terminals through 2039. The agreement is intended to provide new capacity for larger vessels, lower operational costs, and new opportunities to attract cruise lines to New York City that will spur local job creation and economic activity. As part of the new agreement, PA committed to approximately \$38.5 million in capital improvements across both terminals and the NYCEDC committed to infrastructure upgrades as well.

Due to their age, and the limitations of the current MCT infrastructure to properly serve the cruise lines’ largest vessels calling NYC, the joint investment projects by the NYCEDC and PA have been put on hold while a new master plan for Manhattan Cruise Terminal is released. In the meantime, PA continues to



provide world-class safety and service to cruise line customers and their passengers, while also demonstrating leadership in environmental advances such as cold ironing.

PA has operated at MCT since 1997. PA was awarded an extension through 2039 under the recent Lease and Concession Agreement. The scope of PA's exclusive services include stevedoring, security, parking, event leasing, planning services, collection of dockage and wharfage fees, janitorial, snow removal, maintenance and repair of facility infrastructure.

At MCT and BCT, both NCL and Carnival have been major customers of Ports America for decades, with MSC Cruises joining more recently. Berthing requests for NCL and Carnival are submitted 18 months in advance of requested call dates. PA's first priority is to ensure safe navigation and mooring given the unique challenges associated with larger vessels docking at finger piers on the Hudson River. PA maintains strong working relationships and excellent communications with all cruise line nautical and operations staffs when devising berthing plans, timelines for arrivals and departures, service barges, and dockside operations.

In New York, PA has been **at the forefront of environmental leadership** in partnership with the NYCEDC and cruise line customers. Ports America deployed **electric forklifts** at the Manhattan Cruise Terminal in 2007 and expanded the **clean, electric technology** to the Brooklyn Cruise Terminal in 2017. We continue to regularly replace and upgrade our electric forklift fleet. Ports America is also **Green Marine Certified** at 21 locations (as of April 2025), including cruise operations at the Manhattan Cruise Terminal, LA Cruise, and Seattle Cruise. Green Marine certification is, "a voluntary environmental program for the North American marine industry (ports, terminals, shipping lines) that measures and improves sustainability, focusing on 12 key areas like air emissions, GHG, waste, biodiversity, and underwater noise, requiring participants to show continuous improvement through annual self-assessments and external verification for transparent, credible eco-performance."



PA has a successful track record of partnering with port authorities, cruise lines and unionized labor to deploy and use **shore power** at its installations. The latest success was the commissioning of the MSC Meraviglia at the Brooklyn Cruise Terminal in October 2025, where PA worked tirelessly with leadership from the NYCEDC and MSC Cruise and its engineers to reduce cruise ship emissions when docked. PA played a similar leadership role at Pier 66 in Seattle, where extensive collaboration with ILWU labor and the Port of Seattle led to the successful deployment of shore power to Pier 66 in October 2024.

Ports America's maintenance and rehabilitation responsibilities at MCT/BCT include; roof, wharf structure, bulkheads, Interior painting, electrical and plumbing infrastructure including ship fill lines, HVAC systems, standpipe/sprinkler/fire alarm systems, boarding bridges, elevators and escalators, electronic signage, cleaning/janitorial, snow removal, storm drains, bollards, cleats, fenders, CCTV and parking lot revenue control system.

PA hires and trains traffic management officers to assist with vehicle and pedestrian traffic. MCT/BCT has a small footprint and an undersized ground traffic area, but during peak season PA successfully handles up to three large vessels simultaneously at MCT, and the MSC Meraviglia (up to 11,000 passenger throughput) at BCT. PA's CCTV is manned and is the 'eye in the sky' to manage traffic and redirect personnel as required. During embarkation, if the upper level is congested, PA diverts traffic to the lower level. PA works closely with the NYC Traffic & Limousine Commission to provide coordinated taxi service for high demand periods and coordinates with the NYPD to ensure uniformed traffic patrols.



Key Success Factors & Lessons Learned Applicable to Brooklyn Marine Terminal

The MCT development and operation is similar to the BMT project in that Ports America partnered with the NYCEDC to plan, design and construct capital improvements to a marine cruise terminal in a premier and heavily trafficked market; and was flexible in ensuring successful continued operations when capital improvement plans required modifications to conditions on the ground. Also similar is the commitment to environmental sustainability. Many cruise terminals throughout the US are inadequate to accommodate the cruise industry's trend towards deployment of larger ships. Such is the case for MCT, where deteriorating finger piers now require upgrading and enhancing to safely accommodate the needs of an evolving industry. Similar to Manhattan, BMT is in the planning stages to make significant investment in its facilities to accommodate the industry's demand to deploy larger ships.

PA is committed to financing investments and partnering with the local authority to provide substantial positive economic impacts for the region.

D.2.1. Port of Los Angeles World Cruise Terminal

Project Description

Ports America operates the 3-berth World Cruise Center under a comprehensive terminal management agreement that began in 2013 and was recently extended through 2028. Operational services include vessel stevedoring and servicing, maintenance and repairs, security, special event, management and the collection of dockage, wharfage and terminal fees. Ports America's primary customers are Princess Cruises and Norwegian Cruise Line (NCL), and we handle approximately 1.7 million cruise passengers in LA. Major customer brands include Princess Cruises, NCL, Oceania Cruises, and Crystal Cruises.

Ports America demonstrated exceptional leadership throughout the COVID-19 crisis by responding swiftly, responsibly, and collaboratively to an unprecedented industry shutdown. PA protected the health and safety of passengers, longshore labor, and port communities by implementing enhanced protocols and adapting operations in alignment with evolving public-health guidance. As cruise operations resumed, Ports America played a critical role in rebuilding customer confidence, restoring terminal readiness, and supporting cruise-line partners through a phased, reliable return to service. Today, PA continues to apply lessons learned during the pandemic—strengthening operational resilience, prioritizing environmental stewardship, and fostering partnerships—helping drive the industry's sustained recovery and growth.

Ports America operates the World Cruise Center under a terminal management agreement that began in 2013. PA's contract with POLA was recently extended through 2038. PA provides operational services that include vessel stevedoring and servicing, maintenance and repairs, security, special event, management and the collection of dockage, wharfage and terminal fees. Ports America's maintenance and repair responsibilities include: terminal equipment, janitorial, electronic signage, CCTV, boarding bridges, and maintenance of wharf.

Ports America manages berthing schedules for the POLA based on the Port's and the state of California's requirements. PA accommodates requests of the primary users of the facility (Princess and NCL) and allows for the safe and efficient operation of the facilities. Under CARB, the priority berths 92 and 93 provide priority to vessels that have shore power capability.

Ports America manages cruise-terminal traffic through structured planning, active coordination, and close collaboration with port authorities, experience directly applicable to the Brooklyn Cruise Terminal. In LA, taxi cabs are staged along perimeter roads and released in controlled waves during debark, while pedestrian crossings are staffed by PA traffic guards to maintain safe, orderly flow. On mega-ship days,



access roads are converted to one-way operation to create two inbound lanes, with Port Police assisting in traffic setup. During double-ship days, vehicles are pre-sorted into dedicated lanes to avoid bottlenecks. Provision trucks are screened off-dock and only called forward when needed, keeping terminal roads clear. These practices demonstrate PA's disciplined, hands-on approach to managing complex traffic conditions and ensuring reliable, efficient passenger operations.

Key Success Factors & Lessons Learned Applicable to Brooklyn Marine Terminal

Ports America was selected by POLA to operate, manage, perform maintenance and manage commercial aspects of the terminal similar to the scope of work that would be required for the cruise terminal in the BMT project. PA maintains a strong partnership with POLA and collaborated with POLA to service three ship days where Outer Harbor Berth 46 was utilized as an overflow berth. PA also collaborates with cruise line customers to grow cruise markets, ensure best-in-class customer experiences, and maximize sustainable environmental operations. Finally, PA works in collaboration with union labor to guarantee safe and efficient operations for customers, labor and crew.

D.3. Experience In Developing Niche Ports

D.3.1. Port of Hueneme, CA

Case Study: Ports America and the Port of Hueneme — Partnering to Grow a Niche Container Gateway

As the Port of Hueneme has evolved from a regional agricultural harbor into one of California's most important niche cargo gateways, Ports America has played a central role in enabling that transformation, illustrating how a global terminal operator can elevate a niche port into a thriving trade engine. Serving as the Port's only container stevedore, Ports America brings national-scale expertise to a port whose competitive advantage relies on efficiency, flexibility, and specialization. Their partnership

Over the past decade, Hueneme has experienced nearly **80% cargo growth**, driven by rising containerized volumes—particularly refrigerated imports from Central and South America. Ports America's professionalized cargo-handling systems, reefer expertise, and investment in modern terminal practices have been essential in managing this surge. With fast turn times, best-in-class crane productivity using mobile harbor cranes, and consistent labor productivity, Ports America enables the Port to offer something others cannot: **low-congestion, high-service niche operations** ideally suited for specialized freight.

This operational strength has translated into broad economic impact. As cargo moved through the port increases, so too does the region's prosperity: the Port now supports **nearly 25,000 trade-related jobs** and generates **billions in economic activity** each year. Ports America's capacity to scale labor, equipment, and operational reliability ensures that importers and exporters continue choosing Hueneme as a trusted alternative gateway—especially during disruptions at major ports.

At the same time, Ports America has supported Hueneme's emergence as a **leader in clean-port innovation**. Serving as a sub-grantee to the Port's \$46.6 million EPA Clean Ports grant, Ports America will acquire 30 electric yard tractors, 1 reachstacker, 2 heavy forklifts, and 2 small forklifts.

Together, the Port of Hueneme and Ports America demonstrate how a smaller, specialized port—backed by a national stevedore—can grow container trade, strengthen regional economies, and advance environmental leadership while remaining true to its niche strategic identity.

D.4. Ports America Locations

Please see **Appendix A** for a complete list of Ports America Locations and Capabilities.

A large black ship hull with a red bottom, viewed from a low angle, with the New York City skyline in the background. The ship's hull is the dominant feature on the right side of the frame, curving upwards. In the background, the New York City skyline is visible, including the Freedom Tower. The water is blue and calm.

E. Other Relevant Information



E.1. Blue Highways Integration Strategy

Ports America understands the importance of a Blue Highways Integration Strategy to the project proponents. Short-sea shipping has long been a highly sought mode for goods movement that minimizes negative externalities such as traffic congestion and roadway maintenance expense, and increases route diversity and resilience.

In New York, Blue Highways are essential because they would shift a meaningful share of urban freight from congested streets to the City's extensive waterways, directly reducing truck traffic, greenhouse-gas emissions, and crash risk while improving the quality of life in neighborhoods most burdened by freight today. Freight volumes are projected to grow by roughly 67 percent by 2045, making it untenable to rely on roadways alone; at the same time, New York's harbor and 520 miles of waterways remain an underused freight resource that can absorb growth cleanly and safely.

Ports America and PNCT executives have served on panels working to create prior short-sea shipping initiatives, and have served on MARAD advisory boards on the subject. As a key operator of a major container terminal in the Port of NYNJ, and a core employer of ILA labor, PA has unique insights into the advantages and pitfalls of developing and growing a blue highway network. As an operator and investor in the BMT project, PA would work to evaluate and improve the feasibility of integrating the Blue Highways program into daily operations at the Brooklyn Marine Terminal through a unified, service-led operating model that is consistent with New York City's priorities and the BMT Vision Plan. The strategy is designed to shift appropriate freight flows from congested roadways to the harbor while preserving schedule integrity for cargo and cruise operations, maximizing the benefits of shore power and electrified ground equipment, and minimizing neighborhood impacts. Once a commercially viable solution is established, PA would be able to optimize berthing windows, yard staging, and landside interfaces so that Blue Highways movements are treated as core components of the terminal's operating plan.

In alignment with NYCEDC's vision, the operating model should encompass three complementary service lines designed to support flexible, lower-impact freight movement. Microfreight would move in e-bike and e-van compatible containers designed for rapid roll-on/roll-off transfers, enabling short-haul distribution to Lower Manhattan and other waterfront districts with minimal emissions and limited curb demand. Containerized freight, particularly refrigerated and other temperature-sensitive goods, would move in standard units using lift-on/lift-off or roll-on/roll-off methods depending on vessel type and landing configuration. Bulk and project cargo may also be considered where marine transport offers safety or efficiency advantages. Together, these service lines offer a flexible toolkit that blue highway customers would explore to meet market demand while supporting the City's goals for truck reduction and decarbonization.

A central concept that Ports America would study is a scheduled container-on-barge linkage between BMT and Hunts Point, developed alongside public infrastructure investments. By shifting certain food flows to the water, this service could reduce truck vehicle-miles traveled and enhance food-system resilience while complementing planned improvements at the Hunts Point Marine Terminal.

Beyond the Bronx corridor, additional operators would be needed to run other harbor routes linking New Jersey origins with Brooklyn and Manhattan. Performance management systems would need to be developed to track barge frequencies, volumes, dwell times, estimated truck-trip reductions, and emissions benefits.



E.2. Sustainability, Electrification, and Resiliency

NYCEDC's vision for the Brooklyn Marine Terminal places decarbonization and climate readiness at the heart of a modern, community-serving working waterfront. The agency expects the terminal to meaningfully reduce emissions at berth and in yard operations, limit neighborhood noise and air pollution, and improve safety and quality of life for adjacent communities. Shore power for cruise and cargo vessels, an electrified equipment fleet, and disciplined energy management are treated as core requirements of a 21st century port that aligns with the City's climate and public-health goals.

Sustainability is also expected to be embedded in daily operations. Electrification must be paired with predictable service windows, reliable equipment performance, and transparent reporting so that environmental gains are achieved without compromising schedule integrity or customer service. NYCEDC's framework further links decarbonization to the Blue Highways initiative by prioritizing modes that shift freight from road to water and by designing landside interfaces that support last-mile distribution.

Resiliency forms the third pillar of NYCEDC's approach. New maritime infrastructure must be built to withstand sea-level rise, storm surge, and more frequent extreme weather while maintaining continuity of operations. This includes elevating or hardening critical systems, planning for redundant power and communications, and using materials suited to corrosive coastal environments. The goal is a port that remains safe, operable, and dependable for workers, carriers, shippers, and the surrounding community under a wide range of future conditions.

Ports America's initiative to incorporate Environmental, Social, and Governance (ESG) principles into our operating framework reflect our longstanding commitment to our customers, partners, shareholders, and employees and the communities in which we operate.

Ports America established our ESG CLEAN PORTS program to heighten awareness on Corporate Social Responsibility that focuses on waste, pollution, energy, and community engagement in support of regional initiatives as part of the Environmental Plan.

Our view on ESG is a continuous process of aligning our operations and controls with our values as a company. Our Corporate Responsibility and ESG commitments are structured around four key areas relevant to our business: Service, People and Communities, Environment, and Corporate Governance.

Ports America publishes a comprehensive annual Sustainability Action Report, available on our website, that documents our progress toward a lower-emissions, safer, and more community-focused operating model. This reporting framework reflects our commitment to transparency and is guided by a formal materiality assessment and Board-level oversight. The report provides a clear view of our initiatives in decarbonization, equipment modernization, environmental certification, workforce safety, and community partnership, each of which aligns directly with NYCEDC's vision for an all-electric, modernized Brooklyn Marine Terminal.

Sustainability Action Report





A major component of this work is the advancement of our Corporate Decarbonization Roadmap. In 2024, Ports America made substantial strides by replacing older diesel assets with **zero- or near-zero-emission equipment** across several terminals. For example, Port Newark Container Terminal (PNCT) deployed **nine electric-hybrid straddle carriers** through federal Diesel Emissions Reduction Act (DERA) funding and an additional **five hybrid straddle carriers** through New Jersey's Stop the Soot initiative. PNCT also received funding to acquire **20 near-zero-emission LPG yard tractors**, further reducing diesel dependence at one of the nation's busiest container gateways.

At the Port of Baltimore, Ports America Chesapeake secured \$34.3 million in EPA Clean Ports funding to procure **90 fully electric drayage tractors** and **45 high-capacity chargers**, supported by major electrical system upgrades including a new terminal substation and civil works. Similarly, at the Port of Hueneme, funding was awarded for the **purchase of 30 electric drayage tractors, one electric reach stacker, and four electric forklifts**, enabling one of the nation's most urban-adjacent ports to transition a significant portion of its fleet to **zero-emission operation**.

Additional modernization initiatives reached other parts of the Ports America network. The **Port of New Orleans received funding for seven electric terminal tractors**, and Ports America terminals in Texas secured support for seven low-emission terminal tractors and three clean-technology top loaders through the state's SPRY grant program. Each of these deployments reduces localized air pollutants, including NO_x, SO_x, and particulate matter, and demonstrates a scalable pathway to zero-emission operations at high-density waterfront sites.

These site-specific investments are complemented by broader operational improvements. Across the portfolio, Ports America expanded the use of renewable diesel (RD99), reducing lifecycle carbon emissions by an estimated 8,200 tons of CO₂e in one year, and continued to implement hybrid or electric equipment replacements at terminals approaching the end of their existing equipment life cycles.

Ports America also advanced environmental management and industry certification:

Case Study: Solar Generation at PNCT

On June 12, 2025, the Port Authority of NY & NJ, the City of Newark, and Ports America announced completion of a 7.2 MW solar energy installation at PNCT—one of the only container terminals globally to deploy in-terminal renewable generation at this scale. The project can produce up to 50% of PNCT's annual energy needs and is a major step toward the terminal's planned net-zero microgrid, fully aligned with the Port Authority's industry-leading decarbonization goals.

The system delivers substantial output through 7.8 acres of elevated solar canopies that occupy only about 1,500 square feet of ground space. It includes five canopy-mounted arrays above truck lanes generating 3.8 MW, plus an additional 3.4 MW from canopies over parking areas and rooftop arrays. This dual-use approach enables significant clean-energy production in a highly space-constrained terminal without affecting operational footprint.

Designed and constructed without interrupting terminal activity, the project received the Solar Builder Project of the Year Editor's Choice award for its innovative engineering and ability to navigate complex construction conditions. PNCT also maintains a real-time dashboard tracking solar generation. Since phase one went online in 2023, the system has produced emissions reductions equivalent to removing 8,994 metric tons of CO₂—or planting more than 230,000 trees.



Source: panynj.gov press release



21 Ports America terminals achieved Green Marine certification in 2024, up from 16 the prior year, demonstrating measurable progress in air emissions control, spill prevention, waste management, and impact reduction.

Together, investments in electric tractors, hybrid straddle carriers, renewable fuels and expanded charging infrastructure, present a clear, data-driven demonstration of Ports America's ability to execute large-scale decarbonization projects across a national terminal network. They offer a directly transferable model for transforming the Brooklyn Marine Terminal into an all-electric, community-aligned maritime gateway.

E.3. Workforce, ILA Partnership, and Community Benefits

NYCEDC's vision for the Brooklyn Marine Terminal centers people and neighborhoods within a modern working waterfront. The City has emphasized that BMT must create high-quality union jobs, build pathways into maritime careers for local residents, and deliver clear community benefits alongside strong operational performance. This vision pairs a collaborative labor approach with transparent performance standards so that improvements in safety, service, and sustainability are matched by gains in opportunity and quality of life for nearby communities.

Workforce development is a core element of this strategy. The redevelopment of BMT is expected to support long-term, family-sustaining careers across cargo, cruise, Blue Highways services, and the maintenance of electrified equipment and shore-power systems. Priorities include apprenticeships, training aligned with emerging technologies, and structured on-ramps for residents who have historically lacked access to waterfront employment. NYCEDC also expects community engagement to be regular, substantive, and responsive to local concerns such as traffic, safety, and environmental performance.

Ports America's approach is designed to translate the City's vision for BMT into day-to-day practice, grounded in longstanding experience, partnership, and transparency. First, Ports America brings decades of collaborative work with the International Longshoremen's Association across the East and Gulf Coasts—including in New York and New Jersey and at the Brooklyn Cruise Terminal itself. That history includes negotiating labor agreements that support operational growth, reinforce health and safety, and adapt work rules to evolving technology. At BMT, Ports America intends to continue this proactive and respectful partnership with the ILA, establishing clear communication channels, shared training plans for electrified equipment and shore-power procedures, and coordinated staffing models for Blue Highways activities.

Second, Ports America will work with the ILA and the United States Maritime Alliance to ensure that the training and career-pathway frameworks also extend to BMT. In collaboration with NYCEDC, organized labor, and local education partners, we expect to align instruction with industry credentials and conduct targeted outreach to residents of neighboring communities. Particular emphasis will be placed on preparing workers for a more electrified terminal environment.

Third, Ports America will establish a clear and accountable community-engagement program to keep neighbors informed on safety, hiring, training progress, and operational metrics. Operationally, Ports America will coordinate on neighborhood priorities: for cruise peaks, this includes traffic-management plans emphasizing off-peak movements and active curb management; on the waterfront, it includes working with NYC DOT to ensure that last-mile flows are safely and thoughtfully integrated.

Finally, commitments to diversity, equity, and inclusion will inform hiring, advancement, and procurement. Ports America is committed to equitable access to jobs and career opportunities for local residents and to strong participation by diverse and local vendors.



E.4. Alternate Scenario: Separate Operators; Ports America as Cruise Operator

NYCEDC may determine that separate operators for the cruise vs. cargo/Blue Highways projects could optimize outcomes. Indeed, we believe there are considerable merits and risk mitigation benefits to a single cruise operator/developer across Brooklyn and Manhattan cruise terminals, and a separate operator/developer to combine cargo handling and blue highway at the Brooklyn Marine Terminal facility. In this alternate scenario, Ports America expresses strong interest in serving as the developer and operator of the Brooklyn Cruise Terminal jointly with re-development and operation of the Manhattan Cruise Terminal, both of which we already currently operate.

Combining cruise operations across the two facilities would create operational synergies in berth scheduling, passenger processing, shore power readiness, and workforce deployment. It would also facilitate a seamless construction sequencing process across the two cruise sites, ensuring no loss of cruise business to the New York region during the extensive, years long construction process.

To ensure that cruise operations can be maintained while Piers 90 and 92 at the Manhattan Cruise Terminal undergo redevelopment, timely upgrades at BCT must begin immediately. Advancing these improvements now is essential to preserving berth availability, accommodating scheduled vessel calls, and sustaining New York City's cruise activity throughout the Manhattan construction period.

Ports America and its partners are uniquely positioned to move forward expeditiously with investments at BCT. Because PA already maintains long-standing operational control and a deep familiarity with both the Manhattan and Brooklyn cruise terminals, PA can implement a coordinated, phased construction program that avoids the delays and uncertainty that will arise with BCT bundled into the broader Brooklyn Marine Terminal procurement. This continuity ensures that the City can maintain reliable cruise operations even during major capital works at Manhattan.

Centralizing both terminals under a single experienced operator minimizes scheduling conflicts and enables PA to optimize berthing windows, passenger flows, provisioning logistics, and shoreside services across the two facilities. PA's experience at both locations would allow the City to avoid operational disruption during the transition, managing vessel calls seamlessly and without impacts to itineraries or customer experience.

In addition, PA's longstanding and productive relationships with both the local and international leadership of the International Longshoremen's Association (ILA) ensure labor stability throughout the construction and operational period. This provides a predictable workforce environment and removes a major risk factor that could otherwise affect cruise line confidence in the New York market.

Delivering a "turnkey" operational model during construction allows PA to coordinate shoreside activities, traffic management, terminal access, and vessel services at BCT without interruption. If BCT is instead folded into the longer-term Brooklyn Marine Terminal redevelopment and RFP process, the City would face avoidable risks of delay, uncertainty in timing, and potential gaps in operational readiness—all of which could negatively affect cruise line deployment decisions for years to come.

By proceeding now, PA can leverage economies of scale in procuring and installing critical infrastructure, including shore power systems, passenger boarding bridges, and terminal modernization elements. Because PA is already executing similar investments at the Manhattan Cruise Terminal and other major U.S. cruise ports, these efficiencies reduce overall cost, shorten delivery timelines, and ensure that both terminals meet the City's long-term sustainability and operational objectives.

An aerial photograph of a large cruise ship, the Costa Concordia, docked at a pier in New York City. The ship is white with a red funnel and orange lifeboats. It is positioned in the lower half of the frame. To the right of the ship is a large, modern building with a brown roof and a parking lot filled with cars. In the background, the Manhattan skyline is visible, including the Freedom Tower and several bridges. The water is dark blue, and the sky is overcast.

A. Responses to Specific RFEI Questions



In alignment with the NYCEDC's desire to offer a flexible and open welcome to all interested parties, some of the 27 specific questions may be more relevant to other types of users of the Brooklyn Marine Terminal project. Therefore, we offer responses to selected questions below in addition to the information provided above in our general response. We also note where our input is likely not relevant or applicable.

Use, Size and Layout of Facility

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?

The nature of our proposed maritime industrial operation conforms to that envisioned by the NYCEDC: A cruise terminal, a cargo terminal, and operations for blue highway network. The clients and commodities are those that would be expected of such facilities, and which are referenced in Moffatt & Nichol's Information Memorandum on Market Assessments relevant to the BMT. The business is therefore entirely dependent upon waterborne shipping. We do not envision proposing non-maritime uses of the waterfront industrial properties.

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

Ports America would act as the port operator and developer for the entire cruise, cargo and blue highway port facilities, in partnership with the NYCEDC as the public sector entity.

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?

Ports America's family of companies have been in business since 1922, for over 100 years. For locations with direct relevance to Brooklyn and the BMT Project, PA has been the operator of the Brooklyn Cruise Terminal since 2017, the Manhattan Cruise terminal since 1997, the joint

venture operator of PNCT since 2000, and in general has been operating and managing ILA union labor since our founding in 1922. The BMT project would represent an expansion of our existing core business expertise, an expansion of our existing customer relationships, and of our industry-leading partnership with ILA union labor.

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.).

Our envisioned use is consistent with the master planning that has been undertaken so far by the NYCEDC, and we are not proposing changes to the layout, footprint, or location of the project plan.

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?

PA believes that the currently proposed acreage is sufficient to handle both existing business and future growth needs, in line with the planning already undertaken by the NYCEDC and its consultants

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?



Engineering and Design beyond what has already been commissioned by the NYCEDC will require time and resources to more fully flesh out. Nonetheless, PA believes the current level of master planning, including building design, is suitable to our envisioned cruise and cargo operations.

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

Public investments will be vital to the success of the BMT to ensure a financially viable project. Without a doubt, such investments will make the site a more attractive location in which to make our own investments in passenger and cargo movement solutions. For port developments in the US, the general practice for public-private partnerships is for the public entity to undertake investment in water and ground infrastructure (dredging, wharfs, berths, etc.) and for the private sector to provide surface development and operating equipment. Moreover, the public entity is typically responsible for public access, greenspaces, parks, etc. For non-maritime development, such as housing, streets, utilities, parks, etc. PA is flexible. We are prepared to select and secure our own partners for the development, financing and operation of housing and public space, or we can collaborate with the NYCEDC, the BMT Advisory Task Force (BMTATF), the Brooklyn Marine Terminal Development Corporation (BMTDC), and other relevant agencies or entities to select development partners and define roles and responsibilities.

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

None contemplated at this time.

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 linear berth is the most logical solution to modern containerized cargo ports. It's not surprising that it is the recommended solution from the planning efforts undertaken to date. If such a solution proves to be unviable, either financially or from an engineering perspective once detailed design and engineering begins, PA is confident that creative design, value-added engineering, and flexible requirements can accomplish project goals while confronting any challenges.

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

Please see the above responses to the RFEI as well as our case studies on developing and modernizing ports to address market growth and sustainability goals.

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

Not applicable.

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

There may indeed be synergies to be explored, but there are also likely additional project risks, including project complexity, delays, and financing risk, from linking the sites in either a single operator agreement, a single lease, or a single procurement exercise. From one perspective, Hunts Point Marine Terminal could be thought of as one port in a network of multiple ports (BMT being a second port). Sometimes the operators are the same, but in other instances the operators are independent. This variable is not always the driving factor to determine success or failure of a port node in a network of trading sites. It is likely not the single most important variable here either.



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

A well-defined feasibility, engineering/design and market study would be required to properly address these questions.

Financial Proposal

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

Passenger and cargo stevedoring and terminal operations.

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)?

The respondent Ports America Group, Inc. is the parent entity of the Ports America group of companies and its affiliates. It is majority-owned by CPP Investments, which is a global investment management organization responsible for investing the surplus assets of the Canada Pension Plan Fund. CPP Investments operates under a statutory investment-only mandate, at arm's length from the Canadian federal and provincial governments, and reports to an independent Board of Directors.

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.

Please see case studies included in the above response. Operations described in this RFEI are similar to the cruise, container and other cargo operations and developments that Ports America has successfully managed over its 100-year history. The basic model is revenue for service from customers; operating expenses for labor, lease and all other operations; debt and equity financing to obtain the best possible source of funding to match the project's investment and

risk profile; and government funding support to mitigate negative market externalities or achieve public-policy goals where the benefits do not accrue to the proper private sector players.

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.

Several case studies have been included in narrative form in this RFEI response. Ports America has used numerous approaches to invest in the development of its businesses, including: direct capital injection; debt financing (bonds and loans); equipment purchase and financing; and local, state and federal grants. Other flexible arrangements are also possible.

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

Given the capital-intensive nature of our business and of infrastructure investing more broadly, we typically expect a minimum of 30-years with renewal options. External financing will typically also require lease terms long enough to satisfy debt repayment obligations plus a tail beyond the amortization period. The visionary BMT project, given its ambition and complexity, will require long-term lease periods and flexible and creative approaches to contractual arrangements and financing structures.

Employment

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.

Ports America anticipates that a modernized BMT will support a wide range of high-quality employment opportunities, both on the terminal and throughout the surrounding community. Terminal operations would generate skilled, union-represented jobs in equipment operation, berth and yard logistics, maintenance, safety, and security, along with specialized roles in cruise operations, marine services, and emerging zero-emission technologies. Modern cargo-handling systems and electrification will create new technical positions in electrical maintenance, charging infrastructure, data systems, and equipment diagnostics.

Beyond the gate, BMT's redevelopment and the activation of Blue Highways services are expected to support additional jobs in trucking and drayage, cold chain and food distribution, warehousing, microfreight logistics, hospitality, and waterfront construction.

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

If selected as the operator, PA would commission an updated Economic Impact report that provides an estimate of the number of FTE positions. For now, PA believes that the best figures continue to be those developed by the NYCEDC in its BMT Vision Plan: "The plan is projected to create 37,000 construction jobs and 2,000 permanent jobs, of which 295 will be maritime industrial jobs and 200 will be cruise-related jobs." – Page 41

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

Please see our response earlier in this RFEI with specific regard to ILA experience.

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.

As described elsewhere in this RFEI, PA is committed to partnering with all project developers and agencies to establish 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.

Traffic/Utilities

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

If selected as the operator, as part of its Detailed Design and Engineering activities, PA would commission a traffic study that provides an estimate of daily car and truck traffic resulting from cruise, cargo, and blue highway activities. Traffic resulting from residential development would be outside the scope of the envisioned study.

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

Ports America would maximize the Blue Highways potential at BMT by creating the terminal operating environment necessary for a financially viable, scalable, zero-emission waterborne freight system that creates the conditions for 3rd party barge operators to offer a competitive product in the marketplace. We would: (1) lead engagement with the ILA to structure cost-effective, flexible work rules suited to small-lot, high-frequency barge and microfreight operations, ensuring labor productivity aligns with Blue Highways economics; (2) provide efficient waterside and yard interfaces—including LOLO/RO-RO positions, reefer capacity, and electrification systems—to support Hunts Point food flows and other maritime industrial users; (3) conduct



commercial outreach to shippers, microfreight operators, and distributors to build predictable demand; and (4) co-market BMT with other Ports America sites and with existing PA customers as a unified Ports America network, linking a major global gateway with connectivity to Europe, Asia, and worldwide trade lanes to a local Blue Highways hub with unmatched access to the New York–New Jersey metropolitan market; (5) provide government relations leadership at State and Federal levels to promote rule-making and grant-making initiatives to support a successful short-sea shipping project. Together, these actions unlock Blue Highways’ full potential.

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?

No. Our operating plan does not envision owning or operating our own boats or ships.

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

Detailed electrical design and load calculations would be required to provide a definitive answer. The needs will range from shore power to gantry cranes to charging of electrical cargo handling equipment to buildings such as the cruise terminal.

General

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

Nothing additional at this time, however PA is always available for general consultation or to address specific questions related to our business or vision for the site.

APPENDIX A

List of Locations and Capabilities



Ports America Locations and Capabilities

Ports 33	LOCATIONS 76	Containers	RoRo	Breakbulk	Bulk	Cruise	Auto Processing
Baltimore, MD	Seagirt Marine Terminal	■					
	Dundalk Marine Terminal	■	■	■			
	South Locust Point Terminal		■	■			
	Fairfield Auto Terminal		■				
	Atlantic Auto Terminal		■				
	Chesapeake Auto Terminal		■				
	Tradepoint Atlantic		■				
Baton Rouge, LA	Public Berths	■		■	■	■	
	Port Allen Marine Highway Terminal	■					
Bayonne, NJ	North East Auto Terminal - Jersey City		■				
Beaumont, TX (C/PA)	Public Berths		■	■			
Boston, MA	Flynn Cruiseport					■	
	Boston Auto Port		■		■		
	New Bedford			■			
Brunswick, GA (IAP)	Colonels Island		■	■			■
	Mayors Point			■			
Camden, NJ (DRS)	Joseph A Balzano Terminal		■	■	■		
	Broadway Terminal		■	■	■		
Charleston, SC	North Charleston Terminal (CSC)	■					
	Wando Welch Terminal (CSC)	■					
	Hue Leatherman Terminals (CSC)	■					
	Union Pier					■	
	Columbus Street Pier Terminal		■	■			
Corpus Christi, TX (C/PA)	Public Berths (C/PA)	■	■	■	■		
Crockett, CA	C&H Sugar Terminal				■		
Davisville, RI	Public Berths		■	■			
Freeport, TX	Velasco Terminal	■					
	Public Berths		■	■			
Galveston, TX	Pier 10		■	■			
	Pier 39 RoRo Terminal		■	■			
	Pier 34 Terminal		■	■			
	Public Berths		■	■		■	
Gulfport, MS	West Pier - Terminal 4	■	■	■	■	■	
	East Pier			■	■	■	
Houston, TX	Barbours Cut Marine Terminal (C/PA)	■					
	Houston City Docks/Turning Basin (C/PA)	■	■	■	■		
	Bayport (TLT)	■					
	Bayport Empty Depot (C/PA)	■					
Los Angeles, CA	Berths 101-102, 121-131 (WBCT)	■					
	Wilmington - Berth 197 (NATSS)		■				
	World Cruise Center					■	
Miami, FL	Terminal 2 (POMTOC)	■		■			
	Cruise Terminals					■	
	Public Berths	■	■	■		■	
New Orleans, LA	Nashville Avenue		■	■	■		
	Cruise Terminal					■	
	Napoleon Avenue Container Terminal	■					
	Louisiana Ave			■	■		
New York, NY	Brooklyn Cruise Terminal					■	
	Manhattan Cruise Terminal					■	
Newark, NJ	Port Newark Container Terminal	■					
	Port Newark Auto Marine Terminal		■	■			■
	Port Newark South Terminal		■	■			■
Norfolk, VA (CP&O)	Norfolk International Terminal	■					
	Portsmouth Marine Terminal	■					
	Newport News Marine Terminal	■	■	■			
	Lambert's Point Docks	■		■			
	Half Moore Cruise and Celebration Center					■	
Philadelphia, PA (DRS)	Tioga Marine Terminal (DRS)	■	■	■	■		
Port Arthur, TX (C/PA)	Public Berths		■	■	■		



Ports America Locations and Capabilities

Ports 33	LOCATIONS 76	Containers	RoRo	Breakbulk	Bulk	Cruise	Auto Processing
Port Everglades, FL	Cruise Terminal						
Port Hueneme, CA	South Terminal						
	Ventura County Naval Base (Military)						
Portland, ME	Portland						
San Diego, CA	Cruise Terminal						
	Tenth Avenue Terminal						
Savannah, GA	Garden City Terminal (Gateway)						
	Ocean Terminal (Gateway)						
Seattle, WA	Seattle Bell Street Cruise Terminal, Pier 66						
Tacoma, WA	Blair / EB1 (NATSS)						
	Husky Terminal						
Tampa, FL	Port of Tampa Container Terminal						
	TPA General Cargo Facilities						
	Cruise Terminal						
Wilmington, DE (DRS)	Open Berths						
Wilmington, NC	Port of Wilmington						
Notes:		Terminal Capabilities, shaded horizontally in blue, refer to locations where Ports America can operate upon request.					
(Dec. 2025)		Terminal Services may include on or near dock chassis, reefer and container repair, and mobile equipment maintenance.					