



Sustainable Brooklyn Marine Terminal LP Proposal

A JOINT VENTURE OF RED HOOK CONTAINER TERMINAL AND SEABOARD MARINE



DECEMBER 15, 2025

RED HOOK
TERMINALS

SEABOARD
MARINE



December 15, 2025

Brooklyn Marine Terminal Development Corporation (BMTDC)
One Liberty Plaza, 165 Broadway, 14th Floor
New York, NY 10006

SUBJECT: Brooklyn Marine Terminal Request for Expression of Interest (RFEI)

Dear BMTDC:

Sustainable Brooklyn Marine Terminal, LP ("SBMT LP"), a joint venture partnership of the Red Hook Container Terminal LLC and Seaboard Marine LTD, is pleased to submit this comprehensive narrative outlining our preliminary plan to redevelop, modernize, electrify, and operate the Brooklyn Marine Terminal (BMT) in accordance with NYCEDC's long-term Vision Plan. Our team's overall goal is to continue building on our success over the last 15 years, as the industry leading developer and provider of innovative ocean carrier, marine terminal, and blue highway transportation jobs and services, directly meeting the growing needs of New York City's food supply chain, construction materials and related services industry, local manufacturing and retail businesses, with BMT as the premier maritime-dependent freight and logistics hub, linking New York City to the rest of the world, with the necessary modern infrastructure, facilities, investments, and long term stability, that has been lacking for the last 30 years, to sustainably and reliably receive and distribute consumer goods, construction materials, manufacturing and other raw materials and equipment, in and around New York City, State and greater Long Island, utilizing our greatest natural resource, our waterways.

Red Hook Container Terminals is a multi-faceted local marine terminal operator with three facilities in the Port of New York and New Jersey (at Red Hook, Brooklyn and Port Newark, New Jersey) and is co-redeveloper and operator of the South Brooklyn Marine Terminal in Sunset Park. Since assuming and commencing operations on the Brooklyn waterfront in 2011, we have been a proven partner delivering on the core principles outlined in the Brooklyn Marine Terminal (BMT) Vision Plan: a modern, sustainable, multimodal maritime district supporting freight, clean energy, blue-economy union jobs, services and community benefits.

Seaboard Marine is a subsidiary of Seaboard Corporation, which was founded in 1918 and is a publicly traded corporation (NASDAQ "SEB") that operates worldwide in agricultural, energy, ocean transport, marine terminal, and warehouse businesses. Seaboard Marine has a fleet of 25 vessels, including eight modern green vessels which were completed and delivered in 2024 and 2025. These eight vessels are primarily fueled by liquefied natural gas ("LNG"). Seaboard Marine has more if its company owned fleet capacity operating on LNG, a clean fuel, than any of the other top 50 shipping lines in the world.

Sustainable Brooklyn Marine Terminal, led by the new Red Hook Terminals and Seaboard Marine joint venture, will serve as a model hub for innovative, environmentally and community friendly, fully integrated, ocean carrier, marine terminal, refrigerated and dry cargo warehousing, consolidation and distribution, construction materials, services, staging and manufacturing, novel port and industrial maritime facility, with hundreds of family sustaining jobs, while being the home base for a city-wide Blue Highway logistics system. Sustainable BMT, will provide unsurpassed economic and public benefits, ensuring resiliency, stability, and security in a fragile vital supply chain during both the best of times and in times of crisis. This document outlines how our work already fits seamlessly into the long-term redevelopment vision, and positions Red Hook Terminals and Seaboard Marine as foundational and proven partners for the future BMT campus, with a track record of delivering vital investments, services, and high paying jobs in transportation, logistics, energy, distribution and beyond to the people of the City and State of New York, while preserving and revitalizing the long neglected Brooklyn working waterfront, once the epicenter of maritime commerce in the region, under the most adverse circumstances. We look forward to starting a dialog with BMTDC on how we can continue to serve the great City and State of New York, local community surrounding the Brooklyn Marine Terminal and beyond.

Sincerely,

Michael Stamatis

Michael Stamatis
Chief Executive Officer

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Edward Gonzalez

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Chief Executive Officer

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Firm Profile and Experience

Sustainable Brooklyn Marine Terminal, LP (SBMT LP) submits this comprehensive narrative outlining our preliminary plan in response to the NYCEDC's BMT RFEI to redevelop, modernize, electrify, and operate the Brooklyn Marine Terminal (BMT) in accordance with NYCEDC's long-term Vision Plan. SBMT LP is a newly formed joint venture partnership of Red Hook Container Terminal, LLC and Seaboard.



Red Hook Container Terminal, LLC ("Red Hook Terminals") is a multi-faceted marine terminal operator, ILA stevedore, and cross harbor barge operator with facilities

in Red Hook, Brooklyn, NY, Port Newark, NJ, and Freeport, TX. Michael Stamatis, owner of Red Hook Terminals is also co-developer and operator of the South Brooklyn Marine Terminal (SBMT"), in Sunset Park, Brooklyn, under a long-term lease with the NYCEDC, held by SSBMT, LP, a joint venture of Red Hook Terminals and the Industry City group. Stamatis serves as the operator and managing partner for the firm. Since assuming control and operating responsibilities of the previously failing Red Hook port facility in 2011, Red Hook Terminals has revitalized the Brooklyn working waterfront for container, break-bulk, bulk, project cargo, refrigerated perishable cargo, offshore wind operations, and Blue Highway barging services, while also leading the reactivation and transformation of the South Brooklyn Marine Terminal as the largest dedicated offshore wind port facility in the US, with operations set to begin in 2026.

Red Hook Terminals

- Employs approximately 200 ILA and non-union employees in Brooklyn.
- Received several USDOT (MARAD) marine highway grant awards for equipment to reduce environmental impacts.
- Operates sole Blue Highway container on barge service in the Port of NY/NJ, connecting two NYC and NJ terminals by way of the harbor.



Seaboard Marine, LTD ("Seaboard") is a subsidiary of Seaboard Corporation, a publicly traded US corporation (NASDAQ "SEB"). Established in 1983, Seaboard is a premier

ocean transportation company and trade leader in the Western Hemisphere providing direct, regular service between North America, the Caribbean Basin, Central, and South America. Seaboard operates a fleet of 25 vessels serving 40 ports in over 26 countries with a fleet of more than 60,000 dry, refrigerated, specialized containers and related equipment. Seaboard's direct weekly services into Red Hook Container Terminal allow New York City to tap into an expanding market for fresh produce, seafood, and other imported commodities from Latin America and the Caribbean basin, while also providing a direct link for US export commodities such as food, clothing, medicine, and other vital goods to numerous countries within Seaboard's network. Seaboard's service connects local immigrant families within diverse local communities across New York City with their families abroad, **many dependent on them for critical support.**

Firm Profile and Experience

For over four decades, Seaboard has been trusted by both importers and exporters for its high levels of service and reliable schedules. With the acquisition in the past eighteen months of eight new LNG-fueled vessels, Seaboard is also leading the industry in sustainability. The first of these ships, the Seaboard Voyager, proudly made its first US port of call in Red Hook in October 2024. Since then, Seaboard has made over sixty port calls in Brooklyn with their state-of-the-art LNG powered clean vessels.

As a limited partner in SBMT LP, Seaboard provides:

- Long-term service guarantees
- Financial strength and stability through Seaboard Corporation
- Ability to support future capital improvements that may be needed to ensure the continued reliability, sustainability, growth and competitive needs for vessel and terminal operations under a long-term lease of BMT
- Key cargo base underpinning throughput projections
- Operational scale enabling electrification and modernization investments

Seaboard has more if its fleet capacity operating on LNG, a clean fuel, than any of the other top 50 shipping lines in the world.

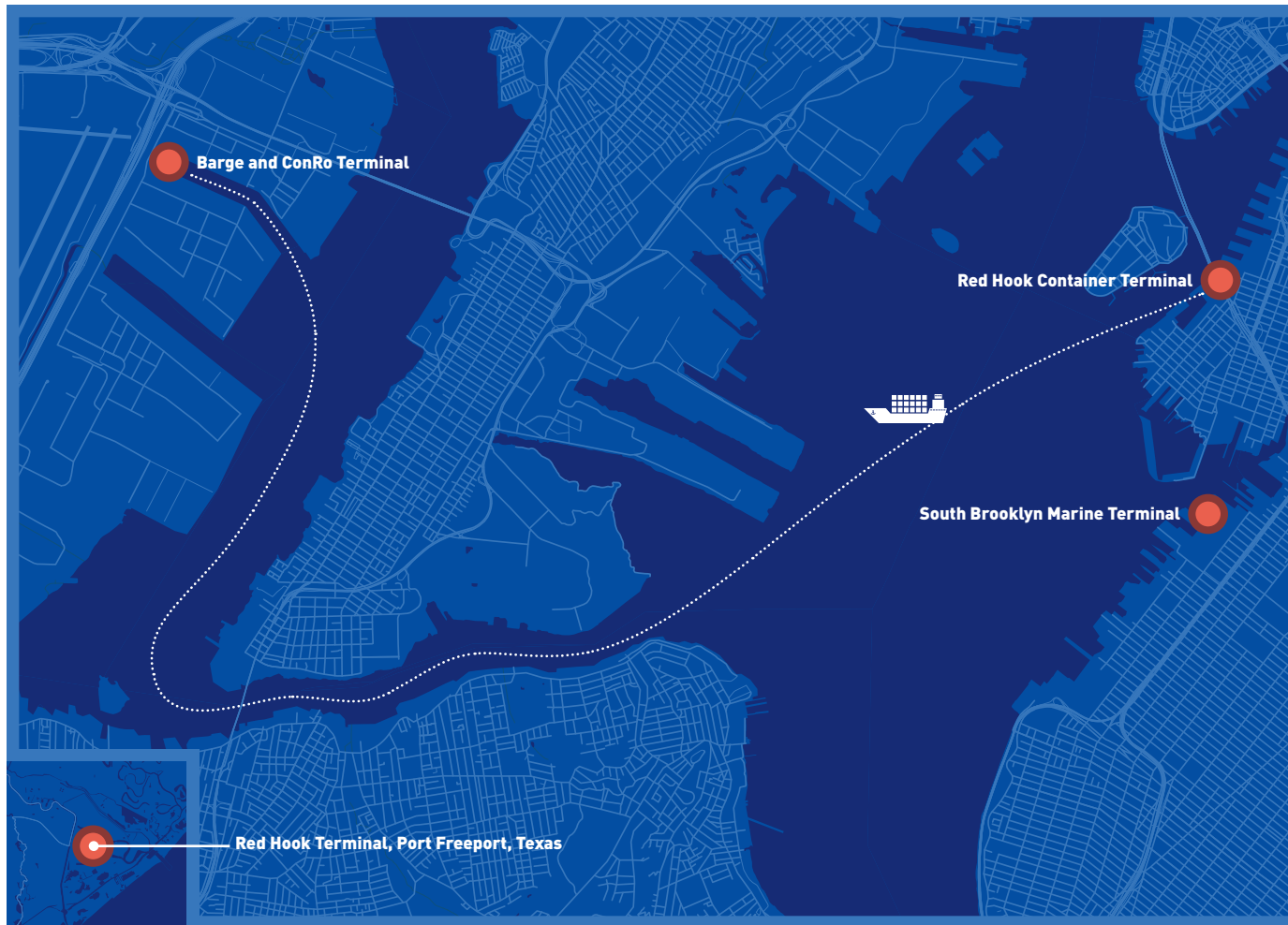
Seaboard's participation significantly lowers project risk and ensures the new BMT will continue to be anchored by proven operators, service providers, and managers of predictable maritime jobs and commerce. *The partnership between Seaboard and Red Hook Terminals is built on:*

- 15 years of operational collaboration
- Strong service reliability from Red Hook's local management experience and ILA labor relations, workforce development, operational excellence and industry leading safety performance
- Integrated refrigerated, breakbulk, bulk, warehouse, and container operations
- Seamless ship-terminal-barge connectivity and fluidity
- Shared commitment to Blue Highway freight expansion regionally and city wide

Together, Seaboard and Red Hook Terminals are uniquely positioned to deliver unified operations across the entire Brooklyn maritime working waterfront. Our plan:

- Ensures the long-term viability of the Red Hook Container Terminal and greater BMT
- Ensures the legacy of International Longshore Association (ILA), union dockworkers, with the ability to maintain long-term job stability, sustainability, and growth, across all operations via container, bulk, break-bulk, cruise, warehouse, barge/Blue Highway, project cargo, and offshore wind development
- Continues to provide the people of the of New York City with vital direct ocean going and barge transportation services
- Maintains a stable supply chain to meet the growing demand for food, and other consumer goods
- Avoids complete reliance on a supply chain today largely developed outside of New York City, and only capable of serving the needs of the city by crossing bridges, through tunnels, and/or local roadways and streets that are already over-congested, and often unreliable or worse, out of service, at the most critical times of need in the city

Our Facilities and Routes



Seaboard Routes

CENTRAL AMERICA

San Jose, Costa Rica
San Salvador, El Salvador
Guatemala City, Guatemala
San Pedro Sula, Honduras
Managua, Nicaragua
Panama City, Panama
Belize City, Belize

CARIBBEAN

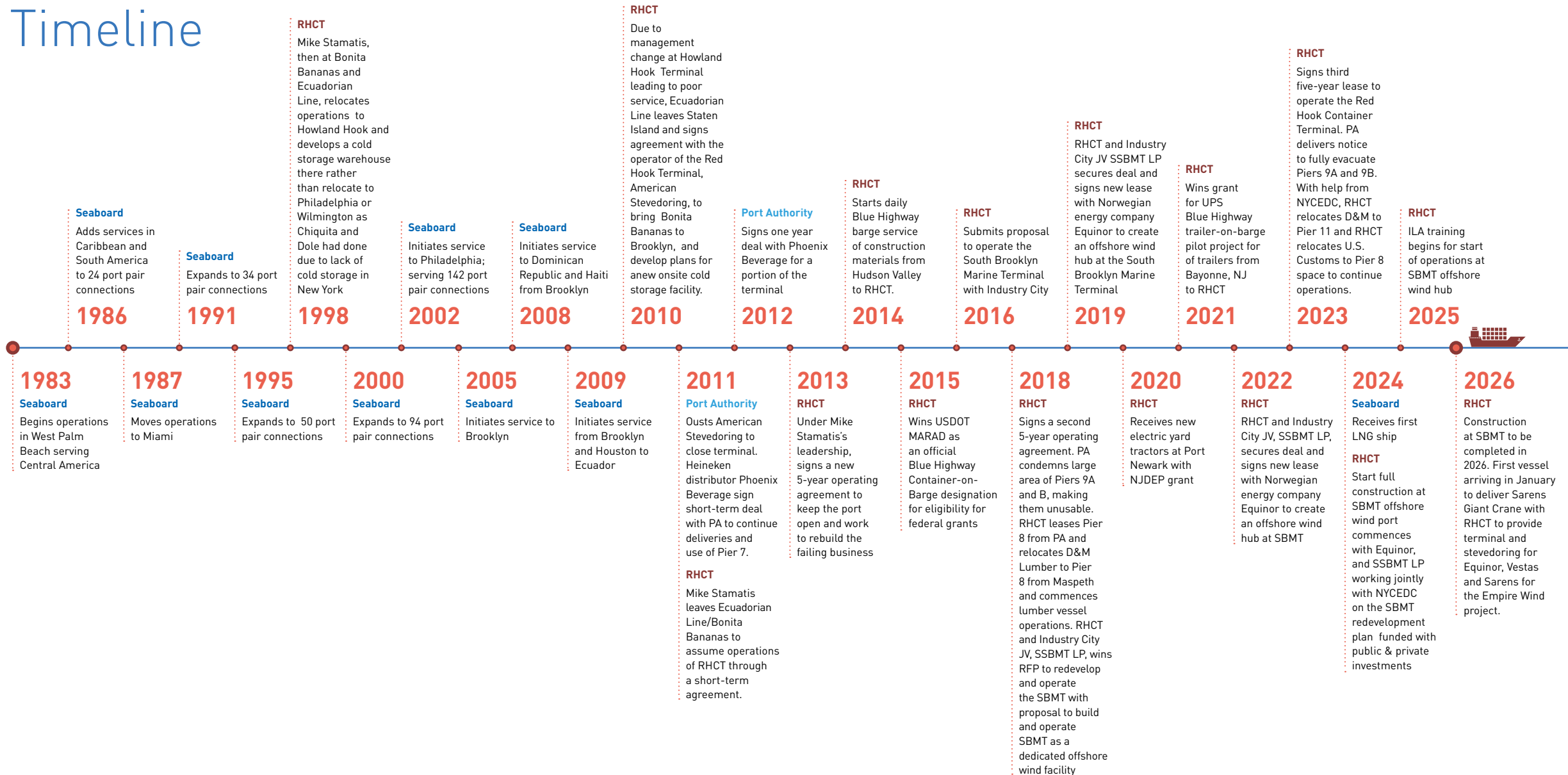
St. John's, Antigua
Willemstad, Curacao
Phillipsburg, St. Maarten
Basseterre, St. Kitts
Bridgetown, Barbados
Santo Domingo, Dominican Republic
Santiago, Dominican Republic
Pto. Plata, Dominican Republic
Port of Rio Haina, Dominican Republic
George Town, Grand Cayman
Port-au-Prince, Haiti
Kingston, Jamaica
Montego Bay, Jamaica
Point Lisas, Trinidad

SOUTH AMERICA

Valparaiso, Chile
Barranquilla, Colombia
Bogota, Colombia
Cartagena, Colombia
Medellin, Colombia
Santa Marta, Colombia
Guayaquil, Ecuador
Georgetown, Guyana
Lima, Peru
Caracas, Venezuela
Paramaribo, Suriname



Timeline



■ Why Sustainable BMT?

Sustainable BMT LP

welcomes the BMT Vision Plan, which understands and embraces the unique and critical role that BMT has as the **utility closet and hub** for meeting the freight logistics needs of the City of New York now and in the future. Our plan has several attributes making our team uniquely qualified to bring the BMT Vision to reality:

- **The Brooklyn waterfront** has been our home for 15 years. As such, we have a unique understanding of who we serve and how to continue to make that service successful.
- **Red Hook Terminals'** 30-acre Port Newark, NJ marine terminal, located in the heart of the Port Newark/Elizabeth complex adjacent to I-95 and with direct national rail network access, already serves as a key part of New York City's Blue Highway initiative. The forthcoming addition of a purpose built 300,000 SF on-dock cold storage warehouse facility, currently in development at Red Hook's Port Newark terminal, will further increase refrigerated cargo capacity, allowing Seboard's customers greater ability to keep product for local consumption local, as opposed to shipping to southern US ports only to transport back to the New York City metro market by truck. The Port Newark connection will also continue to have access to all major modes of transportation, including the national rail freight network via scalable direct rail to cross harbor barge services to Brooklyn and anywhere in NYC, State and greater Long Island once the Blue Highway fully develops. This will further enhance the supply chain capabilities for serving the City of New York and region.

Latin America
(excluding
Mexico)
produces
**40 percent of
US imported
fruits and
vegetables.**
Seboard
connects
NYC to these
markets and
supplies
wholesalers
at the Hunts
Point Produce
Market.

- **Seboard**, currently celebrating their 17th consecutive year calling at Red Hook Container Terminal, has consistently provided reliable on-time ocean transportation services for growers and shippers of refrigerated produce and other perishable commodities, including seafood destined for the Hunts Point Terminal Produce market, Fulton Fish Market and many wholesale distributors and supermarkets across the five boroughs and Long Island, trading goods from almost thirty countries in the Caribbean and Latin America. The company provides:
 - Weekly guaranteed services and container volume
 - Refrigerated cargo sustaining NYC's food supply
 - Stable long-term service commitments
 - Potential expansion of trade lanes into Brooklyn under a long-term lease
 - Investments in new LNG-powered vessels, each with >1,000 refrigerated container plug capacity, currently calling at BMT and shore power connectivity capability when available at RHCT in the future
 - As the anchor tenant/partner in a new long-term lease with Red Hook Terminals, Seboard provides the financial certainty, resources, market stability, and operational volume required to support intensive capital investment in a modernized, zero-emission Brooklyn Marine Terminal along with the family-sustaining maritime industry jobs directly supported by Seboard's ongoing business.

■ Why Sustainable BMT?



Red Hook Terminals and Seaboard,

working together, have long utilized and recognized the potential for BMT as an ideally suited gateway located in the heart of the five boroughs connecting to the largest consumer

population in the US with the world, without ever crossing a bridge or transiting any major or local roadways. **The two entities are the only active terminal services, intermodal freight transportation, and distribution services providers that do not exclusively require trucking to move goods into and out of New York City.** Unlike the large container ports in New Jersey and Staten Island, which receive goods and ship them west by rail and/or truck, crossing bridges and local roadways to markets further east or west, Red Hook Terminals and Seaboard are focused on serving the logistics needs of New York City with fresh and frozen food commodities for consumption by local city residents and the construction materials to build, rebuild, and maintain the city's aging infrastructure.

Red Hook Terminal's other marine-dependent customers and development partners all currently depend on water access and barge operations to support their businesses and provide for future sustainability and growth. D&M Lumber, Ionic Order, Tilcon Quarries, Phoenix Marine Construction, and Equinor, together at BMT create a one-stop shop and logistics hub for the onshore and offshore construction and renewable energy industries, enabling greater coordination and cost efficiency for Blue Highway delivery to construction sites around the city and offshore operations. E. Armata, a Hunts Point produce wholesaler, and micro-distributor Dutch X onsite, enhances efficiency in food supply, alternative distribution, and hyper local package delivery services from BMT, all using the Blue Highway to enhance their logistics around the city as the Blue Highway network develops.

Financial Capacity and Capability

SBMT LP's capital plan is backed by:

- Seaboard's financial strength, forty plus years of local and global operational and management experience, in vessel, terminal, warehouse operations, and logistics expertise, global supply chain network, and customer base
- Red Hook Terminals' financial strength, forty years of local and global operational and management experience in vessel, barge, terminal, and warehouse operations, importing and distribution, global supply chain and cold chain logistics, terminal development expertise, and direct ILA labor employment and relations in the Port of NY&NJ.
- Fully licensed by the Waterfront Commission in NY
- Fully licensed by the NJ State Police
- Private investment commitments
- MARAD, DOT, EPA, NYSERDA, and NJDEP grant experience and expertise in successfully obtaining grants
- Phased construction delivery plan ensuring uninterrupted service

Red Hook Terminal's financial capacity includes current local annual revenues in excess of \$■ million and \$■ million in wholly owned terminal cargo handling equipment and other assets.

Seaboard is a wholly owned subsidiary of Seaboard Corporation, a publicly traded Fortune 500 company (NASDAQ "SEB") with a rich history dating back more than 108 years.

- Seaboard Corporation's 2024 revenue was **\$9.1 billion**. The Seaboard family includes food production companies, such as Seaboard Foods, which produces pork products and Butterball, one of the largest producers of turkey products in the US, among other companies.
- Seaboard is a trade leader in the Western Hemisphere serving over **20,000 customers** in **40 ports** in North America and Latin America. Seaboard has a fleet of **25 vessels**, including eight modern green vessels which were completed and delivered in 2024 and 2025. Seaboard has more if its owned fleet capacity operating on LNG, a clean fuel, than any of the other top **50 shipping lines** in the world.



The SBMT LP Plan for BMT

1

Enhanced Operational Efficiency

SBMT LP's model, together with SBMT wind facility and Red Hook Newark port, provides operational and cost efficiency with benefits that include:

- Enhanced vessel scheduling across all berths
- Shared ILA labor force deployment
- Integrated cargo-handling equipment pools
- Combined maintenance, security, and safety operations
- Capital investment planning executed at a larger scale
- Greater ease of coordination in responding to grants for each facility

Red Hook Terminals is in discussions with various potential development partners to include Brooklyn Cruise Terminal operations and redevelopment opportunities in our long-term planning for BMT. With Red Hook Terminal and the South Brooklyn Marine Terminal already under our umbrella, Sustainable BMT is well positioned for Brooklyn Cruise Terminal operations to be included in our future RFP Plan. This will be evaluated further if necessary.

2

Capital Investment & Modernization Program

SBMT LP proposes a phased multi-year capital plan featuring:

- Full yard electrification and conversion of all cargo-handling equipment
- Procurement of two additional new electric STS and mobile harbor cranes to support vessel and barge/Blue Highway expansion
- Shore-power infrastructure for container vessels
- Cold storage building minimum of 50,000 SF in Brooklyn, with 300,000 SF additional capacity at our Port Newark facility.
- New dry warehouse minimum of 200,000 SF for US Customs Cargo Exam operations, lumber and building products import and distribution, and local manufacturing support via waterside access for delivery and receiving raw materials and finished goods
- Micro-distribution warehouse facility for Dutch X and other local distributors utilizing zero emission or low emission technology and water access. Size of building to be determined
- Improved road and gate processing systems

3

Zero-Emission 'Green Port' Technical Plan

Engineering parameters and equipment transitions include:

- Electric reach-stackers, RTGs, yard trucks, forklifts and terminal vehicles
- Battery storage systems to manage peak electrical loads and micro grid solutions to provide resiliency and energy independence
- Shore-power electrical specifications and step-down transformer strategy
- Integration with Con Edison grid upgrades
- Emissions modeling to achieve zero on-terminal emission
 - Additional refrigerated container storage capacity eliminating the need for diesel generators
 - Currently developing alternative hydrogen technology for increased power production and alternative micro grid energy solutions to ensure BMT remains in operational readiness at all times.

4

Cross-Harbor Barge Expansion & Blue Highway Network

Using our experience as the sole operator of a Blue Highway container barge service, SBMT LP will partner with the city to develop NYC's first mass-transit freight network. This will include:

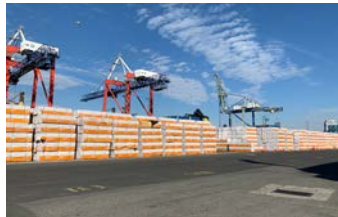
- Collaboration with the city and our maritime tenants to examine how our existing barge and tug operation can be scaled to service for borough-to-borough nodes. BMT to Hunts Point serving as the initial project while also linking our NJ hub to Hunts Point.
- Continue to develop regional partnerships with warehouse operators, and developers to create synergies and advance water access to existing and future facilities.
- Integrate Blue Highway moves with EV drayage and micro-distribution fleets
- Continue to solicit federal and state grants in support of Blue Highway investments.

Our Maritime-Dependent Development Partners

To implement the **BMT Vision Plan**, the SBMT LP would bring together a unique group of maritime-dependent users, importers, distributors, service providers, and developers of new technologies that will provide the necessary infrastructure. Collectively the team will help lead the way towards a sustainable NYC supply chain as development partners and co-owners to invest in, manage, and operate out of BMT.



SBMT LP



D&M Lumber

A family-owned lumber import and wholesale distribution company that has been operating continuously in Brooklyn since its formation in 1954. D&M arranges direct shipments from mills overseas to ports across the country and internationally, but the bulk of its business has always been in the Metro New York region. D&M is a current tenant of Pier 11 and is the only lumber importer/wholesaler landing product on the New York side of the Port of New York by ship, removing up to 400 trucks from the City's bridges per ship delivery.



E. Armata

One of the largest wholesalers operating in Hunts Point, E. Armata provides the highest quality product to retailers, institutional suppliers, or small grocers who visit the Hunts Point Market for quality New York Produce. E. Armata currently receives food imports from Seaboard at RCHT and seeks to expand from its Hunts Point location.



Ionic Order

A manufacturer of precast concrete and other aggregate-based components used to support coastal resilience, waterfront infrastructure renewal, and offshore wind capacity. The only waterfront precast manufacturer in the Northeast. Ionic Order is currently at the RHCT, moving materials by barge in support of local construction. This includes providing materials for offshore wind projects in NY Harbor. Ionic Order is uniquely capable of transporting maritime and other construction materials throughout NYC via Blue Highway, reducing the number of trucks on the road.



Dutch X

The industry leader in sustainable, tech-enabled urban logistics, established in 2012 by Ariella Azogui and Marcus Hoed. DutchX is a woman-minority-owned business running large-scale same-day, next-day, mid-mile, and last-mile operations for some of the biggest retailers in the world. Dutch X, currently a tenant of Pier 11, owns and maintains the largest electric cargo bike delivery fleet in the country, effectively removing over 1 million metric tons of CO2 emissions annually. DutchX on site would help streamline Blue Highway microfreight operations between BMT and other points in the NYC.



Tilcon

A leading supplier of crushed stone in the NY metro area. Tilcon delivers crushed stone from its Hudson Valley quarries by barge to RHCT for pick up by the construction industry. Tilcon also supplies Ionic Order with the materials for its precast concrete fabrication on site.

Commodities at the Port

Commodities
currently served
by the terminal
include:

IMPORTS			EXPORTS		
 Apparel	 Food	 Tires	 Foodstuffs	 Clothing	 Autos
 Lumber	 Construction Materials including aggregates	 Special Project Cargo	 Heavy Machinery	 Household Goods	 Department Store Merchandise

Maximizing Potential for Blue Highway

Our plan incorporates natural synergies between BMT and Hunts Point, with the following structural assets:

- **Efficiencies** from the current Brooklyn to Port Newark barge service provides economies of scale for a Blue Highway extension to Hunts Point in terms of operational experience, consolidation, and storage capacity, and negotiated tug costs and lift rates and already existing capacity.
- **E. Armata**, a major Hunts Point wholesaler, being on-site at BMT would strengthen the connection between Hunts Point and BMT. Upon receiving produce from Seaboard at BMT, they can distribute from Brooklyn and send produce to their warehouse operations at Hunts Point, with BMT serving as a local distribution facility, avoiding unnecessary intra-borough truck trips.
- **The planned cold storage facility** at BMT, together with the existing Blue Highway barge service to Red Hook Terminal's Port Newark facility and the 300,000 SF cold storage facility being planned there, provide additional capacity and flexibility to handle perishable food at varying temperatures fresh and frozen. This is a commercial advantage for Hunts Point wholesalers and many other local NYC wholesale distributors and retailers.

Environmental Impact Summary

Red Hook Terminals Blue Highway and Green Port initiatives currently:

- Remove 75,000 trucks annually from bridges and highways, local streets
- Avoid ~15,000 metric tons of CO₂ annually
- Reduce NO_x, PM2.5, black carbon
- Lower traffic volumes near Red Hook and Carroll Gardens

- **D&M Lumber**, a current tenant of Pier 11, is the only lumber importer/wholesaler/distributor landing product directly on the New York side of the Port of New York. Break-bulk ships calling on the port since D&M relocated from Maspeth to Red Hook Container Terminal ten years ago, have taken thousands of truckloads off bridges, highways, and local roads throughout NYC. **Every ship landing lumber and building materials eliminates up to 400 trucks from the city's bridges.** Previously, these important commodities were trucked into the city from Baltimore and/or New London, CT where the vessels were being unloaded. Red Hook Terminals provides warehouse space, terminal space and vessel stevedoring services to D&M.



Maximizing Potential for Blue Highway



- **Ionic Order** is the only Northeast waterfront on-dock precast concrete manufacturing company and is uniquely positioned to deliver to construction sites and coastal resiliency projects around the city and the region via the Blue Highway. Ionic is a **Blue Highway “anchor tenant”** currently operating at the Red Hook Container Terminal, together with lumber and maritime-served aggregates. This agglomeration provides a one-stop shop for local construction companies and engineering, architectural and landscape design firms working on traditional construction projects, as well as coastal resiliency, offshore wind construction, and offshore cable installations. Ionic Order is excited to participate in Blue Highway delivery of its materials to the city’s nodes to better serve its customers. The firm provides local jobs while helping lower costs and reducing in-city trucking. Most recently, Ionic manufactured materials needed to serve the construction of the Virginia Beach Offshore Wind Farm project, the largest offshore wind farm currently under construction in the United States, onsite at the Red Hook Container Terminal. These materials were loaded on barges at RHCT by ILA labor and shipped by the Blue Highway to Virginia Beach. Ionic is currently working to produce more materials locally for the Equinor Empire Wind project, also currently under construction in New York.



- **Tilcon**, a current long-term customer and tenant onsite at the Red Hook Container Terminal, is a leading supplier of crushed stone, sand, and other aggregate materials in the New York metropolitan area and delivers its materials via barge into Red Hook Container Terminal daily from their quarries up the Hudson River in Haverstraw and Wappinger Falls, eliminating thousands of truck trips annually into the city. Their materials are used in a wide variety of construction applications as well as in the concrete and asphalt industries

Maximizing Potential for Blue Highway

Our goal has always been to lead the development and expansion of Blue Highway services throughout our region and provide alternative all-water transportation services for freight in and out of New York City, and across all five boroughs by providing access to our services and our facility to these important businesses. Our history demonstrates our commitment and includes:

- Collaborating diligently with numerous stakeholders in our efforts to develop the Blue Highway. This includes MARAD, the PANYNJ, NYCEDC, ocean carriers, beneficial cargo owners, industry stakeholders, manufacturers, suppliers and distributors, and Port Authorities up and down the coast, including the state of Maine, Port of Davisville, Rhode Island, Port of Philadelphia, Port of Baltimore, Port of Wilmington, DE, and NJDOT, among others.
- Managing the currently operating sole cross harbor container-on-barge service in and out of the city, and dry bulk barge services. These services eliminates an estimated 75,000 truck trips annually into and out of the city, bypassing local roads and bridges, resulting in an estimated 252,000-gallon reduction in fuel usage and a corresponding 2,600 metric ton reduction in CO2 emissions.
- Forward thinking management view towards sustainability. We are the recipient of several USDOT (MARAD) /Blue Highway grant awards to purchase new equipment and modify existing equipment to further facilitate our current and future marine highway barge operations. This includes deploying the first fleet of zero emission battery electric terminal



tractors in use at our Port Newark, NJ facility, with help from a \$2.5 million grant from the NJDEP in 2020. **We are the only zero emission terminal truck in operation today in the Port of New York and New Jersey.**

- Red Hook Terminals also led the Red Hook-UPS Bayonne Ro/Ro Blue Highway initiative barge service co-developed by Red Hook Terminals and Hughes Marine with a grant of

\$1.5 million awarded to launch a new service between Brooklyn and UPS's new distribution facility in Bayonne, New Jersey. This grant funded the design build for a new roll on-roll off ramp to allow customers trailers to easily be driven on and off the barge. This service was put on hold by UPS due to current economic challenges but could easily be restarted in the future and utilized for UPS or other potential customers as part of the new Blue Highway network.

- Red Hook Terminals is in active discussions with construction management firms and third-party logistics providers working on large construction projects throughout NYC to barge construction materials to geographically challenged project sites such as Governors Island, Roosevelt Island, the BQE cantilever project, the East River Esplanade and Manhattan coastal resilience projects. This would limit the amount of truck traffic through neighborhoods as well as the land area required to store materials at these waterfront jobsites, saving money for public construction projects and helping the local neighborhoods cope with traffic buildup throughout a construction project.

Leader in Port Electrification Capability

A companywide goal of Red Hook Terminals

is the complete decarbonization of all our port facilities and operations across our portfolio. We are currently working to transform all our terminal operations to 100 percent zero emissions by 2028. Below are just some examples of our continued commitment to sustainability in our operations:

- In 2021, Red Hook Terminals became the first and only marine terminal operator at the Port of New York New Jersey and US to use heavy-duty, zero-emission battery-electric terminal tractors. The ten-vehicle fleet, the largest in the eastern United States, achieved an 80 percent decline in fuel costs and 90 percent reduction in CO2 emissions in the first quarter of operation, as well as a reduction in total operational costs.
- Seaboard, Red Hook Terminal's largest customer, began integrating liquified natural gas (LNG) vessels into its Brooklyn trade route in late 2024. Primarily powered by LNG, a cleaner alternative fuel, these vessels exemplify Seaboard's dedication to reducing emissions and minimizing environmental impact and mitigating impacts on the local community.
- Red Hook Terminals, as operator and co-developer responsible for reactivating the South Brooklyn Marine Terminal (SBMT) in partnership with Industry City, completed an agreement with Norwegian energy company Equinor in 2022 to redevelop SBMT as the first of its kind dedicated offshore wind staging and assembly port, operations and maintenance facility, and substation for Equinor's Empire 1 offshore wind farm. This project is expected

Commitment to Sustainability

Seaboard is committed to aligning with SBMT LP's zero-emission "Green Port" vision by:

- Deploying LNG/low-emission vessels
- Supporting full shore-power compatibility
- Enhancing reefer efficiency and electrification
- Reducing environmental impacts in dense urban settings

to contribute over 800 megawatts of clean electricity to New York's power grid and create one thousand short-term construction jobs and hundreds of long-term jobs in Brooklyn and other economic benefits to the local and surrounding communities in New York City and State.

- Red Hook Terminals recently partnered with the award-winning DutchX at the Brooklyn waterfront, a 100% carbon-free last-mile delivery service in response to the NYCEDC's Pier 11 RFP. With customers such as Amazon and Eataly, DutchX owns and maintains the largest micro-mobile delivery fleet in the country, comprising electric cargo bikes and eQuads. Red Hook Terminals is also actively in discussion with other potential operators seeking access to dockside warehousing, berthing, and blue highway distribution capabilities. SBMT LP could potentially provide a hub for this activity enhancing our current Blue Highway operations and future goals around the city with Dutch X as our primary partner for this activity when integrated into our plan for the site.
- Seaboard Corporation's subsidiary, Transcontinental Capital Corp. (Bermuda) Ltd. ("TCCB") is an independent power producer providing energy resiliency in the Dominican Republic by generating electricity for their power grid through the operation of two floating barges. The Estrella del Mar II power barge was put in service in April 2012, and the Estrella del Mar III began operations in June 2022, providing capacity of 150 megawatts.



Operational Requirements

Acreage

We anticipate the redeveloped BMT to include the following port facilities:

- **Terminal space of 60-acres** in line with the current footprint of the Red Hook Container Terminal acreage. Based on our experience operating the facility for the last 15 years, we believe the current acreage is sufficient to meet the needs of current and future ship, barge, terminal, and warehouse operations, when combined with modern infrastructure, improved design, and additional crane and berth capacity. And there is room for growth to serve the market segments and vessel sizes able to call the terminal today and in the future. However, local street congestion and the need to mitigate truck trips through the surrounding community will continue to be a limiting factor with the use of local and regional trucks without any new road access bypassing local streets to the main highway or truck queuing areas surrounding any new gate entrance design. Hence, BMT's biggest opportunity for future volume growth is across the wharf, not through the truck gates. We have always held that view, which is why we have invested heavily in Blue Highway operations and promoted development of new water routes and infrastructure for the last 15 years, rather than negatively impacting our local community with more truck traffic. The Blue Highway is the link between BMT and the rest of the region. And we have proven that it works!
- **Two new electric STS Cranes**, in addition to the new ship-to-shore crane currently on order from Liebherr in Ireland to replace the two old STS Cranes currently on Pier 10, to be acquired by SBMT LP. Timing of purchase to be determined once the new lease on BMT is completed.
- **Additional cranes** will need to be acquired for the new marginal pier. The total amount of cranes, sizes and types will need to be determined during the new port master planning, due diligence, wharf design, and engineering phase of the project. Any new cranes would be expected to be purchased by operator while all waterside and in water improvements and costs the responsibility of the landlord.
- **A new truck gate complex** will need to be designed and built in line with the new terminal entrance, truck processing, and exit layout that will need to be determined during the port master planning, design, and engineering phases. SBMT partners would collaborate on the design and layout should we be chosen to move forward with a new lease on BMT.
- **Scales for containers and other materials** entering and exiting the truck gate complex will need to be included in the new design for the truck gate complex. Number of scales to be determined during port master planning, design, and engineering phases.
- **Warehousing facility** to include both cold storage and dry warehousing functions. This facility should be at least 200,000 SF and will need to accommodate various commodities and have close access to the wharf for efficient Blue Highway barge cargo transfer. Location of warehouse, size, type, will need to be determined during the port master planning, due diligence, design, and engineering phases in collaboration with SBMT partners Red Hook Terminals and Seaboard, should we be chosen to move forward with a long-term lease of BMT.
- **A new US Customs cargo exam facility** will need to be included in the new terminal design with a minimum of 60,000 SF of secure, dedicated floor space, and additional office and inspection facility. The requirements for this facility will need to be fully determined during the new port master planning, design, due diligence, and engineering phases in partnership with USCBP and SBMT partners Red Hook Terminals and Seaboard, should we be selected to move forward with a long-term lease of BMT.

Operational Requirements



- **A new maintenance and repair (M&R) garage** for all rubber-tired, mobile container-handling and crane equipment will need to be of sufficient size to meet the needs of a future fully electrified fleet. The design, size and location of the new M&R facility will need to be determined during the new port master planning, design, due diligence, and engineering phases in partnership with the SBMT partners Red Hook Terminals and Seaboard should we be chosen to move forward with a long-term lease of BMT.
- **New offices and administration space** for all ILA and management personnel will need to be constructed to accommodate terminal employees. This can potentially be above the new warehouse facility or the repair garage facilities or stand alone. The design, size and location of the new office and administration facilities will need to be determined during the new port master planning, design, due diligence, and engineering phases in partnership with the SBMT partners Red Hook Terminals and Seaboard should we be chosen to move forward with a long-term lease for BMT.

The exact size (acreage) of the new Red Hook Terminal and BMT will need to be determined once the final design, engineering of the new wharf, gate

access, queuing areas, traffic study, road access, and layout of these new buildings and facilities has been determined subject to the new port master plan, design, due diligence, environmental reviews, and engineering phases of the project, in collaboration with BMTDC should we be selected to move forward with a long-term lease.

We note that while our preliminary plan is sized to 60 acres per the BMT Vision Plan and we agree this is the right size for the container and general cargo terminal portion of BMT based on our aforementioned experience, preserving additional acreage would enable the facility to possibly grow over time with the needs of the city. A larger port would also provide some protection against future unknowns should the funding become available to otherwise develop the BMT project. Looking beyond the current 50-year horizon and projected lifespan of any new infrastructure investments planned at BMT, it will be critically important to continue the development of the Blue Highway freight plan. Developing new Blue Highway facilities throughout the city with the cooperation and collaboration of local and regional public and private partners will help ensure the capacity, resiliency and sustainability of New York City's supply chain is strengthened in every borough.

This would further ensure the investments in the new BMT can provide maximum benefits and return-on-investment as the freight hub for the city at large, while also serving the local and surrounding community's needs, without negatively impacting the community it is intended to serve.

Marginal Pier

We understand the new proposed marginal pier will replace space for port activities that will be displaced by residential development as part of the BMT Vision Plan. The marginal pier is therefore critical as there would be insufficient capacity for cargo operations with the proposed port size reduced by BMT North and Atlantic Basin. We note that the terminal would need use of the space at the BMT North to operate during construction of marginal pier. In other words, for the port to continue operation and maintain the flow of foodstuffs and other cargo, residential construction at BMT North cannot begin before the completion of the marginal pier, at which point, some port functions and infrastructure and other operations would shift to the marginal pier.

Operational Requirements



Labor: Our Most Important Resource

Red Hook Terminals has deep roots in the Port of New York and New Jersey, Brooklyn, and New York City community, playing an active role in local workforce development, job creation, and community support initiatives. The onsite FTE's for Red Hook Terminals is currently 200 strong. During the past five years, onsite FTEs grew by an average of 3.4% annually. Together with our maritime-dependent partners, we directly employ 680 FTEs in NYC. This does not include the indirect employees of customs brokers, trade facilitators and other firms in the warehouse, transportation and logistics industry that depend on the work done by the terminal and our maritime-related development partners.

Red Hook Terminal's workforce is supplied by Local 1814 and Local 1 of the International Longshoremen's Association. ILA payroll hours at Red Hook Terminals in Red Hook increased by an average of 6.2% annually over the last five years, reaching nearly 300,000 in 2024. As the largest employer of ILA labor in Brooklyn, Red Hook Terminals takes pride in employing a highly skilled and extensively trained workforce.

- All ILA personnel working at our facilities are fully trained and certified on the cranes, heavy equipment, and all machinery used in our operations.

Red Hook Terminal received Signal Mutual's 2025 **Industry Safety Leadership Award**. Signal Mutual is the largest federal longshore and harbor workers compensation insurance providers in the US. Signal Mutual's award criteria is based on the premise that most employee injuries are preventable and the most important way to reduce claims is by preventing them through safety. A strong safety culture and program prevents accidents and injuries from occurring and minimizing the severity of accidents that do occur.

- Training and certification are conducted in strict accordance with the United States Maritime Alliance (USMX), Shipping Association of NY & NJ (SANYNJ), and ILA jointly.
- Our workforce meets or exceeds all safety and operational requirements set forth by OSHA, the Code of Federal Regulations (CFR), the US Coast Guard, and industry standards.
- Continuous training and certification programs ensure that our personnel remain up to date on the latest safety protocols, equipment handling techniques, and emergency response procedures, maintaining the highest level of efficiency and safety in terminal operations.

The extensive work hours provided by the vessel and terminal operations at the Red Hook Terminal are primarily due to Seaboard Marine's weekly vessel calls which directly benefit Local 1814 and Local 1 ILA personnel working at the terminal. This activity generates the bulk of the labor hours, wages and dues for the Local on the Brooklyn working waterfront. The same ILA workforce then has the opportunity to serve the Brooklyn Cruise Terminal when cruise ships make a call, and will have the opportunity with future operations set to begin at the SBMT in April of 2026, to work at that facility as well serving the offshore wind industry.

Operational Requirements

Workforce Strategy

We prioritize local hiring and workforce development, providing career opportunities and training programs for New Yorkers, particularly those from historically underserved communities, and primarily in our local community, SBMT LP will deliver a variety of programs and training to introduce new sectors and technologies to members of the surrounding community and interested general public.

Without the Red Hook Container Terminal's weekly vessel and barge activity provided by Seaboard, there would not however be enough labor hours and gross wages available to support an ILA workforce with a family-sustaining living. This synergy creates added labor efficiency in serving Blue Highway activities envisioned by the BMT Vision Plan, but most importantly, allows our workforce to thrive and provides the basis for all ILA employment on the Brooklyn working waterfront. Under a long-term lease if Sustainable BMT is selected to move forward, these important ILA jobs and future opportunities for growth will be preserved and protected across the entire Brooklyn working waterfront, with Seaboard as the anchor tenant and customer and Sustainable BMT LP partners the anchor employers.

- We will host workforce development programs to be provided or supported by the Shipping Association of NY&NJ, Southwest Brooklyn Industrial Development Corporation ("SWBIDC"), MAPONYNJ, and in partnership with other local organizations.

- We will partner with the Waterfront Alliance, and other local community organizations to provide the facility for public programs, education, and events. This space will provide the resources to deliver—climate education programs, workforce development and local hiring resources to New York City students interested in the maritime, transportation, and logistics industry, host events to engage the community in the local waterfront and maritime industry and provide convening space to disseminate climate preparedness information and other information to local residents.
- Red Hook Terminals' current workforce development and training programs preparing for the start of operations at the South Brooklyn Marine Terminal, which began in April 2025, provide a poignant example of our dedication and expertise in training workers for emerging industries. By establishing this first-of-its-kind offshore wind logistics training program, Red Hook Terminals is positioning the Port of New York and New Jersey as a leader in renewable energy port logistics, ensuring that New York's workforce is prepared to support the transition to clean energy while creating high-paying, skilled union jobs for the local community.
- We work collaboratively. Representatives from Red Hook Terminals, Equinor, Vestas, Sarens and the ILA are in regular meetings and discussions to facilitate the SBMT training program and securing all necessary funding to provide ongoing training and resources to ensure our workforce is prepared to meet the needs for Empire Wind 1 and future projects.
- Red Hook Terminals has already committed funding to develop and begin the offshore wind logistics training program with our ILA workforce in Brooklyn, at the Red Hook Container Terminal, in partnership with the USMX and Shipping Association of NY&NJ. Our first class of ILA trainees recently completed their first 400 hours of class room and on site operational training of Self Propelled Modular Trailers that will be needed to move the massive offshore wind components arrive at the South Brooklyn Marine Terminal next year. Opany to renewable and zero emission technology across our operations.

Operational training of Self Propelled Modular Trailer:
https://www.dropbox.com/scl/fi/wb3obe9luca3duiuiwxcr/IMG_4992.MOV

Community Service

We strive to be good community partners and many of our employees grew up in and still live in the local community or have family that do. As part of our commitment to fighting food insecurity in the communities we serve locally, we have donated a million pounds of fresh food to the residents of Red Hook public housing, helping provide families in need with access to nutritious and healthy meals—essential work we will continue to do to support the residents of our community in need. A tradition that started during the pandemic, when it was clear that so many families in our local community and beyond were struggling with food insecurity, we began donating large volumes of fresh food. The first donation was a full trailer load of fresh



Our employees and volunteers from the community organize our annual turkey and food distribution service project for Red Hook Houses:
<https://www.instagram.com/reel/DRIWD10gASZ/>

pineapples and bananas. Today, we annually donate over two thousand fresh turkeys and loads of fresh produce to the community for both

the Thanksgiving and Christmas holidays with the help of our friend and customer Chris Armata from E. Armata, who donates the produce from his facility in Hunts Point, while Red Hook Terminals purchases and donates all the turkeys, providing a full holiday dinner to over 1,000 families. In addition, Red Hook Terminals maintains strong ties to the local community and supports multiple local community organizations. Through these efforts, Red Hook Terminals continues to be a responsible partner in the community, investing in people, economic development, sustainable operations, introducing students to our industry who might not otherwise think about the maritime industry as a career path, and helping to ensure the well-being of our local community.

Community & Workforce Benefits Program

Our workforce plan expands ILA hours and apprenticeship pathways while creating new family-supporting jobs. SBMT LP will also:

- Establish a Community Advisory Council.
- Launch training partnerships with SUNY Maritime, local schools, and workforce entities.
- Commit to emissions-free equipment in residential-adjacent areas.

Operational Requirements

Length of term sought to support model

Since its inception in 2011, Red Hook Terminal has operated under interim short-term operating agreements with only five-year increments, and no long-term certainty. The Port Authority's long-held desire was to close the port and sell BMT, divesting themselves from any future responsibilities to maintain, repair, and oversee the facility. Red Hook Terminals is currently on its third year of a five-year operating agreement. Every renewal period has been met with uncertainty as the Port Authority relentlessly pursued closure of the port. When that was not an option due to political and/or community pressure, the Port Authority condemned large portions of the site, making it even more difficult to function. This combined with the short-term operating agreements handicapped our businesses and rattled our customers and employees, who depend on us for their livelihood. This also limited our ability to finance necessary improvements to sustain the business long term and threatened the very existence of the port itself and its jobs and economic benefit.

After so many years of uncertainty, a long-term agreement is needed to address the lack of maintenance by the Port Authority and provide long-term employment stability for our employees. To fully support and modernize the port, SBMT LP is seeking a 50-year lease for operation of the BMT in order to:

- Allow us to garner capital for the necessary investments to finance improvements such as new equipment, cranes, IT and terminal operating systems to further increase port capacity and efficiency, continue to develop our Blue Highway services and other business opportunities, and most importantly ensure the long-term viability of the port.

Sample PA and NYC Leases for Port and Industrial Properties

LEASEE	LEASE LENGTH (YEARS)	EXP YEAR	EXTENSIONS
Maier Terminals	30	2030	
APM Terminals	29	2029	
Howland Hook Terminal	35	2047	Lease extended to 2047 from prior 2029 expiration
Global Terminal & Container	37	2047	
Port of Newark Container Terminal	30	2030	
JFK and LGA (PANYNJ)	49	2050	
Dairyland (200-240 Food Center Drive)	35	2047	15-yr initial w/ two 10-yr renewal options
Krasdale KFI (400 Food Center Drive)	45	2041	30-yr initial w/ two 15-yr renewal options
Fulton Fish Market (800 Food Dr)	49	2050	Exercised 7-yr extension in 2013; 10-yr extension
Hunts Point Terminal Produce Market	50	2032	30-yr initial w/ two 10-yr renewal options

Source: PA and NYCEDC websites.

- Continue to develop our Blue Highway services, and other business opportunities, and most importantly ensure the long-term viability of our business at the port.
- Secure a long-term port facility to fully realize the benefits of and return on the investments in newly built LNG powered vessels to serve the NYC market.

A 50-year lease would be commensurate with other local port and industrial properties for the PA and NYCEDC, which range from 29 to 50 years. Note that many food tenants have similar length leases to what we are seeking. **The BMT port lease should be in line with the EDC's food terminal lease terms.** Unlike the port terminals in NJ that are focused merely on moving containers from bulkhead to railhead, our BMT plan is focused on shifting from trucking to a Blue Highway logistics chain. This requires our partners and customers to invest in a new multi-modal integrated supply chain, which includes:

- developing new warehousing and/or converting existing facilities near the water with access
- acquiring new zero emission handling equipment fleets
- investing in and training labor on new technology
- developing unique service plans by commodity and region
- upgrading electrical capacity
- finding ways to incentivize BCO's, shippers, distributors, wholesalers, 3pl's, and retailers to use the system and provide other cost saving benefits to allow them to leverage a new multi-modal system

Feedback for the BMT Vision Plan

The Sustainable Brooklyn Marine Terminal partnership of Red Hook Terminals and Seaboard warmly welcomes and embraces the goals outlined in the BMT Vision Plan to invest in and modernize the port. We understand the vital importance of reducing our environmental impact while also serving our customers. However, as the planning for BMT advances, we ask that the BMTDC carefully examine the construction impact of the BMT redevelopment, and potential impacts on future port operations. Given that the site hosts active port users, the implementation of the plan, starting with the Environmental Impact Analysis, will need to address:

- How long will construction take? How can the plan be implemented without disrupting the active businesses onsite, users of the facility and employees that are currently serving the city with direct shipments of vital perishable commodities and other food products, clothing, medicine as well as the services necessary for exporting goods to the countries being served by the terminal and the ocean-going vessels calling at the facility. These existing businesses and services directly support the livelihoods of almost 700 NYC families and tens of thousands of people and businesses in 30 countries across Latin America and the Caribbean basin.
- Will some of these businesses and operations such as US Customs cargo exam operations be relocated while the marginal pier is constructed? If so, where? Can they be served by water?



- Will the redevelopment plans include a green buffer between the port and BMT North where residential development is expected? While our business is a good neighbor and will continue to be so, the residential buildings at BMT North will face an active working port.

We understand from the RFEI process that the Operator RFP is expected to be released in the Winter of 2026. To properly respond to the RFP, it should indicate:

- Lease terms so that an operator can prepare a financial proposal with financing for any proposed investments.
- Projected phasing plan and expected construction duration such that an operator can plan the activity with its partners.

We understand that the BMT Plan may envision a single operator for the container port and the cruise facility. Currently, we share the ILA labor with the current operator of the Brooklyn Cruise Terminal, such that the pool of ILA workforce domiciled at the cruise terminal has the opportunity to work at the container port, where they receive the most work hours and wages. We are also training those ILA members with the certifications required to work at the SBMT wind port. Hence, the ILA workforce is already benefiting from these operational efficiencies at the BMT campus. However, if the BMTDC wishes to have a single operator for both the cruise and container port facilities, the SBMT LP will be equipped to operate the container port, offshore wind port, and cruise terminal facilities, to provide the maximum operational efficiencies across the Brooklyn working waterfront. We can discuss this in greater detail in our BMT Operator RFP response.

Recap

Since assuming operations on the Brooklyn waterfront in 2011, **Red Hook Terminals** have been delivering the core principles outlined in the **BMT Vision Plan**: a modern, sustainable, multimodal maritime district, supporting freight, clean energy, blue-economy jobs, and community benefits. This document outlines how our work already fits seamlessly into the long-term redevelopment vision and positions **Red Hook and Seaboard** as a foundational partner for the future BMT facility.

Fully Functional Maritime Terminal Supporting NYC's Vision

- Maintains container, breakbulk, project cargo, and Ro/Ro capabilities
- Preserves working waterfront activity amid long-standing non-industrial redevelopment pressure
- Provides the real-world operational backbone that the Vision Plan builds upon.
- Builds upon the proven ability of SBMT's partners to serve exporters, importers and the needs of the nearby community and the broader needs of NYC

The Cross-Harbor 'Blue Highway' Fleet: A Perfect Fit for the Vision Plan

- Already operates the Red Hook <—> Port Newark cross-harbor barge—the backbone of future NYC waterborne freight
- Removes 75,000+ truck trips/year from bridge crossings and local roads through current Blue Highway activities at RHCT
- Demonstrates the viability of mode shifting from highways to waterways
- Fully aligns with NYC's 'Blue Highways' initiative to expand waterborne freight delivery

Clean Energy Leadership & Electrification Aligned with Vision Goals

- Operates the East Coast's largest zero-emission heavy-duty marine terminal yard-tractor fleet deployed in 2020
- Supported by NJDEP, VW Mitigation Trust, and RGGI: ~\$2.47M in clean-air investments
- Integrates electrification with barge-mode shift, achieving measurable CO₂ and particulate reductions
- Establishes RHT as the model for green, low-emission marine terminals envisioned for the new BMT facility

Proven Experience Navigating Grants, Funding & Infrastructure Projects

- MARAD: Multiple Marine Highway grants (2016, 2020, 2021) supporting barge infrastructure
- NYCEDC/NYSERDA: Offshore wind partnerships via SBMT
- NJDEP: Major electrification grants supporting zero-emission yard equipment
- Demonstrated ability to deliver federally and state-funded capital projects—critical for future BMT redevelopment

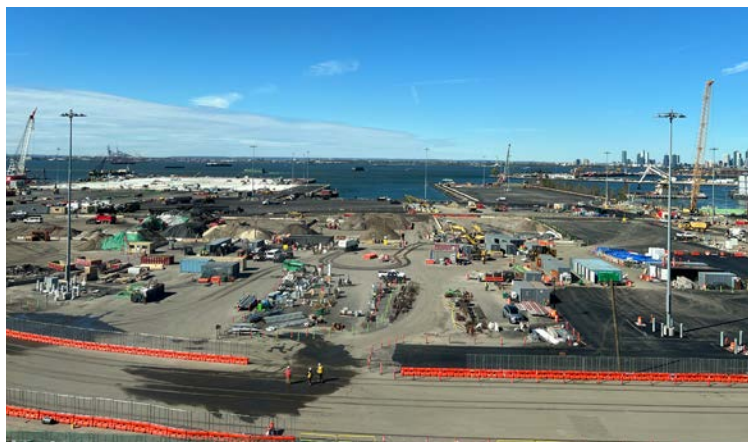
Alignment with Community, Jobs, and Sustainability Priorities

- Provides high-quality union jobs and apprenticeship opportunities
- Minimizes truck emissions in historically overburdened communities
- Ensures working waterfront preservation with modern, community-friendly operations
- Directly supports NYC's objectives for equitable, sustainable economic development

Recap

SBMT and Offshore Wind: Strengthening the District-Wide Maritime Cluster

- Through SSBMT, LP (Red Hook Terminals + Industry City), holds a long-term lease and operational role at South Brooklyn Marine Terminal and proven history of sustainable port development and execution of commitments
- Supports Equinor's offshore wind staging, assembly, and O&M operations
- Represents hundreds of millions of dollars in green-economy investment
- Reinforces the BMT Vision Plan goal of creating a modern maritime and clean-energy cluster on the Brooklyn waterfront



South Brooklyn Marine Terminal under construction for Wind Port improvements



ILA Local 1814 members complete the first 400 hours of Self-Propelled Modular Trailers training. These are the only ILA members trained for this in the NY Port district.



The Eco Liberty, launched on June 28th by Equinor for the Empire Wind projects, houses 60 workers to support offshore wind projects. The 262' hybrid vessel supports the ongoing marine construction at SBMT and will serve as the floating home for Empire Wind's skilled workers when stationed offshore.

- Red Hook Terminals, through a competitive process with Equinor, Vestas and Sarens, has recently been awarded contracts to provide:
 - stevedoring, terminal services, security, and maintenance services for all of the Empire Wind project at the South Brooklyn Marine Terminal,
 - temporary port services at the Red Hook Container Terminal, and our Red Hook Barge Terminal in Port Newark, while the offshore wind port is still under construction.

This demonstrating our unique capabilities and commitment to creating new jobs, a fully trained skilled workforce, and ability to provide the necessary port facilities and services to meet the needs of any customer across multiple industries in the maritime, transportation, logistics, construction, and energy sectors.

In Closing

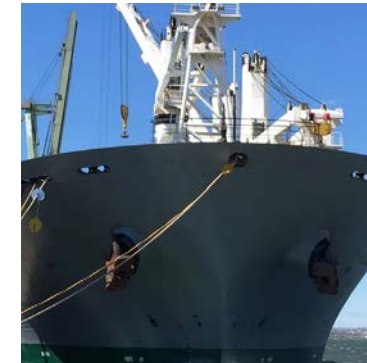
The SBMT LP would like to thank the BMTDC for the opportunity to express our continued interest in being able to serve NYC customers and businesses at the BMT. Red Hook Terminals and Seaboard have already been building the maritime, environmental, workforce, and Blue Economy foundation that the Brooklyn Marine Terminal Vision Plan seeks to scale over the next decade. With a proven record across operations, sustainability, grant execution, and community benefit, we are uniquely positioned to serve as a central partner in realizing the NYC's long-term vision for a world-class, modern working waterfront at the Brooklyn Marine Terminal and Blue Highway network across the City. We offer the following:

- Fully functional maritime terminal supporting NYC's Vision Plan with proven sustainability leaders and a strong maritime-dependent strategy
- Blue Highway plan
- Clean energy leadership and electrification aligned with BMT Vision Plan
- Enhanced efficiency in port operations with BMT and SBMT
- Proven experience navigating grants, funding, and infrastructure projects
- Alignment with community, jobs, and sustainability priorities



Our team of development partners and business owners bring together decades of experience from NYC family-owned and operated importers, suppliers, and distributors of lumber, building products, and fresh tropical fruit and produce products serving the needs of numerous wholesalers and retailers located in NYC, and Long Island. Arriving directly into Brooklyn by ocean going vessels, this model eliminates truck trips in and out of the city and will provide numerous benefits to the NYC and Red Hook communities.

By providing the necessary infrastructure to allow more commodities to be imported, stored, and distributed without ever leaving the city, or crossing a bridge to get into the city, we build a sustainable supply chain that benefits all New Yorkers. In using the BMT, more foodstuffs and other materials can move around the city to other maritime freight facilities yet-to-be developed, creating a hub and spoke system for the city's exciting Blue Highway and facilitating large-scale movement of goods by water, as well as the distribution by last mile less-than-truckload ("LTL") and micro-distributors of all types. Our financial capabilities and offer to lease and operate BMT will be described in further detail in our response to the Operator RFP. **We look forward to starting a dialogue with BMTDC on how we can continue to serve the great City of New York and beyond.**



RED HOOK
TERMINALS

SEABOARD
MARINE