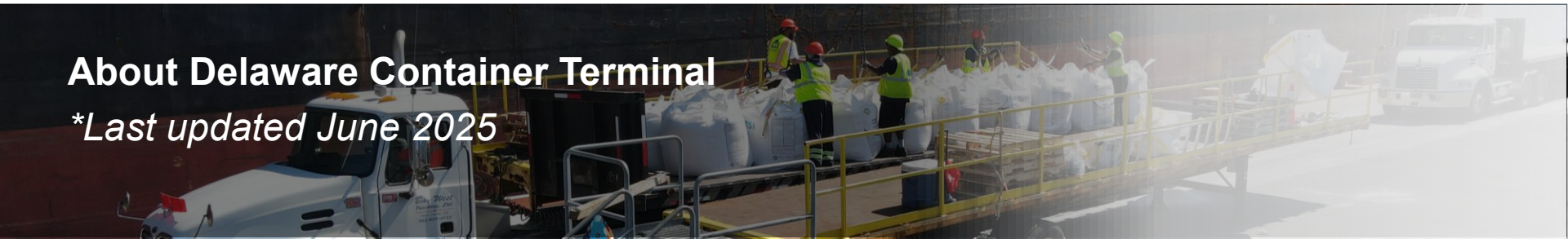
ENSTRUCTURE



About Delaware Container Terminal

**Last updated June 2025*

Agenda

1. About Enstructure
2. About Enstructure Wilmington
3. About Delaware Container Terminal
4. Environmental Safety & Sustainability

Enstructure Overview

- Enstructure is a **privately-owned marine terminal and logistics infrastructure company**
- Enstructure owns and operates a network of **container, dry, liquid, and breakbulk terminals** and logistics assets on the East Coast, Gulf Coast, and Inland River System of the United States
- We are the **largest bulk/breakbulk marine terminal operator** on the East Coast and Gulf Coast
- Enstructure was founded by Co-CEOs, Philippe De Montigny and Matthew Satnick, and has **long-standing operations in the State of Delaware**
  - Existing and growing relationships with perishables, forest products and auto-logistics customers in addition to container business at Port Wilmington
- We provide **full-service and transparent logistics solutions** to some of the world's largest companies – we handle commodities in energy, agriculture, food, manufacturing and construction sectors, touching every aspect of daily life
- Enstructure's mission is to provide **best-in-class service to our customers** as an active manager and owner in the North American terminals and logistics infrastructure sector

Services Provided & Industries Served

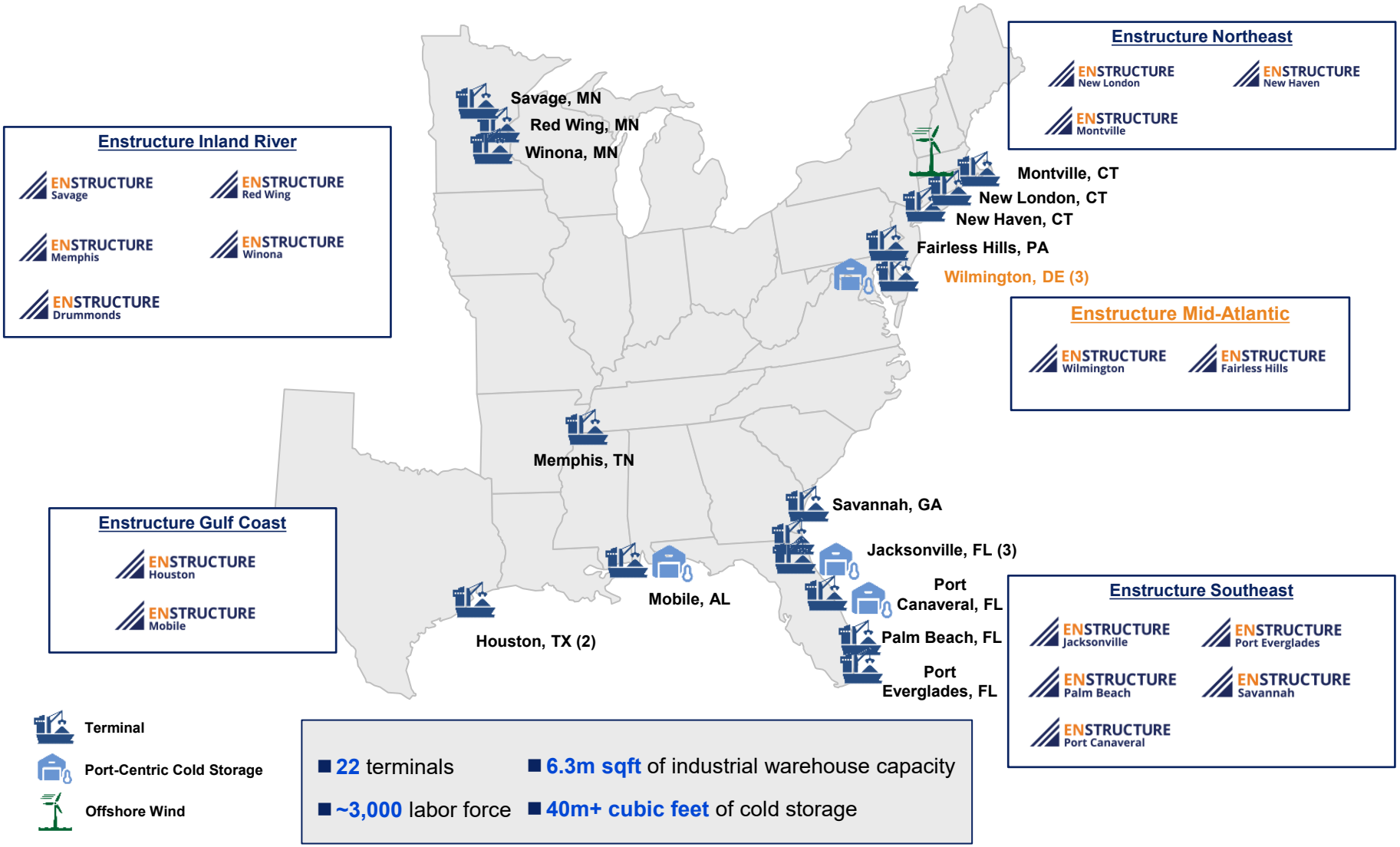
Services Provided

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

Industries Served

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

Enstructure's Terminal Footprint



- **22** terminals
- **6.3m sqft** of industrial warehouse capacity
- **~3,000** labor force
- **40m+ cubic feet** of cold storage

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Enstructure Wilmington Overview

Overview

- Enstructure **took over Port Wilmington's operation in August 2023**
  - Long-standing operator in Wilmington via Port Contractors and ICS
- Full-service, deepwater port and terminal **strategically located on the Delaware River**
- **Quick access to I-495, I-95**, I-295, NJ Turnpike, PA Turnpike, Class-I rail service
- **Leading importer** of forest products, fresh fruit, juice concentrate, autos, vegetables, petroleum, other bulk and breakbulk products

Wilmington Terminal Characteristics

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

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

Enstructure's Wilmington Footprint and Warehouse Capacity

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

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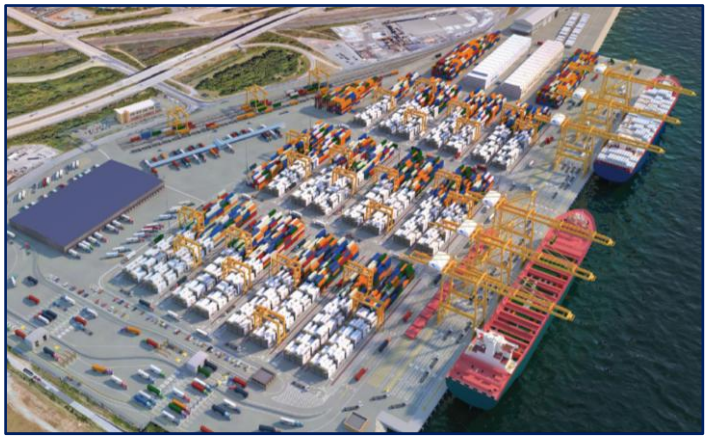
Port Delaware: One Port, Two Terminals

Port Delaware South (Port of Wilmington, Existing)

Expected Cargos

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

Delaware Container Terminal (New Development)



Expected Cargos

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

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

Port Delaware: A Public Private Partnership

- Port Delaware, The First State Gateway, combining the existing Port of Wilmington **with a new state-of-the-art container facility at Edgemoor, will ensure the long-term success of Delaware's maritime industry** → modern ports must accommodate larger deep-draft vessels to enable long-term viability of operations

- The Delaware Container Terminal will be the **most important new infrastructure project in Delaware since Route 1**

- This maritime gateway results in economies of scale to extend Port Delaware's commercial reach and maximize operating capacity, while **creating thousands of new jobs, with huge economic benefits and significant additional state revenues**

- This Public Private Partnership **includes the highly skilled ILA workforce and a Project Labor Agreement with the Building and Construction Trades Council**

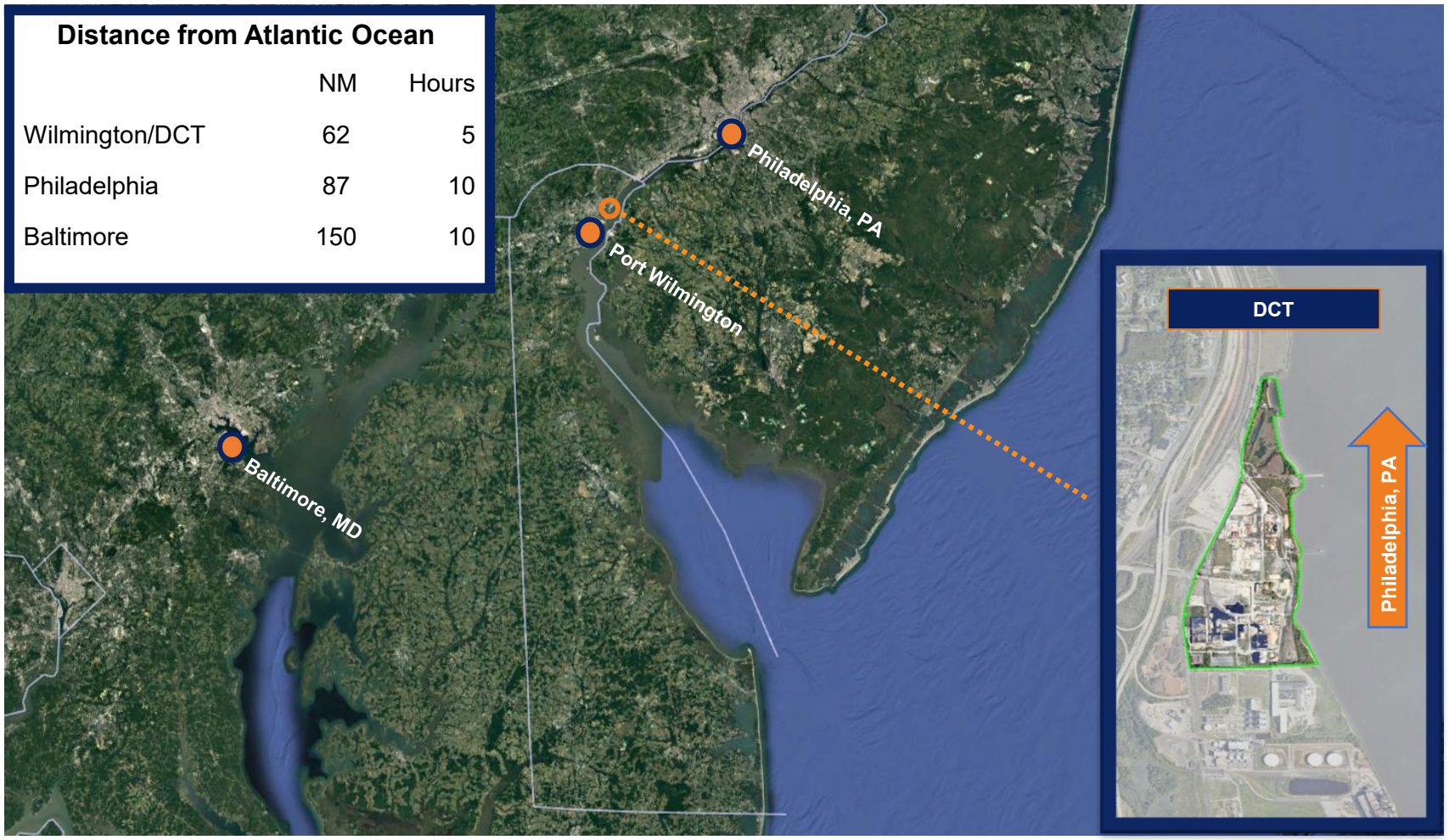
- Enstructure is committed to **maintaining proactive community communications** throughout the development of Delaware Container Terminal and more broadly the operations of Port Delaware

With this P3, we leverage our experience/resources and close partnership with labor to transform the Port of Wilmington to Port Delaware, a state-of-the art full-service port facility that will successfully compete in the maritime industry for decades to come

Port Delaware: One Port, Two Terminals

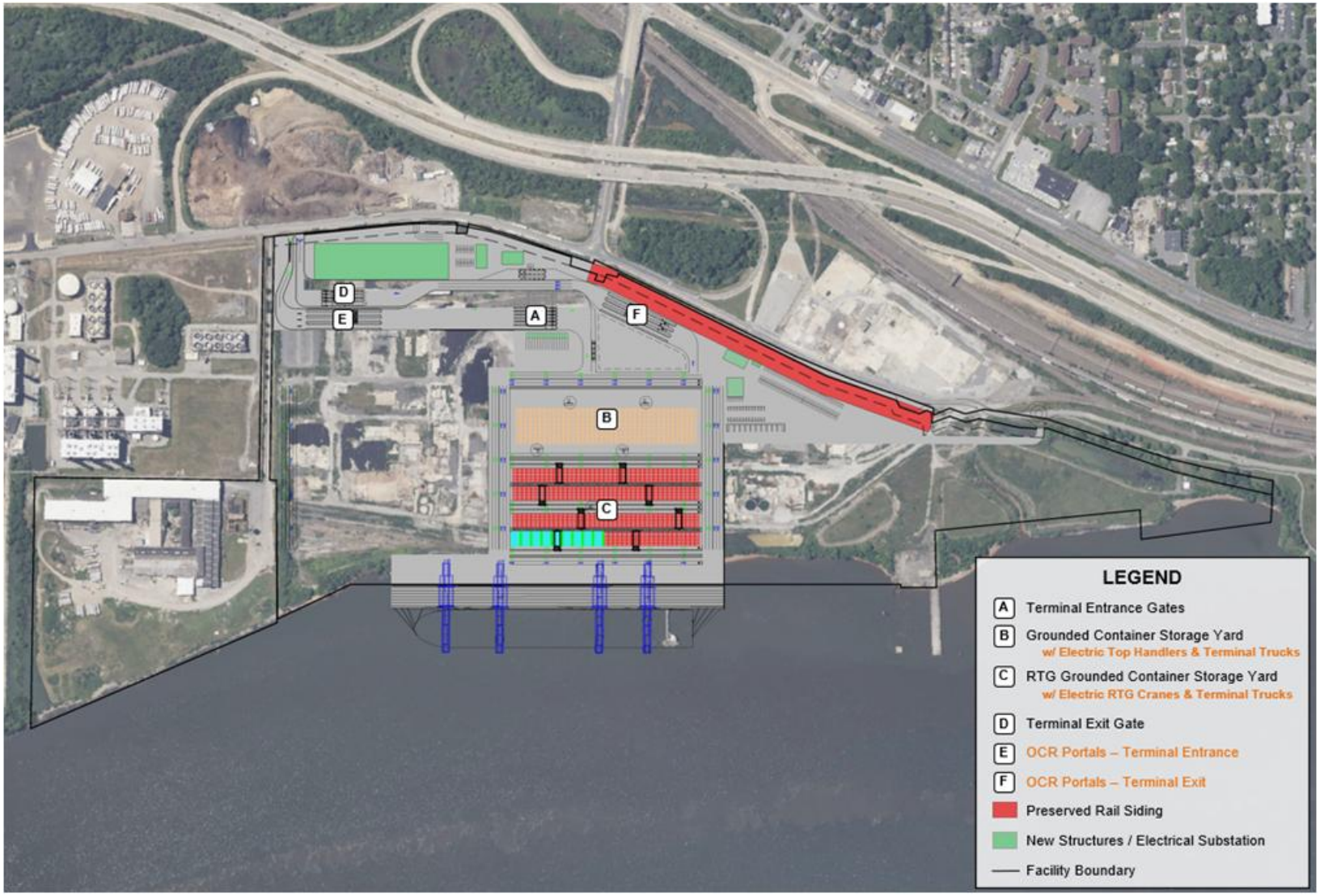
Port Delaware will consist of Port Delaware South and Port Delaware North → this combined offering creates a major Mid-Atlantic gateway to service all Delaware importers and exports

DCT – Site Location



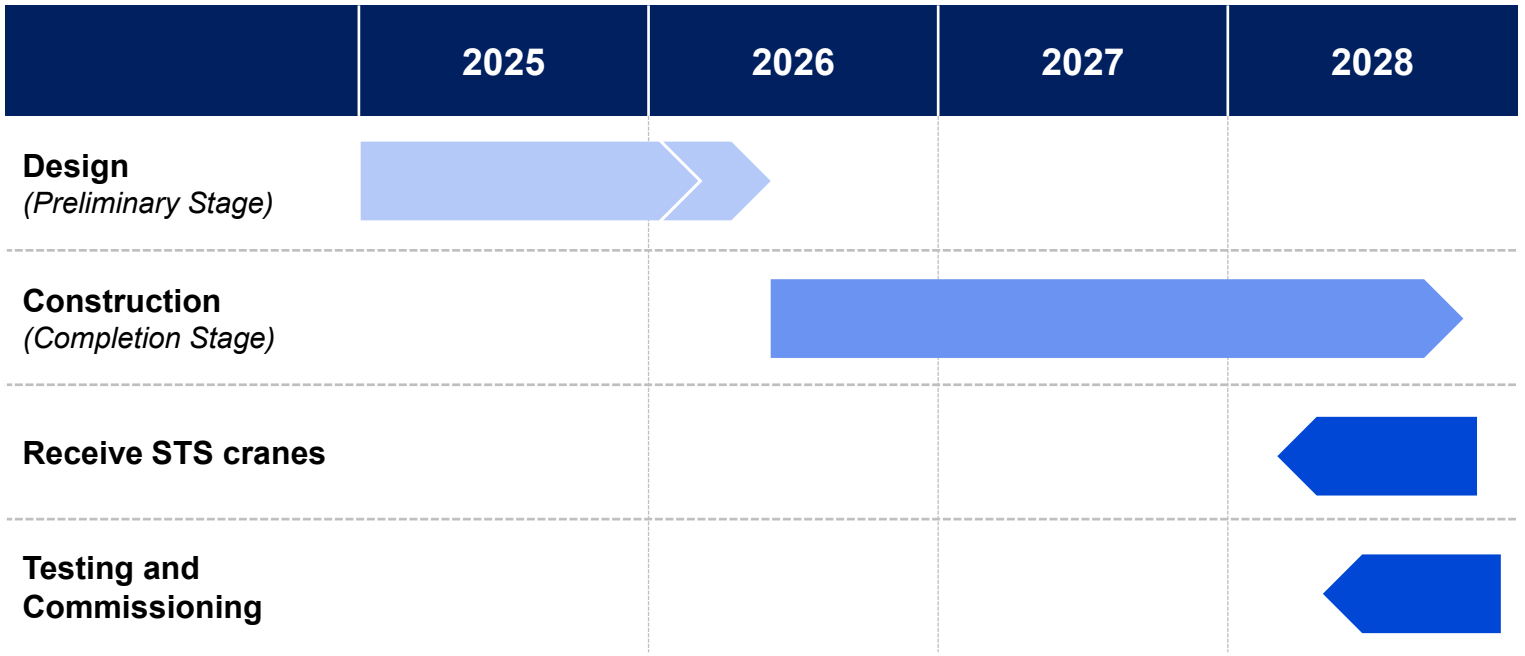
Located 3 miles northeast of Port Wilmington, the DCT property is a brownfield site strategically located on the Delaware River, 100 yards from I-495 and less than a half mile from Norfolk Southern connectivity

DCT – Site Location



Timeline to Project Delivery

Progressive design-build & equipment commissioning schedule for Phase I



Two major stages in progressive design-build

- Preliminary Stage: design studies, technical documents, and cost planning → 11-month duration
- Completion Stage: design completion, construction, commissioning, and post-construction services.
  - Break ground date: May 2026
  - Substantial Completion target: October 2028
  - Final Completion target: December 2028, incl. delivery and commissioning of grant-supported equipment

Project controls via monthly reporting to Joint Governance Committee, structured governance approach

Clean Ports Grant and Electrification

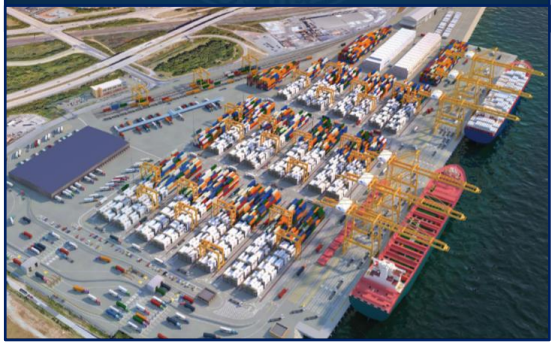
Port Delaware, through its partnership with the Diamond State Port Corporation (DSPC), has secured $127M in EPA Clean Ports Grant funds to:

- Electrify container handling operations at Port Wilmington to reduce emissions
- Support the procurement of electric container handling equipment at the future Delaware Container Terminal

Terminal	Grant-enabled project
Port Delaware South (Port of Wilmington, Existing)	• Electrification of four ship-to-shore container cranes and two rubber-tire gantry cranes • Procurement of new electric forklifts, top handlers, terminal trucks and associated charging stations • Procurement of one new rubber-tire gantry crane • Build of required electrical infrastructure

Delaware Container Terminal (New Development)	• Procurement of new rubber-tire gantry cranes
	• Procurement of
	  • 12 new electric top handlers
	  • 50 electric terminal trucks
	  • and associated charging stations

Carney, Carper, Coons, Blunt Rochester Announce Over $127 Million in Federal Funding to Decarbonize Port Wilmington



Enstructure – Green Marine

Green Marine is the leading voluntary environmental certification program for North America's maritime industry. Enstructure joined in 2024.

- Green Marine aims to guide the maritime industry towards **environmental excellence**
- Encourages maritime enterprises to **adopt concrete measurable actions** that go beyond regulatory obligations
- Deals specifically with issues related to maritime transportation, such as
  - Biodiversity protection,
  - Air, water, and soil quality,
  - Community relations.
- To obtain certification, Enstructure will **benchmark its environmental performance** for issues such as
  - Greenhouse gases
  - Spill prevention and stormwater management
  - Waste management
- **Rigorous and transparent certification process**
  - Results independently verified every two years
  - Each participant's individual performance made public annually.