



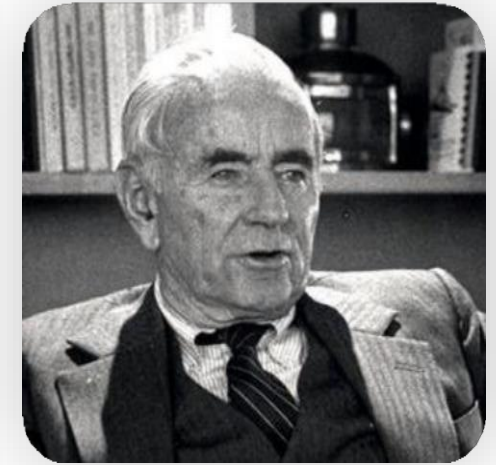
CROWLEY WIND SERVICES

OFFSHORE WIND OVERVIEW

Governor Cooper and the State of North Carolina

Crowley Profile






- Founded in San Francisco in 1892
- Headquarters in Jacksonville FL
- Third generation of family ownership/leadership
- Strong community partner in over 20 states and over 20 countries
- Leading industry efforts in sustainability, including nation's first all-electric tug boat under construction
- Over \$3 billion in annual revenues
- Over 7,000 employees worldwide
- 170 vessels owned and/or operated
- Other assets include: terminals, warehouses, tank farms, office buildings, trucks, trailers, containers, chassis, cranes and other specialized vehicles



Wind Services Vision Statement

Current Vision: Be a dominant turnkey supply chain provider for both construction and maintenance of offshore wind fields






Incorporating the following essential attributes:

-  **Finite Timeline**
"By 2025"
-  **Speaks to Specific Market**
"Supply chain facilitator for developers, OEMs, installers, and states wanting to expand their offshore wind offering"
-  **Services & Products Sold**
"Supply chain solutions, transportation services, terminal operations"
-  **Capabilities / Assets / Expertise Leveraged**
"Leveraging maritime assets, offshore operations expertise, 3PL capability, and digital platforms"
-  **Identify Market Share / Position Goal / Income Goal**
"Be a leading Tier 2 offshore wind solutions provider"

"We leverage maritime assets, offshore operations expertise, 3PL capability, and digital platforms to be a turnkey OSW lifecycle support and supply chain company for North American Tier 1 logistics suppliers and OSW Developers/OEMs, so that Crowley becomes a leading Tier 2 provider by 2025."



Wind Services Verticals

Verticals				
 <p>MARINE TERMINALS</p>	 <p>SUPPLY CHAIN MANAGEMENT SERVICES (4PL)</p>	 <p>MARINE TRANSPORT & OPERATIONS</p>	 <p>CONSTRUCTION & INSTALLATION SOLUTIONS</p>	 <p>OPERATIONS & MAINTENANCE SOLUTIONS</p>
<p><i>Control & operate highly utilized and automated terminal facilities for key tenants while leveraging the real estate to warehouse components and support OSW services</i></p>	<p><i>Provide both supply chain solutions and lifecycle management through digital platforms and data analytics including procurement and marine management.</i></p>	<p><i>Leverage Crowley land and sea assets to provide specialized transport of construction and maintenance components</i></p>	<p><i>Leverage Crowley capabilities to support construction and development of offshore wind farms focusing on project management and execution</i></p>	<p><i>Invest in and operate O&M marine support fleet (SOVs) as entry point to broader O&M support which will leverage the lifecycle management platform and talent pipeline partnerships</i></p>

Marine Terminals

- Project management, heavy lift, terminal management, logistics at onshore port/terminal.
- Crowley Strategic Fit: Utilizes logistics expertise, heavy lift management, working in combination with the asset offering for installation
- Terminals are the long-term play for OW with the greatest opportunity for sustainable revenue if they are strategically focused on location, contain limited barriers, and have anchor tenants
- Crowley has a Memorandum of Understanding (MOU), to develop and operate 42 acres in the city of Salem supporting offshore wind in the state of Massachusetts with Avangrid as the anchor tenant
- Wind Services as signed an exclusive agreement with the Harbor District of Humboldt to operate and develop 168 acres at the Port of Humboldt to support USWC floating wind
- Crowley is finalizing MOUs in New York and Louisiana to operate and develop 60 and 43 acres respectively



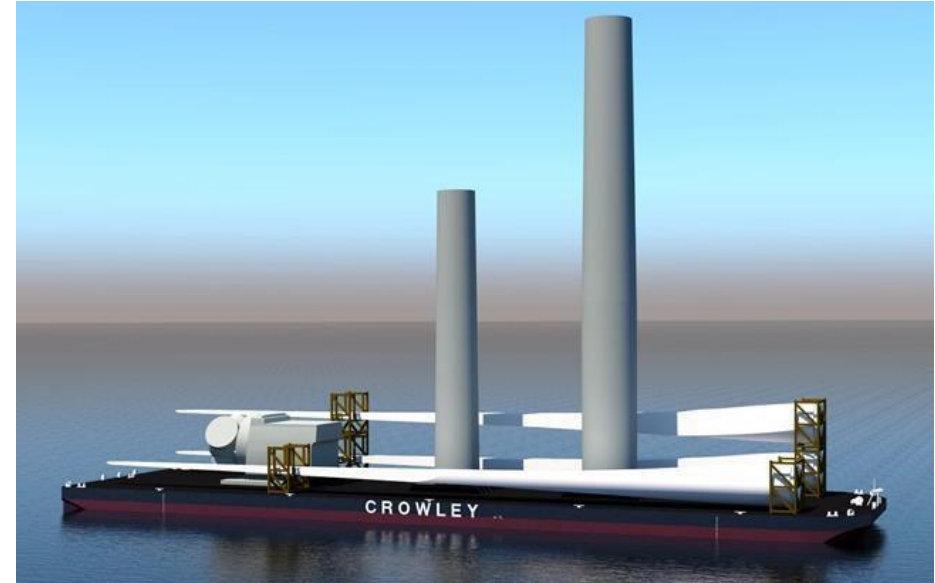
Supply Chain Management Services (4PL)

- Procurement of Goods – Leverage Crowley’s internal procurement team to provide tools, equipment, PPE, and other items essential to developers, OEMs, and installers
- Provide transportation networks for supplier of steel, aggregate, cable, and components utilizing system management, land transportation, and marine assets
- Digital Platform consisting of systems bringing together suppliers and end-users to track & trace materials and management on-site inventory supporting construction, installation, and O&M
- Supply technicians for pre-assembly, construction, and O&M



Marine Transport and Operations

- Tug/barge transportation of monopiles and secondary steel from U.S. ports to the offshore installation site
- Tight line tug & barge; converted or newbuild ATB (deck-barge) vessels to deliver turbine components to the offshore installation vessel/site
- Utilization of Jones Act tugs and barges
- Crowley has finalized three feeder contracts and is in the process completing agreements for multiple opportunities through 2028



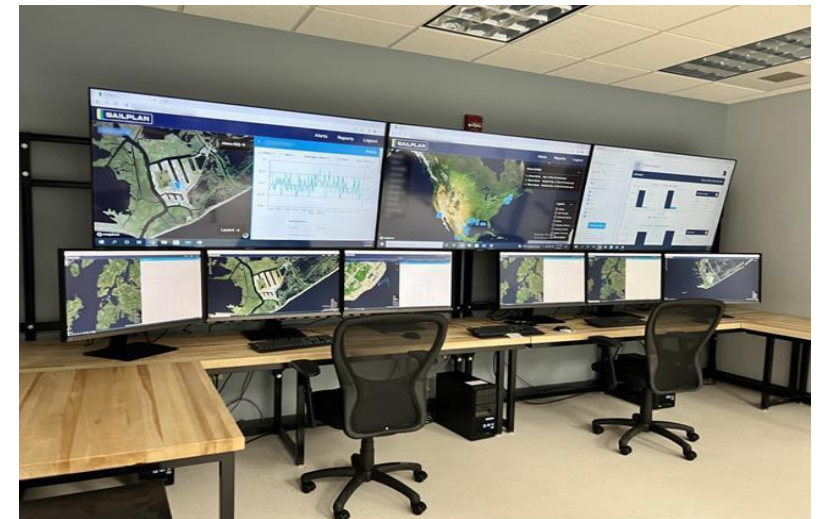
Construction & Installation Solutions

- EPC – Small scale Engineering, Procurement, Construction pods can be formed to support marine spreads for wind transformer installation, cable installation, and full service “control tower” projects focused on asset lite services supporting construction and installation. Dependent upon the service required this could be asset intensive or asset lite.
- Permitting, survey, siting, and boring utilizing partner assets and autonomous vessels to provide an efficient turnkey solution from O&M bases
- Project Management – Providing expertise, documentation, process & procedure, and critical oversight for internal (Crowley) jobs plus the management of external (developers, OEMs, supply- chain providers) assignments in the construction & installation phase of offshore wind.



Operations & Maintenance Solutions

- Service Offshore Vessels (SOV) for wind farm maintenance. Logistics and O&M terminal management. Marine Coordination
- Crowley Strategic Fit - Jones Act requirement, in-house Crowley Engineering vessel designs, Construction Management, Crowley Ship Management for crewing and vessel operations. Utilizes logistics expertise in warehousing and supply chain management
- *Crowley has a partnering relationship with Danish shipping company ESVAGT to supply SOVs to the offshore wind market – CREST*
- O&M facilities – Small scale (8-10 acres) terminals strategically located to support O&M activities
- Marine Coordination – Vessel monitoring, technician management, component monitoring, and dispatching to support the overall activity of the wind farm
- Emergency Management – One stop solutions for developers, OEMs, installers, and supply chain providers to provide immediate assistance for offshore incidents 24/7



Offshore Wind Successes

TRANSPORTATION & INSTALLATION

- Won feeder contracts:
 - Transportation of offshore wind transformer for Southfork (2Q 2023)
 - Transportation of WTG for Southfork Project (2 tugs/1 barge) in 3Q 2023
 - Transportation of WTG for Ocean Wind Project (3 tugs/2 barges) 4Q 2024

O&M

- Won the contract with Siemens to provide an SOV (service operational vessel) for Dominion and the Coastal Virginia for 15 years beginning in 2026.

TERMINALS

- Signed the contract to own 42 acres in the City of Salem, MA supporting Avangrid and CIP for their projects MA and NY
- Signed agreement with Humboldt Harbor District to operate and develop 168 acres supporting floating offshore wind on the USWC

CONSTRUCTION & INSTALLATION

- Responding to the first of 3 RFPs for near shore cable lay opportunities on the USEC in our partnership with a global cable logistics provider

4PL SOLUTIONS

- Won the contract for marine management of a US OW vessel for three years

ADMINISTRATION

- Doubled size of team to 20 people
- Added additional space to hub-office in Providence to support growth in staff



Offshore Wind: The Next 12 Months

TRANSPORTATION & INSTALLATION

- Finalize open feeder contracts for foundations & components supporting Orsted & Avangrid

O&M

- Win second SOV contract to build, own, and operate in support of O&M for Massachusetts
- Maximize assets (tugs, barges, ATBs, other) to support feeder efforts on the USEC
- Finalize opportunity to invest in first O&M facility

TERMINALS

- Begin construction in Salem in 3Q
- Complete operating agreement for Staten Island Marine Terminal 1Q
- Complete ROFR with Port of Fourchon in 1Q
- Win operating contract for NJWP

CONSTRUCTION & INSTALLATION

- Finalize EPC solution for cable and market to prospective installers
- Implement project management team either organically or through acquisition

4PL SOLUTIONS

- Market and win first contract for procurement to support installers, OEM, or developers
- Develop curriculum for educating and training technicians and market to community colleges, academies, and universities throughout the US

ADMINISTRATION

- Open office in Humboldt and hire staff locally to manage the project
- Open first office in GOM
- Complete staff build out from 2022