



Board of Directors Meeting

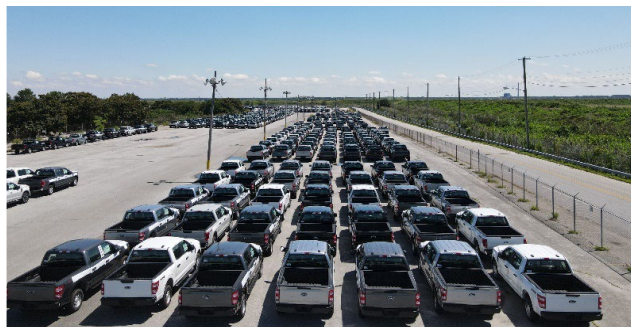
September 30, 2025

DSPC Updates

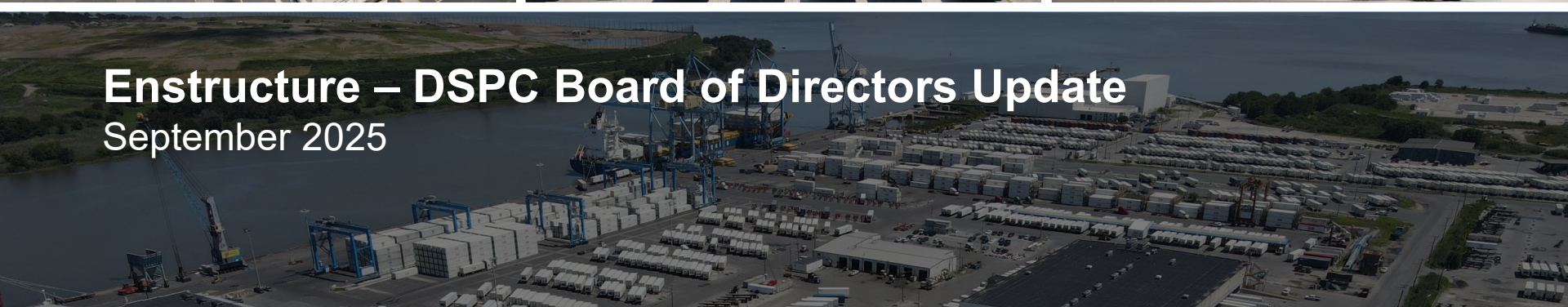
Enstructure/Port of Wilmington Update



ENSTRUCTURE



Enstructure – DSPC Board of Directors Update
September 2025



Agenda

- 1 **Port Wilmington Update**
- 2 Delaware Container Terminal Update

Ongoing volume planning and capacity preparations for upcoming fruit season

Paper and Pulp Products

- UPM Communication Papers expanding partnership with Enstructure with strategic addition of Wilmington to logistics network → service beginning October in support of key markets in Northeast and Mid-Atlantic

Upcoming Fruit Season

- Engaging with key importers and exporters on volume and logistics planning for upcoming Chilean grape and Moroccan clementine season
- Preparations underway to optimize cold storage and fumigation capacity ahead of season peak → warehouse & equipment repairs on schedule

Port Wilmington | Operations Update

YTD comparison vs FY24 (August 2025)

**Vessel
tonnage**

+15% Bulk tonnage

+2,063% Breakbulk tonnage¹

**Labor
hours**

+19% Overall labor hours

Port Wilmington has seen a 42% increase in labor dollars YTD

Recall | Port Wilmington Sponsored Job Fair

- Job fair held on Wednesday, September 24, at Delaware Technical Community College
- Over 20+ employers and training programs in attendance, including
 - Local Unions
 - Nonprofits
- On-site TWIC registration offered
- Over 500+ attendees
- Next Job Fair planned for early 2026



Strengthening our community → Thank you to our partners and attendees for a highly successful job fair

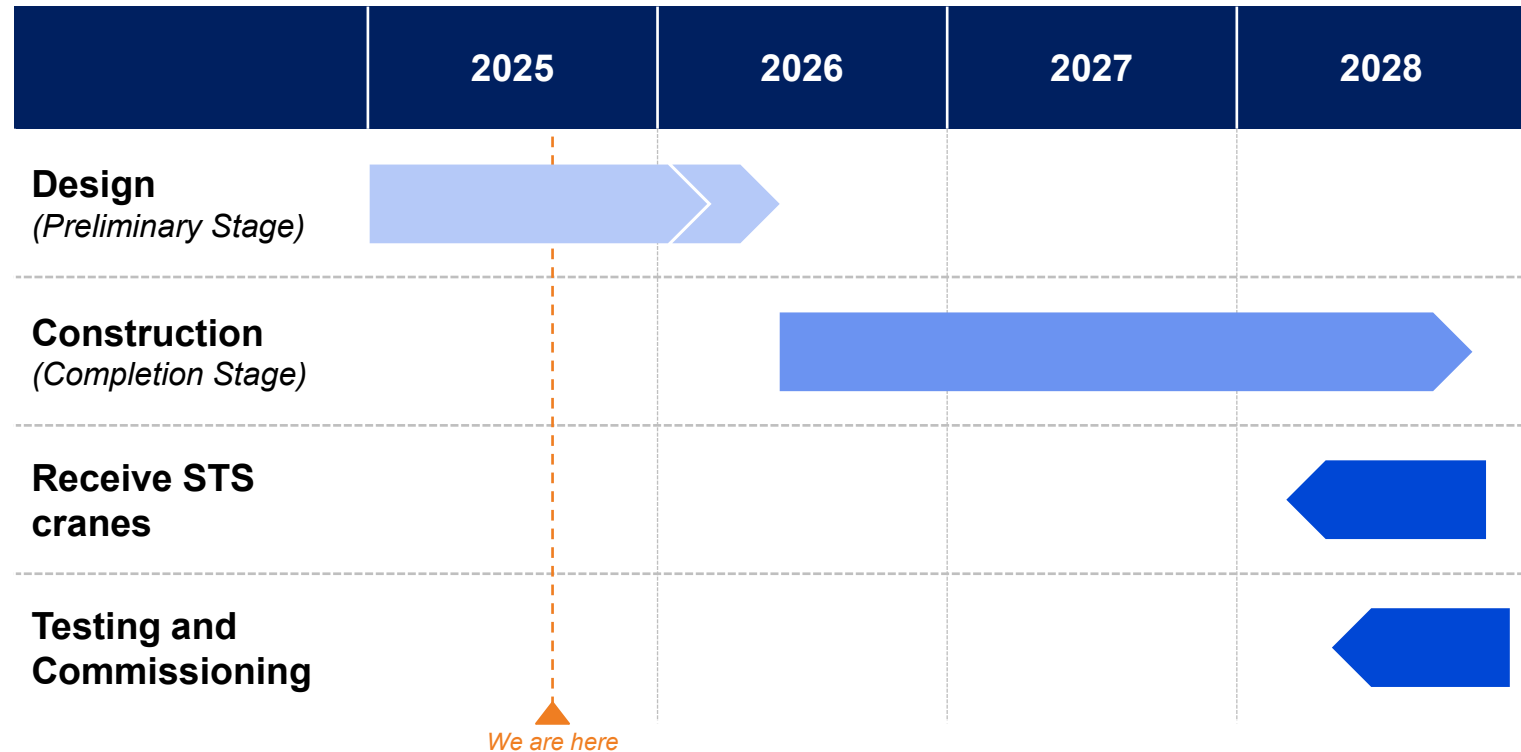
Edgemoor Expansion Update

Agenda

- 1 Port Wilmington Update
- 2 Delaware Container Terminal Update**

Timeline to Project Delivery

Progressive design-build & equipment commissioning schedule for Phase I



Updates in Preliminary Stage Design

- Site investigations are ongoing; design progressing
- Engaged Delmarva for design of electric feeders to support site
- Collaborating with DSPC in support of analysis/studies towards USACE permit reinstatement

USACE Permit | Navigational Study

Performed at Maritime Institute of Technology and Graduate Studies (MITAGS)

- Founded in 1968 by the International Organizations of Masters, Mates, and Pilots
- **Primary training and simulation center in the East Coast** for deck officers and pilots

3-day, full-mission bridge navigation simulation integrated with 2 live-assist tug bridges

- Performed by **Delaware River Pilots / local tug captains**, and maritime engineering consultant

Follow-up to study performed in 2018

- Evaluated **berthing evolutions under various environmental conditions** for winds, currents, and visibilities
- Also evaluated river meeting situations in main navigation channel of Delaware River



Figure 1: MITAGS East ASD Tug Bridges



Figure 2: Scenario modeling for Edgemoor

Thank you

Public Comment