



Board of Directors Meeting

April 20, 2026

DSPC Updates

USACE Permit Review

DSPC and Enstructure initiated a structured, record-based process to seek 10/404 Permit and Section 408 Permission from USACE following October 2024 Federal Court Decision

Engaged Jacobs Engineering for Independent Technical Support

- DSPC supplemented the existing permit application documents with additional analysis by Jacobs
- Focused on five significant topics in raised by the public comments
 - Vessel and Traffic
 - Navigations Studies
 - Communications and Scheduling
 - Emergency Procedures
 - Impacts of Dredging Operations

Solicited Statement of No Objection for Consideration from Non Federal Sponsor of Deepening Project

- DSPC requested identified NFS (Philaport) of the Delaware River Deepening Project
- NFS provided a list of concerns consistent with previous public comments
- DPSC and Jacobs met with NFS and NFS' Consultant to review scope and incorporated comments
- NFS elected to not provide SONO after consultations
- DSPC requested and received an exemption from the SONO permitting consideration to commence in accordance with regulations
- USACE provided NFS opportunity to participate in review

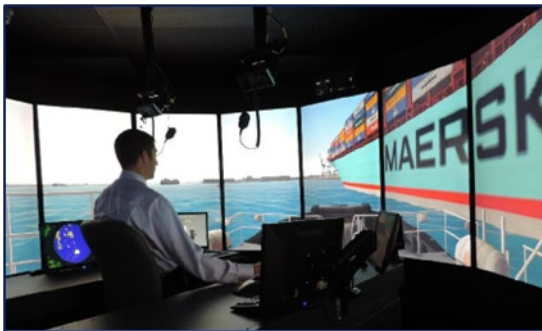


Figure 1: MITAGS East ASD Tug Bridges



Figure 2: Scenario modeling for Edgemoor

USACE Permit Review

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Jacobs Engineering for Independent Technical Support

- Conducted updated navigation safety analyses, including fast-time and probabilistic (Monte Carlo-based) simulations
- Incorporated updated vessel traffic data, fleet characteristics, pilot practices, and realistic operating conditions
- Address other issues raised by Federal District Court and Philadelphia based litigants

Iterative Coordination with USACE

- Weekly coordination calls and written submissions ensured USACE and USACE consulting Stakeholder concerns were fully addressed
- Jacobs' analyses and response letters submitted to support permit decision

Maritime Institute of Technology and Graduate Studies - Performed 3-day, full-mission bridge navigation simulation integrated with 2 live-assist tug bridges

- Performed with and by Delaware River Pilots / local tug captains, and Jacobs
- Follow-up and update to study performed in 2018, with focus on issues raised by Federal District Court and litigants.
- Evaluated berthing evolutions under various environmental conditions for winds, currents, and visibilities, and river meeting situations in main navigation channel

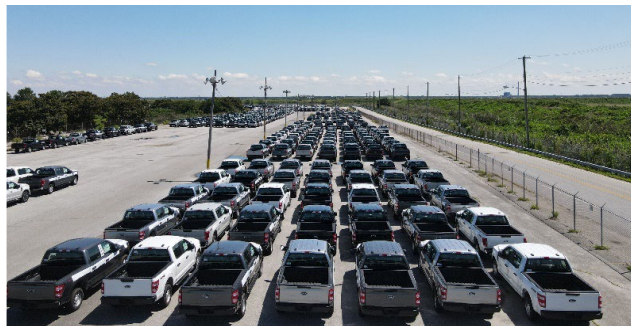
Engaged Navigation Stakeholders

- DSPC consulted Delaware River Pilots, MITAGS, and other navigation/safety experts to address issues raised, validate assumptions and operational protocols.
- USACE review including consideration by Delaware River Pilots and the USCG. USACE also received comments from operators on the river that were responded to by DSPC

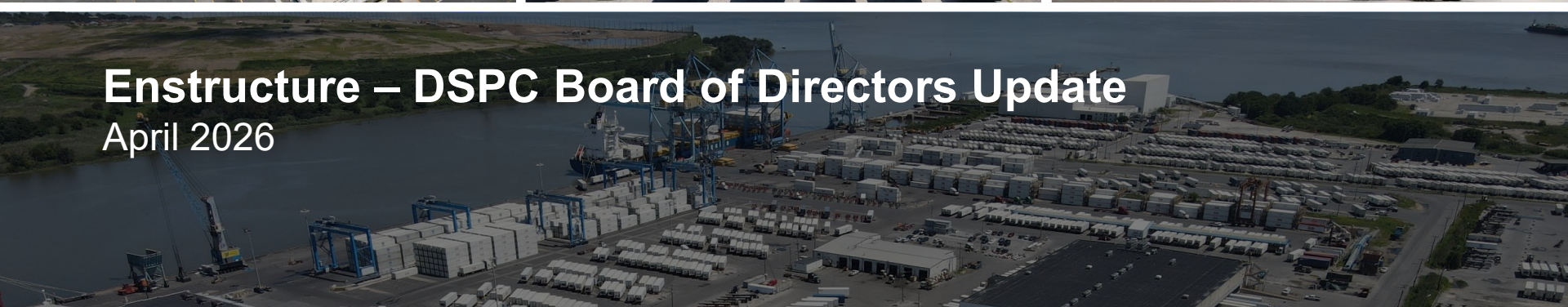
In April 2026, the Department of the Army issued Section 10/404 Permit and Section 408 Permission Decision that permit construction of the wharf, dredging, at Edgemoor under the primary Federal regulatory process



ENSTRUCTURE



Enstructure – DSPC Board of Directors Update
April 2026



Agenda

- 1 Port Wilmington General Update
- 2 Delaware Container Terminal Project Update
- 3 Community Update

Port Wilmington | General Updates

Finalized Dredging

- Enstructure worked with DSPC, State of Delaware, USACE and dredging service provider to maintain operations through Christina River dredging

Finalized Fruit Season

- Last Chilean grapes vessel of 2025-2026 fruit season finished discharging in early April
- Successfully worked with ILA and local partners to uphold food safety standards and handle peak volumes

Operations Restored to Normal Course

- Expanding forest products operations by redeploying resources previously dedicated to the fruit season
- 16% increase in breakbulk tonnage comparing YTD 2026 vs YTD 2025; slight reduction in bulk tonnage and container volume, largely attributable to dredging and crane reliability issues
- 23% increase in labor wages comparing YTD 2026 vs YTD 2025 and labor hours in line with the prior year

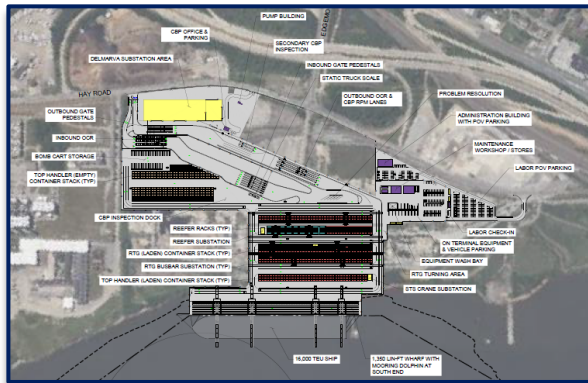
Enstructure/Port of Wilmington Update

Recall | Delaware Container Terminal (DCT) Opportunity

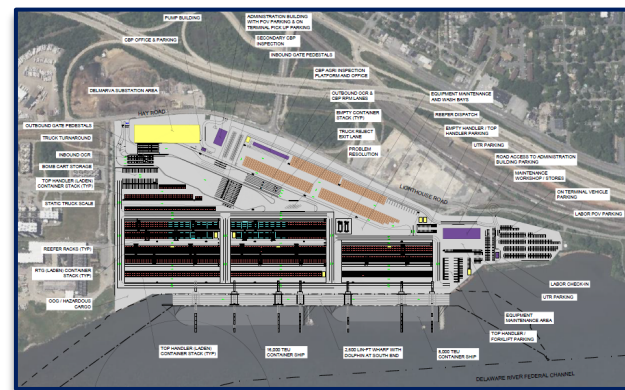
Transformational opportunity to bring Delaware to forefront of logistics in East Coast

- **Public-private partnership** under long-term agreement
- Phased development approach, with **Phase I targeting 425k TEU annual throughput**, roughly doubling the capacity of the existing Port Wilmington terminal
- Ability to serve **16,000 TEU vessels**
- Deepwater access to the **45-foot channel** in the Delaware river
- Strategic location provides **cost advantaged logistics** to key distribution facilities in the Northeast Corridor
- Construction is expected to commence in Q2 2026, with **operations commencing in Q4 2028**

- ✓ **Area:** ~60 acres
- ✓ **Cranes:** 4 ship-to-shore (STS) cranes and 8 rubber-tire gantry (RTG) cranes
- ✓ **Traffic Flow:** Modern and efficient truck gates with latest technology
- ✓ **Highway Connectivity:** I-495, I-95, I-295, NJ Turnpike, Pennsylvania Turnpike
- ✓ **Reefer Plugs:** 2,000+



Phase I
Current Plan for Construction



Full Build
Master Plan

Delaware Container Terminal provides opportunity to deliver a state-of-the-art, modern port facility that enhances the State's maritime competitiveness

DCT | Progressive Design Build Approach

The Delaware Container Terminal project utilizes a **Progressive Design Build** delivery system (“PDB”), an innovative method proven to reduce project construction schedule and cost creep



Proven use in
large-scale
infrastructure

PDB has been used in **numerous federally funded infrastructure projects**, including:

- Francis Scott Key Bridge Rebuild (Baltimore, MD | ~\$5,000M)
- Howard Street Tunnel (Baltimore, MD | ~\$450M)
- Long Bridge Rail Project (Arlington, VA to Washington, DC | ~\$2,300M)
- Brent Spence Bridge (Covington, KY to Cincinnati, OH | \$4,500M)



Reduced
Owner risk

Close collaboration with **single EPC contractor**, who:

- Coordinates design process and hires engineering firm
- Hires and coordinates subcontractors → improved design quality through early and ongoing collaboration
- Improved schedule efficiency
- Centralized risk and accountability



Increased
cost certainty

Design / Builder performed 11-month design process to **fully characterize the Edgemoor site and deliver a Stipulated Price Proposal**:

- Open-book pricing provides enhanced cost management
- Single point of coordination improves cost certainty

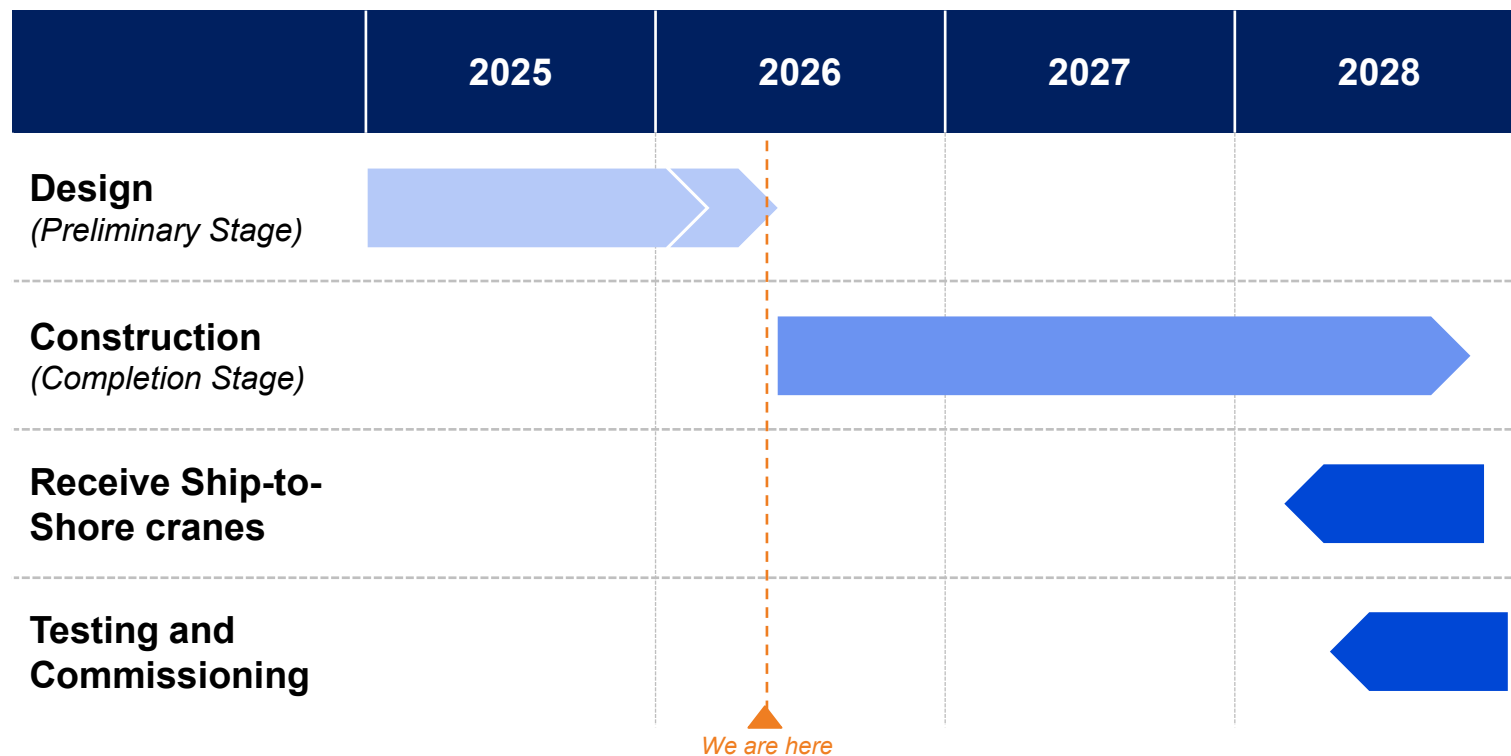
PDB → alignment between design & construction → cost certainty → avoidance of schedule creep

DCT | Procurement, Design, Construction Process

	Action	Timeline
EPC Procurement stage	Issue Request for Qualifications	July 2024
	Pre – Construction Activity / Demolition	September 2024
	Contractors Shortlist	Late September 2024
	Issue Request for Proposals	October 2024
	Preliminary Stage Contract Award	February 2025
Design stage	30% design	June 2025
	60% design	March 2026
	Stipulated Price Proposal	April 2026
	Agree on Stipulated Price and total project budget	May / June 2026
Construction stage	Construction Commencement	Summer 2026
	Completion of Works	December 2028

DCT | Project Update

Progressive design-build & equipment commissioning schedule for Phase I



Key updates in Preliminary Stage design

- Secured USACE Dredging permit
- Stipulated price proposal received from Walsh – Soletanche JV (Design-Builder)
- Ongoing coordination with DelDOT and DNREC through approvals process
- Finalizing \$50M grant agreement with MARAD

Community Update

1. Agreements with Edgemoor community, local organizations and non-profits
2. First Edgemoor Site Tour held on Saturday, April 11
3. **Register for upcoming tours!** Limited spaces available on a first-come, first-served basis.

■ May Tours

- ▶ **Date:** Saturday, May 16, 2026
- ▶ **Tour Times:**
 - 9:00 a.m.
 - 10:00 a.m.
 - 11:00 a.m.
- ▶ **Meeting Location:** Bellevue Community Center
- ▶ **Registration Deadline:** Monday, May 11, 2026
- ▶ **Register Here:**
<https://form.jotform.com/261054139417151>



■ June Tours

- ▶ **Date:** Saturday, June 20, 2026
- ▶ **Tour Times:**
 - 9:00 a.m.
 - 10:00 a.m.
 - 11:00 a.m.
- ▶ **Meeting Location:** Brandywine Hundred Fire Hall
- ▶ **Registration Deadline:** Monday, June 15, 2026
- ▶ **Register Here:**
<https://form.jotform.com/261053891120146>



Email MidAtlanticComments@enstructure.com for more information

Thank you

Resolutions

Action Items

Resolution 26-02: Section 10/404 Permit and Section 408 Permission (*Adopted by Unanimous Written Consent; Resolution to be Read into Record*)

Resolution 26-03: Authorizing Execution of a Grant Agreement and Subaward Agreement in Connection with MARAD FY 2023 PIDP Grant

Resolution 26-04: Commitment to DCT Project

Public Comment