

SSA MARINE

RESHAPE

RETHINK

REDUCE

... AND EXPAND

Nicolas Gauthier

President of the Global Container Division

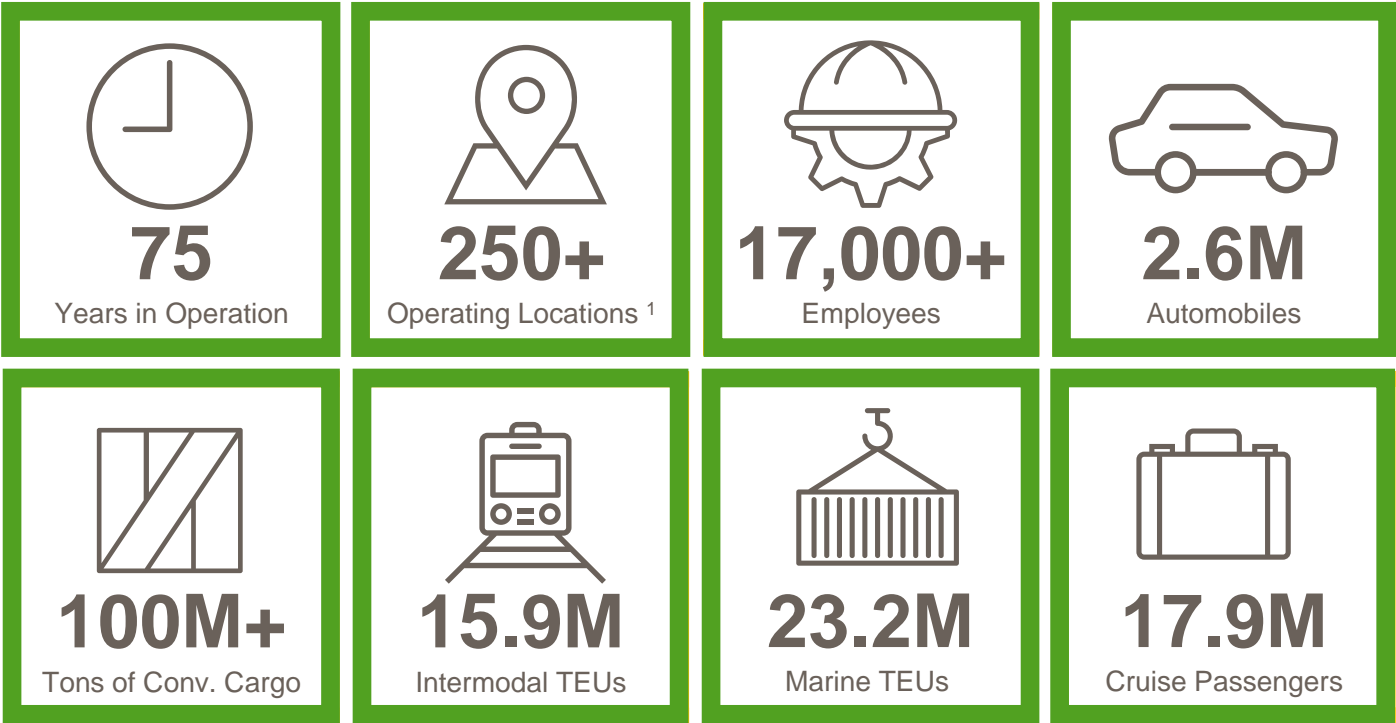
SSA MARINE

“We partner to move commerce with efficiency, flexibility and integrity.”

Core Values

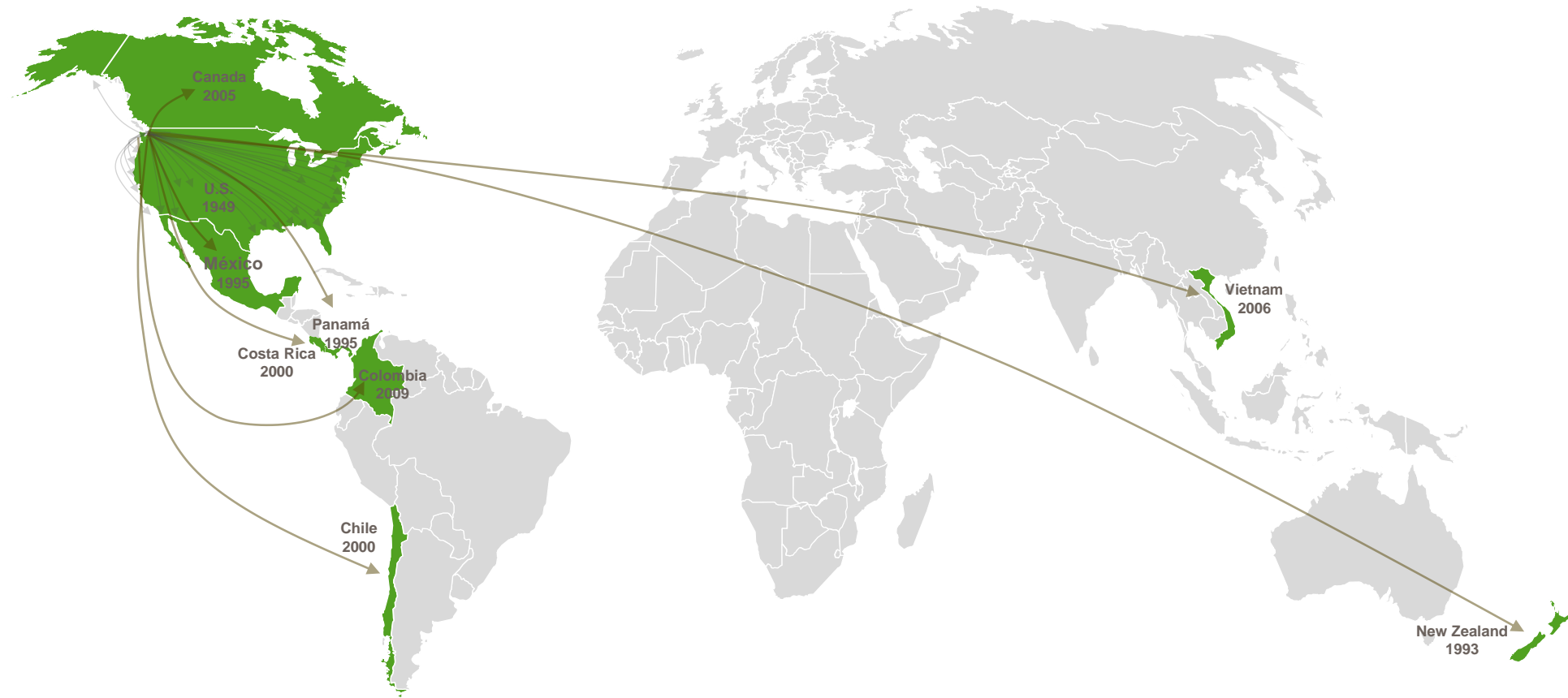
- **Safety** always comes first
- We take care of our **people**
- We develop and maintain **partnerships that create shared value**
- We are best in class at **operational excellence** and ‘value for money’ for our customers
- We pride ourselves on **continuous improvement**
- **Integrity** – “we keep our word”
- We **solve problems** for our stakeholders
- We aspire to make **worthwhile investments** on behalf of our shareholders

BY THE NUMBERS



GROWTH HIGHLIGHTS

A proactive U.S. and international growth strategy created the **largest port/marine operator in the Americas** and among the world's largest independent and privately held. Carrix has operations at over 250 container, conventional, and intermodal rail facilities globally.



SSA MARINE

RESHAPE

RETHINK

REDUCE

... and EXPAND!

NEW SHAREHOLDERS

NEW EXECUTIVE LEADERSHIP TEAM



Lauren Offenbecher
President Conventional Division
With Carrix since 2011



Nicolas Gauthier
President Container Division
With Carrix since 2024



Uffe Ostergaard
Chief Executive Officer
With Carrix since 2023



Jaime Neal
Chief Financial Officer
With Carrix since 2007

NEW CORPORATE SUPPORT FUNCTIONS



Safety



Sustainability



Human Resources



Procurement

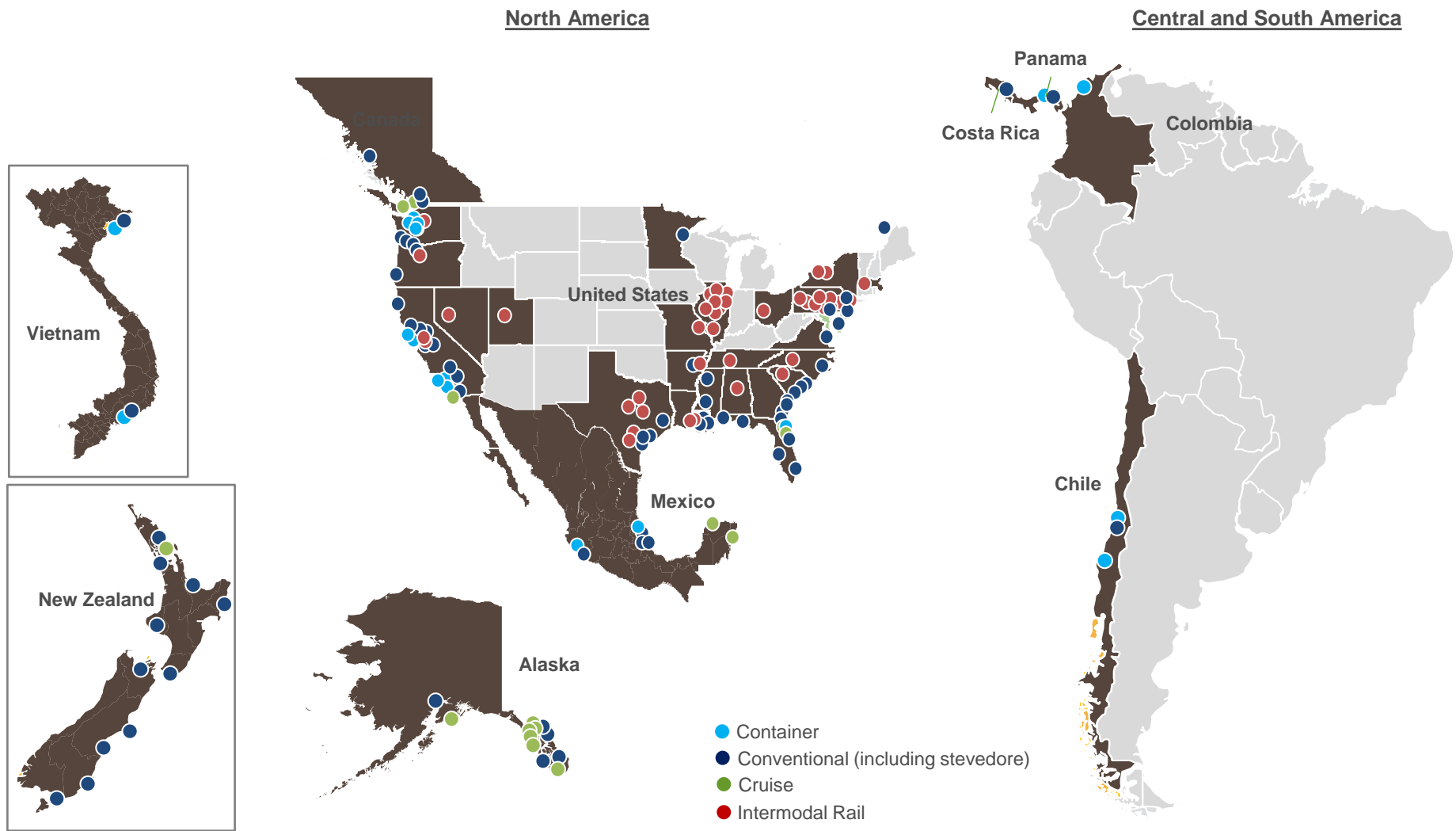


Engineering



IT&S

FROM A GEOGRAPHICAL ORGANIZATION...



... TO A DIVISIONAL ORGANIZATION

CONTAINER



CONVENTIONAL



CRUISE



INTERMODAL RAIL & TRUCKING



- 19 long-term leases and concessions for marine container terminals
- Strong regional focus on **North and Latin America** with key strategic marine ports on the U.S. West Coast and in Jacksonville and internationally in Panamá, México, Chile, Colombia and Vietnam
- Container and equipment maintenance (CEM) at facilities

- Nearly **200 locations globally**, including leases and concessions
- Strategically focused on North and Latin America; also operating in New Zealand
- Capable of **handling every type of dry cargo** (e.g., forest products, grain, steel, fruit, pulp, mineral ores, seafood, automobiles, heavy machinery, project cargo, yachts, etc.), and handles container volume as a stevedore at port-operated facilities

- Specialized auto/RoRo Group**

- The leading cruise terminal operator and service provider in North America, **serving more than 21 million passengers each year** across more than 24 locations in the U.S., Canada, and Mexico
- Services include terminal management, stevedoring, line handling, tour operations, agency, retail, security, and waste removal services

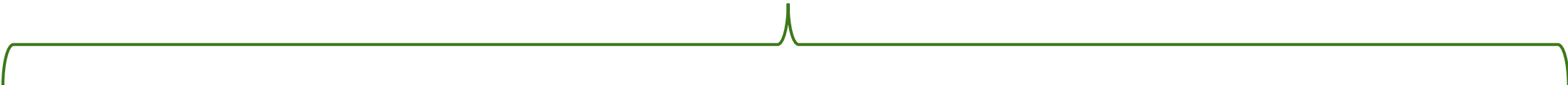
- 62 U.S. intermodal rail facilities** with Rail Management Services (RMS)
- 7 U.S. West Coast truck depots through Shippers Transport Express, including trucking services and off-dock storage of containers
- Auto handling, chassis, on-dock rail, line handling, and equipment wholesale supply to Carrix facilities



OUR BRANDS



Carrix



RMS

Rail Management Services



SSAMarine

A Carrix Enterprise



TIDEWORKS
TECHNOLOGY®

SSA MARINE CONTAINER DIVISION

23.2M marine TEU's handled in FYE 2023

excluding stevedores and minority shares



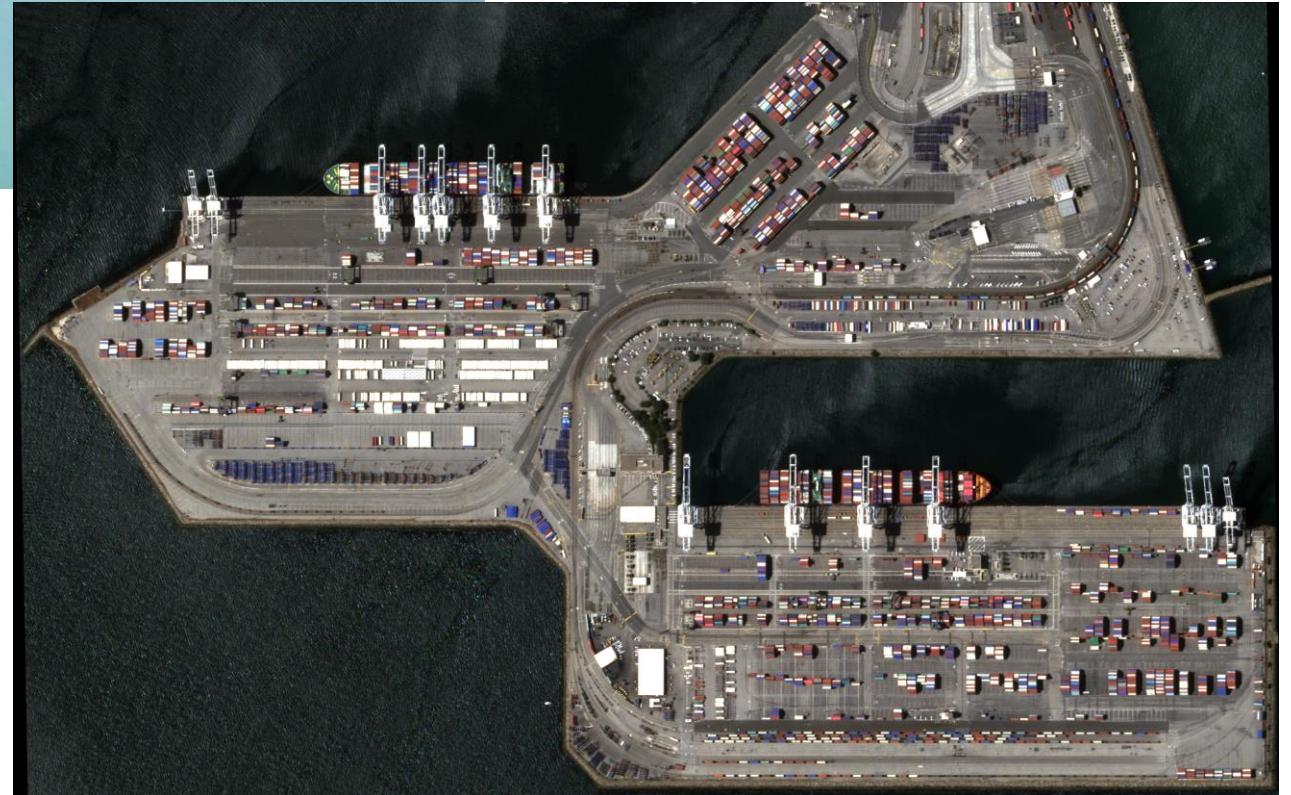
SSA MARINE SEATTLE, WA - USA



SSA MARINE OAKLAND, CA - USA



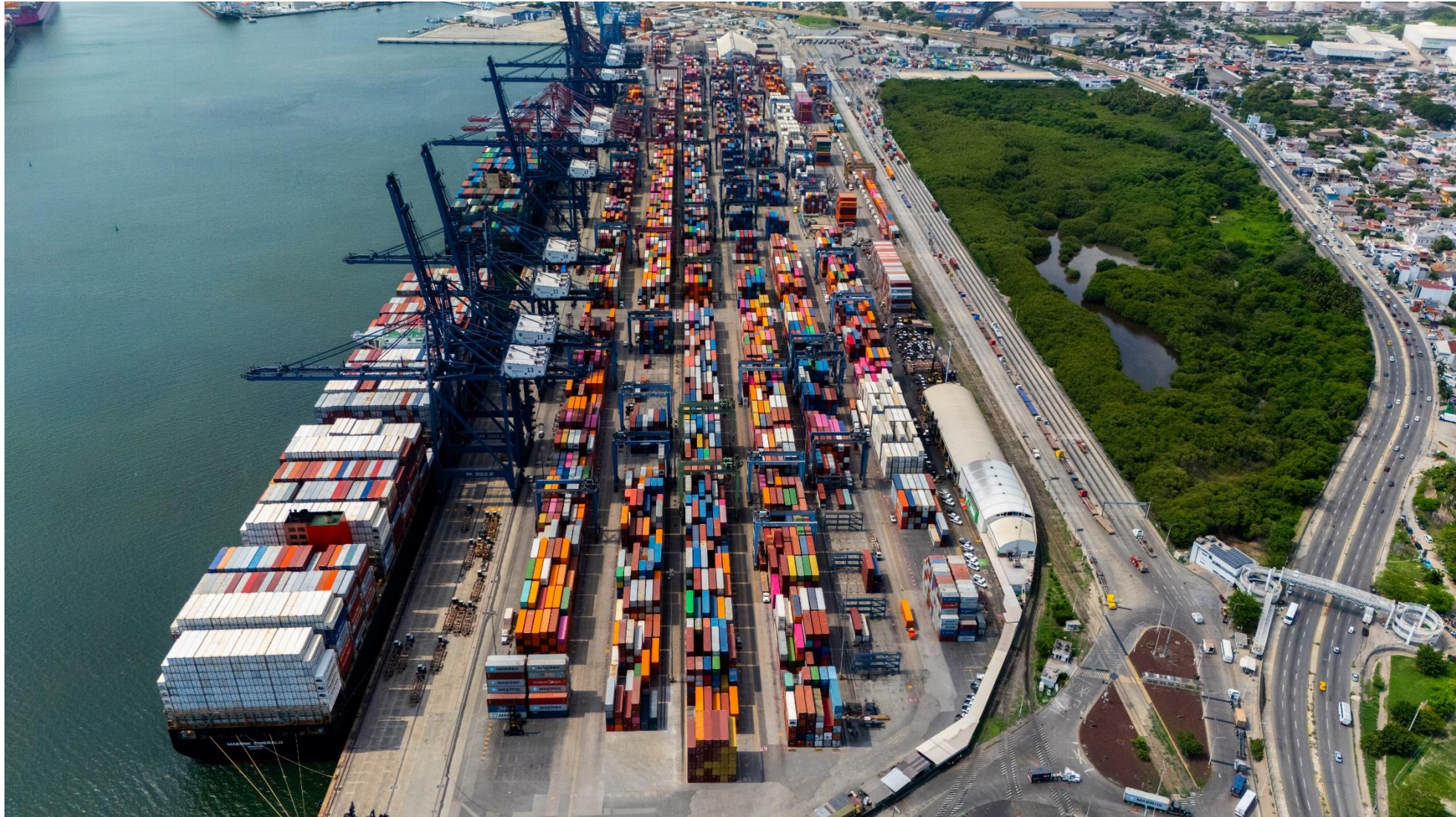
SSA MARINE LONG BEACH, CA - USA



SSA MARINE SSIT - VIETNAM



SSA MARINE MANZANILLO - MEXICO



SSA MARINE MIT - PANAMA



SSA MARINE CONVENTIONAL DIVISION



Canada:

- Logs
- Forest Products
- Cruise
- Off-dock
- Grain

Pacific Northwest:

- Cruise
- Logs
- Fertilizer
- Steel
- Automobiles

Northern California:

- Rice
- Steel
- Cement
- Automobiles

Southern California:

- Wind
- Project Cargo
- Steel
- Fruit
- Cruise
- Automobiles

Gulf:

- Steel
- Forest Products
- Bulk Ore
- Barge

Atlantic:

- Containers
- Steel
- Project Cargo
- Forest Products
- Cruise
- Automobiles
- Military



SSANewZealand
A Carrix Enterprise

New Zealand:

- Fertilizer
- Logs
- Project Cargo



SSAPacific
A Carrix Enterprise



SSAAtlantic
A Carrix Enterprise



SSAGulf
A Carrix Enterprise



Conventional Other:

- Southern Cross Stevedoring (New Zealand)
- CSA Equipment (Gulf operation)
- Cruise Terminals of America (Seattle, WA)
- Delaware River Stevedores (Philadelphia, PA)
- Crescent Terminal (Los Angeles, CA)
- Gateway Terminal (Savannah, GA)
- Charleston Stevedoring Co (Charleston, SC)

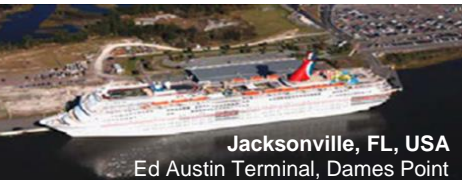
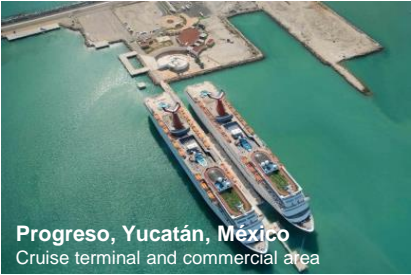
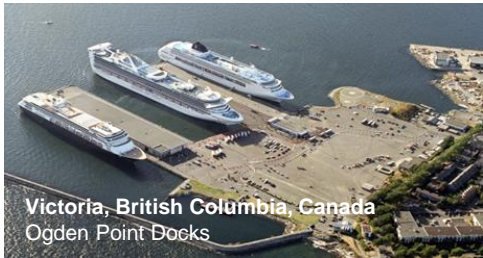
SSA MARINE AUTO & RORO OPERATIONS

2.6M vehicles handled globally in FYE 2023



SSA MARINE CRUISE DIVISION

17.9M+ passengers handled globally in FYE 2023



OUR INTERMODAL RAIL DIVISION

RMS – The largest U.S. independent intermodal rail ramp operator

- Rail Management Services (RMS) formed in 1987 is a major player in U.S. intermodal terminal services, providing:
 - Lift on/off operations
 - Trailer/container/chassis repairs for railroads and truckers
 - Maintenance of over 80 intermodal top/side picks
 - Intermodal administrative services including gate inspections and container yard management
 - Vehicle handling services
 - Contracts with major Class 1 railroads
 - 15.9 million TEUs handled in 2023 at 62 U.S. locations
- RMS is the parent company of five primary operating subsidiaries:
 - Pacific Rail Services (PRS)
 - Pacific Trailer Repair Services (PTRS)
 - Rail Terminal Services (RTS)
 - Terminal Switching Services (TSS)
 - PRS Auto



Seattle, WA
 Port of Tacoma, WA
 Brooklyn Terminal, OR
 Lathrop, CA
 Oakland, CA
 East Los Angeles, CA
 Montebello, CA (ELA)
 Sparks, NV
 Salt Lake City, UT
 Dallas, TX
 San Antonio, TX (x2)
 Mesquite, TX (x2)
 Kirby, TX
 Avondale, LA
 Port Allen, LA
 Marion, AR
 Global 1, IL
 Global 2; North Lake, IL
 Global 4; Joliet, IL
 Central Gate, Joliet, IL
 Dupo, IL
 Yard Center; Dolton, IL



Bedford Park, IL (x2)
 59th St.; Chicago, IL
 Rose Lake, IL
 Springfield, MA
 Columbus, OH
 Chambersburg, PA
 Philadelphia, PA
 Buffalo, NY
 Syracuse, NY
 North Bergen, NJ
 South Kearny, NJ
 Dixiana, SC (TDSI/CSX)
 Worcester, MA
 New Orleans, LA
 Cementdale, OH (TDSI/CSX)
 LFIT, Bloomington, CA



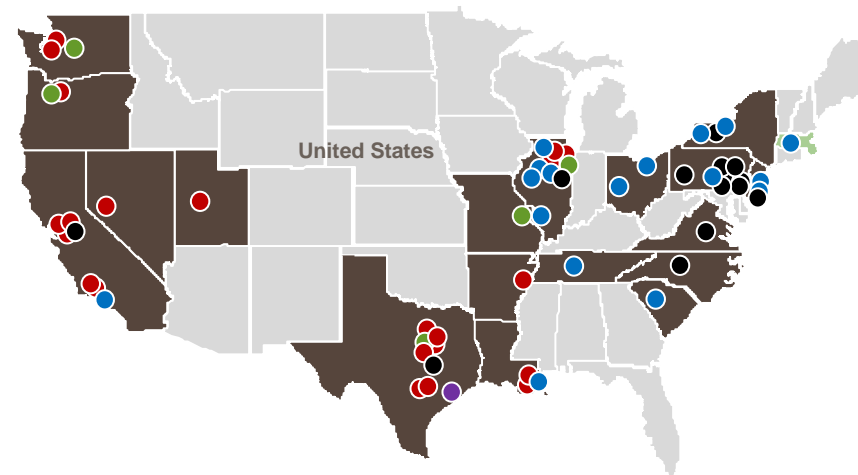
Kendleton, TX (x2)



63rd Street, IL
 Buffalo, NY
 Rossville, TN
 Morrisville, PA
 Bethlehem, PA
 Pittsburg, PA
 Rutherford, PA
 Harrisburg, PA
 Walkertown, NC
 Petersburg, VA
 Other:
 PTRS Oakland, CA (various)
 Doremus, NJ (Conrail)
 Taylor, TX (Tesla/RCR Taylor)



Portland, OR
 Alliance Intermodal; Haslet, TX
 Willow Springs (Chicago, IL)
 St. Louis, MO
 Spokane, WA (x2)



TIDEWORKS TECHNOLOGY



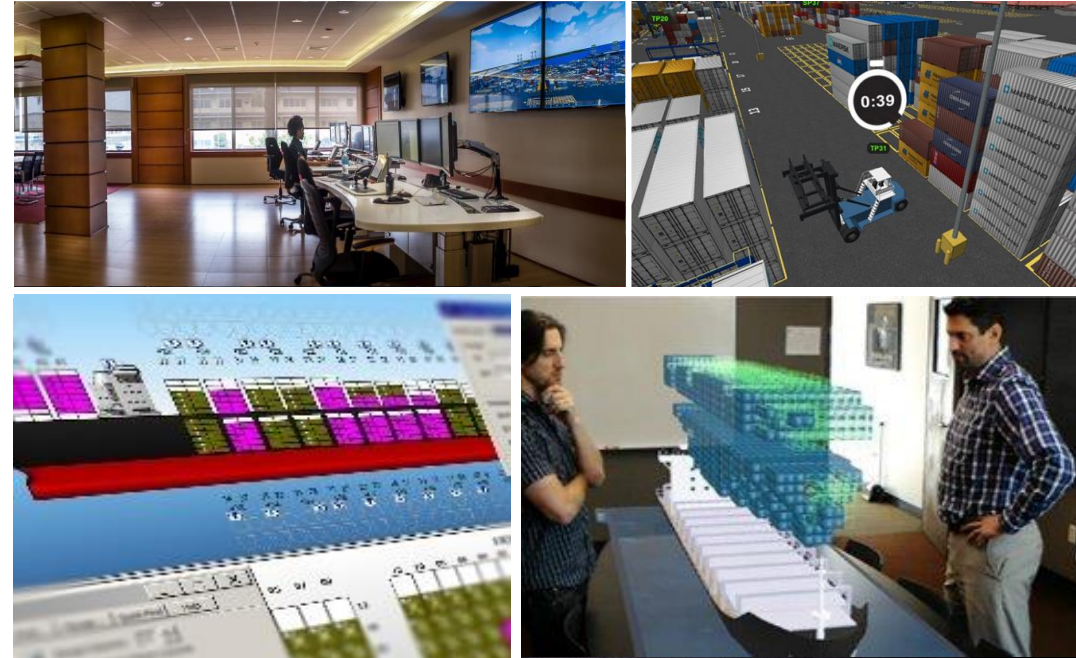
Carrix is one of the only port operators developing and controlling its own IT and operating processes

Users at over 200 sites worldwide in Americas – Europe – Asia - Oceania

Operating since 1999, Tideworks Technology is among the world's top port/IT terminal solutions providers, and a leader in developing cost-effective and reliable end-to-end solutions.

Tideworks provides technology to Carrix facilities, as well as third-party customers. The third-party business generates revenue to develop solutions that further improve Carrix operations with professional, customized IT services as requested.

Existing customers include 200+ marine and intermodal facilities worldwide with over 300,000 logistic professionals using Tideworks systems. Tideworks' comprehensive terminal management systems, gate operating systems/interfaces, and leading real-time terminal management tools include:



A DATA DRIVEN COMPANY



AI AND MACHINE LEARNING



SUSTAINABILITY



Ambitious company-wide initiatives to reduce carbon emissions and has achieved short term reduction targets ahead of schedule.

To date, highlights from these initiatives have included:

- **Electric yard trucks and forklifts** throughout North America
- **Over 200+ zero emissions equipment** in operation globally
- **Hybrid and e-RTGs** throughout international container terminals
- **LED lighting** upgrades throughout terminal facilities, leading to energy and carbon savings
- **Solar installations** at terminals in California and Mexico
- **Renewable diesel** at the majority of California container terminals

SPOTLIGHT ON MANZANILLO, MEXICO

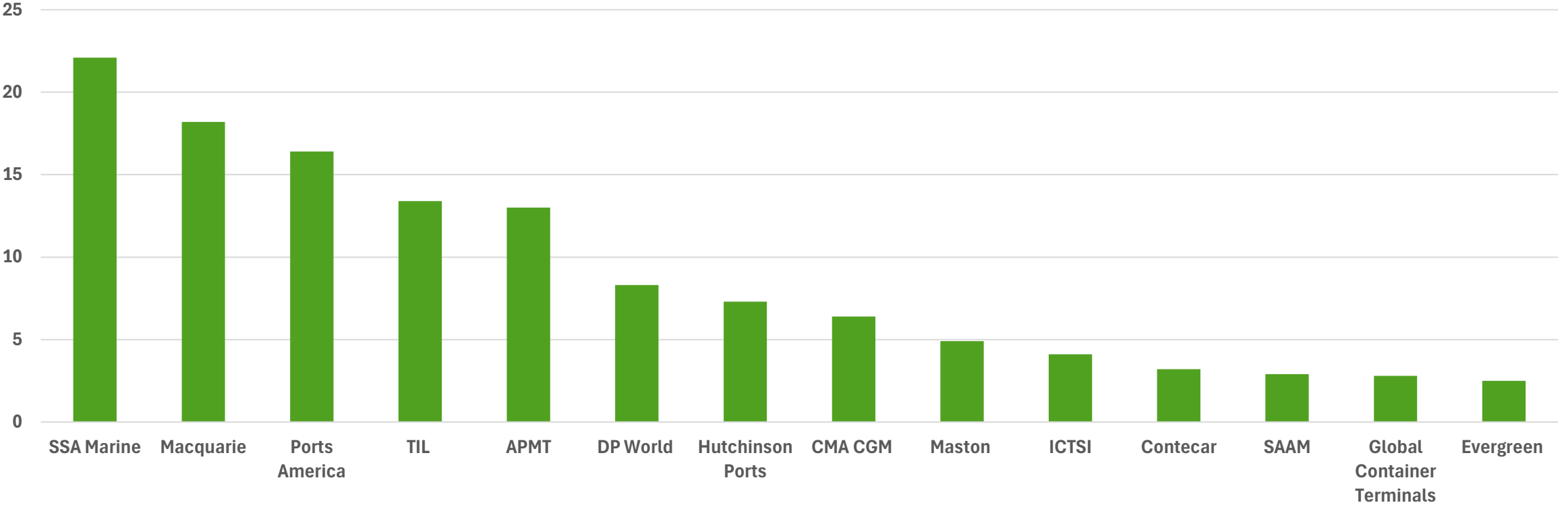
Conversion of the entire fleet of RTG from diesel to electric at its container terminal in Manzanillo, Mexico

- **Massive Investment in zero emissions equipment** and advancing decarbonization in the maritime industry
- Scale of this initiative: **52 e-RTGs**:
40 in 2020 + 12 in 2022
- Prevented the emission of over **16,300 tons of CO₂** in the same year, marking a significant step toward more sustainable operations for SSA Marine



NEW AMBITIONS

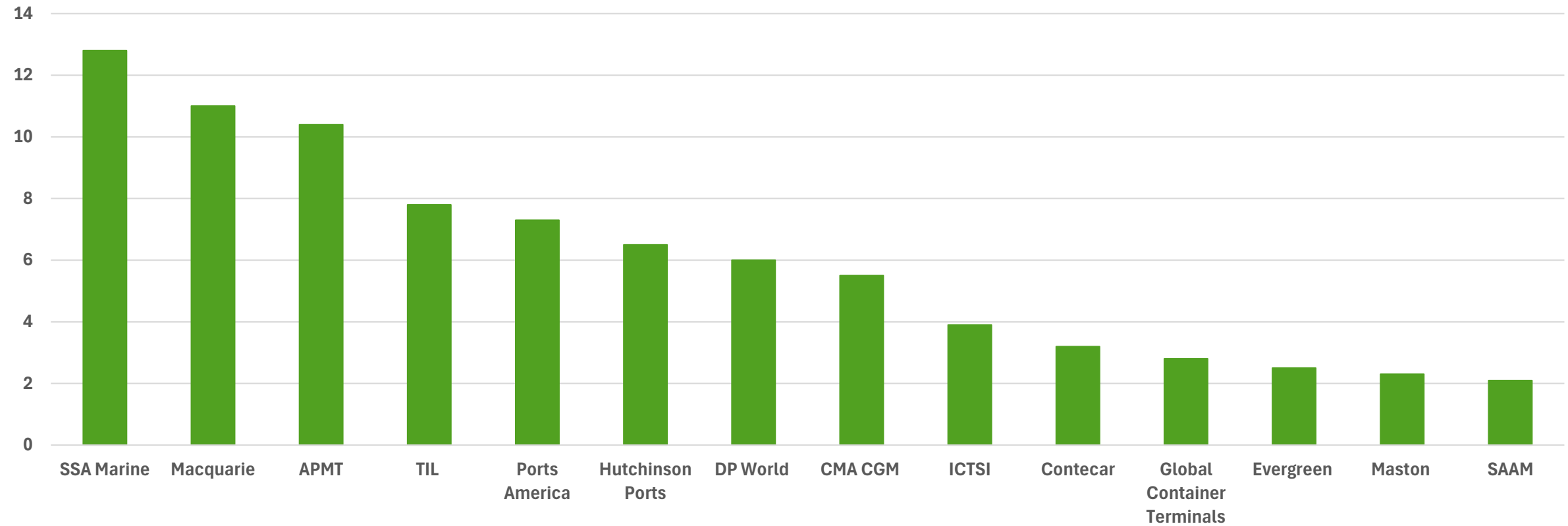
Americas 2023 Gross Throughput
(million TEUs)



Including Stevedores
Source Drewry Annual Report

NEW AMBITIONS

Americas 2023 Equity Throughput
(million TEUs)



Including Stevedores
Source Drewry Annual Report



AGILITY

THANK YOU