



Corporate Overview

Subcontracting with Crowley

APEX Accelerators

February 15, 2023

Crowley Purpose and Values

BRAVELY ADVANCING WHAT'S POSSIBLE TO ELEVATE PEOPLE AND PLANET



Integrity

We built our name on doing what is right. As our company evolves to meet a changing world, integrity remains our North Star



Sustainability

Sustainability starts with our people and practices, and extends to our solutions, partners and the entire planet.



Drive

We are passionate about progress. Through constant innovation and investments in the future, we deliver exceptional experiences.

Crowley Profile

AT CROWLEY, WE ASPIRE TO BE THE CHANGE WE DESIRE AND PUSH THE BOUNDARIES OF WHAT'S POSSIBLE—CONFIDENTLY.

As a privately held, U.S.-owned and –operated company with a 130-year legacy and three generations of family leadership, we are now at the vanguard of our industry.

- Five business units: Crowley Logistics, Crowley Shipping, Crowley Solutions, Crowley Fuels, Crowley Wind.
- Commercial and government sectors
- More than \$2.5 billion in annual revenues
- Own/operate over 160 vessels, mostly in the Jones Act fleet
- Approximately 7,000 employees around the world – including more U.S. mariners than any other company
- More than \$3 billion invested in maritime transport
- Serving 36 nations and island territories

Sustainability

This is the future of our organization.

By focusing on sustainability, we can drive improvements to our organization in the following areas:

Environment

REDUCE OUR IMPACT

- › Zero Harm to People, Property, and Environment
- › LNG Powered ConRo Ships
- › New Energy Division
- › First Jones Act E-Tug

Social

GROW RESPONSIBLY

- › Safety Leadership Program
- › Crowley Cares Foundation
- › Inclusion, Diversity, and Equity Council

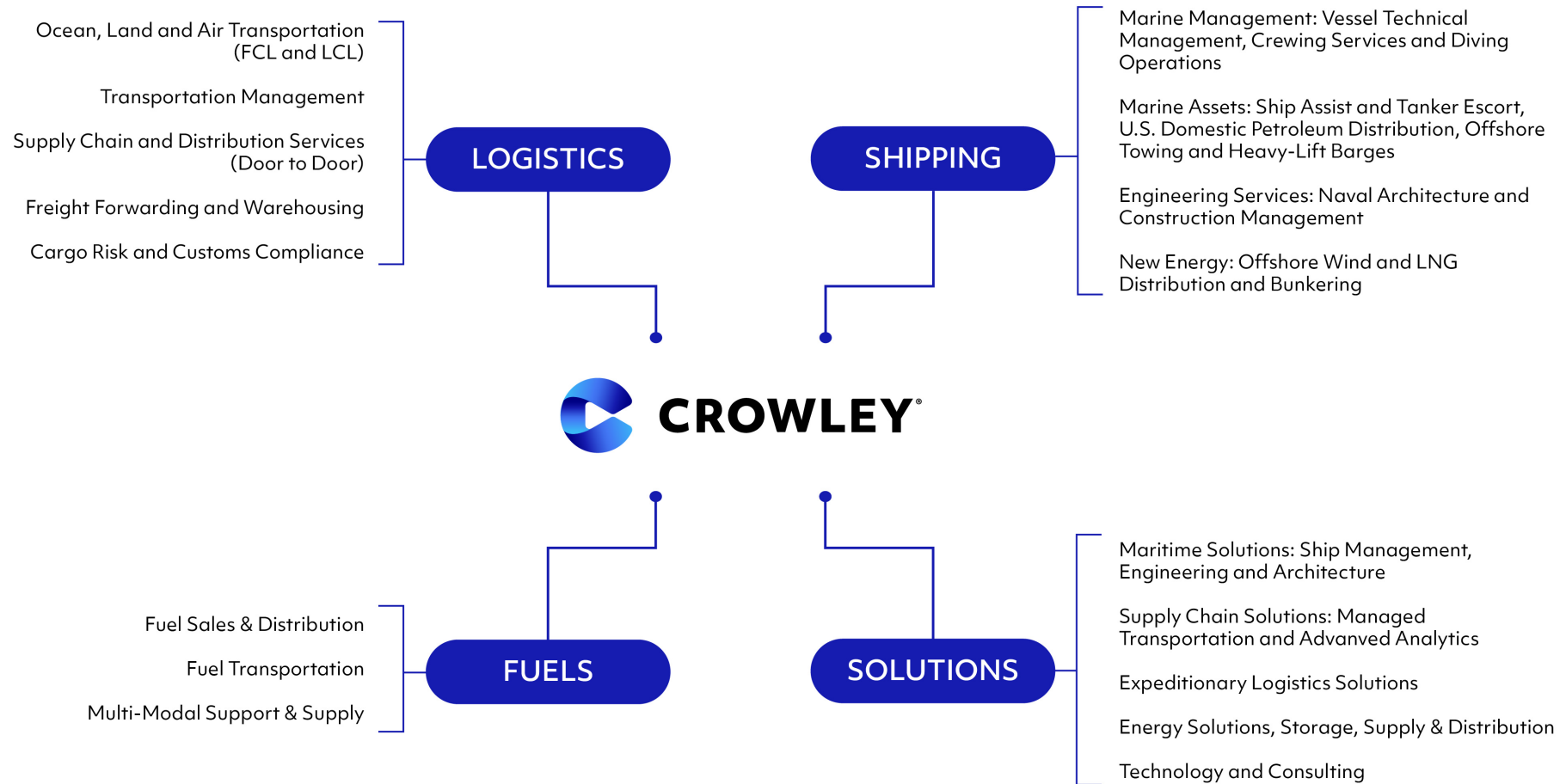
Governance

BE ACCOUNTABLE

- › Ethics & Compliance Committee
- › Sustainability Steering Committee
- › Data Security & Privacy Program

Crowley Business Units

Business Structure



Shipping

Petroleum and Chemical Transportation

- Operate/manage the **largest American-flag** petroleum and chemical tank vessel fleet
- Sophisticated fleet of **double-hull tank vessels** includes 17 articulated tug-barges (ATBs) and 23 tankers, all built since 2002 with a combined capacity of more than 12 million barrels.
- Nearly **600 million barrels** of petroleum products transported and delivered annually throughout North America.
- **High performance standards** for quality, safety and environmental protection.





Crowley Alaska Tankers (CAT)

- Crowley Alaska Tankers (CAT) acquired [three oil tankers](#) (*California, Washington, Oregon*) from SeaRiver Maritime, Inc. in 2018 and operates/charters them to SeaRiver on long-term agreements.
- Two tankers operate in the [Alaska North Slope Crude trade](#) from Valdez, AK to Washington, Oregon, and California refineries.
- One tanker currently transports refined product from the [US Gulf Coast to Florida](#).
- First commercial shipping company to execute a Trans-Alaska Pipeline Shippers Worst Case Drill in Prince William Sound involving more than [250 participants](#).

Harbor Ship Assist and Tanker Escort Services

- Owner/operator of a **modern fleet** featuring tugboats that range from 4,500 horsepower and 55T of bollard pull to 10,192 horsepower and 110T of bollard pull.
- 24/7/365 **harbor operations** in Puget Sound, San Diego, Los Angeles/ Long Beach/El Segundo, San Francisco Bay Area.
- **Docking** and undocking
- Tanker **escort**
- Emergency vessel **response**
- Offshore **towing and support**
- Services for **all types of ships**, including tankers, the world's largest container/car ships, naval vessels, cruise ships and dry bulk ships.



Global Ship Management

- Operational and technical management along with crewing and project management services to [ship owners and operators, oil companies, and others](#) requiring marine-related logistical solutions.
- Fleet [management](#) of general cargo, container, tanker, specialized construction (e.g., FPO/FPSO, jack-up, OSV, etc.) and roll-on/roll-off vessels for commercial third parties
- Experienced in handling both [domestic and international crewing](#) requirements, both union and non-union
- Labor relations personnel with extensive [experience and relationships](#) with all seafarer labor unions—vast experience with developing and negotiating CBAs
- ISO 9001/14001 and ISM [certified](#)
- [Crew support](#) for shipyard trials and delivery requirements, riding gangs and other special projects



Offshore Services & Project Management

- High-bollard towing capabilities and **dynamic positioning tugboats** and heavy lift barges to transport and position oversized, complex cargoes worldwide
- Long distance transportation and installation support for offshore modules and rigs, floating production storage and offloading (FPSO) platforms and accompanying construction cargo for the **offshore oil, gas and renewable energies** industries.
- Diverse fleet of high-horsepower **tugs** and high strength deck **barges**.
- Technical beach landings/remote site operations; arctic logistics and operations.
- Marine engineering and project management, salvage support and ship tows.
- Project concept studies
- Sub-sea pipeline installations
- Shipyard/construction management services





Engineering Services

VESSEL DESIGN, CONVERSION, MODIFICATION AND PRODUCTION SUPPORT

- Tugs, Workboats, Passenger/Cruise Vessels, Fishing Vessels, LNG & Petroleum Bunker/Transport Articulated Tug Barges
- Preliminary/conceptual design
- Shipyard bid packages and construction management
- Contract/functional design
- Detail/production design
- Alternative propulsion systems including LNG, diesel electric and battery hybrid systems

FLEET ENGINEERING AND TECHNICAL SUPPORT SERVICES

- Ballast Water Treatment Systems Installations

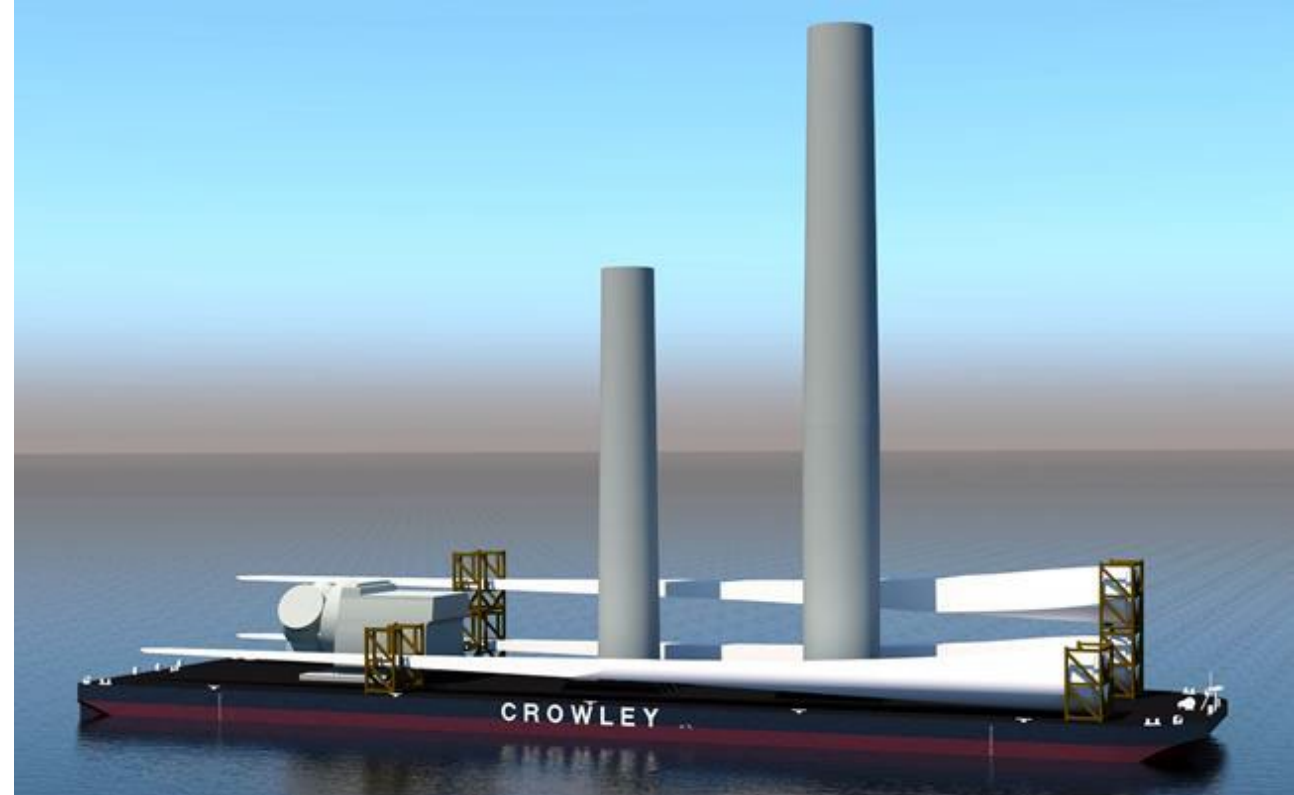
CONSULTING EXPERTISE SUPPORTING MARITIME OPERATIONS

- Regulatory and Class Compliance Management
- Stability, Structures, Seakeeping and Propulsion
- Distributed Systems (piping, electrical and HVAC)
- Mooring, Anchoring and Wind/Wave Loading

Offshore Wind - Transportation and Installation

FEEDER BARGE PROCESS

- Tug/barge transport of monopiles and secondary steel from U.S. ports to the offshore installation site.
- Tight line tug & barge; converted or newbuild ATB (deck-barge) vessel to deliver turbine components to the offshore installation vessel/site.
- Utilization of Jones Act tugs and barges



Offshore Wind - Terminal Management

MARSHALLING SERVICES

- Project management, heavy lift, terminal management, logistics at onshore port/terminal.
- Utilizes logistics expertise, heavy lift management, in combination with asset offerings for installation

OPERATIONS & MAINTENANCE

- Crew Transfer Vessels (CTV) and Service Offshore Vessels (SOV) for wind farm maintenance. Logistics and O&M terminal management, marine coordination.
- Jones Act requirement, in-house Engineering vessel designs, Construction Management, Ship Management for crewing and vessel operations.
- Agreement to own, build and operate 42 acres in the city of Salem supporting offshore wind in the state of Massachusetts with Vineyard Wind as the anchor tenant

Offshore Wind – Vessel Operations and Maintenance



Partnership with Danish shipping company ESVAGT to supply SOVs (Service Operation Vessels) to the offshore wind market – CREST



Crowley will be the vessel owner and operator. ESVAGT will assist Crowley through vessel design support, mariner training programs, and commercial relationships.



Current pipeline for SOVs in the US to be vastly increased to reach target of 30GW by 2030. More than 20 SOVs would be needed just for O&M by then.



Offshore Wind - Workforce Training & Partnerships

- Collaborative opportunities for local colleges, non-profits, and academies to provide [Global Wind Offshore \(GWO\)](#) certified training with GWO partner [RelyOn Nutec](#)
- Identify and Address Gap areas
 - STEM (Science, Technology, Engineering, Math) requiring a 4-year college degree
 - Marine sciences, ocean mapping, marine mammals
 - Mechanical, technical, production requiring greater than a HS diploma
 - Supply chain management & logistics
 - Digitalization and data warehouse management
 - Utility workers (power companies)
 - Manufacturing (blades, towers, nacelles, etc.) including welders, assemblers, and machinists
- Partnerships for GWO Training and/or Offshore Wind Workforce Development with [Massachusetts Maritime Academy](#), [SUNY Maritime](#), [Maine Maritime](#)



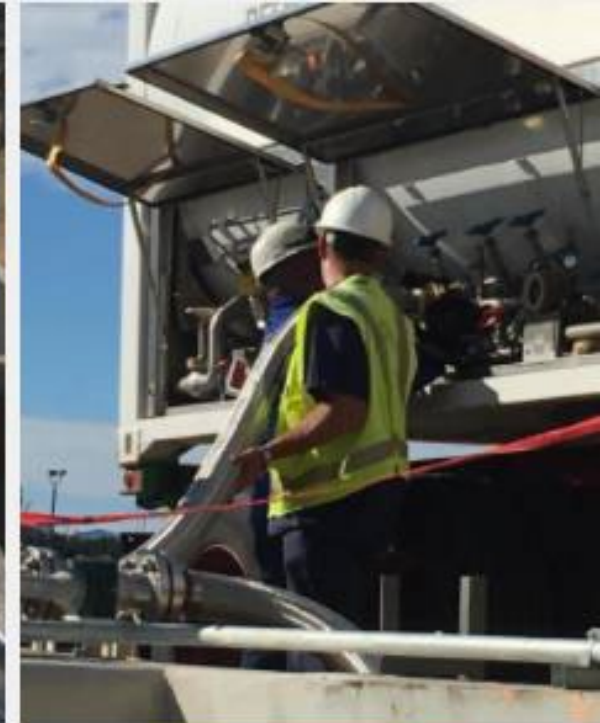


Offshore Wind – Marine Coordination and Technology

- AI assisted [marine intelligence](#) providing real time data and predictive analytics
- [Dashboards](#) providing marine coordination tracking vessels, technicians, and real time weather
- [Wristband sensors](#) for technicians for personnel tracking including certifications and medical information
- [Inventory tracking](#)
- [Vessel management](#) – fuel efficiency, trend data performance, GPS/AIS views
- Working [planning for technicians and turbines](#) for scheduled M&R
- Digital twin [software](#)
- Autonomous vessels and drones i.e.. [Saildrone](#)

Liquefied Natural Gas (LNG) Distribution and Marine Bunkering

- Small-scale **containerized LNG** supply to a multitude of companies, such as bottlers, distilleries, pharmaceuticals, medical equipment manufacturers and large housing projects.
- Integration with **microgrid solutions** that incorporate renewable energy sources for the most reliability and resiliency.
- LNG conversion expertise for **industrial** users
- Bulk supply chain and terminal solutions including the ability to create a virtual **LNG pipeline** that connects the optimal LNG supply source to a customer's needs
- Turnkey systems for **storage and regasification**
- Engineering cryogenic design and systems automation
- Jones Act vessel **bunkering** and bulk transportation

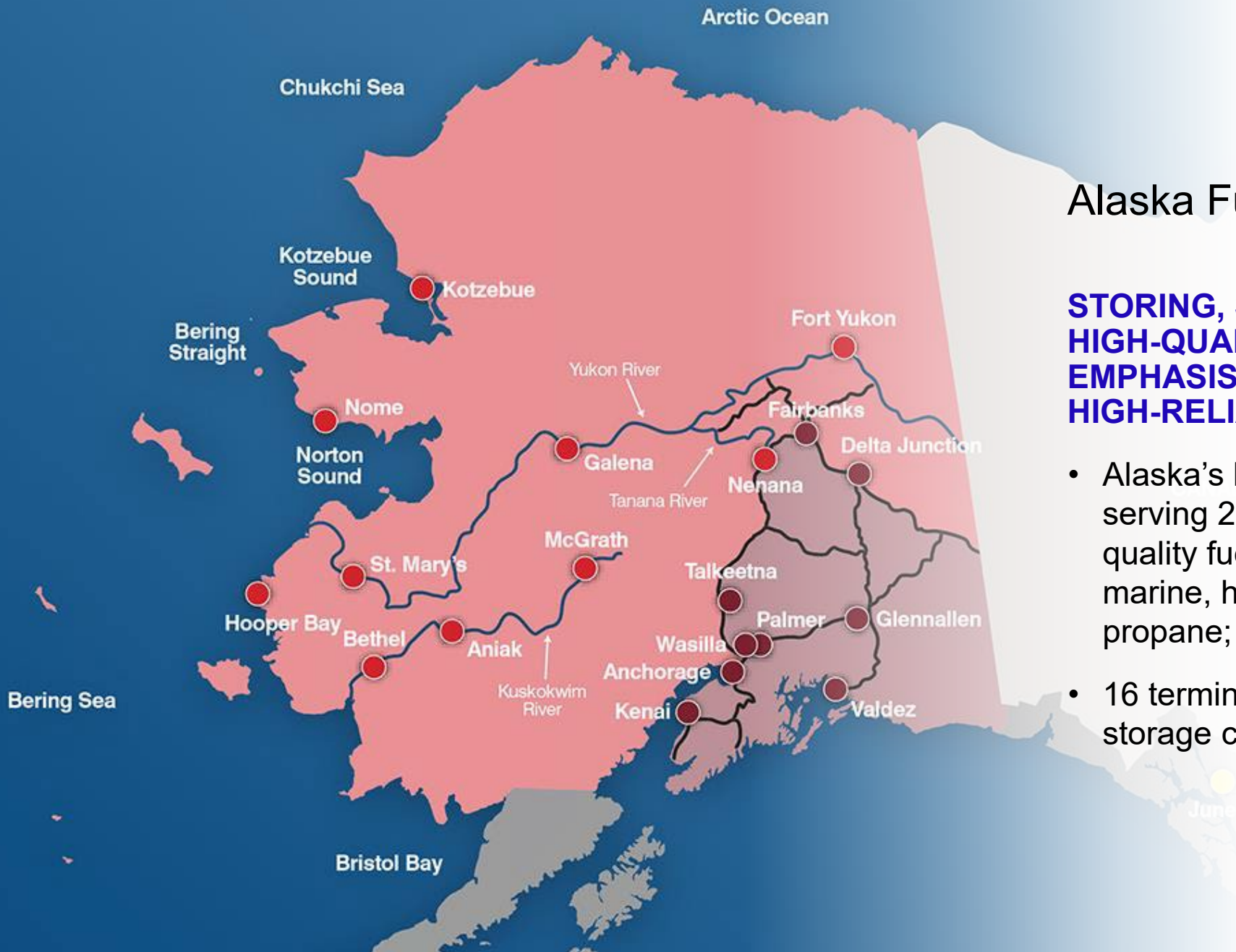


Alaska Fuels

Alaska Fuel Sales and Distribution

STORING, SELLING AND DELIVERING HIGH-QUALITY FUELS WITH AN EMPHASIS ON HIGH-SERVICE AND HIGH-RELIABILITY

- Alaska's largest petroleum wholesaler; serving 280+ remote communities with quality fuel products, including aviation, marine, home-heating and diesel fuels; propane; packaged petroleum products
- 16 terminals with 31 million gallons of storage capacity



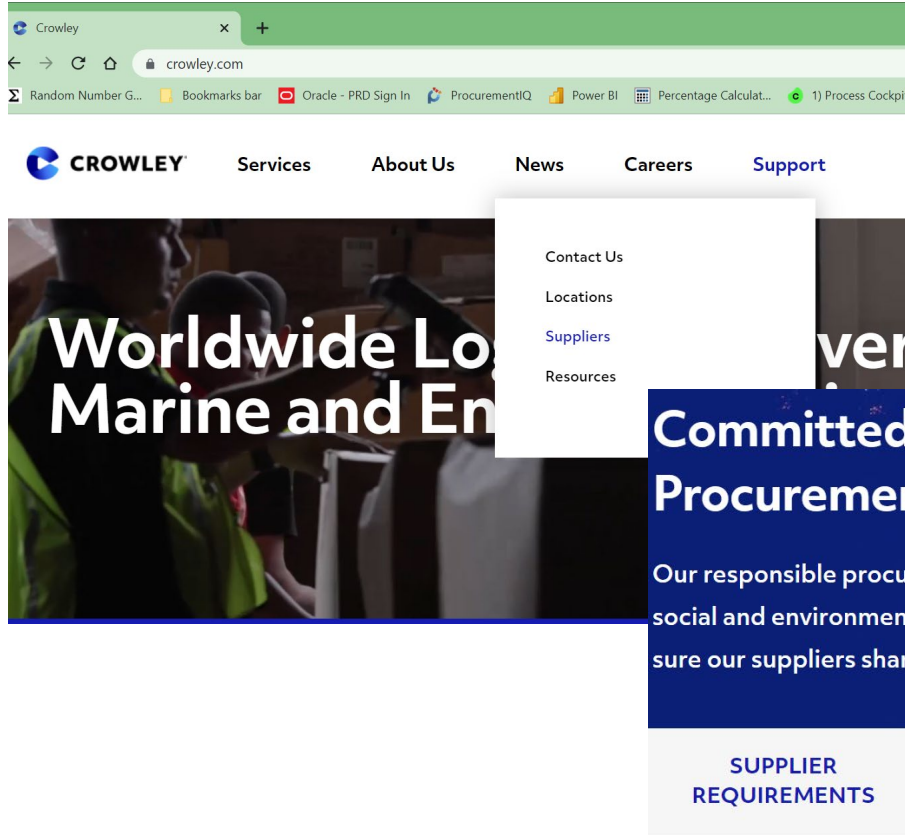
Alaska Fuel Sales and Distribution



- 7 tugs, 10 barges and one Articulated Tug Barge (ATB) Aurora/Qamun
- 140+ delivery trucks, 60+ trailers and over 3 million miles driven annually
- Serving into-wing aviation fueling at 7 airports; 21 airports served with fuel overall
- 36 company and dealer owned gas stations: Crowley, Shell, Tesoro and Chevron
- Marine fueling, including offshore floating services in support of the commercial fishing industry
- One of Alaska's largest propane suppliers delivering in a variety of sizes - bulk, tanks and bottles; Crowley is Alaska's exclusive Blue Rhino provider



Commercial Supplier Onboarding



- Register as a prospect supplier at <https://www.crowley.com/sustainable-procurement/>
- Tell us what services or products you offer and one of our procurement professionals will contact you to respond to our bid!
- Review our Supplier Code of Conduct, Safety Guidelines and Insurance Requirements before registering.

Businesses like yours play an important role in how we serve our customers and communities. For 130 years, we've set the standard for how the world moves. Today, we drive our industry forward by providing unmatched logistics, government, marine, and energy solutions, bolstered by technology and backed by our unwavering commitment to safety and integrity. Our work connects our planet and moves it toward a safe, sustainable tomorrow. Your unique perspectives and insights help us source and deliver products and services that meet our customers' needs – all while supporting our mission of

Logistics

End-to-End-Logistics Partner

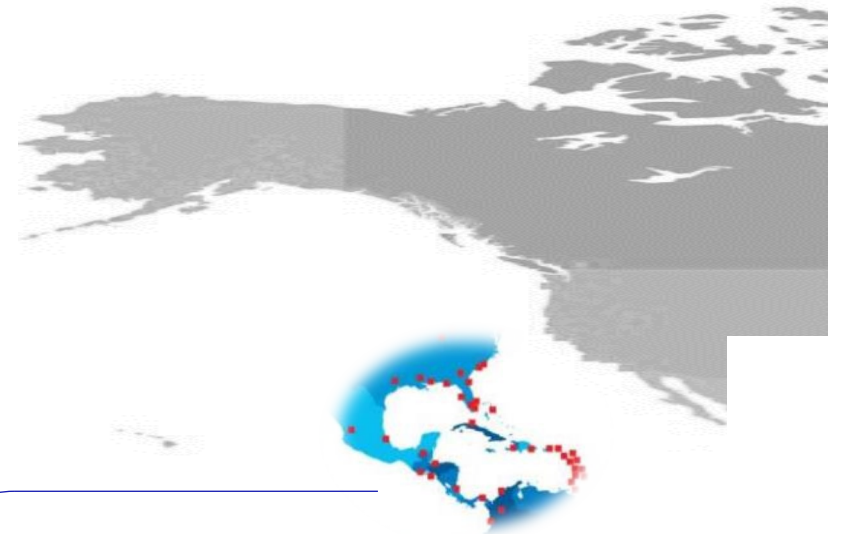
WE ARE A GLOBAL SUPPLY CHAIN SOLUTIONS LEADER, OFFERING 15+ SERVICE LINES AND FULL-SERVICE LOGISTICS MANAGEMENT

Benefits

- Integrated Data Visibility & Predictive Analysis
- Regional Expertise
- Speed to Market
- Reduced Friction
- Culturally Integrated
- Blended Asset Approach

Service Highlights

- Worldwide ocean, air and inland cargo transportation
- Cargo Insurance
- Customs Compliance
- Dry and Refrigerated Warehousing and Distribution
- Freight Forwarding and Consolidation Services
- FTZ Capabilities

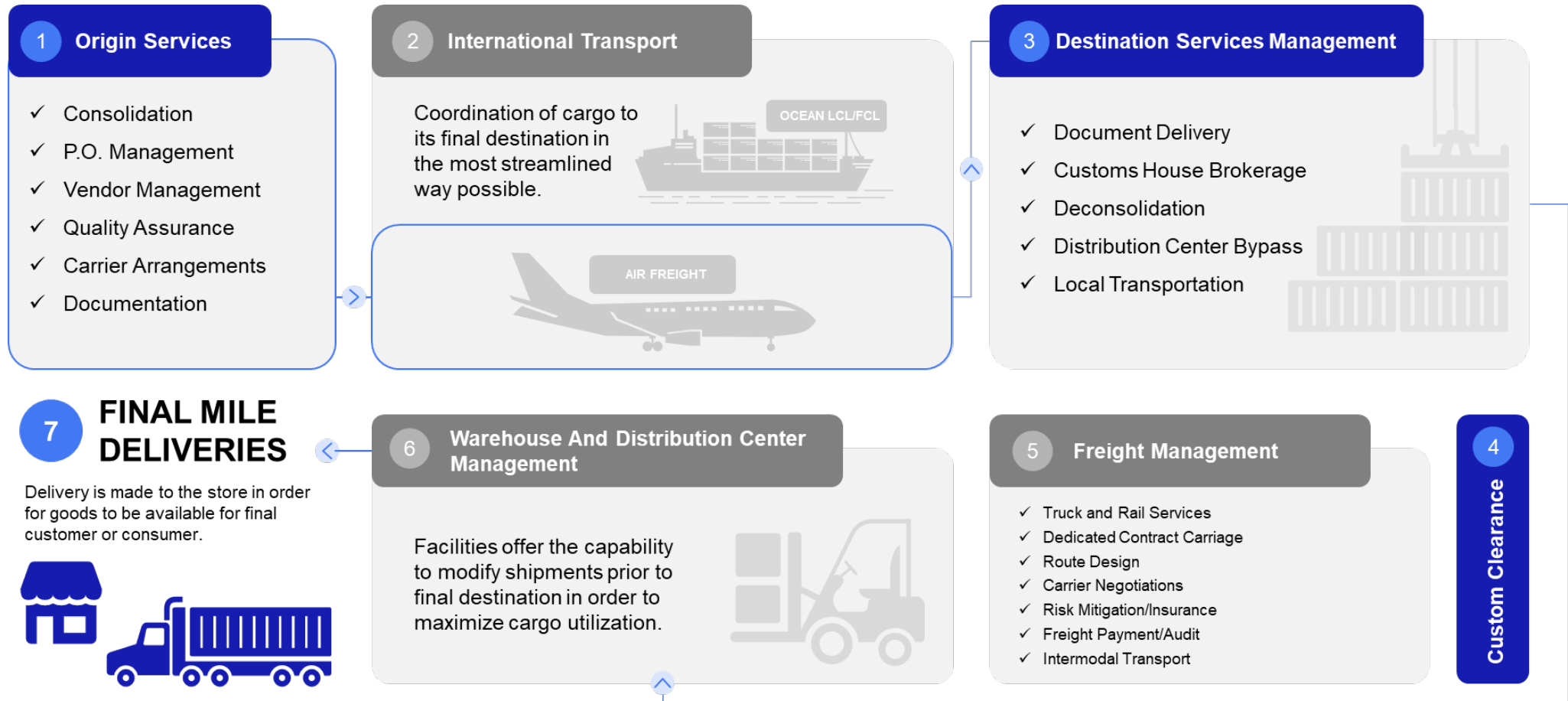


79 MILLION
CUSTOMERS

in the Caribbean Basin

End-to-End Logistics Partner

INCREASING THE VELOCITY OF PARTNER SUPPLY CHAINS



Ocean Shipping Services

**WE ARE A LEADING ASSET CARRIER
BETWEEN THE U.S AND PUERTO RICO, THE
CARIBBEAN, CENTRAL AMERICA, DOMINICAN
REPUBLIC, HAITI AND CUBA**

- Frequent, reliable, fixed day sailings
- Competitive transit times including just over 2 days to many markets
- Diversified fleet of container vessels including two new LNG-powered combination container/Roll-On Roll-Off (ConRo) ships in service between the U.S. and Puerto Rico.
- More than 45,000 pieces of container equipment
- Premier ocean cargo carrier between the United States and Puerto Rico, the Caribbean Basin, Central America and Cuba



Ocean and Air Consolidation Capabilities



2,000
Operational Experts
Worldwide



Services from
6 hubs



FCL and LCL Global
Origins to Our **25**
Core Markets



Air from Miami to **6**
Central American
Countries and **23**
Caribbean Islands

Warehouse Capabilities



Our distribution network is strategically located to expedite supply chains.



450+ Cross Dock Customers







40+ Services



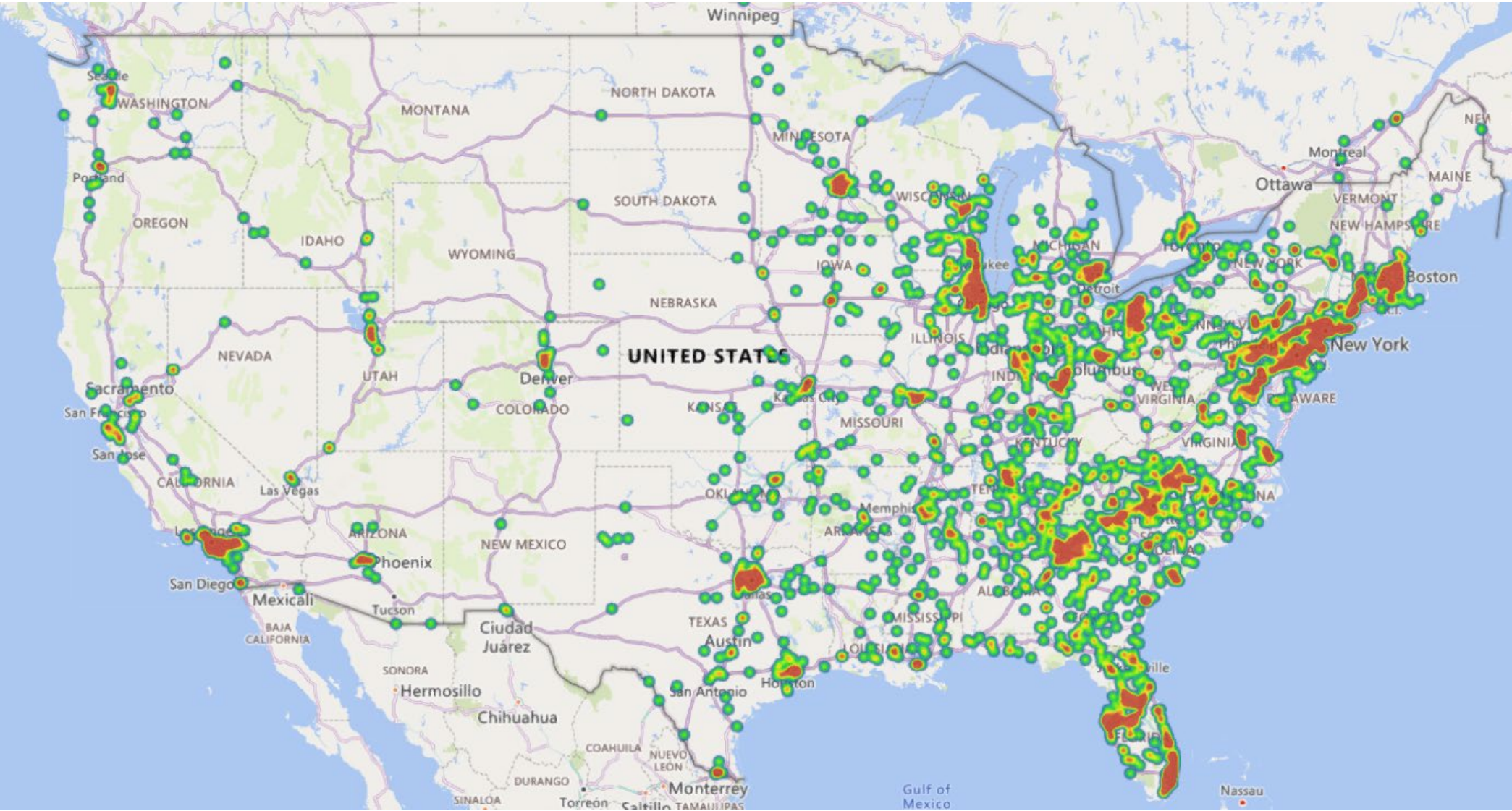
2000+ Distribution Customers



Land Transportation by the Numbers

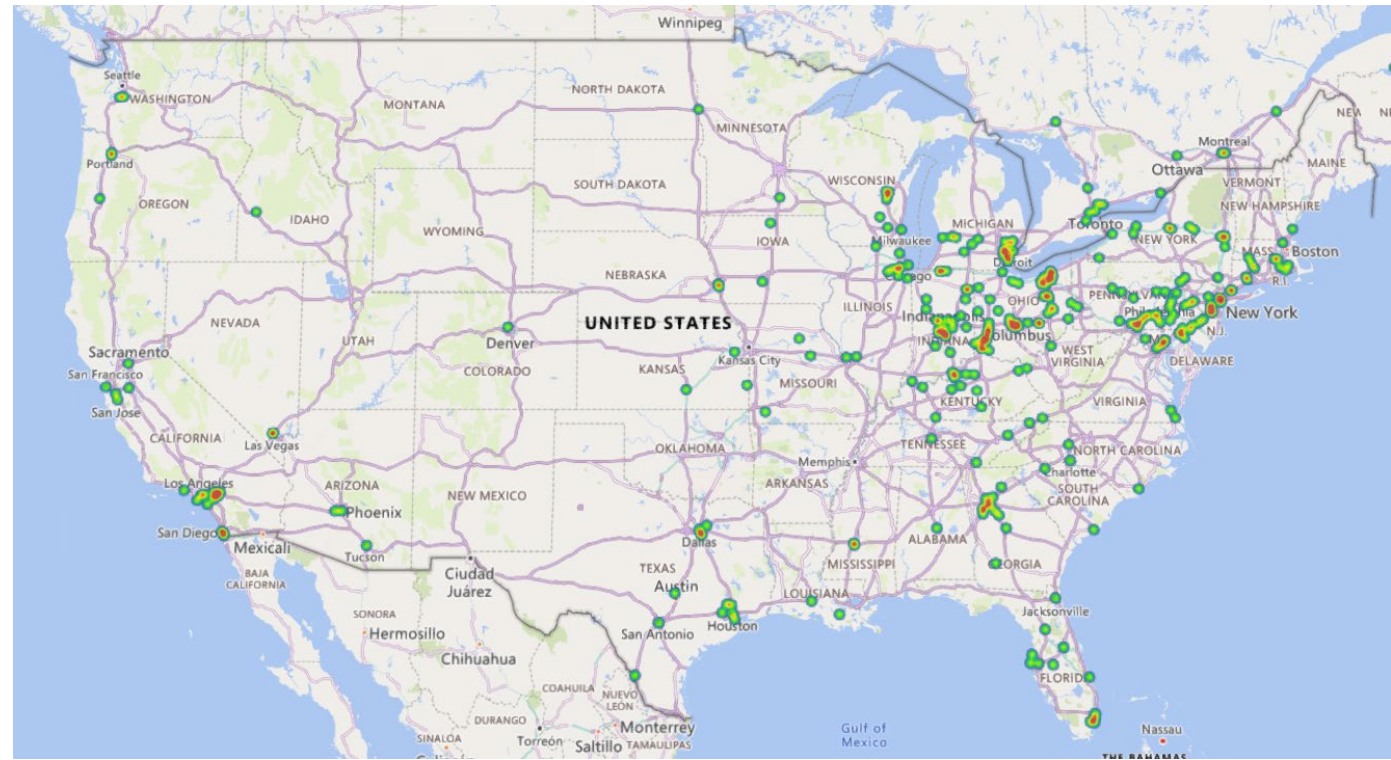
OVERALL	DRAY	OTR	INTERMODAL
			
3,000+ Loads Moved per Day	500+ Company Tractors & Owner Operators	98% On-Time Performance	40,000+ Moves Annually via Rail
150+ Dispatchers			
20%+ of Fortune 500 Companies work with us	1,000+ Contracted Dray Carriers in Nationwide Network	13,000+ Contracted OTR Carriers in Nationwide Network	Class 1 Contracts w/ all Class 1 Railroads in North America
\$600 Million in Land Transportation Revenue in 2019	19 Dispatch Terminals throughout the U.S.	1,000+ Domestic Crowley 53' Equipment	Top 100 Crowley Logistics listed as a Top 100 3PL by: Inbound Logistics

Crowley US Domestic Heat Map Origin/Destination

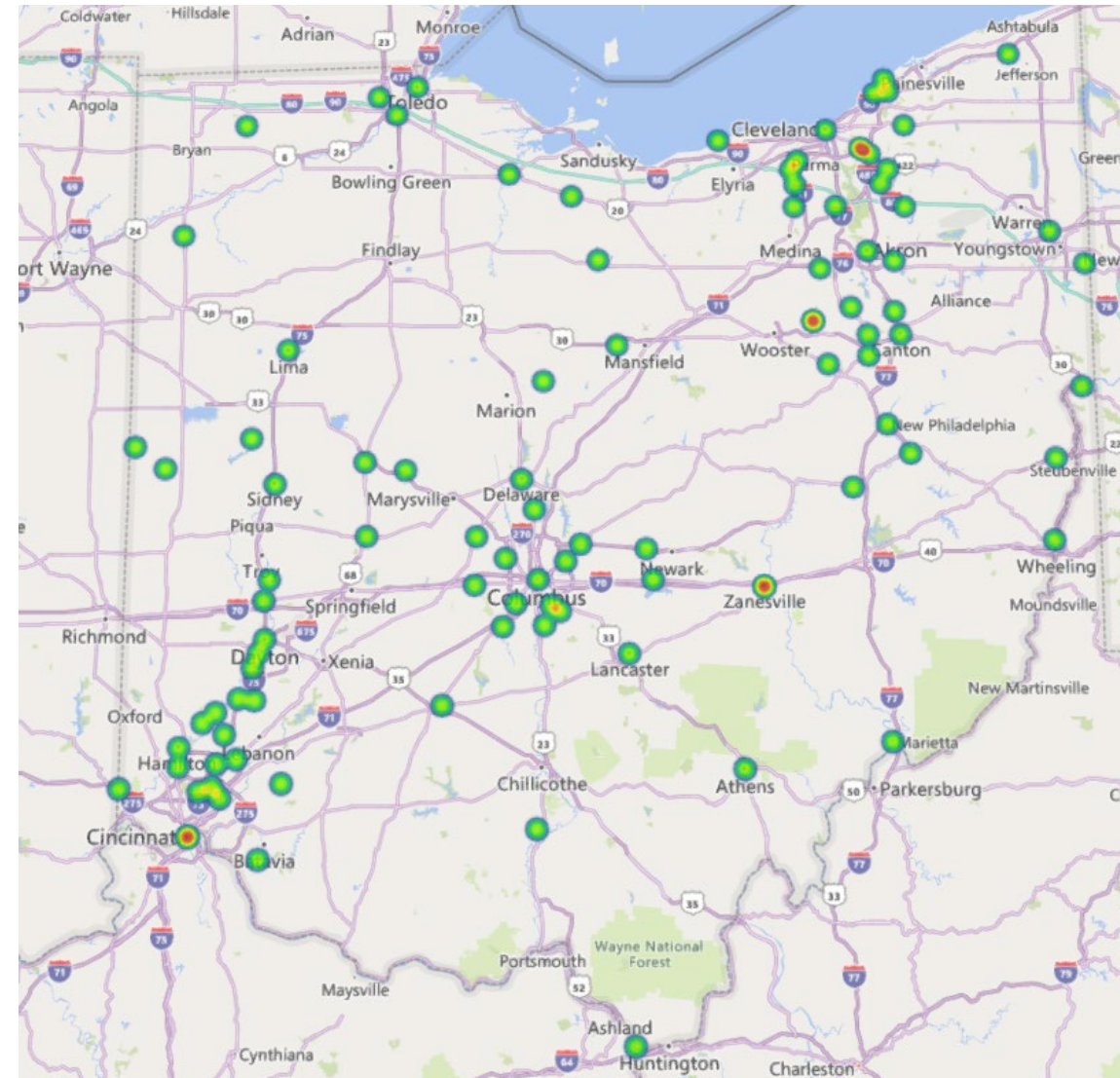
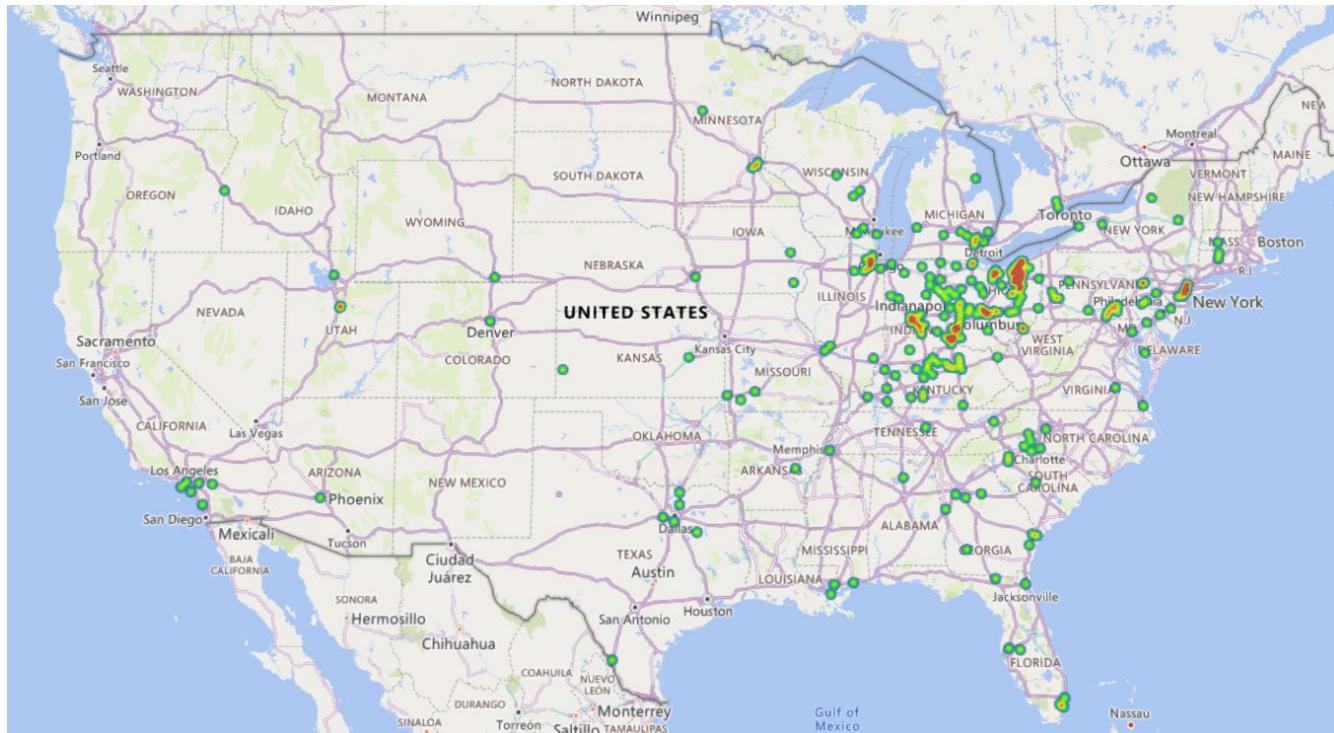




Crowley Ohio Domestic Heat Map By Pickup



Crowley Ohio Domestic Heat Map By Delivery



[Registration](#)[Client Login](#)[Carrier Login](#)

Welcome! Thank you for your interest in becoming an approved carrier for Crowley Logistics Inc. We look forward to working with you.

To become a certified carrier, you must:

- Provide your MC/MX# or DOT# to begin registration. Intrastate carriers without a DOT# may provide an applicable state registration number to begin registration.
- Supply your company contact information.
- Submit an electronic W9 (have your TaxID available).
- Complete the Carrier Profile.
- Read and ACCEPT the Agreement(s).
- Provide a Certificate of Insurance that meets the insurance minimum requirements below. Certificates must be submitted from your insurance producer (agent)
 - \$100,000 Cargo Coverage
 - \$1,000,000 Auto Coverage
- If RMIS does not already have a copy of your certificate on file, we will request one for you from your insurance agent (producer).
- You will be required to meet the following requirements:
 - Active Common or Contract Authority.
 - Safety Rating must be Satisfactory or None.
 - Authority active for at least 180 days.

[Go To Next Step](#)

Solutions

Government Maritime

- Rapid, scalable, mission-ready maritime and fleet management solutions
- Vessel management - MARAD, MSC and others
- Naval architecture, marine engineering & construction management
- Project management - Project cargo moves, specialized towing and full transportation logistics
- Salvage, diving and emergency response
- Contingency planning
- Crisis response
- Exercise participation & training
- Port operations and range services
- Environmental compliance
- Foreign military sales
- Maritime technology



Government Energy

- Solutions for mission planning, operations and sustainment globally in austere and sophisticated environments.
- Bulk fuel supply, storage, additization and distribution
- Contractor-Owned/Contractor-Operated (COCO) fuel storage infrastructure & services
- Government-Owned/Contractor-Operated (GOCO) fuel storage infrastructure & services
- Logistics Over the Shore (LOTS)/multi-modal logistics
- Energy supply, storage, distribution
- TS/SCI clearance
- End-to-End (E2E) solutions: Integrated petroleum supply-chain capabilities - marine transportation, near-coastal lighterage, shoreside distribution and storage, inland distribution



Government Technology & Consulting Services

- System Integration & Implementation
- Data Engineering
- DevSecOps
- Solution Architecture
- Program Management
- Cyber Security
- Product Development
- Advanced Analytics
- Machine Learning
- Cloud Solutions



Government Expeditionary Logistics

FORWARDING & TRANSPORTATION SERVICES:

- Export and Import Clearance and Handling
- U.S. Ground and Distribution Services
- Air Forwarding
- Ocean Forwarding/NVOCC
- Project and Over-dimensional Cargo Services
- Customs Brokerage and Compliance

MARKETS & VERTICALS SERVED:

- U.S. Military and Government Agencies
- HADR (Humanitarian Aid and Disaster Relief)
- Port Stevedoring and Vessel Husbandry
- Personnel and Material Contract Logistics

LOGISTICS & GLOBAL SOLUTIONS

- Bonded Warehousing and FTZ in South Florida
- Intraregional LATAM/Caribbean Consolidation Services
- Cold Chain Handling, Distribution, and Transportation
- Specialized Vessel and Air Charter and Sub-Charter

Global Government Supply Chain

- Technology-driven solutions
- Global freight forwarding
- International Customs brokerage
- Ocean container, barge and vessel charter
- Domestic LTL and FTL transport
- Air freight and air charter
- Time definite service delivery via multi-modes
- Cross-dock and warehousing
- Consolidation and load optimization
- De-consolidation and distribution
- Heavy haul and out-of-gauge transport
- Hazardous material handling
- Project management



What are the minimum requirements to become a Crowley GOV Carrier?

ALL CARRIERS

- AM Best Rating of A- or higher
- Commercial General Liability coverage minimum at \$1,000,000
- Auto Liability coverage minimum of \$1,000,000
- Cargo coverage minimum of \$150,000 (required to haul DFTS)
- Cargo coverage minimum of \$100,000 (required for non-DFTS)

BROKERS ONLY

- Truck Broker Liability ("TBL") insurance with limits of not less than \$1,000,000 per occurrence
- Motor Truck Cargo OR
- Contingent cargo
 - a. Either of the above is dependent on the Insurer and/or Insurance Carrier
 - b. Definitions per <https://www.irmi.com/>
 - i. Motor Truck Cargo — an inland marine form covering loss of property during transit, either by common carrier or on the insured's own vehicles, depending on the form used
 - ii. Contingent Cargo— a coverage when a trucker's primary motor truck cargo policy fails to assume the responsibility for cargo loss or damage.
- Workers' Compensation insurance coverage as required by applicable law and Employers Liability with limits not less than \$500,000 or compliance with monopolistic state funds.

Onboarded? Now What?

Once onboarding has completed you will receive a Welcome email with additional instructions.

- Contact list with all OPS Team members
- FAQ document to address some questions we receive post onboarding
- Instructions to register for our internal carrier portal
 - How to register
 - Tutorials that guide you through the portal
 - IT Support contacts



Thank you

For government contract and commercial opportunities:

Government Carriers: please email dftscarriers@crowley.com

Commercial Carriers: please register via <https://crowleycarriers.com>
and then email capacity@crowley.com with questions.

Products and Services: please register via
<http://www.crowley.com/sustainable-procurement/> once registered email
[suppliersportal@crowley](mailto:suppliersportal@crowley.com) to let us know.

For more information, please visit www.crowley.com