



Driving Mission Success across Latin America & the Caribbean

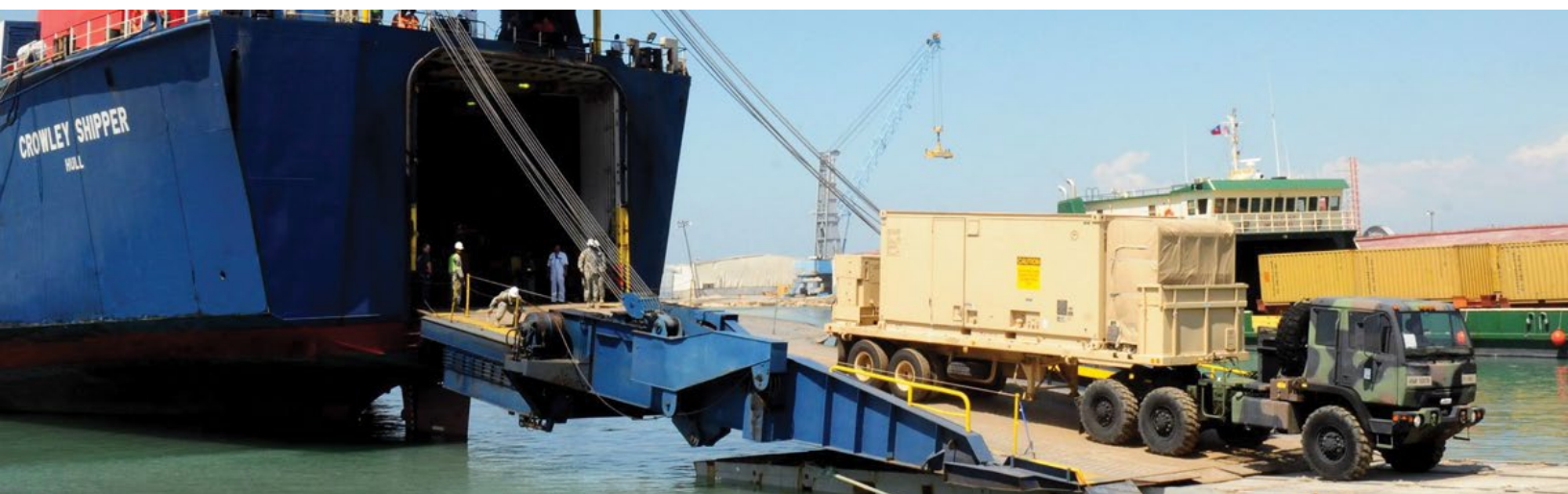
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For more than 130 years, we have been a trusted leader in delivering mission-critical logistics, maritime, and energy solutions for both commercial clients and the U.S. Government, including the Department of Defense (DoD).

We offer:

- Strategic positioning, a proven track record, and integrated capabilities
- Assured access, rapid deployment, and sustained support for defense operations in both permissive and contested environments.
- A strong and enduring presence in the Caribbean, spanning Puerto Rico, Trinidad, and waters adjacent to Venezuela
- Resilient, scalable, and high-performance maritime and logistics solutions

We stand ready to support Government and Joint Logistics initiatives that advance U.S. operational objectives, strengthen regional posture, project power, and facilitate humanitarian response in this vital SOUTHCOM theater.



Ocean Transportation Capabilities

Crowley is a leading asset carrier between the United States and Puerto Rico, the Caribbean, Central America, Dominican Republic, Haiti and Cuba



Dry



Refrigerated



Hazmat



Oversized



Vehicles

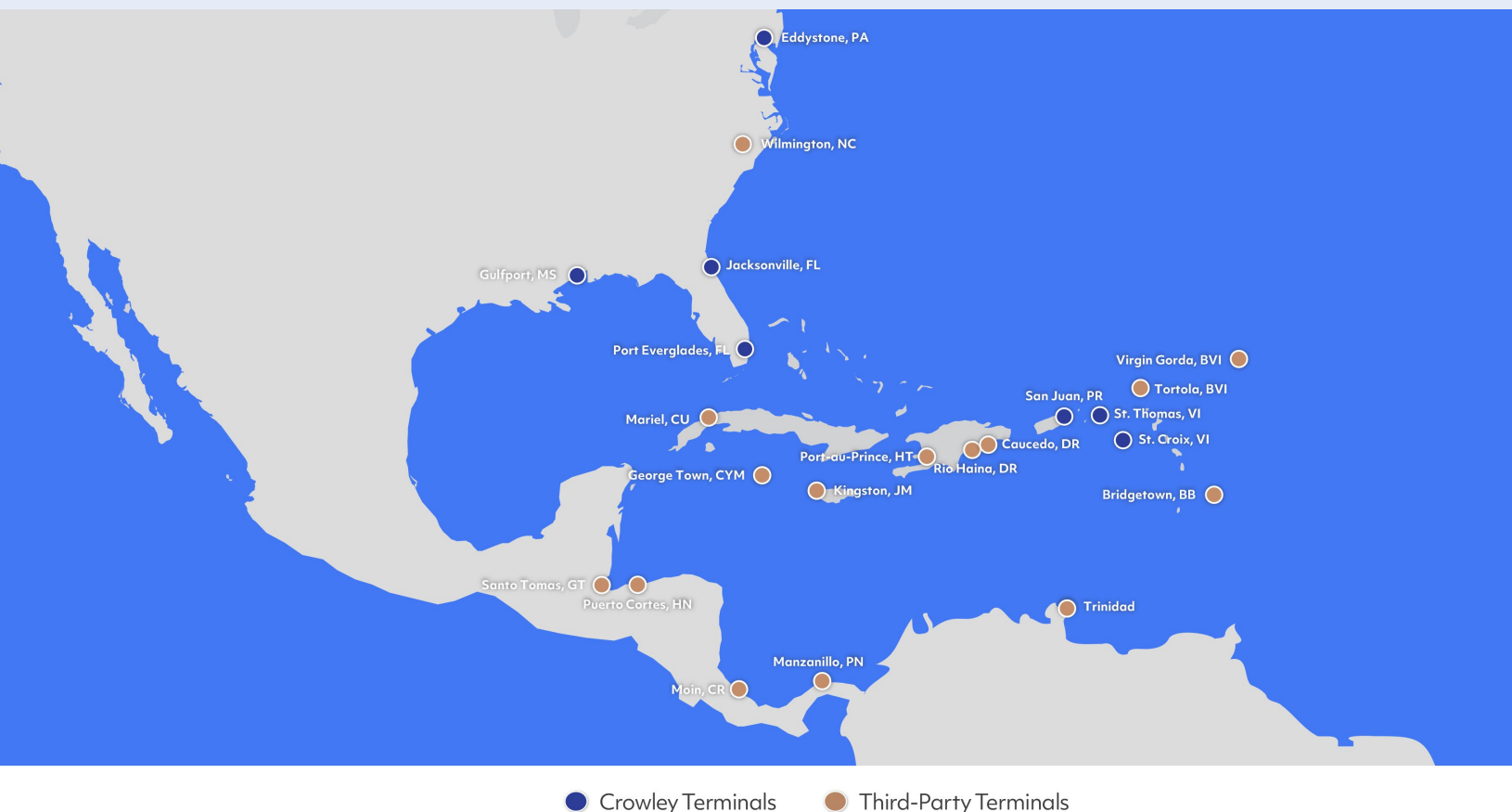
Our infrastructure, U.S.-flag assets, and cultural fluency in the region position us to support missions reliably and efficiently. From our Operations Center, providing real-time command and control, to our extensive network of ports, equipment, and warehouses, we deliver integrated solutions across maritime, land, and expeditionary domains. Our history of success in high-stakes operations, such as the Haiti earthquake response and Ebola support in Western Africa, further solidifies our readiness to meet and exceed logistics requirements.

1 Maritime Transportation and Port Operations

We are one of the largest U.S.-flag operators in the Caribbean, with Jones Act-compliant vessels delivering reliable, scheduled sailings between U.S. ports, Puerto Rico, and regional hubs. Our capabilities include Liner transportation services, ensuring consistent, scheduled cargo movement alongside our other specialized offerings:

- **Vessel Chartering:** Flexible chartering options for diverse cargo needs and timely transport in contested or degraded environments.
- **Dedicated Port Facilities and Stevedoring:** State-of-the-art operations in San Juan, Florida, U.S Virgin Islands, and other locations (see map), with partnerships in Trinidad for regional handling.
- **Temporary Maritime Staging and Lighterage:** Expertise in Logistics Over-the-Shore (LOTS) and afloat storage for remote or infrastructure-limited ports.
- **Specialized Cargo Handling:** Proven proficiency in hazmat, fuel, unit equipment, and sensitive cargo under multiple DoD, FEMA, and DHS contracts, including port-opening capabilities.

Managing more than one million shipments annually in the region positions us to provide DoD with resilient “blue highway” connectivity, critical for joint operations and rapid response.



2 Warehousing, Distribution & Sustainment

With secure warehousing in Puerto Rico, the U.S., and across the Caribbean and Central America plus afloat storage on barges, Crowley delivers robust sustainment solutions. Key features:

- **Prepositioned Inventories:** Ready stocks of energy, sustainment, and construction materials for immediate deployment.
- **Integrated Systems:** Ready connectivity with more than 70 DoD/Government systems.
- **Scalable Temporary Solutions:** Rapid deployment of warehousing or containerized storage near operational sites.

This infrastructure fosters uninterrupted supply chains, positioning Crowley to sustain Government forces, even in austere conditions.



3 Power Generation & Energy Solutions

Our energy division provides turnkey fuel logistics under DLA Energy contracts, including maritime and ground distribution, tank storage, and refueling.

Highlights:

- **Deployable Power Systems:** Diesel, LNG, and hybrid generators from 250 kW to 5 MW+ for expeditionary or contingency base support.
- **Microgrid Design and Installation:** Resilient, off-grid solutions for sustained operations.
- **Energy Resilience Missions:** Proven in hurricane recovery and base sustainment for DoD, FEMA, and DOE.
- **LNG Distribution:** ISO tank containers via vessel, barge and/or truck transport including LNG tankers, LNG transportation, and Floating Storage Units (FSUs).

Our energy expertise enables operational continuity, making Crowley the go-to provider for DoD energy needs in energy-vulnerable regions.

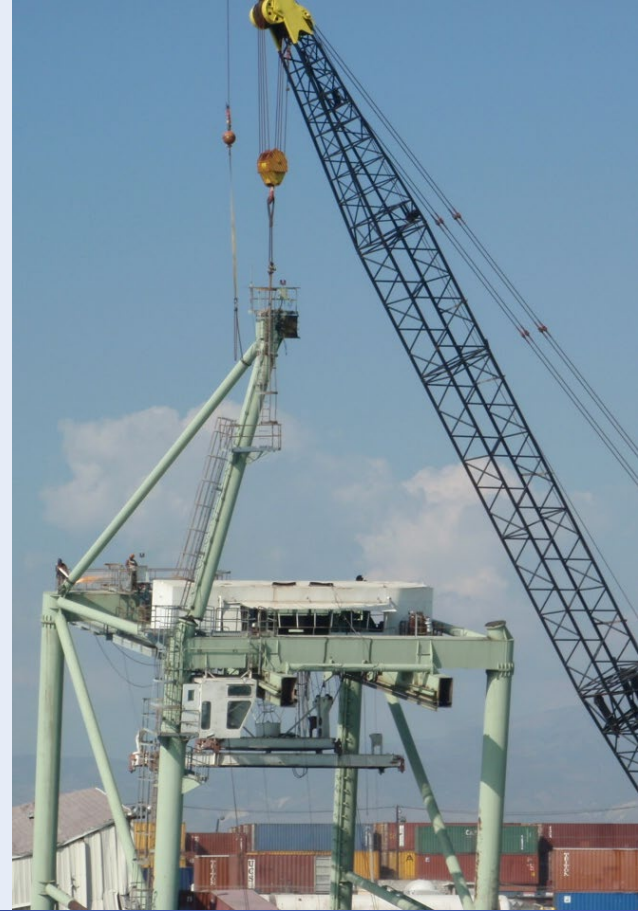
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Shipping, Intermodal & Terminal Operations

Our integrated logistics network connects the U.S. mainland to Latin America & the Caribbean, supporting:

- **Diverse Cargo Solutions:** Containerized, breakbulk, and project cargo, including heavy-lift and oversized military equipment.
- **Secure Facilities:** Customs Trade Partnership Against Terrorism (CTPAT)-compliant processes.
- **On-Demand Charter and Sealift:** Roll-on/roll-off and flat-deck vessels for tactical movements, including reefers, general cargo, and fuel.

This infrastructure fosters uninterrupted supply chains, positioning us to sustain Government forces, even in austere conditions.



Location	Capability	Strategic Value
Puerto Rico (San Juan & Roosevelt Roads)	Terminal, maritime hub, warehousing, energy & port access	Incident Support Base (ISB) staging area for regional sustainment, Humanitarian Assistance and Disaster Relief (HADR), and power projection
Trinidad	Fuel & freight storage and transportation, warehousing and distribution	Gateway to South America and the Caribbean, enabling monitoring and contingency operations

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Turnkey & Expeditionary Logistics Support

Crowley excels in standing up logistics nodes or forward staging bases within days:

- **Site Surveys and Civil Works:** Rapid assessment and infrastructure setup.
- **Fuel and Power Infrastructure:** Immediate deployment for operational readiness.
- **Rapid Deployment Teams:** Experienced in Government operations, disaster response, and humanitarian relief in austere environments.
- **End-to-End Synchronization:** From DLA depot to forward operating site, with 24/7 command and control via Crowley's Control Tower/Ops Center.

Our expeditionary capabilities position Crowley to deliver agile, comprehensive support for Government missions.

WHY CROWLEY?

Unrivalled Positioning for DoD & Joint Logistics Success

- **Regional Presence and Infrastructure:** Decades of proven access and rapport in Latin America & the Caribbean.
- **Jones Act Compliant Fleet:** Enabling secure, compliant operations with the ability to integrate foreign flag and network providers.
- **Integrated Portfolio:** Comprehensive logistics, maritime, and energy solutions under one enterprise.
- **Cultural Awareness and Experience:** Track record in high-stakes missions, including Haiti earthquake response, Ebola support (chartering vessels, warehousing in Western Africa), and tailored solutions like floating storage for fuel, reefers, power generation, and rolling stock.
- **Existing Government Contracts:** USC, VAM, Ship Management, 80% of our portfolio leverages commercial strengths equally valuable to DoD.
- **Rapid Mobilization and Reliability:** Demonstrated in disaster response and humanitarian relief, aligned with Government assured access and resilience objectives.
- **Partnership-Focused Approach:** Collaborative, transparent engagement to meet evolving needs.

Our history of excellence, delivering more than one million shipments annually and supporting critical operations, leaves no doubt: We are the trusted, positioned partner for Government and Joint Logistics.

