

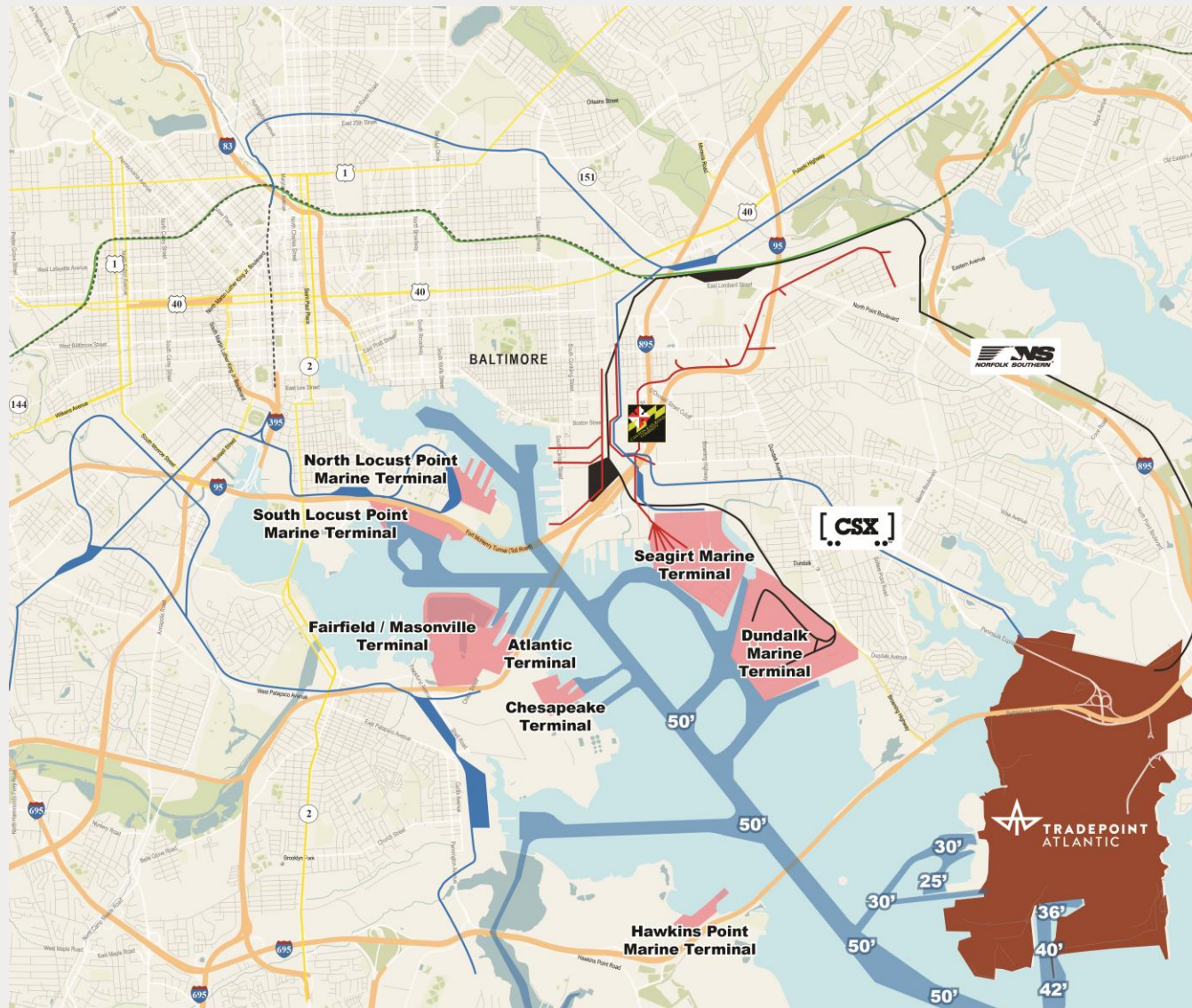
NATIONAL MODEL FOR INFRASTRUCTURE INVESTMENT & COMMERCE - BRTB

FEBRUARY, 2017





STRATEGIC BALTIMORE REGIONAL CONNECTIVITY



- Canton RR
- CSX
- - - CSX (Howard St. Tunnel)
- NS
- NS / Amtrak shared track



THE OPPORTUNITY

- Transformation and repositioning of an iconic 3,100 acre integrated steel mill that went bankrupt in 2012, devastating working class communities and families
 - Demolition of 17 million square feet of former steel mill structures
 - Construction of 15 million square feet of new 21st century facilities
 - On-site port and rail infrastructure improvements and investments
 - From one 19th century steel mill, multiple 21st century operating businesses
- Landmark environmental agreements with EPA & MDE to clean up a century of environmental impact – \$48 million privately funded remediation plan - National model for industry and government coordination
- Master plan to create a new global center for trade and commerce, expanding US export/import efficiencies and manufacturing capabilities
- Unique combination of multi-modal infrastructure - Rail, Marine, Land, Highways
- A complete infrastructure platform providing logistics advantages for the US to compete for global business
- Private investment of over \$2 billion
- Bring thousands of skilled construction, manufacturing, distribution and logistics jobs back to a region hard hit by the decline of American industry

TRANSFORMATION OF AN ASSET

Transforming a 19th century industrial platform, into a 21st century global multi-modal logistics park



Once a beacon of hope in Sparrows Point, Bethlehem Steel Mill was the world's largest steel mill. It embodied the power of American industry, employing 30,000 people at its peak. After 125 years of steel making, the mill finally closed its doors for good in 2012.



WHAT WE HAVE DONE

- Landmark environmental agreement and ongoing clean-up process
- Established a world-class team
- Home to over 800 employees and growing
- Created a brand that will influence global trade and commerce and market Maryland to the world
- Demolished 17,000,000 square feet
- Remediated 12,000,000 pounds of asbestos and 160,000 gallons of PCB oil
- Recycled and reclaimed 98% of existing steel mill including over 1,700,000 tons of metals
- Paid over \$50 million in wages to date
- Over 1,000,000 tons of material reclaimed on site so far. 200,000 tons have been delivered. We will deliver 100,000 tons per week of material for Under Armour.
- Developed a 5-year strategic plan
- Created 4 stand alone businesses from one bankrupt steel mill
 - Tradepoint Marine
 - Tradepoint Rail
 - Tradepoint Development
 - Tradepoint Utility Services

WHAT WE WILL DO

- Capital investment over \$2 billion
- Tradepoint Development will build out 16 million square feet of buildings
- Bring Direct Foreign Investment to Maryland
- Create a new economic center of gravity on the east side of Baltimore
- Move approximately 24 million tons of material as part of reclamation and development
- Reclamation of nearly 3 million tons of material with high iron content from Coke Point
- Build out Tradepoint Rail to handle 35,000 car loads
- Build out Tradepoint Marine to handle 6,000,000 tons of cargo
- Begin construction on a new 900,000 square foot building
- Create a retail center to service the greater Sparrows Point area

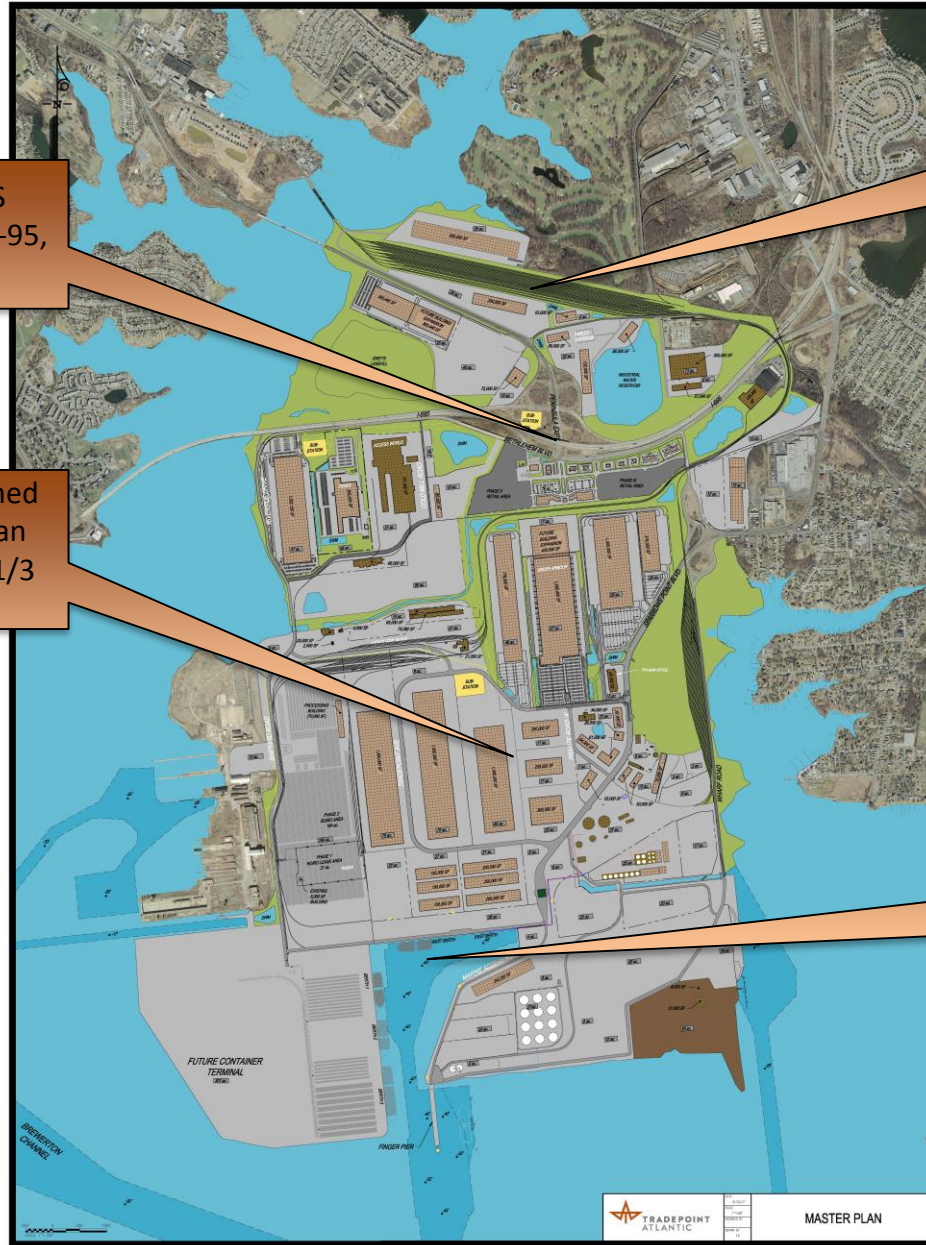


MORE THAN JUST A DEVELOPMENT COMPANY!





NEW GLOBAL CENTER FOR TRADE AND COMMERCE



Direct access to major US interstate network (1-695, 1-95, I-70)

3,100 acres of industrial zoned land in a major metropolitan market; one day's drive to 1/3 of the US population

Rail Access to two class I railroads (CSX & NS); largest privately owned interchange yard on East Coast

Marine terminal with deep water berths; part of the Port of Baltimore

UNMATCHED LOGISTICAL ADVANTAGES

REAL ESTATE

- Immediate access to multiple interstate and regional road networks
- Largest commercial real estate development location in the land constrained Baltimore / Washington market.
- Multiple economic incentives in place to help spur development
- Strong anchor tenants in place with several other high level clients showing interest
- Over 15,000,000 square feet of development planned over 10 years



RAIL

- Fully operational, privately owned and operated short line railroad with over 100 miles of track and connections to two Class I railroads: CSX and Norfolk Southern

MARINE

- Close proximity to Seagirt Marine Terminal with both truck and rail options
- Significant deep water frontage with channel depths ranging from 36'-42' with plans to deepen to 40'-50'
- Functional 1,120' pier to handle bulk commodities with a current depth of 41'



Early tenants validate value proposition and job creation

- 305,000 sf distribution center – **FedEx Ground**
- 1.3 million sf e-commerce distribution house - **Under Armour**
- Slag cement manufacturing facility – **Lafarge Holcim**
- Automobile importer and processor – **Pasha Automotive Group**
- 1.5 million sf of existing re-purposed industrial buildings leased to nationally known third party logistics providers
- Pending \$110 million in Foreign Direct Investment (FDI) to build a manufacturing facility, creating real manufacturing jobs
- 1.6 million tons of marine cargo handled, 6,000 rail cars processed for leading global companies



TRADEPOINT RAIL

- Largest privately owned rail yard on the East Coast with both CSX and Norfolk Southern access
- Short-line railroad with 100 miles of rail on property and plans for expansion
- Currently using 5 locomotives for short-line work allowing for flexibility to serve multiple on-site operations
- Multiple yards throughout the property to handle various business needs
- Currently investing in rail infrastructure improvements to increase capacity
- Fully operational locomotive shop capable of heavy and minor locomotive repairs
- Short-line value added services including;
 - Car storage
 - Car maintenance & repair
 - Car/ tank cleaning
 - Scrapping, trans-loading, etc.



- Over 400 acres reserved for bulk / breakbulk marine associated activity
- Development designed for efficient cargo handling operations



- Design features to include:
 - Economical transit shed design for covered storage
 - Ample amounts of laydown space available for project cargo, bulk / break-bulk cargo.
 - Design concept to reserve acreage for drop-lot / transfer lot for non-TWIC drivers to receive and deliver cargo
 - Storage and transfer area for liquid commodities
 - Site plans incorporating the design of road and rail to networks to maximize the efficiency of traffic and cargo flows which includes loop tracks

GENERATIONAL ECONOMIC IMPACT

Tradepoint Atlantic is positioned to be North America's premier industrial gateway driving the flow of commerce between the US and global markets through unmatched access to land, rail and sea.

Job growth in the here and now

Over 21,000 jobs will be supported by construction phase investments

\$1.2 Billion in associated worker income

\$230 million new taxes generated

\$106 million — new taxes from construction and investment activities

\$124 million — annual new taxes under operations

\$73 million new taxes annually — State of Maryland

\$51 million new taxes annually — Local County

Tradepoint Atlantic has a plan for Sparrows Point: Bring back thousands of jobs to the area and generate billions of dollars in economic activity.

17,000
new jobs statewide

\$3 BILLION
in annual economic impact

1% of Maryland's gross state product



UNEARTHING A 21ST CENTURY MASTER PLAN

A Master Plan that emphasizes cargo handling and logistics and also includes major opportunities for manufacturers, retailers, and specialty service companies.

OVER 16 MILLION square feet will be developed between now and 2025.

Investing in the US and the Baltimore Region

\$2 Billion in investment — Master Plan will require investments exceeding \$2 Billion

\$2.9 Billion annual increase in business sales — From now through 2025



TradePoint Atlantic is a privately held LLC owned by Redwood Capital Investments and Hilco Global.



REDWOOD CAPITAL INVESTMENTS, LLC

Redwood Capital Investments, LLC is the private investment company for the founders of Allegis Group, the largest temporary staffing company in the United States.

The Redwood portfolio of operating companies includes: TradePoint Atlantic, Erickson Living, Thompson Gas, Tarpon Towers, Redwood Rail and Beltway Capital.



Hilco Global is an independent financial services company and the world's premier authority on asset valuation, monetization and advisory solutions.

Hilco Global's real estate acquisitions team has acquired over 40 million square feet of industrial and office properties, including RG Steel – Sparrows Point, RG Steel – Warren, GM Mansfield, GM Pontiac, GM Wyoming, Cooper Tire – Albany, Sony Electronics – Dothan, and Siemens – Elgin.