

# REQUEST FOR PROPOSALS

## Section A – Cover Page

1a. RFP # <b><u>GSUSA00000000005</u></b>	1b. RFP Title: Logistics Strategy Support
2a. RFP Issuance Date: 3/11/2026	2b. Due Date for Questions: 3/16/2026, 5 pm EST
2c. Due Date for Submission of proposals 3/25/2026, 5 pm EST	2d. Expected Period of Services: 4/01/2026 – 9/30/2026
3a. Name of Issuer: Aluminum Oklahoma, LLC (doing business as Oklahoma Primary Aluminum)	3b. EGA POC: Afshan Pathan <a href="mailto:apathan@ega.ae">apathan@ega.ae</a>
4. Funding Award No.: <u>CD0000111</u>	5. Selection Criteria: See section C.
6. Sections Included in this RFP: <ul style="list-style-type: none"> <li>• Section A – Cover Page</li> <li>• Section B – Scope of Services Requested</li> <li>• Section C – Instruction of Offerors</li> </ul>	

## Section B – Scope of Services Requested

### I. BACKGROUND

Emirates Global Aluminium (EGA) and Century Aluminum Company signed a joint development agreement to build the first new primary aluminum plant in the U.S. in almost 50 years, the project named Oklahoma Primary Aluminum. EGA will own 60% of the Oklahoma Primary Aluminum and Century 40%. The facility will be in Inola, Oklahoma, and it is expected to produce 750,000 tonnes of aluminum per year, more than doubling current U.S. output. It will create about 1,000 permanent jobs and 4,000 construction jobs.

EGA is a global aluminum leader with integrated operations spanning alumina refining, aluminum smelting and recycling. The company operates two major smelters and an alumina refinery in the UAE, as well as recycling facilities in Germany and Minnesota.

Century Aluminum is the largest U.S. producer of primary aluminum, with additional operations in Iceland, the Netherlands and Jamaica.

Oklahoma Primary Aluminum brings together EGA's world-class smelting technology and project expertise with Century's extensive history operating U.S. smelters and domestic supply chains. Once operational, the plant will be the largest primary aluminum facility in U.S. history. With about 85% of U.S. aluminum currently imported, the project will significantly expand domestic supply and strengthen the American aluminum workforce.

Oklahoma Primary Aluminum is being developed at the Tulsa Port of Inola, on the Verdigris River, a tributary of the Arkansas River and part of the McClellan–Kerr Arkansas River Navigation System (MKARNS). This system provides direct connectivity from the Gulf Coast to Inola, but it operates with physical constraints: 9-foot channel depth, 150-foot channel width, and 18 locks and dams, with lock chambers limited to nine barges in a 3-by-3 configuration. While this connectivity is a strategic advantage, it introduces complexity, including seasonal navigability issues, lock scheduling, and the need for viable contingency solutions such as barge storage or alternative rail transport.

The main raw materials that will need to be imported during operations are alumina, calcined petroleum coke, aluminum fluoride (all dry bulk materials), and liquid pitch (hazardous industrial liquid chemical requiring transportation at 350-400 degF temperature).

The end-to-end inbound logistics chain for raw materials via the river is expected to operate as follows:

- Arrival of Panamax or Handymax vessels at midstream buoys near the Port of New Orleans
- Unloading by stevedore service providers into river barges (either directly or by unloading on a port first, then loading again on river barges)
- Tow-boat barge transport north via the Mississippi and Arkansas Rivers through the MKARNS system. Contingency storage of barges at the Port of Catoosa during river interruptions (this option needs to be confirmed)
- Final unloading at Inola, where material will be unloaded from the barges and transferred directly into a conveyor system connecting the port to the silos on-site

- Storage of raw materials on site or at the Port of Catoosa, some raw materials may require covered space, some require dry and even conditioned and temperature controlled warehousing is required.

Furthermore, for the construction phase as well as in operations there will be significant number of construction and maintenance materials that will require unloading, storage and conservation (i.e. suitable keeping until use). This requires road and rail connections to main ports (Mobile, New Orleans + brage MKARNS and LB/LA + Rail). Furthermore, need to establish airfreight routes for the purpose of specialty equipment and emergency logistics. Certain warehousing capacity is required during the construction phase but most certainly during operations, both for some raw materials (alloys) as well as for equipment.

The smelter site also has rail access, which could be used as a secondary option for raw materials imports. Against this backdrop, the Project requires a comprehensive inbound logistics strategy to ensure secure, efficient, and reliable supply chains:

- Operations Phase: managing the annual inbound flow of approximately 1.7 million tons of raw materials and key consumables. This will include optimization of the full logistics chain from vessel arrival in New Orleans (establish best point of unloading for continuous flow of Panamax), unloading onto barges and tow-boat transport through MKARNS, barge storage contingencies, rail as backup or supplemental option, and final conveyor transfer into the facility. Storage capacity and silo location and space needs to be established to facilitate the continuous supply to the operations (smelter) with min. stock levels and reorder levels to cater for contingencies for logistics disruptions.

## II. PURPOSE

The objective of this RFP is to engage a specialized logistics advisory firm (Advisor) to validate and design this inbound logistics framework. The Advisor will help Oklahoma Primary Aluminum establish a resilient, cost-effective, and future-proof solution that ensures uninterrupted supply during long-term operational efficiency, while ensuring compliance with all regulations.

Construction of the project is supposed to start by the end of 2026.

EGA and Century do not currently have a permanent on-the-ground presence in Oklahoma, with project executives traveling as required. A dedicated Project team is being established and will include a mix of technical personnel present locally in Oklahoma, as well as industry experts from EGA and Century supporting technical and commercial aspects. For the purposes of this engagement, close coordination and alignment with EGA and Century's Logistics teams will be expected. In addition, the Advisor is expected to work closely with other external stakeholders such as the Tulsa Ports, barges operator, BFS engineering consultant, supply chain advisor, and legal advisor

The Advisor shall ensure that all assessments, analyses, and recommendations fully comply with applicable U.S. and international regulations, industry standards, and recognized best practices, including but not limited to:

- U.S. Coast Guard (USCG) and U.S. Army Corps of Engineers (USACE) regulations governing inland waterways, navigation, and port operations
- The Merchant Marine Act (Jones Act)

- U.S. Environmental Protection Agency (EPA) guidelines for the transport, handling, and storage of bulk materials, including environmental protection requirements
- Occupational Safety and Health Administration (OSHA) standards to ensure safe loading, unloading, and site material handling operations
- Best practices for inland waterborne logistics, including API RP 754 for process safety performance and monitoring of critical operations
- Review all applicable U.S. and international regulations governing the transport of hazardous materials — including 49 CFR Parts 171–180, the IMO IMDG Code, OSHA 29 CFR 1910.1200, EPA 40 CFR 260–279, and USCG 33 CFR Part 126 — to confirm full compliance of our proposed logistics framework.

### **III. PROJECT CONTACTS**

The following are EGA and Century Aluminum’s lead administrative project team:

#### **EGA**

- Ziad Fares – Project Director
- Abdessadek Karimi – Senior Director, Sales & Sourcing
- Fadi Saba - Commercial

#### **Century Aluminum**

- Agust Hafberg – SVP, Chief Commercial Officer
- Paul Daday – VP, Corporate Development and FP&A
- Ross Hardy – Senior Procurement Manager

### **IV. SCOPE OF WORK**

The Advisor will be required to develop a comprehensive inbound logistics strategy for Oklahoma Primary Aluminum, to ensure smooth and uninterrupted Operations (raw materials and consumables). The strategy must be, cost-competitive, and resilient to risks and aligned with regulatory and sustainability requirements.

### **V. ROLES AND RESPONSIBILITIES**

The selected service provider will be responsible for the following tasks within each of the categories below, with oversight by an EGA and/or Century Aluminum designated official:

#### **Analysis of Current and Potential Inbound Logistics Options**

1. Data Collection and Validation
  - a. Review project documentation including construction schedules, material forecasts, and technical specifications.
  - b. Collect baseline data on volumes, origins, delivery timelines, and handling requirements for operations and raw materials (e.g., alumina, coke, pitch, fluoride salts, fuel, critical spares).
  - c. Validate assumptions with internal stakeholders and align with project milestones.

## 2. Logistics Chain Mapping

### a. Raw Materials:

- i. Map the inbound logistics chain, from vessel arrival at New Orleans midstream buoys through barge transfer to Inola, including ship unloaders, tow-boat transit, lock scheduling, and final conveyor delivery at Inola.
- ii. Identify interfaces across ports, barges, rail, trucking, and other facilities.
- iii. Storage capacity required for short and long term and positioning of the storage, should this be near the seaport, Catoosa, Inola, on-site or a combination.
- iv. Determine and establish best options for different materials, like coke, alumina and liquid pitch (heated tankers).

## 3. Maintenance Materials and containerized Raw materials

- a. Determine optimized logistics flows into project site from different regions in the world, mainly from Asia and Europe (subject to material lists).
- b. Identify best means of transport, i.e. breakbulk, container, air etc.
- c. Storage capacity required for short and long term.
- d. Unloading locations and transfer to project site.

## 4. Rail Infrastructure and Feasibility

- a. Assess the current rail infrastructure at Inola, including existing tracks, operators, connectivity to the site and line capacity.
- b. Identify the requirements to make rail a feasible option, including potential spur construction, sidings, unloading/loading facilities, and site integration.
- c. Outline regulatory, permitting, and partnership considerations with rail operators.
- d. Provide a qualitative assessment of when and how rail could realistically supplement or substitute barge transport.
- e. Review network of transloading stations truck / barge to rail and vice versa.

## 5. Regulatory and Compliance Review

- a. Identify all international, federal, state, and local regulatory requirements affecting inbound logistics, including hazardous material transport, customs/trade compliance, port authority rules, DOT/rail weight restrictions, and environmental permitting.
- b. Recommend strategies to mitigate compliance risks and streamline approvals and licensing to transport and store the materials (onsite or off site).

## 6. Infrastructure and Site Interface

- a. Assess infrastructure needs at Inola (e.g. potential rail siding, unloading facilities, storage areas)
- b. Evaluate off-site facilities (midstream terminals, fleeting/storage areas, warehouses, transloading sites).
- c. Define infrastructure gaps relative to expected construction and operational flows.

## 7. Risk and Sensitivity Analysis

- a. Identify risks such as weather impact, river interruptions, lock congestion, rail reliability, capacity constraints, environmental impacts, and regulatory constraints.

- b. Conduct sensitivities on transit times, volumes and supply interruptions to above risks.
- c. Propose contingency solutions, including rail substitution, storage buffers or alternate routing.

## Design of an Optimized Inbound Logistics Strategy

1. Operations Phase Strategy
  - a. Design the inbound logistics framework for ~1.7 million tpa of raw materials and consumables, integrating barges, tow-boat operations, and rail as a backup or supplemental mode.
  - b. Recommend the optimal barge fleet strategy (dedicated fleet vs. spot contracting), tow-boat scheduling, and storage management (site and Port of Catoosa).
  - c. Define operational triggers for switching to rail during extended river outages or disruptions.
  - d. Recommend inventory and buffer stock strategies to ensure continuity of supply while minimizing working capital.
  - e. Define best routing of containerized and breakbulk raw materials (anodes).
2. Commercial and Cost Analysis
  - a. Develop detailed cost models (CAPEX, OPEX, lifecycle costs) for each viable logistics scenario.
  - b. Benchmark logistics costs against comparable aluminum smelters in the U.S. and globally.
  - c. Highlight cost trade-offs between resiliency and efficiency (e.g. should rail be considered as an option given risk-benefit analysis)
  - d. Based on above analysis, recommend operating model for each option. For example:
    - i. Develop, own and operate barges or,
    - ii. Contract a barge operator to provide services for the full lifetime of the smelter or,
    - iii. Contract a barge operator during early years, then transition to owning and operating barges once the project reaches maturity.
3. Sustainability and Compliance
  - a. Assess environmental impact of logistics operations, including emissions and energy.
  - b. Recommend greener options, opportunities for lower-emission transport options, optimized routing, and alignment with state/federal sustainability initiatives.
  - c. Assess commercial viability of such recommendations (as per previous step).
4. Soft sounding with market players
  - a. Identify a list of potential service providers (e.g. rail operators, barge operators, heavy-haul carriers) and reach out to understand interest in potential collaboration, willingness to invest capacity for the project, available capacity on relevant routes, potential constraints, infrastructure capabilities, pricing, and commercial model, etc.
  - b. Seek non-binding agreements from these providers to present as part of the BFS.
5. Implementation Roadmap
  - a. Provide a phased roadmap of recommended logistics solutions, aligned with project milestones (BFS → FEED → FID → construction → operations).
  - b. Prioritize actions by cost, risk mitigation impact, and feasibility.

- c. Identify quick wins (early-stage decisions such as barge fleet contracting) versus long-lead requirements (infrastructure, permitting).

Key Deliverables

1. Kick off document
  - a. Workplan and timeline, data request, stakeholder engagement plan
2. Baseline assessment report
3. Inbound logistics strategy for both construction and operations phase
4. Financial analysis
  - a. CAPEX, OPEX, lifecycle costs, benchmarking
5. Risk assessment and mitigation plan
6. Execution roadmap
7. Supporting data and tools (editable cost models, route mapping, risk register and source documentation)

## Section C – Instructions to Offerors

### PROPOSAL SUBMISSION

If you intend to participate in the tender, provide the details of your designated contact person in the table below and return it by email to [jradhakrishnan@ega.ae](mailto:jradhakrishnan@ega.ae); [aptham@ega.ae](mailto:aptham@ega.ae)

Description	Details
Company Name (as per trade license)	
Company Address	
Primary Contact Person	
Contact Details	
Email ID	

Note that the tender will be managed on **SAP Ariba**. All related documents, along with the RFP, will be uploaded on the platform for your reference. You may submit your responses directly through Ariba.

Also note that all future communication regarding this tender will be conducted through Ariba. This includes questions and answers and proposal submission.

Please submit a technical proposal and cost proposal for evaluation by the due date mentioned in section A - Cover Page.

### GENERAL INFORMATION

This RFP is being issued in anticipation of a federal award from Department of Energy (DOE). The selected Offeror resulting from this RFP shall be considered a Contractor under the federal award between the Buyer and the U.S. DOE. Therefore, certain contract provisions from the federal award shall apply to the selected Offeror. An example of such Terms and Conditions is available at [2 CFR 200, Appendix II](#). Please review these terms and ensure you are able to comply with such terms that may apply to these services. Additional terms may be applicable, which will be shared with the Offeror as soon as Buyer receives the award.

A contract under this procurement is subject to approval from the Department of Energy. The selected Offeror shall be submitted to the DOE for approval. In case DOE does not approve the selection of the chosen Offeror, Buyer shall negotiate with the next best proposal received in the best interest of the project and DOE.

### PROPOSAL FORMAT

A competitive proposal is the official response by a Bidder to a Request for Proposal (RFP) solicitation where competitive negotiations procedures will be used to evaluate and select the proposal judged to be the most highly rated on the basis of merit, experience, price, and price-related factors. In the competitive proposal process, price will not necessarily be the predominant factor in the award decision.

The technical proposal shall include the following:

1. Firm Overview
  - a. Background and history of the firm
  - b. Office locations, with emphasis on presence in or near Tulsa, Oklahoma
  - c. Core areas of expertise

2. Proposed Project Team
  - a. Names, roles, and bios of key team members
  - b. Relevant experience and qualifications
3. Capabilities and Approach
  - a. Description of firm's capabilities relevant to the scope of work
  - b. Experience in operating or developing logistics strategies for industrial companies or heavy import-export volume companies in the area near Tulsa, Oklahoma is a plus.
  - c. High-level description of how the firm would approach the scope of work
  - d. Recommended additional services, if applicable
4. Relevant Experience and References
  - a. 1-2 case studies of similar past work
  - b. 2-3 client references

The commercial proposal shall include the following:

1. Budget
  - a. Recommended lump sum basis to conduct the engagement
  - b. Consider including optional services as separate discretionary projects
  - c. Any additional anticipated reimbursable expenses
2. Cost Proposal
  - a. Provide a detailed cost breakdown by role, including hourly rates, estimated hours and total projected costs per position.
  - b. Outline costs for each major service and specify if based on time and materials

## **BID EVALUATION CRITERIA**

Proposals will be evaluated based on a techno-commercial evaluation:

- Technical proposal weight: 60%
- Commercial proposal weight: 40%

The technical proposal will be evaluated against the below criteria:

1. Relevant Logistics Experience including Personnel (U.S. / Oklahoma Focus) (30 points)
  - a. Experience providing logistics services across the U.S., with specific experience shipping into and out of the Oklahoma region
  - b. Demonstrated qualifications and use of relevant skills on comparable engagements
  - c. Key personnel: preferred minimum of 10 years of relevant experience
  - d. Other proposed staff: preferred minimum of 3 years of relevant experience
  - e. Availability of backup personnel in the event of turnover of key staff
  - f. Clarity on whether proposed personnel will be dedicated to this project or shared across multiple engagements
2. Approach and Responsiveness to the RFP (30 points)
  - a. Clarity, organization, and analytical rigor of the proposed approach
  - b. Demonstrated understanding of and responsiveness to all RFP requirements

3. Multimodal Logistics Experience (20 points)
  - a. Experience across rail, road, and waterways
  - b. Ability to meet or exceed all tasks identified in the RFP
  - c. Number, type, and materiality of any proposed exceptions
4. Project Timeline and Execution Plan (20 points)
  - a. Feasibility and clarity of the proposed timeline
  - b. Alignment with project milestones and deliverables

To qualify, bidders must score on the technical proposal above the 70% threshold.

The commercial proposal to cover cost-effectiveness and value

1. Number of hours for each position.
2. Hourly rates for each position.
3. Other items of cost.
4. All costs must be reasonable, allowable, and allocable, and comply with the appropriate cost principles.

EGA and Century will conduct a comprehensive and impartial evaluation of all proposals. Each proposal will first be analyzed to determine overall responsiveness and completeness. Failure to comply with the instructions that do not satisfy the bid requirements may deem a proposal non-responsive and may, at the discretion of EGA and Century, be eliminated from further consideration. The proposal evaluation and selection process will be based upon the evaluation of the information provided, analysis will be applied to each category (overall cost, schedule, capabilities, and experience) to produce a score for each criterion. The sum of these scores will provide an overall rating to be compared against other bidders. Each bidder should provide detailed responses including reference to any existing “in house” procedures, policies, etc. as they reference all requirements of this RFP.

Failure to provide information to the criteria may deem a proposal non-responsive and may, at EGA and Century’s discretion, be eliminated from further consideration. EGA and Century reserve the right to conduct other evaluations and measurements of the bidder’s responses as may be required in order to make an informed decision.

There will be no public opening for this RFP.

EGA and Century plan to review submissions and may conduct interviews with selected Bidders it determines can best meet the requirements outlined below. Negotiations will be held on both the scope and the cost, to select the firm that Century believes can best satisfy its requirements at rates it perceives are reasonable for the services provided.

#### **OTHER CONDITIONS**

This RFP is not a binding promise to issue a contract. Buyer may at any time withdraw this RFP.

All costs to prepare this proposal shall be borne by the Offeror. There shall be no expectation for reimbursement of costs for proposal preparation. Offeror shall not provide any bribes, favors or kickbacks to any employee of the Buyer in the hope of a favorable result.

#### **BIDDER’S QUESTIONS AND ANSWERS**

Buyer shall also receive any questions through Ariba by the due date mentioned in the Cover Page.



## **SUBMISSION INSTRUCTIONS**

Technical and commercial proposals are to be submitted separately.

Offeror shall submit their proposals by the due date listed in the Cover Page through Ariba. Any proposals received after this date and time may not be reviewed at the Buyer's discretion.

## **CAUTIONARY STATEMENT**

This RFP and statements made by Century Aluminum Company and its management therein contain "forward-looking statements" within the meaning of the Private Securities Litigation Reform Act of 1995, which are subject to the "safe harbor" created by section 27A of the Securities Act of 1933, as amended (the "Securities Act"), and section 21E of the Securities Exchange Act of 1934, as amended (the "Exchange Act"). Forward-looking statements are statements about future events and are based on our current expectations. These forward-looking statements may be identified by the words "believe," "expect," "hope," "target," "anticipate," "intend," "plan," "seek," "estimate," "potential," "project," "scheduled," "forecast" or words of similar meaning, or future or conditional verbs such as "will," "would," "should," "could," "might," or "may." Forward-looking statements, for example, may include statements regarding: Our plans and expectations with respect to future operations of the Company and its subsidiaries; Our ability to realize the full amount of the DOE \$500 million grant, to negotiate favorable terms and conditions related to such grant, to raise additional capital through additional grants, incentives, subsidized loans and other debt and equity funding to support construction of a new aluminum smelter; Our ability to access existing or future financing arrangements and the terms of any such future financing arrangements; and Our future business objectives, plans, strategies and initiatives, including our competitive position and prospects.

Where we express an expectation or belief as to future events or results, such expectation or belief is expressed in good faith and believed to have a reasonable basis. However, our forward-looking statements are based on current expectations and assumptions that are subject to risks and uncertainties which may cause actual results to differ materially from future results expressed, projected or implied by those forward-looking statements. Important factors that could cause actual results and events to differ from those described in such forward-looking statements can be found in the risk factors and forward-looking statements cautionary language contained in our Annual Report on Form 10-K, our Quarterly Reports on Form 10-Q and in other filings made with the Securities and Exchange Commission. Although we have attempted to identify those material factors that could cause actual results or events to differ from those described in such forward-looking statements, there may be other factors that could cause actual results or events to differ from those anticipated, estimated or intended. Many of these factors are beyond our ability to control or predict. Given these uncertainties, the reader is cautioned not to place undue reliance on our forward-looking statements. We undertake no obligation to update or revise publicly any forward-looking statements, whether as a result of new information, future events, or otherwise.

\*\*\*\*\*END OF DOCUMENT\*\*\*\*\*