

An aerial photograph of the Port of Tacoma, showing various industrial buildings, docks, and a large body of water. The image is partially obscured by a dark blue curved shape on the left and a light blue curved shape on the right.

Port of Tacoma Strategic Plan (2012 – 2022)



TODAY'S DISCUSSION:

- Thank You
- Key Competitive Trends
- Strategic Investments
- Performance Metrics

KEY COMPETITIVE TRENDS

“To be a top seed, a gateway must offer the ultimate customers – the shippers – the best value for their money.”

Journal of Commerce, 03/26/12



KEY COMPETITIVE TRENDS

“BATTLE OF THE BIG SHIPS – West Coast Ports already handle some of the largest vessels afloat, but the 13,000-TEU vessels will require a new level of productivity.”

Journal of Commerce, 04/23/12



KEY COMPETITIVE TRENDS

PORT OF THE FUTURE



“A multimillion –dollar investment in automation will create the most productive US terminal in history (Port of Long Beach).”

Journal of Commerce, 04/30/12



KEY COMPETITIVE TRENDS

“ASIA AND DALLAS JUST GOT A WHOLE LOT CLOSER”

BNSF and Maersk line offering flagship routes:

- *Non-stop service & fixed day arrivals
- *Chicago, Dallas, Houston, Memphis & Northwest Ohio



MAERSK



News Release

Board Approves Incentives to Attract More Cargo - Larger Ships and rail-bound containers will get financial breaks



KEY COMPETITIVE TRENDS

“British Columbia to Invest \$25 Billion in Infrastructure to Capture More Asian Trade”

Transportation Issues Daily, 04/07/12



“High Costs Shift Export Business South:
Cost of shipping from PNW to Asia double
cost of Southwest”

CapitalPress.com, 05/25/12

MAKE STRATEGIC INVESTMENTS

Develop highly efficient container terminal
on General Central Peninsula

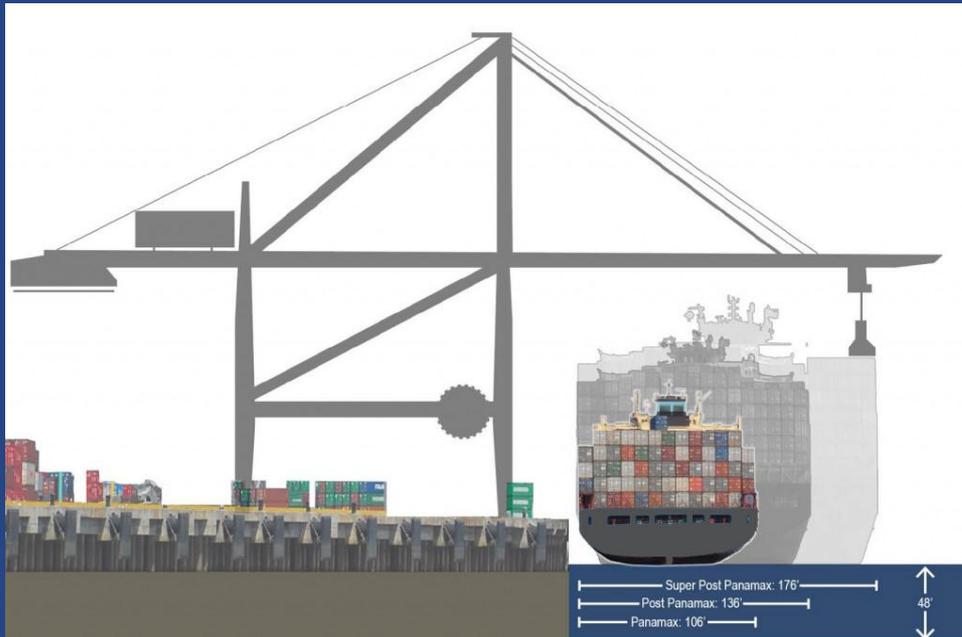


Illustration courtesy Flexsim CT



MAKE STRATEGIC INVESTMENTS

Ensure efficient navigation for larger ships



MAKE STRATEGIC INVESTMENTS

- Expand Tideflats rail capacity
- Improve mainline rail performance/capacity



MAKE STRATEGIC INVESTMENTS

Develop Blair Waterway bulk facility



MAKE STRATEGIC INVESTMENTS



Customer Care - "Best in Class" standard



MAKE STRATEGIC INVESTMENTS

Community Pride



Complete SR 167

Grow responsibly



PERFORMANCE METRICS

10 Targets in 10 Years



- Double container volume to 3 million TEUs
- Double dry bulk to 12 million metric tons
- Increase breakbulk by 30% to 200,000 short tons
- Increase auto imports by 20% to 200,000 units
- Improve Port operating margin by 30%

PERFORMANCE METRICS

10 Targets in 10 Years



- Increase net income by 50%
- Increase return on assets by 35%
- Clean up additional 200 acres of Port-owned contaminated property to industrial standards
- Reduce diesel pollutants from cargo operations by 85% from 2005 baseline
- Increase Port-related direct jobs by 4,700 and indirect jobs by 2,000

Thank You

