



People. Partnership. Performance.





A revitalized purpose,
sharper focus
and new attitude.

What does the future hold?

The future is here. The time is now. And it's happening at the Port of Tacoma. We know the industry is changing and customers today expect more. We have always been prepared to act and poised to grow.

The arcs and connection points of our new logo symbolize our refocused mission to **deliver prosperity by connecting customers, cargo and community with the world**. With an emphasis on connections — the critical human and intermodal connections — that make our Port, and community, unique.

Over the last century, these overlapping connections have boosted us from a small resource port, to an industrial manufacturing center, to a major international gateway.

But behind the most sophisticated technology and equipment are people. A highly skilled, dedicated team, committed to earning customer confidence and the public trust.

You are the reason we do what we do.

In old sailing ships, “partners” were the heavy timbers that strengthened a ship’s deck to support a mast. That seems a fitting reminder as we set off on this new course. Together. With a sharper focus and a new attitude.

Our people are passionate about logistics and focus on adding value to our customer supply chains, and our commitment to this new mission will shape our shared future.



Four areas of focus.

The essence of our strategic plan focuses on four areas that build on our specific strengths to make these connections. It's a hefty list, but our high-performing people are prepared to make it happen.

1. Strategic Investments

We will make strategic investments that enhance the Port's infrastructure (waterways, terminals, roads, rail, industrial properties) to create the most efficient, productive and cost-effective system possible to move our customers' freight to the marketplace.

- Redevelop and expand the general central peninsula to efficiently handle the world's super ships of tomorrow. Make any necessary adjustments to the width and depth of our waterways to ensure efficient navigation.
- Expand rail capability for mile-and-a-half-long full unit trains, and capacity with a second rail crossing over the Puyallup River.
- Develop more nearby support services, such as warehousing and transload facilities.

2. New Business Opportunities

To create opportunity for future investments, we will focus attention on attracting new business opportunities that have healthy income streams and increase the diversity of the Port's business portfolio.

- A new bulk facility on the Blair Waterway to meet high demand.
- Work with our customers to expand and enhance existing cargo terminals to grow as the market grows.
- Help build that market by working to attract more cargo from large retailers.

3. Customer Care

We're serious about our tagline "People. Partnership. Performance." We will continue to demonstrate great care for our business relationships with customers and key stakeholders.

- Build upon our Customer Care Program to make it "Best in Class."
- Develop future cargo capacity in partnership with the Puyallup Tribe.

4. Community Pride

Business development, environmental stewardship and livable communities go hand-in-hand. We continually hear that our community's support of the Port and trade-related jobs is a key competitive advantage. We intend to grow the Port responsibly, to ensure continued trust in our collective future.

- Committed to the completion of State Route 167 to benefit commuters as well as freight.
- Enhance connections to Interstate 5, specifically the Port of Tacoma Road interchange.
- Move toward zero-emission technologies at our cargo terminals, and continue to clean up contaminated properties and restore critical habitat.

4



10 targets in 10 years.

1. Double container volumes to 3 million TEUs.
2. Double dry bulk volumes to 12 million metric tons.
3. Increase breakbulk volumes by 30% to 200,000 short tons.
4. Increase auto imports by 20% to 200,000 units.
5. Improve our operating margin by 30%.
6. Increase net income by 50%.
7. Increase return on assets by 35%.
8. Clean up an additional 200 acres of Port-owned contaminated property.
9. Reduce diesel pollutants from cargo operations by 85%.
10. Increase Port-related direct jobs by 4,700 and indirect jobs by 2,000.

Brand Promise

Brand Experience

Brand Image

Making Better
Connections

Premier Service
Gateway

People

Place

Communications

A new promise, better
experience and more
compelling image.

Re-branding the vision.

A compelling brand image motivates customer demand and loyalty. Increasing competition makes differentiation more critical. While the Port has transformed, our brand identity had not changed in more than 30 years.

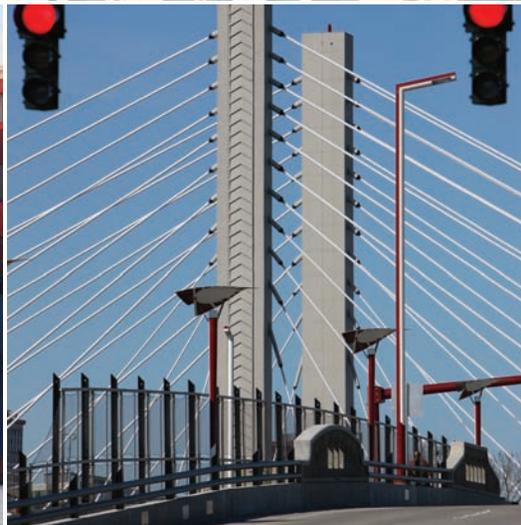
The word “brand” originates from the practice of cattlemen using a burn-on symbol to protect a valuable asset. Brands still satisfy that basic human need to distinguish one thing from another, but have evolved from a focus on “what it is” to “how it makes you feel.”

Our new brand promise — **Making Better Connections** — sets the expectation for how we are different from competitors, relevant to our customers and authentic (true to what we can actually deliver).

Our personality is summarized by three cue words that define how we want the customer to “feel” about our brand experience:

- **Open** Plentiful land for expansion. Flexible attitude and inviting culture. Transparency in communications.
- **Connected** Major international gateway. Strong relationships with the community, customers and labor. Intermodal velocity. Transload and distribution center proximity.
- **Committed** Efficient and reliable operations. Environmental steward. Key employer and economic engine for the region.

Our brand experience is delivered first through communications like the logo and tagline, then interaction with the place (facilities and services) and — most importantly — by contact with our people.



3 Modes of Transport

Water, Rail, Road

3 Iconic Structures

Ships, Tacoma Bridge, Cranes

3 Points of Connection

Customers, Cargo, Community

The meaning behind the mark.

The new mark reflects the Port's contemporary vision and revitalized strategic purpose. The meaning of this mark communicates an idea and not just a function.

The cornerstone of our new brand identity is a signature mark that visually expresses our new mission, brand promise and personality.

During the development process, we drew inspiration from the abstract shapes and linear patterns in our physical environment, such as the dramatic curve of a ship's hull and the bold architecture of the cranes.

We were also inspired by the distinct lines and repetitive patterns of the crane profiles and very linear architecture of the iconic Tacoma bridge, the downtown gateway to the Port.

The architecture of the symbol itself is **Open** because it is not contained by a shape. Curved arcs imply flexibility, open lines of communication, and geographic connections.

The overlapping arcs form an abstract of a ship's hull and the letter W to reinforce our location. These lines symbolize dynamic partnerships and are **Connected** at three points to reflect customers, cargo and community.

Like a sturdy fabric or a series of check marks, the lines are interwoven to demonstrate that we are **Committed** to efficient and reliable intermodal pathways.

All that matters is what's ahead.

We are one of the shortest and most efficient land-sea connections between Asia, U.S.A. and the Midwest. Our naturally deep water harbor is ready for the super ships of tomorrow, and the on-dock rail system we helped pioneer gets cargo to East Coast destinations faster than all-water shipping routes. Nearby transload and distribution centers shorten transit time. And prime industrial land is ready for development.

Our customers can count on more efficient on-time delivery. Time after time. And our community welcomes and values trade-related jobs.

Underneath it all is our deep desire to exceed expectations.

Every day.

