

## Steve Metruck

### State of the Port Remarks

- Good morning, everyone!
- For those of you I have not met, I am Steve Metruck, Executive Director for the Port of Seattle.
- Thank you for joining us today here at Pier 66!
- This is a special State of the Port because – for the first time– we are at our own Bell Harbor Conference Center and co-located with our Pier 66 cruise terminal, right on our beautiful working waterfront.
- It’s great to be here today, to reflect on last year’s progress and look forward to the opportunities ahead.
- As we begin today, I would like to start with a Land Acknowledgement.
- We are meeting on the ancestral lands and waters of the Coast Salish people, with whom we share a commitment to steward these natural resources for future generations.
- We take these relationships and obligations seriously and are grateful to our Tribal nation partners for sharing their time and expertise on our shared priorities.
- There are many **Elected officials, Consul Generals**, and staff representatives here today.
- Please stand and be recognized.
- This includes our own Port of Seattle Commissioners Sam Cho, Hamdi Mohamed, and Fred Felleman...Outgoing Commission President Toshiko Hasegawa and incoming 2026 Commission President Ryan Calkins.
- Thank you all for your support and continuing efforts for all that you do.
- Thank you as well to Port staff, and others who made today’s event possible, and those who prepared and are serving our breakfast this morning.
- Finally, thank you! To our partners in the audience.

- The Port does not work alone.
- It is our partnership with tenants, vendors, contractors, Labor, concessionaires, and neighbors **that make our shared success possible.**

### **State of the Port 2025 – Overview Audience Will Hear Today**

- Here is what you can expect today.
- First, I will briefly cover our achievements in 2025, their intersection with regional priorities, and what is on the horizon for 2026.
- Finally, each of our Commissioners will add their perspective on key projects and programs that advance our mission.

### **Introducing Wendy Reiter**

- Let's talk about 2025, and let's begin with our progress at Seattle-Tacoma International Airport – otherwise known as "S-E-A".
- But before we do that, I want to take a moment to welcome our new Aviation Managing Director, Wendy Reiter.
- Wendy, can you please stand up to be recognized. We are very pleased to have a such a great leader and veteran of the aviation industry leading our great team at S-E-A. Thank you, Wendy.

### **State of SEA 2025 – Passenger & Operational Review**

- Wendy has assumed a job with many challenges and opportunities.
- Demand for air travel in our region remains very strong.
- In 2025, nearly 53 million passengers traveled through S-E-A, our highest year for operations ever.
- While the volume of passengers is higher, the overall number of aircraft and operations is lower because of newer planes with larger load factors.
- I want to note the 30 million annual passenger line on the graph, is about the capacity we are built to serve... more on that later.

### **State of SEA 2025: Upgrade SEA –Airport Improvements**

- Last year I highlighted our ambitious investments in the airport's facilities to help passengers move through the airport safely and efficiently... with a plan to spend \$4.8 billion on capital over the next 5 years.

- This year, we are reaching the completion of a chapter... We are in a “ribbon cutting era.”
- In 2025, we finished a complete renovation of Checkpoint 6, and opened the new Checkpoint 1, which allows passengers to go through security straight from the arrivals level with a big step up in customer experience.
- Has anyone used Checkpoint 1 or even seen it? – **Raise your hand!**
- If not... don’t be confused if you are directed to baggage level for your security checkpoint. In fact, I recommend using this checkpoint as the number one traveler hack.

#### **State of SEA 2025: More Eats, More Treats – Airport Food & Bev**

- We also opened or re-opened 11 dining and retail establishments in 2025. More eats, and more treats!
- Our Dining and Retail program not only elevates your customer experience...
- ...it drives economic activity and job creation. Congratulations to all of our new tenants; welcome to the S-E-A family.
- In case you missed it, we also opened a 7-11...and this created quite a stir and is...

#### **It’s Blue! Slurpee shot**

- Everyone asks me my favorite flavor of slurpee...so I will tell you...it is blue.

#### **State of SEA – New Air Routes 2025-2026**

- We are also connecting to more and more of the world.
- In 2025, we welcomed six new international services: Westjet Kelowna, Alaska to Tokyo-Narita, SAS to Copenhagen, Edelweiss to Zurich, Alaska to Seoul, and Aeromexico to Guadalajara.
- Each new international service is a dynamic multiplier for economic development and cultural connection.
- However, international travel to the United States is facing many headwinds...
- Across the United States, inbound international travel declined between September and November by between 3 and 7 percent...

- But here at S-E-A, international travel was up nine percent in 2025 over the prior year. So far, we have been able to outperform the rest of the nation on this point.

#### **State of Maritime Cargo – NWSA Container Volumes 2025**

- Pivoting to maritime, what happens at our cargo container facilities deeply affects our maritime workforce, AND all of you – even if you don’t know it.
- New tariffs and related uncertainty in the global economy deeply affected our trading partners and our own manufacturing and agricultural exports right from the start in 2025.
- As a result, cargo container volumes in our harbors declined 5.5 percent versus 2024.
- Despite this challenging environment, I want to acknowledge the hard work by our Commissioners and their counterparts at the Port of Tacoma, and the team at The Northwest Seaport Alliance, all working hard to keep the cargo supply chain, and economic activity and related jobs in our harbors.
- ...I truly value the close partnership I have with NWSA Chief Executive Officer John Wolfe and Port of Tacoma Executive Director, Eric Johnson.

#### **State of Cruise 2025**

- Our cruise team is also hitting major milestones.
- Last year we completed a record-breaking season with 298 vessel calls and more than 1.9 million revenue passengers.
- And in another historic first for Seattle, with the completion of our shore power project here at Pier 66, cruise lines were able to ‘plug in’ to clean electric shore power at all three cruise berths... and they did... 203 times... meaning the ships could turn off their diesel engines while at berth!

#### **Economic Impact of the Port of Seattle**

- So you put together all of this activity and what do you get?
- To answer that question, in 2025 we commissioned a study with The Northwest Seaport Alliance and the Port of Tacoma to understand the economic impact of our ports.
- For the Port of Seattle, the results were significant, with an overall economic impact totaling nearly \$38 billion – that’s billion with a “B.”

- And our operations supporting more than 200,000 direct and indirect jobs.
- When you dive deeper into our data you see how our investments drive real progress, especially in economic equity.
- For example, in 2025, the Port contracted with 398 “Women and Minority Owned Business Enterprises,” directly spending a total of about \$149 million dollars.
- That’s meaningful, measurable impact for WMBEs and our communities.

### Looking Ahead 2026

- Now I want to pivot to what you should expect to see THIS year.

### SEA 2026 – SEA Gateway

- This year, there are some incredible projects finishing up at the airport.
- Just last month, along with our partners at Alaska Airlines, we celebrated the opening of the **SEA Gateway!**
- The Gateway project modernized the 40-year-old “front door” of our terminal with new technology, spectacular floor-to-ceiling window walls, and over 24,000 square feet of new usable space!

### SEA 2026 – C Concourse Expansion

- Building up instead of out, our bigger and brighter **C Concourse Expansion** will open to the public **in late May**.
- With new lounges, more dining and retail options, and better accessibility features, the C Concourse Expansion – most of it vertical – will also be the most sustainable part of S-E-A, aiming for net-zero carbon operations and the coveted “LEED Gold” designation.

### SEA 2026 – Roadways Improvement Project

- Now, although we encourage the use of light rail or other transit, I have a question... has anyone sat in a traffic jam while driving to the airport?
- If you have, I am sorry... the drives are where we experience some of the most severe congestion.
- Again, most of our infrastructure was built for around 30 million passengers...
- But relief is coming!

- Just last week we opened **two new lanes** on the arrivals drive, which means we are just weeks away from fully finishing this project.
- These improvements will make it easier for all to arrive at the airport, but especially for the shuttles and vehicles headed straight to the garage.

#### **FIFA – Countdown**

- The completion of these projects is important, because something else really big is happening in a few months.
- I am not sure you need a hint. But in case you do...
- We are 92 days from the first FIFA World Cup match. But who's counting? We are!
- Our vision is to support an enjoyable, efficient, and safe experience for travelers and residents attending and watching the games.
- To prepare, we are closely coordinating with federal agencies, tenants, transit agencies, and all levels of law enforcement, to ensure a successful, safe, and secure time.
- There are two more elements of our work with FIFA that I want to highlight.

#### **FIFA – Human Trafficking Prevention**

- First, major sporting events can spur an uptick in problems like human trafficking.
- This is not new, and it is an issue the Port of Seattle takes seriously and has been tackling for many years.
- As we head into this summer's World Cup, we are implementing several initiatives to combat human trafficking, including:
- Requiring all Port employees to take or retake anti-human trafficking training to understand how to identify and report suspected trafficking;
- Sharing an anti-human trafficking toolkit developed with "Businesses Ending Slavery and Trafficking," or BEST, with all host city airports.
- And providing a series of anti-trafficking workshops (facilitated by BEST) to all our tenants to help them develop their own policies and strategies for combating trafficking.

#### **FIFA – Community Investments**

- Second, we are part of a regional effort with the City of Seattle and King County to ensure that visitors bring economic activity to the region in an equitable manner.
- The Community Business Connector **Game Ready Activation Grants** distributed \$250,000 to 23 community organizations in King County.
- These events help get our region excited and prepared for the FIFA World Cup through events like youth soccer tournaments, neighborhood cultural fairs, art installations, and pop-up events.
- Collectively, activations provide opportunities for nearly 250 local businesses to expand the benefits from this year's FIFA World Cup across the region.

### Maritime 2026 – Cruise

- The World Cup touches our working waterfront as well
- We are working to manage this major event around another record-breaking season for cruise.
- This year we welcome two new home ported cruise vessels, the MSC Cruises *Poesia* and Virgin Voyages *Brilliant Lady*, who together with our other home port brands will bring our operations to a total of 330 vessel calls...starting in just 36 days!

### SLIDE 26: Maritime 2026 – Terminal 91

- Up at Terminal 91 in Interbay, this year we will complete a massive infrastructure redevelopment of two commercial fishing and industrial berths.
- We continue working towards the development of the Terminal 91 uplands as well, which will offer new warehouse and usable spaces to meet the demand of our fishing fleet and important maritime industries.

### Maritime/Economic Development 2026 – EBC & haʔtali “the good place”

- And about a mile north of where we are today, in partnership with the incredible philanthropists backing the Elliott Bay Connections project, we are about to open **haʔtali** which means “the good place” – a brand new building in Centennial Park along the Elliott Bay bike and pedestrian path.
- The building – which is just about to open – is a Coast Salish-inspired timber structure, designed by Native Canadian-led firm Formline, that improves the waterfront trail and serves as a place for rest and relaxation.

- And, if you need a bite to eat, we will soon announce a well-loved local small business that will offer bites.

### **Maritime 2026 – Maritime Innovation Center**

- Finally, the Blue Economy is a major opportunity for our future and we are determined to continue supporting maritime innovation in our region. The new Maritime Innovation Center, housed in the reimagined and updated, century-Old Ship Supply Building, will hit a major construction milestone this year.
- Designed to meet rigorous Living Building Challenge criteria, the most progressive sustainability standard in the country, the Innovation Center is where emerging maritime companies can solve industry problems, find technical and financial support, and bring their ideas into reality.
- We are just about to hand over the keys to our partners at Maritime Blue for tenant improvements, with the flagship building expected to open later this year. As you drive by Fishermen’s Terminal, you cannot miss it.

### **Environmental Progress 2025-2026 – Sustainable Fuels**

- The future is a sustainable one, and it depends on access to clean, renewable, and affordable fuels. We are working to help accelerate that transition in aviation and maritime.
- In January, along with partners including Snohomish County Boeing, and Washington State University we participated in the launch of the Cascadia Sustainable Aviation Accelerator, a public–private coalition uniting stakeholders to rapidly scale production and use of sustainable aviation fuel here in the Pacific Northwest.
- We are also a founding member of the Sustainable Maritime Fuels Collaborative, bringing together the maritime value chain, including community groups, Tribes, and labor, with the mission to accelerate the deployment of low and zero-emission maritime fuels and vessels regionally.
- And next week, we will convene a first-ever Port of Seattle Sustainable Maritime Fuels Summit, bringing stakeholders across the supply chain to identify actions and build partnerships to help advance sustainable maritime fuels here and along the West Coast.

### **Environmental Progress 2025-2026 – Green Corridors**

- And as part of our groundbreaking work in the Pacific Northwest to Alaska Green Corridor – which is the only cruise–focused Green Corridor in the world –

we are completing a feasibility study examining how to support the use of e-methanol fuels in four cruise ships and discussing the next steps in this initiative.

- As you can see, there is a lot of work being done in this area.

### **2015-2026 – Zoom out – *DECADE VIEW***

- Switching gears...
- Ok, let us zoom out for a moment to see where we are.
- We have done some amazing things together in the last decade... Building the International Arrivals Facility, the new N Concourse, the upgrade and modernization of THIS building at Bell Harbor, modernizing Terminal 5 for maritime shipping, completing habitat projects like the Duwamish River People's Park, and creating and launching the Port's Office of Equity, Diversity and Inclusion, and reducing our own Port-controlled greenhouse gas emissions by over 45 percent...just to name a few... **AND...**

### **Big Ideas**

- The success of these projects and programs over the last decade are why I am so optimistic and excited about our future. Despite some of the headwinds out there.
- Our next decade will be defined by transformations that make our gateways and our region more efficient, resilient, and sustainable.
- However, we cannot achieve any of this work our own.
- Our region needs its best minds focused on the biggest challenges in port-related industries.
- We are asking ourselves:
  1. HOW do we integrate rapidly advancing technology in a way that improves safety AND keeps people on the job?
  2. WHAT is our decarbonization approach for our toughest industrial sectors, so we can reach our net zero goals?
  3. HOW do we activate our industrial lands to ensure that we grow good-paying maritime industry and advanced manufacturing jobs in Puget Sound?
  4. And WHAT transportation strategies should we deploy – air, rail and road – to meet the needs of the region?

- And by the way, to actually achieve all of this...how do we meet the ENERGY POWER demands for the future?
- These are some of the biggest questions we are grappling with as we work to deliver the future in the next decade.

### **Meeting Demand for Air Travel**

- One key piece of the puzzle has to be the next chapter for S-E-A.
- Remember, most of our infrastructure was built for around 30 million passengers per year.
- Yet the region will grow by 1 million in the next decade. The airport is busy, and demand is only rising.

### **Congestion and Delay**

- Creating congestion and delay.
- Every day we work with our partners to make our current airport facilities as efficient as possible to meet existing demand.
- But we must do more.
- That's why, LAST YEAR, we completed the NATIONAL environmental review process, and THIS year we will complete the STATE environmental review process for our vision for the future...

### **Future of SEA – New Terminal**

- ... which calls for a second terminal with 19 gates...this will mean less time for aircraft waiting for a gate, less time for you waiting on the drive, and less congestion in the terminal.
- We also envision a transportation center building that connects the light rail station to the terminal.
- And there are dozens more projects that make our airport safer, more efficient, and more resilient for the future.
- You will hear more about this work as the year unfolds.
- We also need our regional partners to stay involved because our airport, and the Port, cannot meet the region's air transportation needs and challenges on our own...

- We are a piece of the puzzle, sometimes a very large piece, but it will take all of us working together to reach solutions.

### **Shared Vision, Shared Success**

- I began my comments today talking about the significance of this year and it is important to note that these are just the activities and projects we PLAN for.
- There will always be surprises along the way – there were a few... maybe more than a few... in 2025 and more in 2026.
- We responded to events in 2025 and we will be ready for those surprises to come in 2026.
- The Port serves a diverse region in a global community...and we are living proof that an organization's values and diversity drives its success.
- Inclusion makes us a better organization and better public servants.
- Know that we remain committed to striving for equity in all of the work that we do.
- This is our shared vision.
- Thank you.
- One last thing...
- You know, while we are all excited to work hard for our region, we also like to have fun together and celebrate together.
- And nothing is more fun than celebrating winning...
- So, to close, I want to reflect on one more great win that we were honored to help celebrate at S-E-A...
- ...welcoming home your Super Bowl Champions Seattle Seahawks!!