

Item No.: 10B
Meeting Date: July 7, 2026

Rail Speed-to-Market Update



THE NORTHWEST
SEAPORT ALLIANCE
SEATTLE + TACOMA

Presenter: Jeff Bellerud, COO

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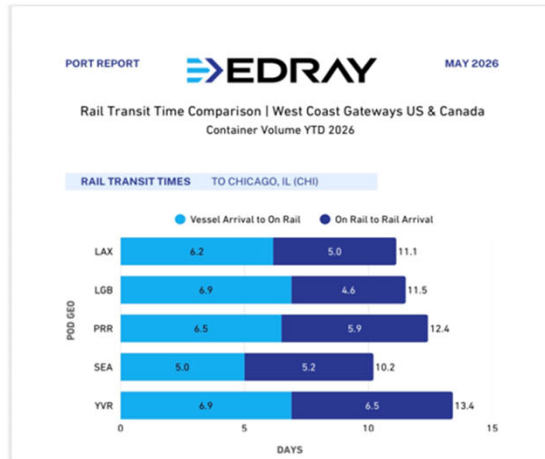
*The Gateway of Certainty in an
Uncertain Supply Chain*

**Delivering speed, visibility, and
reliability from vessel to inland
destination**

2

Protecting and Expanding Our Speed-to-Market Advantage

Seattle/Tacoma currently delivers the fastest total transit time to Chicago among major West Coast gateways.



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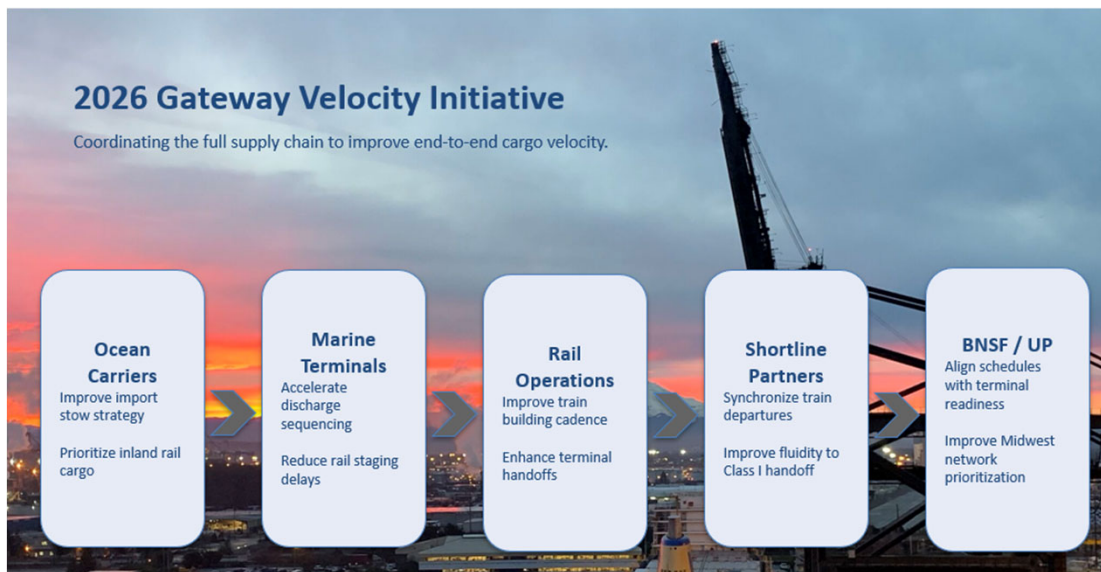
Key Takeaways

- NWSA leads the West Coast in total transit time to Chicago.
- Our competitive advantage is primarily driven by terminal and gateway performance.
- Southern California currently maintains stronger inland rail velocity.
- Opportunity exists to combine best-in-class terminal operations with improved Class I rail performance and focused inbound vessel stowage.

3

2026 Gateway Velocity Initiative

Coordinating the full supply chain to improve end-to-end cargo velocity.



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