

Operations briefing

Ben Cruz– Gatehouse & Equipment Control, Manager, Anchorage



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Briefing Objectives



Align teams on performance, terminal roles, and 2026 priorities

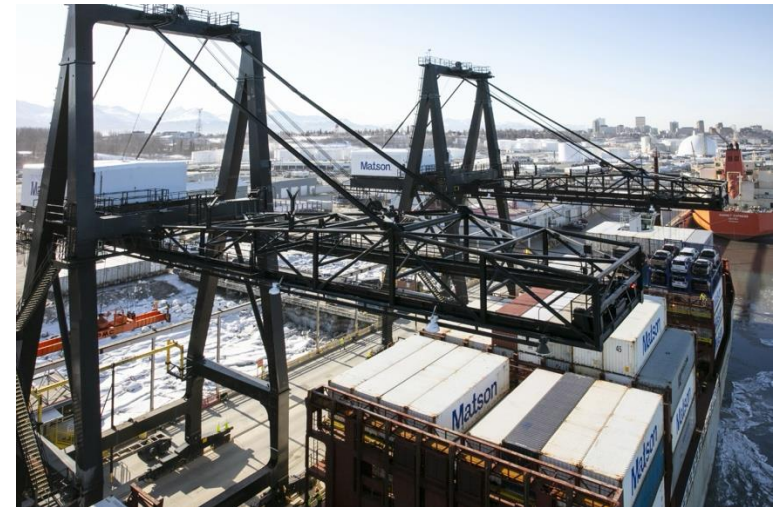
- Align leadership and operations around Matson's Alaska performance, clarify the role of key terminals, and set practical priorities for 2026—reinforcing the discipline needed to sustain reliability in a challenging operating environment.

Alaska service context

- Alaska is a core Jones Act lifeline market supporting consumer supply chains, industrial activities, and export sectors (commercial fishing and energy). Demand is driven by essential goods, so reliability and consistent execution matter more than short-term volume growth.

Operating complexity & 2026 focus

- Cargo mix adds complexity in yard planning, equipment allocation, and stowage, especially in seasonal peaks.



Alaska Service



Matson Service Overview

- Twice weekly service to Anchorage and Kodiak
- Weekly service to Dutch Harbor
- Only U.S. containership operator serving Kodiak and Dutch Harbor.
 - All Alaska Services originate out of Tacoma, Washington

Market Notes

- Carriers: TOTE, barges, air freight and OTR (Over-The-Road) Linehaul trucking
- Northbound (NB) volume tied to Alaska's economy
- Southbound (SB) and Alaska-to-Asia-Express (AAX) volume tied to seasonality of seafood harvests

Focus

- Maintain excellence in on-time cargo availability





Primary Alaska Gateway

- Backbone terminal for northbound consumer, retail, and industrial cargo; staging point for seafood exports and equipment repositioning. Highest throughput and export and distribution hub.

Operational Complexity

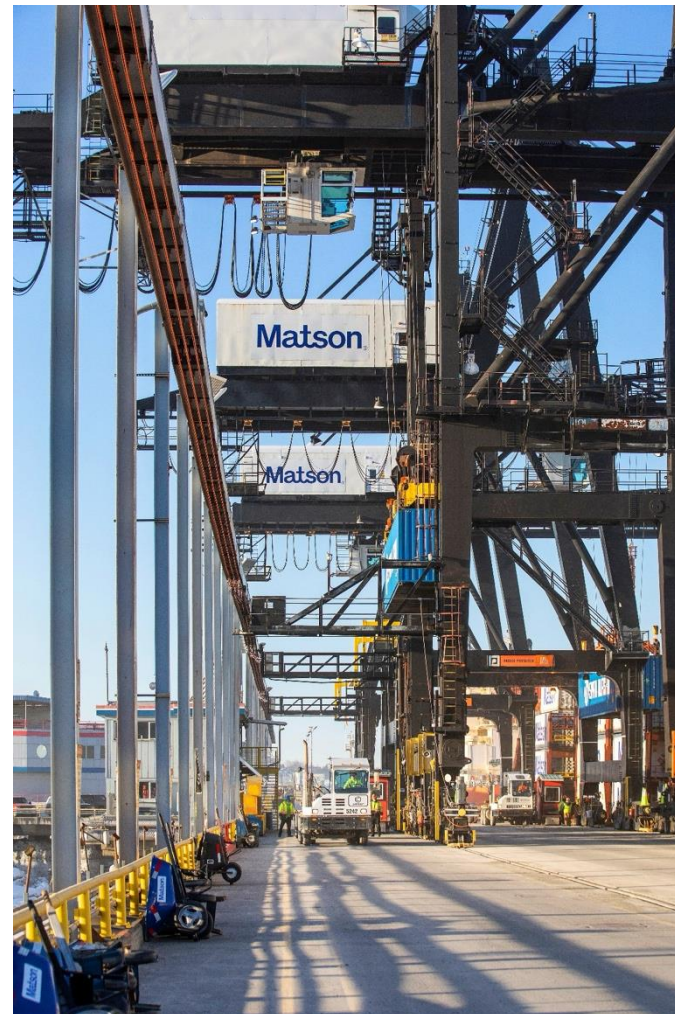
- Simultaneous dry, reefer export, and seasonal cargo drive tight yard planning, gate productivity, and equipment control.
 - Mixed of cargo profiles, higher reefer density and yard and gate congestion risk.

Port of Alaska Modernization Program Challenges

- 2026 is the initial start of the Port of Alaska Modernization Program. Matson leased space reduced for construction staging. Anticipate minor Terminal, Yard and Vessel Operations impact during construction; estimated completion 2029.

Focus 2026

- Protect yard fluidity via consistent gatehouse practices and discipline, accurate documentation, and clear exception escalation; equipment control, prioritize reefers, chassis, and empties; strengthen coordination with outlying terminals; safety leadership is non-negotiable especially during winter conditions.





Seasonal, time-sensitive hub for Alaska seafood

Role in the Alaska network

- Kodiak performs a supporting role and is an essential regional supply point. Key to seafood exports, equipment repositioning, and maintaining service reliability within Alaska's fishing communities.

Operating realities

- Seasonality is pronounced, with high reefer concentration during peak export windows. Limited storage capacity and tight call schedules leave little margin for error, and weather variability can quickly compress operating windows—making coordination and pre-planning essential.

2026 focus areas

- Priorities are export readiness (reefer availability and equipment condition), minimizing yard dwell to preserve fluidity, and close coordination with Anchorage planning and equipment teams.
 - Success depends on flexibility, rapid response to changing conditions, and clear cross-functional communication.





Role in the Alaska network

- Dutch Harbor supports the number one commercial fishing port in the U.S., with mission-critical inbound supplies and outbound refrigerated seafood.

Operating characteristics and constraints

- Volumes are highly seasonal and tied to fishing cycles, creating concentrated peaks. A smaller footprint and limited storage capacity demand tight equipment dwell control, precise cut-off management, and disciplined yard organization.

Risk profile and service expectations

- Weather sensitivity is extremely higher than mainland terminals, and disruptions are difficult to recover due to limited alternate lift and recovery options. Schedule reliability is therefore paramount for customers dependent on predictable vessel calls.

2026 operational priorities

- Maintain on-time vessel execution; ensure reefer plug availability and power reliability; proactively plan for weather contingencies; and communicate clearly with customers and internal planning teams during peak seasons.

What success looks like

- Success is based on precision, preparation, and disciplined adherence to operating plans—executing consistently even when conditions tighten and recovery options are limited.
 - Communication is vital!



Cross-Terminal Priorities & Risks



Shared priorities

- Safety is #1 and the expectation in harsh weather, high volume equipment movements, and constrained operating environments.
- Proactive equipment planning and inventory visibility prevent congestion—especially reefers and chassis during peak export periods.

Cross-terminal risks to manage

- Anchorage Port Modernization
- Weather disruption is inherent—requires contingency planning, buffers, and clear communication channels.
- Schedule compression, labor constraints, and equipment imbalance must be managed with discipline and planning, not reactive measures.

