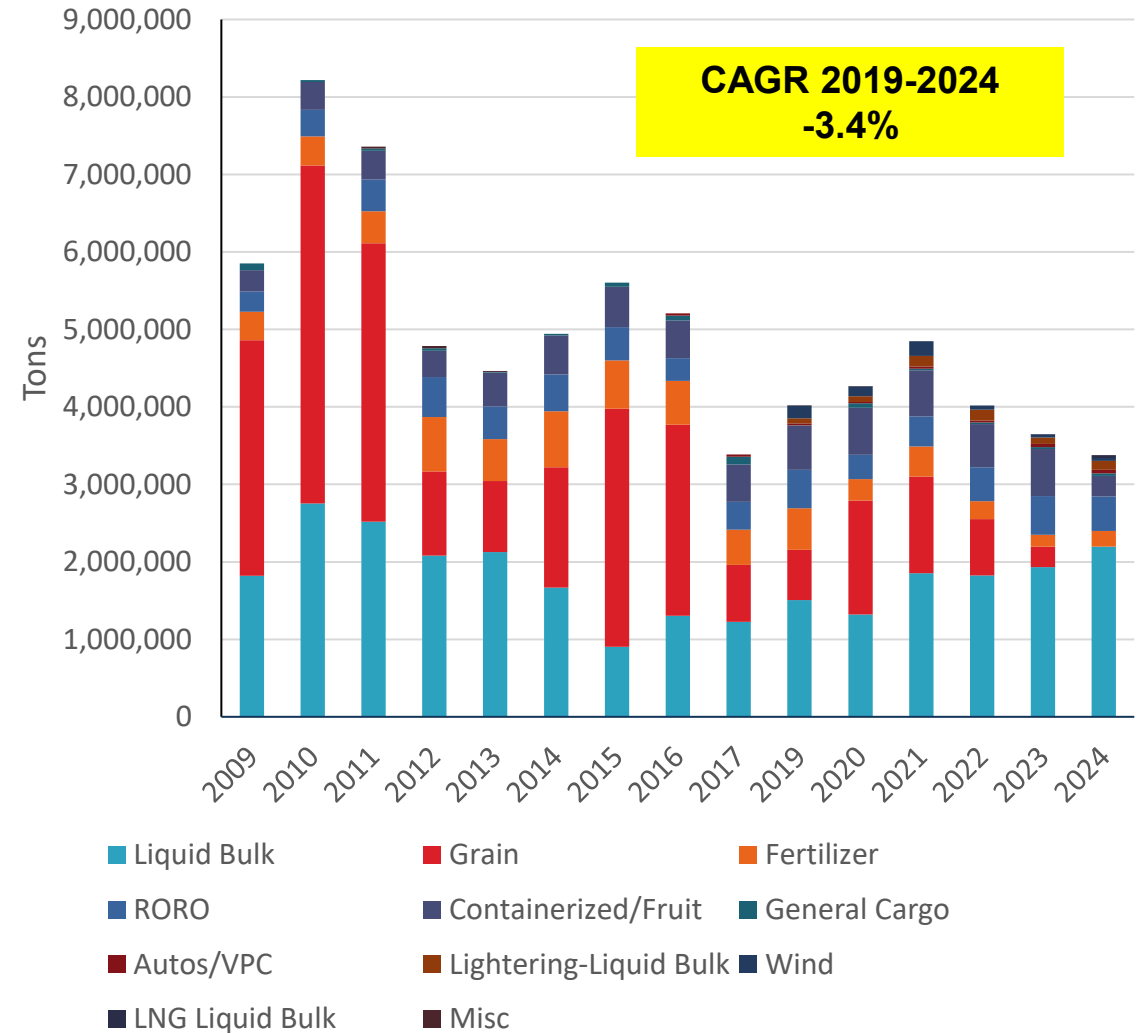


# FULL SITE PLAN



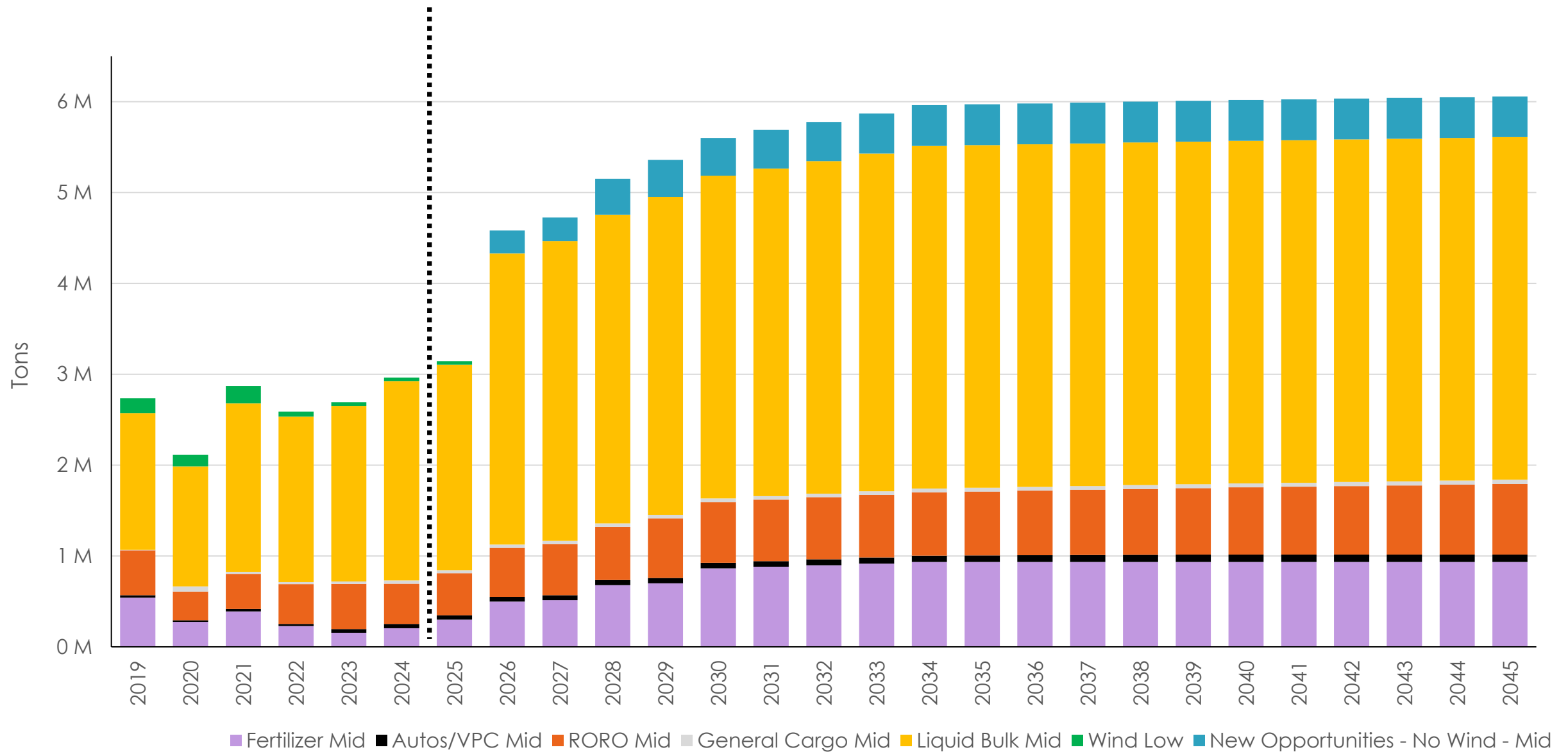
# HISTORICAL CARGO TONNAGE

- Since 2019
  - Total tonnage has decreased, attributed primarily to loss of grain and containerized fruit.
  - Liquid bulk has steadily increased
- Key takeaways
  - Discontinuation of grain and fruit operations
  - Growth in liquid bulk
  - Decline in fertilizer over past 5 years
  - RoRo and autos have remained stable
  - Wind tonnage declined in 2023 and 2024 from previous years, but occupies terminal acres

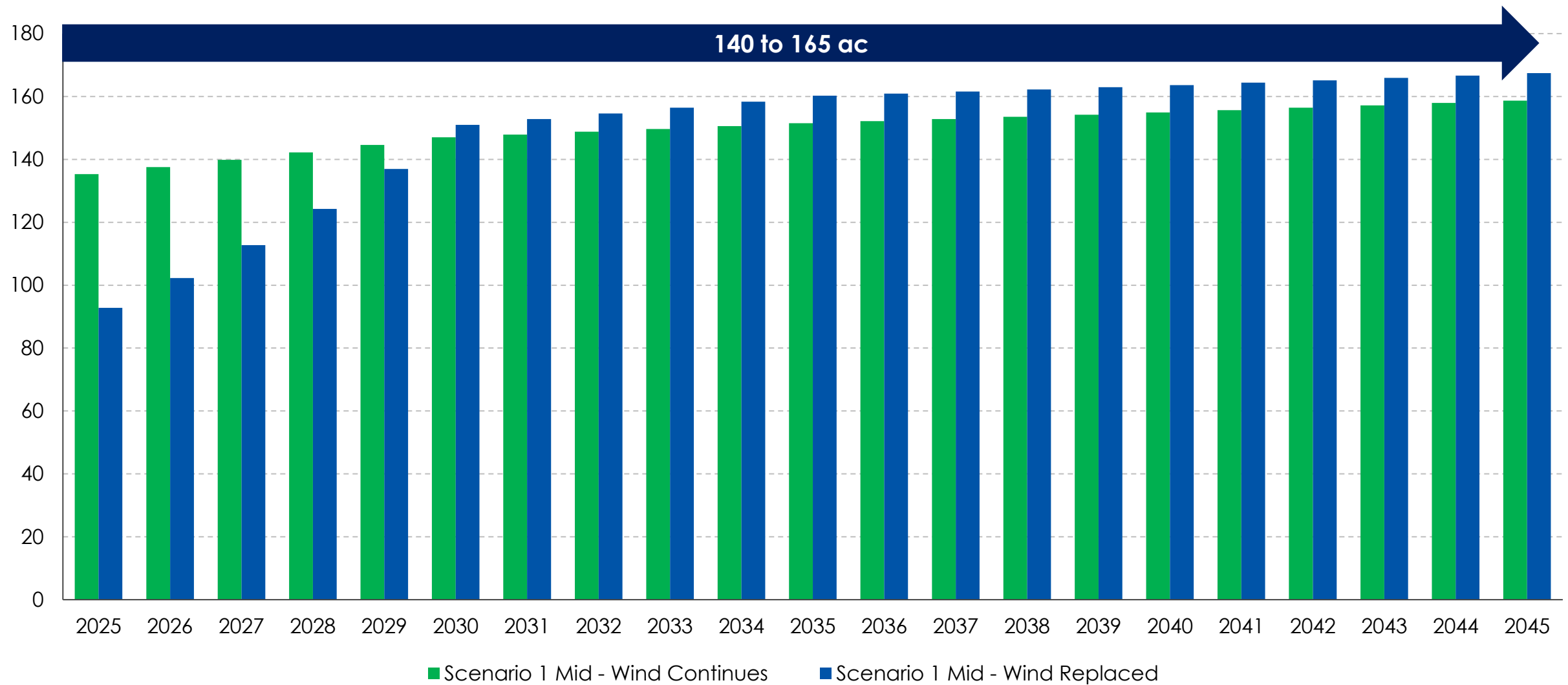


# CARGO FORECAST, NEW OPPORTUNITIES

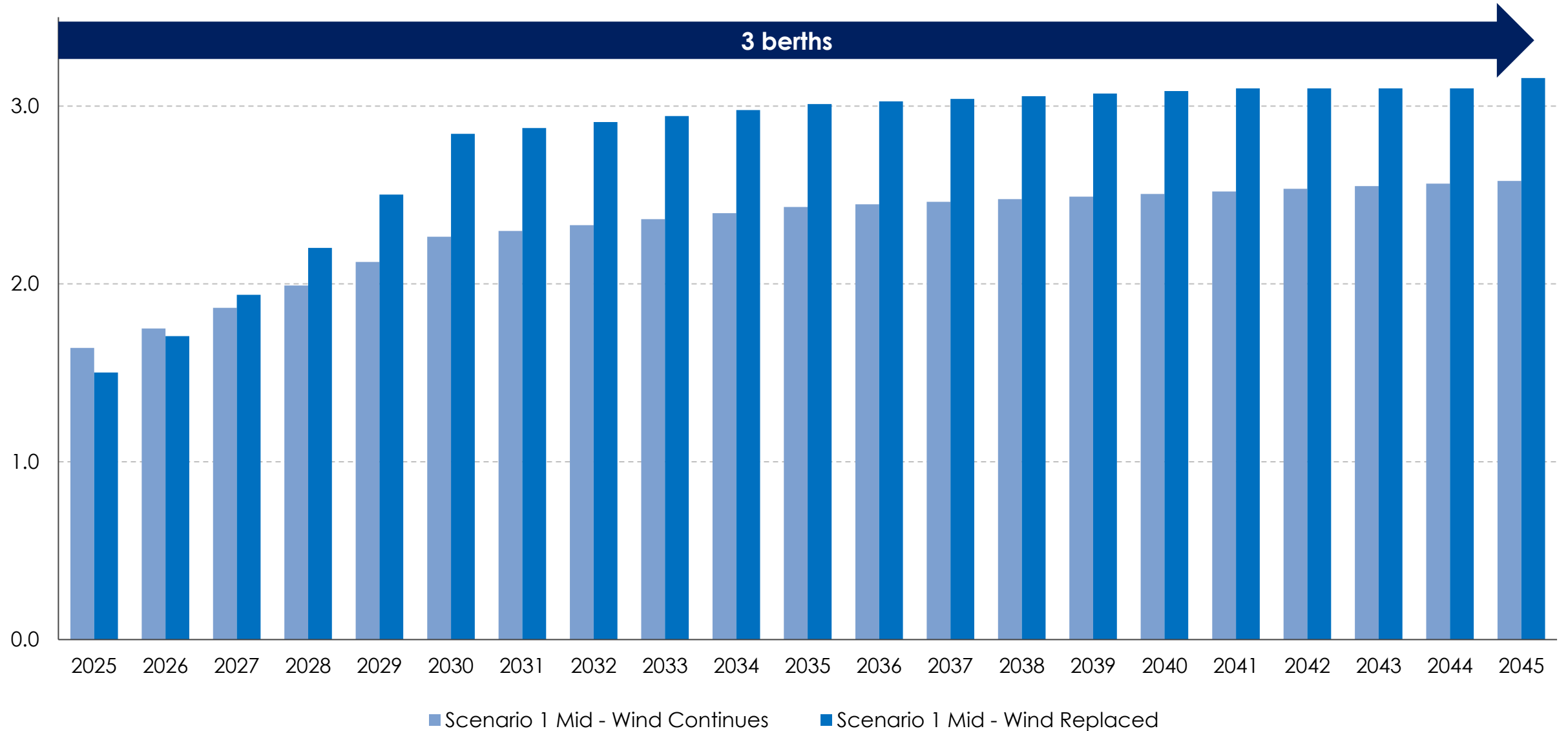
MID-SCENARIO (NO WIND)



# CARGO LAND (ACRES) DEMAND



# CARGO BERTH DEMAND







# PELICAN ISLAND MARKET SUMMARY

## NEAR-TERM: NO NEW BRIDGE/RAIL

Shipbuilding/ship repair – high economic impact – job creation, aligns with Trump Administration focus, Federal grant availability, Defense funds

LNG Fueling – Maritime LNG is a growing market sector

Utilize float in/float out capabilities for feedstock, materials and finished product

Private investment, DFI opportunities

## LONG-TERM: ASSUMES TRUCK AND RAIL ACCESS

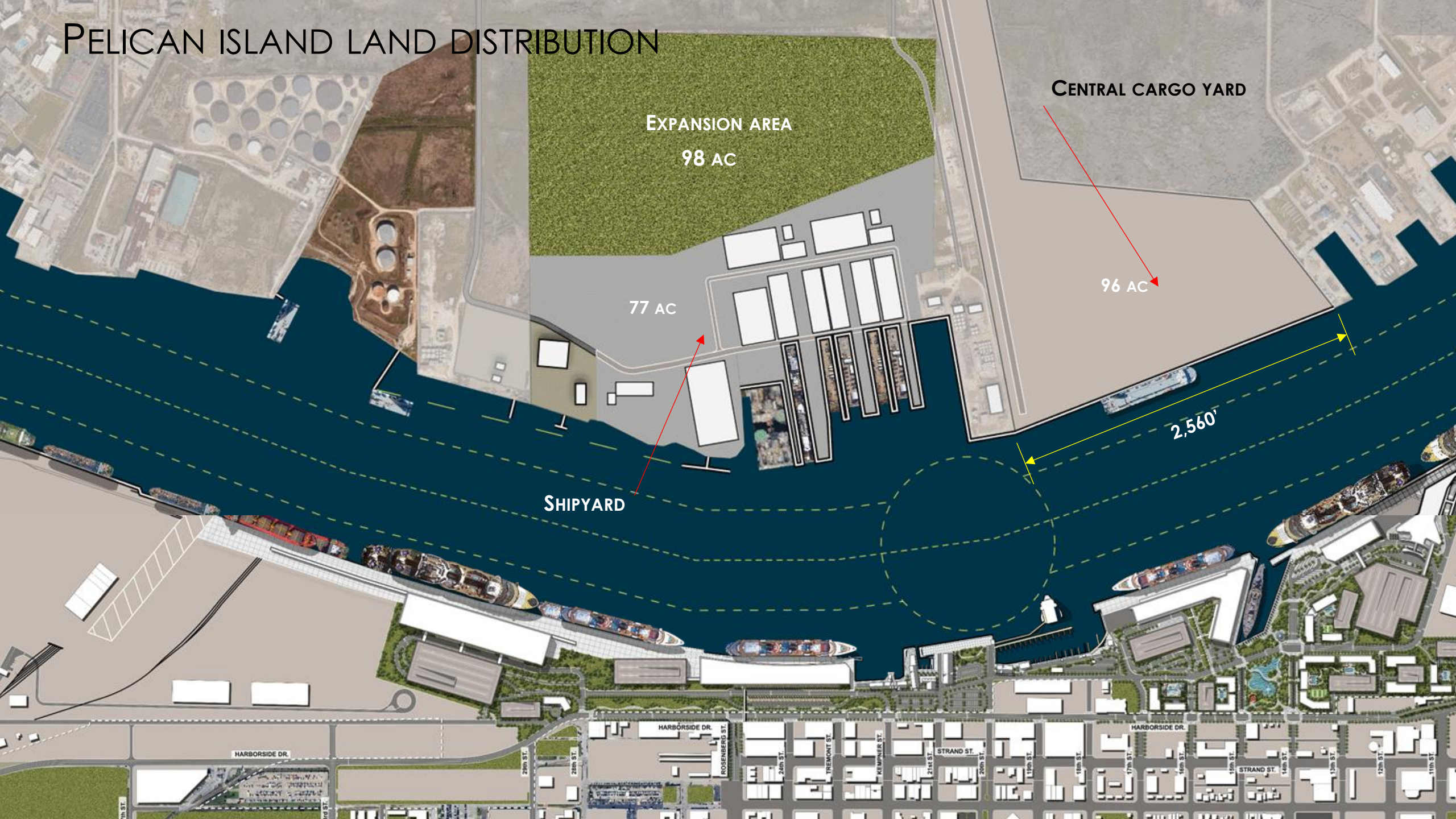
Traditional Gulf Coast production-  
Methanol production,  
Ethane crackers,  
Fertilizer production,  
Pipe manufacturing,  
Resins/plastics;  
Emerging markets - Lithium, rare earth processing;  
Advanced manufacturing

Ability to use truck and rail for feedstock/finished product – opens the door; need timeline established on new bridge/rail

Private investment, DFI opportunities

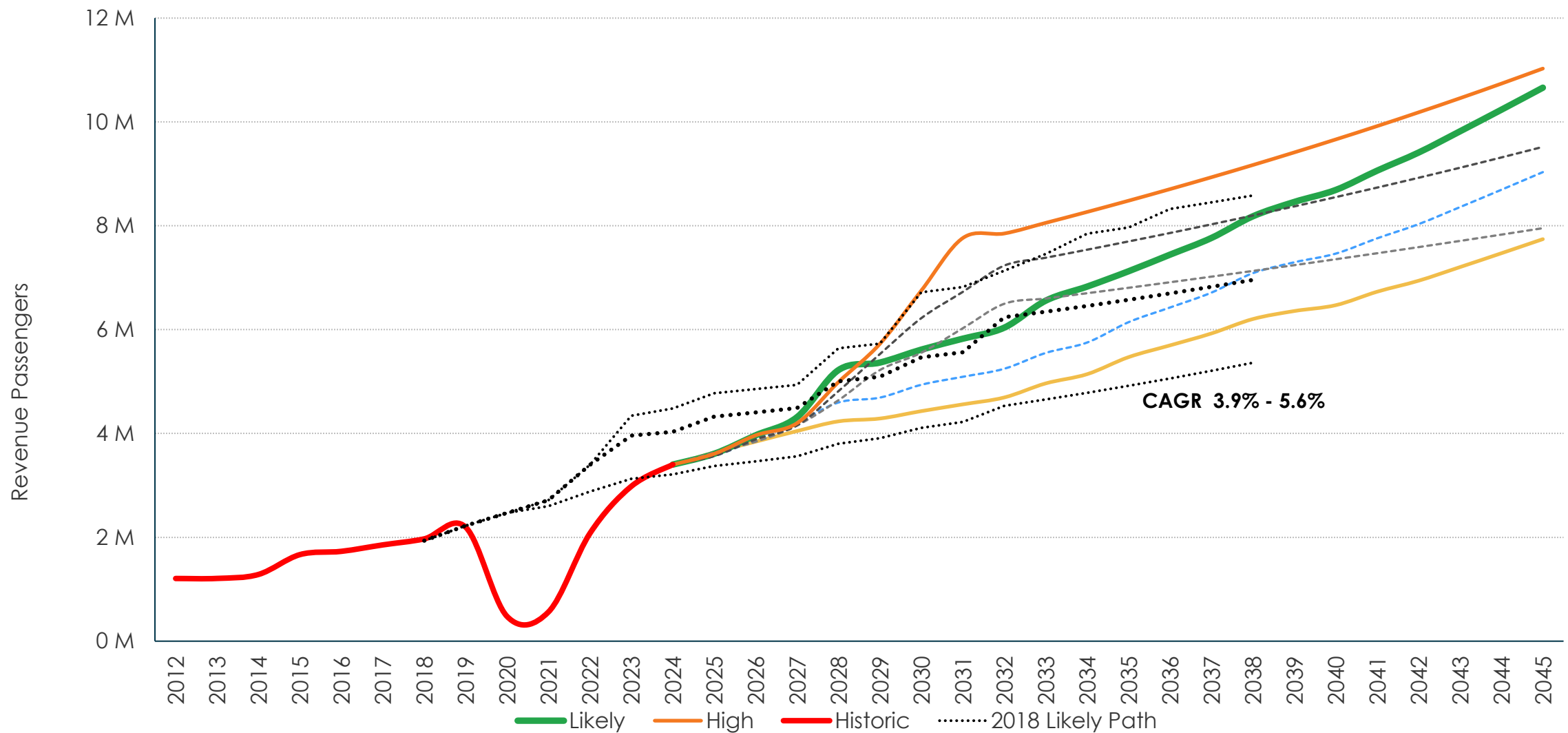


# PELICAN ISLAND LAND DISTRIBUTION

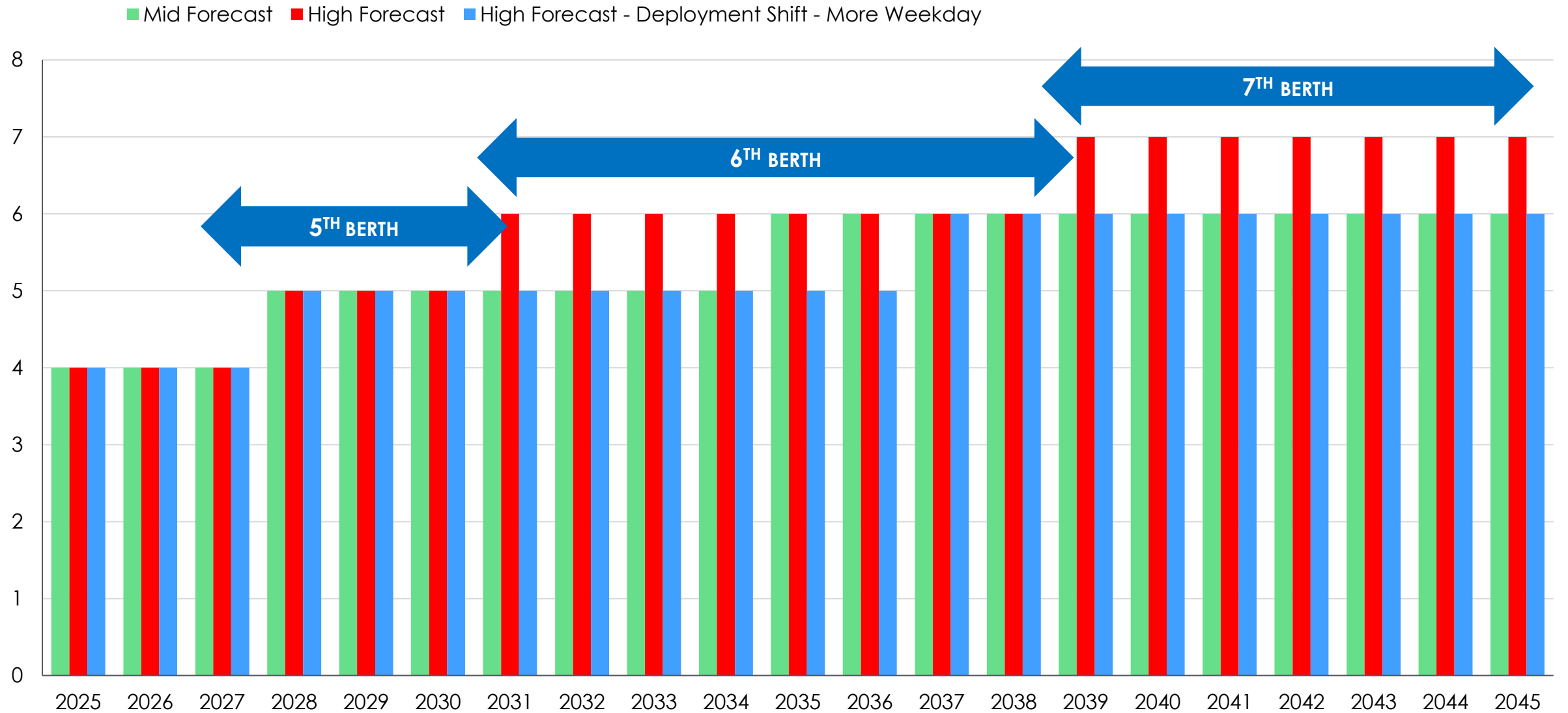




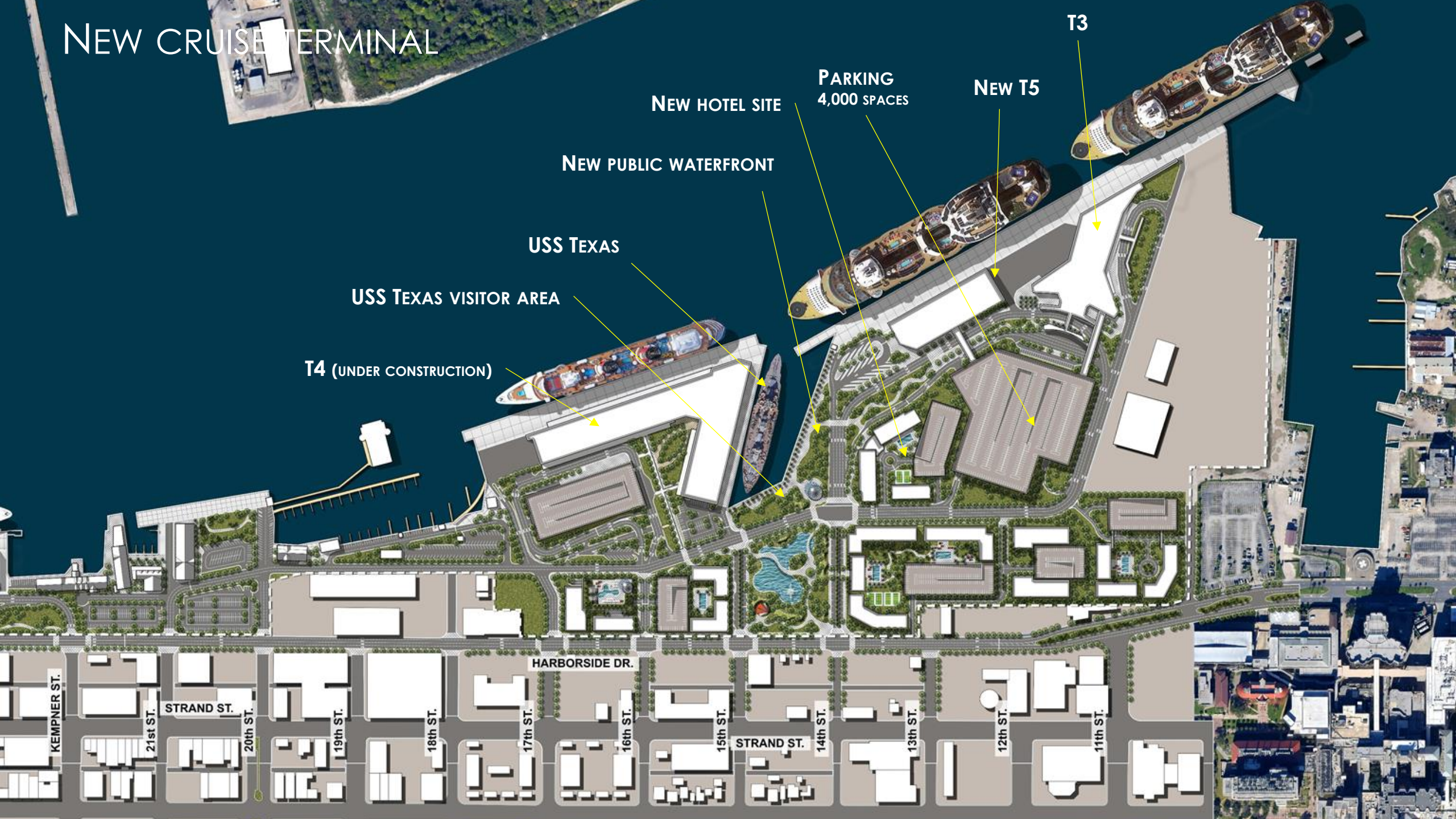
# GALVESTON CRUISE MARKET POTENTIAL



# BERTH / TERMINAL DEMAND TO MEET POTENTIAL



# NEW CRUISE TERMINAL



NEW HOTEL SITE

PARKING  
4,000 SPACES

NEW T5

T3

NEW PUBLIC WATERFRONT

USS TEXAS

USS TEXAS VISITOR AREA

T4 (UNDER CONSTRUCTION)

HARBORSIDE DR.

KEMPNER ST.

21st ST.

STRAND ST.

20th ST.

19th ST.

18th ST.

17th ST.

16th ST.

15th ST.

STRAND ST.

14th ST.

13th ST.

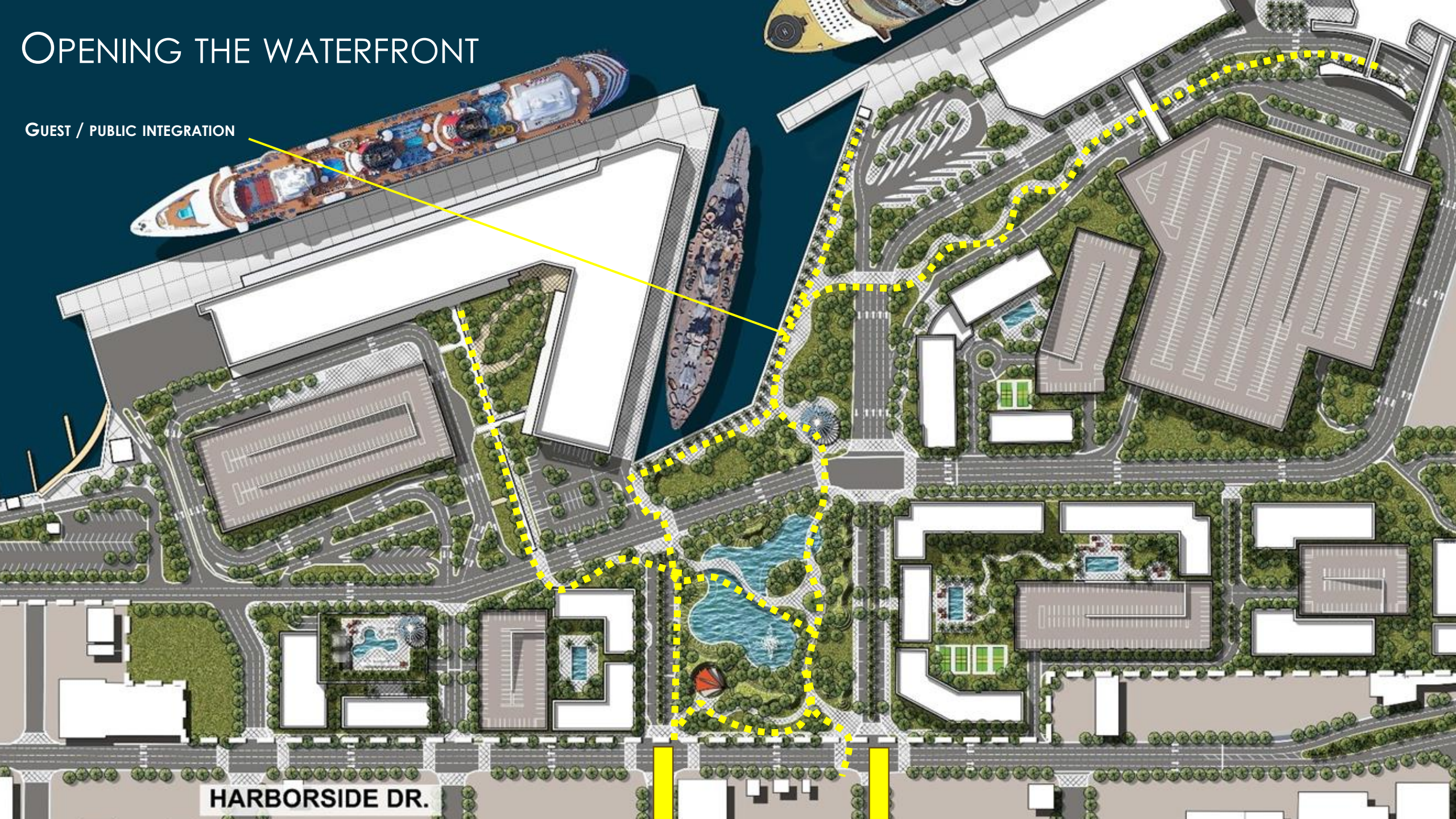
12th ST.

11th ST.



# OPENING THE WATERFRONT

GUEST / PUBLIC INTEGRATION



HARBORSIDE DR.

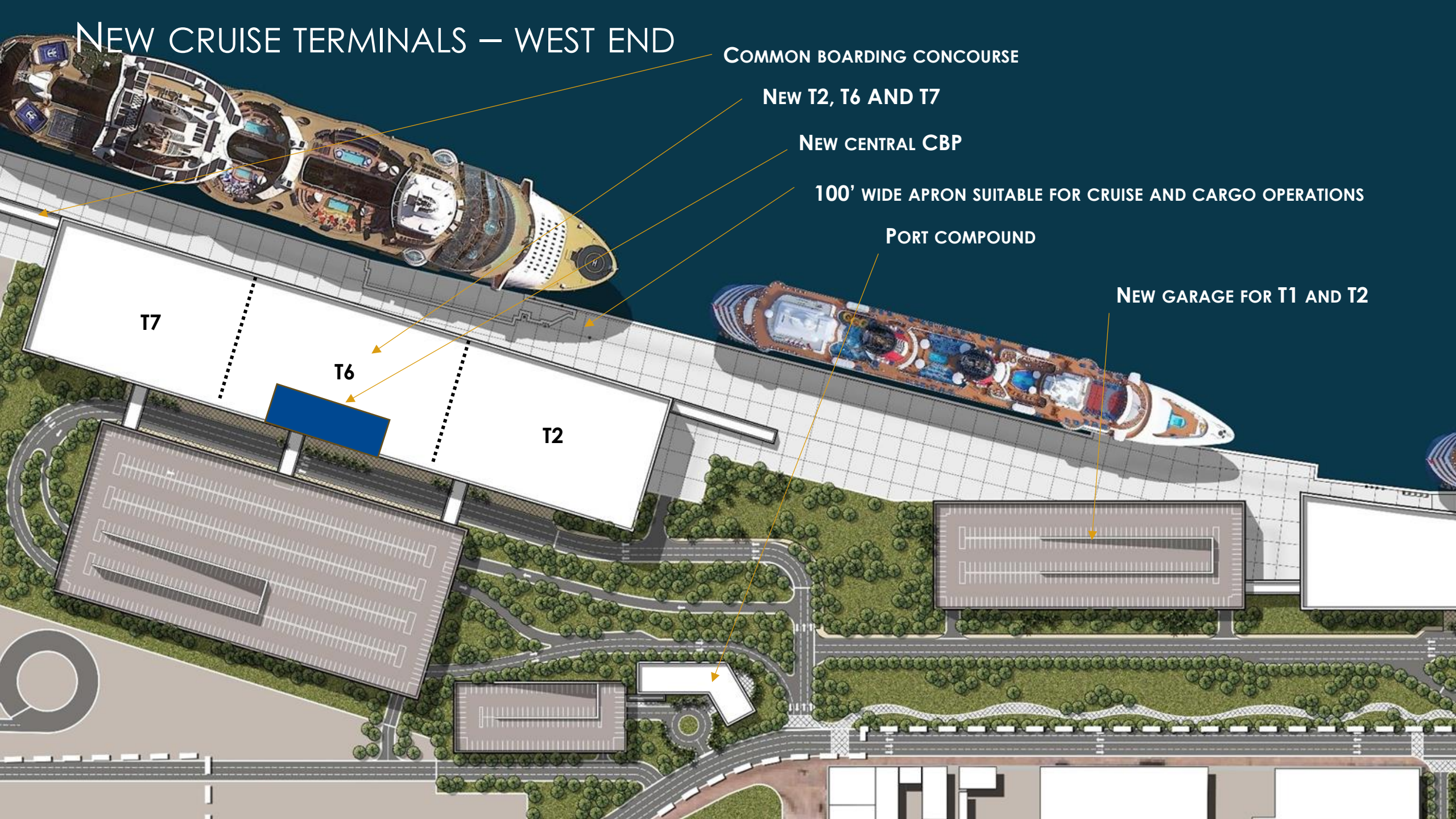


# NEW CRUISE TERMINALS — WEST END





# NEW CRUISE TERMINALS — WEST END



COMMON BOARDING CONCOURSE

NEW T2, T6 AND T7

NEW CENTRAL CBP

100' WIDE APRON SUITABLE FOR CRUISE AND CARGO OPERATIONS

PORT COMPOUND

NEW GARAGE FOR T1 AND T2

T7

T6

T2



# NAVIGATION



- Channel will be maintained under this master plan
- Adjustments to the entrance turning basin will be needed
- Over time a terminus turning channel will add great efficiency to the port

## COMMERCIAL / COMMUNITY AREAS

- Identify areas that are not needed for maritime commerce
- Identify areas that can generate new revenues for the port
  - Diversification
- Identify areas that require development to support further port activity or can take advantage of the port traffic
- Identify areas that can create an urban transition from the City to the Port



# PUBLIC AND COMMERCIAL OPPORTUNITIES

PUBLIC WATERFRONT

GATEWAY PARK




URBAN DEVELOPMENT



HARBORSIDE DR.



# NON-INDUSTRIAL REAL ESTATE ANALYSIS

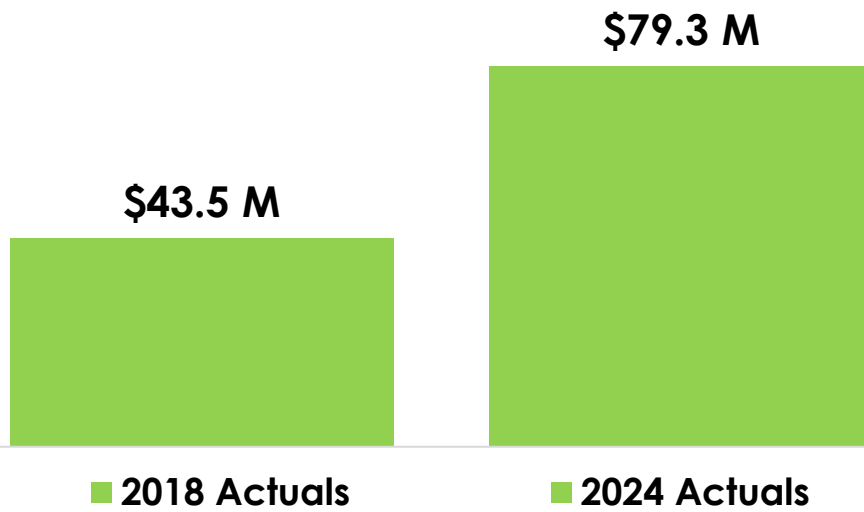
USE		OPPORTUNITY
	<b>RETAIL</b>	600,000 additional square feet of retail demand by 2040 from cruise passenger growth.
	<b>HOTEL</b>	Hotel is bright spot in market being driven almost entirely by growth in cruise passengers. Majority of hotel development will continue in other areas of island and off-island in county, but we believe there is demand to support new hotels in close proximity to cruise terminals
	<b>OFFICE</b>	No new demand for multi-tenant buildings over foreseeable future. Current vacancy is at 24% and rental rate growth is non-existent
	<b>MULTIFAMILY RENTAL</b>	Market is highly sensitive to new additions to supply, but newer developments have performed well with strong absorption. We believe demand exists along Harborside Drive for another 250 units by 2028 to 2030. Tenant profile is hospital/port workers.

# TRAFFIC CIRCULATION

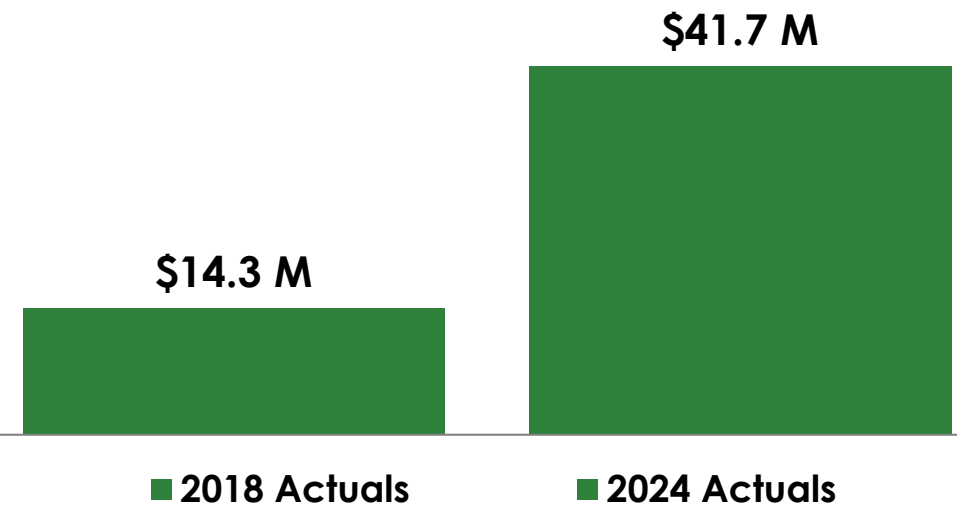


# FINANCIAL DASHBOARD

## GROSS REVENUES

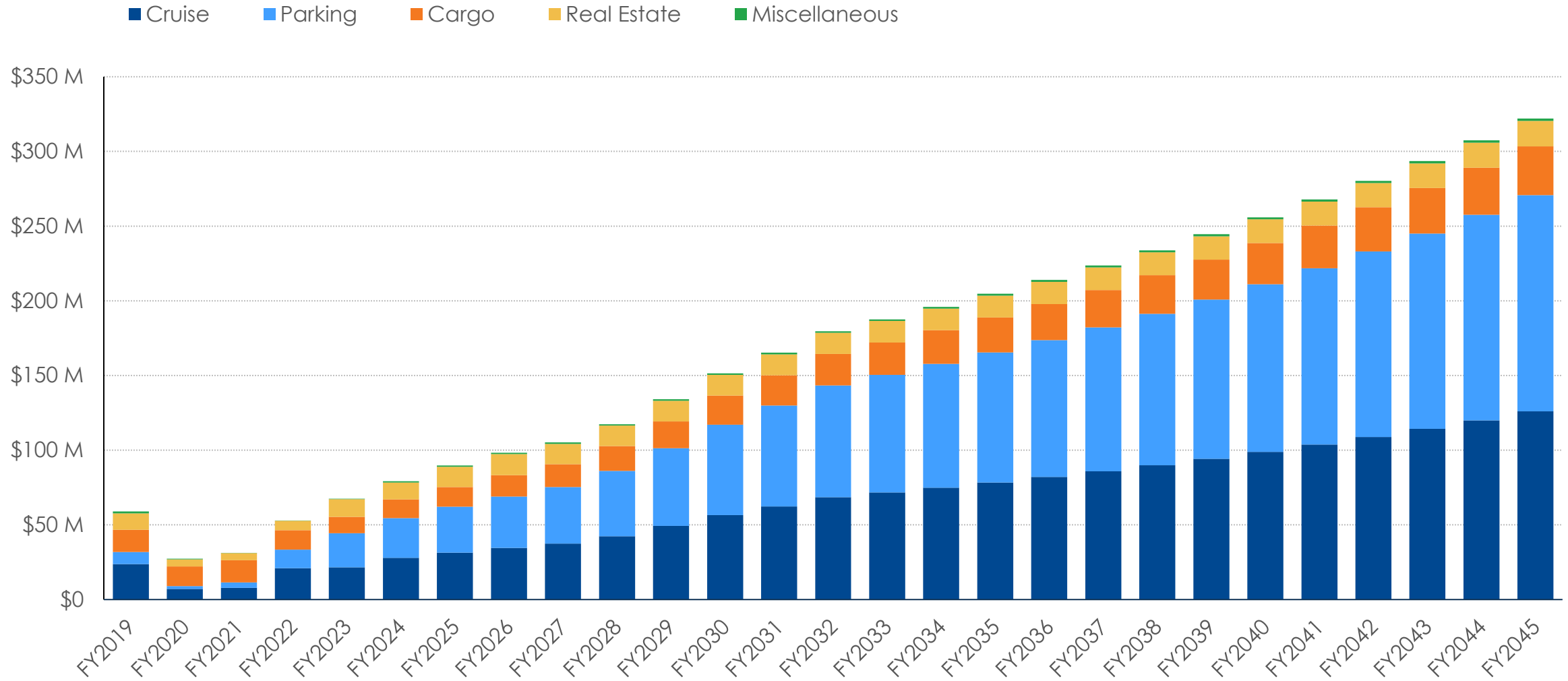


## INCOME FROM OPERATIONS BEFORE DEPRECIATION

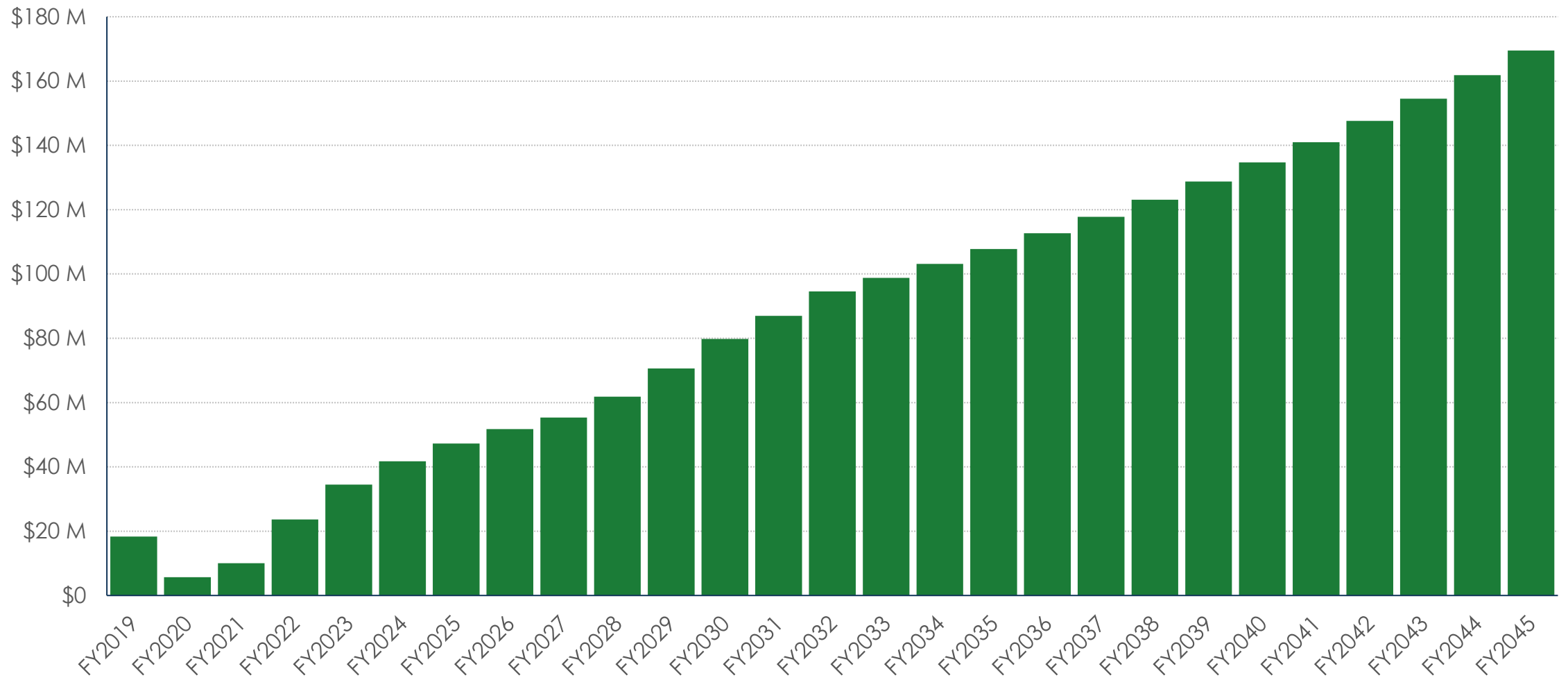




# GROSS REVENUES (VERY PRELIMINARY AND SUBJECT TO CHANGE, NO MAJOR REAL ESTATE OR OTHER INCOME)



# INCOME FROM OPERATIONS BEFORE DEPRECIATION – MID SCENARIO & 47% EXPENSE RATIO

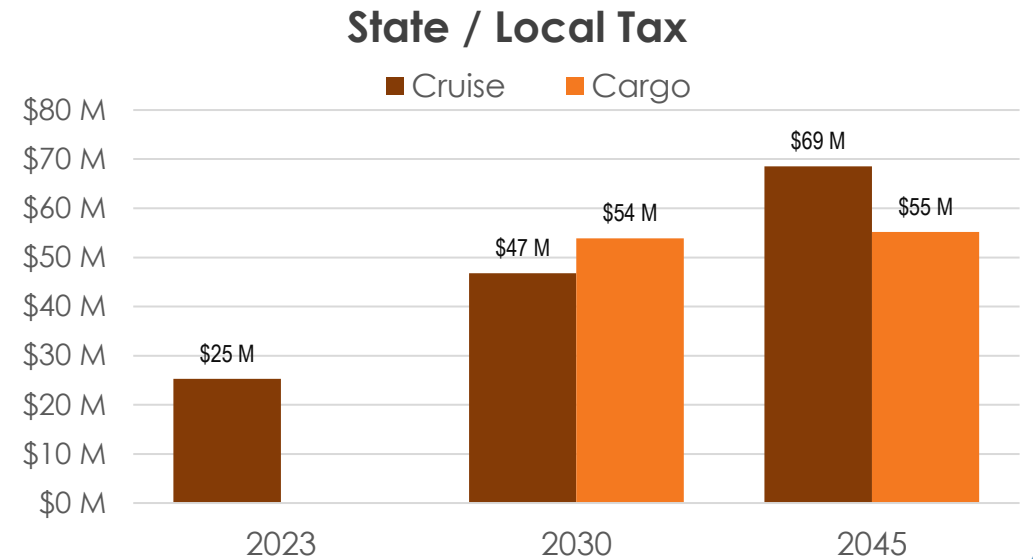
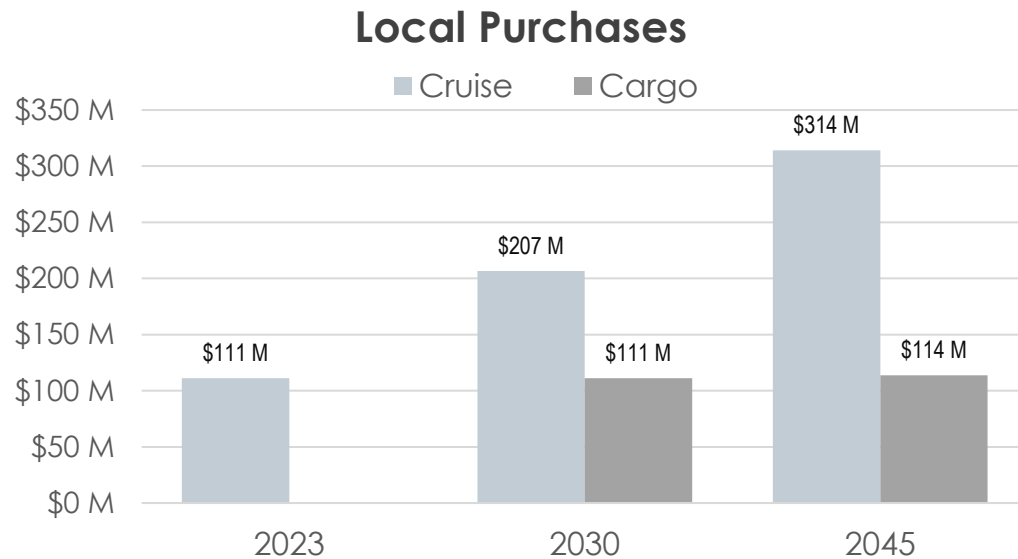
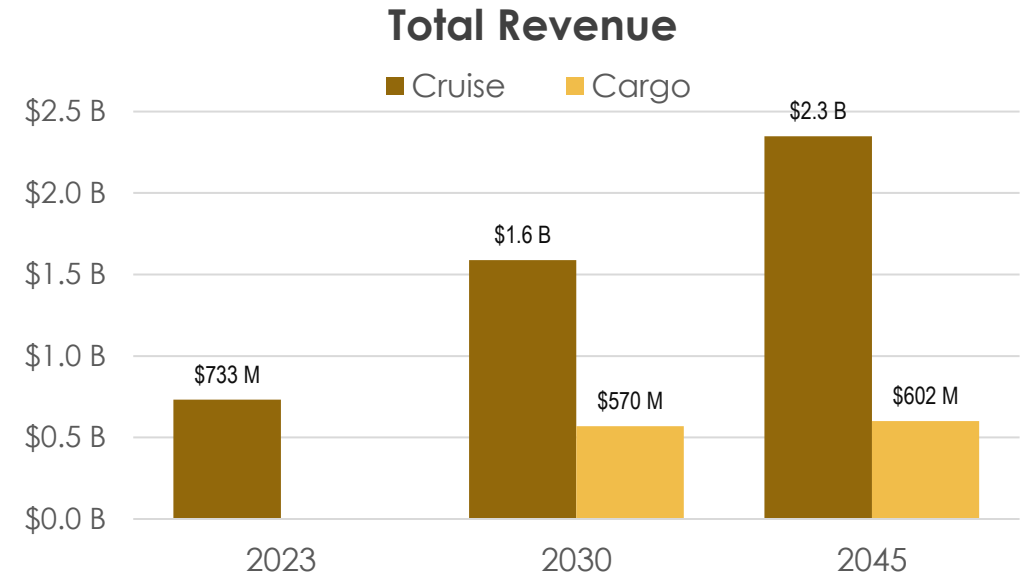
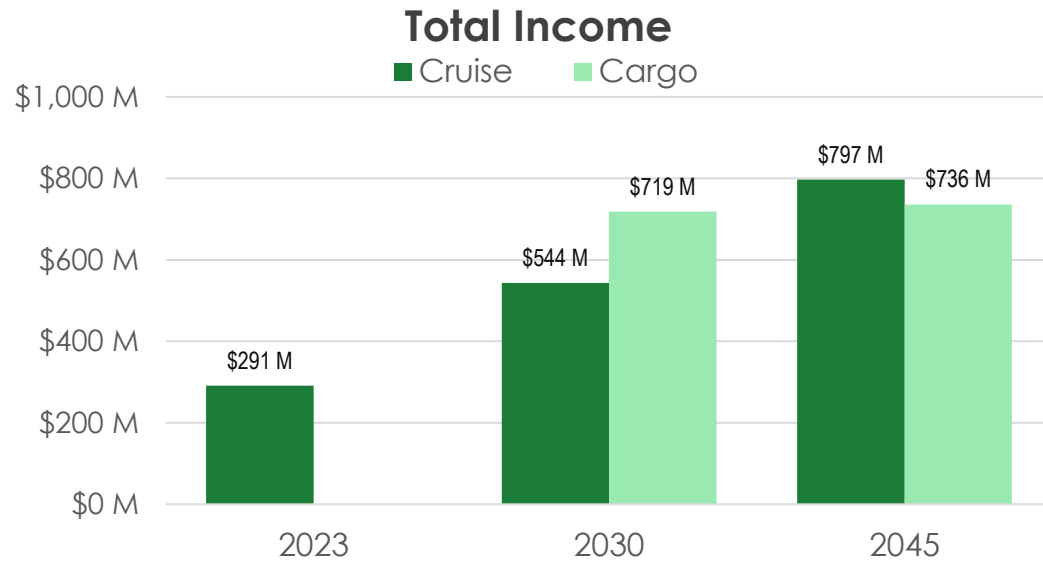


# OVERALL PORT MARKET SUMMARY

MARKET	OPPORTUNITY	NEW FACILITIES NEEDED
<b>Cargo</b>	Growth opportunities identified for fertilizer, autos VPC, RORO, general cargo, liquid bulk & wind	3 cargo berths 160 - 165 acres
<b>Pelican Island</b>	Area for expanded cargo Near term – shipbuilding / repair & LNG fueling Long term (with rail & truck access) – Traditional gulf coast production, emerging markets, advanced manufacturing	General cargo terminal +100 acres Shipyard and / LNG fueling Bridge improvements long term to support additional cargo opportunities
<b>Cruise</b>	Strong cruise market opportunities & growth anticipated in Galveston to serve to growing global and western Caribbean cruise markets.	5 <sup>th</sup> cruise berth (2028) 6 <sup>th</sup> cruise berth (mid term, 2030s) 7 <sup>th</sup> cruise berth (long term, 2040s ++ )
<b>Commercial</b>	Ongoing cruise growth is expected to stimulate demand for non-industrial commercial development, particularly in retail, hotel, and multifamily sectors, with additional demand stemming from the Port workforce, healthcare sector, and broader tourism activity.	600,000 additional sq. ft retail space by 2040 1-2 limited-service hotels / 100–125 rooms (mid term) 1 full-service hotel / 200+ rooms (longer term) 200–300 multi-family units along Harborside Drive every 3 to 5 years



# ECONOMIC IMPACT



# Schedule

## Board Presentation

Cruise, Cargo,  
Commercial Market  
Findings & Alternatives

## Board Presentation

Finalize Strategic  
Plan

## Finalize Plan

BA to Finalize Strategic Plan,  
Projects, Financials

## Board Presentation

Final Strategic Plan,  
Project Costs, Financials



*BA to Update Plan*

**8/13**

*Public Comment Period  
BA to Update Plan*

**8/26**

**TBD**

**Sept**

**Sept**

## Individual Meetings

As Needed; Today &  
Tomorrow

7/22 & 7/23

## Public Outreach / Open House

Market Findings & Final  
Alternatives

## City Council Presentation

Finalized Strategic  
Plan