

# NW Seaport Alliance Scorecard

## December 31, 2020



### CARGO VOLUME

	2019 Total	2020 YTD Actuals	2020 Budget
<u>Containers (TEUs)</u>			
International	3.1 M	2.6 M	3.3 M
Domestic	0.7 M	0.7 M	0.7 M
Break Bulk (Metric Tons NH & SH)	246 K	292 K	306 K
Autos (Units NWSA & POT)	156 K	156K	160 K



### JOB CREATION

	2019 Total	2020 YTD Actuals	2020 Target
ILWU Hours	4.7 M	3.8 M	4.7 M



### FINANCIAL RETURNS

<i>\$ in millions</i>	2019 Total	2020 YTD Actuals	2020 Total Budget
Operating Income <i>(Before GASB 87 Adjustment &amp; Depreciation)</i>	\$105.8	\$90.5	\$97.6
Return on assets	7.1%	5.4%	5.8%



### ENVIRONMENTAL STEWARDSHIP

	2019 Results	2020 Actuals	2020 Target
Water Quality (Improve Source Control)	195 Acres	Total 79 Acres: NIM - 22, NIM N. - 12 E. Sitcum - 14, Maint. Shop - 3, EB1 - 6, SIM - 22	65 Acres
Air Quality (Reduce Greenhouse Gas Emissions)	15% Terminals; Executed Fuel Efficiency Plans	15% Terminals; Executed Fuel Efficiency Plans	36% Container Terminals Executed Fuel Efficiency Plans



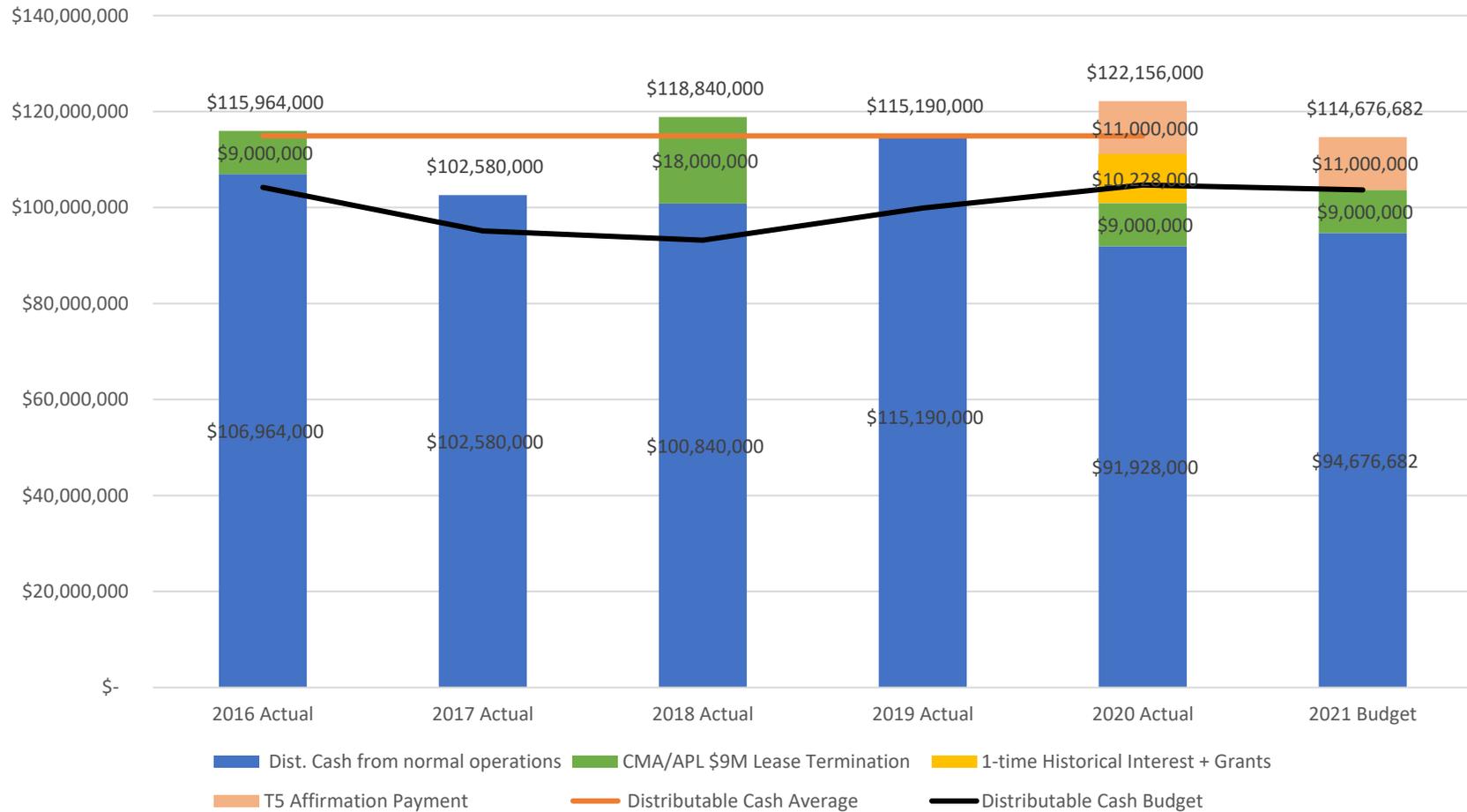


# 2021 6 Year History

Managing Member Meeting  
March 2<sup>nd</sup>, 2021

# Distributable Cash History

Calculated Distributable Cash for the calendar year

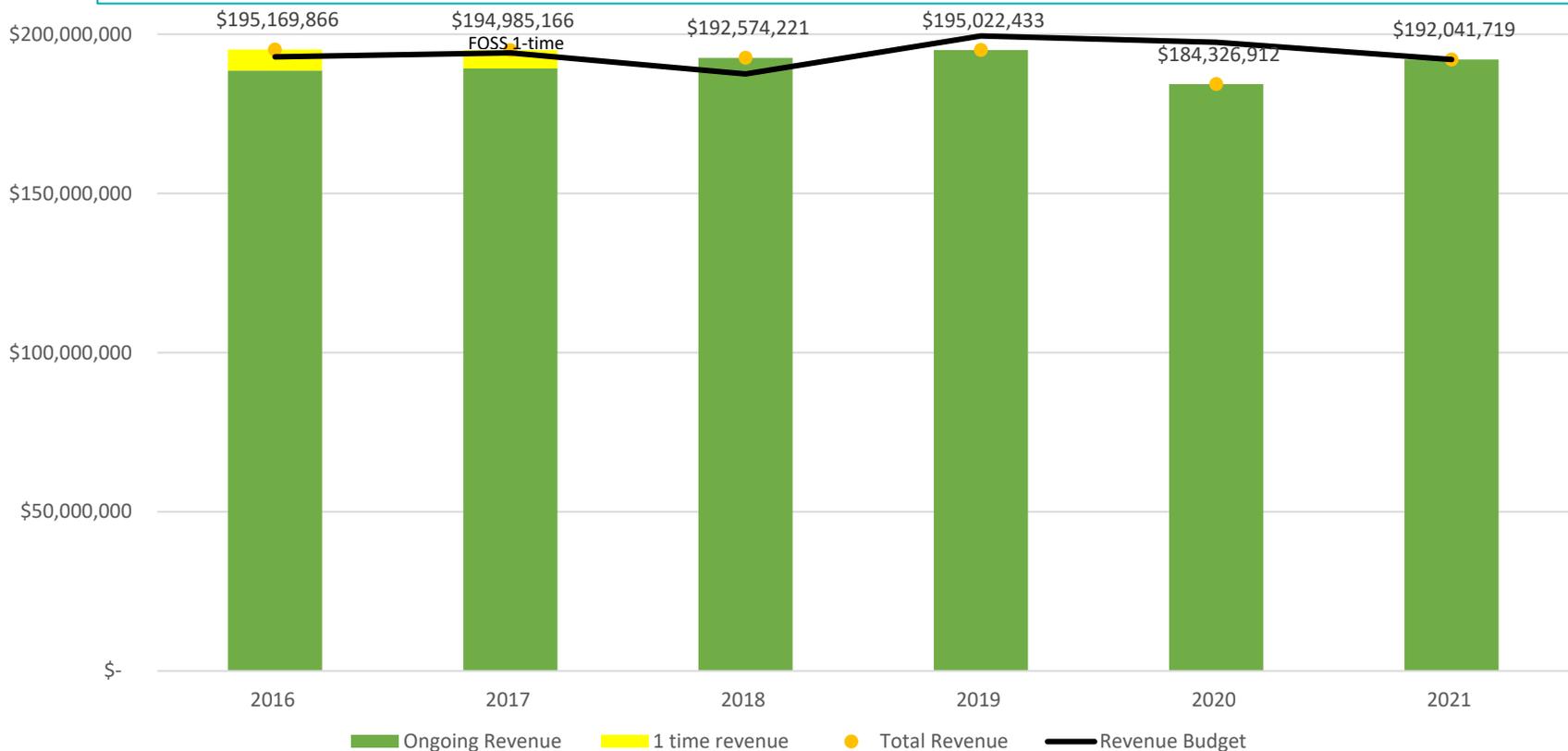


# 6-year History: Revenue

FOSS 1-time

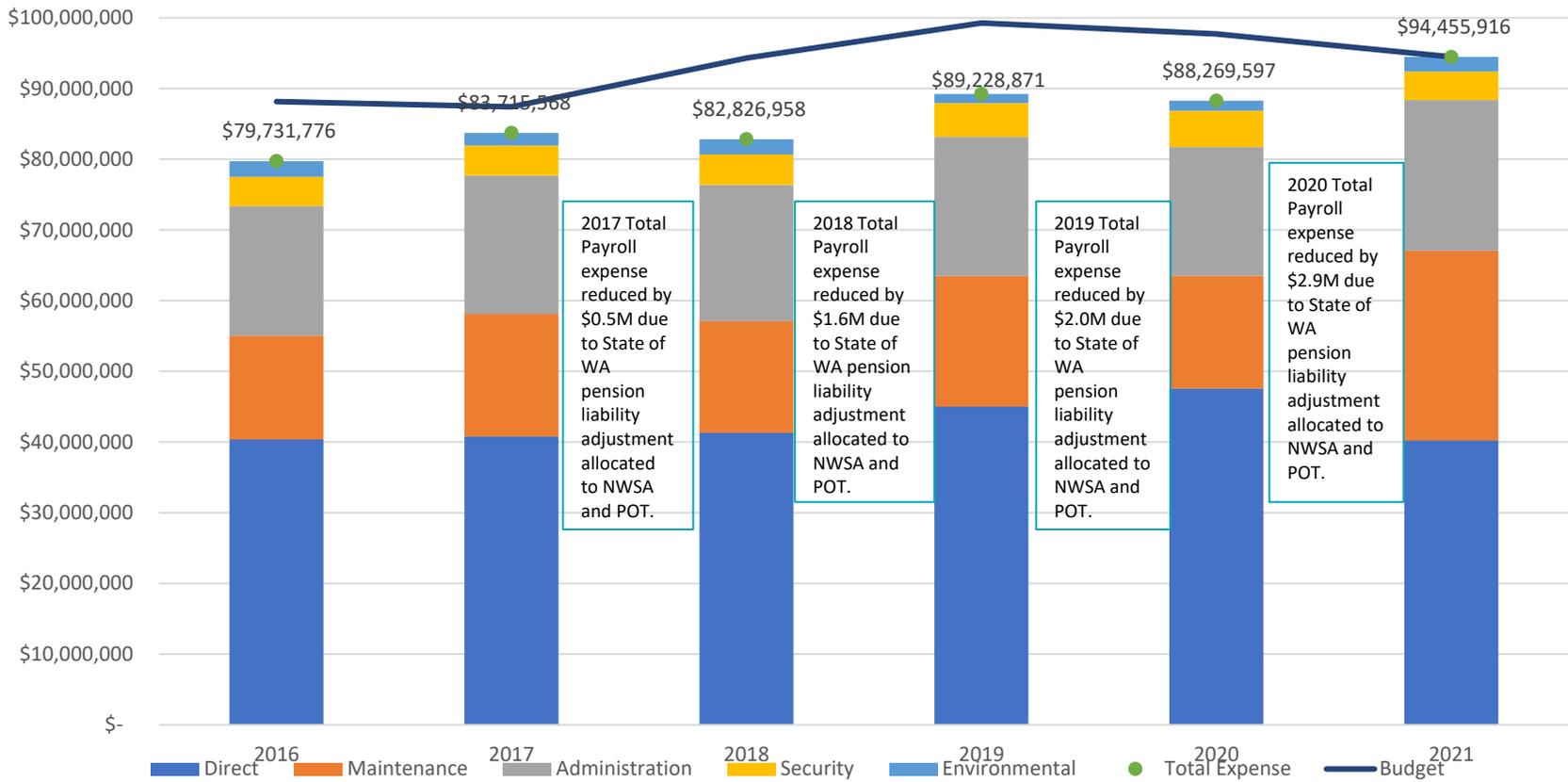
## NWSA Revenue With GASB 87 Interest Income

2019: T46 revenue decreased by \$2M and E. Sitcum revenue decreased by \$3M from prior year (revenue would be higher by these amounts)  
 2020: T46 Revenue includes a \$4M reduction, East Blair revenue decreasing an additional \$3M, TCT decreasing \$4M (revenue would be higher by these amounts)  
 2021: Budget includes \$9M from APL at T5 & revenue increases for T5 \$3.5M, E. Blair, \$2M, Husky \$1.2M, NIM \$1.3M & W. Sitcum \$1.9M

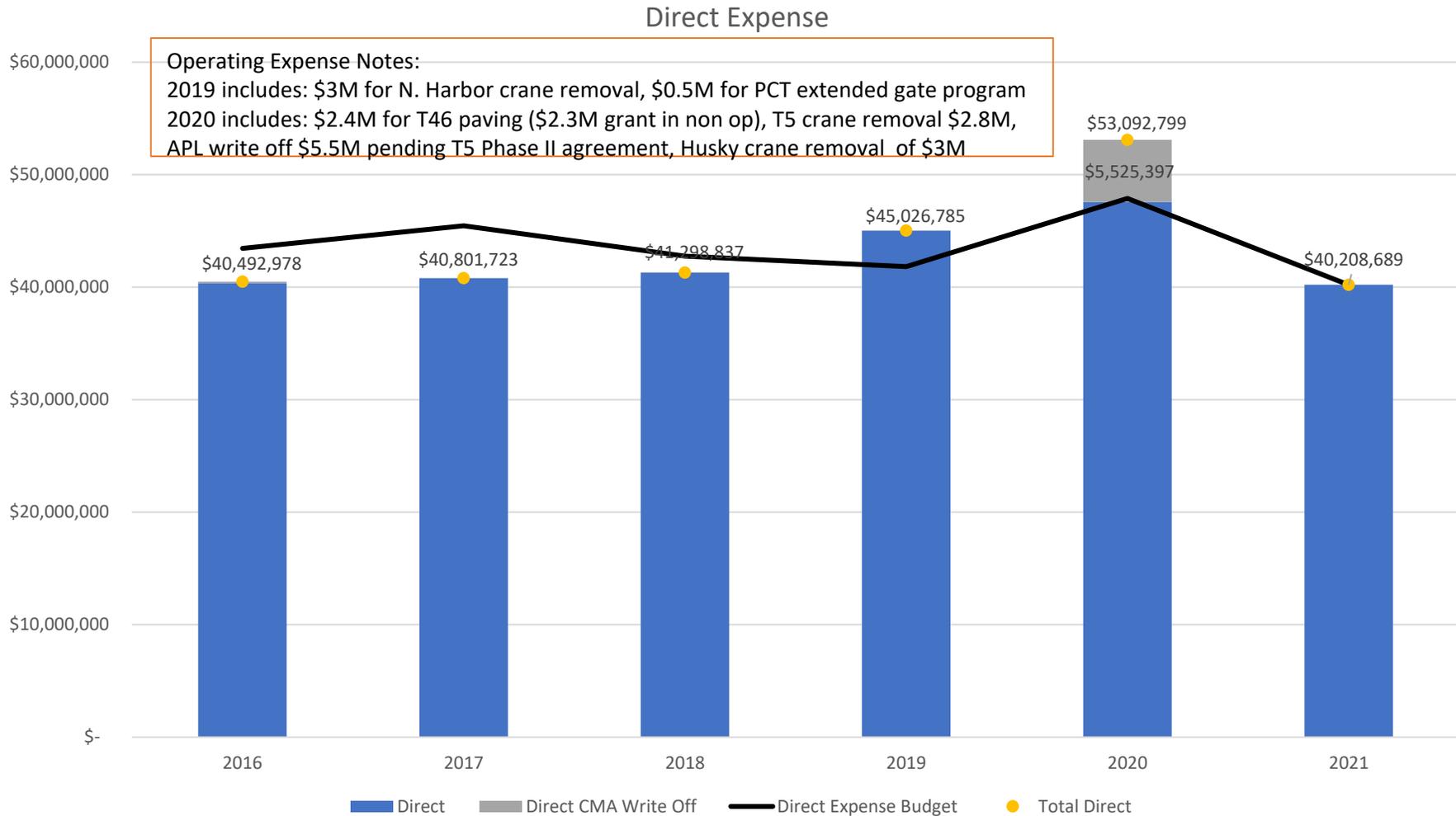


# Total Operating Expense before Depreciation

Total Operating Expense before Depreciation by Category

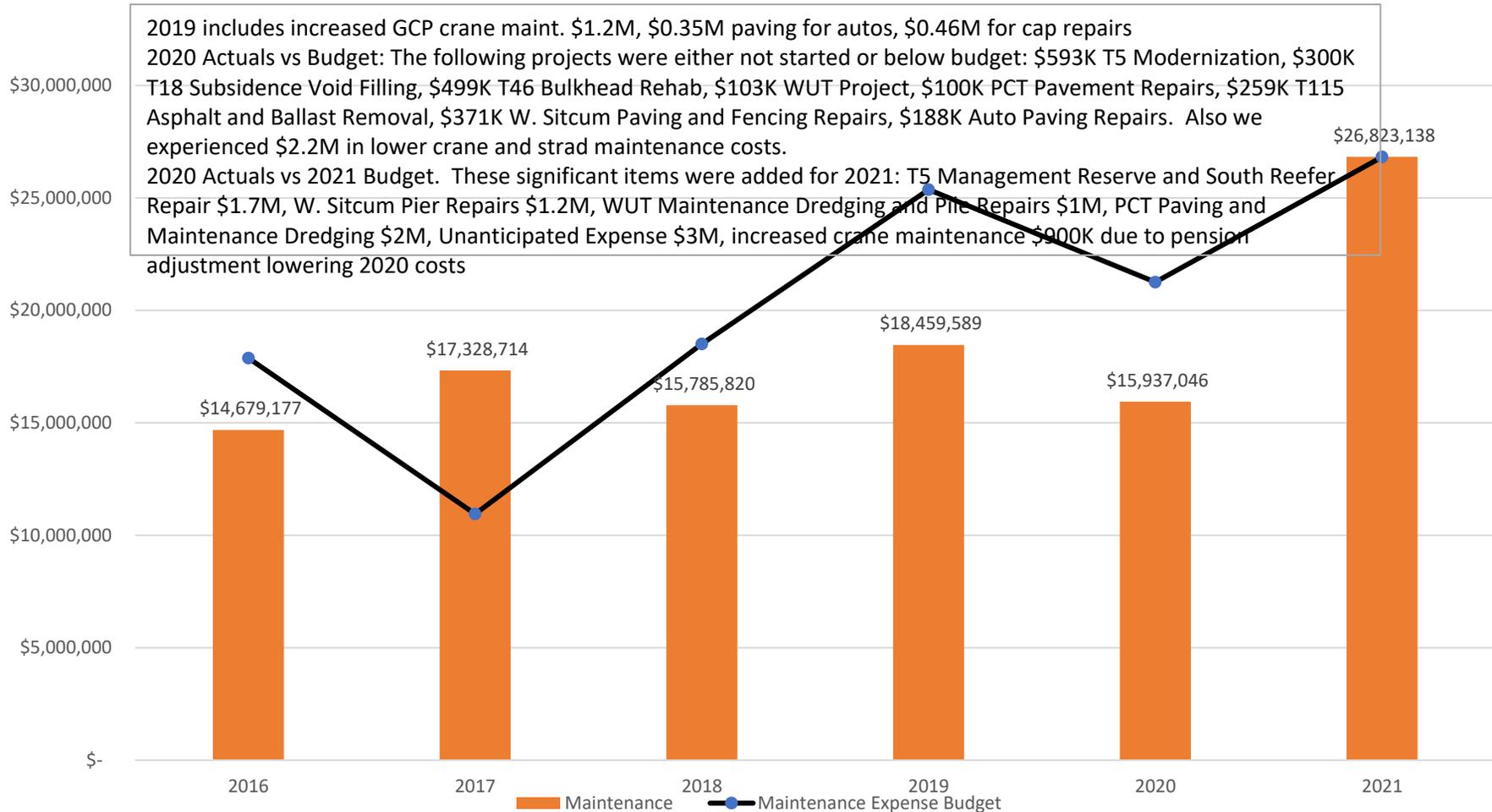


# 6-Year History: Direct Expense

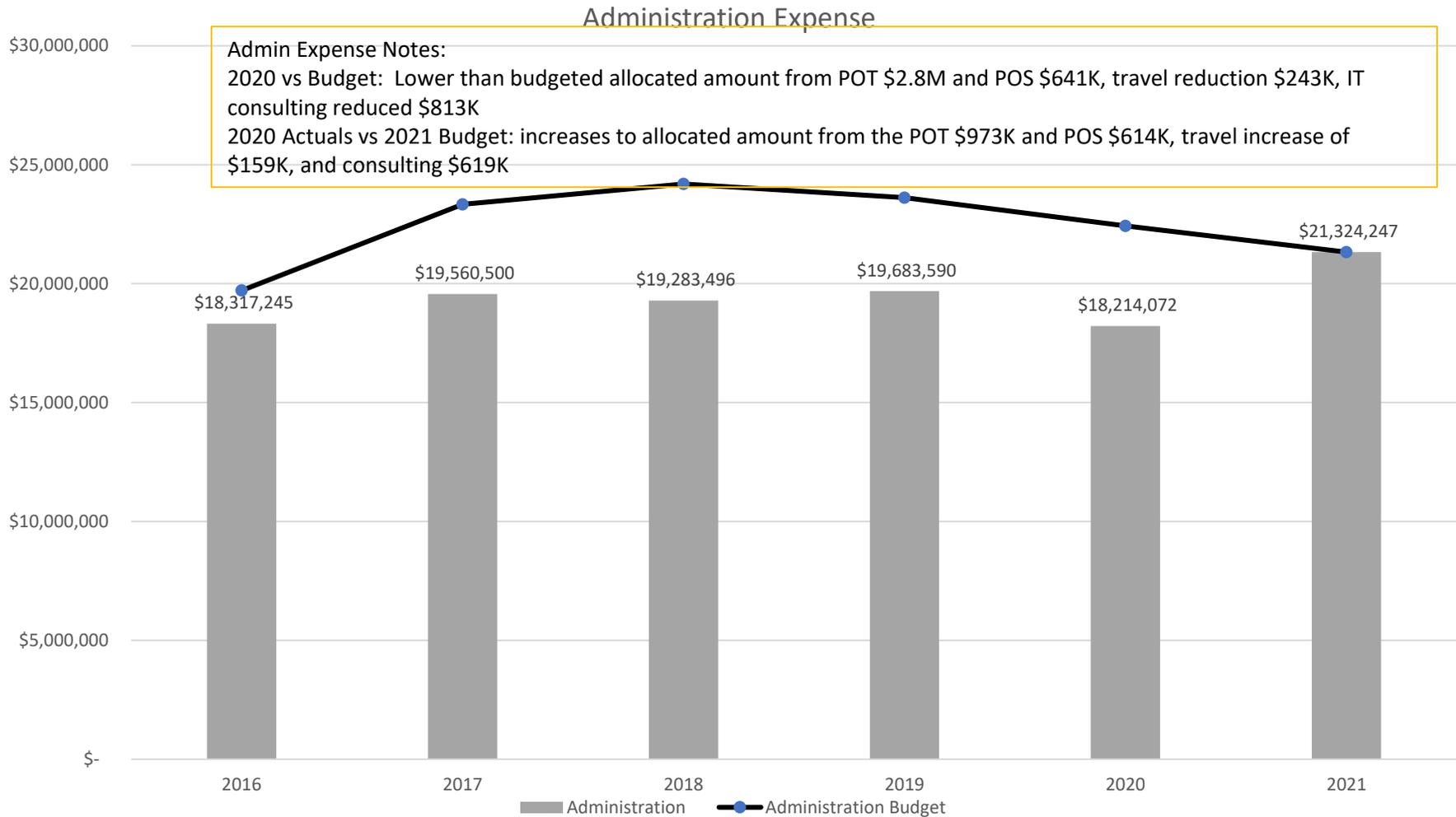


# 6-Year History: Maintenance Expense

Maintenance Expense

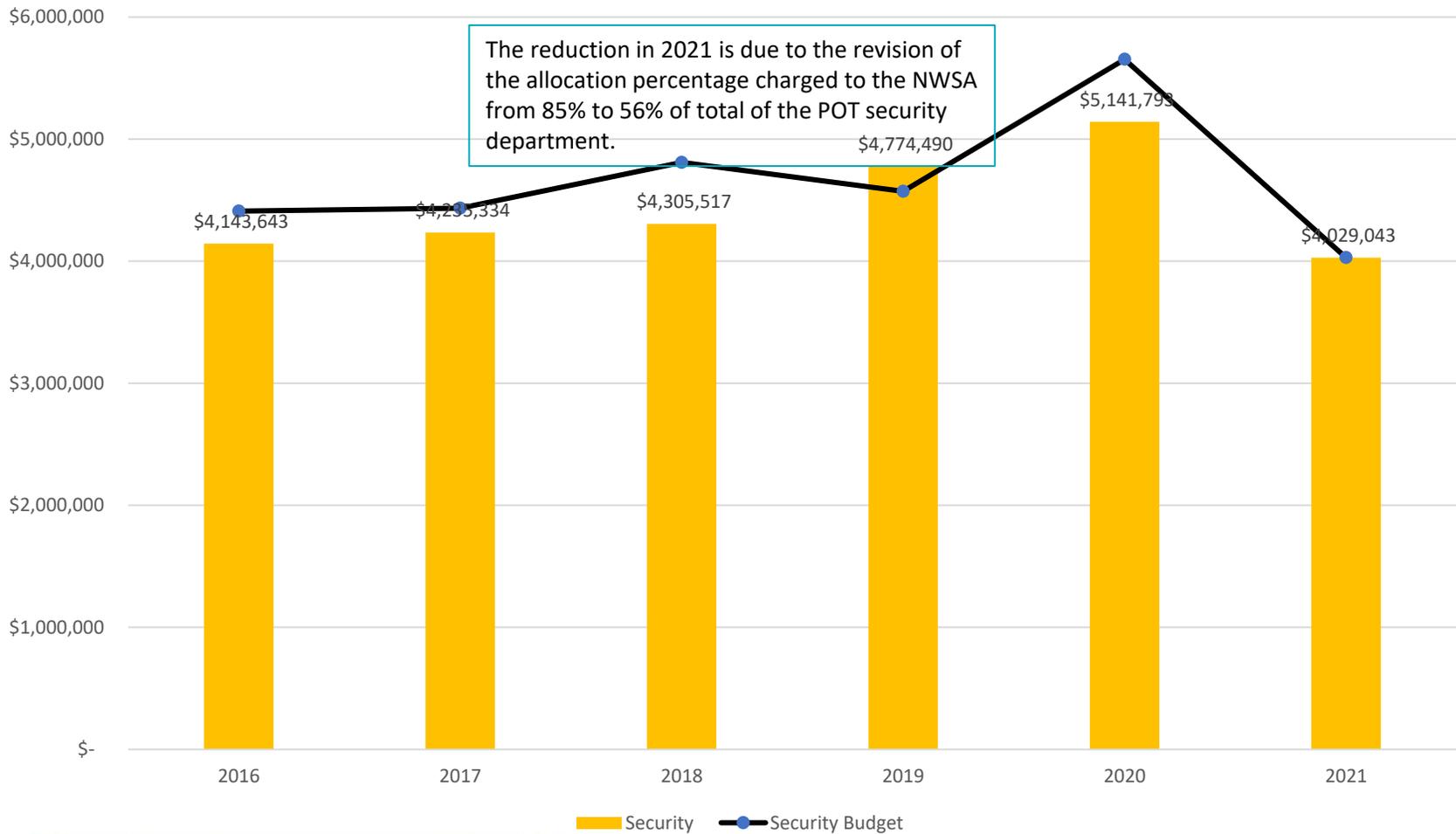


# 6-Year History: Admin Expenses

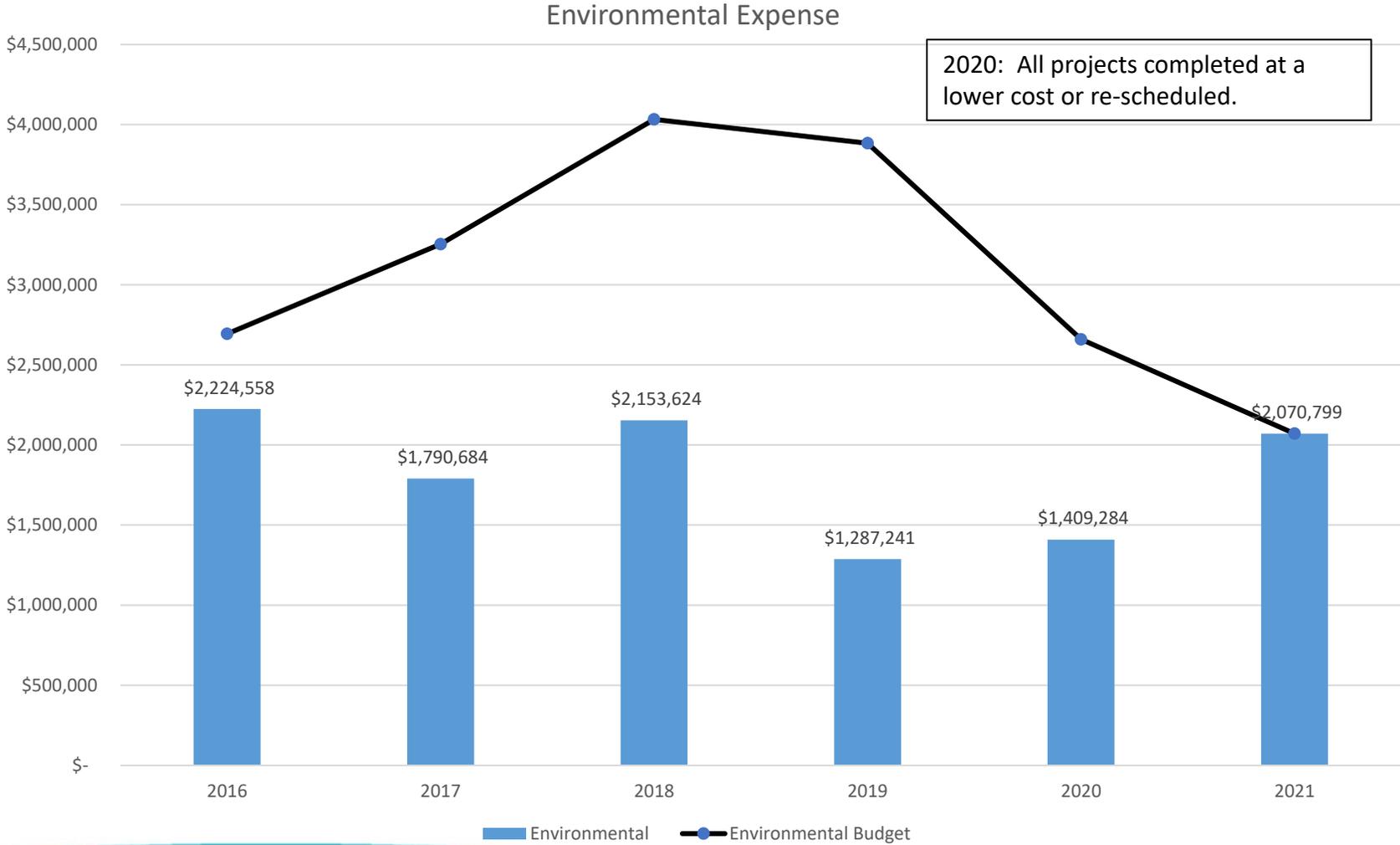


# 6-Year History: Security Expenses

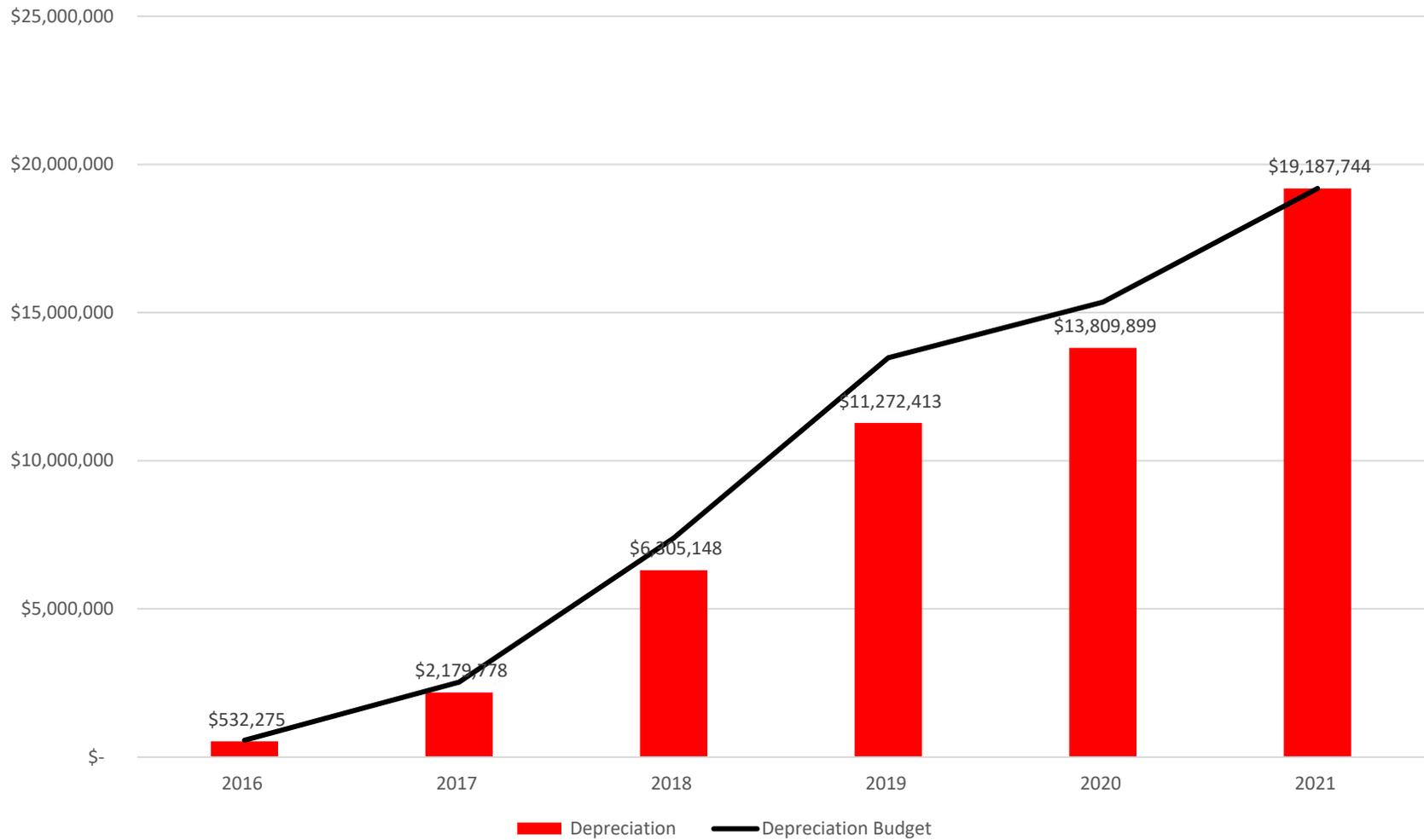
Security Expense



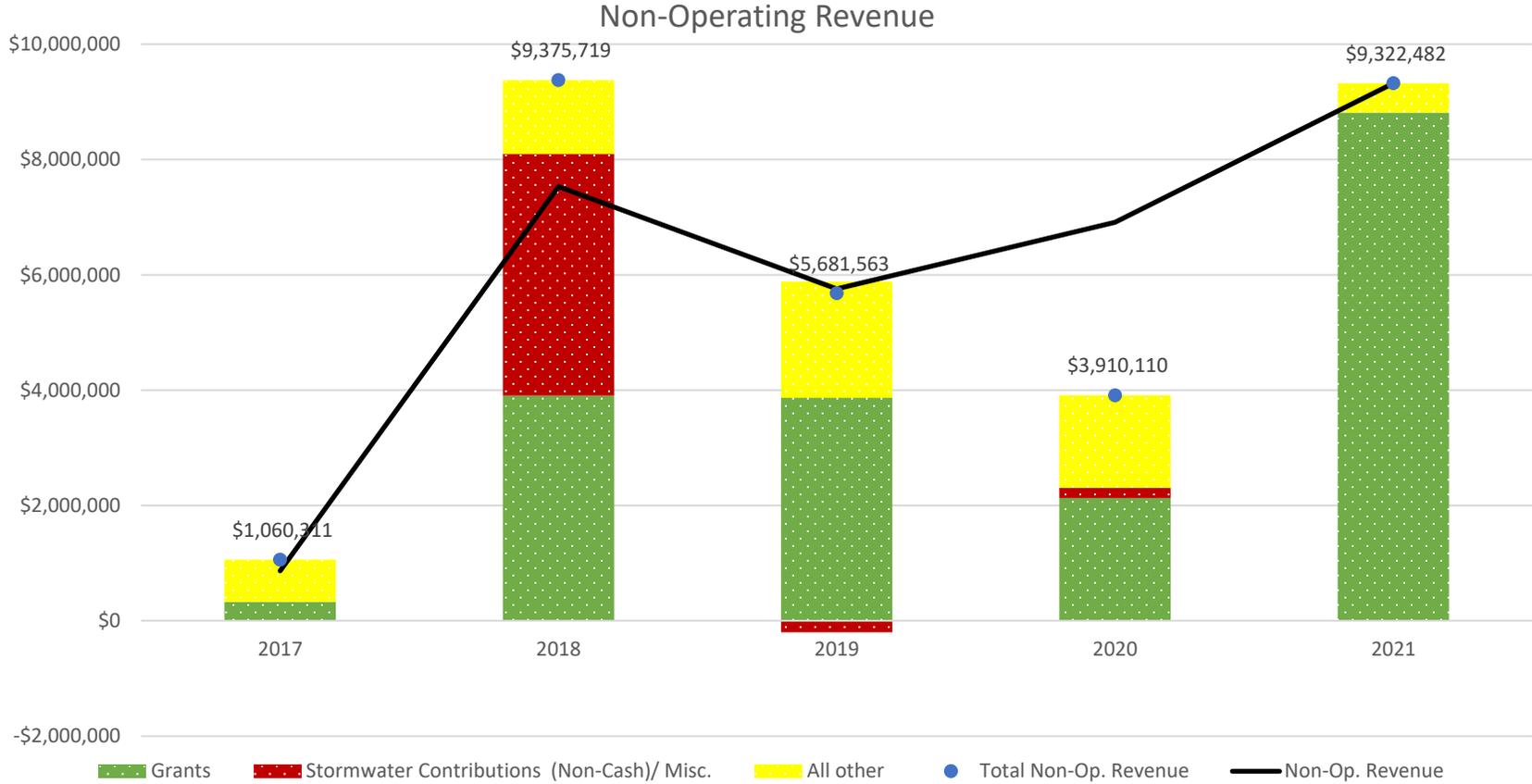
# 6-Year History: Environmental Expenses



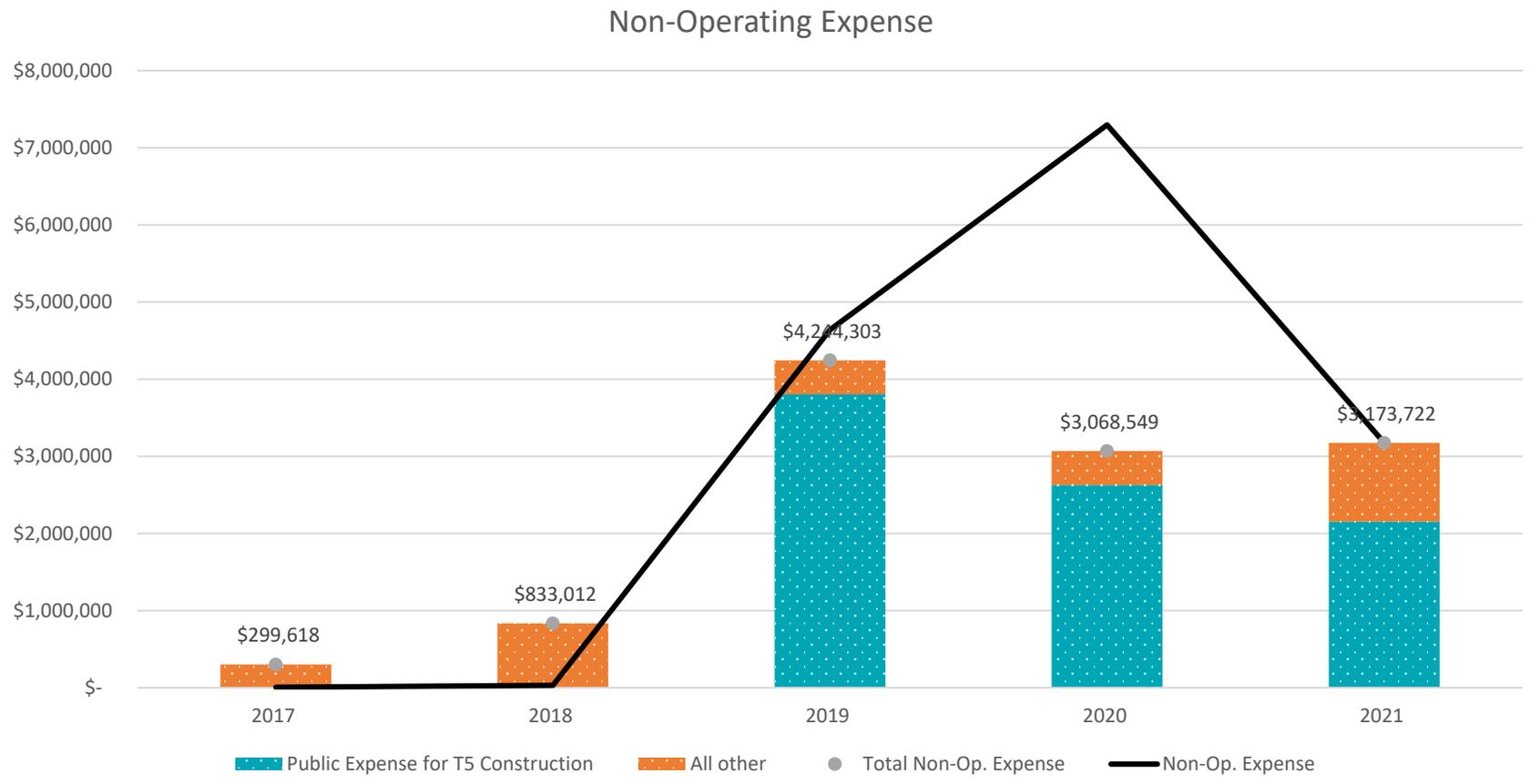
# NWSA Depreciation



# Non Operating Revenue



# Non Operating Expense



# NW Seaport Alliance Scorecard 2021 - DRAFT



## CARGO VOLUME

	2020 Total	2021 YTD Actuals	2021 Budget
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### Containers (TEUs)

International			
Domestic			

Break Bulk (Metric Tons)			
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Autos (Units)			
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## JOB CREATION

	2020 Total	2021 YTD Actuals	2021 Target
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ILWU Hours			
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## MARKET SHARE

North American Competitive Ports	6.9%
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West Coast Ports	12.0%
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## FINANCIAL RETURNS

<i>\$ in millions</i>	2020 Total	2021 YTD Actuals	2021 Total Budget
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Operating Income <i>(Before GASB 87 Adjustment &amp; Depreciation)</i>			
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Return on assets			
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## ENVIRONMENTAL STEWARDSHIP

	2020 Results	2021 Actuals	2021 Target
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Water Quality (Improve Source Control)			
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Air Quality (Reduce Greenhouse Gas Emissions)			
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## OPERATIONS

	2020 Results	2021 Actuals (Jan Only)	2021 Target
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Avg Crane Production <i>Net moves per hour (mph)</i>	29.3	28.7	32
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Truck Turn Time <i>Avg total experience in minutes</i>	66.4	70.8	< 90
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**\*\*NOTE:** Items in red are proposed additions to Score Card