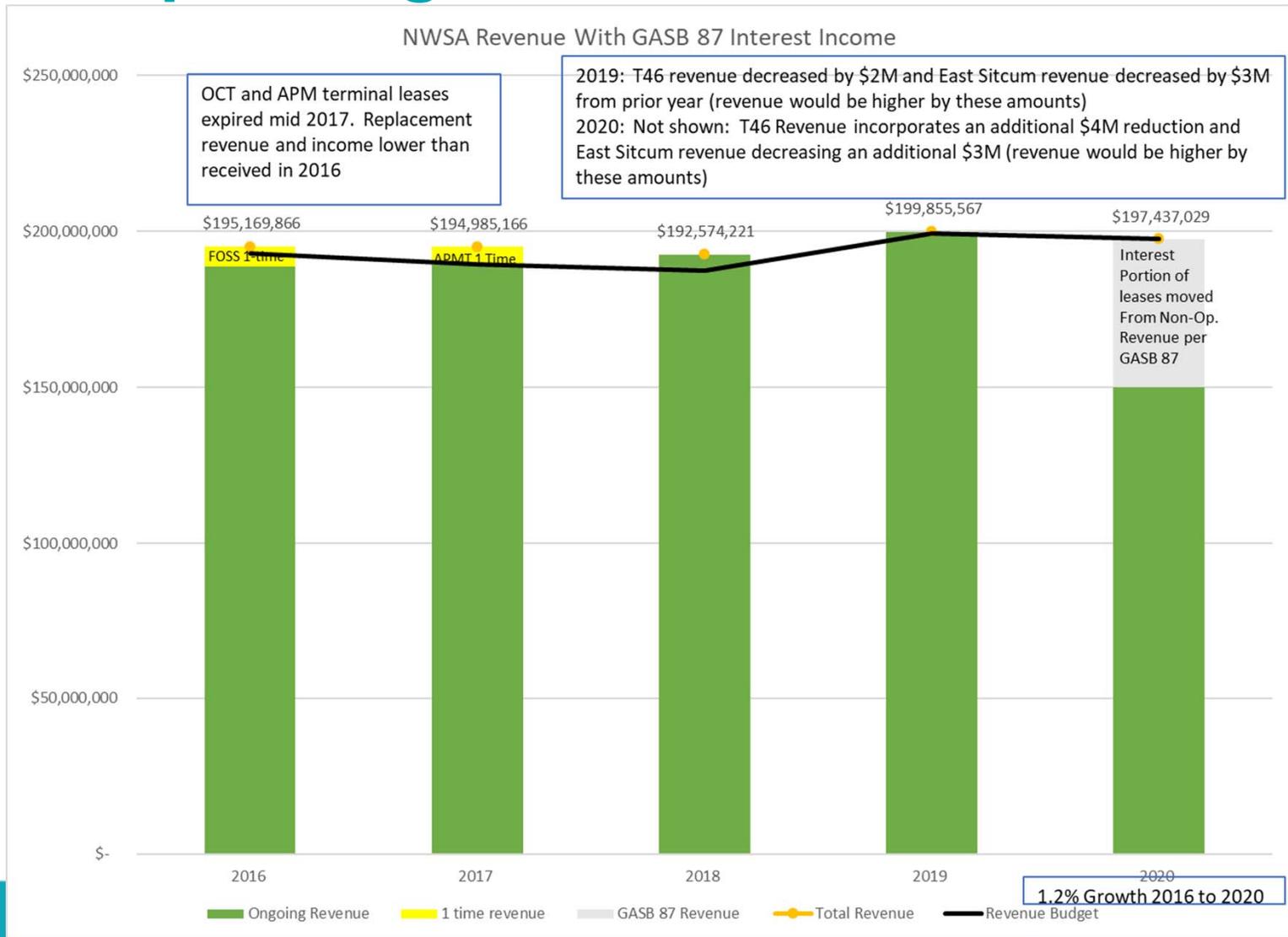




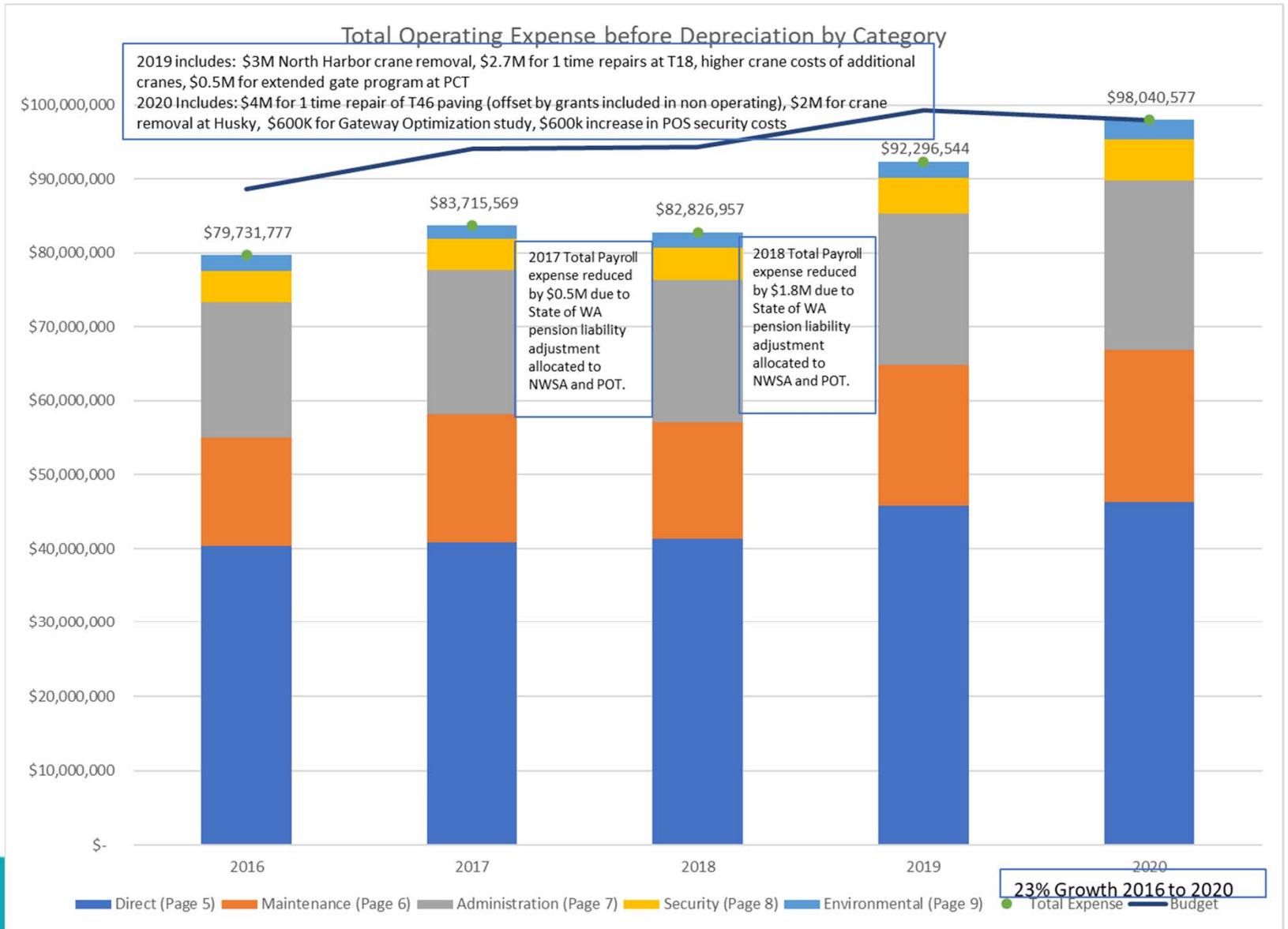
2016 to 2020 Financials and Associated Analysis

Managing Member Meeting
February 4, 2020

NWSA Operating Revenue with GASB 87



Total Operating Expense before Depreciation

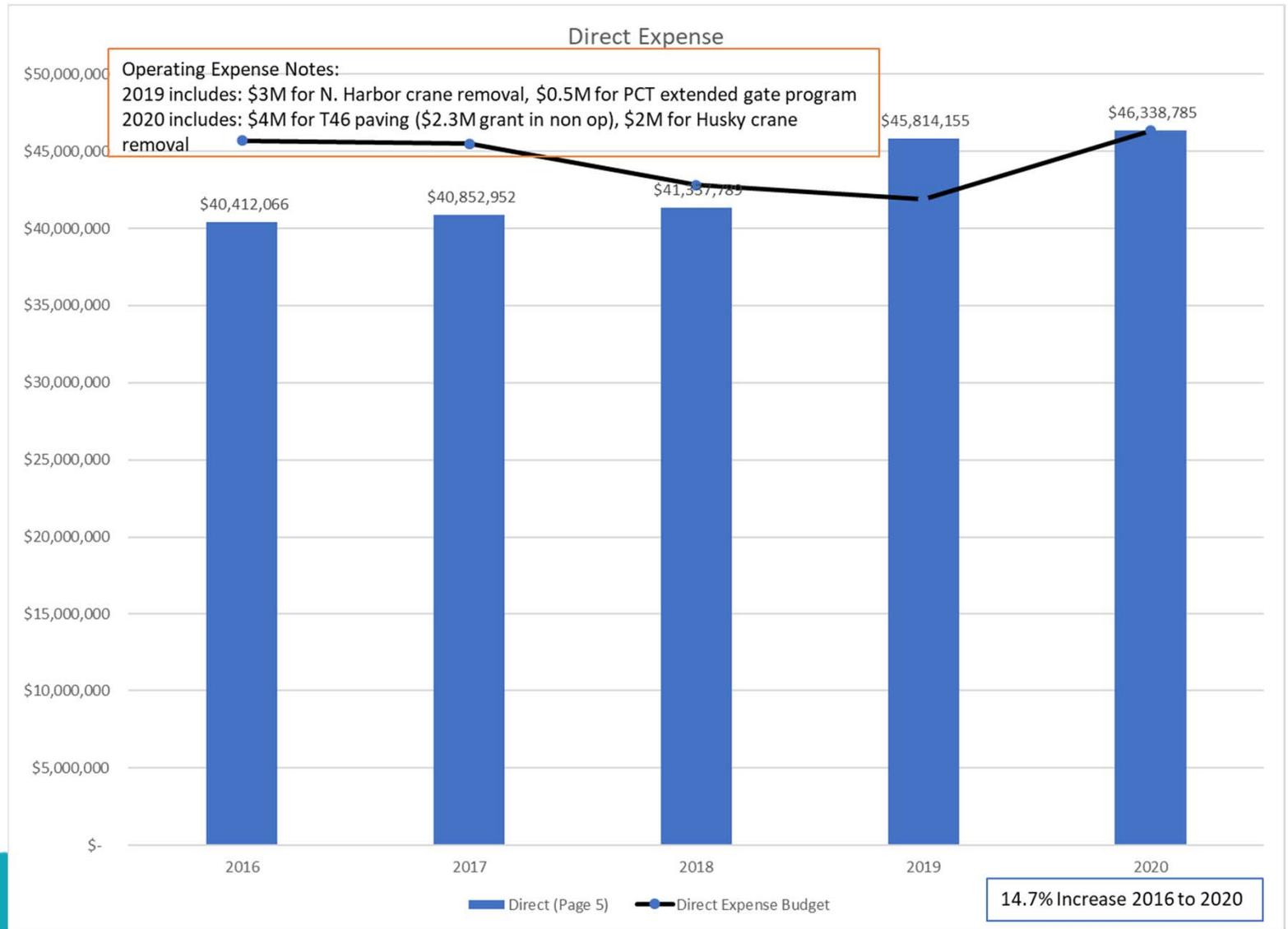


Category Explanations

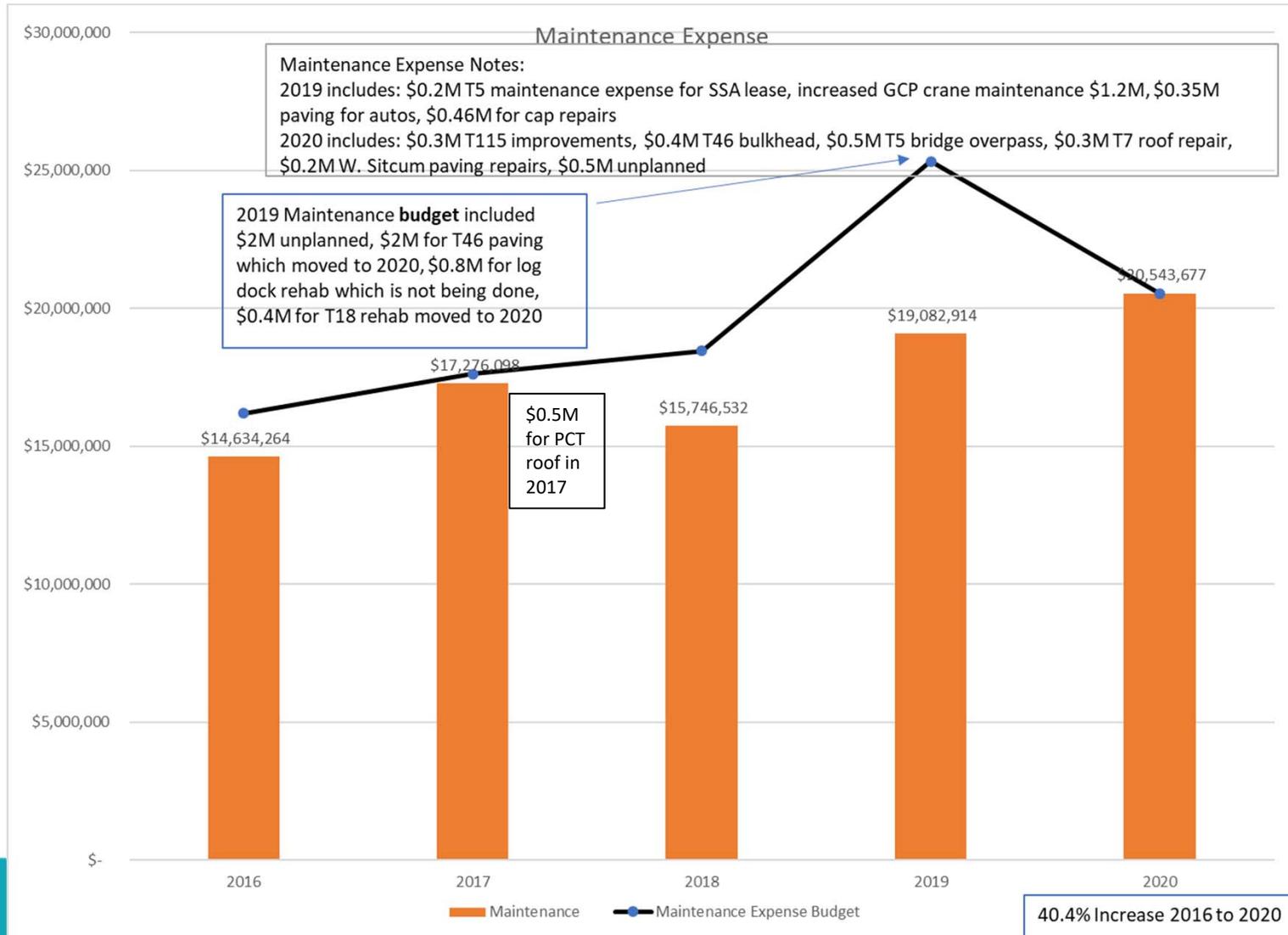
- **Direct Expense – related to operating the terminals and all sales and marketing and port staff that manage operations.**
 - Longshore expenses at NIM and Breakbulk terminal, SIM vendor
 - Marketing and business development staff
 - LOB management, customer service, and port “operations” staff
- **Maintenance expense – preventive maintenance and repair of all assets**
 - The unexpected project budget is budgeted in maintenance
- **Administration**
 - Commissioners, Executive, IT, Finance, Contracts, HR, Government Affairs, Communications, & Planning staff and Building expenses.
- **Security**
- **Environmental**
- **THESE CATEGORIES REPRESENT TOTAL OPERATING EXPENSE**



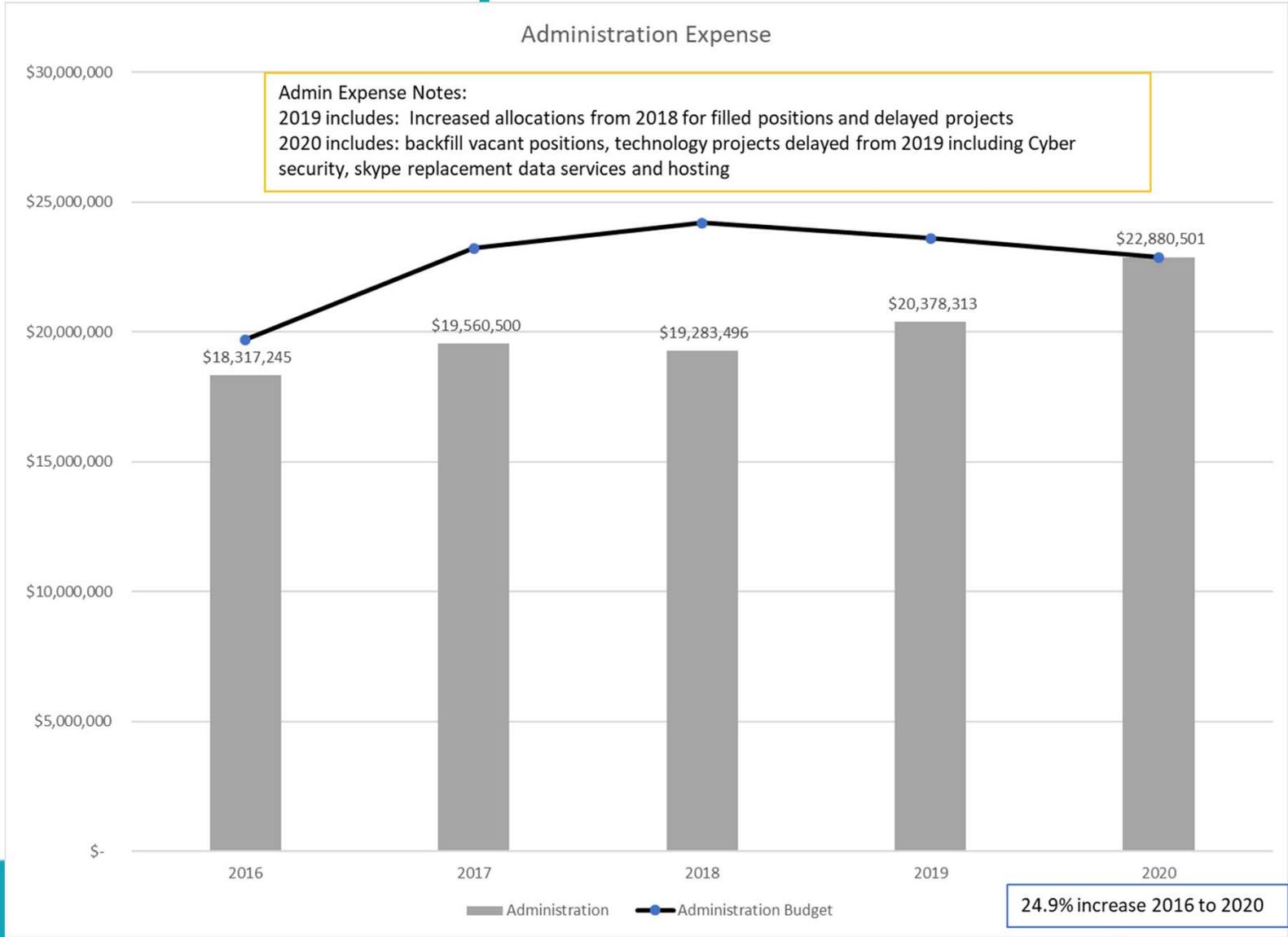
Direct Expense



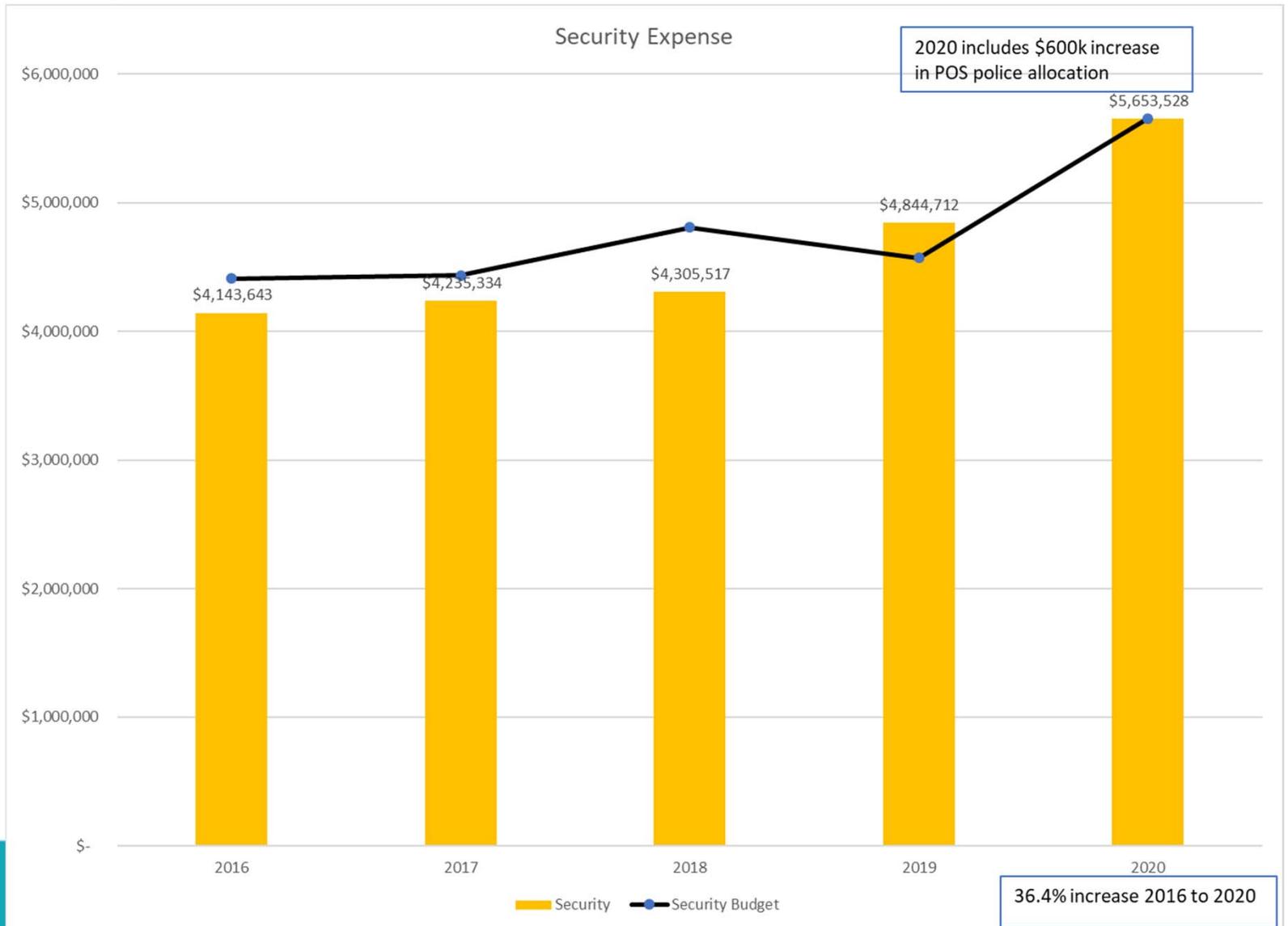
Maintenance Expense



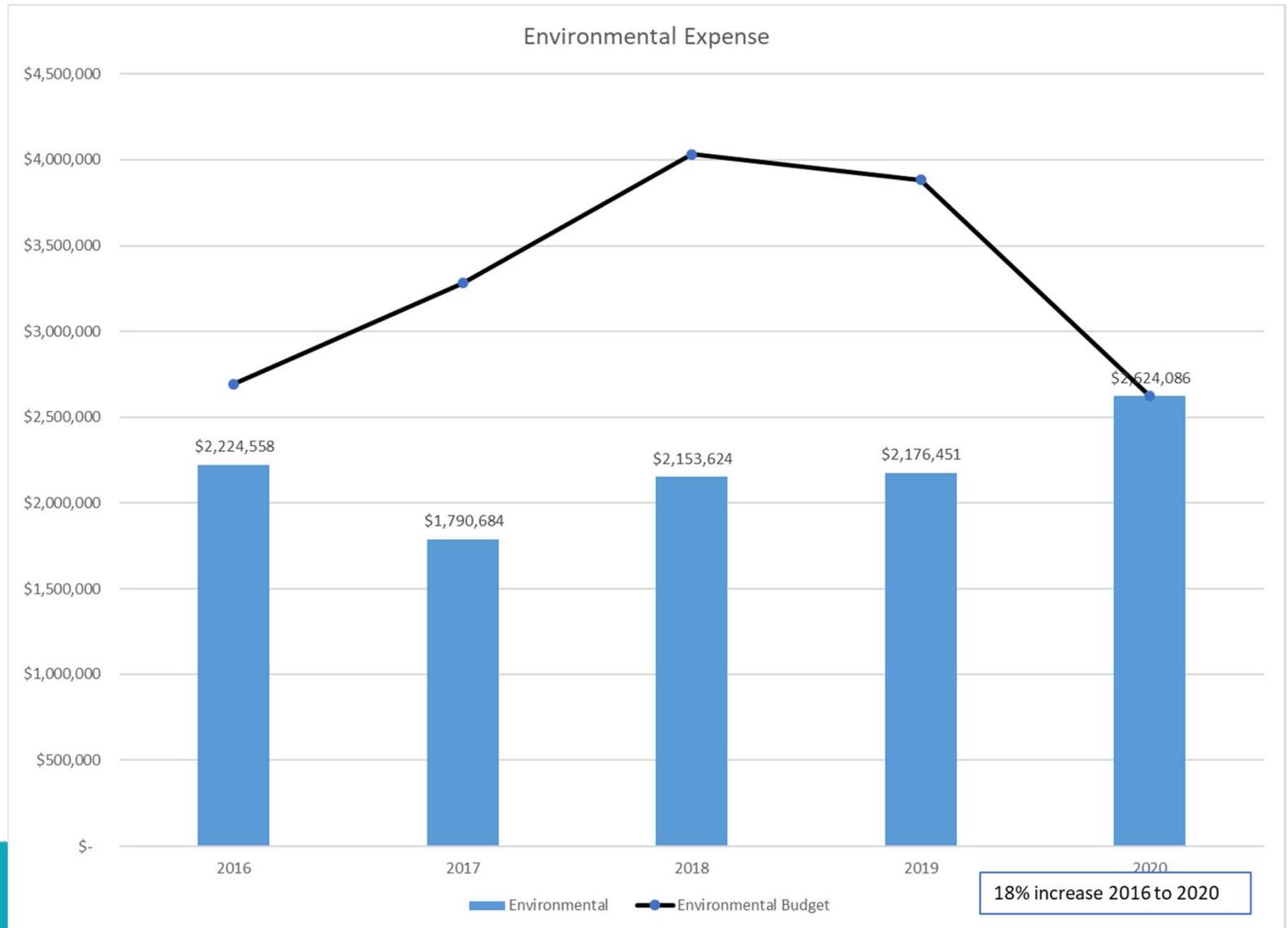
Administration Expense



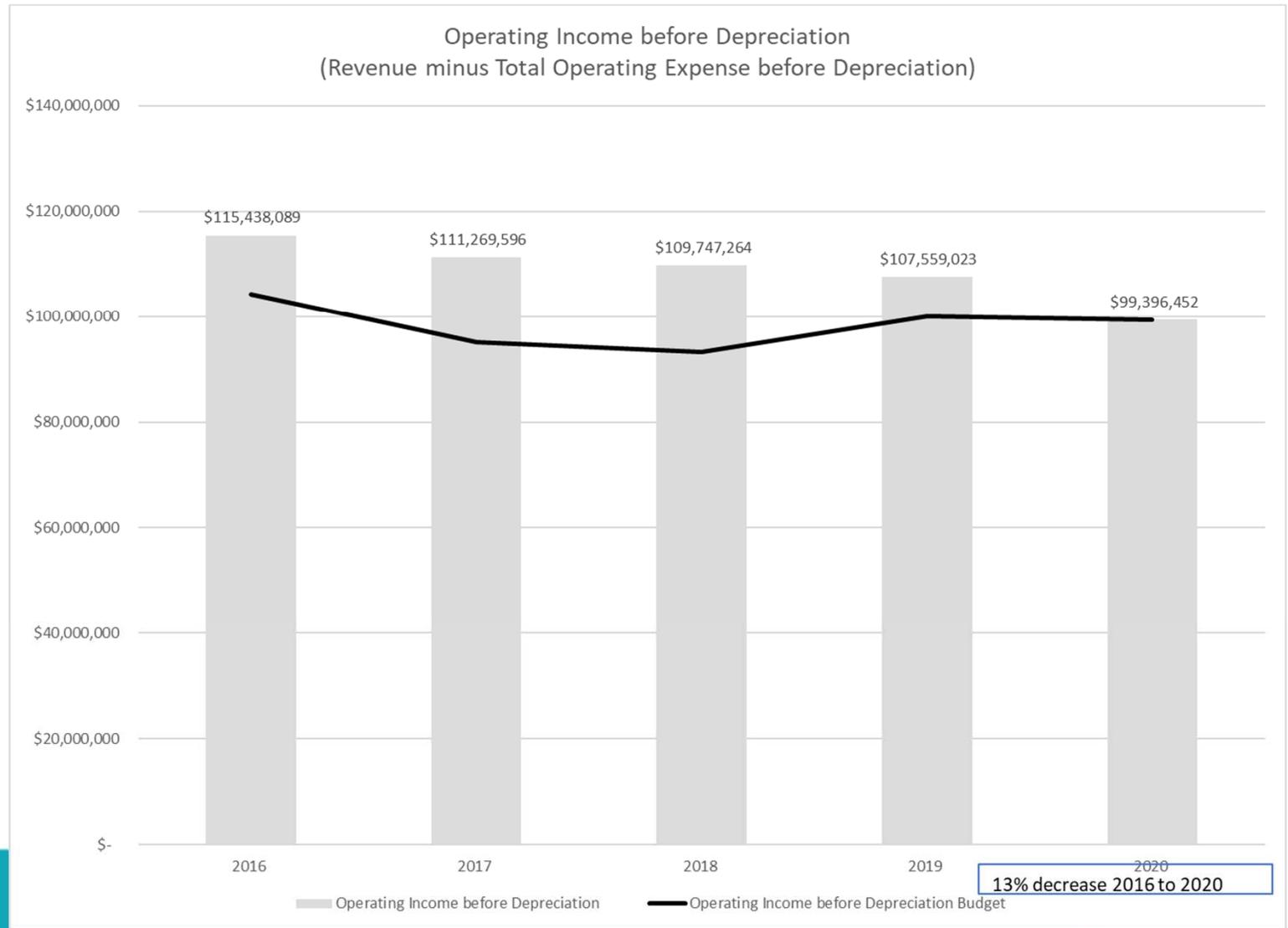
Security Expense



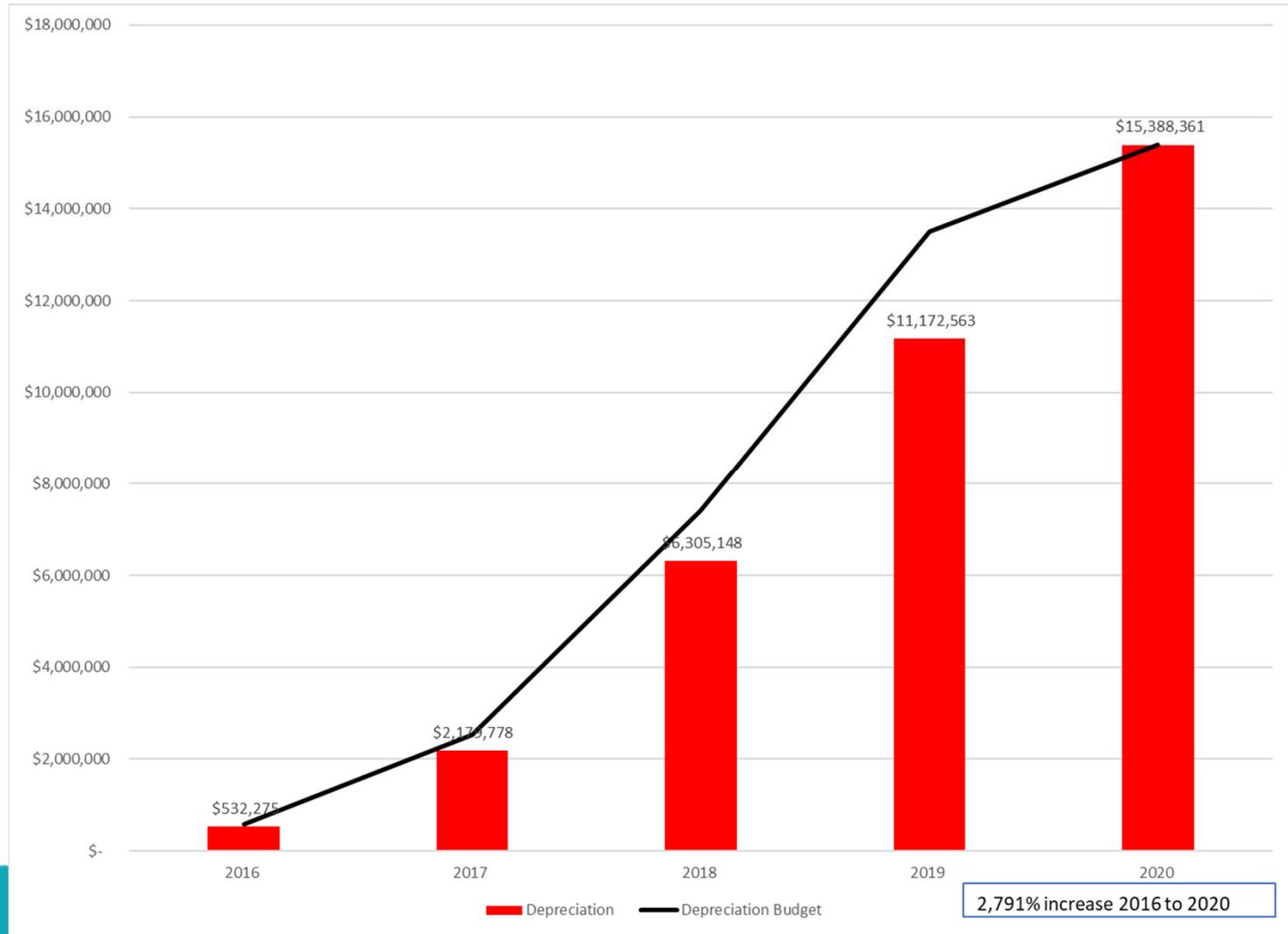
Environmental Expense



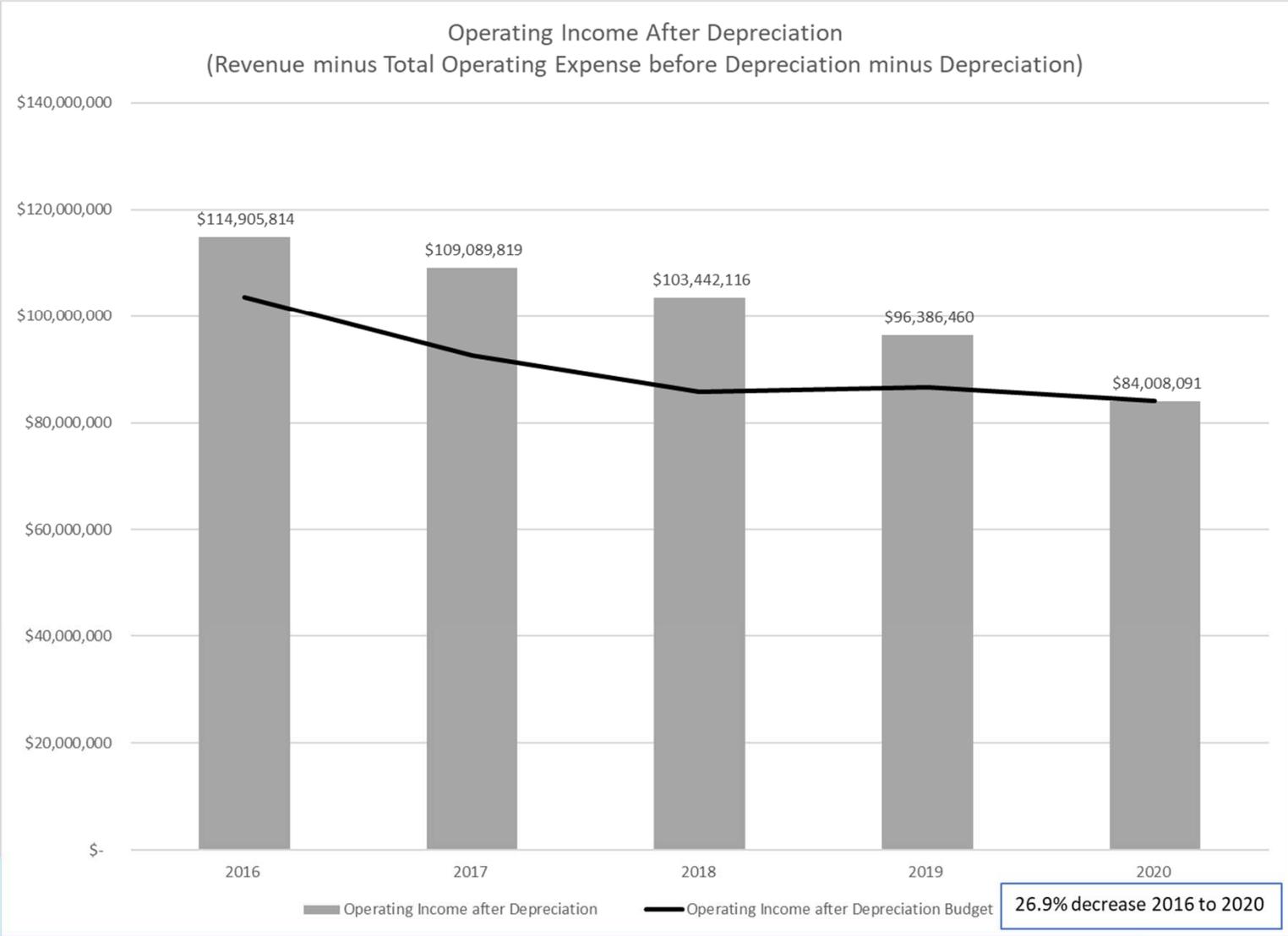
Operating Income Before Depreciation



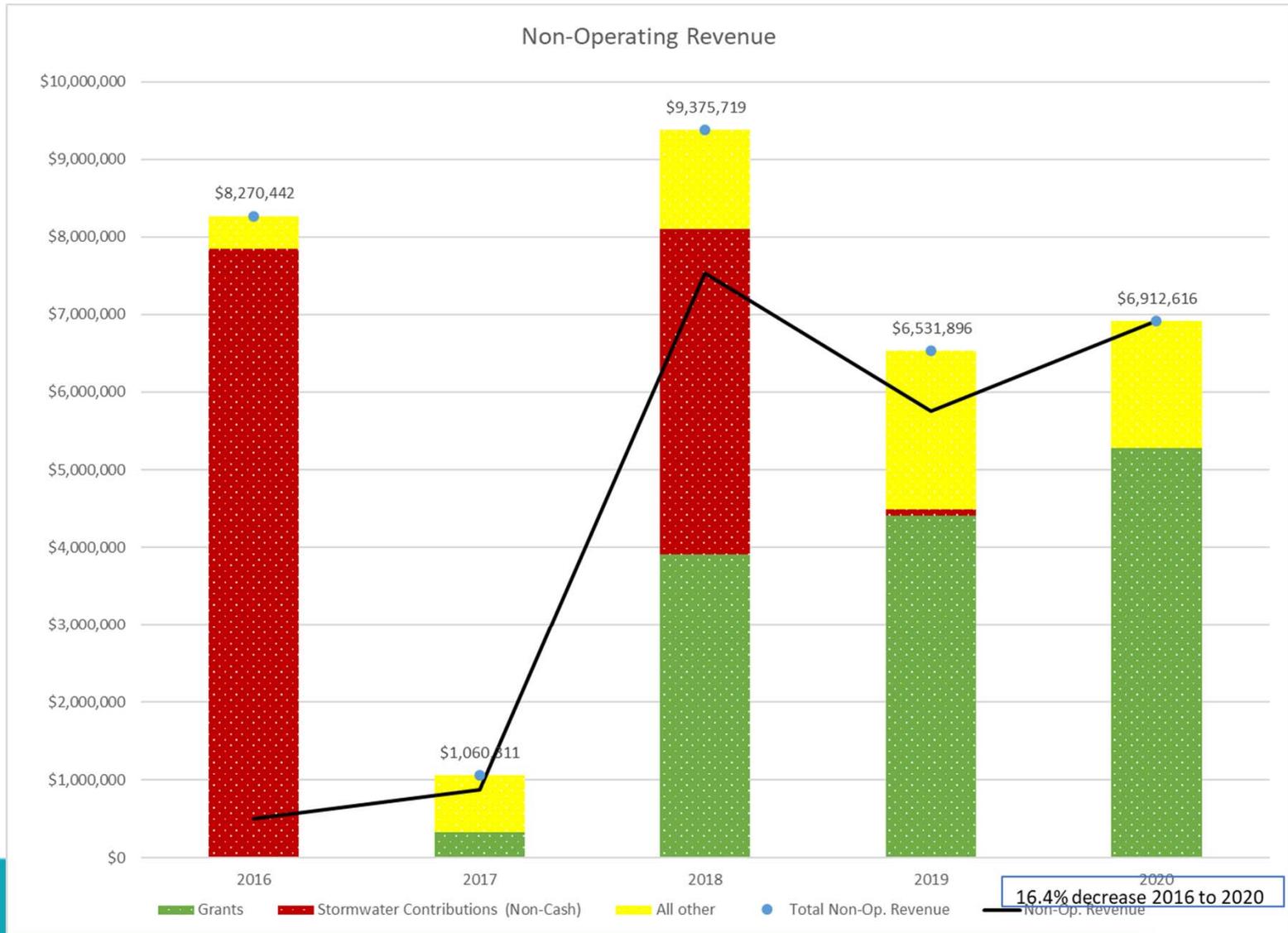
Depreciation



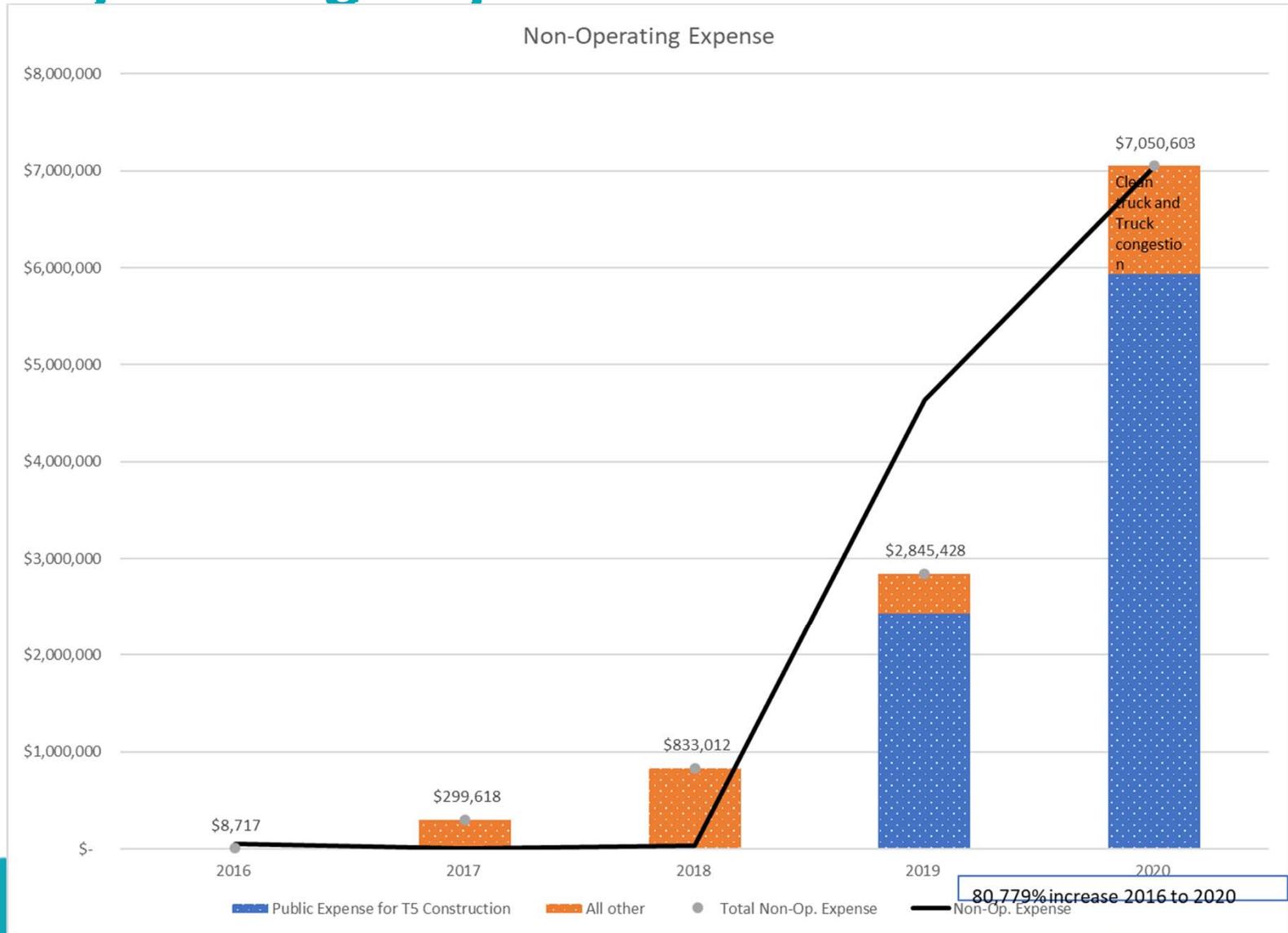
Operating Income



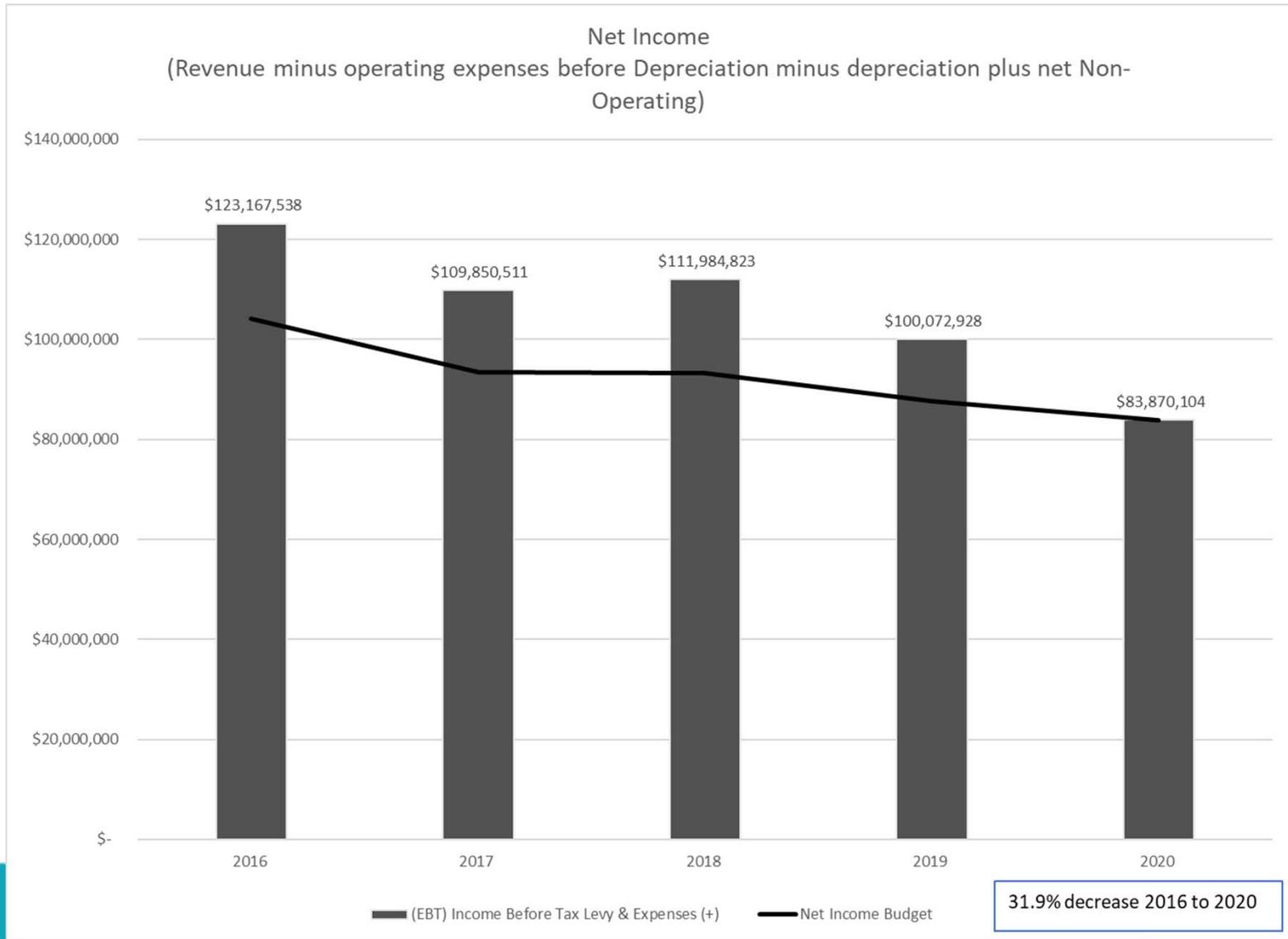
Non Operating Revenue



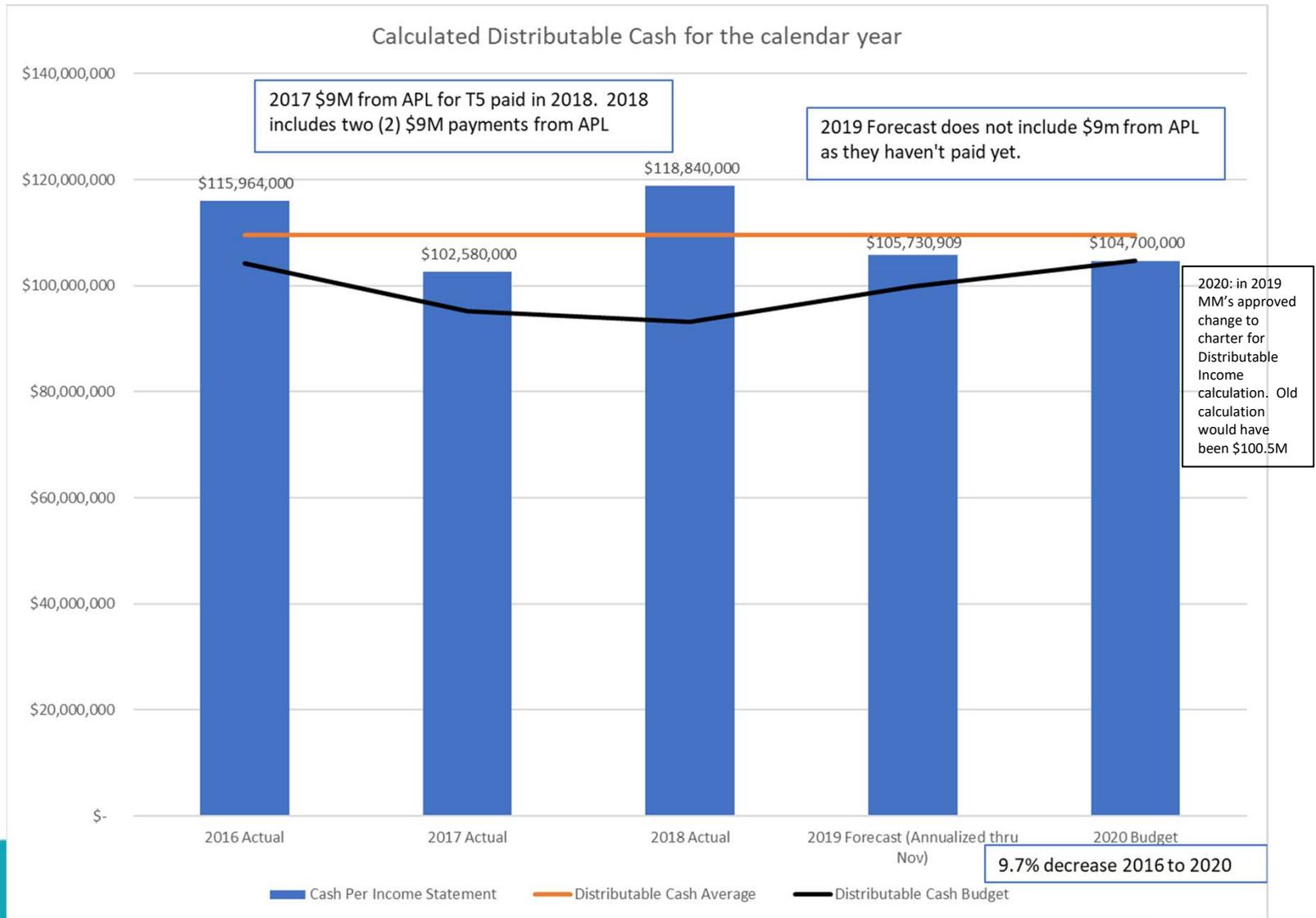
Non Operating Expense



Net Income



Calculated Distributable Cash



Capital Investment Plan Spending

\$ Million	2016	2017	2018	2019	2020
Budget	\$27.0	\$87.8	\$152.4	\$162.7	\$124.0
Actual	38.9	76.6	87.6	89.3	
\$ Variance (B-A)	-\$11.9	\$11.2	\$64.8	\$73.4	
% Spent	144.1%	87.2%	57.5%	54.9%	

2016 – authorized construction of Husky wharf

2017 – Authorized 2nd set of Husky cranes

