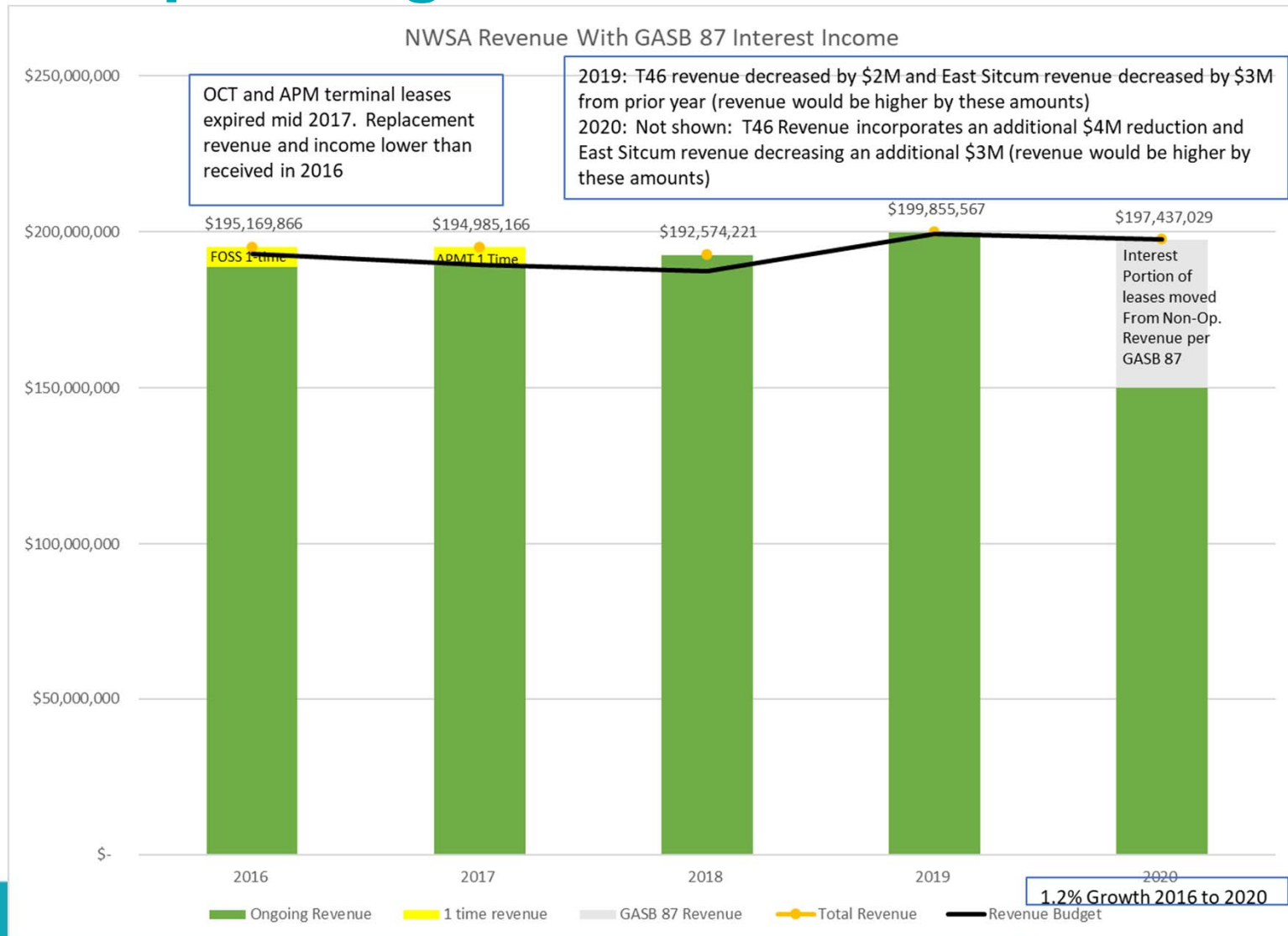




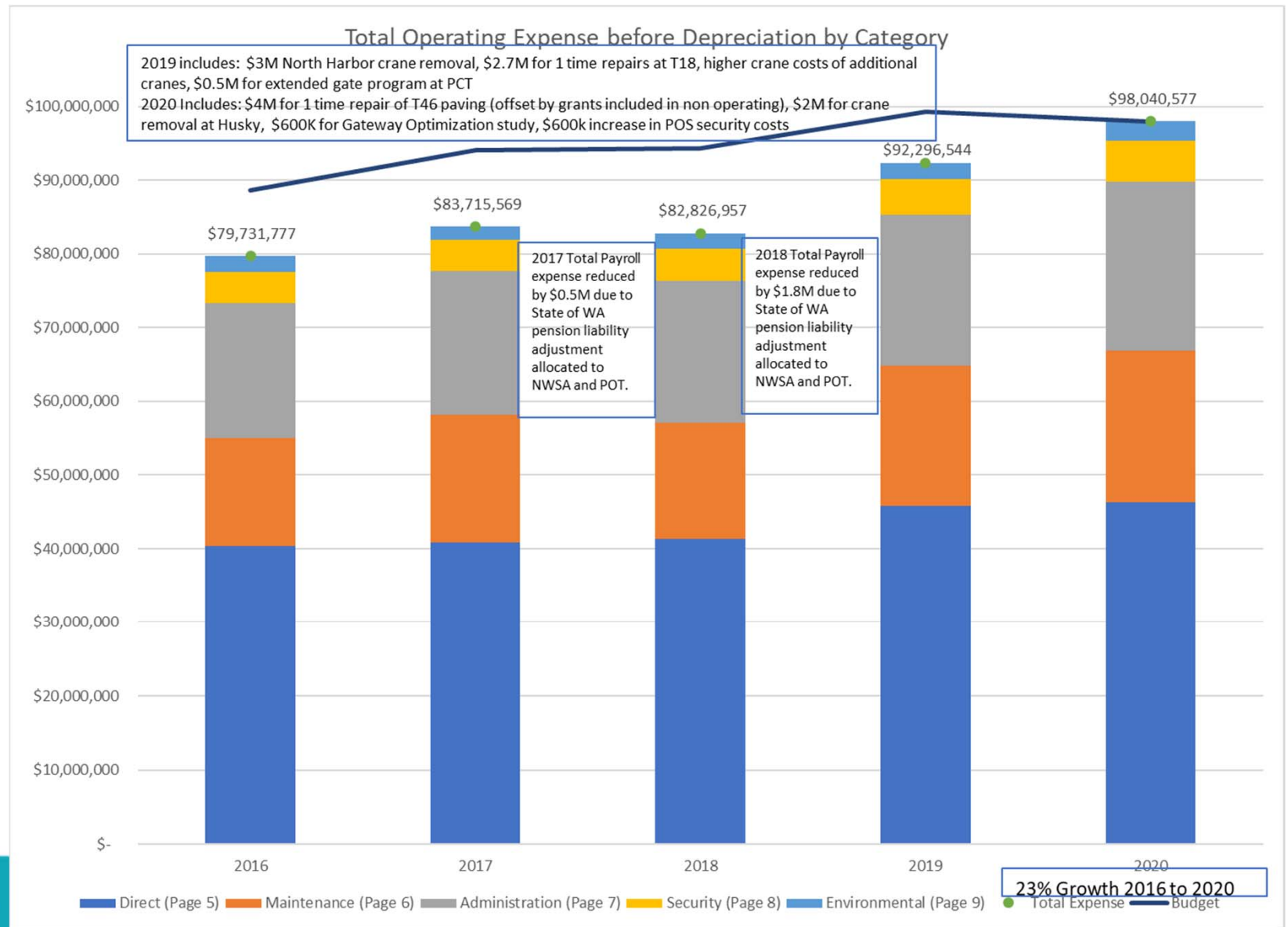
# **2016 to 2020 Financials and Associated Analysis**

**Managing Member Meeting  
February 4, 2020**

# NWSA Operating Revenue with GASB 87



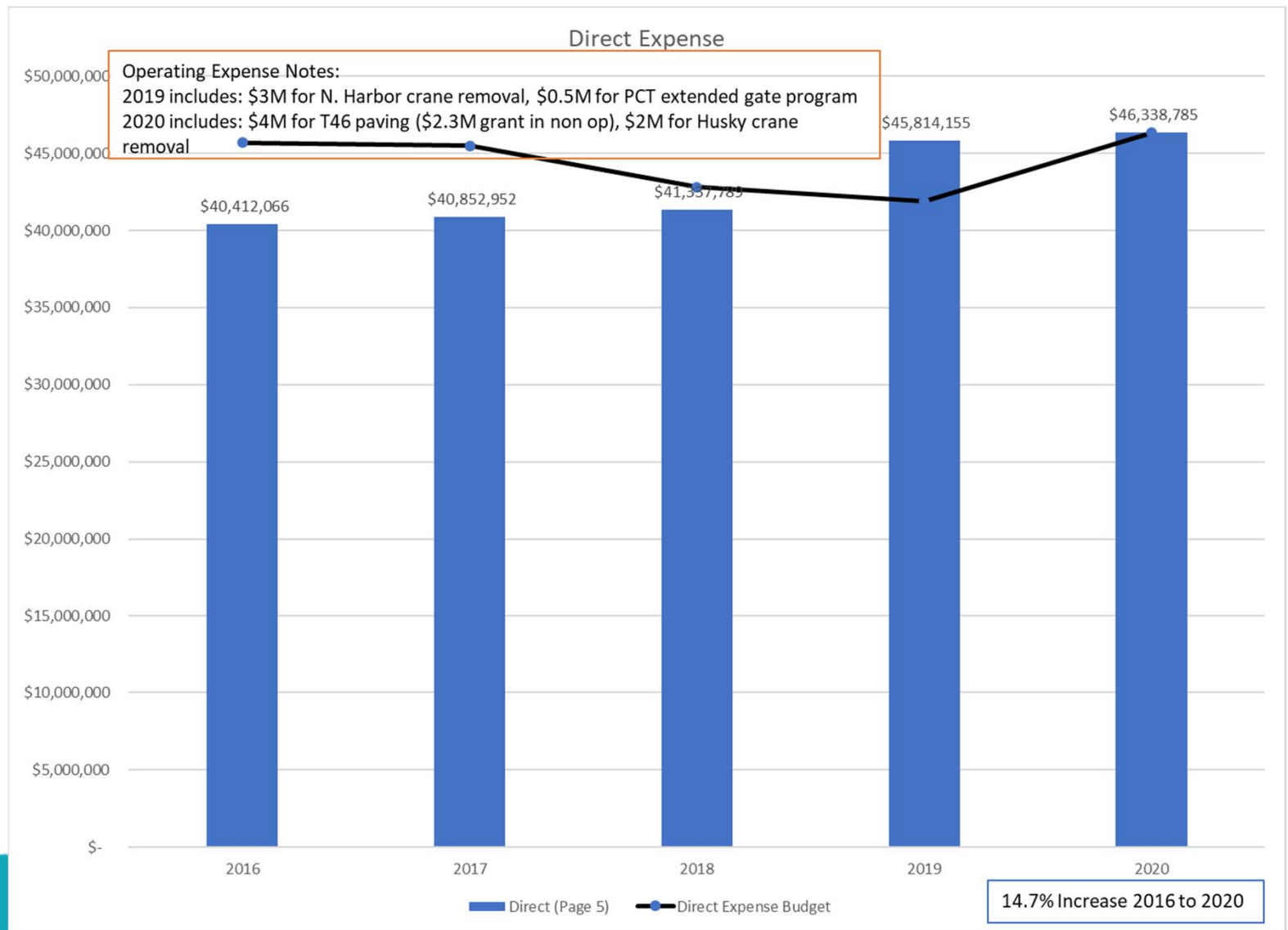
# Total Operating Expense before Depreciation



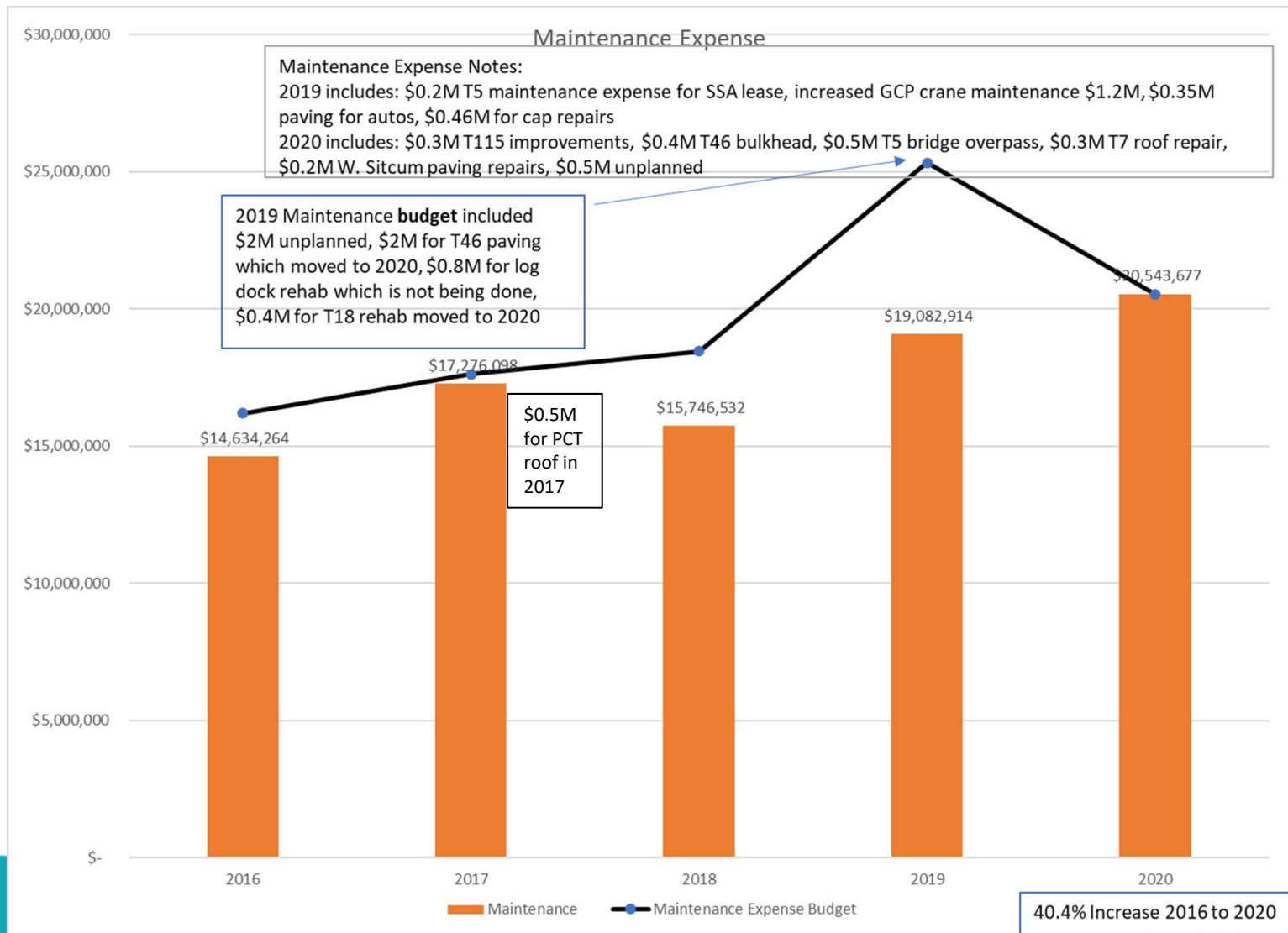
# Category Explanations

- **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**

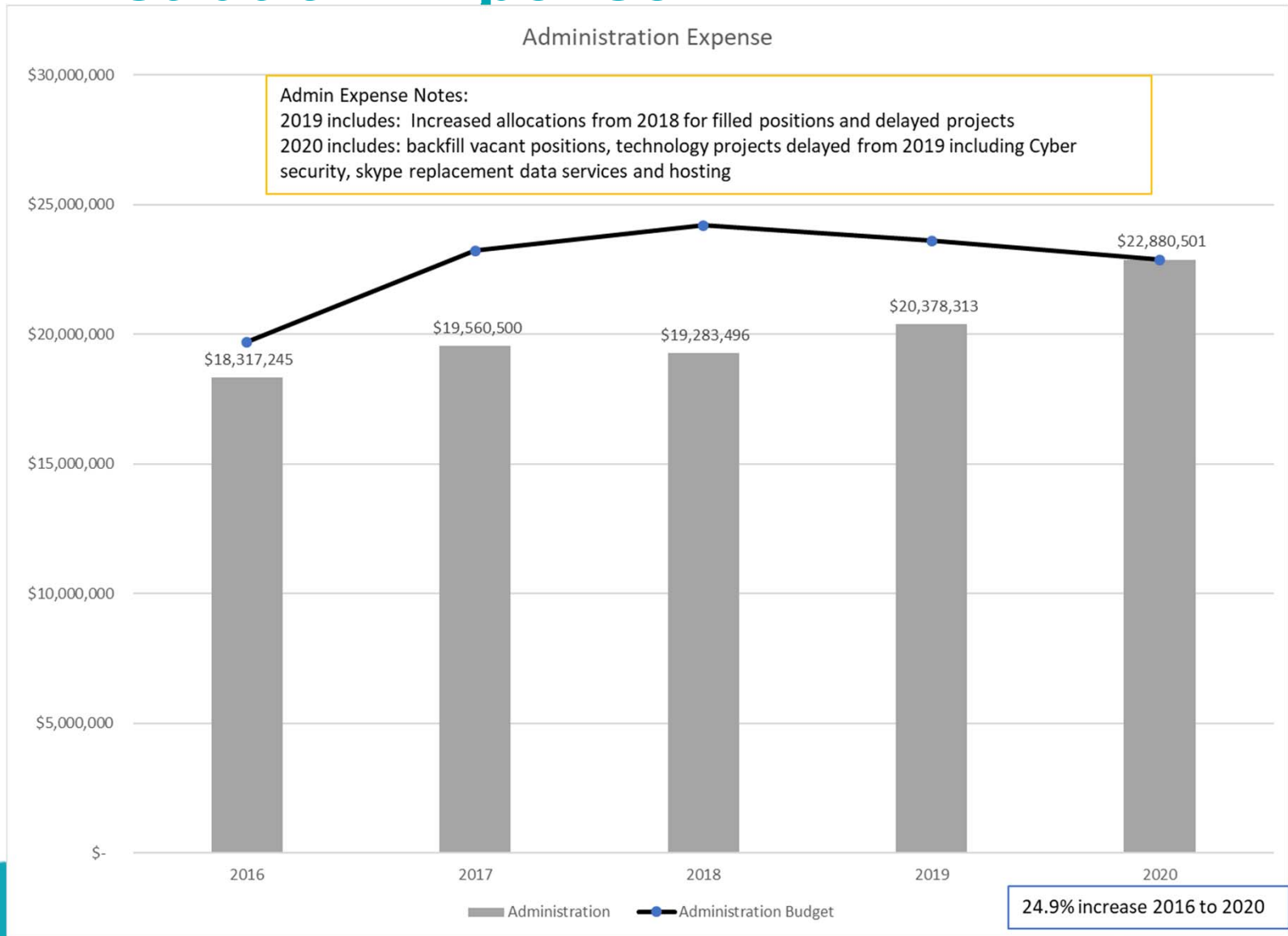
# Direct Expense



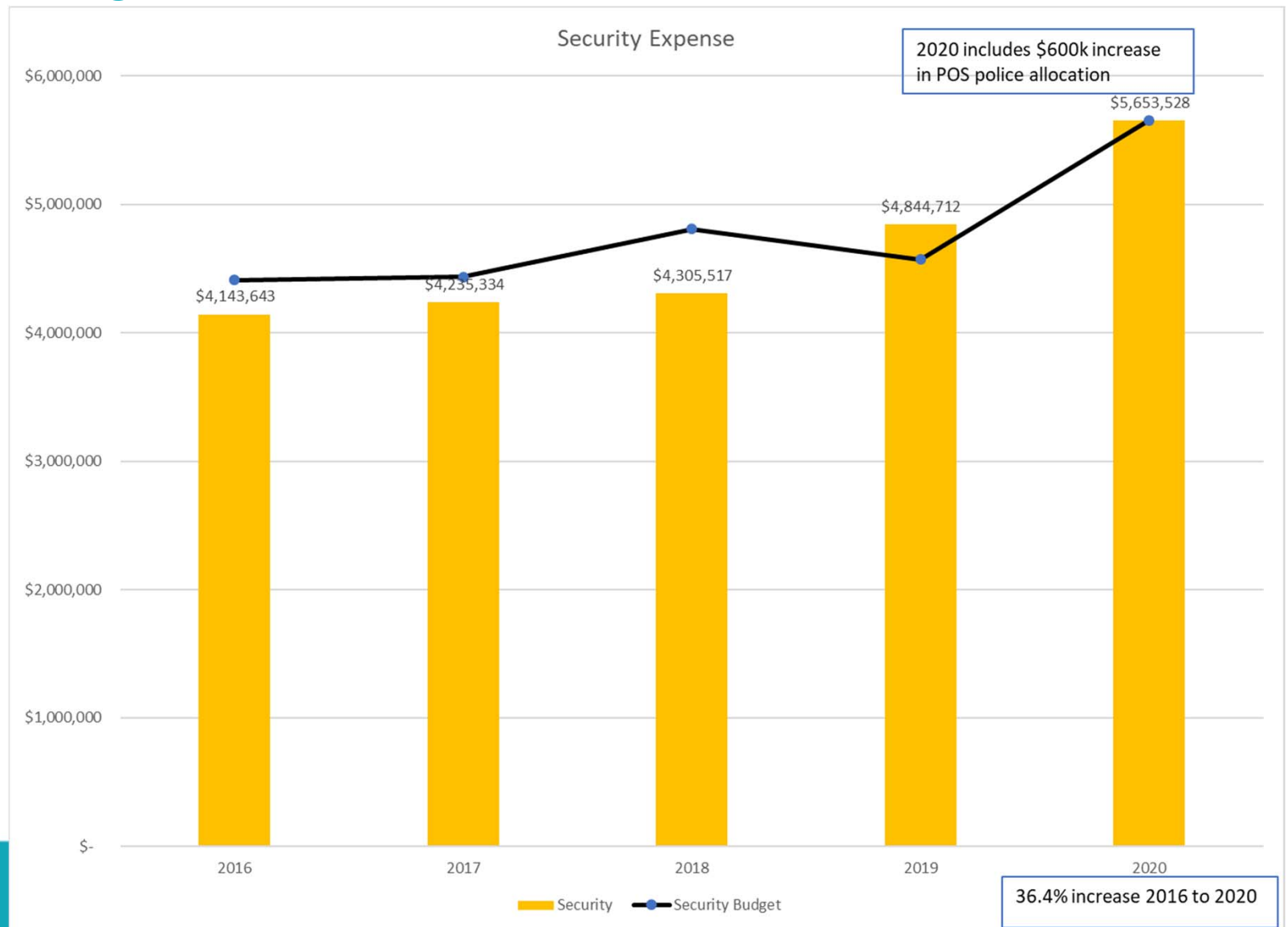
# Maintenance Expense



# Administration Expense

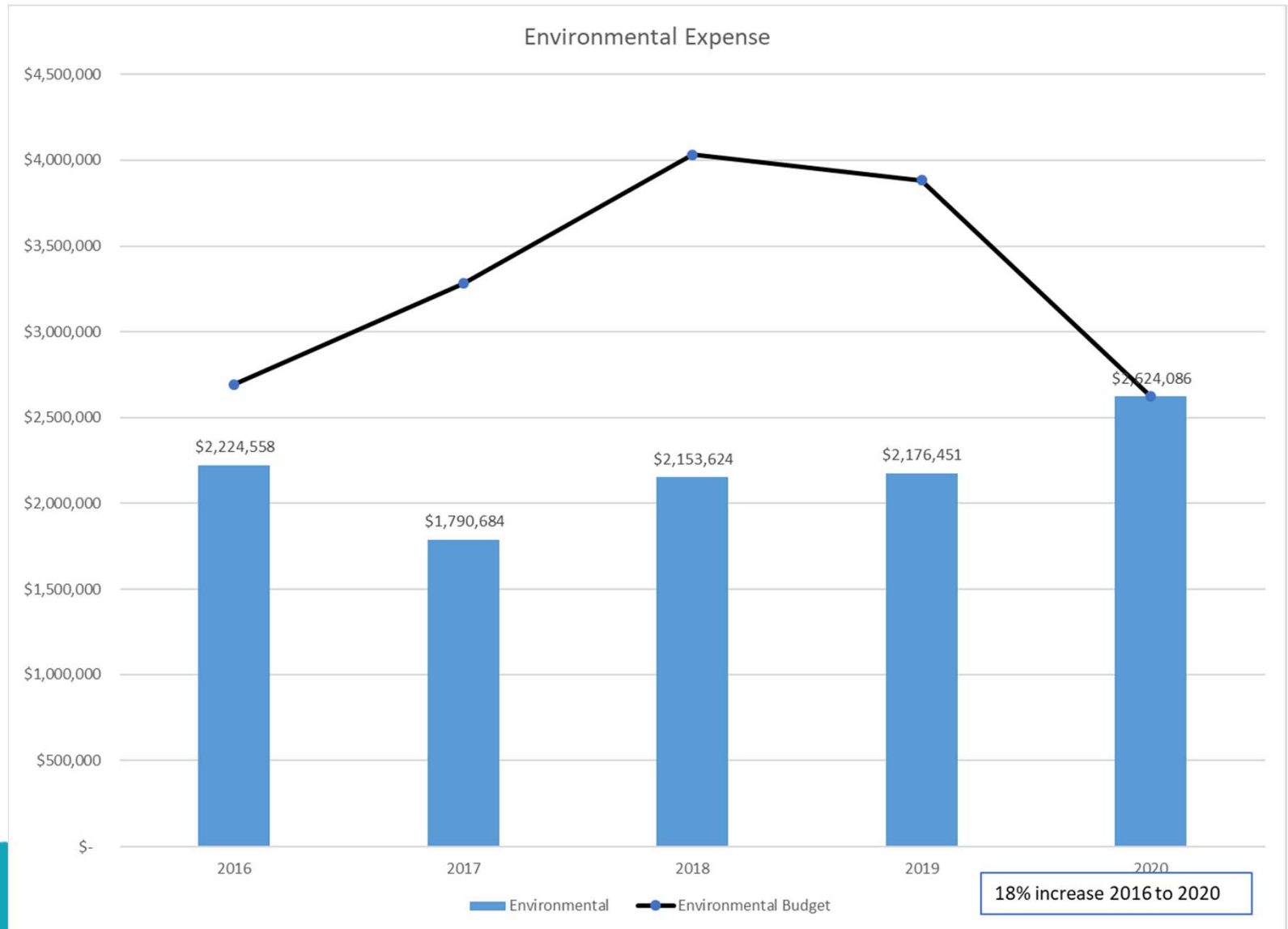


# Security Expense

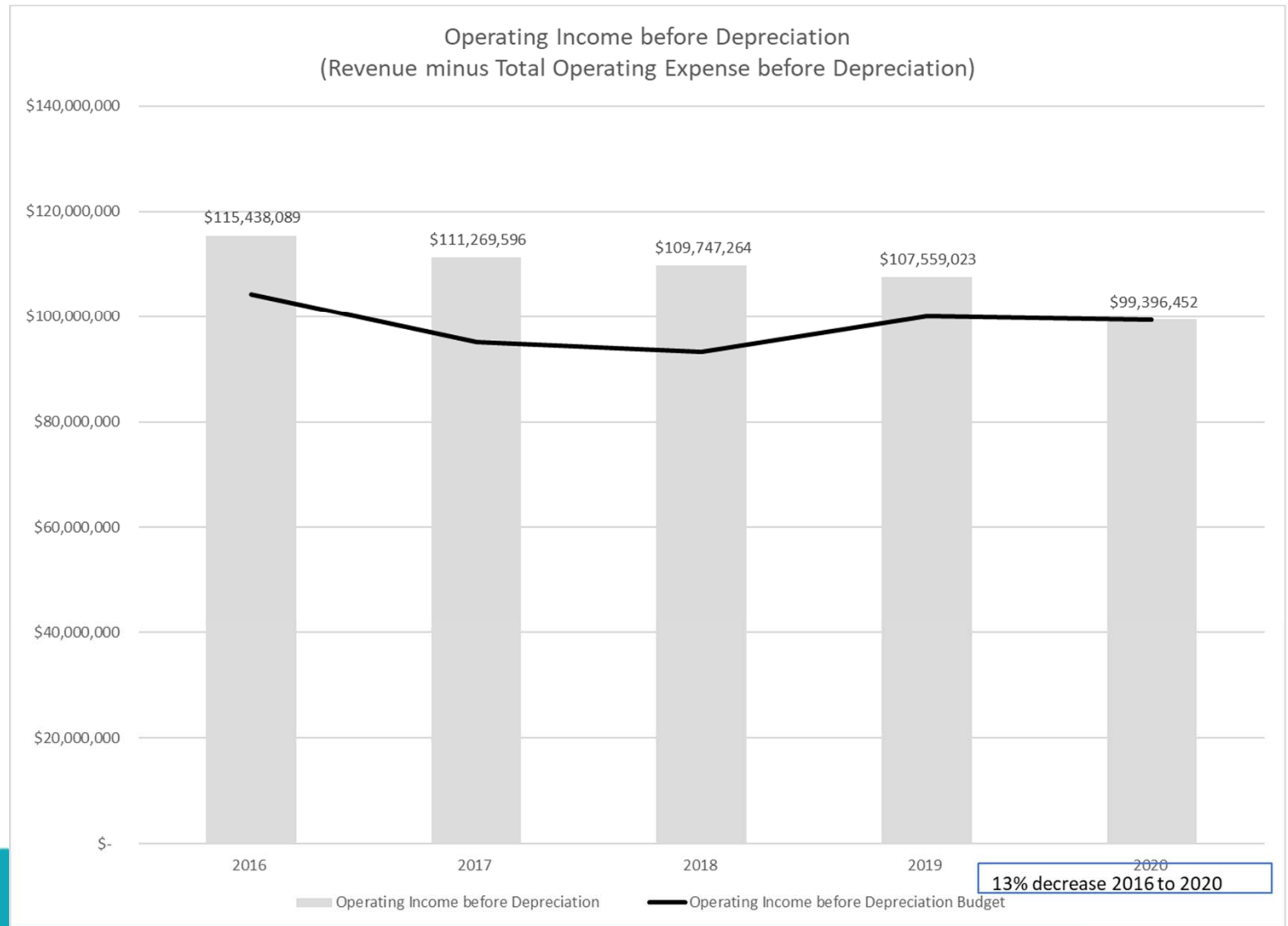




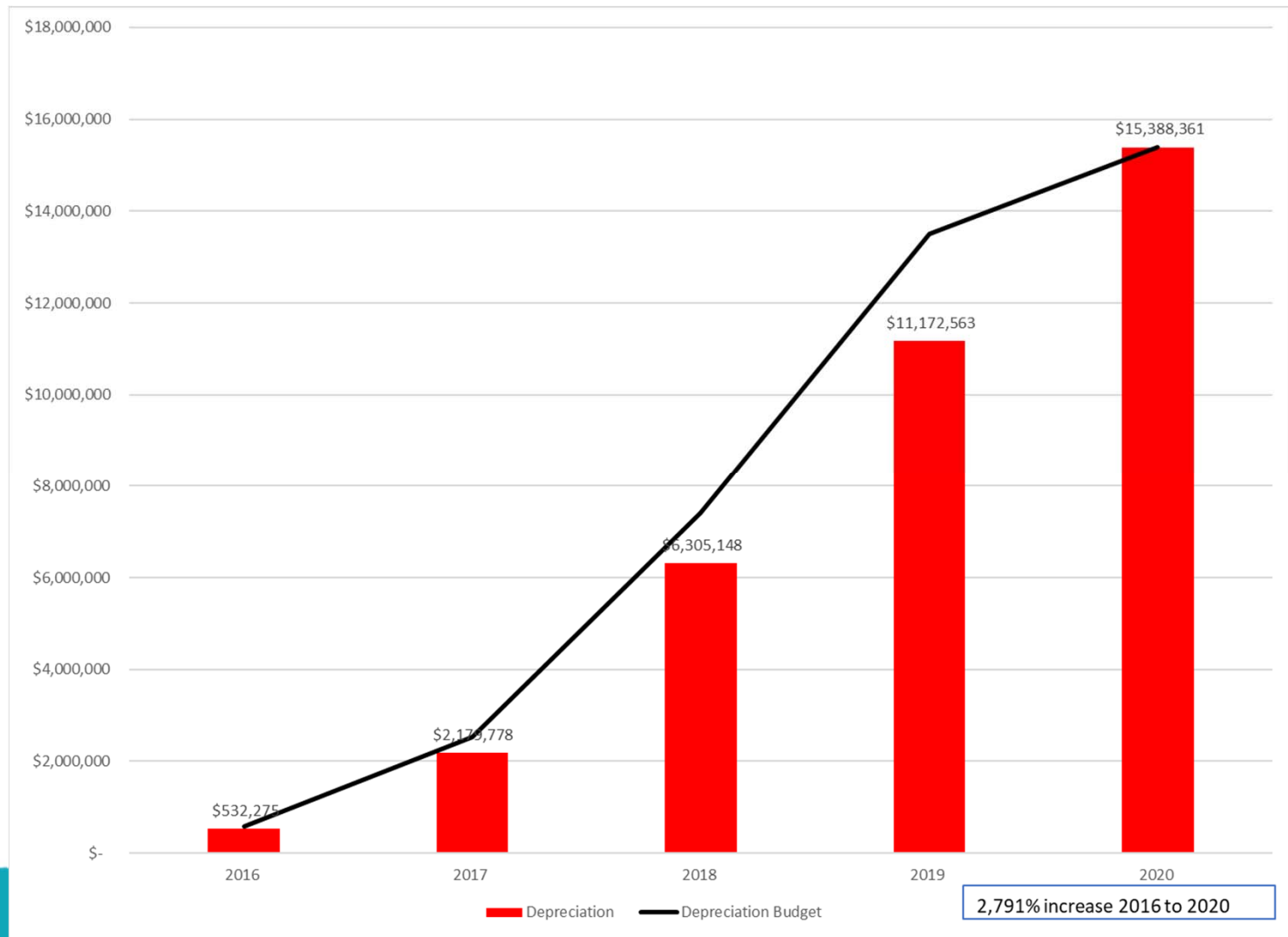
# Environmental Expense



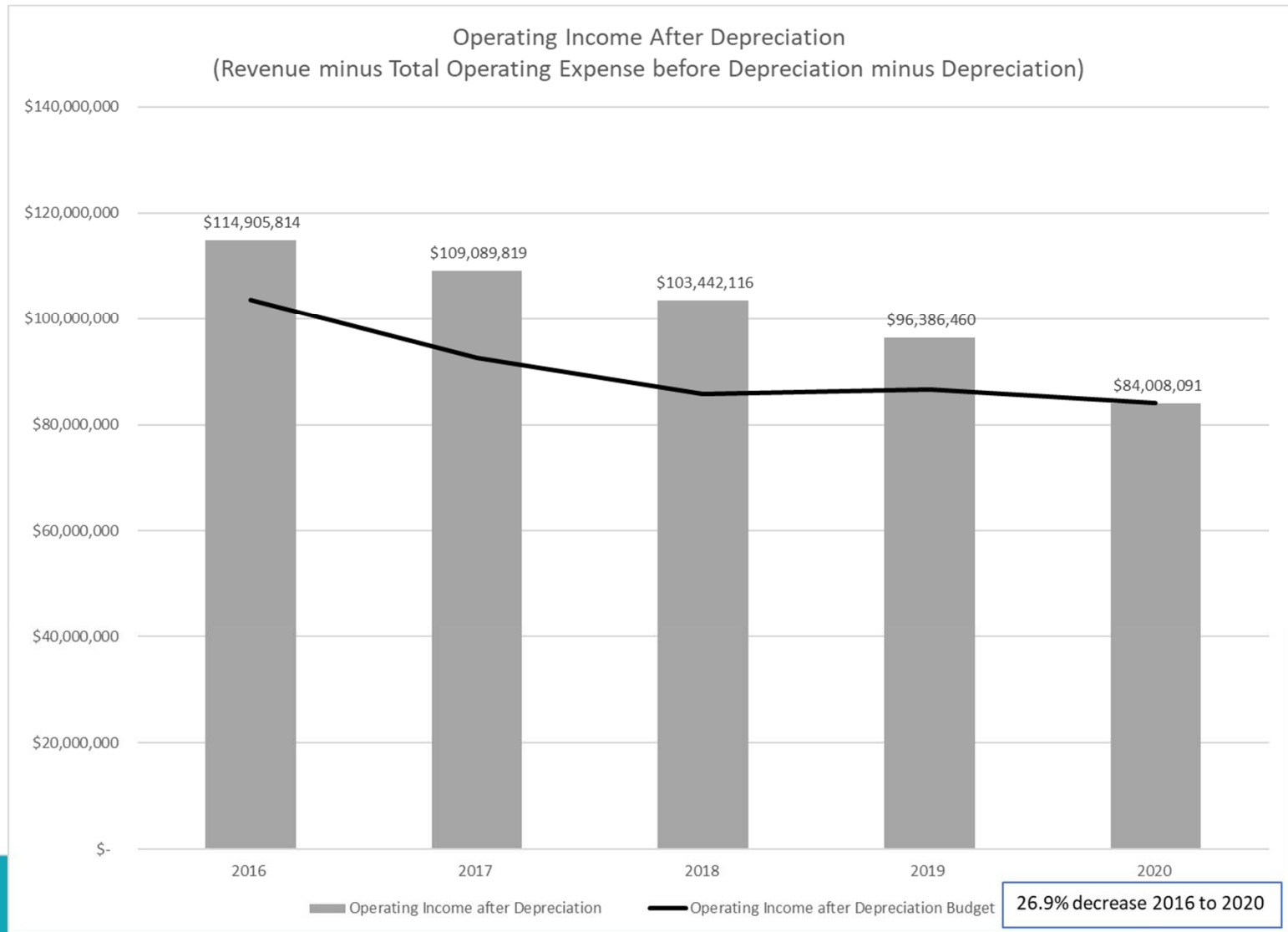
# Operating Income Before Depreciation



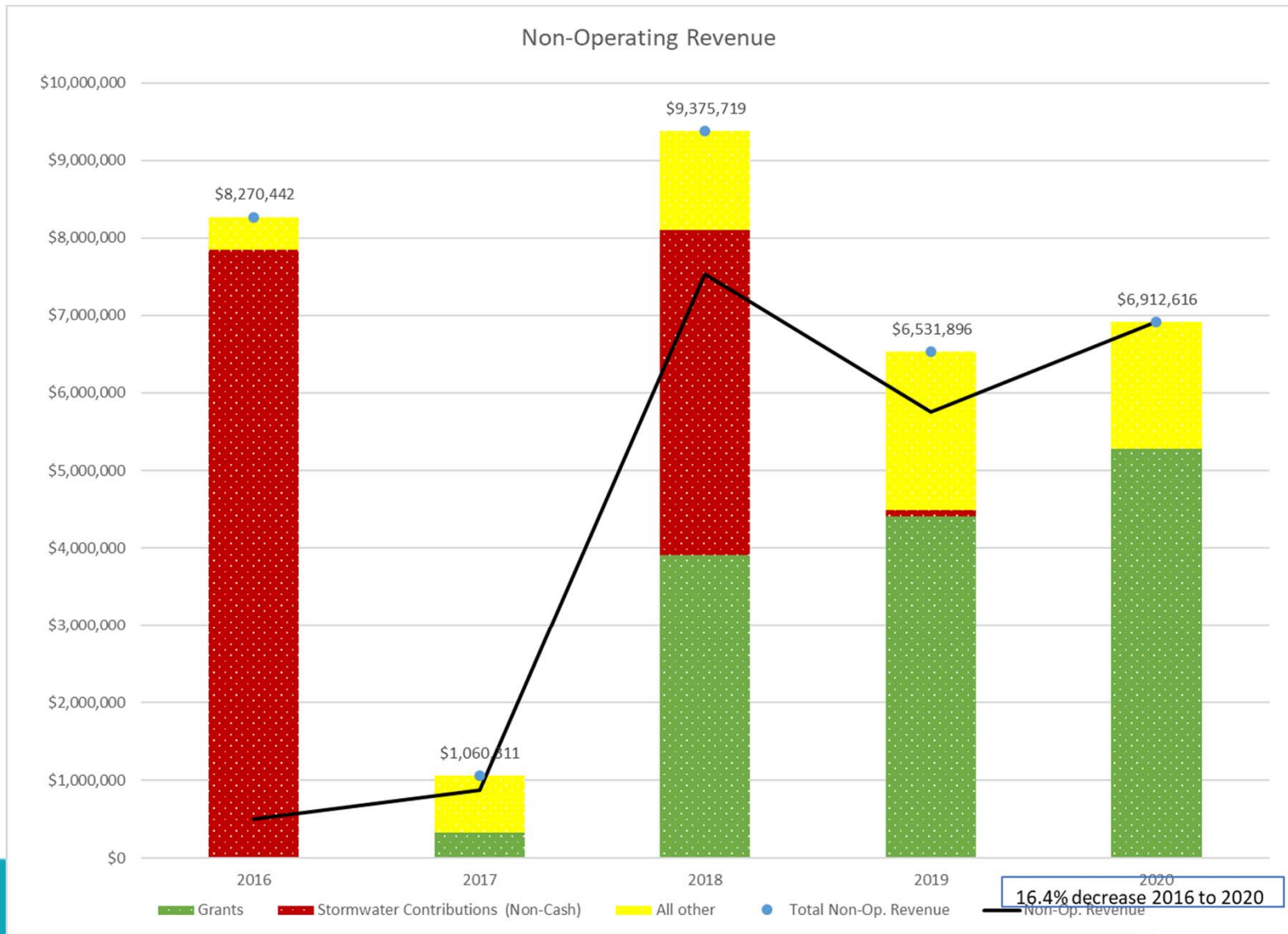
# Depreciation



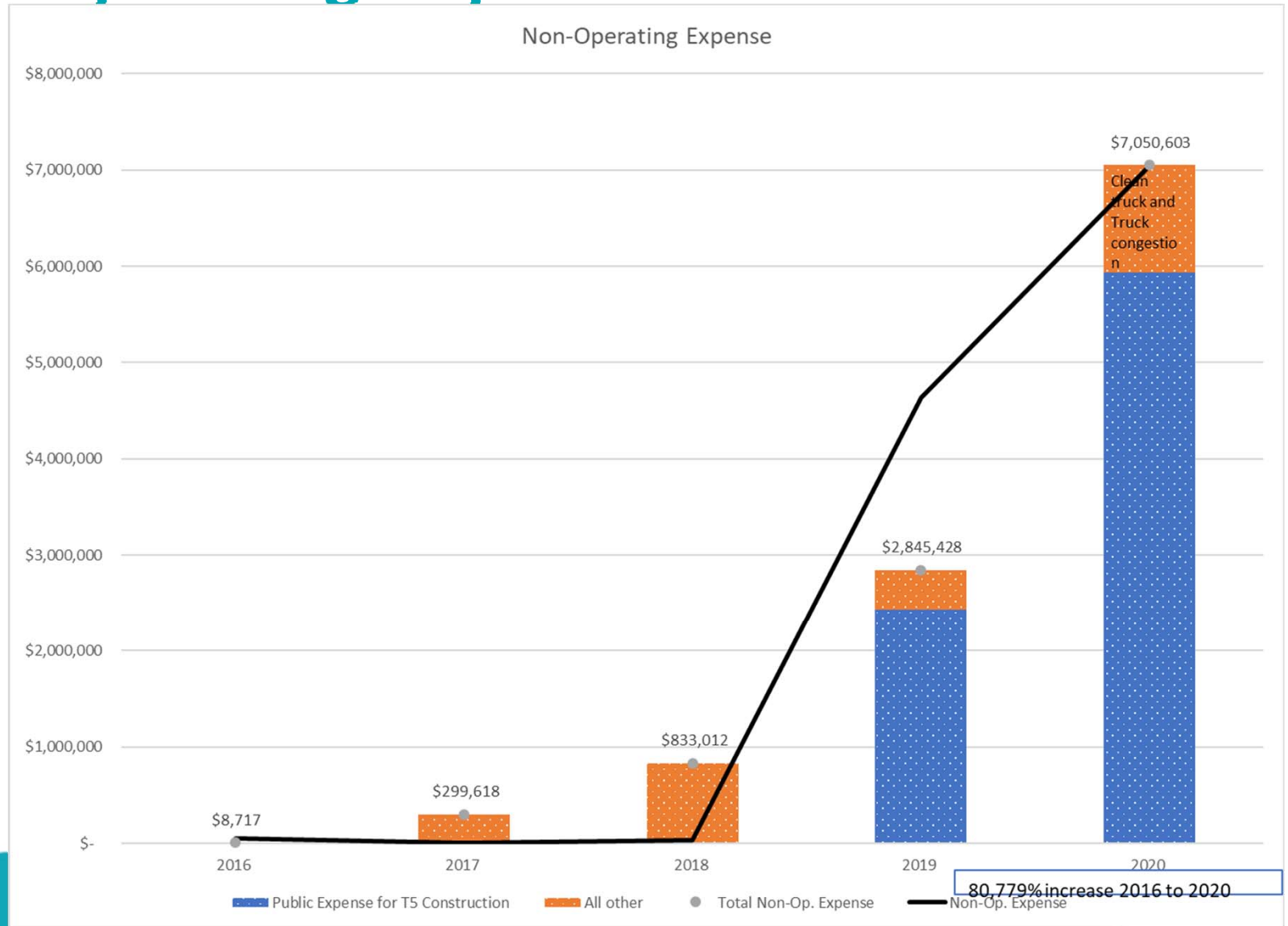
# Operating Income



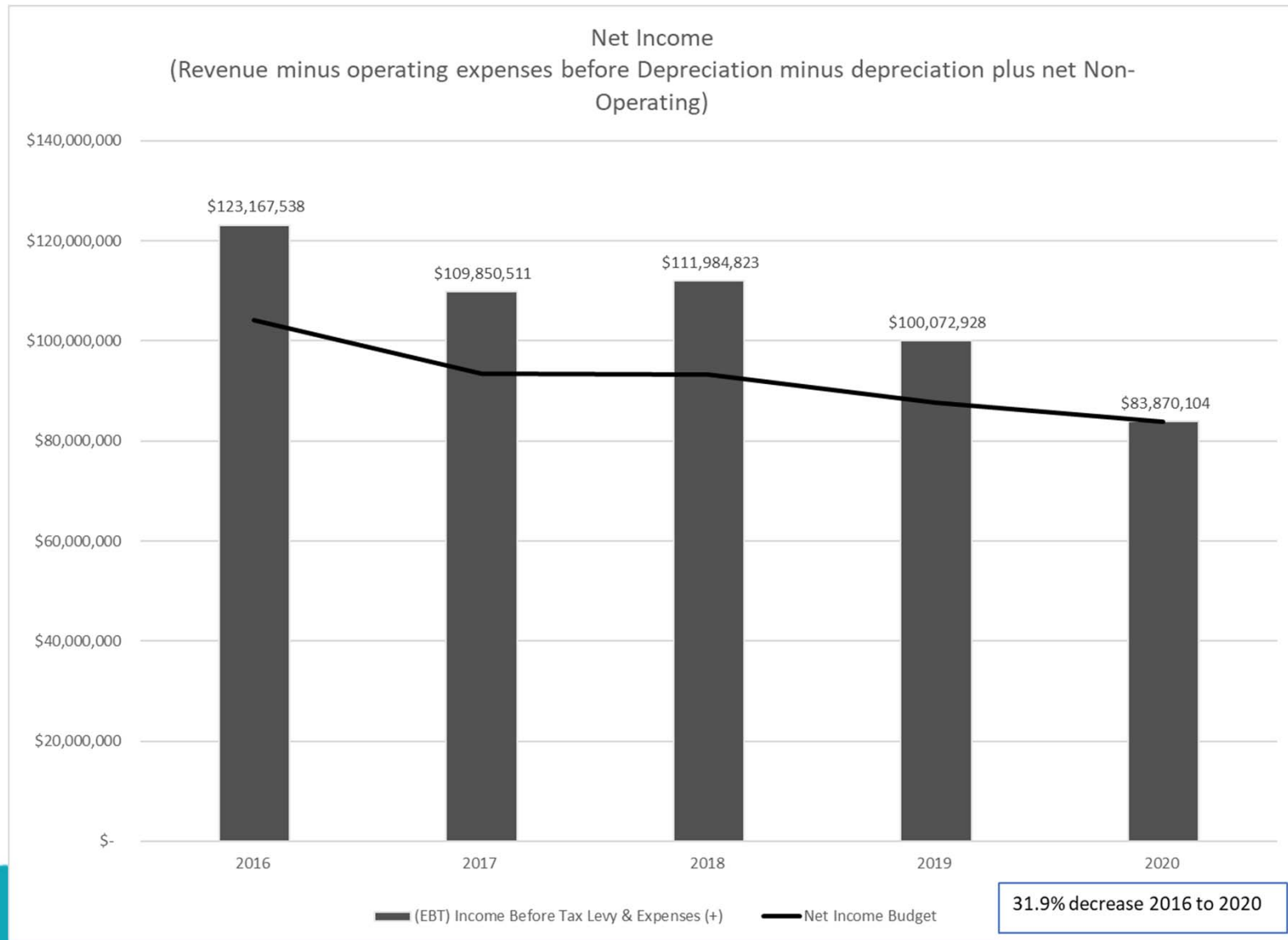
# Non Operating Revenue



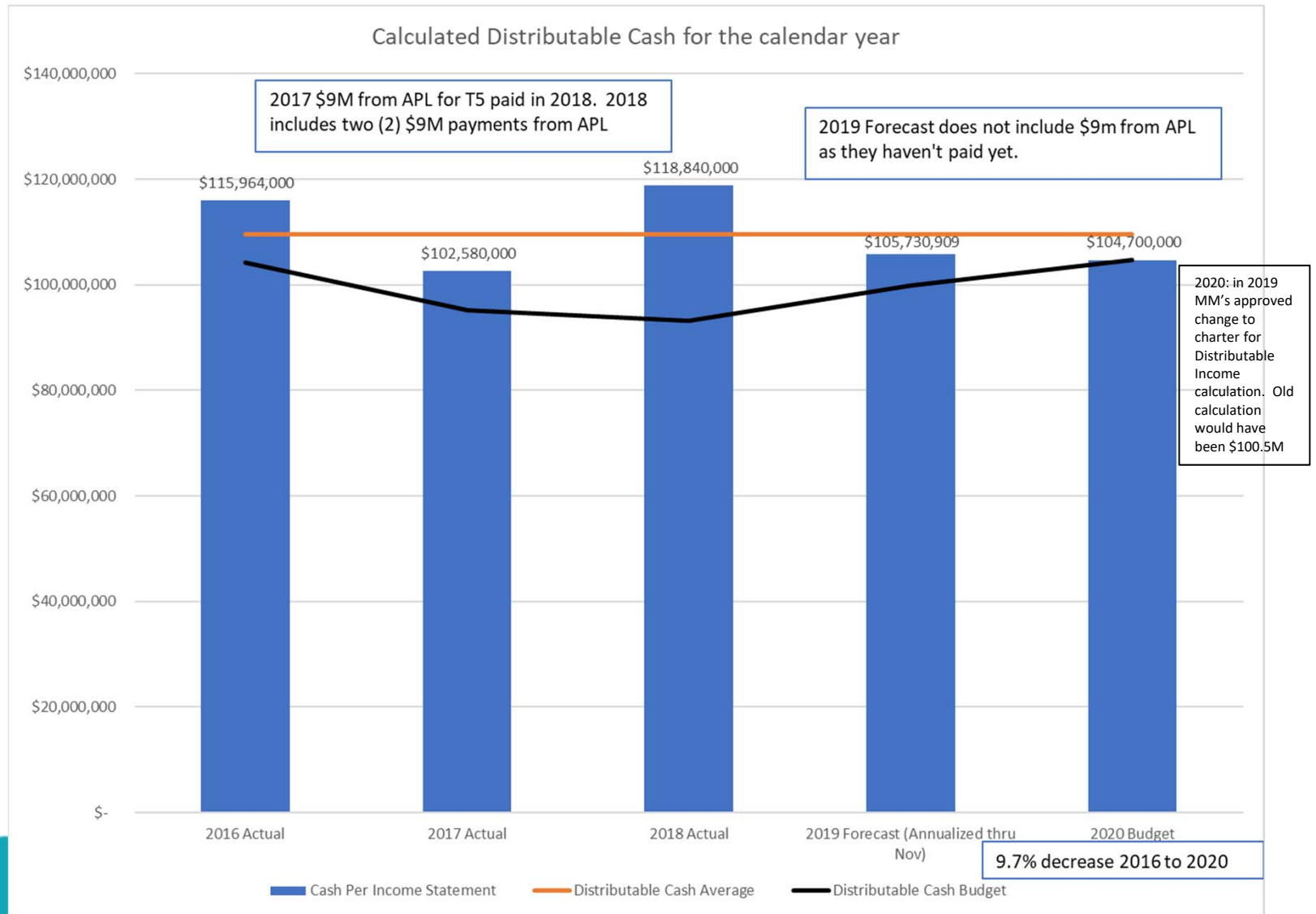
# Non Operating Expense



# 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 2<sup>nd</sup> set of Husky cranes