

An aerial photograph of Seattle, Washington, showing the city skyline, the Port of Seattle, and Mount Rainier in the background. The text "Port of Seattle" and "Q1 2021 Financial Performance Report" is overlaid on the image.

# Port of Seattle

## Q1 2021 Financial Performance Report

Commission Meeting



# Key Highlights

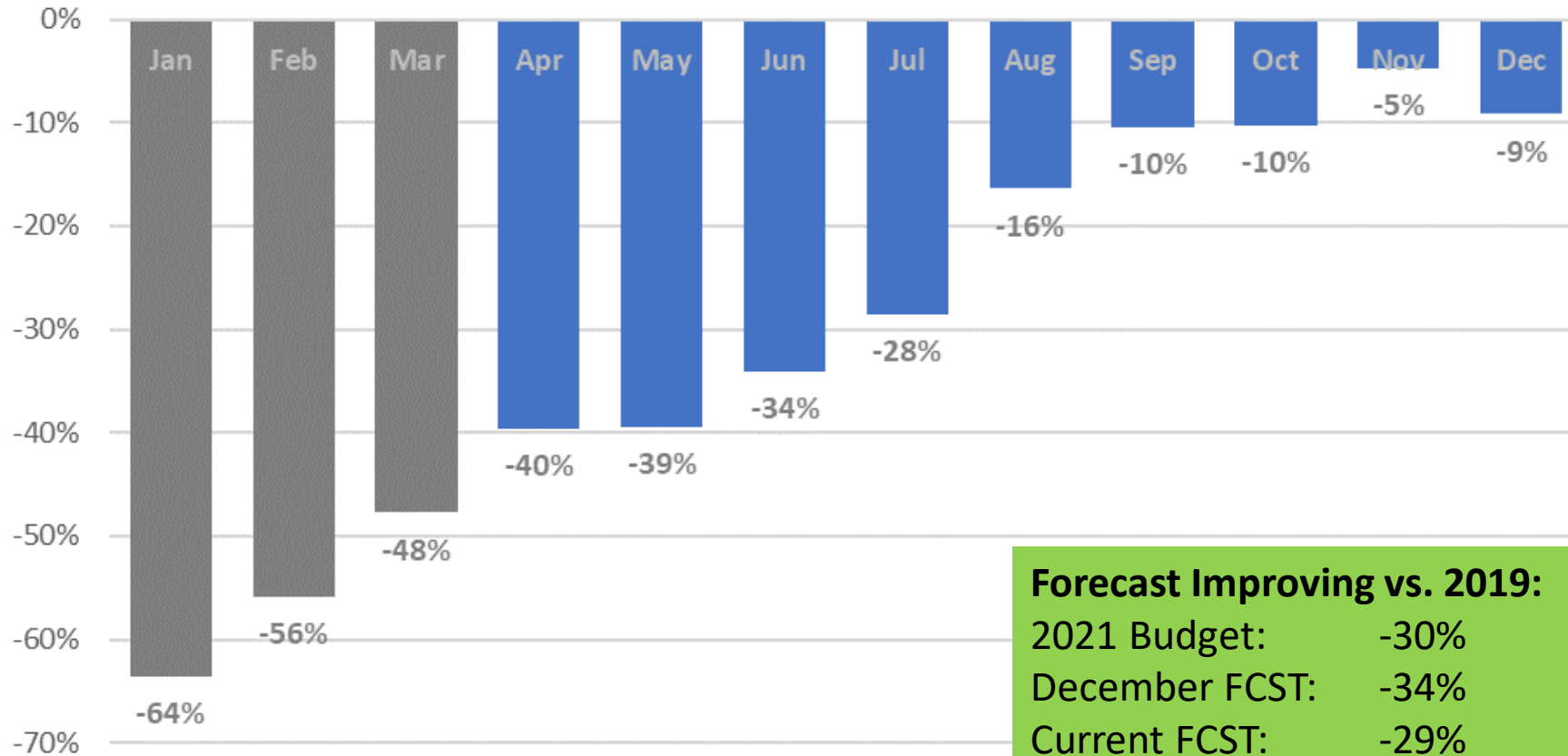
- The pandemic continues to cause major disruption across Port business lines
- Prudent budgeting and careful cost management has positioned the Port well for 2021
- Substantial federal relief funds have improved the financial outlook for the Aviation division
- Significant uncertainty remains regarding the 2021 Cruise season; however, revenues were budgeted very conservatively
- Currently projecting to be closely on track with budget on a full-year basis, but staff continues to closely monitor very dynamic business conditions
- Continuing to support investments aimed at regional economic recovery

# Aviation Division

## 2021 Q1 Financial Performance Report

# Passenger Growth Rebounding

## by Month for 2021 vs 2019



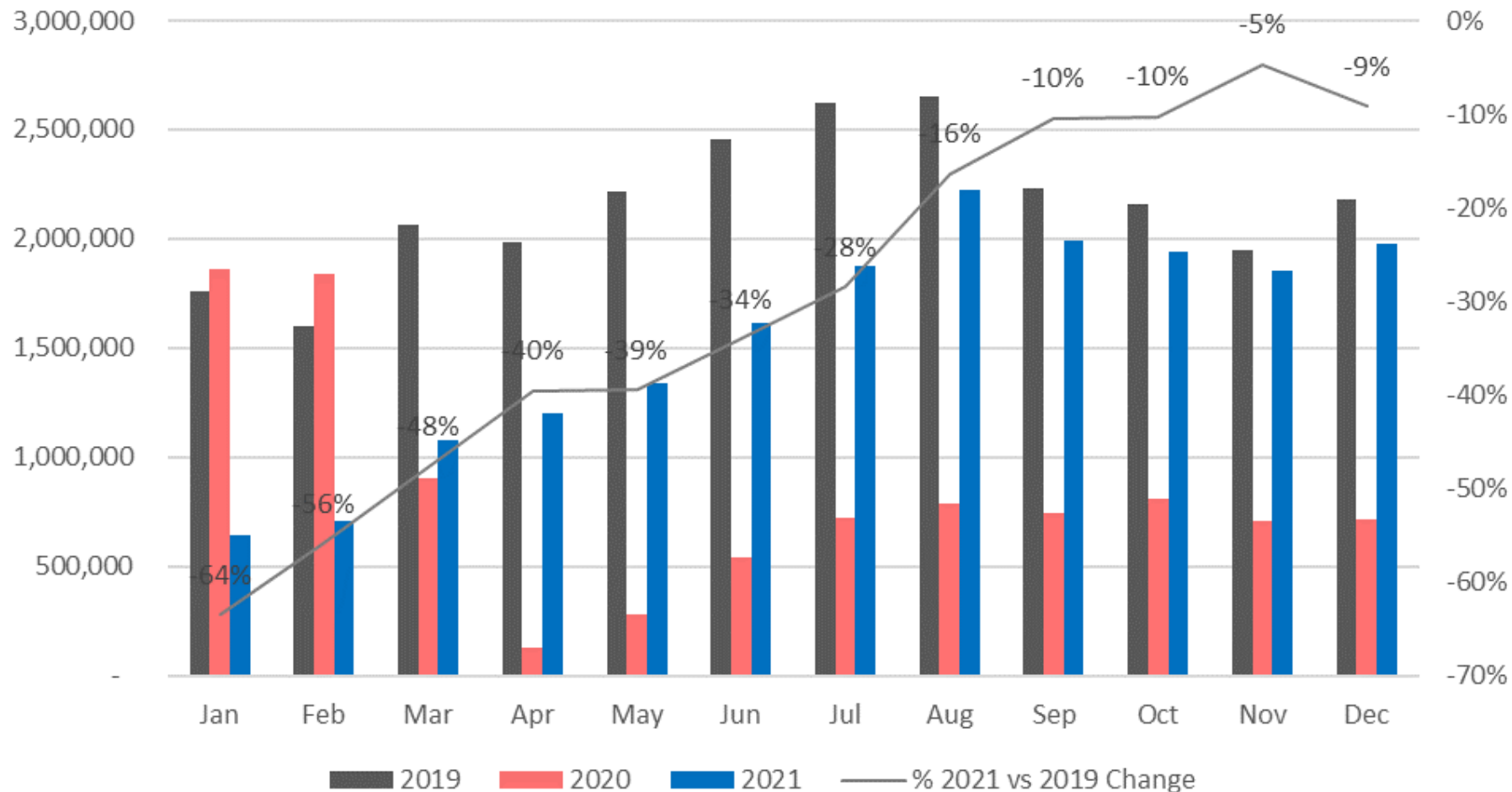
| Passengers (millions) |      |
|-----------------------|------|
| 2019 Actual           | 51.7 |
| 2020 Actual           | 20.1 |
| 2021 Budget           | 36.4 |
| 2021 Forecast         | 36.9 |

**29%**

↓ compared to 2019

84% growth  
vs. 2020

# Enplaned Passengers Comparison



**Recovering  
within 10% of  
2019 by  
September**

**29%**  
↓  
compared  
to 2019

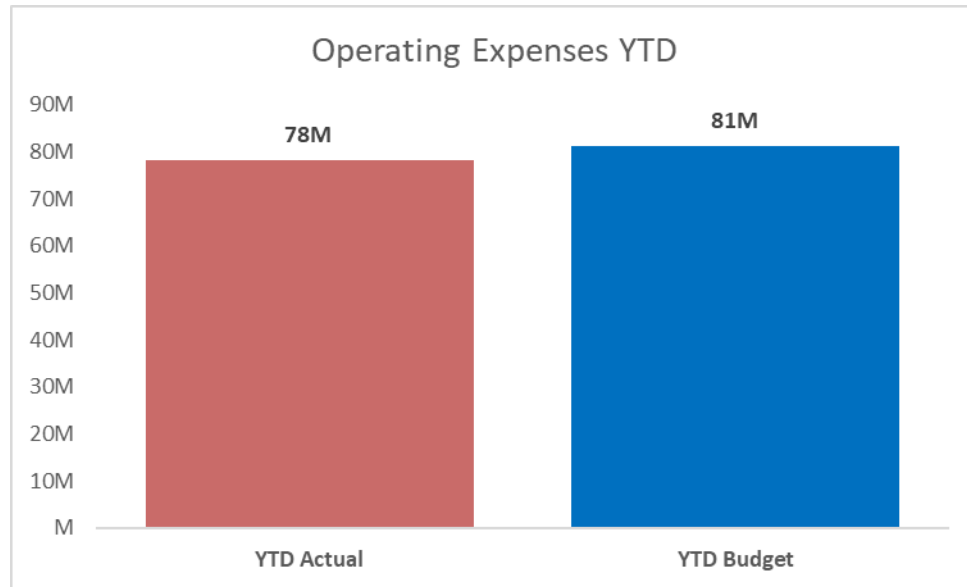
# Key to Financial Results: Increased Federal Relief

| <i>Figures in \$000s</i>          | <b>Forecast<br/>YE 2021</b> | <b>Budget<br/>YE 2021</b> | <b>Variance</b> |
|-----------------------------------|-----------------------------|---------------------------|-----------------|
| <b>Revenues</b>                   |                             |                           |                 |
| Aeronautical                      | 314,476                     | 386,668                   | (72,192)        |
| Non-Aeronautical                  | 171,312                     | 189,548                   | (18,236)        |
| <b>Total Revenues</b>             | <b>485,788</b>              | <b>576,215</b>            | <b>(90,428)</b> |
| <b>O&amp;M expense</b>            | <b>342,282</b>              | <b>339,908</b>            | <b>(2,374)</b>  |
| <b>NOI</b>                        | <b>143,506</b>              | <b>236,308</b>            | <b>(92,802)</b> |
| Federal Relief                    | 161,601                     | 37,899                    | 123,702         |
| Federal Relief (Concessions)      | 26,755                      |                           |                 |
| <b>NOI (After Federal Relief)</b> | <b>331,862</b>              | <b>274,207</b>            | <b>57,655</b>   |
| <b><u>Key Measures</u></b>        |                             |                           |                 |
| Non-Aero NOI (in \$000s)          | 90,892                      | 82,742                    | 8,150           |
| CPE (\$)                          | 15.26                       | 19.62                     | 4.35            |
| Debt Service Coverage             | 2.35                        | 1.36                      | 0.99            |
| <b><u>Other Information</u></b>   |                             |                           |                 |
| ADF Balance                       | 340.5M                      | 340.5M                    | -               |
| Capital Spending (in \$000s)      | 468,094                     | 491,202                   | 23,108          |

## Business Highlights

- Higher than expected passenger levels, new forecast is 29% lower than 2019
- Increased federal relief improves bottom line, helps customers:
  - \$37 million for CRRSAA
  - \$154 million for ARPA
  - \$27 million for tenant concessions relief (CRRSAA and ARPA)
  - Current plan: reserve \$75 million for 2022
- Planning for mid-year airline rate adjustment effective July 1

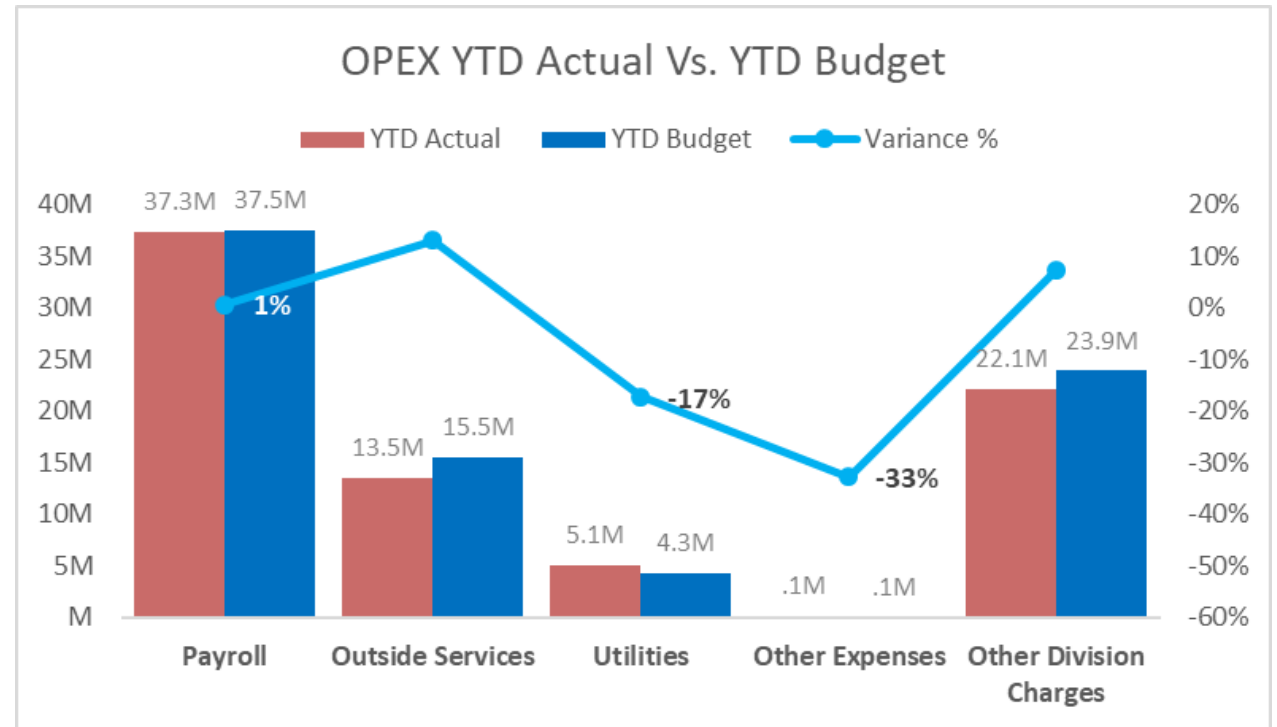
# Operating Expenses Summary (YTD)



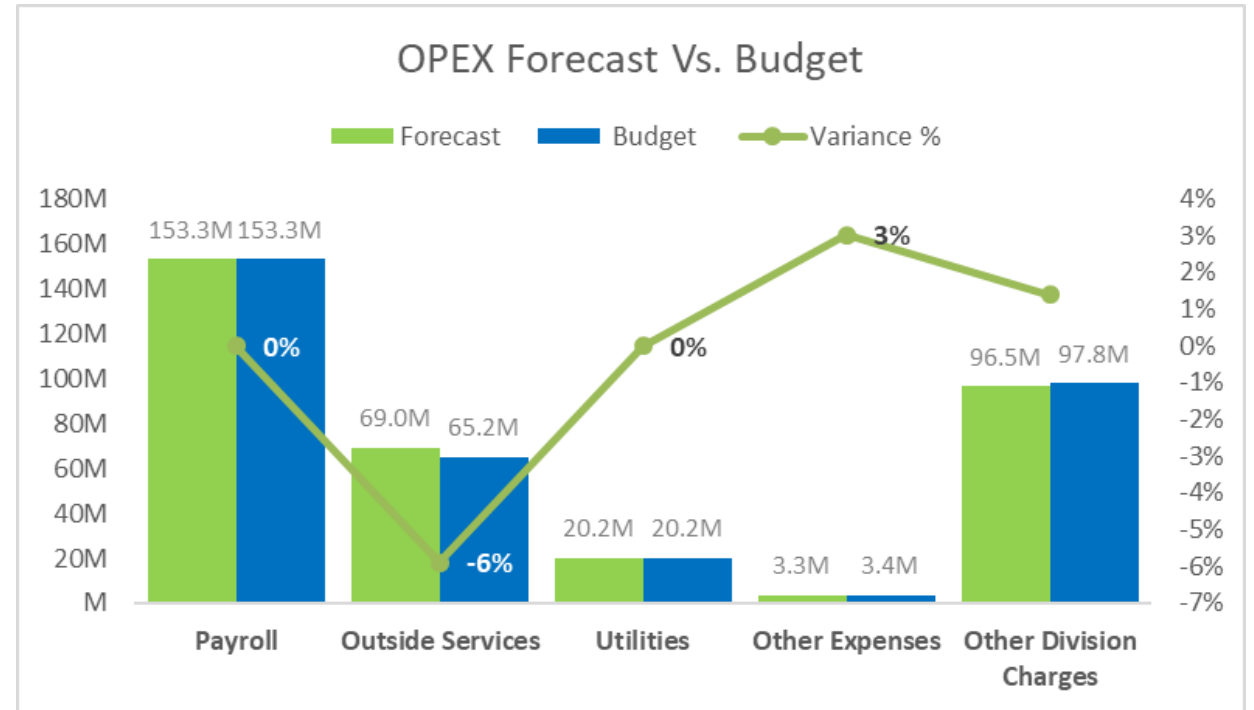
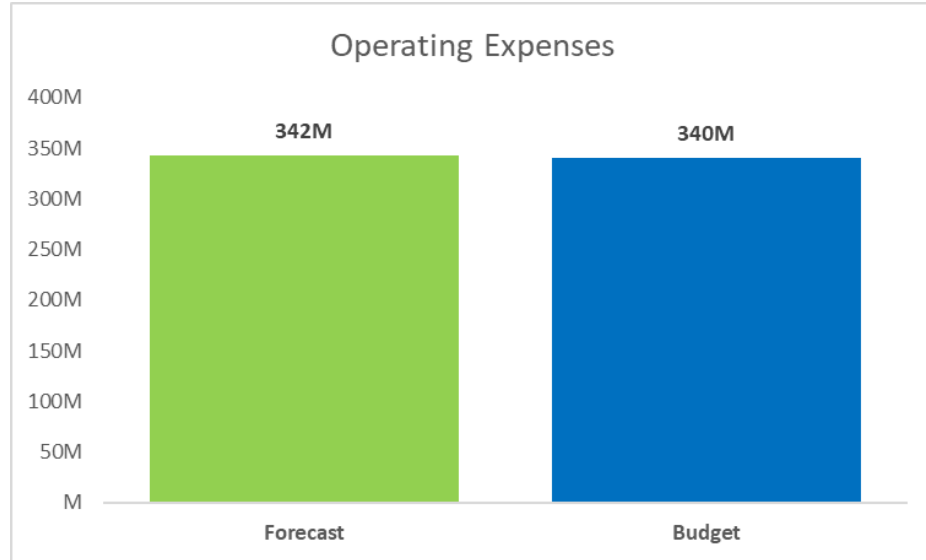
**\$3.2M or 3.9% Favorable**

## Major Drivers:

- **Underspend in Outside Services of \$2M** across multiple business areas - Commercial Management (208k), F&I and Capital Program (716k), PMG (629k), and Maintenance (933k).
- **Utilities over-run YTD** is due to a large ILA Surface Water Utility payment (637k) associated with the Interlocal Agreement with City of SeaTac paid in March, but the budget was spread evenly through the year instead.



# Operating Expenses Summary (Forecast)



**\$2.4M or <1% Unfavorable**

## Major Drivers:

- Increase in **Outside Services of \$3.8M** driven partially by the Snow Removal (\$2.2M) in Airfield/Maintenance and emergency watermain repair (\$570K) in Q1, and projection for increased expenses in PMG Consultant Support for ADR and Tenants (\$634K).
- Increase above is projected to be partially **offset by savings from Other Divisions of \$1.4M**

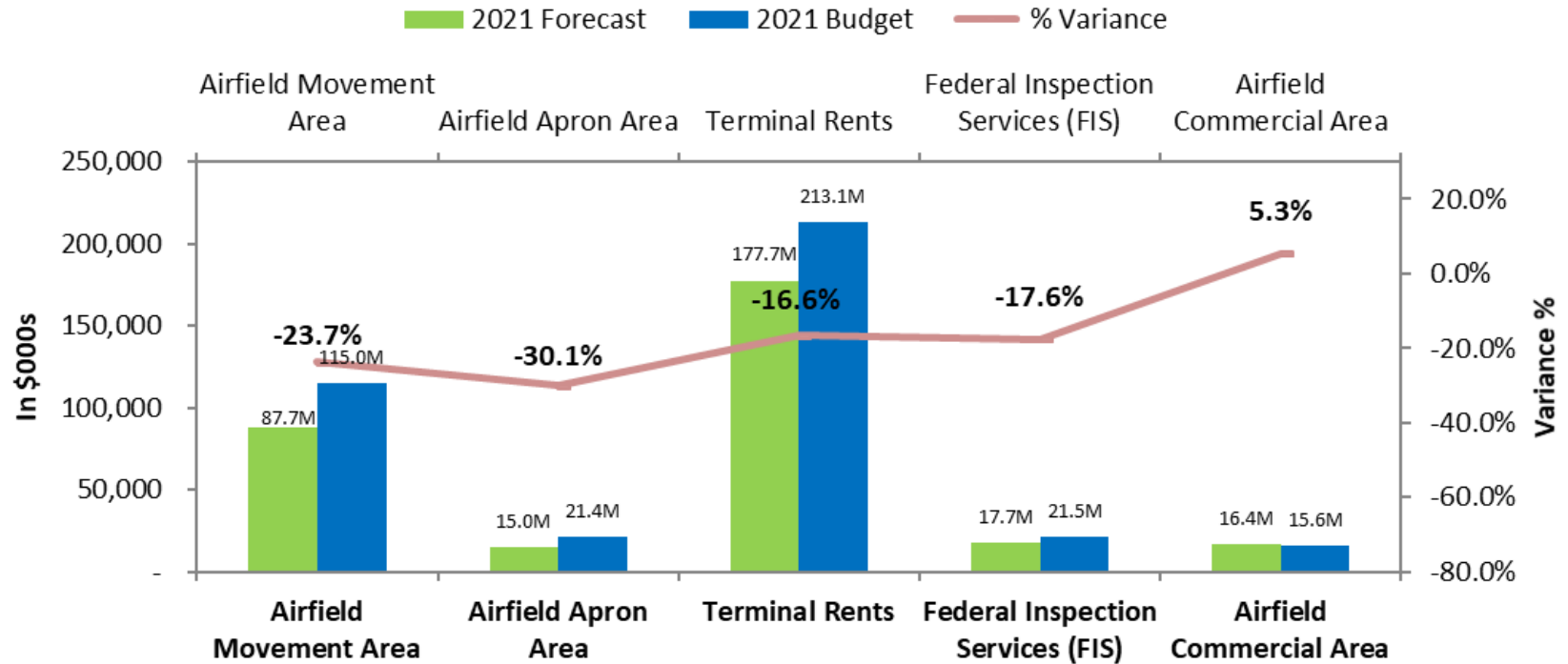


# Aeronautical Revenue

Budget  
**\$387M**

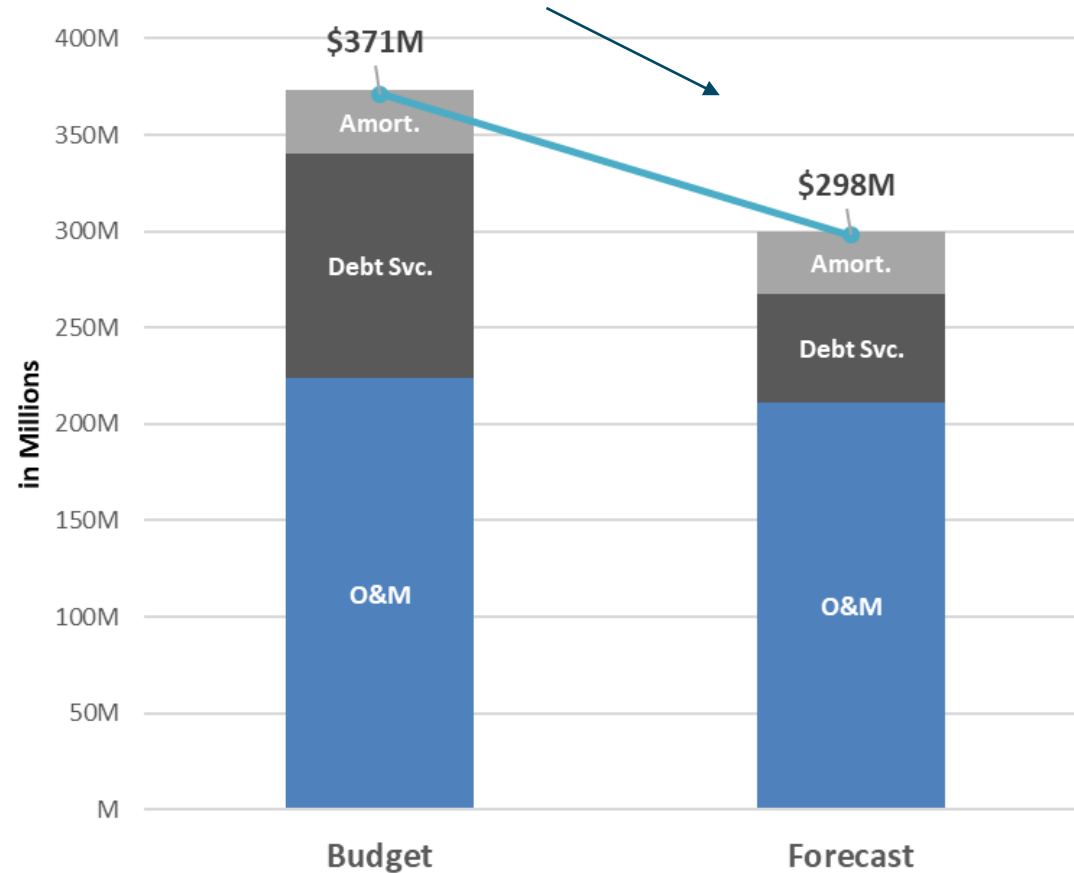
↓ 19%

Forecast  
**\$314M**



Applied **\$119.7M** of **Federal Relief** grants to offset revenue requirements (aka costs to recover from Airlines)

# Aero Rate Base Revenue Requirements



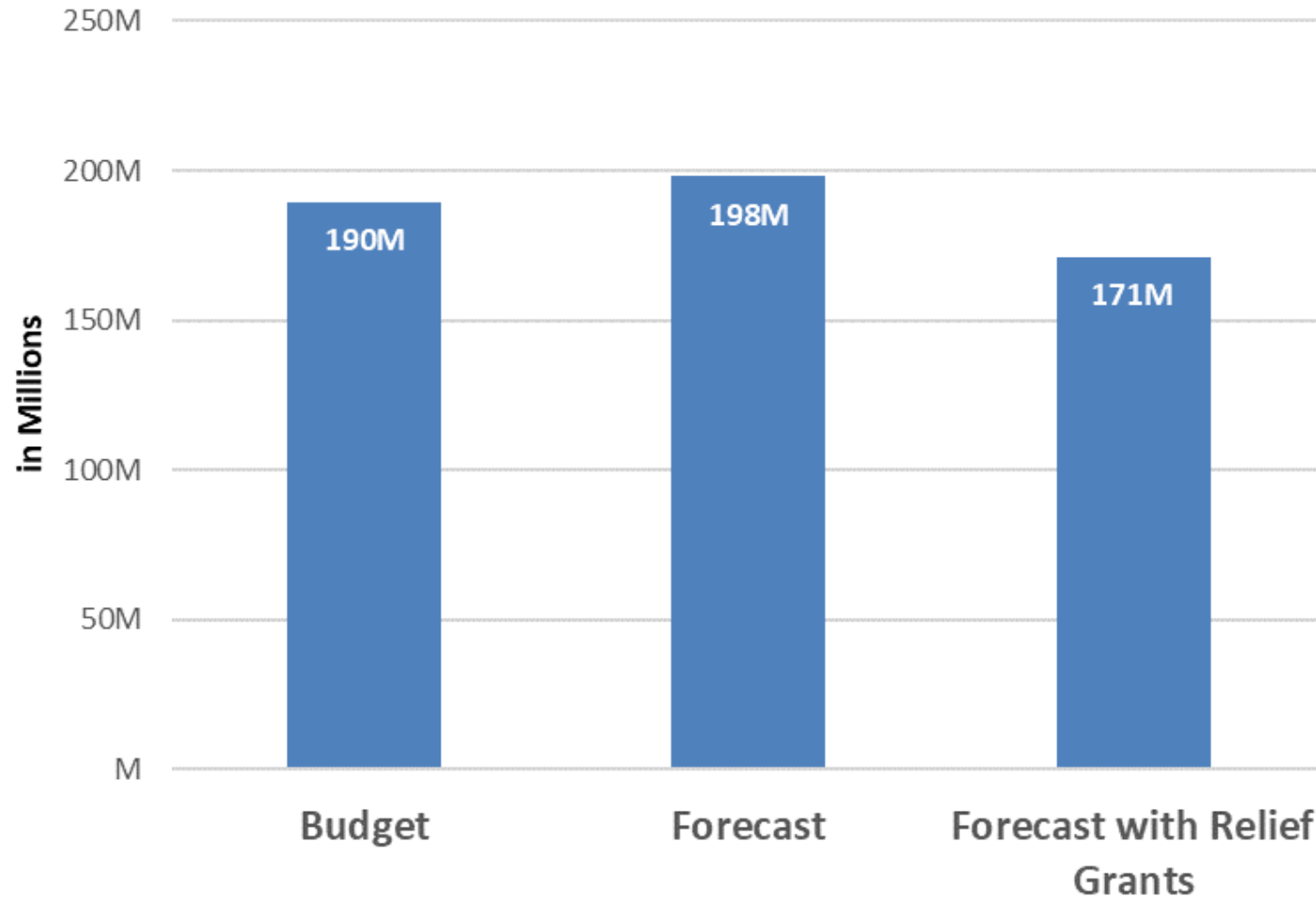
Forecasting Relief of **\$119.7M**  
(CARES, CRRSAA & ARPA)

Forecasted Relief  
**\$101.2M**  
to lower Debt  
Service

Forecasted Relief  
**\$18.4M**  
to lower O&M

\* Airfield Commercial is excluded from Aero Rate Base

# Non-Aero Revenue Concessions Grant Impact



Forecasted  
Concessionaire Relief  
Grants of **\$26.8M**

- CRRSAA Relief = \$ 5.3M
- ARPA Relief = \$21.5M

Federal concessionaire relief grants will be recognized as Non-operating Revenue (means lower operating revenue, but cash neutral)

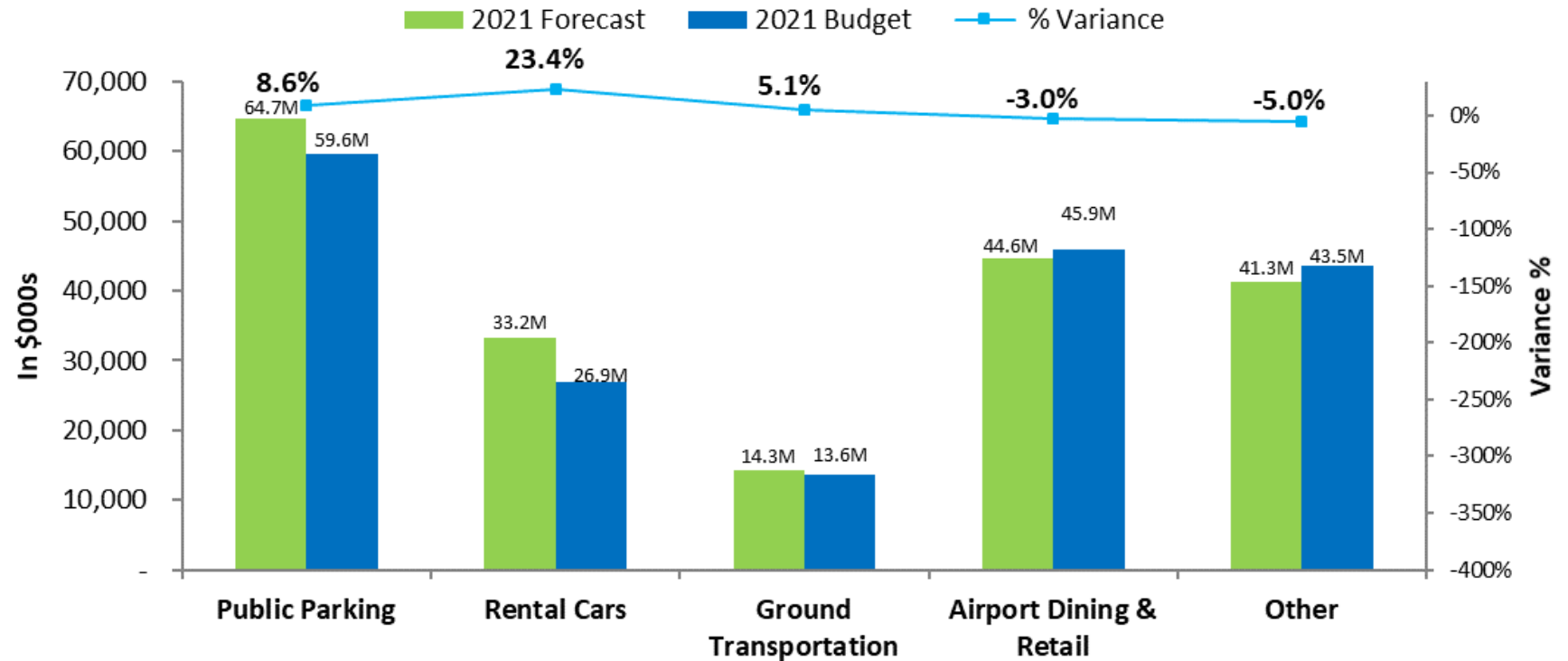
# Non-Aeronautical Revenues (before Relief Grants)

Most Non-Aero activity closely aligned with PAX volume recovery

Forecast  
**\$198M**

↑ 4.5%

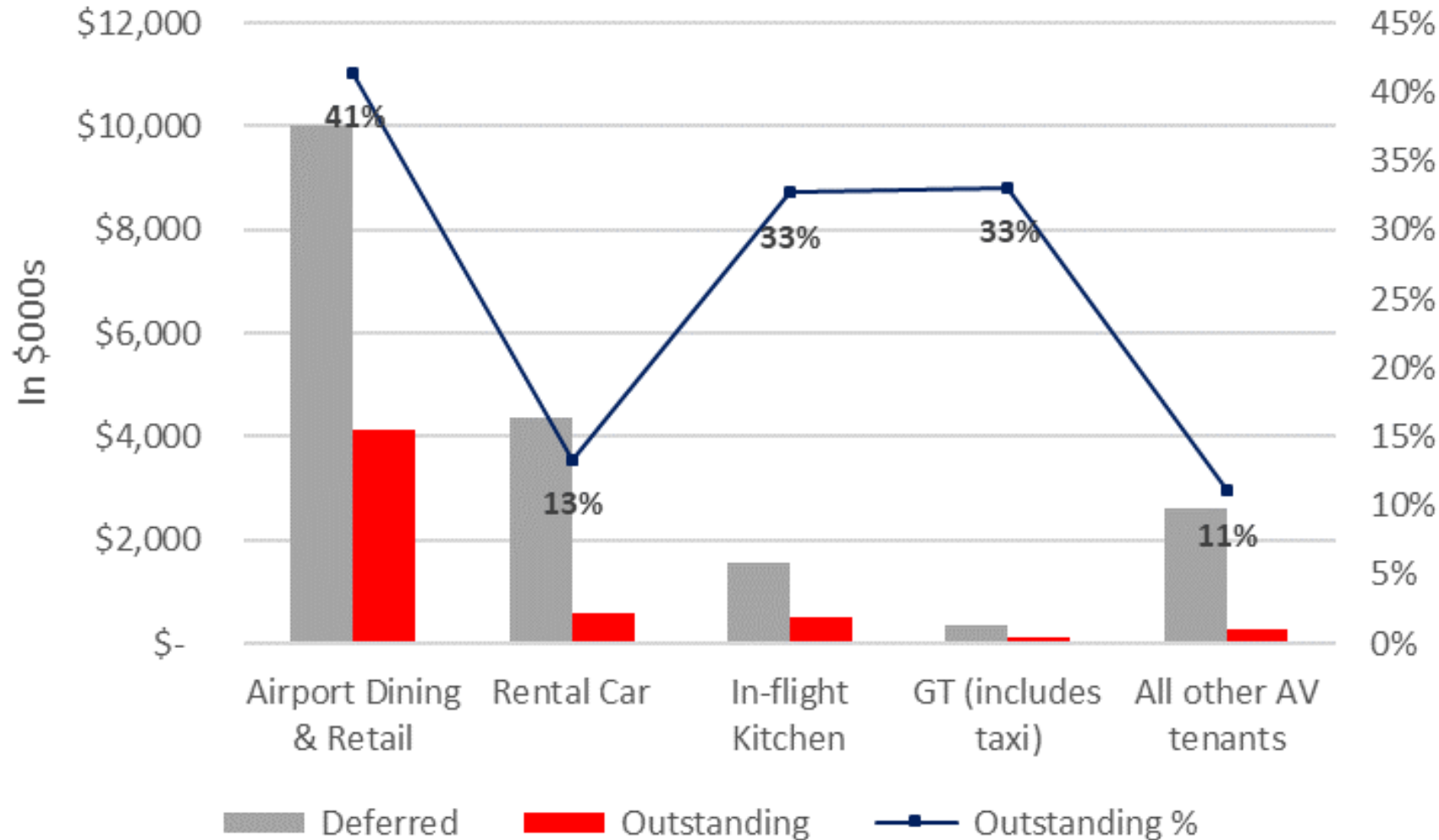
Budget  
**\$189.5M**



|                  | 2019<br>Actuals | 2020<br>Actuals | 2021<br>Forecast | 2021<br>Budget | % change<br>vs BUDGET |
|------------------|-----------------|-----------------|------------------|----------------|-----------------------|
| Enplanements     | 25,874          | 10,044          | 18,451           | 18,216         | 1.3%                  |
| O&D%             | 70.2%           | 64.0%           | 70.0%            | 68.0%          |                       |
| O&D Enplanements | 18,163          | 6,428           | 12,916           | 12,387         | 4.3%                  |



# Non-Aero Tenant Rent Deferred Status



**Status as of 4/22/2021:**

Total Non-Aero Rent  
Deferred = **\$18.9M**

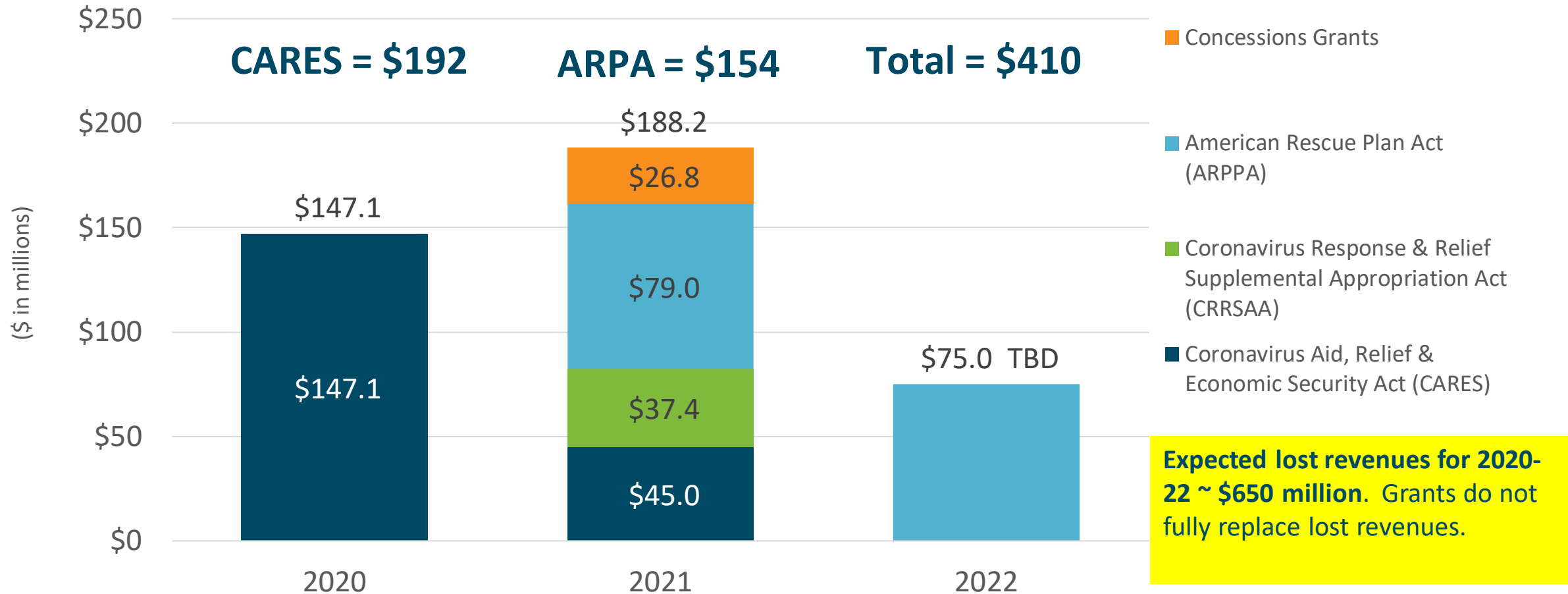
Total Outstanding =  
**\$5.6M or 30%**

# Strategic use of Federal Relief Grants to Achieve Debt Service Coverage Target

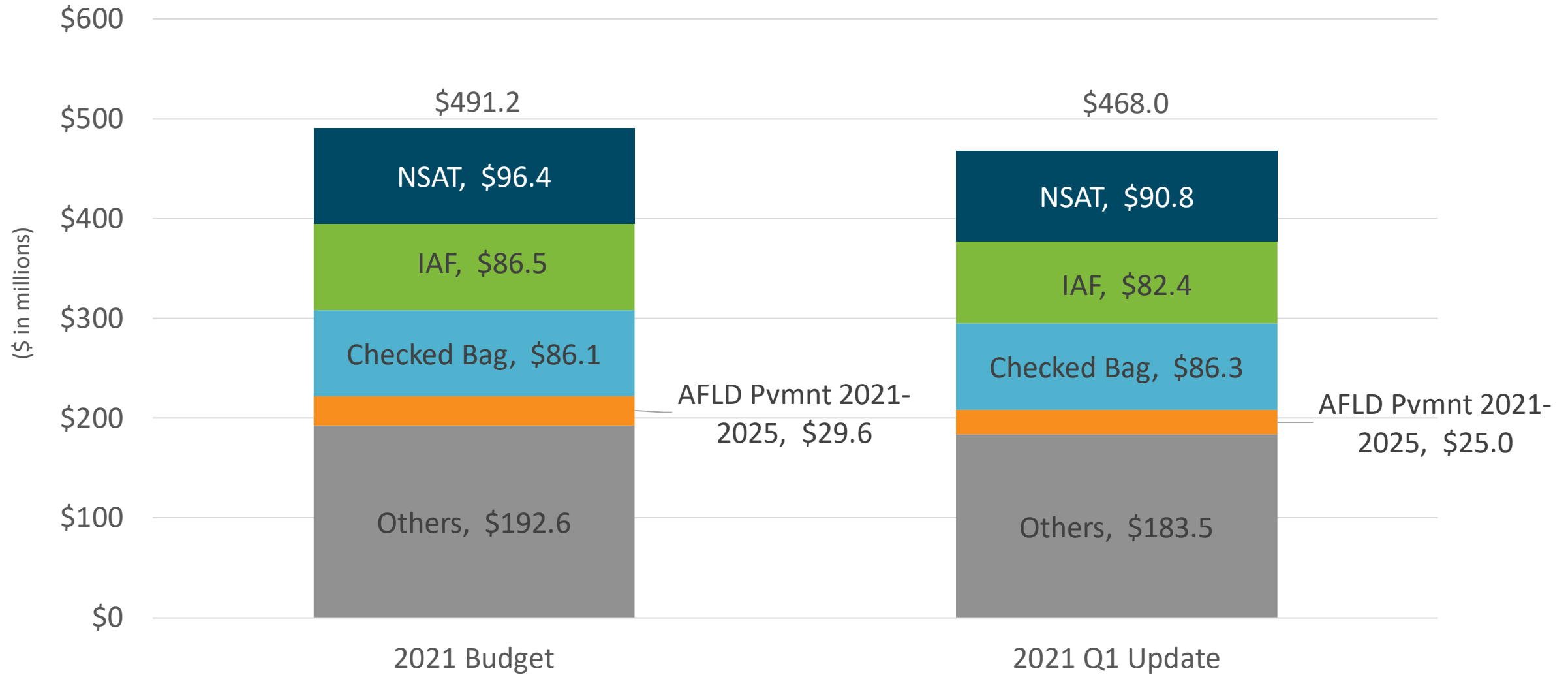
| in \$000's                        | 2020 Actual    | 2021 Budget    | 2021 Forecast  | Variance        |
|-----------------------------------|----------------|----------------|----------------|-----------------|
| <b>Revenues</b>                   |                |                |                |                 |
| Aero                              | 297,909        | 386,668        | 314,476        | (72,192)        |
| Non-aero                          | 116,473        | 189,548        | 171,312        | (18,236)        |
| Total Revenues                    | 414,382        | 576,216        | 485,788        | (90,428)        |
| <b>O&amp;M</b>                    | 329,680        | 339,908        | 342,282        | (2,374)         |
| <b>NOI</b>                        | 84,702         | 236,308        | 143,506        | (92,802)        |
| Federal Relief Grants Non-op      | 43,257         | 3,500          | 18,492         | 14,992          |
| Concession Rent Relief Grants     | -              | -              | 26,755         | 26,755          |
| Other net non-operating           | 5,604          | 2,542          | 2,543          | 1               |
| <b>Available for debt service</b> | <b>133,562</b> | <b>242,350</b> | <b>191,296</b> | <b>(51,054)</b> |
| <b>Debt Service</b>               |                |                |                |                 |
| Gross debt service (net of cap i) | 249,555        | 279,880        | 276,807        | 3,073           |
| CFC offset                        | (13,601)       | (19,159)       | (13,604)       | (5,556)         |
| PFC offset                        | (36,390)       | (47,549)       | (38,614)       | (8,935)         |
| Federal Relief Grants DS offset   | (103,891)      | (34,399)       | (143,342)      | 108,943         |
| <b>Net Debt Service</b>           | <b>95,673</b>  | <b>178,772</b> | <b>81,247</b>  | <b>(97,525)</b> |
| <b>Debt Service Coverage</b>      | 1.40           | 1.36           | 2.35           | 1.00            |

- Reflects preliminary grant use plan
- Majority of federal relief used to pay debt service
- Costs paid by grants excluded from airline rate base, thus reducing Aero revenues
- Concessions rent relief grant is cash flow neutral (lower operating revenues, higher grant revenues).
- Debt service does not reflect 2021 bond issue and refunding.

# Federal COVID Relief: CARES, CRRSAA & ARPA

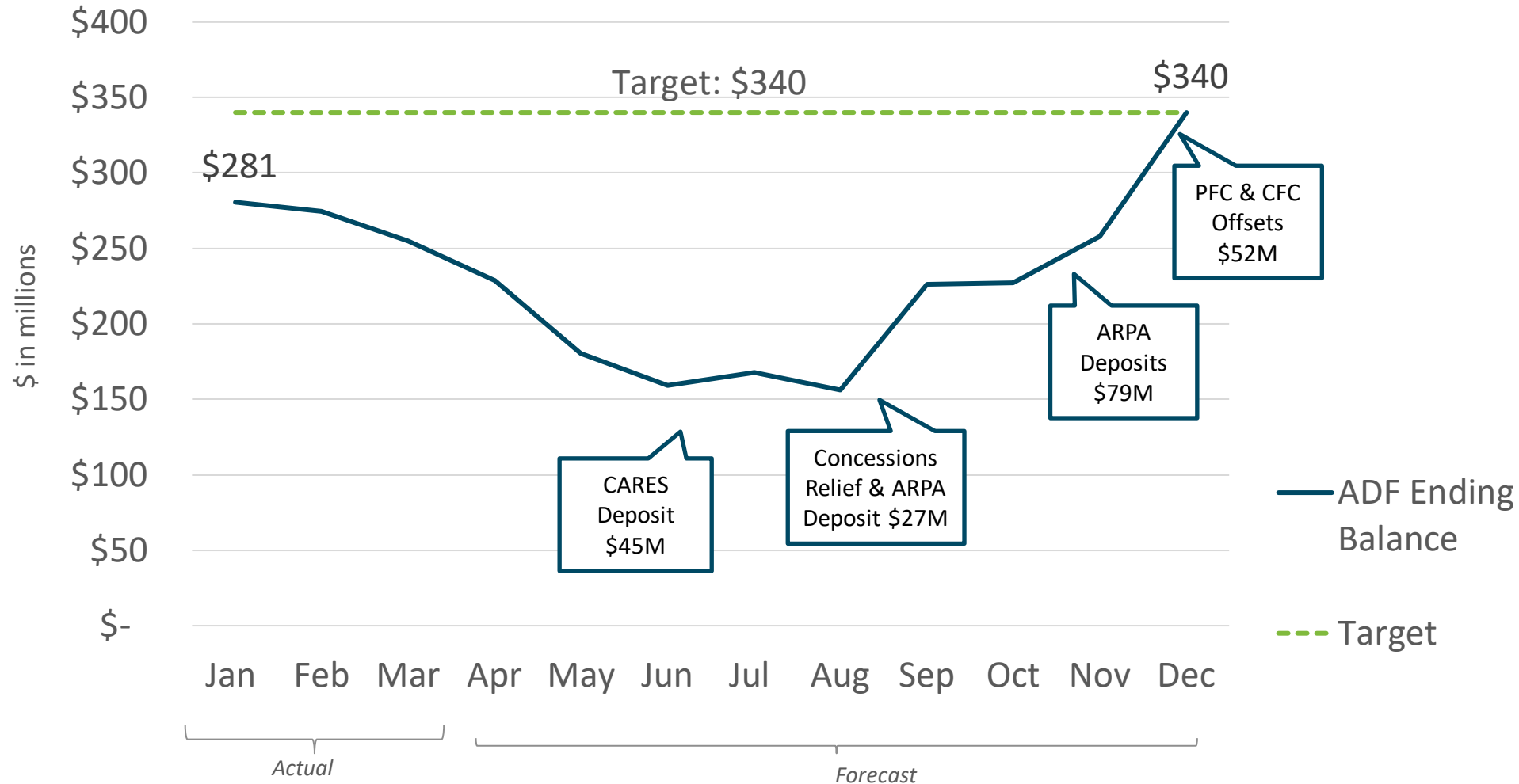


# 2021 Capital Spending: 95% of Budget





# 2021 Airport Development Fund Balance



- Will use grants to achieve target of 12 months O&M balance
- Grant use plan impacts ADF balance:
  - Aero vs. Non-aero cost centers
  - 2021 vs. 2022

# Seaport

## Q1 2021 Financial Performance Report

# Seaport Performance Summary

|  | 2020 YTD      | 2021 YTD      | 2021 YTD      | Fav (UnFav)       |             | Incr (Decr)      |             | 2021          | 2021          | Fav (UnFav)    |            |
|--|---------------|---------------|---------------|-------------------|-------------|------------------|-------------|---------------|---------------|----------------|------------|
|  | Actual        | Actual        | Budget        | Actual vs. Budget |             | Change from 2020 |             | Forecast      | Budget        | Fct vs. Budget |            |
| \$ in 000's                            |               |               |               | \$                | %           | \$               | %           |               |               | \$             | %          |
| <b>Revenues</b>                        |               |               |               |                   |             |                  |             |               |               |                |            |
| Maritime                               | 9,340         | 9,539         | 10,370        | (831)             | -8%         | 199              | 2%          | 45,355        | 45,280        | 75             | 0%         |
| Economic Development Division          | 3,277         | 2,002         | 2,436         | (434)             | -18%        | (1,275)          | -39%        | 12,648        | 13,348        | (700)          | -5%        |
| Joint Venture                          | 10,599        | 10,988        | 10,206        | 781               | 8%          | 388              | 4%          | 40,824        | 40,824        | 0              | 0%         |
| <b>Total Revenue</b>                   | <b>23,217</b> | <b>22,529</b> | <b>23,012</b> | <b>(484)</b>      | <b>-2%</b>  | <b>(688)</b>     | <b>-3%</b>  | <b>98,827</b> | <b>99,452</b> | <b>(625)</b>   | <b>-1%</b> |
| <b>Expenses</b>                        |               |               |               |                   |             |                  |             |               |               |                |            |
| Maritime                               | 11,661        | 10,937        | 13,080        | 2,143             | 16%         | (724)            | -6%         | 49,716        | 50,243        | 527            | 1%         |
| Economic Development Division          | 5,236         | 4,049         | 4,277         | 228               | 5%          | (1,187)          | -23%        | 20,966        | 21,413        | 447            | 2%         |
| Joint Venture                          | 692           | 693           | 836           | 143               | 17%         | 1                | 0%          | 1,377         | 1,377         | 0              | 0%         |
| <b>Total Expense</b>                   | <b>17,589</b> | <b>15,679</b> | <b>18,192</b> | <b>2,514</b>      | <b>14%</b>  | <b>(1,910)</b>   | <b>-11%</b> | <b>72,059</b> | <b>73,033</b> | <b>974</b>     | <b>1%</b>  |
| <b>NOI Before Stormwater Utility</b>   | <b>5,628</b>  | <b>6,850</b>  | <b>4,820</b>  | <b>2,030</b>      | <b>42%</b>  | <b>1,222</b>     | <b>22%</b>  | <b>26,768</b> | <b>26,419</b> | <b>349</b>     | <b>1%</b>  |
| Stormwater Utility Revenues            | 1,643         | 1,545         | 1,616         | (71)              | -4%         | (98)             | -6%         | 6,464         | 6,464         | 0              | 0%         |
| Stormwater Utility Expenses            | 1,064         | 1,123         | 1,457         | 334               | 23%         | 58               | 5%          | 5,211         | 5,211         | 0              | 0%         |
| <b>Stormwater Utility NOI</b>          | <b>578</b>    | <b>422</b>    | <b>159</b>    | <b>263</b>        | <b>165%</b> | <b>(156)</b>     | <b>-27%</b> | <b>1,253</b>  | <b>1,253</b>  | <b>0</b>       | <b>0%</b>  |
|  |               |               |               |                   |             |                  |             |               |               |                |            |
| <b>Total Non-Aviation Business NOI</b> | <b>6,207</b>  | <b>7,272</b>  | <b>4,979</b>  | <b>2,293</b>      | <b>46%</b>  | <b>1,066</b>     | <b>17%</b>  | <b>28,021</b> | <b>27,672</b> | <b>349</b>     | <b>1%</b>  |

## YTD Budget Variance

- Timing of Cruise NCL Lease Payment (\$1M), lower Conference Revenue.
- Lower Maintenance and Conference expenses.

## Forecast Budget Variance

- Lower Conference & Parking Revenue, Higher Grain Revenue.
- Lower Conference and External Affairs expenses.

# Maritime Division

## Q1 2021 Financial Performance Report



# Maritime Division

## Financial Summary

| <i>Figure in \$000s</i>                     | <b>Forecast</b> | <b>Budget</b>  | <b>Variance</b> |
|---|-----------------|----------------|-----------------|
| <b>Revenues</b>                             |                 |                |                 |
| Fishing, Commercial, & Recreational Marinas | 21,559          | 21,559         | 0               |
| Cruise                                      | 8,558           | 8,558          | 0               |
| Maritime Portfolio Mgmt.                    | 10,034          | 10,259         | (225)           |
| Grain / Other                               | 5,203           | 4,903          | 300             |
| <b>Total</b>                                | <b>45,355</b>   | <b>45,280</b>  | <b>75</b>       |
| <b>O&amp;M Expense</b>                      |                 |                |                 |
| Direct                                      | 20,904          | 20,904         | 0               |
| Support Services                            | 14,828          | 15,028         | 200             |
| Central Services and Other                  | 13,984          | 14,311         | 327             |
| <b>Total</b>                                | <b>49,716</b>   | <b>50,243</b>  | <b>527</b>      |
| <b>NOI</b>                                  | <b>(4,361)</b>  | <b>(4,963)</b> | <b>602</b>      |
| <b>Capital Spending</b>                     | <b>21,279</b>   | <b>26,195</b>  | <b>4,916</b>    |

## Business Highlights

- Fishing, Commercial and Recreational Marinas remain stable. Potential upside with Recreational Boating demand.
- **Timing & guidelines for Cruise season commencement to impact ~\$4.5M of variable revenue.**
- Grain Volumes up 52% Y/Y.
- Completed all in-water work construction activities for T117 Restoration and Public Access.

# Maritime Q1 Financials

## Performing Better Than Expected

**Maritime YTD –Net Operating Income is \$1.3M favorable to budget and \$923K above 2020**

- Revenue is \$831K below budget. Would be ~\$200K favorable if not for timing of NCL payment. Grain Volumes favorable to budget. Increased grain revenue (+64%) over 2020 driving Y/Y growth, offset by shorter Ballard locks closure.
- Expenses \$2.1M (16%) favorable to budget driven by tenant improvements timing, utilities, and maintenance. Expenses down \$724K Y/Y from lower utilities and maintenance.
- YTD Q1 Capital spending was \$2.1M with forecasted spending at \$21.3M (81% of budget).

|                          | 2019 YTD | 2020 YTD | 2021 YTD | 2021 YTD | Fav (UnFav)<br>Actual vs. Budget<br>Variance |      | Incr (Decr)<br>Change from 2020 |     |
|--------------------------|----------|----------|----------|----------|--|------|---------------------------------|-----|
| \$ in 000's              | Actual   | Actual   | Actual   | Budget   | \$   | %    | \$                              | %   |
| Total Revenues           | 9,442    | 9,340    | 9,539    | 10,370   | (831)  | -8%  | 199                             | 2%  |
| Total Operating Expenses | 10,286   | 11,661   | 10,937   | 13,080   | 2,143  | 16%  | (724)                           | -6% |
| Net Operating Income     | (844)    | (2,321)  | (1,398)  | (2,710)  | 1,312  | 48%  | 923                             | 40% |
| Depreciation             | 4,509    | 4,395    | 4,464    | 4,043    | (421)  | -10% | 69                              | 2%  |
| Net Income               | (5,353)  | (6,715)  | (5,862)  | (6,753)  | 891  | 13%  | 853                             | 13% |

# Stormwater Utility Tracking to Budget

|                                | 2019 YTD     | 2020 YTD     | 2021 YTD     | 2021 YTD           | Fav (UnFav)<br>Actual vs. Revised<br>Budget Variance |              | Incr (Decr)<br>Change from 2020 YTD |             |
|--------------------------------|--------------|--------------|--------------|--------------------|--|--------------|-------------------------------------|-------------|
| \$ in 000's                    | Actual       | Actual       | Actual       | Approved<br>Budget | \$   | %            | \$                                  | %           |
| <b>Revenue</b>                 |              |              |              |                    |  |              |                                     |             |
| NWSA                           | 304          | 373          | 431          | 426                | 5  | 1%           | 58                                  | 16%         |
| Tenants Revenue                | 800          | 825          | 751          | 827                | (76)   | -9%          | (74)                                | -9%         |
| Port Non-tenants Revenue       | 335          | 445          | 363          | 363                | 0  | 0%           | (82)                                | -18%        |
| <b>Total Revenues</b>          | <b>1,440</b> | <b>1,643</b> | <b>1,545</b> | <b>1,616</b>       | <b>(71)</b>  | <b>-4%</b>   | <b>(98)</b>                         | <b>-6%</b>  |
| <b>Expenses</b>                |              |              |              |                    |  |              |                                     |             |
| SWU Direct                     | 195          | 259          | 291          | 335                | 44   | 13%          | 32                                  | 12%         |
| Maintenance Expenses           | 619          | 596          | 638          | 892                | 254  | 28%          | 41                                  | 7%          |
| Seaport Project Management     | 4            | 193          | 1            | 4                  | 3  | 74%          | (192)                               | -99%        |
| Environmental & Sustainability | 73           | 12           | 13           | 14                 | 1  | 8%           | 1                                   | 6%          |
| Other Central Services         | 194          | 4            | 180          | 212                | 32   | 15%          | 177                                 | 4998%       |
| <b>Total Expenses</b>          | <b>1,084</b> | <b>1,064</b> | <b>1,123</b> | <b>1,457</b>       | <b>334</b>   | <b>23%</b>   | <b>58</b>                           | <b>5%</b>   |
| <b>NOI Before Depreciation</b> | <b>355</b>   | <b>578</b>   | <b>422</b>   | <b>159</b>         | <b>263</b>   | <b>165%</b>  | <b>(156)</b>                        | <b>-27%</b> |
| Depreciation                   | 294          | 309          | 317          | 297                | (20)   | -7%          | 8                                   | 3%          |
| <b>NOI After Depreciation</b>  | <b>62</b>    | <b>270</b>   | <b>105</b>   | <b>(138)</b>       | <b>243</b>   | <b>-176%</b> | <b>(164)</b>                        | <b>-61%</b> |

- Revenue under due to changes in tenant footprints.
- Expenses are under due to changes in maintenance allocation and COVID-19 impacts.

# Northwest Seaport Alliance Summary

| NWSA Operating Income      |               |                   |               | Fav (UnFav)     |            | Incr (Decr)      |           |
|----------------------------|---------------|-------------------|---------------|-----------------|------------|------------------|-----------|
| Before GASB 87 Adjustment  | 2020 YTD      | 2021 Year-to-Date |               | Budget Variance |            | Change from 2020 |           |
| \$ in 000's                | Actual        | Actual            | Budget        | \$              | %          | \$               | %         |
| Operating Revenue          | 45,660        | 43,848            | 46,047        | (2,199)         | -5%        | (1,812)          | -4%       |
| Operating Expense          | 20,249        | 17,809            | 22,428        | 4,619           | 21%        | (2,440)          | -12%      |
| <b>Operating Income</b>    | <b>25,411</b> | <b>26,039</b>     | <b>23,619</b> | <b>2,420</b>    | <b>10%</b> | <b>628</b>       | <b>2%</b> |
| Cargo TEUs                 | 788,882       | 881,794           |               |                 |            | (489,865)        | -17%      |
| Cargo Volume (Metric Tons) | 6,609,007     | 6,971,027         |               |                 |            | (3,249,908)      | -14%      |

*Note: GASB 87 Accounting impact and Non-Operating Totals available on NWSA Site*

**Revenue** – Q1 YTD \$2.2M below budget and lower than 2020 due to restructuring of the APL agreement. Absent the restructuring revenue would be higher than 2020 due to higher volumes.

**Operating Expenses** – Q1 YTD \$4.6M favorable to budget.

- Timing of rail incentives, project spending, and other outside services.
- Lower administrative costs from revision of service agreements.

## NWSA TEU Data

There was a total of 43 void sailings in Q1 2021. Robust volumes led to congestion in North American ports as shippers replenished inventories depleted by strong consumer demand. Due to COVID-19 restrictions, consumers continue to spend money on goods instead of services. Carriers voided port calls to improve schedule reliability and returned to Asia for more cargo, which led to a container shortage for exports. Shippers continue to diversify manufacturing and sourcing activities to SE Asia and other markets. NWSA total international TEUs are up 13.2% for Q1 2021 and total TEUs are up 11.8%.

## **Exports (YTD Feb 2021 vs. YTD Feb 2020):**

- Japan, China, South Korea, Taiwan, and Vietnam were our top trading partners.
- Japan, China, South Korea, Taiwan, and Vietnam declined 23.5%, 7.9%, 36.7%, 0.1%, and 15.5%, respectively. Total exports are down 20.5%.

## **Imports (YTD Feb 2021 vs. YTD Feb 2020):**

- China, Vietnam, Japan, South Korea, and Taiwan were our top trading partners.
- China, Vietnam and South Korea grew 35.7%, 25.1% and 28.8%, respectively, while Japan and Taiwan declined 26.4% and 3.2% respectively.

\*Exports and imports data source PIERS, full international



# Joint Venture Q1 Financials

|   | 2019 YTD      | 2020 YTD      | 2021 YTD      | 2021 YTD      | Fav (UnFav)<br>Actual vs. Revised<br>Budget Variance |             | Incr (Decr)<br>Change from 2020 |             | Total Year<br>Budget |
|---|---------------|---------------|---------------|---------------|--|-------------|---------------------------------|-------------|----------------------|
| \$ in 000's                                     | Actual        | Actual        | Actual        | Budget        | \$   | %           | \$                              | %           |                      |
| <b>Revenue</b>                                  |               |               |               |               |  |             |                                 |             |                      |
| Joint Venture Revenue                           | 12,986        | 10,730        | 11,343        | 10,568        | 775  | 7%          | 613                             | 6%          | 42,273               |
| Contra Joint Venture Revenue                    | -             | (478)         | (488)         | (488)         | 0  | 0%          | (10)                            | 2%          | (1,952)              |
| <b>Subtotal Distributable Revenue from NWSA</b> | <b>12,986</b> | <b>10,252</b> | <b>10,855</b> | <b>10,080</b> | <b>775</b>   | <b>8%</b>   |                                 |             | <b>40,321</b>        |
| Other Service Revenue Tenant Reimbursements     | -             | 165           | 66            | 126           | (60)   | -48%        | (99)                            | -60%        | 503                  |
| Port Revenue from NWSA Facilities               | -             | 183           | 67            | -             | 67   | NA          | (116)                           | -64%        | -                    |
| <b>Total Revenues</b>                           | <b>12,986</b> | <b>10,599</b> | <b>10,988</b> | <b>10,206</b> | <b>781</b>   | <b>8%</b>   | <b>388</b>                      | <b>4%</b>   | <b>40,824</b>        |
| <b>Expenses</b>                                 |               |               |               |               |  |             |                                 |             |                      |
| JV Direct                                       | (7)           | 46            | 127           | 45            | (82)   | -182%       | 80                              | 173%        | 180                  |
| Maintenance Expenses                            | 77            | 385           | 143           | 143           | 0  | 0%          | (242)                           | -63%        | 587                  |
| Seaport Project Management                      | 12            | 1             | 2             | 3             | 0  | 9%          | 2                               | 313%        | 10                   |
| Environmental & Sustainability                  | 12            | 2             | 50            | 83            | 33   | 40%         | 47                              | 2192%       | 333                  |
| Other Central Services                          | 31            | 19            | 60            | 63            | 3  | 4%          | 41                              | 216%        | 267                  |
|   |               |               |               |               | -  |             |                                 |             |                      |
| <b>Total Expenses</b>                           | <b>124</b>    | <b>453</b>    | <b>382</b>    | <b>337</b>    | <b>(45)</b>  | <b>-13%</b> | <b>(72)</b>                     | <b>-16%</b> | <b>1,377</b>         |
| <b>NOI Before Depreciation</b>                  | <b>12,862</b> | <b>10,146</b> | <b>10,606</b> | <b>9,870</b>  | <b>736</b>   | <b>7%</b>   | <b>460</b>                      | <b>5%</b>   | <b>39,447</b>        |
| Legacy Depreciation for NWSA Facilities         | 4,119         | 3,779         | 3,771         | 3,716         | (55)   | -1%         | (8)                             | 0%          | 15,162               |
| <b>NOI After Depreciation</b>                   | <b>8,744</b>  | <b>6,367</b>  | <b>6,835</b>  | <b>6,154</b>  | <b>681</b>   | <b>-11%</b> | <b>468</b>                      | <b>7%</b>   | <b>(24,284)</b>      |

## Home Port Activities

### Revenues:

- Joint Venture favorable to budget due to lower expenses at NWSA.
- Other Service Revenue below budget due to timing of tenant reimbursable Maintenance work.
- Port Revenue from NWSA Facilities– temporary moorage on the northwest face of T46.

### Expenses

- JV Direct – Unplanned small works at Terminal 30.

# Economic Development Division

## Q1 2021 Financial Performance Report



# Economic Development Division

## Financial Summary

| <i>Figure in \$000s</i>    | <b>Forecast</b> | <b>Budget</b>  | <b>Variance</b> |
|----------------------------|-----------------|----------------|-----------------|
| <b>Revenues</b>            | 12,648          | 13,348         | (700)           |
| <b>O&amp;M Expense</b>     |                 |                |                 |
| EDD & Maritime             | 9,891           | 10,591         | 700             |
| Maintenance                | 3,027           | 2,537          | (490)           |
| Diversity in Contracting   | 142             | 142            | 0               |
| Tourism                    | 2,481           | 2,481          | 0               |
| EDD Grants                 | 1,060           | 1,060          | 0               |
| Central Services and Other | 4,366           | 4,603          | 237             |
| <b>Total</b>               | <b>20,966</b>   | <b>21,413</b>  | <b>447</b>      |
| <b>NOI</b>                 | <b>(8,318)</b>  | <b>(8,065)</b> | <b>(253)</b>    |
| <b>Capital Spending</b>    | <b>4,604</b>    | <b>5,647</b>   | <b>1,043</b>    |

## Business Highlights

- Additional BHICC cancellations resulting in forecast reductions of \$600K in revenue and \$500K in expense.
- Lease revenue on target, parking revenue slightly below.
- **Rent Deferrals:**
  - 51 Applications
  - 37 Executed agreements
  - 19 Paid Off as of 3/31/21
  - 18 Currently in program
- Port hit 2020 WMBE Utilization (non-construction) goal: 16.6% actual vs. 14.4% goal.

# Economic Development Financial Highlights

## 2021 Q1 YTD Net Operating Income \$207K unfavorable to budget and \$88K lower than 2020

- Revenue unfavorable to budget by \$407K and \$1.2M lower than 2020 driven primarily by COVID-19 cancellations at the Conference and Event Centers.
- Expenses favorable to budget by \$228K driven by less conferences, timing of EDD Grant & Tourism Programs, offset by impact of Maintenance allocation change. Expenses are lower by \$1.2M Y/Y due to variable cost associated with lower Conference & Event Center volumes and reduced Central Service allocation expenses, offset by higher Maintenance costs.
- EDD spent 6% of Capital budget through Q1. The 2021 forecasted spending is \$4.5M (82% of budget).

|                          | 2019 YTD | 2020 YTD | 2021 YTD | 2021 YTD | Fav (UnFav)<br>Actual vs. Budget<br>Variance |      | Incr (Decr)<br>Change from 2020 |      |
|--------------------------|----------|----------|----------|----------|--|------|---------------------------------|------|
| \$ in 000's              | Actual   | Actual   | Actual   | Budget   | \$   | %    | \$                              | %    |
| Total Revenues           | 4,674    | 3,277    | 2,002    | 2,436    | (434)  | -18% | (1,275)                         | -39% |
| Total Operating Expenses | 5,862    | 5,236    | 4,049    | 4,277    | 228  | 5%   | (1,187)                         | -23% |
| Net Operating Income     | (1,187)  | (1,959)  | (2,047)  | (1,840)  | (207)  | -11% | (88)                            | -4%  |
| Depreciation             | 918      | 909      | 958      | 758      | (200)  | -26% | 49                              | 5%   |
| Net Income               | (2,105)  | (2,867)  | (3,005)  | (2,598)  | (407)  | -16% | (137)                           | -5%  |

# Central Services

## Q1 2021 Financial Performance Report

# Central Services

## Financial Summary

|                               | 2021            | 2021           | Fcst vs Bud     |
|-------------------------------|-----------------|----------------|-----------------|
| <i>Figures in \$000s</i>      | <b>Forecast</b> | <b>Budget</b>  | <b>Variance</b> |
| <b>Revenues</b>               | <b>1,129</b>    | <b>181</b>     | <b>948</b>      |
| Core Central Support Services | 83,982          | 85,678         | 1,696           |
| Police                        | 27,968          | 28,317         | 349             |
| Engineering/PCS               | 9,680           | 9,199          | (481)           |
| <b>O&amp;M Expenses</b>       | <b>121,629</b>  | <b>123,194</b> | <b>1,565</b>    |
| <b>Capital Spending</b>       | <b>8,714</b>    | <b>9,658</b>   | <b>944</b>      |

## Business Highlights

- Awarded **14 South King County Fund Environmental Grants** to the six Highline cities.
- Obtained the Commission approval for **Job and Economic Resource Center** as part of the Duwamish Valley Community Equity Program.
- The Port, City of Seattle, and Sound Transit agreed to **jointly fund \$1.7M** to support construction worker training, placement and other services.

# Central Services Financial Highlights

|                                 | 2019 YTD      | 2020 YTD      | 2021 YTD      | 2021 YTD      | Fav (UnFav)<br>Actual vs. Budget<br>Variance |                | Incr (Decr)<br>Change from 2020 |              |
|---------------------------------|---------------|---------------|---------------|---------------|--|----------------|---------------------------------|--------------|
| \$ in 000's                     | Actual        | Actual        | Actual        | Budget        | \$   | %              | \$                              | %            |
| <b>Total Operating Revenues</b> | <b>182</b>    | <b>907</b>    | <b>956</b>    | <b>45</b>     | <b>910</b>                                   | <b>2013.0%</b> | <b>49</b>                       | <b>5.4%</b>  |
| Core Central Support Services   | 17,445        | 19,359        | 18,743        | 20,382        | 1,639  | 8.0%           | (616)                           | -3.2%        |
| Police                          | 6,506         | 7,908         | 6,748         | 7,547         | 799  | 10.6%          | (1,160)                         | -14.7%       |
| Engineering/PCS                 | 2,083         | 2,158         | 1,965         | 2,175         | 210  | 9.7%           | (193)                           | -9.0%        |
| <b>Total Operating Expenses</b> | <b>26,034</b> | <b>29,425</b> | <b>27,455</b> | <b>30,104</b> | <b>2,649</b>                                 | <b>8.8%</b>    | <b>(1,970)</b>                  | <b>-6.7%</b> |

2021 YTD Total Operating Expenses are \$2.6M favorable to the budget due to:

- Delay in contract spending and delays in hiring vacant positions, partially offset by lower charges to Capital Projects.

2021 YTD Total Operating expenses are \$2.0M lower compared to 2020 due to:

- Lower payroll costs due to delays in hiring.
- Decrease in Outside Services costs YTD due to project delays in 2021.
- Lower Equipment spending due to slow start to PC Refresh.



# Port Wide

## Q1 2021 Financial Performance Report



# Port Wide Financial Summary

|                                 | 2019 YTD       | 2020 YTD       | 2021 YTD        | 2021 YTD       | Fav (UnFav)<br>Actual vs. Budget<br>Variance |                | Incr (Decr)<br>Change from 2020 |                |
|---------------------------------|----------------|----------------|-----------------|----------------|--|----------------|---------------------------------|----------------|
| \$ in 000's                     | Actual         | Actual         | Actual          | Budget         | \$   | %              | \$                              | %              |
| Aeronautical Revenues           | 83,674         | 86,284         | 61,313          | 80,938         | (19,625)                                     | -24.2%         | (24,971)                        | -28.9%         |
| Airport Non-Aero Revenues       | 55,996         | 49,956         | 26,930          | 35,085         | (8,154)                                      | -23.2%         | (23,025)                        | -46.1%         |
| Non-Airport Revenues            | 28,382         | 25,313         | 24,658          | 24,311         | 348  | 1.4%           | (655)                           | -2.6%          |
| <b>Total Operating Revenues</b> | <b>168,052</b> | <b>161,553</b> | <b>112,901</b>  | <b>140,333</b> | <b>(27,432)</b>                              | <b>-19.5%</b>  | <b>(48,652)</b>                 | <b>-30.1%</b>  |
| Total Operating Expenses        | 96,729         | 103,591        | 94,866          | 101,431        | 6,566  | 6.5%           | (8,726)                         | -8.4%          |
| <b>NOI before Depreciation</b>  | <b>71,323</b>  | <b>57,962</b>  | <b>18,036</b>   | <b>38,901</b>  | <b>(20,866)</b>                              | <b>-53.6%</b>  | <b>(39,926)</b>                 | <b>-68.9%</b>  |
| Depreciation                    | 41,038         | 43,728         | 44,829          | 40,209         | (4,621)                                      | -11.5%         | 1,101                           | 2.5%           |
| <b>NOI after Depreciation</b>   | <b>30,286</b>  | <b>14,233</b>  | <b>(26,794)</b> | <b>(1,307)</b> | <b>(25,486)</b>                              | <b>1949.7%</b> | <b>(41,027)</b>                 | <b>-288.2%</b> |

- Total Operating Revenues: \$27.4M unfavorable to the budget and \$48.7M lower than 2020.
- Total Operating Expenses: \$6.6M favorable to the budget and \$8.7M lower than 2020.
- NOI before Depreciation: \$20.9M unfavorable to the budget and \$39.9M lower than 2020.

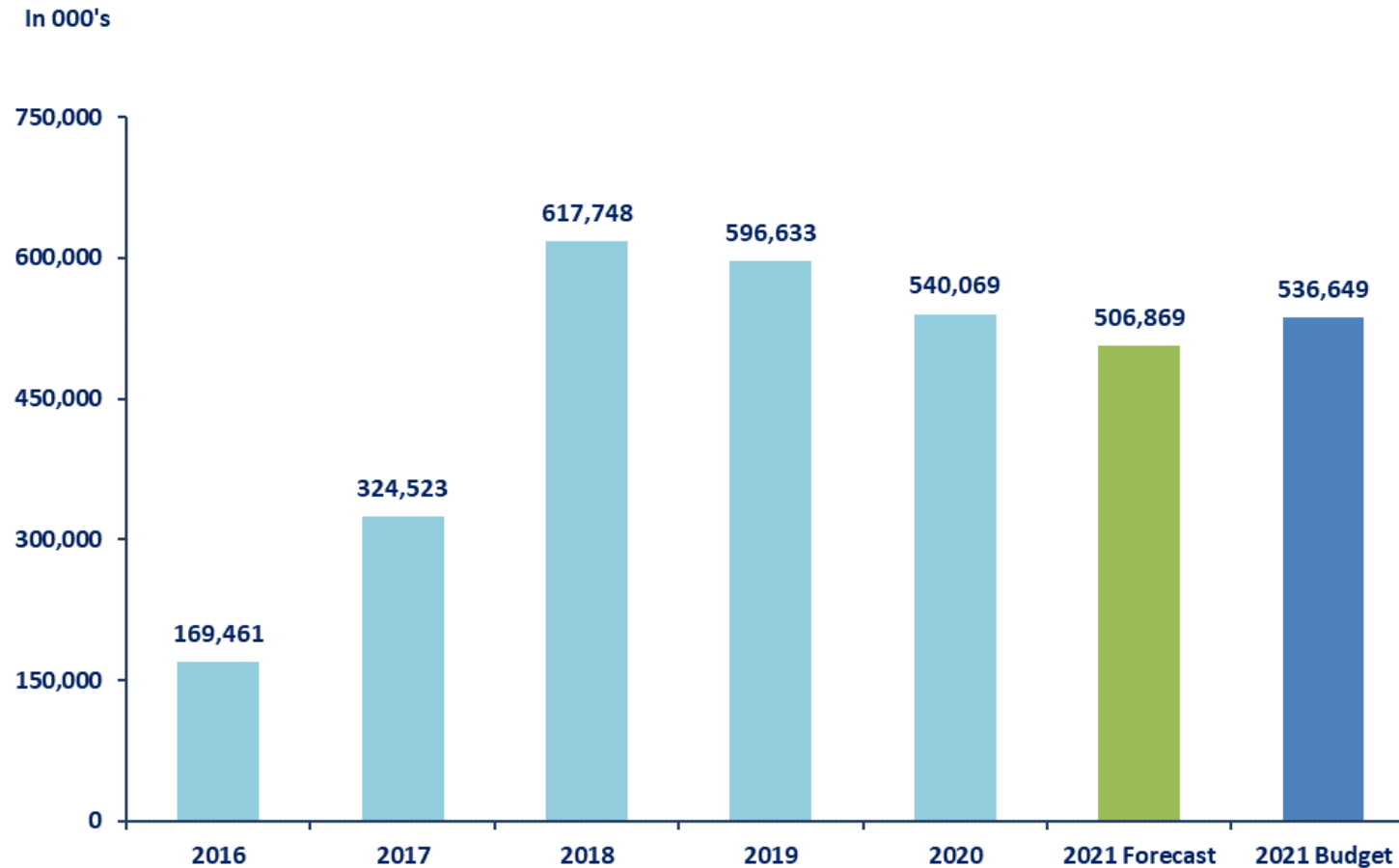
# Port Wide Financial Summary

|                                 | 2019           | 2020            | 2021            | 2021           | Fav (UnFav)<br>Fest vs. Budget<br>Variance |                | Incr (Decr)<br>Change from 2020 |               |
|---------------------------------|----------------|-----------------|-----------------|----------------|--|----------------|---------------------------------|---------------|
| \$ in 000's                     | Actual         | Actual          | Forecast        | Budget         | \$   | %              | \$                              | %             |
| Aeronautical Revenues           | 357,598        | 297,909         | 314,476         | 386,668        | (72,192)                                   | -18.7%         | 16,567                          | 5.6%          |
| Airport Non-Aero Revenues       | 269,037        | 116,473         | 171,312         | 189,548        | (18,236)                                   | -9.6%          | 54,839                          | 47.1%         |
| Non-Airport Revenues            | 137,538        | 96,446          | 104,968         | 104,645        | 323  | 0.3%           | 8,523                           | 8.8%          |
| <b>Total Operating Revenues</b> | <b>764,174</b> | <b>510,828</b>  | <b>590,756</b>  | <b>680,861</b> | <b>(90,104)</b>                            | <b>-13.2%</b>  | <b>79,928</b>                   | <b>15.6%</b>  |
| Total Operating Expenses        | 441,700        | 408,681         | 425,177         | 423,412        | (1,765)                                    | -0.4%          | 16,496                          | 4.0%          |
| <b>NOI before Depreciation</b>  | <b>322,474</b> | <b>102,147</b>  | <b>165,579</b>  | <b>257,448</b> | <b>(91,869)</b>                            | <b>-35.7%</b>  | <b>63,432</b>                   | <b>62.1%</b>  |
| Depreciation                    | 174,903        | 180,086         | 176,509         | 176,509        | -  | 0.0%           | (3,577)                         | -2.0%         |
| <b>NOI after Depreciation</b>   | <b>147,571</b> | <b>(77,939)</b> | <b>(10,930)</b> | <b>80,939</b>  | <b>(91,869)</b>                            | <b>-113.5%</b> | <b>67,009</b>                   | <b>-86.0%</b> |

1) 2021 Airport Non-Aero Revenues Forecast does not include the projected Federal Relief for Concessions of \$26.8M.

- **Operating Revenues: \$90.1M unfavorable to the budget and \$79.9M higher than 2020. It's important to note that the federal relief helps offset \$119M of the Aeronautical revenues for 2021.**
- **Operating Expenses: \$1.8M unfavorable to the budget and \$16.5M higher than 2020 (It would have been \$700K lower than 2020 after adjusting a \$17.2M state pension credit in 2020).**
- **NOI before Depreciation: \$91.9M unfavorable to the budget and \$67.0M higher than 2020.**

# Port Wide Capital Spending



- Total capital spending was \$98.8M in Q1.
- For the full year, total capital spending is expected to be \$506.9M, 94.5% of the budget.

# Aviation Division Appendix

## Q1 2021 Financial Performance Report

# Airport Activity

|  | YTD 2019 | YTD 2020 | YTD 2021 | % YTD Change<br>from 2020 |
|--|----------|----------|----------|---------------------------|
| <b>Total Passengers (000's)</b>            |          |          |          |                           |
| Domestic                                   | 9,658    | 8,205    | 4,662    | -43.2%                    |
| International                              | 1,207    | 1,004    | 205      | -79.5%                    |
| Total                                      | 10,865   | 9,209    | 4,868    | -47.1%                    |
| <b>Operations</b>                          | 100,740  | 99,983   | 75,878   | -24.1%                    |
| <b>Landed Weight (In Millions of lbs.)</b> |          |          |          |                           |
| Cargo                                      | 565      | 606      | 709      | 17.0%                     |
| All other                                  | 6,300    | 6,283    | 4,557    | -27.5%                    |
| Total                                      | 6,865    | 6,889    | 5,266    | -23.6%                    |
| <b>Cargo - Metric Tons</b>                 |          |          |          |                           |
| Domestic freight                           | 69,054   | 75,866   | 84,502   | 11.4%                     |
| International & Mail freight               | 29,423   | 25,795   | 25,223   | -2.2%                     |
| Total                                      | 98,477   | 101,661  | 109,725  | 7.9%                      |

| Passenger Activity |                        |                      |
|--------------------|------------------------|----------------------|
| Airline            | Change<br>2020 v. 2021 | 2021 Market<br>Share |
| Alaska             | 43.5%                  | 66.1%                |
| Delta              | -10.3%                 | 18.3%                |
| American           | 32.7%                  | 4.7%                 |
| Southwest          | 10.9%                  | 3.8%                 |
| United             | -11.4%                 | 3.3%                 |

## 2021 YTD Passenger volume:

- YTD passenger volume is 55.3% lower than Q1 2019 pre-pandemic levels, and 47.1% lower than Q1 2020. Enplanement recovering is building, and volumes are expected to be 29% lower than 2019 for full year 2020.

# Aviation Financial Summary

| Financial Summary<br>(\$ in 000's)    | 2019           | 2020           | 2021           | 2021           | Fav(UnFav)<br>Fest. vs. Budget<br>Variance |               | Incr/(Decr)<br>Change from 2020 |               |
|---------------------------------------|----------------|----------------|----------------|----------------|--|---------------|---------------------------------|---------------|
|                                       | Actual         | Actual         | Forecast       | Budget         | \$   | %             | \$                              | %             |
|                                       |                |                |                |                |  |               |                                 |               |
| <b>Operating Revenue</b>              |                |                |                |                |  |               |                                 |               |
| Aeronautical Revenues                 | 357,598        | 297,909        | 314,476        | 386,668        | (72,192)                                   | -18.7%        | 16,567                          | 5.6%          |
| Non-Aeronautical Revenues             | 269,037        | 116,473        | 171,312        | 189,548        | (18,236)                                   | -9.6%         | 54,839                          | 47.1%         |
| <b>Total Operating Revenues</b>       | <b>626,636</b> | <b>414,382</b> | <b>485,788</b> | <b>576,215</b> | <b>(90,428)</b>                            | <b>-15.7%</b> | <b>71,406</b>                   | <b>17.2%</b>  |
| <b>Total Operating Expenses</b>       | <b>355,245</b> | <b>329,680</b> | <b>342,282</b> | <b>339,908</b> | <b>(2,374)</b>                             | <b>-0.7%</b>  | <b>12,602</b>                   | <b>3.8%</b>   |
| <b>Net Operating Income</b>           | <b>271,390</b> | <b>84,702</b>  | <b>143,506</b> | <b>236,308</b> | <b>(92,802)</b>                            | <b>-39.3%</b> | <b>58,804</b>                   | <b>69.4%</b>  |
| Federal Relief                        |                | 147,148        | 161,601        | 37,899         | 123,702                                    | 326.4%        | 14,453                          | 9.8%          |
| Federal Relief (Concessions)          |                |                | 26,755         |                | 26,755                                     |               | 26,755                          |               |
| <b>NOI (After Federal Relief)</b>     | <b>271,390</b> | <b>231,850</b> | <b>331,862</b> | <b>274,207</b> | <b>57,655</b>                              | <b>21.0%</b>  | <b>100,012</b>                  | <b>43.1%</b>  |
| <b>CPE</b>                            | 12.86          | 26.50          | 15.26          | 19.62          | 4.35                                       | 0.22          | (11.24)                         | -42.4%        |
| <b>Non-Aero NOI (\$ in 000s)</b>      | 6,671          | 4,426          | 90,892         | 82,742         | 8,150                                      | 9.9%          | 86,466                          | 1953.6%       |
| <b>Enplaned passengers (in 000s)</b>  | 25,874         | 10,044         | 18,451         | 18,216         | 236  | 1.3%          | 8,408                           | 83.7%         |
| <b>Capital Expenditures (in 000s)</b> | <b>573,598</b> | <b>573,598</b> | <b>468,094</b> | <b>491,202</b> | <b>23,108</b>                              | <b>4.7%</b>   | <b>(105,504)</b>                | <b>-18.4%</b> |



# Key Performance Measures

|  | 2019     | 2020   | 2021     | 2021               | Fav(UnFav)<br>Fcst. vs. Budget<br>Variance |       | Incr/(Decr)<br>Change from 2020 |         |
|--|----------|--------|----------|--------------------|--|-------|---------------------------------|---------|
|  | Actual   | Actual | Forecast | Approved<br>Budget | \$   | %     | \$                              | %       |
| <b>Key Performance Metrics</b>             |          |        |          |                    |  |       |                                 |         |
| Cost per Enplanement (CPE)                 | 12.86    | 26.50  | 15.26    | 19.62              | 4.35                                       | 22.2% | (11.24)                         | -42.4%  |
| Non-Aeronautical NOI (in 000's)            | 143,917  | 6,671  | 90,892   | 82,742             | 8,150                                      | 9.9%  | 84,221                          | 1262.6% |
| <b>Other Performance Metrics</b>           |          |        |          |                    |  |       |                                 |         |
| O&M Cost per Enplanement                   | 6.86     | 16.41  | 9.28     | 9.33               | 0.05                                       | 0.6%  | (7.14)                          | -43.5%  |
| Non-Aero Revenue per Enplanement           | 5.20     | 5.80   | 5.37     | 5.20               | 0.16                                       | 3.2%  | (0.43)                          | -7.4%   |
| Debt per Enplanement (in \$)               | 66       | 163    | 84       | 85                 | 1  | 1.3%  | (79)                            | -48.4%  |
| Debt Service Coverage                      | 1.68     | 1.40   | 2.35     | 1.36               | 0.99                                       | 73.4% | 0.95                            | 67.9%   |
| Days cash on hand (10 months = 304 days)   | 314      | 327    | 363      | 369                | -6   | -1.6% | 36                              | 11.2%   |
| Aeronautical Revenue Sharing (\$ in 000's) | (17,146) | 1      | -        | -                  | -  | 0.0%  | (1)                             | 100.0%  |
| <b>Activity (in 000's)</b>                 |          |        |          |                    |  |       |                                 |         |
| Enplanements                               | 25,874   | 10,044 | 18,451   | 18,216             | 236  | 1.3%  | 8,408                           | 83.7%   |
| Total Passengers                           | 51,748   | 20,087 | 36,903   | 36,432             | 471  | 1.3%  | 16,815                          | 83.7%   |

# Aviation Expense YTD Summary

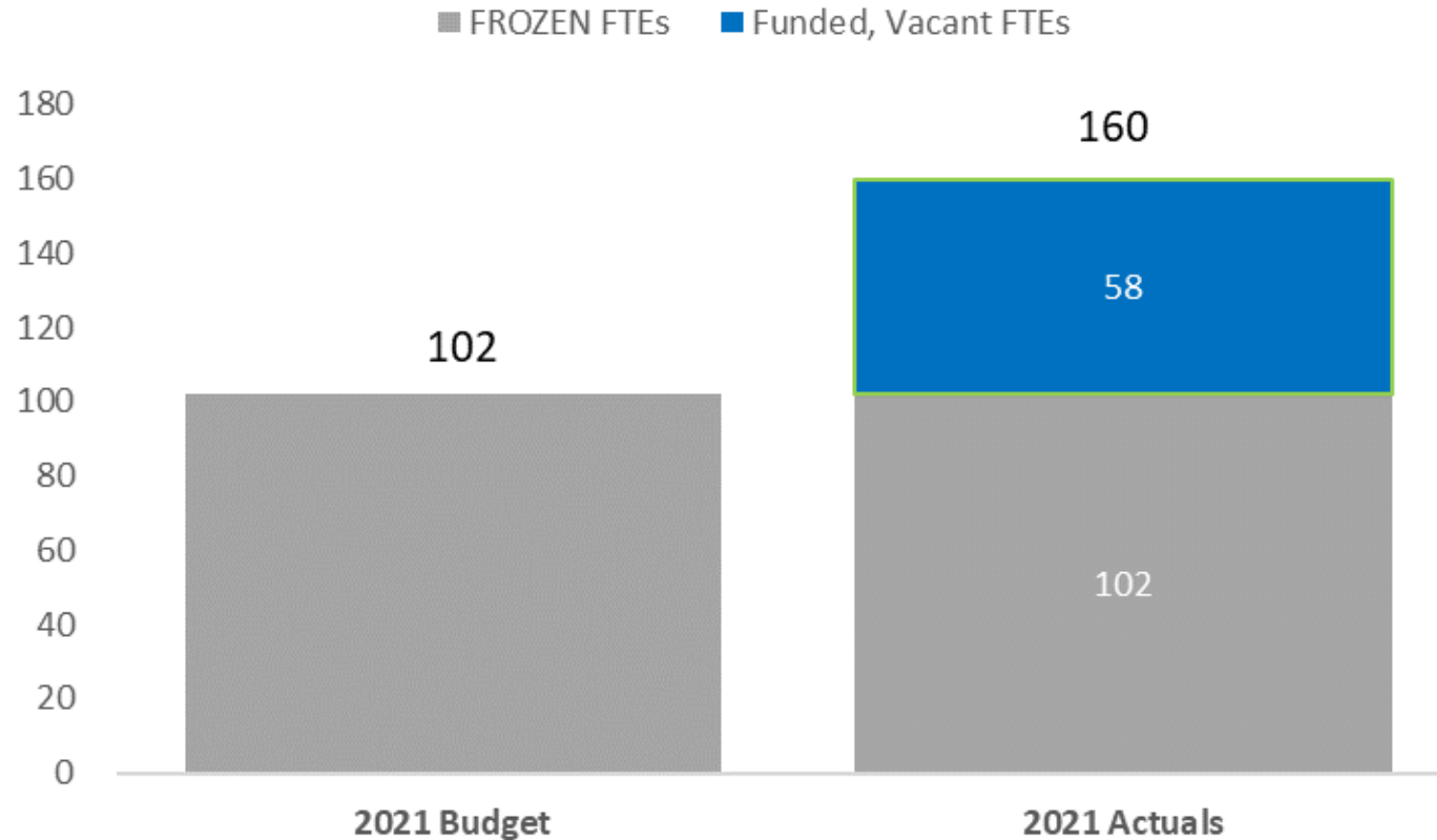
| Total Airport Expense Summary<br>(\$ in 000's) | 2019 YTD      | 2020 YTD      | 2021 YTD      | 2021 YTD      | Fav(UnFav)<br>Actual vs. Budget<br>Variance |             | Incr/(Decr)<br>Change from 2020 |              |
|--|---------------|---------------|---------------|---------------|---|-------------|---------------------------------|--------------|
|  | Actual        | Actual        | Actual        | Budget        | \$  | %           | \$                              | %            |
| <b>Operating Expenses</b>                      |               |               |               |               |   |             |                                 |              |
| Payroll  | 35,372        | 39,071        | 37,305        | 37,513        | 208   | 0.6%        | (1,766)                         | -4.5%        |
| Outside Services                               | 12,737        | 14,011        | 13,477        | 15,498        | 2,022                                       | 13.0%       | (534)                           | -3.8%        |
| Utilities                                      | 4,656         | 4,884         | 5,060         | 4,312         | (748)                                       | -17.3%      | 175                             | 3.6%         |
| Other Expenses                                 | 5,406         | 3,061         | 24            | 74            | 51  | 68.2%       | (3,037)                         | -99.2%       |
| <b>Total Airport Direct Charges</b>            | <b>58,171</b> | <b>61,027</b> | <b>55,865</b> | <b>57,397</b> | <b>1,532</b>                                | <b>2.7%</b> | <b>(5,162)</b>                  | <b>-8.5%</b> |
| Environmental Remediation Liability            | -             | -             | -             | -             | -   |             | -                               |              |
| Capital to Expense                             | 72            | -             | 75            | -             | (75)  |             | 75                              |              |
| <b>Total Exceptions</b>                        | <b>72</b>     | <b>-</b>      | <b>75</b>     | <b>-</b>      | <b>(75)</b>                                 |             | <b>75</b>                       |              |
| <b>Total Airport Expenses</b>                  | <b>58,243</b> | <b>61,027</b> | <b>55,940</b> | <b>57,397</b> | <b>1,457</b>                                | <b>2.5%</b> | <b>(5,087)</b>                  | <b>-8.3%</b> |
| Corporate                                      | 15,030        | 16,791        | 15,891        | 16,625        | 734   | 4.4%        | (900)                           | -5.4%        |
| Police   | 5,182         | 6,509         | 5,537         | 6,389         | 852   | 13.3%       | (972)                           | -14.9%       |
| Maritime/Economic Development/Other            | 761           | 838           | 720           | 865           | 146   | 16.8%       | (119)                           | -14.2%       |
| <b>Total Charges from Other Divisions</b>      | <b>20,973</b> | <b>24,139</b> | <b>22,148</b> | <b>23,880</b> | <b>1,731</b>                                | <b>7.3%</b> | <b>(1,991)</b>                  | <b>-8.2%</b> |
| <b>Total Operating Expenses</b>                | <b>79,216</b> | <b>85,166</b> | <b>78,088</b> | <b>81,277</b> | <b>3,189</b>                                | <b>3.9%</b> | <b>(7,078)</b>                  | <b>-8.3%</b> |

# Aviation Expense YE Summary

| Total Airport Expense Summary<br>(\$ in 000's) | 2019           | 2020           | 2021           | 2021           | Fav(UnFav)<br>Fcst. vs. Budget<br>Variance |               | Incr/(Decr)<br>Change from 2020 |               |
|--|----------------|----------------|----------------|----------------|--|---------------|---------------------------------|---------------|
|  | Actual         | Actual         | Forecast       | Budget         | \$   | %             | \$                              | %             |
| <b>Operating Expenses</b>                      |                |                |                |                |  |               |                                 |               |
| Payroll  | 144,051        | 152,895        | 153,293        | 153,293        | -  | 0.0%          | 398                             | 0.3%          |
| Outside Services                               | 68,162         | 63,922         | 69,015         | 65,174         | (3,841)                                    | -5.9%         | 5,093                           | 8.0%          |
| Utilities                                      | 18,180         | 15,695         | 20,244         | 20,244         | -  | 0.0%          | 4,549                           | 29.0%         |
| Other Expenses                                 | 14,721         | 3,341          | 814            | 1,359          | 545  | 40.1%         | (2,527)                         | -75.6%        |
| <b>Total Airport Direct Charges</b>            | <b>245,114</b> | <b>235,854</b> | <b>243,366</b> | <b>240,071</b> | <b>(3,295)</b>                             | <b>-1.4%</b>  | <b>7,512</b>                    | <b>3.2%</b>   |
| Environmental Remediation Liability            | 15,900         | (2,361)        | 2,162          | 2,001          | (161)                                      | -8.0%         | 4,523                           | -191.6%       |
| Capital to Expense                             | 2,089          | 2,588          | 283            | -              | (283)                                      |               | (2,305)                         | -89.1%        |
| <b>Total Exceptions</b>                        | <b>17,989</b>  | <b>227</b>     | <b>2,445</b>   | <b>2,001</b>   | <b>(444)</b>                               | <b>-22.2%</b> | <b>2,218</b>                    | <b>978.2%</b> |
| <b>Total Airport Expenses</b>                  | <b>263,104</b> | <b>236,081</b> | <b>245,811</b> | <b>242,072</b> | <b>(3,739)</b>                             | <b>-1.5%</b>  | <b>9,730</b>                    | <b>4.1%</b>   |
| Corporate                                      | 65,729         | 68,316         | 68,402         | 69,767         | 1,365                                      | 2.0%          | 87                              | 0.1%          |
| Police   | 22,290         | 22,150         | 23,964         | 23,964         | -  | 0.0%          | 1,814                           | 8.2%          |
| Maritime/Economic Development/Other            | 4,123          | 3,134          | 4,105          | 4,105          | -  | 0.0%          | 971                             | 31.0%         |
| <b>Total Charges from Other Divisions</b>      | <b>92,141</b>  | <b>93,599</b>  | <b>96,471</b>  | <b>97,836</b>  | <b>1,365</b>                               | <b>1.4%</b>   | <b>2,872</b>                    | <b>3.1%</b>   |
| <b>Total Operating Expenses</b>                | <b>355,245</b> | <b>329,680</b> | <b>342,282</b> | <b>339,908</b> | <b>(2,374)</b>                             | <b>-0.7%</b>  | <b>12,602</b>                   | <b>3.8%</b>   |

# Aviation Total Vacant FTEs

## as of 4/23/2021



**Managing vacancies key to managing costs.** Payroll cost is largest expense category.

**58 vacant and funded** positions as of 4/23/21 in various stages of hiring.

**102 FROZEN positions** – not funded in the 2021 Budget.

# Aeronautical Business YTD

| Aeronautical NOI<br>(\$ in 000's)      | 2019 YTD      | 2020 YTD      | 2021 YTD      | 2021 YTD      | Fav(UnFav)<br>Actual vs. Budget<br>Variance |               | Incr/(Decr)<br>Change from 2020 |               |
|--|---------------|---------------|---------------|---------------|---|---------------|---------------------------------|---------------|
|  | Actual        | Actual        | Actual        | Budget        | \$  | %             | \$                              | %             |
| <b>Rate Base Revenues</b>              |               |               |               |               |   |               |                                 |               |
| Airfield Movement Area                 | 28,300        | 25,223        | 15,396        | 20,399        | (5,003)                                     | -24.5%        | (9,827)                         | -39.0%        |
| Airfield Apron Area                    | 4,706         | 5,360         | 4,302         | 4,225         | 77  | 1.8%          | (1,057)                         | -19.7%        |
| Terminal Rents                         | 48,570        | 47,756        | 35,605        | 48,679        | (13,074)                                    | -26.9%        | (12,151)                        | -25.4%        |
| Federal Inspection Services (FIS)      | 3,267         | 4,019         | 1,869         | 3,769         | (1,901)                                     | -50.4%        | (2,150)                         | -53.5%        |
| <b>Total Rate Base Revenues</b>        | <b>84,843</b> | <b>82,357</b> | <b>57,172</b> | <b>77,073</b> | <b>(19,901)</b>                             | <b>-25.8%</b> | <b>(25,185)</b>                 | <b>-30.6%</b> |
| Airfield Commercial Area               | 2,793         | 3,927         | 4,139         | 3,865         | 274   | 7.1%          | 212                             | 5.4%          |
| <b>Subtotal before Revenue Sharing</b> | <b>87,635</b> | <b>86,284</b> | <b>61,311</b> | <b>80,938</b> | <b>(19,627)</b>                             | <b>-24.2%</b> | <b>(24,973)</b>                 | <b>-28.9%</b> |
| Revenue Sharing                        | (3,961)       | -             | -             | -             | -   |               | -                               |               |
| <b>Total Aeronautical Revenues</b>     | <b>83,674</b> | <b>86,284</b> | <b>61,311</b> | <b>80,938</b> | <b>(19,627)</b>                             | <b>-24.2%</b> | <b>(24,973)</b>                 | <b>-28.9%</b> |
| <b>Total Aeronautical Expenses</b>     | <b>53,251</b> | <b>50,268</b> | <b>54,141</b> | <b>56,473</b> | <b>2,332</b>                                | <b>4.1%</b>   | <b>3,873</b>                    | <b>7.7%</b>   |
| <b>Aeronautical NOI</b>                | <b>30,423</b> | <b>36,016</b> | <b>7,169</b>  | <b>24,464</b> | <b>(17,295)</b>                             | <b>-70.7%</b> | <b>(28,846)</b>                 | <b>-80.1%</b> |

# Aeronautical Business YE

| Aeronautical NOI<br>(\$ in 000's)      | 2019           | 2020           | 2021           | 2021           | Fav(UnFav)<br>Fest. vs. Budget<br>Variance |               | Incr/(Decr)<br>Change from 2020 |              |
|--|----------------|----------------|----------------|----------------|--|---------------|---------------------------------|--------------|
|  | Actual         | Actual         | Forecast       | Budget         | \$   | %             | \$                              | %            |
|  |                |                |                |                |  |               |                                 |              |
| <b>Rate Base Revenues</b>              |                |                |                |                |  |               |                                 |              |
| Airfield Movement Area                 | 123,436        | 84,906         | 87,718         | 115,037        | (27,319)                                   | -23.7%        | 2,812                           | 3.3%         |
| Airfield Apron Area                    | 22,016         | 15,146         | 14,974         | 21,418         | (6,444)                                    | -30.1%        | (172)                           | -1.1%        |
| Terminal Rents                         | 205,283        | 171,607        | 177,661        | 213,147        | (35,485)                                   | -16.6%        | 6,054                           | 3.5%         |
| Federal Inspection Services (FIS)      | 12,321         | 8,616          | 17,679         | 21,454         | (3,775)                                    | -17.6%        | 9,063                           | 105.2%       |
| <b>Total Rate Base Revenues</b>        | <b>363,057</b> | <b>280,275</b> | <b>298,032</b> | <b>371,056</b> | <b>(73,023)</b>                            | <b>-19.7%</b> | <b>17,757</b>                   | <b>6.3%</b>  |
| Airfield Commercial Area               | 11,687         | 17,633         | 16,444         | 15,612         | 832  | 5.3%          | (1,189)                         | -6.7%        |
| <b>Subtotal before Revenue Sharing</b> | <b>374,744</b> | <b>297,908</b> | <b>314,476</b> | <b>386,668</b> | <b>(72,192)</b>                            | <b>-18.7%</b> | <b>16,568</b>                   | <b>5.6%</b>  |
| Revenue Sharing                        | (17,146)       | 1              | -              | -              | -  |               | (1)                             | -100.0%      |
| <b>Total Aeronautical Revenues</b>     | <b>357,598</b> | <b>297,909</b> | <b>314,476</b> | <b>386,668</b> | <b>(72,192)</b>                            | <b>-18.7%</b> | <b>16,567</b>                   | <b>5.6%</b>  |
| <b>Total Aeronautical Expenses</b>     | <b>236,959</b> | <b>219,878</b> | <b>235,107</b> | <b>233,102</b> | <b>(2,005)</b>                             | <b>-0.9%</b>  | <b>15,230</b>                   | <b>6.9%</b>  |
| <b>Aeronautical NOI</b>                | <b>120,639</b> | <b>78,031</b>  | <b>79,369</b>  | <b>153,566</b> | <b>(74,197)</b>                            | <b>-48.3%</b> | <b>1,338</b>                    | <b>1.7%</b>  |
| Debt Service                           | (110,945)      | (62,607)       | (57,903)       | (125,747)      | 67,844                                     | -54.0%        | 4,704                           | -7.5%        |
| <b>Net Cash Flow</b>                   | <b>9,694</b>   | <b>15,424</b>  | <b>21,466</b>  | <b>27,819</b>  | <b>(6,353)</b>                             | <b>-22.8%</b> | <b>6,042</b>                    | <b>39.2%</b> |

# Aero Cost Drivers

| \$ in 000's                        | 2020<br>Actual | 2021<br>Budget | 2021<br>Forecast | Impact on Aero<br>Revenues<br>Budget vs Forecast |             |
|------------------------------------|----------------|----------------|------------------|--|-------------|
|                                    |                |                |                  | \$   | %           |
| O&M <sup>(1)</sup>                 | 213,775        | 227,420        | 229,450          | 2,029  | 0.9%        |
| Federal Relief Grants O&M          | (22,507)       | (3,500)        | (18,492)         | (14,992)   | 428.3%      |
| Net O&M                            | 191,268        | 223,920        | 210,958          | (12,962)   | -5.8%       |
| Debt Service Before Offsets        | 166,848        | 193,302        | 195,975          | 2,672  | 1.4%        |
| Debt Service PFC Offset            | (36,390)       | (47,549)       | (38,614)         | 8,935  | -18.8%      |
| Federal Relief Grants Debt Service | (71,763)       | (29,399)       | (101,211)        | (71,812)   | 244.3%      |
| Net Debt Service                   | 58,694         | 116,354        | 56,149           | (60,204)   | -51.7%      |
| Amortization                       | 32,359         | 32,681         | 32,681           | -  | 0.0%        |
| Space Vacancy                      | (1,083)        | (1,141)        | (998)            | 143  | -12.5%      |
| TSA Operating Grant and Other      | (960)          | (758)          | (758)            | -  | 0.0%        |
| <b>Rate Base Revenues</b>          | <b>280,279</b> | <b>371,056</b> | <b>298,032</b>   | <b>(73,023)</b>                                  | <b>-20%</b> |
| Commercial area                    | 17,633         | 15,612         | 16,444           | 832  | 5%          |
| <b>Total Aero Revenues</b>         | <b>297,912</b> | <b>386,668</b> | <b>314,476</b>   | <b>(72,192)</b>                                  | <b>-19%</b> |

## 2021 Forecast to 2021 Budget

**O&M – \$2.0M higher** mostly in Apron, FIS, and Queue Management:

- Apron – Large Snow Expenses
- FIS – Increased Interpretation Services, Increased VIP Hospitality, Furniture Capital to Expense, Contingencies [IAF Oversize Baggage Relocate, IAF Wall Protections]
- Queue Management – VIP Divesting

**Debt Service before Offsets:** Forecast is \$2.6M higher primarily because the Budget assumed a reduction of \$5.8M of Debt Service exclusion for assets not in use which were partially offset by an increase in Capital Interest.

**PFC Offset \$8.9M lower** due to lower anticipated collections

## Federal Relief Grants Aero Portion:

- **Payroll Impact (O&M)** – Removing \$18.5M from Rate Base
- **Debt Service Impact** - Removing \$101.2M from Rate Base



# Non-Aeronautical Business YTD

**Passenger Volume down 47.3% compared to prior year**  
**O&D Passenger Volume down 42.4% compared to prior year**

| Non-Aeronautical NOI<br>(\$ in 000's)  | 2019 YTD      | 2020 YTD      | 2021 YTD      | 2021 YTD      | Fav(UnFav)<br>Actual vs. Budget<br>Variance |               | Incr/(Decr)<br>Change from 2020 |               |
|--|---------------|---------------|---------------|---------------|---|---------------|---------------------------------|---------------|
|  | Actual        | Actual        | Actual        | Budget        | \$  | %             | \$                              | %             |
| <b>Non-Aeronautical Revenues</b>       |               |               |               |               |   |               |                                 |               |
| Public Parking                         | 19,956        | 16,720        | 9,330         | 10,595        | (1,264)                                     | -11.9%        | (7,390)                         | -44.2%        |
| Rental Cars                            | 7,229         | 6,928         | 3,484         | 4,577         | (1,092)                                     | -23.9%        | (3,444)                         | -49.7%        |
| Ground Transportation                  | 4,523         | 3,931         | 1,459         | 2,441         | (982)                                       | -40.2%        | (2,471)                         | -62.9%        |
| Airport Dining & Retail                | 12,815        | 10,680        | 4,865         | 7,896         | (3,031)                                     | -38.4%        | (5,815)                         | -54.4%        |
| Other                                  | 11,474        | 11,697        | 7,791         | 9,576         | (1,784)                                     | -18.6%        | (3,906)                         | -33.4%        |
| <b>Total Non-Aeronautical Revenues</b> | <b>55,996</b> | <b>49,956</b> | <b>26,930</b> | <b>35,085</b> | <b>(8,154)</b>                              | <b>-23.2%</b> | <b>(23,025)</b>                 | <b>-46.1%</b> |
| <b>Total Non-Aeronautical Expenses</b> | <b>17,206</b> | <b>34,898</b> | <b>23,947</b> | <b>24,804</b> | <b>857</b>                                  | <b>3.5%</b>   | <b>(10,951)</b>                 | <b>-31.4%</b> |
| <b>Non-Aeronautical NOI</b>            | <b>38,790</b> | <b>15,058</b> | <b>2,984</b>  | <b>10,281</b> | <b>(7,297)</b>                              | <b>-71.0%</b> | <b>(12,074)</b>                 | <b>-80.2%</b> |
| Less: CFC Surplus                      | -             | -             | -             | -             | -   |               | -                               |               |
| <b>Adjusted Non-Aeronautical NOI</b>   | <b>38,790</b> | <b>15,058</b> | <b>2,984</b>  | <b>10,281</b> | <b>(7,297)</b>                              | <b>-71.0%</b> | <b>(12,074)</b>                 | <b>-80.2%</b> |
| Debt Service                           | -             | -             | -             | -             | -   |               | -                               |               |
| <b>Net Cash Flow</b>                   | <b>38,790</b> | <b>15,058</b> | <b>2,984</b>  | <b>10,281</b> | <b>(7,297)</b>                              | <b>-71.0%</b> | <b>(12,074)</b>                 | <b>-80.2%</b> |

## 2021 YTD Actuals to 2020 YTD Actuals

### Non-Aero Revenue:

- All Non-Aero lines of business impacted by COVID-19. Q1 2021 results reflect a full quarter of the pandemic environment, compared to less than a month impact in prior year.
- GT – steeper decline reflects continued shift in passenger preference away from shared ride options.
- Parking, Rental Car, and ADR more closely aligned with change in passenger volumes.
- Non-Aero space rental lease revenue not directly impacted by decline in passenger volume

### Non-Aero Expenses:

- Lower spending reflects cost cutting measures implemented to mitigate pandemic impacts.

# Non-Aeronautical Business YE

**Passenger Forecast up 83.7% compared to prior year**  
**O&D Passenger Forecast up 100.9% compared to prior year**

| Non-Aeronautical NOI<br>(\$ in 000's)  | 2019           | 2020            | 2021           | 2021           | Fav(UnFav)<br>Fcst. vs. Budget<br>Variance |               | Incr/(Decr)<br>Change from 2020 |                |
|--|----------------|-----------------|----------------|----------------|--|---------------|---------------------------------|----------------|
|  | Actual         | Actual          | Forecast       | Budget         | \$   | %             | \$                              | %              |
| <b>Non-Aeronautical Revenues</b>       |                |                 |                |                |  |               |                                 |                |
| Public Parking                         | 82,125         | 34,502          | 64,699         | 59,597         | 5,102                                      | 8.6%          | 30,197                          | 87.5%          |
| Rental Cars                            | 52,567         | 16,637          | 33,160         | 26,880         | 6,280                                      | 23.4%         | 16,523                          | 99.3%          |
| Ground Transportation                  | 20,765         | 6,557           | 14,321         | 13,628         | 693  | 5.1%          | 7,764                           | 118.4%         |
| Airport Dining & Retail                | 61,615         | 25,418          | 44,567         | 45,936         | (1,369)                                    | -3.0%         | 19,149                          | 75.3%          |
| Other                                  | 51,966         | 33,359          | 41,319         | 43,506         | (2,187)                                    | -5.0%         | 7,961                           | 23.9%          |
| <b>Total Non-Aeronautical Revenues</b> | <b>269,037</b> | <b>116,473</b>  | <b>198,067</b> | <b>189,548</b> | <b>8,519</b>                               | <b>4.5%</b>   | <b>81,594</b>                   | <b>70.1%</b>   |
| <b>Total Non-Aeronautical Expenses</b> | <b>118,286</b> | <b>109,802</b>  | <b>107,175</b> | <b>106,806</b> | <b>(369)</b>                               | <b>-0.3%</b>  | <b>(2,627)</b>                  | <b>-2.4%</b>   |
| <b>Non-Aeronautical NOI</b>            | <b>150,752</b> | <b>6,671</b>    | <b>90,892</b>  | <b>82,742</b>  | <b>8,150</b>                               | <b>9.9%</b>   | <b>84,221</b>                   | <b>1262.6%</b> |
| Less: CFC Surplus                      | (6,834)        | -               | -              | -              | -  |               | -                               |                |
| <b>Adjusted Non-Aeronautical NOI</b>   | <b>143,917</b> | <b>6,671</b>    | <b>90,892</b>  | <b>82,742</b>  | <b>8,150</b>                               | <b>9.9%</b>   | <b>84,221</b>                   | <b>1262.6%</b> |
| Debt Service                           | (49,299)       | (33,065)        | (23,358)       | (53,025)       | 29,666                                     | -55.9%        | 9,707                           | -29.4%         |
| <b>Net Cash Flow</b>                   | <b>94,619</b>  | <b>(26,394)</b> | <b>67,533</b>  | <b>29,717</b>  | <b>37,816</b>                              | <b>127.3%</b> | <b>93,928</b>                   | <b>-355.9%</b> |

## 2021 Forecast to 2020 Actuals

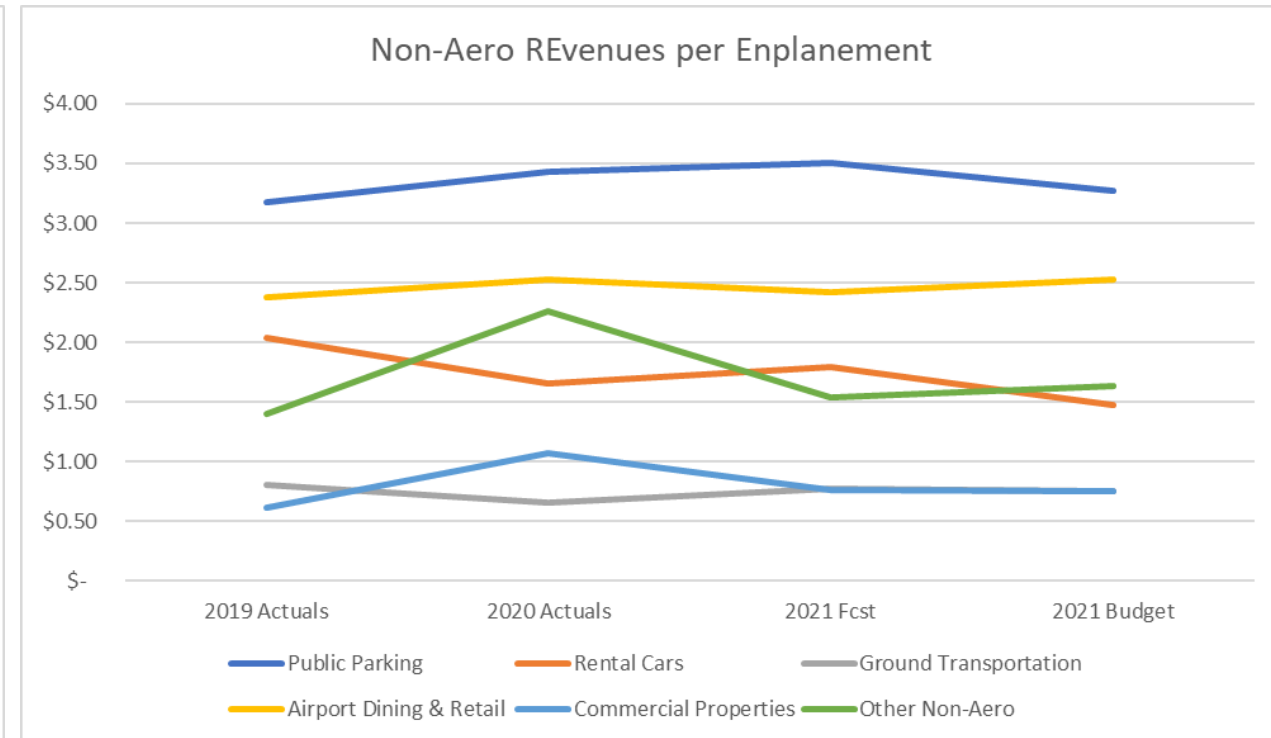
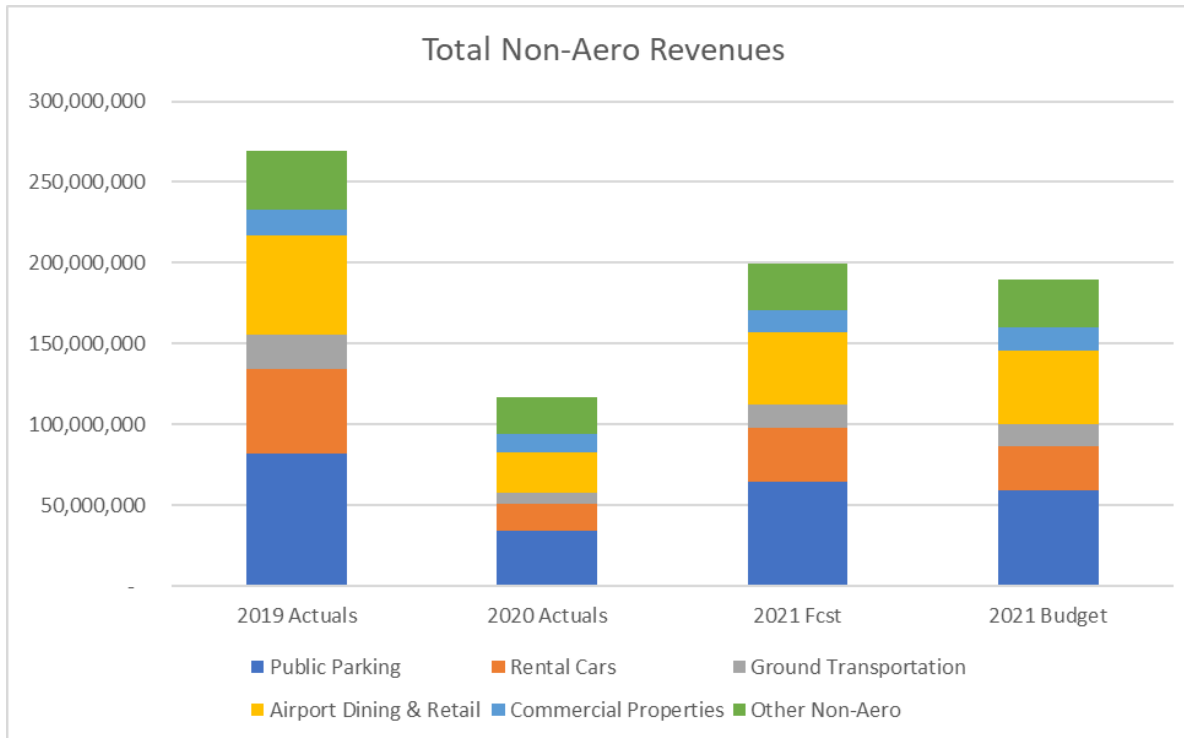
### Non-Aero Revenue:

- All Non-Aero lines of business impacted by COVID-19.
- Parking – strong passenger preference in 2020, reduces the recovery percentage in 2021. Continued preference for close in self-parking.
- Rental Car – recovering consistent with passenger recovery.
- GT – recovery includes new TNC revenue from drop-off trips.
- ADR – recovering consistent with passenger recovery.
- Non-Aero space rent real estate lease revenue not directly impacted by decline in passenger volume

### Non-Aero Expenses:

- Lower forecasted spending reflects cost cutting measures implemented to mitigate pandemic impacts.

# Non-Aero Revenue By Business Unit



## Non-Aero Revenue overview:

- **2021 Non-Aero revenue from concession fees or transaction volume** (Parking, Rental Car, GT, ADR, Clubs & Lounges, In-flight Kitchens) are **closely aligned with the decline in passenger volume**
- Commercial Properties and other Non-Aero line of business with revenue from **space rent for real estate leases** were **relatively unaffected** by the COVID-19 decline in enplanements

# YTD Public Parking

Passenger Volume down 47.3% compared to prior year  
O&D Passenger Volume down 42.4% compared to prior year

| Public Parking - Revenue Detail             | 2019          | 2020          | 2021 YTD     | 2021 YTD      | Fav (UnFav)     |               | Incr (Decr)      |               |
|---|---------------|---------------|--------------|---------------|-----------------|---------------|------------------|---------------|
| \$ in 000's                                 | Actual        | Actual        | Actuals      | Budget        | Budget Variance |               | Change from 2020 |               |
|   |               |               |              |               | \$              | %             | \$               | %             |
| <b>Parking Garage Revenue to Port</b>       |               |               |              |               |                 |               |                  |               |
| General Parking/Terminal Direct             | 17,931        | 13,943        | 6,364        | 8,500         | (2,136)         | -25.1%        | (7,578)          | -54.4%        |
| Prebooking                                  | -             | 487           | 2,126        | 981           | 1,145           | 116.7%        | 1,639            | 336.7%        |
| Premier Corporate Parking                   | 348           | 672           | -            | 149           | (149)           | -100.0%       | (672)            | -100.0%       |
| <b>Revenue to Port - General Parking</b>    | <b>18,280</b> | <b>15,101</b> | <b>8,490</b> | <b>9,630</b>  | <b>(1,140)</b>  | <b>-11.8%</b> | <b>(6,611)</b>   | <b>-43.8%</b> |
| <b>Other Garage Revenue</b>                 |               |               |              |               |                 |               |                  |               |
| Passport Parking Program                    | 860           | 954           | 576          | 491           | 85              | 17.4%         | (378)            | -39.6%        |
| <b>Total Parking Garage Revenue</b>         | <b>19,140</b> | <b>16,056</b> | <b>9,067</b> | <b>10,121</b> | <b>(1,054)</b>  | <b>-10.4%</b> | <b>(6,989)</b>   | <b>-43.5%</b> |
| <b>Other Parking Revenue</b>                |               |               |              |               |                 |               |                  |               |
| Concession Rent - Doug Fox off-site parking | 802           | 661           | 259          | 474           | (214)           | -45.3%        | (401)            | -60.8%        |
| All Other Parking Revenue                   | 14            | 3             | 5            | -             | 5               | N/A           | 1                | 40.0%         |
| <b>Total Parking Revenue</b>                | <b>19,956</b> | <b>16,720</b> | <b>9,330</b> | <b>10,595</b> | <b>(1,264)</b>  | <b>-11.9%</b> | <b>(7,389)</b>   | <b>-44.2%</b> |
| <b>O&amp;D Enplanements</b>                 | <b>3,808</b>  | <b>2,947</b>  | <b>1,699</b> | <b>2,176</b>  | <b>(477)</b>    | <b>-21.9%</b> | <b>(1,249)</b>   | <b>-42.4%</b> |

Q1 2021 results reflect a full quarter of the pandemic environment, compared to less than a month impact in prior year.

## 2021 YTD Actuals vs. 2020 YTD Actuals

Q1 2021 results reflect a full quarter of the pandemic environment, compared to less than a month impact in the prior year.

**General Garage Parking (includes pre-booking program)** – Garage parking closely aligned with change in passenger volume, with continued passenger preference for close in self-parking.

**Passport program** – this monthly parking program is not as closely aligned with the change in passenger volume.

**Doug Fox** – revenue decline deeper than decline in O&D passenger volume shows customer preference away from parking with shared ride shuttles.

# YTD Public Parking metrics reflect preference for close in self-parking

| Public Parking - Revenue Metrics            |         |         |          |          | Fav / (UnFav)   |        | Incr / (Decr)    |        |
|---|---------|---------|----------|----------|-----------------|--------|------------------|--------|
| in 000's                                    | 2019    | 2020    | 2021 YTD | 2021 YTD | Budget Variance |        | Change from 2020 |        |
|   | Actual  | Actual  | Actual   | Budget   | #               | %      | #                | %      |
| Total Enplanements                          | 5,424   | 4,605   | 2,427    | 3,200    | (773)           | -24.2% | (2,178)          | -47.3% |
| O&D %                                       | 70.2%   | 64.0%   | 70.0%    | 68.0%    | 2.0%            | 2.9%   | 6.0%             | 9.4%   |
| O&D Enplanements                            | 3,808   | 2,947   | 1,699    | 2,176    | (477)           | -21.9% | (1,249)          | -42.4% |
| Revenue per O&D Enplanement Metrics         |         |         |          |          |                 |        |                  |        |
| General Parking/Pre-Book/Premier Corporate  | \$ 4.80 | \$ 5.12 | \$ 5.00  | \$ 4.43  | \$ 0.57         | 12.9%  | \$ (0.13)        | -2.5%  |
| Passport Parking Program                    | \$ 0.23 | \$ 0.32 | \$ 0.34  | \$ 0.23  | \$ 0.11         | 50.4%  | \$ 0.02          | 4.8%   |
| Total Garage Revenue per O&D Enplanement    | \$ 5.03 | \$ 5.45 | \$ 5.34  | \$ 4.65  | \$ 0.69         | 14.7%  | \$ (0.11)        | -2.0%  |
| Concession Rent - Doug Fox off-site parking | \$ 0.21 | \$ 0.22 | \$ 0.15  | \$ 0.22  | \$ (0.07)       | -29.9% | \$ (0.07)        | -31.9% |
| All Other Parking Revenue                   | \$ 0.00 | \$ 0.00 | \$ 0.00  | \$ -     | \$ 0.00         | N/A    | \$ 0.00          | 142.9% |
| Total Parking per O&D Enplanement           | \$ 5.24 | \$ 5.67 | \$ 5.49  | \$ 4.87  | \$ 0.62         | 12.8%  | \$ (0.18)        | -3.2%  |

## Public Parking Key Metrics – 2021 YTD Actuals vs. 2020 YTD Actuals:

- **General Garage Parking (includes pre-booking)** – revenue per enplanement retained much of increase during pandemic O&D passenger decline, which indicates passenger preference for close in self-parking
- **Passport parking programs** – metric increased due to continued demand from airport tenant employees who continued to utilize during COVID impacts due to preference for close in self-parking
- **Doug Fox off-site parking** – YTD metric decrease may be temporary, will continue to monitor.

# Public Parking forecast recovers with O&D passenger increase

Passenger Forecast up 83.7% compared to prior year

O&D Passenger Forecast up 100.9% compared to prior year

| Public Parking - Revenue Detail              | 2019          | 2020          | 2021          | 2021          | Fav (UnFav)  |             | Incr (Decr)         |              |
|--|---------------|---------------|---------------|---------------|--------------|-------------|---------------------|--------------|
| \$ in 000's                                  | Actual        | Actual        | Forecast      | Budget        | Fest to \$   | Bud Var %   | Change from 2020 \$ | %            |
| <b><u>Parking Garage Revenue to Port</u></b> |               |               |               |               |              |             |                     |              |
| General Parking/Terminal Direct              | 73,562        | 27,157        | 46,746        | 48,332        | (1,586)      | -3.3%       | 19,589              | 72.1%        |
| Prebooking                                   | 217           | 2,935         | 13,343        | 5,570         | 7,773        | 139.5%      | 10,408              | 354.6%       |
| Premier Corporate Parking                    | 1,415         | 449           | -             | 850           | (850)        | -100.0%     | (449)               | -100.0%      |
| <b>Revenue to Port - General Parking</b>     | <b>75,194</b> | <b>30,540</b> | <b>60,088</b> | <b>54,752</b> | <b>5,336</b> | <b>9.7%</b> | <b>29,548</b>       | <b>96.8%</b> |
| <b><u>Other Garage Revenue</u></b>           |               |               |               |               |              |             |                     |              |
| Passport Parking Program                     | 3,582         | 2,738         | 2,556         | 2,790         | (234)        | -8.4%       | (181)               | -6.6%        |
| <b>Total Parking Garage Revenue</b>          | <b>78,776</b> | <b>33,278</b> | <b>62,645</b> | <b>57,542</b> | <b>5,103</b> | <b>8.9%</b> | <b>29,366</b>       | <b>88.2%</b> |
| <b><u>Other Parking Revenue</u></b>          |               |               |               |               |              |             |                     |              |
| Concession Rent - Doug Fox off-site parking  | 3,292         | 1,186         | 2,032         | 2,037         | (5)          | -0.3%       | 846                 | 71.3%        |
| All Other Parking Revenue                    | 56            | 37            | 23            | 18            | 5            | 27.2%       | (14)                | -38.3%       |
| <b>Total Parking Revenue</b>                 | <b>82,125</b> | <b>34,501</b> | <b>64,699</b> | <b>59,597</b> | <b>5,102</b> | <b>8.6%</b> | <b>30,198</b>       | <b>87.5%</b> |

## 2021 Forecast vs. 2020 Actuals

**General Garage Parking (includes pre-booking program)** – Garage parking activity is closely aligned with the return of O&D passenger volume.

**Passport program** – demand is relatively stable, not closely aligned with passenger volumes. Significant portion of usage is from airport tenant employees.

**Doug Fox** – revenue recovering slower than the return in O&D passenger volume, possibly due to continued customer preference away from parking with shared ride shuttles.

# YE Public Parking metrics expected to reflect continued preference for close in self-parking

| <b>Parking Revenue Metrics</b>                      | <b>2019</b>    | <b>2020</b>    | <b>2021</b>     | <b>2021</b>    | <b>Fav / (UnFav)</b> |                  | <b>Incr / (Decr)</b>      |               |
|---|----------------|----------------|-----------------|----------------|----------------------|------------------|---------------------------|---------------|
| in 000's  | <b>Actual</b>  | <b>Actual</b>  | <b>Forecast</b> | <b>Budget</b>  | <b>Fcst to #</b>     | <b>Bud Var %</b> | <b>Change from 2020 #</b> | <b>%</b>      |
| Total Enplanements                                  | 25,874         | 10,044         | 18,451          | 18,216         | 236                  | 1.3%             | 8,408                     | 83.7%         |
| O&D %   | 70.2%          | 64.0%          | 70.0%           | 68.0%          | 2.0%                 | 2.9%             | 6.0%                      | 9.4%          |
| <b>O&amp;D Enplanements</b>                         | <b>18,163</b>  | <b>6,428</b>   | <b>12,916</b>   | <b>12,387</b>  | <b>529</b>           | <b>4.3%</b>      | <b>6,488</b>              | <b>100.9%</b> |
| <b>Revenue per O&amp;D Enplanement Metrics</b>      |                |                |                 |                |                      |                  |                           |               |
| General Parking/Pre-Book/Premier Corporate          | \$ 4.14        | \$ 4.75        | \$ 4.65         | \$ 4.42        | \$ 0.23              | 5.2%             | \$ (0.10)                 | -2.1%         |
| Passport Parking Program                            | \$ 0.20        | \$ 0.43        | \$ 0.20         | \$ 0.23        | \$ (0.03)            | -12.1%           | \$ (0.23)                 | -53.5%        |
| <b>Total Garage Revenue per O&amp;D Enplanement</b> | <b>\$ 4.34</b> | <b>\$ 5.18</b> | <b>\$ 4.85</b>  | <b>\$ 4.65</b> | <b>\$ 0.20</b>       | <b>4.4%</b>      | <b>\$ (0.33)</b>          | <b>-6.3%</b>  |
| Concession Rent - Doug Fox off-site parking         | \$ 0.18        | \$ 0.18        | \$ 0.16         | \$ 0.16        | \$ (0.01)            | -4.3%            | \$ (0.03)                 | -14.7%        |
| All Other Parking Revenue                           | \$ 0.00        | \$ 0.01        | \$ 0.00         | \$ 0.00        | \$ 0.00              | 22.0%            | \$ (0.00)                 | -69.3%        |
| <b>Total Parking per O&amp;D Enplanement</b>        | <b>\$ 4.52</b> | <b>\$ 5.37</b> | <b>\$ 5.01</b>  | <b>\$ 4.81</b> | <b>\$ 0.20</b>       | <b>4.1%</b>      | <b>\$ (0.36)</b>          | <b>-6.7%</b>  |

## Public Parking Key Metrics – 2021 Forecast vs. 2020 Actuals:

- **General Garage Parking (includes pre-booking)** – revenue per enplanement retained much of increase during pandemic O&D passenger decline, based on continued passenger preference for close in self-parking.
- **Passport parking programs** – metric expected to return to pre-pandemic demand level. Significant portion of usage is from airport tenant employees.
- **Doug Fox off-site parking** – metric forecasted to continue to slightly lag the recovery in O&D enplanements, will continue to monitor.



# Rental Cars YTD

| <b>Rental Car - Revenue Detail</b>         | <b>2019 YTD</b> | <b>2020 YTD</b> | <b>2021 YTD</b> | <b>2021 YTD</b> | <b>Fav / (UnFav)</b>   |               | <b>Incr / (Decr)</b>    |               |
|--|-----------------|-----------------|-----------------|-----------------|------------------------|---------------|-------------------------|---------------|
| \$ in 000's                                | <b>Actual</b>   | <b>Actual</b>   | <b>Actual</b>   | <b>Budget</b>   | <b>Budget Variance</b> |               | <b>Change from 2020</b> |               |
|  |                 |                 |                 |                 | \$                     | %             | \$                      | %             |
| Total Enplanements                         | 5,424           | 4,605           | 2,427           | 3,200           | (773)                  | -24.2%        | (2,178)                 | -47.3%        |
| O&D %                                      | 70.2%           | 64.0%           | 70.0%           | 68.0%           | 2.0%                   | 2.9%          | 6.0%                    | 9.4%          |
| <b>O&amp;D Enplanements</b>                | <b>3,808</b>    | <b>2,947</b>    | <b>1,699</b>    | <b>2,176</b>    | <b>(477)</b>           | <b>-21.9%</b> | <b>(1,249)</b>          | <b>-42.4%</b> |
| Gross Sales by Operators                   | 52,311          | 44,945          | 25,982          | 36,110          | (10,128)               | -28.0%        | (18,963)                | -42.2%        |
| Total Transactions                         | 277             | 223             | 108             | 157             | (49)                   | -31.4%        | (115)                   | -51.6%        |
| Average Ticket                             | \$188.62        | \$201.73        | \$241.11        | \$230.00        | \$11.11                | 4.8%          | \$39.38                 | 19.5%         |
| Average Length of Stay                     | 4.12            | 4.26            | 4.82            | 4.60            | 0.22                   | 4.8%          | 0.56                    | 13.2%         |
| Transactions/O&D Enplanements              | 7.18%           | 7.56%           | 6.34%           | 7.21%           | -0.87%                 | -12.1%        | -1.22%                  | -16.1%        |
| <b>CFC Revenue Summary</b>                 |                 |                 |                 |                 |                        |               |                         |               |
| Total Transaction Days                     | 1,143           | 949             | 519             | 722             | (203)                  | -28.1%        | N/A                     | -45.3%        |
| CFC Rate per Transaction Day               | \$6.00          | \$6.00          | \$6.50          | \$6.50          | \$0.00                 | 0.0%          | \$0.50                  | 8.3%          |
| CFC Revenue Earned                         | 6,860           | 5,693           | 3,376           | 4,694           | (1,319)                | -28.1%        | N/A                     | -40.7%        |
| Other CFC Collections                      | 4               | -               | -               | -               | -                      | N/A           | N/A                     | N/A           |
| <b>Total CFC Revenue</b>                   | <b>6,865</b>    | <b>5,693</b>    | <b>3,376</b>    | <b>4,694</b>    | <b>(1,319)</b>         | <b>-28.1%</b> | <b>(2,317)</b>          | <b>-40.7%</b> |
| <b>Debt Service Reserve Requirement</b>    | <b>(5,870)</b>  | <b>(4,822)</b>  | <b>(6,068)</b>  | <b>(6,038)</b>  | <b>(30)</b>            | <b>0.5%</b>   | <b>(1,246)</b>          | <b>25.9%</b>  |
| <b>Residual - CFC Operating Revenue</b>    | <b>994</b>      | <b>-</b>        | <b>-</b>        | <b>-</b>        | <b>-</b>               | <b>N/A</b>    | <b>-</b>                | <b>N/A</b>    |
| <b>Rental Car - Revenue Summary</b>        |                 |                 |                 |                 |                        |               |                         |               |
| \$ in 000's                                | <b>2019 YTD</b> | <b>2020 YTD</b> | <b>2021 YTD</b> | <b>2021 YTD</b> | <b>Fav / (UnFav)</b>   |               | <b>Incr / (Decr)</b>    |               |
|  | <b>Actual</b>   | <b>Actual</b>   | <b>Actual</b>   | <b>Budget</b>   | <b>Budget Variance</b> |               | <b>Change from 2020</b> |               |
|  |                 |                 |                 |                 | \$                     | %             | \$                      | %             |
| <b>RCF Concession Revenue to Port</b>      | <b>5,271</b>    | <b>5,935</b>    | <b>2,470</b>    | <b>3,611</b>    | <b>(1,141)</b>         | <b>-31.6%</b> | <b>(3,466)</b>          | <b>-58.4%</b> |
| Residual - CFC Operating Revenue:          | 994             | -               | -               | -               | -                      | N/A           | -                       | N/A           |
| Land Rent/Space Rent/Other                 | 964             | 993             | 1,015           | 966             | 49                     | 5.1%          | 22                      | 2.2%          |
| <b>Total Rental Cars Operating Revenue</b> | <b>7,229</b>    | <b>6,928</b>    | <b>3,484</b>    | <b>4,577</b>    | <b>(1,092)</b>         | <b>-23.9%</b> | <b>(3,444)</b>          | <b>-49.7%</b> |

## 2021 YTD Actuals vs. 2020 YTD Actuals

**Rental Car Concession Revenue** –in 2020 the decline was less than the O&D passenger decline. Similar to the prior year, car rental appears to continue to be the 2<sup>nd</sup> preferred transportation option, following the primary preference for close in self-parking in the Public Parking Garage.

**CFC Operating Revenue** - CFC collections declined in 2020 to a level below current year debt service, and YTD 2021 CFC Operating Revenue is still lower than debt service. CFC Operating Revenue is a residual (only after covering current year debt service), so YTD 2020 CFC operating revenue is still zero.

# Rental Cars YE

| <b>Rental Car - Revenue Detail</b>            | <b>2019</b>     | <b>2020</b>     | <b>2021</b>     | <b>2021</b>     | <b>Fav / (UnFav)</b> |               | <b>Incr / (Decr)</b>    |               |
|---|-----------------|-----------------|-----------------|-----------------|----------------------|---------------|-------------------------|---------------|
| \$ in 000's                                   | <b>Actual</b>   | <b>Actual</b>   | <b>Forecast</b> | <b>Budget</b>   | <b>Fest vs Bud</b>   | <b>Var</b>    | <b>Change from 2020</b> |               |
|   |                 |                 |                 |                 | <b>\$</b>            | <b>%</b>      | <b>\$</b>               | <b>%</b>      |
| Total Enplanements                            | 25,874          | 10,044          | 18,451          | 18,216          | 236                  | 1.3%          | 8,408                   | 83.7%         |
| O&D %   | 70.2%           | 64.0%           | 70.0%           | 68.0%           | 2.0%                 | 2.9%          | 6.0%                    | 9.4%          |
| <b>O&amp;D Enplanements</b>                   | <b>18,396</b>   | <b>6,428</b>    | <b>12,916</b>   | <b>12,387</b>   | <b>529</b>           | <b>4.3%</b>   | <b>6,488</b>            | <b>100.9%</b> |
| Gross Sales by Operators                      | 328,156         | 122,372         | 231,721         | 122,372         | 109,349              | 89.4%         | 109,349                 | 89.4%         |
| Total Transactions                            | 1,414           | 519             | 986             | 892             | 94                   | 10.5%         | 467                     | 89.8%         |
| Average Ticket                                | \$232.06        | \$235.57        | \$ 235.00       | \$ 230.00       | \$5.00               | 2.2%          | (\$0.57)                | -0.2%         |
| Average Length of Stay                        | 4.49            | 4.93            | 4.71            | 4.60            | 0.11                 | 2.5%          | (0.22)                  | -4.4%         |
| Transactions/O&D Enplanements                 | 7.69%           | 8.08%           | 7.63%           | 7.20%           | 0.43%                | 6.0%          | -0.45%                  | -5.5%         |
| <b><u>CFC Revenue Summary</u></b>             |                 |                 |                 |                 |                      |               |                         |               |
| Total Transaction Days                        | 6,356           | 2,560           | 4,647           | 4,103           | 544                  | 13.3%         | 2,087                   | 81.5%         |
| CFC Rate per Transaction Day                  | \$6.00          | \$6.00          | \$6.50          | \$6.50          | \$0.00               | 0.0%          | \$0.50                  | 8.3%          |
| CFC Revenue Earned                            | 38,137          | 15,362          | 30,207          | 26,670          | 3,537                | 13.3%         | 14,845                  | 96.6%         |
| Other CFC Collections                         | (9)             | -               | -               | -               | -                    | N/A           | -                       | N/A           |
| <b>Total CFC Revenue</b>                      | <b>38,128</b>   | <b>15,362</b>   | <b>30,207</b>   | <b>26,670</b>   | <b>3,537</b>         | <b>13.3%</b>  | <b>14,845</b>           | <b>96.6%</b>  |
| <b>Debt Service Reserve Requirement</b>       | <b>(23,655)</b> | <b>(24,019)</b> | <b>(24,274)</b> | <b>(24,153)</b> | <b>(121)</b>         | <b>0.5%</b>   | <b>(255)</b>            | <b>1.1%</b>   |
| <b>Reserve Fund Release (bond maturation)</b> | <b>1,300</b>    | <b>-</b>        | <b>-</b>        | <b>-</b>        | <b>-</b>             | <b>N/A</b>    | <b>-</b>                | <b>N/A</b>    |
| <b>Net Debt Service</b>                       | <b>(22,355)</b> | <b>(23,914)</b> | <b>(24,274)</b> | <b>(24,153)</b> | <b>(121)</b>         | <b>0.5%</b>   | <b>(360)</b>            | <b>1.5%</b>   |
| <b>Residual - CFC Operating Revenue</b>       | <b>15,773</b>   | <b>-</b>        | <b>5,933</b>    | <b>2,501</b>    | <b>3,432</b>         | <b>137.2%</b> | <b>5,933</b>            | <b>N/A</b>    |
| <b>Rental Car - Revenue Summary</b>           | <b>2019</b>     | <b>2020</b>     | <b>2021</b>     | <b>2021</b>     | <b>Fav / (UnFav)</b> |               | <b>Incr / (Decr)</b>    |               |
| \$ in 000's                                   | <b>Actual</b>   | <b>Actual</b>   | <b>Forecast</b> | <b>Budget</b>   | <b>Fest vs Bud</b>   | <b>Var</b>    | <b>Change from 2020</b> |               |
|   |                 |                 |                 |                 | <b>\$</b>            | <b>%</b>      | <b>\$</b>               | <b>%</b>      |
| <b>RCF Concession Revenue to Port</b>         | <b>32,870</b>   | <b>12,531</b>   | <b>23,172</b>   | <b>20,516</b>   | <b>2,656</b>         | <b>12.9%</b>  | <b>10,641</b>           | <b>84.9%</b>  |
| Residual - CFC Operating Revenue:             | 15,773          | -               | 5,933           | 2,501           | 3,432                | 137.2%        | 5,933                   | N/A           |
| Land Rent/Space Rent/Other                    | 3,924           | 4,106           | 4,056           | 3,863           | 193                  | 5.0%          | (50)                    | -1.2%         |
| <b>Total Rental Cars Operating Revenue</b>    | <b>52,567</b>   | <b>16,637</b>   | <b>33,161</b>   | <b>26,880</b>   | <b>6,280</b>         | <b>23.4%</b>  | <b>16,524</b>           | <b>99.3%</b>  |

## 2021 Forecast vs 2020 Actuals

**Rental Car Concession Revenue** – in 2020 the decline was less than the O&D passenger decline. In 2021, demand is expected to return on pace with returning O&D enplanements. Similar to the prior year, car rental appears to continue to be the 2<sup>nd</sup> preferred transportation option, following the primary preference for close in self-parking in the Public Parking Garage.

**CFC Operating Revenue** - CFC collections are increasing in 2021 and are expected to exceed current year debt service, so CFC Operating Revenue will be recognized again in 2021. CFC Operating Revenue is a residual (only recognized after covering current year debt service).

# Ground Transportation – Revenue YTD

**Passenger Volume down 47.3% compared to prior year**  
**O&D Passenger Volume down 42.4% compared to prior year**

| Revenue to Port                            | 2019 YTD     | 2020 YTD     | 2021 YTD     | 2021 YTD     | Fav (UnFav)     |               | Incr (Decr)           |
|--|--------------|--------------|--------------|--------------|-----------------|---------------|-----------------------|
| \$ in 000's                                | Actual       | Actual       | Actual       | Budget       | Budget Variance |               | Change from 2020      |
|  |              |              |              |              | \$              | %             | \$ %                  |
| <b>Ground Transportation Revenues</b>      |              |              |              |              |                 |               |                       |
| Transportation Network Companies           | 2,678        | 2,523        | 915          | 1,529        | (613)           | -40.1%        | (1,608) -63.7%        |
| On Demand Taxis                            | 859          | 580          | 133          | 325          | (192)           | -59.2%        | (447) -77.1%          |
| On Demand Limos                            | 221          | 222          | -            | -            | -               | N/A           | (222) -100.0%         |
| Belled In Taxis (Annual Permit)            | 21           | 12           | 6            | 19           | (14)            | -70.6%        | (6) -53.0%            |
| Pre-Arranged Limos (Annual Permit)         | 127          | 91           | 56           | 104          | (48)            | -46.0%        | (35) -38.1%           |
| Courtesy Cars (cost recovery)              | 467          | 400          | 323          | 380          | (57)            | -15.0%        | (77) -19.2%           |
| <b>All other Operators (cost recovery)</b> | <b>88</b>    | <b>44</b>    | <b>2</b>     | <b>23</b>    | <b>(22)</b>     | <b>-93.5%</b> | <b>(43) -96.5%</b>    |
| Other Misc Revenues                        | 62           | 59           | 10           | 25           | (15)            | -58.3%        | (49) -82.5%           |
| <b>Total GT Revenue</b>                    | <b>4,523</b> | <b>3,931</b> | <b>1,459</b> | <b>2,441</b> | <b>(982)</b>    | <b>-40.2%</b> | <b>(2,471) -62.9%</b> |
| <b>O&amp;D Enplanements</b>                | <b>3,862</b> | <b>2,947</b> | <b>1,699</b> | <b>2,048</b> | <b>(349)</b>    | <b>-17.0%</b> | <b>(1,249) -42.4%</b> |

## 2021 YTD Actuals vs. 2020 YTD Actuals

### GT Revenue:

Ground Transportation revenues and GT operators severely impacted by compounding pandemic factors:

- COVID-19 declines in O&D passenger volumes
- Customer preference away from shared ride transportation options during this pandemic.

**TNC** revenue decline of 64% was deeper than the decline in O&D passengers (42%)

**Taxi** revenue declined (77%) even more deeply than TNCs.

**On-demand Limos** (STILA) made the decision to cease operations at SEA.

**All other GT operators** impacted to varying degrees.

# Ground Transportation – Trips YTD

**Passenger Forecast up 83.7% compared to prior year**  
**O&D Passenger Forecast up 100.9% compared to prior year**

| Ground Transportation Trip Activity<br>in 000's | 2019 YTD     | 2020 YTD     | 2021 YTD     | 2021 YTD     | Fav / (UnFav)<br>Budget Variance |               | Incr / (Decr)<br>Change from 2020 |               |
|---|--------------|--------------|--------------|--------------|----------------------------------|---------------|-----------------------------------|---------------|
|   | Actual       | Actual       | Actual       | Budget       | #                                | %             | #                                 | %             |
| <b>Ground Transportation Trips</b>              |              |              |              |              |                                  |               |                                   |               |
| Transportation Network Companies                | 446          | 421          | 236          | 255          | (19)                             | -7.5%         | (185)                             | -44.0%        |
| On Demand Taxis                                 | 145          | 100          | 23           | 54           | (31)                             | -56.7%        | (77)                              | -76.5%        |
| On Demand Limos                                 | 16           | 12           | -            | -            | -                                | N/A           | (12)                              | -100.0%       |
| Belled In Taxis (Annual Permit)                 | 4            | 1            | 0            | 1            | (0)                              | -53.4%        | (1)                               | -59.0%        |
| Pre-Arranged Limos (Annual Permit)              | 16           | 58           | 14           | 34           | (19)                             | -57.6%        | (44)                              | -75.4%        |
| Courtesy Cars (cost recovery)                   | 290          | 247          | 135          | 158          | (23)                             | -14.4%        | (112)                             | -45.2%        |
| <b>All other Operators (cost recovery)</b>      | <b>23</b>    | <b>10</b>    | <b>3</b>     | <b>5</b>     | <b>(1)</b>                       | <b>-31.9%</b> | <b>(7)</b>                        | <b>-68.1%</b> |
| <b>Total GT Trip Activity</b>                   | <b>940</b>   | <b>849</b>   | <b>412</b>   | <b>506</b>   | <b>(94)</b>                      | <b>-18.6%</b> | <b>(437)</b>                      | <b>-51.4%</b> |
| Total Enplanements                              | 5,424        | 4,605        | 2,427        | 3,200        | (773)                            | -24.2%        | (2,178)                           | -47.3%        |
| O&D %   | 70.2%        | 64.0%        | 70.0%        | 64.0%        | 6.0%                             | 9.4%          | 6.0%                              | 9.4%          |
| <b>O&amp;D Enplanements</b>                     | <b>3,862</b> | <b>2,947</b> | <b>1,699</b> | <b>2,048</b> | <b>(349)</b>                     | <b>-17.0%</b> | <b>(1,249)</b>                    | <b>-42.4%</b> |
| <b>Revenue per O&amp;D Enplanement Metrics</b>  |              |              |              |              |                                  |               |                                   |               |
| TNC   | 11.6%        | 14.3%        | 13.9%        | 12.4%        | 1.4%                             | 11.5%         | -0.4%                             | -2.9%         |
| Taxi  | 3.8%         | 3.4%         | 1.4%         | 2.6%         | -1.3%                            | -47.8%        | -2.0%                             | -59.3%        |
| All other                                       | 24.3%        | 28.8%        | 24.3%        | 24.7%        | -0.5%                            | -1.8%         | -4.5%                             | -15.7%        |
| <b>Total GT Trips per O&amp;D Enplanement</b>   | <b>24.3%</b> | <b>28.8%</b> | <b>24.3%</b> | <b>24.7%</b> | <b>-0.5%</b>                     | <b>-1.8%</b>  | <b>-4.5%</b>                      | <b>-15.7%</b> |

# Ground Transportation – Revenue YE

**Passenger Forecast up 83.7% compared to prior year**  
**O&D Passenger Forecast up 100.9% compared to prior year**

| Revenue Detail                             | 2019          | 2020         | 2021          | 2021          | Fav (UnFav)     |               | Incr (Decr)      |               |
|--|---------------|--------------|---------------|---------------|-----------------|---------------|------------------|---------------|
| \$ in 000's                                | Actual        | Actual       | Forecast      | Budget        | Fest vs Bud Var |               | Change from 2020 |               |
|  |               |              |               |               | \$              | %             | \$               | %             |
| <b>Ground Transportation Revenues</b>      |               |              |               |               |                 |               |                  |               |
| Transportation Network Companies           | 12,982        | 4,032        | 10,406        | 8,700         | 1,706           | 19.6%         | 6,373            | 158.1%        |
| On Demand Taxis                            | 3,578         | 857          | 1,020         | 1,851         | (831)           | -44.9%        | 162              | 18.9%         |
| On Demand Limos                            | 837           | 371          | -             | -             | -               | N/A           | (371)            | -100.0%       |
| Belled In Taxis (Annual Permit)            | 27            | 12           | 6             | 19            | (14)            | -70.6%        | (6)              | -53.0%        |
| Pre-Arranged Limos (Annual Permit)         | 611           | 209          | 407           | 516           | (109)           | -21.0%        | 199              | 95.4%         |
| Courtesy Cars (cost recovery)              | 2,019         | 877          | 2,207         | 2,160         | 47              | 2.2%          | 1,330            | 151.6%        |
| <b>All other Operators (cost recovery)</b> | <b>418</b>    | <b>86</b>    | <b>86</b>     | <b>188</b>    | <b>(102)</b>    | <b>-54.3%</b> | <b>-</b>         | <b>0.0%</b>   |
| Other Misc Revenues                        | 293           | 113          | 165           | 194           | (29)            | -14.7%        | 53               | 47.0%         |
| <b>Total GT Revenue</b>                    | <b>20,765</b> | <b>6,557</b> | <b>14,321</b> | <b>13,628</b> | <b>693</b>      | <b>5.1%</b>   | <b>7,764</b>     | <b>118.4%</b> |
| <b>O&amp;D Enplanements</b>                | <b>18,422</b> | <b>6,428</b> | <b>12,916</b> | <b>12,387</b> | <b>529</b>      | <b>4.3%</b>   | <b>6,488</b>     | <b>100.9%</b> |

## 2021 Forecast vs. 2020 Actuals

### GT Revenue

Ground Transportation recovery remains slower than the recovery in O&D enplanements as customer preference away from shared ride transportation options continues during this pandemic recovery stage.

**TNC** revenue – stronger increase reflects new TNC agreement effective 1/1/2021 with new fee for TNC drop-off trips.

**On-demand Taxi** revenue & trip recovery is much slower than recovery in O&D enplanements.

**On-demand Limos** (STILA) made the decision to cease operations at SEA in late-2020.

**Other GT operators** impacted to varying degrees.

# Ground Transportation – Trips YE

| Trip Activity<br>in 000's                  | 2019          | 2020         | 2021          | 2021          | Fav / (UnFav)   |               | Incr / (Decr)    |               |
|--|---------------|--------------|---------------|---------------|-----------------|---------------|------------------|---------------|
|  | Actual        | Actual       | Forecast      | Budget        | Fest vs Bud Var |               | Change from 2020 |               |
|  |               |              |               |               | #               | %             | #                | %             |
| <b>Ground Transportation Trips</b>         |               |              |               |               |                 |               |                  |               |
| Transportation Network Companies           | 2,172         | 672          | 2,225         | 1,450         | 775             | 53.4%         | 1,553            | 231.1%        |
| On Demand Taxis                            | 616           | 150          | 171           | 309           | (137)           | -44.5%        | 22               | 14.4%         |
| On Demand Limos                            | 65            | 12           | -             | -             | -               | N/A           | (12)             | -100.0%       |
| Belled In Taxis (Annual Permit)            | 13            | 2            | 1             | 5             | (4)             | -70.6%        | (1)              | -26.7%        |
| Pre-Arranged Limos (Annual Permit)         | 65            | 87           | 152           | 192           | (40)            | -21.0%        | 65               | 74.9%         |
| Courtesy Cars (cost recovery)              | 1,236         | 557          | 904           | 900           | 4               | 0.5%          | 347              | 62.2%         |
| <b>All other Operators (cost recovery)</b> | <b>74</b>     | <b>16</b>    | <b>14</b>     | <b>27</b>     | <b>(13)</b>     | <b>-48.8%</b> | <b>(2)</b>       | <b>-13.7%</b> |
| <b>Total GT Trip Activity</b>              | <b>4,240</b>  | <b>1,496</b> | <b>3,467</b>  | <b>2,882</b>  | <b>585</b>      | <b>20.3%</b>  | <b>1,971</b>     | <b>131.8%</b> |
| Total Enplanements                         | 25,874        | 10,044       | 18,451        | 18,216        | 236             | 1.3%          | 8,408            | 83.7%         |
| O&D %                                      | 70.2%         | 64.0%        | 70.0%         | 68.0%         | 2.0%            | 2.9%          | 6.0%             | 9.4%          |
| <b>O&amp;D Enplanements</b>                | <b>18,422</b> | <b>6,428</b> | <b>12,916</b> | <b>12,387</b> | <b>529</b>      | <b>4.3%</b>   | <b>6,488</b>     | <b>100.9%</b> |
| <b>Trips per O&amp;D Enplanement</b>       |               |              |               |               |                 |               |                  |               |
| TNC  | 11.8%         | 10.5%        | 17.2%         | 11.7%         | 5.5%            | 47.2%         | 6.8%             | 64.8%         |
| Taxi                                       | 3.3%          | 2.3%         | 1.3%          | 2.5%          | -1.2%           | -46.7%        | -1.0%            | -43.1%        |
| All other                                  | 7.9%          | 10.5%        | 8.3%          | 9.1%          | -0.8%           | -8.6%         | -2.2%            | -20.9%        |
| <b>Total Trips per O&amp;D Enplanement</b> | <b>23.0%</b>  | <b>23.3%</b> | <b>26.8%</b>  | <b>23.3%</b>  | <b>3.6%</b>     | <b>15.4%</b>  | <b>3.6%</b>      | <b>15.4%</b>  |

# Airport Dining & Retail YTD Results

| Revenue Summary (in \$000s)<br><i>Org(s): 3650-Airport Dining and Retail, Class: Top Level</i> | 2019 YTD      | 2020 YTD      | 2021 YTD     | 2021 YTD     | Fav/(UnFav) Budget Variance |               | Inc/(Dec) from Prior Year Actuals |               |
|--|---------------|---------------|--------------|--------------|-----------------------------|---------------|-----------------------------------|---------------|
|  | Actual        | Actual        | Actual       | Budget       | \$ Var                      | % Var         | \$ Change                         | % Change      |
| <b>Operating Revenue</b>   |               |               |              |              |                             |               |                                   |               |
| Duty Free  | 1,614         | 1,106         | 389          | 408          | (18)                        | -4.5%         | (717)                             | -64.8%        |
| Food & Beverage  | 4,950         | 4,287         | 1,926        | 3,236        | (1,310)                     | -40.5%        | (2,361)                           | -55.1%        |
| Retail   | 3,260         | 2,644         | 1,298        | 2,347        | (1,050)                     | -44.7%        | (1,347)                           | -50.9%        |
| Services   | 962           | 757           | 468          | 634          | (166)                       | -26.1%        | (289)                             | -38.2%        |
| Advertising  | 1,591         | 1,496         | 529          | 905          | (377)                       | -41.6%        | (967)                             | -64.7%        |
| All Other  | 437           | 390           | 255          | 367          | (111)                       | -30.3%        | (134)                             | -34.5%        |
| <b>Total ADR Revenue</b>   | <b>12,815</b> | <b>10,680</b> | <b>4,865</b> | <b>7,896</b> | <b>(3,031)</b>              | <b>-38.4%</b> | <b>(5,815)</b>                    | <b>-54.4%</b> |
| <b>Enplanements</b>  | <b>5,424</b>  | <b>4,605</b>  | <b>2,427</b> | <b>3,200</b> | <b>(773)</b>                | <b>-24.2%</b> | <b>(2,178)</b>                    | <b>-47.3%</b> |

## 2021 YTD Actuals vs. 2020 YTD Actuals

- Detailed analysis of YTD ADR revenue variances is hampered by the fact that ADR revenue has not been billed since 12/31/2020. YTD revenue recognition is based on manual accruals of the best available revenue estimates. The delay in ADR billing is related to the need for sequential, complex legal reviews related to MAG calculations.
- Cumulative YTD 2021 ADR billing is expected to be completed by early May.



# Airport Dining & Retail YE Forecast

| Revenue Summary (in \$000s)<br><i>Org(s): O3500-AV Commercial Management, Class: Top Level</i> | 2019          | 2020          | 2021          | 2021          | Fav/(UnFav) Budget Variance |              | Inc/(Dec) from Prior Year Actuals |              |
|--|---------------|---------------|---------------|---------------|-----------------------------|--------------|-----------------------------------|--------------|
|  | Actual        | Actual        | Forecast      | Budget        | \$ Var                      | % Var        | \$ Change                         | % Change     |
| <b>Operating Revenue</b>   |               |               |               |               |                             |              |                                   |              |
| Duty Free  | 6,189         | 1,842         | 1,917         | 3,599         | (1,683)                     | -46.7%       | 1,758                             | 95.4%        |
| Food & Beverage  | 26,314        | 9,709         | 19,218        | 18,456        | 762                         | 4.1%         | 8,747                             | 90.1%        |
| Retail   | 16,313        | 6,328         | 12,806        | 13,360        | (555)                       | -4.2%        | 7,033                             | 111.1%       |
| Services   | 3,847         | 1,728         | 2,912         | 3,900         | (988)                       | -25.3%       | 2,173                             | 125.7%       |
| Advertising  | 7,326         | 4,285         | 6,228         | 5,153         | 1,075                       | 20.9%        | 868                               | 20.3%        |
| All Other  | 1,625         | 1,527         | 1,486         | 1,466         | 19                          | 1.3%         | (60)                              | -4.0%        |
| <b>Total ADR Revenue</b>   | <b>61,614</b> | <b>25,418</b> | <b>44,567</b> | <b>45,936</b> | <b>(1,369)</b>              | <b>-3.0%</b> | <b>20,518</b>                     | <b>80.7%</b> |
| <b>Enplanements</b>  | <b>25,874</b> | <b>10,044</b> | <b>18,451</b> | <b>18,216</b> | <b>236</b>                  | <b>1.3%</b>  | <b>8,408</b>                      | <b>83.7%</b> |

| Sales per Enplanements Summary<br><i>Org(s): 3650-Airport Dining and Retail, Class: Top Level</i> | 2019         | 2020         | 2021         | 2021         | Fav/(UnFav) Budget Variance |               | Inc/(Dec) from Prior Year Actuals |              |
|---|--------------|--------------|--------------|--------------|-----------------------------|---------------|-----------------------------------|--------------|
|   | Actual       | Actual       | Forecast     | Budget       | \$ Var                      | % Var         | \$ Change                         | % Change     |
| Duty Free   | 0.77         | 0.47         | 0.35         | 0.65         | (0.30)                      | -46.3%        | (0.12)                            | -25.6%       |
| Food & Beverage   | 7.56         | 7.83         | 7.28         | 8.18         | (0.90)                      | -11.0%        | (0.55)                            | -7.0%        |
| Retail  | 3.99         | 4.14         | 4.12         | 4.79         | (0.67)                      | -14.0%        | (0.03)                            | -0.6%        |
| Services  | 0.80         | 0.49         | 0.44         | 0.56         | (0.12)                      | -21.1%        | (0.05)                            | -10.0%       |
| <b>SPE - Total ADR</b>  | <b>13.12</b> | <b>12.94</b> | <b>12.19</b> | <b>14.18</b> | <b>(1.99)</b>               | <b>-14.0%</b> | <b>(0.75)</b>                     | <b>-5.8%</b> |

| Revenue per Enplanements Summary<br><i>Org(s): 3650-Airport Dining and Retail, Class: Top Level</i> | 2019        | 2020        | 2021        | 2021        | Fav/(UnFav) Budget Variance |              | Inc/(Dec) from Prior Year Actuals |             |
|---|-------------|-------------|-------------|-------------|-----------------------------|--------------|-----------------------------------|-------------|
|   | Actual      | Actual      | Forecast    | Budget      | \$ Var                      | % Var        | \$ Change                         | % Change    |
| Duty Free   | 0.24        | 0.18        | 0.10        | 0.20        | (0.09)                      | -47.4%       | (0.08)                            | -43.3%      |
| Food & Beverage   | 1.02        | 0.97        | 1.04        | 1.01        | 0.03                        | 2.8%         | 0.07                              | 7.7%        |
| Retail  | 0.63        | 0.63        | 0.69        | 0.73        | (0.04)                      | -5.4%        | 0.06                              | 10.2%       |
| Services  | 0.15        | 0.17        | 0.16        | 0.21        | (0.06)                      | -26.3%       | (0.01)                            | -8.3%       |
| <b>RPE - Total ADR</b>  | <b>2.04</b> | <b>1.95</b> | <b>2.00</b> | <b>2.16</b> | <b>(0.16)</b>               | <b>-7.5%</b> | <b>0.05</b>                       | <b>2.3%</b> |

## 2021 Forecast vs. 2020 Actuals

COVID-19 impacts to Airport Dining & Retail revenue has been severe, and compounded by passenger volume decline, significant unit closures during 2020, restrictions on in-unit dining, and a prohibition on alcohol sales near the end of 2020.

**Sales per Enplanement (SPE)** on Food & Beverage and Retail are shrinking slightly as enplanements are returning and food offerings are coming back on flights as airlines have adjusted to changed operating conditions.

**Revenue per Enplanement (RPE)** is increasing as tiered rent reach higher tiers in 2021.



# Non-Aero Commercial Properties

Land Rent stable, but In-Flight Kitchen revenue negatively impacted by COVID-19

| Revenue Summary (in \$000s)<br><i>Org(s): 3630-Non-Aero<br/>Commercial Properties, Class: Top<br/>Level</i> | 2019 YTD     | 2020 YTD     | 2021 YTD     | 2021 YTD     | Fav/(UnFav) Budget<br>Variance |               | Inc/(Dec) from Prior<br>Year Actuals |               |
|---|--------------|--------------|--------------|--------------|--------------------------------|---------------|--------------------------------------|---------------|
|   | Actual       | Actual       | Actual       | Budget       | \$ Var                         | % Var         | \$ Change                            | % Change      |
| <b>Operating Revenue</b>  |              |              |              |              |                                |               |                                      |               |
| Land/Space Rental   | 1,137        | 1,581        | 1,501        | 1,519        | (18)                           | -1.2%         | (80)                                 | -5.1%         |
| In-Flight Kitchen Revenue   | 1,948        | 1,922        | 907          | 1,243        | (336)                          | -27.0%        | (1,015)                              | -52.8%        |
| Other Service Revenues  | 127          | 137          | 149          | 149          | (0)                            | 0.0%          | 11                                   | 8.3%          |
| <b>Total Operating Revenues</b>   | <b>3,212</b> | <b>3,641</b> | <b>2,557</b> | <b>2,911</b> | <b>(354)</b>                   | <b>-12.2%</b> | <b>(1,083)</b>                       | <b>-29.8%</b> |

| Revenue Summary (in \$000s)<br><i>Org(s): 3630-Non-Aero<br/>Commercial Properties, Class: Top<br/>Level</i> | 2019          | 2020          | 2021          | 2021          | Fav/(UnFav) Budget<br>Variance |             | Inc/(Dec) from Prior Year<br>Actuals |              |
|---|---------------|---------------|---------------|---------------|--------------------------------|-------------|--------------------------------------|--------------|
|   | Actual        | Actual        | Forecast      | Budget        | \$ Var                         | % Var       | \$ Change                            | % Change     |
| <b>Operating Revenue</b>  |               |               |               |               |                                |             |                                      |              |
| Land/Space Rental   | 5,122         | 6,209         | 6,001         | 6,022         | (21)                           | -0.3%       | (208)                                | -3.4%        |
| In-Flight Kitchen Revenue   | 10,053        | 3,990         | 7,395         | 7,078         | 317                            | 4.5%        | 3,405                                | 85.3%        |
| Other Service Revenues  | 597           | 566           | 613           | 613           | 0                              | 0.0%        | 47                                   | 8.3%         |
| <b>Total Operating Revenues</b>   | <b>15,773</b> | <b>10,765</b> | <b>14,009</b> | <b>13,713</b> | <b>296</b>                     | <b>2.2%</b> | <b>3,244</b>                         | <b>30.1%</b> |
| <b>Enplanements</b>   | <b>25,874</b> | <b>10,044</b> | <b>18,451</b> | <b>18,216</b> | <b>236</b>                     | <b>1.3%</b> | <b>8,408</b>                         | <b>83.7%</b> |

## 2021 Forecast vs. 2020 Actuals

COVID-19 impacts to Non-Aero Commercial Properties revenue is primarily limited to In-Flight Kitchen concession revenue.

**In-Flight Kitchen Revenue** decline is closely aligned with the decline in passenger volumes

**Land/Space Rent revenues** are primarily fixed rates per sq.ft., and were therefore relatively unaffected by COVID-19 impacts

# Clubs & Lounges

Impacted by lounge closures and passenger volume decline

| Revenue Summary (in \$000s)<br><i>Org(s): 3690-Club International<br/>Lounge, Class: Top Level</i> | 2019 YTD     | 2020 YTD     | 2021 YTD   | 2021 YTD   | Fav/(UnFav) Budget<br>Variance |               | Inc/(Dec) from Prior<br>Year Actuals |               |
|--|--------------|--------------|------------|------------|--------------------------------|---------------|--------------------------------------|---------------|
|  | Actual       | Actual       | Actual     | Budget     | \$ Var                         | % Var         | \$ Change                            | % Change      |
| Operating Revenue  |              |              |            |            |                                |               |                                      |               |
| Space Rental   | 1,902        | 1,714        | 175        | 936        | (762)                          | -81.3%        | (1,540)                              | -89.8%        |
| <b>Total Operating Revenues</b>  | <b>1,902</b> | <b>1,714</b> | <b>175</b> | <b>936</b> | <b>(762)</b>                   | <b>-81.3%</b> | <b>(1,540)</b>                       | <b>-89.8%</b> |

| Revenue Summary (in \$000s)<br><i>Org(s): 3690-Club International<br/>Lounge, Class: Top Level</i> | 2019          | 2020          | 2021          | 2021          | Fav/(UnFav) Budget<br>Variance |               | Inc/(Dec) from Prior Year<br>Actuals |               |
|--|---------------|---------------|---------------|---------------|--------------------------------|---------------|--------------------------------------|---------------|
|  | Actual        | Actual        | Forecast      | Budget        | \$ Var                         | % Var         | \$ Change                            | % Change      |
| Operating Revenue  |               |               |               |               |                                |               |                                      |               |
| Space Rental   | 10,274        | 2,043         | 4,148         | 6,221         | (2,073)                        | -33.3%        | 2,105                                | 103.0%        |
| <b>Total Operating Revenues</b>  | <b>10,274</b> | <b>2,043</b>  | <b>4,148</b>  | <b>6,221</b>  | <b>(2,073)</b>                 | <b>-33.3%</b> | <b>2,105</b>                         | <b>103.0%</b> |
| <b>Enplanements</b>  | <b>25,874</b> | <b>10,044</b> | <b>18,451</b> | <b>18,216</b> | <b>236</b>                     | <b>1.3%</b>   | <b>8,408</b>                         | <b>83.7%</b>  |

## 2021 Forecast vs. 2020 Actuals

COVID-19 impacts to Port-owned common use Clubs & Lounges reflects overall decline in passenger volume. As a result, both the South Satellite lounge and the Concourse A lounges were closed in mid-March 2020 due to the decline in passengers and in response to social distancing requirements.

**South Satellite Lounge** was able to reopen on July 1<sup>st</sup>, 2020 with new safety protocols and is experiencing a steady increase in passenger activity.

**A Concourse Lounge** unfortunately remained closed through year-end 2020 and isn't expected to reopen until June 2021 due to low passenger volumes.

# 2021 Capital Expenditures

| \$ in 000's                                    | 2021<br>YTD<br>Actual | 2021<br>Year-End<br>Forecast | 2021<br>Budget | Budget Variance |             |  |
|--|-----------------------|------------------------------|----------------|-----------------|-------------|--|
|  |                       |                              |                | \$              | %           |  |
| NS NSAT Renov NSTS Lobbies <sup>(1)</sup>      | 32,459                | 90,814                       | 96,408         | 5,594           | 5.8%        | (1) \$1M less Overhead; \$1.5M less Construction (contract/OFCI & sales tax); \$1.3M under Permit costs that are delayed; PM/CM/AD/ART invoice slip & underrun   |
| 2021-25 AFLD Pvmnt& Spprt Infr <sup>(2)</sup>  | 718                   | 25,047                       | 29,560         | 4,513           | 15.3%       | (2) Bid result lower than Engineer's Estimate by \$4.7M  |
| Concourse A Expansion <sup>(3)</sup>           | 31                    | 9,613                        | 5,215          | (4,398)         | -84.3%      | (3) 2021 baseline was set previous to Notebook approval (03/05/21), whereas the project budget went from \$60M to 71.4M  |
| International Arrivals Facility <sup>(4)</sup> | 22,947                | 82,447                       | 86,500         | 4,053           | 4.7%        | (4) The pedestrian walkway continues to slide to the right and is likely going to complete late August 2021. Additionally, issues with control systems and smoke control have caused delays to the IAF building. Potential COVID impact payment settlement |
| NEPL Improvements <sup>(5)</sup>               | 18                    | 3,616                        | 496            | (3,121)         | -629.6%     | (5) Increased scope via approved DCD's   |
| Concourse C New Power Center <sup>(6)</sup>    | 1,181                 | 5,253                        | 2,961          | (2,292)         | -77.4%      | (6) Construction accelerated by 6 months   |
| Terminal Security Enhancements <sup>(7)</sup>  | 63                    | 1,721                        | 3,479          | 1,758           | 50.5%       | (7) Previous procurement cancelled, cashflow per anticipated DB schedule   |
| A12A Jet Bridge <sup>(8)</sup>                 | -                     | 509                          | 2,227          | 1,718           | 77.2%       | (8) Still in Planning Mode have not drilled on the Schedule  |
| SAMP Near Term Planning <sup>(9)</sup>         | 171                   | 3,672                        | 5,025          | 1,354           | 26.9%       | (9) Continued scoping and analysis extended to gain better information deferring spending  |
| C1 Building Floor Expansion <sup>(10)</sup>    | 108                   | 7,487                        | 8,763          | 1,277           | 14.6%       | (10) Commission Authorization delays, due to re-evaluating financial impacts with COVID-19.  |
| Checkpoint 1 Relocation <sup>(11)</sup>        | 63                    | 3,111                        | 1,954          | (1,158)         | -59.3%      | (11) 2020 'Plan' based on a 'Hot' project, but then requested to be 'slowed', due to COVID-19.   |
| N. Terminals Utilities Upgrade <sup>(12)</sup> | 4,200                 | 7,273                        | 8,399          | 1,126           | 13.4%       | (12) Phase 1 is coming in under budget; Savings will be used to fund Phase 2   |
| Parking Garage Elevators Moder <sup>(13)</sup> | 870                   | 2,932                        | 3,942          | 1,011           | 25.6%       | (13) A protracted delay in AE contract negotiations resulted in slower than anticipated design costs.  |
| Checked Bag Recap/Optimization                 | 15,089                | 86,289                       | 86,100         | (189)           | -0.2%       |  |
| All Other                                      | 14,411                | 176,475                      | 192,151        | 15,676          | 8.2%        |  |
| Subtotal                                       | 92,329                | 506,258                      | 533,180        | 26,922          | 5.0%        |  |
| CIP Cashflow Mgmt Reserve                      | -                     | (38,164)                     | (41,978)       | (3,814)         | 9.1%        |  |
| <b>Total Spending</b>                          | <b>92,329</b>         | <b>468,094</b>               | <b>491,202</b> | <b>23,108</b>   | <b>4.7%</b> |  |

Forecast spending variances primarily due to COVID-19 impact

# Maritime Division Appendix

## Q1 2021 Financial Performance Report

# Q1 2021 Maritime Achievements

- **Recreational Boating**– Conducted satisfaction survey in response to COVID-19 business disruptions with 26% of the customers responding. Team received overwhelmingly favorable results. Customers noted the challenges and appreciation for quick transitions & excellent customer service.
- **Elliott Bay Fishing and Commercial Operations** - Coordinated with Discovery Health MD to ensure COVID testing and administering of vaccinations could take place at Terminal 91 for Maritime Professionals.
- **Ship Canal Fishing & Operations** – Fishermen’s Terminal, Salmon Bay Marina and Maritime Industrial Center earned Clean Marina Certification from Puget Soundkeeper.
- **Maritime Portfolio Management** – Entered into negotiations for new tenant at Maritime Industrial Center.
- **Stormwater Utility** – The strategic plan draft was reviewed by stakeholders and is close to being finalized.

# Maritime Environmental & Sustainability Achievements

- Adopted the NW Ports Clean Air Strategy and made progress on the Maritime Climate and Air Action Plan.
- Completed 2019 emissions inventory.
- Completed report on Maritime and EDD solar installations and next steps.
- Developed scope and contract with NREL for power studies at T91.
- Completed T5 pile net tie off and the Centennial Park net pen project.
- Significant progress on the T117 construction.
- Proposed Mitigation Bank public comment process complete.
- Completed sustainable evaluation framework reviews on capital projects.
- Supported T5 redevelopment priorities.

# Maritime 2021 Financial Forecast Summary

|   | 2019           | 2020            | 2021            | 2021            | Fav (UnFav)<br>Fct vs. Budget<br>Variance |            | Incr (Decr)<br>Change from 2020 |             |
|---|----------------|-----------------|-----------------|-----------------|---|------------|---------------------------------|-------------|
| \$ in 000's                                 | Actual         | Actual          | Forecast        | Budget          | \$  | %          | \$                              | %           |
| Ship Canal Fishing & Operations             | 3,929          | 4,704           | 4,135           | 4,135           | 0   | 0%         | (569)                           | -12%        |
| Elliott Bay Fishing & Commercial Operations | 6,095          | 5,752           | 4,509           | 4,509           | 0   | 0%         | (1,243)                         | -22%        |
| Recreational Boating                        | 12,484         | 12,611          | 12,915          | 12,915          | 0   | 0%         | 304                             | 2%          |
| Cruise                                      | 22,410         | 3,824           | 8,558           | 8,558           | 0   | 0%         | 4,734                           | 124%        |
| Grain                                       | 4,266          | 5,142           | 5,203           | 4,903           | 300                                       | 6%         | 61                              | 1%          |
| Maritime Portfolio Management               | 10,108         | 10,074          | 10,034          | 10,259          | (225)                                     | -2%        | (40)                            | 0%          |
| Other                                       | (3)            | 4               | 0               | 0               | 0   | NA         | (4)                             | -100%       |
| <b>Total Revenue</b>                        | <b>59,289</b>  | <b>42,111</b>   | <b>45,355</b>   | <b>45,280</b>   | <b>75</b>                                 | <b>0%</b>  | <b>3,244</b>                    | <b>8%</b>   |
| <b>Expenses</b>                             |                |                 |                 |                 |   |            |                                 |             |
| Maritime (Excl. Maint)                      | 13,789         | 16,256          | 15,539          | 15,539          | 0   | 0%         | (717)                           | -4%         |
| Economic Development                        | 4,987          | 4,511           | 5,365           | 5,365           | 0   | 0%         | 854                             | 19%         |
| <b>Total Direct</b>                         | <b>18,776</b>  | <b>20,767</b>   | <b>20,904</b>   | <b>20,904</b>   | <b>0</b>                                  | <b>0%</b>  | <b>137</b>                      | <b>1%</b>   |
| Maintenance Expenses                        | 12,186         | 12,029          | 11,295          | 11,595          | 300                                       | 3%         | (734)                           | -6%         |
| Envir Services & Planning                   | 2,250          | 2,739           | 2,140           | 2,140           | 0   | 0%         | (598)                           | -22%        |
| Seaport Finance & Cost Recovery             | 835            | 937             | 977             | 977             | 0   | 0%         | 40                              | 4%          |
| Seaport Project Management                  | 175            | 1,061           | 416             | 316             | (100)                                     | -32%       | (644)                           | -61%        |
| <b>Total Support Services</b>               | <b>15,446</b>  | <b>16,765</b>   | <b>14,828</b>   | <b>15,028</b>   | <b>200</b>                                | <b>1%</b>  | <b>(1,937)</b>                  | <b>-12%</b> |
| IT  | 2,685          | 2,719           | 2,838           | 2,853           | 15  | 1%         | 120                             | 4%          |
| Police Expenses                             | 4,086          | 2,865           | 3,079           | 3,118           | 39  | 1%         | 213                             | 7%          |
| External Relations                          | 1,564          | 1,200           | 1,050           | 1,347           | 297                                       | 22%        | (150)                           | -13%        |
| Other Central Services                      | 5,810          | 5,596           | 6,773           | 6,749           | (24)                                      | 0%         | 1,177                           | 21%         |
| Aviation Division / Other                   | 278            | 315             | 243             | 243             | 0   | 0%         | (72)                            | -23%        |
| <b>Total Central Services / Other</b>       | <b>14,423</b>  | <b>12,695</b>   | <b>13,984</b>   | <b>14,311</b>   | <b>327</b>                                | <b>2%</b>  | <b>1,288</b>                    | <b>10%</b>  |
| <b>Total Expense</b>                        | <b>48,644</b>  | <b>50,228</b>   | <b>49,716</b>   | <b>50,243</b>   | <b>527</b>                                | <b>1%</b>  | <b>(512)</b>                    | <b>-1%</b>  |
| <b>NOI Before Depreciation</b>              | <b>10,644</b>  | <b>(8,117)</b>  | <b>(4,361)</b>  | <b>(4,963)</b>  | <b>602</b>                                | <b>12%</b> | <b>3,755</b>                    | <b>46%</b>  |
| Depreciation                                | 17,627         | 17,624          | 16,899          | 16,899          | 0   | 0%         | (725)                           | -4%         |
| <b>NOI After Depreciation</b>               | <b>(6,982)</b> | <b>(25,741)</b> | <b>(21,260)</b> | <b>(21,862)</b> | <b>602</b>                                | <b>3%</b>  | <b>4,480</b>                    | <b>17%</b>  |

## Revenue Variance from Budget

- Grain terminal experiencing higher volumes than expected.
- Maritime Portfolio Management vacancies at Maritime Industrial Center and Fishermen's Terminal planned for first half of 2021.

## Expense Variance from Budget

- Support services - Change is Maintenance allocation methodology partially offset by expedited Project Management hires.
- Central services deeper reductions in External Relations and Police.

# Maritime 2021 YTD Financial Summary

|   | 2019 YTD       | 2020 YTD       | 2021 YTD       | 2021 YTD       | Fav(UnFav)<br>Actual vs. Budget<br>Variance |            | Incr (Decr)<br>Change from 2020 |             |
|---|----------------|----------------|----------------|----------------|---|------------|---------------------------------|-------------|
| \$ in 000's                                 | Actual         | Actual         | Actual         | Budget         | \$  | %          | \$                              | %           |
| Ship Canal Fishing & Operations             | 1,014          | 1,082          | 1,067          | 1,056          | 11  | 1%         | (15)                            | -1%         |
| Elliott Bay Fishing & Commercial Operations | 1,277          | 1,418          | 1,136          | 1,131          | 5   | 0%         | (283)                           | -20%        |
| Recreational Boating                        | 3,119          | 3,134          | 3,125          | 3,152          | (27)  | -1%        | (9)                             | 0%          |
| Cruise                                      | 43             | 114            | 48             | 1,092          | (1,044)                                     | -96%       | (66)                            | -58%        |
| Grain                                       | 1,434          | 1,048          | 1,719          | 1,421          | 298   | 21%        | 671                             | 64%         |
| Maritime Portfolio Management               | 2,550          | 2,541          | 2,443          | 2,518          | (75)  | -3%        | (98)                            | -4%         |
| Other                                       | 5              | 3              | 1              | 0              | 1   | NA         | (2)                             | -67%        |
| <b>Total Revenue</b>                        | <b>9,442</b>   | <b>9,340</b>   | <b>9,539</b>   | <b>10,370</b>  | <b>(831)</b>                                | <b>-8%</b> | <b>199</b>                      | <b>2%</b>   |
| <b>Expenses</b>                             |                |                |                |                |   |            |                                 |             |
| Maritime (Excl. Maint)                      | 3,304          | 3,724          | 3,576          | 3,837          | 261   | 7%         | (148)                           | -4%         |
| Economic Development                        | 1,215          | 1,314          | 1,059          | 1,769          | 709   | 40%        | (254)                           | -19%        |
| <b>Total Direct</b>                         | <b>4,520</b>   | <b>5,038</b>   | <b>4,635</b>   | <b>5,606</b>   | <b>970</b>                                  | <b>17%</b> | <b>(403)</b>                    | <b>-8%</b>  |
| Maintenance Expenses                        | 2,229          | 2,671          | 2,357          | 3,091          | 734   | 24%        | (314)                           | -12%        |
| Envir Services & Planning                   | 402            | 447            | 359            | 533            | 175   | 33%        | (89)                            | -20%        |
| Seaport Finance & Cost Recovery             | 267            | 227            | 237            | 238            | 1   | 0%         | 11                              | 5%          |
| Seaport Project Management                  | 69             | 43             | 76             | 81             | 4   | 6%         | 34                              | 79%         |
| <b>Total Support Services</b>               | <b>2,967</b>   | <b>3,387</b>   | <b>3,029</b>   | <b>3,943</b>   | <b>914</b>                                  | <b>23%</b> | <b>(358)</b>                    | <b>-11%</b> |
| IT  | 652            | 689            | 651            | 700            | 50  | 7%         | (39)                            | -6%         |
| Police Expenses                             | 881            | 842            | 722            | 831            | 110   | 13%        | (120)                           | -14%        |
| External Relations                          | 353            | 305            | 281            | 335            | 54  | 16%        | (24)                            | -8%         |
| Other Central Services                      | 849            | 1,340          | 1,549          | 1,609          | 60  | 4%         | 209                             | 16%         |
| Aviation Division / Other                   | 64             | 59             | 71             | 56             | (15)  | -26%       | 11                              | 19%         |
| <b>Total Central Services / Other</b>       | <b>2,799</b>   | <b>3,236</b>   | <b>3,273</b>   | <b>3,532</b>   | <b>259</b>                                  | <b>7%</b>  | <b>37</b>                       | <b>1%</b>   |
| <b>Total Expense</b>                        | <b>10,286</b>  | <b>11,661</b>  | <b>10,937</b>  | <b>13,080</b>  | <b>2,143</b>                                | <b>16%</b> | <b>(724)</b>                    | <b>-6%</b>  |
| <b>NOI Before Depreciation</b>              | <b>(844)</b>   | <b>(2,321)</b> | <b>(1,398)</b> | <b>(2,710)</b> | <b>1,312</b>                                | <b>48%</b> | <b>923</b>                      | <b>40%</b>  |
| Depreciation                                | 4,509          | 4,395          | 4,464          | 4,043          | (421)                                       | -10%       | 69                              | 2%          |
| <b>NOI After Depreciation</b>               | <b>(5,353)</b> | <b>(6,715)</b> | <b>(5,862)</b> | <b>(6,753)</b> | <b>891</b>                                  | <b>13%</b> | <b>853</b>                      | <b>13%</b>  |



# Cruise Q1 Financials

|                                       | 2020 YTD       | 2021 YTD       | 2021 YTD        | Fav (UnFav)    |             | Incr (Decr)      |             |
|---------------------------------------|----------------|----------------|-----------------|----------------|-------------|------------------|-------------|
|                                       | Actual         | Actual         | Approved Budget | Budget         | Variance    | Change from 2020 |             |
| \$ in 000's                           |                |                |                 | \$             | %           | \$               | %           |
| T-91 & Bell St Cruise Operations      | 114            | 7              | 1,083           | (1,075)        | -99%        | (107)            | -94%        |
| Bell Street Vessel Operations         | 0              | 41             | 10              | 31             | 331%        | 41               | 10866%      |
| <b>Total Revenue</b>                  | <b>114</b>     | <b>48</b>      | <b>1,092</b>    | <b>(1,044)</b> | <b>-96%</b> | <b>(66)</b>      | <b>-58%</b> |
| <b>Expenses</b>                       |                |                |                 |                |             |                  |             |
| Maritime (Excl. Maint)                | 1,055          | 1,056          | 1,182           | 125            | 11%         | 1                | 0%          |
| Economic Development                  | 97             | 67             | 93              | 26             | 28%         | (30)             | -31%        |
| <b>Total Direct</b>                   | <b>1,152</b>   | <b>1,124</b>   | <b>1,275</b>    | <b>151</b>     | <b>12%</b>  | <b>(29)</b>      | <b>-2%</b>  |
| Maintenance Expenses                  | 724            | 487            | 518             | 31             | 6%          | (237)            | -33%        |
| Envir Services & Planning             | 90             | 48             | 84              | 35             | 42%         | (42)             | -46%        |
| Seaport Finance & Cost Recovery       | 66             | 56             | 56              |                |             |                  |             |
| Seaport Project Management            | 12             | 29             | 24              | (6)            | -24%        | 17               | 137%        |
| <b>Total Support Services</b>         | <b>893</b>     | <b>621</b>     | <b>682</b>      | <b>61</b>      | <b>9%</b>   | <b>(272)</b>     | <b>-31%</b> |
| IT                                    | 170            | 146            | 157             | 12             | 7%          | (25)             | -15%        |
| Police Expenses                       | 259            | 180            | 208             | 27             | 13%         | (79)             | -30%        |
| External Relations                    | 95             | 70             | 85              | 15             | 18%         | (24)             | -26%        |
| Other Central Services                | 413            | 402            | 401             | (1)            | 0%          | (11)             | -3%         |
| Aviation Division / Other             | 22             | 23             | 20              | (3)            | -14%        | 1                | 6%          |
| <b>Total Central Services / Other</b> | <b>958</b>     | <b>821</b>     | <b>871</b>      | <b>50</b>      | <b>6%</b>   | <b>(137)</b>     | <b>-14%</b> |
| <b>Total Expense</b>                  | <b>3,004</b>   | <b>2,565</b>   | <b>2,828</b>    | <b>263</b>     | <b>9%</b>   | <b>(438)</b>     | <b>-15%</b> |
| <b>NOI Before Depreciation</b>        | <b>(2,889)</b> | <b>(2,517)</b> | <b>(1,736)</b>  | <b>(782)</b>   | <b>-45%</b> | <b>372</b>       | <b>13%</b>  |
| Depreciation                          | 1,531          | 1,497          | 1,428           | (68)           | -5%         | (34)             | -2%         |
| <b>NOI After Depreciation</b>         | <b>(4,420)</b> | <b>(4,014)</b> | <b>(3,164)</b>  | <b>(850)</b>   | <b>-27%</b> | <b>406</b>       | <b>9%</b>   |

## Variance from Budget

- Revenue \$1M lower due to 2021 NCL lease payment timing
- Outside services, promotional hosting, equipment and allocations less than budget in Q1

## Variance from 2020

- Revenue \$100K lower at T91 due to no events in 2021
- Less direct environmental & maintenance expenses in Q1 2021

## COVID-19 Impact to 2021

- Revenue to be impacted due to uncertain cruise season
- Reduction in travel expenses and Port Valet to mitigate revenue impacts

# Recreational Boating Q1 Financials

| \$ in 000's                                | 2020         | 2021 Year-to-Date |              | Fav (UnFav)<br>Budget Variance |              | Inc (Dec)<br>Change from 2020 |             |
|--|--------------|-------------------|--------------|--------------------------------|--------------|-------------------------------|-------------|
|  | Actual       | Actual            | Budget       | \$                             | %            | \$                            | %           |
| Berthage and Moorage & Concession Services | 2,839        | 2,813             | 2,867        | (54)                           | -2%          | (26)                          | -1%         |
| Utility Sales Revenue                      | 174          | 179               | 137          | 42                             | 30%          | 5                             | 3%          |
| Other Service Revenue                      | 100          | 107               | 108          | (1)                            | -1%          | 8                             | 8%          |
| Other                                      | 22           | 26                | 39           | (13)                           | -34%         | 4                             | 20%         |
| <b>Total Revenue</b>                       | <b>3,134</b> | <b>3,125</b>      | <b>3,151</b> | <b>(26)</b>                    | <b>-1%</b>   | <b>(9)</b>                    | <b>0%</b>   |
| <b>Expenses</b>                            |              |                   |              |                                |              |                               |             |
| Maritime (excl Maint)                      | 1,137        | 1,259             | 1,219        | (40)                           | -3%          | 122                           | 11%         |
| Economic Development                       | 55           | 51                | 72           | 21                             | 29%          | (4)                           | -6%         |
| <b>Total Direct</b>                        | <b>1,192</b> | <b>1,310</b>      | <b>1,291</b> | <b>(19)</b>                    | <b>-1%</b>   | <b>118</b>                    | <b>10%</b>  |
| Maintenance Expenses                       | 538          | 543               | 844          | 300                            | 36%          | 5                             | 1%          |
| Envir Services & Planning                  | 107          | 77                | 77           | 0                              | 0%           | (30)                          | -28%        |
| Seaport Finance & Cost Recovery            | 47           | 55                | 55           | 0                              | 0%           | 8                             | 16%         |
| Seaport Project Management                 | 9            | 24                | 17           | (7)                            | -40%         | 15                            | 166%        |
| <b>Total Support Service</b>               | <b>702</b>   | <b>700</b>        | <b>993</b>   | <b>293</b>                     | <b>30%</b>   | <b>(2)</b>                    | <b>0%</b>   |
| IT   | 181          | 177               | 189          | 12                             | 6%           | (4)                           | -2%         |
| Police Expenses                            | 185          | 178               | 205          | 27                             | 13%          | (8)                           | -4%         |
| External Relations                         | 67           | 69                | 82           | 13                             | 16%          | 2                             | 3%          |
| Other Central Services                     | 293          | 372               | 395          | 22                             | 6%           | 79                            | 27%         |
| Aviation Division/Other                    | 12           | 15                | 13           | (3)                            | -22%         | 3                             | 25%         |
| <b>Total Central Services/Other</b>        | <b>739</b>   | <b>811</b>        | <b>883</b>   | <b>71</b>                      | <b>8%</b>    | <b>72</b>                     | <b>10%</b>  |
| <b>Total Expense</b>                       | <b>2,633</b> | <b>2,821</b>      | <b>3,167</b> | <b>346</b>                     | <b>11%</b>   | <b>188</b>                    | <b>7%</b>   |
| <b>NOI Before Depreciation</b>             | <b>501</b>   | <b>304</b>        | <b>(15)</b>  | <b>(319)</b>                   | <b>2080%</b> | <b>(197)</b>                  | <b>-39%</b> |
| Depreciation                               | 690          | 815               | 620          | (195)                          | -31%         | 124                           | 18%         |
| <b>NOI After Depreciation</b>              | <b>(189)</b> | <b>(511)</b>      | <b>(635)</b> | <b>124</b>                     | <b>-20%</b>  | <b>(321)</b>                  | <b>170%</b> |

## Variance from Revised Budget

- Revenue \$26K lower due to lower guest moorage occupancy as we expected at SBM and BHM partially related to COVID-19 business disruptions
- Operation expenses ~\$346K favorable to budget YTD from \$300K favorable in Maintenance expenses and \$71K favorable in Central Services allocations, offset by \$40K unfavorable in Maritime direct charges which relate to salaries & benefits and supplies.

## Variance from 2020

- Revenue \$9K lower due to slightly lower occupancy
- Operation expenses ~\$188K increase in 2021 due to by \$129K increase in Maritime (excluding Maintenance) expenses, \$72K increase in Central Services; and offset by \$10K decrease in support services

- Includes Shilshole Bay Marina, Bell Harbor Marina, and Harbor Island Marina.

# Ship Canal Fishing & Ops Q1 Financials

| \$ in 000's                                | 2020         | 2021 Year-to-Date |                | Fav (UnFav)<br>Budget Variance |             | Inc (Dec)<br>Change from 2020 |             |
|--|--------------|-------------------|----------------|--------------------------------|-------------|-------------------------------|-------------|
|  | Actual       | Actual            | Budget         | \$                             | %           | \$                            | %           |
| Berthage and Moorage & Concession Services | 944          | 928               | 947            | (19)                           | -2%         | (16)                          | -2%         |
| Space Rental                               | 59           | 43                | 48             | (5)                            | -11%        | (16)                          | -28%        |
| Utility Sales Revenue                      | 49           | 64                | 27             | 37                             | 140%        | 15                            | 30%         |
| Other                                      | 29           | 32                | 35             | (2)                            | -7%         | 3                             | 12%         |
| <b>Total Revenue</b>                       | <b>1,082</b> | <b>1,067</b>      | <b>1,056</b>   | <b>11</b>                      | <b>1%</b>   | <b>(15)</b>                   | <b>-1%</b>  |
| <b>Expenses</b>                            |              |                   |                |                                |             |                               |             |
| Maritime (excl Maint)                      | 702          | 576               | 663            | 87                             | 13%         | (126)                         | -18%        |
| Economic Development                       | 13           | 13                | 18             | 5                              | 29%         | (0)                           | -1%         |
| <b>Total Direct</b>                        | <b>714</b>   | <b>588</b>        | <b>680</b>     | <b>92</b>                      | <b>14%</b>  | <b>(126)</b>                  | <b>-18%</b> |
| Maintenance Expenses                       | 404          | 389               | 470            | 80                             | 17%         | (14)                          | -4%         |
| Envir Services & Planning                  | 46           | 58                | 55             | (3)                            | -6%         | 12                            | 26%         |
| Seaport Finance & Cost Recovery            | 19           | 25                | 25             | 0                              | 0%          | 6                             | 31%         |
| Seaport Project Management                 | 4            | 6                 | 9              | 3                              | 34%         | 1                             | 26%         |
| <b>Total Support Service</b>               | <b>473</b>   | <b>478</b>        | <b>558</b>     | <b>80</b>                      | <b>14%</b>  | <b>5</b>                      | <b>1%</b>   |
| IT   | 83           | 90                | 103            | 13                             | 13%         | 7                             | 9%          |
| Police Expenses                            | 73           | 79                | 92             | 12                             | 13%         | 7                             | 9%          |
| External Relations                         | 26           | 31                | 37             | 6                              | 16%         | 4                             | 17%         |
| Other Central Services                     | 108          | 166               | 178            | 12                             | 7%          | 58                            | 54%         |
| Aviation Division/Other                    | 4            | 7                 | 4              | (2)                            | -51%        | 3                             | 69%         |
| <b>Total Central Services/Other</b>        | <b>294</b>   | <b>373</b>        | <b>413</b>     | <b>40</b>                      | <b>10%</b>  | <b>79</b>                     | <b>27%</b>  |
| <b>Total Expense</b>                       | <b>1,481</b> | <b>1,439</b>      | <b>1,652</b>   | <b>212</b>                     | <b>13%</b>  | <b>(42)</b>                   | <b>-3%</b>  |
| <b>NOI Before Depreciation</b>             | <b>(400)</b> | <b>(372)</b>      | <b>(596)</b>   | <b>224</b>                     | <b>-38%</b> | <b>28</b>                     | <b>-7%</b>  |
| Depreciation                               | 571          | 591               | 566            | (25)                           | -4%         | 20                            | 3%          |
| <b>NOI After Depreciation</b>              | <b>(971)</b> | <b>(963)</b>      | <b>(1,161)</b> | <b>198</b>                     | <b>-17%</b> | <b>8</b>                      | <b>-1%</b>  |

## Variance from Budget

- Revenue \$11K favorable to the budget mainly related to favorable Utility Sales revenue
- Operation expenses ~\$212K favorable to the budgeted YTD contributed by \$87K favorable in Maritime direct charges, \$80K favorable in Maintenance, \$40K favorable in Central Services due to lower allocation

## Variance from 2020

- Revenue \$15K or 1% lower contributed to shorter Ballard Lock closures period in 2021 compared it to 2020
- Operation expenses ~\$42K decrease in 2021 related to \$120K decrease in Maritime direct charges related to Bad Debt expenses adjustment and Equipment expense, offset by \$79K increase in Central Services allocation

- Includes Fishermen's Terminal, Maritime Industrial Center, and Salmon Bay Marina.

# Elliott Bay Fishing & Commercial Ops Q1 Financials

| \$ in 000's                         | 2020         | 2021 Year-to-Date |                | Fav (UnFav)<br>Budget Variance |             | Inc (Dec)<br>Change from 2020 |             |
|-------------------------------------|--------------|-------------------|----------------|--------------------------------|-------------|-------------------------------|-------------|
|                                     | Actual       | Actual            | Budget         | \$                             | %           | \$                            | %           |
| Berthage and Moorage & Dockage      | 788          | 624               | 582            | 42                             | 7%          | (165)                         | -21%        |
| Space Rental                        | 382          | 366               | 381            | (14)                           | -4%         | (15)                          | -4%         |
| Utility Sales Revenue               | 121          | 96                | 130            | (34)                           | -26%        | (25)                          | -21%        |
| Other                               | 127          | 49                | 38             | 12                             | 31%         | (78)                          | -61%        |
| <b>Total Revenue</b>                | <b>1,418</b> | <b>1,136</b>      | <b>1,131</b>   | <b>5</b>                       | <b>0%</b>   | <b>(283)</b>                  | <b>-20%</b> |
| <b>Expenses</b>                     |              |                   |                |                                |             |                               |             |
| Maritime (excl Maint)               | 706          | 546               | 721            | 176                            | 24%         | (160)                         | -23%        |
| Economic Development                | 35           | 85                | 77             | (7)                            | -9%         | 49                            | 139%        |
| <b>Total Direct</b>                 | 741          | 630               | 799            | 168                            | 21%         | (111)                         | -15%        |
| Maintenance Expenses                | 323          | 287               | 317            | 30                             | 9%          | (36)                          | -11%        |
| Envir Services & Planning           | 63           | 37                | 49             | 11                             | 23%         | (25)                          | -41%        |
| Seaport Finance & Cost Recovery     | 30           | 33                | 33             | (1)                            | -2%         | 4                             | 12%         |
| Seaport Project Management          | 5            | 5                 | 10             | 5                              | 47%         | 0                             | 9%          |
| <b>Total Support Service</b>        | 420          | 363               | 408            | 46                             | 11%         | (57)                          | -14%        |
| IT                                  | 90           | 85                | 93             | 9                              | 9%          | (5)                           | -6%         |
| Police Expenses                     | 102          | 87                | 100            | 13                             | 13%         | (15)                          | -14%        |
| External Relations                  | 37           | 35                | 41             | 6                              | 16%         | (2)                           | -6%         |
| Other Central Services              | 159          | 190               | 196            | 6                              | 3%          | 32                            | 20%         |
| Aviation Division/Other             | 5            | 7                 | 5              | (2)                            | -39%        | 1                             | 24%         |
| <b>Total Central Services/Other</b> | <b>392</b>   | <b>403</b>        | <b>436</b>     | <b>33</b>                      | <b>7%</b>   | <b>11</b>                     | <b>3%</b>   |
| <b>Total Expense</b>                | <b>1,554</b> | <b>1,397</b>      | <b>1,643</b>   | <b>246</b>                     | <b>15%</b>  | <b>(157)</b>                  | <b>-10%</b> |
| <b>NOI Before Depreciation</b>      | <b>(135)</b> | <b>(261)</b>      | <b>(512)</b>   | <b>251</b>                     | <b>-49%</b> | <b>(125)</b>                  | <b>93%</b>  |
| Depreciation                        | 835          | 825               | 776            | (49)                           | -6%         | (10)                          | -1%         |
| <b>NOI After Depreciation</b>       | <b>(971)</b> | <b>(1,086)</b>    | <b>(1,288)</b> | <b>202</b>                     | <b>-16%</b> | <b>(115)</b>                  | <b>12%</b>  |

## Variance from Budget

- Revenue \$5K favorable
- Operation expenses ~\$246K favorable to the budgeted YTD. Utility expenses contributed \$187K of the favorable

## Variance from 2020

- Revenue \$283K or 20% lower primarily due to shorter Ballard Lock closure in 2021
- Operation expenses ~\$157K decrease in 2021 contributed by \$156K decrease in Maritime direct charges related to \$134K decrease in Utilities and \$33K decrease in Bad Debt expenses and \$61K lower expenses in Support service

- Includes Terminal 91 (waterside non-Cruise), Terminal 46 Docks, Kellogg Island, Terminal 25, Terminal 18 Dolphins, Pier 69 Vessels, Pier 28 Docks, Pier 34 Dolphins, Pier 2 Docks, and Terminal 108 Moorage.

# Maritime Portfolio Management Q1 Financials

|                                 | 2020 YTD     | 2021 Year-to-Date |                | Fav(UnFav) Budget |             | Incr/(Decr)      |             |
|---------------------------------|--------------|-------------------|----------------|-------------------|-------------|------------------|-------------|
| \$ in 000's                     | Actual       | Actual            | Budget         | Variance          |             | Change from 2020 |             |
|                                 |              |                   |                | \$                | %           | \$               | %           |
| Marina Office & Retail          | 925          | 795               | 986            | (192)             | -19%        | (131)            | -14%        |
| Maritime Industrial             | 1,033        | 1,059             | 1,019          | 40                | 4%          | 26               | 3%          |
| Utilities                       | 583          | 590               | 513            | 77                | 15%         | 7                | 1%          |
| <b>Total Revenue</b>            | <b>2,541</b> | <b>2,443</b>      | <b>2,518</b>   | <b>(75)</b>       | <b>-3%</b>  | <b>(98)</b>      | <b>-4%</b>  |
| PM Direct                       | 943          | 717               | 1,380          | 663               | 93%         | (226)            | -24%        |
| EDD PM Direct                   | 74           | 74                | 73             | (0)               | 0%          | (1)              | -1%         |
| EDD Other                       | 86           | 42                | 44             | 1                 | 3%          | (43)             | -51%        |
| MD Direct                       | 98           | 109               | 86             | (23)              | -21%        | 11               | 11%         |
| Total Direct                    | 1,202        | 942               | 1,583          | 641               | 68%         | (260)            | -22%        |
| Maintenance Expenses            | 602          | 589               | 746            | 158               | 27%         | (13)             | -2%         |
| Environmental & Sustainability  | 59           | 46                | 63             | 17                | 38%         | (13)             | -23%        |
| Seaport Finance & Cost Recovery | 52           | 57                | 58             | 1                 | 2%          | 4                | 8%          |
| Seaport Project Management      | 8            | 9                 | 16             | 7                 | 71%         | 1                | 14%         |
| Total Support Services          | 722          | 701               | 884            | 183               | 26%         | (21)             | -3%         |
| Police Expenses                 | 174          | 160               | 184            | 24                | 15%         | (14)             | -8%         |
| Other Corp Expenses             | 512          | 553               | 581            | 28                | 5%          | 41               | 8%          |
| Total Central Services/Other    | 686          | 713               | 765            | 53                | 7%          | 27               | 4%          |
| <b>Total Expense</b>            | <b>2,610</b> | <b>2,355</b>      | <b>3,232</b>   | <b>877</b>        | <b>37%</b>  | <b>(254)</b>     | <b>-10%</b> |
| <b>NOI Before Depreciation</b>  | <b>(69)</b>  | <b>88</b>         | <b>(714)</b>   | <b>802</b>        | <b>112%</b> | <b>157</b>       | <b>228%</b> |
| Depreciation                    | 629          | 641               | 577            | (63)              | -10%        | 11               | 2%          |
| <b>NOI After Depreciation</b>   | <b>(698)</b> | <b>(553)</b>      | <b>(1,291)</b> | <b>738</b>        | <b>57%</b>  | <b>145</b>       | <b>21%</b>  |

## Variance from Budget

- Revenue \$75K unfavorable to budget due to lower than anticipated space rental revenue from MIC mainly Bristol Wave.
- Expenses \$877K lower than budget due to favorable utilities, outside services, and maintenance expenses.

## Variance from 2020

- Revenue down \$98K due to lower than prior year space rental revenue from MIC mainly Kirby.
- Expenses down \$254K or 10% due to lower than prior year utilities and maintenance expense.

## COVID-19 Impact to 2021

- Expense projects either delayed or cancelled.

- Includes uplands of Shilshole Bay Marina, Terminal 91 (Industrial), Fishermen's Terminal, Maritime Industrial Center, Salmon Bay Marina, T-115, T-108, and T-106.

# Grain Terminal Q1 Financials

|                                       | 2020 YTD     | 2021 YTD     | 2021 YTD     | Fav (UnFav)       |             | Incr (Decr)      |             |
|---------------------------------------|--------------|--------------|--------------|-------------------|-------------|------------------|-------------|
|                                       |              |              |              | Actual vs. Budget |             | Change from 2020 |             |
|                                       |              |              |              | Variance          |             |                  |             |
| \$ in 000's                           | Actual       | Actual       | Budget       | \$                | %           | \$               | %           |
| Lease Revenue                         | 1,048        | 1,719        | 1,421        | 298               | 21%         | 671              | 64%         |
| <b>Total Revenue</b>                  | <b>1,048</b> | <b>1,719</b> | <b>1,421</b> | <b>298</b>        | <b>21%</b>  | <b>671</b>       | <b>64%</b>  |
| <b>Expenses</b>                       |              |              |              |                   |             |                  |             |
| Maritime (Excl. Maint)                | 43           | 48           | 38           | (10)              | -26%        | 4                | 10%         |
| Economic Development                  | 12           | 11           | 12           | 1                 | 7%          | (1)              | -12%        |
| <b>Total Direct</b>                   | <b>56</b>    | <b>59</b>    | <b>49</b>    | <b>(9)</b>        | <b>-19%</b> | <b>3</b>         | <b>5%</b>   |
| Maintenance Expenses                  | 49           | 54           | 185          | 131               | 71%         | 5                | 9%          |
| Envir Services & Planning             | 16           | 10           | 14           | 4                 | 29%         | (6)              | -35%        |
| Seaport Finance & Cost Recovery       | 12           | 12           | 12           | 0                 | 0%          | (1)              | -6%         |
| Seaport Project Management            | 2            | 2            | 3            | 0                 | 17%         | (0)              | -2%         |
| <b>Total Support Services</b>         | <b>80</b>    | <b>78</b>    | <b>214</b>   | <b>136</b>        | <b>64%</b>  | <b>(2)</b>       | <b>-2%</b>  |
| IT                                    | 25           | 21           | 20           | (1)               | -5%         | (4)              | -17%        |
| Police Expenses                       | 49           | 37           | 43           | 6                 | 13%         | (11)             | -23%        |
| External Relations                    | 18           | 14           | 17           | 3                 | 15%         | (3)              | -17%        |
| Other Central Services                | 76           | 77           | 82           | 5                 | 7%          | 1                | 1%          |
| Aviation Division / Other             | 2            | 2            | 2            | (0)               | -3%         | (0)              | -11%        |
| <b>Total Central Services / Other</b> | <b>169</b>   | <b>151</b>   | <b>164</b>   | <b>12</b>         | <b>8%</b>   | <b>(18)</b>      | <b>-11%</b> |
| <b>Total Expense</b>                  | <b>304</b>   | <b>288</b>   | <b>427</b>   | <b>139</b>        | <b>33%</b>  | <b>(17)</b>      | <b>-5%</b>  |
| <b>NOI Before Depreciation</b>        | <b>744</b>   | <b>1,431</b> | <b>994</b>   | <b>437</b>        | <b>44%</b>  | <b>688</b>       | <b>92%</b>  |
| Depreciation                          | 134          | 93           | 72           | (20)              | -28%        | (41)             | -31%        |
| <b>NOI After Depreciation</b>         | <b>610</b>   | <b>1,338</b> | <b>922</b>   | <b>417</b>        | <b>45%</b>  | <b>729</b>       | <b>120%</b> |

## Variance from Budget

- Revenue on tracking ahead of budget with large corn volumes in March
- Expenses tracking lower than budget due to change in maintenance allocation policy.

## Variance from 2020

- Revenue and volumes up from 2020 YTD with 9 additional vessel calls and 147K increase in metric tons.

# Maritime Capital 2021

| \$ in 000's                   | 2021 YTD<br>Actual | 2021<br>Forecast | 2021<br>Budget | Budget Variance<br>\$ | %          |
|-------------------------------|--------------------|------------------|----------------|-----------------------|------------|
| T117 Restoration              | 729                | 8,359            | 8,809          | 450                   | 5%         |
| T91 Northwest Fender          | 51                 | 6,131            | 7,761          | 1,630                 | 21%        |
| MD Small Projects             | 295                | 3,816            | 5,548          | 1,732                 | 31%        |
| MD Fleet                      | 0                  | 260              | 1,036          | 776                   | 75%        |
| FT Maritime Innovation Center | 90                 | 768              | 1,475          | 707                   | 48%        |
| T91 Berth 6&8 Redev           | 131                | 839              | 1,025          | 186                   | 18%        |
| P91 Pass Term Upgrade COV     | 1                  | 230              | 1,000          | 770                   | 77%        |
| P66 Shore Power               | 74                 | 714              | 765            | 51                    | 7%         |
| SBM Restrms/Service Bldgs Rep | 178                | 378              | 665            | 287                   | 43%        |
| FT Gateway Building           | 175                | 446              | 600            | 154                   | 26%        |
| All Other Projects            | 370                | (662)            | (2,489)        | (1,827)               | 73%        |
| <b>Total Maritime</b>         | <b>2,094</b>       | <b>21,279</b>    | <b>26,195</b>  | <b>4,916</b>          | <b>19%</b> |

**T91 Northwest Fender** – Construction bid well under Engineer's Estimate. Have reduced forecast accordingly.

**FT Maritime Innovation Center** – Total project cost updated on 2/1 based on 60% Construction.

**MD Fleet**– Delays in micro processors and raw materials are causing worldwide delays in producing new fleet assets. This trend is expected to continue into 2022 as production of vital components catches up.

**MD Small Projects**– P66 Cruise Wall Protection was deferred out to 2022. T91 Upland Lighting Improvements and HIM Operational Facility Cameras have a larger amount of spending pushed out to 2022. T91 Cruise Wayfinding Signage was moved out of the small CIP and into Cruise Upgrades COVID19.

# Economic Development Division

## Appendix

Q1 2021 Financial Performance Report





# Q1 2021 EDD Program Advancements

- **Portfolio Management** maintained 95% occupancy across real estate portfolio despite ongoing COVID-19 pandemic challenges.
- **Real Estate Development** finished a new strategic plan to guide Port development projects and initiatives. Staff is also advancing development work on the Maritime Innovation Center, and T91 Uplands light industrial facilities.
- **Diversity in Contracting** - The Northwest Mountain Minority Supplier Development Council named the Port of Seattle as its Public Agency of the Year.
- **Tourism** – Awarded 23 Tourism Marketing grants. Working with WA Tourism Alliance to implement statewide tourism recovery initiative.
- **Economic Development and Innovation** Staff is working to execute 25 contracts with City's participating in the Port's economic development grant program. Staff is also supporting Greater Seattle Partners' Economic Recovery plan development and WA Maritime Blue's 2<sup>nd</sup> Maritime innovation accelerator.

# EDD 2021 Yr.-End Financial Forecast

|  | 2019           | 2020            | 2021            | 2021            | Fav (UnFav)<br>Fcst vs. Budget<br>Variance |            | Incr (Decr)<br>Change from 2020 |             |
|--|----------------|-----------------|-----------------|-----------------|--|------------|---------------------------------|-------------|
| \$ in 000's                                  | Actual         | Actual          | Forecast        | Budget          | \$   | %          | \$                              | %           |
| Revenue                                      | 8,912          | 7,808           | 8,213           | 8,313           | (100)                                      | -1%        | 405                             | 5%          |
| Conf & Event Centers                         | 12,239         | 1,662           | 4,435           | 5,035           | (600)                                      | -12%       | 2,773                           | 167%        |
| <b>Total Revenue</b>                         | <b>21,151</b>  | <b>9,470</b>    | <b>12,648</b>   | <b>13,348</b>   | <b>(700)</b>                               | <b>-5%</b> | <b>3,178</b>                    | <b>34%</b>  |
| <b>Expenses</b>                              |                |                 |                 |                 |  |            |                                 |             |
| Portfolio Management                         | 3,732          | 3,073           | 3,401           | 3,401           | 0  | 0%         | 327                             | 11%         |
| Conf & Event Centers                         | 10,218         | 4,440           | 4,420           | 4,920           | 500  | 10%        | (19)                            | 0%          |
| P69 Facilities Expenses                      | 215            | 232             | 222             | 222             | 0  | 0%         | (11)                            | -5%         |
| RE Dev & Planning                            | 136            | 209             | 154             | 154             | 0  | 0%         | (55)                            | -26%        |
| EconDev Expenses Other                       | 930            | 938             | 635             | 835             | 200  | 24%        | (303)                           | -32%        |
| Maintenance Expenses                         | 3,145          | 3,042           | 3,027           | 2,537           | (490)                                      | -19%       | (15)                            | 0%          |
| Maritime Expenses (Excl Maint)               | 1,070          | 1,035           | 1,060           | 1,060           | 0  | 0%         | 24                              | 2%          |
| <b>Total EDD &amp; Maritime Expenses</b>     | <b>19,448</b>  | <b>12,969</b>   | <b>12,918</b>   | <b>13,128</b>   | <b>210</b>                                 | <b>2%</b>  | <b>(52)</b>                     | <b>0%</b>   |
| Diversity in Contracting                     | 152            | 103             | 142             | 142             | 0  | 0%         | 39                              | 38%         |
| Tourism                                      | 1,337          | 954             | 2,481           | 2,481           | 0  | 0%         | 1,527                           | 160%        |
| EDD Grants                                   | 785            | 778             | 1,060           | 1,060           | 0  | 0%         | 282                             | 36%         |
| <b>Total EDD Initiatives</b>                 | <b>2,274</b>   | <b>1,834</b>    | <b>3,683</b>    | <b>3,683</b>    | <b>0</b>                                   | <b>0%</b>  | <b>1,848</b>                    | <b>101%</b> |
| Environmental & Sustainability               | 24             | 44              | 27              | 31              | 4  | 13%        | (17)                            | -39%        |
| Police Expenses                              | 61             | 64              | 206             | 209             | 3  | 1%         | 143                             | 225%        |
| Other Central Services                       | 5,234          | 5,539           | 4,012           | 4,242           | 230  | 5%         | (1,527)                         | -28%        |
| Aviation Division                            | 114            | 161             | 120             | 120             | 0  | 0%         | (41)                            | -25%        |
| <b>Total Central Services &amp; Aviation</b> | <b>5,433</b>   | <b>5,808</b>    | <b>4,366</b>    | <b>4,603</b>    | <b>237</b>                                 | <b>5%</b>  | <b>(1,442)</b>                  | <b>-25%</b> |
| Envir Remed Liability                        | 0              | 0               | 0               | 0               | 0  | NA         | 0                               | NA          |
| <b>Total Expense</b>                         | <b>27,155</b>  | <b>20,611</b>   | <b>20,966</b>   | <b>21,413</b>   | <b>447</b>                                 | <b>2%</b>  | <b>355</b>                      | <b>2%</b>   |
| <b>NOI Before Depreciation</b>               | <b>(6,004)</b> | <b>(11,141)</b> | <b>(8,318)</b>  | <b>(8,065)</b>  | <b>(253)</b>                               | <b>-3%</b> | <b>2,823</b>                    | <b>25%</b>  |
| Depreciation                                 | 3,647          | 3,611           | 3,216           | 3,216           | 0  | 0%         | (395)                           | -11%        |
| <b>NOI After Depreciation</b>                | <b>(9,651)</b> | <b>(14,753)</b> | <b>(11,534)</b> | <b>(11,281)</b> | <b>(253)</b>                               | <b>-2%</b> | <b>3,219</b>                    | <b>22%</b>  |

## Revenue Variance from Budget

- Lower Parking Revenues at Bell Street Garage
- Updated Conference and Event volumes, lower than originally expected.

## Expense Variance Budget

- Reduction in Conference and Event center volumes driving reduced variable expenses.
- Change in the Maintenance allocation methodology

# EDD 2021 YTD Financial Detail

|  | 2019 YTD       | 2020 YTD       | 2021 YTD       | 2021 YTD       | Fav (UnFav)<br>Actual vs. Budget<br>Variance |             | Incr (Decr)<br>Change from 2020 |             |
|--|----------------|----------------|----------------|----------------|--|-------------|---------------------------------|-------------|
| \$ in 000's                                  | Actual         | Actual         | Actual         | Budget         | \$   | %           | \$                              | %           |
| Revenue                                      | 2,155          | 2,163          | 1,875          | 1,969          | (94)   | -5%         | (288)                           | -13%        |
| Conf & Event Centers                         | 2,519          | 1,115          | 127            | 468            | (341)  | -73%        | (988)                           | -89%        |
| <b>Total Revenue</b>                         | <b>4,674</b>   | <b>3,277</b>   | <b>2,002</b>   | <b>2,436</b>   | <b>(434)</b>                                 | <b>-18%</b> | <b>(1,275)</b>                  | <b>-39%</b> |
| <b>Expenses</b>                              |                |                |                |                |  |             |                                 |             |
| Portfolio Management                         | 932            | 899            | 839            | 779            | (60)   | -8%         | (60)                            | -7%         |
| Conf & Event Centers                         | 2,276          | 1,557          | 545            | 850            | 305  | 36%         | (1,012)                         | -65%        |
| P69 Facilities Expenses                      | 51             | 55             | 47             | 57             | 10   | 18%         | (9)                             | -15%        |
| RE Dev & Planning                            | 25             | 41             | 48             | 38             | (10)   | -27%        | 7                               | 18%         |
| EconDev Expenses Other                       | 157            | 291            | 187            | 258            | 71   | 28%         | (104)                           | -36%        |
| Maintenance Expenses                         | 716            | 635            | 847            | 600            | (247)  | -41%        | 213                             | 33%         |
| Maritime Expenses (Excl Maint)               | 276            | 244            | 235            | 264            | 29   | 11%         | (9)                             | -4%         |
| <b>Total EDD &amp; Maritime Expenses</b>     | <b>4,434</b>   | <b>3,722</b>   | <b>2,748</b>   | <b>2,847</b>   | <b>99</b>                                    | <b>3%</b>   | <b>(974)</b>                    | <b>-26%</b> |
| Diversity in Contracting                     | 47             | 25             | 26             | 30             | 4  | 13%         | 1                               | 4%          |
| Tourism                                      | 194            | 207            | 167            | 235            | 68   | 29%         | (40)                            | -19%        |
| EDD Grants                                   | (54)           | (57)           | (21)           | 38             | 58   | 156%        | 36                              | -63%        |
| <b>Total EDD Initiatives</b>                 | <b>187</b>     | <b>175</b>     | <b>172</b>     | <b>302</b>     | <b>130</b>                                   | <b>43%</b>  | <b>(3)</b>                      | <b>-2%</b>  |
| Environmental & Sustainability               | 10             | 8              | 5              | 6              | 2  | 27%         | (3)                             | -41%        |
| Police Expenses                              | 45             | 58             | 48             | 56             | 7  | 13%         | (9)                             | -16%        |
| Other Central Services                       | 1,160          | 1,244          | 1,041          | 1,034          | (7)  | -1%         | (203)                           | -16%        |
| Aviation Division                            | 27             | 29             | 35             | 30             | (5)  | -16%        | 5                               | 18%         |
| <b>Total Central Services &amp; Aviation</b> | <b>1,241</b>   | <b>1,339</b>   | <b>1,129</b>   | <b>1,127</b>   | <b>(2)</b>                                   | <b>0%</b>   | <b>(210)</b>                    | <b>-16%</b> |
| Envir Remed Liability                        | 0              | 0              | 0              | 0              | 0  | NA          | 0                               | NA          |
| <b>Total Expense</b>                         | <b>5,862</b>   | <b>5,236</b>   | <b>4,049</b>   | <b>4,277</b>   | <b>228</b>                                   | <b>5%</b>   | <b>(1,187)</b>                  | <b>-23%</b> |
| <b>NOI Before Depreciation</b>               | <b>(1,187)</b> | <b>(1,959)</b> | <b>(2,047)</b> | <b>(1,840)</b> | <b>(207)</b>                                 | <b>-11%</b> | <b>(88)</b>                     | <b>-4%</b>  |
| Depreciation                                 | 918            | 909            | 958            | 758            | (200)  | -26%        | 49                              | 5%          |
| <b>NOI After Depreciation</b>                | <b>(2,105)</b> | <b>(2,867)</b> | <b>(3,005)</b> | <b>(2,598)</b> | <b>(407)</b>                                 | <b>-16%</b> | <b>(137)</b>                    | <b>-5%</b>  |

# Portfolio Management Q1 Financials

|                                 | 2020 YTD       | 2021 Year-to-Date |                | Fav(UnFav) Budget |             | Incr/(Decr)      |             |
|---------------------------------|----------------|-------------------|----------------|-------------------|-------------|------------------|-------------|
| \$ in 000's                     | Actual         | Actual            | Budget         | Variance          |             | Change from 2020 |             |
|                                 |                |                   |                | \$                | %           | \$               | %           |
| Central Harbor                  | 1,705          | 1,509             | 1,582          | (73)              | -5%         | (195)            | -13%        |
| T-91 Uplands                    | 453            | 361               | 382            | (21)              | -6%         | (92)             | -26%        |
| Conference & Events Centers     | 1,115          | 127               | 468            | (341)             | -73%        | (988)            | -778%       |
| Foreign Trade Zone              | 5              | 5                 | 5              | 0                 | 0%          | 0                | 0%          |
| <b>Total Revenue</b>            | <b>3,277</b>   | <b>2,002</b>      | <b>2,436</b>   | <b>(434)</b>      | <b>-18%</b> | <b>(1,275)</b>   | <b>-64%</b> |
| PM Outside Services             | 109            | 238               | 107            | (131)             | -122%       | 129              | 54%         |
| PM Direct                       | 2,349          | 1,146             | 1,522          | 377               | 25%         | (1,203)          | -105%       |
| EDD Other                       | 414            | 308               | 410            | 102               | 25%         | (106)            | -35%        |
| MD Direct                       | 72             | 78                | 77             | (1)               | -1%         | 6                | 8%          |
| Total Direct                    | 2,943          | 1,769             | 2,117          | 347               | 16%         | (1,174)          | -66%        |
| Maintenance Expenses            | 635            | 847               | 600            | (248)             | -41%        | 213              | 25%         |
| Environmental & Sustainability  | 43             | 36                | 66             | 31                | 47%         | (7)              | -21%        |
| Seaport Finance & Cost Recovery | 115            | 104               | 104            | (1)               | -1%         | (11)             | -10%        |
| Seaport Project Management      | 14             | 17                | 17             | (1)               | -3%         | 3                | 17%         |
| Total Support Services          | 807            | 1,005             | 787            | (218)             | -28%        | 198              | 20%         |
| Police Expenses                 | 58             | 48                | 56             | 7                 | 13%         | (9)              | -19%        |
| Other Corp Expenses             | 1,151          | 1,056             | 1,064          | 9                 | 1%          | (95)             | -9%         |
| Total Central Services/Other    | 1,209          | 1,104             | 1,120          | 16                | 1%          | (105)            | -9%         |
| <b>Total Expense</b>            | <b>4,959</b>   | <b>3,878</b>      | <b>4,023</b>   | <b>146</b>        | <b>4%</b>   | <b>(1,081)</b>   | <b>-28%</b> |
| <b>NOI Before Depreciation</b>  | <b>(1,681)</b> | <b>(1,876)</b>    | <b>(1,587)</b> | <b>(289)</b>      | <b>-18%</b> | <b>(194)</b>     | <b>-10%</b> |
| Depreciation                    | 908            | 957               | 758            | (199)             | -26%        | 49               | 5%          |
| <b>NOI After Depreciation</b>   | <b>(2,589)</b> | <b>(2,833)</b>    | <b>(2,345)</b> | <b>(488)</b>      | <b>-21%</b> | <b>(244)</b>     | <b>-9%</b>  |

## Variance from Budget

- Revenue unfavorable to budget due to Conference & Events Centers' revenue decline as a result of the on-going COVID-19 restrictions on meetings and events.
- Expenses lower than budget due to lower BHICC volumes.

## Variance from 2020

- Conference & Events Centers (BHICC & WTCS) revenue significantly declined due to the on-going COVID-19 restrictions on meetings and events. Washington State re-opening phases are moving slower than anticipated.
- Expenses down from BHICC volumes.

## COVID-19 Impact to 2021

- Loss of revenues from BHICC & WTCS due to the on-going COVID-19 restrictions on meetings and events.
- Expense projects either delayed or cancelled.

- Includes non-alliance & upland real-estate at Tsubota, T-91 (General), T-86, P-69, Bell Street Garage, Smith Cove Conference Center, Bell Harbor International Conference Center, World Trade Center, Foreign Trade Zone, Pier 2, T-34, and T-102.

# EDD Capital 2021

|                                   | 2021 YTD<br>Actual | 2021<br>Forecast | 2021<br>Budget | Budget Variance |            |
|-----------------------------------|--------------------|------------------|----------------|-----------------|------------|
|                                   |                    |                  |                | \$              | %          |
| \$ in 000's                       |                    |                  |                |                 |            |
| BHICC Interior Modernization      | 104                | 1,139            | 1,990          | 851             | 43%        |
| P69 Underdock Utility Rpl         | 54                 | 414              | 1,028          | 614             | 60%        |
| CW Bridge Elev Modernization      | 29                 | 943              | 943            | 0               | 0%         |
| WTC HVAC Replacement              | 23                 | 848              | 848            | 0               | 0%         |
| T91 Uplands Dev Phase 1           | 69                 | 658              | 800            | 142             | 18%        |
| P66 Roof Upgrades                 | 35                 | 544              | 544            | 0               | 0%         |
| EDD Small Projects                | 9                  | 554              | 522            | (32)            | -6%        |
| Tenant Improvements -Capital      | 0                  | 58               | 289            | 231             | 80%        |
| EDD Technology Projects           | 0                  | 250              | 250            | 0               | 0%         |
| P66 HVAC Systems Upgrade          | 0                  | 170              | 185            | 15              | 8%         |
| All Other Projects                | 2                  | (974)            | (1,752)        | (778)           | 44%        |
| <b>Total Economic Development</b> | <b>325</b>         | <b>4,604</b>     | <b>5,647</b>   | <b>1,043</b>    | <b>18%</b> |

**BHICC Modernization** – Project has encountered unforeseen site conditions, additional effort required to execute change orders.

**P69 Under Dock Utility Replacement** – Design delayed due to the need for a two steps design and construction authorization approvals rather than the one step construction authorization that was previously assumed.

**T-91 Upland Development** – Decrease in projected spending for 2021 due to the need to procure new Service Agreement for Professional Design Services, after terminating contract with former design consultant . Design can resume after the new contract is executed, in Q4 2021.

# Central Services Appendix

## Q1 2021 Financial Performance Report

# Central Services Business Events

- Awarded **fourteen South King County Fund Environmental Grants** to the six Highline cities.
- Obtained the Commission approval for **Job and Economic Resource Center** as part of the Duwamish Valley Community Equity Program.
- The Port, City of Seattle, and Sound Transit agreed to **jointly fund \$1.7M** to support construction worker training, placement and other services for **residents of economically distressed communities, people of color and women**.
- Hosted a **4-part caucusing series and its first town hall** that featured updates about the Port's Racial Bias & Equity Motion, Port-wide Change Team, and OEDI's plans for 2021.
- Hosted an **Engineering Career Workshop** for Highline School District high school students in March.
- **Maritime Core Plus Curriculum and Framework** is now available for adoption by school districts state-wide. (The **Port invested the initial funding** for the Manufacturing Industrial Council to create the curriculum in 2016).
- Conducted a **Cyber Disruption Summit** focusing on employee awareness on the emerging threats.

# Central Services Expense by Category

|  | 2019 YTD      | 2020 YTD       | 2021 YTD      | 2021 YTD       | Fav (UnFav)  |             | Incr (Decr)      |              |
|--|---------------|----------------|---------------|----------------|--------------|-------------|------------------|--------------|
| \$ in 000's                                | Actual        | Actual         | Actual        | Budget         | Act/Bud      |             | Change from 2020 |              |
|  |               |                |               |                | \$           | %           | \$               | %            |
| Salaries & Benefits                        | 31,973        | 35,987         | 35,317        | 35,790         | 474          | 1.3%        | (670)            | -1.9%        |
| Wages & Benefits                           | 31,457        | 34,133         | 31,551        | 32,623         | 1,072        | 3.3%        | (2,582)          | -7.6%        |
| Payroll to Capital Projects                | 5,673         | 6,497          | 6,398         | 7,949          | 1,551        | 19.5%       | (99)             | -1.5%        |
| Outside Services                           | 17,698        | 20,420         | 19,135        | 23,660         | 4,525        | 19.1%       | (1,285)          | -6.3%        |
| Utilities                                  | 6,555         | 6,871          | 6,658         | 6,559          | (99)         | -1.5%       | (213)            | -3.1%        |
| Equipment Expense                          | 2,014         | 2,160          | 1,248         | 1,713          | 465          | 27.2%       | (913)            | -42.2%       |
| Supplies & Stock                           | 2,898         | 2,503          | 2,127         | 2,368          | 241          | 10.2%       | (376)            | -15.0%       |
| Travel & Other Employee Expenses           | 905           | 1,101          | 445           | 744            | 299          | 40.1%       | (656)            | -59.6%       |
| Third Party Mgmt Op Exp                    | 3,042         | 2,445          | 886           | 1,386          | 500          | 36.1%       | (1,559)          | -63.8%       |
| B&O Taxes                                  | 1,068         | 1,086          | 764           | 854            | 90           | 10.5%       | (322)            | -29.7%       |
| Other Expenses                             | 4,666         | 3,989          | 2,270         | 2,605          | 335          | 12.9%       | (1,719)          | -43.1%       |
| Charges to Capital Projects/Overhead Alloc | (11,221)      | (13,602)       | (11,933)      | (14,819)       | (2,886)      | 19.5%       | 1,669            | -12.3%       |
| <b>TOTAL</b>                               | <b>96,729</b> | <b>103,591</b> | <b>94,866</b> | <b>101,431</b> | <b>6,566</b> | <b>6.5%</b> | <b>(8,726)</b>   | <b>-8.4%</b> |

- Payroll savings due to staff vacancies.
- Wages favorable due to lower overtime for Police due to cancellation of cruise season and Police vacancies.
- Outside Services favorable to budget due to spending delays.
- Charges to Capital unfavorable to budget due to delay of some capital projects.



# Central Service Year End Financial Forecast

|                                 | 2019           | 2020           | 2021           | 2021           | Fav (UnFav)<br>Actual vs. Budget<br>Variance |               | Incr (Decr)<br>Change from 2020 |               |
|---------------------------------|----------------|----------------|----------------|----------------|--|---------------|---------------------------------|---------------|
| \$ in 000's                     | Actual         | Actual         | Forecast       | Budget         | \$   | %             | \$                              | %             |
| <b>Total Operating Revenues</b> | <b>1,282</b>   | <b>2,512</b>   | <b>1,129</b>   | <b>181</b>     | <b>948</b>                                   | <b>524.1%</b> | <b>(1,383)</b>                  | <b>-55.1%</b> |
| Core Central Support Services   | 76,059         | 80,841         | 83,982         | 85,678         | 1,696  | 2.0%          | 3,140                           | 3.9%          |
| Police                          | 27,793         | 27,538         | 27,968         | 28,317         | 349  | 1.2%          | 430                             | 1.6%          |
| Engineering/PCS                 | 10,038         | 9,096          | 9,680          | 9,199          | (481)  | -5.2%         | 584                             | 6.4%          |
| <b>Total Operating Expenses</b> | <b>113,891</b> | <b>117,476</b> | <b>121,629</b> | <b>123,194</b> | <b>1,565</b>                                 | <b>1.3%</b>   | <b>4,154</b>                    | <b>3.5%</b>   |

# Central Services Capital Spending

| \$ in 000's                 | 2021<br>YTD<br>Actual | 2021<br>Year-End<br>Forecast | 2021<br>Budget | Budget Variance |             |
|-----------------------------|-----------------------|------------------------------|----------------|-----------------|-------------|
|                             |                       |                              |                | \$              | %           |
| Infrastructure - Small Cap  | 272                   | 1,911                        | 1,911          | 0               | 0.0%        |
| Services Tech - Small Cap   | 173                   | 1,166                        | 1,226          | 60              | 4.9%        |
| Radio System Upgrade        | 1,844                 | 2,455                        | 2,955          | 500             | 16.9%       |
| Office Wi-Fi Refresh        | 0                     | 1,350                        | 1,350          | 0               | 0.0%        |
| Phone System Upgrade        | 21                    | 840                          | 840            | 0               | 0.0%        |
| Environmental MIS projects  | 0                     | 600                          | 600            | 0               | 0.0%        |
| CDD Fleet Replacement       | 170                   | 803                          | 1,123          | 320             | 28.5%       |
| Corporate Fleet Replacement | 0                     | 685                          | 685            | 0               | 0.0%        |
| Other (note 1)              | 185                   | 1,904                        | 1,968          | 64              | 3.3%        |
| Subtotal                    | 2,665                 | 11,714                       | 12,658         | 944             | 7.5%        |
| CIP Cashflow Adjustment     | 0                     | (3,000)                      | (3,000)        | 0               | 0.0%        |
| <b>TOTAL</b>                | <b>2,665</b>          | <b>8,714</b>                 | <b>9,658</b>   | <b>944</b>      | <b>9.8%</b> |

Note:

(1) "Other" includes remaining ICT projects and small capital projects/acquisitions.

# Portwide Appendix

## Q1 2021 Financial Performance Report

# Non-Airport Financial Summary

|                                 | 2019 YTD      | 2020 YTD       | 2021 YTD       | 2021 YTD       | Fav (UnFav)<br>Actual vs. Budget<br>Variance |               | Incr (Decr)<br>Change from 2020 |               |
|---------------------------------|---------------|----------------|----------------|----------------|--|---------------|---------------------------------|---------------|
| \$ in 000's                     | Actual        | Actual         | Actual         | Budget         | \$   | %             | \$                              | %             |
| NWSA Distributable Revenue      | 12,986        | 10,730         | 11,343         | 10,568         | 775  | 7.3%          | 613                             | 5.7%          |
| Maritime Revenues               | 9,442         | 9,340          | 9,539          | 10,370         | (831)  | -8.0%         | 199                             | 2.1%          |
| EDD Revenues                    | 4,674         | 3,277          | 2,002          | 2,436          | (434)  | -17.8%        | (1,275)                         | -38.9%        |
| SWU & Other                     | 1,280         | 1,966          | 1,774          | 936            | 838  | 89.5%         | (192)                           | -9.7%         |
| <b>Total Operating Revenues</b> | <b>28,382</b> | <b>25,313</b>  | <b>24,658</b>  | <b>24,311</b>  | <b>348</b>                                   | <b>1.4%</b>   | <b>(655)</b>                    | <b>-2.6%</b>  |
| Total Operating Expenses        | 17,513        | 18,425         | 16,778         | 20,155         | 3,377  | 16.8%         | (1,648)                         | -8.9%         |
| <b>NOI before Depreciation</b>  | <b>10,869</b> | <b>6,888</b>   | <b>7,881</b>   | <b>4,156</b>   | <b>3,725</b>                                 | <b>89.6%</b>  | <b>993</b>                      | <b>14.4%</b>  |
| Depreciation                    | 9,852         | 9,423          | 9,510          | 8,814          | (696)  | -7.9%         | 87                              | 0.9%          |
| <b>NOI after Depreciation</b>   | <b>1,017</b>  | <b>(2,535)</b> | <b>(1,630)</b> | <b>(4,658)</b> | <b>3,029</b>                                 | <b>-65.0%</b> | <b>906</b>                      | <b>-35.7%</b> |

- Non-Airport Operating Revenue higher than budget by \$348K due to Grain, NWSA Distributable Revenues, and unbudgeted Police Revenues offset by less revenues from Cruise and Conference & Event Centers.
- Expenses are \$3.4M lower than budget due cost savings measures which include hiring freeze, delay in implementing program initiatives, and travel and other employee expenses.

# Port Wide Operating Revenues Summary

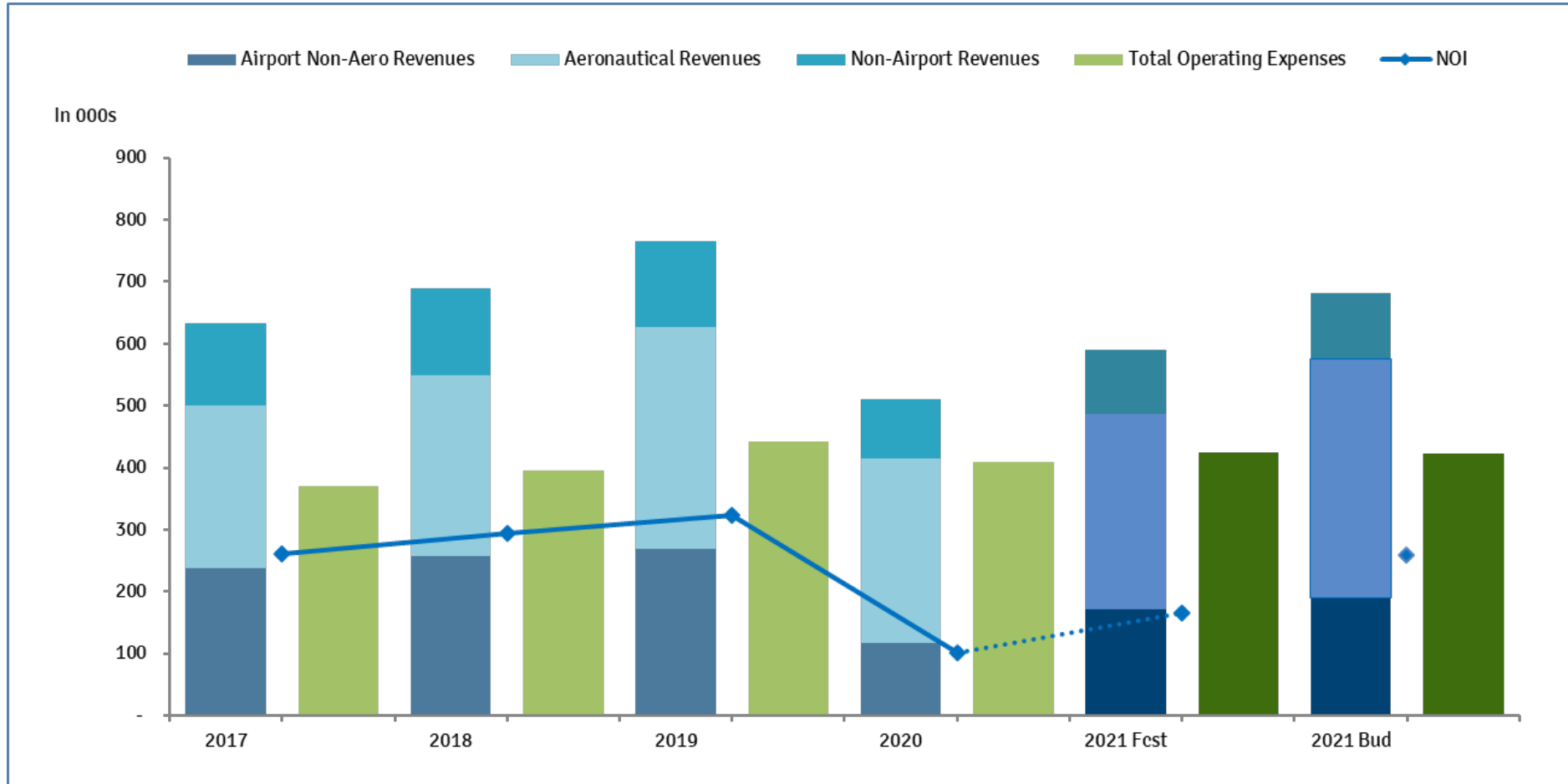
| \$ in 000's                                | 2019 YTD<br>Actual | 2020 YTD<br>Actual |                    |                    | Fav (UnFav)<br>Act/Bud Var |               | Incr (Decr)<br>Change from 2020 |               |
|--|--------------------|--------------------|--------------------|--------------------|----------------------------|---------------|---------------------------------|---------------|
|  |                    |                    | 2021 YTD<br>Actual | 2021 YTD<br>Budget | \$                         | %             | \$                              | %             |
| Aeronautical Revenues                      | 83,674             | 86,284             | 61,313             | 80,938             | (19,625)                   | -24.2%        | (24,971)                        | -28.9%        |
| Public Parking                             | 19,956             | 16,720             | 9,330              | 10,595             | (1,264)                    | -11.9%        | (7,390)                         | -44.2%        |
| Rental Cars - Operations                   | 6,234              | 6,928              | 3,484              | 4,577              | (1,092)                    | -23.9%        | (3,444)                         | -49.7%        |
| Rental Cars - Operating CFC                | 994                | -                  | -                  | -                  | -                          | 0.0%          | -                               | 0.0%          |
| ADR & Terminal Leased Space                | 14,336             | 12,376             | 6,297              | 9,119              | (2,822)                    | -30.9%        | (6,079)                         | -49.1%        |
| Ground Transportation                      | 4,523              | 3,931              | 1,459              | 2,441              | (982)                      | -40.2%        | (2,471)                         | -62.9%        |
| Employee Parking                           | 2,677              | 2,623              | 2,144              | 2,422              | (278)                      | -11.5%        | (479)                           | -18.3%        |
| Airport Commercial Properties              | 3,212              | 3,641              | 2,557              | 2,911              | (354)                      | -12.2%        | (1,083)                         | -29.8%        |
| Airport Utilities                          | 1,719              | 1,606              | 1,297              | 1,892              | (595)                      | -31.4%        | (309)                           | -19.3%        |
| Clubs and Lounges                          | 1,902              | 1,714              | 175                | 936                | (762)                      | -81.3%        | (1,540)                         | -89.8%        |
| Cruise                                     | 43                 | 114                | 48                 | 1,092              | (1,044)                    | -95.6%        | (66)                            | -58.1%        |
| Recreational Boating                       | 3,119              | 3,134              | 3,125              | 3,152              | (27)                       | -0.8%         | (9)                             | -0.3%         |
| Fishing & Operations                       | 2,291              | 2,501              | 2,203              | 2,187              | 16                         | 0.7%          | (297)                           | -11.9%        |
| Grain                                      | 1,434              | 1,048              | 1,719              | 1,421              | 298                        | 21.0%         | 671                             | 64.0%         |
| Maritime Portfolio Management              | 2,550              | 2,541              | 2,443              | 2,518              | (75)                       | -3.0%         | (98)                            | -3.8%         |
| Central Harbor Management                  | 2,150              | 2,158              | 1,870              | 1,964              | (94)                       | -4.8%         | (288)                           | -13.3%        |
| Conference & Event Centers                 | 2,519              | 1,115              | 127                | 468                | (341)                      | -72.9%        | (988)                           | -88.6%        |
| NWSA Distributable Revenue                 | 12,986             | 10,730             | 11,343             | 10,568             | 775                        | 7.3%          | 613                             | 5.7%          |
| Other                                      | 1,732              | 2,391              | 1,967              | 1,133              | 834                        | 73.6%         | (424)                           | -17.7%        |
| <b>Total Operating Revenues (w/o Aero)</b> | <b>84,378</b>      | <b>75,269</b>      | <b>51,589</b>      | <b>59,395</b>      | <b>(7,807)</b>             | <b>-13.1%</b> | <b>(23,680)</b>                 | <b>-31.5%</b> |
| <b>TOTAL</b>                               | <b>168,052</b>     | <b>161,553</b>     | <b>112,901</b>     | <b>140,333</b>     | <b>(27,432)</b>            | <b>-19.5%</b> | <b>(48,652)</b>                 | <b>-30.1%</b> |

# Port Wide Operating Expense Summary

|  | 2019 YTD      | 2020 YTD       | 2021 YTD      | 2021 YTD       | Fav (UnFav)  |             | Incr (Decr)      |              |
|--|---------------|----------------|---------------|----------------|--------------|-------------|------------------|--------------|
| \$ in 000's                                | Actual        | Actual         | Actual        | Budget         | Act/Bud      |             | Change from 2020 |              |
|  |               |                |               |                | \$           | %           | \$               | %            |
| Salaries & Benefits                        | 31,973        | 35,987         | 35,317        | 35,790         | 474          | 1.3%        | (670)            | -1.9%        |
| Wages & Benefits                           | 31,457        | 34,133         | 31,551        | 32,623         | 1,072        | 3.3%        | (2,582)          | -7.6%        |
| Payroll to Capital Projects                | 5,673         | 6,497          | 6,398         | 7,949          | 1,551        | 19.5%       | (99)             | -1.5%        |
| Outside Services                           | 17,698        | 20,420         | 19,135        | 23,660         | 4,525        | 19.1%       | (1,285)          | -6.3%        |
| Utilities                                  | 6,555         | 6,871          | 6,658         | 6,559          | (99)         | -1.5%       | (213)            | -3.1%        |
| Equipment Expense                          | 2,014         | 2,160          | 1,248         | 1,713          | 465          | 27.2%       | (913)            | -42.2%       |
| Supplies & Stock                           | 2,898         | 2,503          | 2,127         | 2,368          | 241          | 10.2%       | (376)            | -15.0%       |
| Travel & Other Employee Expenses           | 905           | 1,101          | 445           | 744            | 299          | 40.1%       | (656)            | -59.6%       |
| Third Party Mgmt Op Exp                    | 3,042         | 2,445          | 886           | 1,386          | 500          | 36.1%       | (1,559)          | -63.8%       |
| B&O Taxes                                  | 1,068         | 1,086          | 764           | 854            | 90           | 10.5%       | (322)            | -29.7%       |
| Other Expenses                             | 4,666         | 3,989          | 2,270         | 2,605          | 335          | 12.9%       | (1,719)          | -43.1%       |
| Charges to Capital Projects/Overhead Alloc | (11,221)      | (13,602)       | (11,933)      | (14,819)       | (2,886)      | 19.5%       | 1,669            | -12.3%       |
| <b>TOTAL</b>                               | <b>96,729</b> | <b>103,591</b> | <b>94,866</b> | <b>101,431</b> | <b>6,566</b> | <b>6.5%</b> | <b>(8,726)</b>   | <b>-8.4%</b> |

- Payroll expenses were \$3.1M below budget primarily due to vacant positions.
- Outside Services were \$4.5M favorable to budget due to project delays.
- Travel & Other Employee Expenses were \$299K lower than budget due to cutting/eliminating non-essential business travel and training.
- Charges to Capital Projects were lower by (\$2.9M) due to delays in Capital Projects

# Port Wide Net Operating Income Performance



- Operating Revenues are expected to be \$90.1M unfavorable to the budget due to reduced operations and lower airline activity.
- Total Operating expenses are expected to be \$1.8M below budget due to:
  - Payroll due to vacancies
  - Outside Services
  - General Expenses

# Port Wide Capital Spending Summary

| \$ in 000's                       | 2021<br>YTD Actual | 2021<br>Forecast | 2021<br>Budget | Budget Variance |             |
|-----------------------------------|--------------------|------------------|----------------|-----------------|-------------|
|                                   |                    |                  |                | \$              | %           |
| Aviation                          | 92,329             | 468,094          | 491,202        | 23,108          | 4.7%        |
| Maritime                          | 2,094              | 21,279           | 26,195         | 4,916           | 18.8%       |
| Economic Development              | 325                | 4,604            | 5,647          | 1,043           | 18.5%       |
| Central Services & Other (note 1) | 4,047              | 12,892           | 13,605         | 713             | 5.2%        |
| <b>TOTAL</b>                      | <b>98,795</b>      | <b>506,869</b>   | <b>536,649</b> | <b>29,781</b>   | <b>5.5%</b> |

Note:

(1) "Other" includes 100% Port legacy projects in the North Harbor and Storm Water Utility Small Capital projects.