



Port of Seattle 2025 Financial Performance Report

2025 Key Highlights

- SEA passenger volume was 52.7M, 0.1% higher compared to 2024 actual.
- Another successful cruise season with 298 sailings and 1.9M revenue passengers.
- Total Operating Revenues were \$29.8M or 2.7% above budget mainly due to higher NWSA Distributable Income and higher Non-Aeronautical Revenues.
- Total Operating Expenses were \$6.0M or 0.9% below budget mainly due to a \$26.0M DRS Pension Credit and \$21.8M adjustment in legal settlement.
- Total capital spending was \$945.9M, \$18.2M or 2.0% above budget.



2025 Port Wide Major Expense Variances

Line	Description (\$ in '000)	2025 Actual	2025 Budget	Variance	Note
1	DRS Pension Credit	(25,970)	-	25,970	The credit was \$22.8M for 2024
2	Legal Settlement	(21,794)	-	21,794	In Litigated Injuries & Damages account
3	Outside Services	176,059	189,554	13,494	\$9.4M was On-site Consultants
4	Payroll Costs	484,680	470,368	(14,312)	Included \$9.6M less Charges to Cap
5	Charges to Cap/Govt/Envrs Proj	(81,985)	(97,619)	(15,634)	Less Charges to Capital
6	Environmental Remediation Exp	13,973	1,589	(12,384)	\$10M related to dredging and T-5 construction
7	Litigated Injuries & Damages	4,578	-	(4,578)	\$3.3M for Police
8	Supplies & Stock	14,533	10,432	(4,101)	\$3.4M for Maint Materials
9	Worker's Comp	6,820	3,824	(2,995)	Mainly from AV Maint, SP Maint, and PCS
10	Miscellaneous Exp	5,158	585	(4,573)	\$4.6M for Salmon Bay Marina impairment



Aviation Division

2025 Q4 Financial Performance Report

Passenger Growth



■ Actual Total Passengers vs YoY Variance

2025 Budget

0.1%

Growth compared to 2024

-1.4%

2025 Actual is slightly lower than budget

2024 vs. 2025

Domestic: ▼ -1.0% decrease

International: ▲ 7.8% growth

Financial Summary

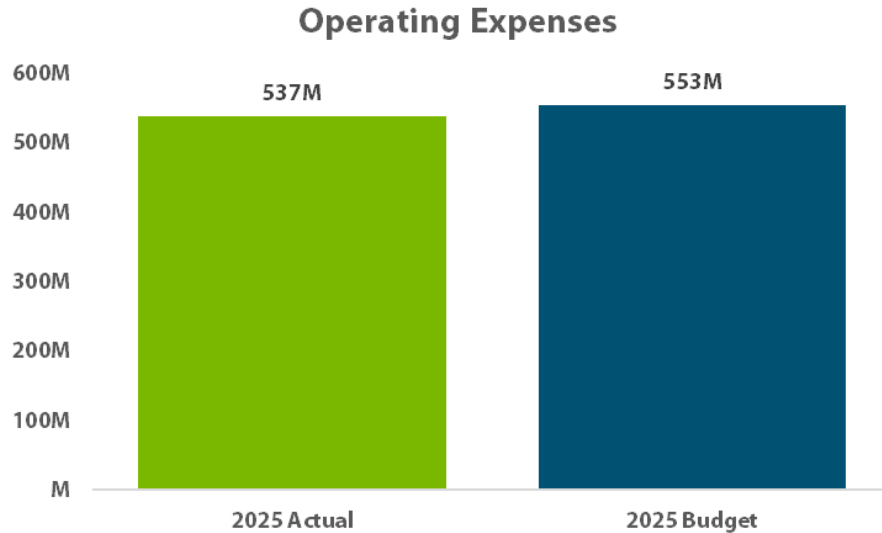
<i>Figures in \$000s</i>	Actual	Budget	Variance
Revenues			
Aeronautical	545,307	563,836	(18,529)
Non-Aeronautical	374,347	372,280	2,067
Total Revenues	919,655	936,117	(16,462)
Total O&M Expenses	558,138	553,222	(4,917)
DRS Pension True-up Exp	(21,111)	-	21,111
Total O&M Expenses with Pension True-up	537,028	553,222	16,194
NOI with Pension True-up	382,627	382,895	(268)
<u>Key Measures</u>			
Non-Aero NOI (in \$000s)	195,963	192,232	3,731
CPE (\$)	19.06	19.43	0.37
Debt Service Coverage	1.90	1.84	0.06
<u>Other Information</u>			
ADF Balance (in \$000s)	828,716	829,830	(1,114)
Capital Spending (in \$000s)	840,459	816,331	(24,128)

Business/Financial Highlights

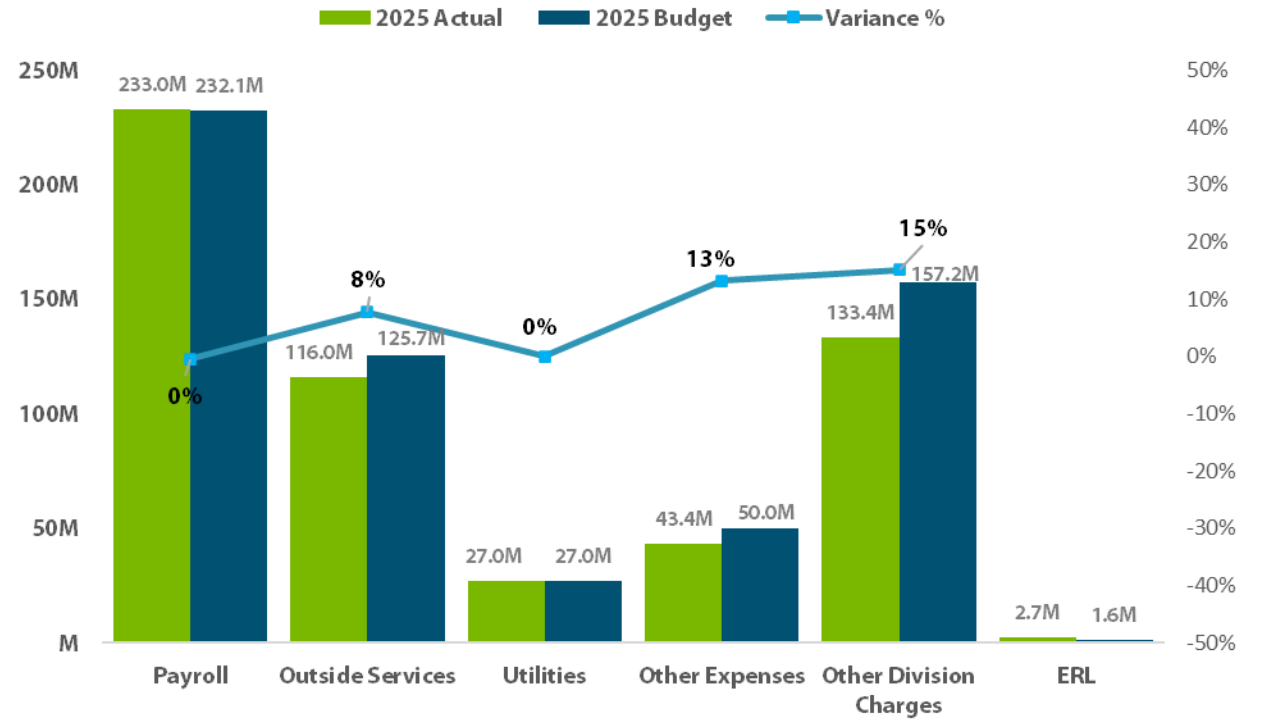
- Passenger level below budget
- Non-Aero revenues exceeded expectations
- Lower Operating & Maintenance Expenses due to large adjustments in pension credit and legal settlements.
- 18 months of O&M target met

Operating Expenses Summary

OPEX Actual Vs. Budget



\$16M or 2.9% under budget



Major Drivers:

Primary driver is due to \$21M Pension Credit True-Up, \$17.8M Litigated expense reduction adjustments which offset by higher costs in wages and benefits (\$6.6M), Maintenance Materials (\$3.2M), Workers Comp (\$2.2M), TSA Exit Lane Staffing (\$3.5M), capital projects cancellation to expense (\$11.8M), and environmental remediation liability (ERL) (\$1.1M)

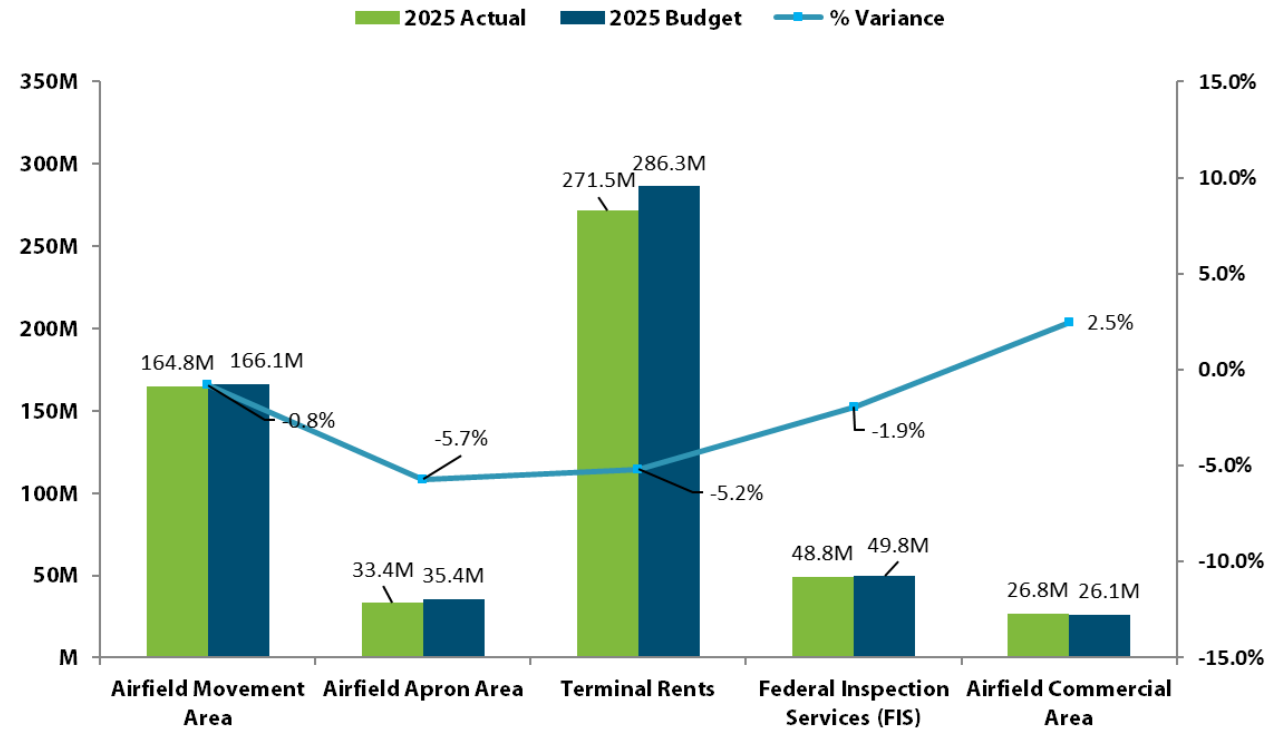
Aeronautical Revenue

Actual
\$545M

↓

\$19M
-3.3%

Budget
\$564M



Aeronautical Revenue key drivers:

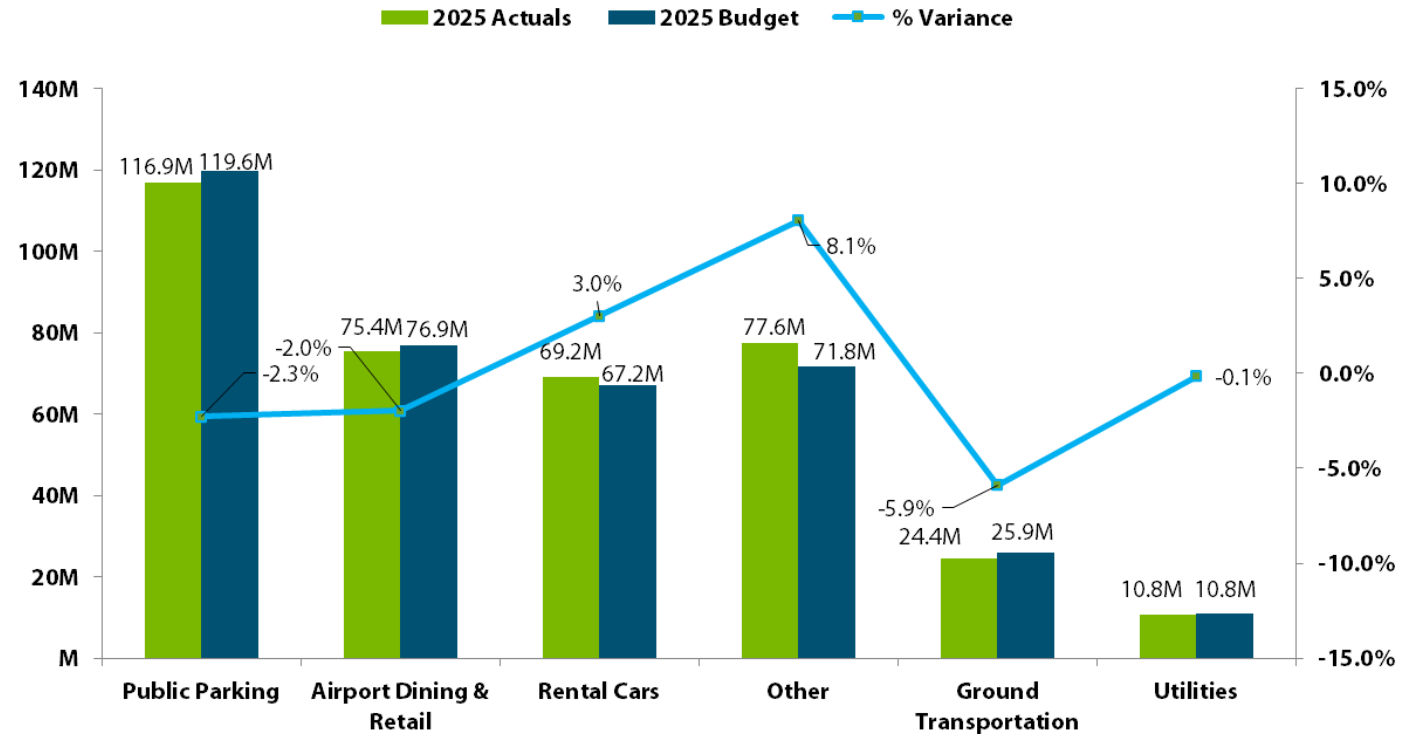
- Key Drivers Impacting All Areas: Lower payroll mainly due to pension credit, maintenance wages and lower charges to capital projects. Underspent in Outside Services due to lower spending across the board. Large credit from legal litigation. Credits from insurance reimbursement related to Water Pipe Freeze and Cyber Insurance Claims.
- Airfield Movement Area lower expenses were mostly offset by unbudgeted \$3.5M TSA Exit Lane Staffing and \$1.8M debt service increase
- Airfield Apron Area additionally lowered by \$1.3M debt service decrease
- Terminal Rents gets largest share of the key drivers impacting all areas, partially offset by increased ERL from SEA Gateway and C Concourse.

Non-Aeronautical Revenue

Actual
\$374.3M

↑ \$2.1M
 +0.6%

Budget
\$372.3M



Non-Aero Revenue key drivers:

- Strong performance in Flight Kitchens, Rental Cars, and Port-owned Clubs.
- The International Place property (STOC) acquisition closed on February 28, providing an additional month of revenue (\$1.2M) compared to the conservative budget assumptions.
- Parking revenue finished (\$3M) under budget as O&D enplanements were (1.6%) lower than budgeted.
- ADR revenue lower than Budget (\$2M) due to lower enplanements, delayed opening of two tenants, and the cancellation of the tenant janitorial program.

Debt Service Coverage Ratio slightly above budget

Figures in \$000's	2024 Actual	2025 Actual	2025 Budget	Variance
Revenues				
Aero	520,942	545,288	563,836	(18,548)
Non-aero	348,212	374,347	372,280	2,067
Total Revenues	869,154	919,635	936,117	(16,482)
O&M	(529,828)	(537,028)	(553,222)	16,194
Net Operating Income	339,326	382,607	382,895	(288)
CFC Excess	(10,174)	(9,385)	(9,209)	(176)
Other net non-operating	52,270	25,939	21,073	4,866
Available for debt service	381,421	399,160	394,759	4,402
Debt Service				
Gross debt service (net of cap i)	326,295	335,029	339,226	(4,197)
CFC offset	(24,890)	(24,821)	(25,060)	239
PFC offset	(100,000)	(100,000)	(100,000)	-
Net Debt Service	201,405	210,208	214,166	(3,958)
Debt Service Coverage	1.89	1.90	1.84	0.06

Contributions to higher coverage ratio:

- Net Debt Service was \$4M less than budget due to higher use of capitalize interest due to delay in asset in use when the budget was established.
- Non-operating income was ~\$5M higher than budget due to below:
 - \$3M lower accounting adjustments for Master Park lease and Software subscriptions.
 - \$2M insurance claims for damage caused by frozen pipes and cyber incidents.

Debt Service Coverage is based on the Airport only calculation per Signatory Lease Operating Agreement (SLOA).

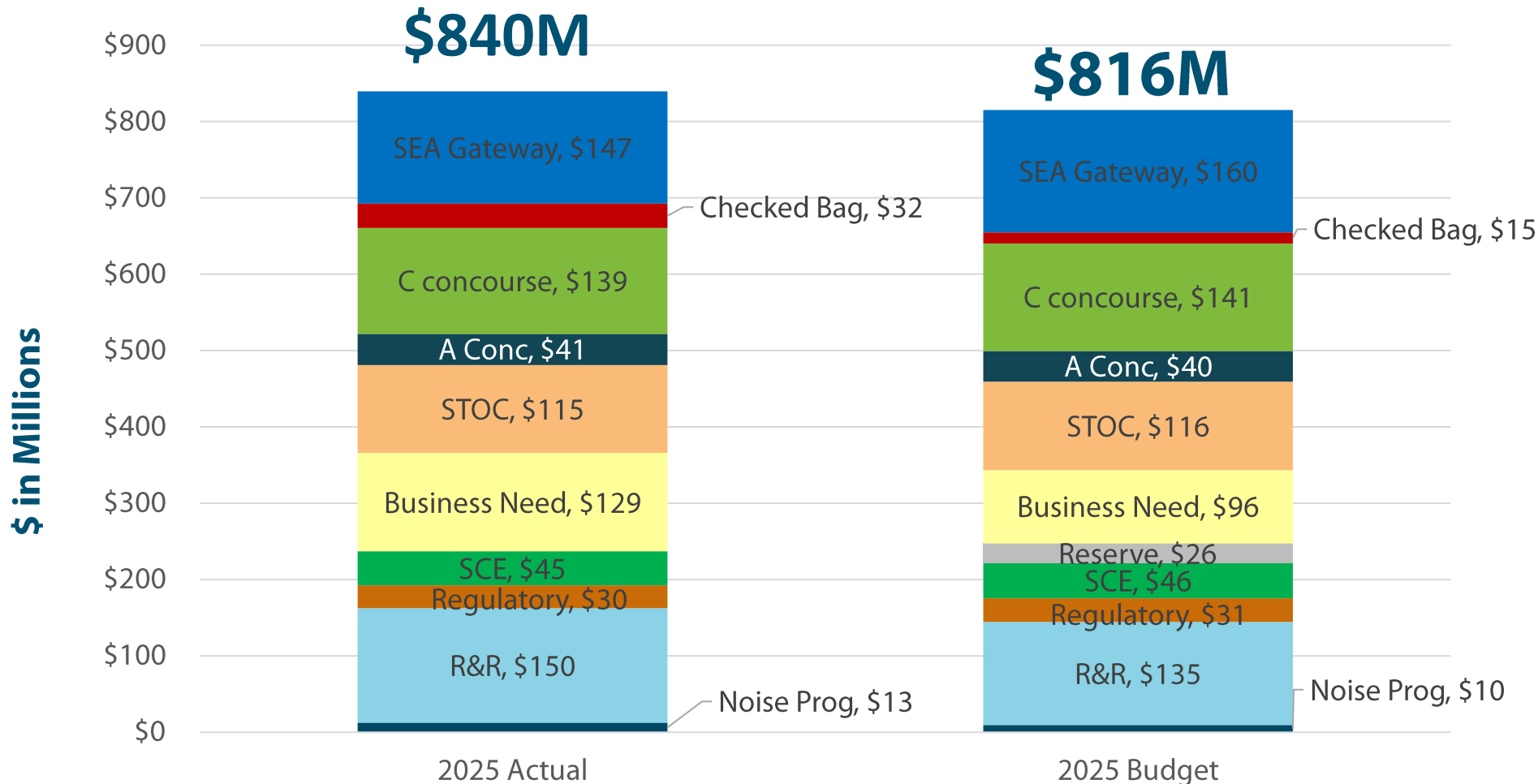
Airport Development Fund Balance

\$ in 000's



- \$1M below the target of \$830M
 - (18 months of O&M in 2025)
- Contributions to Fund Balance
 - International Arrivals Facility (IAF) Legal settlement & insurance claim for damage caused by frozen pipes
- Uses of Fund Balance
 - Lower operating cashflows due to higher payroll costs
 - Higher ADF funded capital expenditures due to below:
 - 1) Delayed in FAA grant reimbursement on S Concourse Evolution
 - 2) Widen Arrivals Project: Delay of grant reimbursement to 2026

2025 Capital Spending – 3% higher than budget



- 2025 capital spending was \$840M, \$24M higher than budget.
- SEA Gateway actual came \$13M less than budget as some contingency projected in 2025 got pushed to 2026.
- Airline Realignment accelerated work resulted in \$20M over 2025 budget.
- Baggage optimization spent \$17M more than budget because anticipated contracting delay didn't materialize.

Capital Spending is adjusted by CIP Cashflow Management reserve.

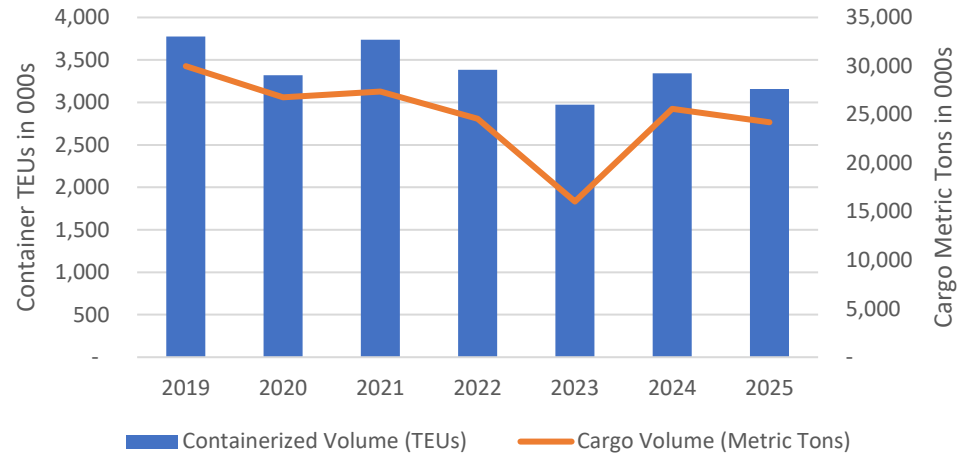


Seaport

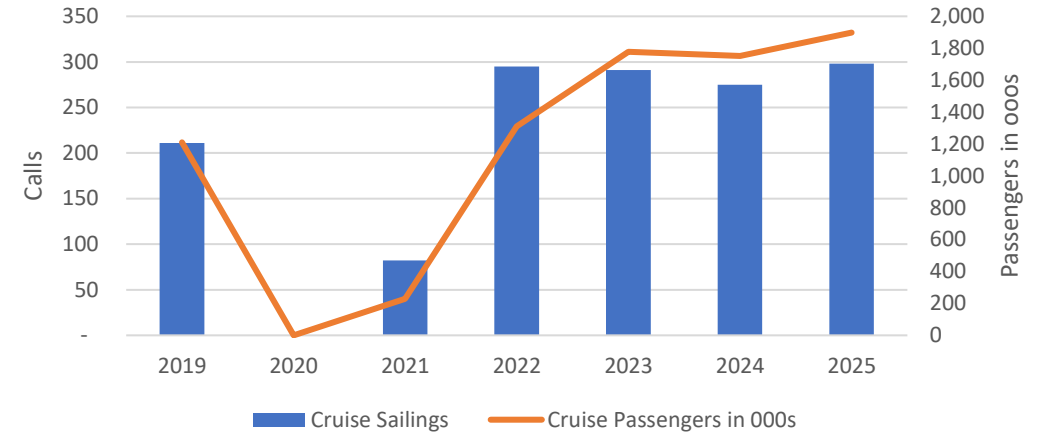
2025 Q4 Financial Performance Report

Seaport Key Metrics - 2025

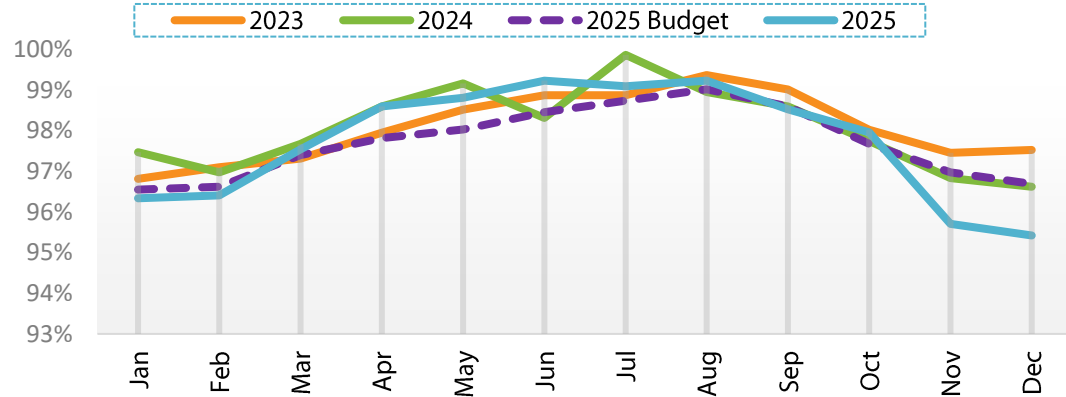
NWSA Container and Cargo Volumes



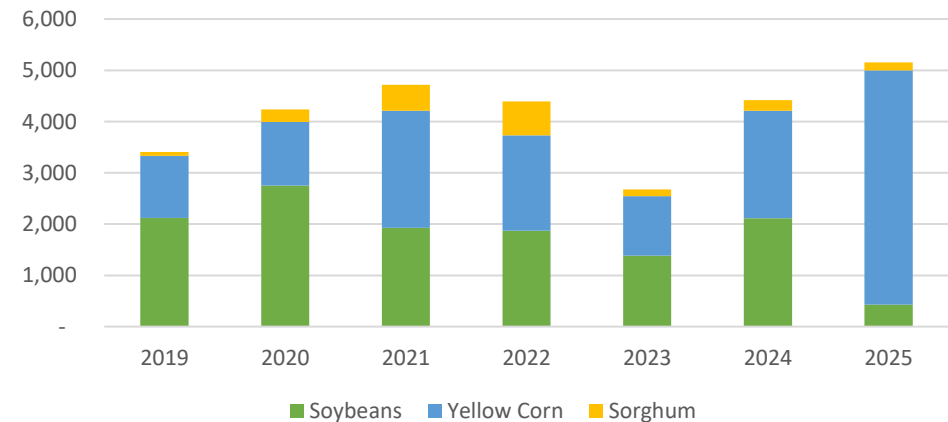
Cruise Calls and Passengers



Occupancy at Shilshole Bay Marina



Grain Volumes in Metric Tons (000s)



Seaport Performance Summary – 2025

	2022	2023	2024	2025	2025	Actual vs Budget Variance		Change from 2024	
	Actual	Actual	Actual	Actual	Budget	\$	%	\$	%
\$ in 000's									
Revenues									
Maritime	89,265	99,648	106,811	116,917	118,111	(1,194)	-1%	10,106	9%
Econ Development Division	69	(24)	8	1	3	(2)	-77%	(7)	-91%
Joint Ventures	55,381	57,636	61,406	105,850	56,920	48,930	86%	44,444	72%
Total Revenue	144,715	157,261	168,225	222,768	175,034	47,734	27%	54,542	32%
Expenses									
Maritime	81,654	93,596	101,991	111,423	103,748	(7,675)	-7%	9,432	9%
Econ Development Division	2,102	3,351	2,951	2,510	3,890	1,380	35%	(441)	-15%
Joint Ventures	2,539	3,466	2,354	11,516	1,763	(9,753)	-553%	9,162	389%
Total Expense	86,295	100,414	107,296	125,448	109,400	(16,048)	-15%	18,152	17%
NOI Before Stormwater Utility	58,420	56,847	60,929	97,319	65,633	31,686	48%	36,390	60%
Stormwater Utility NOI	1,183	466	(318)	186	(343)	529	-154%	504	-159%
									0%
Total Non-Aviation Business NOI	59,603	57,313	60,611	97,505	65,291	32,215	49%	36,894	61%
<i>Exclude Pension Credit Impact</i>	<i>(3,303)</i>	<i>(5,100)</i>	<i>(4,207)</i>	<i>(4,858)</i>	<i>-</i>				

Revenue

- Joint Venture - SSA settlement and lower maintenance spend driving distributable revenue, offset by lower cargo volumes.
- Grain volumes up 17% from 2024.

Expenses

- JV - \$10M of Remediation
- Salmon Bay Marina - \$4.6M write-off docks A,B, and C
- Higher Payroll from Comp Plan and Fewer charges to capital / non-ops.
- Maritime operational ERL and Capital to Expense exceeding \$2M



Maritime Division

2025 Q4 Financial Performance Report

Maritime Division 2025 Financials

Actual to Budget

\$ in 000's	Actual	Budget	Variance
Revenues			
Fishing, Commercial, Recreational Marinas	30,583	29,883	700
Cruise	48,853	50,037	(1,185)
RE Portfolio Management	31,086	33,156	(2,070)
Grain/Other	6,395	5,034	1,361
Total	116,917	118,111	(1,194)
O&M Expenses			
Direct	47,606	40,909	(6,697)
Support Services	36,268	33,791	(2,477)
Central Services and Others	27,549	29,047	1,499
Total Expense	111,423	103,748	(7,675)
Net Operating Income	5,494	14,363	(8,869)
Capital Spending	93,859	89,827	(4,032)

Revenues vs Budget:

- Cruise – Assumed higher Shore power usage by \$650K with offset in utilities expense and Carnival Biofuel Credit (\$300K).
- Portfolio Management (T106 Env Credit \$1.25M, CEC \$.5M, Bell St Garage \$.7M)
- Unplanned growth in corn volumes at Grain Terminal.

Expenses vs Budget

Direct - \$6.9M over

- Salmon Bay Marina- \$4.6M impairment for docks A, B, and C
- Capital To Expense \$1.1M – Primarily Salmon bay docks and P69 HVAC
- Remediation \$1.2M – T91 Berth 6&8 and the MINC

Support Services - \$2.7M over

- Comp Plan implementation higher, fewer charges to capital
- Environmental Clean Ports Grant expenses reimbursed in non-op revenue for 2025

Central Services - \$1.5M under

- Favorable legal settlements vs prior year accrual

Northwest Seaport Alliance Summary

NWSA Operating Income <i>Before GASB 87 Adjustment</i>	2024		2025		Fav (UnFav) Budget Variance		Incr (Decr) Change from 2024	
	Actual	Actual	Budget		\$	%	\$	%
\$ in 000's								
Operating Revenue	271,738	349,093	268,449		80,644	30%	77,355	28%
Operating Expense	126,072	129,625	143,504		13,879	10%	3,553	3%
Operating Income*	145,666	219,468	124,945		94,523	76%	73,802	51%
Depreciation	24,832	27,215	28,927		1,712	6%	2,383	10%
Net Operating Income	120,834	192,253	96,018		96,235	100%	71,419	59%
Cargo TEUs	3,340,733	3,156,598					(184,135)	-5.5%
Cargo Volume (Metric Tons)	25,592,258	24,192,592					(1,399,666)	-5.5%
*Excludes Depreciation								

Revenue

- **Budget Variance** –
 - Terminal 30 Lease Termination.
 - Reduction in H2 cargo volumes.

Operating Expense

- **Budget Variance under \$13.9M** – Under due to Maintenance(\$6.6M) project timing and delayed recognition of rail incentive, offset by one time occupancy tax from lease termination fee.
- **Y/Y Variance** – Higher Maintenance costs (\$4.1M) and tax payment for lease termination.

Joint Venture 2025 Financials

	2024	2025	2025	Actual vs Budget		Change from 2024	
\$ in 000's	Actual	Actual	Budget	\$	%	\$	%
Revenue							
NWSA Distributable Revenue	62,399	106,991	58,333	48,658	83%	44,592	71%
Contra Joint Venture Revenue	(1,906)	(1,947)	(2,112)	165	-8%	(41)	2%
Subtotal Distributable Revenue from NWSA	60,493	105,043	56,221	48,822	87%	44,550	74%
Other Service Revenue Tenant Reimbursements	527	517	534	(17)	-3%	(11)	-2%
Port Revenue from NWSA Facilities	386	290	165	125	76%	(96)	-25%
Total Revenues	61,406	105,850	56,920	48,930	86%	44,444	72%
Expenses							
Maintenance Expenses	622	456	521	65	13%	(167)	-27%
JV Direct	(551)	253	137	(116)	-85%	804	-146%
Security	212	307	239	(68)	-28%	95	45%
Environment & Sustainability	1,120	(89)	365	454	125%	(1,209)	-108%
Environment Remediation	0	10,015	0	(10,015)	0%	10,015	0%
Seaport Financial & Cost Recovery	203	307	313	6	2%	104	51%
Waterfront PMG	74	382	45	(337)	-747%	308	418%
Central Services/Other	674	(114)	144	258	180%	(789)	-117%
Total Expense	2,354	11,516	1,763	(9,753)	-553%	9,162	389%
NOI Before Depreciation	59,052	94,334	55,157	39,177	71%	35,282	60%
Legacy Depreciation for NWSA Facilities	14,462	11,370	14,211	2,841	20%	(3,092)	-21%
NOI After Depreciation	44,590	82,964	40,946	42,018	103%	38,374	86%

Home Port Activities

Revenues:

- NWSA Distributable Revenue higher than budget due to Lease Termination Fee for T30.
- Port Revenue from NWSA Facilities higher from unbudgeted T46 autos.

Expenses

- Expenses higher than budget due to \$10M of booked Environmental Liabilities related to dredging and Terminal 5 construction.

Note: Does not include pension credit of (\$241K) in 2024 and (\$196K) in 2025.

Maritime Capital

	2025 Actual	2025 Budget	2025 POF	Budget vs Actual	
				\$	%
\$ in 000's					
T91 Berth 6 & 8 Redev	45,565	45,903	59,766	(338)	-1%
FT Maritime Innovation Center	15,182	16,832	22,675	(1,650)	-10%
MIC Electrical Replacements	2,545	3,678	9,640	(1,133)	-31%
T91 New Cruise Gangway	4,124	3,220	6,402	904	28%
Bell St Parking Garage Imrov	2,961	2,115	2,658	846	40%
P90/P91 E Term Emerg Repair	2,028	1,899	0	129	7%
FT Site Improvements	998	1,860	1,432	(862)	-46%
Elliott Bay Connections (EBC)	101	1,145	1,145	(1,044)	-91%
P66 Fender Replacement	1,665	1,055	3,070	610	58%
Waterfront LED Lighting	282	1,021	650	(739)	-72%
Fleet	2,708	3,660	3,800	(952)	-26%
All Other Projects	15,700	23,251	52,636	(7,551)	-32%
Subtotal	93,859	105,639	163,874	(11,780)	-11%
CIP CashFlow Mgt	0	(15,812)	(32,175)	15,812	-100.0%
Total Maritime	93,859	89,827	131,699	4,032	4%
% of Capital Budget	104%				

Projects with Significant Variances

Bell St Parking Garage– Low temps, high moisture complicated painting. Additional costs absorbed by project with no overall increase.

P66 Fender Replacement – Project is on schedule and budget. Additional costs reflect the inclusion of a barge impact assessment.

Waterfront LED Lighting – Common space projects underway, but tenant space projects delayed for additional development.

Other Projects– \$4M MD Video Camera Project, T91 Upland Phase 1 Design (+\$1M Bud, - \$2M POF), \$2M Small Cap, \$1M Fleet.



Economic Development Division

2025 Q4 Financial
Performance Report

Economic Development Division

Financial Summary

	2024	2025	2025	Actual vs Budget Variance		Change from 2024	
	Actual	Actual	Budget	\$	%	\$	%
\$ in 000's							
Total Revenue	16	21	3	18	588%	5	31%
Expenses							
Small Business	1,930	2,036	2,356	320	14%	107	6%
Tourism	1,743	1,955	2,154	199	9%	212	12%
RE Development	1,062	908	1,586	679	43%	(154)	-14%
EDD Admin	2,433	1,584	2,842	1,257	44%	(849)	-35%
EDD Contingency	26	25	202	177	87%	(0)	-1%
Other Expenses	57	60	0	(60)	0%	3	5%
Total Expense	7,251	6,568	9,140	2,572	28%	(682)	-9%
NOI Before Depreciation	(7,235)	(6,548)	(9,137)	2,589	-28%	687	-9%
<i>Exclude Pension Credit Impact</i>	<i>(230)</i>	<i>(242)</i>	<i>-</i>				

Lower spending:

- Staffing vacancies
- Grant cycle changes
- New RE Contract
- Lower admin spend
- Unused contingency

Economic Development Division

Year End

P&L Rollup

	2022	2023	2024	2025	2025	Actual vs Budget		Change from 2024	
	Actual	Actual	Actual	Actual	Budget	\$	%	\$	%
\$ in 000's									
Misc Revenue	4	17	16	21	3	18	596%	5	33%
Pension Revenue Adjustment	65	(40)	(8)	(20)	0	(20)	N/A	(12)	163%
Total Revenues	69	(24)	8	1	3	(2)	-77%	(7)	-91%
Expenses									
Division Admin	169	1,602	1,023	333	1,629	1,296	80%	(690)	-67%
Re Dev & Planning	37	42	33	29	(0)	(29)	N/A	(4)	-13%
Diversity in Contracting	74	110	94	112	50	(62)	-124%	18	19%
Tourism	1,737	1,540	1,743	1,955	2,154	199	9%	212	12%
Total EDD	2,017	3,294	2,894	2,429	3,833	1,404	37%	(465)	-16%
Maritime / Maintenance	35	27	27	49	24	(25)	-106%	23	85%
Central Services / IT	50	30	31	31	33	2	5%	1	3%
Total Support Services	85	58	57	81	57	(24)	-42%	24	41%
Total Expense before Pension Adjustment	2,102	3,351	2,951	2,510	3,890	1,380	35%	(441)	-15%
<i>Pension Expense Adjustment</i>	<i>(464)</i>	<i>(967)</i>	<i>(822)</i>	<i>(790)</i>	0	790	NA	32	-4%
Total Expense	1,638	2,385	2,129	1,720	3,890	2,170	56%	(410)	-19%
<i>NOI excluding Pension Adjustments</i>	<i>(2,033)</i>	<i>(3,375)</i>	<i>(2,943)</i>	<i>(2,509)</i>	<i>(3,887)</i>	1,378	-35%	434	-15%
NOI Before Depreciation	(1,569)	(2,408)	(2,121)	(1,719)	(3,887)	2,168	56%	402	-19%
<i>Depreciation</i>	11	12	14	16	11	(5)	-46%	1	9%
NOI After Depreciation	(1,580)	(2,420)	(2,136)	(1,735)	(3,898)	2,163	55%	401	-19%

Expenses vs Budget

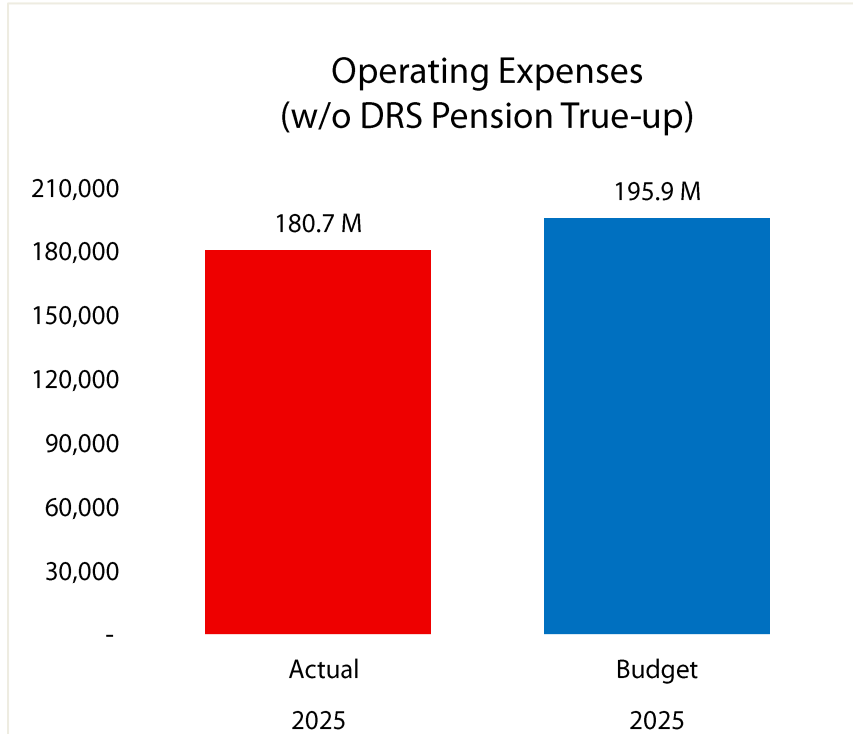
- **Division Admin** – ED Grants lower from one to two-year cycle switch.
- **Tourism** – Open Position through most of 2025



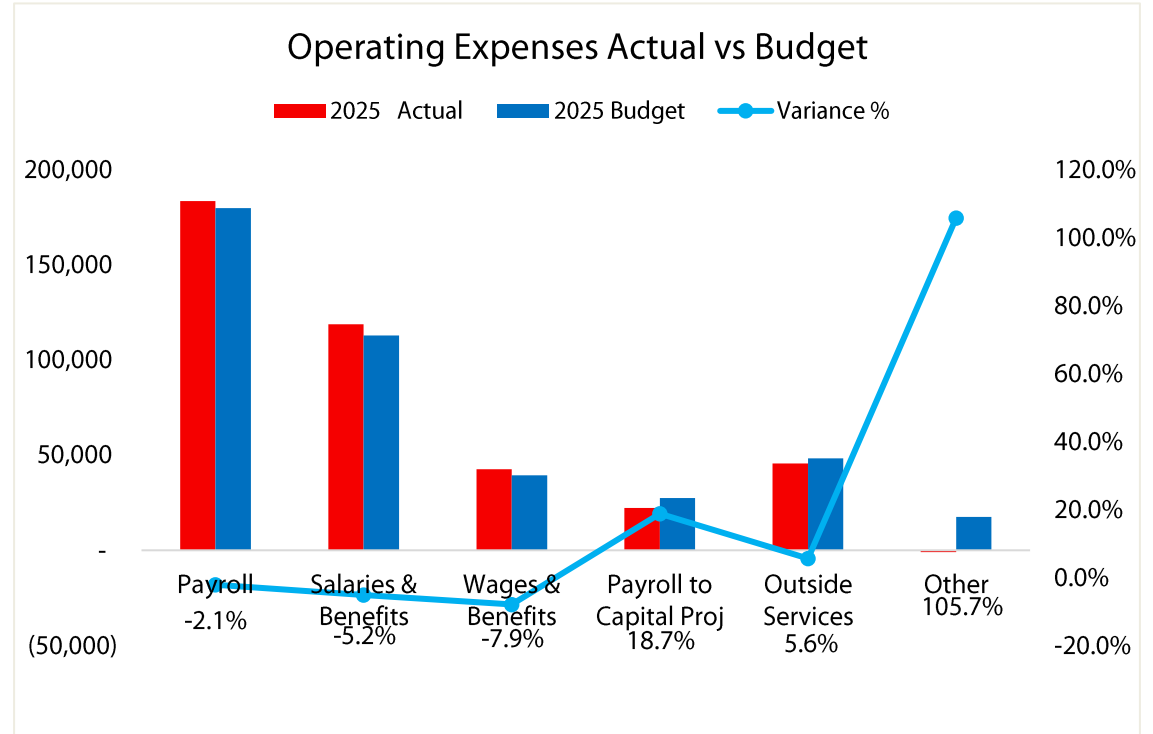
Central Services

2025 Q4 Financial Performance Report

2025 Operating Expenses Summary

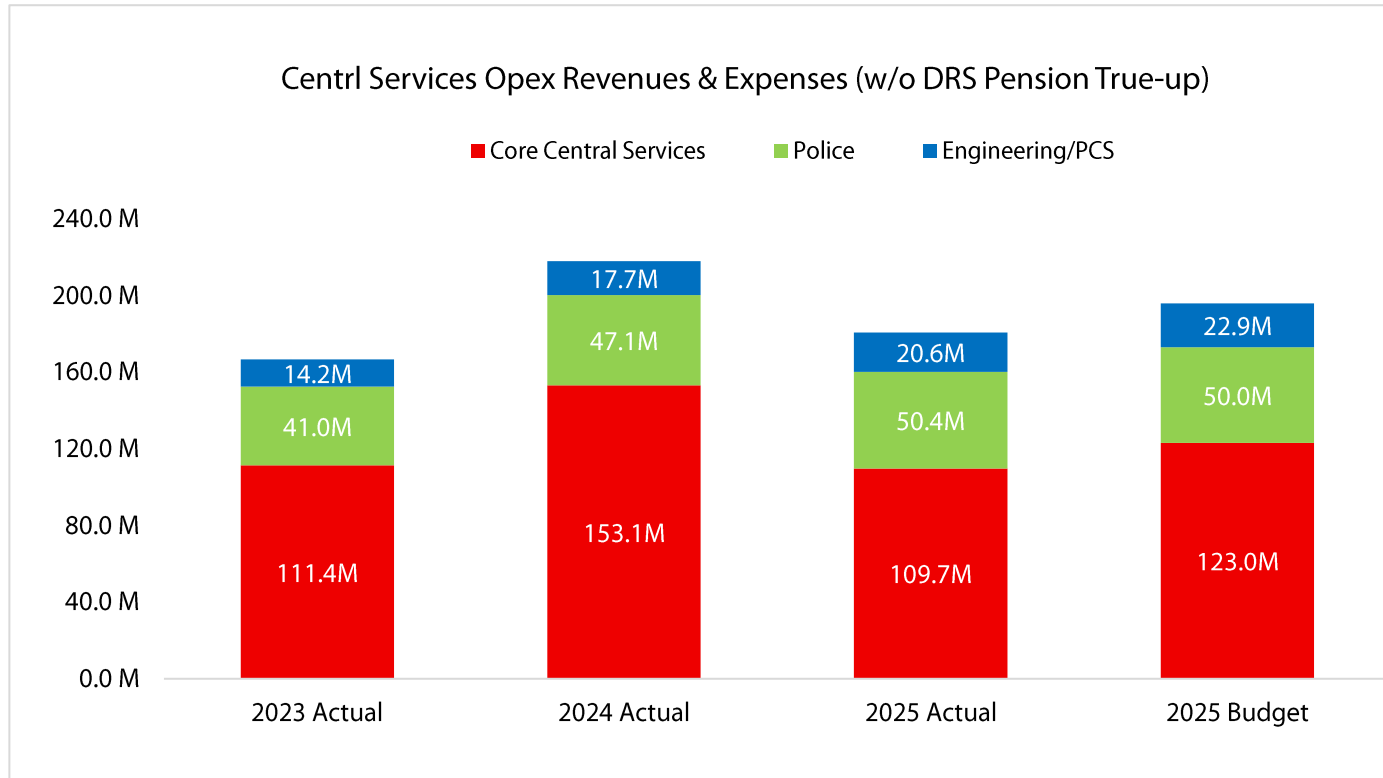


\$15.2M or 7.7% under budget



- Payroll Costs: **\$3.8M** over budget partially due to less Charges to Capital Projects
- Outside Services: **\$2.7M** below budget
- Charges to Capital Projects: **\$2.3M** below budget
- Litigated Injuries and Damages: **\$18.0M** below budgeted mainly due to an adjustment in legal settlement

2025 Financial Summary



- Core Central Services:
 - Payroll Expenses are higher than budgeted partially due to less Charges to Capital Projects.
 - General Expenses are lower than budgeted mainly due to an adjustment in legal settlement.
- Police: Payroll, Supplies & Stock, and Litigated Injuries & Damages are higher than budgeted.
- Engineering & PCS: Outside Services are lower than budgeted.

Central Services Capital Spending

\$ in 000's	2025	2025	2025	Budget Variance	
	Actual	Budget	Plan of Finance	\$	%
Engineering Fleet Replacement	1,080	2,284	980	1,204	52.7%
Corporate Fleet Replacement	594	3,950	3,030	3,356	85.0%
Services Tech - Small Cap	1,182	1,345	1,500	163	12.1%
Infrastructure - Small Cap	409	1,564	1,500	1,155	73.8%
ID Badge System Upgrade	2,442	3,903	2,899	1,461	37.4%
Radio Microwave Redund. Loop	617	1,967	1,931	1,350	68.6%
Public Safety Dispatch	308	1,474	0	1,166	79.1%
Physical Access Control System Refresh	518	885	1,095	367	41.5%
Maximo Software System Upgrade	0	1,000	1,600	1,000	100.0%
Police Axon Contract 2025	0	1,324	12,000	1,324	100.0%
Other (note 1)	680	4,751	12,950	4,071	85.7%
Subtotal	7,830	24,447	39,485	16,617	68.0%
CIP Cashflow Adjustment	-	(6,700)	(8,200)	(6,700)	100.0%
TOTAL	7,830	17,747	31,285	9,917	55.9%

Note:

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



Port Wide

2025 Q4 Financial Performance Report

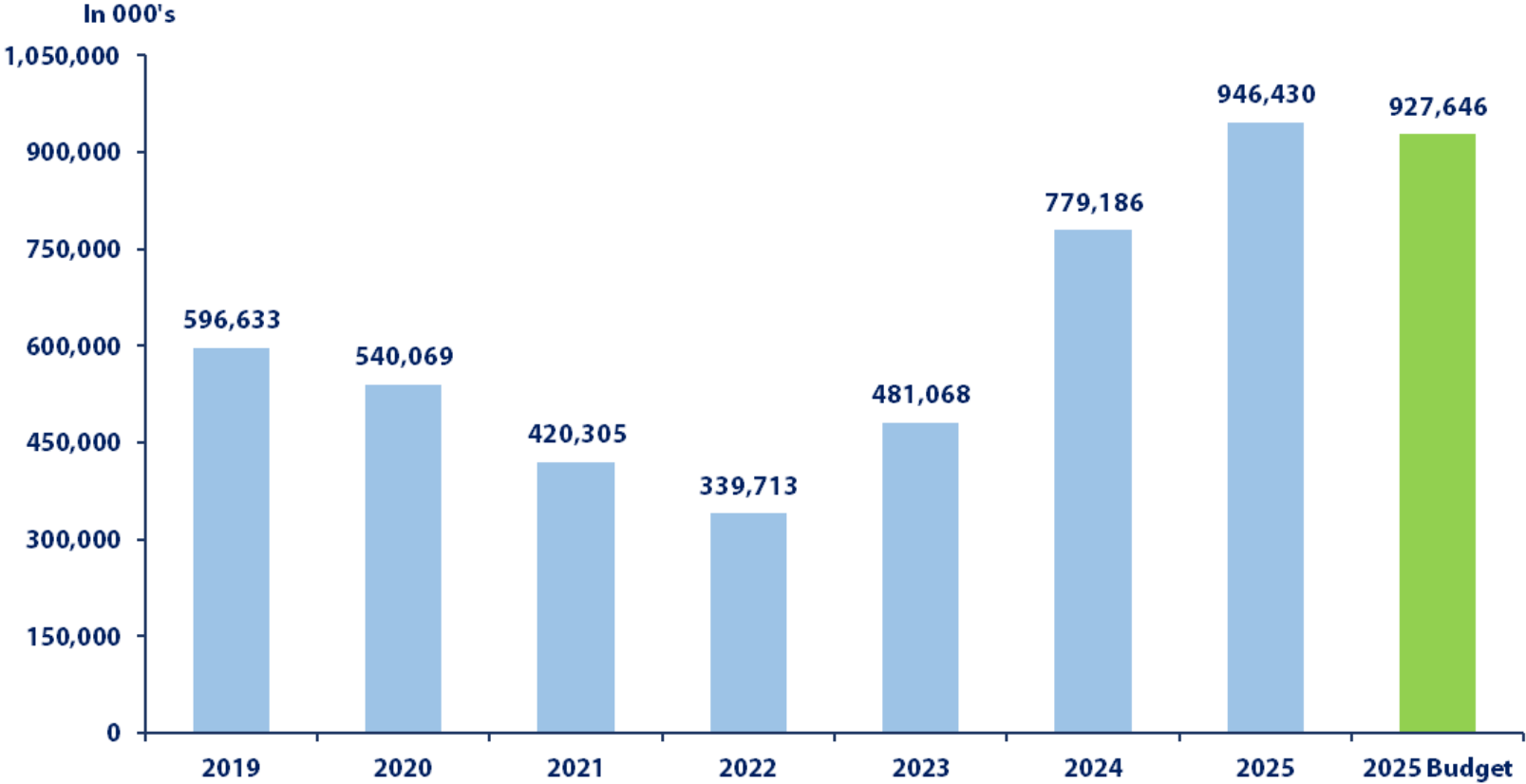


2025 Port Wide Financial Summary

\$ in 000's	2023	2024	2025	2025	Actual vs. Budget Variance		Change from 2024 Incr (Decr)	
	Actual	Actual	Actual	Budget	\$	%	\$	%
Aeronautical Revenues	479,697	520,942	545,307	563,836	(18,529)	-3.3%	24,366	4.7%
Airport Non-Aero Revenues	326,592	348,212	374,347	372,280	2,067	0.6%	26,135	7.5%
Seaport Revenues	162,991	174,395	229,756	183,476	46,279	25.2%	55,361	31.7%
Total Operating Revenues	969,281	1,043,549	1,149,410	1,119,593	29,817	2.7%	105,861	10.1%
Total O&M Expenses w/o Pension True-up	579,607	675,431	698,282	678,288	(19,994)	-2.9%	22,850	3.4%
DRS Pension True-up Exp	(28,709)	(22,790)	(25,970)	-	25,970	0.0%	(3,181)	14.0%
Total O&M Expenses with Pension True-up	550,899	652,642	672,311	678,288	5,977	0.9%	19,670	3.0%
Depreciation	256,740	277,917	298,355	267,028	(31,327)	-11.7%	20,437	7.4%
NOI After Depreciation w/o Pension True-up	132,933	90,200	152,774	174,277	(21,503)	-12.3%	62,573	69.4%
NOI After Depreciation with Pension True-up	161,642	112,990	178,744	174,277	4,468	2.6%	65,754	58.2%

- Total Operating Revenues: \$29.8M higher than budget
- Total Operating Expenses: \$6.0M below budget with Pension Credit and \$20.0M over budget w/o Pension Credit

Port Wide Capital Spending



- Total capital spending for 2025 was \$946M, exceeding budget by \$18.8M.



Aviation Division Appendix

2025 Q4 Financial
Performance Report



Airport Activity

	2023	2024	2025	% Change from 2024
Total Passengers (000's)				
Domestic	45,090	46,082	45,610	-1.0%
International	5,796	6,589	7,105	7.8%
Total	50,885	52,671	52,715	0.1%
Operations	422,497	434,321	435,896	0.4%
Landed Weight (In Millions of lbs.)				
Cargo	2,748	2,774	2,467	-11.1%
All other	29,317	30,032	30,797	2.5%
Total	32,064	32,806	33,264	1.4%
Cargo - Metric Tons				
Domestic freight	305,141	345,184	301,592	-12.6%
International & Mail freight	111,986	114,882	126,380	10.0%
Total	417,127	460,066	427,972	-7.0%

2025 Passenger volume:

2025 passenger volume is only 0.1% higher than 2024.

Airline	Passengers	Market Share	Market Share difference from Prior year*
Alaska Airlines (rollup)	26,751,971	50.7%	-1.6
Delta Air Lines (rollup)	12,720,844	24.1%	0.0
United Airlines (rollup)	2,723,502	5.2%	0.1
American Airlines (rollup)	2,305,087	4.4%	0.3
Southwest Airlines	2,193,476	4.2%	-0.1
Hawaiian Airlines	885,094	1.7%	1.0
Frontier Airlines	542,760	1.0%	0.1
EVA Air	297,272	0.6%	0.1
British Airways	285,155	0.5%	0.0
Air Canada (rollup)	264,965	0.5%	-0.1
All other	3,745,055	7.1%	0.0

Aviation Financial Summary

Financial Summary (\$ in 000's)	2023	2024	2025	2025	Actual vs. Budget Variance		Change from 2024 Incr (Decr)	
	Actual ¹	Actual	Actual	Budget	\$	%	\$	%
Operating Revenue								
Aeronautical Revenues	479,697	520,942	545,307	563,836	(18,529)	-3.3%	24,366	4.7%
Non-Aeronautical Revenues	326,592	348,212	374,347	372,280	2,067	0.6%	26,135	7.5%
Total Operating Revenues	806,289	869,154	919,655	936,117	(16,462)	-1.8%	50,501	5.8%
Total Operating Expenses (w/o Pension True-Up)	469,263	548,405	558,138	553,222	(4,917)	-0.9%	9,733	1.8%
Net Operating Income	337,027	320,749	361,516	382,895	(21,379)	-5.6%	40,767	12.7%
DRS Pension True-Up Expense	(23,572)	(18,577)	(21,111)					
Net Operating Income (with Pension True-Up)	360,598	339,326	382,627	382,895	(268)	-0.1%	43,301	12.8%
CPE	17.52	18.26	19.06	19.43	0.37	1.9%	0.80	4.4%
Non-Aero NOI (\$ in 000s)	189,063	186,121	195,963	192,232	3,731	1.9%	9,843	5.3%
Enplaned passengers (in 000s)	25,371	26,295	26,317	26,737	(420)	-1.6%	22	0.1%
Capital Expenditures (in 000s)	444,072	684,442	840,459	816,331	(24,128)	-3.0%	156,017	22.8%

¹ Excludes Concessionaire Relief Grants

Key Performance Measures

	2023	2024	2025	2025	Actual vs. Budget		Change from 2024	
	Actual	Actual	Actual	Budget	Variance		Incr (Decr)	
					\$	%	\$	%
Key Performance Metrics								
Cost per Enplanement (CPE)	17.52	18.26	19.06	19.43	0.37	1.9%	0.80	4.4%
Non-Aeronautical NOI (in 000's)	189,063	186,121	195,963	192,232	3,731	1.9%	9,843	5.3%
Other Performance Metrics								
O&M Cost per Enplanement	18.60	20.88	21.21	20.69	(0.52)	-2.5%	0.33	1.6%
Non-Aero Revenue per Enplanement	12.87	13.26	14.22	13.92	0.30	2.2%	0.97	7.3%
Debt per Enplanement (in \$)	166	157	182	154	(29)	-18.8%	25	16.0%
Debt Service Coverage	2.02	1.89	1.90	1.84	0.06	3.3%	0.01	0.5%
Days cash on hand (18 months = 545 days)	507	512	563	547	16	2.9%	51	10.0%
Activity (in 000's)								
Enplanements	25,371	26,295	26,317	26,737	(420)	-1.6%	22	0.1%
Total Passengers	50,885	52,641	52,715	53,474	(759)	-1.4%	74	0.1%

Aviation Expense Year End Summary

Total Airport Expense Summary (\$ in 000's)	2023	2024	2025	2025	Actual vs. Budget Variance		Change from 2024 Incr (Decr)	
	Actual	Actual	Actual	Budget	\$	%	\$	%
Operating Expenses								
Payroll	193,130	223,027	243,179	232,074	(11,106)	-4.8%	20,152	9.0%
Outside Services	87,364	104,086	115,992	125,654	9,662	7.7%	11,906	11.4%
Utilities	23,285	25,543	26,959	26,966	7	0.0%	1,415	5.5%
Other Expenses	17,655	21,596	13,174	9,772	(3,401)	-34.8%	(8,423)	-39.0%
Total Airport Direct Charges	321,434	374,253	399,304	394,465	(4,838)	-1.2%	25,051	6.7%
Environmental Remediation Liability	13,017	2,600	2,693	1,589	(1,104)	-69.5%	93	3.6%
Capital to Expense	480	553	11,783	-	(11,783)		11,230	2030.1%
Total Exceptions	13,497	3,153	14,477	1,589	(12,888)	-811.0%	11,323	359.1%
Total Airport Expenses	334,931	377,406	413,780	396,054	(17,726)	-4.5%	36,374	9.6%
Corporate	94,595	124,058	93,940	110,320	16,380	14.8%	(30,117)	-24.3%
Police	33,750	39,709	42,925	38,624	(4,301)	-11.1%	3,216	8.1%
Maritime/Economic Development/Other	5,986	7,232	7,493	8,223	730	8.9%	261	3.6%
Total Charges from Other Divisions	134,331	170,999	144,358	157,167	12,809	8.1%	(26,641)	-15.6%
Total Operating Expenses (w/o Pension True-Up)	469,263	548,405	558,138	553,222	(4,917)	-0.9%	9,733	1.8%
DRS Pension True-up Exp	(23,572)	(18,577)	(21,111)	-	21,111		(2,533)	13.6%
Total Operating Expenses (with Pension True-Up)	445,691	529,828	537,028	553,222	16,194	2.9%	7,200	1.4%

Aeronautical Business

Aeronautical NOI (\$ in 000's)	2023 Actual	2024 Actual	2025 Actual	2025 Budget	Actual vs. Budget Variance		Change from 2024 Incr (Decr)	
					\$	%	\$	%
Rate Base Revenues								
Airfield Movement Area	142,797	170,821	164,804	166,149	(1,345)	-0.8%	(6,017)	-3.5%
Airfield Apron Area	26,118	32,270	33,404	35,432	(2,028)	-5.7%	1,134	3.5%
Terminal Rents	251,892	279,722	271,462	286,307	(14,846)	-5.2%	(8,260)	-3.0%
Federal Inspection Services (FIS)	41,214	15,206	48,849	49,811	(961)	-1.9%	33,643	221.3%
Total Rate Base Revenues	462,020	498,019	518,520	537,699	(19,179)	-3.6%	20,500	4.1%
Airfield Commercial Area	17,677	22,922	26,787	26,137	650	2.5%	3,865	16.9%
Total Aeronautical Revenues	479,697	520,942	545,307	563,836	(18,529)	-3.3%	24,366	4.7%
Total Aeronautical Expenses	308,162	367,736	358,644	373,174	14,530	3.9%	(9,092)	-2.5%
Aeronautical NOI	171,535	153,205	186,663	190,663	(3,999)	-2.1%	33,458	21.8%
Debt Service	(144,395)	(157,518)	(176,250)	(179,527)	3,277	-1.8%	(18,733)	11.9%
Net Cash Flow	27,140	(4,312)	10,413	11,135	(722)	-6.5%	14,725	-341.5%

Aero Cost Drivers

Impact on Aero Revenues \$ in 000's	2025	2025	Actual vs. Budget	
	Actual	Budget	\$	%
O&M ⁽¹⁾	344,121	360,905	(16,784)	-4.7%
Debt Service Before Offsets	235,066	236,757	(1,691)	-0.7%
Debt Service PFC Offset	(93,269)	(93,230)	(39)	0.0%
Net Debt Service	141,797	143,527	(1,730)	-1.2%
Amortization	36,677	36,712	(34)	-0.1%
Space Vacancy	(1,737)	(672)	(1,065)	158.5%
Grants and Other	(2,340)	(2,773)	433	-15.6%
Rate Base Revenues	518,520	537,699	(19,179)	-4%
Commercial area	26,787	26,137	650	2%
Total Aero Revenues	545,307	563,836	(18,529)	-3%

(1) O&M, Debt Service Gross, and Amortization do not include commercial area costs or the international incentive expenses

Aero rate base revenues based on cost recovery formulas

Non-Aeronautical Business Year End

Non-Aeronautical NOI (\$ in 000's)	2023 Actual ¹	2024 Actual	2025 Actual	2025 Budget	Actual vs. Budget Variance		Change from 2024 Incr/(Decr)	
					\$	%	\$	%
Non-Aeronautical Revenues								
Public Parking	110,990	116,626	116,927	119,634	(2,707)	-2.3%	301	0.3%
Rental Cars	63,460	66,271	69,243	67,197	2,046	3.0%	2,972	4.5%
Ground Transportation	24,878	23,946	24,376	25,901	(1,525)	-5.9%	430	1.8%
Airport Dining & Retail	66,138	73,955	75,388	76,910	(1,523)	-2.0%	1,432	1.9%
Other	61,312	67,666	88,415	82,639	5,776	7.0%	20,748	30.7%
Total Non-Aeronautical Revenues	326,963	348,717	374,347	372,280	2,067	0.6%	25,631	7.4%
Total Non-Aeronautical Expenses	137,529	162,092	178,384	180,048	1,664	0.9%	16,292	10.1%
Non-Aeronautical NOI	189,434	186,625	195,963	192,232	3,731	1.9%	9,339	5.0%
Less: CFC Surplus	(7,686)	(10,174)	(9,385)	(9,209)	(176)	1.9%	789	-7.8%
Adjusted Non-Aeronautical NOI	181,748	176,450	186,578	183,023	3,555	1.9%	10,128	5.7%
Debt Service	(27,096)	(43,887)	(33,957)	(34,633)	676	-2.0%	9,930	-22.6%
Net Cash Flow	154,652	132,563	152,621	148,390	4,231	2.9%	20,058	15.1%

¹ Excludes Federal Relief for Concessions

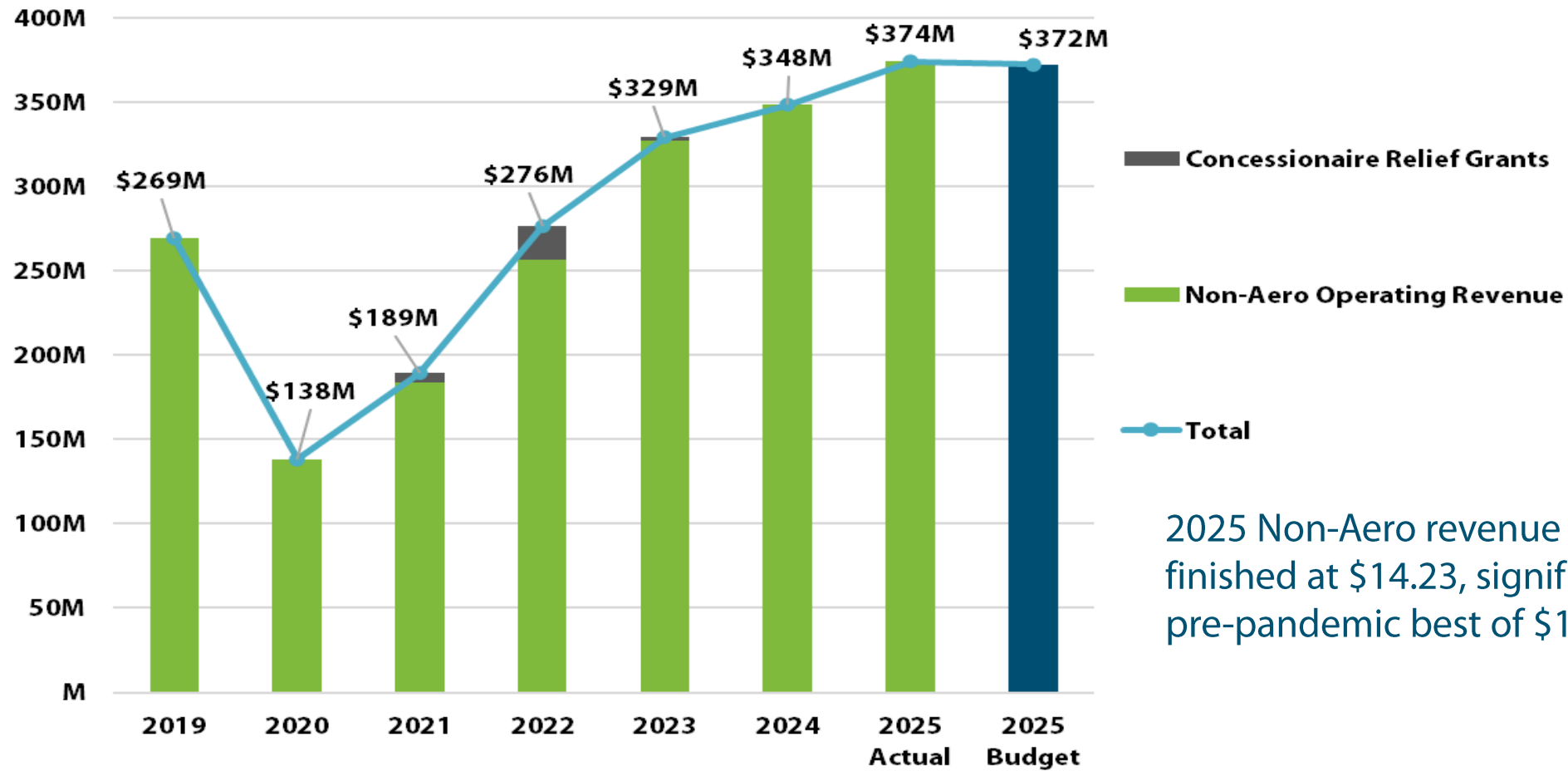
Non-Aeronautical Business YE

Non-Aeronautical Revenue (\$ in 000's)	2023	2024	2025	2025	Actual vs. Budget Incr/(Decr)		Change from 2024 Incr/(Decr)	
	Actual ¹	Actual	Actual	Budget	\$	%	\$	%
Non-Aeronautical Revenues								
Public Parking	110,990	116,626	116,927	119,634	(2,707)	-2.3%	301	0.3%
Rental Cars	63,460	66,271	69,243	67,197	2,046	3.0%	2,972	4.5%
Ground Transportation	24,878	23,946	24,376	25,901	(1,525)	-5.9%	430	1.8%
Airport Dining & Retail	68,056	73,955	75,388	76,910	(1,523)	-2.0%	1,432	1.9%
Commercial Properties	20,370	21,744	24,086	32,704	(8,618)	-26.4%	2,341	10.8%
International Place (STOC)	-	-	12,395	-	12,395		12,395	
Non-Airline Terminal Leased Space	8,294	7,909	8,809	7,730	1,079	14.0%	900	11.4%
Clubs and Lounges	11,710	16,709	19,528	16,593	2,935	17.7%	2,819	16.9%
Utilities	8,666	9,578	10,837	10,838	(1)	0.0%	1,258	13.1%
Other Non-Aero Revenue	12,430	11,625	12,760	14,774	(2,014)	-13.6%	1,136	9.8%
Non-Aeronautical Operating Revenue	326,936	348,364	374,347	372,280	2,067	0.6%	25,983	7.5%
Total Enplanements	25,371	26,295	26,317	26,737	(420)	-1.6%	22	0.1%
<i>International Enplanements</i>	<i>2,869</i>	<i>3,276</i>	<i>3,528</i>	<i>3,338</i>	<i>190</i>	<i>5.7%</i>	<i>252</i>	<i>7.7%</i>
<i>International Enplanements %</i>	<i>11.3%</i>	<i>12.5%</i>	<i>13.4%</i>	<i>12.5%</i>	<i>0</i>	<i>7.4%</i>	<i>0</i>	<i>7.6%</i>
<i>O&D Enplanements</i>	<i>17,608</i>	<i>18,354</i>	<i>18,316</i>	<i>18,609</i>	<i>(293)</i>	<i>-1.6%</i>	<i>(38)</i>	<i>-0.2%</i>

¹ Excludes Federal Relief for Concessions

Non-Aero Revenue YoY

with Concessions Grant Impact

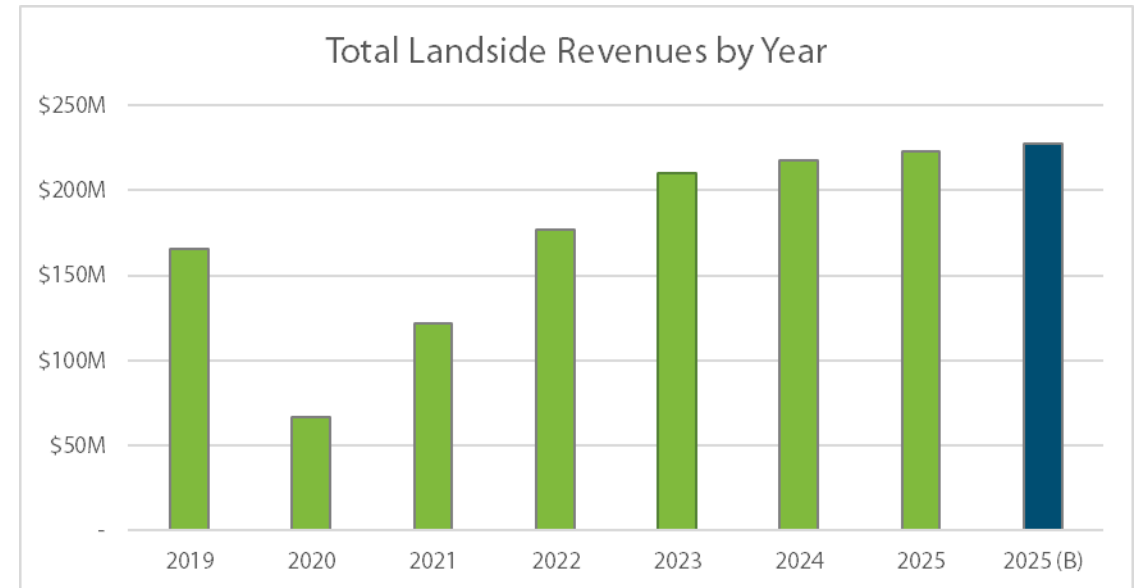
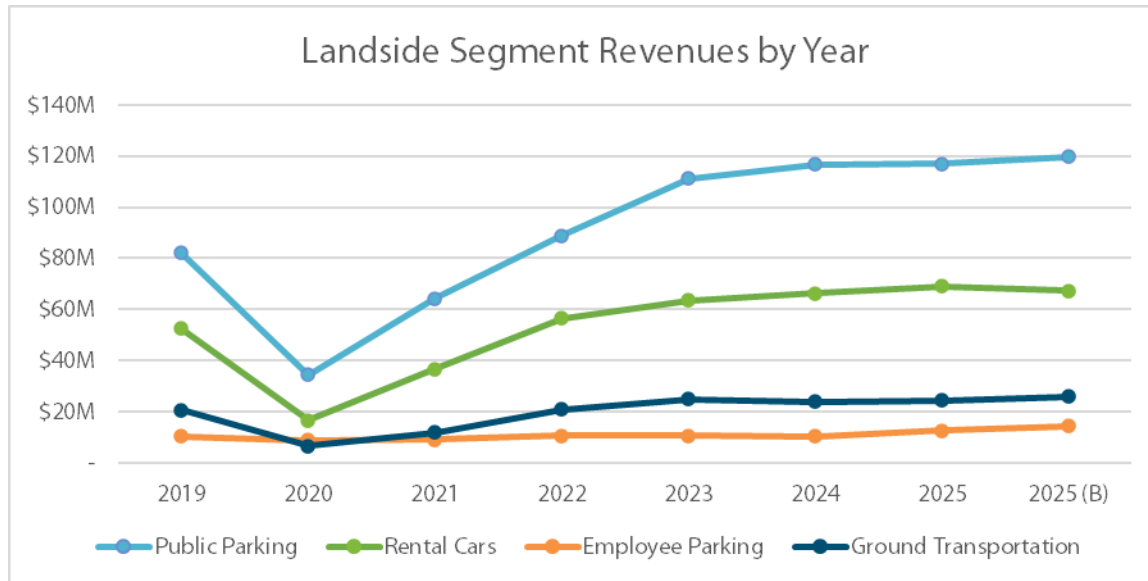


2025 Non-Aero revenue per enplanement finished at \$14.23, significantly higher than pre-pandemic best of \$10.42 in 2019.

Note: All Concessionaire Relief grants fully utilized in prior years

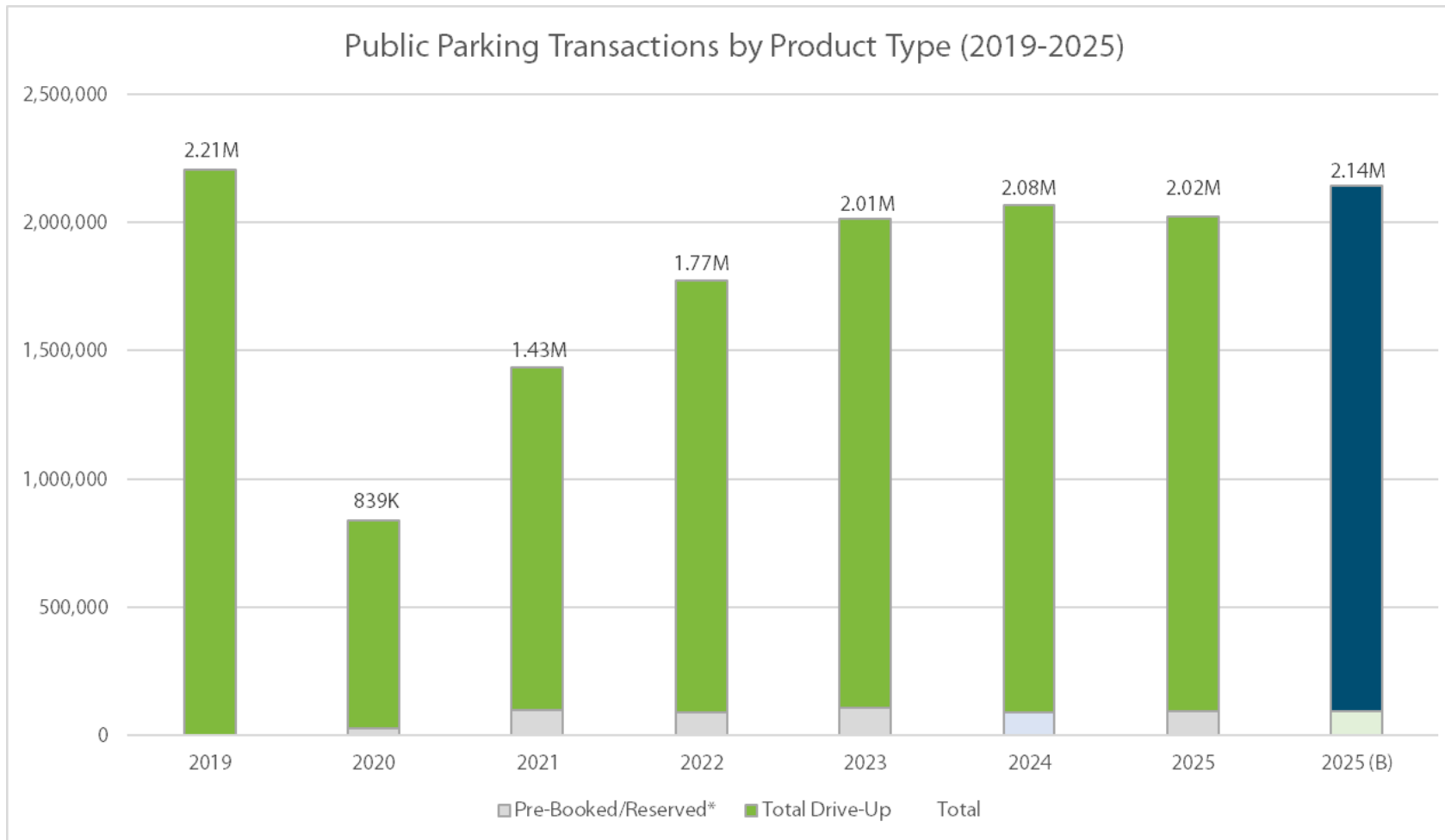
Non-Aero Detail: Landside Revenue Trends

Each individual Landside revenue segment surpassed 2024 levels in 2025. YoY revenue growth of 2.6% was achieved despite a -0.2% decline in O&D enplanements.



Non-Aero Detail: Public Parking Transactions

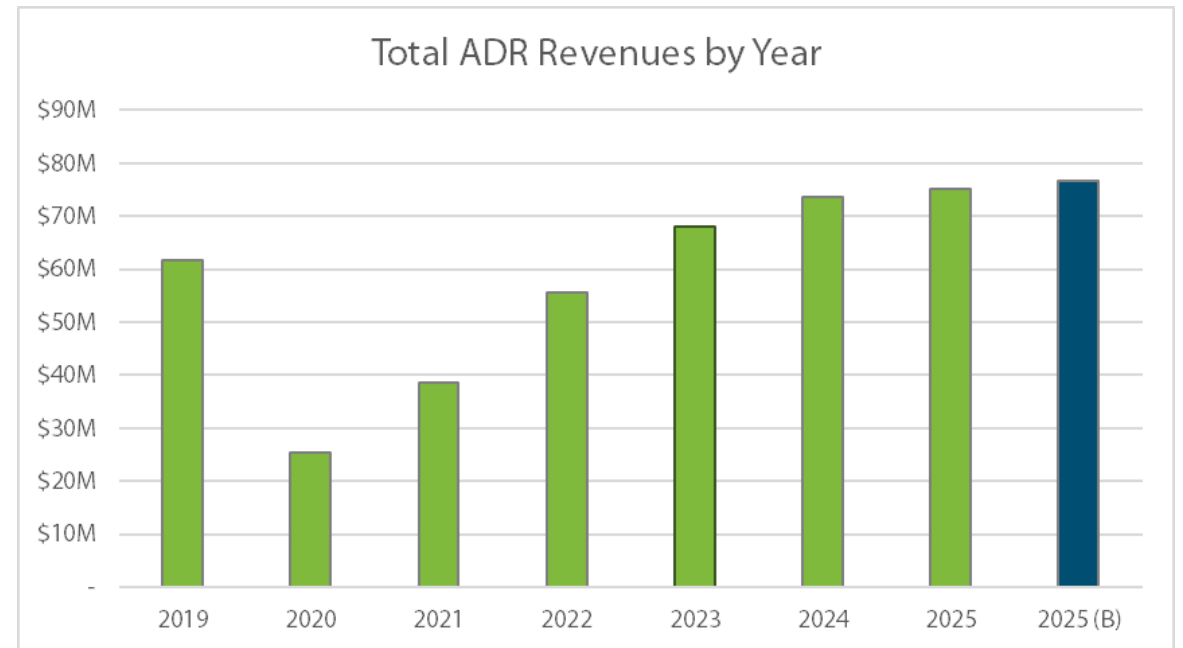
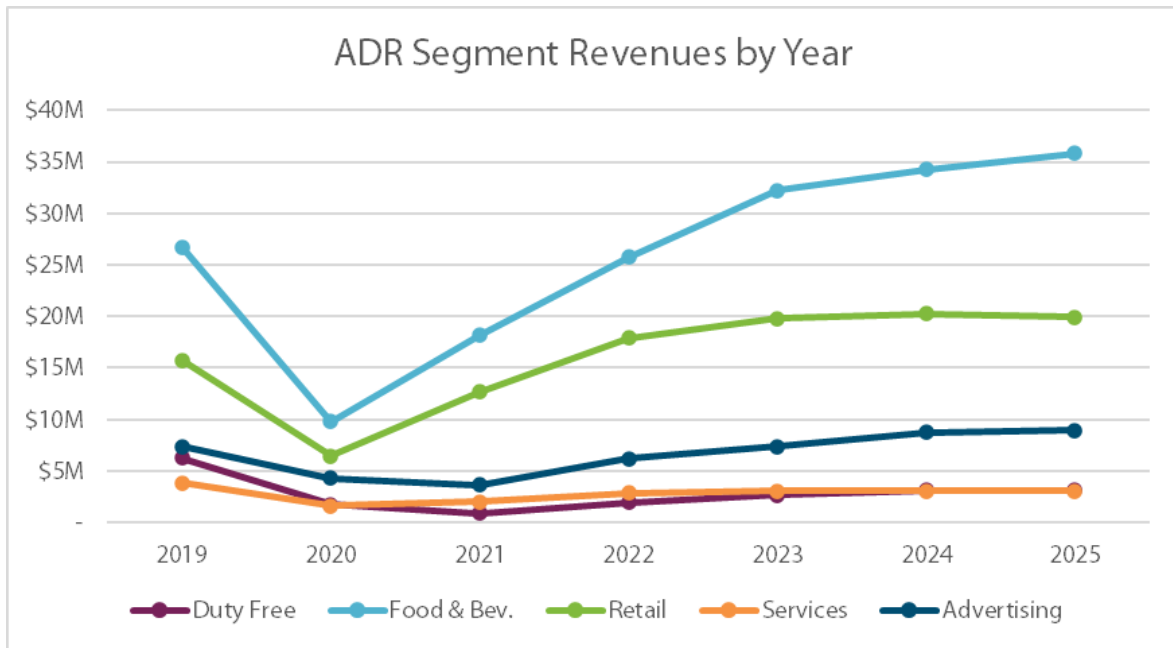
2025 annual parking transactions were -2.2% below 2024 levels on a -0.2% reduction in YoY O&D enplanements.



*Pre-Booked launched late-2019, then transitioned to the Reserved Parking Program (Floor 4 only) in March 2024

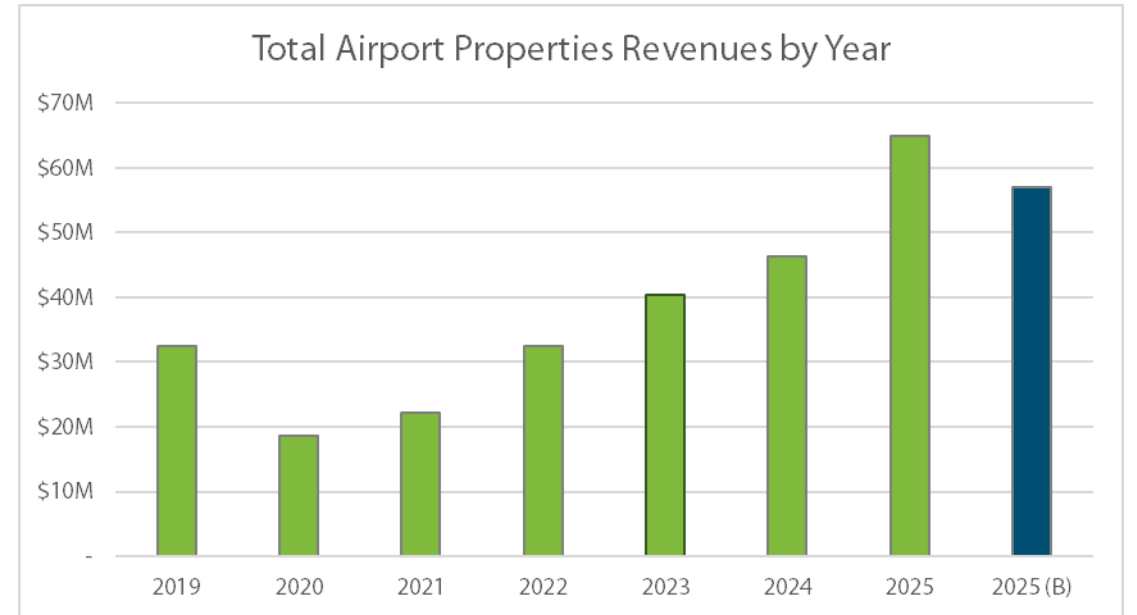
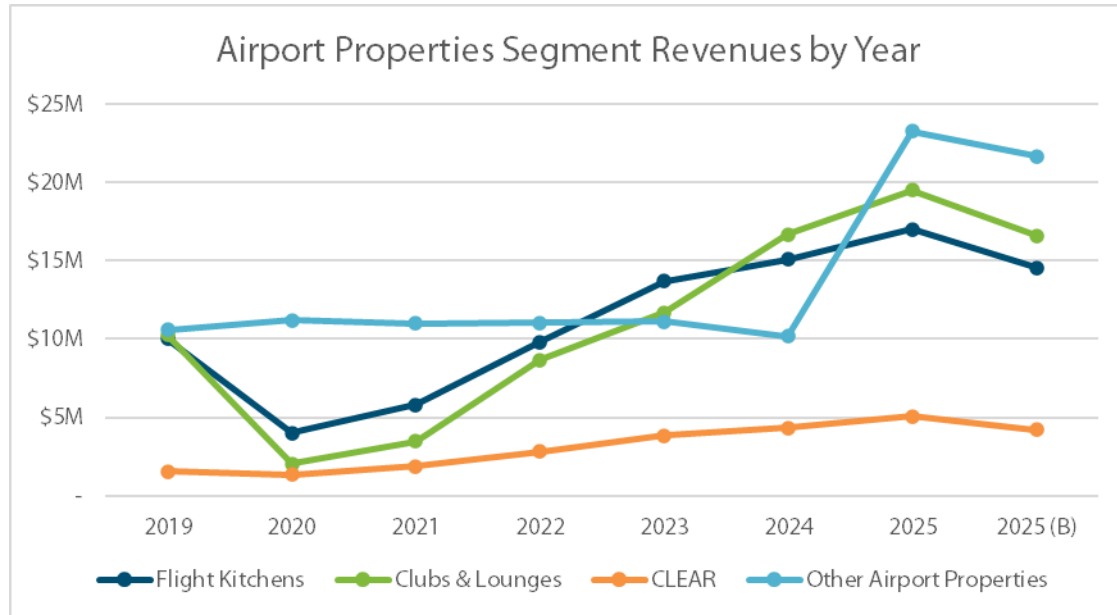
Non-Aero Detail: ADR Revenue Trends

Consistent year-over-year growth in Airport Dining & Retail continues, with 2025 revenues up 1.9% from 2024 despite capital project disruptions. 2025 openings include: Lil' Woody's, Seattle Beer Union, and 7-Eleven.



Non-Aero Detail: AVBP Revenue Trends

Strong growth in 2025, highlighted by the addition of the International Place (STOC) property. Flight Kitchens, Clubs and Lounges, Clear and property rent all saw solid growth in 2025.



ADF Summary (Sources and Uses)

\$ in 000's	2025 Actual	2025 Budget	Variance
1/1/2025 ADF Balance	\$ 739,774	\$ 703,614	\$ 36,161
Sources			
Airline Revenue before airline settlement	597,586	563,836	33,750
Non-Airline Revenue net of CFC excess	365,106	350,657	14,450
Non-operating Income	26,537	18,473	8,064
Legal Settlement for IAF & cyber outage claim	29,806	-	29,806
Total Sources of ADF	\$ 1,019,035	\$ 932,966	\$ 86,070
Uses			
Operating Expenses	(627,179)	(540,808)	(86,371)
Debt Service net of offsets (PFCs,CFCs, cap i)	(207,919)	(214,160)	6,242
2024 Airline Settlement & other adjustment	(5,617)	(10,000)	4,383
Capital Expenditures (net of grants)	(89,379)	(41,774)	(47,605)
Total Uses of ADF	\$ (930,094)	\$ (806,742)	\$ (123,352)
2025 Net Cashflows	\$ 88,942	\$ 126,224	\$ (37,282)
12/31/2025 ADF Balance	\$ 828,716	\$ 829,837	\$ (1,121)

- **Beginning balance was \$36M higher** due to higher non-aero revenue than 2024 forecast during 2025 budget.
- **Sources:**
 1. \$28M IAF legal settlement & \$1.8M claims for damage caused by frozen pipes.
- **Uses:**
 1. Lower operating cashflows due to higher payroll costs
 2. Higher ADF funded capital expenditures due to below:
 - Delay in FAA grant reimbursement on S Concourse Evolution
 - Widen Arrivals Project: Delay of grant reimbursement to 2026 due to additional \$10M grant moving from airfield pavement program.

ADF target of 18-month operating expense is \$830M

Tax payments on revenues are categorized as non-payroll O&M.

2025 Capital Expenditures

	2025	2025	2025	Bud vs. Actual	
	Actual	Budget	POF	\$	%
\$ in 000's					
Post IAF Airline Realignment ⁽¹⁾	58,877	38,693	45,075	(20,184)	-52.2%
Checked Bag Recap/Optimization ⁽²⁾	31,923	14,697	74,655	(17,226)	-117.2%
North MT Redevelopment ⁽³⁾	146,746	160,484	156,409	13,738	8.6%
Port Shared-Lounge Conc A ⁽⁴⁾	-	9,519	19,173	9,519	100.0%
MT Low Voltage Sys Upgrade ⁽⁵⁾	16,465	23,746	26,600	7,281	30.7%
Airfield Snow Equipment ⁽⁶⁾	3	5,700	-	5,697	99.9%
Building 161E Renovation ⁽⁷⁾	541	4,089	6,725	3,548	86.8%
Perimeter Intrusion Detect Sys ⁽⁸⁾	1,836	5,190	5,337	3,354	64.6%
2022 Eastside Firestation ⁽⁹⁾	12,148	9,000	14,954	(3,148)	-35.0%
Apartment Sound Insulation ⁽¹⁰⁾	9,575	6,502	15,188	(3,073)	-47.3%
All Other	562,345	628,889	839,827	66,535	10.6%
Subtotal	840,459	906,510	1,203,944	66,042	7.3%
CIP Cashflow Mgmt Reserve	-	(90,179)	(166,955)	(90,179)	100.0%
Total Spending	840,459	816,331	1,036,989	(24,128)	-3.0%

- (1) The bulk of project scope accelerated work in 2025.
- (2) Budget was conservative as it anticipated delay in contracting.
- (3) 2025 Actuals were 90% of the projection. Some contingency was projected in 2025 that will not be realized until 2026.
- (4) Project was cancelled and the costs have been expensed.
- (5) Anticipating approx \$24M Savings (GCCM/CT Contingency \$15M, Designer \$1.7M, Staff/Consultants/Proj Contingency/Other \$7M)
- (6) The delivered snow equipment did not meet a chunk of requirements. 80% payments for the snow equipment will be processed in 2026.
- (7) Design/Spending delays due to additional scope coordination with project stakeholders, which subsequently pushed out the permitting processes and Construction.
- (8) Schedule delay.
- (9) Project is progressing faster than expected, spending curve is sooner as a result.
- (10) Annual CF for the scope was based on pay as work was complete. However we have been paying for materials prior to work starting.

Cancelled Capital Projects in 2025

	CIP #	Description	WP #	Subclass	Costs incurred
1.	C801318	Water Surge Attenuator	N10161	3840- air terminal	\$ 261,450
2.	C801439	Employee Screening at South STS	N99967	3840- air terminal	\$ 204,091
3.	C801319	Upper/Lower Drive Improvements	No WP	N/A- No cost	\$ -
4.	C801312	Air Cargo Road Phase 2	N10153	3460 - roadway	\$ 53,338
5.	C801307	Parking Garage Rehabilitation	N10143	3420- public parking	\$ 2,123,235
6.	C200097	ATZ Residential Acquisition	No WP	N/A- No cost	\$ -
7.	C802124	Cargo 1 Reorganization	N10731	3385 – Cargo Operations	\$ 81,462
8.	C801304	Cargo 161D, 165A, 161F Renovation	N99940	3385 – Cargo Operations	\$ 95,590
9.	C801207	Port Shared-Lounge Conc A	N03395	3690 - lounge	\$ 7,696,802
					\$ 10,515,968

Y/E Key Message : \$11.8M Capital to Expense

\$10.5M from deferring 9 CIPs due to Capital Project Deferment Direction for 2026 Plan of Finance.

\$500k due to changes in benefits. In addition to above 9 projects, 4 projects were cancelled:

- \$350K due to cancelation of Logistics Site Expansion.
- \$200k due to cancelation of S STS Employee Screening relocation
- \$196k due to cancelation of N10134 SEA Commercial Mgmt Call Center.
- \$30k due to cancelation of GML/NSAT Food Kiosks.



Maritime Division Appendix

2025 Q4 Financial
Performance Report

Port 
of Seattle®

Maritime 2025 Financial Summary

	2022	2023	2024	2025	2025	Actual vs Budget		Change from 2024	
	Actual	Actual	Actual	Actual	Budget	\$	%	\$	%
\$ in 000's									
Ship Canal Fishing & Operations	4,592	5,076	5,169	5,562	5,600	(38)	-1%	393	8%
Elliott Bay Fishing & Commercial Operations	5,975	6,564	6,602	6,963	6,010	953	16%	360	5%
Recreational Boating	13,978	15,505	16,555	18,058	18,273	(214)	-1%	1,503	9%
Cruise	30,469	41,726	43,145	48,853	50,037	(1,185)	-2%	5,708	13%
Grain	5,792	3,356	5,920	6,442	5,034	1,408	28%	522	9%
Conference & Event Centers	8,914	6,738	7,490	8,654	9,151	(497)	-5%	1,164	16%
Leasing Portfolio	19,367	20,764	21,920	22,432	24,006	(1,573)	-7%	512	2%
Other	9	10	28	10	-	10	NA	(18)	-64%
Pension Revenue Adjustment	170	(90)	(18)	(57)	0	(57)	NA	(39)	217%
Total Revenue	89,265	99,648	106,811	116,917	118,111	(1,194)	-1%	10,106	9%
Expenses									
Division Admin	33,629	36,643	35,663	47,606	40,859	(6,747)	-17%	11,943	33%
Total Direct	33,629	36,643	35,663	47,606	40,859	(6,747)	-17%	11,943	33%
Maintenance Expenses	17,021	19,317	20,832	20,302	19,581	(721)	-4%	(530)	-3%
Economic Development	1,884	2,543	2,202	1,885	2,133	248	12%	(317)	-14%
Env & Sustainability	3,356	4,028	4,992	6,717	5,136	(1,581)	-31%	1,724	35%
Seaport Finance & Cost Recovery	1,506	1,738	2,222	2,390	2,083	(306)	-15%	168	8%
Waterfront Project Management/Planning	1,287	2,731	3,878	4,975	4,858	(117)	-2%	1,098	28%
Total Support Services	25,054	30,357	34,125	36,268	33,791	(2,477)	-7%	2,143	6%
IT	4,296	4,731	5,250	5,691	5,235	(457)	-9%	442	8%
Police Expenses	3,902	5,620	6,044	5,546	5,145	(401)	-8%	(498)	-8%
External Relations	2,729	3,005	3,620	4,278	3,664	(614)	-17%	658	18%
Other Central Services	11,530	12,769	16,852	11,582	14,521	2,939	20%	(5,271)	-31%
Aviation Divisions/Others	514	471	436	452	533	81	15%	15	3%
Total Support Services	22,972	26,596	32,202	27,549	29,098	1,549	5%	(4,654)	-14%
Total Expense before Pension Adjustment	81,654	93,596	101,991	111,423	103,748	(7,675)	-7%	9,432	9%
<i>Pension Expense Adjustment</i>	<i>(2,561)</i>	<i>(3,850)</i>	<i>(3,145)</i>	<i>(3,872)</i>	0	3,872	NA	(728)	23%
Total Expense	79,093	89,746	98,846	107,551	103,748	(3,803)	-4%	8,705	9%
<i>NOI excluding Pension Adjustments</i>	<i>7,611</i>	<i>6,052</i>	<i>4,820</i>	<i>5,494</i>	<i>14,363</i>	(8,869)	-62%	674	14%
NOI Before Depreciation	10,172	9,902	7,965	9,366	14,363	(4,997)	-35%	1,401	18%
<i>Depreciation</i>	<i>21,923</i>	<i>22,421</i>	<i>23,850</i>	<i>25,010</i>	<i>21,433</i>	<i>(3,577)</i>	<i>-17%</i>	<i>1,160</i>	<i>5%</i>
NOI After Depreciation	(11,751)	(12,519)	(15,886)	(15,644)	(7,070)	(8,574)	121%	241	-2%

Variance from Budget

Revenue \$1.1M lower:

- Cruise - Shore Power (\$650K) and Carnival Biofuel Credit (\$300K).
- Portfolio Management - CEC \$.5M, Bell Street Garage \$.7M, \$1.25M environmental liabilities at T106.
- Unplanned growth in corn volumes at Grain Terminal.

Operating Exp. \$7.8M higher:

- Direct \$6.8M Higher –
 - SaBM Impairment \$4.6M.
 - Capital to Expense \$1.1M.
 - Remediation \$1.2M.
- Support Services \$2.5M higher–
 - Higher salaries from comp project.
 - Fewer Charges to Capital.
- Central Services \$1.5M lower–
 - Favorable legal settlement.

Maritime Division Admin

Overall Annual Spending came in **27% under budget**, resulting in a **\$396K underspend**

\$ in 000's	2024	2025	2025	Actual vs Budget	
	Actual	Actual	Budget	Variance	
				\$	%
Salaries & Benefitis	723	878	1,247	369	30%
Travel & Other Employee Exp	120	83	165	82	49%
Outside Services	67	63	31	(31)	-99%
Equipment Expenses	3	22	1	(21)	-2086%
Promotional Expenses	21	7	27	20	74%
All Other Expenses	725	911	1,257	347	28%
Total Operating Expense	936	1,086	1,481	396	27%

Salaries & Benefits: \$369K underspent due to Resiliency position being vacant, later transferred to Planning dpt. and Chief Development Officer (CDO) role being filled in the third quarter.

Travel & Other Employee Exp: \$82K underspent Primarily from unused airfare budget.

Outside Services: (\$31K) overspent Non-Architectural & Engineering services provided by Lumiere Group, which required extended contract time to complete the Maritime Art Program strategy.

Equipment Expense: (\$21K) overspent for unbudgeted software system training related to the Energy Management system and SBITA Implementation Project. This expense was split between AV and MD. with Maritime's portion being \$18K.

Promotional Expenses: \$20K underspent due to a directive to pause TBC-related expenses in the beginning of the fourth quarter.

Vs 2024 16% increase primarily due to CDO position being filled in 2025.

Cruise

	2024	2025	2025	Actual vs Budget	
	Actual	Actual	Budget	Variance	
\$ in 000's				\$	%
<u>Revenue by Facility:</u>					
P66 Cruise	10,908	13,164	13,268	(104)	-1%
P66 Vessel Ops	0	17	30	(13)	-45%
T91 Cruise	31,661	34,524	34,936	(412)	-1%
Utilities	576	1,148	1,804	(656)	-36%
Total Revenue	43,145	48,853	50,037	(1,185)	-2%
<u>Dept Expenses:</u>					
Staff	973	1,174	1,182	8	1%
Outside Services	1,299	981	1,021	40	4%
General Expenses	2,251	2,460	2,477	17	1%
Equipment & Supplies	55	656	684	28	4%
Utilities	727	1,224	1,861	636	34%
<u>Support Services:</u>					
Maintenance	4,123	3,312	3,281	(31)	-1%
Environmental	1,062	1,795	1,262	(533)	-42%
PMG	569	975	811	(165)	-20%
Planning	257	202	498	297	60%
Economic Development	70	413	434	21	5%
Police/Security	2,538	2,426	2,266	(160)	-7%
Other/Central Services	8,756	8,168	8,899	731	8%
Total Expense	22,681	23,785	24,674	889	4%
NOI Before Depreciation	20,464	25,068	25,363	(296)	-1%
Depreciation	6,497	7,427	4,869	(2,557)	-53%
NOI After Depreciation	13,967	17,641	20,494	(2,853)	-14%

Total expense does not include PensAdj

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Vs. Budget

Revenue \$1.2M Lower

- P66 shore power electricity - \$656K
- Carnival biofuel pilot credit not budgeted - \$300K
- 26K less actual passengers vs budgeted

Expenses \$889K Lower

- Utilities - \$636K
 - P66 electricity for shore power
- Other/Central Services - \$731K
 - Portwide contingency/favorable legal settlement

Depreciation - \$2.5M Higher

- P66 shore power project not included in budget

Vs. 2024

Revenue \$5.7M Higher

- Higher rates & 146K more passengers in 2025
- Addition of Cunard Queen Elizabeth

Expenses \$1.1M Higher

- Additional FTE
- 1st year with P66 shore power utilities

Elliott Bay Fishing & Commercial

	2024	2025	2025	Actual vs Budget	
	Actual	Actual	Budget	Variance	
\$ in 000's				\$	%
Revenue by Facility:					
T91 Fishing	3,206	3,526	2,874	652	23%
T91 Vessel Ops	595	390	651	(260)	-40%
Kellogg Island	449	471	468	3	1%
T25 Docks	415	428	428	0	0%
T18 Dolphins	349	272	248	25	10%
P34 Dolphins	282	373	251	122	48%
Other (P28, T46, T108)	480	753	312	440	141%
Utilities	825	749	777	(28)	-4%
Total Revenue	6,602	6,963	6,010	953	16%
Dept Expenses:					
Staff	799	786	814	28	3%
Outside Services	19	19	22	2	11%
General Expenses	(11)	258	108	(150)	-140%
Equipment & Supplies	7	5	15	10	66%
Utilities	1,393	1,100	961	(139)	-14%
Support Services:					
Maintenance	1,610	1,592	1,556	(36)	-2%
Environmental	349	1,076	276	(800)	-290%
PMG	194	269	233	(35)	-15%
Planning	79	125	110	(15)	-14%
Economic Development	18	91	96	5	5%
Police/Security	734	689	638	(51)	-8%
Other/Central Services	2,383	2,424	2,488	64	3%
Total Expense	7,574	8,434	7,315	(1,119)	-15%
NOI Before Depreciation	(971)	(1,472)	(1,305)	(166)	-13%
Depreciation	6,497	7,427	4,869	(2,557)	-53%
NOI After Depreciation	(7,468)	(8,899)	(6,175)	(2,724)	-44%

Total expense does not include PensAdj

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Vs. Budget

Revenue \$953K Higher

- T-91 Fishing Operations
 - Dockage & Wharfage and Space Rental higher due to delayed Hake fishery start and extended vessel repairs - \$652K
- T-91 Vessel Operations
 - Foss revenue budgeted for T-91 Vessel Ops is currently recorded at P46N (tariff rates at \$19K monthly). Lease negotiation in progress at P46N
- P28 & P34 Dolphins: increased use by OTB and AML - \$277K higher

Expenses \$1.1M Higher

- T-91 Berths 6 & 8 ERL - \$648K higher
- Bad debt (in general expenses) - \$151K higher
- Utilities - primarily sewer at T-91 - \$139K higher

Vs 2024

Revenue \$361K Higher

- Rate increases 5%
- Higher repair-related spot usage at T91

Expenses \$860K Higher

- T-91 Berths 6 & 8 ERL - \$648K higher
- Bad debt expenses - \$297K higher due to cyberattack impact timing

Recreational Boating

	2024	2025	2025	Actual vs Budget Variance	
\$ in 000's	Actual	Actual	Budget	\$	%
Revenue by Facility:					
Shilshole Bay Marina	15,049	16,355	16,515	(160)	-1%
Harbor Island Marina	530	592	559	33	6%
Bell Harbor Marina	460	564	434	129	30%
Utilities	517	548	764	(216)	-28%
Misc Revenue	0	0	0	0	NA
Total Revenue	16,555	18,058	18,273	(214)	-1%
Dept Expenses:					
Staff	2,572	3,019	3,057	38	1%
Outside Services	189	140	156	16	10%
General Expenses	398	406	151	(255)	-168%
Equipment & Supplies	73	50	135	84	63%
Utilities	1,374	1,103	1,220	117	10%
Support Services:					
Maintenance	4,016	4,575	4,438	(137)	-3%
Environmental	800	898	719	(179)	-25%
PMG	568	728	340	(388)	-114%
Planning	146	126	288	162	56%
Economic Development	41	238	250	12	5%
Police/Security	1,598	1,631	1,398	(234)	-17%
Other/Central Services	5,568	5,424	5,770	346	6%
Total Expense	17,341	18,340	17,922	(418)	-2%
NOI Before Depreciation	(786)	(281)	351	(632)	-180%
Depreciation	3,646	3,992	3,588	(404)	-11%
NOI After Depreciation	(4,432)	(4,273)	(3,237)	(1,036)	-32%

Total expense does not include PensAdj (177) (180) -

Vs. Budget

Revenue \$214K lower

- Bell Harbor moorage revenue higher due to higher occupancy - \$128K higher
- Additional SaBM relocation revenue at SBM - \$19K higher
- SBM lower due to less in LAB revenue - \$193K lower
 - Occupancies decreasing with market conditions
- Utility revenue lower due to less electricity use at SBM

Expenses \$418K Higher

- PMG - SBM Dock Fireline Connections - \$416K higher
- Bad debt (in general expenses) - \$216K higher
- Security - SBM's new security service contract - \$235K higher
- Central Services - \$346K lower
 - Portwide Contingency

Vs 2024

Revenue \$1.5M Higher

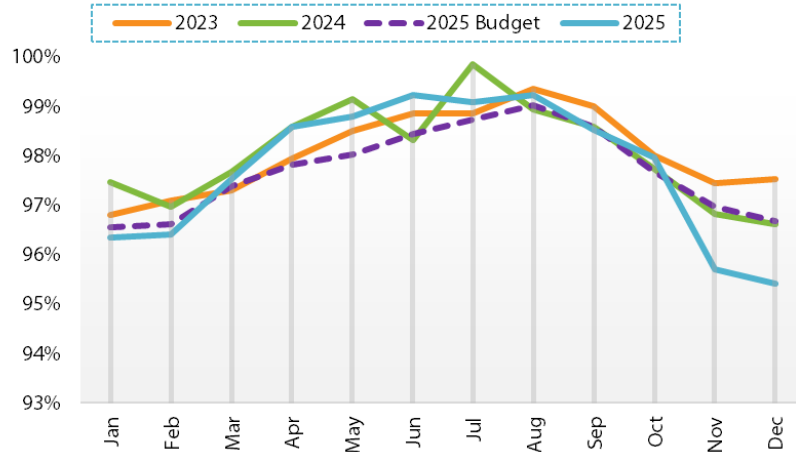
- Moorage rates increased from 0% to 12% based on slip size in 2025

Expenses \$1M Higher

- \$168K increase in PMG primarily related to the \$416K SBM Dock Fireline Connections project
- \$603K increase in Marine Maintenance - \$356K in allocations
- \$202K increase in Economic Development in allocations

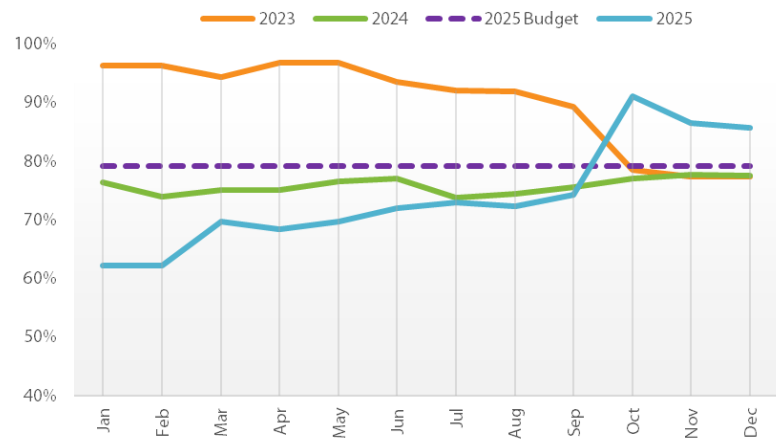
Recreational Boating Occupancy

Occupancy at Shilshole Bay Marina

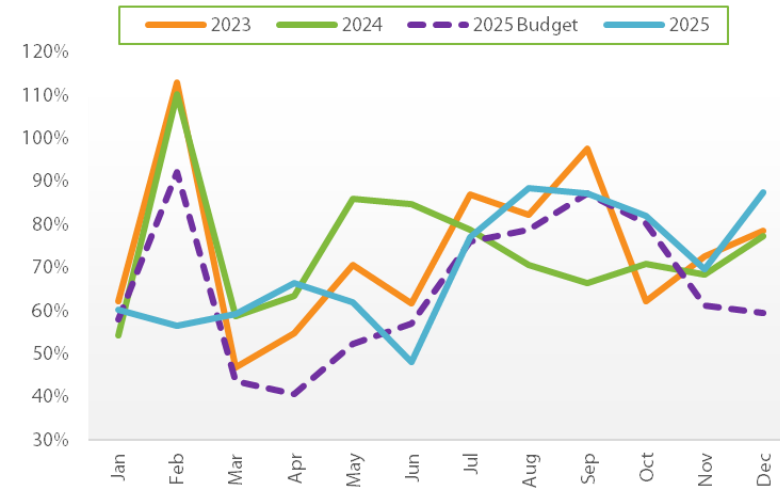


	BUD	2025	2024	Act vs Bud	'25 vs '24
SBM Occupancy	97.7%	97.7%	98.1%	0.02%	-0.33%
BHM Occupancy	65.5%	70.3%	74.1%	4.80%	-3.77%
HIM Occupancy	79.1%	73.9%	75.8%	-5.19%	-1.91%
Total Recreational Marina:	80.8%	80.7%	82.7%	-0.12%	-2.01%

Occupancy at Harbor Island Marina



Occupancy at Bell Harbor Marina



Ship Canal Fishing & Operations

	2024	2025	2025	Actual vs Budget Variance	
\$ in 000's	Actual	Actual	Budget	\$	%
<u>Revenue by Facility:</u>					
FT Commercial	2,888	3,068	3,145	(76)	-2%
FT Rec Boating	852	1,036	916	120	13%
Salmon Bay Marina	1,080	1,037	1,198	(161)	-13%
Maritime Industrial Center	123	165	120	45	38%
Utilities	225	256	222	34	15%
Misc Revenue	0	0	0	0	NA
Total Revenue	5,169	5,562	5,600	(38)	-1%
<u>Dept Expenses:</u>					
Staff	1,419	1,518	1,538	20	1%
Outside Services	32	39	30	(8)	-28%
General Expenses	564	5,073	177	(4,896)	-2762%
Equipment & Supplies	42	56	65	9	14%
Utilities	943	798	878	79	9%
<u>Support Services:</u>					
Maintenance	2,430	2,771	2,675	(96)	-4%
Environmental	(35)	503	397	(107)	-27%
PMG	534	256	686	430	63%
Planning	65	72	128	56	43%
Economic Development	17	106	112	5	5%
Police/Security	643	735	590	(145)	-25%
Other/Central Services	2,406	3,148	2,715	(433)	-16%
Total Expense	9,059	15,076	9,990	(5,086)	-51%
NOI Before Depreciation	(3,891)	(9,515)	(4,390)	(5,124)	-117%
<i>Depreciation</i>	3,646	3,992	3,588	(404)	-11%
NOI After Depreciation	(7,536)	(13,507)	(7,978)	(5,528)	-69%

Total expense does not include PensAdj

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Vs. Budget

Revenue \$38K Lower

- Decrease due to SaBM closure -\$161K lower
- FT Rec Boating moorage - higher occupancy - \$120K higher
- MIC moorage – long-term moorage - \$45K higher

Expenses \$5M Higher

- General Expense:
 - \$4.6M impairment loss - SaBM Dock A-C
 - Bad debt from cyberattack - \$162K higher
 - SaBM reimbursement - \$108K higher
- Capital to Expense: SaBM Docks A-C Roof Safety - \$598K higher
- PMG – MIC & FT pile replacement project - \$437K lower

Vs. 2024

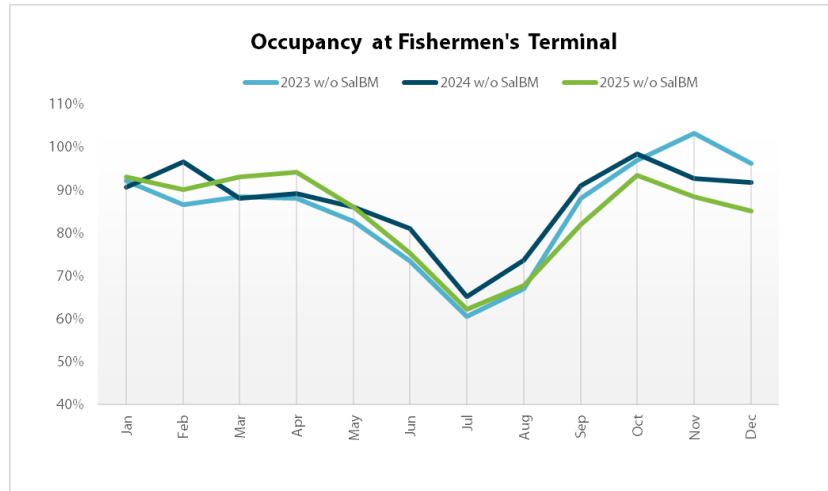
Revenue \$393K Higher

- Increase in FT rec boating opportunities
- Rate increases from 5% to 16% based on vessel size
- SaBM closure - \$51k lower

Expenses \$6M Higher

- \$4.6M impairment loss - SaBM Dock A-C
- Capital to Expense: SaBM Docks A-C Roof Safety - \$598K higher

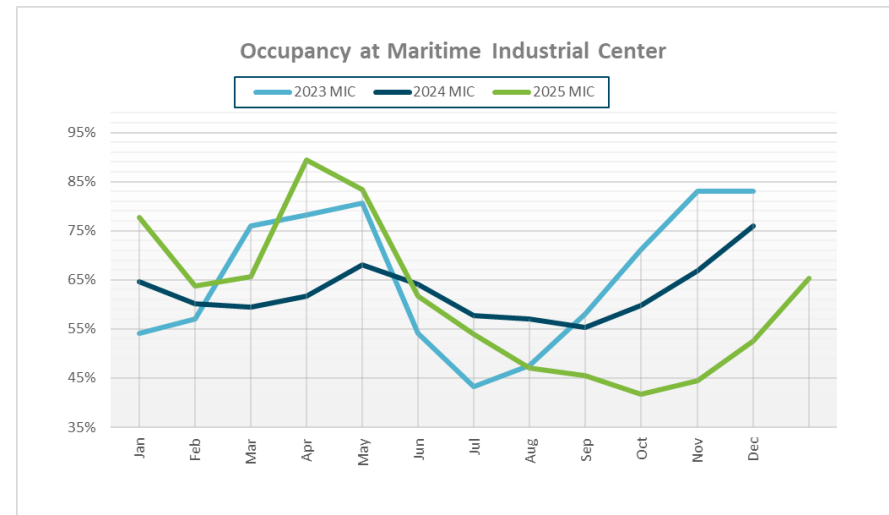
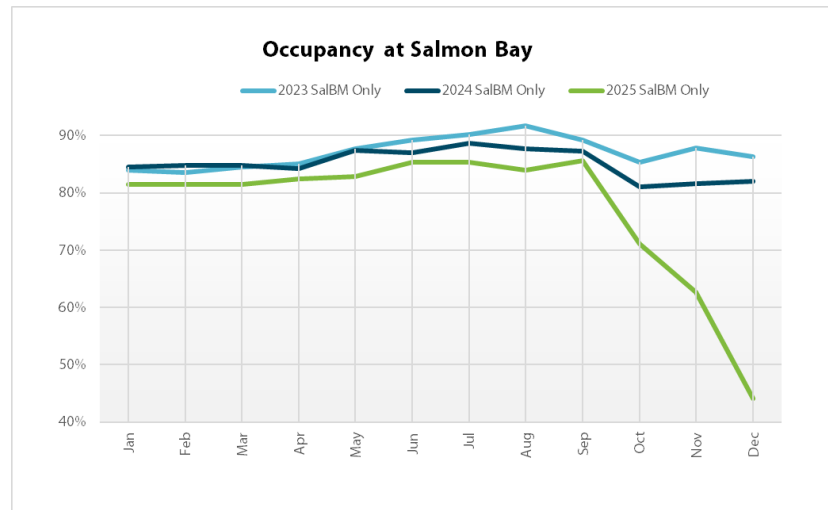
Ship Canal Fishing & Commercial Occupancy



Occupancy

- Monthly occupancy rates per marina as of Q4:

- ✓ FT Fishing down -4.53%
- ✓ FT Rec Boating up 1.73%
- ✓ SaBM down -7.75%
- ✓ MIC down -2.01%



Portfolio Management

	2024	2025	2025	Actual vs Budget	
	Actual	Actual	Budget	\$	%
\$ in 000's					
<u>Revenue by Facility:</u>					
Terminal 91 and Uplands	6,284	6,646	6,463	183	3%
Conference Event Centers	7,409	8,568	9,048	(481)	-5%
Marina Office and Retail (FT,MIC,SaBM,SBM)	3,529	3,510	3,456	55	2%
WTCW	1,436	789	898	(109)	-12%
Bell Street Garage & Retail	2,281	2,268	3,112	(844)	-27%
T102	2,354	2,229	1,907	322	17%
T106	1,290	2,170	3,235	(1,065)	-33%
Other	2,027	1,800	2,002	(202)	-10%
Utilities	2,800	3,107	3,035	72	2%
Total Revenue	29,410	31,086	33,156	(2,070)	-6%
<u>Dept Expenses:</u>					
Staff	2,687	2,773	2,943	170	6%
Outside Services	896	810	1,411	601	43%
General Expenses	8,057	9,390	9,334	(56)	-1%
Equipment & Supplies	103	185	361	176	49%
Utilities/Telecommunications	4,648	4,405	4,160	(245)	-6%
<u>Support Services:</u>					
Maintenance	7,912	7,370	7,293	(76)	-1%
Environmental	810	1,324	860	(464)	-54%
PMG	1,011	1,387	903	(483)	-54%
Planning	171	338	705	367	52%
Economic Development	2,037	971	1,121	149	13%
Police/Security	1,992	2,297	2,205	(92)	-4%
Other/Central Services	9,993	9,190	9,854	664	7%
Total Expense	40,318	40,440	41,151	711	2%
NOI Before Depreciation	(10,907)	(9,354)	(7,994)	(1,360)	-17%
Depreciation	3,646	3,992	3,588	(404)	-11%
NOI After Depreciation	(14,553)	(13,346)	(11,583)	(1,763)	-15%

Total expense does not include PensAdj

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Vs. Budget

Revenue \$2M Lower

- T106 \$1.1M lower- Environmental cost credit to TC Northwest.
- Bell St. Garage \$703K lower- fewer monthly parkers from reduced subsidies, T91 lost contracts, and competitor discounts.
- CEC \$481K lower- fewer repeat events and tighter company budgets.
- Higher revenue at T91 Upland by \$183K and at T102 by \$322K- rate and sqft increases.

Expenses \$711K Lower

- Unspent TI and Broker Fees at FT \$337K; SBM \$61K; T102 \$152K.
- PMG \$463K higher- Outside Services at MIC \$209K; T91 \$136K; P66 \$181K.

Vs. 2024

Revenue \$1.7M Higher

- CEC \$1.2M higher- higher event volume & misc. revenue.
- T106 \$880K higher- full year of post-construction revenue.
- WTC West \$647K lower- lower occupancy.

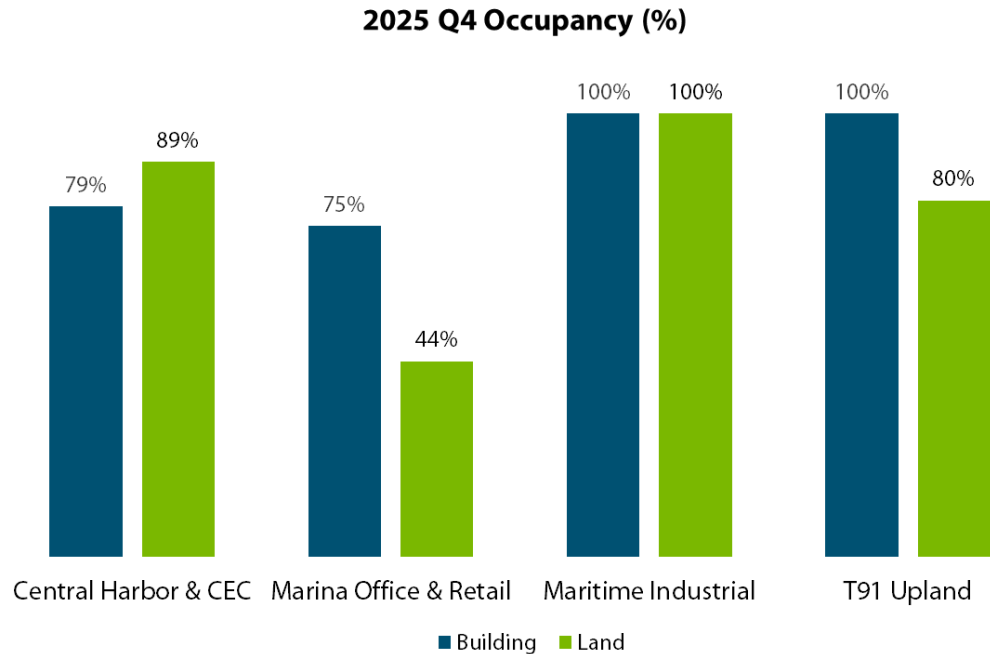
Expenses \$122K Lower

- Lower alloc- EDD \$1M due to re-org, MM \$546K, Port Contingencies (reversal).
- CEC expense \$1.3M higher.
- PMG \$379K higher in divisional allocation.
- MD Security direct charges \$299K higher.

Looking forward in 2026

- New concession lease at Centennial Park in Q2
- Trowbridge (FT) revenue begins in Q4

All Portfolio Management Occupancy



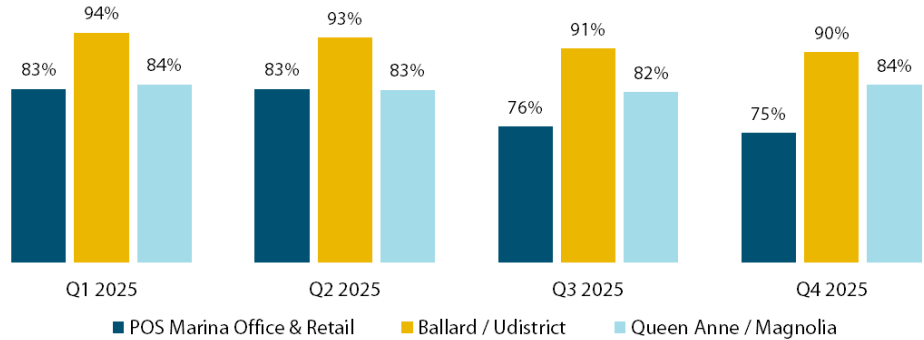
Total Available SF 898,227			
Building	SF Occupied	SF Vacant	% Occupied
CEC	69,915	-	100%
Central Harbor	218,570	76,516	74%
Marina Office & Retail	147,260	50,103	75%
Maritime Industrial	271,370	-	100%
T91 Upland	64,493	-	100%
Total	771,608	126,619	86%

Total Available SF 3,323,153			
Land	SF Occupied	SF Vacant	% Occupied
Central Harbor	1,230,489	150,423	89%
Marina Office & Retail	161,009	204,297	44%
Maritime Industrial	1,194,194	-	100%
T91 Upland	307,741	75,000	80%
Total	2,893,433	429,720	87%

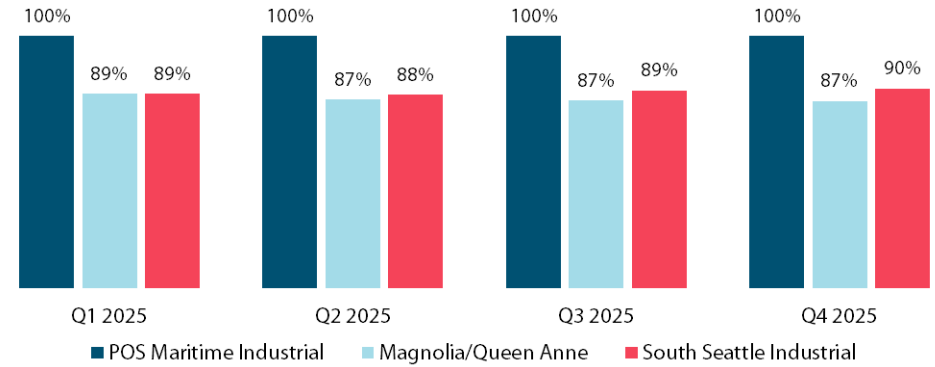
Overall occupancy: 87%

All Portfolio Management Market Statistics

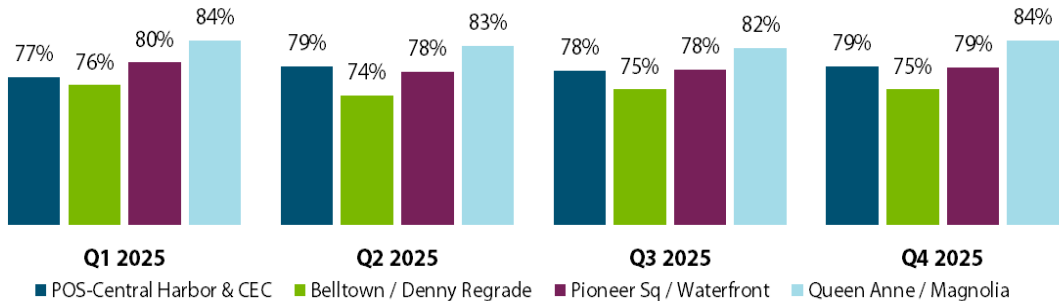
Marina Office & Retail Building Occupancy Rate (Office)



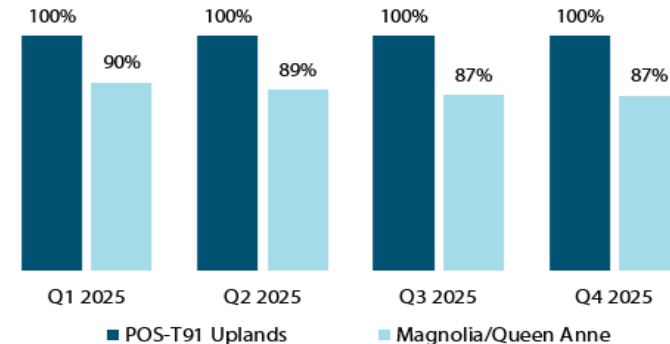
Martime Industrial Building Occupancy Rate (Industrial)



Central Harbor Management Building Occupancy Rate (Office)



T-91 Uplands Building Occupancy Rate (Industrial)



* Information source: Costar-Office & Industrial Market Averages (does not capture land only leases)

P69 Facilities

\$ in 000s	2024	2025	2025	Bud Var	
	Actual	Actual	Budget	\$	%
Org basis:					
Salaries & Benefits	547	557	611	54	9%
Travel & Other Employee Exp	7	5	8	3	41%
Equipment & Supplies	38	49	18	(31)	(173%)
Supplies and Stock	48	64	62	(2)	(3%)
Outside Services	341	358	386	29	7%
General Expenses	85	98	0	(98)	NA
All Other Expenses	560	538	553	15	3%
Total Operating Expense*	1,625	1,668	1,638	(30)	(2%)

*Total expense doesn't include Pension Adjustment (41) (36)

Vs. Budget

\$30K Higher

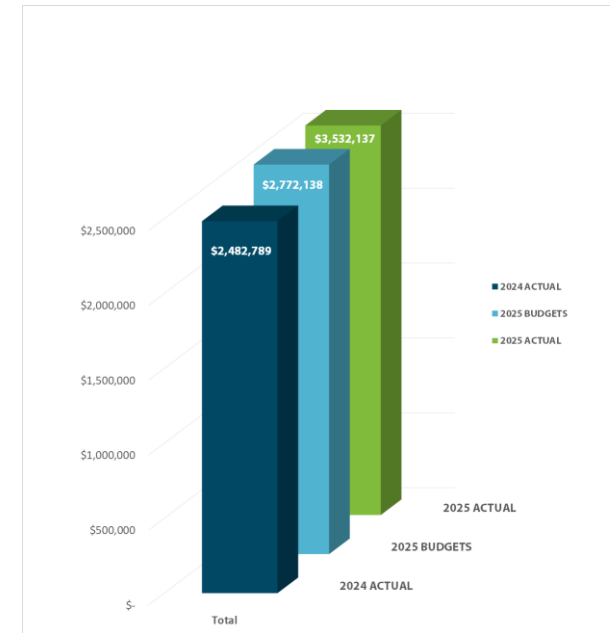
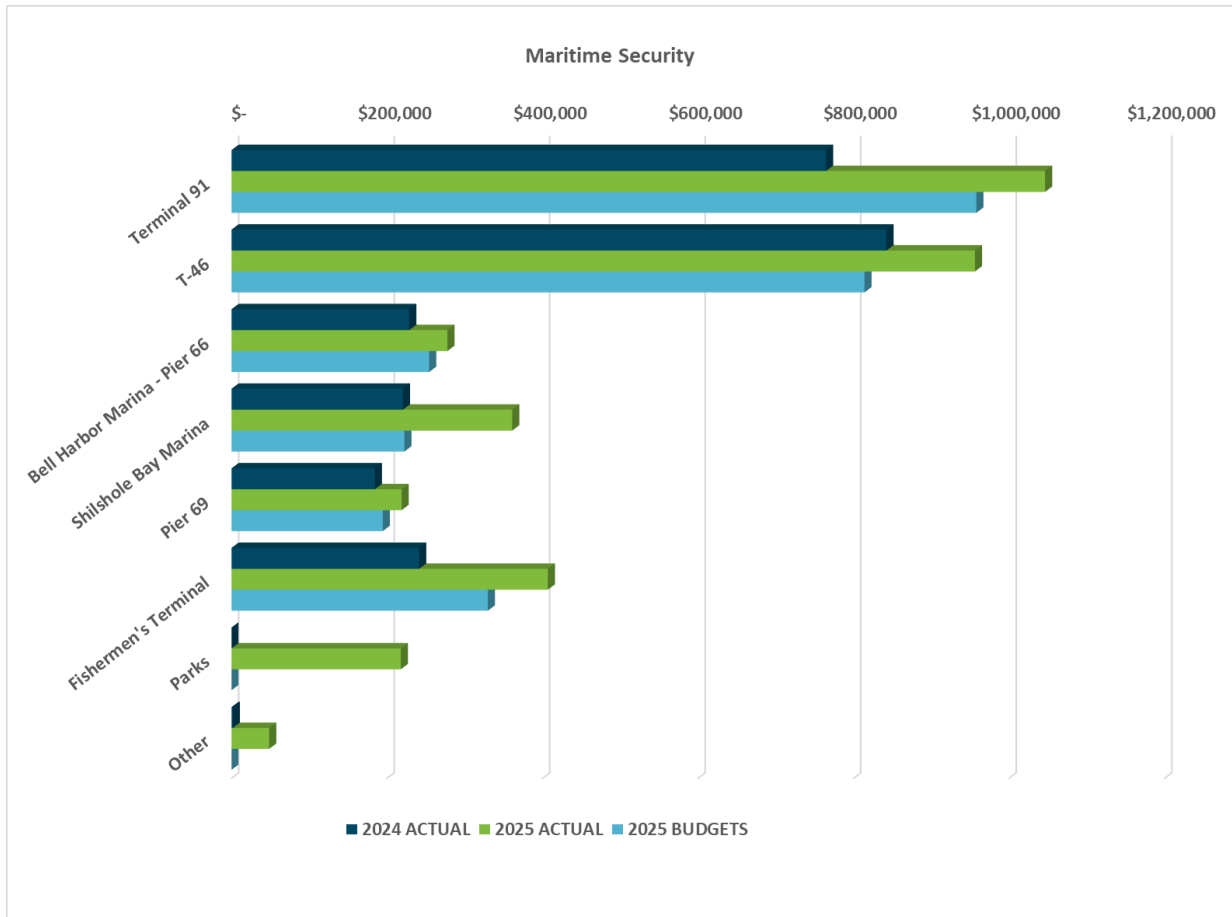
- Equipment \$31K higher. due to an emergency spend for P69 Building Automation System, new MS Surface Hub, phone and computer for a new hire.
- General exp \$98K higher- postage exp is not budgeted.
- Outside Services \$29K lower- new contracts, lower rates

Vs. 2024

\$97K Higher

- Salary & Benefit- filled supervisor position.
- Supplies & Stock \$16K- General supplies and Janitorial supplies.
- Outside Services \$17K- Software License subscriptions

Maritime Security



Vs. Budget

- The 2025 actual expenses are approximately \$753K higher than the budget due to additional security services requested by NWSA at T-46 and SBM
- Starting July 2025, the new security contract approved by the commissioners took effect with Prosegur
 - Now patrolling 5 of the Port parks, as well as providing its security patrol vehicles.

Vs. 24

- In 2025, new rate increase, along with additional security services requested at T46, T91, FT, and SBM, as well as the Port parks

Stormwater Utility

	2023	2024	2025	2025	Actual vs Budget		Change from 2024	
	Actual	Actual	Actual	Budget	Variance			
\$ in 000's					\$	%	\$	%
Revenue								
NWSA	1,078	910	882	1,147	(265)	-23%	(28)	-3%
Tenants Revenue	4,113	4,725	5,642	5,231	411	8%	917	19%
Port Non-tenants Revenue	1,722	1,609	1,883	1,882	1	0%	273	17%
Total Revenues	6,913	7,244	8,407	8,260	147	2%	1,162	16%
Expenses								
SWU	1,516	2,221	1,923	2,343	421	18%	(298)	-13%
Maintenance Expenses	3,861	4,070	4,429	4,830	401	8%	359	9%
Central Waterfront PM	18	54	38	41	3	8%	(16)	-30%
Environmental & Sustainability	33	74	281	37	(244)	-659%	207	281%
Environmental Finance	20	61	70	80	10	13%	9	15%
Other Central Services	1,000	1,082	1,480	1,270	(209)	-16%	397	37%
Total Expense	6,447	7,562	8,220	8,602	382	4%	658	9%
NOI Before Depreciation	466	(318)	186	(343)	529	154%	504	-159%
Depreciation	1,264	1,332	1,369	1,353	(16)	-1%	38	3%
NOI After Depreciation	(798)	(1,649)	(1,183)	(1,696)	513	30%	466	-28%

- Revenue favorable 400K impact due to T46 US Coast Guard bills not paid since 2021 however revenue was short. We are working on a business process change. The unfavorable (264K) is due to a combination of Non-Tenant Revenue from property level cost centers. Kicking off 2 year lean program to tackle this issue.
- Expenses are under due to timing of outside services spend and consultant costs for regulatory strategy work.
- Marine Maintenance under 400k work slowdown for certain projects.
- Cash fund balance as of 12.31.2025 was \$2.718M below the 50% revenue target of \$4.130M



Economic Development Division Appendix

2025 Q4 Financial Performance Report



Economic Development Highlights

- **City Partnership Grant Program** moving back to a two-year cycle, application deadline extended to October 10 with matching funds carrying through the two-year cycle. Hosted four application workshop and reviewed 25+ applications. Promotional Hosting coming up in Q3-Q4 for in person and webinars to communities participating in the program.
- **Community Business Connector Program** scaled back funding and piggybacking on King County's scope of work for multi-agency alignment.
- **Real Estate:** We look forward to finishing up the Maritime Innovation Center on time and on budget by year end and will turn it over to our tenant, Maritime Blue, for their tenant build out.
The Des Moines Creek West project has broken ground, and we look forward to finishing this by Summer of 2026.
The CEM Access and Development feasibility study is underway, and we look forward to finishing this up by Q1 2026.
The STOC at SEA Business Planning effort is active and we aim to finish this by mid-2026.
REDEV looks forward to continuing our efforts of implementing the Port's Real Estate Strategic Plan in 2026.
- **Tourism** Combatting growing anti-US sentiment which has resulted in significant reduction in international arrivals. Launching next 2-year cycle of Tourism Marketing Support Grants to support responsible tourism with \$600k in Port funds. Launching new chatbot to provide visitor information in support of inclusive, equitable tourism for local businesses. Continuation of travel media and travel trade hosting to drive tourism when and where it is needed most.
- **Lower Duwamish Hub** (non-payroll)) of \$175K still sponsored by the Economic Development Division. Most going to either the Environmental Tax Levy or the Maritime Habitat Initiatives.
- **Diversity in Contracting's** new 5-year goals passed by Commission: 16% Port-Wide WMBE goal, Port-Wide goal of doing business with 500 WMBE firms annually, Port-Wide WMBE sub goal of 14% construction utilization, review prompter payment efforts within Port Construction industry, standing up a limited public works program for small businesses – up to \$150K, and working with CPO to adjust Professional Service Categories to set-up a small business A & E program.

Tourism

Overall Annual Spending came in **9% under budget**, resulting in a **\$196K underspend**

\$ in 000's	2024	2025	2025	Actual vs Budget	
	Actual	Actual	Budget	Variance	
				\$	%
Salaries & Benefits	633	628	626	(2)	0%
Travel & Other Employee Exp	75	98	76	(21)	-28%
Outside Services (excludes Tax Levy)	156	174	252	78	31%
Outside Services Tax Levy	647	786	1,000	214	21%
Advertising	119	133	85	(48)	-56%
Promotional Expenses	104	112	105	(7)	-7%
All Other Expenses	10	24	10	(15)	-156%
Total Operating Expense	1,743	1,955	2,154	199	9%

Travel & Other Employee Expense: (\$21K) overspent due to:

- Membership with the Transformational Travel Council (\$10K) to promote responsible travel and thoughtful leadership.
- Increase in registration expenses from additional engagement opportunities in Seattle and throughout the industry including participation in the Visit Seattle Sales Mission.

Outside Services: \$78K underspent due to:

- Creative Services contract began late in Q4.
- Reduced need for multiple Tourism Consultants; in 2026 we adjusted to use only one consultant.

Outside Services Tax Levy: \$214K underspent due to:

- Contract delays and lower-than-expected grant payments under TMSP.
- Two-year grant cycle paperwork prevented full utilization.
- Some recipients were unresponsive, one organization folded, and others faced management issues.

Advertising: (\$48K) overspent including \$20K that should have been coded to Maritime Marketing. This increase in expenses was driven by opportunities to promote responsible travel.

All Other Expense: (\$25K) overspent due to rental equipment for an exhibit and the purchase of two iPhones and iPads.

Vs. 2024 13% increase in spending primarily due to more grant participants in 2025.

Diversity In Contracting (Small Business)

Overall Annual Spending came in **13% under budget**, resulting in a **\$312K underspend**

\$ in 000's	2024	2025	2025	Actual vs Budget Variance	
	Actual	Actual	Budget	\$	%
Salaries & Benefitis	1,371	1,692	1,647	(46)	-3%
Travel & Other Employee Exp	30	43	51	8	16%
Outside Services (excludes Tax Levy)	162	32	168	136	81%
Outside Services Tax Levy	237	175	310	135	44%
Advertising	43	42	64	21	34%
Promistional Expenses	7	13	17	4	25%
<i>Trade Business & Comm.</i>	31	15	71	57	80%
All Other Expenses	49	25	28	4	13%
Total Operating Expense	1,930	2,036	2,356	320	14%

Salaries & Benefits: (\$53K) Overspent due to Compensation Project retroactive adjustments and provisional pay.

Outside Services: Underspent by \$136K

- Community Development Training funds \$50K were not used; legal advised that the scope of work could be considered a gift of public funds.
- Mentor Protégé MOU (AGC, ACEC, WASDOT, Sound Transit) \$50K delayed until 2026 awaiting new local agreement.
- Tabor 100 \$50K gap between contract, less expense than anticipated, \$24K.
- Language Access Service \$5K scheduled to begin in 2026.

Outside Services Tax Levy: Underspent by \$135K

- DB/ACDBE/WMBE training consultants & outreach \$50K unused due to Federal Rules changes. Overall impact remains unknown.
- Business Accelerator invoices not received until 2026.

Advertising: Underspent by \$21K due to communication challenges with advertisers, leadership changes at Federal Way publication, and difficulty locating contacts for key publications.

Trade Business & Community: Underspent by \$57K several planned events did not occur:

- WMBE Chamber Community Connections \$25K
- Ethnic Chambers \$15K
- SBTRC/MBDA programs eliminated by Federal USDOT \$5K
- Budget for Industry Partner Training Classes (Construction & Consulting) was built into Business Accelerator program and not used, \$2K.

Vs. 2024 6% increase due to Coordinator position being filled and Compensation project. This was offset by decreases in Outside Service spending.

Purpose: Advance equity and address contracting disparities by increasing the utilization of Women Minority Business Enterprises and other disadvantaged firms.

Real Estate Development & Planning

Overall Annual Spending came in **43% under budget**, resulting in a **\$676K underspend**

\$ in 000's	2024	2025	2025	Actual vs Budget	
	Actual	Actual	Budget	Variance	
				\$	%
Salaries & Benefitis	579	571	690	119	17%
<i>Maritime Properties</i>	406	443	382	(60)	-16%
<i>Aviation Properties</i>	173	128	307	180	58%
Travel & Other Employee Exp	1	7	37	29	80%
Outside Services	475	321	851	529	62%
<i>Maritime Properties</i>	27	108	511	402	79%
<i>Aviation Properties</i>	448	213	340	127	37%
All Other Expenses	7	8	9	1	9%
Total Operating Expense	1,062	908	1,586	679	43%

Salaries & Benefits: \$119K underspent due to vacant Real Estate Development Associate position.

- **Maritime properties (\$62K) overspent** because of more time charged to Waterfront PMG.
- **Aviation Properties \$179K underspent** due to a reduction of time charged to the division.

Travel & Other Employee Expenses: \$29K Underspent driven by intentional cost-saving measures. Some budgeted items provided minimal value, and funds allocated for a new FTE position were not utilized as the role remained unfilled.

Outside Services: \$530K underspent primarily due to delayed execution of contracts which occurred late in the year. Falkin and Associates contract covers owner's representative work on development projects. Jacobs Engineering is assisting with Strategic Planning updates for Maritime and Aviation divisions.

Maritime properties \$402K underspent

- The WOSCA Limited Study is underway to develop Maritime concepts and partnership options by June 2026.
- Lower Duwamish Hub (non-payroll)) of \$175K still sponsored by the Economic Development Division. Most going to either the Environmental Tax Levy or the Maritime Habitat Initiatives.
- The CEM Access and Development feasibility study is complete and a draft report produced. RE Staff is ready to provide briefings on outcomes of the study.

The team is supporting the re-configuration of the Duwamish HUB space. They have partnered with Magellan Architects for approximately \$25K. This community focused design will support the needs of the South Park community.

Aviation properties \$127K underspent

- The STOC at SEA Business Planning effort is on track and aim to finish this by late-2026.
- The Des Moines Creek West project - Despite rain delays, Panattoni is working diligently on brace frames, interior footings, and the tilting of the wall panels so we will soon see vertical progress by next month.

REDEV looks forward to working with new strategic consultant, the Jacobs Group to review and update the Real Estate Strategic Plan with fresh eyes.

Vs. 2024 14% underspent largely attributed to delays caused by contract capacity and late execution.

RE Dev. & Planning: Facilitates the development of properties to maximize their mission performance and earning potential, identifies and evaluates new property acquisition opportunities and provides counsel to other divisions regarding real estate management and development.

Economic Development Division ~ Admin

Overall Annual Spending came in **44% under budget**, resulting in a **\$1,254 underspend**

\$ in 000's	2024	2025	2025	Actual vs Budget	
	Actual	Actual	Budget	\$	%
Salaries & Benefits	642	757	766	8	1%
Travel & Other Employee Exp	10	45	70	26	36%
Outside Services (exclude Tax Levy)	778	432	251	(182)	-72%
Grants Tax Levy	188	120	950	830	87%
Tax Levy Programs	776	180	605	425	70%
Promotional Expenses	5	13	9	(4)	-38%
<i>Trade Business & Comm.</i>	26	19	28	9	32%
All Other Expenses	8	18	163	144	89%
Total Operating Expense	2,433	1,584	2,842	1,257	44%

Travel & Other Employee Expenses: \$26K underspent due to several unused budgeted items.

Memberships

- Center for Advanced Manufact. Puget Sound, \$5K.
- Greater Seattle Business Association, \$2.5K

Travel, Lodging & Meals

- (2) International Travel - Trade Missions, \$8K.
- International Economic Development Council Annual Conferences, \$11K.

Outside Services (excludes Tax Levy): (\$182K) Overspent due to unbudgeted:

- Seattle Metro Chamber, \$90K charged to the wrong subclass, should have been coded to Tax Levy.
- EDD Strategy Plan services provided by High Peak, (\$42K).
- Services provided by Lumiere Group, which required extended contract time to complete the Port's Art Program strategy, (\$46K).
- Fisherman's Terminal Event, (\$4K).

Grants Tax Levy: \$830K underspent due to Partnership grants being on a two-year cycle and allowing cities more time to complete projects, some paid in 2025 and others will pay in 2026.

Tax Levy Programs: \$425K underspent. The budget includes funding for the Community Business Connector (CBC) program which was restructured for greater efficiency as well as the Blue Wind (Green Economy) and Maritime Blue initiatives. For the CBC program, we partnered with King County to align and streamline the scope of work.

Trade Business & Community Expenses: \$9K Underspent due to several sponsorships budgeted by previous director.

All Other Expenses: \$145K underspent due to no Miscellaneous expenses.

35% underspent due to a decrease in Tax Levy Grant and Program spending.



Central Services Appendix

2025 Q4 Financial Performance Report



2025 Central Services Financial Highlights

\$ in 000's	2023	2024	2025	2025	Actual vs. Budget Variance		Change from 2024 Incr (Decr)	
	Actual	Actual	Actual	Budget	\$	%	\$	%
Operating Revenues	560	553	483	183	300	163.7%	(71)	-12.8%
Pension Contra Revenue	(775)	(150)	(469)	-	(469)	0.0%	(319)	211.8%
Total Operating Revenues	(216)	403	14	183	(169)	-92.5%	(389)	-96.6%
Core Central Support Services	111,368	153,093	109,720	127,143	17,422	13.7%	(43,372)	-28.3%
Police	41,023	47,068	50,431	45,860	(4,571)	-10.0%	3,363	7.1%
Engineering/PCS	14,241	17,703	20,589	22,907	2,318	10.1%	2,885	16.3%
Total O&M Expenses w/o Pension True-up	166,632	217,864	180,740	195,910	15,170	7.7%	(37,124)	-17.0%
DRS Pension True-up Exp	(14,479)	(11,743)	(13,158)	-	13,158	0.0%	(1,414)	12.0%
Core Central Support Services	103,824	146,886	103,000	127,143	24,143	19.0%	(43,886)	-29.9%
Police	36,422	43,591	46,327	45,860	(467)	-1.0%	2,736	6.3%
Engineering/PCS	11,907	15,644	18,256	22,907	4,651	20.3%	2,612	16.7%
Total O&M Expenses with Pension True-up	152,153	206,121	167,583	195,910	28,327	14.5%	(38,538)	-18.7%

- Total O&M Expenses w/o Pension Credit were \$15.2M below budget mainly due to an adjustment in legal settlement.
- Total O&M Expenses with Pension Credit were \$28.3M below budget.

2025 Central Services Expense by Category

\$ in 000's	2023	2024	2025	2025	Actual vs. Budget Variance		Change from 2024 Incr (Decr)	
	Actual	Actual	Actual	Budget	\$	%	\$	%
Salaries & Benefits	92,338	108,585	118,663	112,845	(5,817)	-5.2%	10,078	9.3%
Wages & Benefits	35,832	41,712	42,570	39,443	(3,127)	-7.9%	858	2.1%
Payroll to Capital Projects	19,886	20,441	22,296	27,432	5,136	18.7%	1,855	9.1%
Equipment Expense	2,400	3,025	2,347	2,568	221	8.6%	(678)	-22.4%
Supplies & Stock	1,551	1,107	1,535	906	(629)	-69.4%	428	38.6%
Outside Services	39,407	43,408	45,527	48,241	2,714	5.6%	2,118	4.9%
Travel & Other Employee Expenses	2,589	2,766	3,335	3,982	647	16.3%	569	20.6%
Insurance Expense	4,715	6,041	5,826	6,631	805	12.1%	(215)	-3.6%
Litigated Injuries & Damages	2,907	26,032	(18,034)	-	18,034	0.0%	(44,066)	-169.3%
Other Expenses	4,102	9,019	4,012	3,490	(522)	-15.0%	(5,007)	-55.5%
Charges to Capital Projects/Overhead Alloc	(39,094)	(44,272)	(47,336)	(49,630)	(2,294)	4.6%	(3,064)	6.9%
TOTAL w/o DRS Pension True-up	166,632	217,864	180,740	195,910	15,170	7.7%	(37,124)	-17.0%
DRS Pension True-up Credit	(14,479)	(11,743)	(13,158)	-	13,158	0.0%	(1,414)	12.0%
TOTAL w/ DRS Pension True-up	152,153	206,121	167,583	195,910	28,327	14.5%	(38,538)	-18.7%

- Payroll Costs: \$3.8M over budget partially due to less Charges to Capital Projects
- Outside Services: \$2.7M below budget due to spending delays
- Litigated Injuries and Damages: \$18.0M below budgeted mainly due to an adjustment in legal settlement



Port-wide Appendix

2025 Q4 Financial Performance Report

2025 Port Wide Operating Revenues Summary

\$ in 000's	2023	2024	2025	2025	Actual vs. Budget Variance		Change from 2024 Incr (Decr)	
	Actual	Actual	Actual	Budget	\$	%	\$	%
Aeronautical Revenues	479,697	520,942	545,307	563,836	(18,529)	-3.3%	24,366	4.7%
Public Parking	110,990	116,626	116,927	119,634	(2,707)	-2.3%	301	0.3%
Rental Cars - Operations	46,506	45,399	46,042	45,573	469	1.0%	643	1.4%
Rental Cars - Operating CFC	16,954	20,872	23,201	21,624	1,577	7.3%	2,329	11.2%
ADR & Terminal Leased Space	74,246	81,612	83,991	84,360	(369)	-0.4%	2,379	2.9%
Ground Transportation	24,878	23,946	24,376	25,901	(1,525)	-5.9%	430	1.8%
Employee Parking	10,574	10,462	12,532	14,393	(1,862)	-12.9%	2,070	19.8%
Airport Commercial Properties	20,370	21,744	24,086	32,704	(8,618)	-26.4%	2,341	10.8%
Airport Utilities	8,666	9,578	10,837	10,838	(1)	0.0%	1,258	13.1%
International Place	-	-	12,395	-	12,395	0.0%	12,395	0.0%
Clubs and Lounges	11,710	16,709	19,528	16,593	2,935	17.7%	2,819	16.9%
Cruise	41,726	43,145	48,853	50,037	(1,185)	-2.4%	5,708	13.2%
Recreational Boating	15,505	16,555	18,058	18,273	(214)	-1.2%	1,503	9.1%
Fishing & Operations	11,640	11,771	12,524	11,610	914	7.9%	753	6.4%
Grain	3,356	5,920	6,442	5,034	1,408	28.0%	522	8.8%
Maritime Lease Portfolio	20,764	21,921	22,432	24,006	(1,573)	-6.6%	512	2.3%
Conference & Event Centers	6,738	7,490	8,654	9,151	(497)	-5.4%	1,164	15.5%
NWSA Distributable Revenue	57,685	62,399	106,991	58,333	48,658	83.4%	44,592	71.5%
Other	7,275	6,458	18,631	7,693	10,938	142.2%	12,172	188.5%
Total Operating Revenues (w/o Aero)	489,584	522,607	604,103	555,757	48,346	8.7%	81,496	15.6%
TOTAL	969,281	1,043,549	1,149,410	1,119,593	29,817	2.7%	105,861	10.1%

2025 Port Wide Operating Expense Summary

\$ in 000's	2023	2024	2025	2025	Actual vs. Budget Variance		Change from 2024	
	Actual	Actual	Actual	Budget	\$	%	Incr (Decr)	%
Salaries & Benefits	187,197	220,932	240,733	235,162	(5,572)	-2.4%	19,802	9.0%
Wages & Benefits	167,928	193,745	204,923	186,592	(18,331)	-9.8%	11,178	5.8%
Payroll to Capital Projects	32,448	33,047	39,024	48,615	9,591	19.7%	5,977	18.1%
Outside Services	139,389	161,476	176,059	189,554	13,494	7.1%	14,583	9.0%
Utilities	31,226	33,786	36,192	35,622	(570)	-1.6%	2,406	7.1%
Equipment Expense	12,624	11,790	11,582	14,078	2,496	17.7%	(207)	-1.8%
Supplies & Stock	12,956	12,983	14,533	10,432	(4,101)	-39.3%	1,550	11.9%
Travel & Other Employee Expenses	5,511	6,068	6,799	8,679	1,880	21.7%	731	12.0%
Third Party Mgmt Op Exp	10,930	12,960	19,949	19,855	(94)	-0.5%	6,990	53.9%
B&O Taxes	6,431	7,216	7,487	7,335	(151)	-2.1%	271	3.7%
Other Expenses	39,824	58,993	23,585	20,314	(3,270)	-16.1%	(35,409)	-60.0%
Charges to Capital Projects/Overhead Alloc	(66,857)	(77,564)	(82,584)	(97,949)	(15,365)	15.7%	(5,020)	6.5%
TOTAL w/o DRS Pension True-up	579,607	675,431	698,282	678,288	(19,994)	-2.9%	22,850	3.4%
DRS Pension True-up Credit	(28,709)	(22,790)	(25,970)	-	25,970	0.0%	(3,181)	14.0%
TOTAL w/ DRS Pension True-up	550,899	652,642	672,311	678,288	5,977	0.9%	19,670	3.0%

- Payroll Costs were \$14.2M over budget partly due to less Charges to Capital Projects
- Outside Services were \$13.5M under budget due to delay in spending
- Equipment Expense were \$2.5M under budget while Supplies & Stock were \$4.1M over budget
- Travel & Other Employee Expenses were \$1.8M lower than budget due to spending delays in training and travel
- Other Expenses were \$3.3M above budget mainly due to higher Environmental Remediation Exp, Worker's Comp, and Misc Exp; partially offset by a credit adjustment in Litigated Injuries & Damages.
- Charges to Capital Projects/Overhead Allocations were lower by \$15.4M due to spending delays in Capital Projects

2025 Port Wide Financial Summary



- Total Operating Revenues: \$29.8M above budget
- Total Operating Expenses: \$6.0M below budget and \$20.0M over budget w/o Pension Credit
- NOI before Depreciation: \$35.8M above budget and \$9.8M over budget w/o Pension Credit

2025 Op & Non-Op Financial Summary

(\$ in 000s)	2023	2024	2025	2025	Actual vs. Budget Variance	
	Actual	Actual	Actual	Budget	\$	%
Revenues						
1. Operating Revenues	969,281	1,043,549	1,149,410	1,119,593	29,817	2.7%
2. Tax Levy	82,313	85,885	87,841	88,390	(549)	-0.6%
3. Passenger Facilities Charges	95,681	99,364	98,144	100,944	(2,800)	-2.8%
4. Customer Facilities Charges	24,657	24,896	24,821	25,057	(236)	-0.9%
5. Fuel Hydrant	6,681	6,389	6,561	6,985	(424)	-6.1%
6. Non-Capital Grants and Donations	19,192	3,491	3,052	4,884	(1,832)	-37.5%
7. Capital Contributions	36,309	94,282	40,308	53,329	(13,021)	-24.4%
8. Interest Income	94,541	81,374	117,805	72,631	45,174	62.2%
Total	1,328,655	1,439,231	1,527,942	1,471,812	56,130	3.8%
Expenses						
1. Operating Expenses	579,607	675,431	698,282	678,288	(19,994)	-2.9%
2. DRS Pension True-up Credit	(28,709)	(22,790)	(25,970)	-	25,970	0.0%
3. Depreciation	256,740	277,917	298,355	267,028	(31,327)	-11.7%
4. Revenue Bond Interest Expense	146,686	150,434	174,153	182,905	8,752	4.8%
5. GO Bond Interest Expense	10,162	14,365	15,184	15,323	139	0.9%
6. Public Expense	20,869	11,150	4,320	7,597	3,277	43.1%
7. Non-Op Environmental Expense	10,056	3,072	(1,973)	14,800	16,773	113.3%
8. Other Non-Op Rev/Expenses	944	13,425	(47,140)	(18,295)	28,845	-157.7%
Total	996,356	1,123,005	1,115,210	1,147,646	32,436	2.8%
Special Item Income/Expense	-	91,107	-	-	-	0.0%
Change In Net Assets	332,299	225,118	412,732	324,166	88,566	27.3%

Port Wide Capital Spending Summary

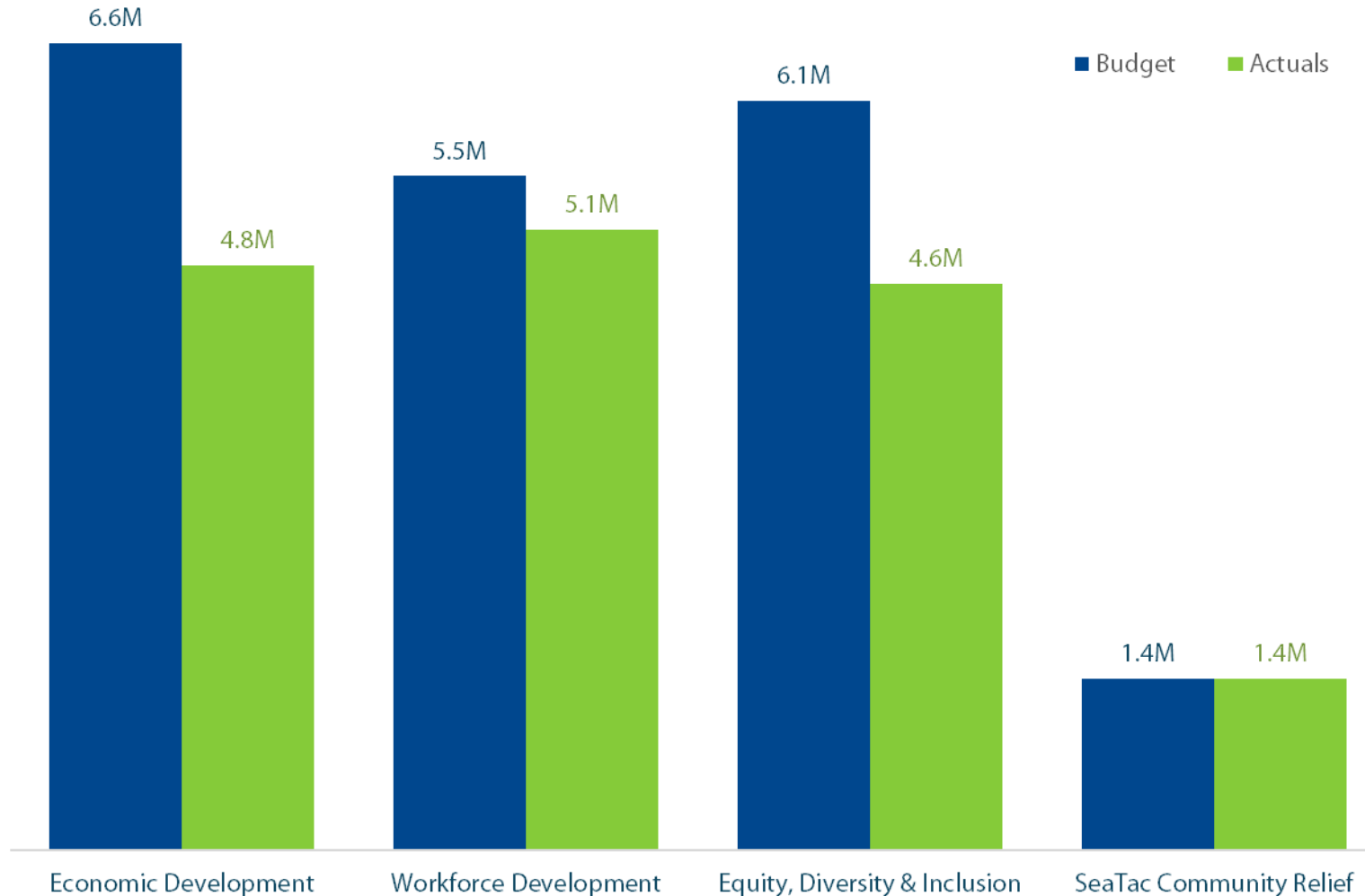
\$ in 000's	2025	2025	2025	Budget Variance	
	Actual	Budget	Plan of Finance	\$	%
Aviation	840,459	816,331	1,036,989	(24,128)	-3.0%
Maritime	93,859	89,827	131,699	(4,032)	-4.5%
Central Services & Other (note 1)	11,558	21,488	34,591	9,930	46.2%
TOTAL	945,876	927,646	1,203,279	(18,230)	-2.0%

Note:

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

Community Programs

2025 Bud vs Act by Major Categories
(exclude DRS Pension credit)



- Lower than anticipated spending in several programs: Maritime Blue, Tourism, Youth Maritime Career Launch program, Low Carbon Fuel Standard support; transition of EDD Partnership programs from 1-year to 2-year cycle.
- Payment to the Friends of the Waterfront was not spent in 2025 due to MOU schedule of fees.
- Less spending in Outside Services for Tourism, Diversity in Contracting, Equity, Diversity, & Inclusion, HS Internship, and Workforce Development.
- Community Business Connector payments were deferred to 2026 due to directive to hold off on TBCD payments at the end of 2025.

Community Programs

Program (\$ in \$000)	2023 Actual	2024 Actual	2025 Actual	2025 Budget	Fav (UnFav) Actual vs. Budget Variance		Incr (Decr) Change from 2024	
					\$	%	\$	%
1) Energy & Sustainability Fund	34	72	-	-	-	0.0%	(72)	-100.0%
2) Airport Community Ecology (ACE) Fund	27	8	34	40	6	14.3%	26	315.5%
3) South King and Port Communities Fund (SKPC) ¹	1,758	2,331	2,255	2,205	(50)	-2.3%	(76)	-3.3%
4) Duwamish Valley Community Equity Program (DVCEP)	492	424	398	619	221	35.6%	(26)	-6.1%
5) EDD Partnership Grants	1,283	860	174	950	776	81.7%	(686)	-79.8%
6) Tourism Marketing Support Program ²	1,540	1,738	1,955	2,154	199	9.2%	217	12.5%
7) Airport Spotlight Ad Program ^{3&4}	362	252	407	518	111	21.4%	155	61.7%
8) City of SeaTac Community Relief ³	1,400	1,400	1,400	1,400	-	0.0%	-	0.0%
9) Maritime Blue (formerly Maritime Innovation Center)	120	120	75	175	100	57.1%	(45)	-37.5%
10) Workforce Development ²	4,242	4,572	4,622	4,976	353	7.1%	50	1.1%
a. Youth Career Launch Program (formerly OYI)	689	670	671	750	79	10.5%	1	0.2%
b. Airport Employment Center	1,678	1,534	1,612	1,517	(95)	-6.3%	79	5.1%
11) High School Internship Program	277	424	436	520	84	16.1%	12	2.9%
12) Diversity in Contracting ²	1,906	1,916	2,036	2,356	320	13.6%	120	6.3%
a. Small Bus. Accelerator (DIC) ⁵	212	237	175	260	85	32.7%	(62)	-26.2%
b. DBE/ACDBE/WMBE Training Consultants & Outreach	-	-	-	50	50	100.0%	-	0.0%
13) Equity, Diversity & Inclusion ²	1,319	1,993	2,090	2,459	369	15.0%	97	4.9%
Sustainable Aviation Fuels & Air Emissions Program	103	-	-	-	-	0.0%	-	0.0%
Low Carbon Fuel Standard Support	40	-	17	300	283	94.4%	17	0.0%
Community Biz Connector (Regional Small Biz Partnerships)	25	625	90	380	290	76.3%	(535)	-85.6%
Public Market Study	175	16	-	-	-	0.0%	(16)	-100.0%
14) Seattle Aquarium Partnership	1,100	3,500	-	-	-	0.0%	(3,500)	-100.0%
Green Economy	-	-	30	50	20	40.0%	-	-
15) Friends of the Waterfront	-	2,000	-	750	-	-	-	-
TOTAL w/o DRS Pension True-up Credit	15,991	22,014	15,845	19,591	3,746	19.1%	(6,169)	-28.0%
DRS Pension Credit True Up	(331)	(277)	(339)	-	339	0%	(63)	22.6%
TOTAL w/ DRS Pension True-up Credit	15,660	21,737	15,506	19,591	4,085	20.9%	(6,231)	-28.7%

Notes:

- 1) Budget/Actuals show grants only, exclude payroll.
- 2) DRS Pension credit excluded from dept totals.
- 3) Budgeted as Non-ops Expenses.
- 4) Free advertising space provided at the Airport. FAA requires that lost revenue be reimbursed to the Airport.
- 5) A portion of the SKPCF budget is in Diversity in Contracting; adjusted to avoid double counting.