Our Financial Framework
Self-Sufficient With All Revenues Reinvested Back

We are self-supporting

No tax revenues come from any state or local jurisdiction

No power to tax

Revenues are received from facility operations

Bonds are backed by revenues generated from tolls, fares, fees, and rents
Our Footprint

Legacy Facilities Have Suffered from Underinvestment
Our Five Core Objectives

Meeting the Demand

- Safety and Security
- Ethics and Integrity
- Investing In and Rebuilding Our Facilities
- Best-In-Class Operating Standards
- 21st Century Customer Experience
Investing and Rebuilding

$32.2 Billion Capital Plan (2017-2026)

By Department

- Aviation: $11.6
- TB&T: $10.0
- PATH: $4.4
- Gateway: $2.7
- WTC: $1.8
- Port: $1.1
LGA: $8B redevelopment – first new airport in U.S. in 20 years

EWR: $2.3B design-build construction of new Terminal One – construction to start Spring 2018

JFK: Master planning partner on board and at work; redevelopment proposals requested from every terminal operator

Airport Access: LGA AirTrain, extending PATH to EWR, one-seat ride to JFK

Bus Terminal: New build-in-place option under development with ongoing community input

Gateway: Most pressing infrastructure project in country – must keep it moving forward
Investing and Rebuilding

Our Commitment to Creative Project Delivery

Design-Build is the New Black: It is always our default option.

Leveraging Private-Sector Expertise and Financing: We pursue P3s that represent the best execution and financing propositions, but every project is different.

The Buck Stops Here: We must be aggressive in setting, monitoring, and enforcing performance standards regardless of operating relationship.
After the Storm, Port Authority Plots Changes at J.F.K. Airport

By PATRICK McGEEHAN  JAN 18, 2015

Travelers endured extensive delays at Kennedy Airport after a severe winter storm two weeks ago.

RELATED COVERAGE

- At J.F.K. Airport, the Planes Just Wouldn't Stop Coming  Jan 8, 2015
- J.F.K. Airport Plagued by Delays After Winter Storm  Jan 4, 2015
Today’s world demands that we think about the entire customer experience – from the time customers plan their travel and leave home all the way through to their end destination.
# 21st Century Customer Experience

## Case Study: Passenger Satisfaction at LGA

### Top 5 Most Important Items Rated by Passengers

(n=1244)

<table>
<thead>
<tr>
<th>Item</th>
<th>Rating</th>
<th>Satisfied Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Waiting time at security inspection</td>
<td>330</td>
<td>59%</td>
</tr>
<tr>
<td>Waiting time in check in line</td>
<td>316</td>
<td>70%</td>
</tr>
<tr>
<td>Cleanliness of washrooms/toilets</td>
<td>279</td>
<td>40%</td>
</tr>
<tr>
<td>Internet access/WiFi</td>
<td>274</td>
<td>19%</td>
</tr>
<tr>
<td>Ease of finding way through airport</td>
<td>233</td>
<td>67%</td>
</tr>
</tbody>
</table>

Source: ACI Airport Performance Survey – Q4 2017
Top 5 Most Important Items Rated by Passengers
(n=1018)

- Feeling of being safe and secure: 512, 92%
- Waiting time at security inspection: 331, 17%
- Ease of making flight connections: 246, 2%
- Ease of finding way through airport: 233, 71%
- Internet access/WiFi: 168, 19%

Source: ACI Airport Performance Survey – Q4 2017
Thank You

Q&A