



New Jersey Turnpike Authority

2023 Annual Budget-in-Brief



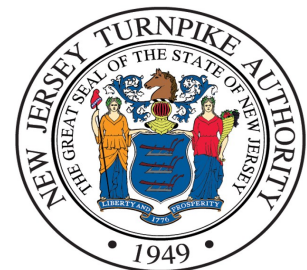
Prepared by the Finance Department

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Transmittal Letter



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GOVERNOR

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New Jersey Turnpike Authority

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ULISES E. DIAZ, Vice Chair
MICHAEL R. DuPONT, Treasurer
RONALD GRAVINO, Commissioner
JOHN D. MINELLA, Commissioner
RAPHAEL SALERMO, Commissioner
JOHN M. KELLER, Executive Director

October 25, 2022

To: The Board of Commissioners of the New Jersey Turnpike Authority:

We are pleased to submit for your review the New Jersey Turnpike Authority's (the Authority's) 2023 Annual Budget. The Authority's Turnpike Revenue Bond Resolution, Section 710, requires the Board of Commissioners to adopt, on or before January 15th of each fiscal year, an Annual Budget for that year, and promptly file the Annual Budget with the Trustee for inspection by the bondholders. The Annual Budget must include, at a minimum, appropriations for all anticipated Operating Expenses and Reserves therefor, and provisions for Maintenance Reserve Payments and Special Project Reserve Payments. The Annual Budget may set forth such additional material as the Authority may determine and shall contain a certificate of the Consulting Engineer approving such Annual Budget.

The 2023 Annual Budget has been prepared in accordance with the Authority's Strategic Plan and its Mission Statement. This mission is to prudently manage the finances and operations of the New Jersey Turnpike Authority to provide its customers with a safe, efficient, innovative, and resilient toll road system which facilitates mobility in New Jersey and the Northeast United States of America. To this end, the 2023 Annual Budget lays out, in detail, the progress that has been made since the approval of the 2020-2029 Strategic Plan. The 2023 Annual Budget includes total revenue which reflects the continued recovery from the pandemic, along with providing sufficient amounts for operating expenses, debt service and general reserve fund obligations. In addition, the 2023 Annual Budget includes the Authority's Capital Spending Program which is presented on a rolling five-year basis. The Capital Spending Program includes the revenue funded Capital Budget and the bond funded Construction Fund.

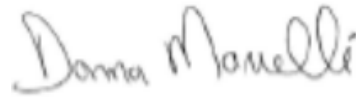
In 2023, the Revenue is budgeted at \$2.5 billion, which is a 7.4% increase from the 2022 budget, demonstrating a strong recovery as traffic is projected to return to about 96% of pre-pandemic levels, coupled with annual toll rate indexing at 3%, effective January 1, 2023. Operating Expenses are budgeted at \$713.7 million, which shows a 6.3% increase. Categorically, the increase is a derivative primarily of inflation and supply chain issues, but also of growth, a never-ending focus on the motoring public's safety, and contractual obligations. The national inflation rate is 8.3%, and inflation and supply change issues require budget increases in several areas including health benefits, fuel, utilities, insurance, automotive parts and supplies, and goods purchased for roadway and building maintenance. Also impacting operating expenses are forecasted growth in traffic and revenue which increases variable costs. Without inflation and growth, operating expenses are only budgeted to increase by a modest 2.2%. The 2023 Annual Budget includes Debt Service of \$958 million, an increase of \$55 million over last year's budget reflecting new money borrowings to fund the Capital Improvement Programs. General Reserve spending and transfers in 2023 total nearly \$760 million and include the fulfillment of \$640 million in contractual payments to the State after all debt service payments and bond resolution revenue funded capital requirements are met.

As illustrated in the Capital Spending Program, the Authority projects design, supervision, and construction contract awards to be approximately \$1.3 billion as per its target for the capital and construction projects. In addition, the Capital Spending Program projects a spending budget of nearly \$1.3 billion in 2023 from a combination of its bond and revenue funded programs. The various project budgets have also been increased by about 7% to account for inflation experienced or expected in future awards. Of note, the 2023-2027 Capital Improvement Program's primary focus is the rehabilitation of 19 bridges, as well as planning for the rehabilitation of the Newark Bay Hudson County Extension and Turnpike capacity enhancement between Interchanges 1 to 4. In addition, the Authority anticipates rolling out its All-Electronic Tolling initiative, also included in the 2023-2027 Capital Improvement Program. This program is derived from the 2020 Long-Range Capital Plan and is funded from bond proceeds. Revenue funded projects, on the other hand, focus on maintaining a state of good repair on both roadways. Funds will be utilized largely for the resurfacing of 620 total lane miles, as well as for several New Jersey Turnpike and Garden State Parkway bridge repairs and facility upgrades. The Authority is also starting its resiliency and sustainability initiatives, with projects involving solar panel installations at select Maintenance Districts, electric vehicle charging stations and the purchase of electric vehicles.

The 2023 Annual Budget demonstrates the Authority's continued ability to prudently manage its finances, and showcases its operational strength and resiliency despite the challenges faced by the current economic climate. The 2023 Annual Budget provides for the necessary personnel and expenditures to operate and maintain the New Jersey Turnpike and Garden State Parkway, two of the nation's busiest, yet safest toll roads. Finally, the 2023 Annual Budget provides bond covenant coverage that exceeds what is required by the Turnpike Revenue Bond Resolution and the Authority's Financial Management Principles and Guidelines and meets all contractual payment obligations.



John M. Keller
Executive Director



Donna Manuelli
Chief Financial Officer

Background

The New Jersey Turnpike Authority (the “Authority”) is a body corporate and politic of the State of New Jersey (the “State”). The Authority was organized and exists by virtue of the New Jersey Turnpike Act of 1948 (the “Act”), constituting Chapter 454 of the Laws of New Jersey of 1948, as amended and supplemented. Pursuant to the Act, the Authority has owned and operated the New Jersey Turnpike (the “Turnpike”) since the time the Turnpike opened for traffic in 1951. In July 2003, the New Jersey Highway Authority (the “Highway Authority”) was abolished and the Authority assumed all of the powers, rights, obligations, assets, debts, liabilities, and statutory responsibilities and duties of the Highway Authority, including the ownership and operation of the Garden State Parkway (the “Parkway”). As a result, the assets, liabilities, ongoing operations, expenses, and revenues of the Authority and the Highway Authority are now combined under the ownership and operation of the Authority.

The Turnpike

The Turnpike is a limited access toll road that serves as part of the I-95 corridor, linking the major economic centers of the East Coast. Its connections to a major seaport in Newark and Elizabeth and an international airport in Newark make it an important route for both commercial and passenger vehicles. It also serves New Jersey commuters traveling to and from the major metropolitan areas surrounding Philadelphia, New York City, and other employment centers in the state. The Turnpike was the first toll road in New Jersey and the third in the nation when it opened in 1951.

When the Turnpike first opened in 1951, it was 118 miles in length, but has grown to 148 miles. The miles have grown over the years with the addition of the Newark Bay-Hudson County Extension (1956), the Pearl Harbor Memorial Turnpike Extension (1956), the Western Spur (1970), and the I-95 Extension (1992). The mainline connects to the George Washington Bridge in the north and the Delaware Memorial Bridge in the south. To the east it connects with the Lincoln and Holland Tunnels, as well as the Outerbridge Crossing. Lastly, to the west, it connects with the Delaware River Turnpike Toll Bridge. Originally four lanes for its full length, the Turnpike now boasts a width of fourteen lanes in some areas.

The Parkway

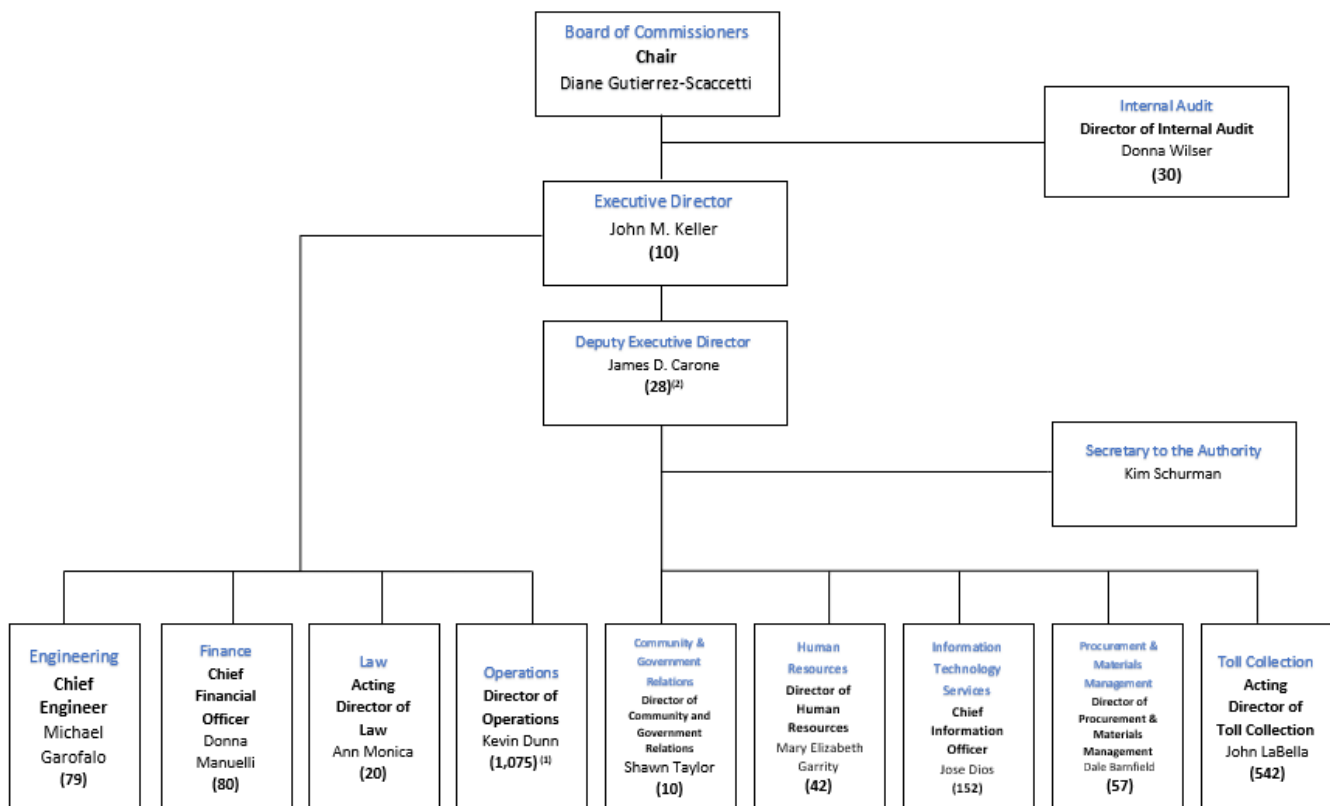
The Parkway first opened to traffic in 1954 with a length of 168 miles. It is now a 173-mile limited access toll road with connections in the north to the New York State Thruway at the New York-New Jersey border near Spring Valley, New York and in the south to Route 9 near Cape May, New Jersey. The Parkway interchanges are numbered according to their distance from the southern terminus.

The northern section of the Parkway serves the metropolitan suburban areas of Bergen, Union, Essex, and Passaic Counties near Newark and New York City. In addition to being heavily used by commuters, the location of many businesses and industrial complexes in or near the Parkway corridor has resulted in significant local business traffic. The Parkway is also the principal highway route between metropolitan Newark-New York City and the New Jersey seashore. The Parkway is now as wide as 15 lanes in some areas and has a heavy truck restriction north of Interchange 105.

Leadership

| Member | Position |
|---------------------------|--------------|
| Diane Gutierrez-Scaccetti | Chair |
| Ulises E. Diaz | Vice Chair |
| Michael R. Dupont | Treasurer |
| Ronald Gravino | Commissioner |
| John D. Minella | Commissioner |
| Raphael Salermo | Commissioner |

Organization Chart



- Departmental full-time employee count is shown in parenthesis
- In addition to the above authorized positions, there are 5 contingency positions budgeted
- (1) Operations includes the Maintenance Division (987) and the Traffic Division (88)
- (2) The 28 full-time employees in the State Police Department report directly to the Deputy Executive Director. This department is not shown in the above organization chart

New Jersey Turnpike and Garden State Parkway Crossing in Woodbridge



Vision Statement

To be the premier toll road agency in the United States of America.

Mission Statement

To prudently manage the finances and operations of the New Jersey Turnpike Authority to provide our customers with a safe, efficient, innovative, and resilient toll road system, which facilitates mobility in New Jersey and the Northeast United States of America.

Core Values

The Authority's core values are a commitment to:

Safety

Diversity

Innovation

Transparency

State of Good Repair

Customer Satisfaction

Resiliency & Sustainability

Long Term Financial Stability

The Strategic Plan *(2023 Annual Budget p11)*

The Authority adopted its first ten-year Strategic Plan (2020-2029) in 2019. The Strategic Plan, through its incorporation of the Authority's vision and mission statement, as well as its core values, provides clear direction and measurable goals for the next ten years. The Authority is working to measure, monitor, and report its performance as compared to the key goals on a quarterly basis.

Key Goals

- **Safety** (Crashes and fatalities, toll collection personnel incidents, maintenance and contractor personnel incidents, service area and park and ride safety)
- **Financial Strength** (Credit strength, cost effective operations, capital funding approach, reserve funding, and debt capacity)
- **Mobility** (Vehicle throughput, traffic balancing, emerging tolling and vehicle technologies, multi-modal connectivity through regional coordination)
- **State of Good Repair** (Safeguarding Authority's infrastructure assets by maintaining pavements, bridges, drainage systems, signage, lighting, and facilities)
- **People** (Customer satisfaction, staffing needs, retention of high-quality staff, succession planning, and talent acquisition)

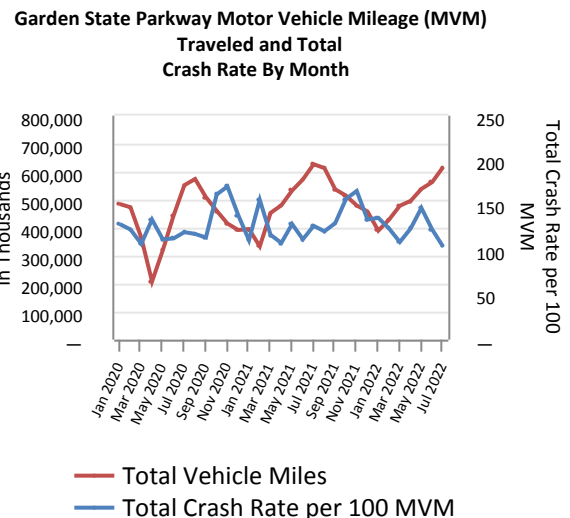
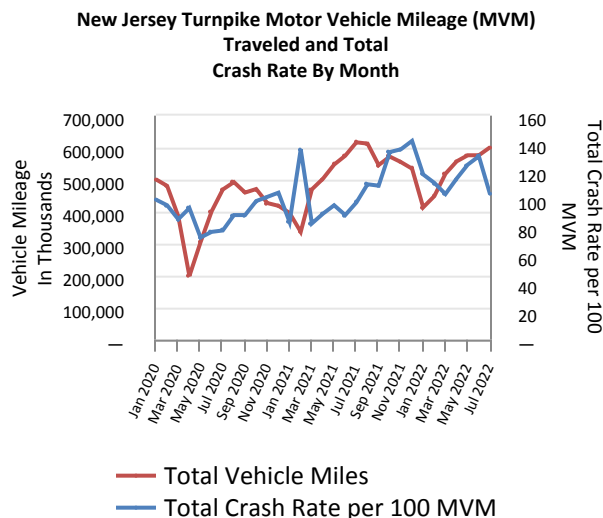
Goals and Accomplishments

Safety

Goal (2023): Increase safety inspections to include not only bridges, but also overhead sign structures, antenna towers, pavement in all travel lanes and MSE walls. The additional inspections are to occur once every four years

Accomplishments (2022): Improved roadway safety by upgrading delineation of select interchanges, upgrading over 60 traffic control devices on ramp terminals to assist in the reduction of run-off road crashes, and publishing new and modern Work Zone Safety Procedures guidance for contractor and Maintenance personnel use

Total Crash Rate per 100 Motor Vehicle Miles (MVM) for the period January thru July 2022 increased 20% on the Turnpike and 1% on the Parkway when comparing the same period in 2021. These trends are similar to the national average.



Financial Strength

Goal (2023): Increase General Reserve balance to no less than \$247 million, which is 10% of the 2023 budgeted revenue

Accomplishments (2022): Successfully issued \$100 million of Series 2022A Turnpike Revenue Bonds to refund and redeem certain maturities of the outstanding Series 2013A. This issuance was part of the forward delivery direct bond purchase agreement between the Authority and Barclays Capital Inc which produced \$15.4 million of upfront savings for the Authority.

In 2022, Moody's, S&P, and Fitch all upgraded The New Jersey Turnpike Authority's Bond Ratings. See below table for details:

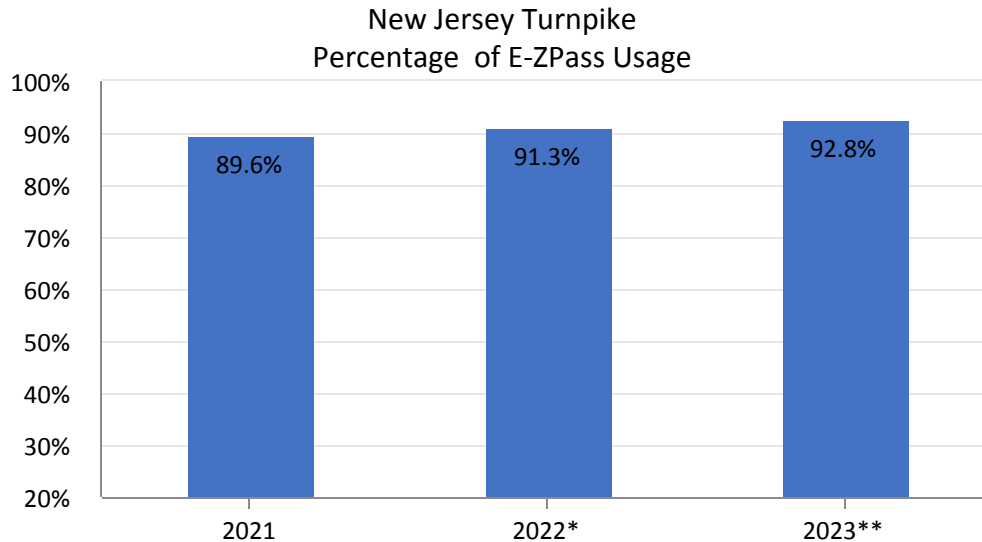
| New Jersey Turnpike Authority Bond Ratings | | |
|--|----------------------|----------------------|
| Credit Rating Agency | 2021 Bond Ratings | 2022 Bond Ratings |
| Moody's Investors Service Inc | A2 (Stable Outlook) | A1 (Stable Outlook) |
| S&P Global Ratings | A+ (Stable Outlook) | AA- (Stable Outlook) |
| Fitch Ratings | A (Positive Outlook) | A+ (Stable Outlook) |

Mobility

Goal (2023): Continue network and server infrastructure upgrades to ensure additional capacity, as required by roadway demand

Accomplishments (2022): Upgraded the Traffic Permitting and Lane Closure Application, completed the tolling data business intelligence and analytics pilot program for E-ZPass process improvements, and enhanced customer experience

E-ZPass usage is expected to increase on the Turnpike by 1.5% in 2023 to almost 93% on a 24/7 basis. The Authority has one of the highest E-ZPass penetration rates in the country.



*Through July 31, 2022

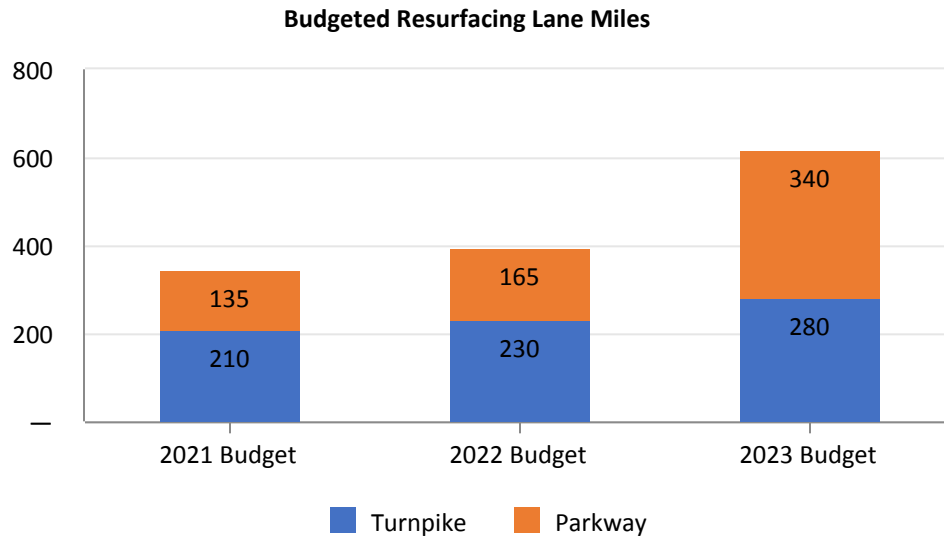
**Estimates based on historical average trend from 2016-YTD July 2022

State of Good Repair

Goal (2023): Meet or exceed the overall average condition rating of 3.5 for all the mainline pavement of the Turnpike and Parkway

Accomplishments (2022): Improved the overall condition of mainline pavement and bridges on the Turnpike and Parkway, and managed the rehabilitation and modernization of the Woodrow Wilson and Molly Pitcher service areas

Budgeted resurfacing lane miles will increased by 57% from 2022 to 2023 to a total of 620 lane miles

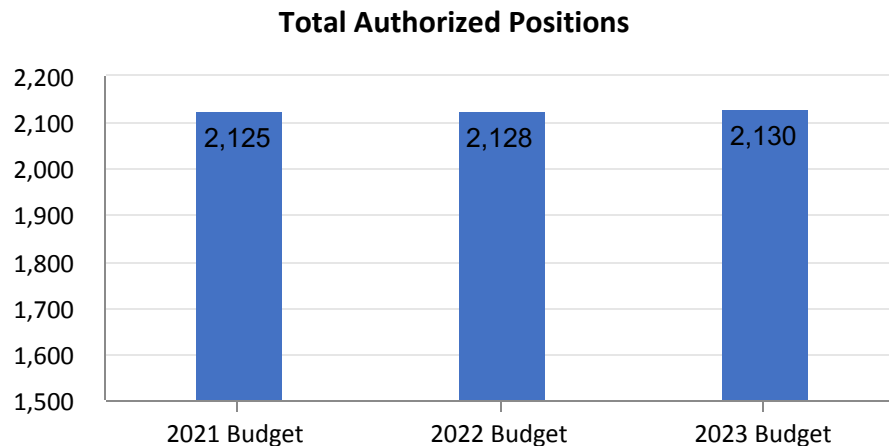


People

Goal (2023): Successfully negotiate successor contracts to all Collective Bargaining Agreements set to expire beginning 6/30/23.

Accomplishments (2022): Implemented a new manager and supervisor training program with a concentration on employment and labor relations

Budgeted authorized positions are essentially flat from 2022 to 2023



Executive Summary *(2023 Annual Budget p29)*

The Authority operates two well-established highways. Both roadways make up the backbone of north-south travel in New Jersey, with the Turnpike considered a critical link within the I-95/Northeast Corridor. The roads serve a densely populated and wealthy region. Most of the traffic is non-discretionary and the demand for the roads has proven to be inelastic.

In July 2003, the New Jersey Turnpike Authority and New Jersey Highway Authority were consolidated. Combining two premier toll roads like the Turnpike and the Parkway into a single agency was no small order. Almost 20 years later, the singular agency continues to be recognized as a first-class agency among its peers in the transportation and tolling industries. The Authority is consistently ranked at the top of toll road agencies in the United States for both vehicle miles traveled and toll revenue.

The Authority's prudent financial and operational planning has allowed it not only to continue to meet, but exceed all of its financial obligations even during the peak of the COVID-19 pandemic. The 2023 Annual Budget has been developed in accordance with the Authority's mission contained in the Strategic Plan, the 2020 Long-Range Capital Plan, and the 2020 toll rate increase plan, including 3% toll rate indexing, which was designed to provide a stable funding source for capital needs. The 2023 Annual Budget also addresses state of good repair needs and safety for both customers and employees. The Authority can meet its funding needs and obligations in 2023, despite the impacts of inflation, which are at levels not seen in 40 years, and global supply chain issues.

Throughout 2022, the Authority has continued to see improvements in traffic and revenue as a result of increased travel and higher than projected commercial traffic on the New Jersey Turnpike. Notably, commercial traffic reached record levels in June 2022. Toll revenue is expected to increase by 6.3% compared to the 2022 budget for both roadways. The 2023 toll revenue budget is based upon projections in the Draw Down Letter provided by CDM Smith as of July 22, 2022. The updated forecast includes the assumed continuing recovery from the impacts of COVID-19, the 3% toll rate indexing, slightly dampened traffic due to hybrid work schedules, and high fuel prices. On the Turnpike, CDM Smith projects, in 2023, a 6.8% increase in toll revenue and a 4.1% increase in toll transactions compared to the 2022 budget. When compared to the 2022 estimated results, there is a 2.8% increase in toll revenue and a 1.8 % increase in toll transactions. On the Parkway, CDM Smith projects a 4.6% increase in toll revenue and 1.4% increase in toll transactions when compared to the 2022 budget. When compared to the 2022 estimated results, there is a 5.8 % increase in toll revenue and a 2.1% increase in toll transactions.

Operating Expenses are budgeted to increase by 6.3% in 2023 which is driven by record high inflation of over 8.0% nationwide, increased growth in traffic and toll revenues, increased safety inspection tasks, and increased contractual obligations. Inflation and global supply chain issues greatly affect overall maintenance and safety inspections costs which accounts for 44.8% of the total budget increase. Growth, primarily in toll transactions increases banking or credit card fees which accounts for 20.3% of the total budget increase. Due to rising healthcare costs due to medical inflation and a decrease in employee contribution rates in Health Benefits, and additional asset inspections which occur every four years, these factors also contribute to the increase in the Operating Expenses. When excluding these items, Operating Expenses are budgeted to increase by only 2.2% primarily due to contractual salary increases and enhanced safety spending. Despite these assumed across-the-board salary increases, the Authority's overall salary budget is essentially flat compared to 2022. Authorized full-time positions remain flat at 2,130.

Most notably, the 2023 Annual Budget includes nearly \$1.3 billion for spending under its Capital Spending Program. The Capital Spending Program includes both bond funded and revenue funded capital projects. It is expected that the capital investment in these projects will boost mobility and improve safety for generations of New Jersey drivers to come. All Capital Spending Budget project budgets have been adjusted for actual and projected inflationary increases. The 2023 Annual Budget provides sufficient revenue and bond proceeds to meet capital spending needs. Finally, the 2023 Annual Budget projects debt service coverage of 2.0 times, and total requirements coverage of 1.52 times, each above both Bond Resolution covenants and financial policy targets.

2023 Annual Budget Summary

| Revenue | | | |
|--------------------------|---------------------|--------------------|--------------------|
| <i>(\$ In Thousands)</i> | 2021 Actual | 2022 Budget | 2023 Budget |
| Toll Revenue | \$ 1,998,800 | 2,067,000 | 2,196,400 |
| Other Revenue | 267,400 | 231,400 | 272,300 |
| Total | \$ 2,266,200 | 2,298,400 | 2,468,700 |

Significant Revenue Highlights

- Toll revenue is expected to increase by 6.8% on the Turnpike and 4.6% on the Parkway when compared to the 2023 budget, representing an overall 6.3% increase. This increase is primarily due to traffic increases, as travel patterns continue to return to pre-pandemic levels and normal growth, and toll rate indexing at 3% effective January 1, 2023.
- CDM Smith's July 2022 Traffic and Revenue Forecast increased the prior toll revenue forecast by about \$24 million for the years 2023 and 2024, but decreased the prior toll revenue forecast by about \$38 million between 2025 and 2027. This pattern for the years 2023 to 2027 is due to a greater than expected recovery from COVID-19 impacts in the next few years, then followed by damping demand for travel due to an increase in fuel prices and the prevalence of telecommuting.
- All other revenue sources in total are up about \$40.9 million compared to the 2022 budget, mainly due to more fee income, reflecting both current trends in administrative fee collections and growth in membership fees.

| Expenses | | | |
|--|--------------------|--------------------|--------------------|
| <i>(\$ In Thousands)</i> | 2021 Actual | 2022 Budget | 2023 Budget |
| Operating Expense and Reserve ⁽¹⁾ | \$ 590,700 | 676,600 | 717,900 |
| Debt Service | 796,379 | 902,853 | 958,160 |
| General Reserve | 372,457 | 685,845 | 759,845 |

(1) Operating Expenses and Reserve includes the operating expenses for the year and the working capital reserve of 10% of the annual budgeted operating expenses as per section 504(B) of the Bond Resolution.

| Capital Budget | | | |
|------------------------------|--------------------|--------------------|--------------------|
| <i>(\$ In Thousands)</i> | 2021 Actual | 2022 Budget | 2023 Budget |
| Maintenance Reserve Fund | \$ 115,920 | 219,787 | 278,797 |
| Special Project Reserve Fund | 24,920 | 76,137 | 109,346 |
| Supplemental Capital Program | 42,707 | 74,950 | 51,679 |

| Construction Fund | | | |
|--|--------------------|--------------------|--------------------|
| <i>(\$ In Thousands)</i> | 2021 Actual | 2022 Budget | 2023 Budget |
| 2023-2027 Capital Improvement Program | \$ 81,032 | 351,630 | 608,468 |
| 2019 Capital Improvement Program | 182,310 | 172,507 | 129,645 |
| 2008 \$7 Billion Capital Improvement Program | 81,972 | 74,160 | 103,001 |

Significant Spending Highlights and Challenges

- Operating Expenses in 2023 are budgeted at \$713.7 million, which includes four key factors that are increasing the budget:
 - Inflation and global supply chain - \$18.9 million or 44.8% of the budgeted increase
 - Growth - \$8.6 million or 20.3% of the budgeted increase
 - Safety - \$7.6 million or 18.1% of the budgeted increase
 - Contractual - \$7.0 million or 16.8% of the budgeted increase
- Without inflation and growth, the Authority's budget for Operating Expenses would only be increasing by a modest 2.2%
- The four key factors are affecting costs primarily in five key areas with significant increases totaling about \$31.2 million
 - Health Benefits are budgeted to increase by approximately \$11.9 million due to medical inflation and decreases in employee contribution rates
 - Other Professional Services are budgeted to increase by approximately \$8.2 million largely due to increased safety inspection tasks (for bridges, overhead sign structures, antenna towers, pavement of all travel lanes, and mechanically stabilized earth walls), increased toll collection costs associated with higher traffic numbers and increased supplemental staff services
 - Roadway Maintenance, Equipment Maintenance, and Other Materials are budgeted to increase by approximately \$5.4 million due to increased maintenance costs primarily due to inflation and supply chain issues, the largest of which is maintaining the Authority's vehicle fleet
 - Insurance is budgeted to increase approximately \$3.0 million due to an increased need for cyber insurance and the increased asset value of the Authority's insured bridges and properties mainly due to increases in replacement values of insured assets
 - Banking Services, mainly credit card fees for electronic toll collection are budgeted to increase by approximately \$2.7 million due to rising toll revenue mostly from increased traffic
- Without these five areas, the Authority's budget for Operating Expenses would only be increasing by 1.5%
- The 2023 Annual Budget includes essentially flat full-time authorized positions at 2,130, including five contingent positions. Even with assumed across-the-board increases of 2.0% in 2023, the Authority's budget for salaries in 2023 is essentially flat with 2022.
- Operating Expenses include \$38.1 million budgeted for snow and severe weather costs, which represents the budget level that has been maintained for the past eight years. The number and severity of weather events is unpredictable and could put pressure on Operating Expenses. In addition, the budget includes assumptions on pension payments, health benefit costs, and E-ZPass transaction and credit card processing fees, all of which are highly variable. Changes from the current budget assumptions in any of these areas also could put pressure on Operating Expenses.
- The 2023 Debt Service Budget is increasing by about \$55.3 million to \$958.2 million, or about 6.1% as compared to the 2022 Debt Service Budget. The Debt Service Interest Budget is increasing by approximately \$28.9 million. The 2023 budget provides for a full year of interest payments on the assumed new money bond issuance in 2022 of \$700.0 million and a full year of interest payments for new money bond issuance in 2023 of \$1.0 billion, both to fund the Authority's various capital programs. The Debt Service Principal Budget is also increasing by approximately \$26.4 million when compared to the 2022 budget. Of the total debt service, \$873.3 million is budgeted to be paid from net revenue and \$85.0 million is budgeted to be paid from capitalized interest. By the end of 2023, the Authority is expected to have \$12.9 billion of debt outstanding. Net Debt Service requirements currently equal 35.4% of 2023 total budgeted revenue.

- The 2023 Annual Budget includes the Debt Reserve which is budgeted at \$40.1 million. The \$40.1 million represents the anticipated increase necessary to bring the total balance in the Debt Reserve to \$640.7 million and is required under the Bond Resolution based upon the assumed \$1.0 billion new money bond issuance.
- The General Reserve includes funding for extraordinary weather events, contractual state payments, and transfers for revenue funded capital projects that are part of the Supplemental Capital Program in the Construction Fund. The most significant increase in budgeted spending comes from payments totaling \$605.5 million under the State Public Transportation Projects Funding Agreement for New Jersey that began on July 1, 2021. This includes a portion of catch up payments for the State Fiscal Year 2023 based on the new agreement. The 2023 budget also includes an assumed increase in the State Public Transportation Projects Funding Agreement for the Gateway Project Tunnel, with an estimated \$10.0 million provided for funding for the Gateway Development Corporation operations.
- The Capital Spending Program (Capital Budget and Construction Fund) totals over \$7.0 billion between 2023 through 2027, or an average of \$1.4 billion of spending per year. Spending is made up of 28% from revenue and 72% from bond proceeds. The Capital Spending Program includes the revenue funded programs in the Maintenance Reserve Fund, the Special Project Reserve Fund, and the Supplemental Capital Program (collectively known as the Capital Budget). It also includes the bond funded programs in the Construction Fund, which include the 2023-2027 Capital Improvement Program, which is derived from the 2020 Long-Range Capital Plan, the 2019 Capital Improvement Program, and the 2008 \$7 Billion Capital Improvement Program. The Construction Fund includes projects which maintain a state of good repair, improve safety, and provide capacity enhancements. All projects in the Capital Spending Program have had their project budgets adjusted to account for actual and projected inflationary price increases in materials and labor.

Financial Plan *(2023 Annual Budget p8)*

The Authority's current financial plan includes projected revenues, expenses, deposits to reserve funds, and financial covenant calculations through December 31, 2027.

| New Jersey Turnpike Authority Financial Plan | | | | | | | |
|--|------------------------------|-------------------------------|------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|
| <i>Fiscal Year Ending 12/31</i> <i>(\$ In Thousands, rounded to nearest hundred thousand)</i> | Actual 2021 | Est/Act 2022 | Budget 2023 | Projected 2024 | Projected 2025 | Projected 2026 | Projected 2027 |
| Revenues | | | | | | | |
| Toll Revenues (1) | | | | | | | |
| Turnpike Tolls | \$ 1,493,600 | 1,593,300 | 1,638,700 | 1,712,300 | 1,776,100 | 1,844,900 | 1,922,000 |
| Parkway Tolls | 505,200 | 526,900 | 557,700 | 582,100 | 602,800 | 625,200 | 648,200 |
| E-ZPass Fees | 131,700 | 128,000 | 120,000 | 122,400 | 124,800 | 127,300 | 129,800 |
| Federal Subsidy for Series 2009 F and Series 2010 A Bonds (2) | 77,500 | 77,100 | 77,000 | 77,000 | 77,000 | 77,000 | 77,000 |
| Concession Revenue | 31,100 | 35,400 | 33,000 | 33,700 | 34,400 | 35,100 | 35,800 |
| Other Revenue | 27,100 | 59,700 | 42,300 | 48,600 | 59,500 | 66,800 | 64,500 |
| Total Revenues | \$ 2,266,200 | 2,420,400 | 2,468,700 | 2,576,100 | 2,674,600 | 2,776,300 | 2,877,300 |
| Operating Expenses and Reserve (3) | (590,700) | (627,200) | (717,900) | (753,100) | (786,500) | (817,700) | (845,800) |
| Total Revenues Available for Debt Service | \$ 1,675,500 | 1,793,200 | 1,750,800 | 1,823,000 | 1,888,100 | 1,958,600 | 2,031,500 |
| Future Debt Issuance | — | 700,000 | 1,000,000 | 1,000,000 | 1,000,000 | 1,000,000 | 1,000,000 |
| Existing Debt Service (4)(5) | (795,500) | (859,200) | (873,300) | (920,200) | (929,600) | (931,200) | (933,000) |
| Proposed DS on Future Debt Issuance | — | (5,800) | (85,000) | (135,000) | (185,000) | (235,000) | (285,000) |
| Proposed Capitalized Interest | — | 5,800 | 85,000 | 135,000 | 179,200 | 150,000 | 150,000 |
| Proposed Forward Delivery Refunding | — | — | — | — | — | — | — |
| Net Debt Service (6) | (795,500) | (859,200) | (873,300) | (920,200) | (935,400) | (1,016,200) | (1,068,000) |
| Total Revenues Available After Debt Service | \$ 880,000 | 934,000 | 877,500 | 902,800 | 952,700 | 942,400 | 963,500 |
| Maintenance Reserve Fund (7) | (160,000) | (200,000) | (230,000) | (240,000) | (250,000) | (260,000) | (269,100) |
| Special Project Reserve Fund (7) | (50,000) | (50,000) | (51,500) | (54,100) | (56,500) | (58,800) | (60,900) |
| Net Revenues Available for General Reserve Fund | \$ 670,000 | 684,000 | 596,000 | 608,700 | 646,200 | 623,600 | 633,500 |
| TTF Payments | (22,000) | (22,000) | (22,000) | (22,000) | (22,000) | (22,000) | (22,000) |
| Feeder Road Maintenance Agreement | (2,500) | (2,500) | (2,500) | (2,500) | (2,500) | (2,500) | (2,500) |
| 2016 State Transportation Projects Funding Agreement | (64,500) | — | — | — | — | — | — |
| 2021 State Transportation Projects Funding Agreement (8) | (175,000) | (523,000) | (605,500) | (472,500) | (487,500) | (502,500) | (517,500) |
| Proposed Gateway Project Tunnel | — | — | (10,000) | (10,000) | (10,000) | (10,000) | (10,000) |
| General Reserve Spending | (33,600) | (60,600) | (59,800) | (54,800) | (54,800) | (54,800) | (54,800) |
| Net Transfer to Construction Fund Account | (63,400) | (50,000) | (50,000) | (50,000) | (50,000) | (50,000) | (50,000) |
| Funding for Salary Chargeback Bond funded Projects | (11,500) | (10,000) | (10,000) | (10,000) | (10,000) | (10,000) | (10,000) |
| Other | — | — | — | — | — | — | — |
| Net Annual General Reserve Fund Increase (Decrease) | 297,500 | 15,900 | (163,800) | (13,100) | 9,400 | (28,200) | (33,300) |
| Available Ending General Reserve Fund Balance (9) | \$ 637,200 | 653,100 | 489,300 | 476,200 | 485,600 | 457,400 | 424,100 |
| Net Revenues to Debt Service Coverage Ratio | 2.11 | 2.09 | 2.00 | 1.98 | 2.02 | 1.93 | 1.90 |
| Net Revenues to Debt Service and Reserves Coverage Ratio | 1.67 | 1.62 | 1.52 | 1.50 | 1.52 | 1.47 | 1.45 |

(1) Toll Revenue from 2023 to 2027 is based on the 2022 Draw Down Letter from CDM Smith dated July 22, 2022.

(2) Assumes a 5.7% reduction in BAB Subsidy throughout projection period.

(3) Operating Expenses and Reserve includes the operating expenses for the year from the HNTB Report dated September 25, 2022 and the annual increase in the working capital reserve which brings the total amount of reserves in the Revenue Fund to 10% of the annual budgeted operating expenses as per section 504 (b) of the Bond Resolution.

(4) Existing debt service assumes swapped debt will achieve synthetic fixed rate and includes the applicable spreads of the FRNs. The unhedged portion of the 2015A Bonds (\$5,000,000) assumes the maximum interest rate of 12%.

(5) Bonds with a mandatory tender dates are assumed to roll over their respective current spreads through maturity.

(6) Net Debt service includes debt service on the existing and future debt netted with the capitalized interest for the years 2022-2027.

(7) From HNTB Report dated September 25, 2022.

(8) State Payments are based on calendar year while the State agreement is on fiscal year basis (6/30).

(9) Beginning General Reserve Fund Balance is adjusted for non-cash interfund balances.

- Totals may not add due to rounding

Financial Plan Assumptions

Total Revenue – Includes projected toll revenue as per CDM Smith’s July 2022 Draw Down Letter, which shows an increase in toll revenue from an increase in traffic due to continued recovery in traffic closer to pre-pandemic levels, and normal growth in conjunction with the annual 3% toll indexing each year, from 2023 - 2027. This increase is tempered by anticipated permanency of telecommuting and increasing gas prices. Most other revenue sources are increasing by about 2% per year from 2024, forward.

Operating Expenses – Projected to increase by 6.3% from 2022 to 2023 , primarily driven by general price inflation which has exceeded 8.0%, growth, safety initiatives, and to a lesser extent contractual increases. These increases are seen in Employee Health Benefits due to medical inflation and a decrease in employee contribution rates, Other Professional Services largely due to increased asset inspections beyond bridge inspections, increased toll collection costs associated with higher traffic and revenue numbers and increased supplemental staff services, Insurance premiums due to cyber insurance enhancements and the increased value of the Authority’s insured bridges and properties due to higher replacement values and growth, Banking Services for toll collection due to rising toll revenue numbers and Roadway Maintenance, Equipment Maintenance, and Other Materials primarily due to general inflation and supply chain issues, as well as an increase in software due to growth. After 2023, Operating Expenses are projected to increase on average by about 4.3% per year, based upon assumed standard increases in salaries, pension, health benefits and other key cost categories.

Net Debt Service – Projected Net Debt Service (payable from net revenues) includes interest payments on the assumed new money bond issuances of about \$1.0 billion per year to fund the Authority’s various capital improvement programs. Projections assume the use of capitalized interest for a period of up to three years on each new money issuance from 2023 through 2027. Net Debt Service isn’t projected to increase from future new money issuances until 2026 when the capitalized interest expires on the Series 2022B Bonds.

Maintenance Reserve Fund and Special Project Reserve Fund – Deposits to both the Maintenance Reserve Fund and the Special Project Reserve Fund are determined by the Authority’s General Consulting Engineer, HNTB. The deposits are determined based upon necessity from the Consulting Engineer’s Report dated October 2022. Maintenance Reserve Fund deposits will increase by \$10 million per year through 2026, and then will increase by 3.5% per year thereafter. Special Project Reserve Fund deposits will increase by 3% in 2023, 5% in 2024, 4% in 2025, and 3.5% per year thereafter. Deposits to these funds have been increased over prior levels to account for needs and inflationary increases in materials and labor

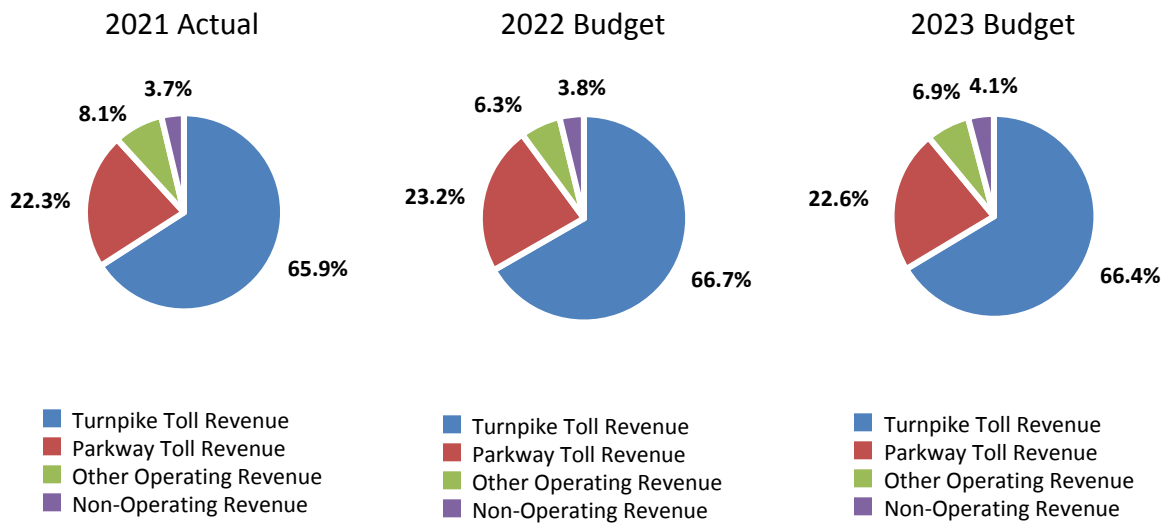
State Payments – Includes payments under the Transportation Trust Fund Agreement, Feeder Road Maintenance Agreement, and the 2021 State Public Transportation Projects Funding Agreement, all between the Authority and the State of New Jersey, with payments subordinate to debt service payments to bondholders and Bond Resolution required deposits to the Maintenance Reserve Fund and the Special Project Reserve Fund. The new State Public Transportation Projects Funding Agreement started on July 1, 2021. This agreement requires payments based on the state fiscal year which begins on July 1st. The 2023 projections include a portion of catch up payments for the state fiscal year 2023 (7/1/2022 - 6/30/2023). It is assumed that the State Public Transportation Projects Funding Agreement will be amended to provide funding to the State for the Gateway Project Tunnel operations estimated at about \$10 million/year during the 10 -year construction period beginning in 2023.

The Authority’s Financial Plan through 2027 forecasts the Authority to be in compliance with and exceed its General Bond Resolution Financial covenants, which require a minimum debt service coverage ratio of 1.20 times and total requirements coverage of at least 1.0 times. In addition, the Authority is projected to be in compliance with and also exceed its Board approved policies that target debt service coverage of at least 1.40 times, total requirements coverage of 1.20 times, and a minimum unencumbered General Reserve Fund balance of 10% of total annual revenue as of December 31, 2022 and each subsequent year thereafter (\$246.9 million as of December 31, 2023 increasing to \$287.7 million as of December 31, 2027).

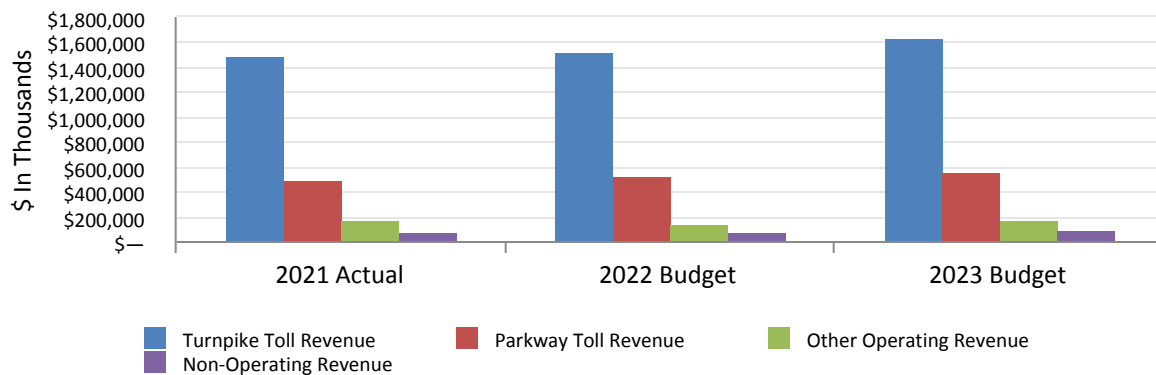
Summary of Major Revenues and Expenses

Sources of Revenue

| Sources of Revenue | | | | | |
|-------------------------|---------------------|------------------|------------------|-----------------------|----------------------|
| (\$ In Thousands) | 2021 Actual | 2022 Budget | 2023 Budget | \$ Δ from 2022 Budget | % Δ from 2022 Budget |
| Turnpike Toll Revenue | \$ 1,493,600 | 1,533,800 | 1,638,700 | 104,900 | 6.8% |
| Parkway Toll Revenue | 505,200 | 533,200 | 557,700 | 24,500 | 4.6% |
| Other Operating Revenue | 182,500 | 144,100 | 169,900 | 25,800 | 17.9% |
| Non-Operating Revenue | 84,900 | 87,300 | 102,400 | 15,100 | 17.3% |
| Total Revenue | \$ 2,266,200 | 2,298,400 | 2,468,700 | 170,300 | 7.4% |



Sources of Revenue

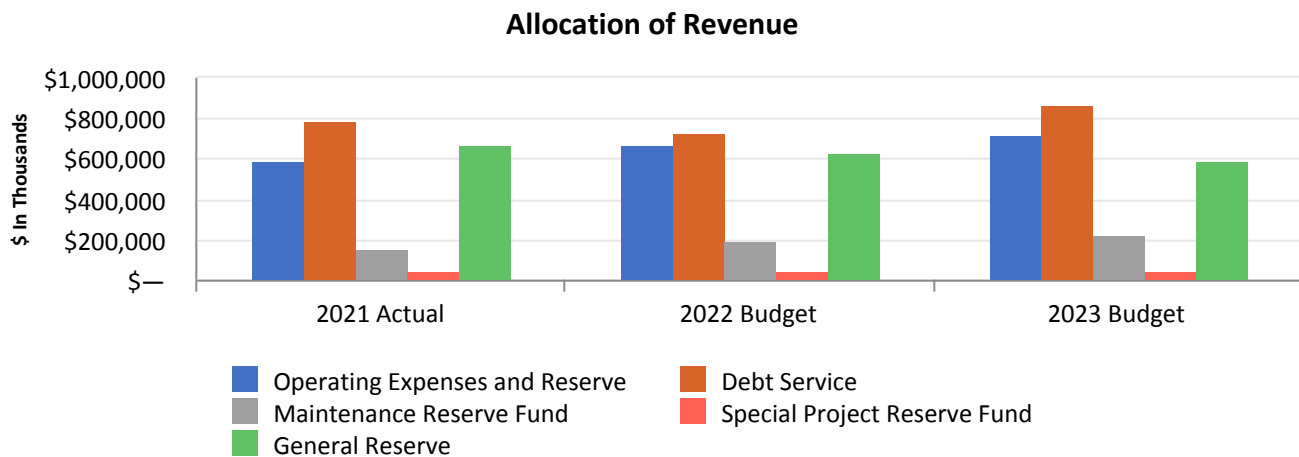
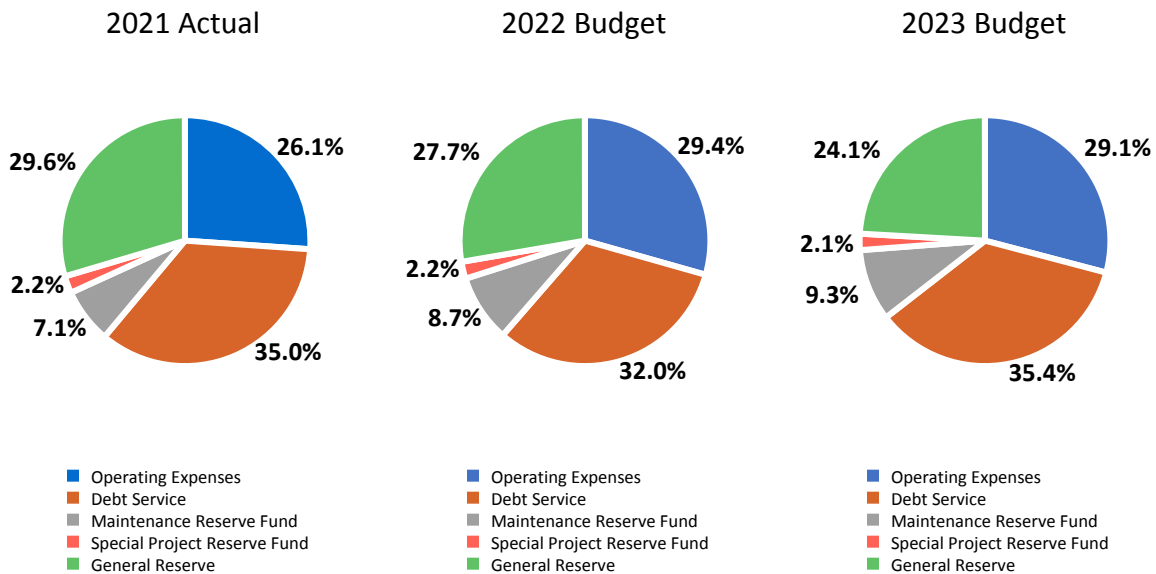


Allocation of Revenue

| Allocation of Revenue | | | | | |
|---|---------------------|------------------|------------------|--------------------------|-------------------------|
| (\$ In Thousands) | 2021 Actual | 2022 Budget | 2023 Budget | \$ Δ from 2022 Budget | % Δ from 2022 Budget |
| Operating Expenses and Reserve ⁽¹⁾ | \$ 590,700 | 676,600 | 717,900 | 41,300 | 6.1% |
| Net Debt Service ⁽²⁾ | 795,500 | 735,200 | 873,300 | 138,100 | 18.8% |
| Maintenance Reserve Fund | 160,000 | 200,000 | 230,000 | 30,000 | 15.0% |
| Special Project Reserve Fund | 50,000 | 50,000 | 51,500 | 1,500 | 3.0% |
| General Reserve | 670,000 | 636,600 | 596,000 | (40,600) | (6.4)% |
| Total Allocation of Revenue | \$ 2,266,200 | 2,298,400 | 2,468,700 | 170,300 | 7.4% |

(1) Operating Expenses and Reserve includes the operating expenses for the year (\$713,700 in 2023) and the annual increase in the working capital reserve (\$4,200 in 2023) to bring total reserves in the Revenue Fund to of 10% of the annual budgeted operating expenses as allowed per section 504(B) of the Bond Resolution

(2) Net Debt Service includes debt service on the existing and future debt netted with the capitalized interest for 2023. Represents debt service payable from net revenues.



Revenue Requirement

The Revenue Requirement under section 713(b) of the Bond Resolution states that in each calendar year Net Revenue shall at least equal the Net Revenue Requirement for such year. Under Section 101 of the Bond Resolution, Net Revenue is defined as "... for any calendar year or other period of time, the Pledged Revenue during such year or period less the amounts of the Operating Expenses for such year or period." The Net Revenue Requirement is defined as, "an amount equal to the greater of:

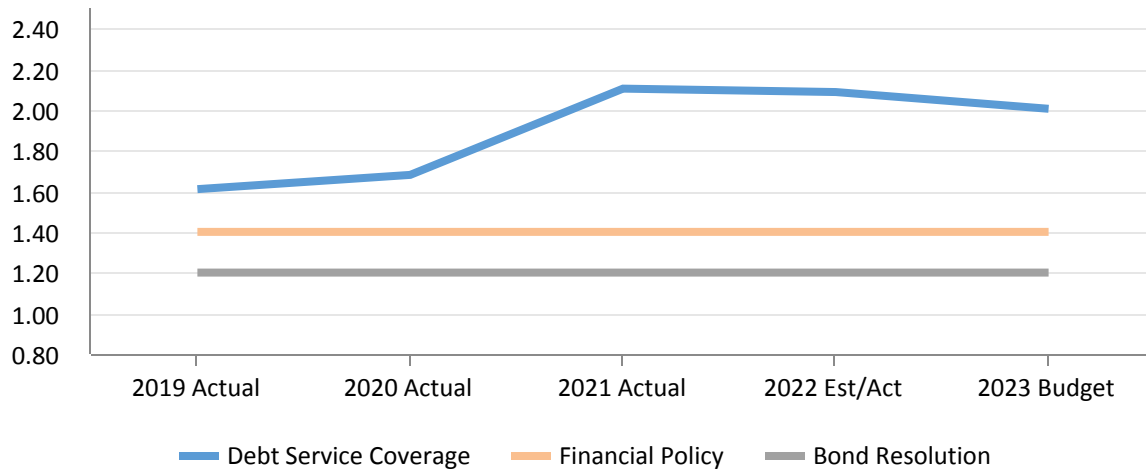
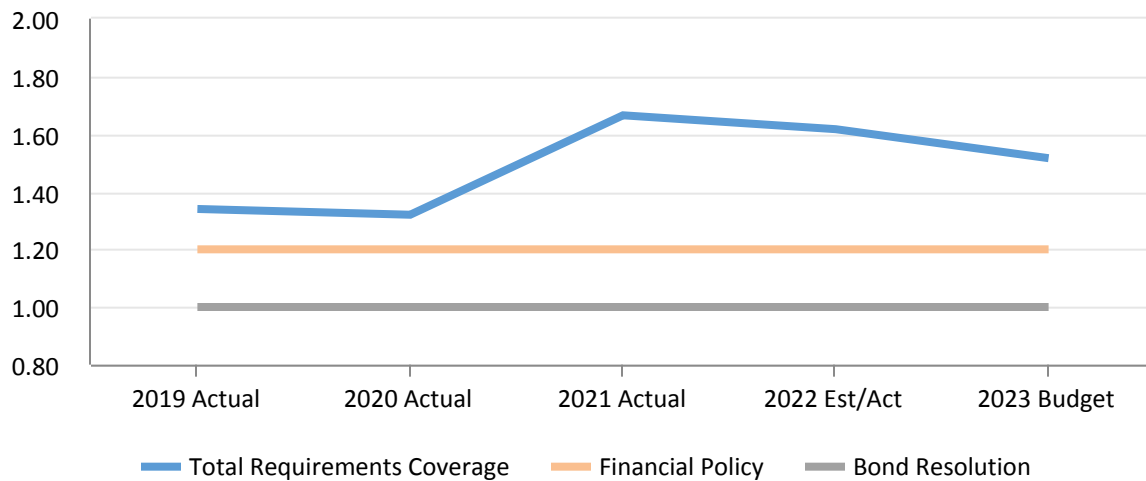
- (i) The Sum of the Aggregate Debt Service, Maintenance Reserve Payments, Special Project Reserve Payments, and payments, if any, to the Charges Fund for such period; or
- (ii) 1.20 times the Aggregate Debt Service for such period (excluding, for purposes of clause (ii) only, any payment due and payable by the Authority under a Qualified Swap upon an early termination thereof)"

On or before December 1 in each year, the Authority will review its financial condition to estimate whether the net revenue for such year and for the next succeeding year will be sufficient to comply with the toll covenant. The required calculations are shown below.

| Net Revenue Requirement | | | |
|---|-----------------------|---------------------|--------------------|
| <i>(\$ In Thousands)</i> | 2021 Actual | 2022 Est/Act | 2023 Budget |
| Revenue | \$ 2,266,200 | 2,420,400 | 2,468,700 |
| Operating Expenses and Reserve ⁽¹⁾ | (590,700) | (627,200) | (717,900) |
| Net Revenue | \$ 1,675,500 | 1,793,200 | 1,750,800 |
| | | | |
| Net Debt Service ⁽²⁾ | (796,400) | (859,200) | (873,300) |
| Maintenance Reserve Payments | (160,000) | (200,000) | (230,000) |
| Special Project Reserve Payments | (50,000) | (50,000) | (51,500) |
| Total Requirements | \$ (1,006,400) | (1,109,200) | (1,154,800) |
| | | | |
| Excess Revenue | \$ 669,100 | 684,000 | 596,000 |
| | | | |
| Net Revenue | 1,675,500 | 1,793,200 | 1,750,800 |
| 1.2X Debt Service | (955,700) | (1,031,000) | (1,048,000) |
| Excess Revenue at 1.2X Debt Service | \$ 719,800 | 762,200 | 702,800 |
| | | | |
| Debt Service Coverage | 2.10 | 2.09 | 2.00 |

(1) Operating Expenses and Reserve includes the operating expenses for the year (\$713,700 in 2023) and the annual increase in the working capital reserve (\$4,200 in 2023) to bring total reserves in the Revenue Fund to 10% of the annual budgeted operating expenses as allowed per section 504(B) of the Bond Resolution

(2) Net Debt Service includes debt service on the existing and future debt netted with the capitalized interest for 2023 and represents debt service payable from net revenues..

Debt Service Coverage to Financial Policy and Bond Resolution Ratio**Total Requirements Coverage to Financial Policy and Bond Resolution Ratio**

Revenue

| Revenue | | | | | |
|---|---------------------|------------------|------------------|--------------------------|-------------------------|
| <i>(\$ In Thousands)</i> | 2021 Actual | 2022 Budget | 2023 Budget | \$ Δ from 2022 Budget | % Δ from 2022 Budget |
| Turnpike Toll Revenue | \$ 1,493,600 | 1,533,800 | 1,638,700 | 104,900 | 6.8% |
| Parkway Toll Revenue | 505,200 | 533,200 | 557,700 | 24,500 | 4.6% |
| Fees | 131,700 | 100,000 | 120,000 | 20,000 | 20.0% |
| Concession Revenue | 31,100 | 31,500 | 33,000 | 1,500 | 4.8% |
| Miscellaneous Revenue | 19,700 | 12,600 | 16,900 | 4,300 | 34.1% |
| Total Operating Revenue | \$ 2,181,300 | 2,211,100 | 2,366,300 | 155,200 | 7.0% |
| Federal Subsidy for Build America Bonds | 77,500 | 77,000 | 77,000 | — | —% |
| Federal and State Reimbursements | 700 | — | — | — | —% |
| Interest Income | 6,700 | 6,000 | 25,400 | 19,400 | 323.3% |
| Arts Center Revenues ⁽¹⁾ | — | 4,300 | — | (4,300) | -100.0% |
| Total Non-Operating Revenue | \$ 84,900 | 87,300 | 102,400 | 15,100 | 17.3% |
| Total Revenue | \$ 2,266,200 | 2,298,400 | 2,468,700 | 170,300 | 7.4% |

(1) The revenue line "Art Center Revenues" was combined with "Miscellaneous Revenue" as of the Annual Comprehensive Report dated December 31, 2021 which was finalized after the production of the 2022 budget. Budgeted Arts Center Revenue of \$4.3 million is included in the Miscellaneous Revenue Line in the 2023 budget and Actual Arts Center Revenue of \$4.4 million is included in the Miscellaneous Revenue Line in 2021.

Key Assumptions:

- Toll Revenue is increasing by 6.3% compared to the prior year budget due primarily to the anticipated continued traffic increases as travel patterns continue to return to pre-pandemic levels as well as toll rate indexing at 3%, effective January 1, 2023.
- Fees are budgeted to increase in total by 20% in 2023 based on the estimated actuals of 2022, which are exceeding budget primarily due to more E-ZPass membership and administrative fees
- Interest Income is budgeted to increase in 2023 based upon an increase in interest rates as experienced in 2022
- Concession Revenue is slightly increasing due to continued increases in travel and sales volumes which are recovering from COVID-19 lows
- No significant change in budget assumptions for Miscellaneous and Federal Subsidy for Build America Bonds Revenues

Toll Statistics

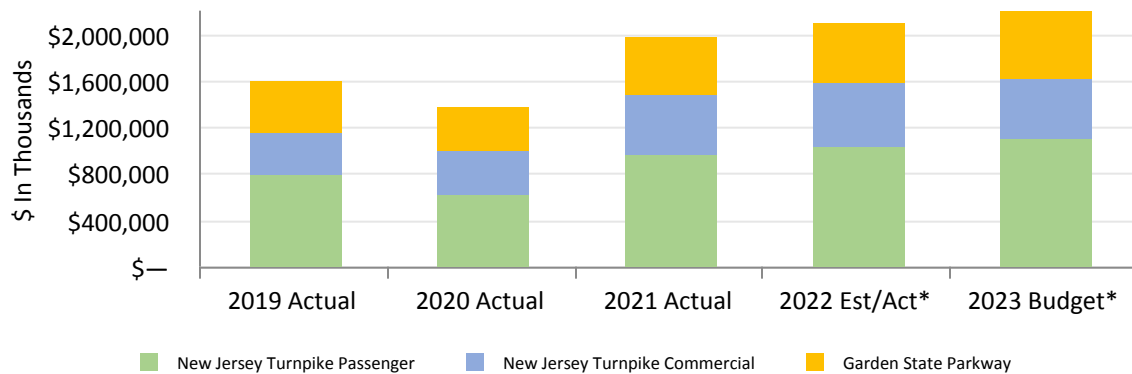
| Toll Revenue by Vehicle Type and Roadway | | | | | |
|--|---------------------|------------------|------------------|------------------|------------------|
| (\$ In Thousands) | 2019 Actual | 2020 Actual | 2021 Actual | 2022 Est/Act* | 2023 Budget* |
| Passenger | \$ 816,300 | 633,500 | 985,100 | 1,052,500 | 1,117,400 |
| Commercial ⁽¹⁾ | 360,200 | 381,400 | 508,500 | 540,800 | 521,300 |
| New Jersey Turnpike Total | \$ 1,176,500 | 1,014,900 | 1,493,600 | 1,593,300 | 1,638,700 |
| Garden State Parkway ⁽²⁾ | 435,800 | 372,500 | 505,200 | 526,900 | 557,700 |
| Total Authority Toll Revenue | \$ 1,612,300 | 1,387,400 | 1,998,800 | 2,120,200 | 2,196,400 |

(1) Commercial vehicles include buses

(2) Commercial vehicles (including buses) are not shown separately as they account for less than 4% of total

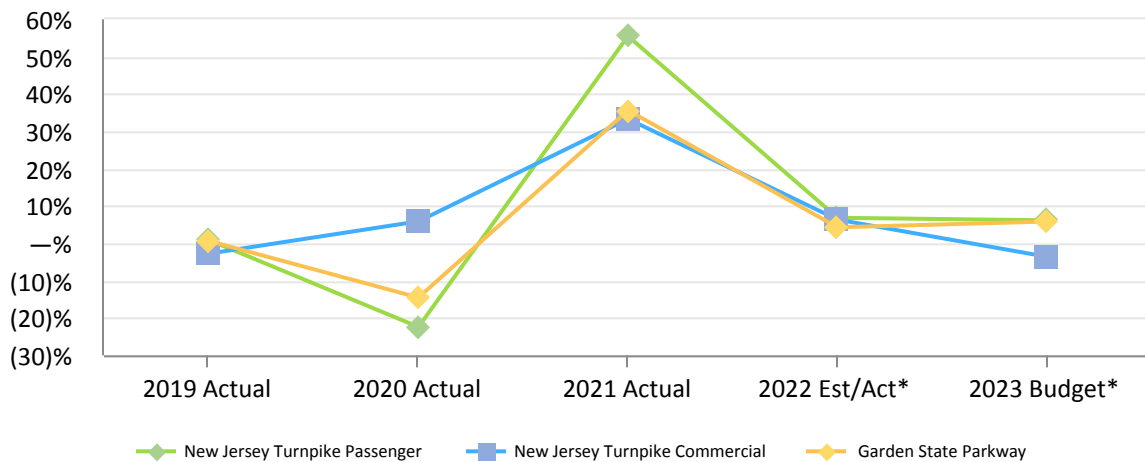
*Projected traffic is based on the July 22, 2022 CDM Smith Draw Down Letter updating the September 21, 2018 Toll Revenue Forecast

Toll Revenue by Vehicle Type and Roadway



*Projected traffic is based on the July 22, 2022 CDM Smith Drawn Down Letter updating the September 21, 2018 Toll Revenue Forecast

Toll Revenue Growth Rate



* Projected traffic is based on the July 22, 2022 CDM Smith Draw Down Letter updating the September 21, 2018 Toll Revenue Forecast

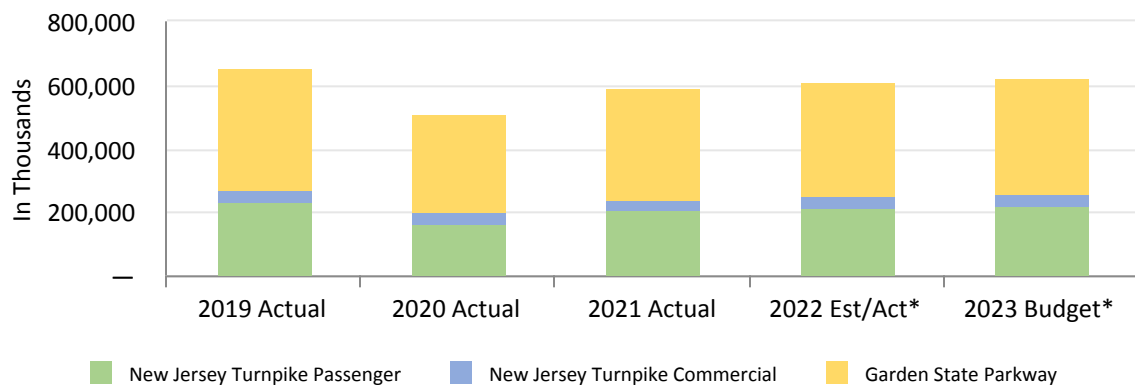
| Toll Transactions by Vehicle Type and Roadway | | | | | |
|---|----------------|----------------|----------------|----------------|----------------|
| (In Thousands) | 2019 Actual | 2020 Actual | 2021 Actual | 2022 Est/Act* | 2023 Budget* |
| Passenger | 233,500 | 166,300 | 205,800 | 215,900 | 223,200 |
| Commercial ⁽¹⁾ | 34,300 | 32,300 | 35,700 | 36,800 | 34,100 |
| New Jersey Turnpike Total | 267,800 | 198,600 | 241,500 | 252,700 | 257,300 |
| Garden State Parkway ⁽²⁾ | 386,800 | 308,500 | 353,000 | 359,300 | 366,900 |
| Total Authority Toll Transactions | 654,600 | 507,100 | 594,500 | 612,000 | 624,200 |

(1) Commercial vehicles include buses

(2) Commercial vehicles (including buses) are not shown separately as they account for less than 4% of total

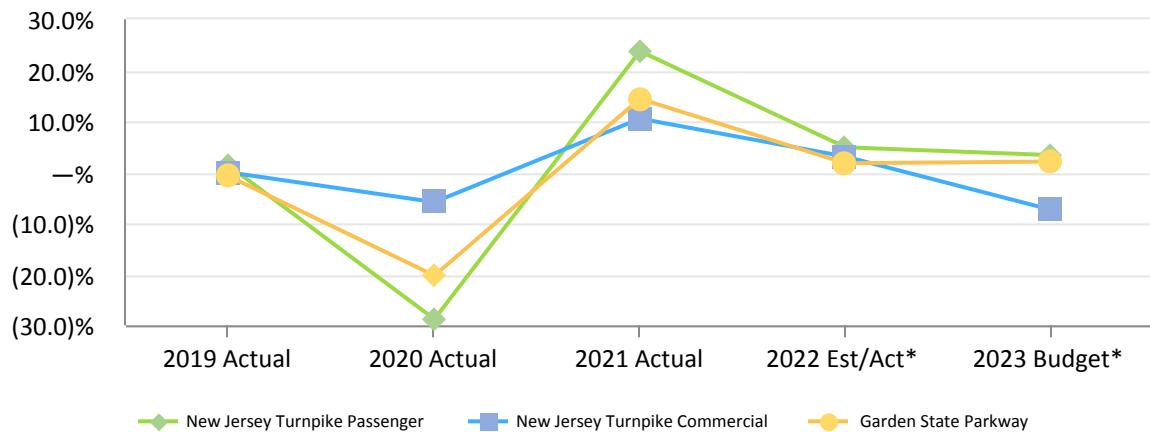
*Projected traffic is based on the July 22, 2022 CDM Smith Draw Down Letter updating the September 21, 2018 Toll Revenue Forecast

Toll Transactions by Vehicle Type and Roadway



*Projected traffic is based on the July 22, 2022 CDM Smith Draw Down Letter updating the September 21, 2018 Toll Revenue Forecast

Toll Transactions Growth Rate



*Projected traffic is based on the July 22, 2022 CDM Smith Draw Down Letter updating the September 21, 2018 Toll Revenue Forecast

Operating Expenses *(2023 Annual Budget p57)*

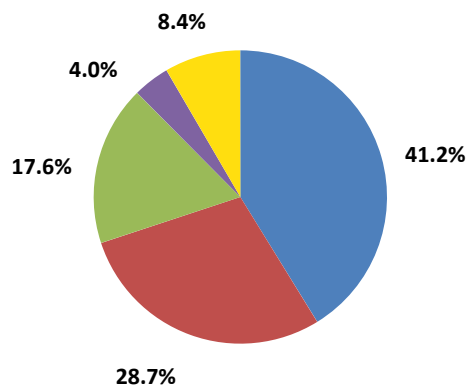
| Condensed Operating Expenses by Functional Area | | | | | |
|---|-------------------|----------------|----------------|--------------------------|-------------------------|
| <i>(\$ in Thousands)</i> | 2021 Actuals | 2022 Budget | 2023 Budget | \$ Δ from 2022 Budget | % Δ from 2022 Budget |
| Maintenance of Infrastructure | \$ 229,788 | 273,166 | 294,220 | 21,054 | 7.7% |
| Toll Collection | 179,161 | 192,021 | 204,877 | 12,856 | 6.7% |
| Traffic Control & State Police | 110,015 | 124,252 | 125,957 | 1,706 | 1.4% |
| Technology | 23,448 | 25,877 | 28,780 | 2,903 | 11.2% |
| General & Administrative | 45,962 | 56,323 | 59,910 | 3,587 | 6.4% |
| Total Operating Expenses | \$ 588,374 | 671,639 | 713,744 | 42,105 | 6.3% |

- Totals may not add due to rounding

| Condensed Operating Expenses by Type | | | | | |
|--------------------------------------|-------------------|----------------|----------------|--------------------------|-------------------------|
| <i>(\$ In Thousands)</i> | 2021 Actuals | 2022 Budget | 2023 Budget | \$ Δ from 2022 Budget | % Δ from 2022 Budget |
| Personnel Costs | \$ 282,819 | 323,091 | 337,681 | 14,589 | 4.5% |
| Materials & Supplies | 41,200 | 52,982 | 57,869 | 4,888 | 9.2% |
| Services | 219,211 | 245,705 | 262,237 | 16,532 | 6.7% |
| Maintenance & Fixed Costs | 35,150 | 40,425 | 45,474 | 5,050 | 12.5% |
| Equipment | 9,994 | 9,437 | 10,484 | 1,047 | 11.1% |
| Total Operating Expenses | \$ 588,374 | 671,639 | 713,744 | 42,105 | 6.3% |

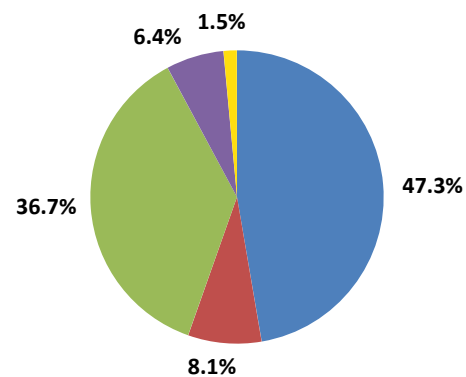
- Totals may not add due to rounding

2023 Budget by Functional Area



■ Maintenance of Infrastructure
■ Toll Collection
■ Traffic Control & State Police
■ Technology
■ General & Administrative

2023 Budget by Expense Type



■ Personnel Costs
■ Materials & Supplies
■ Services
■ Maintenance & Fixed Costs
■ Equipment

Operating Expenses - Authorized Positions

| Authorized Positions | | | | |
|------------------------------------|--------------|--------------|--------------|-------------|
| Departments/Divisions | 2021 | 2022 | 2023 | Δ from 2022 |
| Maintenance Division | 982 | 982 | 987 | 5 |
| Traffic Division | 87 | 88 | 88 | — |
| Operations Department | 1,069 | 1,070 | 1,075 | 5 |
| Engineering | 84 | 84 | 79 | (5) |
| Toll Collection | 542 | 542 | 542 | — |
| State Police | 28 | 28 | 28 | — |
| Information Technology Services | 151 | 150 | 152 | 2 |
| Executive Office | 8 | 9 | 10 | 1 |
| Law & Insurance Services | 21 | 21 | 20 | (1) |
| Procurement & Materials Management | 55 | 56 | 57 | 1 |
| Human Resources & Office Services | 42 | 43 | 42 | (1) |
| Finance | 79 | 80 | 80 | — |
| Community & Government Relations | 10 | 10 | 10 | — |
| Internal Audit | 31 | 30 | 30 | — |
| Subtotal | 2,120 | 2,123 | 2,125 | 2 |
| Contingency | 5 | 5 | 5 | — |
| Total Authorized Positions | 2,125 | 2,128 | 2,130 | 2 |

Overall, 2023 authorized positions are essentially flat. Two positions are added to restore contingent positions used during 2022.

- The Maintenance Division of the Operations Department increased by five positions, representing employees transferred from the Engineering Department. The two positions used from contingency during the year were transferred to the Procurement and Materials Management (1) and the ITS (1) Departments. ITS had an employee transferred in from Law, while Executive Office had a vacant position transferred in from Human Resources.
- Contingent positions have been replenished to five and remain in the budget to account for any staffing needs that may arise during the year

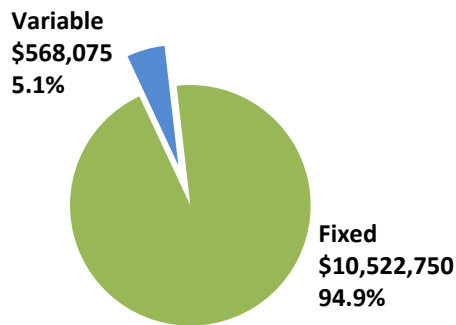
Debt Service (2023 Annual Budget p109)

Debt Service is budgeted to increase in 2023 by \$55.3 million due to an increase in both interest expense and principal payments. The 2023 budget provides for a full year of interest payments on the assumed new money issuance in 2022 of \$700.0 million and a full year of interest payments for new money issuance of \$1.0 billion to fund the Authority's various Capital Improvement Programs. Interest expense will increase by \$28.9 million in 2023 due to interest on the new money issuances offset by the maturity of Series 2012B, Series 2013A, Series 2016B, and Series 2016C. There is also an increase in principal payments of about \$26.4 million when comparing the 2023 budget to the 2022 budget. The 2023 budget includes an increase in transfers from the construction fund, which represent capitalized interest (bond proceeds deposited into the construction fund at the time of bond closing) from the budgeted 2022B and 2023A new money bonds.

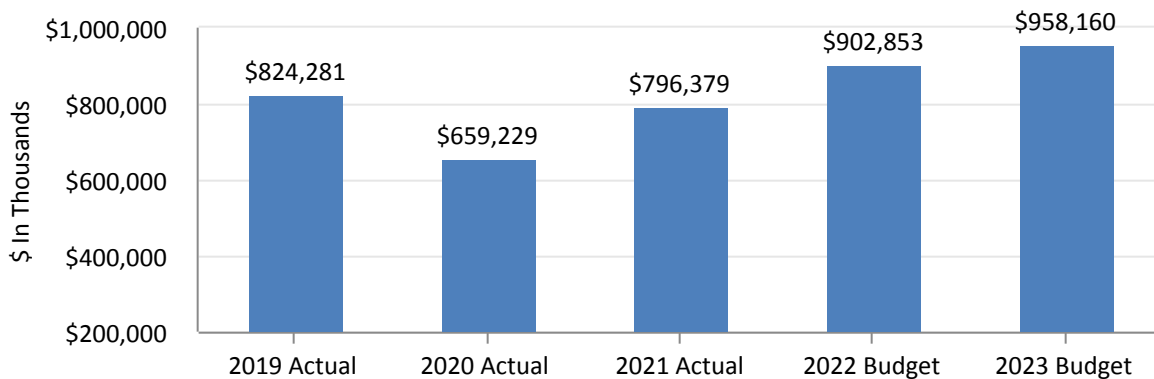
| Debt Service | | | | | |
|---------------------------------|-------------------|----------------|----------------|-----------------------|----------------------|
| (\$ In Thousands) | 2021 Actual | 2022 Budget | 2023 Budget | \$ Δ from 2022 Budget | % Δ from 2022 Budget |
| Debt Service Interest Payments | \$ 576,594 | 611,803 | 640,670 | 28,867 | 4.7% |
| Debt Service Principal Payments | 219,785 | 291,050 | 317,490 | 26,440 | 9.1% |
| Total Debt Service | \$ 796,379 | 902,853 | 958,160 | 55,307 | 6.1% |

*Total 2023 Budget for Debt Service includes payments made from capitalized interest of \$85 million

Total Bonds Outstanding \$11.1 Billion as of September 30, 2022 (\$ In Thousands)



Debt Service



Debt Reserve (2023 Annual Budget p116)

The Debt Reserve is expected to have an increase in its fund balance in 2023, as bond proceeds will be deposited to meet increased Debt Reserve requirements from the anticipated additional bonds to be issued.

| Debt Reserve Fund Balance | | | | | |
|----------------------------|-------------------|---------------------|----------------|----------------------------------|---------------------------------|
| (\$ In Thousands) | 2021 Actual | 2022 Est/ Actual | 2023 Budget | \$ Δ from 2022 Est/ Actual | % Δ from 2022 Est/ Actual |
| Beginning Balance | \$ 599,018 | 600,202 | 600,536 | 334 | 0.1% |
| Amortized Value Adjustment | 1,184 | 334 | 23 | (311) | (93.1)% |
| Bond Proceeds | — | — | 40,109 | 40,109 | 100.0% |
| Ending Balance | \$ 600,202 | 600,536 | 640,668 | 40,132 | 6.7% |

General Reserve (2023 Annual Budget p117)

General Reserve has a 2023 budget of \$759.8 million, which includes \$699.8 million in spending and \$60.0 million in net transfers out. This represents an increase of approximately \$74.0 million from the 2022 budget. The most significant increase comes from payments totaling \$605.5 million on the new State Public Transportation Projects Funding Agreement that began on July 1, 2021. The agreement is on a state fiscal year basis. The \$605.5 million represents one-half of the \$746.0 million for state FY 2023 and one-half of the \$465.0 million for state FY 2024. The total State Payments of \$640.0 million include the new agreement, as well as two other existing agreements: the Transportation Trust Fund and the Feeder Road Reimbursement Agreements. It also includes assumed payments for the Gateway Project Tunnel of approximately \$10.0 million. It is assumed that the State Public Transportation Projects Funding Agreement will be amended to provide funding to the State for the Gateway Project Tunnel. The amount budgeted in 2023 is the assumed annual contribution by the State to fund the operations of the Gateway Development Corporation during the 10-year construction period. The 2023 budget also includes \$32.3 million for state of emergency events and \$15.0 million in reserves for Other Post-Employment Benefits (OPEB).

| General Reserve | | | | | |
|------------------------------|-------------------|----------------|----------------|-------------------|------------------|
| (\$ In Thousands) | 2021 Actual | 2022 Budget | 2023 Budget | \$ Δ from 2022 | % Δ from 2022 |
| Spending | | | | | |
| Extraordinary Events | \$ 18,527 | 32,295 | 32,295 | — | —% |
| State Payments | 264,000 | 572,500 | 640,000 | 67,500 | 11.8% |
| All Other | 15,030 | 21,050 | 27,550 | 6,500 | 30.9% |
| Total Spending | \$ 297,557 | 625,845 | 699,845 | 74,000 | 11.8% |
| Transfers | | | | | |
| Transfers Out | 74,900 | 60,000 | 60,000 | — | —% |
| Total Transfers - Net | \$ 74,900 | 60,000 | 60,000 | — | —% |
| Total General Reserve | \$ 372,457 | 685,845 | 759,845 | 74,000 | 10.8% |

- Totals may not add due to rounding

Capital Spending Program (2023 Annual Budget p121)

The Authority's 2023 Annual Budget includes its Capital Spending Program, presented on a rolling five-year basis, with spending included for the years 2023-2027. The Capital Spending Program includes revenue funded projects, as well as bond funded projects. The revenue funded capital projects, referred to as the Capital Budget, include projects in the Maintenance Reserve Fund, the Special Project Reserve Fund, and the Supplemental Capital Program. The bond funded capital projects, referred to as the Construction Fund, include the 2023-2027 Capital Improvement Program, the 2019 Capital Improvement Program, and the 2008 \$7 Billion Capital Improvement Program. These capital projects are presented on a rolling five-year (2023-2027) spending basis along with their respective total project budgets. Each year, a new rolling five-year spending plan will be approved with the changes, if any, to the total project budgets, as a part of the annual budget approval process.

Driving the Capital Spending Program are the planned awards, construction contracts, and orders for professional services for design, supervision, and construction of the projects included within the program. In 2023, the Authority plans to award nearly \$1.3 billion for these projects, a 26.5% increase from 2022 awards.

| Planned Awards, Construction Contracts, and Order for Professional Services | | | | | | | |
|---|---------------------------------------|----------------|-------------------|----------------|--------------------|----------------|--------------------|
| (\$ In Thousands) | | 2021 Awards | 2021 Award \$ | 2022 Awards | 2022 Award \$ | 2023 Awards | 2023 Award \$ |
| Fund | Fund Name | Actual | | Budget | | Budget | |
| 500 | 2023-2027 Capital Improvement Program | 48 | \$ 581,587 | 36 | \$ 801,250 | 41 | \$1,214,750 |
| 392 | 2019 Capital Improvement Program | 4 | 118,864 | — | — | — | — |
| 400 | Supplemental Capital Program | 3 | 24,924 | 2 | 38,100 | 2 | 2,800 |
| 049 | Special Project Reserve Fund | 4 | 2,928 | 3 | 23,600 | 1 | 5,900 |
| 039 | Maintenance Reserve Fund | 21 | 108,942 | 28 | 158,300 | 10 | 68,400 |
| Totals | | 80 | \$ 837,245 | 69 | \$1,021,250 | 54 | \$1,291,850 |

2008 Capital Improvement Program has been fully awarded and not listed in the above chart

The 2023 rolling five-year Capital Spending Program includes \$7.0 billion to be spent during 2023-2027 or an average of \$1.4 billion per year. Approximately 27.8%, or \$1.9 billion, will be funded from revenue, leaving 72.2%, or \$5.1 billion to be funded by bond proceeds. Of the total \$7.0 billion to be spent, 27.1% is budgeted to be spent on Bridge Construction, Preservation, and Security, while 31.3% is for Capacity Enhancements on both roadways. These, along with 16.7% that is budgeted to be spent on Pavement Resurfacing and Other Roadway Improvements, combine for a total of 75.1% of the budgeted spending.

| Capital Spending Program — Spending by Category or Functional Area | | | | | |
|---|------------------------|------------------------|------------------------|---------------------------|--------------------------|
| <i>(\$ In Thousands)</i> | 2021 Actual | 2022 Budget | 2023 Budget | \$ Δ from 2022 | % Δ from 2022 |
| Capitalized Projects by Category | | | | | |
| Roadway | | | | | |
| Bridge Construction, Preservation & Security | \$ 199,522 | 355,534 | 583,691 | 228,157 | 64.2% |
| Capacity Enhancements - Turnpike | 16,564 | 42,636 | 40,749 | (1,887) | (4.4)% |
| Capacity Enhancements - Parkway | 161 | 500 | 3,449 | 2,949 | 589.8% |
| Pavement Resurfacing | 64,992 | 111,789 | 146,946 | 35,157 | 31.4% |
| Interchanges | 43,341 | 24,462 | 7,701 | (16,761) | (68.5)% |
| Concrete Barrier | 17,738 | 9,338 | 12,821 | 3,483 | 37.3% |
| Drainage Structures | 17,981 | 79,001 | 99,435 | 20,434 | 25.9% |
| Roadway Lighting | 22,936 | 18,217 | 45,668 | 27,451 | 150.7% |
| Other Roadway Improvements | 58,045 | 114,270 | 109,183 | (5,087) | (4.5)% |
| Total Roadway | \$ 441,279 | 755,747 | 1,049,643 | 293,896 | 38.9% |
| Non-Roadway | | | | | |
| Facilities | \$ 20,603 | 49,014 | 71,300 | 22,286 | 45.5% |
| Fleet | 6,857 | 36,430 | 50,598 | 14,168 | 38.9% |
| Service Areas & Arts Center | 13,099 | 48,257 | 34,396 | (13,861) | (28.7)% |
| Technology Improvements | 39,820 | 65,121 | 54,226 | (10,895) | (16.7)% |
| Total Non-Roadway | \$ 80,379 | 198,822 | 210,520 | 11,699 | 5.9% |
| Total Capitalized Projects | \$ 521,658 | 954,569 | 1,260,163 | 305,594 | 32.0% |
| Expensed Projects by Functional Area | | | | | |
| Maintenance of Infrastructure | \$ 2,025 | 4,960 | 11,774 | 6,814 | 137.4% |
| Traffic Control & State Police | 860 | 1,437 | 2,046 | 609 | 42.4% |
| Technology | 4,057 | 7,619 | 5,173 | (2,446) | (32.1)% |
| General & Administrative | 262 | 590 | 1,780 | 1,190 | 201.7% |
| Total Expensed Projects | \$ 7,204 | 14,606 | 20,773 | 6,167 | 42.2% |
| Total Spending (Capitalized+Expensed) | \$ 528,862 | 969,173 | 1,280,936 | 311,763 | 32.2% |

- Totals may not add due to rounding

| Capital Spending Program — Funding Sources | | | | | |
|---|-------------------|----------------|------------------|------------------|-----------------|
| | 2021 | 2022 | 2023 | \$ Δ from | % Δ from |
| <i>(\$ in Thousands)</i> | Actual | Budget | Budget | 2022 | 2022 |
| Revenue Funded | | | | | |
| Maintenance Reserve Fund | \$ 115,920 | 219,787 | 278,797 | 59,010 | 26.8% |
| Special Project Reserve Fund | 24,920 | 76,137 | 109,346 | 33,209 | 43.6% |
| Supplemental Capital Program | 42,707 | 74,950 | 51,679 | (23,271) | (31.0)% |
| Total Revenue Funded | \$ 183,547 | 370,875 | 439,822 | 68,947 | 18.6% |
| Bond Funded | | | | | |
| 2023-2027 Capital Improvement Program | \$ 81,032 | 351,630 | 608,468 | 256,838 | 73.0% |
| 2019 Capital Improvement Program | 182,310 | 172,507 | 129,645 | (42,862) | (24.8)% |
| 2008 \$7 Billion Capital Improvement Program | 81,972 | 74,160 | 103,001 | 28,841 | 38.9% |
| Total Bond Funded | \$ 345,315 | 598,297 | 841,114 | 242,818 | 40.6% |
| Total Funding Sources | \$ 528,862 | 969,173 | 1,280,936 | 311,763 | 32.2% |

- Totals may not add due to rounding

2023-2027 Rolling 5-Year Capital Spending Program by Category or Functional Area Revenue Funded and Bond Funded

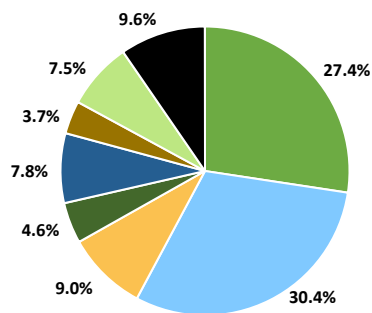
| (\$ In Thousands) | Spending Plan | | | | | |
|--|---------------------|------------------|------------------|------------------|------------------|------------------|
| | 2023 | 2024 | 2025 | 2026 | 2027 | Total |
| Capitalized Projects by Category | | | | | | |
| Roadway | | | | | | |
| Bridge Construction, Preservation & Security | \$ 583,691 | 530,522 | 392,538 | 210,753 | 181,676 | 1,899,180 |
| Capacity Enhancements - Turnpike | 40,749 | 103,317 | 212,183 | 500,807 | 1,249,990 | 2,107,046 |
| Capacity Enhancements - Parkway | 3,449 | 4,042 | — | 34,481 | 42,816 | 84,788 |
| Pavement Resurfacing | 146,946 | 99,336 | 125,022 | 126,000 | 128,000 | 625,304 |
| Interchanges | 7,701 | 4,064 | — | — | — | 11,765 |
| Concrete Barrier | 12,821 | 56,771 | 32,280 | 13,648 | 13,596 | 129,116 |
| Drainage Structures | 99,435 | 64,763 | 55,099 | 51,489 | 46,127 | 316,913 |
| Roadway Lighting | 45,668 | 41,980 | 31,786 | 29,777 | 32,006 | 181,217 |
| Other Roadway Improvements | 109,183 | 173,004 | 135,997 | 71,187 | 51,436 | 540,807 |
| Total Roadway | \$ 1,049,643 | 1,077,799 | 984,905 | 1,038,142 | 1,745,647 | 5,896,136 |
| Non-Roadway | | | | | | |
| Facilities | \$ 71,300 | 61,345 | 56,024 | 32,742 | 33,805 | 255,216 |
| Fleet | 50,598 | 33,470 | 34,380 | 35,974 | 37,542 | 191,964 |
| Service Areas & Arts Center | 34,396 | 9,048 | 10,181 | 8,444 | 3,314 | 65,383 |
| Technology Improvements | 54,226 | 38,447 | 92,621 | 156,207 | 178,472 | 519,973 |
| Total Non-Roadway | \$ 210,520 | 142,310 | 193,206 | 233,367 | 253,133 | 1,032,536 |
| Total Capitalized Projects | \$ 1,260,163 | 1,220,109 | 1,178,111 | 1,271,509 | 1,998,780 | 6,928,672 |
| Expensed Projects by Functional Area | | | | | | |
| Maintenance of Infrastructure | \$ 11,774 | 8,450 | 7,310 | 5,250 | 9,370 | 42,154 |
| Traffic Control & State Police | 2,046 | 1,000 | 1,000 | 1,000 | 1,000 | 6,046 |
| Technology | 5,173 | 2,367 | 2,143 | 2,464 | 1,288 | 13,435 |
| General & Administrative | 1,780 | 2,639 | 1,049 | 747 | 749 | 6,964 |
| Total Expensed Projects | \$ 20,773 | 14,456 | 11,502 | 9,461 | 12,407 | 68,599 |
| Total Spending (Capitalized+Expensed) | \$1,280,936 | 1,234,565 | 1,189,613 | 1,280,970 | 2,011,187 | 6,997,271 |

- Totals may not add due to rounding

| 2023-2027 Rolling 5-Year Capital Spending Program Funding Sources | | | | | | |
|--|---------------------|------------------|------------------|------------------|------------------|------------------|
| (\$ In Thousands) | Spending Plan | | | | | |
| Revenue Funded | 2023 | 2024 | 2025 | 2026 | 2027 | Total |
| Maintenance Reserve Fund | \$ 278,797 | 228,758 | 260,197 | 262,794 | 266,710 | 1,297,256 |
| Special Project Reserve Fund | 109,346 | 71,778 | 61,416 | 57,248 | 61,812 | 361,600 |
| Supplemental Capital Program | 51,679 | 68,014 | 61,458 | 50,331 | 53,394 | 284,876 |
| Total Revenue Funded | \$ 439,822 | 368,550 | 383,071 | 370,373 | 381,916 | 1,943,732 |
| Bond Funded | 2023 | 2024 | 2025 | 2026 | 2027 | Total |
| 2023-2027 Capital Improvement Program | \$ 608,468 | 795,142 | 777,481 | 901,132 | 1,626,987 | 4,709,210 |
| 2019 Capital Improvement Program | 129,645 | 67,629 | 27,410 | 7,923 | 2,284 | 234,891 |
| 2008 \$7 Billion Capital Improvement Program | 103,001 | 3,244 | 1,651 | 1,542 | — | 109,438 |
| Total Bond Funded | \$ 841,114 | 866,015 | 806,542 | 910,597 | 1,629,271 | 5,053,539 |
| Total Capital Spending | \$ 1,280,936 | 1,234,565 | 1,189,613 | 1,280,970 | 2,011,187 | 6,997,271 |
| Percentage Revenue Funded | 34.3% | 29.9% | 32.2% | 28.9% | 19.0% | 27.8% |
| Percentage Bond Funded | 65.7% | 70.1% | 67.8% | 71.1% | 81.0% | 72.2% |

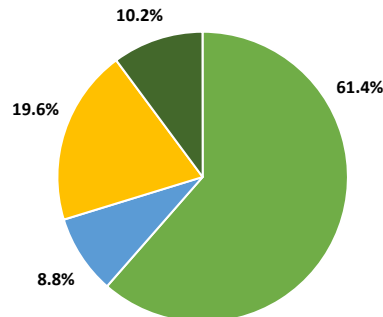
- Totals may not add due to rounding

**Total Bond & Revenue
Funding by Category
(\$6.9 Billion)**



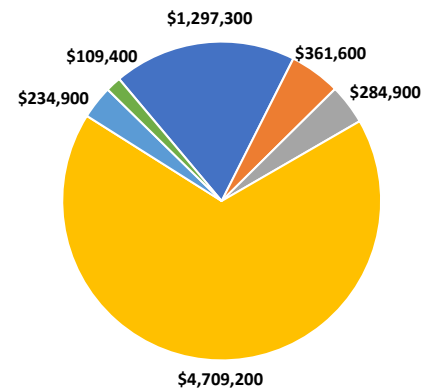
Bridge Construction, Preservation & Security
 Capacity Enhancements - Turnpike
 Pavement Resurfacing
 Drainage Structures
 Other Roadway Improvements
 Facilities
 Technology Improvements
 Other Program Categories

**Total Bond & Revenue
Funding by Functional Area
(\$68.6 Million)**



Maintenance of Infrastructure
 Traffic Control & State Police
 Technology
 General & Administrative

**Total Funding by Source
(\$7.0 Billion)
(\$ in Thousands)**



Maintenance Reserve Fund
 Special Project Reserve Fund
 Supplemental Capital Program
 2023-2027 Capital Improvement Program
 2019 Capital Improvement Program
 2008 \$7 Billion Capital Improvement Program

Capital Budget (Revenue Funded) *(2023 Annual Budget p128)*

The 2023 Capital Budget includes the Maintenance Reserve Fund, the Special Project Reserve Fund, and the Supplemental Capital Program. The Capital Budget primarily supports the spending for the maintenance of both roadways and bridges, scheduled fleet replacement based on target lifecycles, and several multi-year capital program projects; such as pavement repairs, replacement of toll collection equipment, etc. The spending from the Maintenance Reserve Fund and Special Project Reserve Fund is funded by the Authority's revenue after paying for the operating expenses and debt service. These two funds are separate funds established by the Authority's Bond Resolution. The spending from the Supplemental Capital Program is funded by transfers from the General Reserve Fund. This program is a separate account from the Construction Fund. The Construction Fund is established by the Authority's Bond Resolution.

| Capital Budget — Spending by Category or Functional Area | | | | | |
|---|------------------------|------------------------|------------------------|---------------------------|--------------------------|
| <i>(\$ In Thousands)</i> | 2021 Actual | 2022 Budget | 2023 Budget | \$ Δ from 2022 | % Δ from 2022 |
| Capitalized Projects by Category | | | | | |
| Roadway | | | | | |
| Bridge Construction, Preservation & Security | \$ 51,413 | 84,499 | 76,830 | (7,669) | (9.1)% |
| Pavement Resurfacing | 64,992 | 111,789 | 146,946 | 35,157 | 31.4% |
| Drainage Structures | 8,933 | 5,871 | 5,421 | (450) | (7.7)% |
| Roadway Lighting | 12,260 | 3,871 | 3,214 | (657) | (17.0)% |
| Other Roadway Improvements | 8,963 | 39,581 | 33,746 | (5,835) | (14.7)% |
| Total Roadway | \$ 146,560 | 245,611 | 266,157 | 20,546 | 8.4% |
| Non-Roadway | | | | | |
| Facilities | \$ 18,010 | 39,166 | 64,812 | 25,646 | 65.5% |
| Fleet | 6,857 | 36,430 | 50,598 | 14,168 | 38.9% |
| Service Areas & Arts Center | — | 17,750 | 9,708 | (8,042) | (45.3)% |
| Technology Improvements | 4,916 | 17,313 | 27,774 | 10,461 | 60.4% |
| Total Non-Roadway | \$ 29,783 | 110,658 | 152,892 | 42,233 | 38.2% |
| Total Capitalized Projects | \$ 176,343 | 356,269 | 419,049 | 62,780 | 17.6% |
| Expensed Projects by Functional Area | | | | | |
| Maintenance of Infrastructure | \$ 2,025 | 4,960 | 11,774 | 6,814 | 137.4% |
| Traffic Control & State Police | 860 | 1,437 | 2,046 | 609 | 42.4% |
| Technology | 4,057 | 7,619 | 5,173 | (2,446) | (32.1)% |
| General & Administrative | 262 | 590 | 1,780 | 1,190 | 201.7% |
| Total Expensed Projects | \$ 7,204 | 14,606 | 20,773 | 6,167 | 42.2% |
| Total Spending (Capitalized+Expensed) | \$ 183,547 | 370,875 | 439,822 | 68,947 | 18.6% |

- Totals may not add due to rounding

| Capital Budget — Funding Sources | | | | | |
|----------------------------------|-------------------|----------------|----------------|---------------|--------------|
| | 2021 | 2022 | 2023 | \$ Δ from | % Δ from |
| (\$ In Thousands) | Actual | Budget | Budget | 2022 | 2022 |
| Revenue Funded | | | | | |
| Maintenance Reserve Fund | \$ 115,920 | 219,787 | 278,797 | 59,010 | 26.8% |
| Special Project Reserve Fund | 24,920 | 76,137 | 109,346 | 33,209 | 43.6% |
| Supplemental Capital Program | 42,707 | 74,950 | 51,679 | (23,271) | (31.0)% |
| Total Funding Sources | \$ 183,547 | 370,875 | 439,822 | 68,947 | 18.6% |

| 2023-2027 Rolling 5-Year Capital Budget by Category or Functional Area | | | | | | |
|--|-------------------|-------------------|----------------|----------------|----------------|------------------|
| Revenue Funded | | | | | | |
| (\$ In Thousands) | Spending Plan | | | | | |
| | 2023 | 2024 | 2025 | 2026 | 2027 | Total |
| Capitalized Projects by Category | | | | | | |
| Roadway | | | | | | |
| Bridge Construction, Preservation & Security | \$ 76,830 | 82,537 | 87,161 | 87,965 | 88,030 | 422,523 |
| Pavement Resurfacing | 146,946 | 99,336 | 125,022 | 126,000 | 128,000 | 625,304 |
| Drainage Structures | 5,421 | 5,517 | 5,682 | 5,853 | 6,028 | 28,501 |
| Roadway Lighting | 3,214 | 3,310 | 3,409 | 3,512 | 3,617 | 17,062 |
| Other Roadway Improvements | 33,746 | 42,421 | 38,803 | 46,330 | 51,436 | 212,736 |
| Total Roadway | \$ 266,157 | \$ 233,121 | 260,077 | 269,660 | 277,111 | 1,306,126 |
| Non-Roadway | | | | | | |
| Facilities | \$ 64,812 | 61,345 | 56,024 | 32,742 | 33,805 | 248,728 |
| Fleet | 50,598 | 33,470 | 34,380 | 35,974 | 37,542 | 191,964 |
| Service Areas & Arts Center | 9,708 | 536 | 536 | 536 | 1,051 | 12,367 |
| Technology Improvements | 27,774 | 25,622 | 20,552 | 22,000 | 20,000 | 115,948 |
| Total Non-Roadway | \$ 152,892 | 120,973 | 111,492 | 91,252 | 92,398 | 569,007 |
| Total Capitalized Projects | \$ 419,049 | 354,094 | 371,569 | 360,912 | 369,509 | 1,875,133 |
| Expensed Projects by Functional Area | | | | | | |
| Maintenance of Infrastructure | \$ 11,774 | 8,450 | 7,310 | 5,250 | 9,370 | 42,154 |
| Traffic Control & State Police | 2,046 | 1,000 | 1,000 | 1,000 | 1,000 | 6,046 |
| Technology | 5,173 | 2,367 | 2,143 | 2,464 | 1,288 | 13,435 |
| General & Administrative | 1,780 | 2,639 | 1,049 | 747 | 749 | 6,964 |
| Total Expensed Projects | \$ 20,773 | 14,456 | 11,502 | 9,461 | 12,407 | 68,599 |
| Total Spending (Capitalized+Expensed) | \$ 439,822 | 368,550 | 383,071 | 370,373 | 381,916 | 1,943,732 |

- Totals may not add due to rounding

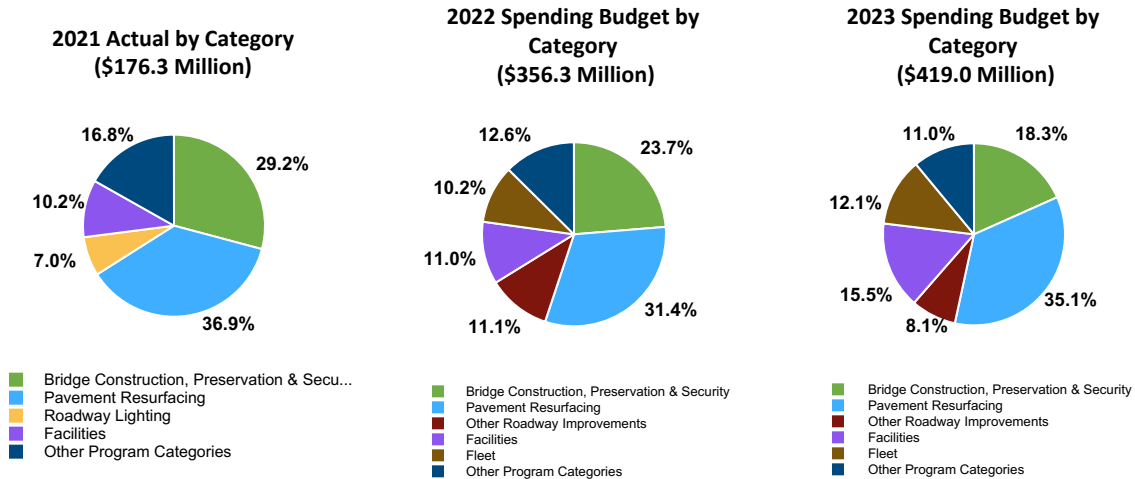
| Capital Budget — Funding Sources | | | | | | |
|----------------------------------|-------------------|----------------|----------------|----------------|----------------|------------------|
| (\$ In Thousands) | Spending Plan | | | | | |
| Revenue Funded | 2023 | 2024 | 2025 | 2026 | 2027 | Total |
| Maintenance Reserve Fund | \$ 278,797 | 228,758 | 260,197 | 262,794 | 266,710 | 1,297,256 |
| Special Project Reserve Fund | 109,346 | 71,778 | 61,416 | 57,248 | 61,812 | 361,600 |
| Supplemental Capital Program | 51,679 | 68,014 | 61,458 | 50,331 | 53,394 | 284,876 |
| Total Revenue Funded | \$ 439,822 | 368,550 | 383,071 | 370,373 | 381,916 | 1,943,732 |

- Totals may not add due to rounding

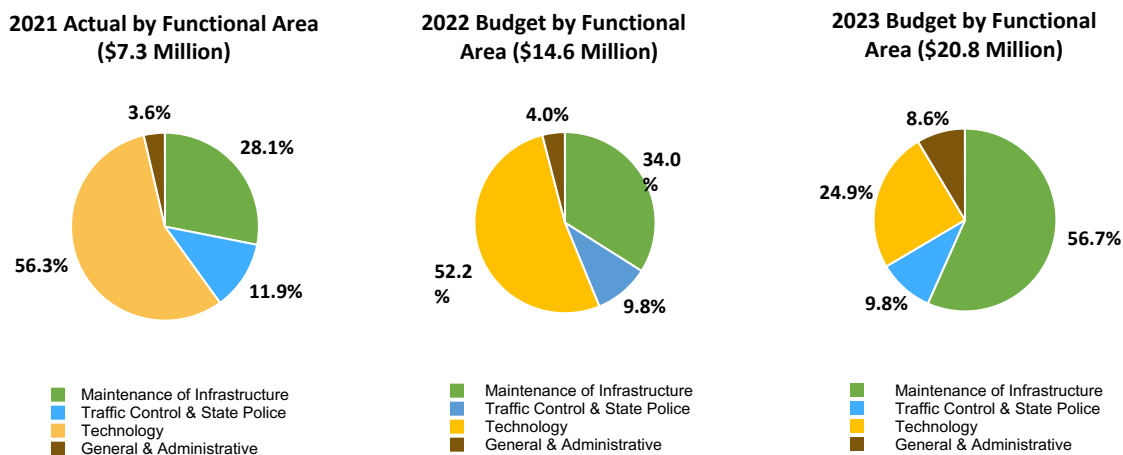
Capital Budget – Revenue Funded – Spending by Category or Functional Area

The Capital Budget includes all revenue funded capital projects contained in the Maintenance Reserve Fund, Special Project Reserve Fund, and Supplemental Capital Program. The 2023 spending budget is \$439.8 million, an increase of \$68.9 million in comparison to the 2022 spending budget. The 2023 spending budget includes 33.4% for Pavement Resurfacing, 17.5% for Bridge Construction, Preservation, and Security, and 14.7% for Facilities. Together they combine for a total of 68.9% of 2023 capitalized project spending. Maintenance of Infrastructure accounts for 56.7% of 2023 expensed projects.

Capital Budget — Capitalized Projects — Spending by Category



Capital Budget — Expensed Projects — Spending by Functional Area



Maintenance Reserve Fund

The Maintenance Reserve Fund primarily supports spending for the maintenance and resurfacing of roadways and bridges on both the Turnpike and Parkway. These projects have a combined spending budget for 2023 of \$278.8 million, and a rolling five-year spending plan of \$1.3 billion. The spending budget for 2023 is increasing by 26.8% compared to 2022, and includes funding primarily for Bridge Construction, Preservation, and Security, and Pavement Resurfacing. The 2023 Maintenance Reserve Fund also includes several projects that address facilities repairs and upgrades, including major building, roofing, and utility replacements. The majority of the increase in spending in 2023 is for pavement resurfacing on both roadways, which is increasing by over \$59.4 million. The increase in spending is also impacted by assumed inflation of 7.0%.

| Maintenance Reserve Fund — Spending by Category | | | | | |
|---|-------------------|----------------|----------------|-------------------|------------------|
| <i>(\$ In Thousands)</i> | 2021 Actual | 2022 Budget | 2023 Budget | \$ Δ from 2022 | % Δ from 2022 |
| Capitalized Projects by Category | | | | | |
| Roadway | | | | | |
| Bridge Construction, Preservation & Security | \$ 51,059 | 82,459 | 76,830 | (5,629) | (6.8)% |
| Pavement Resurfacing | 42,795 | 87,053 | 146,431 | 59,378 | 68.2% |
| Drainage Structures | 8,933 | 5,871 | 5,421 | (450) | (7.7)% |
| Roadway Lighting | 12,245 | 3,871 | 3,214 | (657) | (17.0)% |
| Other Roadway Improvements | 888 | 19,506 | 15,102 | (4,404) | (22.6)% |
| Total Roadway | \$ 115,920 | 198,760 | 246,998 | 48,238 | 24.3% |
| Non-Roadway | | | | | |
| Facilities | \$ — | 21,028 | 31,799 | 10,771 | 51.2% |
| Total Non-Roadway | \$ — | 21,028 | 31,799 | 10,771 | 51.2% |
| Total Spending (Capitalized) | \$ 115,920 | 219,787 | 278,797 | 59,009 | 26.8% |

- Totals may not add due to rounding

| Maintenance Reserve Fund | | | | | | | | |
|--|------------|---------|---------|---------|---------|-----------------|-----------------------|----------------------------|
| 2023-2027 Rolling 5-Year Spending Plan by Category | | | | | | | Prior LTD Spending | Total Project Budget |
| (\$ In Thousands) | 2023 | 2024 | 2025 | 2026 | 2027 | Total 5-Year | | |
| Capitalized Projects by Category | | | | | | | | |
| Roadway | | | | | | | | |
| Bridge Construction, Preservation & Security | \$ 76,830 | 82,537 | 87,161 | 87,965 | 88,030 | 422,523 | 195,872 | 618,395 |
| Pavement Resurfacing | 146,431 | 99,336 | 125,022 | 126,000 | 128,000 | 624,789 | 215,328 | 840,117 |
| Drainage Structures | 5,421 | 5,517 | 5,682 | 5,853 | 6,028 | 28,501 | 34,193 | 62,694 |
| Roadway Lighting | 3,214 | 3,310 | 3,409 | 3,512 | 3,617 | 17,062 | 24,491 | 41,553 |
| Other Roadway Improvements | 15,102 | 14,797 | 15,627 | 15,469 | 16,319 | 77,314 | 9,268 | 86,582 |
| Total Roadway | \$ 246,998 | 205,497 | 236,901 | 238,799 | 241,994 | 1,170,189 | 479,152 | 1,649,341 |
| | | | | | | | | |
| Non-Roadway | | | | | | | | |
| Facilities | \$ 31,799 | 23,261 | 23,296 | 23,995 | 24,716 | 127,067 | 9,894 | 136,961 |
| Total Non-Roadway | \$ 31,799 | 23,261 | 23,296 | 23,995 | 24,716 | 127,067 | 9,894 | 136,961 |
| | | | | | | | | |
| Total Spending (Capitalized) | \$ 278,797 | 228,758 | 260,197 | 262,794 | 266,710 | 1,297,256 | 489,046 | 1,786,302 |

- Totals may not add due to rounding

| Maintenance Reserve Fund - Significant Project Budgets | | | | | | | | |
|---|-------------------|----------------|----------------|----------------|----------------|------------------|--------------------|----------------------|
| (\$ In Thousands) | Spend Plan | | | | | | Prior LTD Spending | Total Project Budget |
| | 2023 | 2024 | 2025 | 2026 | 2027 | Rolling 5-Year | | |
| Capitalized Projects | | | | | | | | |
| Prior Approved Projects | | | | | | | | |
| GSP Resurfacing Section 4 | \$ 42,230 | — | — | — | — | 42,230 | — | 42,230 |
| TPK Resurfacing Section 4 MP 35-48 | 38,110 | — | — | — | — | 38,110 | — | 38,110 |
| GSP Resurfacing Section 14 | 26,059 | — | — | — | — | 26,059 | — | 26,059 |
| TPK Resurfacing Section 2 MP 12-24 | 22,660 | — | — | — | — | 22,660 | — | 22,660 |
| TPK Bridge Repair Milepost 92-122 & NBHCE 2021-2023 | 20,079 | 31 | — | — | — | 20,110 | 35,872 | 55,982 |
| TPK Bridge Repair Milepost 0-92 PHM Extension 2021-2023 | 14,731 | 21 | — | — | — | 14,752 | 27,733 | 42,485 |
| Roadside Barrier Imp 2023 | 5,356 | — | — | — | — | 5,356 | — | 5,356 |
| Roadway Improvements & Repairs 2023 | 5,356 | — | — | — | — | 5,356 | — | 5,356 |
| Major Building Improvements 2023 | 4,998 | — | — | — | — | 4,998 | — | 4,998 |
| All Other Prior Approved Projects | 92,338 | 228,062 | 260,197 | 262,794 | 266,710 | 1,110,101 | 425,314 | 1,535,415 |
| Total Prior Approved Projects | \$ 271,917 | 228,114 | 260,197 | 262,794 | 266,710 | 1,289,732 | 488,919 | 1,778,651 |
| New Projects | | | | | | | | |
| HQ Elevator Replacement | \$ 4,380 | 644 | — | — | — | 5,024 | 127 | 5,151 |
| All Other New Projects | 2,500 | — | — | — | — | 2,500 | — | 2,500 |
| Total New Projects | \$ 6,880 | 644 | — | — | — | 7,524 | 127 | 7,651 |
| Total Projects | \$ 278,797 | 228,758 | 260,197 | 262,794 | 266,710 | 1,297,256 | 489,046 | 1,786,302 |

- Totals may not add due to rounding

Special Project Reserve Fund

The Special Project Reserve Fund has a 2023 spending budget of over \$109.4 million and a rolling five-year spending plan of nearly \$361.6 million. The spending for 2023 is increasing 43.6% compared to 2022. The 2023 Special Project Reserve Fund provides spending for the Authority's major scheduled fleet replacement program. The increase in Fleet in 2023 is due in large part to vehicle delivery delays rolling over from 2022, as well as significant vehicle price increases between 25-33% across all new purchases. Technology Improvements are increasing with the carryover of initiatives such as the Advanced Traffic Management System, Statewide Traffic Management Center (STMC), Uninterruptible Power Supply (UPS) Replacements, as well as the continued implementation of Capital Program Management System and the Phase 2 of the Enterprise Asset Management System. Maintenance of Infrastructure is increasing mainly due to the Turnpike Westerly Alignment Capacity Enhancement Study, the Phase II Bridge Hydraulic Analysis, and the Facility Improvements Assessment. A portion of the increase in spending is also due to inflation assumed at 7.0%.

| Special Project Reserve Fund — Spending by Category or Functional Area | | | | | |
|---|------------------------|------------------------|------------------------|---------------------------|--------------------------|
| <i>(\$ In Thousands)</i> | 2021 Actual | 2022 Budget | 2023 Budget | \$ Δ from 2022 | % Δ from 2022 |
| Capitalized Projects by Category | | | | | |
| Roadway | | | | | |
| Bridge Construction, Preservation & Security | \$ — | 2,040 | — | (2,040) | (100.0)% |
| Other Roadway Improvements | 277 | 1,134 | 5,103 | 3,969 | 350.0% |
| Total Roadway | \$ 277 | 3,174 | 5,103 | 1,929 | 60.8% |
| Non-Roadway | | | | | |
| Facilities | \$ 8,175 | 14,965 | 18,611 | 3,646 | 24.4% |
| Fleet | 6,857 | 36,430 | 50,598 | 14,168 | 38.9% |
| Technology Improvements | 2,662 | 6,963 | 14,261 | 7,298 | 104.8% |
| Total Non-Roadway | \$ 17,694 | 58,358 | 83,470 | 25,112 | 43.0% |
| Total Capitalized Projects | \$ 17,971 | 61,531 | 88,573 | 27,041 | 43.9% |
| Expensed Projects by Functional Area | | | | | |
| Maintenance of Infrastructure | \$ 2,123 | 4,960 | 11,774 | 6,814 | 137.4% |
| Traffic Control & State Police | 860 | 1,437 | 2,046 | 609 | 42.4% |
| Technology | 3,704 | 7,619 | 5,173 | (2,446) | (32.1)% |
| General & Administrative | 262 | 590 | 1,780 | 1,190 | 201.7% |
| Total Expensed Projects | \$ 6,949 | 14,606 | 20,773 | 6,167 | 42.2% |
| Total Spending (Capitalized+Expensed) | \$ 24,920 | 76,137 | 109,346 | 33,209 | 43.6% |

- Totals may not add due to rounding

| Special Project Reserve Fund | | | | | | | | |
|---|-----------|--------|--------|--------|--------|--------------|--------------------|----------------------|
| 2023-2027 Rolling 5-Year Spending Plan by Category or Functional Area | | | | | | | Prior LTD Spending | Total Project Budget |
| (\$ In Thousands) | 2023 | 2024 | 2025 | 2026 | 2027 | Total 5-Year | | |
| Capitalized Projects by Category | | | | | | | | |
| Roadway | | | | | | | | |
| Other Roadway Improvements | \$ 5,103 | 6,600 | 7,000 | 6,750 | 6,800 | 32,253 | 1,969 | 34,222 |
| Total Roadway | \$ 5,103 | 6,600 | 7,000 | 6,750 | 6,800 | 32,253 | 1,969 | 34,222 |
| | | | | | | | | |
| Non-Roadway | | | | | | | | |
| Facilities | \$ 18,611 | 10,051 | 4,525 | 3,063 | 3,063 | 39,313 | 25,396 | 64,709 |
| Fleet | 50,598 | 33,470 | 34,380 | 35,974 | 37,542 | 191,964 | 34,351 | 226,315 |
| Technology Improvements | 14,261 | 7,201 | 4,009 | 2,000 | 2,000 | 29,471 | 10,781 | 40,252 |
| Total Non-Roadway | \$ 83,470 | 50,722 | 42,914 | 41,037 | 42,605 | 260,748 | 70,528 | 331,276 |
| | | | | | | | | |
| Total Capitalized Projects | \$ 88,573 | 57,322 | 49,914 | 47,787 | 49,405 | 293,001 | 72,497 | 365,498 |
| | | | | | | | | |
| Expensed Projects by Functional Area | | | | | | | | |
| Maintenance of Infrastructure | \$ 11,774 | 8,450 | 7,310 | 5,250 | 9,370 | 42,154 | 5,231 | 47,385 |
| Traffic Control & State Police | 2,046 | 1,000 | 1,000 | 1,000 | 1,000 | 6,046 | 3,512 | 9,558 |
| Technology | 5,173 | 2,367 | 2,143 | 2,464 | 1,288 | 13,435 | 10,207 | 23,642 |
| General & Administrative | 1,780 | 2,639 | 1,049 | 747 | 749 | 6,964 | 1,523 | 8,487 |
| Total Expensed Projects | \$ 20,773 | 14,456 | 11,502 | 9,461 | 12,407 | 68,599 | 20,473 | 89,072 |
| | | | | | | | | |
| Total Spending (Capitalized+Expensed) | \$109,346 | 71,778 | 61,416 | 57,248 | 61,812 | 361,600 | 92,970 | 454,570 |

- Totals may not add due to rounding

| Special Project Reserve Fund — Significant Capitalized Project Budgets | | | | | | | | |
|--|------------|--------|--------|--------|--------|----------------|--------------------|---------------------------|
| (\$ In Thousands) | Spend Plan | | | | | | Prior LTD Spending | Total Project Budget 2023 |
| | 2023 | 2024 | 2025 | 2026 | 2027 | Rolling 5-Year | | |
| Capitalized Projects | | | | | | | | |
| Prior Approved Projects | | | | | | | | |
| Major Fleet Augmentation - Dump Trucks 2023-2027 | \$ 6,890 | 7,801 | 8,191 | 8,600 | 9,030 | 40,512 | — | 40,512 |
| Major Fleet Augmentation - Maintenance Vehicles 2023-2027 | 5,427 | 5,448 | 5,470 | 5,744 | 6,031 | 28,120 | — | 28,120 |
| State Police Vehicles 2023-2027 | 5,100 | 4,500 | 4,500 | 4,600 | 4,600 | 23,300 | — | 23,300 |
| Stormwater Pump House Replacement TPK MP 92 | 6,367 | — | — | — | — | 6,367 | 116 | 6,483 |
| Pleasant Plains Sub-Barracks | 454 | 3,038 | 731 | — | — | 4,223 | 1 | 4,224 |
| Avalon Plains Sub-Barracks | 454 | 3,038 | 731 | — | — | 4,223 | 1 | 4,224 |
| All Other Prior Approved Capitalized Projects | 61,525 | 34,136 | 30,930 | 29,843 | 30,744 | 187,178 | 72,379 | 259,557 |
| Total Prior Approved Projects | \$ 86,217 | 57,961 | 50,553 | 48,787 | 50,405 | 293,923 | 72,497 | 366,420 |
| | | | | | | | | |
| Expensed Projects | | | | | | | | |
| Total New Projects | \$ 2,356 | 361 | 361 | — | — | 3,078 | — | 3,078 |
| | | | | | | | | |
| Total Capitalized Project Budget | \$ 88,573 | 58,322 | 50,914 | 48,787 | 50,405 | 297,001 | 72,497 | 369,498 |
| | | | | | | | | |
| Special Project Reserve Fund — Significant Expensed Project Budgets | | | | | | | | |
| (\$ In Thousands) | Spend Plan | | | | | | Prior LTD Spending | Total Project Budget 2023 |
| | 2023 | 2024 | 2025 | 2026 | 2027 | Rolling 5-Year | | |
| Expensed Projects | | | | | | | | |
| Total Prior Approved Expensed Projects | \$ 13,578 | 9,919 | 8,329 | 8,461 | 7,287 | 47,574 | 20,473 | 68,047 |
| | | | | | | | | |
| New Projects | | | | | | | | |
| GSP Interchange 154 to 163 Operational Improvements Study | \$ — | 2,060 | 2,060 | — | — | 4,120 | — | 4,120 |
| GSP Interchange 98 to 124 Needs Assessment | — | — | — | — | 4,120 | 4,120 | — | 4,120 |
| Phase II Bridge Hydraulic Analysis | 1,545 | 515 | — | — | — | 2,060 | — | 2,060 |
| Facility Improvements Assessment | 1,256 | 444 | — | — | — | 1,700 | — | 1,700 |
| All Other New Expensed Projects | 4,394 | 518 | 113 | — | — | 5,025 | — | 5,025 |
| Total New Projects | \$ 7,195 | 3,537 | 2,173 | — | 4,120 | 17,025 | — | 17,025 |
| | | | | | | | | |
| Total Expensed Project Budget | \$ 20,773 | 13,456 | 10,502 | 8,461 | 11,407 | 64,599 | 20,473 | 85,072 |
| | | | | | | | | |
| Total Project Budget (Capitalized+Expensed) | \$109,346 | 71,778 | 61,416 | 57,248 | 61,812 | 361,600 | 92,970 | 454,570 |

- Totals may not add due to rounding

Supplemental Capital Program (Construction Fund – Revenue Funded)

The Supplemental Capital Program has a 2023 spending budget of almost \$51.7 million and a rolling five-year spending plan of \$284.9 million. The spending budget for 2023 is decreasing by 31.0% compared to 2022 due to the completion of additional resurfacing projects on the Parkway in 2022, as well as less spending on the Vauxhall and Brookdale South Service Areas since they will be completed in 2023. The 2023 budget provides funding to begin several multi-year roadway and facility improvement projects such as those at the Traffic Management Center Administration Building, Chevalier Maintenance Sub-Yard, and Maintenance Districts 3, 5, and 9. Supplemental Capital will also provide funding for Arts Center projects after the Arts Center Long Range Plan is completed and work is prioritized. Finally, this program will be used to fund new technology improvement initiatives such as the Road Weather Information System (RWIS) Expansion, the Advanced Interactive Executive (AIX) Server Upgrade, and Tolling Legacy Parts Replacements. Although spending is decreasing in 2023, the project budgets include increases due to inflation assumed at 7.0% for 2023.

| Supplemental Capital Program — Spending by Category or Functional Area | | | | | |
|--|------------------|----------------|----------------|-------------------|------------------|
| (\$ In Thousands) | 2021 Actual | 2022 Budget | 2023 Budget | \$ Δ from 2022 | % Δ from 2022 |
| Capitalized Projects by Category | | | | | |
| Roadway | | | | | |
| Bridge Construction, Preservation & Security | \$ 354 | — | — | — | —% |
| Pavement Resurfacing | 22,197 | 24,736 | 515 | (24,221) | (97.9)% |
| Roadway Lighting | 15 | — | — | — | —% |
| Other Roadway Improvements | 7,798 | 18,942 | 13,541 | (5,401) | (28.5)% |
| Total Roadway | \$ 30,363 | 43,678 | 14,056 | (29,622) | (67.8)% |
| Non-Roadway | | | | | |
| Facilities | \$ 9,835 | 3,173 | 14,402 | 11,229 | 353.9% |
| Service Areas & Arts Center | — | 17,750 | 9,708 | (8,042) | (45.3)% |
| Technology Improvements | 2,254 | 10,350 | 13,513 | 3,163 | 30.6% |
| Total Non-Roadway | \$ 12,089 | 31,273 | 37,623 | 6,350 | 20.3% |
| Total Capitalized Projects | \$ 42,452 | 74,950 | 51,679 | (23,272) | (31.0)% |
| Expensed Projects by Functional Area | | | | | |
| Maintenance of Infrastructure ⁽¹⁾ | \$ (98) | — | — | — | —% |
| Technology | 353 | — | — | — | —% |
| Total Expensed Projects | \$ 255 | — | — | — | —% |
| Total Spending (Capitalized + Expensed) | \$ 42,707 | 74,950 | 51,679 | (23,272) | (31.0)% |

- Totals may not add due to rounding

| Supplemental Capital Program | | | | | | | | | |
|---|-----------|--------|--------|--------|--------|--------------|--------------------|-----------------|----------------------|
| 2023-2027 Rolling 5-Year Spending Plan by Category or Functional Area | | | | | | | Prior LTD Spending | Future Spending | Total Project Budget |
| (\$ In Thousands) | 2023 | 2024 | 2025 | 2026 | 2027 | Total 5-Year | | | |
| Capitalized Projects by Category | | | | | | | | | |
| Roadway | | | | | | | | | |
| Pavement Resurfacing | \$ 515 | — | — | — | — | 515 | 42,324 | — | 42,839 |
| Other Roadway Improvements | 13,541 | 21,024 | 16,176 | 24,111 | 28,317 | 103,169 | 35,594 | 8,549 | 147,312 |
| Total Roadway | \$ 14,056 | 21,024 | 16,176 | 24,111 | 28,317 | 103,684 | 77,918 | 8,549 | 190,151 |
| Non-Roadway | | | | | | | | | |
| Facilities | \$ 14,402 | 28,033 | 28,203 | 5,684 | 6,026 | 82,348 | 19,127 | 2,575 | 104,050 |
| Service Areas & Arts Center | 9,708 | 536 | 536 | 536 | 1,051 | 12,367 | 55,135 | 2,575 | 70,077 |
| Technology Improvements | 13,513 | 18,421 | 16,543 | 20,000 | 18,000 | 86,477 | 19,469 | — | 105,946 |
| Total Non-Roadway | \$ 37,623 | 46,990 | 45,282 | 26,220 | 25,077 | 181,192 | 93,731 | 5,150 | 280,073 |
| Total Capitalized Projects | | | | | | | | | |
| | \$51,679 | 68,014 | 61,458 | 50,331 | 53,394 | 284,876 | 171,649 | 13,699 | 470,224 |

- Totals may not add due to rounding

| Supplemental Capital Program - Significant Project Budgets | | | | | | | | | |
|--|-----------------|---------------|---------------|---------------|---------------|----------------|--------------------|-----------------|----------------------|
| (\$ In Thousands) | Spend Plan | | | | | | Prior LTD Spending | Future Spending | Total Project Budget |
| | 2023 | 2024 | 2025 | 2026 | 2027 | Rolling 5-Year | | | |
| Capitalized Projects | | | | | | | | | |
| Prior Approved Projects | | | | | | | | | |
| Chevalier Maintenance Sub-Yard | \$ 1,401 | 7,155 | 9,779 | — | — | 18,335 | — | — | 18,335 |
| TMC Administration Building | 1,236 | 6,934 | 9,888 | 173 | — | 18,231 | — | — | 18,231 |
| Tremley Point Connector Road Design | 5,912 | 3,708 | 2,379 | 1,051 | 309 | 13,359 | 5,677 | — | 19,036 |
| Service Areas Vauxhall & Brookdale South | 9,172 | — | — | — | — | 9,172 | 8,755 | — | 17,927 |
| 2022 HVAC & Boiler Replacement | 4,206 | — | — | — | — | 4,206 | — | — | 4,206 |
| TMD 3 - Storage Building | 319 | 2,972 | 303 | — | — | 3,594 | 11 | — | 3,605 |
| All Other Prior Approved Projects | 10,596 | 33,960 | 30,489 | 41,000 | 32,000 | 148,045 | 157,206 | — | 305,251 |
| Total Prior Approved Projects | \$32,842 | 54,729 | 52,838 | 42,224 | 32,309 | 214,942 | 171,649 | — | 386,591 |
| New Projects | | | | | | | | | |
| Toll Facility Repairs | \$ 2,730 | 4,069 | 5,511 | 5,511 | 5,511 | 23,332 | — | — | 23,332 |
| Emergency Services Upgrades | — | 515 | 1,030 | 2,060 | 7,828 | 11,433 | — | 8,549 | 11,433 |
| Tolling Legacy Parts Replacement | 6,180 | 515 | 515 | — | — | 7,210 | — | — | 7,210 |
| Interchange 9 HQ Site Redevelopment | 422 | 3,183 | — | — | — | 3,605 | — | — | 3,605 |
| All Other New Projects | — | — | — | — | — | — | — | 5,150 | 38,053 |
| Total New Projects | \$18,837 | 13,285 | 8,620 | 8,107 | 21,085 | 69,934 | — | 13,699 | 83,633 |
| Total Projects | \$51,679 | 68,014 | 61,458 | 50,331 | 53,394 | 284,876 | 171,649 | 13,699 | 470,224 |

- Totals may not add due to rounding

Construction Fund (Bond Funded) (2023 Annual Budget p145)

The 2023 Construction Fund includes the bond funded programs within the Capital Spending Program. The Construction Fund currently includes the 2023-2027 Capital Improvement Program, which was derived from the 2020 Long-Range Capital Plan, approved in May 2020, the 2019 Capital Improvement Program, approved in April 2019, and the 2008 \$7 Billion Capital Improvement Program approved in October 2008. These programs are funded through bond proceeds received from the issuance of Turnpike Revenue Bonds.

| Construction Fund — Spending by Category | | | | | |
|--|-------------------|----------------|----------------|-------------------|------------------|
| (\$ In Thousands) | 2021 Actual | 2022 Budget | 2023 Budget | \$ Δ from 2022 | % Δ from 2022 |
| Capitalized Projects by Category | | | | | |
| Roadway | | | | | |
| Bridge Construction, Preservation & Security | \$ 148,109 | 271,035 | 506,861 | 235,826 | 87.0% |
| Capacity Enhancements - Turnpike | 16,564 | 42,636 | 40,749 | (1,887) | (4.4)% |
| Capacity Enhancements - Parkway | 161 | 500 | 3,449 | 2,949 | 589.8% |
| Interchanges | 43,341 | 24,462 | 7,701 | (16,761) | (68.5)% |
| Concrete Barrier | 17,738 | 9,338 | 12,821 | 3,483 | 37.3% |
| Drainage Structures | 9,048 | 73,130 | 94,014 | 20,884 | 28.6% |
| Roadway Lighting | 10,676 | 14,346 | 42,454 | 28,108 | 195.9% |
| Other Roadway Improvements | 49,082 | 74,689 | 75,437 | 748 | 1.0% |
| Total Roadway | \$ 294,719 | 510,135 | 783,486 | 273,351 | 53.6% |
| Non-Roadway | | | | | |
| Facilities | \$ 2,593 | 9,848 | 6,488 | (3,360) | (34.1)% |
| Service Areas & Arts Center | 13,099 | 30,507 | 24,688 | (5,819) | (19.1)% |
| Technology Improvements | 34,904 | 47,808 | 26,452 | (21,356) | (44.7)% |
| Total Non-Roadway | \$ 50,596 | 88,162 | 57,628 | (30,534) | (34.6)% |
| Total Spending (Capitalized) | \$ 345,315 | 598,297 | 841,114 | 242,818 | 40.6% |
| Construction Fund — Funding Sources | | | | | |
| (\$ In Thousands) | 2021 Actual | 2022 Budget | 2023 Budget | \$ Δ from 2022 | % Δ from 2022 |
| Bond Funded | | | | | |
| 2023-2027 Capital Improvement Program | \$ 81,032 | 351,630 | 608,468 | 256,838 | 73.0% |
| 2019 Capital Improvement Program | 182,310 | 172,507 | 129,645 | (42,862) | (24.8)% |
| 2008 \$7 Billion Capital Improvement Program | 81,972 | 74,160 | 103,001 | 28,841 | 38.9% |
| Total Bond Funded | \$ 345,315 | 598,297 | 841,114 | 242,818 | 40.6% |

- Totals may not add due to rounding

| 2023-2027 Rolling 5-Year Construction Fund Spending Plan by Category Bond Funded | | | | | | |
|---|-------------------|----------------|----------------|----------------|------------------|------------------|
| (\$ In Thousands) | Spending Plan | | | | | |
| | 2023 | 2024 | 2025 | 2026 | 2027 | Total |
| Capitalized Projects by Category | | | | | | |
| Roadway | | | | | | |
| Bridge Construction, Preservation & Security | \$ 506,861 | \$ 447,985 | \$ 305,377 | \$ 122,788 | \$ 93,646 | 1,476,657 |
| Capacity Enhancements - Turnpike | 40,749 | 103,317 | 212,183 | 500,807 | 1,249,990 | 2,107,046 |
| Capacity Enhancements - Parkway | 3,449 | 4,042 | — | 34,481 | 42,816 | 84,788 |
| Interchanges | 7,701 | 4,064 | — | — | — | 11,765 |
| Concrete Barrier | 12,821 | 56,771 | 32,280 | 13,648 | 13,596 | 129,116 |
| Drainage Structures | 94,014 | 59,246 | 49,417 | 45,636 | 40,099 | 288,412 |
| Roadway Lighting | 42,454 | 38,670 | 28,377 | 26,265 | 28,389 | 164,155 |
| Other Roadway Improvements | 75,437 | 130,583 | 97,194 | 24,857 | — | 328,071 |
| Total Roadway | \$ 783,486 | 844,678 | 724,828 | 768,482 | 1,468,536 | 4,590,010 |
| Non-Roadway | | | | | | |
| Facilities | \$ 6,488 | — | — | — | — | 6,488 |
| Service Areas & Arts Center | 24,688 | 8,512 | 9,645 | 7,908 | 2,263 | 53,016 |
| Technology Improvements | 26,452 | 12,825 | 72,069 | 134,207 | 158,472 | 404,025 |
| Total Non-Roadway | \$ 57,628 | 21,337 | 81,714 | 142,115 | 160,735 | 463,529 |
| Total Spending (Capitalized) | \$841,114 | 866,015 | 806,542 | 910,597 | 1,629,271 | 5,053,539 |
| Construction Fund — Funding Sources | | | | | | |
| (\$ In Thousands) | Spending Plan | | | | | |
| | 2023 | 2024 | 2025 | 2026 | 2027 | Total |
| Bond Funded | | | | | | |
| 2023-2027 Capital Improvement Program | \$ 608,468 | 795,142 | 777,481 | 901,132 | 1,626,987 | 4,709,210 |
| 2019 Capital Improvement Program | 129,645 | 67,629 | 27,410 | 7,923 | 2,284 | 234,891 |
| 2008 \$7 Billion Capital Improvement Program | 103,001 | 3,244 | 1,651 | 1,542 | — | 109,438 |
| Total Bond Funded | \$841,114 | 866,015 | 806,542 | 910,597 | 1,629,271 | 5,053,539 |

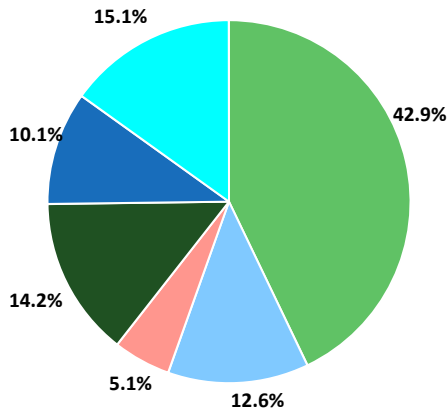
- Totals may not add due to rounding

Construction Fund – Spending by Category

The Construction Fund includes all bond funded capital projects contained in the 2023-2027 Capital Improvement Program, 2019 Capital Improvement Program, and the 2008 \$7 Billion Capital Improvement Program. The 2023 spending budget includes a significant increase in Bridge Construction, Preservation, and Security with the rehabilitation and replacement of bridge decks and superstructures on both roadways. Also increasing significantly in the 2023 budget are multiple Roadway Lighting and Drainage Structure projects accelerated to be completed sooner and ahead of the commencement of the Turnpike Capacity Enhancements between Interchanges 1 to 4 and the Newark Bay-Hudson County Extension.

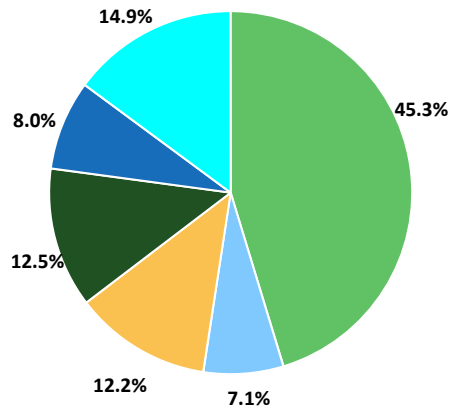
Construction Fund – Capitalized Projects – Spending by Category

2021 Actuals
(\$345.3 million)



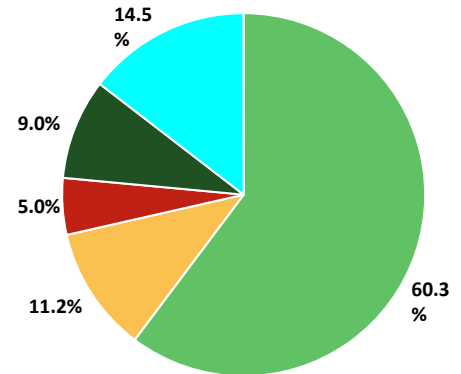
- Bridge Construction, Preservation & Security
- Interchanges
- Concrete Barrier
- Other Roadway Improvements
- Technology Improvements
- Other Program Categories

2022 Spending Budget
(\$598.3 million)



- Bridge Construction, Preservation & Security
- Capacity Enhancements - Turnpike
- Drainage Structures
- Other Roadway Improvements
- Technology Improvements
- Other Program Categories

2023 Spending Budget
(\$841.1 million)



- Bridge Construction, Preservation & Security
- Drainage Structures
- Roadway Lighting
- Other Roadway Improvements
- Other Program Categories

2023-2027 Capital Improvement Program

The 2020 Long-Range Capital Plan was approved by the Board of Commissioners in May 2020. The 2023-2027 Capital Improvement Program was developed from that plan and focuses on maintaining the existing infrastructure in a state of good repair and targets capacity improvements in critical areas where congestion is already an issue. This program has a 2023 spending budget of \$608.5 million and a rolling five-year spending plan of \$4.7 billion. The spending budget for 2023 is increasing by about 73.0%, compared to 2022, with significant increases for repairs of bridges on both roadways, drainage structures, and roadway lighting fixtures. On the other hand, facility upgrades are reduced as planned projects moved to Supplemental Capital in 2023. Likewise, roadway projects such as MSE wall replacements for both roadways are reduced as some work, based upon priorities were moved to future years beyond the rolling five-year spend. Project budgets have been increased to account for assumed inflation at 7% in 2023, reducing down to 3.5% in the later years.

| 2023-2027 Capital Improvement Program — Spending by Category | | | | | |
|---|------------------|----------------|----------------|------------------|-----------------|
| <i>(\$ In Thousands)</i> | 2021 | 2022 | 2023 | \$ Δ from | % Δ from |
| | Actual | Budget | Budget | 2022 | 2022 |
| Capitalized Projects by Category | | | | | |
| Roadway | | | | | |
| Bridge Construction, Preservation & Security | \$ 26,704 | \$ 151,253 | 338,803 | 187,550 | 124.0% |
| Capacity Enhancements - Turnpike | 16,359 | 42,571 | 40,749 | (1,822) | (4.3)% |
| Capacity Enhancements - Parkway | — | 500 | 3,449 | 2,949 | 589.8% |
| Interchanges | 1,915 | 3,967 | 2,981 | (986) | (24.9)% |
| Concrete Barrier | 1,684 | 5,337 | 12,615 | 7,278 | 136.4% |
| Drainage Structures | 9,048 | 73,130 | 94,014 | 20,884 | 28.6% |
| Roadway Lighting | 10,676 | 14,346 | 42,454 | 28,109 | 195.9% |
| Other Roadway Improvements | 2,252 | 25,775 | 51,846 | 26,072 | 101.2% |
| Total Roadway | \$ 68,638 | 316,878 | 586,911 | 270,033 | 85.2% |
| Non-Roadway | | | | | |
| Facilities | \$ — | 6,240 | — | (6,240) | (100.0)% |
| Technology Improvements | 12,394 | 28,512 | 21,557 | (6,955) | (24.4)% |
| Total Non-Roadway | \$ 12,394 | 34,752 | 21,557 | (13,195) | (38.0)% |
| Total Spending (Capitalized) | \$ 81,032 | 351,630 | 608,468 | 256,838 | 73.0% |

- Totals may not add due to rounding

| 2023-2027 Capital Improvement Program | | | | | | | | | |
|--|------------|---------|---------|---------|-----------|-----------------|-----------------------|--------------------|----------------------------|
| 2023-2027 Rolling 5-Year Spending Plan by Category | | | | | | | Prior LTD Spending | Future Spending | Total Project Budget |
| (\$ In Thousands) | 2023 | 2024 | 2025 | 2026 | 2027 | Total 5-Year | | | |
| Capitalized Projects Category | | | | | | | | | |
| Roadway | | | | | | | | | |
| Bridge Construction, Preservation & Security | \$ 338,803 | 394,226 | 286,607 | 121,231 | 93,625 | 1,234,492 | 246,978 | 1,327,514 | 2,808,984 |
| Capacity Enhancements - Turnpike | 40,749 | 103,317 | 212,183 | 500,807 | 1,249,990 | 2,107,046 | 33,706 | 12,412,462 | 14,553,214 |
| Capacity Enhancements - Parkway | 3,449 | 4,042 | — | 34,481 | 42,816 | 84,788 | 629 | 106,418 | 191,835 |
| Interchanges | 2,981 | 4,064 | — | — | — | 7,045 | 9,681 | 239,800 | 256,526 |
| Concrete Barrier | 12,615 | 56,771 | 32,280 | 13,648 | 13,596 | 128,910 | 5,960 | 30,385 | 165,255 |
| Drainage Structures | 94,014 | 59,246 | 49,417 | 45,636 | 40,099 | 288,412 | 61,435 | 100,947 | 450,794 |
| Roadway Lighting | 42,454 | 38,670 | 28,377 | 26,265 | 28,389 | 164,155 | 48,074 | 9,430 | 221,659 |
| Other Roadway Improvements | 51,846 | 124,815 | 97,194 | 24,857 | — | 298,712 | 16,645 | 61,103 | 376,460 |
| Total Roadway | \$586,911 | 785,151 | 706,058 | 766,925 | 1,468,515 | 4,313,560 | 423,108 | 14,288,059 | 19,024,727 |
| | | | | | | | | | |
| Non-Roadway | | | | | | | | | |
| Facilities | \$ — | — | — | — | — | — | 508 | — | 508 |
| Technology Improvements | 21,557 | 9,991 | 71,423 | 134,207 | 158,472 | 395,650 | 54,369 | 181,047 | 631,066 |
| Total Non-Roadway | \$ 21,557 | 9,991 | 71,423 | 134,207 | 158,472 | 395,650 | 54,877 | 181,047 | 631,574 |
| | | | | | | | | | |
| Total Spending (Capitalized) | \$608,468 | 795,142 | 777,481 | 901,132 | 1,626,987 | 4,709,210 | 477,985 | 14,469,106 | 19,656,301 |

- Totals may not add due to rounding

| 2023-2027 Capital Improvement Program - Significant Project Budgets | | | | | | | | | |
|---|------------|---------|---------|---------|-----------|----------------|--------------------|-----------------|----------------------|
| | Spend Plan | | | | | | Prior LTD Spending | Future Spending | Total Project Budget |
| (\$ In Thousands) | 2023 | 2024 | 2025 | 2026 | 2027 | Rolling 5-Year | | | |
| Capitalized Projects | | | | | | | | | |
| Prior Approved Projects | | | | | | | | | |
| TPK NBHCE Capacity Enhancement | \$ 34,426 | 90,845 | 166,430 | 400,713 | 1,071,908 | 1,764,322 | 20,757 | 8,910,512 | 10,695,591 |
| TPK I/C 17 Ramp Bridge Replacement | — | 39,592 | 136,371 | 18,155 | — | 194,118 | 8,311 | | 202,429 |
| TPK Rehab Bridges W107_E107_84N&S | 87,564 | 50,213 | 12,803 | — | — | 150,580 | 68,140 | | 218,720 |
| TPK Grade Separated Median U-Turns | 8,038 | 68,571 | 59,633 | — | — | 136,242 | 387 | | 136,629 |
| TPK Capacity I/C 1-4 | 3,796 | 8,916 | 11,200 | 12,966 | 86,175 | 123,053 | 12,949 | 3,460,001 | 3,596,003 |
| Deck Rehab TPK Westerly Bridges | 936 | 9,580 | 43,345 | 49,234 | 19,692 | 122,787 | 26 | | 122,813 |
| Deck NBHCE Bridges Zones 2-3 | 4,294 | 81,553 | 23,005 | — | — | 108,852 | 4,321 | | 113,173 |
| TPK Bridges W110_111_112 | 11,484 | 69,313 | 22,960 | — | — | 103,757 | 6,003 | | 109,760 |
| TPK Superstructure E111.15 Replacement | 2,323 | 4,134 | 4,702 | 36,364 | 55,564 | 103,087 | 32 | 24,265 | 127,384 |
| GSP 128 A&B, 154.2N, TPK 90-91.37 | 39,280 | 33,309 | 16,296 | 642 | — | 89,527 | 29,694 | | 119,221 |
| All Other Prior Approved Projects | 330,523 | 292,745 | 143,765 | 137,535 | 119,758 | 1,024,326 | 309,854 | 1,082,396 | 2,416,576 |
| Total Prior Approved Projects | \$ 522,664 | 748,771 | 640,510 | 655,609 | 1,353,097 | 3,920,651 | 460,474 | 13,477,174 | 17,858,299 |
| | | | | | | | | | |
| New Projects | | | | | | | | | |
| Delaware River Turnpike Bridge Replacement | \$ 77,547 | 10,239 | 10,915 | 11,555 | 10,930 | 121,186 | 17,511 | 741,596 | 880,293 |
| GSP All-Electronic Tolling Program | 4,731 | 8,907 | 70,388 | 133,192 | 157,457 | 374,675 | — | 178,002 | 552,677 |
| TPK Tremley Point Connector Road | 2,527 | 3,556 | 34,553 | 87,128 | 91,907 | 219,671 | — | 41,949 | 261,620 |
| TPK Guide Rail Improvement Program | 999 | 23,669 | 21,115 | 13,648 | 13,596 | 73,027 | — | 30,385 | 103,412 |
| Total New Projects | \$ 85,804 | 46,371 | 136,971 | 245,523 | 273,890 | 788,559 | 17,511 | 991,932 | 1,798,002 |
| | | | | | | | | | |
| Total Projects | \$ 608,468 | 795,142 | 777,481 | 901,132 | 1,626,987 | 4,709,210 | 477,985 | 14,469,106 | 19,656,301 |

- Totals may not add due to rounding

2019 Capital Improvement Program

This program was approved by the Board of Commissioners in April 2019 and includes capital improvement projects focusing on bridge deck improvements, shoulder widening, and replacement of hybrid changeable message signs. The 2023 spending budget for the 2019 Capital Improvement Program is over \$129.6 million and has a rolling five-year spending plan of \$234.9 million. The 2023 spending budget is almost \$42.9 million less than the \$172.5 million budgeted for 2022, representing a decrease of 24.8%. This decrease is due to the substantial completion of projects in 2022. The service area renovations and Passaic River Bridge Rehabilitation are the two primary drivers of the 2019 Capital Improvement Program .

| 2019 Capital Improvement Program — Spending by Category | | | | | |
|--|------------------------|------------------------|------------------------|---------------------------|--------------------------|
| <i>(\$ In Thousands)</i> | 2021 Actual | 2022 Budget | 2023 Budget | \$ Δ from 2022 | % Δ from 2022 |
| Capitalized Projects by Category | | | | | |
| Roadway | | | | | |
| Bridge Construction, Preservation & Security | \$ 69,319 | 73,226 | 75,521 | 2,295 | 3.1% |
| Interchanges | 18,019 | — | 2,135 | 2,135 | 100.0% |
| Concrete Barrier | 15,720 | 3,802 | 206 | (3,596) | -94.6% |
| Other Roadway Improvements | 43,643 | 45,676 | 22,200 | (23,476) | -51.4% |
| Total Roadway | \$ 146,701 | 122,705 | 100,062 | (22,643) | (18.5)% |
| Non-Roadway | | | | | |
| Service Areas & Arts Center | \$ 13,099 | 30,507 | 24,688 | (5,819) | -19.1% |
| Technology Improvements | 22,510 | 19,295 | 4,895 | (14,400) | -74.6% |
| Total Non-Roadway | \$ 35,609 | 49,802 | 29,583 | (20,219) | (40.6)% |
| Total Spending (Capitalized) | \$ 182,310 | 172,507 | 129,645 | (42,862) | -24.8% |

- Totals may not add due to rounding

| 2019 Capital Improvement Program | | | | | | | | |
|--|-----------|--------|--------|-------|-------|--------------|--------------------|----------------------|
| 2023-2027 Rolling 5-Year Spending Plan by Category | | | | | | | Prior LTD Spending | Total Project Budget |
| (\$ In Thousands) | 2023 | 2024 | 2025 | 2026 | 2027 | Total 5-Year | | |
| Capitalized Projects Category | | | | | | | | |
| Roadway | | | | | | | | |
| Bridge Construction, Preservation & Security | \$ 75,521 | 50,898 | 17,119 | 15 | 21 | 143,574 | 226,455 | 370,029 |
| Interchanges | 2,135 | — | — | — | — | 2,135 | 44,066 | 46,201 |
| Concrete Barrier | 206 | — | — | — | — | 206 | 29,971 | 30,177 |
| Other Roadway Improvements | 22,200 | 5,385 | — | — | — | 27,585 | 104,367 | 131,952 |
| Total Roadway | \$100,062 | 56,283 | 17,119 | 15 | 21 | 173,500 | 404,859 | 578,359 |
| | | | | | | | | |
| Non-Roadway | | | | | | | | |
| Service Areas & Arts Center | \$ 24,688 | 8,512 | 9,645 | 7,908 | 2,263 | 53,016 | 36,240 | 89,256 |
| Technology Improvements | 4,895 | 2,834 | 646 | — | — | 8,375 | 60,615 | 68,990 |
| Total Non-Roadway | \$ 29,583 | 11,346 | 10,291 | 7,908 | 2,263 | 61,391 | 96,855 | 158,246 |
| | | | | | | | | |
| Total Spending (Capitalized) | \$129,645 | 67,629 | 27,410 | 7,923 | 2,284 | 234,891 | 501,714 | 736,605 |

- Totals may not add due to rounding

| 2019 Capital Improvement Program - Significant Project Budgets | | | | | | | | |
|--|------------|--------|--------|-------|-------|----------------|--------------------|----------------------|
| | Spend Plan | | | | | | Prior LTD Spending | Total Project Budget |
| (\$ In Thousands) | 2023 | 2024 | 2025 | 2026 | 2027 | Rolling 5-Year | | |
| Capitalized Projects | | | | | | | | |
| Passaic River Bridge Rehabilitation | \$ 32,839 | 27,780 | 17,119 | 15 | 21 | 77,774 | 52,781 | 130,555 |
| Service Areas - HMS Host & Sunoco | 22,757 | 8,512 | 9,645 | 7,908 | 2,263 | 51,085 | 25,343 | 76,428 |
| GSP Structures 160.6 to 161.9 NB & SB | 17,295 | 22,221 | — | — | — | 39,516 | 41,746 | 81,262 |
| GSP Shoulder Widening MP30-35 | 19,618 | 5,385 | — | — | — | 25,003 | 89,036 | 114,039 |
| GSP Bridge Deck Reconstruction MP 141-142 | 19,020 | 897 | — | — | — | 19,917 | 39,847 | 59,764 |
| TPK Install New Hybrid CMS | 4,895 | 2,834 | 646 | — | — | 8,375 | 60,615 | 68,990 |
| All Other Prior Approved Projects | 13,221 | — | — | — | — | 13,221 | 192,346 | 205,567 |
| Total Capitalized Project Budget | \$129,645 | 67,629 | 27,410 | 7,923 | 2,284 | 234,891 | 501,714 | 736,605 |

- Totals may not add due to rounding

2008 \$7 Billion Capital Improvement Program

This program was approved by the Board of Commissioners in October 2008. In September 2018, the program was amended to extend the end date of the program to award new contracts until December 31, 2020. The 2023 spending budget is \$103.0 million with a rolling five-year spending plan of only \$6.4 million beyond 2023. This represents the winding down of this Capital Improvement Program as many projects are completed or are nearing completion. The 2008 \$7 Billion Capital Improvement Program includes current active projects such as the Newark Bay-Hudson County Extension redecking as well as miscellaneous facility improvements.

| 2008 \$7 Billion Capital Improvement Program — Spending by Category | | | | | |
|--|------------------------|------------------------|------------------------|---------------------------|--------------------------|
| <i>(\$ In Thousands)</i> | 2021 Actual | 2022 Budget | 2023 Budget | \$ Δ from 2022 | % Δ from 2022 |
| Capitalized Projects by Category | | | | | |
| Roadway | | | | | |
| Bridge Construction, Preservation & Security | \$ 52,086 | 46,555 | 92,537 | 45,982 | 98.8% |
| Capacity Enhancements - Turnpike | 205 | 65 | — | (65) | (100.0)% |
| Capacity Enhancements - Parkway | 161 | — | — | — | —% |
| Interchanges | 23,406 | 20,496 | 2,585 | (17,911) | (87.4)% |
| Concrete Barrier | 334 | 198 | — | (198) | (100.0)% |
| Other Roadway Improvements | 3,188 | 3,237 | 1,391 | (1,846) | (57.0)% |
| Total Roadway | \$ 79,380 | 70,551 | 96,513 | 25,962 | 36.8% |
| Non-Roadway | | | | | |
| Facilities | \$ 2,593 | 3,608 | 6,488 | 2,880 | 79.8% |
| Total Non-Roadway | \$ 2,593 | 3,608 | 6,488 | 2,880 | 79.8% |
| Total Spending (Capitalized) | \$ 81,972 | 74,160 | 103,001 | 28,842 | 38.9% |

- Totals may not add due to rounding

| 2008 \$7 Billion Capital Improvement Program | | | | | | | | |
|---|-----------|-------|-------|-------|------|--------------|--------------------|----------------------|
| 2023-2027 Rolling 5-Year Spending Plan by Category | | | | | | | Prior LTD Spending | Total Project Budget |
| (\$ In Thousands) | 2023 | 2024 | 2025 | 2026 | 2027 | Total 5-Year | | |
| Capitalized Projects Category | | | | | | | | |
| Roadway | | | | | | | | |
| Bridge Construction, Preservation & Security ¹ | \$ 92,537 | 2,861 | 1,651 | 1,542 | — | 98,591 | 1,646,295 | 1,744,886 |
| Capacity Enhancements - Turnpike | — | — | — | — | — | — | 2,131,547 | 2,131,547 |
| Capacity Enhancements - Parkway | — | — | — | — | — | — | 574,817 | 574,817 |
| Interchanges | 2,585 | — | — | — | — | 2,585 | 1,039,308 | 1,041,893 |
| Concrete Barrier | — | — | — | — | — | — | 51,567 | 51,567 |
| Drainage Structures | — | — | — | — | — | — | 61,913 | 61,913 |
| Other Roadway Improvements | 1,391 | 383 | — | — | — | 1,774 | 713,815 | 715,589 |
| Total Roadway | \$ 96,513 | 3,244 | 1,651 | 1,542 | — | 102,950 | 6,219,262 | 6,322,212 |
| | | | | | | | | |
| Non-Roadway | | | | | | | | |
| Facilities | \$ 6,488 | — | — | — | — | 6,488 | 671,300 | 677,788 |
| Total Non-Roadway | \$ 6,488 | — | — | — | — | 6,488 | 671,300 | 677,788 |
| | | | | | | | | |
| Total Spending (Capitalized) | \$103,001 | 3,244 | 1,651 | 1,542 | — | 109,438 | 6,890,562 | 7,000,000 |

| 2008 \$7 Billion Capital Improvement Program - Significant Project Budgets | | | | | | | | |
|--|------------|-------|-------|-------|------|----------------|--------------------|----------------------|
| | Spend Plan | | | | | | Prior LTD Spending | Total Project Budget |
| (\$ In Thousands) | 2023 | 2024 | 2025 | 2026 | 2027 | Rolling 5-Year | | |
| Capitalized Projects | | | | | | | | |
| Contingency | \$ 60,756 | 1,542 | 1,542 | 1,542 | — | 65,382 | — | 65,382 |
| NBHCE Bridge Redecking | 31,627 | 1,319 | 109 | — | — | 33,055 | 461,973 | 495,028 |
| Facilities Improvement Phase I | 6,488 | — | — | — | — | 6,488 | 629,129 | 635,617 |
| Interchange Improvements | 2,043 | — | — | — | — | 2,043 | 411,877 | 413,920 |
| Sign Replacements Phase II | 1,051 | 383 | — | — | — | 1,434 | 156,259 | 157,693 |
| Parkway I/C 125 Phase I | 542 | — | — | — | — | 542 | 97,340 | 97,882 |
| Parkway Mainline Shoulder Improvement | 340 | — | — | — | — | 340 | 360,395 | 360,735 |
| Deck Reconstruction Phase II | 154 | — | — | — | — | 154 | 140,713 | 140,867 |
| All Other Projects | — | — | — | — | — | — | 4,632,876 | 4,632,876 |
| Total Capitalized Project Budget | \$103,001 | 3,244 | 1,651 | 1,542 | — | 109,438 | 6,890,562 | 7,000,000 |

- Totals may not add due to rounding

¹ Due to favorable bid prices and project close outs, the 2008 CIP is anticipated to close below the original funding level of \$7 billion. \$60 million is represented in the 2023 spending budget under the category Bridge, Construction, Preservation, & Security. This not expected to be spent and is included only to maintain the original \$7 billion funding amount

This concludes the New Jersey Turnpike Authority's 2023 Annual Budget in Brief. For a more in-depth review, please see our full-length budget, which can be found on our website, <https://www.njta.com/>

