

Appendix C - EES Consulting Report

CONFIDENTIAL EXHIBITS

Exhibit B	Revenue Requirement Classification
Exhibit B-1	Route 1 Revenue Requirement
Exhibit B-2	Route 30 Revenue Requirement
Exhibit C-1	Route 1 Classification
Exhibit C-2	Route 30 Classification
Exhibit D-1	Routes 1 and 30 Allocation

Exhibit B

Revenue Requirement Classification

Classification Methodology

Ships Wages

Deck operations
Catering operations
Engineering operations

Min. Crew req. classified between Passengers & Vehicles based on Vessel Footage. Above min. crew classified as passenger
DA to Passengers
Classified between Passengers & Vehicles based on Vessel Footage

Crews Not on Board & Staffing Pool

Deck operations
Catering operations

Engineering operations

Min. Crew req. classified between Passengers & Vehicles based on Vessel Footage. Above min. crew classified as passenger
DA to Passengers
Min. Crew req. classified between Passengers & Vehicles based on Vessel Footage. Above min. crew classified as passenger

Staffing Pool

Min. Crew req. classified between Passengers & Vehicles based on Vessel Footage. Above min. crew classified as passenger

Fuel Costs

Classified between Passengers & Vehicles based on Vessel Footage

Ship Other

Classified between Passengers & Vehicles based on Vessel Footage

Ship Refit & Maintenance

Classified between Passengers & Vehicles based on Vessel Footage

Marine Insurance

Classified between Passengers & Vehicles based on Vessel Footage

Terminal Operations

DA to Vehicles

Terminal Catering Expense

DA to Passengers

Drop Trailers

DA to Drop Trailer

Commercial Management

Classified as Total Revenue

Terminal Maintenance

DA to Vehicles

Regional Management

Marine Superintendents

Classified between Passengers & Vehicles based on Vessel Footage

Crewing

Classified between catering and non-catering using productive labour hours. Catering classified as passenger. Non-catering classified as Passengers & Vehicles based on Vessel Footage.

Training

Classified between catering and non-catering using productive labour hours. Catering classified as passenger. Non-catering classified as Passengers & Vehicles based on Vessel Footage.

Training Delivery

Classified between catering and non-catering using productive labour hours. Catering classified as passenger. Non-catering classified as Passengers & Vehicles based on Vessel Footage.

Terminal Managers

Classified between catering and non-catering using productive labour hours. Catering classified as passenger. Non-catering classified as Passengers & Vehicles based on Vessel Footage.

VP Operations

Classified between catering and non-catering using productive labour hours. Catering classified as passenger. Non-catering classified as Passengers & Vehicles based on Vessel Footage.

Operations and Security Center

Classified between catering and non-catering using productive labour hours. Catering classified as passenger. Non-catering classified as Passengers & Vehicles based on Vessel Footage.

Human Resources

Classified between catering and non-catering using productive labour hours. Catering classified as passenger. Non-catering classified as Passengers & Vehicles based on Vessel Footage.

Catering Managers

DA Passengers

Reservations Center

Classified between catering and non-catering using productive labour hours. Catering classified as passenger. Non-catering classified as Passengers & Vehicles based on Vessel Footage.

Travel Services

Classified between catering and non-catering using productive labour hours. Catering classified as passenger. Non-catering classified as Passengers & Vehicles based on Vessel Footage.

Retail Sales

DA Passengers

Business Development

Classified as Total Revenue

Purchasing

Classified between catering and non-catering using productive labour hours. Catering classified as passenger. Non-catering classified as Passengers & Vehicles based on Vessel Footage.

Materials Administration

Classified between catering and non-catering using productive labour hours. Catering classified as passenger. Non-catering classified as Passengers & Vehicles based on Vessel Footage.

Workforce Development

Classified between catering and non-catering using productive labour hours. Catering classified as passenger. Non-catering classified as Passengers & Vehicles based on Vessel Footage.

Ship Redeployment

Classified between Passengers & Vehicles based on Vessel Footage

Corporate Services

Presidents Group

Classified as Total Revenue

New Vessel Construction and Industry Affairs

Classified as Total Revenue

Corporate Development

Classified as Total Revenue

Human Resources

Classified between catering and non-catering using productive labour hours. Catering classified as passenger. Non-catering classified as Passengers & Vehicles based on Vessel Footage.

Finance/ITSS

Classified as Total Revenue

Operations

Classified as Total Revenue

Engineering

Classified as Total Revenue

CCF

Classified as Total Revenue

Loss (Income) from Subsidiary - BCF Captive

Vessels

Classified between Passengers & Vehicles based on Vessel Footage

Terminals

Classified as Total Revenue

Other

Classified as Total Revenue

Loss (Income) from Subsidiary - DPM

Classified as Total Revenue

Loss (Income) from Subsidiary - PMV

Classified as Total Revenue

Loss (Income) from Subsidiary - BCF Global

Classified as Total Revenue

Amortization - Capital Assets

Vessels

Classified between Passengers & Vehicles based on Vessel Footage

Terminals

DA to Vehicles

Non Ops

Classified as Total Revenue

Amortization - Deferral Accounts

Fuel

Classified between Passengers & Vehicles based on Vessel Footage

Interest Expense before SFF

Classified between Passengers & Vehicles based on Vessel Footage

SFF

Classified between Passengers & Vehicles based on Vessel Footage

Cost of capital

Vessels

Classified between Passengers & Vehicles based on Vessel Footage

Terminals

DA to Vehicles

Drop Trailers

DA to Drop Trailer

**Exhibit B-2
Route 30 Revenue Requirement**

	FY 2010	Proforma Adjustments	Revenue Requirement
Ships Wages/Crews not on Board			
Fuel Costs			
Ship Maintenance & Other			
Marine Insurance			
Terminal Operations			
Terminal Catering			
Drop Trailers Operation			
Commercial Management			
Terminal Maintenance			
Regional Management			
Corporate Services			
Loss (Income) from Subsidiary			
Amortization			
Financing Expense			
ROE (13.16% pretax)			
Total Revenue Requirement by Route			
Ratebase			
Vessels			
Terminals			
Drop Trailer			
	NBV at March 31, 2010 plus planned additions		

**Exhibit C-2
Route 30 Classification**

Revenue Requirement	2010	Separation of Transportation Costs		Vehicle-related	Passenger-related	Classification of Costs		Drop Trailer
		Vehicle-related	Passenger-related			Passenger-related	Revenue-related	
Ships Wages/Crews not on Board	[REDACTED]							
Catering	[REDACTED]							
Non-Catering	[REDACTED]							
Fuel Costs	[REDACTED]							
Ship Maintenance & Other	[REDACTED]							
Machng Insurance	[REDACTED]							
Terminal Operations	[REDACTED]							
Terminal Catering	[REDACTED]							
Drop Trailers Operation	[REDACTED]							
Commercial Management	[REDACTED]							
Terminal Maintenance	[REDACTED]							
Regional Management	[REDACTED]							
Corporate Services	[REDACTED]							
Loss (Income) from Subsidiary	[REDACTED]							
Amortization	[REDACTED]							
Financing Expense	[REDACTED]							
ROE (13.16% pretax)	[REDACTED]							
Total Revenue Requirement by Route	[REDACTED]							

**Exhibit D-1
Routes 1 and 30 Allocation**

	Route 1	Route 30	Total
Passenger - Related Vehicles - Related Revenue Related	[REDACTED]	[REDACTED]	[REDACTED]
Drop Trailer - Direct	[REDACTED]	[REDACTED]	[REDACTED]
Total	[REDACTED]	[REDACTED]	[REDACTED]
Unit Cost Calculation			
Passenger (\$/passenger) Vehicles (\$/ft)	[REDACTED]	[REDACTED]	[REDACTED]
Drop Trailer (\$/ft)	[REDACTED]	[REDACTED]	[REDACTED]
Direct Assigned Revenue Related	[REDACTED]	[REDACTED]	[REDACTED]
Total Drop Trailer	[REDACTED]	[REDACTED]	[REDACTED]
# of passengers carried	[REDACTED]	[REDACTED]	[REDACTED]
Other Vehicle - total feet carried in Fiscal 2010	[REDACTED]	[REDACTED]	[REDACTED]
Drop Trailer Capacity (feet) Available	[REDACTED]	[REDACTED]	[REDACTED]