



TODAY@DEN

KIM DAY, CHIEF EXECUTIVE OFFICER
SEPTEMBER 11, 2019

DEN BY THE NUMBERS



5th

Busiest
airport in
the U.S.

64.5

Million
passengers
in 2018

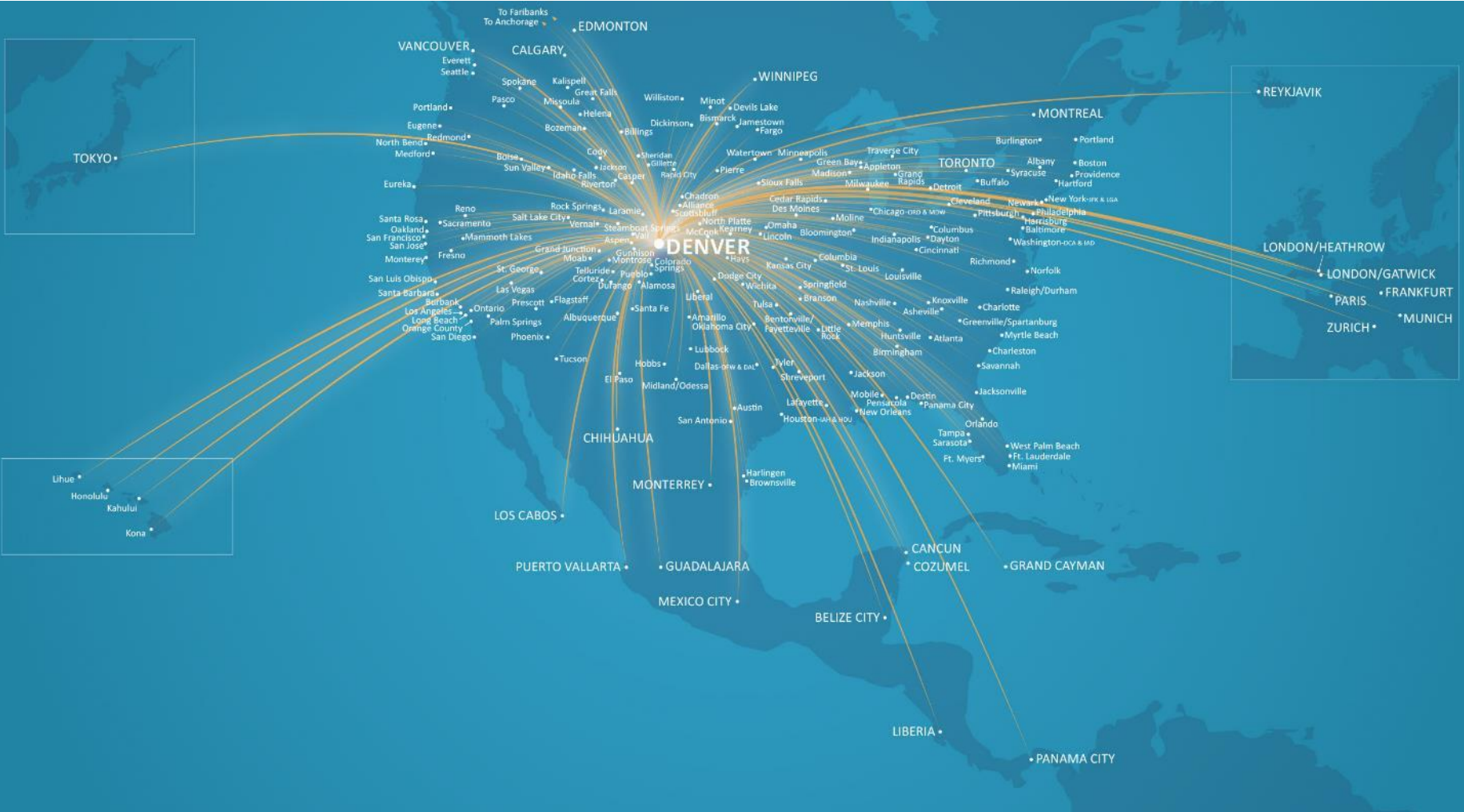
23

Airlines
serve DEN

215

Nonstop
destinations

GLOBALY CONNECTED



AIR SERVICE NETWORK GROWTH



Cayman



Norwegian



West Jet

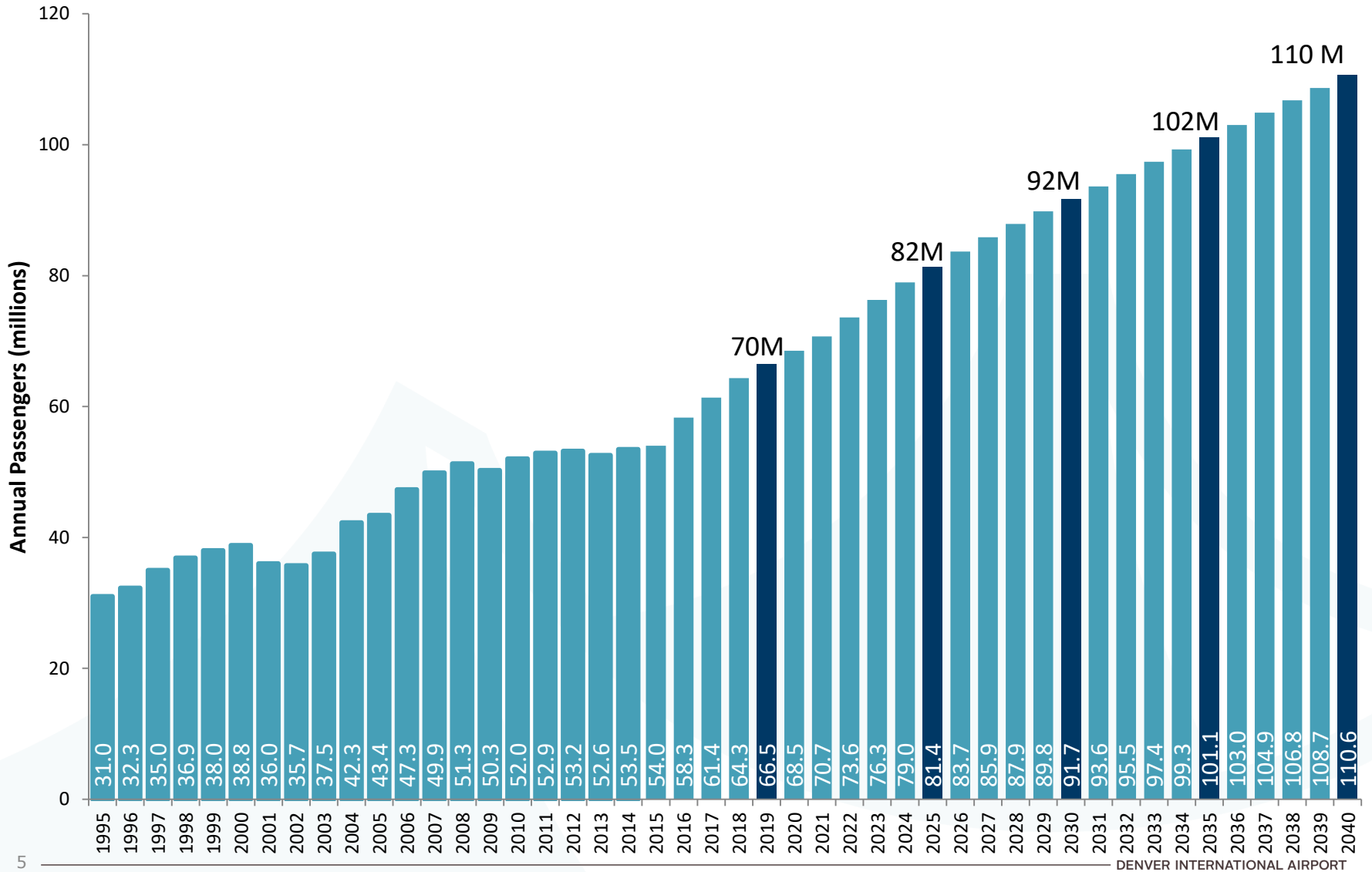


Edelweiss

DEN'S PASSENGER TRAFFIC GROWTH



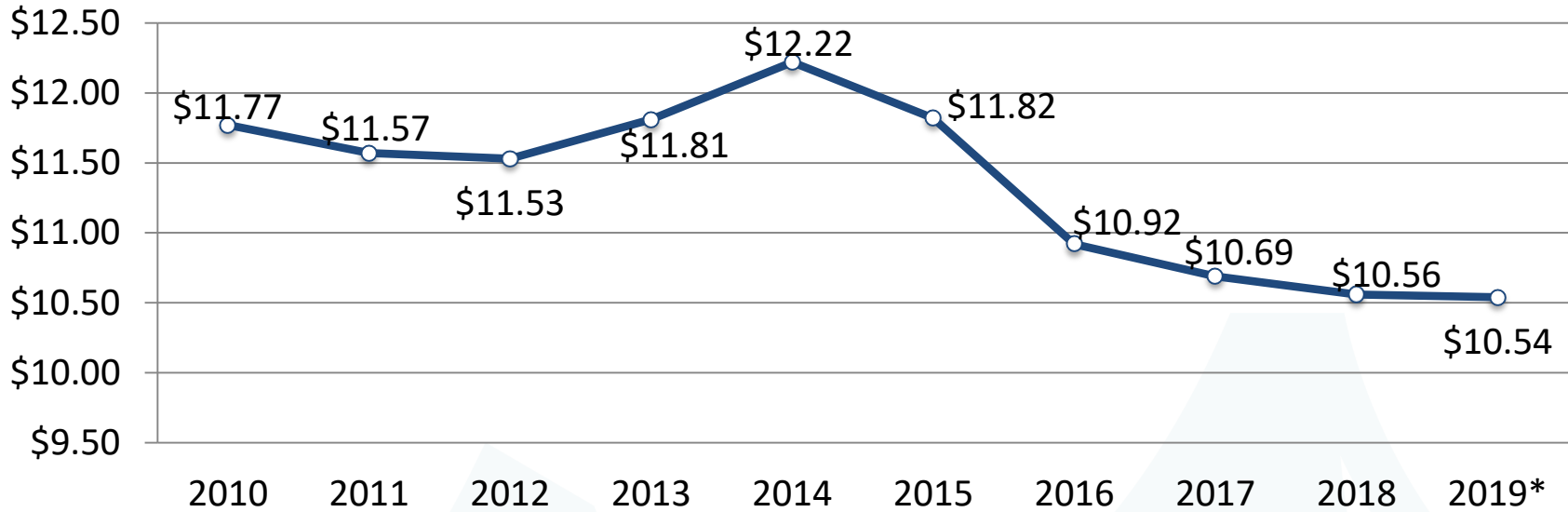
■ Historical ■ Total Passengers



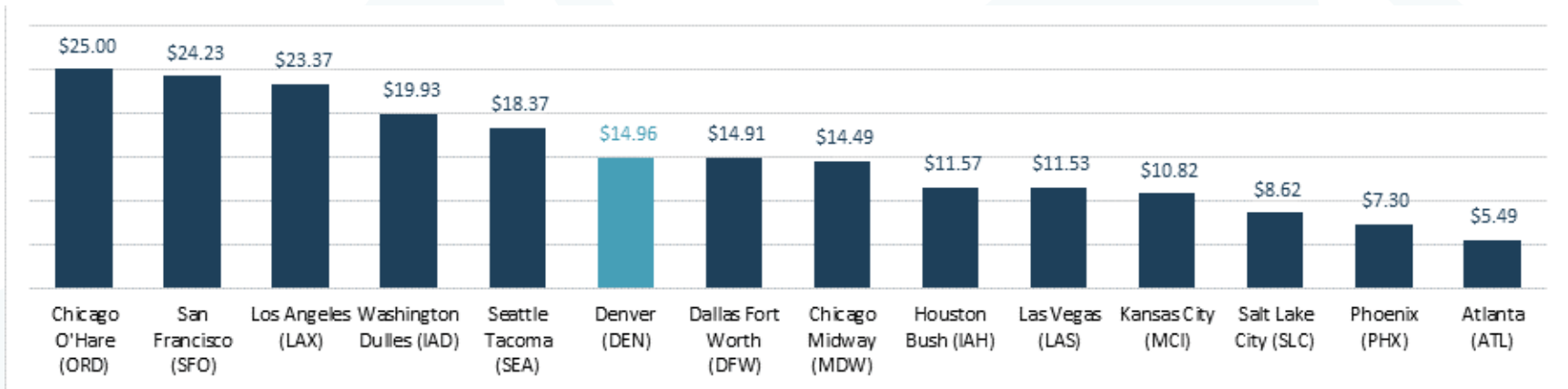
COST PER ENPLANEMENT



DEN's Annual CPE



2022 CPE Comparison



Note:

Per Year-End Rates & Charges Settlement

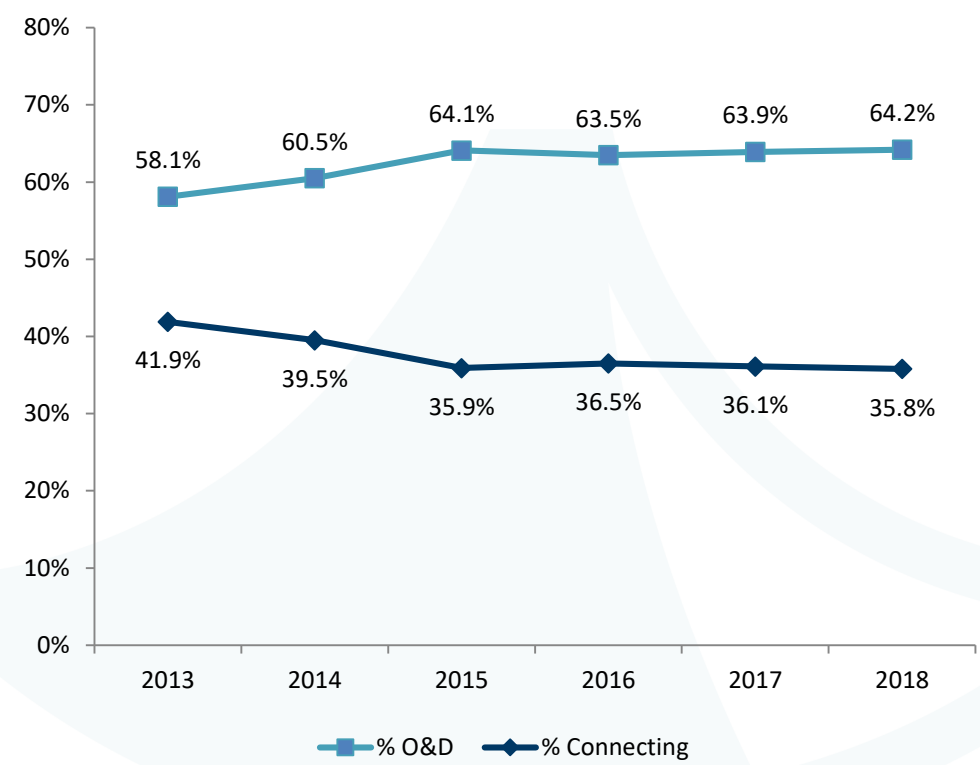
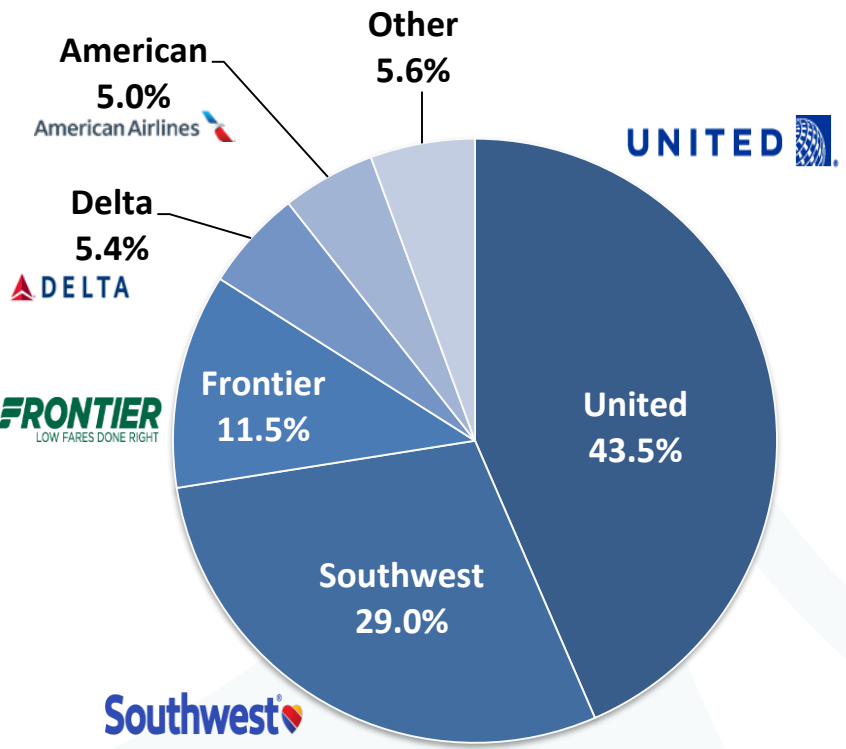
*Forecast for 2019

DIVERSIFIED AIR SERVICE AND PASSENGER BASE

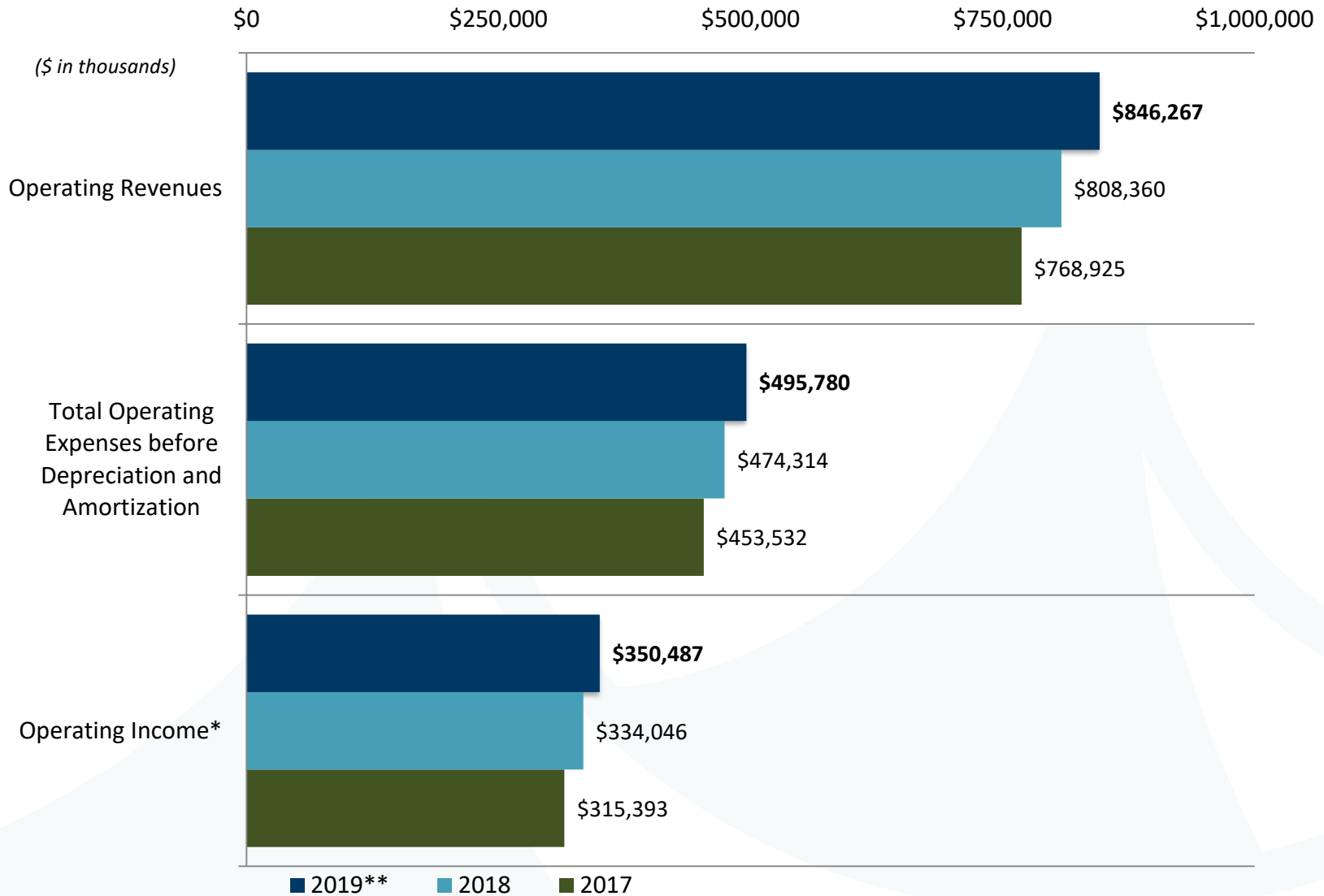


**2018 Market Share
Total Passengers**

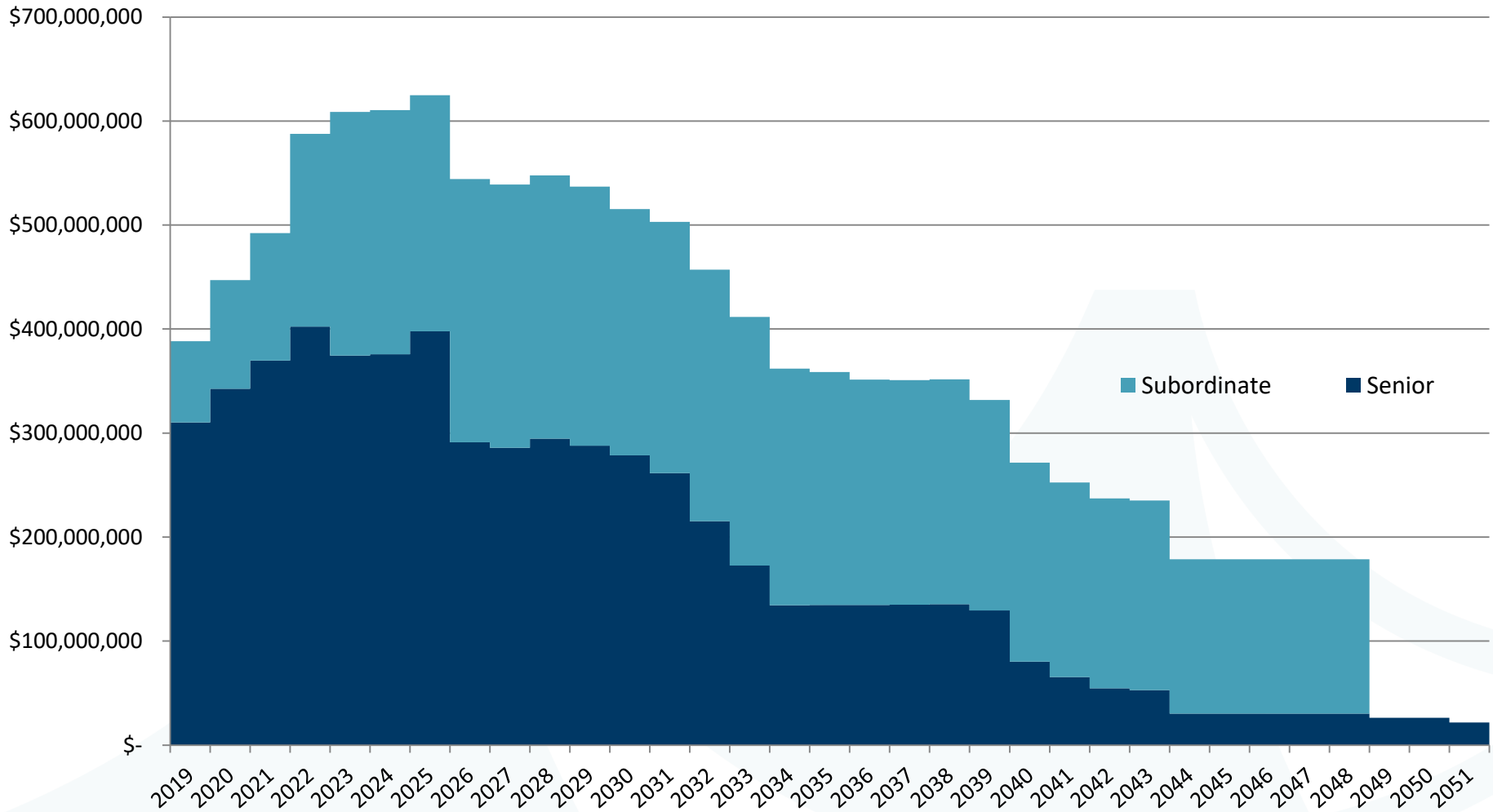
**O&D vs. Connecting
Total Passengers**



OPERATING INCOME REMAINS STRONG



OVERVIEW OF DEN CAPITAL STRUCTURE



DEN PROJECTS

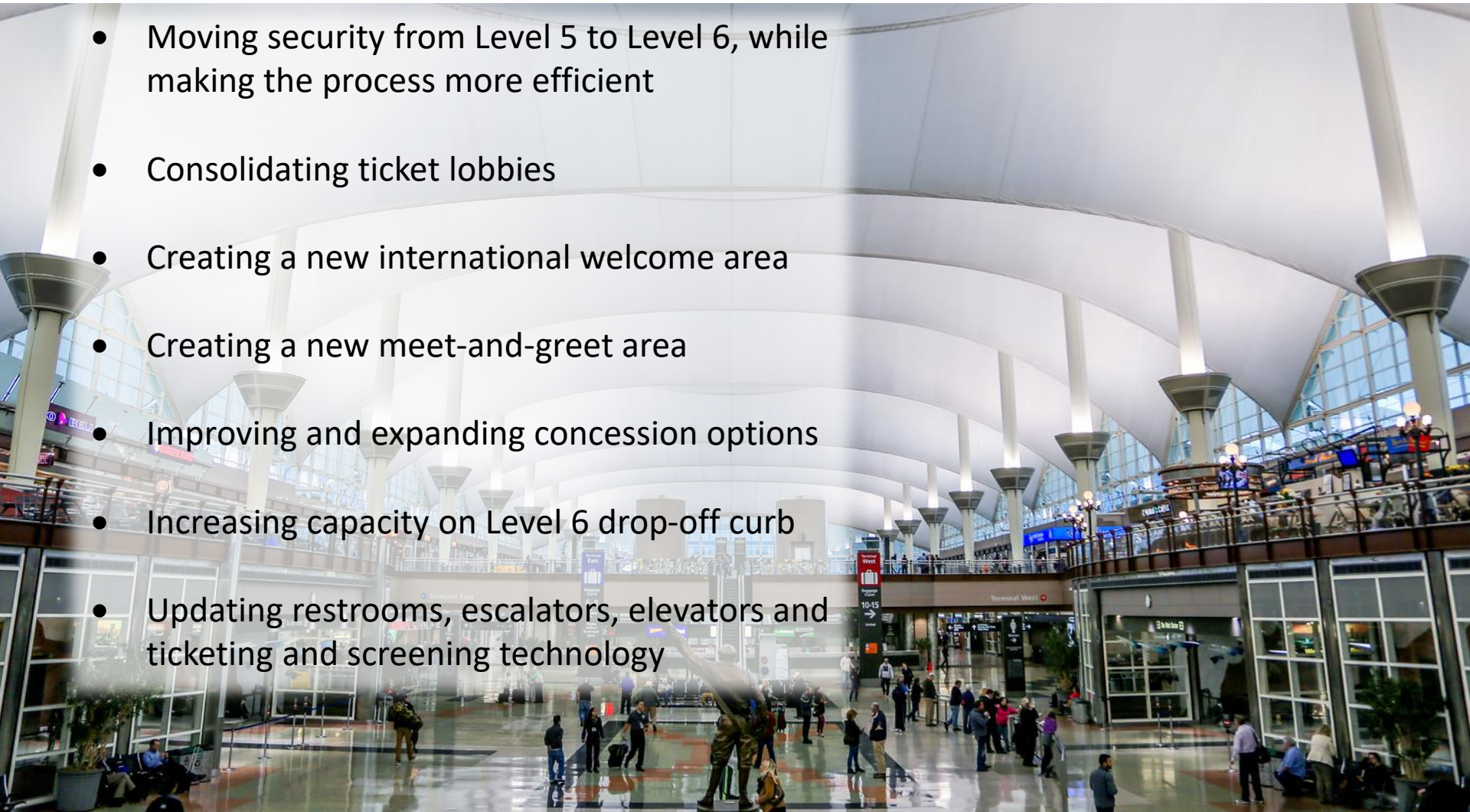


- Great Hall
- Gate expansion
- New concessions master plan
- Peña Boulevard improvements
- Restroom upgrades
- Conveyance upgrades
- Real estate strategic development plan
- 61st & Peña development



GREAT HALL

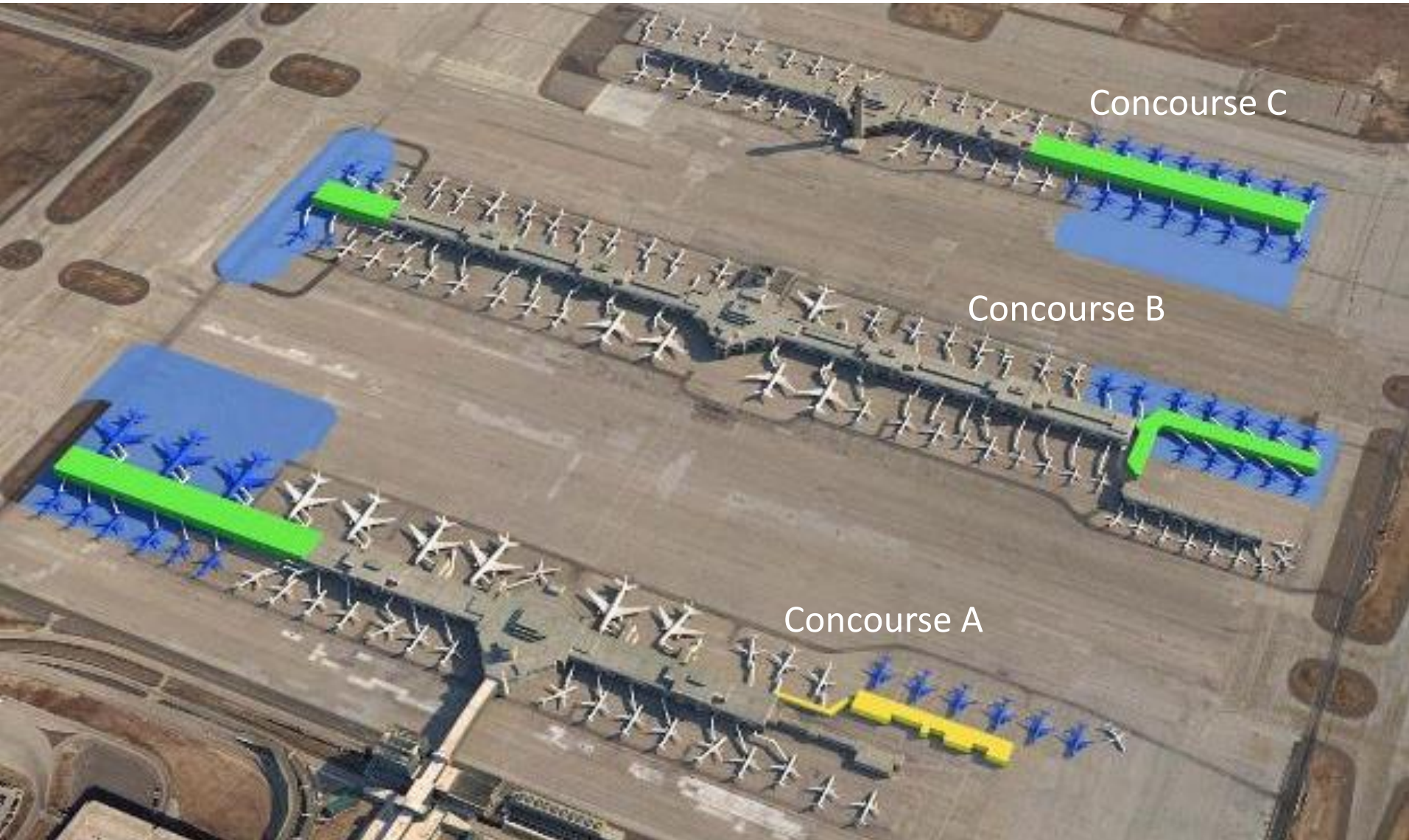
- Moving security from Level 5 to Level 6, while making the process more efficient
- Consolidating ticket lobbies
- Creating a new international welcome area
- Creating a new meet-and-greet area
- Improving and expanding concession options
- Increasing capacity on Level 6 drop-off curb
- Updating restrooms, escalators, elevators and ticketing and screening technology



GREAT HALL COMPLETION

- Great Hall Partners (GHP) must vacate site by Nov. 12
- DEN working to obtain contractor for remainder of Phase I by Fall 2019
- DEN will have full control and will operate and maintain concessions in the end
- Will deliver the project within the original budget of \$770 million and faster than Great Hall Partners projections
- Created a steering committee and subcommittees focused on:
 - Claim review - resolve and close out claim and terminate GHP
 - Financial/accounting – looking at close out and future construction
 - Great Hall completion team – lining up and procuring new team
 - Project scope review – working with airlines to refine the design
 - Property/concessions – focused on a more minimal retail/ food program
 - Customer service – during and post construction
 - Communications – transparency and timely notification of developments

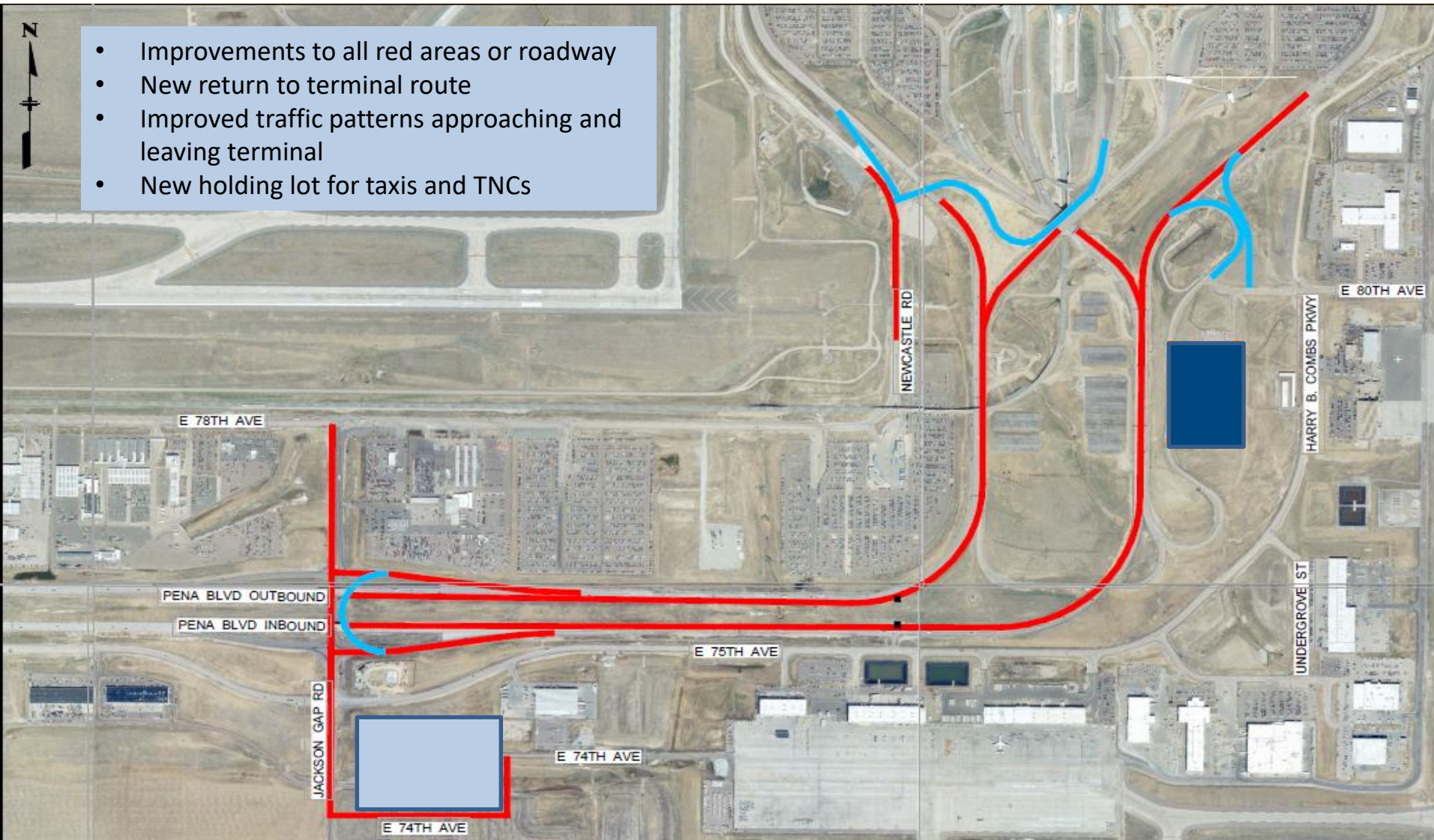
GATE EXPANSION



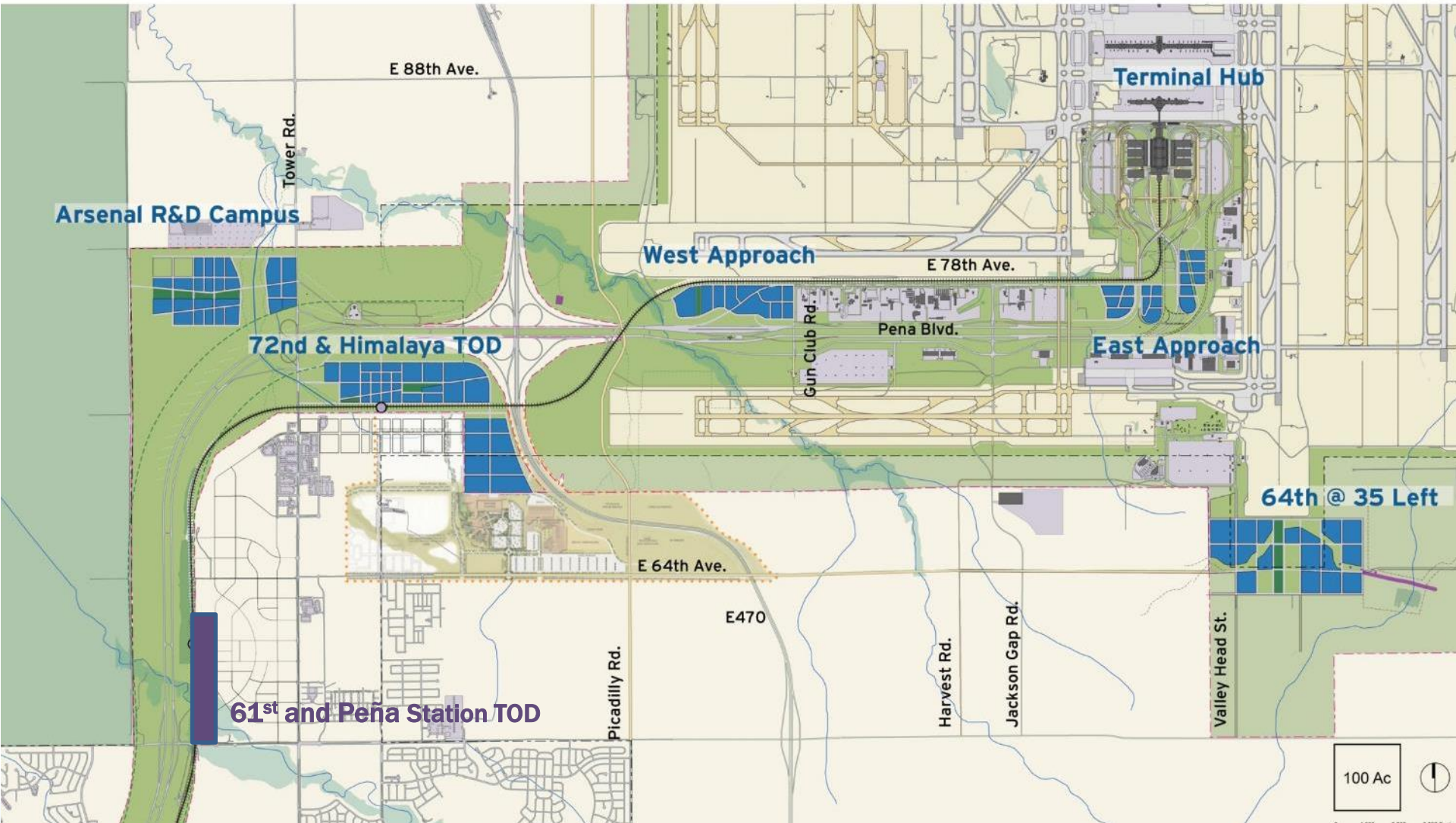
PEÑA BOULEVARD RECONSTRUCTION



- Improvements to all red areas or roadway
- New return to terminal route
- Improved traffic patterns approaching and leaving terminal
- New holding lot for taxis and TNCs



STRATEGIC LAND USE PLAN



61st AND PEÑA STATION



CORE VALUE: DIVERSITY AND INCLUSION



- Strategy Development
 - Identify opportunities for small, local M/WBE businesses and Airport Concessions Disadvantaged Business Enterprises (ACDBE)
 - Encourage participation of local product suppliers, brands and operators through direct communication
 - RFP refinement and simplification in progress
 - Assist in connections between ACDBEs, prime operators and concept owners
 - Help facilitate equitable working relationships for ACDBEs
- Provide Program Delivery Assistance
 - Design and construction guidance
 - Concessionaire growth and technical assistance
- Loan Program - for 1st time concessionaires

CORE VALUE: DIVERSITY AND INCLUSION



- Peña Boulevard Project
 - Pilot Workforce Program:
 - Increase awareness, outreach, training, and employment in economically disadvantaged populations
 - Address construction worker shortages by increasing apprentices and pre-apprentices
 - Goal of fifteen percent (15%) of construction hours, of which:
 - Twenty-five percent (25%) from targeted populations
 - Twenty-five percent (25%) by first year apprentices
 - Targeted populations:
 - Veterans
 - Temporary Assistance for Needy Families recipients
 - Foster care system young adults
 - Graduates of pre-apprentice programs

CORE VALUE: SUSTAINABILITY

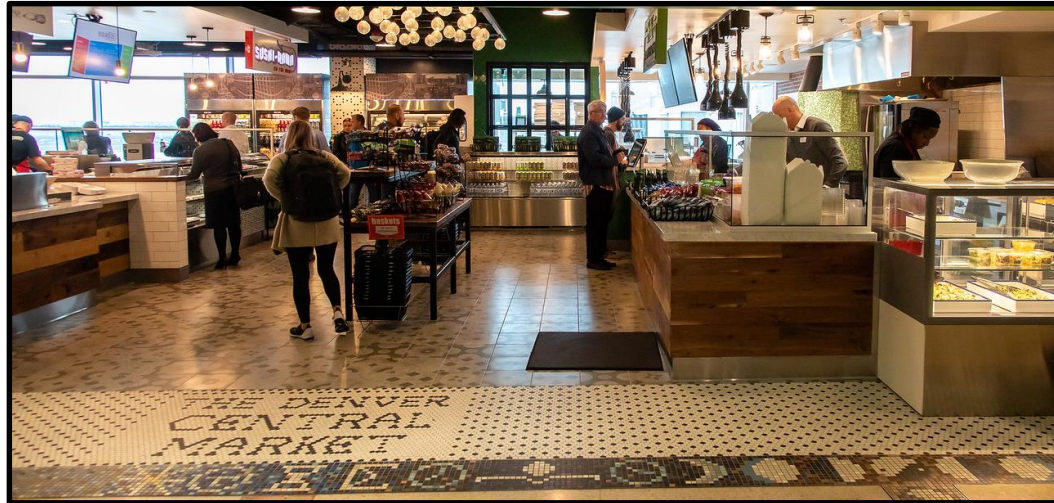


- Working to meet goals of 80 × 50 Climate Action Plan
- Working with DRCOG to promote employee use of alternative transportation
- Coordinating with utilities on renewable energy goals
- Using sustainable construction practices

CORE VALUE: PASSENGER EXPERIENCE



PASSENGER EXPERIENCE



DEN'S SUCCESSES – SKYTRAX AND WSJ



DENVER INTERNATIONAL AIRPORT

