

A blue-tinted map of North America with a grid overlay. A black dot is placed over the location of Denver, Colorado, with the word "DENVER" written in black capital letters to its right.

● DENVER

Phase One Benefit Premium Value Concessions (PVC)

John Ackerman
Acting Director of Operations & Analysis
February 12, 2014



DENVER INTERNATIONAL AIRPORT
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Premium Value Concessions Program Summary

- Rewards top performing concessions with new agreements
- Performance measures include contract compliance, sales, and customer service
- Program administered by an independent Third Party Administrator
- Initially a program of voluntary participation



PVC Phase 1 Program Benefit Determination Process

- PVC participants
 - 29 of 70 were in Phase 1
 - 13 earned Program Benefit
- Measurements
 - Contract Compliance- Pass/fail
 - Customer Service- Phase One only, submit evaluation
 - Financial Performance- Monthly point scoring opportunities
- Top half of scores in Food Court earn the benefit

Program Benefit Eligible List, DENVER Food Court

Operator	Concept Name	Concourse
AAKD, LLC	Villa Pizza	C
McDonald's USA, LLC	McDonald's	A
McDonald's USA, LLC	McDonald's	C
Rosmik, Inc.	McDonald's	B

AAKD, LLC d/b/a Villa Pizza

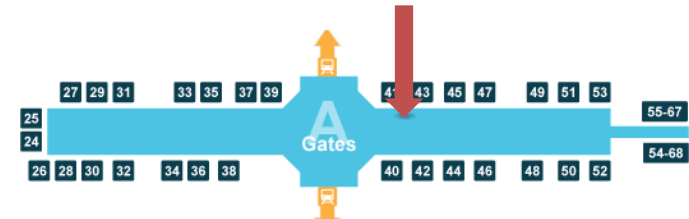
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- Concept: Food & Beverage
- Location: Concourse C Food Court
- Contract term: 7 years
- 2013 Sales: \$3.3M
- 2013 Rent: \$368K
- ACDBE goal/approved participation: 40%/40%
 - ACDBE partner is Airport Hospitality Services



McDonald's USA, LLC d/b/a McDonald's

- Concept: Food & Beverage
- Location: Concourse A Food Court
- Contract term: 7 years
- 2013 Sales: \$5.8M
- 2013 Rent: \$749K
- ACDBE goal/approved participation: 40%/1.27%
 - ACDBE achieved through approved janitorial, insurance, legal, and uniform providers



McDonald's USA, LLC d/b/a McDonald's

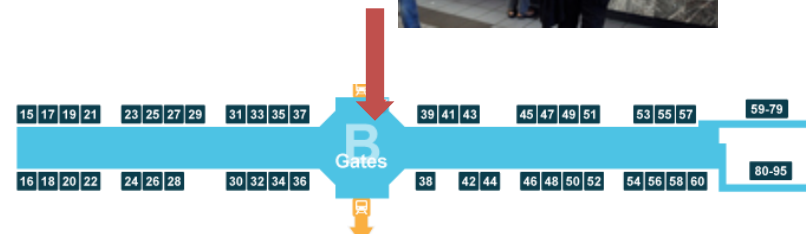
- Concept: Food & Beverage
- Location: Concourse C Food Court
- Contract term: 7 years
- 2013 Sales: \$6.0M
- 2013 Rent: \$780K
- ACDBE goal/approved participation: 40%/1.27%
 - ACDBE achieved through approved janitorial, insurance, legal, and uniform providers



Rosmik, Inc. d/b/a McDonald's

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- Concept: Food & Beverage
- Location: Concourse B Food Court
- Contract term: 7 years
- 2013 Sales: \$6.2M
- 2013 Rent: \$810K
- ACDBE goal/approved participation: 40%/1.27%
 - ACDBE achieved through approved janitorial, insurance, legal, and uniform providers



Aggregate Economic Benefits, Food Court

- \$21M in annual revenues
- \$2.7M in 2013 rents to DIA
- Expected to retain existing employees
- 30 construction jobs on average for each project (approx. 120 jobs)
- ACDBE goals are set by the OED Division of Small Business Opportunity (DSBO)
- ACDBE revenues projected \$1.6M

2013 Concession Highlights

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- 21* new or updated locations
- \$295MM* gross revenue
- \$11.22* revenue per passenger
 - Up 6.4% YOY
- \$12.01* revenue per passenger in December
 - Up 9.5% YOY
- RMU revenue \$12.7MM*
 - Up 15% YOY
 - 32%* ACDBE participation
- Overall ACDBE participation 39%*
 - Up .5%
 - \$115MM* in ACDBE revenue

* All-time DIA record



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