

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

DIA Concessions Program Overview and Regional Fast Casual (PLANE201523074)

Bhavesh Patel, EVP/Chief Revenue Officer and
Neil Maxfield, SVP/Concessions
Aug. 18, 2015



DENVER INTERNATIONAL AIRPORT
TOGETHER WE SOAR

DIA Concession Program

DENVER

- 211,000 square feet
- 2,900+ employees
- Gross Concession revenues of \$323M in 2015
 - Projected \$333M in 2015
- \$12.07 per enplanement
 - Up 7.6% over 2013
 - Projected \$12.55 in 2015





Program Goals

● DENVER

- Respond to customer needs and wants
- Maximize non-airline revenue
- Maximize small and local business and DEN Concessions Disadvantaged Business Enterprise (ACDBE) opportunities
- Keep the program fresh and dynamic
- Pursue creative concession designs
- Attract the best local, regional and national food and beverage and retail concepts
- Retain “best in class” concessions through the Premium Value Concessions (PVC) Program



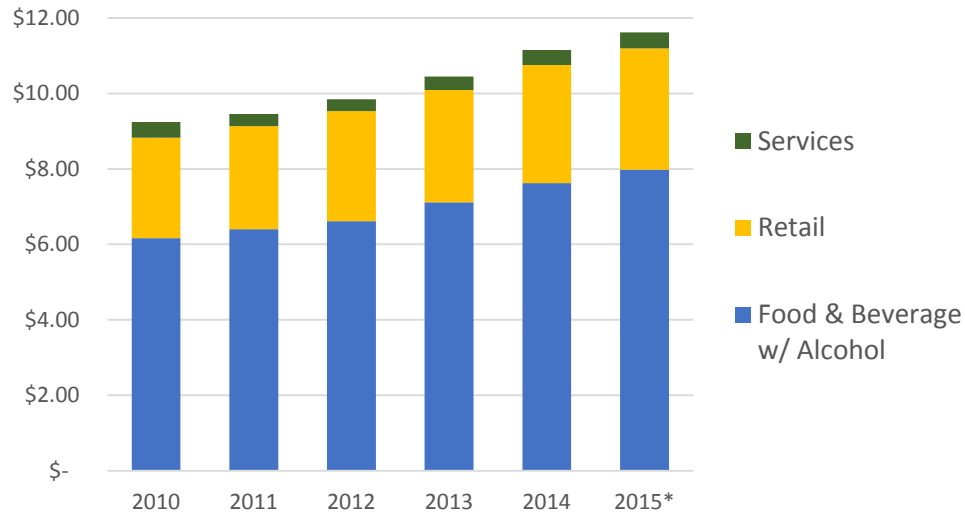
Current Program Attributes

● DENVER

- 165 food, retail, service in-line and kiosk locations
 - Jepessen Terminal (22)
 - Concourse A (37)
 - Concourse B (71)
 - Concourse C (35)
 - Others: ATMs, postal services, and credit unions
- 71 percent food, primarily locally owned and operated
- Exceeds required ACDBE outreach and compliance
- Serves approx. 24 million connecting (45%) and 29 million origin and destination passengers (55%)

Projected 2015 Revenue Performance

Revenue/Enplaned Passenger



- Food & Beverage
 - \$210 million gross sales
 - \$1,723/square foot
 - \$7.91/enplanement
- Retail Generated
 - \$86 million gross sales
 - \$1,687/square foot
 - \$3.24/enplanement
- Services/Airportwide
 - \$37 million gross sales

Airport Concession Disadvantaged Business Enterprise Program

- ACDBE firms account for
 - 39.4% of concession revenues
 - \$129M in gross sales in 2014
- FAA-approved goal 33%
- 52 ACDBE firms participate
- DIA/DSBO awarded FAA 2015 Disadvantaged Business Enterprise Advocate and Partner Award



Other Concession Program Opportunities

- Next few years
 - 75% of program expiring
 - Request for Proposals/Premium Value Concessions
- About 80 concepts to be transformed
- >\$80 million in additional annual gross revenue
- \$20 million annual construction value



Regional Fast Casual (PLANE201523074)

- Concept: Chick-fil-A
- Location: B Gates (Food Court)
- Contract term: 7 years
- Projected opening date: Within 60 days of notice to proceed



Concessions International, LLC

d/b/a Chick-fil-A

- Projected first-year sales: \$4,108,189
 - Annual City & County of Denver sales tax: \$164,327
- Projected Employees: 40+
- ACDBE goal/participation: 33% Established / 40% Proposed
- Approximately \$1.6M in newly recognized ACDBE revenues

Selection Process

● DENVER

- RFP issued December 2013 for concession
 - Food Court – Regional Fast Casual
 - Received 12 proposals
- 33% ACDBE Goal / 40% participation
 - Delarosa Restaurant Concepts, Inc.
 - Operating partner
- CI/DRC, LLC d/b/a Chick-fil-A
 - Concessions International
 - Currently operating 40 restaurants
 - Delarosa Restaurant Concepts, Inc. (ACDBE certified)
 - Mike De la Rosa, currently operating Burger King in the terminal



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

DIA Concessions Program Overview and Regional Fast Casual (PLANE201523074)

Neil Maxfield
Senior Vice President, Concessions
Aug. 18, 2015



DENVER INTERNATIONAL AIRPORT
TOGETHER WE SOAR