



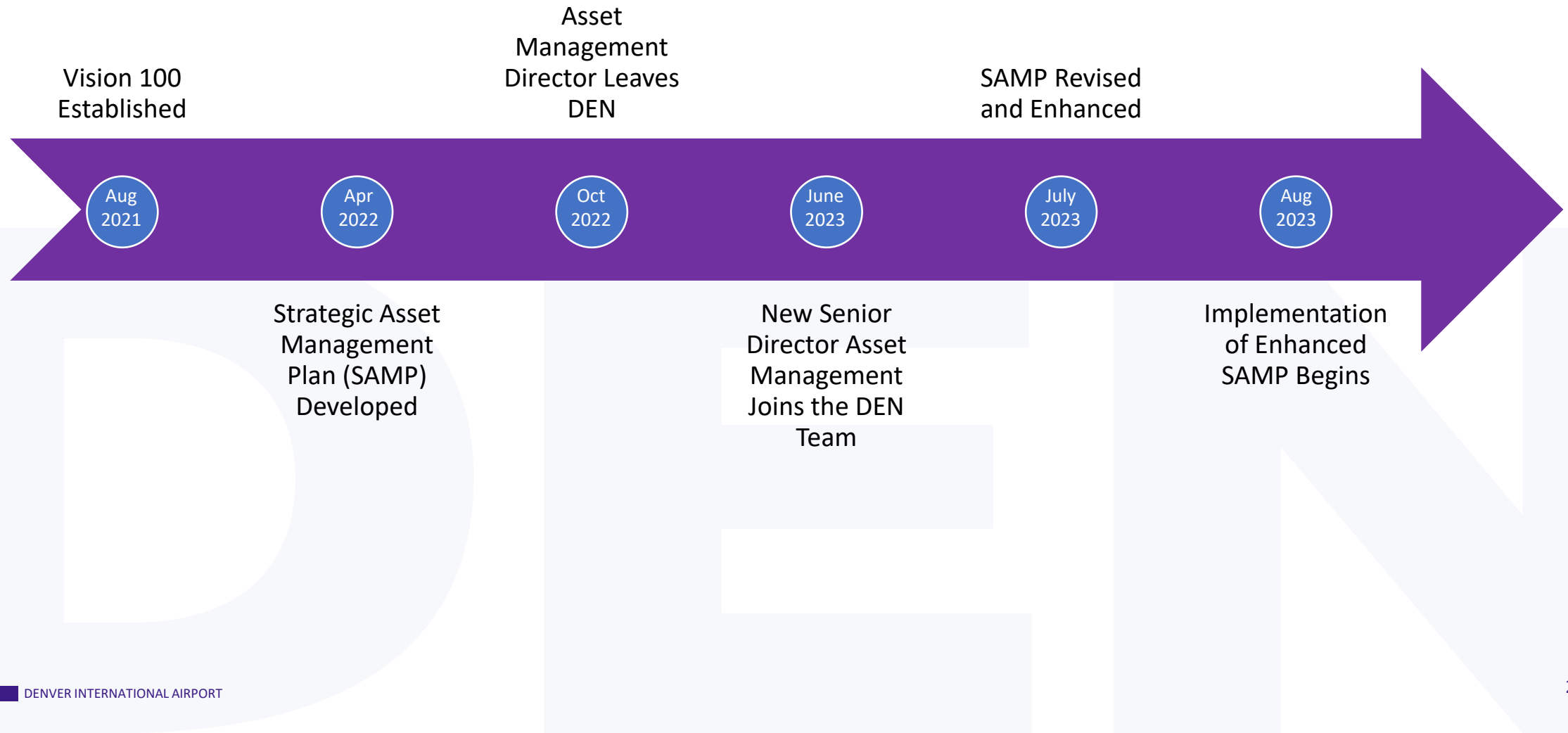
Asset Management Strategy Overview

October 18, 2023

PHIL WASHINGTON, CHIEF EXECUTIVE OFFICER
DENVER INTERNATIONAL AIRPORT



VISION 100 and ASSET MANAGEMENT STRATEGY





100 MILLION ANNUAL PASSENGERS

- SUSTAINABILITY & RESILIENCY • EQUITY, DIVERSITY, INCLUSION & ACCESSIBILITY
- OPERATIONAL EXCELLENCE • ENHANCING THE CUSTOMER EXPERIENCE

PILLAR 1



EMPOWERING OUR PEOPLE

- Develop Workforce Leadership Strategy
- Establish Center of Equity and Excellence in Aviation
- Enable Employee Innovation

PILLAR 2



GROWING OUR INFRASTRUCTURE

- Complete Major Infrastructure Projects
- Update Master Plan
- Develop Infrastructure Plan for DEN Real Estate

PILLAR 3



MAINTAINING WHAT WE HAVE

- Upgrade and Improve the Existing Facility
- Update Strategic Asset Management Plan
- Implement Customer-Focused Initiatives
- Develop Greenhouse Gas Emissions Reduction Plan

PILLAR 4



EXPANDING OUR GLOBAL CONNECTIONS

- Identify Air Cargo Opportunities
- Expand to Disconnected Destinations (e.g. Africa)
- Grow our Domestic Network

DEN MAINTAINED ASSETS BY THE NUMBERS

- > 20,000 vertical assets
 - Passenger loading bridges
 - Concourses
- > 100,000 horizontal assets
 - Airfield and taxiways
 - Peña Boulevard and Bridges
- > 100 miles of pipe
 - Water
 - Sanitary Sewer
 - Stormwater

ASSET MANAGEMENT: The systematic and coordinated activities and practices of an organization to optimally and sustainably deliver on its objectives through the cost-effective lifecycle management of assets

Strategic Asset Management Plan

1

Enhance Existing Processes

2

Shift to Risk Based Asset Mgmt

3

Advance to Predictability

FLIGHT PATH TO PREDICTABILITY – SAMP REVISED



Continue at Altitude – 2026: Enhancements Towards Predictability

- Develop reliability centered maintenance
- Implement Asset Management Tools



Touch and Go – 2027: Continue Optimizing Asset Management Program

- Continue optimizing program



Reaching Altitude – 2025: Horizontal and Building Information Modeling (BIM) Focus

- Develop horizontal asset management model
- Review Asset Management Tools Strategy

Climbing Out – 2024: Data Collection and Completeness

- Use Risk Scores for Capital Investment Planning
- Strengthen Asset Management Needs in Contracts
- Implement Predictive Maintenance



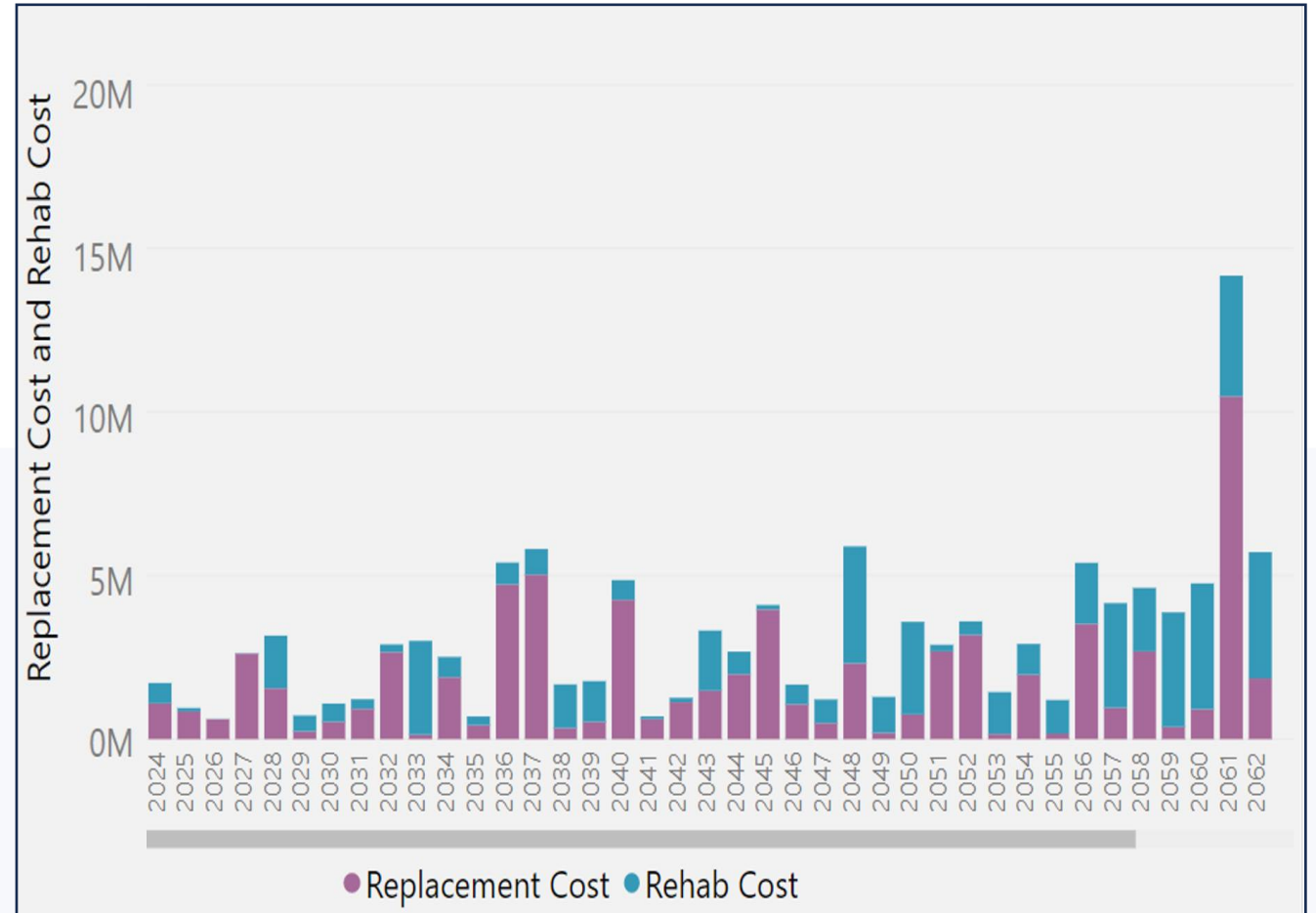
Takeoff – 2023: Establish Fundamentals

- Establish Risk Scores
- Develop Remaining Useful Life vs Estimated Useful Life



- **PURPOSE:**
 - Use live data to initiate work orders
- **HOW:**
 - Measure actual performance data
 - Automate work orders
- **BENEFIT:**
 - Monitor asset function
 - Perform maintenance as needed
 - Efficient staff use

- DEN ability to identify:
 - Operations and Maintenance and Capital expenses
 - Time frames when needed
- Better overall Capital Investment Planning
- Predictability of asset failures
 - Based upon operational data
 - Assess trends and data to develop better predictive models





CONVEYANCE MODERNIZATION PHASE III

October 18, 2023

BRANDON GAINEY, SENIOR VICE PRESIDENT
DENVER INTERNATIONAL AIRPORT



- Approval of contract with TK Elevators (TKE) Contract Number 202366615
 - Amount: \$47,500,000
 - Term: 5-years
 - Purpose: Continued services to modernize the aged conveyances at DEN. This program provides updates and upgrades to existing escalators, elevators, and walkways instead of full replacement.

CONTRACT OVERVIEW



- TK Elevator will oversee the Conveyance Modernization Phase III Program
- Modernization will focus on:
 - Great Hall Elevators
 - Concourse Elevators and moving walkways
- Construction will begin Quarter 2 of 2024
- Scope Benefits:
 - Improves monitoring and communication systems that increase safety and operational awareness
 - Upgrades key equipment for safer and more reliable operations
 - Brings conveyances into compliance with current building codes
 - Reduces power consumption and extends lifespan of equipment
 - Modernizes aesthetics and decreases the operational noise for better customer experience

- The Phase III Conveyance Modernization procurement opportunity was published on the DEN Commerce Hub website, specifically under its “Future Opportunities” webpage.



CONTRACT M/WBE GOALS



- DSBO established a 10% Minority and Women-owned Business Enterprise(M/WBE).
- TKE is committed to achieving the 10% M/WBE requirements.
- TKE has met or exceeded contract goals on previous Phase I and Phase II Conveyance Modernization contracts.
- TKE plans to partner with Gilmore Construction, a certified M/WBE and Small Business Enterprise, to perform subcontract work.
- TKE delivers on Equity, Diversity, Inclusion and Accessibility strategies worldwide. For the Phase III Conveyance Modernization contract, TKE has included a M/WBE Coordinator to drive the inclusion and development of disadvantaged businesses for subcontracting opportunities.

CONTRACT SELECTION PROCESS


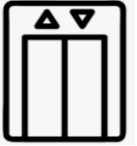



- There are four primary companies in the region that provide these unique services
- The proposal was sent out to the four proposers on June 2, 2023
- DEN received 1 proposal from TKE
 - 1 invited proposer engaged with questions during the proposal period, but declined to propose
 - 2 invited proposers did not engage during the proposal period, and did not propose
- DEN Business Management Services (BMS) and DSBO reviewed and approved the proposal for responsiveness. The selection committee panel completed the interview process, and TKE was identified as the successful proposer

CONVEYANCE MODERNIZATION PROGRAM – OVERVIEW





PHASE I (2018-2021) 19 conveyances

| | | |
|---|----|-----------------|
|  | 4 | Moving Walkways |
|  | 13 | Elevators |
|  | 2 | Escalators |




- **Selected contractor:**
TKE
- **Current Contract amount:**
\$10,000,000
- **Contract amount spent to date:**
\$10,000,000
- **Installation Status:**
19 conveyances complete

PHASE II (2021-2024) 45 conveyances

| | | |
|--|----|-----------------|
|  | 0 | Moving Walkways |
|  | 21 | Elevators |
|  | 24 | Escalators |

- **Selected contractor:**
TKE
- **Current Contract amount:**
\$40,000,000
- **Contract amount spent to date:**
\$35,000,000
- **Installation Status:**
30 conveyances complete, 15 in-progress

PHASE III (2023+) ~68 conveyances (projected)

| | | |
|---|-----|-----------------|
|  | ~14 | Moving Walkways |
|  | ~50 | Elevators |
|  | ~4 | Escalators |

- **Selected contractor:**
TKE
- **Expected Contract amount:**
\$47,500,000

CONVEYANCE MODERNIZATION PROGRAM – PHASES I & II



Concourse C
8 Elevators
0 Escalators
0 Moving Walkways

Concourse B
4 Elevators
16 Escalators
4 Moving Walkways

Terminal/Airport Office Building
18 Elevators
0 Escalators
0 Moving Walkways

Concourse A
12 Elevators
2 Escalators
0 Moving Walkways

- DEN seeks approval for this 5-year contract with TKE for \$47,500,000 for Phase III of the Passenger Conveyance Modernization program at DEN to continue services to modernize the aged conveyances at DEN. This program provides updates and upgrades to existing escalators, elevators, and walkways instead of full replacement.



QUESTIONS?

