

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.

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Phase One Benefit Premium Value Concessions (PVC)

Leah Older
Acting Director of Operations & Analysis
October 30, 2013



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Premium Value Concessions Program Summary

- Rewards top performing concessions with new agreements
- Program administered by an independent Third Party Administrator
- Initially program was voluntary– 70 participants
- Second enrollment – 16 participants
- All new contracts participate; 6 new contracts to date
- 92 locations currently in the program



Performance Measures

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- **Operations Criteria**
 - Pass/Fail
- **Financial Performance**
 - Five sales metrics
- **Customer Service Performance**
 - Internal - compare to DIA concessions
 - External - compare to peer airports' concessions
 - Training - DIA customer service training program



Program Benefit

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- Determine if Operations' criteria met
- Average monthly points ranked against all other concessions in same peer group
- Benefit if in top third of peer group (top half for food court concessions)
- Concession may appeal benefit determination



Phase One Program Benefit Determination Process

- 29 PVC participants
 - 13 earned benefit
- Measurements
 - Contract Compliance- Pass/fail
 - Customer Service- Phase One only, submit evaluation
 - Financial Performance- Monthly point scoring opportunities
- Top third scores in peer groups earn the benefit

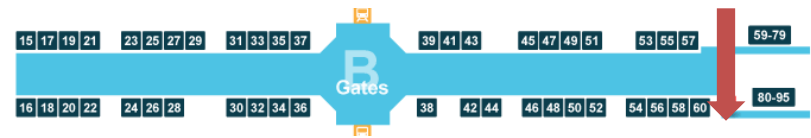
Retail - Program Benefit Eligible List

| Operator | Concept Name | Concourse | Peer Group |
|--|--------------------------------------|------------------|-------------------|
| Avila Retail Development & Management, LLC | Connections | B | Newsstand |
| | Mosaic - Fine Arts and Craft Gallery | B | Specialty Retail |
| | Greetings from Colorado | A | Specialty Retail |
| | Out West | C | Specialty Retail |
| WDFG SPI DEN Retail, LLC | Spirit of the Red Horse | A | Specialty Retail |
| InMotion DEN-B, LLC | InMotion Entertainmer | B | Specialty Retail |



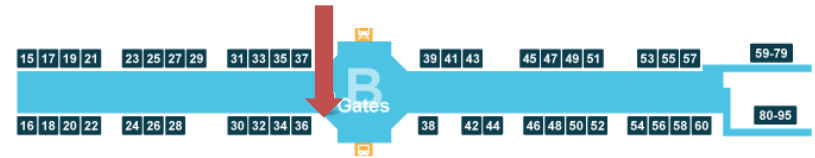
Avila Retail d/b/a Connections

- Concept: Retail
- Location: Concourse B-RJF
- Contract term: 7 years
- 2012 Sales: \$800K
- 2012 Rent: \$101K
- ACDBE goal/approved participation: 25%/100%
 - Avila Retail is 100% ACDBE certified



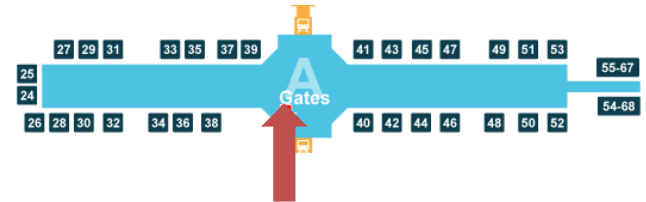
Avila Retail d/b/a Mosaic - Fine Arts and Craft Gallery

- Concept: Retail
- Location: Concourse B Center
- Contract term: 7 years
- 2012 Sales: \$1.4M
- 2012 Rent: \$204K
- ACDBE goal/approved participation: 25%/100%
 - Avila Retail is 100% ACDBE certified



Avila Retail d/b/a Greetings from Colorado

- Concept: Retail
- Location: Concourse A Center
- Contract term: 7 years
- 2012 Sales: \$1.7M
- 2012 Rent: \$174K
- ACDBE goal/approved participation: 25%/100%
 - Avila Retail is 100% ACDBE certified



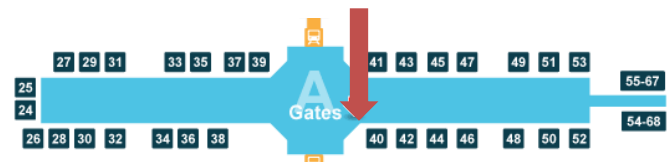
Avila Retail d/b/a Out West

- Concept: Retail
- Location: Concourse C Center
- Contract term: 7 years
- 2012 Sales: \$1.8M
- 2012 Rent: \$179K
- ACDBE goal/approved participation: 25%/100%
 - Avila Retail is 100% ACDBE certified



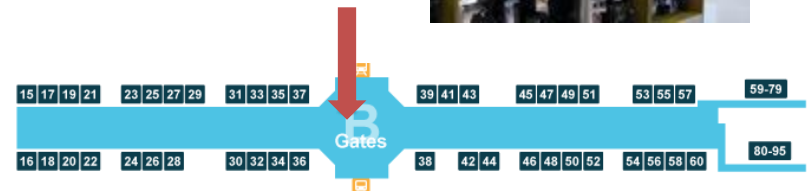
WDFG SPI DEN d/b/a Spirit of the Red Horse

- Concept: Retail
- Location: Concourse A Center
- Contract term: 7 years
- 2012 Sales: \$1.8M
- 2012 Rent: \$184K
- ACDBE goal/approved participation: 25%/25%
 - ACDBE partner is Stellar Partners



InMotion DEN d/b/a InMotion Entertainment

- Concept: Retail
- Location: Concourse B West Center (Kiosk)
- Contract term: 5 years
- 2012 Sales: \$1.3M
- 2012 Rent: \$134K
- ACDBE goal/approved participation: 25%/25%
 - ACDBE partner is Stellar Partners

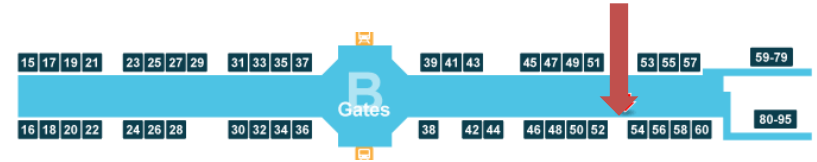


F&B Non Food Court - Program Benefit Eligible List

| Operator | Concept Name | Concourse | Peer Group |
|--------------------|----------------------------------|------------------|--------------------------|
| CI/EL-ROI RMCF, JV | Rocky Mountain Chocolate Factory | B | Snack |
| Quiz-DIA, LLC | Quiznos | A | Quick Serve with Alcohol |

CI/EI Roi d/b/a Rocky Mountain Chocolate Factory

- Concept: Food & Beverage
- Location: Concourse B East Outer Subcore
- Contract term: 7 years
- 2012 Sales: \$1.1M
- 2012 Rent: \$169K
- ACDBE goal/approved participation: 40%/40%
 - ACDBE partner is El-ROI Jewelry Fashion



Quiz-DIA d/b/a Quiznos

- Concept: Food & Beverage
- Location: Concourse A West Subcore
- Contract term: 7 years
- 2012 Sales: \$6.1M
- 2012 Rent: \$960K
- ACDBE goal/approved participation: 40%/6.67%
 - ACDBE partner is LEI Companies



Aggregate Economic Benefits, Retail and Non-Food Court Food and Beverage

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- \$16.2M in annual revenues
- \$2.4M in 2012 rents to DIA
- Expected to retain existing employees
- 30 construction jobs on average for each project (approx. 240 jobs)
- ACDBE goals are set by the OED Division of Small Business Opportunity (DSBO)
- ACDBE revenues projected \$7.4M

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