



# GREAT HALL PROJECT UPDATE

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# AGENDA



- Project overview
- Project successes
- Phase 1 recap
- Phase 2 update
- Completion phase update
- Upcoming milestones
- Summary



# 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

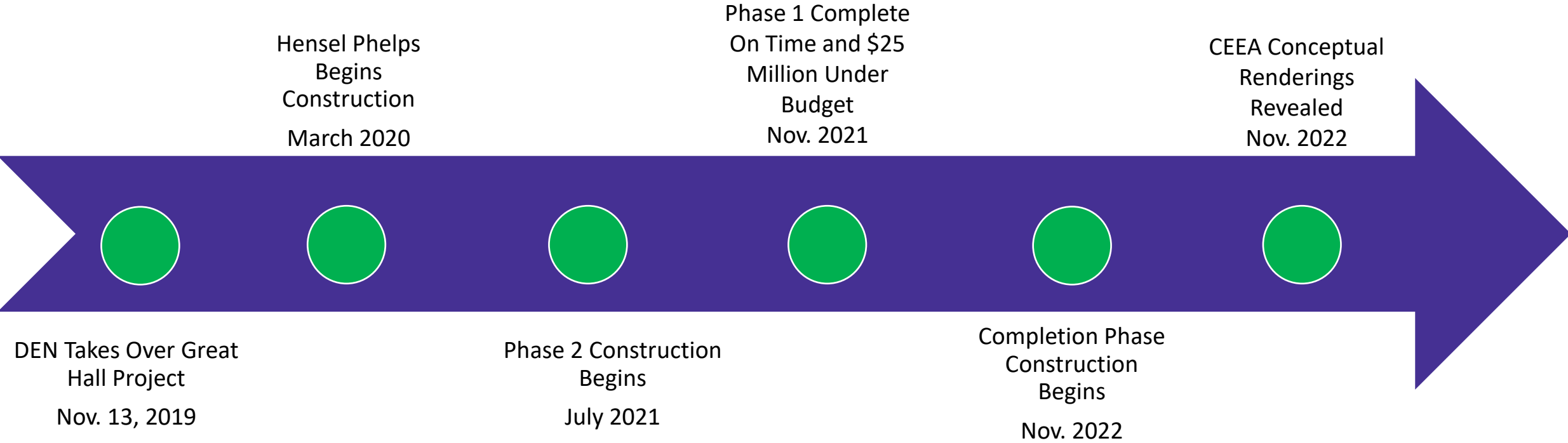
# GREAT HALL PROJECT OVERVIEW



- Enhance security of TSA checkpoints
- Increase capacity of the terminal built for 50 million annual passengers
- Improve operational efficiency and passenger flow
- Enhance passenger experience
- Separated into three phases:
  - Phase 1 (completed)
  - Phase 2 (in progress)
  - Completion Phase (in progress)



# ROAD TO SUCCESS



# THREE YEARS OF SUCCESS

- Completed Phase 1 on time and approximately \$25 million under budget
- Started Phase 2 less than a year and a half after restarting the project
- Nearing completion of Phase 2 with the West Security Checkpoint scheduled to open in Q1 2024
- Started construction of the East Security Checkpoint as part of the completion phase
- Revealed conceptual designs of the Center of Equity and Excellence in Aviation
- Meeting or exceeding nearly all MBWE goals
  - Contracting with nearly 120 MWBE firms between four prime companies



# PHASE 1



- Created an additional 31,000 square feet of space and renovated 158,500 square feet
- Modernized ticket lobbies with automated self-bag drops for United, Southwest and Frontier airlines
- Four new and upgraded restrooms, escalators and elevators, HVAC
- More spacious and efficient passenger flow
- Completed on time and under budget in Nov. 2021



# PHASE 2



- Constructs the new Level 6 West Security Checkpoint
  - 17 lanes with improved technology and a new queuing concept for more effective and efficient security
- Installs a triple escalator to move passengers directly down to train platform
- Constructed a curbside escalator between Levels 5 and 6 on the westside
- Scheduled to be complete in Q1 2024





# PHASE 2 – FUTURE WEST SECURITY CHECKPOINT



Before



May 2023

# PHASE 2 – FUTURE POST SECURITY WEST SIDE



Before



May 2023

# PHASE 2 – TRIPLE ESCALATOR FROM LEVEL 6 TO 4



Before



May 2023



# GREAT HALL PROJECT – COMPLETION PHASE



- Builds security checkpoint on Level 6 in the northeast corner of the terminal
- New airline check-in facilities on south end of Level 6
- New meet/greet area for domestic and international arrivals
- Constructs the Center for Equity and Excellence in Aviation



# PHASE 3 – FUTURE EAST SECURITY CHECKPOINT



Before



May 2023

# CENTER OF EQUITY & EXCELLENCE IN AVIATION



- Revealed conceptual renderings in Nov. 2022
- Design is currently underway with construction starting in late 2023
- MWBE Studio Completiva, is the lead designer
- MWBE Sky Blue Builders is the general contractor



# CONCESSIONS OPPORTUNITIES



- Significant concession space on Level 5 throughout the terminal with an estimated 12 individual locations and an estimated 18,000 total available square feet
- Activation at the entry from Hotel and Transit Plaza entrance on Level 5
- Design will explore additional space for mobile concession opportunities throughout the terminal
- All concessions opportunities in the Jeppesen Terminal will be pre-security



# PROJECT PERFORMANCE – APRIL 2023



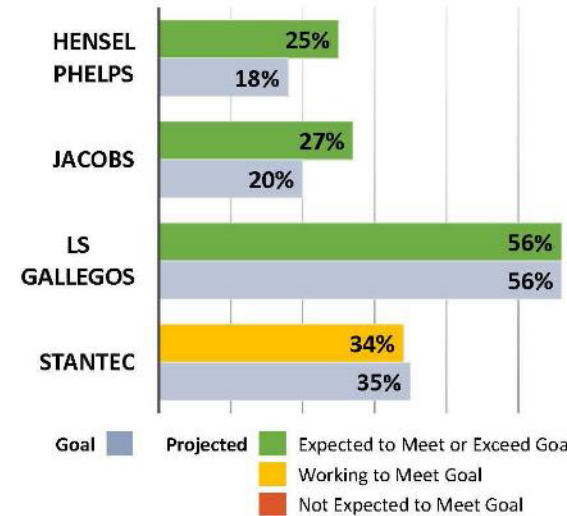
## METRICS

### BUDGET PERFORMANCE

|                      | Budget          | Cost to Date    | EAC             | Cost % Spent |
|----------------------|-----------------|-----------------|-----------------|--------------|
| Legacy Cost *        | \$245.4M        | \$245.4M        | \$245.4M        | 100.0%       |
| Phase 1              | \$259.4M        | \$238.4M        | \$241.2M        | 91.9%        |
| Phase 2              | \$265.2M        | \$124.4M        | \$265.2M        | 46.9%        |
| Phases 1 & 2         |                 |                 |                 |              |
| <b>Total</b>         | <b>\$770.0M</b> | <b>\$608.2M</b> | <b>\$751.8M</b> | <b>79.0%</b> |
| Completion Phase     | \$1.3B          | \$30.5M         | \$1.3B          | 2.3%         |
| <b>Program Total</b> | <b>\$2.1B</b>   | <b>\$638.7M</b> | <b>\$2.1B</b>   | <b>30.9%</b> |

\* Former Developer Costs

### M/WBE PARTICIPATION



### WORKFORCE PROGRAM



588

Outreach Events Completed



5%

Apprentice Hours Targeted



8.8%

Apprentice Hours Achieved

### SAFETY PERFORMANCE

Lost Time Incident Rate

0.14



Safe Hours Worked

1.43M

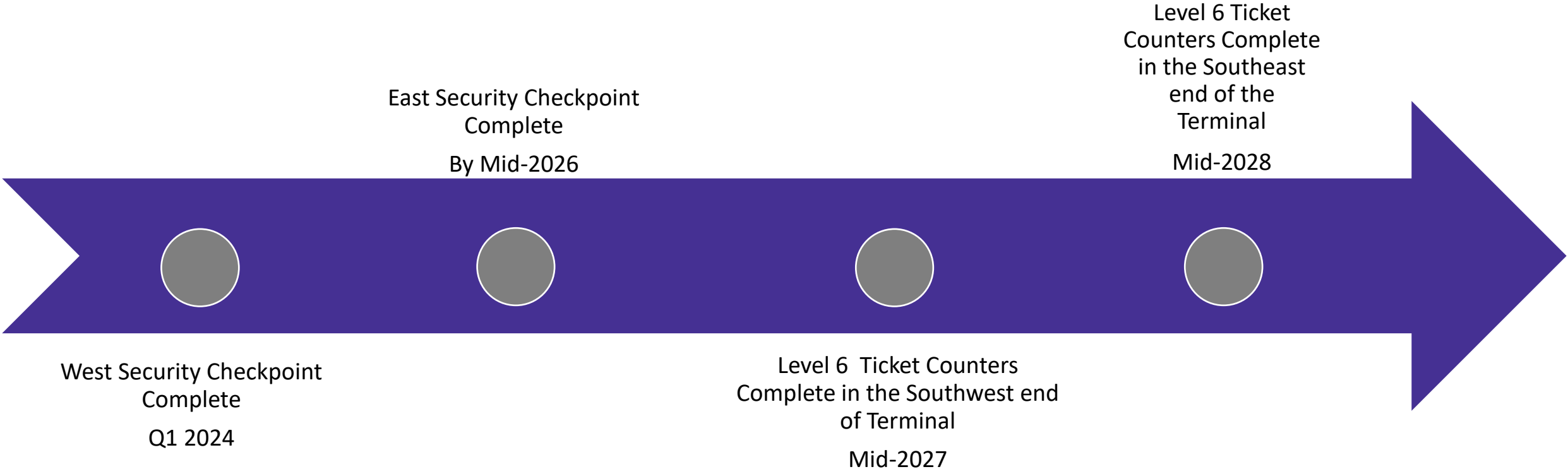


\*Estimate at Completion (EAC)

\*\*Minority/Women-owned Business Enterprises (M/WBE)



# UPCOMING MILESTONES



East Security Checkpoint  
Complete  
By Mid-2026

Level 6 Ticket  
Counters Complete  
in the Southeast  
end of the  
Terminal  
Mid-2028

West Security Checkpoint  
Complete  
Q1 2024

Level 6 Ticket Counters  
Complete in the Southwest end  
of Terminal  
Mid-2027

- In less than two years, complete Phase 1 on time and approximately \$25M under budget while also starting construction of Phase 2
- The first new security checkpoint on the west side is on schedule to be completed in Q1 2024 with the second checkpoint complete by mid-2026
- The design and construction of the Center of Equity and Excellence in Aviation is being led by MWBE firms and construction is scheduled to start late this year
- DEN continues to look for opportunities to improve processes and look for efficiencies in the project and is working closely with all stakeholders to balance operational needs
- The project is currently on schedule and within budget

# QUESTIONS?

