



EXPERIENCE PARTNERSHIP

A DEN STRATEGIC PARTNERSHIP WITH THE VANTAGE AIRPORT GROUP

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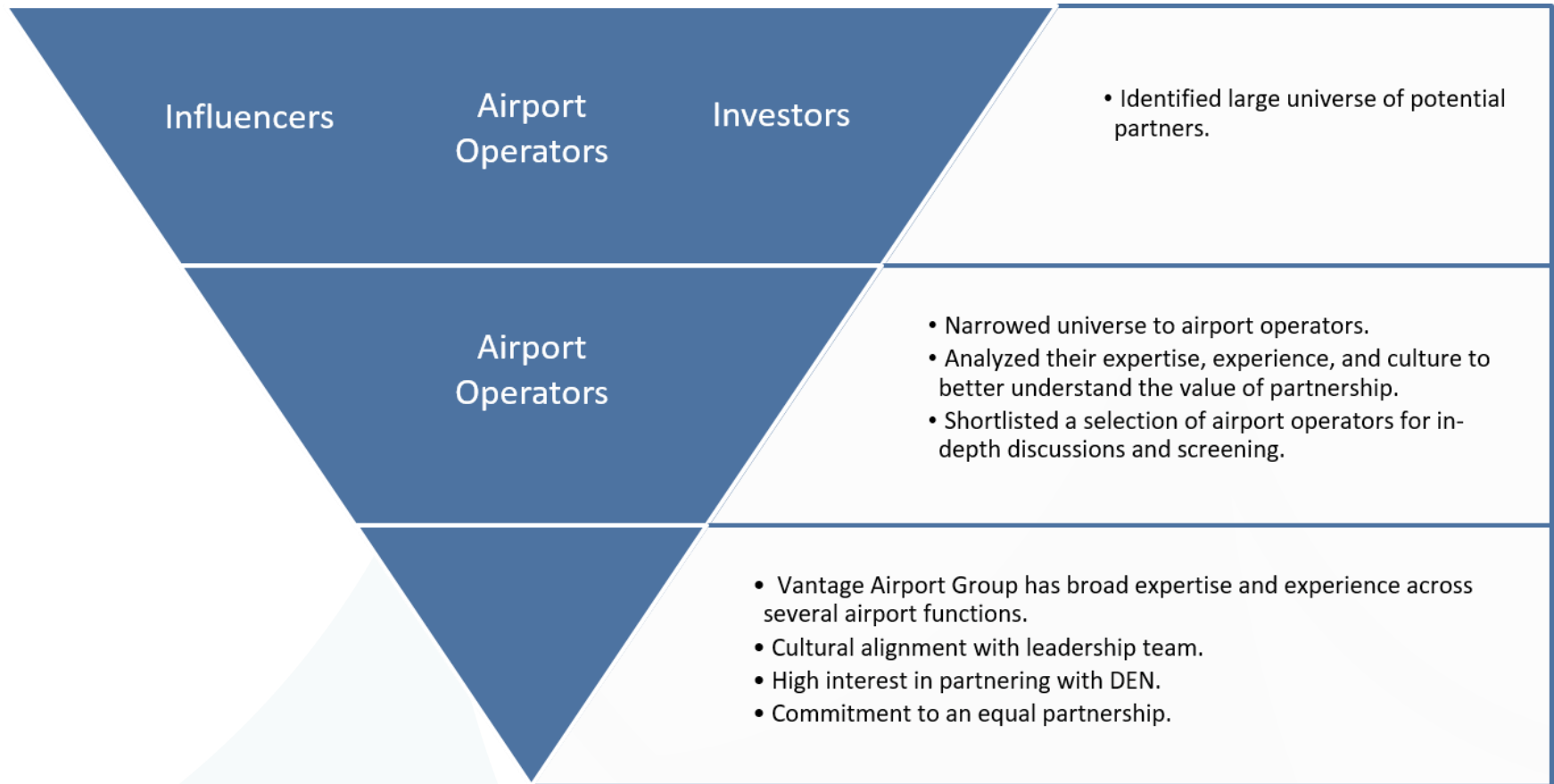
JUNE 2018

THE NEED FOR A STRATEGIC PARTNER

- The world's leading airports are focused on innovating the customer experience
- To stay competitive, these airports, large and small, are developing innovation incubators to remain at the forefront of airport innovation
 - Changi Airport “Living Lab” - Singapore
 - Atlanta International Airport “ATL Thinks!” – Atlanta, Georgia
 - Groupe ADP – Charles de Gaulle Airport “Innovation Hub” – Paris, France
 - San Diego International Airport “Innovation Lab” – San Diego, California
 - Starburst Accelerator – various locations worldwide



IDENTIFYING POTENTIAL PARTNERS



WHO IS VANTAGE?

- Vantage Airport Group is a Vancouver-based company investing in, developing and managing airports in the U.S. and worldwide
 - 20 years of experience
 - 31 airports around the world
- Vantage is leading the LaGuardia Gateway Partners consortium (LGP) to renew entire Central Terminal Building
 - \$4 billion investment
 - The largest transportation P3 infrastructure project in the U.S.



WHY VANTAGE?

- Strong interest in U.S. market
- Ability to invest/access to capital
- Demonstrated desire to partner with DEN
- Willingness to create a partnership of equals
- Cultural fit between management teams

THE EXPERIENCE PARTNERSHIP

- Joint initiative creates a platform for piloting new, innovative solutions at DEN with a focus on improving the customer experience, increasing the efficiency of DEN operations, and ultimately leading to a more innovative culture
- Partnership Agreement structure highlights:
 - 5-year term with maximum \$10M contribution from DEN and maximum \$10M contribution from Vantage
 - Project cost and benefits will be equally shared across the two partners
 - Quarterly updates to DEN Executive Team
 - One dedicated FTE from DEN and one dedicated FTE from Vantage will work in collaboration to execute pilot projects at DEN

PROJECT FOCUS AND EXAMPLES

- Projects will emphasize improving the customer experience at DEN and at Vantage airports
- Potential projects :
 - Smart washrooms
 - Hold room design and function
 - Improvement to baggage pickup experience
 - On-demand terminal delivery services
 - Innovative pre-screening security solutions
 - Off-site bag drop services
 - Autonomous wheelchairs
 - Smart and sustainable waste collection and removal
 - Overnight terminal passenger solutions



DENVER INTERNATIONAL AIRPORT

DEN