



STATE OF DEN

PHIL WASHINGTON, CHIEF EXECUTIVE OFFICER

OCTOBER 2022

DENVER INTERNATIONAL AIRPORT



- DEN by the Numbers
- Vision 100 Overview
- Guiding Principle Accomplishments
- Pillar Accomplishments
- What's Next?
- Q&A

DEN BY THE NUMBERS



24

Airlines

210+

Nonstop destinations

25+

International destinations serving

14

Countries



Roughly
1,200 companies

working at DEN

Approximately

30,000 employees



Colorado's largest economic engine

\$33 billion annually

09/22

PASSENGERS

69 million
2019

33.7 million
2020

58.8 million
2021

69 million
2022



100 MILLION ANNUAL PASSENGERS

- SUSTAINABILITY & RESILIENCY • EQUITY, DIVERSITY, INCLUSION & ACCESSIBILITY
- CONTINUOUS STAKEHOLDER INPUT/FEEDBACK • ENHANCING THE CUSTOMER EXPERIENCE

PILLAR 1



POWERING OUR PEOPLE

- Develop Workforce Leadership Strategy
- Establish Center of Equity and Excellence in Aviation
- Implement Career Pathways Program

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

- Complete Concourse Renewal Program
- Update Strategic Asset Management Plan
- Develop Science-based Greenhouse Gas Emissions Target

PILLAR 4



EXPANDING OUR GLOBAL CONNECTIONS

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

Become the greenest airport in the world



DEVELOPED SUSTAINABILITY INITIATIVES



- Developed initiatives to help reduce the environmental impacts of airport operations over the next five years
 - Expand solar energy program
 - Implement deep energy and water retrofits across the airport
 - Design and build LEED gold facilities
 - Plan for the transition to electric vehicles and install additional charging stations
 - Improve recycling and composting infrastructure



LEED GOLD CERTIFICATION ON B-WEST



- Received Leadership in Energy and Environmental Design (®LEED) gold certification for B-west which includes four new gates
 - DEN's 5th building with a LEED certification
- Advanced energy-efficient design that is projected to use about 20% less energy than a typical building
- Project recycled more than 90% of all waste generated onsite



NEW SOLAR ARRAYS & OIL WELL PLUGGING



- Solar:

- Began work on two new on-airport solar arrays near 114th Ave. and Trussville St. that will generate approximately 36 million kilowatt-hours of electricity each year
- Equivalent to the electricity consumption of almost 6,000 Denver residences
- Will more than double DEN's total solar energy generation capacity to 34 megawatts

- Oil Wells:

- Began work to plug/permanently close 64 oil wells on DEN property by July 2023
- Deconstructs, disposes and completes reclamation of all above ground oil & gas equipment and surface land areas
- Properly removes all underground oil flowlines



We are better when everyone has a seat at the table, and we respect and listen to all viewpoints



- Developed airport-wide Rapid Equity Assessments (REA)
- Developed and implemented new EDI processes for competitive procurement
 - Added EDI requirement language to competitive solicitations (RFPs, RFQs, RFIs)
 - Added requirement of an Equity Plan submission as part of proposals which will be scored
 - New components of training for the evaluation panel participants to equip them to look for EDI sociocultural merits as they consider contracts
 - Enhanced communications to and about potential contract partners reflecting key EDI messaging that encourage broad and diverse participation in the procurement process, with a clear understanding of DEN's expectations and commitments

- Launched the Equity in Infrastructure Project (EIP) to increase prime contracting opportunities for minority and women-owned businesses
- One of five leading agencies dedicated to increasing the number, size and percentage of historically underutilized businesses (HUBs) growing to prime contractors, participating in joint ventures, or as equity participants
 - Six new state departments of transportation just committed
- By December 2025, DEN will double the number of prime contracts awarded to HUBs as compared to 2021



DEN is bigger than just us.. We must all work together to be successful!

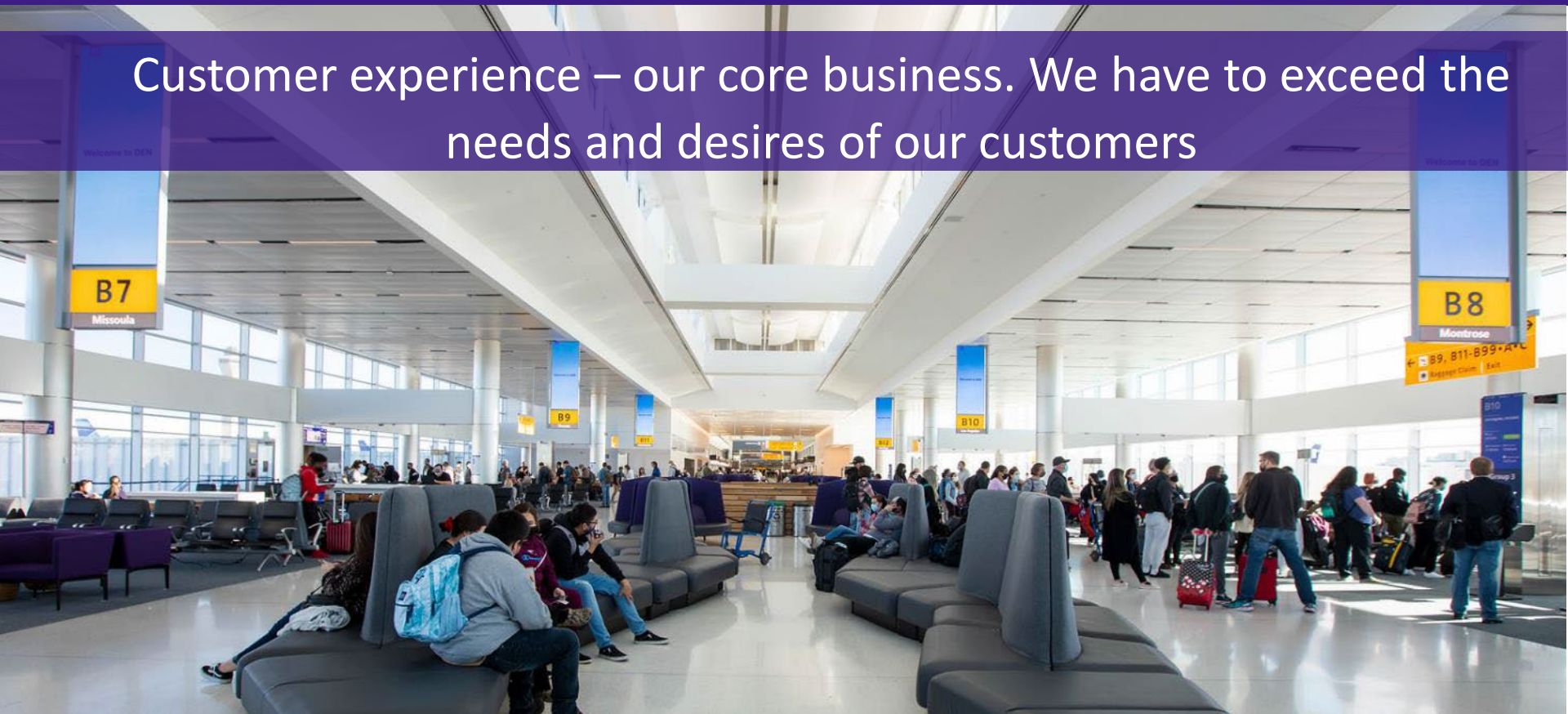
- Developed and launched the Community Advisory Committee
 - 16 members appointed by the CEO
- Hold ongoing ADA community stakeholder discussions to help enhance the customer experience for those passengers living with disabilities



ENHANCING THE CUSTOMER EXPERIENCE



Customer experience – our core business. We have to exceed the needs and desires of our customers



CUSTOMER ENHANCEMENTS



- Created a customer experience team to identify customer-facing issues such as inoperable outlets, dirty restrooms, torn seats, etc.
 - In process of hiring four ACES (airport customer experience specialists)
- Piloting charging station towers with 8 outlets
- Opened DEN's second outdoor patio on Concourse C
- Held 5K on the runway
- Launched the Sunflower Lanyard program to support passengers with hidden disabilities
 - Allows trained employees to offer more assistance discreetly



NEW CONCESSIONS



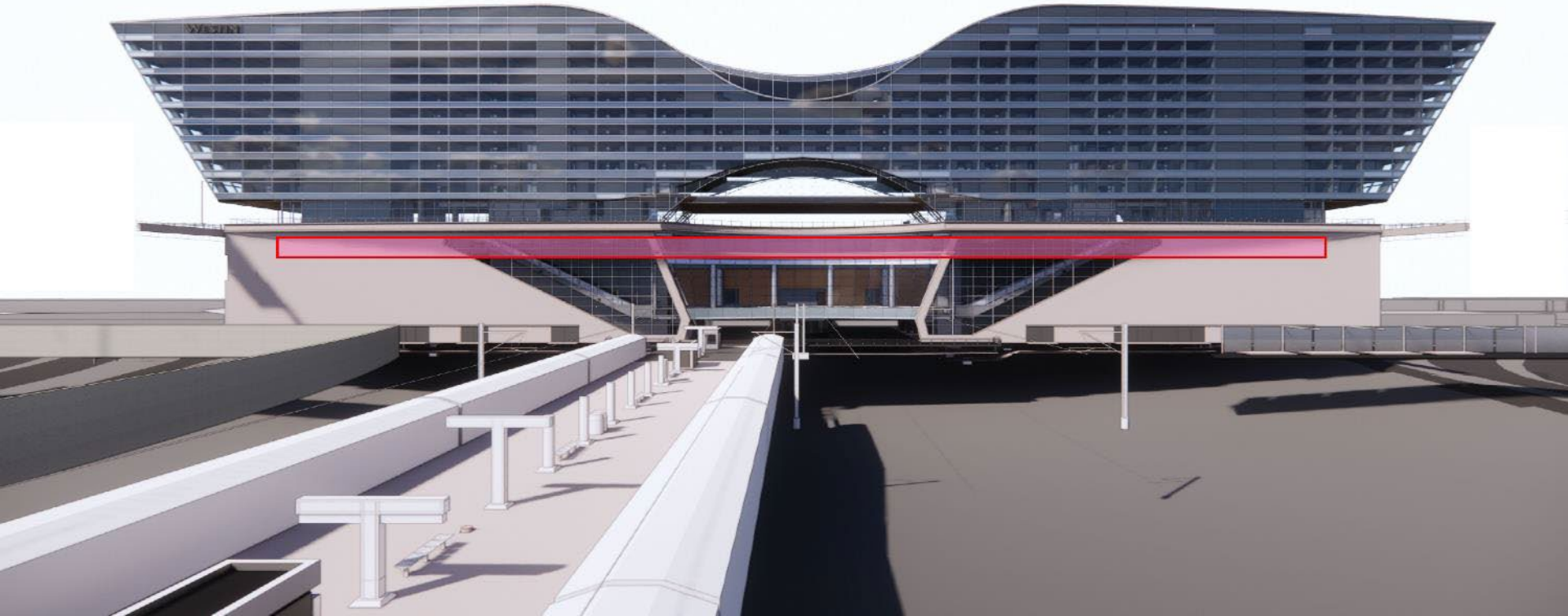
- Opened several new concessions
 - Mercantile – Concourse A
 - Caribou Coffee – Terminal
 - Kabod Coffee – Terminal
 - Shake Shack – Concourse B
 - Novo Coffee – Concourse A



PILLAR 1



POWERING OUR PEOPLE



CEEA PROGRAM FUNCTIONS



Business Development

The Training Academy seeks to support small businesses during the lifecycle of its business at Denver International Airport (DEN) by providing trainings at all transitional points of the business.



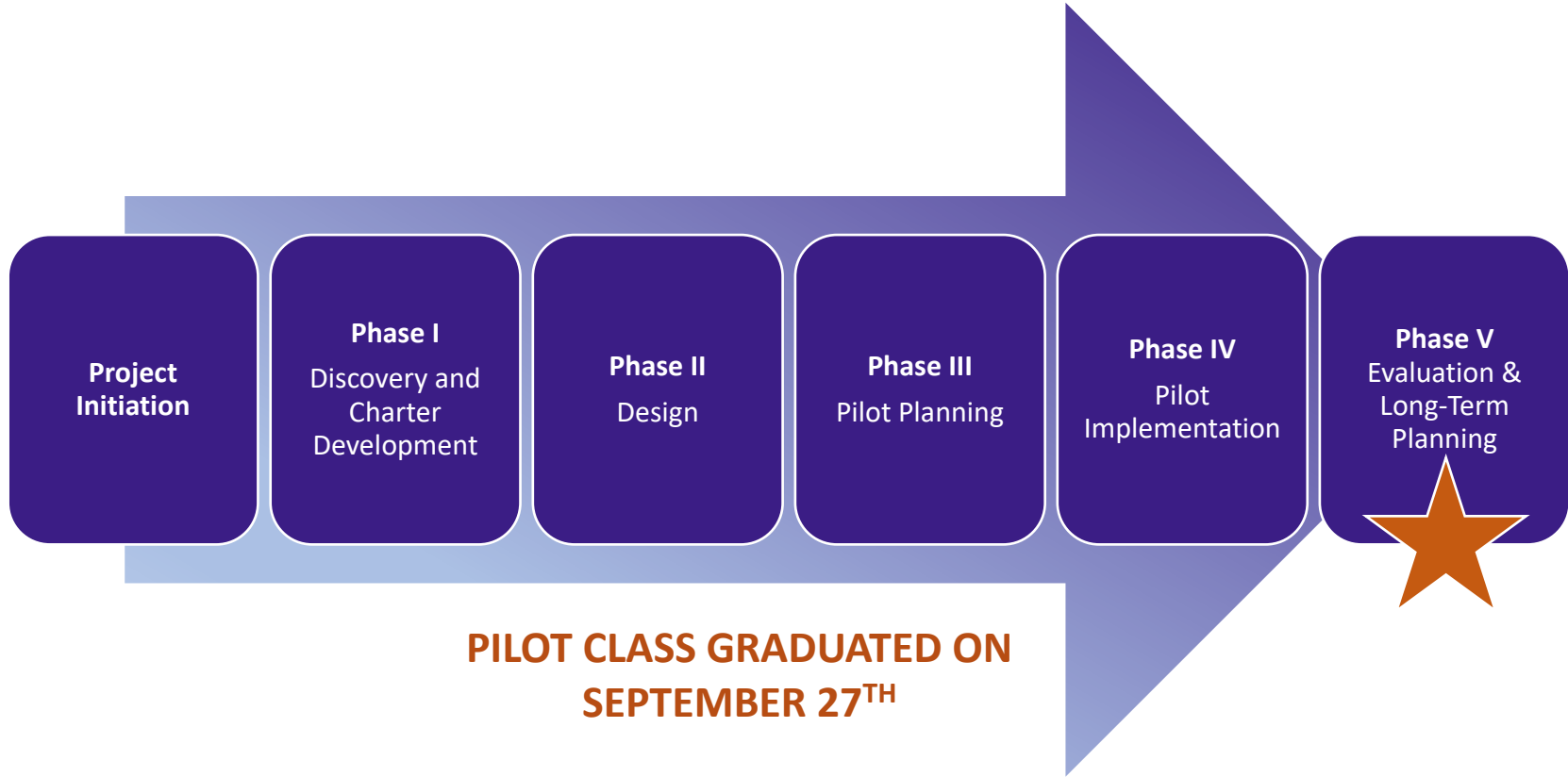
Career Pathways

Program that creates an aviation talent pipeline through a progressive training model that will attract and retain the current and future workforce.



Research & Innovation

Identification of best practices for the aviation industry, partnering with local universities to conduct research, and adapting new/existing technology systems to innovate aviation industry.



CEEA CAREER PATHWAYS – FIVE TIERS



CEEA STUDENT & YOUTH PROGRAMMING



Getting Your Wings:

- Aviation Tours & Workshops:
 - Hosted 8 tours
 - Hosted 2 workshops
- Adopt-A-School Program
 - 3 schools in partnership
- Partnerships with DPS/APS

Careers on the Radar:

- DEN Academy
 - 85 student hosted
- DEN Summer Internship
 - 20 Interns hosted
- CDLE Apprenticeship
 - 4 positions (2 Plumbers/2 Electricians)
- Corporate Work-Study
 - 1 student hosted
- DPS Internship
 - 1 student hosted
- CareerWise Apprenticeship
 - 5 students



CEEA EMPLOYEE PROGRAMMING



Your Flight Plan:

- DEN 101
 - Launched in Sept. 2022

Ascent to Leadership:

- LeadershipDEN
 - First cohort of 25 launches in Nov. 2022.
- Eno Aviation MAX
 - First cohort launches in 2023



Elevated Leadership

- Senior Leadership Development
 - Developed Social Contract in Oct. 2022
 - Launching additional training in Nov. 2022
- AMPAP Certification
 - 12 DEN participants

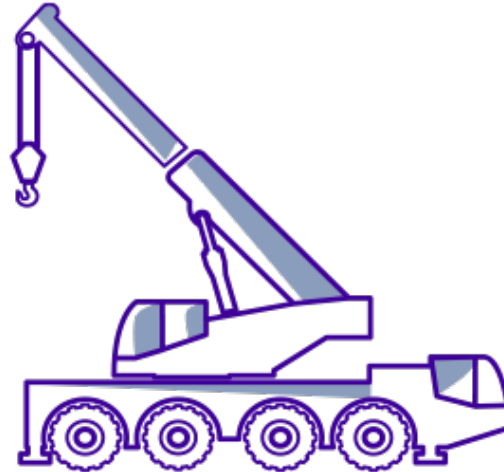
CEEA RESEARCH & INNOVATION LAB

Best Practice Research:

- 14 external site visits/tours to gather ideas and concepts for design.
- Best practices learned:
 - Airports worldwide with Innovation labs
 - Flexible spaces - learners of all ages
 - Aiming to build a state-of-the-art facility to host a multitude of programming
 - Programs will focus on STEAM & beyond – i.e. sustainability to business development



PILLAR 2



GROWING OUR INFRASTRUCTURE

GREAT HALL PROJECT



- Phase Two: July 2021 – 2024 (Improved security checkpoint experience)
 - Builds security checkpoint on Level 6 in the northwest corner of the terminal
 - Installs three escalators to move passengers directly down to train platform
- Completion Phase: 2022 – 2028
 - Builds security checkpoint on Level 6 in the northeast corner of the terminal
 - New airline check-in facilities on southern end of Level 6
 - New meet/greet area for domestic and international arrivals
 - Constructs the Center for Equity and Excellence in Aviation



C-EAST GATE EXPANSION COMPLETION



- Opened 16 new gates and 20 passenger waiting areas on Concourse C
- Amenities include an outdoor patio, comfortable seating, charging stations, restrooms, nursing rooms and pet relief areas
- Eight new shopping and dining options will open in 2023
- New commuter airline facility with four gates below main expansion area



GROUND-LOAD FACILITY

- Broke ground on the new ground-load facility on Concourse A for Frontier Airlines
 - Includes 14 gates
 - 8,000-square-foot maintenance facility
 - Will be completed and operational by mid-2024
- Frontier's lease will be 10 years from the date of occupation



BAGGAGE SYSTEM UPGRADES



- Added oversize bag capacity at two check-in pods
- Received a \$60 million grant for baggage handling system (BHS) upgrades, the largest Airport Terminal Program discretionary grant in the country
 - Replaces end-of-life equipment with more energy efficient and faster equipment
- Finalizing contracts for additional upgrades
 - Replaces 31 existing explosive detection machines with 25 new, more advanced models
 - Modifies two Checked Baggage Inspection System modules to include additional capacity (3,000 bags), bag routing to explosive detection equipment, and new fail-safe locations



ALTERNATE WAYS TO ACCESS CONCOURSES



- Issued a Request for Information (RFI) to explore alternative ways to move passengers between the terminal and the concourses
 - Received proposals from 18 firms
- Currently exploring design concepts as it relates to some of the proposals to get a better understanding of design and cost so that we can determine next steps



PENA BOULEVARD IMPROVEMENTS



- Completed safety and operational improvements on inbound Peña Boulevard between Jackson Gap and the Terminal
 - Added two acceleration/deceleration lanes from the Jackson Gap on-ramp
 - Relocated the Return-to-Terminal route to Jackson Gap
 - Replaced aging infrastructure that is over 25 years old



PILLAR 3



MAINTAINING WHAT WE HAVE

ASSET MANAGEMENT



- Hired a Director of Asset Management
- Changed to a condition-based asset management system
- Developed asset life cycle management plans
- Completed maturity assessment of the whole system
- Identified gaps and created an action plan



RUNWAY IMPROVEMENTS



- RW 16R-34L – \$38 million runway rehabilitation project opened a week earlier than planned and replaced 18-year-old pavement
- New TWY EE -- \$58.2 million project (mostly funded by the FAA) that will improve aircraft movement safety and is progressing on time and on budget
- Part 139 inspection: “No discrepancies”



GATE SEATING REPAIRS

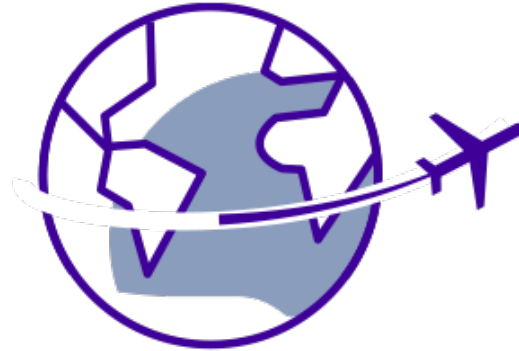


- Seats out of service decreased from 12% to 9% on over 27,000 seats across the facility
 - Repaired 1,600 with 900 more to go
- Seat Charging: 2,200 locations - 450 repaired with 42 waiting on materials
 - Installing 31 power stanchions with 29 more on order



- Issuance of \$1.8 billion in new money and refunding bonds in 2022 to fund the completion of the 2018-2022 Capital Improvement Plan
- Moody's Investors Services upgraded the ratings of DEN's senior and subordinate revenue bonds affecting about \$5.2 billion in outstanding debt.
 - \$1.8 billion in outstanding senior airport system revenue bonds upgraded from A1 to Aa3
 - Approximately \$3.4 billion in outstanding subordinate revenue bonds upgraded from A2 to A1
 - Received rating of Aa3 for the approximately \$1.84 billion in senior bonds for the 2022A-C series which includes Series 2022A (AMT), Series 2022B (Non-AMT) and Series 2022C (Taxable)

PILLAR 4



EXPANDING OUR GLOBAL CONNECTIONS

EXPANDING TO DISCONNECTED DESTINATIONS



GROWING AIR SERVICE NETWORK



WEST APPROACH DEVELOPMENT

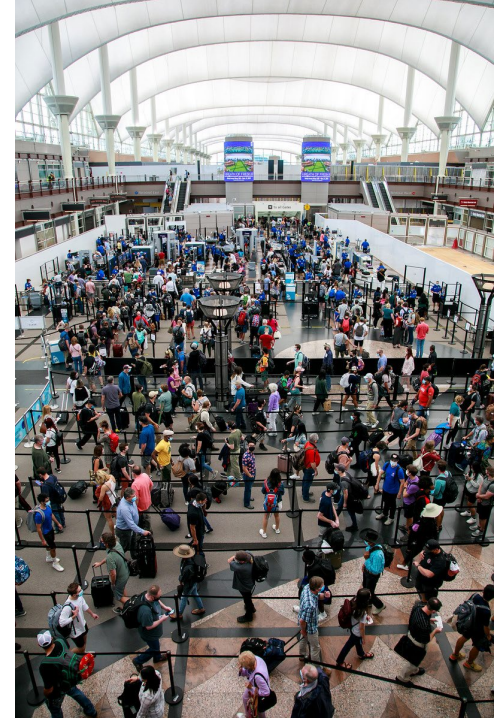


- Issued Offering Memorandum for the West Approach, a mixed-use development district on airport property
 - Approximately 26 developable acres located at the intersection of Peña Boulevard and North Gun Club Road near Final Approach
 - The district is available for hospitality, retail and/or office opportunities



WHAT WE CAN IMPROVE UPON

- Wayfinding around our construction areas
- Cleanliness, especially in our restrooms
- Security around our property
- TSA wait times
- Parking capacity at peak travel times
- Concession lines
- Comfort of older gate areas
 - Seating
 - Charging outlets



- New train cars - replacing 16 train cars and adding 10 to increase capacity
 - First four train cars arrive in Feb. 2023
 - All 26 train cars will be delivered by Oct. 2023
 - Additional cars will allow DEN to operate eight four-car trains
- Consolidated car rental center (ConRAC)
- Concourse renewal including restroom upgrades, gate hold rooms, carpeting, etc.

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