



# DENVER INTERNATIONAL AIRPORT

Concessions Overview, Premium Value Concessions &  
Concessions Planning International Contracts

October 25, 2023

PENNY MAY  
CHIEF COMMERCIAL OFFICER

PAMELA DECHANT  
SENIOR VICE PRESIDENT, CONCESSIONS



- City Council Request
- Vision 100
- Concessions Master Plan Update
- Premium Value Concessions (PVC) Overview
- Concessions Planning International (CPI) Contract Request
- Questions?

# CITY COUNCIL REQUEST



- Approve Concessions Planning International (CPI) Contract
- Approve 16 Premium Value Concession (PVC) Contracts

| <u>Resolution No.</u> | <u>Contract No.</u> | <u>Description</u>                                                             |
|-----------------------|---------------------|--------------------------------------------------------------------------------|
| 23-1535               | 202368744           | Concessions Planning International Consulting Services                         |
| 23-1541               | 202369049           | Host-CTI DEN F&B II, LLC – Concourse B East Subcore 2, Cru Wine Bar            |
| 23-1542               | 202369777           | ProServe Corporation – Concourse C Southeast Center Core, Bodega DEN           |
| 23-1543               | 202368416           | Executive Shine, Inc. – Concourse A, B & C Center Cores, Executive Shine       |
| 23-1544               | 202369779           | Trugoy, Inc. – Concourse B Center Core, Starbucks                              |
| 23-1545               | 202369785           | Genesco Inc. – Concourse B Center Core, Johnston & Murphy                      |
| 23-1546               | 202369787           | ProServe Corporation – Concourse A Southeast Center Core, Bodega DEN           |
| 23-1547               | 202369816           | Skyport Holdings, LLC – Concourse C East Subcore 1, Woody Creek Bakery         |
| 23-1548               | 202369804           | Skyport Holdings, LLC – Concourse A West Subcore 1, Pour La France             |
| 23-1549               | 202369876           | Skyport Holdings, LLC – Concourse C West Subcore 1, Dunkin Donuts              |
| 23-1550               | 202369790           | ProServe Corporation – Concourse B Northwest Center Core, High Land Mercantile |
| 23-1551               | 202369781           | Stellar Partners, Inc. Concourse C Center Core, Out West                       |
| 23-1552               | 202369884           | ProServe Corporation – Concourse A Northwest Center Core, High Land Mercantile |
| 23-1553               | 202369812           | Mission Yogurt, Inc. – Concourse B East Subcore 2, Einstein Bros Bagels        |
| 23-1554               | 202369886           | Lounge 5280, LLC – Concourse C Center Core, Chick-fil-A                        |
| 23-1555               | 202369788           | InMotion DEN-B, LLC – Concourse B Center Core, InMotion                        |
| 23-1556               | 202369789           | DIA Juice, LLC – Concourse C West Subcore 1, Jamba Juice                       |



# 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



The objective of the Concessions program is to generate non-aeronautical revenue for the Airport. We achieve this by providing world class dining, shopping and service offerings while continuing to grow the program through the Concessions master plan.

## Vision 100

Concessions is committed to creating more opportunities for minority, women-owned and veteran-owned businesses to do business at DEN and grow to potentially become prime contractors or full concession owners.

# CONCESSIONS PROGRAM OVERVIEW



- More than 185 passenger services, dining and shopping locations throughout the terminal and three concourses
- More than 200,000 square feet of concession space
- Recently added 60,000 square feet in the recently completed concourse expansions
- Gross annual sales for 2022 \$513 million
- Concessions integrates the Airport Concession Disadvantaged Business Enterprise (ACDBE), which is a federally mandated program



- First introduced in 2019 – a road map to efficiently meet passenger need
- Supports Vision 100 and Operation 2045
- The needs of small, local, and Airport Concession Disadvantaged Business Enterprise (ACDBE) businesses are reflected in DEN's commercial and concessions plans
- 24 concession Request for Proposals released between 2019 and 2021, adding an additional 60,000 square feet of new space to the program and continuing development through the pandemic and beyond
- Large concession development plan with many opportunities being released on a regular cadence into 2024

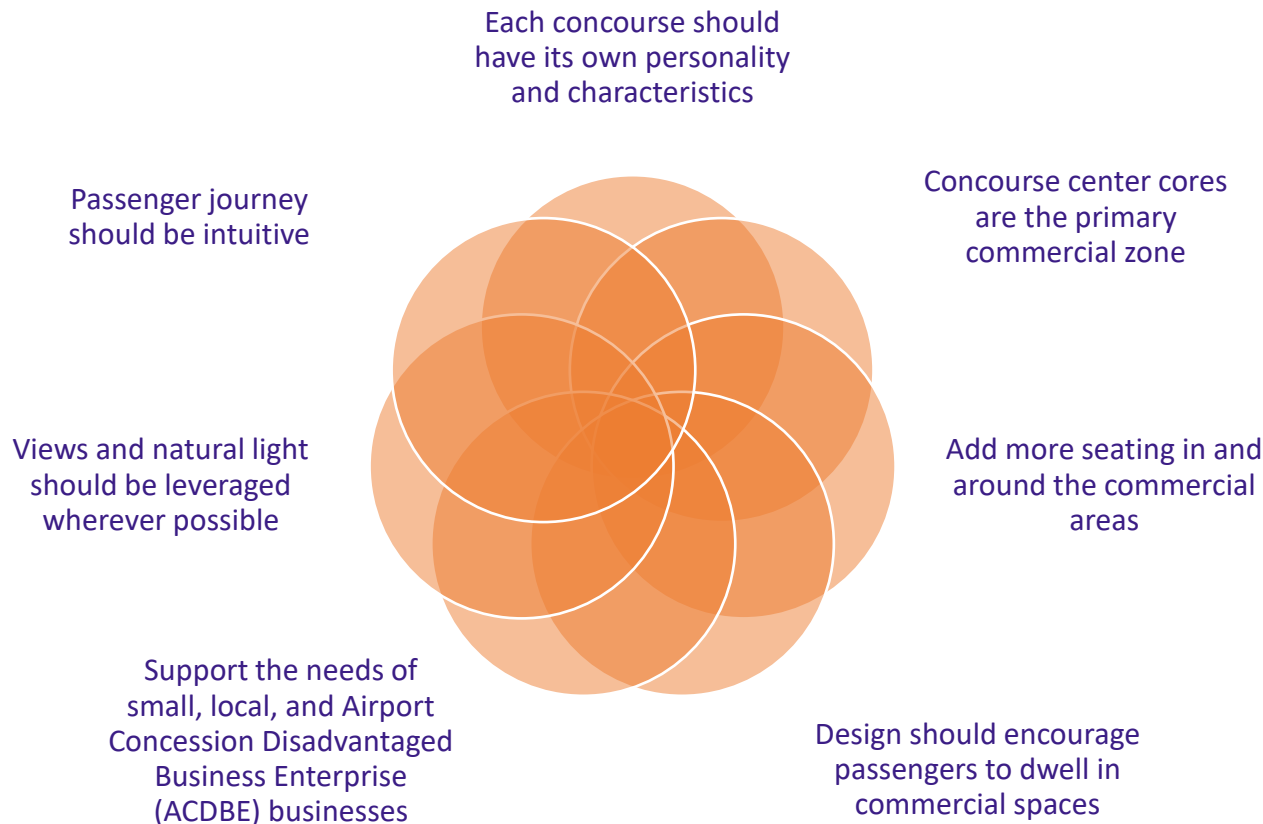
# A SOLID MASTER PLAN



- Continuing development through COVID positioned DEN to better meet guest needs
- The concessions masterplan withstood the massive changes in the industry
- Retained the same core planning principles
- Refreshed / updated passenger mix on each concourse



# CORE PLANNING PRINCIPLES





Short Dwell Time



Longer Dwell Time



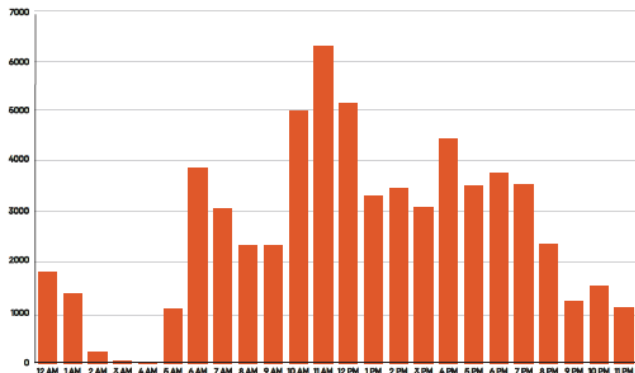
# CONCOURSE A PROFILE



- Most diverse concourse with 20 airlines
- Majority of DEN's international traffic
- Approximately 18M total passengers
- 12 gates added in A West Expansion
- Long operating day

## DEPARTING SEATS BY HOUR

CY 2022

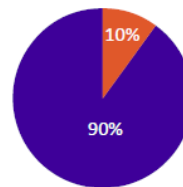


## ENPLANEMENTS

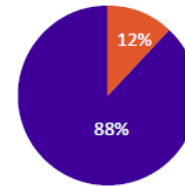
|             | CY 2019   | CY 2022   |
|-------------|-----------|-----------|
| Destination | 8,146,165 | 7,258,797 |
| Originating | 7,853,422 | 6,875,430 |
| Transfer    | 3,735,558 | 3,801,103 |

## ORIGINATING DOMESTIC AND INTERNATIONAL PASSENGERS

CY 2019



CY 2022



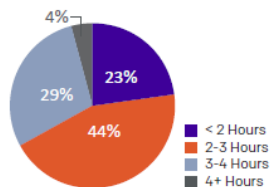
Domestic  
International

## FIRST ARRIVAL/LAST DEPARTURE

|           | FIRST      | LAST       |
|-----------|------------|------------|
| Departure | 12:01 a.m. | 11:59 p.m. |
| Arrival   | 4:00 a.m.  | 1:00 a.m.  |

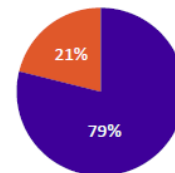
## FLIGHT DURATION IN HOURS

CY 2022



## % OD/TRANSFER

CY 2022



OD  
Transfers

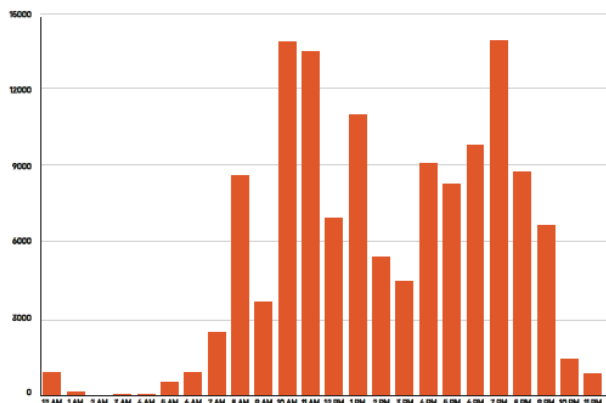
# CONCOURSE B PROFILE



- Used entirely by United
- High rate of transfer passengers
- Over 28M total passengers
- 11 gates total added on B West and East
- Multiple large peak banks during day

DEPARTING SEATS BY HOUR

CY 2022



ENPLANEMENTS

|             | CY 2019    | CY 2022    |
|-------------|------------|------------|
| Destination | 6,192,266  | 6,075,134  |
| Originating | 6,445,003  | 6,381,188  |
| Transfer    | 15,397,871 | 15,984,607 |

ORIGINATING DOMESTIC AND INTERNATIONAL PASSENGERS

CY 2019

CY 2022



FIRST ARRIVAL/LAST DEPARTURE

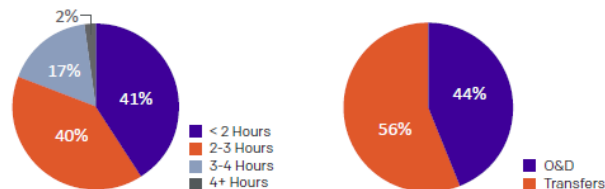
|           | FIRST     | LAST       |
|-----------|-----------|------------|
| Departure | 5:00 a.m. | 11:59 p.m. |
| Arrival   | 6:00 a.m. | 12:30 a.m. |

FLIGHT DURATION IN HOURS

CY 2022

% OD/TRANSFER

CY 2022



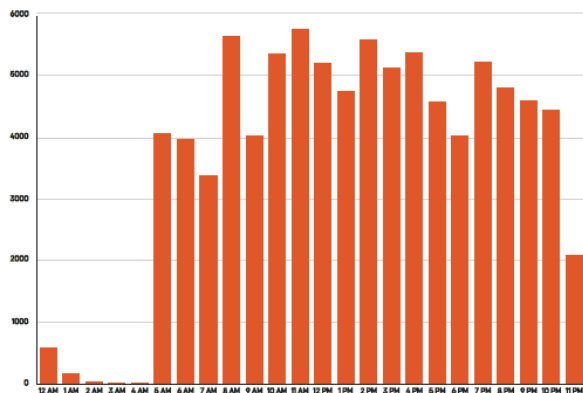
# CONCOURSE C PROFILE



- Primarily used by Southwest
- Substantial volume of transfer passengers
- Over 22M total passengers
- 16 gates added in C East Expansion
- Later large banks of departures

DEPARTING SEATS BY HOUR

CY 2022

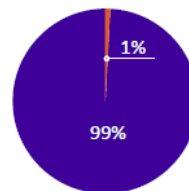


ENPLANEMENTS

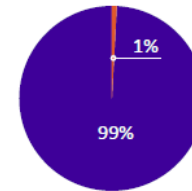
|             | CY 2019   | CY 2022   |
|-------------|-----------|-----------|
| Destination | 7,839,239 | 7,006,522 |
| Originating | 7,960,823 | 7,141,402 |
| Transfer    | 5,445,035 | 8,762,278 |

ORIGINATING DOMESTIC AND INTERNATIONAL PASSENGERS

CY 2019



CY 2022



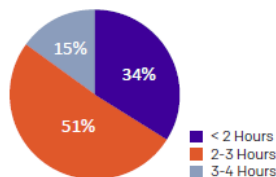
Domestic  
International

FIRST ARRIVAL/LAST DEPARTURE

|           | FIRST     | LAST       |
|-----------|-----------|------------|
| Departure | 5:00 a.m. | 11:00 p.m. |
| Arrival   | 6:00 a.m. | 1:55 a.m.  |

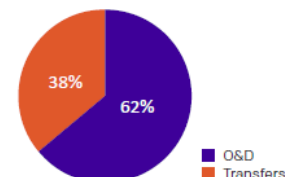
FLIGHT DURATION IN HOURS

CY 2022



% OD/TRANSFER

CY 2022

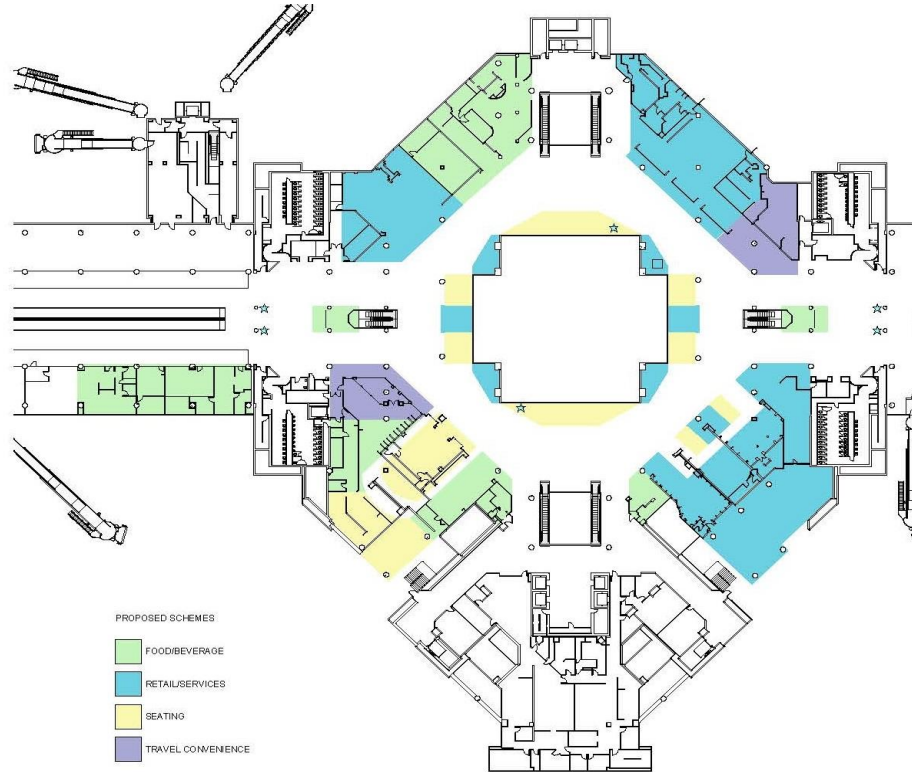


- Improving sightlines
- Supporting operational requirements
- Creating precincts and adjacencies
- Enabling more flexible use of space
- Providing additional incubation pathways for small and local businesses
- Adding seating in the center core
- Ensuring that we have sufficient commercial capacity for our future customer volumes
- Matching the commercial layout to the needs of our customers

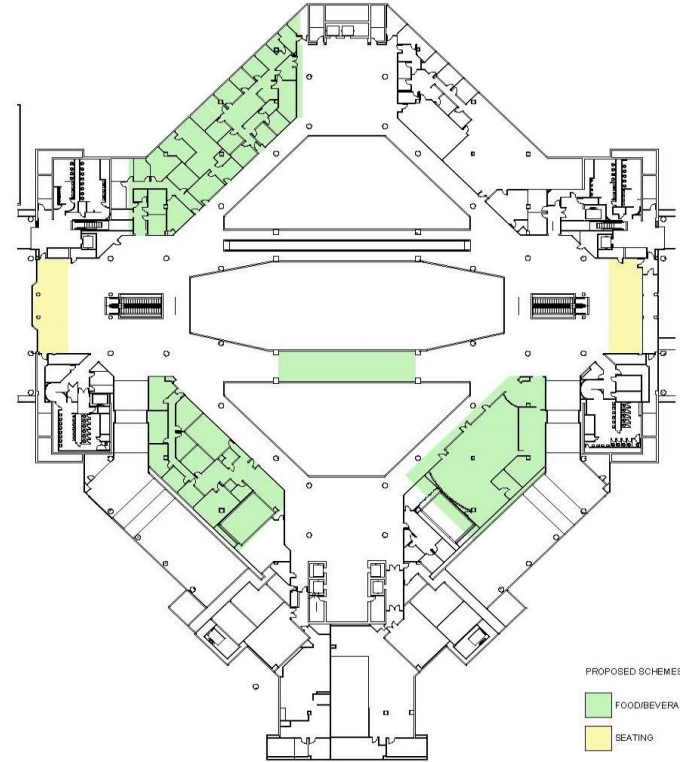
# CONCOURSE MASTER PLAN END STATE



## CENTER CORE EXAMPLE



CENTER CORE  
Concourse Level



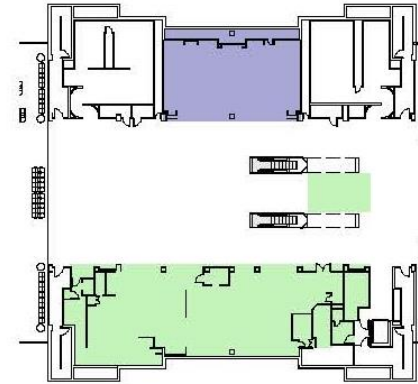
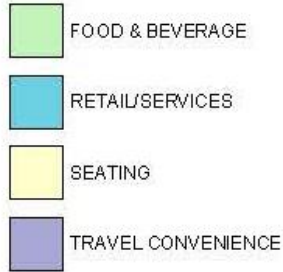
Mezzanine Level

# CONCOURSE MASTER PLAN END STATE

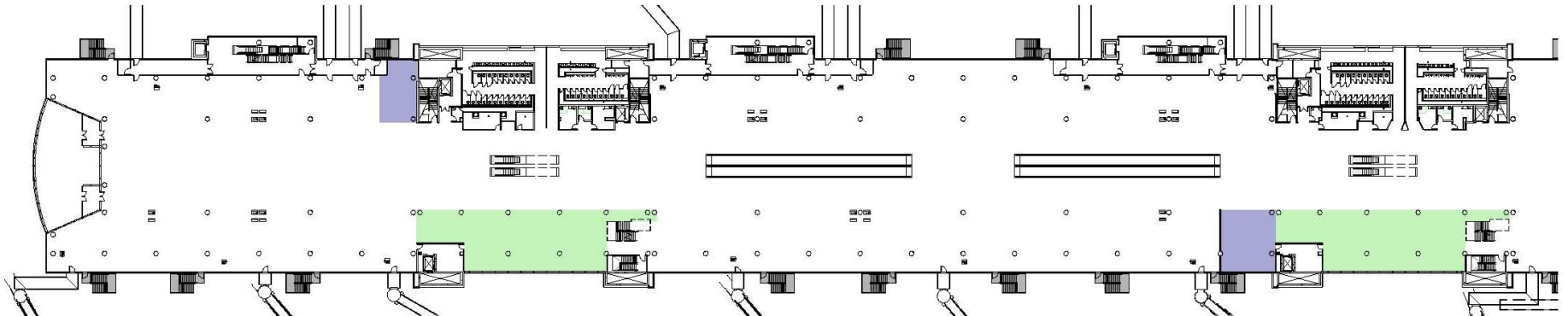


## SUBCORE EXAMPLE

Proposed Schemes



WEST SUBCORE



# PREMIUM VALUE CONCESSIONS OVERVIEW



# PREMIUM VALUE CONCESSION (PVC) OVERVIEW



- Premium Value Concession Program (PVC), started in 2012 and ended in 2022
- Created to encourage growth in concession revenues, drive contract compliance, and maintain high quality standards by way of awarding top 1/3 concessionaires for each category
- Concessionaires were required to participate and pay 1% of gross revenues to the Joint Marketing Fund, which funded the PVC program
- Concessionaires competed against similar concession concepts

- Program was managed through a third-party administrator
- Scoring
  - Program measurements: Sales, customer service, contract compliance
  - Three-year scoring period
  - Top 1/3 of minor merchandise category earn new contract agreement
- PVC Program has resulted in 49 contracts

# CONTRACTS FOR APPROVAL



- Contract No. 202368744 Concessions Planning International Consulting Services
- Contract No. 202368416 Executive Shine, Inc. – Concourse A, B & C Center Cores, Executive Shine
- Contract No. 202369789 DIA Juice, LLC – Concourse C West Subcore 1, Jamba Juice
- Contract No. 202369788 InMotion DEN-B, LLC – Concourse B Center Core, InMotion
- Contract No. 202369785 Genesco Inc. – Concourse B Center Core, Johnston & Murphy
- Contract No. 202369886 Lounge 5280, LLC – Concourse C Center Core, Chick-fil-A
- Contract No. 202369781 Stellar Partners, Inc. Concourse C Center Core, Out West
- Contract No. 202369876 Skyport Holdings, LLC – Concourse C West Subcore 1, Dunkin Donuts
- Contract No. 202369804 Skyport Holdings, LLC – Concourse A West Subcore 1, Pour La France

# CONTRACTS FOR APPROVAL CONT.



- Contract No. 202369816 Skyport Holdings, LLC – Concourse C East Subcore 1, Woody Creek Bakery
- Contract No. 202369884 ProServe Corporation – Concourse A Northwest Center Core, High Land Mercantile
- Contract No. 202369787 ProServe Corporation – Concourse A Southeast Center Core, Bodega DEN
- Contract No. 202369790 ProServe Corporation – Concourse B Northwest Center Core, High Land Mercantile
- Contract No. 202369777 ProServe Corporation – Concourse C Southeast Center Core, Bodega DEN
- Contract No. 202369779 Trugoy, Inc. – Concourse B Center Core, Starbucks
- Contract No. 202369049 Host-CTI DEN F&B II, LLC – Concourse B East Subcore 2, Cru Wine Bar
- Contract No. 202369812 Mission Yogurt, Inc. – Concourse B East Subcore 2, Einstein Bros Bagels

# CONCESSIONS PLANNING INTERNATIONAL OVERVIEW & CONTRACT FOR APPROVAL



- Concessions Planning International (CPI) engagement began in September 2018, sub-contracting under a DEN design and build contract to support DEN Concessions in developing a commercial/concession management strategy.
- Master planning process developed pre-Covid with CPI consulting expertise is delivering returns in both customer experience and commercial income.
- Continue CPI's work to promote DEN's concessions master plan on the national and international stage, building a robust Request For Proposal program that embraces DEN's Vision 100.
- Requesting procurement for continuity of services to ensure the team's agility and program relevance in a fast-changing environment.



- Executive Order 8 - Providing continuity of service
- Expenditure contract value \$979,000
- Three-year term

# APPENDIX PREMIUM VALUE CONCESSION CONTRACTS



- Executive Shine, Inc. will provide shoeshine services for 5 years.
- Executive Shine, Inc. will design and re-build five shoeshine concepts in their existing locations.
- There are five locations across three concourses totaling 360 square feet:
  - Concourse A, east center core 64 square feet
  - Concourse A, west center core 64 square feet
  - Concourse B, east center core 84 square feet
  - Concourse B, west center core 84 square feet
  - Concourse C, east center core 64 square feet
- Executive Shine, Inc. is a self-performing ACDBE at a 100% Ownership.
- Executive Shine, Inc. is committed to 100% ACDBE goal and DSBO has determined that M/WBE Goals are not applicable to this contract.
- \$24,000 (MAG) per year rent to the airport or;
  - 12% of Gross Receipts

- DIA Juice, LLC, will provide food and beverage services for 7 years.
- This location is a Food & Beverage concession totaling 639.1 square feet located on the westside of the C Concourse, Subcore 1, in their current Jamba Juice space.
  - DIA Juice will design, build, and manage a Jamba Juice in this location.
- DIA Juice, LLC, is a joint venture between Skyport Hospitality, LLC (60% Ownership), JAF Concessions, LLC (40% ACDBE Ownership).
- DIA Juice, LLC has committed to a 40% ACDBE and 25% M/WBE goal
- \$272,213.00 (MAG) per year rent to the airport or;
  - 16% of gross receipts per year for Food & Beverage sales

- InMotion DEN-B, LLC will provide retail services for 5 years.
- This location is a Retail concession totaling to 382.5 square feet located on the northwest quad of the B Concourse, Center Core, in their current InMotion space.
  - InMotion DEN-B, LLC., will design, build, and manage an InMotion in this location.
- InMotion DEN-B, LLC is a joint venture between The Marshall Retail Group, LLC (72% Ownership), Pastorelle Marketing Group (28% ACDBE Ownership).
- InMotion DEN-B, LLC has committed to a 27.3% ACDBE and 25% M/WBE goal
- \$263,000.00 (MAG) per year rent to the airport or;
  - 11% of gross receipts per year for Apple Retail sales
  - 16.5% of gross receipts per year for non-Apple Retail sales

- Genesco, Inc., will provide retail services for 7 years.
- This location is a Retail concession totaling 1,314 square feet located on the southeast quad of the B Concourse, Center Core, in the current Topo Designs space.
  - Genesco Inc., will design, build, and manage a Johnston & Murphy concept in this location.
- Genesco, Inc. Joint Venture #12, is a joint venture between Genesco Inc. (72% Ownership) and Corliss Stone-Littles, LLC (28% ACDBE Ownership).
- Genesco, Inc., has committed to a 27.3% ACDBE and 25% M/WBE goal
- \$240,000.00 (MAG) per year rent to the airport or;
  - 15.5% of gross receipts per year for Retail sales

- Lounge 5280, LLC, will provide food and beverage services for 7 years.
- This location is a Food & Beverage concession totaling 2,118.9 square feet on the southeast quad of the C Concourse, Center Core, in the current Peak News location.
  - Lounge 5280, LLC will design, build, and manage a Chick-fil-A concept in this location.
- Lounge 5280, LLC is a joint venture between Dennis Deslongchamp (60% Ownership), Airport Hospitality Services, LLC (40% ACDBE Ownership).
- Lounge 5280, LLC has committed to a 30.8% ACDBE and 25% M/WBE goal
- \$894,413.00 (MAG) per year rent to the airport or;
  - 16% of gross receipts per year for Food & Beverage sales

- Stellar Partners, Inc. will provide retail services for 7 years.
- This location is Retail concession totaling 1,289.6 square feet located on the southeast quad of C Concourse, Center Core, in the current Body Shop space.
  - Stellar Partners, Inc. will design, build and manage an Out West in this location.
- Stellar DOC1 DCGG DEN, LLC. is a joint venture between Stellar Partners, Inc. (72.7% Ownership), DCGG Garrett, LLC, (13.65% ACDBE Ownership) and Doc 1 Solutions (13.65% ACDBE Ownership).
- Stellar Partners, Inc. has committed to a 27.3% ACDBE and 25% M/WBE goal
- \$290,000.00 (MAG) per year rent to the airport or;
  - 15.5 % of gross receipts per year for Retail sales

- Skyport Holdings, LLC will provide food and beverage services for 7 years.
- This location is a Food & Beverage concession totaling 603 square feet located on the west side of the C Concourse, Subcore 1, in their current Caribou Coffee space.
  - Skyport Holdings, LLC will design, build, and manage a Dunkin Donuts in this location.
- Skyport Holdings, LLC is a joint venture between Skyport Hospitality, LLC (50% Ownership), Concessions of a Gladman, LLC (50% ACDBE Ownership).
- Skyport Holdings, LLC has committed to a 30.8% ACDBE and 25% M/WBE goal
- \$233,325.00 (MAG) per year rent to the airport or;
  - 16% of gross receipts per year for Food & Beverage sales

- Skyport Holdings, LLC will provide food and beverage services for 10 years.
- This location is a Food & Beverage concession totaling 4,345.4 square feet located on the west side of the A Concourse, Subcore 1, in the current Quiznos/Blue Sky Bar/Lavazza space.
  - Skyport Holdings, LLC, will design, build, and manage a Pour La France in this location.
- Skyport Holdings, LLC is a joint venture between Skyport Hospitality, LLC (50% Ownership), Concessions of a Gladman, LLC (50% ACDBE Ownership).
- Skyport Holdings, LLC has committed to a 30.8% ACDBE and 25% M/WBE goal
- \$1,260,423.00 (MAG) per year rent to the airport or;
  - 16% of gross receipts per year for Food & Beverage sales
  - 18% of gross receipts per year for Alcohol sales



- Skyport Holdings, LLC will provide food and beverage services for 7 years.
- This location is a Food & Beverage concession totaling 1,586 square feet located on the east side of the C Concourse, Subcore 1, in their current Woody Creek Bakery space.
  - Skyport Holdings, LLC, will design, build, and manage a Woody Creek Bakery in this location.
- Skyport Holdings, LLC is a joint venture between Skyport Hospitality, LLC (50% Ownership), Concessions of a Gladman, LLC (50% ACDBE Ownership).
- Skyport Holdings, LLC has committed to a 30.8% ACDBE and 25% M/WBE goal
- \$492,575.00 (MAG) per year rent to the airport or;
  - 16% of gross receipts per year for Food & Beverage sales

- ProServe Corporation will provide travel convenience services for 7 years.
- This location is a travel convenience concession totaling 936.3 square feet located on the northwest side of the A Concourse Center Core, in the mailbox, ATM, and DPD space.
  - ProServe Corporation, will design, build, and manage a new travel convenience concept, High Land Mercantile.
- ProServe Corporation is a self-performing ACDBE at a 100% Ownership.
- ProServe Corporation has committed to a 27.3% ACDBE and 25% MWBE goal.
- \$237,660.00 (MAG) per year rent to the airport or;
  - 17% of gross receipts per year for Retail sales

- ProServe Corporation will provide travel convenience services for 7 years.
- This location is a travel convenience concession totaling 1,057.2 square feet located on the southeast side of the A Concourse, Center Core, in the current Peak News location.
  - ProServe Corporation, will design, build, and manage a new travel convenience concept, Bodega DEN.
- ProServe Corporation is a self-performing ACDBE at a 100% Ownership.
- ProServe Corporation has committed to a 27.3% ACDBE and 25% MWBE goal.
- \$403,920.00 (MAG) per year rent to the airport or;
  - 17% of gross receipts per year for Retail sales

- ProServe Corporation will provide travel convenience services for 7 years.
- This location is a travel convenience concession totaling 1,393 square feet located on the northwest side of the B Concourse Center Core, in the current Peak News space.
  - ProServe Corporation, will design, build, and manage a new travel convenience concept, High Land Mercantile.
- ProServe Corporation is a self-performing ACDBE at a 100% Ownership.
- ProServe Corporation has committed to a 27.3% ACDBE and 25% MWBE goal.
- \$454,920.00 (MAG) per year rent to the airport or;
  - 17% of gross receipts per year for Retail sales

- ProServe Corporation will provide travel convenience services for 7 years.
- This location is a travel convenience concession totaling 1,347.6 square feet located on the southeast side of the C Concourse, Center Core, in the current Out West space.
  - ProServe Corporation, will design, build, and manage a new travel convenience concept, Bodega DEN.
- ProServe Corporation is a self-performing ACDBE at a 100% Ownership.
- ProServe Corporation has committed to a 27.3% ACDBE and 25% MWBE goal.
- \$399,840.00 (MAG) per year rent to the airport or;
  - 17% of gross receipts per year for Retail sales

- Trugoy, Inc. will provide food and beverage services for 7 years
- This location is a Food & Beverage Specialty Coffee concession totaling 1,011.1 square feet located on the northwest quad of the B Concourse Center Core, in the current Money Exchange and Paramedics Office space.
  - Trugoy, Inc., will design, build, and manage a Starbucks Coffee in this location.
- Trugoy, Inc., is a self-performing ACDBE at a 100% Ownership
- Trugoy, Inc., has committed to a 30.8% ACDBE and 25% M/WBE goal
- \$529,125 (MAG) per year rent to the airport or;
  - 16.5% of gross receipts per year for Food & Beverage sales

- Host-CTI DEN F&B II, LLC., will provide food and beverage services for 7 years.
- This location is a Food & Beverage Wine Bar concession totaling 863 square feet located on the west side of the B Concourse, Subcore 2, in their current Cru Wine Bar space.
  - Host-CTI DEN F&B II, LLC., will design, build, and manage a Cru Wine Bar in this location.
- Host-CTI DEN F&B II, LLC., is a joint venture between Host International, Inc., (67% Ownership) and Civil Technology, Inc., (33% ACDBE Ownership).
- Host-CTI DEN F&B II, LLC., has committed to a 30.8% ACDBE and 25% M/WBE goal
- \$384,554.00 (MAG) per year rent to the airport or;
  - 16% of gross receipts per year for Food & Beverage sales
  - 18% of gross receipts per year for Alcohol sales

- Mission Yogurt, Inc., will provide food and beverage services for 7 years.
- This location is a Food & Beverage Quick Serve Restaurant concession totaling 1,833 square feet located on the West side of the B Concourse, Subcore 2, in their current Sara Lee Sandwich Shoppe space.
  - Mission Yogurt, Inc., will design, build, and manage an Einstein Bros Bagels in this location.
- Mission Yogurt, Inc., is an 100% ownership participation.
- Mission Yogurt, Inc., has committed to a 30.8% ACDBE and 25% M/WBE goal
- \$450,000.00 (MAG) per year rent to the airport or;
  - 16% of gross receipts per year for Food & Beverage sales
  - 18% of gross receipts per year for Alcohol sales

# CITY COUNCIL REQUEST



- Approve Concession Planning International Contract
- Approve 16 Premium Value Concession Contracts

| <u>Resolution No.</u> | <u>Contract No.</u> | <u>Description</u>                                                             |
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| 23-1541               | 202369049           | Host-CTI DEN F&B II, LLC – Concourse B East Subcore 2, Cru Wine Bar            |
| 23-1542               | 202369777           | ProServe Corporation – Concourse C Southeast Center Core, Bodega DEN           |
| 23-1543               | 202368416           | Executive Shine, Inc. – Concourse A, B & C Center Cores, Executive Shine       |
| 23-1544               | 202369779           | Trugoy, Inc. – Concourse B Center Core, Starbucks                              |
| 23-1545               | 202369785           | Genesco Inc. – Concourse B Center Core, Johnston & Murphy                      |
| 23-1546               | 202369787           | ProServe Corporation – Concourse A Southeast Center Core, Bodega DEN           |
| 23-1547               | 202369816           | Skyport Holdings, LLC – Concourse C East Subcore 1, Woody Creek Bakery         |
| 23-1548               | 202369804           | Skyport Holdings, LLC – Concourse A West Subcore 1, Pour La France             |
| 23-1549               | 202369876           | Skyport Holdings, LLC – Concourse C West Subcore 1, Dunkin Donuts              |
| 23-1550               | 202369790           | ProServe Corporation – Concourse B Northwest Center Core, High Land Mercantile |
| 23-1551               | 202369781           | Stellar Partners, Inc. Concourse C Center Core, Out West                       |
| 23-1552               | 202369884           | ProServe Corporation – Concourse A Northwest Center Core, High Land Mercantile |
| 23-1553               | 202369812           | Mission Yogurt, Inc. – Concourse B East Subcore 2, Einstein Bros Bagels        |
| 23-1554               | 202369886           | Lounge 5280, LLC – Concourse C Center Core, Chick-fil-A                        |
| 23-1555               | 202369788           | InMotion DEN-B, LLC – Concourse B Center Core, InMotion                        |
| 23-1556               | 202369789           | DIA Juice, LLC – Concourse C West Subcore 1, Jamba Juice                       |

# THANK YOU!

