



GREAT HALL PROJECT UPDATE

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- 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

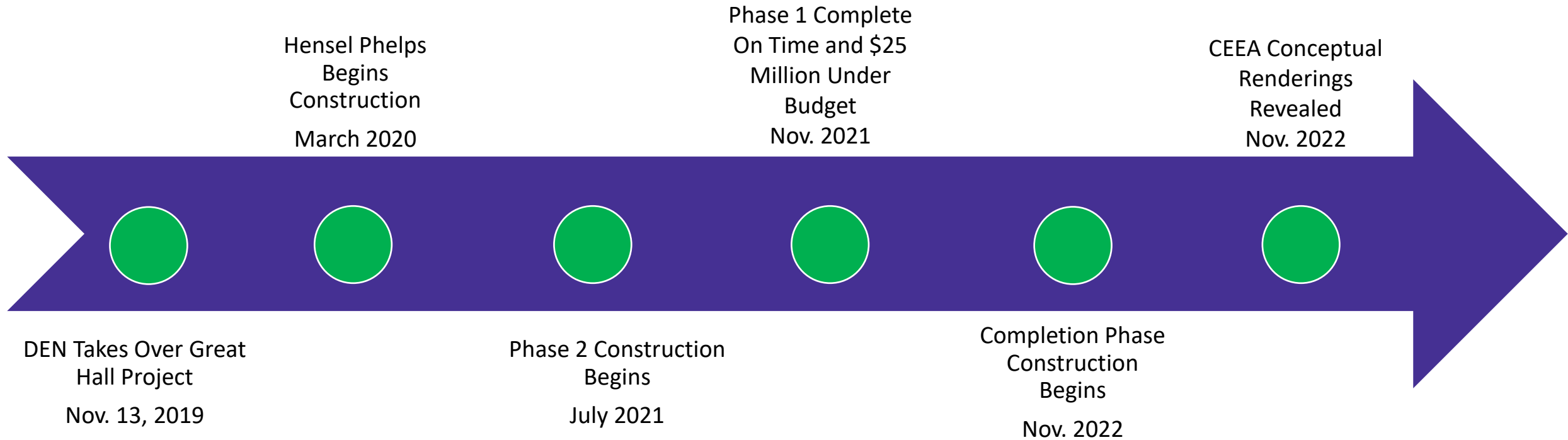
GREAT HALL PROJECT OVERVIEW



- 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

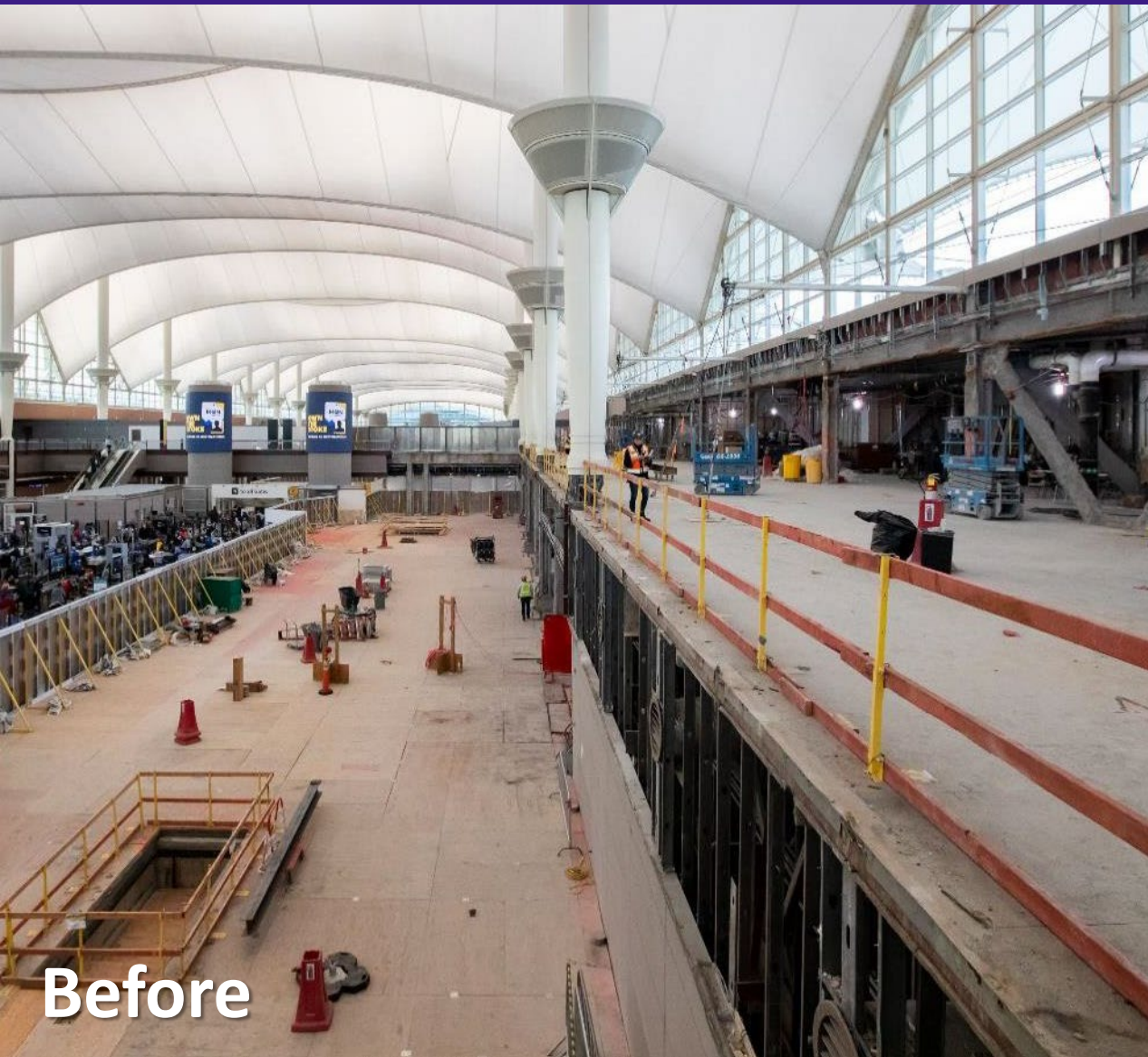


Before



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



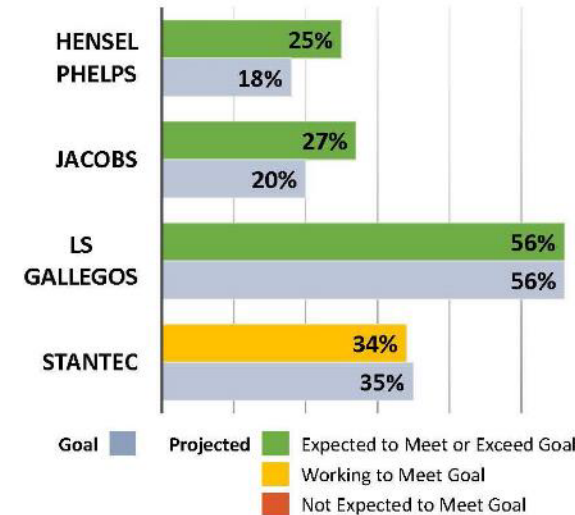
METRICS

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 Total	\$770.0M	\$608.2M	\$751.8M	79.0%
Completion Phase	\$1.3B	\$30.5M	\$1.3B	2.3%
Program Total	\$2.1B	\$638.7M	\$2.1B	30.9%

* Former Developer Costs

M/WBE PARTICIPATION



WORKFORCE PROGRAM



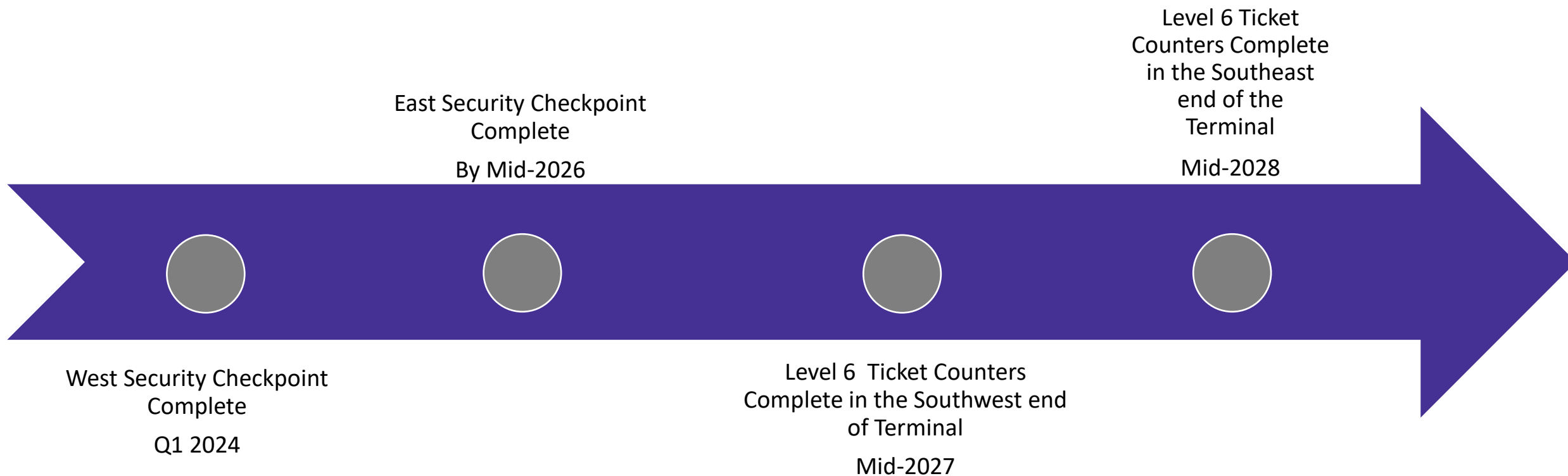
SAFETY PERFORMANCE



*Estimate at Completion (EAC)

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

UPCOMING MILESTONES



- 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?

