



AGENCY OVERVIEW: DENVER INTERNATIONAL AIRPORT

August 16, 2023

Phil Washington, Chief Executive Officer



DEN OVERVIEW



- Third-busiest airport in the world based on 2022 annual passenger traffic
- Second-largest airport in the world – 53 square miles
- Six runways with room to expand to 12 runways
- Total number of gates: 148 narrow-body contact gates and 13 apron-load positions
- Major hub for three large airlines: United, Southwest, and Frontier



DEN BY THE NUMBERS



23

Airlines

200+

Nonstop destinations

25+

International destinations serving

15

Countries



Roughly
1,200 companies

working at DEN

Approximately

37,000+ employees



Colorado's largest economic engine

\$33 billion annually

3RD-BUSIEST AIRPORT IN THE WORLD (2022 ACI)

PASSENGERS

69 million
2019

33.7 million
2020

58.8 million
2021

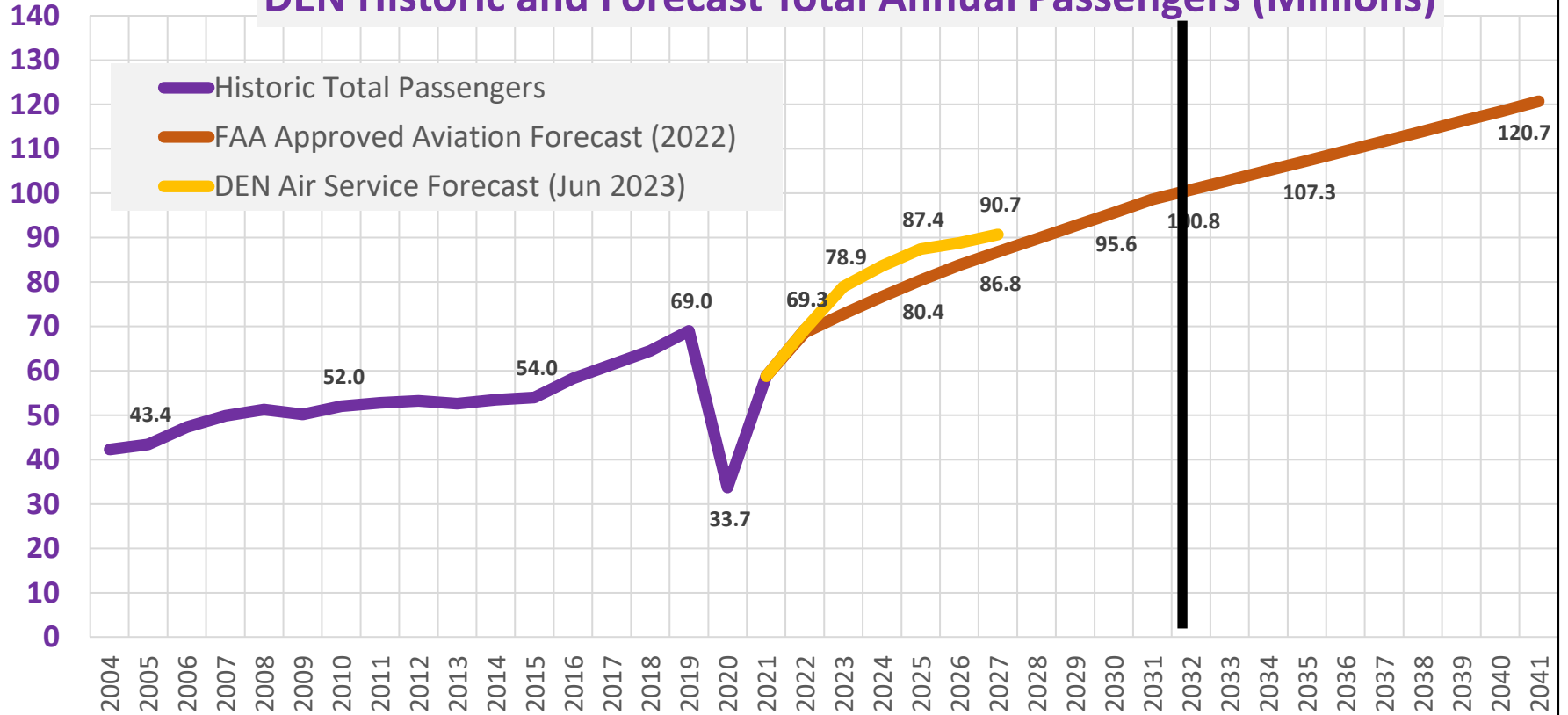
69.3 million
2022

SPRINK

PROJECTED PASSENGER TRAFFIC



DEN Historic and Forecast Total Annual Passengers (Millions)



DEN'S UNIQUE ROLE



- Self-sustaining, government-owned enterprise
 - Authorized to issue its own revenue bonds
- Financed by airline and non-airline revenues
 - Revenue uses limited by FAA rules
- No taxpayer support, no general fund money used
- Pays the City general fund about \$79 million annually for shared services used



MISSION, VISION, STRATEGIC PLAN



- Mission: To Provide Excellence in Service and Support
- Vision: Prepare DEN to serve 100 million annual passengers
- Strategic Plan: Operation 2045, Phase 1 = Vision 100





DEN's strategic plan to accomplish what's necessary to serve 100 million passengers is only the first phase of a larger need



DEN will turn 50 years old in 2045 and with that comes an even greater need to maintain our existing assets while being able to further grow to accommodate **120+ million passengers.**

We WILL lay the foundation for the needed infrastructure expansion work to prepare DEN to successfully reach its half-century mark.

VISION 100 AND OPERATION 2045



Phase I



DEN's strategic plan to effectively serve 100 million passengers

1995
50 MAP

2027
100 MAP

2022
69.3M

2032
100M*

*FAA approved projection

Phase II



DEN will turn 50 years old requiring an even greater emphasis on maintenance and expanded infrastructure to serve 120+ million passengers

2027
100 MAP

2045
120+ MAP

2045
120+M



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



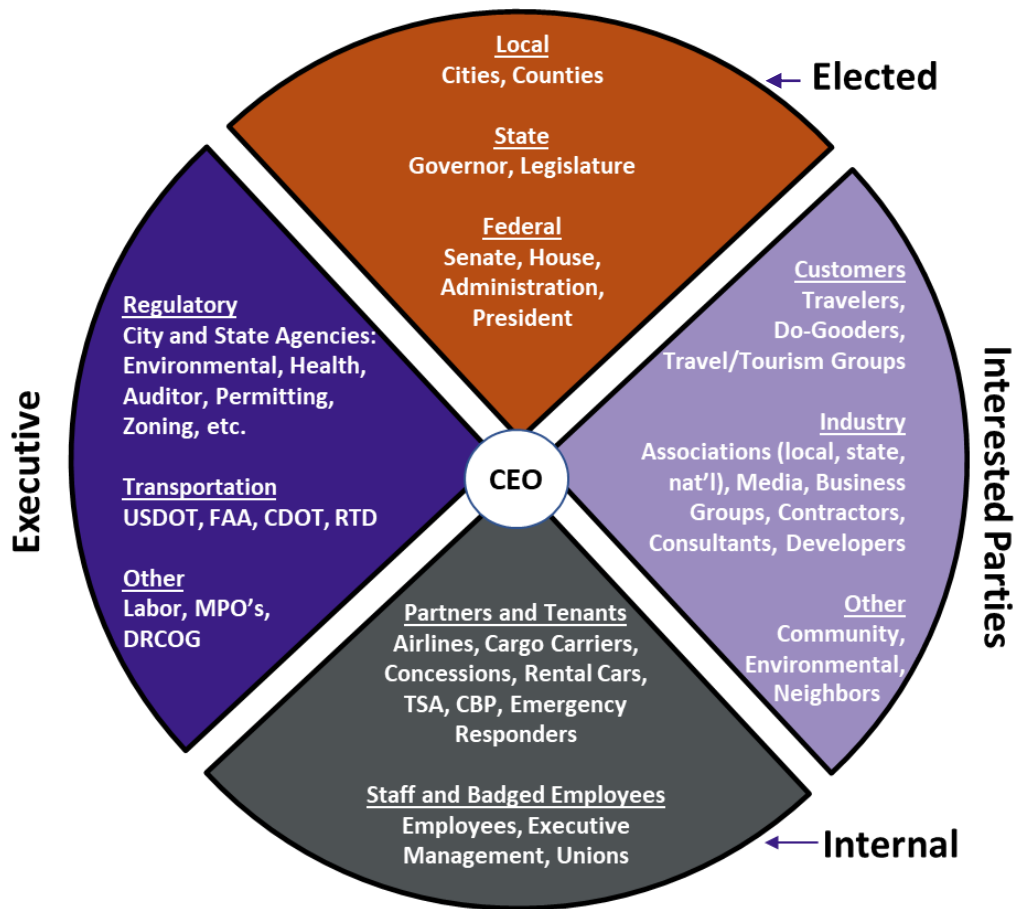
EXPANDING OUR GLOBAL CONNECTIONS

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

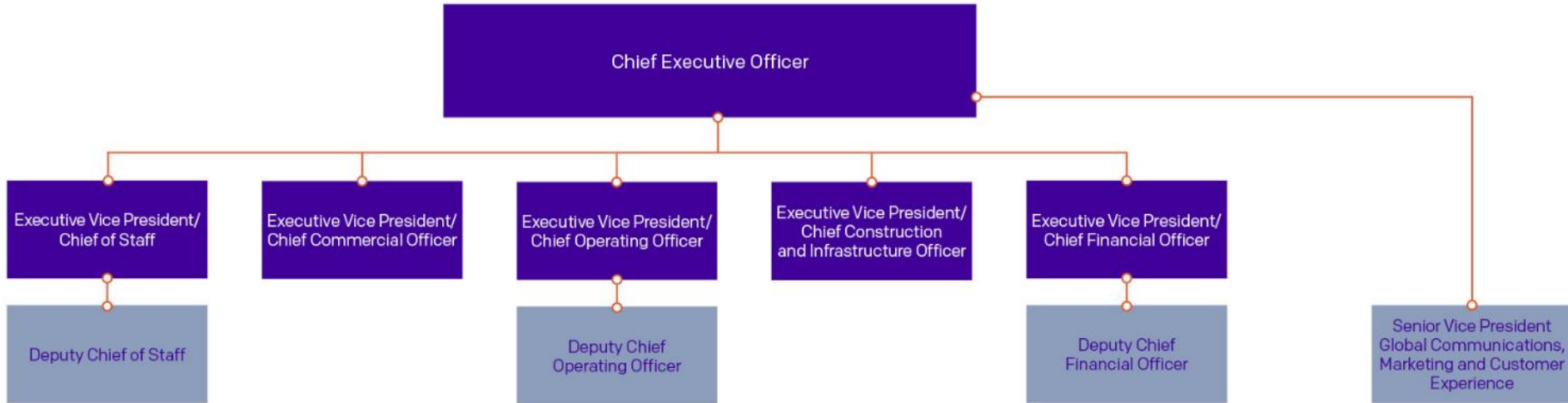
CURRENT MAJOR PROJECTS

- Great Hall Project
 - Phase 1 – Completed on time and \$25M under budget
 - Phase 2 – 77% complete and on track to open ahead of schedule in February 2024
 - TSA Memorandum of Understanding (>\$30M)
 - Completion Phase – Finalizing designs and construction is underway and 7% complete
- Gate Expansion Project
- A East Ground Load
- Echo Echo Taxiway
- Baggage System Upgrades

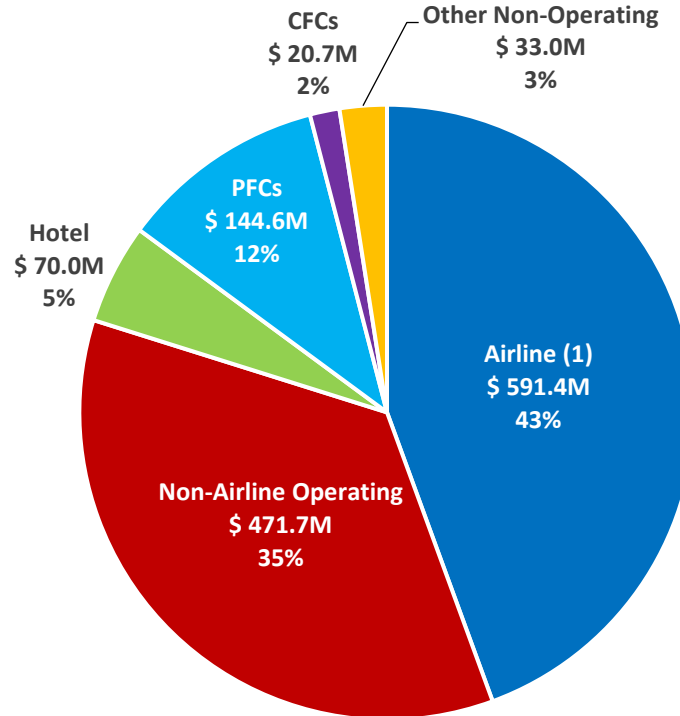
STAKEHOLDER WHEEL



ORGANIZATIONAL STRUCTURE

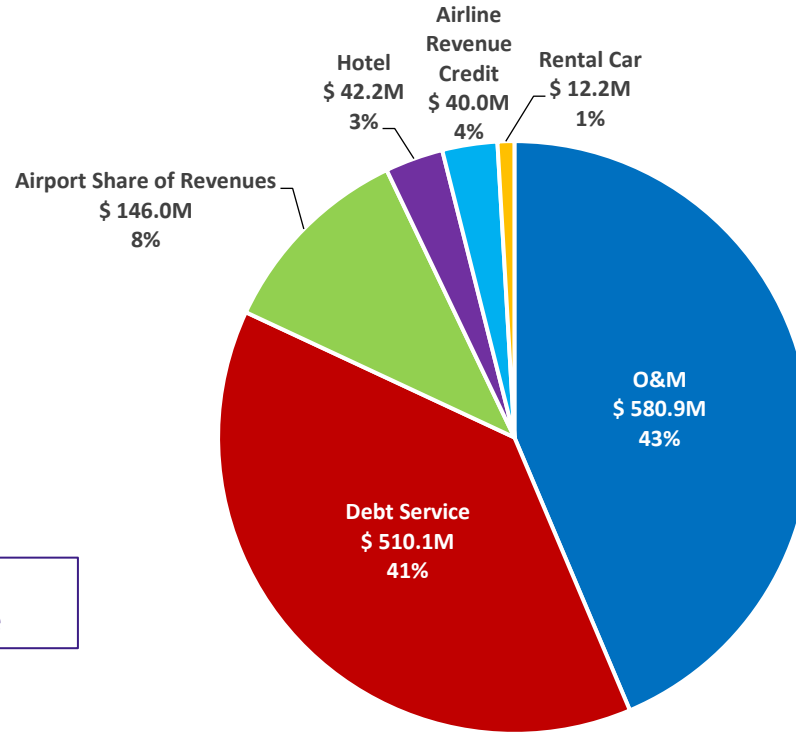


2023 DEN Revenue Sources \$1.33B



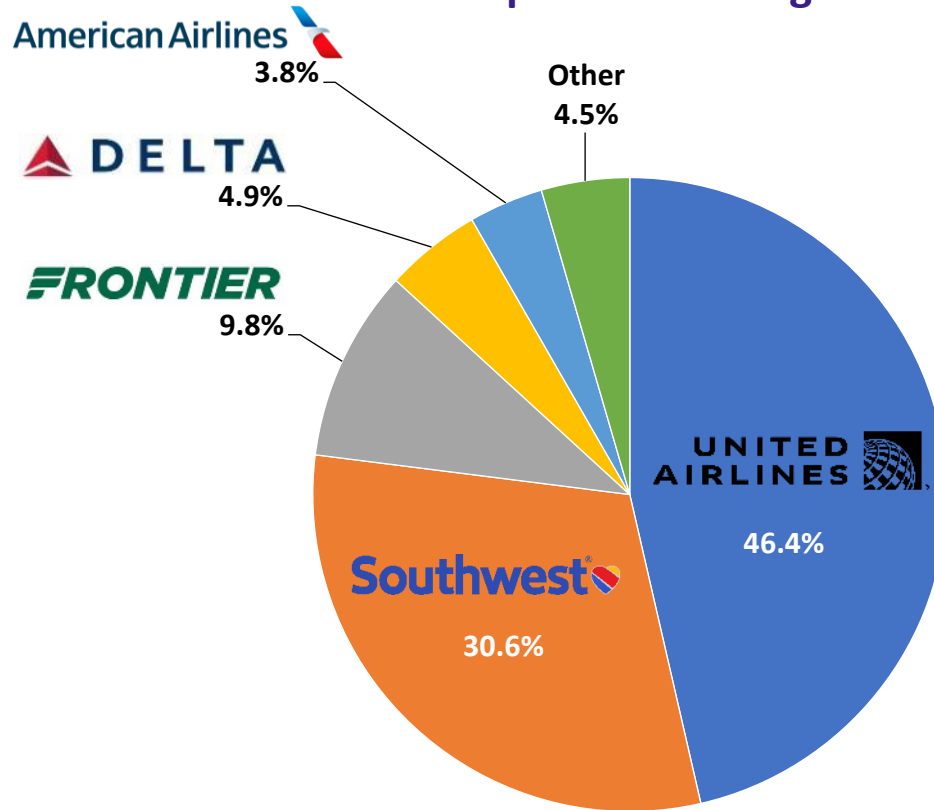
Legend:
CFC: Customer Facility Charges
PFC: Passenger Facility Charges

2023 DEN Revenue Uses \$1.33B



Legend:
O&M: Operations and Maintenance

2022 Enplaned Passenger Market Share





841
DAYS
LIQUIDITY
(DAYS CASH ON HAND)



199%
DEBT SERVICE
COVERAGE

Based on actual year-end audited financial information.



\$10.65
AIRLINE COST
PER ENPLANED
PASSENGER

7 New international carriers



17 New international cities



Zero discrepancies on last 5 of 6 FAA Part 139 annual inspections



New restaurants

DEN's first time in the AA range

by all three Rating Agencies (Fitch, Moody's, S&P) 2022



Revitalizing the economy

creating access to national and international markets



DEN Westin

opened 2015



RTD A-Line

Service began 2016



Opened a gateway to Asia

with nonstop service to Tokyo 2013

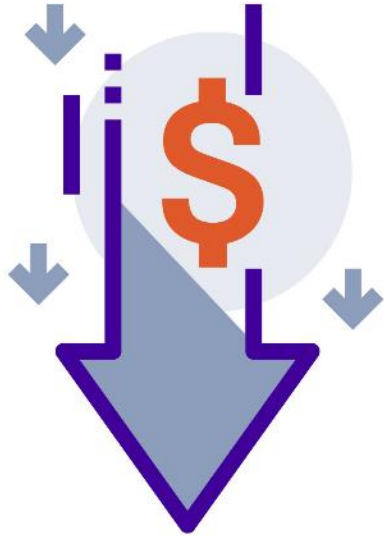


Expanded all 3 concourses

2022

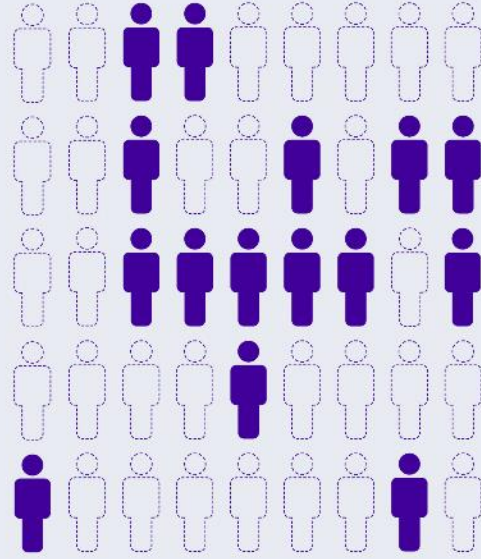
44

new gates



SMALLEST CIP PROGRAM

among top five busiest U.S. airports



AVIATION STAFFING LEVELS

will continue to be a challenge



GROWING GLOBAL PRESENCE

requires local support and flexibility

THANK YOU!

