

2009 ARN Revenue Conference & Exhibition

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Denver International Airport





Maximizing the Value of Your Assets

- ◆ Overview of Denver International Airport
- ◆ Key considerations for revenue development
- ◆ Examples from Denver



Denver's Strategic Location



 DENVER INTERNATIONAL AIRPORT



Denver International Airport: Fast Facts

- ◆ Size: **34,000 acres (53 square)**
- ◆ Runways: **Five 12,000 feet, One 16,000 feet**
12 total runways at complete build-out
- ◆ Capacity: **50 million passengers per year**
110 million passengers at complete build-out
- ◆ Passenger Facilities: **1 Terminal, 3 Concourses (~5.5M square ft)**
2 terminals and 5 concourses at build-out
- ◆ Gates: **95 with loading bridges, 62 regional aircraft positions**
- ◆ Passengers: **57% originate in Denver, 43% connect through Denver**
- ◆ Annual Economic Impact: **\$22B (2008)**
- ◆ Employment: **More than 31,000 active badges**



Denver's Traffic Ranking

World Rankings YE October 2008

Rank	Airport	YE Oct 2008 Passengers
1	Atlanta	90,113,202
2	Chicago O'Hare	71,371,506
3	London/Heathrow	67,420,680
4	Tokyo/Haneda	67,327,726
5	Paris/DeGualle	61,142,573
6	Los Angeles	60,487,642
7	Dallas/Ft. Worth	57,818,311
8	Beijing	54,153,150
9	Frankfurt	53,972,474
10	Madrid	51,935,863
11	Denver	51,431,045
12	Hong Kong	48,343,000
13	New York/JFK	48,170,929
14	Amsterdam	47,820,140
15	Las Vegas	45,153,580

U.S. Rankings YE October 2008

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1	Atlanta	90,113,202
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4	Dallas/Fort Worth	57,818,311
5	Denver	51,431,045
6	New York/JFK	48,170,929
7	Las Vegas	45,153,580
8	Houston/Intercontinental	42,270,588
9	Phoenix	40,392,735
10	San Francisco	37,534,742
11	Orlando	36,237,135
12	Newark	35,814,290
13	Detroit	35,584,974
14	Charlotte	34,572,822
15	Minneapolis	34,562,822

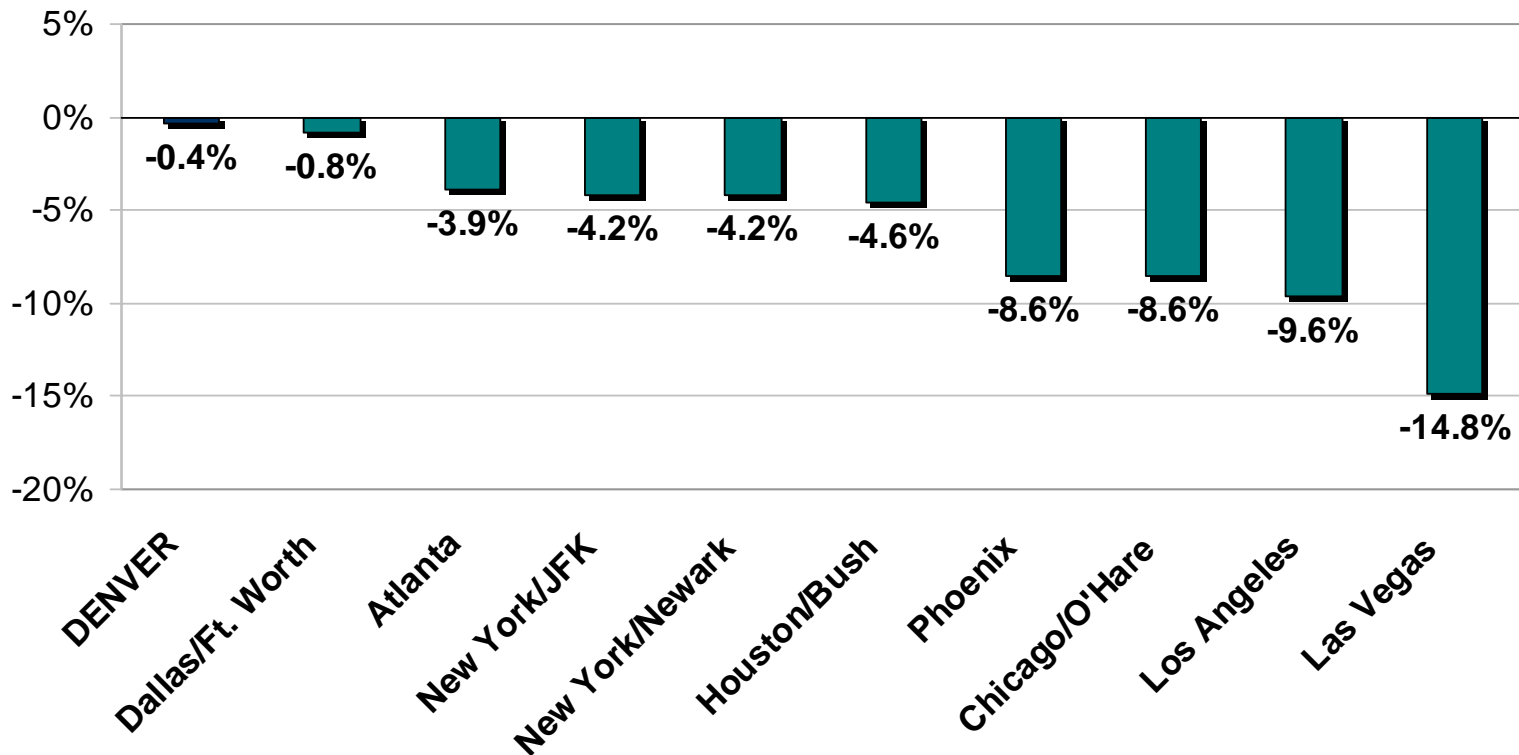
Source: Airports Council International





Denver's Capacity

Percent Change in Seat Departures
March 2009 vs. March 2008



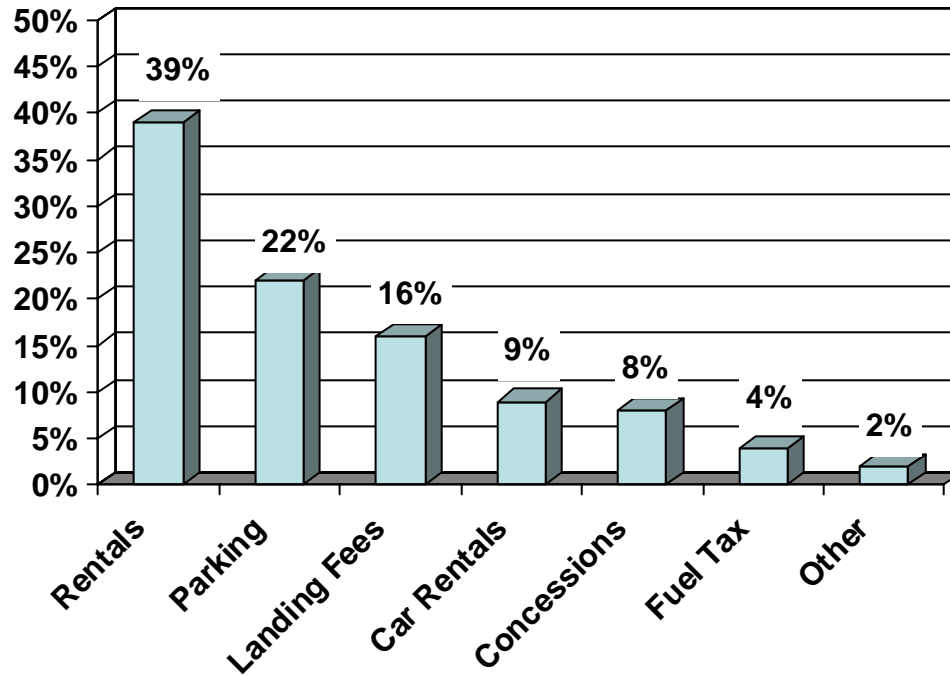
Source: Official Airline Guide (OAG) Schedule Tapes





Denver's Sources of Revenue

Denver International Airport 2007 Operating Revenues
As Percent of Operating Revenues



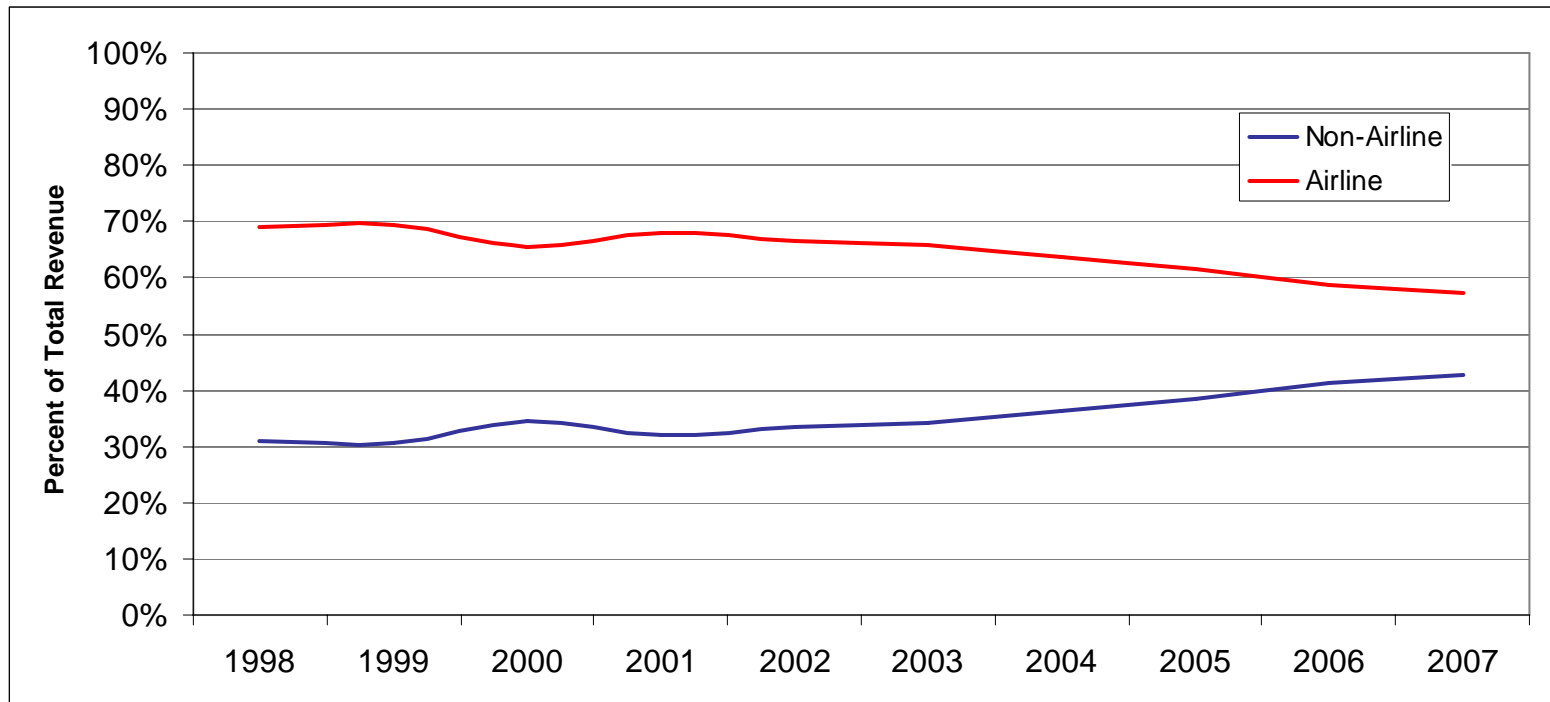
Source: Denver International Airport 2007 Financial Report





Denver's Non-Airline Revenue

Denver International Airport Sources of Revenue
1998 – 2007



Source: Denver International Airport 2007 Financial Report





Keys for Developing Revenue





Create a Vision and Set Goals

Goals of the Denver International Airport Concessions Program

- 1. Respond to customer needs and provide value and great customer service in everything we do**
- 2. Maximize our non-airline revenue consistent with our obligation to our airline partners based on ongoing customer research and feedback**
- 3. Maximize small and local business and ACDBE opportunities through our direct and competitive leasing approach**
- 4. Keep our program fresh and dynamic by introducing new concepts and services**
- 5. Implement Concession Design Standards to create an engaging environment**
- 6. Attract the best local, regional and national food and beverage and retail concepts and tenants**
- 7. Create and maintain a vibrant first-class concession program offering a range of quality food and beverage, retail and services in a branded environment, with particular emphasis on local, regional and national brands**



Know Your Assets

What assets does an airport control?

- ◆ Traditional Assets
 - Terminal space
 - Raw land
 - Location
 - Strong market for aviation-related goods and services

- ◆ Non-Traditional Assets
 - Natural resources
 - Non-aviation market



Know Your Customer

Who are potential airport customers?

- ◆ Passengers
- ◆ Employees
- ◆ Meeters and Greeters
- ◆ Freight Handlers and Forwarders
- ◆ Surrounding Community



Know Your Constraints and Limitations

What impacts an airport's ability to develop revenues?

- ◆ Future aeronautical needs
- ◆ Legal agreements
- ◆ Structure of regional economy
- ◆ Entrenched carriers and market share



Competitive Analysis

Who are competitors of an airport?

- ◆ Other airports
- ◆ Local retail centers
- ◆ Local developers with real estate assets close to the airport
- ◆ National market
- ◆ Market segments



Business Plan

What type of performance do we expect?

- ◆ Concept definition
- ◆ Expected financial performance
- ◆ Return to the airport
- ◆ Compatibility with broader development plan



Stakeholder Input

Who could have important information to inform our plans?

- ◆ Existing businesses and operators
- ◆ Customers
- ◆ Airlines
- ◆ Experts
- ◆ Governing authority

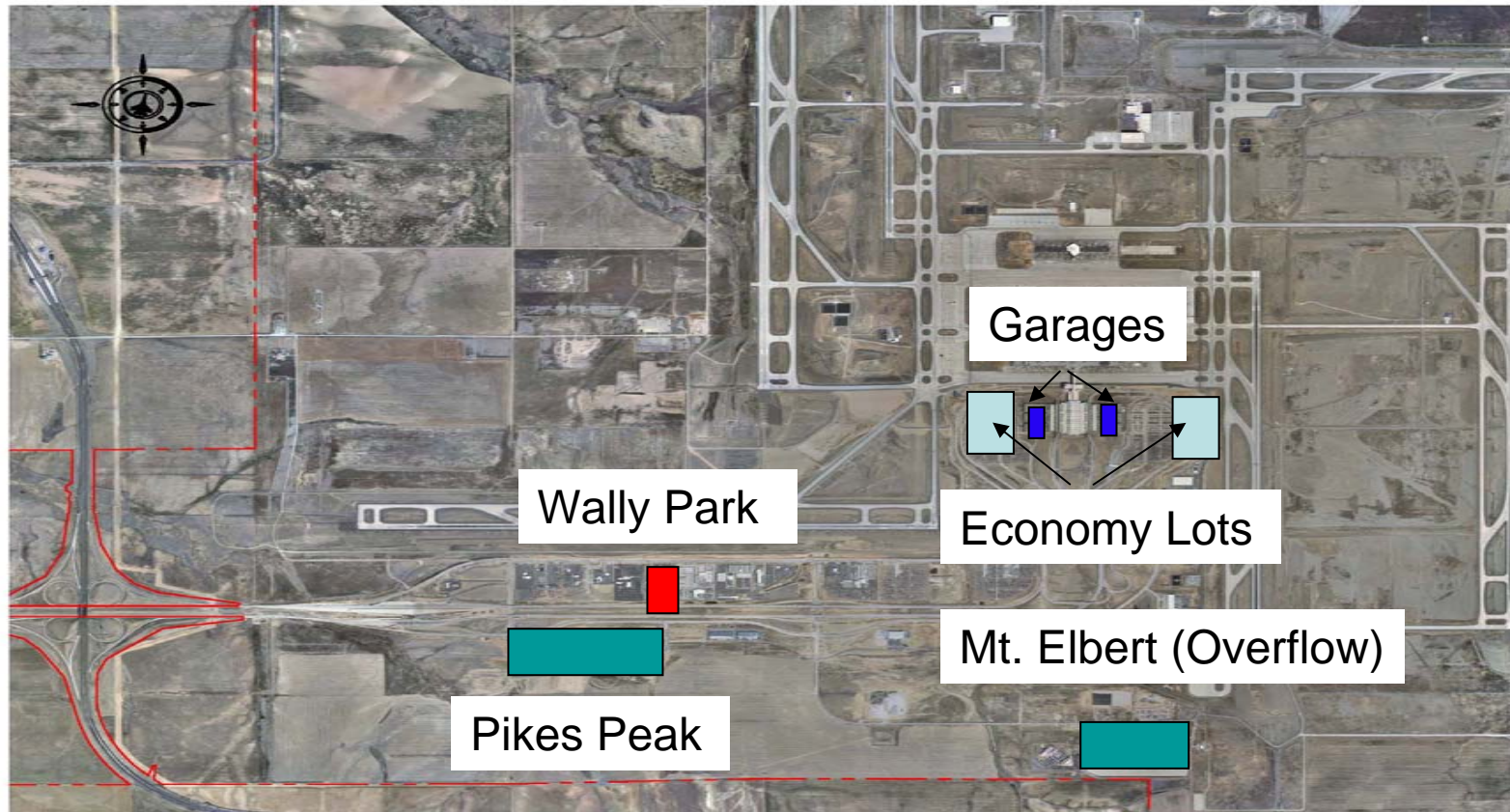


Examples from Denver – Terminal Marketplace





Examples from Denver – 3rd Party Parking





Examples from Denver – Oil & Gas





Examples from Denver – Farming



