

Concessions Master Plan Update

Working Draft for Discussion Purposes

January 25, 2016

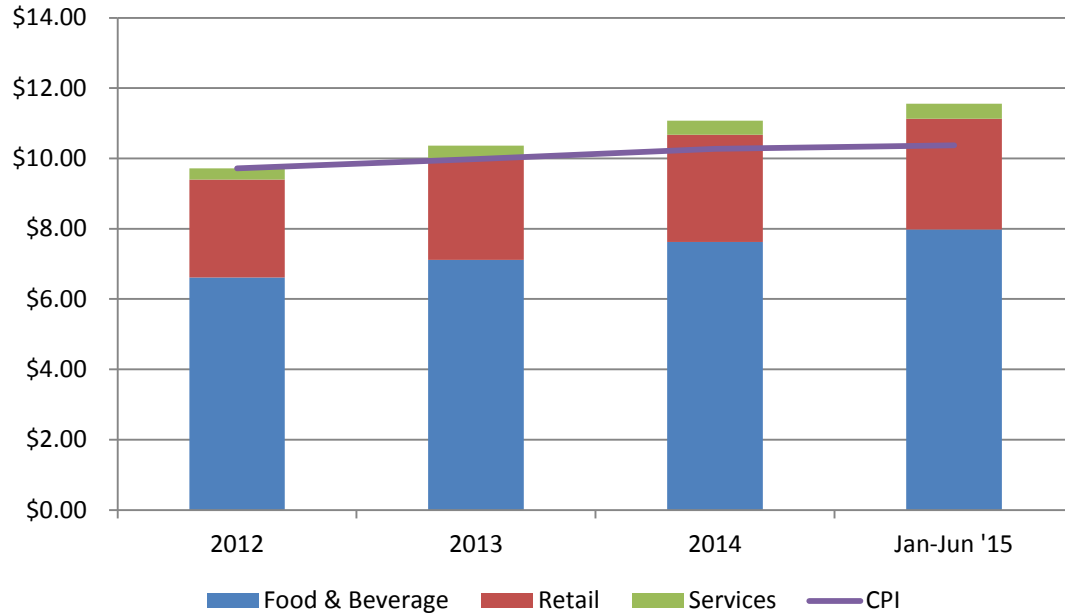


Topics for Presentation

- Current Program Review
- Comparative Airport Benchmarking
- Space Requirements
- Space Development
- Next Steps

Current Program Review: Sales per Enplanement

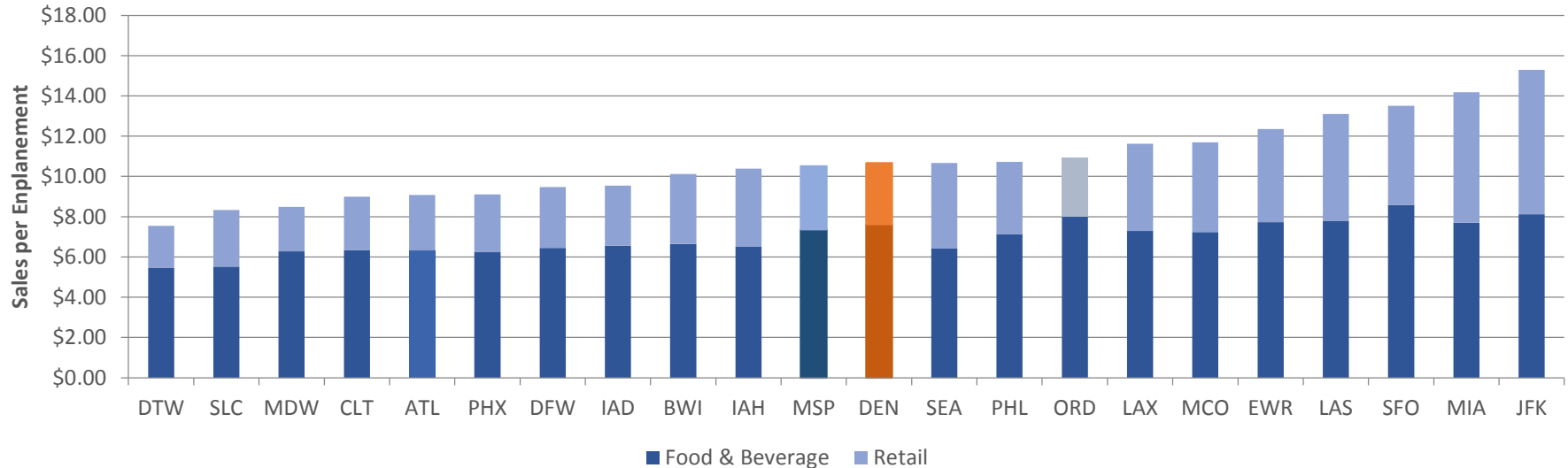
DEN has achieved strong growth



Comparative Airport Benchmarking

DEN total sales equal average of comp airports

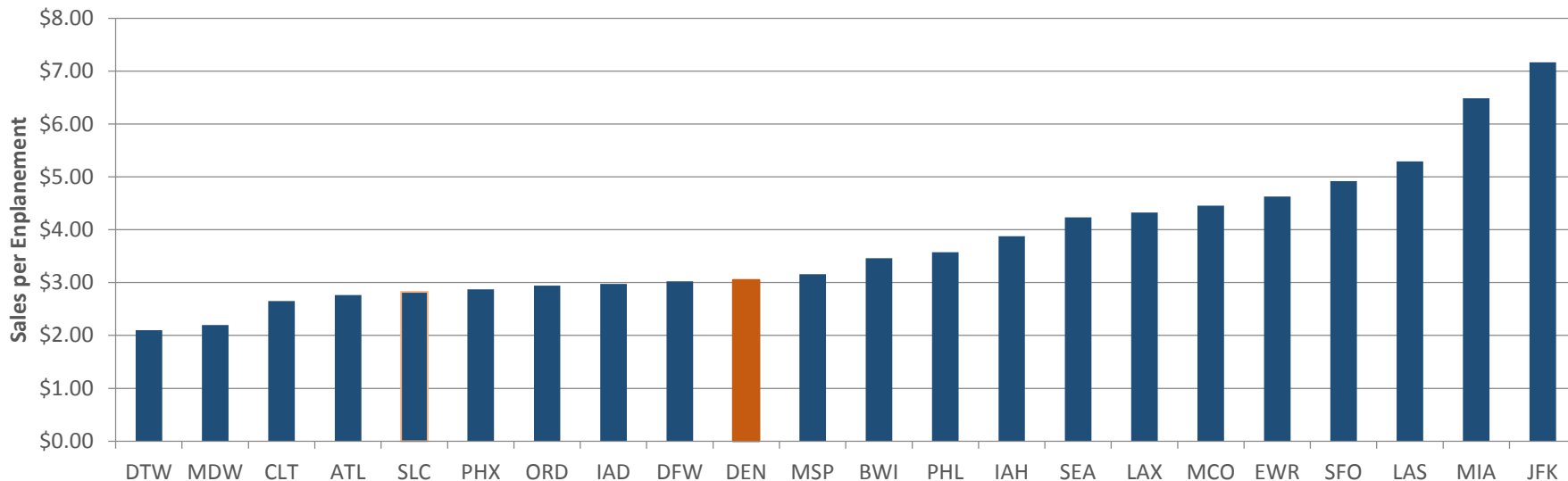
2014 Total Sales per Enplanement



Comparative Airport Benchmarking

But, retail sales well below average, indicating growth potential

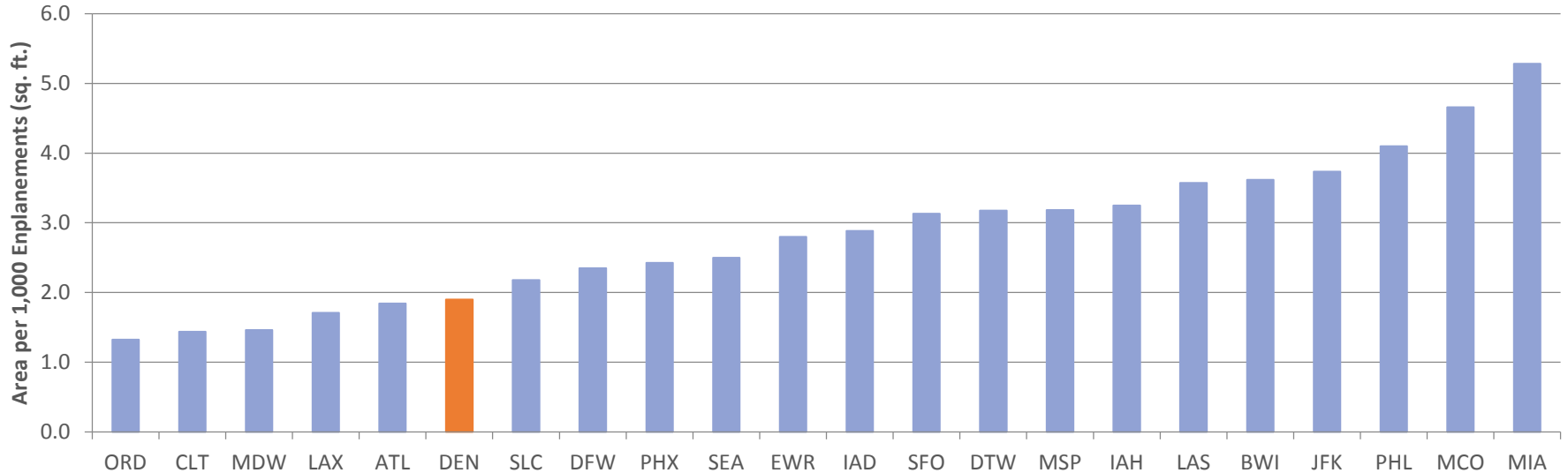
2014 Retail Sales per Enplanement



Comparative Airport Benchmarking

Retail area well below average, leading to below-average sales

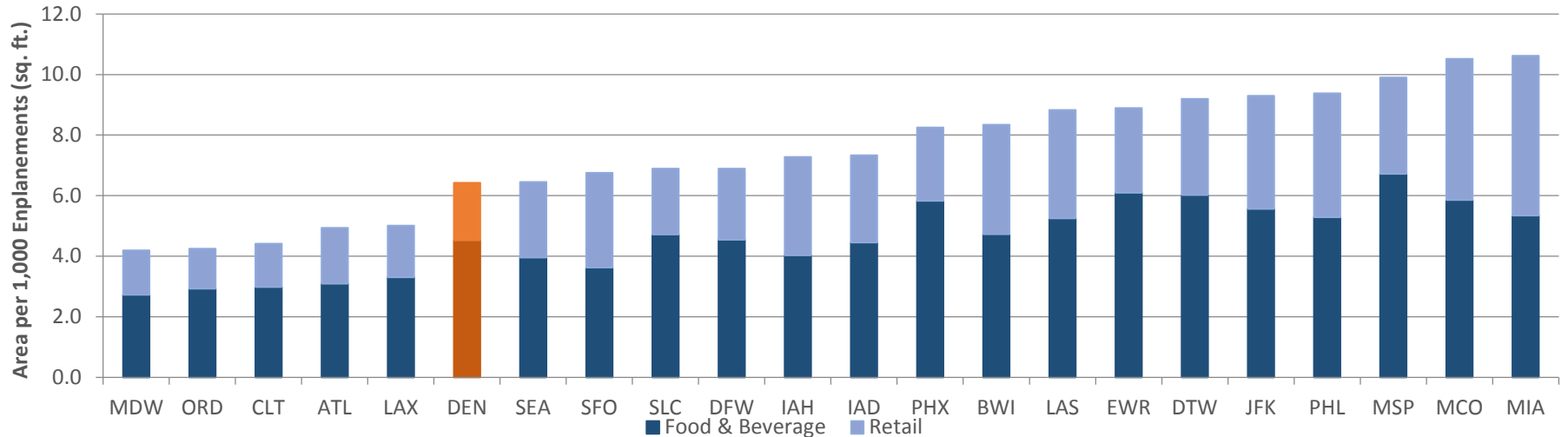
2014 Retail Relative Area



Comparative Airport Benchmarking

Entire concessions program is below average in space availability

2014 Total Relative Area

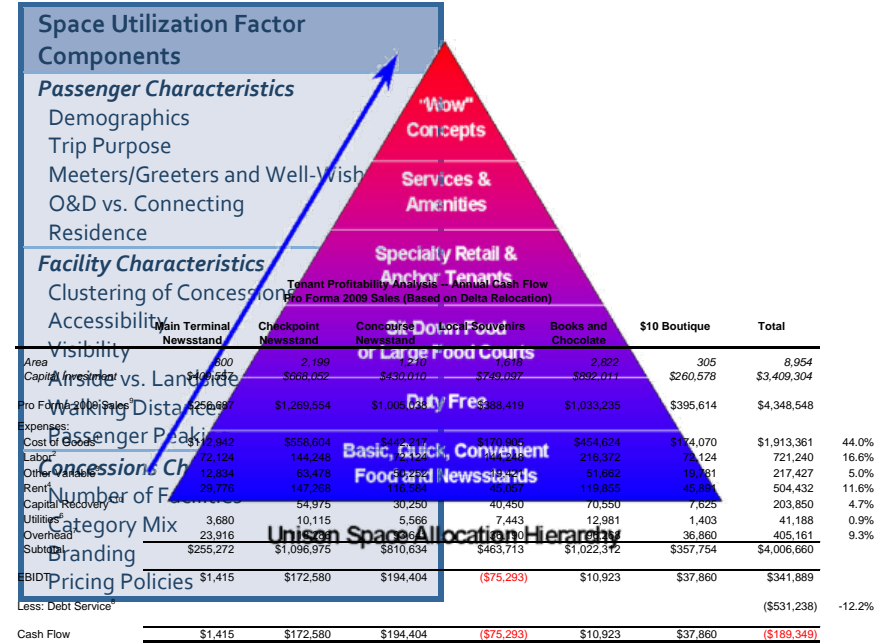


Q. What are the key findings for Submaster. From E. Objectively ...



... Planning for Success ... for Everybody

Space Requirements	<i>The Right Amount of space</i>
Space Layout	<i>Optimal Locations to maximize sales, operator profits, and rent</i>
Concept Planning	<i>Balancing customer needs and operator feasibility</i>
Merchandising	<i>Blending local, national, and international brands</i>
Tenant Economics	<i>Making sure Everybody Wins</i>



Concessions Space Requirements

DEN needs 210,000 square feet by 2030

Concessions Space Requirements - Total Airside (Square Feet)

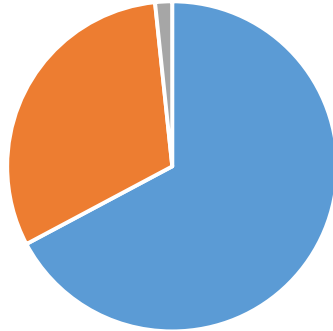
Concessions Category	Developed SUF	Current Program	Concession Space Requirements		
			2020	2025	2030
Food and Beverage	5.3	114,186	171,500	186,900	209,000
News/Convenience, Specialty Retail, Services	4.1	52,849	132,500	144,500	161,600
Duty Free	6.0	2,837	8,600	9,300	10,200
Total Concession Space Requirement		169,872	312,600	340,700	380,800
Projected Enplanements (000)			32,295	35,225	39,391
Projected International Enplanements (000)			1,431	1,544	1,711



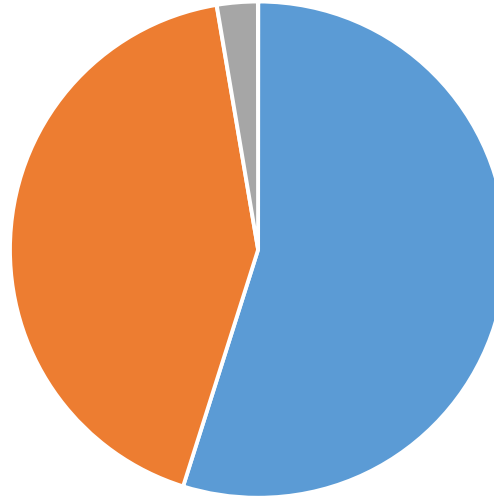
Concessions Space Requirements

DEN needs more space in all concessions categories

Current Program



2030 Planned Program



■ Food & Beverage ■ Retail ■ Duty Free

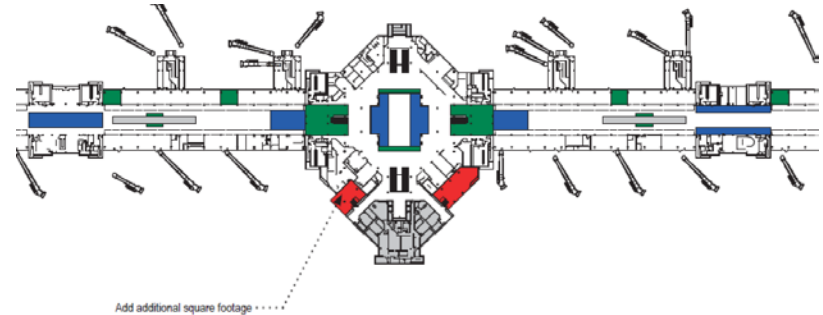
Finding Concessions Space

DEN needs 210,000 square feet by 2030

2030 Airside Concessions Space (Square Feet)

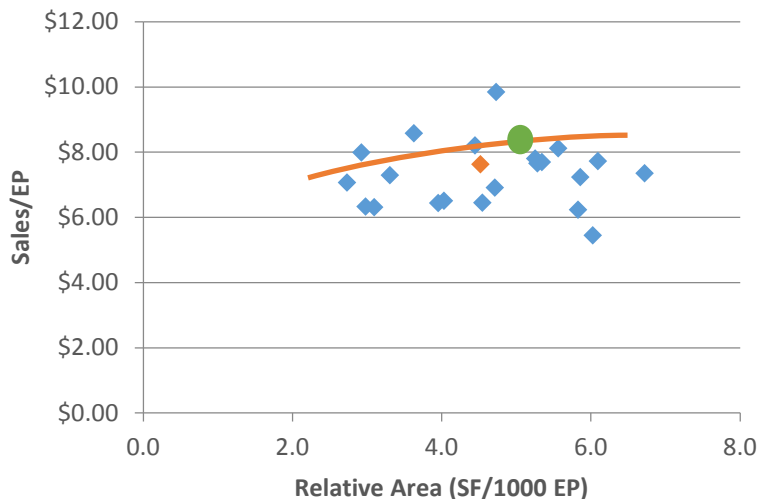
Total Concession Space Requirement	380,800
Current Airside Program	169,872
Airside Concessions Space Deficit	210,928
Great Hall (estimated)	75,000
Expanding Existing Concessions	
Activating Mezzanines	
Repurposing Non-Concessions Space	
New Building Area	

Sample Space Planning

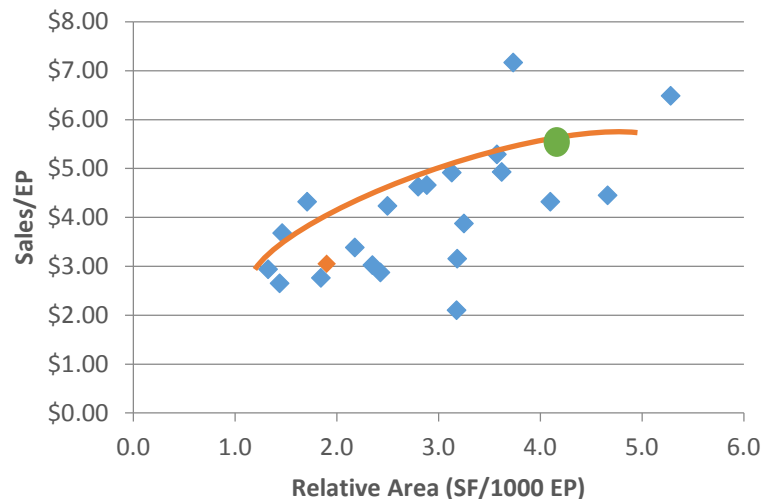


Space Development: Potential Sales Gain

Food & Beverage Concessions 2014 Sales:Area Ratio



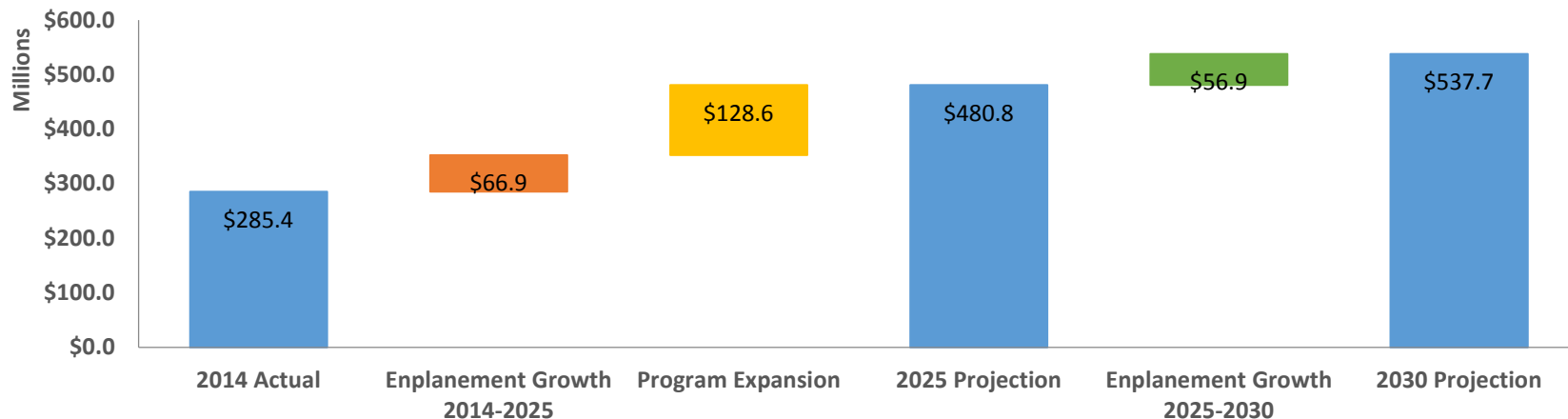
Retail Concessions 2014 Sales:Area Ratio



Space Development: Projected Sales Gain

\$128 Million incremental sales

Sources of Projected Sales Growth
2014 Actual to 2030 Projection
(2014 Dollars)



Next Steps

Task	Schedule
Infrastructure Inventory	
Finalize Space Plan	
Financial Plan	
Phasing Plan	
Master Plan Document	