



DEN Capital Improvement Plan (CIP)

March 21, 2024



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DEN By The Numbers



25

Airlines

200+

Nonstop destinations

25+

International destinations serving

16

Countries



Roughly
1,200 companies

working at DEN

Approximately

40,000+ employees



Colorado's largest economic engine

\$36.4 billion annually

2/10/24

3RD-BUSIEST AIRPORT IN NORTH AMERICA | **5TH-BUSIEST** AIRPORT IN THE WORLD (ACI YTD OCT. 2023)

PASSENGERS

69 million

2019

33.7 million

2020

58.8 million

2021

69.3 million

2022

77.8 million

2023

Vision 100 and Operation 2045



Phase I



DEN's strategic plan to effectively serve 100 million passengers

1995
50 MAP

2032
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 an expected 120+ million passengers

2032
100 MAP

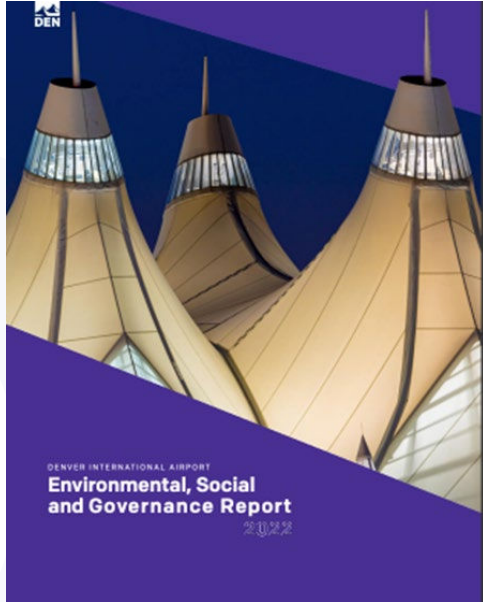
2045
120+ MAP

2045
120+M*

Viewing DEN's Future through an ESG Lens



ESG



For the full report visit:
<https://www.flydenver.com/about-den/governance/environmental-social-and-governance-report/>



Environmental

- LEED Certifications Commitment
- PFAS Voluntary Clean-up Program
- Glycol Recycling Plant
- Energy Performance Contract



Social

- Equity in Infrastructure Project
- Center of Equity and Excellence in Aviation



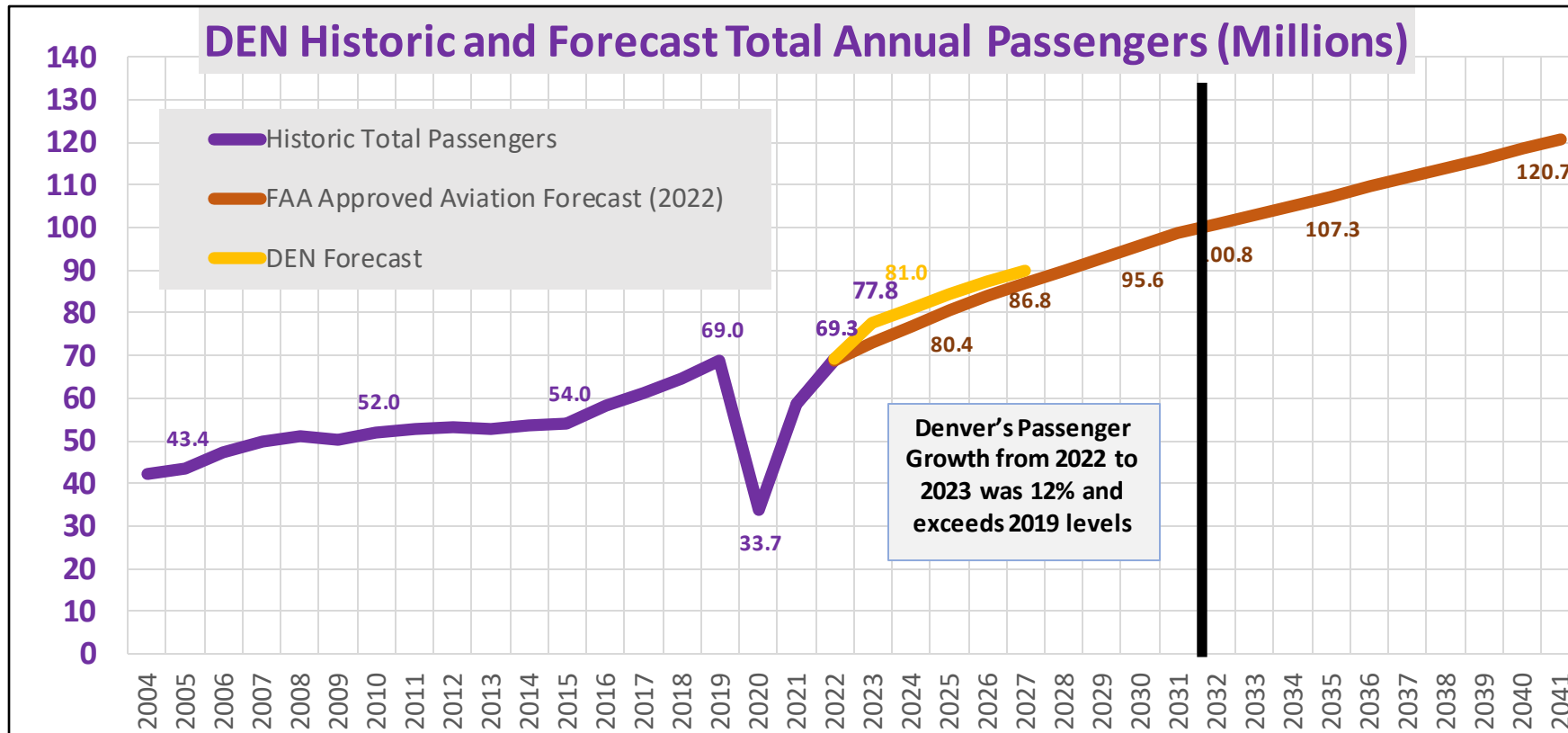
Governance

- Financial Performance
- Capital Improvement Plan
- Risk Management
- Cybersecurity & Privacy

Continued Passenger Growth



DEN plans for conservative financial forecast in alignment with passenger growth



DEN 2024 Nonstop Route Network



U.S. Carriers

Non-U.S. Flag Carriers



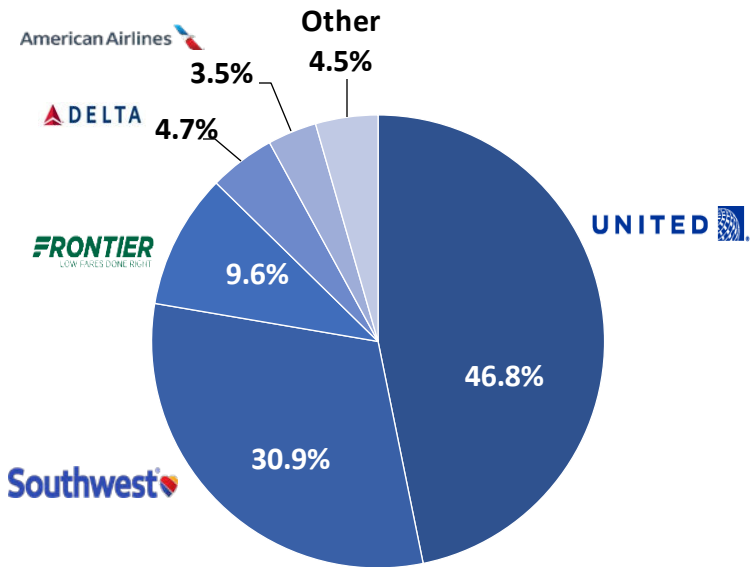
190 Domestic Destinations | 46 U.S. States | 1 U.S. Territory
 30 International Destinations | 16 Countries
 220 Total Nonstop Destinations

Source: Innovata Schedules via Cirium

Note: Spirit Airlines ended DEN service on Jan. 9, 2024, and is not displayed; some markets served seasonally; some markets served less than daily; displays all routes operating in 2024

Diversified Air Carrier Service

2023 Market Share Total Passengers



In 2023, full-service carriers accounted for 57.0% of total passengers at the Airport, low-cost carriers accounted for 32.0% of total passengers, and ultra-low-cost carriers accounted for 11.0% of total passengers.



Source: Photos obtained from Denver International Airport

Notes:

Represents U.S. Airlines - U.S. full-service carriers include United Airlines, Delta Air Lines, American Airlines, and Alaska Airlines. U.S. low-cost carriers include Southwest Airlines, jetBlue Airways, and Sun Country Airlines. U.S. ultra-low-cost carriers include Spirit Airlines, Allegiant Air, and Frontier Airlines. Percentages reflected do not include International carriers.



841
DAYS
LIQUIDITY

(DAYS CASH ON HAND)



199%

**ALL BONDS DEBT
SERVICE COVERAGE**



\$10.65

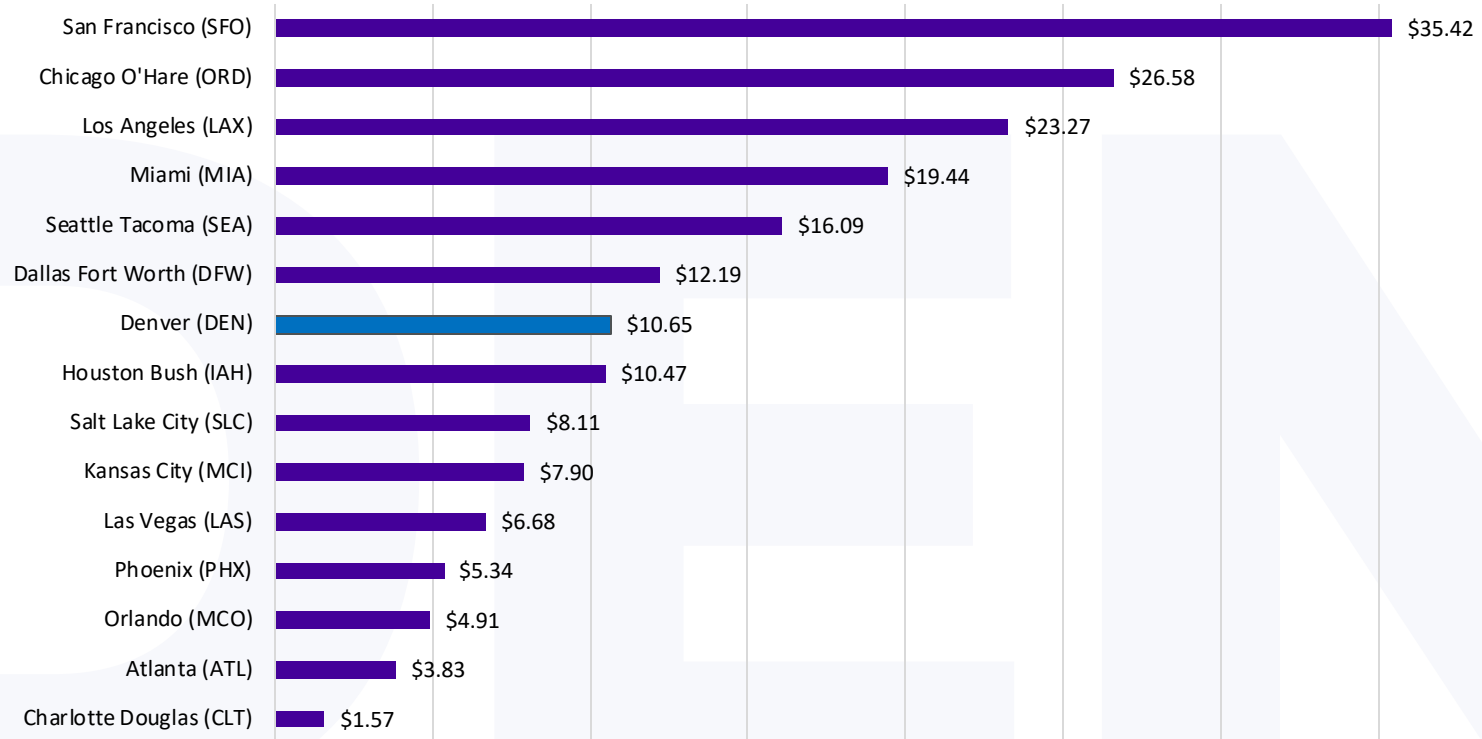
**AIRLINE COST
PER ENPLANED
PASSENGER**

Airport Cost Per Enplanement (CPE) Comparison

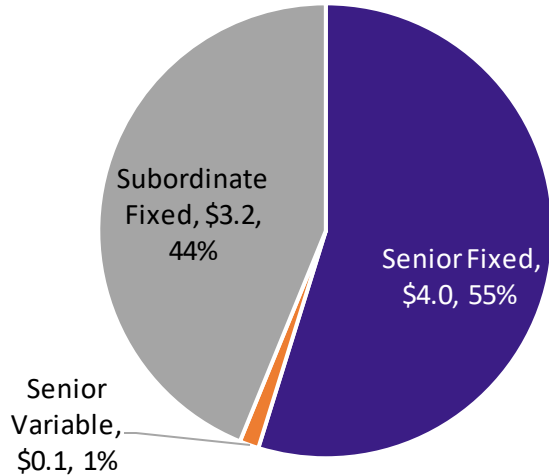


DEN's CPE remains competitive compared to other Large Hubs

2022 CPE



DEN Outstanding Bonds (in billions) As of March 2024



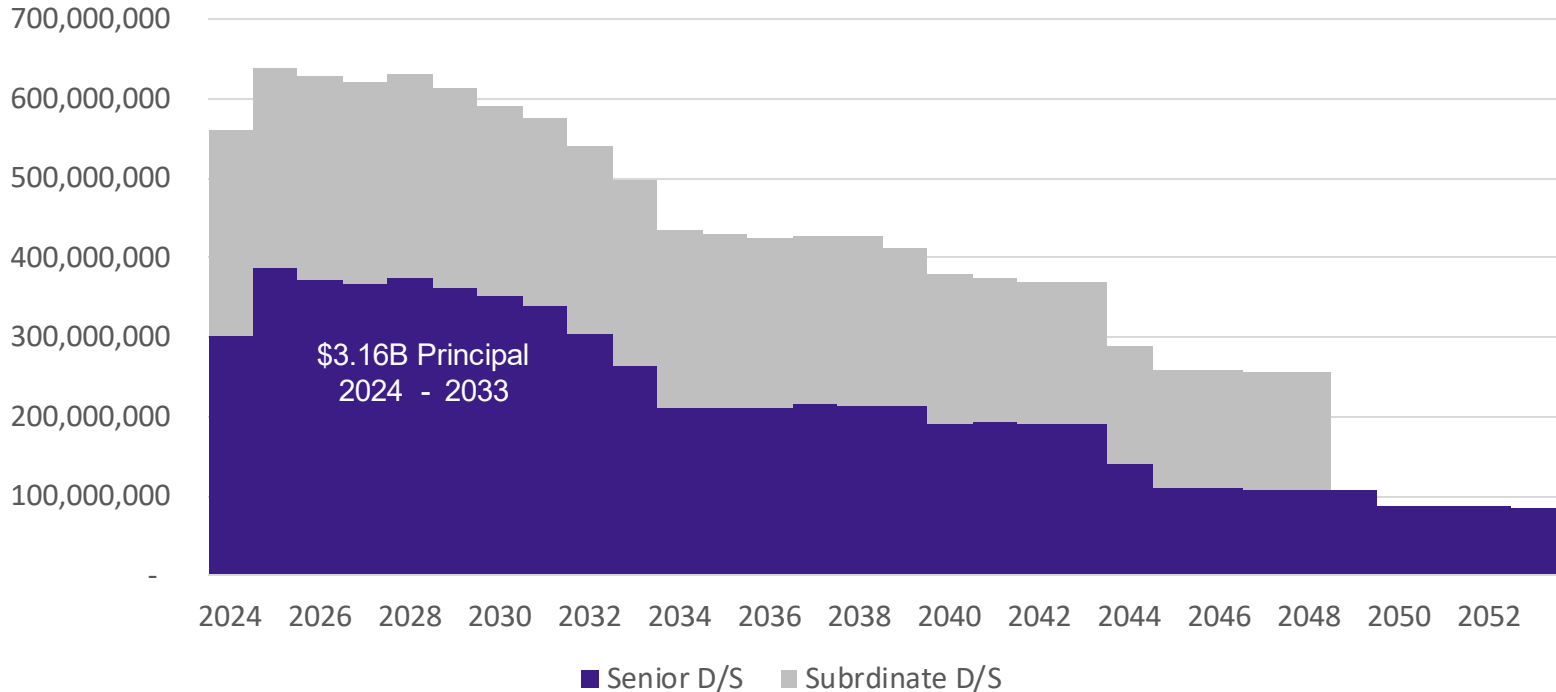
- Most of DEN’s capital projects are financed with General Airport Revenue Bonds (GARBS)
- Only airport revenues are pledged to the outstanding bonds
 - No tax or General Fund dollars are used
 - No voter approval required
- DEN’s Debt portfolio is managed in partnership with the City’s Department of Finance (DOF)

	Senior lien	Subordinate lien
Moody’s	Aa3 (stable outlook)	A1 (stable outlook)
S&P	AA- (stable outlook)	A+ (stable outlook)
Fitch	AA- (positive outlook)	A+ (positive outlook)

Annual Debt Service



Over **40%** of Outstanding Debt is scheduled to mature over the next 10-years providing greater flexibility **TO INVEST IN DEN'S FUTURE**



\$3.16B Principal
2024 - 2033

Total annual debt service for all subordinate and senior lien bonds.



Expanded Capital Improvement Plan (2023 – 2035)



Existing and Expanded CIP

- The CIP includes the existing 2023-2027 CIP of \$2.9B
- DEN's plan is to expand the CIP and extend the timeframe to capture DEN's growth to 100 million annual passengers
- Funding from airport internal cash, grants, and other financing tools (i.e. bonds, etc.)
- Below is the estimated future cost (in billions)

2023-2027
\$2.9B

2024-2035
\$8.0B*

The values represented above exclude any cost estimates for the consolidated rental car and related automated people mover

Expanded CIP | 2023-2035



To actualize Vision 100 and Operation 2045, DEN is **expanding** and **extending** the existing CIP*. Incorporating capacity and operational needs while addressing existing asset needs.

SELECT LISTING OF CIP PROJECTS	EXISTING OR EXPANDING	FACILITY LOCATION	MAINTAINING WHAT WE HAVE	MODERNIZING	GROWING OUR INFRASTRUCTURE
Great Hall Completion	Existing	Terminal		X	X
Automated Guideway Transit System (AGTS)	Both	All	X	X	X
Concourse C West Expansion (11 New Gates)	Expanding	Concourse	X	X	X
Consolidated Rental Car Facilities and Automated People Mover	Expanding	Landside		X	X
New Passenger Processing Capabilities at the Terminal	Expanding	Terminal			X
Baggage Spine System	Expanding	Terminal & Concourse			X
Baggage Modernization	Existing	Terminal & Concourse	X	X	
Conveyance Modernization	Existing	All	X	X	
Concourse Renewal (Including Restroom Refresh)	Both	Concourse	X	X	
Continuous Asset Management Funding	Expanding	All	X		
Annual Runway Complex Pavement Rehabilitation	Both	Airside	X		

The Great Hall project will enhance the Jeppesen Terminal, improving operational efficiency, and increasing capacity. Phase One of the Great Hall was completed in October 2021.

Phase Two² – Completed in February 2024 on schedule and under budget

- Includes Level 6 Northwest Security Checkpoint
- 17 new screening lanes (Including TSA PreCheck and CLEAR)

Completion Phase³ – In progress

- Buildout improvements in Jeppesen Terminal
- Relocation and additional screening lanes with enhanced technology
- New modern and spacious ticketing and concession areas
- Renovation of restrooms, flooring, elevators/escalators
- Development of Center of Equity and Excellence in Aviation (CEEA)



Source: (1) Photos obtained from Denver International Airport (2) obtained from website flydenver.com (3) obtained from 2023 A&B Official Statement



- 7 million square feet of space
- 1.2 million square feet being added as part of Gate Expansion



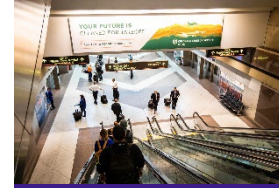
- Six runways
- 5 at 12,000 feet
- 1 at 16,000 feet



- 300 lane miles of roadway



- More than 34,000 parking spaces
- Includes six public parking lots



- 320 escalators, elevators and other walkalators operating 24/7
- Replacing 90 by 2025



- Nearly 100 restrooms
- Plans to renovate restrooms
- New restrooms added as part of Gate Expansion

Automated Guideway Transit System

DEN is updating and expanding the Automated Guideway Transit System (AGTS).

- Adding and replacing 41 train cars, allowing for more 4-car trains to run.

DEN is evaluating expansion of the AGTS.

- Extension of the train platform to add 5th and possibly a 6th car to each train.
- Add 11 train cars to expand trains to 5-car trains.
- Assess the power distribution system to support the expansion.
- Explore redundancy options.



DEN's gate expansion program has completed projects A-West, B-West, B-East, and C-East. This provided for 39 new gates.



Source: Rendering from HTNB

To further support passenger growth needs, DEN is evaluating the expansion of Concourse C West.

- 11 new gates
- Additional concession and restroom space
- Outdoor patio

DEN is evaluating a consolidated rental car facility (ConRAC) and Automated People Mover (APM).

- The ConRAC could increase operating capacity for the five rental car brands currently on site.
- Currently, the Customer Facility Charge (CFC) rate is \$6.00 per car per day
- DEN is evaluating an increase in the CFC rate per day in connection with the development of a new ConRAC
- DEN is evaluating delivery methods and funding mechanisms for both the ConRAC and APM, but anticipates funding the construction of the ConRAC with the CFC



Source: Photo obtained from Denver International Airport

DEN is evaluating the expansion of passenger processing at Jeppesen Terminal. The project would increase capacity for passenger processing with added:

- Airline passenger check-in
- Baggage carousel and claim
- Expansion of Federal Inspection Services (FIS) facilities
- Security screening
- Concourse expansion opportunities both to the east and west of Jeppesen Terminal



Source: Rendering from Merchant Aviation

DEN continues to maintain a strong relationship with our airline partners

- Airlines have made a long-term commitment to the City and DEN
 - United, Southwest, and Delta have airline agreements through February 2035 and Frontier has an airline agreement 10 years from the Date of Beneficial Occupancy (DBO) of the new ground load facility.
- Ongoing communication of projects within the expanded CIP, which contains projects that facilitate airline growth at DEN.

Economic Impact

DEN is a major economic engine and central transportation hub for the City as well as the Rocky Mountain Region. Undergoing this expanded CIP to achieve DEN’s vision of 100 million passengers provide for business revenues and job opportunities.

Current Economic Impact



Economic Impact



Jobs

Direct Impacts

130,999

Multiplier Impacts

89,729

220,728



Business Revenues

\$18,790,363,000

\$17,648,919,000

\$36.44 Billion



Jobs

Direct Impacts

275,828

Multiplier Impacts

171,558

447,386



Business Revenues

\$37,674,699,000

\$33,605,222,000

\$71.28 Billion

Conclusion

DEN's existing and expanded CIP focuses on:

- Enhancing **Customer Experience**
- Maintaining a Strong **Financial Position**
- Preparing Capacity for **Growth**
- Addressing **Current Assets** Needs
- Creating Opportunities for **Small and Minority/Women Owned Businesses**
- Commitment to **Sustainability**
- Maintaining Competitive **Airline Cost Per Enplanement**



To access DEN's Investor Relations website, please use the QR Code below:



Thank You! Questions?

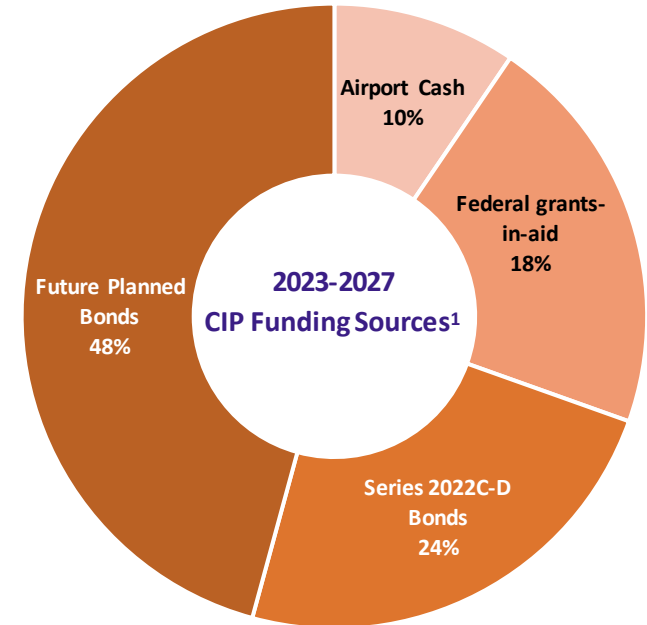




2023-2027 CIP Funding Sources

Jeppesen Terminal	Concourse A, B, C
<p>Early Phases</p> <ul style="list-style-type: none"> • Baggage modernization • Technology infrastructure <p>Late Phases</p> <ul style="list-style-type: none"> • \$1.1 billion Completion Phase of Great Hall 	<p>Early Phases</p> <ul style="list-style-type: none"> • Concourse renewal including restrooms • Automated Guideway Transit System (AGTS) cars replacement (train cars 17-31) • Technology infrastructure improvements • Passenger conveyance modernization
Airside	Landside
<p>Early Phases</p> <ul style="list-style-type: none"> • Runway rehabilitation • 7th Runway planning studies and design • De-icing capacity program • Gate Apron rehabilitation <p>Late Phases</p> <ul style="list-style-type: none"> • Taxiway Delta Sierra East expansion 	<p>Early Phases</p> <ul style="list-style-type: none"> • Pena Boulevard expansion and rehabilitation (Phase 2-4 studies) • DEN Real Estate development areas • Remote parking areas <p>Late Phases</p> <ul style="list-style-type: none"> • Annual landside pavement rehabilitation
Sources of Funds ¹	(In millions)
Airport Cash	\$280
Federal Grants-In-Aid	\$520
Series 2022C-D Bonds	\$700
Future Planned Bonds	<u>\$1,443</u>
Total 2023-2027 CIP	\$2,943

\$2.9B Airport Capital Program



Sources: Letter Report of the Airport Consultant, October 27, 2022: Estimated Project Costs And Sources of Funds Next Capital Program (2023-2027).

Note: (1) Funding sources may be adjusted over the life of the 2023-2027 CIP.