Agenda

- Opening remarks: 2016 – The Year of Growth
- Putting DEN on the World Map
- Winning the Hearts of Our Customers
- Inspiring our Employees
- Operational Excellence
- Investing for Sustainability
- Maximizing DEN Real Estate
- Excelling in Financial Performance (Deep Dive)
Putting DEN on the World Map
International Passengers by Month and Year

Year 2014 2015 2016 2017

January 200K February 190K March 210K April 190K May 200K June 210K July 190K August 180K September 170K October 160K November 150K December 140K
Winning the Hearts of our Customers
Inspiring our Employees
2016 Gender Diversity

<table>
<thead>
<tr>
<th>Category</th>
<th>Female</th>
<th>Male</th>
</tr>
</thead>
<tbody>
<tr>
<td>Citywide</td>
<td>59.0%</td>
<td>41.0%</td>
</tr>
<tr>
<td>DEN</td>
<td>26.0%</td>
<td>74.0%</td>
</tr>
<tr>
<td>Denver Citizens</td>
<td>50.0%</td>
<td>50.0%</td>
</tr>
</tbody>
</table>
2016 Generational Diversity

Citywide:
- Boomers: 27.0%
- GenX: 40.0%
- Millennials: 31.0%
- Others: 2.0%

DEN:
- Boomers: 37.3%
- GenX: 41.6%
- Millennials: 20.9%
- Others: 8.8%

Denver Citizens:
- Boomers: 22.4%
- GenX: 35.3%
- Millennials: 33.9%
- Others: 8.4%
Promotion Rate

- DEN Total
- City Total

- 2015: 9.70% (DEN), 9.80% (City)
- 2016: 13.70% (DEN), 11.50% (City)

30% of participants in the Emerging Leaders program in 2016 were promoted.

11.4%->14.6
Increase in promotions of women.
Partnering for Operational Excellence
Construction Contracts Closed and Late by Quarter

$166
Dollars Paid (Millions)
Runway Closure Median Time (min) by Season

- 2013-2014: 15 minutes
- 2014-2015: 16 minutes
- 2015-2016: 16 minutes
- 2016-2017: 16 minutes
Investing for Sustainability
Greenhouse Gas Emissions (MTCDE)* by Year

*Metric Tons of Carbon Dioxide Equivalent
ACDBE % of Revenue by Year*

2014: 39%
2015: 39%
2016: 42%

* generated by DSBO annual report

Airport Concessions Disadvantaged Business Enterprise (ACDBE) and Disadvantaged Business Enterprise (DBE) are federal programs
Excelling in Financial Performance
Revenue: Forecast vs. Actual

Goal: exceed forecast

- 2012: Forecast 799M, Actual 818M
- 2013: Forecast 843.03M, Actual 867.72M
- 2014: Forecast 804M, Actual 941.37M
- 2015: Forecast 842M, Actual 934.39M
- 2016: Forecast 889M, Actual 974.49M
Operating Expenses: Forecast vs. Actual

- **Forecast**
  - 2012: 345M
  - 2013: 320M
  - 2014: 351M
  - 2015: 356M
  - 2016: 392M

- **Actual**
  - 2012: 354M
  - 2013: 351M
  - 2014: 370M
  - 2015: 377M
  - 2016: 389M
2016 CPE

<table>
<thead>
<tr>
<th>City</th>
<th>CPE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Washington Dulles (IAD)</td>
<td>$21</td>
</tr>
<tr>
<td>Chicago O’Hare (ORD)</td>
<td>$17.49</td>
</tr>
<tr>
<td>San Francisco (SFO)</td>
<td>$16.53</td>
</tr>
<tr>
<td>Los Angeles (LAX)</td>
<td>$14.83</td>
</tr>
<tr>
<td>Denver (DEN)</td>
<td>$10.92</td>
</tr>
<tr>
<td>Chicago Midway (MDW)</td>
<td>$10.62</td>
</tr>
<tr>
<td>Houston Bush (IAH)*</td>
<td>$10.62</td>
</tr>
<tr>
<td>Dallas Fort Worth (DFW)</td>
<td>$9.5</td>
</tr>
<tr>
<td>Kansas City (MCI)**</td>
<td>$6.6</td>
</tr>
<tr>
<td>Phoenix (PHX)</td>
<td>$5.79</td>
</tr>
<tr>
<td>Salt Lake City (SLC)</td>
<td>$3.69</td>
</tr>
</tbody>
</table>

Goal: stay competitive
Denver International Airport Selected 2016 Awards

* USA Today "Reader's Choice Travel Award" Second Best Airport for Dining
* Denver Business Journal "Champions of Real Estate Catalyst Award" - Honoring the Hotel and Transit Center
* American Association of Airport Executives NE Chapter "Balchen/Post Award" - Excellence maintaining airport operations during winter conditions.
* Elway's Steakhouse named "Best Airport Local/Regional Dining" by USA Today
* No. 1 "100 Best U.S. Airports Modernity" by TravelPulse.com
* Westin Denver wins Gold Magellan Award in hospitality, overall business/conference resort/hotel from Travel Weekly
* "Shadow Array" wins CODA Award in Collaboration of Design + Art