



DENVER INTERNATIONAL AIRPORT

Today@DEN

March 2026

DEN Overview



- We're big and busy!
 - Fourth-busiest airport in North America and 10th-busiest in the world based on 2025 passenger traffic
 - Second-largest airport in the world –53 square miles
 - Six runways with room to expand to 12 runways
 - Total of 173 gates
 - Major hub for three large airlines: United, Southwest, and Frontier





DEN BY THE NUMBERS



26 AIRLINES



233 NONSTOP DESTINATIONS

35 NONSTOP INTERNATIONAL DESTINATIONS SERVED IN
19 COUNTRIES



4TH BUSIEST AIRPORT IN NORTH AMERICA

10TH BUSIEST AIRPORT IN THE WORLD



43,000+ EMPLOYEES

\$47.2 BILLION

COLORADO'S LARGEST ECONOMIC ENGINE

82.4 MILLION

ANNUAL PASSENGERS (2025)



APPROXIMATELY
1200 COMPANIES WORKING AT DEN

DEN by the Numbers



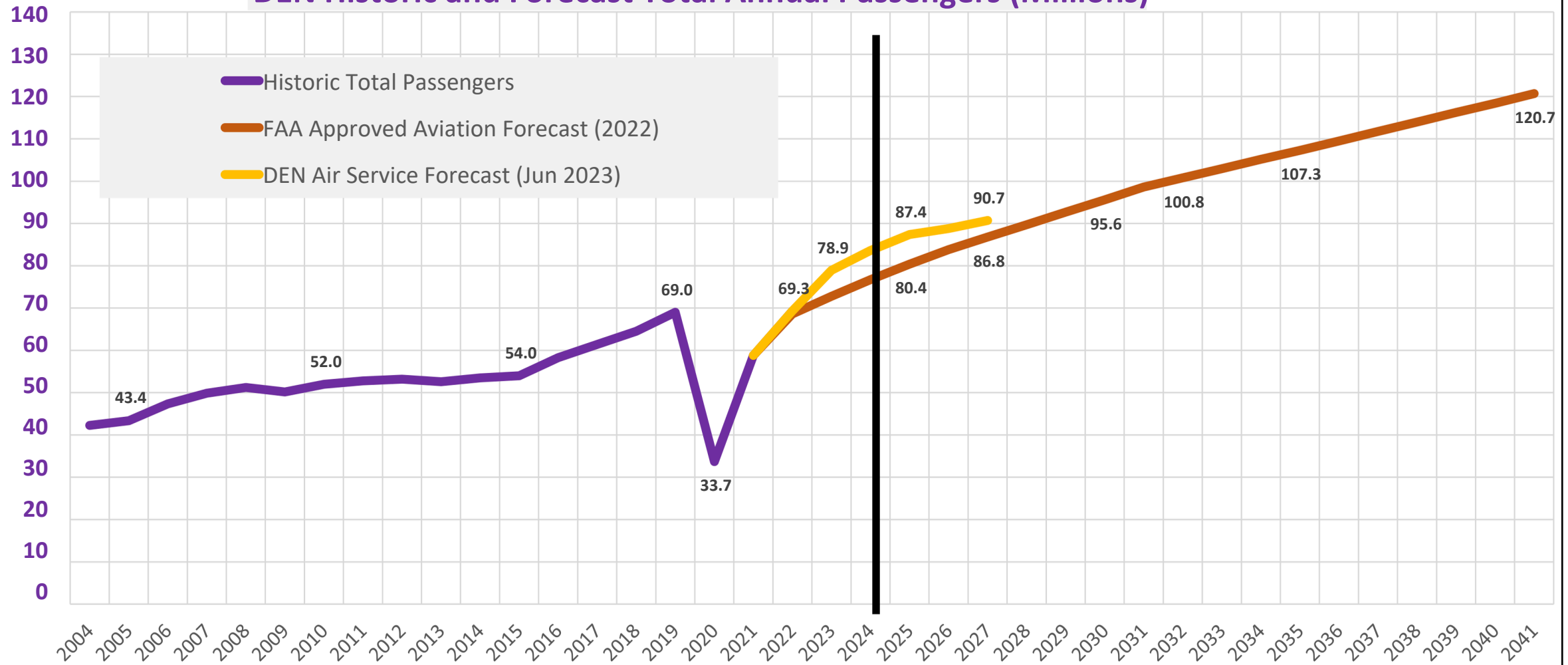
- **26** Airlines
- **233** Nonstop Destinations:
 - **199** Domestic Destinations in **46** States and **1** U.S. Territory
 - **34** International Destinations in **19** Countries
- **1,200** Companies Work at DEN with more than **43,000** Employees
- **\$47.2** Billion Contributed Annually as Colorado's Largest Economic Engine



Projected Passenger Traffic



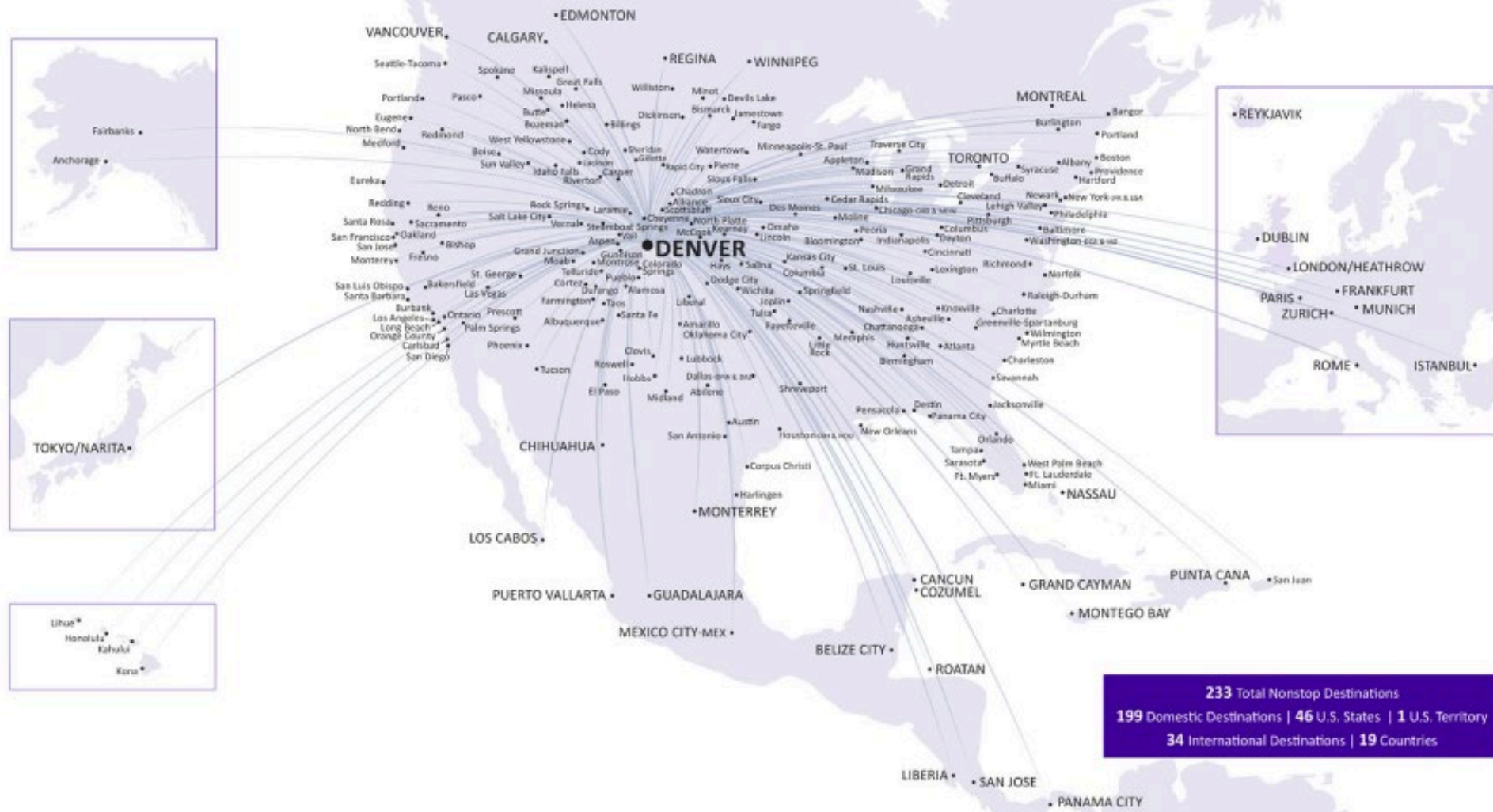
DEN Historic and Forecast Total Annual Passengers (Millions)



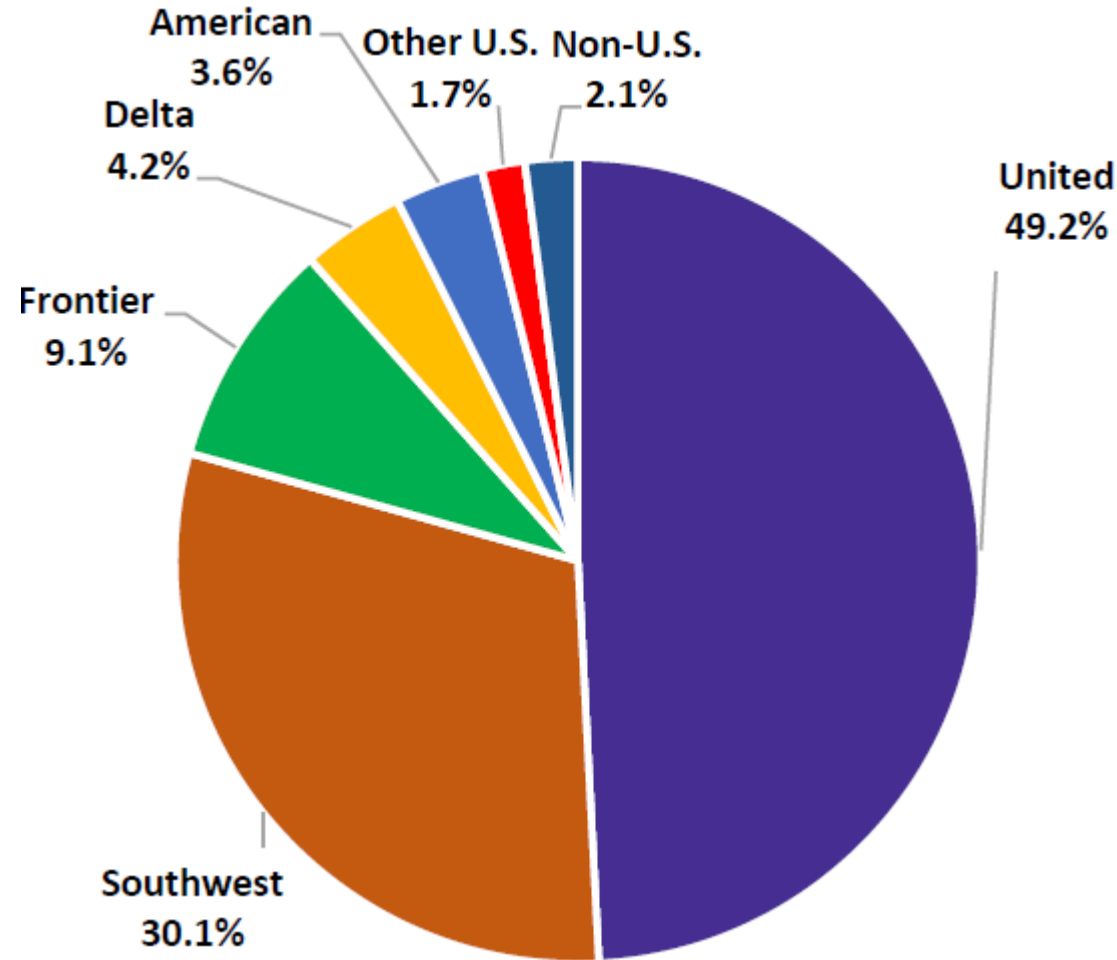
Expansive Route Network



DEN 2026 Nonstop Route Network



Airline Market Share (April 2026)



Note: Data includes all regional/express carriers; Total may not equal 100 due to rounding; Other U.S. carriers include Alaska Airlines, Allegiant, Contour, Denver Air Connection, JetBlue Airways and Sun Country; Non-U.S. carriers include Aeromexico, Air Canada, British Airways, Cayman Airways, Copa, Icelandair, Lufthansa, Turkish Airlines, Viva and Volaris.

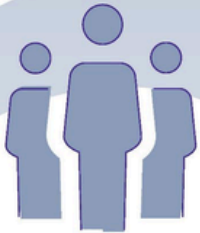


100 MILLION ANNUAL PASSENGERS

MISSION: THROUGH THE POWER OF OUR PEOPLE, BE THE BEST IN CLASS

SUSTAINABILITY & RESILIENCY | EQUITY, DIVERSITY, INCLUSION & ACCESSIBILITY
OPERATIONAL EXCELLENCE | ENHANCING THE CUSTOMER EXPERIENCE

1



**EMPOWERING
OUR PEOPLE**

2



**GROWING OUR
INFRASTRUCTURE**

3



**MAINTAINING
WHAT WE HAVE**

4



**EXPANDING
OUR GLOBAL
CONNECTIONS**

VISION 100 DEN ✈️

Vision 100 and Operation 2045



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.

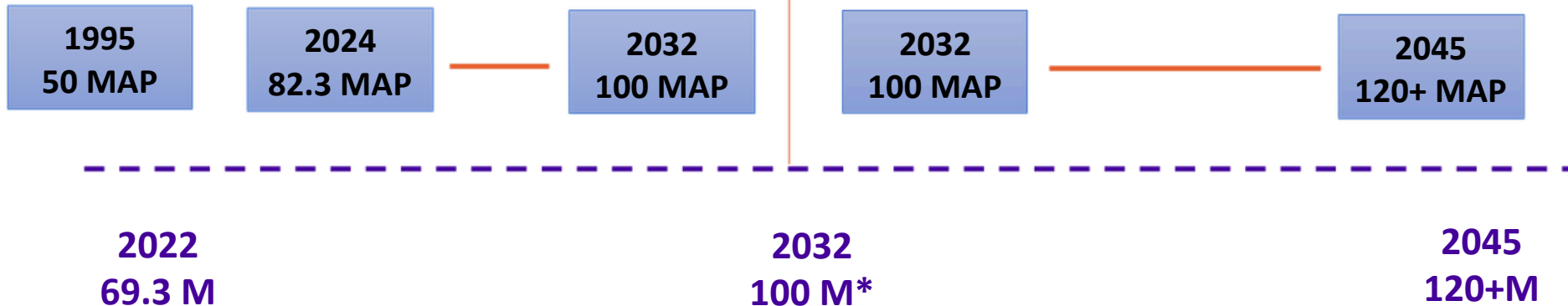


Vision 100 and Operation 2045



Currently working to prepare DEN to serve 100 million passengers.

In 2045, DEN turns 50 so an even greater emphasis on maintenance and expansion is needed to serve 120+ million passengers.



*FAA-approved projection



Empowering Our People



PILLAR 1



Empowering Our People



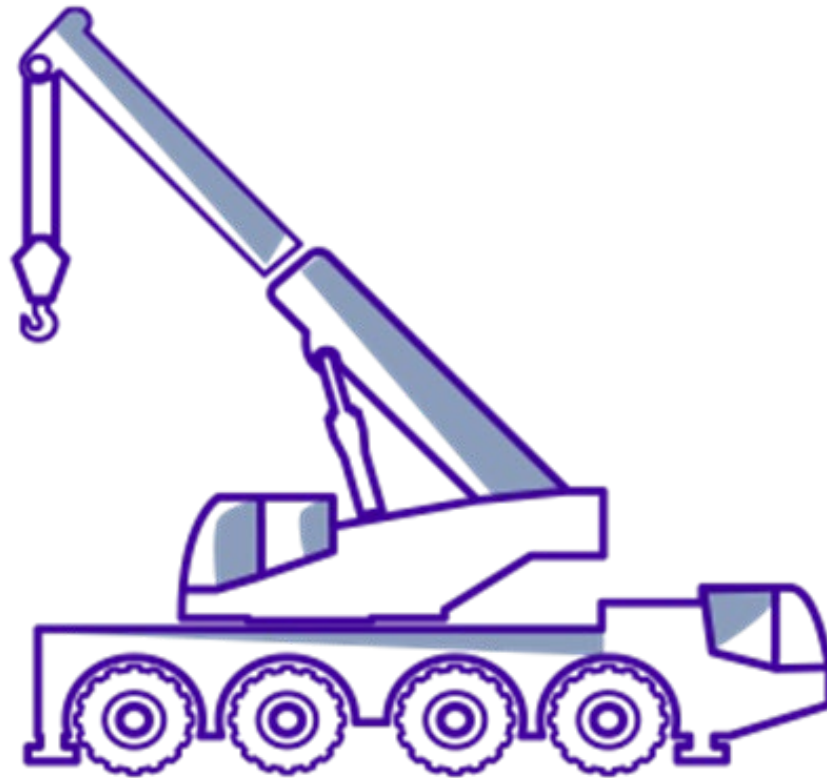
Center of Equity and Excellence in Aviation

- First-of-its-kind training center that is creating a pipeline of aviation talent
- Providing under-represented and young people opportunities for a career in aviation
- Built within 66,000 square feet of the Hotel and Transit Center
- Focal point is Hall of Equity along with a pre-function space
- Construction started in late 2023 and the facility will open in 2026



Growing Our Infrastructure

PILLAR 2



Growing Our Infrastructure



Great Hall Project – Phase 1 – Completed in Nov. 2021

- Modernized ticket lobbies for United, Southwest and Frontier with automated self bag drops
- Four new and upgraded restrooms, escalators and elevators, HVAC
- More spacious and efficient passenger flow
- Completed on time and \$25 million under budget

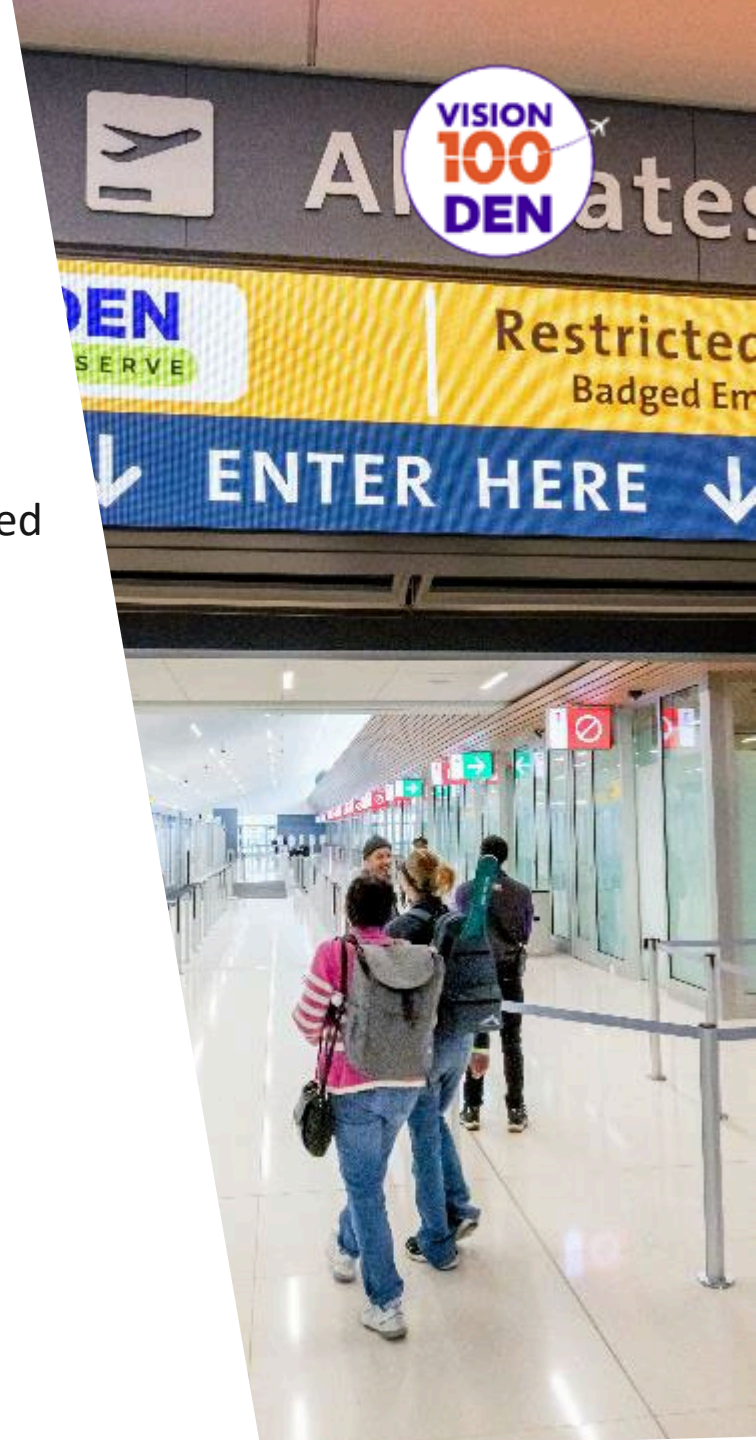


Growing Our Infrastructure



Great Hall Project – Phase 2 – Completed in Feb. 2024

- New Level 6 West Security Checkpoint opened with 17 lines that feature improved technology and a new queuing concept that is more effective and efficient
- New triple escalator to move passengers directly down to train platform



Growing Our Infrastructure



Great Hall Project – Completion Phase

- Completed in August 2025 a 17-lane security checkpoint on Level 6 in the northeast corner of the terminal
- Constructed the Center of Equity and Excellence in Aviation
- Creates new meet/greet areas for domestic and international arrivals
- Upgrades airline check-in facilities on south end of Level 6



Great Hall Project: Welcome Home Colorado



Great Hall Project: The Living Room



Growing Our Infrastructure



Gate Expansion to Date

- \$1.5 billion program added 39 gates, gate capacity by 30%
 - A-west was opened in November 2022
 - B-west was opened in November 2020
 - B-east was opened in October 2022
 - C-east was opened in May 2022
 - A-East Ground opened in October 2024
- Outdoor patios at the end of the concourses, new restrooms, new signage, conveyances and systems



Concourse C West Expansion



- The only remaining expansion location is on the west end of Concourse C
- A planned expansion project adds up to 11 new gates
- A basement and an outdoor deck will be included on the west end
- Upon completion, DEN will be able to manage the 100 million passenger forecast.
- Construction will begin in 2028 and will be completed in 2030.



Growing Our Infrastructure



Baggage System Upgrades

- Added oversize bag capacity at two check-in pods
- Received a \$60 million grant for baggage handling system (BHS) upgrades, the largest Airport Terminal Program discretionary grant in the country
 - Replaces end-of-life equipment with more energy efficient and faster equipment
- Finalizing contracts for additional upgrades
 - Replaces 31 existing explosive detection
 - Modifies two modules to increase capacity



Growing Our Infrastructure



Train to the Gates

- DEN is replacing 31 original cars with new Innovia APM 300R cars and adding 14 more new cars by 2028
- Replacement program increases system capacity by some 1,700 people per hour and reduces the time between arriving trains
- New train cars are more energy efficient and are assembled using recyclable materials



DEN ConRAC Planning

- DEN proposes to construct a new Consolidated Rental Car Facility (ConRAC) to centralize all brands in one facility along with a Common Transportation System (CTS)/Automated People Mover (APM) in support of transporting customers between the Jeppesen Terminal and ConRAC.
- The ConRAC program will allow DEN to bring the rental car customer experience (unchanged since the airport opened) to match the rest of DEN:
 - Expansion and modernization designed to be more efficient,
 - Improved customer experience
 - Alignment with DEN's environmental efforts to become the most sustainable airport in the world
- Design and construction will begin 2027 with completion in 2033.



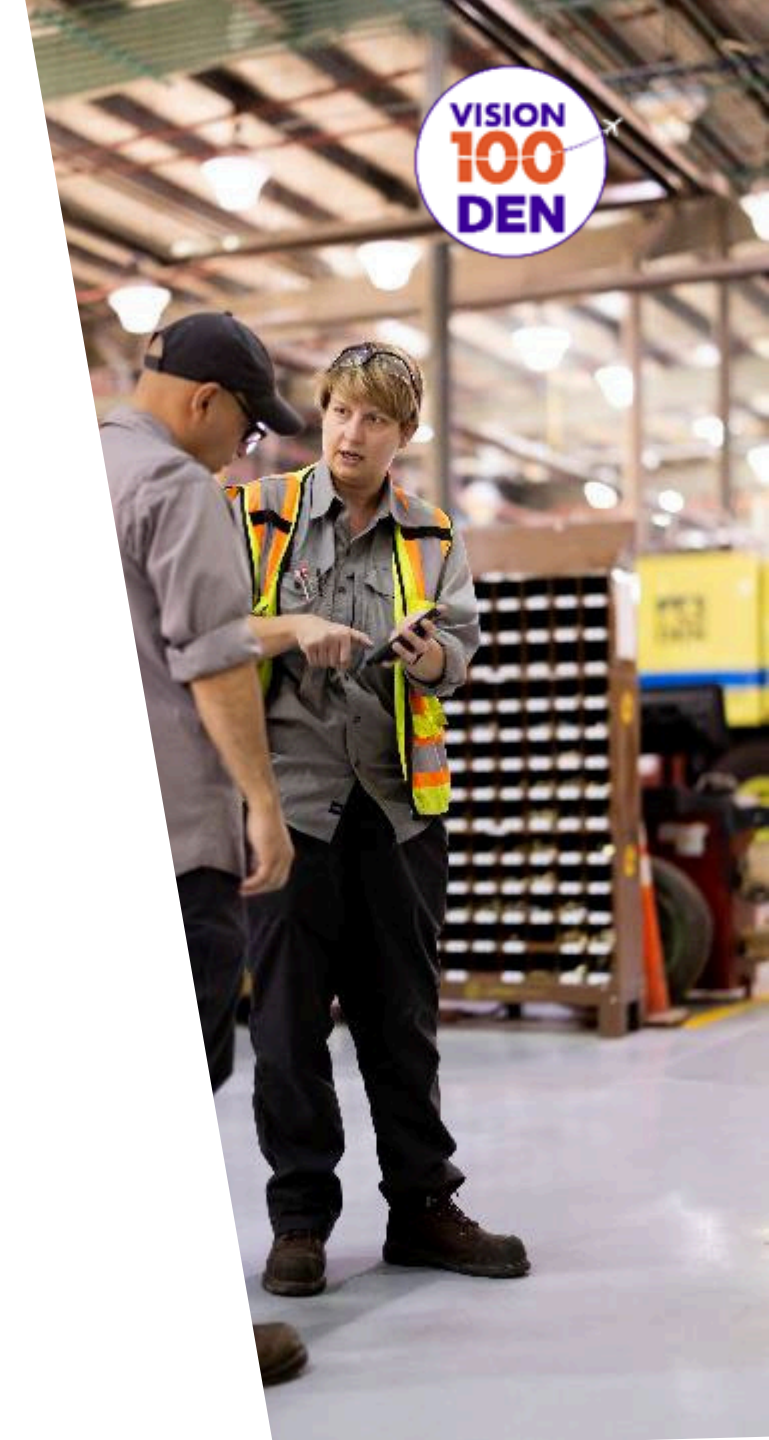
Peña Boulevard

- Peña Boulevard is DEN's 11-mile-long corridor connecting Interstate 70 with the airport.
- More than 139,000 vehicles use the roadway each day – and that number is growing.
- Peña Boulevard Transportation and Mobility Master Plan evaluated demands and future improvements on Peña Boulevard, including feasibility of managed lanes, mobility improvements and transportation demand management strategies
- The Denver City Council approved a \$15 million traffic study on the future of Peña Boulevard as required by the National Environmental Policy Act (NEPA) process



Maintaining What We Have

PILLAR 3



Maintaining What We Have



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



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



- 300 lane miles of roadway



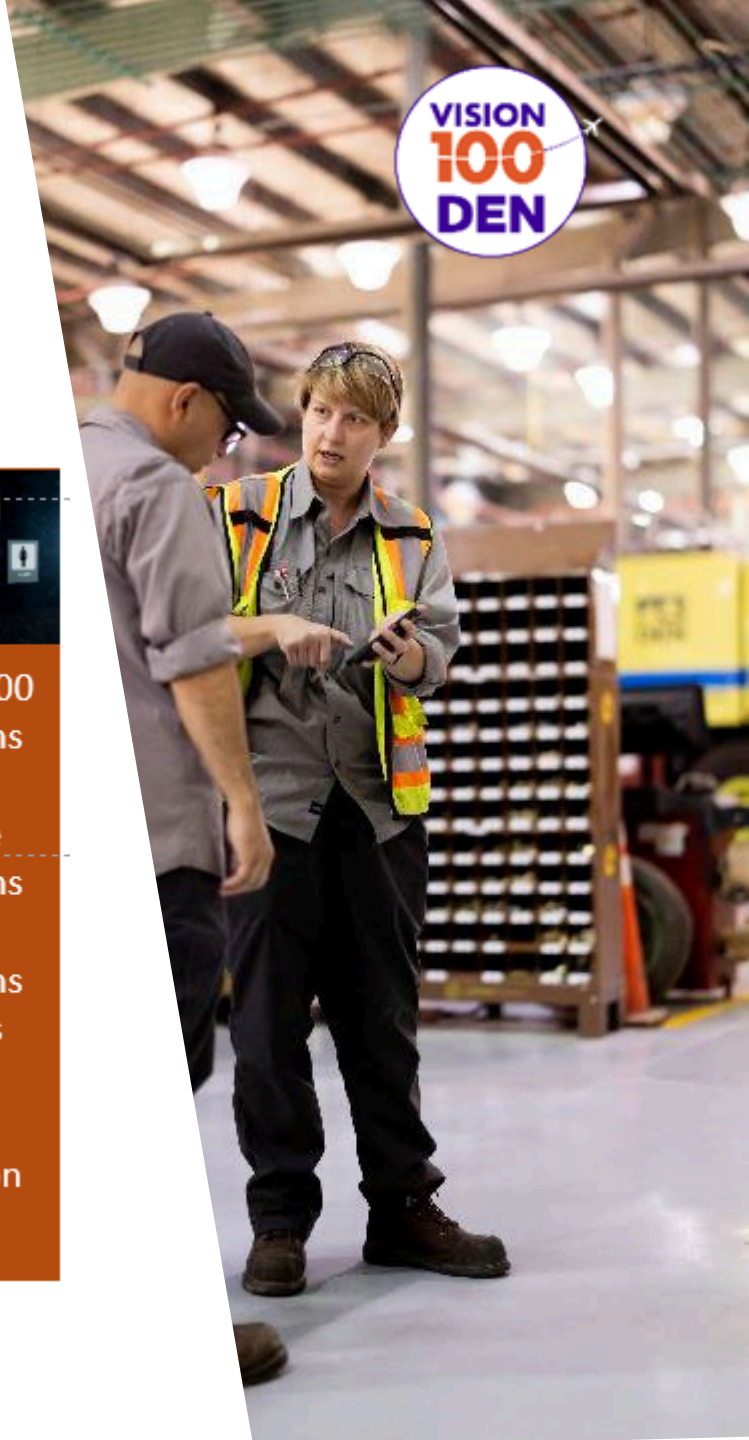
- More than 40,000 parking spaces
- Includes six public parking areas



- 381 escalators, elevators and other walkalators operating 24/7

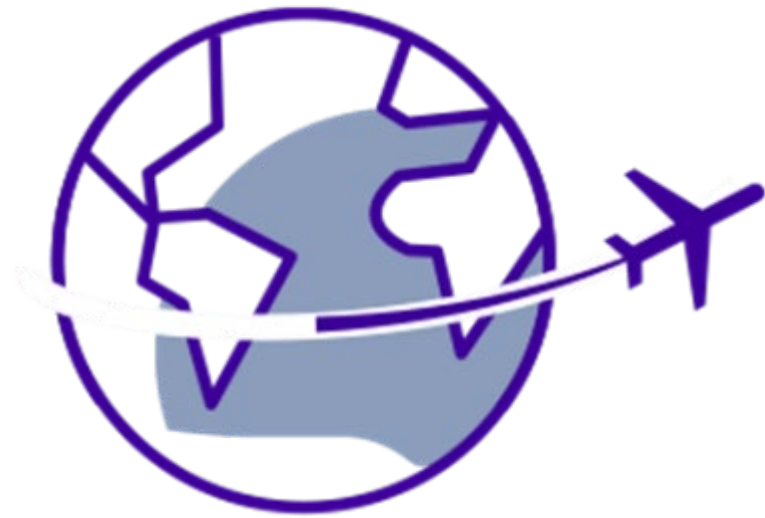


- Nearly 100 restrooms
- Plans to renovate restrooms
- New restrooms added as part of Gate Expansion



Expanding Our Global Connections

PILLAR 4



Expanding Our Global Connections



Air Service Development

- Bringing in more international flights
 - United Airlines added a daily flight to Rome in May 2025
 - United Airlines added a nonstop flight to Regina, Saskatchewan in May 2025.
 - United Airlines added new nonstops to Punta Cana, Dominican Republic and Mexico City in October 2025
 - Volaris added a new nonstop flight to Queretaro, Mexico beginning in June 2026



Expanding Our Global Connections



Commercial Land Opportunities

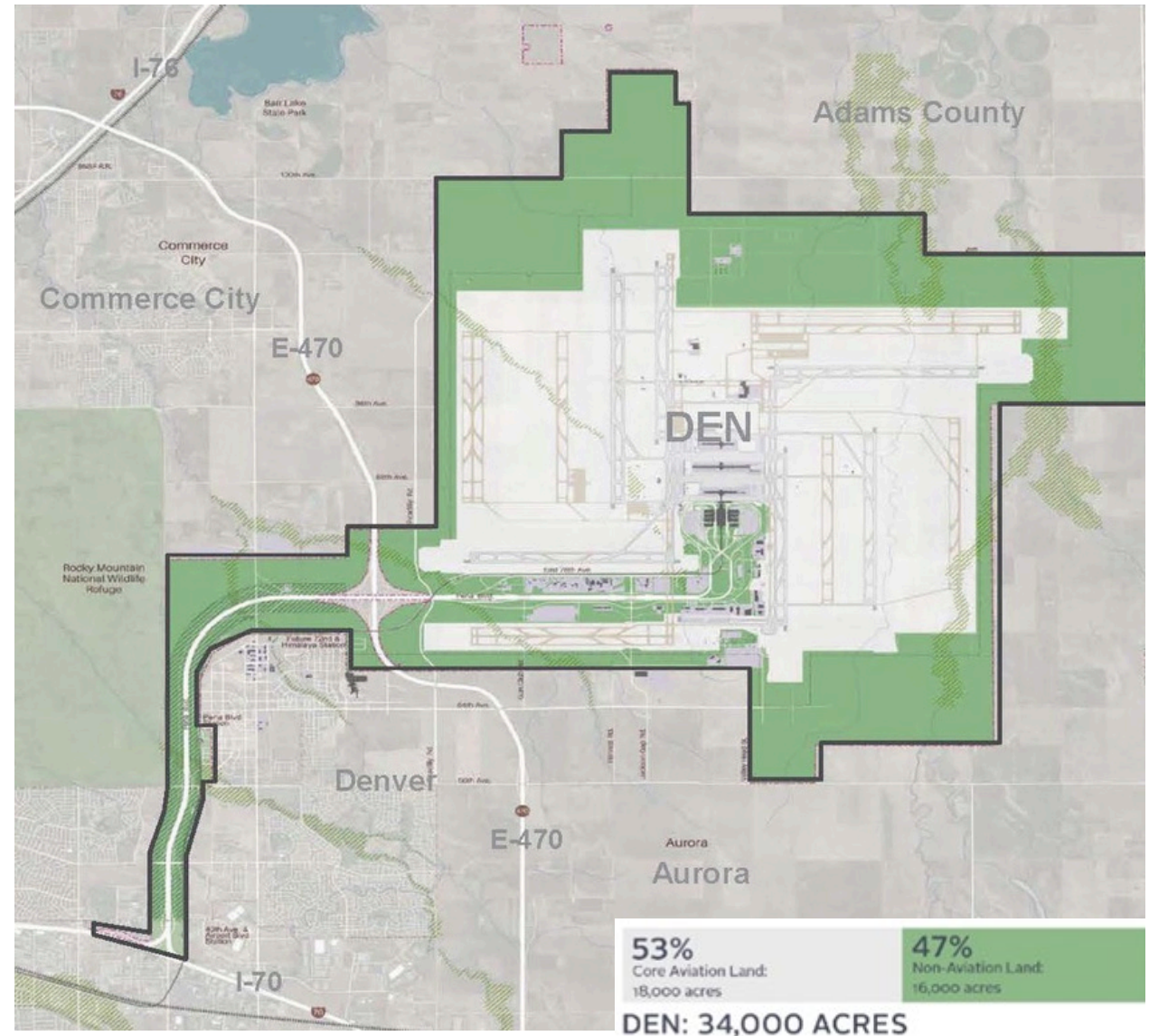
- We own a total of 34,000 Acres
- 16,000 acres available to develop
- More than 20 million square feet of prime commercial space



Expanding Our Global Connections

Commercial Land Opportunities

- We own a total of 34,000 Acres
- 16,000 acres available to develop in total
 - 1,500 acres for non-aviation uses (per an intergovernmental agreement)
- More than 20 million square feet of prime commercial space



Operation 2045



Based on projected future growth beyond 120+ million passengers, the following initiatives and projects are being closely considered:

- New concourses
- Increased airfield capacity
- Additional de-icing pads
- Aircraft parking
- Peña Boulevard
- International Arrival processing
- Future innovation opportunities
- Workforce development
- Sustainability
- Advanced air mobility
- Mobilizing community engagement
- Parking
- Utilities expansion
- Autonomy and emerging technologies

Operation 2045



North Terminal Project



Operation 2045



Future Concourse Expansions

