

Our Model Works Because:

- Municipally Controlled Airport subject to City Charter
- Direct Management of Concessions:
 - Specification of preferred Concepts
 - Menus/Pricing
 - Mix of Brands and Sense of Place
- Objective: Enable/Maintain excellent customer service
- Maximize Rent while partnering with concessionaires (Premium Rent)
- Fairly Easy to change concepts when not performing

ATL Concessions

- Prime Concessionaire – Multiple or Single Locations
- Selection of Prime Concessionaires through Requests for Proposals
- Services vary by service being procured
- Procurements arranged primarily by Area/Zone, not by Retail or Food Type

ATL Concessions

- Term – 10 years for F&B, 7 years for Retail usually with 3 year City option
- Rent – Greater of MAG or percentage Rent
- MAG and percentage rent determined from winning proposals – usually Minimum and/or Maximum set in RFP

Our Concessions Program Goals

- Provide for a best-in-class customer service
- Create a “Sense of Place”
- Opening Day Fresh Standards
- Strong Revenue Growth
- World Class concepts to meet the needs of our global/international passengers
- Strong ACDBE participation
- Innovative concepts
- Variety of products/services

Recent Changes at HJAIA

- Retail 07-08 agreements:
 - All retail/news on all concourses except E
 - Took effect Sept 2008
- Concessions 2011-12 agreements:
 - All food but E concourse
 - All retail on Concourse E
 - New international Terminal all spaces
 - Effect May 2012

Recent Changes at HJAIA

- New International Terminal Concessions:
 - Food & Beverage
 - Retail
 - Dutyfree
 - Common Use Lounge
 - Currency Exchange
 - Sleep Units
 - Spa
 - Business Services

Concessions Program @ Hartsfield Jackson Atlanta International Airport

- Annual Sales Revenue CY2011 - \$453 Million
- Annual Rent To City CY2011 - \$74 Million
- Number of Locations – open or in process
 - 143 F&B Locations
 - 142 Retail/News & Gift Locations
 - 3 Dutyfree Locations Locations
 - 45 Services Locations
 - 8 Spas
 - 11 Currency Exchange
 - 2 Lottery
 - Common Use Lounge
 - Sleep Units
 - Vending

Phased Concessions Roll-Out Plan

- Phase 1 (1st Half of 2012)
 - MHJIT: 23 openings; 9 remained to be opened
 - Atrium/Concourse T-E: 0 scheduled openings; 123 remained to be opened
- Phase 2 (2nd Half of 2012)
 - MHJIT: 31 openings; 1 remained to be opened
 - Atrium/Concourse T-E: 39 scheduled openings; 84 remained to be opened
- Phase 3 (1st Half of 2013)
 - MHJIT: Totally Opened
 - Atrium/Concourse T-E: 39 openings; 63 scheduled openings; 21 remained to be opened
- Phase 4 (2nd Half of 2013)
 - MHJIT: Totally Opened
 - Atrium/Concourse T-E: 102 openings; 21 scheduled openings; 0 remained to be opened

*Retail 2007 took 18 months to roll-out for 90, less-sophisticated locations versus 150 locations for Food & Beverage 2012

Why Some Roll-Outs Extend Beyond FY2013

- “D” Midpoint Expansion
- West Crossover Expansion
- “T” North Optimization
- “C” Midpoint Expansion

Construction Challenges

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- Natural Gas Lines to Terminals
 - Grease Trap Locations/Installations (New requirements & process)
 - HVAC and Electrical Issues