



**2009 - 2010  
Seattle-Tacoma International Airport  
Concessions Business  
Review & Future Outlook**



## Sea-Tac's Award-Winning Program

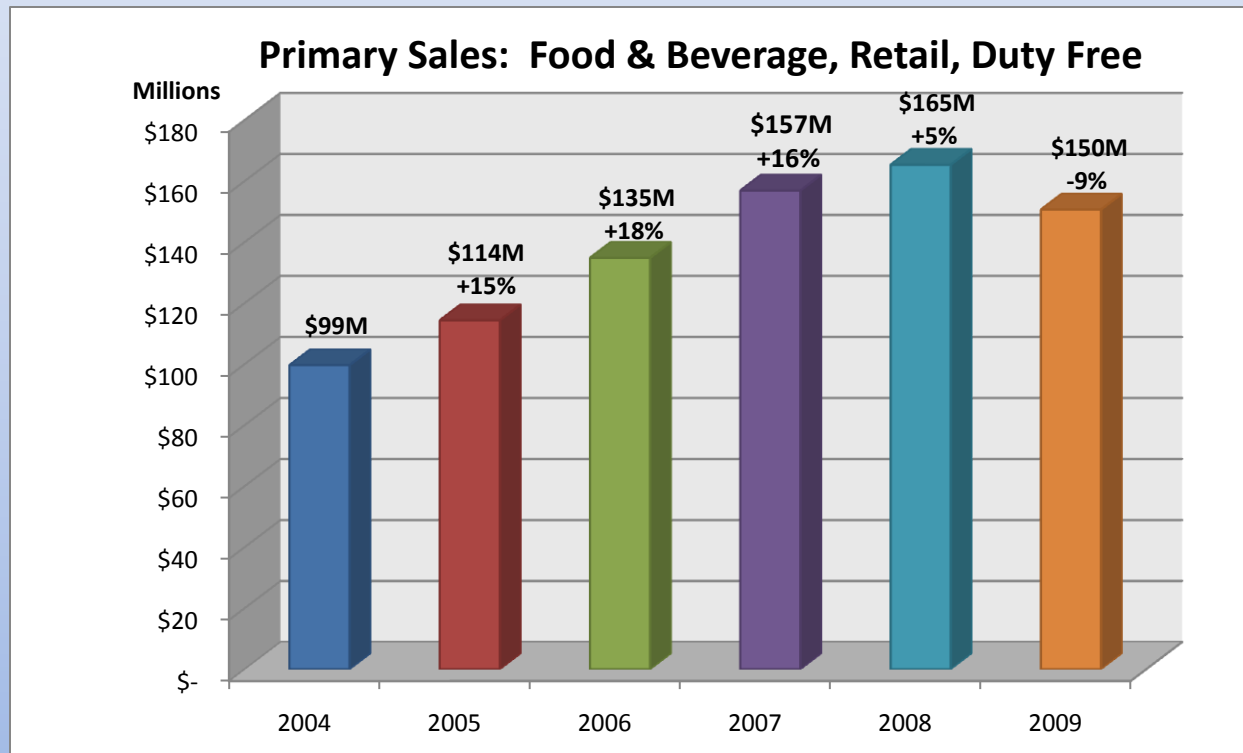
- Street-comparable pricing
- 80 locations airport-wide
- Four primes (three food, one retail)
- 40 direct leases
- 15 'Disadvantaged Business' locations
- State-of-the-Art airport advertising

## 2009 Performance: Sales Per Enplanement (SPE)

Airport	Enplanements	SPE	Top 50 Ranking
SFO	18.5 million	\$11.70	3
Portland	7 million	\$10.44	6
Reno	2 million	\$10.21	7
Las Vegas	22 million	\$10.10	9
<b>Seattle</b>	<b>16 million</b>	<b>\$9.60</b>	<b>12</b>
LAX	30 million	\$8.93	17
Phoenix	20 million	\$8.57	27
San Diego	9 million	\$8.03	37

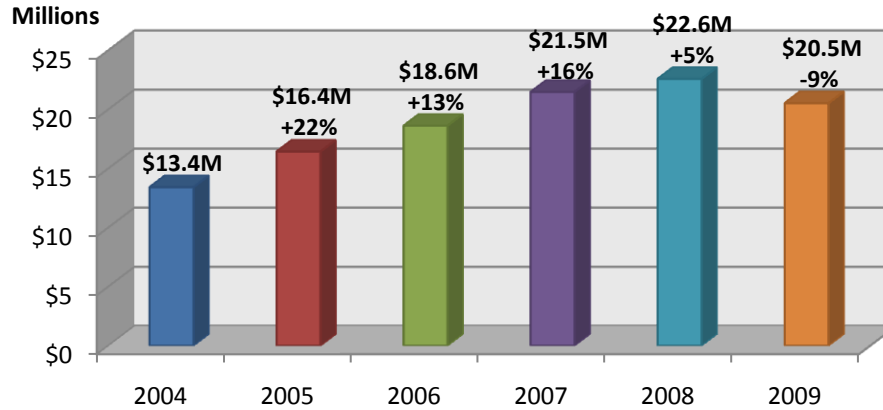
Source: Airport Revenue News Annual Ranking 2009

# Concessions Sales 2004-2009



# Concessions Revenue 2004-2009

## Primary Concessions Revenue to the Port



## Concourse A & D Relief Program

- Address impacts of airline relocations
- Intent to support small operators
- Four food units purchased by the Port
- 12-month relief concluded for Concourse D on 3/31 and Concourse A on 6/30
- Anticipated benefit achieved
- Sales stable at lower levels

## Concourse A & D Relief Program

- Tenants paid no 1<sup>st</sup> of the month payment (guarantee)
- Small operators realized greatest benefit
- Percentage rent paid based on achieved sales
- Benefit ranged dramatically based on relative impact

## Reason for Cautious Optimism

### Quarterly Sales Developments 2008-2010

	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
2008	14%	9%	5%	-4%
2009	-11%	-10%	-9%	-9%
2010	2%			



## Renewed Focus on Marketing

- Loss of Momentum in 2009
- New Marketing Firm Procurement
- Wi-Fi Advertising Launched
- Tenant Marketing Workshop
- New Strategic Plan
- Focus on In-terminal Marketing

## Mid-Term Refurbishments Underway

- 14 units in 2010, 18 units in 2011
- Improve merchandising, increase sales
- Return units to like-new condition
- Invest for expansion, efficient operations
- Improved, enviro-friendly technology

## **A Place for Small/ACDBE\* Business**

- Develop “right-sized” opportunities
- Liaison for FAA & ACDBE tenants
- Workshops/Events for Airport ACDBEs
- Office of Social Responsibility collaboration
- Good relationships established with tenant community

\* ACDBE: Airport Concessions Disadvantaged Business Enterprise

## 2010 New Development in the Works

- Duty Free & Specialty Retail (5 units)
- ATM and Bank Branch
- Concourse C Retail & Kiosk
- Pay Telephones
- Quizno's Subs (ACDBE subtenant)



## Concessions Team

From left:  
Tudor Bleotu  
Elaine Lincoln  
Castina Ridge  
Deanna Zachrisson  
Bonnie Darch

