

Kansas City International Airport

Concession Program Update



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June 2026

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A World-Class Welcome for FIFA World Cup 26™

United Around a Shared Goal

KCAD and Vantage/Parson planned side by side to ready MCI for World Cup 26 arrivals

Immersive Fan Moments

World Cup displays, photo ops, and fan zones greeted travelers in the terminal

Kansas City on the Global Stage

A memorable first impression that showcases the city's pride to fans from around the world





Kansas City International Airport

Program Overview

Kansas City Aviation Department issued a new terminal concessions developer RFP in 2021. In October 2021, Vantage, Parson, and their concession partners (Concession Team) were selected for a 15-year term to develop and manage the concessions program at Kansas City International Airport's new single terminal. The program has brought together local operators and has been recognized by numerous industry awards of excellence

The Concession Team Commitments:

- ✓ **Reflect Kansas City on a National Stage**
Build a concessions program that showcases the City's identity, businesses, and culture to millions of travelers
- ✓ **Expand Opportunity for Local Businesses**
Deliver meaningful, measurable participation through capital access, mentorship, and inclusive partnerships
- ✓ **Deliver Results — On Time and in Full**
Ensure every unit opens and the full program is operational at launch



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Delivering Meaningful Access & Impact

We Removed Barriers. Not Just Lowered Them

- ✓ Eliminated traditional obstacles that prevent small, local, and minority businesses from participating
 - ✓ Reimagined the model to make access real, not theoretical
-

We Created Direct Pathways to Participation

- ✓ Provided terminal locations without complex RFP hurdles
- ✓ Ensured local partners had visible, high-traffic opportunities, not secondary placements

We Put Private Capital to Work

- ✓ Activated a \$20M Opportunity Fund to directly support local and diverse entrepreneurs
 - ✓ Enabled businesses to launch, scale, and sustain operations within the airport
-

We Built a Support System for Long-Term Success

- ✓ Delivered hands-on mentorship, training, and daily operational support
- ✓ Focused on helping local operators thrive over time



Navigating Early Challenges

Delivering Through Complexity - Launching a first-of-its-kind, locally driven concessions program required navigating real-world complexities and delivering solutions in real time.

Enabled Local Businesses to Succeed in a Complex Environment

- Provided hands-on support to help small, local, and minority partners navigate airport construction, compliance, and opening requirements

Managed Cost Pressures to Protect Program Delivery

- Addressed construction cost escalation driven by accelerated timelines while keeping the full program on track

Stabilized Operations from Day One

- Proactively resolved operational challenges (badging, staffing, waste, logistics) to ensure a consistent passenger experience

Supported First-Time Airport Concession Operators

- Helped local businesses adapt to the higher cost structure and operational complexity of operating in an airport environment

Responded to Evolving Market Conditions

- Adjusted operation in low traffic areas to maintain viability and support long-term success





Program Improvements

Learning and Adapting

The Concessions Team has partnered closely with KCAD to apply early operational learnings and continuously strengthen the program.

Key initiatives include:

Driving Performance Through Strategic Repositioning

Rebranded underperforming locations, including Mother Earth Coffee and Cervasi, introducing stronger concepts that delivered immediate sales improvement

Elevating Retail with Local Relevance

Enhanced retail offerings by expanding categories and increasing the presence of products created by Kansas City-based businesses

Partnering to Showcase Kansas City on the Global Stage

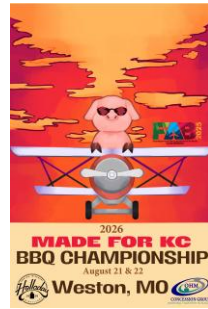
Working with KCAD and the City to prepare for FIFA 2026, ensuring a world-class arrival experience that highlights Kansas City's identity and community pride

Community Impact: Beyond the Terminal

Supporting Kansas City's economic, cultural, and community priorities through active partnership

The Concession Team's commitment to Kansas City extends beyond the airport. Through partnerships and community programs, we contribute to opportunities that celebrate local culture and support education.

The team participates in many community organizations, including following organizations, among several others:



“This is worldwide recognition being in the Kansas City Airport. Our bottle of sauce is going anywhere in the world and will be on someone’s dinner table – potentially in a different country. It’s unreal.”

*Ashton Smith, O.G. Bandits
2024 Made for KC BBQ
Experience Winners*



In partnership with Turn The Page KC, the annual Summer Lit Festival features local author book signings, readings, and a donation from Vantage Group of 500 books to underprivileged Kansas City youth.

Local Businesses. Real Impact.

Kansas City business owners recently spoke to the strength and impact of the program | June 2026

“ Working with Vantage Group has been a truly transformative experience for both me and my business. From the very beginning, demonstrated a genuine commitment to my success by providing valuable resources, guidance, and mentorship that helped me navigate a complex process with confidence. Having access to an experienced mentor and a team that was invested in my growth made all the difference. The increased visibility has introduced Safi Fresh to a much broader audience, creating new opportunities for brand recognition, revenue growth, and long-term business expansion.”

LaRonda LaNear
President/Founder, **We Got it Covered Food Services**

“ MCI serves as Kansas City's front door, and we're honored that CHERRY is part of the story visitors see when they arrive. This partnership has expanded our reach, strengthened our brand, and created opportunities that extend far beyond the airport. It reflects a shared commitment to showcasing local businesses, supporting diverse entrepreneurship, and investing in the long-term economic growth of our community. We're proud to stand alongside other local businesses in creating an authentic sense of place and demonstrating that when local companies are given meaningful opportunities, the entire region benefits.”

Thalia Cherry
Founder and CEO, **Cherry Co.**

“ With nine stores in the Kansas City area, our MCI airport location is very unique and special...We are a community of workers and vendors who make the first contact with our guests in the airport. All of us work together to make our MCI airport community special and unique.”

JoEllen Spini
Owner, **Smoothie King**

“ Working with a company like Vantage / WHSmith is more than a sales opportunity for local businesses. It is also a chance to learn the processes, expectations, and standards required to work successfully with a larger corporate organization. Their team patiently guides small businesses through the procedures of doing business in that environment, offering support and education that can be difficult to find elsewhere. Those lessons become even more valuable when they're learned with a partner invested in your success.”

Tyler Enders
Co-Owner, **Made in KC**

“ Being a vendor at MCI is both a great business opportunity and a tremendous honor. As a local brand, it allows us to represent Kansas City to travelers from around the world while showcasing the quality, innovation, and entrepreneurial spirit that make our brands and city special”

Andrew Miller
Founder, **Una Familia Foods**

“ Bringing Auntie Anne's fresh pretzels and Cinnabon's iconic cinnamon rolls to Kansas City international airport is far more than a business for us, it's a meaningful way to offer comfort, joy, and a taste of home to travelers passing through this outstanding city and airport. We are forever thankful to the people of Kansas City for trusting us with this opportunity to represent your warm hospitality at such a fine facility and serve both our community and visitors from around the world”

Nick Tripp
Co-Owner, **Auntie Anne's LLC**



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\$47M+ in annual sales from local operators, brands, and products

Best in the Nation

Twice Recognized by Industry Leaders



Best Overall
Commercial Program
Medium/Small
Airports



Richard A. Griesbach
Award for Excellence in
Airport Concessions



Best Overall Commercial
Airport Food & Beverage
Offer of the Year Americas
& Caribbean

KCI is the only airport in the country to be recognized at this level by multiple industry bodies

Recognized as the top airport concessions program in the United States Awarded by two independent industry associations Validated for innovation, local integration, and execution excellence

Additional Awards

- **AXN:** Best Casual Dining Concept (Brown and Loe), Best Local Inspired Restaurant (The Made for KC BBQ Experience), Best Passenger Service (Director's Cut Take II) Best Local Inspired Store (Made in KC)
- **ACI:** Best New News & Gift Concept (The Market at 18th & Vine)
- **The Moodies:** Best Example of Community Engagement (Summer Literature Festival)
- **FAB:** Airport Casual Dining Restaurant of the Year Airport ≤20M Passengers (The Made for KC BBQ Experience)
- **Priority Pass™ Excellence Awards:** Highly Commended North America Lounge (Escape)



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A Program Delivering Results for the City

Stronger Performance, Greater Local Impact

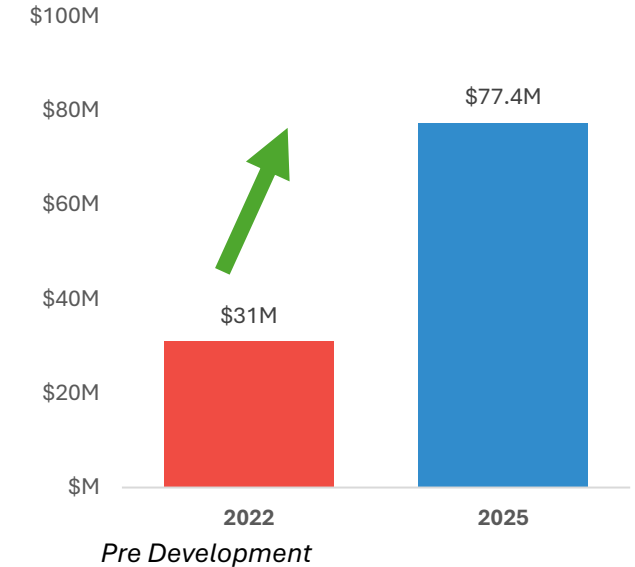
Impact Area	Measured Result	Community Benefit
Annual Sales	+\$46M vs. prior program	Stronger concessions performance and reinvestment
Spend per Passenger	+104%	Improved passenger experience and increased revenue to KCAD
Tax Revenue	+150%	Increased returns to the City & State
Employment	3X increase in concessions jobs	Expanded local workforce opportunities
Local Participation	80% local ownership and operators	Economic benefits retained within Kansas City



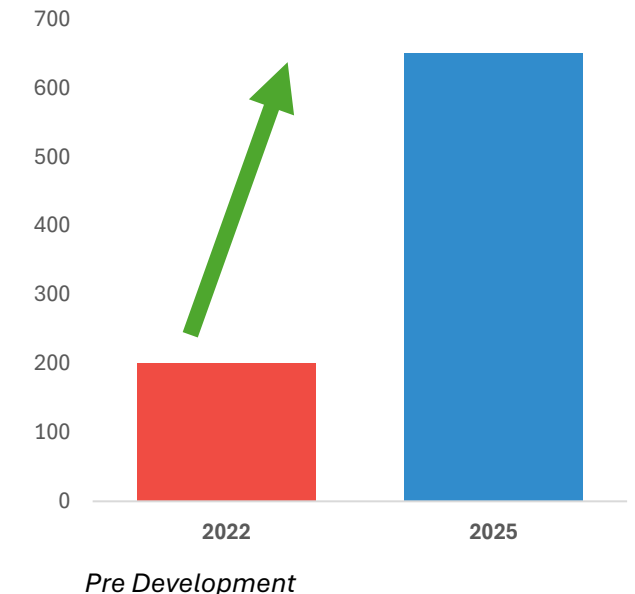
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Sales 2022 vs. 2025



Work Force: Significant Creation of New Jobs



A High-Performing Program | Challenges | Solutions

The concessions program is performing strongly, delivering record sales, jobs, and local participation. But three structural issues pressure operator profitability

Elevated Financial Pressure on Operators

- Higher-than-expected buildout costs and accelerated timelines increased debt burdens
- Early operational issues impacted initial revenue generation

Result: Financial strain limiting long-term sustainability



Solution: Strengthen the Financial Foundation

Action: Extend contract terms by 5 years

Outcome: Time for operators to recover investments and build sustainable businesses

Misalignment Between Space and Demand (Terminal A South)

- Represents 11% of space in the terminal but only 1% of traffic and 2% of sales and 3% of transactions
- **Result: Current demand does not support current business capacity**



Solution: Align Costs with Current Demand

Action: Temporarily exclude A South from rent calculations

Outcome: Ties obligations to actual passenger activity and supports near-term stability

Disproportionate Dock Operating Cost Burden

Concession operators fully absorb central loading dock costs

- Represents approximately 3% of sales
- **Result: Added structural cost pressure across the program**



Solution: Reduce Loading Dock Cost Burden

Action: Share dock operating costs across all users

Outcome: Lowers ongoing dock expense and improves long-term viability

Together, these solutions stabilize operations, protect local businesses and jobs, and sustain a nationally recognized program for Kansas City.



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ORDINANCE No. 260530

Authorizing the Director of Aviation to execute a Third Amendment to the Concession Management, Operation and Development Agreement with Vantage Airport Group (US) Ltd.

- Concession, Management, Operation & Development Agreement executed October 25, 2021
 - Amendment #1 executed July 31, 2022
 - Amendment #2 executed September 23, 2025
- Amendment #3 Changes:
 - Term of the Agreement – Extends term from a 15-year agreement to a 20-year agreement
 - Temporarily (from execution of Amendment #3 until April 30, 2030) excludes minimum annual guarantees (MAGs) and concession fees from Concourse A South concessions
 - Allows Vantage, through the loading dock contractor, to charge other users fees to utilize dock services

