



# Dublin Airport Capital Investment Programme 2020+

**Dalton Philips** : CEO daa plc

**Larry O'Toole** : Head of AMD

**Brian Collier** : Head of Construction & Asset Care Procurement



A little about daa...

# Our Global Family



● Dublin Airport

● ARI (Aer Rianta International)


● Cork Airport

● daa International





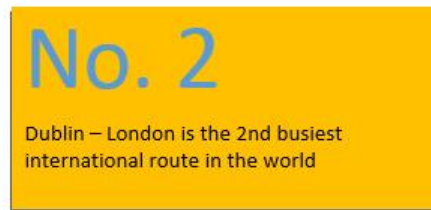
# Financial Metrics

- Net debt €541m 
- Return on equity 10.1% (2016: 9.1%)
- 2.0x EBITDA (2016: 2.3x)
- Credit rating A-, Positive (S&P)



Record Breaking Year

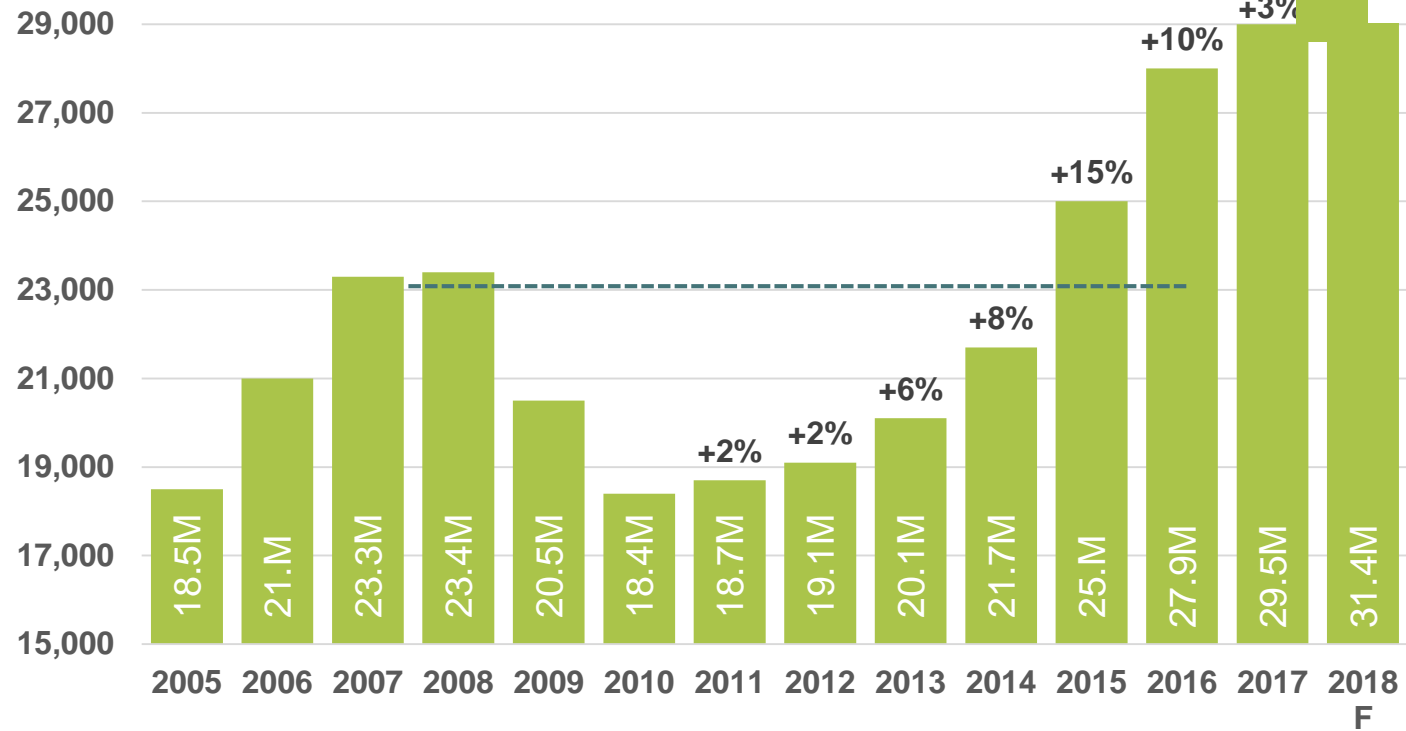




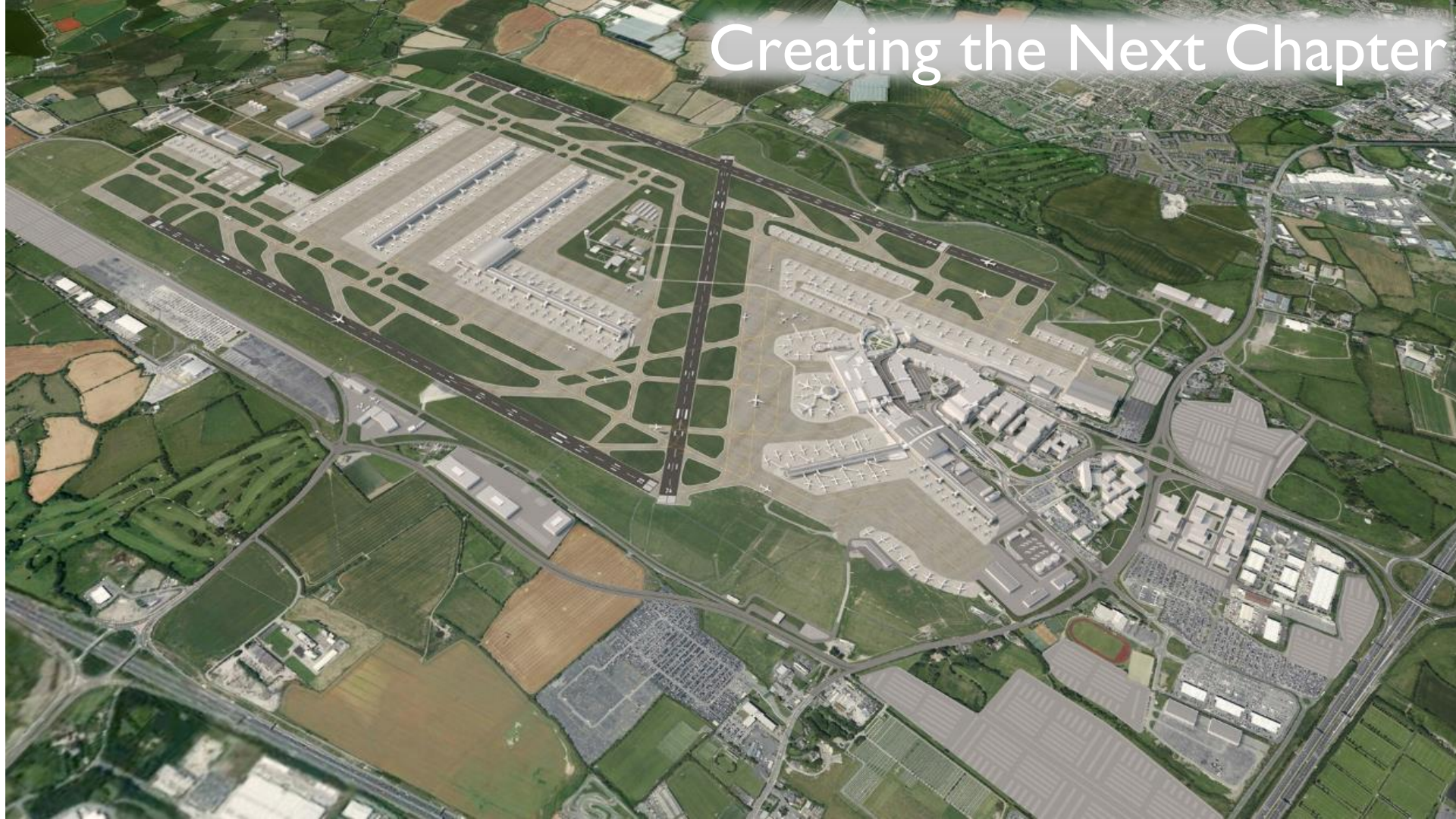
# We Fly Our Customers All Over The World



# Passenger Numbers Reaching New Heights



Creating the Next Chapter

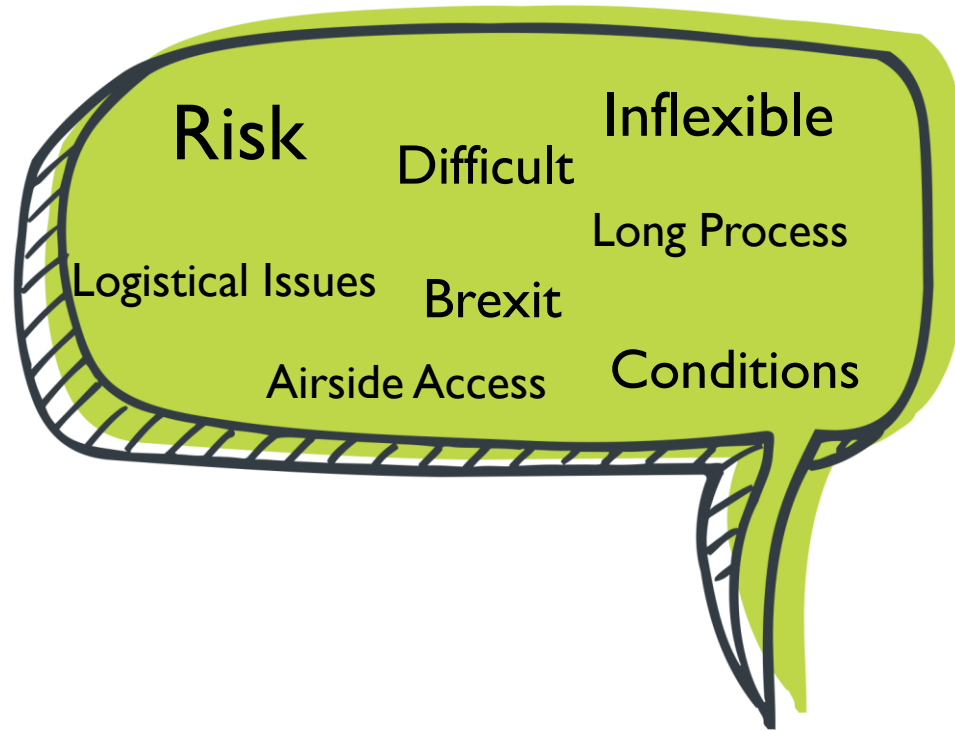


# Taking Off In A New Direction





Beating Brexit Together



Risk

Difficult

Inflexible

Long Process

Logistical Issues

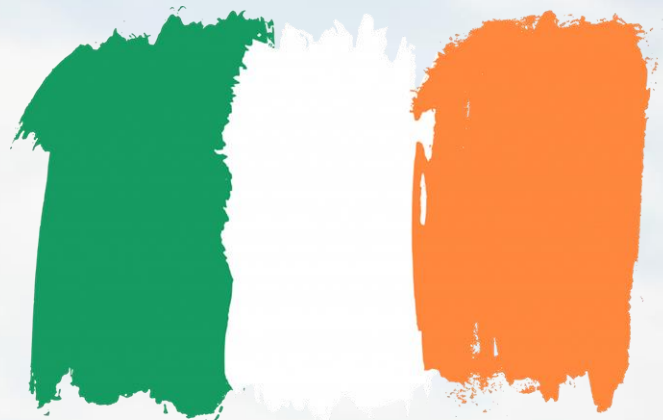
Brexit

Airside Access

Conditions



Collaborating To Get You Airside



Front and Centre

# A New Approach

1. Visibility of our Pipeline of Work
2. New Forms of Contracts
3. Appropriate Risk Allocation
4. Partnership Frameworks
5. Early Decision Making



# Ireland's Largest Capital Investment Programme

## Join the Journey



## DUBLIN

25<sup>th</sup> January

4<sup>th</sup> February

## LONDON

28<sup>th</sup> January

## PARIS

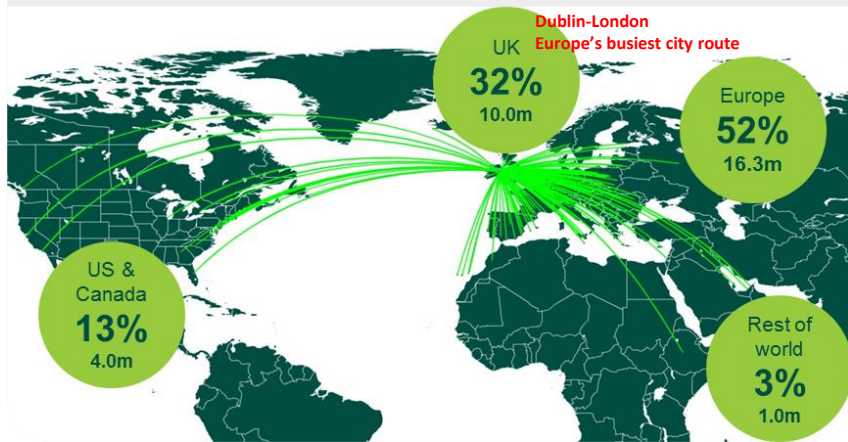
29<sup>th</sup> January

## MADRID

30<sup>th</sup> January

Criochfort  
Terminal 2

## WHERE OUR PASSENGERS ARE FLYING?



## CARGO



**151\***  
thousand tonnes

## BUSIEST DAY



**116**  
thousand passengers

## FLIGHTS



**233**  
thousand

## TOP 5 DESTINATIONS

1. London
2. Amsterdam
3. Manchester
4. New York
5. Birmingham

## DAILY AVERAGE TRAFFIC

**86**  
thousand passengers

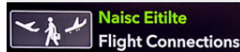
**639**  
flights

## PASSENGER NUMBERS



**31.5**  
million

+6%



**2.1**  
million

+23%

## TERMINALS

### TERMINAL 1



**61%**  
of the passenger traffic

### TERMINAL 2

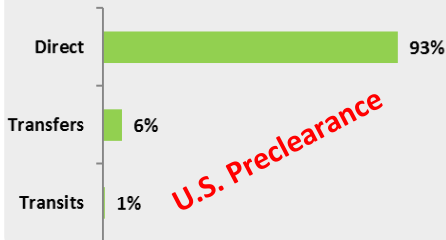


**39%**  
of the passenger traffic

# Traffic Highlights 2018

**31.5**  
million

## TRAFFIC STATISTICS



## SCHEDULED DESTINATIONS AND AIRLINES

**6**  
new airlines



**+16**  
routes & services

**177**  
destinations

**45**  
airlines

**2,500+**  
departing flights per week in peak

# Key drivers of future growth

- Economic stability & growth
- Strong base carrier growth
- Aircraft fleet “game-changer”
- National Aviation Policy

Our next goal

# 40

Safeguarding

million pax.

# What does 40mppa look like...



115k

Max Passengers Per Day +38%

143k



6.5k

Max US Preclearance Passengers Per day +91%

11.5k



7.5k

Max Transfer Passengers Per Day +103%

15k



750

Max Aircraft Movements Per Day +28%

925

# Initiatives to secure growth

**Airfield  
Development  
Projects**

**New  
Runway**

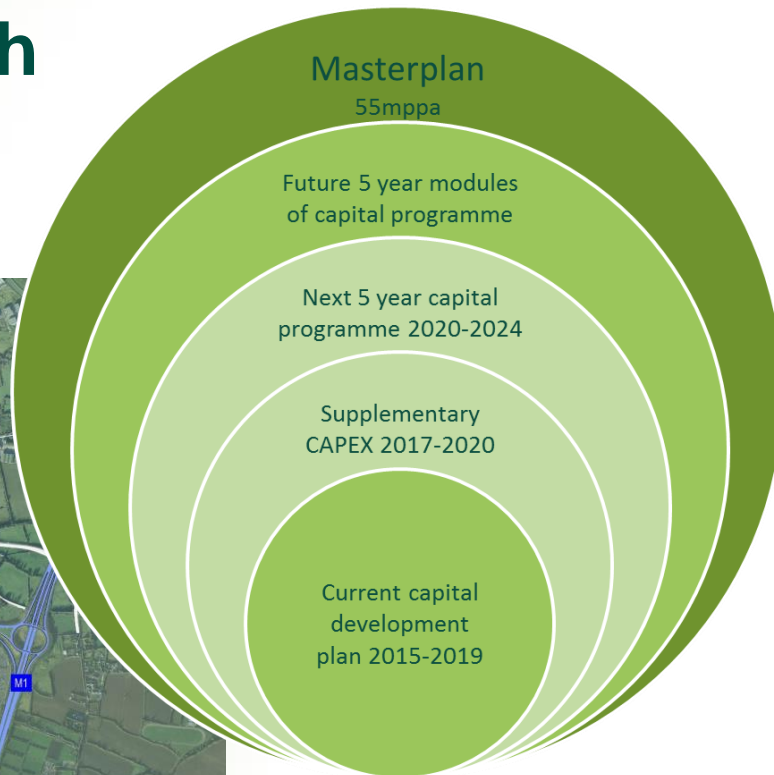
**Dublin Airport Central**

**Hub development**

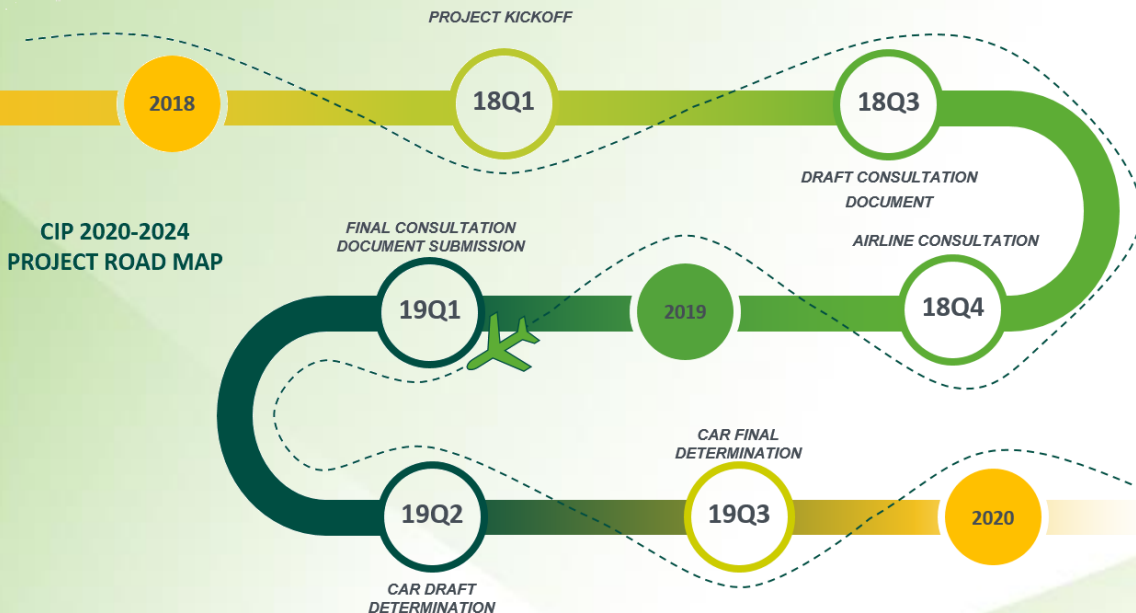
**Expanded piers &  
enhanced terminal  
facilities**

**Technology &  
Sustainability**

# Initiatives to secure growth



# CIP2020+ process



<http://www.aviationreg.ie/news/capital-investment-plan-from-2020-at-dublin-airport.875.html>

## Capital Investment Programme 2020 +

Consultation Document



# Investment Programmes



**SOUTH  
APRON**



**NORTH  
APRON**



**CAPITAL  
MAINTENANCE**



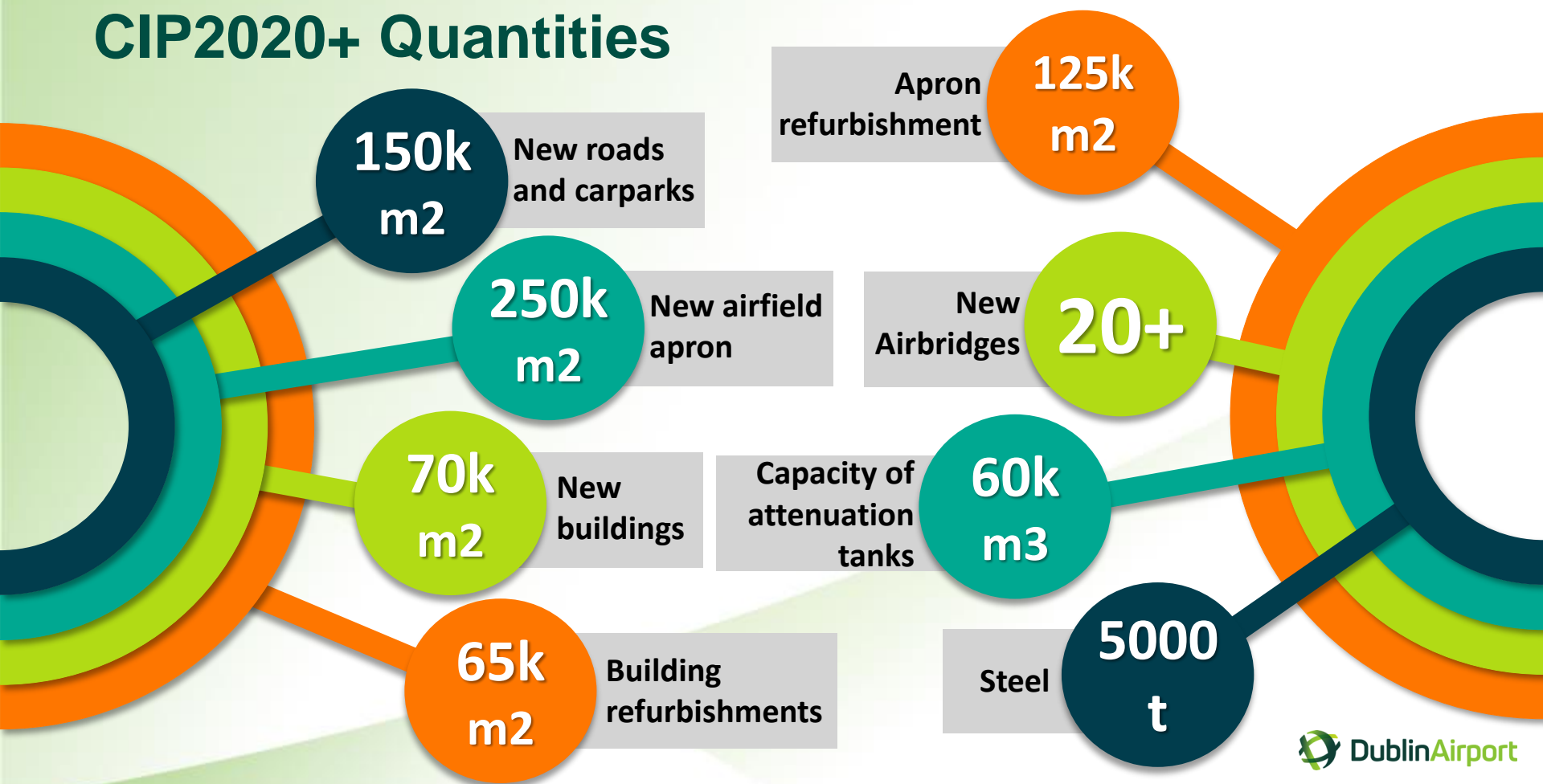
**AIRFIELD**



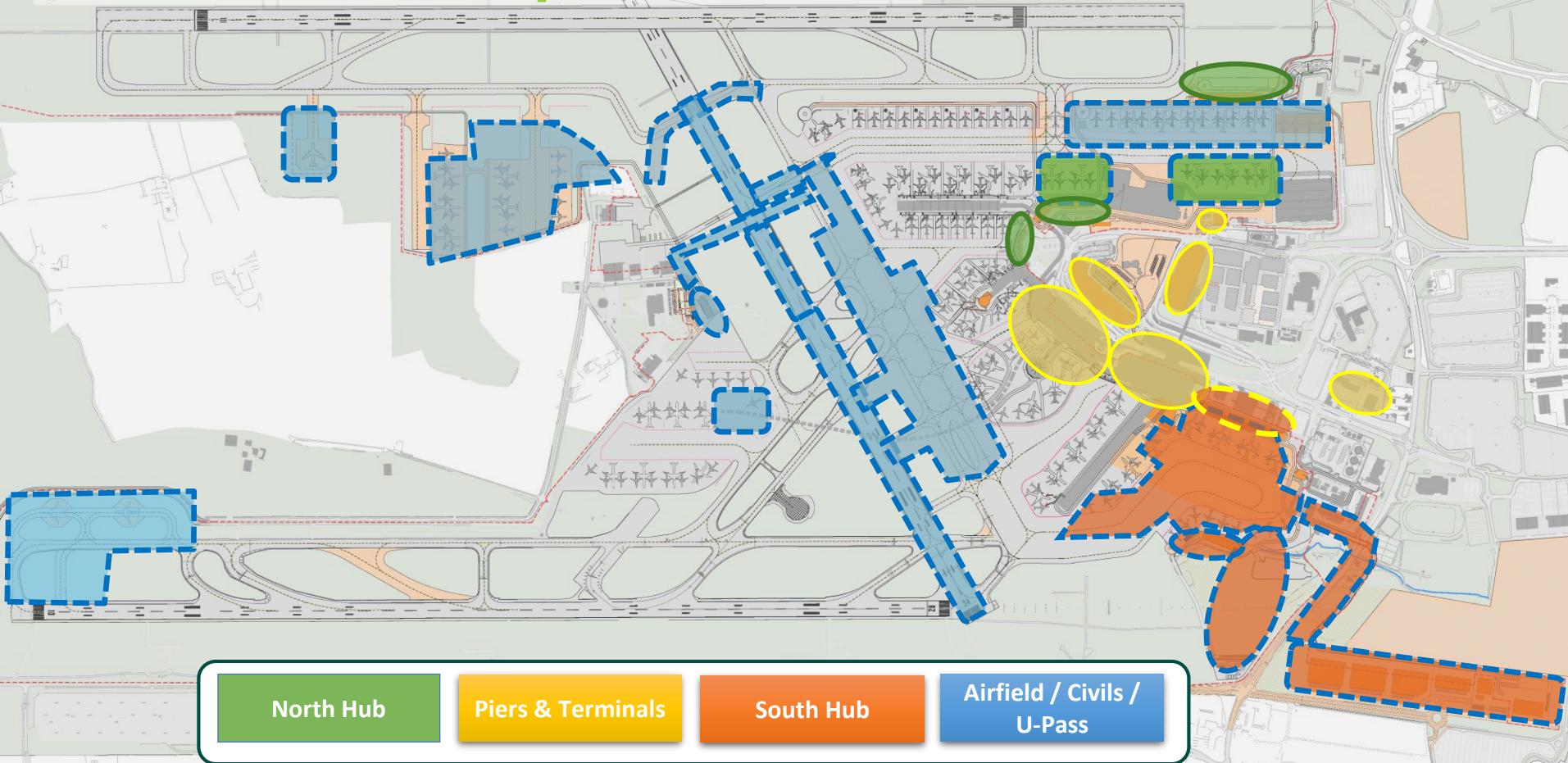
**PIERS &  
TERMINALS**



# CIP2020+ Quantities



# CIP2020+ Development Zones



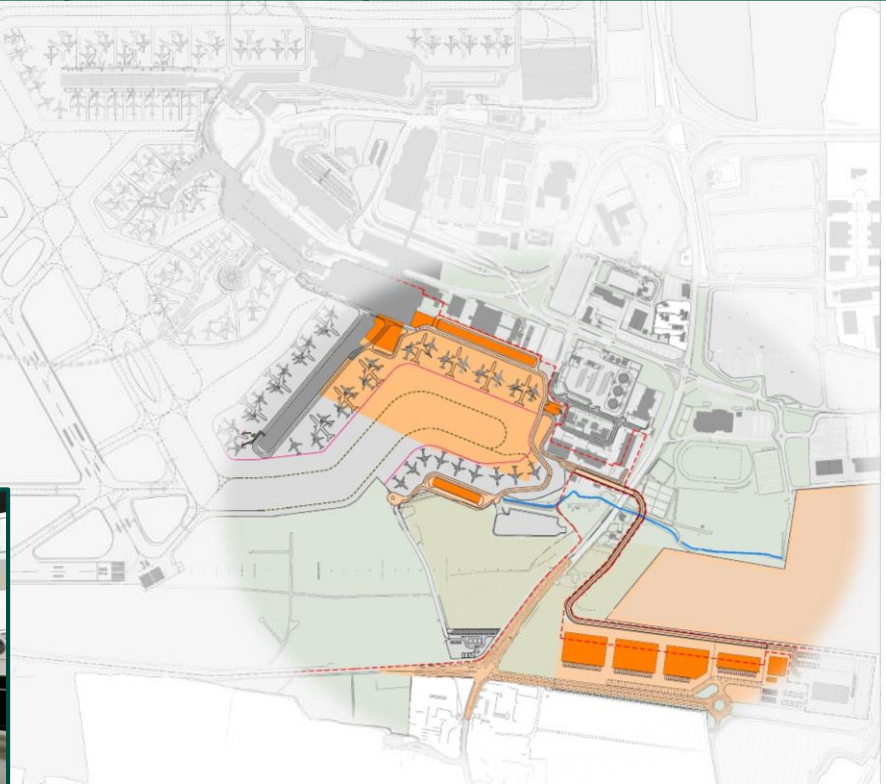
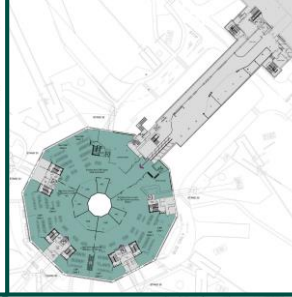
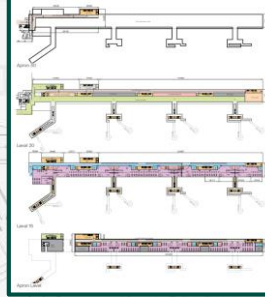
# North Apron

- Pier 1 Easter Extension - Module 1
- OCTB Bussing lounges
- Apron expansion
- 5H Pre Boarding Zone
- Wide Body Enablement
- Demolitions and relocations



# South Apron

- **New Pier 5**
- **CBP Expansion**
- **Pier 4 flexibility**
- **Pier 3 CBP enablement**
- **South Pre Boarding Zone**
- **Apron expansion**
- **Demolitions and relocations**
- **East lands development**



# Airfield

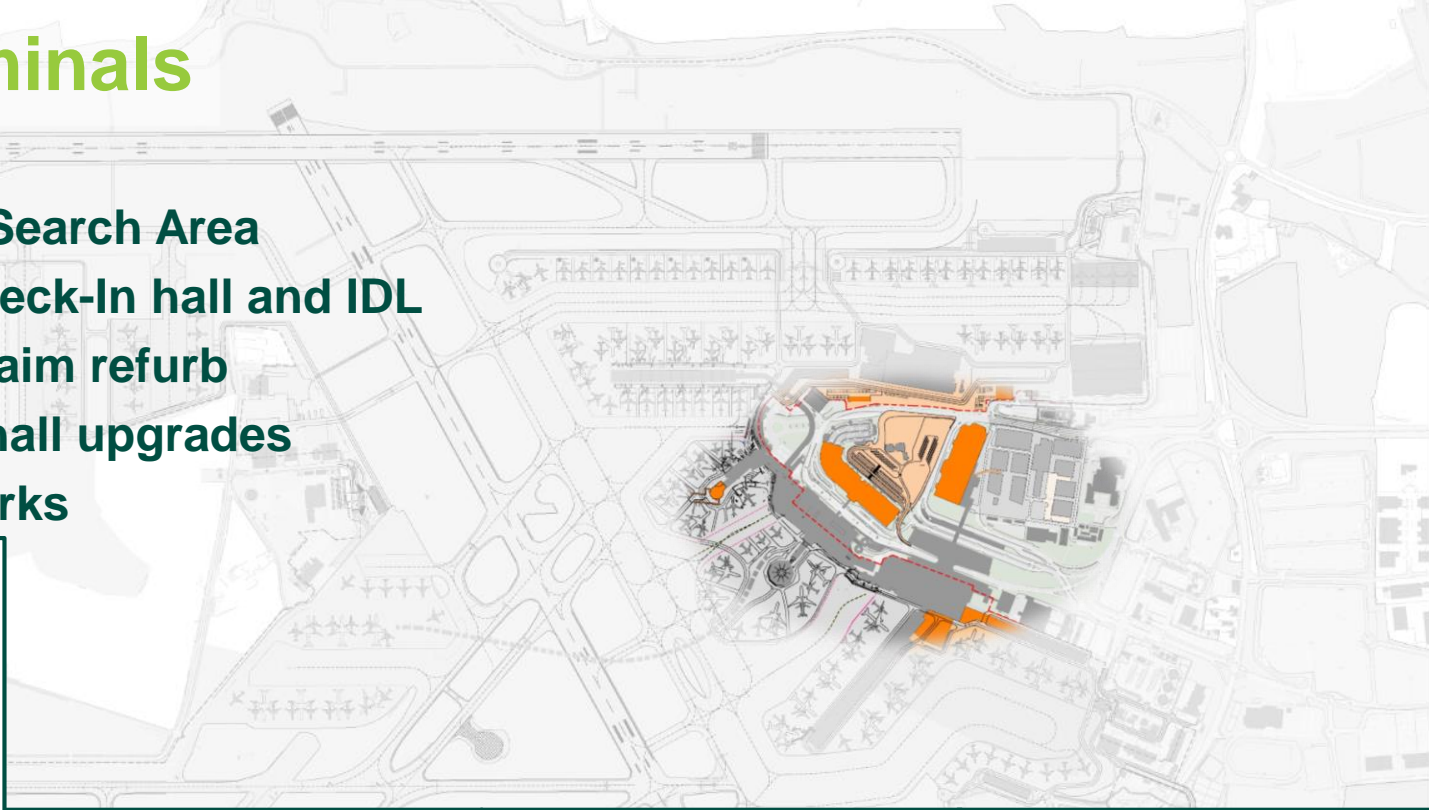
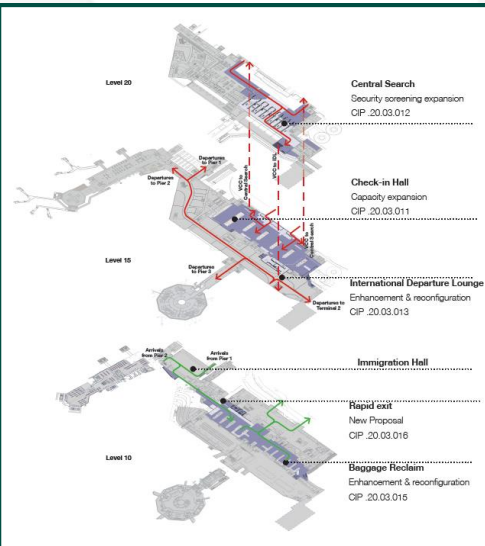
- Underpass
- Apron 5M
- Gate Post 9
- Substation T
- Road network expansion



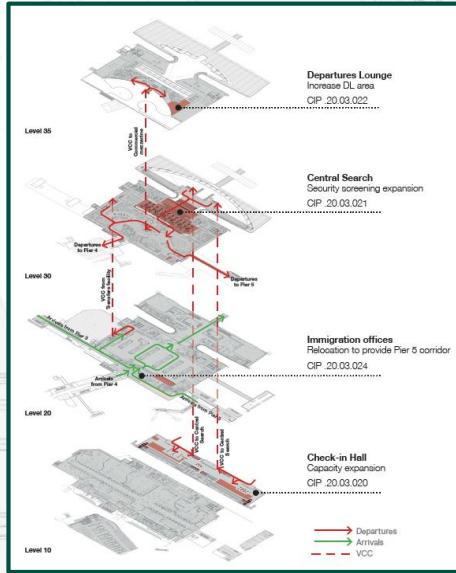
# Piers & Terminals

## TERMINAL 1

- New Central Search Area
- Expanded Check-In hall and IDL
- Baggage reclaim refurb
- Immigration hall upgrades
- Forecourt works



# Piers & Terminals



## TERMINAL 2

- Expanded Central Search Area
- Reconfigured Check-In hall
- Reconfigured Immigration hall

# Other projects...



# What are the challenges



**SCALE**



**LOGISTICS**



**ACCOMMODATION**



**PLANNING**



**ACCESS**



**OPERATIONAL  
AIRPORT**

# What are we looking for

## CONTRACTORS



CIVIL



M&E



BUILDINGS



SPECIALISTS

## CONSULTANTS



CIVIL



ARCHITECTURAL



M&E



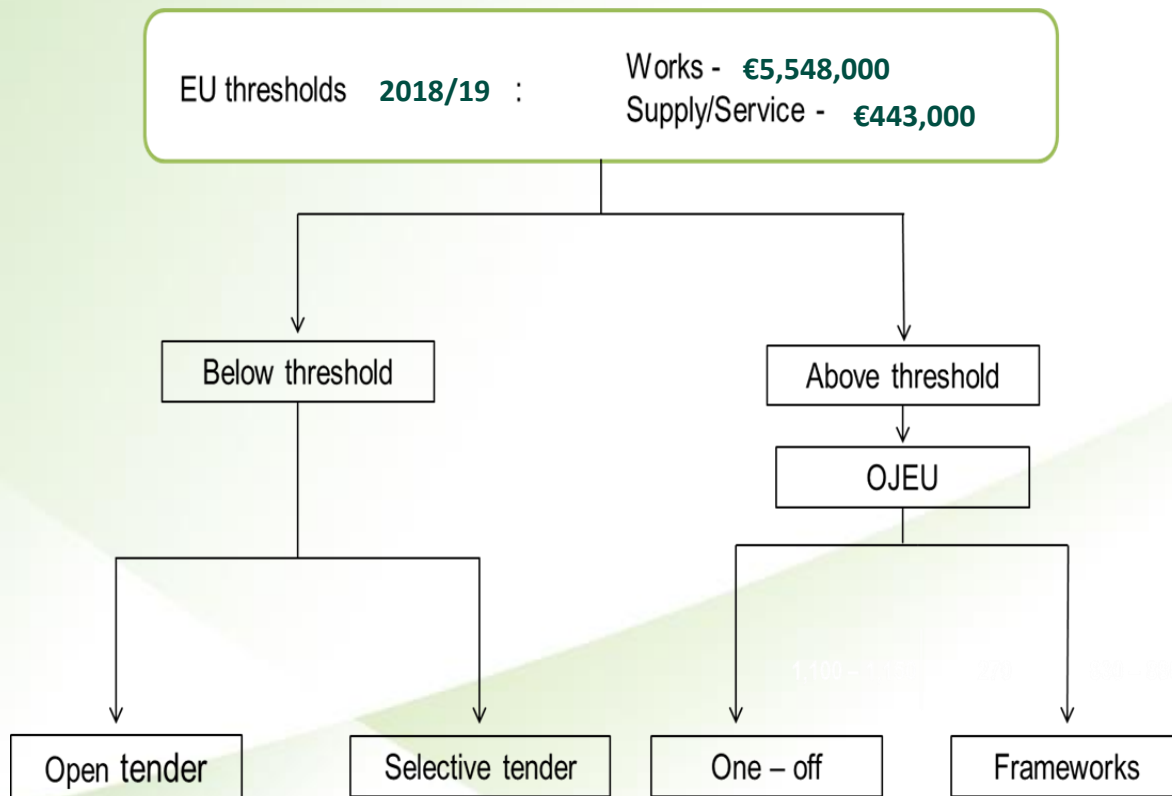
STRUCTURAL



PROGRAMME  
MANAGEMENT

# Read our PIN NOTICE in ETENDERS...

# Procurement - Contracts or Framework



# Procurement – Market Engagement Process

- **We have ideas on how we want to procure.**
  - Partnership approach (guaranteed work)
  - Collaborative working (NEC suite of contracts)
  - Sharing of Risk (placing with who is best to manage)
  - Incentivisation (pain/gain mechanisms)
  - Target Cost (open book)
  - Flexibility (rotational frameworks)
- **What we want from you?**
  - Feedback
  - Procurement processes – ask questions before closing date (our hand's are tied after that)
  - Quality of submissions – answer the questions we ask

# Procurement – What we are looking at

- **Frameworks**
  - General Contracting
  - M&E Contractors
  - Specialist Contractors (concrete, gravel, steel, glazing, tiles, etc.)
  - Rotational
  - Cascading Rotational
  - Mini Competitions
  - Fixed Rates
  - Performance Management - KPIs (reserve lists)
- **Going from a project to a programme approach (bundling of projects)**
- **Longer RFI periods – e.g. 60 days (meetings with potential Applicants during first 30 days)**

# Procurement – What are we looking at ?

- **Owner controlled insurance (where possible)**
- **Batching plant on site**
- **Logistics Centre**
- **Standardisation (minimum technical solutions)**
- **Brexit (dealing with in a fair manner)**
- **Construction Inflation (where fixed rate frameworks are set up – allow an annual review mechanism)**
- **Landside/Airside Access**
  - Works landside where possible
  - Partnership approach may allow up-front security clearance
  - Centralised training
- **Whole Life Cost**
- **More information on our website**
  - What's coming up
  - Who are on our frameworks

# Procurement – Portfolio of work

- **South Apron**
- **North Apron**
- **Airport Buildings**
- **Civil**

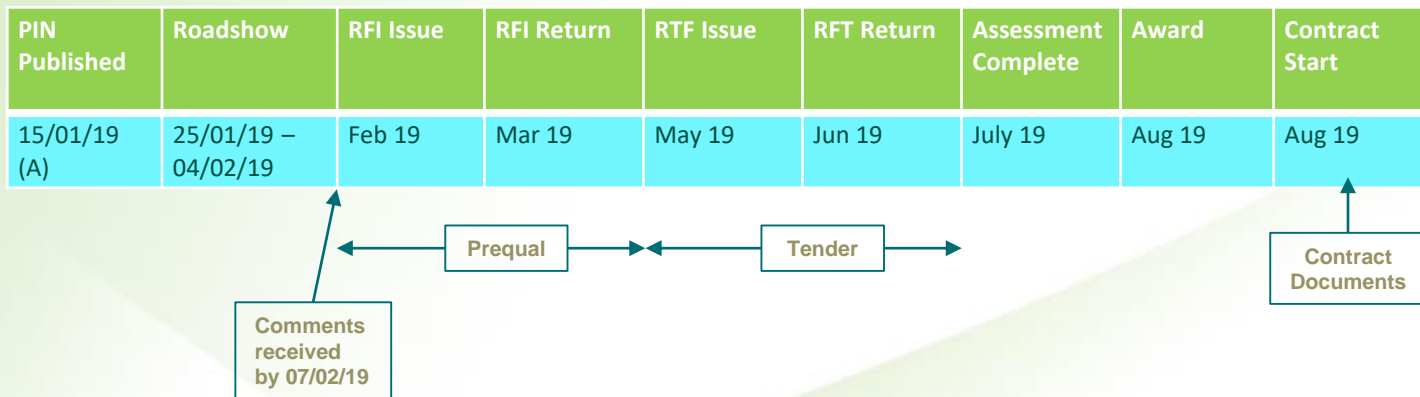
# Procurement – South Area Development Plan

| Title                           | Procurement Route   | Form of Contract   | Main Points  |
|---------------------------------|---|--|--|
| WP3 - Enabling Works Projects   | Management Contracting, or Design & Build *                 | NEC4 Engineering & Construction Contract (ECC) – Option F or C   | <ul style="list-style-type: none"> <li>• Prequalification via RFI</li> <li>• Competitive bid via RFT, award to highest scoring tenderer – technical &amp; commercial</li> <li>• Incentivisation, KPI's are to be considered</li> </ul>   |
| WP4 – Project Management Office | Target Cost - Consultancy Services                          | NEC4 Professional Services Contract (PSC) – Option C target contract with activity schedule  | <ul style="list-style-type: none"> <li>• Prequalification via RFI</li> <li>• Competitive bid via RFT, award to highest scoring tenderer – technical &amp; commercial</li> <li>• Incentivisation, KPI's</li> </ul>  |
| WP5 – Principal Contract        | Target Cost - Two Stage Design & Build, or Design & Build * | NEC4 Engineering & Construction Contract (ECC) – Option C<br><br>[with NEC4 Professional Services Contract (PSC) for design (To be confirmed)] * | <ul style="list-style-type: none"> <li>• Prequalification via RFI</li> <li>• 1<sup>st</sup> stage competitive bid via RFT</li> <li>• 2<sup>nd</sup> stage bid either competitive with 2 no. bidders (with design allowance), or single stage with 1 No. bidder (To be confirmed)*</li> <li>• Award to highest scoring tenderer – technical &amp; commercial</li> <li>• Incentivisation, KPI's</li> </ul> |

Note - \* Procurement delivery routes for WP3 and WP5 are indicative and to be confirmed.

# Procurement – South Area Indicative Schedule

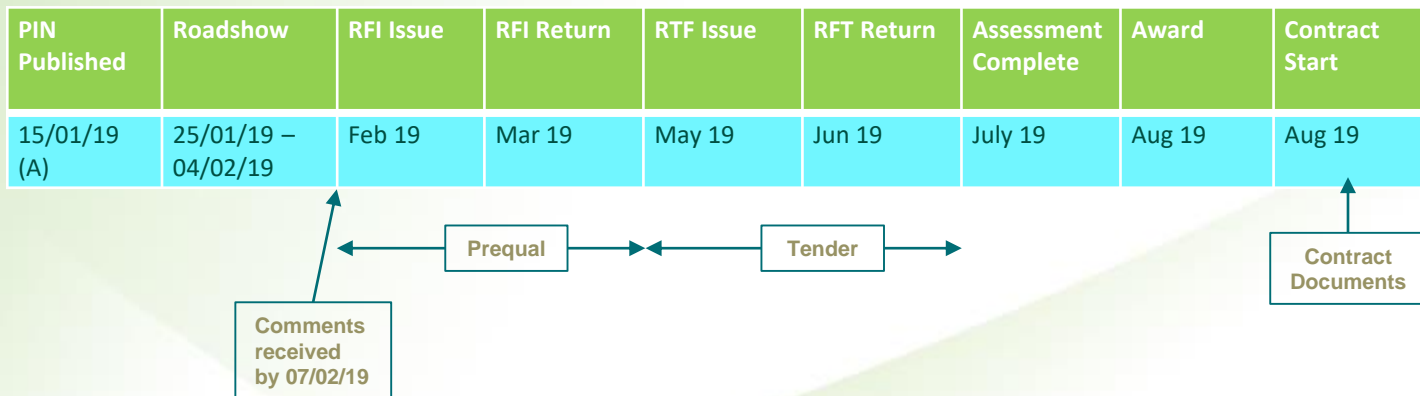
- 1. WP 3 - Enabling Works Projects



Note – Schedule is indicative based on management contracting delivery route and delivery route & dates may be subject to change.

# Procurement – South Area Indicative Schedule

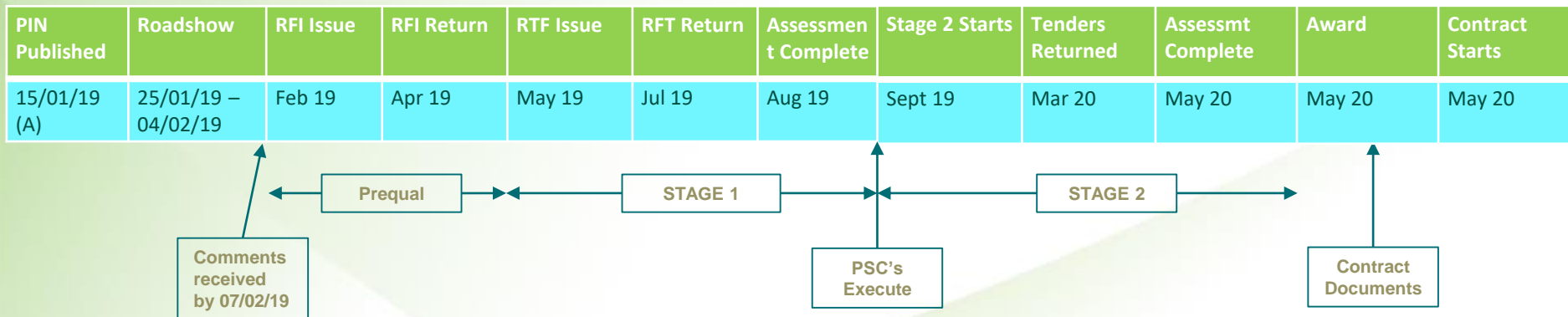
- 1. WP 4 – Project Management Office



Note – Schedule is indicative and dates may be subject to change.

# Procurement – South Area Indicative Schedule

- 1. WP 5 – Principal Contract



Note – Schedule is indicative based on two stage design and build delivery route + delivery route & dates may be subject to change.

# Procurement – Piers & Terminals Portfolio

| Description                       |
|-----------------------------------|
| Package 1 - T1 Pax Journey        |
| Package 2 - T2 Pax Journey        |
| Package 3 - MSCP's & Kerbs        |
| Package 4 - T1 Refurb             |
| Package 5 - LSS Framework         |
| Package 6 - Pier 3 Upgrade        |
| Package 7 - West Apron Facilities |
| Package 8 - Other/Misc            |

# Procurement – Piers & Terminals Portfolio - Construction

- **RFI Process for Programme No. 1 (Q3/4 19)**
  - Early Contractor Engagement
- **Framework Panel with 3 Contractors for Programmes No. 2 to 7. (Q1/2 19)**
  - Rotational based on agreed rates
- **Framework Panels with up to 8 Contractors for Programme No. 8 – construction value less than €10m for each project within programme.**
  - 2 Lots – 1) Up to €3m & 2) €3m to €10m
  - Lot 2: Cascading rotational – 4 bidders each time

# Procurement – Piers & Terminals Portfolio - Consultancy

- **Framework Panel with 3 Consultants for Programmes No. 1 to 7. (Q1 19)**
  - Mini Competition – Overview commission
  - Mini Competition – Programme No.1
  - Programmes 2 to 7 - Rotational based on agreed rates
- **Framework Panels with up to 5 Consultants for Programme No. 8 – construction value less than €10m for each project within programme.**
  - Architectural, Non- Specialist Civils, Project Management, Cost Consultancy, Structural, M&E, Fire, etc.
  - Various Lots

# Procurement – Civil Portfolio - Construction

| Description                              |
|--|
| West Apron Vehicle Underpass             |
| Critical Taxiway's                       |
| Apron Phase 5H                           |
| West Apron (5m) 10 stands                |
| Wide Body Enablement & Airbridge Install |
| Apron Rehabilitation Programme           |
| Surface Water Environment Compliance     |
| Landside (various works)                 |

# Procurement – Civil Portfolio – Construction/Consultancy

- **Framework Panel with 3/4 Contractors (Q1/2 19)**
  - Rotational based on agreed rates
  - Based on geographical areas
  - Based on similar work
- **Framework Panels with up to 8 Contractors for minor works – construction value less than €10m for each project within programme.**
  - 2 Lots – 1) Up to €3m & 2) €3m to €10m
  - Lot 2: Cascading rotational – 4 bidders each time
- **Framework Panel for Airside Design Consultants**
  - Number to be agreed
  - Rotational based on agreed rates

# Thank You

[larry.otoole@daa.ie](mailto:larry.otoole@daa.ie)

[brian.collier@daa.ie](mailto:brian.collier@daa.ie)

Criochfort  
Terminal 2