A little about daa...
Our Global Family

- Dublin Airport
- ARI (Aer Rianta International)
- Cork Airport
- daa International
Operating Activity

- Turnover €855m +8%
- Operating costs €409m +7%
- EBITDA €271m +9.5%
- Profit after tax (pre exceptional) €125m +16%
Financial Metrics

- Net debt €541m (-5%)
- Return on equity 10.1% (2016: 9.1%)
- 2.0x EBITDA (2016: 2.3x)
- Credit rating A-, Positive (S&P)
Record Breaking Year
+31.5m passengers

+180 destinations

+2,400 departing flights per week

44 airlines operating out of Dublin Airport

12th Best connected airport in Europe

+6% Passenger Growth

European gateway to the USA with all-day U.S. Preclearance

No. 1
Dublin – London is Europe’s busiest city route

No. 2
Dublin – London is the 2nd busiest international route in the world
We Fly Our Customers All Over The World
Passenger Numbers Reaching New Heights

- 2005: 18.5M
- 2006: 21.1M
- 2007: 23.3M
- 2008: 23.4M
- 2009: 20.5M
- 2010: 18.4M
- 2011: 18.7M
- 2012: 19.1M
- 2013: 20.1M
- 2014: 21.7M
- 2015: 25.0M
- 2016: 27.9M
- 2017: 29.5M
- 2018: 31.4M

Percentage Increases:
- 2006: +2%
- 2007: +2%
- 2008: +6%
- 2009: +8%
- 2010: +15%
- 2011: +10%
- 2012: +3%

Creating the Next Chapter
Taking Off In A New Direction
Beating Brexit Together
Risk

Difficult

Inflexible

Logistical Issues

Brexit

Long Process

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
25th January
4th February

LONDON
28th January

PARIS
29th January

MADRID
30th January
Traffic Highlights 2018

WHERE OUR PASSENGERS ARE FLYING?
- Dublin-London: Europe's busiest city route
- UK: 32% (10.0m)
- Europe: 52% (16.3m)
- Rest of world: 3% (1.0m)
- US & Canada: 13% (4.0m)

CARGO
- 151* thousand tonnes

BUSIEST DAY
- June 29
- 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

TRAFFIC STATISTICS
- Direct: 93%
- Transfers: 6%
- Transits: 1%
- U.S. Preclearance

SCHEDULED DESTINATIONS AND AIRLINES
- 6 new airlines
- +16 routes & services
- 177 destinations
- 45 airlines
- 2,500+ departing flights per week in peak

PASSENGER NUMBERS
- 31.5 million
- +6%

TERMINALS
- TERMINAL 1
- 61% of the passenger traffic
- 39% of the passenger traffic
- TERMINAL 2

Traffic Highlights 2018

31.5 million
Key drivers of future growth

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

Our next goal

40 million pax.

Safeguarding
What does 40mppa look like…

- **Max Passengers Per Day +38%**: 115k → 143k
- **Max US Preclearance Passengers Per day +91%**: 6.5k → 11.5k
- **Max Transfer Passengers Per Day +103%**: 7.5k → 15k
- **Max Aircraft Movements Per Day +28%**: 750 → 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

- Masterplan 55mppa
- Future 5 year modules of capital programme
- Next 5 year capital programme 2020-2024
- Supplementary CAPEX 2017-2020
- Current capital development plan 2015-2019
CIP2020+ process

CIP 2020-2024 PROJECT ROAD MAP

PROJECT KICKOFF

2018

18Q1

2019

18Q3

AIRLINE CONSULTATION

DRAFT CONSULTATION DOCUMENT

FINAL CONSULTATION DOCUMENT SUBMISSION

CIP2020+ process

CIP2020+ Quantities

- 150k m²: New roads and carparks
- 250k m²: New airfield apron
- 70k m²: New buildings
- 65k m²: Building refurbishments
- 125k m²: Apron refurbishment
- 20+: New Airbridges
- 60k m³: Capacity of attenuation tanks
- 5000 t: Steel
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
- 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…

- GSE charging
- Engine test facilities
- New bridge & Cargo area
- Security projects
- Environmental compliance projects
- Fuel hydrants
- De-icing facilities
- Campus wide office refurb
- Car Parks & Car Hire

…and many more
What are the challenges

- LOGISTICS
- ACCOMMODATION
- PLANNING
- ACCESS
- OPERATIONAL AIRPORT

DublinAirport
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

EU thresholds 2018/19:
- Works: €5,548,000
- Supply/Service: €443,000

Below threshold
- Open tender

Above threshold
- OJEU
  - None
  - 1,000 - 0.65M
  - 550 - 0.25M
  - 200 - 0.05M

Selective tender

One-off

Frameworks
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

<table>
<thead>
<tr>
<th>Title</th>
<th>Procurement Route</th>
<th>Form of Contract</th>
<th>Main Points</th>
</tr>
</thead>
</table>
| WP3 - Enabling Works Projects      | Management Contracting, or Design & Build *   | NEC4 Engineering & Construction Contract (ECC) – Option F or C                   | • Prequalification via RFI  
• Competitive bid via RFT, award to highest scoring tenderer – technical & commercial  
• Incentivisation, KPI’s are to be considered |
| WP4 – Project Management Office    | Target Cost - Consultancy Services             | NEC4 Professional Services Contract (PSC) – Option C target contract with activity schedule | • Prequalification via RFI  
• Competitive bid via RFT, award to highest scoring tenderer – technical & commercial  
• Incentivisation, KPI’s |
| WP5 – Principal Contract           | Target Cost - Two Stage Design & Build *       | NEC4 Engineering & Construction Contract (ECC) – Option C                        | • Prequalification via RFI  
• 1st stage competitive bid via RFT  
• 2nd stage bid either competitive with 2 no. bidders (with design allowance), or single stage with 1 No. bidder (To be confirmed)*  
• Award to highest scoring tenderer – technical & commercial  
• Incentivisation, KPI’s |

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

<table>
<thead>
<tr>
<th>PIN Published</th>
<th>Roadshow</th>
<th>RFI Issue</th>
<th>RFI Return</th>
<th>RTF Issue</th>
<th>RFT Return</th>
<th>Assessment Complete</th>
<th>Award</th>
<th>Contract Start</th>
</tr>
</thead>
<tbody>
<tr>
<td>15/01/19 (A)</td>
<td>25/01/19 – 04/02/19</td>
<td>Feb 19</td>
<td>Mar 19</td>
<td>May 19</td>
<td>Jun 19</td>
<td>July 19</td>
<td>Aug 19</td>
<td>Aug 19</td>
</tr>
</tbody>
</table>

Comments received by 07/02/19

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

<table>
<thead>
<tr>
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</tr>
</tbody>
</table>

- **Prequal**
- **Tender**
- **Contract Documents**

Note – Schedule is indicative and dates may be subject to change.
Procurement – South Area Indicative Schedule

• 1. WP 5 – Principal Contract

<table>
<thead>
<tr>
<th>PIN Published</th>
<th>Roadshow</th>
<th>RFI Issue</th>
<th>RFI Return</th>
<th>RTF Issue</th>
<th>RFT Return</th>
<th>Assessment Complete</th>
<th>Stage 2 Starts</th>
<th>Tenders Returned</th>
<th>Assessmnt Complete</th>
<th>Award</th>
<th>Contract Starts</th>
</tr>
</thead>
<tbody>
<tr>
<td>15/01/19 (A)</td>
<td>25/01/19 – 04/02/19</td>
<td>Feb 19</td>
<td>Apr 19</td>
<td>May 19</td>
<td>Jul 19</td>
<td>Aug 19</td>
<td>Sept 19</td>
<td>Mar 20</td>
<td>May 20</td>
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</tr>
</tbody>
</table>

Comments received by 07/02/19

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

<table>
<thead>
<tr>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Package 1 - T1 Pax Journey</td>
</tr>
<tr>
<td>Package 2 - T2 Pax Journey</td>
</tr>
<tr>
<td>Package 3 - MSCP's &amp; Kerbs</td>
</tr>
<tr>
<td>Package 4 - T1 Refurb</td>
</tr>
<tr>
<td>Package 5 - LSS Framework</td>
</tr>
<tr>
<td>Package 6 - Pier 3 Upgrade</td>
</tr>
<tr>
<td>Package 7 - West Apron Facilities</td>
</tr>
<tr>
<td>Package 8 - Other/Misc</td>
</tr>
</tbody>
</table>
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

<table>
<thead>
<tr>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>West Apron Vehicle Underpass</td>
</tr>
<tr>
<td>Critical Taxiway's</td>
</tr>
<tr>
<td>Apron Phase 5H</td>
</tr>
<tr>
<td>West Apron (5m) 10 stands</td>
</tr>
<tr>
<td>Wide Body Enablement &amp; Airbridge Install</td>
</tr>
<tr>
<td>Apron Rehabilitation Programme</td>
</tr>
<tr>
<td>Surface Water Environment Compliance</td>
</tr>
<tr>
<td>Landside (various works)</td>
</tr>
</tbody>
</table>
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

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brian.collier@daa.ie