

Appendix 3 – Capex Supporting Information

- 1.1.1 **Tables 1.1** presents seven updated and new “Typical” Core projects now required in place of the initially proposed and disallowed pro-rata treatment to cover additional requirements over the extended CIP period out to 2026, which in effect represents an extension of two years over the original 2019 CIP submission.
- 1.1.2 The majority of the additional scope is due to assets becoming life expired over the extended period, the replacement / maintenance of which would have otherwise been delayed to the next CIP Period 2025 – 2029 in the original CIP2020+ submission issued in 2019.
- 1.1.3 The past six months (since the CIP submission to the Commission) has afforded Dublin Airport the time to define this additional scope, which we now request in lieu of the pro-rata treatment.
- 1.1.4 Following formal consultation and follow-up engagement with stakeholders, the eighth updated project proposes reinstatement of the Passenger Boarding Zone to the capacity grouping project “South Apron Expansion” CIP.20.03.031. The reinstatement has been requested and is fully supported by a key South Apron Hub airline.

Code	Name	CIP2020+ Review				
		Asset Life	Treatment	daa Final Report (€)	Additional Cost	Total Cost
Existing “Typical” Core Projects with Additional Scope						
CIP.20.01.002	Apron Rehabilitation Programme	20 Years	StageGate	€48.2m	€17.2m	€65.4m
CIP.20.01.003	Airfield Taxiway Rehabilitation Programme	20 Years	StageGate	€19.3m	€23.5m	€42.9m
CIP.20.01.016	Airfield Maintenance Base Improvement Programme	20 Years	Flexible	€5.2m	€4.3m	€9.5m
CIP.20.01.074	Advance Visual Docking Guidance System	10 Years	Flexible	€6.3m	€19.6m	€25.9m
CIP.20.07.001	Programme Management	5 Years	Flexible	€8.2m	€15.9m	€24.1m
New “Typical” Core Projects						
CIP.20.01.100	Airfield Optimisation Project	30 Years	Flexible	-	€7.1m	€7.1m
CIP.20.01.101	West Apron Cargo Handling	10 Years	Flexible	-	€3.1m	€3.1m
Subtotal				€87.2m	€90.7m	€177.9m
Updated Capacity Project						
CIP.20.03.031	South Apron Expansion	34 Years	StageGate	€207.5m	€46.5m	€254.0m
Total				€294.7m	€137.2m	€431.9m

Table 1.1 – CIP2020+ Review Updated and New Projects

Apron Rehabilitation Programme

CIP.20.01.002

Updated

Project Summary

This project proposes to rehabilitate critical areas of the existing apron pavement.

The airfield aprons are a critical element of the airfield network, providing facilities for aircraft to manoeuvre, park and be serviced. Many aircraft aprons at Dublin Airport date back to the 1960s and, in several cases, have reached the end of their useful life. Independent condition reports have noted that areas of the aircraft pavement are in poor condition and need rehabilitation.

Timely interventions to rehabilitate failed aircraft aprons are critical to safeguarding the airline and airport business. It is proposed to carry out pavement rehabilitation in this CIP period in a planned and timely manner and on a priority basis to replace damaged pavement before they become a business interruption or health & safety risk and thereby safeguard the airport business. The rehabilitation of these pavements will be undertaken on a business criticality basis subject to in-depth condition reporting and risk analysis. This is part of the on-going annual pavement rehabilitation programme.

Project Deliverables

The programme of apron rehabilitation will focus on areas across the eastern campus. Each area requiring rehabilitation will be assessed in detail with the appropriate method determined to renew the apron most efficiently.

What Has Changed

The Asset Management team conducted a detailed survey of the apron condition before the original 2020+ CIP submission in 2019. Only areas of apron pavement determined as life expired within the original determination period were included in the submission. The remaining areas near the end of life were deferred to the next CIP period relating primarily to Joint Replacement. Now that the CIP period has been extended until 2026, some of the deferred Joint Replacement areas will now become life-expired and require rehabilitation or replacement within the new extended period.

Business Case Justification

Rehabilitation of Failed Apron:

The critical areas identified in this proposal have a life of between 1 and 5 years, and the aprons will degrade significantly and ultimately become unserviceable. Several of these areas are on major routes through the apron, and if they become unserviceable will cause significant aircraft delays due to re-routing and congestion. Poor or damaged apron pavement is also a source of Foreign Object Debris (FOD), a health and safety risk to aircraft. Many of the drainage systems within the apron areas have reached the end of their economic life, are in poor condition and are in danger of generating FOD.

Reducing Deterioration of Existing Apron:

In addition to replacing failed pavements, the prevention of pavement deterioration is a significant concern. The principal method of preventing such deterioration is to ensure the joints in the pavements are maintained to a high standard and failed joints are replaced continuously. Keeping pavement joints in good condition prevents water ingress under the slabs leading to early pavement failure. Individual pavement joints need to be replaced every 7-10 years. A joint replacement program is carried out every 1-2 years on a rotating & priority basis. This will continue in the CIP2020+ Review period. The total linear length of the new Joint Replacement measures approximately 40,000m, subject to detailed assessment.

Project Detail Summary and Costs

CIP.20.01.002 – Apron Rehabilitation Programme				
Project Group	Asset Civil, Structural and Fleet			
Treatment	StageGate			
Asset Life	20 Years			
Construction Programme	Start		End	
	Q4 2022		Q4 2025	
Sub Total	Level 1 Original Scope Costs			
	Construction	Design & Management	Escalation & Contingency	Total
	75%	8%	17%	-
	€36.2m	€3.6m	€8.4m	€48.22m
	€48.22			
Sub Total	Revised Level 1 Scope Costs (September 2022)			
	65%	6%	28%	-
	€6.4m	€0.5m	€10.2m	€17.1m
Total	€17.1m			
Total	€64.9m			
Cost Certainty				

*Level 2 and 3 costs provided to CAR/IFS for cost efficiency assessment.

Airfield Taxiway Rehabilitation Programme

CIP.20.01.003

Updated

Project Summary

This project proposes to rehabilitate critical airfield taxiways.

Airfield taxiways are the main routes through the manoeuvring areas of the airfield over which aircraft pass when moving between the runways, aprons, or aircraft stands. As such, airfield taxiways are a critical part of the airfield infrastructure, as, without them, aircraft could not safely and efficiently access runways, aprons, parking stands and maintenance facilities. Many airfield taxiways were constructed between 1940 and the late 1980s as part of the current (Southern) Runway 10-28 development and are approaching the end of their expected life. Several taxiways have since been overlaid to extend their lives or extended to meet the increasing demands on the airport, but several taxiways require rehabilitation. A condition report prepared in advance of the original CIP 2020+ submission in 2019 determined that some airfield taxiways are in relatively poor condition and will need to be rehabilitated within the proceeding years.

Project Deliverables

Four primary airfield taxiway areas were expected to require rehabilitation over the original CIP period, amounting to 37,000m² of pavement. Rehabilitation of these taxiways will vary from structural bituminous overlays to full pavement reconstruction and will be carried out following full pavement structural analysis and review. Underlying issues such as pavement level, taxiway alignment, surface drainage and sub-strata weaknesses will also be resolved to ensure that the infrastructure investment will reach its full expected life.

What Has Changed

The Asset Management team conducted a detailed survey of the taxiway condition before the original 2020+ CIP submission in 2019. Only areas of taxiway pavement determined as life expired within the original determination period were included in the submission. The remaining areas near the end of life were deferred to the next CIP period. Now that the CIP period has been extended until 2026, some of the deferred areas will now become life-expired and require rehabilitation within the new extended

period. The areas of the new taxiway rehabilitation include the following subject to detailed assessment and design; **Exhibit 2.1** presents the areas in question:

- Rigid Pavement Rehabilitation - 12,800sqm
- Flexible Pavement Rehabilitation - 12,500sqm
- Drainage Channel Rehabilitation - 1,000l/m

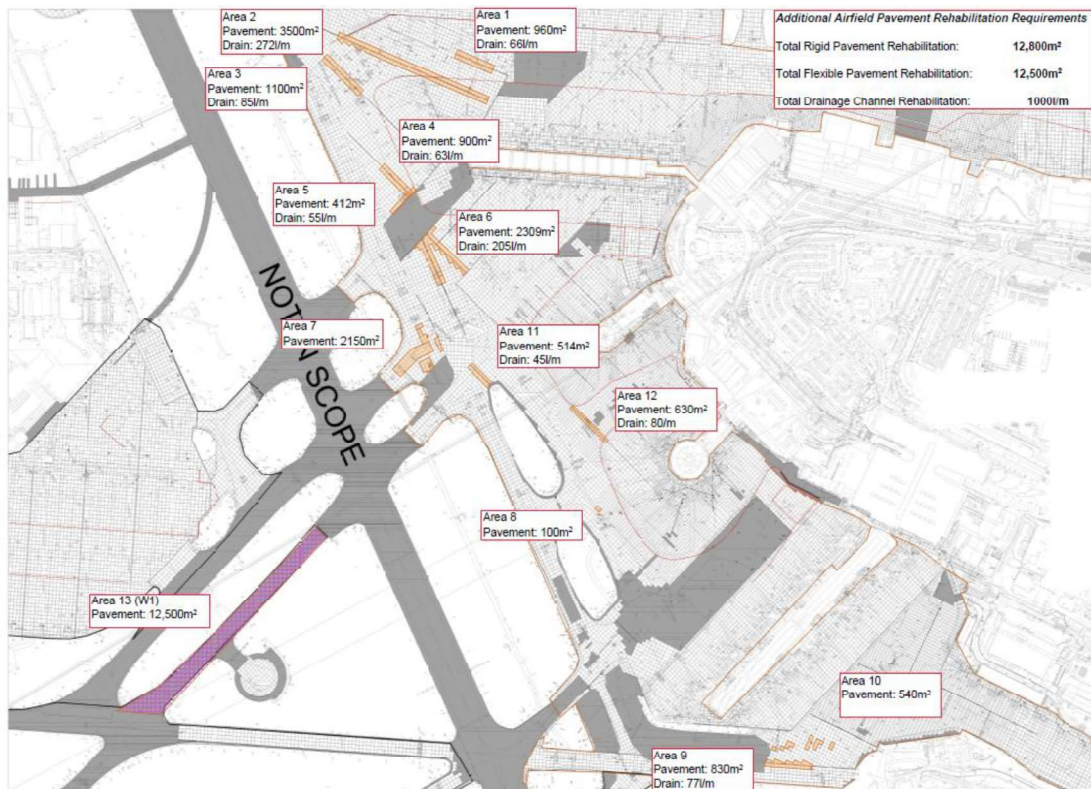


Exhibit 2.1 – Areas of Additional Taxiway Rehabilitation

Business Case Justification

The timely and planned rehabilitation of these taxiways is essential to the smooth and efficient operation of the airport by protecting the manoeuvring routes for the aircraft and avoiding aircraft delays and overall business interruptions. The rehabilitation of the taxiways will be undertaken on a business criticality basis subject to in-depth condition reporting and risk analysis.

Project Detail Summary and Costs

CIP.20.01.003 – Airfield Taxiway Rehabilitation Programme				
Project Group	Asset Civil, Structural and Fleet			
Treatment	StageGate			
Asset Life	20 Years			
Construction Programme	Start		End	
	Q4 2022		Q4 2025	
Sub Total	Level 1 Original Scope Costs			
	Construction	Design & Management	Escalation & Contingency	Total
	77%	8%	15%	-
	€14.8m	€1.5m	€3.0m	€19.3m
	€19.3m			
	Revised Level 1 Scope Costs (September 2022)			
	46%	7%	47%	-
	€4.8m	€1.6m	€17.1	€23.5m
	€23.5m			
	€42.9m			
Total				
Cost Certainty				

*Level 2 and 3 costs provided to CAR/IFS for cost efficiency assessment.

Airfield Maintenance Base Improvement Programme

CIP.20.01.016

Updated

Project Summary

This project proposes to improve the airfield maintenance base facilities.

The airfield maintenance base is situated immediately south and central to the Southern Runway (10R/28L). The base is the central location for all airfield maintenance personnel and equipment and the accommodation of large scale airfield snow & ice equipment. All civil, electrical and transportation maintenance is located at this base and is carried out from this facility on a 24x7 basis.

The recent rebound and increase in airfield activity has resulted in a significant increase in maintenance activities undertaken from this base. The number of personnel stationed at the facility has also increased as the shift patterns have been stepped up to a 24x7 roster. Airfield maintenance activities are now undertaken throughout the day and night to ensure that the airfield facilities are always available for the increased aircraft traffic demand.

The base also accommodates the storage of all the large-scale airfield snow & ice equipment that must be ready for use throughout winter. This requires the equipment to be correctly maintained and stored in a manner that keeps it in good and available condition. The current storage level is inadequate to store all the vital equipment under cover. The lack of an adequate facility shortens the equipment's life and increases the risk of equipment failure when needed.

The potassium acetate tanks at the maintenance base are crucial for winter maintenance and anti-icing activities. However, the current position of these tanks is sub-optimal due to the condition of the tank bunds and their proximity to adjacent water streams. The position of the tanks is a cause of congestion within the facility as larger equipment is now in use for both the delivery and distribution of the product.

In general, the circulation space around the maintenance base is not suitable for equipment stored at and operating from the base. The layout and orientation of the facilities must be improved to improve safety, efficiency and environmental sustainability.



Exhibit 2.3 – Existing Airfield Maintenance Base

Project Deliverables

This project, as originally submitted in 2019, proposes to:

- Upgrade the overall facility to improve the efficiency of the base and allow for the proper maintenance of the aerodrome on a 24x7 basis.
- Move the potassium acetate tanks into a new purpose build bunded area that is not congested and allows for the larger delivery and distribution equipment
- Construct additional storage facilities for the airfield winter equipment, mainly the snow & ice sweeper/blowers and PA sprayers
- Increase the circulation yard space in and around the facility to allow for the very large winter equipment to manoeuvre safely and without impediment
- Provide a wash-down facility at the base to maintain the equipment in good condition, particularly after using the PA.

What Has Changed

Since the CIP 2020+ Review submission, Dublin Airport has reviewed the campus-wide airfield and apron maintenance, FOD and snow clearing vehicle storage strategy and sees synergies and efficiencies in combing the two fleets into a single vehicle store about the Airfield Maintenance Base. We now request funds to provide the additional space required to incorporate the apron vehicle fleet into the previously approved airfield vehicle storage project.

Business Case Justification

This project initially proposed to deliver the space to accommodate the airfield fleet only and is now proposed to also to include additional space for the apron snow fleet when not used during summer, negating the need to store outside and unprotected once the existing storage building is removed to facilitate the development of the CBP Extension and Pier 5 as part of the South Apron Hub development.

The original project assumed an approximate vehicle store building of 350 sqm, including associated hard standing, access space and services. This will now expand to 905 sqm to include the apron fleet provision.

Airfield Snow fleet 2019 = 14 vehicles

Airfield Snow, FOD, Apron and Snow clearing fleets = 30 vehicles (2022+)

Project Detail Summary and Costs

CIP.20.01.016 – Airfield Maintenance Base Improvement Programme				
Project Group	Asset Civil, Structural and Fleet			
Treatment	Flexible			
Asset Life	20 Years			
Construction Programme	Start		End	
	Q4 2023		Q3 2025	
Sub Total	Level 1 Original Scope Costs			
	Construction	Design & Management	Escalation & Contingency	Total
	69%	5%	26%	-
	€3.6m	€0.3m	€1.3m	€5.2m
	€5.2m			
	Revised Level 1 Scope Costs (September 2022)			
	52%	2%	46%	-
	€1.3m	€0m	€3.0m	€4.3m
	€4.3m			
	Total	€9.5m		
Cost Certainty				

*Level 2 and 3 costs provided to CAR/IFS for cost efficiency assessment.

Advance Visual Docking Guidance System

CIP.20.01.074

Updated

Project Summary

This project proposes to install additional A-VDGS screens to drive operational efficiency Airside

The A-VDGS technology guides the aircraft to within 10cm of its parking position using invisible infrared lasers to attain the aircraft's type and position. It will also display critical Airport Collaborative Decision Making (A-CDM) operational data (TOBT, TSAT, etc.) and automatically distribute accurate, real-time data over the IT network. A condition report prepared in advance of the original CIP submission in 2018 identified areas of the apron road which are about to fail or have already reached the end of their functional life. When these areas fail or become unserviceable, the significant disruption to apron activity and the Health & Safety risk to aircraft from Foreign Object Debris (FOD) is also increased.



Exhibit 2.4 – Example of AVDGS

Project Deliverables

This project entails the installation of Advanced Visual Docking Guidance System (A-VDGS) technology on all aircraft parking stands. The **Exhibit 2.5** indicates the units installed to date, those installed on the original CIP2020+ submission and those now required to complete the campus-wide installation out to 2026, given the extended nature of the revised CIP2020+ Review delivery period. The original project proposed the installation of 28 units.

What Has Changed

Under the original CIP Submission in 2019, Advanced Visual Docking Guidance System rollout was prioritised to contact and high utilisation remote stands. Since the original CIP submission, sustainability targets have increased, requiring the further installation of all stands to standardise infrastructure and aircraft operations across the campus. Furthermore, new remote aprons will come on line in this

extended period, including Apron 5H, also noting that existing remote aprons will also become busier than initially anticipated. The scope increase will also cover additional works required to install the original suite of Advanced Visual Docking Guidance System, including unexpected civil works required to connect the stand installations to the control network. This updated project proposed the installation of an additional 55 units totalling 83.

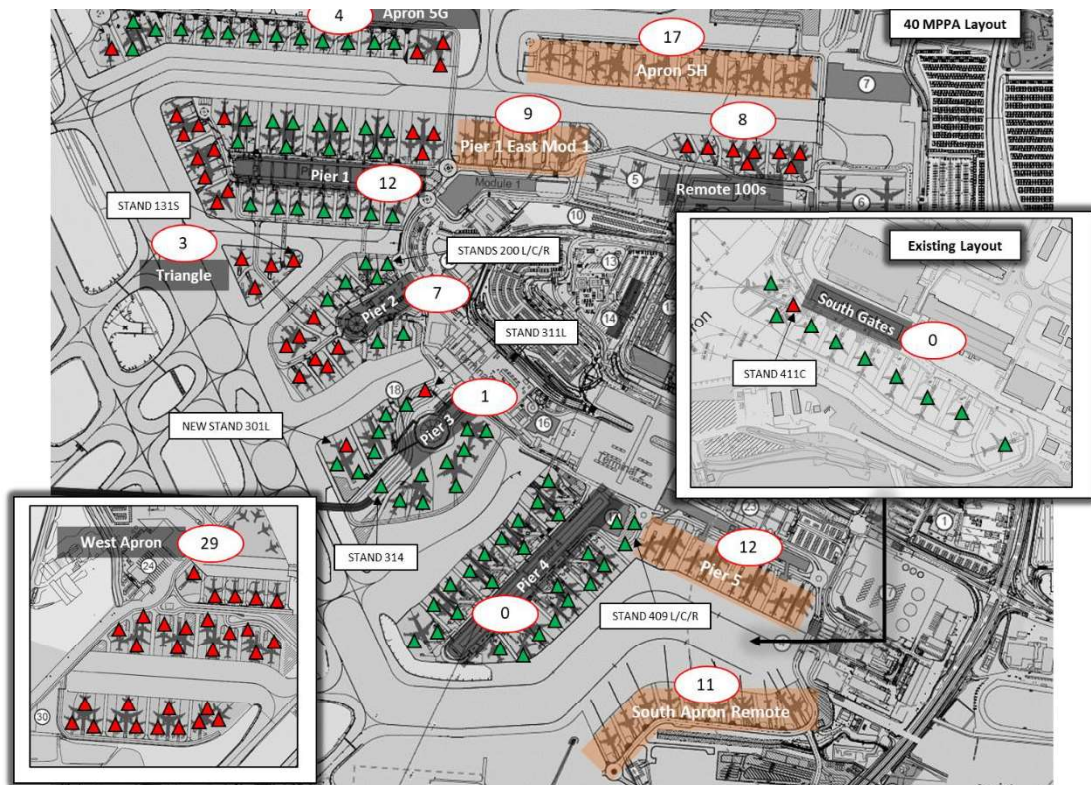


Exhibit 2.5 – Existing and Proposed AVDGS Units

Business Case Justification

The primary drivers for investing in A-VDGS are:

- A) More efficient use of stand Infrastructure**, faster and more efficient turnaround times for airlines. Better OTP by displaying key turnaround information and improved predictability by displaying actual arrival and departure information.
- B) Enhanced safety at gates**, greater visibility during reduced visibility conditions. Reduced jet blast issues due to fewer requirements for aircraft to stop before entering the stand. And addresses existing DAAD's (Deviation acceptance and action document).

C) Environmental, reduced ramp congestion through fewer occurrences of aircraft holding on taxiways. Reduced fuel burn and emissions through fewer occurrences of aircraft holding on taxiways while providing the foundation for efficient airport operations.

Project Detail Summary and Costs

CIP.20.01.074 – Advance Visual Docking Guidance System				
Project Group	Asset Civil, Structural and Fleet			
Treatment	Flexible			
Asset Life	10 Years			
Construction Programme	Start		End	
	Q3 2022		Q3 2024	
Sub Total	Level 1 Original Scope Costs			
	Construction	Design & Management	Escalation & Contingency	Total
	69%	14%	17%	-
	€4.3m	€0.9m	€1.1m	€6.3m
	€6.3m			
	Revised Level 1 Scope Costs (September 2022)			
	50%	10%	40%	-
	€8.6m	€1.8m	€9.2m	€19.6m
	€19.6m			
	€25.9			
Cost Certainty				

*Level 2 and 3 costs provided to CAR/IFS for cost efficiency assessment.

Airfield Optimisation Project

CIP.20.01.100

New Project

Project Summary

Dublin Airport proposes the following Airfield Optimisation.

Dublin Airport proposes the following multiple airfield optimisation projects to ensure consistency across the airfield, improve airfield operational and maintenance safety and maintain good public relationships with our local community. Each project below outlines the reasons and requirements to deliver these projects as part of this extended CIP redetermination out to 2026.

Project Deliverables

1. Relocation of Holds on Taxiways N1 & N7

Dublin Airport is proposing to relocate the existing Runway Hold Points on TWY N1 by 335m towards RWY 28R and TWY N7 by 196m towards RWY 10L. This is pending changes to EASA regulations in order to reduce the size of the Obstacle Clearance Surfaces and enable current hold points to be moved closer to the North Runway. The purpose of relocating the Runway Hold Points on the North Runway is to improve future runway capacity, efficiency, safety and throughput.



Exhibit 2.6 – RHP N7 and N1 Locations

2. Taxiway N4 Runway Guard Lights

In 2020, following an increase in deviations, the IAA regulatory requested Dublin Airport to illuminate all Runway Guard Lights (RGLs) on Runway 16/34 as a mitigating measure to prevent deviations from ATC clearance. As part of this project, RGLs are illuminated at all times, including Taxiway N4. Given the orientation of Taxiway N4, aircraft departing on Runway 28R will see the RGLs when travelling down

the runway. There is a risk that the active RGLs in this area will create confusion for pilots on departure or arrival.

The installation of RGL's on Taxiway N4 was aligned with the RWY 16/34 overlay project commissioned in October 2020. At this stage, the design of the North Runway had progressed with the installation completed in line with the return to operations of Taxiway N4 and Runway 16/34, after closure to facilitate the overlay works. The Taxiway N4 RGLs are fed from the Runway 16/34 infrastructure. This is separate from the North Runway electrical system and will remain activated when all other North Runway systems are isolated. Works are now required to install dedicated circuits for the RGLs at Taxiway N4 to deactivate when Runway 10L/28R is active. The RGLs will be reactivated when Runway 10L/28R is not active, mainly when Runway 16 is operation.

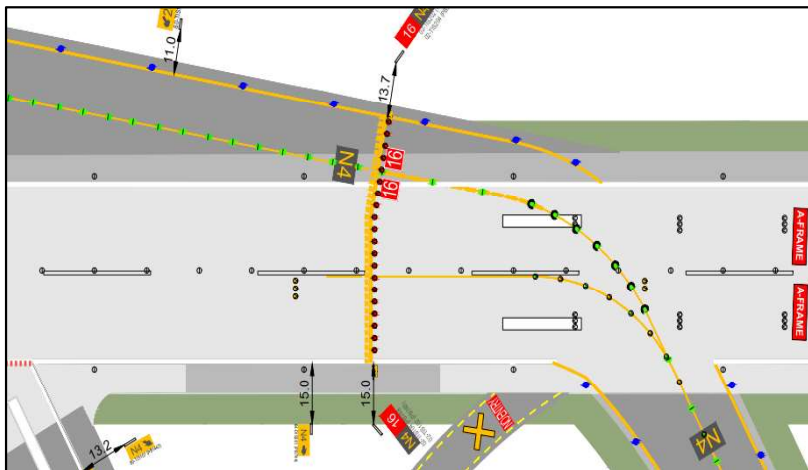


Exhibit 2.7 – Taxiway N4 Runway Guard Lights Location

3. Derelict Cottages Adjacent to Boot Inn

The purpose of this project is to demolish six existing derelict buildings adjacent to the airport boundary along the public road R108, West of Runway 16/34. Their unsightly appearance encourages littering, fly-tipping, squatting, and anti-social behaviour, giving a bad impression of the locality and wider community. These buildings are beyond reasonable repair and maintenance and pose a health & safety risk to the public with the potential to generate debris which could be blown onto the airfield. Following demolition, services will be terminated, and the lands will be landscaped and securely fenced.

If these properties are not demolished, substantial funding will be required to stabilise and secure the structures from further deterioration. Additional funding through OPEX would be required to remove the current health and safety risks and secure the buildings. This expenditure would not add any aesthetic improvement to the local area or improve local public relations. To demolish these six

buildings, outhouses and associated services, Dublin Airport will have to apply for planning permission to return this area to a secured fenced grassland area to improve the aesthetic of the local area for residents.



Exhibit 2.8 – Example of Cottages for Removal

4. AGL Chamber Internal Lift Assist

Asset Management completed a technical review on all North Runway as-built AGL pits under the criteria outlined in **Exhibit 2.9**. The aim of this exercise was to assess the Health and Safety risk to Asset Management maintenance staff and electricians with respect to manual handling and repetitive strain injury. An assessment was also carried out to review the impact on the Runway/Taxiway operations by carrying out maintenance inside the North Runway flight strip and determine if this impact is increased as a result of accessing AGL manholes using external lift assist methods vs internal gas strut lift assisted manhole covers. The outcome of the assessment concluded:

Assessment Criteria	
Criteria Title	Criteria Rationale
Pit Type	Secondary Pits only within review scope
Pit location	Is the pit located within flight strip or beyond CAT II/III STOPBAR?
Asset Serving	Assets serving critical Runway and Taxiway critical infrastructure (TWY CL, TWY Edge, STOPBAR, Signage, etc.)
Quick Access	Secondary pits requiring quick access to reduce Runway/Twy Operational disruption?
Health & Safety Risk	Determine if there is a Manual Handling H&S risk to the maintenance personnel gaining access to the pit (Min. F900 MH Cover Weight >156kg)
Circuit Potentially Impacting Operations	Will the loss of the circuit served by the AGL pit impact regulatory compliance, E.G, LVP Route?
Asset Mgt Lift Assist Requirement	Asset Management determination for requirement for Lift Assist manhole cover

Exhibit 2.9 – Assessment Criteria

Operational Impact

- Following this assessment, Asset Management can confirm that the direct impact of using external lift assist manhole covers is 26% of the total time in fault finding mode vs accessing manholes via internal lift assist manholes.
- This is time spent inside the flight strip solely to open and close external lift assist manholes rather than fixing the fault.

H&S Impact

- HSA Report on “Manual Handling in Irish Construction Industry, ERG/ 09 09.
- Weight and frequency of lifting significantly increase the risk of Musculoskeletal injury as well as in pressurised working environments.
- Hazardous manual handling tasks should be avoided where possible.
- If alternative products are available that will reduce the risk from manual handling that individuals are exposed to, then these need to be seriously considered infrastructure.

Asset management reviewed 766 manholes in their as-built locations; following the review, 198 manhole covers are required to be retrofitted with lift assist manhole covers. **Exhibit 2.10** presents an indicative image of the type envisaged.



Exhibit 2.10 – Indicative Example of Internal Lift Assist

Business Case Justification

These multiple airfield optimisation projects are required to ensure consistency across the airfield, improve airfield operational and maintenance safety and maintain good public relationships with our local community. All these projects are now required given the extended CIP period to 2026 and can not be deferred.

Project Detail Summary and Costs

CIP.20.01.100 – Airfield Optimisation Project				
Project Group	Asset Civil, Structural and Fleet			
Treatment	Flexible			
Asset Life	30 Years			
Construction Programme	Start		End	
	Q2 2023		Q4 2026	
	Revised Level 1 Scope Costs (September 2022)			
	Construction	Design & Management	Escalation & Contingency	Total
	57%	14%	29%	-
	€4.0m	€1.0m	€2.1m	€7.1m
Total	€7.1m			
Cost Certainty				

*Level 2 and 3 costs provided to CAR/IFS for cost efficiency assessment.

West Apron Cargo Handling

CIP.20.01.101

New Project

Project Summary

As a result of the West Apron surface crossing closing, the West Apron operation, which currently supports the Integrated Cargo, General Aviation and Transit operation, will experience challenges in maintaining viability due to the extended travel and route via the parameter roads in advance of the West Apron Underpass.

This project is proposed to address the main challenges outlined to Dublin Airport by all operators and to support companies due to the closure of the surface crossing in the interim while also providing much-needed additional facilities in the medium term. Without this new infrastructure, there is a natural and clear risk to the viability of the west apron operation and financial and reputational loss to Dublin Airport and the Western Apron operators.

Project Deliverables

This project will deliver the infrastructure required to maintain GSE equipment about the West Apron without needing to commute back and forth to the main Eastern Apron; the following will be provided:

- GSE Light maintenance facility with limited power supply.
- Additional parking [concrete pavement requirement] circa 1,200 sqm.
- Cargo weighing scales.
- De-icing tank (small).
- Cargo container storage system

Business Case Justification

There is currently no CIP allowance in the original 2019 CIP submission Core to facilitate improvements to Western Apron access and operations in advance of the West Apron Vehicle Underpass. As such, this new Core project has been developed following feedback at the CIP2020+ Review March 2022 consultation and subsequent stakeholder engagement with current West Apron operators, including Fed Ex, UPS, DHL Express, Swissport, SHP, and ASL Airlines.

This project is now required to maintain current West Apron operations, particularly in advance of the proposed underpass delivery. The benefit is no loss of current business to Dublin Airport and partner airlines and operators and the potential to allow for future expansion of the Cargo/General Aviation business at Dublin Airport by mitigating access constraints.

With the closing of the surface crossing, journey times can be as long as 30 mins depending on vehicle type; this project will help mitigate the impact on the operation of any journeys back and forth to the main eastern campus apron.

Project Detail Summary and Costs

CIP.20.02.101 – West Apron Cargo Handling Total				
Project Group	Asset Civil, Structural and Fleet			
Treatment	Flexible			
Asset Life	10 Years			
Construction Programme	Start		End	
	Q2 2023		Q4 2026	
	Revised Level 1 Scope Costs (September 2022)			
	Construction	Design & Management	Escalation & Contingency	Total
	55%	11%	34%	-
	€1.7m	€0.4m	€1.0m	€3.1m
Total	€3.1m			
Cost Certainty				

*Level 2 and 3 costs provided to CAR/IFS for cost efficiency assessment.

Programme Management (Portfolio Office)

CIP.20.07.001

Updated

Project Summary

This budget contains the costs associated with Portfolio Management for the CIP 2023 to 2026 period. A dedicated Portfolio Office will assist, guide, and facilitate the successful delivery of the CIP over the delivery period.

Portfolio management is a coordinated collection of strategic processes and decisions that enable the most effective balance of organisational change and Business as Usual. Strategic decisions are based on costs, risk, constraints/limitations, and impact on Business as Usual. In this context, Portfolio Management can be defined as managing the multiple interdependent projects contained in the CIP to ensure strategic standardisation in managing technical, advisory, sponsorship, programme controls, quality, safety, environmental and planning aspects of all projects within the CIP. All projects within the CIP will be delivered using this Portfolio Management methodology.

Project Deliverables

The CIP is a large-scale development encompassing the entire campus of the airport. It is very demanding, given airport operations need to continue with minimal disruption. The CIP will have key challenges that will require on-going management. In essence, there are 137 projects, of which many will be delivered as multiple sub-projects in response to business needs. A revision to the current approach is required to achieve minimal operational impact and efficient investment in infrastructure.

Portfolio Management will include:

- Optimisation and prioritisation of projects for delivery
- Integration of cost, risk and schedule through an integrated Programme Controls function
- Driving risk management and associated risk mitigation at Programme and Portfolio level, taking cognisance of resultant corporate risk
- Driving compliance with Portfolio, Programme and Project procedures to manage the ongoing capital spend at Dublin Airport and to continue the delivery of projects within budget and on programme

- Integration of cost and schedule through project control procedures and provision of performance metrics
- Providing procurement strategy & framework management ensuring strategic programme management
- Providing interface management to ensure minimal disruption to operations and passengers.
- Providing dedicated Programme and Project Environmental and Health and Safety management systems and personnel
- Providing proactive Stakeholder Management across all projects
- Providing engineering coordination between programmes, managing technical interfaces and providing technical assurance for designs.
- Construction management providing onsite coordination, facilitating efficient delivery within an operational environment, and providing assurance of the constructed assets.
- Reviewing / Updating all procedures to meet ongoing requirements

What Has Changed

Due to unprecedented inflation expected over the CIP period, the overall value of the CIP has increased substantially, and the overall CIP cost has increased, leading to an anticipated €2.66 billion capital delivery over the life of the CIP (2020-2026). The Portfolio Office represents a critical strategic piece of organisational capability required to deliver the CIP efficiently and includes the provision of the following elements:

- Technical Design Resources
- Environment Resources
- Safety Resources
- Programme Controls Resources
- Quality Management Resources
- Airport Transformation & Ops Interface Resources
- Contracts & Commercial & Procurement Resources
- Governance Resources
- Construction Management Resources
- Planning Resources
- Advisory Resources

The successful delivery of projects will be reliant on coordination at a Portfolio and Programme level for Health & Safety; Energy & Environment; Quality Assurance; Business Management; Programme

Controls; Governance Contracts & Commercial; Digital Planning; Statutory Planning; Technical Assurance; and Construction. The required FTEs to deliver this functionality is 32, including Senior Technical Staff, Support Staff/Admin, Safety Staff, BIM specialists, and other specialised consultants and planners.

Dublin airport treat these functions as CAPEX as they are entirely deployed for the purposes of delivering the CIP. These costs are not currently capitalised as part of the Design & Management costs provided in individual project sheets, as these costs are specifically for project and design management.

As stated by Steer in the CIP 2020 Efficiency Assessment (Oct 2019), the scope of responsibility and resources identified in CIP2020 was significantly under estimated for this level of capital investment. In the intervening period Dublin airport have developed our execution strategy for the CIP and the functional structure, including processes and tools, that will be needed to deliver efficiently and effectively assure, integrate and coordinate the programmes.

Business Case Justification

The CIP 2023-2026 projects typically fit into our Portfolio and Programme hierarchy. Our current programme structure includes Airfield, Piers & terminals, Landside, North and South Apron Hub (NASAH) and Hold Baggage Screening (HBS).

In order to effectively manage the capital investment programme consistently and at scale it is necessary to develop a functional support organisation that sits across all of the CIP projects to ensure standardisation and consistency of approach. This allows large programmes to better leverage opportunities and mitigate risks, while ensuring projects learn from one another and expert resources are deployed on the right scope at the right time.

The disruption to the typical CIP cycle period due to the COVID-19 pandemic has meant a significant delay in work over the 2020-2022 period. A dedicated Portfolio Office is now required with a diverse set of programmes on-going and coordination with other projects outside the CIP (e.g. PACE, CIP 2014-2019, North Runway, and Commercial projects outside the regulatory scope). Additional capital delivery has now been squeezed into the extended CIP period concurrent with traffic rebounding faster than was anticipated creating considerable operational challenges. The Portfolio Office will assist, guide, and facilitate the successful delivery of the CIP over the 2023-2026 period. The individual CIP projects include associated Management costs, but the budget/scope does not extend to higher-level functional and portfolio management integration.

The Portfolio Office will also help build organisational capacity in this domain to benefit future Capital Investment delivery. The level of investment planned, combined with the challenging delivery programme and project interface risks, drives the requirement for an integrated portfolio delivery approach rather than the transactional project by project approach. The successful delivery of projects will rely on coordination at a Portfolio and Programme level for Health & Safety; Energy & Environment; Quality Assurance; Business Management; Programme Controls; Governance Contracts & Commercial; Digital Planning; Statutory Planning; Technical Assurance; and Construction.

Project Detail Summary and Costs

CIP.20.07.001 – Programme Management (Portfolio Office)				
Project Group	Other Projects			
Treatment	Flexible			
Asset Life	5 Years			
Construction Programme	Start		End	
	Q1 2022		Q4 2026	
Sub Total	Level 1 Original Scope Costs			
	Construction	Design & Management	Escalation & Contingency	Total
	0%	100%	0%	-
	€0	€8.2m	€0	€0
	€22,168,114			
	Revised Level 1 Scope Costs (September 2022)			
	0%	100%	0%	-
	€0	€15.9m	€0	€2.0m
	€15.9m			
	Total	€24.1m		
Cost Certainty				

*Level 2 and 3 costs provided to CAR/IFS for cost efficiency assessment.

South Apron Expansion

CIP.20.03.031

Updated

Project Summary

As part of South Apron Development, Dublin Airport proposes the expansion of the southern airfield, including new aircraft stands and the extension of the Dual Code E taxi lane.

As part of the broader South Apron Development, Pier 5 (CIP.20.03.029) will provide four new wide-body contact stands strategically located close to TSA and CBP facilities. In conjunction with Pier 5, Dublin Airport also proposes to redevelop the southern airfield to include the re-provision of nine remote stands adjacent to the existing Passenger Boarding Zone (PBZ) and the extension of a Dual Code E taxi lane around Pier 4 and adjacent to the proposed Pier 5. This redevelopment includes removing the existing PBZ building to accommodate the construction of Pier 5. The original proposal submitted as part of the CIP2020+ review allowed for a mix of Pier 5 contact stands, and bus-served remote stands, however replacement of the PBZ was not envisaged.

The increased apron area will provide an enlarged manoeuvring area with a Dual Code E taxilane to allow optimal operational flexibility as well as additional areas for GSE parking and an extended road network.

The Dual Code E taxi lanes layout eases ground operations by minimising delays caused by pushback procedures of Wide Body aircraft.

Project Deliverables

The CIP2020+ Review updated project as submitted in May 2022, in collaboration with the broader South Apron Hub development, will provide the following:

- New Dual Code E Taxilanes.
- Nine relocated remote stands incorporating PACE-approved pavement expansion.
- Eight new NBE contact stands on Pier 5.
- Removal of the existing PBZ.

- Diversion of the Cuckoo stream
- GSE parking areas.

What Has Changed

Following the March 2022 CIP2020+ Review consultation process and follow-up engagement with a key South Apron Hub airline, Dublin Airport has been requested to integrate a replacement Passenger Boarding Zone (PBZ) adjacent to the relocated remote stands along the southern edge of the apron.

The replacement PBZ will incorporate five walkout passenger holding gates, toilets and F&B facilities. The additional PBZ works will include developing the associated road access for shuttle bus operations. Installation of weather-protected walkways to maximise the number of serviceable walkout contact stands and additional ground, drainage and attenuation works associated with further re-alignment of the Cuckoo Stream to the South.

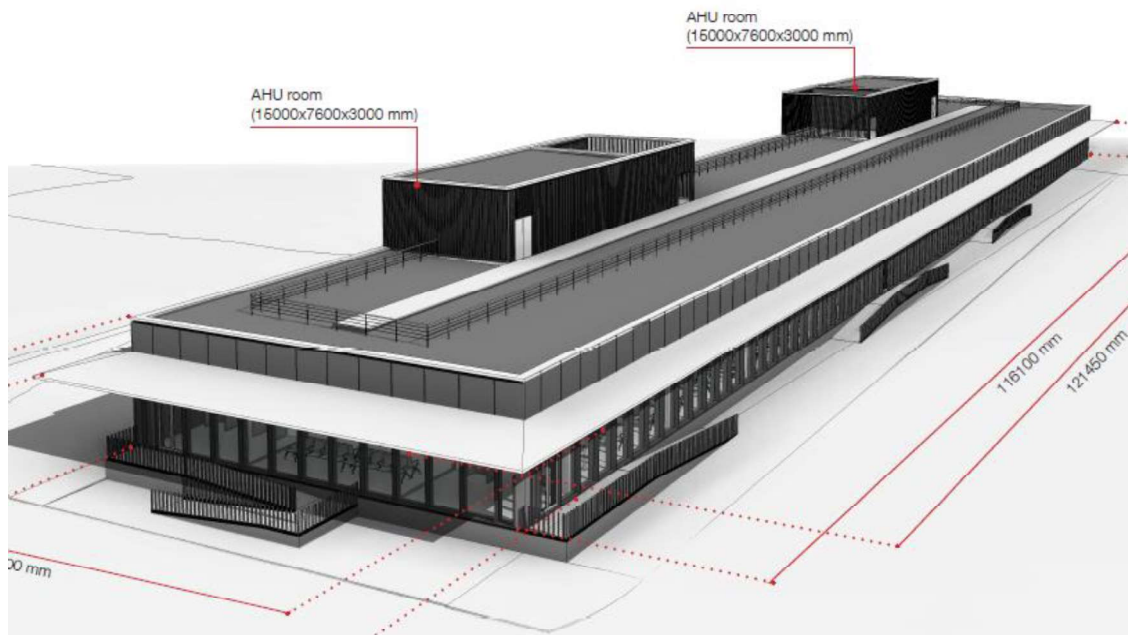


Exhibit 2.11 – Example of Proposed PBZ (Indicative)

Business Case Justification

As a result of the increased number and frequency of new long-haul routes, and in particular long-haul routes to the US, it is anticipated that there will be continued growth in demand for CBP-enabled Wide Body stands. This demand is driven by Ireland's strategic position as a connecting node between the USA and Europe and further leverages Dublin's position as the only European capital with US preclearance. This reflects the National Aviation Strategies policy of developing Dublin Airport as a secondary hub European airport.

With Pier 4 and 5 dedicated to US operations at peak times, key airlines operating about the South Apron have articulated a strategic need to integrate a replacement PBZ to facilitate short and medium-haul narrow-body operations. The concept feasibility development of the replacement PBZ has been conducted in collaboration with a key South Apron Hub airline, who have reviewed the concept proposal and confirmed their support for the additions to the South Apron Expansion project subject to further scheme and technical design development.

Project Detail Summary and Costs

CIP.20.03.031 – South Apron Expansion				
Project Group	Capacity			
Treatment	StageGate			
Asset Life	34 Years			
Construction Programme	Start		End	
	Q3 2025		Q3 2029	
Sub Total	Level 1 Original Scope Costs			
	Construction	Design & Management	Escalation & Contingency	Total
	54%	16%	30%	-
	€113.09m	€32.37m	€62.07m	€207.53m
	€207.53m			
	Revised Level 1 Scope Costs (September 2022)			
	50%	14%	35%	-
€23.3m	€6.5m	€16.3m	€46.5m	
Sub Total	€46.5m			
Total	€254.0m			
Cost Certainty				

*Level 2 and 3 costs provided to CAR/IFS for cost efficiency assessment.