

# 2020+ Capital Investment Programme

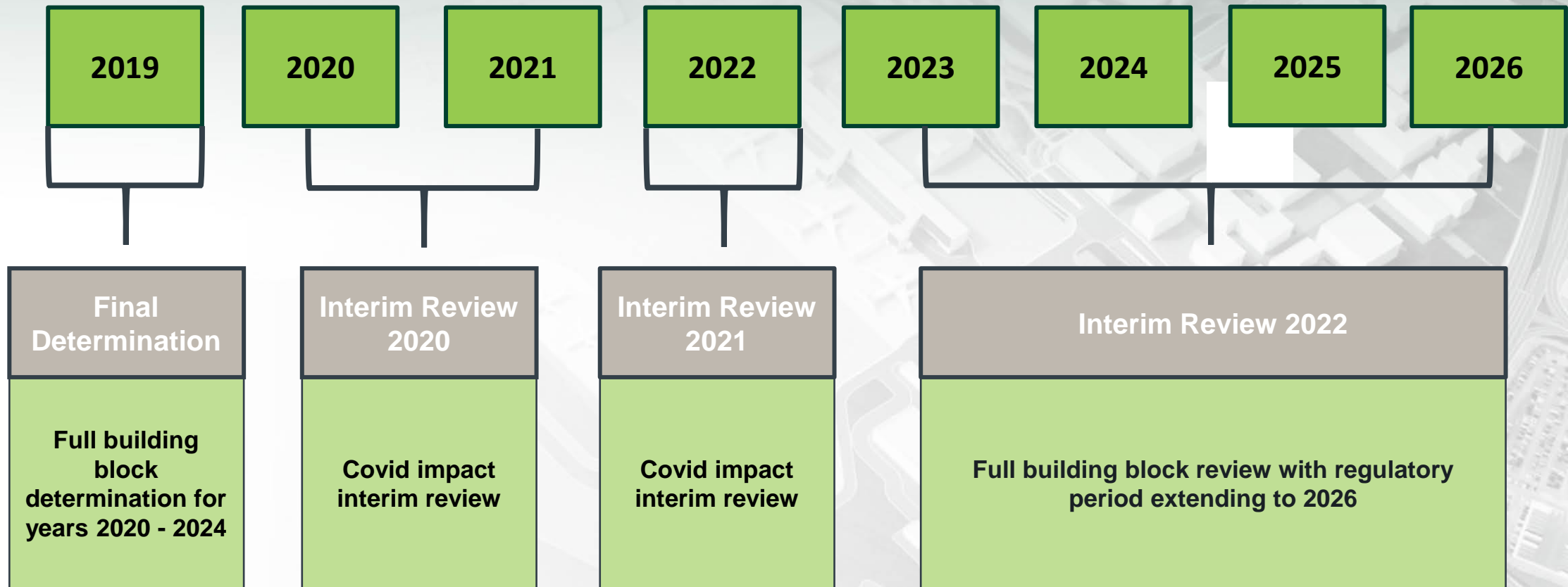
## Review and Stakeholder Consultation

---

Passenger Advisory Group (PAG)

April 2022

## Regulatory Reviews





- ❑ Today we plan to discuss and consider the Capital Investment Programme building block
- ❑ Capital investment is a single input to the building block model, but obviously all inputs are interrelated
- ❑ In itself, capital investment does not determine price control and is one of the least sensitive building blocks
- ❑ But historically, one of the most contentious areas, with wide ranging views on how the airport should be developed
- ❑ Stakeholder feedback will steer the final proposal which will be submitted to CAR in April 22





# CIP2020+ Recap

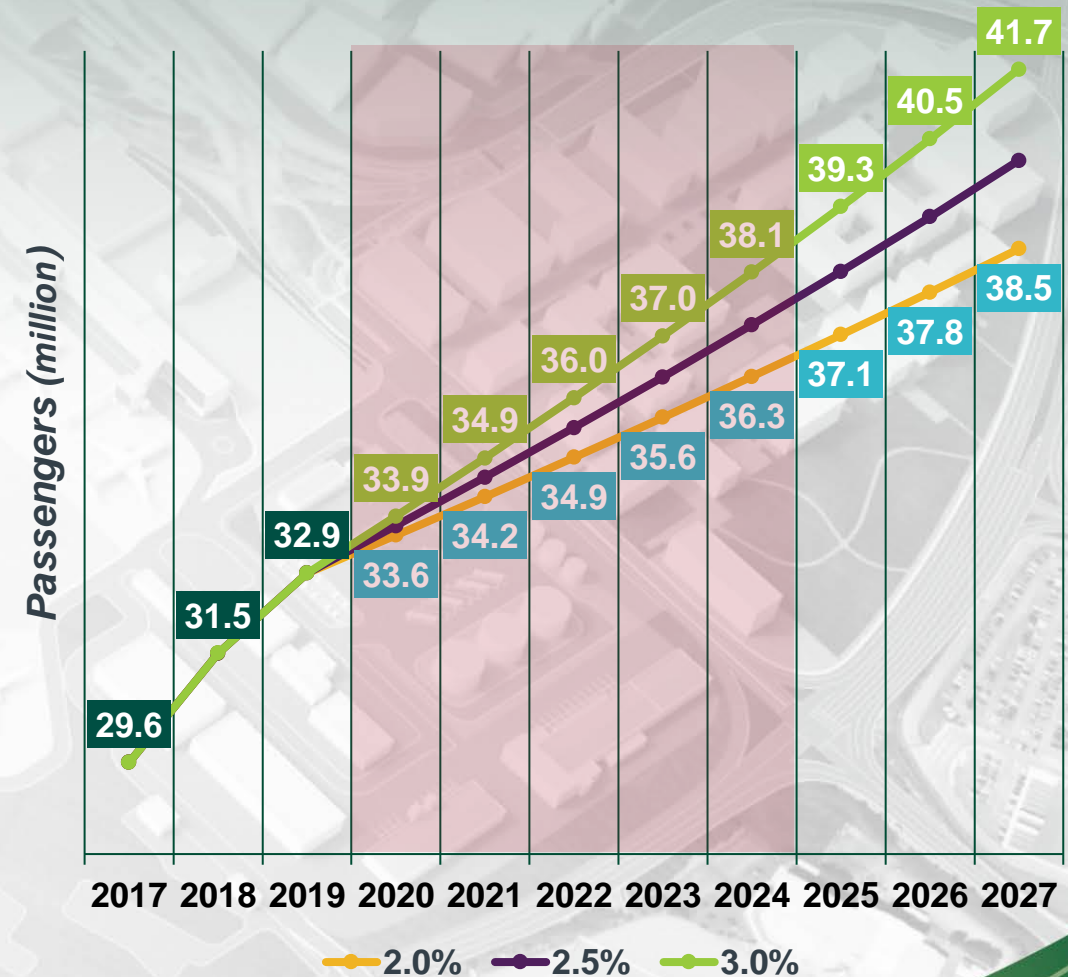
---

**Simon Fagan**  
Head of Planning and Regulation



## 2019 Dynamics Driving Original CIP Concept

- **Eight** consecutive years of strong growth
- **10 million** passengers added to annual total since 2010
- Demand pipeline continues to be **varied and strong**
- Capacity development not a primary focus back in 2014
- Capex had not kept PACE with realised growth
- Airport will operate with **capacity constraints for next 4-5 years**
- Pax welfare is not well served by a capacity constrained airport (barriers to entry)
- Need to develop large scale strategic infrastructure for 40m passengers per annum
- Majority of competitor airports announcing significant capex investment



## Government Policy



Maximise connectivity to the world

---

Maximise scale of US CBP

---

Develop and promote Dublin Hub

## Strategic Business Plan



Develop 40m capacity

---

Grow transfer traffic to c.10%

---

Grow Transatlantic to 4th in EU

## Project Drivers



Safe, secure and sustainable

---

Capacity and future proofing

---

Enhanced customer experience



Over a year of collaborative consultation

Multiple user groups, from General Aviation to IALPA

Over 600 pages of consultation material

4 full days of workshops

Numerous iterations of actions and clarifications

## CAR Draft Decision Paper; May 2019

*'In early 2019, Dublin Airport submitted its final Capital Investment Programme 2020+ to the Commission. This Programme was developed following an extensive period of consultation with stakeholders, both bilateral and multilateral. **We are of the view that this was a comprehensive and meaningful consultation** which resulted in a Capital Investment Programme which in many respects is aligned to the needs of users. While most elements of it are supported by at least some stakeholders, not every stakeholder supports every project. It is worth noting that the overall level of support for the Capital Investment Programme from airlines **exceeds support for previous investment programmes**'*



Stakeholder Presentation – December 2018



**117 Projects**

**All projects  
approved**

**€1.85bn**

**CAR Final  
Allowance**

## Core - 30%

Including Commercial

- Replace end-of-life assets
- Regulatory, safety and environmental compliance

Asset Mgmt - €279m

Commercial - €119m

IT - €78m

Security - €58m

Other - €22m

## Capacity - 70%

- Develop capacity to 40 million passengers per annum
- Develop Dublin as a transfer hub

Terminal 1 - €343m

Terminal 2 - €479m

Airfield - €322m



## Capacity Strategy

Capacity  
Project  
Investment  
**€1,144m**

Western  
access, non  
scheduled and  
support  
operations`

LLC, Short-  
haul, WB  
overflow

CBP and  
transfer hub



# S1. CIP2020+ Recap - Summary: Major Projects

March 2022 |

## Western Development



€170m Investment

Vehicle underpass that unlocks midfield development and supports continued operations on West Apron. Seamless, unimpeded and safe vehicle access

## Northern Development



€165m Investment

Demolish end of life hangars to commence development of Module 1 on Pier 1 Extension

**€1billion**

Investment  
across 4 key  
Programmes

## Southern Development



€433m Investment

Demolish end of life cargo terminals for development of Pier 5 and expansion of CBP facility

## Hold Baggage Screening

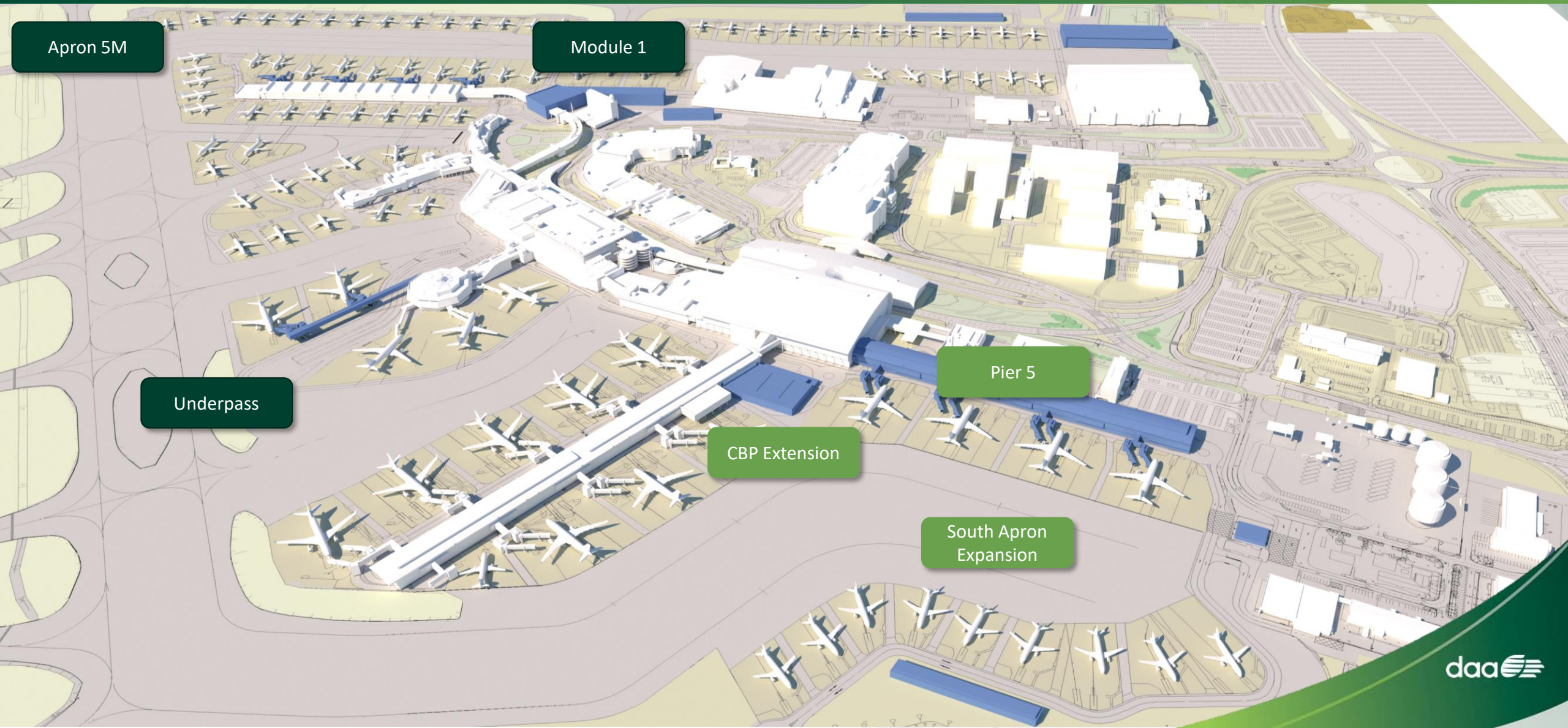


€205m Investment

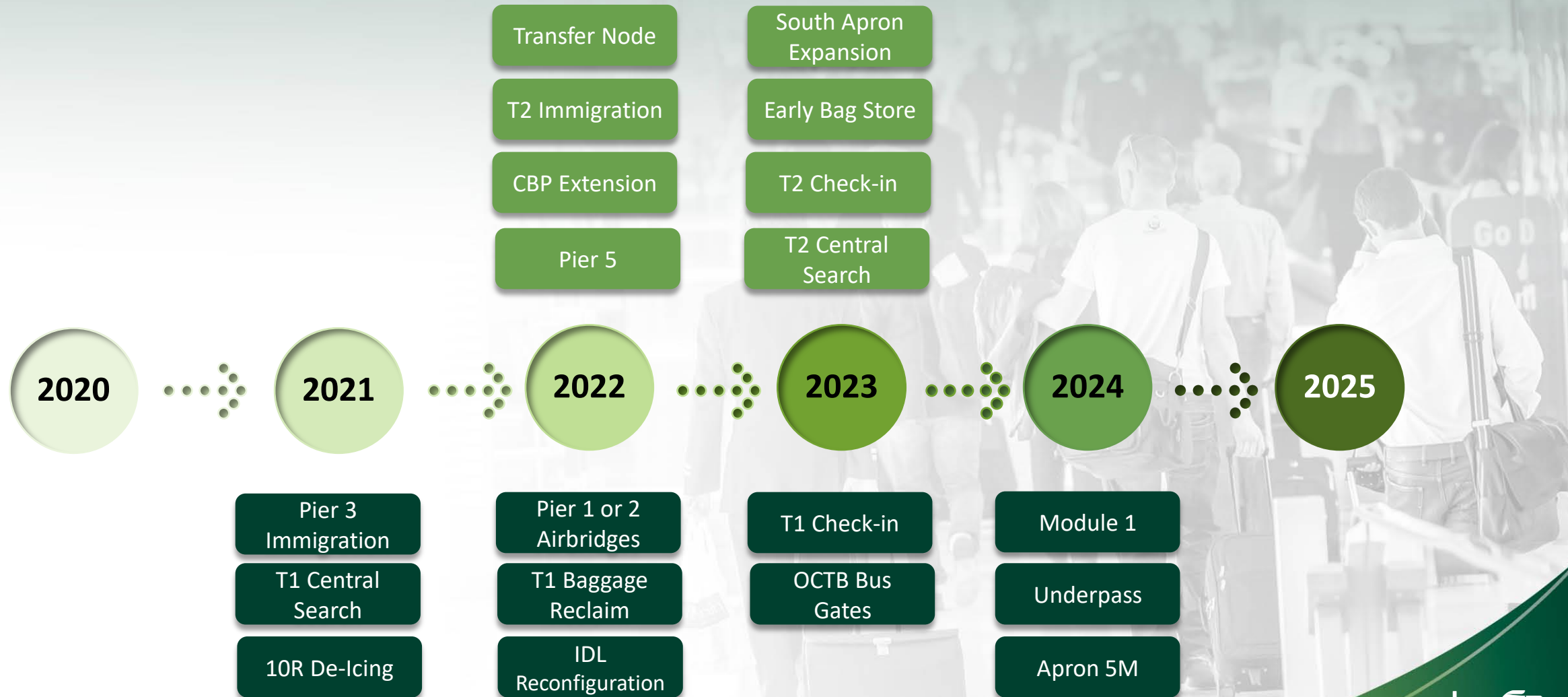
Upgrade all hold baggage screening machines in both terminals from Standard 2 to Standard 3 (explosive detection)



## Original Capacity Projects



## Original Delivery Programme



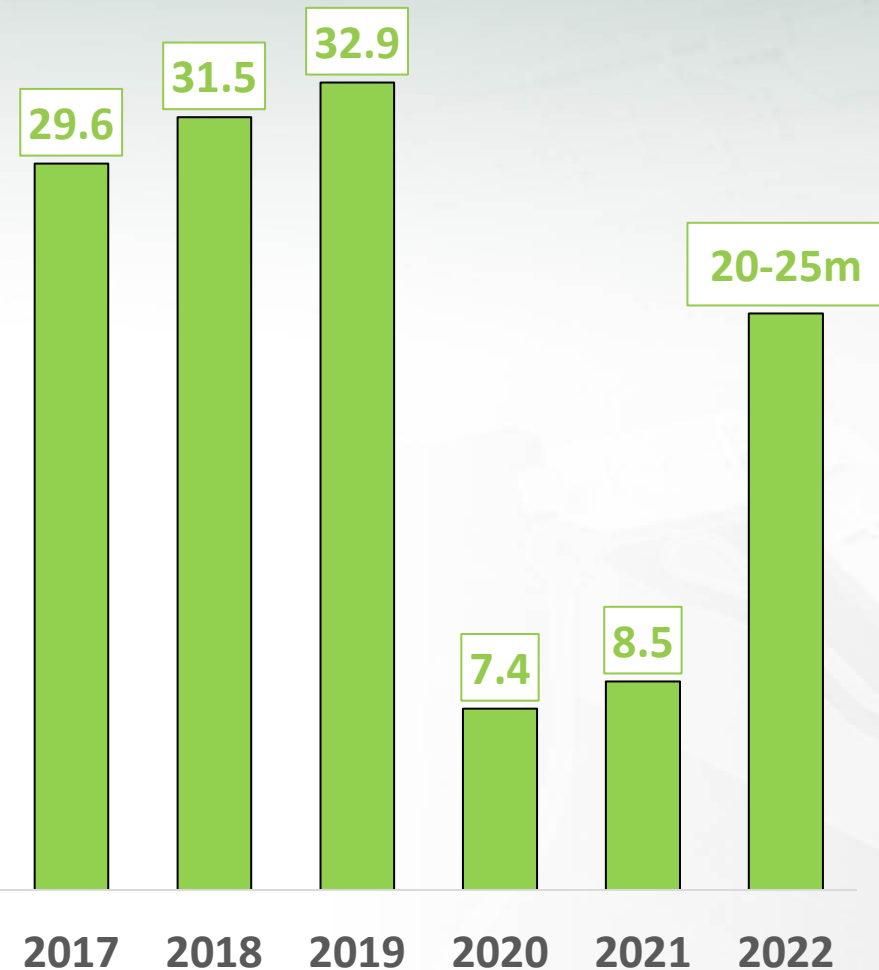


# Current Status

---

**Simon Fagan**  
Head of Planning and Regulation

Annual Passenger Volume (m)



2020 – 2022 Regulated Entity

Estimated Cumulative Variances to 2019 Determination

Pax Traffic	-66m
Aero-Revenue	-€472m
Commercial Revenue	-€431m
Operating Costs	+€277m
EBITDA	c. -€530m





Two largest projects since T2 onsite and mid construction when COVID emerged

Committed capital investment of over €500m combined

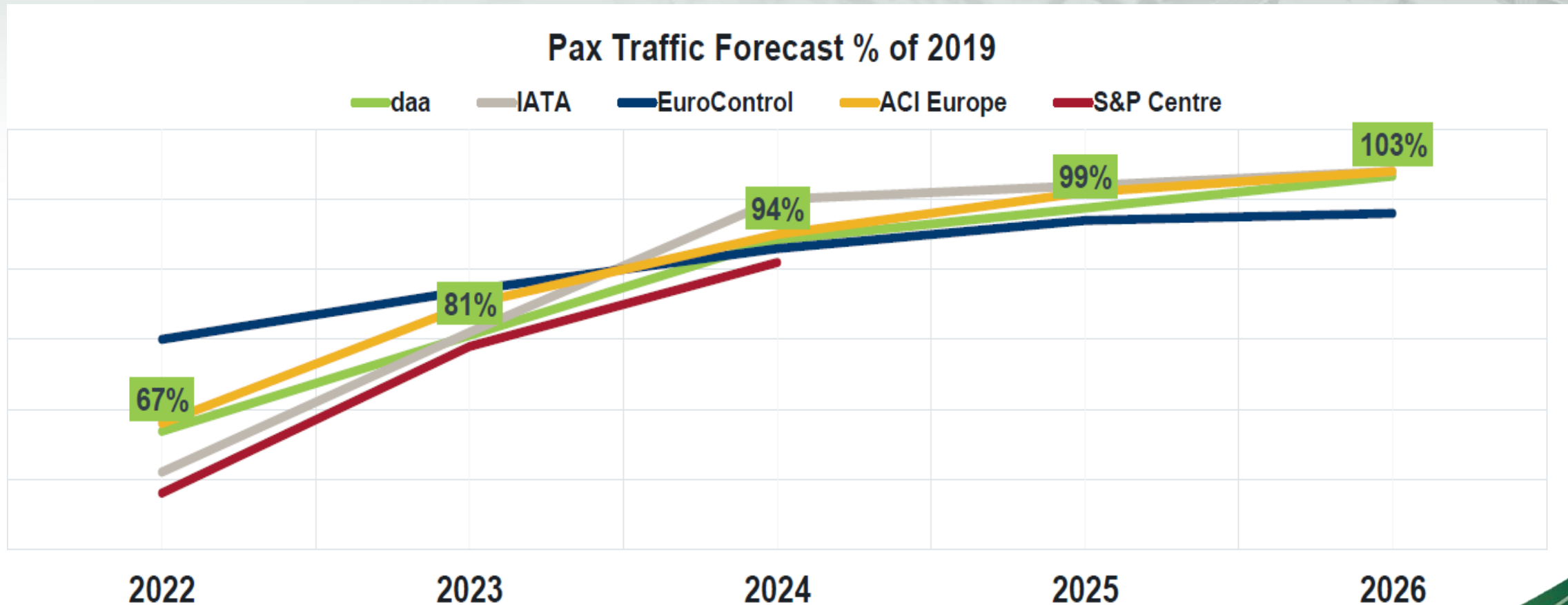


As a result, capital rationing and cash conservation was required on all other projects throughout Covid

Runway & HBS Capex (m)



- Pax forecast obviously constantly evolving, but at present, we would consider outlook relatively average compared to various industry estimates





- Forecasted to return to 2019 levels by 2025 in centreline (ACI)





Growth temporarily stalled.  
Return to 2019 levels in 2024-25



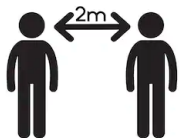
Capital rationing and cash  
conservation throughout Covid



Traffic composition relatively stable.  
Concern over business traffic  
Fleet modernisation



Hyper construction inflation  
13% increase in 2021  
Uncertain years ahead



Passenger feedback indicates greater  
focus on personal space especially at  
security and boarding



ANCA noise regulator. All growth plans  
must now account for noise implications



**Sustainability.**  
Committed through legislation to  
achieve 50% carbon reduction by 2030



Due to ANCA, current Northern Runway  
conditions appeal, capacity planning  
permission delayed



## Growth Between Pre Covid and 40mppa



115k

Passengers Per Day +38%

143k



6.5k

US Preclearance Passengers Per day +91%

11.5k



7.5k

Transfer Passengers Per Day +103%

15k



750

Max Aircraft Movements Per Day +28%

925

## Traffic Recovery – Terminal 1 Capacity GAP Analysis

	CIP 2019 - 2026							CIP 2027 - 2031				
Terminal 1	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
	21.4 mppa	4.9 mppa	5.2 mppa	13.6 mppa	16.9 mppa	20.1 mppa	21.4 mppa	22.5 mppa	23.1 mppa	24 mppa	25.3 mppa	26 mppa
Baggage												
Check In												
Security												
IDL												
P1 Immigrat												
P3 Immigrat												
Bag Reclaim												
Gates												
Stand												

■ under capacity
 ■ nearing capacity
 ■ over capacity



## Traffic Recovery – Terminal 2 Capacity GAP Analysis

	CIP 2019 - 2026							CIP 2027 - 2031				
Terminal 2	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
	11.6 mppa	2.6 mppa	2.8 mppa	7.4 mppa	9.1 mppa	10.9 mppa	11.6 mppa	12 mppa	12.4 mppa	13 mppa	13.7 mppa	14 mppa
Baggage												
Check In												
Security												
IDL												
TSA												
CBP												
Transfer												
Immigration												
Bag Reclaim												
Gates												
Stand												

under capacity nearing capacity over capacity



# CORE Projects

---



## ASSET CARE CIVILS

- Apron and taxiway rehab
- Runway lighting
- Carpark maintenance

## ASSET MANAGEMENT M&E

- Electrical network
- Utility systems
- Airbridges

## Asset Management Fleet

- Heavy fleet
- Light fleet
- Low carbon and EV fleet



## SECURITY

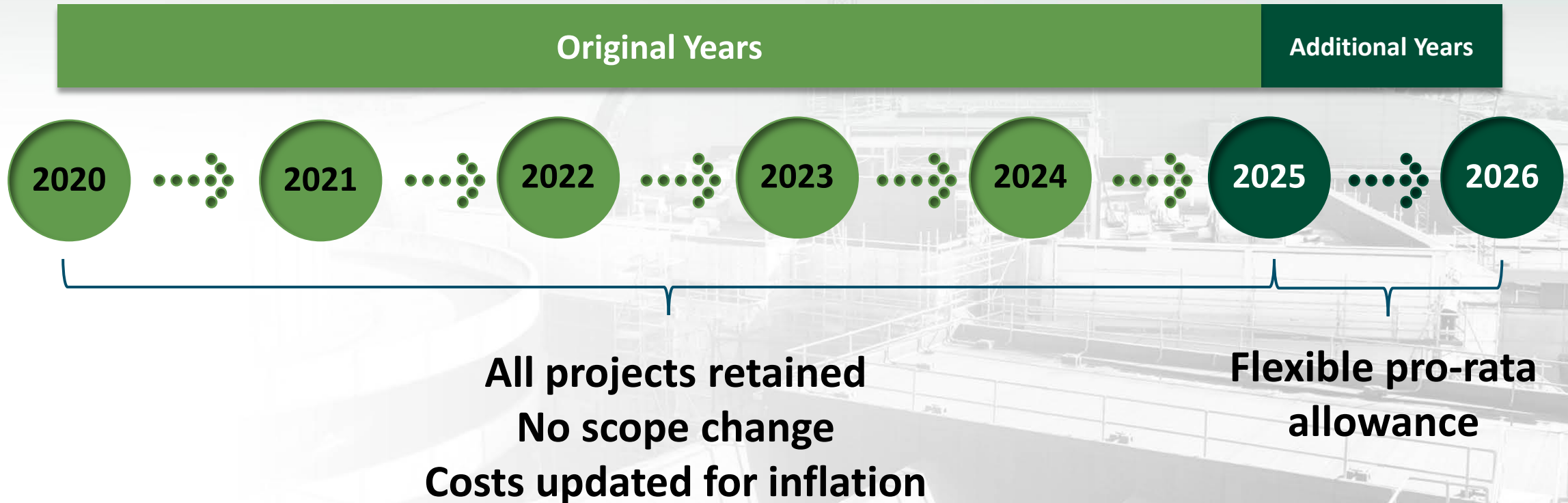
- Screening equipment
- Security protection and barriers

## IT

- Digital passenger experience
- Software licenses
- Network systems

## OTHER

- Proposing options and flexibility to fulfill client needs





# T1 Passenger Journey

---

Simon McGreevy  
Head of Capital Development





## Capacity

Balanced capacity across all key processors to accommodate demand through to 40mppa



## Efficiency

Upgraded technology and processes reduce contact touch points to streamline the pax journey



## De-Stress

Reduced congestion, queue times & intuitive wayfinding designed to de-stress pax journey



## Regulation

Upgraded systems and equipment to ensure compliance with new and evolving regulations



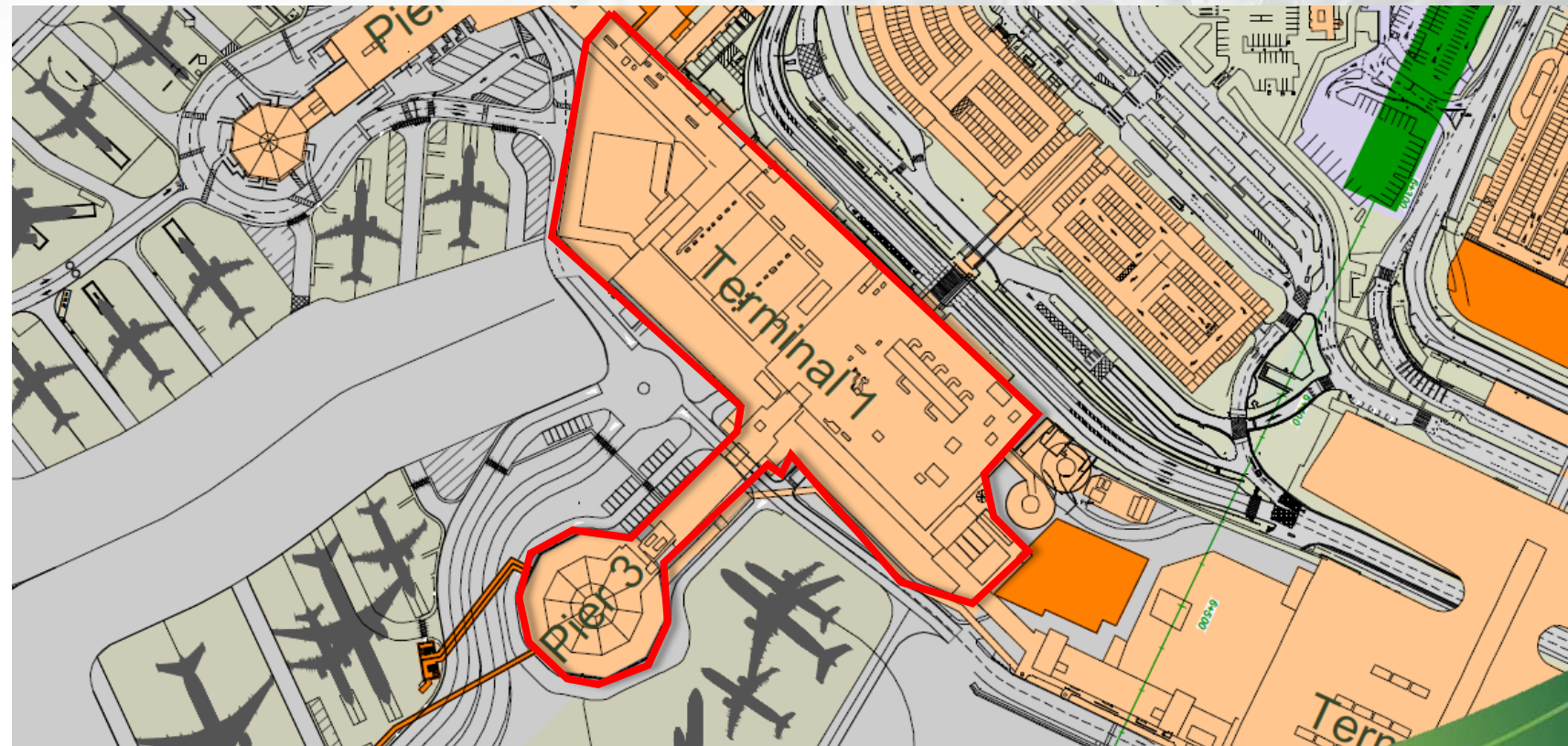
## Space

Existing footprint optimised to improve general flow and increase airside dwell space & pax comfort



## Passenger Experience

Opportunities provided for new & expanded retail, F&B & lounges



T1 Passenger Journey

Central Search Relocation

IDL Reorientation

Pier 3 Immigration

Pier 1 & 2 Immigration

Bus Lounge & Injection Point

Baggage Reclaim Upgrade



Phase 1 (2022 – 2025)



Upgrade existing central search with latest equipment

- Accommodates demand up to around 36mppa
- Meet passenger expectations in short-term
- Maintain capacity requirements as traffic recovers
- Future regulation compliance / align to UK/EU

Phase 2 (2026+)



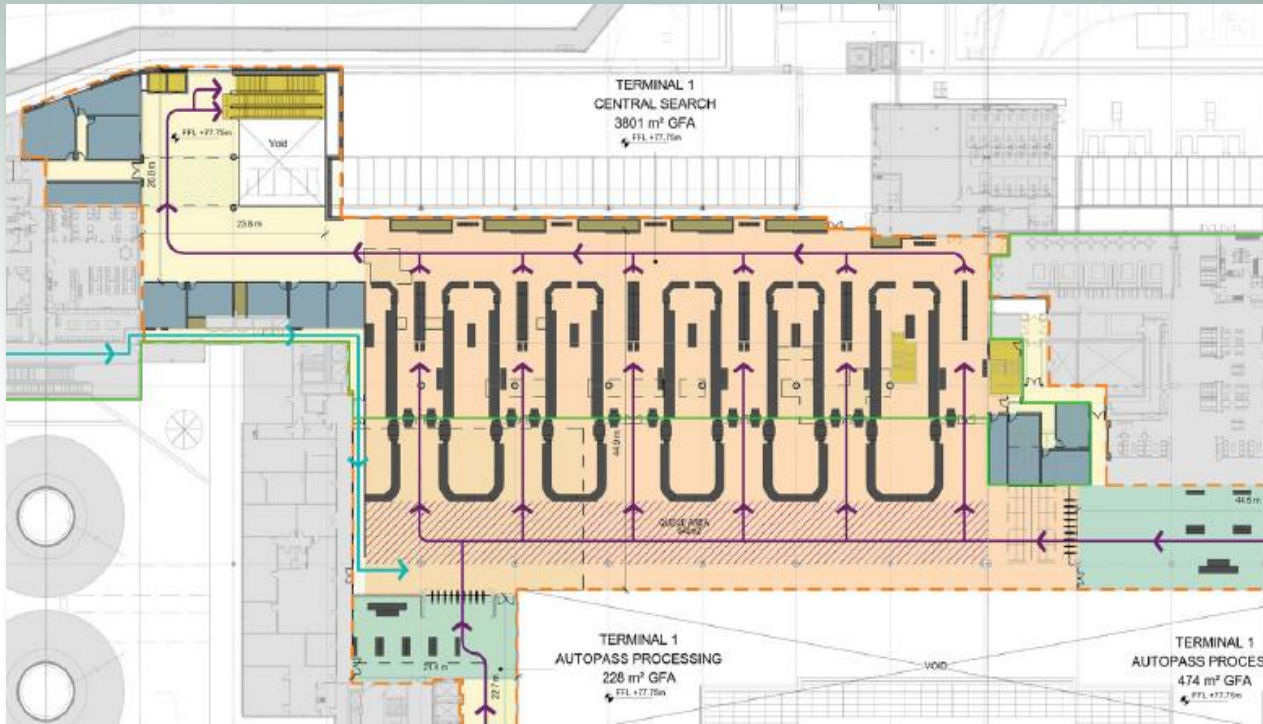
Expand mezzanine footprint, develop new central search

- Accommodates demand 40mppa+
- Modern, spacious and intuitive line of site way finding
- Efficient and optimised screening equipment

Central  
Search  
Relocation

	2022	2023	2024 ▲	2025	2026	2027	2028	2029	2030
Phase 1									
Phase 2									

 Design/planning/construct     In operation     Best case scenario for Infrastructure Application approval

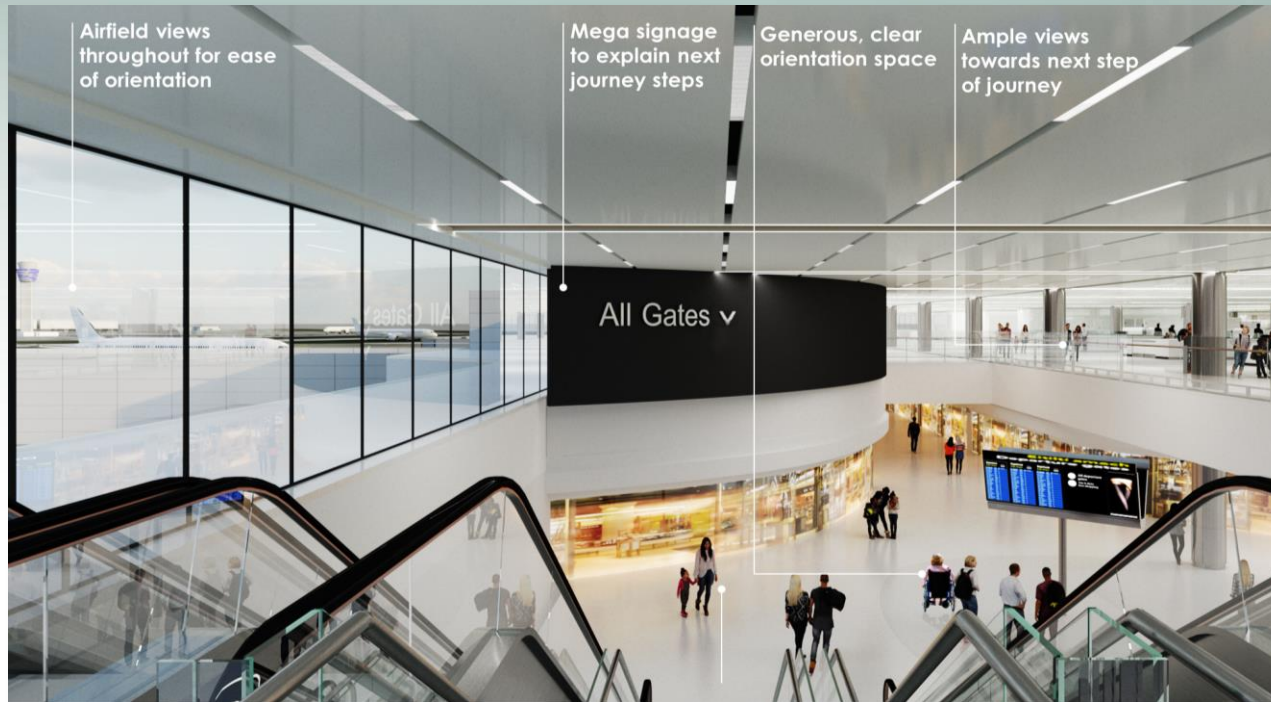


- New dual entrance with auto pass
- Prescreening prep area
- Appropriate / intuitive queue space
- Optional body scanners
- 11 25m ATR Lanes
- Redress / orientation space
- New vertical circulation core

Central  
Search  
Relocation







- Areas re-measured against latest design information.
- Includes provision for relocated airline lounge and fast track shell
- Includes provision for both alterations to walk through retail, given interdependencies with the circulation space

IDL  
Reorientation

- Orientation space
- Increased holding capacity
- Intuitive way finding
- Increased public seating
- Retail & F&B opportunities



Indicative example reference image



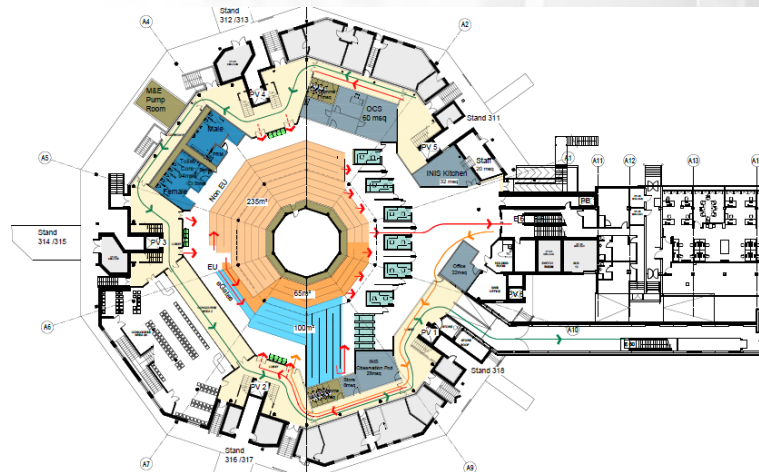
Indicative example reference image



- Additional scope added following building survey and design refinement
- Relocation of M&E services
- Additional IT and comms requirements
- Additional toilets requirements
- Additional transfer requirements

Pier 3  
Immigration

- Increased processing capacity
- Addition booths & e-gates
- Increased queue capacity
- Appropriate toilet facilities
- Intuitive way finding
- Optimised transfer corridor







- No scope change
- First phase completed during 2021



## Simulation of Reclaim Hall Congestion

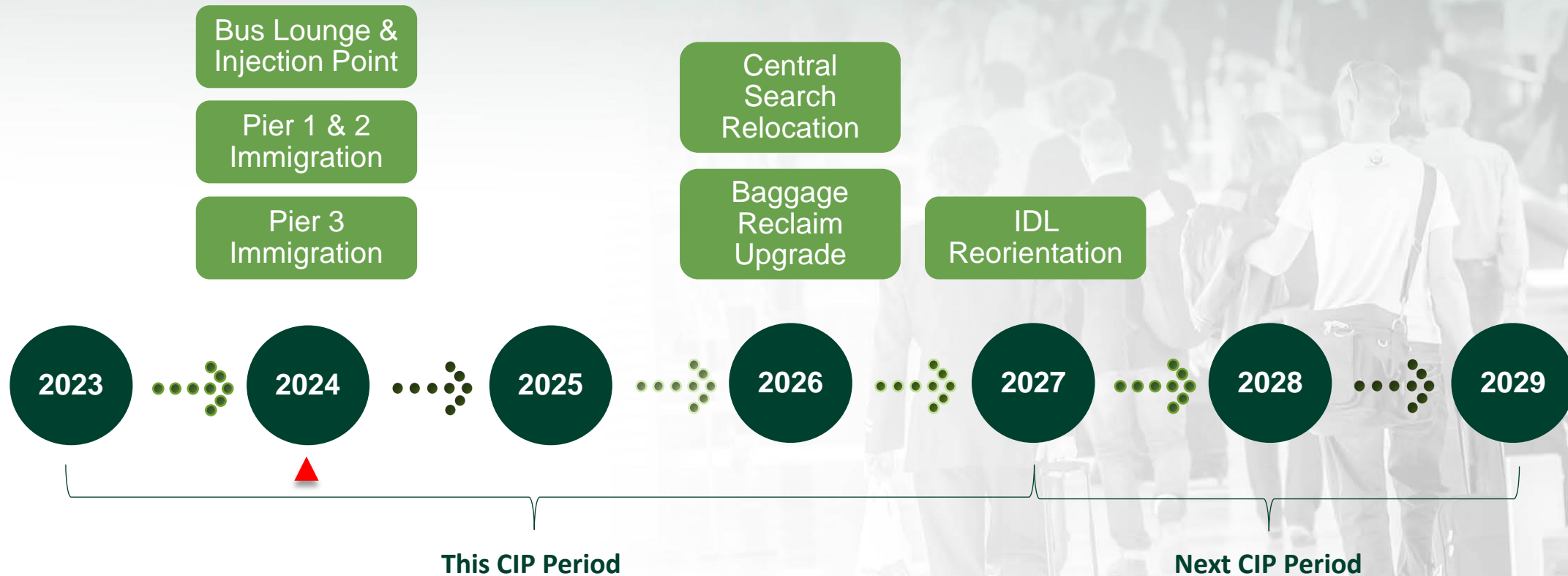
- Interior refresh
- Optimised belt alignment
- Belts reconfigured to better accommodate widebody aircraft
- Improved passenger circulation
- Improved way finding



## Baggage Reclaim



## Updated Enablement Programme



### Check-In Optimisation



Installation of additional check-in,  
bag drop and SSK.

Optimisation of PRM, circulation and  
queue space

No scope change

### Central Search Expansion



Reconfiguration to increase queue  
capacity and to replace equipment  
with latest screening and ATRS  
technology

No scope change

### Immigration Hall Reorientation



Minor reconfiguration of queue space  
and installation of additional booths  
to increase capacity

Originally part of Pier 5 Project Scope  
reduced but now included in T2  
Passenger Journey Group

Check-In  
Optimisation

Central Search  
Expansion

Immigration  
Hall  
Reorientation



# South Apron Hub

---

Simon McGreevy Head of Capital Development



# S2. Capacity Projects – South Apron Hub

March 2022 |



## Capacity

T2 & pier projects providing capacity for additional 4mppa, designed to grow hub operations



## Efficiency

Efficient cargo ops & apron, including additional stand fuel hydrants, FEGP & apron accommodation



## CBP / Transfer / OTP

Re-designed & expanded facility to increase capacity & improve connection times and OTP



## Gates / Bussing

Flexible Pier 5 providing 6 new airbridge gates & 6 new bus gates, optimised for widebody operations

South Apron Hub

CBP Extension

Pier 5

Apron Expansion

Pier 4 De-Flex

Pier 3 CBP Enablement

Transfer Facility

Transfer Lines

South Apron Support

Cargo



## Sustainability

Enhanced CBP/Pier 5 building fabric, energy & heating systems.



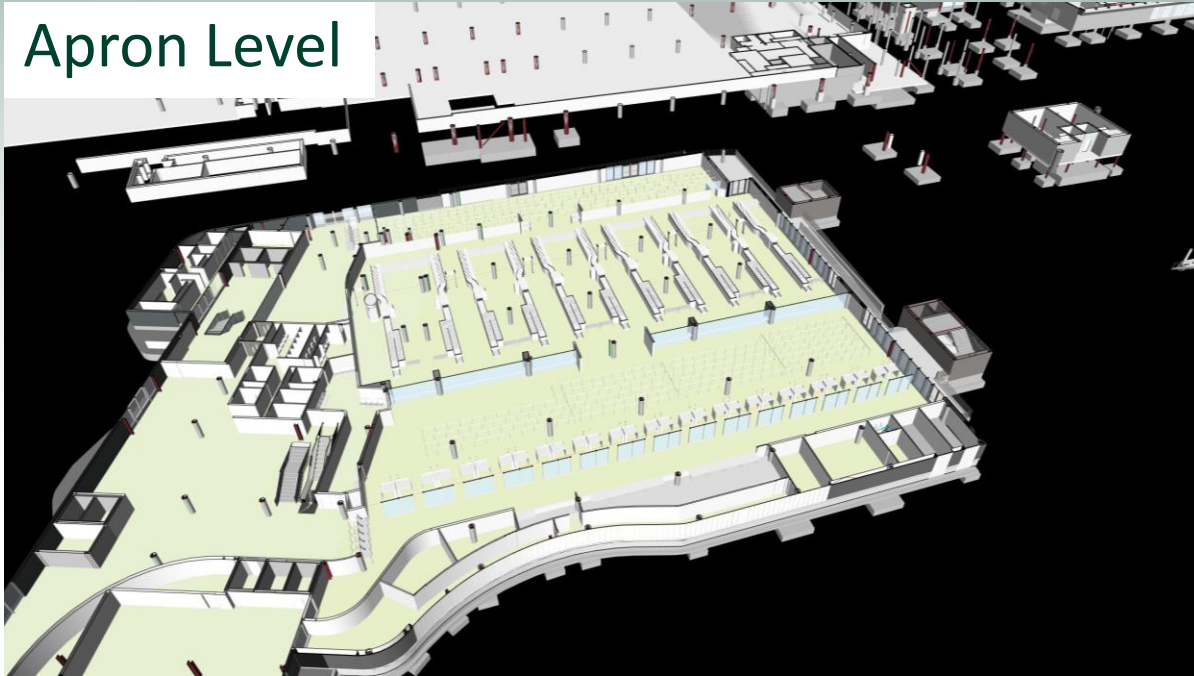
## Passenger Experience

Optimised space & flow, new post CBP F&B, retail & airline lounges





### Apron Level



### CBP Extension Apron Level

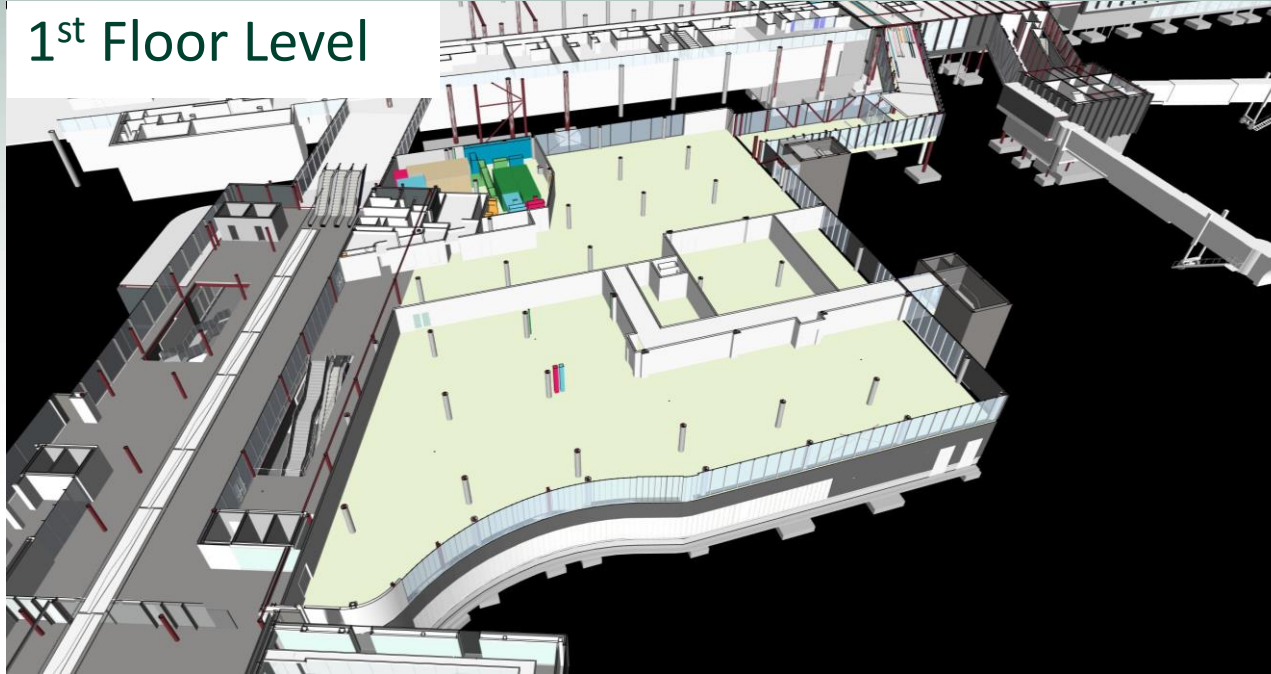
- Improved orientation and circulation
- Increased queue capacity
- 5 TSA entry gates
- 13 x-ray lanes
- 30 CBP positions
- Staff, PRM, family, premium channels
- Transit facilities

CBP  
Extension





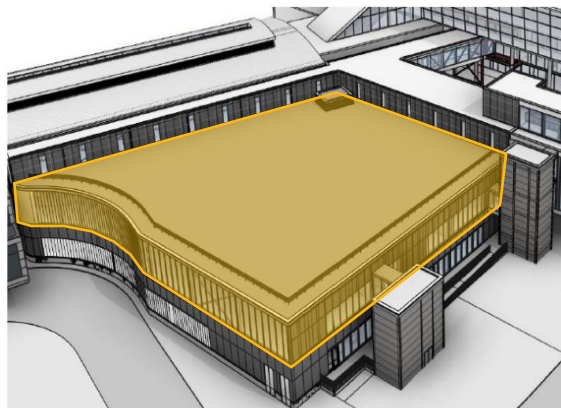
### 1<sup>st</sup> Floor Level



### CBP Extension 1<sup>st</sup> Floor Level

- First floor above CBP extension
- Over spill holding area
- Improved passenger experience
- Post CBP F&B, Retail and Airline Lounge opportunity
- Optimised Pier 5 connector

CBP  
Extension





Pier 5



### Departure Level



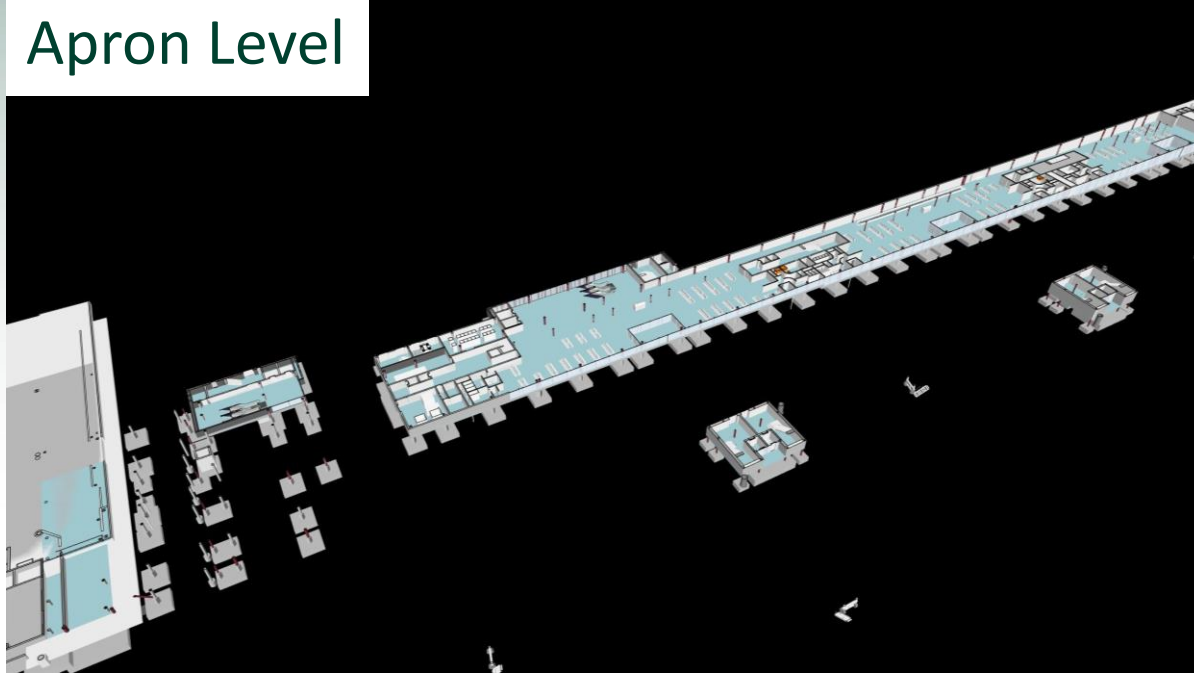
### Pier 5 Departure Level

- 6 new narrow body gates (8 total)
- Operate in either CBP or non CBP mode
- Enclosed gates
- Automatic boarding
- 6 new airbridges (8 total)

Pier 5



### Apron Level



### Pier 5 Apron Level

- Dedicated to remote bus operations
- 6 new narrow body bus gates
- Enclosed gates
- Secondary bus injection point

Pier 5





Pier 5



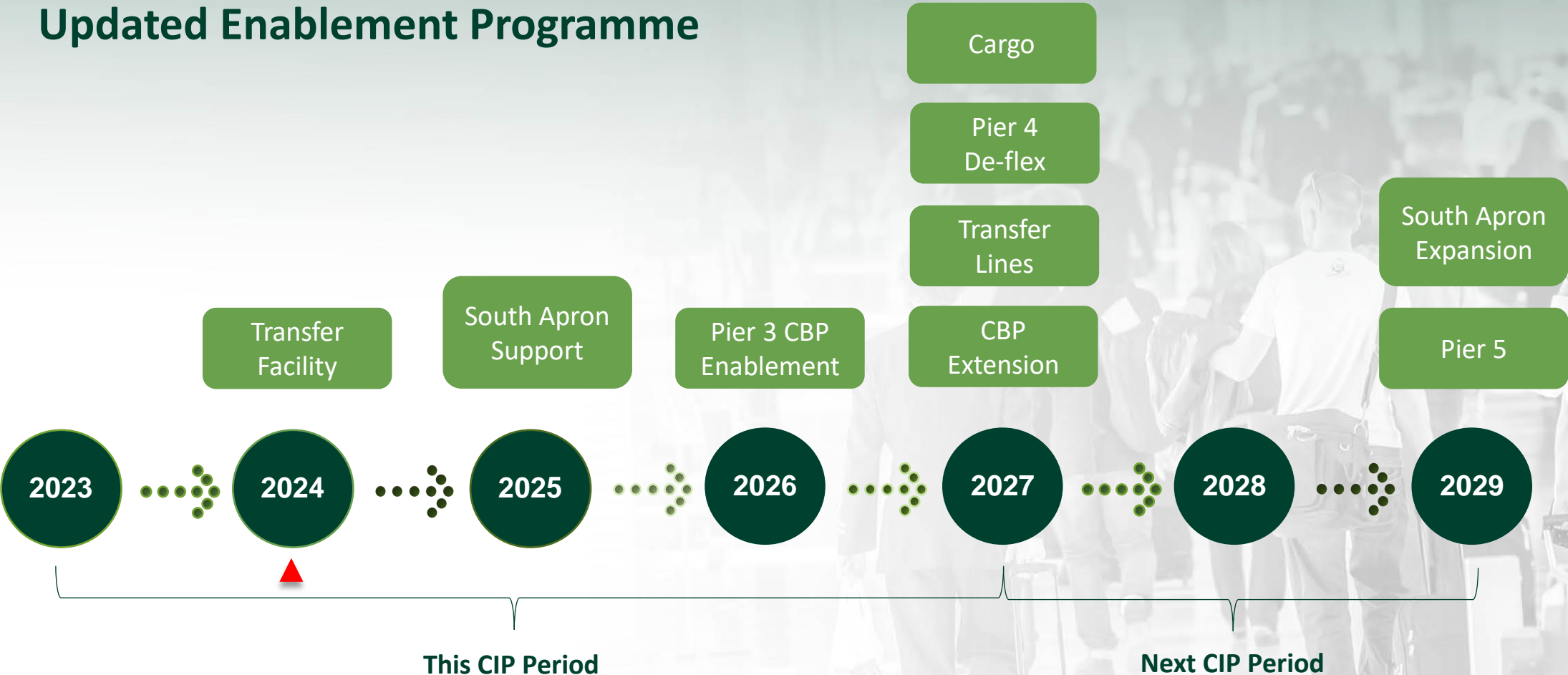




Apron  
Expansion



# Updated Enablement Programme



 Best case scenario for Infrastructure Application approval

# North Apron Development

---

Simon McGreevy Head of Capital Development



# S2. Capacity Projects – North Apron Development

March 2022 |



## Capacity

Gate capacity for additional 4mppa, designed to accommodate both low cost and full service carriers



## Efficiency

Integrated apron handling accommodation, additional stand fuel hydrants and FEGP



## Gates / Bussing

Providing 4 new airbridge gates & 2 walkout / bus gates.



## Future Proofed

Safeguarding for incremental future pier expansion



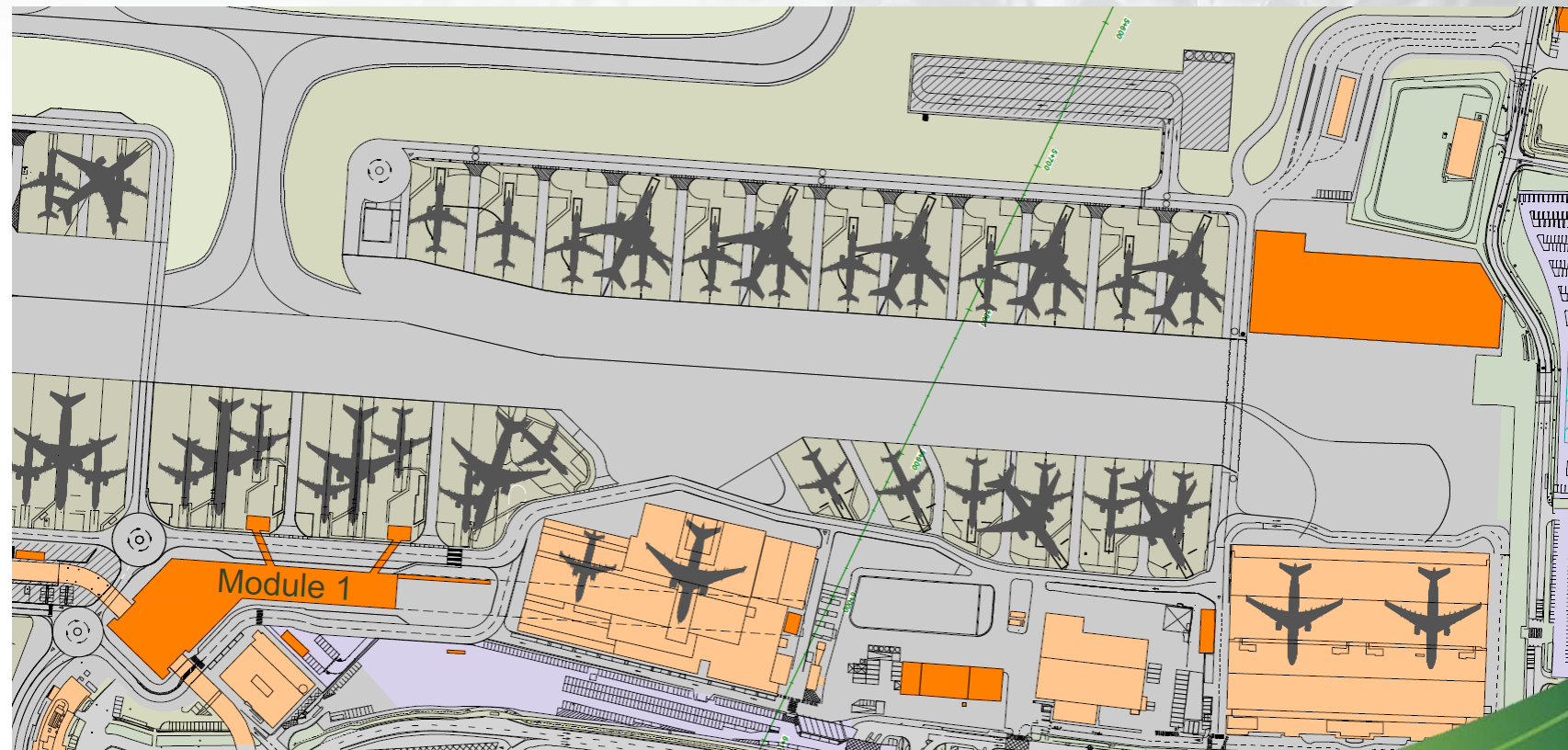
## Sustainability

Enhanced Module 1 building fabric, energy & heating systems. Fuel hydrant & FEGP expansion

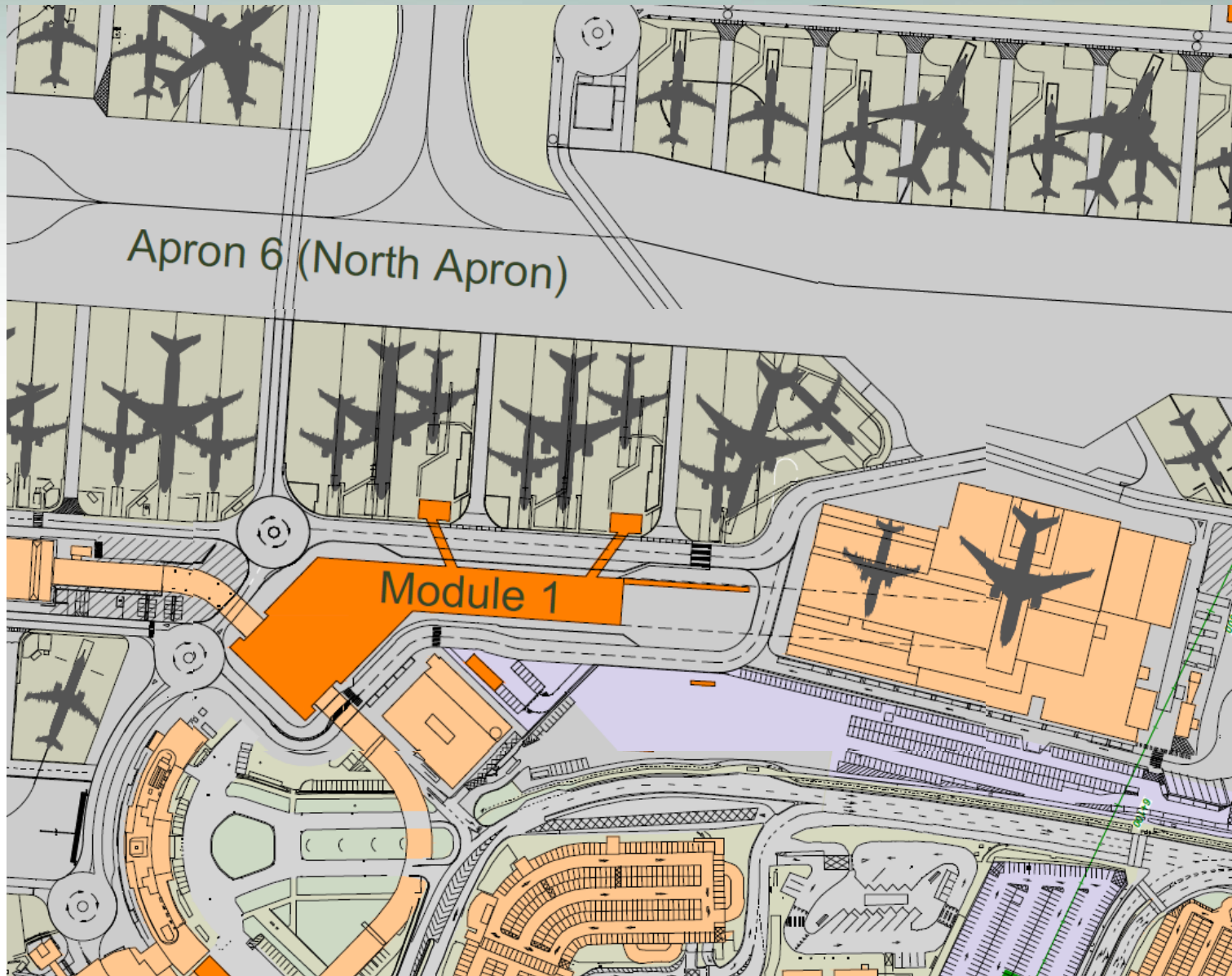


## Passenger Experience

Optimised space & flow, new F&B, retail & airline lounges



North Apron Development



### Original Scheme

2 MARS Stands (4 NB)

4 NB gates

Walkout only

Segregated apron handler accommodation building

### Current Proposal

3 MARS Stands (6 NB)

6 NB gates (2 walkout/bus)

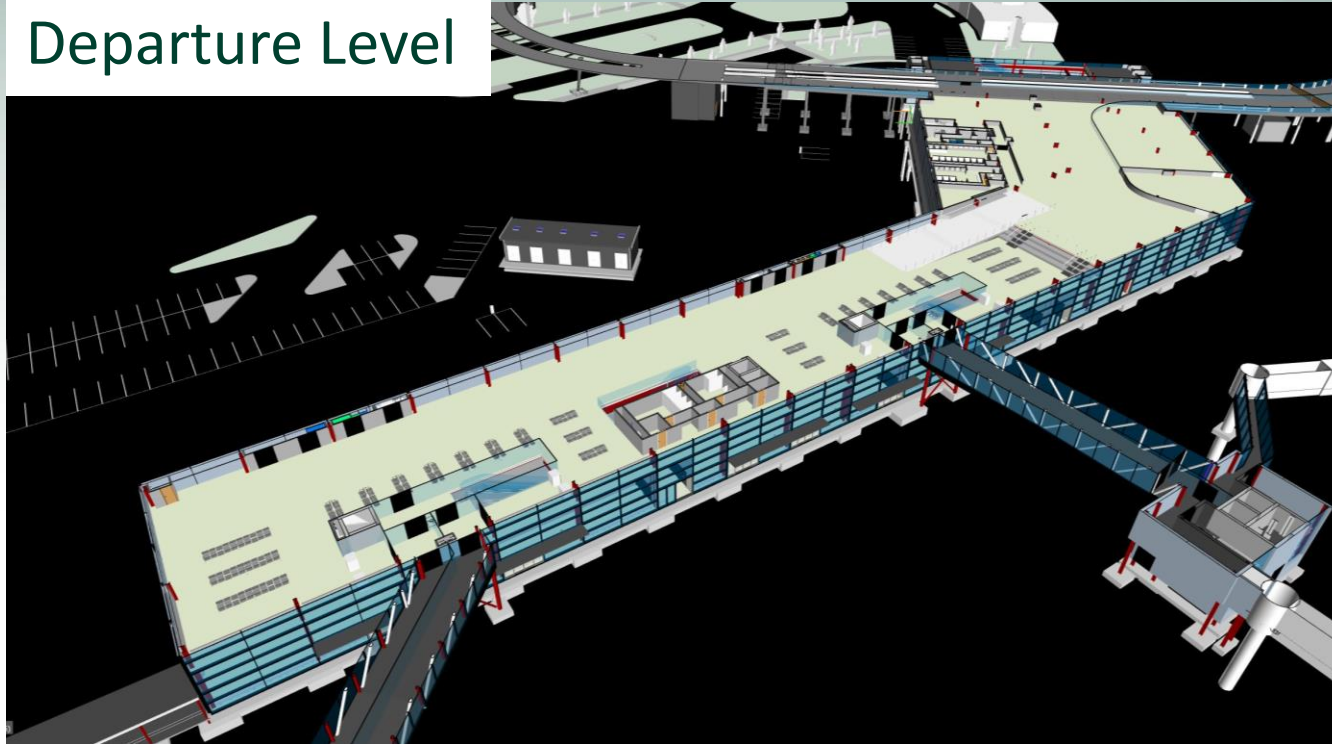
Airbridge flexibility

Integrated apron handler accommodation

North Apron  
Development



## Departure Level



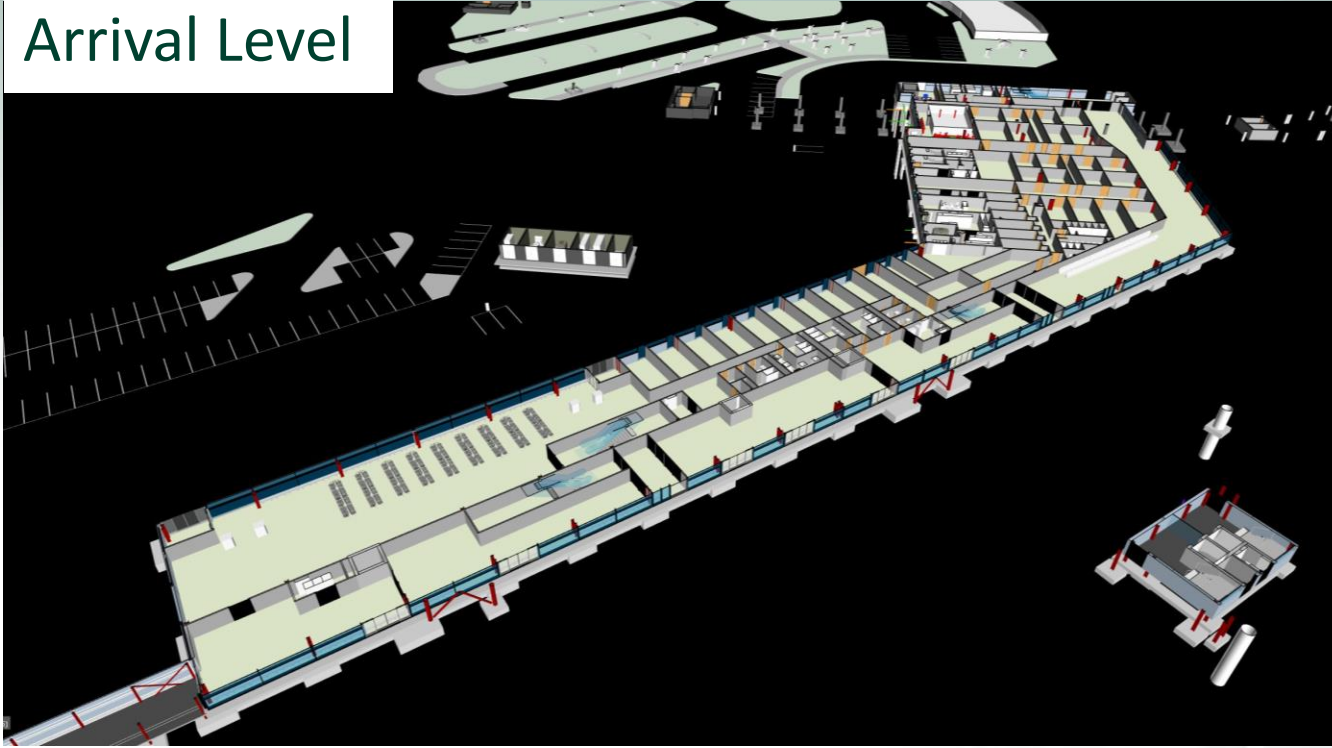
### Module 1 Departure Level

- 4 new narrow body gates
- Combine to serve 2 wide body
- Boarding via walkout or airbridge
- Improved passenger experience
- F&B, Retail and Airline Lounge opportunity

North Apron  
Development



## Arrival Level



## Module 1 Arrival Level

- 2 narrow body walkout / bus gates
- Space for bus gate expansion
- Safeguarding for future transfer facility
- Integrated handler accommodation replacing need for original stand alone building

North Apron  
Development





## S2. Capacity Projects – North Apron Development

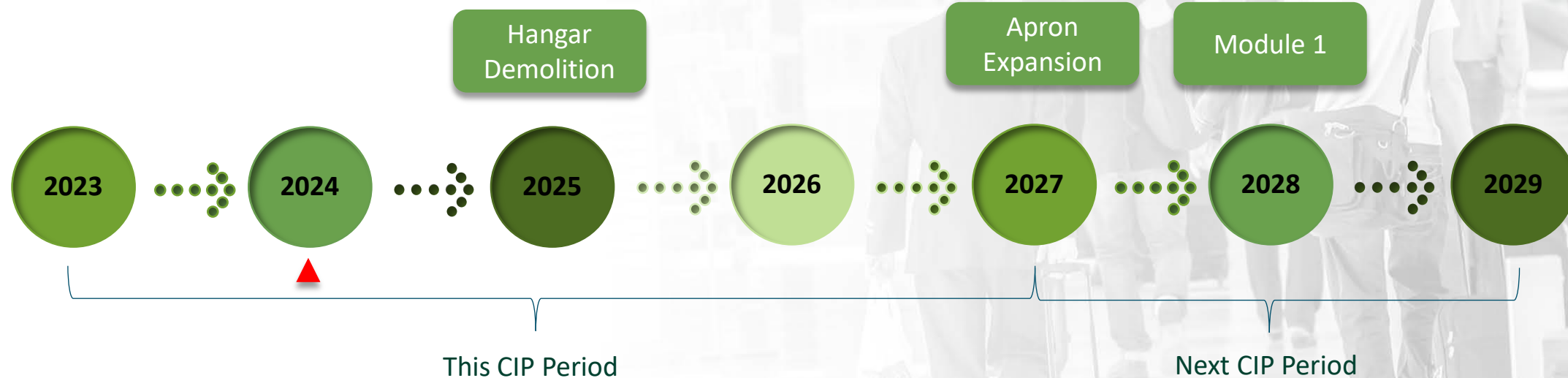
March 2022 |



North Apron  
Development



## Updated Enablement Programme







# Underpass

---

**Simon McGreevy**

Head of Capital Development

## S2. Capacity Projects – Underpass

March 2022 |



### Western Access

Flexibility to operate tows or busses off West Apron



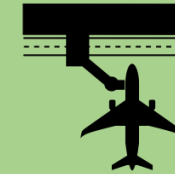
### Efficiency

Access between east and west aprons with 2 minutes, original alignment reduced by 60m



### Passenger Experience

Smooth and comfortable shuttle or direct bus transit



### Stand Capacity

Existing wide body Pier 3 contact capacity maintained

Underpass



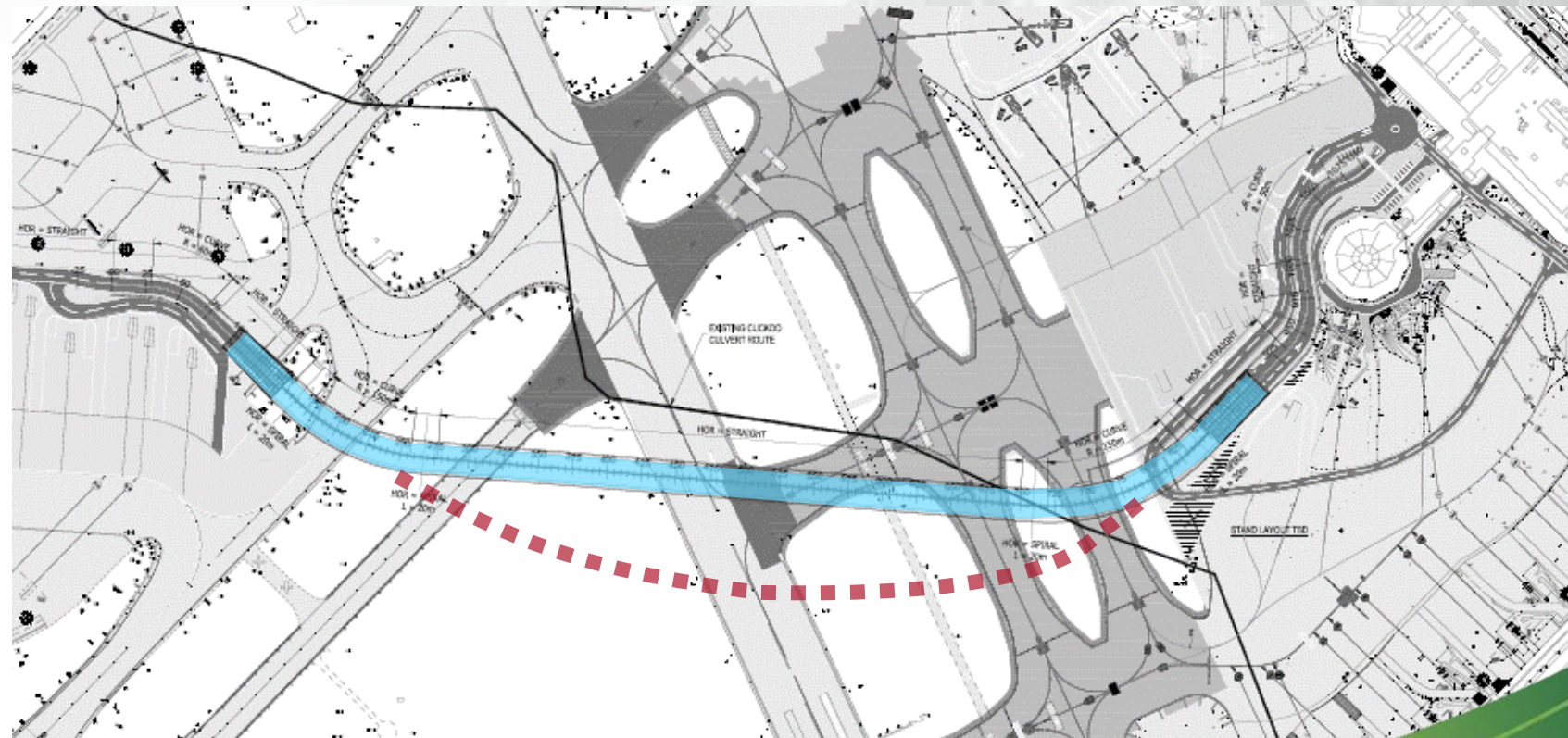
### Safe

Safe, reliable and consistent connectivity between east and west aprons



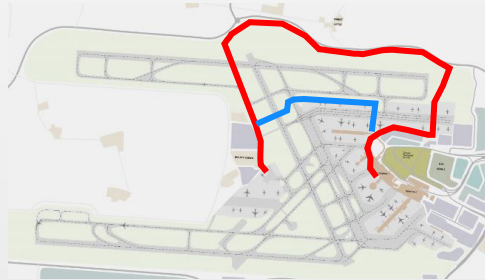
### Future Proofed

Aligned to future development options



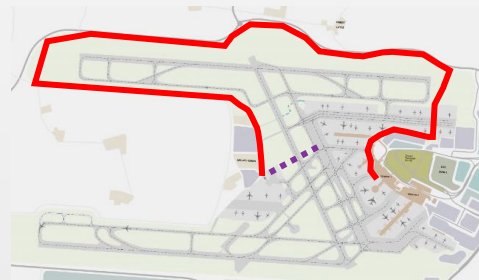


## To mid 2022



- 2.4km or 4mins
- RWY 16/34 surface crossing
- North perimeter road (during 16/34 ops)

## 2022 - 2025



- 8km or 15 - 20mins
- North perimeter road (primary route)
- Western fuel spur (from around 2023)

## 2025+

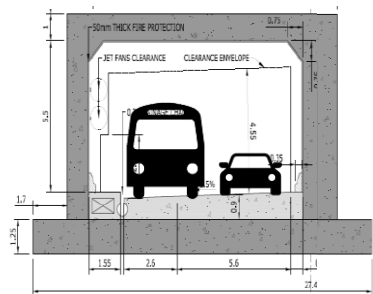


- Max 0.8km or 2 – 3 mins
- Underpass
- Western fuel spur (from around 2023)

## Underpass

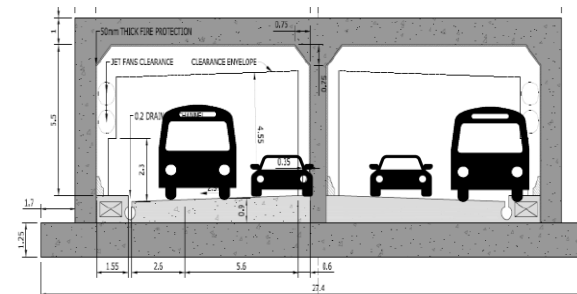
## Refined Design and Section

### Single Cell - One Lane Each Direction



- Compartmented escape ❌
- Redundancy ❌
- Two way traffic collision ❌
- Maintain while open ❌
- Congestion and delay ❌
- Future proofed (60+ year asset) ❌

### Dual Cell - Two Lanes Each Direction



- Compartmented escape ✅
- Redundancy ✅
- Two way traffic collision ✅
- Maintain while open ✅
- Congestion and delay ✅
- Future proofed (60+ year asset) ✅

RAMBOLL

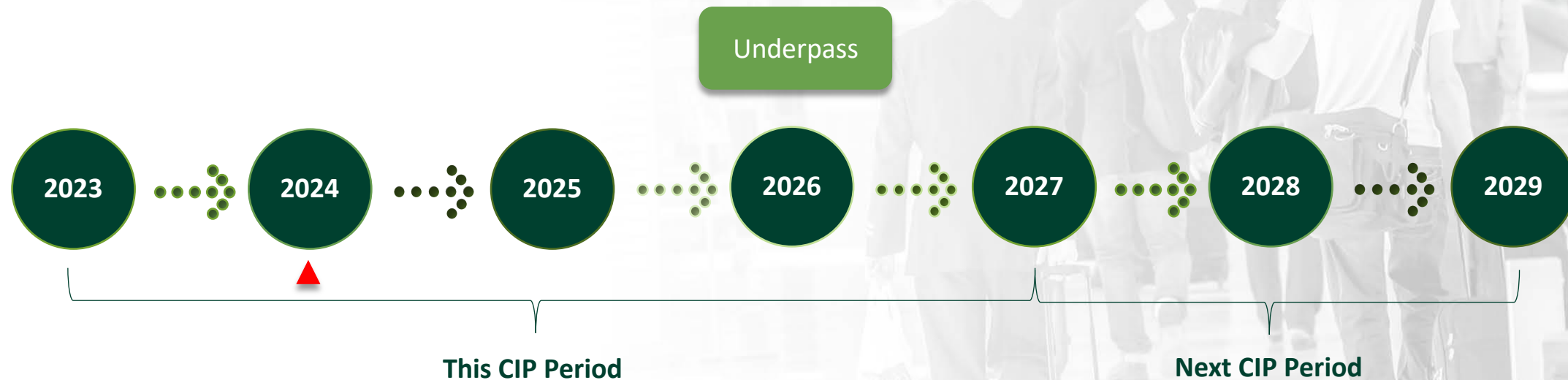
- Dual Cell, provides safe escape and fire fighting.
- Dual Cell, provides western access resilience if traffic incident or maintenance required.
- Dual Lanes provides capacity and service level for the long-term development 50+ Yrs.

Underpass





### Updated Enablement Programme





# Sustainability Projects

---



## Our sustainability ambition is:



Meeting  
customer &  
stakeholder  
demands



Increasing  
efficiency  
& reducing  
waste



Attracting  
& retaining  
talent



Creating  
new  
opportunities




Meeting  
increased  
regulation



Creating  
healthy  
environments

## 2030 ambition is to deliver on the goals outlined in the 7 themes identified in the Environmental Pillar of our ESG Strategy.

	<b>Carbon</b>	Deliver on our landmark commitment to achieve Net Zero Carbon Emissions at both Dublin & Cork Airports by 2050	<ul style="list-style-type: none"> <li>• Deliver a 51% reduction in our carbon footprint vs. 2018</li> <li>• Achieve ACI Level 4+ accreditation for our airports</li> </ul>
	<b>Energy</b>	Position Dublin Airport as an airport leader on 'Clean Energy'	<ul style="list-style-type: none"> <li>• Exceed public sector target for energy reduction by 15%</li> <li>• Produce 10% of Dublin Airport's annual energy on-site</li> </ul>
	<b>Waste</b>	"Circular" business	<ul style="list-style-type: none"> <li>• Drive a 30% reduction in general waste vs. 2019</li> <li>• Recycle 90% construction waste (60% operational)</li> </ul>
	<b>Water</b>	Deliver water systems, which significantly reduce usage	<ul style="list-style-type: none"> <li>• Reduce water usage per pax by 15% vs. 2019</li> <li>• Ensure &gt;40% rainwater capture</li> </ul>
	<b>Noise</b>	Adopt a 'balanced approach' to noise – and effectively reduce exposure in our communities	<ul style="list-style-type: none"> <li>• Fully implement ICAO 'Balanced Approach'</li> <li>• Deliver key Noise Abatement Measures</li> </ul>
	<b>Air</b>	Create 'Clean Air' airports and environments	<ul style="list-style-type: none"> <li>• Ensure zero air quality pollution exceedances</li> <li>• Convert entire light fleet to Low Emission Vehicles</li> </ul>
	<b>Biodiversity</b>	Protect and revitalise our airport ecosystems	<ul style="list-style-type: none"> <li>• Achieve pesticide and herbicide-free airports</li> <li>• Protect, and create new, ecosystems</li> </ul>



## Scope 1

All Direct Emissions from the activities of an organisation or under their control. Including fuel combustion on site such as gas boilers, fleet vehicles and air-conditioning leaks.

### Scope 1 sources

- daa light duty vehicles
- On-site CHP plant
- Firefighting and training
- Back-up and power generators

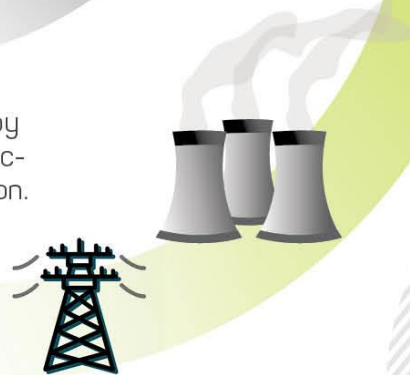


## Scope 2

Indirect Emissions from electricity purchased and used by the organisation. Emissions are created during the production of the energy and eventually used by the organisation.

### Scope 2 sources

- Off-site generation of electricity purchased to heat/cool daa buildings



## Scope 2 Indirect

## Scope 3 Indirect

## Scope 3

All Other Indirect Emissions from activities of the organisation, occurring from sources that they do not own or control. These are usually the greatest share of the carbon footprint, covering emissions associated with business travel, procurement, waste and water.

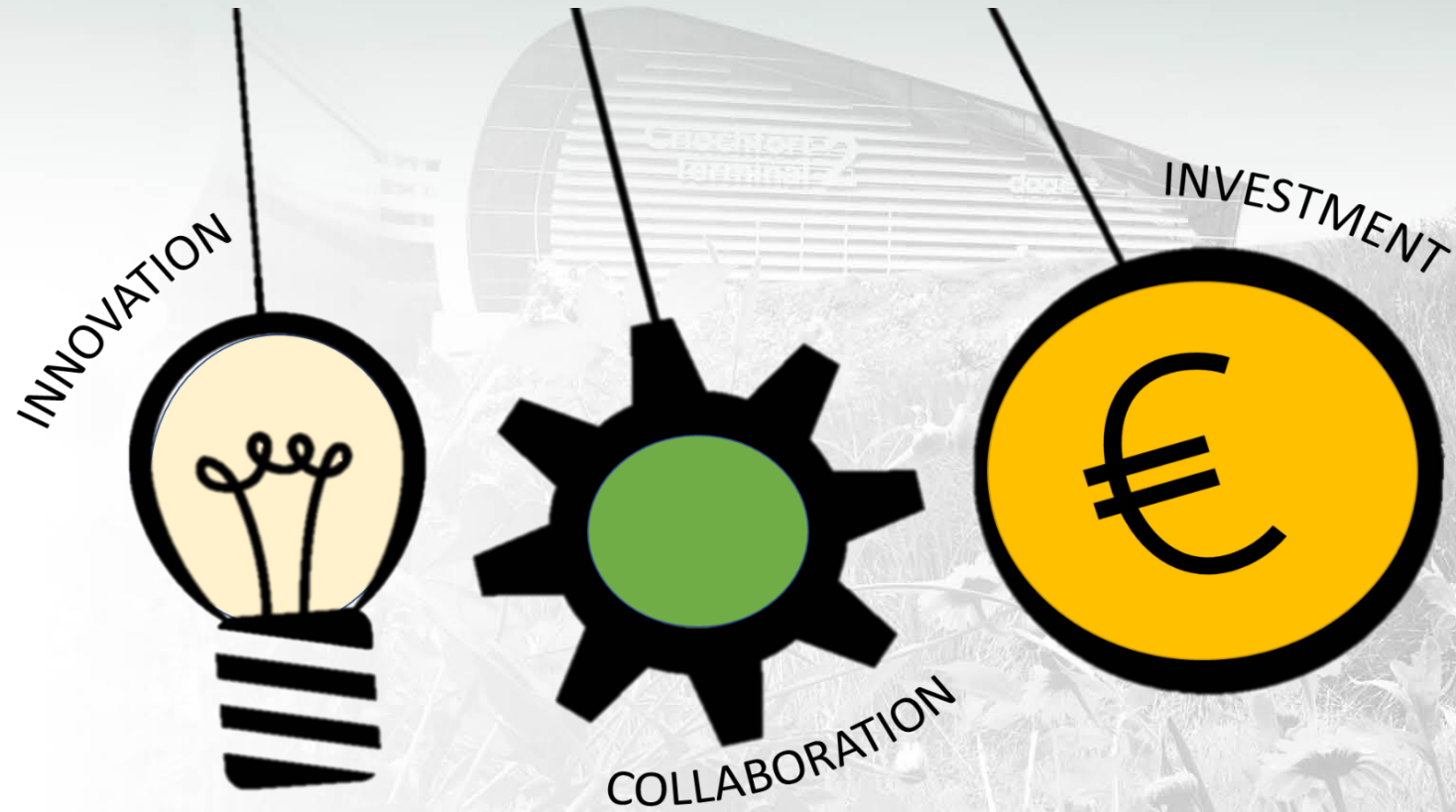
### Scope 3 sources

- Aircraft operations (eg LTO, cyclic, APUs, GPUs)
- Staff passenger commute (private vehicles/public transport)
- Third party energy use
- Third party vehicles
- Off-site waste treatment



CO<sub>2</sub> Emission Scopes

What will it take to make this happen:





Dublin Airport, have made significant progress in reducing our carbon emissions over the past decade

As part of our sustainability goals, Dublin Airport has undertaken an extensive programme of carbon reduction measures across our organisation. Investments include:

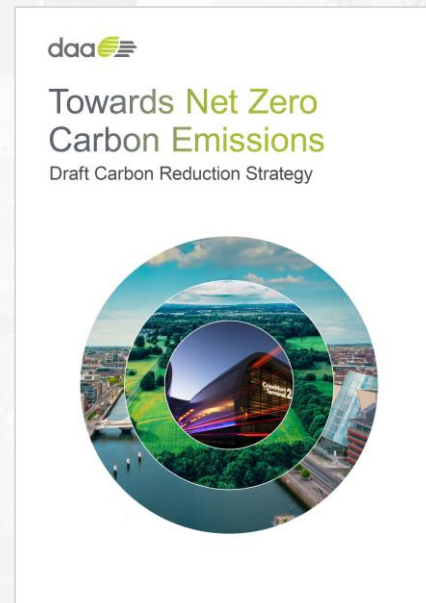
Efficient LED lighting across terminals and airfield | electrification of our fleet | development of a solar farm | upgrading of existing heating and energy systems

35.3%

reduction in Co2 emissions  
under SEAI scheme  
2012-2019



ACA Certification Level 3+



## Evolving Policy Landscape

### Recap - CIP 2020+ Sustainability Targets

In 2019, post development of our Capital Investment Plan, the government set an ambitious target of a 30% reduction in emissions by 2030.

### CIP 2020+ Review (2022) Sustainability Targets

Climate Action Plan 2021 commits Ireland to a legally binding target of net-zero greenhouse gas emissions no later than 2050, and a reduction of 51% by 2030.

Climate Action and Low Carbon Development (Amendment) Bill 2020 requires Dublin Airport to improve the energy efficiency of buildings.

Clean Vehicle Directive requires us to electrify the fleet of Dublin Airport and our suppliers.

Net Zero by

**2050**

Dublin Airport is required by law to achieve net zero carbon emissions by 2050



- Impact of new sustainability legislation

**Active heating and cooling**

Alternative means of heating & cooling buildings

**Building Efficiency**

Enhancing building envelopes improving airtightness and reducing energy losses

**Sustainable Aviation Fuels**

Infrastructure to enable adoption by airlines & cargo operators

**Decarbonise Ground Operations**

Chargers to enable transition to electric ramp equipment

**Sustainable Surface Access**

Mobility improvements to promote use of public transport

**Public EV adoption**

Infrastructure for public, hire car and taxi transition to electric vehicles

**Renewable Energy**

Expansion of infrastructure to generate electricity from renewable energy

**More sustainable materials**

Lower carbon embodied construction materials

## Surface Water Environmental Compliance

### Scope overview



#### Scope overview

Storage and treatment facilities for pollution runoff, especially de-icing contaminants.

Funding request for phase 1 of 3 is included within this CIP period.



#### Business Case

Required to be compliant with Fingal County Council requirements





Airport Charging

Scope overview



Scope overview

Charging infrastructure for the benefit of all airport users and passengers



Business Case

- Required for Dublin Airport to achieve sustainability targets
- Key enabler for airport users to reduce carbon



Electric Bus Charging Infrastructure

Pantograph and plug-in chargers for landside & airside electric bus fleet



Airside Vehicle & GSE Charging Hubs

Consolidated charging locations for GSE and other airside electric vehicles



Public Charging facilities

Hub location with rapid chargers for use by passengers and staff personal vehicles

## Alternative Fuels

### Scope overview



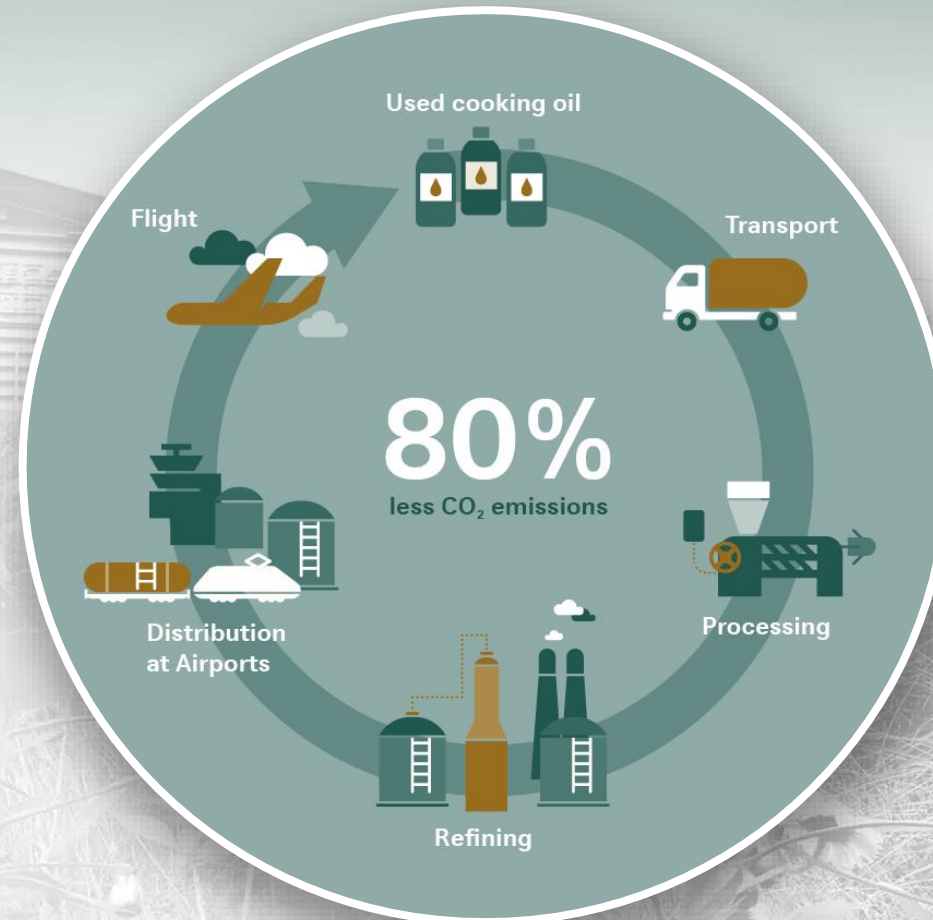
#### Scope overview

- Feasibility and research
- Potential future infrastructure to enable Sustainable Aviation Fuel (SAF) at Dublin Airport.



#### Business Case

Central to enabling our partner airlines in reaching their sustainability targets.



Alternative  
Fuels



## Sustainable Fleet

### Scope overview



#### Scope overview

- Replacement of end of life heavy and light fleet vehicles with more fuel efficient variants or EVs where appropriate
- Additional light and heavy fleet vehicles for managing new assets and procedures



Light Fleet will transition to 100% Electric Vehicles



Planned replacement of heavy fleet vehicles will utilise more efficient fossil fuel and in some cases electric vehicles



#### Business Case

- Required to be compliant with Clean Vehicle Directive and Clean Air Policy
- Contributes to carbon reduction required to achieve targets in the Climate Action Plan

Sustainable Fleet

## Mobility Improvements

### Scope overview



#### Scope overview

- Quality, attractive and safe bus infrastructure
- Upgraded campus walking and cycling facilities
- Encourage sustainable transport choices by passengers and staff



#### Business Case

- Decongestion of terminal kerbs and road network
- Contributes to carbon reduction required to achieve targets in the Climate Action Plan



Mobility  
Improvements



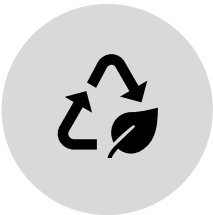
Mobility Improvements

Scope overview



Scope overview

- Expansion of onsite solar electricity generation and provision of battery storage to save energy & OPEX



Business Case

- Reduces Carbon emissions and offsets increases associated with infrastructure growth
- Lower and more predictable energy costs by managing airport demand.



Increased output from existing PV site

Additional panels deployed in existing footprint to south west of airfield

Additional capacity from new solar sites

Development of new green and brownfield solar sites around Dublin Airport

Energy storage and control capability

Batteries and controls to store excess energy and manage demand, saving OPEX

Solar Farm Phase 2

## FEGP Phase 3

### Scope overview



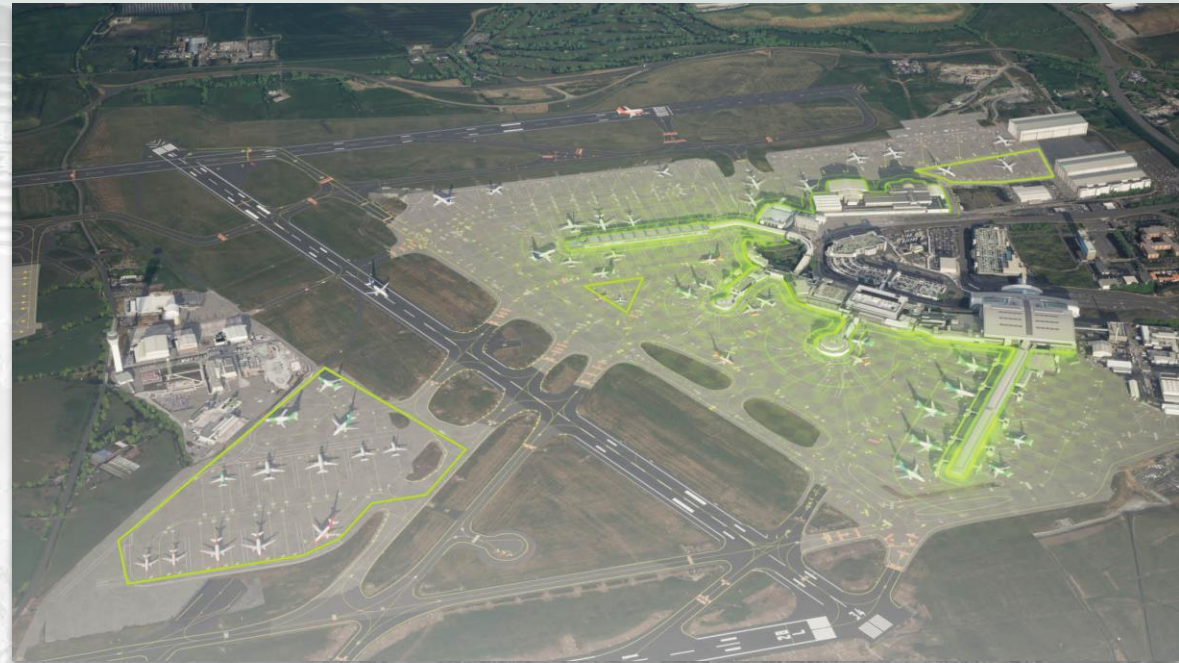
#### Scope overview

Deployment of Fixed Electrical Ground Power (FEGP) to remote stand locations.



#### Business Case

- FEGP is central to enabling our partner airlines, cargo operators and ground handlers in reaching their sustainability targets.
- Improves air quality and reduces airfield noise.



FEGP Phase 3



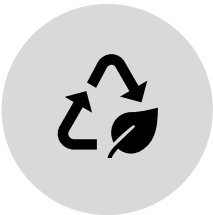
Anaerobic Digester

Scope overview



Scope overview

Anaerobic digester and process plant to convert airport waste into biomethane for heating buildings.



Business Case

Reduction in fossil fuel use, carbon & waste



Grass cuttings from Campus and Airfield

Grass silage will be the main feedstock for the digester



Compostable waste from passenger facilities

Waste we currently pay to remove from site will be used in the digester



Anaerobic Digester

## T2 Upgrade

### Scope overview



#### Scope overview



Upgrades to terminal heating & cooling systems for renewable energy sources



Upgrade of the building fabric to improve energy efficiency



#### Business Case

- This project provides a large portion of the required 51% carbon reduction by 2030
- Significant reduction in fossil fuel use



T2 Upgrade



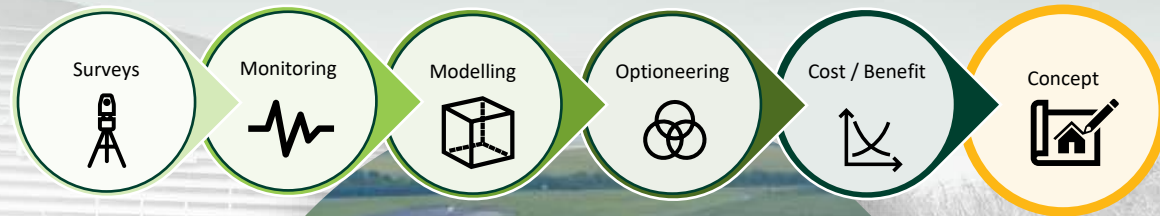
## Terminal 1 & Campus Sustainability Feasibility

### Scope overview



#### Scope overview

- Campus wide energy & fossil fuel usage
- Upgrade or replacement of Terminal 1
- Outputs will inform future planning and development of subsequent CIPs.



#### Business Case

- Net-zero carbon emissions by 2050 cannot be achieved without this project
- Near elimination of fossil fuels for airport heating

T1 & Campus  
Sustainability  
Feasibility

## Proposed Regulatory Treatment

### Major Sustainability Projects are proposed to be Stagegate

Dublin Airport are seeking agreement to treat the major sustainability projects as a combined budget for the purposes of the redetermination.

Individual projects are proposed to be Stagegate.

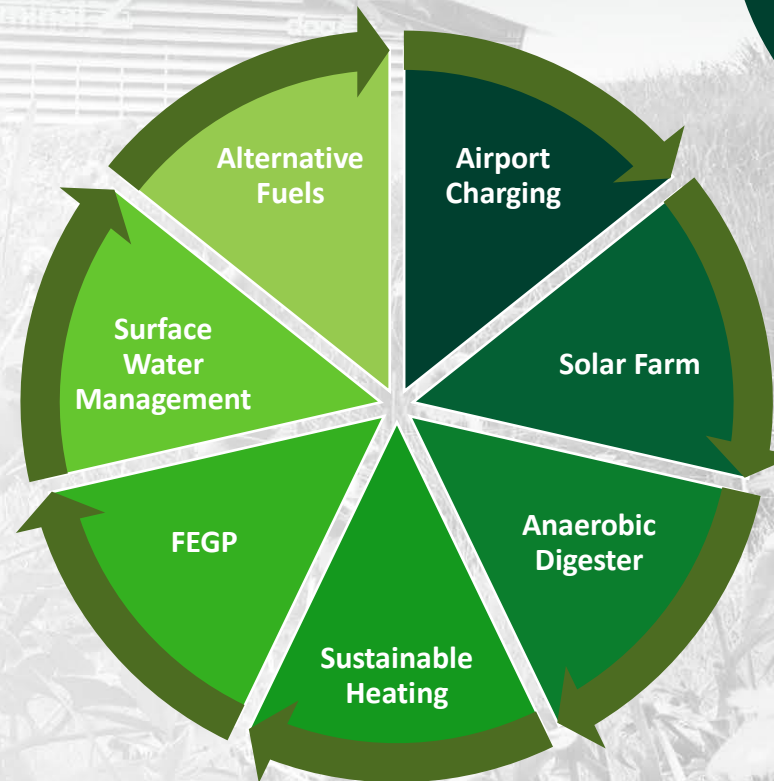
This is due to the uncertainties that exist due to

- New Government Requirements
- Current Level of Design
- Emerging Technologies
- CIP Review Timeline

A smaller flexible allocation of €33m is proposed for sustainable fleet & mobility improvements.

€350m

Allocation for Stagegate  
Sustainability Projects







# Commercial Projects

---

### Car Park Challenges

- Strong demand for Car parking product at Dublin Airport
- Other modes of transport are capitalising on the growing demand (taxi & drop off)
- We need to invest in capacity (ST and LT) and continue the business growth
- Obtaining planning permission for new car parks



Carparks



### Proposed Car Parks Projects (€51.8 m)

**CIP.20.04.001:** Car Parks Management Systems (€3.9m)

**CIP.20.04.005:** Long Term Car Park Capacity (€13.1m)

**CIP.20.04.007:** T2 MSCP (€22.4m)

**CIP.20.04.009:** Staff Car Park (€7.2m)

**CIP 20.09.010:** Drop off / Pick Up (€5.2m)

**Deferred** – Expansion to the Terminal 1 Multi-Storey Carpark has been deferred to the next CIP period beyond 2026, given its possible dependencies on the Metro Station and terminal connection strategy, which has not yet been finalised.



Carparks

### CIP 20.09.010: Drop off / Pick Up (€5.2m) – New Project

#### Project Justification:

- **Increase Road Capacity** – The campus roads are at capacity at peak times and will not suffice at 40mppa, if customer behaviour and usage remain the same.
- **Reducing Congestion** - The drop off / pick up project will reduce kerbside congestion and manage capacity by reducing traffic and public vehicles accessing the 'horseshoe' and ensure the scarce resources of surface access is managed in as efficient a way as possible.
- **Revenue Opportunity** - will deliver a positive business case with new revenue opportunity with potential to deliver between €2m and €4m per annum.
- **Shift in Modal Split** - The project aims to reduce car journeys to and from the airport and to encourage a greater use of public transport. This is a first step towards more sustainable mobility at Dublin Airport, and aligns with our sustainability ambitions.



Car Parks



### CIP 20.09.010: Drop off / Pick Up (€5.2m)

#### Project Summary

- The drop off / pick up project will deliver the physical infrastructure together with the technology solution to enable a paid access to the kerbside at both Terminal 1 and Terminal 2.
- A dedicated free drop off / pick up zone will be created in the Red Car Park with a shuttle access to and from the terminals.

**Financial Business Case:** NPV €7.3m IRR 23%  
EBIDTA Impact €1.5m



Car Parks

### CIP.20.04.018: Fast Track Product Improvement (€6.8m)

**Project approved as part of the CIP determination in 2020, no change in project scope with costs updated to reflect inflation**

- Fast Track Arrivals
- Relocation of T1 FastTrack Facility

#### **New projects for inclusion in CIP determination 2022**

- T1 & T2 Fast Track Stop Gap Refurbishment & Relocation of T1 Staff Screening

**Financial Business Case:** NPV €1.6m, IRR 14%, EBITDA Impact €0.6m p.a



FastTrack



### CIP.20.04.017: Lounges (€16.8m)

**Project approved as part of the CIP determination in 2020, no change in project scope with costs updated to reflect inflation**

- Airline Lounge Upgrades & Refurbishment (T2 Lounge, 51<sup>st</sup> & Green & East Lounge)
- Increase Lounge Capacity - T1 Lounge Relocation

**Project approved as part of the CIP determination in 2020, scope updated to reflect build programmes and changing customer demand**

- Increase Lounge Capacity (T2 & East Lounge Mezz level)

**Projects deferred to next CIP period 2026 or beyond**

- Pier 1 Lounge / Module 1 & CPB Lounge will be completed to shell and core with commercial fit out deferred

**Financial Business Case:** NPV €5.3m, IRR 19%, EBITDA Impact €0.5m p.a.



Lounges

### CIP.20.04.016: Platinum Services (€7.1m)

**Projects approved as part of the CIP determination in 2020, no change in project scope with costs updated to reflect inflation**

- Platinum General Refurbishment & Ground Floor Reconfiguration



Platinum Services

**Project approved as part of CIP determination in 2020, deferred to next CIP period**

- Communal GA porch / suite facility



**New projects for inclusion in CIP determination 2022**

- Platinum First Floor Expansion
- Platinum Carpark Management

**Financial Business Case:** NPV €6.2m, IRR 16%, EBITDA Impact €0.6m p.a



### CIP.20.04.002:

## Car Rental Development (€33m)

### Project Justification:

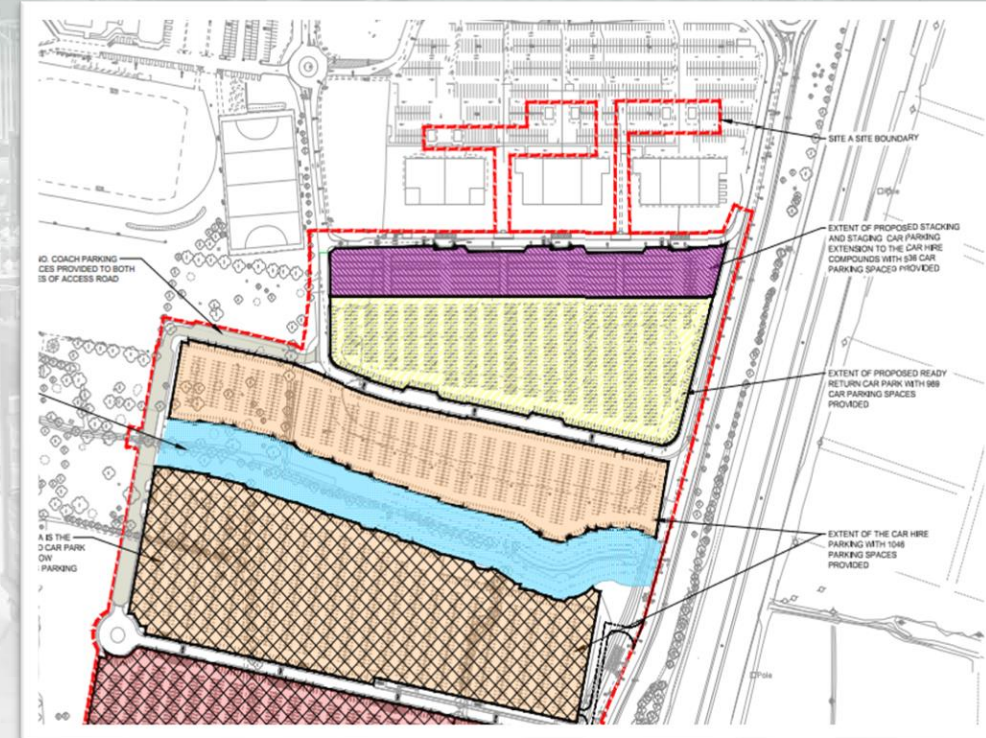
- Largest commercial concession revenue stream
- Future car rental growth is dependent on this investment
- Operators have deemed this project vital to enable their business to grow at Dublin Airport.
- Without investment, car rental operators will have to invest in supplementary facilities making offsite car rental a greater risk
- EV infrastructure is captured as part of the Campus Sustainability project

### Project Summary:

- Phase 1: Additional Spaces approx. 4000
- Phase 2: Refurbishment/repairs to existing buildings. Expansion to the maintenance/wash bays

### Financial Business Case:

- NPV €32m, IRR 10%, EBITDA Impact €3.4m p.a.



Commercial  
Concessions

### CIP.20.04.003:

#### New Food & Beverage Kitchen T1 IDL (€3.4m)

##### Project Justification:

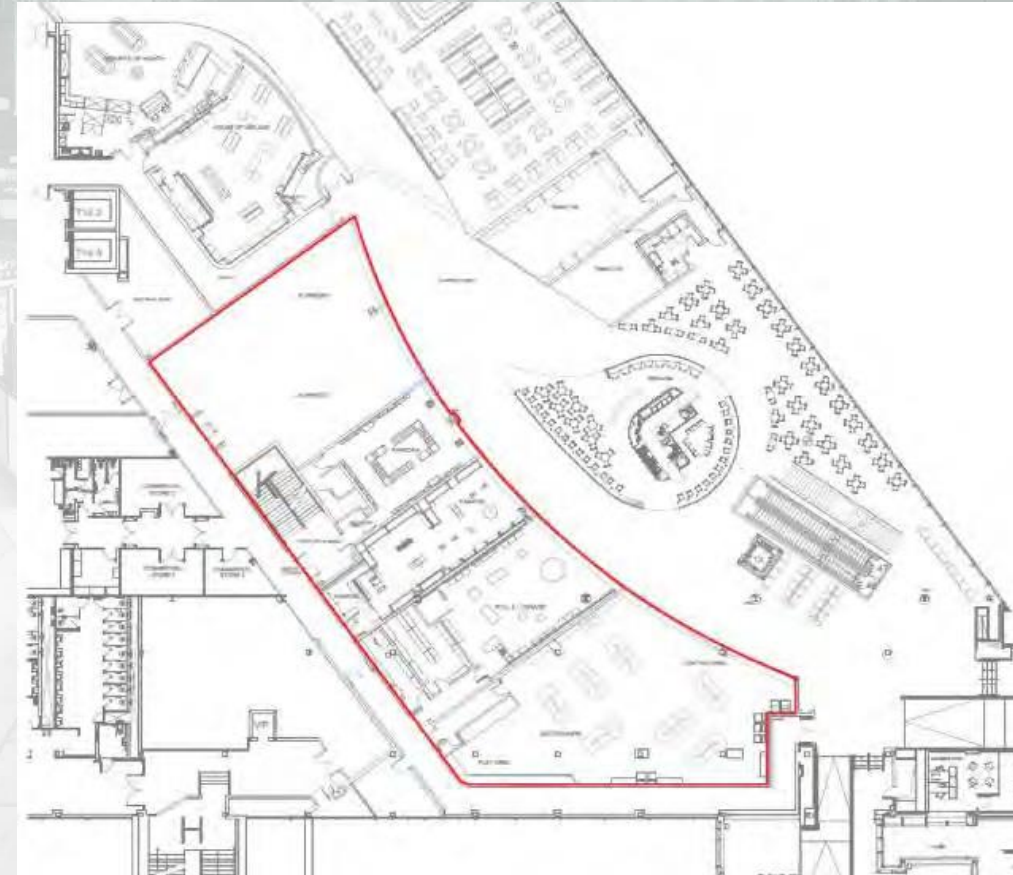
- T1 IDL is under catered for F&B space
- Allows us to add depth to offer and drive pax experience & ATV

##### Project Summary:

- Development of a new flagship F&B unit at T1x
- 750 sqm (currently 500sqm of retail space and 250sqm pax seating space)
- Includes the development of a large production kitchen space to produce fresh food
- Developed to shell & core, with fit out by concessionaire (F&B tender to commence Q3 2022)

##### Financial Business Case:

- NPV €5.6m, IRR 15.8%, EBITDA Impact €0.3m p.a.



Food &  
Beverage



### CIP.20.04.023:

## New F&B Kitchen Facilities in CBP (€4.4m)

### Project Justification:

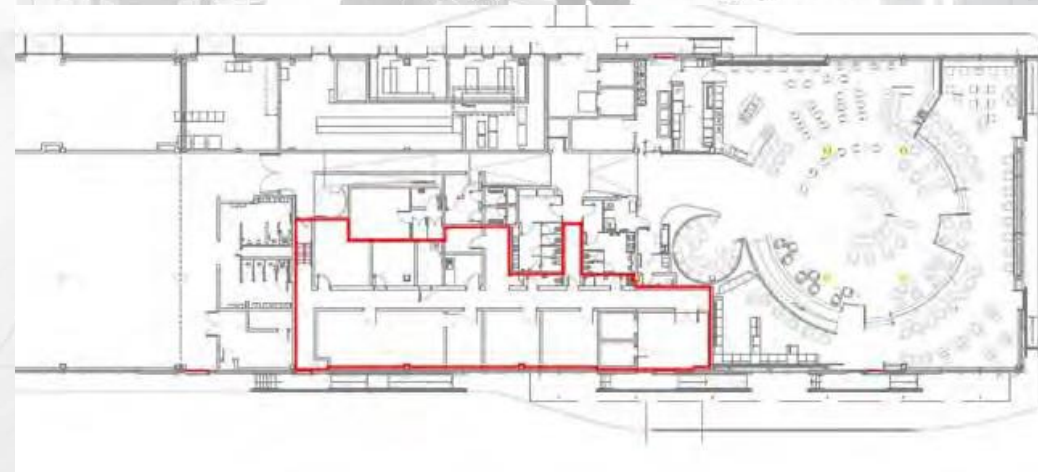
- F&B space is constrained, with no production kitchen facilities post CBP
- Penetration in decline over summer months due to capacity constraints
- Limited opportunity for ATV growth, due to limited offering

### Project Summary:

- Development of new F&B space adjacent to 51<sup>st</sup> & Green, including new kitchen facilities.
- This space is currently underutilised ramp accommodation.
- Developed to shell & core, with fit out by concessionaire.

### Financial Business Case:

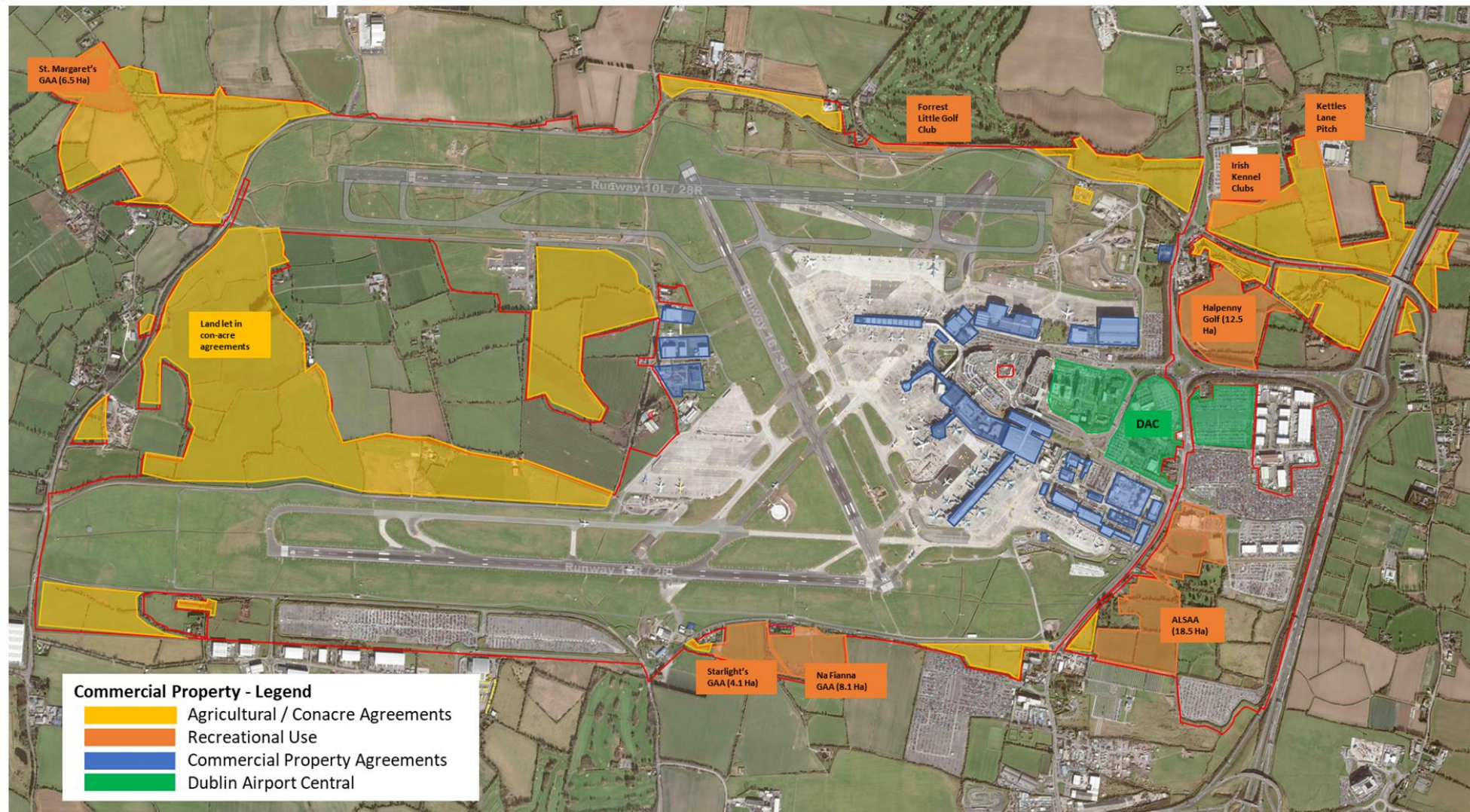
- NPV €11.1m, IRR 20%, EBITDA Impact €0.4m p.a.



Food &  
Beverage



# Overview





### CIP.20.04.025 & 034:

## Commercial Property Refurbishment (€15.95m)

### Project Justification:

- Capex required to maintain revenues and tenant property specifications
- Most accommodation is circa 50 years old and requires refurbishment to bring it to a fit for purpose standard expected for existing and potential new commercial occupants.
- Investment typically includes fitting out of offices, furniture, mechanical and electrical services, life safety systems and IT.
- Properties include office, stores, cargo and hangar accommodation.
- These projects are typically undertaken at short notice when commercial terms are agreed with the occupier.
- Similar refurbishments which were carried out in the previous CIP period included:
  - Skybridge House, Cargo 3 & 4 and a number of offices and stores within the terminal
- Examples of proposed refurbishments in this current CIP period would include:
  - The White House, Collinstown House, OCTB and office/store accommodation in the terminals

### Financial Business Case:

- NPV €10.1m, IRR 13% and EBITDA Impact +€1.3m p.a (OCTB only)



Property

# Proposed Media Sales Projects (€8.33m)

### CIP.20.04.004: Digital Advertising Infrastructure

#### Project Justification:

- This expansion of large digital advertising infrastructure will deliver increased revenue growth
- Together with the replacement of digital AerPod network, these new formats will provide Dublin Airport with the single largest digital advertising footprint in the Irish market.
- These new formats will deliver positive passenger experiences
- This expansion will elevate Dublin Airport to best-in-class in digital airport advertising

#### Project Summary:

- x2 new large LED key 'statement' formats in T1
- x2 new medium digital formats in T1 & T2
- Replace 3 existing key advertising static sites to digital LED formats
- Replacement of existing digital AerPods that are out of warranty and end of life with new energy efficient AerPods.

#### Financial Business Case:

- NPV €0.4m, IRR 12%, EBITDA Impact €0.7m p.a.

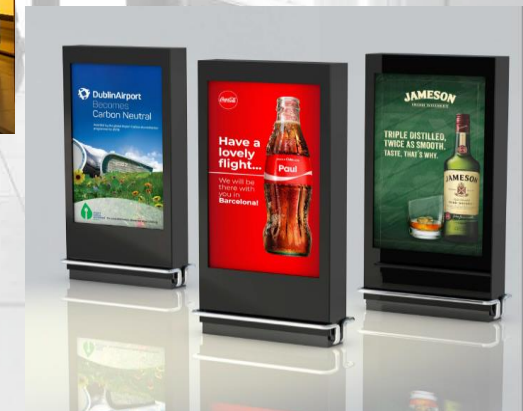
Digital Holograms - T2



SkyBridge complete digitization - T1



AerPod Replacement – T1 & T2



Media Sales  
& Brand  
Partnerships



# Strategic Considerations

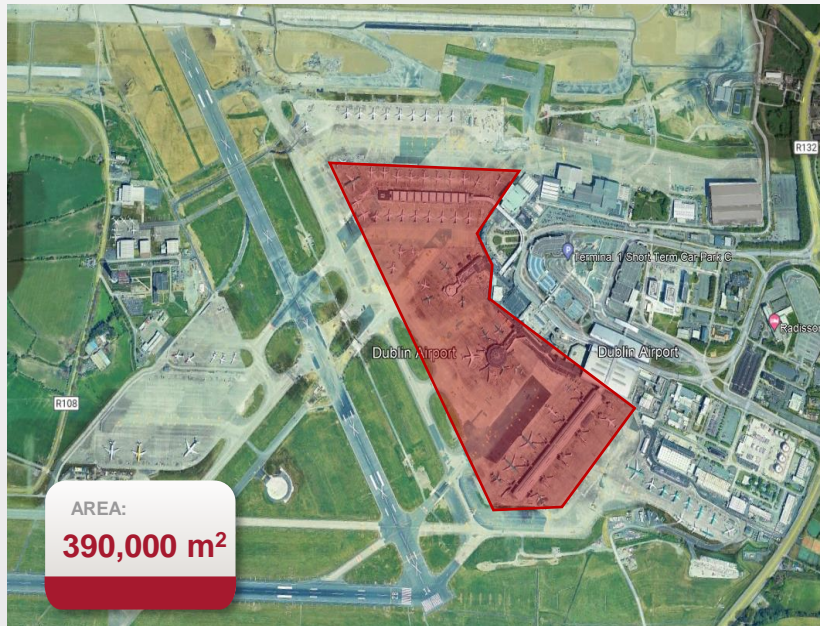
---

Simon McGreevy Head of Capital Development

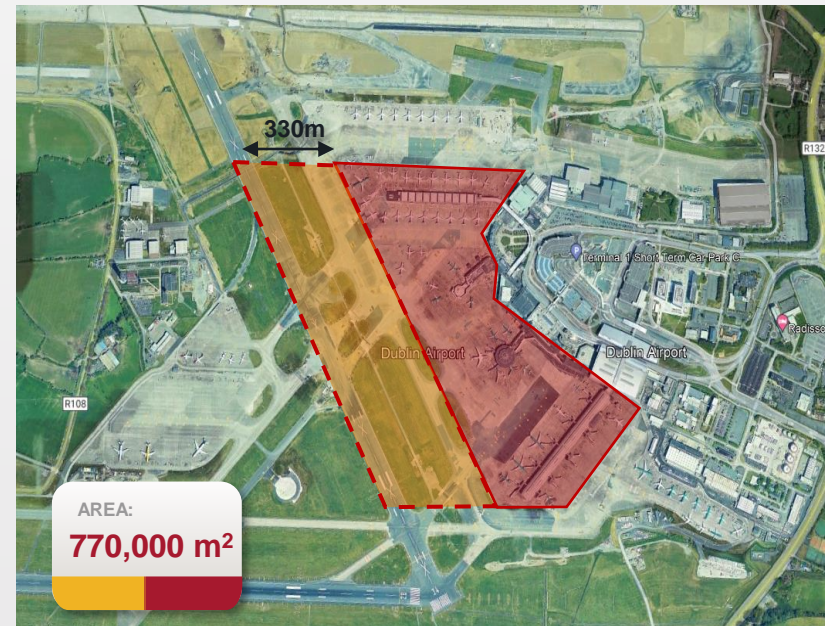


### Constrained Development

OPTION 1: RETAIN RWY 16-34 – East Campus Development Area



OPTION 2: DECOMMISSION RWY 16-34 – East Campus Development Area



BENEFIT OF DECOMMISSIONING RUNWAY 16-34

**Additional East Campus Development Area: 380,000m<sup>2</sup>**



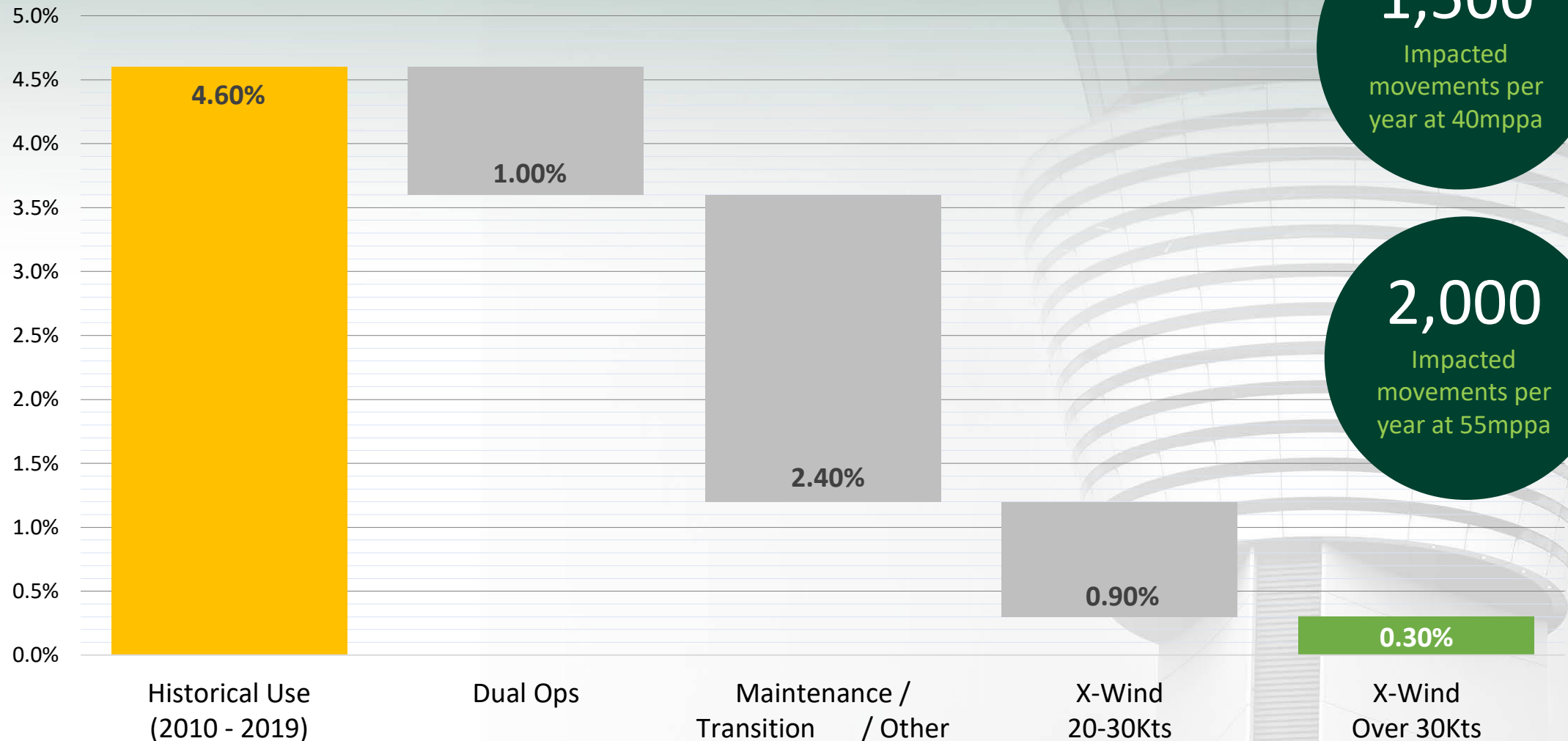
## S2. Strategic Considerations - Long Term Development Options



Long Term  
Development  
Options

## S2. Strategic Considerations - Runway 16/34 Utilisation

### Projected Runway 16/34 Utilisation Once NR Operational



Runway  
16/34  
Utilisation

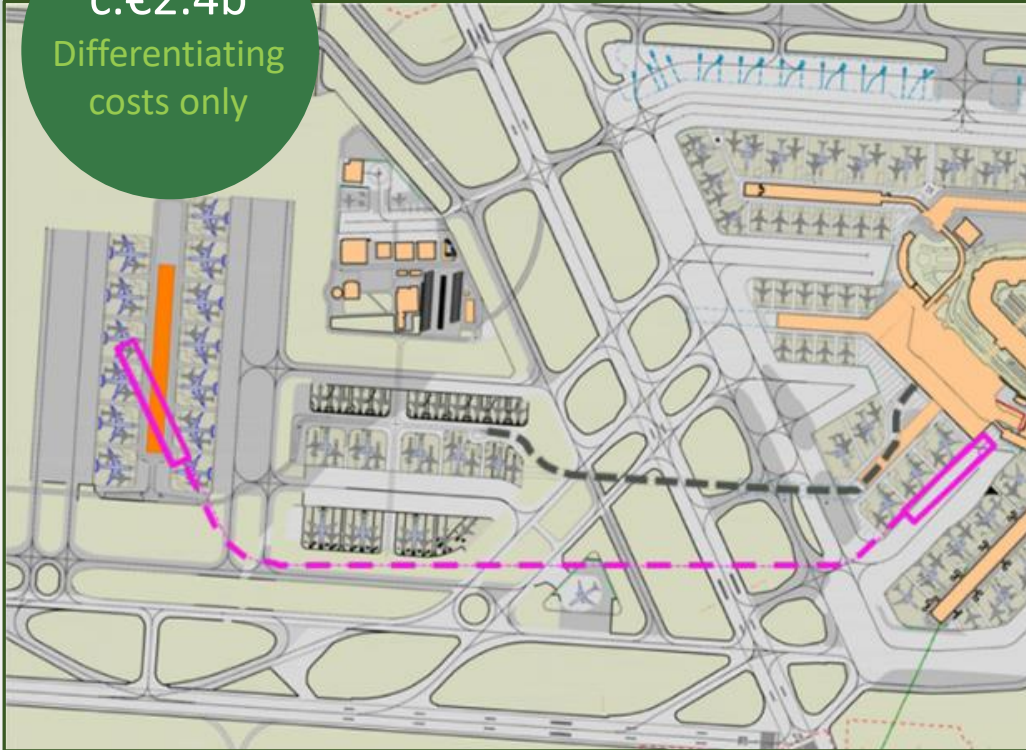


## S2. Strategic Considerations - Long Term Development Options

### OPTION 1: RETAIN RWY 16-34

c.€2.4b

Differentiating  
costs only



Runway 16-34 retained

Pier 2 & 3 replaced (no stand gain)

Western satellite pier additional 26 NBE stands

Automated People Mover connectivity

### OPTION 2: DECOMMISSION RWY 16-34

c.€1.2b

Differentiating  
costs only



Runway 16-34 removed

Pier 2 & 3 replaced & extended additional 26 NBE stands

Pier 2 optimised short haul

Pier 3 optimised long haul and hub

Long Term  
Development  
Options



# Cost Summary

---

Simon McGreevy Head of Capital Development



# 2018/19 CIP Proposition

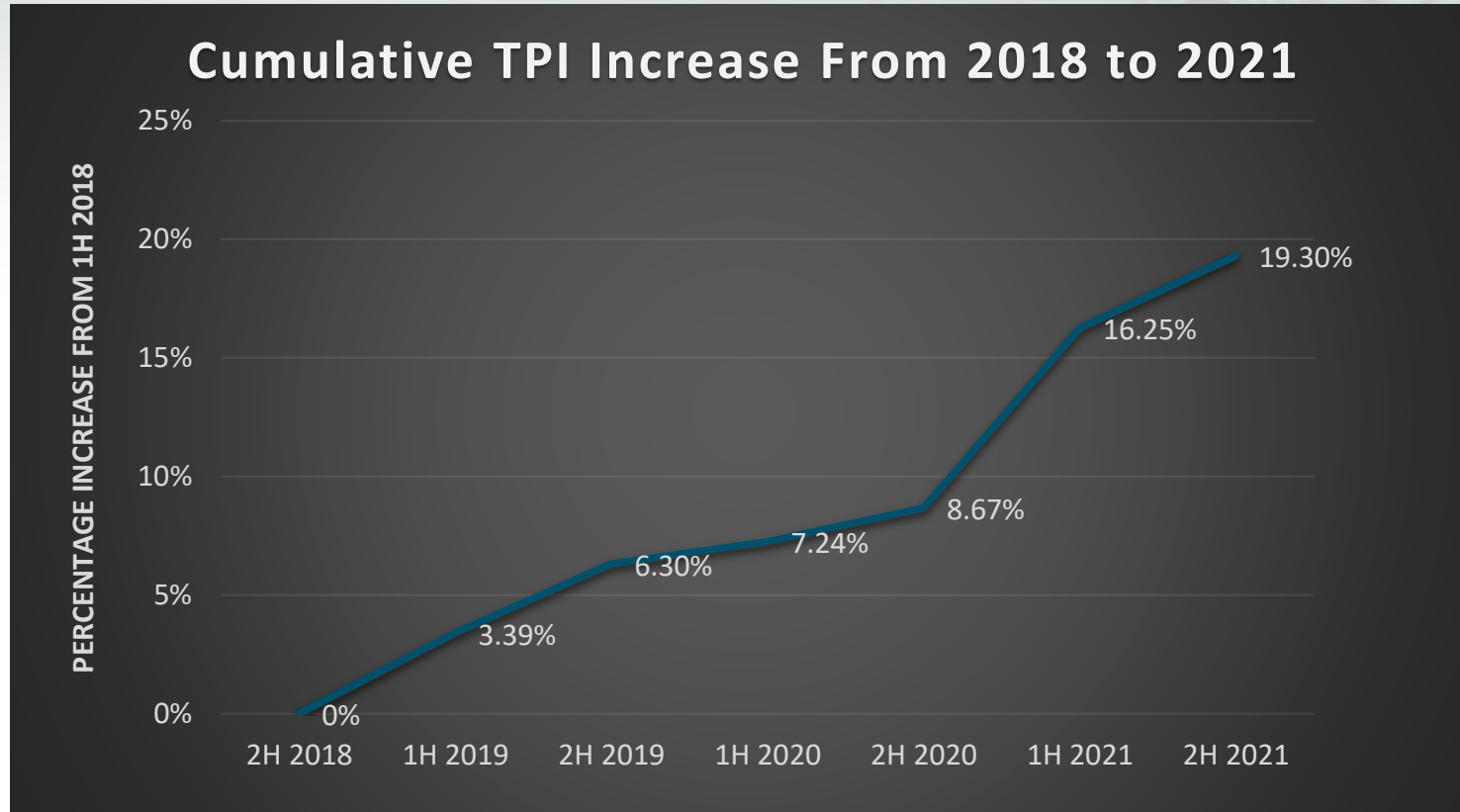


## Draft Investment Plan: Oct 2018

While the Commission has yet to set targets for the various building blocks in the forthcoming Determination due in 2019, we are of the view that it is reasonable to assume that we can deliver the next CIP without a material increase in the price cap. In other words, it is possible to deliver the required infrastructure, including those projects currently being delivered (e.g. PACE and North Runway), while keeping the average price cap relatively flat.

Dublin Airport believes that this required level of investment can be accommodated with the price cap from 2020 remaining broadly in line with existing pricing (**€9.57 in 2018**). To secure appropriate funding and ensure continued sustainable financial viability over what will be a significant period of investment, we are required to hold prices relatively flat.

## Construction Inflation since CIP2020+

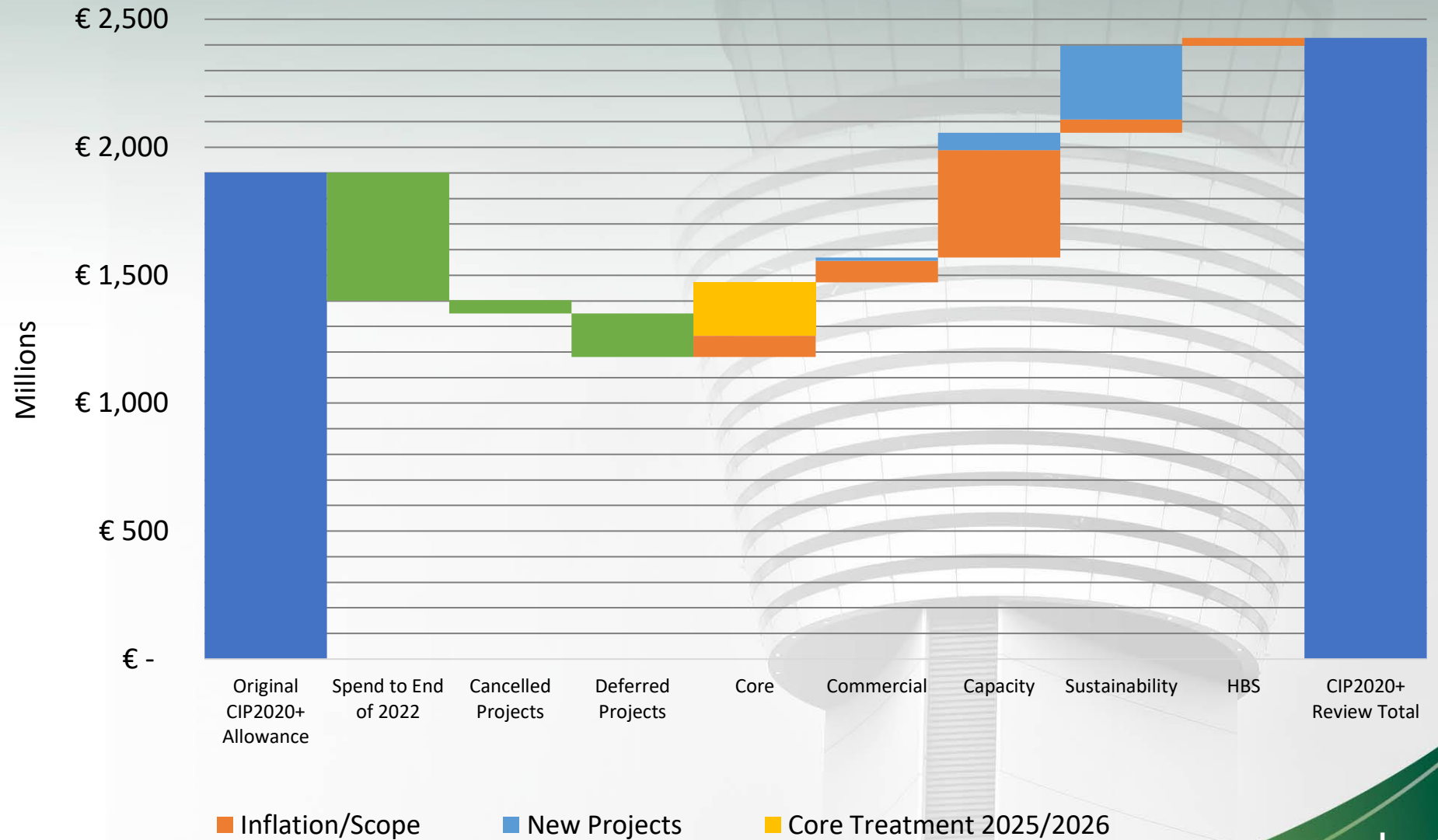
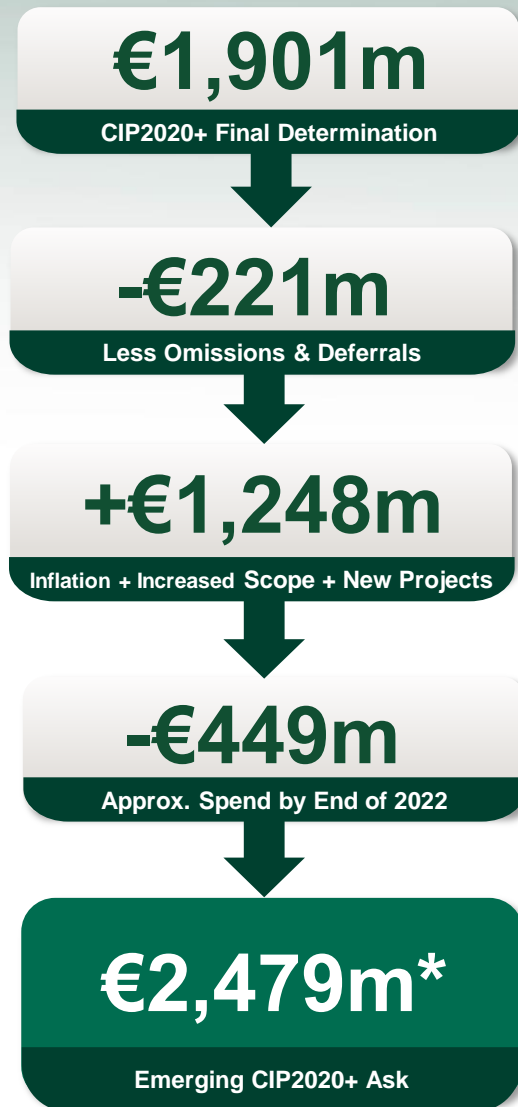


**19.3%**

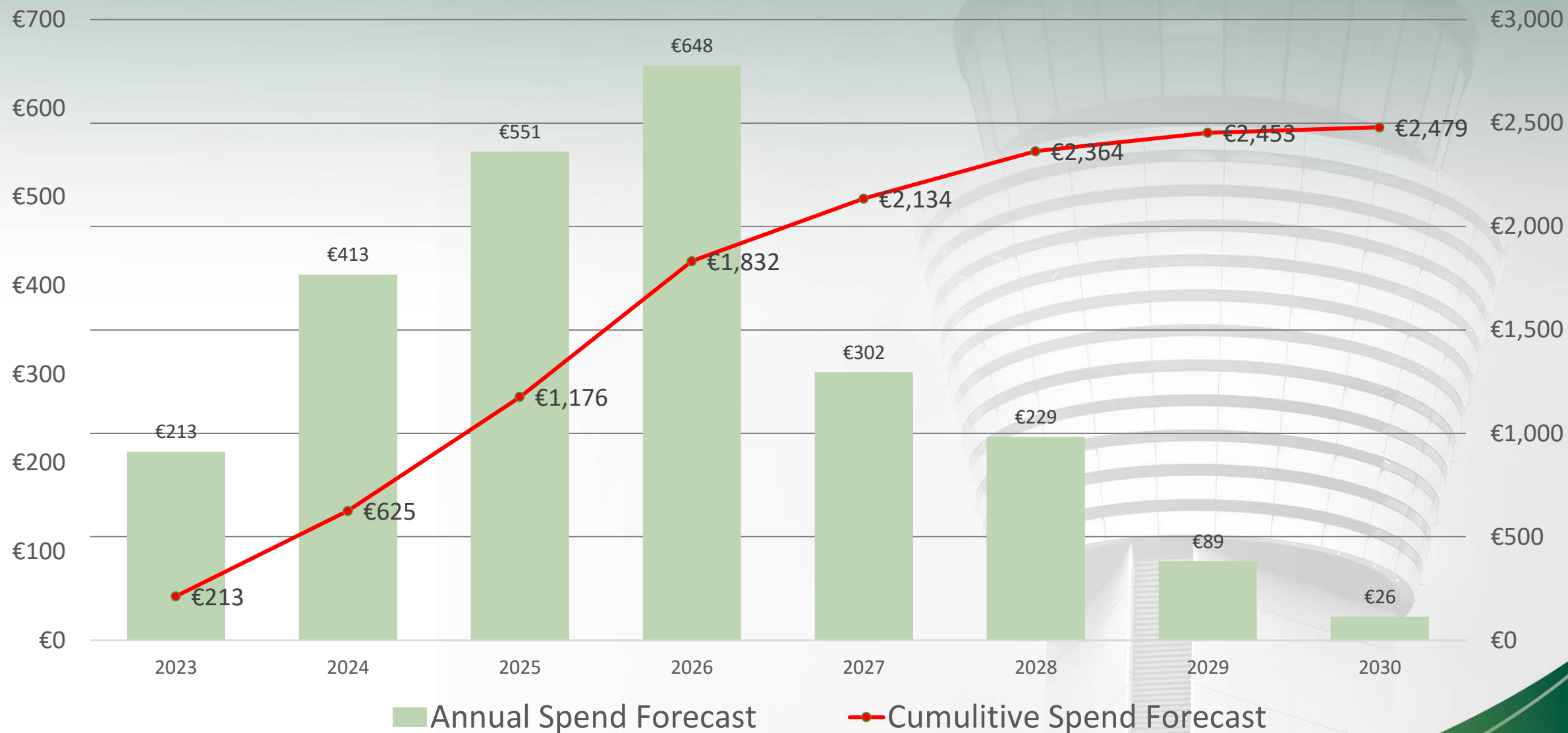
Increase in tender prices  
since CIP2020+ was  
estimated



## S2. Cost Summary – Cost Projection



## S2. Cost Summary – Estimated Spend Profile





# Static Price Cap Model

Building Block	Base	Capex +€100m
Opening Asset Base	€1,500,000,000	€1,500,000,000
Total Capex Additions	€400,000,000	€500,000,000
Depreciation	€100,000,000	€100,000,000
Close RAB	€1,800,000,000	€1,900,000,000
Average RAB	€1,650,000,000	€1,700,000,000
Return of Capital	€100,000,000	€100,000,000
WACC	5.0%	5.0%
Return on Capital	€82,500,000	€85,000,000
Capital Remuneration	€182,500,000	€185,000,000
add Operating Costs	€300,000,000	€300,000,000
less Commercial Revenues	€250,000,000	€250,000,000
Aero Revenue Requirement	€232,500,000	€235,000,000
Traffic Forecast	25,000,000	25,000,000
Base Price Cap	€9.30	€9.40

2019  
Determination

2023

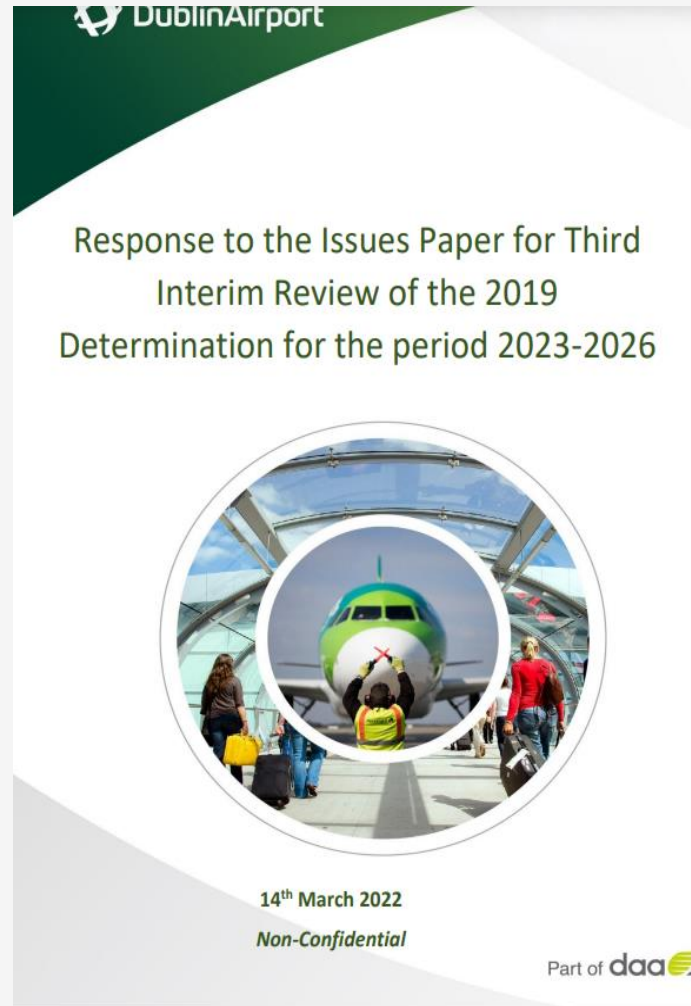
€422m

2023  
Draft Regulatory  
Submission

2023

€550m

# Emerging Regulatory Proposition 2023 - 2026

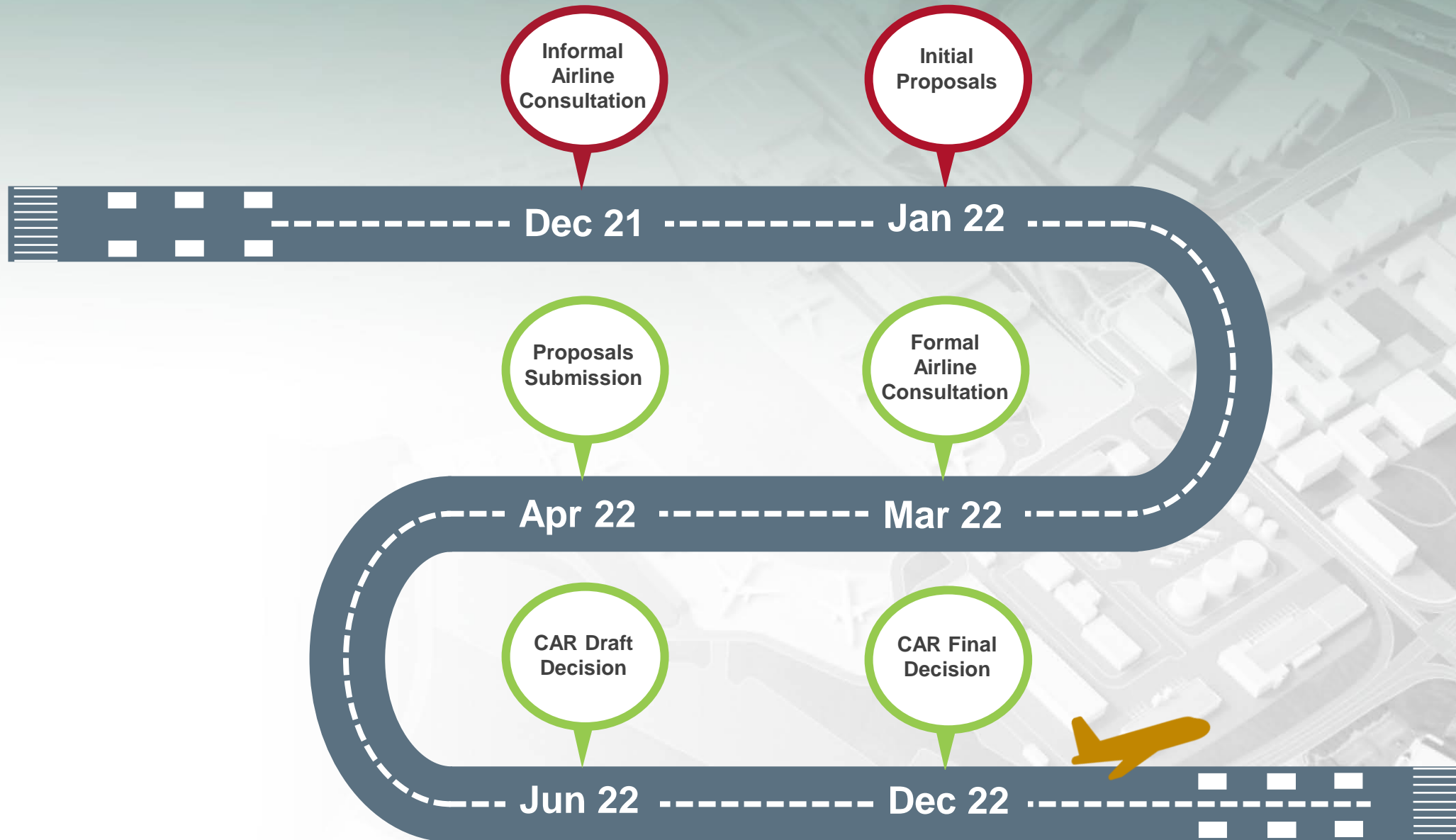


## Response to Issues Paper; March 2022

- The Commission must now acknowledge that the price path for Dublin Airport for the remainder of the decade is significantly higher than the trajectory set in the 2019 Determination
- Our current draft assessment of each building block input would indicate a higher average base price cap trajectory for the period 2023 – 2026 than the regulatory proposition of €9.65 in 2019
- We refer back to 2014 when passenger traffic was 21.7m at Dublin Airport and the Commission imposed an annual price cap of €10.68 while similarly in 2015 when passenger volumes reached 25m at Dublin Airport the Commission determined a price cap of €10.26. This is despite the fact that the capital investment levels in both these years were substantially less than the current requirement. The higher price caps over this period was driven by a higher WACC allowance of 7% over that determination period

**N.B. Final regulatory proposition subject to daa Board Approval and completion of five year strategic plan, external assessments on WACC and financeability studies**





# Thank You & Questions

---

