A world to connect, a future to protect

Annual Report and Accounts 2023

daa

We are a global airport and travel retail group with businesses in 14 countries around the world. daa's principal activities include operating and managing Dublin and Cork airports, global airport retailing through our subsidiary Aer Rianta International (ARI), and international aviation consultancy through daa International (daal). The company is state owned and headquartered at Dublin Airport.

Our vision is:

To be airport industry leaders, delivering excellence in a sustainable future.

Our purpose is:

To enable business and connect lives, across the world.

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Passengers at our Irish airports[1]

36.3m

+20%

Turnover

€1,018m

+35%

Operating costs[2]

€505m

+10%

Net debt

€813m

-3%

1 Includes Transfer, Transit, Unscheduled & Other Passengers.
2 Operating costs include payroll and related costs, materials and services and government wage subsidy support.

What we do

We are a global airports and travel retail group with business in 14 countries around the world.

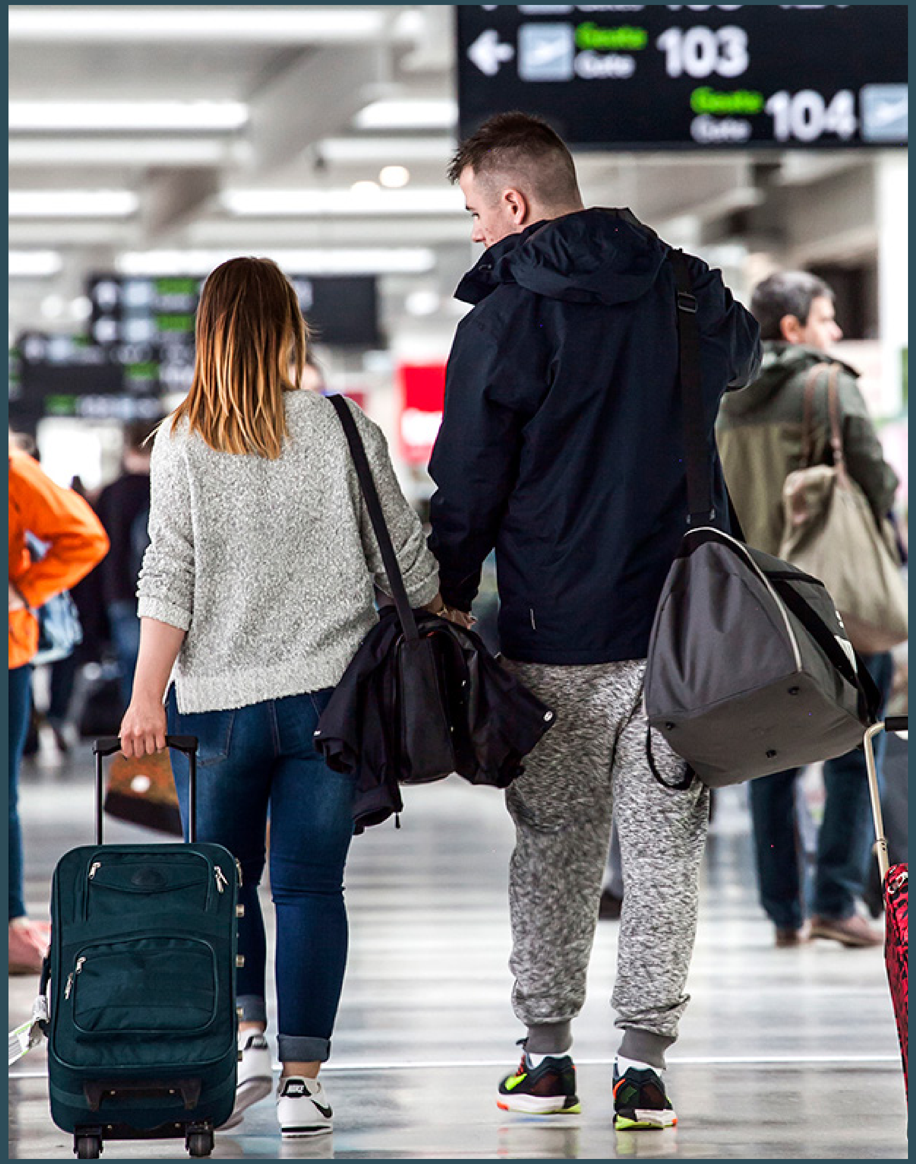
01

We manage
We own and manage Dublin and Cork airports in Ireland, and in 2023 managed Terminal 5 at King Khalid International Airport in Riyadh, King Abdulaziz International Airport in Jeddah and the Red Sea International Airport, Saudi Arabia.

International airport retailing
ARI, our international airport retail business, has travel retail operations at Dublin and Cork in Ireland, Montréal, Winnipeg, Québec, Edmonton and Vancouver in Canada, Bridgetown in Barbados, Larnaca and Paphos in Cyprus, Beirut in Lebanon, Riyadh in Saudi Arabia, Muscat in Oman, Manama in Bahrain, Doha in Qatar, Delhi in India, Jakarta in Indonesia, Podgorica and Tivat in Montenegro, Abu Dhabi in UAE and eight airport locations in Portugal.

02

We invest
Through ARI, we own a 20% stake in Düsseldorf Airport and an 11% stake in Hermes Airports, which owns and operates Larnaca and Paphos airports in Cyprus.



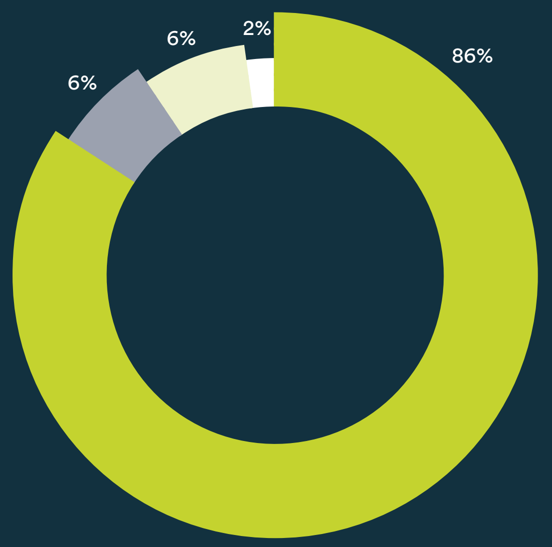
03

We advise
daal has clients in Australia, the Philippines, Saudi Arabia and the UK providing them with airport management, operations and maintenance consultancy.

Read in more detail how daa is enabling business and connecting lives across the world online:

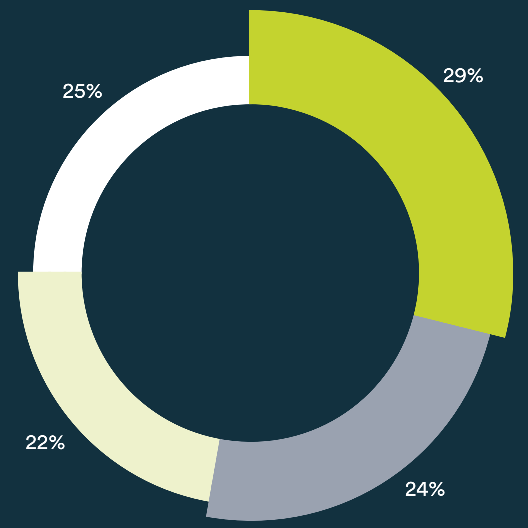
Read more online

Group turnover by region 2023



- Europe
- Middle East
- North America
- Australasia

Group turnover by class of business 2023



- Aeronautical turnover
- Direct retailing and retail/catering concessions
- Other commercial activities
- International retail and other activities

Overview
Strategic report
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Where we operate

Dublin Airport

Dublin Airport is the Republic of Ireland's main aviation gateway serving the capital city, Dublin, and the rest of the island of Ireland.

Cork Airport

Cork Airport is the second largest of the international airports in the Republic of Ireland and a key gateway to the South of Ireland.

ARI

ARI is the Group's travel retail subsidiary. It manages its own outlets in Dublin and Cork airports, and has interests in retail operations in 14 countries. ARI also holds the Group's shareholding in Düsseldorf Airport and Hermes Airports, which operates Larnaca and Paphos airports in Cyprus.

daal

daal offers advisory, management and investment services to clients globally. Its flagship contracts in 2023 were for the management of Terminal 5 at King Khalid International Airport in Riyadh, King Abdulaziz International Airport in Jeddah and the Red Sea International Airport, Saudi Arabia.

daa purpose, culture and values

Our Purpose

To enable business and connect lives, across the world.

It is what drives us, and is underpinned by our values. daa's values are the glue that binds us together and help to guide the Group as it operates, develops and grows.

Our Values

To be brilliant at the essentials; respecting each other's value; passing the baton, not the buck; and always better.

Respecting each other's value
We work as a team. Each of us has a distinct and valuable role to play and we appreciate each other's diverse contributions and celebrate success together.

Passing the baton, not the buck
We seek solutions before presenting problems and we support each other when we stand up to take responsibility.

Brilliant at the essentials
Whatever the role, we take pride in doing our job to the highest standards, creating an exceptional environment for our customers and for each other.

Always better
We are constantly seeking ways to improve, sharing information and ideas, and always driven to ask, "How could this be even better?"

Building relationships

As an international organisation, daa interacts with a huge range of stakeholders every single day. We understand that building strong relationships and maintaining those relationships, is fundamental to the prosperity and success of our business.

We strive to maintain open and active engagement with both internal and external stakeholders through a range of channels such as regular meetings and business interactions, targeted events, surveys and social media to name but a few.

We also seek to understand and monitor our relationships to ensure challenges and opportunities are recognised early on and are adequately addressed to mitigate any impacts on our business or our key connections. We identify priority stakeholders annually, manage those relationships closely through our Executive Management Team and Senior Managers and report on relevant stakeholder engagements and issues on a regular basis.

We fully recognise that our stakeholder engagement processes and functions need to evolve in parallel with the ever-changing environment in which daa and its stakeholders operate. We apply a continuous improvement mindset to our process and focus on refining and enhancing the management of our stakeholder engagement approach.

> “Stakeholder engagement and building relationships is fundamental to delivering our business priorities.”

We recognise that the way we fulfil our purpose and vision is important to a wide range of stakeholders including:

Passengers and businesses

who rely on our airports to provide the services they need to connect with the world

Airlines

that we work in partnership with, to develop new routes and services for our passengers

Colleagues

who operate on our sites and who work in our airports in a variety of roles

Communities

who are impacted by the operations of our airports and who we also support through various initiatives

Economies

across the globe, that prosper through our contribution to employment, tourism and investment

ESG highlights

In 2023, daa continued to progress the published commitments set out in the Group's ESG Strategy for 2021-2023.

We continued to progress and deliver on all four pillars of our EGS framework – Environmental, Sustainability, People, Community and Economy. We received formal accreditation for our ESG programme with the Business Working Responsibly (BWR) Mark and additionally we took the step to become a signatory to the UN Global Compact, a voluntary leadership platform for the development, implementation and disclosure of responsible business practices. These are important steps on our journey to sustainability.

In 2023, we had a particular focus on understanding the scale of our corporate sustainability reporting requirements, as well as the development of a new ESG Strategy for the organisation which will be finalised in 2024.

At daa, we are embedding environmental sustainability into everything we do. We are acutely aware of the scale of the task of achieving the government's target of a 51% reduction in Scope 1 and 2 emissions at our airports by 2030, on our way to our ultimate goal of achieving net zero emissions by 2050. We are fully committed to delivering on these targets while in parallel, working alongside aviation stakeholders to support the sector's transition to a more sustainable model for the future and addressing our Scope 3 emissions.

Our ambition statement sums this up best – A world to connect, a future to protect.

Our passengers, customers, people and local communities expect us to be a responsible business.

You can read about our ESG efforts later in this report:

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€645k

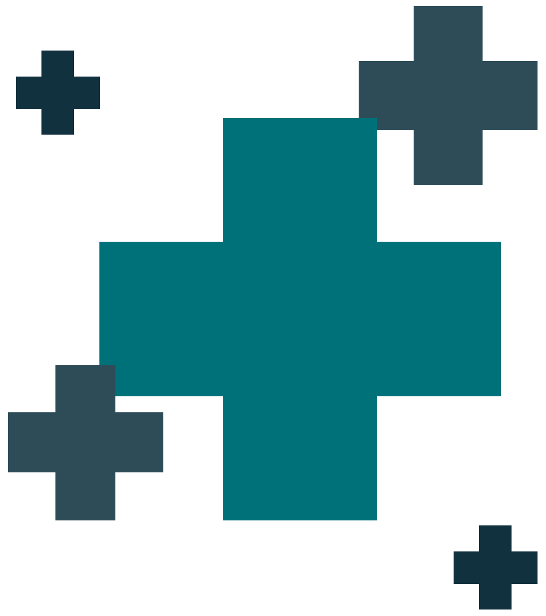
raised for six charities by our staff over the past three years

43%

recycling rate at Dublin Airport

€548k

allocated to local community initiatives

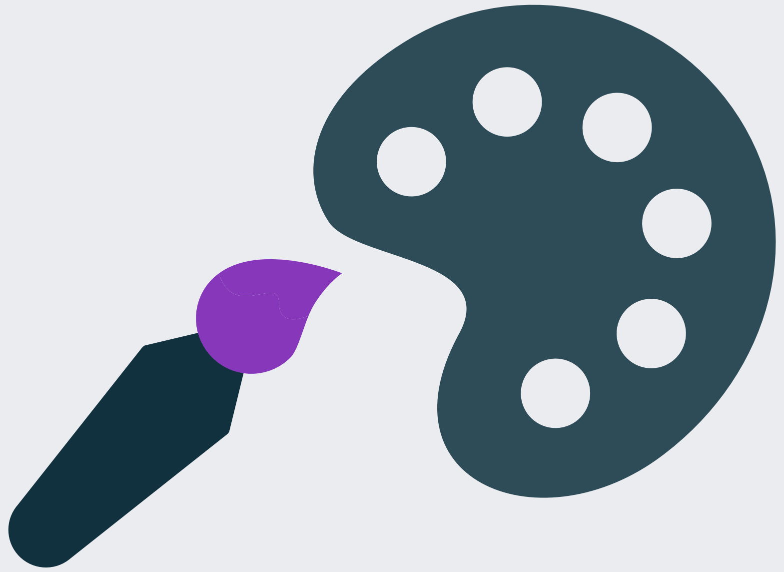


45

Additional mental health first aiders trained

15

exhibitions by local artists hosted at Cork Airport



We enable business*

*Leveraging our experience to help our partners grow sustainably.

Revenue across ARI and daal

€258m

+11%

Strategic report

In this section:

"As an island nation with an open economy, international connectivity is vital for Ireland. Our focus is to enable the growth of our population and economy while preserving the world we live in."

Basil Geoghegan
Chair
March 22, 2024

As daa Chair I am pleased to present the Group's Annual Report for 2023.

As a leading operator in airport operations and retailing, our task every day of the year is to be the best at what we do, not just in Ireland but in 28 airports across 14 countries worldwide. Our mission to enable business and connect lives, requires being consistently brilliant at the essentials.

Throughout the year, our main priority was to ensure the safe and efficient operation of our airports, with a particular focus on raising standards at Dublin Airport following the impact of the global COVID-19 pandemic in the previous three years. I am proud to see that through the efforts of our employees we made significant progress on raising the customer service standards demanded and expected by our passengers and stakeholders before the start of last summer. In the process, daa operated airports at home and abroad facilitating the air travel needs of over 100 million passengers last year.

Passenger Traffic at Irish Airports

Dublin and Cork airports, Ireland's two busiest gateways, welcomed over 36 million passengers in total in 2023.

A total of 31.9 million passengers passed through the terminals of Dublin Airport in 2023, in compliance with the 32 million terminal cap as adjusted for transfer, transit, unscheduled and other passengers.

Cork Airport enjoyed the busiest year in its 62-year history for international passenger traffic, with 2.8 million passengers travelling through in 2023, a 25% increase on 2022 levels (2.24 million).

The team at Dublin Airport ensured a better experience for our passengers from May onwards, with 97% of passengers passing through security screening in less than 20 minutes, exceeding our target of 90%. Our overall operational performance, has been consistently good ever since, earning acknowledgment from our customers and reflected in ever improving passenger satisfaction surveys. It was a year full of highlights at Dublin Airport, from the arrival of US President Joe Biden and Air Force One in April to the departure and arrival home of the Irish women's football team and the men's rugby team to and from their respective World Cups.

Cork Airport's strong performing European hub routes to London Heathrow, Amsterdam Schiphol, Paris Charles de Gaulle and Frankfurt airports, were some of the main drivers of growth in 2023. Significant investments were made by daa in key capital infrastructure projects at Ireland's second busiest airport during the year. In November, a new €6.2 million electrical substation, constructed with financial support from the Department of Transport, was opened by Minister Jack Chambers TD which futureproofs the electrical infrastructure.

Financial Performance

The daa Group recorded a profit before exceptional items of €175 million in 2023. Turnover was €1,018 million in the year, which represented an increase of 35% on 2022. Following the recovery in the Group's financial position post COVID, the Board has recommended an interim dividend of €31 million for the year. This dividend will be the first return of capital to the shareholder since 2019. Although state owned, the Group receives no funding from the Exchequer and operates as a fully standalone commercial business.

International Businesses

During 2023, ARI achieved significant growth, with each location demonstrating a strong performance compared to the previous year and many achieving historically high sales

2023 in Numbers

	Dublin	Cork
Passengers Through Terminals	31,908,901	2,801,900
Connecting Passengers	1,081,800	–
Non-Terminal Passengers	532,222	–
Total Passenger Numbers	**33,522,493**	**2,801,900**
Number of Flights	241,595	19,736

Read in more detail how daa is enabling business and connecting lives across the world online:

Read more online

Total passenger numbers[1]

36.3m

+20%

Turnover

€1,018m

+35%

Group investment

€204m

+29%

1. Includes Transfer, Transit, Unscheduled and Other Passengers.

turnover underpinned by strong passenger volumes and increases in passengers spends. ARI's joint venture with ANA, at Portugal Duty Free exceeded expectations with the business trading ahead of plan, with an ongoing focus on delivering an extensive capital refurbishment programme.

ARI Middle East (ARIME) had a strong year, with operations in Riyadh and Muscat performing well. The implementation of the exceptional retail space in Abu Dhabi was completed in November 2023, the contract for which will be in place for the next 10+ years.

At Cyprus Duty Free, Larnaca and Paphos airports achieved record turnover, benefiting from growth in passenger volumes from new and existing destinations, and strong UK passenger spending. ARI's joint venture operation at Delhi International Airport also performed strongly. In Canada, the business rebounded to pre-pandemic levels in the year that the business celebrated its 25th anniversary, and plans are now underway for significant refurbishment at the recently rebranded Montreal Duty Free. ARI in North America also saw expansion of its operations with the opening of new stores at Vancouver Airport (duty paid with Chanel) and in Edmonton (duty free). Montenegro operations remain profitable with contract extension efforts underway. After almost seven years of trading, ARI's Auckland business concluded in May 2023.

We are actively advancing a number of live business opportunities, while engaging with others we anticipate emerging soon. Simultaneously, we continue to explore future prospects in our principal target markets, including North America, Europe, the Middle East, and the United Kingdom.

daal facilitated the global connectivity travel needs of 65 million passengers in 2023 through the three airports in Saudi Arabia Jeddah, Riyadh and Red Sea where we are providing airport management, operations and maintenance consultancy services to our client. daal is contracted to support, manage and advise not only on operations but also aviation business development, non-aeronautical commercial revenue and facilities management in the kingdom. daal continues to

> **"I want to express my thanks and appreciation and that of the Board to all our employees across the Group for their continued dedication, commitment and professionalism."**

explore further opportunities in the Middle East, with an upcoming management contract in the region a key target for 2024. In addition, daal is pursuing business opportunities in North America and the Caribbean in line with our strategy.

Planning Matters

Given the challenges posed by the regulatory environment, we will continue to work proactively with the IAA as slots regulator and our airline customers with a view to managing capacity at Dublin Airport and keeping within the current cap of 32 million terminal passengers at Ireland's national airport, the only capital city airport in the world with a terminal capacity cap.

Passenger numbers at Dublin Airport in 2023 were 60% higher than they were a decade ago and there is strong demand from our passengers, matched by the desire for increased supply by our airline customers, for further growth.
As it stands, Dublin Airport has room to grow and could comfortably accommodate 35 million passengers per annum with the current infrastructure, but we now face a period of stalled growth as we await a decision by the local planning authority on our Infrastructure Application to allow the construction of new, more sustainable infrastructure to cater for 40 million passengers a year.

Having built the North Runway at Dublin Airport on time and on budget, a decision is still awaited from An Bord Pleanála on the appeal to amend planning conditions relating to night-time use and to changes to night-time aircraft movements across the entire airport. This would see the replacement of a night-time aircraft movement cap with a more considered noise management quota system.

This industry-standard approach for managing aircraft noise at large international airports around the world would further encourage the use of quieter aircraft at Dublin Airport.
daa is committed to further noise mitigation schemes, home insulation grants and enhanced monitoring measures in the local community. While respecting the planning process, it is critical for Ireland's economy and future prosperity that the operational flexibility required to enable the planned growth at Dublin Airport, is facilitated.

Strategy

The Board and Executive Management Team continue to drive our strategic plan and details of our progress against key performance indicators are outlined later in this report.

ESG

We have begun preparatory work to ensure our readiness for the upcoming Corporate Sustainability Reporting Directive (CSRD) in 2026, which will require daa to submit ESG data from 2025.

As an island nation with an open economy, international connectivity is vital for Ireland. Our focus is to enable the growth of our population and economy while preserving the world we live in. Our sustainability ambition "A world to connect, a future to protect" is not just a slogan, but a way of working and investing for us. Our sustainability ambition is driven by three guiding principles: Decarbonisation, Circularity and Healthy Local Environments. We aim to accelerate the path to net zero emissions, minimise waste, and create healthy environments for our staff, passengers and local communities. We are committed to playing our part in ensuring a sustainable future for aviation by achieving our Scope 1 and 2 targets and working with our airlines customers and supply chain partners in the aviation ecosystem to also reduce Scope 3 emissions.

Management and Board

Kenny Jacobs assumed the role as Chief Executive Officer in January 2023. I would like to take this opportunity to express my thanks to Catherine Gubbins, who acted as daa's Interim CEO until the start of the last year, in addition to fulfilling her role as Chief Financial Officer during the transition.
Catherine left the business at the end of the year and I wish her every success in her new role. Peter Dunne has taken up the role of Chief Financial Officer. Peter joined daa from United Oil and Gas plc, a UK listed natural resources business, where he had been the CFO since 2022. I would also like to congratulate Gary McLean on his appointment as Managing Director of Dublin Airport and John Brennan as Managing Director of daa Labs during the year, both of whom join a strong and experienced Executive Management Team.

Diversity and Inclusion

I commend the ongoing efforts being made to create a diverse and inclusive workplace in daa. The Board fully supports a 50:50 gender split for appointments across the Group, further promoting equality and opportunity and is prioritising this.

People

I want to express my thanks and appreciation and that of the Board to all our employees across the Group for their continued dedication, commitment and professionalism to ensure a better and resilient airport and retailing experience for our passengers in 2023.

Basil Geoghegan
Chair
March 22, 2024

Kenny Jacobs looks back on his first year as CEO of daa and highlights the challenges and opportunities he sees in the year ahead.

Kenny Jacobs
Chief Executive Officer
March 22, 2024

2023 was a good year for daa as our teams delivered a great performance for our passengers and for our business partners at all of the airports we operate. I want to say well done and thank you to everybody who contributed to that performance.

As I reflect on my first 12 months as CEO, I am proud of the progress that I see across the Group. As a team, we're moving quicker, we have the appetite for change and I see a desire to drive improvement throughout the business.

Dublin Airport

When I came into the role, one of my first actions was to make increasing standards at Dublin Airport a top priority. In March we rolled out a 15-point improvement plan which set clear targets for how we would ensure a smooth summer for our passengers. The plan laid the foundations to get back to the standards that passengers expect and deserve when they choose to travel through Dublin Airport.

Central to our plan was to get at least 90% of passengers through security screening in less than 20 minutes. The hard work of the team at Dublin Airport resulted in 97% of the 15+ million departing passengers passing through security in 20 minutes or less during the year. This included the peak summer months when more than 100,000 passengers travelled through the airport every day.

The plan also saw the rollout of new and improved food and drink options in Terminal 1 and Terminal 2, the addition of 400+ seats and new family seating areas at departures gates, the doubling of free Wi-Fi speeds throughout the airport and improved public transport options through the issue of 20% more taxi permits and a 15% increase in active bus routes.

These and other improvements were put in place before the start of the summer and have been well received by our most important stakeholder, our passengers, with a consistent increase in passenger satisfaction levels since Spring last year.

Our plans will continue during 2024 with further improvements planned, including 23 new and improved food and beverage outlets in the terminals, a further 10% increase in bus options, and the continued rollout of new C3 security scanning technology across both terminals.

Central to the future development of Dublin Airport will be the granting of planning permission for the airport to grow, sustainably, from the current capped figure of 32 million to 40 million passengers per annum. We submitted a very robust planning application in December 2023 and we look forward to a speedy decision from the local planning authority, Fingal County Council, as it goes through the necessary rigours of the Irish planning process over the coming 12 months.

We are looking at all options to speed up the lifting of the planning cap. Dublin Airport is the only capital city airport in the world with a terminal capacity cap imposed on it. The current 32 million passengers per annum planning cap is now out of date and our plans chart a course for the airport that will enable it to grow in a sustainable manner, help create and support tens of thousands of additional jobs across Ireland and generate billions of Euro for the national economy. Until the cap is lifted, we will continue to work proactively with the Irish Aviation Authority as the slots regulator and our airline customers with a view to managing capacity at Dublin Airport and keeping within the current planning cap of 32 million terminal passengers.

Cork passenger numbers

2.8m +25%

Cork Airport

Cork Airport enjoyed an extremely busy year, with over 2.8 million passengers travelling to and from Munster's busiest airport in 2023. This marked the busiest year for international passenger traffic in Cork Airport's proud 62-year history.

Cork Airport is the fastest growing airport in Ireland and Cork's strategic location is proving very attractive in terms of traffic development. The addition of five new summer routes and four over the winter contributed to Cork Airport's strong growth, and the addition of these new routes was in direct response to the demand that exists across the South of Ireland for new and exciting destinations.

Supporting the airport's reliability, daa made significant investments in key capital infrastructure projects, including a new €6.2 million electrical substation. Constructed with financial support from the Department of Transport, it future proofs the electrical infrastructure at Cork Airport for generations to come.

I want to thank the team at Cork Airport for delivering a record-breaking year in 2023. With further growth anticipated in 2024, Cork Airport will continue to offer a best-in-class service to passengers, with more new and exciting destinations in the pipeline. New enhancements are also planned in the terminal, including a new mezzanine to create a bigger passenger security screening area for the installation of new C3 security scanning technology.

International Business

From world-class store openings to extensive refurbishments, 2023 was a positive year for ARI, our travel retail business. The year also saw the roll-out of ARI's new "Joy on Your Way" brand identity, which gives us a further point of difference from our competitors.

In June, ARI celebrated the first anniversary of its business in Portugal. Following a very positive first 18 months, both financially and operationally, our focus now turns to delivering with our partner, ANA, an extensive capital refurbishment programme across all Portuguese locations to bring a brand-new and exciting revamp to our offering for our customers.

This year will see ARI commemorate 25 years of business in Canada, where we recently opened our first standalone duty paid store in collaboration with Chanel at Vancouver International Airport and a new duty free store at Edmonton International Airport.

The biggest ARI highlight for me this year, however, was the opening of our new store at Abu Dhabi International Airport Terminal A. I see this as a game changer, which promises to redefine travel retail.

The future pipeline for ARI looks strong and we are hopeful of delivering successful additions to our growing list of outlets in 28 airports across 14 countries very soon.

Also on the growth path was daal providing airport management, operations and maintenance consultancy services to clients in Australia, the Philippines, Saudi Arabia and the UK.

The airports we run in Riyadh, Jeddah and the Red Sea are performing well, with great teams in place running those operations. These are vibrant markets that present many opportunities for daa.

Sustainability

2023 marked a step change in daa's sustainability journey and we continue to embed sustainable practices throughout our operations as we move towards being a net zero carbon emissions business by 2050 at the latest.

At Dublin Airport, we have earmarked €400 million for sustainable infrastructure investments that will help our ongoing efforts to improve our environmental performance. Over the past 12 months we've also made meaningful changes such as removing diesel from all vehicles on our airfield and switching instead to Hydrotreated Vegetable Oil, while the light vehicle fleets at both Dublin and Cork airports will be 100% electric by the end of 2024.

daa is also committed to working hand-in-hand with airlines and other companies in the aviation sector to reduce the environmental impact of our operations (Scope 3 emissions). Further details on the concerted work we're doing on the sustainability front can be found throughout this report.

Looking Ahead

The business has returned to profit and daa will pay dividends to the shareholder again this year in addition to the €156 million we pay in various taxes.

In 2024, we will continue to expand the focus of our new daa Labs unit, which is charged with driving innovation across our four businesses and bringing tangible improvements to our digital offering, to enhance the passenger experience.

Last December we introduced our "BIG" principles into daa – Basics, Innovation, Growth – driving us forward to an even better daa in 2024 and beyond. The principles will equip us to make decisions, fix issues and effect change at pace.

Thank you for your interest in daa and this report. Our businesses are in good shape going into 2024 and our passengers, people, partners and communities have a lot to look forward to over the months ahead as we continue to make it a daa for everyone in terms of diversity and inclusion.

> **"My focus – and that of the wider daa team – will be to continue driving standards upwards at Dublin Airport over the year ahead."**

Kenny Jacobs
Chief Executive Officer
March 22, 2024

"We experienced a strong upturn in activity levels in 2023, with improvement in turnover, EBITDA[3] and profit after tax for the year ended December 31, 2023."

Peter Dunne
Group Chief Financial Officer
March 22, 2024

In a welcome return to pre-pandemic airport activity in 2023, the Group delivered record turnover, with strong growth in EBITDA[3] and profit after tax for the year ended December 31, 2023.

With the renewed and consistent flow of passengers and activity across our domestic and international businesses, Group profit grew by €57 million (+48%) with increases in profit delivered by both our domestic and international activities. This increased profitability has enabled the Group to recommend a dividend of €31 million in respect of 2023.

Operating costs[2]

€505m

+10%

EBITDA[3]

€330m

+33%

1. Includes Transfer, Transit, Unscheduled and Non-Terminal Passengers.
2. Operating costs include payroll and related costs, materials and services and government wage subsidy support.
3. Group EBITDA comprises Group earnings before interest, tax, depreciation and amortisation, before exceptional items from Group activities and excluding contributions from associated and joint venture undertakings.

2023 Results

This strong performance in passenger numbers in 2023 drove a significant improvement in turnover, EBITDA[3] and profit after tax when compared with 2022. Gross aviation passenger numbers[1] at daa's Irish airports totalled 36.3 million compared with 30.3 million in 2022. Group turnover was €1,018 million, an increase of 35% compared with €752 million in 2022.

Turnover generated at Dublin and Cork airports comprises aeronautical charges levied, turnover from direct retailing and commercial activities such as car parking, car hire and other activities. During the year:

- Domestic airport-related turnover increased by 46% to €760 million (2022: €519 million).
- Aeronautical revenue increased by 92% to €297 million, net of €1.3 million of government-funded incentives. provided to airlines (2022: €154 million, net of €102.2 million of the same incentives).
- Domestic retail revenue was up by 30% to €241 million (2022: €185 million).
- Other commercial revenue increased by 23% to €222 million (2022: €180 million).

Our international business also experienced a strong upturn in activity levels with turnover increasing by 11% to €259 million (2022: €233 million). Please see Chair's statement on page 8.

The Group recorded EBITDA[3] before exceptionals of €330 million compared with an EBITDA[3] of €249 million in 2022.

Group operating costs[2] before exceptionals increased by 10% to €505 million (2022: €461 million). Domestic airport costs[2] amounted to €391 million; an increase of 11% (2022: €352 million). Increases in domestic operating costs were primarily driven by the increased passenger levels across both Dublin and Cork airports.

The Group generated a profit after tax and before exceptionals of €175 million, a significant improvement on 2022's profit of €98 million.

Exceptional items include a fair value increase of €1.0 million in investment properties (see Note 6 of the Financial statements).

After exceptional items, the Group incurred a profit after tax of €176 million (2022: €119 million).

We are also building our financial strength to continue to invest, restoring our balance sheet and reserves which will support us in continuing to deliver an improved passenger experience at our airports. In addition we are recommending an interim dividend of €31 million, which will be the first return of capital to the shareholder since 2019.

2023 in Numbers

	Dublin	Cork
Passengers Through Terminals	31,908,901	2,801,900
Connecting Passengers	1,081,800	–
Non-Terminal Passengers	532,222	–
Total Passenger Numbers	**33,522,493**	**2,801,900**
Number of Flights	241,595	19,736

A Summary of the Group's Financial Results

	2023	2022
Gross aviation passenger[1] numbers – Ireland (millions)	**36.3**	30.3
Change %	**+20%**	+248%
	€m	€m
Group turnover	**1,018**	752
Change %	**+35%**	+132%
Group operating costs[2]	**505**	461
Change %	**+10%**	+95%
Group EBITDA[3]	**330**	249
Change %	**+33%**	+896%
Group profit/(loss) after tax – before exceptionals and fair value movements	**175**	98
Exceptional items and fair value movements	**1**	21
Group profit/(loss) after tax – after adjustments and fair value movements	**176**	119
Net cash inflow from operating activities	**199**	163

1. Includes Transfer, Transit, Unscheduled and Non-Terminal Passengers.
2. Operating costs include payroll and related costs, materials and services and government wage subsidy support.
3. Group EBITDA comprises Group earnings before interest, tax, depreciation and amortisation, before exceptional items from Group activities and excluding contributions from associated and joint venture undertakings.

Group turnover

€1,018m

+35%

Business Units

Dublin and Cork airports aeronautical and commercial activities recorded an EBITDA[3] of €299 million in 2023 (2022: €225 million). While the return of passengers positively impacted aeronautical revenues, we also saw very strong sales of our commercial product offerings such as car parking and food & beverage, alongside domestic retail sales which continued to benefit from the increase in duty free sales to the UK following Brexit.

International results improved from a profit of €23 million in 2022 to €33 million in 2023. This takes into account a €19 million share of profit from associates and joint ventures (2022: €15 million) with strong activity levels seen across all of our international retail sales ventures. daal continued to progress its business, with turnover increasing by 74% to €40 million (2022: €23 million).

Tax

The Group recognised a taxation charge of €34 million for the year ended December 31, 2023, compared with €25 million in 2022. The Group's overall effective tax rate was 16% (2022: 17%). The decrease in tax rate is largely driven by increased profits subject to tax at the standard rate of tax in Ireland. The largest component of the tax charge is the current tax charge of €24 million (2022: €8 million). In the prior period, the largest component was the deferred tax charge (2023: €10 million, 2022: €17 million). The change in the composition of the tax charge for the Group on the prior period is driven by continued improving trading results across the business and the full use of prior period trading losses.

In 2023 the Group repaid all amounts to Irish Revenue that had been warehoused under the government's tax debt warehousing scheme to assist Irish businesses during the period of restricted trading caused by COVID-19. This scheme had allowed companies that were severely affected by the pandemic to warehouse, interest-free, VAT and PAYE liabilities for a period. Over the period of the scheme, daa warehoused a total of €7.7 million of VAT and €73.8 million of P30 liabilities for certain periods between May 2020 and January 2022. All was repaid in full in April 2023.

Investment

Cashflow in respect of capital investment for 2023 amounted to €182 million (2022: €156 million). Expenditure continued to be focused on construction projects at Dublin Airport with work beginning on critical taxiways and the extension of aprons on the airfield, as well as completing several other vital projects, such as the security screening upgrade at Dublin Airport.

The Group's capital investment pipeline and proposed timeline was impacted by the pandemic, with actual investment levels lower than planned as part of our engagement with the IAA, formerly known as The Commission for Aviation Regulation (CAR), and our airline partners in 2019. The new Dublin Airport Infrastructure Application was submitted to Fingal County Council in December 2023.

The improvements outlined in the application will enable Dublin Airport to grow sustainably from 32 million passengers to 40 million. New aircraft stands, expansion of both the North and South aprons and improvements to the Central Security Search area are just some of the projects included within the application.

At the end of 2023, capital commitments were €316 million, of which €65 million were contracted and primarily relate to the T2 security upgrade and South Apron taxiway widening projects.

Cashflow Activities and Net Debt

The Group had net cash inflow from operating activities of €199 million in 2023, compared with inflows of €163 million in 2022 (see Note 26 of the Financial statements), with net debt decreasing by €26 million in the year to €813 million (2022: net debt increase of €4 million). There were a number of one-off factors impacting this result. In particular, the warehoused tax payments to the government of €81.5 million in 2023, related to the government scheme to assist Irish businesses impacted by restrictive trading conditions during COVID-19.

Funding and Liquidity

The Group is currently rated A-/A-2 on a Stable outlook by credit rating agency S&P Global Ratings (S&P). At the start of 2020, the Group was rated A/A-1 and was on a Stable outlook. However, in July 2020, S&P lowered the rating to A-/A-2 and placed the outlook on Negative. The outlook was revised to Stable in June 2023 following the recovery in passengers and financials to pre-pandemic levels.

Outlook

Looking forward to 2024 and beyond, we anticipate continued strong passenger flows and activity levels across our domestic and international portfolio.

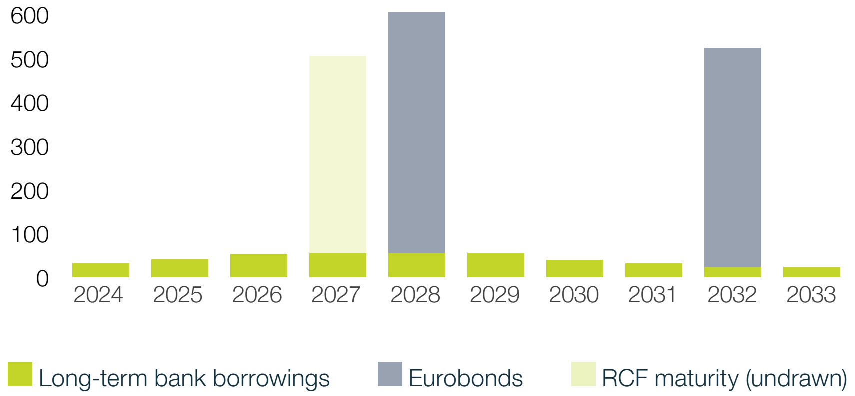
This follows a period of navigating the challenges associated with COVID-19 and refocusing on our strategic goals to deliver for all stakeholders. Our most significant challenge now is ensuring Dublin Airport has the capacity to meet the growing demands of the individuals and businesses who rely on the state's national gateway.

With its current 32 million passenger cap, and despite demand from both passengers and the airlines to grow capacity, there is a very limited opportunity to increase passenger numbers at our key location and grow revenue.

We therefore await the outcome of our planning application to accommodate 40 million passengers, achieved by a phased and sustainable capital programme. Meanwhile, we will continue to focus on delivering efficient capital projects to enhance the passenger experience at both Dublin and Cork airports. In parallel, we expect continued strong growth in Cork, and from our international business.

Against this backdrop, we will continue to protect our business and our financial profile by adapting our cost base to remain competitive, investing in critical capital infrastructure and ensuring long-term prudent funding and liquidity. daa will remain focussed on delivering on the five pillars of our strategy (see Our strategy on page 16), and we remain focussed on maintaining a robust and flexible balance sheet to deliver this strategy, in particular, to fund our extensive capital programme to grow sustainably to 40 million passengers in Dublin.

Existing Group Debt Facilities



Existing Group Debt Facilities

Instrument	Maturity	Current outstanding
Eurobond	June 2028	€550m
Eurobond	November 2032	€500m
EIB facilities	Amortising to 2040	€556m
RCF (€450m)	March 2027	Nil (undrawn)

Treasury

Treasury Management

The Group operates a centralised treasury function in compliance with Board-approved policies. These are reviewed periodically by management and Internal Audit for appropriateness and to ensure that the system of internal controls is effective.

The main Group financial risks, managed from a treasury perspective, relate to:

- Liquidity – to put in place sufficient liquidity to meet the Group's requirements;
- Funding – to maintain access to the debt markets and other sources of finance;
- Interest rate movements on the Group's existing and projected future debt requirements;
- Foreign exchange volatility mainly due to overseas operations; and
- Counterparty credit risk.

Some of these risks can be mitigated by using derivative financial instruments. Where applicable, these instruments are executed in compliance with the Specification of the Minister for Finance, issued under the Financial Transactions of Certain Companies and Other Bodies Act 1992. This Act authorises the Group to enter into derivative contracts to eliminate or reduce the risk of loss arising from changes in interest rates, currency or other similar factors.

Liquidity	• The Group's policy ensures that it has sufficient liquidity available to meet its liabilities when they are due. This is achieved by ensuring that sources of liquidity are at least 1.5 times or more than the uses of cash for the next 12 months and have the ability to absorb high-impact, low-probability events without having to refinance. • As a result of financing actions, the Group had, at December 31, 2023, liquidity of €1,255 million. This consisted of cash of €805 million and the undrawn €450 million committed revolving credit facility (RCF), providing the Group with strong liquidity to meet its future obligations. Capital commitments contracted at December 31, 2023 were €65 million, while a further €251 million was authorised by the Directors but not contracted.
Funding	• The Group's funding operations are strategically important and support capital expenditure, the refinancing of maturing debt and supply of adequate liquidity. The Group has consistently placed a high priority on maintaining a strong investment grade credit rating and targeted longer maturity funding from the capital markets and the European Investment Bank. • The Group's funding policy is to ensure a consistent supply of committed funding at Group level at reasonable cost, to meet the anticipated funding requirements of the Group, taking into account the period covered by the long-term business plan and to provide flexibility for other unanticipated events. Gearing was 36% at the year-end, a decrease from 40% in 2022. The detailed cashflow statement is shown on page 69 and is supported by Notes 26 and 27 of the Financial statements. The Group's debt maturity profile as set out across shows a very manageable repayment position; there are no significant repayments due until the €550 million Eurobond matures in June 2028. Please see the Group debt maturity table.
Interest rate	• The Group's policy is to maintain a minimum fixed ratio of 70% on existing debt, to protect the profit and loss account and cash flows from material adverse movements in interest rates. At December 31, 2023, 99% of the Group's debt was fixed to maturity, minimising exposure to interest rate fluctuations. The weighted average interest rate applicable to the Group's borrowings was 1.5% (2022: 1.5%).
Foreign exchange	• The majority of the Group's cash flows are generated from Euro-denominated operations at its Irish airports. The Group has a number of overseas subsidiaries, joint ventures and associated undertakings, from which dividends and management charges are denominated in foreign currencies. • The Group's policy is to minimise currency transaction risk by seeking, where appropriate, to hedge foreign exchange transaction exposures, using natural hedging on currency derivatives such as forward purchase contracts. The Group does not hedge translation risk arising from profits and net assets of these overseas subsidiaries, joint venture and associated undertakings.
Counterparty credit	• The Group's counterparty credit risk consists principally of trade debtors and bank deposits. The Group's policy is to limit exposure to counterparties based on an assessment of credit risk and projected credit exposure. The Group has formalised procedures for managing credit risk, including the setting of credit limits, the monitoring of trade debtors and bank deposit levels. It is Group policy to deposit cash surpluses with banks with an appropriate credit rating as determined by the leading credit rating agencies.

Our strategy 2022-2026

daa's corporate strategy 2022-2026, introduced last year, was approved in 2022. The organisation was focused on its strategic priorities in 2023, the first full year of delivery. There has been a strong performance against targets across all five of the strategy pillars:

Our strategy guides our actions across the business. Read in more detail how daa is enabling business and connecting lives across the world online:

Read more online

Keep our People at the Core

This pillar places our people firmly at the core of our organisation. We are dedicated to enhancing our Employee Value Proposition to ensure that daa is an exceptional place to build a career. We understand that by constantly improving our HR services, we empower our team to thrive, develop and feel fully supported.

Our commitment to this pillar underscores our unwavering dedication to our people and their wellbeing, ensuring they remain at the heart of our business.

Restore, Refine and Reimagine our Airports

It is our priority to restore, refine and reimagine our airports. We are unwavering in our commitment to delivering the highest standards of safety and security, ensuring the wellbeing of our passengers and customers, while providing renewed vitality in our travel hubs.

As we move forward, we are determined to become a pioneering digital airport innovator, integrating technology and innovation into every aspect of the passenger experience. Our strategy underscores the desire to diversify and augment our commercial revenues, bolstering the financial stability of our airports and enhancing the passenger journey.

Build for the Future

daa is committed to developing the digital and data capabilities essential to facilitate our vision of progress. We are also planning significant investment, to the tune of €1.9 billion, into the capital development of Dublin Airport, enhancing its infrastructure and services.

We are dedicated to navigating planning issues with precision, ensuring that we pave the way for long-term sustainable development. In embracing this pillar, we are proactively building the foundation for a thriving and innovative future, propelling our business to new heights of success.

Grow our International Business

For ARI, our objectives focus on the strengthening of our retail proposition, ensuring that our offerings meet consumer demand. We are also committed to the successful extension of our existing portfolio of contracts while actively seeking new business opportunities. ARI's digital strategy will be a driving force in these endeavours.

For daal, our focus is on delivering with distinction on our core contracts and capitalising on our recent accomplishments to secure further business in our key regions. This pillar emphasises our dedication to proactive resourcing, bolstering our ability to support and sustain our success in the international arena.

Deliver on our Sustainability Ambitions

Embodying our dedication to responsible and sustainable practices, this pillar encapsulates our dedication to ESG principles. Our pledge to accelerate our path to net zero carbon emissions and zero waste underscores the determination to reduce our environmental footprint. We are committed to securing the necessary resources and investments essential for success in our ESG work.

We retain a robust commitment to our local communities and the principles of human rights, ensuring that our ESG initiatives are aligned with the wellbeing of all stakeholders. Through this pillar, we strive to be catalysts for a more sustainable and equitable future.

Performance against our strategy

Key

- KPI achieved
- KPI off track/at risk
- More work needed

Restore, Refine and Reimagine our Airports

Passengers

Passengers (KPI achieved)

Definition: Dublin and Cork airports' combined passenger numbers for 2023 compared to 2022. Passenger growth year-on-year is a key driver of aeronautical and commercial revenue at our airports and increased connectivity is a key priority in our strategy.

Performance: A total of 31.9 million passengers passed through the terminals of Dublin Airport in 2023, in compliance with the 32 million terminals cap. Cork Airport served over 2.8 million passengers, marking the busiest year for international passenger traffic in the airport's 62-year history. 36.3 million passengers in total passed through our Irish airports including Transfer, Transit, Unscheduled and Other passengers.

Security Queues

Dublin less than 20 minutes (KPI achieved)

Cork less than 20 minutes (KPI achieved)

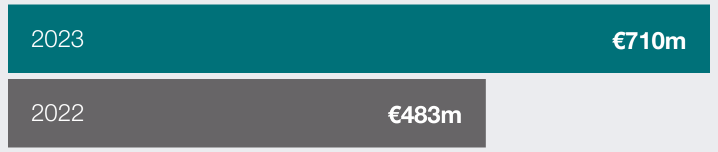
Definition: Dublin and Cork airports monthly average security queue time performance against target. daa's ambition is to provide a stress-free and efficient journey through our airports, balanced with adherence to the highest standards in security compliance.

Performance: 97% of passengers in Dublin passed through security screening in less than 20 minutes – bettering our own stated target to get 90% through in under 20 minutes.

In Cork, 99% of passengers cleared security in under 20 minutes.

Revenue

Dublin (KPI achieved)



Cork (KPI achieved)

Definition: Total revenue generated by Dublin and Cork airports compared to the preceding year. An increase in revenues at Dublin and Cork airports supports daa's investment in infrastructure projects, which in turn provides an improved passenger experience.

Performance: Dublin Airport – €710m in 2023, €483m in 2022.

Cork Airport – €50m in 2023, €36m in 2022.

Passenger Satisfaction

Dublin Departures Passenger Satisfaction (KPI achieved)

Cork Departures Passenger Satisfaction (KPI achieved)

Definition: Passenger satisfaction rates are assessed using passenger surveys at both airports. daa is committed to providing a consistently positive passenger experience and recognises the importance of monitoring, maintaining and improving standards.

Performance: Both Dublin and Cork airports surpassed their respective targets in 2023 highlighting the seamless and relaxed experience passengers can look forward to when travelling through our airports.

Targets: Dublin Airport: 8.5/10, Cork Airport: 4.5/5
Actuals: Dublin Airport: 8.6/10, Cork Airport: 4.7/5

Keep our People at the Core

Staff

Definition: Staff refers to full-time equivalent employees (FTEs) in the business for the year. As a result of continued growth in 2023, we maintained a strong recruitment programme to meet passenger demand and provide an excellent passenger experience.

Performance: An extensive recruitment campaign took place which resulted in FTEs increasing from 3,430 in 2022 to 3,950 in 2023.

Gender Pay Gap

Definition: This compares the average pay of all women with the average pay of all men. It is an indication of whether there is an even split of men and women across all roles and levels and is an important step towards gender parity.

Performance: daa had a mean gender pay gap of 12.2% in 2023. The main driver is the lack of female representation across our senior levels. Our ongoing priority is to create a more inclusive work environment by having greater gender balance.

Build for the Future

Key Projects — C3 scanners

2022

Trial commenced

2023

6 scanners active across T1 & T2

Definition: Progress on key infrastructure projects against target. C3 security is a new type of cabin baggage security scanner which does not require liquids and gels to be removed from the passenger's bag. These are key to ensuring we deliver high standards for passengers and enable growth in connectivity for the future.

Performance: Six lanes operational in Dublin Airport (four in Terminal 2 and two in Terminal 1). Construction of a new mezzanine floor at Cork Airport to accommodate C3 scanners has gone to tender to be completed in 2025.

Infrastructure Application

Target

Submit in 2023

Actual

Submitted in December 2023

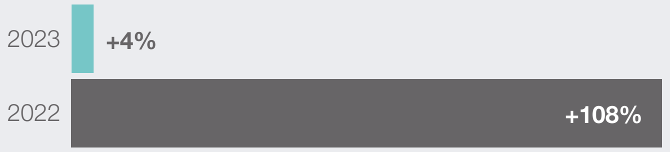
Definition: The Infrastructure Application seeks permission for a range of significant investments to facilitate the projected growth of passenger numbers through Dublin Airport. An increase in passenger capacity to 40 million per annum is required in order to meet forecasted demand. This is an opportunity for daa to ensure Dublin Airport can develop as a leading European and transatlantic hub.

Performance: daa submitted a formal application for planning permission for the Infrastructure Application in December 2023.

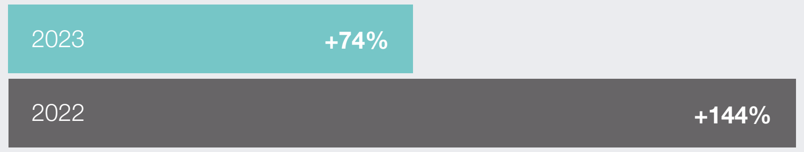
Grow our International Business

Revenue Growth

ARI



daal



Definition: Revenue growth by ARI and daal over the course of 2023 compared to the previous year. Delivering revenue growth supports the overall health and development of ARI and daal. In addition, revenue growth supports the business development of both ARI and daal.

Performance:
ARI: 4% in 2023 versus 108% in 2022.
daal: 74% in 2023 versus 144% in 2022.
2022 performance reflected ARI's recovery versus the COVID-impacted 2021 revenue. ARI achieved a stabilised revenue growth of 4% in 2023 indicating a solid increase in sales year-on-year.

Customer Value Proposition (CVP)

2022

80%

2023

Target **90%**

Actual **90%**

Definition: ARI's CVP programme seeks to align our retail proposition with customer needs and expectations. The programme aims to deliver a suite of projects which provide passengers travelling through our airports with product offerings that provide value for money.

Performance: The CVP plays a dual role of supporting ARI's ability to retain and maximise current business through adapting to customers' changing needs, while also providing a point of difference when it comes to winning new business.

Deliver on our Sustainability Ambitions

Carbon

Dublin

Cork

Definition: This KPI measures the reduction of carbon in 2023 against 2016-2018 as the average baseline. daa seeks to reduce our absolute levels of carbon emissions, working towards a 51% reduction by 2030 versus a 2018 baseline.

Performance*: Dublin Airport: -22% reduction versus 2016-2018 baseline. Cork Airport: -33% reduction versus 2016-2018 baseline. Performance is due to continued good energy management practices and monitoring of data; LED lighting upgrades; and ongoing management of boilers/CHPs (Combined Heat & Power).

Waste Recycling

Dublin

Cork

Definition: This KPI measures the waste recycling rates. daa is aiming to recycle 45% of our operational waste at Dublin Airport and 35% at Cork Airport.

Performance: Dublin Airport: 43% recycling rate. Cork Airport: 32% recycling rate.

Energy Reduction

Dublin

Cork

Definition: daa is committed to improving energy efficiencies across our businesses, working towards 50% efficiency improvement by 2030 versus the baseline average from 2006-2008.

Performance*: Dublin Airport: -54% versus baseline average 2006-2008. Cork Airport: -74% versus baseline average 2006-2008. Performance is due to continued good energy management practices and monitoring of data; LED lighting upgrades; and ongoing management of boilers/CHPs.

Sustainability Ambassadors

2022

102

2023

150

Definition: The number of daa employees who champion sustainable initiatives across the Group. This programme aims to support daa to achieve its environmental ambitions and further engage the workforce on sustainability.

Performance: 150 Ambassadors in 2023 versus 102 in 2022. Our Sustainability Ambassadors programme is now one year old and in 2023 we inducted a new group of 50 ambassadors. Our 150 ambassadors worked on projects to improve waste management, identify alternative energy sources and look at how to improve our local environments, and shared their knowledge with their teams across our Group.

* Draft figures, subject to validation through SEAI Monitoring and Reporting process.

Approach to Risk Management

Risk management is an integral part of decision making at daa.

Effective risk management is critical to the success of the business. The Group's risk management process identifies drivers of change in the internal and external environment at enterprise and business unit level and considers their impact on the delivery of strategic objectives, in line with the Group's risk appetite. daa faces risks in the execution of its business strategy, as well as operational and financial risks, and risks associated with the protection of its people, property and reputation. A culture of risk-focused controls and risk-aware decision making is embedded throughout the organisation.

The Board has overall responsibility for risk management and internal controls. The Board ensures that the Group's risk exposure is proportional to the pursuit of its strategic objectives and is appropriately mitigated by the system of internal controls. The most significant risks are collated and presented for review by the Board at each Board meeting. The Audit and Risk Committee reviews the operation of the risk management process and assists the Board in its oversight responsibilities relating to risk management.

The Risk Management Policy and Framework supports the Board's oversight of risk throughout the Group. It provides a clear and comprehensive basis for a consistent approach to help manage key strategic business risks and enable decision making. It defines how risks are to be identified, assessed, managed and reported throughout the organisation.

The framework is structured to ensure that all aspects of the Group's risk profile are subject to regular review and provides for escalation and assessment of material risks and/or those that may be emerging as they arise or are identified. This assessment process is facilitated through the delivery of an extensive programme of risk reviews and workshops, facilitated by the Central Risk Function which supports management across the organisation in identifying and evaluating key risks and associated mitigation actions designed to manage risk exposure to an acceptable level.

During 2023 daa Enterprise Risk Management activities and processes were adopted in a number of the Group's overseas business units and this will be extended to additional units in 2024. This ensures a standardised approach across the Group.

Risk Governance and Responsibilities

Robust governance is a fundamental tenet of Enterprise Risk Management and within daa there are formal governance structures in place across the Group. The structure comprises the Board, Board Committees, an Executive Risk Forum, management steering committees, management structures and reporting arrangements.

Risk Governance Structure

Ultimate Responsibility Board	**Oversight** Board Committees	**Stewardship** Central Risk Function	**Management and Monitoring** Executive Management	**Ownership** Business Units

• Responsible for determining the overall Group strategy, approving objectives and targets, and for ensuring that appropriate governance and risk management processes are in place.
• Committed to the proactive management of risk and responsible for determining the nature and extent of the principal risks the Group is willing to take in achieving its strategic objectives.
• Sets a clearly defined risk appetite for the Group, and ensures that through culture, processes and structures, risk management is embedded across the organisation in business activities and decision making.
	• The Board delegates responsibility for oversight of its principal and emerging risks to Board Committees in accordance with the Committees' Terms of Reference and their respective areas of expertise. The Chairs of the Committees report to the Board on key developments and matters requiring further discussion and consideration.
	• The Audit and Risk Committee has overall responsibility for ensuring that the enterprise risks and opportunities are properly identified and controlled on behalf of the Board and advises the Board on its consideration of the overall risk appetite, risk tolerance and risk strategy of the Group.
	• The Culture, Security and Safety Committee oversees the systems in place to ensure the Group operates a safe environment and complies with security regulations and also monitors Group culture including staff wellbeing matters.
	• The Strategic Infrastructure and Sustainability Committee considers sustainability and climate-related risks and opportunities identified and monitors assessment and scenario planning.
		• The Chief Governance & Strategy Officer provides a direct line to the Board in managing risk and promoting a risk aware culture in the Group.
		• The central risk management team are responsible for:
		  • Risk reporting to Senior Executives, Board Committees and the Board.
		  • Leading and collating the business unit risk reviews and risk workshops.
		  • Maintaining the Risk Management Framework for the Group.
		  • Benchmarking exercises to facilitate comparison with the external risk landscape to ensure that key emerging risks are being captured and managed.
		  • Leveraging technology to enable enhanced reporting and tracking of risks and mitigations.
		• Risk Champions coordinate risk management processes within their business unit and communicate relevant risk information to management and to the central risk management function.
			• Responsible for setting the tone and culture of the organisation.
			• Responsible for implementing effective and systematic processes for making decisions, improving performance, developing the business, identifying and assessing, mitigating and monitoring risks.
			• Accountable to the Board and Board Committees for its stewardship of the Group and monitoring and management of risks.
			• Responsible for identifying, evaluating and assessing the level of controls in place so that judgements may be made about the residual levels of risk in the business.
				• All levels of management are responsible for implementing Board/ Executive-approved risk management policies, processes and effective controls.
				• All levels of management are responsible for identifying internal and external sources of risks, and continuously review existing and emerging threats to the areas of the business which they manage on a day-to-day basis.
				• Management is responsible for reporting risks within their business area, cascading a risk-aware culture in line with Group policy and taking appropriate risk mitigating actions.
				• Staff are responsible for understanding their roles and responsibilities with regard to processing transactions and undertaking activities and for applying internal controls and other risk responses to treat the risks associated with those transactions and activities.
				• The operation and effectiveness of the risk management processes, and internal controls is subject to periodic review by internal and external auditors.

daa Risk Model and Approach

Three Lines of Defence Model

daa operates a "Three Lines of Defence" model for risk management, an approach which provides structure by defining roles and responsibilities in different areas and the relationship between them.

daa Three Lines of Defence Model

Board & Committees

Executive Management

First Line
Business Units
- Dublin Airport
- Cork Airport
- ARI
- daal
- Central Functions

Second Line
Oversight Functions
- Central Risk Function
- Health and Safety Compliance
- Security Compliance
- Group Finance
- Procurement Compliance
- Group Insurance
- Group Legal
- IT Compliance

Third Line
Independent Advice and Assurance Providers
- Internal Audit
- Other external consultancy or expertise as needed

External Audit

Regulators

Top-Down and Bottom-Up Approach

daa adopts a top-down and bottom-up approach to managing risk. This approach, as detailed across, combines a top-down strategic assessment of risk and risk appetite, which takes account of the external business environment and changes to the business operating model, along with a bottom-up operational identification and reporting process including the production, review and assessment of the risk registers for all business areas.

Approach	Activities
Top-Down	• Effective oversight of enterprise-wide risks • Board risk report containing a strategic assessment of key risks • Audit and Risk Committee enterprise risk reviews • Executive Risk Forum review of key strategic risks, controls and mitigations • Establishment and articulation of risk appetite • External benchmarking of key and emerging risks
	• Business unit Executives lead risk workshops ensuring strategic and operational critical risk information is cascaded upwards and downwards
Bottom-Up	• Highly engaged risk-aware culture within the Group • Detailed identification, prioritisation and mitigation of risks via risk business unit workshops, where risks and controls are identified and managed and mitigations tracked and reported • Business unit Risk Champions who direct the risk management activities, facilitate the risk workshops, maintain the risk registers and provide the link between the business unit and the Central Risk Function • Business units report on risk events and conduct risk assessments and analysis • Consideration and aggregation of risk exposures across the business and common risk themes • Organisation culture which promotes speaking up and escalation of material risks

Enables the Board and Executive team to make better risk-based decisions

Drives robust risk management across the organisation

Risk Appetite

Risks relating to the delivery of the strategy and objectives are captured, considered and reviewed at business unit, Executive, Board Committee and Board level as appropriate. Risk is an inherent part of running any business and risk appetite is defined as the amount and type of risk that daa is willing to take in order to meet strategic objectives. Risk appetite is a multi-dimensional concept, based on a comprehensive view of the key business drivers across the organisation. The corporate strategy, as set out on page 16, provides a pathway for growing the business in a responsible and sustainable manner. The Board sets the Group's risk appetite, which is aligned with this strategy, recognising the fine balancing required between different pillars of the strategy to manage the overall level of risk for the Group.

The Group's risk appetite profile across different areas and activities of its business is summarised as follows:

- The Board is willing to tolerate a moderate level of risk in pursuit of strategic objectives, however, carefully balancing the pursuit of strategy with maintaining key financial metrics.
- The Board achieves a balanced risk appetite by taking a cautious approach and ensuring the business is adequately financed to meet short and medium-term cash requirements. Thus, daa is not prepared to take risks that would jeopardise its investment grade credit rating or that would threaten the financial stability of the business.
- The Board prioritises the safety and security of passengers, visitors and staff, hence the risk appetite for compromising on areas of safety and security remains low.
- daa takes measures to identify and manage other business and operational risks. There is a low-risk appetite for not achieving standards set in relation to maintaining critical systems and protecting data.
- daa seeks to be a responsible operator, meeting its environmental and planning obligations and raising its sustainability ambitions and has a low-risk appetite for environmental and planning breaches and for failing to meet sustainability targets.
- Based on a low-risk appetite for non-compliance with regulatory matters, daa seeks to ensure that compliance activities meet the requirements of relevant regulations.

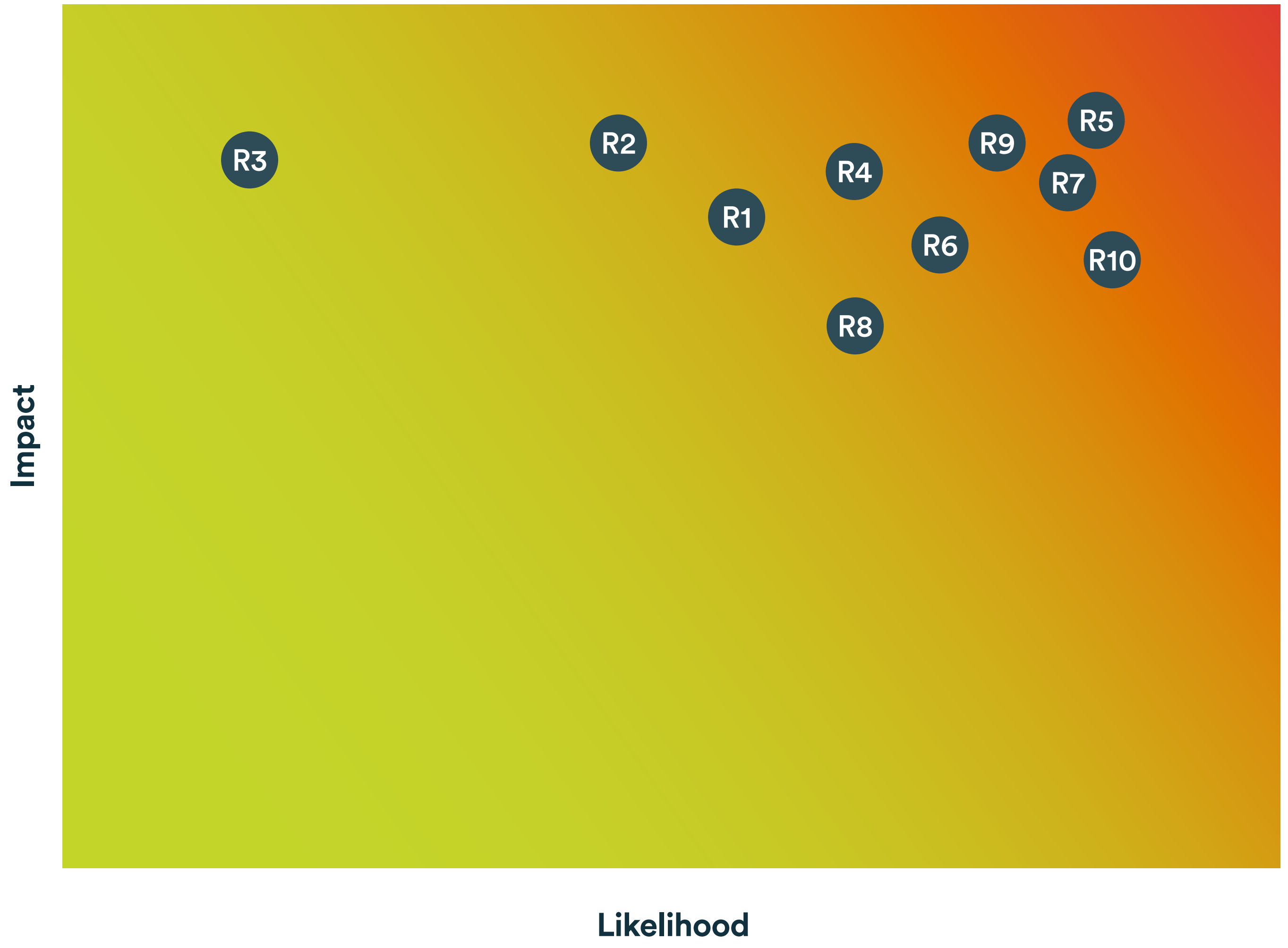
Principal Risks

Principal areas of risk and uncertainty which could adversely affect the Group's business, financial condition or results of operations to a significant extent, have been identified. A summary of the principal risks and uncertainties, as well as the strategies being adopted to mitigate them, are set out below.

As noted, the risks and uncertainties are assessed on a continuous basis and management regularly reports to the Board on significant changes in the business and external environment. The summary is not intended to be an exhaustive analysis of all the risks and uncertainties which may arise in the ordinary course of business.

All levels of management are expected to be aware of internal and external sources of risk and regularly review existing and emerging threats to the areas of the business which they manage on a day-to-day basis.

Group Risk Heat Map



Risk Key

- R1 People
- R2 Operational Delivery
- R3 Financial
- R4 International Business
- R5 Capital Investment and Planning
- R6 Safety, Security and Compliance
- R7 Stakeholder Relations
- R8 Sustainability: ESG
- R9 Cyber Security
- R10 External Events

Principal Risks Summary

Strategic Priorities Key

- Keep our People at the Core
- Restore, Refine and Reimagine our Airports
- Build for the Future
- Grow our International Business
- Deliver on our Sustainability Ambition

Oversight Key

- Board
- Audit and Risk Committee
- Strategic Infrastructure and Sustainability Committee
- Culture, Security and Safety Committee
- Nomination and Remuneration Committee
- Finance Committee

	Principal Risk	Strategic Priorities	Risk Trend	Oversight
R1	**People**	Keep our People at the Core	–	Board; Culture, Security and Safety Committee; Nomination and Remuneration Committee
R2	**Operational Delivery (incl. security operations)**	Restore, Refine and Reimagine our Airports	–	Board; Culture, Security and Safety Committee
R3	**Financial**	Restore, Refine and Reimagine our Airports; Build for the Future; Grow our International Business; Deliver on our Sustainability Ambition	–	Board; Finance Committee; Audit and Risk Committee
R4	**International Business**	Grow our International Business	↑	Board; Audit and Risk Committee
R5	**Capital Investment and Planning**	Build for the Future	↑	Board; Strategic Infrastructure and Sustainability Committee
R6	**Safety, Security and Compliance**	Restore, Refine and Reimagine our Airports; Build for the Future	–	Board; Culture, Security and Safety Committee
R7	**Stakeholder Relations**	Restore, Refine and Reimagine our Airports; Build for the Future; Grow our International Business; Deliver on our Sustainability Ambition	↑	Board
R8	**Sustainability: ESG**	Deliver on our Sustainability Ambition	–	Board; Strategic Infrastructure and Sustainability Committee
R9	**Cyber Security**	Restore, Refine and Reimagine our Airports; Grow our International Business	–	Board; Audit and Risk Committee
R10	**External Events**	Restore, Refine and Reimagine our Airports; Build for the Future; Grow our International Business	–	Board; Audit and Risk Committee

Risk report continued

Risk Area	Risk Description	Mitigation
R1 **People**	• As passenger demand continues to exceed all forecasts, there is a requirement to recruit to meet demand. There is a risk that the Group is unable to attract or retain personnel as a result of the buoyant external labour market. Failure to attract, develop and retain key management and staff would have a detrimental impact on the Group's ability to deliver its key strategic objectives. • The requirement of the Group to set salary levels with reference to the salary of the CEO is preventing the Group from providing competitive remuneration packages to attract specialist senior personnel. This has the potential to negatively impact the financial success of the Group. • There is also a risk that industrial action could affect critical services and curtail operations. • Failure of the Group to effectively own and manage people processes and data could result in an inconsistent and suboptimal employee experience.	• Intensive focus is being placed on recruitment to ensure that we have the required resources for 2024, and initiatives are in place such as an employee referral scheme and recruitment open days. • There are active employee communications, wellbeing and training programmes in place across the Group to improve the employee experience. • Ongoing discussions with the Department of Transport, and engagement with the Independent Review Panel on Senior Public Service Recruitment and Pay Processes, in relation to remuneration arrangements for CEOs of Commercial State Bodies. • The Group actively engages with the relevant trade unions on an ongoing basis with respect to employment-related matters. • The HRi project is being implemented which will deliver an integrated HR solution.
R2 **Operational Delivery**	• The Group's airport and retail operations is a network of parties all working together to deliver a safe, secure and efficient operation. The ability of the Group to deliver a safe, secure and efficient operation is dependent on not only the Group being adequately resourced but also the resilience of third parties who deliver critical services on behalf of the Group. Failure of the Group to cope with passenger demand and/or a lack of resilience across airlines, third-party operators and/or suppliers could result in significant business disruption, increased costs, a poor customer experience and associated reputational damage. • Current planning-related capacity constraints and the challenges in respect of the North Runway operations could lead to a constrained operating environment in the short to medium term. • There is a risk that capacity constraints could negatively impact the passenger experience, impact operational efficiency and cause financial and reputational damage and increased stakeholder scrutiny.	• Intensive planning and focus takes place at Executive, Board and government level to ensure that the Group's airports and retail businesses are in a strong position to manage passenger and airline demand. • There is a strong base supply of operational and security resources with additional resources and contingencies on standby if required. Robust escalation mechanisms are in place should issues arise. • Clear specification of services and strong performance management measures including KPIs are included in third-party operational contracts. The Group continuously monitors third-party operational performance and reviews KPIs and there is regular structured engagement with third parties to understand issues, provide feedback and share objectives. • The High Court has granted daa leave to apply for judicial review in respect of compliance with the 65 night-time flight movement cap and also a stay on FCC's Enforcement Notice in this regard. • The Group is focussing on creative solutions in the short term to unlock capacity and preserve the passenger experience and meet the expectations of key airlines and stakeholders. • There is a well-developed business continuity structure in place and resilience in our key systems and processes to ensure optimal response to any business continuity events.
R3 **Financial**	• The Group's profitability is sensitive to prevailing external circumstances, and any significant cost escalation and/or a reduction in revenue as a result of external circumstances could impact the profitability of the Group. • The pricing decision by the IAA (previously CAR) which fails to adequately remunerate the Group for the services that its customers and passengers expect, could negatively impact the ability of the business to continue to invest in key infrastructure and to deliver on its statutory mandate to grow. • The Group is reliant on core airline customers. The prospects for future air traffic movements in Ireland and accordingly, the prospects of the Group are dependent to a significant extent on the future strategies and financial strength of key airlines operating either to/from daa airports or those airports in which daa has significant business interests. Any decline in revenues arising from a disruption of the relationships of the Group with these airlines or any other change in strategy by, or ownership of these airlines, could have a significant impact on the Group's profitability. • The Group's ability to deliver its planned capital expenditure programme and any unplanned capital or operating expenditure that may be required is dependent on, amongst other things, it being able to source and maintain appropriate funding. Any failure to develop an appropriate funding strategy and/or failure to raise and maintain the required financing on appropriate terms may result in the Group failing to deliver its corporate strategy and could significantly impact the Group's ability to conduct its business efficiently. • Any unplanned deterioration in the Group's business profile could affect its credit rating and in turn the availability and cost of funding the growing capacity, the borrowing capacity of, and financing terms and flexibility available to the Group. Government and Regulatory policy, as well as financial and business performance and prospects,can also impact the Group's credit rating. • The Group is also exposed to certain other financial and treasury-related risks, including liquidity risks, credit risk, interest rate risk and foreign currency exposures.	• There is active management of all costs across the Group and focus on cost saving and efficiency measures. Energy hedging is in place to mitigate against rises in energy costs and inflationary risk sharing is built into key contracts. • Strong focus is maintained on cash collection and cash flow and the Group continually evaluates operating and capital expenditure plans in light of changing circumstances. • The Group has access to credit facilities which it can draw upon as required. • The Group has brought a high court appeal to set aside elements of the IAA Interim Review Decision. • The Group continues to engage with all its airline customers to understand and align as far as possible with their strategies, and to identify their future capacity requirements and infrastructure needs. • Board-approved policies are in place to address key treasury risks. Maintaining an appropriate credit rating is a key objective for the Group and appropriate capital allocation across the Group. • A prudent approach is adopted to the management of liquidity including pre-funding significant investment requirements.

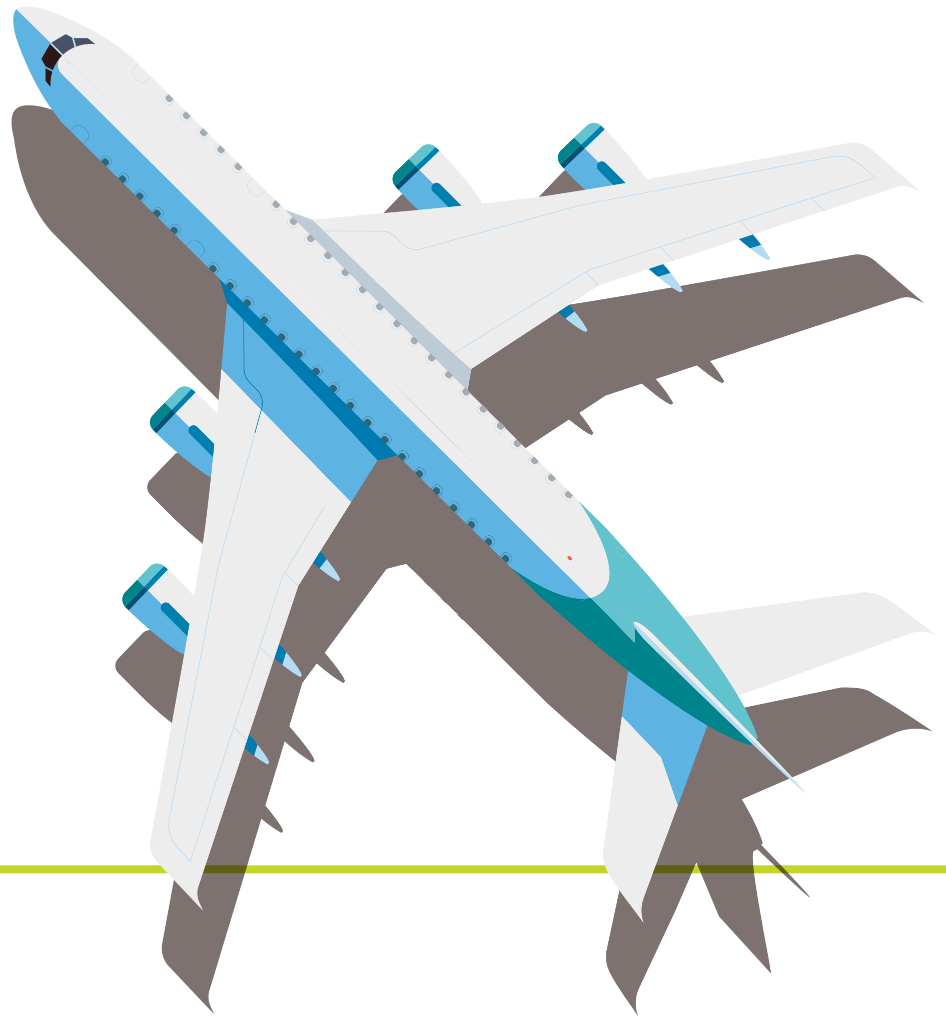
Risk Area	Risk Description	Mitigation
R4 International Business	• The Group's international businesses continue to perform strongly, however as the Group operates in a global marketplace, there are risks arising from uncertain or unstable economic, social and political environments, or changes in laws or regulations. • The international retail business faces increasing levels of competition in the sectors and markets in which it operates and there are challenges in retaining existing concessions at airports and winning new business in the face of a limited number of suitable new opportunities. • Recruiting and retaining sufficient personnel and high calibre talent is critical to the success of our international business and remains a key area of focus. Failure to adequately resource our international businesses may result in an inability to execute current contracts with associated financial and reputational damage. • Failure of counterparties or partners to fulfil or meet their obligations could have a significant financial impact on the Group.	• The Group proactively manages its relationships with partners and has put structures and processes in place including shareholder agreements and commercial counter-party arrangements to safeguard its interests. • The corporate strategy sets out the pathway for the ambitious growth and success of the international business and provides for the appropriate resources to facilitate this growth. The Group continues to actively explore potential opportunities with partners to win new business and expand its portfolio. • Resourcing issues are being managed through the combination of recruiting, enhancing existing colleague capabilities and also the identification of external resources. • The Group seeks to put in place appropriate commercial and legal arrangements and has processes in place to evaluate and monitor performance of contracts to minimise the risk of calls by counterparties being made on any bonds, letters of credit or guarantees.
R5 Capital Investment and Planning	• The Group is responsible for the maintenance and development of critical infrastructure at our airports. Risks to the delivery of capital projects may arise due to cost, funding, project scope, planning permission, scheduling or operational factors, leading to delays in project completion, additional costs and/or consequential capacity shortfalls. • The development of Dublin and Cork airports is also subject to the Group obtaining, maintaining and complying with all necessary licences, consents and other permissions, such as planning permission. Significant investment is planned into the capital development at Dublin Airport, to enable the airport to grow to 40 million passengers per annum. Delays or negative outcomes in key planning decisions, will result in operating constraints, additional costs and the inability to meet expected future demand. • The Group is engaging with the relevant statutory processes to seek a resolution to certain planning issues associated with the North Runway and Terminal 2. A suboptimal resolution to these issues could have serious operational, financial and reputational impacts on the Group.	• The Group has processes and procedures in place for Capital Investment Programme management, project management and contract and supplier management. • IAA has provided Dublin Airport with a regulatory allowance for capital expenditure that supports the delivery of its capital investment programme. • Framework agreements are in place with key infrastructure contractors to promote efficiencies by incentivising with shared advantages and losses. The Group has engaged an Infrastructure Delivery Partner to support it in delivering the capital investment programme. • As new process requirements arise, the Group engages with regulatory authorities to ensure submission of robust and "fit for purpose" planning applications. • In December 2023 Dublin Airport submitted a planning application to raise the permitted capacity of Dublin Airport to 40 million passengers per annum which includes necessary infrastructure to support this increased capacity. • The Group continues to engage with the relevant statutory processes and key stakeholders to seek a timely and successful resolution to the North Runway and Terminal 2 planning issues.
R6 Safety, Security and Compliance	• The safety and security of our customers, passengers and staff is a key priority. As an airport operator undertaking large capital projects with many third-party operators working on site in a busy environment, daa is subject to the risk of accidents or safety and security incidents at its airports. • The Group operates in regions which are in close proximity to areas currently experiencing political unrest. The safety and security of our staff and operations in these regions is extremely important. Failure to operate a safe and secure environment in our overseas operations could result in harm to people, damage to infrastructure, property and the environment, operational disruption and reputational damage. • The Group is subject to a wide range of legislative and governance requirements in Ireland, including but not limited to, those set out in company law. The Group's operations are also subject to an increasingly stringent range of health and safety laws, regulations and standards in each of the jurisdictions in which the Group operates and/or has interests. • Security operations at Dublin and Cork airports are subject to EU security regulations through the European Union Aviation Safety Agency and are subject to security inspections by the competent authority in Ireland, the IAA. • Any breach of legislative or governance requirements, or failure to comply with laws and regulations, could result in serious financial loss or reputational damage and the removal of Dublin and/or Cork airports' licence to operate.	• The Group has a strong safety culture with supporting processes and procedures in place in both its airports and international business to monitor the integrity of the Group's safety and security systems. • The Group invests heavily to ensure customers, employees and stakeholders remain safe and secure, and priority focus is given to delivery of critical safety and security projects. Staff training continues to form an integral part of the Group's mitigation measures. • Continued investment in the best security screening technology including C3 EDS equipment for cabin baggage screening and security scanners for passenger screening. • The Group engages local security advisors in certain international operations and has staff evacuation plans in place as required. • The Group's safety and security processes are subject to extensive internal and external inspections and audits by regulators and internal compliance teams. The Group works closely and has strong relationships with external regulators to ensure we understand and can fully comply with requirements, and we strive to act quickly when opportunities for improvement are identified. • The Group is committed to operating in accordance with legislative and regulatory requirements and works to achieve this through appropriate governance and oversight, which is supported by effective management structures and systems. • The Group regularly reviews regulatory requirements across its business, updates its management systems, and undertakes comprehensive compliance activities as appropriate. • The Group engages closely with its legal advisors and other specialist advisors as required, to ensure compliance with legislative and governance requirements. • The Group has appropriate insurance cover in place.

Risk Area	Risk Description	Mitigation
R7 **Stakeholder Relations**	• The Group has many stakeholders both internal and external, who have various levels of interest in the business and power to influence key outcomes for the Group. Key stakeholders include airlines, passengers, employees, trade unions, regulatory bodies, the shareholder, local communities and the media. Effective engagement with our key stakeholders is key to the Group's sustainable success. • There is a risk that our current and future operating decisions and/or capital investment plans are not supported by key stakeholders, leading to an inability to implement required operational improvements or efficiencies, and deliver our corporate strategy and/or capital investment programme.	• The Group has shareholder support for its corporate strategy and has obtained IAA support for its capital investment programme. • A stakeholder engagement plan is in place with policymakers and regulatory authorities. • A customer panel has been established to solicit feedback on how we can better serve customer needs. • Key stakeholders have input into and are kept informed of our development plans and ESG ambitions. • The Group strives to be a good neighbour, engaging consistently with local communities through both formal and informal meetings and engagements. The Group has developed many community initiatives which benefit local stakeholders and the wider airport community. • The Group engages and maintains ongoing dialogue with its union partners in relation to key plans and developments. • The Group is an active member of key industry bodies, e.g., National Civil Aviation Development Forum, ACI, IBEC, ITIC and Chambers of Commerce, to ensure our strategy is understood by key stakeholders and taken account of in public policy.

R8 **Sustainability: ESG**	• There is increased public, investor and regulatory focus on sustainability and climate change, with particular reference to an organisation's ESG commitments and achievements. A key element relates to how we account for climate change and the impact of our operations, as well as preparing mitigation measures and potential adaptation measures. In a climate crisis, this is now a national and international priority for policy makers, regulators and the public. Challenging environmental and sustainability targets are being set and codified into laws and regulations. daa is raising our own ambition. We are committed to achieving net zero carbon emissions by 2050 and are setting interim targets towards achievement of this goal.
	• Risks associated with this include:
	  • That the rapid pace of change in, and challenging nature of, regulations and standards related to climate change and environmental sustainability may lead to risks arising from inadvertent non-compliance, or inability to comply.
	  • Challenging regulatory requirements with consequential financial penalties, high costs and/or operational constraints.
	  • A lack of cohesive leadership, policy and finance to support national and international ambition on sustainable aviation.
	  • daa fails to deliver on its ambitions or is constrained in doing so through misaligned regulatory pricing, with challenging and disparate airline, customer or stakeholder expectations.
	  • Increased physical climate risk, including the frequency of extreme weather events related to climate change, and the associated challenges of climate change adaptation over the coming decades.
	  • Organisational transition risks related to climate change may present in many ways including changes in customer spending patterns, rapid technological advancements and challenges in accessing funding transition.
	  • The increased costs of air travel, related to increased fuel or technology costs, or the introduction of punitive taxes on air travel, which creates decreased demand for air travel.
	  • Failure to stay ahead of changing passenger, customer and consumer sentiment and expectations in the areas of sustainable operations leading to lowering of reputational status.
	  • Environmental concerns and public sentiment result in a reduced propensity to travel.
	  • Environmental breach potentially leading to external investigation, sanction and/or reputational issues.
	  • A perceived lack of alignment with national and international carbon targets leading to reputational damage.
	  • Increasing bureaucracy and demands related to corporate sustainability reporting requirements.
	• Understanding the extent of any impacts as a result of the historical use of PFAS containing firefighting foams.
		• The Group recognises the need to play its part as a responsible corporate citizen in addressing the challenges of sustainability. Delivering on our sustainability ambitions is now a central pillar of our corporate strategy which reflects the extent to which these challenges have been made key priorities for the business.
		• There is a focus on environmental sustainability at project and operational level for all parts of the business, including infrastructure and construction projects, for which sustainability guidelines and carbon reduction objectives have been developed. Group level carbon targets have also been set and a suite of wider ESG targets are reviewed and updated at regular intervals. These align with our environmental sustainability agenda, targets and with daa's sustainability policy and ESG strategy.
		• The Group has a strong governance structure at all levels of the organisation to ensure that the sustainability agenda is progressed, and to deliver on the challenging environmental sustainability targets and ESG ambition.
		• The Group will continue to comply with all relevant environmental legislation and government guidance, particularly with reference to the revised Climate Action Plan, the national Climate Action Framework reporting requirements for Commercial Semi State organisations, and all relevant associated targets. Additionally, we strive to be leaders, working to accelerate progress in the relevant areas of decarbonisation, circularity and by creating healthy local environments at our airports.
		• The Air Navigation Transport Act 2022 mandates IAA to take account of the policies of the government on aviation, climate change and sustainable development when making its determinations.
		• In addition, the Group participates in the national and international discussions on sustainability and climate action to ensure that the challenges for airports are well understood, and that there is an understanding of the need for alignment of airport regulatory policy with national and EU policy in relation to such issues as climate change adaptation, and environmental technology. The Group is also taking steps to proactively manage our approach to corporate sustainability reporting, taking account of both voluntary and mandatory reporting requirements in the near future.
		• A monitoring programme is in place to understand the levels, analyse the potential impacts, and determine the most appropriate way to manage or remediate where appropriate, any PFAS found on site. We will continue to engage with key stakeholders including the relevant environmental regulators to manage the risks, and to ensure compliance with regulations and optimal transparency on the issue.

R9 **Cyber Security**	• A cyber-attack on daa or on a key supplier resulting in data breach or loss of service could result in potential business interruption, safety issues, reputational damage or regulatory fines. The increased sophistication of attacks and the organisations that perpetrate them has increased the risk profile. • Ransomware attacks continue to be the key cyber threat. An attack on core IT systems could cause significant disruption to operations. Unavailability of a critical system, or systems failure due to such an attack, could lead to reduced capability or even airport closure. • The growing size and complexity of the IT estate, increasing dependence on cloud applications, and closer integration of IT with OT (Operational Technology), all serve to expand the number of avenues of attack that can be used to target the Group.	• The Group seeks to reduce both the likelihood and potential impact of a cyber-attack by building cyber-resilience into key systems and processes, educating and training our people about the cyber threat environment, and by monitoring key services and systems for evidence or signs that could identify risks or malicious activity. • The Group works closely with internal and external stakeholders and external advisers, including the National Cyber Security Centre to enhance intelligence and threat monitoring, and continues to invest in building and maintaining robust IT platforms and services and ensuring that we have effective processes to keep those platforms and services current and secure. • The Group has recently secured cyber insurance cover for Dublin and Cork airports.

Risk Area	Risk Description	Mitigation
R10 **External Events**	• The global geopolitical and economic environment remains extremely volatile. The Group's overriding priority is ensuring the safety of our employees, partners and our commercial operations across our national and international locations. • Whilst the conflict in Ukraine is ongoing it has not had a major impact on the business to date, and the affected businesses have been able to pivot their business models to compensate for loss of passengers as a result of this conflict. The conflict in the Middle East represents a significant threat as the Group has several operations in this region. From a business perspective, there has been no major impact to date, and this will be monitored closely. A further escalation of this conflict or the emergence of other significant conflicts or unrest, could lead to major global economic and geopolitical uncertainty, resulting in a reduction in passengers and/or capacity at daa airports and at other airports where the Group has operations. Other external macro-economic events including rising fuel and energy costs, supply chain issues, significant currency fluctuations and security threats including cyber security, could have a potential adverse impact on the Group's business, operations, prospects and/or financial condition.	• The Group monitors the geopolitical and macro-economic landscape closely to identify emerging risks, ensuring that our business plans are resilient to economic shocks through prudent scenario planning and sensitivity analysis. • There are local security advisors in place in high risk locations as required to provide advice and updates to staff. Evacuation plans are in place as required. • The Group works closely with key stakeholders and the wider aviation industry to ensure that the longer term implications of current macroeconomic risk factors are well understood and mitigated where possible. • The Group has hedging policies in place for energy, interest rates and FX with appropriate controls and oversight to mitigate the financial impact of significant fluctuations on the business.



Our ESG

As a Group with a presence both nationally and internationally, we recognise the collective expectations of our passengers, customers, employees and local communities. We set out to be a responsible enterprise that seeks to amplify our impact in a sustainable and equitable manner.

In 2021, daa unveiled our ESG Strategy, providing a roadmap for our commitments in the areas of Environmental Sustainability, People, Community and Economy. In the third year of its implementation, we are proud to report we have delivered advancements across the majority of our 39 ESG commitments, reflecting our dedication to meaningful progress.

Each of our ESG pillars are aligned with the United Nations Sustainable Development Goals (UN SDGs). They serve as the guiding principles for the sustainable evolution of our operations and provide us with a clear and impactful roadmap for making strategic decisions in the years to come. Our governance policies and practice serve as the bedrock of our commitment to responsible and sustainable business practices.

BUSINESS WORKING RESPONSIBLY
Collective Mark

Business Working Responsibly Mark
In 2023 daa was certified to the BWR Mark. This Mark is considered the gold standard for Corporate Social Responsibility and sustainability in Ireland. The award from Business in the Community Ireland, which is independently audited, is a validation of the company's commitment to being a sustainable business.

daa received the Mark in recognition of the increasing number of ESG practices it has instilled at the heart of its business. Being certified with this Mark represents a significant milestone for daa and reflects our commitment to our customers, colleagues and communities. Our aim is for sustainability to run through every strand of our business strategy and we are proud that our approach has been validated against an objective set of standards.

United Nations Global Compact

UN Global Compact
daa signed up to the UN Global Compact Initiative in 2023 a voluntary leadership platform for the development, implementation and disclosure of responsible business practices. daa is one of the first 60 Irish organisations to join the global network of thousands of companies committed to taking responsible business action.

The UN Global Compact is a call to companies everywhere to align their operations and strategies with 10 universally accepted principles in the areas of human rights, labour, environment and anti-corruption, and to take action in support of UN goals and issues embodied in the SDGs.

The UN Global Compact provides an opportunity for businesses to be transparent and accountable on their progress, and daa is committed to having sustainability at the core of everything we do, across all aspects of our business.

Environmental Sustainability

We understand the global environmental challenges; we have set clear and effective environmental sustainability targets and embedded them in our overall business strategy. We are committed to working with all stakeholders to deliver our environmental goals and work towards a brighter future.

Find out more about our Environmental Sustainability pillar on page 28

People

Our people are integral to delivering our purpose to enable business, and connect lives, across the world. We are committed to creating a working environment for our colleagues that allows people to grow, develop and fulfil their potential.

Find out more about our People pillar on page 34

Community

We are committed to being a responsible and good neighbour; one that engages and listens. For decades we have supported activities that enhance community spirit, provided resources to improve community wellbeing – and we are committed to doing this for decades more.

Find out more about our Community pillar on page 39

Economy

We are drivers of positive economic growth and a source of high-quality employment and we are committed to the development of the economies in which we operate. We also understand that we can positively influence our supply chains and enable initiatives which encourage sustainable business practices both internally and externally.

Find out more about our Economy pillar on page 43

Environmental Sustainability

Carbon emissions reduction at Dublin Airport

-22%

Carbon emissions reduction at Cork Airport

-33%

This section of the ESG report relates to the following UN SDGs:

daa is committed to delivering on our sustainability ambition. It is our license to operate and is embedded at the heart of our corporate strategy. Our climate positive culture means that sustainability is everyone's job. We are focused on lots of challenging projects and exciting changes across our operations that will allow us to achieve our ambitious targets.
We understand that we are accountable for reducing our emissions, driving circularity, and protecting our local environment.
We appreciate that we have "A world to connect, a future to protect."

In 2023 we are proud to have made significant changes in our operations in Ireland and internationally. Our carbon emissions at Dublin and Cork airports saw reductions of 22% and 33% respectively, driven by a continued focus on the transition from fossil fuels to alternative and renewable sources.

We introduced Hydrotreated Vegetable Oil as a diesel alternative for our fleets at Dublin Airport, which has up to 90% lower carbon emissions than diesel. We continued to deliver energy efficiency improvements through lighting upgrades and energy reductions via usage evaluation and targeted action. With a considered focus on waste, we were able to triple the recycling rates in a historically challenged business area by understanding the issue and providing the right tools.

We continued our strong focus on green procurement with over 100 tenders in 2023 incorporating sustainability criteria. Contract awards consider the impact on the environment and are granted in line with daa's commitments.

We now have 150 Sustainability Ambassadors and three online training modules available to all colleagues. We have delivered training to over 250 new starters to daa group, as well as delivering multiple sustainability training sessions to executive and senior leaders across the business. A significant focus area is on our data and analysis in order to facilitate data led transition plans for our business.

Our passengers, customers, people and local communities are looking to us to be a responsible business that contributes to the economy, addresses the climate challenge and drives the transition to a more sustainability future for aviation. We are acting now for a sustainable future.

Climate Positive Culture

Our climate positive culture means everyone is educated and empowered to act and contribute to daa's sustainability commitments. Sustainability is everyone's job in daa.

In 2022, daa launched the Sustainability Ambassadors programme with 100 passionate colleagues from across daa Group and in 2023 we welcomed 50 new ambassadors. Our ambassadors work across all functions of our Group and are provided with education and tools to support them driving awareness and generating actions in their own teams and departments. In 2023 our ambassadors delivered projects around alternative fuels, improving recycling rates, and minimising waste at source, as well as educating their colleagues on sustainability in daa and their roles. Outside of the ambassador's programme we want all colleagues to have the same base knowledge in sustainability. We continued to develop our online training modules, introducing a tailored global module and a deep dive into circularity. These are accessible to all colleagues in daa Group. In addition, all new inductees to daa receive a dedicated presentation from our Group sustainability team. A culture is driven by its leaders and our Executive team and Board have been proactive in engaging with senior level training in this space to further support our drive and direction and all completed this training in 2023.

We understand that without this culture we cannot deliver on our ambition and commitments, and daa will continue to evolve our Climate Positive Culture programme into 2024.

Fuel Farm HVO (Hydrotreated Vegetable Oil)

Our carbon footprint includes emissions in our direct control (Scope 1 and 2) and those that we can influence (Scope 3). For Dublin Airport, Scope 3 emissions make up 94% (Airport Carbon Accreditation) of our total carbon footprint through emissions generated on-site by our third party stakeholders and passengers.

Just under 1.5m litres of diesel is used annually at Dublin Airport by third party stakeholders including airlines, ground handlers, and logistic providers. Following a successful trial of HVO in daa vehicles, we teamed up with logistics partner Exolum (on-site supplier of all fuel to aircraft at Dublin Airport) looking to transition away from using diesel in their logistics vehicles. These trucks are now powered by more environmentally friendly HVO. The switch to HVO has removed 300,000 litres of diesel.

HVO is a low-carbon biofuel made from plant waste, oils and fats making it a more sustainable option with up to 90% less emissions than diesel. HVO is a great low-carbon solution for aircraft refuelling vehicles as electric alternatives are not readily available.

This is a major step towards creating a carbon emissions-free Dublin Airport and has reduced diesel consumption by 20%. It will remove over 1,000 tonnes of CO_2 emissions per year, bringing Dublin Airport one step closer to its goal of net zero emissions by 2050.

300,000 litres of diesel replaced by HVO.

ARI Loop T1 Lighting

The Loop in Terminal 1 is home to hundreds of top brands in beauty, make-up, fragrance, alcohol and confectionery. While this location transitioned to LED lighting several years ago, the ARI retail team challenged themselves with continuous improvement. A project was set up to improve the energy efficiency of the lighting by automatically dimming or shutting down lighting when the store is closed.

With 45 different brand stands, the project focused on adopting a solution to take the onus away from each brand owner to manually turn off their stand's lighting each night. Smart lighting controls were put in place that automatically switch off all brand lighting between 23:00 and 03:00 each night when the Loop is closed. The project also expanded to general overhead lighting managed by daa to improve energy savings further.

This project has resulted in an annual 10% reduction in energy use from lighting. This project was successful because it removed the need for manual shutdowns each night which allowed our fantastic brands to focus on what they do best, delivering great customer service.

Improving Recycling Rates in our Operations

In 2023, one of our Sustainability Ambassadors identified that recycling rates in the security lanes of Terminal 1 at Dublin Airport were less than 20% in this time-poor, operational-critical area of our business. Through trial of innovative waste segregation methods in the security lanes during the first quarter of 2023, we witnessed a three-fold increase in the amount of material being recycled.

Security screening often accumulates a substantial amount of waste as passengers must leave behind bottles and packaging that are not permitted in their hand luggage.

We worked to establish the root cause of the low recycling rates, liaising with these teams and our waste management provider. We initiated a one-month trial to prove that the introduction of these measures would drive improved rates. Post-trial results indicated over 50% recycling. Such resounding success prompted the extension of these effective procedures to all security screening lanes in both Terminal 1 and Terminal 2, solidifying the commitment to a greener and more sustainable airport environment.

The recycling rate more than tripled and has now remained between 70-80% for this function through continued review of facilities, reiterating training at staff huddles and reinforcing team members roles by sharing the impressive results with the people creating this change.

Continuous Air Quality Monitor in Cork

The wellbeing of local communities and staff at our airports is intricately linked to air quality, and transparency holds significant importance for us in this regard. As such, monitoring of air quality is something we are constantly striving to improve.

In May 2023, Cork Airport commissioned a continuous Air Quality Monitor. At this station, monitoring is carried out for particulate matter with a diameter of 10 micrometres or less (PM10).

Previously, air quality at Cork Airport was monitored using diffusion tube monitors, which provide a reading over a specific exposure period. Whilst this method provides a reliable indicator, we sought to improve the accuracy of the data we were receiving. Continuous air quality monitoring for PM10 provides a more dynamic and real-time understanding of particulate matter levels.

The data from this monitor is freely accessible to the public via the EPA website:

Visit site

Pollinator Friendly Planting in Dublin

Supporting our pollinators through a considered planting programme at our airports.

As we strive to understand and improve the ecosystems at our airports, a key aspect is to elevate biodiversity importance and confront the primary factors leading to biodiversity loss. To support this, we are focusing on pollinator-friendly planting and have signed up for the All-Ireland Pollinator Plan (AIPP) and we are members of the Business for Biodiversity initiative.

Our gardening team has been working hard to introduce more pollinator friendly planting on site, moving away from the use of wildflower and following the AIPP pollinator friendly planting guide.

In 2023, we increased our planting of known pollinator friendly bulbs and flowers in ornamental bedding and planters across the Dublin Airport campus. We have also created new pollinator friendly flower beds at the Terminal 2 terraces. At these locations we have planted perennial flowering species, such as Coreopsis, Nepeta, Rudbeckia, Salvia, Scabiosa and Delphinium. Perennial flowering species live for more than two years and can produce flowers and reproduce throughout multiple growing seasons, making them ideal for pollinators as a consistent and reliable source of nectar, especially when other plants may not flower.

We have also planted new hedgerows to aid the survival chances of pollinators such as bees, butterflies and moths by offering them food and shelter within vital wildlife corridors.

This table captures our short to medium-term targets for environmental sustainability. It focuses on the areas that our materiality assessment identified as being most important to our stakeholders, and summarises our performance against each pillar.

Key
KPI achieved · KPI off track/at risk · More work needed

Commitment	Success Metric	Target	2022 Performance	2023 Performance	Comment on 2023 Performance
Carbon					
• Continue to reduce our absolute levels of carbon emissions, working towards a 51% reduction by 2030	• % reduction achieved	• 8% reduction (2022) • 8% reduction (2023) • 51% reduction (2030)	• 24% reduction versus 2016-2018 baseline average* Dublin Airport • 38% reduction versus 2016-2018 baseline average* Cork Airport * Restated as baseline not fully represented in 2022 report.	• 22% reduction versus 2016-2018 baseline average Dublin Airport • 33% reduction versus 2016-2018 baseline average Cork Airport	Continued good energy management practices and monitoring of data; LED lighting upgrades; ongoing management of boilers/CHPs; Cork transitioned to HVO for some fleet; and correct recharging. (KPI achieved)
• Convert 30% of daa's light commercial fleet to light electric vehicles (LEVs) by 2021, rising to 45% by 2022	• % light commercial fleet LEVs	• 45% of light commercial fleet are LEV (2022) • 65% of light commercial fleet are LEV (2023)	• 37%* at Dublin Airport • 20%* at Cork Airport * Restated based on available 2022 data.	• 67% at Dublin Airport • 30% at Cork Airport	Dublin target was met and surpassed due to vehicle availability and delivery of the project. Cork brought four additional EVs into the fleet in 2023. (KPI achieved)
• Achieve Airport Carbon Accreditation Level 4 at Dublin Airport	• Achievement of accreditation complete	• Accreditation complete (2023)	• Successful in maintaining Level 3+ in 2022	• Successful in maintaining Level 3+ in 2023	Dublin Airport is working towards achieving level 4+ by 2025. (KPI achieved)
• Work towards achieving Airport Carbon Accreditation Level 3+ at Cork Airport	• Work being undertaken to achieve standard	• Accreditation complete (2023)	• Successful in maintaining Level 2 in 2022	• Successful in maintaining Level 2 in 2023	Cork Airport has begun work to transition to level 3+. (KPI achieved)
Waste					
• Recycle 45% of our waste at Dublin Airport	• % of operational waste recycled	• 46% of daa operational waste recycled (2022) • 45% of daa operational waste recycled (2022)	• 46% recycling rate – Dublin Airport • 36% recycling rate – Cork Airport	• 43% recycling rate Dublin Airport • 32% recycling rate Cork Airport	Good progress was made in Dublin Airport in key areas such as security and food & beverage units, while challenges remain outside terminal buildings. In Cork Airport, bins outside terminals are not currently segregated units, which is a focus for 2024. DAP (KPI off track/at risk) CAP (KPI off track/at risk)
• Maintain zero waste to landfill	• Zero waste to landfill status maintained	• Status maintained	• Status maintained	• Status maintained	(KPI achieved)
• Work towards reducing plastic and waste and increase recycling in our retail operations	• Sustainable design and implementation guidelines for new businesses created • % reduction in paper printing (kg) versus 2019 • Eliminate single-use plastic bags in 100% of business units	• Published and implemented sustainable guidelines (2021) • 80% reduction in paper printing (2022) • Zero kgs in 60% of business units (2022) • Zero kgs in 100% of business units (2023)	• Guidelines published and implemented • 90% reduction in paper printing globally in ARI versus 2019 • 70% of ARI business units had zero kg usage of single-use plastic bags • On track for 100% of business units to achieve zero kgs of plastic bags in 2023	• 81% reduction globally versus 2019 • 100% of business units had zero kg usage of single-use plastic shopping bags	Portugal establishing baseline and excluded from reported figure. Montenegro baseline is Q1 2022. (KPI achieved)

Key
KPI achieved · KPI off track/at risk · More work needed

Commitment	Success Metric	Target	2022 Performance	2023 Performance	Comment on 2023 Performance
Energy					
• Continue in our efforts to improve energy efficiencies across our businesses working towards 50% efficiency improvement by 2030	• % efficiency achieved at Dublin • % efficiency achieved at Cork	• Exceed public sector energy target by 15%	• 55.5% Dublin Airport versus baseline average 2006-2008 • 63.4% Cork Airport versus baseline average 2006-2008	• 53% Dublin Airport versus baseline average 2006-2008 • 74% Cork Airport versus baseline average 2006-2008	Continued good energy management practices and monitoring of data; LED lighting upgrades; ongoing management of boilers/CHPs; transition to HVO for some fleet; and correct recharging. DAP CAP
Noise					
• Implement enhanced noise monitoring systems at Dublin Airport and increase accessibility of noise data for local communities	• Introduce WebTrak • Number of noise reports published	• WebTrak go-live (2021) • Four noise reports published (2021)	• WebTrak delivered and went live in April 2021 • Four noise reports published	• WebTrak delivered and went live in April 2021 • Four noise reports published	Quarterly reports published and available on company website.
• Introduce noise-related charges	• Noise-related charges introduced	• Noise charges framework introduced (2023)	• Introduced environmental indicative charges on invoices	• Live application of noise-related charging	Quota Count (QC) methodology being used for night time flights (23:30-06:59) across all applicable invoices.
Air Quality					
• Continue to target compliance with national air quality limit values and publish air quality monitoring results	• Number of reports published • Number of exceedances	• Four reports published annually • Zero exceedances annually	• Four air quality reports published • Zero exceedances	• Four air quality reports published • Zero exceedances	Four quarterly air quality monitoring reports published in 2023: 2022 Annual Report, 2023 Q1 Report, Q2 Report and Q3 Report. Zero exceedances recorded to date.
Biodiversity					
• Create habitats for nature to thrive including the installation of bee apiaries and the creation of butterfly habitats	• Number of beehives introduced • Number of butterfly habitats created	• Three beehives (2021) • One butterfly habitat (2021)	• Four beehives introduced • Zero butterfly habitats created	• Four beehives on site maintained; no additional beehives introduced • Three butterfly habitats created	Current All-Ireland Pollinator Plan (AIPP) guidance is that conserving a managed pollinator like the honeybee is not a biodiversity action for pollinators. Instead action should be taken to protect and promote the other 99 bee species resident in Ireland. Butterfly habitats introduced as part of bug hotels programme
• Create designated wildflower areas on our airport campus	• Number of wildflower areas created	• Five wildflower areas created (2022)	• Two areas planted in Dublin Airport • Cork Airport created new wildflower areas that will be allowed to naturally regenerate	• In line with current AIPP guidance, pollinator friendly flowering plants were included in ornamental beds at Dublin in 2023. One new flower bed containing only pollinator friendly plants was created at the Terminal 2 terraces.	Current AIPP guidance advises against planting wildflower seed mixes which have the potential to introduce non-native invasive species. The AIPP does not accept planting wildflower seed mixes as a pollinator friendly biodiversity action.
• Reduce the usage of chemical fertilisers	• % reduction in fertilisers	• 100% reduction in chemical fertilisers (2021-2023)	• Maintained 100% reduction of inorganic fertiliser use	• Maintained 100% reduction of inorganic fertiliser use	

People

Adaptive Leadership Programme participants

48

Mental Health First Aiders in the business

159

This section of the ESG report relates to the following UN SDGs:

Our people are the lifeblood of our business, serving as the foundation upon which we build success. We recognise that their dedication, skills and passion are what drive each other, our passengers and our business forward. Our people's success is our success, both nationally and internationally. By investing in our people's wellbeing and professional development, we ensure that they continue to be the driving force behind our achievements.

Leadership Development

daa runs multiple cohorts of an Adaptive Leadership Programme each year. In 2023, 48 of our high potential emerging leaders participated. In addition, we run an annual Women In Leadership Programme to specifically support and develop female leaders. Coaching for individual leaders and leadership teams is also a key focus and development approach via our dedicated internal coaching resources.

Identifying future leaders of our business is a priority of our graduate intake every year, supported by our structured Graduate Development Programme, which takes place over a two-year period and includes formal coaching and mentoring.

The daa Learning Lab was introduced in 2023 and is an online, on-demand learning and development resource for all employees including leaders, encompassing a wide range of topics from presentation skills to diversity and inclusion to leadership skills.

Regular Management Fundamentals training also takes place throughout the year, supporting managers and leaders to carry out their roles and responsibilities more effectively.

Equality, Diversity and Inclusion

At daa, we are dedicated to fostering an environment where respect, equality, diversity and inclusion are not just words, but lived principles. In 2023, our efforts were underpinned by our Equality, Diversity and Inclusion (EDI) Framework, anchored in the following pivotal pillars:

Diverse and Inclusive Recruitment: We ensure that our recruitment and selection processes are not only effective but also fully inclusive and transparent.

Promoting a Positive Working Environment: We actively support and encourage all our employees, regardless of their roles, to reach their full potential.

Positive Approach to Disadvantaged Groups: We maintain our status as an equal opportunities employer and provide support for those belonging to traditionally underrepresented groups.

Gender Balance: Last year we outlined our commitment to a long-term solution to close our gender pay gap. While a pay gap still exists in daa and we have already introduced a series of initiatives to reduce it, we still have more work to do.

The main driver of our gender pay gap is the lack of female representation across our senior career levels. Our priority continues to be to address this, with a focus on our leadership roles. This will enable us to have a robust talent pipeline to develop our future leaders of the business, in addition to creating a more inclusive work environment by having greater gender balance throughout the company.

Initiatives such as our flexible working arrangements in frontline roles, gender neutral job descriptions, diverse interview panels, and the Executive Women in Leadership Programme are examples of the work we have done, and will continue to do, to advance our EDI agenda.

Our guide

See how daa is creating, nurturing and sustaining a global inclusive culture.

We've created a guidebook to creating a global inclusive culture.

Inclusivity book

And created a short film on our valued colleagues at Dublin Pride.

Pride video

Dublin Pride Parade

In daa, we are proud to support our LGBTQIA+ community and as part of our celebrations, this year we were delighted to take part in the Dublin Pride Parade for the first time. 100 colleagues from across the business met in the city centre for a colourful day that was filled with smiles and was enjoyed by the entire team.

daa took another important step in our Equality, Diversity, and Inclusion journey with a fully packed calendar organised for the month of Pride. As part of our Pride celebrations, Jed Dowling, Festival Director Dublin LGBTQ Pride, joined us to share the story of Pride and LGBTQ+ rights in Dublin since 1973. Attendees were particularly interested in the movement's ties to our former company name, Aer Rianta.

daa also made a booklet available which explains the meaning of LGBTQ+, has information on gender-inclusive pronouns, tips on being an active ally, and how to use and promote inclusive language.

We recognise and value that each employee is unique and brings a different perspective to the business. All our employees have a role to play in embracing a culture of diversity and inclusion and this was at the forefront of our celebrations.

100

colleagues from across the business joined the Dublin Pride Parade

Wellbeing

Central to the focus on the wellbeing of our employees is the provision of comprehensive support for both mental and physical health concerns. Our dedicated occupational health provider is readily available to assist our team members seven days a week, offering valuable guidance on a range of health-related matters. Additionally, we've established the "Focus on You" portal, granting employees access to a wealth of webinars and advice pertaining to their health and mental wellbeing.

Mental Health First Aiders

In 2023, we have continued our Mental Health First Aid (MHFA) training, which has been extended to more employees across our organisation. This training equips our staff to provide crucial initial assistance to individuals facing mental health challenges, whether they are developing a mental health problem, experiencing a worsening of an existing issue, or navigating a mental health crisis.

We have 159 Mental Health First Aiders across the overall business (including 19 overseas, in Canada, Barbados, Cyprus, Montenegro, Portugal and Delhi). Our MHFA Network meet bi-monthly to share ideas and focus on different related themes.

159

Mental Health First Aiders in 20 countries, including Canada, Barbados and Portugal

141

registered to attend mental health event in our Dublin office

Mental Health Awareness Month

We had several events run throughout the month of October including sunrise yoga, online webinars in relation to mental health with well-known speakers in the field such as Jay Shetty, as well as a five-week online breathing programme to support stress management.

The main in-person event was a talk with Dublin footballer Philly McMahon. 141 employees registered to attend the event in our Dublin office, and it was live streamed to our Shared Services Centre in Limerick and Cork Airport. There was great open and honest engagement in the room and everyone felt there were a number of very valuable takeaways.

daa also created a Mental Health guidance booklet which is a great online resource tool to help identify the signs of stress and deal with anxiety.

Employee Financial Wellness

In July the Group introduced a 12-month financial wellbeing programme. This includes financial literacy and educational seminars, individual financial guidance, on-site personal banking advice where employees can talk to a financial institution representative either in person or virtually, taxback services and individual pension consultations.

Calm App – Launched in July

To support self-care daa has given all employees in the Group (including our overseas locations) premium access to the Calm app. This access also includes up to five friends and family to share the experience. To date, over 1,000 employees have signed up, with an engagement rate of 76%, which is above average.

Total sessions

18,527

Mindful days

3,552

Average session

9.1 mins

Mindful minutes

169,300

Active users

ESG report continued
People continued

Key
KPI achieved | KPI off track/at risk | More work needed

Commitment	Success Metric	Target	2022 Performance	2023 Performance	Comment on 2023 Performance
Restructuring					
• Implement the restructuring changes required as a result of COVID-19, in a fair and equitable manner through consultation with employees	• 100% balloted support for New Ways of Working • Number of employees that have utilised career services programme • Publish career framework	• 100% balloted support (2021) • 15 employees using the career services programme (2021) • Career framework published (2022)	• Career framework launch deferred until 2023	• Career framework launch deferred until 2024	Career framework reprioritised to 2024.
Work Flexibility					
• Review our policies to create a culture where flexible, agile working is encouraged and supported	• Publication of flexible/remote work policy • 80% of eligible employees satisfied with flexible working options	• Publication of policy complete (2022) • 80% satisfied employees (2022 and 2023) • Hybrid Working Policy launched (mid-2023)	• Internal publication of guidelines complete • Follow-up staff survey scheduled for 2023	• Hybrid Working Policy published • 92% uptake from eligible employees on Hybrid Working Policy	Currently awaiting publication of Code of Practice on the Right to Request Remote Working and daa's Hybrid Working Policy will be reviewed in line with the Code once published.
Diversity					
• Publish a Dignity and Mutual Respect at Work Policy	• Publication of policy	• Publication of policy complete (2021)	• Complete 2021	• Complete 2021	Policy published in April 2021 and released to all staff.
• Build awareness at all levels across our business, targeting 100% participation rate for leaders in Dignity and Mutual Respect at Work training	• 100% participation rate	• 100% participation rate	• Training completed by all new starters	• 100% participation rate	All new starters (c.1,550) completed Dignity and Respect training as part of their induction.
• Develop action plans addressing two key focus areas: disability and gender equality	• Disability Action Plan published • Gender Equality Action Plan published	• Disability Action Plan publication complete (2022) • Gender Equality Action Plan publication complete (2022)	• Disability Action Plan publication scheduled 2023 • Action plan outlined under published Gender Pay Gap report	• Disability Action Plan work to continue in 2024 • Action plan outlined under published Gender Pay Gap report	Inclusive hiring training for frontline hiring managers commenced. Reasonable accommodations policy developed and training provided to HR community. Gender Pay Gap report published in December. Three areas of focus identified to address gender equity in the workplace.
Leadership					
• Invest in our people leaders through the delivery of relevant development training programmes and embed our leadership standard to guide behaviour	• Successful launch and roll out of "Build Back Better" Leadership Development Programme • % participation rates	• 70 Build Back Better Masterclasses completed (2021) • 100% (2021)	• New leadership programme implemented: "Reconnect, Refocus and Refuel" • 80% participation rate	• Various leadership training and development opportunities provided for staff	48 high potential emerging leaders partook in the Adaptive Leadership Programme in 2023.

Key
KPI achieved | KPI off track/at risk | More work needed

Commitment	Success Metric	Target	2022 Performance	2023 Performance	Comment on 2023 Performance
Staff Engagement					
• Provide our employees with the opportunity to tell us how we can improve as an employer via staff surveys and through other pulse surveys	• Annual staff survey supported by pulse surveys • % participation rate by employees in annual staff survey	• Staff survey 2021 and 2023 completed • >74% participation rate in annual staff survey	• Staff survey on track to be undertaken in 2023	• Monthly staff surveys undertaken in 2023 from May to October	Surveys to move to quarterly reporting from March 2024 to improve participation – average participation rate was 15%. (KPI off track/at risk)
• Provide feedback on each survey conducted and develop action plans to address key issues	• Corporate action plan developed • Plan communicated to 100% of staff	• Action plan developed (2022) • Action plan communicated (2022)	• Action plan development will be undertaken to reflect results of 2023 staff survey	• Monthly survey results were shared with individual departments	Local action plans were developed based on local results. As surveys move to quarterly in 2024, it is anticipated that improved participation levels will facilitate the development of further action plans reflective of the survey results. (KPI off track/at risk)
Health and Wellbeing					
• Maintain and develop our health and wellbeing initiatives	• Number of communications to staff regarding health and wellbeing • Number of Mental Health First Aid (MHFA) employees trained • Number health and wellbeing initiatives launched	• 25 communications to staff annually • 90 MHFA employees trained annually • 6 health and wellbeing initiatives launched annually	• 20 communications issued • Additional 20 MHFA employees • Seven new initiatives launched	• 28 wellbeing focused employee newsletters issued; Additional 22 wellbeing focused articles posted on internal social media • Additional 45 MHFA employees trained • 14 new wellbeing initiatives launched	Key driver was to increase the quality, quantity and consistency of employee wellbeing communications to provide wider support and education for daa employees in their overall wellbeing. (KPI achieved)
Safety					
• Maintain the relevant occupational health and safety standards and training, to ensure (1) safe and compliant working conditions for our people and (2) a safe travelling environment for our passengers	• Recertification of ISO 45001 (Occupational Health and Safety Standard) 2018 for Dublin Airport • Achieve ISO 45001:2018 Certification (Occupational Health and Safety Standard) for Cork Airport • Achieve ISO 37301:2021 (Compliance Management Systems) for Safety Compliance activities • Number of internal occupational health and safety compliance audits	• Successful re-certification of ISO 45001 for Dublin Airport (2023) • Achieve ISO 45001 Certification for Cork Airport • Achieve ISO 37301 Certification • 21 audits (2023)	• Successful re-certification of ISO 45001 for Dublin Airport in 2022 • 17 internal occupational health and safety audits completed	• Successful re-certification of ISO 45001 for Dublin Airport in 2023 • Achieved ISO 45001 certification for Cork Airport • Achieved ISO 37301 certification for the Group safety compliance function • Completed 21 internal occupational health and safety audits	daa continuously seeks to apply industry best practice when it comes to safety standards at our airports, and in doing so seek independent validation through ISO certification. In addition, we have a robust independent internal audit programme, which is now itself independently certified and assessed. (KPI achieved)

Community

Community Engagement Team meetings with Dublin Airport locals

~100

Community Funds allocated to 111 local projects, including the development of sensory rooms

+€548k

This section of the ESG report relates to the following UN SDGs:

daa understands the vital and central role it plays in the communities in which it operates. Our airports support thousands of local jobs, as well as contributing to the vibrancy of our local economies in both Dublin and Cork.

Engagement with our communities is very important to us and we want to foster an environment where local residents feel listened to. In 2023, our Community Engagement Team at Dublin Airport held close to 100 meetings with individuals and schools, discussing their concerns and also understanding their feedback. In addition, the team met with representatives of various community groups through our formal engagement channels of the St. Margaret's Community Liaison Group and the Dublin Airport Environmental Working Group.

In recognition of concerns raised, particularly with respect to noise, our insulation team conducted 39 surveys of local homes as part of our insulation programme and will begin installing insulation measures in these homes in the first quarter of 2024. These homes are in addition to over 150 homes already insulated by daa to date. Interest in our Voluntary Dwelling Purchase Scheme (VDPS) also increased, with the Community Engagement Team working closely with eligible residents on the potential purchase of their home.

We are committed to supporting social and sustainable development whilst recognising and valuing the diverse needs in our local communities. Dublin Airport's €10 million Community Fund supports local initiatives that focus on the environment and sustainability, sports and recreation, social inclusion and community development, health and wellbeing, and culture and heritage. 2023 was another highly successful year for the Fund with €548,000 allocated to 111 local projects. Projects supported by the airport included the development of sensory rooms, the installation of a Geodome outdoor classroom and sponsorships of sporting kits and local races.

The Dublin Airport Community Fund also supports up to 20 students per year from economically disadvantaged backgrounds to attend Dublin City University via its Access Programme.

In addition to the Fund, we are also committed to building upon the strong and lasting relationships we have with local schools and educational institutions. daa continued to be a leading participant in Business in the Community (BITC) and partnered with St. Finian's Community College in Swords to deliver the "World of Work" and "Time to Grow" programmes. daa was one of the first businesses to support Junior Achievement Ireland. In the 21 years of participation since 2002, over 260 staff have worked with over 5,750 students to deliver various educational programmes at primary, secondary and third level.

Bahrain Duty Free's Community Engagement

ARI is committed to engaging with its local communities across its network. In 2023, the Bahrain Duty Free team played a variety of different roles as they became:

- Event organisers: The team created a heart-warming day for children with special needs at the local farmers' market. The event featured games, quizzes, competitions and handing out gifts to the children.
- Goodwill spreaders: Working with the Dar Al Muharraq Old Age Home, the team helped to create a memorable Mother's Day event. In return, women from the local community gave cultural performances as a gesture of gratitude.
- Toy deliverers: During Childhood Cancer Awareness Month, the team were active participants in a toy distribution drive. A remarkable 1,400 toys were delivered to 15 associations, putting a smile on the faces of children with chronic diseases and special needs.
- Litter pickers: The team collaborated with the Clean Up Bahrain organisation, taking pride in the local environment and cleaning up the local Almalkiya beach.

Approximately 1,400 toys were delivered to 15 associations, supporting children with special needs and chronic diseases.

Key
- KPI achieved
- KPI off track/at risk
- More work needed

Commitment	Success Metric	Target	2022 Performance	2023 Performance	Comment on 2023 Performance
Community Fund					
• Invest €300,000 a year from Dublin Airport's Community Fund towards community initiatives	• Total investment sponsorship • Number of initiatives supported	• €400,000 invested (2022 and 2023) • 70-80 initiatives supported (2022) • 80 initiatives supported (2023)	• €390,000 invested • 80 initiatives supported	• €548,000 invested • 111 initiatives supported	Strong local interest in the Community Fund resulting in a bumper allocation of funds by Dublin Airport across key areas which promote long-term community development, social inclusion, environment and sustainability.
Education					
• Support up to 10 students each year from Dublin Airport local communities to attend Dublin City University via its Access Programme	• Total number of participants	• 20 participants	• 20 participants	• 20 participants	In 2022, daa increased its funding support in this area to allow for a doubling of participants from local communities. This carried through into 2023.
• Work with third level education partners, to provide support and guidance in the delivery of relevant educational courses	• Number of third level courses supported • Number of guest lectures facilitated	• 3 courses • 3 guest lectures	• 4 courses supported • 2 guest lectures	• 1 course supported • 6 guest lectures	daa staff gave guest lectures in third level institutions during 2023 including DCU, UCC and UCD.
Arts					
• Continue to support various community initiatives in the local areas served by Cork Airport and maintain our long standing commitment to the arts through the facilitation of photographic and artistic exhibitions at the airport	• Number of initiatives supported	• 12 initiatives	• 12 art exhibitions supported	• 15 art exhibitions supported	Throughout 2023, the popular art/photography exhibition spaces located on the main terminal concourse were fully occupied.
International Support					
• Continue to work closely with our international airport partners on supporting ESG funds and initiatives in the relevant countries in which we operate	• Number of initiatives supported per business unit	• 5 initiatives	• ARI has exceeded this objective with 100% of the business units implementing 5 or more initiatives.	• ARI exceeded this objective again with 100% of the business units implementing 5 or more initiatives.	ARI's global estate remained fully committed to driving its ESG commitments through 2023, being a key priority and focus for our business.

Key
KPI achieved | KPI off track/at risk | More work needed

Commitment	Success Metric	Target	2022 Performance	2023 Performance	Comment on 2023 Performance
Community Relationships					
• Continue to assess our relationships and interactions with our communities and continue to engage with them on key airport issues	• Number of formal engagements with local communities	• 6 Community Liaison Group (CLG) meetings (2022 and 2023) • 4 Dublin Airport Environmental Working Group (DAEWG) meetings (2022 and 2023)	• 6 CLG meetings • 4 DAEWG meetings	• 6 CLG meetings • 4 DAEWG meetings	Our Community Engagement Team also undertook extensive engagement with local residents and elected representatives throughout the year to keep them up to date on key airport related matters.
Irish Charities					
• Continue our daa Staff Charity Programme with daa investing €37,000 annually towards this programme	• Number of charities supported • Total company investment • Overall total staff charity donation	• 3 charities (2022 and 2023) • €37,000 invested (2022 and 2023) • €300,000 donated (2022 and 2023)	• 3 charities supported • €37,000 invested by daa • €330,000 donated by staff	• 3 charities supported • €37,000 invested by daa • €315,000 donated by staff	Since 2007, daa's programme has raised over €3.7 million for 33 different charities. 2023 was a very strong year for our programme with great support from all our teams across the daa Group.
Volunteering					
• Actively encourage staff volunteering in ESG-related projects which benefit the local community and in key programmes such as Junior Achievement	• Number of volunteer initiatives run • Number of staff undertaking volunteer activities	• 2 (2022 and 2023) • 15 (2022 and 2023)	• 2 • 20	• 2 • 20	Since 2002, 260 daa staff have volunteered to deliver programmes to over 5,750 students. In 2023, we delivered our World of Work sustainability module and Time to Grow Transition Year programme as part of our BITC collaboration.
Home Improvements					
• Continue to provide insulation measures to qualifying residences surrounding Dublin Airport, to address aircraft noise impact	• Number of residences insulated	• 30 surveys completed for next phase of insulation	• 3	• 39	39 surveys of eligible properties were completed in 2023. Installation of insulation measures will begin in Q1 2024.

Economy

Jobs generated or facilitated by Dublin Airport

116,100

Gross Value Added (GVA)

€9.6bn

This section of the ESG report relates to the following UN SDGs:

daa plays a unique role in Ireland, acting as stewards of key national infrastructure assets and underpinning the economy by facilitating tourism, foreign direct investment, trade and many thousands of jobs. In 2023, daa produced economic impact studies for both Dublin and Cork airports in conjunction with InterVISTAS consulting, highlighting the airports' current and future contributions to the Irish economy.

Dublin Airport Economic Impact Study

Dublin Airport is a strategic national infrastructure asset, facilitating extensive economic activity across the Irish economy. In 2022, it is estimated that a total of 116,100 jobs were generated or facilitated by the airport, along with €9.6 billion in GVA or 2.3% of Gross Domestic Product (GDP).

Of the 116,100 jobs that Dublin Airport is responsible for, 19,900 are direct, with 11,700 indirect jobs in firms that support or supply to the airport. In addition, a further 13,300 jobs can be linked back to the airport through employee spending in the economy, while the airport helps sustain 71,200 more jobs through its facilitation of tourism, trade, investment and productivity.

27% of the employment generated by the airport is in Fingal, with a further 21% in the rest of Dublin, 22% in the rest of Leinster and 31% across the rest of the country. In terms of Dublin Airport's economic contribution, 29% of total GVA is located in Fingal, with 24% located in the rest of Dublin, 20% in the Rest of Leinster, and 28% in the Rest of Ireland.

The report also forecasts substantial economic growth for Dublin Airport, with passenger numbers rebounding post-pandemic. Anticipated annual growth of 3.7% between 2025 and 2030 could lead to 39.6 million passengers, potentially rising to 46.6 million by 2040 and 55 million by 2055.
This study highlights how Dublin Airport is a critical piece of national infrastructure which has an economic impact felt throughout the country.

Cork Airport Economic Impact Study

The report by InterVISTAS shows that Cork Airport contributes to the employment of 12,650 people in Ireland, equivalent to 11,140 full-time jobs, earning a total of €527 million. Furthermore, a total of over €1 billion is contributed to the national economy.

Cork Airport is the Republic of Ireland's second largest airport, after Dublin Airport. Its passenger traffic reached 2.8 million in 2023, 8.4% higher than volumes prior to the pandemic in 2019 (2.6 million). This growth is expected to continue into 2024 with traffic forecast to reach almost three million passengers.

Cork Airport provides more routes than any other regional airport in the country. However, connectivity is not simply measured in routes; access to markets and regions is also a key factor.

Cork Airport's connectivity score was 41% higher than that of Shannon Airport in 2023; and nearly five times that of Ireland West Airport Knock and seven times that of Kerry Airport. The range and density of Cork Airport's network provides the region with high levels of connectivity, enabling growth in tourism, foreign direct investment, trade and many thousands of jobs.

Employment facilitated by Cork Airport

12,650

Cork Airport total full-time jobs equivalent

11,140

GVA

€1.0bn

8.1%

higher passenger traffic levels at Cork Airport in 2023 than pre-pandemic in 2019

ESG report continued
Economy continued

Key
KPI achieved | KPI off track/at risk | More work needed

Commitment	Success Metric	Target	2022 Performance	2023 Performance	Comment on 2023 Performance
Leading Contributor					
• Demonstrate the economic impacts of our business by assessing the extent to which we drive connectivity, contribute to direct and indirect employment and support economic growth	• Publication of direct, indirect, induced and catalytic economic impacts	• Publication of impacts (2022)	• Publication rescheduled to 2023	• Dublin Airport Economic Impact Study published in 2023 • Cork Airport Economic Impact Study rescheduled to 2024	An updated Dublin Airport Economic Impact Study was published in Q3 2023. Dublin Airport contributes €9.6 billion in GVA or 2.3% of GDP. (KPI achieved)
Circular Economy					
• Continue to enhance our green procurement practices, identifying key projects where our tender scoring can be influenced by sustainability criteria and incorporating those criteria in assessments	• Apply sustainability evaluation metrics to relevant infrastructure projects • Update daa Procurement Policy to further incorporate green procurement practices	• 15 project contracts (2022 and 2023) • Publication complete (2023)	• 26 relevant construction contracts procured with sustainability evaluation criteria included • Procurement Policy publication on track for delivery 2023	• 102 relevant construction contracts procured with sustainability evaluation criteria included • Procurement Policy publication due for delivery in Q3 2024	Five times more contracts procured using sustainability criteria in 2023. Consultation programme to enable process alignment with Green Procurement Policy to commence in Q1 2024. (KPI achieved)
Intermodality					
• Develop a Mobility Management Strategy and support the use of low emitting modes of transport for accessing our airports	• Publication of Mobility Management Strategy complete	• Publication of strategy (2022)	• Publication of strategy delayed until 2023	• Strategy to be published in Q1 2024	Mobility Management Plan and Surface Access Strategy to be published in Q1 2024. (KPI off track/at risk)
• Support sustainable commuting, including discounted travel for colleagues with selected operators, cycling schemes and the provision of facilities for cycling and walking	• Staff mobility survey complete	• Survey completed (2021)	• Survey completed in November 2022	• Survey completed in October 2023	Results show a majority of employees still use cars. Bus usage, while strong amongst younger people, has reverted to levels seen in 2021. (KPI achieved)
Ethical Sourcing					
• Work towards sustainable sourcing of range and materials used in the product life cycles of our retail operations	• % of suppliers in food and souvenirs are local suppliers (regional suppliers in the Middle East) • % of food and confectionery products to have environmentally or socially responsible product attributes	• 15% local suppliers (2022 and 2023) • 75% of food and confectionery products have environmentally or socially responsible product attributes (2022 and 2023)	• Average local supplier as a % of ranged suppliers: 48% • 56% of food and confectionery products have one or more ESG attributes	• Average local supplier as a % of ranged suppliers: 51% • 94% of food and confectionery products have one or more ESG attributes for ARI's controlled estate	ARI continued to focus on both commitments in 2023, with a particular focus on including products with ESG attributes in our range. (KPI achieved)

We connect lives*

*

36.3 million passengers travelled through our Irish airports in 2023

(*Includes Transfer, Transit, Unscheduled and Other Passengers)

Governance

In this section:

Board of Directors

Our Board of Directors bring a wealth of experience and leadership, which can be read about in detail online:

Read more online

Basil Geoghegan
Chair

Basil is a Partner of PJT Partners, a US-based publicly listed advisory investment bank, where he leads its business in the UK and Ireland. He is a Non-Executive Director of AIB Group plc and is patron of The Ireland Fund of Great Britain. Basil was appointed Chairman in June 2018 and reappointed in June 2021. He has been a member of the daa Board Nomination and Remuneration Committee and the Board Strategic Infrastructure and Sustainability Committee since his original appointment to the Board. In March 2020 Basil was appointed to the Board Finance Committee.

Kenny Jacobs
Chief Executive Officer

Kenny joined daa as Chief Executive Officer on January 9, 2023 and is an ex officio Board member. Prior to joining daa, he spent over six years at Ryanair as Chief Marketing Officer, where he led digital, customer service, marketing and communications. During his career, Kenny has gained valuable international experience working for major companies, including Procter and Gamble, Accenture, Metro Group GmbH, Moneysupermarket Group, Tesco as well as Ryanair. Kenny was appointed to the Board Strategic Infrastructure and Sustainability Committee and the Board Finance Committee in February 2023.

Denis Smyth
Director

Denis joined daa in 1979 and currently holds the position of Deputy Head of Airport Operations Centre at Dublin Airport. He has extensive experience in airport operations. He is a member of the SIPTU trade union and the Irish Congress of Trade Unions Worker Directors Group. Denis was originally appointed to the Board in January 2014 and reappointed in January 2018 and January 2022 under the Worker Participation (State Enterprises) Acts, 1977 and 1988. He was appointed to the daa Board Culture, Security and Safety Committee in March 2014 and the Board Finance Committee in March 2016.

Des Mullally
Director

Des joined daa in 1983 and is the Stock Accuracy Manager at Dublin Airport. He has extensive experience of Airport Retailing having worked in Ireland and overseas. Des is a member of the Fórsa trade union and previously served on the daa Board from 2014 to 2018. Des was reappointed to the Board in January 2022 under the Worker Participation (State Enterprises) Acts, 1977 to 1988 and in February 2022 was appointed to the Board Culture, Security and Safety Committee.

Ger Perdisatt
Director

Ger leads Microsoft's technology strategy organisation for Western Europe. Prior to this, he ran Microsoft's Enterprise business in Ireland, as well as having other leadership roles in Microsoft's European organisations over the last decade. Ger's background is in financial services (Private and Retail Banking). Ger was appointed to the Board in July 2021 and joined the Board Audit and Risk Committee in September 2021. Ger was appointed to the Board Strategic Infrastructure and Sustainability Committee in October 2023.

James Kelly
Director

James joined daa in 1997 and has 29 years operational experience in the Airport Police and Fire Service at Cork Airport. He is a member of the SIPTU trade union and the Cork Airport SIPTU aviation section committee. James was appointed to the Board in January 2022 under the Worker Participation (State Enterprises) Acts, 1977 and 1988 and in February 2022 was appointed to the Board Culture, Security and Safety Committee.

Board of Directors continued

Karen Morton
Director

Karen Morton is a chartered director, a portfolio non-executive director, an examiner for the Institute of Directors Chartered Director programme and an entrepreneur. Karen was previously Chief Marketing Officer at Dell Financial Services and held leadership roles in Monster.com, Eir and British Airways. Karen holds a Bachelor of Business Degree from the University of Limerick and a Postgraduate Diploma in Marketing. Karen was originally appointed to the Board in January 2020 and reappointed in January 2023. In March 2020 Karen was appointed to the Board Strategic Infrastructure and Sustainability Committee. In October 2023 Karen was appointed Chair of the Board Strategic Infrastructure and Sustainability Committee and was also appointed to the Board Audit and Risk Committee. Karen was a member of the Board Culture, Security and Safety Committee from August 2021 to September 2023.

Marie Joyce
Director

Marie is COO, CFO and Board Director of NTR plc a sustainable infrastructure investor and asset manager. She is a Non-Executive Director and Chair of the Audit and Risk Committee of Staycity Group, one of Europe's leading aparthotel operators. Marie also serves on the Programme Board of the MSc in International Accounting and Analytics at the University of Galway. Marie was originally appointed to the Board in January 2020 and reappointed in January 2023. In September 2021 she was appointed to the Board Strategic Infrastructure and Sustainability Committee and in October 2023 was appointed to the Nomination and Remuneration Committee. Marie was a member of the Board Audit and Risk Committee from February 2020 to September 2023 and Chair/member of the Board Finance Committee from March 2020 to September 2023.

MarkJames Ryan
Director

MarkJames joined daa in 2005. He holds the position of Service Delivery Team Lead (Airport Operations) at Dublin Airport and has held numerous frontline operational roles within daa. He is a graduate of Technological University Dublin, a member of the SIPTU trade union and is currently serving as Chair of the Irish Congress of Trade Unions National Worker Director Group. MarkJames has extensive experience of airport operational management, business continuity and emergency management and industrial relations. He was appointed to the Board in January 2022 under the Worker Participation (State Enterprises) Acts, 1977 and 1988 and in February 2022 was appointed to the Board Strategic Infrastructure and Sustainability Committee.

Paula Cogan
Director

Paula held the role of CEO of Cognate Health, a leading occupational Health provider in Ireland, from July 2020 to February 2024 until she was appointed Head of Sales of a new lifestyle hotel group Miiro Hotels, who are launching a collection of luxury urban hotels across Europe. Prior to Cognate Health, Paula had worked for over 25 years in the hospitality industry and had held senior roles in sales and marketing, culminating as Global Head of Sales for Doyle Collection, an Irish owned and operated luxury hotel company with properties in Ireland, including the flagship Westbury Hotel, as well as the UK and the US. Paula was appointed to the Board in July 2022 and was appointed to the Nomination and Remuneration Committee in February 2023 and the Board Culture, Security and Safety Committee in October 2023.

Peter Cross
Director

Peter is Managing Director of Trasna Corporate Finance, an advisory firm specialising in telecoms and infrastructure. He is a Non-Executive Director of VHI and of a number of wind energy assets managed by Arjun Infrastructure Partners. He was a Director of Cubic Telecom until its acquisition by Softbank for €900 million in March 2024. Peter qualified as a Chartered Accountant and was previously CFO at eircom and CFO at BT Openreach. He was Audit Committee Chair at the HSE, Ireland's national health service and at Ervia, owner of Irish Water and Gas Networks Ireland. He chairs the Finance Committee of the Governing Authority of University College Dublin. Peter was appointed to the Board in March 2021 and joined the Board Audit and Risk Committee in July 2021.

Ray Gammell
Director

Ray is Chief Corporate Development Officer at Riyadh Air in Saudi Arabia which is the fastest start-up of a full service national carrier, in the history of global aviation. In addition to strategy, he also covers the Chief People Officer role. Ray previously served as Senior Strategic Advisor to the Group CEO of Etihad Aviation Group, having held a variety of roles over almost 12 years including Chief People and Performance Officer, and in 2017 was appointed Interim Chief Executive Officer of the Group. Ray was originally appointed to the Board in January 2020 and reappointed in January 2023. In March 2020 he was appointed to the Board Nomination and Remuneration Committee and the Board Culture, Security and Safety Committee. Ray was appointed Chair of the Culture, Security and Safety Committee in July 2020.

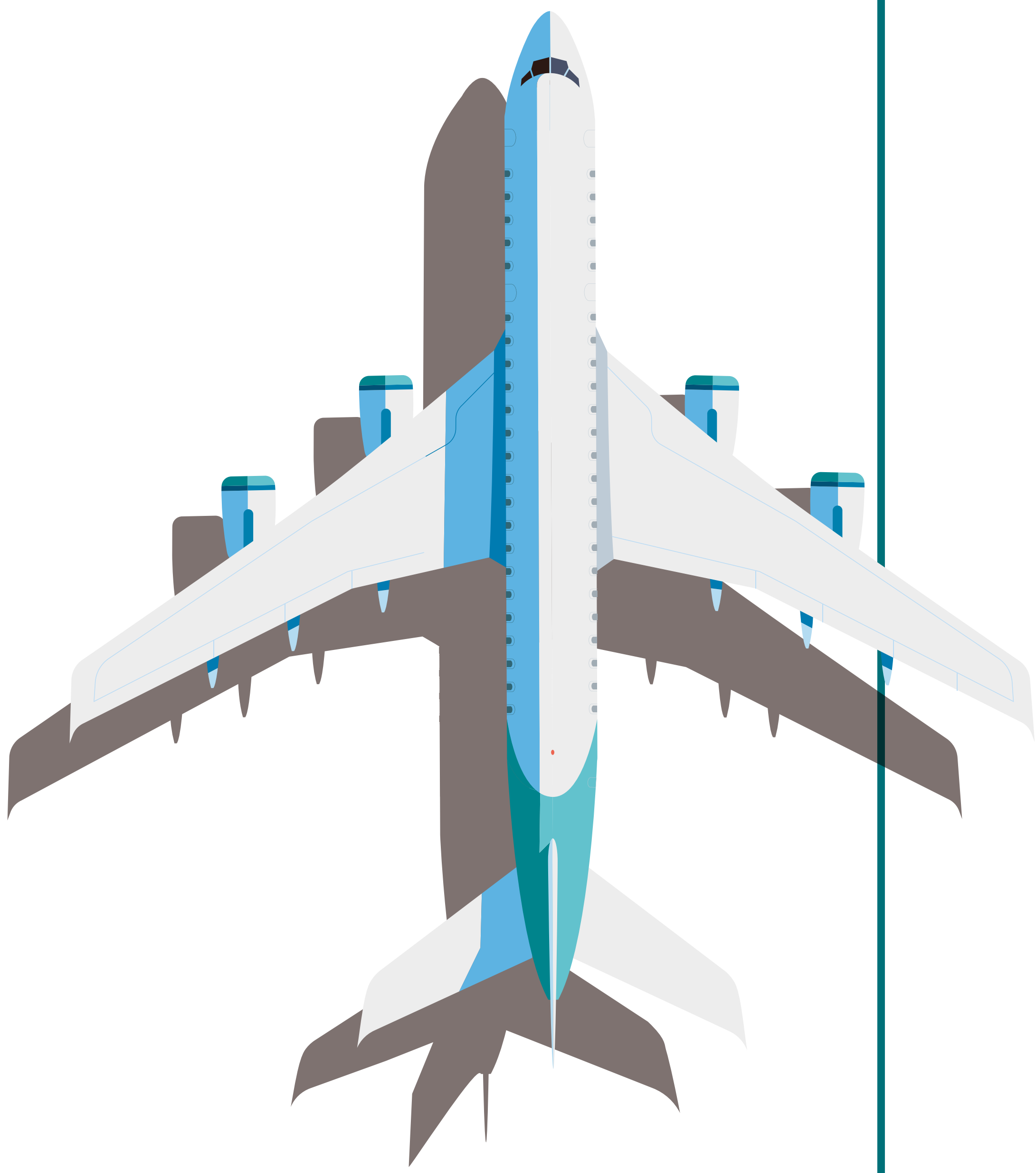
Risteard Sheridan
Director

Risteard is Company Secretary and Chief Compliance Officer for AerCap, a global leader in aircraft leasing and aviation finance, and the largest owner of commercial aircraft in the world. Risteard was originally appointed to the Board in September 2018 and reappointed in September 2021. In February 2020 Risteard was appointed Chair of the daa Board Audit and Risk Committee having been originally appointed to the Committee in November 2018. In September 2020 he was appointed Senior Independent Director. Risteard was appointed to the Board Finance Committee in October 2023 and served on the Board Nomination and Remuneration Committee from September 2021 to September 2023.

Executive Management Team

Our Executive Management Team bring a wealth of experience and leadership, which can be read about in detail online:

Read more online



Kenny Jacobs
Chief Executive Officer

Kenny joined daa as Chief Executive Officer on January 9, 2023 and is an ex officio Board member. Prior to joining daa, he spent over six years at Ryanair as Chief Marketing Officer, where he led digital, customer service, marketing and communications. During his career, he has gained valuable international experience working for major companies, including Procter and Gamble, Accenture, Metro Group GmbH, Moneysupermarket Group, Tesco as well as Ryanair.

Brian Drain
Chief People Officer

Brian joined the Finance department of Dublin Airport in 1989 and following roles in the commercial, retail, airport operations and IT functions of the business, including secondments in Australia, North America and continental Europe, he was appointed daa Chief People Officer in 2018. Prior to this, he was General Manager, Operations for Dublin Airport.

Gary McLean
Managing Director, Dublin Airport

Gary was appointed Managing Director of Dublin Airport in October, 2023 and has been with daa since 1996. He has held several senior leadership roles, including as General Manager, Operations for Dublin Airport and as Deputy Managing Director of Dublin Airport.

John Brennan
Managing Director, daa Labs

John started the new role as Managing Director of daa Labs in October 2023 which incorporates daa's existing IT and Business Intelligence teams, together with new digital and innovation capabilities for the daa Group. Before taking up his new role, John served as Director of Operations at Dublin Airport. He previously served as the Group's Commercial Director.

Miriam Ryan
Chief Governance and Strategy Officer and Company Secretary

Miriam has been with daa since 1989 and in her current role since August 2021. Following roles in Marketing, Industry Affairs and Economic Regulation, she was appointed daa's Group Head of Strategy in 2010. She became an Executive Director of daa in 2019.

Nicholas Cole
Chief Executive Officer, daa International

Nicholas was appointed Chief Executive Officer of daaI in 2018. He joined daa as Managing Director of Terminal 5 King Khalid International Airport, in Riyadh, Saudi Arabia in 2017. Prior to joining daa, he held a number of roles in the aviation sector with Menzies Aviation, Oman Airports and Heathrow Airport in the Middle East and the UK.

Niall MacCarthy
Managing Director, Cork Airport

Niall joined daa as Group Financial Systems Manager in 2000. Prior to joining daa he was Group Financial Systems Manager for Dunnes Stores. He was appointed Managing Director of Cork Airport in 2012. Prior to this he was Head of Passenger Services at Dublin Airport and General Manager, Business Intelligence and Systems for daa. Niall served as Vice President Operations for Jeddah Airport in Saudi Arabia on secondment to daaI in 2022.

Peter Dunne
Group Chief Financial Officer

Peter has recently taken up the role of Chief Financial Officer, succeeding Catherine Gubbins who left the business at the end of 2023. Previously, Peter was the CFO at United Oil and Gas plc, a UK listed Natural Resources business since 2022. Prior to this, he spent most of his career in senior executive positions across several publicly listed companies in both Ireland and the UK.

Ray Hernan
Chief Executive Officer, ARI

Ray joined daa in August 2018 as Chief Executive Officer of ARI. His previous roles included Chief Executive of Bus Éireann, Chief Executive of Irish retailer Arnotts and Director of Finance with Selfridges in the UK. He was also Chief Financial Officer at Irish luxury goods retailer Brown Thomas Group and spent 10 years as Director of Finance at Ryanair.

Vincent Harrison
Chief Commercial and Development Officer

Vincent who previously served as Managing Director of Dublin Airport, assumed the role of daa's Chief Commercial and Development Officer during 2023. Prior to his role as Managing Director of Dublin Airport from 2014 to October 2023 he was daa's Director of Strategy, Regulation and B2B.

Our Structure

daa is an Irish commercial semi-state company. The Group's principal activities are set out in the Report of the Directors on page 58.

This Governance report sets out daa's governance structures and highlights the main areas of focus for the Board and Board Committees during 2023. The Code of Practice for the Governance of State Bodies, the Annex to the Code of Practice on Gender Balance, Diversity and Inclusion, and Amendments to the Annex on Remuneration and Superannuation issued in August 2016, September 2020 and July 2021 respectively, (the "Code of Practice"), by the Company's Principal Shareholder, the Minister for Public Expenditure, NDP Delivery, and Reform, sets out the principles of corporate governance which the boards of state bodies are required to observe. daa complies with the Code of Practice in all material respects. The Company also has a comprehensive capital appraisal process which seeks to apply good practice and where appropriate the relevant aspects of the Public Spending Code in the appraisal and management of investment proposals. The Company is in compliance as appropriate, with current procurement rules and guidelines as set out by the Office of Government Procurement.

In addition, in corporate governance matters, the Company has regard to recognised frameworks such as the UK Corporate Governance Code (the "Corporate Governance Code") and the Irish Corporate Governance Annex in order to meet its commitments to maintaining high standards of corporate governance and business conduct.

Board Structure and Appointments to Board

The Board governance structure is set out on the right. The Board structure is prescribed by statute and set out in the Air Navigation and Transport (Amendment) Act 1998 (the "1998 Act"), as amended by the State Airports Acts, 2004 and 2014.

Shareholder

Board of Directors

Board Sub-Committees

Audit and Risk Committee

The Audit and Risk Committee's principal responsibilities are to assist the Board in its oversight duties relating to internal control and risk management, financial reporting, external audit and internal audit. The remit of the Audit and Risk Committee extends across the Group including daa Finance plc, daa Operations Limited, Aer Rianta International cpt and daa International Limited.

See page 56

Culture, Security and Safety Committee

The Culture, Security and Safety Committee's principal responsibility is to monitor the integrity of the Company's health, safety and security systems at the Company's airports, and to monitor and advise the Board on Company culture including staff wellbeing matters. The Company's focus on culture includes safety and security, respecting each other, embracing diversity, living the Company values, and striving for excellence.

See page 56

Nomination and Remuneration Committee

The Nomination and Remuneration Committee's principal responsibilities are to determine the remuneration and other terms and conditions of employment of the CEO; determine the remuneration policy in relation to senior management and the wider workforce including performance-related pay and incentive schemes; review the ongoing appropriateness and relevance of remuneration policies; and determine any structural changes required to such policies, including pension and severance scheme arrangements.

See page 56

Finance Committee

The Finance Committee's principal responsibilities are to consider and advise the Board on the Group's funding strategy and structure, debt and liquidity positions, and the Group's five-year financial forecasts and financial plans; to oversee major financing; and to make recommendations to the Board on treasury policies, borrowing limits, financial risk levels, targeted credit rating and dividend policy.

See page 56

Strategic Infrastructure and Sustainability Committee

The Strategic Infrastructure and Sustainability Committee's principal responsibilities are to advise the Board on the medium and long-term infrastructural needs and the capital investment programmes for Dublin and Cork airports and to consider and advise the Board on sustainability legislation/regulations, strategic sustainability ambitions, sustainability and climate-related risks and opportunities, and all related matters designed to achieve the Company's sustainability commitments and goals.

See page 56

Executive Management Team

See page 49

CEO

See page 49

Board vacancies are filled in accordance with Guidelines on Appointments to State Boards.

The legislation provides that:

- The number of Directors shall be no more than thirteen;
- Each Director (including the Chair) shall be appointed (or removed from office) by the Minister for Transport (the "Shareholder") with the consent of the Minister for Public Expenditure, NDP Delivery, and Reform (the "Principal Shareholder") for a period of between three and five years. An appointment may be renewed for a further period to a maximum of eight years in total;
- Four of the Directors of the Company (the "Elected Directors") shall be appointed by the Shareholder following a staff election process as provided for under the Worker Participation (State Enterprises) Acts, 1977 & 1988 (the "Worker Participation Acts"); such Directors are appointed for a period of four years and are eligible for re-election;
- The Chief Executive (the "CEO") shall be an ex officio Director of the Company;
- Decisions regarding the appointment and reappointments of Directors and the filling of Board vacancies (other than, in each case the CEO and Elected Directors) are made by the Shareholder in accordance with established arrangements for appointments to State Boards and;
- The roles of the Chair and CEO are separate.

Role of the Board

The Board is responsible for creating the organisation's culture and directing the Group's activities. The Board's role is to provide leadership and direction for the Group within a framework of prudent and effective controls which enables risk to be assessed and managed. The Board has put in place a corporate governance structure which provides for appropriate oversight at Board level and delegation to management.

The Board satisfies itself that controls are adequate to secure compliance with statutory and governance obligations.

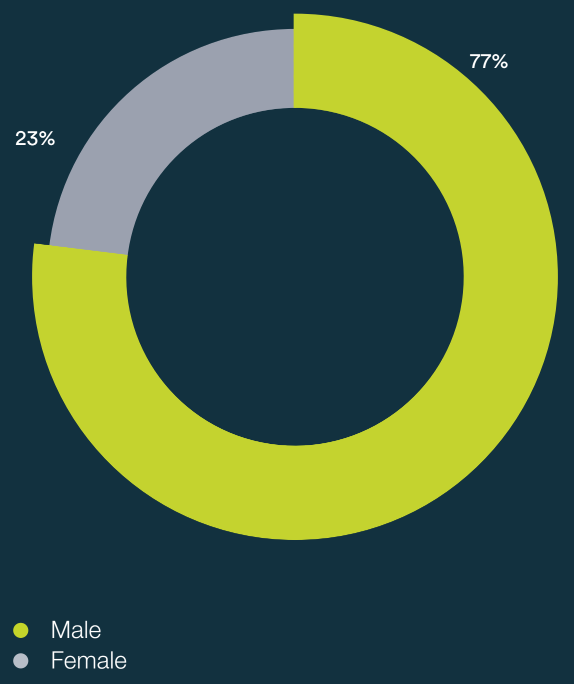
The Board has a formal schedule of matters reserved for its decision. These include:

- The approval of daa's Group strategy, annual budget and Financial statements;
- Evaluating performance versus strategy and budget;
- Appointment of the CEO;

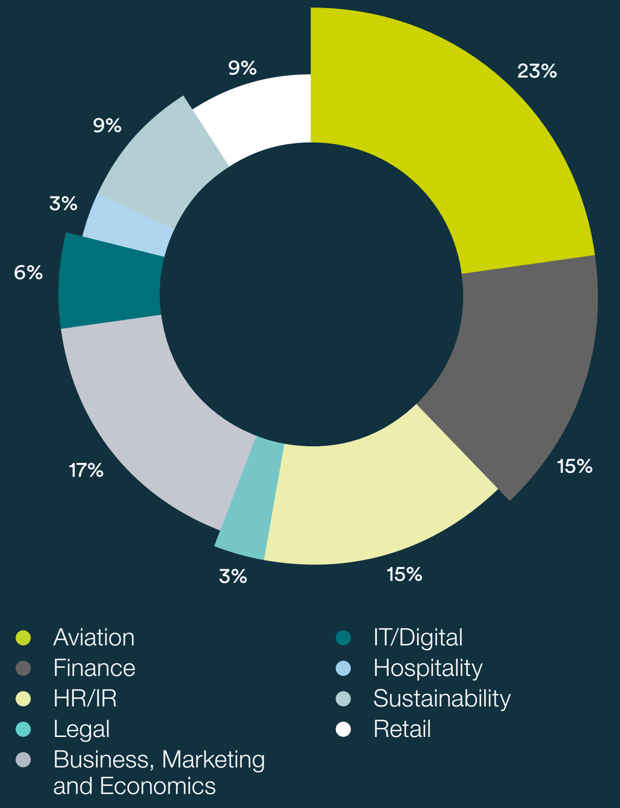
Roles and Responsibilities	
Chair – Basil Geoghegan	• Leads the Board and is responsible for organising the business of the Board, ensuring its effectiveness in all aspects of its role; • Is responsible for displaying high standards of integrity and probity and for setting expectations regarding culture, values and behaviours and the tone of discussions at Board level; • Facilitates the effective contribution of Directors and ensures that Directors receive accurate, timely and clear information; and • Manages effective communication with the Shareholder.
CEO – Kenny Jacobs	• Is responsible for the management of the business; • Is responsible for the implementation of the Group's strategy and policies; and • Leads the Executive team.
Senior Independent Director – Risteard Sheridan	• Provides a sounding board for the Chair; • Serves as an intermediary for the other Board members where necessary; and • Facilitates an annual meeting of the Board members to generally appraise the Chair's performance.
Company Secretary – Miriam Ryan	• Ensures the Board receives information in a timely manner to enable full and proper consideration of issues; • Is responsible for the formal induction of new Board members; • Is responsible for advising and reporting on governance matters; and • Ensures that Board procedures are followed.

The charts below show the Board composition as at 22 March 2024

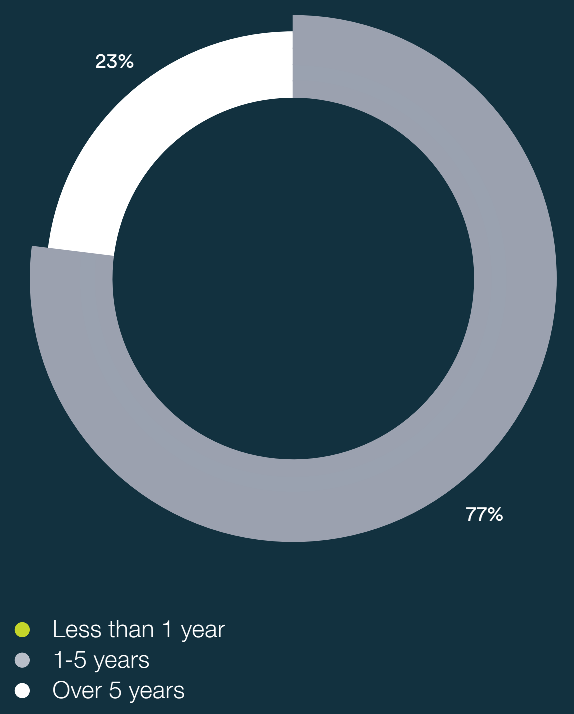
Current gender balance

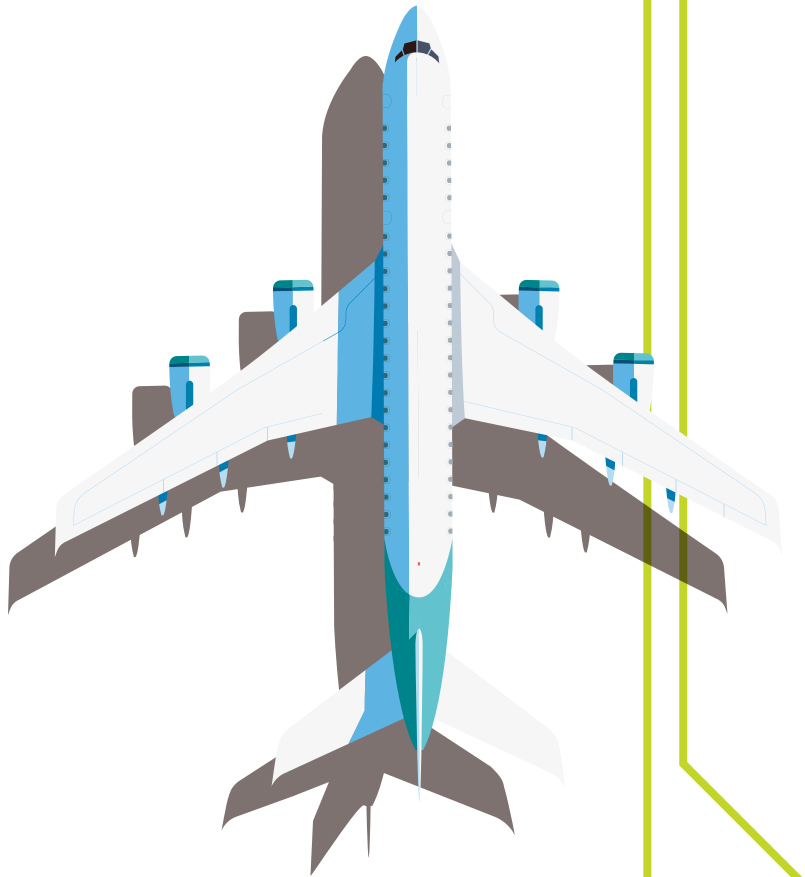


Expertise



Tenure





- Risk management; and
- Major capital expenditure and investment decisions.

Board Performance and Effectiveness

The Board acts on a fully informed and ethical basis, in good faith and in the best interest of the Company having due regard to its legal responsibilities and the objectives set by the Shareholder. All Board members are afforded the opportunity to fully contribute to Board deliberations, and to provide constructive challenge, while excessive influence on Board decision-making by one or more individual members is guarded against.

The Board is provided with regular information, which includes key performance information across all aspects of the Group's business. Regular reports and papers are circulated to the Directors in a timely manner in preparation for Board and Committee meetings. These papers are supplemented by information specifically requested by the Directors from time to time. Management and financial information is provided to all Directors enabling them to scrutinise the Group's and management's performance against agreed objectives.

The Directors have a blend of skills and experience in the areas of aviation, finance, legal, corporate compliance, digital, business, sales and marketing, sustainability, diversity and inclusion, hospitality, retail, human resources, and industrial relations. These skills bring the necessary competence to the Board to address the major challenges for the Group. Directors draw on their experience and knowledge in the development of strategy and use their diverse range of skills to constructively challenge matters of strategic importance to the Group. The experience and knowledge of Directors is also taken into consideration in determining the requirements and membership of the Board Committees.

The Board is satisfied that its size and structure as prescribed in legislation, is appropriate and achieves a balance of representation on the Board.

The terms of office of Ray Gammell, Karen Morton and Marie Joyce expired on January 22, 2023. On January 23, 2023, Ray Gammell was reappointed as a Director for a period of two years and Karen Morton and Marie Joyce were each reappointed for further periods of three years.

Kenny Jacobs was appointed CEO with effect from January 9, 2023, and became an ex-officio member of the Board. Catherine Gubbins resigned as Interim CEO and as a Director on January 9, 2023.

Communication with the Shareholder

The Shareholder's objectives and priorities have been communicated to the Board through, inter alia, the formulation of the National Aviation Policy and a Letter of Expectation. Through regular contact with relevant government departments, the Board and management maintain ongoing reporting and dialogue with the Shareholder on strategic issues and matters of importance to the Shareholder. The Board has established procedures to ensure that Board members have an understanding of the views of the Shareholder. This is achieved through briefings to Directors from the Chair who, with the CEO and Company Secretary, maintain regular dialogue with the Shareholder and Department officials. During the course of the year the Company engaged with the Shareholder to ensure that appropriate focus and attention is given to the policy objectives and priorities set out in the Shareholder Letter of Expectation.

Board Evaluation

The Board seeks to continually improve its effectiveness and conducts an evaluation of its performance on a regular basis. A self-evaluation of the Board and Committees was completed in respect of 2023. The areas of performance assessed were aligned with the model Board self-assessment evaluation questionnaire provided in the Code of Practice and included strategy, risk management and internal control, boardroom practice and Board effectiveness, performance of Committees, and gender, diversity and skills mix within the Board. The performance of the Board and Committees was highly rated and there were no material issues to be addressed.

Independence of Directors

The Directors and Company Secretary had no beneficial interest in the shares or loan stock of the Company or in those of its subsidiaries at any time during the year or the preceding financial year. The Board considers that all Directors are independent in character and judgement.

Contracts of Employment

Having regard to the independence criteria as set out in the Corporate Governance Code, the Board considers that the CEO and the four Elected Directors all of whom have contracts of employment with the Company, cannot for that reason be considered as independent.

Other Interests

On occasion, members of the Board may also hold directorships or executive positions or have interests in third party companies including trade union organisations or airlines, some of which (or their affiliates) may, in the normal course of business, undertake transactions on an arm's length basis with the Group. Disclosure is provided, as required, in Note 31 (Related party disclosures) of the Financial statements, of relevant related party transactions where a Director holds a material interest in the relevant entity. In accordance with company law, details of directorships held by members of the Board are filed in the Companies Registration Office.

Basil Geoghegan, Chair of the Board, is a partner of PJT Partners, a US-based publicly listed advisory investment bank, and has been directly involved in advising certain daa corporate customers.

Ger Perdisatt, a member of the Board, is an executive of Microsoft Ireland, a supplier of daa. Mr Perdisatt's position was disclosed to and considered by the Shareholder prior to his appointment.

Board Procedures

The Board has specific procedures to deal with potential conflicts of interest that may arise. Directors are required, in accordance with the provisions of section 34 of the 1998 Act and the Code of Practice, to disclose any relevant interest and absent themselves from Board discussions where they have a direct or indirect interest.

The terms and conditions of appointment of Directors are available for inspection on request.

Access to Professional Advice

All Directors have access to the advice and services of the Company Secretary, who is responsible to the Board for ensuring that Board procedures are complied with. The Company's professional advisers are available to the Board as required. Individual Directors may take independent professional advice, in line with Company procedures, at the Company's expense.

Induction, Training and Development of Directors

On appointment, Directors are provided with detailed briefing documents, governance, financial and operational information and an opportunity to be briefed by Executives on the different aspects of the business of the Group. Directors have access to training programmes and the ongoing development needs of Directors are kept under review.

Directors' Remuneration

Fees for Directors are determined by the Shareholder, with the consent of the Principal Shareholder.

The remuneration of the CEO is determined in accordance with the arrangements issued by the Department of Transport, for determining the remuneration of CEOs of commercial state bodies under its aegis and is set by the Nomination and Remuneration Committee in conjunction with the Shareholder and with the approval of the Principal Shareholder.

In line with the Code of Practice only one fee is payable to a Director in respect of service on the main Board and Boards of subsidiary or associated bodies where applicable. No Directors' fee is payable to the CEO for service on the Board. Executives of the Company who may serve on the Boards of subsidiary or associated companies do not receive any additional remuneration in respect of their directorships. Elected Directors, who receive a fee for their services as a Director, are separately remunerated for services provided to the Company under their normal contracts of employment.

Details of Directors' fees and emoluments, including those of the CEO, are set out in Note 8 to the Financial statements in accordance with the requirements of the Companies Acts 2014, and the Code of Practice.

Board Committees

The Board has an effective Committee structure to assist in the discharge of its responsibilities. The Board Committees comprise the Audit and Risk Committee, Finance Committee, Culture, Security and Safety Committee, Nomination and Remuneration Committee, and Strategic Infrastructure and Sustainability Committee. The specific responsibilities delegated to those Board Committees are set out in their Terms of Reference. Following each meeting the Committees report to the Board on the issues within their remit.

The attendance of members at Committee meetings is set out in the table "Attendance at Board and Committee meetings during the year 2023". Terms of Reference for the Committees are available from the Company Secretary on request.

Meetings

Meetings of the Board are held throughout the year. There were eight scheduled Board meetings during 2023 and in addition to this there were a number of Board updates during the year where the Board discussed specific matters arising.

Code of Practice

The Code of Practice sets out a number of compliance requirements including the publication of the Board's Statement on the System of Internal Control, which accordingly is set out below.

Statement on the System of Internal Control

Scope of Responsibility

The Board is responsible for establishing and maintaining the system of internal control throughout the Group. The system of internal control comprises those ongoing processes for identifying, evaluating and managing the significant risks faced by the Group and the key structures and procedures designed to provide an effective system of internal control.

Purpose of the System of Internal Control

The system of internal control is designed to manage rather than eliminate risk of failure and can therefore only provide reasonable and not absolute assurance that the Group will not suffer material misstatement or loss. The Audit and Risk Committee has reviewed the statement on the system of internal controls to ensure that it accurately reflects the control system in operation during the reporting period.

Attendance at Board and Committee Meetings During 2023

Directors	Board	Audit and Risk	Culture, Security and Safety	Nomination and Remuneration	Strategic Infrastructure and Sustainability	Finance
Basil Geoghegan	8			4	2 (1 not attended)	2
Paula Cogan	8		1	3		
Peter Cross	7 (1 not attended)	6				
Raymond Gammell	7 (1 not attended)		4	4		
Kenny Jacobs	8				2	0 (2 not attended)
Marie Joyce	8	4		0 (1 not attended)	3	2
James Kelly	8		4			
Karen Morton	8	2	3		3	
Des Mullally	8		4			
Ger Perdisatt	8	5 (1 not attended)			1	
MarkJames Ryan	8				2 (1 not attended)	
Risteard Sheridan	8	6		1 (2 not attended)		
Denis Smyth	8		4			2

The green figure in each column indicates the number of eligible scheduled meetings attended by the Director during the year. The grey figure represents the number of eligible scheduled Board and relevant Committee meetings not attended by a Director.

The Directors are satisfied that the Group's systems of internal control operated as planned for the year under review and up to the date of approval of the Financial statements.

Risk Management

The Board has responsibility for determining the nature and extent of the significant risks the Group is willing to take in achieving its strategic objectives, is committed to the proactive management of risk and has a risk management system in place designed to anticipate and address, to the extent possible, material changes to the Group's business and risk environment.

The Board defines risk appetite for the Group, and seeks to ensure that through processes and structures, risk management is embedded across the organisation in normal business activities and decision making. The Board receives the Group Risk Register at each Board meeting, which focuses on principal risks and key risk mitigation activities.

The Audit and Risk Committee has defined Terms of Reference and membership, which incorporates recent and relevant financial experience, and it meets at least four times per year.

The Internal Audit function is adequately resourced and conducts a programme of work agreed with the Audit and Risk Committee.

Risk and Control Framework

The risk management system identifies and reports key risks and the management actions being taken to address and, to the extent possible, to mitigate those risks. Details of the risk management process are outlined in the Risk report on pages 20 to 26.

A number of key structures and procedures designed to provide an effective system of internal control have been established. The key structures and procedures which are used to maintain and monitor an effective internal control system and which are supported by detailed controls and processes are set out across:

Key Structures	Key Procedures
Strategic Planning	• Periodic preparation and adoption of a strategic plan to set future direction together with rolling five-year business and financial plans.
Board Oversight	• A Board-approved Corporate Governance Policy and Framework which includes a schedule of items reserved to the Board for approval. • An active Board sub-committee structure. • A Nomination and Remuneration Committee responsible for inter alia, determining the terms and conditions of employment of the CEO and determining the remuneration policy in relation to senior management and the wider workforce including performance-related pay and incentive schemes. • An Audit and Risk Committee, which reviews audit plans, risk management processes and deals with significant control issues raised by the internal or external auditors and meets periodically with the internal auditors and the external auditors. • A Culture, Security and Safety Committee that monitors the integrity of the health and safety and security systems at the Group's airports and Company culture including staff wellbeing matters. • A Finance Committee to oversee major financing arrangements and advise the Board on strategic financial matters. • A Strategic Infrastructure and Sustainability Committee that considers medium and long-term infrastructural and capital investment programmes, sustainability matters and other related issues. • Representation at Board level in the Group's principal associates and joint ventures by senior Group Executives; investments in associated and joint venture companies are considered as part of the Group's ongoing management risk review process. • Separate Boards which monitor the governance and performance of each subsidiary company.
Management Structures	• A clearly defined organisation structure with appropriate segregation of duties and delegation of responsibility; authority within which the Group's activities is planned, executed, controlled and monitored to achieve the strategic objectives which the Board has adopted for the Group. • Through a process of continuous improvement of the safety, security and environmental management systems, key issues and concerns are raised and communicated appropriately, and are actively monitored, reported and managed throughout the organisation to Executive and Board level. • An Internal Audit department which reviews key systems and controls with full access to systems, controls, documentation and the Audit and Risk Committee.
Risk Management	• An Executive Risk Forum to monitor risk management and governance and to assist the Audit and Risk Committee and the Board in discharging its responsibilities in ensuring that risks are properly identified, reported and assessed; that risks are appropriately mitigated and controlled; and that strategy is informed by, and aligned with, the Group's risk appetite.
Monitoring and Control	• A comprehensive system of management and financial reporting across all functions including finance, legal and other corporate services, health, safety and security, asset management and development, commercial and operations. • Clearly defined limits and procedures for financial expenditure. • Executive management over-seeing capital, revenue, cost and employment matters. • Annual scorecards, budgets and financial plans for the Group and business units. • Regular monitoring of Group financial and operating performance against budgets and scorecards; regular reporting to Board on business performance. • The Group has specific arrangements for procurement in place including a formal procurement function and the promulgation of policies and procedures to staff to ensure compliance with the applicable EU and Irish legal requirements (in particular, the Utilities Directive 2014/25/EU and the Concessions Directive 2014/23/EU and the associated secondary legislation under Irish law).
Management Certifications	• Annual confirmations by Executives and their senior teams in respect of any material changes in Business Unit internal control structures, significant internal control weaknesses, or material breaches of legislation or regulations, other than those already identified in internal or external audit reports.

Review of Effectiveness of Risk Management and Control Procedures

daa has procedures to monitor the effectiveness of its risk management and control procedures. daa's monitoring and review of the effectiveness of the system of internal control is informed by the work of the internal and external auditors, the Audit and Risk Committee which oversees their work, and the senior management within daa responsible for the development and maintenance of the internal control framework.

The Board conducted an annual review of the effectiveness of the internal controls for 2023, in March 2024. No significant weaknesses in key internal control procedures were identified in relation to 2023 that would have a material impact on the Group's financial performance or condition and that require disclosure in the Financial statements.

Gender Balance, Diversity and Inclusion

The Annex to the Code of Practice on Gender Balance, Diversity and Inclusion ("Code of Practice") sets out the requirement to provide an account of the approach being adopted in relation to the promotion of diversity and inclusion, including with regard to gender balance, in the specific context of the organisation; and on the progress and achievements in this regard.

The gender balance on the Board is included on page 51 of this report. When engaging and advising the Shareholder of the skills and experience sought in relation to new Board appointments, regard is had to the benefits of having a balanced Board in terms of gender and diversity of skills.

Code of Practice Reporting Requirements

Reporting Requirements

The Code of Practice sets out reporting requirements in relation to specific types of expenditure for the year ended 31 December 2023. Travel and subsistence costs charged to the profit and loss account for the year amounted to €0.8 million (2022: €0.6 million) (National) and €2.6 million (2022: €2.5 million) (International). Hospitality and staff wellbeing costs charged to the profit and loss account amounted to €4.3 million, (2022: €2.6 million). Consultancy costs charged to the profit and loss account amounted to €4.0 million (2022: €2.7 million). The main consultancy costs incurred in 2023 relate to regulatory consultancy costs of €3.2 million, ESG and strategy consultancy costs of €0.4 million and other consultancy costs of €0.4 million (2022: regulatory consultancy of €1.3 million and security consultancy of €0.5 million with the remaining other consultancy of €0.9 million relating to consultancy on international projects, communications and energy).

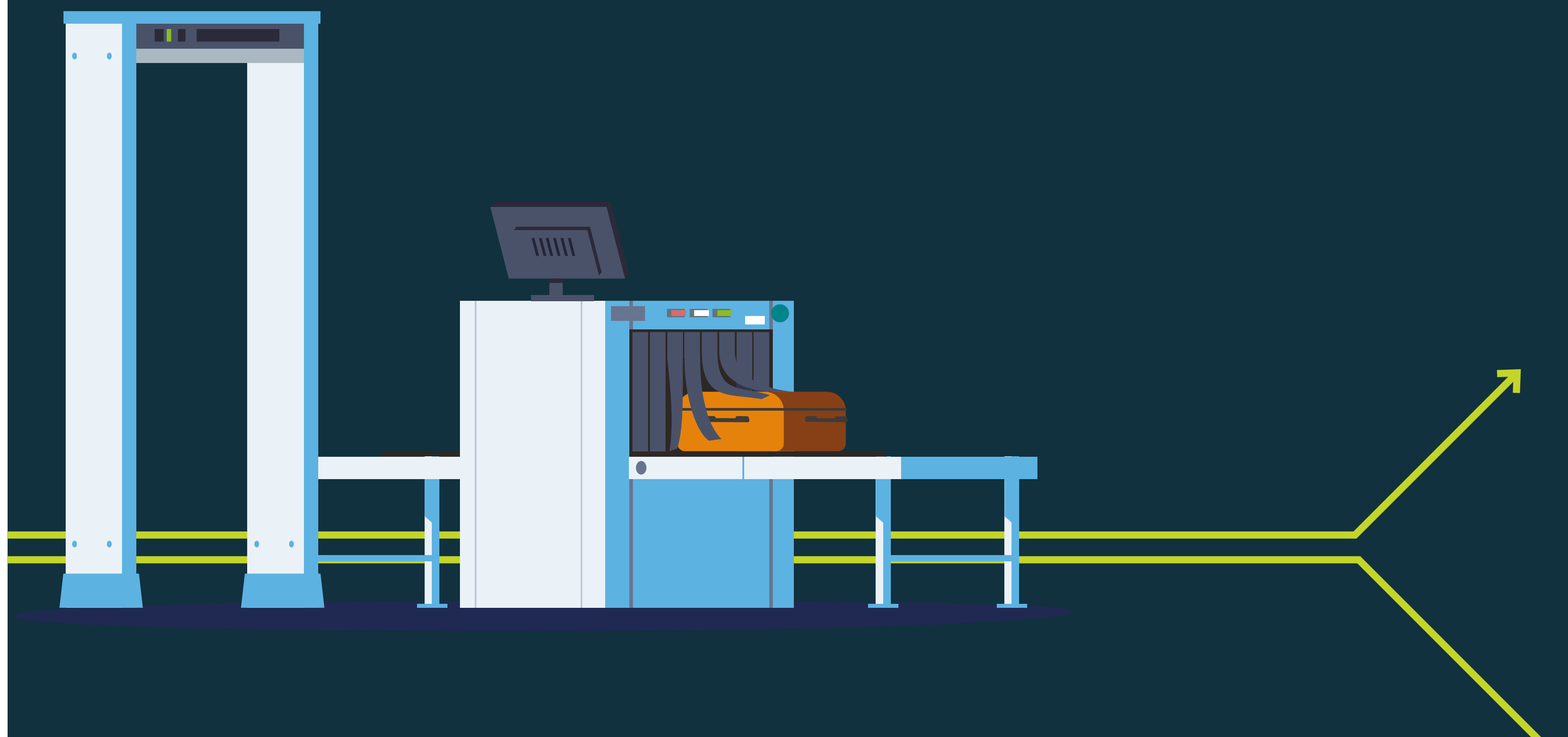
Legal costs of €0.2 million (2022: €0.2 million) and settlement payments of €0.3 million (2022: €0.7 million) were paid during the year for concluded and settled legal and insurance cases. Amounts relating to pension costs charged to the profit and loss account were €14.4 million (2022: €12.7 million) as set out in Note 3 to the Financial statements. Total termination payments paid in the year amounted to nil (2022: €3.8 million), and payments made in relation to early retirement benefits amounted to €5.1 million (2022: €4.3 million), all under voluntary severance schemes and all of which was previously accrued.

Employee benefits comprise all regular earnings, salary, overtime, shift-related, performance-based earnings and other benefits such as medical insurance but exclude employer pension contributions. Overtime paid during the year amounted to €5.8 million (2022: €13.9 million) and allowances paid during the year amounted to €7.8 million (2022: €5.5 million) for the year ended 31 December 2023 which are included in employee benefits. Details of employee benefits for the Group's activities across its domestic and international businesses are displayed in the table to the right. Key management compensation comprising salaries, fees and other short-term benefits of €4.4 million (2022: €4.0 million), post-employment benefits of €0.3 million (2022: €0.3 million) and termination benefit €Nil (2022: €Nil) were recognised during the year.

Employee numbers include all full and part-time employees who worked for the Group for any portion of the year.

Employee numbers expressed on a full-time equivalent basis and total payroll and related costs are disclosed in Note 3 to the Financial statements.

Total Remuneration	Number of Employees
€0 to €50,000	3,864
€50,000 to €75,00	808
€75,000 to €100,000	507
€100,000 to €125,000	158
€125,000 to €150,000	71
€150,000 to €175,000	44
€175,000 to €200,000	36
€200,000 to €225,000	19
€225,000 to €250,000	11
€250,000 to €275,000	10
€275,000 to €300,000	6
€300,000 to €325,000	4
€325,000 to €350,000	4
€350,000 to €375,000	3



Committee overview

The Board has an effective Committee structure to assist in the discharge of its responsibilities.

Nomination and Remuneration Committee

Members	Appointed to Committee
Basil Geoghegan, Chair	June 2018
Paula Cogan	February 2023
Raymond Gammell	March 2020
Marie Joyce	October 2023

Paula Cogan was appointed to the Committee on February 27, 2023. As part of a refresh of committee memberships, Risteard Sheridan resigned from the Committee on September 30, 2023, and Marie Joyce was appointed to the Committee on October 1, 2023. There were four scheduled meetings of the Nomination and Remuneration Committee in 2023.

Culture, Security and Safety Committee

Members	Appointed to Committee
Raymond Gammell, Chair	March 2020
Paula Cogan	October 2023
James Kelly	February 2022
Des Mullally	February 2022
Denis Smyth	March 2014

As part of a refresh of Committee memberships, Karen Morton resigned from the Committee on September 30, 2023, and Paula Cogan was appointed to the Committee on October 1, 2023. There were four scheduled meetings of the Culture, Security and Safety Committee in 2023.

Strategic Infrastructure and Sustainability Committee

Members	Appointed to Committee
Karen Morton, Chair	March 2020
Basil Geoghegan	June 2018
Kenny Jacobs	February 2023
Marie Joyce	September 2021
Ger Perdisatt	October 2023
MarkJames Ryan	February 2022

Kenny Jacobs was appointed to the Committee on February 27, 2023. As part of a refresh of Committee memberships, Ger Perdisatt was appointed to the Committee on September 30, 2023, and Karen Morton replaced Basil Geoghegan as Chair on October 1, 2023. Basil Geoghegan continues to be a member of the Committee. There were three scheduled meetings of the Strategic Infrastructure and Sustainability Committee in 2023.

Finance Committee

Members	Appointed to Committee
Basil Geoghegan, Chair	March 2020
Kenny Jacobs	February 2023
Risteard Sheridan	October 2023
Denis Smyth	March 2016

Kenny Jacobs was appointed to the Committee on February 27, 2023. As part of a refresh of Committee memberships, Risteard Sheridan was appointed to the Committee on October 1, 2023. Marie Joyce resigned from the Committee on September 30, 2023 and Basil Geoghegan replaced Marie Joyce as Chair on October 1, 2023. There were two scheduled meetings of the Finance Committee in 2023.

Audit and Risk Committee

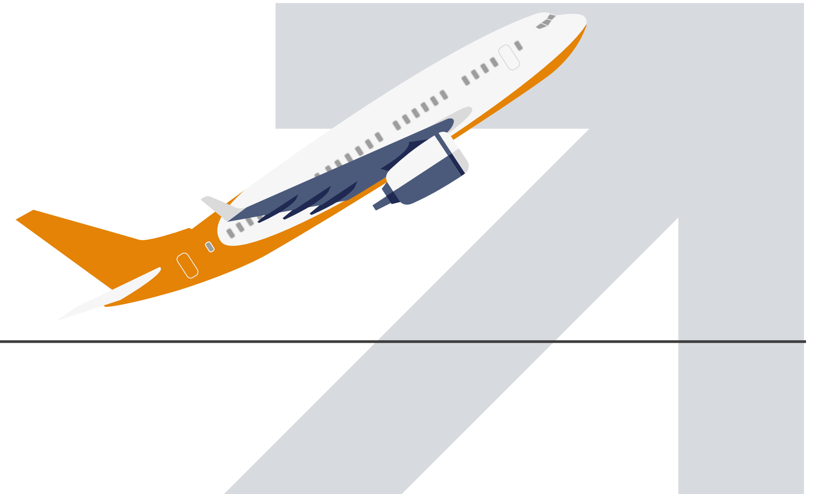
Members	Appointed to Committee
Risteard Sheridan, Chair	November 2018
Peter Cross	July 2021
Karen Morton	October 2023
Ger Perdisatt	September 2021

As part of a refresh of Committee memberships, Marie Joyce resigned from the Committee on September 30, 2023, and Karen Morton was appointed to the Committee on October 1, 2023. There were six scheduled meetings of the Audit and Risk Committee in 2023. During the year, the Committee held a meeting without management present and also met privately with both the external and internal auditors. The Group Head of Internal Audit has a direct line of communication with the Chair of the Audit and Risk Committee. The Group Head of Internal Audit's executive reporting line is to the CEO and he is appointed, and may only be dismissed, by the Committee. Regular attendees at Committee meetings, at the invitation of the Committee, include the CEO, Group Chief Financial Officer, Company Secretary, Group Head of Internal Audit, Head of Governance, Insurance and Risk, and representatives from the firm of external auditors.

Committee overview continued

Report of Audit and Risk Committee Activities

Area of Responsibility	Activity of the Committee
Financial Reporting	• Reviewed the draft annual Financial statements before recommending their approval to the Board; • Considered the appropriateness of the significant accounting policies, estimates and judgements applied in preparing these Financial statements, together with presentational and disclosure issues; • Reviewed the financial obligations of the Group in relation to international business; • Received briefing on tax matters and developments; • Received updates on correspondence from the Department in respect of the development of a dividend policy and the Company's proposals in this respect; • Considered the appropriateness of adopting the going concern basis of preparing the Financial statements; • Reviewed the Unaudited Interim Consolidated Financial statements for the six months ended June 30, including the appropriateness of the key accounting issues and judgements, before recommending their approval to the Board; and • Received updates on the extensive work programme being undertaken to prepare for Corporate Sustainability Reporting Directive (CSRD).
Protected Disclosures and Fraud	• Reviewed and approved the Protected Disclosures Policy; • Received reports from the Group Head of Internal Audit on confidential reporting and/or protected disclosures; • Received assurances that procedures are in place to ensure compliance with the Group's Anti-Bribery, Corruption and Fraud Policy; and • Received updates on the 2022 and 2023 Annual Assurance Confirmation process and made recommendations in respect of the process.
External Audit	• Carried out an assessment of the auditor's independence and objectivity; and • Monitored the external auditor's compliance with relevant regulatory, ethical and professional guidance on the rotation of partners, and assessed the qualifications, expertise, resources and the effectiveness of the audit process.
Internal Audit	• Reviewed the plans and work undertaken during the year by the Group's Internal Audit department, including reports relating to the operation of internal controls, reports relating to overseas subsidiary and associated undertakings, security, procurement, financial and operations, capital investment and IT, and the corrective actions agreed with management; • Reviewed the findings of internal audits and considered management's progress in addressing the relevant issues, including the nature, extent and speed of response; and • Agreed a risk-based internal audit annual plan, including the resources required, and considered the alignment of internal audit focus with the areas of greatest risk facing the Group. • Received Internal Audit perspective on the control environment in certain areas of the business including revenue, HR, capital investments and projects, cyber and overseas investments. • Reviewed and considered the independent external quality assessment report on the effectiveness of the Internal Audit function.
Internal Control and Risk Management	• Reviewed the effectiveness of the Group's system of internal control and satisfied itself that it operated as planned for the year under review; • Considered any instances of potential weaknesses and relevant improvements to internal controls; • Monitored controls, including financial, operational and compliance controls and risk management processes; • Monitored the Group's ongoing process for identifying and evaluating the significant risks affecting the Group and the policies and procedures by which these risks are managed; • Reviewed the Group Risk Register and top risk reports including risk trends, controls and mitigation activities; • Reviewed and proposed updates to the Group's Risk Appetite Statements; • Reviewed the Enterprise Risk Management Policy and Framework; • Reviewed output from benchmarking exercises in relation to the external risk landscape, emerging risks and risk processes in peer companies; • Received an update on key HR risks and associated controls including policies and controls in relation to travel and expenses; • Received an update on key revenue risks and associated controls; • Received an overview of infrastructure development encompassing key risks, achieving value for money, financial review and oversight and procurement considerations; • Received an update from IT on cyber security including cyber threat and approach to IT security, the cyber strategic plan and cyber insurance; • Received a briefing on climate risk and adaption including an outline of the plan to complete a comprehensive assessment of climate risk and adaption for the Group; • Reviewed and considered structures, controls and risks relating to overseas investments including financial reporting considerations and Internal Audit assessment of the overseas control environment; • Reviewed and approved the Corporate Governance Policy; • Reviewed the Group policies and the applicability of the policies in overseas locations; and • Undertook a review of its own effectiveness in accordance with the requirements of the Code of Practice and also undertook a self-assessment evaluation to ascertain how committee members perceive the committee is performing.



Financial Reporting

The Audit and Risk Committee receives year-end Financial statements from management, reviews any significant financial reporting judgements and considers the integrity of the Financial statements of the Group and any formal announcements relating to the Group's financial performance.

The Committee considers whether, in its opinion, the Annual Report and Financial statements are fair, balanced and understandable and provide the information necessary for an assessment of daa's financial position, financial performance and strategy. This review is supported by the processes, procedures and reporting in place, consideration of the key issues and events during the year and reports and information from internal and external auditors. Following its review, the Audit and Risk Committee is satisfied the Annual Report and Financial statements meet the requirements as outlined above.

External audit

The Committee takes appropriate steps to ensure that an objective and professional relationship continues to be maintained with the external auditor.

In assessing auditor independence and objectivity, the Committee reviews:

a) the nature and extent of the services provided, and fees earned, for external audit and non-audit work carried out by the external auditor; and

b) compliance with the Group's policy governing the provision of non-audit services to the Group whereby clear rules and limits are in place, permitting non-audit services which do not present a conflict of interest.

EY continued as external auditor to the Group during 2023. Fees paid to the Group's auditor for audit services, audit-related services and other non-audit services are set out in Note 8 of the Financial statements. There were no instances where the external auditor was engaged to provide services which were adjudged to give rise to a conflict of interest.

Anti-Fraud Policies

Having considered the reports provided by the Group Head of Internal Audit regarding the confidential reporting system and compliance with the Group's Anti-Bribery, Corruption and Fraud Policy the Committee is satisfied that appropriate procedures are in place for follow-up of any relevant matters.

Report of the Directors

The Directors have pleasure in submitting their Annual Report together with the audited Financial statements for the year ended December 31, 2023 in accordance with the requirements of Section 325 of the Companies Act 2014.

Principal activities

The Group's principal activities are airport development, operation and management, international airport retailing and international airport investment. The Group operates and manages Dublin and Cork airports in Ireland. It undertakes airport retailing in Ireland and in range of international locations through its subsidiary Aer Rianta International. International aviation operations, management and consultancy is carried out through daa International. The Group currently has investments in three European airports and operates three terminals in three airports in Saudi Arabia on a contract basis.

Review of the business and future developments

Commentary on performance for the year ended December 31, 2023, including information on recent events and likely future developments are contained in the Chief Executive's review. The financial position, principal risks and uncertainties facing the business and key performance indicators are contained in the Chief Financial Officer's review and the Risk report.

Results and dividends for the year

The financial results of the Group for the year show a profit for the financial year amounting to €175.0 million compared with a profit of €98.0 million for 2022, in both cases after taxation and before exceptional items. Details of the results for the year are set out in the Group profit and loss account and related notes. The Board has recommended an interim dividend of €31.0 million (2022: €Nil).

Going concern

The Directors, having reviewed the Group's projections, with particular reference to its operating cash flow, capital commitments, liquidity and funding position, continue to have a reasonable expectation that the Group has adequate resources to continue in operation for a period of twelve months from the approval of the Financial statements. For this reason, they continue to adopt the going concern basis in preparing the Financial statements. Whilst the company has net current liabilities at December 31, 2023, the Directors are satisfied that the going concern basis is appropriate to adopt based on support from Group. For this reason, they continue to adopt the going concern basis in preparing the company Financial statements.

Accounting records

The Directors believe that they have complied with the requirements of Section 281 to 285 of the Companies Act 2014 with regard to adequate accounting records by employing accounting personnel with appropriate expertise and by providing adequate systems, appropriate controls and resources to the financial function. The books of account of the company are maintained at the company's registered office at Three, The Green, Dublin Airport Central, Dublin Airport, Swords, Co. Dublin K67 X4X5.

Information to the auditors

Each Director confirms that, so far as the Director is aware, there is no relevant audit information of which the company's and the Group's statutory auditor is unaware and that the Director has taken all appropriate steps to make himself/herself aware of any relevant audit information and to establish that the company's and the Group's statutory Auditor is aware of that information.

Research and development

During the year, the Group engaged in certain research and development related activities, primarily in relation to development in the information technology area.

Health and safety

The wellbeing of the Group's employees is safeguarded through the strict adherence to health and safety standards. The Safety, Health and Welfare at Work Acts 2005 and 2010 impose certain requirements on employers and all relevant companies within the Group take the necessary action to ensure compliance with the Acts.

Subsidiary, associated and joint venture undertakings

The information required by Section 314 of the Companies Act 2014 in relation to subsidiary, associated and joint venture undertakings is set out in Note 14 of the Financial statements.

Prompt Payments Act

Internal financial controls are in place to ensure compliance, in all material respects, with the provisions of the Prompt Payment of Accounts Act 1997 as amended by the European Communities (Late Payments in Commercial Transactions) Regulations 2002 and 2012. Standard terms of credit taken, unless otherwise specified in specific contractual arrangements, are 30 days. As in previous years, substantially all payments were made within the appropriate credit period as required.

Political donations

The Group did not make any political donations during the year (2022: €Nil).

Lobbying Act

In accordance with the Regulation of the Lobbying Act, 2015, the Group is registered and has made returns in compliance with the Act.

Directors, Secretary and their Interests

The Directors who served at any time during the financial year are listed on page 117. The Directors and Secretary had no beneficial interest in the shares of the company or any Group companies at any time during the current financial year and the preceding financial year.

Directors' Compliance Statement

As required by section 225(2) of the Companies Act 2014 the Directors: (a) acknowledge that they are responsible for securing the company's compliance with its relevant obligations (as defined in that legislation); (b) confirm that a compliance policy statement has been drawn up and that appropriate arrangements or structures are in place that are, in the opinion of the Directors, designed to secure material compliance with the relevant obligations; and (c) confirm that a review has been conducted during the 2023 financial year of the arrangements and/or structures that have been put in place as referred to in (b) above and are compliant.

Events after the end of the reporting period

Other than the recommendation of an interim dividend for the current financial year, no other significant events affecting the Group have occurred since the year end which would require disclosure or amendment to the Financial statements.

Audit Committee

The Group has established an Audit and Risk Committee. Details of this Committee are disclosed in the Governance report.

Auditors

The Auditor, Ernst & Young, Chartered Accountants, will continue in office in accordance with section 383(2) of the Companies Act 2014.

Approved by the Board and signed on its behalf by:

Basil Geoghegan	**Kenny Jacobs**
Chairman	Director
March 22, 2024	

Director’s responsibilities statement

The Directors are responsible for preparing the Directors’ report and the Group and company Financial statements in accordance with the applicable laws and regulations.

Irish company law requires the Directors to prepare Group and company Financial statements for each financial year. Under that law, the Directors are required to prepare the Group and company Financial statements in accordance with the Companies Act 2014 and Irish accounting standards (Generally Accepted Accounting Practice in Ireland), including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

Under Irish company law, the Directors must not approve the Financial statements unless they are satisfied that they give a true and fair view of the assets, liabilities and financial position of the Group and Parent company as at the financial year-end date and of the profit or loss of the Group for the financial year and otherwise comply with the Companies Act 2014.

In preparing each of the Group and company Financial statements, the Directors are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- state whether the Financial statements have been prepared in accordance with applicable accounting standards, identify those standards, and note the effect and the reasons for any material departure from those standards; and
- prepare the Financial statements on the going concern basis unless it is inappropriate to presume that the Group and company will continue in business.

The Directors are responsible for ensuring that the Group and company keeps or causes to be kept adequate accounting records that correctly explain and record the transactions of the Group and company, enable at any time the assets, liabilities, financial position and profit or loss of the Group and company to be determined with reasonable accuracy, enable them to ensure that the Financial statements and Directors’ report comply with the Companies Act 2014 and enable the Financial statements to be audited. They are also responsible for safeguarding the assets of the Group and company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

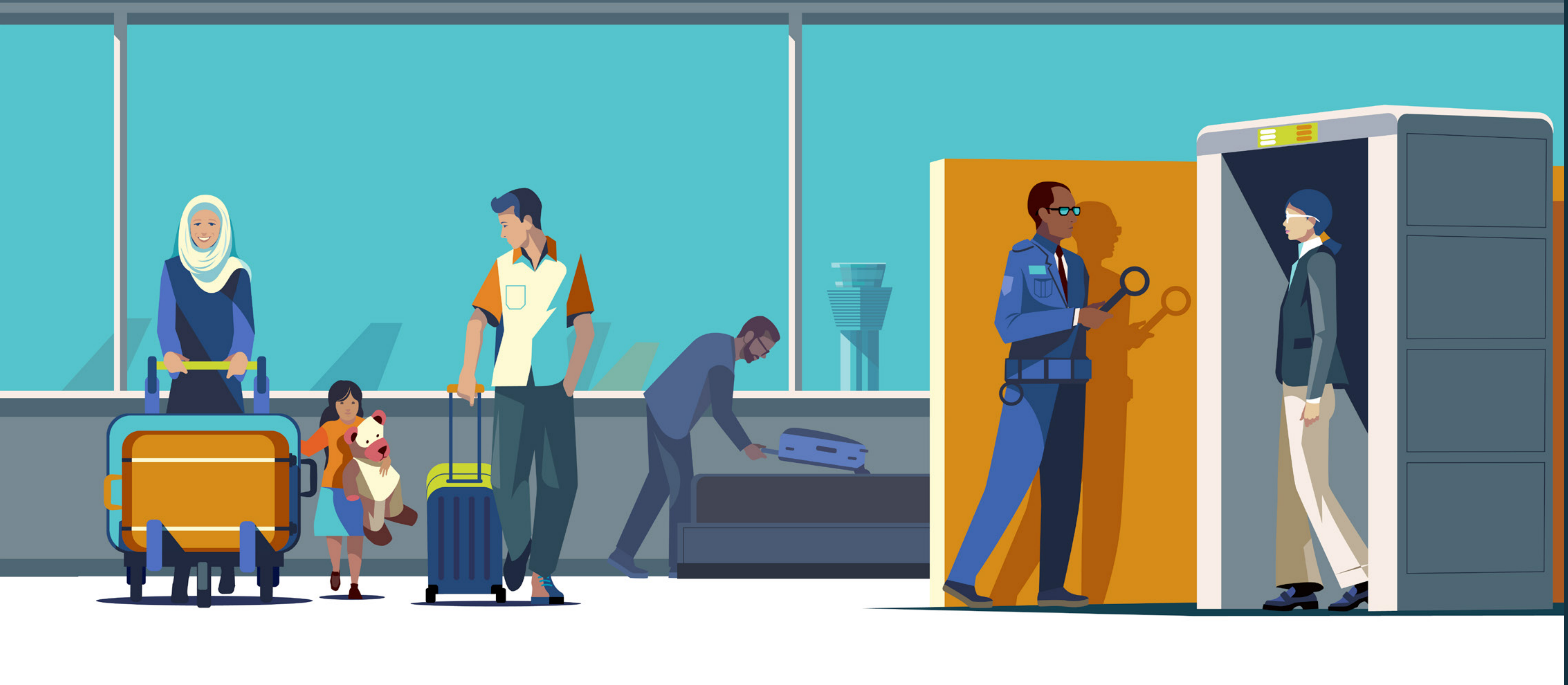
The Directors are responsible for the maintenance and integrity of the corporate and financial information included on the Group’s website (www.daa.ie). Legislation in Ireland governing the preparation and dissemination of Financial statements may differ from legislation in other jurisdictions.

Approved by the Board and signed on its behalf by:

Basil Geoghegan
Chairman
March 22, 2024

Kenny Jacobs
Director

Across the world*



*

We operate in 15 countries across the globe

Through ARI we own a stake in Düsseldorf Airport worth

20%

Operating Larnaca and Paphos airports, we also own a stake in Hermes Airports worth

11%

Financial statements

In this section:

Report on the audit of the Financial statements

Opinion

We have audited the financial statements of daa plc ("the Company") and its subsidiaries ("the Group") for the year ended 31 December 2023, which comprise the Group Profit and Loss Account, Group Statement of Comprehensive Income, Group Balance Sheet, Company Balance Sheet, Group Statement of Cash Flows, Group Statement of Changes in Equity, Company Statement of Changes in Equity and notes to the financial statements, including the summary of significant accounting policies set out in note 38. The financial reporting framework that has been applied in their preparation is Irish Law and FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland issued in the United Kingdom by the Financial Reporting Council.

In our opinion:
- the Group financial statements give a true and fair view of the assets, liabilities and financial position of the Group as at 31 December 2023 and of its profit for the year then ended;
- the Company financial statements give a true and fair view of the assets, liabilities and financial position of the Company as at 31 December 2023;
- the Group and Company financial statements have been properly prepared in accordance with FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland; and
- the Group financial statements and Company financial statements have been properly prepared in accordance with the requirements of the Companies Act 2014.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (Ireland) (ISAs (Ireland)) and applicable law. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Group and Company in accordance with ethical requirements that are relevant to our audit of financial statements in Ireland, including the Ethical Standard issued by the Irish Auditing and Accounting Supervisory Authority (IAASA), and we have fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the directors' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Group's or the Company's ability to continue as a going concern for a period of at least twelve months from the date when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the directors with respect to going concern are described in the relevant sections of this report. However, because not all future events or conditions can be predicted, this statement is not a guarantee as to the Group's ability to continue as a going concern.

Other information

The directors are responsible for the other information. The other information comprises the information included in the Annual Report other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2014
In our opinion, based solely on the work undertaken in the course of the audit, we report that:
- the information given in the directors' report is consistent with the financial statements; and
- the directors' report has been prepared in accordance with applicable legal requirements.

We have obtained all the information and explanations which, to the best of our knowledge and belief, are necessary for the purposes of our audit.

In our opinion the accounting records of the Company were sufficient to permit the financial statements to be readily and properly audited and the Company statement of financial position is in agreement with the accounting records.

Matters on which we are required to report by exception
Based on the knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report.

The Companies Act 2014 requires us to report to you if, in our opinion, the disclosures required by sections 305 to 312 of the Act, which relate to disclosures of directors' remuneration and transactions are not complied with by the Company. We have nothing to report in this regard.

Under the 2016 Code of Practice for the Governance of State Bodies ("the Code") we are required to report to you if the statement regarding the system of internal control required under the Code, as included in the directors' report does not reflect the Group's compliance with paragraph 1.9 (iv) of the Code or if it is not consistent with the information of which we are aware from our audit work on the financial statements and we report if it does not. We have nothing to report in this regard.

Respective responsibilities

Responsibilities of directors for the financial statements
As explained more fully in the directors' responsibilities statement set out on page 60, the directors are responsible for the preparation of the financial statements in accordance with the applicable financial reporting framework that give a true and fair view, and for such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the directors are responsible for assessing the Group and the Company's ability to continue as going concerns, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Group or the parent Company or to cease operations, or has no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements
Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (Ireland) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is located on the IAASA's website at:
http://www.iaasa.ie/getmedia/b2389013-1cf6-458b-9b8f-a98202dc9c3a/Description_of_auditors_responsibilities_for_audit.pdf.

This description forms part of our auditor's report.

Independent Auditor's report to the members of daa plc continued

The purpose of our audit work and to whom we owe our responsibilities

Our report is made solely to the Company's members, as a body, in accordance with section 391 of the Companies Act 2014. Our audit work has been undertaken so that we might state to the Company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Company and the Company's members, as a body, for our audit work, for this report, or for the opinions we have formed.

Roger Wallace
for and on behalf of
Ernst & Young Chartered Accountants and Statutory Audit Firm

Dublin

26 March 2024

(1) Note: The maintenance and integrity of the daa plc web site is the responsibility of the directors. The work carried out by the auditors does not involve consideration of these matters and, accordingly, the auditors accept no responsibility for any changes that may have occurred to the financial statements since they were initially presented on the web site. Legislation in the Republic of Ireland governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Group profit and loss account
for the financial year ended December 31, 2023

	Note	2023 Pre-exceptional €000	2023 Exceptional and fair value movements €000	2023 Total €000	2022 Pre-exceptional €000	2022 Exceptional and fair value movements €000	2022 Total €000
Turnover – continuing operations	2	1,018,315	–	1,018,315	751,851	–	751,851
Operating costs							
Cost of goods for resale		(184,399)	–	(184,399)	(154,884)	–	(154,884)
Payroll and related costs	3	(275,437)	–	(275,437)	(245,733)	–	(245,733)
Exceptional items	6	–	–	–	–	4,735	4,735
Materials and services		(230,018)	–	(230,018)	(220,020)	–	(220,020)
Total operating costs		(689,854)	–	(689,854)	(620,637)	4,735	(615,902)
Other income	4	1,317	–	1,317	117,316	–	117,316
Earnings before interest, tax, depreciation and amortisation		329,778	–	329,778	248,530	4,735	253,265
Depreciation and amortisation		(140,310)	–	(140,310)	(126,231)	–	(126,231)
Gain on disposal/retirement of tangible assets and investment property		561	–	561	96	–	96
Fair value movement on investment property	6	–	987	987	–	22,026	22,026
Group operating profit – continuing operations		190,029	987	191,016	122,395	26,761	149,156
Share of operating profit							
Joint venture undertakings	5	3,471	–	3,471	2,671	–	2,671
Associated undertakings	5	15,799	–	15,799	12,790	–	12,790
Group profit before interest and taxation		209,299	987	210,286	137,856	26,761	164,617
Other financial income	7	7,420	–	7,420	8,433	–	8,433
Interest receivable and similar income	7	24,300	–	24,300	3,396	–	3,396
Interest payable and similar charges	7	(31,533)	–	(31,533)	(32,971)	–	(32,971)
Group profit on ordinary activities before taxation	8	209,486	987	210,473	116,714	26,761	143,475
Taxation on profit on ordinary activities	9	(34,456)	147	(34,309)	(18,714)	(6,032)	(24,746)
Profit after taxation		175,030	1,134	176,164	98,000	20,729	118,729
Attributable to:							
Non-controlling interest		8,143	–	8,143	7,676	–	7,676
Equity shareholders of the Group		166,887	1,134	168,021	90,324	20,729	111,053
Profit for the financial year for the Group		175,030	1,134	176,164	98,000	20,729	118,729

Group statement of comprehensive income
for the financial year ended December 31, 2023

	Note	2023 €000	2022 €000
Group profit for the financial year		**176,164**	118,729
Exchange differences on translation of overseas operations (arising on net assets)			
Subsidiary undertakings		**(1,775)**	1,349
Associated undertakings		**(989)**	(993)
Remeasurement of net defined benefit asset	25	**(746)**	3,803
Deferred tax gain/(charge) on remeasurement of net defined benefit asset	25	**93**	(476)
Exchange differences on translation of overseas non-controlling interests	32	**(612)**	1,008
Total other comprehensive income for the financial year		**(4,029)**	4,691
Total comprehensive income for the financial year		**172,135**	123,420
Total comprehensive income for the financial year attributable to:			
Non-controlling interest		**7,531**	8,684
Equity shareholders of the Group		**164,604**	114,736

Group balance sheet
as at December 31, 2023

	Note	2023 €000	2022 €000
Fixed assets			
Tangible fixed assets	11	**2,127,426**	2,060,851
Intangible assets	12	**49,347**	49,891
Investment property	13	**213,368**	212,223
		2,390,141	2,322,965
Fixed assets – investments			
Investments in joint venture undertakings		**1,833**	1,407
Investments in associated undertakings		**81,504**	78,353
Other financial assets		**20,970**	21,583
Long-term debtors		**27,856**	26,358
Total investments	14	**132,163**	127,701
Total fixed assets		**2,522,304**	2,450,666
Current assets			
Stocks	15	**41,177**	45,083
Debtors	16	**112,115**	68,286
Cash and cash equivalents	27	**805,448**	816,146
Other financial assets	17	**–**	605
		958,740	930,120
Creditors: amounts falling due within one year	18	**(288,829)**	(339,210)
Net current assets		**669,911**	590,910
Total assets less current liabilities		**3,192,215**	3,041,576
Creditors: amounts falling due after more than one year	19	**(1,625,783)**	(1,655,773)
Capital grants	21	**(22,959)**	(20,092)
Provisions for liabilities	22	**(108,328)**	(97,180)
Net assets		**1,435,145**	1,268,531
Capital and reserves			
Called up share capital – presented as equity	24	**186,337**	186,337
Profit and loss account		**1,224,615**	1,057,247
Other reserves	24	**(2,024)**	740
Shareholders' funds		**1,408,928**	1,244,324
Non-controlling interest	32	**26,217**	24,207
		1,435,145	1,268,531

The Financial statements were approved by the Board of Directors and authorised for issue on March 22, 2024. They were signed on its behalf by:

Basil Geoghegan
Chairman

Kenny Jacobs
Director

Company balance sheet
as at December 31, 2023

	Note	2023 €000	2022 €000
Fixed assets			
Tangible fixed assets	11	**2,096,206**	2,029,113
Intangible assets	12	**22,925**	18,204
Investment property	13	**206,618**	204,918
		2,325,749	2,252,235
Investments			
Investments in subsidiary undertakings	14	**7,862**	7,862
Total fixed assets		**2,333,611**	2,260,097
Current assets			
Stocks	15	**19,610**	17,501
Debtors	16	**137,047**	79,884
Cash and cash equivalents		**674,872**	712,499
Other financial assets	17	**–**	605
		831,529	810,489
Creditors: amounts falling due within one year	18	**(1,448,614)**	(1,491,077)
Net current liabilities		**(617,085)**	(680,588)
Total assets less current liabilities		**1,716,526**	1,579,509
Creditors: amounts falling due after more than one year	19	**(457,907)**	(468,834)
Capital grants	21	**(22,959)**	(20,092)
Provisions for liabilities	22	**(104,599)**	(93,186)
Net assets		**1,131,061**	997,397
Capital and reserves			
Called up share capital – presented as equity	24	**186,337**	186,337
Profit and loss account		**944,724**	811,060
Shareholders' funds		**1,131,061**	997,397

As permitted by section 304 of the Companies Act 2014, the company is availing itself of the exemption from presenting its separate profit and loss account in the Financial statements and from filing it with the Registrar of Companies. The company reported a profit for the financial year ended December 31, 2023 of €134.3 million (2022: profit of €85.6 million).

The Financial statements were approved by the Board of Directors and authorised for issue on March 22, 2024. They were signed on its behalf by:

Basil Geoghegan
Chairman

Kenny Jacobs
Director

Group statement of cash flows
for the financial year ended December 31, 2023

	Note	2023 €000	2022 €000
Net cash flows from operating activities	26	**199,427**	163,438
Cash flows from investing activities			
Dividends received		**25,023**	16,616
Disposal of shareholding in associated undertaking	14	**–**	306
Loans to associated undertakings		**–**	(4,900)
Loans repaid from associated undertakings		**–**	3,760
Investment in associated undertakings		**(5,166)**	(3,078)
Proceeds from sale of tangible fixed assets		**592**	262
Sale of investment property		**–**	800
Additions to tangible fixed assets		**(171,025)**	(151,279)
Additions to intangible assets	12	**(10,462)**	(4,769)
Additions to investment properties	13	**(158)**	–
Interest and similar income received		**19,049**	763
Income from other financial assets		**382**	387
Net cash flows from investing activities		**(141,765)**	(141,132)
Cash flows from financing activities			
Dividends paid to non-controlling interest	32	**(5,521)**	(2,910)
Repayment of bank loans		**(35,957)**	(35,331)
Interest and similar charges paid		**(26,729)**	(30,742)
Grants received		**1,370**	6,592
Net cash flows from financing activities		**(66,837)**	(62,391)
Net decrease in cash and cash equivalents		**(9,175)**	(40,085)
Cash and cash equivalents at beginning of financial year		**816,146**	856,850
Effect of foreign exchange rate changes		**(1,523)**	(619)
Net decrease in cash and cash equivalents		**(9,175)**	(40,085)
Cash and cash equivalents at end of financial year		**805,448**	816,146

A cash flow statement has not been disclosed for the company as it is taking an exemption under FRS 102 Section 1 paragraph 12 from the requirements of Section 7 Statements of Cash Flows, as the Group Consolidated Financial statements prepares and discloses a cash flow statement.

Group statement of changes in equity
for the financial year ended December 31, 2023

	Called-up share capital €000	Translation reserve €000	Other capital reserve €000	Profit and loss account €000	Total €000	Non-controlling interest €000	Total €000
At January 1, 2023	**186,337**	**494**	**246**	**1,057,247**	**1,244,324**	**24,207**	**1,268,531**
Profit for the financial year	**–**	**–**	**–**	**168,021**	**168,021**	**8,143**	**176,164**
Movements in other comprehensive income	**–**	**(2,764)**	**–**	**(653)**	**(3,417)**	**(612)**	**(4,029)**
Total comprehensive income	**–**	**(2,764)**	**–**	**167,368**	**164,604**	**7,531**	**172,135**
Non-controlling interest dividend paid	**–**	**–**	**–**	**–**	**–**	**(5,521)**	**(5,521)**
At December 31, 2023	**186,337**	**(2,270)**	**246**	**1,224,615**	**1,408,928**	**26,217**	**1,435,145**
At January 1, 2022	186,337	138	246	942,867	1,129,588	18,433	1,148,021
Profit for the financial year	–	–	–	111,053	111,053	7,676	118,729
Movements in other comprehensive income	–	356	–	3,327	3,683	1,008	4,691
Total comprehensive income	–	356	–	114,380	114,736	8,684	123,420
Non-controlling interest dividend paid	–	–	–	–	–	(2,910)	(2,910)
At December 31, 2022	186,337	494	246	1,057,247	1,244,324	24,207	1,268,531

Company statement of changes in equity

for the financial year ended December 31, 2023

	Called-up share capital €000	Profit and loss account €000	Total €000
At January 1, 2023	**186,337**	**811,060**	**997,397**
Profit for the financial year	**–**	**134,317**	**134,317**
Movements in other comprehensive income	**–**	**(653)**	**(653)**
Total comprehensive income	**–**	**133,664**	**133,664**
At December 31, 2023	**186,337**	**944,724**	**1,131,061**
At January 1, 2022	186,337	722,169	908,506
Profit for the financial year	–	85,564	85,564
Movements in other comprehensive income	–	3,327	3,327
Total comprehensive income	–	88,891	88,891
At December 31, 2022	186,337	811,060	997,397

Notes on and forming part of the Financial statements
for the financial year ended December 31, 2023

1 General information and basis of preparation
daa plc (the company) is a company incorporated and domiciled in Ireland under the Companies Act 2014. Its registered number is 9401 and the address of the registered office is Three, The Green, Dublin Airport Central, Dublin Airport, Swords, Co. Dublin K67 X4X5.

The Group's principal activities are airport development, operation and management, international airport retailing and international airport investment. The Group operates and manages Dublin and Cork airports in Ireland. It undertakes airport retailing in Ireland and in a range of international locations through its subsidiary Aer Rianta International. International aviation operations, management and consultancy are carried out through daa International. The Group currently has investments in three European airports and operates in three airports in Saudi Arabia on a contract basis.

The Group and Company Financial statements are prepared in accordance with generally accepted accounting principles in Ireland under the historical cost convention, modified to include certain items at fair value, and comply with FRS 102 and Irish statute comprising the Companies Act 2014.

The reporting currency of the Group and company is considered to be Euro, rounded to the nearest thousand (€000), as that is the currency of the primary economic environment in which the Group operates.

The Group and company Financial statements have been prepared in accordance with the accounting policies, as set out in Note 37, and have been applied consistently with the prior year. The Group and company Financial statements have been prepared on a going concern basis. Refer to Note 38 for the Critical accounting judgements and key sources of estimation uncertainty.

2 Turnover – continuing operations
An analysis of the Group's turnover is as follows:

	2023 €000	2022 €000
By class of business		
Ireland		
Aeronautical revenue	**296,679**	154,310
Direct retailing and retail/catering concessions	**241,162**	184,990
Other commercial activities	**221,969**	179,989
Total Ireland	**759,810**	519,289
International retail and other activities	**258,505**	232,562
Total turnover	**1,018,315**	751,851

Other commercial activities comprise income derived from car parks, property revenues including property rents and concessions and other miscellaneous commercial revenue.

	2023 €000	2022 €000
By geographical area		
Australasia	**24,950**	48,790
Europe	**875,198**	610,812
Middle East	**60,900**	48,779
North America	**57,267**	43,470
	1,018,315	751,851

2 Turnover – continuing operations continued

An analysis of the Group's turnover by category is as follows:

	2023 €000	2022 €000
Sale of goods	**390,409**	337,083
Rendering of services	**627,906**	414,768
Total turnover	**1,018,315**	751,851

3 Payroll and related costs

	2023 €000	2022 €000
Staff costs comprise:		
Wages and salaries	**253,264**	227,072
Social insurance costs	**24,118**	19,625
Retirement benefit costs (Note 25)	**14,356**	12,689
Other payroll and related costs	**2,993**	1,977
	294,731	261,363
Staff costs capitalised into fixed assets (Note 11)	**(19,294)**	(15,630)
Payroll and related costs	**275,437**	245,733
Governments' wage subsidy schemes (Note 4)	**–**	(4,724)
Net payroll and related costs	**275,437**	241,009

	2023 No	2022 No
Average monthly employee numbers (full-time equivalents) were as follows:		
Airports	**3,019**	2,569
International activities	**931**	861
	3,950	3,430

The company's average monthly number of employees (full time equivalents) for the period was as follows:

	2023 No	2022 No
Airports	**738**	745

4 Other income

	2023 €000	2022 €000
Government wage subsidy schemes	**–**	4,724
Government grant income	**1,317**	112,592
	1,317	117,316

The Group recognised €Nil million (2022: €4.7 million) in respect of non-repayable government support relating to wage subsidy schemes introduced in Ireland and internationally in response to the COVID-19 pandemic. The Irish scheme ceased on April 30, 2022.

4 Other income continued

In 2021, government funding was received from the Department of Transport to the Group and recognised in deferred income, being state aid provided to Irish airports as part of damage compensation measures relating to the COVID-19 pandemic. The intention of the funding was to put state airports in receipt of funds to compensate for damage caused by COVID-19, so that the airports could, in turn, provide incentives and financial supports to airlines to restore connectivity. €103.8 million was received under the Damages Measure under Article 1-7(2)(b) of the Treaty of the Functioning of the European Union (TFEU) and €1.8 million was received under Section 3.1 of the EU's Temporary Framework for State aid measures to support the economy in the current emergency of COVID-19. This government funding was used to provide incentives directly to our airline customers during 2022 and 2023, and the funds were recognised in the profit and loss account on a systemic basis over the period in which the discounts and incentives were provided. At December 31, 2023, €1.3 million was recognised in line with incentives provided during the year (2022: €102.2 million).

In 2022, Cork Airport received an operational grant of €10.4 million from the Department of Transport under the PPR-O Scheme under the Regional Airports Programme 2021-2025. The purpose of the grant was to subsidise wage and employers pension contribution costs for 2022 in the three non-economic activity areas of Air Traffic Control, Fire and Security and was restricted for this purpose only.

5 Share of operating profit of associated undertakings and joint venture undertakings

The Group's share of profits after taxation in its associated undertakings and joint ventures, as defined in Note 37 , for the year is €19.3 million (2022: €15.5 million). Management fees and other direct income from these undertakings and joint ventures are included in the turnover of the Group. The Group's share of any profits or losses from transactions between the Group and its associated undertakings and joint ventures are eliminated where they are included in the carrying amount of the assets in the associated undertaking/joint venture.

6 Exceptional items and fair value movements

a. Fair value movement on investment property

The Group has engaged independent valuation specialists to determine the fair value of its properties deemed to be investment properties at December 31, 2023 (see Note 13). These valuations resulted in the Group recognising a fair value increase of €1.0 million (2022: increase of €22.0 million). The impact on taxation was the recognition of a net deferred tax credit of €0.1 million (2022: charge of €5.4 million).

b. Restructure costs

In 2020, in response to the significant challenges in the business environment arising from the COVID-19 pandemic, a significant restructuring programme was developed to facilitate a reduction in the Group's workforce. This restructuring programme comprised of a number of options including a voluntary severance scheme, career break options, and other changes to ongoing work practices and conditions. During the course of 2022, this 2020 voluntary severance scheme was closed and a residual balance of €1.7 million of the provision was released. A further €3.0 million relating to other closed severance schemes was also released during the year ended December 31, 2022. The impact on taxation at December 31, 2022 was the recognition of a deferred tax charge of €0.6 million.

7 Finance income/(expense)

	2023 €000	2022 €000
Other net financial income		
Income from listed and trade investments	**6,765**	6,801
Financial assets revaluation	**(850)**	135
Amortisation of bond premium	**1,505**	1,497
Total other net financial income	**7,420**	8,433

7 Finance income/(expense) continued

	2023 €000	2022 €000
Interest receivable and similar income		
Income from unlisted investments	**23,348**	2,913
Income on retirement benefits (Note 25)	**952**	483
Total interest receivable and similar income	**24,300**	3,396
Interest payable and similar charges		
Interest payable on bank loans and overdrafts	**9,695**	10,801
Interest on loan notes	**16,548**	16,552
Amortisation of issue costs/other funding costs	**956**	834
Other interest payable	**1,663**	2,526
Movement in financial instruments	**3,644**	5,848
Interest expense on retirement benefits (Note 25)	**811**	504
Total interest payable	**33,317**	37,065
Interest payable capitalised (Note 11)	**(1,784)**	(4,094)
Total interest payable and similar charges	**31,533**	32,971

8 Profit on ordinary activities before taxation

Group profit on ordinary activities before taxation is stated after charging/(crediting) the following:

	2023 €000	2022 €000
Auditor's remuneration		
Auditor – Irish firm		
– audit of the Group Financial statements	**409**	239
– other assurance services	**83**	69
– tax advisory services	**92**	76
	584	384
Auditor – international firms		
– audit of Financial statements	**269**	260
– tax advisory services	**49**	47
	318	307
	902	691

Included in the above are audit fees incurred of €59,450 for the statutory audit of the company (2022: €58,000), €19,400 for other assurance services (2022: €18,000) and €9,580 for tax advisory services (2022: €9,000).

	2023 €000	2022 €000
Operating lease rentals		
– equipment	**–**	145
– buildings	**1,379**	1,538
Governments' wage subsidy schemes (Note 4)	**–**	(4,724)
Other government grant income and other subsidy schemes (Note 4)	**(1,317)**	(112,592)
Depreciation (Note 11)	**131,266**	117,747
Amortisation of intangible assets and goodwill (Note 12)	**10,827**	10,415
Gain on disposal/retirement of tangible assets and investment property	**(561)**	(96)
Amortisation of capital grants (Note 21)	**(1,783)**	(1,931)
Foreign exchange loss	**311**	607

8 Profit on ordinary activities before taxation continued

Directors' remuneration

Remuneration of Directors, including disclosures in accordance with the Code of Practice for the Governance of State Bodies (the "Code of Practice") and the Companies Act 2014, is set out below:

	2023 €000	2022 €000
Directors' fees – for:		
Services as Directors	**205**	195
Other amounts – in connection to their employment	**887**	845
Pension contributions – defined contribution scheme	**106**	151
	1,198	1,191

Other amounts include remuneration of the Chief Executive (and the interim Chief Executive) and of Directors elected pursuant to the Worker Participation (State Enterprises) Acts 1977 to 2001 arising from their normal contracts of employment.

Pension contributions includes aggregate pension contributions paid, treated as paid or payable during the financial year in respect of qualifying services of Directors of €0.1 million (2022: €0.2 million). Pension contributions have been made in respect of five Directors (2022: eight Directors), each of whom have contracts of employment with the Group, in each case for the portion of the year for which they were Directors.

Directors' fees are determined by the Minister for Transport, with the consent of the Minister for Public Expenditure, National Development Plan Delivery and Reform, and are currently payable at the annual rate of €31,500 for the Chairman and €15,750 for individual Directors. In accordance with the Code of Practice, details of fees payable to individual directors during 2023 and 2022 were as follows:

	2023 €	2022 €
Basil Geoghegan	**31,500**	31,500
Risteard Sheridan	**15,750**	15,750
Denis Smyth	**15,750**	15,750
Marie Joyce	**15,750**	15,750
Karen Morton	**15,750**	15,750
Ray Gammell	**15,750**	15,750
Peter Cross	**15,750**	15,750
Gerard Perdisatt	**15,750**	15,750
James Kelly	**15,750**	15,400
Des Mullally	**15,750**	15,400
MarkJames Ryan	**15,750**	15,400
Paula Cogan	**15,750**	6,805
Kenny Jacobs (appointed January 13, 2023)*	**–**	–
Catherine Gubbins (resigned January 9, 2023)*	**–**	–
Eric Nolan (term expired January 8, 2022)	**–**	339
Joseph O'Sullivan (term expired January 8, 2022)	**–**	339
	204,750	195,443

* Kenny Jacobs and Catherine Gubbins did not receive a Director's fee.

Expenses paid to members of the Board during the year in respect of services as Director, disclosed in accordance with the Code of Practice, were €12,519 (2022: €8,319). These amounts primarily related to travel, subsistence and reimbursed expenses.

Benefits provided to members of the Board during the year, were €57,407 (2022: €40,390). These benefits related to the use of airport facilities.

8 Profit on ordinary activities before taxation continued

Kenny Jacobs was appointed to the office of Chief Executive on January 13, 2023. Pursuant to his contract, the salary of Mr Jacobs is €285,000 per annum. Total remuneration in respect of Mr Jacobs for 2023 amounted to €347,457 which included basic salary of €267,837 and pension contributions and other taxable benefits of €79,620. Mr Jacobs did not receive a Director's fee. Catherine Gubbins was appointed to the office of Interim Chief Executive on September 2, 2022 and resigned on January 9, 2023. Total remuneration in respect of Ms Gubbins for the duration of holding office in 2023 amounted to €17,077 (2022: €83,160) which included basic salary of €15,628 (2022: €70,579) and pension contributions and other taxable benefits of €1,449 (2022: €12,581). Ms Gubbins did not receive a Director's fee.

9 Tax on profit on ordinary activities

The tax charge comprises:

	2023 €000	2022 €000
Current tax on profit on ordinary activities:		
Corporation tax – Ireland	**17,691**	5,032
Foreign tax charge/(credit)	**7,214**	(2,938)
Overseas corporation tax	**–**	5,480
Adjustment in respect of prior financial years:		
Foreign tax charge	**–**	101
Irish corporation tax	**(659)**	(37)
Total current tax charge	**24,246**	7,638
Deferred tax:		
Origination/reversal of timing differences		
Attributable to Group	**9,124**	16,448
Adjustment in respect of prior financial years	**869**	574
Timing differences relating to retirement benefit obligations	**70**	86
Total deferred tax charge	**10,063**	17,108
Total tax charge on profit on ordinary activities	**34,309**	24,746
Total current and deferred tax credit/(charge) relating to items of other comprehensive income	**93**	(476)

The Group's Irish operations are subject to differing rates of corporation taxation, according to the nature of activities. During 2023 and 2022, these rates varied from 12.5% to 25% while the standard rate of corporation taxation was 12.5%.

9 Tax on profit on ordinary activities continued

Based on profit for the year, the current tax charge for the period is higher (2022: higher) than that based on the standard rate of tax in the Republic of Ireland. The differences are set out in the tax reconciliation below:

	2023 €000	2022 €000
Profit on ordinary activities before taxation	**210,473**	143,475
Profit on ordinary activities at standard Irish Corporation tax rate of 12.5% (2022: 12.5%)	**26,309**	17,934
Effects of:		
Permanent differences	**1,670**	347
Income taxed at higher rates	**13,620**	4,109
Revaluations taxed at higher rates	**(468)**	2,696
Prior year adjustments	**210**	638
Foreign withholding tax	**1,784**	2,477
Foreign tax credit	**(7,920)**	(3,455)
Income not taxable	**(966)**	–
FRS 17 adjustment	**70**	–
Total tax charge for the financial year	**34,309**	24,746

Corporation tax is provided on taxable profits at current rates.

On December 28, 2023, the Government of Ireland, where the Parent company is incorporated, enacted the Pillar Two income taxes legislation effective from January 1, 2024. Under the legislation, the Parent company will be required to pay, in Ireland, top-up tax on profits of its subsidiaries that are taxed at an effective tax rate of less than 15%. Based on its assessment, the Group does not expect a material exposure to Pillar Two in any jurisdiction in which it operates. The Group is continuing to assess the impact of the Pillar Two income taxes legislation on its future financial performance.

The total tax charge in future periods will be affected by changes to the corporation tax rates in force in jurisdictions in which the Group operates and other changes in the tax legislation applicable to the Group's business. Changes in the geographical mix of future earnings will also impact the total tax charge.

10 Company profit for the financial year

A separate company profit and loss account is not presented, as provided for under the Companies Act 2014, Section 304(2). The profit for the financial year after exceptionals and taxation of €134.3 million (2022: €85.6 million) has been dealt with in the Financial statements of the company.

The company has also availed of the exemption from filing its individual profit and loss with the Registrar of Companies as permitted by Section 357 of the Companies Act 2014.

11 Tangible fixed assets

Group	Terminal complexes and piers €000	Lands and airfields €000	Plant and equipment €000	Other property €000	Assets in the course of construction €000	Total €000
Cost						
At January 1, 2023	1,054,428	874,310	1,003,203	421,637	326,867	3,680,445
Additions	58	–	7,142	1	190,514	197,715
Transfer to completed assets	13,349	93,160	169,236	13,121	(288,866)	–
Transfer from intangible assets	–	–	–	–	180	180
Disposals/write-offs	–	(56)	(5,839)	–	–	(5,895)
Translation reserve	–	–	(189)	–	–	(189)
At December 31, 2023	1,067,835	967,414	1,173,553	434,759	228,695	3,872,256
Depreciation						
At January 1, 2023	450,386	270,157	692,971	206,080	–	1,619,594
Charge for the financial year	32,209	32,315	54,167	12,575	–	131,266
Disposals/write-offs	–	(56)	(5,811)	–	–	(5,867)
Translation reserve	–	–	(163)	–	–	(163)
At December 31, 2023	482,595	302,416	741,164	218,655	–	1,744,830
Net book value						
At December 31, 2023	585,240	664,998	432,389	216,104	228,695	2,127,426
At December 31, 2022	604,042	604,153	310,232	215,557	326,867	2,060,851

Company	Terminal complexes and piers €000	Lands and airfields €000	Plant and equipment €000	Other property €000	Assets in the course of construction €000	Total €000
Cost						
At January 1, 2023	1,054,428	851,874	951,812	421,067	326,878	3,606,059
Additions	58	–	4,325	1	190,514	194,898
Transfer to completed assets	13,349	93,160	169,236	13,121	(288,866)	–
Transfer from intangible assets	–	–	–	–	180	180
Disposals/write-offs	–	(56)	(5,777)	–	–	(5,833)
At December 31, 2023	1,067,835	944,978	1,119,596	434,189	228,706	3,795,304
Depreciation						
At January 1, 2023	450,386	266,750	654,354	205,456	–	1,576,946
Charge for the financial year	32,209	32,315	50,886	12,575	–	127,985
Disposals/write-offs	–	(56)	(5,777)	–	–	(5,833)
At December 31, 2023	482,595	299,009	699,463	218,031	–	1,699,098
Net book value						
At December 31, 2023	585,240	645,969	420,133	216,158	228,706	2,096,206
At December 31, 2022	604,042	585,124	297,458	215,611	326,878	2,029,113

The accounting policies used by the Group for tangible fixed assets, including depreciation, cost capitalisation and impairment reviews, are set out in Note 37.

Lands and airfields include airport land at a cost of €29.0 million (2022: €29.0 million). Fixed asset additions include internal architectural, engineering and agency payroll costs of €19.3 million (2022: €15.6 million).

Cost of fixed assets includes cumulative interest capitalised of €86.5 million (2022: €84.7 million). Interest of €1.8 million was capitalised in 2023 (2022: €4.1 million).

12 Intangible assets

Group	Software €000	Software under construction €000	Goodwill €000	Concession rights €000	Total €000
Cost					
At January 1, 2023	32,282	7,631	25,624	67,279	132,816
Additions	95	10,367	–	–	10,462
Translation movement	(18)	–	–	(175)	(193)
Transfer to tangible fixed assets	–	(180)	–	–	(180)
Transfer to completed assets	5,449	(5,449)	–	–	–
At December 31, 2023	37,808	12,369	25,624	67,104	142,905
Amortisation					
At January 1, 2023	20,209	–	20,989	41,727	82,925
Charge for the financial year	6,036	–	1,803	2,988	10,827
Translation movement	(18)	–	–	(176)	(194)
At December 31, 2023	26,227	–	22,792	44,539	93,558
Net book value					
At December 31, 2023	11,581	12,369	2,832	22,565	49,347
At December 31, 2022	12,073	7,631	4,635	25,552	49,891

Company	Software €000	Software under construction €000	Total €000
Cost			
At January 1, 2023	25,829	7,186	33,015
Transfer to completed assets	5,449	(5,449)	–
Transfer to tangible fixed assets	–	(180)	(180)
Additions	–	10,161	10,161
At December 31, 2023	31,278	11,718	42,996
Amortisation			
At January 1, 2023	14,811	–	14,811
Charge for the financial year	5,260	–	5,260
At December 31, 2023	20,071	–	20,071
Net book value			
At December 31, 2023	11,207	11,718	22,925
At December 31, 2022	11,018	7,186	18,204

12 Intangible assets continued

The goodwill cost at December 31, 2023 comprises:

(i) Goodwill of €18.4 million relates to the 2008 and 2013 part acquisitions of Aer Rianta International (Middle East) WLL (ARIME). The goodwill is being amortised from 2013 over 10 years which is the average life of the concession agreements currently held by ARIME.

(ii) Goodwill of €6.1 million in respect of the deferred tax liability recognised on the capitalised concession rights arising from the acquisition of the residual 50% of CTC-ARI in 2014 net of the deferred tax asset recognised on the fair value adjustment of a loan receivable amount. This goodwill is being amortised from 2014 over 17 years which is the contracted life of the concession agreement currently held by CTC-ARI.

(iii) Goodwill of €1.1 million arises pursuant to the part acquisition of Ahlan Modern Travelers Services Limited Company (AMTSC). The goodwill is being amortised from 2020 over six years which is the remaining term of the concession agreements currently held by AMTSC.

The accounting policies used by the Group for intangible fixed assets, including amortisation, cost capitalisation, and concession rights are set out in Note 37.

13 Investment property

Group	Investment property €000	Property under construction €000	Total €000
Valuation			
At January 1, 2023	**210,700**	**1,523**	**212,223**
Revaluations (Note 6)	**987**	**–**	**987**
Additions	**–**	**158**	**158**
At December 31, 2023	**211,687**	**1,681**	**213,368**
At December 31, 2022	210,700	1,523	212,223

Company	Investment property €000	Property under construction €000	Total €000
Valuation			
At January 1, 2023	**203,395**	**1,523**	**204,918**
Revaluations	**1,542**	**–**	**1,542**
Additions	**–**	**158**	**158**
At December 31, 2023	**204,937**	**1,681**	**206,618**
At December 31, 2022	203,395	1,523	204,918

Investment property comprises land and buildings owned by the Group and is measured at fair value at each reporting date with changes in fair value recognised in the profit and loss account. The fair value of the investment properties is based on a valuation by independent valuers who hold a recognised and professional qualification and have recent experience in the location and class of the investment properties being valued.

Valuations are carried out having regard to comparable market evidence relevant to each specific property or class of properties. In assessing fair value for all of the investment properties, current and potential future income has been capitalised using yields derived from market evidence. The external valuers, in discussion with the Group's management, have determined the appropriate judgements used in the valuations based on the size of the properties, rental values, repair and condition. There are no restrictions on the realisability of investment property or the remittance of income and proceeds of disposal.

14 Fixed assets – investments

Group	At January 1, 2023 €000	Additions/ other increases €000	Disposals/ other movements €000	At December 31, 2023 €000
Joint venture undertakings				
Joint venture undertakings	14,363	3,471	–	17,834
Dividends received (gross)	(13,013)	–	(2,980)	(15,993)
Translation reserve	57	–	(65)	(8)
	1,407	3,471	(3,045)	1,833
Associated undertakings				
Equity interest at cost[1]	70,328	5,484	(318)	75,494
Share of post-acquisition profits/(losses)	312,451	15,799	–	328,250
Dividends received (gross)	(308,138)	–	(16,525)	(324,663)
Translation reserve	3,712	–	(1,289)	2,423
	78,353	21,283	(18,132)	81,504
Other financial assets				
Listed investments[2]	8,693	–	(1,042)	7,651
Other unlisted investments[3]	12,890	430	(1)	13,319
	21,583	430	(1,043)	20,970
Long-term debtors				
Loans to associated undertakings[5]	26,358	1,757	(259)	27,856
Total financial assets	127,701	26,941	(22,479)	132,163

In respect of prior financial year:

Group	At January 1, 2022 €000	Additions/ other increases €000	Disposals/ other movements €000	At December 31, 2022 €000
Joint venture undertakings				
Joint venture undertakings	11,692	2,671	–	14,363
Dividends received (gross)	(10,222)	–	(2,791)	(13,013)
Translation reserve	–	57	–	57
	1,470	2,728	(2,791)	1,407
Associated undertakings				
Equity interest at cost[1]	67,556	3,078	(306)	70,328
Share of post-acquisition profits/(losses)	299,661	16,719	(3,929)	312,451
Dividends received (gross)	(300,068)	–	(8,070)	(308,138)
Translation reserve	4,704	457	(1,449)	3,712
	71,853	20,254	(13,754)	78,353
Other financial assets				
Listed investments[2]	8,030	663	–	8,693
Other unlisted investments[3]	12,753	138	(1)	12,890
Other financial assets[4]	6,453	–	(6,453)	–
	27,236	801	(6,454)	21,583
Long-term debtors				
Loans to associated undertakings[5]	20,754	5,650	(46)	26,358
Total financial assets	121,313	29,433	(23,045)	127,701

14 Fixed assets – investments continued

Company	At January 1, 2023 €000	Additions/ other increases €000	Disposals/ other movements €000	At December 31, 2023 €000
Ordinary shares in subsidiary undertakings at cost	7,862	–	–	7,862
Capital contributions to subsidiary undertakings[6]	–	5,666	(5,666)	–
	7,862	5,666	(5,666)	7,862

In respect of prior financial year:

Company	At January 1, 2022 €000	Additions/ other increases €000	Disposals/ other movements €000	At December 31, 2022 €000
Ordinary shares in subsidiary undertakings at cost	7,862	–	–	7,862
Capital contributions to subsidiary undertakings[6]	–	5,787	(5,787)	–
Other financial assets[4]	6,452	–	(6,452)	–
	14,314	5,787	(12,239)	7,862

1. The Group provided shareholder funding of circa €5.2 million to support startup capital expenditure and working capital in associate undertaking, Travel Retail Sales and Services LLC ("TRSS"). This undertaking started commercial operations in November 2023. In 2022, Aer Rianta International (Middle East) WLL (ARIME), a subsidiary of the Group, entered into a participation agreement whereby it assigned profit rights to a third party, in respect of shares representing 3% of its share capital of its associate investment, TRSS for consideration of €0.3 million. Pursuant to this transaction, Group has beneficial interest of 33.5% (2022: 33.5%) in TRSS. The Group retains a 35.6% equity or legal shareholding in TRSS.
2. Listed investments are held by ARIME, a subsidiary undertaking and are carried at fair value and changes in fair value are recognised in the profit and loss account. The investments are held in shares quoted on the Bahrain stock exchange.
3. Other unlisted investments comprise loan stock receivable that ARIME holds and a loan receivable amount that is due to CTC-ARI Airports Limited from a third party. The loan stock receivable carries an interest coupon of 6.0% plus 6 month EURIBOR and must be repaid by December 31, 2027. The loan receivable carries an interest coupon of 1.611% plus 6 month EURIBOR and must be repaid by December 31, 2026.
4. At December 31, 2022, other financial assets were considered to be current in nature and were reclassed to Other financial assets in current assets. Please refer to Note 17 for further detail.
5. In 2022, the Group provided funding to an associate undertaking, Portugal Duty Free Lda investment of €4.9 million which carries an interest coupon of 3.1% plus 6 month EURIBOR and must be repaid by 30 June 2029. It arises pursuant to the Group's investment with ANA Aeroportos de Portugal (ANA) from VINCI Airports Group to operate their portfolio of duty free and duty paid retail concessions in eight airports (Lisbon, Porto, Faro, Madeira Islands (Madeira and Porto Santo) and Azores Islands (Ponta Delgada, Santa Maria, Horta) from 1 June 2022. In previous financial years, the Group also provided funding to another associate investment of €20 million, which is sub-ordinated, carries an interest coupon of 3.38% plus 6 month EURIBOR and must be repaid by 31 March 2027. It arises pursuant to arrangements agreed by all shareholders in Flughafen Düsseldorf GmbH to provide a long-term sub-ordinated shareholder loan of €100 million, as part of a wider set of refinancing measures for the airport.
6. The company paid a subsidiary for tax relief surrendered by way of Group relief and the excess payment over the tax value of the relief has been accounted for as a capital contribution. The capital contribution was fully impaired at year-end as it is not considered recoverable.

In the opinion of the Directors, the net realisable values of the financial assets are not less than the carrying values. The basis on which financial assets are stated is set out in Note 37.

The key assumptions in the value-in-use calculations include growth rates of revenue and expenses (including minimum annual guarantees in concession lease agreements), discount rates and likelihood of lease renewal.

14 Fixed assets – investments continued

The principal operating subsidiary, associated and joint venture undertakings of the Group, all of which are included in the Group Financial statements, together with the Group's beneficial holding of ordinary shares, net of minority interest, at December 31, 2023, are as set out below:

Undertaking	Registered office	Principal activity	%
Subsidiary undertakings			
ARI Auckland Limited	Auckland, New Zealand	Duty free shopping and related activities	100.0
Aer Rianta International cpt	Dublin, Ireland	International management services and airport investor	100.0
Aer Rianta International (Middle East) WLL	Manama, Bahrain	Provision of services for operation of duty free shopping and related activities	71.3
Aer Rianta International (North America) Inc.	Montréal, Canada	Duty free shopping and related activities	100.0
Montenegro Duty Free Limited	Podgorica, Montenegro	Duty free shopping and related activities	70.0
Ahlan Modern Travelers Services Company Limited[1]	Riyadh, Saudi Arabia	Duty free shopping and related activities	49.9
ASC Airport Services Consolidated Limited	Dublin, Ireland	Provision of services to daa plc	100.0
daa Airport Services Limited	Dublin, Ireland	Secondment of employees to daa plc	100.0
daa Finance plc	Dublin, Ireland	Financing company	100.0
daa Operations Limited	Dublin, Ireland	Treasury trade	100.0
daa International Limited	Dublin, Ireland	Consultancy services	100.0
CTC-ARI Airports Limited	Nicosia, Cyprus	Duty free shopping and related activities	85.6
Gatland Property Limited	Dublin, Ireland	Property development and investment	100.0
Halamar Developments Limited	Dublin, Ireland	Property investment	100.0
SkyZone Limited	Dublin, Ireland	Subsidiary investment	100.0
Joint venture undertaking			
Cyprus Airports (F&B) Limited[2]	Nicosia, Cyprus	Duty free food and beverage related activities	35.6
Associated undertakings			
Caribbean ARI Inc.[3]	Bridgetown, Barbados	Duty free shopping and related activities	50.0
Portugal Duty Free Lda	Lisbon, Portugal	Duty free shopping and related activities	49.0
Oman Sales & Services LLC	Muscat, Oman	Duty free shopping and related activities	35.6
Delhi Duty Free Services Private Limited	Delhi, India	Duty free shopping and related activities	33.1
Flughafen Düsseldorf GmbH	Düsseldorf, Germany	Airport operator	20.0
Travel Retail Sales and Services LLC	Emirate of Abu Dhabi, UAE	Duty free shopping and related activities	35.6

1. On July 26, 2020, the Group acquired 49.9% shareholding in Ahlan Modern Travelers Services Company Limited (AMTSC). This company operates a retail outlet at Terminal 5 at King Khalid International Airport in Riyadh. AMTSC is deemed to be a subsidiary undertaking, due to control being exercised as 70% of the shares are held indirectly through Aer Rianta International (Middle East) WLL.
2. Cyprus Airports (F&B) Limited is treated as a joint venture as defined under FRS 102 Section 15 (Investments in Joint Ventures) on the grounds that the Group exercises joint control over Cyprus Airports (F&B) Limited rather than significant influence or dominant control.
3. In the opinion of the Directors, Caribbean ARI Inc. should be treated as an associated undertaking as defined under FRS 102 Section 14 (Investments in Associates) on the grounds that the Group exercises significant influence but not dominant control.

All Financial statements of subsidiary and associated undertakings are coterminous with the year end of the Group, other than in respect of Delhi Duty Free Services Private Limited whose Financial statements are prepared to a March 31 year-end. Management accounts of this entity have been prepared to December 31, 2023 for the purpose of including results of this company in the Group Financial statements. The company has availed of the exemption from disclosure of certain information on related undertakings as afforded by Section 314 of the Companies Act 2014. Furthermore, the company has availed of the provision for certain information to be annexed to the company's annual return under Section 316 of the Companies Act 2014.

15 Stocks

	Group		Company	
	2023 €000	2022 €000	2023 €000	2022 €000
Goods for resale	**35,812**	41,371	**14,245**	13,789
Maintenance	**5,365**	3,712	**5,365**	3,712
	41,177	45,083	**19,610**	17,501

The replacement value of stock was not materially different from the carrying amount. The cost of stock included in cost of sales amounts to €163.6 million (2022: €144.6 million).

16 Debtors

	Group 2023 €000	Group 2022 €000	Company 2023 €000	Company 2022 €000
Amounts falling due within one year				
Trade debtors	**51,121**	25,964	**36,756**	15,998
Prepayments and accrued income	**35,315**	27,911	**20,594**	20,228
Due from subsidiary undertakings	**–**	–	**65,847**	31,927
Due from associated undertakings	**2,426**	2,514	**–**	–
Corporation tax	**2,463**	74	**2,463**	74
Other debtors	**18,467**	9,316	**9,093**	9,180
	109,792	65,779	**134,753**	77,407
Amounts falling due after more than one year				
Pension asset (Note 25)	**2,323**	2,507	**2,294**	2,477
	112,115	68,286	**137,047**	79,884

Other debtors of the Group include €1.1 million of borrowing costs on undrawn revolving credit facility (2022: €1.6 million).

Other debtors of the company include €4.7 million (2022: €5.7 million) borrowing costs. €3.6 million (2022: €4.2 million) was incurred on behalf of daa Finance plc.

17 Other financial assets

	Group 2023 €000	Group 2022 €000	Company 2023 €000	Company 2022 €000
At January 1	**605**	–	**605**	–
Reclassification from long-term financial assets (Note 14)	**–**	6,453	**–**	6,453
Financial instruments movement	**(3,644)**	(5,848)	**(3,644)**	(5,848)
Transfer to financial liabilities (Note 18)	**3,039**	–	**3,309**	–
At December 31	**–**	605	**–**	605

Other financial assets as at December 31, 2022 pertain to energy forward contracts which when revalued as at December 31, 2023 resulted in a reclassification to a financial liability. At December 31, 2023, energy forward contracts were valued at €3.0 million, leading to a fair value loss of €3.6 million.

At December 31, 2022, carbon credits are valued at €Nil million and the fair value loss of €1.0 million (2021: loss of €1.0 million) was recognised in the profit and loss account. At December 31, 2022, energy forward contracts were valued at €0.6 million, with a fair value loss of €4.8 million. Total fair value movement on carbon and energy forward contracts as at December 31, 2022 is a loss of €5.8 million.

Energy forward contracts are sterling denominated and foreign exchange contracts are entered into with the supplier to fix the currency exposure.

18 Creditors: amounts falling due within one year

	Group		Company	
	2023 €000	2022 €000	2023 €000	2022 €000
Bank loans (Note 20)	**32,508**	35,918	**16,036**	19,851
Trade creditors	**20,402**	20,313	**13,346**	12,066
Due to subsidiary undertakings	**–**	–	**1,223,335**	1,209,012
Other creditors	**20,556**	105,764	**14,323**	101,541
Accruals	**122,511**	112,627	**88,722**	84,019
Deferred income	**14,613**	14,297	**14,613**	14,297
Capital accruals	**75,200**	50,291	**75,200**	50,291
Other financial liabilities	**3,039**	–	**3,039**	–
	288,829	339,210	**1,448,614**	1,491,077
Taxation and social welfare included in other creditors:				
PAYE	**3,151**	58,184	**3,151**	56,788
PRSI	**2,294**	21,528	**2,294**	21,528
VAT	**5,750**	10,120	**4,951**	11,000
Other taxes	**7,206**	7,608	**681**	3,074

Creditors for tax and social welfare are payable in the timeframe set down in the relevant legislation. In 2020, the Irish Revenue provided the ability for companies severely impacted by the COVID-19 pandemic to warehouse certain VAT and PAYE/PRSI liabilities on an interest free basis. The Group availed of this scheme from May, 2020 to January, 2022 and repaid the amounts owing in April, 2023.

19 Creditors: amounts falling due after more than one year

	Group		Company	
	2023 €000	2022 €000	2023 €000	2022 €000
Bank loans (Note 20)	**533,048**	565,595	**425,623**	441,659
Loan notes (Note 20)	**1,053,323**	1,054,291	**–**	–
Other creditors and accruals	**36,952**	33,100	**29,824**	24,388
Deferred income	**2,460**	2,787	**2,460**	2,787
	1,625,783	1,655,773	**457,907**	468,834

Deferred income of €1.4 million (2022: €1.4 million) for Group and company, falls due after more than five years.

20 Financial liabilities

	Group		Company	
	2023 €000	2022 €000	2023 €000	2022 €000
Repayable by instalments:				
Repayable within one year	**32,508**	35,918	**16,036**	19,851
Repayable within one to two years	**41,937**	32,506	**25,442**	16,036
Repayable within two to five years	**164,952**	151,184	**115,311**	101,621
Repayable after more than five years	**326,159**	381,905	**284,870**	324,002
	565,556	601,513	**441,659**	461,510
Repayable other than by instalments:				
Repayable within two to five years	**555,523**	–	**–**	–
Repayable after more than five years	**497,800**	1,054,291	**–**	–
	1,053,323	1,054,291	**–**	–
	1,618,879	1,655,804	**441,659**	461,510
Split as follows:				
Bank loans including overdrafts	**565,556**	601,513	**441,659**	461,510
Loan notes	**1,053,323**	1,054,291	**–**	–
	1,618,879	1,655,804	**441,659**	461,510
Included in creditors falling due within one year (Note 18)	**32,508**	35,918	**16,036**	19,851
Included in creditors falling due after more than one year (Note 19)	**1,586,371**	1,619,886	**425,623**	441,659

The loan notes comprise €550 million (2022: €550 million) of loan notes, which carries 1.554% fixed rate Eurobonds, repayable in June 2028 and €500 million (2022: €500 million) of loan notes, which carries 1.601% fixed rate Eurobonds, repayable in November 2032. Interest on the loan notes is payable annually on June 7 and November 5, respectively. Loan notes also include loan/debt/bond costs €3.6 million (2022: €4.2 million) and a premium €7.0 million (2022: €8.5 million). These loan notes are both listed on the main securities market of Euronext Dublin and are guaranteed by the company.

At December 31, 2023 DAA Finance plc also had a bank loan of €114.7 million (2022: €130.0 million) which is guaranteed by the company. The bank loan is a 20-year amortising loan from the European Investment Bank, carries a 1.05% fixed rate of interest, is payable semi-annually and matures in January 2031. Interest on the bank loan is payable semi-annually in January and July.

At December 31, 2023 CTC-ARI Airports Limited had a bank loan of €9.2 million (2022: €10.0 million) from a €12.1 million borrowing facility. The utilised facility carries an interest coupon of 2.1% plus six month EURIBOR, is repayable in equal instalments and matures in April 2031.

Interest rates and risk profile of financial liabilities are further analysed in Note 28.

The Company's bank loans at December 31, 2023 of €441.7 million (2022: €461.5 million) are unsecured and are repayable semi-annually by instalments. The fixed interest rates on the bank loans range from 0.91% to 4.6%. The loans are due to mature between January 2024 and June 2040.

Borrowing facilities

The Group has a €450 million undrawn committed revolving credit facility as at December 31, 2023 in respect of which all conditions precedent have been met (2022: €450 million undrawn committed revolving credit facility). This facility expires in three years in March 2027.

21 Capital grants

	Group 2023 €000	Group 2022 €000	Company 2023 €000	Company 2022 €000
At January 1	**20,092**	18,712	**20,092**	18,712
Amortised to profit and loss account	**(1,783)**	(1,931)	**(1,783)**	(1,931)
Grants received	**4,650**	3,311	**4,650**	3,311
At December 31	**22,959**	20,092	**22,959**	20,092

Capital grants received in 2023 relate to grants provided to Cork Airport from the Department of Transport, Tourism and Sport under the Regional State Programme 2021-2025, Capital Expenditure (CAPEX) Grant Scheme. Amounts received for this grant total €4.7 million (2023: €1.4 million, 2022: €3.3 million). The purpose of the grant is to provide funding for the Cork Airport electrical substation. The grant is restricted for use on the electrical substation project only.

Capital grants are recognised when there is reasonable assurance that the Group will comply with the conditions associated with the grant.

22 Provisions for liabilities

	Insurance and other[1] €000	Deferred tax (Note 23) €000	Restructuring programme[2] €000	Pension liability (Note 25) €000	Pension restructuring[3] €000	Total €000
Group						
At January 1, 2023	**25,059**	**69,035**	**350**	**–**	**2,736**	**97,180**
Charge for the financial year	**3,197**	**9,146**	**–**	**–**	**–**	**12,343**
Utilised during the financial year	**(1,195)**	**–**	**–**	**–**	**–**	**(1,195)**
At December 31, 2023	**27,061**	**78,181**	**350**	**–**	**2,736**	**108,328**

In respect of prior financial year:

	Insurance and other[1] €000	Deferred tax (Note 23) €000	Restructuring programme[2] €000	Pension liability (Note 25) €000	Pension restructuring[3] €000	Total €000
Group						
At January 1, 2022	19,585	52,060	11,598	1,986	2,736	87,965
Charge/(credit) for the financial year	7,598	16,975	(4,735)	–	–	19,838
Utilised during the financial year	(2,124)	–	(3,856)	–	–	(5,980)
Pension asset transferred to debtors	–	–	–	(1,986)	–	(1,986)
Termination & retirement benefits transferred to creditors	–	–	(2,657)	–	–	(2,657)
At December 31, 2022	25,059	69,035	350	–	2,736	97,180

	Insurance and other[1] €000	Deferred tax (Note 23) €000	Restructuring programme[2] €000	Pension liability (Note 25) €000	Pension restructuring[3] €000	Total €000
Company						
At January 1, 2023	**25,060**	**65,040**	**350**	**–**	**2,736**	**93,186**
Charge for the financial year	**3,197**	**9,411**	**–**	**–**	**–**	**12,608**
Utilised during the financial year	**(1,195)**	**–**	**–**	**–**	**–**	**(1,195)**
At December 31, 2023	**27,062**	**74,451**	**350**	**–**	**2,736**	**104,599**

22 Provisions for liabilities continued

In respect of prior financial year:

	Insurance and other[1] €000	Deferred tax (Note 23) €000	Restructuring programme[2] €000	Pension liability (Note 25) €000	Pension restructuring[3] €000	Total €000
Company						
At January 1, 2022	19,584	48,230	11,598	2,014	2,736	84,162
Charge/(credit) for the financial year	7,598	16,810	(4,735)	–	–	19,673
Utilised during the financial year	(2,122)	–	(3,856)	–	–	(5,978)
Pension asset transferred to debtors	–	–	–	(2,014)	–	(2,014)
Termination & retirement benefits transferred to creditors	–	–	(2,657)	–	–	(2,657)
At December 31, 2022	25,060	65,040	350	–	2,736	93,186

1. A provision for reported and potential claims under its self-insurance programme and for other liabilities including legal claims and environmental provisions. The Group operates a level of self-insurance. Under these arrangements, the Group retains certain exposures up to pre-determined self-insurance levels. The provision for these exposures represents amounts provided based on advice from insurance and loss adjuster consultants, industry information and historical data in respect of claims that are classified as incurred but not reported and outstanding loss reserves. The methodology of estimating the provision is periodically reviewed to ensure that the assumptions made continue to be appropriate. The utilisation of the provision is dependent on the timing of settlement of the outstanding claims. The average time for settlement of outstanding claims is from two to three years from the claim date.
2. In 2020, the company developed a restructuring programme following consultation with staff and staff representatives. At December 31, 2023 €0.4 million (2022: €0.4 million) remains and relates to potential future associated expenses.
3. The remaining pension provision relates to the restructuring of the IAS Scheme, which was frozen on December 31, 2014.

In accordance with FRS 102, Section 21 (Provisions and Contingencies) the Group and company carries provisions where there is uncertainty of timing or amount, where there is a present obligation as a result of past events, it is probable that a transfer of economic benefits will be required to settle the obligation, and a reliable estimate can be made of the amount of the obligation. It is expected that such liabilities will be settled within two to ten years.

23 Deferred tax liability

	Group		Company	
	2023 €000	2022 €000	2023 €000	2022 €000
Deferred tax				
Deferred tax is provided as follows:				
Timing differences on capital allowances	**52,404**	48,589	**52,580**	48,800
Amounts temporarily not deductible for corporation tax	**(188)**	79	**(183)**	(185)
Tax losses available	**–**	(5,647)	**–**	(5,647)
Deferred tax liability arising in relation to retirement benefit obligations	**296**	318	**287**	309
Deferred tax on revaluations	**22,609**	22,748	**21,767**	21,763
Deferred tax in relation to goodwill	**3,060**	2,948	**–**	–
At December 31	**78,181**	69,035	**74,451**	65,040

Deferred tax assets and liabilities are offset only where the Group has a legally enforceable right to do so and where the assets and liabilities relate to income taxes levied by the same taxation authority on the same taxable entity.

24 Called up share capital and other reserves

Called up share capital – presented as equity	Group and Company 2023 €000	Group and Company 2022 €000
Authorised:		
317,500,000 (2022: 317,500,000) ordinary shares of €1 each	317,500	317,500
Allotted, called up and fully paid:		
186,336,813 (2022: 186,336,813) ordinary shares of €1 each	186,337	186,337

All the ordinary shares are beneficially held by the Minister for Public Expenditure, National Development Plan Delivery and Reform of the Irish Government.

Other reserves	Translation reserves €000	Other capital reserves €000	Total €000
Group			
At January 1, 2023	**494**	**246**	**740**
Exchange differences arising on translation of overseas investments	**(2,764)**	**–**	**(2,764)**
At December 31, 2023	**(2,270)**	**246**	**(2,024)**
In respect of prior financial year:			
At January 1, 2022	138	246	384
Exchange differences arising on translation of overseas investments	356	–	356
At December 31, 2022	494	246	740

25 Retirement benefits

The Group participates in a number of pension schemes, including both defined contribution and defined benefit schemes for its staff. Pension scheme assets are held in separate, Revenue-approved, trustee administered funds. The Group has accounted for retirement benefits under defined schemes in accordance with FRS 102, Section 28 (Employee Benefits).

daa plc participates in a number of pension schemes in respect of its staff, the principal arrangements are as set out below.

a) daa Defined Contribution Retirement Savings Scheme (the daa DC Scheme)

The daa DC Scheme is a contributory defined contribution pension plan operated by the Group for its eligible, Irish-based employees. Contributions are paid by the members and the employer at fixed rates. The benefits secured at retirement reflect each employee's accumulated fund and the cost of purchasing benefits at that time. The daa DC Scheme has been effective since January 1, 2015 and is now the main arrangement for eligible employees at the Group's Irish airports for providing pension benefits in respect of reckonable service.

Prior to January 1, 2015, pension benefits, for the majority of eligible Group employees, accrued in the Irish Airlines (General Employee) Superannuation Scheme (the IAS Scheme) and, in some cases, also in the Aer Rianta Supplemental Superannuation Scheme (the AR Supplemental Scheme). Following the restructuring of these schemes, accrued benefits were reduced (IAS Scheme) and frozen (both schemes) on December 31, 2014. Further details of these schemes are set out below.

25 Retirement benefits continued

b) The IAS Scheme

The IAS Scheme is a multi-employer scheme in which benefits were formerly accrued by eligible employees of the company and of other member employers. Fixed contributions were made by the employers and employees in accordance with the scheme's trust deed and rules and the scheme is accounted for as a defined contribution scheme. Aer Lingus Limited, Shannon Airport Authority DAC and SR Technics (which has ceased trading) are the other employer members of the IAS Scheme. Following a restructuring of the IAS Scheme, benefits in this scheme were reduced and frozen for service up to December 31, 2014. The employers ceased to have any further liability to the scheme (save in relation to the ongoing expenses).

c) Aer Rianta Supplemental Superannuation Scheme (the AR Supplemental Scheme)

This scheme is for certain categories of company employees which provide certain retirement pension benefits supplementary to those payable under the IAS Scheme. This scheme is accounted for as a defined benefit scheme. As at December 31, 2014, accrued benefits were frozen, save for annual revaluation, and pension benefits in respect of service from that date are provided through the daa DC Scheme. The Group ceased to have any further liability in respect of ongoing regular contributions but retains an obligation to fund any actuarial deficits and ongoing expenses.

Aer Rianta International cpt (ARI) operates a defined contribution pension scheme in respect of eligible Irish-based employees. Aer Rianta International (North America) Inc., a subsidiary of ARI, operates a defined benefit pension scheme (the ARINA Scheme).

Employee benefits disclosures

The pension cost to the Group charged against operating profit for the financial year amounted to €14.4 million (2022: €12.7 million), see Note 3. The pension cost to the company chargeable against operating profit for the financial year amounts to €11.0 million (2022: €9.6 million).

	Group		Company	
	2023 €000	**2022 €000**	**2023 €000**	**2022 €000**
Defined benefit arrangements – service cost	**–**	79	**–**	79
Defined contribution schemes	**14,356**	12,610	**11,049**	9,545
	14,356	12,689	**11,049**	9,624

The combined pension assets of arrangements, accounted for as defined benefit schemes were as follows:

	Group		Company	
	2023 €000	**2022 €000**	**2023 €000**	**2022 €000**
Gross pension asset	**2,323**	2,507	**2,294**	2,477

The AR Supplemental Scheme is actuarially valued every three years by independent professionally qualified actuaries. The actuarial valuations are not available for public inspection. In accordance with FRS 102, at each reporting date the most recent valuation of the scheme is updated by the actuaries to reflect financial assumptions that are current at the balance sheet date.

At December 31, 2023, the net pension asset in the Group was €2.0 million (2022: asset of €2.2 million) being assets of €22.9 million (2022: €21.4 million) and present value of accrued scheme liabilities of €20.6 million (2022: €18.9 million) net of a related deferred tax liability of €0.3 million (2022: deferred tax liability of €0.3 million).

25 Retirement benefits continued

At December 31, 2023, the net pension asset in the company is €2.0 million (2022: asset of €2.2 million) being assets of €19.4 million (2022: €17.9 million) and present value of accrued scheme liabilities of €17.1 million (2022: €15.5 million) net of a related deferred tax liability of €0.3 million (2022: deferred tax liability of €0.3 million). The estimated cost relating to defined benefit plans for the year ended December 31, 2024 is a credit of €0.1 million (2022: estimated credit of €0.1 million). The main financial assumptions, given on a combined basis, used by the actuaries of these arrangements to value the liabilities were:

Valuation method	Group and Company As at Dec 31, 2023 Projected Unit	 As at Dec 31, 2022 Projected Unit
Rate of increase in salaries	**0.0% – 2.3%**	0.0% – 2.6%
Rate of increase in pension payment	**0.0% – 2.3%**	0.0% – 2.6%
Discount rate	**3.6% – 4.6%**	4.2% – 5.2%
Inflation assumption	**2.0% – 2.3%**	2.0% – 2.6%
Life expectancy (in years)		
Male member aged 61–65	**22.6 – 25.8**	22.5 – 25.7
Male member aged 40–45	**24.3 – 27.4**	24.2 – 27.4
Female member aged 61–65	**24.2 – 30.7**	24.2 – 30.6
Female member aged 40–45	**21.0 – 26.1**	26.0 – 32.0

The discount rate of 3.6% (Ireland) and 4.6% (overseas) is based on AA Rated Corporate Bonds which are considered appropriate for the duration of the liabilities of the schemes.

The asset allocations at the year-end were as follows:

	Group 2023 Percentage of plan assets	 2022 Percentage of plan assets	Company 2023 Percentage of plan assets	 2022 Percentage of plan assets
Equities	**18.1%**	19.4%	**18.7%**	20.2%
Bonds	**74.3%**	72.8%	**75.2%**	73.4%
Property	**2.5%**	2.6%	**–**	–
Cash	**0.5%**	0.7%	**0.5%**	0.8%
Other	**4.6%**	4.5%	**5.6%**	5.6%
	100.0%	100.0%	**100.0%**	100.0%

25 Retirement benefits continued

	Group 2023 €000	Group 2022 €000	Company 2023 €000	Company 2022 €000
Amounts recognised in the balance sheet				
Present value of defined benefit obligations	**(20,629)**	(18,878)	**(17,075)**	(15,468)
Fair value of plan assets	**22,952**	21,385	**19,369**	17,945
Gross asset	**2,323**	2,507	**2,294**	2,477
Related deferred tax liability	**(296)**	(318)	**(287)**	(310)
Net asset	**2,027**	2,189	**2,007**	2,167
Change in benefit obligation				
Benefit obligation at beginning of financial year	**(18,878)**	(29,438)	**(15,468)**	(24,736)
Current service cost	**–**	(79)	**–**	(79)
Interest cost	**(811)**	(504)	**(641)**	(362)
Remeasurement (loss)/gain	**(1,900)**	10,063	**(1,677)**	8,923
Benefits paid	**917**	1,084	**711**	786
Translation (loss)/gain	**43**	(4)	**–**	–
Benefit obligation (funded and unfunded) at end of financial year	**(20,629)**	(18,878)	**(17,075)**	(15,468)

	Group 2023 €000	Group 2022 €000	Company 2023 €000	Company 2022 €000
Change in plan assets				
Fair value of plan assets at beginning of financial year	**21,385**	27,452	**17,945**	22,722
Interest income	**952**	483	**760**	340
Remeasurement – actuarial (loss)/gain	**1,059**	(5,859)	**931**	(5,120)
Employer contributions	**489**	877	**444**	789
Administrative expenses	**(73)**	(95)	**–**	–
Benefits paid from plan	**(917)**	(1,084)	**(711)**	(786)
Pension scheme asset ceiling adjustment	**95**	(394)	**–**	–
Translation loss	**(38)**	5	**–**	–
Fair value of plan assets at end of financial year	**22,952**	21,385	**19,369**	17,945
Amounts recorded in other comprehensive income				
Remeasurement of net defined asset	**(746)**	3,803	**(746)**	3,803
Deferred tax on asset	**93**	(476)	**93**	(476)
Total	**(653)**	3,327	**(653)**	3,327
Amounts recorded in profit and loss				
Current service cost	**–**	79	**–**	79
Administrative expenses	**73**	95	**–**	–
Net Interest (income)/expense	**(141)**	21	**(119)**	22
Total defined benefit pension (income)/expenses	**(68)**	195	**(119)**	101

The return on plan assets was €2.1 million for the year (2022: €5.6 million).

25 Retirement benefits continued

Other employee benefits

In 2020, the company developed a restructuring programme following consultation with staff and staff representatives. At the balance sheet date a provision remained for restructuring of €0.4 million relating to future associated expenses (2022: €0.4 million), see Note 22. This is an unfunded liability at the balance sheet date.

Termination and early retirement benefits were transferred to creditors' amounts due within one year and creditors' amounts greater than one year at December 31, 2023.

26 Cash flow statement

Reconciliation of operating profit to cash generated by operations

	Note	2023 €000	2022 €000
Operating profit		**191,016**	149,156
Adjustment for:			
Depreciation charge	11	**131,266**	117,747
Restructuring release	6	**–**	(4,735)
Fair value movement on investment properties	13	**(987)**	(22,026)
Amortisation/write-off of intangible assets and goodwill	12	**10,827**	10,415
Profit on disposal and retirements of tangible and intangible assets and investment property		**(561)**	(120)
Increase/(decrease) in pension asset		**68**	(195)
Increase in insurance liability	22	**3,197**	7,598
Amortisation of capital grants	21	**(1,783)**	(1,931)
Operating cash flow before taxation and movement in working capital		**333,043**	255,909
Taxation paid		**(25,195)**	(3,946)
Taxation warehousing paid		**(81,466)**	–
Operating cash flow before movement in working capital		**226,382**	251,963
Decrease/(increase) in stocks	15	**3,906**	(16,337)
Increase in debtors		**(39,060)**	(14,764)
Increase/(decrease) in creditors		**9,394**	(51,444)
Payments in respect of insurance and other provisions	22	**(1,195)**	(2,124)
Payments in respect of exceptional restructuring provisions	22	**–**	(3,856)
Cash flow from operating activities		**199,427**	163,438

27 Analysis of net debt

	At January 1, 2023 €000	Cash flow €000	Non-cash movements €000	Foreign exchange movement €000	At December 31, 2023 €000
Cash	114,076	637	–	(1,523)	113,190
Cash equivalents	702,070	(9,812)	–	–	692,258
	816,146	(9,175)	–	(1,523)	805,448
Debt due within one year	(35,919)	35,957	(32,546)	–	(32,508)
Debt due after one year	(1,619,886)	–	33,515	–	(1,586,371)
	(1,655,805)	35,957	969	–	(1,618,879)
Total	(839,659)	26,782	969	(1,523)	(813,431)

27 Analysis of net debt continued

In respect of prior financial year:

	At January 1, 2022 €000	Cash flow €000	Non-cash movements €000	Foreign exchange movement €000	At December 31, 2022 €000
Cash	124,287	(9,592)	–	(619)	114,076
Cash equivalents	732,563	(30,493)	–	–	702,070
	856,850	(40,085)	–	(619)	816,146
Debt due within one year	(35,335)	35,331	(35,915)	–	(35,919)
Debt due after one year	(1,656,770)	–	36,884	–	(1,619,886)
	(1,692,105)	35,331	969	–	(1,655,805)
Total	(835,255)	(4,754)	969	(619)	(839,659)

28 Financial instruments

Narrative disclosures concerning the Group's treasury policy and management are set out in the Chief Financial Officer's review. The required disclosures in respect of relevant financial assets and liabilities (as defined) in accordance with FRS 102 Section 11 (Basic Financial Instruments) are provided below.

(i) Interest rate risk profile of financial liabilities and assets

The interest rate profile of the Group's relevant financial liabilities and interest bearing relevant financial assets at December 31, 2023 was:

	2023			2022		
	Total €000	Floating rate €000	Fixed rate €000	Total €000	Floating rate €000	Fixed rate €000
Financial liabilities						
Euro	**(1,618,879)**	**(9,191)**	**(1,609,688)**	(1,655,804)	(10,003)	(1,645,801)

Financial liabilities above relate to bank loans and loan notes held by the Group.

	2023			2022		
	Total €000	Floating rate €000	Fixed rate €000	Total €000	Floating rate €000	Fixed rate €000
Financial assets						
Euro	**761,913**	**761,913**	**–**	768,882	768,882	–
Sterling	**1,350**	**1,350**	**–**	1,681	1,681	–
US dollar	**23,370**	**23,370**	**–**	21,655	21,655	–
Canadian dollar	**9,428**	**9,428**	**–**	7,463	7,463	–
New Zealand dollar	**97**	**97**	**–**	5,943	5,943	–
Saudi Arabian riyal	**9,255**	**9,255**	**–**	10,452	10,452	–
Australian dollar	**20**	**20**	**–**	64	64	–
Swiss franc	**4**	**4**	**–**	–	–	–
Other	**11**	**11**	**–**	6	6	–
	805,448	**805,448**	**–**	816,146	816,146	–

28 Financial instruments continued

Financial assets above relate to cash and cash equivalents held by the Group.

The weighted average interest rate for fixed rate Euro currency financial liabilities was 1.5% (2022: 1.5%) and the weighted average period for which the rate was fixed was 8.7 years (2022: 9.6 years). There were no financial liabilities on which no interest was paid. The floating rate financial assets were comprised of term and call bank deposits of less than one year that bore interest based on market rates.

(ii) Carrying values of financial assets and liabilities

Set out below are the carrying values of the Group's relevant financial assets and liabilities:

	Group		Company	
	2023 €000	2022 €000	2023 €000	2022 €000
Financial assets				
Measured at fair value through profit or loss				
Financial asset	**7,651**	9,298	**–**	605
Measured at amortised cost				
Loan stock receivable	**13,319**	12,890	**–**	–
Cash and cash equivalents	**805,448**	816,146	**674,872**	712,499
Trade debtors	**51,121**	25,964	**36,756**	15,998
Other debtors	**18,467**	9,316	**9,093**	9,180
Amounts due from subsidiary undertakings	**–**	–	**65,847**	31,927
Amounts due from associated undertakings	**30,282**	28,872	**–**	–
	926,288	902,486	**786,568**	770,209

Financial assets measured at fair value through profit and loss comprise listed investments and forward energy contracts.

The fair value of listed investments measured at fair value through profit and loss are determined using quoted prices on relevant stock exchanges.

The Group enters into forward energy contracts to reduce exposure to energy price risk. The fair value of forward energy contracts measured at fair value through profit and loss are determined using quoted prices.

	Group		Company	
	2023 €000	2022 €000	2023 €000	2022 €000
Financial liabilities				
Measured at fair value through profit or loss				
Financial liability	**3,039**	–	**3,039**	–
Measured at amortised cost				
Bank loans and overdrafts	**565,556**	601,513	**441,659**	461,510
Loan notes	**1,053,323**	1,054,291	**–**	–
Amounts due to subsidiary undertakings	**–**	–	**1,223,335**	1,209,012
Trade creditors	**20,402**	20,313	**13,346**	12,066
Other creditors	**29,240**	105,764	**23,007**	101,541
	1,671,560	1,781,881	**1,704,386**	1,784,129

The fair values of assets and liabilities, held at fair value through the profit and loss, are determined using quoted market prices in place at each balance sheet date.

At the balance sheet date the fair values of the relevant financial assets and other creditors falling due after more than one year were not materially different from their carrying value.

28 Financial instruments continued

(iii) Income, expense, gains and losses in respect of financial instruments

The Group's income, expense, gains and losses in respect of financial instruments are summarised below:

	Group	
	2023 €000	2022 €000
Interest income and expense		
Total interest expense for financial liabilities at amortised cost	**(27,906)**	(29,879)
Total interest income for financial assets at amortised cost	**21,927**	387
Fair value gains and (losses)		
On financial assets measured at fair value through profit or loss	**(1,455)**	(5,713)
On financial liabilities measured at fair value through profit or loss	**(3,039)**	–

29 Commitments and related matters

(i) Capital commitments

	Group		Company	
	2023 €000	2022 €000	2023 €000	2022 €000
Contracted	**65,555**	23,738	**65,555**	23,738
Authorised by the Directors but not contracted for	**250,879**	230,383	**250,879**	230,383
	316,434	254,121	**316,434**	254,121

(ii) International concession agreements

Certain international retail activities of the Group are subject to arrangements that include guaranteed minimum concession fees.

Guaranteed minimum concession fees payable over the life of concession agreements that are in place as at December 31, 2023 were made up as follows:

	Group		Company	
	2023 €000	2022 €000	2023 €000	2022 €000
Payable on concession agreements within:				
One year	**34,882**	51,013	**–**	–
Two to five years	**136,737**	134,499	**–**	–
Greater than five years	**68,375**	93,172	**–**	–
	239,994	278,684	**–**	–

At December 31, 2023, €3.3 million (2022: €15.4 million) of these commitments had been secured by performance bonds issued by banks.

29 Commitments and related matters continued

(iii) Lessee operating leases

Total future minimum lease payments under non-cancellable operating leases are as follows:

	Group		Company	
	2023 €000	2022 €000	2023 €000	2022 €000
Buildings				
One year	**691**	1,511	**207**	192
Two to five years	**1,819**	2,625	**650**	712
Greater than five years	**997**	1,369	**521**	626
	3,507	5,505	**1,378**	1,530
Land				
One year	**17**	28	**–**	28
Two to five years	**26**	9	**–**	9
	43	37	**–**	37
Plant and equipment				
One year	**9**	28	**–**	–
Two to five years	**15**	24	**–**	–
	24	52	**–**	–

Group lease payments expensed at December 31, 2023 amounted to €1.4 million (2022: €1.7 million). Company lease payments expensed at December 31, 2023 amounted to €0.5 million (2022: €0.5 million).

(iv) Other commitments, guarantees and contingencies

In the normal course of business, the Group has entered into commitments for the future supply of gas and electricity at its Irish airports. At December 31, 2023, the purchase commitments amounted to €8.7 million (2022: €1.5 million).

In the ordinary course of business, certain subsidiary undertakings have provided back-to-back guarantees to (a) financial institutions in respect of guarantees issued on those subsidiary entities' behalf to customs, taxation and related authorities of €25.8 million (2022: €13.5 million), and (b) in another instance, to a co-shareholder in respect of its proportionate share of guarantees issued on that subsidiary's behalf as security in relation to their ongoing commercial obligations to an aggregate extent of €9.7 million (2022: €10.0 million). Any outstanding amounts in relation to the underlying obligations were already included in the Group's balance sheet at December 31, 2023 and 2022.

In the normal course of business, certain subsidiary undertakings have provided guarantees, security or indemnities in respect of certain obligations and liabilities related to particular associated and joint venture undertakings to a partial or capped level. As at December 31, 2023, no liabilities or other obligations have arisen pursuant to these obligations.

30 Lessor operating leases

Total future minimum lease payments receivable under non-cancellable operating leases are as follows:

	Group		Company	
	2023 €000	2022 €000	2023 €000	2022 €000
Buildings				
One year	**21,731**	17,866	**22,283**	18,429
Two to five years	**45,871**	39,264	**48,081**	41,516
Greater than five years	**54,514**	17,971	**55,438**	19,475
	122,116	75,101	**125,802**	79,420
Land				
One year	**118**	140	**118**	140
Two to five years	**468**	437	**468**	437
Greater than five years	**39**	143	**39**	143
	625	720	**625**	720
Plant and equipment				
One year	**1,664**	892	**1,664**	892
Two to five years	**3,354**	3,325	**3,354**	3,325
	5,018	4,217	**5,018**	4,217

Certain retail activities of the Group are subject to arrangements that include guaranteed minimum concession fees. Guaranteed minimum concession fees receivable over the life of concession agreements that are in place as at December 31, 2023 were made up as follows:

	Group		Company	
	2023 €000	2022 €000	2023 €000	2022 €000
Concession agreements				
One year	**18,712**	21,331	**18,712**	21,331
Two to five years	**28,693**	22,401	**28,693**	22,401
Greater than five years	**10,235**	7,642	**10,235**	7,642
	57,640	51,374	**57,640**	51,374

31 Related party disclosures

The related parties of the Group, as defined by FRS 102, Section 33 (Related Party Disclosures), the nature of the relationship and the extent of transactions with them (excluding subsidiary undertakings), are summarised below.

	2023 €000	2022 €000
Associated undertakings		
Management charges to associated undertakings	**4,283**	2,939
Dividends received from associated undertakings and joint ventures	**18,640**	10,861
Due from associated undertakings at year-end	**30,273**	28,870

Other than as set out in Note 14, outstanding balances with related parties are unsecured, interest-free and cash settlement is expected within the specified payment terms. There were no amounts provided for or written off in the period in respect of debts due to or from related parties.

The Group and company deals in the normal course of business with government and state bodies and other entities that are under ownership, control or significant influence from the government. Such dealings are with a wide range of entities that include central government, local authorities, commercial and non-commercial semi-state companies and financial institutions.

Terms and conditions of transactions with related parties

Outstanding balances with entities are unsecured, interest-free and cash settlement is expected within 30 days of invoice. The Group and the company has not provided or benefited from any guarantees for any related party receivables or payables. There were no amounts provided for or written off in the period in respect of debts due to or from related parties.

Key management compensation

The Board of Directors and members of the Executive team who have authority and responsibility for planning, directing and controlling the activities of the Group are considered to be key management personnel. Total remuneration in respect of the individuals for 2023 was €4.6 million (2022: €4.1 million).

32 Non-controlling interest

	2023 €000	2022 €000
At beginning of financial year	**24,207**	18,433
Share of profit for the financial year	**8,143**	7,676
Exchange differences	**(612)**	1,008
Dividend to non-controlling interest[1]	**(5,521)**	(2,910)
At end of financial year	**26,217**	24,207

1. Amounts above represent dividend payments and declared dividends by Aer Rianta International (Middle East) to its non-controlling interests.

33 Litigation
In the normal course of business, the Group is involved in various legal proceedings with third parties, the outcome of which is uncertain. Where appropriate, provision is made in the Financial statements based on the Directors' best estimate of the potential outcome of such proceedings. It is the policy of the Group to rigorously defend all legal actions taken against the Group.

34 Events after the end of the reporting period
Other than the recommendation of an interim dividend for the current financial year as noted in the Report of the Directors, no other significant events affecting the Group have occurred since the year end which would require disclosure or amendment to the Financial statements.

35 Contingent assets
At December 31, 2023, the Group did not identify any contingent assets. At December 31, 2022, the Group identified one contingent asset that pertained to tax refund claims made by an associated undertaking of the Group, relating to eligibility of goods and services tax credits on the sale and supply of goods from its duty free retail outlets, which were under negotiation with and assessment by the relevant tax authorities, as at year end and as such remained uncertain as to their outcome. The Group's share of these claims was €0.7 million and was received in 2023.

36 Discontinued operations
During 2022, the Group took part in a tender process commenced by Auckland International Airport (the Airport), to extend is existing concession agreements and to transition it from a dual to a single operator model. The process completed in early 2023 and the Group was not successful.

Subsequently, ARI Auckland Limited (a subsidiary of daa plc Group, which held the concession agreements) (ARIA) and the Group decided to initiate a formal process to exit from its operations at the Airport. As a result, ARIA terminated its existing concession agreements with the Airport effective from May 31, 2023.

Due to the cessation of the concession and the approval by the relevant Board of Directors, the Auckland operating business is a discontinued operation but is not considered material to the Group and consequently has not been separately reported as a discontinued operation in these Financial statements.

37 Accounting policies
Basis of consolidation
The Group Financial statements consolidate the Financial statements of the company and its subsidiary undertakings ("subsidiaries") up to December 31, 2023.

The results of subsidiaries are consolidated and included in the consolidated profit and loss account from their date of acquisition, being the date on which the Group obtains control and continue to be consolidated until the date that such control ceases. Control comprises the power to govern the financial and operating policies of the investee so as to obtain benefits from its activities.

Adjustments are made where necessary to subsidiary accounting policies when preparing the Group Financial statements. All intra-Group transactions, balances, income and expenses are eliminated on consolidation.

Going concern
The Directors, having reviewed the Group's projections, with particular reference to its operating cash flow, capital commitments, liquidity and funding position, continue to have a reasonable expectation that the Group has adequate resources to continue in operation for a period of 12 months from the approval of the Financial statements. For this reason, they continue to adopt the going concern basis in preparing the Financial statements.

Whilst the company has net current liabilities at December 31, 2023, the Directors are satisfied that the going concern basis is appropriate to adopt based on support from the Group. For this reason, they continue to adopt the going concern basis in preparing the company Financial statements.

37 Accounting policies continued

Joint venture undertakings

Joint venture undertakings (joint ventures) are those undertakings over which the Group exercises control jointly with one or more parties. The Group accounts for investments in joint ventures using the equity method. Investments in joint ventures are initially recognised at the transaction price (including transaction costs) and are subsequently adjusted to reflect the Group's share of the profit or loss and other comprehensive income of the joint venture. If the Group's share of losses of a joint venture equals or exceeds the carrying amount of its investment in the joint venture, the Group discontinues recognising its share of further losses. The Group recognises additional losses as a provision if it has a legal or constructive obligation to do so. If the joint venture subsequently reports profits, the Group resumes recognising its share of those profits only after its share of the profits equals the share of the losses not recognised.

The results of joint ventures acquired or disposed of in the year are included in the consolidated profit and loss account from the date of acquisition or up to the date of disposal.

Associated undertakings

Associated undertakings (associates) are those undertakings in which the Group has a participating interest in the equity capital and over which it is able to exercise significant influence.

The Group accounts for investments in associates using the equity method. Investments in associates are initially recognised at the transaction price (including transaction costs) and are subsequently adjusted to reflect the Group's share of the profit or loss and other comprehensive income of the associate. If the Group's share of losses of an associate equals or exceeds the carrying amount of its investment in the associate, the Group discontinues recognising its share of further losses. The Group recognises additional losses as a provision if it has a legal or constructive obligation to do so. If the associate subsequently reports profits, the Group resumes recognising its share of those profits only after its share of the profits equals the share of the losses not recognised.

Goodwill arising on the acquisition of associates is accounted for in accordance with the policy set out below. Any unamortised balance of goodwill is included in the carrying value of the investment in associates.

The results of associates acquired or disposed of in the year are included in the consolidated profit and loss account from the date of acquisition or up to the date of disposal.

Investments in subsidiaries, associates and joint ventures

Investments in subsidiaries, associates and joint ventures are shown in the company balance sheet as investments and are valued at cost less allowance for impairment in value.

Listed investments and financial instruments that are classified as financial assets are measured at fair value through the profit and loss.

Financial income

Dividends receivable are recognised when the right to receive payment has been established.

37 Accounting policies continued

Turnover

Turnover is recognised to the extent that it is probable that the economic benefits will flow to the Group and the revenue can be reliably measured. Turnover represents the fair value of goods and services, net of discounts, delivered to external customers and to certain of the Group's associated undertakings net of unrealised profits/losses in the accounting period excluding value added tax.

Sale of goods comprises goods supplied to both external customers and to certain of the Group's associated undertakings. Turnover from the sale of goods is recognised when the customer takes delivery of the goods.

Aeronautical revenue comprises passenger charges which are recognised on their departure, runway movement charges (recognised on landing and take-off) levied according to aircraft's maximum take-off weight, aircraft parking charges based on a combination of time parked and area of use, and other charges which are recognised when services are rendered. The Irish Aviation Authority (IAA), formerly known as The Commission for Aviation Regulation (CAR), regulates the level of revenues that the Group may collect in airport charges levied on users of Dublin Airport. The IAA achieves this by setting a maximum level of airport charges per passenger that can be collected at Dublin Airport.

Rendering of services include property letting, which is recognised on a straight-line basis over the term of the rental period and usage charges for the operational systems (e.g. check-in desks), which are recognised as each service is provided. Car park revenue, of which the majority is pre-booked, is recognised as the service is provided.

Concession fee revenue, in general, is a percentage of turnover which may be subject to certain minimum contracted amounts. The minimum contracted amounts are recognised on a straight-line basis over the period to which they relate and the excess which is a percentage of turnover is recognised at the time the excess is reached and can be reliably measured.

Management fees and other direct income from overseas associated undertakings are recognised as turnover when collection is reasonably assured.

Where the Group acts as an agent, it recognises revenue at the net amount that is retained for these arrangements. Where amounts are owing at the year-end, a liability is carried on the balance sheet, with a corresponding receivable recognised for amounts due to the Company.

Other income

Other income comprises government grants and assistance availed of by the Group in the form of governments' subsidised wage schemes to provide relief for entities during the COVID-19 pandemic. Government grants are recognised in the profit and loss account on a systematic basis over the period in which the entity has recognised the related costs for which the grants are intended to compensate.

Foreign currency

(i) Functional and presentation currency

The individual Financial statements of each company are presented in the currency of the primary economic environment in which it operates (its functional currency).

For the purposes of consolidated Financial statements, the results and financial position of each company are expressed in Euro, which is the functional currency of the Parent company and the presentation currency for the consolidated Financial statements. All values are rounded to the nearest thousand (€000), except where otherwise indicated.

(ii) Transactions and balances

Transactions arising in foreign currencies are translated into Euro at the rates of exchange ruling at the date of the transactions. Monetary assets and liabilities denominated in foreign currencies are translated into Euro at the year-end rates of exchange. The resulting profits or losses are dealt with in the profit and loss account for the year.

(iii) Foreign operations

Where applicable the Group's net investment in overseas subsidiaries and associated undertakings is translated at the rate ruling at the balance sheet date. The results of overseas subsidiaries, associates and joint ventures are, where applicable, included at the average rate of exchange. The resulting translation differences are accumulated in equity and are reported in other comprehensive income.

37 Accounting policies continued

Leases

Operating leases

(i) As lessor

Leases where the Group retains substantially all the risks and benefits of ownership are classified as operating leases. Initial direct costs incurred in negotiating an operating lease are added to the carrying value of the leased asset and recognised over the lease term on the same basis as income.

(ii) As lessee

Expenditure on operating leases is charged to the profit and loss account on a straight-line basis over the lease period except where there are rental increases linked to expected general inflation, in which case these increases are recognised when incurred.

Borrowing costs

Borrowing costs which are directly attributable to major capital projects are capitalised as part of the cost of the assets. The commencement of capitalisation begins when both the finance costs and expenditures for the asset are being incurred and activities that are necessary to get the asset ready for use are in progress. Capitalisation ceases when substantially all the activities that are necessary to get the asset ready for use are complete.

Tangible fixed assets and depreciation

Tangible fixed assets are stated at cost (or deemed cost), less accumulated depreciation and any accumulated impairment losses. Depreciation is calculated to write-off the cost of tangible fixed assets, other than land and assets in the course of construction, on a straight-line basis over the estimated useful lives as follows:

Terminal building, pier and satellite structures	20-50 years
Terminal fixtures and fittings	4-30 years
Airport plant and equipment	5-30 years
Runway surfaces	10-15 years
Runway bases	50 years
Taxiways and aprons	25-40 years
Motor vehicles	5-15 years
Office equipment	3-10 years
Computer equipment	3-7 years

Assets in the course of construction are transferred to completed assets when substantially all the activities necessary to get the asset ready for use are complete. Depreciation is not applied to assets in the course of construction. The cost of land and buildings and construction work in progress includes an apportionment of staff costs directly associated with the acquisition and development of the assets.

Assets that are constructed by a lessor are recognised as a completed asset when substantially all the activities necessary to get the asset ready for use are completed. In return for the transfer of title of the asset, the lessor receives abated rent for the period of the contract. The asset is initially recognised at the present value of the future cash flows which is the deemed cost.

Where a tangible fixed asset is to be withdrawn from use, the depreciation charge for that asset is accelerated to reflect the asset's remaining useful life based on the period between the date of the decision to withdraw the asset and the forecast date when withdrawal will take place.

37 Accounting policies continued

The carrying values of items of property, plant and equipment are reviewed for indicators of impairment at each reporting date and are subject to impairment testing when events or changes in circumstances indicate that the carrying values may not be recoverable.

The Group estimates the recoverable amount of its tangible fixed assets based on the higher of their fair value less costs to sell or their value-in-use, consisting of the present values of future cash flows expected to result from their use. For the purposes of this review, Dublin and Cork airports combined are considered to form one cash-generating unit based on the statutory mandate to operate critical national infrastructure, the interdependence of the airports' cash flows and the operational and strategic management of the Group. Where the carrying value exceeds the estimated recoverable amount (being the greater of fair value less costs to sell and value-in-use), an impairment loss is recognised by writing down the assets to their recoverable amount.

Investment property

Investment property is property held to earn rentals, capital appreciation or both. Assets that are currently held for an undetermined future use are also regarded as held for capital appreciation. Owner-occupied properties are classified as property, plant and equipment and carried at cost. Investment property is initially recognised at its cost, being the purchase price and any directly attributable expenditure. Investment property is stated at fair value at the reporting date. Gains or losses arising from changes in the fair value of investment property are included in the profit and loss account for the period in which they arise. Investment properties are not depreciated. Valuations were carried out having regard to comparable market evidence relevant to each specific property or class of properties. In assessing fair value, current and potential future income (after deduction of non-recoverable outgoings) has been capitalised using yields derived from market evidence.

Investment properties in the course of construction are transferred to completed investment property when substantially all the activities necessary to get the asset ready for use are complete. During the construction phase, property under construction is stated at cost less any accumulated impairment losses. On completion, the investment property is stated at fair value.

Intangible assets and goodwill

Goodwill arising on the acquisition of a business (representing the excess of the fair value of the consideration given over the fair value of the separate net assets acquired) is capitalised and is amortised on a straight-line basis over its estimated useful life, the period during which benefits are expected to accrue.

Where control of a subsidiary undertaking is obtained in stages, in accordance with FRS 102, using the true and fair override, goodwill is calculated as the sum of the goodwill arising on each purchase of shares, being the difference at the date of each purchase between the fair value of the consideration given and the fair value of the identifiable assets and liabilities attributable to the interest purchased. This represents a departure from Irish company law, under which goodwill is calculated as the difference between the total acquisition costs of the interests held and the fair value of the identifiable assets and liabilities on the date that the entity becomes a subsidiary undertaking. This treatment under company law would be misleading in certain circumstances as it would have the effect that the Group's share of profits or losses and reserve movements of its associates becomes reclassified as goodwill. The Group has complied with the applicable legislation, except for this departure in relation to purchased goodwill in order to achieve a fair presentation.

Where there is an increase in interest in an undertaking that is already a subsidiary undertaking, the assets and liabilities are not revalued to fair value and no additional goodwill is recognised at the date the controlling interest is increased.

Goodwill is being amortised over the period of the concession agreements entered into in the acquired entity.

37 Accounting policies continued

Where events or circumstances are present which indicate that the carrying amount of goodwill may not be recoverable, the Group estimates the recoverable amount based on the present value of future cash flows expected to result from the use of the asset and its eventual disposition. Where this amount is less than the carrying amount of the asset, the Group will recognise an impairment loss.

In the year in which a business combination is affected and where some or all of the goodwill allocated to a particular cash-generating unit arose in respect of that combination, the cash-generating unit is assessed for impairment prior to the end of the relevant annual period.

Other intangible assets, comprising software and concession rights are recorded at acquisition cost, being fair value at the date of acquisition less the amounts amortised to the profit and loss account.

These intangible assets are amortised over their economic lives, being the terms of various concessions, which currently range from three to fourteen years or being the duration of the software licences, which currently range from three to seven years.

The Group is also legally required to participate in the EU Emissions Trading Scheme. Free granted carbon credits are not recorded in the Financial statements, while purchased carbon credits are initially recorded as intangible assets at cost less impairment, if any, taking into consideration the residual value. The quotas recognised are not amortised if the residual value is at least equal to the carrying value.

Stocks

Stocks are stated at the lower of cost and estimated selling price less costs to complete and sell. Cost is based on invoice price on either an average basis or on a first-in first-out basis depending on the stock category. An allowance is made on an annual basis in respect of potential stock obsolescence. It is based on an aged analysis of stock.

Maintenance stock relates solely to stock which will be expensed when consumed. It comprises spare parts which are used for maintenance purposes and office supplies.

Taxation

Current tax, including Irish corporation tax and foreign tax, is provided at amounts expected to be paid (or recovered) using the tax rates and laws that have been enacted or substantively enacted by the balance sheet date.

Deferred tax is recognised in respect of all timing differences that have originated but not reversed at the balance sheet date where transactions or events that result in an obligation to pay more tax in the future or a right to pay less tax in the future have occurred at the balance sheet date. Timing differences are differences between the Group's taxable profits and its results as stated in the Financial statements that arise from the inclusion of gains and losses in tax assessments in periods different from those in which they are recognised in the Financial statements.

Unutilised tax losses and other deferred tax assets are recognised only to the extent that, on the basis of all available evidence, it can be regarded as more likely than not that there will be suitable taxable profits from which the future reversal of the underlying timing differences can be deducted.

When the amount that can be deducted for tax for an asset (other than goodwill) that is recognised in a business combination is less (more) than the value at which it is recognised, a deferred tax liability (asset) is recognised for the additional tax that will be paid (avoided) in respect of that difference. Similarly, a deferred tax asset (liability) is recognised for the additional tax that will be avoided (paid) because of a difference between the value at which a liability is recognised and the amount that will be assessed for tax. The amount attributed to goodwill is adjusted by the amount of deferred tax recognised.

37 Accounting policies continued

Deferred tax liabilities are recognised for timing differences arising from investments in subsidiaries and associates, except where the Group is able to control the reversal of the timing difference and it is probable that it will not reverse in the foreseeable future.

Deferred tax is measured using the tax rates and laws that have been enacted or substantively enacted by the balance sheet date that are expected to apply to the reversal of the timing difference. Deferred tax relating to property, plant and equipment is measured using the revaluation model and investment property is measured using the tax rates and allowances that apply to sale of the asset.

The tax expense or income is presented in the same component of comprehensive income or equity as the transaction to which it relates.

Payments for corporation tax Group relief to companies within the daa Group that are in excess of the value of the tax value surrendered are treated as a capital contribution.

Current tax assets and liabilities are offset only when there is a legally enforceable right to set off the amounts and the Group intends either to settle on a net basis or to realise the asset and settle the liability simultaneously.

Provisions

Provisions are recognised when the Group has a present obligation (legal or constructive) as a result of a past event, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation. Provisions are measured at the best estimate of the expenditure required to settle the obligation at the balance sheet date and are discounted to present value where the effect is material.

Present obligations arising under onerous contracts are recognised and measured as provisions. An onerous contract is considered to exist if the Group has a contract under which unavoidable costs of meeting the obligations under the contract exceed the economic benefits expected to be received from the contract.

The Group is also legally required to participate in the EU Emissions Trading Scheme. The Group recognises a provision for carbon credits costs when the actual carbon credits exceed the carbon credits granted or still held. When actual carbon credits exceed the amount of carbon credits granted, a provision is recognised for the exceeding carbon credits based on the carrying amount of the purchased quotas.

Retirement benefit obligations

The Group operates or participates in contributory pension schemes, covering the majority of its employees. The schemes are administered by trustees and are independent of the Group.

For schemes accounted for as defined contribution schemes, contributions are accrued and recognised in operating profit in the period in which they are earned by the relevant employees.

37 Accounting Policies continued

For the schemes accounted for as defined benefit schemes:

- The difference between the market value of the schemes' assets and actuarially assessed present value of the schemes' liabilities, calculated using the projected unit credit method, is disclosed as an asset/liability on the balance sheet.
- Deferred tax on the pension is recognised (to the extent that it is recoverable) and disclosed as part of provisions for liabilities.
- The amount charged to operating profit is the actuarially determined cost of pension benefits promised to employees earned during the year plus any benefit improvements granted to members during the year.
- The net interest cost on the net defined benefit liability is included within finance costs in the profit and loss account.
- Remeasurements comprising actuarial gains and losses, due to changes in the actuarial assumptions or because actual experience during the year was different to that assumed, and the return on scheme assets (excluding amounts included in net interest on the net defined benefit liability) are recognised in other comprehensive income.
- Tax in relation to service costs, net interest costs, past service costs or gains and losses on curtailments and settlements is recorded in the profit and loss account. Tax on remeasurements is recorded in other comprehensive income.

Unfunded retirement benefit liabilities are accounted for as defined benefit arrangements. Other post-employment benefits are recognised where there is a legal or constructive obligation and are measured at the present value of the benefit obligation at the reporting date.

Termination benefits are recognised when the Group has a present obligation (legal or constructive) to provide termination benefits as a result of an offer made in order to encourage voluntary redundancy or early retirement. Termination benefits are measured at the best estimate of the expenditure required to settle the obligation at the balance sheet date and are discounted to present value where the termination benefits are due more than 12 months after the balance sheet date.

The Group records net assets relating to defined benefit schemes to the extent that they are recoverable either through reduced future contributions or through refunds from the plan. Net assets in the schemes are restricted from recognition to the extent that none of these conditions are met.

Capital grants

Capital grants are treated as deferred income and amortised over the expected lives of the related fixed assets.

Financial instruments

Financial assets and financial liabilities are recognised when the Group becomes a party to the contractual provisions of the instrument. Financial liabilities and equity instruments are classified according to the substance of the contractual arrangements entered into. An equity instrument is any contract that evidences a residual interest in the assets of the Group after deducting all of its liabilities.

(i) Financial assets and liabilities

All financial assets and liabilities are initially measured at transaction price (including transaction costs), except for those financial assets classified as at fair value through the profit and loss, which are initially measured at fair value (which is normally the transaction price excluding transaction costs).

Debt instruments that meet the basic financial instruments conditions, such as the Group's bank loans and loan notes, which have fixed or determinable payments, are subsequently measured at amortised cost using the effective interest method. Debt instruments that are classified as payable or receivable within one year and which meet the basic financial instruments conditions, such as intercompany loans carried in the company's balance sheet and which are repayable on demand, are measured at the undiscounted amount of the cash or other consideration expected to be paid or received, and in the case of received, net of impairment.

37 Accounting policies continued

At the end of each reporting period financial assets measured at amortised cost, such as unlisted investment in loan stock and loan receivables which are repayable on demand, are assessed for objective evidence of impairment. If an asset is impaired the impairment loss is the difference between the carrying amount and the present value of the estimated cash flows discounted at the asset's original effective interest rate. The impairment loss is recognised in the profit and loss account.

If there is a decrease in the impairment loss arising from an event occurring after the impairment was recognised the impairment is reversed. The reversal is such that the current carrying amount does not exceed what the carrying amount would have been had the impairment not previously been recognised. The impairment reversal is recognised in the profit and loss account.

Financial assets and liabilities are only offset in the balance sheet when, and only when, there exists a legally enforceable right to set off the recognised amounts and the Group intends either to settle on a net basis, or to realise the asset and settle the liability simultaneously.

Financial assets are derecognised when, and only when, (a) the contractual rights to the cash flows from the financial asset expire or are settled, (b) the Group transfers to another party substantially all of the risks and rewards of ownership of the financial asset, or (c) the Group, despite having retained some, but not all, significant risks and rewards of ownership, has transferred control of the asset to another party.

Financial liabilities are derecognised only when the obligation specified in the contract is discharged, cancelled or expires.

(ii) Derivative financial instruments

The Group uses derivative financial instruments to reduce exposure to foreign exchange risk and energy price risk. The Group does not hold or issue derivative financial instruments for speculative purposes. Examples of use are forward contracts purchased for energy.

Where energy forward contracts are denominated in foreign currencies, foreign exchange contracts are entered into with the supplier to fix the currency exposure.

Derivatives are initially recognised at fair value at the date a derivative contract is entered into and are subsequently remeasured to their fair value at each reporting date. The resulting gain or loss is recognised in the profit and loss account immediately.

(iii) Fair value measurement

The best evidence of fair value is a quoted price for an identical asset in an active market. When quoted prices are unavailable, the price of a recent transaction for an identical asset provides evidence of fair value as long as there has not been a significant change in economic circumstances or a significant lapse of time since the transaction took place. If the market is not active and recent transactions of an identical asset on their own are not a good estimate of fair value, the Group estimates the fair value by using a valuation technique.

(iv) Interest income and expense recognition

Interest income and expense is recognised in the profit and loss account for all interest-bearing financial instruments using the effective interest method. The effective interest method is a method of calculating the amortised cost of a financial asset or financial liability (or group of financial assets or financial liabilities) and of allocating the interest income or interest expense over the relevant period. The effective interest rate is the rate that exactly discounts estimated future cash payment or receipts through the expected life of the financial instrument, or when appropriate, a shorter period to the carrying amount of the financial asset or liability.

37 Accounting policies continued

Cash and cash equivalents

Cash equivalents are short-term highly liquid investments that are readily convertible to known amounts of cash and that are subject to an insignificant risk of changes in value. Within the Group cash flow statement, cash is defined as cash and deposits repayable on demand.

Exceptional items

Exceptional items are material items of income and expense that, because of the unusual nature and/or expected infrequency of the events giving rise to them, merit separate presentation to allow an understanding of the Group's financial performance. Such events may include gains or losses on disposal of assets or fair value movements on investment property, costs of a fundamental reorganisation or restructuring.

38 Critical accounting judgements and key sources of estimation uncertainty

In the application of the Group's accounting policies, which are described in Note 37, the Directors are required to make judgements, estimates and assumptions about the carrying amounts reported for assets and liabilities as at the balance sheet date and the amounts reported for revenue and expenses during the period that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. The nature of estimation means that actual outcomes could differ from those estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period or in the period of the revision and future periods if the revision affects both current and future periods.

Key sources of estimation uncertainty include, but are not limited to, the following:

Impairment assessment

Airport assets are reviewed for potential impairment by considering a series of external and internal indicators specific to the assets under consideration. Dublin and Cork airports are considered to be a single income generating unit for the purpose of impairment assessments based on the statutory mandate to operate airport infrastructure, the interdependence of the airports' cash flows and the operational and strategic management of the Group. The level of headroom is a direct function of the judgements and assumptions underpinning the strategic plan and is ultimately dependent on the discount rate, the terminal growth rate and passenger combined annual growth rate. In assessing value-in-use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects the time value of money and the risks specific to the cash-generating unit. The main assumptions that affect the estimation of the value-in-use are continuation of the current regulatory regime, the existence and rate of passenger growth and the discount rate. The cash flows are taken from the Group's long-term financial projections and rolling five-year business and financial plan and do not include restructuring activities that the Group is not yet committed to or significant future investments that will enhance the asset's performance of the cash-generating unit being tested.

Where there are indicators of impairment of financial or intangible assets including goodwill and concession rights, the Group performs impairment tests based on the value-in-use. The value-in-use is determined by calculating the net present value of estimated future cash flows arising from that income generating unit, discounted at an appropriate discount factor. The cash flows are derived from the financial projections plan. Refer to Note 11 for further detail.

38 Critical Accounting Judgements and Key Sources of Estimation Uncertainty continued

Revaluation of Investment Property

The Group engaged independent valuation specialists to determine fair value at December 31, 2023 and December 31, 2022. The valuations were prepared in consideration of FRS 102 and in accordance with the appraisal and valuation manual issued by the Royal Institution of Chartered Surveyors. The Group has significant property assets which are employed in a wide variety of activities throughout the airports such as car parking, car hire, hangars and office space. Judgement was required to determine in the context of the operations of airports, which properties, if any, should be classified as investment properties under Section 16 Investment Property. Where property assets are held to deliver essential services required at the airport such as car hire, parking and hangar facilities, these were not deemed to be held as investment properties. Other properties that are considered to be an investment property are properties or land held to earn rentals or for capital appreciation such as hotel sites and office buildings which are not used in the core operation of the airports.

All valuations are professional opinions on a stated basis, coupled with any appropriate or special assumptions. A valuation is not a fact; it is an estimate. The degree of subjectivity involved will inevitably vary from case to case, as will the degree of certainty, or probability, that the valuer's opinion of market value would exactly coincide with the price achieved were there an actual sale at the valuation date.

Subjective judgements were made by the valuers during their valuation approach in arriving at the valuation and whilst they consider these to be both logical and appropriate, they are not necessarily the same as would be made by every purchaser. Refer to Note 13 for further detail.

Investments in Subsidiaries, Associates and Joint Ventures

Where there are indicators of impairment in investments in subsidiaries, associates and joint ventures, the Group performs an impairment assessment based on the value-in-use. The value-in-use is determined by calculating the net present value of estimated future cash flows arising from the cash-generating unit, discounted using an appropriate discount factor. The cash flows are derived from the Group's long-range financial projections. There is a level of uncertainty in the assumptions applied such that a reasonably possible change in these assumptions could lead to a material change in the carrying value of assets. Refer to Note 14 for further detail.

Provision for Liabilities

A provision is recognised when the Group has a present obligation (either legal or constructive) as a result of a past event, it is probable that a transfer of economic benefits will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation. The Group carries provisions for reported and potential claims under its self-insurance programme and for other liabilities, including legal claims and environmental matters. These provisions are made based on historical or other relevant information, adjusted for recent trends where appropriate. Provisions represent estimates of the financial costs of events that may not occur for some years. The basis for these estimates are reviewed and updated at least annually and where information becomes available that may give rise to a material change. Refer to Note 22 for further detail.

Useful Economic Lives of Tangible Fixed Assets

The annual depreciation charge for tangible fixed assets is sensitive to changes in the estimated useful economic lives and residual values of the assets. Determination of appropriate useful economic lives is a key judgement and the useful economic lives and residual values are re-assessed annually. They are amended when necessary to reflect current estimates, based on technological advancement, future investments, economic utilisation and the physical condition of the assets. See Note 11 for the carrying amount of the property, plant and equipment and Note 37 for the useful economic lives for each class of assets.

Intangible Assets and Goodwill

The Group establishes a reliable estimate of the useful life of intangible assets and goodwill arising on business combinations. The estimate is based on the period of the concession agreement entered into in the acquired entity. Refer to Note 12 for further detail.

Five-year summary of financial results – unaudited

	2023 €000	2022 €000	2021 €000	2020 €000	2019 €000
Operating results					
Turnover	**1,018,315**	751,851	324,090	290,643	934,696
EBITDA (pre-exceptional)	**329,778**	248,530	25,047	(32,926)	301,781
Depreciation, amortisation and impairment	**(139,749)**	(126,135)	(117,804)	(125,839)	(127,024)
Fair value adjustment on investment property	**987**	22,026	2,001	(11,106)	29,881
Group operating (loss)/profit	**191,016**	144,421	(90,756)	(169,871)	204,638
Share of (losses)/profits of associates and joint ventures	**19,270**	15,461	1,072	(33,870)	16,866
Finance income/(expenses)	**187**	(21,142)	(20,366)	(18,241)	(16,154)
Group exceptional items	**–**	4,735	(1,579)	(99,852)	–
Profit/(loss) before taxation	**210,473**	143,475	(111,629)	(321,834)	205,350
Taxation	**(34,309)**	(24,746)	11,048	35,025	(27,135)
Non-controlling interest	**(8,143)**	(7,676)	(2,620)	3,045	(2,245)
Profit/(loss) for the financial year	**168,021**	111,053	(103,201)	(283,764)	175,970
Profit/(loss) excluding exceptional items (after taxation)	**166,887**	90,324	(103,261)	(187,351)	150,167
Capital employed					
Tangible assets and investment property	**2,340,794**	2,273,074	2,209,232	2,149,250	1,996,918
Intangible fixed assets	**49,347**	49,891	55,724	57,178	57,296
Investments	**132,163**	127,701	121,313	106,584	129,459
Net current assets	**669,911**	590,910	564,952	627,924	189,589
Total assets less current liabilities	**3,192,215**	3,041,576	2,951,221	2,940,936	2,373,262
Creditors due after more than one year	**(1,625,783)**	(1,655,773)	(1,696,523)	(1,561,302)	(723,085)
Capital grants	**(22,959)**	(20,092)	(18,712)	(6,819)	(7,361)
Provisions for liabilities	**(108,328)**	(97,180)	(87,965)	(129,806)	(107,967)
Net assets	**1,435,145**	1,268,531	1,148,021	1,243,009	1,534,849

Five-year summary cash flow – unaudited

	2023 €000	2022 €000	2021 €000	2020 €000	2019 €000
Summary Cash flow					
Cash flow from operating activities	**307,283**	173,364	185,337	(17,056)	304,759
Dividends received	**25,023**	16,616	734	1,618	17,859
	332,306	189,980	186,071	(15,438)	322,618
Net interest paid	**(7,298)**	(29,592)	(29,987)	(18,518)	(14,895)
Taxation (paid)/refund	**(106,661)**	(3,946)	6,741	12,140	(26,134)
	218,347	156,442	162,825	(21,816)	281,589
Investment in tangible fixed assets, investment properties and software	**(181,645)**	(156,048)	(198,663)	(270,094)	(222,012)
Payments in respect of exceptional restructuring and other provisions	**(1,195)**	(5,980)	(24,611)	(42,335)	(3,560)
Investment in/loans to/from associated and joint venture undertakings and financial assets	**(5,166)**	(4,218)	(5,392)	(19,330)	(2,696)
Acquisition of subsidiary undertakings net of cash acquired	**–**	–	–	2,692	–
Sale of tangible and financial assets	**592**	1,368	145	27	249
Capital grants received	**1,370**	6,592	12,657	–	–
Repayment of financial asset	**–**	–	–	–	365
	(186,044)	(158,286)	(215,864)	(329,040)	(227,654)
	32,303	(1,844)	(53,039)	(350,856)	53,935
Dividends paid to shareholder	**–**	–	–	–	(40,000)
Dividends paid to minority undertakings of subsidiaries	**(5,521)**	(2,910)	(1,341)	(504)	(3,073)
Cash inflow/(outflow) before management of liquid resources and financing	**26,782**	(4,754)	(54,380)	(351,360)	10,862
Net debt	**813,431**	839,659	835,255	782,744	429,656

Five-year summary of passenger statistics – unaudited

Passengers	2023	2022	2021	2020	2019
Overall					
Transatlantic	**3,906,992**	3,248,715	545,834	577,003	4,003,989
United Kingdom	**10,916,494**	8,919,562	2,313,702	2,720,222	11,590,992
Continental Europe	**19,951,875**	16,999,151	5,444,365	4,231,585	18,558,369
Other International	**1,141,757**	753,091	186,954	236,413	1,005,480
Domestic	**157,007**	128,985	40,830	36,583	107,084
Transit	**250,143**	276,157	182,318	115,013	235,575
	36,324,268	30,325,661	8,714,003	7,916,819	35,501,489
Percentage change year-on-year	**+19.8%**	+248%	+10.1%	-77.7%	+4.8%
Dublin					
Transatlantic	**3,906,459**	3,248,376	545,675	576,960	4,003,713
United Kingdom	**9,518,376**	7,777,998	2,177,346	2,415,108	10,230,550
Continental Europe	**18,550,186**	15,901,855	5,325,156	4,009,378	17,333,001
Other International	**1,141,743**	753,081	186,954	236,412	1,005,477
Domestic	**156,570**	128,549	37,924	33,738	103,896
Transit	**249,589**	275,180	182,152	114,831	234,590
	33,522,923	28,085,039	8,455,207	7,386,427	32,911,227
Percentage change year-on-year	**+19.4%**	+232.2%	+14.5%	-77.6%	+4.5%
Cork					
Transatlantic	**533**	339	159	43	276
United Kingdom	**1,398,118**	1,141,564	136,356	305,114	1,360,442
Continental Europe	**1,401,689**	1,097,296	119,209	222,207	1,225,368
Other International	**14**	10	–	1	3
Domestic	**437**	436	2,906	2,845	3,188
Transit	**554**	977	166	182	985
	2,801,345	2,240,622	258,796	530,392	2,590,262
Percentage change year-on-year	**+25%**	+765.8%	-51.2%	-79.5%	+8.3

Five-year summary of aircraft movements – unaudited

Overall	2023	2022	2021	2020	2019
Commercial					
– Scheduled	**240,728**	207,983	77,371	81,212	243,693
– Non-scheduled	**5,727**	5,302	3,857	3,465	5,739
– Cargo	**6,589**	6,161	7,612	5,102	4,268
Commercial air transport movements	**253,044**	219,446	88,840	89,779	253,700
Percentage change year-on-year	**+15.3%**	+147%	-1.0%	-64.6%	+2.8%
Others	**28,246**	31,037	33,617	31,417	33,930
Total aircraft movements	**281,290**	250,483	122,457	121,196	287,630
Dublin					
Commercial					
– Scheduled	**221,203**	191,653	74,607	74,754	222,492
– Non-scheduled	**5,369**	4,961	3,414	3,396	5,382
– Cargo	**6,589**	6,159	7,410	5,102	4,268
Commercial air transport movements	**233,161**	202,773	85,431	83,252	232,142
Percentage change year-on-year	**+15.0%**	+137.4%	+2.6%	-64.1%	+2.6%
Others	**8,434**	9,676	6,688	4,641	6,856
Total aircraft movements	**241,595**	212,449	92,119	87,893	238,998
Cork					
Commercial					
– Scheduled	**19,525**	16,330	2,764	6,458	21,201
– Non-scheduled	**358**	341	443	69	357
– Cargo	**–**	2	202	–	–
Commercial air transport movements	**19,883**	16,673	3,409	6,527	21,558
Percentage change year-on-year	**+19.3%**	+389.1%	-47.8%	-69.7%	+4.5%
Others	**19,812**	21,361	26,929	26,776	27,074
Total aircraft movements	**39,695**	38,034	30,338	33,303	48,632

Aeronautical information

Dublin Airport

Location	Lat. 532517N, Long. 0061612W (midpoint runway 10/28)
Elevation	242 ft. AMSL
Runway	**Runway 10R/28L:** Length 2,637 metres – width 45 metres plus 7.5 metre shoulders each side Surface asphalt Category III A (Runway 10)/Category III A (Runway 28) **Runway 10L/28R**: Length 3,110 metres – width 75 metres plus 7.5 metre shoulders on each side Surface concrete Category III B **Runway 16/34:** Length 2,072 metres – width 61 metres Surface asphalt Category I (Runway 16)/Non-precision (runway 34)
Refuelling	JET A1
Operational	24hrs
Postal address	THREE, The Green, Dublin Airport Central, Dublin Airport, Swords, Co. Dublin K67 X4X5, Ireland
Fax number	(01) 814 1034 (09:00-17:00)
	(01) 814 5479 (24hrs)
Telephone number	National (01) 814 1111 International 353 1 814 1111
Web	www.dublinairport.com
Sita	DUBRN7X (Airport Administration) DUBYREI (Operations)

Cork Airport

Location	Lat. 515029N, Long. 0082928W
Elevation	502 ft. AMSL
Runway	**Runway 16/34:** Length 2,133 metres – width 45 metres plus 7.5 metre shoulders each side Surface asphalt Category II (Runway 16)/Category I (Runway 34) **Runway 07/25:** Length 1,310 metres – width 45 metres Surface concrete/asphalt Non inst.
Refuelling	Full refuelling facilities available
Operational	24hrs
Postal address	Cork Airport, Kinsale Road, Cork T12 P5NF, Ireland
Fax number	(021) 431 3442
Telephone number	National (021) 431 3131 International 353 21 431 3131
Web	www.corkairport.com
Sita	ORKARXH

Company Information

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Raymond Gammell
Denis Smyth
Marie Joyce
Karen Morton
Risteard Sheridan
Peter Cross
Gerard Perdisatt
Des Mullally
James Kelly
MarkJames Ryan
Paula Cogan
Kenny Jacobs (Chief Executive) (appointed January 13, 2023)
Catherine Gubbins (Interim Chief Executive) (resigned January 9, 2023)

Company secretary
Miriam Ryan

Registered number
9401

Registered office
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