



Franchise Policy

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DUBLIN PORT COMPANY**

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Foreword

This Franchise Policy was approved by the Board of Dublin Port Company (DPC) at its meeting on 30th April 2014 following a public consultation process which comprised:

- Public advertisements in national newspapers on 13th July 2012 announcing the commencement of a Franchise Review and requesting submissions from interested parties.
- Written requests to over 80 parties to invite submissions as part of this initial consultation process.
- Receipt of 11 submissions to the initial consultation.
- Publication by DPC of a Consultation Document on 3rd February 2014 accompanied by a public advertisement requesting submissions.
- Written requests to 94 parties to invite submissions as part of the final consultation process.
- Receipt of 14 submissions to the final consultation in the period to 28th February 2014

The above process was suspended for a period of 14 months between the announcement by the Competition Authority of its intention to carry out a market study of the ports sector in Ireland and the publication its report (Competition in the Irish Ports Sector) on 27th November 2013.



Need for a Franchise Policy

The primary constraint faced by DPC is land and this consideration is at the core of the company's Masterplan 2012 to 2040. The port's estate is finite and cannot easily be expanded. Against a background of rising cargo volumes, therefore, DPC must plan how best to utilise its 260 hectares of land in support of its core business. These lands are utilised by a variety of mostly private sector companies on the basis of a number of types of commercial agreements. These include leases, licences, jetty agreements and, in some cases, long-standing historical arrangements which are not formalised in writing.

DPC groups all such agreements under the single heading franchises. Franchises are additionally taken to include possible future arrangements such as concessions.

With growing demand for the port's scarce land resource, it will become necessary in the future for DPC to select between competing land uses and, within specific areas of the port, between different cargo types. In making such selections, it is beneficial for DPC to have a publically understood policy so that existing port users and other providers of supply chain services can make informed decisions about their own businesses before DPC makes any decisions in relation to its port lands.

Moreover, it is important that what land there is in the port is utilised to as high a level as is reasonably possible.

The maximisation of the utilisation of port lands is a strategic imperative for DPC. A coherent and consistent franchise policy determining how these lands are used is essential for DPC to achieve its objective of maximising the utilisation of existing lands.

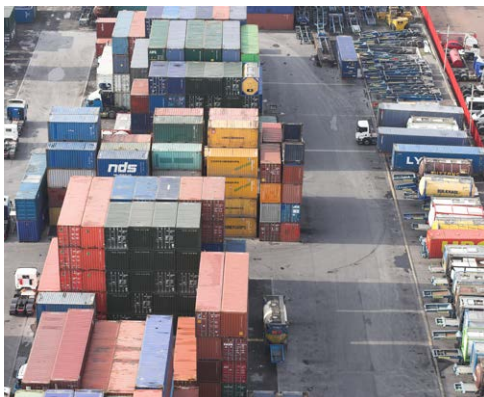


Port Competitiveness

The franchise policy is also an important means to support the competitiveness of logistics supply chain networks within which Dublin Port is a node. This is in both the interests of DPC and of the wider economy.

The Franchise Policy is intended to support competitiveness by direct influence in a range of areas:

- Enabling prices for port services to be competitive by international standards
- Facilitating a choice of service providers for port users
- Supporting a high quality of service by service providers
- Maximising efficiency in the use of port land and other port assets
- Providing transparency in pricing, performance and planning
- Ensuring visibility for and consultation with port users on the Port's long term plans and objectives
- Creating a positive and certain investment climate for port operators



Summary of the Franchise Policy

1 Non-core activities

DPC will seek to displace all non-core activities from the Port's lands over time in favour of providing as much land as possible for the transit storage of cargo. The closer such lands are to the quays, the sooner DPC will seek to regain control over them.

2 Empty container depots

It is DPC's intention to end the use of port lands for the storage of empty containers and for related activities such as container repairs and tank washing. This includes dedicated empty container depots and lands within container terminals used for such purposes. DPC will seek to achieve this objective as soon as reasonably practical and will encourage existing operators to move such activities out of the port.

3 Port user premises or facilities on port lands

It will be the policy of DPC to seek to extinguish reversionary interests which port users have under existing ground leases by virtue of their having built buildings or facilities on port lands in the past.

In future years, DPC will facilitate the development by port users of new facilities in the port by way of BOT (build, operate, transfer) concessions operated over a period which allows the port user make an economic return on their investment but which allows the port full flexibility to redevelop the land / facility in future years to best meet the port's requirements at that time.

4 Ro-Ro terminal franchises

DPC aspires to having similar franchise agreements with all Ro-Ro terminal operators.

The terms of such franchises would ideally include:

- A comparatively short term in the order of five to ten years
- At the end of the franchise period, there would be the possibility of an open tender competition subject to there being credible alternative operators.

The land area made available to a terminal operator would be based on the operator's projections, the level of their throughput guarantee to DPC and DPC's view on reasonable levels of annual throughput per hectare.



Summary of the Franchise Policy continued

5 Land utilisation for unaccompanied Ro-Ro units

DPC will restrict the land it makes available for unaccompanied Ro-Ro operations which do not achieve high levels of land utilisation approaching 20,000 units per hectare per annum. DPC will, if necessary, implement charging structures to encourage faster turnover of unaccompanied trailers in Ro-Ro terminals.

6 Land utilisation for accompanied Ro-Ro units

DPC will prioritise operators of accompanied Ro-Ro services so as to maximise the throughput of cargo through existing lands thereby achieving a land utilisation of not less than 40,000 accompanied Ro-Ro units per hectare per annum.

7 Land utilisation for containers

DPC will seek to influence all container terminals to increase their utilisation of port lands towards 40,000 TEU per hectare per annum as volumes grow in future years. DPC will not make any more land available to such operators unless they show significant progress in moving towards such utilisation levels.

8 Line independent container terminals

DPC will use whatever means may be available to ensure that there is always at least one line independent container terminal in Dublin Port. Beyond this, if circumstances arise which could result in there being more than one line independent container terminal, DPC will support such a development.

9 Container terminal franchises

DPC aspires to having similar operators in the port having comparable franchises. In the case of the three container terminal operators, the terms of such franchises would ideally include:

- A fixed term related to the economic life of the terminal's cargo handling equipment (typically 20 to 30 years)
- At the end of the franchise period, there would be an open tender competition to determine whether the incumbent's franchise would be renewed or whether a new operator would take over the terminal's operation.
- DPC would retain control over the free time given for containers on the terminal (full or empty, import or export) and the level of daily charges that would apply after this free time.
- DPC would control dwell times by decreasing free periods and increasing daily storage charges over time so as to encourage operators to move their containers through the terminal ever more quickly.



Summary of the Franchise Policy continued

10 Additional stevedoring licences

DPC sees two circumstances where it would issue new stevedoring licences, general or otherwise:

- Firstly, where an operator made a robust business case, DPC would agree the terms of the new franchise by direct negotiation.
- Secondly, where market conditions clearly indicate that to issue a new licence would improve the competitiveness of the port, DPC would issue a new licence on the basis of an open tender process.

In deciding whether or not to proceed on either basis, DPC will take into account the scarce capacity it has available for any new franchisee and will seek to ensure that any decision to issue a new franchise maximises the utilisation of the port's assets.

11 Self-handling licences

Where operators have existing long term assets for the transit storage of cargo close to quay walls, DPC will give such operators the option of taking up self-handling stevedoring licences on suitable commercial terms.

These terms will include minimum annual throughput guarantees (expressed in financial terms) plus a reasonable annual licence fee.

12 Existing franchises

DPC will continue, in the first instance, to honour the terms of existing franchises unless they can be varied by mutual consent notwithstanding DPC's wish that some important terms of these agreements (including leases for non-core activities) were different.

13 Data collection and performance measurement

DPC will commence the collation and annual publication of a series of metrics to facilitate port users and other stakeholders to make informed decisions regarding their use of Dublin Port.



Non-core land uses

The primary and desired use for all of DPC's lands is for the transit storage of import and export cargoes. All other uses of port lands are of secondary importance.

The corollary of this is that DPC will, as required and as opportunities present themselves, seek to displace non-core activities from the port estate. These non-core activities include:

- Storage and repair of empty containers
- Haulage company operations
- Road vehicle maintenance
- Warehousing

Appendix 1 shows a total of 40.8 hectares of port lands which are today used for non-core activities. DPC believes that all such activities can equally well be carried on outside the port estate.

Since the Masterplan was completed, DPC's view on the use of port lands for warehousing has changed and we now believe that lands used for warehousing today would, in the long run, be better used for the transit storage of cargo. The corollary of this is that DPC does not believe that the port-centric logistics model is appropriate in Dublin for

two reasons. Firstly, there is the scarcity of port lands and, from this, the need to prioritise activities. Secondly, the link through the Dublin Port Tunnel to the national motorway network provides ready access to warehousing and distribution centres located on less valuable land (which is nonetheless well located to service the needs of the port's hinterland).

Beyond this, DPC has expanded its views of lands which should be considered and dedicated for cargo handling to include (on the north side of the Port) lands both to the south and to the north of Tolka Quay Road.

If the necessary displacement can be achieved, DPC will have more land available for the transit storage of cargo. In addition, by displacing non-core activities from the port estate, traffic volumes through the Dublin Port Tunnel will be reduced. This will be important in future years to ensure that the maximum capacity is available in the tunnel for its originally specified purpose.

DPC will, in the first instance, seek to regain control over port lands which are currently used for non-core activities on the basis of long term leases by commercial agreement.

DPC's priority is to secure control over lands used for non-core activities on a prioritised basis such that the closer the lands are to the quay walls, the sooner they should be acquired.

#1: Non-core activities

DPC will seek to displace all non-core activities from the Port's lands over time in favour of providing as much land as possible for the transit storage of cargo. The closer such lands are to the quays, the sooner DPC will seek to regain control over them.



The particular issue of empty container storage

Of the 40.8 hectares of lands used for non-core activities, 11.5 hectares are used for empty container storage and related activities.

The location of these is shown in Appendix 2. In some cases, these lands are contiguous with or adjacent to container terminals. The removal of these activities from the port is a high priority for DPC.

#2: Empty container depots

It is DPC's intention to end the use of port lands for the storage of empty containers and for related activities such as container repairs and tank washing. This includes dedicated empty container depots and lands within container terminals used for such purposes. DPC will seek to achieve this objective as soon as reasonably practical and will encourage existing operators to move such activities out of the port.



Port user premises or facilities on port lands

Much of the estate of Dublin Port is occupied by buildings and facilities used by port users for the transit storage of a variety of products handled through the port. These include petroleum products and dry bulk commodities such as animal feed.

The traditional arrangement in Dublin Port was for the port authority to grant long-term leases to users who subsequently built buildings or facilities on port lands.

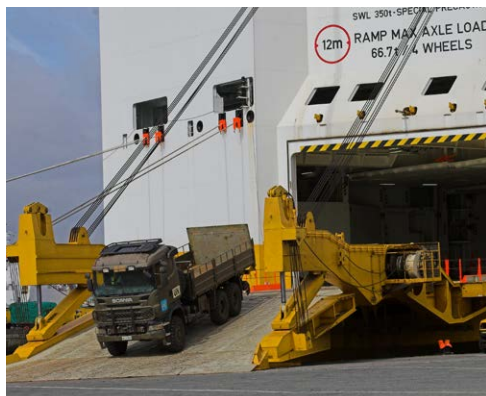
In most such cases, the existence of the building or facility gave a legal entitlement to a renewal of the ground lease from DPC (a reversionary interest). This can greatly reduce DPC's flexibility in the use of its own lands particularly when the original intended use no longer meets the best interests of the port. There is a number of such instances in the port today.

Against a background of increasing pressure to make more use from the port's existing estate, DPC will, in future years, seek to extinguish reversionary rights where they exist.

Moreover, if port users seek to build new facilities for the transit storage of cargo in future years, DPC will seek to enable this by way of a concession agreement whereby the port user would build the facility, operate it for a defined period and, at the end of this period, ownership of the facility would transfer to DPC.

#3. Port user premises or facilities on port lands

It will be the policy of DPC to seek to extinguish reversionary interests which port users have under existing ground leases by virtue of their having built buildings or facilities on port lands in the past. In future years, DPC will facilitate the development by port users of new facilities in the port by way of BOT (build, operate, transfer) concessions operated over a period which allows the port user make an economic return on their investment but which allows the port full flexibility to redevelop the land / facility in future years to best meet the port's requirements at that time.



Specific land utilisation objectives

Unitised goods account for 80.7% of gross tonnage (2013) and create the greatest demand for port lands. Appendix 3 shows the port's seven dedicated unitised facilities.

There are four dedicated Ro-Ro terminals in operation today with an aggregate land area of 31.4 hectares and three container terminals taking up 36.7 hectares. Overall, therefore, the port's unitised traffic uses 68.1 hectares of land.

The challenge for DPC in meeting the Masterplan's 2040 volume projections is to:

- Firstly, ensure that the 68.1 hectares given over for unitised cargoes are utilised to the greatest extent reasonably possible
- Secondly, to prioritise the use of existing port lands for unitised goods, particularly where such lands are currently used for non-core activities
- Thirdly, plan for the expansion of the land area of the port when all existing lands are on course to being fully utilised

Unitised goods move in three ways as follows:

- Containers (both in the Lo-Lo and Ro-Ro modes)
- Unaccompanied trailers
- Accompanied trailers

The split of cargo between these three categories is primarily a function of the sea distance to specific markets. From DPC's perspective, accompanied Ro-Ro is the least space intensive. However, the port must also cater for containers and unaccompanied Ro-Ro.

In reviewing the types and terms of future franchises, it is necessary to set reasonable land utilisation targets for port operators. Such targets need to be simultaneously challenging and achievable if the port's lands are to be utilised as intensively as possible. DPC's specific land utilisation objectives for each of the types of unitised goods are as follows:

Accompanied trailers	40,000	Units per hectare per annum
Unaccompanied Ro-Ro trailers	20,000	Units per hectare per annum
Container terminals	40,000	TEU per hectare per annum



Ro-Ro terminals

The four dedicated Ro-Ro terminals in use in Dublin Port today have a combined area of 31.4 hectares. These terminals are operated by ferry operators providing multiple daily sailings to and from UK ports. The locations of these terminals (three to the east of the port and one to the west) are shown in Appendix 3.

The Masterplan assumption for Ro-Ro is that the total number of units (five year rolling averages) would increase to 1.79m by 2040.

	UK	Other	Totals
2010			701
2013	612	104	716
2040	1,530	260	1,791

During 2013, there were 0.6m units on UK services and the Masterplan growth assumption implies that this will increase to 1.5m by 2040.

Based on patterns for 2013, the current split of UK Ro-Ro units by type (accompanied and unaccompanied) and by location in the port (east or west) is as follows:

	Unacc.	Acc.	Totals
East	35.7%	37.3%	72.9%
West	17.5%	9.6%	27.1%
Totals	53.1%	46.9%	100.0%

Based on the above, a growth of UK Ro-Ro to 1.5m units by 2040 would generate the following land requirements¹:

East	41.5 ha
West	17.0 ha
Totals	58.6 ha

1. The land requirement for UK Ro-Ro is very largely influenced by the ratio of unaccompanied units to accompanied units. The current split of 53.1% / 46.9% suggests a 2040 land requirement of 58.6 hectares. A change in the ratio to 60% / 40% would increase the land requirement to 61.2 hectares. On the other hand, a 40% / 60% ratio would reduce the land requirement to 53.6 hectares.



Ro-Ro terminals continued

DPC believes that the measures contained within this Franchise Policy can yield in the order of 70% of the 2040 requirement for land for Ro-Ro in the east of the port and 100% of the requirement for land for Ro-Ro in the west of the port.

Three of the four Ro-Ro terminals operate on the basis of short-term agreements with DPC (typically five years) which are not automatically renewable. In practice, however, such agreements are routinely renewed. The agreements include operating authorisations, use of port lands on a priority (though non-exclusive) basis and minimum annual throughput guarantees expressed in financial terms.

The current franchise model works relatively well from DPC's perspective. However, in future years as volumes grow, there is the possibility of competition from a greater number of operators than DPC will have capacity to facilitate. The current model will, therefore, need to be adapted to provide a mechanism for DPC to select operators by tender if necessary.

#4: Ro-Ro terminal franchises

DPC aspires to having similar franchise agreements with all Ro-Ro terminal operators.

The terms of such franchises would ideally include:

- A comparatively short term in the order of five to ten years
- At the end of the franchise period, there would be the possibility of an open tender competition subject to there being credible alternative operators.

The land area made available to a terminal operator would be based on the operator's projections, the level of their throughput guarantee to DPC and DPC's view on reasonable levels of annual throughput per hectare.



Unaccompanied Ro-Ro

The target for land utilisation for unaccompanied Ro-Ro is 20,000 units per hectare per annum.

This is operationally challenging for terminal operators but is believed to be realistic based on:

- 90 trailer slots per hectare (already achieved in some terminals)
- Average dwell time of 1.3 days
- 80% utilisation (to account for peaks during the week and through the year)

More than half (53.1%) of Ro-Ro units on daily ferry services to the UK are unaccompanied units. Unaccompanied Ro-Ro is land hungry. The longer the dwell time of export or import trailers, the more terminal land is required. It is important, therefore, that DPC encourages Ro-Ro operators to maximise their throughputs through the port lands they operate on.

#5: Land utilisation for unaccompanied Ro-Ro units

DPC will restrict the land it makes available for unaccompanied Ro-Ro operations which do not achieve high levels of land utilisation approaching 20,000 units per hectare per annum.

DPC will, if necessary, implement charging structures to encourage faster turnover of unaccompanied trailers in Ro-Ro terminals.



Accompanied Ro-Ro

The balance of Ro-Ro units on daily UK ferry services (46.9%) is accompanied. Land utilisation levels for accompanied Ro-Ro are determined primarily by the frequency of Ro-Ro services.

In Dover, for example, in the order of 2.0m accompanied Ro-Ro freight units are handled over 30 hectares of land implying a land utilisation of about 67,000 units per hectare per annum. It is not realistic to expect that Dublin can achieve the same high frequency of Ro-Ro shipping services and DPC's objective in respect of land utilisation for accompanied Ro-Ro is, therefore, focussed on prioritising and facilitating accompanied Ro-Ro services and operations so as to achieve land utilisation rates in the order of 40,000 accompanied Ro-Ro units per hectare per annum.

#6: Land utilisation for accompanied Ro-Ro units

DPC will prioritise operators of accompanied Ro-Ro services so as to maximise the throughput of cargo through existing lands thereby achieving a land utilisation of not less than 40,000 accompanied Ro-Ro units per hectare per annum.



Container terminals

Land utilisation in container terminals in Dublin is currently low by comparison with best practice elsewhere (both in Europe and worldwide).

This is partly due to the dramatic decline (30%) in Lo-Lo volumes since 2007. However, as and when container volumes begin to grow again, it is important that terminals achieve high levels of land utilisation.

#7: Land utilisation for containers

DPC will seek to influence all container terminals to increase their utilisation of port lands towards 40,000 TEU per hectare per annum as volumes grow in future years. DPC will not make any more land available to such operators unless they show significant progress in moving towards such utilisation levels.



Line-independent container terminals

In the case of the port's three container terminals, two are vertically integrated and provide services to related shipping lines. The third terminal is independent of any shipping line².

DPC believes that it is essential to have at least one line-independent terminal in the port to ensure that barriers to entry for new container shipping lines are minimised.

#8: Line independent container terminals

DPC will use whatever means may be available to ensure that there is always at least one line independent container terminal in Dublin Port.

Beyond this, if circumstances arise which could result in there being more than one line independent container terminal, DPC will support such a development.

². In addition to providing services to related shipping lines, these two container terminals also provide services to third party customers thereby generating the strong competition so evident in the port.



Container terminal franchises

The nature of the agreements between DPC and the port's three container terminal operators are the products of events over the past 40 years or so. Although the nature and terms of these agreements differ one from another, they all share a common characteristic in being either long-lived or renewable into the future.

In two cases, DPC has no control on free storage periods and dwell time charges for containers. In the third case, DPC does have such control. DPC believes that having such control in all terminals would facilitate the maximisation of the use of port lands as volumes increase in future years.

#9: Container terminal franchises

DPC aspires to having similar operators in the port having comparable franchises. In the case of the three container terminal operators, the terms of such franchises would ideally include:

- A fixed term related to the economic life of the terminal's cargo handling equipment (typically 20 to 30 years)
- At the end of the franchise period, there would be an open tender competition to determine whether the incumbent's franchise would be renewed or whether a new operator would take over the terminal's operation.
- DPC would retain control over the free time given for containers on the terminal (full or empty, import or export) and the level of daily charges that would apply after this free time.
- DPC would control dwell times by decreasing free periods and increasing daily storage charges over time so as to encourage operators to move their containers through the terminal ever more quickly.



General stevedoring

Unlike the port's Ro-Ro and Lo-Lo businesses where there are dedicated land areas adjacent to dedicated berths serving the needs of scheduled services (sometimes daily), general stevedoring operations are different in a number of ways:

- Cargo types vary greatly and include:
 - Dry bulk cargoes (such as animal feeds, cereals, biomass and peat moss)
 - Project cargoes (including wind turbines and large electrical transformers)
 - Trade cars
 - Combined Ro-Ro and containers
- In some cases, shipping services are on weekly schedules. In other cases, shipping services are irregular (perhaps once every four to six weeks). Finally, many cargoes are shipped on the basis of spot charters
- Whereas there were previously clear delineations between cargo types on a given ship, nowadays the lines between modes are becoming blurred with: ISO containers now being shipped (sometimes double stacked) on Ro-Ro ships; Ro-Ro ships handling Lo-Lo containers on and off using ships' cranes; general cargo ships carrying bulk solid commodities and containers simultaneously.
- The land requirements for the transit storage of such cargoes can vary enormously from week to week and are not as even throughout the year as they are for unitised cargoes handled through dedicated Ro-Ro or Lo-Lo terminals.
- Ships carrying the above varying cargoes use the same berths generally within the port's so-called common user areas³.
- Whether a given tranche of business will be accepted into the Port depends on the availability of land and berths, the availability of both of which is controlled by DPC. As volumes grow, the pressure on land and berths will increase and the opportunities for general stevedores will become more constrained. Traditional low value and land hungry cargoes such as timber and steel are already things of the past in Dublin Port.

There are fundamental differences between general stevedoring operations and the terminal operations for unitised cargoes. These differences require a different approach to franchises for general stevedoring to that in either of the unitised modes.

DPC is a commercial company with major investment in infrastructural assets. If the issuing of any additional franchise, such as (but not limited to) a general stevedoring licence, would improve the business of DPC (and specifically would assist the company in meeting its strategic objectives) then DPC should issue the franchise. If, on the other hand, to issue an additional franchise would not contribute to the company's strategic objectives, then DPC would be wrong to issue an additional franchise.

³. The common-user areas for general stevedoring are shown in Appendix 4 and comprise 10.0 hectares on the north side of the Port and 0.9 hectares on the south side.



General stevedoring continued

There are, therefore, two cases in which DPC will consider issuing an additional franchise:

- Firstly, if a company made a compelling business case to DPC for a franchise (such as a general stevedoring licence), then DPC should, in its own interests, negotiate terms and issue the franchise. A compelling business case would include (but would not be limited to) the attraction of additional volumes to the Port. Other reasons why DPC might issue an additional franchise could include a commitment to invest in cargo handling equipment, the provision of more efficient cargo handling services, the operation to higher environmental standards, and demonstrable support from customers.
- Secondly, DPC should issue a new additional franchise if it formed the view that by issuing the additional franchise the port's competitiveness could be improved. In such circumstances, DPC would select a new franchisee by an open tender competition with selection against objective criteria.

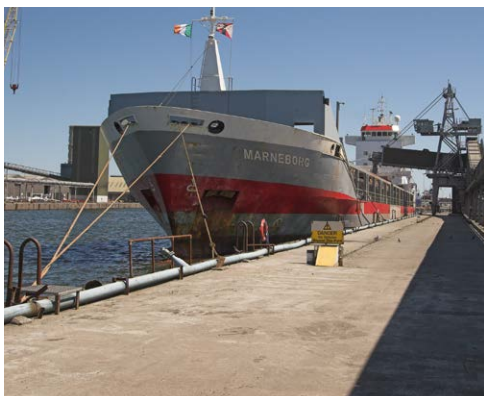
In deciding whether or not to issue additional franchises, DPC has to take account of the limited berth and land capacity available and must ensure that what is available is used to the greatest extent possible. This inevitably means limiting the number of franchisees whether in common user areas or in own use dedicated facilities.

#10: Additional stevedoring licences

DPC sees two circumstances where it would issue new stevedoring licences, general or otherwise:

- Firstly, where an operator made a robust business case, DPC would agree the terms of the new franchise by direct negotiation.
- Secondly, where market conditions clearly indicate that to issue a new licence would improve the competitiveness of the port, DPC would issue a new licence on the basis of an open tender process.

In deciding whether or not to proceed on either basis, DPC will take into account the scarce capacity it has available for any new franchisee and will seek to ensure that any decision to issue a new franchise maximises the utilisation of the port's assets.



Self-handling licences

There are seven companies with transit storage facilities close to the quay wall. Two of these companies currently self-handle⁴. The locations of these companies' facilities are shown in Appendix 5.

Land and berth constraints are not material considerations in the issuing of self-handling licences given that the potential self-handlers are already operating in the port.

DPC believes that companies who have storage or transit assets for bulk commodities on port lands and in close proximity to the quays should have the freedom to self-handle.

All such companies make payments to DPC including land rents and goods dues.

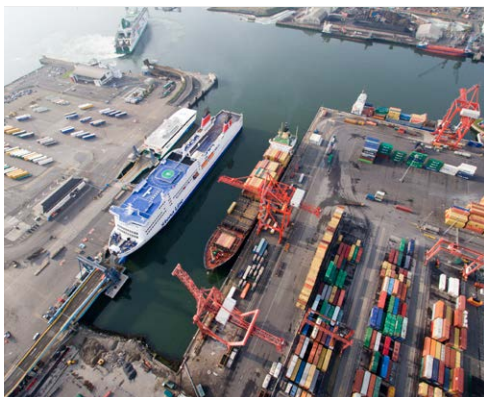
DPC believes that the proposed additional self-handling licences should include minimum financial guarantees which can be satisfied by payments of a combination of these existing revenue streams. Any additional cost to the prospective self-handlers should be relatively small. As regards the duration of self-handling licences, DPC believes that they should operate coterminously with the operators' other existing agreements with DPC.

#11: Self-handling licences

Where operators have existing long term assets for the transit storage of cargo close to quay walls, DPC will give such operators the option of taking up self-handling stevedoring licences on suitable commercial terms.

These terms will include minimum annual throughput guarantees (expressed in financial terms) plus a reasonable annual licence fee.

⁴ In this policy document, the term "self-handling" is taken to refer to the handling of cargo by operators with facilities adjacent to quay walls in Dublin Port.



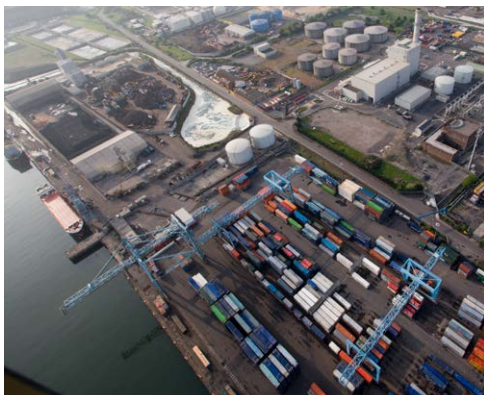
Existing franchises

DPC's emerging policy on franchises brings into focus a number of existing agreements (both leases and licences) which are not fully compatible with this new policy.

However, DPC is obliged to continue to honour the terms of existing contractually binding agreements. The commercial and contractual relationships between DPC and its major customers are central to the achievement of the company's objectives. It is important, therefore, to clarify and emphasise DPC's approach to existing agreements, even where DPC would wish some of the terms of these agreements were other than they actually are.

#12: Existing franchises

DPC will continue, in the first instance, to honour the terms of existing franchises unless they can be varied by mutual consent notwithstanding DPC's wish that some important terms of these agreements (including leases for non-core activities) were different.



Data collection and port performance measures

DPC believes that achieving the objective of the efficient use of the Port's assets can be facilitated by the collection and publication of a range of metrics as follows:

1	Container terminals	TEU per hectare per annum
2	Ro-Ro terminals	Freight units per hectare per annum
3	Towage	Contribution statement
4	Pilotage	Contribution statement
5	DPC charges on cargo	Goods dues per gross tonne by mode
6	DPC charges on ships	Tonnage dues per GT
7	Lo-Lo cargo handling	Average charge per TEU
8	Bulk solid cargo handling	Average charge per tonne handled

The latter two metrics will depend on port users being willing to disclose volumes (tonnes, units or TEU) and cargo handling cost information to DPC. DPC will treat any such information supplied confidentially and will only publish aggregate measures.

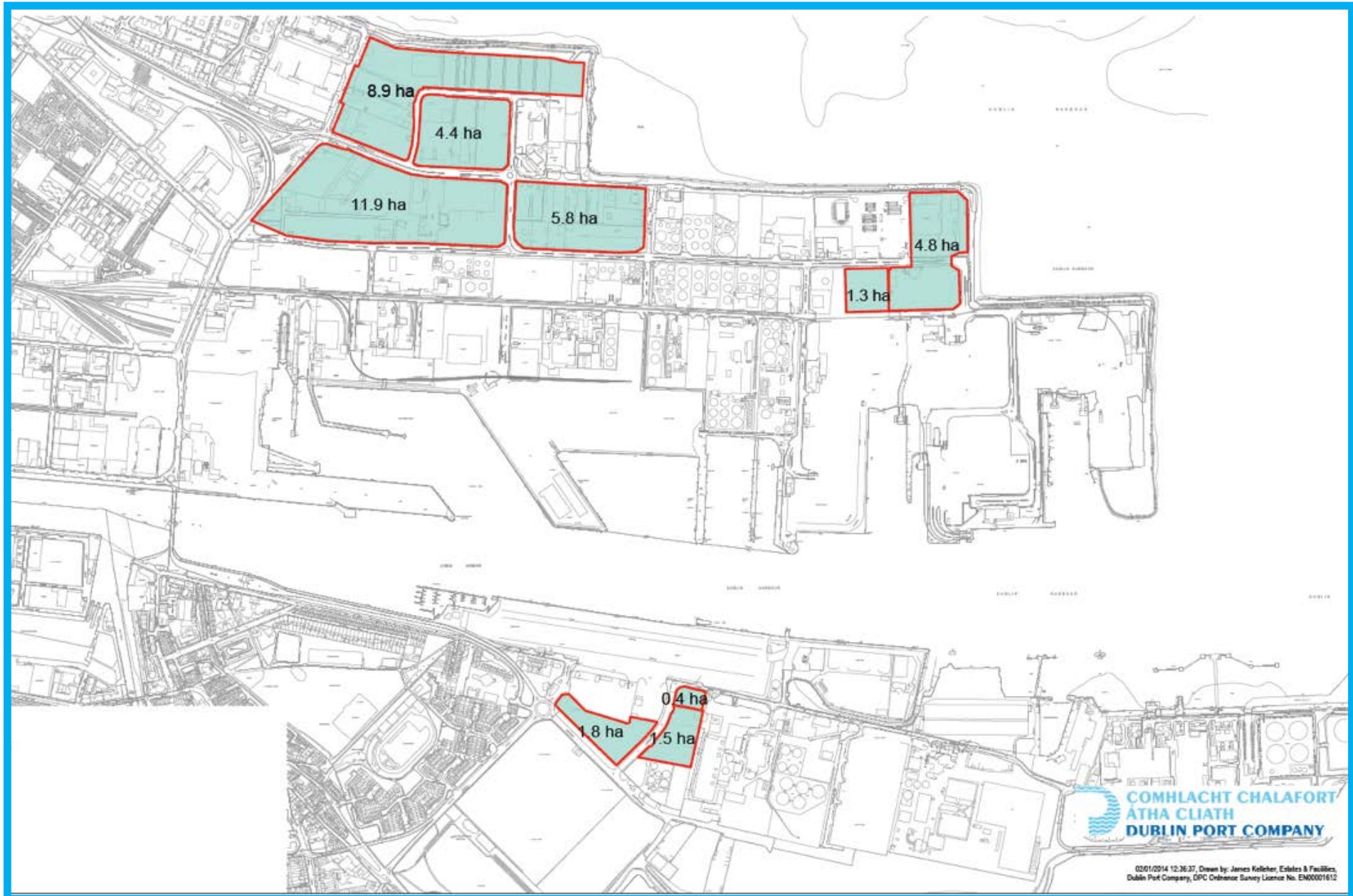
DPC believes that the primary relevance in all of the above measures is not how they compare with similar measures in other ports. Rather, it is the trends in these measurements over time which will allow informed views to be taken on trends in the cost effectiveness and efficiencies of Dublin Port.

#13: Data collection and performance measurement

DPC will commence the collation and annual publication of a series of metrics to facilitate port users and other stakeholders to make informed decisions regarding their use of Dublin Port.

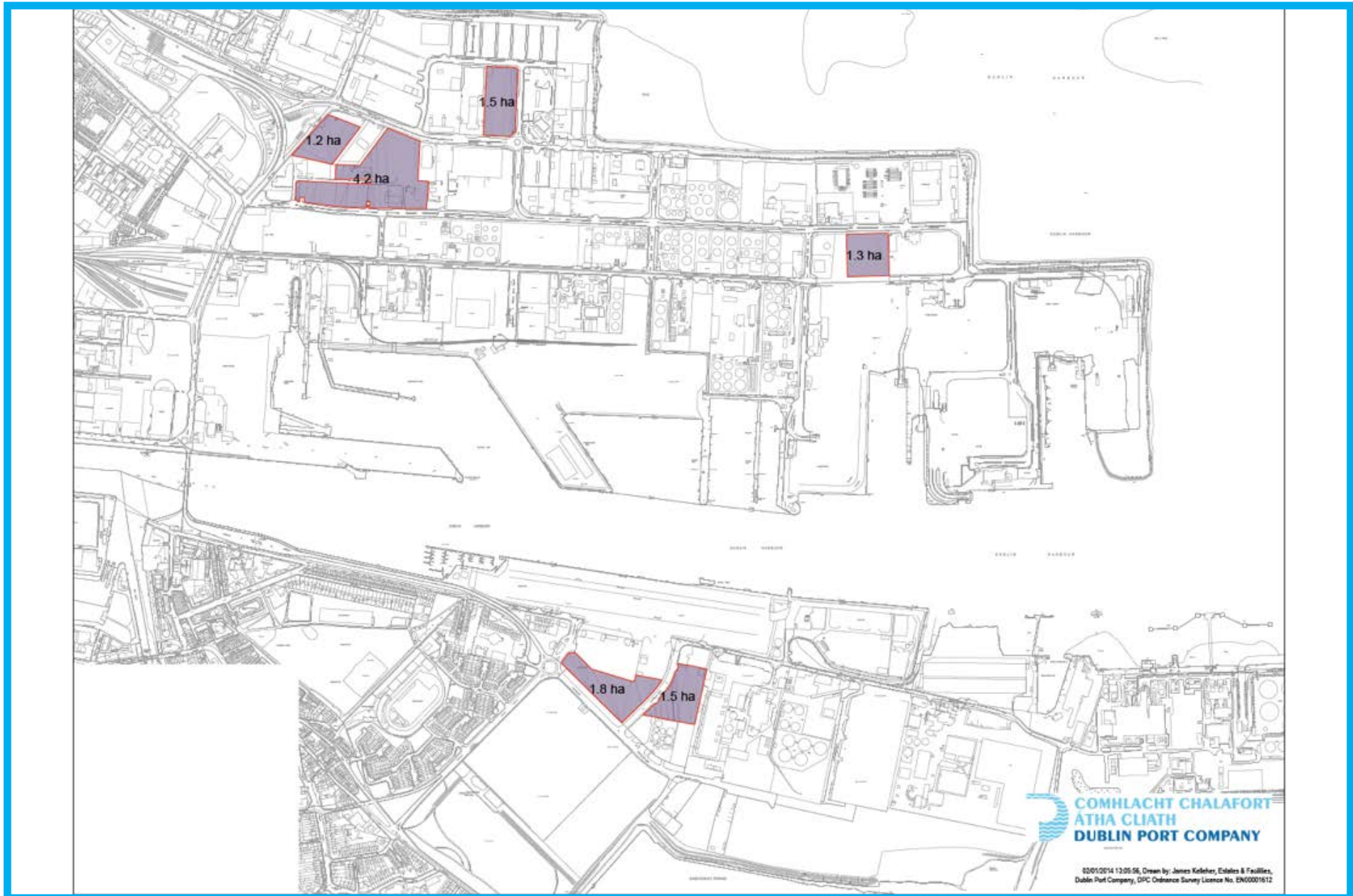
Appendix 1

Port lands used for non-core activities (40.8 hectares)



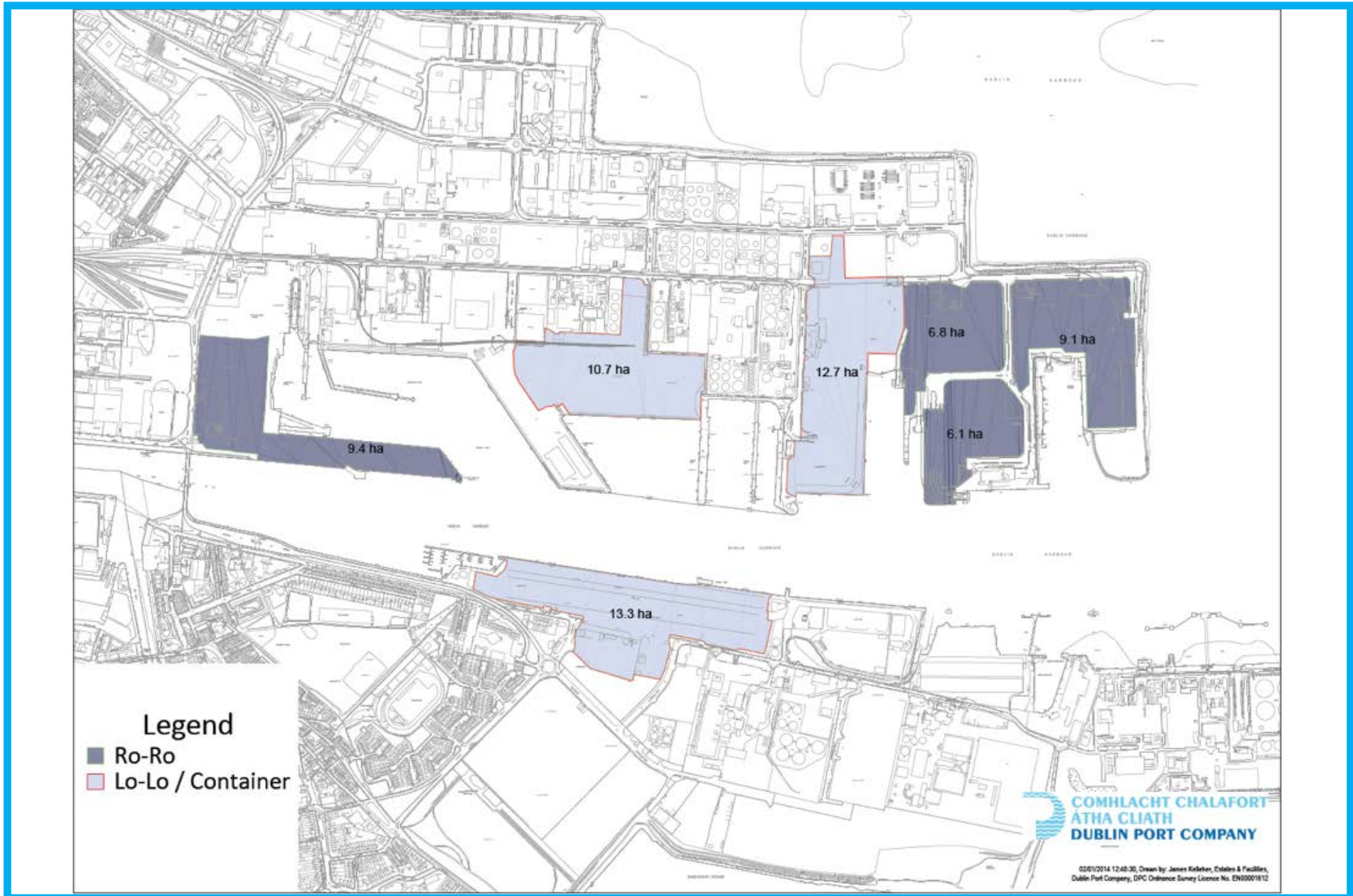
Appendix 2

Port lands used for empty container storage and related activities (11.5 hectares)



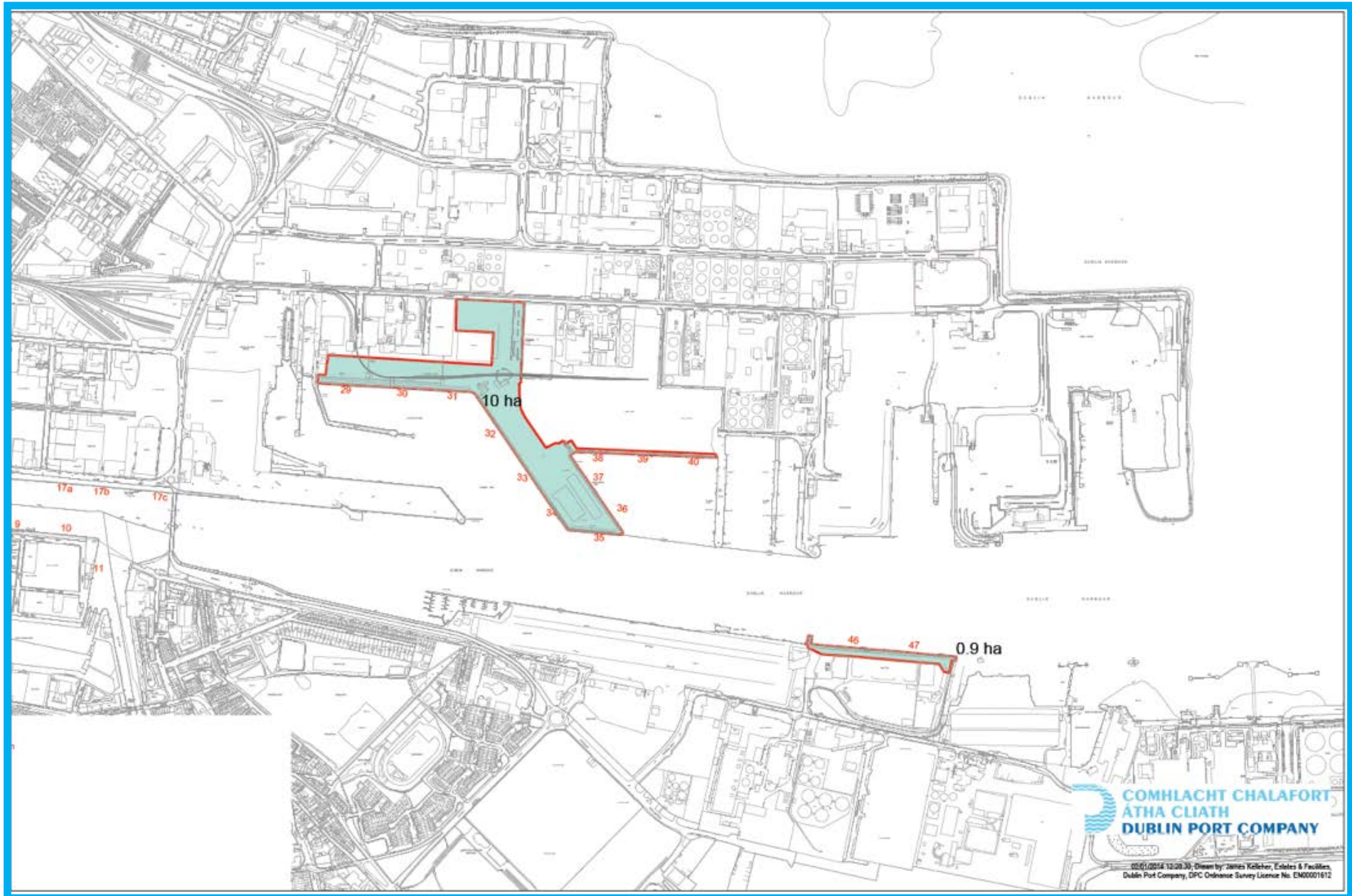
Appendix 3

Dedicated unities terminals (68.1 hectares)



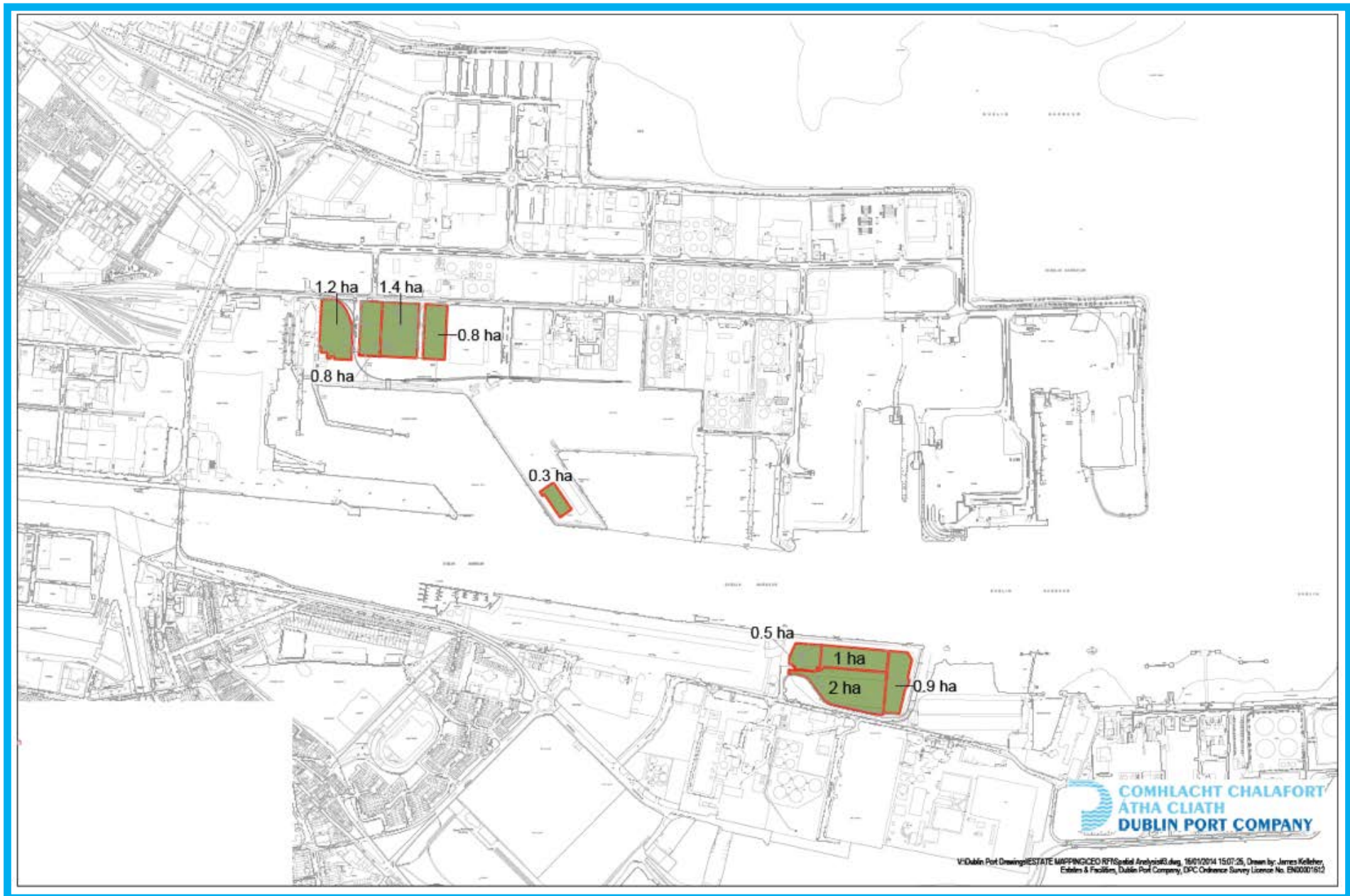
Appendix 4

Lands and berths available for general stevedoring (10.9 hectares)



Appendix 5

Location of dedicated transit storage facilities (8.9 hectares)



Notes

