



31st July 2015

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To Whom It May Concern

Re: Ian O'Connor

We wish to confirm that Ian O'Connor's employment with Walls Construction which commenced on the 2nd of July 2001 is to finish today, the 31st July 2015.

Ian joined Walls as a Graduate Quantity Surveyor and progressed to the position of Managing Surveyor with responsibility for the commercial management of a number of the major construction projects completed by the Company during the past 14 years. The following are some of the projects managed by Ian:

- **Trinity Biosciences development:** A 40,000m² 8 storey over triple basement city centre building incorporating academic, commercial, retail use and 2 levels of basement car park space. The development also included a new entrance off Pearse Street to the adjacent DART Station via the new retail mall. Contract Value: €120m.
- **Northern Cross Nursing Home:** A 5 to 6 storey over basement nursing home, comprising of 147 no bedrooms, communal living space, dining areas, shared facilities, kitchens, staff changing and administration areas along with external works. Contract Value: €16m.
- **John Paul II Library Extension, NUI Maynooth:** A library extension and associated space with a new student cafe area at ground floor and plant room enclosure at roof level, providing a gross floor area of 5,838m² of new library space together with a glazed atrium link to the existing library. External works include a new library plaza to the east of the new extension and two new pedestrian bridges over the existing mill race. Contract Value: €14m.
- **RDS Simonscourt development:** Two 5 storey RC framed office blocks comprising 10,200m² over basement car park of 4,270m². Each block was clad with a unitised glazed façade system and fitted out to building standard finish level. Contract Value: €33m.
- **UCD Veterinary College:** A 3 storey concrete framed academic and hospital building with stone and curtain wall cladding, total area 6,700m². Contract Value: €35m.
- **FAS Training Centre, Tallaght:** The part demolition and new build of a multi-purpose training facility including workshop, administration and canteen areas. Contract Value: €25m.
- **Clondalkin Swimming Pool:** A new 25m swimming pool and leisure facility along with alterations and refurbishment to the existing facility. Contract Value: €14m.
- **Dublin Bus, Harristown:** Construction of a bus maintenance workshop, administration building and night service building totalling 7,500m², together with civil works, concrete external yards of 28,500m², ancillary site structures and site services.

Ian was fully responsible for the commercial delivery and contractual management of the projects under his control and reported directly to the Board of Directors in this regard. He is a diligent, highly organised and very capable individual who has consistently performed to the highest standard delivering commercial returns generally in excess of the targets set by the Company and in so doing Ian has demonstrated unwavering commitment, technical aptitude and commercial and contractual awareness.

Recently, Ian further complemented his skill set by being awarded an LLM in Construction Law and Arbitration with Distinction from the Robert Gordon University in Aberdeen in 2011, along with becoming a CI Arb & MII Certified Mediator. We can testify that Ian fully applied the learning from these qualifications both to the effective performance of the projects under his control and to other projects that required substantive entitlement to be secured.

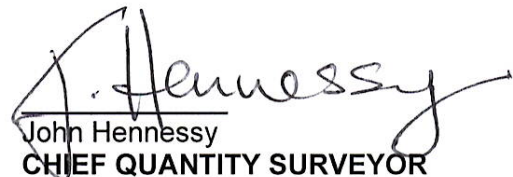
Ian is leaving the Company of his own accord to establish a consultancy business specialising in dispute resolution, cost management, contractual advice and other professional services and in that regard we have retained his services going forward for a minimum period of 12 months.

While disappointed to lose Ian we have no hesitation in recommending his services to other interested parties and we would take this opportunity to wish Ian every success in his new venture.

Yours faithfully



Eugene O'Shea
MANAGING DIRECTOR



John Hennessy
CHIEF QUANTITY SURVEYOR