PPP MODEL FOR REFURBISHING AND MANAGING PRAGUE CENTRAL STATION

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Session 1A: Governance and financing: a new approach
Content

- The Mission
- Grandi Stazioni Group
- The Czech Project
Transform the main Railway hubs from cost center into profit generator, guaranteeing a full range of modern services to passengers and visitors, returning part of the city to its citizens.

AIRPORT HUB AS BENCHMARK
Grandi Stazioni Group Mission is to renovate and manage large Railway Stations in Italy and abroad in order to continuously upgrade the service at the highest international standards and to maximize the return to the Shareholders by exploiting the economical potential of the space available in its premises.

**GS: unique sample in Europe in managing Railway hubs under PPP model**
Shareholders parterre

**GRANDI STAZIONI S.p.A.**

- **FERROVIE DELLO STATO ITALIANE**: 60%
- **EUROSTAZIONI**: 40%
- **GRANDI STAZIONI INGEGNERIA**: 100%
- **GRANDI STAZIONI CESKA REPUBLIKA**: 51%

**Technical Company in charge of Design, Planning and Works Supervision**

**Renovation and Management of Czech Republic Stations**

- **Caltagirone Group**: 13%
- **Benetton Group**: 13%
- **Pirelli**: 13%
- **SNCF**: 1%
- **EBRD**: 39%
- **Simest**: 10%

Mr. Odoardi – Grandi Stazioni Ceska republika – PPP model for Prague RS

17-18 October 2013
### Key Figures of the Group Y2012

<table>
<thead>
<tr>
<th>Category</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of Stations</td>
<td>14</td>
</tr>
<tr>
<td>GLA</td>
<td>244,000 sqm (Retail and Office)</td>
</tr>
<tr>
<td>N. Shops</td>
<td>500</td>
</tr>
<tr>
<td>Investment value*</td>
<td>700 million €</td>
</tr>
<tr>
<td>Revenues</td>
<td>200 Million €</td>
</tr>
<tr>
<td>EBIT</td>
<td>36 Million €</td>
</tr>
<tr>
<td>ROS</td>
<td>18%</td>
</tr>
</tbody>
</table>

* COMPLETION AT 31.12.2012: 52%
Key Terms of the PPP deal:

- The Czech Railways ("CD") was seeking for a professional subject able to renovate and manage their major hub: Prague Central Station,
- Based on selection process, CD signed with Grandi Stazioni a Long Term Concession Contract (40 Years) in respect of Prague Central Station, on Dec. 2003,
- Grandi Stazioni invests in the refurbishment of the Station and then manages that vs its right to commercially exploit the premises,
- Grandi Stazioni pays a Concession Fee to CD.
The Czech Project: Financing

Project Financing

Equity (by GS, EBRD, Simest)

10 million €

Internal Cash Flow

10 million €

Debt by UniCredit Group

30 million €

IRR on Equity: 10%
The Czech Project: Milestones

- **Dec 2003**
  - Signature of the Concession Contract

- **2004 - 2006**
  - Finalization of the Project Documentation, catching of all the related municipal approvals and selection of the General Contractor

- **2007**
  - Starting of the Construction works, organized in 3 different Phases

- **April 2011**
  - Grand-Opening celebrated with the Presidents of Italian and Czech Republic (Mr Napolitano and Mr Klaus)

- **Dec 2010**
  - Opening to the public of the last Phase of the works
Facility Management Model
- Grandi Stazioni selected for the management of the Station international global service provider,
- KPI and SLA model service contract,
- Service Contract on output basis,
- Costs recharged towards tenants.

Commercial approach
- Market research,
- Commercial layout and Merchandising mix,
- Tender selection.
### Key Figures of the Project Year 2012

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
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</thead>
<tbody>
<tr>
<td>GLA</td>
<td>10,000 sqm</td>
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<tr>
<td>Occupancy</td>
<td>90%</td>
</tr>
<tr>
<td>N. Shops</td>
<td>60</td>
</tr>
<tr>
<td>Investment value*</td>
<td>50 million €</td>
</tr>
<tr>
<td>Revenues</td>
<td>6.5 Million €</td>
</tr>
<tr>
<td>EBIT</td>
<td>2.9 Million €</td>
</tr>
<tr>
<td>ROS</td>
<td>45%</td>
</tr>
<tr>
<td>Number of passengers</td>
<td>80,000/day</td>
</tr>
</tbody>
</table>
PPP Project

Concession 40Y

Rent and recharged FM Costs

10 million €

Refurbishment and management of the Station

Financing 30 million €

Concession Fee
...Thank you
for your kind attention
Andrea Odoardi
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