



INNOVATION DRIVES THE CHANGE

STATION: LINKING RAILWAYS AND SOCIETY

17-18 October 2013

Fabio Battaglia
C.E.O. of Grandi Stazioni

GRANDI STAZIONI - THE COMPANY

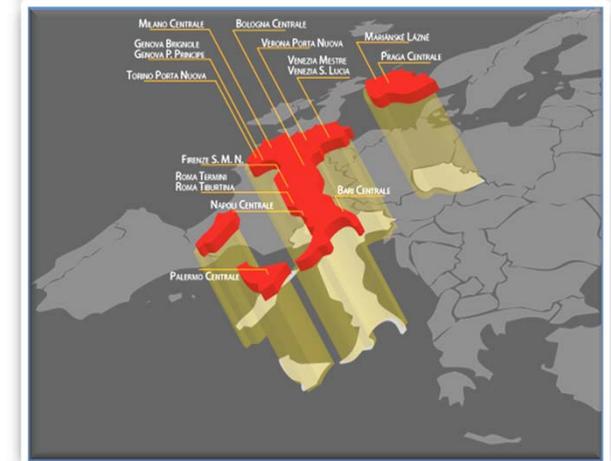
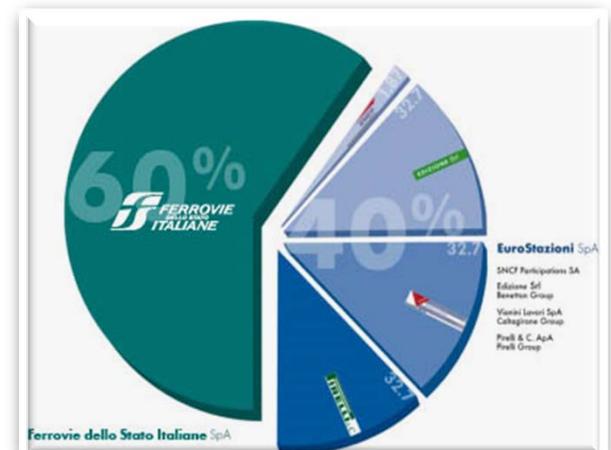
2

Grandi Stazioni **upgrades, improves** and **manages** Italy's 14 largest railway stations.

The Mission is to renovate and manage Railway Stations hubs in order to continuously **upgrade the service** at the highest international standards and **maximize the return** to the Shareholders by exploiting the economical potential of the space available in its premises.

Grandi Stazioni **operates also** in **Czech Republic**, holding 51% of Grandi Stazioni Česká Republika, operating Prague Central and Mariánské Lázně.

GS is an example of **PPP** in the Railways Stations field: 60% of the capital is owned by *Ferrovie dello Stato Italiane* – Italian State Rail Group – while 40% is held by *Eurostazioni* (Benetton Group, Caltagirone Group, Pirelli Group and SNCF)



700 million of contacts each year

928 million € of cumulated investment program

(42% financed by GS, 27% by FSI Group, 26% by public funds, 5% by others)

200 million € Turnover 2012

1.5 million sqm of real estate

500 shops opened so far

over **900** by the end of refurbishment works programme

INNOVATION DRIVES THE CHANGE

3

In a fast changing world the Station can profit from the innovation to improve the standard of services and the economic results.

Innovation as a culture **spread out inside all the levels of the Company organization** is leading the transition of Grandi Stazioni towards better performance for Customers, Shareholders and Stakeholders.

From new design and technical solutions to the process of Tenant selection, from the new Digital Media to the Web 2.0 approach to the Customers, the *fil rouge* of Innovation is a benchmark in all the major Company's decisions.

**"Whatever the business you are in,
you should be obsessed for Innovation"**

Vivek Kundra @ Cernobbio Forum 2013*

**Vivek Kundra , former CIO of the United States. Currently Executive Vice President of Emerging Markets in the US Administration and visiting Fellow at Harvard University..*

GRANDI STAZIONI: FOCUS ON INNOVATION

4

Novelty and Innovation has always been a **key element** for the **Company's growth** and market consolidation since its foundation (2000).

In June 2012 Grandi Stazioni established an **Innovation and Development Committee** in order to accelerate the innovation process in all areas of the Company.

The station is more and more a **multifunctional center** that provides a **wide range of services** to a **wide range of targets**.



More services, appeal and dwell time lead to better customer experience and increase spending

17-18 October 2013

1 - INNOVATION IN DESIGN & PLANNING

5

Grandi Stazioni experience in renovation and management of railways stations led to **innovation** also in **planning** and **design** of the Travel Hub.

Both in new construction and renovation models, Grandi Stazioni is focused on **integrating** old values with new and groundbreaking elements, creating **new solutions** to solve structural problems, focusing on **security** and **disabled needs**, **facilitating flows**, **increasing commercial** areas.

Examples of this approach can be seen in completed and under development projects, such as **Milan Central Station renovation**, the **renovation of the underground level of Roma Termini**, the **creation of new waiting areas** concept enhanced with services and the **new baggage point format**.

New Baggage Point format



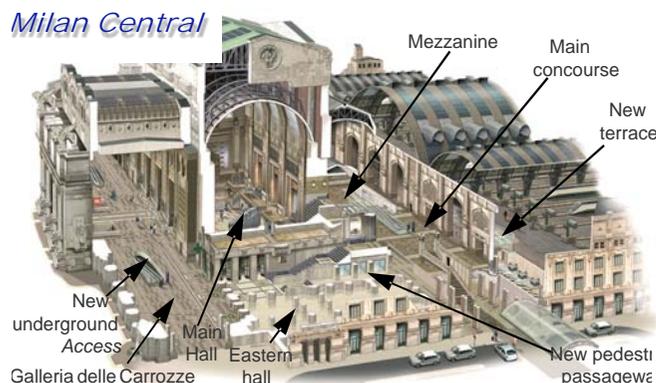
New waiting areas format



Rome Termini level -1 project



Milan Central



Rome Termini main gallery project

2 - INNOVATION IN RETAIL APPROACH

6

Grandi Stazioni pursues innovation also in **Retail Development**. The Market is stimulated with **competitive processes** for Tenant selection in order to **maximize the innovation and the quality of the offer** both under a marketing and economical point of view.

The upgrade of the positioning is based on **selected drivers of decision**:

1. Market research on customers' needs and behavior
2. Product & Merchandising Ideal Mix Plan
3. Evaluation of Tenants' proposals (product offer, visual lay-out, innovative approach, economics)

1st DESIGUAL

store open in Italy (Milan)

1st SEPHORA

store open in Italy (Rome)

FELTRINELLI

Milan Book Shop biggest of the Italian Chain (4 floors for 2,500 sqm)

BISTRÒ MILANO

first example of new F&B format expressly created for Milan Central (Autogrill)

SATURN

(Media Markt upscale brand) in Milan Central judged as the best store of the chain

1st SPA and 1st Fitness Center

in a railways station environment (Rome)

NEW OPENINGS IN THE NETWORK

7



*Shops opened
(2012):*
450



Total GLA (2012):
100 K sqm



*Shops' Turnover
(2012):*
400 M €

3 - INNOVATION IN MEDIA: GO DIGITAL

8

In 2013 Grandi Stazioni is consolidating the implementation of new **digital communication assets** in station, through the modernization of the existing format.

This projects will offer a new opportunity of **customers' digital engagement** in order to maximize interaction, Customer experience and, last but not least, profits both in Retail and Advertising.

The new broadcasting platform allows GS to manage web and interactive contents.

1,100
TV Screens

10
Video Walls

158
Interactive Digitotem



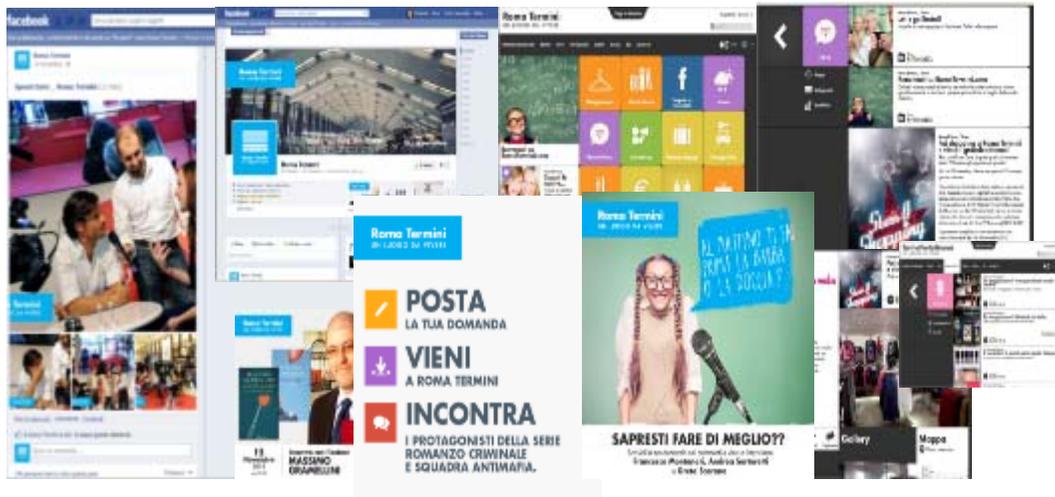
4 - GS 2.0: WEB, MOBILE & SOCIAL

9

In November 2012 Grandi Stazioni launched a **new Digital Ecosystem** to engage Customers and promote the commercial galleries it manages inside the stations.

Actually the network is online with **4 web portals, 4 Facebook pages, 4 Twitter pages, 4 Instagram accounts, 1 Smartphone App (Around Station) for IOS and Android**, dedicated to Roma Termini, Milan Central, Napoli Central e Torino Porta Nuova.

In 2013-14 the project will be **progressively extended to other stations**, enhancing the contents and the services offered.



Fabio Battaglia - Grandi Stazioni – Innovation drives the change

Over 45K

fan on Facebook for the 4 stations (July '13)

Over 5M

of total view on Facebook (in July '13)

Over 295K

total visits for the 4 web portals (in July '13)

10%

interaction rate, vs 8% of New York Grand Central (Milan Central, in July '13)



17-18 October 2013

GS 2.0 - WEB, MOBILE AND SOCIAL INTEGRATED COMMUNICATION

10



NEW PROJECTS UNDERWAY - RETAIL

11



ROME TIBURTINA - NEW HIGH SPEED STATION

Commercial launch: end of 2013.
GLA: 18,600 sqm.



TERMINI RESTYLING & RELAUNCH

New Mezzanine (ca. 7,000 sqm, of which 4,600 sqm of GLA plus seating/public areas).
New Parking over the tracks (ca. 1,330 slots).
Restyling of commercial galleries (Metro Forum and main gallery).
Progressive opening (from 2016 on).



NAPLES - NEW COMMERCIAL MALL

GLA: 6,700 sqm.
Interconnection between new Metro, Railway Station and Garibaldi Square.
Opening end of 2014.



BOLOGNA HIGH SPEED STATION

GLA: 4,700 sqm.
Opening Q2 2014.

“LUISS ENLABS” – THE NEW BUSINESS INCUBATOR

12

Coherently with its commitment in Innovation, Grandi Stazioni is the home location of Luiss Enlabs (a JV composed by one of the major Italian Universities – Luiss - and a major Italian Venture Capital, L-Venture) a **“Business Incubator”** that support the growth of **startups** and develop them into successful enterprises.

The project aims to offer to students/young innovators a real opportunity to create new enterprises and to contribute to generate a new **international entrepreneurial culture**.

The Incubator is an **Innovation Ecosystem** which occupies 1,500 sqm in an open space environment inside Rome Termini railway station, equipped with **120 work stations**, easily and rapidly reachable from all areas of the City and from Italy.

Luiss Enlabs **connects all the stakeholders** of the startup ecosystem, from academia to university to corporates and Venture Capitalists.

Fabio Battaglia - Grandi Stazioni – Innovation drives the change



17-18 October 2013

CONCLUSIONS

13

Grandi Stazioni believes that we are now
in a new era of Railway Stations Renaissance.
Future will give Stations the opportunity to play a key role
in the Urban Development and in the City Retail.

In this context, Innovation represents
a key success factor that can't be ignored.

New developments have to be integrated with stations' original Mission,
to serve Travelers and Citizens at top international standards.



...Thank you

Fabio Battaglia

Grandi Stazioni S.p.A.

C.E.O.

AD@grandistazioni.it

via G. Giolitti, 34 – 00185 Roma