

Railway stations evolution: from a cost centre to a profit centre

“How the Third Millennium Stations face the challenge of creating a comfortable and profitable rail and urban plaza”

Fabio BATTAGGIA

Grandi Stazioni

CEO

Grandi Stazioni – A unique example in the railway station panorama



- **A PPP** (60% FS – Italian Rail Group, 40% Eurostazioni – Benetton Group, Caltagirone Group, Pirelli Group).
- **Managing the top 13 Italian railway stations** (including Rome, Milan, Turin, Naples, Florence, Venice, Bologna and others).
- **Active also abroad** (holding 51% of Grandi Stazioni Česká Republika, managing Prague Central station and other Czech stations).
- **2009 Key figures***:
Total Turnover: 207.3 M €
EBITDA: 64.4 M €
Net Profit: 39.5 M €

**consolidated financial statement*

Our strategic approach: a total turnaround

FROM



**OLD, DARK,
UNSAFE
STATIONS**

TO



**A PLEASANT
PLACE TO
STAY**

TOTAL RENOVATION INVESTMENT: > 900 M € (ca. 60% already implemented)

Dwell Time: 22 minutes in station (objective: continuously increase it)

Our strategic approach: a total turnaround

FROM

**A COST
CENTRE
FOR RAILWAY
GROUP**

- Cost for:
 - ✓ Maintenance
 - ✓ Cleaning
 - ✓ Safety

TO

**A PROFIT
CENTRE
OPEN TO THE
MARKET**

- Revenues from Real Estate, Retail & Food, Advertising
- Sharing of the Facility Management costs among Tenants

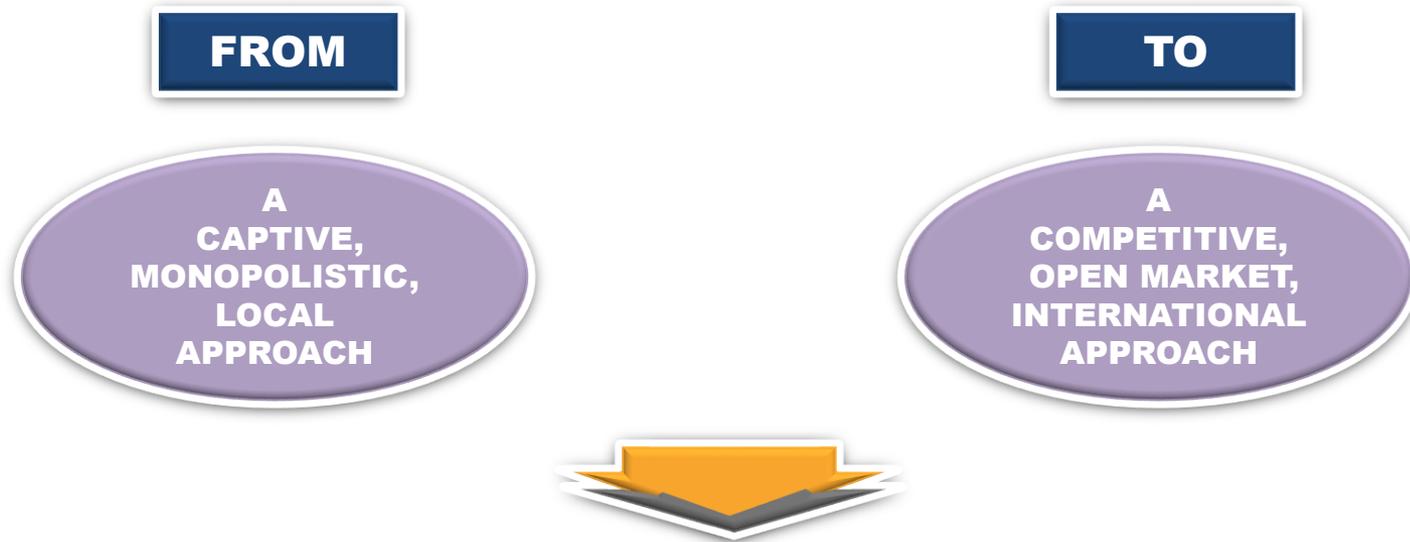


> 95 M € of Commercial Revenues

(from 2009 Retail & Food, Real Estate, Advertising, excluded Facility Mgmt)

95% of Facility Management cost shared among all Tenants

Our strategic approach: a total turnaround



Focused on the development in the international markets



Renovation and Commercial exploitation: Our methodology approach



- Flows
- Market needs
- Emerging trends

- Optimization of spaces
- Creation of new areas

- Market positioning
- Strategy Mix
- Brand Screening

- Competitive selection of Tenants
- Contract management
- Promotion
- Control

ARCHITECTURAL & DESIGN DEPT.
(> 60 skilled Employees)

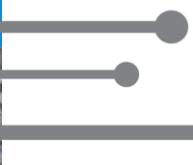


MARKETING & SALES DEPT.
(> 40 skilled Employees)



MEDIA & ADV. DEPT.
(> 25 skilled Agents & Employees)

**AN INTERNAL TEAM WORK WITH HIGH PROJECT MGMT CAPABILITIES
STRICTLY MARKET & RESULT ORIENTED**



nextstation

BRUSSELS 2011

March 17-18

