

# Athens International Airport



## A successful PPP & attractive investment



**Konrad Adenauer Stiftung-IOBE**  
**Athens, January 24<sup>th</sup>, 2013**

# AIA is a pioneer PPP greenfield project



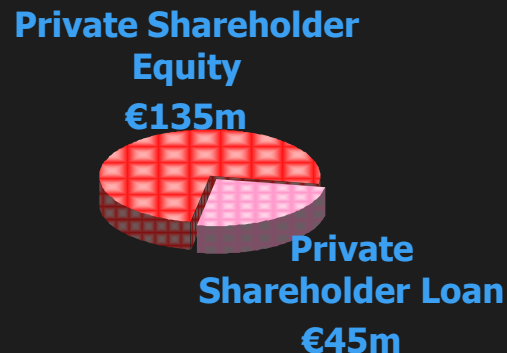
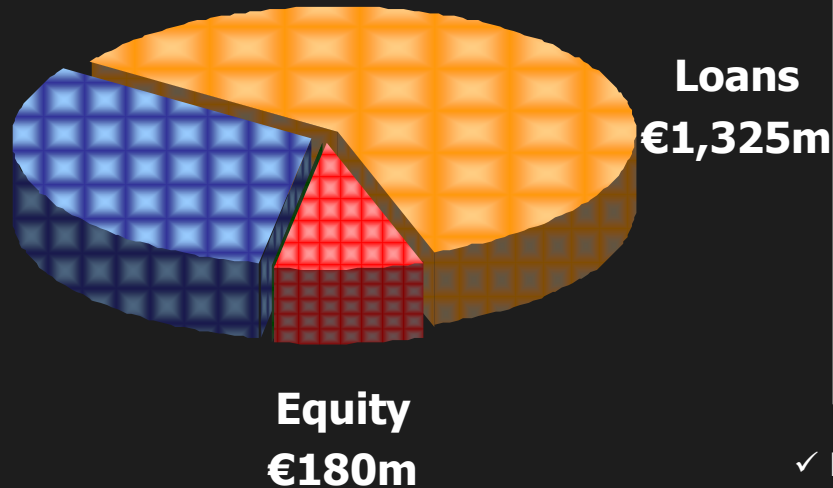
- ✓ **1996-2026 “usufruct” BOT contract (ADA)**
- ✓ **ADA ratified as Law 2338/95, provides for extension**
- ✓ **A 2.2 billion Euro Project, on-time and on-budget**
- ✓ **60% funded by commercial debt**
- ✓ **User recovery principle**

# With State funding through EU Cohesion Fund at just 7% of total Project cost

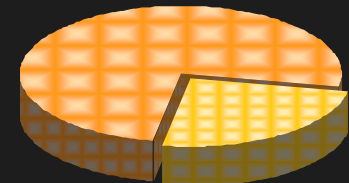


✓ 60% funded by EIB and Commercial Loans

Grants  
€701m



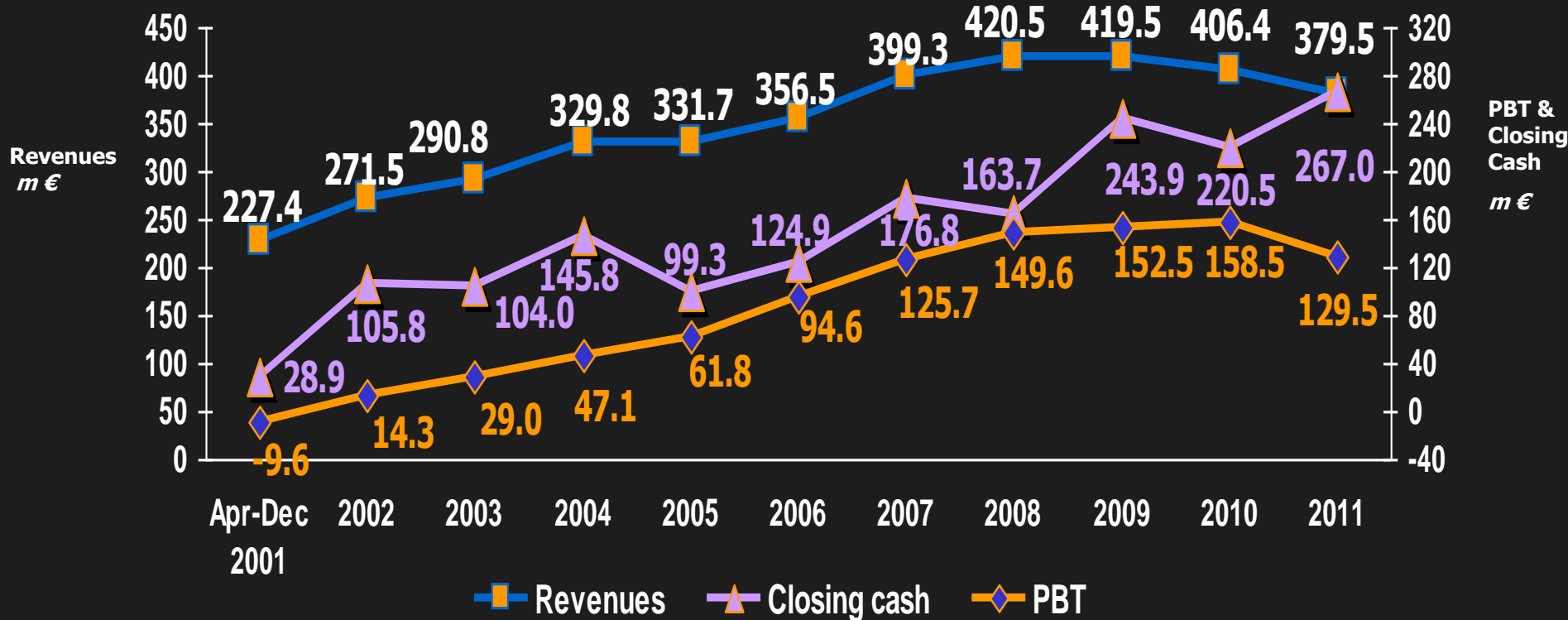
EIB €997m



Commercial Loan  
€328m

- ✓ EIB Loan (restructured in 2009): partly covered by **Greek State** guarantee
- ✓ Commercial Loan: (fully repaid) was covered by **Hermes** export credit guarantee

# With sustainable revenue evolution and healthy cash position & profitability



✓ **2002-11 shareholder dividends €679 million**

2001 10 month

2001-2005 PBT is based on GAAP

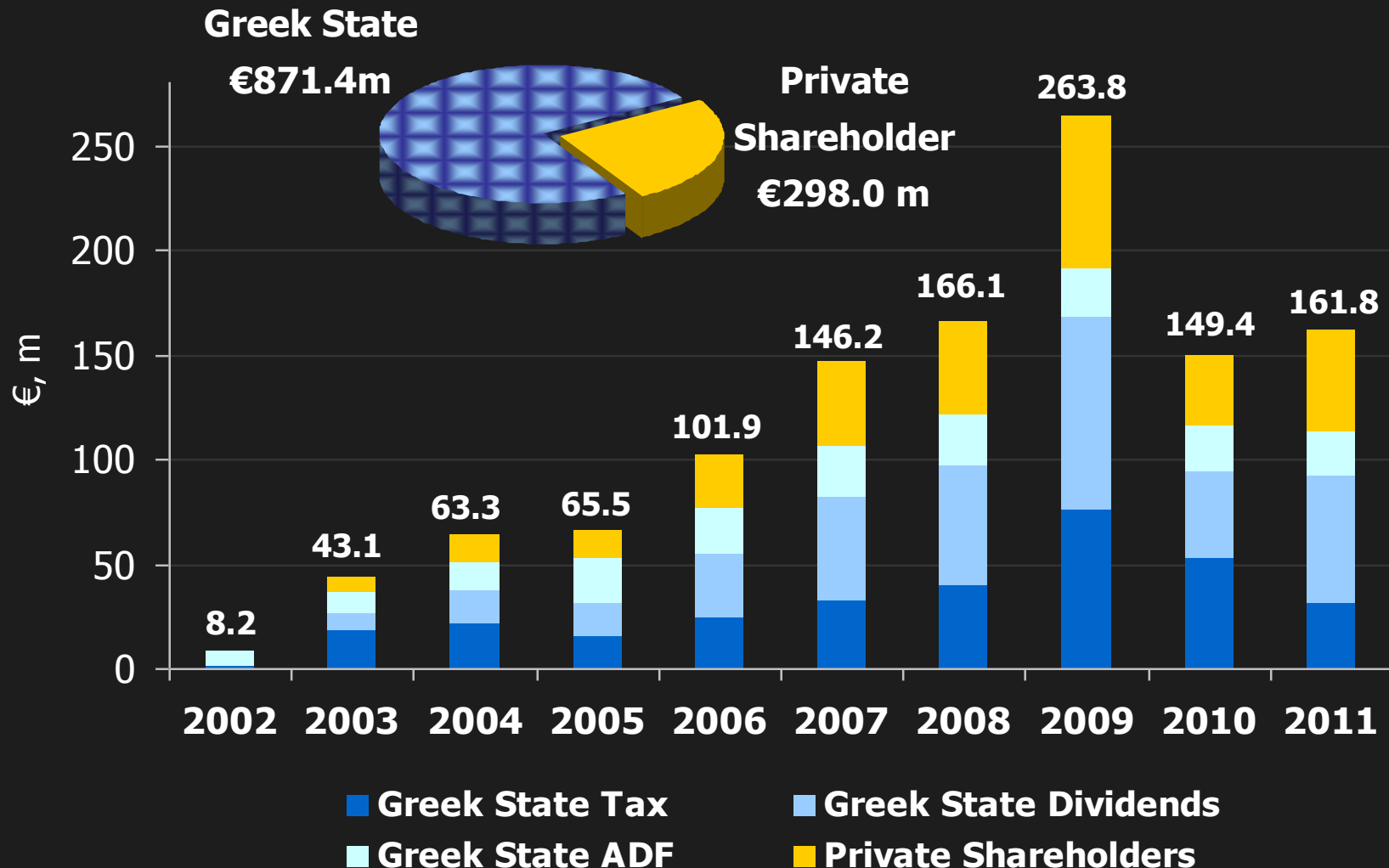
2006-2010 PBT is according to IFRS

2009 PBT & Revenues excluding once-off provisions impact of €112 m and €91.5 m respectively

# Income for Greek State €871 mil; three times higher than private shareholders



**Total 2002-2011 €1,169.4 m**



# From Infrastructure to Business Community



## Infrastructure

- **2 Runways**
- **24hour operation**
- **21 million passenger capacity**

## Business Entity

- **Aeronautical Business**
- **Commercial Business**
- **Profitability**
- **CSR**
- **Worldwide recognition and consulting presence**

## Airport Business Community

- **15 million passengers**
- **4.9 million visitors**
- **300 Companies**
- **5,000 Suppliers**
- **15,000 Employees**

**Impact on  
Economy and  
Society**



# ...with wider socio-economic impact



## ✓ A 2009 Study by Athens University of Economic & Business on the impact of Athens Airport on the Greek Economy

- ➔ Airport annually creates €4.89 billion economic added value from direct, indirect, induced and incremental tourism effects
- ➔ Airport creates more than 63,000 jobs on local, regional and national level
- ➔ Airport added value represents 2.14% of Greek GDP

**A large engine for economic  
growth and job creation in  
Greece**

# Lessons learned: key success factors



## The 5 Institutional Factors

1. Airport Development Agreement ratified by Law
2. Clearance of complex licensing from Airport Development Agreement...
3. ... Change permits with one-stop-shop license through HCAA...
4. ...and 35 days "silent approval"
5. Dispute resolution through LCIA

## The 5 Business & Governance Factors

1. Commercial Company of the private sector
2. Balanced Shareholder representation in BoD and GA decisions
3. New company from zero base with CEO proposed by private shareholders
4. Regulatory Framework in the ADA (right to set airport charges)
5. Appropriate funding and monitoring through EIB

**...and political support during the critical development phase**

# Despite concession period limits, AIA remains an attractive investment opportunity



- ✓ Although concession period expires in 13 years, shareholders are willing to increase AIA's potential through
  - ✈ **Concession Period Extension**
  - ✈ **Sale Process**
- ✓ In combination with the airport's strong points

**Traffic & aero  
activities**

**Commercial  
activities**

**Regulation**

**Infrastructure**

**Financial  
Performance**

**AIA remains an attractive investment opportunity**