

**EURO CAREX**

**Cargo  
Rail  
Express**



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# Carex Business Plan

**Steering committee n° 4**

**15 may 2008**

**Update : October 2008**

- **Introduction**
- **Description of the scenarios**
- **Presentation of the results**
- **Analysis**

- **This document is establishing the results of the scenarios which have been selected during the 10<sup>th</sup> april 2008 steering committee**

- **Some Hypothesis have been standed on the infrastructure "railports" investment. It's a first estimation while waiting for detailed studies**
- **The proceeds and the different costs includes in this document correspond to a first approach**
- **The figures comes from the Business Plan Tool "rev C"**

## A 4 steps methods étapes

### ➤ Phase 1 :

- Economical set identification
- Services, flows and sales prices definition
- Links between purchaser and suppliers

### ➤ Phase 2 :

- Management rules
- Cost calculation
- Business tools model

### ➤ Phase 3 :

- BP software development
- Possible Scenario

### ➤ Phase 4 :

- scenarios analysis

➤ **Roissy Carex Council has validate the business plan software**

➤ **Hypothesis and results presentation**

# Summary

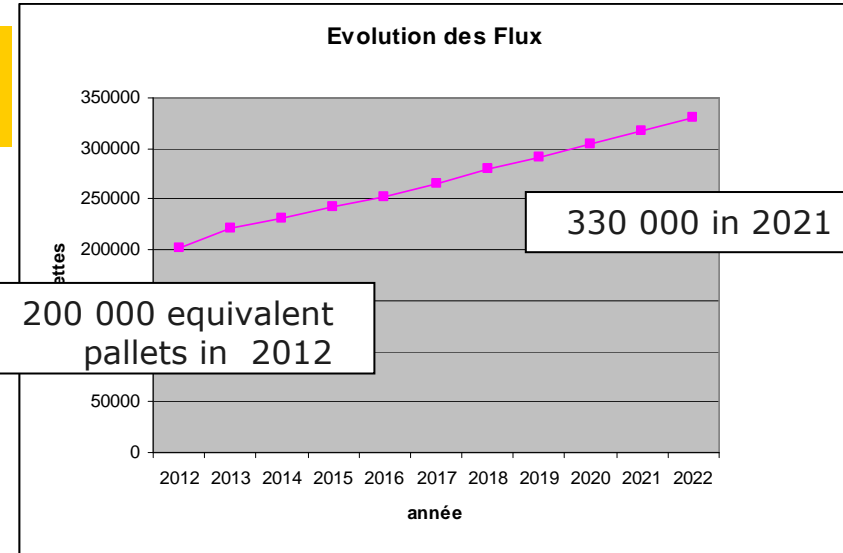
- **Introduction**
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## List of the earlier selected scenario

- **N°1** : making balance between the cost and the sales proceeds (see previous document) on the base of the flows (200 000 air pallets AMJ in 2012)
- **N°2** : Flows growing scenario – **80%** systematic filling rate
  - the **80%** rate have been applied on each travel/haul
  - London and Lyon was previously at **81 et 83 %** in the first scenario **N°1**
- **N° 3** : Sales price target scenario : Canceled
  - Roissy Carex hasn't received enough information from the transport operators

➤ **Scenario 1 :**  
**Balancing costs/ turnover**

**Growing of the flow : 57 % - or 4,8 % in per year , in average**

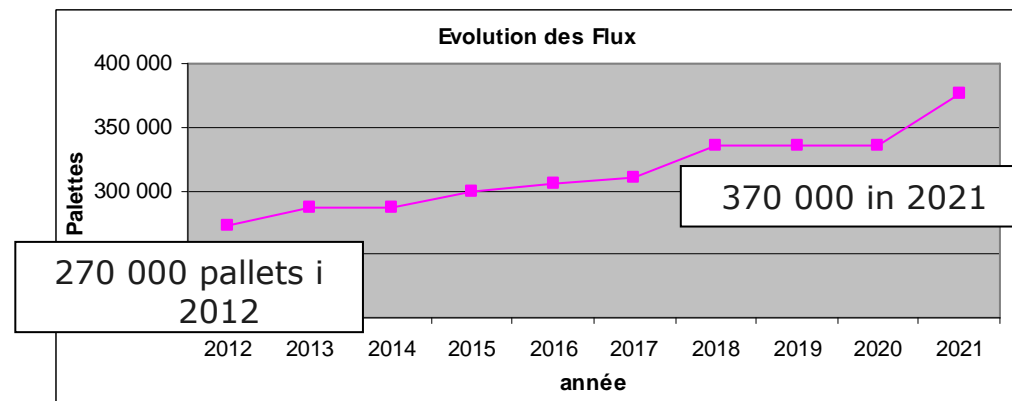


➤ **Scenario 2 :** Flows growing scenario , fill up the train at 80%

**70.000 pallets more can be transported in 2012**

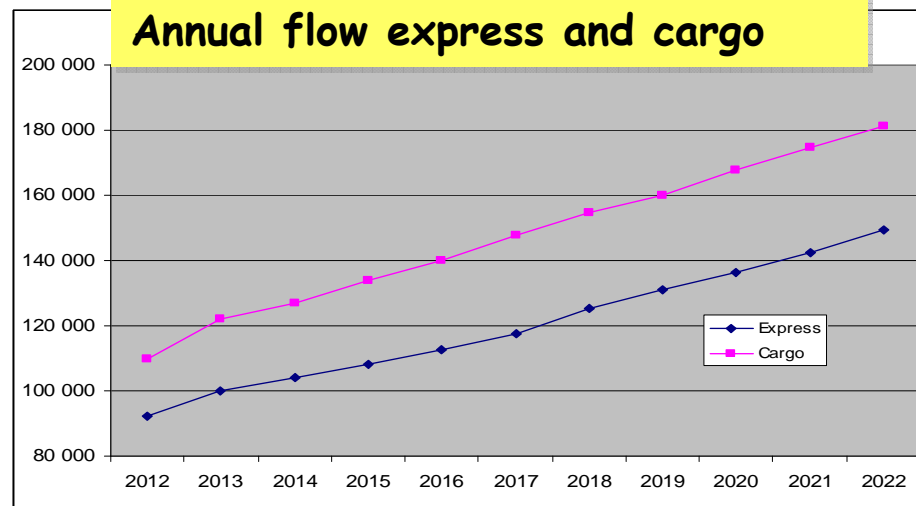
**The rising of the flow is 37 % in 10 years , following the rise of the number of train.**

**20 trains are uses in 2012 and 26 in 2021**

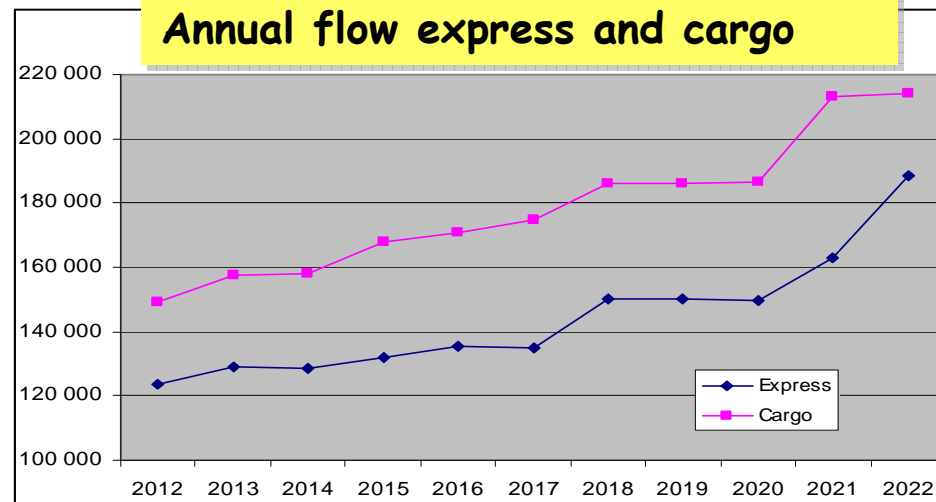


# Répartition Express - Cargo

## ➤ Scenario 1



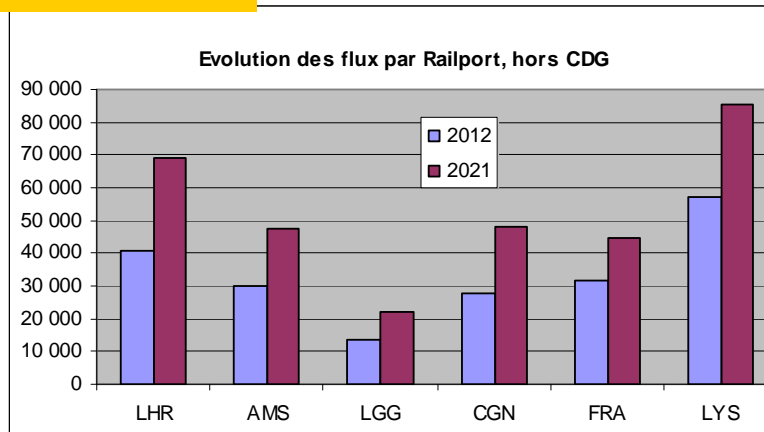
## ➤ Scenario 2



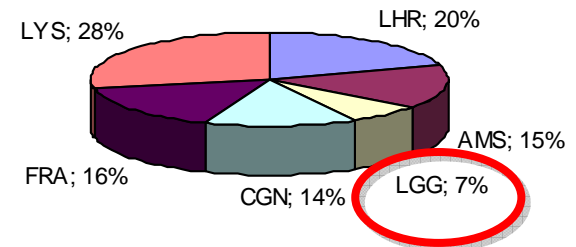


# Flow per Railports

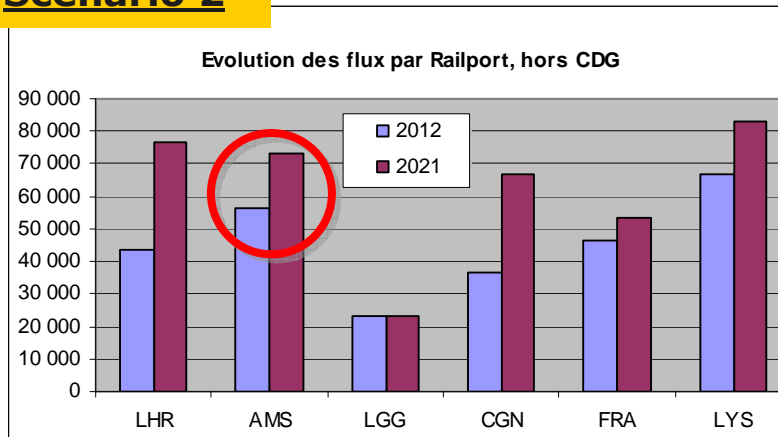
## Scenario 1



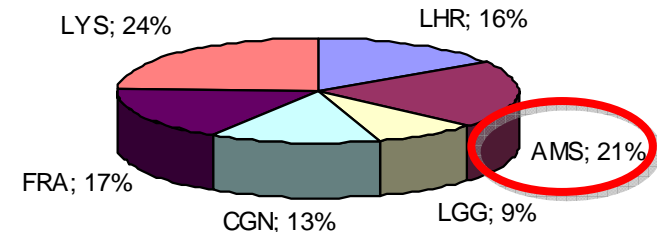
## flow per railport



## Scenario 2



## flow per railport



➤ **AMS has a maximum increasing between sc1 and Sc 2**

### ➤ **Decision of the previous steering committee**

- All the flow comes to and start from CDG Nord Ouest, without any influence on the flows.

### ➤ **Financial**

- Eurocarex purchase the slots
- The train will be purchased by the railway operators
- Standard service on the railport

### ➤ **Investment**

- Lyon Saint Exupery = **31,2 M€**

- Land : 0,6 M€
- Building : 12,8 M€
- Railway junction : 17,8 M€

Cf étude

- CDG North west = **44,8 M€**

- Land : 0,6 M€
- Building : 12,8 M€
- Railway junction : 31,4 M€

Cf étude

- Francfort, Cologne, London, Amsterdam, et Liège = **32 M€ per railport**

Ordre de grandeur

# Summary

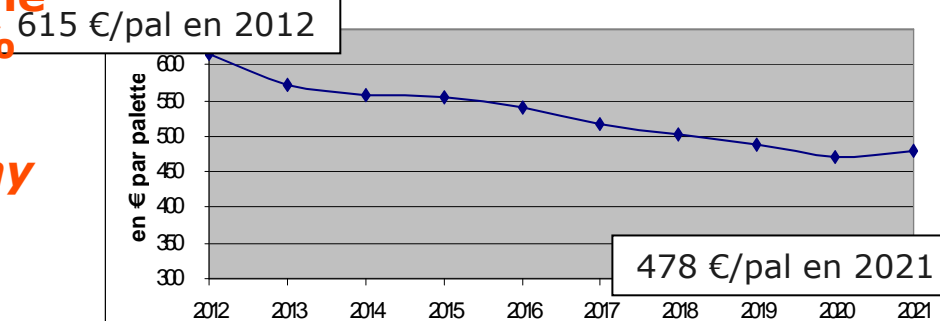
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# Average cost per pallets AMJ

## ➤ Scenario 1

- **The share of the facilities and the rising of the flow lead to a 30 % cost decreasing**
- **Those values doesn't include any profit for the railports and for Eurocarex**

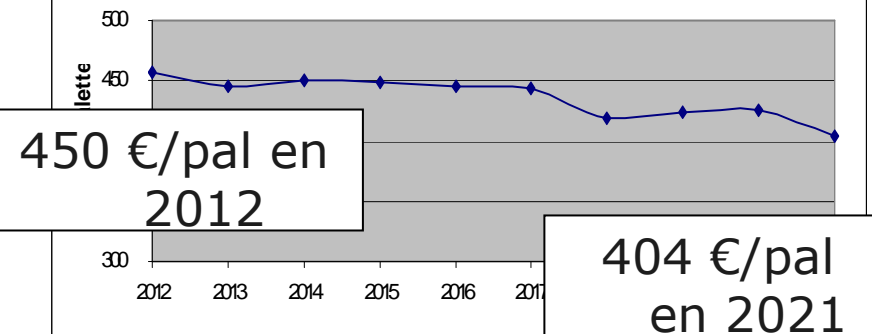
Average Price per year



## ➤ Scénario 2

- **The share of the facilities and the flow helps to have a 410€/pallets in 2012**
- **Those values doesn't include any profit for the railports and for Eurocarex**

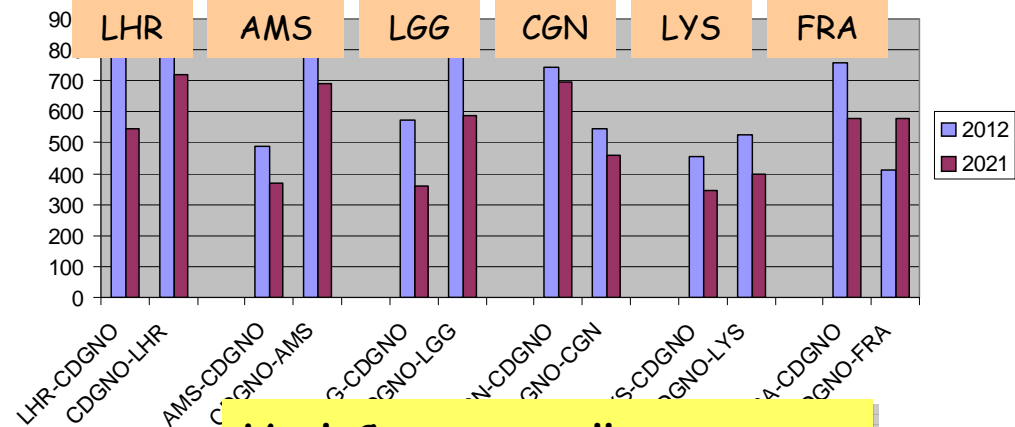
Average Price per year



# A high cost for London in comparison between SC1 and SC2

## > Scenario 1

Haul Cost per pallet

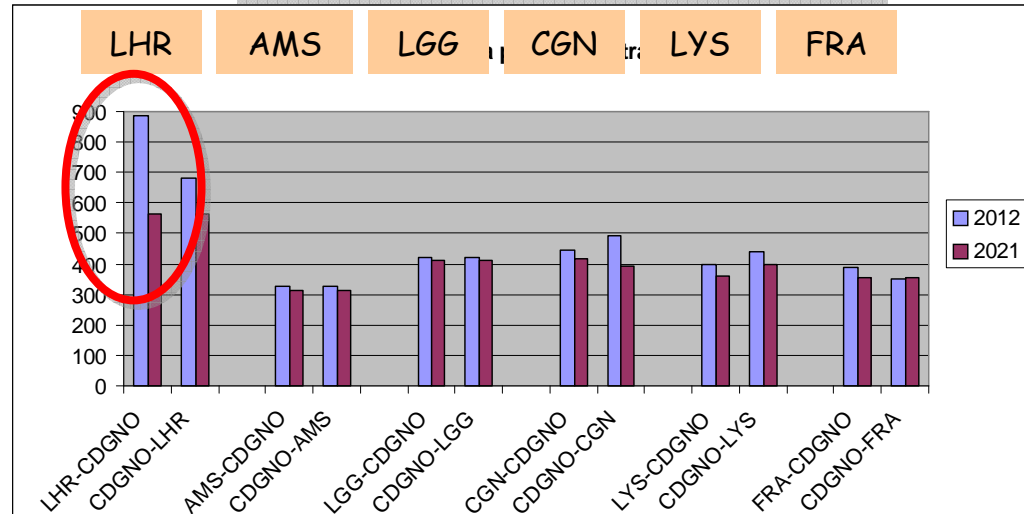


## > Scenario 2

### > The differences between the costs comes from

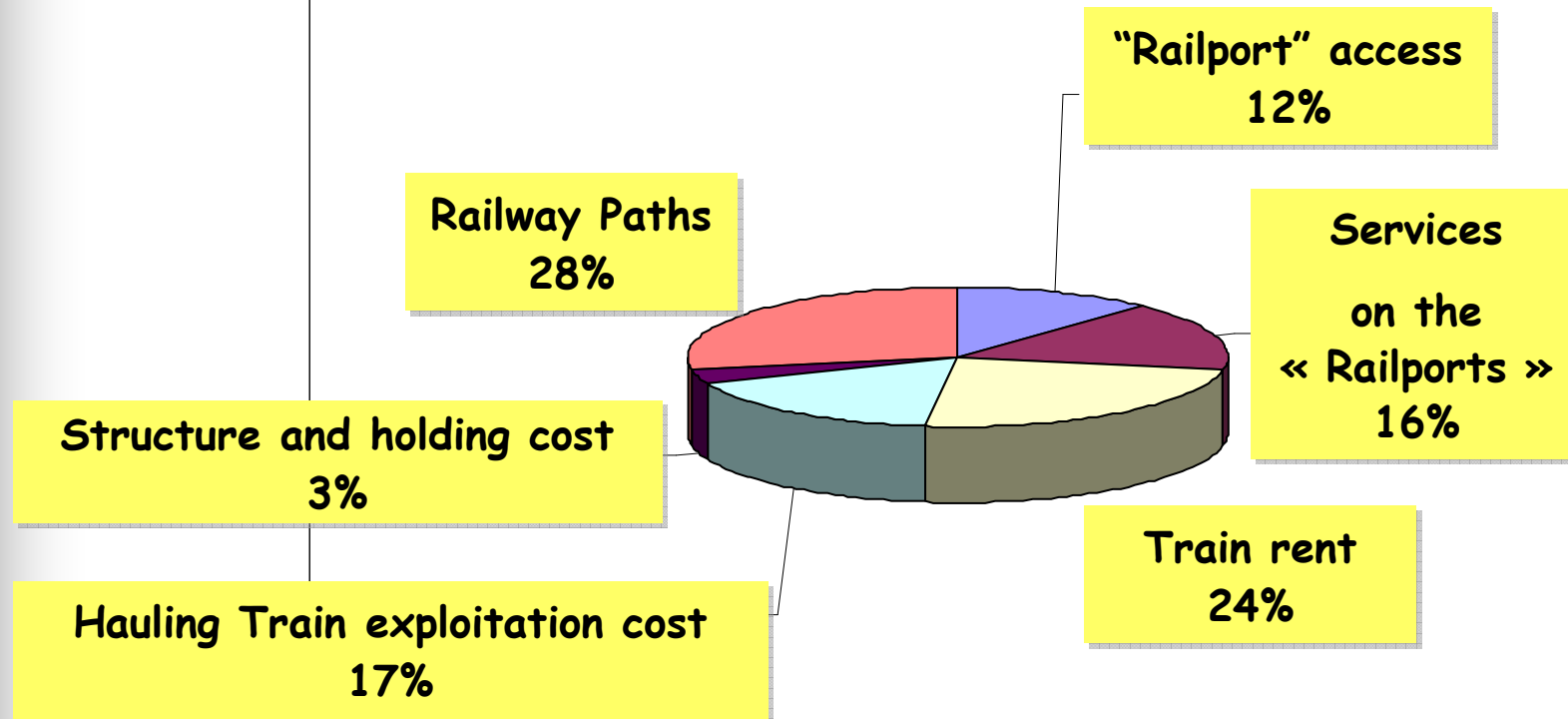
- The part of single train and double train
- Slot price
- The London travel is emptier ( 80% ) than the Sc1 ( 83% )

Haul Cost per pallet



## Cost split of EURO CAREX

### ➤ Scenario 2



➤ **124.6 millions euros of cost in 2012**

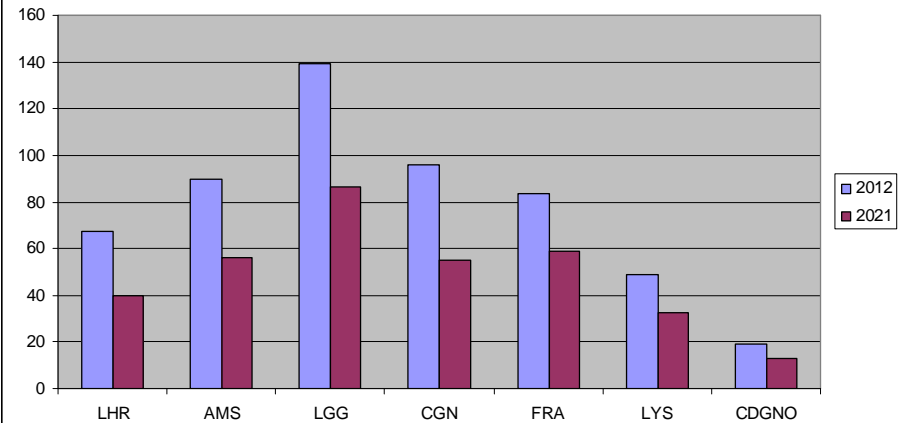
➤ **152.0 millions euros of cost in 2021**

# Pricing of the railport to Eurocarx

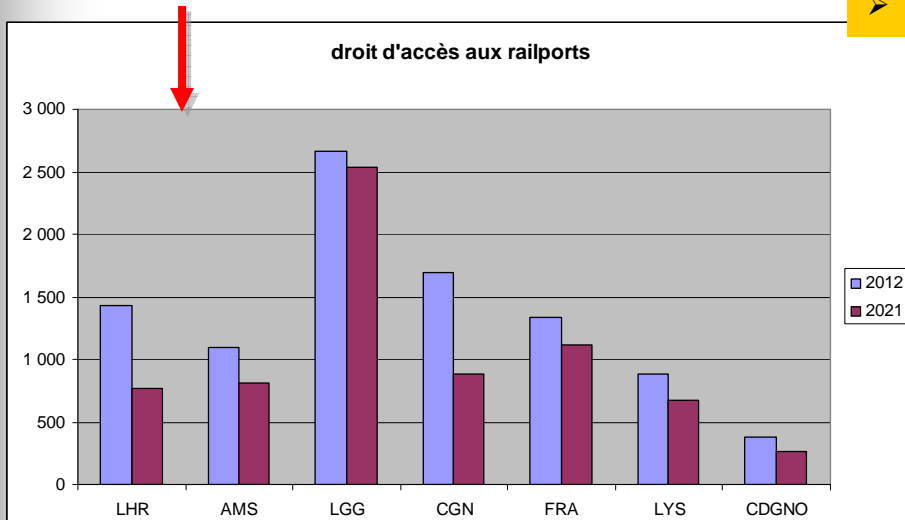
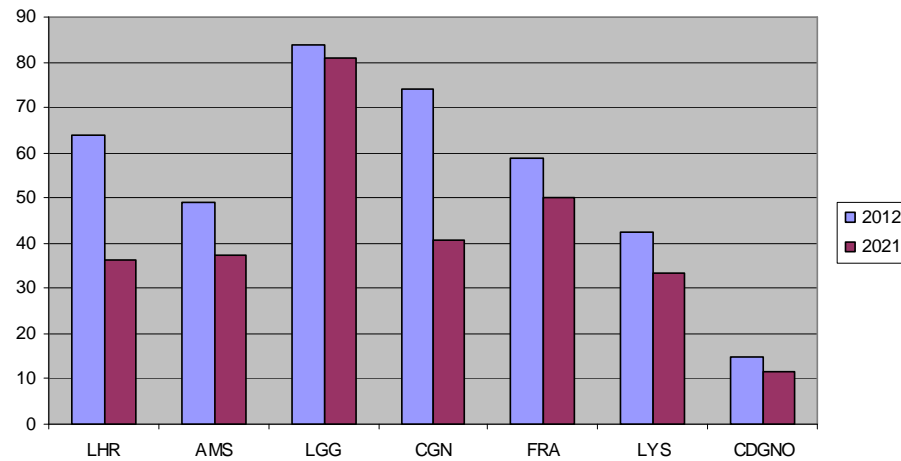
➤ Without profit and without subsidies and local business, the railports shall sales to Eurocarex

- **36 € per pallets (scenario 2)**
  - Instead of 48€ (Scenario 1) for the standard services
- **1729 € par train access**
  - Scenario 1 and 2

## ➤ Scénario 1



## ➤ Scénario 1



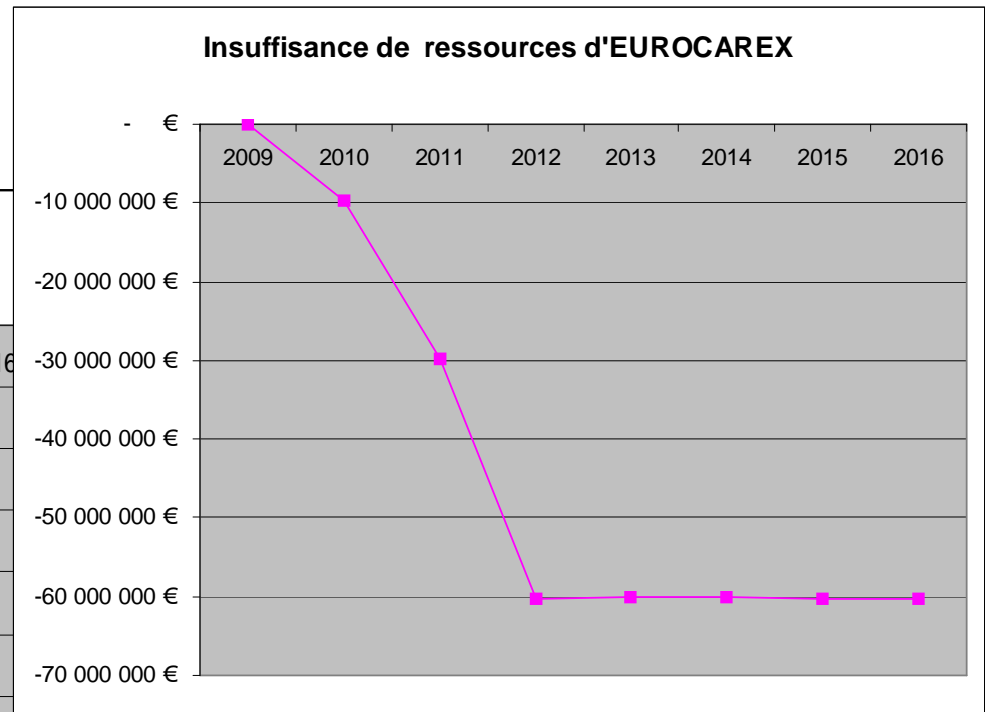
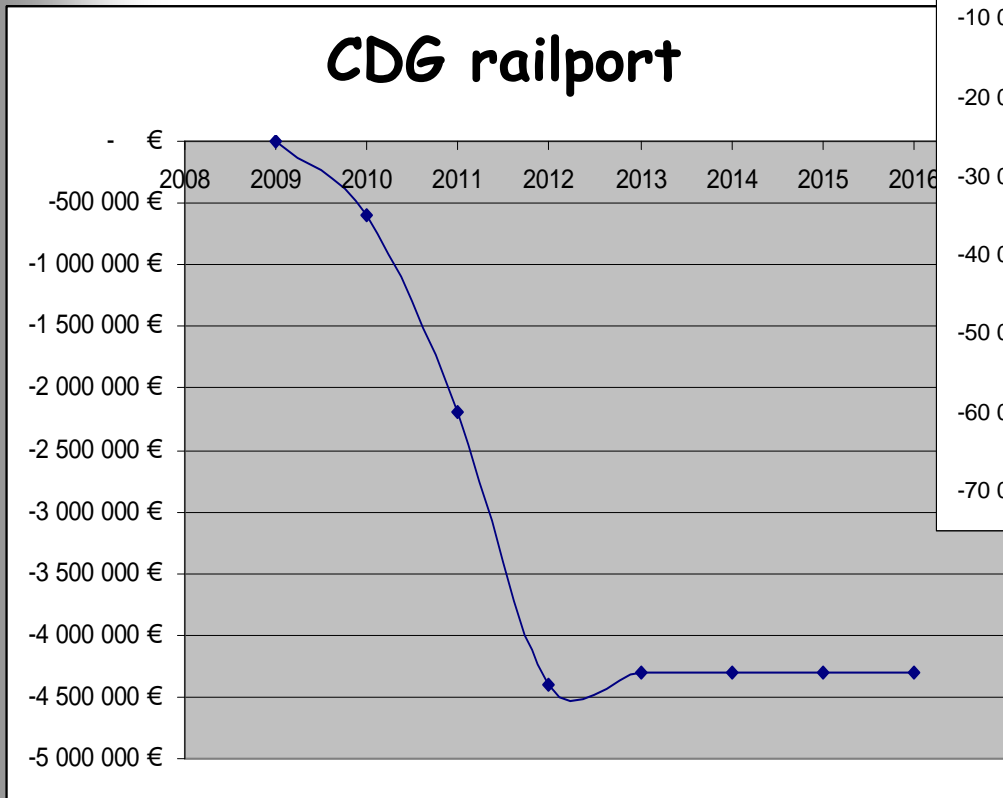
## ➤ Accounting point

	LHR	AMS	LGG	CGN	FRA	LYS	CDGNO
<b>Sales proceeds</b>							
Acces slot	1 942	1942	1942	1942	1942	1848	3192
services	2 758	2693	1924	2667	2678	2796	3824
spécifique service	-	0	0	0	0	0	0
	-	0	0	0	0	0	0
local develeppement	-	0	0	0	0	0	0
subsidies	-	0	0	0	0	0	0
<b>TOTAL</b>	<b>4 700</b>	<b>4 635</b>	<b>3 866</b>	<b>4 609</b>	<b>4 620</b>	<b>4 645</b>	<b>7 016</b>
	0	0	0	0	0	0	0
<b>Cost</b>							
spécifique service	-	-	-	-	-	-	-
ground RP	14	15	15	15	15	15	15
Maintenance and							
issurance	77	76	69	76	76	96	170
Taxes	216	212	165	211	211	216	312
Salaries	1 613	1582	901	1558	1568	1662	2496
Railport depreciation	533	512	495	512	512	512	512
Rail depreciation	465	465	465	465	465	447	786
Railway junction	1 127	1127	1127	1127	1127	1065	1813
Structure	47	46	39	46	46	46	70
value	608	599	591	599	599	586	842
tax on turnover	-	0	0	0	0	0	0
<b>Total</b>	<b>4 700</b>	<b>4 635</b>	<b>3 866</b>	<b>4 609</b>	<b>4 620</b>	<b>4 645</b>	<b>7 016</b>
<b>profit</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>



# Financing plan

- The actual scenario, without any profit, **can't balance the funds application which are necessities** in 2009, 2010 and 2011.
- Those 3 years are without any sales



**- 60 M€**

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- **Introduction**
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## General analysis

- **The average costs per AMJ pallet are**
  - For 200 000 pallets and 20 trains : 615 €
  - For 270 000 pallets and 20 trains : 450 €
  - For 370 000 pallets and 26 trains : 404 €
  
- **In any case the general conditions are**
  - **A capacity of investment on the railports and for the junction of maximum 236 M€**
  
  - Financing requirement of 60 M€ for the trains and for the others investments while waiting for the sales proceeds

## Next steps

- **Working on a real railport network in order to increase the flows and for a better use of the facilities**
- **Detailed studies of the railport infrastructure and on the financial mode.**
- **Leading the competitive dialogue on the train but with the necessary construction of a purchase structure in front of the train suppliers**