

*MOBILITE
AGGLOMERATION
REMOISE*

GENERAL PRESENTATION
Corporate & Project

- Part 1 : Scope of Work and Project Organization**
- Part 2 : Public Transport Project Objectives**
- Part 3 : Financial Structure and Organization**
- Part 4 : Conclusions**





1.
**Scope of Work and
Project Organization**

The actors of the concession

- **The public Authority : REIMS Métropole**

- A legal body of 6 municipalities, including Reims, 150km NE of Paris
- 215000 inhabitants
- A high density for french standards
- A high rate of public transport use (110000 trips per day before tram service)

- **The concessionnaire : MARS**

- A private company founded by the actors of the project

- **A concession contract for a period of 34 $\frac{3}{4}$ years**

- 4 $\frac{3}{4}$ years of development and construction including 3 $\frac{1}{4}$ of bus network operation
- 30 years of bus + tram operation

The sharing of responsibilities

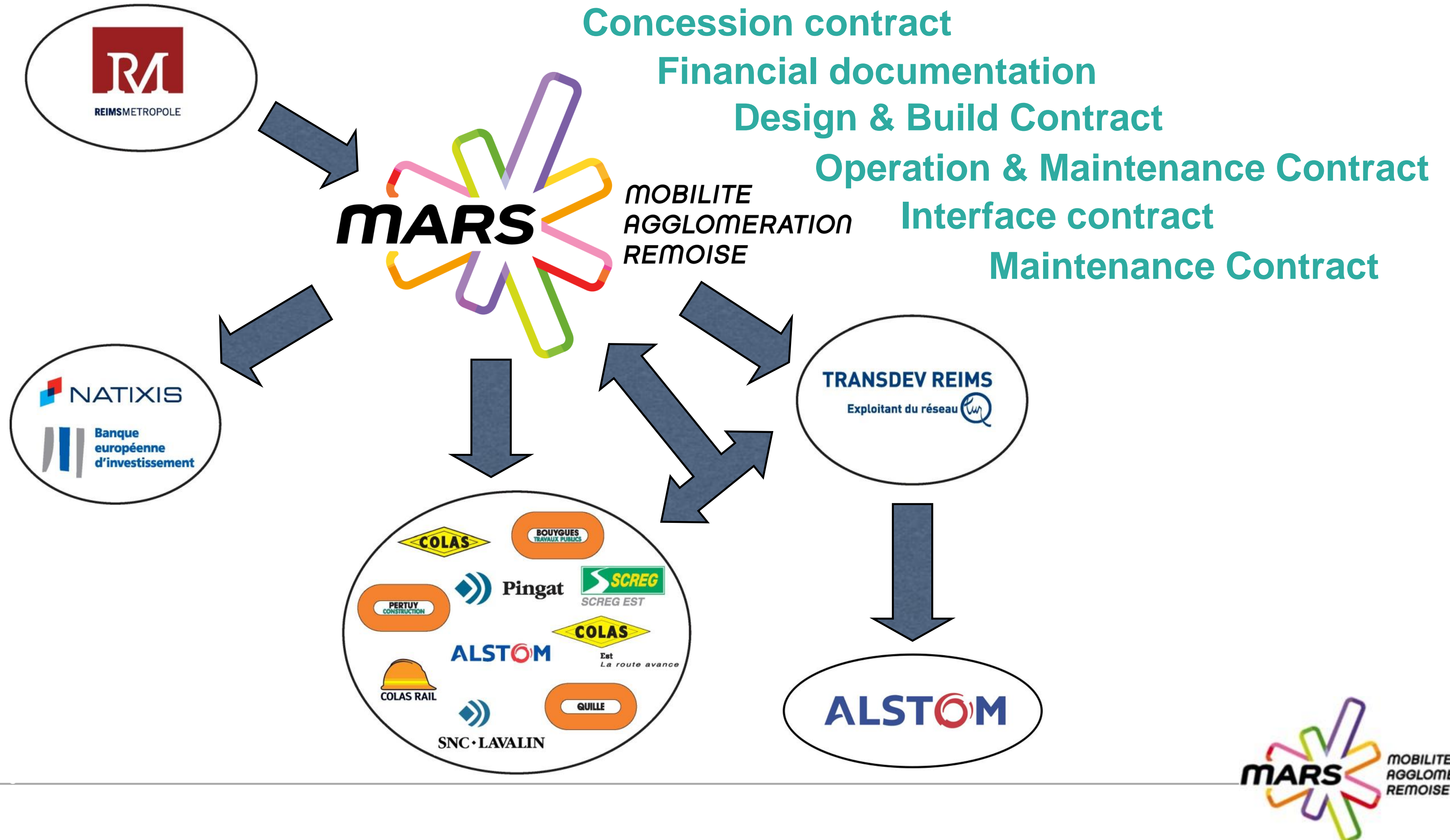
- **The public Authority : REIMS Métropole**

- Determines the transport policy objectives and level of service
- Defines the organisation and functioning of public service
- Approves fares
- Controls the contractual obligations

- **The concessionnaire : MARS**

- Acts as « Maitre d'Ouvrage »
- Designs, builds and finances the first tram line
- Operates, maintains and renews the bus network since 1st January 2008
- Operates, maintains and renews the entire network for 30 years after the opening of the line, until 17th April 2041

The contracts





Risk sharing matrix



Contract signature

**Financial Close
Construction Service Order**

 <p>REIMSMETROPOLE</p>	<ul style="list-style-type: none"> •Bank rates •Construction index 	<ul style="list-style-type: none"> •Level of compensation for residents and shopkeepers •Property acquisition •Expropriation procedure
 <p>MARS MOBILITE AGGLOMERATION REMOISE</p>	<ul style="list-style-type: none"> •Bank margins •Autorisations and planning permission (including Public Utility Procedure) •Preventive archaeological excavations •System Design 	<ul style="list-style-type: none"> •Construction costs and delays •Operating costs and quality of service •Rates and bank margins •Traffic and revenue



Shareholders of the company

- **The Contractors**

- ALSTOM Transport (global turnkey solution provider : rolling stock, systems and infrastructure works)
- BOUYGUES (Colas, Bouygues TP local branches : civil works, buildings, roads and pavements)

- **The Engineering Firm**

- SNC-Lavalin

- **The Operator**

- VEOLIA - TRANSDEV

- **Financial advisor, arranger and lenders**

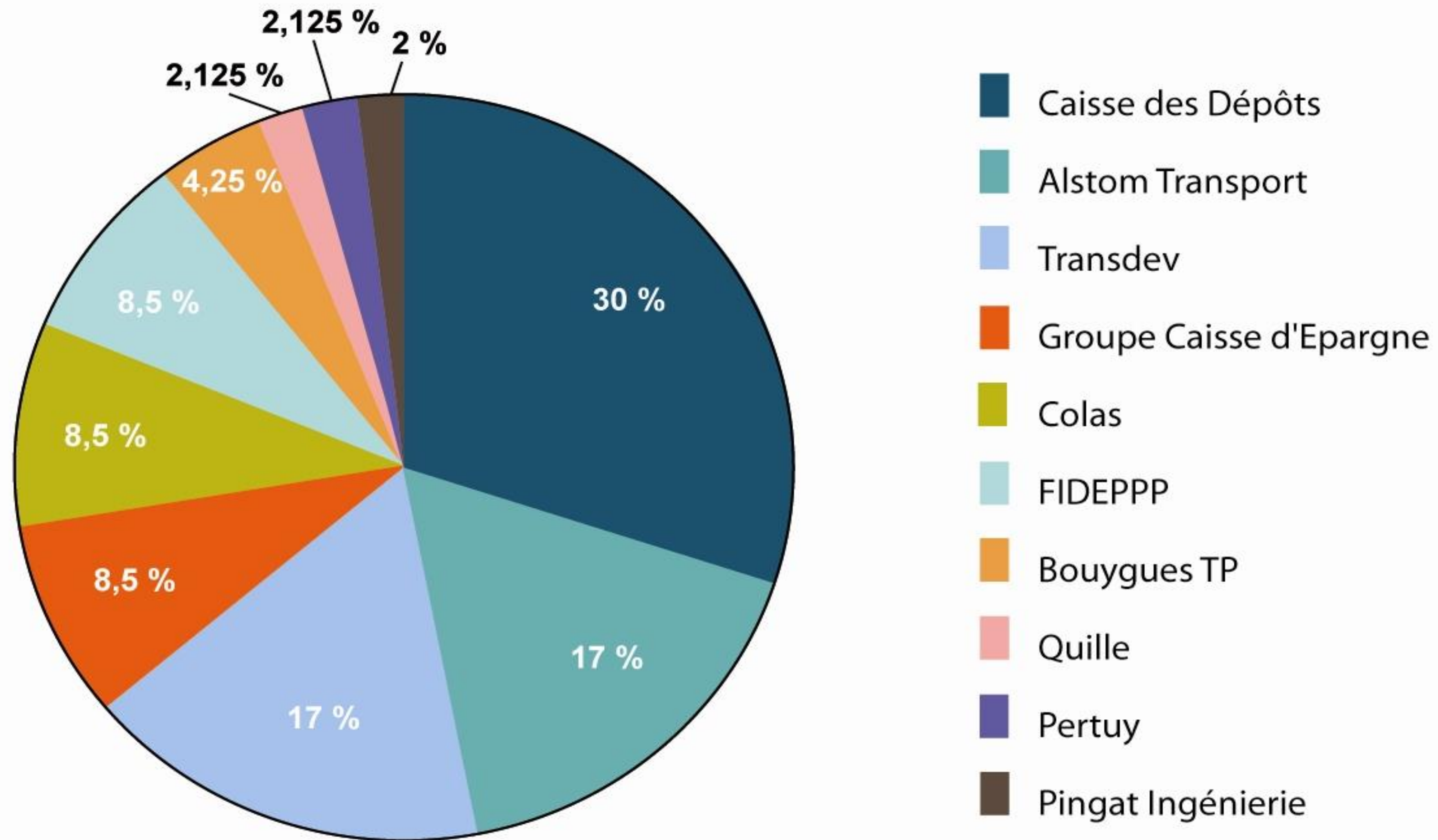
- Natixis (BPCE)
- Caisse d'Epargne Lorraine Champagne Ardenne

- **Long term investor**

- Caisse des dépôts

Shareholders and sponsors

Equity structure



Facts and figures

- **Human resources**

- MARS : 12 employees
- TRANSDEV Reims : 591 employees (transferred from the previous operator)
- TRAM REIMS Construction : up to 1300 people dedicated to the project during construction

- **Rolling stock, owned by MARS**

- 168 busses, running 7 100 000 km a year
- 18 trams running 1 100 000 km a year

- **Revenues**

- 31 000 000 trips per year before tram opening
- 13.4M€ traffic revenue

- **Operation grants :**

- REIMS Métropole : 46M€ per year after tram opening

A very fast project schedule

- 1300 people working on site
- Only one interface with the public authority
- The fastest project in Europe

- 02/2005 Start of Procedure
- 07/2005 Invitation to tender
- 07/2006 Concession contract signature
- 03/2008 Public utility decree 04/2008 Detailed design Approval
- 10/2008 Start of Construction Order 05/2009 Welding of the 1st rail 03/2010 Arrival of the 1st tram 09/2010 Beginning of testing and commissioning
- 04/2011 Tram line opening to the public



2. Project objectives

The construction project

Line features

//// 11,2 km

//// 23 stops

//// 18 trainsets (32m) (Citadis ALSTOM)

//// APS (ground power supply system) on 1,9 km

//// Capacity : 205 passengers / trainset

//// Average distance between stops : 450 to 500 m

//// Grass surfacing on 60% of the line



Operation

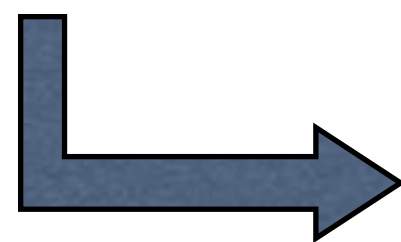
Transport supply

2 services

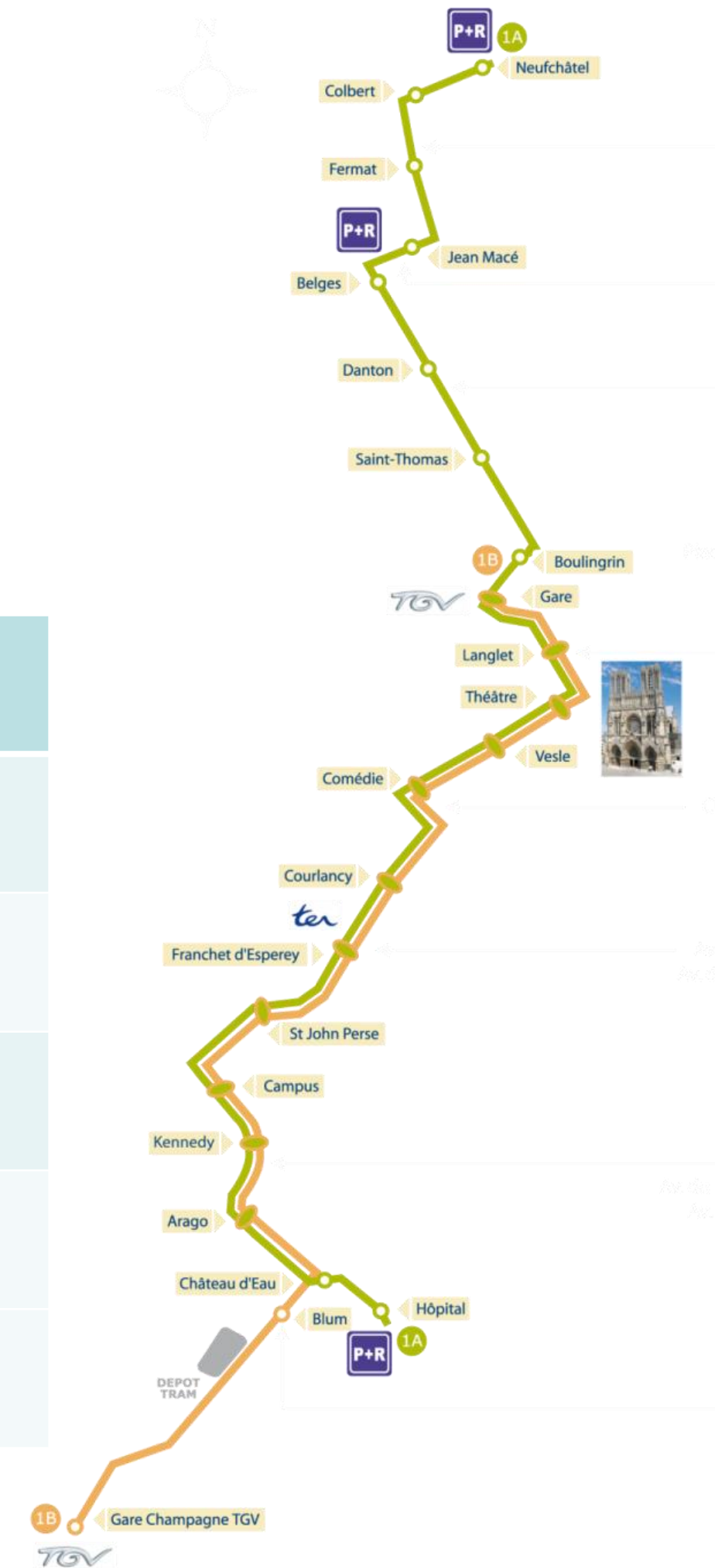
- From Neufchâtel to Hospital : 1A
- From historic railway station to TGV station : 1B

Hours of operation : 5h30 à 0h30

	1A	1B
Travel time	32 min	25 min
Peak hours headway	6 min	18 min
Off-peak headway	18 min	30 min
Commercial speed	18,6 km/h	21,2 km/h
Maximum speed	70 km/h	



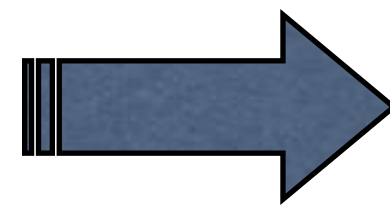
Rolling stock fleet : 18 trams and 168 buses



Operation

The network restructuration

	Before Tram	Since April 2011
Bus	7 770 000 km	7 100 000 km
Tram	0	1 100 000 km
Total	7 770 000 km	8 200 000 km

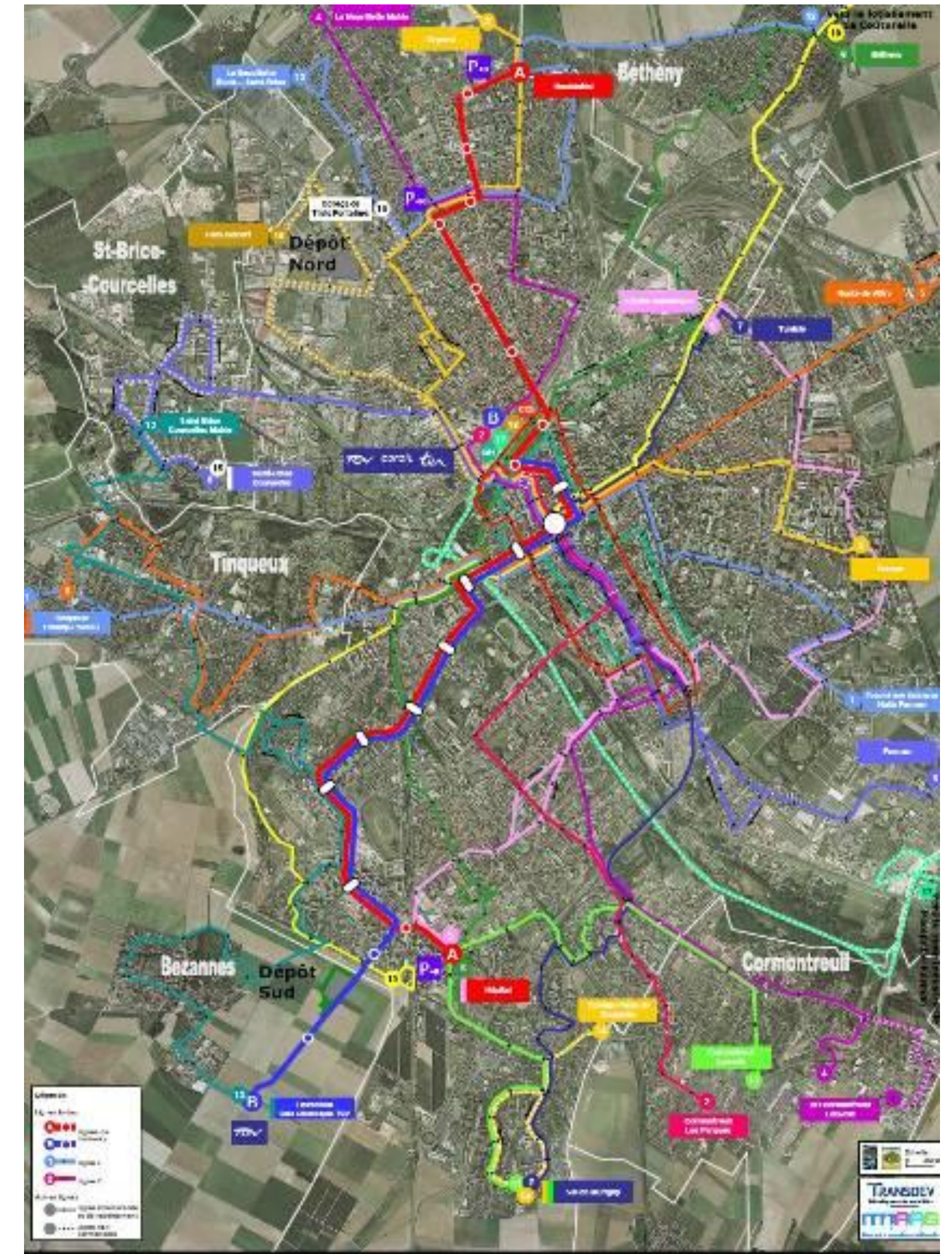


+ 5,5 %

	Before Tram	Since April 2011
Bétheny	66 departures	150 departures
Bezannes	35	87
Cormontreuil	201	249
St Brice Courcelles	62	131
Tinqueux	228	278
Total	592	895



+ 51 %



98% of the population will be closer than 500 m away from tram station and 300 m from a bus stop

A global image for the network

8 colors



★ The champagne glass tram



Light Rail Tram Project « à la Française »

- Facade to facade works
- A « tram à la française » project is both a transportation and an urban project
- Objectives :
 - Improve the urban transport network
 - Reduce car use and space devoted to cars
 - Increase the size of pedestrian areas and create cycle lanes
 - Refurbish streets
- Works not directly connected to the transport system amount to 30% of the total investment























3. Financial Structure and Organization

Financing plan

COSTS

Light rail system	193
Side works	145
Financial costs	36
Take over of the previous operator's assets	11
Internal costs	10
Archeological surveys	7
Bus stations accessibility works	5
Pre-operating costs	4
Communication	2
TOTAL	413

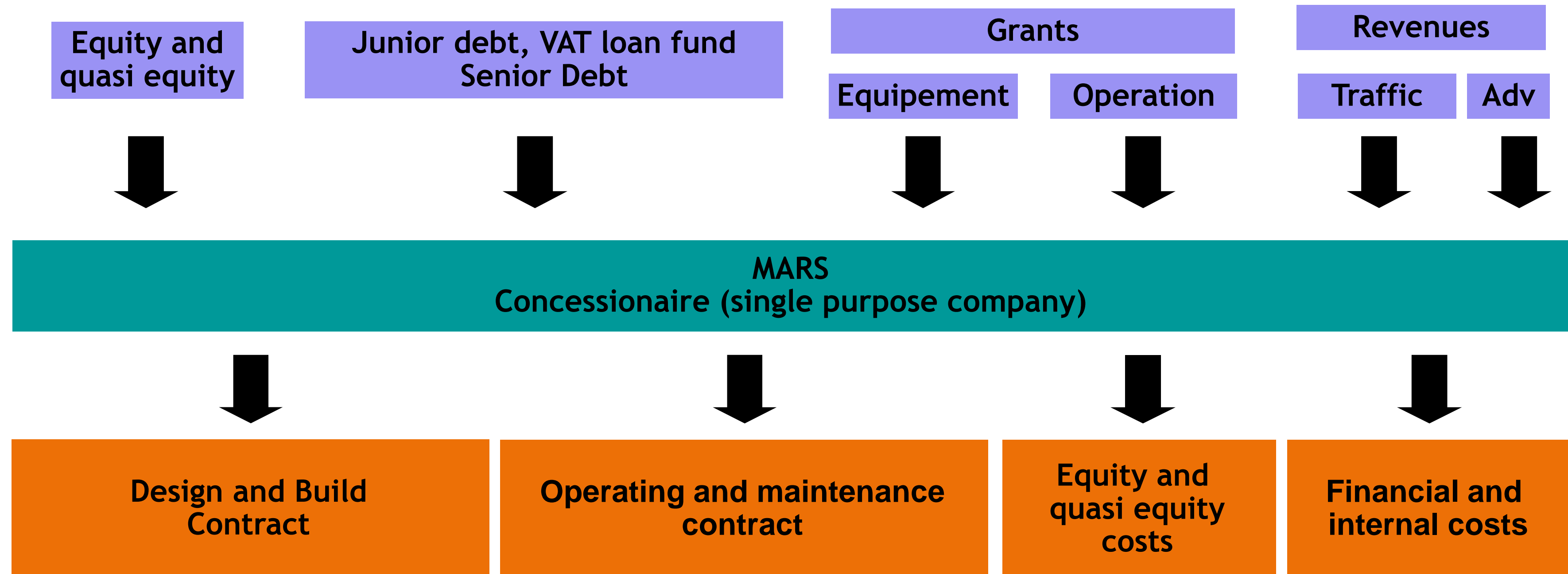
RESSOURCES

Senior debt (NATIXIS + BEI)	215
Equipment grants	174
Equity, quasi-equity and junior debt	24
TOTAL	413

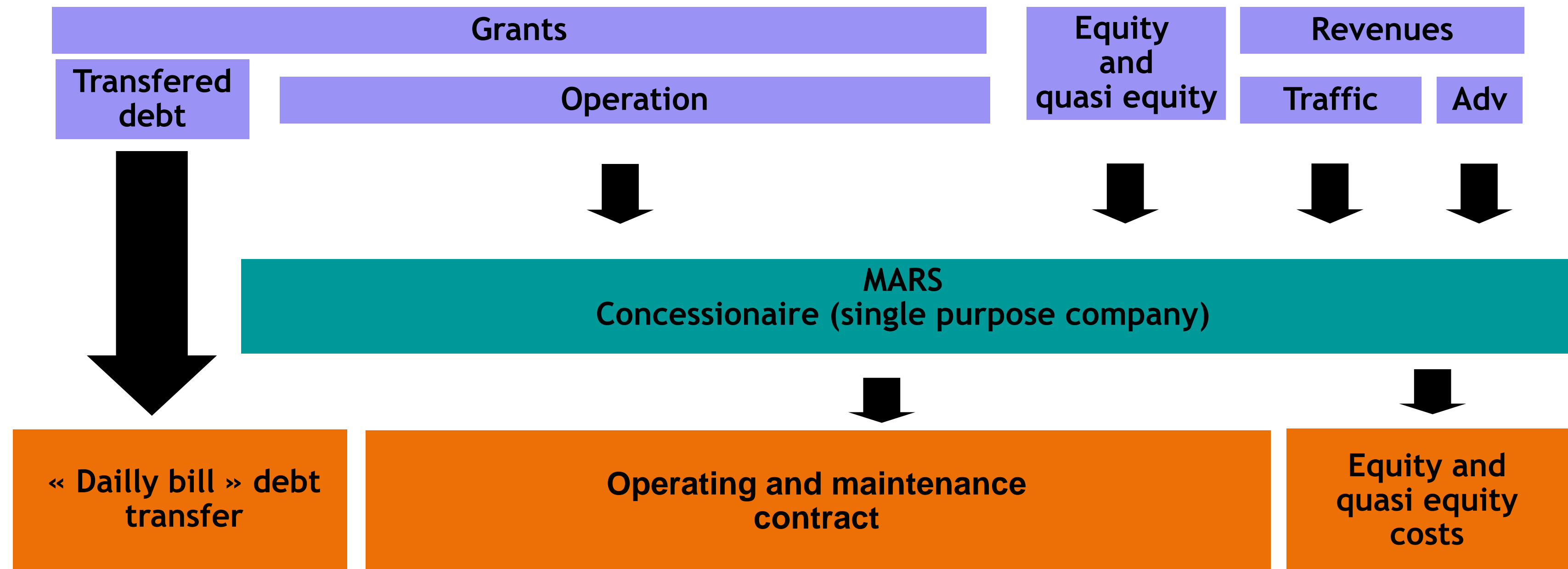
Public / private funding

- REIMS Métropole granted 174 M€ to MARS
 - Sourcing : 1.8% of the payroll of companies with more than 8 employees
 - with a grant from the city of Reims : 75M€
 - with a grant from the State : 45,3M€
- MARS financed 239 M€
 - 24 M€ of junior debt and equity
 - 215 M€ of senior debt
- **MARS succeeded to raise 239M€ in September 2008, at the climax of the global financial crisis, thank to the commitment of the shareholders**

Cashflow during construction



Cashflow during operation





4. Conclusions

Conclusions

- **A very efficient contractual scheme, thanks to balanced risks sharing**
- **A well prepared operation phase**
- A very short construction period (the fastest tramway project ever in France)
- A perfect control of technical interfaces by the concession : «we turned the key and it worked»
- A design which took into account the operation and maintenance constraints
- Ridership preserved during construction period thanks to the management of the relation between the Contractor and the Operator by the Concessionnaire
- **Notoriety and branding of the project**
- A strong management of the public opinion through media partnership and engagement of the population
- A very high quality level in terms of design and urban integration

REIMS
METROPOLE
S'AFFICHE
EN COULEURS





CREDIT LYON

LCL

france

Rendez
sameo
On







Opéra

LEBRIE LA VAYETTE
GALERIES
GALERIES

ARTISTS

LEBRIE LA VAYETTE

Opéra

PAUL PAUL PAUL PAUL





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