

# INTERNATIONAL CONFERENCE

**“Implementing People First  
PPPs for the SDGs:  
international best practices  
and recommendations for  
Ukraine and neighboring  
countries”**

**Kyiv , 5 and 6 of June 2018**

**Case Study of Zagreb Airport  
Concession Development**

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# Zagreb Airport Project

## *Facts*

**Contracting Authority:** Republic of Croatia

**Private partner/concessionaire:** ZAIC – (Bouygues and Aéroports de Paris)

**Model of PPP:** work concession (construction, maintenance and operation of new passenger terminal, provision of all services – aviation and commercial)

**Business model:** repayment from end users; gov. is not giving any financial contribution and/or sovereign guaranties

**Capex:** 220 M EUR

**Equity ratio:** 35%(Bouygues, Aéroports de Paris, Marguerite Fund, IFC, TAV Airports, Viadukt)

**Loan ratio:** 65% (commercial banks, EIB, IFC)

**Year of contract signature 2012** (entered into a force in 2013).

**Contract duration:** 30 years (3 years of construction)

**Concession fee:** fixed + variable

**Current status:** Operation started in March 2017



# Zagreb Airport Project

## *Short history*

**2008:** Architectural design of the new terminal

**2009:** PPP/Concession selected as the most appropriate model

**2010:** Preparation of the project (Feasibility study, tender docs and other documents) and procedural requirements (approvals of PPP Agency, Ministry of Finance)

**2011:** Tender procedure (approx. 9 months)

**April od 2012:** Signature of the Concession Contract (commercial clause)

**December 2013:** Financial agreement concluded (amendment of the Concession Contract)

**December 2013:** Start of construction works and takeover of „old” building

**December 2016:** End of construction works

**March 2017:** Start of operation (all business transferred from the old airport building to new one)

# Zagreb Airport Project

## *Lessons*

- Legal alignment (PP Law, Airport Law)
- The role of advisers
- Coordination of all actors (Ministry of Transportation, Ministry of Finance, Ministry of Defense, Airport Authority, PPP Agency, advisers)
- Selection procedure issue
- Land and environment issues
- Design issue and role of architects
- Phasing of implementation
- Financial agreement and amendments of the PPP Contract
- Statistical treatment of Project (EUROSTAT rules)
- Public relations