

An aerial photograph of a landscape with rolling green hills, a winding river, and a small cluster of trees. A large, multi-colored hot air balloon (red, orange, yellow) is floating in the sky, with a basket of people hanging from it. The basket is filled with people, and the balloon is positioned in the upper right corner of the frame. The landscape below is a mix of green fields, a winding river, and a small cluster of trees. The overall scene is a conceptual framework for a project.

Tatoi Estate

Preliminary Conceptual Framework

TIVOLI
.....

Tatoi Estate Preliminary Conceptual Framework

Summary Rapport

Tivoli A/S (Consultant) was commissioned by the Hellenic Republic Asset Fund (Client) to propose a preliminary conceptual framework for the Former Royal Tatoi Estate (Tatoi) – the estate forming part of Client’s portfolio of public assets scheduled for development and privatization.

This report suggests a site usage plan for part of the estate in continuation of the meetings and site visits February 7 – 10, 2013 between Client and Consultant, concerning the planned redevelopment and revitalization of Tatoi.

Every reasonable effort has been made to ensure that the data contained in this study reflects the most accurate and timely information possible and they are believed to be reliable. This report is based on estimates, assumptions and other information developed by the Consultant from its independent research effort, general knowledge of the industry and consultations with the Client and Client’s representatives. No responsibility is assumed for inaccuracies in reporting to the Client, the Client’s agent and representatives or any other data sources used in preparing or presenting this study.

The accompanying analysis does not constitute an audit, examination, review or compilation of prospective financial information with IFRS nor Greek auditing law. Accordingly, Consultant is unable to express any opinion or any form of assurance with respect to whether the prospective financial information is presented in conformity with current Greek auditing law guidelines. Our analyses are based on estimates and assumptions developed in connection with this engagement. Some assumptions, however, inevitably will not materialize and unanticipated events and circumstances will occur.

Unless otherwise stated, no effort has been made to determine the possible effect, if any, on the Site of future state or local legislation including any environmental or ecological matters or interpretations hereof.

It is important to note that detailed landscaping costs have not been taken into consideration in this analysis, why investment costs of the respective businesses only take construction and inventory costs into consideration and not costs of land preparation. The cost of taking down existing building masses has not been considered.

Consultant takes no responsibility for any events, conditions or circumstances affecting Tatoi that take place subsequent to handover of this report to Client. The evaluation stated herein does not represent an independent appraisal of the Estate. Any conclusions herein should not be construed to be an appraisal and as such, the report may not be used to obtain conventional mortgage funding.

This report and its contents are intended solely for the use of the Client and may not be relied upon for any other purpose or by any other entity. Neither this report, nor its contents, nor any reference to Consultant may be included or quoted in any loan document, offering circular, registration statements, prospectus, sales brochure, appraisal or other agreement without Consultant’s written approval of the form and the context in which it happens.

Table of Contents

1. Background for the Summary Report	3
2. Project main objectives.....	3
3. Tatoi potential – first impressions and qualities.....	4
4. Concept framework	6
5. Future site plan and programming	8
6. Guest circulation and parking	11
7. Visitation and market segments	11
8. Revenue generation.....	13
9. Capital Costs.....	14
10. Infrastructure investment.....	15
11. Project phasing	15
12. Project management	15
13. Suggestion for next steps.....	17
14. Key Words and Abbreviations.....	20
Appendix 1: Site Plan 1 – Conceptual Framework for the revitalized Tatoi Estate	22
Appendix 2: Site Plan 2 – Conceptual Framework for the revitalized Tatoi Estate	23
Appendix 3: Site Plan 3 – Location of parking facilities at Tatoi Estate	24
Appendix 4: Detail of Site Plan – Resort layout	25
Appendix 5: Tatoi Estate stakeholders	26
Appendix 6: HRADF Presentation: Former Royal Tatoi Estate	26

1. Background for the Summary Report

This report is the output of site visits, local fact findings and workshop meeting held between Client, Consultant and stakeholders February 7 – 10, 2013 concerning the planned future revitalization and privatization of Tatoi (the ‘Project’).

The overall aim of the project is for Consultant to provide a conceptual framework for the future use of Tatoi, enabling Client to ultimately sell off all or certain parts of the Estate (lands and/or buildings), in accordance with Client’s overall privatization objectives for Greek public assets, in order to attract capital flows that will contribute to fuel economic growth in Greece.

The objective of the following report is to provide the Client a preliminary conceptual framework for the future use of the estate. Prior to production of this report, Consultant visited Tatoi to evaluate the current layout, function, state of the grounds and buildings and to identify issues that may be critical to project concept and feasibility and which could be identified at this stage.

For the Project the site visits and workshop meetings found that:

- Tatoi (grounds and buildings) are owned by the Greek state, however transferred to Client and which forms part of Client’s overall portfolio of state assets which the Client has been entitled to prepare for privatization
- The Project receives strong political attention from various NGO’s, the general public, media, government, former Greek royal family (appendix 5 presents stakeholders role and responsibilities)
- The Client has no previous experience with preparing a comparable concept and business plan as part of their public asset privatization and tendering processes
- Tatoi shall be developed according to recreational, entertainment and cultural purposes only
- Public funds, if any all, will only marginally be allocated to developing the Estate
- A master plan for the entire Tatoi estate (41.9 million square meters) has recently been elaborated by the Organisation of Urban Planning and Environmental Protection of Athens (ORSA) – it is understood the conclusions and recommendations of this report are work-in-progress and have not been adopted/ratified to Tatoi

On the basis of the meetings, Consultant recommends that:

- 1) A stronger concept, business model, project planning process is commenced in order to qualify and quantify Tatoi’s potential and satisfying Client’s primary objective
- 2) ORSA’s master plan must be revised in order for Tatoi to become a more attractive investment opportunity, hereunder particular with respect to plot ration and area usage.

2. Project main objectives

Tatoi currently has no recognized zoning plan although it constitutes a special protected area cf. appendix 6. Under the auspices of ORSA an overall master plan is being prepared in order to formalize the Tatoi’s layout, contents and functionalities, establish underlying sub-zoning and their respective functionalities. According to ORSA a preliminary calculation for the renovation plans for the Estate currently amounts to Euro 102 million.

A vision for Tatoi is to be defined, however that in future it should be able to support a number of attractive primarily commercial (and non-commercial) businesses within leisure, culture, entertainment, recreation, food and beverage/retail sales that will serve the residents of Athens. The time frame for implementing new initiatives at Tatoi is to be determined and will ultimately depend on the elaboration of a viable concept and business plan for the area, final park master plan to be approved by the Client. The following headlines must be observed with respect to future project developments at Tatoi:

Client’s primary objective:

- **Revenue generation for the Client through sale of the Tatoi grounds and buildings**

In achieving Client’s primary objective, the following conditions must be observed:

- Privatization: one-off or phased sales/lease of Tatoi’s grounds and/or buildings
- Preparation of a Project framework that presents feasible opportunities for investor(s)/developer(s):
 - Commercial & operationally attractive developments with benchmark return on investments
 - Pre-defined development zones and their functionality
 - Pre-defined phasing of development zones for privatization
 - Infrastructure development supported by the State or through PPP
- Development of a Project that observes:
 - Tatoi’s history and link to the former royal Greek family
 - Preservation of existing building mass, where feasible
 - Tatoi’s natural amenities as part of Project development and future guest offer:
 - select flora and fauna
 - landscaping features
 - existing path structures
 - topography and views
- Development of a Project that observes commercially *recreational* purposes only:
 - No housing development
 - No office development
 - No mass retail/shopping malls, however limited retail sales according to future zoning plans
 - No services or industry-related activities



3. Tatoi potential – first impressions and qualities

Tatoi provides numerous highly positive characteristics that make it ideal and relevant as a destination for recreational and leisure use. The opportunity to transform a significant area as Tatoi into a guest-related recreational facility is exceptional by all standards and should be done with care and sensitivity, but also with an eye towards the required commercial obligations.

There are several critical qualities embedded in Tatoi which can be transformed into recreational and commercial operations transforming the estate into a preferred destination for Athenians and Greeks.

First and foremost Tatoi's nature and historic qualities are fundamental and essential for the establishment of a conceptual framework and revenue generation. All other observations are supportive of these two fundamentals.

It is incontestable that the nature/park areas and buildings contained around the former royal Palace are the key themes and the main reason to visit the area among current visitors. In that respect these assets must be preserved and controlled in future developments.

The dilapidated state of many of the buildings and unmaintained landscape and park features must naturally be gradually repaired. It will be necessary to rebuild and extend certain buildings in order to make them operational and serviceable towards future guests.

Although Tatoi's history and buildings are key it must be emphasized that their previous usage, current building footprints and design must not impede their re-use, however to form integral part of the programming and design of the future commercial offer.

To reinforce the message of future recreational activities at Tatoi while respecting the area layout, Consultant proposes the initial establishment of a larger building's complex at the base of the estate that shall function as a themed attraction and hotel. By renovation, expansion of roads systems and establishing of people-movers a gradual guest circulation from the base's building complex up to Tatoi shall be created.

Tatoi's key selling points are elaborated in the following:



3.1 Storytelling – historic and cultural values at the Estate)

Tatoi offers the foundation for fantastic story-telling embedded in real life personas, historic events and values which Consultant strongly suggests shall be used as reference in branding relevant businesses on the estate.

Storytelling, the creation of a concept or universe that forms an attraction's unifying framework is singularly one of the most difficult and costly tasks for any attraction's developer, since the values, figures, perceptions, symbols must have relevance, importance, recognizable value for the recipient. It goes without saying Tatoi has an abundance of such qualities and which form fundamental perception of the area amongst Athenians and Greeks.

Consultant's knowledge of Greek sentiments towards Tatoi's history and the royal past, their depth, strength, negative or positive, is currently limited. We suggest that historians, sociologists and other experts within

Greek's contemporary history and social norms are connected to the Project's later development phases in order to identify values and symbols that can effectively be used for creation of story-telling universes, role-playing, design, identity creation.

Consultant does not believe Tatoi's history and personas related hereto alone will drive critical mass visitation and spending at the Estate. Such ambitions (i.e. public display, education, conservation), are the responsibility and role of museums, exhibitions and which are typically subsidized by state funds or self-financed private funds.

The histories and values should be used as back-drops and justification for the offer of select activities and events at Tatoi providing unique identity, brand name and driver of commercial operations.



3.2 Nature element

Tatoi serves as one of Athens primary green retreats, a getaway from the steel and concrete environment that characterizes Athens, to which the following qualities must be re-enforced in future developments:

- Leisure time
- Outdoor activity
- Flora and fauna
- Experiences and role play

Investments into landscaping features can be significant at greenfield resorts and leisure destinations, amounting up to 30% of total capital costs. Tatoi however offers plentiful natural features, landscaped forest and park elements. Investments into landscaping, besides pruning of overgrown and non-maintained former gardens will expectantly be reduced. Local botanists and foresters shall be solicited to develop and implement a clearance and planting plan.

Woodlands offer background for theming besides natural boundaries. Dramatic natural landscape features combined with controlled park setting offers variation to Tatoi and the possible creation of unique storytelling



3.3 Building elements

Complementary with storytelling, Tatoi's historic buildings offer the background for either storytelling or functionality – re-use of select buildings for various guest-related purposes where feasible. We identify the Palace and Support Palace Buildings (neighbouring the Palace to the immediately northwest) as the immediate preservation worthy buildings for commercial use.

Consultant equally emphasizes, that while we believe most other buildings can be re-used on commercial terms, some are in an extremely dire condition or, particularly, are of limited sizes that will make them unfeasible for any practical commercial usage (necessary and costly reinforcement, insulation, electricity supply, etc.).

We expect the Tatoi chapel and royal tombs are protected by the State and should not form part of the privatization process, yet they are essential as part of the overall storytelling concept and driver of the guest experience.

Consultant understands the building mass within the 'Farm area' (see appendix 1) supporting the Palace originally were conceived to produce ecological and self-sufficient range of agricultural products, reflecting Greece's gastronomy. Consultant suggests this tradition should be revived and certain buildings be restored, where feasible, in order to provide the area identity, product offers and a unique branding profile (e.g. 'Tatoi Estate' products).



3.4 Location and layout

Although access to Tatoi's various sub-zones, starting from the southern perimeter, may not currently be optimal for mass arrivals/departure, in addition to travel time and public transport from Athens' suburbs, the idyllic surroundings are a major asset. Typically, any real estate development in such surroundings will be highly constrained and controlled from an environmental perspective.

Tatoi's main draw-card in terms of driving mass attendance is the area and buildings related to the former royal palace and garden/park elements. Although the buildings' architecture is fairly novel and the actual Palace is relatively small (i.e. a summer refuge) their place in contemporary Greek history is exceptional.

Tatoi is located relatively isolated and thereby any developments herein will not have an effect on existing residential or commercial surroundings. The lack of residential neighbours gives freedom in terms of planning and creating an optimal mix of attractions in terms of building density, building height, noise and light emissions.

Tatoi is held together by an existing path system of varying dimension, surface and maintenance quality. Certain path systems must be improved and extended in order to accommodate expected future guest flows.

For any leisure facility, amusement park, integrated resort the prospect of future area development is fundamental. Tatoi offers plentiful attractive land areas that potentially can be divided unto existing investors/developers in order for these to expand businesses that may exceed planned capacities or the introduction of synergy-generating activities.



3.5 Topography

Views from Tatoi unto Athens city and mountains are impressive and should be used as part of the attraction. Tatoi's elevated position relative to Athens enables the Project to become a form of beacon – a destination omnipresent to the citizens and visitors to Athens.

Existing contours can be utilized or transformed to make exciting landscaped features (canals, hanging gardens, amusement ride slopes, ropeway, etc.), however without making guests' circulation throughout Tatoi a strenuous experience.

Investments into attractive landscaping features will expectantly be low relative to comparable green-field project and considerations towards surrounding neighbourhoods will be minimal.

3.6 Logistics and Back-of-house (BoH) facilities

Subject to further analysis of accessibility, Tatoi's isolated location and ample areas speaks for a relatively convenient flow and delivery of goods and materials to/from Athens/Greece and within Tatoi.

Goods and materials' reception areas besides service roads serving as technical service support to the entire estate and linked to the central BoH facilities will need to be developed.

3.7 Specific product demand

Irrespective of the financial crisis' current effects on the Greek economy and households in general, Athens and nearby cities and towns offer a population base of approximately 4.5 – 5 million, besides international tourism arrivals, that will serve as potential capture markets for the Project.

Consultant has observed the following preliminary findings on the Athens' market:

- There is a latent but strong interest in the general public towards Tatoi – its buildings, contemporary history, nature element and potential future usage
- There is a burgeoning demand for a quality outdoor leisure destination with a unique name, brand value, product within the Athens area
- The Acropolis site, whilst a remarkable monument, appeals mainly to foreign visitors and is very hot to visit in summer
- The old Royal Gardens (National Garden) behind Syntagma Square are small, with no infrastructure and attract limited visitors
- The 'Environmental Awareness Park / Antonis Tritsis' is semi-deserted and has numerous operational problems (limited infrastructure, poor maintenance, free entrance resulting in no funding)
- Besides 'Allou Fun Park' and 'Ta Aidonakia Luna Park', there are no major amusement or water parks or similar attractions in the greater Athens area

In consideration of the market supply and demand for a quality park setting, aimed at a broadly defined market segment, Consultant believes there is rationale for investigation the feasibility of a new leisure destination in Athens.

In that respect but also in light of the on-going financial crisis, it will be imperative to undertake a thorough market feasibility analysis of expected capture markets and segments, demand and propensity to spend, competition, feasible capacities, P/L statements as part of the evaluation of viable investment levels, financing and detailed concept development.

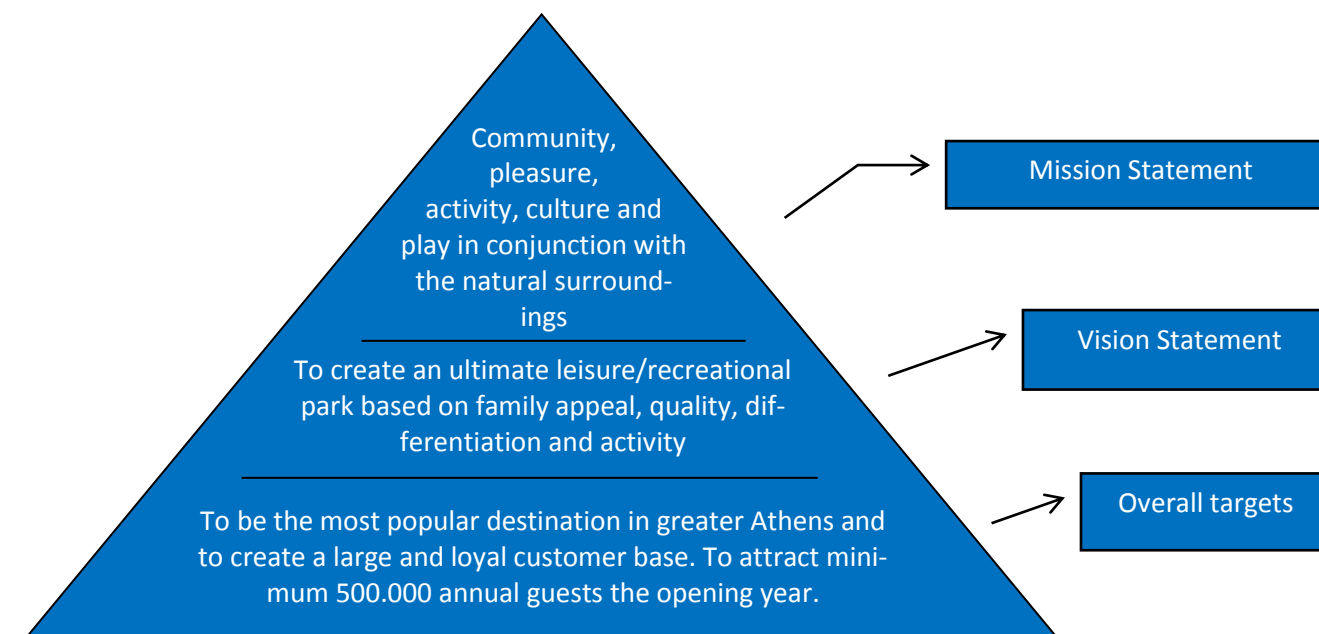
4. Concept framework

Based on the meetings between Client and Consultant, it has been established that Tatoi shall reinvent itself into one of Athens' prime leisure and recreational destinations. As part of this reinvention, it is expected Tatoi will compete with comparable Athens parks, however in future to also increase competition among comparable leisure/recreational businesses with respect to Athens citizens' leisure time and propensity to spend on such activities.

The rationale for reinventing Tatoi, in addition to Client's privatization objectives, is in line with the general urbanization process across the globe, where, according to the United Nations, it is expected that 70 % of the earth's inhabitants will be located in urbanities. Athens is a prime example of this shift where approximately 40% of Greece's 10 million inhabitants live – and expected to grow. Therefore the pressure to create sustainable green environments hand-in-hand with feasible recreational offers is the order of the day for many metropolitan authorities – in the demographically burgeoning city of Athens also.

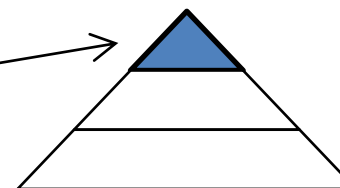
Based on the discussions with stakeholders on the current and future Tatoi usage, Consultant has elaborated the following preliminary conceptual framework:

The Tatoi conceptual framework



Tatoi's mission statement

The mission is the primary reason for Tatoi to exist and should reflect the expectations from stakeholders and in this way determine its identity and values.



Tatoi's mission is to offer a full-year park setting that will be an ideal location for primarily family visitors, creating a feeling of community, family experience, pleasure, play and culture – altogether experienced in an outdoor atmosphere among woodland and water elements.

The overall idea is to create a leisure/recreation destination based on Tatoi's embedded values, nature and history/storytelling, characterised by a combination of a controlled/gated park elements combined with activity-based attractions in interplay with nature elements. A singular design and programming (day- and night time and throughout the year) shall define the visual appearance and atmosphere and the reasons-to-visit among future market segments.

By **community** is meant that Tatoi shall create a frame for the notion of being together, which is the backbone for any social gathering spot. Attractions and activities are secondary – their primary function is to set the background of being together. Hereby the intention of Tatoi will be to set the stage and it will be up to visitors to fill the stage, and create their own experiences.

Family must in this case be understood as a broad term however a key target group would be families with younger children. The term family can also be understood in relation to the term 'group experience', i.e. the park is about sharing experiences either with family or friends.

Example

In the programming of Tatoi the word community should be reflected in all attractions and activities. The attractions and activities will facilitate that the family (or the group) can be together, meaning that emphasis will for example be on attractions and activities where the group setting is unbroken.

With attractions and activities that are not suited for the entire family, it should be possible for the remaining part of the family to participate by viewing, taking photos and be so close that there is no sensation of insecurity.

The mission for any recreational destination is to create a good **experience** for the visitor. Experiences are characterised by the stimulation of the senses (see, hearing, touching and smelling) combined with the need for surprises, excitement, drama, variation, change of scene, creativity and aesthetics. Accordingly it is the experience that it is the contrast with the normal, everyday life that enables to entice visitation and spending.

By **pleasure** is understood everything that is easy, uncomplicated, comfortable, free to pick, fun and characterised by enjoyment, i.e. the set of values upon which the destination is founded. One particular value regarding Tatoi must be highlighted: when visiting, children should be in focus but it should not be on their premises the visit takes place. Considering that every experience has to support *community*, parents also have to be thought into attractions and activities. In this connection it is relevant to note that it may be the children who are the initiators of the visit, but it is the parents who are the actual decision makers and spenders.

A further principal element is **activity** – in this connection understood as physical development, interaction, involvement and role interpretation in play and activity. This aspect stands in sharp contrast to most other (amusement) park settings where the role of the visitor usually is passive. The visitor is often carried along, observes and receives and where no demands are set, neither physically or mentally, to involvement. Tatoi shall in its selection of attractions offer activity based attractions and locations that strengthens the estate's image as an outdoor area, in a forest/nature setting that allows for seasonal leisure recreation.

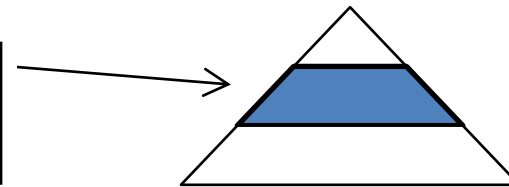
Play is in this connection characterised by self-staging, initiative, spontaneity, freedom, and sympathy – play is of course close connected to activity. And a physical process more than a passive and managed experience closely connected to the child's imagination and fantasy world.

Co-existence with **nature** is the connecting factor. Nature is the main element in the physical environment – both the given and the manipulated. Nature stands as contrast to the artificial and the themed. The main experience is not an illusion or escape from the reality, but community. Together the trees, park areas, activities and open air atmosphere create the perfect forest trip.

Tatoi's **Cultural** heritage must be used as a driver to create a unique and independent zoning based on e.g. exhibition, entertainment performances of the period, classical park layout and which additionally can be used as backdrop for matrimonial or other festive purposes. Tatoi Chapel and royal burial grounds, although not direct revenue generating, will however be overall drivers of the Tatoi's cultural theme.

Tatoi's vision statement

The vision is a term for – perhaps not tangible – a clear future goal of Tatoi. The vision states the common ambition for the park to reach this target.



Tatoi's vision is to position itself as a unique Athens destination. The brand will be established based on broad appeal, quality, differentiation, atmosphere, tradition and history.

In the vision based on **differentiation** lies that Tatoi will develop into a unique Athens destination – the estate shall differentiate itself by having a unique broad appeal, targeting specific market segments. By broad appeal is meant that the estate shall be experienced as a unique place that offers superior activities and experiences for the perfect day off or a vacation trip.

In the vision to create a brand developed on differentiation lies that the estate must maintain its unique concept and distinctive mark in a world where everybody tries to imitate each other. The intangible and unique is the strongest competence and primary competition factor – the estate must be part of the elite attractions – in Greek terms. When a family visits the estate their expectations must be met in many ways. They must have the feeling that they visit the perfect place for a family outing; they must experience the funniest attractions and activities when compared to other family activities in Athens. They must feel the park cares in a special way about family needs in a way that exceeds other offers in Greece.

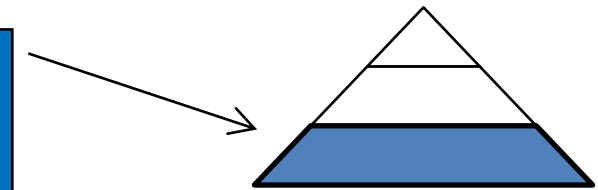
The keyword for future guests is **quality**. The demand for quality must take departure in the visitor's expectations regarding quality, even though it is important to emphasise that the physical framework is developed with strong connection to quality. Quality in this case is not necessarily luxury or exuberance, but more likely to be aesthetics and good functionality. In this connection it is important to be aware that quality may be different between Greece and abroad.

Tradition means that Tatoi should consciously create recurrent events that will attract visitors from the primary markets. Traditions could have a starting point in existing programmes but should not be static – i.e. traditions shall be renewed and changed and new traditions, relevant for the Athens resident base, developed.

By **history** is meant that taking advantage of Tatoi's history, not only in the product development phase but also in the marketing process – the aim is not to copy the concept of other Athens parks or their business models.

Tatoi's overall targets

The overall targets and objectives of Tatoi should correspond with the mission and the vision of the company, but should at the same time be reachable, precise and measurable.



The overall target is to create a destination that has economic capabilities, opening in year **XX**.

Tatoi will be managed by a one or several separate management companies.

Tatoi should attract a minimum of **(500.000)** paying visitors the first years and an EBIDTA margin of the managing companies of **XX %**.

Tatoi should be a sound business with strong interaction and communication with local residents and surrounding environs.

The overall quantifiable targets are to be established after the completion of a Project master plan, including market and feasibility studies, projecting potential annual visitation, spend per cap, organization, financial feasibility.

5. Future site plan and programming

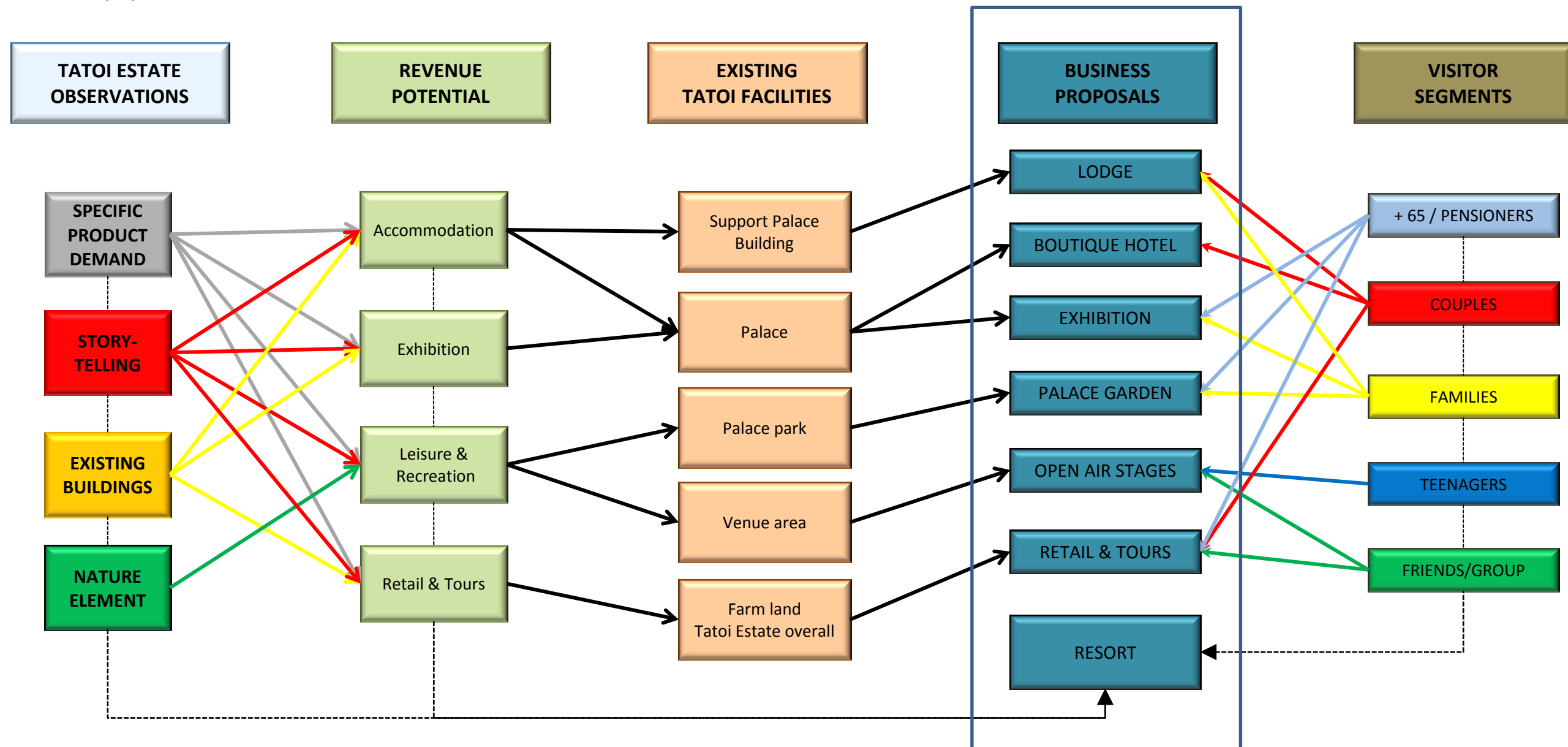
Based on the prior analysis, Consultant suggests Tatoi shall include a number of key guest-driving attractions that shall function as either seasonal or full-year activities and as foundation for accommodation possibilities.

This dual setup, guest drivers and accommodation, is universal in the leisure/recreational industry and is found in numerous examples and constellations among complementary businesses. The basic rationale is the horizontal extension of the guest value chain (combined extension of stay and total expenditure) and the

vertical extension of business operations (co-sales/marketing, inventories sharing, product extension, staff training, etc.).

Due to the location of Tatoi and time/resources required to reach the area (from Athens), the programming and particularly investments hereto must reflect these challenges – hereunder in light of the current state of the Greek economy and propensity to spend on recreational activities.

Figure 1: Business proposals for Tatoi



5.1 Site plan

Consultant's proposal for Tatoi's future site plan is presented in appendix 1.

Overall the 'Tatoi experience' shall constitute a number of attractions which combined shall create the framework for a longer stay within the estate. The main strategy is to uphold the estate's nature element with the woodlands as the *grand motive*. The way Tatoi is experienced today, the building mass is subordinate relative to the nature element and there is a fine balance between existing buildings' mass, their placement and the terrain – this motive shall be strengthened and developed in the future design of Tatoi.

As presented in Figure 1 above and the site plan, Consultant suggests select buildings and nature elements within Tatoi are re-used for commercial (and cultural) activities. Since the area is highly unique in Greece, as park and destination, it should in principle be maintained in its current layout – in that respect the area cannot be developed by enlargement without disrupting this unique character and neither can it be heavily exploited for major commercial activities due to its pronounced preservation-status.

Accordingly and to initiate the overriding objective of attracting investors, Consultant proposes, all things equal, a lower-risk first opportunity is presented at the base of Tatoi that acts as a *ground breaker* for future developments.

We suggest a themed resort development, combining accommodation and attractions, to be a rationale solution and which shall act as incentive for future visitors to endeavour into the central Tatoi area. Investments into the resort shall be at a level that supports expected operations and provides generates satisfactory benchmark return on investment.

The central Tatoi area shall be developed with individual business components that promote the estate's unique character, drawing on the historic values, atmosphere and landscape. Individual business components shall be fitted and adapted to the existing site plan, building masses besides being programmed as financially feasible entities. Due to their obligation to fulfil the preservation-status of Tatoi these components may not necessarily be cash-cows compared to the resort – the latter reasoning primarily due to location and the resort expectantly having greater manoeuvrability in terms of accessibility, operating model, expansion possibilities.

Business components within Tatoi will however be essential in relation to the guest experience and the quality of the area and they shall create the basis for a combined commercial product with the Resort as starting point and Tatoi's nature and history as unique add-on sales' pitches.

The suggested business opportunities are as follows:

5.2 Programming

Resort

Consultant proposes an entire new Resort is constructed at the base of Tatoi.

The rationale hereto is to drive critical mass attendance and which shall provide incentive for guest flow inwards towards the actual Tatoi areas. The Resort shall contain a set of programs/offers aimed at a fairly broadly guest segment with a high propensity to spend.

The Resort equally has the role of inviting investors to the Project who may be unwilling to take the risk of immediately investing into central Tatoi, where capacities are lower and operational and financial risk, initially, potentially is more profound.

The Resort should be an affordable themed family hotel with related water and play park. Although the precise numbers of rooms are to be determined in a later analysis, Consultant suggests +200 rooms are constructed in order to obtain critical mass. The water park shall have a dual entrance profile, making the attraction accessible for the Resort hotel guests and outside guests interested in the water park alone.

Located at the base of Tatoi the nature element shall equally be the recurrent motive and, as a suggestion hereto, the design could be a projection of the Parnitha mountain slopes – hence, the Resort should be designed as a stylised mountainside. In its design the Resort's hotel volume should be broken down into smaller units and the actual footprint formed as an organic line that undulates through the landscape, adjusted to existing tree formations on the site.

As inspiration for the actual water park scenography the mountain slopes, including a miniature-Palace structure, cascades, existing trees can be used as reference. A preliminary definition for Resort is presented in appendix 4.

The Resort's key visitor segments will expectantly be:

- Resort Hotel: middle-income Athens and Greek children's family tourists and international tourists
- Resort Water Park: Athenian children's families

In addition to activities within the actual Resort, the Resort should be used as a starting point for visitors own discovery of Tatoi's natural amenities. Rental of bicycles, trekking equipment are obvious opportunities. Horseback riding is always a popular draw-card and could be a natural and attractive means to discover and move around within Tatoi. An idea would be to co-operate with facilities within the Farm area with respect to providing stables and horse-riding classes to children and use the horses as people-movers.

The Resort is expected to be managed by a private operator in accordance with the area's established operating hours, season, quality and safety provisions.

Palace

The Palace is not a classic pompous king's castle in the traditional interpretation, rather a large country estate that together with balconies, facades and scale is fitted into the surrounding natural environment.

The Palace is suggested to be used for storytelling exhibition in the cellar and ground floor – select fixture and furniture display, interactive journeys (film) in addition to retail.

The two top floors are to be used as a themed high-end luxury hotel with a prince and princess theme – expectantly 20 rooms in total. Individual rooms are to be converted in accordance with the Palace's history, however shall present a fantastic scenography as the framework for storytelling. The precise number of rooms, specific layout and content of service functions are to be determined in later detailed analysis, however that the building footprint and internal structure shall remain unchanged.

Consultant proposes this dual setup in order to satisfy an unexpressed, however existent, demand to maintain a visual link to Palace's past, yet simultaneously containing a business model that shall make the Palace self-financing and dynamic.

The Palace's key visitor segments will expectantly be affluent couples, Athens' children's families and international tourists seeking alternative overnight stay in Athens.

The Palace shall be managed by a private operator observing any (State) regulations, guidelines with respect to protecting the building's plan, design, structure and in accordance with Tatoi and the Palace's established operating hours, season, quality and safety provisions.

Palace Garden

In connection with the design and development of the Palace, Consultant suggests the establishment of a Palace Garden (with inspiration from the 'English Garden'). The Palace Garden will be placed at the base of the Palace, reusing the former cultivated palace gardens

Together with serpentine paths, pavilions and scenic views the traditional romantic garden is to a high degree an experience and atmosphere setting. Frenchmen Jacques Francois Blundel and German Johann Gottfried Grossmann's lectures have inspired the layout and design of such parks/gardens and their theories will be applied to the Palace Garden.

The current fauna at the foot of the Palace shall be upheld where possible, however that the existing paths and routes will set the foundation for the design and layout of the Palace Garden.

One of the themes that were greatly utilized at the romantic gardens was illuminations and it is suggested the Palace Garden shall be open during specific evenings using various (incandescent) luminaries, e.g. tree pendants, illuminated arches along the path systems, perimeter markers.

Image 1: Leaf boats in the Garden Palace



The Palace Garden's attractions will be a mix between children's amusements, small play areas, flowers, pavilions, illumination and a water ride – boats formed as leaves sail in a controlled canal system including minia-

ture cascades and picturesque sceneries as the overall ride experience. Water is a key theme in all romantic gardens and the link between boat sailing, small pavilions and channels are one of the motives to be addressed with the Palace Park. In the above model sketch of the water ride, 2 boat types are presented and a section of the channel's progression. The boats, folded leaves, can be formed as canoes or boats allowing for multiple ride users, picnicking.

The enchanted Palace Gardens will be set-up as a playground in the form of nature-inspired playground equipment. Tree roots, large flowers and animals as in Alice in Wonderland's scale transitions and other themes shall create a family-based children's domain for play. Equally and in connection with storytelling originating in Tatoi's royal history, a design reference point could be the enchanted adventure park where the families' princess and princes are allowed to role play.

Key visitor segments will be Athens' children's families with children below 10 year's age, pensioners with grandchildren. In total the area will constitute 35.000 square meters, fenced and gated.

Lodges

Concurrent with the development plan for the Palace, Consultant suggests the Palace's support buildings equally are utilized for accommodation purposes. Contrary to the Palace hotel rooms, the buildings shall be used as lodges.

The lodge hotel is expected to accommodate approximately 40 rooms, depending on possible integration into the existing building mass. The quality in these rooms will be the relationship between views, nature and open space.

Pergolas, loggias, greenhouses in addition to a restaurant, lifts and other guest service amenities should be added on as an extension of the existing buildings' mass in order to create proper guest flow, service, accessibility and other modern features which hotel operations require. Due to the dispersion of buildings constituting the Lodge area, Consultant suggests this area is fenced for safety reason.

Key visitor segments are expected to be couples, Athenians/Greeks and international seeking accommodation in a nature setting and outdoor activities.

The Lodge shall be managed by a private operator in accordance with Tatoi and the Lodge's established operating hours, season, quality and safety provisions.

Venue area

The Venue area constitutes the cultivated and scenic park land areas to the east of the Palace. Today the area primarily functions as a recreational public area – picnicking, walking tours, play area.

Dependent on the successful development of Tatoi and not least future guest flows and expenditures, Consultant suggests designated areas within the Venue area periodically are used for outdoor admission-based events that can draw major crowds – e.g. concerts, shows, performances.

Basically the risk of hosting such events should be transferred to an events' bureau that under the terms of a lease agreement would lease the designated land area and undertake all responsibility for preparing, hosting and closing an event.

Besides the above suggestion, Consultant suggests the Venue area is maintained undeveloped until Tatoi has achieved a certain maturity level (regular/observable guest flow, consolidation of operations and cash flows) before any major developments are introduced.

Farm area

Farm area is the working title for the area marked in appendix 1. The area contains a number of the original auxiliary buildings that supported a self-sufficient operation of the Palace in terms of supply of food products (wine production/cellar, dairy, olives, cereals). A boutique hotel is being planned within the area.

According to Consultant some, if not most, of the building structures in this area are either too small, lacking of infrastructure or in such dire condition that it will make them unfeasible for practically any private developer for any commercial purpose.

Consultant recommends that any future usage of buildings within the Farm area should only be as support to other major developments within Tatoi and only once these have consolidated their operations and cash flows.

For visitors in general and patrons specifically at either the Resort, Palace or Lodge it will be obvious to promote this area, again drawing on historic use of the area, as a destination for story-telling and spending. Suggestion for future usage of buildings within the Farm area:

- Tours:
 - Despite the state of certain buildings within the Farm area, the area itself is idyllic and an obvious visitation area as part of guided tours within Tatoi
- Horse stables – quartering of horses used as:
 - people movers
 - horseback-riding at the Resort
- Admission-based exhibition of fixtures from Palace/era of the former royal family:
 - Vintage cars, other less weather-dependent non-fragile fixtures
- Sale of Tatoi-branded food products:
 - Dependent of further analysis of any livestock or farm production at Tatoi and their feasibility, the Farm area could be used for the sale of branded ‘Tatoi’ ecological products – either from select buildings or directly to permanent accommodations (Resort, Palace, Lodge)

6. Guest circulation and parking

6.1 Guest circulation

Arriving to Tatoi shall be an experience and where entrance gates, an internal circulation road and people movers form part of overall impression.

Upon arrival to the Resort a Main Gate will lead visitors either to a main internal circulation road, the ‘Palace Road’, or onward to Tatoi Road. A Secondary gate, reusing the existing historic gate portal at the base of the Farm area, will further regulate traffic flow unto the Palace.

The ‘Palace Road’, closed off for all private car transportation, will include designated paths for:

- Personal circulation:
 - Pedestrian
 - Bicycles
- Group/mass circulation:
 - Shuttle bus
 - Horses carriages / bicycle rickshaw
- Emergency transport circulation:
 - Fire, police, ambulance

The Tatoi Road shall to be used for private car transport and arrivals to the Palace area, in addition to transport of logistics and supplies.

6.2 Parking

Relative to amusement parks, experience has shown that most visitors to medium and large attractions prefer to arrive by car, typically this proportion equates to between 60 – 80 % of the total visitation in Europe.

It is expected a significant part of transportation to Tatoi will be undertaken by car or shuttle bus since there is practically no public transport to the estate. It will therefore be essential to estimate the potential number of arrivals to the park in peak hours and the propensity to arrive by car (vis-à-vis coaches, taxi, other).

Consultant suggests two parking facilities are established (see appendix 3) with a differentiated car parking tariff system. Both facilities initially prepared as undeveloped topsoil.

Main parking zone will be at the Resort and a smaller parking zone to be placed at the Lodge. In total, Consultant has planned for 23.000 square metres of parking area, totalling approximately 900 parking spaces – this figure shall be further verified in a market feasibility study.

7. Visitation and market segments

7.1 Visitation

Future visitation to Tatoi is at the current time difficult to assess due to lacking information on current visitation, in addition to the on-going financial crisis that negatively affects both local residents’ propensity to spend and local/international tourism arrivals to Athens.

According to ORSA, Tatoi Estate receives up to 15.000 visitors on peak-weekends. Although this figure is unaccounted for it illustrates the popularity and potential of the area as recreational and leisure destination.

Attendance projection shall in later works be analysed by a combination of desk research supplemented with a local market survey in order to capture and analyse current local sentiments and preferences related to leisure time and spending at Athens other meeting points (leisure parks, cinema, public parks, other leisure destinations).

In this section we shortly present the traditional methodology for analysing attendance potential at leisure destinations (amusement/theme park/water parks), as it is assumed the Resort’s water park and Palace Garden attractions will be important future guest drivers for Tatoi.

With the exception of parking it is neither economical nor necessary to plan the physical layout of a leisure destination to accommodate absolute peaks in attendance. A good balance is achieved if facilities are planned for the design-day, on average 20 – 30 busiest days a year. The results of planning in this fashion is a destination and particularly support facilities large enough to accommodate even the exceptionally large number of visitors who arrive on peak attendance days during peak season(s), while at the same time developing a destination and support facilities which is not so large that it appears abandoned during quiet periods.

Attendance on design day depends on the relative propensities to attend by month and by weekday as opposed to weekend. During the busiest periods, typically during warmer temperatures, school summer holidays and peak tourist season, visitor attendance is spread more evenly through the week than at other times.

Estimation of number of total visitors (daily, weekly, monthly, annually, peak and design day), among individual attractions/businesses besides service facilities will be essential in order to estimate the proper scaling and programming of future activities at Tatoi.

It is Consultant's opinion that Tatoi should not be constructed in accordance to expected peak visitation numbers, since this will potentially lead to over-dimensioned structures and excess supply of attractions with too high capacity/supply numbers during low-attendance periods. In addition, the estate and particularly its individual businesses would gain an empty and discouraging feel beyond the absolute main peak season(s) – besides negative operational results.

Like any other parks, Tatoi is expected to operate and receive attendance at varying tempo ('high' and 'low' seasons) reflecting the dynamics of guest visitation to the park over the day, week, month and year. Weather conditions, holidays (school, religious, national), tourism flows, major events will regulate this dynamic. Consultant expects that the afore-mentioned 'high' and 'low' seasons will be characterised by different visitation patterns, given the amount of resident leisure-time available during these two periods and temperature differences between summer and winter.

When forecasting the peak month visitation for Tatoi, it should be noted that monthly visitation patterns for (public) parks oscillates in tandem with weather conditions. Like most other southern European countries with strong summer periods visitation in July and August should particularly be planned for in terms of staffing (typically the largest cost category at any leisure destination).

Typically benchmark penetration ratios will be applied to calculate attendance potential – benchmark penetration ratios derived from similar destinations as the Project (where possible) or similar businesses in southern Europe (theme/water parks, hotels, etc.). Markets of interest will be:

- Primary resident market: residents living within one hour's drive from the estate
- Secondary resident market: residents living between one and two hours from the estate
- Domestic and international tourist arrivals to Athens

and the penetration ratios are equally affected by:

- Market demographics
- Tourist / overnight market
- Individual versus group market
- Mode of travel to the site and traffic patterns
- Leisure expenditure patterns
- Other on-site sources of market support
- Positioning among actual and future competition

- Expected market segments
- Weather analysis
- School and national holidays analysis
- Historical patterns of visitation
- Seasonal analysis (monthly, daily and hourly attendance patterns)

Consultant suggests estimation of attendance is elaborated in collaboration with a reputable local marketing agency or management consulting firm with access to local and international benchmark attendance figures, operating accounts, industry trends.

7.2 Market segments

The current market segment mix at Tatoi is unknown however that primary visitation is undertaken by residents residing close to the estate, in addition to Athenians in general, for primarily recreational and free-use activities. Little or no commercial activity currently takes place at Tatoi.

Based on the discussions between Client, Consultant and stakeholders, it is confirmed that a fundamental objective of Tatoi development plans is to increase local awareness of the estate among all Athenian residents and to create a common alignment of expectations and perceptions of the estate's leisure/entertainment/recreational supply besides operational framework.

Among Athenian and nearby neighbouring residents Tatoi is presumably well-known as a forest destination. For new-coming residents to Athens the estate potentially has a somewhat vague name and usage profile – therefore, a key strategy in the development process will be to elaborate marketing and branding strategies that will explain (and create sympathy) for developments and why Tatoi should be a premiere destination relative to other Athens park and recreational zones.

Based on Consultant's proposal for activities, the below scheme characterises the expected main segments to visit the area.

Table 1: Expected main segments

Segment	Main purpose of visit	Relative personal expenditure
Children's families	• Together with children • Resort • Water Park • Lodges • Palace Exhibition • Palace Garden • Tour	High
Teenagers	• Together with friends • Water Park • Open Air Stage	Low
Couples	• Palace Boutique Hotel • Lodge • Resort • Tour & Retail	High

+65/Pensioners	- Palace Exhibition - Romantic Garden - Tour & Retail	Low
Friends/Group	- Dining - Open Air Stage	Medium

Source: Tivoli A/S

8. Revenue generation

Tatoi shall generate operational revenues from a mix of guest-related activities and potentially sponsorships. We foresee the Resort will be the main driver due to its capacity numbers, length of operating season and guest stay, personal expenditure and guest mix.

Client can generate revenues from either the sale of grounds or buildings to investors/developer of individual accommodations and attractions, or by establishing a ground rent (e.g. calculated as a percentage of operating profits) or other profit share scheme.

A later feasibility study shall analyse the feasible structure of all revenues and operating margins at the proposed attractions and pay-off to Client.

8.1 Accommodation revenues

The Palace, Lodges and Resort are assumed to be developed and operated by a local or international brand and where revenues will be derived from room rents, food and beverage sales and other services.

8.2 Attractions' revenue – Romantic Garden & Water Park

At this stage it has already been established that Tatoi in future can be gated and allow for admission fees, however due to its size and irregular topography a complete area fencing will be unfeasible and impractical.

With respect to guest management, safety and facilitate the charging of fees only the Palace Garden and Water Park will demand gated admission. Due to their rural location ('destination attractions') Consultant proposes a differentiated pay-one-price admission fee is applied, providing access and free use of attractions within these facilities – price potentially differentiated according to expected market segments (e.g. students, pensioners, children), season.

It shall be at the discretionary of the developers and operators of the Palace Garden, Water Park and any other future admission-based attractions to determine the admission fee scheme and other revenue generating activities (e.g. food and beverage sales, merchandise).

8.3 People movers (on site and to/from site)

Due to distances and seasonal climate conditions Consultant suggests people-movers are made available within Tatoi (which under all circumstance should be free of private cars) in addition to shuttle busses connecting the resort with Athens.

- Shuttle busses to/from Athens and the Resort
- People movers within Tatoi
- Rent of bicycles
- Carts (transportation of guests' brought-along belongings)

All people-movers should either be self-financing investments operated by a management company or awarded in a bid process to private operators in accordance with Tatoi's operating hours, season, quality and safety provisions.

8.4 Sponsorships

Pending on the chosen management structure of Tatoi, an active sponsorship strategy shall be pursued allowing strategic sponsors to fund specific activities, events, programmes against promotional activities.

8.5 Parking

Consultant plans for 2 parking facilities and suggests a differentiated parking tariff according to location of parking facility, time of day, season.

Operation of the parking facilities shall be operated by a management company or awarded in a bid process to private operators in accordance with operating hours, season, quality provisions.

8.6 Retail & Tours

Internal sales of the Farm land's 'Tatoi' branded and organic products to Tatoi's main attractions or directly towards guests.

8.7 Loyalty programme

Frequent visitors to Tatoi should have the opportunity to enter an incentives/loyalty programme – in practice in the form of membership card. The idea behind the loyalty programme would be on one hand to provide members with free admittance to Tatoi's admission-based attractions as often as they want and on the other hand commit the members throughout the year through incentives (loyalty programme).

By using a loyalty programme highlighting the brand, Tatoi can strengthen customer relations and importantly strengthen customer – customer retention is important to most companies because the cost of acquiring a new customer is far greater than the cost of maintaining a relationship with a current customer.

A primary objective of a loyalty programme will be to provide the guest, by means of ownership of the card, multiple opportunities before, during and after the visit to Tatoi. The card, e.g. a personalized identity card, shall offer the guest easier access to attractions and events, updated information on daily, weekly and seasonal events, membership offers, bonus points and many other opportunities. In short, the loyalty card shall increase awareness, an incentive for revisits and not least guest loyalty towards Tatoi:

- opportunity for centralising tickets, money handling and guest knowledge in a single card
- increase local awareness of Tatoi and its programmes and offers
- easier access and method of payment at individual attractions
- direct and segmented communication with cardholders
- create incentives and rebate structures
- increase the guest-value chain (before-during-after visit)
- guest/business knowledge (database) – sales and marketing strategies
- guest satisfaction measurement

The loyalty programme could be operated by a management company and structured in cooperation with future operators within the estate, or awarded in a bid process to private operators.

9. Capital Costs

Table 2: Capital cost estimates

Project component	Category	Investment
Resort (4.000 square metres)	Buildings and structures Fixture, Furniture, Equipment Landscape, scenography Mechanical, Electrical, Plumbing Parking facility	Euro 14,15 million
Water Park	Concrete works/Water treatment Fixtures and amusements	Euro 3,50 million
Total investment		Euro 17,65 million

Palace – 20 rooms (3.300 square metres)	Buildings and structures Fixture, Furniture, Equipment Storytelling Landscape around castle Storytelling Mechanical, Electrical, Plumbing Fencing and Access	Euro 8,85 million
Total investment		

Palace Garden (35.000 square metres)	Area development Water ride Other amusements Scenography Wooden pavilions	Euro 6,90 million
	Fencing Gate Service area Mechanical, Electrical, Plumbing Kitchen	Euro 2,85 million
Total investment		Euro 9,75 million

Lodge (19.700 square metres)	Buildings and structures Fixture, Furniture, Equipment Mechanical, Electrical, Plumbing	Euro 5,35 million
Total investment		

Venue area (area requirement to be determined)	Picnic area Pavilion Scenography Toilet facilities	Euro 0,65 million
Total investment		

Project component	Category	Investments
Guest circulation	Shuttle bus Stations 3 miniature trains Other people movers	Euro 5,35 million
Total investment		

Parking (23.000 square metres)	2 parking facilities Nature-parking, gated	Euro 0,15 million
Gating (Main and secondary gate)	2 portal steel gates Fencing Sentry boxes	Euro 0,15 million
Total Investment		Euro 0,30 million

Infrastructure (3,5 km road Resort-Lodge)	Asphalt road Incl. road bed, drain Bridge repair	Euro 1,50 million
Total Investment		

Total Investment Tatoi	Euro 49,40 million
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Source: Tivoli A/S

Total proposed Project capital costs are estimated to roughly Euro 50 million.

Added hereto should be for each business component:

- Development costs (up until initiation of detailed design phase)
- Eventual dismantling costs of buildings, structures with the estate areas
- Cost of land / lease of land per square meter

Besides a detailed analysis of local construction costs, the value of land within each Project component, whether investor buys or leases, will naturally form fundamental criteria for his assessment of return on investment and overall project risk.

Provided approval of Consultant's preliminary conceptual framework for Tatoi, Consultant suggests a team of industry experts join up in a consortium in order to prepare a fundamental due diligence of each business component's viability, hereunder taking into consideration a realistic valuation of each of the properties – either as one-off sale/lease agreement or phased.

10. Infrastructure investment

Substantial investments must be expected to be channelled into infrastructure in order to facilitate mass guest arrivals/departures, provide required safety levels and general guest comfort.

In this report mechanical, electrical and plumbing costs are accounted for in each of the proposed business components in addition to preparation of parking and an internal circulation road ('Palace Road'). The preparation of eventual off-site utilities (power, sewage, water) must be accounted for in addition to eventual enhancement of public transportation to/from the estate.

Possible scenarios:

1. Infrastructure borne by public entity
2. Infrastructure borne by investor
3. Infrastructure borne by PPP (Public Private Partnership)

- By 1) The Greek State, Athens Municipality or other public entity carries the entire investment and operation. This solution will probably be unlikely or only partially achievable due to the current nature of public Greek finances besides Client's overriding objective.
- By 2) The investor/developer takes on investments and operations into infrastructure development. This solution is highly unlikely since investor/developer traditionally will ask public agencies to lift infrastructures on major projects.
- By 3) Client enters a PPP agreement with a private partner that builds, operates and maintains the infrastructural arrangements.

11. Project phasing

Client and Consultant have preliminarily discussed phasing of the Project, in terms of either selling the entire Project to one investor/developer or piecemeal.

Consultant suggests the Project is developed and privatized in phases, thereby granting future investors/developers the opportunity to acquire according their specific field of expertise or interest (e.g. hotel operations), minimize initial investment size and operational risk. On the other hand, Client is granted a potential upside as a successful phased development and operations of Tatoi will lift the property value in subsequent sales' phases.

We equally propose a phased development since Client must expect to incur on-going costs with respect to developing and marketing the entire and individual projects to potential investors. By phasing and selling projects piecemeal Client can finance these development costs.

Dependent on an approved master plan, Consultant suggests Tatoi is developed and sold or leased off in phases as described below and figure 2. Actual timing of phases is not discussed below.

Phase 1

Consultant suggests for Phase 1 the potentially most profitable attraction, the Resort, be developed first and parallel or succeeded by the two other major guest drivers (representing *Storytelling & Nature*) – the Palace and Palace Garden.

The objective of developing piecemeal is to use the strong appeal and brand value the Resort, Palace and Palace Garden should build up. The overall objective is to attract as many leisure guests as possible and creating a natural flow between the individual facilities within Tatoi.

With respect to the Resort and Palace Garden it will be essential for investors/developers to have first refusal on adjacent land areas with respect to future development and negotiation on property valuation. For the Resort in particular Consultant suggests that an eventual zoning plan for the area is defined fairly flexible. Stand-alone resorts (especially those new on the market) run the risk of not being able to capture an adequate market share alone on the long run. By adding complementary activities there will be continued numerous and complementary incentives for Athenians to visit the Resort area.

Besides adding associate business to the Resort area, and thereby increasing the probability of attracting an adequate market share and obtaining financial success, additive business must also be viewed as an investment opportunity. The construction of a successful Resort should attract the attention of investors on the lookout for neighbourhoods/business that attract critical mass.

The *first-mover* initiative that an investor undertakes with the establishment of the Resort should potentially create a business vacuum and demand for surplus land. This increase in demand will automatically lead to a surge in the market value of the Tatoi lands which should be exploited by either selling of the areas piecemeal or through lease arrangements.

Phases 2, 3 and onward

For Phase 2 Consultant suggests, based on an evaluation of market demand, that the Lodges are developed in order to increase accommodation and on-site derived spending.

The Resort and Palace Garden could potentially expand their portfolio of existing attractions and/or use their option to buy/lease further land for development.

Introduction of Farm land activities will naturally depend on overall guest arrival and expenditures as well as any other future expansion of activities in subsequent phases.

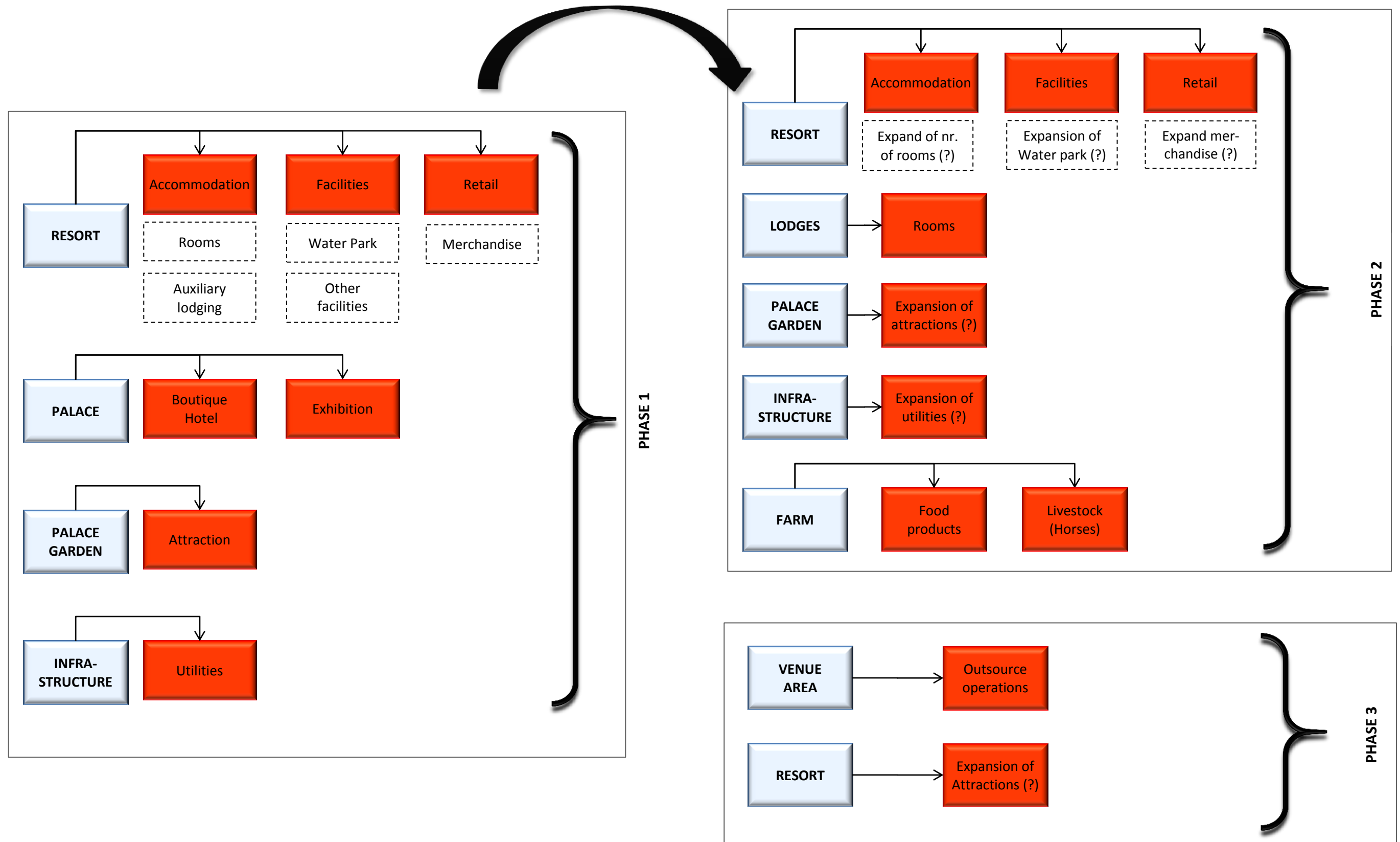
12. Project management

Consultant suggests a property management company is established (by the Client) with overall responsibility for:

- developing and marketing the Tatoi project framework
- selling or leasing lands to investors/developers, in accordance with future zoning and master plans, operational regulations
- managing certain operations of Tatoi on commercial terms

The property management company will hold the land use right of the Tatoi Estate and should develop the project components up to a certain maturity stage for e.g. Phase 1 developments.

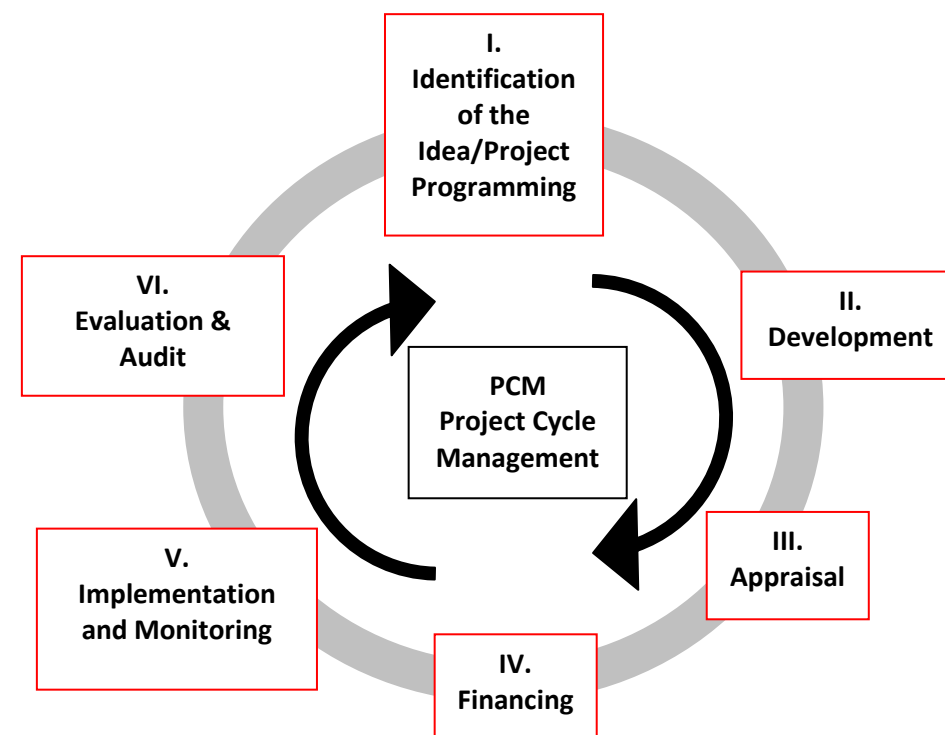
Figure 2: Possible Project phasing



13. Suggestion for next steps

Successful project implementation requires an active, practical and transparent approach among implementing parties and not least good working relations. As a complex project with a high level of political and public scrutiny, special process requirements and know-how demands, Consultant recommends that further Project development is performed in sequential phases, the Project Cycle Management (PCM), that will seek to ensure that the Project is supportive of overarching objectives between stakeholders, is relevant to an agreed strategy and to the real problems of target groups/beneficiaries, is feasible and sustainable.

Figure 3: Project Cycle Management



The project process can be defined by the project cycle following the basic structured logic and discipline of traditional project management, where “the chain” cannot be broken. The basic structure of the PCM model is very similar to the procurement model in the private and public sector.

Within each phase of the PCM model are a series of steps and activities that ideally should be completed before entering a next stage. Within each phase of the PCM model are a series of steps and activities that ideally should be completed before entering a next stage.

With the overriding objective of inviting investors to the Project it is Consultant’s opinion that it will be necessary to undertake at least a market and/or feasibility study and pre-master plan, in order to define, analytically and visually present the project potential in greater detail. In other words, resources should be allocated to finance these initial development costs.

In the following the main modules within the PCM model are presented and their output.

PHASE I: IDENTIFICATION OF THE IDEA / PROJECT PROGRAMME:

Current works

PHASE II: DEVELOPMENT

The second phase in the PCM concerns the Development of the Idea of the Project Programming – the professional Project Development within the aim of Phases III. and IV. in preparation for phase V.

The Development phase contains a series of activities and assignments with the ultimate objective of identifying, formulating, visualizing and verifying the feasibility and sustainability of the project idea in the form of various studies and works. Main activities include:

Market-, Feasibility- and Concept Study

The ‘roadmap’ of the project – the combined studies (hereunder in continuation of findings in Phase I will give Client and stakeholders a common tool to assess the market, financial and cultural feasibility of the Project based on a thorough investigation and analysis of fundamental Client wishes, market factors, legal, technical and financial conditions. The market feasibility study will arrive at definitive conclusions on all the basic issues of the project after consideration of various alternatives. The study determines the market potential of the project, in terms of visitation and project scale, in addition to considering stakeholders, revenue and cost assessments, capacities, organization, investment budgeting and financing as well as risk assessments.

Parallel to the market and feasibility study, a concept analysis will be developed. The concept analysis is a strengthened formalization of the Project’s site plan/layout, design framework, business model, content portfolio and ‘emotional story line’, based on the findings of the market study.

The combined market-, feasibility- and concept study is typically be carried out as desk research, supplemented with the local market survey in order to capture and analyse current local sentiments and preferences related to leisure time and entertainment at Athens’ other public meeting points.

Construction Cost Study and Environmental Impact Assessment (EIA)

The completion of a construction cost study allows for a detailed analysis of the project’s hard and soft cost investments (area development, buildings, roads, facilities, utilities off- and on-site).

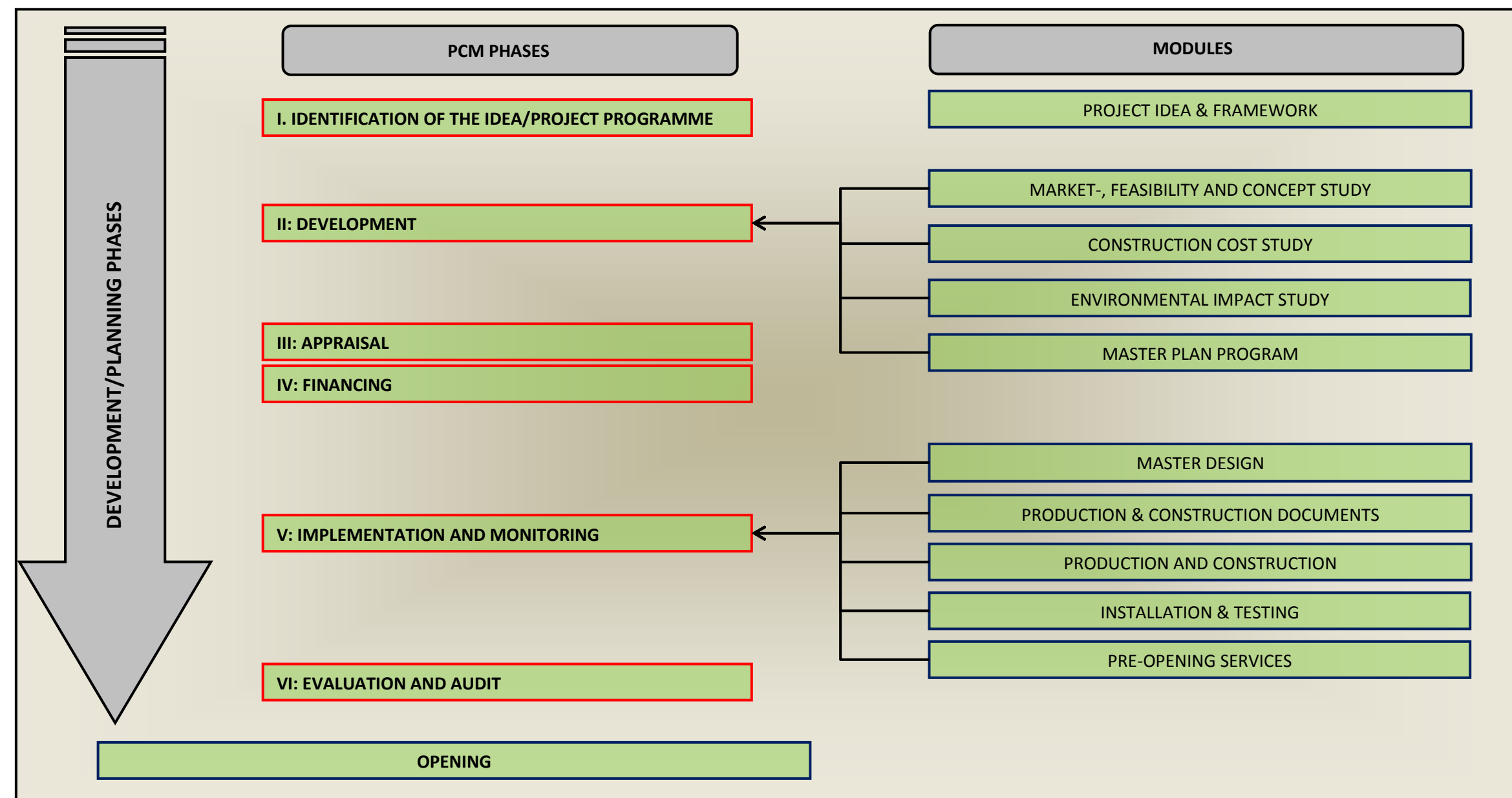
The EIA shall determine the Project’s expected environmental effect on the surrounding environment. Likewise to disclose the potential need for construction of additional utilities (on/off site) to service the park and/or in combination with other businesses within the Tatoi. Both studies shall be elaborated in cooperation with a (local) engineering company with previous work experience in planning/development of large-scale building projects, preferably in the Project country.

Master Plan Programme

The master plan delivers a set of clear goals that define the size, financial parameters, schedule milestones and target audiences. Project’s physical layout, site utilization, planning and development strategies are produced and formalized. Development of the master plan includes interim planning, landscape architecture and set-up of the major attractions. The master plan will act as guiding framework for later detailed design works.

- Layout of composing elements, attractions and theming,
- Development of script concepts for shows and attractions,
- Coordination with civil and landscaping engineering,
- Preliminary (schematic) architectural design, interior, graphic, lighting design,
- Future development study

Figure 4: Steps and Processes in the Project



Source: Tivoli A/S

PHASE III: APPRAISAL

The third phase in the PCM is the Appraisal of the project by client, stakeholders, institutions and financial agencies/institutions. The project should fulfil a large number of criteria concerning relevance, feasibility and sustainability to be approved for financing.

PHASE IV: PROJECT FINANCING

The fourth phase in the PCM is the negotiation of Project financing whether from national funds, foreign funds, grant, loan, equity or combinations hereof. Depending on stakeholder agreement, securing of Project financing can be followed by the establishment of a local development company taking charge of managing works and services in the Implementation Phase.

Master design

The Master design concerns the complete production of the Project's Schematic- and Detailed design.

Schematic Design

This phase determines the size, function, appearance, and basic requirements of the various component elements in addition to further refining the interaction between project components. The schematic design phase is also the time when all of the basic engineering, civil, electrical and mechanical, is quantified and prepared. The detail of this stage will be adequate to prepare cost estimates for all of the components.

- Schematic architectural design,
- Schematic interior design,
- Schematic graphic design,
- Schematic prop design,
- Schematic lighting design,
- Future development study

Detail Design

This phase will develop the design to a level of detail that accurately describes the project. This will include detailed strategies and specifications as well as design documentation describing the architectural, and site elements that support the project's design intent.

- Finale concept definition of thematic zones,
- Development of general theming illustrations,
- Development of themed architectural elevations,
- Definition of colours and textures,
- Finale definition of shows and attractions,
- Definition of paving materials, patterns, colours,
- Finale prop definition,
- Finale interior design definition (materials & colours),
- Coordination with eventual retail and restaurant operations,
- Definition of interior and exterior furniture,
- Definition of interior and exterior lighting,
- Art Direction of graphics, themed audio and landscaping,
- Coordination with eventual attraction vendors.

PHASE V: IMPLEMENTATION

The fifth phase in the PCM is the actual Project Implementation on the basis of the conditions of the Project Appraisal and Financing.

Production and Construction Documents

This phase develops all production and construction documents that consultants, vendors, and contractors will need to implement to the Project. Documents and other detailed information will support and delineate the production and construction bid documents.

Production and construction

This phase deals with the bidding, negotiation, and subsequent production and construction of all components for the Project.

Installation and testing

This phase covers the installation, termination, testing, and programming of all components and equipment directly related to show systems and technologies proposed for the Project. Systems are tested to ensure compliance with the requirements set forth in the Project program.

Pre-opening services

This stage covers the training of personnel; the establishment of operations and maintenance procedures and manuals; the loading of operations FFE and the stocking of all inventories required for operations

VI. Evaluation and Audit

The sixth phase in the PCM is the Evaluation of the Project results and Audit of the project implemented, completed and handed-over to the beneficiary/Client. This final phase in the PCM includes the evaluation, comparison of what was originally planned and the actual outcome and transparency of the project activities. The financial audit of the Project is concerned with the financial operation and statements of the project. The auditors checks whether financial operations and statements are in compliance with the legal and contractual obligations and that operations are transparent.

14. Key Words and Abbreviations

Estate: The Former Royal Tatoi Estate

Client: Hellenic Republic Asset Development Fund

Consultant: Tivoli A/S

ORSA: Organisation of Urban Planning and Environmental Protection of Athens

Project: Works and services related to the privatization and development of the Tatoi Estate

APPENDICES



Palace Garden
Channel ride



Farm area
Retail, tours and
interaction



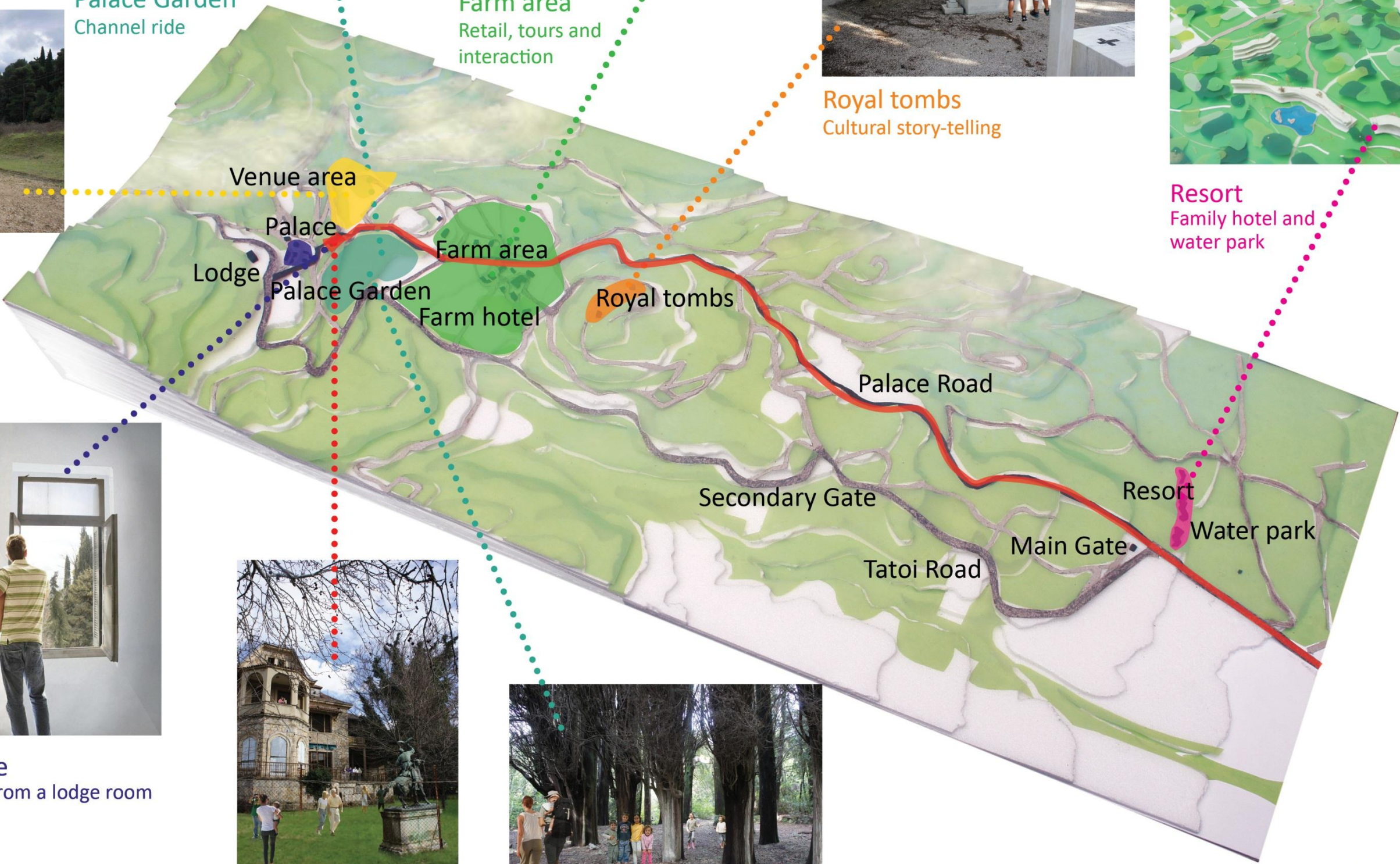
Royal tombs
Cultural story-telling



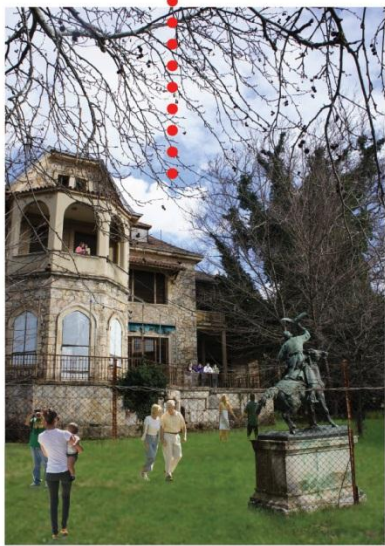
Resort
Family hotel and
water park



Venue area
Recreational public area



Lodge
View from a lodge room

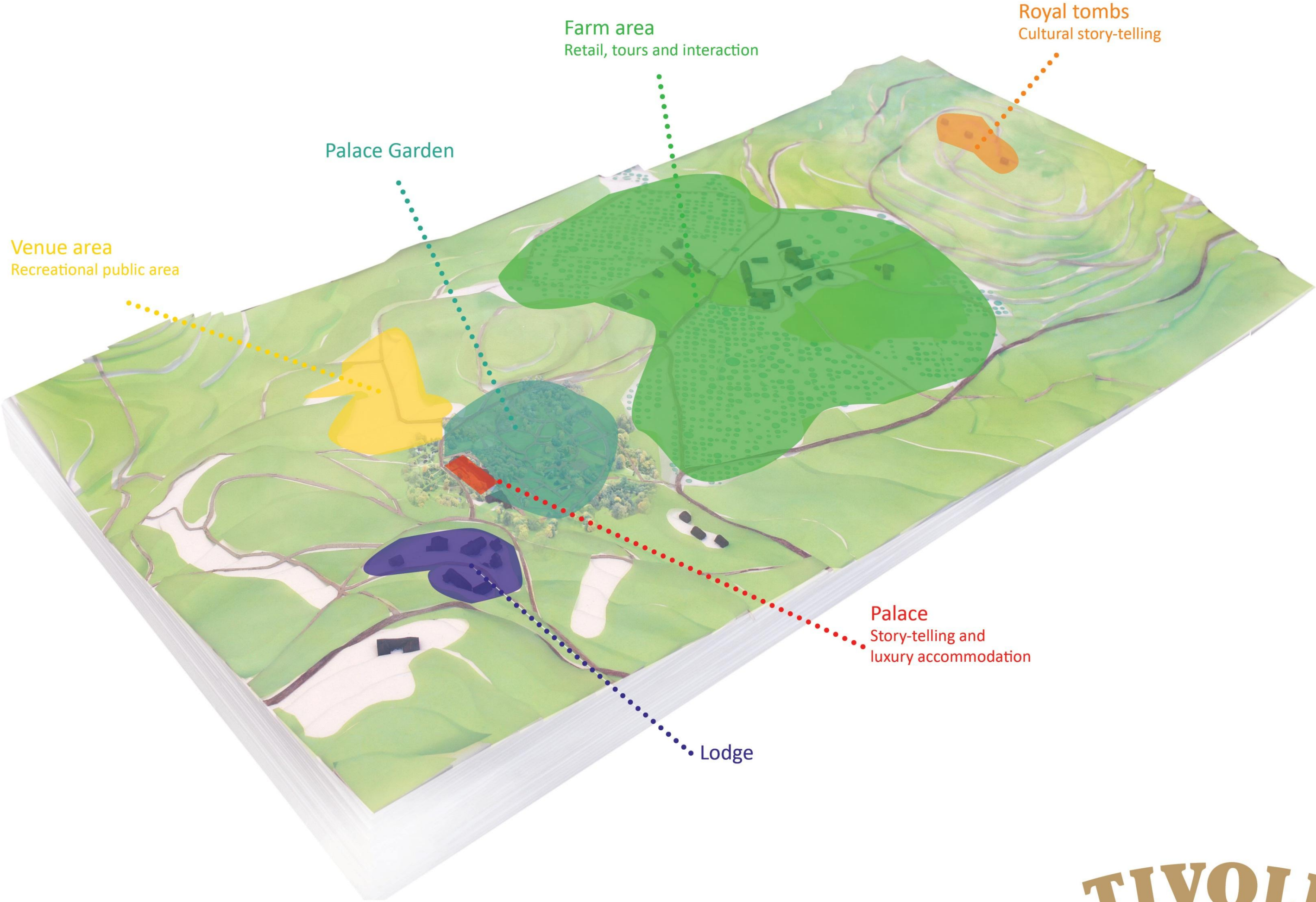


Palace
Story-telling and
luxury accommodation

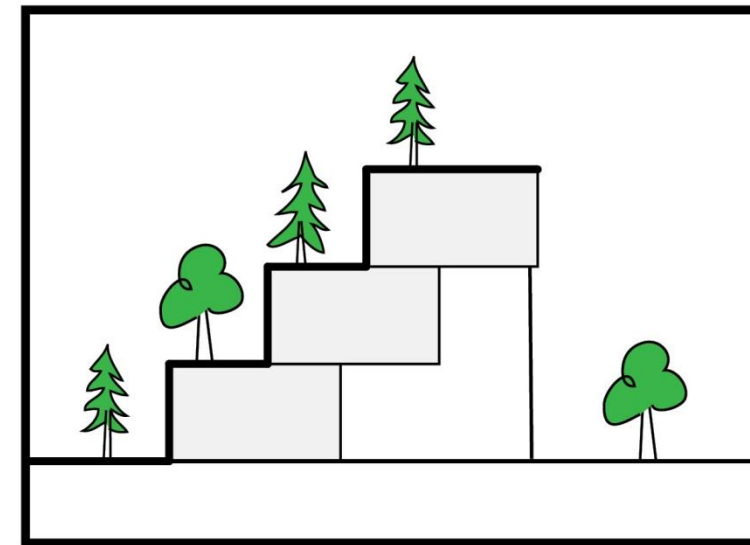
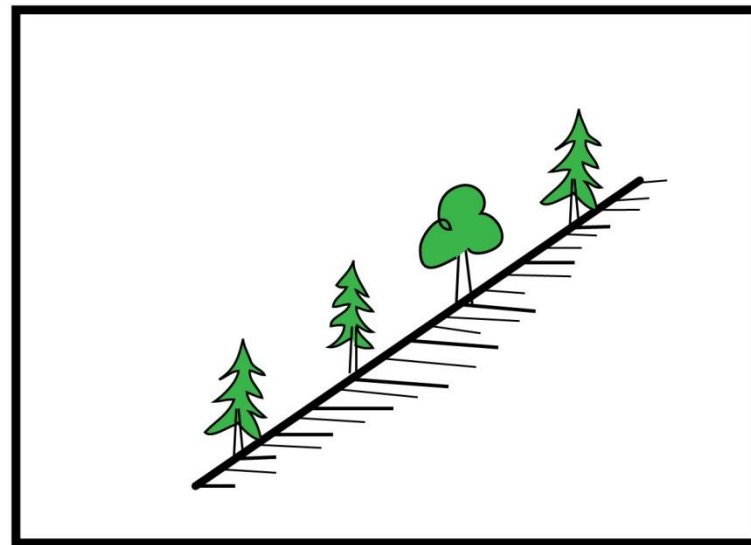


Palace Garden
Enchanted forest theme

TIVOLI
.....







The mountain and forest of Tatoi as an inspiration for the design of the Tatoi Resort



TIVOLI
.....

Appendix 5: Stakeholders

Responsibilities for the privatization of the Estate besides local interest groups are identified as:

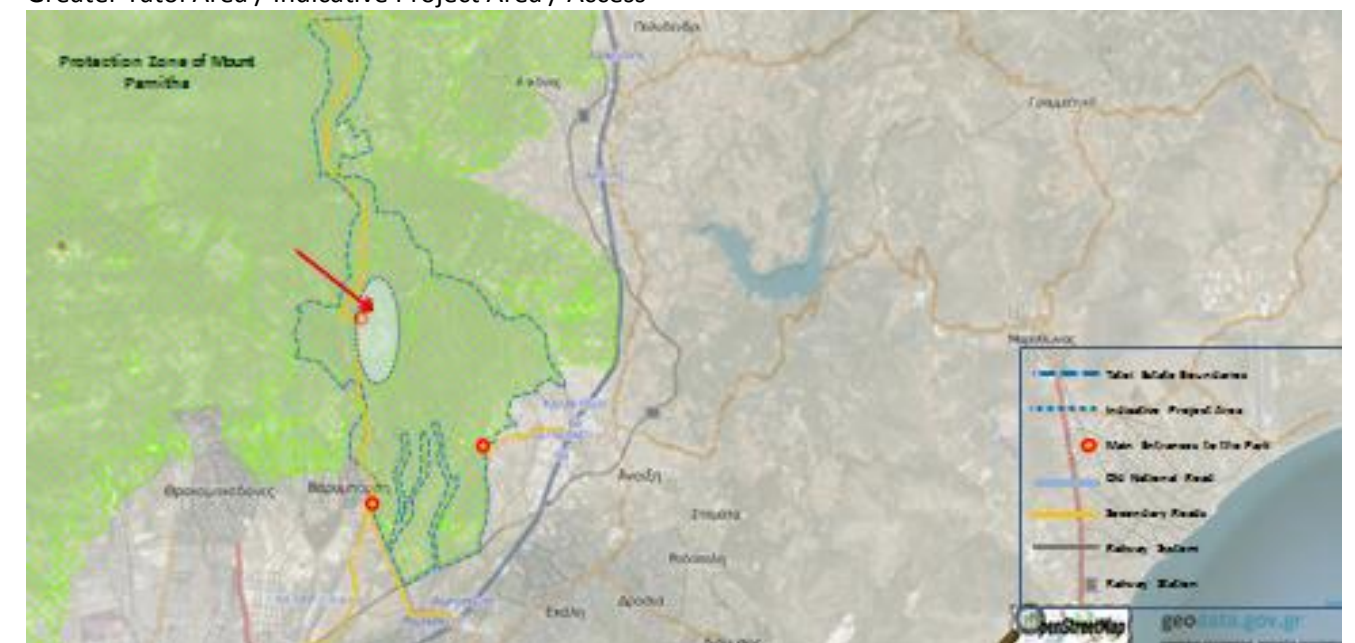
- Privatization process:
 - Hellenic Republic Asset Development Fund
 - Greece National Bank
 - Future Investors / Developers
- Preparation of Project materials:
 - Organisation of Urban Planning and Environmental Protection of Athens
 - Client's consultants
- Interest groups
 - Friends of Tatoi Association
 - Former Royal Family of Greece

Appendix 6: HRADF Presentation: Former Royal Tatoi Estate

Relative position of the Tatoi Estate in the greater Attica region



Greater Tatoi Area / Indicative Project Area / Access



Source: Hellenic Republic Asset Development Fund