Co-funded by the Intelligent Energy Europe Programme of the European Union

Number of project: ELENA-2011-031
Name of project: Aarhus LRT project

Second Bi-annual Progress Report

Date of report: 15.08.2014

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Project website: http://www.letbanen.dk/om-letbanen/real/
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The Second Bi-annual Progress Report for the Aarhus LRT Project has been written according to the contract between the European Investment Bank (EIB) and Aarhus Letbane I/S (contract number ELENA-2011-031). The contract was signed July 16th 2013.


The report uses the following abbreviations:

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Meaning (short for)</th>
</tr>
</thead>
<tbody>
<tr>
<td>AALRT</td>
<td>Aarhus Light Rail Transit - Construction Company (Aarhus Letbane I/S)</td>
</tr>
<tr>
<td>ALDIS</td>
<td>Aarhus Light Rail Transit - Operation Company (Aarhus Letbane Drift I/S)</td>
</tr>
<tr>
<td>Aarhus LRT project</td>
<td>The ELENA funded programme</td>
</tr>
<tr>
<td>CMC</td>
<td>Construction and Maintenance centre</td>
</tr>
<tr>
<td>ASAL</td>
<td>Short for the Ansaldo STS and Stadler consortia that won the turnkey contract for the transportation system</td>
</tr>
</tbody>
</table>

1. Work Progress

This section lists the progress and the achieved results of the work programme.

Over all the work is proceeding according to the plan, although some changes in terms of milestones and projects. Furthermore, there are some minor delays in some of the projects. This is mainly because setting up the project organization has taken more time than first anticipated.

The main achievements made by the Project Development Services in the reporting period are:

**The Programme Management Unit:**
- Four external consultants have been contracted to the programme
- A category regarding energy planning has been added to the AALRT Qualification System. A call for external consultants to apply for prequalification to the AALRT Qualification System has been published. Deadline was February 28th 2014. A list of prequalified consultancies can be found at the AALRT homepage (http://www.letbanen.dk/om-letbanen/udbud/raadgivningsydelser/). The AALRT Qualification System will be open for calls to be prequalified 4 times a year. The next deadline is August 31st 2014.
- Two tender materials has been prepared (tender process is ongoing)
- The homepage about the programme has been updated and the new project name RE:AL has been incorporated (www.letbanen.dk/om-letbanen/elena/)
- Templates for reports, contracts etc. has been produced
Management tools, revised budgets and participation in general project planning and meeting activities.

**WP1: Preparation for the technical integration of the existing rail lines to a light rail network with rail freight capacity**

- Finished study on possible solution for immunisation of Aarhus Central Station area from disturbance from Light Rail 750 V DC. The study has been successful in finding solutions that significantly has reduced the expected construction cost.
- Finished work plans for projects regarding Operational Rules. In this process, several pre-dialog meetings with Trafikstyrelsen (The Danish Transport Authorities) in order to balance the expectations of the approval process and requirements for application materials.
- The safety management organization is in place. A specialist in approval and Common Safety Methods (CSM) has been hired in order to strengthen the safety management organization. The specialist will assist the Safety Manager in developing management tools for the safety approval process and getting approvals and permission for rebuilding of the existing railway to light rail. It is expected that the safety management team will consist of a person with a juridical background. This person has already been hired as part of the staff upgrade.
- The negotiation process regarding infrastructure agreement with Rail Net Denmark have started. This means the most complex and critical part of the contractual framework for the integration of the Grenaa Railway Line has gained momentum. Innovative approaches have been applied to analyse, which models can be applied as a framework for the infrastructure agreements. The analysis has identified a number of challenges, which has to be manage and cleared in order to secure both legality and quality in the future work.

**WP2: Studies and integration of innovative solutions for energy efficiency and power supply**

- Consultancy in the tender phase of the transportation system regarding the technical evaluation of the LLC. The consultancy has led to a more precise scope of work has been defined in the tender material. For instance, criteria’s for parked train management - that has a potential to reduce energy consumption – has been added.
- Consulted a specialist in sustainable buildings to support the technical evaluation of the CMC in the tender phase of the transportation system. The consultancy provided a scrutiny of the bids with focus on sustainability. The consultancy has led to more precise definition of the energy class for the CMC. Furthermore, initial studies for rainwater management has been produced. It is planned that the rainwater will be used for tram wash.
- A study and business case for covering of the stabling area by the CMC has finished. The memo shows a good payback time and list that a covering can lead to reduced energy consumption to heating/cooling of trains, de-icing etc. The report has been presented to the ALDIS board, who are to decide whether a covering will be added as part of the light rail project. It is expected that the ALDIS board will make decision in the matter by the end of October 2014.
Attained and expected results

The cost of the Project Development Services (staff cost + external experts) have amounted to 188.519 EUR in the reporting period. Staff cost has amounted to 99.896 EUR and external experts to 88.623 EUR.

The total cost of the implementation of the AALRT Investment Programme is 19.768.725 EUR in the reporting period. The leverage factor achieved is 140.

Table 1 below shows the status of the status of the cost in the first year of the Aarhus LRT programme and the estimated goal in the original application.

<table>
<thead>
<tr>
<th></th>
<th>2013 H2</th>
<th>2014 H1</th>
<th>Total – Y1 (realized)</th>
<th>Total – Y1 (estimated)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Requested ELENA assistance costs (75%)</td>
<td>76.125</td>
<td>141.389</td>
<td>217.514</td>
<td>1.080.000</td>
</tr>
<tr>
<td>Total assistance costs</td>
<td>101.500</td>
<td>188.519</td>
<td>290.019</td>
<td>1.440.000</td>
</tr>
<tr>
<td>Attained investment</td>
<td>19.760.805</td>
<td>19.768.725</td>
<td>39.529.530</td>
<td>100.700.000</td>
</tr>
<tr>
<td>Leverage factor</td>
<td>260</td>
<td>140</td>
<td>182</td>
<td>93</td>
</tr>
</tbody>
</table>

*Table 1: Status for the first year of the Aarhus LRT programme. The table shows the requested ELENA assistance cost, attained investments and leverage factor. The realized budget is compared to the estimated budget in the Annex 1 to the contract.*

The attained investments make up 39.5 MEUR, which corresponds to 29% of the expected investments of 100.7 MEUR during the first year. The reason for this is that the signature of the turnkey contract for the transportation system was delayed. The turnkey contract includes construction of the new light rail line - its associated systems, and the supply of its trams. It was planned to have a signature ultimo 2013. The turnkey contract was signed by 31st of July 2014. Following the signature of the turnkey contract, the attained investments will increase substantial in the next two years of the work programme. Furthermore, the signage of the contract has led to an increase of the total budget of the Investment Programme from 319.5 MEUR to 455.1 MEUR. See section 4 for further details about the signature of the turnkey contract and the increase in the total budget of the Investment Programme.

The total assistance cost make up 290.019 EUR, which corresponds to 20% of the estimated assistance cost of 1.440.000 EUR in the first year. The main reason for this is that in the first half-year time was spend in order to secure a solid foundation for the programme i.e. Implementing the right organizational set up following the establishment of ALDIS and hiring staff upgrades. Consequently little technical consultancy was bought.

In the second half year of the work programme the assistance cost has double and initiatives to add more resources (external experts) is in process. Following it is expected that the cost of the Project Development Services will increase in H2 2014.
Reports, studies, work plans and tender material

During the last six months, the following reports have been made:

1. Analysis of Immunisation of Aarhus Central Station area for disturbance from Light Rail 750 V DC
   (1_AALRT_Report_Immunisation_Aarhus_Central_Station_ver_1.0)
2. Business case for a covering of the stabling area of the CMC
   (2_AALRT_Business_Case_Overdækning_Opstillingspor_ver_1.0)

The reports will be published at http://www.letbanen.dk/om-letbanen/real/rapporter/. The reports have not been uploaded yet, because we have to await the decision-making process in ALDIS and the finishing of the tender strategy for the implementation of the immunization project before doing so. The reports are attached to this report. We request that the ELENA facility will treat the material as confidential until uploaded on the homepage.

Furthermore, project plans, memos, tender materiel have been made. Among these:

1. Project plan for the process regarding the infrastructure management agreements
2. Project plan for the process regarding operational rules
3. Project plan for the project regarding immunisation of legacy railway signalling
4. Tender documents for two procurements under the qualification system
5. Memo on method for rainwater management in CMC area.

The Programme Management Unit

The Programme Management Unit has been established as described in the First bi-annual Progress Report.

The Programme Management Unit consist of a Support Group and a Project Director. The unit is responsible for the day-to-day development of the Aarhus LRT Project. Currently the Support Group also relies on support from a lawyer and a communication assistant. If needed extra staff will be supplemented.

The Programme Management Unit has initiated tender material and contracts with external consultants, set up homepage, work on project planning etc.

In order to secure ownership and coordination to the Aarhus LRT project meetings have been held almost all levels of the organization. In addition, the Programme Management Unit has provided technical assistance for the project groups and has been participating in the meetings of the AALRT project in general.

In order to manage the programme successfully, have control of resources, and the ability to manage project risk effectively the Programme Management Unit has spent time to define project management tools. Where possible the PM-tools that are already in use by AALRT have been adopted and scaled to the Aarhus LRT Project.
This includes monthly Project Progress Reports, Project Initiation Documents, document control plans and interface management. A Lesson Learned Log will be applied as well.

Furthermore, work has started on defining a more detailed communication plan for the project, so AALRT will be able to fulfil its commitment to facilitate the dissemination of the experience and results learned in the Aarhus LRT project.

Meeting activities
In the first six months, there have been meetings in almost all levels of the organization.

The AALRT board and the ALDIS board have been introduced to the progress of the Aarhus LRT Programme. The ALDIS board has been introduced to the business case regarding the covering of the stabling area.

The Steering Group has had two meetings on the 7th of February and the 14th of April. At the meetings, the members have discussed the status of the programme, the need for technical assistance, budget and approval of the further work. The Steering Group is expected to meet 6-8 times a year. The next meeting is planned for 13th of August 2014.

The Technical Group has not held any meetings in the period. Instead, there has been a need for individual meetings in the project groups and ad hoc meetings to plan the progress of the individual activities in the work programme. The Technical group is expected to meet 3-6 times a year. The next meeting is planned in September 2014.

The Energy Group has had one meeting on May 27, 2014. On the meeting, the interface between the turnkey contract and the work programme was discussed. It is expected that a member from the ASAL consortia will attend the energy group. The Energy group is expected to meet 3-6 times a year. The next meeting is planned in September 2014.

Project Groups: Most of the project groups have had frequent meetings in the reporting period. Project Managers have been chosen for the different projects. The project managers all have invested time in getting the projects aligned with stakeholders and the rest of the activities in both ALDIS and AALRT.

External communication
The Programme Management Unit has set up a website with information in Danish and English about the Aarhus LRT project (www.letbanen.dk/om-letbanen/realf). The website will be developed further in the coming months.

The Project Director – Britta Lyager Degrn has been interviewed for the newspaper Fyens Stitstidende. Following an article describing the application process and the
content of the RE:AL programme was published on the 21st of April 2014. The article is uploaded to the homepage (http://www.letbanen.dk/om-letbanen/real/nyheder/)

There has been a dialogue with the Light Rail project in Odense about AALRT’s experiences with the ELENA facility.

Planned activities for the next reporting period
In the next reporting period, the following main activities will be:

Programme Management Unit:
- Continue work tendering and contracting for external technical assistance in order to secure on time delivery of the AALRT Investment Programme.
- Prepare a communication plan for the AALRT project
- Seek industrial partners/inspiration at InnoTrans
- Start design process of the transportation system
- Continue the initiation of meeting activities on all levels in the organisation of the programme
- Develop models to refine the calculations on saved CO2 and energy efficiency within the programme. This work will be done in collaboration with Aarhus Municipality (Climate Secretariat).

WP1: Preparation for the technical integration of the existing rail lines to a light rail network with rail freight capacity
- Finish study on possible solutions for platform fronts
- Finish the programme phase for immunisation of Aarhus Central Station Area.
- Start work on detail project and tender materials
- The preparation of operational rules will be initiated
- A model for the infrastructure agreement for the Grenaa Railway Line will be agreed upon.

WP2: Studies and integration of innovative solutions for energy efficiency and power supply
- Start design of CMC with local partners and Aarhus Municipality
- Study regarding energy efficient power supply and dialogue with the power utility companies have started.
- The planning and initiation of studies regarding energy conservation for instance energy efficient driving, wayside capacitors and maybe other will have started.

2. Identified problems and risk for implementation

Interface between the turn-Key contract and the AALRT project
Some of the ELENA funded projects are closely linked to scope of work within the turnkey contract of the transportation system. This can potentially be a risk for implementing extra actions regarding energy efficiency and CO2 reduction because the contracts has been signed and there is lesser of an incitement to changes.
The funding from ELENA has led to that the turnkey contract has opening/possibilities to work with energy efficiency. Without funding from ELENA this would not have been implemented.

Furthermore, the initiatives in terms of sustainable CMC, covering of stabilising area, parked train management have been written into the tender material and discussed in the contract negotiations.

In order to secure results, there is a close dialogue between the people in within the AALRT project organization and ALDIS.

Furthermore, it is expected that an employee from ASAL will join the meetings in the energy group.

Stakeholder management and coordination with existing owners and municipalities

There are many stakeholders involved in establishing the first light rail in Denmark. A light rail that also have to have freight capacity. This has proven a difficult task and repeatedly this process turns to be time consuming. Furthermore, following the legal establishing of ALDIS, it has been decided to adjust the project organisation in order to secure a solid foundation for handling the coordination between AALRT, ALDIS and their stakeholders, municipalities, energy supply companies etc.

The new project organization and staff upgrades will help this processes securing delivery on time by creating focus on collaboration, procedures, quality management in projects that both companies have shares in.

3. Contracts of technical assistance

The estimated cost for technical assistance in the work programme is 1,694,000 EUR. Contracts for an estimated 208,800 EUR have been concluded in the reporting period. A total estimated cost of 370,300 EUR have been signed for technical assistance in the first year of the programme.

AALRT have made a qualification system (cf. the Utilities Directive) on 18th July by making an EU notice through the Official Journal. The notice states that the procurement is financed by ELENA as we expect some of the contracts is to be financed by ELENA (See EU notice 2013/S 138-240326).

Four external consultancies have been initiated without tender, but in agreement with the procurement rules. The reason for not tendering the assignments was decided because local knowledge, specialist knowledge, short timeframe advocate for this.

Two procurements are planned to be held under the qualification system in the next reporting period.
See enclosed appendix A for a list of contracts of technical assistance (external experts/subcontracts) committed/completed in the period.

4. Changes in the planned activities under the Project Development Services or in the Investment Programme and other useful information

Contract for the transportation system has been signed

A consortium of Stadler and Ansaldo STS (ASAL) has been selected as the preferred bidder for the turnkey contract to build and equip the first stage of the Aarhus light rail scheme. The contract was signed the 31st of July 2014, following more than a year of negotiations.

The turnkey contract includes construction of the line and its associated systems, and the supply of its trams.

The signage of the turnkey contract marks an important milestone in the Aarhus LRT project.

The total budget of the Investment Programme has increased

Following the signage of the turnkey contract with ASAL. The expected total overall investment cost for the construction of the Aarhus Light Rail has increased from 319.5 MEUR to 455.1 MEUR. This is mainly due to a realized under budgeting in the initial phases of the project. The areas of complexity (also supported by ELENA) have among others proven more costly than initially expected.

As a consequence the ELENA linked investment has increased from 230.2 MEUR to 301.3 MEUR.

The owners of the AALRT Construction Company have all provided their share of the additional funding to the project.

<table>
<thead>
<tr>
<th></th>
<th>Estimated budget (ELENA - Contract)</th>
<th>Budget after 31.7.2014 (Contract ASAL-consortia)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total investment</td>
<td>319.5 MEUR</td>
<td>455.1 MEUR</td>
</tr>
<tr>
<td>ELENA linked investment (2013-2016)</td>
<td>230.2 MEUR</td>
<td>301.3 MEUR</td>
</tr>
</tbody>
</table>

Table 2: The revised budget of the Investment Programme and the ELENA linked investment hereof.

Below is a revised table of that indicates the timetable and cost for the Project Development Services (total assistance cost) and the Investment Programme. The estimated leverage factor is still high.
<table>
<thead>
<tr>
<th></th>
<th>2013 H2</th>
<th>2014 H1</th>
<th>2014 H2</th>
<th>2015 H1</th>
<th>2015 H2</th>
<th>2016 H1</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Requested ELENA ass. costs</td>
<td>76.125</td>
<td>141.389</td>
<td>450.000</td>
<td>525.000</td>
<td>525.000</td>
<td>194.235</td>
<td>1.911.750</td>
</tr>
<tr>
<td>Total assistance costs</td>
<td>101.500</td>
<td>188.519</td>
<td>600.000</td>
<td>700.000</td>
<td>700.000</td>
<td>258.980</td>
<td>2.548.999</td>
</tr>
<tr>
<td>Investments</td>
<td>19.760.805</td>
<td>19.768.725</td>
<td>50.335.570</td>
<td>70.469.799</td>
<td>70.469.799</td>
<td>70.469.799</td>
<td>301.274.497</td>
</tr>
<tr>
<td>Leverage factor</td>
<td>259.6</td>
<td>139.8</td>
<td>111.9</td>
<td>134.2</td>
<td>134.2</td>
<td>362.8</td>
<td>157.6</td>
</tr>
</tbody>
</table>

Table 3: Timetable for cost for the Project Development Services (total assistance cost) and the Investment Programme.

Change in the overall time schedule

Because of the delay in tender phase for transportation system the start of operation has been postponed the H1 2017. Consequently, the energy savings will start in 2017 and not in 2016 as described in annex 1 to the contract.

Plans to change the ownership of the Aarhus Letbane I/S

It has been stated as a premise in the political agreement to provide extra funding to the Aarhus Light Rail project that the Government of Denmark withdraws from the ownership of the AALRT construction company.

The change in the ownership has to be implemented through a change to the Aarhus Light Rail Act. It is expected that the amendment to the law will be adopted by the Danish parliament by the end of 2014. When the amendment to the Aarhus Light Rail Act is adopted, the ownership of the Final Beneficiary will be:

- Aarhus Municipality - 50%
- Central Denmark Region - 50%

The change in the ownership will have no practical impact on AALRT. The existing organization will continue as planned and the Aarhus LRT project funded by ELENA is consequently unaffected.

5. Financial Statement

See the attached appendix B for a financial status covering the reporting period.
Appendix A  
Contracts for technical assistance (external experts/subcontracts) committed/completed in the reporting period

<table>
<thead>
<tr>
<th>Nb of subcontract</th>
<th>Name of external consultant / subcontractor</th>
<th>Short description of mission</th>
<th>Expected total costs of subcontract(s) [EUR]</th>
<th>Duration of subcontract(s) (start and end date)</th>
<th>Procurement procedure applied</th>
<th>Tender publication references (e.g. OJEU announcement)</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>3</td>
<td>Nordconsult</td>
<td>Memo from specialist regarding covering of stabling area and experiences from Bybanen in Bergen. Input to business case for covering of stabling area.</td>
<td>1.000 EUR</td>
<td>10.02.2014 - 30.05.2014</td>
<td>Invited Offer</td>
<td>None</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>COWI</td>
<td>Business case for covering of stabling area. Consulting in the tender phase for the transportation system regarding sustainable CMC. Screening and advice regarding tender offers.</td>
<td>8.000 EUR</td>
<td>11.03.2014 - 31.12.2014</td>
<td>Invited Offer</td>
<td>None</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Rail Net Denmark</td>
<td>Analysis of requirements, and possible solutions for immunization for Aarhus Central Station Area.</td>
<td>77.000 EUR</td>
<td>24.03.2014 - 30.06.2014</td>
<td>Invited Offer</td>
<td>None</td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>Rail Net Denmark</td>
<td>Detailed functional requirement, implementation strategy, tendering strategy, start approval process and detailed budget for implementation of the technical project for immunisation of Aarhus Central Station area</td>
<td>116.800 EUR</td>
<td>07.07.2014 - 31.09.2014</td>
<td>Invited Offer</td>
<td>None</td>
<td></td>
</tr>
</tbody>
</table>
## Appendix B  Financial statement – number 2

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### European Investment Bank
**ELENA - European Local Energy Assistance**

**Financial Statement**

<table>
<thead>
<tr>
<th>Name of project:</th>
<th>Aarhus LRT Project</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of project:</td>
<td>ELENA – 2011 -031</td>
</tr>
<tr>
<td>Reporting period from:</td>
<td>16/01/2014 to 15/07/2014</td>
</tr>
<tr>
<td>Currency used:</td>
<td>EUR1</td>
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</table>

#### STAFF COSTS
*(Justification for labour costs may be requested by the Bank)*

<table>
<thead>
<tr>
<th>Line</th>
<th>Name</th>
<th>Category name (e.g. senior expert, engineer, etc.)</th>
<th>Number of man-hours</th>
<th>Hourly rate</th>
<th>Staff costs amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Britta Degn</td>
<td>Project Director</td>
<td>593,00</td>
<td>77,36</td>
<td>45.874</td>
</tr>
<tr>
<td>2</td>
<td>Birger Christensen</td>
<td>Project Manager</td>
<td>646,00</td>
<td>65,94</td>
<td>42.597</td>
</tr>
<tr>
<td>3</td>
<td>Helle Koch Di Diego</td>
<td>Specialist</td>
<td>34,00</td>
<td>57,07</td>
<td>1.940</td>
</tr>
<tr>
<td>4</td>
<td>Willy Pedersen</td>
<td>Controller</td>
<td>103,00</td>
<td>69,75</td>
<td>7.184</td>
</tr>
<tr>
<td>5</td>
<td>Jens Velling</td>
<td>Communications</td>
<td>42,00</td>
<td>54,78</td>
<td>2.301</td>
</tr>
</tbody>
</table>

**Total** 1,418.00  
**99.896**

The cost of staff assigned to the action, comprising actual salaries plus social security charges and other statutory costs included in the remuneration, provided that this does not exceed the average rates corresponding to the beneficiary's usual policy on remuneration.

#### EXTERNAL EXPERTS / SUBCONTRACTING

<table>
<thead>
<tr>
<th>Line</th>
<th>Name of Subcontractor</th>
<th>Description of the work undertaken</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Macroplan</td>
<td>Specialist in transport LCC and innovation</td>
<td>0</td>
</tr>
<tr>
<td>2</td>
<td>TrailC</td>
<td>Specialist</td>
<td>23,086</td>
</tr>
<tr>
<td>3</td>
<td>Banedanmark (Rail Net Denmark)</td>
<td>Analysis immunization for Aarhus Central Station Area.</td>
<td>56,961</td>
</tr>
<tr>
<td>4</td>
<td>NorConsult</td>
<td>Specialist consultancy regarding covering of stabling area</td>
<td>623</td>
</tr>
<tr>
<td>5</td>
<td>Cowi</td>
<td>General consultancy regarding sustainable CMC. Energy review of tender offers.</td>
<td>7,953</td>
</tr>
</tbody>
</table>

**Total** 88,623

#### TOTAL ELIGIBLE COSTS FOR THE PERIOD

<table>
<thead>
<tr>
<th>Direct staff costs</th>
<th>99,896</th>
</tr>
</thead>
<tbody>
<tr>
<td>External Experts / Subcontracting</td>
<td>88,623</td>
</tr>
</tbody>
</table>

**Total** 188,519

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1Exchange rate is calculated at 7.45