QUEENSLAB

ESTD Group 2025

FLEXIBILITY PREMIUM

BUSINESS CASE STUDY

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Flexibility Premium

Why Industry leaders choose modern, flexible spaces over cost optimization

Why this matter

Plasma operators face a paradox: the regulatory 14-day donation interval restriction caps donor volume per person. To hit volume targets, operators need more donors — which require more locations.

The conventional assumption is that expansion decisions are driven by rent optimization: “Find the cheapest space, reduce occupancy costs, reinvest savings.”

But the leading operators in the Czech market are doing something different. They're choosing modern, flexible buildings despite competitive or market-rate pricing.

This isn't irrational. It's strategic. And it reveals what actually drives expansion efficiency.

The pattern

Unica Plasma (Kedrion subsidiary) provides the clearest example.

In July 2026, within a single month, Unica made two coordinated moves:

July 20th: Relocated Prague center from Hradčanská Office Center (traditional lease, 2008 building) to Blox (modern, flexible, 2015 BREEAM-certified building)
July 15th: Opened new center in České Budějovice, Shopping Centre Géčko

Both within 30 days. Not sequential expansion—simultaneous.

The lease model and pricing context is instructive:

CBRE, which leases Blox's office space, quotes standard commercial rates at 19–21€/m²/month; ČMN's own presentation lists Bloxs asking rate at 18.5€/m²/month — modestly below CBRE's general range, from the leasing agent's own market context.

The building's asking rate is competitive with market standards. The strategic driver behind Unica's choice doesn't appear to be cost minimization, but a building type and lease structure that enables simultaneous expansion.

The question

If they could lease cheaper, why move to a building with market-competitive pricing?

The answer reveals what's actually happening.

The analysis: Why the choice makes sense

1. Building age & operational cost

Hradčanská Office Center (2008 building) vs. Blox (2015 BREEAM-certified building) represent different operational realities.

Plasma centers operate high-efficiency walk-in freezer 24/7 among other energy-related operating expenses. Energy consumption is substantial and non-discretionary.

A newer building with BREEAM certification typically provides better insulation and HVAC efficiency, lower utility costs (despite comparable base lease), and regulatory alignment with modern standards.

The math: Market-rate lease at a modern building may offset operational cost savings (utilities, maintenance) on a high-energy-demand operation. The net total cost of occupancy may be lower than older space at lower rent.

2. Regulatory & ESG context: Kedrion's net zero strategy

The choice to prioritize modern, BREEAM-certified buildings isn't optional strategy —it's a regulatory necessity driven by parent company Kedrion's binding ESG commitments.

Kedrion Group's 2025 Sustainability Report commits to Net Zero operations by 2033 across ALL operation sites. This commitment includes specific facility energy requirements: high-efficiency HVAC system upgrades, installation of low-consumption lighting systems, and advanced energy monitoring systems at all locations by 2033.

Plasma centres represent approximately 9% of Kedrion's total energy consumption —a material figure in achieving Net Zero targets. This means plasma facility efficiency directly impacts corporate ESG performance and investor reporting. Kedrion's Environmental Health & Safety (EHS) and Facilities standards reinforce "the physical safety of both donors and surrounding communities" through strict compliance procedures governing construction, operation, and maintenance of all plasma centres.

BREEAM-certified buildings like Blox directly fulfill Kedrion's 2033 Net Zero requirements through modern HVAC systems, high-efficiency insulation, and integrated energy monitoring —systems that aging buildings like Hradčanská Office center cannot be retrofitted to meet cost-effectively. Therefore, Unica's shift to Blox isn't cost optimization or convenience— it's a strategic necessity mandated by parent company ESG targets and regulatory timelines.

3. Location & donor demographics: The tenant mix strategy

Operators don't simply choose modern shopping centers —they select specific shopping centers with tenant mixes that align with their target donor demographics.

Unica's Géčko (České Budějovice): established 2007, CPI portfolio management, 11,862 m² GLA, 78 shops, 10 restaurants and quick stops, 1,200 parking spaces. Tenant mix includes premium dining (wine bars, Indian restaurant, international cuisine), fashion retail (C&A, CCC, Oliver, Klenoty), health services (pharmacies, opticians), and financial services. This premium, large-format environment attracts educated, affluent consumers with discretionary spending patterns.

BioLife's OC Centrál Chomutov: recently sold (under new ownership), under current revitalization, 4,400 m² GLA (micro-center), ~30 tenants, 50 parking spaces. Tenant mix consists of essential services (Billa grocery, two banks, pharmacy, drugstore) alongside casual dining (coffee/bubble tea shop, restaurant) and basic services (barbershop, flower shop, currency exchange). This convenience-focused, compact environment serves local, essential-services-oriented demographics.

The strategic difference is clear: same decision (choose a modern/modernizing shopping center), but fundamentally opposite positioning. Unica targets volume and affluent demographics through large format and premium offerings. BioLife targets convenience and local demographics through micro-format and essential services. Both operators are selecting buildings and tenant environments optimized for their specific donor acquisition strategies.

4. Regional market context: The macro determinant

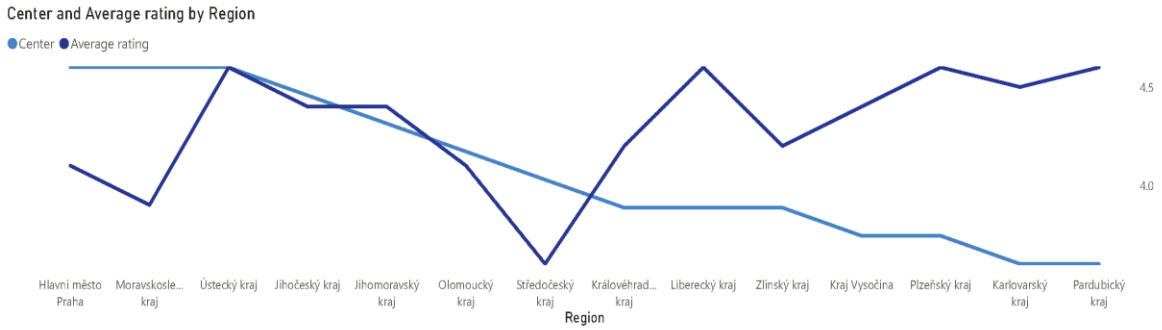
The tenant mix and center format choices reflect deeper regional market conditions that make each strategy optimal for its location.

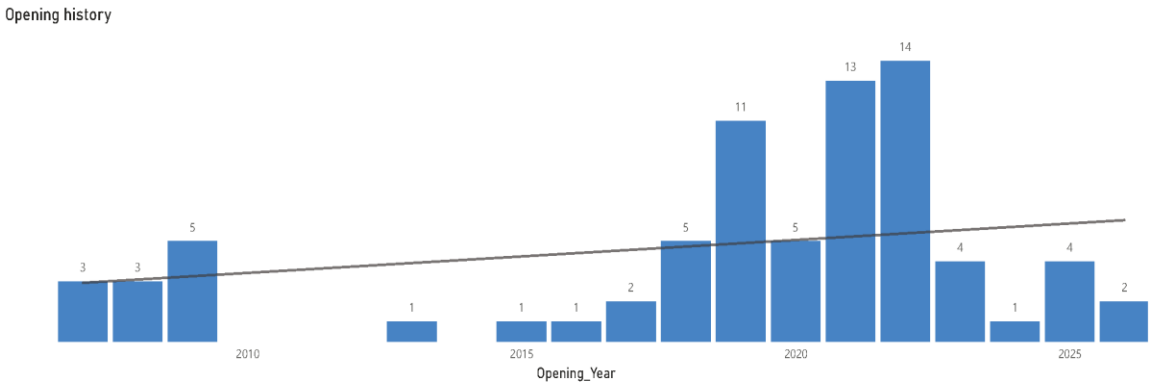
Metric	České Budějovice	Chomutov
City Population (in Thousands)	97,231	80,589
Regional Donor-Eligible (18-65 age)	395,007	496,740
Plasma Centers (city)	5	2
Competing Operators	3	2
Universities	5	1
Unemployment Rate	2.9%	4.1%
Household Net Income	247,369 CZK	266,733 CZK
Low-Income Segment (15-30K)	65.4%	60.9%
Market Strategy	Concentrated/Premium	Dispersed/Convenience

The regional context validates the operator strategy divergence: Unica's premium Géčko choice reflects České Budějovice's concentrated market competition, educated demographic, and strong economic conditions- a market that rewards premium positioning and attracts affluent donors. BioLife's convenience Central choice reflects Chomutov's dispersed market with lower local competition, working-class demographic, and weaker employment —a market where convenience and cost-efficiency serve the accessible donor base more effectively.

National validation: The acceleration trend

The Unica and BioLife pattern isn't isolated strategy—it reflects a nationwide industry shift toward flexible, modern positioning.





National opening history data across all Czech regions demonstrates accelerating expansion: Pre-2020 expansion averaged 3-5 plasma centers opened annually. Since 2020, expansion has accelerated dramatically to 11-14 centers annually. Peak expansion occurred in 2024 with 14 centers opened in a single year - a 280% increase compared to pre-2020 averages.

This acceleration is significant because it validates the underlying thesis: rapid multi-center expansion at this scale is only operationally feasible with flexible financial commitments and strategic location selection. Traditional long-term lease models —which lock capital and require building-by-building justification —cannot support 14 simultaneous openings. The acceleration from 5 centers/year (2019) to 14 centers/year (2024) proves the market has shifted toward flexible lease structures and modern building selection.

Operators scaling from 3-5 locations annually to 11-14 locations annually cannot do so with cost-minimization strategy. They require flexible space commitments, operational efficiency in modern buildings, and demographic targeting through sophisticated location selection. The data supports the finding: modern, flexible positioning is not a luxury choice — it's a necessity for operators attempting rapid network expansion.

5. Flexibility & capital distribution

Modern flexible buildings often offer shorter lease terms or greater flexibility in terms compared to traditional long-term commercial leases.

This matters operationally: Unica can adjust the Dejvická location's lease commitment without locked excessive capital. That flexibility —paired with competitive pricing —enables simultaneous expansion into České Budějovice. Traditional long-term leases at lower rates would have required capital to be committed upfront. Flexible arrangements at market rates distribute that commitment, enabling faster network expansion.

The Finding

Plasma operators choosing modern or modernizing buildings aren't optimizing for lowest rent.

They're optimizing for:
1. Operational efficiency (modern/modernized buildings = lower energy cost for high-demand operations)
2. Regulatory & ESG compliance (Kedrion's Net Zero 2033 commitment requires BREEAM-standard facilities)
3. Capital velocity (flexible terms at market rates = faster expansion capability)
4. Location quality (demographic targeting through strategic tenant mix > cost minimization)
5. Regional market fit (center format and positioning matched to regional economic and competitive conditions)
6. Network scalability (national trend confirms: operators scaling 280% annually require flexible positioning)

Market-competitive or favorable pricing at modern/modernizing buildings is an investment in operational strategy and regulatory compliance, not a cost disadvantage.

This matters for operators making expansion decisions: The question is no longer “What's the cheapest space?” but “What building type, location format, tenant environment, regulatory alignment, and regional market strategy enables fastest, most efficient expansion?”

Leading operators have already answered. They're building networks with strategic precision matched to regulatory timelines, regional conditions, and national expansion pace - not minimizing occupancy costs.

Next steps & future directions

This analysis focuses on lease model, building modernization, tenant mix strategy, regulatory & ESG compliance, regional market context, and national expansion acceleration. Deeper investigation could explore comparative operational cost analysis across regions, donor acquisition efficiency by location type and regional conditions, capital velocity modeling across multi-center networks, ESG compliance roadmap for plasma operators, network density optimization and regional market saturation analysis.

This framework is a proof-of-concept for analyzing operator strategic decisions at micro (building/tenant), regulatory (ESG compliance), regional (market conditions), and macro (national expansion) levels.

Methodology

This analysis integrates data from multiple primary and secondary sources to construct a micro-level (building/lease), regional (market), and macro-level (national) assessment of Czech plasma operator location strategy.

Data sources

Building specifications and lease models: Official websites of Českomoravská Nemovitostní a.s. (blox-offices.cz), CPI portfolio databases, Géčko Shopping Center official website, and commercial real estate market analysis (CBRE). Building certifications and energy standards were sourced from BREEAM certification databases and facility management documentation.

Shopping center tenant composition: Official tenant directories from CPI (Géčko), real estate portals (OC Centrál Chomutov specifications from CS Property Real Estate Agency), and supplementary research via official Facebook pages (OC Centrál Chomutov) to identify tenant mix changes during revitalization periods.

Regional market data: Czech Statistical Office (population, demographics, unemployment rates, household income by region). Data reflects 2021-2025 regional profiles for Jihočeský (České Budějovice) and Ústecký (Chomutov) regions.

Regulatory and ESG context: Kedrion Group's 2025 Sustainability Report (primary source for Net Zero 2033 commitment, energy targets, facility standards). Corporate ESG commitments were cross-referenced against European healthcare facility standards and BREEAM certification requirements.

National expansion trends: QueensLab Group's Plasma Market Power Matrix (2026) provided center opening history across 43 Czech cities (2007-2026). Data reflects confirmed center openings and annual expansion pace analysis.

Scope and limitations

Geographic scope: Analysis covers 43 Czech cities (national trend data) with detailed case study focus on two regions: Jihočeský (České Budějovice) and Ústecký (Chomutov). The two-region comparison reflects operator’s location strategy divergence in similar yet distinct regional economic conditions.

Temporal scope: Opening history data spans 2007-2026. Regional demographic and employment data reflects 2021-2025 statistical snapshots. ESG data is current as of Kedrion Group's December 31, 2025 sustainability report. Lease pricing reflects current market conditions (mid-2026).

Data limitations: Tenant mix analysis relies on publicly available shopping center directories and official websites; not all tenant changes may be reflected in real-time. Energy efficiency claims are inferred from

BREEAM certification standards and building age/specifications; no energy bills were accessed to verify actual consumption. Regional operator expansion data is based on confirmed center openings and does not account for announced but unopened facilities.

Analysis approach

The analysis employs comparative case study methodology, examining two plasma operator expansions (Unica Plasma and BioLife) across two distinct regional markets. OSINT (open-source intelligence) techniques were used to identify building specifications, lease rates, and tenant compositions from publicly available sources. Regional market analysis incorporated demographic, employment, and economic data to contextualize operator strategic choices. National expansion trends were analyzed quantitatively to validate the micro-level (building/lease) findings at scale.

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About QueensLab Group

QueensLab Group is a specialized analytical powerhouse at the intersection of Biopharmaceuticals, Plasmapheresis, and Medtail commercial real estate. We deliver high-precision data modeling, financial planning, and strategic commercial analysis to drive data-driven decision-making in the healthcare segment.

Core Expertise:

Data Analytics & Modeling: Advanced proxy data synthesis and real-world evidence analysis.
Commercial Strategy: Financial performance modeling for healthcare infrastructure and Medtail assets.
Bio-Pharma Intelligence: Strategic insights in plasma-derived therapies and healthcare sector metrics.

We transform complex, fragmented datasets into actionable growth strategies.

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