

# BUSINESS PLAN PRESENTATION

*A new national leader for the integrated  
management of the infrastructure lifecycle  
is born*

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Engineering, sustainable development, mobility  
systems, new travel technologies

Rome, 21 January 2021

**autostrade** // per l'italia



# Rapidly evolving context

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Need and opportunity for a radical renewal of the road infrastructure network



**Focus on safety**

**Investments** in infrastructures ('14-'18) lower in Italy (0.2% GDP) vs. the European average (0.4%)

Growing **vulnerability** of the Italian **territory**: ~7.000 municipalities in areas at risk of landslides/land instability

Average age of **ASPI network** ~**50 years**



**Emerging digital infrastructures**

**EUR 550 billion** of estimated **smart road** investments worldwide by 2025 (100 in green-field)

**30% of the network "connected"** by 2030: sensors and 5G technologies

# Rapidly evolving context

Paradigm shift in transport, on all fronts (expedited by the implications of the Covid-19 crisis)



## Modal shift

>40% of the population inclined to increase **private car** use for medium-long distance travel<sup>1</sup>, also as a result of the pandemic. Change in **mobility habits** also due to **smart working**



## Sustainable mobility

~3x increase in **shared vehicles** between 2018 and 2030 (~9% average annual growth)

~10% of the **vehicle fleet to be electric** by 2030 (today <1%), ~4 million electric vehicles expected<sup>2</sup>



## Freight transport 2.0

**eCommerce** growth: ~18% incidence on global purchases (vs. ~5% as of 2018)

**50-60% L3-L4<sup>3</sup> self-driving vehicles** by 2030

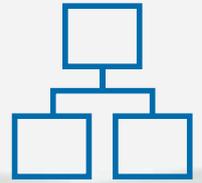
# // Delivery plan



**Maintenance:** +60% on average during the plan period (vs. previous cycle)<sup>1</sup>

**Investment commitments** (new works and existing asset upgrades): +110% on average during the plan period (vs. previous cycle)<sup>1</sup>

# // New vision of the ASPI "Group"



**Integrated management of the mobility infrastructure lifecycle** (research, engineering, construction, management, maintenance)

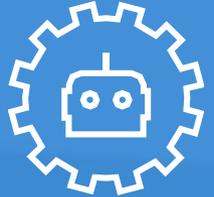
**+** **Innovative services** for travellers, also besides the motorway network

**Innovation** and research applied to engineering to become a "smart" infrastructure

**Sustainability** at the heart of the value creation process

Excellent player also active in the **non-captive market**

# // Transformation plan



**"Next" plan** for an all-around **business transformation**

**+** **Full digitisation** of the operating model (a data-driven, secure, fast, transparent ASPI), with an investment of EUR 170-200 million in 2021-2023

<sup>1</sup> Plan period: 2020-24; previous cycle: 2015-19

# Delivery plan

A structural revolution in network care, management and maintenance systems in less than 2 years



Turnaround of the **surveillance activities of the assets**, entrusted to a consortium of external companies of international importance<sup>1</sup>



In one year **19,000+ inspections** (bridges, viaducts, flyovers, tunnels); launch of the programme for the **digital mapping** of the network (ARGO)



Major **maintenance effort**: EUR 400m in 2019, EUR 650m in 2020 vs. an average of about EUR 300m in 2017-18



Renewal of **80%+ of operational managerial positions** and strengthening of **organizational safeguards** (e.g. "Quality")

A process of profound renewal of the company

New nationally recognised standards for medium to long-term infrastructure management

A necessary reaction after the tragedy in Genoa

# EUR 21.5 billion delivery plan

EUR 14.5 billion in CapEX and EUR 7 billion in maintenance by 2038<sup>1</sup>



Capital expenditure  
EUR billion, 2020-2038



Maintenance  
EUR billion, 2020-2038



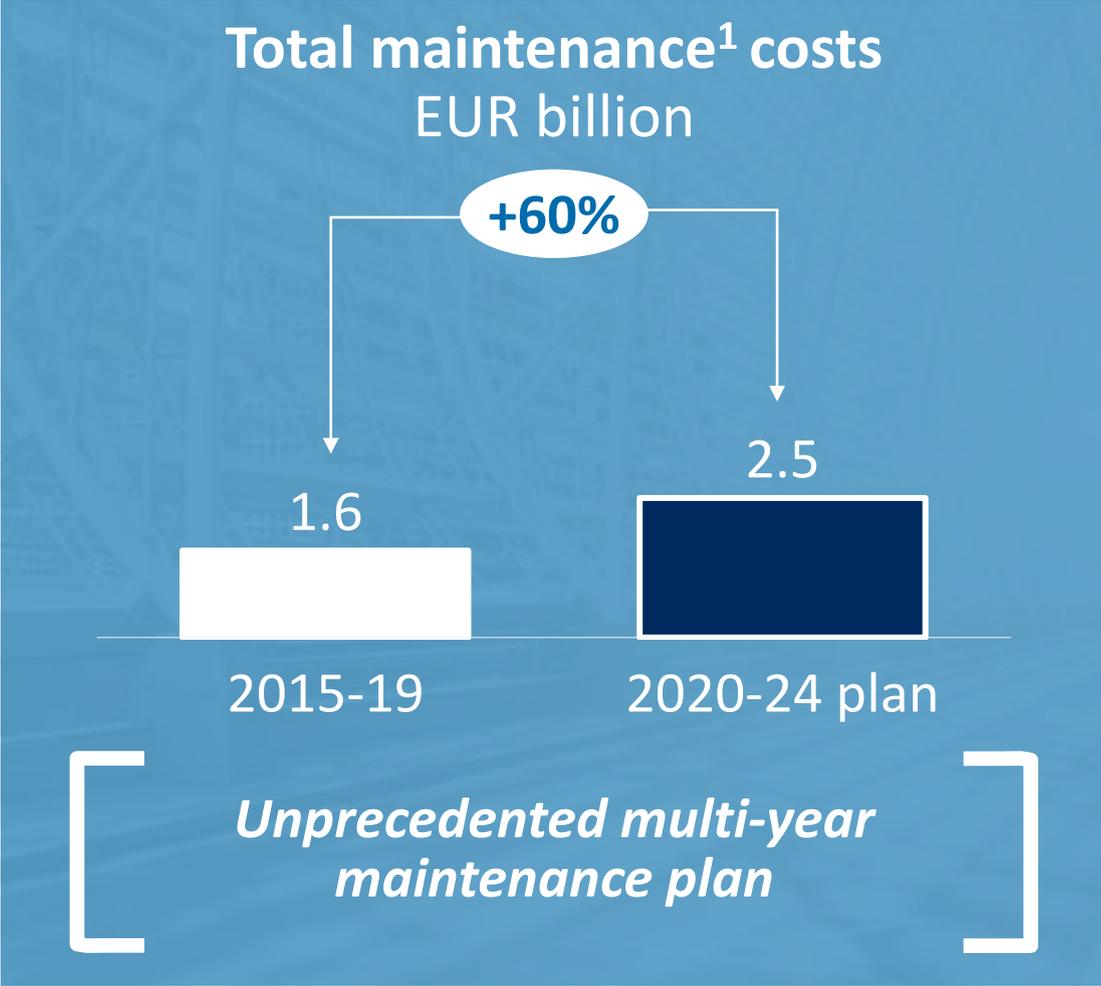
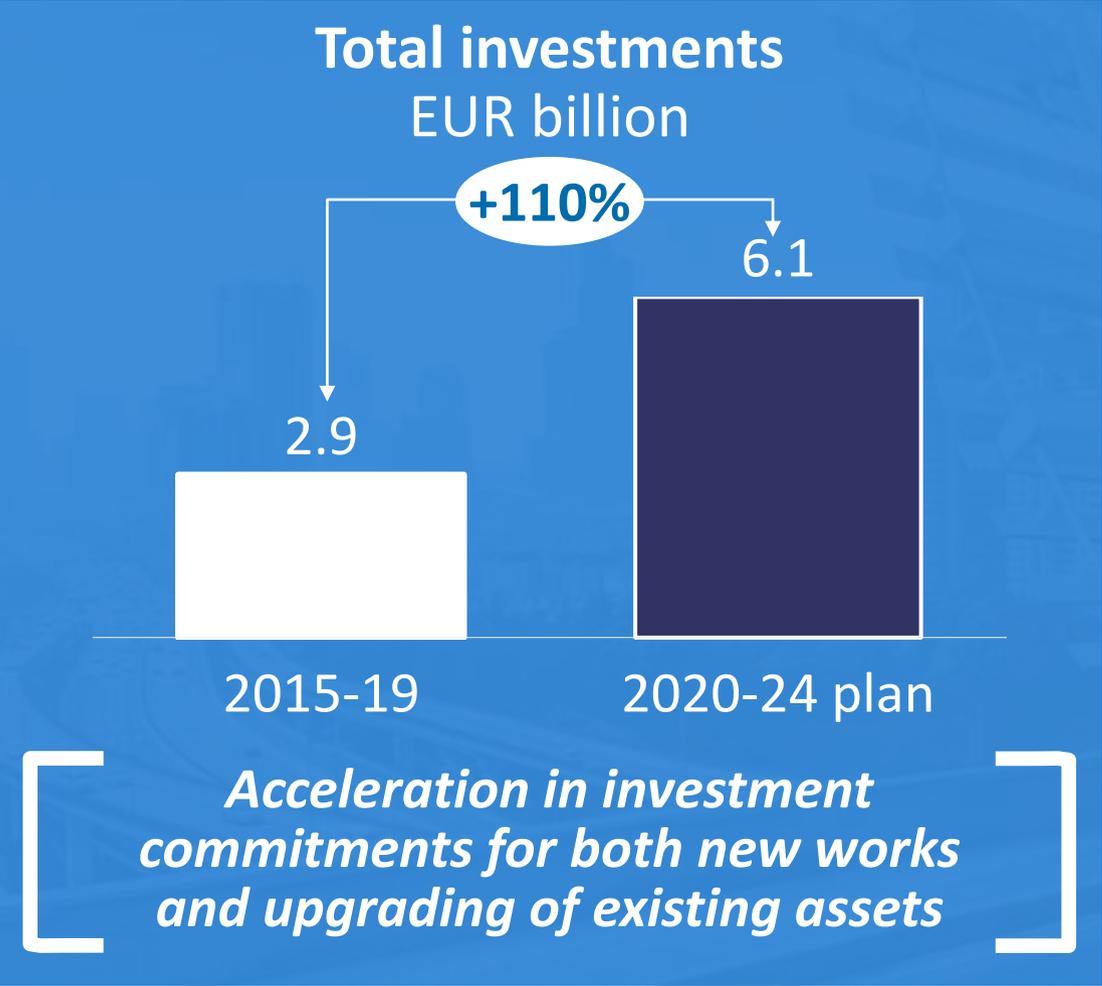
Liguria <sup>2</sup>	<b>5.3</b> of which EUR 4.2bn for new works (e.g. Bypass)	<b>1.2</b>
Emilia Romagna <sup>2</sup>	<b>3.0</b> of which EUR 2.4bn for new works	<b>0.8</b>
Tuscany	<b>2.7</b> of which EUR 2.1bn for new works	<b>1.0</b>
Lombardy	<b>0.9</b> of which EUR 0.5bn for new works	<b>0.9</b>
Veneto <sup>2</sup>	<b>0.4</b> of which EUR <0.1bn for new works	<b>0.4</b>
Apulia, Marche, Lazio, Abruzzo, Campania <sup>2</sup>	<b>2.1</b> of which EUR 0.2bn for new works	<b>2.5</b>
	<b>14.5</b> of which EUR 9.4bn for new works	<b>6.8</b>

<sup>1</sup> Detailed by region in the appendix

<sup>2</sup> The regions report to Section Departments

# Delivery plan

Ambitious timeline, strong acceleration in the current cycle (2020-2024)



<sup>1</sup> Ordinary, non-recurring (not including Polcevera) and internalised

# Delivery plan

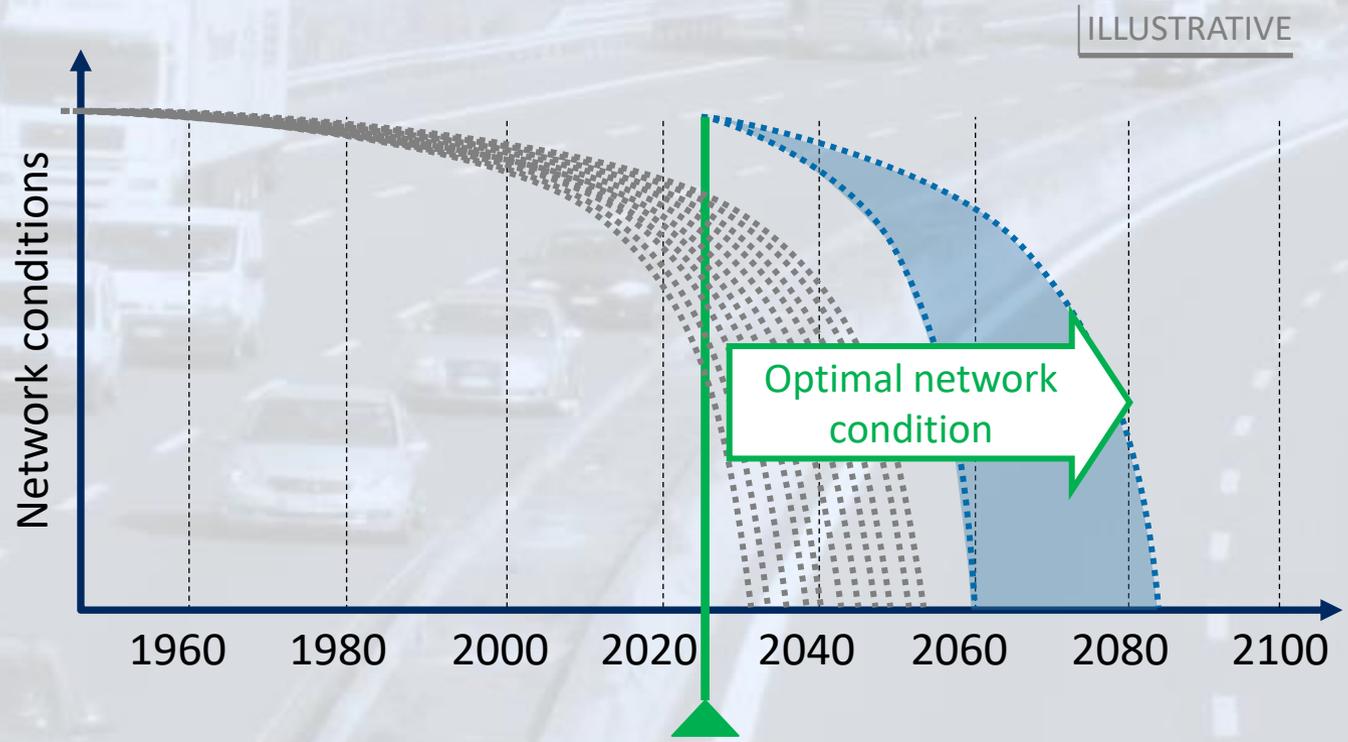
Objective: a radically modernised motorway infrastructure

**~50%**

of bridges and viaducts built before 1970 (and ~93% before 1990)

**~35%**

of km of tunnels built before 1970 (and ~78% before 1990)



**Investment programme made possible by the extensive asset "assessment" effort started in 2019**

**100%**

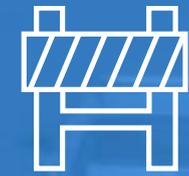
of assets subject to "assessment" and intervention



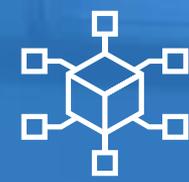
**Bridges and viaducts**



**Tunnels**



**Barriers (noise barriers)**

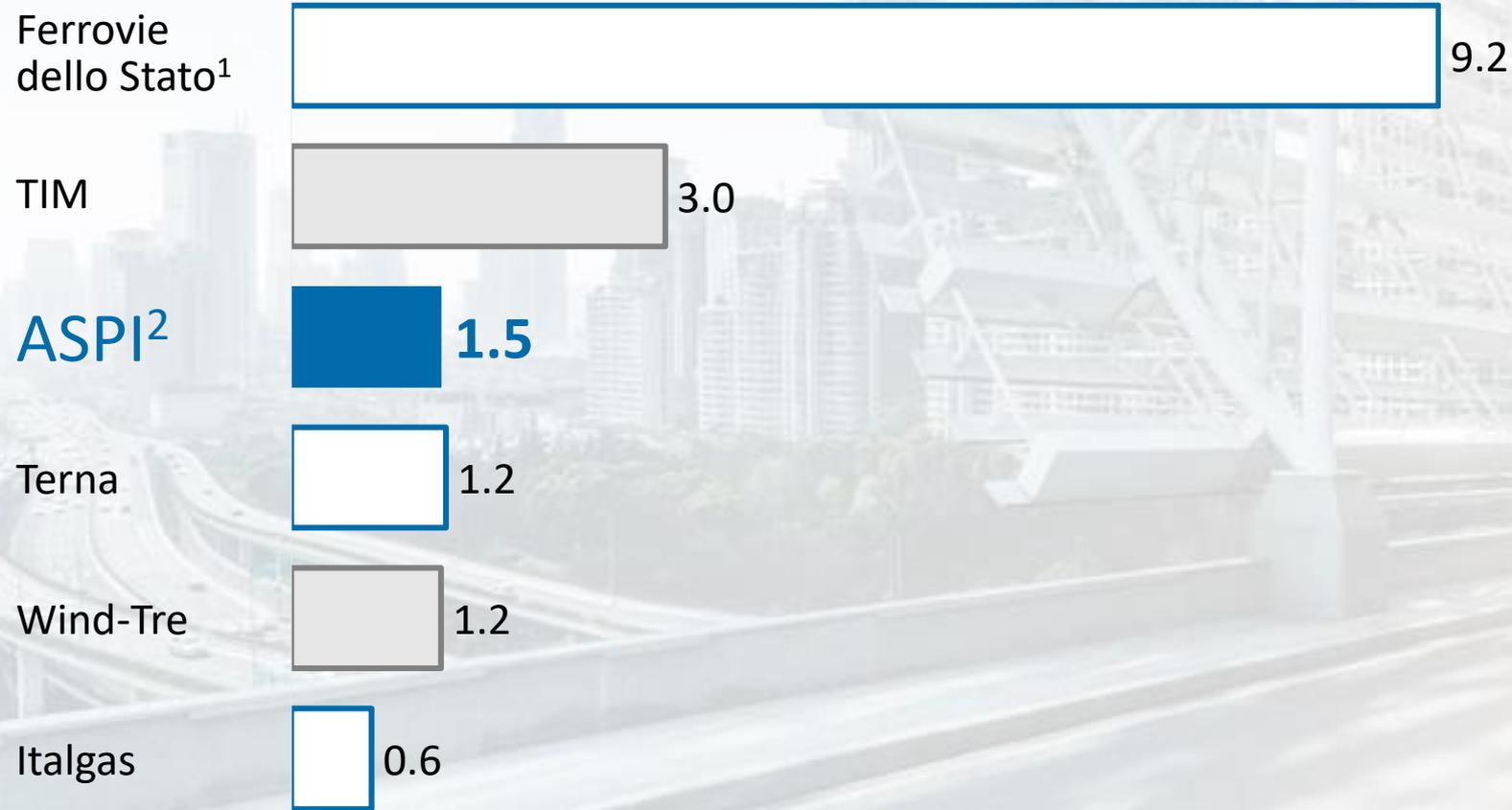


**Plants**

# Delivery plan

Great economic benefits for the "Italian System"

Annual CAPEX over the '20-'24 period, EUR billion



*~7k – 10k jobs  
in the country*

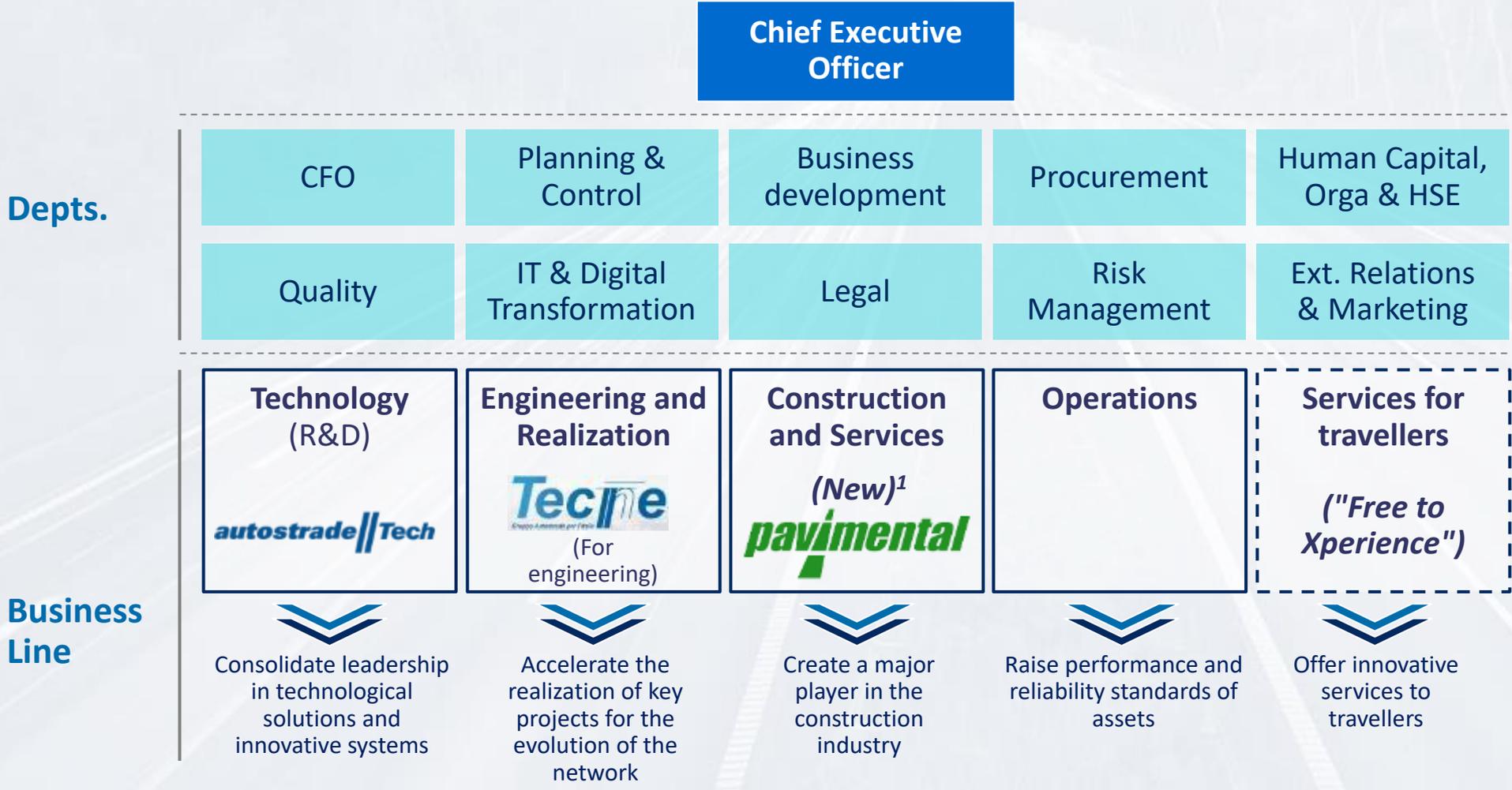
created over the period of  
the Plan



1 RFI and ANAS 2 Including the extraordinary maintenance plan

# ASPI Group: new vision

Integrated approach to infrastructure management



Service to Business Line, control and quality assurance

Operational management of the businesses, including the 5 participated concessions

Full integration of the infrastructure lifecycle and monitoring of relations with travellers

<sup>1</sup> Change in shareholding expected

# New vision

## The new team



**Roberto Tomasi**  
CEO—  
General Manager



**Diego Maletto**  
Internal Audit



**Alberto Milvio**  
CFO



**Giulio Bozzini**  
Planning, Control &  
Business Development



**Amedeo Gagliardi**  
Legal affairs – Procurement



**Gian Luca Orefice**  
Human Capital,  
Organization & HSE



**Francesco Del Greco**  
IT & Digital  
Transformation



**Nicola Allocca**  
Risk Mgmt, Compliance &  
Business Continuity



**Stefano Porro**  
External relations,  
Institutional affairs & Mktg



**Luca Fontana**  
Engineering and  
Realization



**Alberto Selleri**  
Bypass development and  
tunnels assessment



**Fernando De Maria**  
Operations



**Enrico Valeri**  
Network management



**Stefano Susani**  
Tecne (Engineering)



**Lorenzo Rossi**  
Autostrade Tech



**Alfredo Cullaciati**  
New Pavimental



**Giorgio Moroni**  
Free-To-X

Major investment  
in engineering,  
regulatory  
compliance/  
transparency and  
digital skills

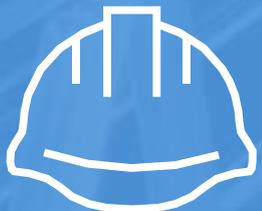
Distinctive mix of  
skills and  
experience from  
different sectors,  
all of international  
relevance

Note: during 2020, 90% of the team was renewed with new recruits

# New vision



Leading company in Italy in the engineering of transport infrastructures. It strengthens the skills of the entire value chain (planning, design, works management and site safety coordination).



**Strong control over skills**

Creation of a distinctive internal Technical Authority structure



**Innovative working methods**

Multi-disciplinary teams and agile working methods to speed up planning times



**Delivery capacity**

Strong recruiting plan, and large capacity of external supply contracts, already secured



**System Player**

Potential for the non-captive market, once plan priorities have been met (medium term)

Strategic aggregation of local skills

// **1,000+**  
engineers

(By 2024, the first transport infrastructure engineering company in Italy)

Italferr<sup>1</sup>

700

Rina Consulting

700

Jacobs Italia

230

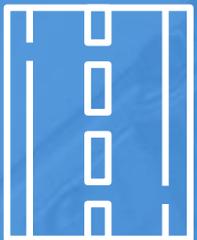
Proger

170

# New vision



An integrated provider of construction and maintenance services, oriented towards extra-captive growth in the Italian market by capitalizing on the skills developed with ASPI



## Integration into the Group

Central role in the realization of ASPI's industrial plan, amongst major works and maintenance activities



## System player

Opportunity to capitalize on the skills developed to support the ASPI plan (EUR 14.5 billion in new works and EUR 7 billion in maintenance) to elevate the role of new Pavimental in the Italian infrastructure market



## Delivery capacity

Potential for significant growth in revenues, generating a volume of business in line with that generated in Italy by the main players in the domestic market



Turnover in 2024<sup>1</sup>(mainly in Italy) to make new Pavimental a leader in the domestic market (already among the top 5 construction companies in the country)



Recruitment plan over the next four years to make major investments

# New vision



Leading technological operator in the market, focused on innovative services both in urban and extra-urban areas, while remaining a research centre of excellence for the ASPI group.



## Market leadership

*Intelligent Transportation Systems (ITS)* sector: IT systems for toll collection and traffic monitoring

First Italian player: solutions developed for ASPI and other Italian operators

At EU level, among the top 3 operators in terms of turnover at the end of the Plan<sup>1</sup>



## R&D Center for the Group

Main objective: development of "smart roads" technologies and urban mobility

- **ARGO<sup>2</sup>**, asset management platform for motorway network (launched)
- New, efficient and "user-friendly" **Tollgates 2.0**: ~1,5k by 2024
- **Active monitoring systems<sup>3</sup>**: ~4k cameras along the network
- **Vehicle-to-infrastructure communication<sup>4</sup>** protocols



Target turnover for 2024 (doubling current values to become a leading player at European level)



Workforce in 2024 vs. 2020

# New vision

**Free to  
Xperience**

Newly established company responsible for developing advanced services for travellers, offering solutions to improve environmental sustainability and travel experience, also besides the motorway.



**Offering mobility services**

Aiming to become a leader in traveller services for sustainable mobility (e.g. car pooling, car sharing, park-and-ride schemes: on motorways, but also in urban areas)



**Travel sustainability services**

First step: creating Italy's most extensive network of charging stations for electric vehicles on the motorway network



**Travel experience services**

Handling toll cash-back services that take into account delays suffered by travellers

Travel planning through integrated management of available data

Improving the service areas experience



**System player**

Scope of work: ASPI, other mobility operators, institutional stakeholders (e.g. metropolitan cities)



**All  
service areas**

Equipped with high-voltage charging stations



**++  
partnership**

With innovative operators in the field of sustainable mobility

# New vision

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## Environmental sustainability at the heart of the value creation process



### "Green" infrastructure

Installation of new photovoltaic panels (+45GWh/y of "green" energy)

Charging stations for electric vehicles (67 service areas already approved by MIT)

Reforestation of managed areas



### "Design-to-Sustainability"

Alignment of implementation and maintenance standards for resilience needs related to climate change

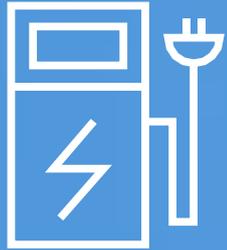
Specific technical "k" factors on sustainability for procurement of services and materials



### Energy efficiency

Broad portfolio of initiatives already in place (e.g. installation of 30+k low energy, high performance LEDs in tunnels)

# New vision



Focus on the environmental sustainability of the travel

## The new network of charging stations for electric vehicles (phase 1)



- |                        |                         |                            |
|------------------------|-------------------------|----------------------------|
| 1 Lario Est            | 16 Fabro Est            | 31 Sillaro Est/Ovest       |
| 2 Brughiera Ovest      | 17 Giove Ovest          | 32 Badia Nuova Ovest       |
| 3 Villoresi Est/Ovest  | 18 Tirreno Est/Ovest    | 33 Aglio Est               |
| 4 S. Donato Est        | 19 Salaria Est          | 34 Montefeltro Est/Ovest   |
| 5 Monferrato Est/Ovest | 20 Novate Nord          | 35 Esino Est               |
| 6 S. Zenone Est/Ovest  | 21 Lambro Sud           | 36 Conero Ovest            |
| 7 Stura Est/Ovest      | 22 La Macchia Est/Ovest | 37 Flaminia Est            |
| 8 Aurelia Sud          | 23 S. Nicola Est/Ovest  | 38 Mascherone Ovest        |
| 9 S. Ilario Nord/Sud   | 24 Cittadella           | 39 Torre Cerrano Est/Ovest |
| 10 Arda Est/Ovest      | 25 Brianza Nord/Sud     | 40 Torre Fantine Est/Ovest |
| 11 Secchia Est/Ovest   | 26 Valtrompia Nord/Sud  | 41 Le Saline Est/Ovest     |
| 12 Peretola Nord/Sud   | 27 Piave Est/Ovest      | 42 Ofanto Nord/Sud         |
| 13 Firenze Nord        | 28 Adige Ovest          | 43 Murge Est/Ovest         |
| 14 Arno Ovest          | 29 Po Est               | 44 Irpinia Nord/Sud        |
| 15 Arno Est            | 30 La Pioppa Est/Ovest  |                            |

Development of the

**entire network**

**67**

service areas already identified and approved by the MIT

## First 2 charging stations

scheduled to be completed in February 2021 ("Secchia Ovest and Flaminia Est")



**4/6**

recharging points for each station

## Ultra-fast multiclient recharge

**300+KW**

the power of the charging stations



**15-20** min.

the time for a full charge

about **23,500**

electric cars in circulation today



Payment

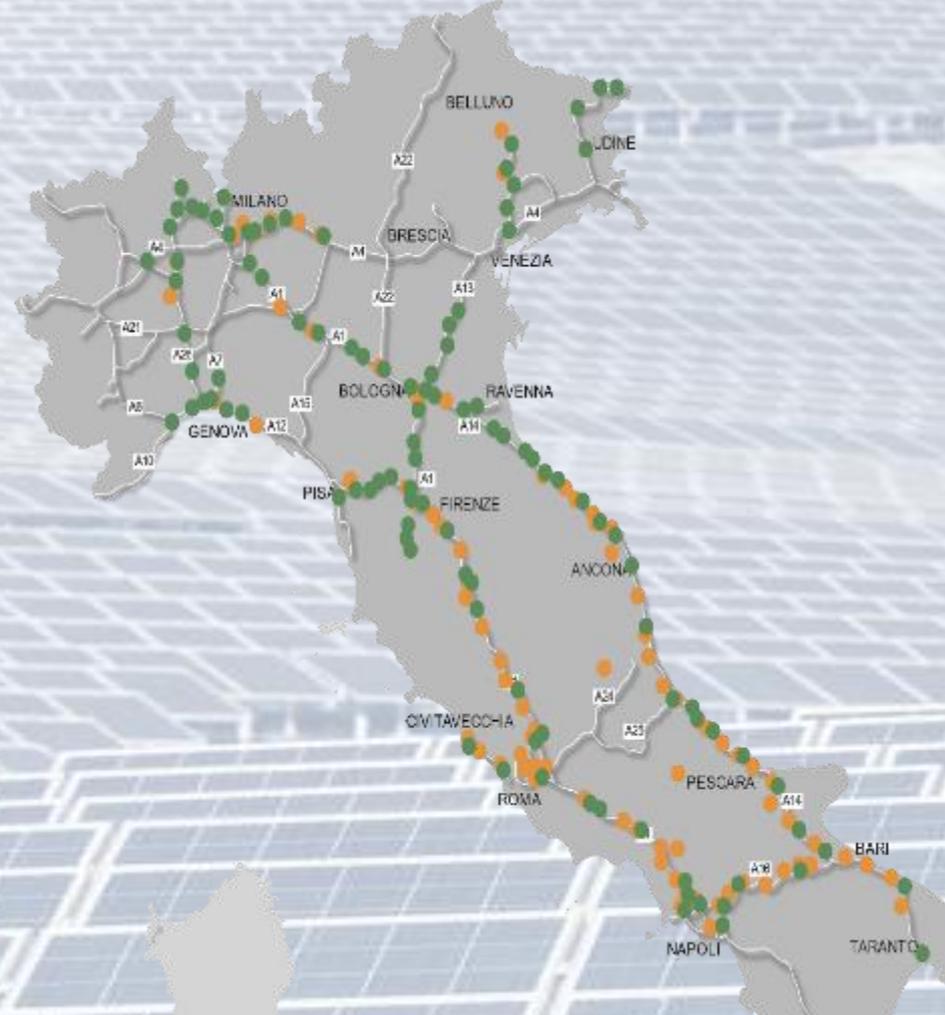
integrated payment system also available for non-customers

# New vision



# "Green" infrastructure

## ASPI's photovoltaic systems to be doubled



● Existing systems     
 ● New systems

CO2 emissions  
**-16,000**  
 tonnes per year

Green energy produced  
**+45GWh/y**  
 equal to the consumption of all 240 stations and 204 service areas

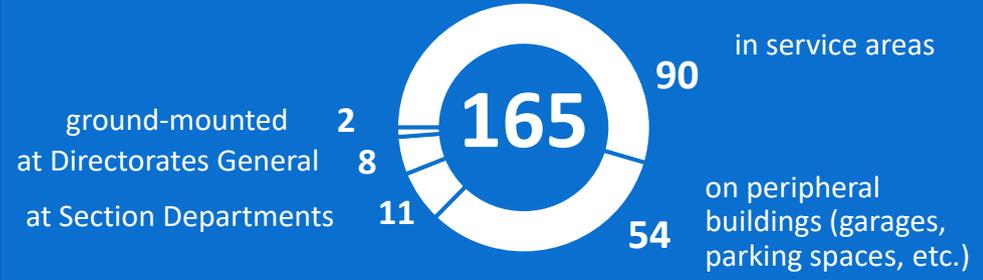
**-8,400**  
 tonnes of oil equivalent (TOE)



**EUR 25m**  
 total investment

**25%**  
 of the total energy required by the network (175 GWh/y)

### PV systems installed to date

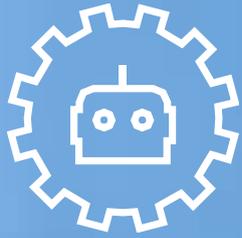


Energy produced  
**+12GWh/y**



**7%**  
 of the total energy required by the network (175 GWh/y)

# Transformation plan



Focus on  
innovation and  
applied research

**next**  
to Digital

Initiatives for the **digitisation of processes and services**, transformation of the network into a "smart" infrastructure through the most advanced technologies

**next**  
to People

Initiatives involving **Human Resources**, in particular induction and on-boarding programmes for Autostrade's new resources.

**next**  
to Excellence

Mapping of processes, responsibilities, risks and procedures to create a unified system aimed at ensuring full **operational excellence**

**next**  
to Knowledge

**Partnerships and collaborations** with leading **Italian universities** to offer the very best training for all group employees

**next**  
to Active safety

Strengthening and sharing **ASPI Safety Academy** initiatives within the HSE (Health, Safety & Environment) framework

**next**  
to Transformation

Diffusion of the **transformation at the communication and information level** through tools and channels, both internal and throughout the territory

# Transformation plan



Internal efficiency  
Infrastructure management and safety  
Customer experience

# EUR 200m for digital services

"Traveller experience": some examples of projects launched



## Motorway and traffic management



**Predictive models of traffic flows** for planning road works so as to minimise the impact on traffic (estimation of any inconvenience caused and calculation of **tariff discounts**)

**Go-live: mid-2021**



**Real-time monitoring and alerting systems** in the event of motorway disruption (e.g. accidents) or traffic congestions for a:

- Proactive and dynamic management of lanes and speed limits
- Preventive deployment of viability/rescue teams

**Go-live: end of 2021**



## Travel experience



**New services for travellers:** recommended times of departure, advance toll calculation, restaurants, attractions and points of interest along the journey

**Go-live: mid-2021**



**Extra services in the Service Areas** (e.g. parking, "skip the line" table reservation) and on the motorway network (e.g. advance toll payment)

**Go-live: mid-2021**



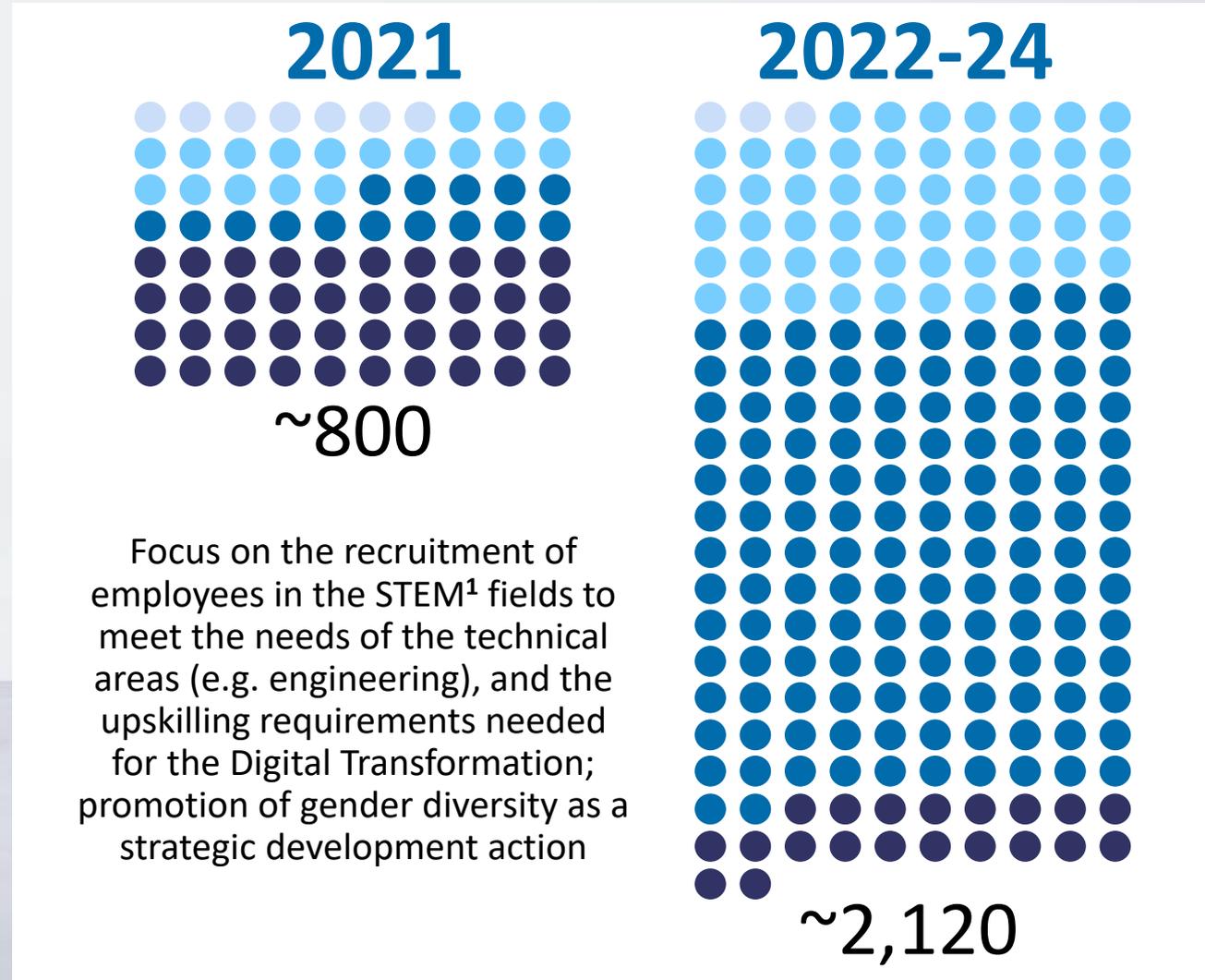
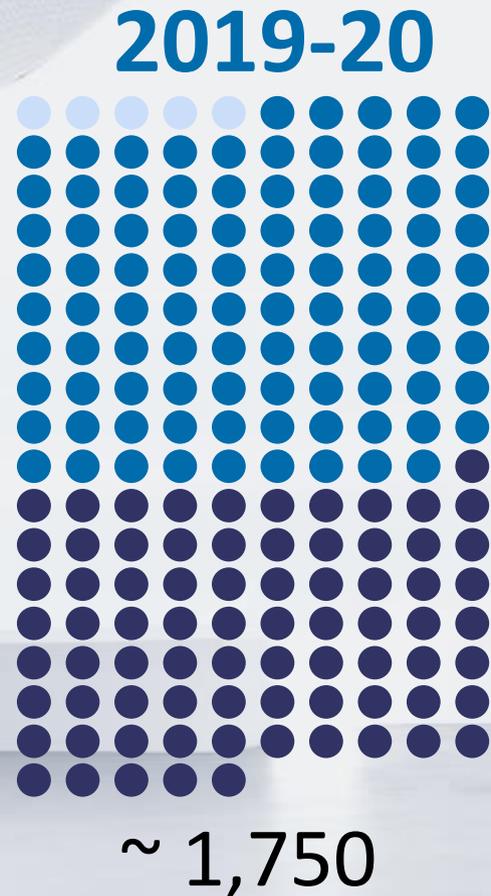
**Digital communication channel** between the customer and Autostrade for emergencies, complaints, assistance and automatic processing of requests via a **Virtual Agent**

**Go-live: end of 2021**

# Transformation plan



# Recruitment plan, creating 2,900 jobs



● Atech ● Tecne ● New Pavimental ● ASPI

# Transformation plan



"Open" approach of long-term partnerships for the development of human resources

# The network we are building



## Recruiting

Partnerships with universities, participation in Career Days and creation of curricular internships



POLITECNICO DI TORINO



TOR VERGATA  
UNIVERSITÀ DEGLI STUDI DI ROMA



## Development

Collaboration with leading Italian universities to promote staff training, with courses totalling over 100,000 hours per year for over 4,000 employees:

- Autostrade Academy
- Autostrade Business School
- Autostrade Talent Program



## Research and planning

Involvement of university students in the company's strategic activities. Organisation of events to present the company, also through contests, games, competitions of ideas, with a view to employer branding.

# Institutional dialogue

## Main milestones and next steps

July '20

**Proposal for a resolution** between ASPI and governmental institutions of the disputes/ controversies arose from the collapse of the Morandi bridge (including charges totaling EUR 3.4 billion)



Sept. '20

ASPI's **submission** of the **new Economic and Financial Plan** (EFP), drafted according to the new ART guidelines



Nov. '20

**Discharge of the technical committee** MIT, MEF and Palazzo Chigi



ASPI's **acceptance** of the **Settlement** and **Additional Protocol** to the Convention proposed by the Government, subject to the completion of the authorisation process



...

**Finalisation** and formal **approval** of the EFP, the Settlement and the Additional Protocol. Waiting for the EFP to be sent to the CIPE

