

**autostrade** *per l'italia*

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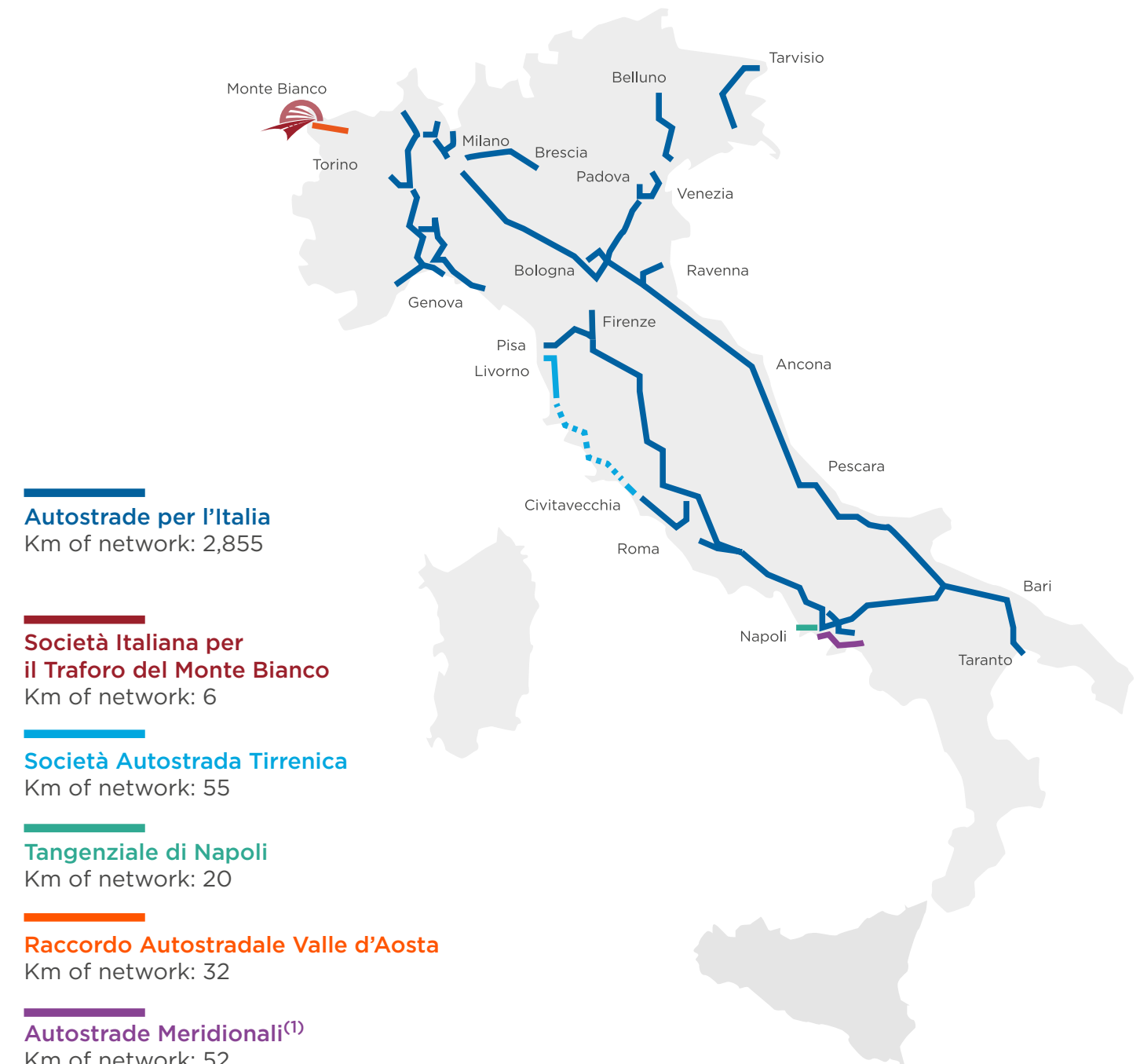
***Autostrade changes.***  
*For Italy.*



# ABOUT US

## THE NETWORK

### Motorway Concessions of the Autostrade per l'Italia Group



#### Traffic figures

Approximately **4.3 million users** travel on the network managed by Autostrade per l'Italia and its Subsidiaries on a daily basis, with more than **51,400 million kilometres travelled** in 2019

(1) In compliance with the provisions of the Agreement and pending the outcome of the tender, Autostrade Meridionali is continuing to manage the infrastructure.

# KEY FIGURES

- // **3,020 KM** motorway network managed in Italy
- // **6** Operating Companies
- // **204** Service Areas
- // **25 billion** ongoing investments
- // **7,100** men and women at work

Leader in the **design** and **in the expansion** of motorway infrastructures

**First global player** in dynamic toll collection

World leader in the development and implementation of **tolling technologies**, safety and road control

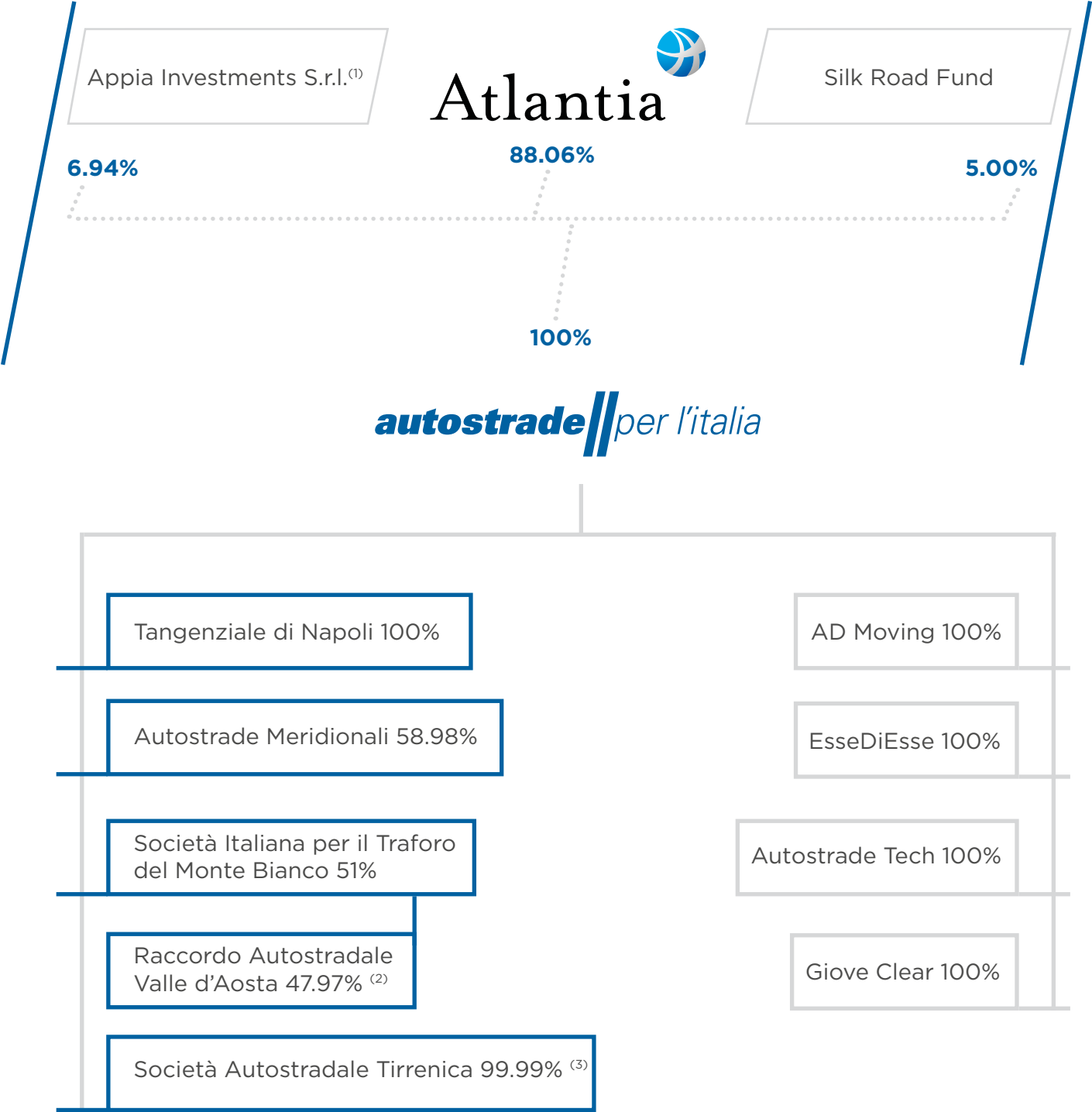
## Group Financial Highlights (as at 2019)

**€4,083 million** Consolidated operating revenues

**€710 million** Gross Operating Profit (EBITDA)

**€-282 million** Profit

## Shareholding and Group Subsidiaries



(1) Corporate vehicle participated by Allianz Group, EDF Invest and DIF.

(2) The percentage of shareholding in the share capital refers to the total number of shares outstanding, while the voting percentage, referring to shares with voting rights in ordinary shareholders' meetings, is 58.00%.

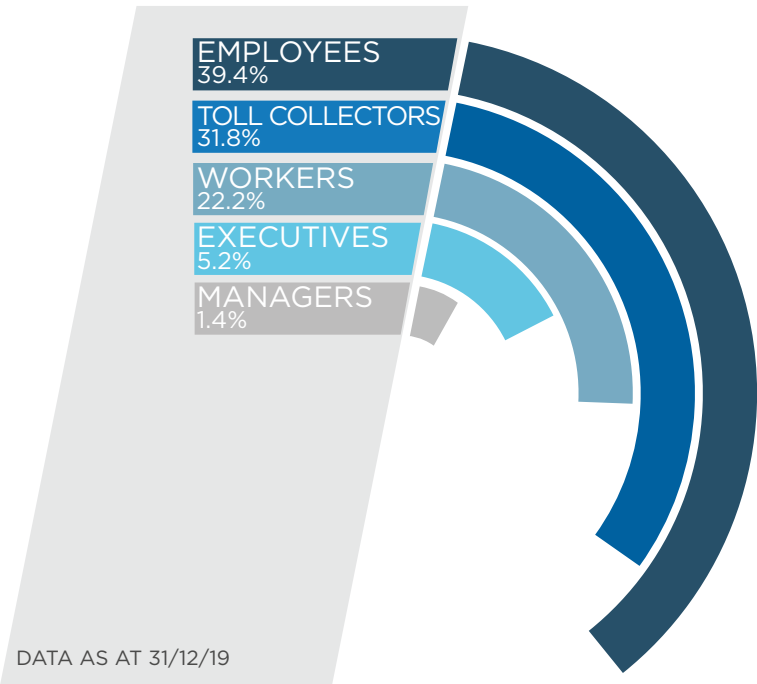
(3) The percentage of shareholding in the share capital refers to the total number of outstanding shares.



# WOMEN AND MEN AT AUTOSTRADE PER L'ITALIA

Autostrade per l'Italia's Group is composed of **approximately 7,100 women and men**, of which more than **1,500 workers** employed along the network, **2,200 toll collectors** and approximately **600 engineers**.

Allocation of permanent staff by qualification



Autostrade per l'Italia has always been committed to enhancing and enriching the company's know-how, with training programmes aimed at the professional growth of its human resources, process innovation and the achievement of business objectives.





# THE GUIDELINES OF THE 2020 – 2023 STRATEGIC TRANSFORMATION PLAN

The 2020-2023 Strategic Plan contains the Company’s main transformation and change guidelines. The Plan deploys resources for **7.5 billion euros**, allocated between **investments and maintenance**, with a focus on:

- // a network **overall modernisation strategy** by significantly and constantly **strengthening investments** on new **infrastructures** and **maintenance**
- // the strong **development** of competences and **human resources**
- // the **digitisation** of assets and business processes
- // a strong impulse towards **sustainable mobility** and connectivity
- // **safety** on the network, in construction sites and places of work



## The main guidelines of the Plan



Recruitment plan for **1000 new entries** including engineers, technicians, workers and toll collectors. 450 people hired in 12 months, of which almost 100 engineers, with an average age of 37

Specific multi-year **training and talent development programmes** for the development of human resources

Priority to **safety** in construction sites and places of work



**7.5 billion** euros for the modernisation of the main strategic assets of the network

**5.4 billion** euros for planned investments: triple the amounts compared to the previous four-year period

**1.6 billion** euros for maintenance expenditures: + 40% compared to the previous four-year period



**Green infrastructure strategies:** implementation of strategies for the **sustainable management and development** of the network, notably the construction of charging stations in the main Service Areas

Implementation of **dynamic sign systems** and technologies of “smart lighting” communication

**Reforestation schemes** to compensate for CO2 emissions



Complete **digitisation of Company working processes**

**Monitoring of the network** through an artificial intelligence platform, drones equipped with auto-flight plans and high-speed cameras

**500 million** euro investment



Reduced response time to complaints

Tariff reductions

Systems of **predictive traffic information** on all the information channels of the network

Less time at the toll booths and improved travel experience

// Contactless payment systems on 100% of stations and interaction with virtual agents

// Comfortable parking in the Service Area thanks to free WiFi, intelligent parking systems, comparison of prices and food and fuel offers



# AUTOSTRATE TECH

Autostrade Tech is the **Group's research and technological innovation laboratory**, created to exploit the technological know-how related to Intelligent Transport Systems in terms of management, knowledge, and development - in particular for **tolls, safety and road networks**.

## TECHNOLOGY PROVIDER

Research, development, prototyping, engineering, realisation and testing of complex technologies

## SYSTEM INTEGRATOR

Project management, systems integration, solutions and technologies

In:

- // **TOLLING:** Telepass and satellite equipment, toll stations, Free Flow Multilane systems based on equipment and number plate recognition, video tolling systems;
- // **INTELLIGENT TRANSPORT SYSTEM (ITS):** traffic and tunnel control systems, vehicle and dangerous goods tracking and tracing, automatic vehicle detection, info-viability, Smart Road ITS-G5/5G;
- // **SAFETY:** Infrastructure monitoring, Tutor, Dynamic Weighing, Internet of Things
- // **URBAN MOBILITY:** Control on Limited Traffic Areas and Controlled Traffic Areas, Congestion Charging, Low Emission Zones, Parking
- // **GREEN ENERGY:** Eco-sustainable projects, photovoltaic energy and charging systems for electric vehicles





# INVESTMENTS TO UPGRADE THE NETWORK

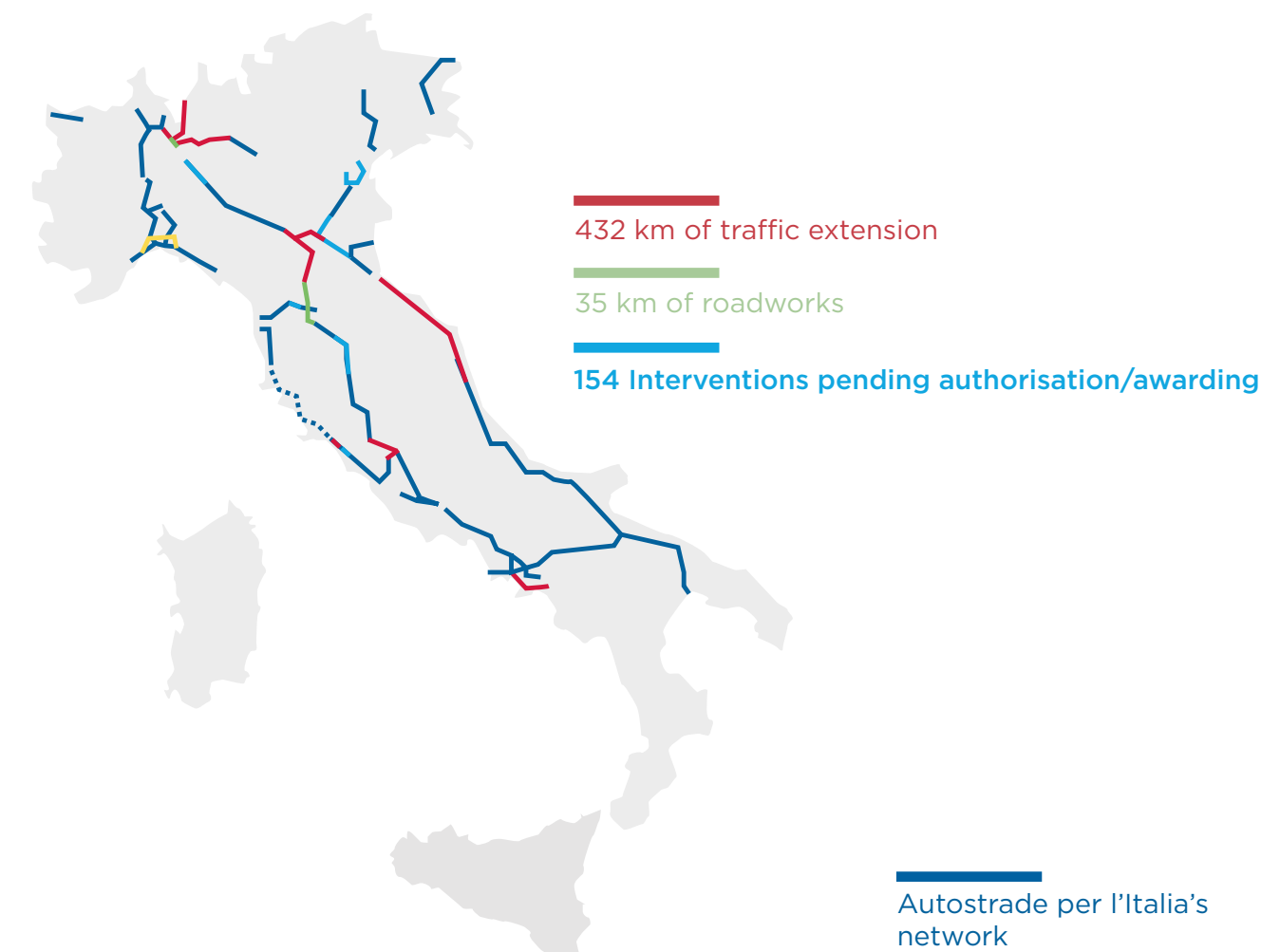
## THE INVESTMENT PLAN FOR ITALY

Autostrade per l'Italia is one of the main investors in the “Italian System”, with investments already completed totalling to approximately EUR 13.3 billion and a further programme to upgrade and modernise the network by 2038 with a value up to EUR 14.5 billion.

Of this amount, EUR 13.2 billion have been included in the proposed update of the Financial Plan submitted to the Grantor, and EUR 1.3 billion is relevant to the additional modernisation plan that Autostrade per l'Italia is willing to include in its investment commitments.

In general, the plan consists of measures aimed at improving, upgrading, and modernising the network, as well as extending the life of the works.

Following the approval of the guidelines of Autostrade per l'Italia's 2020-23 Strategic Transformation Plan, it is expected that about one third of the remaining 2020-38 volume will be carried out by 2023.



The 2020-2023 Strategic Transformation Plan has also strengthened expenditure on maintenance, which increases to EUR 1.7 billion (EUR 2 billion including 2019 expenditure). These resources will enable the completion of an important modernisation plan for the network's main strategic assets, including the restoration of motorway paving, as well as 500 interventions on the main bridges and viaducts and 130 on overpasses.



# THE MAJOR WORKS

## Variante di Valico (A1 Direttissima)

Opened to traffic in 2015, the project upgrades **59 km of motorway network**, **32** of which **on the new route**, with **41 new tunnels** and **41 new viaducts** for 2 lanes in each direction, 2 new Service Areas and 2 new junctions. By lowering the height by 226 metres, the new route allows **a reduction of over 30% in average travel time** and annual savings of around **100 million litres of fuel**.



The figures of the Work:



**59** KM

of upgraded motorway network



**14.5** MILLION

Cubic meters of earth maneuvered

**41** NEW TUNNELS

For 57,3 km of carriageway



**7.9** MILLION

Cubic meters of earth dug in tunnels



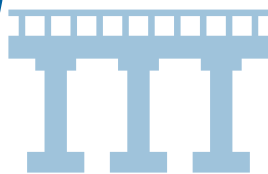
**50%**

Of the overall track is located in TUNNELS



**30** MILLION

Working hours



**41** NEW VIADUCTS

For 16.4 km of track



# THE MAIN PROJECTS

## Genoa Bypass

The Genoa Bypass was designed with the aim of **lightening the most interconnected section of the A10 motorway with the city of Genoa** - from Genoa West exit (Genoa Harbour) to Voltri district - by transferring traffic to a new infrastructure which joins the existing one.

The new infrastructure includes **65 km of new motorway tracks** and, due to the orographic complexity of the territory crossed, **it is almost entirely underground**. The work will allow the partition of urban traffic from heavy-goods and transit traffic, relieving the only Ligurian road axis, constituted by the A10 only, **with an estimated saving of 3.5 million hours for the users of the motorway and local road system in the Genoa area**.



**65KM**  
OF NEW  
MOTORWAY  
TRACKS

**24**  
VIADUCTS

**23**  
TUNNELS  
Namely the 81% of  
the overall track

AN INVESTMENT OF  
APPROXIMATELY

**4.2 BILLION EURO**

In 2009, the project was the subject of a careful discussion with local authorities and Genoese citizens, also through **the adoption, for the first time in Italy, of the Public Debate model**, aimed to identifying the best design solution among the 5 different alternatives presented.

Once the route had been defined and the project optimised according to what emerged during the Public Debate, the final design and the relative approval process was launched.

**The final design was completed in August 2018.**



# The Passante di Bologna project

The project, developed **to solve the transport issues**, of a strategic junction at an international, national and metropolitan level, provides for the extension for a total of **13 km**, of Bologna's motorway and freeway from Borgo Panigale junction to San Lazzaro junction through:

**3 LANE**  
A platform, with **EMERGENCY LANE**, **FOR EACH DIRECTION OF TRAVEL ON A14**

**3 LANE**  
A platform, **AND SIDE PLATFORMS FOR EACH DIRECTION OF TRAVEL ON THE COMPLANARE**

**4 LANE PLATFORM WITH SIDE PLATFORM**

For each direction of travel where it connects Arcoveggio and Fiera junctions



## THE ENHANCEMENT AND REDEVELOPMENT OF THE JUNCTIONS

That are functional and of the local road network connecting to the freeway system

**3 YEARS**  
**OF WORKS**

with the possibility of opening the stretches extended in stages, to improve traffic in the short term



**3 MILLION HOURS**

saved by motorists of the urban roads every year

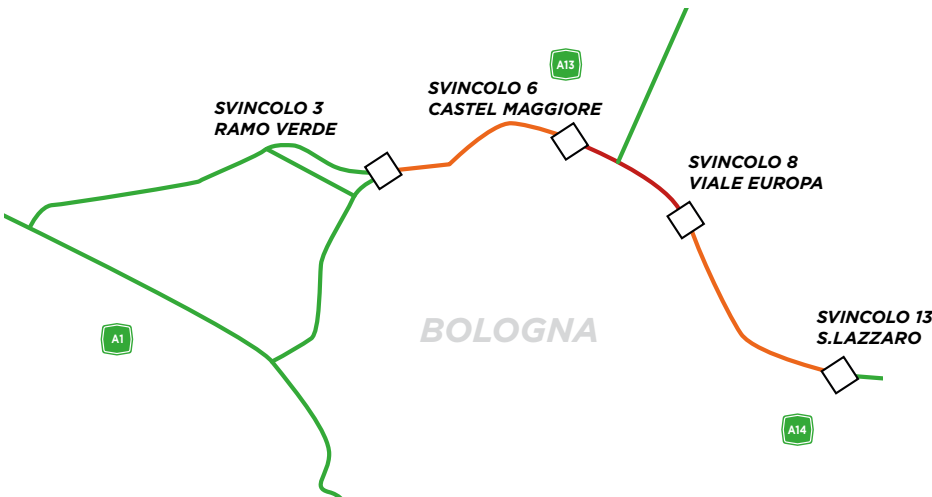
**2 MILLION HOURS**

Saved by motorists on the motorway and freeway systems every year



The Passante di Bologna has been designed using models taken from **international best practices** in the motorway infrastructure sector. The project involves activities ranging from **environmental compensation** to the qualification of the side "elevations" of the infrastructure.

The project was developed **in full respect of the territory**, with the aim of upgrading the existing infrastructure, increasing environmental equipment, reconnecting the two "banks" of the territory and systematically containing noise pollution and emissions.



Considering the importance of the work, it was deemed necessary to submit the project to a **Public Debate** which took place in 2016 and concluded with the drafting of a Report on the main issues that emerged during the activities.

The Environmental Impact Assessment process has been completed; the urban compliance process is currently ongoing.



## Projects to upgrade the network with third and fourth lanes

Between 2015 and 2016, Autostrade per l'Italia and the Ministry of Infrastructure and Transport carried out cost-benefit surveys and assessments, identifying new initiatives as part of an **enhancement plan for 154 km** of the network and a total value of **EUR 2,2 billion**. These initiatives were approved by the Ministry of Infrastructures and Transport in December 2016 and implemented by the European Commission in 2018.

Autostrade per l'Italia has completed the executive design for 3 initiatives and is currently engaged in the development of the design solutions for the remaining ones.

| INTERVENTIONS |                          | LANE         | KM   | INVESTMENT<br>(€/mld) | STATUS  |
|---------------|--------------------------|--------------|------|-----------------------|---|
| A14           | Ravenna - Bologna S.L.   | 4^ lane      | 34.5 | 0.37                  | Final Design<br>pending approval  |
| A1            | Milano Sud - Lodi        | 4^ lane      | 16.5 | 0.19                  |   |
| A11           | Firenze - Pistoia        | 3^ lane      | 26.8 | 0.55                  |   |
| A1            | Incisa - Valdarno        | 3^ lane      | 18.4 | 0.39                  | Environmental Impact<br>Assessment / Service<br>Conference<br>in progress |
| A13           | Ferrara - Bologna        | 3^ lane      | 32.5 | 0.49                  |   |
| A13           | Padova - Monselice       | 3^ lane      | 12.3 | 0.20                  | in the design stage   |
| A12           | Cerveteri - Torrimpietra | 3^ dyn. lane | 13.0 | 0.05                  |   |



Enhancement projects



# NETWORK MANAGEMENT

## MAINTENANCE

The investment planned during the period 2020-2024, in terms of motorway network maintenance, amounts to approximately EUR 2.5 billion, with an increase of approximately 60% compared to the previous five-year period.

These resources will enable the completion of **modernisation plan** of the main strategic network assets such as bridges, viaducts, overpasses, tunnels, paving and safety barriers.

Network management includes the following activities aimed at ensuring security:

- // systematic monitoring
- // assessment of the condition of all components of the motorway network
- // the definition of possible maintenance strategies with the identification of interventions, costs and implementation times.

Both ordinary and extraordinary maintenance operations are mainly managed by the **9 Territorial Departments** across the country.

The plan for the period 2020-2024 foresees:

### BRIDGES AND VIADUCTS



- // **Approximately EUR 610 Million** by 2024, with approximately 1000 interventions
- // Investments **increased sixfold** compared to what had been foreseen in the previous plan\*

### TUNNELS



- // **Aproximately EUR 180 Million**
- // Investments **11 times higher than what** had been foreseen in the previous plan\*

### PAVINGS



- // **EUR 2.340 million** of investments between 2020 and 2038
- // More than **EUR 120 million of annual average investments**
- // Investment increased by **20%** compared to its historic value

\*PEF 2018



## Argo: the new asset management system

Autostrade per l'Italia, in partnership with IBM, has developed a **new digital platform** that integrates **inspection, structural monitoring and maintenance activities** to enable the continuous management of infrastructures such as bridges, tunnels and roads. The monitoring platform interacts with the sensors installed on the infrastructure in real time and, through mobile devices connected to the system, the technicians carrying out the inspections will be provided with specific information relating to the infrastructure on which they are operating.

### // A constantly updated database for 4,300 Works

This IoT (Internet of Things) technology enables the creation of a **centralised digital database** containing constantly updated information on all **4,300 works** (bridges, viaducts, overpasses and tunnels) of the managed network.

### // 3D models, photographs and artificial intelligence for planning maintenance

The system will provide **3D models of the monitored infrastructures**, as well as images taken by technicians and processed by artificial intelligence, to classify which sections may require maintenance and to suggest activities to be carried out with further checks and inspections by the operator.

The new system was launched in Italy **as an experiment at the end of 2019**, with the aim, by the end of 2020, **of implementing it on all the large structures along the network**.

### // One single dashboard containing all maintenance information

The second phase of the project, which is scheduled to start in mid-2020, will make it possible to support infrastructure maintenance activities - from design to tender, from the execution of the works to testing - which will flow into a single dashboard, offering operators a fully integrated view of the activities.

The new system has been designed to dialogue with the "Ainop" database, the interface promoted by the Ministry of Infrastructures and Transport for monitoring the security status of all Italian infrastructures.





# SMART ROAD AND GREEN INFRASTRUCTURE

Autostrade per l'Italia has implemented a detailed strategy in favour of initiatives aimed at the development and sustainable management of the motorway network, according to the principle of a “green infrastructure”.

## Among the main initiatives:

### Green Infrastructure Strategy



- // Mains electrification with high voltage charging stations in 67 Service Areas
- // Enhanced production of renewable energies for services to motorists

### Smart lighting



- // Dynamic sign system, adjustable according to the visibility level and to the environmental conditions, near junctions, tunnels and Service Areas

### Reforestation



- // To compensate for CO2 Emissions

### Smart Road



- // 5G Technology experimentation on the network
- // Self-healing pavings on the busiest sections





# ROAD SYSTEM MANAGEMENT

Autostrade per l'Italia is constantly committed to guaranteeing and improving passenger safety and traffic flow.

- // More than **5,000 men and women**, including more than **700 operators** who ensure the continuous monitoring the network and interventions for the prevention and management of events that have an impact on traffic
- // Over **250 construction sites every day** scheduled in time periods with low impact on traffic (except for unforeseeable emergency situations)
- // More than **2,300 interventions** (warning signs, lighting systems, special flooring) on **Points with Above-average Accident Density (PISM)**

- // **1,500 sensors** and a certified control system to measure traffic fluidity
- // **1,115 Variable Message Panels** along the network to update users on road and weather conditions
- // **4,500 cameras** for continuous traffic monitoring



## Safety interventions

- // **Total coverage** of the network **with draining asphalt** (where possible)
- // Tunnel safety plan with more than **2,000 interventions**
- // Installation of **strong-holding barriers**
- // Increase in the number of sections with **special high adhesion pavements**
- // Replacement and modernisation of approx. **2,830 km of traffic barriers** and approx. **4,800 km** of lateral edge
- // **Tutor**, a system for the automatic detection of vehicle speed, active on **approximately 1030 km** of carriageways

## Management of accidents

Autostrade per l'Italia, in collaboration with the **Traffic Police**, ensures the timely intervention of its staff and emergency vehicles, to restore road conditions and activate all communication channels to inform customers.

## Winter operations

During winter, Autostrade per l'Italia, in synergy with the National Coordination of Road Traffic Events and Traffic Police, prepares a complex snow emergency management plan with:

- // **more than 2,200 operating vehicles**, including snowploughs, salt spreaders and special equipment, with satellite tracking
- // **about 260,000 tons of road salts, stored in 140 snowpits and 7 strategic intermediate depots**
- // a **weather service** for snowcasting forecasts and weather monitoring





# TRAFFIC INFORMATION AND QUALITY SERVICE

## INFORMATION FOR CUSTOMERS

Autostrade per l'Italia has adopted an innovative system of instruments, systems and devices dedicated to traffic information, as well **as an extensive network of information centres operating 24 hours a day, 7 days a week**, throughout Italy.

The Radio Information Centres of the 9 Section Departments continuously collect and update data collected by more than **4,300 cameras**, road operators, traffic police patrols and customer reports.

Updates on the traffic situation, alternative routes and useful travel information are disseminated through:

- // The **My Way TV newscasts** aired on **Sky, La7** and **La7d** with more than **30** daily connections, also live.
- // The free **My Way App** for Android and Apple with real-time information on traffic, tutors, cameras and motorway services.
- // The **autostrade.it** website with information on traffic, webcam, routes and travel costs
- // **Radio channels with 24-hour news** (RTL 102.5, Isoradio 103.3 FM). Extraordinary appointments are guaranteed in case of critical traffic events on the network.
- // More than **1.800 variable message panels** to supply information on traffic, worksites, accidents and all useful information those travelling
- // **The network of 211 Infomoving TV screens** in the Service Areas, on which information on traffic, weather and current events is broadcast.

Autostrade per l'Italia's **call centre** is available 24 hours a day.





# SERVICE QUALITY

Autostrade per l'Italia has always measured its ability to offer customers a high quality service. The quality standards of the service are the result of multiple actions involving a multitude of different subjects and are therefore constantly carried out by:

- // Monitoring of perceived quality through **Customer Satisfaction** surveys
- // Definition of **quality standards** and their dissemination through the Service Charter, which describes the measures for road safety and road management, the network expansion plan, toll and payment methods, traffic information, services available in the Service Areas, Telepass, environmental policy measures, complaints and refunds, and conciliation procedure
- // Monitoring on motorway sections and in the Service Areas
- // **Customer Care dedicated to Traffic**, Operation and toll payment issues
- // Management of all requests for information and reports from Customers coming from the boxes info@autostrade.it and reclami@autostrade.it

A constant dialogue with the Consumer Associations around the table of the **Council for Safety and Quality of Service is always active.**



# SERVICE AREAS IN THE NETWORK

In recent years Autostrade per l'Italia, along with its commercial partners, has developed an investment plan to redevelop and expand the **204 Service Areas** along the motorway network, approximately **every 28 km**.

## MAIN DATA \*

|               |  |
|---------------|--|
| <b>204</b>    | service Areas with free <b>wi-fi</b>   |
| <b>18,963</b> | car parking spaces                     |
| <b>6,735</b>  | bus and Lorries parking spaces         |
| <b>213</b>    | restaurants, coffee shops and 16 malls |
| <b>55</b>     | playgrounds for children               |
| <b>36</b>     | areas for pets                         |
| <b>120</b>    | camper areas                           |
| <b>800</b>    | million litres of fuel supplied        |

## EUR 690 MILLION OF TURNOVER FOR FOOD/RETAIL SECTORS

## EUR 170 MILLION - ANNUAL ROYALTIES

\* data as at 2019

## Quality Control Plan

A quality control plan is in place, which provides for over **16.000 checks per year**, carried out by external companies, on **quality and service** parameters (price level, clean rooms, product quality, opening hours, ease and rapidity of refuelling, courtesy and availability of personnel, usability of local toilets, etc.).





## SOCIAL ROLE

# “SEI IN UN PAESE MERAVIGLIOSO”

“**Sei in un Paese meraviglioso**” (“You are in a beautiful Country”) is an initiative by Autostrade per l’Italia, created in collaboration with **Italian Touring Club and Slow Food Italy**, to give motorists original and engaging travel experiences and to promote quality tourism, enhancing Italy’s extraordinary artistic, historical, environmental and gastronomic heritage. A space, symbolically enclosed in a large golden frame, that tells the travel experiences offered in the area surrounding the motorway network.

**In 2017, the project was enhanced by the partnership with UNESCO: a dedicated installation inside the Service Areas tells the story of the wonders of the world heritage sites closest to the motorway.**

The initiative promotes **42 of the 52 Italian UNESCO World Heritage Sites**.

“Sei in un Paese meraviglioso” is also a successful television programme, currently in its sixth prime time edition on Sky Arte.

// **1,000 Municipalities** involved

// **315 original travel itineraries**

// **7 million motorists** reached

// **42 Unesco heritages** promoted

// **137 Service Areas** involved

// more than **300 Touring billboards** installed





# WE LIVE AND APPLY OUR VALUES. EVERY DAY.

## TRANSPARENCY



- // We work with transparency and share information.
- // We clearly communicate with colleagues, partners, and clients.
- // We trace our work and promote digitisation as method of communication and comparison.
- // We encourage full cooperation and sharing, and provide detailed and constructive feedbacks.
- // We orient behaviour towards compliance with our Code of Ethics and encourage a working atmosphere that promotes mutual respect, avoiding attitudes that might undermine individual's dignity, honour, and reputation.

## QUALITY



- // We always aim for the highest quality in our work processes.
- // We value the external certification of our work systems, as a method of comparison with others and as a stimulus to constantly update our approach.

## RESPONSIBILITY



- // We encourage the assumption of responsibility at all levels.
- // We clearly define the responsibility of processes and expected goals.
- // We apply clear assessment criteria.
- // We work together to ensure the safety of our clients.

## PERFORMANCE



- // We adopt systems to assess our performance and results through clear, measurable, and accessible criteria.
- // We encourage the evaluation of performance at all levels, giving priority to results and behaviour patterns based on compliance with our Code of Ethics.

**AUTOSTRAD** *cambia.* **INSIEME A TE.**



