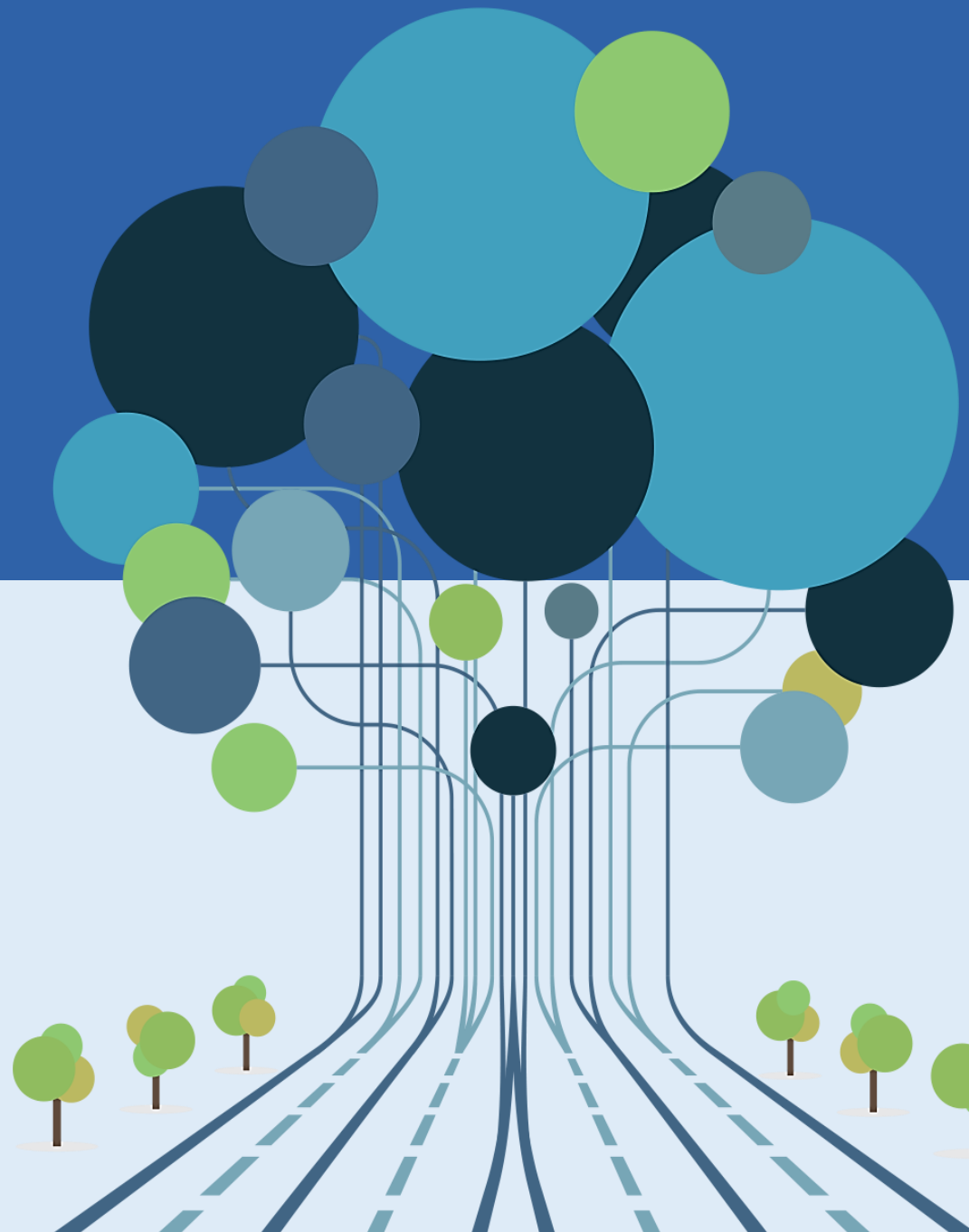




# Italian Sustainability Day 2019

Borsa Italiana

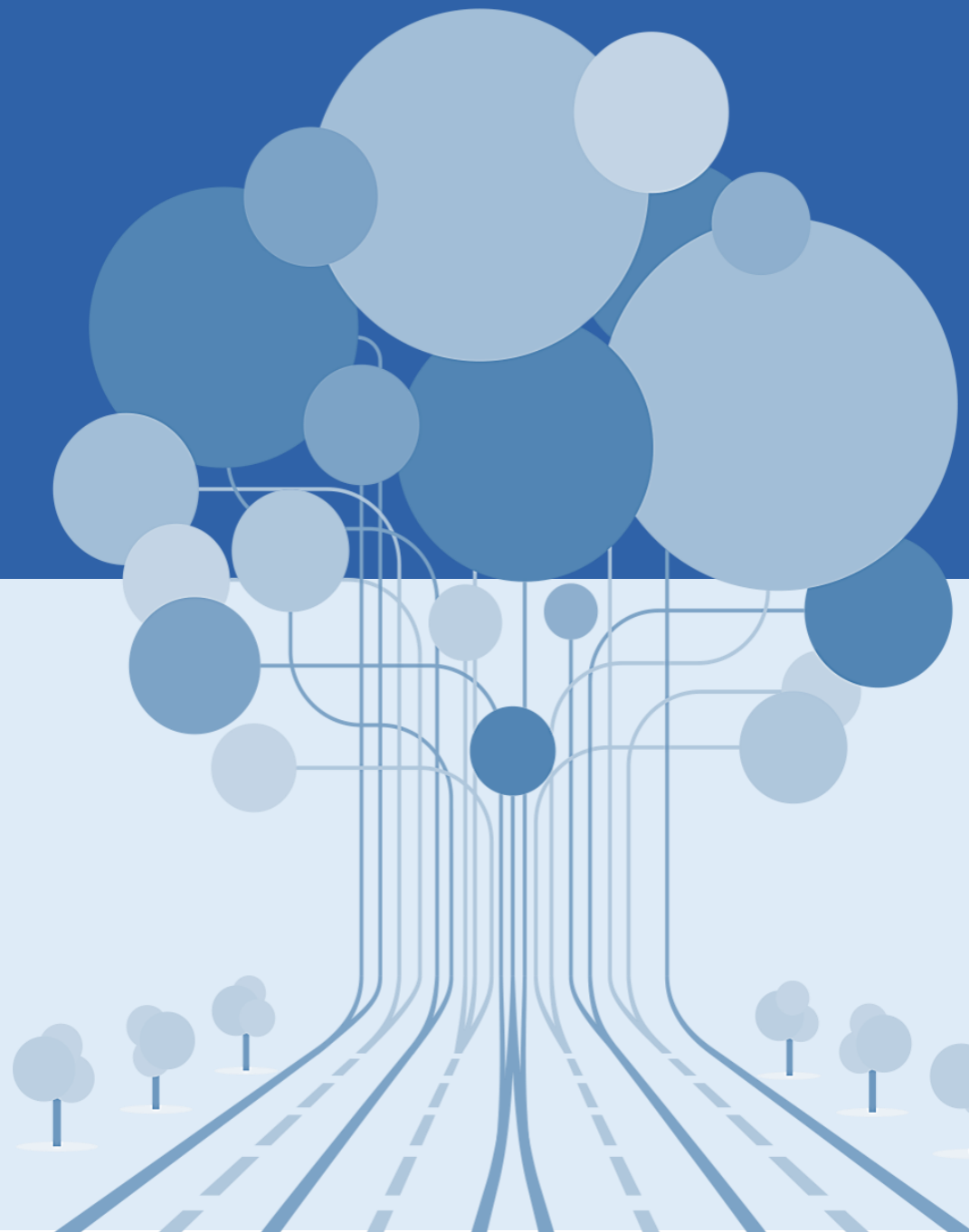
Milan, July 2<sup>nd</sup> 2019





## AGENDA

- 1 FINANCIAL FIGURES
- 2 ASTM - SIAS TRANSACTION OVERVIEW
- 3 STRATEGY
- 4 ESG



1

# FINANCIAL FIGURES



ASTM  
OVERVIEW

FINANCIAL FIGURES

TRANSACTION OVERVIEW

STRATEGY

ENVIRONMENT, SOCIAL, GOVERNANCE

ASTM is an industrial holding, operating in the sectors of motorway management, large infrastructure engineering and construction projects and transport and mobility technology.

Motorway  
concessions

The Group is the **third largest toll road operator** in the world with **4,156 km** of road under concession in Italy, Brazil and the UK, through SIAS and the jointly controlled company EcoRodovias

## Construction



The Group through Itinera is a **global player in the field of construction** of transport infrastructure (roads, motorways, railways, subways, bridges, viaducts, tunnels) and of civil and industrial construction projects (hospitals, large shopping centers, airports)

## Engineering



The Group is active in the **engineering field** through the company SINA that operates in this sector developing monitoring technologies to implement and further improve the useful life cycle of the infrastructures

Technology  
and MES(\*)

The Group is active in **technology applied to mobility** mainly through Sinelec and Euroimpianti, leaders in the study, design, installation and maintenance of advanced systems for mobility and transport data management, for motorway operation and enhanced safety

(\*) MES (Mechanical Electrical Systems)

ASTM  
OVERVIEW

FINANCIAL FIGURES

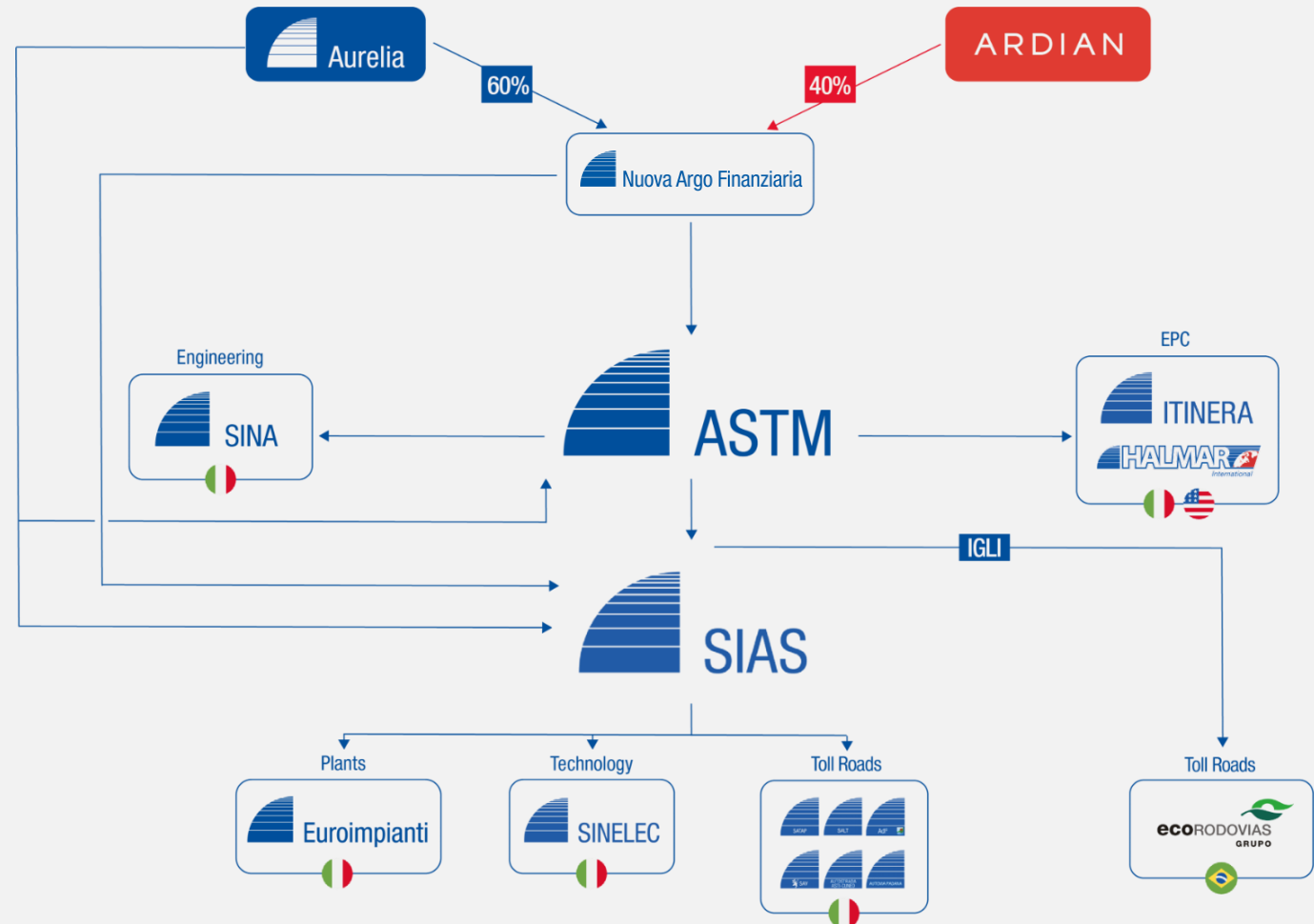
TRANSACTION OVERVIEW

STRATEGY

ENVIRONMENT, SOCIAL, GOVERNANCE

ASTM is controlled by **Nuova Argo Finanziaria**, one of the main Italian industrial groups, owned by **Aurelia - Gavio family (60%)** and **Ardian (40%)**, a world-leading private investment house

## Current Group structure





A DIVERSIFIED  
AND  
SYNERGIC  
PORTFOLIO

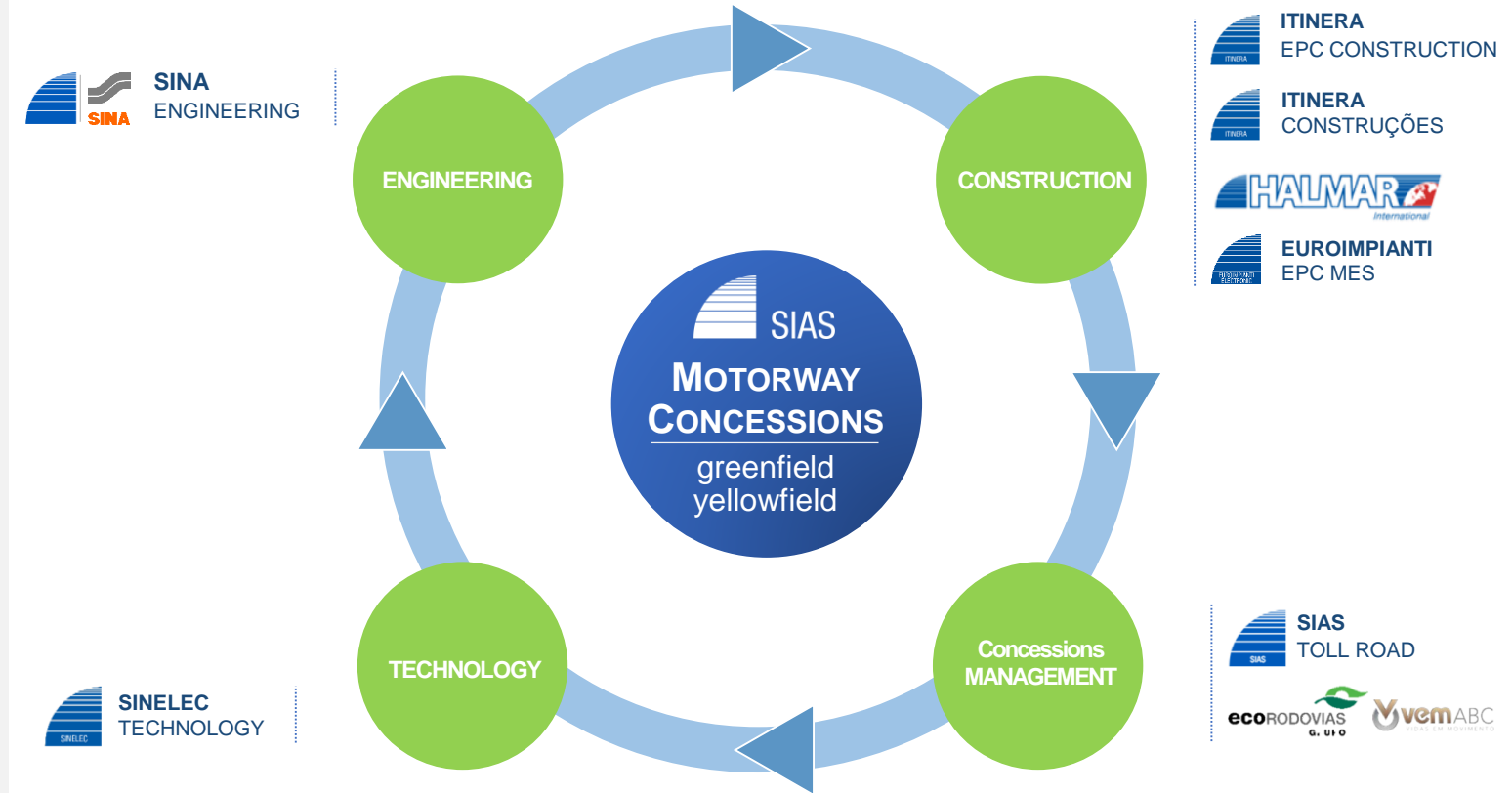
FINANCIAL FIGURES

TRANSACTION OVERVIEW

STRATEGY

ENVIRONMENT, SOCIAL, GOVERNANCE

## Four business units, ONE COMPANY ...



... covering the entire value chain:

ORIGINATION : FINANCING : DEVELOPMENT : OPERATIONS : DIVESTMENT

ASTM  
SNAPSHOT

2018

FINANCIAL FIGURES

TRANSACTION OVERVIEW

STRATEGY

ENVIRONMENT, SOCIAL, GOVERNANCE

**8,484**employees &  
collaborators  
(December 31st 2018)**€ 2.8 bn**Market  
Capitalization  
(June 28th 2019)**€ 1,717 m**

Revenues

**€ 771 m**

EBITDA

**€ 167 m**

Group Net Income

**€ 594 m**Funds From  
Operations (FFO)**€ 4.4 bn**Net Capital  
Employed**€ 1.3 bn**Net Financial  
Position  
(1,85x EBITDA)**€ 3.1 bn**

Equity



2018 RESULTS  
BY SEGMENTS

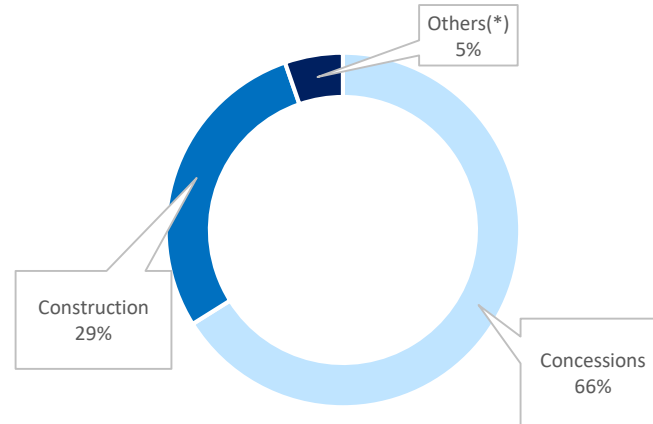
FINANCIAL FIGURES

TRANSACTION OVERVIEW

STRATEGY

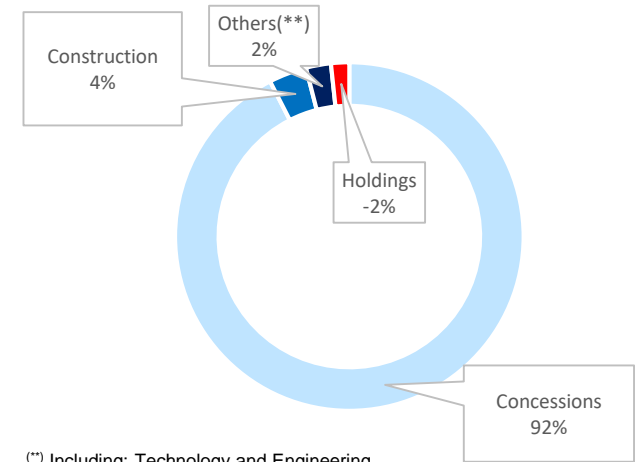
ENVIRONMENT, SOCIAL, GOVERNANCE

## Revenues by Segment



(\*) Including: Technology, Engineering and other revenues

## EBITDA by Segment



(\*\*) Including: Technology and Engineering

	REVENUES			EBITDA		
	2017	2018	Chg.%	2017	2018	Chg.%
Concessions	1,047	1,135	+8%	693	738	+6%
Construction	287	491	+71%	20	28	+40%
Technology	39	36	(8%)	19	15	(21%)
Engineering	8	6	(23%)	5	3	(43%)
Holdings & Others	54	49	(11%)	(19)	(14)	+27%
<b>Total</b>	<b>1,436</b>	<b>1,717</b>	<b>+20%</b>	<b>719</b>	<b>771</b>	<b>+11%</b>





## TOLL ROAD

- **Italy:** revenues reached €259m (+7%) with a traffic increase of +10.9%<sup>(1)</sup> (light vehicles +9.67%, heavy vehicles +11.52%)
- **Brazil:** revenues amounted to R\$680m with a traffic growth of +0.6%



## CONSTRUCTION

- **Construction revenues** were €210m
- **Backlog** achieved €4.8bn (of which 65% abroad)

ASTM Group net debt amounted to € 1,267 m

<sup>(1)</sup> +3% compared to the same 2018 perimeter (without Autovia Padana): +2.21% light vehicles, +3.31% heavy vehicles



# SIAS OVERVIEW

FINANCIAL FIGURES

TRANSACTION OVERVIEW

STRATEGY

ENVIRONMENT, SOCIAL, GOVERNANCE

**SIAS Group is the third largest operator in the management of toll motorway Concessions, with 4,156 km under management worldwide. SIAS leverages a consolidated experience in the origination, financing, development, operations, and divestment of motorway projects**

## Strategic guidelines

- **SIAS exports skills and operating best practices abroad, thanks to the experience developed on diversified motorway operation profiles**
- **SIAS operates through the ONE COMPANY integrated business model, fostering operating synergies among business units, improving competitiveness and profitability, and mitigating the risks**



SIAS  
OVERVIEW

FINANCIAL FIGURES

TRANSACTION OVERVIEW

STRATEGY

ENVIRONMENT, SOCIAL, GOVERNANCE

## Worldwide presence: 4,156 km managed in Italy, Brazil and the UK ...



**1,423 km**  
**13 Concessions**

Main motorway operator in the **North-West of Italy**, one of the wealthiest areas in Europe, representing **23%** of the national grid



**2,649 km**  
**10 Concessions**

**EcoRodovias**, the second biggest motorway operator in Brazil, jointly controlled with **CR Almeida**



**84 km**  
**1 Concession**

**Newcastle-Carlisle (A69)**, a major Northern trunk road in England, jointly managed with **RoadLink Holding**



Recent set up of a **new SPV** with the purpose of investing in the PPP concession projects. The SPV is already staffed with high skilled professionals

SIAS  
OVERVIEW

FINANCIAL FIGURES

TRANSACTION OVERVIEW

STRATEGY

ENVIRONMENT, SOCIAL, GOVERNANCE

## Key Figures - Italy

Perimeter: SIAS Group - 2018

**€ 1.2 billion**  
Revenues**€ 748 million**  
EBITDA**€ 265 million**  
Net Income**2.631**  
Employees**€ 10.7 billion**  
Gross Capital  
Employed**€ 560 million**  
Funds from  
Operations

SIAS  
OVERVIEW

FINANCIAL FIGURES

TRANSACTION OVERVIEW

STRATEGY

ENVIRONMENT, SOCIAL, GOVERNANCE

## Key Figures - Brazil

Perimeter: EcoRodovias - 2018



**\$R 2.6 billion**  
Revenues



**\$R 1.7 billion**  
EBITDA



**\$R 393 million**  
Net Income



**3.742**  
Employees



**292 million**  
Vehicles passed  
through



**\$R 4,8 billion**  
Net Financial  
Position



SIAS  
OVERVIEW

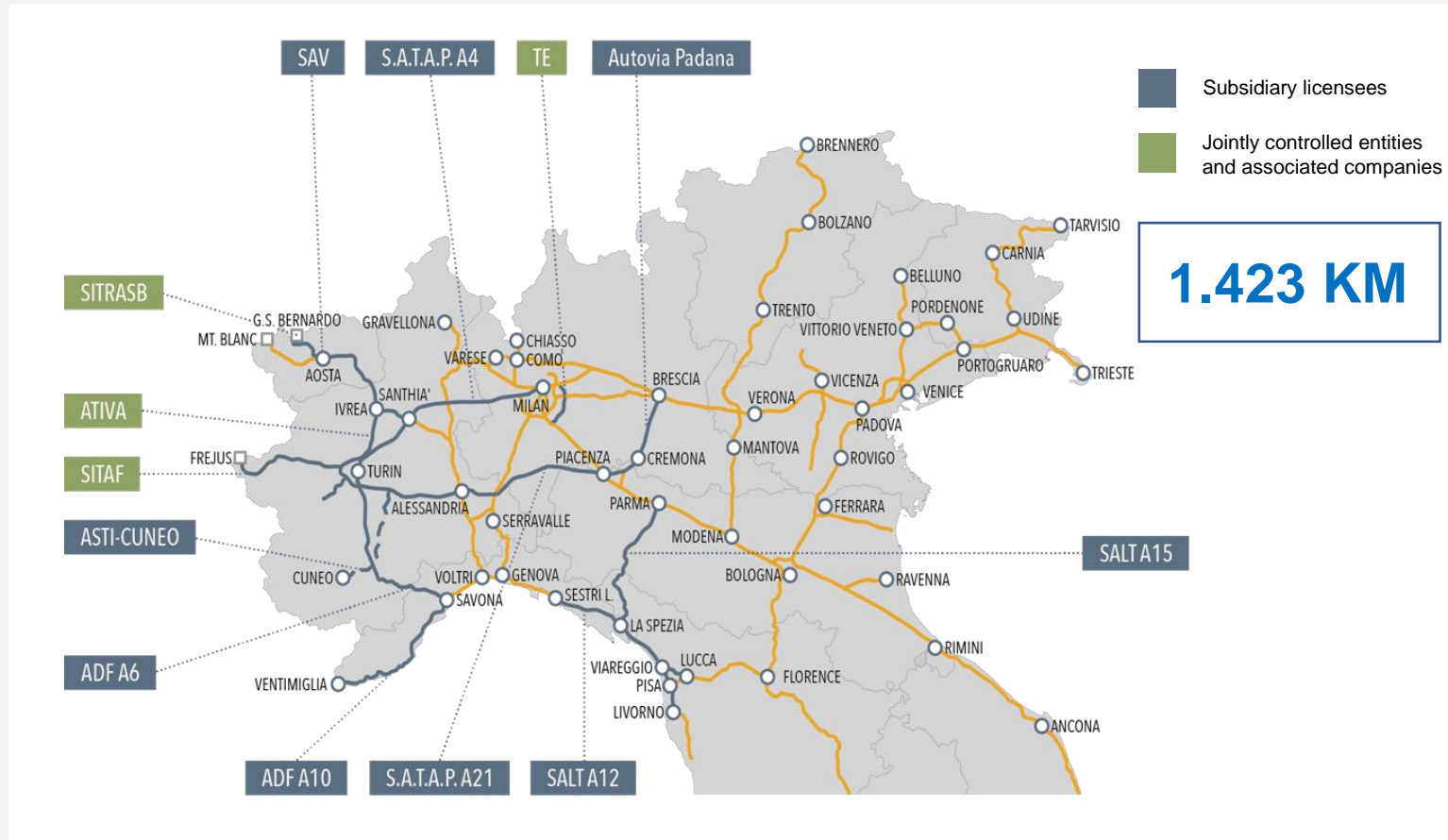
FINANCIAL FIGURES

TRANSACTION OVERVIEW

STRATEGY

ENVIRONMENT, SOCIAL, GOVERNANCE

In Italy, we have a diversified portfolio of Concessions in terms of ...



... orographic configuration including flat lands, mountains, and tunnels

... traffic base comprising intercity commuter, business-related, and recreational travel





SIAS  
OVERVIEW

FINANCIAL FIGURES

TRANSACTION OVERVIEW

STRATEGY

ENVIRONMENT, SOCIAL, GOVERNANCE

## Key drivers for growth

## Consolidate the Italian network



- **Few potential competitors** expected in the **market**
- Re-ward of **expired** Concessions
- Extension of **maturity** (according to regulatory framework)
- Acquisition of **minority stakes** in controlled Concessions
- Exploitation of **non-controlling stakes**

## Enhance internationalization



- Continue to invest in **Brazil** through the EcoRodovias platform allowing **participation to new tenders**
- Start operating in the **US market** (toll-road greenfield or yellowfield PPP projects)

## Continuous efficiency improvement



- **Integrated** Risk Management
- **Harmonization** of Concessions processes
- Rationalization of overall **productivity**
- Financial **saving** discipline
- Centralization of core services and functions



# ITINERA OVERVIEW

FINANCIAL FIGURES

TRANSACTION OVERVIEW

STRATEGY

ENVIRONMENT, SOCIAL, GOVERNANCE



Itinera is one of the top infrastructure players in Italy in terms of size, backlog and revenues, operating both as contractor and promoter of new initiatives on greenfield Concessions

## Worldwide presence directly or through its subsidiaries

- Europe
- South Africa
- Middle East
- Latin America
- United States



## Business segments



ROADS AND  
INFRASTRUCTURES



RAILWAYS AND  
METROS



HOSPITALS



BUILDINGS



AIRPORTS

ITINERA GROUP  
HIGHLIGHTS  
AND BACKLOG

FINANCIAL FIGURES

TRANSACTION OVERVIEW

STRATEGY

ENVIRONMENT, SOCIAL, GOVERNANCE

## Key figures - 2018

**€633 million**  
Revenues

- 50% abroad
- 86% non captive

**€34 million**  
EBITDA**€4.9 billion**  
Backlogof which  
**65%** abroad**€8 million**  
Net income**Negligible**  
NFP**2.000**  
Employees

SINELEC  
OVERVIEW

FINANCIAL FIGURES

TRANSACTION OVERVIEW

STRATEGY

ENVIRONMENT, SOCIAL, GOVERNANCE



SINELEC is our Technology company leader in the design, production and maintenance for solutions on transportation infrastructure management

## Key figures and facts 2018



**€56M** Revenues  
**€13M** EBITDA  
**€88M** Backlog  
**€61M** Expected orders



**80%** captive  
**20%** extra-captive



**289**  
 Employees



**€50M+** worth public  
 tenders awarded

SINELEC  
OVERVIEW

FINANCIAL FIGURES

TRANSACTION OVERVIEW

STRATEGY

ENVIRONMENT, SOCIAL, GOVERNANCE

## ITS key competences and businesses



End-to-end  
Technology  
Solution Provider



800 toll gates



+20  
developers in  
R&D



11 Operational  
Control Centers



€2B tolls/yr  
processed  
(500M vehicles/yr)

### Infrastructure Maintenance and Monitoring

- Infrastructure monitoring (sensor, cameras)
- Winter operations support
- Weather data collection processing and dissemination

### Electronic tolling

- Gate automation
- Field equipment
- Vehicles identification and classification
- Enforcement solutions
- Operational back-office systems

### Traffic Management

- Operational control center
- Traffic metering
- Data collection (sensors, cameras, radar)
- Data integration

### Safety Management

- Automated Incident Detection
- Video surveillance
- Tunnel safety systems
- Weight in Motion
- SOS Coverage
- Variable Messaging systems
- ISO – frequency radio coverage

### Traveler Information

- Pre-trip travel information (real-time flow condition,...)
- En-route driver information
- Smart parking
- Traveler information services

SINELEC  
OVERVIEW

FINANCIAL FIGURES

TRANSACTION OVERVIEW

STRATEGY

ENVIRONMENT, SOCIAL, GOVERNANCE

## Manage social and economical impacts of Traffic Growth ...

**1. LOST PRODUCTIVITY**

**\$1.4 Trillion** - World Economic Forum cost estimate for traffic jams worldwide

**2. CLIMATE CHANGE**

**22%** of total OECD CO<sub>2</sub> emissions from vehicles

**3. PUBLIC HEALTH**

**1/3** of fine particulate matter in urban areas is emitted from vehicles, playing a causative role in heart attacks, strokes and respiratory illnesses

**4. ROAD ACCIDENTS**

**1.25 M** people die each year, while 20 - 50 M are injured, according to the World Health Organization

SOURCE: World Economic Forum; World Health Organization; OECD



SINELEC  
OVERVIEW

FINANCIAL FIGURES

TRANSACTION OVERVIEW

STRATEGY

ENVIRONMENT, SOCIAL, GOVERNANCE

# Transportation infrastructure must become “intelligent” to manage future challenges



Enable interconnections among people, vehicles and infrastructures



Manage in a dynamic way transportation capacity and traffic flow



Digitalize assets (IoT) to increase availability and safety



## Advanced Intelligent Transportation System will enable infrastructure evolution

### Infrastructure Maintenance and Monitoring



Monitoring and predictive maintenance (DIGITAL TWIN)

### Electronic Tolling



- Gate Automation
- Dynamic Pricing

### Traffic Management



- Strategic Traffic Manager
- Managed Lanes

### Safety Management



Integrated Risk prevention

### Traveler Information



Pre-trip travel information (real-time flow condition, ...)

2

## ASTM-SIAS TRANSACTION OVERVIEW





ASTM-SIAS  
TRANSACTION  
OVERVIEW

FINANCIAL FIGURES

TRANSACTION OVERVIEW

STRATEGY

ENVIRONMENT, SOCIAL, GOVERNANCE

The Boards of Directors of ASTM and SIAS approved an **integration project**, to be implemented by a merger by incorporation of SIAS into ASTM, aimed at simplifying the chain of control through the creation of “**One Company**” listed. The above-mentioned Boards of Directors resolve to call the ASTM and SIAS Extraordinary Shareholders’ Meetings to approve the merger plan

## Transaction structure

- ASTM to launch a **VTO** on up to 5% (c.20% of Free Float) of SIAS share capital at a price of €17.50/sh
- SIAS to merge into ASTM conditionally to **successful voluntary tender offer (“VTO”) execution** (waivable)

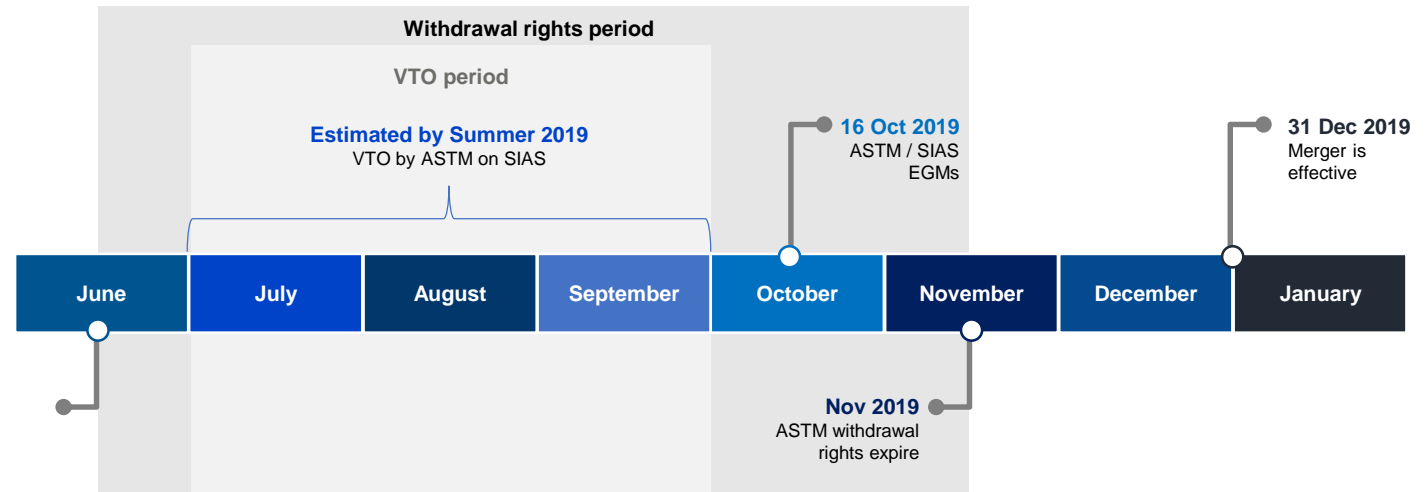
## Merger exchange ratio

- **0.55x** ASTM newly-issued shares for each SIAS ordinary share

## Merger withdrawal rights

- **SIAS corporate purpose to be integrated in ASTM**
- ASTM shareholders **who do not approve transaction entitled to withdrawal rights** (withdrawal right price of €21.76/sh)
- **Withdrawal right cap** of €50m

## Illustrative timeline



TRANSACTION  
RATIONALE  
AND MAIN  
BENEFITS

FINANCIAL FIGURES

TRANSACTION OVERVIEW

STRATEGY

ENVIRONMENT, SOCIAL, GOVERNANCE

**1 Creation of a global leader in the infrastructure space**

- **Diversified and synergic portfolio** with three business units **covering the entire value chain** under “**One Company**”
- Increasing the ability of **business development** and **risk control**
- **Rationalisation of crossed shareholdings** (e.g. Itinera, EcoRodovias)

**2 Simplified corporate governance**

- **Organisational structure** in line with Group strategy
- Streamlining of **decision-making processes**

**3 Rationalised capital and cost structure**

- Simplified **capital structure** and positive impact on access to **capital markets**
- A more efficient **cost structure**

**4 Increased stock liquidity and reduced holding discount**

- **Reduced holding discount**
- **Increased stock liquidity** of the combined entity
- **Elimination of share price asymmetries** and **consolidation of the shareholder base**
- **Improved quality of stock coverage**



# SIMPLIFIED CORPORATE GOVERNANCE

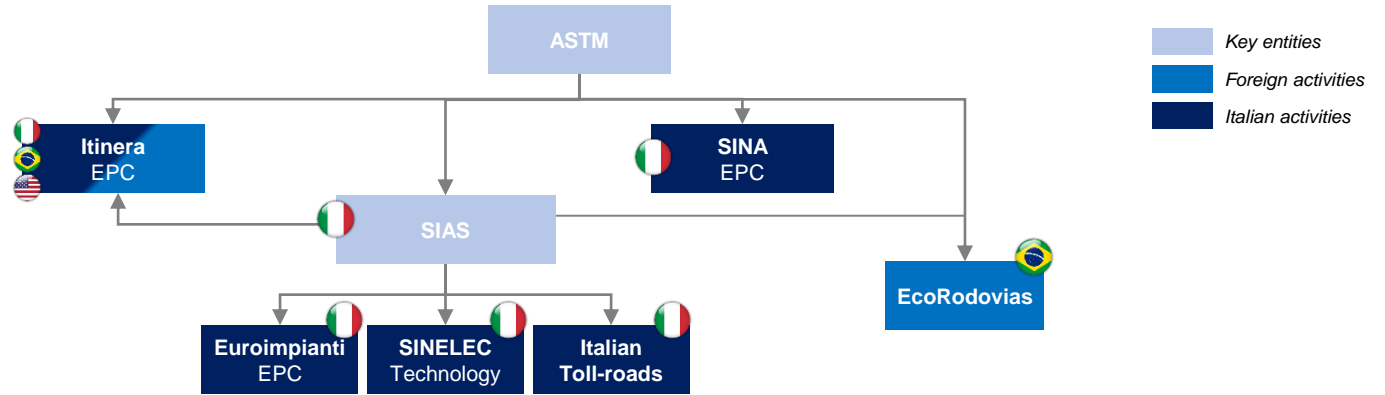
FINANCIAL FIGURES

TRANSACTION OVERVIEW

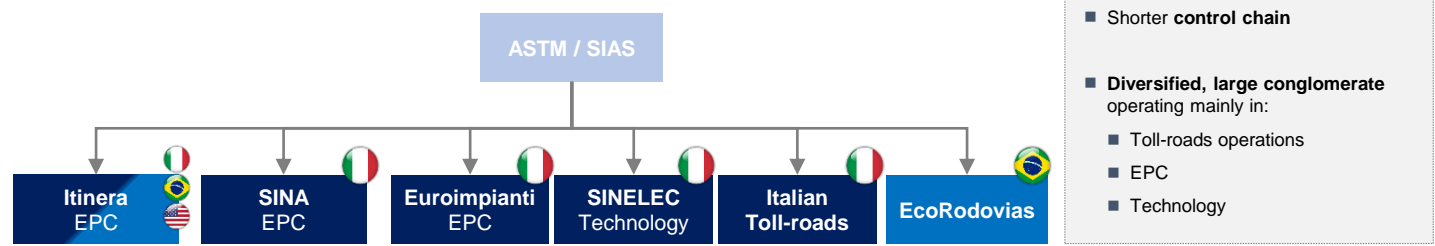
STRATEGY

ENVIRONMENT, SOCIAL, GOVERNANCE

## Current illustrative Group structure



## Post-merger illustrative Group structure



3

## STRATEGY





# VISION

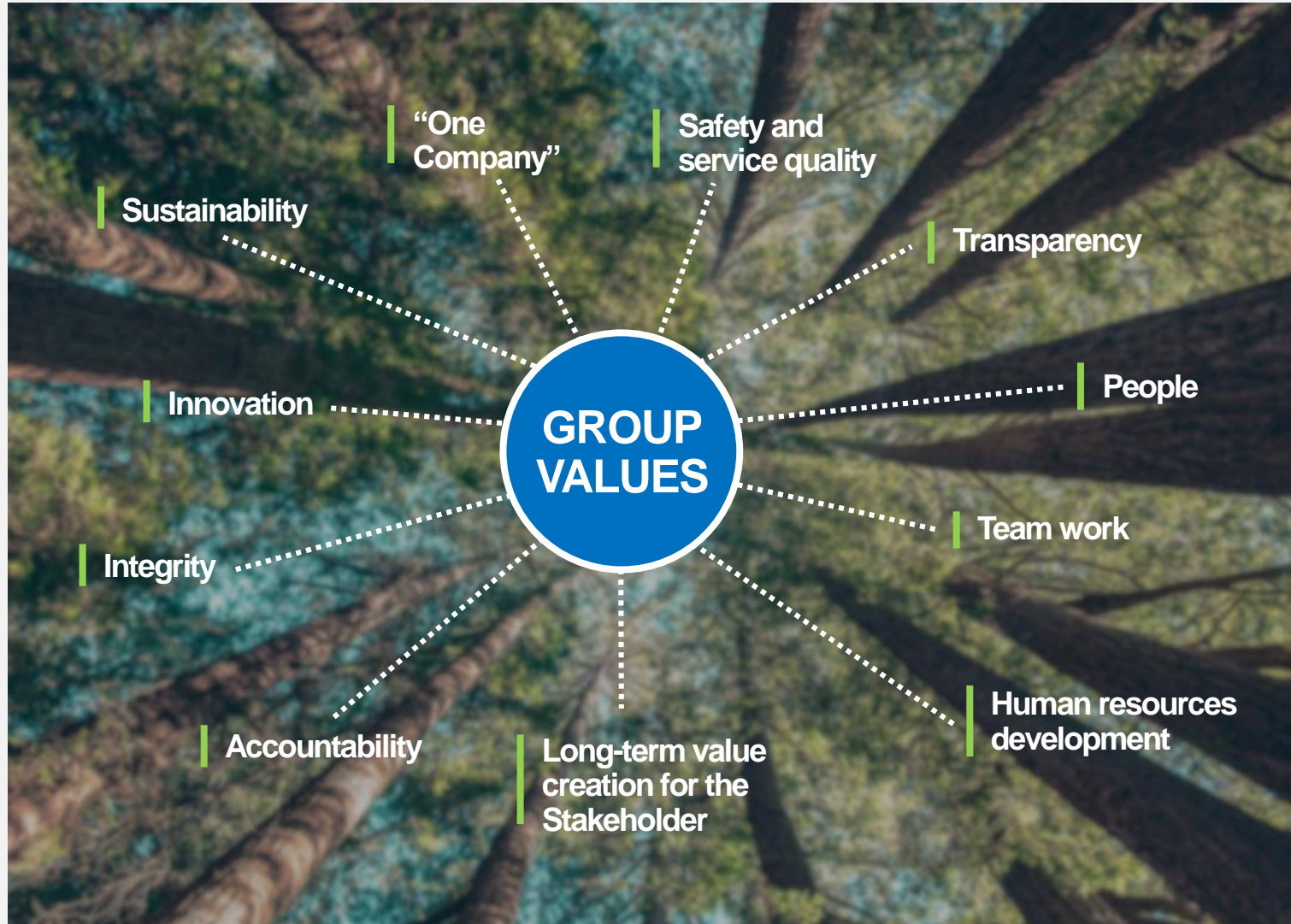
FINANCIAL FIGURES

TRANSACTION OVERVIEW

STRATEGY

ENVIRONMENT, SOCIAL, GOVERNANCE

## We pursue the “Excellence in action” through our values



## VISION

FINANCIAL FIGURES

TRANSACTION OVERVIEW

STRATEGY

ENVIRONMENT, SOCIAL, GOVERNANCE

ASTM is committed to operate **responsibly**, integrating the principles of sustainable development into its business model



## Improving ourselves

- Focus on the Group **commitment to sustainability** matters with a view to continuously **improve its performance and reputation**



## Developing competitiveness

- Companies that are unable to demonstrate ability to manage their business in line with **Corporate Social Responsibility** are not allowed to participate in **international tenders**



## Transparency

- **Clear communication** to all Stakeholders of the Group strategic objectives, values and policies regarding sustainability
- Spread a corporate culture based on **shared targets, principles and values**, strengthening employee motivation and sense of belonging



## Monitoring

- Continuous **monitoring** of our performance in order to create sustainable value for all Stakeholders over the medium-long term



# KEY STRATEGIC DRIVERS

FINANCIAL FIGURES

TRANSACTION OVERVIEW

STRATEGY

ENVIRONMENT, SOCIAL, GOVERNANCE



## Human Capital

Key strategic achievements are strictly linked to **Human Capital**, which is the Group's **main asset**.

People skills, different cultures and know-how are keys to **value creation**.

### Cultural Enhancement and Leadership Development through:

#### Young Talent

- Internal development through evaluation program, coaching and skills improvement
- University and talent scouting through the inclusion of key people every year

#### Performance Management System

- Implementation of specific programs for professionals and managers

#### Incentive Scheme and Long Term Retention Systems

- Based on specific targets, timing and performance assessment



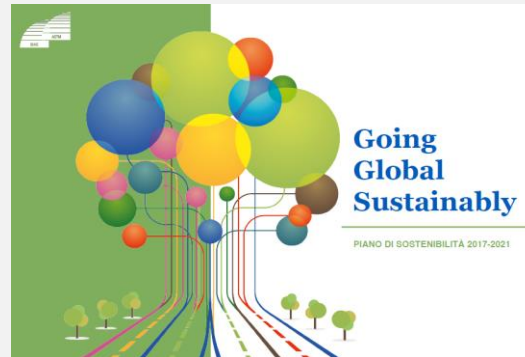
SUSTAINABILITY  
PLAN  
2017/2021

FINANCIAL FIGURES

TRANSACTION OVERVIEW

STRATEGY

ENVIRONMENT, SOCIAL, GOVERNANCE



ASTM approved the first Sustainability Plan 2017-2021 «Going Global Sustainably» integrated with our Strategic Plan to translate sustainability commitments into feasible actions and concrete results.

The Sustainability Plan 2017-2021 «Going Global Sustainably» has been prepared by analysing, integrating and developing a number of factors, such as the "Ten Principles" of the United Nations Global Compact, ISO 26000 Guidelines, the Group materiality analysis and the 17 Sustainable Development Goals (SDGs) to be reached by 2030 and endorsed by the UN.

In particular, ASTM selected 9 goals and 14 targets which have been considered as the most relevant and significant for the Group businesses.



The Sustainability Plan highlights the **Group commitment to sustainability topics**, with a view to continually improving performance and clearly informing all Stakeholders of its strategic policies for sustainability, sharing the objectives, principles and values.

The Plan has been prepared by analysing, integrating and developing six different factors which represent the Group strategic guidelines:

Implement Sustainable Governance in line with best practice

Develop human capital by promoting skills and different cultures

Create sustainable value for all Stakeholders over the medium-long term, safeguarding and enhancing the Group reputation

Ensure compliance with environmental regulations and promote energy efficiency policies

Promote policies aimed at improving road safety

Ensure health and safety in the workplace

The Plan sets out **measurable qualitative objectives and actions for each area of commitment**, over the medium to long term, in line with the Group values and its Strategic Plan, increasing the sense of responsibility and motivation of key people involved.

In particular, objectives and actions are stated according to the Group businesses: corporate, motorway concessions, construction and engineering, technology and MES (Mechanical Electrical Systems).





4

ESG





## CRS PILLARS

FINANCIAL FIGURES

TRANSACTION OVERVIEW

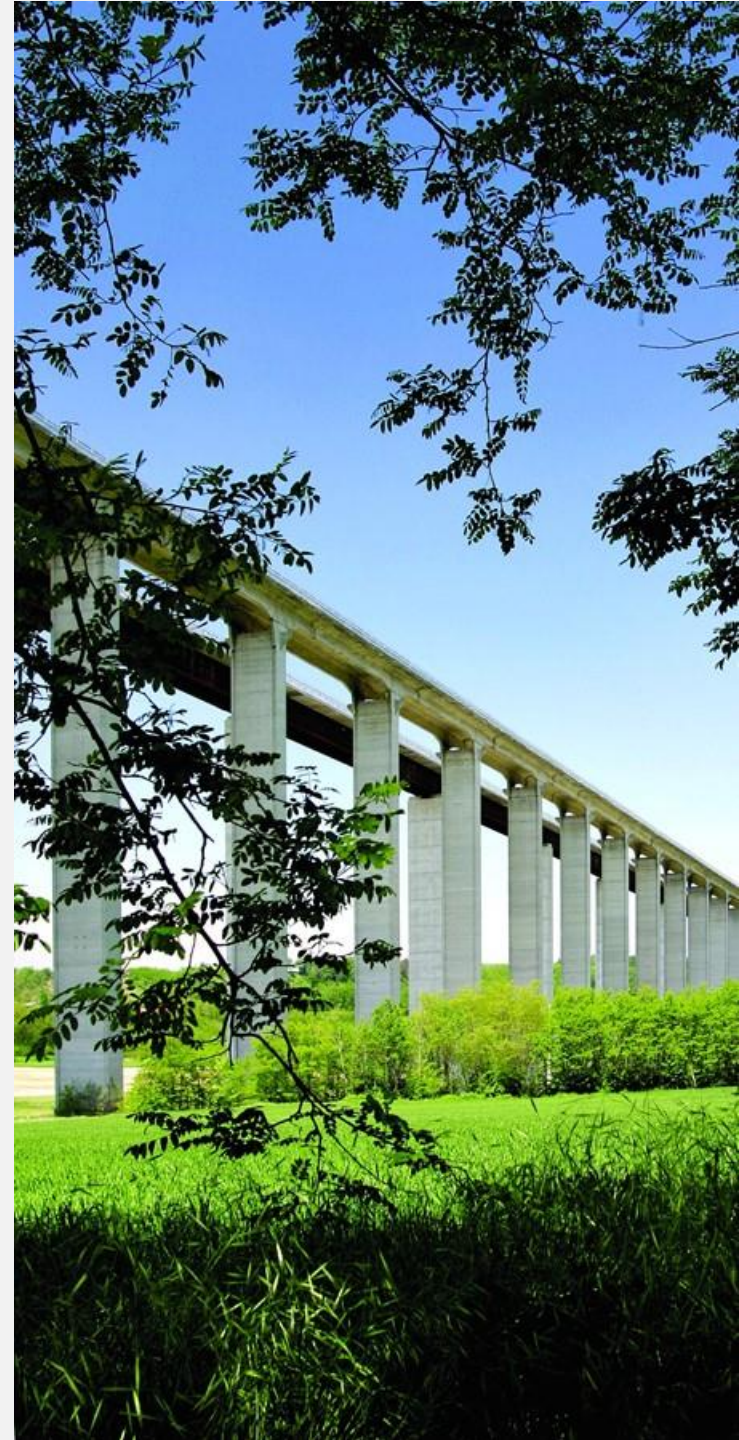
STRATEGY

ENVIRONMENT, SOCIAL, GOVERNANCE

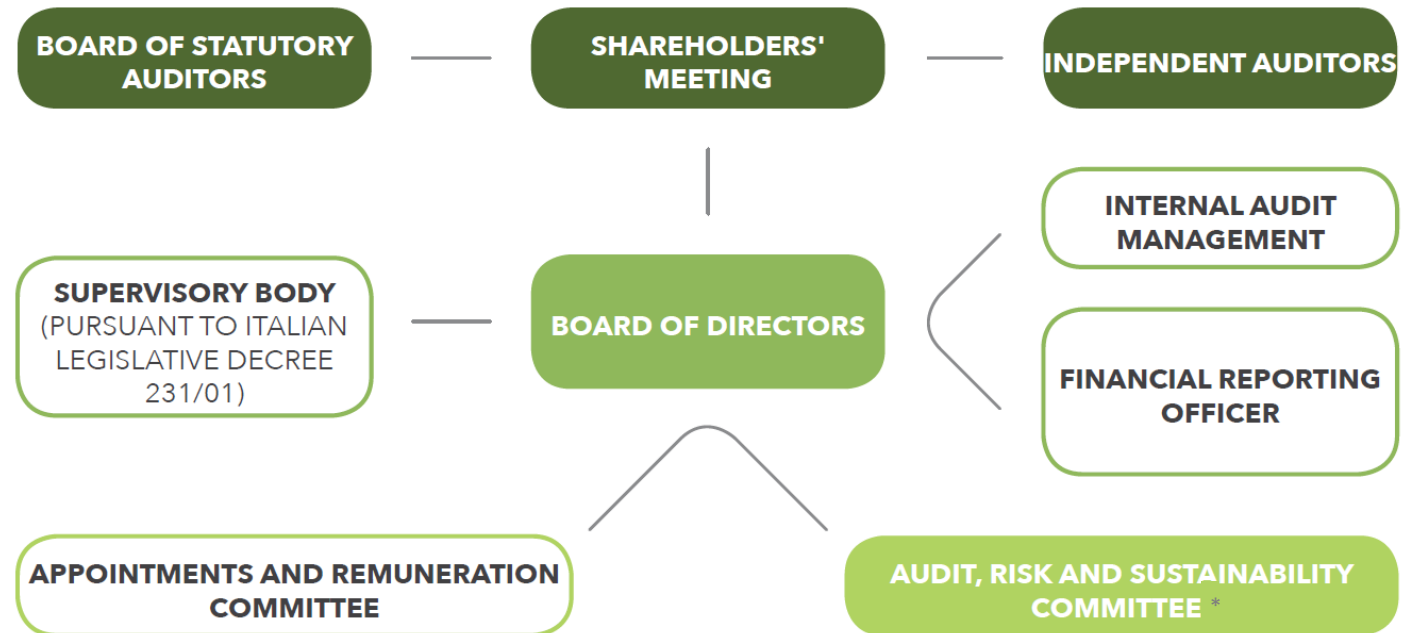
### The pillars of our Corporate Social Responsibility (CSR) strategy are:

- Dedicated **Governance Systems** and accountability
- **ESG Risk** management model
- Dedicated **group policies and procedures** for ESG matters
- Advanced management system for **ESG material aspects**
- Creating **shared value approach** with all Stakeholders
- **Sustainability Report** in accordance to GRI standards

**Being sustainable** means creating **sustainable value** for all Stakeholders over the medium-long term.



In 2017 ASTM defined the organisational structure for sustainability formalising roles and responsibilities. ASTM Board of Directors appointed the Audit and Risk Committee to supervise sustainability matters and the interaction with all Stakeholders. Also a Sustainability Function has been set up.



\* Also carries out the functions of the Committee for related party transactions



## ESG RISK MANAGEMENT MODEL

FINANCIAL FIGURES

TRANSACTION OVERVIEW

STRATEGY

ENVIRONMENT, SOCIAL, GOVERNANCE

In order to better manage risks and generate sustainable and long-term returns, ASTM takes into consideration the ESG factors including the following:



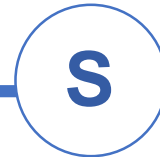
### ENVIRONMENTAL

- climate change
- greenhouse gas (GHG) emissions
- resource depletion
- waste and pollution



### SOCIAL

- working conditions
- local communities
- health and safety
- employee relations and diversity



### GOVERNANCE

- executive pay
- bribery and corruption prevention
- board diversity and structure



**RISK  
MANAGEMENT  
MODEL**

FINANCIAL FIGURES

TRANSACTION OVERVIEW

STRATEGY

ENVIRONMENT, SOCIAL, GOVERNANCE

Since 2004, ASTM and its operating subsidiaries have been adopted a "Code of Ethics" and a "Compliance Programme" pursuant to Legislative Decree 231/01.

Since 2012 ASTM has implemented a Risk Management System to identify and manage the main risks consistent with the Group strategic objectives.

The main risks concerning sustainability topics of ASTM S.p.A. and its subsidiaries are as follows.

**RISK RELATED TO ETHICAL BEHAVIOUR**

**ENVIRONMENTAL AND OCCUPATIONAL SAFETY COMPLIANCE RISK**

**RISK OF INTERRUPTION TO THE OPERATION OF MOTORWAY INFRASTRUCTURE**

**RISK RELATED TO THE SUPPLY AND SUBCONTRACTOR CHAINS**

**RISK RELATED TO PERSONNEL**

**RISK RELATED TO THE EMERGENCY MANAGEMENT AND MOTORWAY USER SERVICES**

**ENVIRONMENTAL COMPLIANCE RISK**

**"NIMBY" RISK & RELATIONS WITH THE LOCAL COMMUNITY**



SUSTAINABILITY  
POLICIES

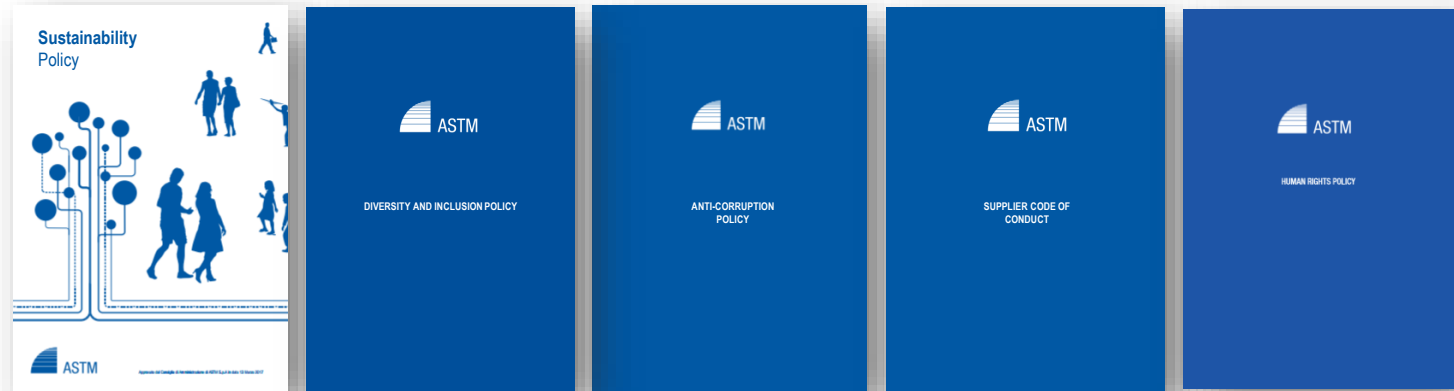
FINANCIAL FIGURES

TRANSACTION OVERVIEW

STRATEGY

ENVIRONMENT, SOCIAL, GOVERNANCE

In order to strengthen its commitment towards ESG aspects, ASTM implemented the following policies:

Sustainability  
PolicyDiversity and  
Inclusion PolicyAnti-Corruption  
PolicySupplier Code  
of ConductHuman rights  
Policy

Environmental



Social



Governance



In order to monitor the value chain, supplier contracts established the automatic revocation in case of violation of the Code of Ethics or any other sustainability policy.



## IMPACT MEASUREMENT

FINANCIAL FIGURES

TRANSACTION OVERVIEW

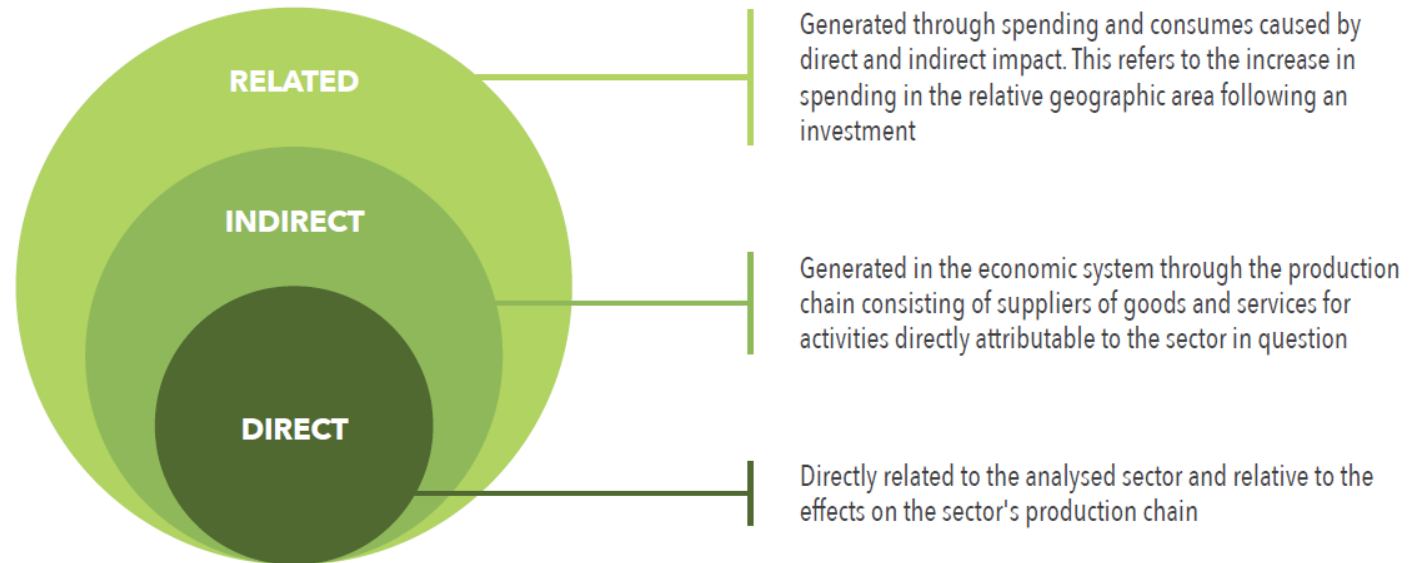
STRATEGY

ENVIRONMENT, SOCIAL, GOVERNANCE

The business segments in which ASTM operates, particularly concessions and construction, are **highly important for the economic system**. As regards motorway concessions, numerous studies have proved the strong correlation between an area infrastructure and its rate of development.

The **economic growth** of a nation is in fact related to the **increase in passenger and goods mobility** in its territory.

The estimate of the economic impact makes it possible to measure the incremental wealth generated by an investment in the relative sector, considering **direct, indirect and related impact**.





IMPACT  
MEASUREMENT

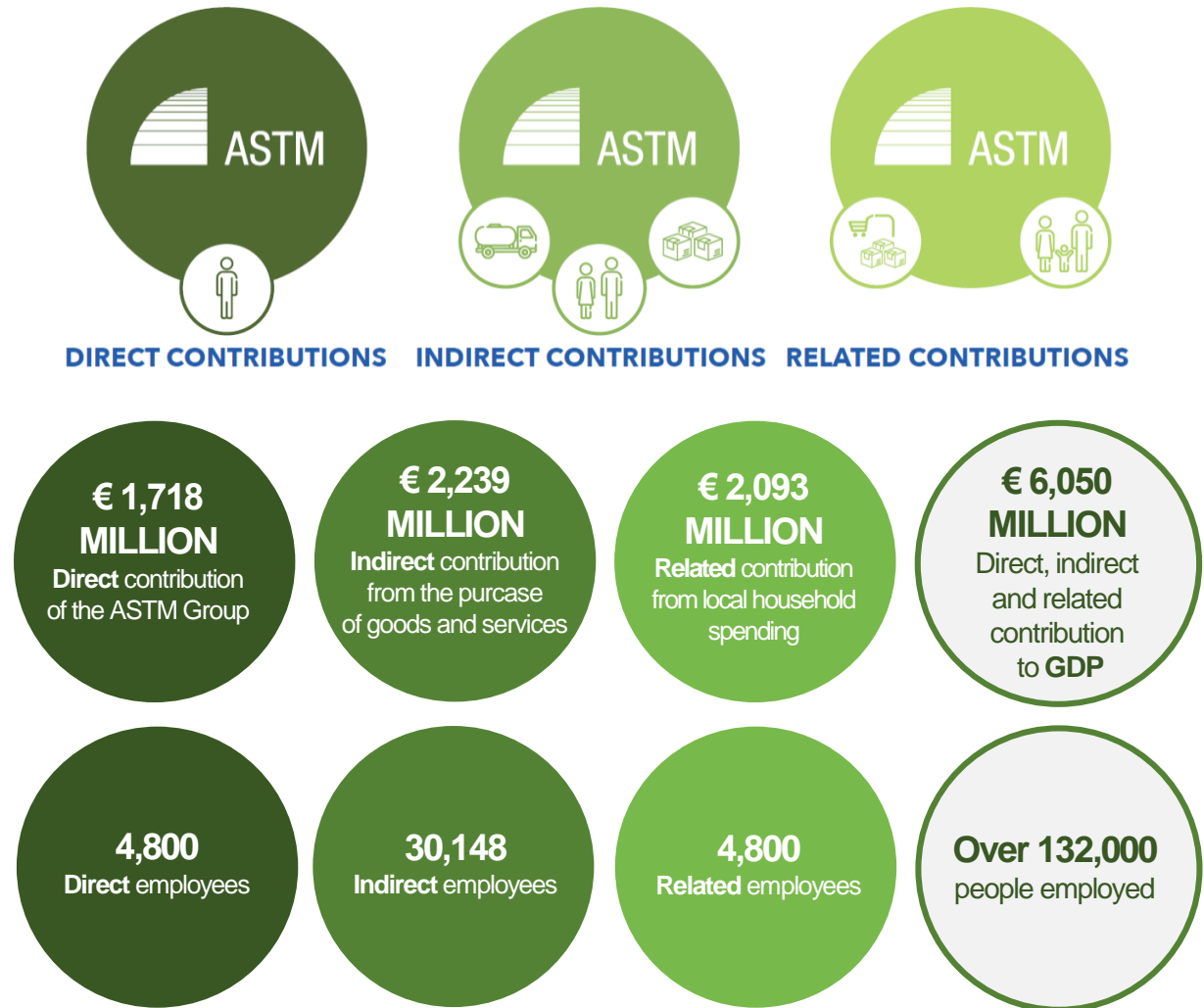
FINANCIAL FIGURES

TRANSACTION OVERVIEW

STRATEGY

ENVIRONMENT, SOCIAL, GOVERNANCE

For this reason, aware of the economic and social impacts produced by its business ASTM estimated - based on an econometric model (the Leontief's input-output model) - the **direct, indirect and related impacts** generated by the Group activities in 2018 as follows:





On 27 March 2019 ASTM approved the third **Sustainability Report** for 2018 qualified as **Consolidated Non Financial Statement** pursuant to the **Italian Legislative Decree no. 254/2016**, which adopts the **EU Directive 95/2014** on disclosure of non-financial and diversity information.

The 2018 Sustainability Report has been reviewed by **Deloitte & Touche S.p.A.** that issued a **limited assurance report without remarks** on 24 April 2019.

The ASTM Sustainability Reports have been prepared in accordance with «**GRI Sustainability Reporting Standards**» (2016), based on the “in accordance-core” published by **Global Reporting Initiative (GRI)**.



*“A sustainability report is a report published by a company or organization about the economic, environmental and social impacts caused by its everyday activities.”*



Accessibility



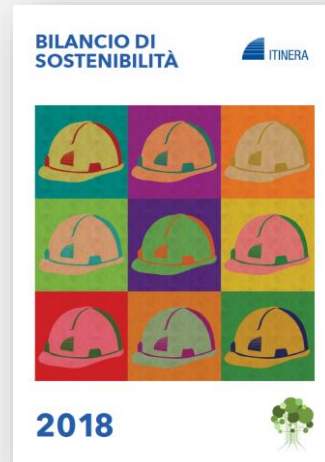
Quality



Up-to-date



Credibility



**SIAS**, although included in the consolidated **Non-Financial Statement** provided by **ASTM S.p.A.**, decided to not apply the exemption as of **article 6, paragraph 2, letter a)** of **Legislative Decree no. 254/2016**, and to prepare its own consolidated **Non-Financial Statement** in compliance with this decree, to guarantee maximum **transparency** for its Stakeholders and the market.

On 27 March 2019 **SIAS** approved the third **Sustainability Report** for 2018 reviewed by **Deloitte & Touche S.p.A.** that issued a **limited assurance report without remarks** on 24 April 2019.

**ITINERA** approved the first **Sustainability Report** for 2018 prepared on a **voluntary basis**. The 2018 Sustainability Report has been reviewed by **Deloitte & Touche S.p.A.** that issued a **limited assurance report without remarks** on 24 April 2019.



Management systems of social responsibility and health and safety in accordance with international standards SA8000 and ISO 18001



Risk Management System, compliant with ISO 31000 to provide consistency and guide the risk management and decision-making process

STAKEHOLDERS  
& MATERIALITY

FINANCIAL FIGURES

TRANSACTION OVERVIEW

STRATEGY

ENVIRONMENT, SOCIAL, GOVERNANCE

Material analysis identifies **material aspects**, i.e. the aspects which reflect the organisation significant economic, environmental and social impact and have a considerable effect on the evaluations and decisions made by Stakeholders

## ASTM STAKEHOLDERS MAP



## Main material topics:

- Road safety
- Management of infrastructural and social/environmental risks
- Traffic and emergencies management
- Health and safety at work
- Anti-corruption
- Impact on the landscape
- Transparency in governance

The results of the analysis are summarised in the materiality matrix also considering the contents of Article 3 of Legislative Decree no. 254/16. For more details, please see «The ASTM Group materiality matrix», Sustainability Report 2018, page 32.


2018  
SUSTAINABILITY  
KPI

FINANCIAL FIGURES


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ENVIRONMENT, SOCIAL, GOVERNANCE


**8,484 employees & collaborators**

**Over 67,000 hours of training**

**4,800 employees**

**92% with a open-ended contract**  
(83% national average)


**87% with a full time contract**


**18% women, of which 45% part-time**

**52% people working for the company for more than 10 years**

**80% Italy, 10% Latin America, 5% USA, 5% other countries**

**Injury rate 12.27%**  
(-16% compared to 2017 and 14,78 national average)


**Absenteeism rate 4.85%**  
(6,5% national average)


**Over 5,000 suppliers in 2018**

**98.2% waste reuse and recycle**



## € 450 million invested in motorways

of which € 301 million for the A21 Piacenza-Cremona-Brescia concession and € 149 million for investments in the motorway network (64 millions of euro TiBre, € 21 million for the upgrade of viaducts to the seismic regulation and € 11 millions for tunnels upgrade)



**712 km** of motorway with a **draining / sound-absorbing road surface** (70% of the motorway managed)

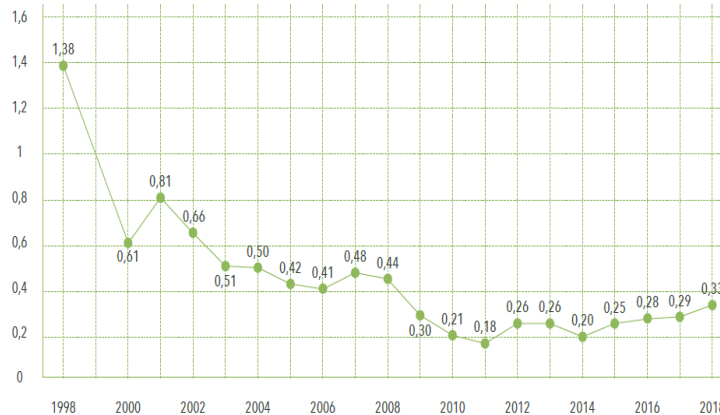


About **95 Km** of noise barriers

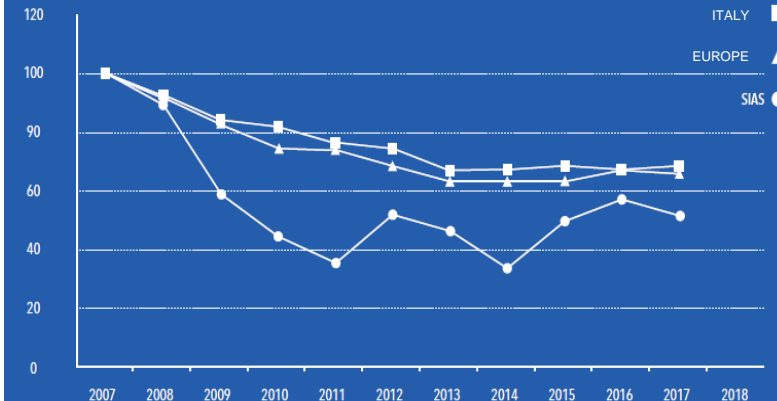


**-50% of fatal accidents** since 2001 - SIAS motorway network

**RATE OF FATAL ACCIDENTS ON THE SIAS NETWORK**  
(Rate 1998-2018, number of accidents fatal accidents/millions of vehicles/km\*100)



**DEATH FOR ACCIDENTS**  
Rate number (2007 = 100)



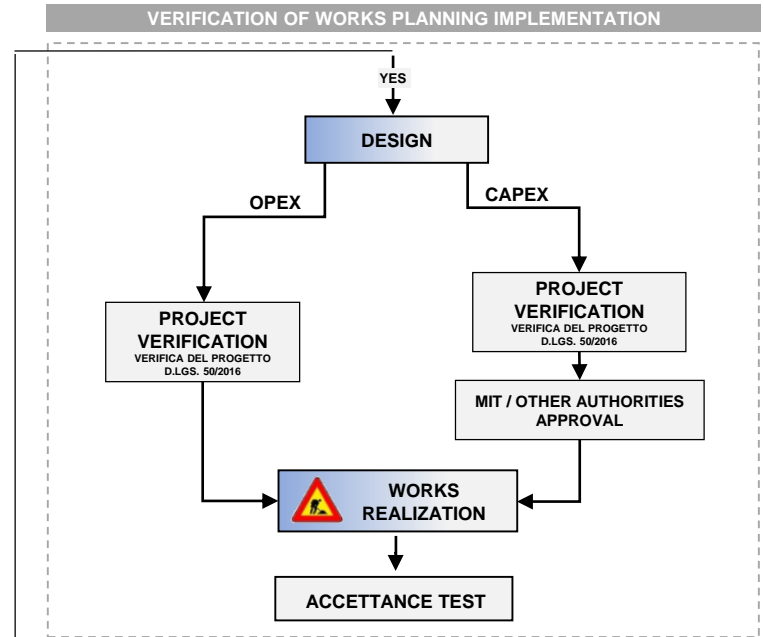
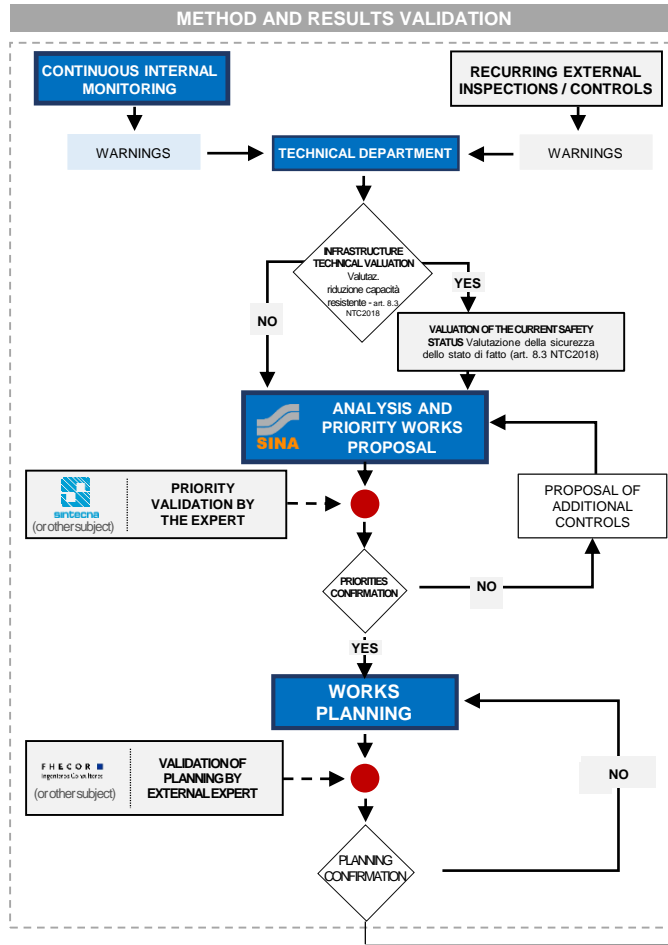


## Safety & quality control approach

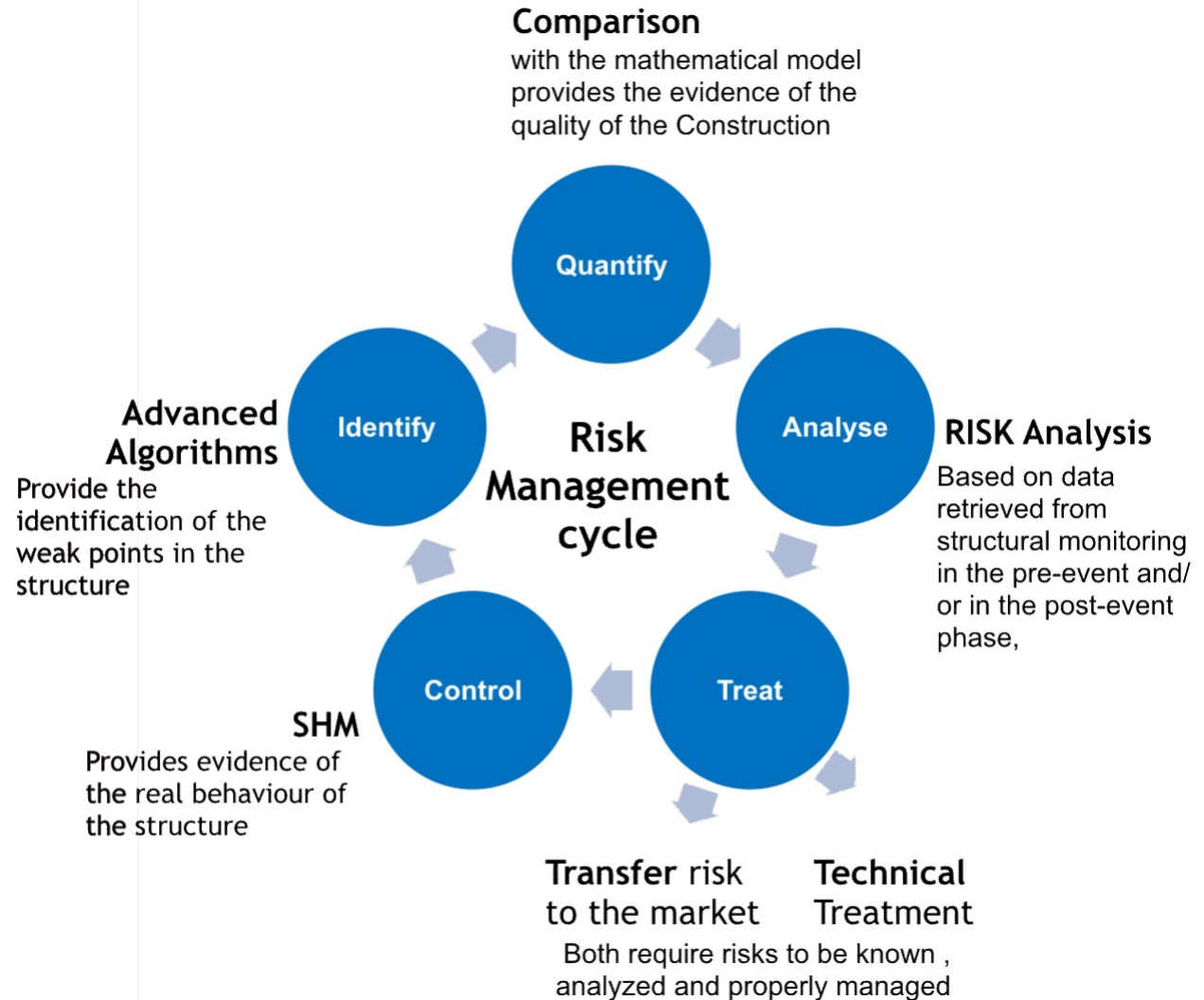
- The Group has implemented an **integrated monitoring process** of its infrastructures status, diagnostic and maintenance planning in order to **guarantee the safety, operation, stability and durability** of its highways
- The Group has defined, together with its partner Sacertis, an **extensive project** dealing with the definition of **benchmark industrial standards for the infrastructure safety** through the combination of advanced techniques of civil engineering, mathematical models and specific algorithms



# Safety & quality control approach



## The SIAS Group approach perfectly fits into its RM process



## Industrial DNA

Industrial DNA with focus on operating aspects driven by a **strong commitment to:**

- Italian toll road network **development and improvement**
- Continuous enhancement of **safety and service quality levels**

	Description	L10Y aggregated figures <sup>(1)</sup>	% on net toll road revenues
<b>Net toll road revenues</b> €10.8bn	Maintenance	€ 1.9 bn	18%
	Safety capex	€ 2.1 bn	19%
	Development capex	€ 2.5 bn	24%
	Personnel	€ 1.6 bn	15%
	Taxes <sup>(3)</sup>	€ 2.0 bn	17% <sup>(2)</sup>
	VAT <sup>(4)</sup>	€ 2.5 bn	21% <sup>(2)</sup>
	Dividends <sup>(5)</sup>	€ 0.7 bn	7%

**60%**

of net toll road revenues spent for **network safety and development** in the last 10 years

(1) Including ATIVA, SITAF, TE and SITRASB

(2) As % on motorway sector revenues

(3) Taxes including: income taxes, MIT/MEF/ANAS fees and surcharges

(4) It refers to cumulated VAT payables

(5) Ordinary dividends paid by SIAS SpA

COMMITMENT  
ON ROADS  
SAFETY

FINANCIAL FIGURES

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# Industrial DNA

Maintenance  
€ 1.9 bn

Last 10 years actual maintenance costs were above the contractual figures as per Financial Plan <sup>(1)</sup>

€ in thousands	ACTUAL L10Y				
	SIAS Group <sup>(2)</sup>	ASPI <sup>(3)</sup>	ANAS <sup>(3)</sup>	French operator <sup>(3)</sup>	Spanish operator <sup>(3)</sup>
Annual average maintenance costs per Km	170	108	19	38	22
Difference vs. SIAS Group actual L10Y		-36%	-89%	-78%	-87%

In the last 10 years the concessionaries of SIAS Group have been involved in significant capital expenditures that have improved the Italian network and safety/service quality levels

Total Capex  
€ 4.6 bn

Development capex  
55%

Safety capex  
45%

Including:

- **Tangenziale Esterna A58:** brand new Milan external ring road
- **ATCN A33:** brand new asset linking Asti to Cuneo (currently, still under construction)

Including:

- **SATAP A4:** full replacement of the stretch, adding additional lanes
- **SITAF A32-T4:** construction of the second safety tunnel
- **Others:** earthquake proof, safety barriers and tunnels safety measures, etc.

(1) Excluding ATCN A33 not yet completed  
(2) Including ATIVA, SITAF, TE and SITRASB  
(3) source: AISCAT





As part of **commitment to road safety**, the Group plays two important institutional roles:

- the project management up to 2020 of the **European ITS Platform initiative** that promotes pan-European collaboration for the implementation and optimization of **new road technologies**
- the Presidency of the **Road Safety Technical Committee** of the World Road Association

Further, **the Group promotes responsible driving behavior** through:

- «Autostradafacendo» campaign to raise awareness among its customers
- Continuous collaboration with the **Italian traffic Police** in terms of education in schools
- Dedicated **website** [www.autostradafacendo.it](http://www.autostradafacendo.it)



## FOCUS: CARBON DISCLOSURE PROJECT (CDP)

FINANCIAL FIGURES

TRANSACTION OVERVIEW

STRATEGY

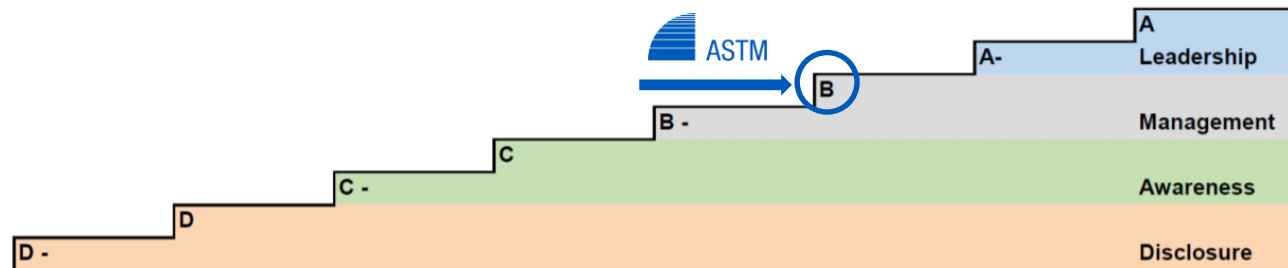
ENVIRONMENT, SOCIAL, GOVERNANCE



ASTM participated in CDP Climate Change Program in 2018 and has already confirmed its participation in 2019

CDP runs a global disclosure system that enables companies, cities, states and regions to measure and manage their environmental impacts. It is the most comprehensive collection of self-reported environmental data in the world.

Participating in CDP Climate Change Program, ASTM confirms its commitment to gradually implement initiatives and programs which can actively contribute to have a positive impact on climate change.



## The Shared Welfare



The Group, with the support of **Jointly**, a specialized company in the **welfare sector**, in collaboration with the **Università Cattolica del Sacro Cuore of Milan**, realized in 2018 an important **Stakeholders engagement initiative** involving its own employees that represented a unique in the sector for understanding their needs and expectations in support of deep change management phase experienced by the Group in the last few years.

This initiative has a strategic importance within the consolidation process of the Group as **One Company**.

The results of the survey showed that the organization has experienced the transition in recent years from an established tradition linked to a "family" type management to a new course with purely **managerial one** and increasingly oriented towards **international business**.

The result of this change is the search for new homogeneous cultural references to identify with. In this context, initiatives dedicated to employees favor identity recognition around **security and quality values** and benefit the organization in terms of **productivity** and **resource enhancement human**.

The initiatives dedicated to employees, including those that can be classified in the area of welfare and / or organizational well-being, they **support the change management** phase and they are an opportunity for assisting employees in the changing phase.

The survey, which developed over a period of 5 months, witnesses the strong **sense of pride and belonging** that characterizes employees.



UNIVERSITÀ  
CATTOLICA  
del Sacro Cuore

## Push To Open (P2O)



Gavio Group has adhered to the 2018/2019 edition of the **Push to Open (P2O)** program, devised by Jointly with the aim of guiding the students through the course of their studies. In three years the program involved over 4,500 students and 31 companies, with an investment of over 500,000 euros.

The Group addresses the young people of Generation Z to plan a future together for innovation and sustainable development. In particular, on **March 29<sup>th</sup>, 2019**, **80 students of the Istituto Carbone - G. Marconi and of the Liceo scientifico Peano of Tortona** took part in the **final roadshow** of the 5th edition of the **national program of Jointly - Push to Open** dedicated to fourth and fifth graders.



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**READY TO FACE ALL**  
NEW CHALLENGES