

B. GROUP PROFILE

MISSION AND STRATEGY (GRI/G3.1 > 1.2, 2.2, 4.8, 4.11)

Who we are	Mission	Group principles	Governance decisions
<ul style="list-style-type: none">· 5,000 km of toll motorways in Italy, Brazil, Chile, India and Poland· Over 5 Mn customers per day· Main motorway operator at national level· Greatest European investor (over Euro 20 Bn in current investments)· World's first dynamic toll collection system· Leader in the design and extension of motorway infrastructures, safety and energy efficiency technology· Listed on the Dow Jones Sustainability World Index· Listed on the Milan Stock Exchange· 11,992 employees· Euro 4 Bn revenues· Euro 2.4 Bn Ebitda· Euro 1.6 Bn yearly investments	<p>Development of initiatives to grow in the sector of infrastructures and mobility, and communication networks in Italy and abroad with the objective of creating sustainable value over time for all stakeholders involved</p>	<ul style="list-style-type: none">· Compliance with the applicable law and regulations· Compliance with the strictest rules of conduct in relations with the Public Administration· Honesty, transparency and reliability· Fairness, correctness and good faith· Respect, equality and impartiality in the development of relationships with customers, employees and external collaborators· Environmental protection and safety in the workplace	<ul style="list-style-type: none">· Alignment with the latest standards defined by the market and regulatory bodies· Balance in the representation and roles of corporate bodies· Stakeholder involvement· Transparency towards the market and in internal procedures· Monitoring of sustainability logic

Commitment areas and stakeholders	Value creation	Outcomes	Excellence in performance
<p>Customers · safety and service level</p> <p>Investors · investment return and guarantee</p> <p>Human resources · safety in the workplace · support to the process of professional growth and development · protection of health and wellbeing</p> <p>Environment · carbon footprint improvement · noise reduction · sustainable use of resources</p> <p>Suppliers · safety in the workplace · promotion of sustainability principles</p> <p>Community · improved wellbeing · improved engagement</p>	<p>Motorway network operation and enhancement <i>Improve service quality and safety...through the completion of investment commitments underwritten in the Convention (actions envisaged worth over Euro 20 Bn, of which Euro 8 Bn already completed) for the enhancement of almost 900 km of network</i></p> <p>International development <i>Increase presence in countries with a high growth rate...through the financing of investments in infrastructural projects in countries with a high growth rate (e.g. Brazil, Chile, India) by means of special purpose vehicles open to primary local and international investors</i></p> <p>Technological innovation <i>Increase and improve proprietary management and technology know-how...through the supply of "turn-key" solutions in the mobility service sector. In particular: toll collection, traffic and urban access control (like, for instance, in Italy, France and USA)</i></p>	<p>Contribute to sustainable and safe mobility, a key lever for the country's economic and social development in compliance with environmental protection standards</p> <p>Contribute to improving infrastructures in emerging economic and social environments by supporting sustainable growth for the community and the environment</p> <p>Contribute to disseminating top notch technological solutions to reduce social and environmental externalities associated with mobility</p>	<p>Traffic safety and flow Global accident rate: 32.2 ↓ Hours lost due to traffic congestion: 3.1 Mn ↓</p> <p>Safety in the workplace Accident rate in the workplace: 3.6 ↓ Deaths: 1 =</p> <p>Economic-financial performance EBITDA: Euro 2,398 Mn ↑ Investments: Euro 1,630 Mn ↑ Net equity: Euro 5,448 Mn ↑</p> <p>Environmental protection CO₂ emissions saved: 15,430 tons ↑ Noise barriers: 269 km ↑ Energy consumption: 456,304 MWh ↓</p>

Capitals

Capital	Stakeholders' priority	Strategic objectives	Outcome
Financial capital Resources available or deriving from subsidies, loans and investment transactions	<ul style="list-style-type: none"> Financial solidity Shareholders stability and quality 	<ul style="list-style-type: none"> Debt optimization (level and costs) through well-balanced financial management Diversification of financial sources and markets 	<ul style="list-style-type: none"> Long-term value creation
Infrastructural capital Construction, equipment, infrastructures	<ul style="list-style-type: none"> Compliance with commitments and agreements stipulated Geographic investment diversification 	<ul style="list-style-type: none"> Adjustment of the motorway network to mobility demand Increased distribution in high growth rate countries 	<ul style="list-style-type: none"> Contribute to sustainable and safe mobility, a key lever for social and economic development Support sustainable growth processes in emerging markets
Human capital Knowledge, competencies, professional experience, motivation, career goals and values	<ul style="list-style-type: none"> Quality of human resources: competencies and performance Safety in the workplace Job security 	<ul style="list-style-type: none"> Attract talent, development and know how enhancement, meritocratic organization Protection of labour as an asset Ongoing improvement of safety and health conditions in the workplace Activity internationalization 	<ul style="list-style-type: none"> Support and increase safe, fair, satisfactory and meritocratic employment Contribute to the development and dissemination of knowledge and competencies in the context of reference
Intellectual capital Intangible assets generating a competitive edge (patents, copyright, R&D, organizational systems and software, procedures and protocols, etc.)	<ul style="list-style-type: none"> Technological innovation in the service of mobility 	<ul style="list-style-type: none"> Consolidation of leadership as an integrated mobility operator Enhancement of infrastructural and proprietary technological know-how 	<ul style="list-style-type: none"> Contribute to the development of sustainable models to manage mobility
Natural capital Activities with a positive or negative impact on the environment intended as a whole: water, soil, subsoil, atmosphere, vegetation, woods, biodiversity and health of the ecosystem	<ul style="list-style-type: none"> Reduction of carbon footprint Environmental compatibility of new works Climate change strategy 	<ul style="list-style-type: none"> Ongoing improvement of the level of environmental compatibility of the works also through "frugal design" Reduced carbon footprint Sustainable use of resources and management of waste produced 	<ul style="list-style-type: none"> Reduce greenhouse gas emissions from processes and improve energy performance, contributing to the attainment of the environmental targets established at the national and community level Contribute to the dissemination of top notch technological solutions to reduce externalities associated with mobility
Social capital Relations established with the local region, communities, institutions and other stakeholder groups to increase individual and collective wellbeing	<ul style="list-style-type: none"> Excellence of the quality of service offered Efficient development of infrastructures Contribution to the development of the local region involved and of the businesses involved in the supply chain 	<ul style="list-style-type: none"> Improved safety level on the road, improved road access and reduced traffic congestion Increased customer satisfaction Provision of new services to enhance the value of local regions Relationships with the supply chain and its community, inspired by sustainability principles Cost-benefit analysis from the standpoint of sustainability 	<ul style="list-style-type: none"> Contribute, as a key player, to the definition and implementation of infrastructural policies oriented towards sustainability Increase the potential and the competitiveness of the national economic system Enhance the value of the local regions connected by the motorway Disseminate sustainable behaviour in the supply chain and community

Evolution and ownership structure

1950...	Società Autostrade - Concessioni e Costruzioni Autostrade S.p.A. is established on initiative of IRI (Istituto per la Ricostruzione Industriale) in a context characterised by renewed spur to build up wealth and after the world war
1956...	Stipulation of the Convention Agreement with ANAS: Autostrade undertakes to co-finance, develop and manage l' Autostrada del Sole connecting Milan and Naples. Work commenced in May 1956 and the motorway was opened to traffic in 1964.
In 1962 and in 1968...	Stipulation of two subsequent convention agreements: the Company is granted the concession for the development and operation of other motorways in Italy , some of which had been previously managed by ANAS.
1999...	Privatization of Società Autostrade: IRI, majority shareholder since the establishment of the Company, is replaced by a steady group of shareholders represented by a consortium headed by Edizione (Benetton Group).
2003...	From a new organizational context, aimed at separating activities under concession from non-motorway activities, Autostrade per l'Italia S.p.A. is established
2007...	Autostrade S.p.A. changes its corporate name into Atlantia S.p.A. in May
2008...	At the beginning of the year the Group re-organization process is completed with the contribution, from Atlantia to Autostrade per l'Italia, of foreign investments and other companies operating in the sector of mobility services.

- The process **strengthened Atlantia's identity as investment holding company with portfolio strategies** to support organic and selective growth in the sector of motorway infrastructures and networks, **without direct operating role.**
- **Autostrade per l'Italia** acts as **parent company** in the field of **infrastructures under concession.**