



Moving Forward

# Acquisition of Yunex Traffic: a Global Leader in ITS




17 January 2022

# Executive Summary



- Acquisition of Yunex GmbH (“Yunex Traffic”), the **global digital leader in the Intelligent Transport Systems (“ITS”) market with the largest installed base of IoT traffic infrastructure worldwide**
  - €635m revenues and €54m EBITDA in 2021
  - Total consideration of €950m with closing, subject only to Antitrust / FDI clearance, expected by September 2022
- Expansion in the **Intelligent Transport Systems market, one of the most synergetic adjacent sectors to Atlantia portfolio**, underpinned by **secular growth megatrends (CAGR 21-26 > 10%)**
- **Clear and tangible synergies** with Atlantia current portfolio
- **Enhancement of Atlantia infrastructure portfolio diversification and reinforcement of our technological footprint**, consistently with our stated strategy toward an increasingly sustainable, safe, innovative and efficient mobility

# Progress on our Strategic Initiatives

Current Portfolio	Expansion in Synergistic Fields	Capital Allocation and Shareholder Remuneration
<ul style="list-style-type: none"><li>✓ <b>Agreement for the sale of ASPI signed in Jun-21</b><ul style="list-style-type: none"><li>• Closing expected by March 2022</li></ul></li><li>✓ <b>Core assets</b><ul style="list-style-type: none"><li>• Strategic review and reorganisation</li><li>• Constant and proactive research of investment opportunities (e.g. &gt;€300m new capex in Chile agreed by Abertis, with 20M of concession's extension)</li></ul></li><li>✓ <b>Portfolio optimization</b> (minority stakes disposals for ca. €300m)</li><li>✓ <b>ESG achievements:</b> MSCI, Vigeo, GRESB upgrades; inclusion in MIB ESG</li></ul>	<ul style="list-style-type: none"><li>✓ <b>Acquisition of 100% Yunex Traffic</b> </li><li>✓ <b>Volocopter minority investment</b> </li><li>✓ <b>Urban Blue: company launched for the building and management of vertiports</b> </li></ul>	<ul style="list-style-type: none"><li>✓ <b>New dividend policy</b><ul style="list-style-type: none"><li>• Commitment to distribute €600m on 2021 results (in May 2022), with a 2022-24 CAGR of 3-5%</li></ul></li><li>✓ <b>On 3 December 2021 Atlantia's EGM approved a buy-back plan worth up to €2bn, to be executed in the following 18 months, with the subsequent cancellation of the shares</b></li></ul>






Constant delivery of our strategic objectives



Our View and Ambition  
in the Mobility Ecosystem

# Megatrends & Reference Scenario

Social, economic and technological **megatrends** are impacting the mobility context...

MEGATREND	IMPACT ON MOBILITY
 RAPID URBANISATION	<ul style="list-style-type: none"> <li>• Growing <b>congestion</b> on urban road networks</li> <li>• Expanding of <b>non-traditional transport modes</b></li> <li>• Rise of new and <b>non-systematic, long distance movements</b></li> </ul>
 TECHNOLOGICAL BREAKTHROUGHS	<ul style="list-style-type: none"> <li>• New mobility services enabled by <b>digital platforms</b></li> <li>• <b>Data</b> as the new gold</li> <li>• Vehicles more and more <b>connected, green and autonomous</b></li> </ul>
 CLIMATE CHANGE AND RESOURCE SCARCITY	<ul style="list-style-type: none"> <li>• Shift to <b>sustainable transports</b> – driven also by regulation –</li> <li>• <b>Smart infrastructure</b> to monitor emissions and get higher operational efficiency</li> <li>• <b>Sharing e-mobility business models</b> increasingly growing</li> </ul>
 SHIFT IN GLOBAL ECONOMIC POWER	<ul style="list-style-type: none"> <li>• <b>Shift in int'l trade</b> stimulating investment and cross-border service offering</li> <li>• <b>Trade growth</b> in consolidated and new corridors</li> <li>• <b>Logistic companies vertically integrating</b></li> </ul>
 DEMOGRAPHIC AND SOCIAL CHANGE	<ul style="list-style-type: none"> <li>• <b>Customer evolving needs</b> require a diversified range of services</li> <li>• Need of <b>adapting</b> the existing <b>infrastructure capacity</b></li> <li>• Traditional <b>OEM</b> players are <b>repositioning</b> as providers of mobility services</li> </ul>

...shaping a new market scenario



## INDIVIDUALISM

- **Customers looking for tailored mobility solutions** able to satisfy their **expectations** and **specific needs** in terms of destination, time and speed of traveling, price, comfort etc.



## BUSINESS FRAGMENTATION

- **Higher specialization** on the mobility service value chain with a significant increase of **“tech & data” players**
- **Digital platforms** will be the key elements for combining the fragmented mobility eco-systems
- **Physical integration** of the different mobility solutions in **multimodal hubs** will support a seamless customer experience
- **On-demand services** will be further developed to support a more efficient use of the **transport capacity**



## RACE FOR SUSTAINABILITY











- **Push to achieve global sustainability targets**

# Impact on Mobility Demand and Offer

## Impact on demand

The demand trend will be driven by increasingly diversified mobility needs of the customers in terms of requested features and level of service











Examples:

	From today to 2030 (is expected that...)	
 Zero-emission vehicles	30 million vehicles on European roads	
 Electric car	around 40% of new car registrations electric	
 Sharing mobility	on demand services and sharing mobility will drive new mobility	
 Rail Pax (HS)	x2	
 Rail Freight	+ 25-30%	
 Shipping Freight	+ 25%	

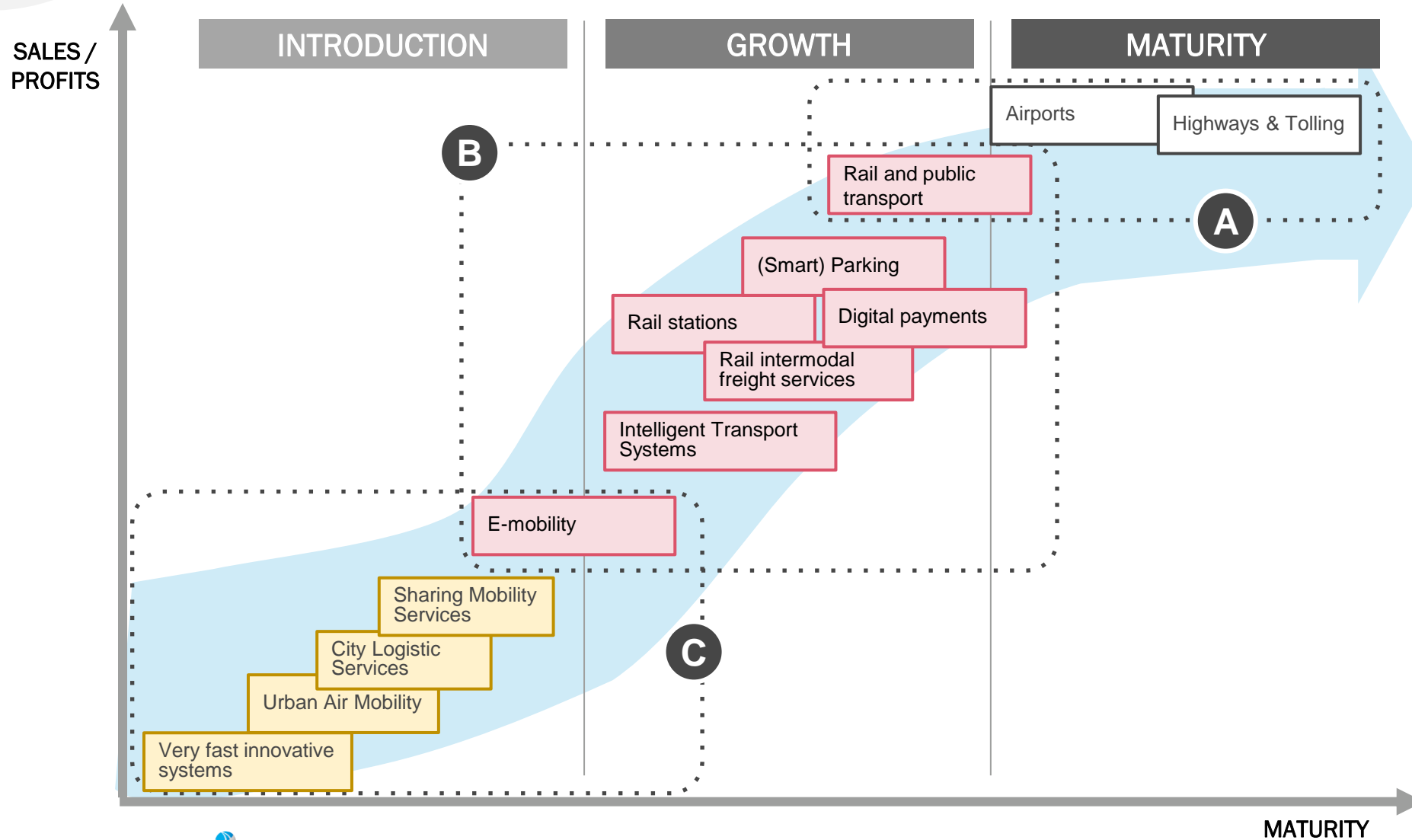
## Impact on offer

The reference scenario will result in emerging business models mainly focused on technology-driven value added services, last mile platforms, and multimodal hubs.

Examples:

TECH-BASED VALUE ADDED SERVICE	 Traffic data crowdsourcing
	 Intermodal Journey Planning
MOBILITY-AS-A-SERVICE	 Subscription-based owning or access to mobility services
	 P2P shared vehicles
CAPACITY ON-DEMAND	 Demand responsive transport (DRT)
	 Car pooling
LAST MILE PLATFORMS	 Automated freight-matching platforms
	 Drones for delivering parcels
NEW GEN OF MULTIMODAL HUBS	 Smart apps to manage access to airports and stations
	 Smart Parking Platform

# Priority Market Segment from a Lifecycle Perspective



## Differentiated Investment Approach

- A Growth in core business**
  - Continue investment in core assets
  - Enable **new growth** through new technological solutions

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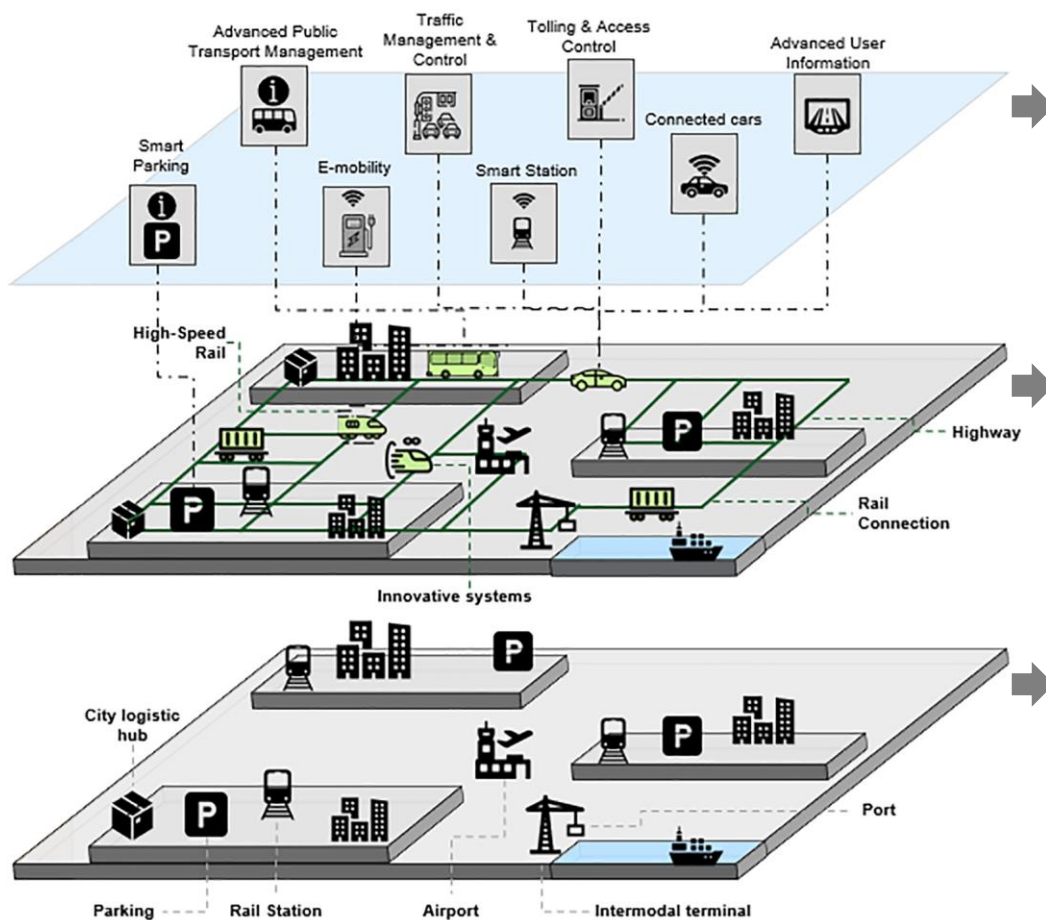
- B Building New Lines of Business**
  - Enlarge and **diversify actual portfolio** fostering its resilience
  - Develop **new technological solutions** to upgrade current assets

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- C Chase emerging market trends**
  - Ride **emerging market trends**, and be ready to **scale emerging market opportunities**

# Atlantia's Ambition in a Multi-layer Ecosystem

NEED FOR A SEAMLESS INTEGRATION BETWEEN THE THREE LAYERS OF THE ECOSYSTEM



## Mobility Layers

### ENABLING TECHNOLOGIES

- Technologies and platforms that operate across nodes and links in the transport network, enabling efficient and customer-centric use of the network

### MULTIMODAL LINKS

- Connections among different nodes and hubs present in the network

### SUSTAINABLE TRANSPORT NODES

- Centers of traffic generation including interchanges, which may encompass also their immediate surroundings



## AMBITION

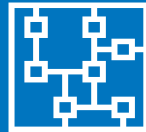
*Atlantia as integrated and pivotal player of the mobility ecosystem, able to efficiently manage key transport nodes, connecting them through a sustainable and multimodal network and leveraging on technological innovation to provide distinctive added-value services for mobility*



# Key Rationale to Invest in Enabling Technologies

Digitalization represents a key enabler of mobility transformation in the years to come

- Increase Group's market competitiveness
- Protect and reinforce positioning on existing markets
- Be recognised as innovative & sustainability-oriented player



Targeting the few available investment opportunities in the market

- Mobility players are increasingly internalizing tech capabilities
- Deal-making for mobility technologies is greatly increasing
- Opportunities for consolidation in a still fragmented market



ITS solutions will ensure synergy and upside potential with both existing and future assets

- Significant development potential driving operational efficiency and higher sustainability on existing assets
- Further potential upsides with new target market segments as enabler of innovative or enhanced mobility solutions




Complementing Group technology capabilities is a critical element to succeed in the changing mobility ecosystem

- Rebuild and expand tech capabilities of the Group (post ASPI disposal)
- Support Atlantia's ambition to become an integrated and pivotal mobility player
- Enhance market positioning and resiliency



Yunex Traffic represents the perfect fit to Atlantia's strategy toward an increasingly sustainable, safe, innovative and efficient mobility



Yunex Traffic:  
Advanced infrastructure and traffic  
solutions for road and cities

# Video

<https://www.youtube.com/watch?v=4WPN6K-djJk>

# Business Snapshot

## Leading ITS Player

True global leader with long-standing and successful history in traffic management

- 40 countries worldwide
- ~5,000 customers globally
- >10% market share in served markets
- ~100 year legacy

Largest IoT traffic infrastructure installed base globally

- 800k OBUs<sup>1</sup> for tolling & enforcement
- >45,000 controllers delivered only in the last 5 years
- 600 cities with Yunex Traffic management software

## Leading in core markets



Innovation pioneer in the industry with strong focus on R&D and Software

- ~5% R&D<sup>2</sup> spend as % of revenue
- 400+ R&D workforce of which >90% R&D focus on software
- 13% revenue from software

## Long Lasting Relationship with Blue Chip Customers

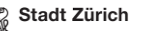
### North America



Key Markets



### EMEA



Key Markets



### LATAM



ALCALDÍA MAYOR DE BOGOTÁ D.C.



Key Markets



### APAC



We Keep Your World Moving



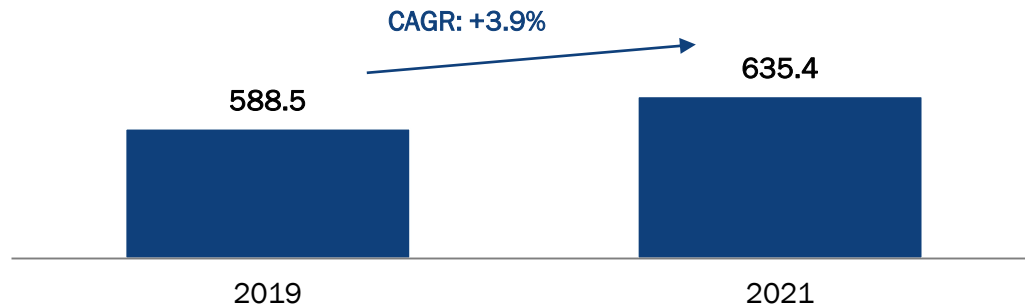
Beijing Fengliang Technology

Key Markets

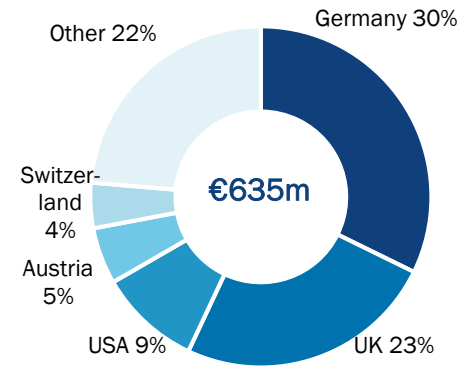


# Financial Snapshot

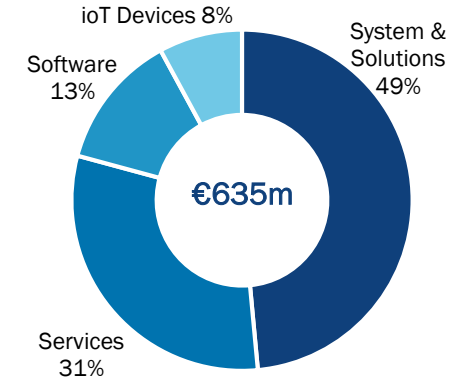
Revenue (€m, Sep-YE)



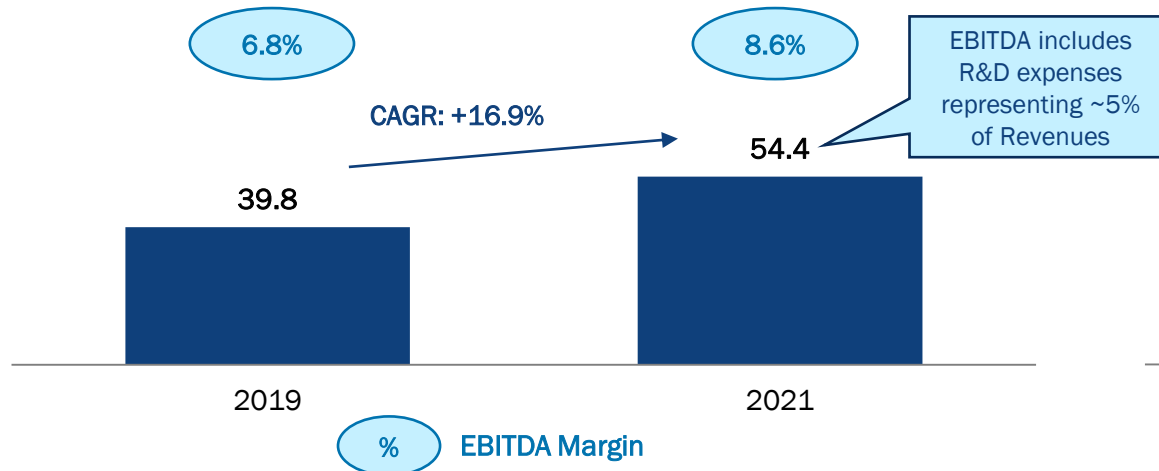
2021 Revenues by Geography



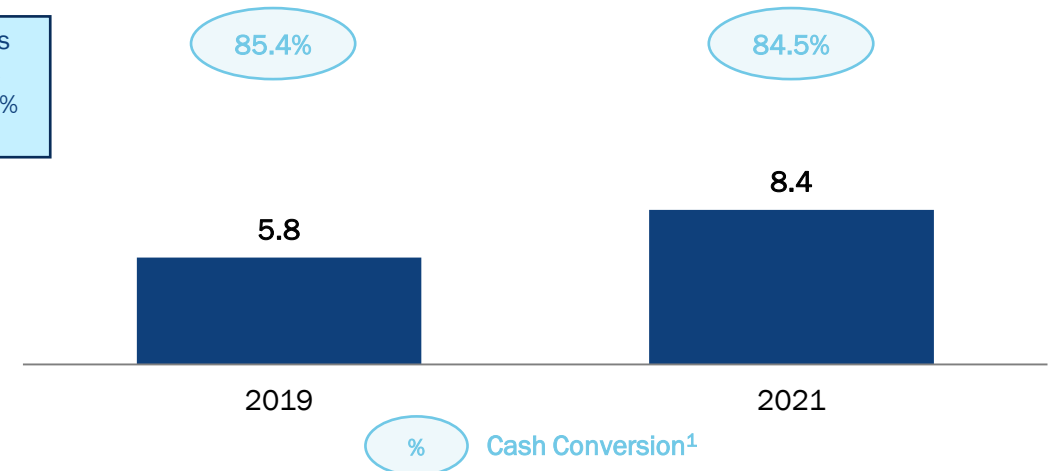
2021 Revenues by Business



EBITDA (€m, Sep-YE)




Capex (€m, Sep-YE)



Resilient financial profile with limited capex requirements and high cash conversion

# Key Investment Pillars

Attractive Market	 Strong market growth driven by secular megatrends such as urbanisation, digitalisation, climate action and safety
Global Leader	 Largest installed base globally
Green Player	 Strong environmental and social contribution by helping resolve the world's challenges
End-to-end Portfolio	 Comprehensive traffic management suite with track record of industry firsts
Software Opportunity	 Sector leading software capabilities
Strong Financials	 Attractive financial profile with limited capex requirements and significant upsides
Experienced Team	 Committed & experienced Management team with track record of success

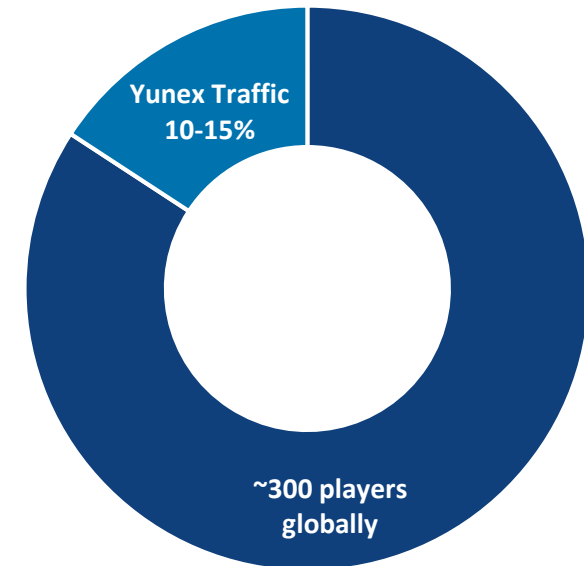
# Competitive Landscape

True Global Leader with Scale and Software & Full System Provider Capabilities...

...in a Very Fragmented Market



Relevant landscape<sup>1</sup> with ~300 players globally





# Four Portfolio Units

## URBAN

Combining Physical and Digital Infrastructure to optimise traffic management, reduce congestion and enhance safety in urban mobility



## INTERURBAN & TOLLING

Delivering tolling and emissions solutions to support sustainability and investment in infrastructure



## TRAFFIC MANAGEMENT PLATFORM

The power of data: intelligent traffic planning using data and AI-based applications and services



## CUSTOMER SERVICE

Comprehensive and modular services to ensure traffic infrastructure always operates at peak performance



Yunex Traffic operates through four main portfolio units, providing complete end-to-end capabilities for cities and travelling public



# Flagship Projects

## LONDON

### RTO (Real Time Optimiser)

Showcase for intelligent traffic solutions for megacities

10 year contract period

99+% guaranteed availability



## WIESBADEN

### Digi-V

Digitalised traffic and a strong contribution to clean air

226 intersections

250 CCTV-cameras

15 Road Side Units

50 environmental sensors



## BOGOTA

### Traffic Management

Optimising traffic top 10 most congested city

- ~1.400 connected traffic controllers
- Large scale scope for planning, installation & maintenance



## THE HAGUE

### Digital Twin

Virtual planning and simulation of real-world dynamics

- Interactivity added to the previously static model
- Command and control SW tested with realistic visualization

## TEL AVIV – JERUSALEM

### Fast Lane

Less congestion, less CO<sub>2</sub> and improved energy efficiency

- Revenues reinvested in infrastructure
- Pays for free bus transfers



## SINGAPORE

### North-South-Corridor

Integrated Traffic and Plant Monitoring System (ITPMS)

- 22 km Expressway across Singapore
- SIL 2 capable Tunnel Management Software



## MIAMI DADE COUNTY

### Advanced Traffic Management System

Real-changes traffic changes for better flow and sustainability

15% less time sitting in traffic ~2,900 intersections

One central system managing multimodal elements



## ABU DHABI

### Simulation / Prediction Model

Vital decision support for planning in the Emirates

- Multi-level inputs and ultra-big data sets combined in this model of unprecedented scale: 300km of motorway, ~4,000km of roads

## AUSTRIA

### Nation wide C-ITS project for motorway operator Asfinag

Delivery and installation of ~150 RSU and CMS (1st stage)

- System operation up to 15 years
- Optional extension to 525 RSU's



## MANCHESTER

### Clean Air Zone

Enforcement solution to tackle air pollution & congestion

- 160 entry points with 850 ANPR cameras (fixed and mobile)
- Dedicated 24/7-operating secure data center



# Clear Strategy to Drive Future Growth and Enhance Profitability



## Software & Digitalisation

- Various software opportunities across all portfolio units



## Geographic Focus

- Sustain leadership positions (Germany, UK, Austria, Netherlands, Switzerland and broader Europe)



## Operational Excellence

- Gross profit improvement via projects with better pricing



## M&A / Adjacencies

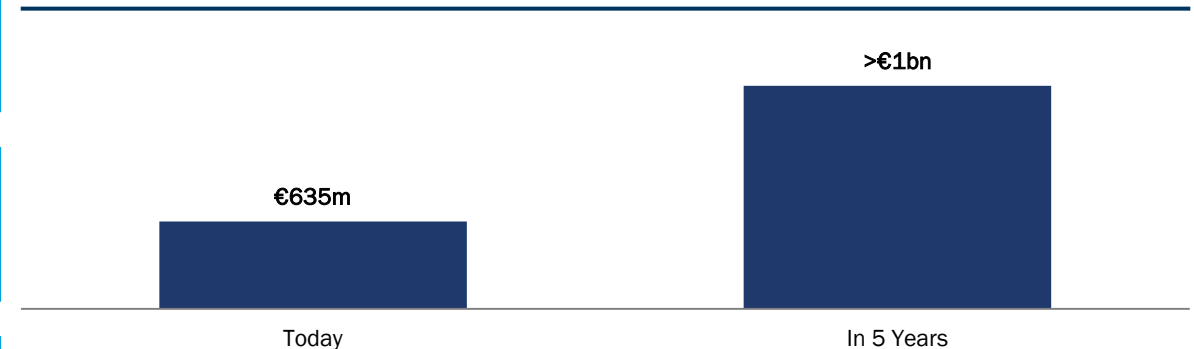
- Fragmented market creates an attractive opportunity



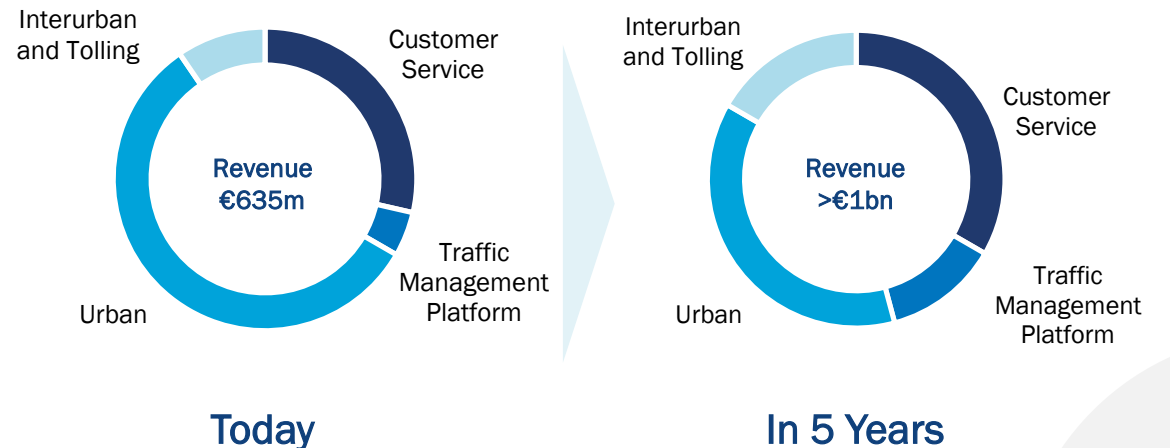
## Atlantia's Synergies

- Clear and tangible synergies identified across motorways, airports and digital payments segments

Expected Revenue Evolution (\*)



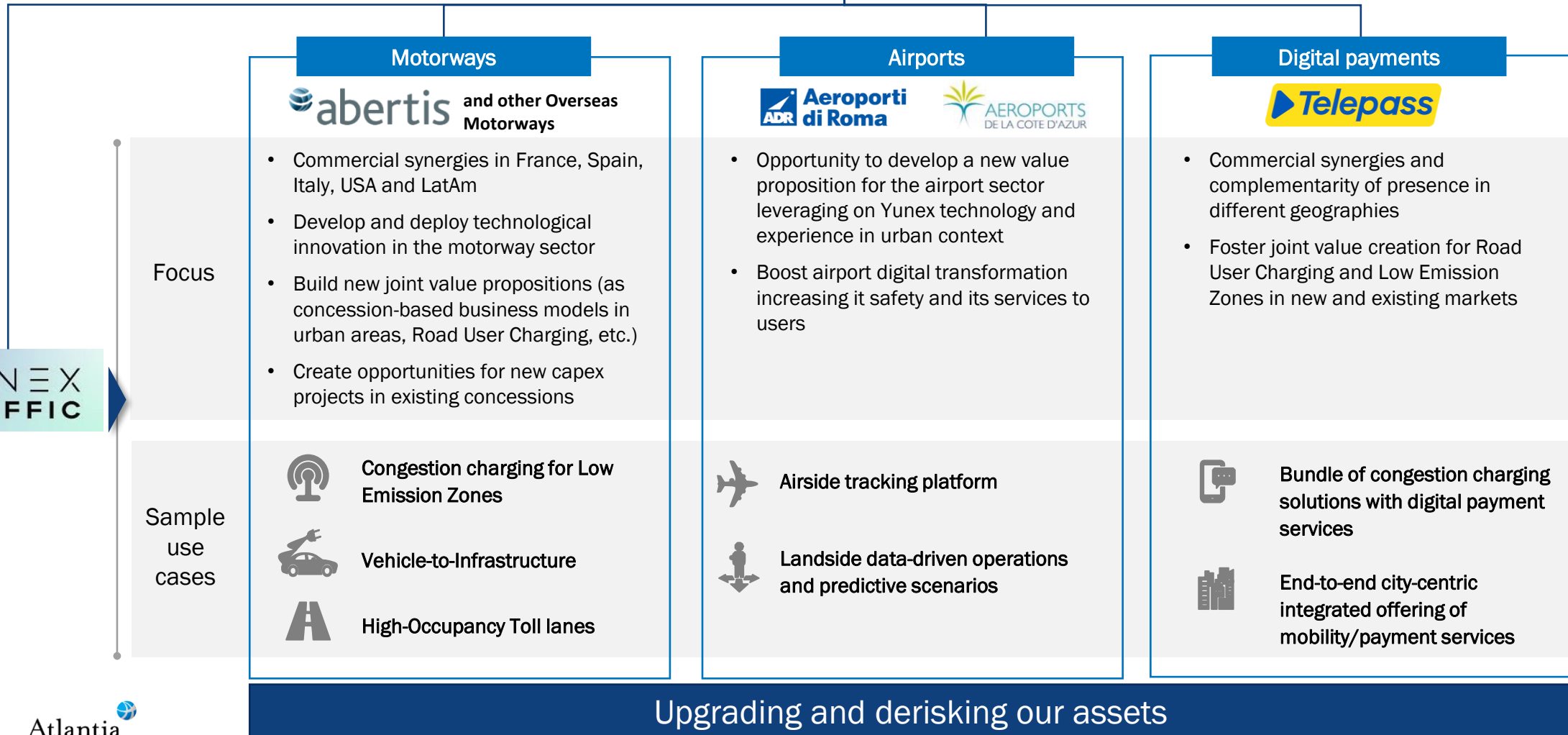
\* Before synergies and M&A



# Potential Synergies with our Assets



**YUNEX  
TRAFFIC**



# Management Team



**Markus Schlitt**  
CEO

- 17 years of experience in Siemens of which 8 in Yunex
- Holds a degree in Industrial Engineering and Management from the University of Applied Sciences Würzburg-Schweinfurt and an MBA from the Rotterdam School of Management



**Jan Villwock**  
CFO

- 18 years of experience in Siemens of which 5 in Yunex
- Holds a degree in Economics from the Berlin School of Economics and Law and an MBA from the University of Bradford



**Philipp Hahn**  
CTO / VP DevOps

- 11 years of experience in Siemens of which 7 in Yunex
- Holds a MSc in Technology and Management from the Technical University of Munich

## Human Capital

- ✓ **3,000+ employees** worldwide of which:
  - 2,570 employees in 94 locations in EMEA
  - 340 employees in 11 locations in the Americas
  - 133 employees in 5 locations in APAC
- ✓ **>400 R&D professionals**, of which >90% focused on software
- ✓ **8 R&D / Engineering sites** across Europe and the US

Experienced management team with solid track-record of success  
Strong focus on R&D, technology and innovation

# Consistent with our ESG Roadmap

## SUSTAINABLE DEVELOPMENT GOALS



### Targets are consistent with ours

#### Climate Change

##### Atlantia's SBT at 2030:

Scope 1 & 2: - 50%

Scope 3: - 22%

#### Diversity, Equality and Inclusion

Atlantia - women in management positions by 2023: > 20%

Yunex - women in management positions by 2025: 25%

# Closing Remarks

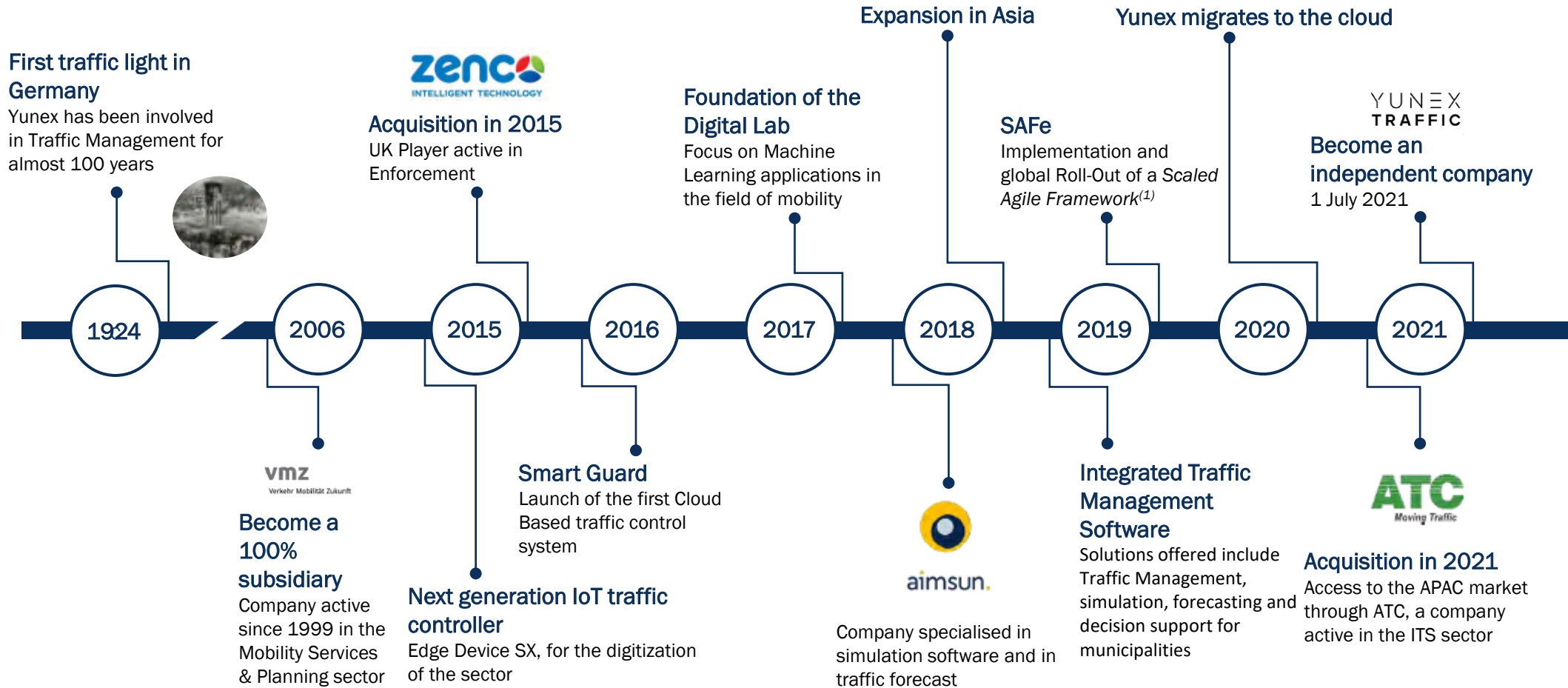
- Yunex Traffic is a **global leader** in the Intelligent Transport Systems and Smart Mobility businesses, with a **highly diverse, reputable and loyal customer base** in 600 cities and on 4 continents
- The transaction **perfectly fits into Atlantia's growth strategy** targeting investment in our core sectors, as well as in adjacent areas offering synergies and enable new growth
  - Current and expected changes in the mobility sector will make it **necessary to create new infrastructure and services** to facilitate the proactive management of traffic, improve safety and effectively control emissions within and outside urban centres
  - **Yunex Traffic supplies and operates infrastructure and mobility services**, such as active traffic management solutions for roads, motorways and tunnels, including AI-driven applications, connected mobility and vehicle-to-infrastructure communication solutions (V2X) and advanced emissions-based tolling systems
  - The acquisition will enable Atlantia to deliver **synergies** between its assets and those of Yunex Traffic
- Yunex Traffic presents a **clear strategy of growth and profitability improvement** through: focus on higher margin software and services; geographical expansion, also leveraging on Atlantia global footprint; limited capex need and strong internal R&D capability
- Atlantia's ambition is to offer to Public Authorities a highly competitive and differentiated portfolio of services and solutions fit for today's and tomorrow's world and to deliver tangible and visible value for users, thus **reinforcing the Group's positioning and competitiveness on its existing core markets** and succeeding in a changing mobility ecosystem

We will host an Investor Day in March 2022 to update the market on our group strategy

# Appendix



# Yunex Traffic: History



Source: Information Memorandum Yunex, webpage of VMZ, Aimsun, ATC, Siemens; Note: (1) set of work organization templates.