



Press Release

ATLANTIA PRESENTS NEW STRATEGIC GROWTH PLAN TO FINANCIAL COMMUNITY

- Bertazzo: “The new Atlantia is a strategic investment holding company, a global champion in sustainable mobility: the four ‘Ss’ will guide our future: Smart, Safe, Sustainable, Seamless”
- After Volocopter, Company is looking at creating corporate venture capital fund focusing on mobility innovation

Rome, 12 March 2021 – Atlantia’s Chief Executive Officer, Carlo Bertazzo was joined by the Chief Executive Officers of Autostrade per l’Italia, Roberto Tomasi, Abertis, José Aljaro Navarro, Aeroporti di Roma, Marco Troncone, Aéroports de la Côte d’Azur, Franck Goldnadel, Telepass, Gabriele Benedetto, and Atlantia’s senior management to present the Group’s new strategic growth plan to members of the financial community. The strategic guidelines adopted by Atlantia and its operating companies set out to show how the management and development of mobility infrastructure and services can radically change the travel experience through the continuous use of innovation and a consistent focus on sustainability issues.

“Under the Group’s strategic growth plan,” said Atlantia’s Chief Executive Officer, Carlo Bertazzo, “the new Atlantia will be a streamlined strategic investment holding company focusing on the global macro-trends that are transforming the way we move around. We will do this by exploiting synergies

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across our broad portfolio of international assets and using innovation as a growth enabler, whilst respecting the communities and the environments in which we operate”.

“Our future,” continued Bertazzo, “will be based on the four ‘Ss’: Smart, Safe, Sustainable and Seamless: Smart because digital technologies and innovation will play an increasingly central role in mobility; Safe to express our specific desire to put the safety of the public and of travellers at the heart of every business decision or process; Sustainable in order to declare our firm commitment to addressing social and environmental issues alongside financial concerns; Seamless because our aim is to simplify the travel experience.”

“In keeping with this vision,” concluded Bertazzo, “and with the strategic priorities we have set ourselves, the Atlantia Group will continue to grow its businesses, strengthening our role as a global champion in sustainable mobility”.

The scenario, the backdrop and the 4 “Ss”

Despite a year marked by tremendous uncertainty and unpredictability, during which we were faced with the risks and restrictions resulting from the pandemic, which has had a major impact on the businesses managed by the companies that make up our Group, in the last twelve months, Atlantia was still able to implement a structural, management and strategic shake-up. This will enable us to support our future growth, based around a broader approach than in the past. This new strategy can be summed up in a strategic and cultural vision, which we like to call the paradigm of the four “Ss”: Smart (technology and innovation), Safe (safety is always number one), Sustainable (respect for and a commitment to the environment and communities), and Seamless (simplifying mobility).

In developing this new positioning, Atlantia has primarily looked at key global development trends so as to ensure that our strategy fits with the various markets in which we operate.

Above all, the availability of a vast array of digital technologies, which have grown exponentially in the last 10 years, has progressively enabled the development of new mobility services. These services have led to greater integration of the various forms of transport, simplifying the travel experience.

This technological innovation has been accompanied by a change in the way consumers use private transport for short or medium journeys in urban areas. At the same time, we can see new freight transport models are being introduced in response to structural changes in logistics and distribution chains, being shaped by the growing trend towards reshoring and the increased volume of parcels being sent as a result of the boom in online shopping.

These changes have also been accompanied by a renewed awareness of the wide-ranging impact of climate change and by a general focus on the environment. This is backed up by legislation designed to encourage green investment through tax incentives and government grants and provide easier access to the capital markets for assets considered sustainable.

Our Sustainability Declaration

A deep-rooted Sustainability culture must be applied across all the Group's operations and growth strategies. This is why the Board of Directors has approved the Group's Sustainability Plan 2021-2023, which within the UN's strategic goals, sets out the priority objectives to be pursued by the Atlantia Group and its companies:

- Carbon Neutrality for all Group companies by 2040, 10 years earlier than required under the Paris Climate Agreement;
- Women to occupy at least 20% of management positions and 40% of highly skilled roles;
- Over 90% of waste generated to be reused or recycled in the circular economy;
- Share of electricity consumption met from renewable sources to be doubled
- Use of additional land to host expansion of existing infrastructure to be offset by projects designed to preserve biodiversity and green areas;
- Management incentives to be linked to sustainability metrics, as well as financial performance.

Strategic guidelines

Against this backdrop, Atlantia has decided to look for new investment opportunities in both sectors in which we are already present and in adjacent sectors, developing innovative competencies in the infrastructure and new mobility fields.

This first of all required us to define and discuss with the holding company's Board of Directors a new framework built around the Mission, Vision and Values underpinning the growth strategy already launched. At the heart of this framework are people, expectations of growth in mobility and the widespread availability of new technologies. The Group has taken a long-term view and our number one priority is to reduce our impact on the environment. All our value statements rest on the awareness that everything we do must be based on an approach that is driven by and measured against social and environmental sustainability principles, as well as by financial considerations.

We have identified four pillars for growth:

1. Development of our existing asset portfolio
2. Innovation as the key to growth
3. Expansion in sectors adjacent to our existing businesses
4. A multi-level investment platform

1. Development of our existing asset portfolio

In the airport sector, in which Atlantia has a strong and successful track record in terms of quality of service and innovation thanks to the levels of excellence achieved by Aeroporti di Roma, we will look at further opportunities aimed at extending our presence, focusing on airports that serve as major final tourist destinations, as is already the case for Rome. The difficulties created by the pandemic could open up opportunities of this type at international level, and Atlantia is keen to play a leading role in the likely consolidation process in Europe.

In the motorway sector, Abertis will continue to be the Group's main global platform, further expanding its asset portfolio and proceeding to grow its business around the world. In Italy, Autostrade per l'Italia will continue to develop its business following completion of the radical shake-up that has seen the company bring in a new management team, adopt new technologies and revolutionise its approach to monitoring and maintenance of its existing assets. Autostrade per l'Italia's new business plan, backed up by large-scale investment, aims to make the assets it manages ever safer and prolong their useful lives well beyond the term of its current concession. The related Financial Plan is awaiting approval by the relevant authorities.

In the mobility services sector, Telepass will continue to develop its business and, partly thanks to Partners Group's acquisition of a stake, will become Europe's leading provider of tolling and innovative digital payment systems for transport, serving not only motorway users, but also urban and extra-urban transport users: what we can call a mobility fintech.

2. Innovation as the key to growth

Innovation is a key driver of Atlantia's growth strategy, essential in ensuring that our development keeps pace with the global macro-trends in the transport of people and goods. This is involving the application of new technologies to the assets we manage and the development of expertise that will enable us to expand into adjacent sectors, thus allowing Atlantia to play a leading role in the transformation of mobility. For this purpose, Atlantia aims to develop partnerships with major universities and research centres throughout the world, building a network with other market players in adjacent areas of business.

We aim to put in place an Open Innovation process that will enable Atlantia to develop innovative projects that will benefit all our businesses, adding value to our subsidiaries, more focused on

vertical aspects of the sectors in which they operate. An initial example is the recent acquisition of a stake in the German company, Volocopter, the world leader in the commercialisation of innovative and sustainable urban air mobility solutions. Atlantia will be able to import this company's products into Italy, potentially developing our own vertiports for our infrastructure (e.g., an air-taxi service between Fiumicino airport and the centre of Rome, the use of air-drones to move goods between motorway service areas and town and city centres, etc.). Alongside this example, we are also looking at the creation of a corporate venture capital fund to be managed by Atlantia and new partners. In addition to seed capital, the fund would offer coaching and go-to-market services to innovative start-ups in the mobility sector, with several hundred million euros of capital available to invest once fully operational.

3. Expansion into sectors adjacent to our existing businesses

The innovation process will open up new business opportunities which, when combined with Group companies' existing expertise and capabilities, will enable Atlantia to play a leading role at the cutting edge of the mobility sector, from Urban Smart Mobility (multi-modal mobility for connected, green urban transport), Terminal Services Digitalization (rethinking services for travellers, customised to meet specific needs and guarantee safety) and Smart Roads (delivering safe, sustainable and resilient road infrastructure).

4. A multi-level investment platform

The combined effect of the above strategy will produce a different kind of investment platform, marking a radical change with respect to now and open to external parties. This will allow Atlantia to increase our investment capability, whilst ensuring that we can continue to benefit from synergies between the various assets, ensuring the cultural alignment of all the operating companies based on the key, shared strategic pillars of safety, technological innovation and sustainability.