

Progress of investments plan

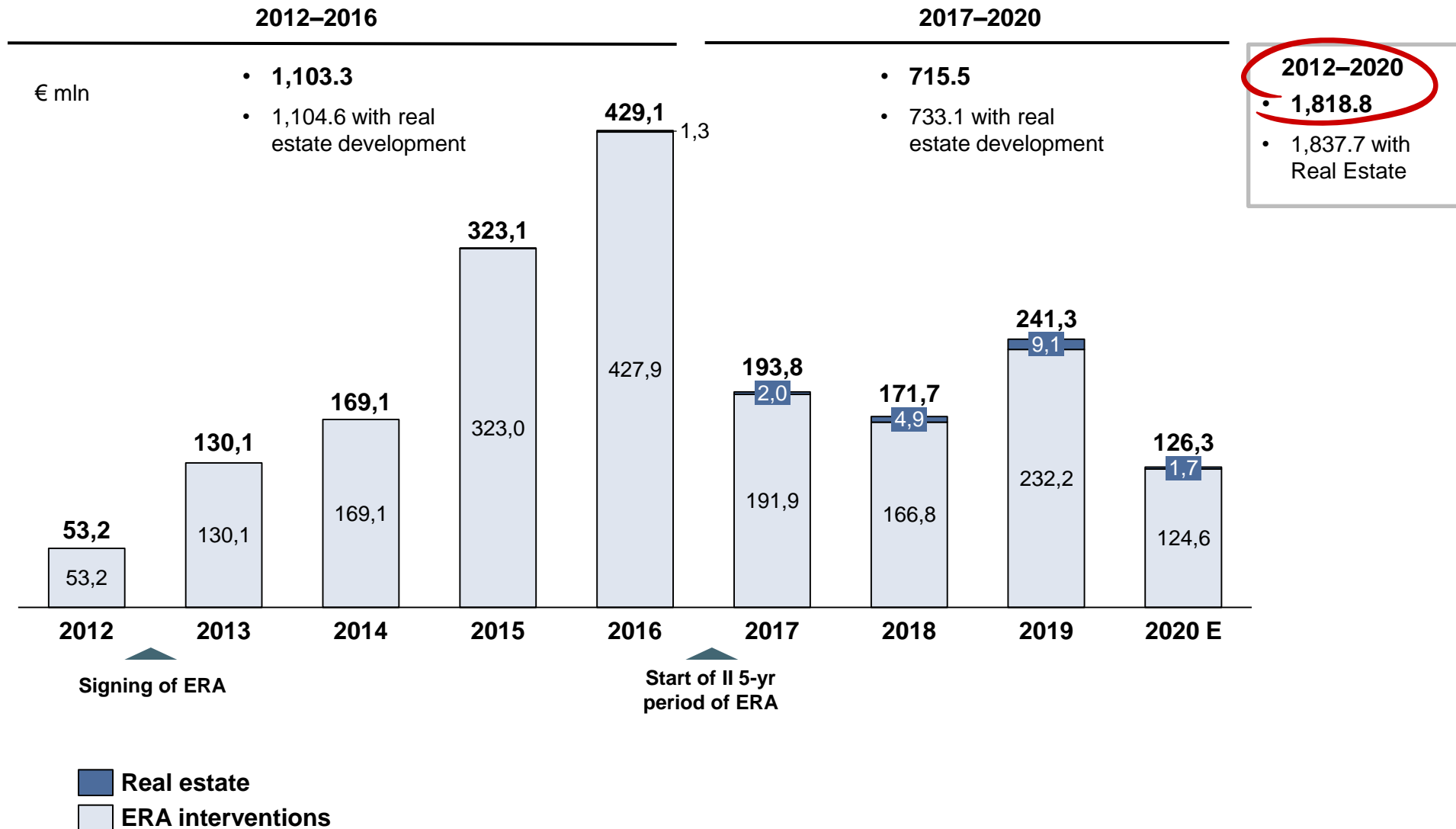
August 2020

ENAC – ADR Economic Regulation Agreement

Investments in 2020

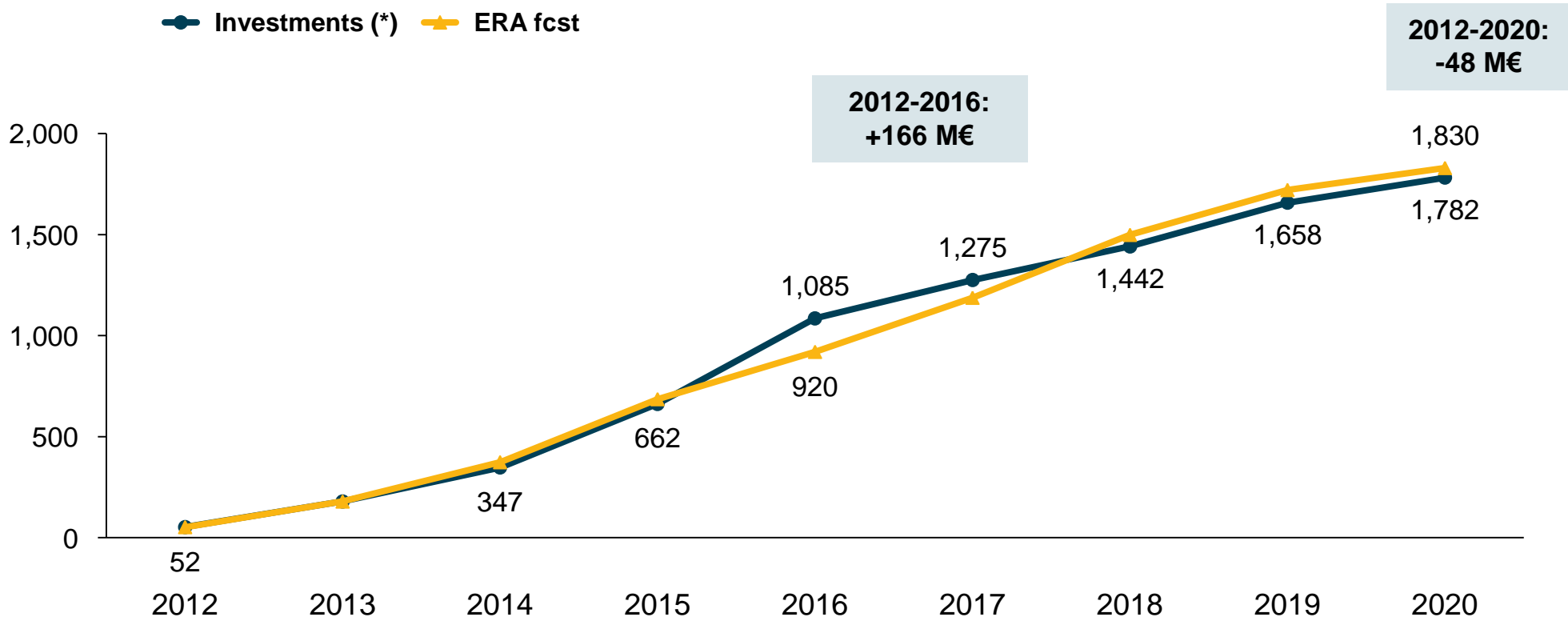
- Fiumicino
- Ciampino

Since the start of ERA, investments worth over €1.8 billion (2012-2020)



2012–2020 Investments^(*): comparison with ERA forecasts (excluding works impacted by permitting issues)

2012-2020 Investments for FCO^(**) + CIA (cumulative values in M€)

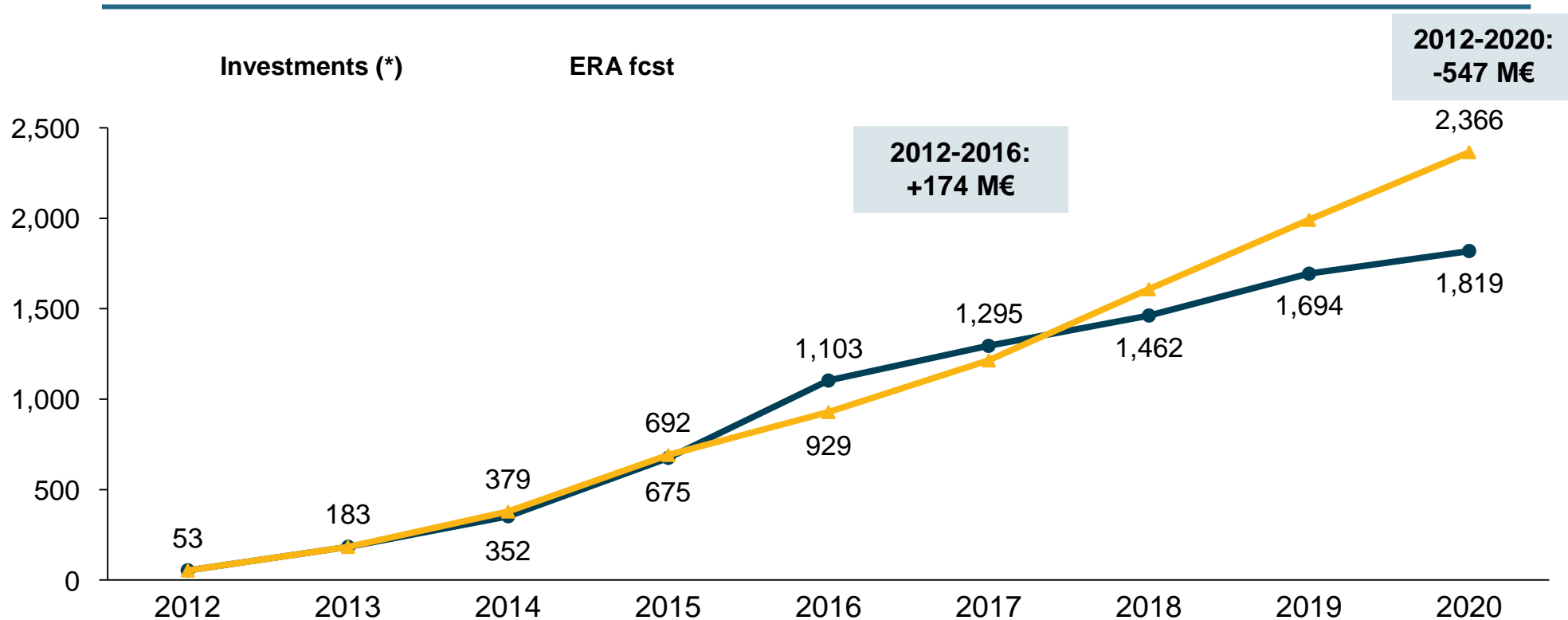


(*) For 2020, year-end estimate

(**) Pro-forma comparison which does not include: Fiumicino Nord, Runway 4 and related works to the south (in particular, i) doubling of taxiway Bravo in the east lot, ii) expansion of east aprons, AZ technical area, quadrant 200 “former postal area”, iii) relocation of the engine test stand, iv) people mover

2012–2020 Investments^(*): comparison with ERA forecasts

2012-2020 Investments for FCO + CIA (cumulative values in M€)



(*) year-end estimate

ADR's 2017–2021 Capex Plan (Annex 4 to the ERA)

Plan of the 2016 consultations for the second regulatory sub-period



		2017	2018	2019	2020	Tot 2017-2020	2021	Tot 2017-2021
F I U M I C I N O	Urban Planning Activities (FCO North)	5.306	5.580	7.233	516	18.635	7.810	26.445
	Airside infrastructures (FCO South)	41.366	71.221	28.918	65.672	207.177	53.908	261.085
	Airside infrastructures (FCO North)	7.618	36.468	120.225	184.358	348.669	183.363	532.033
	Terminal (FCO South)	63.586	139.518	126.220	49.497	378.821	59.614	438.436
	Terminal (FCO North)	4.365	11.242	9.552	9.653	34.812	0	34.812
	Landside (FCO South)	11.192	18.252	1.141	1.226	31.811	1.706	33.517
	Landside (FCO North)	240	2.456	2.788	5.607	11.091	4.525	15.615
	Parking facilities (FCO South)	2.304	14.469	16.432	1.382	34.587	379	34.965
	Others (FCO South)	133.748	83.124	63.855	52.510	333.237	43.938	377.175
Tot Fiumicino South		252.197	326.584	236.566	170.287	985.634	159.544	1.145.177
Tot Fiumicino North		17.529	55.746	139.798	200.134	413.207	195.698	608.905
Tot Fiumicino		269.726	382.330	376.364	370.420	1.398.840	355.242	1.754.082
Ciampino		15.990	11.217	6.662	4.308	38.177	2.880	41.057
Overall Total Capex ADR		285.715	393.547	383.026	374.729	1.437.017	358.122	1.795.138

Implementation of the development plan continues with a re-modulation with respect to planning due to authorization issues and changes in capacity requirements following the Covid-19 emergency

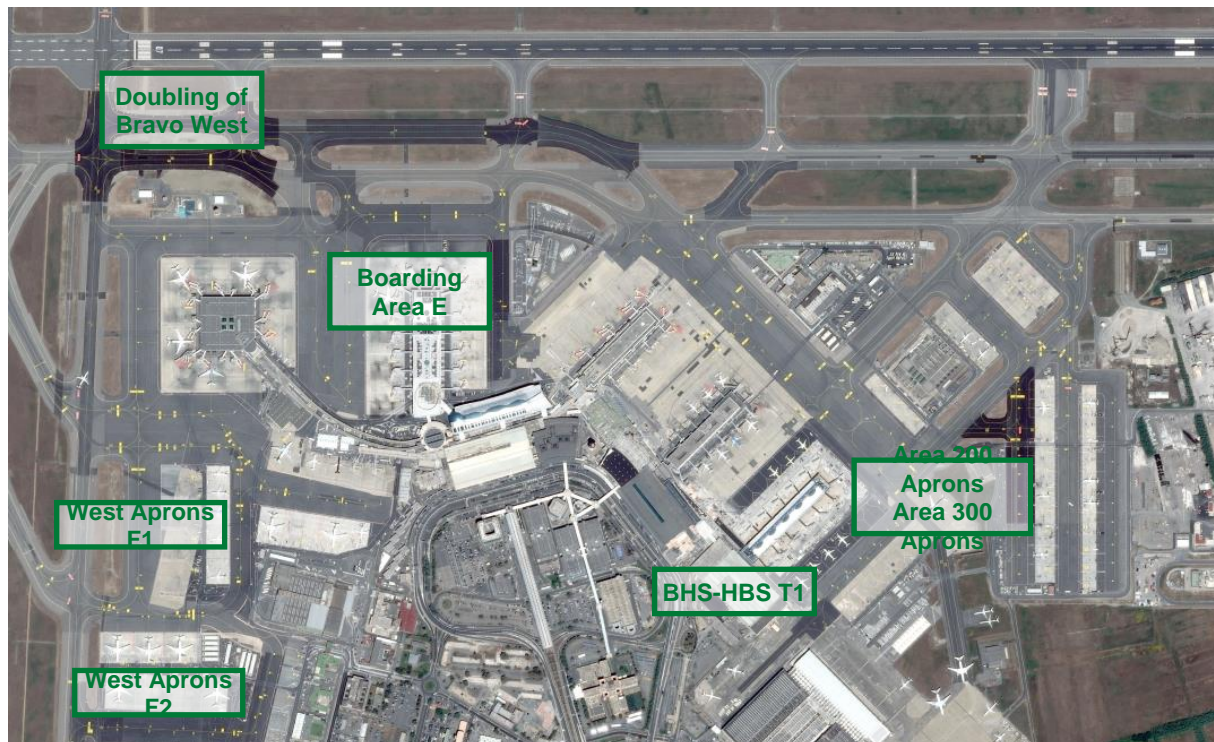
- The FCO investment plan for the 2017-2021 five-year period is substantially confirmed, with the exception of interventions related to Runway 4 and Northbound development due to authorization problems (suspension and subsequent negative opinion of the environmental impact procedure)
- In this context, the investments made in the first three years of the five-year period (2017-2019) are consistent with the evolution of traffic and confirm the high level of attention towards quality and operational efficiency
- During 2020, however, the health emergency from Covid-19 resulted in:
 - the need to suspend the main construction works in progress, in compliance with the health regulations aimed at containing the pandemic;
 - a significant reduction in traffic estimates in the short-medium term
- Consequently, a re-modulation of the investment program was initiated with a view to adjusting forecast spending in the last two years of the five-year period (2020 and 2021) while at the same time guaranteeing the execution of the interventions envisaged for the purposes of safety, security and compliance with the regulations and maintaining consistency between planned interventions and the changed traffic scenario
- Within this context, attention remains to optimization and 'value engineering' opportunities to improve investment efficiency while maintaining the achieved quality standards

FCO South's completion project outlines **the airport's infrastructural layout** within its current grounds. It also aims to **maximise the use of existing equipment to improve the airport's service level** within the terminals, completing the design of the situation defined by previous ESPs without involving extensions of the state property for aviation activities (runways, aprons, terminals). **ENAC issued its technical authorization on 22/07/2011.**

The project's main **objectives** include:

- ensuring the relaunch and completion of the capacity offer in the short to medium term
- improving the quality level of the infrastructure and of the services provided to users
- ensuring respect for the environment.

As part of the approved project, the following development interventions are now completed:



EIA Decree FCO Sud Completion Project

- **Environmental Impact Assessment (EIA) Decree 236 of 8 August 2013**, published in the Official Gazette on **9 November 2013**, concerning the environmental compatibility of the **Fiumicino Sud Completion Project** includes several requirements set by the **EIA Commission of the MATTM (Italian Ministry for the Environment and Territorial and Marine Protection)** and by the **MiBACT (Italian Ministry of Cultural Heritage, Activities and Tourism)** under which ADR, on ENAC's behalf as "applicant", is carrying out compliance checks with the reference bodies to start construction works.
- Since **2014**, compliance checks under the responsibility of the **MATTM** concerning an initial set of interventions included in the Project have been in progress (**the so-called section zero, one and two, of phase one**), all of which **ended successfully in February and March 2018** as per specific Directorial Resolutions.
- **In November 2019**, we successfully completed the compliance checks of the **East Terminals System, lot 2, Doubling of the Bravo taxiway, lot A and the East Area Interchange projects** and specific MATTM Directorial Resolutions were issued.
- In **December 2019** and **March 2020**, projects were sent to the MATTM of some of the so-called Complementary Infrastructures used at the Airport (respectively, the **Car parks of Building G and Airport Offices Building no. 3**) for their compliance checks. The **preparatory work is still in progress**.
- In **December 2018**, **MiBACT expressed a positive opinion on the compliance checks** of the **East side Terminals System, lot 1 project**, while in **November 2019** the Ministry itself deemed compliant the **East side Terminals System, lot 2 design**.
- In **April 2019**, the technical documentation for the Interventions E, Airport Services Office Building – **Business District (Business City/BC)** project was sent to **MiBACT** for the compliance checks for **requirement B.1**. In **July 2019**, some additions were provided the Ministry as per their request. **The MiBACT then expressed a *generally positive opinion* in November 2019**, requesting further clarifications and subjecting it **to the MATTM's opinion on the need for an EIA on the project**, considering the design optimizations made with respect to the permits issued for FCO Sud.

To this end, in **May 2020**, ENAC and ADR **applied for a Preliminary Assessment pursuant to art. 6 (9) of Legislative Decree 152/2006 as amended** concerning the "optimised" project. On **3 June 2020** the **MATTM reported with note prot. no. 41187 the outcome of the Preliminary Assessment**, in which it states that it does not deem "*that the project falls, concerning application of the EIA discipline, under the typology set out in h), point 2, of Annex II-bis to Part 2 of Legislative Decree 152/2006e as amended, changes or extensions of projects listed in Annex II, or in this Annex already permitted, built or being built, and which may have significant negative environmental impacts (change or extension not included in Annex II)*", thus ruling out the need for its impact to be assessed.

Conference of Services and ENAC Directorial Provision

- **The Conference of Services, convened to assess the city planning conformity of the Completion Project, ended in May 2014** issuing the final provision (no. 1774/512 of 12/05/2014) that led to the automatic change to the planning instruments in force, as well as the declaration of public utility and urgency of the Completion Project as a whole and the application of the restriction arranged to expropriate the areas not owned and affected by such procedure.
- On **27 August 2014, ENAC issued Directorial Provision no. 90339 to conclude and complete the permitting procedures**, thus definitively approving the Completion Project.
- The Completion Project includes all the interventions that have been already completed or are being planned.

Extension of the effective period of the declaration of public utility and urgency

- On **18 January 2019 ENAC** submitted a request to the **Ministry of Infrastructure and Transport – Regional Office for Public Works of Lazio, Abruzzo and Sardinia** to order, pursuant to and in accordance with art. 13 (5) of Italian Presidential Decree of 8 June 2001, No. 327, **the extension of the effective period of the declaration of public utility to the maximum period allowed by such provision, to enable the completion of the expropriation procedures for measures on the East Area Interchange of the Airport.**
- In **Notice no. 512 of 12 April 2019**, the Regional Office announced that it had **extended the effective period of the declaration of public utility set out in Provision no. 1774/512 to the maximum period allowed by law, equal to two years**, to enable the required completion of the expropriation procedures.

Request for extension of the validity period of the EIA Decree

- **Requirement A.1** of the EIA Decree states that "*pursuant to art. 26(6), of Legislative Decree 152/2006, taking into account the characteristics of the Project indicated above, [...] the Project must be **carried out within 7 years of the publication of the EIA Decree***". The seven years of validity of the EIA Decree, as specified later in the Decree itself, commence upon its publication in the Official Gazette on 9 November 2013. The EIA Decree includes **the possibility to extend this deadline** upon request by the Proponent.
- In view of the upcoming expiry of this deadline, ADR, as agreed with ENAC, has deemed it appropriate **to exercise the right to request a specific extension for the completion of FCO Sud concerning the portion of the works not yet completed (under the provisions of the Decree)**. Therefore, ADR is preparing specific technical documentation on the progress of the Fiumicino Sud Completion Project, possible changes in the demand/supply ratio, and the environmental and restrictions context to be sent with ENAC to the MATTM and MiBACT.

Fiumicino – Long Term Development Masterplan

The **Masterplan** for FCO defines **the infrastructural organization** until the end of the **concession period of the terminal**.

It involves the construction of new flight infrastructure, passenger terminals, accessibility works, car parks, utilities and all the related infrastructure.

ADR has drawn up and submitted the Masterplan to ENAC, sharing its development path.

The interventions included in the Masterplan will be carried out following an "ad hoc" environmental and urban planning approval, according to the ordinary procedures.

The timeline of the approvals is summarized below:

- **October 2015:** Technical approval by ENAC of the Masterplan to 2044.
- **April 2016:** ENAC requested the presentation of the Masterplan to 2030 with the **development of the first phase:** Runway 4, 1st module of the North Terminal and related works.
- **February 2017:** **ENAC approval** of the Masterplan to 2030.
- **March 2017:** **start of the Environmental Impact Assessment procedure at MATTM/MiBACT** on the works included in the Masterplan to 2030.
- **June 2018:** Following discussions with the MATTM, taking into account the observations that arose and, in particular, the changing situation concerning the definition of the Management Plan for the State Nature Reserve of Rome's Coast, **ADR and ENAC, have requested that the EIA procedure be put on hold for approximately 10 months.**
- **May 2019:** EIA procedure resumed.
- **October 2019:** **negative opinion of the CTVIA (EIA Technical Commission) of the MATTM.**
- **May 2020:** **draft negative opinion of MiBACT.**



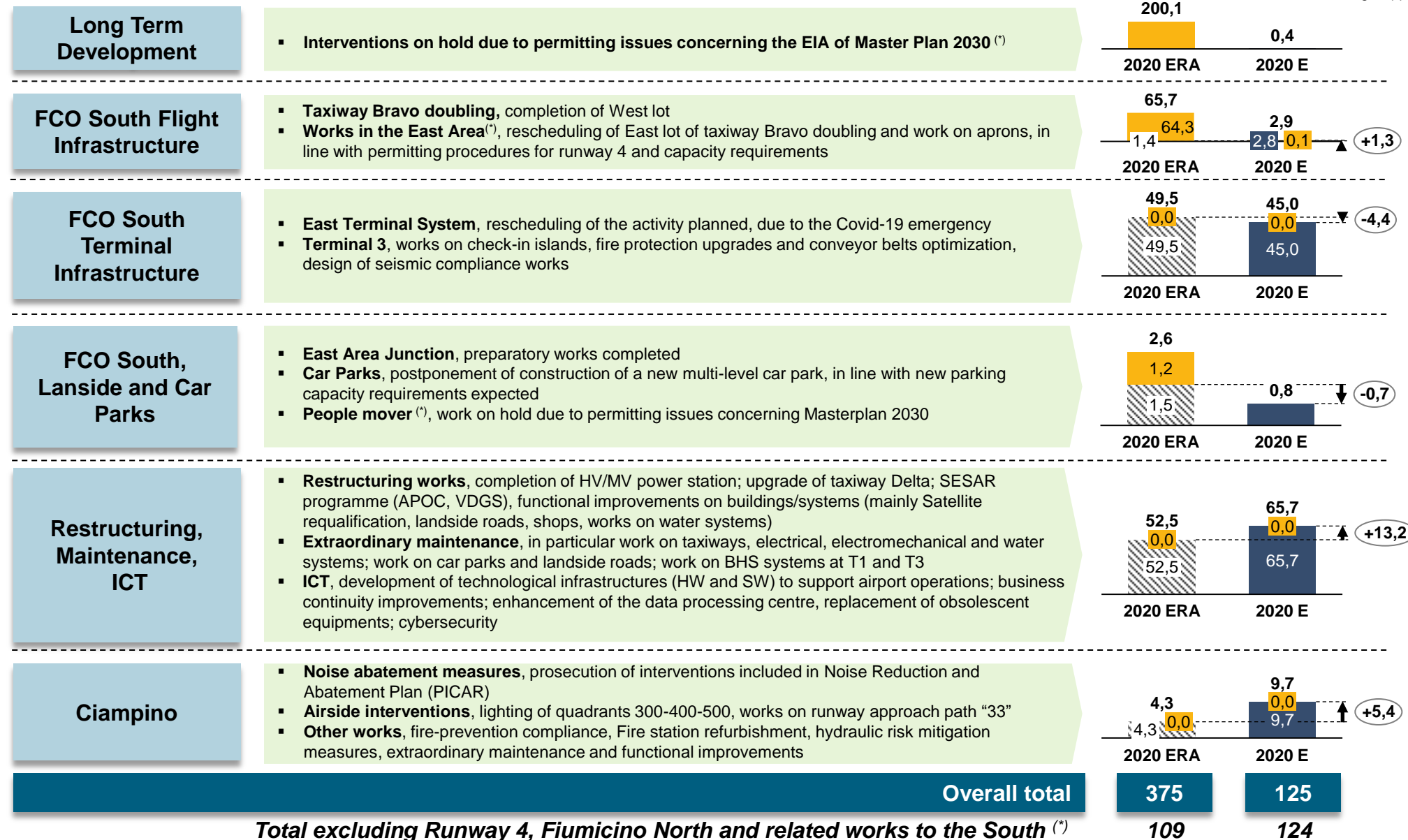
The **Masterplan for CIA** includes the upgrade of flight infrastructure and of the Commercial And General Aviation Terminal, under a “Secondary Airport” management model, geared towards environmental sustainability.



The timeline of the approvals is summarized below:

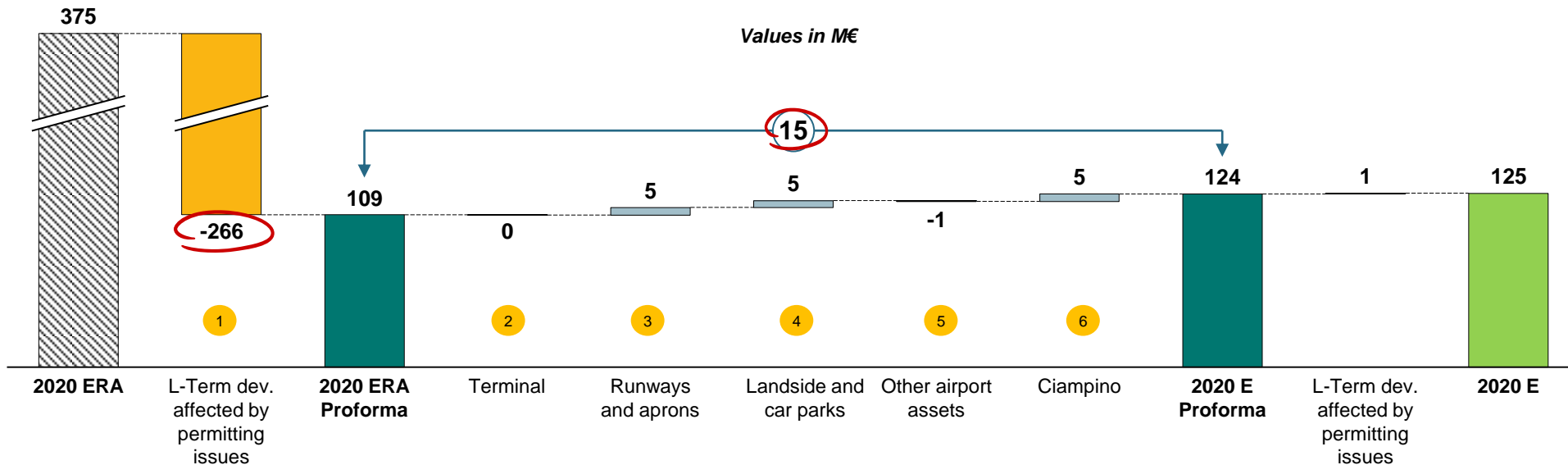
- **October 2015: ENAC** issued its **technical authorization**.
- **February 2016:** start of the **EIA procedure at the MATTM for the works of the MP**. The **EIA Technical Commission** has now **concluded the preliminary phase** and has issued a positive opinion on the requirements on the measures planned from 2021 onwards, and has requested some in-depth analysis of the need to carry out a so-called "posthumous EIA" on previous interventions. **The formal opinions of the Lazio Regional Government and the Ministry of Cultural Heritage** have also been issued.
- Following **some further in-depth discussions between the Directorate General for Assessments and Environmental Permits of the MATTM and the EIA Commission itself** for the final issue of the Interministerial Decree (MATTM/MiBACT) on environmental compatibility and the recent **new opinion of the Commission (April 2020)**, in a note dated 28 May 2020, the DVA asked ENAC and ADR to submit the documentation in response to the Commission's request.
- Therefore, **at present, the procedure has been put on hold**.

Capex 2020: 125 M€, investment plan reviewed due to Covid-19 emergency and related traffic decrease. Excluding works affected by permit issues, overall production substantially in line with ERA forecast



NB: ITA GAAP view; does not include real estate operations; (*) Capex FCO North and FCO South interventions related to North development, in orange in histograms and neutralized from Like for Like variations

Capex 2020: 125 M€, investment plan reviewed due to Covid-19 emergency and related traffic decrease. Excluding works affected by permit issues, overall production substantially in line with ERA forecast



1 Works included in ERA and affected by permitting issues (EIA procedure of Masterplan 2030):

- **Runway 4 (-174 M€)**
- **FCO North (-27 M€)**
- **FCO South works related to North development (-65 M€):**
 - i) taxiway Bravo doubling in the East lot, ii) East aprons extension, AZ technical area aprons, quadrant 200 "former postal area" aprons, iii) people mover

2

- **East Terminal (-5 M€)**, rescheduling of the activity planned, due to the Covid-19 emergency
- **Development Optimization (+1 M€)** according to «under one roof» approach: suspension of Terminal 5 reconfiguration and prosecution of Terminal 3 upgrade (in 2020, works on check-in islands, belt conveyors and functional improvements)
- **Other works (+3 M€)**, including Satellite requalification, shops refurbishment, T3 boarding areas, extraordinary maintenance on systems (BHS, electromechanical,...)

3

- **Taxiway Bravo West doubling (+2 M€)**, prosecution of work according to reviewed schedule, capacity requirements and operational needs
- **Upgrade of Taxiway Delta (+2 M€)**, start of works
- **SESAR Programme (+3 M€)**, prosecution of works for joint control room (APOC) and visual docking guidance systems (VDGS).
- **Other works (-2 M€)**, rescheduled in line with operational needs

4

- **New Car Parks (-1 M€)**, rescheduling of multi-level car park F, in line with new parking capacity requirements expected
- **Improvement of landside road and viaducts (+3 M€)**, requalification mobility of the grounds and maintenance of landside car parks.
- **Other works (+3 M€)**, related to maintenance and functional improvements

5

- **Technological Infrastructures (+4 M€)**, business continuity improvements; enhancement of the data processing centre, development of technological infrastructures (HW and SW) to support airport operations, replacement of obsolescent equipments.
- **Interventions on other assets (-5 M€)**, rescheduling of the activity planned, due to the Covid-19 emergency

6

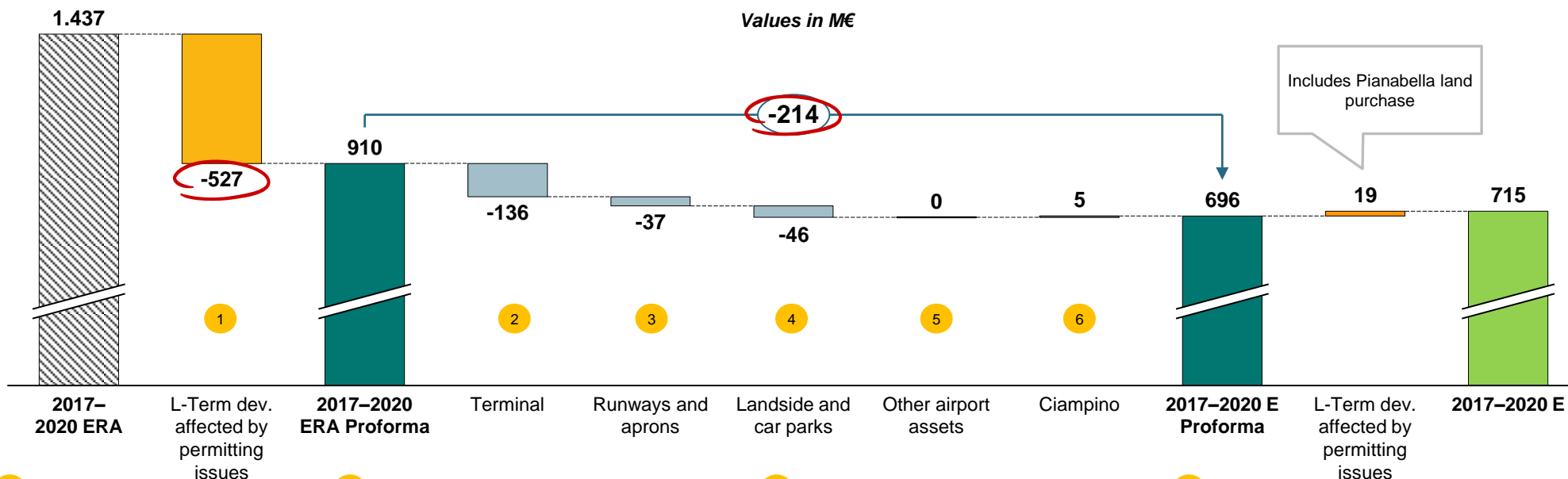
- **Noise abatement measures (+2 M€)**, prosecution of interventions included in PICAR
- **Maintenance and compliance improvement (+2 M€)**, fire-prevention terminal compliance, Fire station refurbishment, lighting of quadrants 300-400-500, runway approach path "33"
- **Quality and functional improvements (+1 M€)**, hydraulic risk mitigation measures, apron video supervision

2017–2020 Capex: 715 M€, down compared to the ERA forecast due to permit issues and review of short-term requirements, also affected by Covid-19 emergency and its impacts



NB: ITA GAAP view; does not include real estate operations; (*) Capex FCO North and FCO South interventions related to North development, in orange in histograms and neutralized from Like for Like variations

2017–2020 Capex: 715 M€, excluding works affected by permit issue, overall production down vs ERA (-214 M€) due to review of short-term requirements, also affected by Covid-19 emergency and its impacts



1 Works included in ERA and affected by permitting issues (EIA procedure of Masterplan 2030):

- Runway 4 (-333 M€)
- FCO North (-80 M€)
- FCO South works related to North development (-114 M€):
 - taxiway Bravo doubling in the East lot,
 - East aprons extension, AZ technical area aprons, quadrant 200 “former postal area” aprons, iii) relocation of the engine test stand, iv) people mover. Values Include Pianabella land purchase.

2

- **East Terminal (-62 M€)**, rescheduling of activities due to the Covid-19 emergency: phase I expected to be completed by 2021
- **Development Optimization (-72 M€)**, upgrade. Extra Schengen area (pier E): early production in 2016 versus plan and optimizations; according to «under one roof» approach: suspension of Terminal 5 reconfiguration and prosecution of Terminal 3
- **Other works (-2 M€)**, including Satellite requalification, shops refurbishment, T3 boarding areas, maintenance electrical, electromechanical and water systems

3

- **West aprons phase 2 and hydraulic risk mitigation works (-4 M€)**, completed in 2019 with optimizations
- **SESAR Programme (+6 M€)**, start of the programme of planned interventions, in particular joint control room (APOC) and visual docking guidance systems (VDGS)
- **Review of requirements (-39 M€)**, postponement of work on Seram Island, 600 area wide body aprons, extension of cargo aprons, ULD storage area, «contingency» aprons in technical area, rescheduling of the activity planned, due to the Covid-19 emergency

4

- **New Car Parks (-26 M€)**, rescheduling of multi-level car park F and ground parking in East area, in line with new parking capacity requirements
- **Terminal 5 roads and parks (-8 M€)**, suspended as well as Terminal 5 reconfiguration
- **East area junction (-19 M€)**, preparatory works completed; start of works postponed awaiting conclusion of the ADR/ENAC/Anas/MIT agreement and rescheduled after Covid-19 emergency
- **Improvement of landside road and viaducts (+4 M€)** upgrade of landside areas
- **Other works (+3 M€)**, related to maintenance and functional improvements

5

- **New High/Medium voltage power station (+5 M€)**, for design changes
- **Interventions on other assets (-16 M€)**, rescheduling of the plan due to the Covid-19 emergency
- **Technological Infrastructures (+11 M€)**, development of technological infrastructures to support airport operations; business continuity improvements; enhancement of the data processing centre, replacement of obsolescent equipments

6

- **Maintenance and compliance improvement (+7 M€)**, «standard 3» X-Ray scanners for hold baggage and fire-prevention terminal compliance
- **Quality and functional improvements (-2 M€)**, adjustments due to change of operational requirements

2017–2021 Capex: 904 M€, down compared to the ERA forecast due to permit issues and review of short-term requirements, also affected by Covid-19 emergency and its impacts

M€, Like for Like changes (*)

Category	Interventions	17-21 ERA	17-21 E	Change
Long Term Development	<ul style="list-style-type: none"> Interventions on hold due to permitting issues concerning the EIA of Master Plan 2030 (*) 	608,9	2,4	
FCO South Flight Infrastructure	<ul style="list-style-type: none"> West aprons and hydraulic risk mitigation works, completed Taxiway Bravo doubling, completion of West lot New fuel logistics area (former Seram island) and Aprons in Area 600, activities re-planned in line with capacity requirements Works in the East Area (*), rescheduling of East lot of taxiway Bravo doubling and work on aprons, in line with permitting procedures for runway 4 and capacity requirements; Pianabella land purchase completed in 2019 	261,1 161,4 99,7	93,4 20,9	-27,2
FCO South Terminal Infrastructure	<ul style="list-style-type: none"> East Terminal System, rescheduling of activities due to the Covid-19 emergency: phase I expected to be completed by 2021 Extra Schengen area (pier E), early production in 2016 versus plan and optimizations T5 reconfiguration, suspended Terminal 3, prosecution of upgrade with enhancement of equipment and activation by functional sections; rescheduling of work due to the Covid-19 emergency 	438,4 0,0 438,4	308,2 0,0	-130,2
FCO South, Lanside and Car Parks	<ul style="list-style-type: none"> East Area Junction, preparatory works completed; start of works postponed awaiting conclusion of the ADR/ENAC/Anas/MIT agreement and rescheduled after Covid-19 emergency Mobility, postponement of construction of new car parks (mainly multi-level), in line with new parking capacity requirements expected; T5 mobility interventions suspended People mover(*), work on hold due to permitting issues concerning Masterplan 2030 	68,5 3,0 65,4	13,4 13,4	-52,1
Restructuring, Maintenance, ICT	<ul style="list-style-type: none"> Restructuring works, interventions on Hangar, prosecution of upgrade Delta taxiway with recovery of postponement from previous years; completion of the HV/MV power station with design improvements; completion of SESAR interventions (joint control room, VDGS); functional improvements on buildings/systems (revamping of light towers, centralized industrial water treatment,...) Extraordinary Maintenance, in particular work on taxiways, electrical, electromechanical and water systems; work on car parks and landside roads; work on landside buildings ICT, development of technological infrastructures (HW and SW) to support airport operations; business continuity improvements; enhancement of the data processing centre, replacement of obsolescent equipments 	377,2 0,0 377,2	430,5 0,0	+53,3
Ciampino	<ul style="list-style-type: none"> Noise abatement measures, prosecution of interventions included in PICAR Terminal, «standard 3» X-Ray scanners for hold baggage and fire-prevention terminal compliance Other works, hangars upgrade, Fire station refurbishment, extraordinary maintenance and functional improvements 	41,1 41,1	56,0 0,0	+14,9
Overall total		1,795	904	

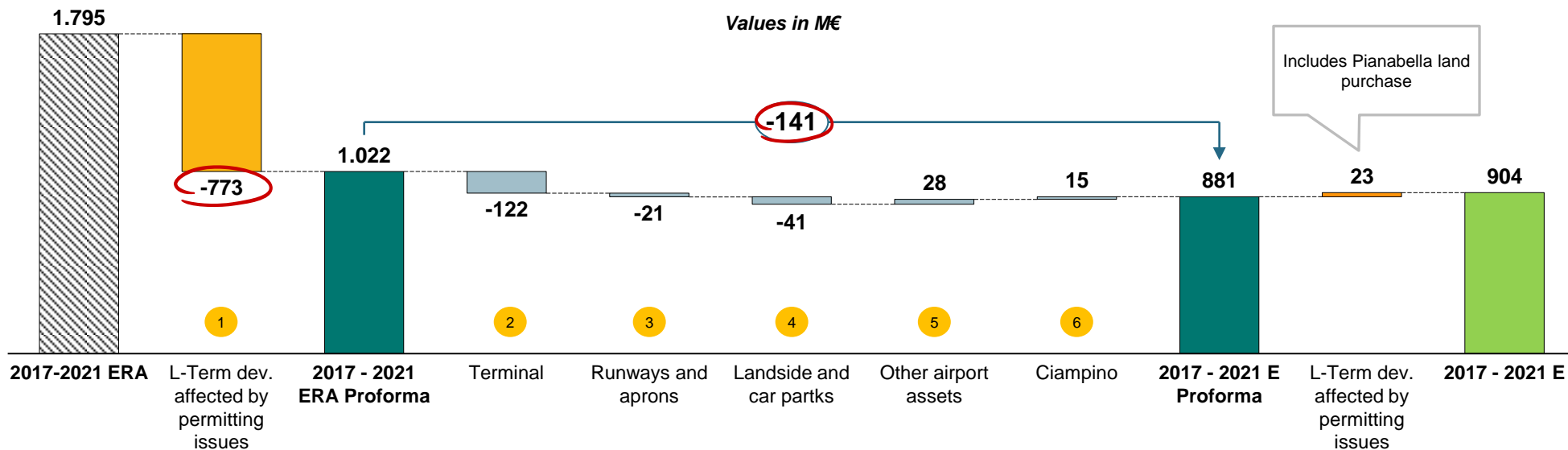
Total excluding Runway 4, Fiumicino North and related works to the South(*)

1,022

881

NB: ITA GAAP view; does not include real estate operations; (*) Capex FCO North and FCO South interventions related to North development, in orange in histograms and neutralized from Like for Like variations

2017–2021 Capex: 904 M€, excluding works affected by permit issues overall production down vs ERA (-141 M€) due to review of short-term requirements, also affected by Covid-19 emergency and its impacts



1 Works included in ERA and affected by permitting issues (EIA procedure of Masterplan 2030):

- **Runway 4 (-509 M€)**
- **FCO North (-100 M€)**
- **FCO South works related to North development (-164 M€):**
 - i) taxiway Bravo doubling in the East lot, ii) East aprons extension, AZ technical area aprons, quadrant 200 "former postal area" aprons, iii) relocation of the engine test stand, iv) people mover. Values Include Pianabella land purchase.

2

- **East Terminal (-55 M€)**, rescheduling of activities due to the Covid-19 emergency: phase I expected to be completed by 2021
- **Development Optimization (-68 M€)**, Extra Schengen area (pier E): early production in 2016 versus plan and optimizations; according to «under one roof» approach suspension of Terminal 5 reconfiguration and prosecution of Terminal 3 upgrade (timeline reviewed after Covid-19 emergency).
- **Other works (+1 M€)**

3

- **West aprons phase 2 and hydraulic risk mitigation works (-4 M€)**, completed in 2019 with optimizations
- **SESAR programme (+16 M€)**, completion of joint control room (APOC) and visual docking guidance systems (VDGS)
- **Review of requirements (-34 M€)**, postponement of work on Seram Island, 600 area wide body aprons, extension of cargo aprons, ULD storage area, «contingency» aprons in technical area. Start of taxiway Delta upgrade and maintenance improvements about flight infrastructure
- **Other works (+2 M€)**, related to maintenance and functional improvements

4

- **New Car Parks (-27 M€)**, rescheduling of multi-level car park F and ground parking in East area, in line with new parking capacity requirements
- **Terminal 5 roads and parks (-8 M€)**, suspended as well as Terminal 5 reconfiguration
- **East area junction (-19 M€)**, preparatory works completed; start of works postponed awaiting conclusion of the ADR/ENAC/Anas/MIT agreement and rescheduled after Covid-19 emergency
- **Landside road and viaducts (+5 M€)** upgrade of landside areas
- **Other works (+8 M€)**, related to maintenance and functional improvements

5

- **New high/medium voltage power station (+6 M€)**, for design changes
- **Interventions on other assets (+3 M€)**, interventions on Hangar, extraordinary maintenance and functional improvement on other assets
- **Technological Infrastructures (+19 M€)**, development of technological infrastructures to support airport operations (e.g. airside vehicle monitoring); business continuity improvements; enhancement of the data processing centre; replacement of obsolescent equipments

6

- **Noise abatement measures (+1 M€)**, prosecution of interventions included in PICAR
- **Maintenance and compliance improvement (+12 M€)**, «standard 3» X-Ray scanners for hold baggage, fire-prevention terminal compliance and Fire station refurbishment
- **Quality and functional improvements (+2 M€)**, hangars upgrade

ENAC – ADR Economic Regulation Agreement

Investments in 2020

- Fiumicino
- Ciampino

Fiumicino

Terminal

○ T1

- East Airport Terminal System
 - Lot 1
 - Lot 2

○ T3

- Terminal 3 Upgrade Project
- Densification of check-in islands I, J, and K
- Reconfiguration of offices at mezzanine
- New toilet facilities on arrivals level
- New warehouses at AID level 2
- Upgrade of Satellite boarding area E 31-44
- Fire protection upgrades at airport terminals and boarding areas
- Joint Control Room (APOC)

Airside

- Doubling of taxiway Bravo – Lot A (west)
- Taxiway Delta upgrade
- Taxiway Sierra upgrade
- Renovation of AL, EC, ED, and EH taxiways
- New fuel logistics area
- Implementation of new A-VDGS system

Road network, car parks, and other assets

- Preparatory work for new cargo area intersection
- Improvement of the road network using roundabouts
- Nursery
- Industrial water improvement

Due to the Covid-19 emergency, some of the operations on the list have been put on hold and have not yet been resumed. The related rescheduling is currently being defined. The following pages detail the progress of the interventions.

Development of FCO in 2020 – main interventions



DESCRIPTION OF WORK:

The development of the East Terminal System is structured as two functional lots. Lot 1 includes the construction of the new Pier A and the front building of Terminal 1; Lot 2 includes the west extension of T1, the reconfiguration of boarding area C and the new border node for passengers in transit. Overall, the intervention provides a capacity increase of 6M departing pax per year, through 13 new loading bridges and 10 bus gates, as well as 3M pax arriving per year, through 3 additional baggage reclaim carousels.

EXPECTED BENEFITS

- Greater capacity of the Domestic–Schengen boarding system
- Greater capacity of the terminal’s departure (check-in hall, security, immigration transits) and arrival subsystems (baggage claim hall)
- Better passenger services and perceived quality

STATUS and AMOUNTS

In progress

2019 actual	2020 estimate
108,4 M€	31,1 M€



East Terminal System

Work



LOTTO 2

LOTTO 1

TRANSITS D HUB
In progress

T1 EXPANSION
In progress

BOARD AREA C
In progress

**FRONT BUILDING and
PIER A**
In progress

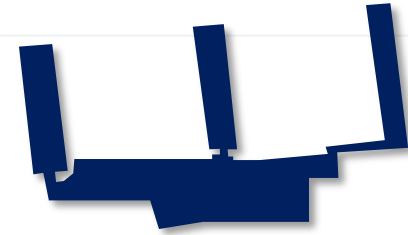
300 APRONS
Completed



DEMOL T2 and other preparatory work
Completed

East Terminal System

Northeast view



See Schedule A: 3.4 – Works for FCO Sud Terminal

DESCRIPTION OF WORK:

Work is underway on the construction of the new Pier A and the extension to the north of Terminal 1 (work began in October 2017). The new pier will provide a capacity increase of 6M departing pax per year, thanks to 13 gates served by loading bridges and 10 bus gates. With the entry into service of the front building of Terminal 1, the commercial departure lounge as a passenger waiting area will be available at departure level with the related facilities such as family area, smoking lounges, work areas; while at mezzanine level food areas and three club lounges will be built.

EXPECTED BENEFITS

- Greater departure capacity with +6M pax/year
- Quality perceived by passengers
- Focus on passenger experience
- Increase of service level provided

STATUS and AMOUNTS

Work In Progress

2019 actual	2020 estimate
71,2 M€	15,9 M€



See Schedule A: 3.4 – Works for FCO Sud Terminal

DESCRIPTION OF WORK:

Having completed the demolition of Terminal 2, work is underway on the western extension of T1. The extension includes: i) the main square as a passenger waiting area, with seats facing the aprons; ii) the info and transit areas in a central position with respect to the departure lounge; iii) the commercial areas and the walk-through duty free. The new food court will then be built at the mezzanine level, overlooking the square. Looking forward, the upgrade of boarding area C will include moving the gates to apron level and completing the departure lounge at departures level. Passport controls for transit passengers will be relocated to the new node at the root of boarding area D, increasing capacity compared to the current layout.



EXPECTED BENEFITS

- Greater capacity of Terminal systems
- Enhancement of security and border checkpoints in transit
- More passenger services and perceived quality

STATUS and AMOUNTS

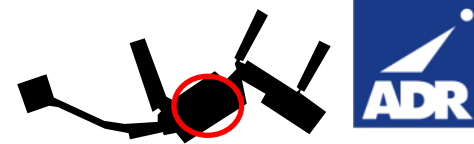
Work In Progress

2019 actual	2020 estimate
27,9 M€	7,8 M€

East Airport System – Lot 1 and 2 Rendering



Terminal 3 Upgrade Project



See Schedule A: 3.3 – Works for FCO Sud Terminal

DESCRIPTION OF WORK:

ADR has completed the preliminary project to upgrade Terminal 3 in the arrivals, departures and mezzanine levels. Among the main drivers:

- ✓ **Increase** of the **baggage claim area** and greater **size and flexibility of the carousels**
- ✓ **More check-in desks** with new generation units
- ✓ Capacity increase in terms of **circulation area for passengers**
- ✓ Reorganization of border and sensitive flights area

The following slides show functional portions commissioned/completed.

EXPECTED BENEFITS

- **Greater capacity for check-in system**
- **Greater capacity for arrivals system**
- **Improved comfort and service level**

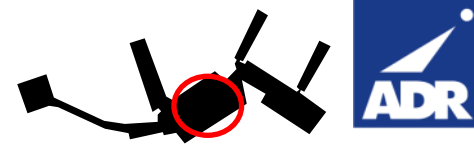
STATUS and AMOUNTS

Overall preliminary design completed in July 2019
Design and work are in progress by sections

2019 actual	2020 estimate
6,0 M€	9,0 M€



Densification of check-in islands I, J, and K of Terminal 3



See Schedule A: 3.3 – Works for FCO Sud Terminal

DESCRIPTION OF WORK:

In line with the preliminary design for the upgrade of Terminal 3, following what was done at Terminal 1 with the construction of the 5th check-in island, and according to the same architectural standards, work is underway to upgrade check-in islands I, J, and K of Terminal 3 on the East side and the surrounding areas. Use of a format with shorter front length and double baggage collector enables an increase of the number of desks:

- Island I: from 24 to 28 desks
- Island J: from 24 to 30 desks
- Island K: from 24 to 30 desks

EXPECTED BENEFITS

- Greater capacity of the check-in subsystem and surface area available for traffic flow
- Increased comfort and quality, updating the finishes
- Higher technological standard

STATUS and AMOUNTS

Completed island I

Work in progress on island J

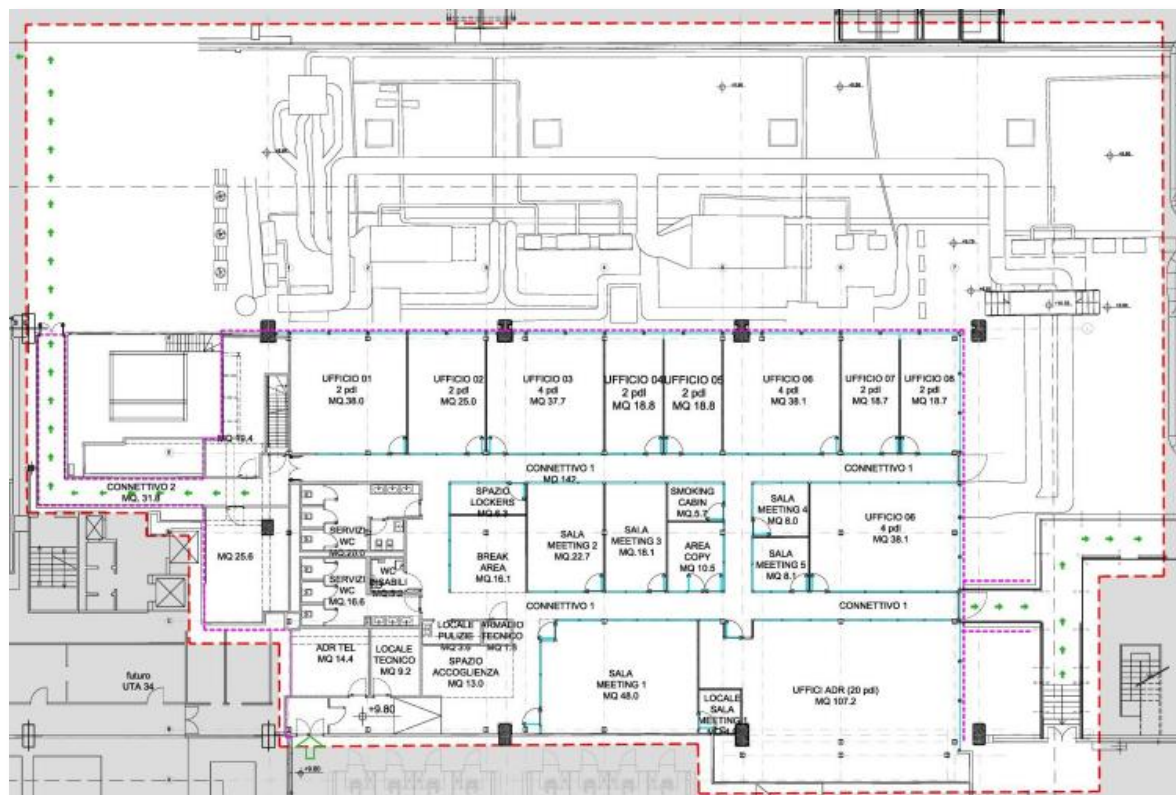
2019 actual	2020 estimate
1,4 M€	4,9 M€



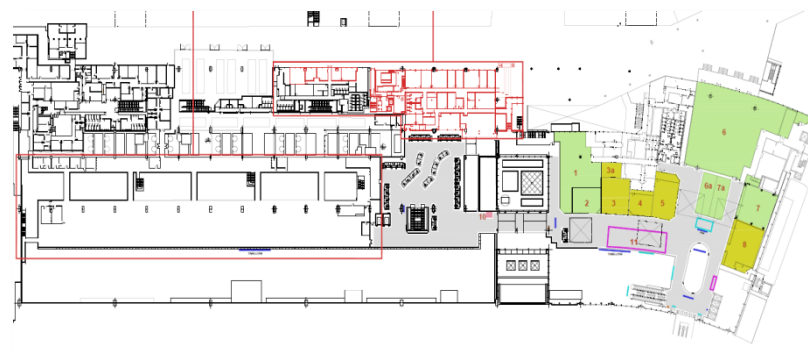
Reconfiguration of offices at mezzanine

DESCRIPTION OF WORK:

In line with the upgrade project for Terminal 3, which involves emptying the current office area at mezzanine level, work is underway to set up the new offices and related service spaces in the area located north of the ticket offices. The work includes building new partitions, flooring, false ceilings, furnishings and systems.



See Schedule A: 3.3 – Works for FCO Sud Terminal



EXPECTED BENEFITS

- Functional upgrade of the spaces located north of the ticket offices
- Relocation of T3 mezzanine offices

STATUS and AMOUNTS

Work In Progress

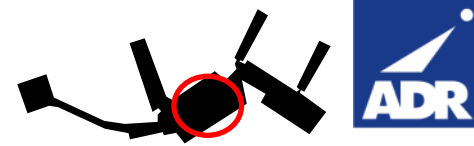
2019 actual

2020 estimate

0,3 M€

1,8 M€

New toilet facilities on arrivals level of Terminal 3



See Schedule A: 3.3 – Works for FCO Sud Terminal

DESCRIPTION OF WORK:

In line with the upgrade project for Terminal 3, we will refurbish the arrivals level toilet facilities, in both the landside and airside areas.

Work has been completed on the toilet facility 1, now open to passengers. Work to begin soon on toilet facility 3. The design of toilet facility 4 has been completed.

EXPECTED BENEFITS

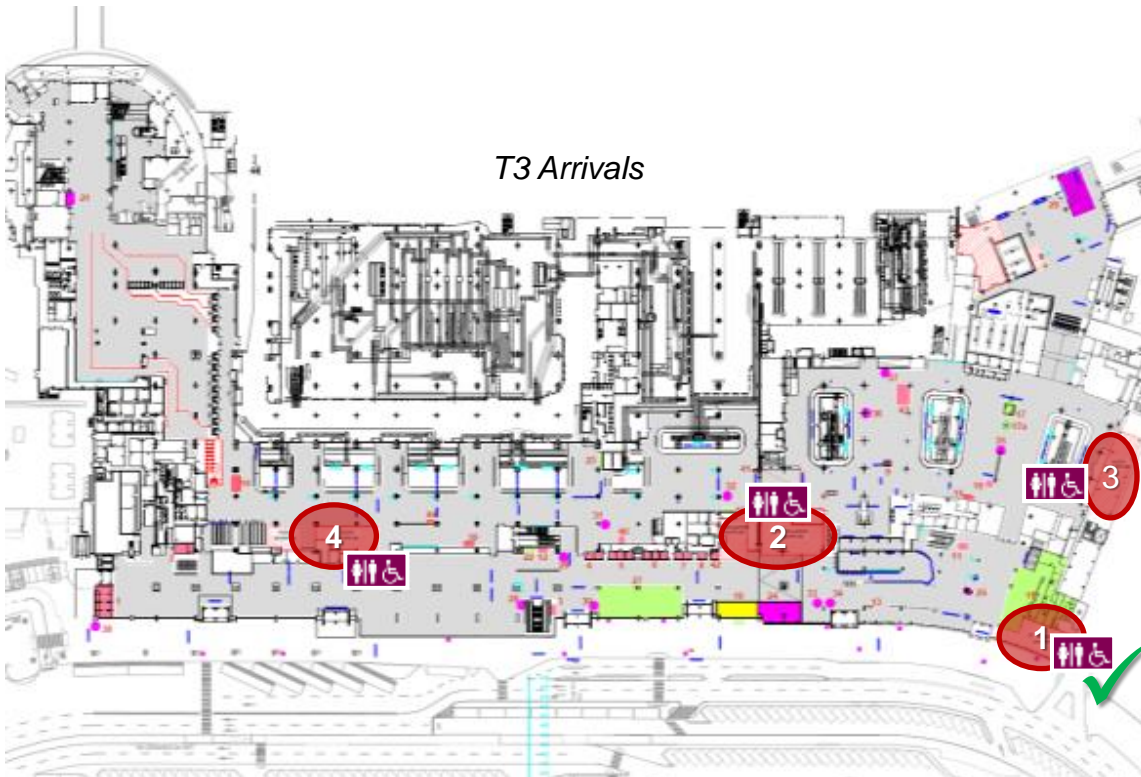
- Increased toilet facility equipment in line with the expected traffic growth
- Higher service level offered
- Improved quality and comfort of the areas involved

STATUS and AMOUNTS

Toilet facility 1 completed

Design completed and imminent start of work on toilet facilities 3 and 4

2019 actual	2020 estimate
0,6 M€	0,9 M€

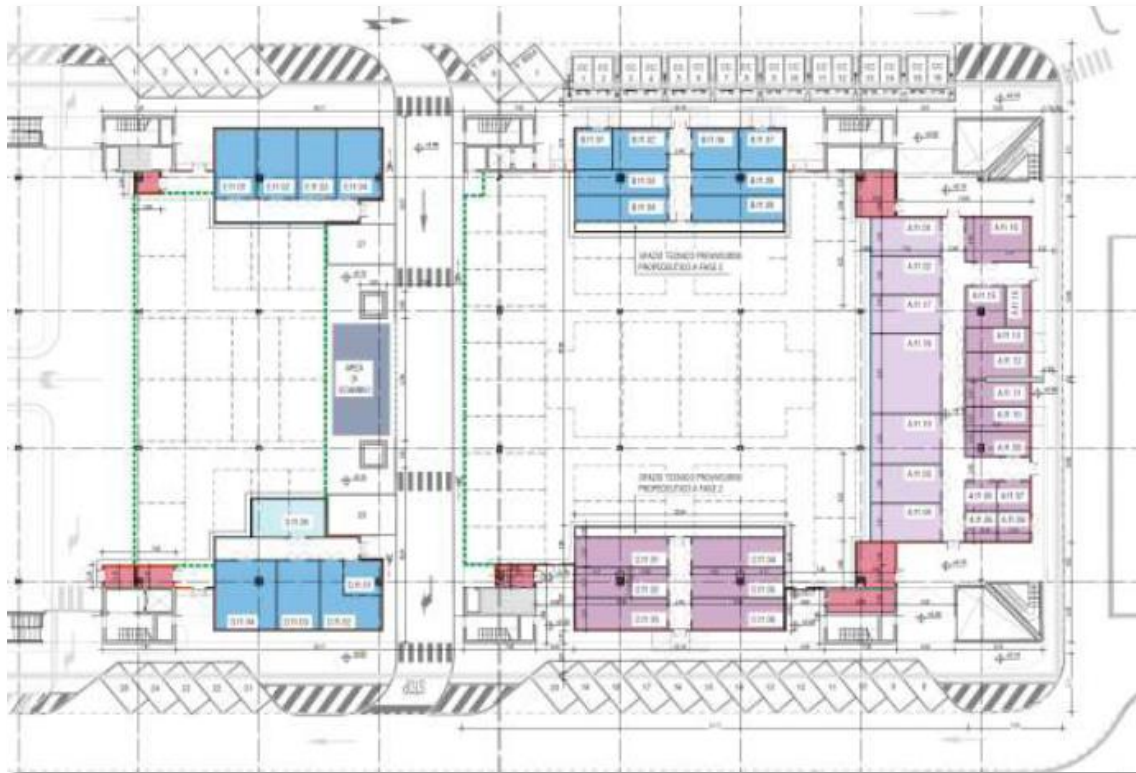
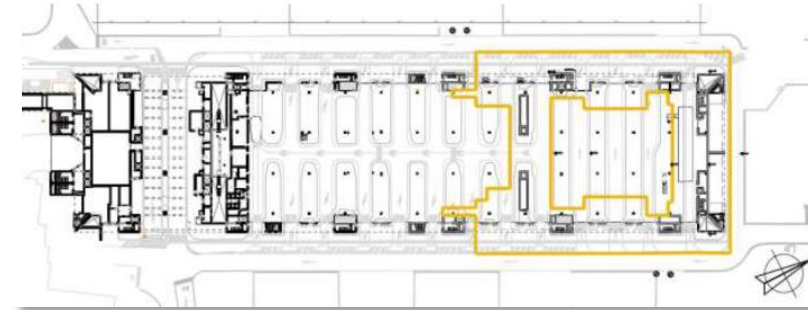


New warehouses at Boarding Area D level 2

DESCRIPTION OF WORK:

In view of the expansion project of the security check area for passengers on sensitive flights, to free up the area and relocate the warehouse areas in the former transit gallery of Terminal 3 for retail operations, work is underway to build new warehouses at level 2.00 in Boarding Area D.

See Schedule A: 3.3 – Works for FCO Sud Terminal



EXPECTED BENEFITS

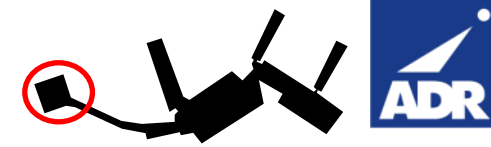
- Construction of warehouse areas in areas out of passenger flow
- Increased level of passenger service in sensitive security area

STATUS and AMOUNTS

Work In Progress

2019 actual	2020 estimate
0,4 M€	1,6 M€

Satellite Upgrade – Boarding Area E 31-44



See Schedule A: 6.1 – Other Measures for FCO Sud

DESCRIPTION OF WORK:

The upgrade of the boarding area of the Satellite is being carried out in stages, to provide non-Schengen passengers an experience as similar as possible to that offered by boarding area E.

The refurbishment work involves upgrading the common areas dedicated to transit areas and passenger waiting by building a false ceiling made of blade type slats and installation of a new lighting system that is architecturally integrated into the overall design.



EXPECTED BENEFITS

- Adapted finishes in line with those present in the new pier and front building
- Improved service level provided

STATUS and AMOUNTS

Work in progress

2019 actual	2020 estimate
0,6 M€	1,3 M€

Fire protection upgrades in airport terminals and boarding areas

See Schedule A: 6.1 – Other Measures for FCO Sud

DESCRIPTION OF WORK:

The initiative arises from the need to bring Terminals and boarding areas in compliance with the Decree of 17 July 2014, which, implementing Presidential Decree 151/2011, set the technical fire prevention regulations for the design, construction and operation of terminals broken down into the following points:

- sizing of escape routes, electrical systems, fire extinguishers, safety signs, organization and fire safety operations;
- length of escape routes, air-conditioning systems, safety lighting, sprinklers, hydrants, detection, signalling and alarm systems, etc;
- construction features, sound diffusion, smoke control system.

In the same areas, specific measures will be taken to upgrade the air conditioning systems to the foregoing decree.

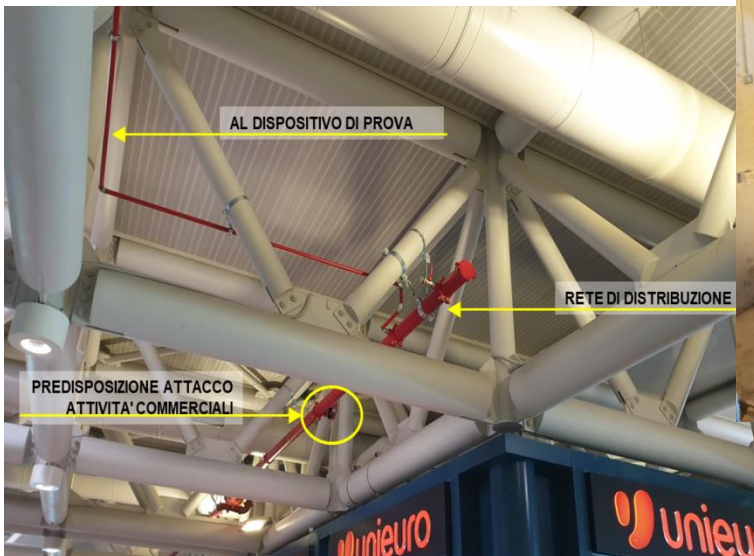
EXPECTED BENEFITS

- Regulatory compliance
- Increased level of fire safety

STATUS and AMOUNTS

Work In Progress

2019 actual	2020 estimate
1,9 M€	2,4 M€



SESAR in ADR

ADR has joined the **SESAR programme** (Single European Sky Air traffic management Research) to implement the **European Commission's Implementing Regulation (EU) No. 716/2014**, on establishing the **Pilot Common Project (PCP)** of 27 June 2014, supporting the implementation of the European Air Traffic Management Master Plan. ADR has identified **five projects** that will raise **Fiumicino airport's technological and procedural standards, bringing them in line with the objectives set by the PCP:**



Visual guidance (Smart Docking System)

Equipping the aprons with visual guidance systems for real-time information exchange on 60 stands (already operational in Pier E, Aprons 300 and 800)



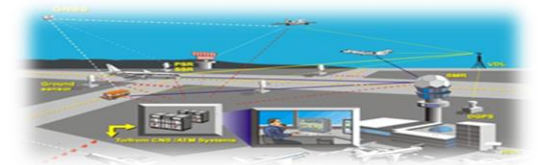
SWIM encryption protocol

Encryption system for secure information exchange between stakeholders



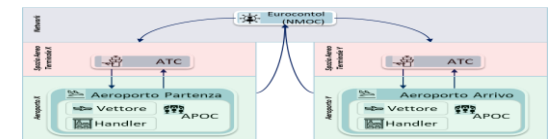
Joint Control Room

Review of operational processes and centralisation of airport control rooms in a single room



Vehicle Handling Safety (A-SMGCS)

Multilateration system, integrated with ENAV, for monitoring vehicles in the aircraft manoeuvring area.



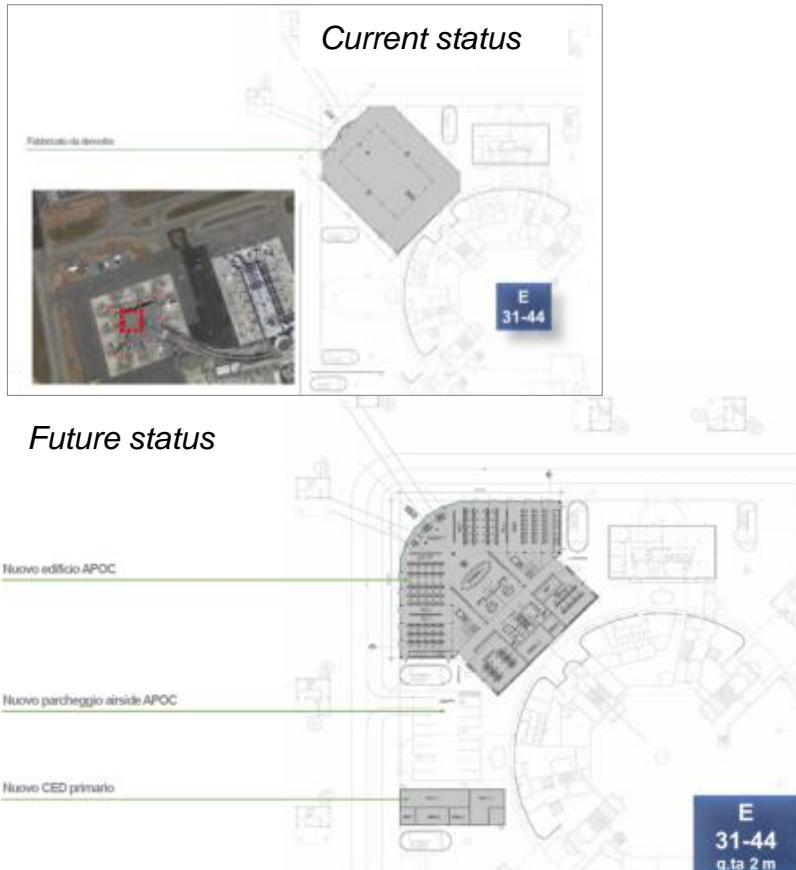
Eurocontrol NOP Data Exchange Protocol

Data exchange structure for efficient cooperation between Eurocontrol and local structures

*Transversally to the 5 project initiatives, we have also planned **significant measures to improve the IT systems and the implementation of a Business Continuity solution** for the airport's infrastructure and systems*

DESCRIPTION OF WORK:

The initiative is part of the broader project scope that ADR has initiated by participating in the SESAR European program. The APOC Room, built at apron level of boarding area E 31-44 (formerly Satellite West), will enable the centralization of the current operational control rooms of the airport. In the future the room will also host representatives of the various airport stakeholders. The presence of the airport operator and other stakeholders in a Joint Control Room and the integration of the systems will enable the airport operator to plan airport operations in real-time and to receive corrective inputs from the Eurocontrol Network Manager Operations Centre (NMOC).



EXPECTED BENEFITS

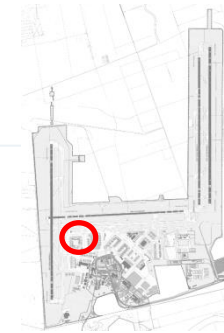
- **Centralisation of operational control rooms and improvement of the processes needed to govern operations carried out jointly across the rooms**
- **Access for external stakeholders to the APOC room and related shared infrastructure, information, processes and software to improve efficiency of the airport processes carried out by carriers and handlers.**
- **Efficiency of disruption resolution to minimize delays and impacts**
- **Optimization of infrastructure planning, maximizing its use**

Civil and technical construction work in progress

Completion December 2021

2019 actual	2020 estimate
0.9 M€	0,2 M€

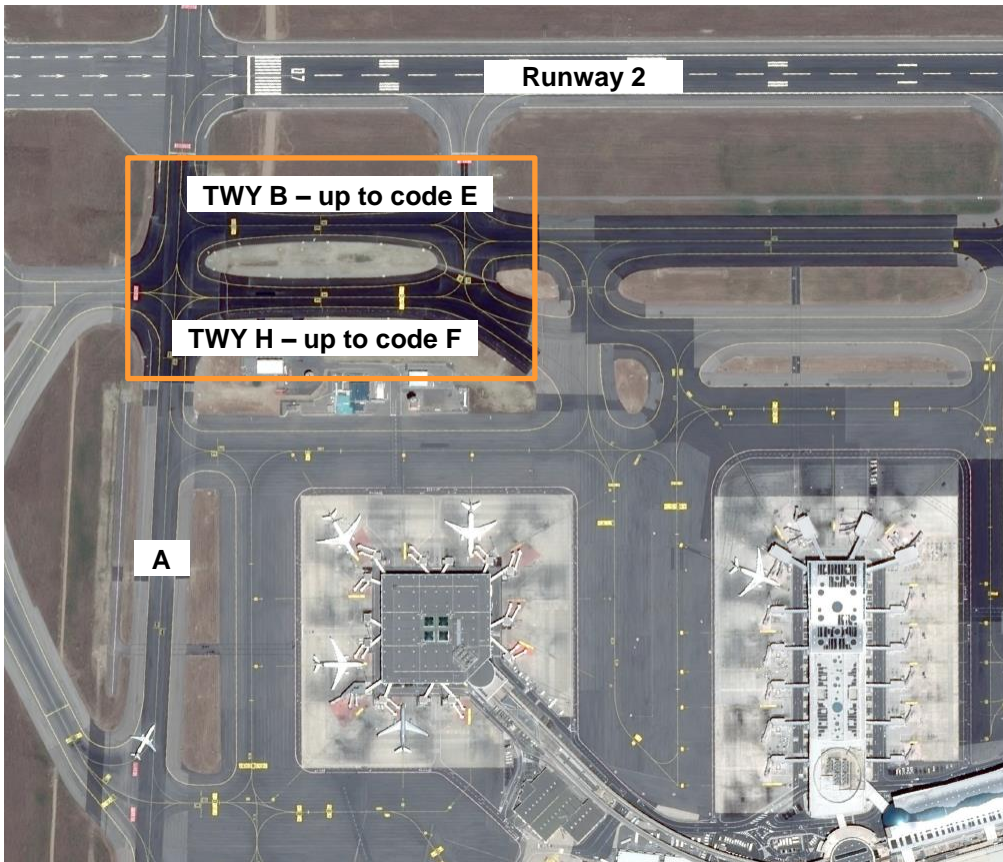
Doubling of taxiway Bravo – Lot A (west)



See Schedule A: 2.5 – Flight infrastructure works for FCO Sud

DESCRIPTION OF WORK:

- demolition of the existing Bravo taxiway in the section between TWY Alfa and TWY BG
- construction, in place of the current Bravo taxiway, of two new taxiways again parallel to runway 07/25, called Bravo and Hotel
- installation of AVL taxiway systems and implementation of rainwater drainage network



EXPECTED BENEFITS

- Efficient aircraft handling
- Elimination of interference between taxiing of aircraft and entry/exit from the satellite stands
- Improved safety levels

STATUS and AMOUNTS

Work completed

Completion: June 2020

2019 actual	2020 estimate
5,0 M€	2,3 M€

Taxiway Delta upgrade

DESCRIPTION OF WORK:

- pavements: surface upgrade in the section between the Papa and EG taxiways; in-depth upgrade in the section between the EG and DM taxiways; the pavement will be rebuilt using high performance bitumen (modified bitumen), which will provide greater performance in relation to aircraft loads and durability over time;
- systems: complete refurbishment of the primary and secondary distribution of flight assistance systems (AGL), using LED technology;
- hydraulics: the rainwater disposal networks have been rebuilt to upgrade the system for events with a "return time" of 20 years, in line with the flooding risk mitigation work carried out from 2017 onwards;
- construction of the preparatory works for doubling TWY B Lot B.



See Schedule A: 6.1 – Other Measures for FCO Sud

EXPECTED BENEFITS

- **Restoration of surface characteristics to preserve the structural integrity of the deepest layers of the superstructure.**
- **Reduction of energy consumption**
- **Protection of the airport from short-term high-intensity rainfall**

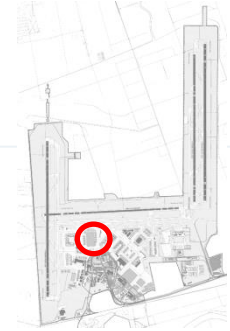
STATUS and AMOUNTS

Work to start

2019 actual	2020 estimate
0,1 M€	2,5 M€



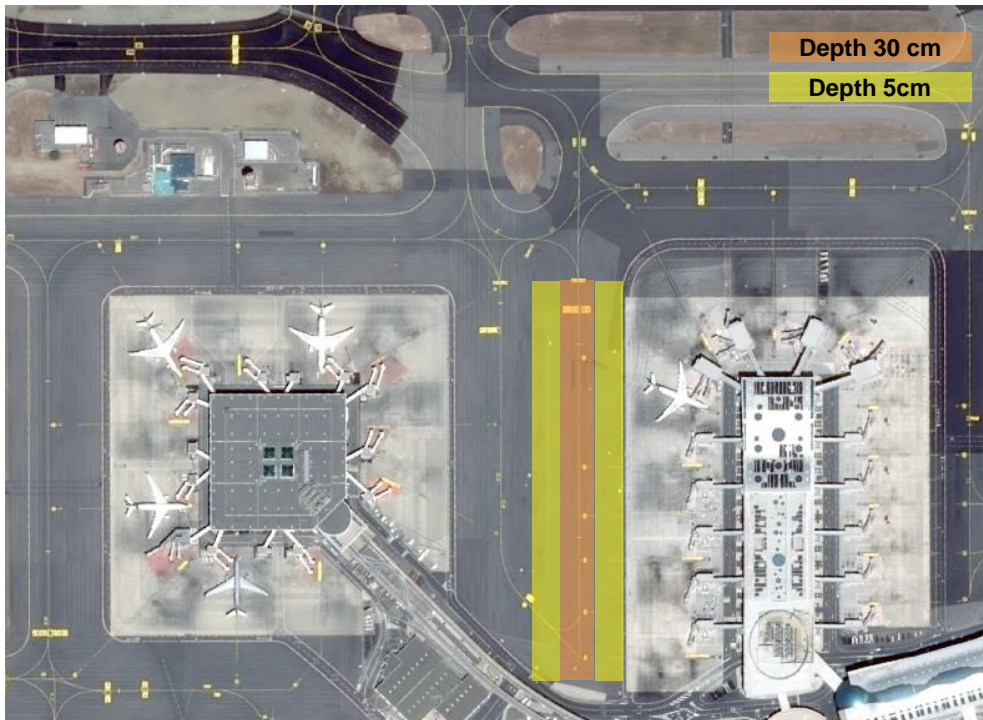
Taxiway Sierra upgrade



See Schedule A: 6.2 – Maintenance FCO Sud

DESCRIPTION OF WORK:

- replacement of the asphalt concrete layers for an average thickness of 30 cm and a width of 18 m across the axis;
- surface work for a thickness of 5 cm in the area between the edge of the stands and the west side channel.



EXPECTED BENEFITS

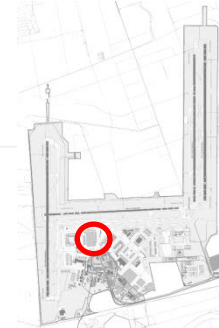
- Restoration of surface characteristics to preserve the structural integrity of the deepest layers of the superstructure.

STATUS and AMOUNTS

First phase completed

2019 actual	2020 estimate
-	0,6 M€

Renovation of AL, EC, ED, and EH taxiways



See Schedule A: 6.2 – Maintenance FCO Sud

DESCRIPTION OF WORK:

- surface work for a thickness of 6 cm on AL and 5 cm on EC, ED and EH
- construction of new conduits for the passage of AGL secondary power cables on EC, ED and EH taxiways

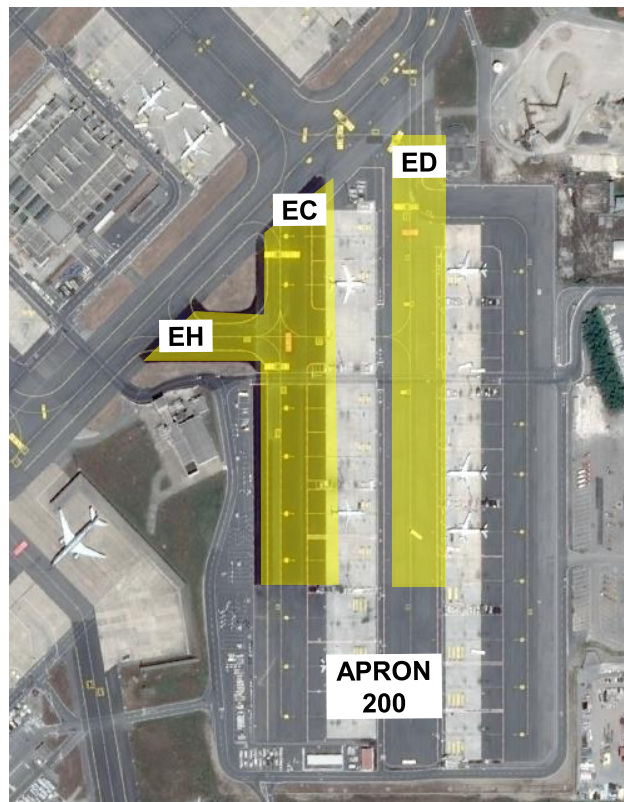
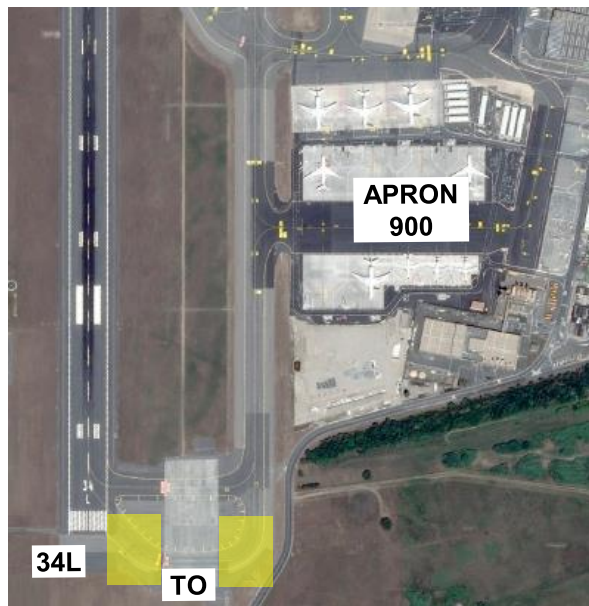
EXPECTED BENEFITS

- Restoration of surface characteristics to preserve the structural integrity of the deepest layers of the superstructure.

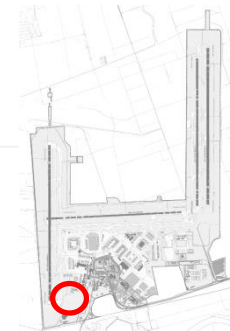
STATUS and AMOUNTS

- EC, EH: Work completed
- ED, EL: Work being started

2019 actual	2020 estimate
0,3 M€	1,2 M€

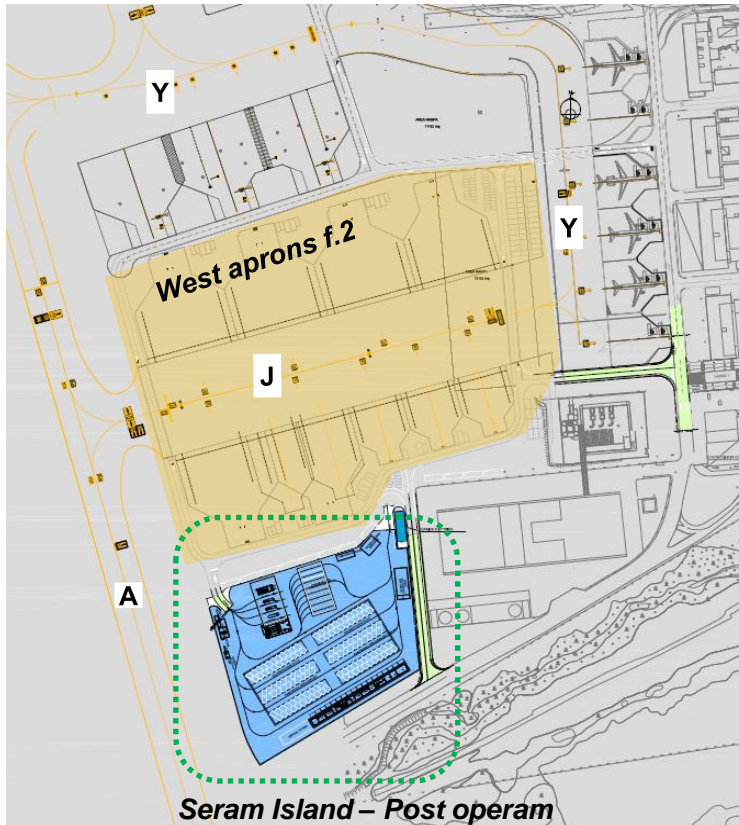


New fuel logistics area



DESCRIPTION OF WORK:

- The initiative involves moving the logistics area from its current position, in front of Pier D, to the west next to the cogeneration plant, close to customs gate 1
- Construction of parking areas for vehicles, logistics buildings, oil separator and systems related to the airside storage and distribution of fuel (SERAM)



See Schedule A: 2.1 – Flight infrastructure works for FCO Sud

EXPECTED BENEFITS

- Optimization of the fuel distribution activity
- Relocation of logistics area for subsequent construction of aprons in the central area

STATUS and AMOUNTS

Work put on hold

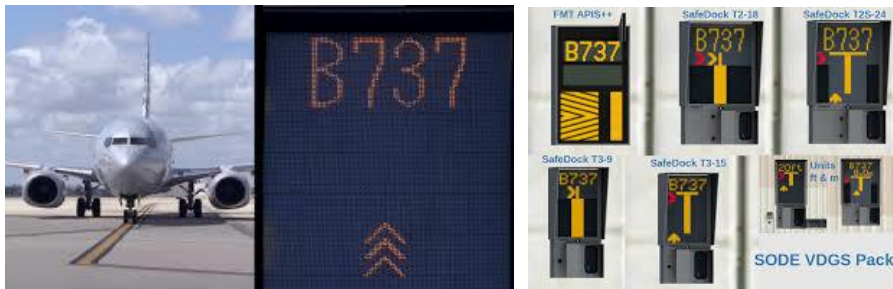
2019 actual	2020 estimate
0,6 M€	0.5 M€

Implementation of the New A-VDGS System (Visual Docking Guidance System)

See Schedule A: 6.1 – Other Measures for FCO Sud

DESCRIPTION OF WORK:

- The initiative is part of the SESAR programme
- The work includes:
 - supply and development of Software for Apron Management (SAM) and integration with the current airport systems and A-VDGS smart docking systems;
 - Installation of A-VDGS-type visual docking guidance systems (Safedock T1) on the stands currently lacking them and replacement of the current docking guidance stations with A-VDGS units



EXPECTED BENEFITS

- Improved operational safety especially in unfavourable weather conditions and/or low visibility
- Faster aircraft handling during parking and entering stands
- Monitoring of 400 Hz and preconditioning systems

STATUS and AMOUNTS

1. SAM SW: completed in December 2019
2. A-VDGS supply: in progress, completion February 2021

2019 actual	2020 estimate
0,6 M€	2,7 M€

New Cargo Area Intersection– Preparatory Work

DESCRIPTION OF WORK:

In order to allow the construction of the "Completion of the East Area Interchange with viaduct crossing the motorway", a series of interventions must be carried out to eliminate the interference between the current sub-soil services and the work in question.

This intervention falls within the scope of the Fiumicino Sud Completion Project and enables completion of the interchange by building ramps that connect the southern carriageway of the A91 motorway to the Cargo City area.

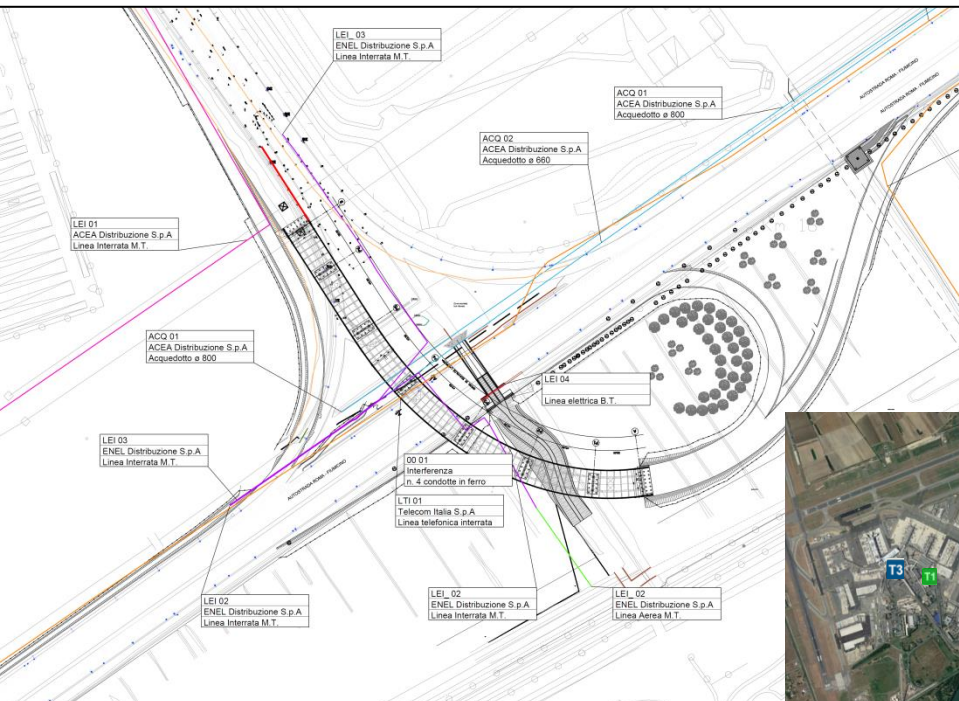
In particular, two medium voltage cables, a drinking water pipeline, and a fibre optic line, which were interfering with some piles of the viaduct over the motorway, are being relocated.

EXPECTED BENEFITS

- **Elimination of the several interference situations between the future interchange and the existing sub-oil services in order to be able to carry out the work without causing any interruption of the current services**

STATUS and AMOUNTS

- **Medium voltage cables deviation and relocation on the north side of A91: Completed**
- **Deviation and relocation of optical fibre cable: Completed**
- **Drinking water pipeline diversion: in progress, completion by 2020**



2019 actual	2020 estimate
0,5 M€	0,8 M€

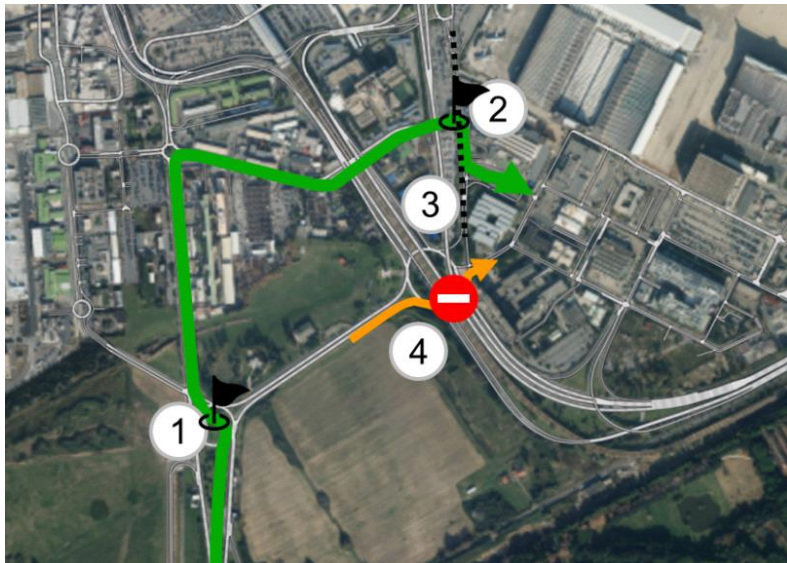
Improvement of the road network (roundabouts)

See Schedule A: 6.1 – Other Measures for FCO Sud

DESCRIPTION OF WORK:

Based on the findings of ADR's study of mobility within the grounds to ensure suitable accessibility to the Fiumicino airport, a series of measures was designed to improve safety and vehicle traffic within the grounds and is currently being implemented. The measures are:

1. **Changes to the roundabout at Pzza Nobile** this involves a reorganisation of the roundabout and the access roads by creating an exclusive intersection to allow vehicles coming from Via Guidoni to turn right.
2. **Construction of a roundabout at the intersection of Via dei Fratelli Wright and Via Remotti** adding an exclusive connection for crossing it from west to south
3. **Doubling of the capacity on the stretch from via Delagrange to via Remotti** to ensure continuity of capacity to the accessibility corridor to the technical area for vehicles coming from Ostia/Fiumicino
4. **Construction of a traffic divider at the Kindu roundabout** to improve safety by preventing turning from Via Guidoni to Via Remotti.



EXPECTED BENEFITS

The infrastructural interventions envisaged are designed to:

- Increase the safety level of the most dangerous road intersections
- Promote accessibility to the new facilities capable of generating/attracting high vehicle flows

STATUS and AMOUNTS

Construction of the Nobile Roundabout will be completed by September 2020

2019 actual	2020 estimate
0,3 M€	1,7 M€

DESCRIPTION OF WORK:

In order to boost the total reward policies and strengthen employees' engagement with the company, the ADR Group has decided to implement several tools such as benefits and corporate welfare initiatives, the most important of which is the creation of a corporate nursery. In the first two years the company nursery will host up to a maximum of 60 children but will be able to accommodate up to 90 children. The criteria used for the design of the structure are:

- Use of glulam and environmentally-friendly materials
- Construction with high environmental sustainability (photovoltaic panels, controlled ventilation with heat and rainwater recovery for irrigation), with the aim of obtaining Leed® certification.
- Garden inside the nursery, to have natural light diffused throughout all the rooms
- Indoor kitchen and refectory in a dedicated room, with flexible use of space
- Multifunctional spaces to be dedicated to thematic workshops and/or playroom

EXPECTED BENEFITS

- Reconciliation of employees' life and work times, helping them to handle their children;
- Facilitation of the increase in female employment by providing a concrete tool to reconcile professional and family requirements;
- Rebalance of family care between men and women.

STATUS and AMOUNTS

- The educational service has been entrusted to the purchase of furniture and equipment for the kitchen and the laundry room
- Work is in progress to complete the facility.



Entry



Outdoor garden



Rendering of the works

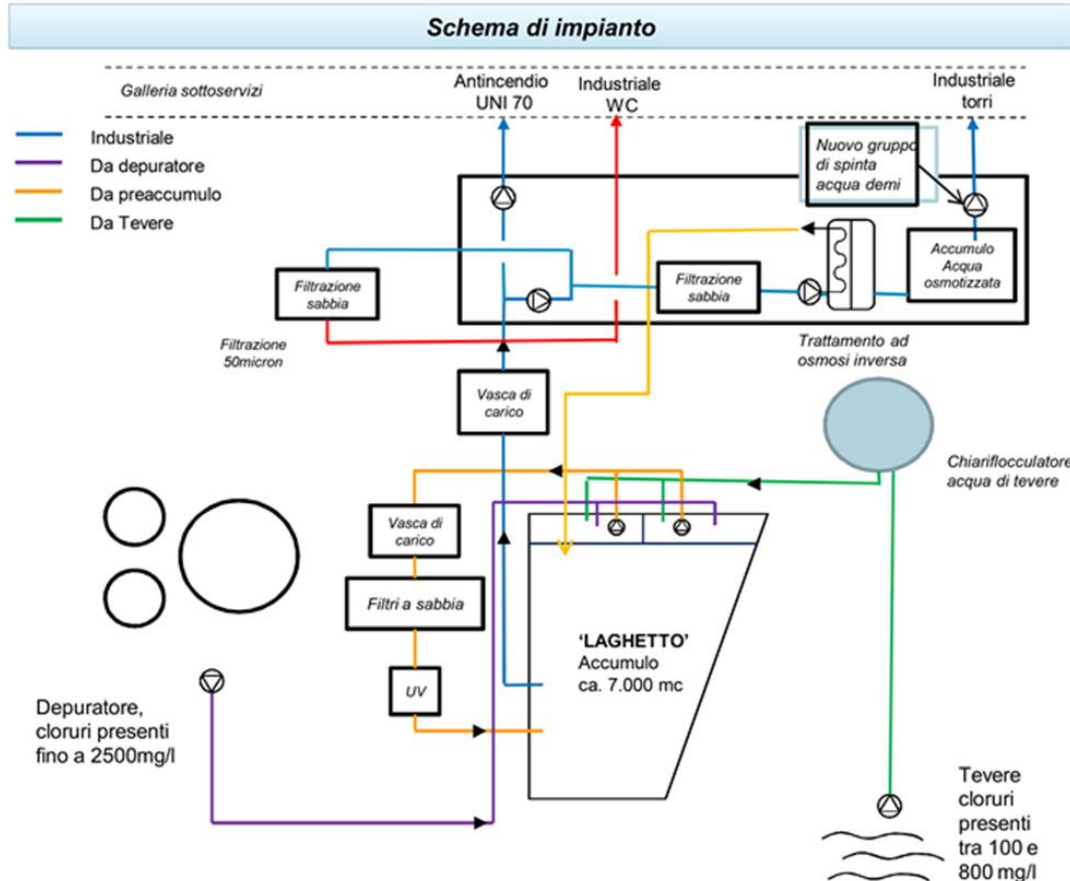
2019 actual	2020 estimate
0,3 M€	2,2 M€

See Schedule A: 6.1 – Other Measures for FCO Sud

DESCRIPTION OF WORK:

The initiative stems from the need to provide an adequate filtration system in terms of plant efficiency, while ensuring that both the discharge parameters from the Evaporative Towers and the water treatment system (softening) comply with table 5 of Italian Legislative Decree 152/06.

The initiative involves civil and plant engineering works to improve the quality of the industrial water used in the Evaporative Towers reintegration system, focusing on the abatement of the concentration of salts (TDS = Total Dissolved Solids) resulting in a consequent reduction in water consumption and an efficiency improvement for the maintenance of the equipment.



EXPECTED BENEFITS

- Reduction of consumption of industrial water;
- Improved efficiency of evaporative towers;
- optimization/efficiency improvement of maintenance work.

STATUS and AMOUNTS

Work In Progress

2019 actual	2020 estimate
0,7 M€	1,0 M€

ENAC – ADR Economic Regulation Agreement

Investments in 2019

- Fiumicino
- Ciampino

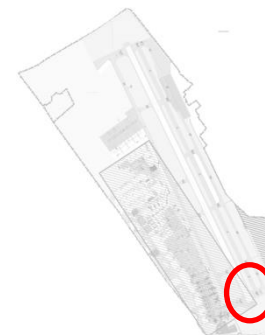
Ciampino

- Upgrade of the approach path for runway 33
- Construction of no-entry bar
- Lighting upgrade for quadrants 300-400-500
- Noise abatement work

Approach path upgrade for runway 33

DESCRIPTION OF WORK:

- Civil and plant engineering works required for the construction of the simplified approach path in compliance with the requirements of the current EASA regulation 139/2014 in the CS ADR-DSN.M.626 "Simple Approach Lighting Systems".
- The light signals installed on the runway axis extension up to a distance of 270 m from THR 33 will consist of bars and will be spaced 30 m apart to provide better guidance to approaching pilots.



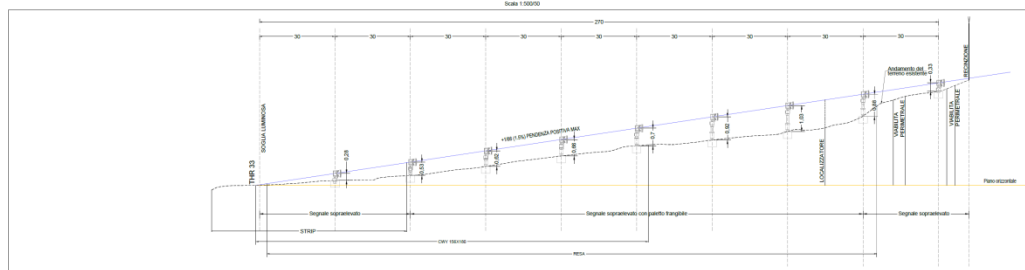
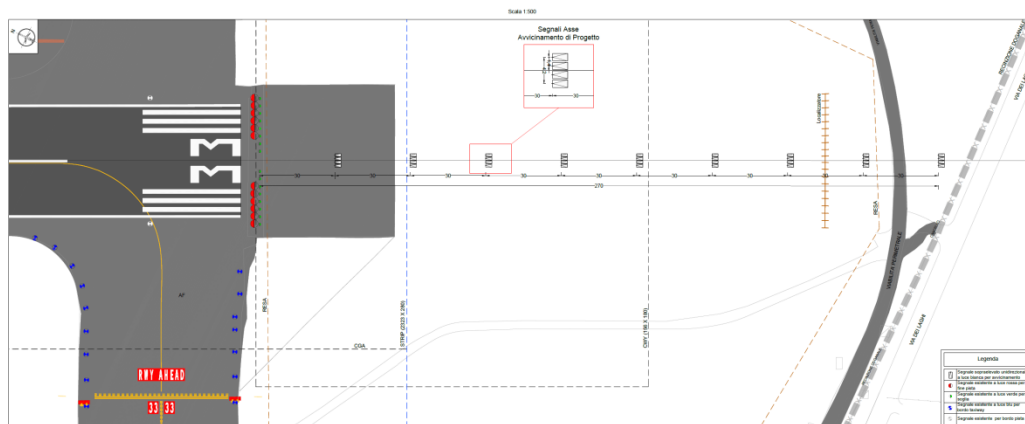
See Schedule A: C.1 – Upgrade of airside system

EXPECTED BENEFITS

- Remedial action concerning the DAAD.LIRA.005 (Deviation Acceptance and Action Document) defined during the investigation phase of the Airport Certificate conversion.

STATUS and AMOUNTS

Work starting



2019 actual	2020 estimate
0,0 M€	0,6 M€

Construction of no-entry bar

DESCRIPTION OF WORKS:

- Civil and plant engineering works required to implement the no-entry bar on taxiways used for exit only from the runway, i.e. taxiways AB, AD and AE and stopbars on taxiways AA, AF, BA and AC.



See Schedule A: C.1 – Upgrade of airside system

EXPECTED BENEFITS

- Increased runway protection devices against runway incursion and ensure compliance with regulations

STATUS and AMOUNTS

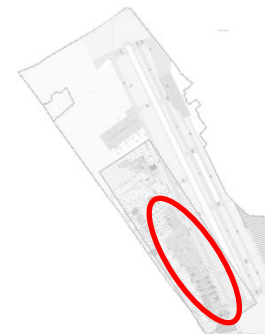
Design in progress

2019 actual	2020 estimate
0,0 M€	0,5 M€

Lighting upgrade for quadrants 300-400-500

DESCRIPTION OF WORK:

- Upgrade of the current lighting system, by replacing the floodlights equipped with High Pressure Sodium lamps with latest-generation LED floodlights.
- Installation of new light towers with LED floodlights.



See Schedule A: C.9 – CIA Maintenance

EXPECTED BENEFITS

- Upgrade of illuminance values and compliance with current standards.

STATUS and AMOUNTS

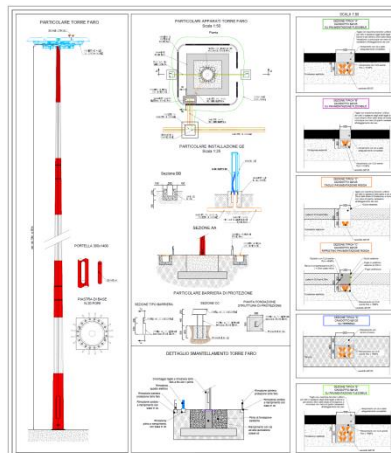
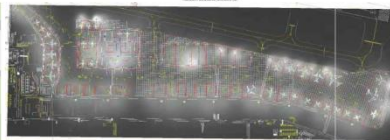
Work In Progress

2019 actual

2020 estimate

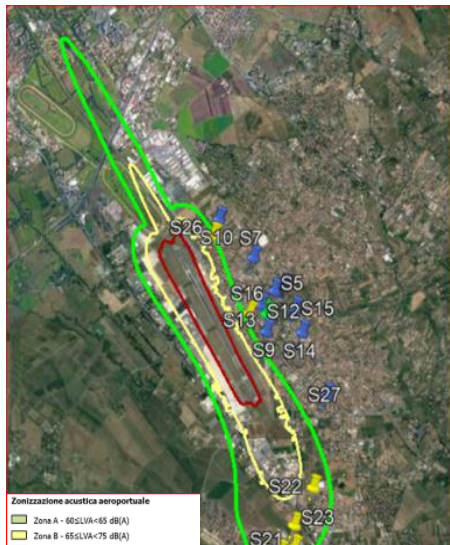
0,0 M€

0,5 M€



DESCRIPTION OF WORK:

- Work to upgrade of the external façades in the schools of Marino and Ciampino according to the provisions of Italian Ministerial Decree of the Ministry of Environment no. 345/2018: Replacement of the external windows and doors of rooms (classrooms, gyms, services) and work environments (Presidencies, secretariats, various rooms)



EXPECTED BENEFITS

- Improvement of noise conditions for noise-sensitive receptors in the Ciampino-Marino area

STATUS and AMOUNTS

Projects completed, work in progress on 15 school buildings. Work starting in 7 more school buildings

2019 actual	2020 estimate
0,4 M€	3,1 M€

