

TORINO
AIRPORT



SAGAT

**Corporate Social
Responsibility
Report 2018**



TORINO
AIRPORT



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LETTER FROM THE CHIEF EXECUTIVE OFFICER

Dear Stakeholders,

The Torino Airport's Social Responsibility Report, in its fifth year of publication, confirms its status as an indispensable tool in the strategy of sustainable growth that the SAGAT Group has embraced in recent years. It is a document that provides a unified overview of the initiatives undertaken in the course of the year, not only internally but also as regards the Company's external relations, reporting on what was done, and assessing its effectiveness, in order to put together a plan for steady development endorsed by all concerned.

In this way the Torino Airport makes public the results achieved, illustrating in transparent fashion the efforts undertaken to reach its strategic goals.

The Torino Airport's Social Responsibility Report for 2018 once again examines not only the profit and loss results, already presented in the Financial Statements for 2018, but also those having to do with the intangible assets represented by relations with the surrounding territory and local communities, as well as the environment and the human resources that constitute the Airport's heart and soul.

In this latest edition of 2018, the Torino Airport Social Responsibility Report lays the groundwork for an even wider-ranging evaluation, in line with the SDG, or Sustainable Development Goals, set by the United Nations under its Agenda for 2030 stressing: green policies and strategies of research and development; projects promoting social inclusion and the circular economy; partnerships with stakeholders to work in the direction of sustainable mobility.

Satisfying the needs of all the different subjects involved in the airport system is of critical importance to ensuring that it develops under a sustainable approach and in harmony with the context in which the Company operates.

As in past years, use has again been made of the Piedmont Method to draw up the Social Responsibility Approach, with the further advantage of the skills and experience contributed by the University of Turin and the local Order of Certified Public Accountants.

The most noteworthy results achieved by the Torino Airport in 2018 included: the 'Highly Commended' citation it received from the European branch of the Airport Council International (ACI) on the occasion of the Best Airport Awards for airports servicing fewer than 5 million passengers a year; the Level-1 mapping status granted under the international program for Airport Carbon Accreditation; the higher score obtained, compared to 2017, for the quality of the Airport's services, based on the ASQ, or Airport Service Quality, questionnaire, the international benchmark used by the ACI to monitor more than three hundred airports worldwide.

Another highlight of the year 2018 was the start of the Torino Airport's Digital Transformation project, a far-reaching effort that has laid the foundation for a thoroughgoing corporate and structural change, analysing the needs of the entire airport community, to ensure that future development move along increasingly customer-oriented lines. This ongoing transformation has ushered in a series of digital innovations at the Torino Airport, in terms of operating activities, the retail sector, marketing and management, all of which will continue to move forward in 2019.

Finally, 2018 witnessed the first steps in a series of works meant to restyle the infrastructure, resulting in a complete upgrading and renewal of the Arrivals Area on the landside, including improved positioning of the retail and operating spaces.

By growing in a way that ensured full awareness of, and respect for, the environmental and social context in which the Airport operates, it proved possible, in 2018, to achieve the noteworthy results indicated above while still operating the Company in a highly competitive, productive manner, providing passengers with increasingly efficient services and, in the process, contributing to the growth of the local economy as well.

Andrea Andorno
Chief Executive Officer SAGAT S.p.A.

NOTE ON METHODOLOGY



Prof. Luigi Puddu
Prof. Christian Rainero
Department of Management
of the University of Turin

The contents of the 2018 Social Responsibility Report are the outcome of the well-established internal process under which the SAGAT Group implements the objectives set in the previous editions of the report:

- creating an effective tool for dialogue and transparency, as well as for legitimising and establishing trust;
- presenting corporate responsibility as an integral part of the company's culture, in order to achieve a balance between economic, environmental and social results while highlighting the "value" of the organisational structure and its procedures for planning - management - reporting;
- developing the capacity for self-analysis of the system of governance as part of the chain of value;
- refining a form of annual report that, in combination with the year-end financial statements, can serve as both a tool for internal improvement and an effective means of illustrating the activities of the SAGAT Group;



Dott. Luca Asvisio
Dott. Davide Barberis
Professional Order of Auditors
and Accountants of Turin

- entrenching an approach to CSR, or Corporate Social Responsibility, that can be followed as an example of a best practice, encouraging the implementation and expansion of policies of sustainability in the economic world;
- putting tools of management innovation into operation, through the systemic analysis and representation of intangible assets as critical factors in the company's operations;
- demonstrating the importance of an approach that integrates institutions, the academic world, the professional sector and the role of the SAGAT Group;
- cultivating new professional skills with relation to CRS topics, involving young students and university graduates in the internal process of drawing up the Corporate Social Responsibility Report.

In drawing up its Corporate Social Responsibility Report, the SAGAT Group followed the Piedmont Method developed through inter-institutional cooperation between the Piedmont Region, the

Department of Management of the University of Turin, the Institute of Economic and Social Research of Piedmont and the Order of Auditors and Accounting Experts of Ivrea, Pinerolo and Turin.

Operative application of the Piedmont Method was coordinated by an in-house workgroup consisting of Ms. Alessandra Gerace (Manager of the Internal Audit Department of SAGAT S.p.A.), Mr. Michele Barbero (Manager of Legal Services for SAGAT S.p.A.), Mr. Alberto Sartore (Manager of Administrative Services for SAGAT S.p.A.) and Ms. Rita Pucci (Communications Manager of SAGAT S.p.A.). The choice of the Piedmont Method is reflected in the *methodological approach* and the format utilised.

As far as the methodological approach is concerned, reference was made, in a variety of ways, to:

- the tenets of the Corporate Social Responsibility Report Study Group, or GBS, for proper design and formalisation of the system of social accountability;
- research document no. 8 of the GBS for social accountability regarding intangibles;
- the Framework of the International Integrated Reporting Council (IIRC);
- the AccountAbility 1000 standards (AA 1000), both for selecting effective, inclusive approaches to reporting on operations in a manner that proves transparent and understandable to everyone (accountability) and for establishing the criteria for stakeholder identification and participation in the process of reporting on social responsibility;
- the Standard Global Reporting Initiative (GRI),

when it comes to determining "Created and Distributed Economic Value".

The format of the report is structured in three main sections:

- 1) The Identity of the Group: presenting the company mission, the reference context, the mapping of the stakeholders and the intangible assets;
- 2) Economic Overview: presenting the economic-financial results for the two-year period 2017-2018, together with the procedures for collecting and utilising resources (economic value created, distributed and withheld);
- 3) Report on Social Responsibility: describes the activities and modes of exchange between the SAGAT Group and the primary stakeholders.

At the end of the document is the judgment of the process of professional confirmation drawn up by the specific Oversight Body, represented by Mr. Giuseppe Chiappero (the liaison for the Study Group on Reports on Social Responsibility of the Professional Order of Auditors and Accountants of Turin).

The information and figures found in the fifth edition of the Corporate Social Responsibility Report refer to the performance in 2018 of the company Società Azionaria Gestione Aeroporto Torino S.p.A. (hereinafter, SAGAT) and of its subsidiaries (hereinafter, the SAGAT Group or the Group), unless otherwise indicated. The results of the previous year are provided only for the purpose of comparison, so as to make possible an assessment of the Group's performance over a set period of time.



Identity



The SAGAT Vision of sustainability

Group (the Group), the company that manages the Turin Airport, has always focussed its efforts on meeting the mobility-related needs of the city of Turin and its surrounding area, while also serving as an increasingly significant driving force behind the socio-economic development of the entire region and the growth of its tourism industry. Initiatives were undertaken in a wide variety of areas in 2018:

- improved passenger experience, including the start of a thoroughgoing process of digitalisation involving a number of different sectors of the company;
- reinforcement of a green culture within the company, as shown by the procedure enacted and the environmental and procedural certifications obtained;
- working relationships established locally, to offer the best possible cultural experiences inside the Airport's infrastructure while also making direct contact with stakeholders on the occasion of the most important events held on the city of Turin and the rest of the Piedmont Region.

Such initiatives generate positive fallout for the community in terms of jobs, income and the image of the area as a whole.



Traffic results

4,084,923 passengers in 2018, the second straight year above the 4-million-passenger mark anno



Passengers' perceptions of quality

Passengers' perceptions of quality "Airport Service Quality" index for 2018: **3.86** (on a scale of 1 to 5);

Overall satisfaction (interviews) in 2017: **98.8%** Awarded "highly commended" status by ACI Europe on the occasion of the ACI Europe Best Airport Awards for facilities handling up to 5 million passengers a year.



Human resources

Total **employees** in 2018: **381** (individuals overall as of 31 December 2018);
Employed for fixed periods: **34**
Percentage of women: **40.9%**;
Percentage of men: **59.1%** Group figures.



Economic impact


Total investments 2018 = **6,640,000 €**
Economic value created in 2018 = **67,932,000 €**

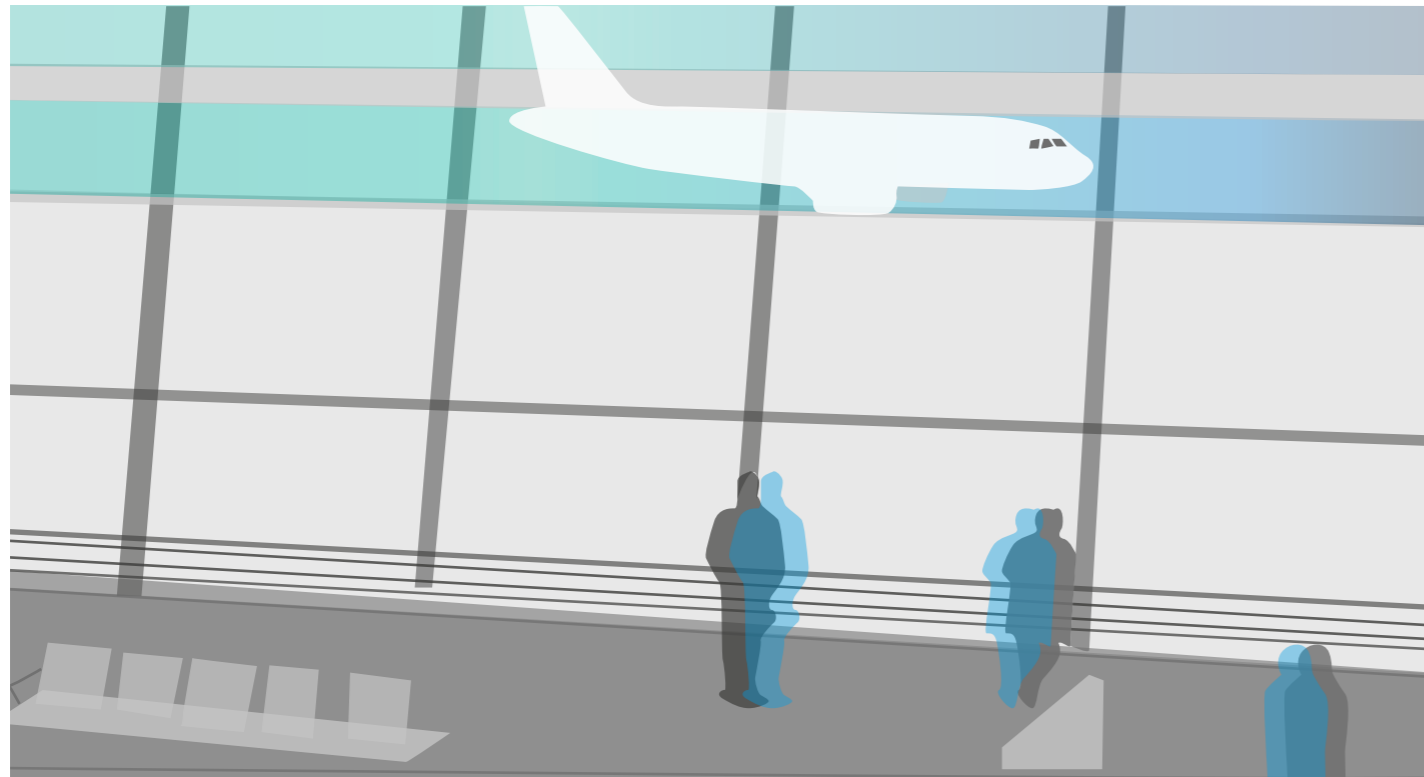


Environmental defence

Implementation of the SGSSA, the Integrated System for the Management of Health, Safety and the Environment, approved by the certification agency TÜV ITALIA, in accordance with the standards **ISO 45001:2018** and **ISO 14001:2015**; energy certification under **ISO 50001:2011**.
Level-1 mapping accreditation under the international program for **Airport Carbon Accreditation**

MAP OF THE STAKEHOLDERS

 The stakeholders of the SAGAT Group are all the parties (individuals, companies, organisations etc.) that are involved in or influenced by its activities. Each stakeholder has expectations and needs, and managing to satisfy these in the best way possible is the challenge and goal that SAGAT has set itself. .



STAKEHOLDER	EXPECTATIONS	RELATIONAL TOOLS
Shareholders	Productivity and efficiency Creation of value Respect of strategies	Periodic meetings Financial statements and social responsibility reports
Industry and sector associations	Information, exchanges and discussions	Periodic meetings with ACI Europe, Assaeroporti, Confindustria
Human resources	Equal opportunity Involvement and enhancement Recognition of merit Professional growth Stable employment Safeguarding of health, safety and workplace health Training Upgrading of skills	Activities of in-house associations Periodic safety meetings Industrial relations Company bulletin boards Code of ethics
Public authorities present at the Airport Regulatory and oversight bodies	Transparency Respect of pertinent prerequisites Sharing of successful practices	Participation in roundtables Operating agreements and pacts Public hearings Inspection audits and controls
Local community Surrounding area and environment	Creation of value for the surrounding area Concerted planning of strategies Information Reduction of environmental impact	Cultural and social joint efforts Public committees Institutional exchange and feedback Noise complaint collection system Internet site Press releases Press conferences
Passengers	Quality of service Growth of traffic Operating safety Security checks Accessibility Information	Welcome stations Communications campaigns Surveys of satisfaction Opinion polls Complaints and reports Internet site Information service
Non-aviation clients Sub-concession holders and other clients	Growth of traffic Fairness Quality of services Workplace health and safety	Periodic meetings Reporting Analysis of passenger satisfaction
Carriers	Quality of service Fairness Operating safety Workplace health and safety	Periodic meetings Press releases Press conferences
Suppliers and partners	Transparency and fairness Payments made on time Reliability	Get-togethers with suppliers Periodic meetings Code of ethics

COMPANY PROFILE

VISION

Reinforce and continue to upgrade the services and opportunities offered by the Turin Airport, in keeping with the need for mobility and growth of its surrounding territory.

MISSION

Managing and developing the air-travel and infrastructural activities of the Turin airport, in order to increase air links within northwest Italy, in this way contributing to the economic and tourist-industry development Turin and its surrounding user basin; increasing the level of quality of the services provided to passengers, air carriers, stakeholders and employees.

THE SAGAT GROUP'S INSTITUTIONAL AND ORGANISATIONAL FRAMEWORK

For the purposes of the present Report on Corporate Social Responsibility, the main companies of the SAGAT Group are SAGAT S.p.A. (head company), SAGAT Handling S.p.A. and

Aeroporti Holding S.r.l., all of whose management and operating headquarters are found at the Turin-Caselle Airport.

SAGAT S.P.A

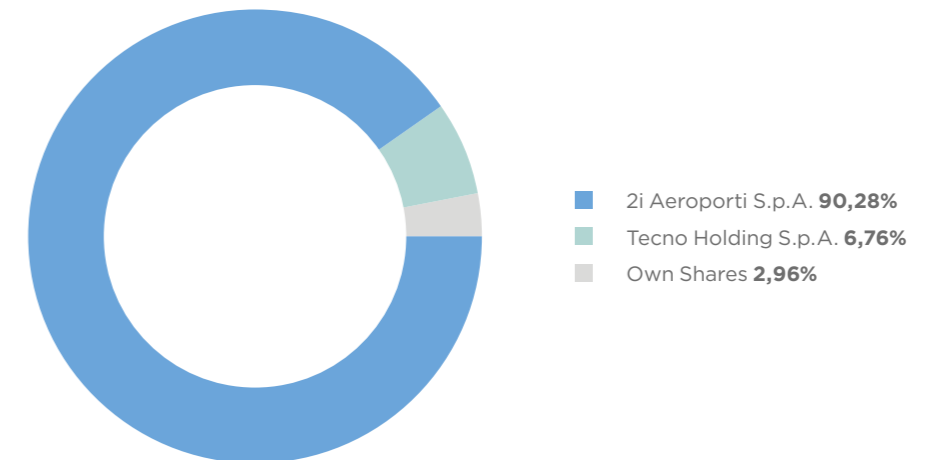
The head company SAGAT S.p.A. is also responsible for the quality and safety standards of the services supplied to passengers, meaning both activities it performs directly and those carried out by other parties operating inside the airport (air carriers, handlers etc.).

To meet the multiple needs and demands arising

from its wish to carry out its institutional tasks as effectively way possible, the head company, SAGAT S.p.A., has set up a system of governance centred around the concerted actions of the Shareholders Assembly, the Board of Directors and the Board of Auditors.



As of 31 December 2018, the ownership structure of SAGAT S.p.A. was as follows:



The company Zi Aeroporti is 51% held by F2i Fondi italiani per le infrastrutture, an asset management company founded in 2007, and which invests in domestic infrastructure sectors (airports, highways, distribution of gas, waterworks, renewable energy, telecommunications and waste-to-energy); the other 49% is held by Ardian, a private equity firm.

In 2018, the members of the **Board of Directors of the Group's head company**, SAGAT S.p.A., were:

Chairman: Giuseppe Donato, until 17 May 2019, the date of Elisabetta Oliveri's appointment to the position.

Managing Director: Roberto Barbieri, until 24 January 2019, the date of Andrea Andorno's appointment to the position.

Directors: Rita Ciccone, Jean Jacques Dayries, Antonio Lubrano Lavadera, Rosario Mazza, Paolo Mignone, Elisabetta Oliveri, Laura Pascotto, Daniele Rizzolini.

The facts of note that have occurred following the date of 31 December 2018 included, in addition to the appointment of Elisabetta Oliveri as Chairwoman and that of Andrea Andorno as Managing Director, a change in the number of the members of the Board of Directors, who are

currently: Rita Ciccone, Jean Jacques Dayries, Antonio Lubrano Lavadera, Paolo Mignone, Laura Pascotto and Daniele Rizzolini.

The Chairman possesses the power to act as the company's legal representative, while the delegated powers of the Board of Directors are concentrated in the figure of the Managing Director; the remaining members of the Board do not have executive powers.

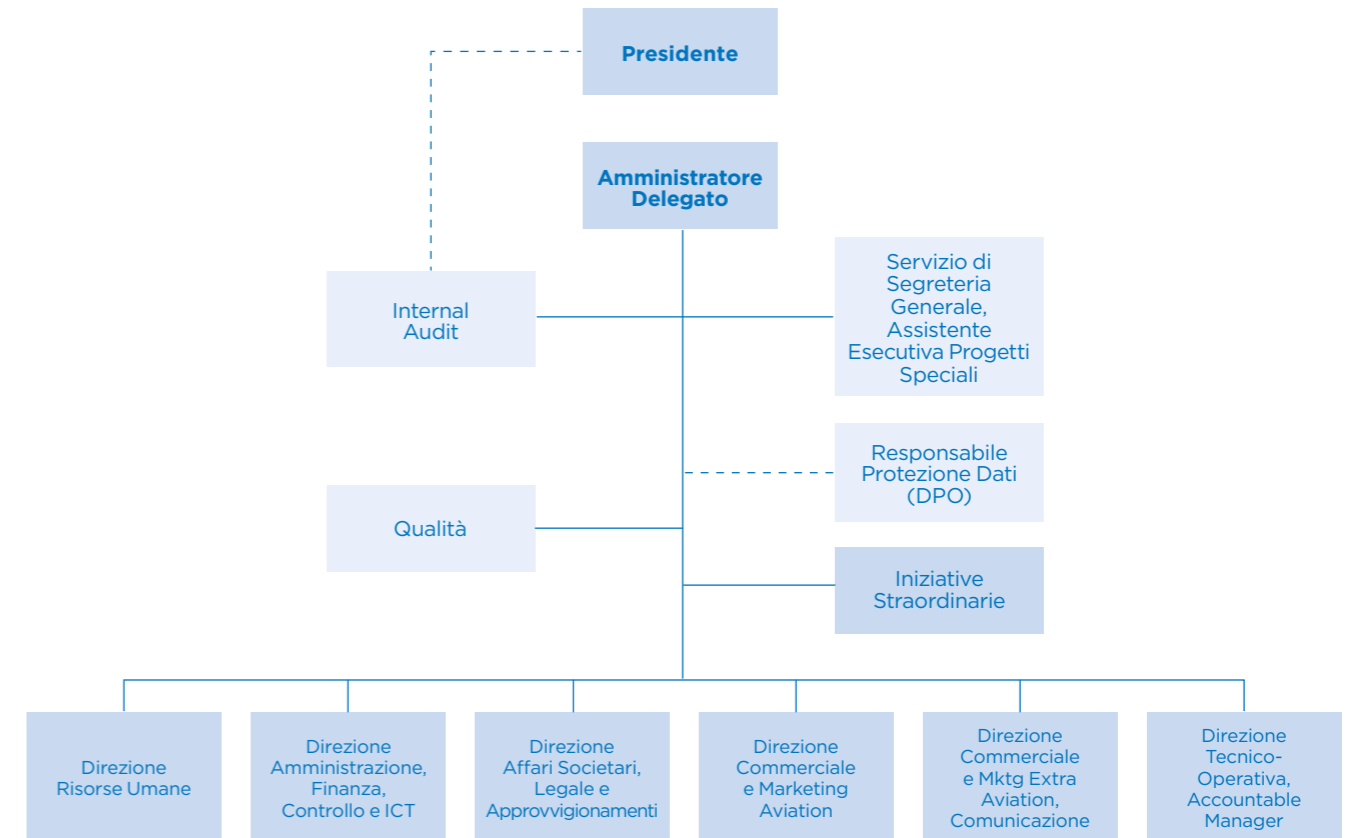
In 2018, the members of the **Board of Auditors of the Group's head company**, SAGAT S.p.A., were:

Chairman: Roberto Nicolò
Auditors: Ernesto Carrera, Edoardo Fea, Lorenzo Ginisio, Renato Stradella

Alternates: Alessandro Cotto, Maddalena Costa

The facts of note that have occurred following the date of 31 December 2018 also included a change in the make-up of the Board of Auditors of the head company of the group, SAGAT S.p.A, whose current members are: Roberto Nicolò (Chairman); Egidio Rangone, Piera Braja, Ernesto Carrera and Lorenzo Ginisio as Auditors; Edoardo Aschieri and Maddalena Costa as Alternates.

As of 31 December 2018, SAGAT S.p.A. had 238 employees distributed among the operating units illustrated on the following chart:



Committees and Workgroups

The lead company has established within its corporate structure interdepartmental committees and workgroups for the development among the various company services of coordinated initiatives on specific topics. As of 31 December 2018, the following committees and workgroups were in place:

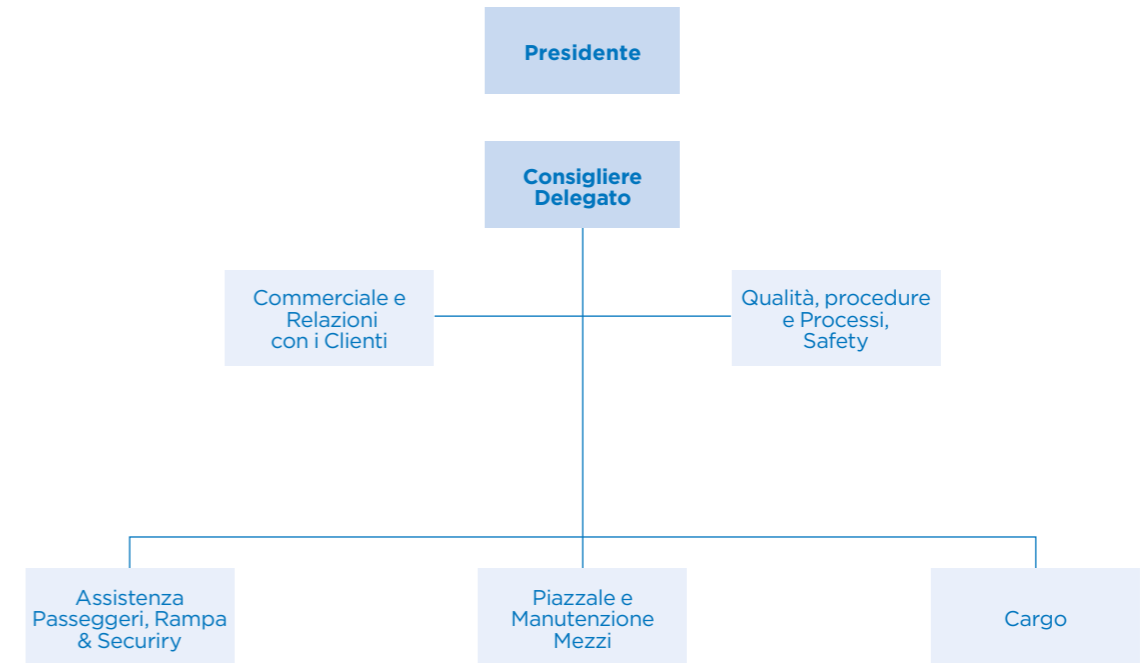
- Industrial Plan Committee;
- Aviation Business Development Committee;
- Procurement Plan Committee;
- Quality Committee;
- Intranet Committee;
- Committee for the Operation of the Energy Management System;
- Committee on Safety, Labour and the Environment;
- Airport Terminals Observatory;
- Company Audits Workgroup;
- Administrative Procedures Workgroup



SAGAT HANDLING S.P.A.

The company, which is 100% controlled by SAGAT and had 143 employees as of 31 December 2018, provides handling services to its client air-travel companies: check-in, boarding and disembarkation of passengers, loading and unloading of baggage, cargo and mail, on-board cleaning, transport of crews and activities of assistance while planes are parked.

The SAGAT Handling organisation is geared towards achieving total punctuality and recovering time lost in transit, all in compliance with safety procedures and the standards of air transport. The main organisational units of SAGAT Handling are shown below:



AEROPORTI HOLDING S.R.L.

As of 31 December 2018, the company Aeroporti Holding S.r.l., which has no employees, owned 5.91% of the shares of the company Aeroporto Guglielmo Marconi di Bologna S.p.A., manager of the Bologna Airport.



CODE OF ETHICS, ORGANISATIONAL MODEL 231 AND OVERSIGHT BODY

SAGAT S.p.A. has approved a Code of Ethics, along with an initial Organisational Model based on Legislative Decree 231/2001

The Code of Ethics defines the moral and professional values, together with the responsibilities and commitments that shareholders, directors, employees and any other stakeholders are required to meet in carrying out business operations and company activities.

The pertinent ethical principles established in the Code must also underlie the conduct of customers and suppliers that come into contact with the SAGAT Group.

The SAGAT Group is convinced that maintaining the Group's internal and external relations on a high moral footing, while creating a positive corporate reputation, all has a positive effect on investments by shareholders, customer loyalty, the capacity to attract the best human resources, to keep suppliers content, to win the confidence of creditors and to organisation working activities in an effective and efficient manner.

Anyone may report in writing to the Internal Audit Service any violation of the Code of Ethics, at which point the Service shall analyse the report and, if necessary, hear from the individual who wrote it, all while ensuring that his or her

identity remains confidential.

The Model for Organisation, Management and Organisational Control contemplated under Legislative Decree 231/2001 (hereinafter, Model 231) is a structured, organic system of prevention and control designed to contrast the crimes listed under the decree in question committed by subjects who operate in the name and/or on behalf of SAGAT S.p.A. and SAGAT Handling (directors, managers employees and outside staff).

In 2004, the boards of directors of the two companies, seeking to emphasise that they intended to reinforce their systems of internal control, resolved to establish oversight bodies, one for each company, in accordance with the provisions of Legislative Decree 231/2001, which each body possessing independent powers of initiative and control. As of 31 December 2018, the members of the two bodies were:

- **The SAGAT S.p.A. oversight body:** Devis Bono (Chairman), Lorenzo Ginisio, Michele Barbero
- **The SAGAT Handling S.p.A. oversight body:** Paolo Vernerio (Chairman), Lorenzo Ginisio, Michele Barbero.

INFRASTRUCTURE

Features



3,300 metres
RUNWAY



57,000 square metres
PASSENGER TERMINAL

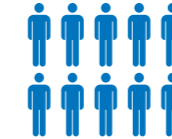


Capacity for
2,800 vehicles
PARKING

Airport capacity



28
MOVEMENTS PER HOUR



6 million
PASSENGERS

Continuous services



24/7
OPERATING HOURS



assistance
PASSENGERS/CARGO
ALL TYPES OF AIRCRAFT



Radio navigation **system**
ILS-CAT3B CONTINUOUS
OPERATION UNDER
CONDITIONS OF SCARCE VISIBILITY



GENERAL AVIATION



CARGO TERMINAL

Emergency services



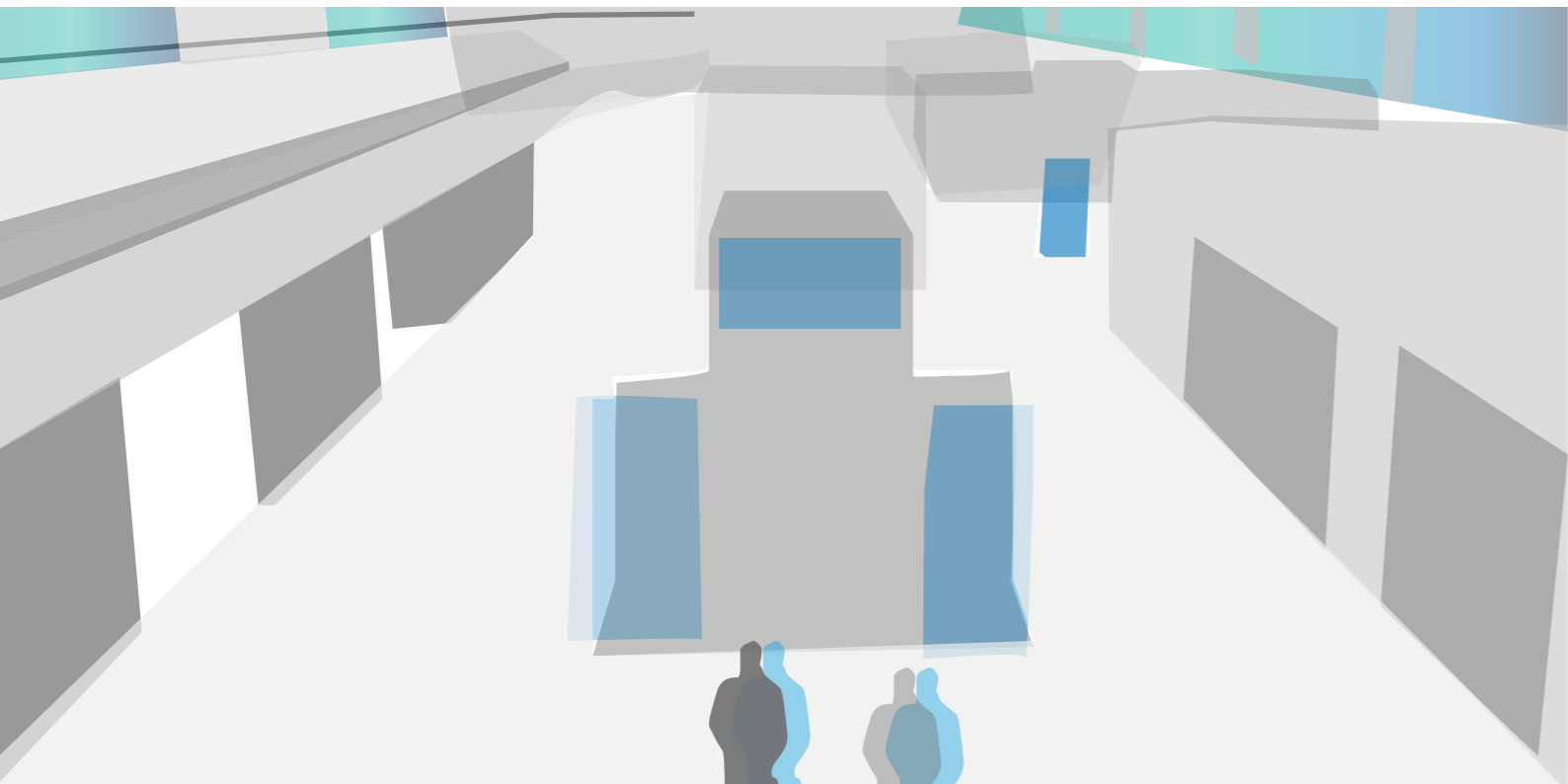
crew of **95** workers
SNOW SQUAD



For **8** years,
OPERATIONS HAVE NEVER
SHUT DOWN DUE TO SNOW



Fire-fighting **service**
ABLE TO HANDLE SITUATIONS
UP TO THE HIGHEST ICAO CATEGORY



Retail offerings and services



20 stores



Duty free



9 food service
establishments



4 banks



currency-
exchange office



supermarket



8 car-rental
companies



2 car-sharing
partner
companies



Baby Lounge



Piemonte
Lounge



meeting room



Free
Wi-Fi
free,unlimited
Wi-Fi



general air-travel
ticketing service



travel
agency



services for
reduced-mobility
passengers
reserved parking,
Welcome Room, intercom poles
for requesting assistance



infirmary open
24 hours a day



pharmacy



smoking
lounge



3 rooms
for worship

CONTEXT

OPERATIONS IN THE WORLD OF AIRPORTS

Airports are infrastructures serving collective transport, and therefore tools that provide a public service of crucial importance to their surrounding territories.

Air travel and airport management operate within a framework of national and international regulations that is highly refined and complex, including measure stipulated at the ministerial level for setting airport fees and charges.

The large number of enterprises involved, the complexity of their interrelations and the rules and standards that govern their conduct are often little known and far from clear. Using a simplified outline that does not cover every single aspect, the supply of airport services can be traced to the joint contributions of:

1. Air-travel companies;

2. The suppliers of services to the air-travel companies, including:

- 2.1 the handlers, who provide services on the ground to aircraft, people and cargo. The handlers take care of the phase of

check-in, boarding and disembarkation of the passengers, as well as the loading and unloading of their baggage and the movement of cargo passing through the airport. In the course of dealing with baggage, the handlers also manage lost & found offices and procedures. Additional services are assigned to handlers by the air-travel companies, including cleaning inside the aircraft, the supply of drinking water etc..

- 2.2 There are two competing handling companies that operate on a free-market basis at the Turin Airport: SAGAT Handling, a company of the SAGAT Group that had a market share of 71% in 2018, and Aviapartner, which accounts for the remaining 29%;
- 2.3 the caterers, meaning the companies that supply the food for the aircraft;
- 2.4 the **fuel-supply companies**.

3. The manager of the Turin Airport, SAGAT (Società Azionaria Gestione Aeroporto Torino), which is responsible for:

- the planning, construction and maintenance of the infrastructures tied to air traffic (such as the runway and the aprons);
- the buildings used by passengers and airport operators (the air terminals with their commercial areas, parking facilities, office and systems);
- management of the boarding and disembarkation bridges, and the aprons for parking aircraft;
- the baggage distribution system with the conveyor belts for returning luggage (placed on the belts by the handlers);
- systems for airport information and information to the public;
- security controls on passengers departing and in transit and on their baggage, performed either directly by SAGAT or indirectly, by specialised companies;
- assistance to passengers with reduced mobility;
- management of emergencies.

4. The commercial operators that provide their services, such as food service, car rental and the sale of a variety of other goods and services;

5. the **Border Police, Customs Agency** and **Treasury Police**, who perform their respective controls on passengers, baggage, cargo and airport operations;

6. **fire-fighters**, who provide specialised assistance with aeronautical operations;

7. **ENAV** (the Italian civil aviation authority), which provides the air-traffic control service, plus other services of critical importance to air travel, such as authorisation for the moving, taxiing and take-off of aircraft.

There are other national and international bodies that regulate and oversee the sector. The main ones include:

- **ICAO** (International Civil Aviation Organization): sets the standards and procedures for the orderly, safe development of international civil aviation;
- **IATA** (International Air Transport Association): the international association of air-travel companies supports the business policies of the companies, offering them cooperative services;
- **The Ministry of Infrastructures and Transportation**: its General Department of Airports and Air Transport oversees the governance of civil aviation and the regulation of the European-Community and international sectors, with further functions of strategic guidance, oversight and control of organisations and enterprises in the sector;
- **ENAC** (the Italian civil aviation authority): the sole civil aviation regulatory authority in Italy, it is responsible for oversight and enforcement of the regulations and standards enacted, as

- well as for governance of the administrative-economic aspects of the air-transport system;
- **ASSOCLEARANCE**: the independent association assigned by the Italian state to perform the tasks involved in allotting time slots to air carriers;
 - **ART** (the Transportation Regulation Authority): an independent administrative authority responsible for regulation of the transport sector.



THE OPERATING AGREEMENT WITH THE ENAC AND THE PROGRAM AGREEMENT

In 2015, SAGAT and the ENAC, the Italian civil aviation authority, signed an operating agreement governing relations pertinent to the management and development of the air-station activities of the Turin Airport, including those involving the planning, the construction, the concession for use, the maintenance and the operation of the systems and infrastructures instrumental to carrying out such activities.

The signing of the operating agreement – already called for under Law no. 914/1965, which privatised the Turin Airport, but never implemented on that particular point – marked the achievement of an historic objective by SAGAT, establishing an

instrument that gave value to the Company by establishing a clear set of rules for the operating concession and lending stability to the role of the manager.

In fact, the operating agreement runs through 2035, with the possibility of an extension to 2055, calling for almost 150 million euro in investments to be distributed throughout the period 2015-2035, of which 6.4 million were already invested in 2017. The Program Agreement for 2016-2019, signed in October 2015 with the ENAC, calls for investment of more than 29 million and includes commitments by SAGAT in terms of environmental defence and quality of service.

POSITIVE ECONOMIC AND EMPLOYMENT-RELATED FALLOUT ON THE SURROUNDING AREA

Airports are one of the key elements in strategies and policies of economic development on both the national and local scales, constituting a major competitive advantage for the area in which they are found, on both the European and world levels, with the increased competitive strength serving as a driving force for the growth of social wellbeing in the surrounding territory.

The presence of an airport generates various types of economic impact:

- **direct:** featuring the employment, income and value-added generated by activities directly related to airport operations, such as activities tied to carriers, air traffic controllers, general aviation, handlers, security, customs and maintenance;
- **indirect:** as a result of the business activities of the enterprises involved in airport operations. This value includes all activities that occur downstream

of operations of airport management and aviation in general, such as the portion of oil company business attributable to aircraft fuel, the activities of travel agencies, catering services etc.;

- **secondary:** understood as the impact generated by the income produced by those employed in the aeronautical sector on other economic sectors;
- **catalytic:** referring to the broader array of economic benefits tied to the presence in a given area of efficient air terminals.

An airport can thus have a very positive impact, in terms of employment and income produced, on its surrounding area.

In the case of the Turin Airport, it serves as a “catalyst” for industrial, retail and tourism enterprises, as well as cultural institutions, making it a noteworthy strategic asset for the area in which it operates.



INTANGIBLE ASSETS

In drawing up its Corporate Social Responsibility Report, the SAGAT Group - in keeping with its decision to follow the Piedmont Method - takes inventory of its intangible assets, which consist of all the non-accounting variables that make it possible to monitor the effectiveness of the company's strategy for creating value in the short, medium and long terms. The key objective of this process is to move beyond the basic concept of an enterprise that produces goods and services, in order to adopt the perspective of a producer of a certain business culture.

There are many advantages to measuring and reporting on intangibles, and they benefit the full range of figures in a given enterprise:

- management is able to interface with key indicators, and not merely monetary ones, in order to periodically monitor and assess the achievement of the company's strategic objectives;
- the human resources, who are highly motivated by the realisation that they represent one of the main driving forces (if not the single most important one) behind the creation of value for the company;
- the stakeholders, to whom the Company channels parameters and information above and beyond those found in the obligatory economic summaries of the year-end financial statements, are able to better understand and evaluate the company's growth, efficiency and stability.



The intangible assets of a company can be divided into three categories:

- **the human capital**, or the capital truly capable of allowing a company to grow, innovate and compete within the economic system in which it operates;
- **the relational capital**, meaning the network of intangible connections between the company and the outside world;
- **the organisational capital**, which consists of the sum total of the know-how, the capacity for innovation and research, the efficiency of internal procedures and the consistency and cohesiveness of management.

Listed below are the indicators for human capital and relations, taken from Research Tool no. 8 for Group Social Responsibility Reports, "Social Responsibility Reporting of Intangibles", and processed on the basis

of the specific profile of SAGAT, its mission and its strategic guidelines for action, as well as the specific context in which it operates. Inside the document,

the presentation of each of the indicators listed below can be found by noting the presence, in the paragraph, of the following symbols:

SYMBOL	CATEGORY
	Human capital
	Relational capital
	Organisational capital

HUMAN CAPITAL

The human capital is the sum total of the knowledge, skills and capabilities of the individuals who work inside the organisation. It constitutes the single most important strategic factor for the pursuit of the organisational mission, seeing that it consists of the features and qualities of the human resources, as well as the capacity to manage those resources in accordance with adequate policies.

The symbol selected to identify the indicators of human capital within the Corporate Social Responsibility Report is that of the marshaller, a professional figure of noteworthy importance inside an airport, seeing that he or she provides the pilot with the visual indications for manoeuvring the aircraft on the ground.

Human capital Chart illustrating indicators



INDICATOR	DESCRIPTION	PAGE REFERENCES
Personnel composition	Numbers and percentages of employees broken down by category, type of contract and qualifications	126 - 131
Distribution of personnel by gender	Percentages of women and men out of total personnel	127
Average age of personnel	Average seniority of personnel Age group in which the majority of the personnel are concentrated	130
Index of level of education of personnel	Percentages of employees by level of education	131
Beneficiaries of training initiatives	Numbers and percentages of employees who have benefitted from training initiatives	132 - 134
Benefits for employees	Numbers who have benefitted from expense reimbursements for day care, children's gift package and summer camps	136

RELATIONAL CAPITAL

Relational capital is defined and limited by the sum total of all the subjects with which, for various reasons, the company maintains relationships that have a direct or indirect impact on its primary economic variables.

Within the framework of a community or groups of stakeholders or other networks, relational capital consists of the institutions and relationships

created, as well as the capacity to share information with the different subjects involved.

The symbol selected to identify the indicators of relational capital within the Social Responsibility Report is that of the control tower, seeing that it manages and coordinates air traffic, together with the various aeronautical operations that take place in an airport.

Relational capital Chart illustrating indicators



INDICATOR	DESCRIPTION	PAGE REFERENCES
Institutional map of relations	A succinct illustration of relationships with stakeholders, based on levels of efficiency and effectiveness	16
Information initiatives	Organisation of roundtables, workshops, conferences, seminars, meetings etc.	39
Media relations	Communication events and promotional campaigns	62
Events in collaboration with outside partners	Events planned and/or organised in collaboration with outside partners	63 - 67

Relational capital
Chart illustrating indicators


INDICATOR	DESCRIPTION	PAGE REFERENCES
Customers/Users		
Numbers of users/clients	Numbers of passengers and carriers	75 - 77
Customer loyalty	Incentive systems promoting customer loyalty	80
Quality of customer/user-organisation relation	Analysis of quality, perceived and received, in terms of different aspects of the service: <ul style="list-style-type: none"> • Face-to-face interviews to gauge customer satisfaction • Periodic monitoring of performance • Analysis of data recorded by the Airport's information systems 	55, 61, 81
Complaints	Number of formal claims of passengers/users	65
Public institutions and subjects		
Shareholder relations	Levels of shareholdings of public entities in SAGAT	19
Compliance with regulations and statutes	Compliance procedures	55
Joint projects with the public administration	Joint projects with government bodies and authorities	48

Relational capital
Chart illustrating indicators


INDICATOR	DESCRIPTION	PAGE REFERENCES
Suppliers and financial institutions		
Relations with suppliers	Procedures for selecting suppliers	128
Timing of payments	Average duration of commercial debt	129
Local fallout	Impact of suppliers in the local area	130
Claims	Number of formal claims of passengers/users	98
The environment		
Safeguarding animals	Birdstrike Risk Index 2	68, 70
Acoustical impact	LVA parameter Anti-noise procedure	98, 102
Electric energy	Tonne of oil equivalent (Toe) per energy source	87, 89, 92
Water resources	Consumption of drinking water	105
Urban waste	Waste collected at the airport Volumes of undifferentiated waste	107, 108
Community		
Donations	Joint charity efforts	49
Figures invested in infrastructures	Investments and depreciation of assets for environmental purposes	130

ORGANISATIONAL CAPITAL

Organisational capital consists of the sum total of the organisation's know-how and its capacity for innovation, as well as the efficiency and the consistency of its internal culture with its strategies. SAGAT focusses its efforts on the transport needs of the area served, while also working to bring the

Turin Airport closer to the local territory, in direct contact with residents. Over the years, we have hosted the best possible cultural experiences inside the Airport infrastructure, with the goal of making the Airport a site that attracts even non-passengers.

Structural capital Chart illustrating indicators

INDICATOR	DESCRIPTON	PAGE REFERENCES
Databanks of use in public relations activities	Number and types of databanks of use in monitoring main categories of stakeholders and opinion leaders	46
Working agreements with other organisations	Number of working agreements signed with other organisations	119
Operating agreements	Number of operating agreements underway	132
Digital transformation	Innovative tools to improve the customer experience, ensuring ongoing renewal of the organisation's working procedures	

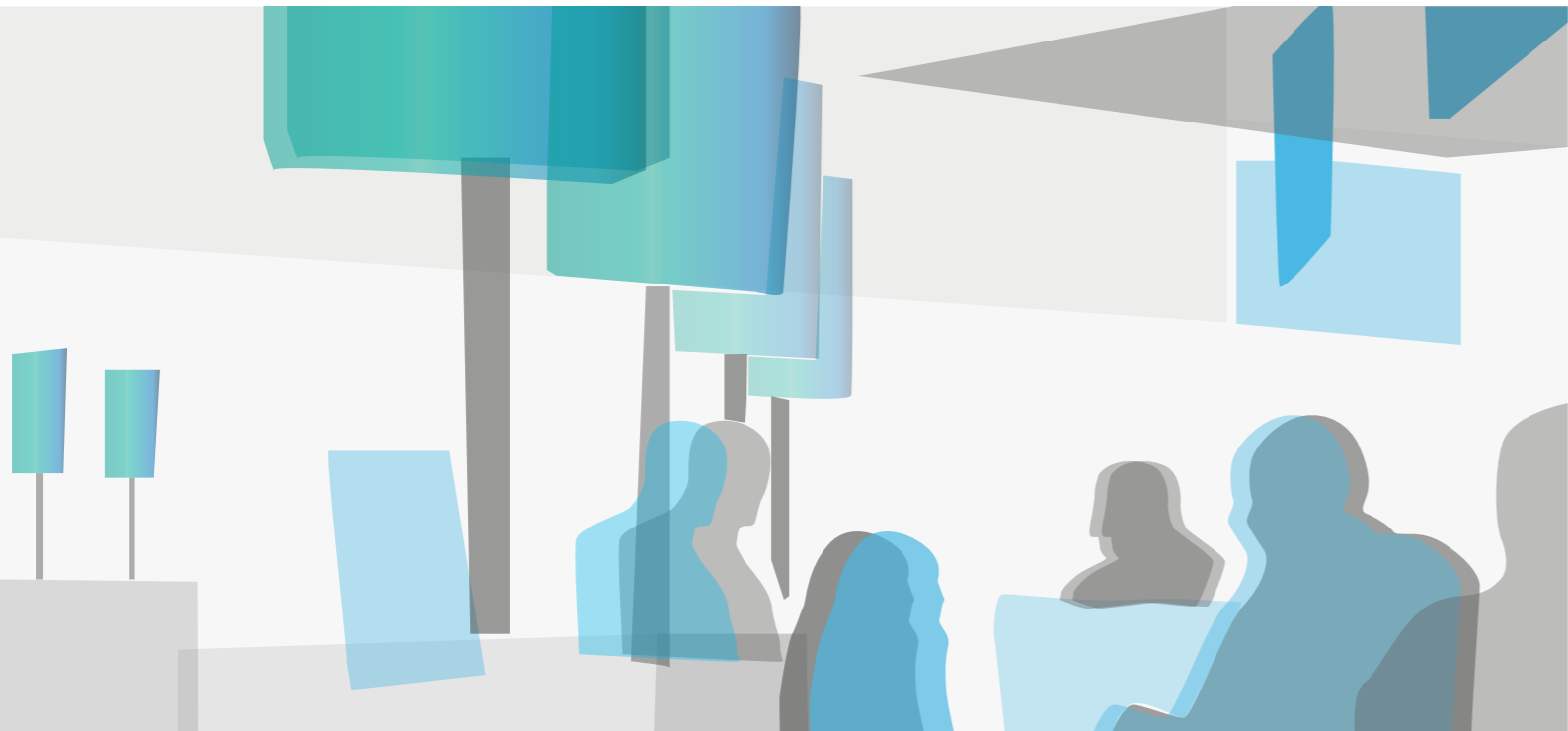




Economic overview

MAIN ECONOMIC INDICATORS FOR THE SAGAT GROUP

A summary of the main economic indicators for the Group is shown below, together with a comparison to the figures for the previous year.



AVIATION INCOME AND HANDLING INCOME

As explained in the chapter on Identity, the activities carried out by SAGAT as airport manager may be broken down into those directly aimed at airport management and instrumental to air transport (aviation business) and those related to retail activities at the airport (non-aviation or extra-aviation business). In the former

case, the fees paid by carriers are governed by specific regulations, while in the latter case the fees may be determined freely by the parties. The activities carried out by SAGAT Handling relate to ground support to the aircraft and services offered to passengers and cargo (handling and aviation).

Thousands of euro

	2018	2017	VARIAZ.%
Aviation	37,956	39,384	-3.6%
of which:			
Fees	26,561	27,621	-3.8%
Centralised infrastructures	1,648	1,677	-1.7%
Security	8,446	8,776	-3.8%
Aviation assistance (PRM and luggage)	1,301	1,310	-0.7%
Handling	9,687	9,732	-0.5%
of which:			
Assistance	9,122	9,015	1.2%
Cargo operations	564	718	-21.4%

The year 2018 saw aviation income decrease by 3.6%, both on account of the lower volumes of traffic registered by the airport, as described in

the pertinent section of the Social Responsibility Report, and as a result of the lower fee rates applied during the year, as compared to 2017.

NON-AVIATION INCOME

Of particular note in terms of non-aviation income, which showed a 2% decrease compared to last year, was income from parking and sub-concession holders, as shown on the following table:

Thousands of euro

	2018	2017	VARIAZ.%
Non-aviation	16,990	17,335	-2%
of which:			
Non-aviation assistance	1,040	1,007	3.2%
Issue of tickets	372	385	-3.6%
Airport retail corner			
Sub-concessions/retail/food service	3,940	4,325	-8.9%
Sub-concession operations	2,213	2,124	4.2%
Sub-concession spaces	2,111	2,195	-3.8%
Parking	6,118	6,163	-0.7%
Advertising	1,196	1,135	5.3%

OTHER INCOME

Other income totalled 1.660 million euro, showing a noteworthy decrease compared to the 3.523 million euro recorded in 2017.

This result is attributable to the presence in 2017 of extraordinary components totalling approximately 2 million euro and which did not occur again in the year 2018.

KEY ECONOMIC INDICATORS

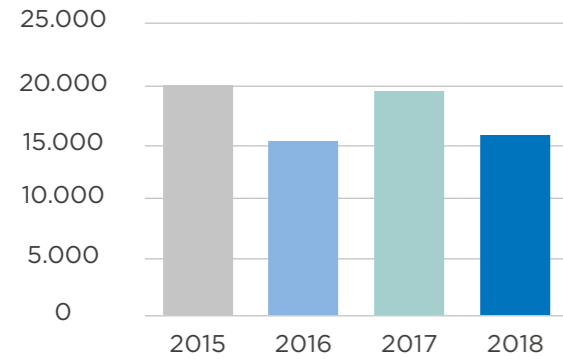
The table and the graphs below show certain key economic indicators from the Consolidated Financial Statements of the SAGAT Group for the year 2018, compared with the 3 previous years. The Group's net profit for the year stood at 7.689 million euro, for a decrease of 3.498 million euro compared to the net profit of 11.187 million euro registered in the previous year.

The gross profit margin (EBITDA) represents the profits produced by the company solely through its typical operating activities. In 2018 this index was equal to 24.7% of the Production Value. The ROI (Return on Investments) is an indicator of the yield on the company's investments, while the ROE (Return on Equity) indicates the profitability of the Net Equity.

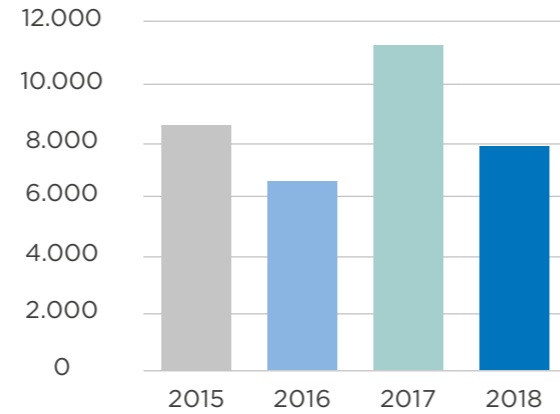
Thousands of euro

	2018	2017	2016	2015
EBITDA	16,369	19,147	15,813	20,320
Net profit	7,689	11,187	6,761	8,709
ROI	22.13	27.68	24.76	22.93
ROE	15.85	21.80	12.96	18.29

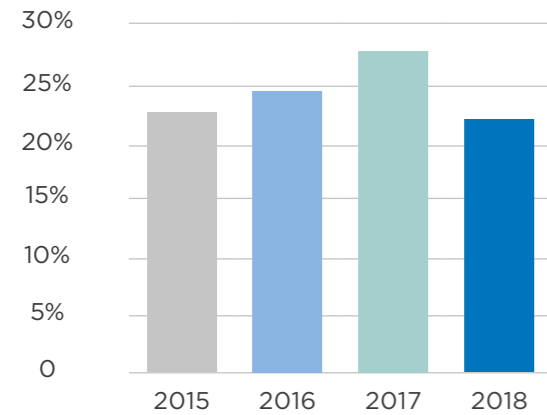
EBITDA



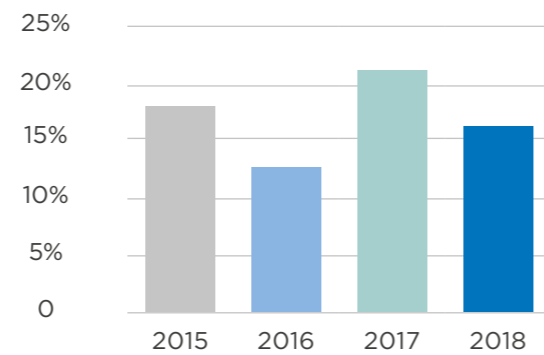
Net profit



ROI



ROE



ECONOMIC VALUE CREATED

The Financial Statements are made up of the Balance-Sheet, Income Statement and Notes, and provide a true and accurate presentation of SAGAT Group's financial position.

The Social Responsibility Report is meant to present the same figures, but seen from a different viewpoint based on the concept of Economic Value, i.e. a quantification of the wealth created by the Company in a given timespan. The review of how this Economic Value is created and, above all, how it is distributed, gives an idea of the Group's social importance for the territory.

The SAGAT Group identifies as economic value created the sum total of consolidated revenues and financial proceeds earned in the year in question. In 2018, these totalled 67.932 million euro and consisted primarily of the value of

production, which amounted to 66.292 million euro. The economic value created also included both the residual accrual of the grants received from the Piedmont Region and from the ENAC for the investments made to improve airport



infrastructures in preparation for the 2006 Turin Olympic Games, equal to 671 thousand euro in 2018, and the positive balance of the Group's financial operations.

The economic value created includes the economic portion for the year of the subsidies received from the Piedmont Region and the

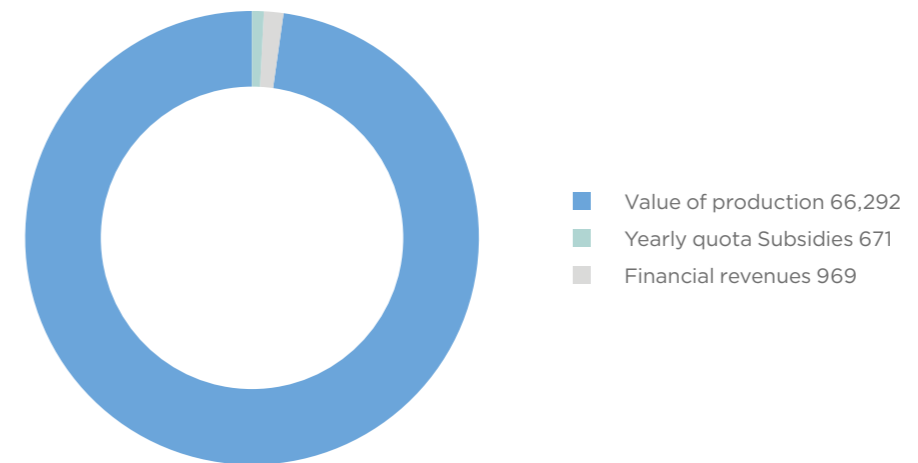
ENAC for investments to upgrade the airport structures on the occasion of the 2016 Turin Olympics. The portion for 2018 was equal to 671 thousand euro.

Revenues from the Group's financial management activities, also part of the economic value created by SAGAT, totalled 969 thousand euro in 2018.

Thousands of euro

	2018	2017	VARIAZIONE ASSOLUTA	VARIAZIONE %
Value of production	66,292	69,975	(3,683)	-5.3%
Yearly quota of subsidies	671	671	0	0%
Financial management	969	2,691	(1,722)	-64%
Economic value created	67,932	73,337	(5,405)	-7.4%

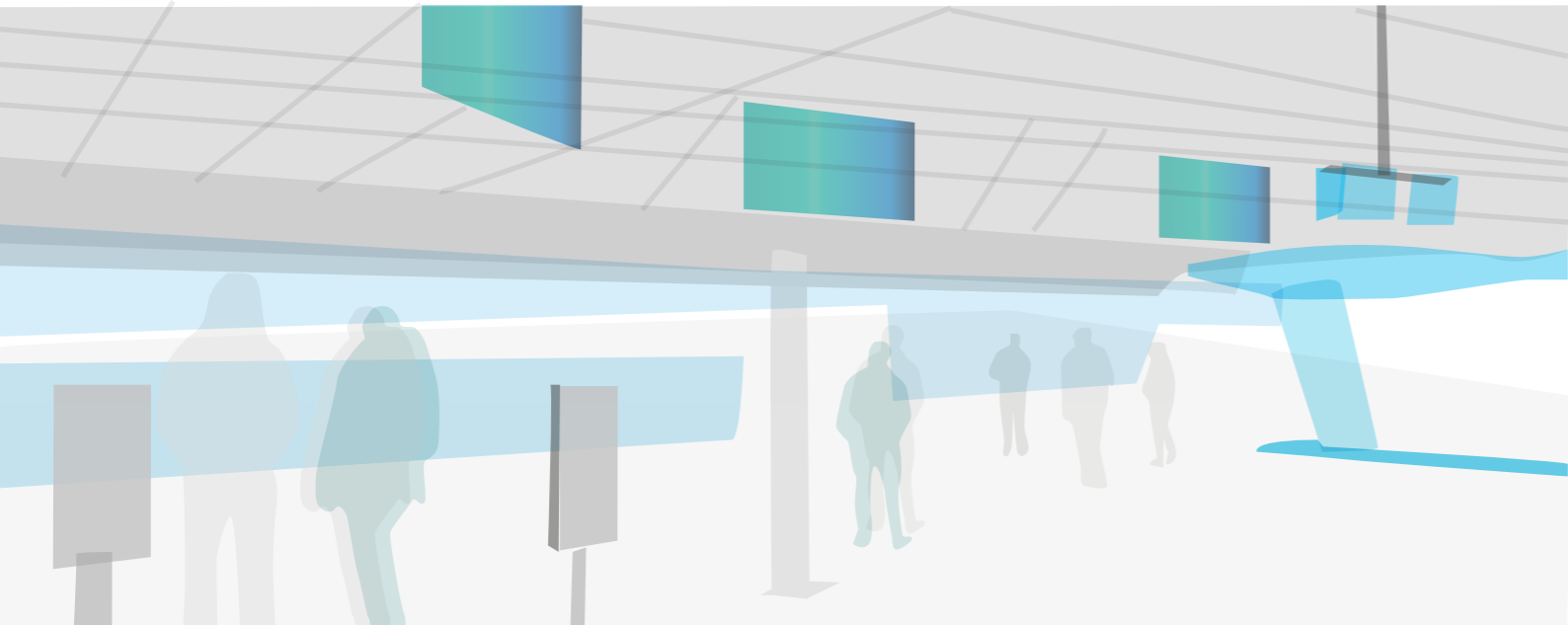
Economic Value Created Thousands of euro value



ECONOMIC VALUE RETAINED

In the course of its business operations, the SAGAT Group continually interfaces with its stakeholders, making it possible to quantify the economic value created and “distributed” to certain stakeholders, including:

- human resources, through the payment of wages and all the contributions related thereto;
- vendors, that are paid in following purchases of their products and services;
- the Public Administration, through the payment of current taxes, tax charges, concession fees;
- the community, including the costs and depreciation of major investments in environment protection, sponsorships, donations and collaborations with local agencies, local taxes and local concession fees;
- financiers and shareholders, through the distribution of dividends and the payment of interest on borrowed funds.



Therefore, the amount and destination of the economic value distributed are a meaningful parameter to assess the social benefit that SAGAT Group contributes to achieving, as it is

perceived by its stakeholders and by the local community. In 2018, it amounted to 60,456 million euro, for a decrease of 7.5% compared to the same value for 2017:

Thousands of euro

	2018	2017	VARIAZIONE ASSOLUTA	%
Compensation of suppliers	26,419	26,732	(313)	-1.2%
Compensation of human resources	19,591	20,497	(906)	-4.4%
Compensation of the Public Administration	6,268	7,037	(769)	-10.9%
Compensation of the shareholders	7,470	10,731	(3,261)	-30.4%
Community	614	229	385	168%
Compensation of financiers	94	151	(57)	0%
Economic value distributed	60,456	65,378	(4,922)	-7.5%

In the case of suppliers, meaning the recipients of all costs incurred on purchases, maintenance, utilities and services, they received 26.419 million euro, a decrease of 1.2% over the previous year, while human resources received 19,591 million euro, 4.4% less than in 2017.

The portion of the economic value from which the public administration benefitted was equal to 6.268 million euro in 2018, for a decrease of 10.9% compared to 2017, while the portion of the net year-end result for 2018 allocated to compensation of the shareholders was 7.470 million euro.

The Economic Value distributed to the community, inclusive of the depreciation of the most significant assets likely to have an effect on the environment (approximately 202 thousand euro in 2018), local taxes and contributions and donations to local entities, amounted to 614 thousand euro in 2018, a significant increase from the previous year.

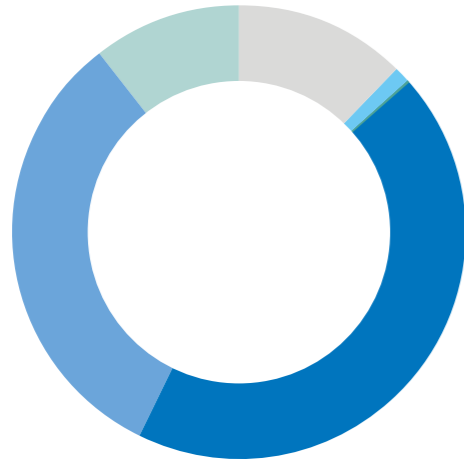
The economic value distributed to the community includes the depreciation of the most significant assets likely to have an effect on the environment, plus contributions to local entities and local taxes and duties. Based on this classification,

the community received benefits totalling 614 thousand euro in 2018, of which approximately 202 thousand euro consisted of depreciation on investments involving the environment. Last year the value distributed to the community stood at 229 thousand euro.

In base a tale classificazione, la Comunità nel 2018 ha percepito benefici per 614 migliaia di euro, di cui circa 202 migliaia di euro per ammortamenti di investimenti di natura ambientale. Lo scorso anno il Valore distribuito alla Comunità si attestava a 229 migliaia di euro.



Economic value distributed Thousands of euro value



- Compensation of suppliers 26.419
- Compensation of human resources 19.591
- Compensation of PA 6.268
- Compensation of shareholders 7.470
- Community 614
- Compensation of financiers 94

ECONOMIC VALUE RETAINED

The difference between economic value created and economic value distributed are those accounting entries that do not generate financial transactions, such as allocations to provisions, value adjustments/

reinstatements, net balance of valuation activities, current taxes, deferred income tax assets and liabilities, and the portion of profit allocated to reserves. This difference is the economic value that

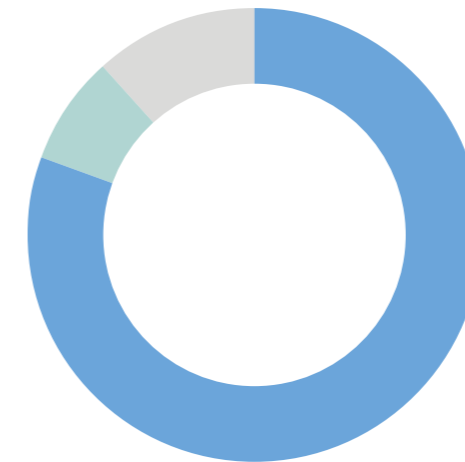
is not distributed, or, in other words, that is retained. The economic value retained for the year 2018 is equal to 7.476 million euro, down 6.1% from 2017. The variation is traceable to the increased

provisions for 2018, to the decrease in the portion of the net profits for 2018 allocated to reserves and to the higher depreciation and write-downs compared to the previous year.

Thousands of euro

	2018	2017	VARIAZIONE ASSOLUTA	%
Depreciation and write-downs	6,043	5,668	375	6.6%
Year-end result allocated to reserves	573	701	(128)	-18.2%
Allocations to provisions	861	1,590	(730)	-45.9%
Economic value retained	7,476	7,959	(483)	-6.1%

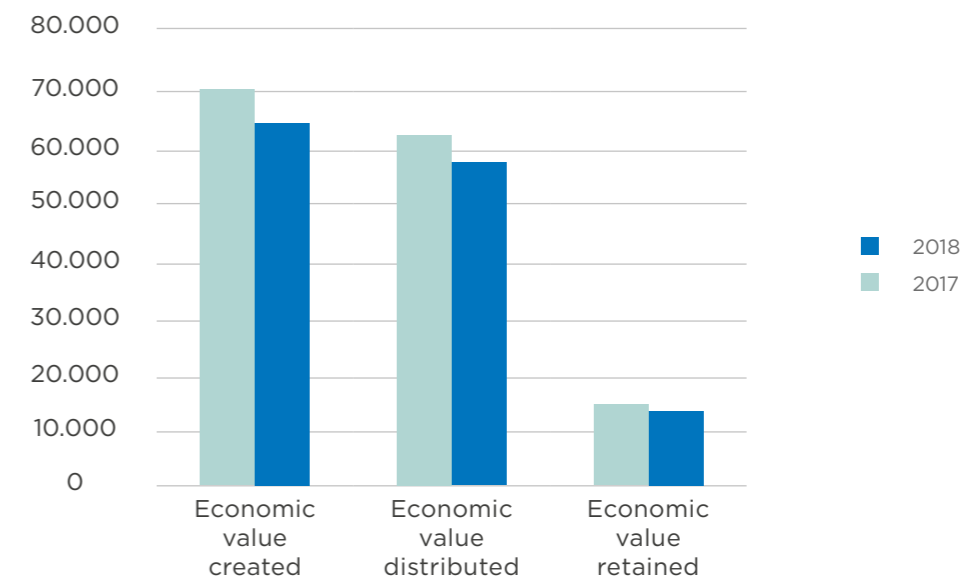
Economic value retained Thousands of euro value



- Allocations to provisions 6.043
- Year-end result allocated to reserves 573
- Depreciation and write-downs 861

Thousands of euro

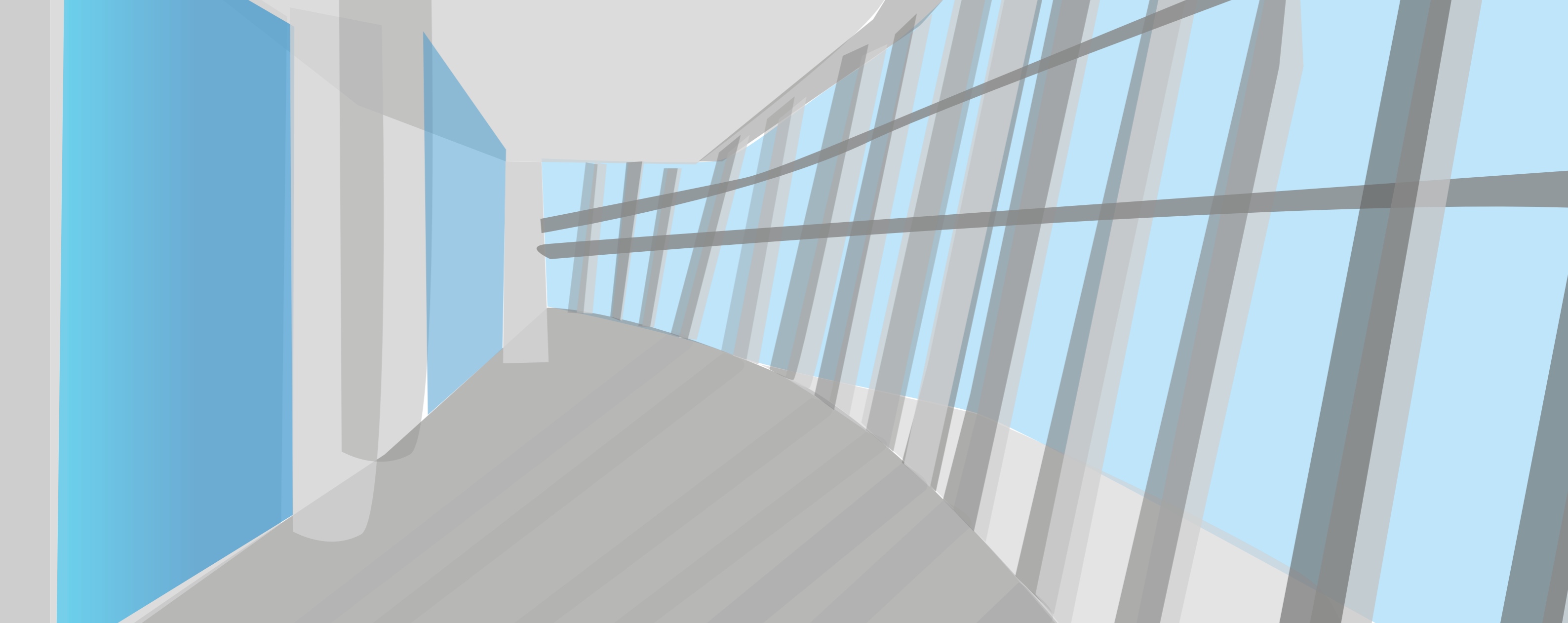
	2018	2017	VARIAZIONE ASSOLUTA	%
Value of production	66,292	69,975	(3,683)	-5.3%
Yearly quota of subsidies	671	671	0	0%
Financial income	969	2,691	(1,721)	NA
Economic value created	67,932	73,337	(5,404)	-7.4%
Compensation of vendors	26,419	26,732	(313)	-1.2%
Compensation of human resources	19,591	20,497	(906)	-4.4%
Compensation of the PA	6,268	7,037	(769)	-10.9%
Compensation of shareholders	7,470	10,731	(3,261)	-30.4%
Community	614	229	385	168%
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ONGOING DEVELOPMENT DURING THE PERIOD 2014-2018

The following table shows the key figures for economic return, compared with the results for the period 2014-2018. For each of the three values, the CAGR, or compound annual growth rate, is also provided.

	2018	2017	2016	2015	2014	CAGR 2014-2018
Economic value created	67,932	73,337	66,297	68,290	58,162	4%
Economic value distributed	60,456	65,378	54,830	50,126	41,797	9.7%
Economic value retained	7,476	7,959	11,467	18,163	16,364	-17.8%



Social Responsibility Report

COMMUNICATIONS AND MEDIA RELATIONS

The Turin Airport constantly promotes its own network of destinations, as well as joint initiatives with its partners, using all available means of communication, including:



- advertising campaigns to highlight the flights offered at the Airport, covering the territory of Piedmont and, in some cases, reaching as far as Liguria, to take in the Airport's entire catchment area. In addition, joint campaigns with air carriers have been undertaken to promote flights to and from Turin;



- press releases and press conferences to announce new routes, the achievement of important company objectives, the opening of new stores at the Airport and the start of working relationships and partnerships, drawing on all the means of communication at its disposal, including more than 30 different media and institutional databases;

- newsletters sent both to the various mailing lists of final clients and to travel agencies to publicise seasonal networks, promotions on flights and parking, so that they reach an audience of more than 47,500 passengers and 830 travel agencies, plus communication of new developments and promotions over the channels made available by institutional bodies and partner companies;



- digital PR activities, in collaboration with partners, to promote the Airport and the use of its network of flights to arrive at the most important local events, which every year draw visitors from all over Italy and abroad, and to extend the reach of SAGAT's advertising campaigns, using the social-media channels made available by partners to promote Turin as a tourist destination.



ACTIVITIES WITH THE SURROUNDING AREA

SAGAT continues its efforts to reinforce and further develop relations not only with passengers and those who accompany them to the Airport, but also with the different realities of the local area, including neighbouring towns, schools, charitable and cultural associations and organisers of events, contributing its efforts to the most significant local events while using all channels of communication to promote its flight offerings, new retail developments and initiatives taken in favour of the public and the passengers. In this way, the Turin Airport continues to position itself increasingly as a site to experience, rather than simply pass through, thanks to numerous new initiatives that allow the public to take advantage of the Airport structure for more than just flying, while, at the same time, adding further enjoyment to the travel experience of passengers.

The management company in charge of the Turin Airport has continued to cultivate direct relations with companies, organisations and local governments, strengthening the idea of the Airport not only as a valid tool for getting to know the world, for doing business, for traveling and discovering new destinations, but also as a showcase able to lend visibility to local companies and initiatives of excellence.

SAGAT and its cultural, institutional and sports partners in the local area have benefitted from

reciprocal visibility while undertaking numerous initiatives, thanks to the working agreements signed in 2018, plus the numerous affiliation pacts whose benefits have reached all employees.

Relations with the local area have been developed through a variety of activities:

- **promotion of the network of flights at event locations:** in recent years, the Turin Airport has established close relations with the highest profile subjects in the local area, participating in key events while finding new opportunities to increase its visibility and reinforce its presence through direct contact with the public.

In 2018, the Airport took part in:

- **the Turin Taste Salon**, with an information desk;
- **the Turin Film Festival**, with an information desk and as a technical partners, distributing branded sweatshirts;
- **the Turin Car Show**, with a booth and through the distribution of promotional materials.

The Airport's image was also promoted at:

- **the Collisioni Festival in Barolo** (Province of Cuneo), as a partner, with visibility on advertising panels;





- **Artissima**, as an in-kind partner.
- **improvement of the passenger experience by jointly organising events and initiatives in the Airport** with local leaders from the worlds of culture, art and sport, in order to turn the Airport into a stage for its passengers.

Various initiatives were undertaken in 2018:

- renewal of a joint effort with **Thales Alenia Space**, with set-up of an exhibit on successful space programs in the Departures Area;
- a preview of **“The Masters of Automotive Design from the Parco Valentino Auto Show on Display at the Turin Airport”**, presenting the prototypes and plans of designers featured in an exhibit held at the Airport, organised in collaboration with the Parco Valentino Auto Show;
- renewal of the materials on display at the permanent exposition in the Arrivals Area, in collaboration with the **National Film Museum of Turin**;
- set-up of a **BookCrossing** station found in the Boarding Lobby, in collaboration with the Luxemburg book store of Turin;
- with Turin’s Teatro Regio opera house, space was provided for music, in the form of **“The Turin Airport Musical Season with the Teatro Regio”** and the traditional **Christmas concert of the Boys Choir**;
- in collaboration with the **Turin Music Festival Movement** and with the La Stampa daily paper, for the event **“La Stampa**

SoundJourney” – a premiere performance of live electronic music.

In addition to placing a piano in the boarding area for the enjoyment of passengers, in 2018 the Turin Airport set aside space for music in the departures area, hosting a **concert of the “La Novella” Philharmonic Society of Caselle Torinese**, an event open to everyone, followed by the musical season of music of the Teatro Regio at the Turin Airport, whose grand finale came on June 21st with the national event **“Festa della Musica”**, held in collaboration with Assaeroporti.

- **airport spaces made available to give visibility to important local events, as well as charitable initiatives and associations:**
 - the **Turin Film Lab** and the **Bocuse d’Or Europe**, with a welcome desk;
 - the **TODays Festival** of the City of Turin, providing logistical assistance, plus the Turin Events 2018 communication campaign, offering spaces guaranteeing visibility;
 - the sports initiative “Just the Woman I Am” of the **Turin University Sports Centre** in support of research;
 - **Lunathica, the International Street Theatre festival**, in collaboration with the towns of Ciriè, Balangero, Fiano Lanzo, Nole, San Francesco and San Maurizio;
 - **Movement, Kappa Future Festival, Artissima** and **Turin Film Festival**, providing spaces for visibility;

- the **Turin International Auto Show**, with exhibition of a number of prototype vehicles in the arrivals area;
- the 2nd International Congress of the Institute for the Conservation of Historic and Artistic Works, in collaboration with **Turismo Torino** and the **Province of Turin**;
- the **Teatro Stabile Reportory Theatre of Turin**;

In late 2018, the Turin Airport began supporting the project **“Autism – travelling through the airport”**, an initiative designed by the ENAC civil aviation authority, in collaboration with Assaeroporti, industry associations and airport-management companies, to make airports and air travel more accessible to individuals with autism. The CPD – the non-profit Advisory Board for Individuals in Difficulty - working together with the local associations Light for Autism, A.M.A. Asti and A.M.A. Turin, provided the airport personnel with specific training, enabling them to support passengers with autism in a qualified manner while assisting those who accompany them, so as to make air travel as trouble-free as possible, in this way guaranteeing that passengers can take full advantage of their right to travel. A number of different tools have been created, including a webpage, an information brochure and a “Social Story”, or a description of the settings and an illustration of the procedure that the passengers will be dealing with.

Other benefit initiatives carried out in 2018 included support by the Turin Airport of the #VolaaGenova / #FlytoGenoa campaign, in order to lend visibility to the city of Genoa and its sights and events, in the wake of the tragic collapse of the Morandi bridge; visibility was given to the “La Gardensia” e “La Mela” national events to raise awareness and funds for the AISM, or Italian Multiple Sclerosis Association, as well as to #salvAli, a similar campaign for the non-profit flying angles foundation, carried out together with the AIL and AIDO non-profit associations. The “Travel Safe” campaign of the Italian Foreign Ministry was also held once again, in collaboration with ENAC and Assaeroporti.

Finally, the Turin Airport, together with the store Giunti al Punto, contributed to the purchase of a small but complete library that was donated to the Regina Margherita Children’s Hospital.

Events for the development of outgoing and incoming tourism

In 2018, the Turin Airport ran advertising campaigns to promote the destinations to which it offers direct flights, in addition to contributing to campaigns for the launching and promotion of flights operated by Blue Air, Aegean Airlines, Blue Panorama, Jet2.com, easyJet, TUI fly, Vueling and Volotea.

SAGAT also supported numerous activities promoting the surrounding territory and air-travel routes on both local and international markets: at



Eataly in Stockholm, at the Fitur fair in Madrid, at the Italian Market fair in Lisbon, at the Russia Business Forum organised by the Chamber of Commerce in Turin.

Media relations

Through its relations with the media, SAGAT has promoted all the new flights and services introduced during the year, in addition to holding press events for the opening of the new routes.

In collaboration with SADEM, SAGAT organised a press conference to present the new system for contactless payment for the bus service between the downtown area and the Airport.

One of the achievements of the Turin Airport that obtained significant attention in the media was the “Highly Recommended” rating received on the occasion of the ACI Europe Best Airport Awards for the category of airports handling up to 5 million passengers a year.

Further media visibility was focused on the Turin Airport with the launching of its network of winter flights and its participation in the autism project of the ENAC and Assaeroporti.

Public relations

SAGAT S.p.A. organised a number of events during the year to make different segments of the public aware of its activities.

With the event “**Digital is in the Air**”, the Turin Airport officially unveiled its strategy of digital transformation, with the goal of improving the

passenger experience while focussing the Company’s organisational efforts on change. In addition to providing glimpses of some of the more innovative initiatives underway, the event acquainted the public with the first concrete results (upgraded wi-fi, a web app to publicise the Airport’s offerings, e-gates to read boarding cards, digital baggage lockers, the system for managing and monitoring security control codes and the Safety Management System digital platform for real-time sharing of data by the different subjects operating as part of the Airport’s infrastructure), in addition to previewing solutions currently in the implementation phase and celebrating the opening of the Innovation Lab, a symbol of the Turin Airport’s strategy of innovation made available to businesses, start-ups, study centres and universities seeking to develop and test innovative solutions meant for the full range of airport operations and interactions with passengers.

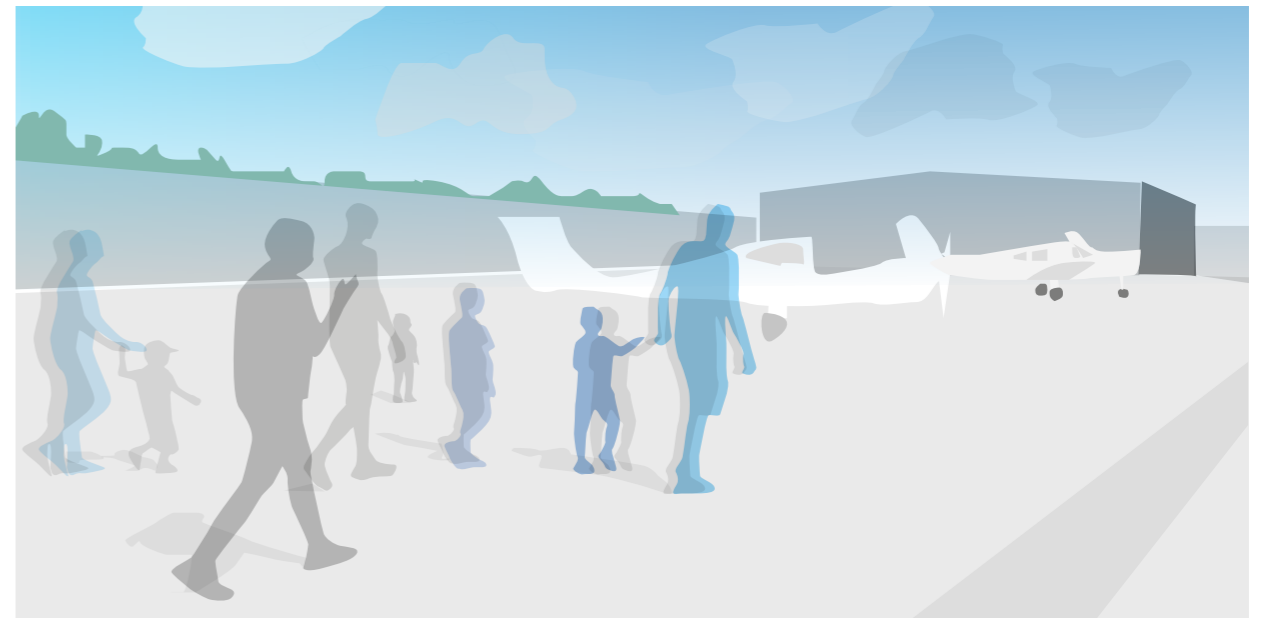
Finally, “The Turin Airport meets Travel Agencies” was held once again, an event meant bring together airlines, tourism authorities and travel agents, in order to make them acquainted with the Airport’s flight networks and services.

THE AIRPORT FOR CHILDREN AND SCHOOLS



In 2018, families once again had the chance to visit the Airport, thanks to the initiative “Open-Door Airport”, held in the third week of September, so that youngsters could become better acquainted with the Airport’s various operating units: the Falconry Squad and its birds of prey, the Fire-Fighters Corps and its equipment, the Treasury Police and the State Police Corps with their canine units. In addition to getting an up-close look at the planes used by the flying school, for the second year in a row the youngsters were able to visit the hangars holding the historic aircraft of the Leonardo company.

Students from schools in the city and province of Turin (the towns of Borgaro, Caselle Torinese, Fiano, Castiglione Torinese, Leini, Coassolo and San Maurizio), as well as Vercelli and Biandrate (Province of Novara) were also able to get an up-close look at the Airport: more than 400 pupils of primary and secondary schools, as well as 150 students of vocational institutes, were taken on tours of the Airport during the year, making for a 50% increase in participation compared to the previous year. Finally, SAGAT S.p.A., as in past years, worked with the Turin Flying Institute on its 2018 “Open Day”.



QUALITY AND SAFETY AT THE SERVICE OF PASSENGERS

The quality of service, along with the safety and security of passengers at the Airport, are a constant focus of SAGAT's operations, representing priority values in the Airport's day-to-day operations.



QUALITY: A PRIORITY VALUE

SAGAT has made quality a top priority for all the company's operations, working to ensure rigorous application and constant improvement of the Quality Management System.

This strategic approach is grounded both on an awareness that the manager of a key public service must necessarily make the user the focus of its mission, together with the conviction that the combination of the direct competition of other airports and the indirect competition of high-speed trains obliges airport management companies to be even more scrupulously attentive to the quality of the product offerings and services it provides to its customers.

In an increasingly competitive market, excellence of service can prove to be a critical factor of success. It follows that considerations of quality have been taken extremely seriously by SAGAT in the performance of its role as the overseer of the "airport system", a complex reality in which multiple operators with a variety of functions provide services to the same client-passenger.

And so it is no accident that SAGAT was one of the first airport managers in Italy to upgrade its Quality

System to meet the most recent version of the UNI EN ISO 9001:2015 standard, a further guarantee not only for customers of the Turin Airport but, more generally, for all stakeholders.

The new ISO standard introduces a further evolution in the concept of quality, shifting the focus from mere compliance to one of sustainability: in other words, to be considered well-developed, a Quality Management System must combine satisfaction of the provisions of the standard with the creation of value, a key detail for an enterprise that has such a significant impact on its surrounding area, as does an airport.

Rigorous risk management and the mapping of potential risks make it possible to identify the steps to be taken to effectively mitigate those risks while increasing the efficiency of each and every process, so as to pursue continuous improvement. The key concept of continuous improvement underlying the ISO standard is also to be found in the memorandums of the ENAC civil aviation authority, which lay down the stringent standards to be met by airport managers in terms of both effective and perceived quality.

The quality policy

SAGAT considers Quality a key factor in all its procedures. Quality stands as both a fundamental value and a critical element in the continued success of the ongoing development of the Turin Airport, an infrastructure of critical importance to the surrounding territory, serving all of its stakeholders. The SAGAT Quality Policy lays down the fundamental elements of the company's vision while demonstrating its commitment to constantly improve performance, together with the levels of service provided.

The priority objectives are:

- to supply services meeting standards of excellence in the course of the Airport Manager's activities, interacting with business and institutional contacts in a dynamic and reliable way;
- to exercise the Manager's oversight role with authority, ensuring the quality of the "airport

system" as a whole by raising awareness and, when necessary, taking action with regard to airport operators;

- to render the Company's organisational structure increasingly efficient through training and ongoing instruction of human resources, promoting awareness of issues of quality while periodically evaluating their effectiveness;
- to closely monitor the indicators of quality, both supplied and perceived, based on benchmarks involving other airports as well, not only to control performance levels, but also to take advantage of new opportunities for improvement;
- to operate under rigorous respect for the regulatory measures currently in force with regard to the Quality of Services, as well as in compliance with the provisions of the UNI EN ISO 9001 standard.

Monitoring of received and perceived quality



SAGAT is committed to constantly monitoring performance, so as to continue improving both the quality received by customers and the quality they perceive. To this end, the Turin Airport carries out a wide variety of monitoring activities of all the main airport procedures, as well as surveys of customer satisfaction.

The system for monitoring quality, both received and perceived, is based on the methodologies referred to under ENAC Memorandums GEN-06 and GEN-02A, making it one of the key tools available to the Manager for initiatives of planning, control, improvement and review of performance. In 2018, the system for monitoring received and perceived quality carried out more than **4,200 interviews being carried out with passengers** (almost 3,000 of whom were reduced-mobility passengers), while **over 43,000 controls were run to evaluate performance levels**, accompanied by an analysis of the data recorded on a daily basis by the airport's information systems on various aspects of operations.

Quality, therefore, provides the company with a "partner in growth", as analyses of the figure and the results of the auditing activities provide the different departments involved with tools for identifying and focussing on any problems

while determining what steps to take to mitigate them and take advantage of further room for improvement.

Received quality

SAGAT monitors performance through a formidable system of monitoring based, first and foremost, on the regulations and standards of the pertinent national and international authorities (ENAC, EU, EASA etc.), in addition to which it also complies with the various voluntary certifications obtained and maintained each year (ISO 9001:2015 Environment, ISO 50001:2011 Energy, ISO 14001:2015 Environment, ISO 45001:2018 Safety).

The following are carried out periodically:

- first-level internal audits (on compliance, technical considerations, processes, systems etc.)
- second-level internal audits (regarding, for example, handlers, suppliers and subcontractors));
- third-level outside audits (performed by certifiers, monitoring bodies, the European Commission etc.).

First-level audits are carried out by in-house auditors, who are trained under the regulations and standards referred to above, and under the auspices of the "Air Terminal Observatory", a

company body created by SAGAT specifically to control received quality, consisting of a team of almost twenty people from all the various company departments who perform weekly inspections.

For the annual publication of the Services Charter, SAGAT also monitors performance levels by measuring time periods and waits, in addition to analysing the sum total of the data recorded by the airport's information systems.

In 2018, for example, the following were performed:

- **2,893 controls of ticketing outlets;**
- **3,663 controls of check-in counters;**
- **4,190 controls of security checks;**
- **1,064 controls of passport checkpoints;**
- **4,083 controls of the time needed for the first passenger to disembark (including reduced-mobility passengers);**
- **16,859 controls of the time needed to return the first piece of luggage and the last piece;**
- **10,562 controls of waiting times at the calling stations for reduced-mobility passengers;**
- **4,346 controls of the time taken to provide assistance to arriving reduced-mobility passengers.**

Perceived quality

Customer satisfaction is surveyed under two different procedures, both carried out on a sample basis, using two separate groups of passengers, each of them representative of the reference universe:

1. **Face-to-face questionnaires for passengers, based on the system of indicators illustrated under the pertinent measures (ENAC memorandums GEN-06 and GEN-02A).**

Responses to these surveys are given on a scale of 6, with 1 = poor and 6 = excellent. The satisfaction level is calculated as the percentage of positive responses (4, 5 and 6) out of all responses, both positive and negative, minus the "did not know/answer" responses.

In forming the sample group (at least 1,200 interviews/year), SAGAT followed the instructions of the ENAC, carrying out the interviews on a continuous basis, with coverage of all time slots and of all days of the week. The overall level of satisfaction measured with these questionnaires in 2018 stood at the excellent result of 98.8%.

2. **Self-compiled questionnaires filled out by passengers voluntarily taking part in the ASQ (Airport Service Quality) benchmark of the Airport Council International (ACI), which monitors more than three hundred airports worldwide.**

Passengers respond to the survey on a scale of 5, with 1 = unsatisfactory and 5 = excellent. The final rating is the average of the scores received.

In forming the sample group (approximately 1,200 questionnaires/year), SAGAT follows the ACI's instructions for the ASQ, administering

the questionnaires on a quarterly basis, in accordance with the field rules set under the Benchmark. **The average score recorded by**

the Turin Airport in 2018 was 3.86 out of 5, an improvement over the figure for the previous year (3.73).

Smart Mobility

Pax Journey

Cashless

User Experience

Engagement

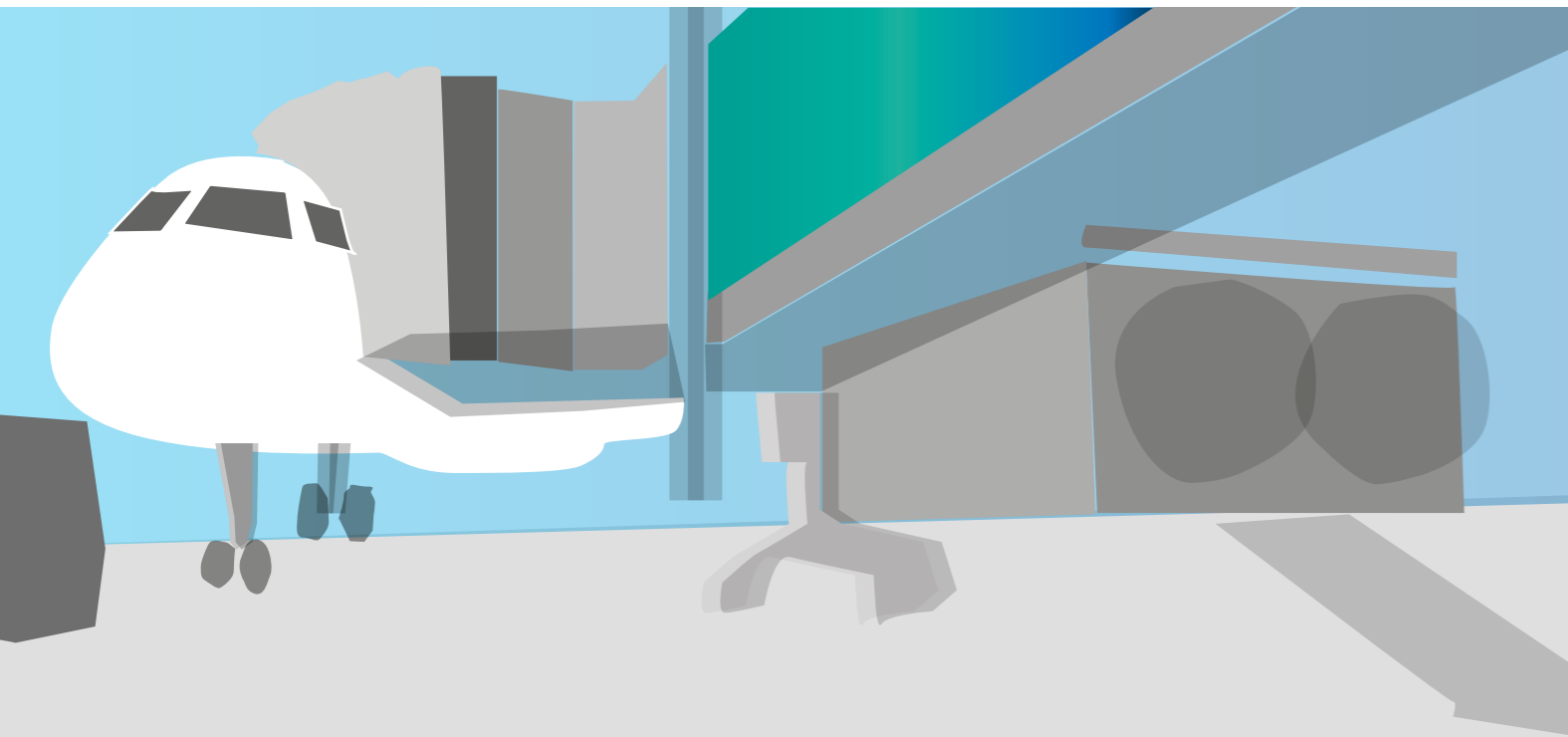
UNI EN ISO 9001:2015 QUALITY CERTIFICATION

In November of 2018, the certification agency DNV GL carried out the audit needed by the Company to renew its ISO 9001:2015 certification for three years. The audit was concluded successfully, without detecting any shortcomings.

Numerous positive comments were made on various aspects of SAGAT's operations. Listed below are those pertinent to quality:

- effective and farsighted approach of the upper management;

- start-up of the digitalisation of different company procedures;
- establishment of an Observatory to monitor the quality of the services provided;
- capacity to manage a wide range of training courses supporting the complex demands of airport operations, including training with the DOCEBO e-learning platform and ENAC certified instructors.



The 2018 service charter

The Service Charter documents the efforts of the airport manager to gradually improve the levels of the services supplied, in compliance with the instructions of the ENAC (memorandums GEN-06 and GEN-02A).

The objectives indicated in the document, which all Italian airports must have, are set by the Manager annually, based on the results achieved the previous year, and prior to being disclosed to the passengers, they must be approved by the ENAC. The objectives of the 2018 Service Charter were achieved, with the exception of the following:

- parameters measures in terms of passenger satisfaction (perceived quality):
 - perceived level of cleanliness and operating efficiency of the toilettes: 89.8% vs. 90%;
 - perceived adequacy of the city-airport transport connections: 90.7% vs. 92%;
 - perceived accessibility and usability of airport infrastructures (PRM passengers): 93.4% vs. 95.5%;
- objectives of supplied quality, expressed in objective terms (time needed for the service):
 - time for return to the passenger of the first bag off the plane;
 - time for return to the passenger of the last bag off the plane;

- overall punctuality of the flights.

Regarding the parameters not reached, the following observations can be made:

- The index for "Perception of level of cleanliness and operating efficiency of the toilettes" is only slightly below the target of 90% (89.8%), meaning that no critical problems were observed, and it is reliably assumed that such will be prevented by the intense and recurring monitoring (i.e. weekly inspections by the Quality Observatory).
- As for the "Perceived adequacy of the city-airport transport connections", the Manager lacks any leverage in this instance, nor is it able to resolve problems arising from the objective difficulties of the Turin roadway system, and specifically on the way to and from the Airport, due to construction of the railway junction.
- The index "Perceived level of accessibility and usability of airport infrastructures" feel short of the target of 95.5% (93.4%). Seeing that there had not been any variations that could justify the decrease, SAGAT carried out controls to evaluate possible sources of dissatisfaction, analysing the

individual aspects of the question. In fact, once the parameter was “unpacked”, and each individual service mentioned in Memorandum GEN-02A was examined (parking, intercoms to call assistance, Welcome Room, bathrooms), the only noteworthy drop in satisfaction had to do with the bathrooms, and so SAGAT reinforced its activities of control and improvement. Meanwhile, looking at the overall score of the parameter in question, there is no denying that customer satisfaction is significant.

- As is common knowledge, the baggage return service is run by the Handler. In 2018, the retrain operations registered negative results, compared to the target, on account of the increase in traffic

	RESULTS 2017							
	TRN	BLQ	NAP	AHO	BGY	LIN	MXP T1	MXP T2
First bag	19'49"	24'	25'	20'	22'	16'15"	19'55"	23'20"
Last bag	26'54"	31'	32'	28'	28'	22'05"	32'55"	27'

- The overall punctuality of flights departing from Turin has been affected by the general increase in delays observed in 2018 (Eurocontrol Report: +53%, from 9.3 million minutes in 2017 to 14.3 million in 2018). Furthermore, SAGAT's voluntary participation in the EAPN benchmark makes possible a 2018 vs. 2017 comparative analysis with

and in the quantity of baggage, as well as the new baggage policies of certain low-cost carriers, which led to dozens of additional bags in aircraft holds, plus extension of the “Delivery At Aircraft” operating procedure, which slows the process of loading and unloading passengers and baggage considerably. SAGAT has enacted measures of oversight and control, plus further actions to mitigate risk, such as supplying handlers, free of charge, with an IT tool capable of monitoring performance in real time. It should also be noted that the performance of the Turin Airport is not, in and of itself, inadequate, as shown by comparisons with service times registered by other airports in 2017 (source: 2018 Services Charter):

other national-level airports that are also part of the benchmark, and which, the analysis shows, have also seen their punctuality indexes drop, in particular on account of ATC delays. It can be concluded that the dip in the punctuality index is not a problem specific to the Turin Airport, but rather a dilemma inherent to all airports.



INDICATORS	UNIT OF MEASURE	STANDARD 2018	RESULTS 2018
Overall perception of service of security control of individuals and carry-on luggage	% of passengers satisfied	96%	98,5%
Overall perception of levels of security for one's person and property inside the airport	% of passengers satisfied	95%	99,2%
Overall on-time performance of flights	% of flights on-time out of total departing flights	81%	74,8%
Overall misplaced departing luggage under the airport's responsibility	number of pieces of luggage not boarded with departing pax/1,000 departing passengers	1 ogni 1.000	0,6
Time needed for delivery of the first piece of luggage to passenger pick-up following the block-on of the aircraft	Time in minutes from the block-on of the aircraft to delivery of the first piece of luggage for passenger pick-up in 90% of the cases	18'20"	21'35"
Time needed for delivery of the last piece of luggage to passenger pick-up following the block-on of the aircraft	Time in minutes from the block-on of the aircraft to delivery of the last piece of luggage for passenger pick-up in 90% of the cases	25'	30'01"
Waiting time aboard before disembarkation of the first passenger	Time in minutes from the block-on in 90% of the cases	4'	03'48"
Overall perception of services inside the airport being provided correctly and on time	% of passengers satisfied	97,5%	98,8%
Perception of the level of cleanliness and operational efficiency of the toilets	% of passengers satisfied	90%	89,8%
Perception of the level of cleanliness of the air terminal	% of passengers satisfied	95,5%	98,2%
Perception of the availability of luggage carriers	% of passengers satisfied	95%	99,5%
Perception of the selection/quality/prices of stores and newsstands	% of passengers satisfied	95%	99,1%
Perception of the selection/quality/prices of coffee shops and restaurants	% of passengers satisfied	95%	99,3%
Perception of the clarity, ease of understanding and effectiveness of internal signs and markings	% of passengers satisfied	94%	97,3%
Perception of the professionalism of the personnel (info-point, security)	% of passengers satisfied	96%	96,9%
Overall perception of the effectiveness and accessibility of information services to the public (monitors, announcements, internal signs and markings etc.)	% of passengers satisfied	95,5%	98,8%
Waiting time at check-in	Waiting time in minutes in 90% of the cases recorded	8'30"	5'04"
Perception of waiting time for passport control	% of passengers satisfied	8'15"	5'05"
Perception of adequacy of city-airport transportation	% of passengers satisfied	92%	90,7%

Quality plan 2018 – Program agreement

As is known, one of the fundamental documents of the Program Agreement is the Quality Plan, calling for the monitoring of ten indexes selected in accordance with the instructions of the ENAC and analysed in relation to the figures effectively recorded in the benchmark year (2014).

A number of the indexes regard facets of service for which handlers are responsible, though the

Manager must monitor them anyway, seeing that they contribute to the performance of the airport as a whole.

Of the targets set for 2018, only two involving the return of luggage to passengers were not met, as has already been thoroughly explained in the section on the Services Charter.

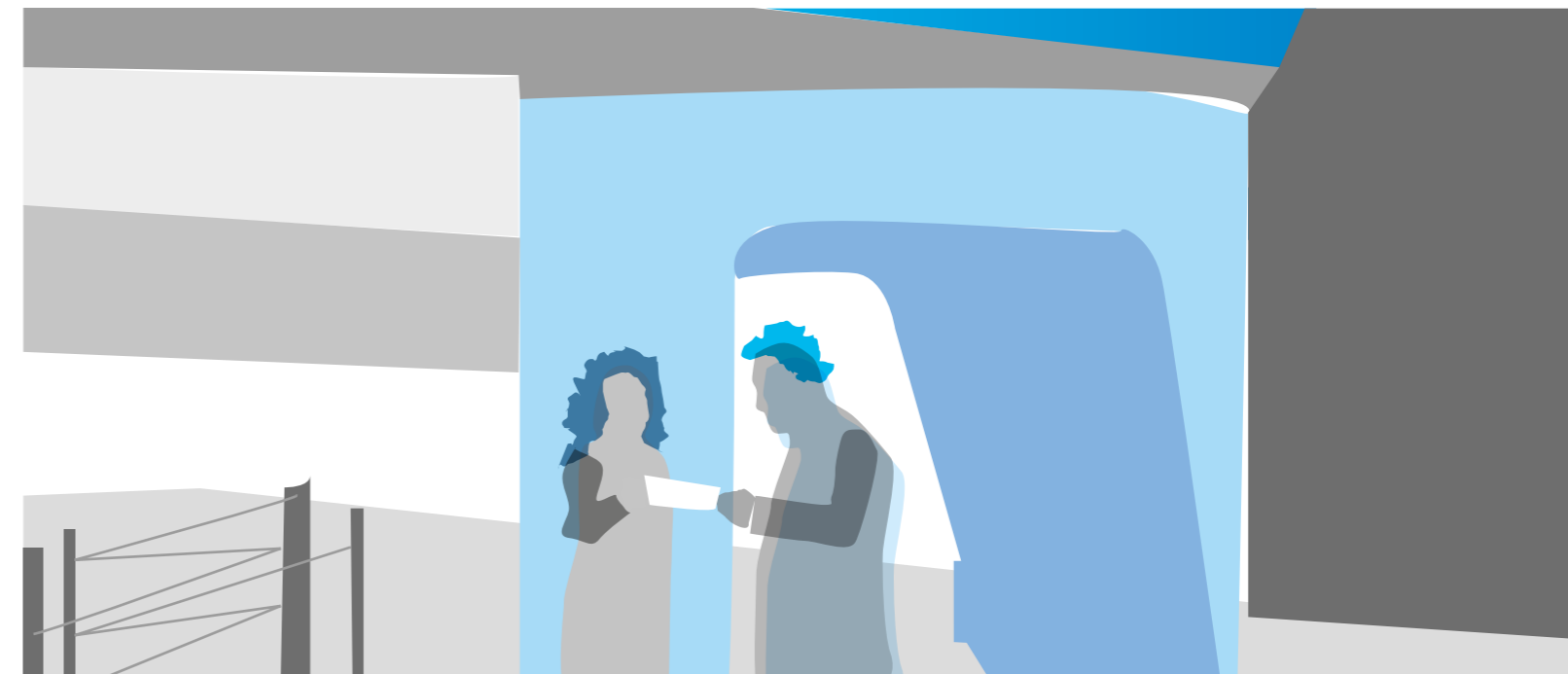
INDICATORS	2018		
	UNIT OF MEASURE	OBJECT	RESULTS
Time for delivery of 1 st piece of luggage to passenger pick-up	time in 90% of the cases	18'18"	21'35"
Time for delivery of last piece of luggage to passenger pick-up	time in 90% of the cases	23'50"	30'01"
Perception of the level of cleanliness and operational efficiency of the toilets	% pax satisfied	87%	89,8%
Waiting time for security controls	time in 90% of the cases	8'20"	05'05"
PRM - Waiting time for departing pax who reserved assistance to receive it once they announce their presence	waiting time (in 90% of the cases)	6'30"	02'52"
PRM - Perception of the effectiveness of the assistance	% pax satisfied	99,1%	99,9%
Overall misplaced departing luggage under the airport's responsibility	number of bags misplaced/total departing bags	0,14%	0,14%
Reliability of the baggage handling system (BHS)	% functioning/operating time at airport	100%	100%
Efficiency of internal transfer systems (elevators and escalators)	% functioning/operating time at airport	98,3%	99,2%
Perception of services inside the airport being provided correctly and on time	% pax satisfied	97,4%	98,8%

ACI ASQ benchmark – Airport service quality

Il 2018 è stato il secondo anno completo di rilevazioni riferite all'ASQ - Airport Service Quality dell'Airport Council International, il benchmark internazionale degli aeroporti che monitora il livello di customer satisfaction in oltre 300 aeroporti, di cui oltre un centinaio nell'Unione Europea.

I dati dell'Aeroporto di Torino riferiti all'overall satisfaction, l'indice generale di soddisfazione espresso dai passeggeri, mostrano per il 2018 un andamento migliore rispetto al dato consuntivato nell'anno precedente:

2017 TOTAL	Q1 2018	Q2 2018	Q3 2018	Q4 2018	2018 TOTAL
3.73	3.88	3.79	3.81	3.96	3.86



Passengers With Disabilities Or Reduced Mobility (PRM)

SAGAT has always taken care to ensure that all passengers receive the best possible assistance, and that its personnel is adequately prepared, receiving periodic ongoing training to provide optimal service to disabled or reduced-mobility passengers during the time they spend at the Airport.

In surveying customer satisfaction among passengers with reduced mobility in 2018, we interviewed a sample group of almost 2,927 passengers. The satisfaction of PRM customers who arrived at or departed from the Turin Airport remained at excellent levels this year as well. Given that the traffic represented by reduced-mobility passengers grew at a higher rate than overall volume (+9%) in 2018, as in past years, the result is especially significant, as well as further confirmation of the care and professionalism with which our company services this particular category of customer.

On questions of service for passengers with disabilities or reduced mobility, joint efforts continued with the CPD, Advisory Board for Individuals with Difficulties. In 2018, as in past years, SAGAT provided the CPD with economic support for the project “Caselle for All”, an effort designed to make the Airport increasingly easy to use for travellers with specific needs, physical or

movement-related disabilities or sensory problems. One such initiative is the transport service of social solidarity between the city and the Airport (reservations can be made at the dedicated toll-free number run by the CPD). Also check the site of the Turin Airport, on the page www.aeroporto.torino.it/it/tofly/informazioni-utili-per-il-volo/passeggeri-a-ridotta-obilita/trasporti-e-parcheeggi

At the end of 2018, SAGAT also took part in the project “**Autism - travelling through the airport**”, an initiative designed by the ENAC civil aviation authority, in collaboration with Assaeroporti, industry associations and airport-management companies, to make airports and air travel more accessible to individuals with autism. Thanks to specific training provided by the CPD - the non-profit Advisory Board for Individuals in Difficulty, and with the involvement of the local association Luce per l’Autismo (Light for Autism) and the A.M.A, the personnel of the Turin Airport is able to provide autistic passengers with qualified help, assisting those who accompany them in making the airport and air-travel experiences as trouble-free as possible, in this way guaranteeing that people affected by this disability are able to take full advantage of their right to mobility.

This project entails ongoing training of all personnel that come into direct contact with this group of passengers and of operators who work in one of the “touch points” of the airport experience (check-in,

security, information desk). This end, the Manager has taken steps not only to inform the different sectors of the airport of the “Autism project”, but also to heighten their awareness of its importance.



Management of reports from passengers

In 2018, SAGAT received and handled 66 reports and/or complaints from passengers (four of which were from passengers with reduced mobility, with two of these proving to be unfounded).

The overall number of requests for contact decreased slightly in 2018, compared to the previous year, a noteworthy result, given the significant increase in PRM customers.

Based on the classification provided by the

ENAC memorandum, of the 66 requests for contact made by passengers: 41 expressed reasons for dissatisfaction; 12 reported supposed service shortcomings; 26 contacts amounted to requests for assistance. The examination of each report showed, however, that almost 30% of all the complaints were unfounded. The Manager responded to each customer anyway, even in cases of unfounded claims.



SECURITY

The security activities organised and implemented by SAGAT, in accordance with the relevant national and international regulations and laws, involve security checks of individuals (arriving passengers and those in transit) and objects (baggage, cargo, catering supplies etc.) that enter the aircraft. Further security activities include issuing Airport

Identification Badges to individuals with legitimate reasons for operating in certain areas of the Airport. SAGAT selects known suppliers for the airport retail activities, carrying out controls on the airport personnel, the flight crews, the vehicles, the goods and the supplies that enter the Airport's "sterile" sector.

Controls at security checkpoints

In accordance with Ministerial Decree no. 85 of 29 January 1999, *Regulations Stipulating the Measures Governing the Awarding of the Operating Concession for Security on the Airport Grounds*, SAGAT holds the operating concession for the services involved in the control of departing passengers and passengers in transit, plus their baggage, an assignment that was competitively tendered to a specialised firm that fulfils the prerequisites contemplated under the law.

In compliance with art. 6, paragraph 1, of Legislative Decree no. 101 of 31 August 2013, *Urgent Measures for the Pursuit of Objectives of Rationalisation in Government Bodies and Authorities*, since 2014 SAGAT S.p.A. exercises direct management, through its own personnel, of the service checkpoints, meaning those checkpoints established specifically for airport operators and flight crews, as well as for supplies, vehicles and heavy equipment, that operate inside

the airport's "sterile area", and which also serve as the points of transit for general aviation and commercial passengers transported by ambulance or escorted by the Penitentiary Police. In addition, between the second half of 2016 and the early months of 2017, in accordance with the National Civil Aviation Security Program (ENAC), SAGAT took on responsibility for the direct management of the service of video surveillance and patrolling of the airport grounds.

At least twice a year the airport undergoes security inspections on the part of the competent national authorities, and at times international authorities as well. In 2015 a team of European Union inspectors, together with observers from the U.S. Transportation Security Administration, evaluated the compliance of the Turn Airport with the requirements of the European regulations governing security, finding it to be fully in line with the highest standards of security, with a ranking on a par with Europe's best airports.

SAGAT, through the quality audits called for under security regulations and the Quality Management System governed by the UNI EN ISO 9001:2015 standard, constantly monitors correct application of the procedures, together with the levels of quality of the service provided to the customer.

The airport security infrastructure is outfitted with sophisticated systems and equipment for the control of individuals, carry-on luggage, luggage to be stowed in the hold, supplies and cargo, all of

it meeting the pertinent civil-aviation regulations. Each of the checkpoints is manned, as required under law, by bonded security guards certified to carry out such activities in airports, with the checkpoints being opened on the basis of the flight schedules and the operating and business demands of the Airport.

The passenger terminal is equipped with 13 security checkpoints distributed on 3 levels (ground floor, departures and indoor shopping/food service plaza), of which:

- 1 is set aside for the control of supplies to the commercial outlets inside the embarkation area;
- 1 is set aside for controlling passengers and staff in the "Fast Track" mode;
- 10 are used to control departing passengers and carry-on luggage;
- 1 is used to control the staff (24 hours a day), the crews and suppliers.

Both the General Aviation Terminal, which handles private flights, and the Cargo Terminal are equipped with one security checkpoint. Finally, there is a vehicle/pedestrian checkpoint open 24 hours a day for the entry of all authorised airport vehicles and operators.

The Baggage Handling System - the technological infrastructure for the handling and distribution of the departing baggage to be stowed in the hold - screens 100% of the luggage by passing the bags through an integrated system of conveyor belts and x-ray machines with multiple levels of control, as

called for under current regulations and standards. During 2018, as part of the overall strategy for the development of airport automation and the digitalisation of the services provided to passengers, the following were installed in the area facing the security checkpoints in the Departures Lobby of the terminal:

- an automated ticket-control system that allows passengers to pass through the security controls on their own;
- a computerised system that analyses the flows of departing passengers waiting at the security checkpoints, in order to determine the actual waiting times compared to those forecast.

FALCONRY



A partnership of nature and technology

A problem shared by all airports is the potential presence in areas where planes manoeuvre of birds and other wild animals: a factor that can pose a potential hazard for safe air navigation, should there be contact with the aircraft during operations of landing or take-off.

To address the problem, SAGAT's Airport Readiness Service – in operation 24 hours a day, 365 days a year – carries out daily monitoring of the areas inside the airport grounds, paying particular attention to the runway. The point is to determine when wild animals are present, and birds in particular, studying their behaviour in order to be able to send them away or discourage their presence, in this way reducing the possibility that they can strike aircraft during arrival or departure, an event referred to with the technical term “birdstrike”.

The team that carries out this task goes by the title of Bird Control Unit (BCU). Organised and coordinated by the Airport Readiness Service, it works with the support of a falconer service contracted to an outside firm.

The control of the manoeuvring area is performed at every daytime hour and whenever requested by the airport authorities responsible for flight safety.

The controls are intensified when the presence of the birds is found to be massive.

Removal of the birds without bloodshed is accomplished through techniques of falconry or the use of electronic instruments (such as distress calls, bi-tonal sirens, lasers and gas cannons).

The falconry service is on duty at the airport throughout the year, 7 days a week, for eight hours a day, with the scheduled time distributed among the day-parts when there is the most activity on the part of birds and animals. The Turin Airport

was a pioneer in Italy with the use of this natural method for dissuading birds; in fact, the number of impacts in the airport area is far lower than the national average, to the point where, in recent years, the parameter for measuring the risk of impact, in force under current ENAC regulations and entitled BRI2 (Birdstrike Risk Index), has stayed below the threshold limit of 0.50.

The **falconry service** at the airport has at its disposal 15 winged predators and 2 thoroughbred collie dogs, always ready to be used.

The predator squad consists of:

- **a golden eagle** with a wingspan of approximately 2.4 metres;
- **an eagle owl**, normally used at dawn and dusk;
- **an African eagle owl**, similar to the previous species but smaller;
- **three purebred Saker falcons and six peregrine falcons** deployed to drive away birds at high altitude;
- **three Harris's hawks** that, unlike any of the other predators, can be used in couples;
- **a goshawk** used to chase birds away at low altitude.

The group also includes 1 border collie that chases away birds and 1 border collie that chases away ground-based animals (such as mini-hares, hares and badgers).

The presence of a falconer at the airport is an aid for all the operative personnel of the BCU, seeing that they can always draw on the knowledge

of a professional able not only to recognise the different species, but also to interpret and forecast their behaviour, making it possible to address the problem without altering the ecosystem and without resorting to a massive use of mechanical or electronic systems.

Furthermore, the presence of winged predators and dogs, together with the use of systems of electronic dissuasion and a human presence, make it possible to vary the threat, preventing the birds from becoming accustomed to it while avoiding situations in which bad weather lessens its effect.

During the period 2014-2018, SAGAT renewed the Airport's stock of systems of dissuasion, purchasing 3 new distress-call devices mounted on vehicles, a pistol that shoots blanks, a gas cannon and a laser system.

For years now, along with these techniques, SAGAT has undertaken, with the aid of agronomists and biologists with expertise in the sector, studies of the neighbouring habitat to identify possible sources of attraction at or around the Airport. Thanks to these activities, the sites of attraction can be reduced and any risks can be reported to the competent authorities, with annual controls of the state of things.

To this end, a roundtable has been active since 2013, bringing together representatives of the local territory (the provincial government, the municipalities, the prefecture, the managers of disposal sites etc.) and the airport authorities and companies (ENAC, ENAV, Leonardo Finmeccanica

etc.) that play a role in preventing the risk of bird strike. This workgroup meets annually to share proposals for initiatives to be taken to reduce the sources of attraction for birds and animals found outside of the airport. Since 2016, SAGAT has also played an active role in the Services Conferences held by the Metropolitan City of Turin on waste-disposal sites found within a 13 km radius of the Airport.

As is known, such sites can attract birds, posing a threat to air navigation in the vicinity of airports. The following table shows that, despite the increase in air traffic, all the measures taken in the period 2014-2018 to reduce the risk of bird strikes have been effective, as the number of strikes and the risk index have remained unchanged (BRI2 - Bird Risk Index 2, ref. ENAC Memorandum APT-01B).



	2013	2014	2015	2016	2017	2018
Number of impacts	4	11	9	18	12	10
BRI2	0.08	0.19	0.14	0.18	0.07	0.03



THE SAFETY MANAGEMENT SYSTEM

The Airport's operations management system

The primary purpose of the Safety Management System (SMS) is to ensure the safety of operations, with the ultimate goal of guaranteeing that airport operations are carried out under pre-established conditions of safety, periodically evaluating their effectiveness, in order to correct any discrepancies and pursue continuous improvement. Full implementation of the SMS, including its integration into the organisational structures, the corporate cultures and the working practices of all the subjects operating at the Airport, has taken a number of years, ultimately arriving at approval of the system by the ENAC in 2012. With the enactment of (EU) Reg. 139/2014, the SMS became an integral part of the Airport's operating management system, together with the Compliance Monitoring process, which specifically guarantees constant compliance with national and international regulations, as well as with industry standards.

SAGAT regularly carries out procedures to confirm compliance, manage changes and identify potential dangers, constantly monitoring, assessing and mitigating the risks tied to operations, in the interest of limiting risk to the greatest possible extent (ALARP- As Low as Reasonably Practicable). By examining performance levels, reports received, the outcomes of programs of auditing and monitoring, and records of incidents registered internationally, as well as the pertinent literature, the applicable standards of safety are constantly assessed, hazardous situations are identified and systems are prepared for mitigating risks, with the identification of potential areas for improvement as well. Compliance with the norms of the organisation, the infrastructures, the systems and procedures, as well as the proper operating on the management system, is demonstrated by the conversion of the airport certificate, which occurred on 10 August 2017, a number of months in advance of the date set.

Indicators of the safety management system - complete table with 2018 figures

	2018	2017	2016	2015	2014
Reports received	239	184	281	340	259
Laser rays	29	36	61	44	56
Damage sustained by aircraft, equipment, airport resources, infrastructures	17	16	8	7	11
FOD	9	6	7	7	14
Spills	19	6	22	27	17
Wildlife strikes					
Number of impacts below 300 ft	10	17	18	9	11
Index of BRI2 risk	0.03	0.07	0.18	0.14	0.19

The airport Emergency Plan

The Airport's Emergency Plan consists of a series of focussed, constantly updated emergency plans that make possible an effective response to the various types of emergency scenarios that could arise within the Airport grounds or in surrounding areas, or that could otherwise affect the Airport's security or operating efficiency (such as aviation emergencies and accidents, terrorist threats, medical emergencies, fires, structural collapses etc.). It is part of the broader Provincial Emergency Plan of the Metropolitan City of Turin.

In the case of an aircraft accident, SAGAT is responsible for the first response, until such time as outside emergency personnel can arrive, and it must request aid forthwith from the emergency-response structure of the surrounding territory and from law-enforcement authorities, in addition to providing assistance to the families and friends of the individuals affected, until the airline involved is able to organise its own structure of assistance, also supplying the vehicles, equipment and personnel needed to carry out whatever support tasks are required by the emergency responders.

Since 2009, an annual, full-scale emergency drill has been held at the Turin Airport, involving all the organisations and authorities that play a

role in the emergency and support operations of the first responders : the Fire-Fighters Corps, the ambulance service, the national police, the Treasury Police, the Carabinieri Corps, the local police of the municipalities involved, the Airport First Aid Service, the Italian Red Cross, the forensic medical department of Local Board of Health 04, the ENAV, the ENAC, plus - on a rotating basis - other subject that operate at the Airport, such as the airlines and the handlers.

In addition internal auditors who evaluate the suitability of the emergency plan and its correct application, external "observers" are always invited to monitor the exercise and provide suggestions for improvement of the plan; over the years, participants have included airlines that operate out of other airports, the October 8th Foundation, the association Psychologists for Peoples and other airport managers. The roles of simulated passengers and their family and friends are played by professionals of the Italian Red Cross; students of the Turin Flying Institute and the Carlo Grassi Technical Institute of Turin have also taken part in past years.

The simulated incident scenarios always vary (occurring in the daytime or night-time hours, in the Airport or outside of its grounds, during landings,

take-offs or taxiing, during fuelling etc.), and are not made known in advance, in order to verify response and reaction times, as well as knowledge of all the procedures called for under the Airport

Emergency Plan, plus confirmation of their validity. The results of the simulations will be addressed in joint debriefings that have led, over the years, to ongoing refinement of the emergency procedures.



TRAFFIC AND RELATIONS WITH AIR CARRIERS

The Turin International Airport is a key contributor to the socio-economic development of its home territory. In addition to the traditional focus on business travel and the north-south domestic corridor, natural reflections of the region's socio-economic history, an effort has been made to

leverage growth from the sectors of incoming and outgoing tourist travel. A factor of increasing importance is the segment of skiers arriving from northern Europe, a source of traffic that allows the Turin Airport to maintain a good balance between its winter and summer volumes.

TRAFFIC RESULTS

In 2018 the Turin Airport exceeded the threshold of 4 million passengers for the second straight year, transporting 4,084,923. Despite the unfavourable regional macroeconomic context, plus the sudden cancellation of Alitalia's

multiple daily flights to Naples, the new routes opened in 2018 made it possible to keep traffic above 4 million passengers a year, in line with the size and the features of the catchment area.



PASSENGERS	2018	2017	VARIATION 2018/2017	VARIATION %
Domestic (regularly scheduled)	1,989,838	2,116,653	-126,815	-6%
International (regularly scheduled)	1,932,138	1,890,215	41,923	2.2%
Charter	150,636	159,053	-8,417	-5.3%
General aviation	7,744	7,700	44	0.6%
In transit	4,567	2,935	1,632	55.6%
Total	4,084,923	4,176,556	-91,633	-2.2%

NETWORK OF FLIGHTS AND OF TRAFFIC



Highlights of activities involving the network of flights in 2018 include:

- the introduction of new **direct routes to major European cities and to destinations typical of outgoing** leisure travel (Stockholm, Paris, Reggio Calabria, Stuttgart and Krakow with Blue Air; Athens with Aegean Airlines; Naples with Volotea; Naples and Berlin Schönefeld with easyjet; Fez with Ryanair; Cagliari and Rome with Blu Express; or snow charters: London Stansted and Leeds with jet2.com and Warsaw with Lot). On account of the internal reorganisation of Blue Air, plus the fact that the carrier held tem and for certain destinations to be less than optimal, a number of new operations initiated in 2018 will continue only in summer;
- the increase in **offerings by low-cost airlines;**
- further development of the flights offered to different ethnic groups, so as to cater to the main foreign communities living in the Turin area (Bacau, Bucharest, Chisinau, Suceava, Casablanca);
- reinforcement of the **snow line and winter charter segment, especially from northern Europe**, guaranteeing the arrival of skiers from multiple international destinations, with positive fallout in terms of the number of

presences at the main ski areas of Piedmont and the Val d'Aosta.

The attractive force of the new carriers and the strengthening of ties with those already operating at the Airport has made possible a diversified, well-balanced mix of full-service and low-cost flights.

The **agreements with the air-travel companies** contemplate incentives that last for a maximum of five years and that vary, depending on the strategic value to the Turin Airport of the program for the development of destinations proposed by the company in question; SAGAT can choose to combine the incentives, based on the importance of a given development program to the connectivity objectives of the Turin Airport, with contributions to co-marketing efforts in the local territory (advertising campaigns, press conferences, events tied to the presentation of the program etc.).

SAGAT business strategy in its dealings with the air-travel companies this stresses the construction of reciprocal benefits in the pursuit of shared objectives.

Looking at the leading destinations serviced by the Turin Airport, Rome continued in first place in 2018, with more than 513 thousand passengers, though

that represented a -6% decrease from the previous year, due to the closing of the low-cost Blue Air route referred to earlier, as well as the increasingly strong competition from high-speed trains in terms of both price and time. Next came London (connected with flights to and from the airports of Gatwick, Heathrow, Luton and Stansted), with 332,753 passengers, for growth of +4.2%. The third destination in terms of volume of passengers is Catania, with 296,724 passengers.

The destination of Naples, once serviced by Alitalia, was hurt by the cancellation of the flight by that carrier in May 2018, meaning that for the entire summer only one airline provided a connection to the destination, until September, when Volotea and easyJet revived the presence of more than one carrier on the route.

Traffic to Spain continued to grow as well (+2.4%), and results of traffic to Morocco were also excellent in 2018 (+61.4%).



DESTINATIONS - REGULARLY SCHEDULED				
PASSENGERS	2018	2017	VARIATION 2018/2017	% OF TOTAL
ROMA Fiumicino	513,367	546,325	-6%	13.1%
LONDON Grouping	332,753	319,416	4.2%	8.5%
CATANIA	296,724	341,090	-13%	7.6%
PALERMO	272,640	256,796	6.2%	7%
NAPLES	262,166	276,154	-5.1%	6.7%
FRANKFURT	210,350	192,104	9.5%	5.4%
BARI	195,922	215,608	-9.1%	5%
BARCELONA	187,983	178,920	5.1%	4.8%
PARIS Charles de Gaulle	186,818	171,355	9%	4.8%
MUNICH	178,149	180,845	-1.5%	4.5%
MADRID	119,868	114,953	4.3%	3.1%
AMSTERDAM	112,418	116,252	-3.3%	2.9%
LAMEZIA TERME	107,716	127,081	-15.2%	2.7%
BRINDISI	91,167	89,955	1.3%	2.3%
TOTAL 14 LEADING DESTINATIONS	3,068,041	3,126,854	-1.9%	78.2%
OTHER DESTINATIONS	853,935	880,014	-3%	21.8%
TOTAL	3,921,976	4,006,868	-2.1%	100%

MOVEMENTS				
DESTINATIONS-REGULARLY SCHEDULED	2018	2017	VARIATION 2018/2017	% OF TOTAL
ROMA Fiumicino	4,791	5,412	-11.5%	13.1%
MUNICH	2,931	2,973	-1.4%	8%
PARIS Charles de Gaulle	2,767	2,533	9.2%	7.6%
FRANKFURT	2,739	2,770	-1.1%	7.5%
NAPLES	2,509	2,836	-11.5%	6.9%
LONDON Grouping	2,484	2,375	4.6%	6.8%
CATANIA	1,966	2,316	-15.1%	5.4%
PALERMO	1,708	1,670	2.3%	4.7%
MADRID	1,492	1,467	1.7%	4.1%
AMSTERDAM	1,451	1,471	-1.4%	4%
BARI	1,306	1,423	-8.2%	3.6%
BARCELONA	1,214	1,202	1%	3.3%
LAMEZIA TERME	762	880	-13.4%	2.1%
CAGLIARI	648	721	-10.1%	1.8%
TOTAL 14 LEADING DESTINATIONS	28,768	30,049	-4.3%	79%
OTHER DESTINATIONS	7,668	8,009	-4.3%	21%
TOTAL	36,436	38,058	-4.3%	100%

RETAIL AND TRANSPORT OFFERINGS SERVING PASSENGERS



The passenger experiences, and levels of satisfaction, are also affected by arrival at the Airport and the time spent there. To make this more pleasant and varied, SAGAT has expanded the number of its stores and food-service outlets, while contributing to improving the transportation services available.

The start-up of new retail operations, emphasizing international operators and major regional concerns, together with the wide assortment of retail and food&beverage offerings, has supported the Airport's development in 2018.

From 2014 to the present, SAGAT has followed a plan for the development of retail operations based on the underlying assumption that, while the retail offerings should definitely reflect the characteristics of the surrounding area, as well as the habits of the customers in its home market, they should also be open to tastes and preferences of an increasingly varied clientele that is accustomed to travelling.

The retail "gallery" of the Turin Airport includes 20 stores and 9 food-service establishments, covering approximately 5,700 square metres of space, 70% of which has been renovated in the last four years, with numerous new operators arriving.

Achievement of this result was favoured by the synergy with the holders of the sub-concessions to the retail spaces, who are part of a reciprocally advantageous relationship that provides **passengers with offerings which vary not only in terms of the type of product, but with respect to price as well, guaranteeing a top-quality, diversified assortment.**

An analysis of customer satisfaction shows that reactions to the improvement and development of the Turin Airport's retail offerings are fully positive, as demonstrated by the 99.1% satisfaction level registered on the quality questionnaires, with food&beverage offerings scoring an even more impressive 99.3%.

PARKING AND TRANSPORTATION SERVICES AT THE AIRPORT



The parking system of the Turin Airport is designed to meet the full range of needs with regard to comfort, convenience and practicality.

It consists of:

- A **multi-storey** facility with spaces for 2,288 vehicles, of which 1,757 covered spaces (plus 50 spaces on the departure level for individuals with reduced mobility) can also be reserved and paid for on-line, while the 480 uncovered spaces on the 5th floor can be paid for only on-line from July 2018.
- **Kiss&Ride express stopping:** a new area for brief stops on the 0 level of the multi-storey facility, offering free stops of up to 10 minutes. There are 94 covered spaces on the 0 level, from which all the multi-storey covered spaces can be reached, at the same Kiss&Ride rates and with the first 10 minutes free;
- **Bye&Fly express stopping:** an area on the departure level offering 10 minutes of parking free. Increasing use of the area, plus the need to improve internal traffic flow, have led to new configuration, increasing the number of available spaces from 20 to more than 100. Use of the facility has been made even easier by

entry and exit the poles for electronic payment with Telepass toll devices.

- **Low Cost online:** an area located at the entrance to the Airport, with 130 uncovered spaces that can only be paid for on-line.
- **Long-term parking:** an area just a short distance from the terminal, offering 140 uncovered spaces.
- **Buses and shuttles:** a parking area connected to the Terminal by a short pedestrian walk, with 12 spaces set aside for buses and 4 for shuttles;
- **Motorcycles:** covered spaces are available on the arrivals level, alongside the information office of the parking facility.

Inside the multi-storey parking facility (2nd floor), the Turin Airport makes available 54 covered, easy-to-reach parking spaces located just a short distance from the Terminal and reserved for women and families, complete with enhanced lighting, an SOS call system, bathroom services on the floor and automated machines for payment in the immediate vicinity.

The parking spaces are marked for easy identification:

- 27 spaces marked by blue stripes as being reserved for families;
- 27 spaces marked by pink stripes as being reserved for women.

There are also 50 spaces on the second floor of the multi-story parking facility, at the departures level, **marked in yellow as being reserved for disabled passengers.**

The brief-stop parking spaces in front of the terminal, Bye&Fly on the departures level and Kiss&Ride on the arrivals level, by offering rapid loading and unloading of passengers and luggage, plus 10 free minutes of parking, have become the favourite option of those picking up or dropping off passengers.

The low-cost on-line parking facility is entered via an automated system for reading license plates, simplifying and improving the customer experience.

The passenger-assistance tools introduced in 2018 include the **LiveChat service for parking**, much appreciated by customers who are able to use it to instant-message with operators to request information or assistance.

Car-sharing is offered at the Turin Airport by CAR2GO and BlueTorino. Use of the service is trending upwards, both in terms of rentals and

customer satisfaction: in 2018 the number of spaces set aside for CAR2GO was optimised, ensuring increased availability at moments of peak use, while BlueTorino, a green enterprise that uses only electric energy certified as coming from renewable sources, has expanded its network to include spaces on the 0 level of the multi-storey facility.

The **bus service** between the Turin Airport and downtown area has been reinforced and improved, both in terms of the signs marking it and the positioning of the stop, found just a short, covered walk from the terminal.

A **railway line** connects the Turin Airport to the Dora station of the Turin GTT train in 19 minutes. From Monday to Saturday, the “Dora Express” bus service then provides the connection from the Dora station to the Turin’s main station of Porta Susa, allowing commuters and tourists to reach either downtown Turin or the Airport on trains with coordinated schedules of arrival and departure.

The bus connections to ski areas have also been improved: the Cavourese SKIBUS, a service that connects the Turin Airport to the Olympic mountains of the Vialattea area, is available from December to April, on Fridays, Saturdays and Sundays. And during the winter period, the Resalp bus operator connects the Turin Airport with the ski areas of Cesana, Claviere, Montgenèvre, Névache - Vallée de la Clarée, Briançon and Serre Chevalier.



THE ENVIRONMENT

The awareness and attention of the SAGAT Group with respect to environmental issues has grown in the last few years. **Implementation of the Integrated System for the Management of Health, Safety and the Environment (SGSSA) approved by the certification authority TÜV ITALIA, based on the standards ISO 45001:2018 and ISO 14001:2015**, has made it possible for different units of the company, as well as third parties that operate at the Turin Airport, to closely monitor the environmental considerations pertinent to a reality as complex as that of an airport. In addition to compliance with environmental regulatory obligations – such as the annual waste report, the annual F-Gas statement, the renewal of pending environmental authorisations etc. –

the SAGAT Group expended significant effort on:

- promoting and carrying out, in accordance with ARPA, the regional environmental protection agency, and with the Piedmont Regional Government, campaigns monitoring the quality of the air in the zone surrounding the Airport grounds;
- evaluating and handling any negative external factors under the Protocols and Procedures of the SGSSA;
- drawing up, in accordance with the competent authorities, in particular the Metropolitan City of Turin and SMAT S.p.A. (the Turin waterworks), the *Plans for Monitoring and Managing Rainwater from the Runway and the Aircraft Aprons*.



ENVIRONMENTAL POLICY

The SAGAT Group **considers the environment to be a key element in the sustainable development of its operations**, an approach reflected in its technical and operational activities, and so it promotes a culture of taking responsibility and pursuing an active commitment to protecting environment resources while increasing energy efficiency through the reduction of climate-altering gases and the promotion of responsible behaviour by all its personnel.

The SAGAT Group, well aware that growth of the Airport will have an impact on the surrounding environment and its residents, has identified the following objectives for sustainable management of the Airport:

- continuing improvement of environmental and energy efficiency performance;
- prevention of water, air and soil pollution;
- cooperation with local and institutional stakeholders;
- monitoring of the environmental standards of customers and vendors;
- integration of the environment management with that of safety and health;

- prevention of the risk of accidents and improvement of environmental risk management;
- compliance with the pertinent laws and with Special Part 1 – the Environment, of the Guidelines of Management, Organisation and Control (MOG), as per Legislative Decree no. 231/2001;
- rationalization of environmental impact reduction procedures;
- use of “green” de-icing fluids for aircraft and flight infrastructures;
- bloodless distancing of birds from the airport grounds, and especially the manoeuvring area, to avoid bird-strikes;
- appropriate and effective waste management, limiting waste production and providing incentives for differentiated collection.

In addition, SAGAT holds that the involvement of all employees is of critical importance to achieving its goals, to which end it shall organise a multiyear training program meant to increase the specific skills and know-how of the figures involved.

Regulatory and organisational framework

The airport is affected by many different environmental considerations governed by multiple sources of European-Community, national, regional and municipal law, as well as by the ISO 14001:2015 standard and regulations issued by the ENAC.

In terms of organizational framework, the company functions that deal with environmental issues are many and distributed across various levels.

In order to handle such an articulated regulatory and organizational framework in the best way possible, SAGAT has improved coordination of the responsibilities and activities of the following functions:

- the Environmental Service: a general role of coordination, management and monitoring;
- the Technical-Operations Department: addresses environmental considerations pertinent to the design and maintenance of infrastructures, as well environmental factors that play a role in airport operations, both airside and landside;

- the Procurement Department: handles the preparation of contracts with vendors and monitors the environmental impact of purchasing and tenders;
- the Non-Aviation Retail Department: handles the preparation of contracts with clients, keeping the environmental impact of new business developments to a minimum;
- the Human Resources Department: works to heighten environmental awareness among all SAGAT personnel through in-house information, training and communications.

The various company departments, sectors and figures are structured in such a way that they operate in close collaboration when managing the series of environmental considerations tied to airport operations, to the consumption of resources and to the production and management of waste, as called for under, among other measures, Special Part 1 - the Environment, of the Guidelines of Management, Organisation and Control (MOG), as per Legislative Decree no. 231/2001.

SYSTEM FOR THE MANAGEMENT OF THE ENVIRONMENT



In the month of November 2018, the certification agency TÜV Italia carried out the audit needed to maintain certification of the Integrated System for the Management of Health, Safety and the

Environment (SGSSA), in compliance with the ISO 14001:2015 standard. The positive outcome confirmed SAGAT's certification.



With the System for the Management of Health, Safety and the Environment fully operative, the following are guaranteed:

- updated mapping of all the environmental considerations pertinent to the airport grounds;
- risk assessment and evaluation of significant environmental issues;
- involvement of, and communication to, stakeholders;
- identification and updating of the regulatory references applicable to each environmental consideration;
- identification and implementation of the structural or management initiatives needed to ensure defence of the environment;
- making of modifications and/or additions to the operating and management protocols, as well as to the procedures for each environmental consideration.

In short, the System for the Integrated Management of Health, Safety and the Environment has proven

to be of strategic importance to all activities on the airport grounds: development, the management of services (whether enacted directly or indirectly), the planning, construction and maintenance of infrastructures, and aviation operations.

As a result of the System for the Integrated Management of Health, Safety and the Environment (SGSSA), SAGAT complies with the maximum standards of environmental performance recognised internationally, exceeding the minimum requirements set under national environmental measures. In conclusion, the framework illustrated above can be used to identify the following primary environmental factors, which are examined in further detail in the remainder of this chapter:

- energy;
- emissions in the air;
- water resources;
- waste;
- soil.

THE ENERGY MANAGEMENT SYSTEM



As part of the process of airport sustainability, initiated in 2012 with ISO 50001 certification of the energy management system, SAGAT obtained the **level-1 accreditation of the ACA (Airport Carbon Accreditation)** – an international program begun in 2009 to provide a common framework and a single tool for the active management of emissions in

airports by means of measurable results). Under the **Level-1 accreditation, known as “Mapping”**, SAGAT identifies sources of emissions within the operating boundaries of the airport grounds. This decision represents the first steps in efforts on behalf of the surrounding area, the stakeholders



and the Company itself to manage control and reduce CO₂ emissions.

SAGAT considers energy management to be a fundamental factor of its sustainable development. The constant, ever increasing attention paid to issues of energy savings and environmental sustainability has resulted in the planning of increasingly significant investments tied to energy savings.

In accordance with one of the priority objectives of SAGAT's energy policy, in what represents an incentive for energy production from renewable sources, contracts for the supply of electric energy call for 20% of the energy to come from certified renewal sources.

In the month of May 2018, SAGAT renewed its ISO 50001 certification with DNV GL and drew up an energy-improvement plan focussed on three main areas of intervention:

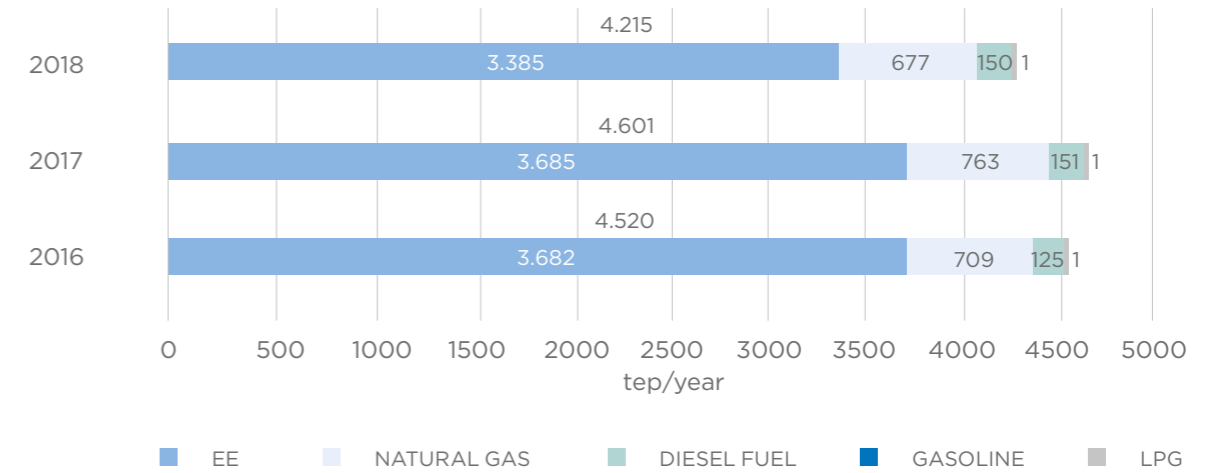
- upgrading of the indoor and outdoor lighting systems;
- reinforcement of the monitoring system;
- accreditation at Level 2, "Reduction", of the ACA Protocol (by the end of September 2020).

The energy management system shall be the operative tool used to achieve the objectives for the reducing emissions of climate-altering gases set under the ACA Protocol.

The point of integrating the systems for energy and the environment is to rationalise the documentation and unify the data procedures while keeping the

two certifications, ISO 50001 and 14000, separate. The work done to upgrade the lighting systems of the airport buildings and bring the new systems of the Passenger Terminal cooling plant up to full operating capacity (included in the previous plan for energy improvement) has led to significant savings on the consumption of electric energy. The reinforcement of the system supervising the main heating plant guarantees reduced consumption of natural gas.

The graph shows the final figures for consumption, in tonnes of oil equivalent, for the different energy sources over the last three years.



The percentage break-down of consumption of primary energy (toe) for 2018 shows that 80% is attributable to the electric-energy vector and 16% to the consumption of natural gas for heating, with the remaining 4% of consumption due to other fuels.

The comparison of CO₂ emissions over the last two years, as called for under the ACA Protocol (location-based method) points to an overall reduction of approximately 8% in energy consumption in 2018, compared to the previous year.

FINAL CO ₂ EMISSIONS	2018	2017
[tCO ₂ eq]	8,858.2	8,130.4

SAGAT is committed to maintaining the downward trend in emissions, thanks to the initiatives called for under the plan for improvement, as well as

those to be identified in the update of the energy diagnosis, to be completed by the end of December 2019, as per Legislative Decree 102/2014.

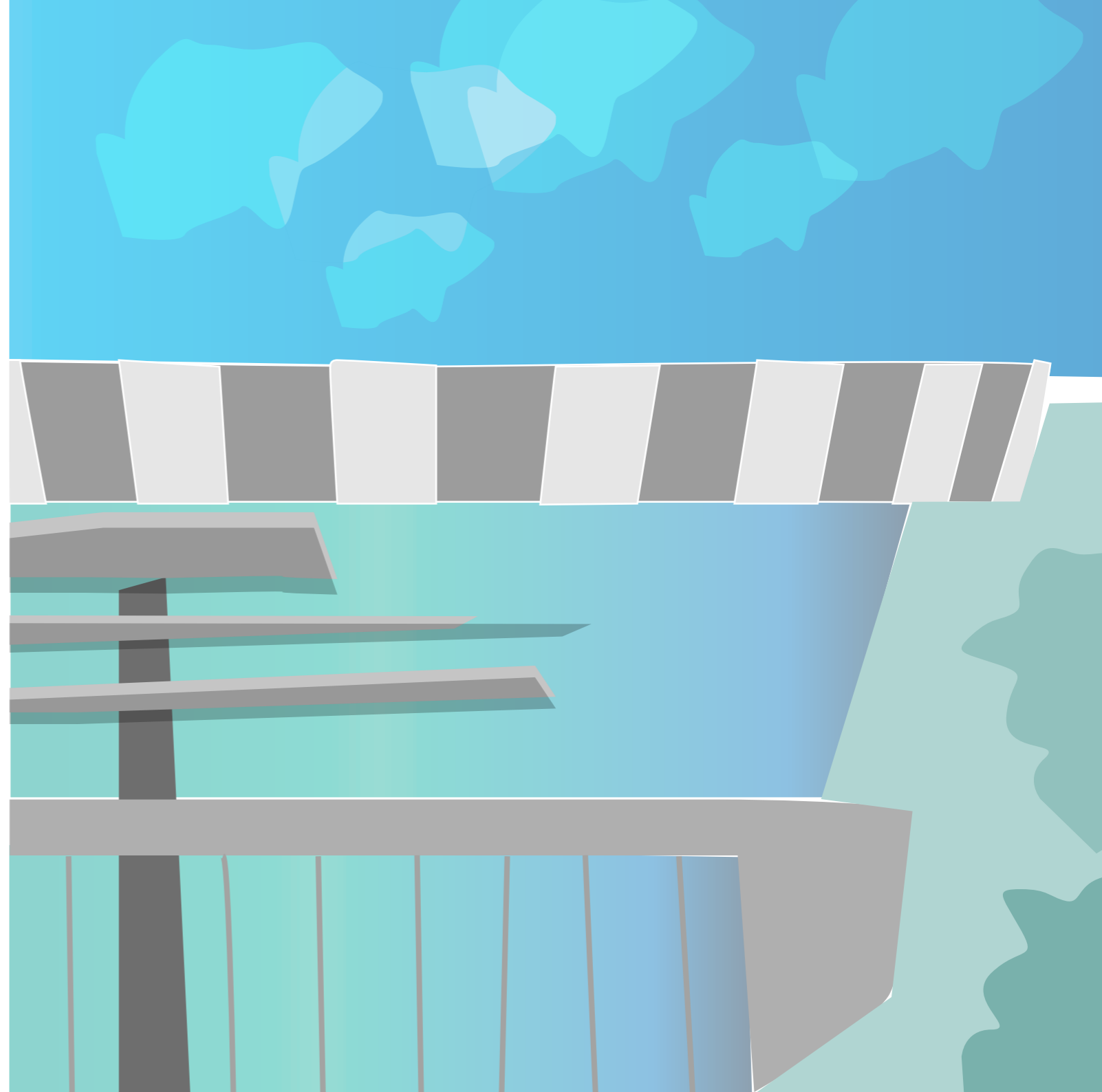


Consumption of energy sources 2018

ENERGY SOURCE	CONSUMPTION 2018	COEFFICIENT IN TOE	TOE
Electric energy	18,101 MWh	0.187 tep x MWh	3,385.3
Heating oil	81,191 kg	1.02 tep x 1000 kg	2.8
Diesel fuel	69,524 kg	1.02 tep x 1000 kg	70.9
Natural gas	820,735 Sm ³	0.836 tep x 1000 Sm ³	686.1
TOTAL TOE			4,225.6

CO₂ emissions 2018

SUMMARY OF THERMAL ENERGY AND CO ₂ EMISSIONS		
data processed by SAGAT February 2019		
Total electric energy consumption of site	65,164	GJ/year
Total thermal energy consumption of site	2,955	GJ/year
Total energy consumption	68,119	GJ/year
CO ₂ emissions associated with electric energy	7,863	t/year
CO ₂ emissions associated with thermal energy	1,954	t/year
Total CO₂ emissions	9,817	t/year



EMISSIONS IN THE AIR

As has been done in the recent past, SAGAT continues to take part in technical roundtables with the regulatory authorities, expressing its willingness to undertake new initiatives for monitoring emissions, in addition to those

always in operation to comply with the relevant legislation, and in particular the provisions of the *General Authorisation for Emissions in the Air* issued by the Greater Metropolitan City of Turin.



NOISE POLLUTION

The noise generated by aircraft taking off and landing is the environmental factor perceived to the greatest degree by the communities that live in the proximity of the Turin Airport. It is the sum of multiple factors: aircraft propulsion technologies, the take-off and landing procedures utilised, and land development planning in the areas surrounding the airport. As to the first factor, the responsibility lies with the airlines who decide their own aircraft overhaul

and replacement policies. In recent years, newer aircraft have been gradually employed at the Turin airport, equipped with state-of-the-art, low-noise turbofan engines. This has caused a reduction in the noise pollution from aviation activities. The following table shows the break-down of aviation movements based on the acoustic certification of the aircraft, as per Annex 16 ICAO (from categories 3 to 5, acoustic emissions decrease, meaning that the aircraft make less noise).

	2015	2016	2017	2018
CATEGORY 3	70.5%	71.9%	67.3%	59.3%
CATEGORY 4	29.5%	28%	32.2%	39.7%
CATEGORY 5	<0,1%	0.1%	0.5%	0.8%

Percentages of aviation movements based on noise certification, as per Annex 16 ICAO

As the airport management company, SAGAT, through the involvement of the competent aviation agencies (ENAC and ENAV) and of local authorities (Municipalities, Province, Region), is responsible for taking action to reduce noise levels and the number of people exposed to airport noise. The key activities performed by SAGAT are:

- permanent monitoring of airport noise levels;
- verification of compliance with anti-noise procedures;
- handling of residents' complaints through an

analysis of the factors that caused them and proposals for mitigating actions;

- **sharing of airport and land planning instruments** with the territorial authorities and establishment of an open and cooperative relationship with them, in order to prevent and handle possible problems;
- **cooperation with the authorities in charge of airport noise pollution management**, in the form of dedicated round tables;
- **promotion of transparency and direct contact** with citizens.



The monitoring system

In order to keep the noise generated by aviation activities under control, in accordance with Ministerial Decree 20/05/99, "*Criteria for the design of monitoring systems for the control of noise pollution levels near airports and criteria for the classification*

of airports according to noise pollution levels", the Turin Airport has been equipped since 2007 with 8 permanent and 1 mobile noise measurement stations. These have been brought fully up to date, in terms of both their software and hardware.

Figure 1 - Positioning of noise measurement stations





This system allows the acoustic "climate" around the airport to be monitored, so that those carriers that fail to abide by our anti-noise procedures may be fined.

In 2014, SAGAT purchased another mobile sound measurement station to support its monitoring activities, and launched a two-year plan for the upgrade of the electric systems of these stations.

In 2015, SAGAT repositioned the noise measurement station "VVF San Maurizio" (LIMF09) at the playground in San Maurizio Canavese (LIMF19) on the Via Alcide De Gasperi, to improve noise measurements on the west side

of the Airport, as agreed with the members of the Airport Commission.

In order to promote a transparent addressing of the airport noise issue, SAGAT granted ARPA Piedmont (the regional environment protections agency) the right to access the airport noise monitoring system via a webpage where ARPA engineers can check noise levels daily.

Shown below are the values for the ANA (Airport Noise Assessment) parameter for the period 2010-2018 at each of the 8 noise-measurement stations, showing levels that essentially remained unchanged.



STATION CODE	STATION NAME	TOWN		ANA				
				2014	2015	2016	2017	2018
LIMF01	Playground	San Francesco al Campo	54.7	56.2	55.8	55.0	55.0	55.0
LIMF02	Cemetery	San Francesco al Campo	58.0	59.4	60.6	60.0	60.4	59.3
LIMF03	S. Giacomo	San Francesco al Campo	53.4	55.3	54.2	54.2	54.4	53.5
LIMF04	Pozzo Bona	Caselle T.se	47.1	46.5	47.2	48.3	48.3	47.3
LIMF05	Nefoipsometro	Caselle T.se	61.8	62.3	62.5	63.9	63.7	62.7
LIMF06	Prato Fiera	Caselle T.se	61.1	61.9	62.3	62.6	63.6	61.7
LIMF07	Malanghero	San Maurizio C.se	60.7	61.6	60.1	59.2	60.5	58.2
LIMF09	Fire Department	-	44.6	47.1	45.7	-	-	-
LIMF10	Playground	San Maurizio C.se	-	-	-	50.8	53.3	52.1

Table 1 - ANA values

Territorial planning

The area of the Turin Caselle Airport, located approximately 15 km north of the city of Turin, lies in the territories of the towns of Caselle Torinese, San Maurizio Canavese and San Francesco al Campo.

The runway of the Airport can be used in both directions and takes, by aeronautic convention, the number that characterizes its inclination with respect to the North, divided by ten: when it is taken in a northerly direction, it is referred to as runway 36, as it is precisely aligned to the North (direction 360°), and when it is taken moving southwards, it is referred to as runway 18 (direction 180°).

Runway 36 is used in about 98% of cases, while reverse use (runway 18) is limited to special operational requirements in order to reduce the noise over the homes of Caselle Torinese, which are located immediately south of the runway and are flown over by aircraft as they land.

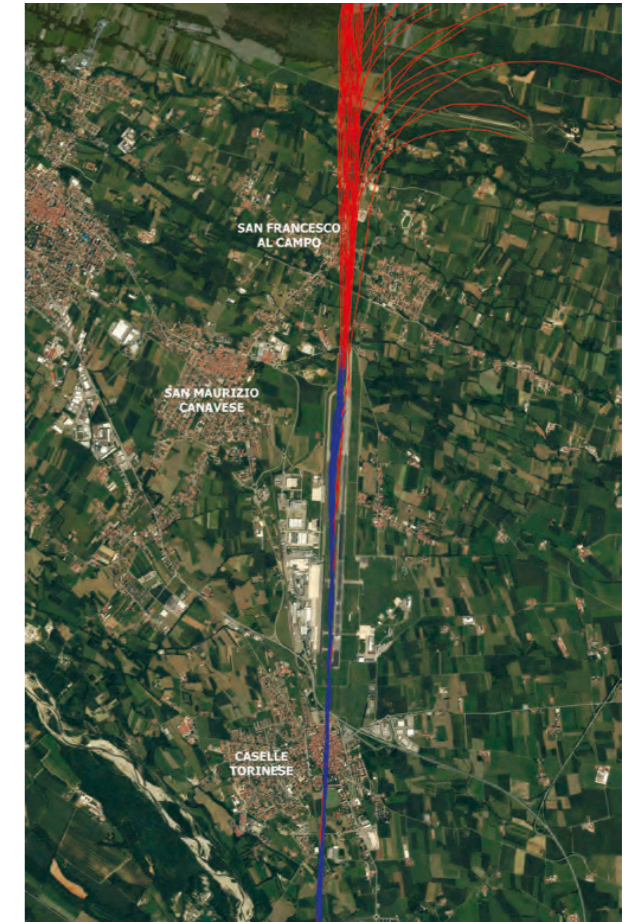


Figure 2
Radar tracking of landings (in blue) and take-offs (in red)



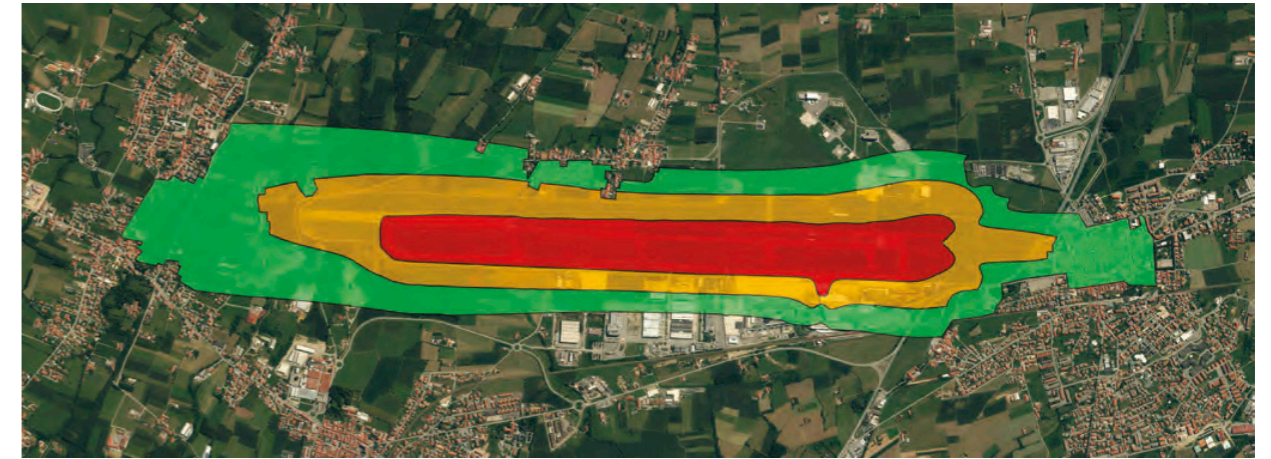
The planning of residential developments near the airport is crucial for a sustainable development of the airport. Therefore, SAGAT has focused in particular on the definition of Airport Noise Zoning pursuant to Ministerial Decree 31/10/97 “Methods for the measurement of airport noise”, that is the key planning tool for a territorial development compatible with the acoustic impact of aviation noise. The zoning in question was approved unanimously in January 2013 by the “Airport Noise Commission” formed by ENAC, ENAV, Ministry of the Environment, ARPA Piedmont, Piedmont Region, Province of Turin, Municipality of Caselle Torinese, Municipality of San Francesco al Campo, Municipality of San Maurizio Canavese, airlines (AOC) and SAGAT. The area surrounding the airport was classified, in accordance with regulatory provisions, into three buffer zones (A, B and C) characterized by a given Airport Noise Assessment (ANA) value and by the corresponding types of constructions permitted:

- Zone A: $60\text{dB(A)} < \text{ANA} < 65\text{dB(A)}$
- Zone B: $65\text{dB(A)} < \text{ANA} < 75\text{dB(A)}$
- Zone C: $\text{ANA} > 75\text{dB(A)}$

To define the portions of land included in such buffer zones (A, B and C) the so-called “planning approach” was followed, which is the state-of-the-art method to find a balance between airport enlargement plans, town plans and municipal noise pollution classification plans. The result obtained could match the need for protecting and improving the territory with the airport

enlargement forecasts for the coming years. Zones A and B cover a small portion of the territory of the neighbouring municipalities, while all of zone C is found within the airport grounds. The zones are coloured; green for Zone A, yellow for Zone B and red for Zone C.

Figure 3 - Noise zoning as per the Ministerial Decree of 31 October 1997



Noise-abatement procedures



The noise-abatement procedures listed in the table below are currently in place at the Turin Airport. The table also describes the benefits in terms of reduction of noise levels for the residents affected by airport noise.

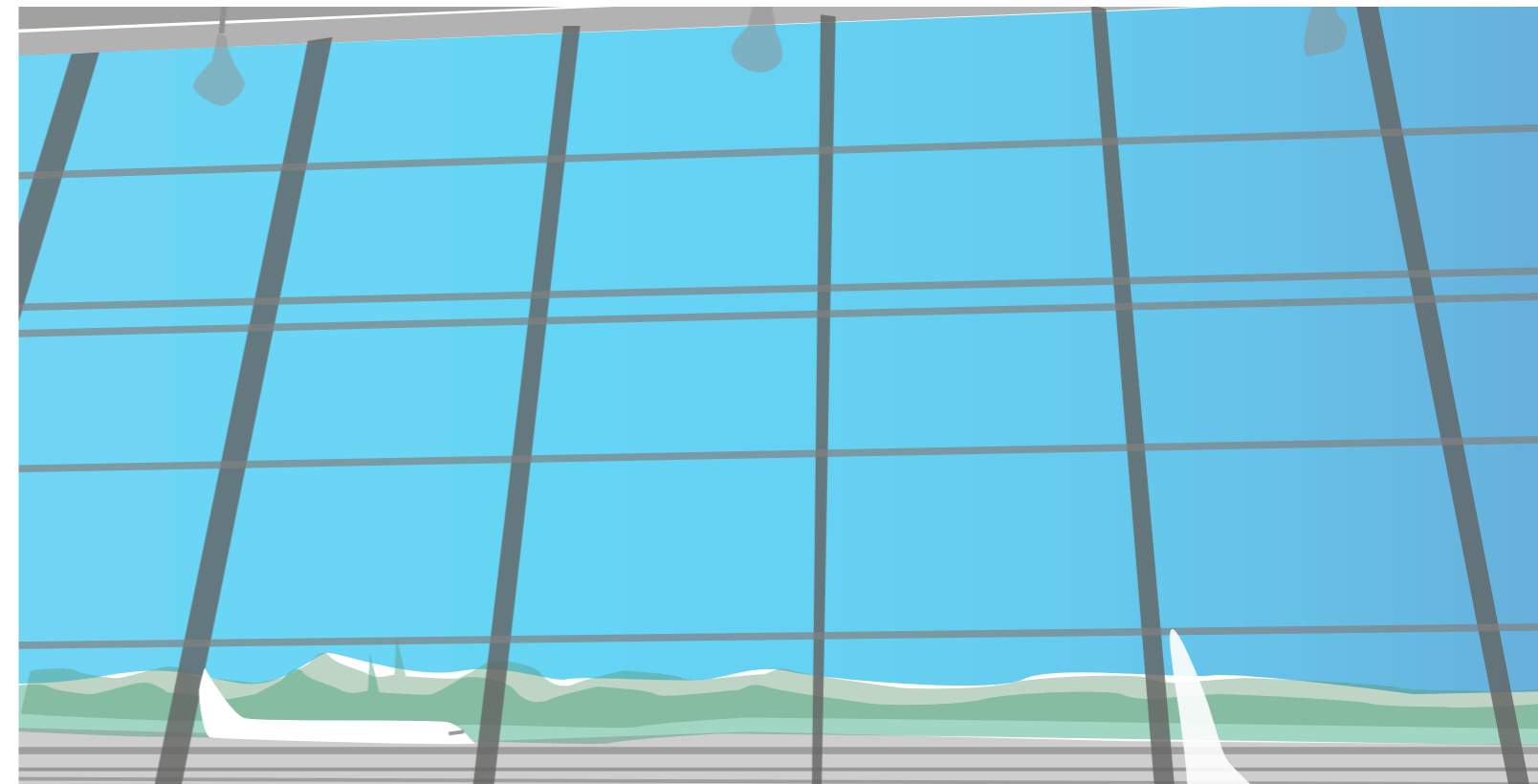
NOISE-ABATEMENT PROCEDURES IN PLACE	BENEFITS FOR THE RESIDENTS
1 Preferential use of runway 36	The benefits apply to all the residents of the town of Caselle Torinese. Thanks to this procedure, the area is only affected by the noise generated by landing aircraft, which is lower than the noise generated at take-off (when landing, the engines do not run at full speed).
2 Reduction of night flights	This procedure significantly reduces the noise impact during night hours, representing a benefit for all the towns surrounding the airport.
3 Restrictions on the use of reverse thrust	The benefits arising from the restrictions to the use of reverse thrust affect mostly the residential areas located east and west of the runway, as well as the airport infrastructure itself.
4 Restrictions on the use of APUs	This type of restriction leads to benefits in terms of reduction of aviation noise in all the areas surrounding the airport.
5 Restrictions on engine testing	This restriction produces benefits in terms of reduction of aviation noise in all the areas surrounding the airport
6 Take-off and initial climb procedure	Reduction of noise for the residential areas that are flown over.

Table 3 - Noise-abatement procedures

The procedures listed in the table were first introduced at the Turin airport in 1998, verified by the engineering sub-commission in the period 2009-2012 and confirmed by the Airport Commission at the end of the zoning stage completed during the general meeting of 16 January 2013. The ANA values measured in the period 2013-2016 also confirm the validity of the noise-abatement procedures put into effect. Acting in accordance with Legislative Decree no. 194/2005, "Enactment of Directive 2002/49/

EC regarding the Evaluation and Management of Environmental Noise", SAGAT also drew up a "Plan of Action" in 2018 to manage problems of noise pollution originating from the Airport, as well as the measures of abatement taken. Other activities carried out by SAGAT in 2018 included:

- control of the acoustical "climate" in the area around the airport, using the noise monitoring system;
- monitoring of the application and effectiveness of the noise-abatement measures in place.



WATER RESOURCES

The environmental impact on surface waters deriving from the operations at Turin Airport relates in particular to the management of **rainwater on the runways and aircraft aprons, which is treated by means of dedicated purification plants.**

Rainwater from the runway and the aprons

Proper handling of surface water is supported by the following elements:

- the aircraft aprons and taxiways are equipped with a system that drains off rainwater, carrying it to an oil-separation plant;
- the runway is equipped with a drainage system that channels the rainwater into first-rain collection tanks before delivering it to a purification plant (SMAT PO SANGONE).

Rainwater is collected from aircraft aprons by a drainage system that channels the water to a plant where whatever portion has been polluted by hydrocarbons is separated off; this portion can later be recovered, using special equipment, and disposed of.

The rainwater sewerage network within the airport grounds consists of a massive of drainage channels, secondary evacuation lines and main sewers.

The system for the collection and treatment of the rainwater on the runway, the "first-rain tanks", is designed to collect the first 5 mm of rainfall for subsequent channelling to the main sewer.

The system is composed of 3 underground tanks capable of collecting 900 m³ each, for a total of 2,700 m³. Rainwater is disposed of under the technical specifications of SMAT, the municipal water company, with release at a maximum controlled flow rate beginning 24 hours after the rain event, in order to avoid an overload of the public sewerage network.

Water consumption



The Environmental Service and the maintenance staff of SAGAT continuously monitor and analyse the water consumption of the largest users, comparing the results with past records as well,

in order to identify consumption patterns as a basis for detecting any deviations potentially caused by leaks in the supply network or by abnormal use.



WASTE MANAGEMENT

SAGAT deals with the management of waste – from collection to delivery to a disposal site or to authorised recyclers – both waste from its own operations and that of other subjects present on the Airport grounds. To this end, **ecological areas and islands** have been set aside for collection of

the different types of waste, while an information bulletin has been distributed to raise awareness among all Airport authorities and operators regarding proper waste differentiation, in order to facilitate diversified disposal.



Urban waste and other waste classified as urban waste

ban and similar waste (EWC Code 20.03.01) is taken daily from the Airport’s numerous collection points (containers and/or ecological

islands). In the summer and winter months, when charter flights are more frequent, waste collection is made twice a day.



YEAR	QUANTITY COLLECTED AND DISPOSED OF [KG]
2018	523,410
2017	568,570
2016	579,250
2015	543,900
2014	546,220

The figures presented on the above table point to a decrease in the quantities of waste collected and disposed, due to an increase in differentiated collection. Sub-concession holders or airport operators who carry out various types of activities on the

airport grounds and/or in airport infrastructures (to give only some of the possible examples: the Passenger Terminal, the General Aviation building, the Terminal Cargo etc.) have shown a growing awareness of environmental issues.

Differentiated Waste Collection

SAGAT, drawing on the services of firms entered on the National Rolls of Environmental Managers kept by the Italian Ministry of the Environment and Defence of the Land and Sea, sees to it that the waste produced anywhere on the airport grounds is collected, hauled away and delivered to authorised subjects.

Various categories of waste, such as plastic, glass and printer toner, are subject to differentiated collection, as is special waste meant for disposal or recycling, including batteries, neon lamps, tyres, wood, metals, spent oil, rubble or out-of-use electrical or electronic equipment (RAEE).

In the landside area, the differentiated collection of paper and cardboard waste is handled by the Arcobaleno social cooperative, as part of the **"Cartesio Project"** for paper recycling. The paper and cardboard are disposed of at pulping mills indicated by COMIECO, the national consortium for the recycling of cellulose-based materials.

The following table reviews the waste-differentiation index for the three-year period of 2015-2018, calculated using the normalised method, as per the Ministerial Decree of 26 May 2016, transformed by the Piedmont Regional Council into Decree no. 15-5870 of 3 November 2017:

DIFFERENTIATED COLLECTION	2015	2016	2017	2018
DC Index [%]	5.43	19.71	17.91	44.34

PREVENTION OF SOIL POLLUTION

SAGAT is very much aware of the issue of **soil pollution** and has studied the possible sources of pollution, carefully mapping them and **drawing up specific procedures** under its Integrated System for the Management of Health, Safety and the Environment, acting in concert with its Safety Management System as well:

- **Mineral oil tanks (buried or elevated)**
The mineral oil tanks located in various areas of the airport grounds have been expressly authorised by the City of Turin and are subject to seal tests carried out by qualified engineers at a frequency specified in the acts of authorisation.
- **Areas for recharging operational vehicles and electrical equipment**

There are certain outdoor areas at the Airport - used for the recharging of lead batteries containing electrolyte solution or gel - equipped with adequately sized absorption equipment, in compliance with current regulations, for use in the event of spillage.

- **Operations involving the movement of chemical materials**
In the event of accidental spills of chemicals - such as, to give only some of the possible examples, fuel, oil, de-icing fluid, canisters of on-board liquid waste etc. - specific technical-operational instructions call for the company units assigned to such tasks to contain the spill with absorbent materials and/or neutralizers to protect the soil and the water table, preventing contamination.

HUMAN RESOURCES

The SAGAT Group has always viewed **human resources as a key factor in its development**, seeking to make the best possible use of resources while ensuring that they grow professionally. Another cornerstone of personnel management is training, meant both for the Group's employees and for outside firms that operate at the Airport, in order to augment the professional skills and operating capacity of all staff.

The Company is also attentive to the social needs of its surrounding area, as shown by the operating agreements established with schools and vocational institutes to provide students with projects that alternate school and work, plus the working relationships undertaken with local authorities and institutions to organise apprenticeships that help assist disadvantaged individuals regain employment.

The personnel and the organisation

During 2018, the head company SAGAT S.p.A. carried out an internal reorganisation that essentially involved creating two new departments. In addition, application of European Regulation (EU) 2016/679 (GDPR) resulted in appointment of a Data Protection Officer reporting directly to the Managing Director, though the position was not yet obligatory.



The Group's staff

As of 31 December 2018, the total number of employees of the SAGAT Group had decreased by one unit compared to the same period of the previous year. The staff totalled 381 people, of which 34 work under contracts of set-term employment. Of these units, 238, or 62.5%, belong to SAGAT S.p.A., while 143 work for SAGAT Handling (37.5%).

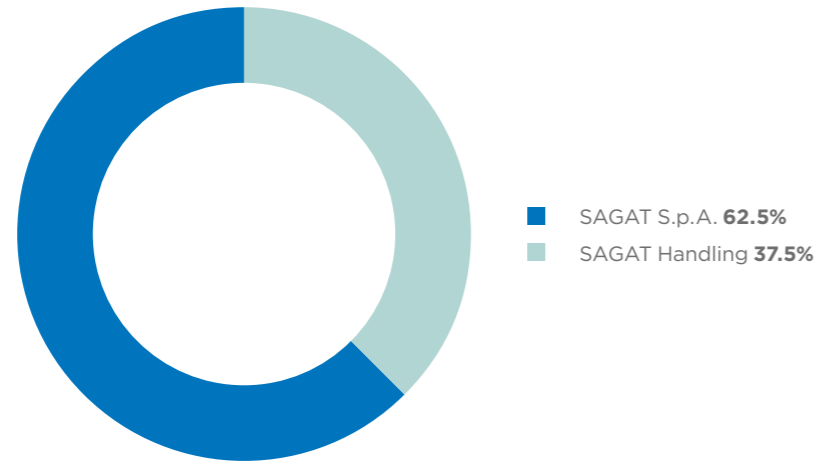
The figures indicated do not include temporary workers whose services the Group draws on for seasonal activities tied to peak operating periods for winter charter traffic. The break-down by gender saw an increase of 7 in the number of female employees, accompanied by a decrease of 8 in the number of males.



	INDIVIDUALS 2018	%	INDIVIDUALS 2017	%
SAGAT S.p.A.	238	62.5%	242	63.4%
SAGAT Handling	143	37.5%	140	36.6%
GROUP	381	100%	382	100%
PERMANENT EMPLOYEES	347	91.1%	350	91.6%
SET-TERM EMPLOYEES	34	8.9%	32	8.4%
WOMEN	156	40.9%	149	39%
MEN	225	59.1%	233	61%



Employees per company



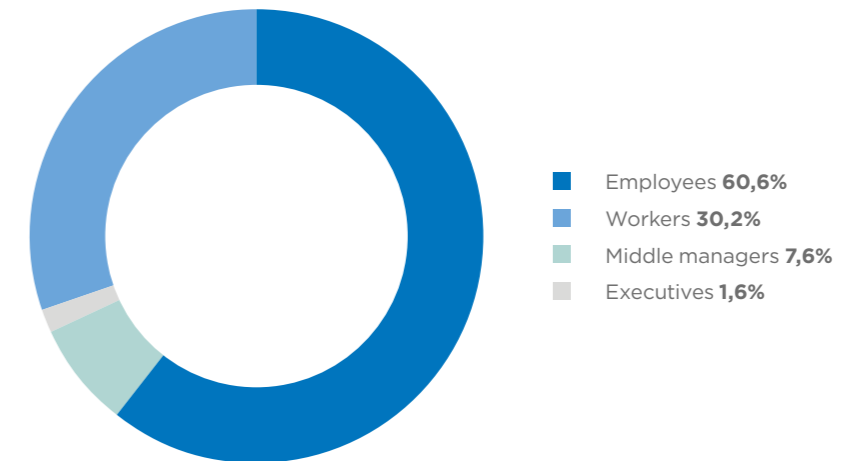
In compliance with the laws in force, **SAGAT Groups employs persons with disabilities and persons in protected groups.** The tasks assigned to the employees in protected groups are compatible with their psychic and physical conditions and are always monitored by the Human Resources Department.

The Group's professional categories saw growth, compared to 2017, in the percentage weight of clerical personnel (60.6%), reflecting the nature of the primary airport operations, with the next largest group manual labourers (30.2%). Middle-management accounts for 7.6%, while the Group has a total of 6 executives.




JOB LEVELS 2018	EXECUTIVE	MIDDLE-MANAGER	CLERICAL WORKER	MANUAL LABOURER	
SAGAT S.p.A.	6	24	131	77	
SAGAT Handling	0	5	100	38	
Total	6	29	231	115	381


Employees per company



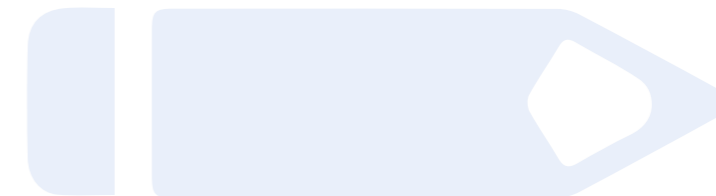
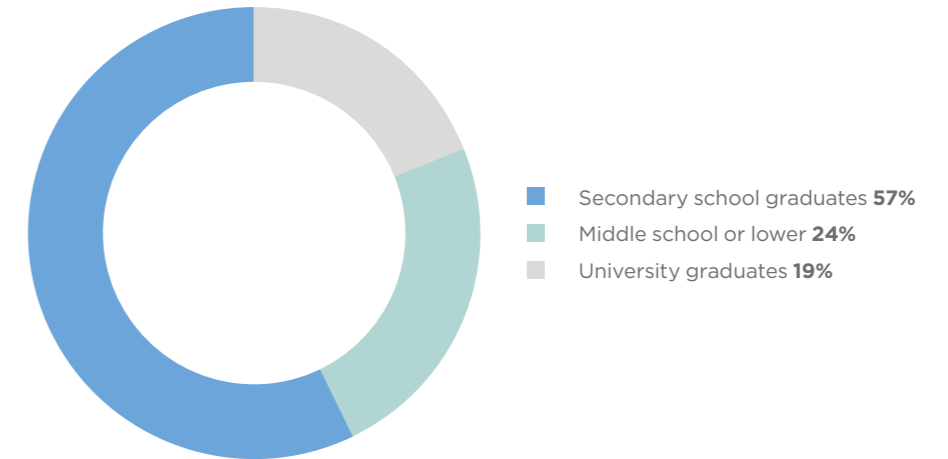
The following table shows the average employee age, which is slightly higher than in 2017, and the average seniority, which is 19 years for employees of SAGAT S.p.A. and 18 for those of SAGAT Handling.

 AVERAGE	AGE	SENIORITY
SAGAT S.p.A.	47.4	19.07
SAGAT Handling	47.8	18.09
AVERAGE	47.6	18.60

The break-down in terms of level of education shows that most employees are secondary-school graduates (57%), while those with only middle-school diplomas (24%) are found primarily in the manual-labourer category. Most of the university graduates (18%) are executives or middle-managers

 LEVEL OF EDUCATION	
Middle school or lower	91
Secondary school	219
University	71
Total	381

Levels of education in the Group

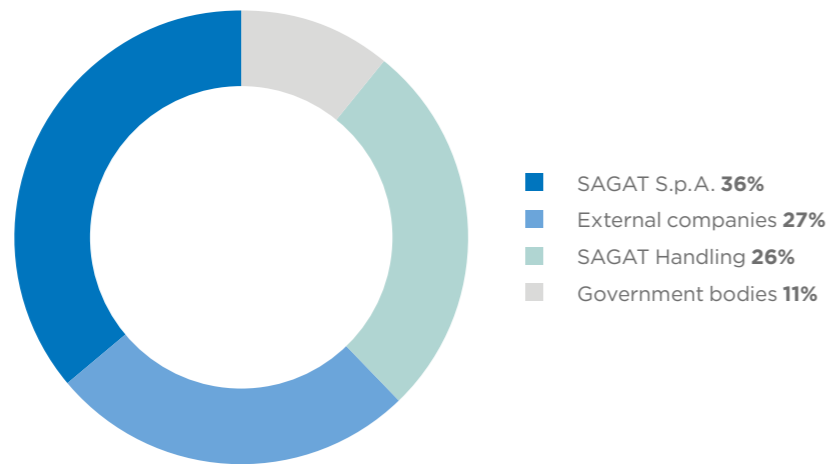


Training

The SAGAT Training Center plays a key role in organising and providing direct training not only for the employees of the SAGAT Group, but also for those of other companies that operate in various capacities at the Airport, and of government bodies and authorities. In 2018 approximately 5,000 individuals took SAGAT courses of obligatory training or advanced

professional instruction, or to obtain airport licenses. A portion of the training for the Group's personnel was financed by professional funds, such as Fondimpresa. The following table provides an overview of the sum total of subjects who took courses provided by the SAGAT Training Office in 2018.

Teaching hours provided by the SAGAT Training Office (Year 2018 - Percentage figures)

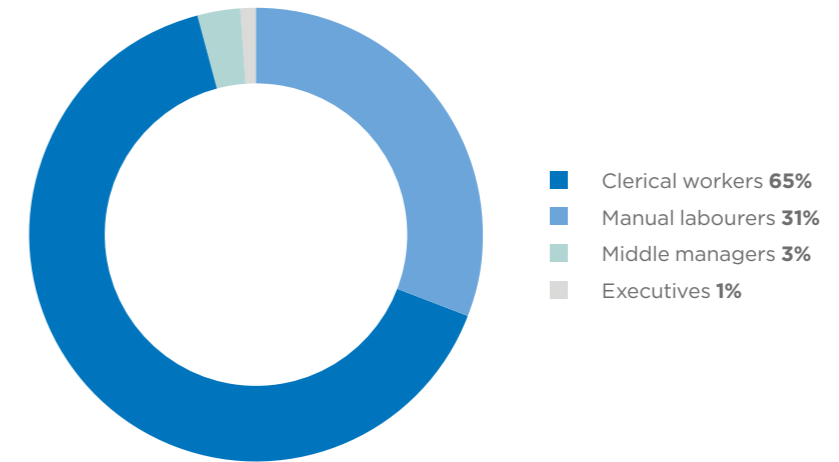


During 2018, the employees of SAGAT S.p.A. received an average of 36 hours of training each, while the figure for employees of SAGAT Handling was 28 hours, making for an annual group average of 32 hours, a figure that represents an increase over the previous year.

Broken down by recipients, the training went: 65% to clerical personnel; 31% to manual labourers; 3% to middle-managers; 1% to executives.



Hours of training employees SAGAT Group (Year 2018 - Percentage figures)

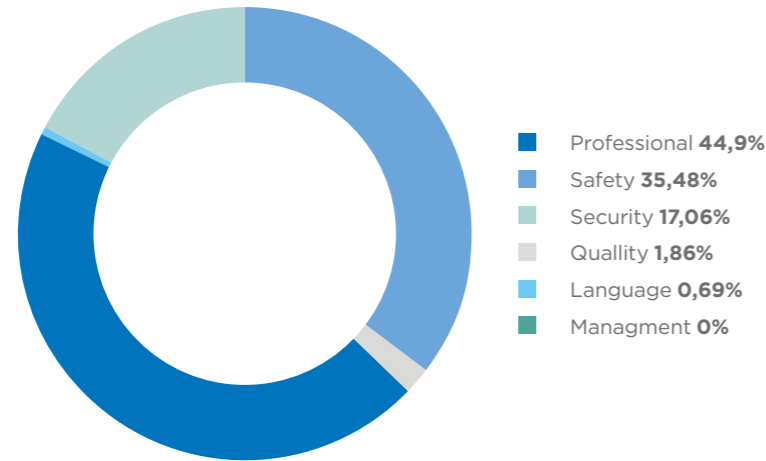


In terms of the type of training received by employees of the Group, professional courses were

the most frequent, followed by those involving safety and security.



Employess type of training of SAGATGroup (Year 2018 - Percentage figures)



In addition to the standard classroom or on-the-job modes of training, in 2018 the Training Center expanded *e-learning* offerings provided via the Company’s on-line DOCEBO platform.

This method, which reached the level of 23% of all training provided in 2018 (double the figure for 2017), allows employees who work shifts, in particular, to manage their training needs with the utmost flexibility, with as few drawbacks as possible for their operating capacity.

As called for under the training procedure of the Company Quality System, each course concluded with the participants compiling a questionnaire evaluating the training.

The number of evaluations collected during the year 2018 totalled 3,284, with average overall satisfaction with the courses reaching 94.2%. The courses held by SAGAT trainers registered satisfaction of 96.7%, representing an increase from 2017.

Efforts to aid individuals in difficulty and students

In 2018, SAGAT was once again involved in projects meant **to favour the entry into the working world of individuals who find themselves in especially disadvantaged conditions, and to offer training to students of local secondary schools**, and especially aeronautical vocational institutes.

The local government bodies – the Piedmont Region, the Greater Metropolitan Area of Turin and the City of Turin – promote operating agreements between entities that assist individuals in difficulty and the entities that participate in such initiatives.

The goal is to achieve the entry in the working world, or the return to gainful employment, of individuals who, whatever the reason, are dealing with periods of particular difficulty.

The disadvantaged individuals in whose favour working relations were established with local authorities included those in protected categories, plus the long-term unemployed and those under the care of social and/or medical services.

During 2018, **SAGAT worked alongside non-profit organisations and institutional bodies that offer such assistance, such as the “Tenda”, or “Tent” Project**, finding jobs for five people.

Another important initiative meant to facilitate contact between schools and the working world is SAGAT’s **participation in projects alternating school/work activities under the auspices of**

the Ministry of Education, University Affairs and Research.

As a statement from the ministry explains: *“Alternating school/work instruction is an innovative educational strategy that employs practical experience to reinforce the knowledge obtained at school, testing the aptitude of students directly in the field, adding value to their training while providing guidelines for further studies, and for their future employment, thanks to projects aligned with their program of studies”.*

A number of operating agreements were signed with aeronautical vocational institutes, including the **Carlo Grassi ITIS of Turin and the Lindbergh Academy of the Turin Airport in Caselle Torinese**. The following table shows the number of students involved in projects alternating school-work, as well as those who took training courses offered by the SAGAT Training Center, in 2018.

School	N° of students 2018
ITIS Carlo Grassi	22
Lindbergh Academy Turin Airport	11
Cavour Secondary School of Classics and Music	1



The projects gave students in the upper classes the chance to engage in certain operational activities, under the supervision of a SAGAT tutor and in collaboration with the teachers of the schools involved.

In this way, the young people were able to test out, through practical activities in the field, the concepts they had been taught during their school studies and their training at the Airport.

Corporate mutual assistance

The Group's efforts in the area of corporate mutual assistance focus primarily on the families and children of employees.

In 2018, SAGAT continued to stand by its commitment to reimburse 50% of the costs sustained by employees to enrol their children in nursery schools or day-care centres.

In addition, the company organised summer-camp experiences for employees' children aged 6 to 14,

plus study-vacations for those between the ages of 15 and 17. The wide range of offerings, together with the fact that SAGAT reimbursed 77% of the costs, led to a marked increase in participation compared to 2017.

In addition, children up to age 14 received the traditional Christmas gift voucher for the holiday season.



2018	NUMBER OF BENEFICIARIES OF NURSERY-SCHOOL AND DAY-CARE REIMBURSEMENTS	NUMBER OF BENEFICIARIES OF CHILDREN'S GIFT PACK	NUMBER OF BENEFICIARIES OF SUMMER CAMPS
SAGAT S.p.A.	31	135	36
SAGAT Handling	12	64	25
Group	43	199	61

Occupational safety

The SAGAT Group has always paid the utmost attention to all issues related to employee safety and health, as well as safety and hygiene at the workplace.

In 2018 SAGAT S.p.A. carried out the **migration of its Integrated System for the Management of Health, Safety and the Environment (SGSSA)** from BS OHSAS 18001:2007 to **the new ISO 45001:2018 standard**.

The Prevention and Protection Service has implemented the protocols and procedures of the Integrated System for the Management of Health, Safety and the Environment, bringing them in line with the most modern international standards of workplace health and safety (ISO 45001:2018). The scrupulous enactment and respect of the protocols and procedures by workers and safety staff make it possible to manage with the utmost attention factors tied to the prevention of fires and conditions of hygiene and health in buildings and other types of workplaces.

Through the prevention and protection services of its two companies, the SAGAT Group constantly monitors rigorous compliance with the relevant regulations and provisions of law, in addition to taking a proactive role both with employees, by stressing the importance of proper conduct (such

as the use of PPEs and DPEs), and with employers, by proposing improvements in production procedures, working environments, materials and equipment.

The guiding principles of the SAGAT Group's efforts in favour of occupational safety and health can be summarised as follows:

- compliance with general and special rules on occupational accidents, safety and health;
- compliance with operating procedures and standards of safety;
- protection of the safety and health of airport employees and of all others who, for various reasons, work there;
- prevention of accidents and professional illnesses;
- promotion of healthy lifestyles and conduct at the workplace;
- promotion of correct and responsible conduct to guarantee on-the-job safety.

The companies of the Group also give continuous training on the various issues of occupational safety, especially the risks related to the various job tasks.

Safety training goes well beyond regulatory obligations and is planned every year, with the preparation of a training plan that takes into

account the training requirements identified on the basis of regulatory updates, of the Risk Assessment Report (RAR), of the needs reported by the persons in charge of the various departments and of the corrections implemented following near-misses and/or accidents.

SAGAT S.p.A.	Safety training				
	2014	2015	2016	2017	2018
Courses	68	106	200	233	791
Participants	337	256	681	602	1,296
Hours of teaching	417	544	895	926	1,968
Hours of training	1,520	1,395	3,210	2,877	4,595

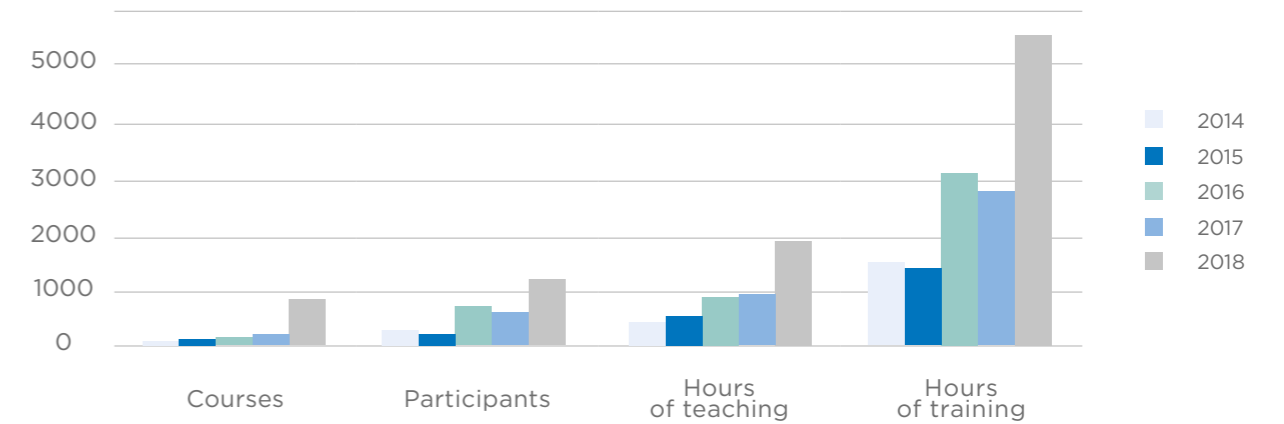
SAGAT Handling S.p.A.	Safety training				
	2014	2015	2016	2017	2018
Courses	189	97	154	337	447
Participants	466	296	352	649	748
Hours of teaching	483	378	484	751	927
Hours of training	1,734	1,168	1,169	2,345	2,427

Specifically, the training offerings include the following types of courses:

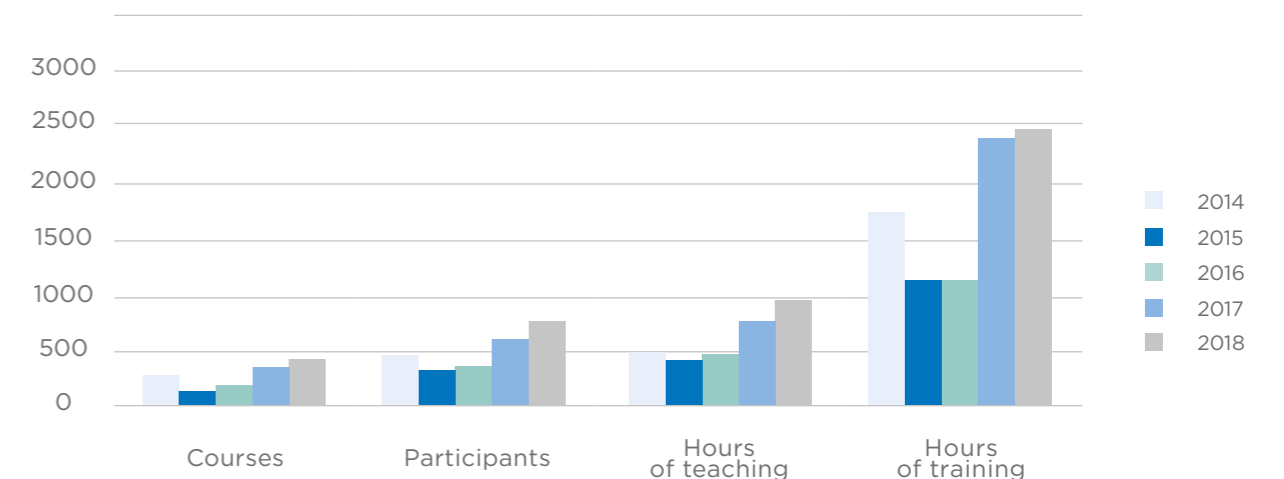
- basic training for the employees;
- training on job-specific risks and measures of prevention and protection;
- training for managers and supervisors;
- specific "Aerodrome Safety" training for all those who enter the manoeuvring area;
- specific training for holders of airport vehicle driving licenses;

- training for specific professional profiles, such as: Prevention and Protection Service Manager/Operator (RSPP/ASPP); Employees Safety Representative (RLS); company emergency squad operators; first-aid and ambulance personnel.

Safety training for SAGAT S.p.A.



Safety training for SAGAT Handling S.p.A.



Accidents

The following tables illustrates the injury trends for the companies of the SAGAT Group.

INJURY TREND - SAGAT S.p.A.					
INJURIES	2014	2015	2016	2017	2018
Number of injuries	3	1	2	5	5
Days of sick leave	22	3	61	139	119

INJURY TREND - SAGAT Handling S.p.A.					
INJURIES	2014	2015	2016	2017	2018
Number of injuries	5	4	1	2	4
DAYS OF SICK LEAVE	105	17	13	94	54

The accidents recorded by the Companies showed no statistically significant results for specific departments or sectors of work, in proportion to the number of employees working in them.

An analysis of the five-year period under examination showed that the number of sick days taken for injuries at the workplace were 627, as a result of 32 accidents reported.

As part of their constant monitoring of injury trends, the companies of the SAGAT Group also utilise the *Index of Frequency* (total number of

accidents that occur at the company) and the *Index of Seriousness* (total number of sick days on account of injury):

SAGAT S.p.A.					
INJURY INDEXES	2014	2015	2016	2017	2018
I_f: Index of frequency (Total work-related injuries/hours worked) * 1,000,000	7.73	2.52	4.85	12.17	12.67
I_s: Index of seriousness - aggregate (Aggregate days of work lost/hours worked) * 1,000	0.06	0.01	0.15	0.34	0.30

SAGAT Handling S.p.A.					
INJURY INDEXES	2014	2015	2016	2017	2018
I_f: Index of frequency (Total work-related injuries/hours worked) * 1,000,000	22.14	16.30	3.81	8.32	27.10
I_s: Index of seriousness - aggregate (Aggregate days of work lost/hours worked) * 1,000	0.47	0.07	0.05	0.39	0.31

Industrial relations

Four main national labour organisations represent workers in the SAGAT Group (FILT-Cgil, FIT-Cisl, UILT Transportation and UGL Transportation), accounting for approximately 43% of the workers in 2018. The number of union members has followed a downward trend in recent years.

EMPLOYEES BELONGING TO UNIONS AS OF 31 DEC. OF EACH YEAR		
Total 2014	209	55.59%
Total 2015	216	54.41%
Total 2016	190	49.87%
Total 2017	168	43.98%
Total 2018	164	43.04%

SAGAT has always established continuing and constructive relations with unions, resulting, over the years, in the signing of important supplementary on company welfare, increased efficacy and organisational flexibility, so as to be able to respond to an increasingly competitive market. All this was achieved, in large part, through an ongoing dialogue with the employees' representatives (RSU), making possible in recent years, including 2018, untroubled, fruitful relations between the parties.



VENDORS

Vendor selection procedures



SAGAT, as a private entity operating under special and exclusive rights and as an airport management company, is subject to certain parts of Legislative Decree 163/06 (Public Contracts Act). Therefore, our subcontractors for works, services and supplies exceeding EU-set thresholds (443,000 euros for services and supplies and 5,548,000 euros for works) are selected in accordance with the public tender procedures set forth in the Act. Even below those thresholds, SAGAT always selects its vendors through procedures that can secure the highest competition among market operators and guarantee maximum transparency and equality of treatment. Our current corporate policies normally require the resort to competitive bidding, in the form of open calls for tenders or, alternatively, for contracts of lower value, of a negotiated procedure with multiple parties. Direct awarding is only allowed under specific circumstances subject to very strict rules, or for contracts with less-than-minimum value (40,000 euros for works, 20,000 euros for services and 10,000 euros for supplies)).

SAGAT uses objective awarding criteria that guarantee the proper weighing of quality of the services provided and the related economic conditions, as well as a fair return for the vendors. In fact, the awarding criteria that is used the most in our awarding procedures is that of the most cost-effective bid, that reflects an accurate and balanced assessment of the quality and the price of the bid.

The lowest-bid principle is used only where the technical/performance features of the works/services/goods to be provided do not appear to be decisive with respect to the prospective contract. Besides, this awarding method is usually calibrated through the so-called “wing-cutting” established in art. 97 of the Public Contracts Act to detect abnormally low offers and guarantee, even in this cases, a fair compensation of the services offered.

The payment conditions of SAGAT vendors are normally at 60 days. The variation in the average length of trade payables, calculated on the basis of operating costs alone and shown on the

table below, is essentially in line with the trend observed in recent years, due to the marked rise in investments, increased operating costs, policies

agreed to by SAGAT and the airlines for offsetting payables with receivables, plus other secondary factors.

	2014	2015	2016	2017	2018
Average length of trade payables	130	150	196	209	212





The great majority of SAGAT's vendors have their registered offices in Italy. In fact the percentage grew from last year, going from 76% as of 31 December 2017 to 80% as of 31 December 2018

thousands euro, minus intercompany transactions

REGISTERED OFFICE	PAYABLES	
Italia	13,622	80%
Resto del mondo	3,370	20%
Totale	16,992	100%

INVESTMENTS IN INFRASTRUCTURES



All the principal and secondary infrastructures that enable airport operations for civil and cargo aviation are located within the airport grounds. Some of them are closer to the usual passenger experience (passenger terminal, runway, access roads, parking lots, etc.), or to some extent perceivable (heating and power plants, hangars, offices, etc.). However, there are also less known but not less important infrastructures within the airport grounds:

- the cargo terminal (covering an area of 6,000 square metres);
- the building that accommodates the offices of the state authorities at the airport;
- the police station;
- the Revenue Department Police station, with its kennel and canine units;
- the building that houses the birds of prey used for bird control;

- the building housing the personnel and the emergency response equipment of the Fire-Fighters Corps;
 - the building and control tower operated by the ENAV air traffic control authority;
 - the weather station, also operated by the ENAV.
- The management of all the airport infrastructures for which SAGAT Group is responsible has the objective of guaranteeing their perfect operating status and working to improvement the standards of service for users (passengers, airlines, cargo carriers, service providers, subcontractors etc.). Some of the most prominent and significant investments made in 2018 included initiatives for the renovation of airport buildings and operating

areas, as well as the upgrading work called for under the 2016-2019 four-year Program Agreement. Especially worthy of note was the planning and start-up of projects of architectural and functional improvement on the arrivals level of the Passenger Terminal, scheduled for completion during the year 2019, with the objective of making possible more fluid and easily understandable use of the service spaces on the entire level for both passengers and all the operators providing airport services. Mention should also be made of the installation of new security checkpoints for the automated control of boarding passes and the construction of the Innovation Lab, a new technological meeting space located in the landside departure lobby.



ICT INVESTMENTS AND DIGITAL INNOVATION

During the year 2018, SAGAT pursued a process of thoroughgoing innovation of the Airport (“Digital Airport”), exploring a full range of potential developments in services to passengers through the use of the latest technological advances.

These efforts involved the use of a specific infrastructure, the Innovation Lab, found in a public area on the departure level and designed for the testing, within a highly operational setting, of the widest possible range of solutions, with the possibility of staging simulations of the passenger’s digital experience for subsequent sharing with employees of the group, potential suppliers and airport operators.

Through this Digital Transformation process, SAGAT pursued three objectives:

- **improving the passenger experience:** monitoring passengers makes it possible to understand their needs and provide the best possible services; the monitoring is carried out in cooperation with all the partners that come into contact with passengers in the Airport (subcontractors, handlers etc.);
- **creating shared value:** benefitting users while, at the same time, developing our company, along with all the companies that work in the airport, is a strategic objective that can be reached

through digital leverage, which serves as the connective tissue of the Airport reality, making it possible to obtain and share information that benefits everyone;

- **orienting the Company’s organisational structure towards change:** taking advantage of all that the latest technological advances can offer provides an opportunity for learning in which everyone must play an active role.

The digital transformation also calls for the capacity to combine the innovative procedures and solutions identified with those already in place, both as regards the services offered to passengers and stakeholders and in terms of the operations of the Airport itself.

Passengers have benefitted from upgrading of the terminal’s free wi-fi, plus activation of a webAPP able to read passengers needs from the moment they leave their homes, ensuring a seamless experience for the entire trip. Also underway is a far-reaching project of digital signage involving both way-finding optics and digital advertising for the retail partners; new digital payment services have been activated and lockers that can be opened with boarding passes or mobile devices have been installed in the VIP Lounge for the deposit of hand luggage and to

be able to shop unencumbered in the Airport’s retail gallery.

As regards operations, a system has been activated for queue-management and automated reading of boarding passes at e-gates positioned before the security checkpoints. A distress-report system has also been added, while another **important project, developed by SAGAT in collaboration with the Turin Polytechnic, is the Safety Management System (SMS)** that marks a revolutionary improvement of the previous platform, bringing it in line with the digital transformation taking place throughout the Airport. All the above was presented to the general public during the event ‘Digital is in the Air’, held in July of 2018, with the involvement of the community of stakeholder and with journalists present, leading up to the launching of the Innovation Lab, a space found

in the departures area and open to established enterprises and start-ups that wish to experiment with technological solutions, in collaboration with the Airport. Steps were taken to reinforce the platform used by SAGAT to collect sales data cross-referenced to the purchaser’s boarding card from the retail establishments operating in the terminal, in order to establish passenger profiles.

In terms of the Airport’s infrastructures, latest-generation portable scanners were installed at the check-in counters to further increase the efficiency of airport procedures.

Another project involving airport infrastructures was the continued renewal of the monitors, through the use of new “Smart Public display” models that improved legibility of information with simplified management of the hardware connected in native fashion to the airport network.



OBJECTIVES AND RESULTS

OBJECTIVES SET	RESULTS ACHIEVED	OBJECTIVES FOR THE FUTURE
Growth of airport traffic		
Increasing volumes of traffic, attracting new airlines and reinforcing relations with those that already operate at the Airport, in order to satisfy the local territory's demand for mobility.	Business negotiations have led the Turin Airport to exceed the threshold of 4 million passengers for the second straight year, so that, despite a decrease of 2.2% compared to the previous year, passengers still totalled 4,084,923. During 2018, 15 new routes were opened.	Further increasing incoming traffic, in collaboration with the Piedmont Region, in order to support the area's role as a tourist destination, specifically focussing on markets potentially interested in the entire zone.
Airport infrastructures		
Guaranteeing perfect operating condition of the airport infrastructures falling under the responsibility of the SAGAT Group, working to improve standards of service for users of the infrastructures while exploring green solutions and investing in research and development.	In 2018, infrastructure work was carried out to launch new retail activities and open new hospitality facilities in the airside area (repositioning and optimisation of a number of retail spaces, with the opening of new food-service activities and the renovation of existing ones), with the further goal of improving the Airport's operating performance in terms of energy and the environment. Upgrading of the landside of the Arrivals Area was also initiated.	Completion of the modernisation of the airport infrastructures, with investments in innovation and green technologies, so as to continue moving towards the ambitious goal of becoming a circular airport.
Non-aviation retail offerings		
Ensuring the proper balance between the promotion of top-flight local products and internationally established brands, so as to optimise the offerings and the travel experience of the passengers.	Expansion of the offerings in the retail-area, with new operators and services, paying particular attention to new technologies for improving the passenger experience.	Ongoing improvement of the passenger experience; expansion of the retail offerings on the landside of the Arrivals and Departures Areas, with the addition of new services in the terminal and investments in innovative technological solutions, both for strictly retail activities and in the interests of smart-mobility.

OBJECTIVES SET	RESULTS ACHIEVED	OBJECTIVES FOR THE FUTURE
Quality of service		
Continuing ongoing improvement of levels of performance and services rendered, given the fact that quality is a value of strategic importance, affecting all the company's processes while serving as a critical factor of success.	In November of 2018 the audit needed to renew the ISO 9001:2015 certification was completed with positive results, especially on the following points: the practical, farsighted approach of the upper management; the process of digitalisation underway in various sectors of the company; the ongoing monitoring of the services supplied; the capacity to manage training activities.	Continuing to meet the commitment to provide services in line with the highest international parameters, so as to ensure satisfaction of customers and, more in general, of all stakeholders. Satisfying the requirements of the ENAC regarding quality, meeting the increasingly challenging qualitative and quantitative objectives (cf. the targets set in the Services Charter and in the Quality Plan of the Program Agreement for 2018).. Constantly monitoring company performance, including comparative analysis with other airports that participate in the ASQ (Airport Service Quality) benchmark of the ACL.
Environmental sustainability		
Spreading and reinforcing a company culture of environmental protection, heightening awareness of environmental considerations while promoting responsible conduct on the part of the entire staff. Operational management should also comply with criteria of environmental defence and energy efficiency, in order to reduce climate-altering emissions while pursuing constant improvement in environmental performance.	Certification of the SGSSA, or Integrated System for the Management of Health, Safety and the Environment, was maintained; the key environmental factors (soil, water, air) were managed sustainably; the awareness of airport operators regarding environmental issues and waste management was constantly increased, leading to gains in the differentiation index. Advance to Level 2, Reduction, with certification under the Airport Carbon Accreditation (ACA) protocol.	Instilling an increasingly deep-rooted green culture in the company through virtuous habits and behaviour. Protecting the key environmental factors, in full compliance with the environmental measures and the voluntary protocols endorsed by Sagat. Applying the criteria of a circular economy.
Joint efforts in the sectors of culture and tourism		
Provide passengers with a "calling card" for the surrounding territory, contributing to its development as a cultural beacon and tourist attraction, always with an eye towards increasing sustainability.	Holding of numerous events, with a schedule of exhibitions and concerts at the Airport, in collaboration with leading local figures and organisations.	Continuing to improve the passenger experience by expanding the number of collaborative efforts while creating new spaces in which to hold encounters with the community of local stakeholders; establishing partnerships with leading local institutions and business enterprises in organising events that create added value for the development of culture and tourism in the surrounding area.

PROFESSIONAL PROCESS VALIDATION (DOCUMENT IN ORIGINAL VERSION)



Il Bilancio Sociale 2018 del Gruppo SAGAT è frutto di un processo interno finalizzato all'implementazione di un sistema innovativo di comunicazione relazionale attuato mediante l'auto-organizzazione di processo, l'analisi della struttura organizzativa, la definizione consapevole dei relativi stakeholder, la rappresentazione della gestione economica e finanziaria anche in termini di linee di intervento, la rendicontazione sociale degli intangibili (a partire dal patrimonio aziendale rappresentato dal capitale umano e relazionale), la trasparenza dei risultati in chiave di responsabilità sociale.

La verifica della qualità delle procedure seguite per la realizzazione del bilancio sociale è stata effettuata mediante un confronto professionale finalizzato al giudizio di conformità e ai seguenti requisiti di correttezza procedurale:

PIANIFICAZIONE

- Chiarezza
- Razionalità
- Completezza
- Conformità
- Ragionevolezza

GESTIONE

- Accuratezza
- Compiutezza
- Precisione e logicità
- Effettività
- Integrazione
- Completezza
- Adeguatezza

CONTROLLO

- Coerenza
- Conformità
- Neutralità
- Completezza
- Rispondenza
- Trasparenza
- Condivisione

IMPLEMENTAZIONE

- Esistenza

L'Organo di validazione, nell'analisi del bilancio sociale quale esito di processo, ha effettuato un confronto dialettico sulla rispondenza dell'impianto di rendicontazione sociale alle scelte metodologiche effettuate e alle aspettative degli stakeholder, stimolando la capacità di ascolto e le modalità di dialogo.

In questa edizione del bilancio sociale il Gruppo SAGAT ha dato maggiore visibilità alle iniziative volte a sempre meglio qualificare il rapporto di dialogo con gli stakeholder, evidenziando le politiche che interessano i diversi gruppi di soggetti che nel contesto territoriale di riferimento si relazionano con la realtà aeroportuale (vettori, passeggeri, cittadini delle comunità locali, ecc.). Sono state poi rafforzate e consolidate le modalità di rappresentazione (i) dei benefici a favore della comunità, (ii) del patrimonio intangibile rappresentato dal valore delle persone, delle relazioni e dei processi organizzativi, nonché (iii) del sistema di rilevazione delle aspettative degli stakeholder e dei relativi impegni e politiche del Gruppo SAGAT nei confronti degli stessi.

Rappresenta linea evolutiva di processo l'intensificazione delle politiche di dialogo e coinvolgimento di specifiche categorie di stakeholder nonché l'integrazione delle politiche di sostenibilità ambientale nel sistema di valutazione degli impatti e di qualità dei processi aziendali. È a tal fine significativa, in applicazione dei criteri di economia circolare, l'adesione del Gruppo SAGAT a politiche e protocolli volontari di riduzione delle emissioni di CO₂, da realizzarsi attraverso l'interazione con gli altri operatori aeroportuali.

Le valutazioni effettuate, riferite ad un insieme di requisiti qualitativi specifici propri di ciascuna fase del processo di rendicontazione sociale, riconducono il giudizio di validazione ad un ambito di qualità di processo evoluta e con un soddisfacente livello di integrazione con l'analisi aziendale e con la definizione degli obiettivi di sostenibilità.

In aderenza alle verifiche di processo attuate, ritengo che, nel suo complesso, il Bilancio Sociale 2018 del Gruppo SAGAT sia stato realizzato in modo coerente con gli assunti dichiarati nella Nota metodologica, sia esito di processi gestionali adeguati, e risulti conforme ai principi metodologici ritenuti necessari per rilasciare un giudizio positivo di validità di processo.

Per il Gruppo Metodo Piemonte in materia di Bilancio Sociale dell'Ordine dei Dottori Commercialisti ed Esperti Contabili di Torino:

Dott. Giuseppe Chiappero

Glossary

Catering: the sum total of the mass procurement and supply activities for food and beverages ready to be served aboard an airplane; this service is carried out by specifically designated organisations (caterers)

Handling: the sum total of airport activities and services of assistance performed on the ground by specifically designated organisations (handlers)

PRM: acronym for “Passengers with Reduced Mobility”

Birdstrike: when one or more birds hit an aircraft during take-off or landing, or while it is in flight

Wildlife strike: when one or more wild animals (i.e. foxes, rabbits) are hit by an aircraft during take-off or landing

Block-on: the moment when an aircraft arrives at its gate or parking apron of destination at the airport

Safety: the set of procedures for guaranteeing the safety of airport operations, with the primary goal being to prevent mishaps or accidents

Security: the set of measures and resources meant to prevent and/or remedy acts of illicit interference with the civil-aviation system or defend against threats from outside parties

Airside: the area of the airport meant exclusively for departing and arriving passengers, located beyond the security checkpoints, meaning individuals without tickets accompanying passengers cannot enter; the airside also includes the baggage claim area, the aircraft taxiways and the parking aprons for planes

Landside: the area of the airport that comes before the security and the passport control of departing passengers, while it comes after the baggage-claim area and the customs controls for arriving passengers; it is not subject to limitations on entry

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GRAPHIC PROJECT:

LAYOUT:

PHOTOGRAPHS:

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