

Dear Colleagues and Friends of Aleatica,

Let me introduce myself. My name is Francesco Bettoni and I am Chairman of Autostrade Lombarde, the holding company of the Group, A/35 Brebemi, the motorway concession - since the company was established and Argentea, the Consortium company that takes care of the O&M of the motorway itself.

I am therefore very pleased, together with all my closest collaborators and the entire staff of the companies, to give Ken and all Aleatica our warmest "Welcome to Lombardy and Italy".

We are based in Lombardy: the most populated, the wealthiest and economically strongest region of Italy and among the top four regions in Europe. In our country art, culture, landscapes, entrepreneurship, passion, innovation, management are well mixed together and the ratio of its inhabitants to the number of SMEs (Small and Medium-size enterprises) is one of the highest in the world.

We are looking forward to starting our cooperation with the support of our proactive attitude, to giving way to the new and extraordinary achievements that we have proposed in our plan, within the large family of Aleatica/IFM.

The recent pandemic period (which affected particularly our provinces of Bergamo and Brescia) was supposed to slow down after our last hot summer. Unfortunately, this is not the case and we are now seeing a dangerous coming back of the virus. Therefore, your arrival in Lombardy and Italy, together with IFM, represents an enormous impact and encouragement not only for us all but also for our Institutions as well as for our public opinion.

You have invested in Autostrade Lombarde, therefore in Brebemi, that has now a high consideration within some media as an iconic international motorway located in the region Lombardy, the beating economic heart of Italy. This fact means that you believe in the potential of Lombardy and its productive industrial system counting over 800.000 SMEs whose export represents 29% of the total exportations of our country, one of the seven most internationalized in the world.

I am sure that we will soon be able to integrate and begin an intense and fruitful collaboration in order to generate great results for our shareholders who have deeply believed in this project.

According to a recent study carried out by a well-known specialized company, since three years ago when we interconnected with the A/4 motorway, A35-Brebemi has been the catalyst for relevant international modern logistics and e-commerce projects. Companies who have settled along our areas, creating over 5 thousand new jobs, with new professions and roles, are also contributing to improve the standard and quality of life of both the inhabitants and its territory, while also reducing CO2 emissions.

Since the origins and construction planning of our motorway, we have always been particularly sensible to eco-sustainable and environmental aspects. We have built projects and works that were not purely marketing driven, but thought as facilities for all users in order to meet the needs of a modern, technologically advanced, comfortable motorway. Above all, our motorway has a high level of safety, according to the best European standards. We were pioneers in activating a de-carbonization process by creating awareness on the E-Highway project. Furthermore, we have equipped our motorway service stations with two LNG (liquid natural gas) fuel distribution systems for both light and heavy vehicles and introduced (through the authorization of our grantor CAL) a 30% discount for full electric and LNG vehicles.

I am sure that with your world-class experience, for which we express our highest congratulations, our journey into the near future will be even more exciting and fruitful for everyone, first and foremost for shareholders, managers and workers.

Finally, let me also say that we could become, before others, among the first totally green Groups in the world with great benefits, not only for the environment around us, but also for our fellow citizens. All this, by sharing your founding values such as long-term overview, safety, sustainability, resilience, increasing use of alternative energies.

I hope to see you all soon, for the moment I am sending a virtual hug to everyone.

Francesco Bettoni

Brebemi Chairman