

Sustainability Performance Report 2025



Index

- 6 The Roman airport system managed by ADR
- 8 Aeroporti di Roma in 2025
- 10 Key sustainability results for 2025
- 13 The sustainability strategy
- 18 ADR Group sustainability targets

22 ADR FOR THE ENVIRONMENT

- 24 Fighting climate change and air quality
- 41 Circular management and resource protection

46 ADR FOR PEOPLE

- 48 Human capital
- 56 Passenger-centricity
- 71 Local communities and areas
- 78 Contribution to national development and local and global connectivity

82 ADR FOR SUSTAINABLE GOVERNANCE

- 85 Ethics and Governance

92 ENABLERS

- 94 Innovation
- 98 Partnerships
- 100 Sustainable finance
- 102 Corporate Cultural Responsibility





2025 was a year of strong consolidation for Aeroporti di Roma, and it was marked by record-breaking results in air traffic, service quality, and operational performance. With over **55 million passengers** across the airport network and **51.3 million at Fiumicino** alone, ADR reaffirmed its role as a leading global hub, supported by an increasingly extensive network, new airlines, and a strengthened portfolio of higher-value strategic routes.

Alongside operational growth, the ADR Group continued its journey of **innovation, sustainability, and quality** through targeted investments in infrastructure, energy efficiency, digitalisation, and terminal redevelopment. Decarbonisation initiatives – including the new **Solar Farm**, advanced energy storage systems, and the expansion of electric mobility – helped improve efficiency and increased the share of renewable electricity consumption to **55%**.

The year also brought significant international recognition: Fiumicino retained its **Skytrax 5-Star Airport certification**, was named **Best Airport in Southern Europe**, and entered the **Top 10 airports worldwide** for the first time, ranking eighth; Ciampino, on the other hand, received **4-Star Regional Airport Certification**. Both airports were once again recognised by ACI Europe and ACI World for the quality of services provided.

At the same time, ADR continued to **invest in its people** – through dedicated programmes focused on leadership, inclusion, training, and wellbeing – and **in its relationship with local communities**, through cultural, social, educational, and environmental initiatives that reinforce their public role and the shared value they generate.

Guided by a **long-term industrial vision**, a resilient operating model, and a growing commitment to sustainability, ADR confirms its position as a strategic player for Italy's competitiveness, contributing to economic development, global connectivity, and the airport sector's transition towards more innovative, safe, and low-impact models.

The Roman airport system managed by ADR



THE STARRED AIRPORT

"Best Airport" for the seventh time in the category of airports with over 40 million passengers.

ADR

AEROPORTI DI ROMA
Inspired by mundys

Leonardo da Vinci – Rome-Fiumicino (FCO)

The country's leading airport



30 km from the centre of Rome

The airport covers an area of approximately **1,600 hectares**, and includes:



a system of **3 runways** with a paved area of approximately **61 hectares**



140 aircraft stands, with a paved area of approximately **155 ha**

A **terminal system** with a total gross passenger-dedicated area of approximately **430,000 m²**, equipped with:



419 check-in desks (141 at Terminal 1, 278 at Terminal 3)



22 baggage reclaim belts



95 boarding gates, of which 52 are "contact gates" with jet bridges



a **single Airport Control Operations Centre (APOC)** covering **1,900 m²**

Giovan Battista Pastine – Rome-Ciampino (CIA)

The capital's second airport



15 km from the centre of Rome

The airport covers an area of approximately **157 hectares**, and includes:



1 runway with a paved area of approximately **10 hectares**



77 stands dedicated to aircraft and helicopter parking, along with supporting airside (hangars) and landside infrastructure

A **terminal system** with a total gross passenger-dedicated area of approximately **16,000 m²**, equipped with:



15 check-in desks



4 baggage reclaim belts



16 boarding gates

Aeroporti di Roma in 2025



100
AIRLINES



278,119
TONNES
OF CARGO HANDLED



>240
DESTINATIONS



9
CONSECUTIVE YEARS
ROME FIUMICINO BEST
AIRPORT IN EUROPE
(CATEGORY: >40 MILLION PASSENGERS)*



55.3
MILLION
PASSENGERS ACROSS THE
AIRPORT SYSTEM



3
CONSECUTIVE YEARS
ROME CIAMPINO BEST
AIRPORT IN EUROPE
(CATEGORY: 2-5 MILLION PASSENGERS)*



51.3
MILLION
PASSENGERS – ALL-TIME
RECORD AT FCO



4,445
EMPLOYEES



365,121
TOTAL AIRCRAFT
MOVEMENTS
ACROSS THE SYSTEM

* Airport Service Quality – Customer Experience Awards 2025, ACI World

Key sustainability results for 2025

+9,200

DIRECT BENEFICIARIES OF – AND PARTICIPANTS IN – COMMUNITY SUPPORT INITIATIVES
 13,000 (2025)
 3,800 (2024)

+45 p.p.

FCO SUSTAINABLE INFRASTRUCTURE
 77% (2025)
 32% (2024)

+30%

PARTICIPANTS IN CULTURAL INITIATIVES
 34 million (2025)
 26 million (2024)

-5.6%

CO₂ EMISSIONS (SCOPE 3 LTO* PER PASSENGER)
 8.4 kg (2025)
 8.9 kg (2024)

+9.7%

JOBS GENERATED
 592,910 (2025)
 540,467 (2024)

+1.6%

ADDED VALUE GENERATED
 €31.3 billion (2025)
 €30.8 billion (2024)

-23%

CO₂ EMISSIONS (SCOPE 1+2 – MARKET-BASED)
 48,877 t (2025)
 63,757 t (2024)

-1.9%

FCO ENERGY CONSUMPTION INTENSITY
 5.1 kWh/(Mpax*sqm) (2025)
 5.2 kWh/(Mpax*sqm) (2024)

+7.4%

WOMEN IN THE GROUP
 1,849 (2025)
 1,721 (2024)

+9 p.p.

DEBT IN “GREEN” OR “SUSTAINABILITY-LINKED” FORMAT
 75% (2025)
 66% (2024)



The sustainability strategy

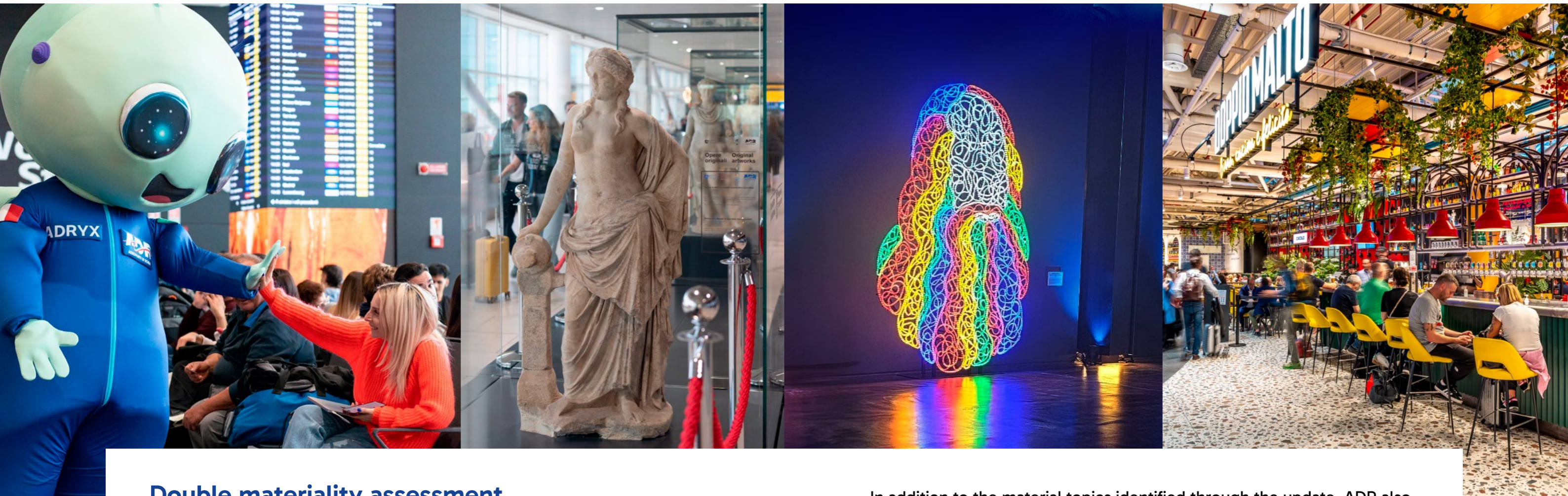
Guided by the claim **TOGETHER, BEYOND FLYING**, the ADR airport system directs its actions towards a model that goes beyond travel – one that enhances people, local communities, and the environment through ongoing, constructive dialogue with all stakeholders.

This vision underpins the ADR Group’s strategy, in which ESG (Environmental, Social, Governance) components play a central role and are integrated with a strong focus on service quality, as well as with the programmes and plans developed in partnership with **ENAC (Ente Nazionale per l’Aviazione Civile, the Italian Civil Aviation Authority)**.

This provides the foundation for the **2025–2028 Strategic Roadmap**, which is structured around three main lines of action and designed to guide sustainable, resilient, long-term growth.

ADR Group 2025-2028 Strategic Roadmap

PILLAR	FULLY UNLOCKING ROME’S CONNECTIVITY POTENTIAL		✈️
TAKE OFF	Air traffic development	Investments	
PILLAR	CUSTOMER-CENTRICITY AND OPERATIONAL EXCELLENCE		✈️
TAKE OFF	Commercial: Retail / Real Estate Advertising / Parking	Operational excellence	
PILLAR	A NEW SMART AND SUSTAINABLE AIRPORT MODEL		✈️
TAKE OFF	Innovation	Sustainability	



Double materiality assessment

In 2025, ADR – in coordination with its parent company Mundys – updated its double materiality assessment, adopting an even more structured and strategic approach in order to identify impacts, risks, and opportunities along the entire value chain. The process, which was developed in line with the **European Sustainability Reporting Standards (ESRS)**, combined internal analyses, sector benchmarking, and active stakeholder engagement, enabling a clear, shared, and long-term view of the Group's sustainability priorities.

The analysis confirmed the relevance of the topics already identified in 2024 and introduced two new areas of focus: **the Circular Economy and Cybersecurity** – both are increasingly strategic for strengthening the Group's operational resilience and competitiveness in a context of environmental and digital transformation.














Alongside the material topics, the assessment continues to highlight the role of key enablers – **Innovation, Partnerships, and Sustainable Finance** – which are central to supporting investments, enhancing process efficiency, and mitigating medium- to long-term risks.

In addition to the material topics identified through the update, ADR also recognises the strategic importance of **two further areas** that contribute to strengthening the Group's integrated sustainability vision.

Water stewardship remains a priority, with initiatives aimed at increasingly efficient and responsible resource management through recovery systems, consumption-reduction technologies, and climate adaptation measures that support infrastructure resilience.

Similarly, **Corporate Cultural Responsibility** is becoming an increasingly central area and a true **strategic lever for sustainability**. Culture acts as an enabling force, raising awareness, shaping responsible behaviours, and driving a sustainable transformation that engages passengers, local communities, and stakeholders alike. In this perspective, art and culture are not merely decorative elements, but a concrete way to rethink the role of the airport as a public space — a place that fosters dialogue, education, inclusion, and the promotion of Italy's cultural heritage. Through dedicated cultural initiatives, ADR transforms the airport experience into an opportunity for interaction and learning, thereby contributing to social development and the spread of a culture of sustainability.

Material topics

ENVIRONMENTAL	SOCIAL	GOVERNANCE
<div data-bbox="201 457 629 533">  CLIMATE CHANGE </div> <hr/> <p>Climate change adaptation</p> <hr/> <p>Climate change mitigation</p> <hr/> <p>Energy</p>	<div data-bbox="1092 449 1519 533">  OWN WORKFORCE </div> <hr/> <p>Working conditions</p> <hr/> <p>Health and safety</p> <hr/> <p>Equal treatment and opportunities for all</p>	<div data-bbox="1970 457 2427 533">  BUSINESS CONDUCT </div> <hr/> <p>Political engagement and lobbying activities</p> <hr/> <p>Supplier relationship management, including payment practices</p> <hr/> <p>Cybersecurity</p>
<div data-bbox="201 884 522 959">  POLLUTION </div> <hr/> <p>Air pollution</p>	<div data-bbox="1092 879 1715 963">  WORKERS IN THE VALUE CHAIN </div> <hr/> <p>Working conditions</p> <hr/> <p>Health and safety</p>	<div data-bbox="1929 1062 2783 1192"> ENABLERS </div>
<div data-bbox="201 1140 872 1215">  WATER AND MARINE RESOURCES </div> <hr/> <p>Water*</p>	<div data-bbox="1092 1232 1620 1295">  AFFECTED COMMUNITIES </div> <hr/> <p>The economic, social, and cultural rights of communities</p> <hr/> <p>Noise pollution</p>	<div data-bbox="1970 1224 2309 1308">  INNOVATION </div>
<div data-bbox="201 1388 759 1472">  RESOURCE USE AND CIRCULAR ECONOMY </div> <hr/> <p>Resource inflows, including resource use</p> <hr/> <p>Waste</p>	<div data-bbox="1092 1614 1685 1698">  CONSUMERS AND END USERS </div> <hr/> <p>The personal safety of consumers and/or end users</p> <hr/> <p>Passenger satisfaction</p>	<div data-bbox="1970 1379 2344 1442">  PARTNERSHIPS </div>
		<div data-bbox="1970 1518 2481 1581">  SUSTAINABLE FINANCE </div>
		<div data-bbox="1970 1665 2487 1728">  CORPORATE CULTURAL RESPONSIBILITY* </div>

*Topics relevant to ADR, even though they are below the materiality threshold

ADR Group sustainability targets




Building on its strategic roadmap and double materiality assessment, ADR has developed a **Sustainability Plan** consisting of a structured set of objectives and initiatives. They have been organised around three priority areas — **People, Environment, and Development** — and are fully integrated into the company's strategic planning.

The more than 100 initiatives included in the Plan, which is continuously evolving in order to address increasingly complex sustainability challenges, are divided into **three complementary categories: projects, processes, and culture**.

Most initiatives fall under the **projects** category, consisting of concrete actions that directly improve sustainability performance, particularly in the environmental area. The **processes** category relates to the adoption of new procedures, standards, and regulatory requirements – such as international certifications and alignment with industry best practices – ensuring a structured and compliant approach to ESG issues. Finally, the **culture** category promotes awareness, advocacy, and the dissemination of a sustainability mindset, acting across the organisation to engage employees, stakeholders, and local communities.

The ADR Group's key commitments are outlined below. They guide the implementation of the Sustainability Plan and the allocation of the financial and economic resources required in order to achieve them.



PILLAR		STRATEGIC TARGET	2030 OBJECTIVE	2025 PROGRESS	
 <p>ENVIRONMENTAL</p>	CLIMATE CHANGE	Net Zero Carbon (Scope 1 & 2)	Net Zero	48,877 (-22% vs 2019)	
		LTO emissions from airlines with science-based targets	60% (*)	In progress	
		Non-aviation Scope 3 emissions intensity	-30% vs 2019	-24%	
		Scope 3 LTO emissions intensity (FCO)	-18.9% vs 2024	-7%	
	THE CIRCULAR ECONOMY	Certified sustainable infrastructure (FCO)	80%	77%	
		Recycled materials in paving	50%	54%	
		Paving waste sent for recovery	100%	100%	
		Waste intensity from airport operations	-10% vs 2019	-17%	
	 <p>SOCIAL</p>	HEALTH AND SAFETY AT WORK	Employee injury frequency rate	9	9.6
		PEOPLE DEVELOPMENT, INCLUSION, AND WELLBEING	Women in management positions	36%	34%
Gender Pay Gap			Zero (+/- 5%)	In progress	
Average training hours			>24 hours per year	24.4	
COMMUNITY AND LOCAL AREA PROTECTION AND DEVELOPMENT		Direct beneficiaries reached by key community and local initiatives		+242% vs 2024	
		Added value generated	Increasing	+1.6% vs 2024	
		Jobs created		+9.7% vs 2024	
PASSENGER SATISFACTION		Fiumicino Skytrax rating	5	5	
		Fiumicino passenger satisfaction (ACI - ASQ)	>4.4	4.6	
 <p>GOVERNANCE</p>		GOVERNANCE, INTEGRITY, AND BUSINESS ETHICS ALONG THE VALUE CHAIN	ISO 37001 Anti-bribery	Maintained	Confirmed
	Human Rights Due Diligence framework		Maintained	Confirmed	
	Cybersecurity maturity (NIST framework)		4/5	In progress	

ADR for the environment

Environmental protection is one of the ADR Group's strategic priorities and guides its airport planning decisions. This commitment is embodied in a management model that integrates sustainability across all activities, with the aim of reducing environmental impacts and generating value for local communities.

The Group's environmental pathway focuses on clear directions: decarbonisation and the use of renewable energy, efficient use of resources – including water – the circular economy, the protection of natural assets, and air quality. These areas guide investments and support the goal of **achieving Net Zero for CO₂ emissions under direct control by 2030.**



Fighting climate change and air quality

ADR is committed to tackling climate change through measurable **mitigation and adaptation** actions, reducing the environmental impacts of airport operations and contributing to the transition towards a low-emission mobility system.

The decarbonisation strategy encompasses all emission sources. With regard to **Scope 1 and 2** emissions, the Group is progressing towards its **Net Zero 2030** target through dedicated measures in energy efficiency, the installation of multi-megawatt photovoltaic plants, energy storage systems, electric charging infrastructure, and the use of low-emission biofuels (HVO).

In 2025, efforts to reduce **Scope 3** emissions were further enhanced through sustainable mobility initiatives for passengers, employees, and airport operators, as well as support for the adoption of SAF (Sustainable Aviation Fuel) – a key lever for the decarbonisation of air transport.

-23%

CO₂ EMISSIONS
(SCOPE 1+2 – MARKET-BASED)
48,877 t (2025)
63,757 t (2024)

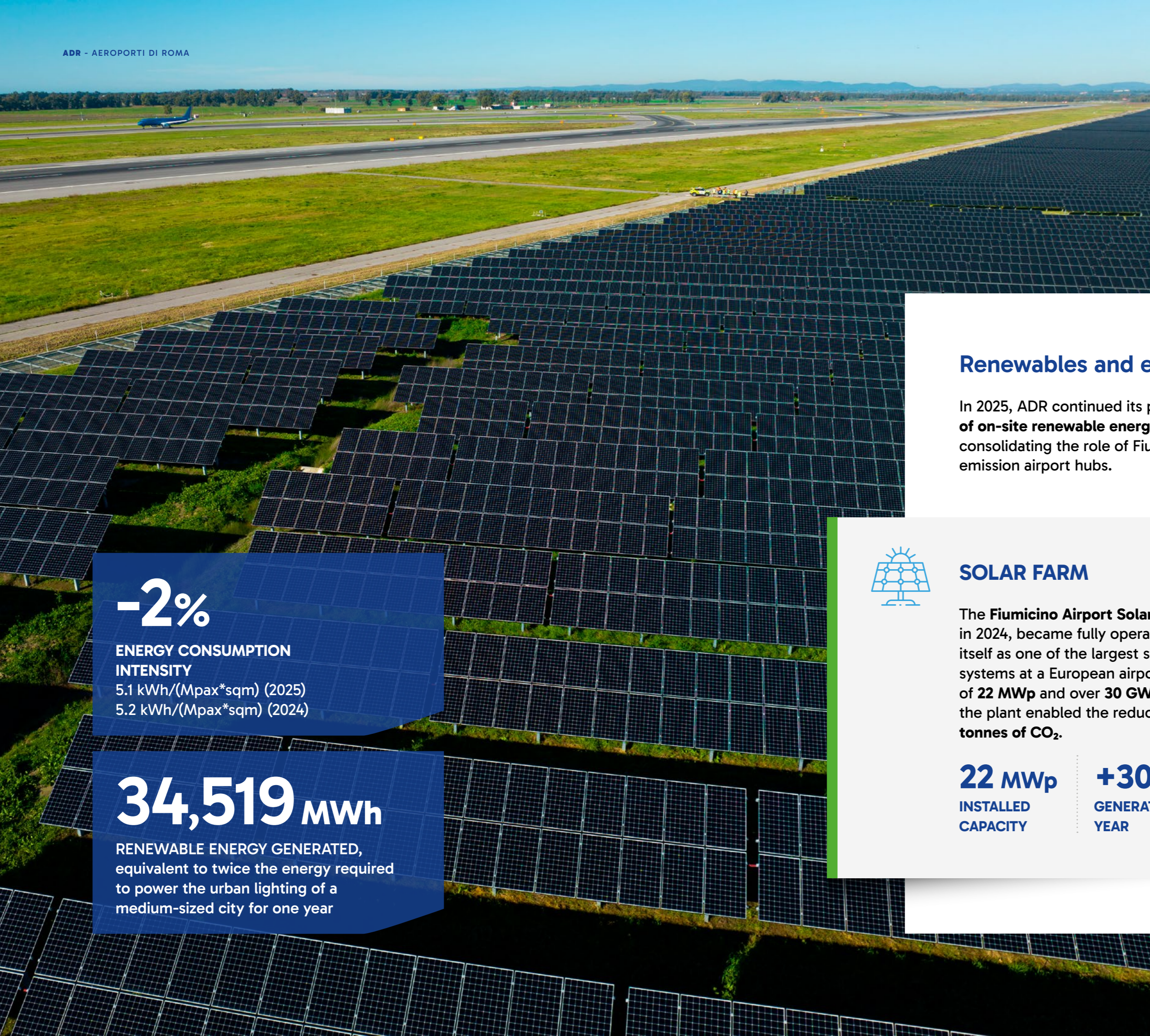
-7%

CO₂ EMISSION INTENSITY
(SCOPE 3 – LTO¹ FCO)
8.4 kg/pax (2025)
9.0 kg/pax (2024)

-9%

CO₂ EMISSION INTENSITY
(SCOPE 3 – NON-AVIATION²)
10.9 kg/pax (2025)
12.0 kg/pax (2024)

1. LTO: Landing and Take-Off refers to the emissions cycle generated during aircraft landing and take-off operations.
2. Non-aeronautical sources.



Renewables and energy efficiency

In 2025, ADR continued its programme for the **development of on-site renewable energy generation** plants, further consolidating the role of Fiumicino and Ciampino as low-emission airport hubs.

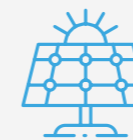
-2%

ENERGY CONSUMPTION INTENSITY

5.1 kWh/(Mpax*sqm) (2025)
5.2 kWh/(Mpax*sqm) (2024)

34,519 MWh

RENEWABLE ENERGY GENERATED, equivalent to twice the energy required to power the urban lighting of a medium-sized city for one year



SOLAR FARM

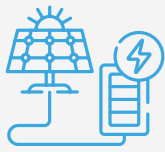
The **Fiumicino Airport Solar Farm**, which was completed in 2024, became fully operational in 2025, establishing itself as one of the largest self-consumption photovoltaic systems at a European airport. With an installed capacity of **22 MWp** and over **30 GWh** generated during the year, the plant enabled the reduction of approximately **14,000 tonnes of CO₂**.

22 MWp
INSTALLED CAPACITY

+30 GWh
GENERATED PER YEAR

14,000 t
CO₂ REDUCED ANNUALLY

During 2025, work progressed on the **photovoltaic canopies** at the long-stay car park, which reached a total capacity of **3.9 MWp**, with a further expansion to **5.6 MWp** planned for 2026. At the same time, projects for new installations in the operational areas of the airports continued, leading to the installation of an additional **13 MWp** at Fiumicino and **2.7 MWp** at Ciampino.



PIONEER

In order to optimise the use of the energy generated, in 2025 Aeroporti di Roma completed the installation of a **2.5 MW/10 MWh energy storage system** based on second-life batteries. The system was developed with Enel X as part of the European **PIONEER** project and uses 762 second-life batteries from electric vehicles produced by three different automotive manufacturers, together with an advanced battery energy management system (BMS) to store the generated energy and optimize self-consumption, leading to a further reduction of **16,000 tonnes of CO₂ over ten years**.

762

SECOND LIFE BATTERIES

16,000 t

CO₂ REDUCED OVER TEN YEARS

On the energy efficiency front, ADR continues to monitor and manage consumption through advanced technologies, implementing measures to reduce waste and improve the performance of airport assets. Thanks to the initiatives undertaken, in 2025 the **energy intensity index at Fiumicino kWh/(Mpx·sqm)** recorded a further 2% reduction compared to 2024; compared to 2019, the overall decrease amounts to **34%**.

In this context, the concept of the **Smart Energy Airport** takes shape – a forward-looking airport model that's capable of maximising energy production from renewable sources, improving energy efficiency, and making a tangible contribution to climate change mitigation objectives.

5.6 MWp

PLANNED CAPACITY IN 2026
FOR THE LONG-STAY CAR PARK
CANOPIES

**2.5 MW /
10 MWh**

STORAGE CAPACITY WITH
SECOND-LIFE BATTERIES - PIONEER



77%

CERTIFIED SUSTAINABLE INFRASTRUCTURE AT FCO IN 2025

Sustainable infrastructure

The continuous improvement of ADR's energy and environmental performance is also supported by the adoption of **international sustainable building certification standards**, including **LEED (Leadership in Energy and Environmental Design)** and **BREEAM (Building Research Establishment Environmental Assessment Method)**.

These frameworks guide design and management choices towards high-efficiency solutions, reduced environmental impact, and responsible resource use, contributing to the overall improvement of infrastructure performance.

In 2025, construction continued on the **Open** office tower, which was designed to achieve **LEED Gold** certification, with opening scheduled for the first half of 2026. During the year, **ex B Pier** obtained **LEED Platinum** certification, while **Terminal 3** achieved platinum-level certification under the **GBC Historic Building** protocol – the first application of this system to an airport terminal – recognising ADR's excellence in the enhancement and sustainable management of existing architectural assets.



E11–24 boarding area



Excellent (2022)

T3 forecourt



Excellent (2022)

A61–83 boarding area



Gold (2023)

T1 complex



Very Good (2024)

T1 extension



Very Good (2024)

T1 forecourt



Very Good (2024)

A31–59 boarding area



Platinum (2025)

Terminal 3



Platinum

Company nursery "Baby Gate"



Gold (2022)



General Aviation terminal



Gold (2019)

The next objective is to obtain LEED certification for **ex D Pier**, which is currently under renovation. The LEED Operation & Maintenance certification process is also underway for the **Commercial Aviation terminal** at Ciampino, with completion expected by 2026.



Infrastructure resilience to climate change

ADR has developed a **Climate Change Risk Analysis (CCRA)** methodology, which is integrated into the **Enterprise Risk Model (ERM)** and based on leading international best practices, including **ICAO guidelines** and **ISO 14091**. This approach makes it possible to identify and assess climate risks – both physical and transition-related – and to define adaptation and resilience strategies aimed at ensuring the long-term operational continuity of the airports.

The methodology is divided into four main phases:

- **climate modelling of physical risks**, based on the analysis of historical data and future projections across multiple time horizons and scenarios, in line with the EU Taxonomy;
- **assessment of impacts and asset exposure**, considering infrastructure vulnerabilities and transition risks;
- **resilience analysis**, integrating climate data, infrastructure characteristics, and operational procedures to evaluate the airport system's ability to respond effectively to expected changes;
- **definition of the adaptation plan**, including mitigation measures and interventions over the short, medium, and long term, as well as the identification of potential opportunities.

The results of the CCRA process are monitored, periodically updated, and shared with Top Management, thereby ensuring continuous alignment with evolving climate scenarios and the ADR Group's sustainability strategy.

Air quality

With regard to **air quality** within the airport perimeter, ADR confirmed a stable and controlled emissions profile, with no issues identified through monitoring activities. Measurements, which were made via the two fixed monitoring stations located at the airport and through annual monitoring campaigns conducted in collaboration with **CNR IIA**, confirmed full compliance with applicable regulatory limits.

With reference to the combined generation of electricity and heat, the **Cogeneration Plant** and the new **West Thermal Plant** – which is operated by Leonardo Energia, a company that is part of the ADR Group – cover most of the airport's energy needs, integrating energy from renewable sources and the grid. Specifically, in 2025 Leonardo Energia assumed management of the new West Thermal Plant, which entered its commissioning phase in October of the same year and is equipped with high-efficiency generators and heat-recovery systems.

For these plants, which are subject to environmental authorisation, compliance with requirements is ensured through a continuous emissions monitoring system, enabling rapid intervention in the event of deviations. In 2025, the **upgrade of the Cogeneration Plant's monitoring system** was also completed, further improving the accuracy and effectiveness of pollutant detection.

Zero

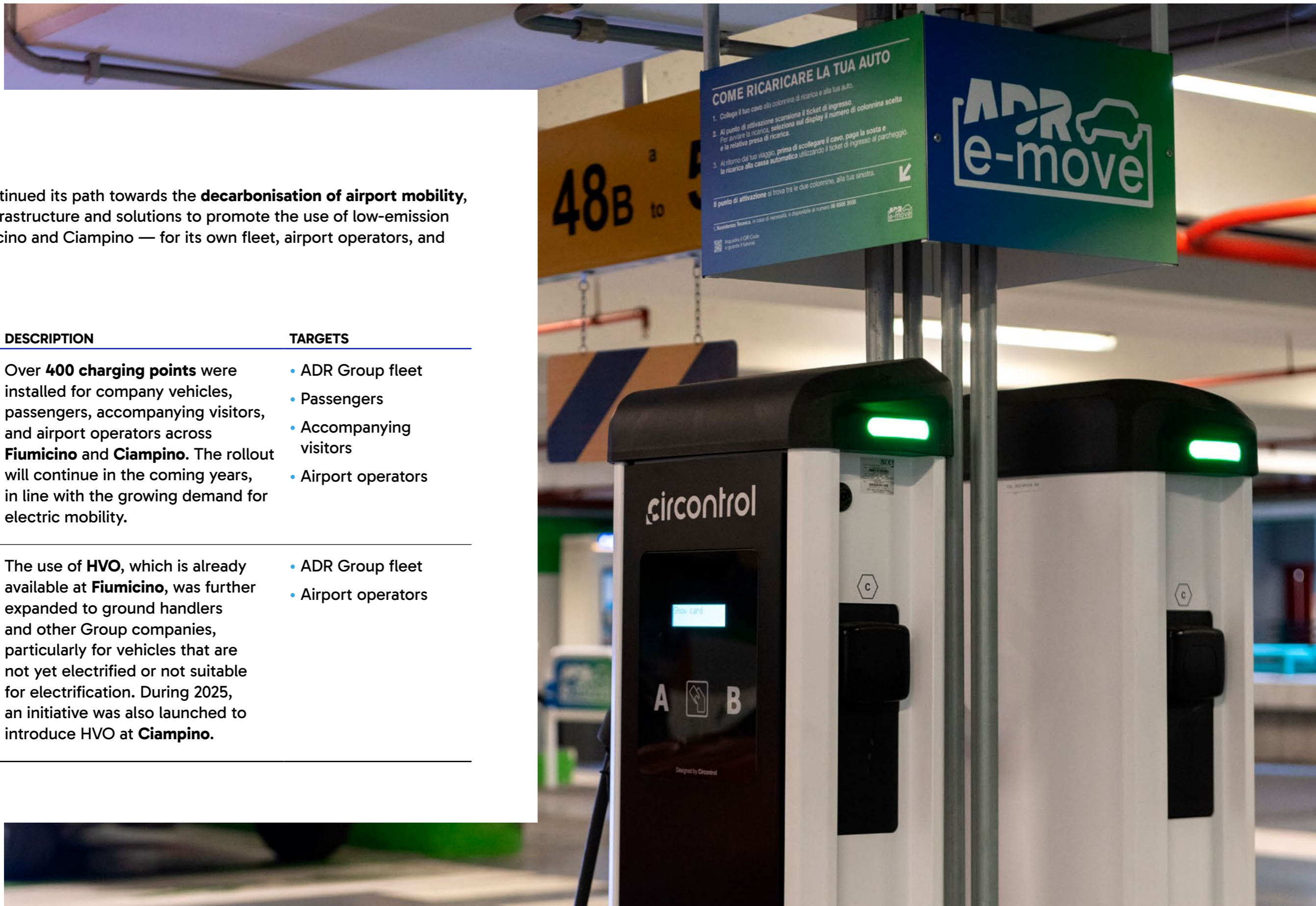
ISSUES IDENTIFIED
through air-quality monitoring
in 2025



Mobility

In 2025, ADR continued its path towards the **decarbonisation of airport mobility**, strengthening infrastructure and solutions to promote the use of low-emission vehicles at Fiumicino and Ciampino — for its own fleet, airport operators, and passengers.

MEASURE	DESCRIPTION	TARGETS
Electric vehicles	Over 400 charging points were installed for company vehicles, passengers, accompanying visitors, and airport operators across Fiumicino and Ciampino . The rollout will continue in the coming years, in line with the growing demand for electric mobility.	<ul style="list-style-type: none"> • ADR Group fleet • Passengers • Accompanying visitors • Airport operators
HVO (Hydrotreated Vegetable Oil)	The use of HVO , which is already available at Fiumicino , was further expanded to ground handlers and other Group companies, particularly for vehicles that are not yet electrified or not suitable for electrification. During 2025, an initiative was also launched to introduce HVO at Ciampino .	<ul style="list-style-type: none"> • ADR Group fleet • Airport operators





Sustainable aviation fuels



STRUCTURAL USE OF SAF

Following the initial pilot tests carried out between 2021 and 2022, **SAF (Sustainable Aviation Fuel)** is now structurally procured at Fiumicino. In 2025, the airport reached a usage share of 3.5% of total fuel supplied, **exceeding the minimum 2% requirement set by the ReFuelEU Aviation Regulation**, thanks to a dedicated logistics network and available infrastructure that enable efficient and scalable management.



SUPPLY CHAIN COLLABORATION

Initiatives for dialogue and collaboration were further strengthened **with all actors in the aviation fuel value chain** – producers, institutions, industry stakeholders, and the academic world – with the aim of accelerating SAF adoption and supporting the sector's transition.



INCENTIVES FOR AIRLINES

Since 2024, a new **tariff system** has been in place at Fiumicino, providing differentiated charges for airlines based on the environmental performance of their aircraft. The system introduces a **bonus/malus mechanism primarily based on noise classification** – indicators closely correlated with efficiency and emissions – and also rewards airlines that adhere to the **Science Based Targets initiative (SBTi)**, encouraging a concrete commitment to emission reduction.

Pact for the Decarbonisation of Air Transport

In 2025, Aeroporti di Roma strengthened its commitment within the **“Patto per la Decarbonizzazione del Trasporto Aereo”, Pact for the Decarbonisation of Air Transport (PACTA) Foundation**, which has become a national reference point for the definition of climate strategies in the sector.

The Foundation brings together institutions, companies, academic bodies, and associations, fostering the development of a science-based roadmap and shared solutions **for accelerating the decarbonisation of air transport** and promoting a model of sustainable innovation.

Throughout 2025, PACTA continued in its role as a platform for dialogue and coordination, strengthening Italy's contribution to the international debate on the sector's transition and on the advancement of low-emission technologies and fuels.

Among the most relevant initiatives of 2025 were the **fourth Annual Congress** – an important opportunity for discussion among institutional stakeholders and members – and the establishment of the **“Advocacy and Stakeholder Engagement” Task Force**, for coordinating the development of legislative proposals selected from identified priorities and developed under the supervision of the Steering Committee.

Circular management and resource protection

The circular economy is one of ADR's main drivers of transformation for the airport system. In a complex environment such as Fiumicino and Ciampino – where material, energy, and logistics flows converge, generated by passengers, operators, commercial activities, and construction work – circularity is interpreted as a **systemic approach** that rethinks the lifecycle of resources in order to reduce raw material consumption and maximise recovery.

In 2025, this commitment was further strengthened through the signing of a **Memorandum of Understanding with the Ministry of the Environment and Energy Security (Ministero dell'Ambiente e della Sicurezza Energetica, MASE)**, which recognises ADR as an enabling platform for the adoption of advanced circularity models at the national level. MASE supports ADR in the definition of guidelines, best practices, and innovative solutions for the sustainable management of resources and waste in the airport context.

Smart bins with AI

The rollout of smart bins developed with the startup **ReLearn/Nando** continues: these bins recognise waste, guide passengers towards correct sorting, and generate data to support continuous improvement.

Refill water stations

Water fountains installed in the terminals help reduce single-use plastic, offering passengers a practical and sustainable service.

Circular infrastructure

For horizontal infrastructure — airport pavements, internal roads, car parks, aprons, and manoeuvring areas — ADR defines technical criteria with the aim of systematically increasing the recycled material content in the structural layers of works, based on design analyses and technical-environmental assessments. In order to support full circularity in infrastructure development activities, the ADR Group operates two plants within the airport perimeter – one for crushing inert materials and one for processing bituminous aggregates – enabling the recovery and reuse of materials from paving work.

In 2025, paving work used approximately **107,000 tonnes of materials**, of which **more than 58,000 tonnes were recycled (54% of the total)**. Infrastructure activities generated a total of **37,247 tonnes** of waste, and **100% of the non-hazardous waste** was sent for recovery.

Circular waste management in operation

Operational waste management follows an integrated model based on separate collection, traceability, and shared responsibility with sub-concessionaires and airport operators. In 2025, the waste generated by airport operations amounted to approximately **13,000 tonnes**, **90.4%** of which was sent for recovery. During the same year, a **digital monitoring system** was introduced in order to improve data quality and increase the efficiency of the collection and disposal cycle. ADR is carrying out a structured dialogue and ongoing collaboration with commercial partners operating at the airports to jointly promote solutions designed to maximise the circularity of packaging, with particular reference to the beverage sector and single-use products.

100%

OF NON-HAZARDOUS WASTE FROM
INFRASTRUCTURE ACTIVITIES SENT
FOR RECOVERY

90.4%

OF NON-HAZARDOUS
OPERATIONAL WASTE SENT FOR
RECOVERY

54%

RECYCLED MATERIALS USED IN
PAVING WORK



10.1 l/pax
 POTABLE WATER WITHDRAWN
 AT FCO IN 2025



Water resource protection

ADR invests annually in order to reduce potable water consumption, through continuous maintenance of systems and distribution networks, in line with principles of pressure and flow regulation and control. In this context, a monitoring system has been implemented along **17 metres in the primary network and 25 in the secondary network**, strengthening the capacity to monitor and manage consumption.

At Fiumicino, a **dual water network** is in place, enabling separate management of potable water uses and those supplied with treated water for reuse.

The treated water supply system for airport reuse relies on two distinct sources: water from the River Tiber intake and water from the biological treatment plant, both feeding into a storage basin with a capacity of approximately **10,000 cubic metres**. The water undergoes a complex

treatment and sanitation process before being distributed through dedicated networks for specific uses (such as thermal systems, fire prevention systems, irrigation, and toilet flushing).

Thanks to continuous improvement actions, in 2025 the share of potable water use at Fiumicino stood at **27%**, with a **52% reduction in withdrawal intensity** compared to 2019.



Water use at FCO

Breakdown of water resources

POTABLE
 CIVIL USE
27%

NON POTABLE
 INDUSTRIAL USE
73%

ADR for people

People are at the core of ADR's sustainable development strategy. The quality of the airport experience, the safety of operations, and the capacity to innovate depend on the daily commitment of the people working at the airports. For this reason, the Group invests in a model that values human capital, promotes inclusive and safe working environments, and supports professional growth through continuous training, active engagement, and dedicated listening tools.

This focus on people is not limited to the internal dimension: it extends to passengers, industrial partners, sub-concessionaires, and local communities, **with the aim of generating widespread social value and contributing to the well-being of the communities surrounding the airports.** For ADR, caring for people means creating an open, collaborative, and welcoming ecosystem, one that's capable of anticipating emerging needs and transforming airports into increasingly accessible, inclusive, and service-oriented environments.



Human capital

ADR's people are one of its **most strategic assets**, driving innovation, service quality, and operational safety. Through advanced training programmes, professional development initiatives, listening tools, and policies that promote wellbeing, equity, and talent development, the company aims to build **an organisation that's capable of proactively addressing sector challenges and supporting the evolution of the airport system.**

Health and safety at work

ADR places great importance on the **health and safety of its employees**, with an ongoing commitment to reducing workplace incidents and ensuring safe working environments.

Although every measure is adopted with the utmost care, risk cannot be entirely eliminated, **and each incident is a moment of deep reflection for the company and a reminder of the value of every individual.**

+6%

EMPLOYEES
4,445 people (2025)
4,213 people (2024)

34%

WOMEN IN MANAGERIAL POSITIONS

>24

AVERAGE TRAINING HOURS PER EMPLOYEE

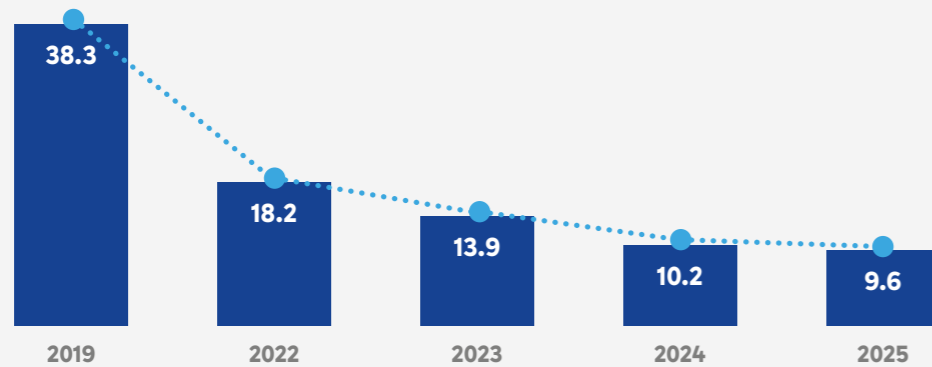


ALL'INTERNO

ADR
AEROPORTI DI ROMA

The Group adopts an integrated approach that includes the review of procedures, updates regarding personal protective equipment (PPE), training and awareness activities in order to promote a culture of safety, the design of safe infrastructure, and the involvement of suppliers to ensure they adopt the same protection standards.

Injury frequency rate



BASELINE 2019
38.3
 # workplace injuries
 per million hours worked

2025 PERFORMANCE
9.6
 # workplace injuries
 per million hours worked

REDUCTION VS BASELINE
-74.9%

In 2025, **Leadership in Health and Safety** project continued, with the aim of strengthening awareness of safety issues and conducting an in-depth assessment of work-related stress. At the same time, investments were made in new technologies in order to further enhance safety standards.

During the year, the **Health and Safety Leadership Team** programme was also launched, leading to the definition of an **H&S Behavioural Protocol** and the selection and training of **50 Health and Safety Agents**. These professionals are responsible for carrying out behavioural observations among workers, with the aim of strengthening and promoting a shared culture of prevention.

>27,000

HOURS OF TRAINING DELIVERED
 ON HEALTH AND SAFETY

-5.9%

EMPLOYEE INJURY FREQUENCY RATE*
 9.6 (2025) / 10.2 (2024)

(* This index does not reflect the severity of incidents, and only considers their number)

Under the **Memorandum of Understanding between ADR, INAIL (Italy's National Institute for Insurance against Accidents at Work), and the national trade union secretariats**, specific initiatives were implemented to reduce workplace incidents, prevent occupational diseases, and strengthen the focus on health and safety at work. In particular:

- the project dedicated to the **reproduction of environments in virtual reality using scanning technologies** continued; in this phase, the virtual reconstruction of an underground technical facility supplying 400 Hz electrical power to parked aircraft was initiated. This reconstruction will enable training and simulation activities in a safe and realistic environment for personnel operating in this context;
- a **study on the recharging process of Skyway chairs** – electrically powered wheelchairs used to assist passengers with reduced mobility – was initiated, with the aim of optimising procedures and ensuring safer working conditions.

Diversity, Equity and Inclusion and training

In 2025, ADR further strengthened its commitment to **people development** by expanding its training offering and consolidating a growth model that integrates leadership, sustainability culture, managerial, language, and digital skills, as well as the latest applications of Artificial Intelligence.

The company continued its active employee listening approach through established tools such as **Open Door** and **Focus Groups**, which made it possible to collect structured feedback, identify areas for improvement, and guide the priorities of growth and engagement programmes. At the same time, the **Greenfield** and **Talent Building** programmes continued, dedicated respectively to the development of young talent and the strengthening of key competencies for the organisation's strategic functions. The **Leading Shadow Leadership** programme was launched with a view to strengthening operational leadership. It involved approximately 180 operational coordinators, with the aim of developing more conscious, effective leadership capabilities aligned with new organisational models.

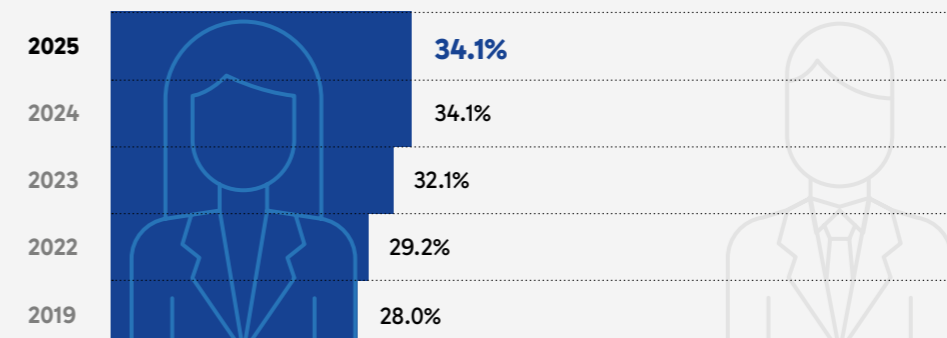
In line with the Group's sustainability objectives, a **sustainability training programme** was delivered to the entire workforce, with the aim of strengthening understanding of key international trends and promoting the integration of the strategic sustainability plan into daily business activities. These initiatives were complemented by **Language Upskilling** programmes, dedicated pathways for new managers, and the launch of **Leading High Performance**, which enhances the active role of individuals in their own professional development.

Particular attention was devoted to digital skills and technological innovation: in 2025, ADR launched **Artificial Intelligence** training programmes for leadership, key players, and professionals, with the aim of increasing familiarity with AI applications and promoting their informed and responsible use. This pathway was complemented by technical and specialist design programmes, supporting engineering functions and the most complex infrastructure projects.





Women in managerial positions



ADR also continued implementing its **Strategic Diversity, Equity and Inclusion (DEI) Plan**, consolidating initiatives aimed at promoting an increasingly inclusive, equitable, and respectful workplace. In 2025, a dedicated **onboarding** pathway for new hires was introduced, including policies, specific training modules, and a cognitive bias test, with the aim of fostering awareness of diversity dynamics and potential perceptual biases from the very beginning. As part of the awareness-raising initiatives, the **Language of Respect** project was launched, involving approximately 500 people and aimed at promoting clearer, more inclusive, and respectful communication practices. Initiatives also extended to areas such as **gender equality, parenthood, and intergenerational integration**, thereby

contributing to maintaining the **UNI/PdR 125:2022 Gender Equality Certification** for the third consecutive year. In this context, the **Cross-Generations** project was also launched. It was designed to enhance collaboration across different age groups and foster the intergenerational exchange of skills, experience, and perspectives.

During the year, the **Employee Resource Group** also continued to play an active role, becoming fully autonomous in managing its initiatives and increasingly central in supporting the promotion of an inclusive culture focused on organisational well-being and the creation of a collaborative and welcoming working environment.



Passenger-centricity

+4%

PASSENGERS IN THE ROME AIRPORT SYSTEM
55.3 million (2025)
53.1 million (2024)

The **passenger experience** is a central pillar in the evolution of the Rome airport system, guiding ADR's development choices and shaping investments, innovation, and service quality. In a context of strong traffic growth in 2025, Rome's airports continued to stand out for the **quality of the experience offered**, recording some of the highest satisfaction levels in Europe and confirming a service model built around the needs of travellers.

Through targeted investments, continuous innovation, and ongoing dialogue with passengers, ADR aims to ensure an increasingly comfortable and inclusive airport experience, **further strengthening the role of Fiumicino and Ciampino airports within the European landscape.**

DAJE!*

*ROMAN WAY TO SAY "C'MON!"

Fiumicino, for the ninth year in a row, is Europe's best airport for quality.

4.64/5.00

OVERALL SATISFACTION (FCO) FOR CUSTOMER EXPERIENCE (ACI)*

(*) Airports Council International – ASQ (Airport Service Quality) Survey



Recognition of ADR's excellence in 2025

The quality of passenger services and ADR's operational performance has been recognised internationally through numerous certifications and awards granted by leading industry organisations, including Skytrax and ACI.

In 2025, Skytrax once again awarded Fiumicino the prestigious **5-Star Airport** certification, following the audit carried out during the year, and recognised it as **Best Airport in Southern Europe**. In the same year, Ciampino obtained the **4-Star Regional Airport** certification for the first time, confirming the growing focus on service quality across both airports.

ACI Europe also confirmed the excellence of Rome Fiumicino Airport, awarding it the **Best Airport Award** in the category of hubs with over 40 million passengers, a form of recognition received for the seventh time in the last eight years. ACI World, through passenger feedback collected

within the **Airport Service Quality (ASQ) Customer Experience Awards 2025**, also confirmed Rome's airports among the leading performers in Europe in their respective categories: Fiumicino for the ninth consecutive year and Ciampino for the third consecutive year.

In 2025, ADR also received three awards at the **Airport Honour Awards**:

- **Equity, Diversity and Inclusion Award**, for policies promoting an inclusive workforce;
- **Airport Security Award**, for its ability to combine effective controls with efficient screening processes;
- **Airport of the Year**, recognising overall excellence across key performance areas, from operations to sustainability, from passenger experience to accessibility.

Finally, for the **second consecutive year, Rome Fiumicino Airport ranked among the top ten airports worldwide**, reaching **seventh place in the World Airport Awards 2026**, the international recognition granted by Skytrax.



ADR AWARDS



AWARDS



5-Star Airport
Skytrax



Best Airport in Southern Europe
Skytrax



4-Star Regional Airport
Skytrax



Best Airport Award
ACI Europe
Category > 25 million passengers



Airport Honour Awards
Categories **Airport of the Year / Equity, Diversity & Inclusion Award / Airport Security Award**



Airport Service Quality Award (ASQ)
ACI World
Category > 40 million passengers



Accessibility Enhancement Accreditation (AEA) Livello 3
ACI World



Accessibility Enhancement
ACCREDITATION

The **Accessibility Enhancement Accreditation (AEA)** is an ACI World programme that certifies the accessibility of airport infrastructure and services for passengers with reduced mobility and for persons with disabilities. After obtaining the first level of accreditation in August 2024 and the second in April 2025, on 18 December 2025 **Fiumicino and Ciampino airports achieved the third and highest level**, becoming the first airports in Italy and the European Union to receive this recognition, confirming ADR's ongoing commitment to promoting increasingly accessible and inclusive airport environments.



Service quality

In the continuous quality improvement journey at Fiumicino and Ciampino airports, **passenger listening** is a fundamental pillar of the ADR model: feedback collected through complaints, reviews, ASQ (Airport Service Quality) surveys, and NPS (Net Promoter Score) guides intervention planning and the development of new services. The initiatives implemented in 2025 stem from the analysis of this evidence and future growth forecasts, with infrastructure and operational investments across both airports.



Spaces and infrastructure: capacity, comfort, and operational continuity at Fiumicino

BAGGAGE HANDLING SYSTEMS

4 new belts
for baggage claim
at Terminal 3

CHECK-IN AREA

60 counters
40 self-service kiosk

POWER HUBS

700 fast-charging points
integrated into seating

TAXI AREA

10 bays
up from 4 previously for
increased capacity



At **Fiumicino**, new terminal spaces were completed, including an additional customs checkpoint and new food & beverage outlets in Terminal 1. Boarding areas E51–61 were upgraded with new flooring, queuing areas, and **seating equipped with charging points**. The transit security screening area was expanded, and four new **baggage belts** were activated in Terminal 3, helping to reduce reclaim times. The Terminal 1 **taxi area** was extended to serve a higher number of passengers. A new check-in area was also inaugurated in Terminal 3, with approximately **60 desks** and **40 self-service kiosks**, expanding the terminal hall area and improving passenger flow management. Additional enhancements included new types of seating, further charging points in the Extra-Schengen area, and water refill stations. The new dedicated spaces included the Dog Relais – this is the first dog hospitality facility ever created at an Italian airport.

At **Ciampino**, check-in counters were refurbished and the **Sala Amica** – the dedicated area for passengers with disabilities or reduced mobility – was enhanced, creating a more welcoming and functional environment. New entertainment areas were introduced to improve passenger dwell time, along with **workstation** areas installed before security screening. Additional interventions included the creation of a dedicated external area for NCC services (chauffeur-driven car hire), the refurbishment of restrooms, improvements to flooring in the Schengen area, reconfiguration of the nursery, and an overall upgrade of signage to make it clearer and more intuitive.



Digital and Smart Experience: technology supporting the journey

The Group accelerated the **digitalisation of its services** with the aim of offering a smoother, more intuitive, and personalised travel experience.

In 2025 at **Fiumicino**, new digital totems were installed, enabling passengers to quickly access updated information, useful services, and interactive terminal maps via the indoor navigation web app. At the same time, the WhatsApp chatbot was enhanced through the introduction of generative AI-based features, improving real-time assistance and access to airport services. The **Airport in the City** service at Roma Termini also continued, integrating rail and air travel and allowing ITA Airways passengers to complete check-in and baggage drop directly in the city. At Fiumicino, the **Smart Guidance** project was implemented in Terminals 1 and 3 (excluding flights to the USA and Israel), directing passengers to the fastest route to security screening and optimising processing times. The use of e-gates and manual passport control stations was also expanded to further reduce waiting times and improve passenger flow management during peak periods. These interventions were complemented by two new smoking lounges in the Schengen area and three smoking cabins in the Extra-Schengen area.

At **Ciampino**, a **dedicated digital guide to transport options** was developed to help passengers navigate the available solutions – taxis, buses, and car rental – and facilitate journey planning for arrivals and departures.



Inclusion, accessibility and family services

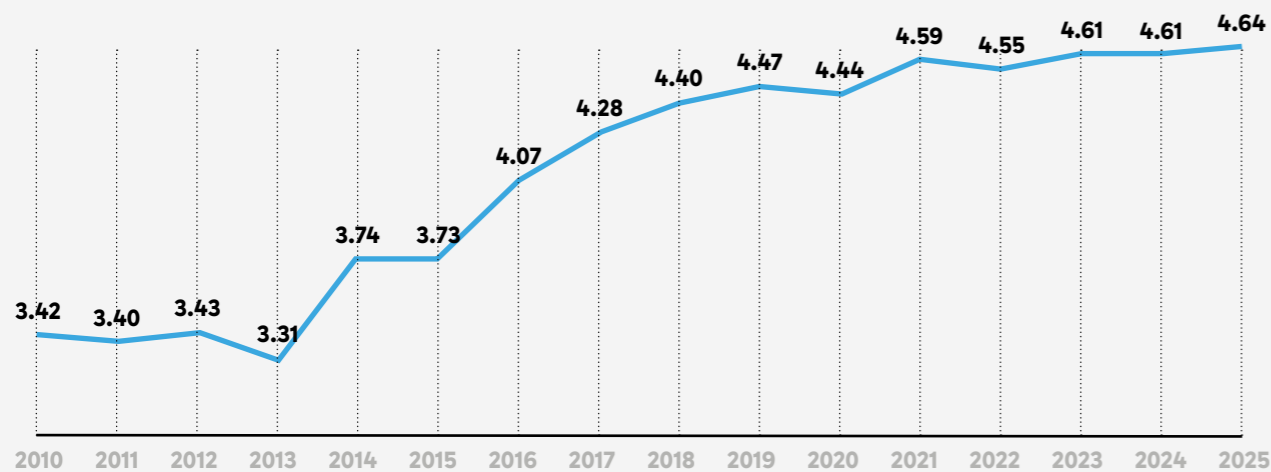
At Fiumicino, numerous initiatives were implemented in 2025 to ensure an inclusive travel experience that addresses the needs of all passenger groups. In the Extra-Schengen area, a pilot project introduced self-operated **electric wheelchairs**, enabling passengers to reach their gates independently without assistance.

Two **Dining Booths** were also installed, providing dedicated spaces for passengers requiring more private environments for meals. For visually impaired passengers, the **Be My Eyes** service was introduced in partnership with the company of the same name, offering orientation support via video assistance connecting passengers with operators.

The travel experience was also enhanced for families and children, with the opening of **five new play areas** in boarding zones A and E and an increase in the availability of **complimentary strollers**.

ACI World Survey – Airport Service Quality

Overall Satisfaction Index 2010–2025 (FCO)¹. Rating scale: from 1 (Poor) to 5 (Excellent)



1. Source: ACI World – Airports Council International: Airport Service Quality Survey Report. ACI World measures passenger perceived quality across more than 300 airports worldwide. It continuously monitors 32 different parameters of perceived service quality, covering Overall Satisfaction, Arrival at the airport, Check-in, Security, Border Control, Shopping/Dining, Gate areas, Throughout the airport, and Airport atmosphere. ACI is a non-profit association of civil airport operators established in 1991 and headquartered in Montréal.



50 MILLION
PASSENGERS
AT ROME FIUMICINO AIRPORT

ADR
AEROPORTI DI ROMA

Check-in 252 - 485 | Check-in 226-251 | ↑ | ↑ | ↑ | ↑

97.9%
PASSENGERS SATISFIED WITH SERVICES AT FCO

93.1%
PASSENGERS SATISFIED WITH SERVICES AT CIA



~100

AUDITS CONDUCTED ACROSS BOTH AIRPORTS UNDER THE COMPLIANCE MONITORING MANAGEMENT (CM) SYSTEM

+600

AIR-SIDE OPERATIONAL INSPECTIONS CARRIED OUT AT FCO UNDER THE COMPLIANCE MONITORING MANAGEMENT (CM) SYSTEM

>500

OPERATORS INVOLVED IN SAFETY PROMOTION CAMPAIGNS

Passenger safety

Passenger safety is an absolute priority for ADR, which manages airport operations through a rigorous model based on national and international regulations, daily controls, continuous staff training, and constant coordination with all stakeholders.

In 2025, ADR further strengthened its **Aviation Safety** model through a certified **Safety Management System (SMS)**, continuous monitoring of performance indicators, and an extensive programme of on-field inspections. Over the course of the year, more than 600 airside operational inspections were carried out, alongside internal and external audits that confirmed full compliance with European requirements and ENAC regulations. **Safety Promotion** activities played a central role, engaging the entire airport community through dedicated campaigns, training initiatives, and awareness activities. The most significant initiatives included the **Non sei in Pole Position! (You're Not in Pole Position!)** campaign and the **FOD (Foreign Object Debris) Walk**. This involved **more than 500 operators**, promoting safe behaviours and supporting the development of a shared culture of

prevention, particularly in relation to safe driving in airside areas and the risks posed by debris on aircraft manoeuvring surfaces.

Both airports are among the first in Italy to have adopted an **emergency plan** fully compliant with the requirements of the **European Union Aviation Safety Agency (EASA)**. The plan integrates procedures for managing not only aviation-related emergencies but also a wide range of risk scenarios that may affect airport operations. This structured approach strengthens response capacity to potential critical events and helps ensure high operational standards.

Fiumicino Airport also operates an on-site first aid medical service directly managed by ADR, while Ciampino is equipped with an operational medical facility.

Both airports are equipped with a certified **Compliance Monitoring Management (CM)** system, through which all regulatory verification and control activities are carried out, ensuring the continuous maintenance of airport certification and full compliance with safety requirements for flight operations and passengers.



13,000
DIRECT BENEFICIARIES OF – AND PARTICIPANTS IN – COMMUNITY SUPPORT INITIATIVES IN 2025

Local communities and areas

In 2025, ADR further strengthened its commitment to the **communities of Fiumicino and Ciampino** through a broad and structured portfolio of environmental, educational, and social initiatives developed in collaboration with local authorities, schools, associations, and institutions. The overarching objective is to support the sustainable development of local communities, generate shared value, and contribute to improving the quality of life in the areas hosting the airports.

The initiatives promoted throughout the year reflect an **impact-oriented approach** that integrates multiple dimensions, including urban regeneration, social inclusion, sport promotion, support for vulnerable groups, and dedicated programmes for young people and future generations.

ADR's commitment to local communities also extends to the **management of airport noise**, addressed through dedicated monitoring systems and operational measures aimed at protecting residents living in the areas surrounding the airports.



4.77
SOCIAL RETURN ON INVESTMENT OF LOCAL COMMUNITY SUPPORT INITIATIVES IN 2025

~2,000
STUDENTS AT NEWTON ROME IN 2025

Social projects and local value



Environmental regeneration and planting

In 2025, ADR continued its commitment to environmental protection and the enhancement of public spaces. Following the projects carried out in parks at Fiumicino and Ciampino in 2024, a **new regeneration initiative** was launched in collaboration with the Municipality of Fiumicino. The project will transform a currently unused area into an inclusive public park, promoting community use while contributing to environmental restoration and the overall regeneration of the local area.



Social inclusion and support for the third sector

ADR supports dedicated programmes for **children and young people with disabilities**, promoting educational, recreational, and relational activities that enhance individual capabilities and strengthen active participation in community life. Alongside these initiatives, the company also promotes programmes for vulnerable minors – including those from migrant families – through educational and sports activities aimed at fostering inclusion and expanding opportunities.

At the same time, initiatives targeting older adults were launched, with the aim of improving everyday wellbeing and strengthening local proximity networks, thereby contributing to the quality of life of the more vulnerable population groups.



Collaboration with local sports associations

Sports-related initiatives contributed to promoting both physical and mental well-being, with particular attention to younger generations. Support for local associations fostered participation across different disciplines and strengthened collaboration between sports organisations, creating opportunities for personal development, social engagement, and inclusion within the community.



Beach Clean-Up

In May 2025, the third edition of the **Beach Clean-Up** project was held: it was organised by ADR in collaboration with **Legambiente**. The initiative involved **150 employees** in a corporate volunteering day dedicated to environmental protection at **Coccia di Morto** beach, an area of significant natural value located near Fiumicino Airport.

Thanks to the commitment of participants, **more than one tonne of waste** was removed, contributing to the preservation of the coastline and raising awareness of the importance of protecting coastal ecosystems. The initiative was also an opportunity for active participation and for promoting a culture of social responsibility both within the company and throughout the wider community.



Engagement of children and families

ADR promotes **educational and cultural initiatives aimed at younger generations**, with the objective of strengthening the relationship with local communities and fostering active participation in community life. Educational activities, recreational programmes, and shared learning pathways have helped expand access to opportunities while also reinforcing the role of families in educational processes.



Newton Rome at Fiumicino Airport

In 2025, the growth path of **Newton Rome** — the educational programme dedicated to promoting STEM disciplines through aviation-related content — continued and was further strengthened. During the year, the programme evolved towards a model based on **five weekly lessons** for the 2025–2026 academic year, enhancing continuity and the overall quality of the educational experience.

In 2025 alone, **approximately 100 classes and over 2,000 students** participated, bringing the **total number of students** involved to around **2,500** since the programme's launch. The educational model was further developed to include younger age groups, with the aim of fostering

early interest in scientific and technological subjects. At the same time, additional activities were designed to reach a broader audience, promoting wider dissemination of content and opening the programme to the participation of the external community.



Healthcare and access to pediatric care

In 2025, ADR supported a **local paediatric hospital** by providing **new medical equipment** designed to improve diagnostic accuracy and enable minimally invasive procedures. The expansion of available equipment enables the hospital to respond more effectively to increasing demand from young patients and to significantly reduce waiting times for examinations and treatments, thereby improving access to care.



Women's protection and empowerment

ADR supports initiatives aimed at **protecting women's rights and combating gender-based violence**. One project accompanied a group of women who, following oncological treatment, found in canoeing a tool for recovery, sharing, and reintegration into community life, transforming the sporting activity into a pathway of resilience and empowerment. Another initiative engaged young people through educational and creative activities designed to promote a culture of respect and raise awareness of gender-based violence.

Furthermore, Fiumicino and Ciampino airports are part of the national **Punti Viola (Purple Points)** network, providing dedicated listening and support points for women experiencing harassment or violence, with trained personnel able to offer immediate assistance and guidance.



Reuse and donation of goods

In 2025, ADR continued its initiative to recover items not permitted on board, transforming products such as perfumes and gels confiscated during security checks into donations for people in need. **Between April and July, more than 20,000 products were collected.** Following regulatory changes related to liquids above 100 ml, the initiative was temporarily suspended and subsequently resumed in November in areas where restrictions remained in place and at Ciampino Airport, with approximately **2,700 additional items recovered by the end of the year**, confirming the effectiveness and continuity of the initiative.

At the same time, **corporate assets** still in good condition but no longer usable within airport operations — such as decommissioned furniture — were donated to local organisations, promoting a virtuous model of circular economy and social solidarity.

People reached by initiatives in 2025

In 2025, community-focused initiatives recorded a significant expansion in terms of people reached, increasing from **3,800 beneficiaries in 2024 to approximately 13,000 in 2025.**

This increase is associated both with the extended duration of certain initiatives – spanning the 2025–2026 academic year – and with the expansion of intervention areas, which enabled the engagement of new target groups and thematic areas. At the same time, the consolidation of ongoing programmes allowed for greater continuity and broader participation.

Alongside the direct beneficiaries, a wider audience is indirectly impacted by ADR's initiatives, which contribute to improving accessibility, well-being, and quality of life in local areas, generating effects that extend beyond the municipalities hosting the airports.

Measuring these impacts enables ADR to turn its activities into tangible value for the community, going beyond a purely economic perspective and reinforcing its social role in the local area.



Social value generated for the local area

In 2025, ADR carried out a comprehensive analysis to measure the effectiveness of the initiatives implemented, with the aim of better understanding their outcomes and strengthening its ability to generate tangible and measurable benefits for the local area. The analysis combined quantitative and qualitative data — including the number of direct and indirect beneficiaries, types of activities implemented, and observed changes — enabling more accurate monitoring of impacts over time.

Based on the **Theory of Change** methodology, the process identified the causal relationships between the resources employed and the results achieved. It included stakeholder engagement and the definition of output and outcome KPIs, leading to a structured evaluation of initiatives implemented during the 2024–2025 period.

This approach enabled the calculation of the **Social Return on Investment (SROI)**, assigning an economic value to the social benefits generated. The results show a social return of **2.36** in **2024** and **4.77** in **2025**, meaning that each euro invested generated 2.36 and 4.77 euros of social value, respectively. This

marks a significant improvement and confirms the growing impact of ADR's initiatives on local communities and local areas. This first cycle of evaluation provides a solid foundation for further refining the methodology in the coming years, strengthening the system for measuring and managing social value creation.

Social Return on Investment (SROI)

SOCIAL VALUE GENERATED PER EURO INVESTED

2024

€2.36

2025

€4.77

Contribution to national development and local and global connectivity

Fiumicino and Ciampino airports are excellent examples of strategic infrastructure for both national economic development and local areas, generating direct and wider economic value for the productive system, employment, and tourism.

In 2025, the growth of the Rome airport system was supported by a strategy focused on network expansion and airline diversification. During the year, **more than 30 new routes** were introduced – including **12 to previously unserved destinations** – and **6 new airlines** began operations, expanding connectivity opportunities for both passengers and businesses. Fiumicino further strengthened its position among the most connected airports worldwide, **with approximately 100 airlines, connections to 80 countries, and more than 240 direct destinations.**

Long-haul traffic continues to be a key driver of growth. North America recorded **4.7 million passengers**, while Asia experienced strong expansion, driven by increasing demand for destinations such as South Korea, Japan, and Bangladesh. At the same time, short- and medium-haul connectivity was further reinforced by the presence and growth of expanding carriers based at Fiumicino.

The **cargo** segment also confirmed a positive trend. Following the record growth of **+44%** recorded in 2024 compared to the previous year, Fiumicino registered a further increase in volumes in 2025 (+1%), consolidating its role as a key logistics platform for Central and Southern Italy and as a strategic node within Lufthansa Cargo's multi-hub model.

Thanks to these results, the Rome airport system further strengthens its role as a driver of Italy's competitiveness, contributing significantly to international mobility, economic development, and the overall attractiveness of the country.

> **590,000**
JOBS

€ **31.3 billion**
ADDED VALUE GENERATED

Socio-economic impact analysis

ADR conducts an annual **impact analysis** in order to assess the economic and employment effects generated by Fiumicino and Ciampino airports at both local and national level. The study examines airport-related activities and tourism impacts, applying an Input-Output model.

The analysis identifies four types of impact: direct, indirect, and induced impacts, as well as catalytic impact, primarily associated with tourism and trade. In 2025, core airport activities generated more than €27 billion in output and €11.6 billion in added value, supporting approximately 160,000 jobs. Tourism generated by the airports contributes over €11 billion in annual added value and supports more than 432,000 jobs. Overall, airport activities and tourism combined generated **approximately €31 billion in added value and more than 590,000 jobs**, with benefits largely concentrated in the transport, tourism, and hospitality sectors. Between 2024 and 2025, employment impacts increased, while total added value remained broadly stable, alongside a 4% increase in core airport activities.

Airport noise management

ADR considers airport noise management to be a strategic priority and implements a coordinated set of actions structured around three main areas: governance and monitoring, operational measures, and institutional dialogue and collaboration.

The activities of the **Noise Committee** – the internal body dedicated to noise management – continued in 2025. The Committee regularly analyses acoustic emissions and evaluates potential mitigation measures.

Fiumicino airport operates an advanced acoustic monitoring system that provides data to support the development of noise containment strategies. Operational measures are implemented, such as limiting the use of Runway 1 during night-time hours, while full compliance with airport noise limits is ensured. At Ciampino airport, the number of daily commercial aviation flights is capped, and night-time operations are restricted, in line with applicable regulatory requirements.

In order to encourage the use of quieter aircraft, ADR introduced in 2024 a **new tariff system based on acoustic performance**, which remained in force throughout 2025. Aircraft are classified into seven categories (from S1 to S7), defined in accordance with ICAO2 standards: data analysis shows an **improvement in the distribution across noise categories**, with an overall reduction of 2% in the noisiest classes (S1–S3) and a corresponding increase of 2% in the quietest categories (S5–S7). As a result, approximately **50% of air traffic movements** in 2025 fell within the lowest noise-impact categories.

² ICAO (International Civil Aviation Organization) is the specialised agency of the United Nations responsible for regulating and developing international civil aviation.

51.5%

IR MOVEMENTS IN THE LOWEST
NOISE CATEGORIES (S5, S6, S7)



ADR for Sustainable Governance

ADR's governance framework defines the reference context within which the Group's strategic decisions are developed, ensuring alignment between industrial objectives, sustainability priorities, and long-term value creation.





Ethics and Governance

As of 10 May 2023, the Board of Directors established **three board-level committees** with advisory and consultative functions: the **Control and Risk Committee**, which supports the Board in overseeing the internal control and risk management system; the **Human Resources Committee**, which is responsible for remuneration, incentive, and human capital development policies; and the **Sustainable Development Committee**, which supports the Board in defining and implementing sustainability plans and in planning investments related to the development, maintenance, and management of airport infrastructure.

In addition to the board-level committees, **two internal committees** operate with a specific focus on sustainability and sustainable finance, alongside a dedicated committee addressing airport noise.

The Sustainability Committee

The Sustainability Committee, which has been active since 2021, promotes coordination between corporate functions and top management in defining the Sustainability Plan, monitoring targets, and fostering the integration of ESG principles throughout the organisation. It also supports engagement with institutional, scientific, and local stakeholders, ensuring continuous alignment with national and international best practices.

The Sustainable Finance Committee

The Sustainable Finance Committee is responsible for updating the Green Financing Framework and the Sustainability-Linked Financing Framework, as well as for the selection and evaluation of sustainable investments and the allocation of resources arising from green and sustainability-linked financing instruments.

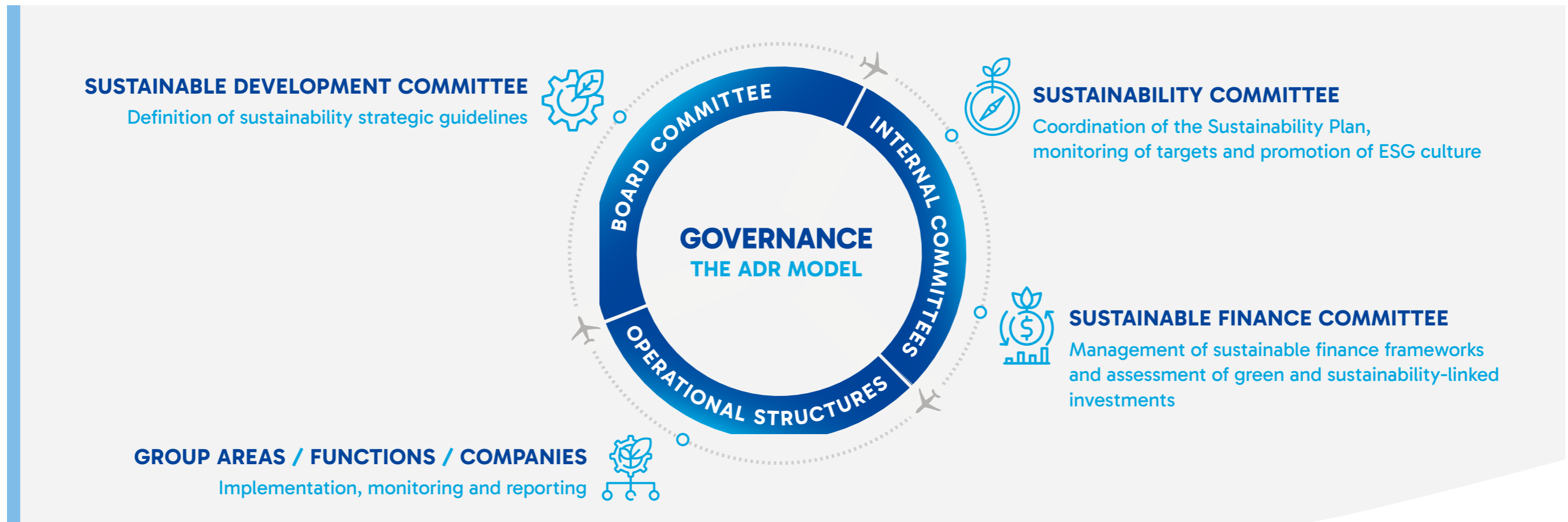
Both committees contribute to the full **integration of sustainability into the Group's strategy** and ensure oversight of the activities required to achieve ESG objectives, promoting consistency, transparency, and effective governance of environmental, social, and governance matters.

The Group adheres to the highest ethical standards through the application of the **Code of Ethics** and the **Anti-Corruption Policy of the Mundys Group**, which guide conduct, decision-making, and relationships with the market in line with the principles of transparency, integrity, and the protection of human rights, labour, and the environment. These instruments are complemented by the adoption and implementation of an **Organisational, Management, and Control Model** pursuant to **Legislative Decree 231/2001**¹, developed in accordance with the operational specificities of ADR Group companies.

Anti-corruption policies are further strengthened by an **ISO 37001-certified Anti-Bribery Management System**, which supports the prevention of corruption risks through targeted controls, due diligence on counterparties, periodic training programmes, and **whistleblowing mechanisms** fully compliant with **Legislative Decree 24/2023**².

¹ Italian Legislative Decree No. 231 of 8 June 2001, which governs the administrative liability of entities for certain offences committed in their interest or to their advantage, providing for the adoption of adequate Organisation, Management and Control Models designed to prevent such offences.

² Italian Legislative Decree No. 24 of 10 March 2023, implementing Directive (EU) 2019/1937, which regulates the protection of persons reporting breaches of Union law and strengthens internal reporting (whistleblowing) systems.





367

SUPPLIERS ASSESSED ACCORDING
TO ESG CRITERIA

>140

SUPPLIERS PARTICIPATING
IN THE ELEVATE PROGRAMME

The value chain as a lever for sustainability

ADR works to ensure that its suppliers share the same values and standards, through qualification processes based on technical, ethical, and sustainability criteria, followed by periodic performance evaluations.

Elevate, the ESG development programme dedicated to suppliers, became fully operational in 2024 and was further expanded in 2025. Through a selection process based on ESG maturity, the programme offers structured pathways designed to enhance both capabilities and performance:

- **The Development Pathway**, aimed at suppliers requiring support in strengthening and advancing their ESG practices;
- **The Innovation Pathway**, dedicated to the most advanced partners, who are engaged in joint sustainable innovation projects.

In 2025, a total of **367 suppliers** were assessed according to ESG criteria. Of these, **162** – representing 22% of active suppliers – achieved a **score of A or B** (on a scale ranging from A to E).

The procurement process integrates ESG criteria across all stages – from supplier scouting to contract award – through the inclusion of ethical clauses, health and safety requirements, dedicated penalty mechanisms, and evaluation criteria aligned with ESG principles. In tenders based on the most economically advantageous offer, ADR applies environmental, social, and governance criteria to ensure transparent selection processes and to promote continuous improvement in supplier performance.

Oversight of the supply chain is further ensured through an **integrated second-level audit** programme, conducted by independent third parties and focused on ESG aspects, health and safety, business continuity, human rights, and environmental issues. In 2025, **more than 20 audits** were carried out, including assessments of new suppliers, as well as targeted follow-up activities.

Procurement spending in Italy accounted for **93.6%** of the total, contributing to the development of local businesses, particularly small and medium-sized enterprises (SMEs), which represent approximately **87%** of the supplier base. In 2025, this spending amounted to **€381 million**, generating significant socio-economic impacts along the value chain and contributing to the growth of local economies, particularly in the Lazio region (the region where Rome is located) and in the main areas where the Group's suppliers operate.

Human rights protection

Since 2022, ADR has adopted a **Human Rights Policy** that defines the reference framework for promoting awareness and ensuring respect for human rights across the Group's operations and along its entire value chain.

In order to **safeguard human rights** across its stakeholder groups, ADR has defined a dedicated **governance** structure and a **due diligence process** aimed at identifying, preventing, mitigating, and addressing potential negative impacts. This framework is integrated with remediation mechanisms and reporting systems, thereby ensuring effective management of human rights risks and continuous monitoring.

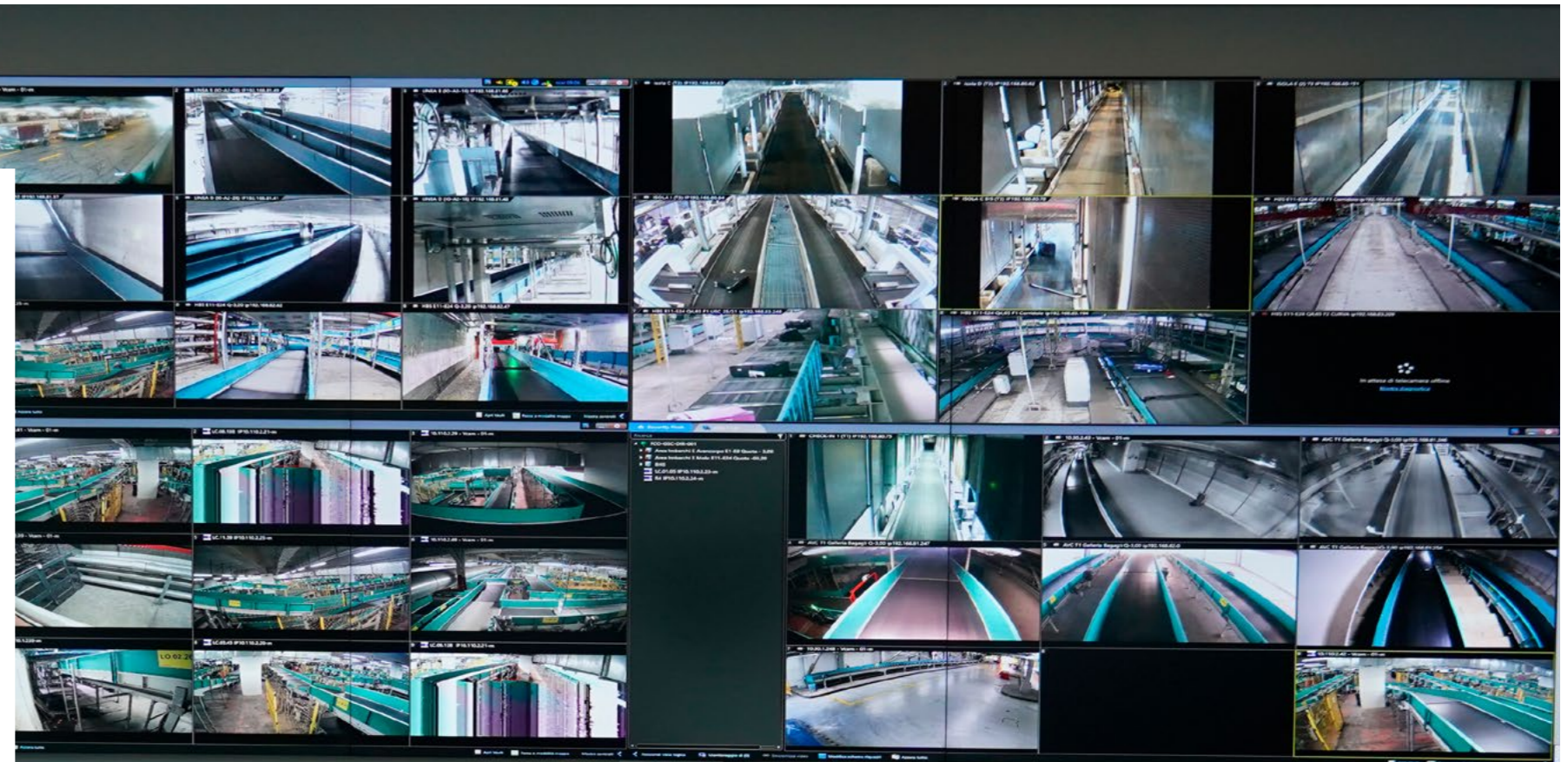
Cybersecurity

Cybersecurity is a critical factor in ensuring the operational continuity of airport operations and the protection of the airport digital ecosystem. ADR adopts a **Cyber Resilience** approach, built on structured risk governance through a dedicated **Cyber Security Committee** and on measures embedded from the design phase of systems (*security by design*).

Prevention and control activities follow a **risk-based** approach and include regular assessments of the Group's IT assets. The **Cyber Security Operation Center (C-SOC)** ensures continuous 24/7 monitoring and incident response, leveraging advanced technologies, automation, and AI-based solutions.

The protection strategy is based on the **Zero Trust** model and includes dedicated safeguards for **Industrial Control Systems (ICS)**, which are essential for the proper functioning of airport infrastructure (such as runway lighting, electromechanical systems, etc.). ADR measures its cybersecurity maturity against the **NIST Cybersecurity Framework**, with the objective of reaching **level 4/5 by 2030**. This framework is complemented by the adoption of an **ISO 27001-certified Information Security Management System**, ensuring structured risk management processes and continuous monitoring of vulnerabilities.

People are a central component of cybersecurity defence: ADR promotes periodic simulated phishing and social engineering campaigns, alongside ongoing training programmes aimed at strengthening cyber awareness and fostering a strong security culture across the organisation.

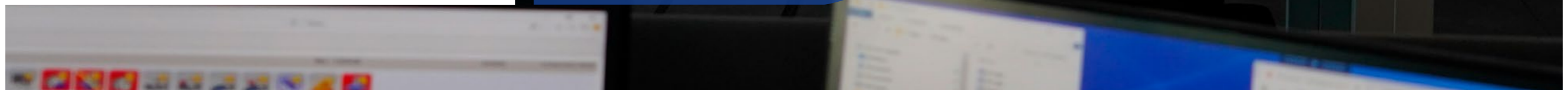
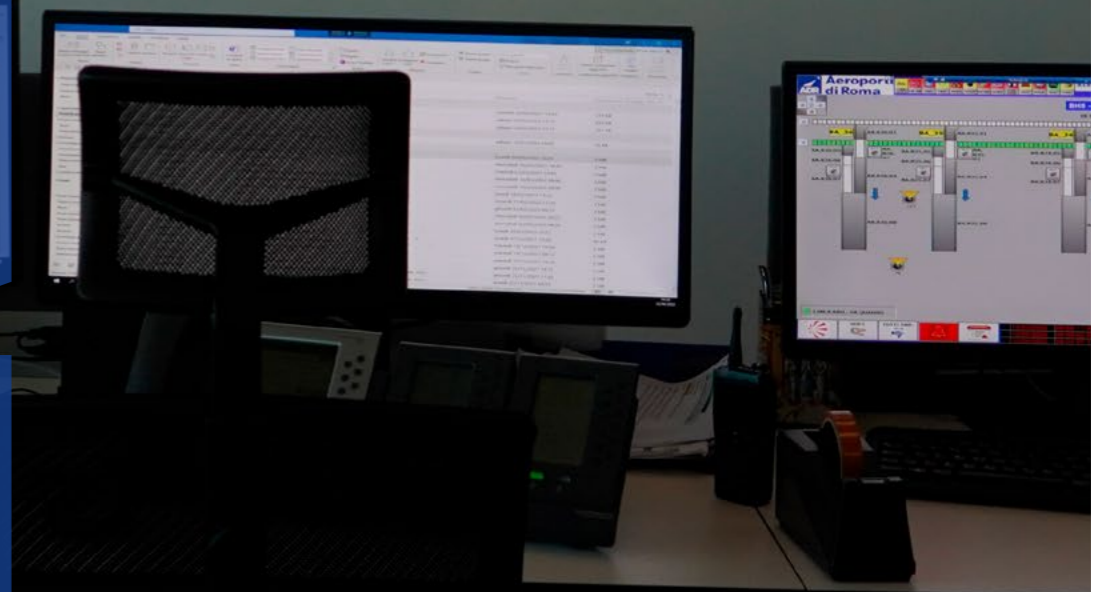


Zero Trust model

ADOPTED AS THE REFERENCE APPROACH FOR ACCESS MANAGEMENT

24/7

ACTIVE C-SOC MONITORING



Enablers

AIRPORT
IN THE CITY

ADR
AEROPORTI DI ROMA

→ Deposito Bagagli
Left Luggage



Innovation

2021

Launch of a new Idea Management model – a structured approach to managing ideas, from identifying needs to project implementation – based on open innovation and on collaboration with startups, SMEs, universities, and companies to drive digital and environmental transformation.
Launch of the first “Call4Startups”.

2022

Opening of the Innovation Hub at Fiumicino, the first corporate vertical accelerator in the aviation sector in Italy.
Launch of strategic partnerships with Enel, Eni, Terna, Gruppo FS, and Leonardo to support sustainable innovation.
Creation of the international “Airports for Innovation” network in collaboration with AENA.
Launch of the second “Call4Startups.”

2023

Launch of ADR Ventures, a corporate venture capital fund dedicated to investing in innovative startups, with two investments completed during the year.
Expansion of the “Airports for Innovation” network.
Further development of the international partnership ecosystem through the signing of a Memorandum of Understanding (MoU) with key players in the aviation sector.



401

PROPOSALS RECEIVED
FROM 354 STARTUPS
IN THE FOURTH
"CALL4STARTUPS"

7

INNOVATIVE PROJECTS
CURRENTLY IN IMPLEMENTATION
UNDER THE FOURTH
"CALL4STARTUPS"

2

INNOVATIVE PROJECTS
WITHIN THE "AIRPORTS FOR
INNOVATION" NETWORK



2024

Launch of the third "Call4Startups."
Introduction of the ADR Hangar Programme for collecting innovative ideas from employees.
Launch of the first joint "Call4Startups" within the Airports for Innovation network, enabling the simultaneous testing of startup solutions across multiple airports.

2025

In May, five solutions from the 2024 joint Call4Startups were selected and, by December 2025, were in the pilot phase across several airports within the network. During the year, the fourth edition of the Call4Startups and the second edition of the ADR Hangar Programme were launched. The fourth Call4Startups led to the seven innovative projects that are currently being tested in key areas of airport operations and development. They are namely:

- autonomous robot for restroom cleaning;
- mobile robot with robotic arm for the automation of baggage handling operations;
- AI platform for digital monitoring of construction sites;
- AI software for automated BIM model generation;
- predictive maintenance solution enabling digitalised and automated inspections;
- noise mitigation technology based on inverse-wave sound-absorbing panels;
- enterprise AI tool for automated generation of brand-compliant editorial content.

Within the Airports for Innovation network, two additional pilot projects are progressing, namely: an AI platform for real-time weather analysis supporting operational planning, and an indoor navigation solution based on LiDAR technology designed to improve wayfinding for blind and visually-impaired passengers.

Partnerships



ACI – Airports Council International

Represents more than 500 airports in 55 countries, with a focus on regulation, environment, and passenger services

Aeroporti 2030

Promotes innovation, digitalisation, and sustainability in Italian airports

Rome Technopole

Regional innovation ecosystem focused on energy transition, digitalisation, and biopharma

Centro Studi Americani (the Centre for American Studies)

Promotes cultural and political dialogue between Italy and the United States through high-profile initiatives

ICCF – the Italy China Council Foundation

Supports internationalisation between Italy, China, and Asia

AmCham

Fosters economic and cultural relations between Italy and the United States

IREFI – Istituto per le Relazioni Economiche Francia-Italia (the Institute for Franco-Italian Economic Relations)

An independent bilateral organisation promoting economic cooperation across key strategic sectors

Associazione Civita (the Civita Association)

A non-profit organisation promoting the enhancement of Italian cultural heritage through collaboration between culture, institutions, and business

Osservatorio sul trasporto aereo Antonio Catricalà (the Antonio Catricalà Air Transport Observatory)

Supports research, training, and dialogue between institutions, the academic world, and aviation experts



The UN Global Compact

Commitment to global sustainability principles

AIS – Associazione Infrastrutture Sostenibili (the Association for Sustainable Infrastructure)

Focus on resilient infrastructure

ASviS – Alleanza Italiana per lo Sviluppo Sostenibile (the Italian Alliance for Sustainable Development)

Participation in sustainable development initiatives

Salone della CSR e dell'Innovazione Sociale (the CSR and Social Innovation Fair)

Promotion of corporate social responsibility

Osservatorio Smart City Bocconi (the Bocconi Smart City Observatory)

Research on smart and sustainable urban models



[Link to Corporate Cultural Responsibility](#)



Airports For Innovation

Global network for testing digital solutions for improving the passenger experience

The European Space Agency

Development of aerospace-based solutions for sustainable mobility

IAG and Vueling

Digitalisation and innovation for enhancing the passenger experience

Intelak

Aviation-focused startup acceleration programme

The Lufthansa Innovation Hub

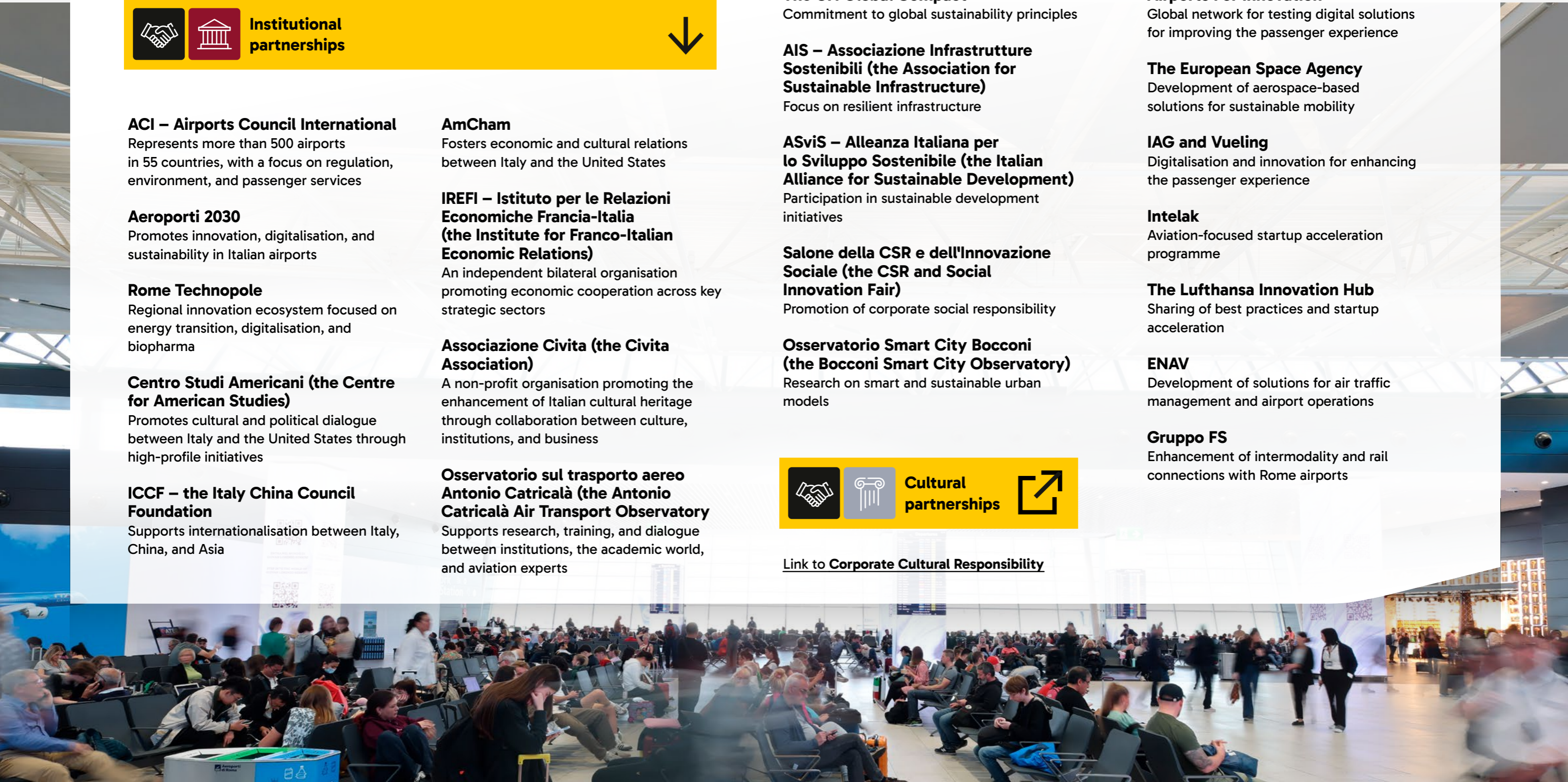
Sharing of best practices and startup acceleration

ENAV

Development of solutions for air traffic management and airport operations

Gruppo FS

Enhancement of intermodality and rail connections with Rome airports





Sustainable finance

Since November 2020, ADR has progressively strengthened its commitment to sustainable finance by structuring an increasing share of its debt instruments in **Green** or **Sustainability-Linked** formats. This approach reflects the Group's strategy of systematically integrating sustainability into its core priorities, alongside innovation, service quality, and safety, with the objective of positioning itself as a leader in low-impact airport development and management.

As of 31 December 2025, approximately **75% of the Group's bond debt and bank financing** – including the €350 million Revolving Credit Facility, which was fully undrawn at that date – was structured in Green or Sustainability-Linked format (66%, as of 31 December 2024). All financing transactions executed since November 2020 have followed sustainable finance frameworks.

Sustainability-Linked instruments establish a direct link between the cost of capital and the achievement of defined sustainability targets. Failure to meet targets results in increased financing costs, reinforcing alignment between ESG performance and financial management and incentivising measurable outcomes.

Key milestones in the evolution of ADR's sustainable finance strategy include:

- **November 2020:** issue of the first Green Bond (€300 million, maturity 2029), marking the start of ADR's sustainable finance journey;
- **April 2021:** issue of the world's first airport Sustainability-Linked Bond (€500 million, maturity 2031);
- **October 2022:** €350 million Sustainability-Linked Revolving Credit Facility (maturity 2029);
- **July 2023:** second Sustainability-Linked Bond (€400 million, maturity 2033);
- **July 2024:** financing agreement with Cassa Depositi e Prestiti (€5 million, maturity 2027) to enable access to EU grants (CEF-AFIF) for infrastructure upgrades supporting electric mobility in airside areas;
- **May 2025:** third Sustainability-Linked Bond (€750 million, maturity 2032).

Through this pathway, ADR has strengthened the integration between financial strategy and ESG objectives, using sustainable finance as a key enabler of the energy transition, environmental impact reduction, and long-term value creation.

In **February 2026**, ADR further confirmed this trajectory with the issue of a **€500 million Sustainability-Linked Bond** aimed at institutional investors. The bond was oversubscribed more than three times, demonstrating strong market confidence in the Group's sustainable finance strategy.



Etruschi per l'eternità (The Etruscans through the ages)



Accademia Nazionale di Santa Cecilia (National Academy of Santa Cecilia)

Corporate Cultural Responsibility

For Aeroporti di Roma, culture is a defining element of the travel experience. Airports are not only transit spaces, but environments that can welcome, inspire, and showcase Italian cultural heritage, functioning as a distributed open-air museum.

In this context, ADR promotes a **Corporate Cultural Responsibility** model that combines **social sustainability, local value creation, and access to culture** for millions of passengers. The 2025 cultural programme reinforces the role of the airport as a connection point between people and creative expression, through collaboration with national institutions, established artists, and emerging talent.

Main cultural initiatives in 2025

During the year, ADR renewed and further strengthened its cultural commitment through collaborations with leading artistic and museum institutions:

Accademia Nazionale di Santa Cecilia (the Santa Cecilia National Academy)

Sponsorship of 2025 artistic programmes and live performances within airport spaces;

Teatro dell'Opera di Roma (the Rome Opera House)

Support for the 2025 season, including networking events and concerts featuring emerging artists from the Foundation at Fiumicino and Ciampino airports;

Fondazione Cinema per Roma (the Cinema for Rome Foundation)

Institutional partnership for the 20th edition of the Rome International Film Festival;

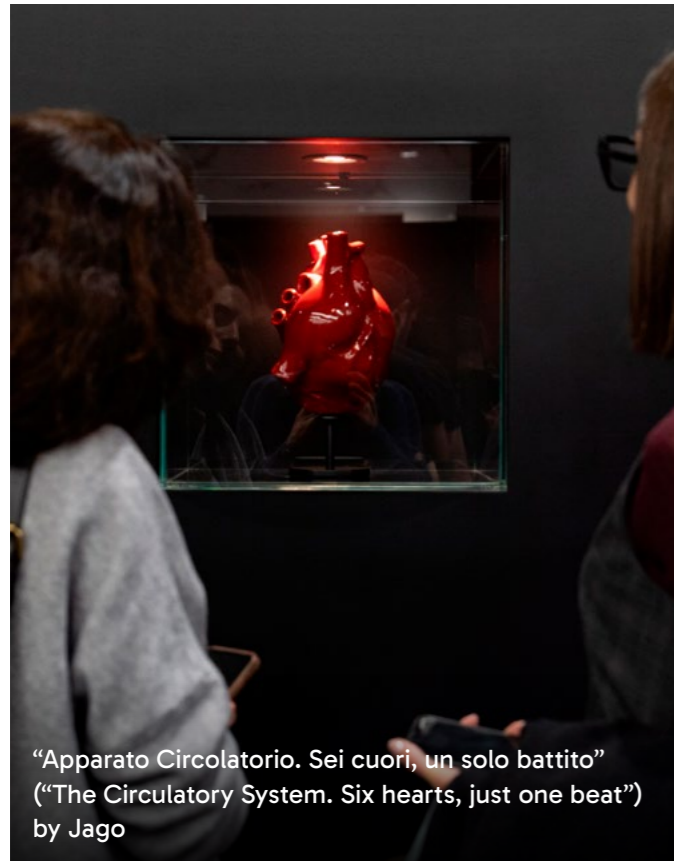
Parco Archeologico di Ostia antica (the Archaeological Park of Ostia antica)

The “Uomini e dei a Ostia antica” (“Men and gods in Ostia antica”) exhibition at Terminal 1, renewed and enriched with additional works;

Museo Nazionale Etrusco di Villa Giulia (National Etruscan Museum at Villa Giulia)

Continuation of the “Etruschi per l'eternità” (“Etruscans for Eternity”) exhibition in the Terminal 1 arrivals area, featuring works dating back to the 2nd century BC.

Permanent and temporary art installations



“Apparato Circolatorio. Sei cuori, un solo battito”
 (“The Circulatory System. Six hearts, just one beat”)
 by Jago



“The Last Supper: The Living Tableau”
 by Armondo Linus Acosta



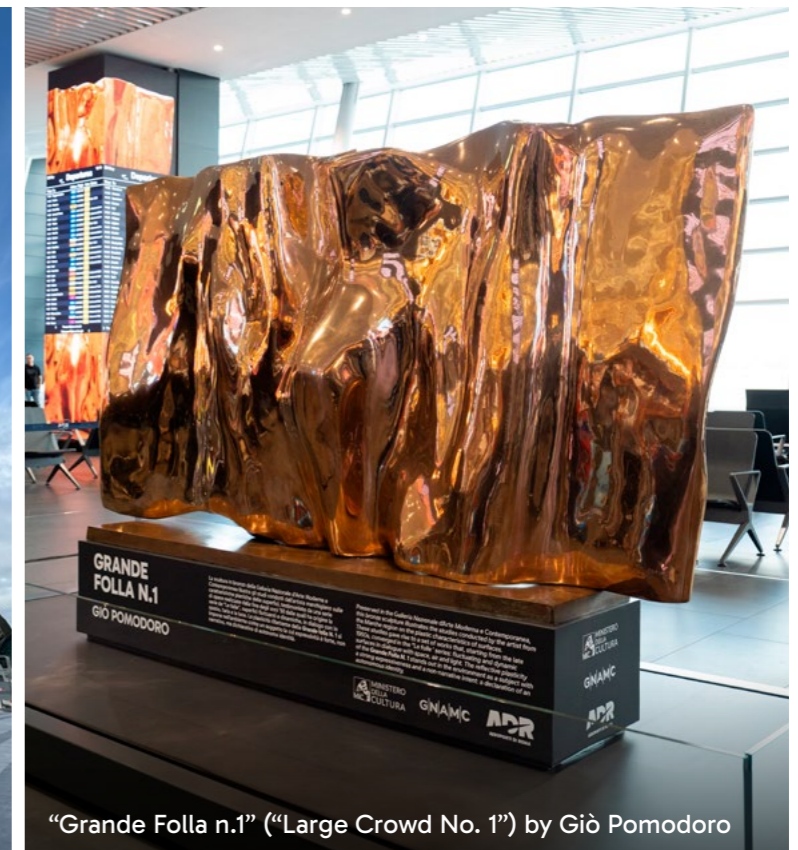
“Aerea” by Davide Bramante



“Master of Mistakes” by Daniele Sigalot



“Getto di luce” (“Beam of light”) by Helidon Xhixha



“Grande Folla n.1” (“Large Crowd No. 1”) by Giò Pomodoro

An airport showcasing culture – a cultural impact assessment model

In order to measure the contribution of cultural initiatives to sustainable development, ADR applies an analytical framework based on the **UNESCO Culture2030 Indicators**. The model focuses on four key dimensions, namely:

- environment and resilience;
- economic well-being impacts;
- knowledge and skills development;
- cultural inclusion and participation.

In 2025, this methodology was applied to the main artistic and outreach projects across the airports, with the aim of assessing their ability to generate social, cultural, and local value.

22,000 m²

of exhibition space dedicated to works of art

34 million

users of cultural initiatives

>1 million

children engaged

54%

tourists/visitors from other countries

11

partners/cultural sponsors

616,000

social media impressions

57

works of art exhibited

50

employees involved in design activities

100%

women involved in creative ideation





Jomini e dei a Ostia antica (Men and gods at Ostia antica)

Complementing the UNESCO-based assessment, ADR continued to **analyse passenger perception of artistic installations**, refining survey methodologies and indicators to capture the effectiveness of initiatives with increasing accuracy over time.

The 2026 results confirm the findings of the first survey conducted in 2025: **the presence of works of art within the airport is widely recognised and generates highly positive responses**. The installations are a distinctive element of the airport experience, enhancing the quality of time spent in the airport and strengthening the identity of Fiumicino compared with other airports. Art also emerges as an effective tool for cultural dissemination, one that's capable of stimulating interest in Italy's artistic heritage and encouraging active engagement with the exhibits.

The main results of the analysis and the share of positive responses are reported below.

Visibility and attractiveness of art installations	74%
Positive response to cultural initiatives	93%
Impact on knowledge of Italian cultural heritage	80%
Passenger interaction with works of art	61%
Contribution to the uniqueness of the airport experience	92%
Benefits for the customer journey	88%
Recognition of the value of cultural installations	92%

Building today the airport of tomorrow

Looking ahead, Aeroporti di Roma is entering a new phase in its growth journey, driven by a development model that is both sustainable and closely integrated with the surrounding area, and is capable of effectively responding to the strong expansion in passenger traffic recorded in recent years.

Following the milestone reached in 2025 of over **50 million passengers** – achieved four years ahead of post-pandemic forecasts – dialogue has continued with national and local institutions regarding the new **Development Plan**, which is currently under evaluation. The Plan envisages **€9 billion in self-financed investments**, including €4 billion for the modernisation of existing infrastructure and €5 billion for the development of new facilities.

The project is grounded in a sustainability-led approach: it minimises land consumption and concentrates the expansion of the terminal system in the eastern area of the existing airport site, alongside significant environmental and landscape protection measures.

Key elements of the Plan include a new 350,000 m² East Terminal with 76 gates (44 equipped with boarding bridges), a total of 182 aircraft

stands, and a **new runway system designed to reduce noise levels over residential areas by up to 80%**, through the relocation of the operational centre of gravity away from urban zones. At the same time, the project provides for the **return to the community of more than 85 hectares of archaeologically significant land at the Imperial Ports**, to be transformed into a large public park connected with the Fiumicino area.

The Plan, which is fully self-financed by ADR, is expected to generate substantial socio-economic benefits. According to a study conducted by Luiss University, it is projected to generate approximately **€70 billion** in added value by 2046 and up to **300,000 stable jobs** along the supply chain, including direct, indirect, and induced effects – of which more than 67,000 in the Lazio region and over 13,000 in the Municipality of Fiumicino alone.

Within this context, **2025 stands out as a pivotal year: a moment in which ADR looks to the future with commitment, a strong sense of responsibility, and a long-term vision**, working in close collaboration with institutions to enable the timely approval and implementation of the new Development Plan, for the benefit of Italy and its primary airport hub.

