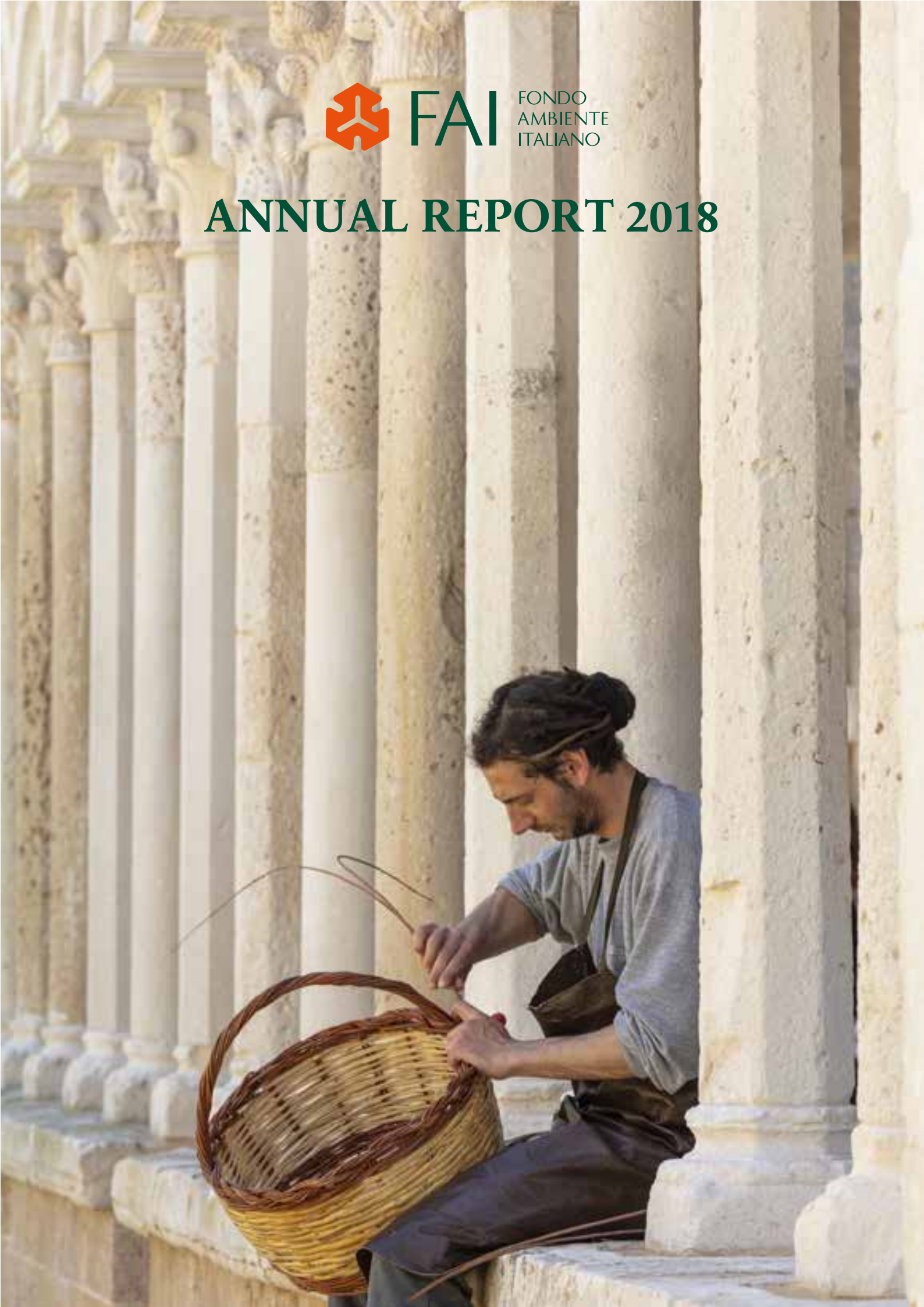


ANNUAL REPORT 2018





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FAI – Fondo Ambiente Italiano

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A glimpse of the colonnade of the 13th-century Romanesque portico of the church of Santa Maria di Cerrate, in Lecce, a property entrusted on loan to FAI since 2012. In the center, one of the artisans involved in the ancient rural festival called 'Lu panieri', celebrated since the 15th century at the abbey in the Salento area to mark the Feast Day of the Virgin, and in 2018 held here for the first time in many decades.

Close-up of the 12th-century Durini Loggia at Villa del Balbianello (Como), a FAI property since 1988



FAI

FAI – Fondo Ambiente Italiano (the National Trust for Italy) is a non-profit foundation that operates for the safeguarding of Italy's natural and artistic heritage.

FAI has always drawn inspiration from the National Trust for England, Wales & Northern Ireland. It is a member of INTO – the International National Trusts Organisation – and is recognized as a legal entity through Italian Presidential Decree No. 941 of 3/12/1975).

Since its foundation in 1975, FAI has been promoting a culture of respect for Italy's natural heritage, art, history and traditions. It protects a legacy that forms a fundamental part of the roots and identity of the Italian people by saving, restoring, opening to the public and making the most of Italy's monuments and natural sites.

OUR MISSION

FAI – Fondo Ambiente Italiano, with the contribution of everyone:

- **takes care** of special places in Italy for present and future generations.
- **promotes** education, appreciation, awareness and enjoyment of Italy's environment, landscape and historical and artistic heritage.
- **monitors** the protection of Italy's natural and cultural assets, in the spirit of Article 9 of the Italian Constitution.

OUR VISION

FAI in 2023

- The main focus of FAI's work is to look after the special places that it either owns as a result of donations or bequests or has a concession to manage. These places are viewed and treated as fulcrums within the landscape and social/cultural/economic systems in which they are located.
- Today, FAI's monuments and landscapes are located for the most part in the north of Italy. We want these to grow in variety and number, across all of the regions of Italy, particularly in Rome. It is crucial that we are able to guarantee their sustainability.
- FAI intends to increase its commitment to building on the relationship between the places in its care and the people and families who enjoy them, in order to respond to their various needs and desires.
- FAI intends to manage the properties and places in its care, granting decision-making autonomy to the property managers within a framework of rules; to do so, it relies on the organizational infrastructure and on the input of delegates and volunteers.
- Alongside its conservation work, FAI organizes national education events (FAI Spring Days) and monitoring events (Italian Places I Love), focusing on special places. Delegates and volunteers make an important contribution to conceiving and organizing these events.

In this spirit, FAI encourages the opening up to the public of certain “Italian Places I Love”, within a framework of rules.

- FAI participates in the national debate on major themes concerning the environment, the landscape and cultural heritage, collaborating in this regard with the most active forces in civil society and with institutions. Local issues are addressed by the Delegations, again within a framework of rules.
- In this vision, FAI aims to attract 1.5 million visitors per year, 250,000 members and 50,000 volunteers, involved both in the management of its properties and in other local activities.
- To achieve this 10-year strategy (divided into three business plans 2015–2017, 2018–2020 and 2021–2023), FAI intends to target all of its operations towards its mission and vision, with a view to bringing about the integration of the different parts of the organization and avoiding any inefficiencies.

The panorama with the Sea Stacks of Capri as seen from the olive grove of the Baia di Ieranto (Naples), a FAI property since 1987



FAI Governance (July 2019)

FAI's governance structure is composed of the President, the Executive Vice-President, the Vice-Presidents, Board of Directors, the Executive Committee, the Board of Trustees, the Board of Auditors and the Appointments & Participation Committee. The President, Vice-Presidents, Trustees, Auditors and Board Members do not have a specific mandate and receive no remuneration.

FAI'S GOVERNING BODIES

Honorary President

Giulia Maria Crespi

President

Andrea Carandini

Executive Vice-President

Marco Magnifico

Vice-Presidents

Ilaria Borletti Buitoni

Maurizio Rivolta

Director General

Angelo Maramai

Board of Directors

Mauro Agnoletti

Giovanni Agosti

Franco Anelli

Guido Beltramini

Ilaria Borletti Buitoni *

Andrea Carandini *

Giulia Maria Crespi

Costanza Esclapon

de Villeneuve

Gabriele Galateri di Genola **

Vannozza Guicciardini Paravicini

Andrea Kerbaker *

David Landau *

Stefano Lucchini

Marco Magnifico *

Marco Marcatili

Francesco Micheli

Clarice Orsi Pecori Giraldi

Galeazzo Pecori Giraldi *

Carlo Pontecorvo **

Maurizio Rivolta *

Tiziana Sandrinelli

Flavio Valeri *

Anna Zegna **

Board of Trustees

Giulia Maria Crespi

Giorgio Alpeggiani

Giovanni Bazoli

Luca Paravicini Crespi

Guido Peregalli

Salvatore Veca

Board of Auditors

Franco Dalla Sega

Antonella Bientinesi

Francesco Logaldo

Andrea Bignami (Substitute)

Stefano Danesin (Substitute)

Giovanni Rossi (Substitute)

Auditor

Deloitte

**Members of the Executive Committee*

***Members of the Appointments & Participation Committee*

Awaken, Italy!



Andrea Carandini
President

Awaken from the collective amnesia that has erased the past, as though we were Martians come to Earth, unable even to remember Mars: sentient, thinking and working, but on a clean slate. From your soil have risen unrivalled civilizations, like links in a chain, civilizations that have made their mark first in our own pivotal part of the world, then around the globe, albeit in spreading they have lost some of that precious blend of liberty, equality and fraternity that is your most precious essence.

Just as even the tiniest detail— such as the minute angel recently identified in Giorgione's Tempest — is necessary in understanding a painting— (such that it is in the whole of the work that we find its truest beauty), it is the journey of humanity in its entirety that provides the foundation on which we are to build our future.

We have thrown history to the dogs. Over the last fifty years, our once fine schools have declined, especially in the south (as has been shown), splitting the country in two. Our political culture has crumbled to the point that now, instead of improving our liberal democracy, we look, bewitched, to aspiring despots who would carve up a divided Europe among themselves.

Yet, ours has always been both a Mediterranean and a European culture, one of global importance: consider the disparate places from which great minds came to Rome at the height of the empire. This, too, has been forgotten. While the luminaries of the past are celebrated in great tombs and monuments, the little people of today celebrate the triumph of ignorance and vulgarity.

We abandoned the slavery of the ancients (setting love for our neighbor, even if he be our enemy, at the core of our ethics), the vassalage of feudalism, the absolute monarchies of the modern age, the dictatorships of the 20th century; we won a national statute, then a democratic constitution, each more befitting than the last of our status as free people. On the way, we reduced poverty (imagine that!), and drove back the ignorance that would make us subjects rather than citizens. Is all that, now, exasperated as we are by the seemingly endless economic crisis, to go up in smoke, with those who most fan the flames lauded most loudly? Italy, the time has come to wake up and fight back.

FAI is resisting this decline: by its concrete efforts, it calls us to reconnect with each other, to rebuild — place by place — the backbone of the country, and open our eyes to the mess we are making of our natural heritage, our ravaged landscapes. It calls us to lift ourselves back up by renewing our fallen civilization and taking care of our environment, our things, our people.

We study history to avoid repeating our errors, but also to gather to us the many great and beautiful things that our predecessors achieved, to tell them, “you did not live in vain; we will continue to weave the fabric of civilization whose warp you prepared for us”.

Shortcuts are an illusion; what is needed is constant, long-sighted effort from all of us. The ship is in danger! To this end, FAI is working alongside our public institutions, bringing private resources to bear in the interests of both the country and Europe as a whole. It is joined by countless contributions from the voluntary sector and those honest citizens that constitute our country's greatest hope. To them, FAI holds out its hand so that we may continue the journey together under a banner that reads: speak less, and do more, but never against the interests of our grandchildren.

Threads retied: Sardinian porcini, the Virgin of Salento and the scent of meadow flowers



Marco Magnifico
Executive Vice-President

In the autumn of 2017 – or 2016 perhaps, I don't remember – it rained heavily in the north of Sardinia and among the ancient juniper bushes, wild olive trees, granite boulders and the impenetrable macchia of myrtle and mastic there sprung up a riot of porcini mushrooms. It was miraculous; nobody, not even the oldest of the locals, could remember such abundance. The spores of this king of the mushrooms had lain dormant for decades, waiting for the bed of dry leaves and moss under which they lay, alive but invisible, to reach the right conditions in which to give up their fruit.

I had a similar sensation that day in the church of Santa Maria di Cerrate where we had completed the restoration of a baroque altar, sited in the middle of the nave, which had been dismantled in the 1970s – victim of a stylistic purity that was, itself, rooted in a distorted notion of conservation. The altar, which had occupied its spot since the 12th century, had been deemed unnecessary, and removed, precisely because its original function (the Virgin occupied a special and very important role in the Byzantine liturgy) was not appreciated. Indeed, the date of the reconsecration – following the complicated reinstallation of the massive blocks of pietra leccese – was not chosen at random; for centuries, the highly popular festival of the Virgin of Cerrate had taken place here on the Thursday following Easter, accompanied by a great public fair known as “lu panieri”.

With the bishop invited, the artisans summoned, the altar dressed, the image of the Virgin glorified with candelabras and fresh flowers, everything was in place for a new beginning. After decades, the threads that bound the Abbey to its people were being retied; for years little more than a museum, the church was returning to its true state, a place of prayer and community for those who have faith, and a place of history and reflection for those who do not.

Ten minutes before the bishop arrives, an old woman in black steps forward with a strongly, but sweetly, perfumed bunch of meadow flowers and asks to place them inside the painting's protective glass: “The Madonna likes the smell of flowers, too!” We didn't hesitate: the frame was opened and, with a decisive movement that spoke of the centuries-old custom that this woman had nurtured, hidden but alive in her heart, the flowers were placed between the image and the glass, which was then closed back over. Those flowers will stay there until next year's festival, when they will be replaced with a fresh bunch. By this simple gesture, threads were retied that, although worn through centuries of use, had persevered, strong and tenacious.

In the field in front of the abbey, knotted hands were weaving baskets, embroidering cloth, serving warm ricotta ... the fair, “Lu Panieri”, was beginning. Endless lines, cars everywhere, a healthy dose of chaos ... the real act of restoration was complete.

Marco Magnifico

Another year of success that exceeded expectations



Angelo Maramai
Director General

Thank you! Our thanks go to all those Italians who have shown their deep love for their country, and who treated FAI as their ally in protecting it, and caring for and championing its historic, artistic and natural heritage.

Thank you to all those who have made it possible – particularly through bequests –for us to invest almost €5 million in our conservation work and ensure a level of financial sustainability that would otherwise be all but impossible. Thank you, too, to the individual citizens, companies, organizations and institutions who raised our revenues in 2018 to €29 million; and thank you to the almost 191,000 FAI members: your support drives us to work with passion and determination in everything we do.

Special mention goes to the local FAI Delegations, the huge network of volunteers that covers the whole of Italy, all working hard to promote and protect a set of artistic and historical assets that is unrivalled anywhere in the world. It is they who must take the credit for the success of the spring and autumn Giornate FAI (“FAI Days”).

In 2018, around 870,000 people visited our properties, where they were captivated by the warmth and quality of the reception and the cultural program on offer. In our own satisfaction surveys, our visitors rated us 4.6 out of 5, a sign of their great appreciation that is both a tremendous source of pride and a form of validation of the investments made to ensure FAI continues its work and deals with the challenges of the future more effectively.

For FAI, the word “sustainability” has become something of a mantra in our work over recent years, and it is in this sense that we must welcome the results published in our 2018 Annual Report: around €1 million to the good! In 2019, this money will allow us to complete the conservation and enhancement works at the Orto sul Colle dell’Infinito, at Recanati, where Giacomo Leopardi set his famous poem, L’infinito.

The information in this report is a key component of our work to ensure the transparency that is indispensable to an organization like FAI, and to which we are fully committed. We believe our efforts in this direction are already at the level demanded –rightly – by the legal code governing non-profit sector bodies (contained in the hopefully soon-to-be-enacted Legislative Decree 117 of 3 July, 2017), which requires large organizations to meet specific obligations in terms of producing and publishing annual financial and mission reports. Making it known publicly how our resources are managed and monitoring the outcomes is an essential duty and a commitment that FAI is determined to fulfil in as accurate and timely a fashion as we can.

We have a huge amount of work ahead of us, but with the citizens and institutions of our country at our side, we shall continue to grow and serve Italy more effectively than ever.

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FAI

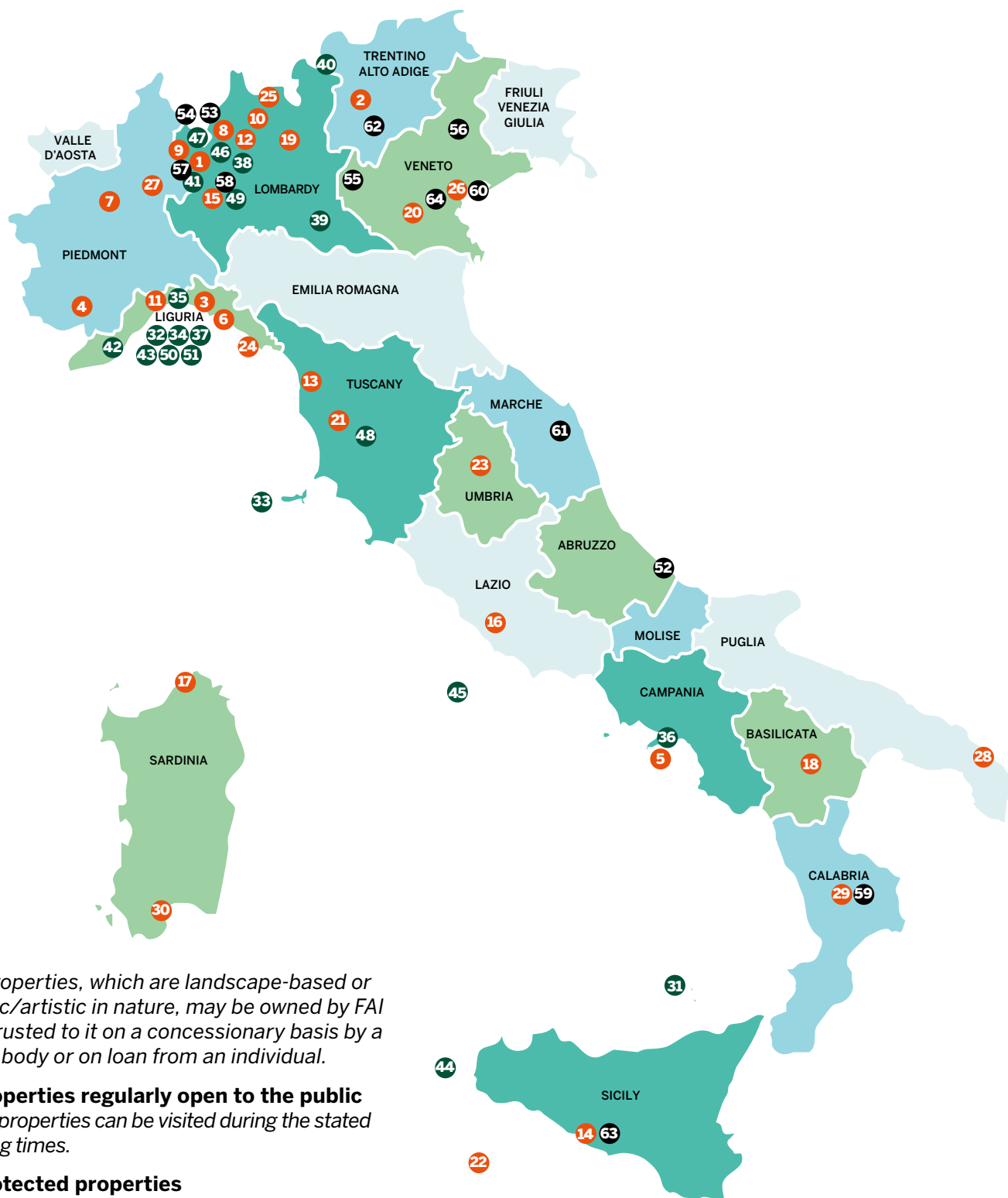
The neo-Gothic temple in the grounds of the Castello di Masino (Turin), a FAI property since 1988





FAI properties (December 2018)

listed in chronological order of acquisition



The properties, which are landscape-based or historic/artistic in nature, may be owned by FAI or entrusted to it on a concessionary basis by a public body or on loan from an individual.

● Properties regularly open to the public

These properties can be visited during the stated opening times.

● Protected properties

These properties, which are for the most part landscapes owned by FAI, can be accessed without an entry ticket. They have generally been donated to FAI to avoid property speculation or deforestation. The institutional properties may not be sold or given away.

● Properties under restoration

Properties that are currently not available to visit.

- 1 Monastero di Torba**
Gornate Olona (Varese)
Donated by Giulia Maria Crespi, 1977
- 2 Castello di Avio**
Sabbionara d'Avio (Trento)
Donated by Emanuela di Castelbarco Pindemonte Rezzonico, 1977
- 3 Abbazia di San Fruttuoso**
Camogli (Genoa)
Donated by Frank and Orietta Pogson Doria Pamphilj, 1983
- 4 Castello della Manta**
Manta (Cuneo)
Donated by Elisabetta De Rege Provana, 1985
- 5 Baia di Ieranto**
Massa Lubrense (Naples)
Donated by Italsider, 1987
- 6 Casa Carbone**
Lavagna (Genoa)
Bequeathed by Emanuele e Siria Carbone, 1987
- 7 Castello e Parco di Masino**
Caravino (Turin)
Purchased from Luigi Valperga di Masino thanks to donations by FIAT, and Cassa di Risparmio di Torino, Maglificio-calzificio torinese, 1988
- 8 Villa del Balbianello**
Tremezzina (Como)
Bequeathed by Guido Monzino, 1988
- 9 Villa Della Porta Bozzolo**
Casalzuigno (Varese)
Donated by the Bozzolo Family, 1989
- 10 Castel Grumello**
Montagna in Valtellina (Sondrio)
Donated by Fedital, 1990
- 11 Antica barberia Giacalone**
Genoa
Purchased from the Giacalone family through a public appeal, 1992
- 12 Villa e Collezione Panza**
Varese
Donated by Giuseppe and Giovanna Panza di Biumo, 1996
- 13 Teatrino di Vetriano**
Pescaglia (Lucca)
Donated by Anna Biagioni, loaned by Pescaglia Local Council, 1997
- 14 Giardino della Kolymbethra**
Valle dei Templi, Agrigento
Loaned by Sicily Region, 1999
- 15 Villa Necchi Campiglio**
Milan
Donated by Gigina Necchi Campiglio and Nedda Necchi, 2001
- 16 Parco Villa Gregoriana**
Tivoli (Rome)
Loaned by the Italian Public Property Agency, 2002
- 17 Batteria Militare Talmone**
Palau (Olbia-Tempio)
Loaned by the Autonomous Region of Sardinia, 2002
- 18 Casa Noha**
Matera
Donated by the Fodale and Latorre families, 2004
- 19 Mulino "Maurizio Gervasoni"**
Roncobello (Bergamo)
Purchased from the Gervasoni family thanks to a donation by Intesa Sanpaolo, 2005
- 20 Villa dei Vescovi**
Luvigliano di Torreglia (Padua)
Donated by Maria Teresa Olcese Valoti and Pierpaolo Olcese, in memory of di Vittorio Olcese, 2005
- 21 Torre e Casa Campatelli**
San Gimignano (Siena)
Bequeathed by Lydia Campatelli, 2005
- 22 Giardino Pantesco Donnafugata**
Isola di Pantelleria (Trapani)
Donated by Cantine Donnafugata, 2008
- 23 Bosco di San Francesco**
Assisi (Perugia)
Purchased thanks to a donation by Intesa Sanpaolo, 2008
- 24 Podere Case Lovara a Punta Mesco**
Levanto (La Spezia)
Donated by Immobiliare Fiascherino s.r.l., 2009
- 25 Villa Fogazzaro Roi**
Oria Valsolda (Como)
Bequeathed by Giuseppe Roi, 2009
- 26 Negozio Olivetti**
Venice, Saint Mark's Square
Loaned by Assicurazioni Generali, 2011
- 27 Collezione Enrico**
Villa Flecchia, Magnano (Biella)
Donated by Piero Enrico, 2011
- 28 Abbazia di Santa Maria di Cerrate**
Lecce
Loaned by the Province of Lecce, 2012
- 29 I Giganti della Sila**
Spezzano della Sila (Cosenza)
Loaned by the Sila National Park, 2016
- 30 Saline Conti Vecchi**
Assemini, Cagliari
Loaned by Ing. Luigi Conti Vecchi SpA (Syndial, Eni), 2017 (date of official agreement)
- 31 Area costiera a Cala Junco**
Isola di Panarea, Arcipelago delle Eolie (Messina)
Donated by Piero di Blasi, 1976
- 32 Area boschiva sul Monte di Portofino**
Camogli (Genoa)
Donated by the Casana family in memory of Renato Casana, 1977
- 33 Area costiera sull'Isola di Capraia**
Isola di Capraia (Livorno)
Donated by Ignazio Vigoni Medici di Marignano, 1978

- 34 Area boschiva sul Monte di Portofino**
Camogli (Genoa)
Donated by Carla Salvucci, 1981
- 35 Promontorio e Torre di Punta Pagana**
Rapallo (Genoa)
Donated by the De Grossi Family, 1981
- 36 Area costiera a San Giovanni a Piro**
San Giovanni a Piro (Salerno)
Donated by Fiamma Petrilli Pintacuda, 1984
- 37 Area boschiva sul Monte di Portofino**
Camogli (Genoa)
Donated by Benito Brignola, 1986
- 38 Torre di Velate**
Varese
Donated by Leopoldo Zambeletti, 1989
- 39 Antica edicola dei giornali**
Mantova
Purchased from the Gandolfi family through a public appeal, 1992
- 40 Maso Fratton Valaja**
Spormaggiore (Trento)
Purchased from the Endrizzi family thanks to a donation by Bayer Italia, 1993
- 41 Villa San Francesco**
Varese
Bequeathed by Maria Luisa Monti Veratti (naked possession), 2001
- 42 Villa San Luca e Collezione Laura**
Ospedaletti (Imola)
Donated by Luigi Anton and Nera Laura (naked possession), 2001
- 43 Area boschiva sul Monte di Portofino**
Santa Margherita Ligure (Genoa)
Donated by Ida Marta Oliva, 2001
- 44 Area collinare sull'Isola di Levanzo**
Island of Levanzo, Archipelago of the Aegadian Islands (Trapani)
Donated by Griseldis Fleming, 2001
- 45 Area costiera sull'Isola di Ponza**
Isola di Ponza (Latina)
Donated by Franco and Bianca Maria Orsenigo, 2001
- 46 Antica pensilina del tram**
Varese
Donated by Zophiel, 2001
- 47 Alpe Pedroria e Alpe Madrera**
Talamona (Sondrio)
Bequeathed by Stefano Tirinzoni, 2011
- 48 Area agricola a Cetona**
Cetona (Siena)
Purchased thanks to a donation by Federico Forquet, 2013
- 49 Casa Crespi**
Milan
Donated by Giampaolo and Alberto Crespi (naked possession), 2013
- 50 Area boschiva sul Monte di Portofino**
Camogli (Genoa)
Donated by the Falcon family, 2015
- 51 Torre del Soccorso detta del Barbarossa**
Ossuccio (Como)
Bequeathed by Rita Emanuela Bernasconi, 2010
- 52 La Stanza del Belvedere**
Vasto (Chieti)
Bequeathed by Cesario Cicchini, 2006
- 53 Torre del Soccorso detta del Barbarossa**
Tremezzina (Como)
Bequeathed by Rita Emanuela Bernasconi, 2010
- 54 La Velarca**
Ossuccio (Como)
Donated by Aldo and Maria Luisa Norsa, 2011
- 55 Lazzaretto e area agricola sull'ansa dell'Adige**
Verona
Loaned by Venice City Council and donated by Renata Dalli Cani, 2014
- 56 Monte Fontana Secca**
Quero Vas (Belluno)
Donated by siblings Bruno and Liliana Collavo, 2015
- 57 Casa Macchi**
Morazzone (Varese)
Bequeathed by Marialuisa Macchi, 2015
- 58 Albergo Diurno Venezia**
Milan
Loaned by Milan City Council, 2015
- 59 Casino Mollo**
Spezzano della Sila (Cosenza)
Donated by the Mollo family, 2016
- 60 Casa Bortoli**
Venezia
Bequeathed by Sergio and Carla Bortoli, 2017
- 61 Orto sul Colle dell'Infinito**
Recanati (Macerata)
Loaned by Recanati City Council and the National Center for Leopardi Studies, 2017
- 62 Cappella del Simonino**
Trento
Bequeathed by Marina Larcher Fogazzaro, 2018
- 63 Case Montana**
Giardino della Kolymbethra Valle dei Templi, Agrigento
Acquired from Caterina Di Grado, 2018
- 64 Casa dal Prà**
Padua
Bequeathed by Maria Pia dal Prà, 2018

Other Properties (December 2018)

listed in chronological order based on date of entrusting to volunteers and allocation of patronage



- 1 **Chiesa di S. Margherita** Bisceglie Bisceglie (Barletta-Andria-Trani), 2015
- 2 **Palazzina Appiani** Milan, 2015
- 3 **Area Archeologica delle Terme Romane** Vasto (Chieti), 2016
- 4 **Battistero di San Giovanni e Pieve di San Lorenzo** Settimo Vittone (Turin), 2016
- 5 **Chiesa dei Ss, Niccolò e Cataldo** Lecce, 2017
- 6 **Palazzo San Giorgio** Genoa, 2017
- 7 **Quadreria di Palazzo Rossi Poggi Marsili** Bologna, 2018
- 8 **Parco Sorgenti di Riardo** Riardo (Caserta), 2011
- 9 **Oasi Zegna** Trivero (Biella), 2014

● Properties promoted by FAI volunteers

The properties, which are landscape-based or historic/artistic in nature, are not owned by FAI, but our local delegations work to enhance them through visits and events.

● Properties under FAI patronage

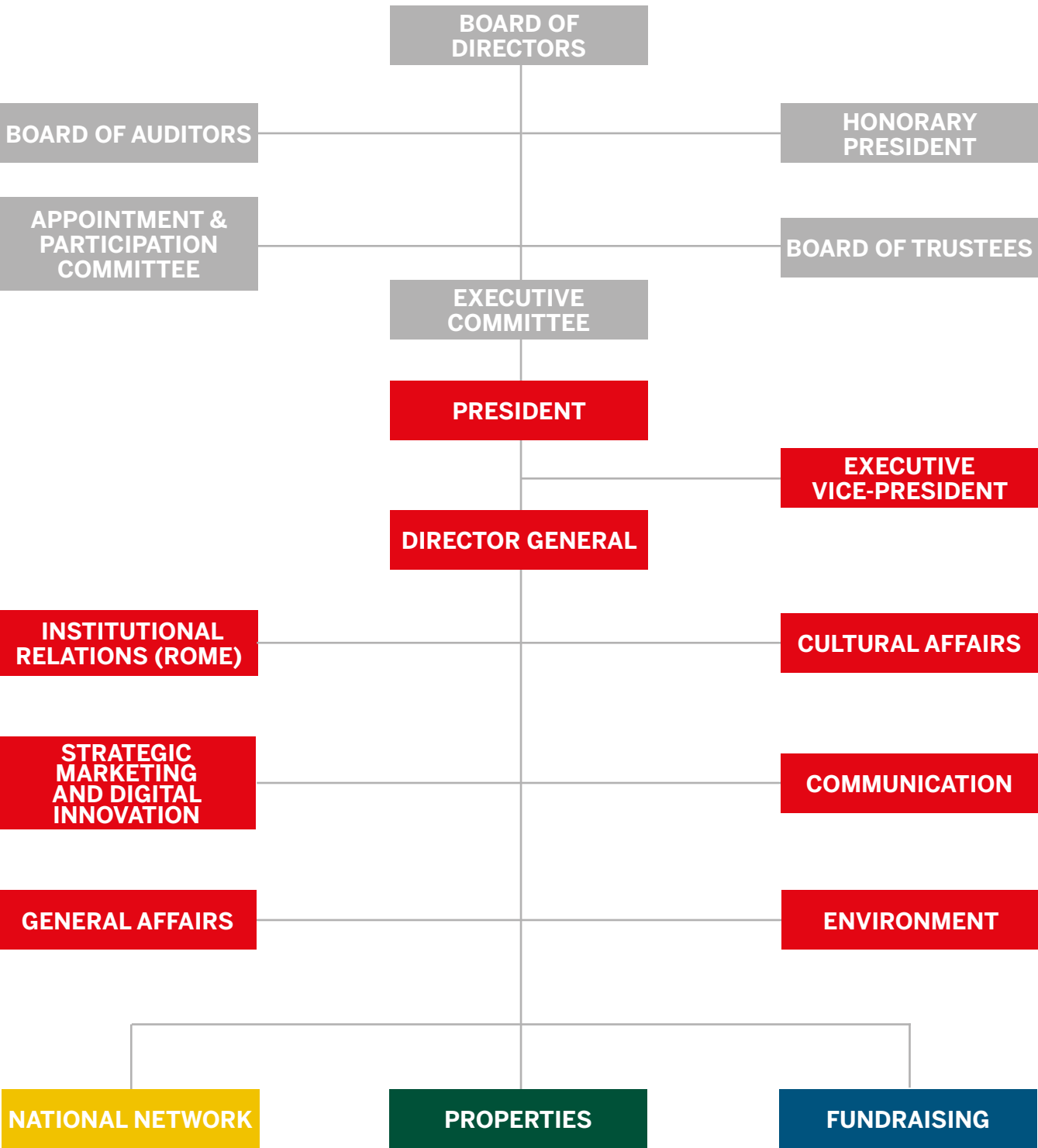
These properties, which are for the most part landscapes, are not owned by FAI and belong to other foundations or private companies with which FAI has drafted an agreement for the protection and enhancement of the property.



The facade of Villa della Porta Bozzolo (Varese), a FAI property since 1989



Organization Chart



Staff and Volunteers

The ethical, passionate, professional approach taken by our staff and volunteers constitutes an asset that, although intangible, is crucial for our whole organization. Everyone has a part to play in changing FAI and helping it to grow.

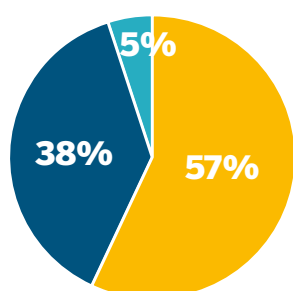
Staff

Organizational innovation and the quality of the skill sets of the personnel together guided the work done on FAI's people in 2018, taking account of the requirements set out in the 2018-2020 Operating Plan "The New Properties" (see page 34):

FAI's **organizational innovation** concerned specifically:

- the Cultural Affairs area, with the objective of co-ordinating all of FAI's cultural activities, integrating them at the same time with the applied research projects
- the Strategic Marketing area, with a view to interpreting the changing context and to preparing the most appropriate responses, also in terms of digital technologies
- the operational de-centering of the organization, with the creation of the first two territorial areas (the Valle D'Aosta/Piedmont/Liguria Area and the Lombardy/Prealpine Area) out of the total of six envisaged by the 2018-2020

STAFF IN FAI OFFICES



Headquarters	145	57%
Properties	97	38%
Regional Offices	13	5%
TOTAL	255*	100%

* Full time equivalent

EDUCATIONAL LEVEL



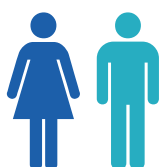
Bachelor's Degree	177	69%
High-School Diploma	78	31%
TOTAL	255	100%

AVERAGE EMPLOYEE AGE

43

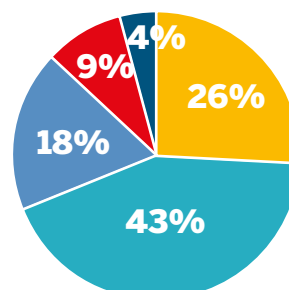
Staff under 30	15	6%
Staff under 40	110	43%

GENDER



Female	181	71%
Male	74	29%
TOTAL	255	100%

PROFESSIONAL QUALIFICATIONS



Junior Professional	67	26%
Professional	110	43%
Senior Professional	45	18%
Manager	24	9%
Senior Manager	9	4%
TOTAL	255	100%

“ Being a FAI volunteer is all about taking care of special places and working together with people who share your passion. The energy and free time invested are really rewards, not just by the ongoing restoration and maintenance of the properties being protected, but above all by the appreciation shown by visitors to them.”

Sara Rubinetti, a volunteer since 2014 at the Castello della Manta (Cuneo)

Operating Plan “The New Properties”, with which the local properties will be associated, in order to ensure a more forceful managerial presence across the entire country and to bolster integration with the regional infrastructure of the Delegations. Each Area is managed by an Area Manager, who are in charge of the Property Managers and the other staff who, in turn, interact with the headquarters

■ the establishment within the Personnel Department of the new office of Organizational and Training Processes

In relation to the **skill sets**, a major project was carried out this year to evaluate the potential of our Property Managers, and a 2019 pathway for development and training was laid out.

The first quarter of 2018 saw the implementation of the **second analysis of staff satisfaction and motivation** relating to 2017, which made it possible to compile an array of valuable ideas on how to enhance the organizational environment (see page 35).

Volunteers

The **Local Delegations** encompass a total of 2,841 regular volunteers. They were joined, in 2018, by more than 7,700 volunteers for the “FAI Days” held in the Spring and in the Autumn, and for other local initiatives. During the year, the number of **volunteers at the properties** reached around 1,000. These women and men, of different ages and with diverse backgrounds, worked alongside the staff at the properties to lend a hand in a plethora of different roles: welcoming the public and accompanying visitors, encouraging visitors to take out memberships, helping with the laying out of the shops, sampling FAI-branded products and carrying out minor maintenance works, amongst a multitude of other tasks.

From 2018 onwards, after the signing of a **National Agreement with the Ministry of Justice**, certain FAI properties are playing host to a number of individuals who are on probation for minor offences. By completing this form of “community service” the relevant criminal proceedings may be suspended for the individuals in question.

In addition, in response to interest shown by **Cambridge University**, during their compulsory year abroad, several third-year Humanities students selected FAI properties as the ideal setting in which to perfect their knowledge of Italian and, at the same time, to gain experience in the field of cultural management and enhancement.

Corporate volunteering

For years, FAI has made available its properties, its staff and its skills in order to stage – together with partner companies – **corporate volunteering and team-building** days, geared towards increasing the sense of cohesion and affiliation within the work group and raising the team members’ awareness of themes relating to the protection of Italy’s culture and landscape. In 2018, **10 companies and around 190 employees** engaged with the project.

A volunteer at Villa Blanc during the “FAI Spring Days” in Rome

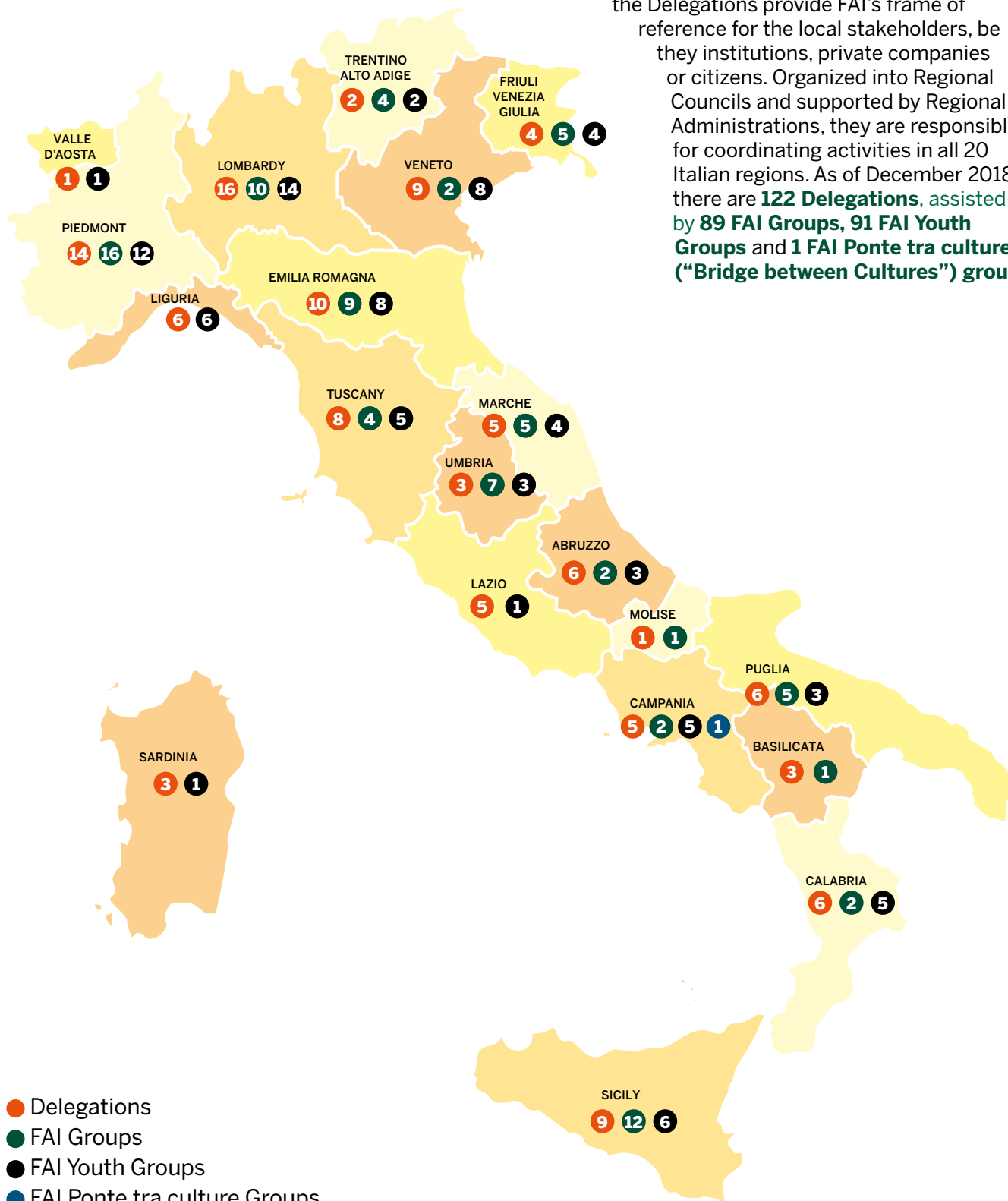


FAI's network in Italy: the Delegations

(December 2018)

The Delegations – an extensive network of well-organized, pro-active volunteers in Italy's major towns and cities – are FAI's engine across the country, and they contribute to the embedding of FAI nationwide, working to spread its values and its operations. Thanks to their work, day in, day out, and to their expertise and enthusiasm,

the Delegations provide FAI's frame of reference for the local stakeholders, be they institutions, private companies or citizens. Organized into Regional Councils and supported by Regional Administrations, they are responsible for coordinating activities in all 20 Italian regions. As of December 2018, there are **122 Delegations**, assisted by **89 FAI Groups**, **91 FAI Youth Groups** and **1 FAI Ponte tra culture** ("Bridge between Cultures") group.



ABRUZZO

President: Massimo Lucà Dazio
 Delegations: Chieti, L'Aquila, Lanciano, Pescara, Teramo, Vasto
 FAI Groups: Marsica, Penne
 FAI Youth Groups: Chieti, Pescara, Teramo

ALTO ADIGE

President: Simona Kettmeir Altichieri
 Delegations: Bolzano
 FAI Groups: Merano
 FAI Youth Groups: Bolzano

BASILICATA

President: Maria Xenia d'Oria
 Delegations: Costa Jonica, Matera, Potenza
 FAI Groups: Tricarico

CALABRIA

President: Anna Lia Paravati
 Capogreco
 Delegations: Catanzaro, Cosenza, Locride e Piana, Pollino, Reggio Calabria, Vibo Valentia
 FAI Groups: Santa Severina, Rossano
 FAI Youth Groups: Catanzaro, Cosenza, Locride e Piana, Reggio Calabria, Vibo Valentia

CAMPANIA

President: Maria Rosaria de Divitiis
 Delegations: Avellino, Benevento, Caserta, Napoli, Salerno
 FAI Groups: Aversa, Nola
 FAI Youth Groups: Avellino, Benevento, Caserta, Napoli, Salerno
 Gruppi FAI Ponte tra culture: Naples

EMILIA ROMAGNA

President: Marina Senin Forni
 Delegations: Bologna, Cesena, Ferrara, Forlì, Modena, Parma, Piacenza, Ravenna, Reggio Emilia, Rimini
 FAI Groups: Imola, San Lazzaro di Savena, Pieve di Cento, Bassa Modenese, Bobbio, Bagnacavallo, Faenza, Lugo, Cervia
 FAI Youth Groups: Bologna, Ferrara, Forlì, Modena, Parma, Piacenza, Ravenna, Reggio Emilia

FRIULI VENEZIA GIULIA

President: Tiziana Sandrinelli
 Delegations: Gorizia, Pordenone, Trieste, Udine
 FAI Groups: Spilimbergo, Cividale del Friuli, Gemona del Friuli, Tolmezzo, Palmanova
 FAI Youth Groups: Gorizia, Pordenone, Trieste, Udine

LAZIO

President: Valeria Grilli Carandini
 Delegations: Frosinone, Gaeta Latina, Rieti, Rome, Viterbo
 Gruppo FAI Giovani: Sabina

LIGURIA

President: Roberta Cento Croce
 Delegations: Albenga-Alassio, Genoa, Imperia, La Spezia, Portofino-Tigullio, Savona
 FAI Youth Groups: Albenga-Alassio, Genoa, Imperia, La Spezia, Portofino-Tigullio, Savona

LOMBARDY

President: Andrea Rurale
 Delegations: Alta Brianza, Bergamo, Brescia, Como, Cremona, Lecco, Lodi-Melegnano, Mantua, Milan, Milan North-West, Monza, Oltrepò Pavese, Pavia, Seprio, Sondrio, Varese
 FAI Groups: Bassa Bergamasca, Crema, Castiglione delle Stiviere-Alto Mantovano, Franciacorta-Sebino, Milan North-East, Milan North-West, Milan South-East, Vimercatese, Valcuvia, Vallecmonica
 FAI Youth Groups: Bergamo, Brescia, Como, Cremona, Lecco, Lodi-Melegnano, Mantua, Milan, Monza, Oltrepò Pavese, Pavia, Seprio, Sondrio, Varese

MARCHE

President: Alessandra Stipa Alesiani
 Delegations: Ancona, Ascoli Piceno, Fermo, Macerata, Pesaro e Urbino
 FAI Groups: Jesi and Vallesina, Fabriano, Fano, Senigallia, San Benedetto del Tronto
 FAI Youth Groups: Ancona, Ascoli Piceno, Fermo, Pesaro and Urbino

MOLISE

President: Massimo Lucà Dazio
 Delegazione: Campobasso
 Gruppo FAI: Isernia

PIEDMONT

President: Maria Cattaneo Leonetti
 Delegations: Alessandria, Asti, Biella, Casale Monferrato, Cuneo, Ivrea and Canavese, Novara, Novi Ligure, Turin, Tortona, Verbano-Cusio-Ossola, Vercelli, Valle di Susa, Valsesia
 FAI Groups: Bassa Valle Tanaro, Bra, Castellazzo Bormida, Colline dal Po al Monferrato, Diversamente abili, Fossano, Laghi Alto Novarese, Monte Regio (colline novaresi), Mornese, Ovada, Saluzzo, Savigliano, Strada Franca, Ticino, Val Sangone, Via Emilia Scauri
 FAI Youth Groups: Alessandria, Alto Novarese, Biella, Casale Monferrato, Cuneo, Ivrea and Canavese, Novara, Novi Ligure, Turin, Valle di Susa, Valsesia, Vercelli

PUGLIA

President: Saverio Russo
 Delegations: Andria-Barletta-Trani, Bari, Brindisi, Foggia, Lecce, Taranto
 FAI Groups: Altamura, Monopoli, Lucera, Martina Franca, Nardò

FAI Youth Groups: Bari, Brindisi, Taranto

SARDINIA

President: Monica A. G. Scanu
 Delegations: Cagliari, Nuoro, Sassari
 FAI Youth Groups: Ogliastra

SICILY

President: Giuseppe Taibi
 Delegations: Agrigento, Caltanissetta, Catania, Enna, Messina, Palermo, Ragusa, Siracusa, Trapani
 FAI Groups: Acireale, Alcamo, Bagheria, Caccamo, Caltagirone, Carini, Corleone, Giardini Naxos, Taormina, Marsala, Mineo, Nicosia, Scicli
 FAI Youth Groups: Agrigento, Catania, Enna, Messina, Palermo, Siracusa

TUSCANY

President: Sibilla della Gherardesca
 Delegations: Arezzo, Firenze, Grosseto, Livorno, Lucca-Massa Carrara, Pisa, Prato-Pistoia, Siena
 FAI Groups: Maremma, Pistoia, Sansepolcro, Volterra
 FAI Youth Groups: Arezzo, Firenze, Pisa, Pistoia, Siena

TRENTINO

President: Giovanna degli Avancini
 Delegations: Trento
 FAI Groups: Val di Fiemme-Val di Fassa, Val di Sole, Rovereto, Vallagarina
 FAI Youth Groups: Trento

UMBRIA

President: Nives Maria Tei Coaccioli
 Delegations: Lago Trasimeno, Perugia, Terni
 FAI Groups: Assisi, Città di Castello, Foligno, Gualdo Tadino, Gubbio, Spoleto, Todi
 FAI Youth Groups: Foligno, Perugia, Terni

VALLE D'AOSTA

President: Maria Cattaneo Leonetti
 Delegations: Aosta
 FAI Youth Groups: Aosta

VENETO

President: Ines Lanfranchi Thomas
 Delegations: Bassano del Grappa, Belluno, Padua, Portogruaro, Rovigo, Treviso, Venice, Verona, Vicenza
 FAI Groups: Basse, Mirano
 FAI Youth Groups: Belluno, Padua, Portogruaro, Rovigo, Treviso, Venice, Verona, Vicenza

FAI's worldwide network: the international groups (June 2019)

With more UNESCO World Heritage sites than any other country on the World Heritage List, Italy's artistic, cultural and natural heritage is envied the world over and greatly appreciated by those who care about safeguarding it. Promoting FAI abroad is a crucial part of the effort to reach out to those who consider themselves to be guardians of this heritage, regardless of their nationality.

As of late 2018, there are three support groups defending and supporting FAI's mission around the world: **Friends of FAI**, **FAI SWISS and its delegation FAI Suisse Romande** and **FAI UK – Italian Heritage Trust**.



Friends of FAI is a not-for-profit organization based in New York. Its mission is to promote in the United States a greater awareness and appreciation for Italy's culture and artistic heritage. It orchestrates trips to Italy, as well as events and conferences in the States, engaging with ever-increasing numbers of people who consider Italy's landscape, art and architecture to be a priceless international resource and who encourage the protection of that resource by making a tangible contribution to FAI's restoration projects and operations.

"FRIENDS OF FAI" GOVERNANCE

International Chairwoman

Bona de' Frescobaldi*

Chairwoman of the Balbianello Circle

Maria Manetti Shrem

* Founder

BOARD OF DIRECTORS

President James M. Carolan

Vice-President Sharleen Cooper Cohen

Treasurer Nicolò Foscari Widmann Rezzonico

Secretary Celine Crosa di Vergagni

Laurel Beebe Barrack
Giovanna Loredan Bonetti
Andrea Carandini
Chiara De Rege
Jan De Fosset
Vannozza Guicciardini Paravicini
Ellyn Toscano

“ [...] Our relationship with this brilliant organization began during the week in Milan with Friends of FAI several years ago. We began to work closely to develop a project together that aligned with the mission of our design education foundation. Our fruitful collaboration culminated in an exhibition at the remarkable Villa Panza. We cannot speak highly enough of the integrity of FAI and the critical role they play in preserving and celebrating Italy's rich architectural legacy. ”

David and Mary Martin,
founders of MADWORKSHOP and members of Friends of FAI



FAI SWISS, a foundation under Swiss law, based in Lugano, was established in 2012. FAI's presence here is intended to incentivize cultural exchange between Switzerland and Italy, with a view to safeguarding and emphasizing the virtues of Italy's art and landscape.

"FAI SWISS" GOVERNANCE

Honorary Presidents

Mario Botta

President

Simona Garelli Zampa

Vice-President

Patrik J. Carroll

Members of the Founding Committee

Paolo Bernasconi
Paola Boselli Foglia
Anna Gotti
Chiara Grassi
Béatrice Groh-de-
Tavernost

Alberica Pellerey
Enzo Pelli
Isabella Puddu



Since the beginning of 2015, FAI Swiss has had its own delegation: **FAI Suisse Romande**.

"FAI SUISSE ROMANDE" GOVERNANCE

Honorary Presidents

Florence Notter

President

Sofia Cattani

Vice-President

Giuseppina Piérard

Delegation Members

Luisa Cassaro
Regina Feuerwerker
Flavia Cogne Soldati
Mara Marino



FAI UK - Italian Heritage Trust is a registered British charity set up to support the conservation of Italy's artistic and natural assets, and to foster greater awareness of the country's cultural heritage, aligning itself specifically with the mission of FAI.

"FAI UK – ITALIAN HERITAGE TRUST" GOVERNANCE

Chairman

William Parente

Deputy Chairman

Gaia Servadio

Board of Trustees

Giacomo Balsamo
Edmondo di Robilant
Stefano Ferraiolo
Sara Pearce

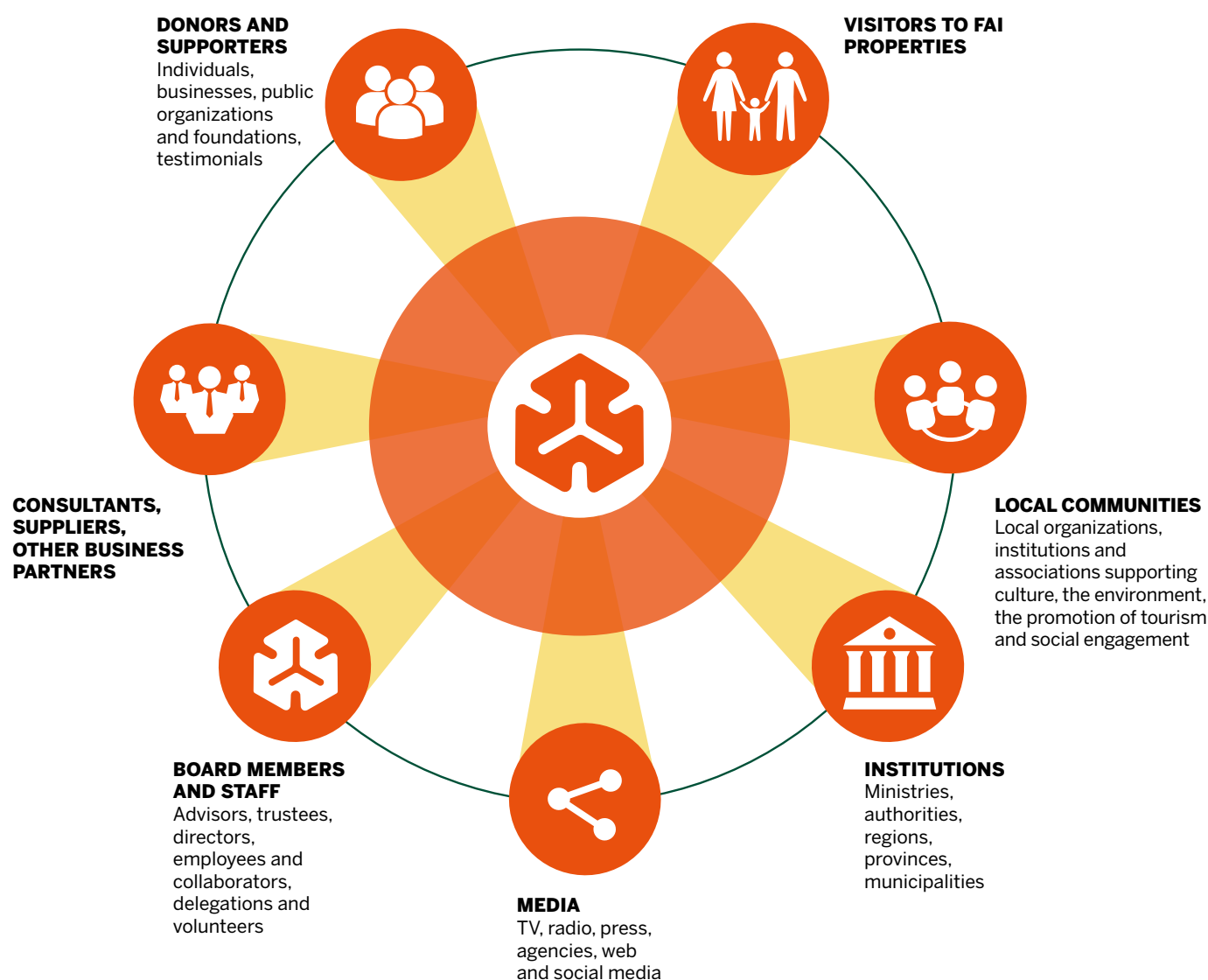
Elisabetta Scopinich
Catrin Treadwell

FAI's stakeholders

FAI's day-to-day relations with its stakeholders are guided by the desire to enact and uphold the spirit of Article 9 of the Italian Constitution: "The Republic promotes the development of culture and of scientific and technical research. It safeguards the landscape and the historical and artistic heritage of the Nation".

FAI shares with its stakeholders a commitment to making Italy's landscape and historical and artistic heritage an asset that is open to everyone, now and forever.

■ A great many **citizens, companies, foundations, associations** and **authoritative endorsers** do their bit to help FAI. The members of this generous community of supporters express their love for Italy and its treasures by making their own valuable contribution.





A snapshot of the 22nd National FAI Conference at Palermo's Teatro Massimo

■ **With the visitors to our properties** – current and potential – we share a commitment to providing constructive, satisfying, joyful experiences, tailored to the needs of families with children, lovers of the outdoors, schools of all types, and everyone with an interest in culture.

■ **Local communities** in the areas surrounding FAI properties play a key role in the country's re-birth. It is not just the monuments that need protecting: we must rediscover the entire cultural, social and economic fabric of these places, fostering the relationship between the FAI properties and their surroundings, developing new dynamics between hubs and systems, so that they can work together, supporting and stimulating one another.

■ FAI collaborates with various **institutions, ministries, authorities** and **local organizations** such as policy makers, providers of public assets, and partners or distributors of financial resources.

■ Our relationship with the media is important, since it is our duty to provide credible, constant communications on the landscape and the artistic heritage, to foster an ethical and aesthetic awareness in the public mind. We help drive forward systematically the debate on the environment, promoting the cultural, educational and prevention-based aspects.

■ All those who work for FAI, in whatever capacity. From our **board members** and our **directors** to our **employees** and partners, as well as the **volunteers** in the Delegations and at the properties. With their expertise and passion, FAI is an efficient, innovative organization. We work hard to consolidate FAI's position and make it more sustainable.

■ Our **suppliers** and **consultants** also play an important role: they supply specific goods and services to the properties and provide FAI with appropriate, timely assistance.

2018's highlights



A snapshot of the 22nd National FAI Conference at Palermo's Teatro Massimo

FEBRUARY

FAI's **22nd International Conference** is held in Palermo. Entitled "**Tomorrow's Water**" it offers a chance to reflect publicly on a resource that is under threat, and also affords an opportunity to launch the awareness-raising campaign called **#salvalacqua** ("save water"), conceived with the aim of promoting a critical understanding geared towards the adoption of regulatory measures, new technologies and best practices for the safeguarding of this essential asset.

MARCH

Villa Necchi Campiglio, in Milan, plays host to the exhibition "**Arturo Martini and the monument for the Palace of Justice in Milan**", celebrating one of the greatest Italian sculptors of the 20th century.

For the 26th "**FAI Spring Days**" a total of 1000 sites in 400 different locations throughout Italy are opened up to the public. Thanks to the hard work of 120 Delegations, 88 FAI Groups and 86 FAI Youth Groups, alongside the support of 7,500 volunteers, the event attracts more than 700,000 visitors.



Visit to the Torlonia Theater in Rome during the "FAI Spring Days"

Also during the "**FAI Spring Days**", there is a preview of **Casa Bortoli**, an aristocratic residence in Venice located within the 15th-century palazzo of Cà Con-tarin, overlooking the Grand Canal, across from the Basilica of Santa Maria della Salute. The property, donated to FAI in 2017, will be opened up to the public in 2019 as a special museum dedicated to offering an insight into the 'private' experience of living in 20th-century Venice.

APRIL

The thousand-year-old church of the **Abbazia of Santa Maria di Cerrate** in Lecce re-opens its doors to worshippers and visitors alike after a two-year restoration project. The reconsecration of the church is celebrated with a solemn ceremony officiated by the local bishop.

Villa e Collezione Panza (Varese), in partnership with the Sforza Castle in Milan, presents "**The End of History**", the first complete retrospective of the work of the Californian sculptor Barry X Ball.



The reconsecration ceremony for the Church of Santa Maria di Cerrate in Lecce

MAY

The ninth "**Italian Places I Love**" event gets under way. This is the national survey that invites Italians to make their voices heard in defense of the country's artistic and natural heritage.

JUNE

The third edition of the "**FAI Summer Evenings**" is held. This major nationwide initiative makes the most of FAI's properties, with a full 24 of them being opened in the evening during the months of June, July and August 2018. More than 180 events are held in total.

Vittorio Brumotti, who is both a reporter for popular Italian TV show Striscia la Notizia and a FAI Ambassador for the new generations, completes a cycling tour to raise awareness right across the country of the importance of protecting Italy's heritage of art and nature.



A close-up of the 18th-century fresco of the Cappella del Simonino in Trento

SEPTEMBER

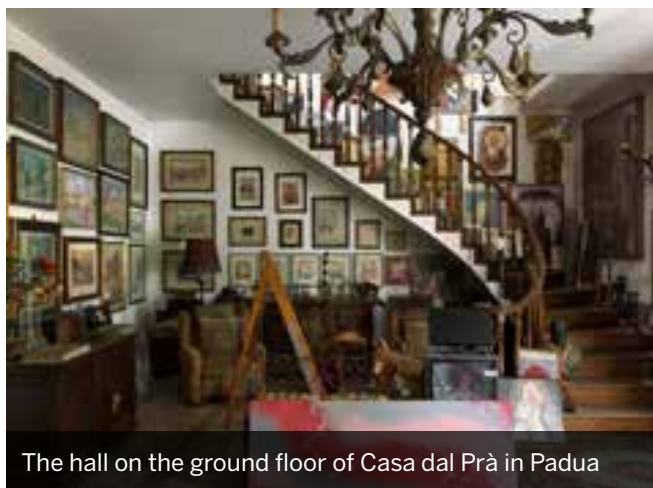
The exhibition entitled “**The Skin of Glass. Carlo Scarpa at Venini 1936-1942**” is staged at the Negozio Olivetti in Saint Mark’s Square in Venice. It showcases a selection of precious glass pieces designed by the Venetian architect.

The **baroque altar of the church of Santa Maria di Cerrate** (Lecce), which had been removed to allow the building to be restored, is put back in place after itself having undergone restoration, and is blessed by the Metropolitan Archbishop of Lecce.

OCTOBER

As part of the national fundraising campaign “**Remember to Save Italy**”, the “**FAI Spring Days**” – organized by the FAI Youth Groups in partnership with the FAI Delegations – see the involvement of 255,000 visitors on 150 themed itineraries at 250 sites all across Italy.

The architecture-themed exhibition “**Milanese Houses 1923-1973**” opens at Villa Necchi Campiglio in



The hall on the ground floor of Casa dal Prà in Padua

Milan. It focuses on the city’s residential architecture from after the First World War until the 1970s.

Thanks to the bequest by Marina Larcher Fogazzaro, FAI receives as a donation the **Cappella del Simonino**, located within Palazzo Bortolazzi Larcher Fogazzaro in Trento.

NOVEMBER

During the seventh “FAI Winter Mornings” initiative, which takes the form of cultural events for schools led by the **Apprentice Tour Guides**, a total of 170 sites are opened up in more than 100 Italian cities, engaging with in excess of 45,000 students.

As part of the #salvalacqua awareness-raising campaign, the “**Water Pact**” is unveiled.

This document sets out the principles for the defining of a national strategy for the saving, recovery and re-use of water, promoted by FAI and underwritten by the leading players in the Italian water-supply system.



The Case Montana at the Giardino della Kolymbethra, Valle dei Templi, Agrigento

DECEMBER

Thanks in part to the support of the Campo-Riolo family, FAI acquires the Case Montana, two ancient farm buildings located at the entrance to the Giardino della Kolymbethra, in the Valley of the Temples in Agrigento. The houses were inhabited until the mid-20th century by the farm workers who were employed on the surrounding agricultural lands.

Maria Pia dal Prà bequeathes her house in the centre of Padua to FAI, together with an important collection of ancient and contemporary artworks.

2018's fact and figures

**64****properties throughout Italy****4****newly acquired properties****2****new properties
open to the public****69,900****m² of historic buildings protected****6.7****m² of landscape protected****122****delegations****89****FAI Groups****91****FAI Youth Groups
(+8% vs 2017)****7,750****volunteers
(+4% vs 2016)*****255****members of staff
(+3% vs 2017)**

*The 2017 figure (11,400) was based on criteria that combined the number of volunteers for the "FAI Spring Days" with the number of volunteers for the "FAI Autumn Days" without taking into account the fact that many of them participated in both events. For this reason, for 2018 we have returned to the previous system, whereby each participant is counted only once, even if they take part in both events.



190,898

members
(+11% vs 2017)

868,000

visitors to the properties

700,000

visitors to the 26th
"FAI Spring Days"
(-7% vs 2017)

255,000

participants in the 7th
"FAI Autumn Day"
(+27,5% vs 2017)

287,000

students engaged

2,227,847

votes cast in the 9th
"Italian Places I Love" survey
(+42% vs 8th edition, 2016)

1,113,801

million Facebook fans
(+11% vs 2017)



33.6

million euros in income from
fundraising activities
(+11% vs 2017)

4.8

million euros invested
into the restoration
and conservation of the
properties
(+8% vs 2017)

14

million euros invested in
the management of the
properties
(+12% vs 2017)

96%

of the costs of property
management and scheduled
maintenance covered by
direct income
(93% in 2017)

Two works by Phil Sims,
dating from 1985 and
1992, hanging in the
Billiard Room on the
ground floor of Villa e
Collezione Panza, Varese, a
FAI property since 1996

The 2018-2020 Operating Plan: "The New Properties"

In 2018, FAI launched the second of the three stages of implementation of its ten-year strategic plan, "FAI 2023". After the first three-year period (2015-2017), which was concerned with the acquisition of new targets, the 2018-2020 Operating Plan, focusing on "The New Properties", has set in motion a full 23 projects that will contribute to the reaching of ambitious growth objectives, in line with an overhauled policy on the acquisition, enhancement, promotion, organization and management of our properties across Italy.



Key Performance Indicators

	KPI'S	Description	2014	2017	OBIETTIVI 2018	2018	2023
1 Properties	a. Number of visitors	The indicator measures the number of people visiting FAI properties in a year	576,000	861,200	941,000	868,000	1,500,000
	b. Visitor satisfaction	The indicator measures overall visitor satisfaction, rated from 1 to 5, through a visitor questionnaire	4.39	4.58	4.46	4.60	4.50
	c. Interaction with local area	The indicator measures the average number of agreements made by each of the properties with local institutions and businesses	-	722	848	813	-
	d. Property distribution	The indicator expresses the ratio between the provinces with at least one FAI property against the total number of provinces in Italy	29%	30%	32%	33%	40%
	e. Property conservation	The indicator expresses compliance with the planned maintenance standards and the quality of services, rated from 1 to 5	-	4.36	4.5	4.51	4.5
	f. Environmental sustainability of the properties	The indicator expresses the percentage reduction in CO2 emissions in the properties open to the public with respect to the total emissions calculated in 2014	0%	-5,9%	-6%	-6,4%	-15%
2 People	a. Number of members	The indicator expresses the number of members as of December 31 of each year	101,571	172,615	180,000	190,898	250,000
	b. Profile of FAI	The indicator measures public awareness of the existence of FAI and expresses the percentage of interviewees who state that they "know FAI well"	25%	32%	32%	30%	40%
3 Network	a. Local network presence	The indicator measures the number of active groups across Italy	237	295	305	322	350
	b. Places open to the public during nationwide events	The indicator measures the number of properties open to the public on "FAI Spring Days" and other initiatives	1,661		1,792	1,750	1,901
	c. Reports and interventions on environment, landscape and heritage	The indicator measures the number of votes cast for the "Italian Places I Love" survey	1,650,000	-	2,000,000	2,227,847	-
4 Organization	a. Staff involvement	The indicator measures every two years the level of motivation and involvement of all collaborators using the Hay Group consultancy model	-	51	-	-	-
	b. Organizational efficiency	The indicator measures the ratio between institutional activity spending against total spending	68%	68%	70%	68%	70%
Sustainability axis	a. Property expenditure coverage	The indicator measures the percentage of property running costs covered by direct income and represents the properties' self-financing ability	86.6%	93.4%	86.5%	95.7%	100%
	b. Funding of restorations	The indicator expresses the percentage of restoration costs covered and represents FAI's capacity to raise investment	89%	73%	100%	100%	100%
	c. Fundraising	The indicator measures the total funds raised (in thousands of euros) and represents FAI's fundraising capacity	19,050	26,814	26,956	29,242	36,000
	d. Number of volunteers locally and at major events	The indicator measures the number of volunteers active locally, in FAI properties and in nationwide campaigns	26,990	61,974	50,000	53,805	50,000
	e. Financial stability	The indicator measures the financial result of the profit and loss account (in thousands of euros)	307	1,033	258	1,132	-

FAI'S MISSION

Since its founding in 1975, FAI (the National Trust for Italy) has drawn inspiration from the National Trust for England, Wales & Northern Ireland, and is affiliated with INTO – the International National Trusts Organization.

FAI – Fondo Ambiente Italiano, with the contribution of everyone:

TAKES CARE

of special places in Italy for the benefit of present and future generations.

PROMOTES

education, appreciation, awareness and enjoyment of Italy's environmental, natural, historic and artistic heritage.

MONITORS

the protection of Italy's natural and cultural assets in the spirit of Article 9 of the Italian Constitution.

Panoramic view of the waterfall of the Aniene at Parco Villa Gregoriana (Rome), a property entrusted to FAI on a concessionary basis since 2002





FAI's properties in 2018

A heritage of beauty accessible to everyone for culture-rich leisure time that is enjoyable, fulfilling and designed to meet different sets of needs

In 2018, FAI **acquired 4 new properties:**

- **Cappella del Simonino, Trento** (see page 46)
- **Casa dal Prà, Padua** (see page 46)
- **Case Montana (Giardino della Kolymbethra - Valle dei Templi), Agrigento** (see page 47)
- **Stanza del Belvedere, Vasto (Chieti)** (see page 47)

Again during the course of the year, FAI **opened 2 new properties to the public:**

- **Abbazia di Santa Maria di Cerrate, Lecce** (see page 48)
- **Casa Bortoli in Cà Contarini Fasan, Venice** (see page 49)

As at December 31, 2018, **FAI has a total of 64 properties located all across Italy** (see page 14 onwards) – of which: **30 are regularly open to the public, 21 are being safeguarded and 13 are being restored.** Alongside them, there are **another 9 properties** (see page 17), of which **7 are promoted by volunteers** and **2 are subject to sponsorship.** In addition, FAI owns **properties that are rented to generate revenue** (see following page).






Every property acquired or managed brings with it a history and a particular significance, which FAI works hard to recognize, conserve and exploit positively, so that everyone can engage with that past and that sense of meaning. Every restoration project is conceived with a view to restoring, in as faithful a way as possible, the **spirit of the place**, highlighting its specific vocation and equipping it with the infrastructure that is required to offer the public a **safe, comfortable, involving visit.**



Every operation is carried out with the support of the **finest industry professionals**, guided by the desire to reach the level of excellence that constitutes the frame of reference for the work we do. We protect our treasures not simply through major restoration projects – we also take care of them day in, day out, with **scheduled maintenance** operations that make it possible to slow degradation, prevent damage and reduce the risks posed by the environment, generating a significant saving over the long term.

In 2018, FAI **invested €4,804,990** (+8% vs 2017) **in the restoration and conservation** of the properties.

THE INVESTMENTS IN THE RESTORATION AND CONSERVATION OF PROPERTIES OWNED BY FAI, PROPERTIES ON LOAN AND UNDER CONCESSION, AND THIRD-PARTY PROPERTIES, IN 2018 (IN EUROS)

FAI-owned properties		3,532,155
Properties on loan and under concession		1,078,925
Places of the Heart		145,944
Operations on other third-party properties		47,966
Total operations		4,804,990

A total of **€14,084,640** (12% vs 2017) was spent on the **management of the properties**. In line with the **policy of financial sustainability**, 2018 saw an increase to 96% (vs 93.4% in 2017) in the level of coverage through direct income alone of the overheads for the management and ordinary maintenance of the properties.

Compared to 2017, the **revenue from the ticket offices increased by 4%** (€5,202,304), the **revenue from the shops by 24%** (€5,202,304) and the **revenue from the use of the properties for private events by 5%** (€2,485,006).

FAI also collects income from **assets which it rents out or sells** – i.e. properties left to it as bequests or donated, for the purpose of providing support on the restoration of our institutional (heritage) properties and for our mission in general. They are located throughout Italy, and are either rented out or put up for sale (see list of properties on page 122).

In 2018, the management of the rented properties generated **income of €896,412** (+6% vs 2017), of which €488,561 came from the flats on Corso di Porta Vigentina in Milan (Alma Colombo bequest). During the year, the property received a major investment for restoration and maintenance purposes, amounting to €401,251.

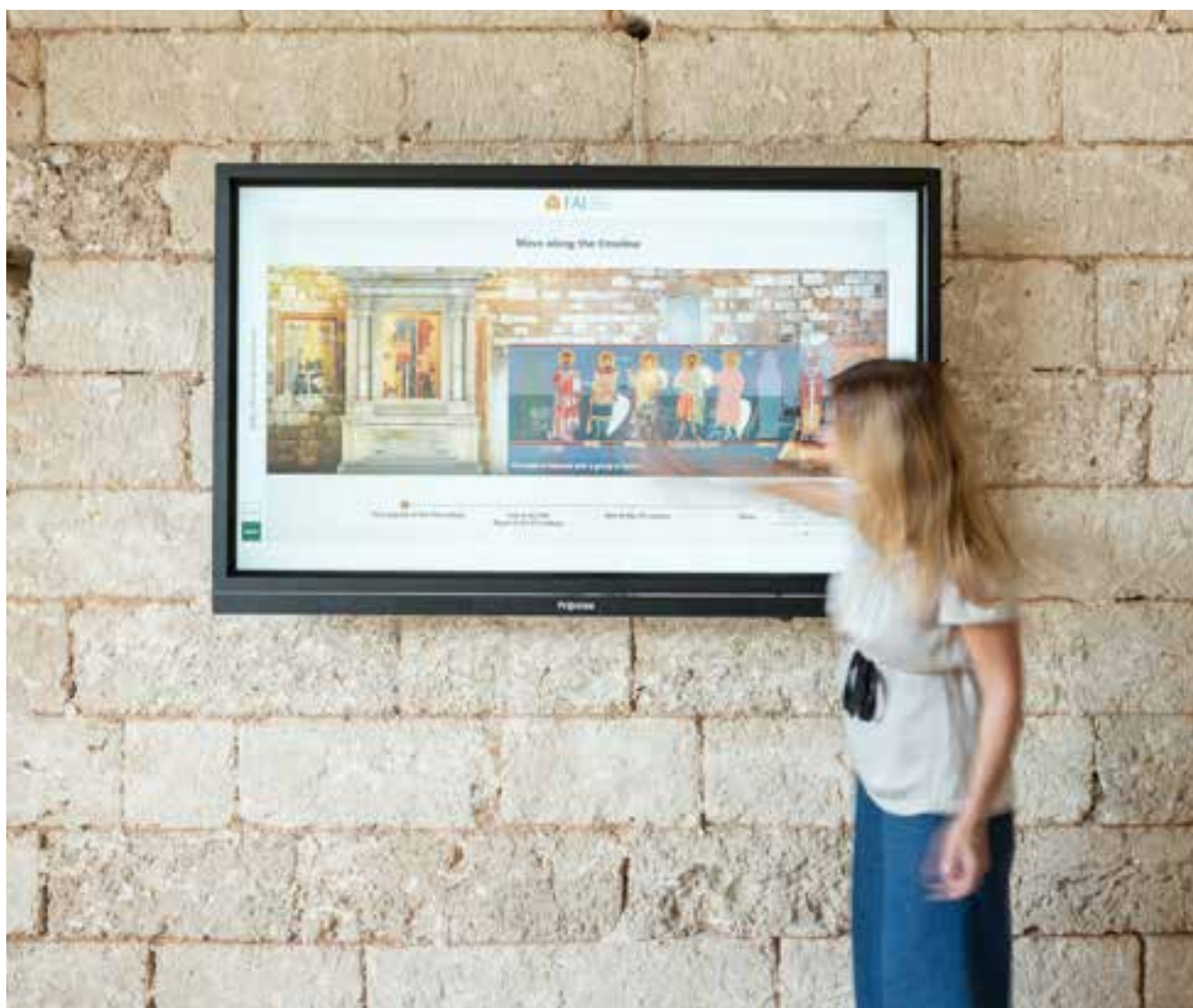
The selling off of properties produced **cash inflow** for FAI of **€865,500**.

Restorations in the Gallery of Grotesques at the Castello della Manta (Cuneo), a FAI property since 1985

To deal as effectively as possible with the restoration, conservation and management of the properties, FAI pays a great deal of attention to the **cultural enhancement projects** concerned with its natural and artistic assets, leveraging in parallel its two fields of action – **knowledge** and **communication**. Underpinning FAI's enhancement operations are the **"knowledge workshops"**: multidisciplinary research and study programs that investigate the history and identity of the property and its surrounding area, with a view to building up a wealth of knowledge on which to construct a cultural offering that is increasingly comprehensive and geared towards the highest number of people.

In 2018 we are involved in **ongoing partnerships with academic institutions in relation to 11 FAI properties**. The enhancement operations include the task of mapping the territories around the properties in order to turn those properties into nerve centers for the surrounding area and to enrich yet further the visitor experience on the basis of the so-called **"hubs and systems"** strategy. 2018 saw the creation of **maps** to allow visitors to **head off and discover what the areas around a full 21 properties are all about**, with tourist recommendations on the main places of interest that are located within an hour's drive of the property itself.

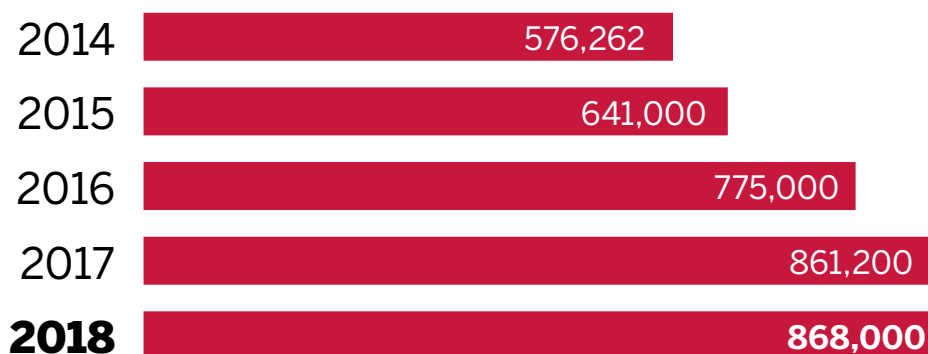
A multimedia screen to enhance visits to the Abbazia di Santa Maria di Cerrate (Lecce), a property entrusted to FAI under concession since 2012



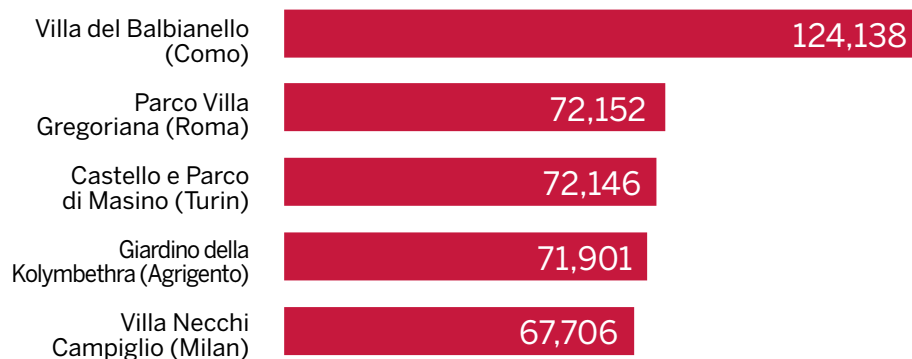
In 2018, the total number of **visitors to our properties** was **868,000**. This figure is lower than the forecasted figure due, for the most part, to the poor weather conditions, which strongly affected visitor numbers.

Since 2014, FAI has been asking its visitors to compile a **visitor satisfaction survey**. In 2018, the questionnaires were filled in using digital devices at 22 properties: **the average visitor satisfaction** level for the visitor experience was **4.6 out 5**.

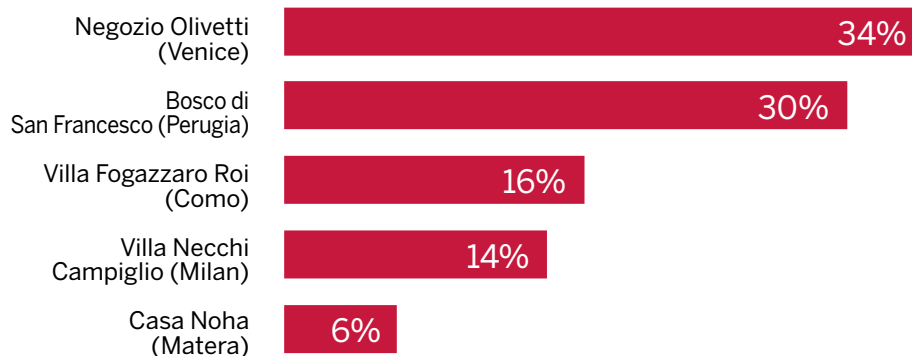
VISITORS TO FAI PROPERTIES OVER THE YEARS



THE 5 MOST VISITED PROPERTIES IN 2017 (NUMBER OF VISITORS)



THE 5 FASTEST-GROWING PROPERTIES (% OF VISITORS VS 2017)



This high level of satisfaction was reflected in the **increase in memberships** taken out at the properties, up **21%** on 2017. An important part in this result was played by the training of the staff and the creation of attractive offers to members.

To make the visitor experience open to all, over recent years FAI has launched **two projects that promote the accessibility of the properties by those with disabilities:**

■ **“FAI Properties for Everyone”**, targeted at visitors with intellectual disabilities, implemented in partnership with the Abilità Onlus Association. In 2018, the project – already under way at Villa Necchi Campiglio (Milan) and Villa Panza (Varese) – reached Villa dei Vescovi (Padua), Castello di Masino (Turin), Torre e Casa Campatelli (Siena), Bosco di San Francesco (Perugia) and Parco Villa Gregoriana (Rome)

■ **“Feeling art”**, geared towards deaf people and implemented in partnership with ENS – Ente Nazionale per la Protezione e l'Assistenza dei Sordi Onlus (the national charitable association for the protection and support of the deaf) and Lombardy Regional Council. Since 2018, visitors to Villa Panza (Varese) and Villa Necchi Campiglio (Milan) have had access to a tablet with a free video guide using Italian Sign Language (ILS) and IS (International Sign), and have also had the opportunity to participate in guided group tours.

One of the exhibitors at the “Three days for the garden” event at the Castello di Masino (Turin), a FAI property since 1988

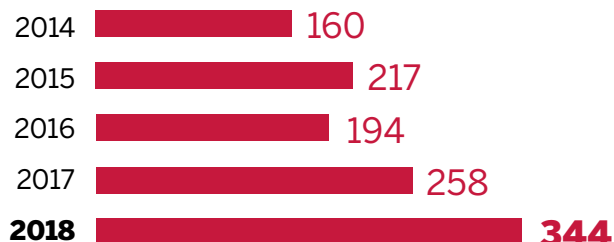


Visitors to FAI properties will find activities designed to ensure an **enjoyable, fulfilling, joyful and culturally rich use of their leisure time.**

EVENTS AT FAI PROPERTIES IN 2018

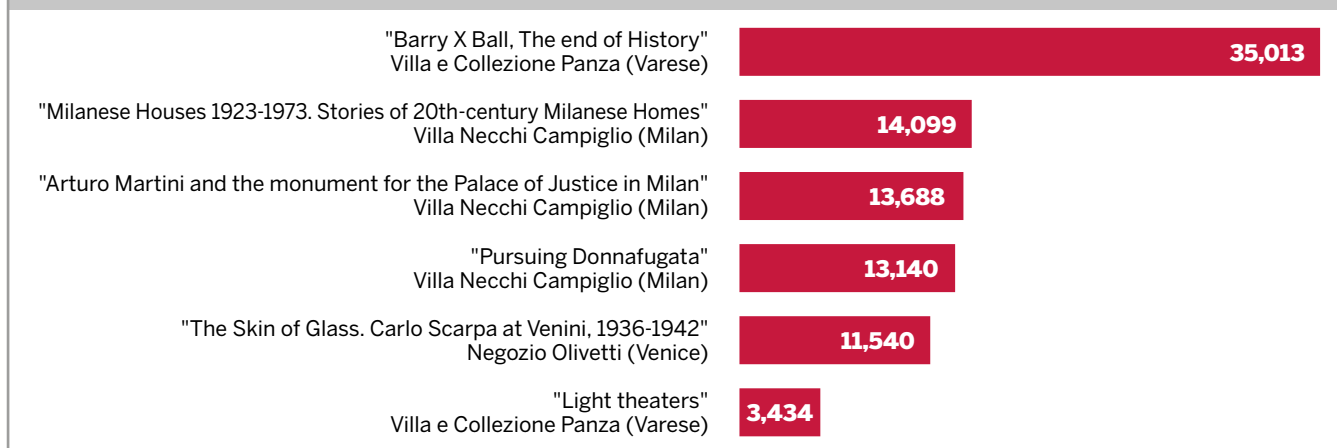


EVENTS AT FAI PROPERTIES OVER THE YEARS



During 2018 a total of **six art exhibitions** were staged. All of these arose out of research intended to offer rare, unseen visions to the most culturally curious of visitors

EVENTS AT FAI PROPERTIES OVER THE YEARS



THE 5 MOST VISITED EXHIBITIONS AND EVENTS IN 2018



Out of the events aimed at a wider public, the ones that attracted the most visitors included those staged on public holidays and those on horticultural themes, such as the **"Three days for the garden"** event at the Castello di Masino (Turin).



One of the doors affording access to the interiors of the Villa dei Vescovi (Padua), a FAI property since 2005



A unique document of the history of Trento, offering a lesson on how to live together peacefully

NEW
ACQUISITION

Cappella del Simonino, Trento

Bequeathed by Marina Larcher Fogazzaro, 2018

■ The richly frescoed chapel retains an altar featuring multicolored marble, which was worked by an unknown Castionese master. It is situated within **Palazzo Bortolazzi Larcher Fogazzaro** and was originally consecrated to the **cult of Simonino**, who has been venerated as a saint by the Catholic Church until 1965.

The cult of Simonino had a great influence over art and popular devotion, and its history, associated with the persecution of the Jews, is worthy of being preserved and handed down as a **prime example of intolerance**. For all classes who request it, the Chapel can serve as a “classroom dedicated to stories of persecution”, in order to educate youngsters on how to live together and have respect for each other. The Chapel is set to be opened on January 27, 2020, on International Holocaust Remembrance Day.



A new FAI property in the Veneto region

NEW
ACQUISITION

Casa dal Prà, Padua

Maria Pia Dal Prà donation, 2018

■ Blessed with a delightful garden to the rear and extending across 680 m2 on three floors plus a basement, Casa dal Prà is located right in the heart of the city, along the main road that links the Basilica of Sant'Antonio with Prato della Valle.

The property houses a wide-ranging **collection of ancient and contemporary art**, featuring in particular a group of wooden furnishings made in the Veneto region and a significant set of paintings, sculptures and prints by old masters dating from between the 15th and the 19th centuries. After the necessary restoration and restructuring works, Casa dal Prà will be partially open to the public: one area will play host to offices and the regional FAI headquarters along with a number of showpiece rooms, whereas another section of the home will be given over to **encapsulating the life of Maria Pia dal Prà and her relationship with art and with the cultural and artistic life of Padua**, through the showcasing of her collections.

From left: the 18th-century fresco of the Cappella del Simonino, Trento. Right: the drawing room on the piano nobile of Casa Dal Prà, Padua

Rural life, amid the temples of Agrigento

NEW
ACQUISITION

Case Montana (Giardino della Kolymbethra Valle dei Templi), Agrigento

Acquired from Caterina Di Grado, 2018

■ On the edge of the Giardino della Kolymbethra (Kolymbethra Garden), there are the ruins of two simple farm buildings – these are the Case Montana (Montana homes), **constructed in the mid-18th century and inhabited until the mid-20th century by farm workers** employed on the surrounding agricultural land.

Thanks to the pro-active attitude of the Campo-Riolo family, FAI purchased the buildings with the intention of renovating them. The spaces will play host to the **story of the garden**, from its most distant past, right up to its most recent incarnation as farmland, helping in the process to add luster to the city of Agrigento and its surrounding area, which deserve to be considered amongst the most significant parts of Italy's cultural heritage.



The first FAI property in the Abruzzo region

NEW
ACQUISITION

La Stanza del Belvedere, Vasto (Chieti)

Cesario Cicchini bequest, 2018

■ In 2006, Signor Cesario Cecchini, a married man with no children, who loved art and literature, bequeathed to FAI **two properties situated in the historical centre of the town of Vasto, overlooking the Loggia Ambligh**. The property was at the time being occupied illegally – a state of affairs that forced FAI in 2008 to take legal action to reclaim its rightful ownership. After 10 years, FAI succeeded in obtaining full recognition of its status as the sole proprietor of the buildings and in 2018 it was thus able to make public the acquisition of this small asset, FAI's first in the Abruzzo region.

In this particular room, FAI will describe Vasto and its surrounding area, promote the sale of local artisanal products and offer the Delegations a venue for their activities. The plan envisages the opening up of the property to the public in the spring of 2020.

Left: the Case Montana at the Giardino della Kolymbethra, Valley of the Temples, Agrigento, and right, the entrance to the Stanza del Belvedere on the Loggia Ambligh at Vasto (Chieti)

The Salento area
has an ancient
heart

NEWLY
OPENED

The reconsecration ceremony of the baroque altar of the Virgin in the church of Santa Maria di Cerrate, Lecce, a property entrusted to FAI under concession since 2012

Abbazia di Santa Maria di Cerrate, Lecce

Loaned on a concessionary basis by the Lecce Provincial Authority, 2012

■ On April 7, 2018, the Church of Santa Maria was reopened both to worshippers and visitors, after a two-year-long restoration process. This **priceless example of Puglian Romanesque architecture** features important frescoes dating from the 12th century, which make the abbey a true one-off in the Byzantine world.

■ The church within the abbey complex is now once again serving its original function, complete with its liturgical furniture – including the **baroque altar of the Virgin of Cerrate** – and is ready once more to host Mass, which was duly celebrated in the presence of authority figures, for the first time in forty years, with a ceremony officiated by Monsignor Michele Seccia, the Metropolitan Archbishop of Lecce, with the contribution of Papas Nik Pace, parish priest of the Greek Church of Lecce.

■ The abbey, which was the **time-honored fulcrum of the local community**, is once again welcoming citizens for the Feast Day of the Virgin. This celebration had taken place here from the 15th century onwards, and did so for the last time fifty years ago, in the week after Easter. It traditionally involved an agricultural festival, known as **“Lu panieri”** – a small farmer’s market that in 2018 at last came back to life here, showcasing the best local produce.

■ **Visitor numbers** in 2018 amounted to **29,690** (+160% vs 2017).





A Venetian salon with a view of the Grand Canal

NEWLY
OPENED

The Living Room with the fresco Bacco e Arianna by Costantino Cedini (1741-1811) at Casa Bortoli in Venice, a FAI property since 2017

Casa Bortoli in Ca' Contarini, Venice

Bequeathed by Sergio and Carla Bortoli, 2017

■ The Casa, for which previews were given during the 2018 "FAI Spring Days" was opened up to FAI members in September 2018 as a **special museum** intended to deepen visitors' understanding of the city through a direct experience of its most private side – its residential life.

■ During these open days, the **bedroom of Signora Carla Bortoli** underwent a major transformation to become an elegant reception room where visitors could savor a truly magnificent view. Moreover, a **campaign** was launched to **restore the four clocks** sited along the visitor route, which saw them back working again after many years.

■ Last of all, all of the documents (around 1,500 items in total, including letters, photos and balance sheets) contained in the house were **photographed, inventoried and studied**. The 1,000 or so volumes of the Bortolis' book collection were also inventoried.

■ Late 2018 marked the start of **upgrading works to change the use** of the apartment, which will see it transformed from residence to museum open to all, upon reservation. Inside, visitors will be able to make themselves at home and consult books on the history and art of Venice, listen to music, hear anecdotes, and learn all about new itineraries and events in the city as they sip a cup of coffee or hot chocolate. In this way, FAI will contribute to the **promotion of an alternative to the widespread perception of Venice as a mass-tourist destination**, which in fact runs counter to its more authentic and fascinating nature as a city that belongs to those who still live there.

A cliff-edge farm, set in the Cinque Terre National Park

Podere Case Lovara a Punta Mesco, Levanto (La Spezia)

Donated by Immobiliare Fiascherino srl, 2009

■ 2018 was given over to **completing work on the system for the collection, purification and storage of water and to achieving energy self-sufficiency.**

Having buried the storage tanks and finished work on the technical room for the services, this year saw the cleaning of the streams and the construction of the embankments, along with the intake works to collect the water and make it potable and usable by visitors.

■ To guarantee the necessary energy supply, work was completed on the **installation of photovoltaic panels** that ensure energy autonomy for up to 24 hours in the event of bad weather.

■ In 2018, work was brought to a close on the restoration of the exteriors and interiors of the **Casa Nuova**, the outbuilding for use by FAI staff. Moreover, a kitchen and dining room were fitted out at the **Casa Rossa**, with the objective of opening up the property as a rural retreat in late 2019.

■ 2018 **visitor numbers** amounted to **2,783** (-2.5% vs 2017).

The restoration of the Casa Rossa (Red House) of the Podere Case Lovara at Punta Mesco (La Spezia), a FAI property since 2009





A designer house built on a Lake Como gondola

Velarca, Tremezzina (Como)

Donated by Aldo and Maria Luisa Norsa, 2011

■ In 2011 In 2018, work came to an end on the **first phase of restoration of the Velarca**, the house-boat designed by the acclaimed Milanese practice BBPR (Belgiojoso, Banfi, Perassutti and Rogers) and donated to FAI by Aldo and Maria Luisa Norsa in 2011..

■ The chestnut-wood hull was painstakingly reconstructed thanks to the generosity of the donors, who commissioned a design that FAI entrusted to Professor Carlo Bertorello, Project Manager and Structural Designer for the Italian consortium at the Americas Cup from 1987 to 1991 and lecturer in Nautical Structures at the "Federico II" University in Naples.

■ The reconstruction of the Lake Como-style gondola was carried out by combining **the strictest philological continuity with modern construction methods**. All of the parts of the hull of the Velarca were surveyed and then simulated in three dimensions, before their shapes were reproduced on templates used to rebuild the structural elements. This approach proved effective, practical and economical.

■ The **next phase of works** will concern the original residential section made in the 1960s to a design by BBPR. It is expected that the vessel will return to the water at its original base of Ossuccio (Como) in May 2020.

Specialists working on the restoration of the Velarca (Como), a FAI property since 2011

A thousand-year-old royal palace overlooking the Canavese area

Castello e Parco di Masino, Caravino (Turin)

Acquired from Luigi Valperga di Masino thanks to a donation from FIAT, Cassa di Risparmio di Torino and Maglificio-calzificio torinese, 1988

■ In 2018, restoration works were carried out on the **Room of the Three Windows** and its late-18th-century-style decoration. The vibrancy of the colors used and the numerous grotesque decorations have been returned to their original splendor thanks to the recent **cleaning and consolidation of the frescoes**.

■ Also subject to **restoration** were the **historic fabrics, wallcoverings and curtains** of a number of important rooms, thanks to the input of the Fabric Workshop of the Center for Conservation and Restoration at La Venaria Reale.

■ As occurs every year, maintenance works were carried out on more than **two hundred wooden frames and shutters** dating from the 18th and 19th centuries. Moreover, all of the clocks were wound and had their chiming mechanisms reset.

■ Thanks to a technical sponsor, over the course of the year the underground and basement rooms were subject to an innovative treatment to **combat the problem of rising damp**.

■ 2018 also saw the start of the first clearing works on the area that will play host to the **historic vineyard**, under the Allee grande. The works made it possible to retrace the profile of the original embankments and to reveal a tunnel that connects the eastern and western slopes.

■ Starting in March 2018, a **new system for visiting the castle** was trialed. The aim is to allow visitors to make their way independently around a number of rooms through the provision of themed information sheets. This trial is part of a larger, ten-year project that will see the castle offering both autonomous routes and structured, thematic routes. In 2018, the number of **visitors** to the castle was **72,146** (-18% vs 2017).

A restorer at work in the Room of the Three Windows at the Castello di Masino (Turin), a FAI property since 1988





A corner of paradise on the coast by Portofino

Abbazia di San Fruttuoso, Camogli (Genoa)

Donated by Frank and Orietta Pogson Doria Pamphilj, 1983

■ In 2018, the initial works were implemented **to prevent, mitigate and manage the local hydrogeological risk**, as set out in the agreement signed in November 2015 by FAI and Camogli Local Council and then widened out in October 2017 to include the **Ente Parco di Portofino (Portofino Park Body)**. The works concerned the **reinstatement of the dry-stone walls** – which in 2018 were added to the UNESCO List of World Heritage Sites – that had partially collapsed and were in need of urgent intervention.

■ At the end of the year, a new restoration site was established at the **abbey presbytery and the Doria Tower**. The work, which will continue throughout 2019, is part of a far larger plan that got under way in 2013 with the restoration of the bell tower, continued with the restoration of the sea-facing facades and will come to an end in 2020.

■ Also moving forward in 2018 was the **“knowledge workshop”**, which this year saw **two scholarships with the University of Genoa** being renewed. The culmination of this activity was the **campaign of excavations** conducted in June and July, which confirmed that the floor of the nave in the ecclesiastical building was laid in three stages. The information gleaned represents an important step forward with respect to the 1988 excavation documentation.

■ During the course of the year the property attracted a total of **47,355** visitors (-9% vs 2017).

Restoring the Doria Tower at the Abbazia di San Fruttuoso (Genoa), a FAI property since 1983

Stories and miracles of the fountain of youth in the Marquisate of Saluzzo

Restoration works being carried out in the Gallery of Grotesques at the Castello della Manta (Cuneo), a FAI property since 1985

Castello della Manta, Manta (Cuneo)

Donated by Elisabetta De Rege Provana, 1985

■ The restoration works, which began in July 2018, made it possible to **reinstate the original structure of the Gallery of Grotesques** through the opening up of three windows that had been walled up, and to recover the **17th-century trompe l'oeil pictorial cycle** that had decorated the walls before being covered up for more than two centuries by thick layers of plaster.

■ For its part, the floor has **rediscovered its decorative scheme** based on faux marble inlays in unexpectedly bright colors, thanks to the removal of thick, dark layers of wax. The same floor decoration was also found in the adjacent Hall of the Grotesques.

■ 2018 also saw the **restoration of the main facade of the building**, with a subtle intervention that has not altered the overall appearance.

■ Last of all, the **green silk Gros de Tours curtains and pelmet of the canopy in the Bedroom of Michele Antonio** were subject to conservative restoration at the Fabric Workshop of the Center for Conservation and Restoration at La Venaria Reale.

■ During the year, the castle attracted a total of **33,261 visitors** (+5% vs 2017).



**A unique scene,
amid Roman
temples and
the roar of the
waterfalls of Tivoli**

Parco Villa Gregoriana, Tivoli (Rome)

Under concession from the Italian Public Property Agency, 2002

■ In 2018, our efforts were focused on the **emergency maintenance and making safe of the slopes and pathways within the park**, with a view to preventing landslip and ensuring visitor safety. The operations on the slopes were carried out over several phases, including the uprooting of the dry, infested vegetation, the removal of the uneven soil and the planting of new shrubs in order to consolidate the terrain. In addition, the drainage channels of the pathways were overhauled, the fencing was replaced and the walls were consolidated and restored where necessary.

■ In 2018, **visitor numbers** amounted to **72,152**, a figure aligned with that of 2017.



**Mementos of
exploits and
adventures, in a
treasure trove on
Lake Como**

Left: a pathway in the Parco Villa Gregoriana (Rome), a property granted to FAI under concession since 2002, during maintenance works. Right: the new watchtower at the jetty of Villa del Balbianello (Como), a FAI property since 1988

Villa del Balbianello, Tremezzina (Como)

Bequeathed by Guido Monzino, 1988

■ With **more than 124,000 visitors per year**, this is **FAI's most-visited property**: for this reason measures were taken in 2018 to enhance both the services offered to the public and the infrastructure intended to facilitate visitor flow. In addition, following on from the shop and the entrance at No. 1 Via Guido Monzino, this year a **new, entirely removable watchtower** was installed, which serves as a third welcome point and ticket office.

■ In 2018, it became necessary to restore **five paintings on glass** in the Mother's Bedroom and in the Guest Bedroom. It was also essential to install a new **climate-control system throughout the Villa**, in order to ensure effective climate management for the preservation of the furnishings and the collections, while also reducing energy consumption to a minimum.



A view of the garden
of Villa del Balbianello
(Como), a FAI property
since 1988



An Art Deco icon of the 1930s in the heart of Milan

Specialists at work on the maintenance of the exterior frames at Villa Necchi Campiglio, Milan, a FAI property since 2001

Villa Necchi Campiglio, Milan

Donated by Gigina Necchi Campiglio and Nedda Necchi, 2001

■ In 2018, the Villa was subject to maintenance operations on the **roof** of the building and the **boundary wall of the garden**. The former underwent works to ensure that it remained watertight, whereas a section of the latter facing the road was restored, with the moss and incrustations being cleared before the most badly damaged parts were repaired and re-pointed.

■ Also undergoing treatment in 2018 were the **exterior frames** (made to a refined design by the architect Piero Portaluppi) that were most in need of an overhaul – i.e. those in the rooms facing the swimming pool.

■ Numerous conservation and maintenance works were also carried out on the drawings, furnishings and sculptures housed in the property. The 1912 drawing entitled **"Lying Nude"** by **Amedeo Modigliani** underwent a series of diagnostic analyses in preparation for its restoration. The new layout of the **Prince's Bedroom**, on which work started in 2017, was completed with the restoration of the vanity table in the bathroom. Some of the **works in the Gian Ferrari Collection** were also subject to restoration: "Self-portrait" by Massimo Campigli (1930), "The Dead Lover" by Arturo Martini (1921) and "The Sailor's Song" by Timo Bortolotti (1936). **Emergency conservative maintenance** was carried out on the painting entitled "Dance Scene" by Giovanni Boldini (1910) and on the **gilded silver and porcelain sets in the Dining Room**.





■ In 2018, the number of **visitors** to Villa Necchi Campiglio amounted to **67,706** (+14% vs 2017), thanks in part to the multitude of well-received events held there during the course of the year, including the following exhibitions:

“Arturo Martini and the monument for the Palace of Justice in Milan”. A journey around the work “Corporate Justice” (March 7 – May 6, 2018): the exhibition celebrated one of the greatest Italian sculptors of the 20th century and also paid homage to Claudia Gian Ferrari, who was one of the driving forces behind the rediscovery of this great artist.

“Pursuing Donnafugata”. The illustrations of Stefano Vitale, Wine and Sicily (May 16 – July 22 2018): a dialogue between art, music, wine and literature, which made its way along a multisensory route through the rooms of the villa, and which led the public on a voyage of discovery of the colors, fragrances and flavors of Sicily’s land and sea.

“Milanese Houses 1923-1973”. Images of a City (October 24, 2018 – January 6, 2019): the exhibition afforded an opportunity to showcase a selection of the most significant Milanese homes dating from the Modern period, casting a spotlight on the architects who, through their designs, turned Milan into a 20th-century open-air museum.

A snapshot of the opening of the exhibition entitled “Pursuing Donnafugata” at Villa Necchi Campiglio, Milan, a FAI property since 2001

A journey through salt at the gateway to Cagliari

Saline Conti Vecchi, Assemini (Cagliari)

In 1931, the saltworks at last began producing salt commercially, following the mining concession granted in 1921 by royal decree to the Ing. Luigi Conti Vecchi company (now 100% owned by Syndial, an environmental services offshoot of Eni). Thanks to a partnership with Syndial/Eni, since 2015 FAI has been enhancing the site's history, culture and landscape and managing the on-site museum

■ After the opening to the public in May 2017 after restoration and the modernization of the services, in 2018 work began on preparations for the opening of additional spaces – the **teaching rooms** and the **dining hall** – intended for use by school students, to enable them to engage with the site through games and workshops.

■ In 2018, the property attracted **18,292 visitors** (+67% vs 2017).



Amid the green uplands of the Prealps of the Valtellina

Alpe Pedroria e Alpe Madrera, Talamona (Sondrio)

Stefano Tirinzoni bequest, 2011

■ In the wake of the operations carried out recently for the renovation of the “Stefano Tirinzoni” pathway, the restoration of the Alpe Pedroria and the reinstatement of the grazing land for thirty or so bullocks, work began in 2018 on the **roof of the Baita Eterna**, half-way between the summer pastures of Pedroria and Madrera.

■ In late August, an intervention was completed on one of the two **calècc** (drystone huts) where traditionally **the milk was heated for the production of bitto cheese**, straight after milking.

■ Last of all, work continued on the **scheduled maintenance of the paths** throughout the site, completing the renovation of a panoramic section that links the pasture of the Baita Eterna to the Pedroria alp.

Lift: a view of the salt pans of the Saline Conti Vecchi (Cagliari), a property being enhanced by FAI since 2017. Right: the works to consolidate the roof of the Baita Eterna, between the Pedroria and Madrera Alps, a FAI property since 2011

The little vegetable garden where Giacomo Leopardi composed his most famous poem

A close-up of the Nuns' Vegetable Garden at the Colle dell'Infinito (Macerata), a property under concession to FAI since 2017

Orto sul Colle dell'Infinito, Recanati (Macerata)

Concession granted by Recanati City Council and the National Centre for Leopardi Studies, 2017

■ Having completed the first phase of works in the Nuns' Vegetable Garden, reinstating the garden's **original country simplicity** and its time-honored function as an unadorned, essential space, the second batch of works got under way in 2018. Intended for completion in 2019, this batch concerns the **architectural elements** inside the garden: the creation of a new access, the construction of a pergola, and the making safe of the perimeter walls and the facade of the former monastery of Santo Stefano, alongside the renovation of two historic edifices – a farm building and a chapel – currently in a state of total abandonment. The chapel will return once again to being a place of worship and the farm building will serve as a ticket office and a shop.

■ The project also envisages works on the building of the **National Centre for Leopardi Studies**, which will become the “gateway” to the Orto sul Colle dell'Infinito. The restoration will combine conservation works on the architecture with the upgrading of the space and the insertion of appropriate systems to meet the new requirements of the site now that it is open to the public.



A “Little World of the Past” facing out over the Italian shore of Lake Lugano

The installation of the new smoke-detection system in the Library at Villa Fogazzaro Roi (Como), a FAI property since 2009

Villa Fogazzaro Roi Oria Valsolda (Como)

Bequeathed by Giuseppe Roi, 2009

■ The villa, a **precious treasure trove of the memories of the novelist Antonio Fogazzaro (1842 - 1911)**, was opened to the public by FAI in 2012, but – for reasons associated with the safety of the buildings – only by prior reservation and mostly for small groups. Since July 2018, after the upgrading of the smoke-detection and electrical systems, **the villa has been fully opened to the public on a regular basis.**

■ In 2018, the property was visited by a total of **8,343 visitors** (+16% vs 2017), but the villa is aiming to increase this figure through a project to change the layout of the spaces, with a view to offering new rooms dedicated to the history of Antonio Fogazzaro, the villa itself and the surrounding area.





**A “villa of delights”
just a stone’s throw
from Lake Maggiore**

Villa Della Porta Bozzolo, Casalzuigno (Varese)

Donated by the Bozzolo family, 1989

■ In 2018, the small space within the villa given over at one time to the storage of hunting weapons was fitted with cabinets specially designed to showcase the **collection of teapots** donated by Filippo Perego di Cremnago in memory of Mino Baldissera. The 208 pieces stretch back to the early 1800s and fit in seamlessly with the villa’s interiors.

■ In 2018, in addition to the maintenance and preventative conservation of the collections, FAI continued with the restoration (begun in 2017) of the **yellow bed in the bedroom named after it**, with its magnificent original, circular-base baldacchino in yellow silk damask, which was in a poor state of repair, including a number of rips. The work was entrusted to the restorers of the Center for Conservation and Restoration at La Venaria Reale, who also worked on the villas fabrics, including chairs, curtains and beds.

■ The 18th-century **chandeliers** in the first-floor Gallery, which formed part of the original furnishings of the villa, were cleaned and restored in situ. Also in 2018, surveys were conducted on the external facades and roof in preparation for maintenance carried out in 2019.

■ In 2018, the villa welcomed **24,483 visitors** (-3% vs 2017).

The collection of teapots
at Villa Della Porta Bozzolo
(Varese), a FAI property
since 1989



The entrance of the
Negozio Olivetti in Saint
Mark's Square in Venice,
a property entrusted to
FAI in 2011. On the right,
Alberto Viani's sculpture
"Nude in the Sun" (1958)



The history of Matera embodied in a single dwelling

Casa Noha, Matera

Donated by the Fodale and Latorre families, 2004

■ In autumn 2018, work began on **improving the reception area at Casa Noha**. Given the ever-increasing visitor numbers and the naming of Matera as one of the two European Cities of Culture for 2019, the decision was taken to expand the existing areas given over to the welcoming of visitors and to reutilize two spaces on the ground floor that were previously used for storage. The shop will be opened up and fitted out with sections dedicated to the sale of regional products. The second space will aim to foster a more in-depth knowledge of the territory surrounding Matera and will be endowed with a small rest and refreshment area.

■ In 2018, Casa Noha received a total of **40,775 visitors** (+6% vs2017).



A silent little world in the eastern Ligurian riviera

Casa Carbone, Lavagna (Genoa)

Donated by Emanuele and Siria Carbone, 1987

■ During 2018, work got under way on the **restoration of the southern facade** of the house, which is the side most exposed to atmospheric agents as it faces out to sea. Following this operation, which will be completed in 2019, works will then be carried out over the coming years on the main facade, where the painted panel decoration, featuring the typical colors of the Ligurian tradition, requires general restoration.

■ In 2018, the number of **visitors** to Casa Carbone amounted to **2,361** (-3% vs 2017).

Left: restoration works at Casa Noha (Matera), a FAI property since 2004.
Right: the scaffolding for the restoration of the southern facade of Casa Carbone (Genoa), a FAI property since 1987

**A corner of the
Middle Ages in
the silence of the
woodlands of the
province of Varese**

Monastero di Torba, Gornate Olona (Varese)

Donated by Giulia Maria Mozzoni Crespi, 1977

■ In late August and early September 2018, the Monastery was **“open for restorations”**. The archaeologists from the University of Padua accompanied visitors to the excavation sites, giving them the low-down on the Monastery’s thousand-year history through their recent finds. Indeed, 2018 saw the start of the **fifth survey campaign** on the property, driven forward by FAI in collaboration with the university, with the conducting of research inside the tower and in front of the **facade** where, in 1978, the **tomb of a horse** had been found, four meters down, in a layer dating from the Longobard era.

■ The results of the surveys exceeded expectations: not only was the construction plan for the tower uncovered, it also became possible to document an instance of strong climate instability, which had produced a significant stratification of sands and loam, within which the **other remains of the horse** found in 1978 were discovered. Within the tower, the excavations flagged up various levels of utilization, with interesting materials datable to the 6th and 7th centuries. The digging will continue until the late-antique levels are reached – the original levels for this tower – making it possible to reconstruct life within the building across a span of more than 1,500 years.

■ 2018 also saw the completion of preliminary operations to give the property a **new space for the welcoming of the public**, situated within the building that at one time served as a barn.

■ In 2018, the Monastery received **19,474 visitors** (-13% vs 2017).

A snapshot of the archaeological excavations at the Monastero di Torba (Varese), a FAI property since 1977



On Biumo Hill in Varese, an 18th-century villa plays host to 20th-century art

Villa e Collezione Panza, Varese

Donated by Giuseppe and Giovanna Panza di Biumo, 1996

■ In 2018, the 18th-century residence hosted the first retrospective of the work of Californian sculptor Barry X Ball. During the rearrangement of the rooms, a series of **extraordinary maintenance** operations revived the **19th/20th-century wooden floors of the southern wing**, the surface of which had faded.

■ The preventative conservation works on the Panza collection included the restoration of **two works by Phil Sims** – “Untitled” (1991) and “Untitled Light Blue” (1993) – and also of **Max Cole**’s 1988 work “Byrd’s Paradise”. **Robert Irwin**’s 1973 installation “Varese Scrim” saw the worn fabric section of the screen being replaced.

■ Works continued on the overhaul of the **smoke-detection system**, which had started in 2016.

■ In 2018, two exhibitions were staged at the villa:

“The End of History” (April 12 – December 9, 2018), a solo exhibition by the sculptor **Barry X Ball**, showcasing more than **56 works dating from the 1980s to the present**, encompassing everything from his early pieces with gold backgrounds, through the charismatic recent Portraits, all the way to the Masterpieces section. The exhibition was organized in partnership with the Sforza Castle in Milan, which hosted two homages by the American artist, to Michelangelo and Giuseppe Panza.

“Light Theaters” (February 10 – March 25, 2018), an exhibition of **ten installations** in the Coach House, with which the students of the Mendrisio Academy presented the results of their studies on the **relationship between architecture and light** along the Via Sacra of the Sacro Monte di Varese.

■ In 2018, the Villa e Collezione Panza welcomed **44,592** visitors (-23% vs 2017).

Visitors to the exhibition of works by Barry X Ball, entitled, “The End of History”, staged at the Villa e Collezione Panza, Varese, a property since 1996





**A “museum
that adds
luster to
Morazzone”**

Casa Macchi, Morazzone (Varese)

Donated by Marialuisa Macchi, 2015

■ After the works to **make safe the rooms at risk**, 2018 saw the completion of the cataloguing of the house’s collections, along with in-depth historical analysis of the entire site and sampling for the upcoming restorations. It thus became possible to finish the preparatory work on the definitive plan for the conservative restoration project, the upgrading of the services and systems, and the preliminary plan for the layout and enhancement of the property.

■ Thanks to an **innovative, far-sighted Framework Agreement**, signed by Lombardy Regional Authority, Morazzone Town Council and FAI in May 2017, the restoration of Casa Macchi is intended to help drive forward the **urban regeneration** of the **historical center of the town**.

■ The plan to turn Casa Macchi into a **house-museum** open to the public takes in not only the residence itself but also the furnishings and the garden, and will be highly **conservative** in nature. In the most important rooms on the ground and first floors, a visitor route will be designed that makes the most of the wealth of knowledge and experience embedded in the property. A number of rooms will be set aside for educational purposes and to welcome visitors, and the **old shop** accessed via Piazza Sant’Ambrogio will be given a makeover, bringing back to life a commercial premises for the benefit of the town.

Consolidation works at Casa Macchi (Varese), a FAI property since 2015

The Renaissance on the Euganean Hills

Villa dei Vescovi, Luvigliano di Torreglia (Padua)

Donated by Maria Teresa Olcese Valoti and Pierpaolo Olcese, in memory of Vittorio Olcese, 2005

■ 2018 saw the launch of an **enhancement project** on the Villa dei Vescovi, to be complemented over the course of three years. The project is geared towards profiling very accurately both the site and the villa itself, from antiquity to the present day, giving visitors access to the relevant historical facts, the iconographies and the history of the ideas and the people associated with what was the country residence of the Bishops of Padua, with a view to highlighting the *genius loci* and to offering innovative content to those visiting the property.

■ The new enhancement operations got under way following the signing, in 2018, of an agreement with the **University of Padua**, which led to the granting of **four scholarships to young researchers**.

■ In 2018, the number of **visitors** to the Villa dei Vescovi reached **37,726** (+2% vs 2017).



The other half of Assisi

Bosco di San Francesco, Assisi (Perugia)

Acquired thanks to a donation from Intesa Sanpaolo, 2008

■ In 2018, it became necessary to implement ongoing **works to mitigate and control run-off water**. A small pathway in the area of the Spedale Benedettino was paved, because after storms it was remaining flooded for long periods, forcing guests to negotiate an obstacle course across the lawn. In addition, the River Tescio, which tends to overflow, this year destroyed one of the two fords and badly damaged the second (which leads to the work of land art known as the “Third Paradise”). Once they had dried out, both fords were renovated. Last of all, the entrance to the Osteria del Bosco, constituted by a steep road linking the Osteria to the Santa Croce Bridge, had become impassable following heavy rains. It thus became necessary to reinstate the surface and to dig out two drainage channels.

■ In 2018, the property attracted **25,256 visitors** (+30% vs 2017).

Left: the Villa dei Vescovi (Padua), a FAI property since 2005. Right, the Bosco di San Francesco (Perugia), a FAI property since 2008, with the Basilica di San Francesco in Assisi in the background



Memories of the Great War amid the forests of the Grappa area

View of the Alpine huts on Monte Fontana Secca (Belluno), a FAI property since 2015

Monte Fontana Secca, Quero Vas (Belluno)

Donated by siblings Bruno and Liliana Collavo, 2015

■ The project to salvage the landscape and environment of this property envisages the **reactivation of the Alpine pasture**, with the regeneration of the grazing lands and the forest areas. The purpose is to reimplement the traditional mountain-pasture activities and to make the property a **stop-off point** for hikers walking the route known as the Alta via degli Eroi ("High Road of Heroes"), offering them essential bivouacking amenities.

■ The project also includes the salvaging of a **panoramic mule track** on the ridge of Monte Fontana Secca, along which there are caves and trenches dug by the Italian and Austrian armies, which remain to this day full of rubble, with bits of metal and pieces of abandoned weapons sticking out.

■ With a view to developing a deeper understanding of the traumatic events that occurred in the Fontana Secca area during the First World War, scarring it for years to come, in 2018 an agreement was signed with the **University of Padua**, on the basis of which FAI granted **two scholarships to young researchers**, to allow them to start studying the property.

A 20th-century icon in Saint Mark's Square

Negozio Olivetti, Piazza San Marco, Venice

Concession granted by Assicurazioni Generali, 2011

■ To mark “Venice Glass Week 2018”, at the Negozio Olivetti from September 9, 2018, to January 6, 2019, FAI staged the exhibition entitled **“The Skin of Glass. Carlo Scarpa at Venini 1936 - 1942”**, featuring a selection of **15 precious glass pieces** designed by the Venetian architect during his collaboration with the Venini company, for which he served as artistic director until 1947. The exhibition showcased Carlo Scarpa's glass products, which work in **perfect harmony with the spaces and volumes of the Negozio Olivetti**, where the architect – who designed the Showroom in 1958 at the behest of Adriano Olivetti – demonstrated a similar love for detail and the same attention to the surface and the facing, as well a similar focus on transparencies and the role of light, expressed through a wide array of technical applications of the finest Venetian traditions.

■ In 2018, the number of **visitors** to the Negozio Olivetti amounted to **23,059** (+34% vs 2017).



The home of the sirens, opposite the sea stacks of Capri

Baia di Ieranto, Massa Lubrense (Naples)

Italsider donation, 1987

■ The climatic conditions of the Baia di Ieranto, with **strong winds and high levels of salinity in the air** – resulted this year in a rapid degradation of the structures, worsened by the previous use of materials that are not suited to proximity to the sea, such as iron and concrete.

■ In 2018, work was completed on the **renovation of the two buildings** – the former electrical cabinet and the former kitchen – that were affected by serious structural instability. Operations were carried out on the roofs and the supporting structural elements such as the architraves. These were followed by scheduled maintenance of the faces, concerned specifically with the plasterwork and the frames.

■ The number of **visitors** in 2018 amounted to **16,194** (+3% vs 2017).

Left: a close-up of the exhibition ‘The Skin of Glass’, held at the Negozio Olivetti in St Mark's Square in Venice, a property entrusted to FAI on a concessionary basis since 2011. Right: the Baia di Ieranto (Naples), a FAI property since 1987



FAI contributes to the effort to salvage the village's lost identity

Oratorio di Santa Maria del Sole, Arquata del Tronto (Ascoli Piceno)

Property of the diocesan administration of Ascoli Piceno

■ On August 24, 2016, a violent earthquake tremor devastated central Italy. As it had done previously, in the wake of the tremors in Aquila and in the Emilia region, FAI participated immediately in the emergency response, “adopting” the Oratorio della Madonna del Sole, located in Capodacqua, a district of Arquata del Tronto – **an iconic monument, beloved of the locals.**

■ In the spring of 2018, FAI was permitted to access the area once again (it previously having been off-limits), to conduct geological surveys and seismic testing on the church, which were essential for the drafting of the project to consolidate the masonry and to ensure the safety of the interior frescoes. With a view to sharing the general approach to the project, FAI established an **Advisory Committee** and in June 2018 it entered into partnership with the School of Architecture and Design at the University of Camerino for the conducting of technical and scientific research into the oratory, targeted at identifying the best possible solutions for the restoration, conservation and reinstatement of the property.

■ The **project to consolidate and restore** the Oratorio di Santa Maria del Sole (completed in 2019) is now ready to be handed over to the bodies selected by the diocesan administration of Ascoli Piceno, which is the owner of the property, to which FAI may transfer, by means of a specific agreement, the amount collected in September 2016 when, in the immediate aftermath of the earthquake, it launched an appeal to raise funds for the restoration.

The Oratorio di Santa Maria del Sole, Arquata del Tronto (Ascoli Piceno)



The salt pans of the Saline Conti Vecchi, a property entrusted to FAI under concession by the Ing. Luigi Conti Vecchi S.p.A. company (Syndial Eni), and which FAI has been working to enhance since 2017



The extensive national network

A network of special individuals who translate FAI's values into tangible actions

As of December 2018, there are a total of **122 Delegations** actively operating throughout Italy. Together with the **89 FAI Groups** and the **91 FAI Youth Groups** (intended for volunteers aged 18 to 35), they all contribute to spreading FAI's mission throughout every Italian region.

Over the course of the year, alongside the major events of the "FAI Days" (see pages 78-83), the volunteers organized **around 700 initiatives** across the country to engage with and raise the awareness of the local people. From cultural visits to cities and trips beyond the city walls, to meetings with experts on art and architecture, and walks in the countryside, these events involved in excess of **25,000 people**.

The funds raised during the local events staged in 2018 and 70% of the budgetary balances of the FAI Committees have been set aside for the salvaging and enhancement of the Orto sul Colle dell'Infinito in Recanati (Macerata).

The **FAI Youth Groups** collaborate with the Delegations and organize events to raise the awareness of other young people about FAI's mission. As of late 2018, they have staged around 230 events right across Italy, which have seen the participation of more than 25,000 people. A great many young volunteers have contributed pro-actively to the orchestration of social and cultural events, using formats that are always innovative.

One of the welcome points during the "FAI Days"



“The Italian National Trust is all about doing, listening, learning, educating, acting, meeting, trusting, loving, inventing. It is an organization that is continually renewing itself with new words, new faces, new landscapes, always with eyes full of the enthusiasm that only beauty and amazement can generate.”

Chiara Scarlato,
a member of the FAI Youth
Group of Pescara

In 2018, the annual National Conference of FAI Delegates and Volunteers, now in its 22nd edition, was held in Palermo. With the title “Tomorrow’s Water”, FAI launched the #salvalacqua (“save water”) campaign (see page 88), calling upon institutions, the government and individuals to fulfill their responsibilities by inviting them to focus on saving and recycling water and on protecting the soil.

In 2018, the volunteers also worked on two projects:

■ **“Casting the spotlights”**, the initiative that sees the FAI Delegations getting to work on at-risk places that represent the collective identity, raising the awareness of citizens on the importance of taking care of our shared heritage. By the end of the year, more than 70 projects had been completed or were still ongoing, including restoration, conservation and enhancement operations.

■ **“Properties promoted by FAI volunteers”**, which saw the opening of 7 properties of particular historical and/or artistic significance, which would otherwise have remained closed or neglected. The full list can be seen on page 17.

The innovations for 2018 including FAI’s adoption of the project entitled “Art, a bridge between cultures”, conceived by the “Amici del FAI” Association. With the change of ownership, the project’s name was changed to **“FAI ponte tra culture”** (“FAI bridge between cultures”), with the objective of disseminating it in a structured way across the entire country. Thanks to its national network, FAI promotes free courses on the history of Italian art, targeted at people from different backgrounds, and facilitates the staging of events open to all, which are intended to boost awareness of the myriad different cultures to be found in Italy. In June 2018, Naples provided the backdrop for the first **FAI bridge between cultures** group in Italy, constituted by 10 volunteers originally from Cape Verde, Ecuador, France, Guatemala, Guinea Bissau, Portugal, Romania, Senegal, Syria and Ukraine.

Last but not least, in spring 2018, the **“Panarea Project”**, conceived by the Turin Delegation in 2011 to make a contribution to the clearing and restoration of the island’s pathways, became the first **“FAI Spring Camp”**, which saw 20 young people engaging in manual work and receiving training on the island’s botany, history and culture, with plenty of fun thrown in for good measure. Later in the year, the **“Summer Camps”**, staged at five FAI properties, were attended by **70 participants** aged 20 to 26.

	THE DELEGATIONS OVER THE YEARS	FAI GROUPS OVER THE YEARS	FAI YOUTH GROUPS OVER THE YEARS
2014	115	64	59
2015	117	73	70
2016	118	86	78
2017	120	90	84
2018	122	89	91

The “FAI Spring Days”

Major nationwide festivals that are now among the most important dates in the Italian cultural calendar

The 2018 edition afforded an opportunity for **700,000 Italians** to be amazed once again by their own country and its hidden beauty, with **1,000 places opened up to the public in 400 locations across all the regions of the country**, taking in gardens, historic palazzos, churches, archaeology parks and much more besides. This extraordinary celebration is made possible thanks to the input of 120 Delegations, 88 FAI Groups and 86 FAI Youth Groups, helping everyone involved to feel that they are part of the same wonderful land. The public's appreciation is confirmed by the survey conducted on a representative sample of visitors, **83% of whom stated that they were satisfied by the experience.**

Defending and loving Italy's artistic and environmental heritage is something that applies to everyone, not just Italians. For this reason, through the project **“FAI bridge between cultures”** (see page 77) and the involvement of **60 mediators born outside Italy**, guided tours were offered in Albanian, Arabic, Catalan, Chinese, Creole, English, French, German, Greek, Hebrew, Japanese, Polish, Portuguese, Romanian, Rwandan, Russian, Spanish, Ukrainian and Wolof. This occasion offered foreign citizens the chance to use culture as another lever for social integration.

For the fourth year running, the “FAI Spring Days” marked the end of the **week** that Italian state broadcaster **RAI dedicated to cultural assets in partnership with FAI**, involving the entire weekly schedule in a TV fundraising marathon to support what is the “National Trust for Italy”.



“ It is a weekend that me and my partner look forward to all year. The places are always enchanting. What makes these days special is the skill FAI shows in choosing them. I would have loved to see them all! ”

A visitor on the “FAI Spring Days”

SITES OPEN IN 2018

**250**

places of worship

**79**

palaces and villas

**34**

castles and towers

**41**

villages

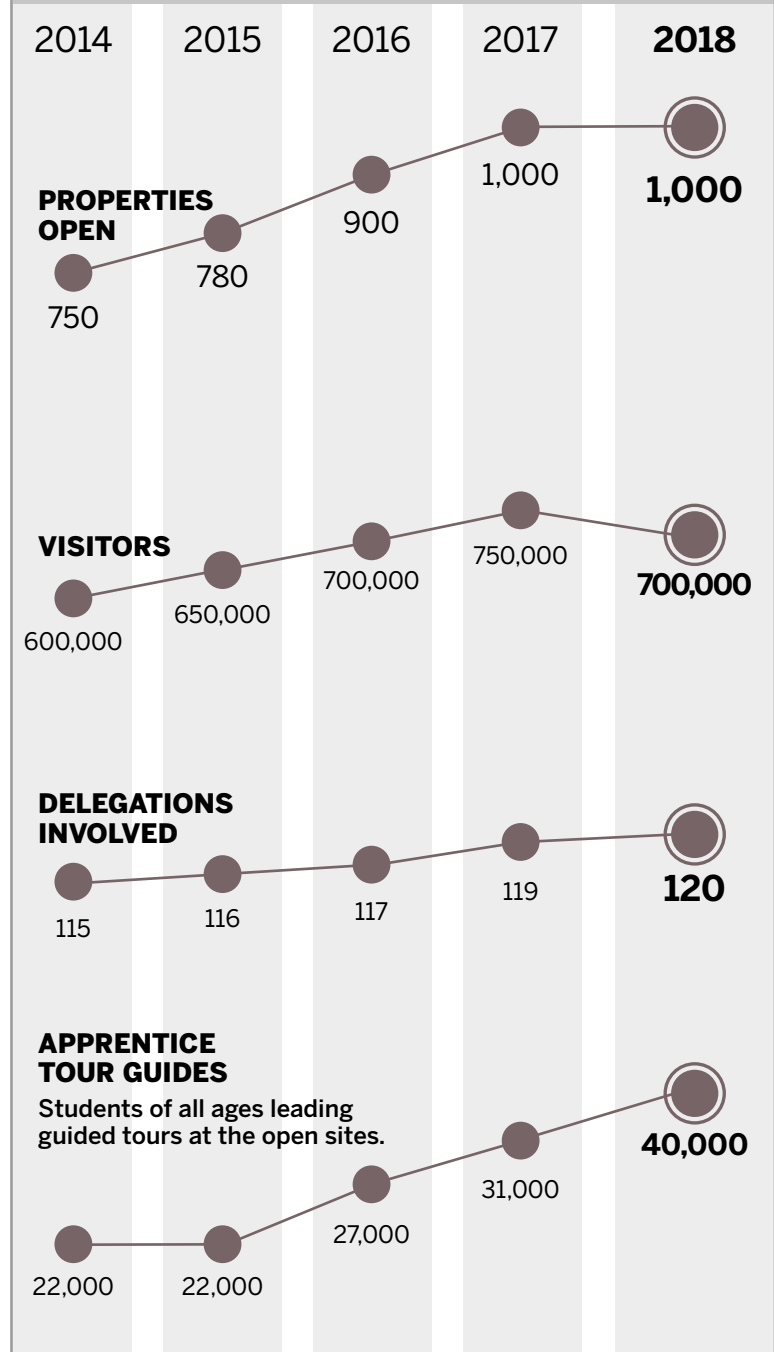
**55**small museums,
archives and
libraries**4**

military areas

**24**parks, gardens
and woodlands**17**archaeological
areas**3**former psychiatric
hospitals**13**theatres and
amphitheatres**30**academies, schools
and institutes**3**

islands

FAI SPRING DAYS: FACTS AND FIGURES





Visitors waiting to enter the German Academy at Villa Massimo in Rome during the "FAI Spring Days"



“Let’s Remember to Save Italy” and “FAI Autumn Days”

Youngsters do their bit to show off Italy at its best

“Letting us see the beauty of our “Treasures” is doing us a real favor. Thank you”

A visitor on the “FAI Autumn Days”

For the seventh year running, the “**FAI Autumn Days**” (formerly known as the FAI marathon) saw a leading role being played by the FAI Youth Groups who, with their enthusiasm and passion, accompanied members of the public on their discovery of the innumerable, priceless places of interest – in artistic, landscape and social terms – that collectively represent Italy’s identity, history and traditions.

On October 14 and 15, more than **4,000 FAI volunteers and 3,900 Apprentice Tour Guides** welcomed, guided and raised the awareness of **255,000 people** (+27.5% vs 2017), helping them to “recognize” their own cities, through 150 original routes to allow them to discover places of knowledge, craft, music and much more besides, which are generally inaccessible or neglected. In line with the **#salvalacqua campaign** (see page 88) – geared towards making citizens aware of the value of this precious but increasingly scarce resource – many of the itineraries on offer had water as their common thread, from mills, to dams, cisterns, aqueducts and purifiers. As was the case for the “FAI Spring Days”, the “FAI Autumn Days” were also very well-received, as confirmed by a survey carried out on a representative sample of visitors: more than **80% declared themselves very satisfied by the experience.**

The “FAI Autumn Days” were part of the national fundraising campaign called “**Remember to Save Italy**” through which FAI encourages an ever-increasing number of people who love Italy’s cultural heritage to support its mission by sending contributions via its charity SMS service, becoming members via the web at a reduced rate, or making donations, all made possible thanks to collaborations with partner companies. The support of the media through partnerships with publishing groups and private-sector TV companies was essential to this endeavor.

Below and on the opposite page: two snapshots of the “FAI Autumn Days” at Palazzo Firenze in Rome





THE 10 MOST POPULAR ITINERARIES IN 2018 (number of visitors)

Margherita Theater in Bari **12,000**

Charterhouse in Bari **7,500**

Bunker of Rome 'Termini' Station **4,000**

Palazzo Marino in Milan **3,600**

FAI AUTUMN DAY IN 2018



255,000

Participants
(+27,5% vs 2017)



4,300

FAI volunteers



150

Themed itineraries



660

Places open

Educational projects

The first, crucial step in disseminating a culture of respect and protection of the beauty that Italy has to offer

Students on a trip to the Castello di Masino (Turin), a FAI property since 1988 (below) and at the Villa e Collezione Panza, Varese, a FAI property since 1996 (on the opposite page)

The Schools Education Sector offers a program that is ideal for encouraging “active citizens”, inspired by the values of responsibility, legitimacy and participation, in line with the interdisciplinary “Citizenship and Constitution” teaching approach, embodied by the following actions:

■ the **“Apprentice Tour Guides” project**, which has engaged with in excess of 54,000 students through a training program implemented both by FAI volunteers and by the staff at the properties, followed by training in the field during the “FAI Spring Days” or at the properties that FAI manages. This is a virtuous way to become aware of the value of Italy’s cultural heritage and to acquire the elements to guide one’s future career choices.

■ the **cultural heritage education project**, which in the school year 2017-18, marking the 70th anniversary of the Constitution, focused on Article 9, inviting teachers and students to reflect upon the importance of Italy’s heritage of art, culture and nature. **4,300 teachers** attended a training program through both an online platform (with video-lectures, in-depth lessons, essays and interviews with experts and university lecturers) and organized on-site events. A total of 30,000 students participated, describing a natural, historical or artistic asset in their local area and proposing – through images, words, videos and drawings – ways to make the most of the asset.





■ The “**FAI Winter mornings**”, the major event staged in the last week of November for schools, allowed more than **45,000 students** to develop a passion for cultural heritage thanks to the input of Apprentice Tour Guides, who engaged in effective peer-group education.

■ The **project to visit FAI properties**, which involved a total of **78,000 students**. A full 50% of the classes decided to spend an entire day within a property, participating in activities geared towards discovering and studying it, with a wealth of group work, role-playing and creative workshops.

■ The **Class of Friends** project, which saw **80,000 students** sign up. Every student who made the effort to do so made a small but significant and tangible gesture of pro-active citizenship, supporting FAI's mission in the process.

EDUCATIONAL PROJECTS IN 2018

54,000

“Apprentice Tour Guide”
students (+20% vs 2017)

45,000

students who participated
in “FAI Mornings”

30,000

students involved
in environmental education projects
(-37% vs 2017), together with

4,300

teachers trained
(+152% vs 2017)

78,000

students who visited
FAI properties
(-2.5% vs 2017)

80,000

students who became FAI members
with their class

287,000
students



Cultural Trips

Traveling with FAI allows participants to see places both near and far from a new perspective

“ [...] We were enraptured by the fascinating tales of our guide [...] Every piece that was added to the mosaic of our understanding made way for a void full of desire for new discoveries. We shortened the distance between the known and the unknown, in an awareness of the fact that, while a lot may be missing, a great deal more can be added ”

A young traveler on her first trip with FAI.

Art, architecture, archeology, history, music and nature are the themes that, year after year, FAI proposes to its members through a rich calendar of cultural journeys in Italy and overseas, to discover new itineraries and special places, with the support of passionate, expert guides.

■ In 2018, a total of **39 trips** were carried out, with the participation of **646 FAI members**. Alongside those who have already been on FAI-organized trips, there are ever-increasing numbers of new members (86 in 2018) and members going on a trip for the first time (around 40%).

■ The most popular trips were the archaeological excursions, which ranged from **Cyprus to Thessaloniki** and above all **Vergina**, where in recent years the extraordinary discovery was made of the tomb of Philip II and his funerary accoutrements. Other destinations included Jordan, classical Greece and, even further afield, **Mexico** and **Guatemala**.

■ The trips to **Israel** and **Russia** were also deemed to have been highly successful.

■ The nature-themed journeys continued apace, taking in such destinations as: the **Azores**, **Costa Rica**, **Namibia** and the **island of Reunion**. Due to popular demand, return trips were made to China (encompassing the main imperial capitals), the **pilgrimage route to Santiago di Compostela**, **Iran** and **Uzbekistan**.

■ As always, **Italy** was the destination of choice for numerous themed itineraries, such as that of Frederic II, Holy Roman Emperor, between **Puglia and Basilicata**. Others included: **Siena** and 14th-century painting; **western Sicily from the salt pans of Trapani to the Valley of the Temples at Agrigento**; and archaeological routes in the **Cilento area, between Paestum and Velia**, as well as those between **Herculaneum and Pompeii**.

■ There was also great demand for short trips, lasting three or four days, in Italy or to a particular European city, for **exhibitions and music weekends**.



The entrance to Petra during the trip to Jordan



Other initiatives

Collateral projects that contribute to meeting the widespread need for beauty and knowledge

In 2018, FAI staged the eighth edition of its **“Art Wednesdays”** with a new course on History of Art. Milan’s canals (the Navigli) provided the thread for the course entitled **“El Nost Milan. Twenty Lessons on History and Art, along the course of the Navigli”**. The weekly lessons held between November 2018 and May 2019 – which were attended by a full 500 enthusiastic students at the University of Milan’s Aula Magna – did not proceed chronologically, preferring to follow the flow of the water course, illustrating the monuments that one comes across on making one’s way along the city’s canals.

■ 2018 also saw the organization of a series of cultural **sessions open to members of the public**, held at the impressive FAI headquarters at the Cavallerizza, which included collaborations with MITO and Book City – high-profile fixtures in the Milanese cultural calendar.

■ In Livigno (Sondrio), June 18, 2018, marked the start of **“Brumotti for Italy”**, a **tour lasting 19 days and covering more than 2,600 km**, in which the reporter from TV’s *Striscia la Notizia*, who is also a FAI Ambassador for the new generations, Vittorio Brumotti, headed off in search of Italy at its most beautiful, traveling from north to south on his bicycle. The trip, sponsored by FAI, came to an end on July 6 at the Giardino della Kolymbethra (Agrigento), after **113 hours in the saddle and 20,000 meters of difference in altitude**, between the Alps and the Apennines.

■ The Amici del FAI Association continued to put its weight behind the photo exhibition entitled **“To know Italy is to love her. The transformations of the country through the photographs of Renato Bazzoni, the father of FAI”**. In 2018, the show was staged in two FAI properties: the Parco Villa Gregoriana, in Tivoli (from April 20 to May 20, 2018) and at the Castello della Manta, in the province of Cuneo (July 20 – August 26, 2018). The association pressed ahead in 2018 with its commitment to the **“FAI bridge between cultures”** projects (see page 77), staging **three training courses on local history and art**: two in Milan and one in Brescia. At the same time, again in Milan and Brescia, the association held courses for cultural and artistic mediators.

Vittorio Brumotti, the longstanding presenter of Italian TV program *Striscia la Notizia* and a FAI Ambassador for the new generations since 2019

Landscape Emergencies

The landscape is a living organism and, as such, should be safeguarded and protected for our present and our future

FAI monitors and intervenes at the administrative and political levels both locally and nationally, serving as the spokesperson for the interests and demands of civil society on the safeguarding of the communal assets of the environment, the cultural heritage and the landscape. FAI focuses its efforts on three areas: legislation, environmental politics and territorial disputes. The main operations carried out in this field in 2018 were as follows.

■ Environmental and landscape policy area

The #salvalacqua campaign – The issue of water – a scarce, precious resource for ecosystems, communities and the landscape – and is set to become even more important. Taking as its starting point the **experience of its properties**, FAI implemented an awareness-raising campaign on the theme of saving, reusing and recycling water. To support the demand for a **National Water Strategy**, FAI launched the **“Water Pact”**, presented on November 30 in the Koch Room of the Italian Senate. Alongside the need for a national water strategy, the Pact – which benefits from the input of the leading players in the system (from water authorities and consortia to farmers and water companies) – contains a series of concrete, urgent proposals aimed at the relevant institutions, to encourage reducing consumption, recovering rain water and reusing water in the context of the circular economy.

The #cambiamoagricoltura (let's change farming) and #stopglifosato (stop glyphosate) coalition – Together with seven environmental and biological protection organizations and doctors for the environment, FAI launched the **Europe-wide “Living Land” campaign** to influence the reform of the upcoming Common Agricultural Policy, with a view to promoting agriculture based on the safeguarding of the soil, the regeneration of the landscape and the sustainability of manufacturing processes. FAI is also playing an active part in the **#stopglifosato** campaign (which has also been signed by forty-five operators in the fields of biology and the environment) in an effort to stop the renewal of the license for this herbicide, which although it is the most widely used in the world is also extremely dangerous for health and for the environment itself.

The #salvaisuolo (save the soil) campaign – FAI has created a dedicated website – **ilfaichevigila.it** – geared towards raising citizens' awareness of the value of this non-renewable resource, which is at once a source of food, a filter, a water reserve, a source of biodiversity, a store of memories and an essential element in the natural and human landscapes.

Objectives of environmental sustainability in the properties – At its properties, FAI takes an **energy-efficient approach** to reduce its ecological footprint, lowering its CO2 emissions with a view to **reducing** its consumption **by 15% by 2023** (compared to 2013 levels). The operations carried out in 2018 have already led to an energy saving of 6.5% (see page 35). In the context of the **#salvalacqua** campaign, FAI set itself the challenge of **reducing its 2018 drinking-water consumption levels by 25% over the next ten years**.

■ Legislative Area

2018 saw the start of the 18th Italian Legislature, the new Executive sitting for the first time on June 1. At the same time, FAI's lobbying and advocacy operations were realigned with the government's new agenda.

On the **theme of the soil**, we redoubled our efforts as part of the **#salvaisuolo coalition**, which brings FAI together with Coldiretti, the National Institute of Town Planning (INU), Legambiente, the LIPU, Slow Food, the Touring Club

Italiano (TCI) and the WWF. In conjunction with the implementation of the Budget Law at the end of the year, we monitored adherence to the **first set of regulations on the soil: subsection 460 of the 2017 Budget Law**, known as #salvailsuolo, which came into force on January 1, 2018. In the absence of an dedicated framework agreement on this issue, these measures are continually being put at risk. On the **theme of water**, starting from the work done for the “Water Pact”, FAI submitted a number of amendments to the Budget Law geared towards encouraging the saving, recovery and recycling of water through tax breaks for the technologies that make it possible to convert manufacturing processes, reducing the intensity of their water usage, and through vouchers, bonuses or VAT reductions for interventions targeted at the recovery and recycling of water in the business, town-planning and civil sectors. In terms of the **issue of sustainable agriculture**, FAI is taking part in the debate on the new Common Agricultural Policy.

■ Landscape Emergencies

In 2018, we compiled **95 warnings** from citizens, local associations, public administrators and agencies, concerned in the most part with the protection of the Italy’s cultural heritage, natural world and landscape, but also with the salvaging of neglected parts of Italy’s countryside and cultural heritage.



FAI's Vice-President Marco Magnifico at the presentation of the “Water Pact” in the Koch Room of the Italian Senate

FACTS AND FIGURES ON THE LANDSCAPE EMERGENCIES FOR 2018



8

legislative interventions
of which
5 national
1 international
2 regional



5

national campaigns on
the environment and
the landscape



95

warnings of landscape
emergencies

The “Italian Places I Love” Survey

The survey of the Italian places that should not be forgotten

Launched in 2003, the “Italian Places I Love” survey has been, for some time now, not just a survey but a permanent project; one that, alongside the phases of voting and announcing the results, also includes the management of the operations to be implemented on a selection of the places that receive the highest number of votes.

It is the largest Italian project geared towards raising awareness of the value of Italy's heritage of art and nature in terms of the number of places surveyed and in terms of the geographical distribution and scale of the popular mobilization, with more more than 7 million votes cast in total, of which 2,227,847 in the 2018 survey – the highest annual figure yet recorded. Since 2003, FAI has intervened in support of 92 sites of art and nature across 17 regions.

THE TOP THREE PLACE IN TERMS OF VOTES CAST

1st Mount Pisano, Calci and Vicopisano (Pisa) – 114,670 votes

2nd River Oreto, Palermo – 83,138 votes

(1st place in the special ranking of “Places of Water”)

3rd Former Spa, Porretta Terme (Bologna) – 75,740 votes

The great success of the 9th edition of the “Italian Places I Love” survey was confirmed not only by the total number of votes cast and the number of people who voted for the clear winter (with more than 114,000 votes, the highest number ever recorded), but also by the **media interest** that the survey generated in the press, on radio and TV, and on the web.

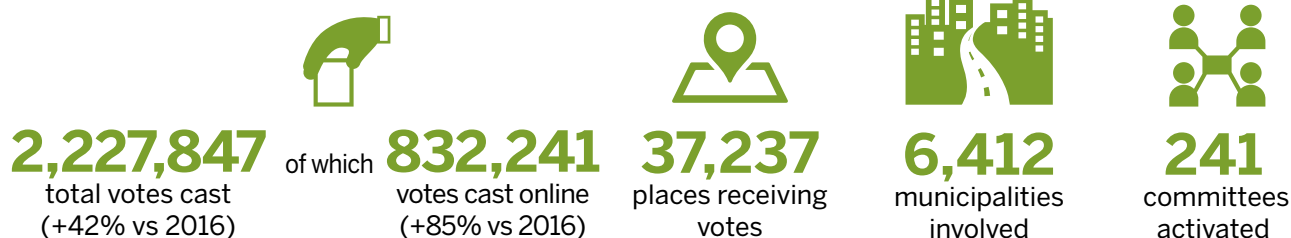
In 2018, the www.iluoghidelcuore.it site was integrated into the new FAI portal with a view to achieving greater synergy between FAI's various activities. It was given a makeover both of its graphic design and its content, introducing various new functions geared towards engaging even more proactively with users. This renewal project certainly helped to achieve the figure of **more than 1.5 million visits, with more than 360,000 users voting**.

Alongside the survey, 2018 also saw the **establishment of four restoration sites and the conclusion of ten interventions out of those initiated in previous years**.

THE TOP 10 REGIONS IN TERMS OF NUMBERS OF VOTES

Puglia	295,355	Campania.....	192,674
Tuscany.....	277,442	Emilia Romagna.....	144,725
Sicily.....	252,790	Liguria	91,207
Lombardy.....	238,503	Lazio.....	88,574
Piedmont	213,976	Veneto.....	83,574

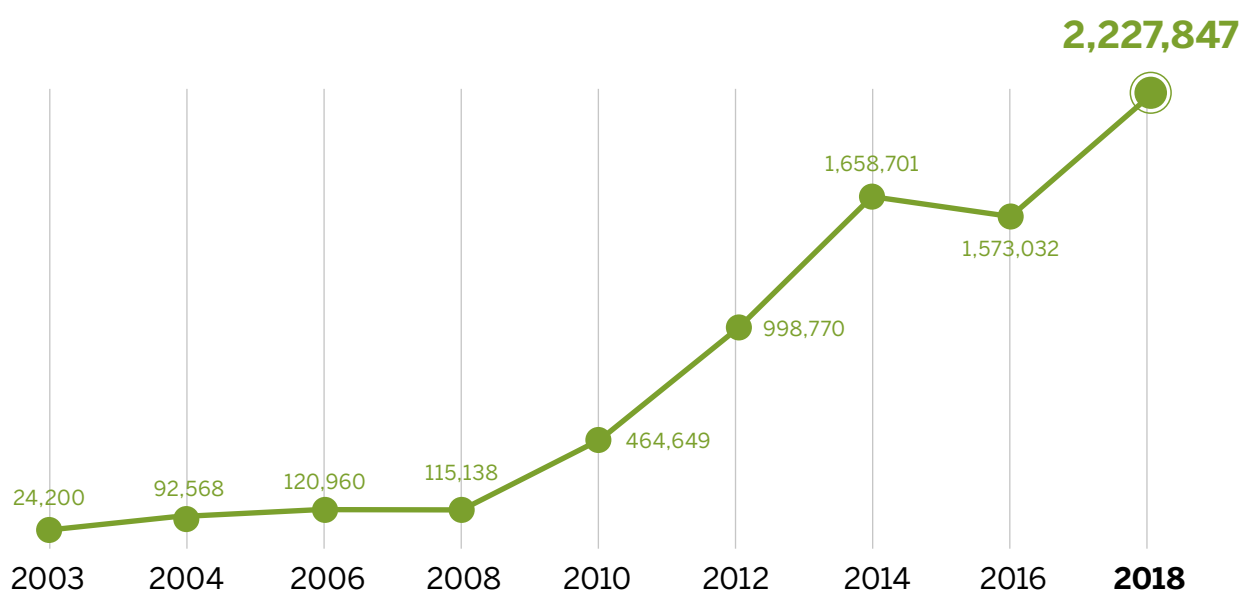
FACTS AND FIGURES OF THE 2018 SURVEY



The disastrous blaze of September 24, 2018, which drove the Committee – already in place since 2014 for the Certosa di Calci (2nd place in the 6th edition of the survey, pictured right) – to promote word-of-mouth across the web. This initiative led, in just a little over two months, to Mount Pisano, Calci and Vicopisano taking the top spot in the “Italian Places I Love” survey, receiving more votes than any other place has ever received.



CHART OF VOTES CAST FOR THE “ITALIAN PLACES I LOVE” OVER THE YEARS



FUNDRAISING AND COMMUNICATION

The generosity and trust of our supporters are what encourage us to continue doing what we believe in, because, increasingly, this is what the people believe in, too.

This section provides an overview of the funds raised thanks to our supporters who make our mission possible.

■ **INDIVIDUALS**, from Italy or other countries, who subscribe to FAI, make donations or bequests, or become part of “I 200 del FAI”

■ **COMPANIES** that establish partnerships with FAI, sponsor specific projects or become Corporate Golden Donors or members of “I 200 del FAI”

■ **ORGANIZATIONS AND FOUNDATIONS** that provide us with financial support.

With their tangible actions, all of our supporters express their love for Italy and its treasures and contribute to making FAI increasingly solid, helping us protect the wonderful places in our care and the wellbeing of the people who will enjoy them in the future.





ECCO 2 DEI 30 BENI CHE IL FAI HA APERTO AL PUBBLICO

Villa Della Porta Bozzolo - Casalzuigno (VA)



Nata nel Cinquecento come residenza di campagna, nel XVIII secolo trasformata in villa signorile racconta tra saloni affrescati, arredi rococò e uno straordinario giardino all'italiana con scenografica scalinata, l'ascesa e caduta di una nobile famiglia locale.

Villa dei Vescovi - Luvigliano, Torreglia (PD)



Una villa d'ozio di inizio Cinquecento, che si ispira all'architettura classica, immersa nel paesaggio dei Colli Euganei. Raffinato esperimento di cultura umanista, conserva al suo interno gli affreschi del pittore fiammingo Lambert Sustris.

Vai su www.visitfai.it per conoscerli tutti.

Subscriptions and donations

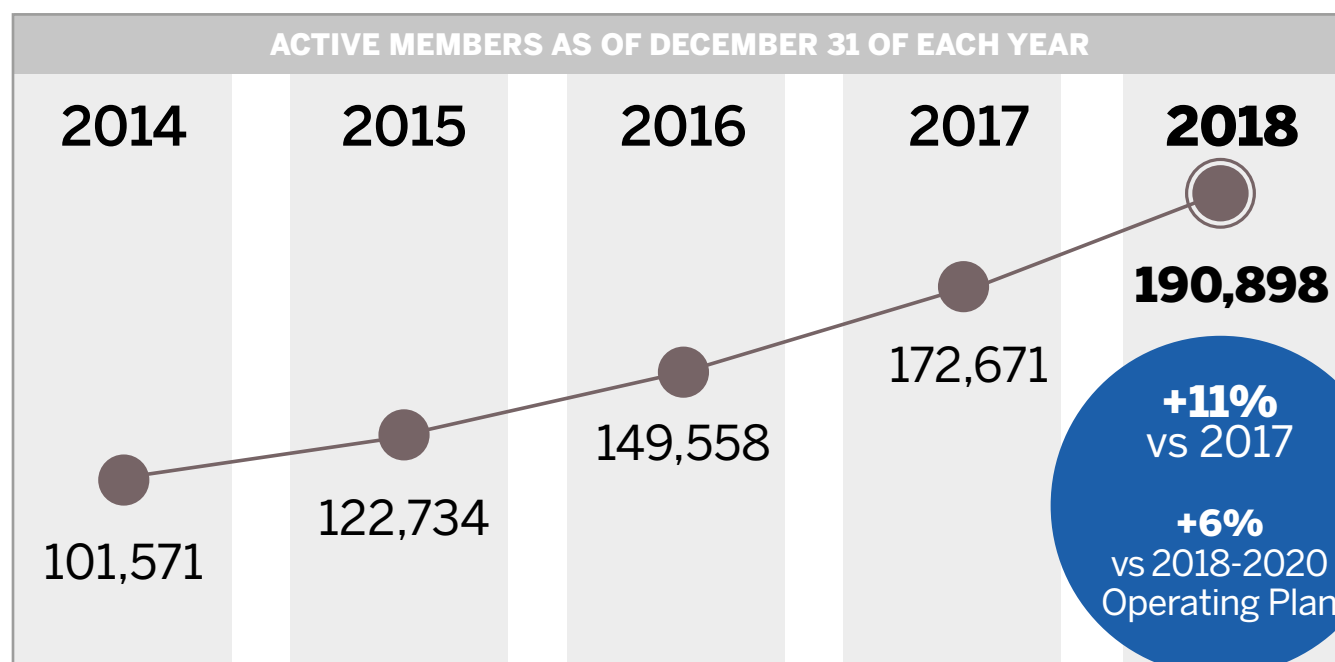
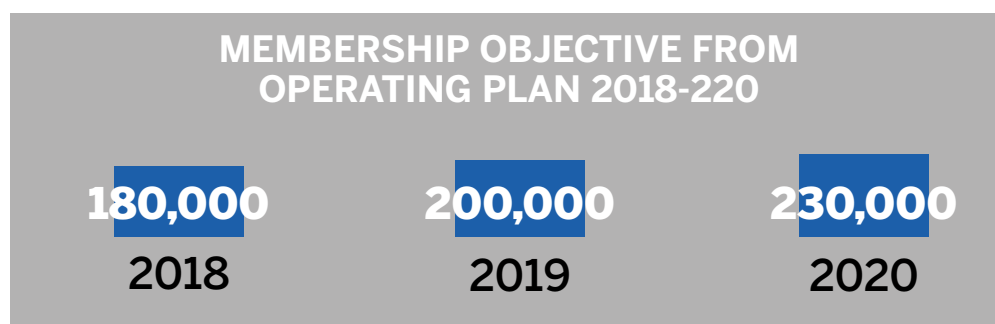
The number of Italians who put their trust in FAI for the protection and utilization of Italy's heritage of art and nature continues to increase

The Italians are becoming increasingly generous in their support for FAI's projects. In 2018, FAI received **€23,144,698** from individuals, accounting for 69% of its total annual income. Without taking account of the funds ring-fenced for restorations (which amount to €2,919,596 and appear in the accounts under Restricted Funds, Recapitalization Reserve, Bequests and Capital Gains in excess of €200,000), the **funds raised from individuals increased by 10% compared to 2017**.

The number of **members** reached **190,898**, more than 18,000 higher than the previous year (+11%) and almost 11,000 higher than the objective set for 2018 (+6%). In economic terms, the increase equated to 16% (€5,519,253 compared to the €4,753,230 figure for 2017).

Over the course of 2018, the **internet** consolidated its status as one of the crucial channels both for attracting new members and for fostering the loyalty of existing members, with an **increase of 24%** with respect to 2017. The **Delegations** are a second important recruitment channel, bringing 32% of the 2018 members, an increase of 11% on 2017. In addition, **recruitment at the properties** reached very respectable levels, +21% up on 2017.

The **5 x 1000** income-tax allocation campaign relating to the 2016 declaration of 2015 earnings recorded a slight increase in contributions (+13% vs 2017) with **€1,314,298** received and **26,097 people selecting FAI**.



Public fundraiser statement



FAI SPRING DAYS AND RAI CULTURE WEEK DEDICATED TO FAI

March 2018

PURPOSE OF THE "FAI SPRING DAYS" EVENT

The purpose of the event was to raise awareness and funds for FAI's corporate objects, by opening to the public more than 1,000 places over the weekend of March 24 and 25, 2018, thanks to FAI's volunteers.

PURPOSE OF THE "RAI CULTURE WEEK DEDICATED TO FAI"

The purpose of the fundraising project is to protect and enhance the cultural and landscape assets for which FAI is responsible so that everyone may enjoy them. Numerous awareness-raising and communications operations (free advertising space, TV/radio/press advertising, web marketing, etc.) are carried out in preparation for the nationwide event.

RESULTS OF THE FUNDRAISING OPERATIONS

The overall amount raised of €1,880,402 was achieved thanks to the synergy of various initiatives:

- from March 20 to 26, thanks also to the partnership with RAI, the sum of €246,004 was raised via the donation line.
- the FAI Spring Days raised €1,634,3698 with funds being raised from private sponsors, as well as charitable donations from public-sector bodies, banks and members of the public. Specifically, during the March campaign, the sum of €876,745 was raised through charitable donations from individuals.
- In addition, 21,108 memberships were taken out at the events, along with 5,749 "Amici FAI". There were also 11,192 membership sign-ups online during the month of March.

USE OF RESOURCES

The funds raised, net of costs, amounting to €1,440,491, were used to pursue FAI's corporate objects and for scheduled maintenance operations on the FAI properties that are open to the public.

INCOME (IN EUROS)

Charitable donations by individuals	876,745
Charitable donations by legal entities	16,172
Charitable donations by public institutions and banks	69,993
Event sponsorship	671,489
SMS fundraising	246,004
TOTAL INCOME	1,880,402

EXPENDITURE (IN EUROS)

Communication costs	- 208,202
Dedicated staff costs	- 70,913
Other campaign costs	- 160,796
TOTAL EXPENSES	- 439,912

NET RESULT **1,440,490**



FAI AUTUMN DAYS AND "LET'S REMEMBER TO SAVE ITALY" CAMPAIGN

October 2018

PURPOSES OF THE "FAI AUTUMN DAY" EVENTS

The purpose of the event was to raise awareness and funds for FAI's corporate objects, by opening to the public more than 660 places over the weekend of October 13-14, 2018, thanks to FAI's volunteers.

PURPOSE OF THE "LET'S REMEMBER TO SAVE ITALY" CAMPAIGN

The purpose of the fundraising campaign is to protect and enhance the cultural and landscape assets for which FAI is responsible, in order to keep them open to the public, to carry out educational activities across the country and to implement actions to safeguard the landscape.

The fundraising campaign was promoted by:

- advertising thanks to the concession of free advertising by TV/radio/press
- TV features within the Mediaset and LA7 schedules
- FAI Autumn Day events held in squares
- web marketing and online communication
- raising funds from partner companies and their clients

RESULTS OF THE FUNDRAISING OPERATIONS

The overall amount raised of €669,191 was achieved thanks to the synergy of various initiatives:

- from October 6 to 23, 2018, the sum of €28,331 was raised via the donation line.
- the FAI Autumn Day raised €482,462, with funds being raised from private sponsors, as well as charitable donations from public-sector bodies, banks and members of the public. Specifically, during the October campaign, the sum of €334,773 was raised through charitable donations from individuals
- In addition, during the event 11,749 memberships were taken out, along with 1,368 "Amici FAI". There were also 13,268 membership sign-ups online during the month of October.

USE OF RESOURCES

The funds raised, net of costs, amounting to €382,137, were used to pursue FAI's corporate objects and in particular to cover the costs of the conservation and for scheduled maintenance operations on the FAI properties that are open to the public.

INCOME (IN EUROS)

Charitable donations by individuals	336,553
Charitable donations by legal entities	127,048
Charitable donations by public institutions and banks	38,759
Event sponsorship	138,500
SMS fundraising	28,331
TOTAL INCOME	669,191

EXPENDITURE (IN EUROS)

Communication costs	- 236,665
Dedicated staff costs	- 7,267
Other campaign costs	- 43,122
TOTAL EXPENDITURE	- 287,054

NET RESULT **382,137**

Endowments, bequests and commemorative donations

Gestures to remember and be remembered, setting an example for the present and the future

“ Why donate to FAI? Because it’s like being at home [...], staying at home forever and being sure that the inheritance passed down to us by our forebears will be preserved for years to come. [...] FAI infuses you with a sense of peace and an awareness that you have consigned our history to a safe pair of hands, to people who know how to conserve, enhance and raise the awareness of future generations about our moral and spiritual inheritance, our past, our culture, so that nothing gets lost [...]”

Vanna Adami Lami

2018 was a productive year in terms of the scale of the bequests made to FAI, with €2,152,536 being contributed (+100% vs 2017). Many members, but also many people who simply share our mission “from a distance”, choose to set aside sums large and small, as well as life assurance policies and memorial donations, to support the salvaging, restoration and opening to the public of embodiments of Italy’s art and nature.

Two bequests were received during the year:

■ **Maria Pia dal Pra’**, from Padua, bequeathed to FAI her furnished villa – sited in a prestigious location in the center of the city (see page 46) – and a sum as a gift, along with a life assurance policy.

■ **Domenico Artioli** decided to leave his home in Rome’s Trastevere district to FAI for its institutional purposes, along with his extensive collection of watches and a small home in Fossa, in the Abruzzo region.

In addition:

■ **Marina Larcher Fogazzaro** bequeathed a small chapel known as the “Cappella del Simonino”, on the ground floor of Palazzo Bortolazzi Larcher Fogazzaro, in the center of Trento (see page 46), together with a generous sum of money to be used for FAI’s institutional purposes.

■ **Antonio Pezzinga**, a great lover of art, will be remembered as one of the donors to Villa Panza (Varese), having left a substantial legacy to FAI.

■ The family of the Roman notary **Alvaro Falessi** wished to bequeath the Parco Villa Gregoriana (Rome).

■ Loyal members **Marisa Tiragallo**, **Gabriella Avonzo** and **Maria Luisa Accastello** generously set aside funds to donate to FAI in their wills.

■ As she does every year and with her customary magnanimity **Anna Zuffa Cassoli** funded the restoration of two works of which she is very fond, located respectively in Villa Necchi Campiglio (Milan) and Villa Panza (Varese).

In terms of **dedicated professional training** (notaries, lawyers and accountants), in 2018 FAI organized three conferences. The first focused on the Reform of the Third Sector; the second was concerned with Italy’s cultural and artistic heritage and the legal instruments that are becoming increasingly necessary to protect it, and was entitled “Trusts and cultural heritage. New legal mechanisms for the management of private cultural and artistic assets: analysis and prospects”. The third conference, and the first such event to be held in Rome, was geared towards analyzing the legal instruments that can be leveraged to preserve the artistic and cultural heritage, with a view to guaranteeing the most effective “generational handover”. A wide-ranging audience of 600 enthusiastic participants attended the workshops.

Large donations and adoptions

Taking care, at a distance, of special places so that they may live forever

FAI received **€2,814,630** (+35% vs 2017) in 2018 from exceptionally generous Italian donors who believe so strongly in the work FAI does that they support it with tangible contributions. Funds such as these make it possible, for example, to restore a property or a work of art, or to carry out a landscaping project. Many donors decide to express their love for FAI by adopting a property, a tree or a bench.

The 6,500 or so individuals who, as of late 2018, have signed up to the **Supporter and Special Affiliate Programs** make a very significant contribution to the income raised from citizens.

The **Art Bonus**, the advantageous tax-break mechanism that enables 65% of any donations made to public properties to be reclaimed, has certainly incentivized donating, enabling our supporters to increase the size of their contributions.



The boulevard of lime trees that leads to the 18th-century aedicule with frescoes by Giovan Battista Ronchelli (1715- 1788) dedicated to Apollo, Leader of the Muses, at Villa Della Porta Bozzolo (Varese), a FAI property since 1989

Corporate contributions

Many companies in Italy show that they are socially responsible and forward-thinking by choosing FAI as their partner for social growth and local development

2018 was a year of excellent results in terms of FAI's Corporate Fundraising activities. FAI benefitted from the confirmed support of **more than 500 companies**, who made a contribution of **€8,002,417** (+18.5% vs 2017), equating to 24% of the total funds raised. These businesses (Italian and non-Italian alike) work with FAI on various projects, demonstrating real corporate social responsibility and making far-sighted investments in Italy's future, integrating the values that inform FAI's mission into their identity and their strategies.

Also highly significant and valuable are the **institutional partnerships** with those companies that have entered into **multi-year projects** with FAI, targeted at supporting large-scale advertising drives and initiatives to help FAI's restoration, enhancement and maintenance projects. Increasing number of businesses are offering not just funding but also knowledge and skills to construct specific projects.

Equally important are the partnerships geared towards supporting events, major exhibitions and educational activities for schools. The actions taken by our corporate partners in relation to the fundraising program launched in the run-up to Christmas are highly appreciated, and again in 2018 they helped achieve the upwards trend in the funds being generated. Moreover, this year's corporate volunteering days were also a great success (see page 22).

In 2018, the **Corporate Golden Donor** membership program reached a record number of participating companies, **352**, from which a total of **€1,394,234** was raised (+43% vs 2017). This excellent result is due to the **high level of renewal** – 82% – and to the entry of a significant number of companies for the first time. Also growing is the number of Corporate Golden Donor companies that, in addition to membership, make additional contributions – this year totaling in **excess of €600,000** – to maintenance and cultural enhancement projects for the properties and to co-marketing initiatives.

A snapshot of the annual dinner of the Corporate Golden Donors at Villa Necchi Campiglio, Milan, a FAI property since 2008





“I 200 del FAI” (The FAI 200)

The group of trustees funds the organization's recapitalization reserve as well as important restoration projects

In 2018, “I 200 del FAI” renewed their annual support by giving **€525,025** (-8% vs 2017) to FAI, confirming once again their fundamental role in funding FAI's Recapitalization Reserve. Over the course of more than 30 years, the Recapitalization Reserve has received **in excess of €17.9 million** – monies that have made it possible to take on many of the main restoration operations.

Over the course of the year, thanks to the contributions of this worthy group, various meetings and visits were organized, including:

- the presentation at Villa Necchi Campiglio by art expert Giovanna Bertazzoni of the collection of drawings from the Sforzi Collection
- the meeting with the Director of the Vatican Museums, Barbara Jatta, and the exclusive visit to the summer house of Pope Pius IV, the Raphael Rooms and the Sistine Chapel in Rome
- again in the capital, the visit to the Carracci Gallery at Palazzo Farnese, on the occasion of the signing of the partnership agreement between FAI and Les Amis du Louvre
- the trips to Malta and Palermo, on the occasion of the naming of Malta as a European City of Culture and of Palermo as the base for the touring contemporary art biennale
- last but not least, the annual meet-up of “I 200 del FAI” at Palazzo Crespi in Milan.

The concert by the “Blanco Sinacori” duo, exclusively performed for “I 200 del FAI” at the Salinas archaeological museum in Palermo

International fundraising

Thanks to a network of passionate supporters living overseas, it becomes possible to make the most of Italy's cultural heritage even from a distance

“For almost twenty years, we have been involving generous Americans in extraordinary, ever-changing itineraries to discover FAI's properties and the beauty of Italy. Tourists would never get the chance to make these exclusive visits to prestigious residences and private houses, whose owners welcome us enthusiastically, demonstrating the high esteem in which they hold the work done by FAI. To the Friends of FAI we offer a very sincere vote of thanks for the support they give to FAI's projects.”

*Bona de' Frescobaldi,
Founder and International
Chairwoman, Friends of FAI
Founder and International
Chairwoman, Friends of FAI*

The group of the “Balbiano Circle” of the Friends of FAI, which for 17 years has been supporting FAI with important contributions. In the center, Marchioness Bona de' Frescobaldi, International Chairwoman of the Friends of FAI

To respond to an ever-increasing need for funds to be set aside for restorations and FAI's other operations, in 2018 the decision was taken to focus more strongly on raising funds from donors based outside Italy.

■ Thanks to an enlightened insight on the part of an active FAI supporter, during the course of the year a new program called **“The Guardians of Italian Heritage”** was launched, with which FAI intends to attract international patrons.

■ **Friends of FAI (USA)** organized a trip to Italy to uncover the delights of Naples and Capri, and numerous fundraising events were held by the Young Friends group.

■ **FAI UK** concentrated on various activities, including a tour of the villas of the Veneto region, a visit to the Chelsea Flower Show, and a masterclass led by high-profile gallery owners. The funds raised were set aside for a restoration project at the Villa dei Vescovi (Padua).

■ **FAI SWISS** successfully developed new initiatives geared towards young people and schools, which led to the granting of prestigious federal funding to support the operations of FAI SWISS in the educational field. In 2018, FAI SWISS chose to support the Orto sul Colle dell'Infinito (Macerata).

■ In 2018, the **Délégation Suisse Romande** collaborated with the UN, the Orchestra Svizzera Romanda, the Centre for Contemporary Art, the Dante Alighieri Academy, the Geneva Museum of Art and History, and the Umberto II & Marie-José of Savoy Foundation. The funds collected will be set aside for the restoration of the Abbazia di Santa Maria di Cerrate in Lecce.

■ The activities of the group made it possible to raise a total of **€513,083** (split between donations from individuals and from companies).





Contributions from public institutions, banking and business foundations, and associations

FAI is widely recognized as an attentive and proactive partner, and can count on the support of both private and public institutions

In compliance with Law No. 124 of August 4, 2017, which requires the publication of the list of public bodies and companies controlled directly or indirectly by public bodies (or in which public bodies have a direct or indirect stake) that in the 2018 tax year made contributions or paid invoices to Fondo Ambiente Italiano for amounts equal and/or higher than €10,000, please refer to the following web page: <https://www.fondoambiente.it/amministrazione-trasparente/>

One of the attic spaces of the Torre e Casa Campatelli (Siena), a FAI property since 2005, made available to members of the public to allow them to consult books and documents, and to visit small temporary exhibitions

In 2018, the amount of new contributions raised from public bodies, banking and business foundations, and associations amounted to **€1,668,551** (-29% vs 2017), divided as follows:

- contributions from **public bodies** amounted to **€914,707** (+56% vs 2017), of which €668,907 has been set aside to support cultural projects and €245,800 for restoration, conservation and enhancement projects
- contributions from **foundations** amounted to **€669,024**; specifically, contributions from **banking foundations** amounted to **€556,979** (-48% vs 2017), of which €70,000 has been set aside for cultural and education projects, alongside the ongoing support of the Cariplo Foundation for institutional projects
- contributions from **Associations** amounted to **€84,821**.

The main public contributions to support cultural projects included that provided by the Directorate General for Libraries and Cultural Institutions of the Ministry of Cultural Heritage and Activities (MiBAC), amounting to €145,560 and intended to cover the cost of organizing and staging, in Palermo, the 22nd National Conference of FAI Delegates and Volunteers. Moreover, the contribution deriving from the fifth distribution decree (published on 11/04/2018) of the **“5 x 1000” income tax scheme for the funding of activities geared towards the protection, promotion and enhancement of cultural assets** – for the 2016 financial year – attributed the sum of €78,253.96 to FAI, earmarked in the main for the project for the enhancement of the Torre e Casa Campatelli (Siena) carried out in that year.

Out of the public contributions made for restoration operations, of particular significance was the contribution of € 135,000 – assigned by the President of the Council of Ministers and relating to the distribution of the **quota of the “8 x 1000”** scheme – intended for the restoration of the roof at the Monastero di Torba (Varese). For the same property, the contribution of €108,000 provided by Lombardy Regional Council, as part of the **2018 fund for Archaeological Areas and UNESCO Sites**, is intended for the continuation of the archaeological excavations and enhancement operations and for the overhaul of the spaces in order to improve the reception facilities and to bolster the utilization of the visitor routes.

"I 200 del FAI"

"I 200 del FAI" are a select group of people and organizations that are sensitive to the values of culture and have an interest in the conservation of Italy's historical, artistic and natural heritage. Since 1987, they have made a crucial contribution to increasing FAI's Recapitalization Reserve and supporting important restoration initiatives and projects at the properties.

Special thanks to those who renewed their contribution to FAI in 2018.

Emilia Acquadro Folci	Emilia Cantoni Capponi	Fondazione Berti per l'Arte e la Scienza	Manuli Rubber Industries	Rossana Sacchi Zei
Giuliana Albera Caprotti	Nicola Carnevali	Fondazione Cattaneo	Emanuela ed Enrico Marchi Seguso	Salini Impregilo
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Massimo Belloni	Carlo De Benedetti	Marjan Houshmand Bigharaz	Cesare Mozzi	Snam
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Bnl Gruppo Bnp Paribas	De Nora	Iguzzini Illuminazione	Maria Camilla Pallavicini	Guseppe Statuto
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		Michele Mantero	Alberto Sabbadini	

Corporate Golden Donors

The Corporate Golden Donor program is an instrument for corporate social responsibility. At the same time, it forms a network among the companies that share a commitment to improving the conservation and enhancement of Italy's invaluable cultural and natural heritage. Membership of the Corporate Golden Donor program is a mark of excellence for companies and provides a new way to contribute to an important ethical cause whilst receiving exclusive opportunities and tangible advantages in return.

A warm vote of thanks goes to all the companies that supported FAI in 2018 through their membership of our Corporate Golden Donor program.

2M Decori	Arval Service Lease Italia	Blusys	Citterio-Viel & Partners Interiors
A.M. Instruments	Associazione Antiquari D'Italia	Bodega G. & C.	Clariant Se
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ARD F.lli Raccanello		Citi	
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Duplex Brianza	Fonderie di Montorso	Hotel Savoy Grado	Lanificio Egidio Ferla
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Executive	GMM Farma	Italmobiliare	Mapei
Exide Technologies	Granitifiandre	Italmondo	Marcegaglia
Eye Pharma	GRENKE Locazione	Italvideo Service	Marina di Punta Ala
F.Ili Sacla'	Groupama Assicurazioni	Jacobacci & Partners	Mario Nava
Faber	Gruppo Autogas		Masterpack
Fainplast	Gruppo Cimbali		MBS Consulting
Farmacie Celesia	Gruppo Mascia Brunelli - Biolife Italiana		MecVel
Felsina	Gruppo Pam		Melia Hotels International
Festina Italia	GS Yuasa Battery Italy		Messaggerie Italiane di Giornali Riviste e Libri
FIDIM S.r.l.			Metallurgica Marcora
Flamma			
Flavourart			

METLAC	Pitagora	Scala	Tragni
Mini Motor	Pony	SCP	Unicompany
Mitsubishi Electric Europe B.V.	Porto Antico di Genova	SDA Bocconi School of Management	Unifarco
MM	Presma	Sebach	Unitransports
Mobil Plastic	Prisma Telecom Testing	SECO	Valli
Mobil Project	Progetto Studio	See Italia & Contact	Velp Scientifica
Mondial	Promotica	Seeweb	Ver Capital SGRpA
Montblanc Italia	Prussiani Engineering	Sensitron	Very Fast People
Montello	Pulinet Servizi	Sica	VI.PA.
Montenegro	PwC	Simonazzi	Villa D'Este
MTA	Qualitaly	Sini	Virgilio Holding
Munari F.Ili	Raphael	Sinter	Volkswagen AG
N.E.T.	Ravarini Castoldi & C.	Sisea	Zambaiti Parati
N.I.ECO	Ravioli	Sistemi Quemme	Zanolo
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Neinver Italia	Renato Corti	Società Chimica Bussi	
Newchem	Riello	Solari	
NexiPayments	Rimadesio	Sorma	
Next Holding	Rimorchiatori Riuniti	Stam	
Noberasco	Rimorchiatori Riuniti Spezzini Imprese	Steelmetal	
Notartel	Riso Scotti Snack	Streparava	
Novalca	Robert Bosch	SUR	
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Nuova Casa di Cura	Romana Diesel	Tanzi Aurelio Petroli	
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O.D.S.	Roten	Target 2000	
Oleificio Zucchi	Rubelli	Team Service Scrl	
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OPEM	S.I.A.D.	Terranova	
Ospedale Internazionale Casa di Cura	S.I.M.E.T.	Tessilbiella	
Peroni Pompe	Saes Getter	Tessilform	
Pesavento	Safety	Thor Specialties	
Petraco Oil Company LLP	SAIM	TMC Pubblicità	
Pezzuto Osvaldo & C	Salvatore Ferragamo	Tonella	
Pietro Rimoldi & C.	Sanpellegrino	TPV Compound	
	Sapa		

Institutions, companies, foundations and donors

A heartfelt thanks also to all of those individual donors and organizations that in 2018 made substantial donations to FAI, to support its work of restoring, conserving, enhancing and managing some of Italy's most important historic, artistic and natural assets.

The Guardians of Italian Heritage	Commissione Europea - Rappresentanza in Italia	Fondazione Berti per l'Arte e la Scienza Onlus	FSI
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Biodry	Elettrotec	Fondazione Italia Patria della Bellezza	Ing. Luigi Conti Vecchi
Bloomberg	EMU	Fondazione Rocca	Inner Wheel Italia
Blusys	ENEL	Fondazione Sicilia	Intesa Sanpaolo
Maria Enrica Bonatti	Eni		Iper, La grande i
Bonfiglioli Consulting	Epta		Italmondo
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Paolo Bulgari	Costanza Farabegoli		Kemon
Michele Canepa	Antonia Felisatti		Kidult
Andrea Canepari	Ferrarelle		L'Erbolario
Ernesto e Ilaria Carabelli	Ferrero		Clara Lainati
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Collistar			Legance
			Andrea Letter

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Presidenza del Consiglio dei Ministri - Fondo dell'otto per mille dell'Irpef devoluto dai cittadini alla diretta gestione statale	Dario Tosetti	Hogan Lovells Studio Legale	Studio Ubertazzi
Provincia Autonoma di Bolzano	UBI Banca	Hotel Cincotta	Armando Testa
Provincia Autonoma di Trento	UBI Pramerica SGR	Hotel La Piazza	Toffoletto De Luca
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Radio Monte Carlo	Unione Europea - Interreg ALCOTRA	Hotel Quartara	Giorgina Venosta, Consulenza d'arte
Reale Foundation	Unipol Gruppo	Hotel Raya	Angela Vettese
Regione Autonoma della Sardegna	Università degli Studi di Milano	Il Ponte Casa d'Aste	
Regione Campania	Giorgio Zaffaroni	Il Sole 24 Ore	And all those who wish to remain anonymous
Regione Lazio	Claudio e Simona Zampa	Alessandro Isastia	
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		Notaio Luca Lori	
		Avvocati Luisa Mazzola e Emanuela Danelli	
		Laura Melosi	
		Prof, Ugo Minneci	

Press, TV, radio and the web

Passion, energy and creativity to amplify FAI's voice, thanks to its presence across various media and to the support of some well-known faces

Over the course of 2018, the official website, www.fondoambiente.it, which was given a comprehensive makeover in late 2017, had its structure consolidated by absorbing the numerous mini-sites that composed FAI's fragmented online galaxy into a single, extensive hub. This has enabled the development of an entire digital ecosystem, which is proving increasingly popular, as evinced by the number of unique visitors to the site, which in 2018 reached **3,254,791**, up 58% on 2017.

In the world of the **social networks**, by late 2018 FAI's **Facebook pages** had attracted **1,113,801 fans** (+11% vs 2017), with **179,700 followers on Instagram** (+91%) and **88,900 followers on Twitter** (+17%). Last of all, the FAI **app**, which is the guide for learning more about FAI and discovering the singular places it protects in Italy, was **downloaded 30,300 times** in 2018 (-13% vs 2017).

The visibility provided by publishers and editors was once again substantial, confirming that FAI is viewed as an authoritative and credible frame of reference for the public debate on the country's cultural and natural heritage.

During 2018, **FAI continued to strengthen its brand recognition** (30% according to the IPSOS survey, see Value Wheel on page 35), consolidating its relationships with **leading publishing houses and the major television and radio networks** and entering into special **media partnerships**.

Specifically, for the fourth year running, the "FAI Spring Days" marked the end of the **week dedicated by Italian state broadcaster RAI to cultural assets in collaboration with FAI**. From March 19 to 25, RAI screened a fundraising marathon to support FAI, with features appearing across the schedule.

Other important agreements ensured FAI's ongoing collaboration with **Geo - Rai3, Unomattina Estate e Estate in Diretta - Rai1, Sereno Variabile - Rai2, RaiNews24, Striscia la Notizia - Canale5, Radio Monte Carlo, and the GEDI group with Radio Capital, Radio DeeJay and Radio m2o**, alongside its local and national titles.

PRESS, RADIO AND TV FACTS AND FIGURES FOR 2018



30

press conferences
(+50% vs 2017)



28,700

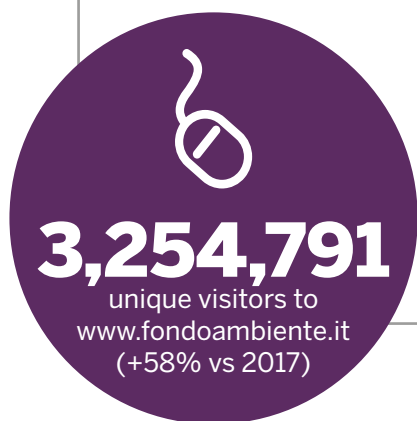
press, agency
and web articles
(+6% vs 2017)



1,983

radio and TV features
amounting to 91 hours
(+13% vs 2017)

INTERNET FACTS AND FIGURES FOR 2018



88,900
Followers on Twitter
(+17% vs 2017)



179,700
Followers on Instagram
(+91% vs 2017)



1,113,801
Facebook fans
(+11% vs 2017)

“President Mattarella sounded the alarm: “We are on the verge of a global climate crisis. We need to take measures that are agreed upon across the globe”. It will take large-scale actions, yes, but also small ones, which we can all take in our daily lives. We could learn a thing or two from the Japanese, who take care of their cities, their landscape, their little towns – the people there have a real sense of belonging. With FAI leading the way, let’s do the same here, let’s start treating the environment and our cultural and artistic heritage as if they were our most precious jewels...because that is precisely what they are.”

Alessio Boni, actor



In addition, **34 celebrity endorsers** from the worlds of art, music, entertainment, journalism and sport participated in FAI campaigns through statements, TV appearances, and interviews on television, on the radio and on the social networks:

Serena Autieri
Siusy Blady
Alessio Boni
Cristiana Capotondi
Toni Capuozzo
Milly Carlucci
Paolo Cognetti
Rita dalla Chiesa
Eleonora Daniele
Enzo De Caro
Antonello Fassari
Camilla Filippi

Iaia Forte
Fabio Fulco
Massimiliano Gallo
Mario Ielpo
Edoardo Leo
Lucia Mascino
Giorgia Masseroni
Giuseppe Mercalli
Francesco Montanari
Bianca Nappi
Nicola Nocella
Camila Raznovich

Marina Rocco
Sveva Sagramola
Paolo Sassanelli
Maria Sole Bianco
Emilio Solfrizzi
Sebastiano Somma
Mario Tozzi
Dario Vergassola
Pamela Villoresi
Adriana Volpe

A sincere thank you to all those who gave a helping hand to FAI.

FINANCIAL STATEMENTS 2018

Early 18th-century fresco depicting Hagar and Ishmael in the desert, in the center of the Gallery on the *piano nobile* of Villa Della Porta Bozzolo (Varese), a FAI property since 1989





2018 Statement Summary



A close-up of the frescoes depicting scenes of war (16th century) at the Guard House of the Castello di Avio (Trento), a FAI property since 1977

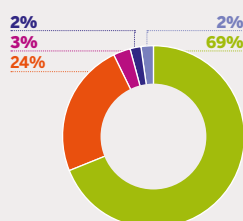
STATEMENT OF 2018 CASH FLOWS RECLASSIFIED BY ACTIVITY

SOURCES OF FUNDS			
	Operating activities	Restricted Funds	Total
Individuals	20,225,101	2,919,597	23,144,698
Companies	6,935,432	1,066,985	8,002,417
Public institutions	668,907	245,800	914,707
Foundations and Associations	664,420	89,425	753,845
Financial and extraordinary items	748,509	0	748,509
TOTAL FUNDS RECEIVED	29,242,367	4,321,807	33,564,174
Movement in stocks	62,113		62,113
Increases in fixed assets	304,768		304,768
Provision for Restricted Funds and recapitalization		(4,321,807)	(4,321,807)
TOTAL REVENUE	29,609,248	0	29,609,248
ALLOCATION OF FUNDS			
	Operating activities	Investments for conservation and renovation	Total
Maintenance of FAI assets and concessions	(868,883)	(4,465,375)	(5,334,258)
Maintenance of third-party assets	0	(47,966)	(47,966)
Maintenance of "Italian Places I Love"	0	(145,944)	(145,944)
Property management	(13,948,951)	(135,689)	(14,084,640)
Cultural promotions, education and surveillance	(3,178,229)	0	(3,178,229)
General services	(4,359,538)	(10,016)	(4,369,554)
Fundraising and communication	(6,121,990)	0	(6,121,990)
TOTAL ALLOCATION OF FUNDS	(28,477,590)	(4,804,990)	(33,282,580)
Uses of Restricted Funds obtained in the year		516,943	516,943
Uses of Restricted Funds obtained in previous years		1,496,977	1,496,977
Uses of other funds*		2,791,070	2,791,070
TOTAL ALLOCATION OF RESTRICTED FUNDS	0	4,804,990	4,804,990
SURPLUS FOR THE YEAR OF FUNDS			
	1,131,658	0	1,131,658

* Settlement of bequests, recapitalizations, non-restricted amounts provided in previous years, surplus of previous year

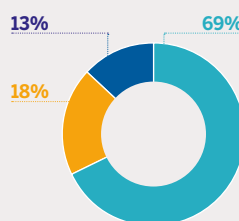
2018 FUNDRAISING (000)

FUNDING SOURCES INCOME



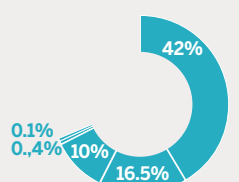
From individuals	€ 23,145	69%
From companies	€ 8,002	24%
From public institutions	€ 915	3%
From foundations and associations	€ 754	2%
From financial management/other	€ 748	2%
TOTAL	€ 33,564	100%

FUND ALLOCATION COSTS



Institutional activities*	€ 22,791	69%
Fundraising and communication	€ 6,122	18%
General services	€ 4,370	13%
TOTAL	€ 33,283	100%

*Institutional activities DETAIL



Asset managements	€ 14,085	42%
Interventions on owned and managed assets	€ 5,334	16.5%
Local cultural promotion, education and monitoring	€ 3,178	10%
"Italian Places I Love" interventions	€ 146	0.4%
Interventions on third party assets	€ 48	0.1%
TOTAL	€ 22,791	69%

BALANCE SHEET

As at 31.12.2018

ASSETS	2018	2017	Variance
FIXED ASSETS			
INTANGIBLE ASSETS			
- Deferred charges	635,444	451,260	184,184
- Loaned assets and concessions	3,220,623	3,432,425	(211,802)
- Intangible assets work in progress	0	50,514	(50,514)
TOTAL INTANGIBLE ASSETS	3,856,067	3,934,199	(78,132)
TANGIBLE ASSETS			
LAND AND BUILDINGS			
- Heritage (Institutional)	42,452,478	46,031,046	(3,578,568)
- Non-heritage (non-Institutional)	14,903,862	12,433,823	2,470,039
of which available	9,434,839	8,565,482	869,357
of which not available*	5,469,023	3,868,341	1,600,682
- Maintenance of FAI-owned properties	5,082,829	3,939,609	1,143,220
TOTAL LAND AND BUILDINGS	62,439,169	62,404,478	34,691
TANGIBLE ASSETS SUBJECT TO DEPRECIATION			
- Plant and Machinery	840,548	869,058	(28,510)
- Equipment	101,549	132,062	(30,513)
- Other assets	1,913,996	1,581,891	332,105
TOTAL TANGIBLE ASSETS SUBJECT TO DEPRECIATION	2,856,093	2,583,011	273,082
TOTAL TANGIBLE ASSETS	65,295,262	64,987,489	307,773
FINANCIAL ASSETS			
- Equity investments	10,000	10,000	0
- Financial guarantees and restricted financial assets	6,165,634	6,147,437	18,197
of which guarantees	978,449	960,252	18,197
of which restricted**	5,187,185	5,187,185	0
- Loans to subsidiaries	1,057,425	858,225	199,200
TOTAL FINANCIAL ASSETS	7,233,059	7,015,662	235,594
TOTAL FIXED ASSETS	76,384,388	75,937,350	447,038
CURRENT ASSETS			
STOCKS	286,634	224,727	61,907
CURRENT RECEIVABLES			
- Trade receivables	1,662,006	1,405,621	256,385
- Receivables from public and private institutions	2,625,839	2,516,909	108,930
- Guarantee deposits	27,503	30,645	(3,142)
- Other receivables	444,320	1,009,273	(564,953)
TOTAL CURRENT RECEIVABLES	4,759,668	4,962,448	(202,780)
CASH AND CASH EQUIVALENTS			
- Securities	4,378,402	3,140,717	1,237,685
- Cash and banks	2,055,956	729,032	1,326,924
TOTAL CASH AND CASH EQUIVALENTS	6,434,358	3,869,749	2,564,609
TOTAL CURRENT ASSETS	11,480,660	9,056,924	2,423,736
PREPAYMENTS AND ACCRUED INCOME	432,132	346,971	85,161
TOTAL ASSETS	88,297,180	85,341,245	2,955,935

LIABILITIES	2018	2017	Variance
EQUITY			
- Endowment Fund	258,228	258,228	0
- Fund for Endowment activities	25,769,942	23,085,515	2,684,427
of which available	15,113,734	14,029,989	1,083,745
of which not available	10,656,208	9,055,526	1,600,682
- Capital increase fund	17,955,044	17,430,019	525,025
- Surplus/(Deficit) carried forward	0	0	0
- Surplus transferred to Restricted Funds	1,131,658	1,032,893	98,765
TOTAL EQUITY	45,114,872	41,806,655	3,308,217
PROVISIONS FOR CONTINGENCIES AND OTHER LIABILITIES			
- Provision for Specific Contributions	15,278,448	20,371,264	(5,092,816)
- Provision for Specific Contributions on Loaned assets and concessions	838,028	906,540	(68,512)
- Restricted Funds for specific assets	7,521,484	6,951,829	569,655
- Provision for Heritage (Institutional) Investments	6,027,595	4,689,863	1,337,732
- Provision for pending litigations	320,408	437,138	(116,730)
TOTAL PROVISIONS FOR CONTINGENCIES AND OTHER LIABILITIES	29,985,963	33,356,634	(3,370,671)
SEVERANCE INDEMNITY PROVISION FOR EMPLOYEES	562,653	593,033	(30,380)
LIABILITIES			
CURRENT LIABILITIES			
- Amounts due to banks	1,177,625	336,820	840,805
- Trade creditors	3,984,288	3,475,160	509,128
- Taxes payable	314,932	343,735	(28,803)
- Amounts due to social security institutions	590,650	539,400	51,250
- Other creditors	2,305,615	1,005,267	1,300,348
- Short term portion of long term loans	90,079	90,079	0
TOTAL CURRENT LIABILITIES	8,463,189	5,790,461	2,672,728
LONG-TERM LIABILITIES			
- Interest-free loans	344,330	416,680	(72,350)
- Loans and borrowings	27,037	44,766	(17,729)
- Amounts received in advance	0	0	0
TOTAL LONG-TERM LIABILITIES	371,367	461,446	(90,079)
TOTAL LIABILITIES	8,834,556	6,251,907	2,582,649
ACCRUED LIABILITIES AND DEFERRED INCOME	3,799,136	3,333,016	466,120
TOTAL EQUITY AND LIABILITIES	88,297,180	85,341,245	2,955,935

* Cadastral value of Building on Corso di Porta Vigentina, Milan - Palazzo Boncinelli Sanremo

** Roi bequest - Assicurazioni Generali, Enrico (Flecchia) bequest

STATEMENT OF OPERATING ACTIVITIES

As at 31.12.2018

OPERATING ACTIVITIES	2018	2017	Variance
OPERATING INCOME			
OPERATING INCOME			
- Membership income	5,519,253	4,753,230	766,023
- Donations and charitable trading activities	11,342,953	10,557,574	785,379
- Specific support donations	1,392,553	1,233,640	158,913
- Admission fees	5,202,304	4,984,208	218,096
- Hiring of assets	2,485,007	2,356,233	128,774
- Rents received	1,386,636	1,283,261	103,375
- Capitalised internal labour	304,769	279,541	25,228
- Miscellaneous income	358,523	227,799	130,724
TOTAL OPERATING INCOME	27,991,998	25,675,486	2,316,512
OPERATING EXPENSES			
- Routine maintenance	(1,019,744)	(887,376)	(132,368)
- Contractual maintenance	(336,148)	(318,524)	(17,624)
- Energy and water	(584,490)	(606,332)	21,842
- Telephony	(233,053)	(206,661)	(26,392)
- Mailing and Shipping	(242,503)	(157,502)	(85,001)
- Marketing and Advertising	(2,687,687)	(2,600,800)	(86,887)
- Professional consultancy services	(2,031,374)	(1,566,434)	(464,940)
- Stationery and photocopies	(161,851)	(111,941)	(49,910)
- Small items of equipment and consumables	(226,780)	(225,589)	(1,191)
- Travel costs	(789,763)	(799,109)	9,346
- Other service charges	(3,159,394)	(3,087,169)	(72,225)
- Rentals and leasing	(685,771)	(406,032)	(279,739)
- Staff costs	(12,754,153)	(11,914,488)	(839,665)
- Depreciation and amortisation	(1,646,229)	(1,560,655)	(85,574)
- Other operating expenses	(863,349)	(770,860)	(92,489)
TOTAL OPERATING EXPENSES	(27,422,289)	(25,219,472)	(2,202,817)
OPERATING RESULT	569,709	456,014	113,695
STOCKS			
SALES OF STOCKS			
- Sales to third parties	1,027,062	826,416	200,646
- Stocks variance	56,663	(28,424)	85,087
- Change in stock obsolescence provision	5,245	(20,946)	26,191
TOTAL STOCKS SALES	1,088,970	777,046	311,924
STOCKS COSTS			
- Purchases from third parties	(591,857)	(442,336)	(149,521)
STOCKS RESULT	497,113	334,710	162,403
RESULT FROM OPERATING ACTIVITIES	1,066,822	790,724	276,098

FINANCIAL OPERATIONS	2018	2017	Variance
- Dividends on shares	251,859	237,053	14,806
- Interest on short term securities	95,357	78,587	16,770
- Other financial income	4,473	5,299	(826)
- Other financial charges	(70,183)	(48,190)	(21,993)
RESULT FROM FINANCIAL OPERATIONS	281,506	272,749	8,757
EXTRAORDINARY OPERATIONS	2018	2017	Variance
- Extraordinary income and gains	176,387	270,758	(94,371)
- Extraordinary expenses and losses	(129,211)	(60,794)	(68,417)
RESULT FROM EXTRAORDINARY OPERATIONS	47,176	209,964	(162,788)

OPERATING ACTIVITIES	2018	2017	Variance
PROPERTY CREDITS			
- Contributions for improvements to FAI-owned properties	525,824	548,675	(22,851)
- Contributions for extraordinary maintenance	229,513	786,903	(557,390)
- Contributions for restoration to loaned assets and concessions	926,322	550,726	375,596
- Contributions for fixed asset acquisitions	-	-	0
- Contributions to work on third party assets	200,861	252,251	(51,390)
TOTAL PROPERTY CREDITS	1,882,520	2,138,555	(256,035)
PROPERTY EXPENDITURE			
- Improvements to FAI-owned properties	(1,340,657)	(1,105,453)	(235,204)
- Extraordinary maintenance	(2,157,551)	(1,621,535)	(536,016)
- Restoration of loaned assets and concessions	(1,105,921)	(1,459,334)	353,413
- Acquisition of fixed assets with contributions in kind	0	0	
- Work on third party assets	(200,861)	(252,251)	51,390
TOTAL PROPERTY EXPENDITURE	(4,804,990)	(4,438,573)	(366,417)
EXCESS OF EXPENDITURE OVER CONTRIBUTIONS	(2,922,470)	(2,300,018)	(622,452)
REVALUATIONS AND ADJUSTMENTS			
- Property Value Adjustments	814,833	556,778	258,055
- Capitalised extraordinary maintenance	1,928,038	834,632	1,093,406
- Capitalisation of improvements to third party assets	179,599	908,608	(729,009)
TOTAL POSITIVE REVALUATIONS	2,922,470	2,300,018	622,452
BALANCE SHEET ADJUSTMENTS			
- Release of the Provision for Specific Contributions	5,092,816	5,092,816	0
- Coverage of depreciation charges	697,462	572,212	125,250
- Depreciation of properties acquired before 2012	(5,092,816)	(5,092,816)	0
- Depreciation charges	(697,462)	(572,212)	(125,250)
TOTAL BALANCE SHEET ADJUSTMENTS	0	0	0
OTHER POSITIVE BALANCE SHEET ADJUSTMENTS			
- Capital increase fund	525,025	571,400	(46,375)
- Bequests	1,384,415	367,550	
- Gains on sales of assets	699,008	176,093	522,915
TOTAL OTHER POSITIVE BALANCE SHEET ADJUSTMENTS	2,608,448	1,115,043	1,493,405
NEGATIVE BALANCE SHEET ADJUSTMENTS			
- Provision for capital increase fund	(525,025)	(571,400)	46,375
- Provision for bequests and gains	(2,083,423)	(543,643)	(1,539,780)
TOTAL NEGATIVE BALANCE SHEET ADJUSTMENTS	(2,608,448)	(1,115,043)	(1,493,405)
TOTAL BALANCE SHEET ADJUSTMENTS	-	-	-
SURPLUS/(DEFICIT) BEFORE TAXES	1,395,504	1,273,437	122,067
TAXES FOR THE YEAR	(263,846)	(240,544)	(23,302)
SURPLUS/(DEFICIT) FOR THE YEAR	1,131,658	1,032,893	98,765
To be transferred to Restricted Funds*	1,131,658	1,032,893	

* For 2019 set aside for the Orto sul Colle dell'Infinito (MC) and Casa Noha (MT)



Close-up of the decoration of the ceiling of the anteroom of the Queen's Apartment at the Castello e Parco di Masino, a FAI property since 1988

ANNEX A

Comparison of works on properties owned by the FAI-owned and third party assets, and their specific contributions as at 31/12/2018

ASSETS	Date of acquisition	Investments and maintenance 2018	Contributions 2018	Total investments made as at 31/12/2018	
FAI-OWNED LAND AND BUILDINGS					
HERITAGE (INSTITUTIONAL) LAND AND BUILDINGS					
- Monastero di Torba, Torba, fraz, di Gornate Olona, VA	18/01/77	50,818	11,848	1,779,285	
- Land at Cala Junco, Isola di Panarea, frazione di Lipari, ME	04/07/77			1,375	
- Land, Isola di Capraia, Isola di Capraia, LI	15/03/78			594	
- Promontorio e Torre di Punta Pagana, San Michele di Pagana, Rapallo, GE	02/10/81	5,403	0	200,546	
- Land, San Giovanni a Piro, SA	06/02/84			1,168	
- Castello della Manta, Manta, CN	12/11/85	164,466	80,734	5,651,989	
- Land, Brignola, Camogli, GE	28/02/86			19,487	
- Baia di Ieranto, Massa Lubrense, NA	13/03/87	468,142	0	1,559,490	
- Casa Carbone, Lavagna, GE	02/06/87	55,686	0	1,136,548	
- Castello di Avio, Sabbionara, frazione di Avio, TN	27/01/88	4,537	0	2,793,637	
- Castello e Parco di Masino, Masino, frazione di Caravino, TO	27/09/88	212,816	0	16,863,406	
- Villa del Balbianello, Tremezzina, CO	31/10/88	146,983	0	4,810,989	
- Torre di Velate, Velate, frazione di Varese	14/06/89			173,865	
- Land, Salvucci, Camogli, GE	10/07/89			1,230	
- Villa Della Porta Bozzolo, Casalzuigno, VA	12/09/89	56,592	0	7,773,273	
- Abbazia di San Fruttuoso, San Fruttuoso, Camogli, GE	15/11/89	168,698	79,361	6,393,918	
- Castel Grumello, Montagna in Valtellina, SO	05/10/90	0	0	767,782	
- Antica barberia Giacalone, Genova	07/02/92			68,290	
- Antica edicola dei giornali, Mantova	28/02/92			10,869	
- Maso Fratton Valaia, Spormaggiore, TN	06/05/93			27,411	
- Villa e Collezione Panza, Varese	05/12/99	37,870	0	8,632,549	
- Teatrino di Vetrano, Vetrano di Pescaglia, LU	06/03/00	0	0	488,066	
- Villa San Francesco, Varese (naked possession)	18/04/01			5,142	
- Land, Isola di Ponza, LT	14/05/01			1	
- Land, Isola di Levanzo, TP	13/07/01			1	
- Villa San Luca e Collezione Laura, Ospedaletti, IM (naked possession)	02/08/01			42,072	
- Villa Necchi Campiglio, Milan	28/12/01	153,886	0	11,902,605	
- Land, Oliva, Santa Margherita Ligure, GE					
- Land, Casana, Camogli, GE	05/04/04			36,684	
- Casa Noha, Matera	23/06/04	47,513	0	887,189	
- Villa dei Vescovi, Luvigliano, frazione di Torreglia, PD	28/01/05	33,542	0	8,961,263	
- Giardino Pantesco Donnafugata, Isola di Pantelleria, TP					
- Mulino 'Maurizio Gervasoni', Baresi, frazione di Roncobello, BG	14/07/05	0	0	263,299	
- Torre e Casa Campatelli, San Gimignano, SI	14/07/05	8,808	0	2,093,694	
- Bosco di San Francesco, Assisi, PG	31/07/08	32,307	0	4,568,197	
- Podere Case Lovara a Punta Mesco, Levanto, SP	26/03/09	622,602	222,194	3,032,631	
- Villa Fogazzaro Roi, Oria, frazione di Valsolda, CO	04/02/10	57,570	57,570	234,042	
- Torre del Soccorso detta del Barbarossa, Ossuccio, CO	02/09/10			103,813	
- Antica Pensilina del Tram, Velate, frazione di Varese, VA					
- Alpe Pedroria e Alpe Madrera, Talamona, SO	29/04/11	139,026	51,691	520,953	
- La Velarca, Ossuccio, CO	18/07/11	311,235	204,250	421,078	
- Area agricola sull'ansa dell'Adige, Verona	19/11/12			40,000	
- Area agricola, Cetona, SI	14/02/13			32,130	
- Casa Crespi, MI (nuda propr.)	30/12/13	39,654	0	126,657	
- Monte Fontana Secca e Col de Spadaròt, Quero Vas, BL	14/04/15	21,928	0	103,043	
- Land, Capurro, Camogli, GE	29/09/16			1	
- Land, Falconi, Camogli, GE	11/03/15			2	
- Casino Mollo, Località Croce di Magara - Spezzano della Sila, CS	28/05/16	12,409	0	33,532	
- Casa Macchi, Morazzone, VA	16/04/15	80,665	47,688	248,025	
- Palazzo Contarini Fasan, Venezia	24/01/17	107,961	0	110,407	
- Case Montana - Giardino della Kolymbethra		333,386		333,386	
- Casa Del Prà, Padova		3,165	0	3,165	
TOTAL HERITAGE (INSTITUTIONAL) LAND AND BUILDINGS		3,377,668	755,336	93,258,780	

Total contributions received as at 31/12/2018	Balance supported by FAI	Restricted Funds (available for further works)	Decrease in Provision for Specific Contributions	Accumulated amortisation for intangible assets	Reserves for Amortisation / Utilisation	Carrying Value
1,092,560	686,725	231,152	675,474	124,252	799,726	851,961
0	1,375					1,375
0	594					594
131,936	68,610		92,357	25,104	117,459	83,087
0	1,168		0			1,168
3,748,768	1,903,221	260,400	2,102,395	53,699	2,156,094	2,750,550
0	19,487				0	19,487
650,075	909,415	455,052	95,923	550,975		1,008,515
246,394	890,154	169,676	21,566	191,242		941,306
1,760,694	1,032,943	59,600	1,050,564	64,885	1,115,449	1,418,299
12,660,755	4,202,651	602,310	8,694,772	303,216	8,997,988	7,625,766
3,644,417	1,166,572		1,868,035	222,562	2,090,597	1,744,597
172,031	1,834		120,422		120,422	53,443
427	803		298		298	932
4,005,823	3,767,450		2,659,588	186,308	2,845,896	4,720,966
4,275,115	2,118,803	528,858	2,493,069	229,710	2,722,779	2,957,550
701,023	66,759		490,717	32,252	522,969	244,813
52,429	15,861		36,700	5,598	42,298	25,992
9,976	893		6,983		6,983	3,886
25,823	1,588		18,076		18,076	9,335
5,021,256	3,611,293	7,500	3,409,231	175,888	3,585,119	4,896,505
384,523	103,543		269,166	11,162	280,328	207,738
0	5,142				0	5,142
0	1				0	1
0	1				0	1
0	42,072			6,459	6,459	35,613
8,231,548	3,671,057		4,837,035	259,182	5,096,217	5,484,888
0	36,684			17,708	17,708	18,976
324,000	563,189		8,400	20,495	28,895	546,294
5,514,802	3,446,461		3,802,508	182,498	3,985,006	4,893,609
188,000	75,299		131,600	25,259	156,859	106,440
1,263,257	830,437		60,008	9,579	69,587	846,578
3,139,409	1,428,788		2,197,586	64,498	2,262,084	2,306,113
2,081,686	950,945			698	698	950,247
57,570	176,472	33,367		31,658	31,658	144,814
20,000	83,813			4,454	4,454	79,359
136,836	384,117	9,608		35,008	35,008	349,109
250,000	171,078			628	628	170,450
0	40,000				0	40,000
20,000	12,130				0	12,130
0	126,657			27,955	27,955	98,702
0	103,043				0	103,043
0	1				0	1
0	2				0	2
0	33,532				0	33,532
179,503	68,522	2,291,072			0	68,522
0	110,407				0	110,407
	333,386					333,386
0	3,165				0	3,165
59,990,636	33,268,143	4,023,867	35,649,712	2,238,204	37,887,914	46,308,389

ANNEX A

Comparison of works on properties owned by the FAI-owned and third party assets, and their specific contributions as at 31/12/2018

ASSETS	Date of acquisition	Investments and maintenance 2018	Contributions 2018	Total investments made as at 31/12/2018	
INCOME GENERATED FROM LAND AND BUILDINGS					
- Flat, Corso Montevideo 33, Chiavari, GE	02/06/87	10,130	0	158,625	
- 6 Flats and 8 garages, Casa Cicognani, Sanremo, IM	15/10/97	60,983	0	829,122	
- Flat Palais Heracles, Montecarlo (naked possession)	17/04/03			253,627	
- 5 Flats and 2 garages, Palazzo Galli, Cremona	06/08/03	8,652	0	334,129	
- Flat, Paris (naked possession)	24/10/03			763,595	
- Blacksmith's premises, Bassano del Grappa, VI	20/05/05	16,159	0	1,157,883	
- Shop, Vasto, CH	24/06/06			32,448	
- Flat, Cà Mocenigo, Venezia (naked possession)	03/08/07	6,600	0	137,643	
- Multiproprietà Hotel Miramonti, Pescosta, frazione di Corvara in Badia, BZ - Donazione Flavia Folco	23/12/08			937	
- Land, Deiva Marina, GE	26/03/09			3,690	
- Collezione Enrico a Villa Flecchia, Magnano, BI	19/12/11	12,763	0	420,594	
- Flats, P.ta Vigentina 31, Milano	13/12/14	401,251	0	4,853,835	
- Land, Morazzone, VA	16/04/15			17,524	
- Casa Pirovano, Como	09/04/01	11,424	0	821,692	
- Palazzo Boncinelli (8 Flats), Sanremo	16/12/16	90,297	0	1,699,260	
- Flat, Portisco, CA	20/02/13	0		53,686	
- 2 offices, Via Boccaccio, Milano	16/05/17	0		689,597	
- Flat, Via Boldetti, Roma	29/03/17	0		236,867	
- Shop, Venezia	24/01/17	0		418,030	
- Villa and land, Via Matteotti, Carisio, BI	27/04/17	0		41,523	
- Flat, Corso Martiri della Libertà, Portogruaro, VE	18/05/17	0		134,688	
- Office, Corso Giuseppe Verdi, Gorizia	20/11/17	0		185,948	
- Villa Cidonio, Roma		2,176,323	0	2,176,323	
- Flats, San Fruttuoso di Camogli, GE		1,696		807,027	
- Shops, San Gimignano, SI				193,970	
- Flat, Via Dandolo Roma	20/11/17	216,532		216,532	
- Farmland, Fossa	20/11/17	19,132		19,132	
TOTAL RENTED NON-HERITAGE (NON-INSTITUTIONAL) LAND AND BUILDINGS		3,031,942	0	16,657,927	
TOTAL LAND AND BUILDINGS OWNED BY FAI		6,409,610	755,336	109,916,707	
LAND AND BUILDINGS ON LOAN AND UNDER CONCESSION					
LOANED ASSETS AND CONCESSIONS					
- Chiesa di Santa Maria al Castello, Manta, CN	15/03/85			806,816	
- Rustici presso Castel Grumello, Montagna, SO	27/12/93			61,913	
- Giardino della Kolymbethra, Valle dei Templi, Agrigento	11/10/99	2,400	0	573,259	
- Parco Villa Gregoriana, Tivoli, Roma	21/11/02	163,678	163,678	5,770,484	
- Batteria Militare Talmone, Punta Don Diego, Palau, OT	19/12/02	38,735	33,200	1,046,891	
- Negozio Olivetti, Venezia	20/11/11	4,131	0	47,751	
- Abbazia di Santa Maria di Cerrate, Strada Provinciale Squinzano, Casalabate, Lecce	21/03/12	616,964	615,871	2,675,897	
- Lazzaretto, Verona	14/04/14	10,711	0	368,613	
- Palazzina Appiani, Milano	13/01/15	28,129	0	51,124	
- Albergo Diurno Venezia, Milano	12/05/15	3,028	0	88,382	
- Saline Conti Vecchi, Zona industriale Macchiareddu, Assemini, CA	28/04/17	90,684	0	519,739	
- Colle dell'Infinito, Recanati, MC		124,595	113,573	124,595	
TOTAL LOANED ASSETS AND CONCESSIONS		1,083,055	926,322	12,135,464	
OPERATIONS ON THIRD-PARTY PROPERTIES					
Works on Luoghi del Cuore assets		145,944	145,944	1,869,583	
Works on La Cavallerizza		3,065	0	455,055	
Works on Rome building			0	53,101	
Works on Turin building		19,800	0	19,800	
Works on third party assets		31,000	31,000	831,403	
Fontana delle 99 Cannelle, L'Aquila				583,535	
Town Hall, Finale Emilia		6,952	6,952	123,488	
Oratorio Madonna del Sole, Arquata del Tronto		16,966	16,966	51,209	
TOTAL OPERATIONS ON THIRD-PARTY PROPERTIES		223,727	200,862	3,987,174	
TOTAL LAND AND BUILDINGS ON LOAN AND UNDER CONCESSION		1,306,782	1,127,183	16,122,638	
TOTAL LAND AND BUILDINGS		7,716,392	1,882,520	126,039,345	

Total contributions received as at 31/12/2018	Balance supported by FAI	Restricted Funds (available for further works)	Decrease in Provision for Specific Contributions	Accumulated amortisation for intangible assets	Reserves for Amortisation / Utilisation	Carrying Value
0	158,625			1,013	1,013	157,612
0	829,122			115,642	115,642	713,480
0	253,627				0	253,627
0	334,129			34,993	34,993	299,136
0	763,595				0	63,595
0	1,157,883			89,144	89,144	1,068,739
0	32,448				0	32,448
0	137,643			36,563	36,563	101,080
0	937				0	937
0	3,690			220	220	3,470
0	420,594			15,146	15,146	405,448
0	4,853,835			200,422	200,422	4,653,413
0	17,524					17,524
0	821,692			22,834	22,834	798,858
0	1,699,260			10,686	10,686	1,688,574
0	53,686					53,686
0	689,597			484	484	689,113
0	236,867					236,867
0	418,030					418,030
0	41,523				0	41,523
0	134,688					134,688
0	185,948					185,948
0	2,176,323				0	2,176,323
	807,027					807,027
	193,970					193,970
0	216,532					216,532
0	19,132					19,132
0	16,657,927	0	0	527,147	527,147	16,130,780
59,990,636	49,926,070	4,023,867	35,649,712	2,765,351	38,415,061	62,439,169
721,013	85,803		428,199		428,199	378,618
59,273	2,640			61,913	61,913	0
480,933	92,326	87,666	351,629	45,540	397,169	160,186
5,177,569	592,915	100,375	113,401	5,051,626	5,165,027	194,159
749,320	297,571	46,800	368,000	52,456	420,456	593,235
0	47,751		7,521	38,164	45,685	2,066
1,006,129	1,669,768	101,240	228,683		228,683	1,441,085
296,100	72,513		13,545		13,545	58,968
0	51,124	45,000	12,558		12,558	38,566
0	88,382		46,445	41,937	88,382	0
110,410	409,329		189,551		189,551	219,778
113,573	11,023		787		787	10,235
8,714,320	3,421,145	381,081	1,760,317	5,291,636	7,051,953	3,096,897
1,869,583	0	1,603,388		924,046	924,046	0
0	455,055		347,830		347,830	107,225
0	53,101		53,101		53,101	0
0	19,800		3,300		3,300	16,500
831,403	0	680,444			0	0
583,535	0			583,535	583,535	0
123,488	0	445,075			0	0
51,209	0	387,629			0	0
3,459,218	527,956	3,116,536	404,231	1,507,581	1,911,812	123,725
12,173,537	3,949,101	3,497,617	2,164,548	6,799,217	8,963,765	3,220,623
72,164,174	53,875,171	7,521,484	37,814,260	9,564,568	47,378,826	65,659,792

ANNEX B

Financial statements

CASH FLOW	2018	2017
- CASH INFLOW/(OUTFLOW) FROM OPERATING ACTIVITIES	1,066,821	790,724
- SURPLUS FROM OPERATING ACTIVITIES	2,806,680	713,869
- MOVEMENT IN WORKING CAPITAL	525,025	571,400
- CAPITAL INCREASE FUND	(263,846)	(240,544)
- MOVEMENT IN SEVERANCE INDEMNITY PROVISION FOR EMPLOYEES	(30,380)	(60,079)
NET CASH INFLOW FROM OPERATING ACTIVITIES	4,104,300	1,775,370
CASH INFLOW (OUTFLOW) FROM INVESTMENT ACTIVITIES		
HERITAGE (INSTITUTIONAL) ASSETS		
- PURCHASES OF HERITAGE (INSTITUTIONAL) ASSETS	(1,314,248)	(556,778)
- EXTRAORDINARY MAINTENANCE OF HERITAGE (INSTITUTIONAL) ASSETS	(1,928,038)	(834,632)
- DEPRECIATION	784,818	592,014
NON HERITAGE (NON INSTITUTIONAL) ASSETS		
- PURCHASES OF NON HERITAGE (NON INSTITUTIONAL) ASSETS	14,388	16,034
- GIFTS OF NON HERITAGE (NON INSTITUTIONAL) ASSETS		
INTANGIBLE ASSETS		
- ADDITIONS	(518,475)	(275,364)
- ADJUSTMENT FOR SOURCES OF INCOME RELATING TO PREVIOUS YEARS	(3,716)	
- AMORTISATION	388,521	236,998
LOANED ASSETS AND CONCESSIONS		
- ADDITIONS	(179,598)	(908,608)
- DEPRECIATION	391,400	346,955
- AMORTISATION OF CONTRIBUTIONS FOR LOANED ASSETS AND CONCESSIONS	(68,512)	(68,513)
CAPITAL EQUIPMENT		
- ADDITIONS	(874,774)	(1,338,891)
- USE OF RESTRICTED FUNDS TO COVER DEPRECIATION	53,994	
- DEPRECIATION	500,098	544,884
- DEPRECIATION COVERED BY INSTITUTIONAL FUNDS	47,600	47,600
FINANCIAL ASSETS	(217,397)	(565,200)
NET CASH (OUTFLOW) FROM INVESTMENT ACTIVITIES	(2,923,939)	(2,763,501)
CASH INFLOW (OUTFLOW) FROM FINANCIAL OPERATIONS		
- FINANCIAL INCOME	281,507	272,749
- REPAYMENTS OF LONG-TERM LIABILITIES	(90,079)	(89,322)
NET CASH INFLOW FROM FINANCIAL OPERATIONS	191,428	183,427
CASH INFLOW (OUTFLOW) FROM NON-RECURRING OPERATIONS		
- ALLOCATION OF PREVIOUS YEAR'S SURPLUS TO RESTRICTED FUNDS	(1,032,893)	(738,533)
- USE OF RESTRICTED FUNDS	1,337,732	(76,797)
- OTHER EXTRAORDINARY EXPENSES	47,176	209,964
NET CASH INFLOW (OUTFLOW) FROM NON-RECURRING OPERATIONS	352,015	(605,366)
TOTAL FUNDS GENERATED (ABSORBED)	1,723,804	(1,410,070)
CASH AND CASH EQUIVALENTS AT THE BEGINNING OF THE YEAR	3,532,929	4,942,999
CASH AND CASH EQUIVALENTS AT THE END OF THE YEAR	5,256,733	3,532,929
NET CASH INFLOW (OUTFLOW)	1,723,804	(1,410,070)

INDEPENDENT AUDITOR'S REPORT **(Translation from the original issued in Italian)**

To the Board of Directors of
FONDO PER L'AMBIENTE ITALIANO - FAI

REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS

Opinion

We have audited the financial statements of Fondo per l'Ambiente Italiano - FAI, which comprise the balance sheet as at December 31, 2018, the statement of income and statement of cash flows for the year then ended and the explanatory notes.

In our opinion, the accompanying financial statements give a true and fair view of the financial position of the Fondo per l'Ambiente Italiano - FAI as at December 31, 2018, and of its financial performance and its cash flows for the year then ended in accordance with the criteria disclosed in the notes to the financial statements.

Basis for Opinion

We conducted our audit in accordance with International Standards on Auditing (ISA Italia). Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Fondo per l'Ambiente Italiano - FAI in accordance with the ethical requirements applicable under Italian law to the audit of the financial statements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other Matter

The present report is not a statutory report issued in accordance with Civil Code requests since Fondo per l'Ambiente Italiano - FAI is not required to be audited.

Responsibilities of the Directors for the Financial Statements

The Directors are responsible for the preparation of financial statements that give a true and fair view in accordance with the criteria disclosed in the notes to the financial statements, and, for such internal control as the Directors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Directors are responsible for assessing the Fondo per l'Ambiente Italiano - FAI's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless they have identified the existence of the conditions for the liquidation of the Fondo per l'Ambiente Italiano - FAI or the termination of the business or have no realistic alternatives to such choices.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with International Standards on Auditing (ISA Italia) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with International Standards on Auditing (ISA Italia), we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Fondo per l'Ambiente Italiano – FAI's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Directors.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Fondo per l'Ambiente Italiano – FAI's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Fondo per l'Ambiente Italiano – FAI to cease to continue as a going concern.

We communicate with those charged with governance, identified at an appropriate level as required by ISA Italia, regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

DELOITTE & TOUCHE S.p.A.

Signed by
Riccardo Motta
Partner

Milan, Italy
May 13, 2019

This report has been translated into the English language solely for the convenience of international readers.

NOTES TO THE FINANCIAL STATEMENTS

STRUCTURE AND CONTENT OF THE BALANCE SHEET

These financial statements have been prepared in accordance with the provisions of current statutory requirements (specifically Article 2426 of the Italian Civil Code). The accounting principles adopted have been adjusted to consider the modifications, integrations and additional requirements introduced by the Legislative Decree 139/2015, which enacted, in Italy, the provisions of the European Directive 34/2013 as far as they relate to not-for-profit Foundations. Accordingly, the Italian accounting principles were revised in the version issued on December 22, 2017, as amended, by the O.I.C. (the Italian body for the accounting profession).

ACCOUNTING POLICIES

The most significant accounting policies applied in the preparation of the financial statements as at and for the year ended on December 31, 2018, in compliance with Article 2426 of the Italian Civil Code, were the following:

FIXED ASSETS

INTANGIBLE FIXED ASSETS

■ Costs with multiannual benefits

These are stated at historic cost, including related additional charges, less accumulated depreciation, normally applied over their estimated useful lives of 5 (five) years, with certain exceptions, such as the periodic upgrade of the website and the updates to the database of FAI members and of other software, which have an estimated useful life of 3 (three) years. These exceptions have been agreed with the Statutory Auditors.

In those cases where an asset has a permanent reduction in value, independently from the depreciation already accounted for, the asset is devalued. If, in future years, the need for the devaluation no longer exists, the original values are reinstated to the extent that amounts cannot exceed amounts that would have arisen, if the devaluation had never taken place.

Assets which are sold or destroyed are eliminated from the balance sheet and the corresponding gain or loss is taken to the Statement of Operating Activities.

■ Loaned assets and concessions

The costs for renovations and restorations of loaned assets and concessions are depreciated over the term of the contracts. For financial contributions received before 31.12.2011, for specific properties, these contributions were accounted for in a designated fund, the "Fund for Specific Contributions on loaned assets and concessions". In these cases, the annual amounts of depreciation are not recognised in the Statement of Operating Activities but are charged directly to the designated fund.

TANGIBLE FIXED ASSETS

■ Heritage (Institutional) Land, Buildings and Furnishings

Land, buildings and furnishings which have been donated are assets with unique characteristics, as it is not possible to determine their market value. Consequently, when the donation is accepted, they are recorded in the financial statements with a symbolic value of €1, with a corresponding accounting entry in the Fund for Endowment Activities. Since 2012, as agreed with the Statutory Auditors, a clear distinction has been made between restoration and improvements. Restoration works are all the works necessary to open the property to the public and all the "first time" works on properties already open to the public. In these cases, the costs of the restoration are included in the value of the property, and, therefore, they are not depreciated.

Improvement works and extraordinary maintenance are those works which are carried out on a cyclical basis, conservation works and works on non-heritage (non-institutional) buildings. These costs are accounted for as follows:

- an increase of the asset value if incurred before December 31, 2011;
- whereas they are recognised as "Maintenance costs on FAI-owned properties" if incurred after January 1, 2012.

■ Non-Heritage (non-Institutional) Land and Buildings

These include non-heritage (non-institutional) land and buildings received by way of donation, which are recorded at their cadastral value, together with any expenditure incurred for improvements. Their value is, in any event, prudently recorded below their appraisal value. Since these are civil land and buildings, they are not subject to depreciation.

■ Maintenance works on FAI-owned properties

These include the expenses relating to maintenance and extraordinary repairs on land and buildings, both heritage (institutional) and non-heritage (non-institutional), less the value of specific contributions released from Restricted Funds or funds received in the year. Depreciation is calculated, in equal instalments, over an estimated useful life of 10 years, unless otherwise agreed with the Statutory Auditors, for special cases.

FINANCIAL ASSETS

■ Equity investments

These include the investments in affiliated and subsidiary companies at their set up cost, less any provisions for permanent reductions in value.

■ Financial guarantees and restricted financial assets

All listed investments are stated at their market value on the date of the donation.

■ Loans to subsidiary companies

This includes loans made to affiliated and subsidiary companies.

CURRENT ASSETS

STOCKS

Stocks are valued at the lower of their purchase cost and their market value. The cost is calculated using the most recent purchase cost. The cost is adjusted by an obsolescence provision, which reflects impairment losses on slow-moving stock items.

DEBTORS

Debtors are stated at their estimated realisable value, taking also into consideration when the amounts will be paid, except for those debtors where the application of Subsection 4 of Article 2423 of the Italian Civil Code means that the time value is not relevant and for those debtors due in less than 12 months. The nominal value of the debtors is adjusted to their estimated realisable value through a provision for losses on debtors. Any movement in the provision for losses on debtors is recognised in the Statement of Operating Activities (under the "Provision for losses on receivables").

CASH AND CASH EQUIVALENTS

This includes bank and postal deposits, cash at bank and in hand at the end of the year and securities and financial assets that do not constitute fixed assets, which are stated at their nominal value, or at the estimated market value, if lower.

ACCRUED INCOME, DEFERRED INCOME AND PREPAYMENTS

Accrued income, deferred income and prepaid expenses are recorded and measured on an accruals basis and agreed with the Statutory Auditors.

EQUITY

ENDOWMENT FUND

This represents the initial equity provided by the founders and designated by the Board of Directors to achieve FAI's mission. The equity also provides assurance to third parties who enter into relationships with FAI. Accordingly, the equity is restricted to be utilised only in accordance with FAI's authorised purposes and cannot be made available without the prior authorisation of the Board of Directors.

FUND FOR ENDOWMENT ACTIVITIES

This represents the funds that can be used to cover any deficits in any year without drawing upon the Endowment Fund. This fund is increased by the surplus of each financial year and through donations of heritage and non-heritage assets and is decreased by the deficit for any financial year and through the sale of non-heritage assets.

CAPITAL INCREASE FUND

This fund includes contributions made by "I 200 del FAI", for the increase in capital of FAI's Endowment Fund and relates to investments made to assist FAI in achieving its mission and objectives.

PROVISION FOR CONTINGENCIES AND OTHER LIABILITIES

Provisions for contingencies and other liabilities are set aside to cover losses or liabilities that are either certain or probable, but in relation to which the amount or date is uncertain as at the balance sheet date. The provisions reflect the best estimate based on the available information. They are as follows:

■ Fund for specific contributions

This fund represents the total contributions to support restoration and investments, which were received before December 31, 2011. As agreed with the Statutory Auditors, from 2012 onwards, to introduce a consistent accounting treatment for all assets recorded before and after 2012, the balance of the fund will be offset in equal annual instalments, against the depreciation of the improvement works and the extraordinary maintenance executed before December 31, 2011, over their estimated useful life of 10 years.

■ Fund for specific contributions for loaned assets and concessions

This fund represents the total of specific contributions received before December 31, 2011 for loaned assets and concessions. The balance decreases in equal annual instalments over the duration of the loan or of the concession.

■ Restricted funds

Restricted Funds include contributions received or to be received in respect of works not yet undertaken by FAI. Their use is represented in the Property section of the Statement of Operating Activities concerned with the activities of restoration and conservation, and they are then released on the basis of the investments made in the period.

■ Fund for heritage (institutional) investment

This fund was created in 2012 and is increased by contributions and donations from gifts and legacies above €200,000, received both in cash and properties and from gains realised from disposals of non-heritage (non-institu-

tional) assets, acquired by contributions and legacies above €200,000. The fund decreases annually through releases made to the Statement of Operating Activities to cover the depreciation generated by extraordinary maintenance or by extraordinary events as resolved by the Board of Directors.

■ Fund for pending litigation

This fund covers losses or liabilities which are certain or probable but for which either the amount or the date of the loss could not be determined at the balance sheet date. The provisions are the best estimates made based on the information currently available. Losses for which it is only possible that they might materialise are explained in the notes on the fund, but no specific accrual is made. Remote risks are not considered.

SEVERANCE INDEMNITY FUND FOR EMPLOYEES

The severance indemnity fund relates to amounts due to employees at the end of the year, pursuant to the relevant statute, employment contracts and any FAI agreements. This liability is subject to indexed revaluation. It should be noted that, after the introduction of Law 296 of December 27, 2006, and of the later regulatory and implementation decrees, which have together reformulated the current system of severance indemnity, employees were asked to decide as to where to allocate the severance amount accruing on or after January 1, 2007. Consequently, the severance amount accrued up to December 31, 2006 has been set aside within FAI, and amounts accruing thereafter were paid periodically to INPS (State pension fund), or to complementary pension funds.

Therefore, the fund corresponds to the total amounts due to each employee at the balance sheet date, net of:

- payments in the year, following termination of employment relationships.
- advance payments made.
- the INPS Guarantee Fund (0.50% of taxable monthly pay), a statutory requirement borne by employees' severance amounts.
- such amounts that have been paid to INPS or to complementary pension funds. This fund consequently represents the amounts that would have been payable to employees if their employment relationships had ended on that date.

LIABILITIES

These are recorded at their estimated value, considering also the date when they will be paid. The time value concept is not applied where its effects would not be significant or for short term liabilities (those due within 12 months). Accrued holiday pay, deferred compensation and the related social charges thereon are accrued based on the amounts that would be paid if the employees left FAI at the balance sheet date.

COMMITMENTS, GUARANTEES AND LIABILITIES NOT INCLUDED IN THE BALANCE SHEET

Commitments are recorded at their contractual value, while guarantees are shown based on the risk outstanding as at the balance sheet date.

INCOME AND EXPENSES

These are recognised and accounted for on an accruals basis, except for the donations received under the "5 x 1000" (0.5% of IRPEF, i.e. personal income tax) donation scheme, which are recognised on a cash basis in the year in which they are paid to FAI.

As from the 2010 financial statements, for better clarity, it was considered appropriate to present, in the Statement of Operating Activities, the income and expenses grouped under the following different operating areas:

- Operating Activities, which presents the financial result of the core activities of FAI;
- Financial Operations, where income and charges arising from the management of securities and bank deposits are recognised;
- Extraordinary Operations;
- Property Operations, which include:

ORDINARY PROPERTY-RELATED EXPENSES

This section includes expenses relating to:

- property restorations;
- property improvement works;
- restorations of properties not owned by FAI;
- tangible and intangible assets funded by specific contributions;
- depreciation instalments covered by releases from the Fund for Heritage (Institutional) Investments;

ORDINARY PROPERTY-RELATED CREDITS

This section includes credits generated by:

- releasing Restricted Funds designated to support property restorations;
- releasing Restricted Funds designated to support improvement works on properties;
- releasing Restricted Funds designated to support restorations of properties not owned by FAI;
- contributions designated to fund the purchasing of tangible assets;
- releasing the Fund for Heritage (Institutional) Investments, to cover depreciation instalments.

PROPERTY CREDITS

This represents the credits, whose double entry can be found in Fixed Assets, by setting off the result of property management, through netting the single expense items with the corresponding credit items.

OTHER PROPERTY INCOME

These are amounts received, both recurring and extraordinary, which, for reasons of transparency, the Board of Directors has decided to record in the Statement of Operating Activities. They refer to:

- capital increase contributions;
- extraordinary contributions in cash or in kind over €200,000. Contributions below this threshold are reported as Operating Income in the Operating Activities section.

OTHER PROPERTY EXPENSES

These represent the expenses, whose double entry can be found in Liabilities, by setting off the result of other property management, allocating the amounts to their original location: the capital increase amounts to the capital increase Fund and the Extraordinary contributions to the Fund for Heritage (Institutional) Investments.

TAXES

Taxes are provided based on a forecast of the tax charge for the year, with reference to the current legislation and any applicable exemptions.

COMMENTARY ON THE IMPORTANT ITEMS OF THE FINANCIAL STATEMENTS

The financial statements as at and for the year ended on December 31, 2018 showed a surplus for the year of €1,131,658 after depreciation, amortisation and provisions for the year.

BALANCE SHEET - ASSETS

FIXED ASSETS

INTANGIBLE ASSETS

■ Costs with multiannual benefits

The balance, net of depreciation, is as follows:

FAI branding	105,723
Software	503,237
Software licences	26,484
Total	635,444

The balance increased in 2018 by €184,184 due to the following investments:

FAI branding	29,231
Software	477,601
Software licences	11,643
Total	518,475

and decreased due to the depreciation for the year of €388,521, with adjustments for the correction of errors in the previous years of €3,716 and €50,514 for the absorption of the item Tangible Assets in progress.

Software mainly includes the costs incurred for the development of the web platform and the CRM system.

■ Loaned assets and concessions

The balance, net of depreciation, amounts to €3,220,623 and is represented by the movements in the following assets:

CHIESA DI MANTA – exp.30/12/2033

Gross value of the investment as at 31-12-2018	806,816
Accumulated depreciation,	(428,198)
Balance (net amount) as at 31-12-2018	378,618

PARCO VILLA GREGORIANA – exp.30/04/2029

Gross value of the investment as at 31-12-2018	5,064,315
Eliminazioni per Completato Amm.to	(4,756,755)
Accumulated depreciation	(113,401)
Balance (net amount) as at 31-12-2018	194,159

GIARDINO DELLA KOLYMBETHRA – exp. 11/10/24

Gross value of the investment as at 31-12-2018	511,815
Accumulated depreciation	(351,629)
Balance (net amount) as at 31-12-2018	160,186

BATTERIA MILITARE TALMONE – exp. 30/6/27	
Gross value of the investment as at 31-12-2018	1,013,690
Eliminations for completed depreciation	(52,454)
Accumulated depreciation	(368,000)
Balance (net amount) as at 31-12-2018	593,236

NEGOZIO OLIVETTI – exp. annual (auto-renew)	
Gross value of the investment as at 31-12-2018	47,750
Eliminations for completed depreciation	(38,163)
Accumulated depreciation	(7,521)
Balance (net amount) as at 31-12-2018	2,066

LA CAVALLERIZZA – exp. 31-12-2020	
Gross value of the investment as at 31-12-2018	455,054
Accumulated depreciation	(347,829)
Balance (net amount) as at 31-12-2018	107,225

RIFACIMENTO P.za ENCICLOPEDIA – exp. 31-12-2019	
Gross value of the investment as at 31-12-2018	53,101
Accumulated depreciation	(53,101)
Balance (net amount) as at 31-12-2018	0

ABBAZIA DI SANTA MARIA DI CERRATE – exp. 21-03-2042	
Gross value of the investment as at 31-12-2018	1,669,768
Accumulated depreciation	(228,683)
Balance (net amount) as at 31-12-2018	1,441,085

LAZZARETTO DI VERONA – exp. 13-07-2032	
Gross value of the investment as at 31-12-2018	72,512
Accumulated depreciation	(13,544)
Balance (net amount) as at 31-12-2018	58,968

PALAZZINA APPIANI – exp. 13-07-2025	
Gross value of the investment as at 31-12-2018	51,124
Accumulated depreciation	(12,558)
Balance (net amount) as at 31-12-2018	38,566

ALBERGO DIURNO VENEZIA (MI) – 31-12-2017 – to be renewed	
Gross value of the investment as at 31-12-2018	88,381
Eliminations for completed depreciation	(41,936)
Accumulated depreciation	(46,445)
Balance (net amount) as at 31-12-2018	0

SALINE CONTI VECCHI – exp. 31-12-2020	
Gross value of the investment as at 31-12-2018	409,329
Accumulated depreciation	(189,550)
Balance (net amount) as at 31-12-2018	219,779

COLLE DELL'INFINITO – exp. 31-12-2032	
Gross value of the investment as at 31-12-2018	11,023
Accumulated depreciation	(787)
Balance (net amount) as at 31-12-2018	10,235

OFFICE VIA GIOLITTI TO – exp. 31-12-2024	
Gross value of the investment as at 31-12-2018	19,800

Accumulated depreciation	(3,300)
Balance (net amount) as at 31-12-2018	16,500

The net balance increased by €211,802 due to increases for the implementation of operations on the following:

Batteria Militare Talmone	5,535
Giardino della Kolymbethra	2,400
Saline Conti Vecchi	90,684
Negozio Olivetti	4,131
Abbazia di Santa Maria di Cerrate	1,093
La Cavallerizza	3,065
Colle dell'Infinito	11,022
Sede via Giolitti - Torino	19,800
Albergo Diurno Venezia	3,028
Palazzina Appiani	28,129
Lazzaretto di Verona	10,711
Total	179,598

and to reductions for depreciation in the period of €391,400, of which:

- €274,659 was charged to the Statement of Operating Activities
- €68,513 was covered using the Fund for Specific Contributions
- €48,228 related to the depreciation of the works carried out on La Cavallerizza and was covered using the Fund for Heritage (institutional) Investments.

■ Intangible assets in progress

The balance has been returned to zero following the completion of the software for the FAI Platform and CRM, channelled into the Software entry.

TANGIBLE ASSETS

■ Heritage (Institutional) land and buildings

The value of land and buildings amounted to €42,452,478 at the balance sheet date and decreased with respect to the previous period by €3,578,568. The difference is due to a compensation between increases in the year for:

- Heritage (Institutional) donations amounting to €1, for the donation of Casa del Prà in Padua in addition to the capitalisation of the overheads relating to the notarial costs amounting to €3,164.
- Acquisition for consideration of the Case Montana (Sharcropper's House) at the Giardino della Kolymbethra amounting to €333,386 and of a house in Ieranto amounting to €165,010
- Reclassification of the house acquired in 2014 at Casa Noha in the amount of €200,000 for the museum use of said house.
- For works of restoration and capitalised expenses relating to the following properties:

Villa del Balbianello	4,973
Villa Necchi Campiglio	37,712
Podere Case Lovara	400,408

La Velarca	106,985
Alpe Pedroria e Alpe Madrera	87,334
Monte Fontana Secca e Col de Spadaròt	21,928
Casa Macchi	32,977
Casino Mollo	12,409
Casa Bortoli	107,961
Total	812,687

Decreases in the year of €5,092,816 were due to the annual depreciation (over 10 years) of buildings and furnishings held before 2012.

■ Non-heritage (non-Institutional) land and buildings

This amount includes all non-heritage (non-Institutional) land and buildings, received by way of donation, which are recognised in the financial statements at their cadastral value or at an estimated value. The valuation of these assets was prudently maintained lower than the value established by independent technical experts. The balance, subdivided into available assets of €9,434,839 and unavailable assets of €5,469,023, amounted to €14,903,862, a net increase of €2,470,039 with respect to 2017, due to increases relating to the donations of the following land and assets:

Flat, Via Dandolo, Rome	216,532
Garages, Fossa	19,132
Villa Cidonio, Rome	2,176,323
Total	2,411,987

and to the failure to valorise over the previous years the following properties:

Flat Borgo San Fruttuoso	795,071
Shops, Casa Campatelli	193,970
Total	989,041

and to the decrease following the sale of the following properties:

Borgosesia	68,372
Montecatini Terme - Lascialfare	27,656
Murta Maria- Lopez	191,388
Portogruaro - Calabresi	58,077
Milano V,Boccaccio - Albertini	281,118
Bardonecchia - Bianchetti	104,378
Total	730,989

in addition to the reclassification of the apartment at Casa Noha, which led to the shifting of a sum of €200,000 from the entry in question to the entry "Heritage (Institutional) land and buildings".

The composition of the Non-heritage (non-Institutional) land and buildings classified as Unavailable is as follows:

Flats, Porta Vigentina, Milano	3,868,341
Palazzo Boncinelli (8 Flats), Sanremo	1,600,682
Total	5,469,023

■ Maintenance works on FAI-owned properties

The balance as at December 31, 2018 was €5,082,829. This increase of €1,143,220 with respect to 2017 was due

to operations amounting to €1,928,038 carried out on the following properties:

Castello di Avio	4,537
Monastero di Torba	38,970
Castello della Manta	83,731
Abbazia di San Fruttuoso	89,337
Casa Carbone	55,685
Villa della Porta Bozzolo	56,592
Villa del Balbianello	142,010
Castello di Masino	212,816
Villa Panza di Biumo	37,869
Villa Necchi Campiglio	116,174
Villa dei Vescovi	33,542
Bosco San Francesco	32,307
Casa Pirovano	11,424
Promontorio e Torre di Punta Pagana	5,403
Cà Mocenigo	6,600
Casa Cicognani	60,983
Palazzo Galli	8,652
Palazzo Zanchetta Dal Fabbro	16,159
Baia di Ieranto	303,132
Collezione Enrico	12,763
Casa Crespi	39,654
Casa Noha	47,513
Flats, Porta Vigentina	401,251
Torre e Casa Campatelli	8,808
Flats S, Fruttuoso	1,696
Palazzo Boncinelli	90,297
Corso Montevideo	10,130
Total	1,928,038

Depreciation for the year amounted to €748,818. €128,121 was charged to the Statement of Operating Activities in the year, whereas the remaining €656,697 was covered by the Fund for Heritage (Institutional) Investments, created in 2012.

Annex A to the Financial Statements shows the summary of all the investments made.

■ Plant and Machinery

This includes all categories of plant and machinery, which can be classified as follows

- water
- mains
- electrical
- air-conditioning and heating
- security
- CCTV and audio-visual.

Total purchases for the year amounted to €222,322 and relate to the following properties:

Castello di Avio	2,788
Monastero di Torba	1,708
Abbazia di San Fruttuoso	7,564
Villa del Balbianello	27,844
Castello di Masino	18,085
Villa E Collezione Panza	33,502

Giardino Della Kolymbethra	340
Villa Necchi Campiglio	16,644
Parco Villa Gregoriana	10,907
Villa dei Vescovi	20,225
Villa Fogazzaro	10,569
Abbazia Di Santa Maria Di Cerrate	43,842
Podere Case Lovara	1,472
Casa Dal Prà	9,260
Flats, Porta Vigentina	16,051
Flats S, Fruttuoso	1,520
Total	222,322

Depreciation for the year amounted to €250,832 of which €48,339 was covered by the release of the Restricted Funds for the Abbazia di Cerrate, whereas the remainder was charged to the Statement of Operating Activities. As such, the balance at the end of 2018 amounts to €840,548.

■ Equipment

This includes all categories of equipment which can be classified as follows:

- photographic equipment
- mobile telephony
- landlines
- various electrical devices
- other equipment.

Total purchases for the year amounted to €50,830 and relate to the following properties:

Monastero di Torba	1,983
Castello della Manta	8,963
Abbazia di San Fruttuoso	549
Baia Di Ieranto	880
Villa Della Porta Bozzolo	1,420
Villa del Balbianello	6,174
Castello di Masino	746
Villa e Collezione Panza	2,361
Giardino Della Kolymbethra	1,506
Villa Necchi Campiglio	1,185
Parco Villa Gregoriana	549
Villa dei Vescovi	182
Abbazia Di Santa Maria Di Cerrate	4,591
Podere Case Lovara	3,740
General Executive	524
Communications & Development	489
Property Enhancement	689
Human Resources	1,438
General Services	256
IT Services	4,863
Conservation Office	689
Technical Office	1,498
Property Development Executive	1,927
Property Events Office	359
Press, TV & Radio Office	549
RPF Executive	688
Education Office	524
Palazzo Boncinelli	830

Casa Bortoli	264
Flats, Porta Vigentina	415
Total	50,830

Depreciation for the year amounted to €81,343, of which €2,859 was covered by the release of the Restricted Funds for the Abbazia di Cerrate, while the remainder was charged to the Statement of Operating Activities. The total was €101,549 at the balance sheet date.

■ Other Assets

The total at the balance sheet date was €1,913,996. This includes the following categories of assets:

- furniture and fittings
- signage
- desktop computers
- computer servers
- backup drives
- printers
- other hardware
- motor vehicles
- agricultural vehicles
- fruit trees.

In addition, there are the works of art and valuable furniture, two items that demonstrate the investments made to make the visits to the museums more enjoyable. Accordingly, they are considered as restorations not subject to depreciation.

The total purchases for the year amounted to €601,713 and relate to the following properties:

Villa Necchi Campiglio	56,222
Villa dei Vescovi	17,099
Bosco di San Francesco	9,037
Villa Fogazzaro Roi	1,866
Abbazia Di Santa Maria Di Cerrate	20,224
Casa e Torre Campatelli	5,083
Podere Case Lovara	1,250
Saline Conti Vecchi	315,626
Management of Area 1 Piedmont Liguria	1,509
Presidential Offices	1,628
General Executive	2,056
Communications Department	3,257
Administration Department	378
Human Resources	2,181
General Services	2,098
Monitoring & Purchasing Department	891
IT Services	42,802
Restoration & Conservation Executive	450
Technical Department	5,962
Milan Delegations Department	1,071
Properties Department	3,560
Environment Department	1,071
RFP Executive	2,463
Regional Sec. Emilia Romagna	163
Regional Sec. Friuli	865
Regional Sec. Lombardy	1,398

Regional Sec. Umbria	938
Palazzina Appiani	1,369
Casa Crespi	990
Casa Bortoli	5,197
Flats Porta Vigentina	32,012
Total	601,713

The largest investments made during the year were:

- a Muson River Iveco tourist train for visits round the Saline Conti Vecchi, €308,880
- 1 grass-cutting robot for the Castello di Masino, €17,380
- Supply, laying and replacement of the carpet at Villa Necchi, €17,839.
- Modernisation of furnishing, fixtures and fittings within the flats at Porta Vigentina, costing €32,012

The depreciation for the year was €269,608, of which €219,121 was charged to the Statement of Operating Activities, whereas the sum of €40,765 was covered by the Fund for Heritage (Institutional) Investments and the sum of €9,722 was covered by the release of Restricted Funds for the Abbazia di Cerrate.

FINANCIAL ASSETS

■ Equity investments

The value at December 31 2018 was €10,000, due to the constitution on 25/06/2015 of FAI Società Agricola s.r.l., for which FAI holds all the fully paid-up capital. During the year, the investment increased by €200,800 when FAI had already agreed to write off its receivable. Due to the loss incurred in 2018 and in previous years, the investment was devalued by €392,575 through the creation of an appropriate provision.

■ Financial guarantees and restricted financial assets

This account includes both bank guarantees for €978,449 and restricted securities for €5,187,185, totalling €6,165,364. The restricted securities are constituted by:

- shares in Generali, which are part of the Boso Roi gift, restricted by testamentary provisions and currently under negotiation with the executor, with FAI seeking to convert, whilst maintaining the restrictions, all these shares into bonds or similar securities
- the deposit in securities c/o Unicredit, being the endowment received for the maintenance of Villa Flecchia.

■ Financing of subsidiary companies

The balance at December 31 2018 was €1,057,425.

During the year, interest-free financing of €400,000 was provided to the subsidiary company FAI Società Agricola s.r.l. This financing completes the tranche already deliberated by the Board of Directors during the establishment of FAI Società Agricola s.r.l and is part of the second tranche deliberated by the Board of Directors during the current year, a part of which has an advance waiver. Part of the wai-

ver was effected during the year, to increase the provision for the reduction in value of investments by €200,800, as mentioned above.

CURRENT ASSETS

STOCKS

This item mainly relates to books and various other items stocked at the shops within FAI's properties, at the Milan offices or stocked, in certain cases, at suppliers, and amounted, at the balance sheet date, to €286,634, an increase of €61,907 on the 2017 figure.

The obsolescence provision was adjusted to €45,382, due to the identification of certain slow-moving items.

DEBTORS

The balance of debtors at year end decreased by €202,780 with respect to the previous year. This difference can be analysed as follows:

Trade receivables	256,385
Receivables from public and private institutions	108,930
Deposits	(3,142)
Other receivables	(564,953)
Total	(202,780)

Trade receivables amounted to €1,662,006 of which €651,980 are overdue, and include a bad debt provision which can be analysed as follows:

Balance as at January 1, 2018	100,000
Use of provision in current year	(66,883)
Provision made in current year	166,883
Total	200,000

This provision is justified by the presence of non-performing loans to the lawyer amounting to €86,664.

The receivables from public and private institutions relate to secure donations that will be collected in subsequent years. The decrease in these receivables is due to amounts received during the year and the increase is due to further amounts being deliberated by these institutions. The balance is analysed as follows:

Receivables for operating contributions	703,874
Receivables for contributions to restorations	1,921,965
Total	2,625,839

As regards the operating contributions, during 2018 an amount of €606,974 was received in relation to amounts accrued in the previous year and a further amount of €692,492 was accrued, as this new amount was deliberated. As regards the contributions for restorations, an amount of €210,516 was received in relation to amounts accrued in prior years and a further amount of €233,928 was accrued, as this new amount was deliberated. Of this amount, €108,000 was deliberated by Regione Lombardia for the operations relating to the new ticket office at the Monastero di Torba. These receivables are partly set off by the amounts shown in Restricted Funds in the liabilities section of the balance sheet.

The deposits are as follows:

Deposits for rented properties	18,113
Deposits for utilities	4,298
Other deposits	5,092
Total	27,503

The balance of other receivables is analysed as follows:

Receivables from tenants	25,548
Expense advances	20,178
Receivables from tax authority	37,852
Miscellaneous receivables	360,742
Total	444,320

The receivables from tenants includes the receivable from Ms. Tibaldi, of €226,128 for deposits and rent relating to the first quarter of 2017 for the flats in Porta Vigentina, which were wrongfully withheld. A dispute is in progress, but FAI has prudently provided for the full amount, as even if the dispute is successfully resolved, there is considerable doubt if the monies can ever be recovered.

The balance of Miscellaneous receivables is analysed as follows:

Receivables from FAI committees	5,500
Amounts paid to suppliers in advance	34,359
Contributions to be received	200,232
Insurance refunds to be received	18,889
Receivables from Amici del FAI association	81,000
Other receivables	20,762
Total	360,742

The item contributions to be received of €200,232 includes amounts which relate to 2018, most of which were already received when these financial statements were prepared. It can be analysed as follows:

Telephone companies for fundraising (SMS)	5,843
Donations and inheritances	150,000
Bank transfers for memberships taken out as at end 2018	6,540
FAI committees	11,738
Other contributions to be received	26,111
Total	200,232

The item Donations and inheritances is composed of the residue of a conditional cash gift of €150,000 from Aldo Norsa, who already donated the boat called "La Velarca", to proceed with the renovation works,

■ Securities

These total €4,378,402 with a net increase of €1,237,685 with respect to the previous year, due to the following movements:

Invested funds received from donations	305,872
Partial disinvestment UBI fund	(508,049)
New subscription of Aviva policies	1,450,000
Capitalisation of Aviva Interest	24,035
Increase in provision for loss in value of investments	(34,173)
Total	1,237,685

In June 2018, the decision was taken to reduce by half the composition of the investment fund underwritten in December 2017 with UBI Pramerica, due to the low returns, and at that

time the decision was also taken to increase the investment in the Aviva guaranteed capital insurance fund by €700,000. Given the profitability of this product, it was decided during the course of the year to invest a further €750,000.

■ Cash and banks

The balance increased by €1,326,924 with respect to the previous year.

The balance consisted of the following:

Bank and postal deposits	1,615,451
Other bank deposits	270,851
Cash in hand	169,654
Total	2,055,956

The Cash Flow Statement (Annex B) summarises the cash flow for the year.

PREPAYMENTS AND ACCRUED INCOME

The balance of €432,132 consisted of the following:

2018 memberships collected in 2019	27,000
Bank interest and accrued security interest	12,341
Costs for goods and services to be charged in 2019	392,791
Total	432,132

In addition to the postponing to the subsequent year of the costs incurred in 2018 relating to the Christmas campaign of the Membership Office, the accounting benefits of which will fall in the subsequent year, the costs relating to the FAI Spring Days 2019 and the Delegated Conference, there was also a suspension of the costs incurred for the acceptance of the Calabresi bequest, for which we cashed in 2019 a part of the liquidity in disposed bonds.

BALANCE SHEET - LIABILITIES

EQUITY

Equity amounted to €45,114,872, an increase of €3,308,217 and was formed as follows:

■ Endowment fund

This amounted to €258,228, with no movements with respect to the previous year.

■ Fund for endowment activities

The balance was €25,769,942, with an increase of €2,684,427 over 2017, due to the institutional donations of €1, the donations of non-institutional assets of €2,453,510 and the sale of non-institutional assets of €758,125, the details of which are provided in land and buildings. In addition, this entry also includes the enhancement of the flats in the Borgo of San Fruttuoso and the Shops at Casa Campatelli not included at the time, amounting to €989,041.

■ Capital increase fund

This amounted to €17,955,044, with an increase due to the contributions collected in 2018 of €525,025.

■ Surplus for the year

This amounted to €1,131,658.

PROVISIONS FOR CONTINGENCIES AND OTHER LIABILITIES

■ Fund for specific contributions

The Fund decreased by €5,092,816, due to the depreciation for the year on the improvement works and extraordinary maintenance on assets completed up to December 31, 2012. At year-end, the Fund amounted to €15,278,448.

■ Fund for specific contributions on loaned assets and licences

This fund decreased by €68,512 for depreciation instalments not charged to the Statement of Operating Activities. The total remaining balance at year end of €838,028 is made up as follows:

CHIESA DI MANTA – exp.30/12/2033	
Gross value of fund as at 31-12-2018	721,013
Accumulated amounts released as at 31-12-2018	(384,598)
Balance (net amount) of fund as at 31-12-2018	336,415

VILLA GREGORIANA –exp.30/04/2029	
Gross value of fund as at 31-12-2018	4,756,755
Amounts eliminated due to completion of depreciation	(4,756,755)
Balance (net amount) of fund as at 31-12-2018	0

GIARDINO DELLA KOLYMBETHRA – exp. 11/10/24	
Gross value of fund as at 31-12-2018	456,823
Accumulated amounts released as at 31-12-2018	(330,379)
Balance (net amount) of fund as at 31-12-2018	126,444

BATTERIE TALMONE – exp.30/6/27	
Gross value of fund as at 31-12-2018	716,120
Amounts eliminated due to completion of depreciation	(52,455)
Accumulated amounts released as at 31-12-2018	(288,496)
Balance (net amount) of fund as at 31-12-2018	375,169

■ Restricted Funds

This fund increased by €2,747,253 because of contributions received or pledged and decreased by €2,177,298 following a release to the Statement of Operating Activities. Accordingly, at December 31, 2018, the fund had a total value of €7,521,484, as summarised in Annex A to the Financial Statements.

Included within Restricted Funds are the amounts given to FAI because of the Art Bonus legislation, introduced in 2014.

The surplus for both 2015, 2016 and 2017 were completely utilised as deliberated by the Board of Directors.

■ Fund for heritage (institutional) investments

The fund, which amounts to a total of €6,027,595, increased in the year by €1,337,732.

This fund decreased to provide depreciation for the year, as follows:

Furniture La Cavallerizza	29,899
Restructuring La Cavallerizza	48,228
Restaurant furniture Mulino - Bosco di San Francesco	10,866
Extraordinary maintenance	656,698
Total	745,691

and increased because of the gains realised, and donations received in the year, which were as follows:

Capital gains on sale of Via Boccaccio	344,828
Capital gains on sale of Bardonecchia	236,567
Capital gains on sale of Murta Maria property	117,613
Pezzinga donation	300,000
Ibba donation	293,951
Mendoza donation	453,188
Franchino donation	337,276
Total	2,083,423

At present, the fund is sufficient to deal both with the depreciation of all the extraordinary maintenance currently under way and with a reserve of €1,730,841 to be used for extraordinary maintenance in the future.

■ Provision for pending litigation

This provision, which amounts to €320,408 had the following movements in the year:

- a reduction of €116,730 due to the payment of the amounts accrued for the fees of the lawyers who are assisting us in our legal proceedings against Ms. Tibaldi

The arrears that gave rise to that provision are still outstanding.

SEVERANCE INDEMNITY FUND FOR EMPLOYEES

As at December 31, 2018, this amounted to €562,653, decreasing by €30,380 with respect to the previous year and relating to the provision for the revaluation adjustment for the year of €12,269, net of amounts paid pursuant to terminations and advances of €42,649.

LIABILITIES

CURRENT LIABILITIES

The balance as at December 31, 2018, increased with respect to last year by €3,672,728. The details are as follows:

Amounts owed to banks	840,805
Trade creditors	509,128
Amounts owed to tax authority	(28,803)
Amounts owed to social security agencies	51,250
Other current liabilities	1,300,348

Total 2,672,728

The increase in the amount owed to banks is largely counterbalanced by the amount due from banks. During the year, to reduce the commission associated with the making available of funds, we reduced the credit limit with Banca Prossima, shifting it to UBI Banca.

Other creditors can be analysed as follows:

Amounts payable to employees	810,696
Donations in process of being concluded	1,133,208
Amounts payable to FAI Committees	66,850
Expenses to be paid 2019	120,988
Deposits	173,873
Total	2,305,615

Amounts payable to employees includes the 14th annual salary instalment, liabilities for bonuses, holidays, leave and former public holidays, accrued as at December 31, 2018, and not yet taken.

The donation in the process of being concluded is that relating to Luigi Bianchetti, which is not yet complete due to a dispute that arose at the end of the period and is being negotiated.

LONG-TERM LIABILITIES

These are mainly represented by the debts owed to the Lombardy Regional Authority for the ten and twenty-year interest-free loans obtained for the restoration of Villa Panza di Biumo and Villa Necchi Campiglio, and to Finlombarda for work on Villa del Balbianello, analysed as follows:

FRISL Villa Panza – exp. June 30, 2023	1,172,357
Balance as at December 31, 2017	351,707
Repayments 2018	(58,618)
Balance at 31/12/18	293,089

FRISL Villa Necchi Campiglio – exp. June 30, 2027	274,646
Balance as at December 31, 2017	137,323
Repayments 2018	(13,732)
Balance at 31/12/18	123,591

Finlombarda loan	123,278
Balance as at December 31, 2017	62,495
Repayments 2018	(17,729)
Balance at 31/12/18	44,766

Reclassification to short-term liabilities in 2019 (Long-term Liabilities Frisl and Mortgages)	(90,079)
Long-term Frisl and Funding	371,367

ACCRUED LIABILITIES AND DEFERRED INCOME

The balance of €3,799,136 is analysed as follows:

Membership fee advances	2,980,364
Contribution advances	171,550
Multi-year contributions	500,000

Sponsorship 2019 19,359

Rentals 2019 127,863

Total 3,799,136

The continuing trend of increasing numbers of new members also influenced the membership advances as follows:

Membership advances for 2019	2,958,136
Membership advances for 2020	21,755
Membership advances for 2021	401
Membership advances for 2022	59
Membership advances for 2023	13
Total	2,980,364

The multi-year contribution is an advanced contribution of €500,000 for the period 2019/2020. Contribution advances include a contribution to support the fair organised to train regional environmental delegates, received from Fondazione Berte x l'Arte in the amount of €50,000, as well as resolutions on the part of Fondazione Cariplo, Regione Puglia, Mibact and Regione Lombardia to support our operations. The rentals amount represents bookings made and invoiced for the use of FAI assets in 2019, in particular for the use of Villa del Balbianello.

MEMORANDUM ACCOUNTS

Commitments are recognised at their contract value while guarantees are recorded based on the risk outstanding as at the balance sheet date.

Guarantees provided by third parties:

Unicredit Banca - Finlombarda	165,000
Unicredit Banca – Lombardy Region (FRISL II)	703,416
Unicredit Banca – Lombardy Region (Frsl Necchi)	260,914
Unicredit Banca – Ministry of the Environment	14,400
Unicredit Banca – Province of Lecce	99,214
Total	1,242,944

STATEMENT OF OPERATING ACTIVITIES**OPERATIONAL MANAGEMENT****OPERATING INCOME****■ Membership income**

Membership subscriptions for the year amounted to €5,519,253, with an increase with respect to 2017 of €766,023. Of this figures, which €3,347,492 was generated by renewals and €2,171,761 by new subscriptions. The outstanding result was even higher than the budgeted amount, with a growth trend of more than 16% compared to 2017, 38% with respect to 2016, 64% with respect to 2015, 88% with respect to 2014, and as high as 103% with respect to 2013. The amount of membership fees cashed

in the year amounted to €5,721,493 (of which €920,464 cashed at our properties) as against €5,144,643 for the previous year.

■ Donations and charitable trading activities

The donations and charitable trading activities amounted to €11,342,963, an increase of €785,379 on 2017. The amount includes donations received in support of the institutional operations, amounting to €8,481,092, and sponsorships amounting to €2,861,861 in support of the institutional operations and specific commercial events. It should be noted that the State contribution pursuant to Article 3 of Law 400/2000, Clause 5 of the Official Journal dated 08/01/2001 no. 5, amounting to €147,913, received on 5/10/2018, was used to support the 21st Convention of Delegates and Volunteers which was held at the Lingotto in Turin on February 4 and 5, 2018 ("WITH YOUR FEET ON THE GROUND. Monitoring the territory, together with the territory, for the territory").

■ Donations received from income taxes

This income amounted to €1,392,553 and related to donations made from individuals' income taxes, under the "5 x 1000" donation scheme, for the year 2016, for €1,314,299 (voluntary box). The breakdown is as follows:

Financial year	2016
Date funds received	18/07/18
Amount received	€ 1,314,299
1. Human Resources	€ 0
2. Operating expenses of 30 properties open to the public	€ 1,314,299
Maintenance costs for gardens	€ 330,583
Heating charges	€ 428,401
Energy and electricity costs	€ 98,264
Water charges	€ 282,522
Spese per Acqua	€ 23,467
Rents paid	€ 52,853
Fixed telephony	€ 81,233
Mobile telephony	€ 16,976
3. Operating expenses of head office, Rome office and local offices	€ 0
Heating charges	
Energy and electricity costs	
Water charges	
Building service charges	
Rental charges	
Cleaning, laundry and waste disposal	
4. Purchase of furniture and equipment for new office	0
5. Disbursements in pursuit of FAI's mission	0
6. Other expenses relating to the pursuit of FAI's mission	0
TOTAL	€ 1,314,299

In addition, €78,254, assigned by means of the Distribution

Decree of 11/04/2018 and resulting from the choices made by taxpayers using the "5 x 1000" initiative in 2016 pursuant to the criteria laid down in the Ministerial Decree of 30/05/2012, was appropriated for the financing of the activities to protect, promote and enhance the cultural assets. To this end, FAI had presented a programme of activities for "Enhancement Projects in FAI Properties", with a total cost of €240,712, concerned principally with Torre e Casa Campatelli in San Gimignano, to produce backdrops and communication materials (some of which are interactive) in order to describe the history, purpose and value of the property. The cost of the programme and the amount of the distribution are calculated as follows:

	Total cost of programme presented	Amount assigned with the Distribution Decree
Financial year		2016
Date of Distribution Decree		11/04/18
Amount spent and justified	€ 240,712	€ 78,254
Phase 1. Planning and co-ordination of the activities with launch of the multidisciplinary study groups – Manager of Enhancement		
Department	€ 16,000	€ 5,201
Phase 2. Historical, iconographic, artistic, graphical and technical consultancy and acquisition and development of results of studies and research	€ 131,739	€ 42,828
Phase 3. Production and distribution of materials and installation of equipment to support visit	€ 92,973	€ 30,225
TOTAL	€ 240,712	€ 78,254

The monies appropriated in the previous year, amounting to €98,264, were received on 11/12/2018.

■ Admission Fees

The total of admission fees was €5,202,304, an increase of €218,096 on the previous year. The composition of the total was as follows:

Property	Total	Diff. vs 2017
Castello Di Avio	116,741	(14,784)
Monastero Di Torba	93,460	(16,409)
Castello Della Manta	197,946	(12,520)
Abbazia Di San Fruttuoso	261,688	(15,061)
Baia Di Ieranto	5,329	1,340
Casa Carbone	6,342	(207)
Villa Della Porta Bozzolo	129,589	(19,312)
Villa Del Balbianello	1,430,578	91,461

Castello Di Masino	558,790	(59,211)
Villa e Collezione Panza	320,159	(86,373)
Teatrino Di Vetriano	11,652	1,174
Giardino Della Kolymbethra	286,258	2,809
Villa Necchi Campiglio	449,677	95,410
Parco Villa Gregoriana	364,801	(7,413)
Villa Dei Vescovi	224,991	2,312
Bosco Di San Francesco	23,316	(3,557)
Villa Fogazzaro Roi	21,237	19,738
Negozi Olivetti	116,916	29,870
Abbazia Di Santa Maria Di Cerrate	100,727	97,480
Casa Noha	211,043	48,426
Torre e Casa Campatelli	74,941	4,508
Palazzina Appiani	9,823	9,038
Saline Conti Vecchi	99,563	52,794
I Giganti della Sila	86,537	12,486
Offices at headquarters	200	(12,300)
Albergo Diurno Venezia	0	(3,602)
Total	5,202,304	218,096

These figures are indicative of substantial increases at Villa del Balbianello, at Villa Necchi and above all in Matera, which bodes well for 2019, when Matera will be the European Capital of Culture, while the increase in numbers visiting Cerrate is due to the opening of the property for the entire year (not the case in 2017), whereas for Villa Fogazzaro-Roi the increase was due to the opening of the building to the public.

There was significant growth at the Negozi Olivetti, the site of the Giganti della Sila and the Saline Contivecchi (which only opened for the first time last year).

The two properties for which there were significant decreases were, first, Villa Panza (where visitor numbers are dependent on the appeal of the annual exhibition, with this year's Barry X Ball exhibition attracting fewer visitors than last year's Bob Wilson exhibition) and, second, the Castello di Masino, where the income from two flower shows alone accounted for 40% of the annual ticket income – the weather conditions for these two events exert a strong influence over visitor numbers. The poor weather in 2018 affected many historic properties across northern Italy.

School visitors accounted for 10.70% of ticket sales.

■ Hires of properties

These amounted to €2,485,007, an increase of €128,774 on the previous year. The amounts related to income received for hiring those properties that are open to the public, and exhibition spaces during events. The amounts generated by the individual properties were as follows:

Abbazia Di San Fruttuoso	4,400
Abbazia Di Santa Maria di Cerrate	2,000
Baia di Ieranto	116
Bosco di San Francesco	3,413
Casa e Torre Campatelli	0
Castello della Manta	4,250
Castello di Avio	4,300

Castello di Masino	100,511
Giardino della Kolymbethra	4,036
Cavallerizza	3,575
Monastero di Torba	4,158
Palazzina Appiani	191,565
Parco Villa Gregoriana	8,812
Saline Conti Vecchi	8,305
Teatrino di Vetriano	1,200
Villa dei Vescovi	82,442
Villa del Balbianello	786,191
Villa Della Porta Bozzolo	18,075
Villa e Collezione Panza	53,000
Villa Fogazzaro Roi	7,500
Villa Necchi Campiglio	1,196,158
Total	2,485,007

The constant growth trend is due principally to two properties: Villa Necchi Campiglio, and Palazzina Appiani, which has tripled its income since 2016.

■ Rents Received

The rents amounted to €1,386,636, an increase of €103,375 over the previous year. The amounts relate to rentals of apartments and shops of the non-heritage (non-institutional) properties and bars or restaurants within heritage properties. The breakdown is as follows:

Abbazia Di San Fruttuoso	36,311
Antica Barberia Giacalone	4,874
Flats, Borgo S. Fruttuoso	22,433
Flats, Cà Mocenigo	717
Flat, Corso Giuseppe Verdi - Gorizia	4,500
Flat, Corso Montevideo	8,316
Flat, in Morazzone - er, Marchi	461
Podere Case Lovara	300
Bosco Di San Francesco	27,000
Casa Cicognani	36,892
Castello Di Avio	4,406
Castello Di Masino	13,500
Flats, Porta Vigentina	488,562
Monastero Di Torba	12,000
Shop at Torre e Casa Campatelli	56,835
Shop, Mercerie del Capitello, Venice	177,044
Palazzina Appiani	22,796
Palazzo Boncinelli	62,492
Palazzo Galli	25,755
Palazzo Zanchetta Dal Fabbro	34,916
Uffici di Via Boccaccio 16 (MI)	39,219
Villa Dei Vescovi	42,107
Villa Della Porta Bozzolo	13,820
Villa e Collezione Panza	55,151
Villa Necchi Campiglio	196,230
Total	1,386,636

■ Works performed by FAI staff

The cost of these works amounted to €304,769, an incre-

ase of €25,228 on 2017. The amount represents the cost of the personnel employed in the restoration work and is capitalised as a tangible asset. Detailed timesheets evidencing the work performed are prepared to justify the amounts capitalised.

■ Miscellaneous income

The miscellaneous income amounted to €358,523, and related primarily to:

Insurance refunds	19,803
Reimbursement of third-party expenses	193,016
Tickets for shows	50,106
Access to volunteer areas	19,262
Intellectual property rights and royalties	15
Additional services for visitors to properties	27,320
Parking	17,243
Equipment hire	14,624
Various course fees	9,521
Miscellaneous receipts	7,613
Total	358,523

OPERATING EXPENSES

■ Routine maintenance

These expenses amounted to €1,019,744, an increase of €132,368 on 2017, and are analysed as follows:

Motor vehicles	12,515
Gardens	346,156
Plant and machinery	274,289
Office equipment	1,494
Premises	365,729
Mechanical devices and equipment	19,561
Total	1,019,744

The main differences with respect to the previous year concerned the Premises and Gardens entries, due in part to operations that could no longer be postponed, in part to operations on recently acquired income-generating properties and in part to interventions to make the sites in question safe.

■ Contracted maintenance

These expenses amounted to €336,148, an increase of €17,624 with respect to 2017, due to a general review of all contracts and were made up as follows:

Gardens	49,592
Plant and machinery	240,798
Office equipment	23,566
Premises	22,192
Total	336,148

■ Energy and water

These expenses amounted to €584,490, a decrease of €21,842, and were made up as follows:

Water	31,386
-------	--------

Heating	168,285
Electricity	383,829
Total	584,490

The largest decrease with respect to the previous year relates to water charges. Many water authorities do not raise their invoices on a timely basis requiring the cost to be based on an estimate made at year end. The estimate made in the previous year proved to be higher than the actual cost. Greater consumption of heating was compensated by lower consumption of electricity.

■ Telephony

These costs amounted to €233,053, an increase of €26,392, resulting from new properties becoming fully operational and the increase in staff numbers.

■ Mailing and shipping

These costs amounted to €242,503, an increase of €85,001 on 2017. The main increase was due to the level of courier shipping, which returned to that of 2016.

■ Marketing and advertising

These costs amounted to €2,687,687, an increase of €86,887 on 2017, but with a saving of more than €500,000 with respect to the amount set aside in the budget. The costs relate to the following sectors:

Properties Department	833,091
Enhancement Department	66,918
Communication Department	19,011
FAI Magazine	145,047
FAI Spring Day	144,890
FAI Autumn Day	85,125
Italian Places I Love	99,192
"5x1000" Campaign	197,373
Remember to Save Italy	144,457
FAI TV Marathon	63,132
Fundraising from individual donors	654,650
Major and Middle Donors	16,668
Education Department	61,030
Corporate Golden Donor Project	73,733
Delegations Department Initiatives	20,503
Other Institutional Activities	62,867
Total	2,687,687

Due to the encouraging results achieved over recent years, the decision has been taken to increase investments in the marketing of Properties and in the campaigns to raise funds from individual donors, from single appeals to the "5x1000" campaign.

■ Professional consultancy services

These costs amounted to €2,031,374, a decrease on 2017 of €464,940, and included the following services:

Legal	187,193
Notaries	11,787
Administrative and tax	84,491
Technical	143,455

Other professional advisors	836,518
Recruitment and human resources management	79,070
IT	65,588
Artistic	394,608
Safety	67,948
Guided tours	39,591
Translations	21,025
Editing	12,236
Course lecturers	16,346
Data entry	37,924
Research and surveys	33,594
Total	2,031,374

Despite the variance with respect to the previous year, it should be noted that, with respect to the budget, the figure is only €19,793 higher, the difference being due to the recruitment costs and the costs for a number of research and study projects.

■ Stationery and photocopies

These costs amounted to €161,851, an increase of €49,910 on 2017, due principally to expenses that had in the previous year been recorded under a part of the Marketing and Advertising entry.

■ Small items of equipment and consumables

These costs amounted to €226,780, and increased with respect to 2017 of €1,191.

■ Travel costs

These costs amount to €789,763, a decrease of €9,346 with respect to 2017.

■ Other service charges

These costs amounted to €3,159,394, an increase with respect to 2017 of €72,225.

Services from co-operatives	1,409,332
Telemarketing	77,838
Cleaning services	430,806
Surveillance	123,668
Set-up and dismantling services	163,508
Equipment rental	92,430
Audio guides	8,684
Insurance	210,092
Bank and postal commissions	182,783
Catering	226,736
Vehicle hire	158,968
Other services	74,549
Total	3,159,394

The following costs increased:

- co-operative services (€141,201), the cost of which is associated with the increase in ticket sales and rentals of the properties.
- cleaning costs, which increased due in part to the opening of the new Cerrate site and in part to the higher number of events and rentals of the properties.

■ Rentals, leasing and licenses

These costs amounted to €685,771, an increase on 2017 of €279,739. The growth is associated with Rentals and Expenses for extraordinary communal charges in the properties Palazzo Contarini Fasan and Cà Mocenigo in Venice and due to licenses for software for marketing purposes and external management of the website.

The Rentals, leasing and licenses group is composed as follows:

Regional offices and national meeting	97,593
Properties open to the public	154,219
Property rentals	101,109
History of Art courses and competitions	15,196
Rome office	43,983
Total rental and expenses	412,100

Parco Villa Gregoriana	6,964
Bosco di San Francesco	420
Altri beni	126
Batteria Militare Talmone	1,820
Villa Fogazzaro Roi	477
Palazzina Appiani	7,332
I Giganti della Sila	5,019
La Velarca	2,102
Villa del Balbianello	2,583
Total concession fees	26,843

Eurome assets – Dell Financial Services	17,649
Total financial leases	17,649

Leasing of office equipment	23,495
This relates to three leasing contracts for printers acquired through GE Capital, now Ifis Rental, from the supplier Duplex Brianza srl	
Software licences	192,268
Image reproduction rights	13,416
Total rentals, leasing and licences	685,771

In accordance with paragraph 22 of Article 2427 of the Italian Civil Code, the following information relating to contracts in progress is provided:

Supplier: Eurome srl	
Subject: Dual 32 GB – On-site support	
Contract number: 006-0131113-001	
Purchase price of the item	52,948
Start Date	15/01/16
Date of Final Instalment	15/10/18
Total cost	52,948
Final purchase price	0
Capital paid during year	17,649
Current value of expiring leases	0

■ Staff

In 2018, staff costs amounted to €12,754,153, inclusive of benefits accrued as at 31 December, 2018, with an increase of €839,665 with respect to 2017. The increase on 2017 was the result of new recruitment to the opening of new properties and the bolstering of existing staff numbers, and of the transformation of various types of contracts of various types into permanent contracts, as evinced by the table showing staff numbers. The breakdown is as follows:

Employees	11,659,889
Associates	223,329
Professional Advisors	815,993
Interns	54,942
Total	12,754,153

The following table shows the average number of staff employed during the year:

	Milan/Rome HQ		Prop.		Reg.Off.		Total	
	2017	2018	2017	2018	2017	2018	2017	2018
Management	8	10					8	10
Employees	125	132	72	87	197	219		
Temporary staff	12	5	5	8	17	13		
Total	145	147	77	95	222	242		

■ Depreciation and amortisation

Depreciation and amortisation amounted to €1,646,229, an increase of €84,574 on 2017; the amount can be analysed as follows:

Intangible assets	663,180
Tangible assets	628,219
Write-down of receivable from subsidiary company	200,800
Provision for pending litigations	
Provision for losses on receivables	154,030
Total	1,646,229

■ Other operating expenses

These costs amounted to €863,349, an increase of €92,489 on 2017, mainly attributable to larger disbursements to the Associations which work in our properties. They are analysed as follows:

Disbursements	106,957
Miscellaneous charges	756,392
Total	863,349

This category includes various items: subscriptions, books and magazines, entertainment expenses and other non-deductible expenses, various local taxes (Imu, Tari, Tasi, Cosap, registration tax, etc.) and disbursements to various authorities and councils, as well as other administrative expenses.

STOCK MANAGEMENT

SALES AND CONSUMPTION OF GOODS

In 2018, there was a margin on sales of €497,113, an increase of €162,403 on the previous year, as detailed in the table below:

Sales to third parties	1,027,062
Purchases from third parties	(591,857)
Movement in stocks	56,663
Stock obsolescence provision variance	5,245
Stock consumption	(529,949)
Margin	497,113

From an analysis of the indices of rotation, it was decided that a systematic devaluation of the stock should take place using the following criteria applied to the last movements: Current year (if movement in 2018) = 0%; Current year = 5%; Current year -1 = 50%; Current year -2 = 100%. The increase is due to the higher sales with respect to the previous year whilst maintaining stable the level of purchases and stock movements, compensated by an increased provision for obsolescence.

FINANCIAL OPERATIONS

In 2018, there was an operating margin of €281,506, an increase of €8,757. The increase in dividends from the Generali shares compensated the loss on the sale of securities, while the reduced exposure to the financing banks resulted in a reduction of interest paid of more than 20% with respect to 2016.

■ Financial assets

Dividends on shares	251,859
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■ Securities in current assets

Interest on securities	95,357
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■ Other financial income

Other gains on securities	1,819
Interest received	102
Other financial income	2,552
Total	4,473

■ Other financial charges

Losses securities	(41,686)
Interest paid	(27,738)
Other financial charges	(759)
Total	(70,183)

EXTRAORDINARY OPERATIONS

■ Extraordinary income and capital gains

These amounted to €176,387 and related to:

Capital gain on fixed asset disposal	71,651
Adjustment for overestimation of tax	13,303
Overestimation of accrued expenses	59,905
Underestimation of accrued income	5,564
Underestimation of prepayments	2,955
Other extraordinary income	23,009
Total	176,387

■ Extraordinary expenses and capital losses

These amounted to €129,211 and related to:

Capital loss on sale of properties	(2,519)
Previous year's local taxes	(60,794)
Overestimation of accrued income	(8,204)
Underaccrual of taxes 2017	(11,618)
Lease fees for previous years	(19,863)
Other extraordinary expenses	(26,213)
Total	(129,211)

PROPERTY MANAGEMENT**ORDINARY PROPERTY CREDITS**

This amounted to €1,882,520 and represented the contributions received to support the following works during this year:

Restoration of FAI-owned properties	525,824
Extraordinary maintenance of FAI-owned properties	229,513
Restoration of properties on loan and under concession	926,322
Works on third-party properties	200,861
Total	1,882,520

ORDINARY PROPERTY DEBITS

These amounted to €4,804,990 and represents the contributions received to support the restoration and extraordinary maintenance works carried out both on FAI-owned and third-party properties:

Restoration of FAI-owned properties	(1,340,657)
Extraordinary maintenance of FAI-owned properties	(2,157,551)
Restoration of properties on loan and under concession	(1,105,921)
Works on third-party properties	(200,861)
Total	(4,804,990)

CAPITALISATIONS AND REVALUATIONS

These amounted to €2,922,470 and included:

Property value adjustments	814,833
Extraordinary maintenance capitalised	1,928,038
Third-party properties capitalised	179,599
Total	2,922,470

PROPERTY ADJUSTMENT

This includes:

-the depreciation of the properties acquired before 2012, and the corresponding accounting entry, which is a reduction in the value of the properties by €5,092,816

- the release of the Fund for Specific Contributions, and the corresponding accounting entry being the reduction of the Fund by €5,092,816. This depreciation and devaluation process will come to an end when the Fund for Specific Contributions stands at zero.

The depreciation related to the extraordinary maintenance and the extraordinary works, as defined by the Board of Directors, together with the corresponding contributions released from the Fund for Heritage (Institutional) Investments of €697,462.

OTHER PROPERTY CREDITS

These amounted to €2,608,448.

OTHER PROPERTY DEBITS

These amounted to €2,608,448 and included: (525,025)

Provisions for Institutional Investment Fund, (2,083,423)

Total **(2,608,448)**

TAXES FOR THE YEAR

Taxes for the year amounted to €263,846, constituted by corporation tax of €88,000 and production tax (IRAP) of €175,846.

SURPLUS FOR THE YEAR

The surplus for the year amounted to €1,131,658 and will be set aside entirely for the restoration works to be carried out at the Colle dell'Infinito and for the completion of the works at Casa Noha.



Milan, 17 April, 2019

On behalf of the Board of Directors

The Chairman

Andrea Carandini

Data-processing policy

Notice is hereby given that the Data Controller, also in relation to the tax year to which this balance sheet applies, has verified the updating of the internal rules that govern the processing of personal details. The protection of personal details requires constant commitment and necessitates that account be taken of the changes to the applicable legislation, which is constantly evolving. Accordingly, FAI has remained vigilant on this front for more than twenty years, from the time when a specific regulatory framework was adopted in Italy with, initially, Law No. 675/1996 and, later, Legislative Decree 196/2003. Now FAI has taken account of the regulatory changes that led to the approval of EU Regulation 2016/679 of the European Parliament and Council, of April 27, 2016 (the General Data Protection Regulation, referred to from now on as the GDPR). FAI has swiftly defined a program to ensure compliance with the GDPR, conducting a risk analysis for the processing of data, and has verified the compliance of the relevant documentation and its updated compliance with the requirements prescribed by the aforementioned legislation. In this regard, please note that the legislation on the processing of personal details requires the mapping-out of the processing operations, identifying the parties authorized to conduct those operations, the resources who are required to comply with the security measures, the risks and the prescriptions (security-related organizational measures, physical measures and system measures). The documents drafted have taken account of the provisions on the analysis of the risks inherent in the processing of the details in the GDPR and therefore contain an evaluation of the impact of the processing of the details. The updated version of said documents that confirm compliance with the principles of fair treatment is filed at the Data Controller's office.

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Everyone can support the work of FAI (Fondo Ambiente Italiano – the National Trust for Italy) with a simple but significant gesture:

TAKING OUT AN ANNUAL FAI MEMBERSHIP.

By becoming a member of the Trust, you will endorse our values and our mission, while playing your part in protecting Italy's landscape, art and nature.

There are, however, **many other ways in which you can help** with the work we do from day to day.

The most important ways are as follows:

- support our projects with a **donation**
- **adopt** a FAI tree, bench, room or property
- **visit** our properties and buy something from our shops
- respond to our **appeals** for the most urgent restoration projects with donations, however small
- make a **bequest or endowment** to FAI
- if you live in Italy, give your **5x1000** donation to FAI
- become a FAI **volunteer**

Companies can support us too. Currently, over 500 businesses invest in culture through our work.

These are a mix of small, family-run concerns and multinational groups, in sectors as diverse as banking and manufacturing.

Companies can support FAI through:

- the **Corporate Golden Donor** membership program
- the “**I 200 del FAI**” project
- **sponsoring activities** and events in FAI properties
- **restoration projects** on the properties and their furnishings
- **partnerships** on large-scale nationwide events such as the “FAI Spring Days” and the “Let's Remember to Save Italy” campaign
- **technical sponsorships**, including media partnerships
- **co-marketing** operations

And also through

- **Christmas** donations (tickets, events, products, memberships)
- **corporate memberships** (FAI memberships for employees)

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