



FNM Group Corporate Presentation

April, 2021



The FNM Group

- Overview
- The business segments

Mise acquisition

Sustainability

FY2020 results

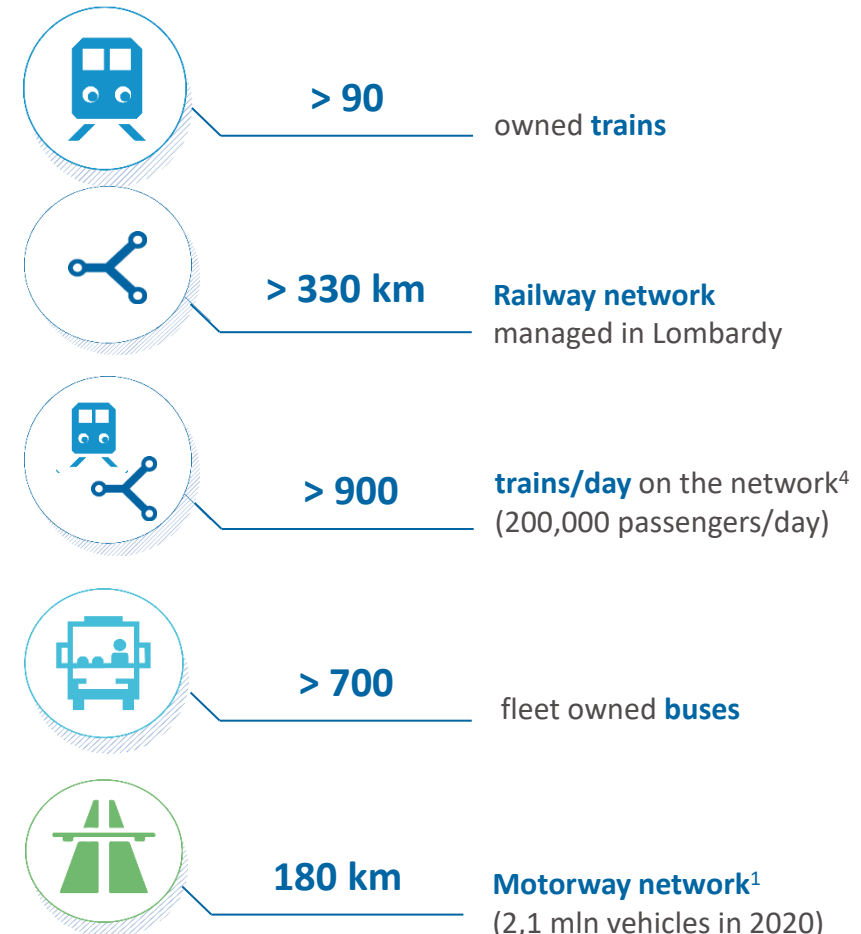
FY2021 outlook

Appendix

The Group at a glance

- FNM is the leading **integrated sustainable mobility** Group in Lombardy.
- It is the first hub in Italy to combine railway infrastructure management with road transport and motorway infrastructure management, with the aim of proposing an innovative model to manage mobility supply and demand, designed to support optimization of flows as well as environmental and economical sustainability.
- It is one of Italy's leading non-state investors in the sector.
- The Group focuses on four segments:
 - **Ro.S.Co. and Service**
 - **Management of the railway infrastructure**
 - **Road passenger mobility**
 - **Management of the motorway infrastructure**, since February 26, 2021 FNM owns 96% of Milano Serravalle - Milano Tangenziali S.p.A. (MISE)¹, the concessionaire of the A7 motorway and Milan's ring roads.
- FNM S.p.A. is a public company, listed on the **Italian Stock Exchange** since 1926.
- The majority shareholder is the **Regione Lombardia**, which holds a **57.57% stake**.
- **2,230 employees** in 2020²

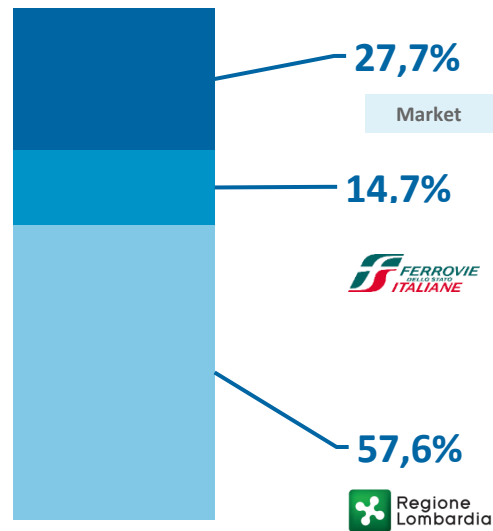
Key figures³



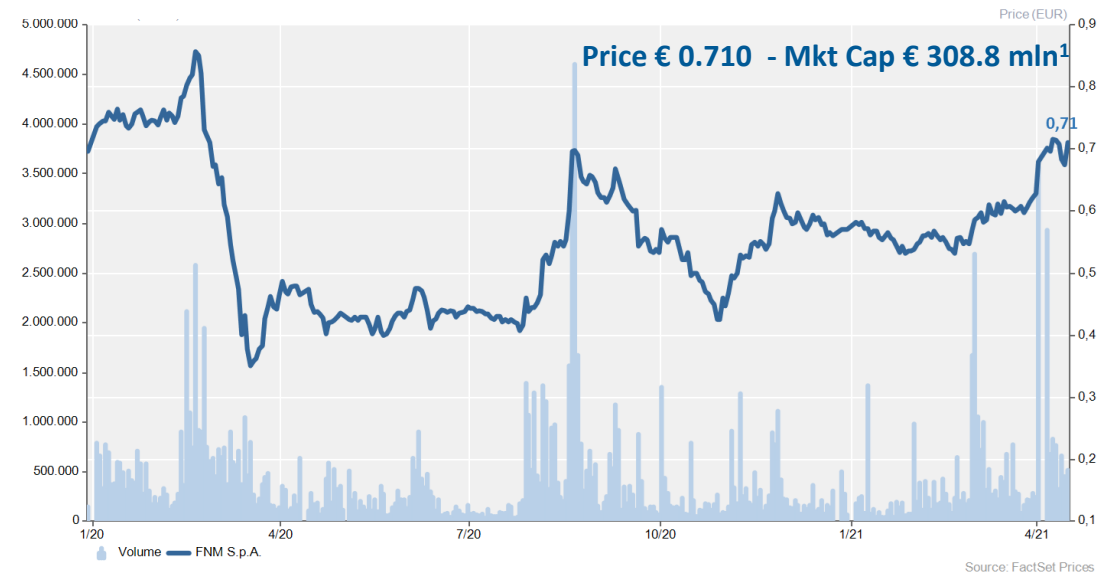
FNM Group | Overview/2

Shareholders

FNM
Integrated player leader in
transport and mobility in
Lombardy



Stock performance Jan 1, 2020 – to date



Ratings

MOODY'S
INVESTORS SERVICE

Baa3 with **stable outlook**
assigned on January 25, 2021

FitchRatings

BBB- with **stable outlook**
assigned on November 10, 2020

Key financials

| | 2018 | 2019 | 2020 |
|--------------------------------------|-------|--------|-------|
| Revenues | 296,3 | 300,6 | 281,3 |
| Adj. EBITDA ² | 67,8 | 69,6 | 70,1 |
| Adj. EBITDA margin % | 22,9% | 23,2% | 24,9% |
| EBIT | 31,0 | 30,3 | 26,4 |
| EBIT margin % | 10,5% | 10,1% | 9,4% |
| Adj. Net Profit (Loss) | 23,0 | 22,9 | 22,7 |
| Group Net Profit (Loss) ³ | 28,5 | 30,3 | 24,2 |
| Adj. NFP (Cash) | 7,6 | -39,9 | 43,7 |
| NFP (Cash) | 22,5 | -107,4 | 40,2 |

1- Data as at April 15, 2021; 2 - Adjusted EBITDA: excluding extraordinary gains and losses

3 – Adjusted Net Profit (Loss): Net Profit (Loss) before recognition of the result of companies consolidated using the equity method

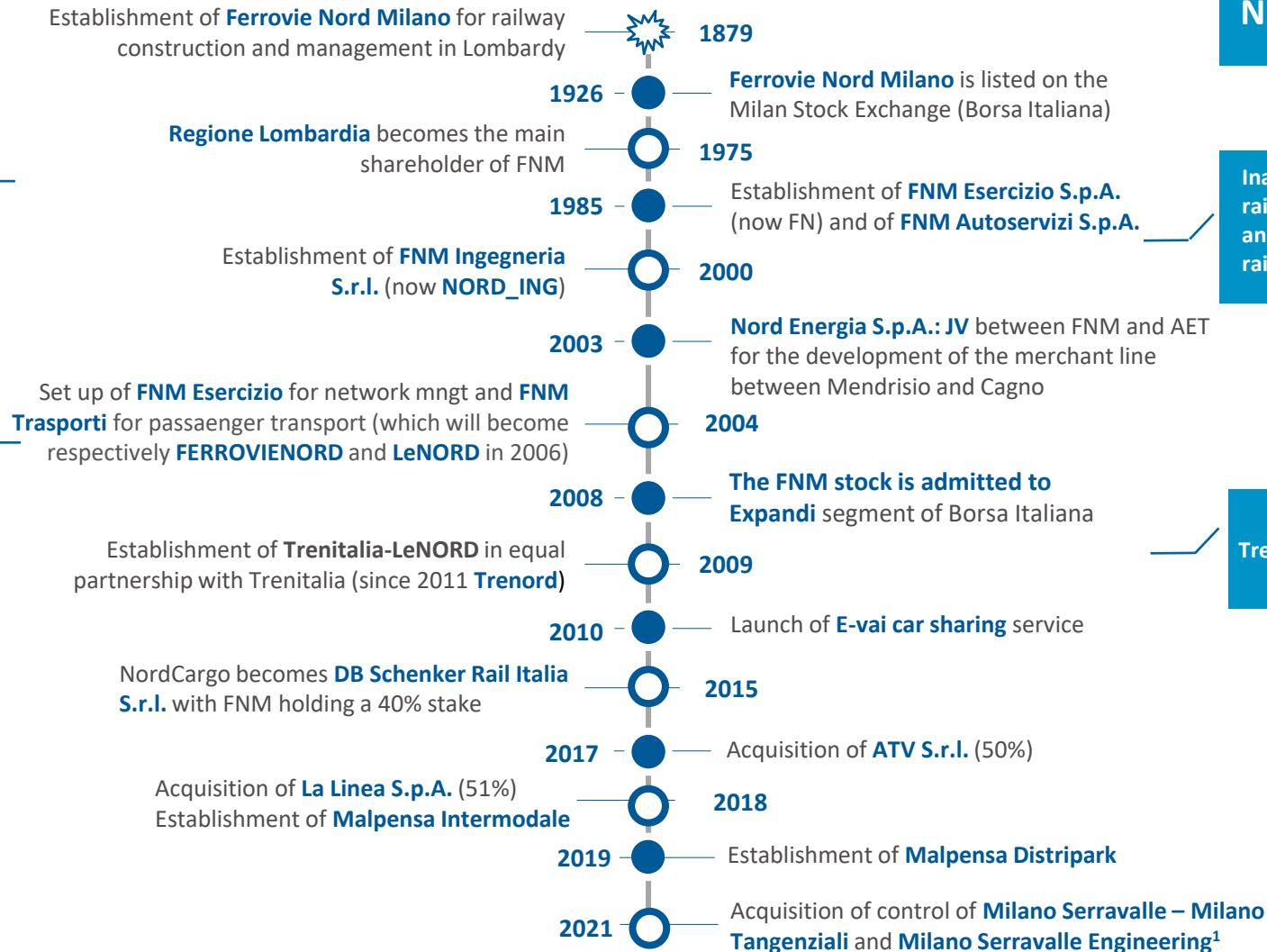
FNM Group | History

FNM is the leading integrated mobility group in Lombardy

Nationalization of infrastructure and railway companies

Establishment of separate companies for network and service management

Business model development based on intermodal transport concept and on Mobility as a service



Nr. 2 railway in Italy

Inauguration of the Milan suburban railway link (Passante Ferroviario) in 1997 and of the airport passenger transport by rail (Malpensa Express) in 1999

Trenord establishment in 2009

1- Acquisition of a 13,6% stake from ASTM on July 29, 2020 and of 82,4% stake from Regione Lombardia on February 26, 2021; since then FNM stake in MISE share capital rises to 96% and MISE is fully consolidated into FNM accounts.

Il Gruppo FNM | Il core business



Ro.S.Co. & Service

- **Leasing of rolling stock** in the local public transport (LPT) and freight logistics sector (mainly Trenord and DB Cargo) with a **fleet of >90 trains owned by the Group**.
- Provision of Corporate services to subsidiaries and management of the real estate assets of the Group



Railway infrastructure management

- **Management of the railway infrastructure** in Lombardy (**330 km of network and 124 stations** in the provinces of Milan, Varese, Como, Novara, Monza/Brianza and Brescia), on the basis of the concession from Regione Lombardia expiring on **31 October 2060**
- Activities related to the management of the **intermodal terminal of Sacconago (VA)** and to real estate development in the **management of connections in the cargo sector**



Road passenger mobility

- Management of **Road LPT**:
 - in the provinces of Varese, Brescia and Como (FNM Autoservizi) for 633 km of network
 - in the Municipality of Verona and its province (ATV, La Linea)
 - in Veneto Region and in the business of bus rental with private drivers (Martini)
- **Electric car-sharing** service (E-Vai)



Motorway infrastructure management

Management of the motorway infrastructure through **Milano Serravalle Milano Tangenziale (MISE)**, on the basis of a concession expiring in 2028



As at December 31st, 2020 FNM Spa held a 13.6% stake in MISE. The shareholding increased to 96% on February, 26th 2021. Since that date MISE is fully consolidated into FNM's accounts

Fully consolidated companies

Companies consolidated at equity



1. Companies operating the freight logistics sector, in start up, currently included in the Railway Infrastructure Management and in the RoSCo & Service segments.
 2. Companies operating in the road transport segment but considered in the Ro.S.Co segment for the purposes of financial reporting

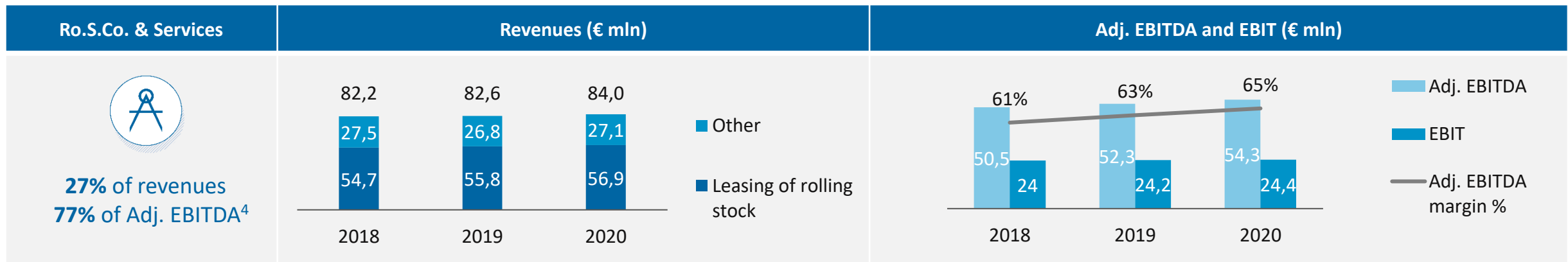
Segment overview

- The business is **managed by** the parent company **FNM Spa**,
- Leasing of rolling stock** to associated companies operating in the railways local public transportation and freight transportation.
- Trenord** is the main lessee of FNM SpA rolling stock for local public transport (LPT).
- DB Cargo** is the main lessee of FNM SpA rolling stock for freight
- FNM Spa also provides **corporate service activities** to the other companies of the Group, and is active in the **management of real estate** assets and advertising spaces, payment as well as engineering services.

Rolling Stock Fleet details¹⁾

| | Rolling stock | Lessee | Nr. | Net asset value @ Dec. 31,'20 (mln €) |
|---------|--------------------------|---------------------------|------------------|---------------------------------------|
| LPT | TAF | Trenord | 26 ²⁾ | 12,9 |
| | TSR | Trenord | 19 | 171,5 |
| | ETR 245 (CSA) | Trenord | 8 | 27,5 |
| | ETR 526 (Coradia) | Trenord | 10 | 59,1 |
| | FLIRT (Tilo) | Trenord | 4 | 42,1 |
| | Total trains | | 67 | 313,1 |
| Freight | E 483 | DB Cargo | 8 | 14,7 |
| | DE 520 | DB Cargo (10) Trenord (4) | 14 | 1,0 |
| | E 474 (ES64 F4) | DB Cargo | 1 | 2,2 |
| | Effishunter EFF 1000 | Trenord | 2 | 3,8 |
| | E 494 Traxx F140 DC3 | DB Cargo | 4 | In sub leasing ³⁾ |
| | Total locomotives | | 29 | 21,6 |
| | TOTAL | | 96 | 334,7 |

Average age of the fleet: 10.2 years



1) 5 additional trains (Flirt Tilo) will be added by end 2021; 2) only 25 in operations; 3) Net value 6.7 mln euros; 4) 2020 data

Segment overview

Ferrovienord is the key infrastructural operator of mobility in Lombardy in charge of the management of:

- 330 km of network and 124 stations¹ in the provinces of Milan, Varese, Como, Novara, Monza and Brescia
- the circulation of **900 trains/day** and **200,000 passengers/day**²
- the **ordinary and extraordinary maintenance of the network**, the activation of new plants and upgrading works.

Highest traffic density in Italy:

- 25.300 trains-km/network km²
- one train every minute to/from Milano Cadorna station during peak hours

The segment includes **freight logistics activities**, still in start up phase, operated by **Malpensa Intermodale** and **Malpensa Distripark**, respectively involved in the development and management of the freight terminal in Sacconago (close to Malpensa airport) and in the real estate development of the terminal areas owned by the Group

Contractual framework at regional level

Regulatory framework defined by the Lombardy Region:
Concession Agreement for the management of the regional rail network
(expiring on 31/10/2060)

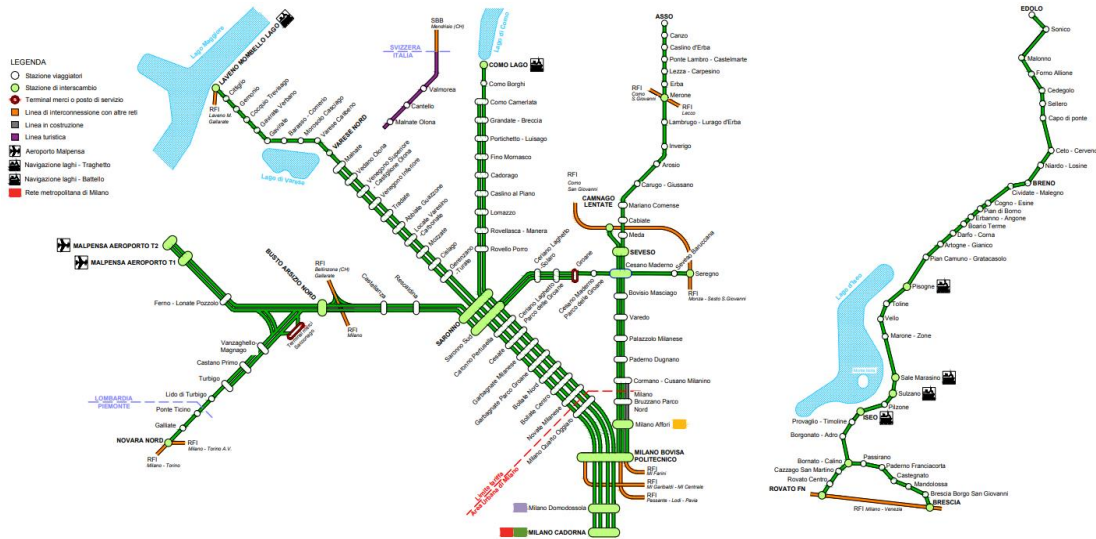
The **Public Service Contract** regulates the fees for management and maintenance of the rail network

The **Programme Agreement** regulates capex planning and remuneration as well as extraordinary maintenance activities

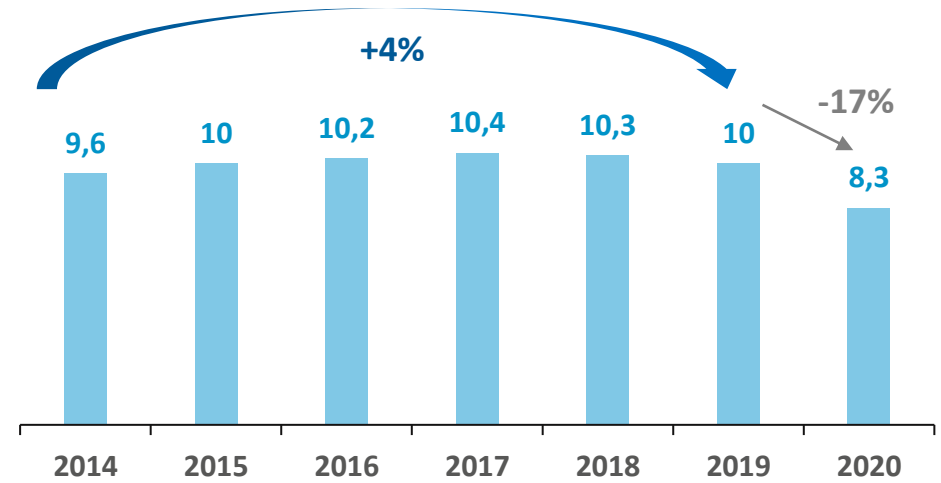
EXPIRY DATE: December 31,2022

1) With the aim of favoring intermodal mobility to LPT passengers, the stations are connected to 92 bus stops, 5 ferry navigation lanes and are equipped with 16 bike sharing stations, 14 car sharing stations, 77 car parking areas (corresponding to 3600 parking spaces) and 26 bike parking areas (corresponding to 2092 parking spaces); 2) 2020 data, pre Covid levels 30.500 trains-km/network km

Railway network



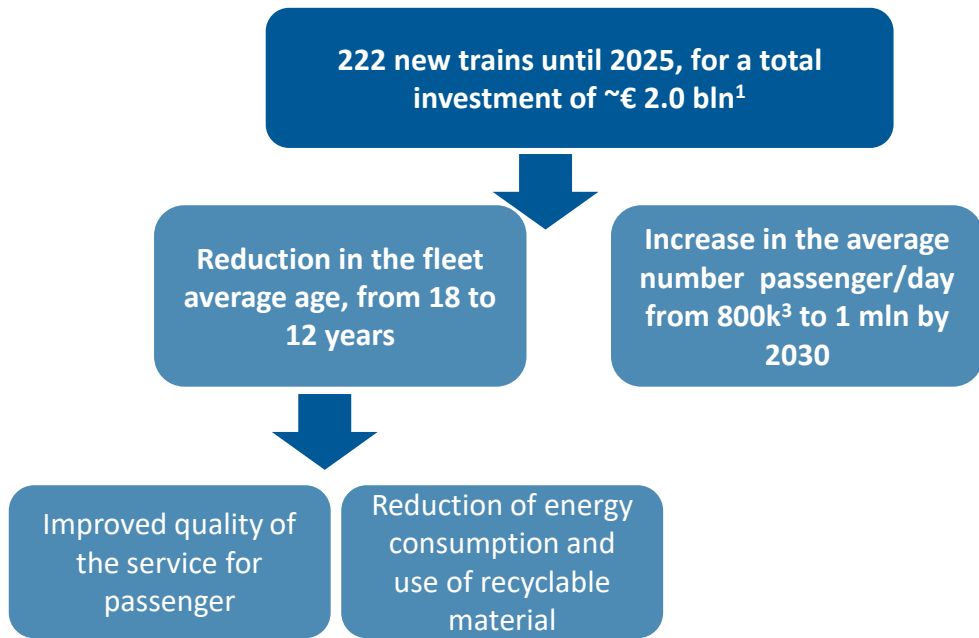
KPI (trains-km mln)



| Railway infrastructure management | Revenues (€ mln) | | | Adj. EBITDA (€ mln) | | | | | | | | | | | | | | | | | | | | |
|--|---|------|------|--|---|------|------|-----|--|-------|------|-----|--|-----|----|-----|--|-----|----|-----|--|-----|----|-----|
| | 2018 | 2019 | 2020 | 2018 | 2019 | 2020 | | | | | | | | | | | | | | | | | | |
| <p>41% of revenues 8% of Adj. EBITDA¹</p> | <table border="1"> <tr> <td>99,7</td> <td>14</td> <td>8,5</td> </tr> </table> | 99,7 | 14 | 8,5 | <table border="1"> <tr> <td>99,6</td> <td>16,5</td> <td>8,5</td> </tr> </table> | 99,6 | 16,5 | 8,5 | <table border="1"> <tr> <td>100,5</td> <td>17,1</td> <td>9,3</td> </tr> </table> | 100,5 | 17,1 | 9,3 | <table border="1"> <tr> <td>7,5</td> <td>6%</td> <td>9,1</td> </tr> </table> | 7,5 | 6% | 9,1 | <table border="1"> <tr> <td>4,1</td> <td>3%</td> <td>4,4</td> </tr> </table> | 4,1 | 3% | 4,4 | <table border="1"> <tr> <td>5,8</td> <td>5%</td> <td>3,6</td> </tr> </table> | 5,8 | 5% | 3,6 |
| | 99,7 | 14 | 8,5 | | | | | | | | | | | | | | | | | | | | | |
| | 99,6 | 16,5 | 8,5 | | | | | | | | | | | | | | | | | | | | | |
| 100,5 | 17,1 | 9,3 | | | | | | | | | | | | | | | | | | | | | | |
| 7,5 | 6% | 9,1 | | | | | | | | | | | | | | | | | | | | | | |
| 4,1 | 3% | 4,4 | | | | | | | | | | | | | | | | | | | | | | |
| 5,8 | 5% | 3,6 | | | | | | | | | | | | | | | | | | | | | | |
| <ul style="list-style-type: none"> Other Leasing of rolling stock Service contracts | | | | <ul style="list-style-type: none"> Adj. EBITDA4 EBIT Adj. EBITDA margin % | | | | | | | | | | | | | | | | | | | | |
| | 2018 | 2019 | 2020 | 2018 | 2019 | 2020 | | | | | | | | | | | | | | | | | | |

1) 2020 data

FNM Group | Regione Lombardia's investment plan¹



First train delivered at the end of 2019, in operations since February 2020 on the **Chiasso - Como - Milano - Rho** line – In 2020 17 new trains started operations²



Fleet evolution



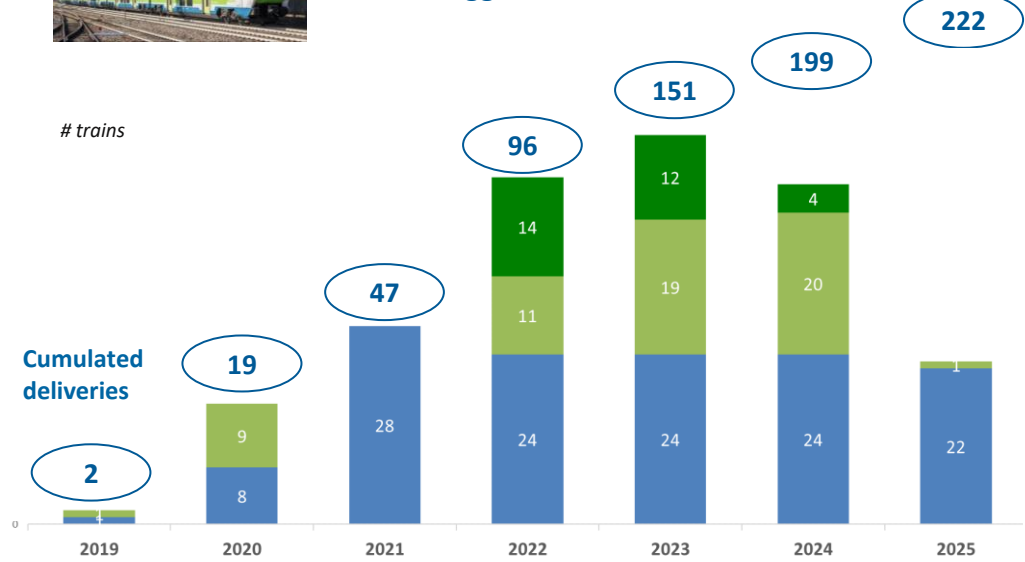
30 Regional trains diesel - **Stadler Colleoni Train**



51 Medium capacity regional trains- **Alstom Donizetti + Pop Train**



126 High-capacity suburban trains - **Hitachi Caravaggio + Rock Train**



1) Ferrovienord purchases the trains and Regione Lombardia pays 1% of the contract amount and the charges relative to the financial debt incurred, as envisaged by the Public Service Contract 2016-2022; 2) 5 Rock, 10 Donizetti and 2 Caravaggio; 3 – 2019 data

FNM Group | Road passenger mobility - Lombardy



Segment overview

Extraurban local public transport (LPT) by bus trough FNM Autoservizi and ASF Autolinee¹



TRAFFIC

In 2020 **1.4 mln passengers** (-67% vs 2019)
In 2020 **4.3 mln bus-km** (-23% vs 2019), o/w 0.7 mln bus-km charter service



ROUTES

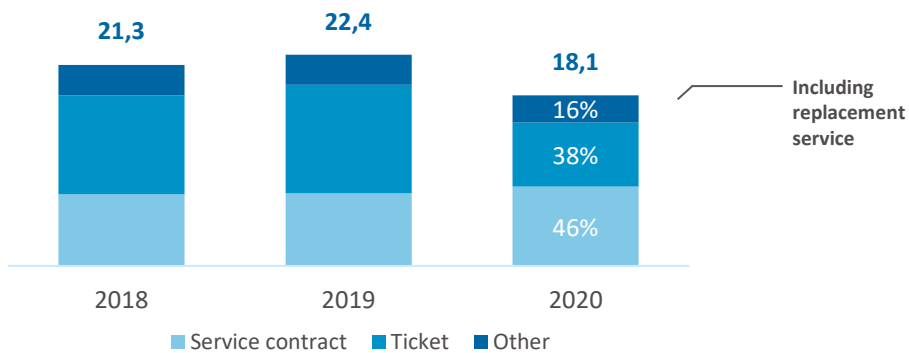
19 lines crossing ~ **630 km routes** in three provinces (Brescia, Como/Lecco, Varese)



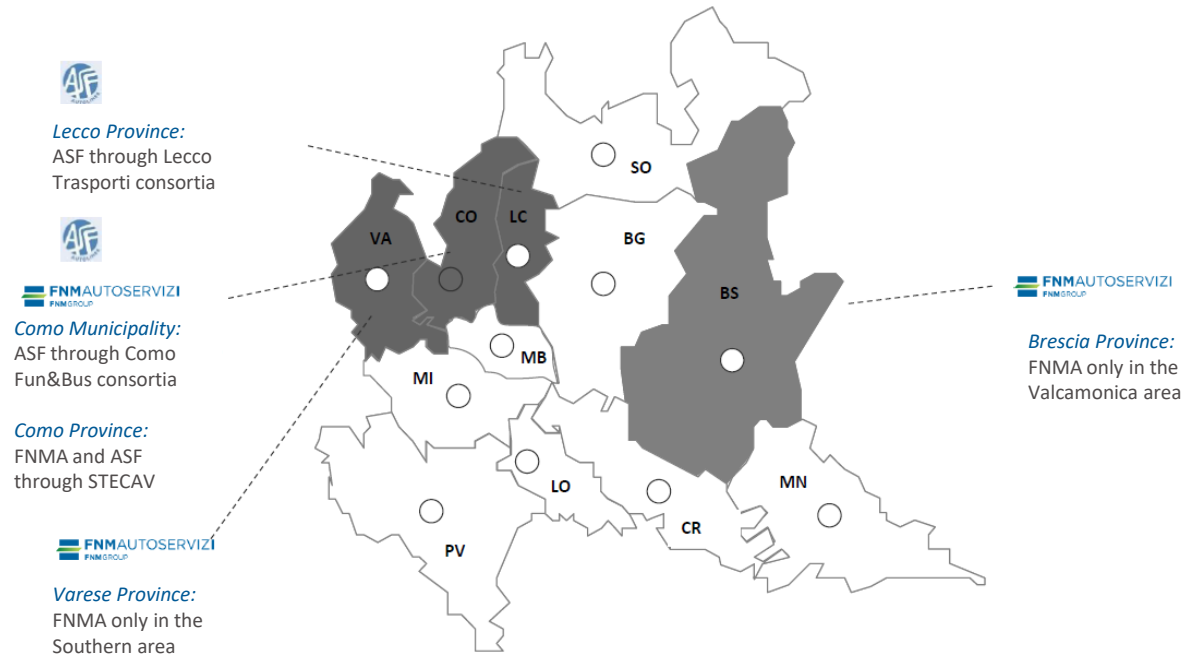
BUS FLEET

157 busses (o/w 47% new generation models²)
Average age **12 years**

Revenues breakdown (€ mln)



Geographic presence



¹ Equity method

² Euro5, Euro6, EEV engines

FNM Group | Road passenger mobility - Veneto



Segment overview

- Bus transportation service in the City of Verona and in the Verona Province (ATV)
- LPT sub-contacting in Verona, Padova, Venezia and Belluno (La Linea)
- Bus rental with private driver, also for touristic purposes (Martini Bus)



TRAFFIC in 2020

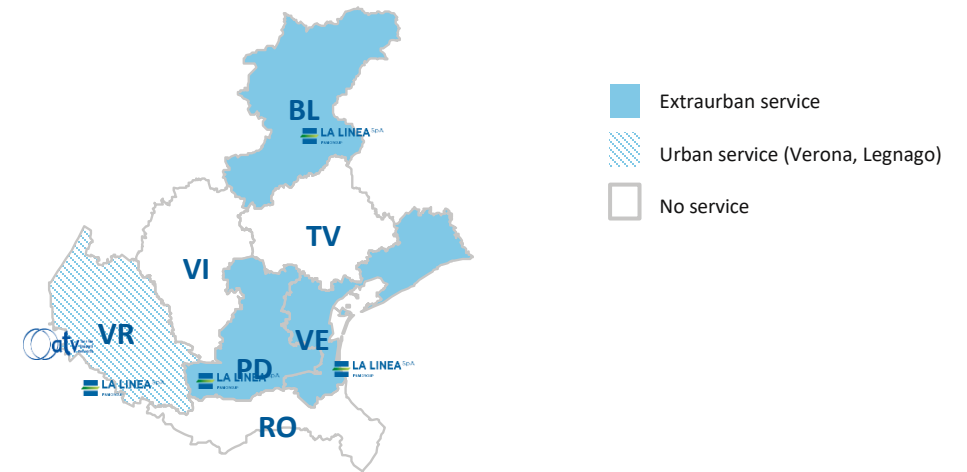
44.1 mln passengers (-40% vs 2019)¹
15.4 mln bus-km (-22% vs 2019)¹
4.4 mln km (-36% vs 2019)²



ROUTES

273 km urban routes on 19 lines¹
3.705 km suburban routes on 77 lines¹

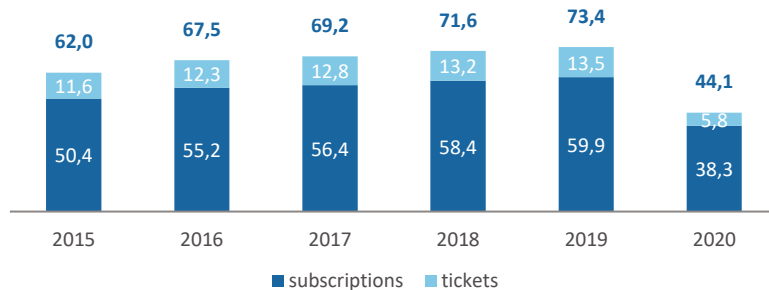
Geographic presence



Business KPI

2015-19 +4,3% CAGR

Passengers (mln)¹



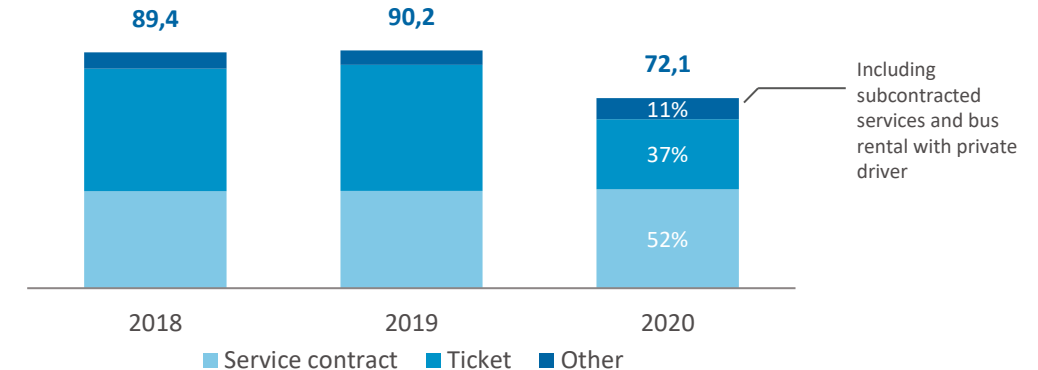
Fleet³

TOTAL AVERAGE AGE

554
13.3

Of which 49% new generation⁴

Revenues breakdown³ (€ mln)

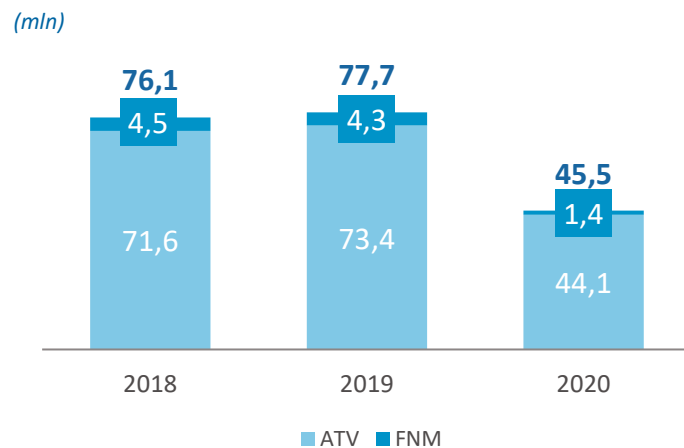


1 - ATV; 2 - La Linea and Martini Bus; 3 - ATV, La Linea and Martini Bus

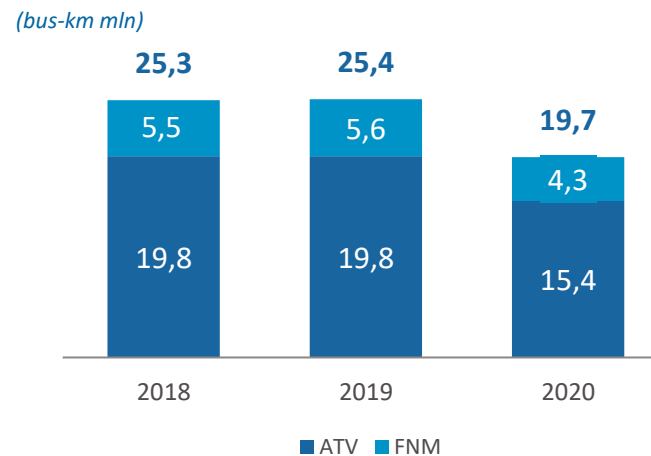
4 - Euro5, Euro6, EEV engines, ATV and Martini Bus

FNM Group | Road passenger mobility

Traffic evolution: passengers



Production evolution



The bus fleet



| | |
|--------------|------------|
| Lombardy | 157 |
| Veneto | 554 |
| TOTAL | 711 |

of which 49% of new generation

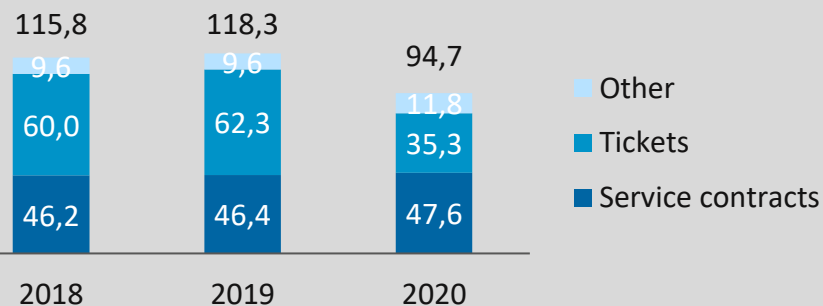
AVERAGE AGE ~13 years

Road passenger mobility ¹

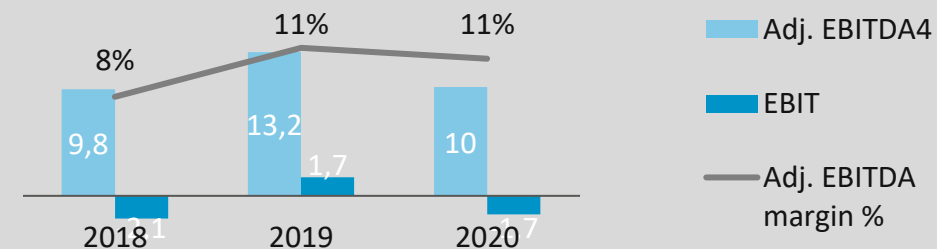


31% of revenues
14% of Adj. EBITDA²

Revenues (€ mln)



Adj. EBITDA (€ mln)



1 – including E-Vai electric car sharing; 2 – 2020 data

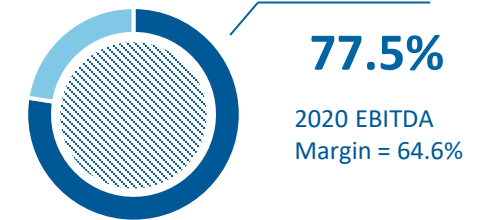
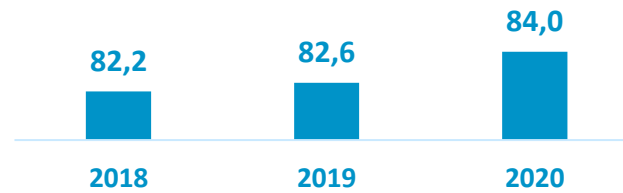
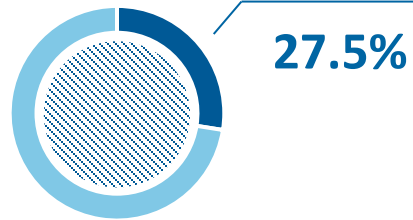
FNM Group | Key data by business segment

2020 data

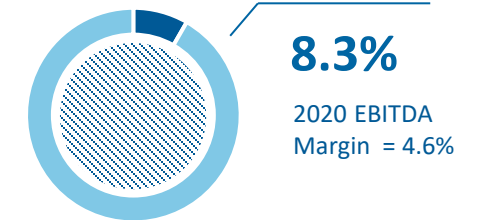
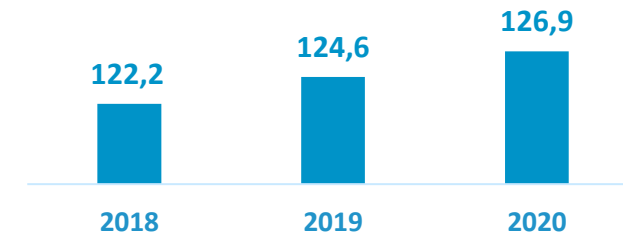
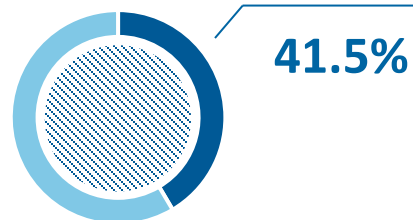
Revenues¹ weight 2018-2020 Revenues¹ (€ mln) Adj. EBITDA weight



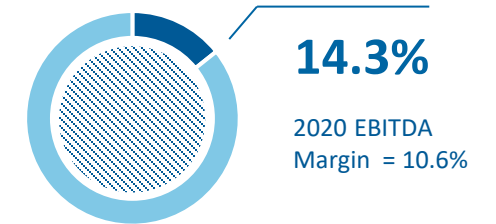
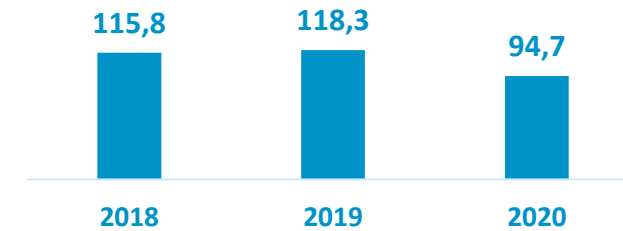
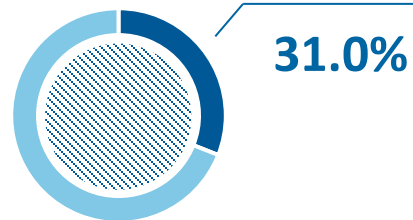
Ro.S.Co
& Services



Railway
infrastructure
management



Road
passenger
mobility

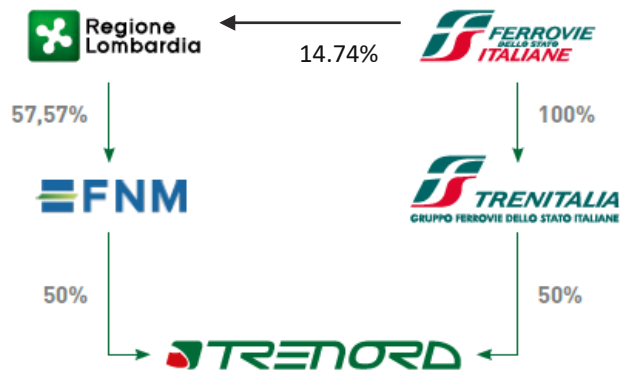


FNM Group | Trenord, the strategic JV in local railway transport

Trenord overview

- Established in 2011, Trenord is the **key train operator in Lombardy**,
- It manages ~ **25%** of the total local railways transport in Italy, including public passenger transport by rail in suburban and regional areas, airport passenger transport by rail, and the Lombardia-Canton Ticino cross-border service. The company also manages international railway services on the Brennero and Tarvisio rail lines
- Trenord activity is regulated through the **Service Contract Agreement** («SCA») approved by Regione Lombardia (relative to 2015-2020 period, extended for the whole 2021¹).
- In carrying out its activities Trenord **operates rolling stock leased from FNM Group, Trenitalia and Regione Lombardia**.
- As of December 31, 2020, it had about 4,300 employees

Shareholders



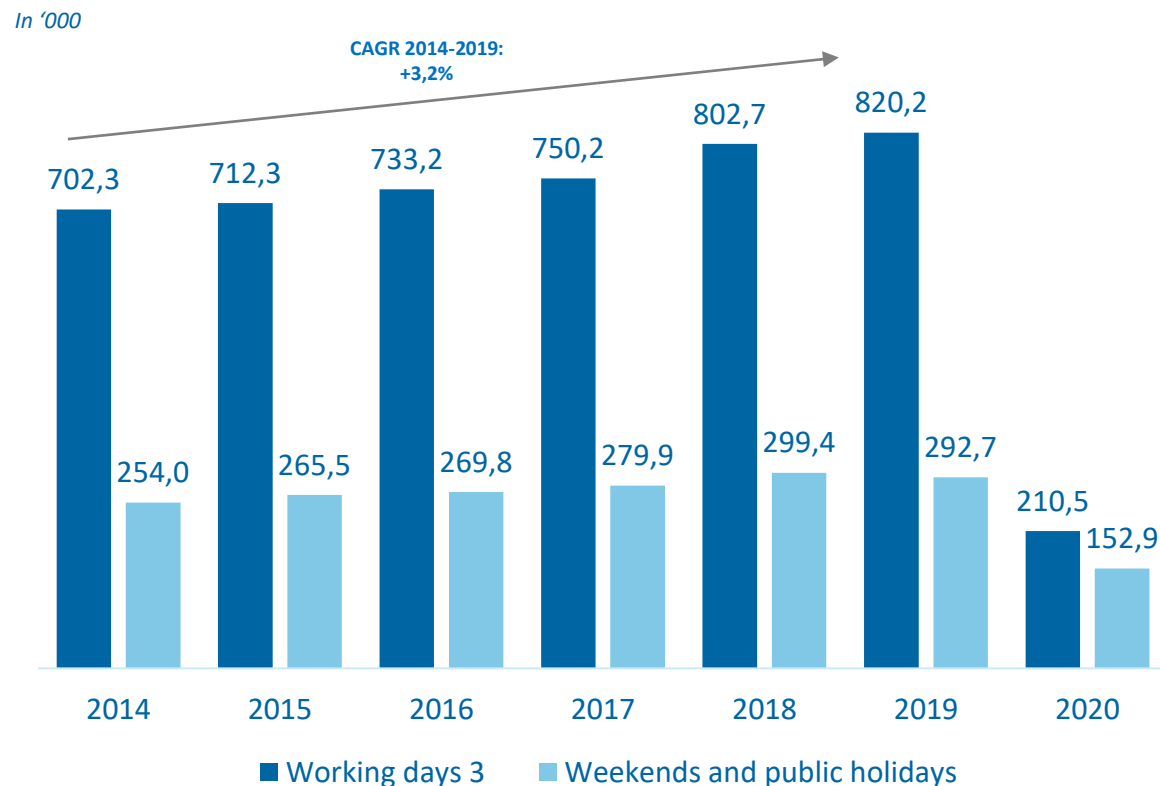
Business KPIs

- Production: **2.100 services/day** in Lombardia (accounting for roughly **25% national public passenger transport by rail**):
 - 30.000 stops in 467 rail stations,
 - 92.6 mln passengers transported in 2020 (-56% vs 2019)
 - 34.7 mln trains-km² in 2020 (-16% vs 2019)
- Fleet: more than 400 trains; Regione Lombardia has implemented an investment programme to renew the fleet, with 222 trains to be bought within 2025; the first new trains started operations in early 2020
- Railway network: Trenord trains run over 40 routes and 61 lines managed by RFI (FS Group) and Ferrovienord (FNM Group), covering a total network length of approximately 2000 km

FNM Group | Trenord, the strategic JV in local railway transport



Average passengers/day



Key financials

| € mln | 2018 (1) | 2019 (1) | 2019 IFRS 16 | 2020 IFRS 16 |
|-------------------------------|----------|----------|--------------|--------------|
| Revenues | 797,3 | 831,7 | 831,7 | 703,1 |
| EBITDA | 67,9 | 70,5 | 202,1 | 153,3 |
| EBITDA margin% | 8,5% | 8,5% | 24,3% | 21,8% |
| EBIT | 5,1 | 8,4 | 10,0 | -33,0 |
| EBIT margin% | 0,6% | 1,0% | 1,2% | -4,7% |
| Net profit /(loss) | 2,4 | 4,3 | 3,7 | -7,0 |
| Net Financial Position/(Cash) | -50,9 | -22,3 | 151,6 | 166,6 |

Despite the heavy negative impact of Covid-19 pandemic on rail LPT in 2020, Trenord contained losses thanks to cost reduction initiatives and the compensatory measures² offered by the Government (~80 mln euros)

Since Trenord's activities are located in Lombardy, one of the richest and most populated regions in Italy and Europe, Trenord's revenues are comparable to that of small European railway companies operating on a national scale

1- Before application of the IFRS 16 accounting principle; 2 - Cura Italia, Rilancio, Agosto and Ristori Decrees; 3 - Winter, CAGR calculated on working days

FNM Group | H2iseO Hydrogen Valley project

Italian industrial hydrogen-based value chain for a sustainable mobility system in the UNESCO world heritage site of Val Camonica

- The “**H2iseO Hydrogen Valley**” is an iconic project, along the non-electrified railway line **Brescia – Iseo – Edolo**, jointly implemented by **FNM and Trenord**, aiming at decarbonizing public transport services and at supporting the transition towards a more sustainable transport systems.
- It is a first step in structuring a **zero emission mobility system** and in introducing a **hydrogen based economic system**.
- It is developed in the Val Camonica area, at the same time a UNESCO World Heritage site, a major industrial pre-Alpine valley in eastern Lombardia and a gateway for the **2026 Milano-Cortina Winter Olympics**.
- The project is at present self financed by FNM and Trenord. Suitable European and domestic funding programmes could be accessed to finance part of the capital costs.
- **Introduction of hydrogen-powered fleets:**
 - **exp. n. 14 trains** to replace the existing fleet of 14 diesel train sets; 6 trains have been commissioned to Alstom,
 - **exp. n. 40 + buses** to allow the decarbonization of part of the bus service in Val Camonica, as a pilot project in the area.
- FNM and Trenord are also carrying out the detailed economic and technical projects of the hydrogen production plants in Iseo (blue hydrogen) and Edolo and/or Brescia (green hydrogen) as well as of other major components of the project.



FNM entered into **partnerships** (MOU) with major energy players to support the **implementation** of the project.

- **A2A-Snam:** to study methods for the supply and refuelling of hydrogen from renewable sources and from the recovery of materials to power the new trains of the Brescia-Iseo-Edolo line;
- **Enel Green Power:** to identify the best way to supply green hydrogen, produced using exclusively renewable energy for railway mobility in Lombardy;
- **ENI:** to evaluate the introduction of fuels and energy carriers capable of reducing CO2 emissions for the thermal engines; the introduction of models for the capture, storage or use of CO2 generated in hydrogen production processes for use in means of transport; the introduction of hydrogen distribution points for private road mobility

FNM Group | Fili project: new anthropization of the Milan-Malpensa axis



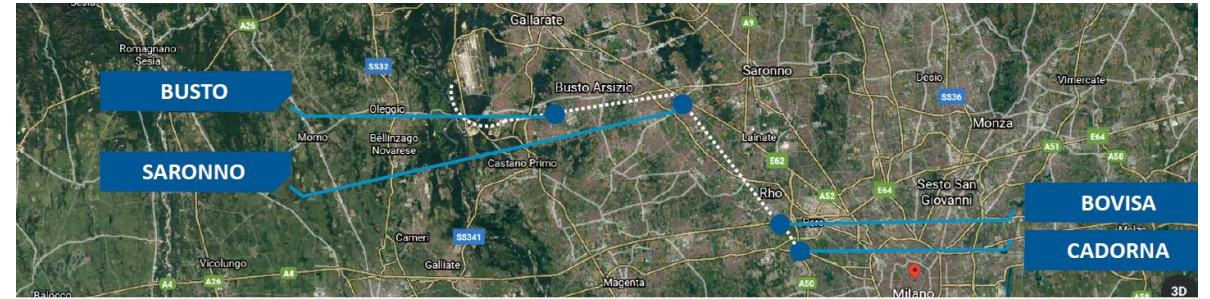
It is currently the largest urban and suburban regeneration project in Europe for the **redevelopment of the main connection centres of FERROVIENORD on the Milan-Malpensa axis** in view of the Milan Cortina 2026 Olympics.

➤ For the **urban areas**, it focuses on the following centres:

- **Milan Cadorna:** creation of a “synthetic forest” (72,000 m²) from Milan Cadorna to the Domodossola station. The hanging forest will produce oxygen for the city of Milan through the use of advanced biotechnologies that some start-ups employ in the production of panels consisting of anti-pollution filters such as plants, mosses and lichens that absorb nitrogen dioxide and release oxygen¹.
- **Milan Bovisa:** in partnership with the Municipality of Milan, infrastructural enhancement and urban regeneration of the Bovisa Node through the Reinvesting Cities tender, an initiative of the cities of the C40 group to pursue policies to contain carbon emissions. The headquarters of the FNM group will be built in the area, next to the station.
- **Saronno:** improve functionality and safety standards as well as accessibility and viability through the urban redesign of one of the most important hubs of the network. The project includes the relocation of the Saronnese Museum of Industries and Work, the restyling of the passenger building of the station and its underpass, the creation of cycle and pedestrian paths.
- **Busto Arsizio:** relocation of car parks in a multi-storey building, allowing the allocation of large green areas equipped for collective activities and the connection between the north and the south of the city.

➤ For the **extra-urban areas**, it includes:

- the collaboration with the Lombardy Foundation for the Environment aimed at mapping railway and non-railway appurtenances, for a **reforestation project of the entire area of the Lombard industrial triangle between Milan, Varese and Como**. The feasibility study will also concern nature-based interventions to be implemented in the stations (areas of relevance and proximity) to improve the comfort of users of the railway service, as well as the more general environmental resilience, without reducing the modal interchange function.
- the creation of a 72.7 km **supercyclable track** from Cadorna to Malpensa.



1 - a single panel of 12 m² produces the effect of 275 trees

The FNM Group

MISE acquisition

Sustainability

FY2020 results

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Appendix

FNM Group | The core business: Motorway infrastructure management – MISE acquisition

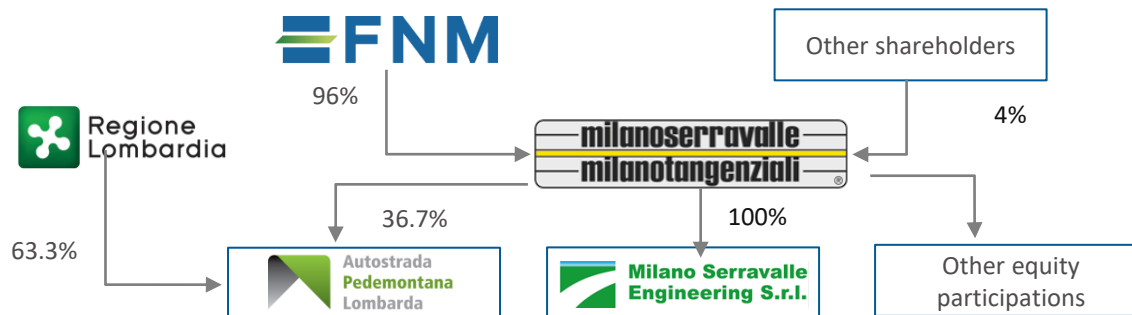
Business Overview

- On Feb. 26 2021 FNM acquired from Regione Lombardia a 82,6% participation in Milano Serravalle Milano Tangenziali S.p.A. ("MiSe"). **FNM now owns 96% of MISE¹.**
- Founded in 1951 in Assago, MiSe is the **concessionaire until 2028** of the A7 motorway from Milano to Serravalle Scrivia and of the three Milanese ring roads A50, A51, A52 (West, East, North) for a total of 179 km and ~2,117 mln vehicle-km in 2020 (-32% versus 2019), in one of the wealthiest areas un Europe.
- MiSe also holds a 36.7% stake² in Autostrada Pedemontana Lombarda S.p.A. ("APL"), which is the concessionaire of ~ 84 km³ toll roads as of 30/06/2018 and which should exceed 157 km³ of overall roads once the project is completed.

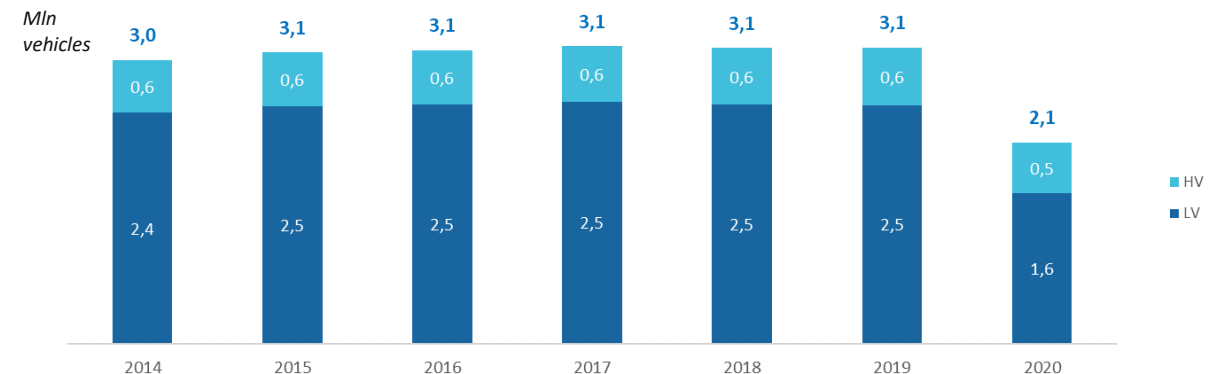
Key Financials (ITA GAAP)

| mln € | FY 2020 | FY 2019 |
|----------------------|---------|---------|
| Tolls | 167,8 | 234,8 |
| Other revenues | 11,0 | 14,1 |
| Total revenues | 178,8 | 248,9 |
| EBITDA | 73,1 | 145,8 |
| EBITDA % | 41% | 59% |
| EBIT | 27,8 | 88,2 |
| Net Income | 4,8 | 57,8 |
| Net debt (cash) | 134,8 | 125,0 |
| Net Debt /EBITDA (x) | 1,8 | 0,9 |
| CAPEX | 50,4 | 53,6 |

Shareholder structure



Traffic evolution

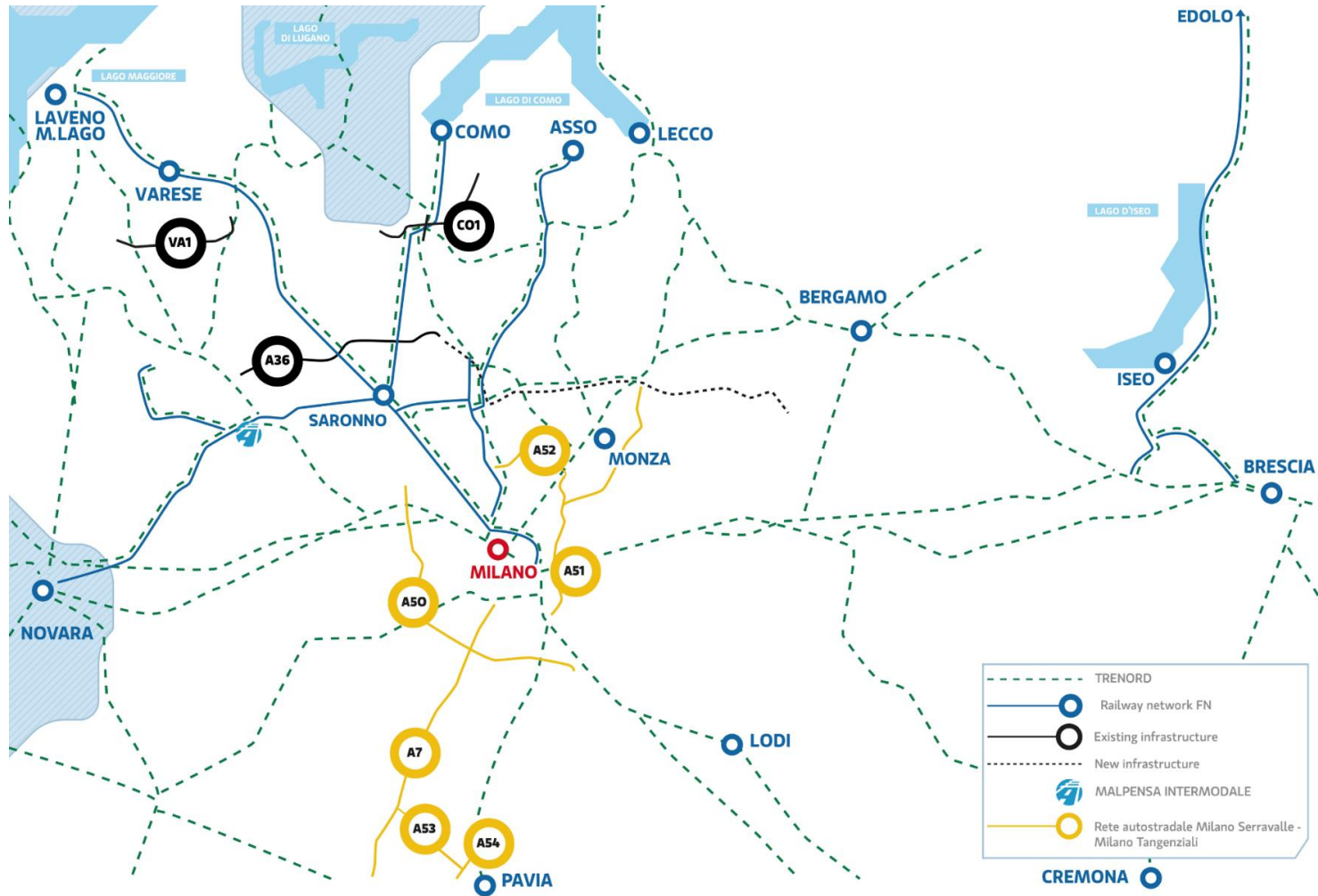


1) Including the 13.6% stake purchased from ASTM Spa in July 2020; 2) following the €350mln capital increase fully subscribed by Regione Lombardia on Feb. 26 2021, Regione Lombardia owns the remaining 63.3% stake; 3) including junctions and local roads

FNM Group | MISE area



FNM Group strengthens its positioning in the highest traffic demand areas in the Region



| | km | mln vehicles-km 2020 |
|---|--------------|-------------------------|
| Railway network | 331 | |
| | | |
| Milano Serravalle - Milano Tangenziali Spa | | |
| A7 Milano-Serravalle | 86,3 | 1.045 |
| A50 West Ring Road | 33 | 595 |
| A51 East Ring Road | 29,4 | 202 |
| A52 North Ring Road | 12,9 | 275 |
| A53 Bereguardo - Pavia connection | 9,1 | na |
| A54 Ring Road Pavia | 8,4 | na |
| Total MISE | 179,1 | 2.117 |
| A36+A59+A60 APL ¹ | 30,0 | na |

1- excluding junctions and local roads

FNM Group | The core business: Motorway infrastructure management – rationale

A transformational deal for FNM

- Creation of a **unique integrated infrastructure operator in Italy** which will allow:
 - An **integrated management of the ever-growing demand for mobility**, with optimization of flows, reduction of polluting emissions and development of sustainable mobility
 - A **new approach to the offer of transport services** through the **synergic integration of nodes and networks**: from single services to an integrated and converging model
 - **System synergies** (strategy, planning, management, monitoring and control, innovation and technological know-how)
- Improvement of FNM Group's revenues, **enhancing the income profile and providing regulatory risk diversification**
- **Strengthening of geographical presence** in the Lombardy territory and in the areas with higher transportation demand
- **Further developments of infrastructures** in the Lombardy territory

Physical integration

Digital integration

Economic and organizational
efficiency

FNM Group | Combined financials of FNM and MISE

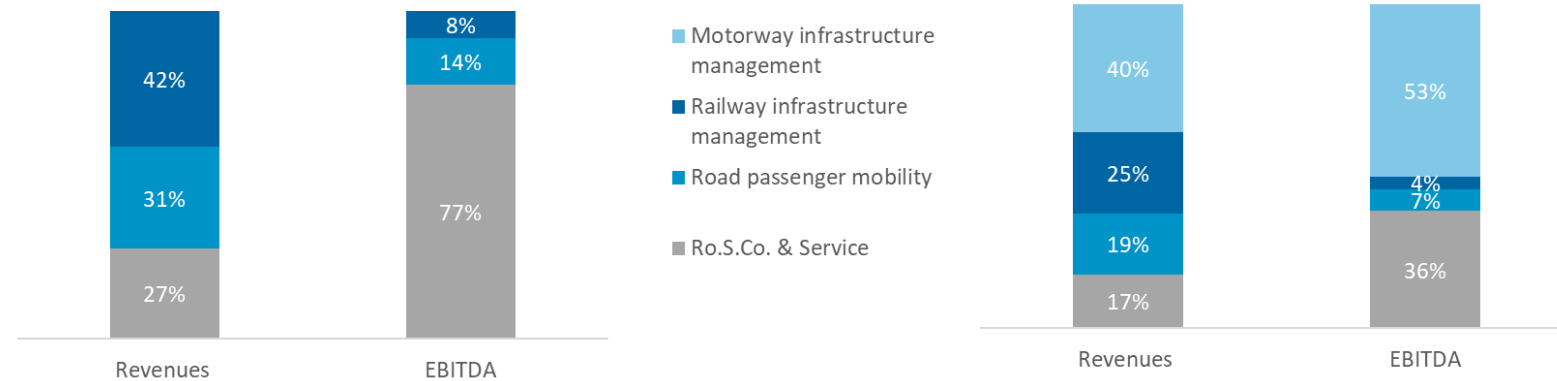
Pro forma, unaudited 2020 results – IFRS/IAS compliant

| <i>mln €</i> | FNM consolidated stand alone | MISE stand alone | Combined FNM - MISE (unaudited - pro forma) |
|-----------------------------|------------------------------|------------------|--|
| Revenues | 281,3 | 200,3 | 481,6 |
| Adj EBITDA* | 70,1 | 79,7 | 147,0 |
| <i>EBITDA margin</i> | 25% | 40% | 31% |
| EBIT | 26,4 | 25,2 | 54,4 |
| Net profit (loss) | 24,7 | 15,6 | 23,7 |
| Adj. Net financial position | 40,2 | 140,9 | 707,1 |
| Adj. NFP/ Adj. EBITDA (x) | 0,6 | 1,8 | 4,8 |

FNM stand alone¹

Combined FNM-MISE¹

Evolution of EBITDA composition and business risk diversification



1. % on revenues calculated excluding elisions

The FNM Group

Mise acquisition

Sustainability

- Sustainability strategy and governance
- Integration of sustainability in the strategy
- The true value model

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Appendix

Integrated sustainable mobility operator, able to read reality, investigating the “why” and “how” people, cities and companies move, to anticipate and offer the best solutions in terms of new mobility models



VISION

Improve the lives of people, cities and businesses, by developing connections and responding to mobility needs



MISSION

Develop an integrated platform of mobility services, built to meet criteria of environmental and economic sustainability, which rationalizes and connects (physically and digitally) urban nodes, destinations and transport networks, to create social value and promote the productivity of the territory



VALUES

In all its business activities, the Group operates in full consistency with the principles of **Responsibility, Integrity, Transparency, Efficiency, Merit and Sustainability**

FNM Group | Sustainability strategy and governance 2/2



The FNM Group has developed its own Governance system to promote the integration of Sustainability issues in the definition of business processes in all business areas and ensure compliance with current legislation through:



Internal committee of the BoD in charge of promoting an ethical and environmental corporate policy, by **monitoring economic, environmental and social expectations** of the stakeholders of the Group. It also oversees the process of drafting the financial statements of **Sustainability-NFR** assisted by CSR-Sustainability department.



Internal committee of the BoD in charge of supporting BoD's assessments and decisions concerning the **internal control and risk management system** as well as those related to the internal audit system. Its role involves all the activities related to **non financial risks** connected to the material topics and the overall Group's Sustainability strategy.



It is led by the CSR-Sustainability department and composed of **CSR Committee members**, each representative of FNM's **business areas** as well as of a representative of the **companies** included in the NFR perimeter. It is involved in the **stakeholder engagement** and the definition of Group's **ESG risks**. Ultimately it contributes to the **Sustainability reporting project**.



Oversees and coordinates the CSR and Sustainability policies of the FNM Group. It undertakes management, **planning** and scheduling **activities** with the participation of all organization units, as well as promoting the **adoption of Sustainability** principles. It sets out and **manages the non-financial reporting process** and promotes actions in the fields of **sustainable mobility, the environment and energy efficiency**.

With the approval of the guidelines of the 2021-2025 Business Plan by FNM BoD on November 25th, 2020, FNM Group has strengthened its Sustainability strategy, providing an integrated strategic vision to run the business in accordance with the international best practices.

FNM Group | The pillars and enablers of FNM strategic vision



| PILLARS | STRATEGIC GUIDELINES |
|-------------------|--|
| MOBILITY | <ul style="list-style-type: none"> • Central role of local public transport on rail • Strengthen the positioning in local public transport on road • Develop integrated multimodal and last mile mobility • Position as a Mobility Partner for communities, companies, events... • Confirm presence in the freight logistics sector |
| INFRASTRUCTURES | <ul style="list-style-type: none"> • Manage and develop the rail and highway infrastructure in Lombardy, through the synergic integration of nodes and networks • Develop logistics terminals • Promote the resilience of infrastructure to extreme natural events, mitigate environmental impacts, guarantee the highest levels of security to all stakeholders • Define an infrastructure platform enabling the development and implementation of new services |
| FLEETS | <ul style="list-style-type: none"> • Consolidate FNM's role as an Asset Company (Ro.S.Co.) in the passenger and freight rail market • Develop lower environmental impact fleets for rail and road transport |
| PEOPLE/ COMMUNITY | <ul style="list-style-type: none"> • Develop supply and demand management platforms consistent with the MaaS (Mobility as a Service) /MaaC (Mobility as a Community) paradigms • Develop FNM's payment services through FNMPay S.p.A., a start-up company launched in 2020. |



up to
1 bn €
investments in
2021-2025*

| ENABLERS | | | |
|--------------------------------|---|---|---|
| Innovation and data management | Governance, ethics and sustainability culture | Attraction, enhancement and well-being of employees | Energy efficiency and emissions reduction |

* On top of the investments for for MISE's acquisition

FNM Group | A business model integrated with sustainability

FNM business model update

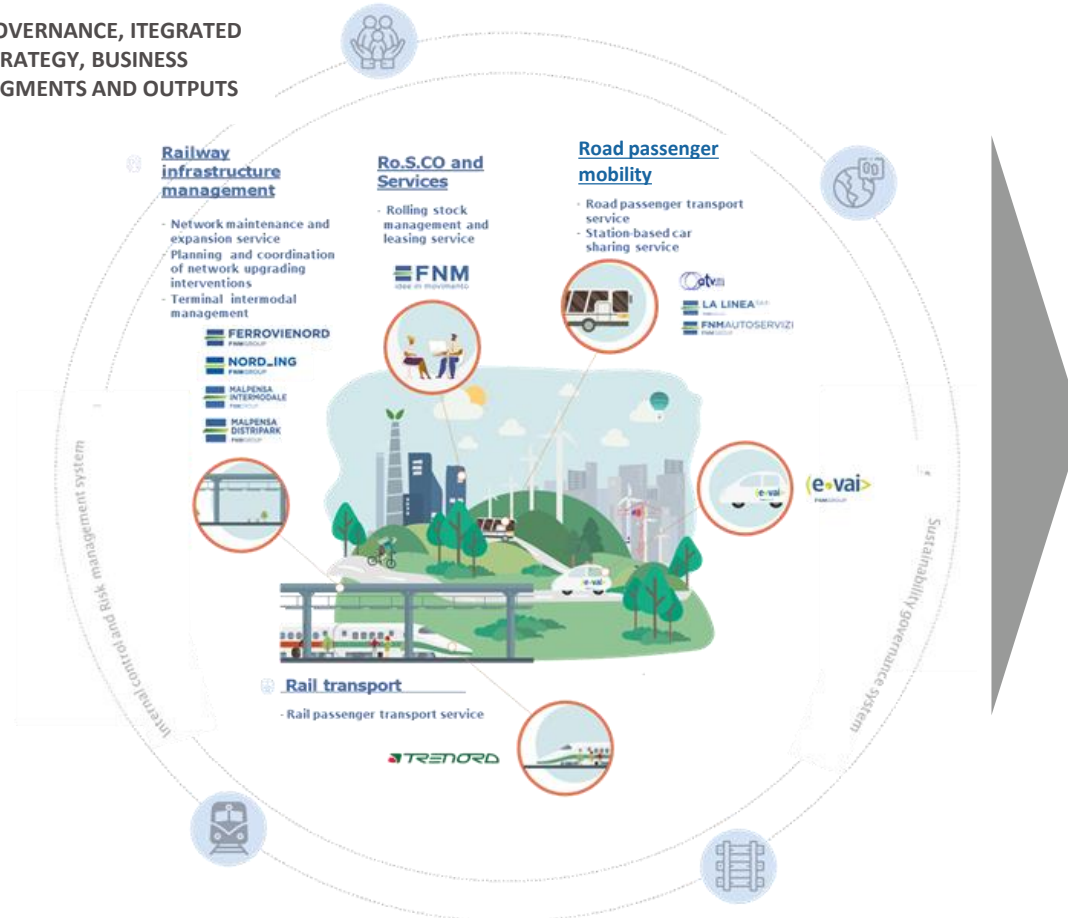


FNM Group's value creation is represented by the **business model that integrates the principles of Sustainability within the corporate strategy**. Resources are defined as **capitals**, i.e. stocks of value that are increased, reduced or transformed by the organization's activity and outputs. Each capital **contributes**, in line with the guidelines of the Strategic Plan, to the **achievement of the Sustainable Development Goals (SDGs)**.

KEY INPUTS

- Financial Capital**
 - Share capital
 - Public financing
 - Contributions from Public administration
 - Investments in transport services
- Production and Intellectual Capital**
 - Infrastructure
 - Fleet
 - Research & Development Projects
- Human Capital**
 - Humanistic and managerial skills
 - Integrity
 - Experience
- Natural Capital**
 - Environmental management systems
 - Renewable and non environmental resources
- Social and Relational Capital**
 - Relations with organizations and institutions
 - Relationships with other stakeholders
 - Trade unions relations

GOVERNANCE, INTEGRATED STRATEGY, BUSINESS SEGMENTS AND OUTPUTS



OUTCOMES






- Financial Capital**
 - Revenue
 - Assets
 - EBITDA
- Production and Intellectual Capital**
 - Network and fleet security
 - Accessibility and availability of services
 - Intermodal public transport
- Human Capital**
 - Specialised skills
 - An inclusive, safe and attractive workplace
- Natural Capital**
 - Emissions
 - Compensatory work
 - Noise and vibrations
- Social and Relational Capital**
 - Promotion and development of the territory
 - Partnership and collaborations
 - Advantages and concessions for passengers



FNM Group | FNM creation of shared value

The value created by the FNM Group: capitals



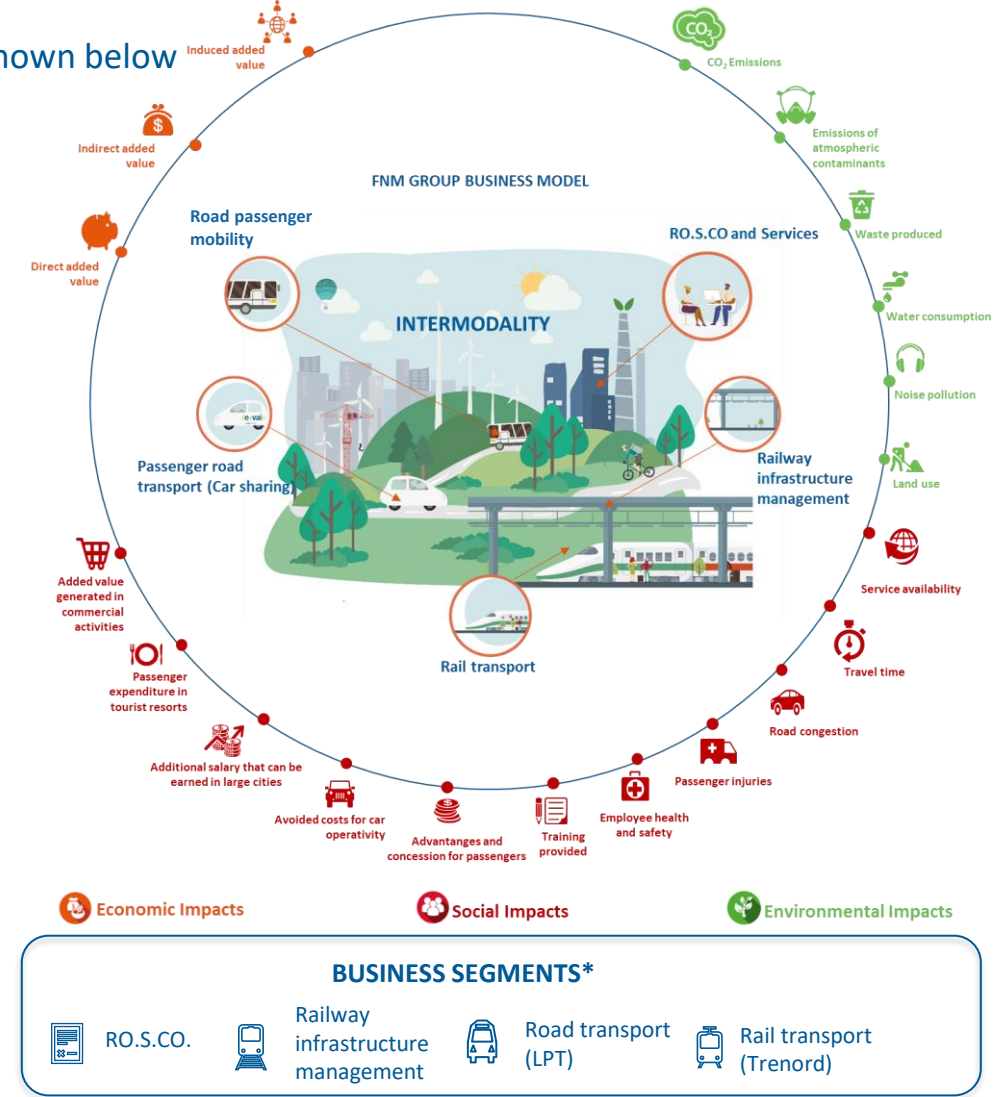
| Capital | Description | Highlights |
|--|--|---|
|  Financial | Economic resources involved in production processes | <ul style="list-style-type: none"> The Economic Value Generated by the Group amounts to € 321.3 million, of which € 254.9 million distributed to stakeholders 52.4% of the distributed economic value is addressed to suppliers, 44.5% to employees and 2.1% to the Public Administration 70% of the tender procedures launched in 2020 are subject to compliance with the ESG criteria |
|  Production and intellectual | Real estate, infrastructure and physical equipment used in the production of the services offered by the company, plus all intangible assets represented by the Group's organizational expertise and intellectual property | <ul style="list-style-type: none"> The Group continued its commitment to the expansion and renewal of the fleet with an investment of approximately € 32.5 million The fleet for local public transport is composed of 711 buses The car sharing car fleet is made up of 242 vehicles of which 229 are electric |
|  Human | The skills, expertise and experience of the people who work at the company | <ul style="list-style-type: none"> Training hours provided: 35,424 Total workforce: 2,265 40% of Group companies are ISO 45001-certified (Occupational Health and Safety Management System) |
|  Natural | All processes and environmental resources which contribute to the delivery of the services offered by the company | <ul style="list-style-type: none"> The FNM Group reduced emissions from electricity consumption by 37% compared to the previous year From 2021, 30% of electricity coming from renewable sources 80% of the waste produced by FERROVIENORD (ferrous material) will be recycled |
|  Social and relational | The ability of the company to create relationships with external stakeholders and to share value in order to increase individual and collective wellbeing | <ul style="list-style-type: none"> 3 partnerships to contribute to the SDGs Events dedicated to Sustainable Mobility and LPT: 11 Awareness campaign to prevent the spread of Covid-19 at station |

FNM Group | FNM True Value

Impacts of the FNM Group

The direct and indirect impacts of FNM considered in the True Value* model are shown below

- | | |
|---------------------------------------|--|
| Direct added value | Travel time |
| Indirect added value | Road congestion |
| Induced added value | Passenger injuries |
| CO2 Emissions | Employee health and safety |
| Emissions of atmospheric contaminants | Training provided |
| Waste produced | Advantages and concessions for passengers |
| Water consumption | Avoided costs for car operativity |
| Noise pollution | Additional salary that can be earned in large cities |
| Land use | Passenger expenditure in tourist resorts |
| Service availability | Added value generated in commercial activities |



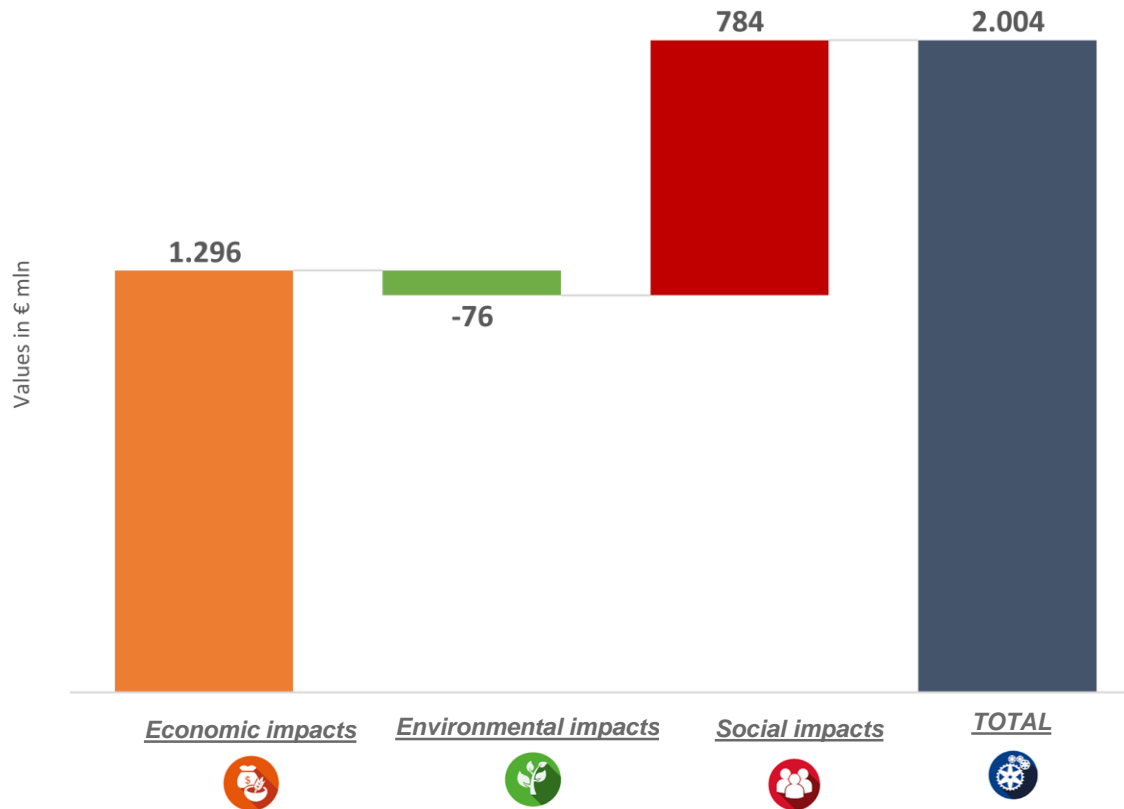
* True Value is a KPMG methodology that measures the "real" value created by an organization. ** The "Railway Transport" sector includes the activities carried out by Trenord, a jointly controlled company and therefore not included in the consolidation perimeter of the FNM Group and not representative of a specific segment, but included in the perimeter of the NFR.

FNM Group | FNM True Value

The value of the FNM Group activity



FNM Group's True Value Bridge in 2020



The True Value attributable to the total impacts of the FNM Group amounts to around **€ 2 billion** of which about 65% is generated by economic impacts.

True Value is a KPMG methodology that measures the “real” value created by an organization, identifying and quantifying its economic, social and environmental externalities.

Breakdown of True Value by business segment:



The FNM Group

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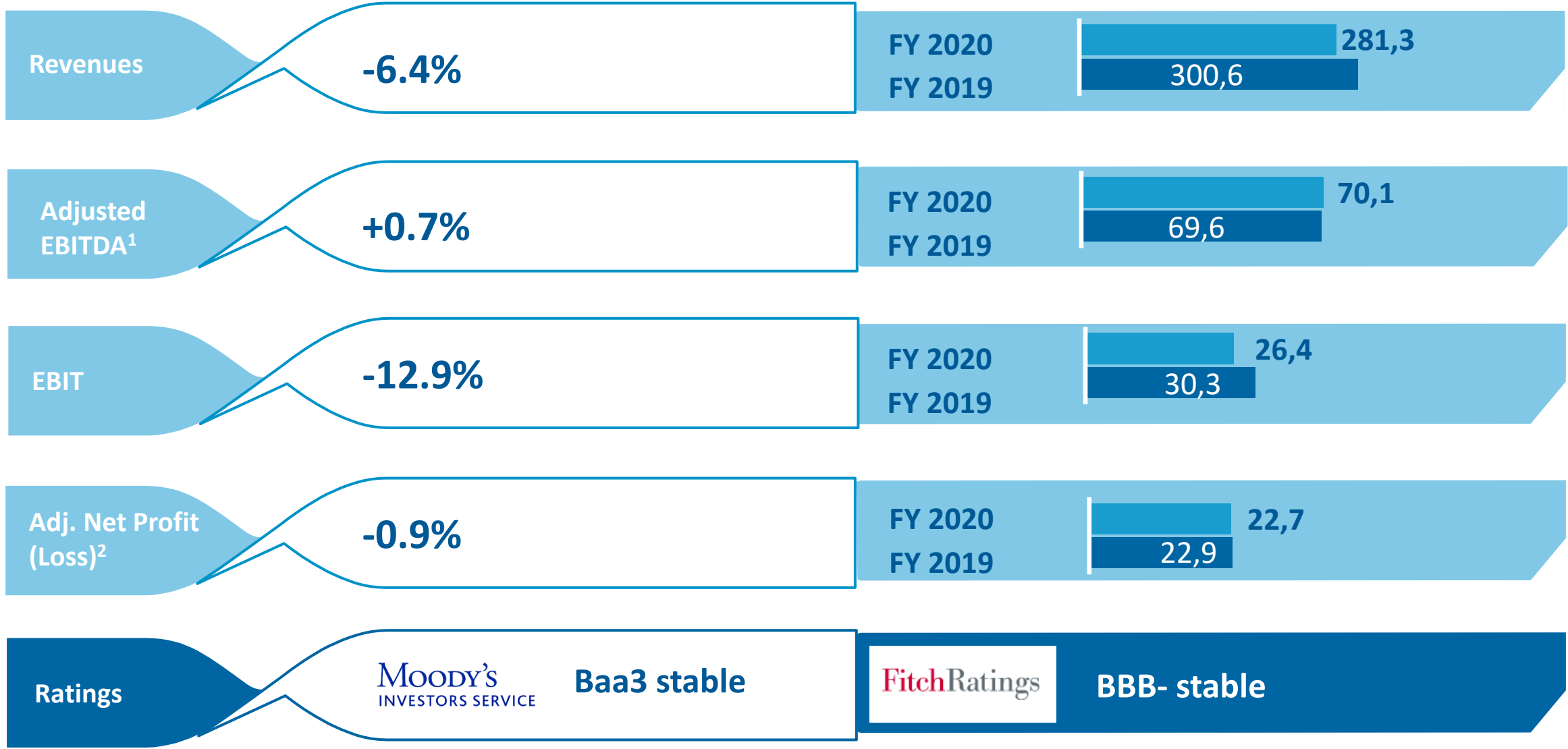
- Financial highlights evolution
- FY 2020 consolidated results
- Shareholders and share performance

FY2021 outlook

Appendix

FNM Group | FY 2020 Highlights

(in mln €)

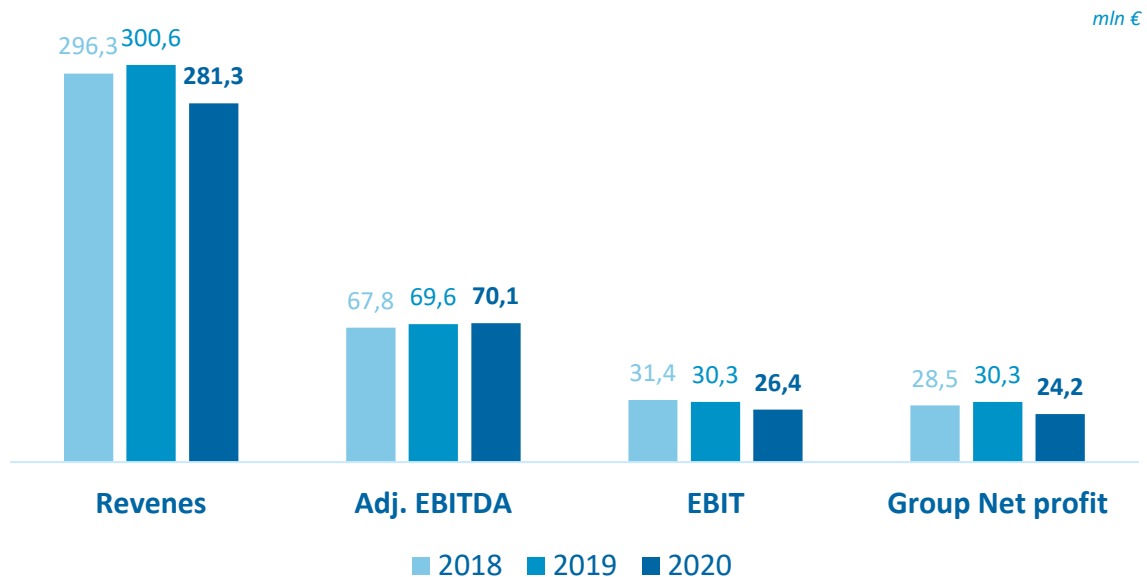


1 – Adjusted EBITDA: excluding extraordinary gains and losses

2 – Adjusted Net Profit (Loss): Net Profit (Loss) before recognition of the result of companies consolidated using the equity method

FNM Group | Main economic and financial data

Profit & Loss



HR KPIs

| | FY 2018 | FY2019 | FY2020 |
|-------------------|---------|--------|--------|
| Average headcount | 2.240 | 2.268 | 2.230 |

Economic KPIs

| mln € | FY 2018 | FY2019 | FY2020 |
|-------------------|---------|--------|--------|
| Adj EBITDA margin | 22,9% | 23,2% | 24,9% |
| Adj EBIT margin | 10,6% | 10,1% | 9,4% |
| ROI | 6,8% | 8,7% | 5,1% |

Balance Sheet

| mln € | FY 2018 | FY2019 | FY2020 |
|---|---------|-----------------------|---------------------|
| Total fixed assets | 453,4 | 479,2 | 575,2 ²⁾ |
| Net working capital | 4,3 | (132,3) ¹⁾ | (57,9) |
| Equity | 435,2 | 454,3 | 477,1 |
| Adjusted Net Financial Position (-Cash) | 7,6 | 39,9 | 43,7 |
| Net Financial Position (-Cash) | 22,5 | (107,5) ¹⁾ | 40,2 |
| Investments financed with owned funds | 34,2 | 40,4 | 68,2 |

Note: 2018 data IFRS 16 compliant, consistent with 2019 and 2020

1 – Value impacted by the timing related to advances received on investments by Regione Lombardia, related to the renewal of the trains fleet.

2 – Value increase yoy due to the acquisition of a 13.6% stake in MISE

FNM Group | Main economic and financial data/2

Financial KPIs

| | FY 2018 | FY2019 | FY2020 |
|---|---------|--------|--------|
| NFP / EBITDA | 0,33 | n.m. | 0,57 |
| NFP / Equity | 0,05 | n.m. | 0,08 |
| Net Fixed Assets / Net Invested Capital | 0,99 | 1,38 | 1,11 |

Dividend policy

| | FY 2017 | FY 2018 | FY2019 | FY2020 |
|--------------------------------------|---------|---------|--------|--------------------|
| DPS ¹ | 0,020 | 0,023 | n.a. | 0,022 |
| Payout ratio (on FNM Spa Net result) | 40% | 40% | n.a. | 40% |
| Total cash out (mln euros) | 8,698 | 9,785 | n.a. | 9,568 |
| Dividend Yield | 3,2% | 4,4% | n.a. | 3,1% ²⁾ |

Note: 2018 data IFRS 16 compliant, consistent with 2019 and 2020

1 – Dividend attributable to the year

2 – At coupon detachment date, for 2020 at April 12

FNM Group | Revenues and Adjusted EBITDA by segment

(in mln €)

| REVENUES | FY 2020 | FY 2019 | Δ | Δ% |
|-----------------------------------|--------------|--------------|---------------|--------------|
| Railway infrastructure management | 126,9 | 124,6 | 2,3 | 1,8% |
| Road passenger mobility | 94,7 | 118,3 | (23,6) | -19,9% |
| Ro.S.Co. & Service | 84,0 | 82,6 | 1,4 | 1,7% |
| Intercompany | (24,3) | (24,9) | 0,6 | -2,4% |
| Total | 281,3 | 300,6 | (19,3) | -6,4% |

| ADJUSTED EBITDA ¹ | FY 2020 | FY 2019 | Δ | Δ% |
|-----------------------------------|-------------|-------------|------------|-------------|
| Railway infrastructure management | 5,8 | 4,1 | 1,7 | 41,5% |
| Road passenger mobility | 10,0 | 13,2 | (3,2) | -24,2% |
| Ro.S.Co. & Service | 54,3 | 52,3 | 2,0 | 3,8% |
| Total | 70,1 | 69,6 | 0,5 | 0,7% |

Railway infrastructure management

- ↑ Higher proceeds from engineering and project management on financed investments as well as for terminal management
- ↓ Lower proceeds from Service Contract due to changes in the number of train services scheduling and from efficiency mechanism

Road passenger mobility

- ↓ Lower services due to reduced demand as a result of the introduction of travel restrictions due to Covid-19
- ↑ Partial compensation from higher revenues from public contracts and grants thanks to the compensation measures implemented by the Government (restoration of lower ticketing revenues equal to €4.1 mln)

Ro.S.Co.

- ↑ Higher fees from the new fleet leased to Trenord and DB Cargo Italia
- ↓ Lower advertising revenues; change in perimeter due to sale of Locoitalia in 2020; one off proceeds in 2019

Railway infrastructure management

- ↑ Positive performance of revenues and lower labour cost
- ↓ Higher maintenance costs during the lockdown period and higher costs for terminal management due to the activity development

Road passenger mobility

- ↓↑ Lower revenues strongly mitigated by cost control measures

Ro.S.Co.

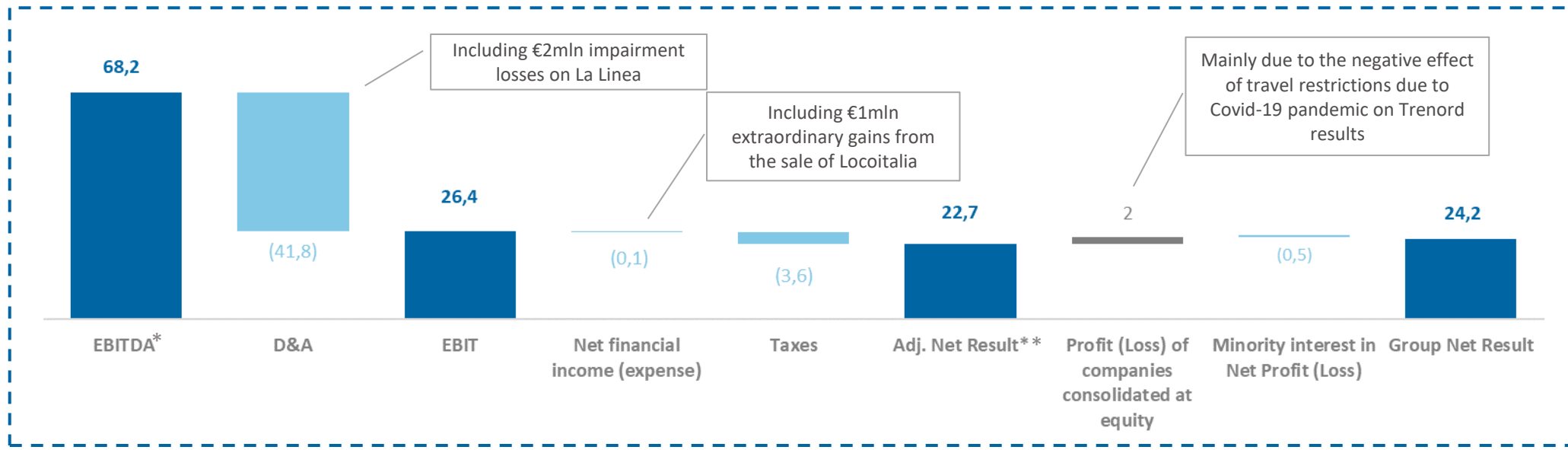
- ↑ Lower labour cost

1 – Adjusted EBITDA: excluding extraordinary gains and losses

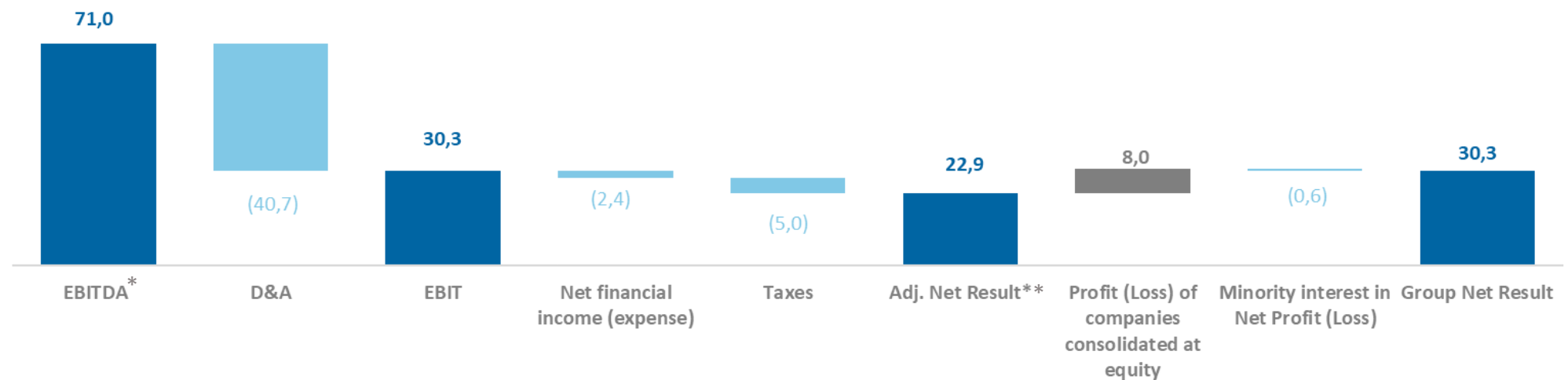
FNM Group | From EBITDA to Net Result

(in mln €)

FY 2020



FY 2019



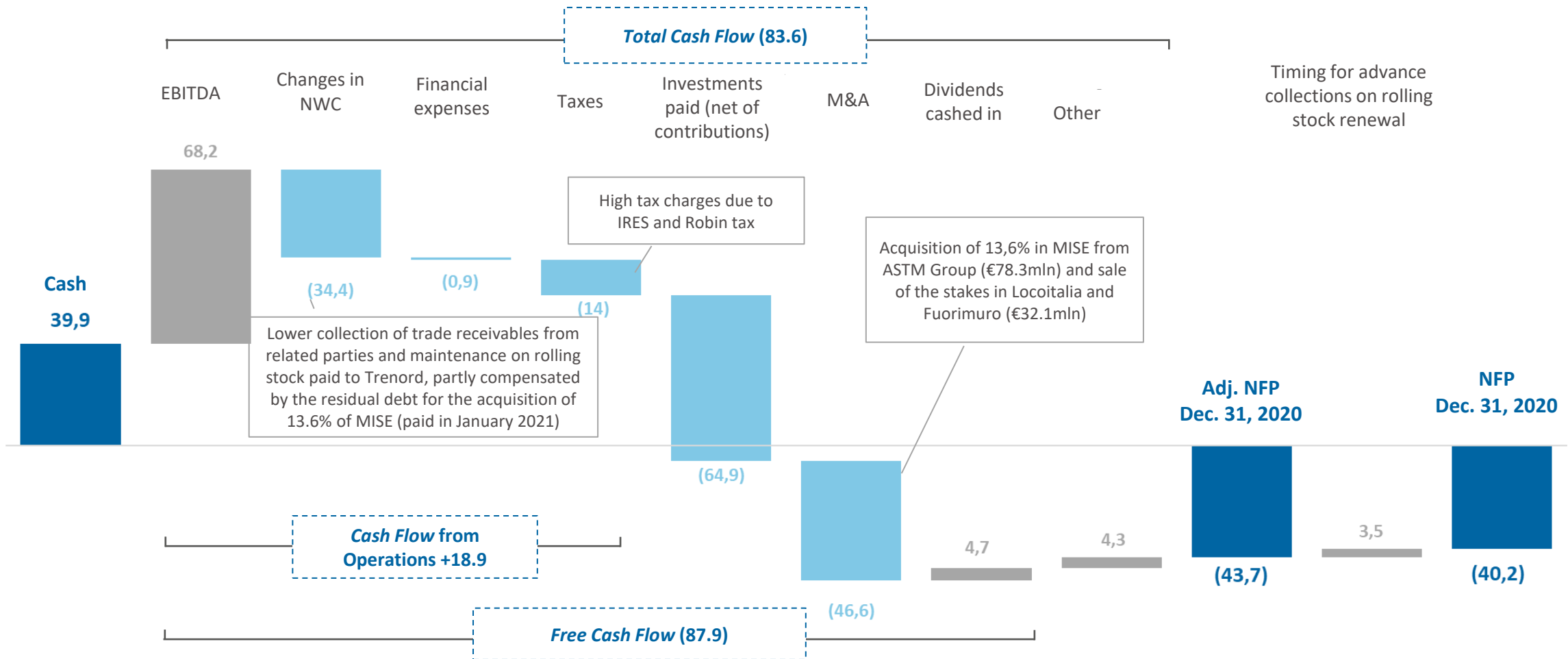
* It differs from adjusted EBITDA, as it includes extraordinary gains and losses

** Adjusted Net Result: Net Result before profit (loss) of companies consolidated at equity

FNM Group | Consolidated Cash Flow and Net Financial Position

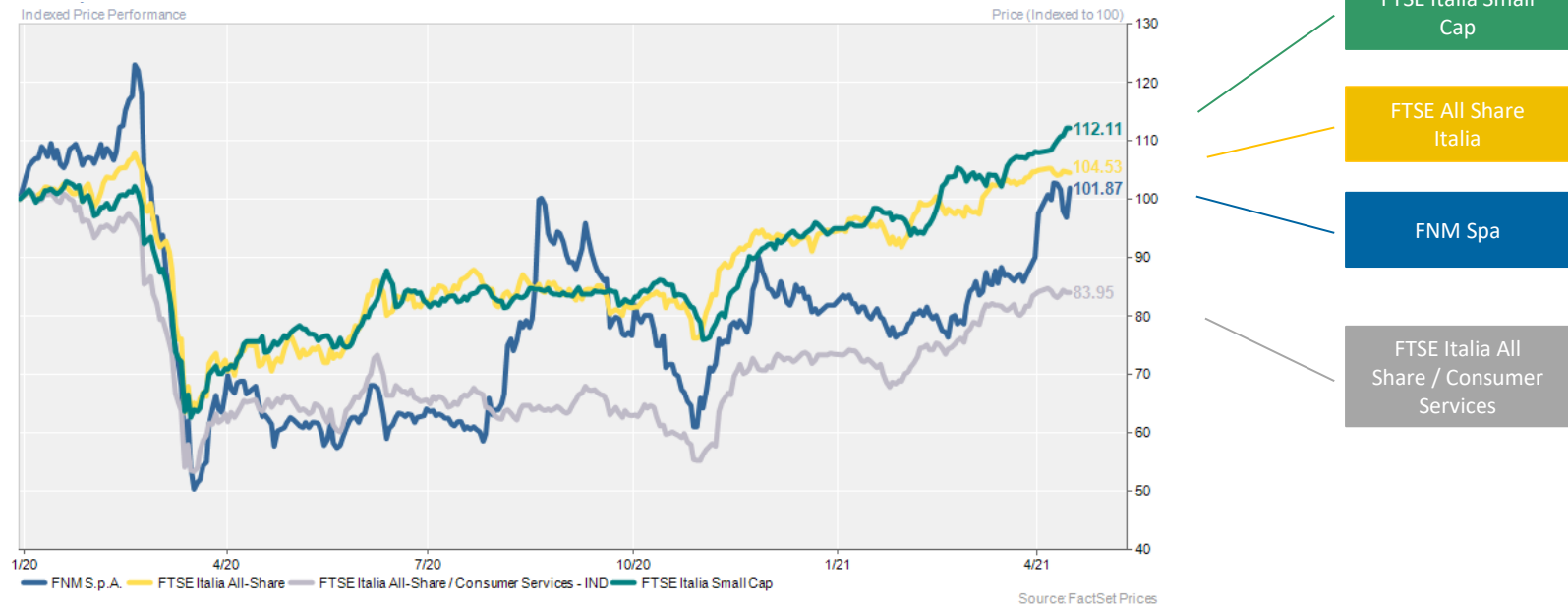
(in mln €)

LIQUIDITY HEADROOM 18.03.2021:
Uncommitted Lines = € 90 million



FNM Group | Shareholders and share performance

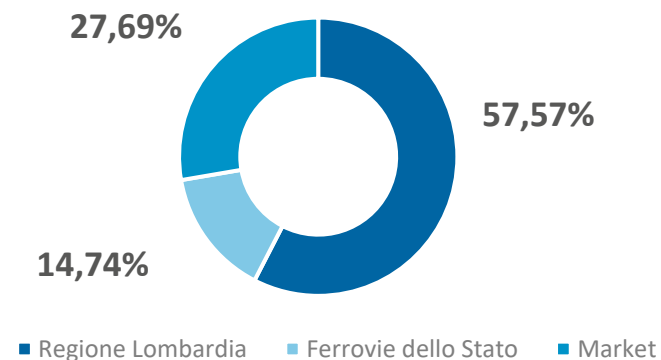
Relative performance Jan. 1, 2020 to date, vs reference indexes



Share capital profile

| | |
|--|------------|
| Market capitalization as at April 15th, 2021 | €308.8 mln |
| N. Of shares | 434.9 mln |
| Average traded volumes (2021 YTD) | 463,858 |
| 2021 YTD change | +24.6% |

Shareholders





The FNM Group

Mise acquisition

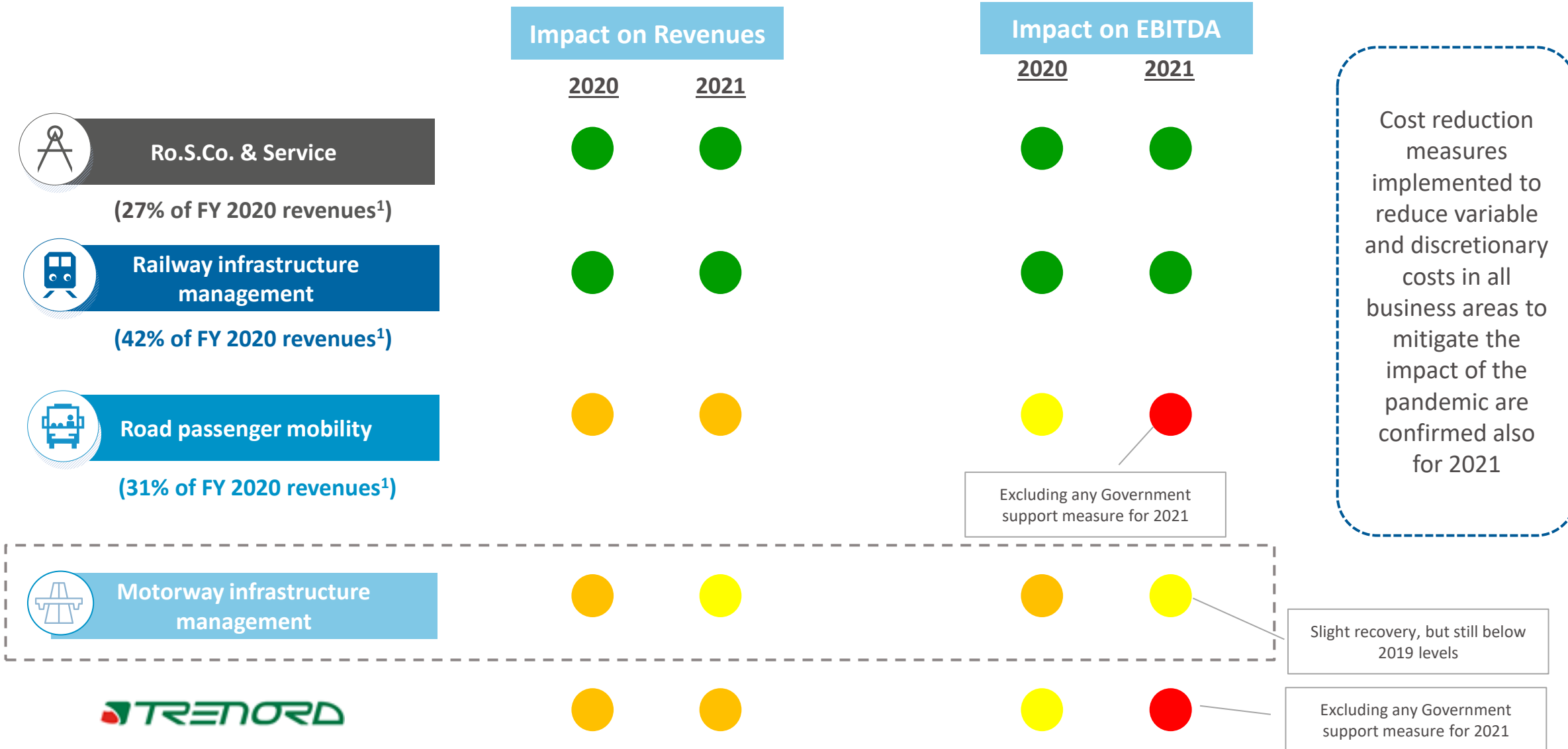
Sustainability

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Appendix

FNM Group | COVID-19 impacts on FY2021 outlook



1. % on revenues calculated excluding elisions

FNM Group | Outlook FY2021

Guidance

| | TARGETS FY 2021 VS. 2020 | | |
|--------------------|---|---|---|
| | FNM STAND ALONE ¹ | FNM + MISE ² | FNM + MISE like for like basis ³ |
| Revenues | In line | ~+70% | In line |
| Adjusted EBITDA | > 20% decrease Excluding government support measures | 2x | Slight increase (low single digit) |
| Adj. EBITDA margin | | ~+7 bps | In line |
| Adjusted NFP | | Increase, within rating agencies requirements | |

1 - FNM at the same perimeter as in 2020; 2 - guidance of FNM + Mise consolidated since February 26, 2021 versus FNM 2020 actual results

3 - guidance on FNM +Mise on a like for like basis in FY2020 and FY2021

The FNM Group

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Appendix

- Additional segment info and regulatory framework
- Additional FY2020 economic and financial details
- Sustainability

FNM Group | Overview



Ro.S.Co.
& Service

- Leasing of rolling stock
- Provision of corporate services and real estate



Railway
Infrastructure
management

- Management of railway infrastructure in Lombardy
- Intermodal terminal management

FNM GROUP
idee in movimento



Road
passenger
mobility

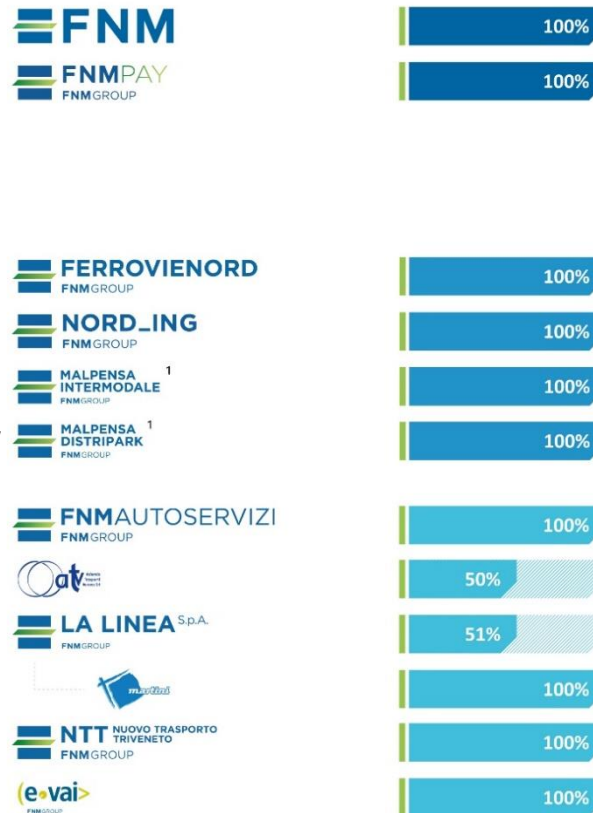
- Management of road local public transport
- Electric car sharing



Motorway
infrastructure
management

- Concession-based management of motorway infrastructure

COMPANIES FULLY CONSOLIDATED



COMPANIES VALUED AT EQUITY



As at December 31st, 2020 FNM Spa holds a 13.6% stake in MISE. The shareholding increased to 96% on February,26th 2021. Since that date MISE is fully consolidated into FNM's accounts

1 Companies operating in the freight logistics sector, in the start-up phase, included respectively in the Railway infrastructure management and in Ro.S.Co. & Services segments

2 Companies operating in the Road Passenger Mobility but considered in the Ro.S.Co. Segment for the purposes of preparing the financial statements

FNM Group | Railway infrastructure management – the contractual framework

| | Concession | Programme Agreement ("PA") | Public Service Contract ("PSC") | Purchase Agreement |
|----------------------------|--|---|---|--|
| Content | <p>Under the Concession Agreement, Ferrovienord is granted the right to:</p> <ul style="list-style-type: none"> • use, manage and operate specific parts of the regional railway network (including the relevant appurtenances, plants and equipment) • manage the acquisition of the fleet – on a non-exclusive basis - required for the regional train services on behalf of Regione Lombardia, which provide the relevant instructions and funds for the purchase. <p>FNM group subsidiary NORD_ING is in charge for the network maintenance and development works.</p> | <p>The PA, signed between Regione Lombardia and FN defines the activities to be carried out for i) the railway infrastructure renovation / development and ii) the extraordinary and ordinary maintenance. The Agreement also defines the funding needs, primarily based on a medium term investment plan.</p> <p>PA regulates that Regione Lombardia funding will be provided based on WIP status.</p> <p>In 2020, the investments on FN managed railway network amounted to € 35.0 m (€ 46.6 m in 2019)</p> | <p>The PSC regulates the fee due to FN for the services provided. Such fee is determined each year on the basis of the time schedule of railway services entered into force in December of the previous years and taking into account the value of effective production (train-Km), the length of the railway network, the number and type of stations, car sharing service.</p> <p>The fee is subject to the application of a discount mechanism ("efficiency coefficient") of 2% per year.</p> <p>The PSC includes all the activities related to the purchase and maintenance of Regione Lombardia train fleet (see "Purchase Agreement")</p> | <p>Regione Lombardia has authorized FN to purchase, manage, maintain and store new rolling stock on behalf of the Region, to be allocated to railway companies holding a service contract with the Region, with a commitment to complete the supplies by 2025.</p> <p>The program envisages the purchase of 146 high (105) and medium (41) capacity electromotors, as well as 30 diesel railcars and is covered for the total amount of € 1,607m on the 2017-2032 regional budget. The consideration and payment conditions are defined in the Agreement Implementing the mandate, approved with Regional Law n. X / 7926 of 26/02/2018 and Regional Law n. XI / 1619 of 15/05/2019.</p> <p>With Regional Law n. XI/3531 of 05/08/2020 (the so called "Marshall Plan") Regione Lombardia has authorized the purchase of additional 46 high (26) and medium (20) capacity electromotors to upgrade the service on the railway lines of Milano airports and Milano/Sondrio/Tirano in view of 2026 Winter Olympics, for a total amount of 351 mln euros</p> |
| Approval law | Regional Law N. x/4823 of 15/02/2016 | Regional Law N.x/5476 of 25/07/2016 | Regional Law N. x/4824 of 15/03/2016 | Regional Law N. X/6932 of 24/07/2017 and N. XI/1619 of 15/05/2019 |
| Expiry date | 31/10/2060 | 31/12/2022 | 31/12/2022 | - |
| Termination clauses | <p>Regione Lombardia may request the early termination in the event of serious and persistent violations of the obligation deriving from the concession.</p> <p>The concessionaire is in any case required to guarantee continuity of the service for 36 months with recognition of the expenses incurred.</p> <p>At expiration date, Ferrovienord will have to give back to Regione Lombardia all the assets and the rolling stocks purchased with Regione Lombardia grants.</p> | <p>In case the PA renewal procedures would not be completed upon its expiry date, the Agreement maturity will be automatically extended till 31/12/2023 and in any case until the signature of the new agreement.</p> | <p>The Agreement is subject to the validity of the Concession. In case the latter may be revoked, the Public Service Contract will be resolved</p> | - |

FNM Group | Road passenger mobility - regulatory framework

EU and Italian regulatory framework

- **European Regulation N. 1370/2007** sets the rules for international and national passenger rail and road transportation.
- **Decree-law No. 422/1997** regulates road transportation at national level, transferring all the competencies at regional authorities.
- At present, **regional authorities** still have the option of awarding Local Public Transport service contract agreements directly, although direct awards must be based on principles of cost-effectiveness, efficiency, impartiality, and transparency, etc. The maximum duration of each contract is 10 years. **Tenders will become mandatory as of 2023**, but regional authorities will still have the option of awarding contracts directly for efficiency / quality purposes.
- **real pre-tax WACC of 7%:** remuneration for road transportation set by the Ministry of Infrastructure and Transport issued (**Ministerial Decree 157/18**), pending the regulation from the Authority of Transport
- **Law Decree N. 18 of 17.03.2020 art 93 par 4bis:** tender procedures of local public transport services are suspended up to twelve months after the declaration of end of the Covid 19 emergency state

Lombardy

- **Regional Law 6/2012** established three different systems for assigning TPL concessions: (i) direct management; (ii) direct award of public contracts, (iii) competitive tendering offer.
- At the moment, most of the existing contracts with TPL providers have expired and providers are currently operating thanks to a **contract extension¹**.
- Given the current situation, it is expected that the expiring contracts will be further extended to keep into consideration the evolution of the Covid 19 pandemic and the launch of new tenders will restart after the end of the emergency state in most of the six catchment areas.

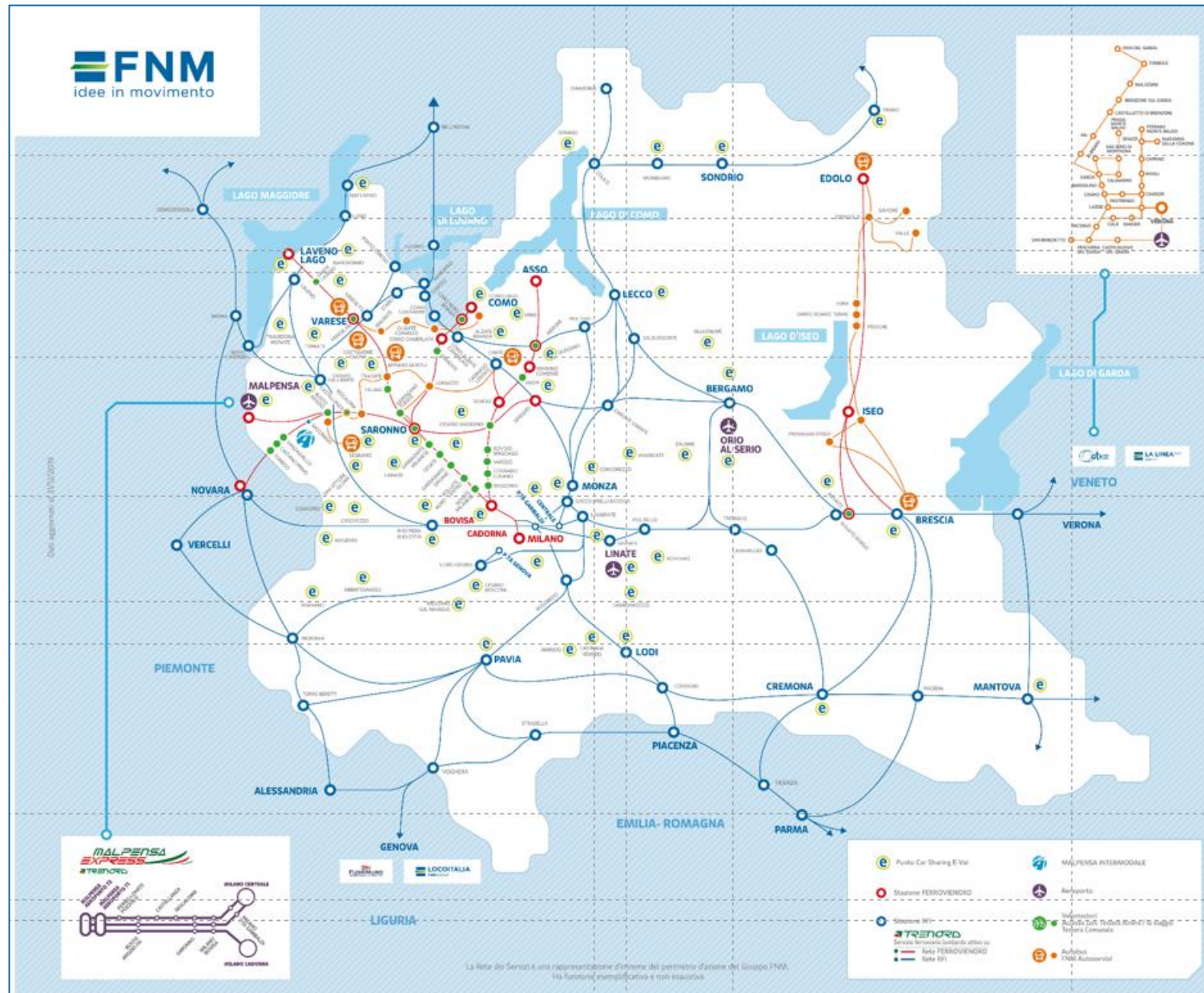
Veneto

- **Regional Law 25/1998** is applied.
- Each province is a catchment area.
- Currently contracts in same catchment areas have expired, Verona included².
- The local authorities of each catchment area **are issuing tender procedures in order to assign the concessions**.
- Given the current situation, it is expected that the expiring contracts will be further extended to keep into consideration the evolution of the Covid 19 pandemic and tender procedures will restart after the end of the emergency state.

¹ – for FNMA the Service Contracts for the Como area will expire on April 30, 2021; the concessions for Varese and for Brescia areas will expire respectively on April 30 and on December 31, 2021.

² – For ATV the three Service Contracts for Verona, Legnago and Verona province will expire on December 31, 2021

FNM Group | The railway network



FNM Group | Road Passenger Mobility: E-Vai



Business overview¹

- First car-sharing elettrico service with regional distribution and integrated with the railway network:



60.300 subscribers (+13%)



242 vehicles
(o/w 229 fully electric, 12 hybrid and 1 petrol)



240.000 rental hours in 2020



CO₂ 161 tons saved in 2020



94 charging stations (+49%)



142 E-vai Point all over Lombardy (23%)



3 airports in Lombardy



79 municipalities



44 stations

Shared and sustainable mobility solutions



E-VAI REGIONAL ELECTRIC

Regional electric car sharing to drive among airports, stations and cities



E-VAI PUBLIC

Shared use between Public administration (during working hours) and citizens (during remaining hours and weekends)



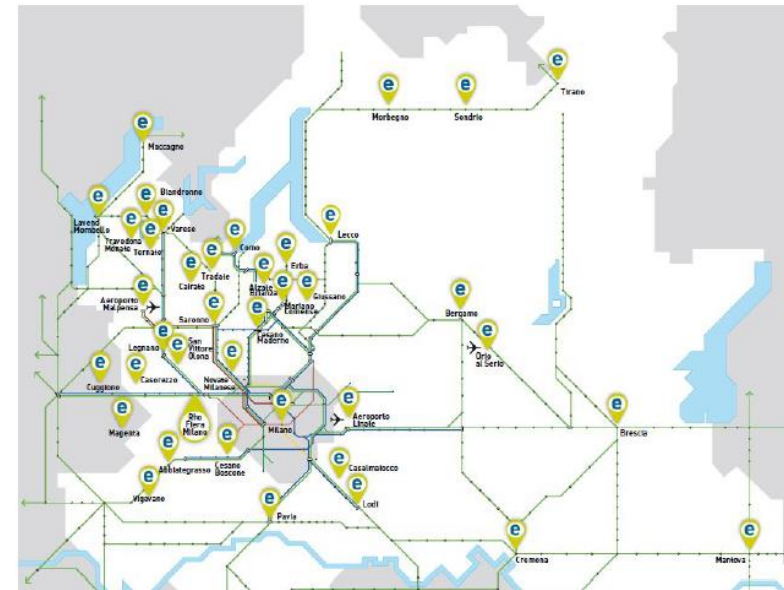
E-VAI CORPORATE

Integrated use between companies and employees during working hours and for private use



E-VAI EASY STATION

Integrated use between companies and public administration close to railway stations and commuters



FNM Group | Railway infrastructure management – Freight logistics



Business overview

The business is still in a development phase, through two of its subsidiaries:

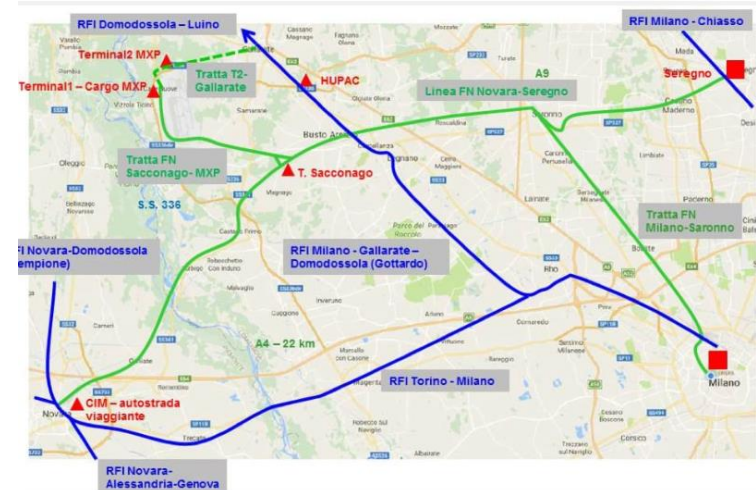
- **Malpensa Intermodale** – company established at the end 2018, involved in the development and management of the freight terminal in Sacconago, close Malpensa airport.
- **Malpensa Distripark** – company established in 2019, involved in the real estate development of the terminal areas owned by the Group.

Terminal – main features

| | |
|-----------------------|--|
| Area | Total 50.000 sqm, of which: <ul style="list-style-type: none"> • 42.500 sqm intermodal area • 1.500 sqm offices • 4.500 sqm access area |
| Development | 200.000 sqm of area potentially available for further development of the services and logistic activities |
| Handling | 900+ containers/week |
| Main interconnections | Rhine-Alps (Sempione and Gottardo) |
| Management | Freight trains (max length: 650m) |

Sacconago Terminal - interconnections

Railways



Highway



FNM Group | Consolidated Profit & Loss

| (€M) | FY 2020 | FY 2019 | Var. | Var.% |
|---|--------------|--------------|---------------|---------------|
| Revenues from sales and services | 258,8 | 279,2 | (20,4) | -7,3% |
| Other revenues and income | 22,5 | 21,4 | 1,1 | 5,1% |
| Total revenues and other income | 281,3 | 300,6 | (19,3) | -6,4% |
| Operating costs | (97,7) | (105,5) | 7,8 | -7,4% |
| Personnel costs | (113,5) | (125,5) | 12,0 | -9,6% |
| ADJ. EBITDA | 70,1 | 69,6 | 0,5 | 0,7% |
| Non-ordinary income (expense) | (1,9) | 1,4 | (3,3) | nm |
| EBITDA | 68,2 | 71,0 | (2,8) | -3,9% |
| Depreciation and amortisation | (41,8) | (40,7) | (1,1) | 2,7% |
| EBIT | 26,4 | 30,3 | (3,9) | -12,9% |
| Net financial income (expense) | (0,1) | (2,4) | 2,3 | nm |
| <i>of which gains on divestments</i> | 1,0 | 0,0 | 1,0 | nm |
| EARNINGS BEFORE TAXES | 26,3 | 27,9 | (1,6) | -5,7% |
| Income taxes | (3,6) | (5,0) | 1,4 | -28,0% |
| ADJUSTED NET PROFIT (LOSS) | 22,7 | 22,9 | (0,2) | -0,9% |
| Profit (Loss) of companies consolidated at equity | 2,0 | 8,0 | (6,0) | nm |
| Net Profit (Loss) | 24,7 | 30,9 | (6,2) | -20,1% |
| Minority interest in Net Profit (Loss) | 0,5 | 0,6 | (0,1) | -16,7% |
| Group Net Profit (Loss) | 24,2 | 30,3 | (6,1) | -20,1% |

FNM Group | Consolidated Profit & Loss – segment details



Railway infrastructure management

| (€M) | FY 2020 | FY 2019 | Var. | Var.% |
|-----------------------------|--------------|--------------|--------------|---------------|
| Public contracts and grants | 100,5 | 99,6 | 0,9 | 0,9% |
| Rolling stock leasing | 9,3 | 8,5 | 0,8 | 9,4% |
| Other revenues | 17,1 | 16,5 | 0,6 | 3,6% |
| Total revenues | 126,9 | 124,6 | 2,3 | 1,8% |
| Adj. EBITDA | 5,8 | 4,1 | 1,7 | 41,5% |
| Adj. EBITDA/Revenues % | 4,6% | 3,3% | | |
| EBIT | 3,6 | 4,4 | (0,8) | -18,2% |



Road passenger mobility

| (€M) | FY 2020 | FY 2019 | Var. | Var.% |
|-----------------------------|--------------|--------------|---------------|---------------|
| Public contracts and grants | 47,6 | 46,4 | 1,2 | 2,6% |
| Transport services | 35,3 | 62,3 | (27,0) | -43,3% |
| Other revenues | 11,8 | 9,6 | 2,2 | 22,9% |
| Total revenues | 94,7 | 118,3 | (23,6) | -19,9% |
| Adj. EBITDA | 10,0 | 13,2 | (3,2) | -24,2% |
| Adj. EBITDA/Revenues % | 10,6% | 11,2% | | |
| EBIT | (1,7) | 1,7 | (3,4) | nm |



Ro.S.Co. & Service

| (€M) | FY 2020 | FY 2019 | Var. | Var.% |
|------------------------|-------------|-------------|------------|-------------|
| Rolling stock leasing | 56,9 | 55,8 | 1,1 | 2,0% |
| Other revenues | 27,1 | 26,8 | 0,3 | 1,1% |
| Total revenues | 84,0 | 82,6 | 1,4 | 1,7% |
| Adj. EBITDA | 54,3 | 52,3 | 2,0 | 3,8% |
| Adj. EBITDA/Revenues % | 64,6% | 63,3% | | |
| EBIT | 24,4 | 24,2 | 0,2 | 0,8% |

Partial compensation from higher revenues from public contracts and grants thanks to the compensation measures implemented by the Government (restoration of lower ticketing revenues equal to €4.1 mln)

FNM Group | Profit (loss) of companies consolidated at equity

| (€ '000) | FY 2020 | FY 2019 | Var. | Var.% |
|--|--------------|--------------|----------------|-----------|
| Trenord Srl ¹ | (3.796) | 1.598 | (5.394) | nm |
| Nord Energia Spa ² | 2.567 | 3.377 | (810) | -24% |
| DB Cargo Italia Srl | 1.813 | 1.722 | 91 | 5% |
| Omnibus Partecipazioni Srl ³ | 1.052 | 1.192 | (140) | -12% |
| NordCom Spa | 283 | 460 | (177) | -38% |
| Conam Srl | 44 | 55 | (11) | -20% |
| SeM S Srl in liquidazione | 81 | 34 | 47 | nm |
| Fuorimuro Srl ⁴ | 0 | (391) | 391 | nm |
| Profit (Loss) of companies consolidated at equity | 2.044 | 8.047 | (6.003) | nm |

1 - including the profit (loss) of TILO SA

2 - including the profit (loss) of CMC MeSta SA

3 - including the profit (loss) of ASF Autolinee Srl

4 - the result of the investment in Fuorimuro was equal to zero as a result of the sale on March 10 2020, adjusted to fair value on December 31, 2019

FNM Group | Consolidated Balance Sheet

| (€M) | Dec. 31, '20 | Dec. 31, '19 | Var. |
|--|---------------|----------------|--------------|
| Inventories | 8,7 | 8,9 | (0,2) |
| Trade receivables | 82,6 | 64,6 | 18,0 |
| Other current receivables | 99,0 | 60,9 | 38,1 |
| Trade payables | (177,5) | (175,7) | (1,8) |
| Other current payables and current provisions | (70,7) | (91,0) | 20,3 |
| Net Working Capital | (57,9) | (132,3) | 74,4 |
| Fixed assets | 468,3 | 432,3 | 36,0 |
| Equity interests | 168,0 | 84,9 | 83,1 |
| Non-current receivables | 24,2 | 21,6 | 2,6 |
| Non-current liabilities | (24,4) | (28,2) | 3,8 |
| Provisions | (60,9) | (60,9) | 0,0 |
| Assets and liabilities held for sale | 0,0 | 29,5 | (29,5) |
| NET INVESTED CAPITAL | 517,3 | 346,9 | 170,4 |
| <i>Equity</i> | <i>477,1</i> | <i>454,3</i> | <i>22,8</i> |
| Adjusted Net Financial Position (Debt/-Cash) | 43,7 | (39,9) | 83,6 |
| Net Financial Position for funded investments (cash) | (3,5) | (67,5) | 64,0 |
| <i>Net Financial Position (Debt/-Cash)</i> | <i>40,2</i> | <i>(107,4)</i> | <i>147,6</i> |
| TOTAL SOURCES | 517,3 | 346,9 | 170,4 |

Of wich on December 31, 2020:
- Trains 334 mln euros
- Buses: 35 mln euros

FNM Group | Consolidated Balance Sheet – NFP composition

| (€M) | Dec. 31, '20 | Dec. 31, '19 | Var. |
|--|---------------|----------------|--------------|
| Cash and bank deposits | (126,1) | (156,4) | 30,3 |
| Current financial receivables | (0,1) | (49,3) | 49,2 |
| Current financial debt | 101,2 | 94,3 | 6,9 |
| Current Net Financial Position (Debt/-Cash) | (25,0) | (111,4) | 86,4 |
| Non-current financial debt | 68,7 | 71,5 | (2,8) |
| Adjusted Net Financial Position (Debt/-Cash) | 43,7 | (39,9) | 83,6 |
| Net Financial Position for funded investments (Debt/-Cash) | (3,5) | (67,5) | 64,0 |
| Net Financial Position (Debt/-Cash) | 40,2 | (107,4) | 147,6 |

FNM Group | Main features of the Sustainability Report 2020

Overview



The main new elements of the Sustainability Report 2020 are:

- Review of the **main material topics** and the Group's materiality matrix
- **Group's business model** update
- Dedicated chapter to the **impacts of the Coronavirus pandemic**
- Integration of information requested by the **new GRI Standard (207; 303; 403)**
- Integration of information requested by **investors and rating agencies**
- Quantification of the generated **economic, environmental and social impacts**

Reference regulations and methodological standards

The Consolidated Disclosure of Non-Financial Information has been written in compliance with the provisions of the following regulations and methodological standards:



Legislative Decree No. 254/2016



GRI Sustainability Reporting Standards



International <IR> framework

FNM Group | Sustainability Report Contents

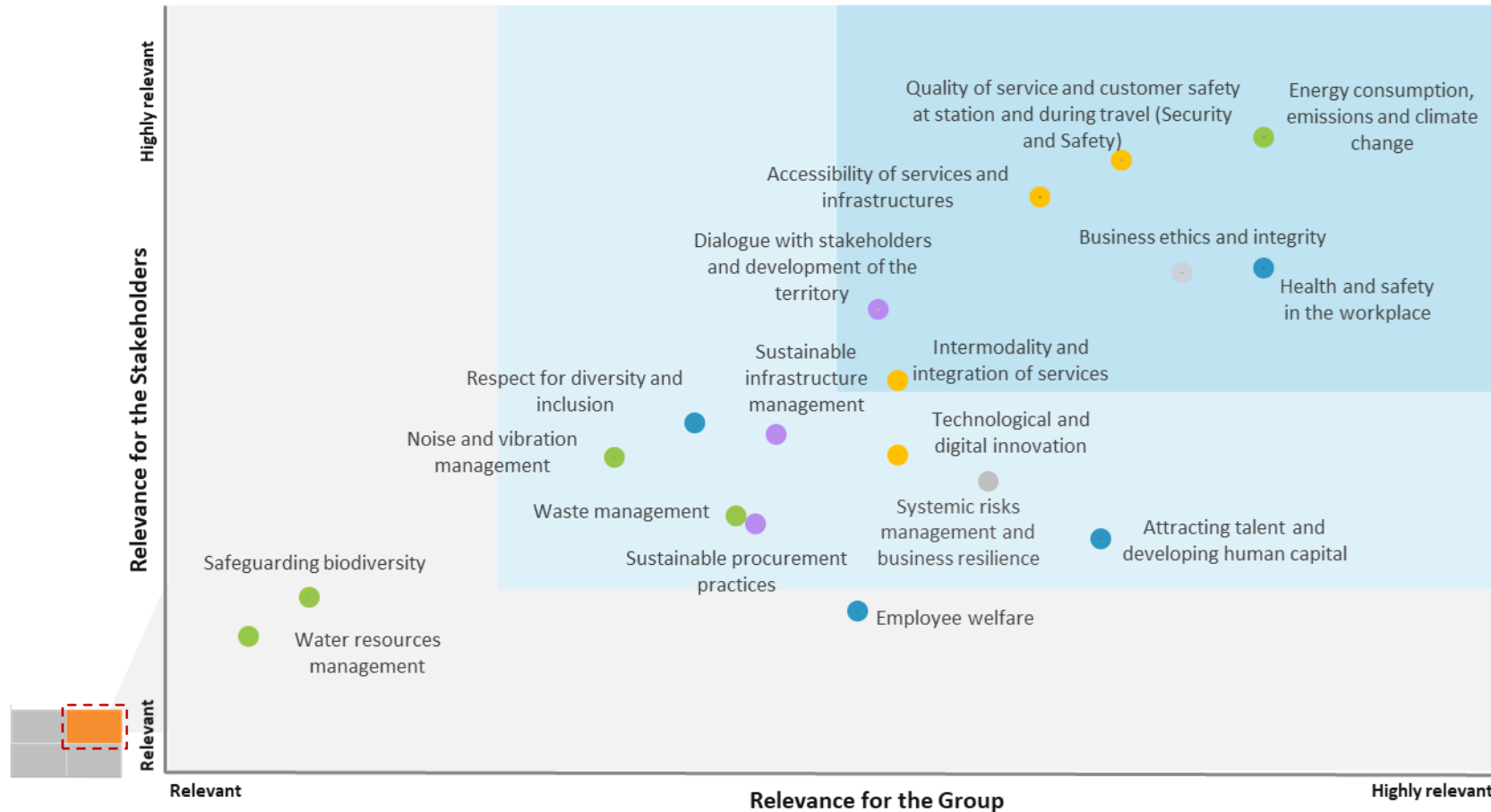
Document Index



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|--|--|---|-------------------------|
|  <p>Sustainability Report 2020</p> | President's Letter to the stakeholders and Vice President's Introduction | | INTRODUCTION |
| | Methodological note | Reporting scope; reporting principles, criteria and standards | |
| | Reader's guide | Introductory note to the document | |
| | FNM Group: identity | Description of the mission, profile and activities carried out by the organization | PROFILE |
| | The impacts generated by the pandemic on the transport market | Description of the external context in which the organization operates | |
| | Materiality analysis | Description of the issues that most reflect the environmental, social and economic impacts for the Group | STRATEGY AND GOVERNANCE |
| | FNM Group's strategy: an integrated approach and business model | Description of how the organization generates results that aim to achieve strategic goals and create value over time | |
| | Group's governance model | Description of the governance structure and how it supports the organization in creating value in the short, medium and long term | |
| | Risk management system | Description of the risks and opportunities that impact the ability to create value in the short, medium and long term and the ways in which these risks and opportunities are managed | CREATED VALUE |
| | FNM Group's shared value | Description of financial capital, productive and intellectual capital, human capital, natural capital and social and relational capital | |
| | The creation of value for the country | Measurement of the economic, social and environmental value generated by the FNM Group through the True Value model | OTHER |
| | Performance's foreseeable evolution | Description of the challenges and uncertainties that the organization may face in pursuing its strategy and their potential impacts on the business model | |
| | Attachments | Description of the ways in which the organization has determined the issues to be included in the financial statements and the ways in which these issues are quantified and assessed | |

FNM Group | Materiality matrix 2020

The Top Management and Stakeholders' perspective on FNM Sustainability



- 

Environmental responsibility
- 

Governance, integrity and economic responsibility
- 

Human resources
- 

Responsibility towards customers, infrastructures and transport systems
- 

Social responsibility (community) and supply chain



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