



FILI: Lombardy weaves its future

Towards a new anthropization.



ABOUT **FNM** GROUP





Ro.S.Co. & Services

- **Leasing of rolling stock** in the local public transport (LPT) and freight logistics sector (mainly to Trenord and DB Cargo Italia)
- **Corporate services** to subsidiaries and management of the real estate assets of the Group
- Development of complementary **digital platforms** according to MaaS paradigm

COMPANIES FULLY CONSOLIDATED



COMPANIES VALUED AT EQUITY



Railway Infrastructure

- **Management of railway infrastructure** in Lombardy on the basis of the concession expiring on **31st October 2060**
- **Intermodal terminal management** and real estate development in freight logistic sector





Road Passenger Mobility

- **LPT road transport** in Lombardy (Varese, Brescia and Como) and Veneto (Verona, Legnago and throughout the relative Province)
- **Train replacement** services for Trenord
- **Electric car-sharing** service

COMPANIES FULLY CONSOLIDATED



COMPANIES VALUED AT EQUITY

Omnibus Partecipazioni



Motorway

- **Management of motorway infrastructure** on the basis of a concession expiring in 2028





281

New trains:

45 put into service between 2015 and 2018,
222 purchased between 2017 and 2025 and
14 hydrogen powered trains as part of the
H₂iseO project by 2024.



2.200

**Trains per day
TRENORD**



330 km

Railway network FERROVIENORD
with **124 facilities** (stations and stops)
of which **115 at the service of travelers**



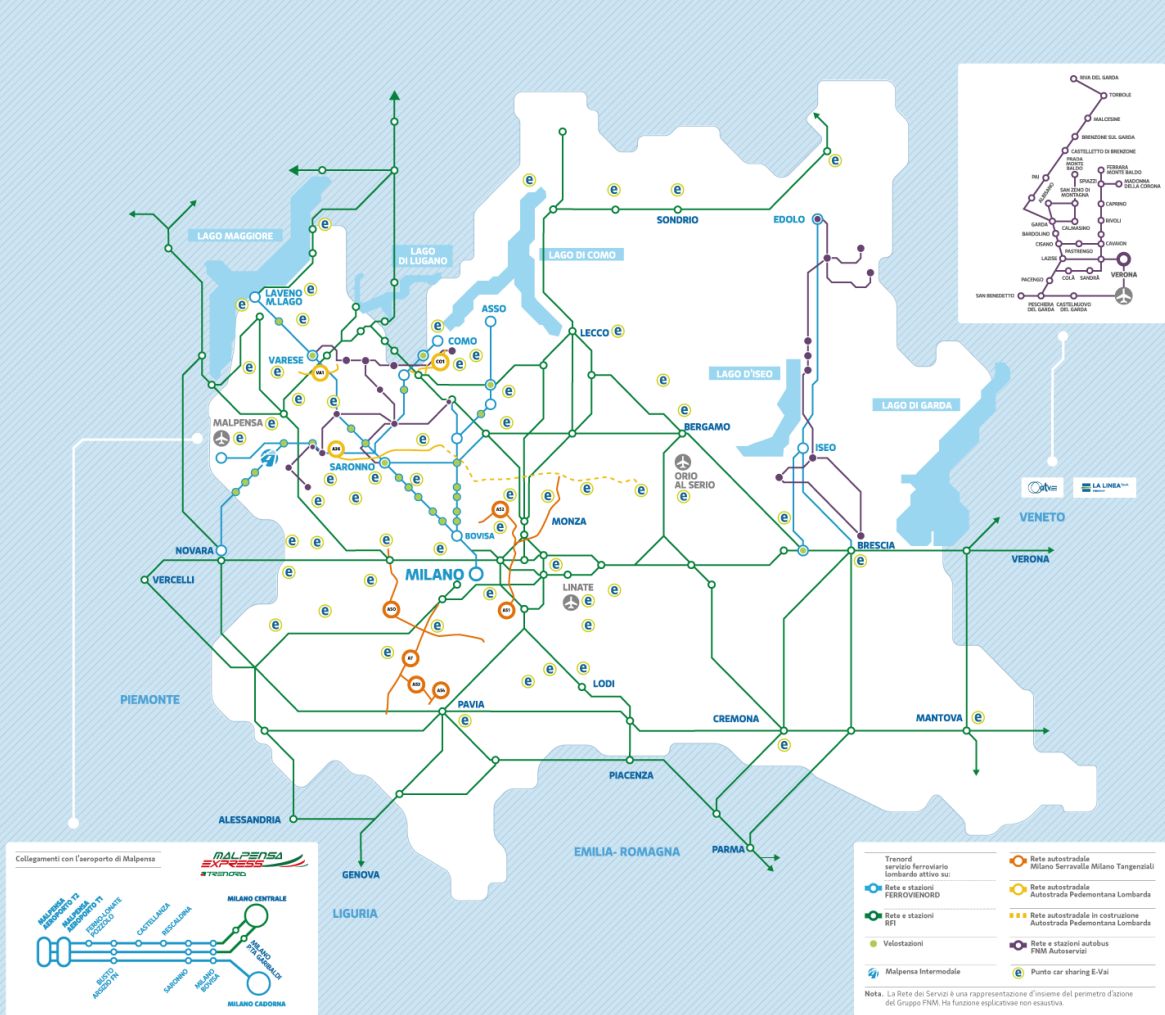
702

Bus fleet



185 km

Motorway network



Nota: La Rete dei Servizi è una rappresentazione d'insieme del perimetro d'azione del Gruppo FNM. Ha funzione esplicativa non esaustiva.

FNM is the main integrated transport and mobility Group in Lombardy

1877

Incorporation of **Società Anonima Ferrovie Milano-Saronno e Milano-Erba** Milano-Erba to build and manage railway lines in the Lombardy area

1879

Launch of railway operation with the activation of the Milan-Saronno lines

1883

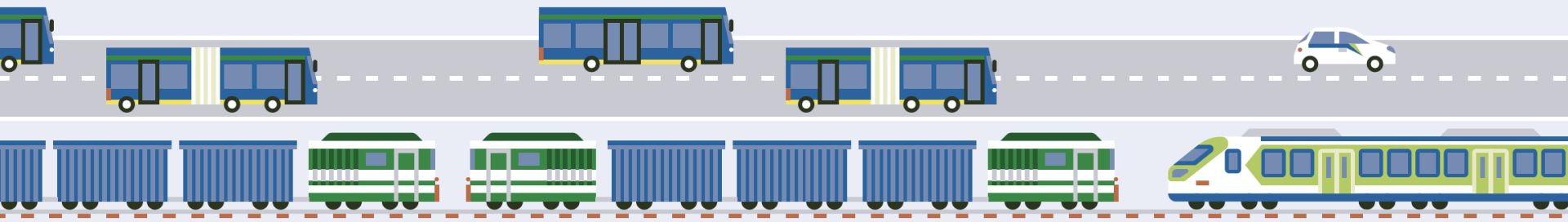
Incorporation of Società Anonima delle Ferrovie Nord Milano

1926

Ferrovie Nord Milano is listed on the main market of Milan
2° railway in Italy

1974

Path towards nationalisation of **railway infrastructures and companies**
Acquisition by **Lombardy Region** of the majority shareholding in the capital of FNM



1985

Incorporation of **FNM Esercizio S.p.A.** (now FN) and of **FNM Autoservizi S.p.A.**

1993

Acquisition of management of the **Brescia-Iseo-Edolo** railway line in Valcamonica

1997

The first section of the **Passante Ferroviario di Milano**, (Milan railway loop), between the stations of Certosa – Bovisa Nord and Milano Porta Venezia.

1999

Activation of the **Malpensa Express** airport connection between the Milano Cadorna Station and Malpensa 2000 airport

2000

Formation of **FNM Ingegneria S.r.l.** (now **NORD_ING**)

2003

Nord Energia S.p.A. JV between FNM and AET for Merchant Line project through

FNM is the main integrated transport and mobility Group in Lombardy

2004

Creation of **FNM Esercizio**, for the management of the network and **FNM Trasporti** for passenger transport (which become **FERROVIENORD** and **LeNORD**)

Establishment of two different companies consistently with the principle of separation between network and service

2008

Listing on the **Expandi market of Borsa Italiana**

2009

Establishment, with Trenitalia, of the equally owned company **Trenitalia-LeNORD**, (since 2011 **Trenord**), to manage the LPT railway

2010

Incorporation of **E-Vai** - first Lombardy electric car sharing company

2011

In May, Trenitalia-LeNORD becomes **Trenord S.r.l.**



2015

NordCargo becomes **DB Schenker Rail Italia S.r.l. e** and FNM holds a stake of 40%

2017

Acquisition of **ATV S.r.l.** (50%)

2018

Acquisition of **La Linea S.p.A.** (51%)

Establishment of **Malpensa Intermodale**

2019

Establishment of **Malpensa Distripark**

Development of intermodal transportation and of **Mobility as a Service**

2020

Incorporation of **FNMPAY S.p.A.** and acquisition of **BusForFun.com S.r.l.** (40%*)

2021

Completion of the acquisition of **Milano Serravalle – Milano Tangenziali S.p.A.** (100%**) and acquisition of **Sportit** (33.3%)



* Acquired stake of 24.7%, subsequently increased to 40% in December 2021, following the subscription of a share capital increase by FNM S.p.A.

** Acquisition of a 13.6% stake from ASTM on 29 July 2020 and an 82.4% stake from the Lombardy Region on 26 February 2021, the date from which MISE is consolidated in the FNM financial statements. The stake in MISE increased to 100% following the liquidation of the minority shareholders in 2022.



Vision

Improving the lives of people, of cities and businesses, by developing connections and meeting mobility needs.



Mission

Developing an integrated platform of mobility services, built according to environmental and economic sustainability criteria, which incorporates in a system and connects (physically and digitally) attractions, urban hubs and transport networks, to create social value and promote the productivity of the territory.

THE 4 PILLARS

MOBILITY – Confirmation of the central role of rail LPT, strengthening of positioning in road LPT, development in integrated multimodal and last mile mobility, positioning as the Mobility Partner of communities, businesses, events and major projects, confirmation of its presence in the freight transport sector.



FLEETS - Confirmation of the centrality of Ro.S.Co. for the passenger and freight railway market, introduction of fleets with lower environmental impact for rail and road transport, electrification of fleets (including hydrogen as an energy carrier).



INFRASTRUCTURE - Management and development of the rail network, stations and interchange hubs, consolidation in the motorway infrastructure business, development of logistics terminals.



PEOPLE/COMMUNITIES - Development of supply and demand management platforms consistent with MaaS/MaaC paradigms, development of FNM's payment institution (FNMPAY), a start-up launched in 2020.

THE 4 ENABLING ELEMENTS





HOW FILI WAS BORN



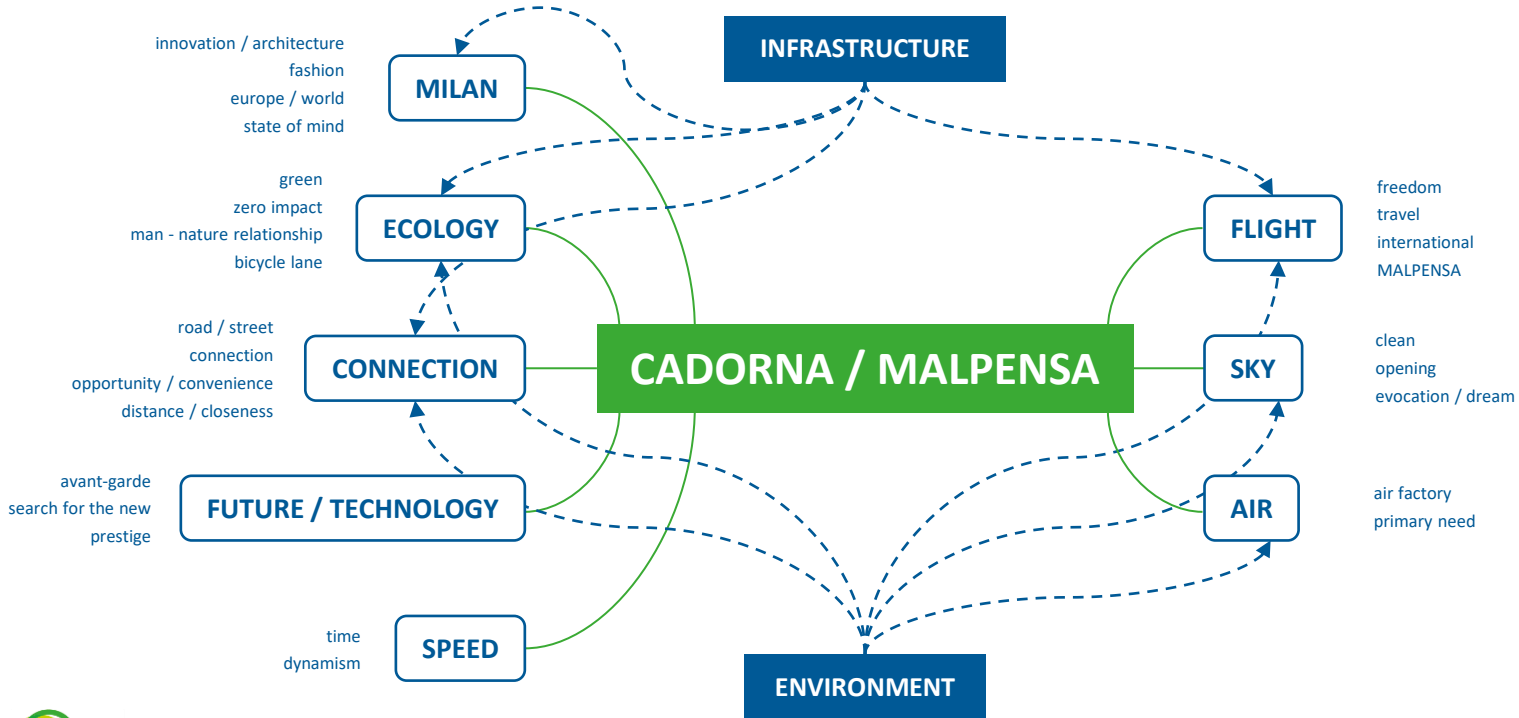


THE IDEA, A SUGGESTION

The sculpture of Oldenburg, an icon of the Milan Cadorna station, was an inspiration that give its **name to a project that makes urban mending and the regeneration of the territory its founding value.**



KEY WORDS





WHAT IS FILI?





PROJECT OVERVIEW

FILI is one of the largest **urban and suburban regeneration projects** in Europe.

A large-scale **redevelopment project of the main FERROVIENORD connection points**, which is combined with urban redevelopment interventions adopting cutting-edge solutions in architectural design and environmental sustainability.

The Milano-Malpensa route, fundamental corridor for the 2026 Milano-Cortina Winter Olympics, will be presented as an **entire new urban artery of green, modern and highly liveable scenarios**, an ideal and unprecedented journey through the technological and biotechnological evolution of **Milano Cadorna, Milano Bovisa, Saronno and Busto Arsizio stations and the areas adjacent to them**, at the centre of a project covering over **188,000** square metres and involving projects **totalling 2 million square metres within the Lombardy Region**.

An exceptional redevelopment project that includes the planting of thousands of trees within municipalities crossed by the FERROVIENORD railway network, the creation of a **54 km Cycle Superhighway** between the Milano Cadorna station and the Malpensa airport and the creation of an Invisible Forest at Milano Cadorna station that will produce clean air for the city of Milan.



THE PROJECT IN FIGURES



4 CONNECTION POINTS



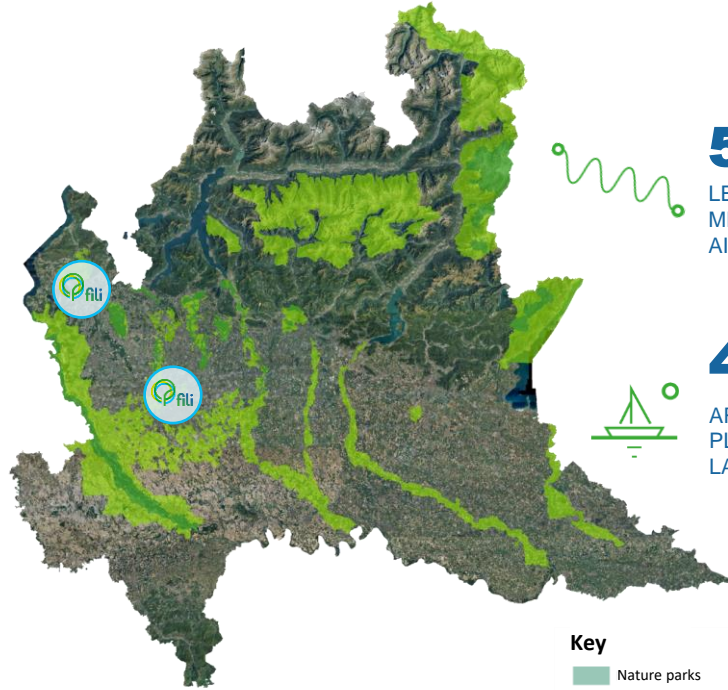
188,300 sqm

AREA INVOLVED BY THE STATIONS, EQUAL TO 722 TENNIS COURTS



2 million sqm

TOTAL SURFACE AREA OF THE FILI PROJECT, EQUAL TO 1,600 OLYMPIC-SIZE SWIMMING POOLS



54 km

LENGTH OF THE CYCLE-SUPERHIGHWAY MILANO CADORNA STATION - MALPENSA AIRPORT



41,000 hectares

AREA FOR NOW IDENTIFIED FOR THE PLANTING OF THOUSANDS OF TREES, LARGER THAN THE SIZE OF LAKE GARDA

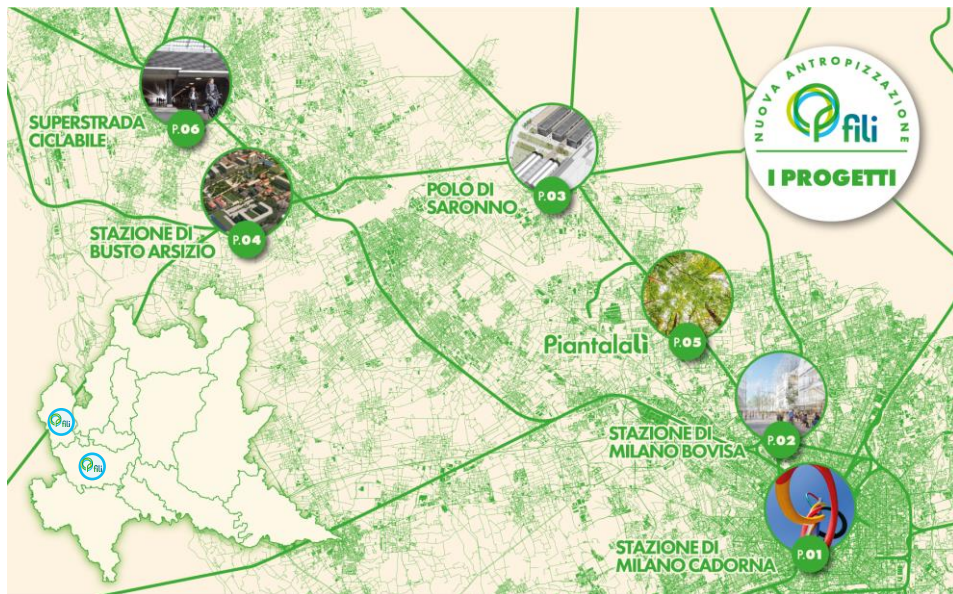
Key

-  Nature parks
-  Regional parks



IMPACT OF THE PROJECT

Urban regeneration areas along the Milano Cadorna - Malpensa axis



P.01

MILANO CADORNA STATION **O₂F OXYGEN FACTORY**

The proposal consists in constructing an approximately 60,000 m² cover over the railtracks, 30,000 m² of which consists of green areas with the presence of the Oxygen Factory, a scientific pole for the reduction the carbon footprint.

P.02

MILANO BOVISA STATION **RAIL CITY**

A new, innovative and sustainable headquarters for the FNM Group will be built in Bovisa, as part of a redevelopment plan implemented by FERROVIENORD in partnership with the City of Milan, through Reinventing Cities. The area involved is 91,000 sqm.

P.03

SARONNO HUB **URBAN REDESIGN**

The works, with a strong urban impact, include: reorganisation of the technological and maintenance infrastructure centre, restyling of the station, cycle and pedestrian paths and redevelopment of the areas near the station entrances.

P.04

BUSTO ARSIZIO STATION **NEW UR.BA.MI. DISTRICT**

An urban redevelopment program for the transformation of a historic division of the city into a new urban centrality, which will allow the reactivation of urban connections and will act as a driving force for the development of the surrounding areas.

P.05

ALONG THE FERROVIENORD RAILWAY NETWORK **PIANTALALI**

Planting and reforestation of thousands of trees over an area of approximately 41 thousand hectares covering 24 Municipalities in two provinces of Lombardy. An intervention aimed at improving user comfort and environmental resilience.

P.06

FROM MILANO TO MALPENSA **CYCLE SUPERHIGHWAY**

The cycle-superhighway runs for 54 km between Milano Cadorna station and Malpensa airport without interruptions. A sustainable mobility infrastructure route, complemented by services and designed for interchange with other transportation networks.





FILI PROJECTS

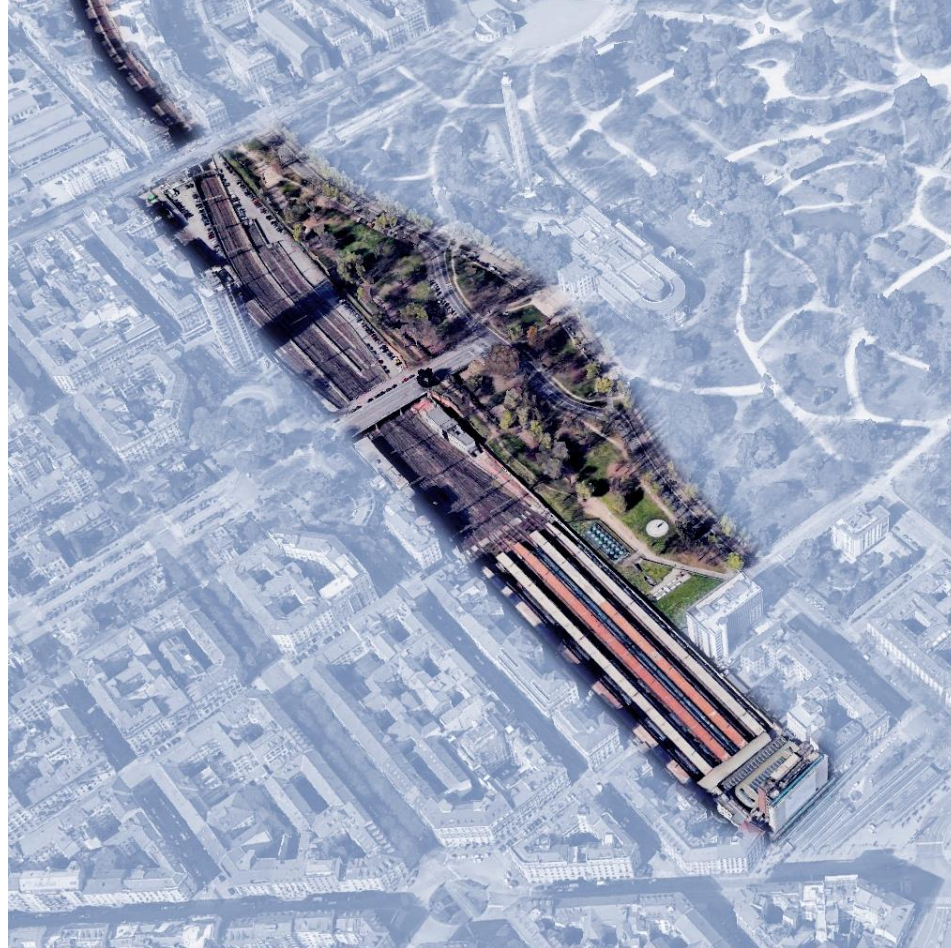




MILANO CADORNA STATION

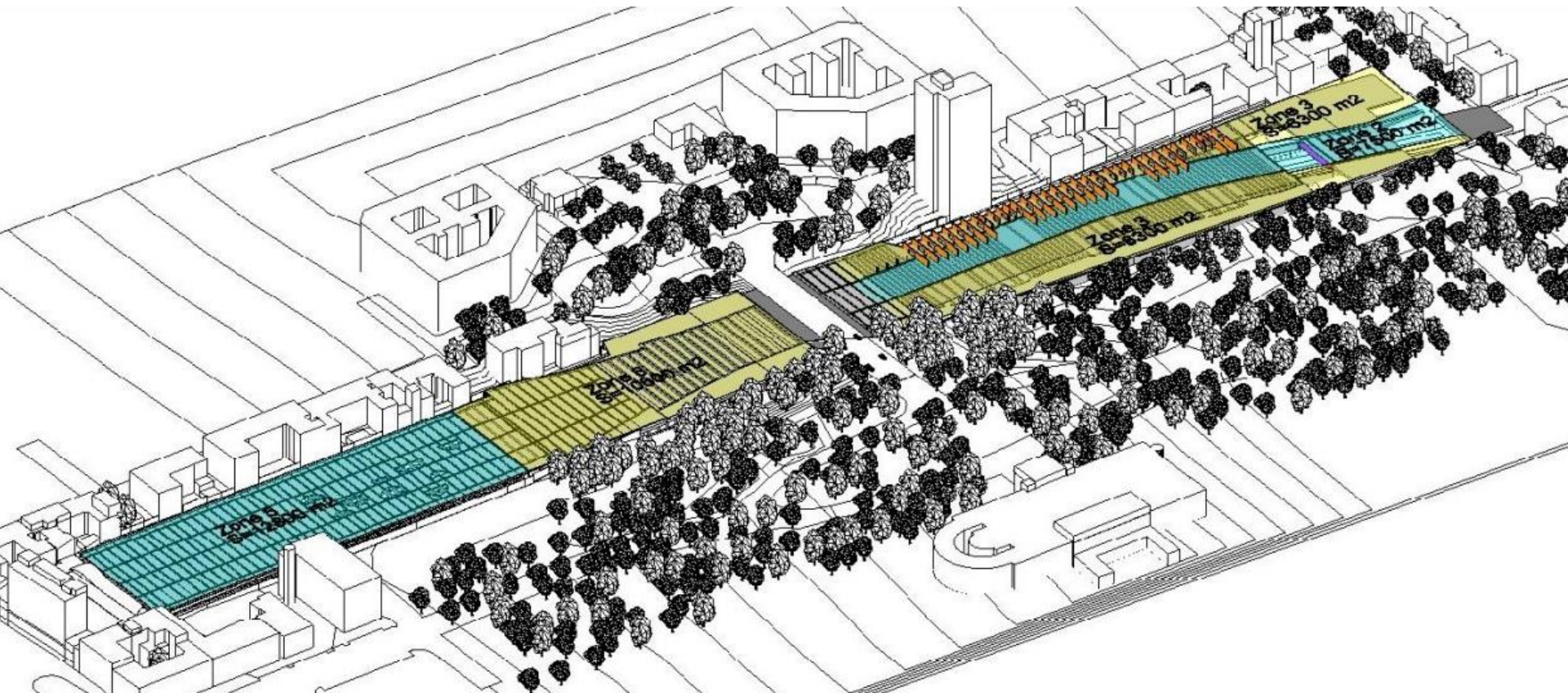
In one of the most evocative urban contexts of Milan, crossed by Leonardo da Vinci's line that runs from the Sala delle Asse of the Castello Sforzesco to the Last Supper in Santa Maria delle Grazie, the **Invisible Forest** will be created which, like an imaginary factory, **will produce clean air for the city of Milan.**

Therefore, the Milan Cadorna station, no longer just an immutable monument to the Ambrosian and Lombard enterprise of the 19th century, will be able to settle an environmental debt by reconnecting, without interruptions, with the continuity of urban relations and generating new possibilities for revitalization and regeneration.



MILAN CADORNA RAILWAY STATION TODAY









O₂F OXYGEN FACTORY

- 1 Triennial Bridge
- 2 Piazza Duomo
- 3 Sforza Castle
- 4 Central Station
- 5 Milano Porta Garibaldi

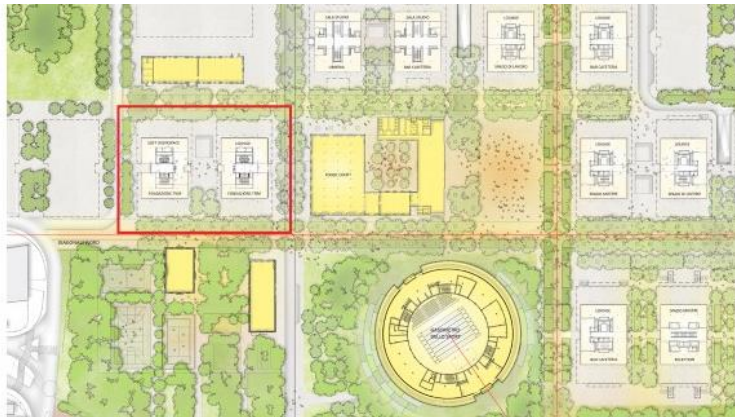
13,500,000 square meters, equal to 7.43% of the surface area of the city of Milan, is the natural green area that would be needed to produce the same amount of oxygen as potentially the Hanging Synthetic Forest over an area of 50,000 sqm (FNM Area).





MILANO BOVISA STATION

FERROVIENORD is a partner of the Municipality of Milan for the redevelopment of the Bovisa junction through the **Reinventing Cities**, a C40 Group cities initiative, which represent over 700 million people worldwide and which pursue policies to contain carbon emissions.





A new headquarters for the FNM Group, equipped with innovative technologies and based on environmental sustainability will be built near one of the most important mobility hubs not only for Milan, in the heart of one of the districts that is subject to a major urban renewal plan.

The project area is approximately 91,000 m², divided into two units: that of FERROVIENORD is approximately 37,000 m². The Bovisa Junction is the gateway to the city of Milan from the Malpensa international airport, a railway junction between the center of Milan and the north of the metropolitan area, furthermore it is a strategic hub characterized by high accessibility.

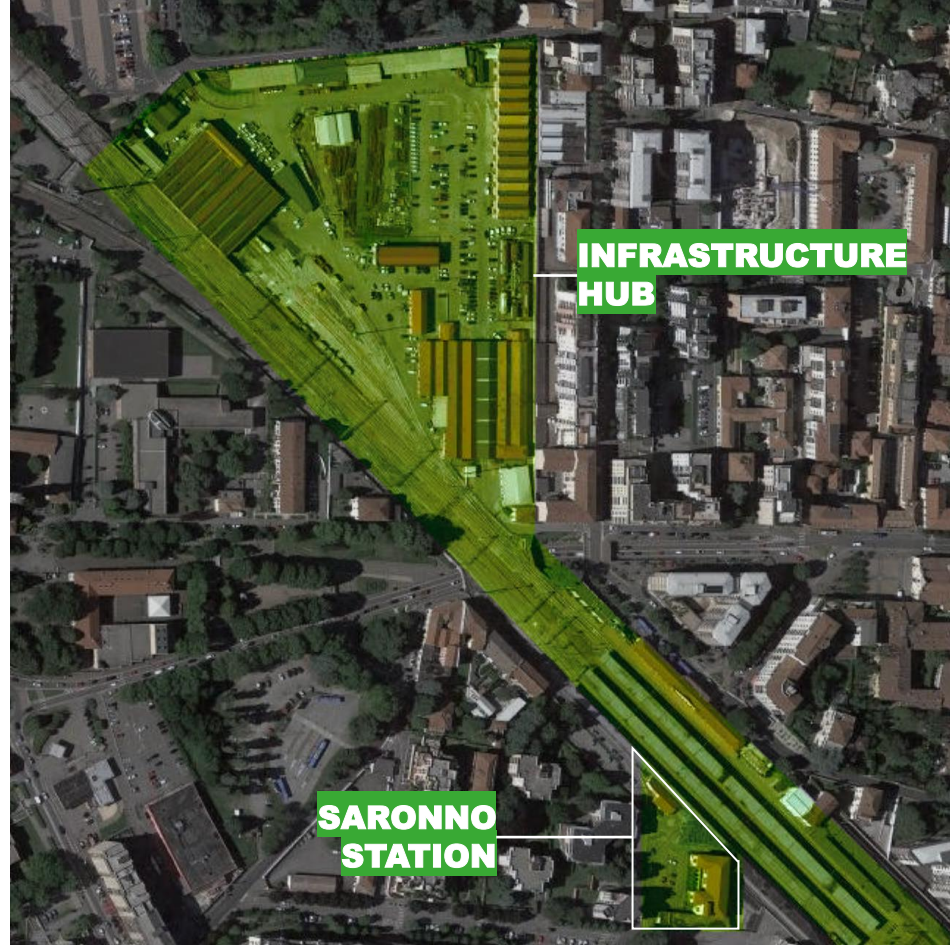




SARONNO HUB

FERROVIENORD will implement a project with a strong urban impact in the city of Saronno, around one of the most important hubs of the network. An urban redesign project that includes:

- the reorganisation of the technological and maintenance Infrastructure Hub at Saronno Centro with the aim of achieving high standards of functionality and safety and improving accessibility and viability,
- the restyling of Saronno Centro station,
- the construction of cyclist/pedestrian paths, the overall redevelopment of the open areas near the station entrances with works on the external surfaces.





BUSTO ARSIZIO STATION

An urban redevelopment program for the transformation of a historic city division into a new urban centrality, which will allow the reactivation of urban connections and will act as a driving force for the development of the surrounding areas.



Fonte immagine: Politecnico di Milano, Dipartimento Architettura e Studi Urbani, Responsabile scientifico Prof. Michele Ugolini, in collaborazione con il settore Urbanistica del Comune di Busto Arsizio.





PIANTALALÌ

An intervention of planting and reforestation of thousands of trees in the municipalities of Lombardy crossed by the FERROVIENORD railway network. The first phase involves an area of approximately 41,000 hectares which crosses 24 Municipalities in two provinces of Lombardy.

An impressive nature-based project to be implemented in stations (relevance and proximity areas), aimed at improving the comfort of railway service users, as well as the more general environmental resilience, without reducing the modal interchange function.





MI_PD_004

MI_PD_003

MI_PD_001

MI_PD_002

MI_CR_001
Redevelopment of vegetable gardens
Natural hedge
Tree-lined avenues
Groups of trees
Natural shape barrier

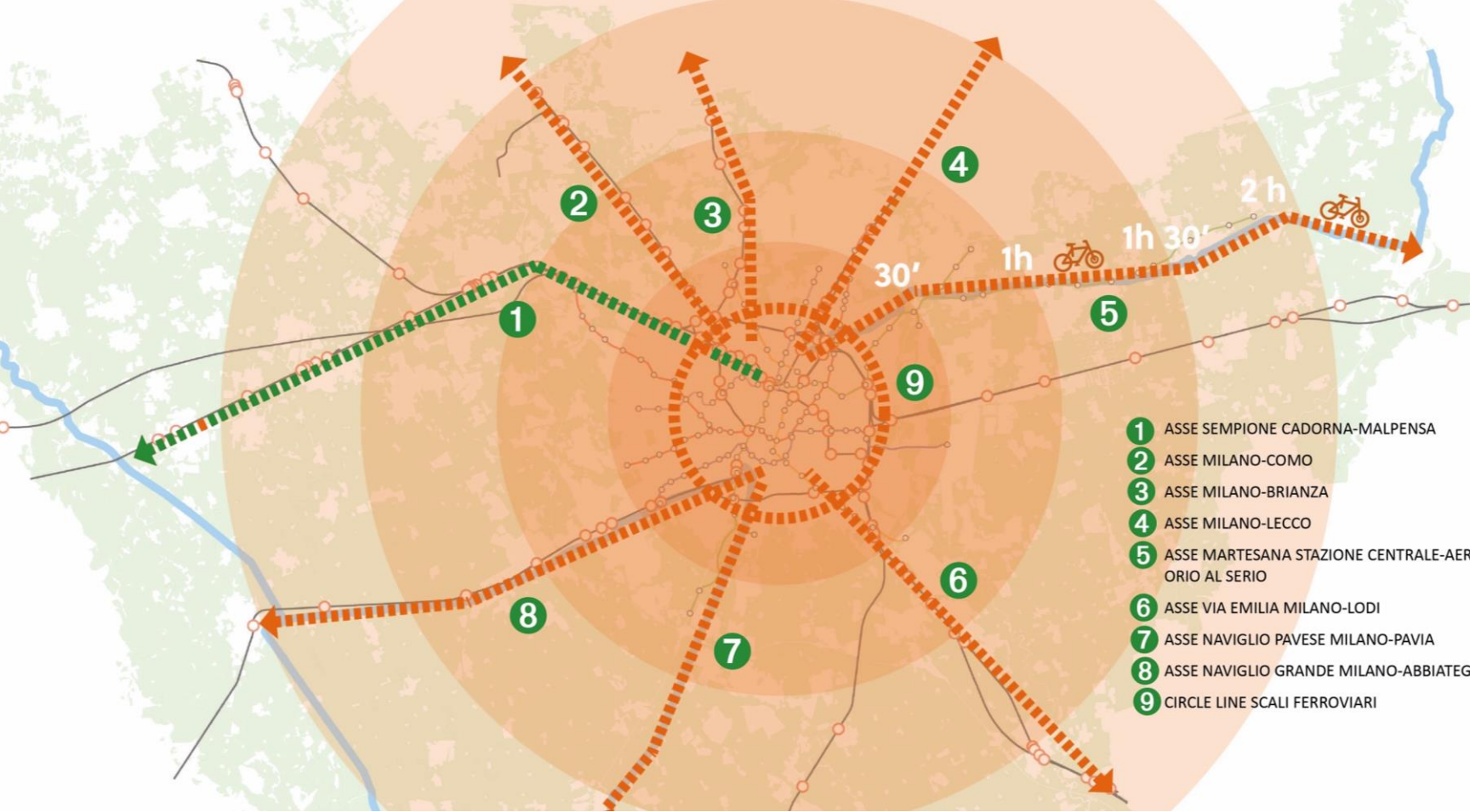
CORMANO - PADERNO DUGNANO



CYCLE SUPERHIGHWAY

The cycle-superhighway will run for 54 km, connecting Milano Cadorna station with Malpensa airport without interruptions. A real infrastructure route focused on sustainable mobility, integrated by different service systems, addressing mobility as well as tourism and the dimension of public space; it is designed to interchange with other public transport networks.





- 1 ASSE SEMPIONE CADORNA-MALPENSA
- 2 ASSE MILANO-COMO
- 3 ASSE MILANO-BRIANZA
- 4 ASSE MILANO-LECCO
- 5 ASSE MARTESANA STAZIONE CENTRALE-AEROPORTO ORIO AL SERIO
- 6 ASSE VIA EMILIA MILANO-LODI
- 7 ASSE NAVIGLIO PAVESE MILANO-PAVIA
- 8 ASSE NAVIGLIO GRANDE MILANO-ABBIATEGRASSO
- 9 CIRCLE LINE SCALI FERROVIARI



Grazie

