

2020 represented an opportunity  
to reflect on the future we desire.  
We want to contribute to our country's  
recovery with increasingly digital and  
sustainable innovative solutions.

# BUILDING FUTURE'S MOBILITY TOGETHER

2020 SUSTAINABILITY REPORT  
— EXECUTIVE SUMMARY —



FS ITALIANE GROUP  
CONTINUES TO BUILD  
A MORE SUSTAINABLE  
FUTURE FOR OUR  
COUNTRY EVEN  
DURING THIS DIFFICULT  
PERIOD THAT HAS  
DEEPLY AFFECTED  
EVERYONE.



# BUILDING FUTURE'S MOBILITY TOGETHER

## 2020 SUSTAINABILITY REPORT — EXECUTIVE SUMMARY —

"(...) the FS Italiane Group intends to be an exponent of economic recovery by generating growth, jobs and income over the coming years so as to enable the future generations to live in a more sustainable and more resilient country."

*The Chairman, Gianluigi Vittorio Castelli  
The Chief Executive Officer and General Manager, Gianfranco Battisti*

We, as the FS Italiane Group, have never stopped, just as we have not stopped for over 100 years. We connect and move the country every day, guaranteeing passengers safe environments and services that meet their needs and providing colleagues with the tools to continuously improve their work.

**PASSENGERS, OUR PEOPLE AND OUR NETWORK OF COMMUNITIES HAVE FACED THE CRITICAL ISSUES OF THIS PERIOD WITH A SPIRIT OF RESILIENCE AND THE DESIRE TO KEEP THE COUNTRY CONNECTED.**

All this was made possible by our ability to adapt services and structures to the new safety and flexibility needs, with a continuously evolving modern, digitalised and sustainable infrastructure and mobility system.

Today's success stories are built on our past. For the future, we intend to build our vision in the name of sustainable, safe mobility, focused on operational excellence.



## TOGETHER 10

Starting by focusing on the positive management of the health emergency, in this chapter we will explore the primary objective of our corporate vision: personal well-being (employees, passengers, customers, suppliers and communities).

## MOBILITY 26

The Group's business is focused on moving people and goods, but there's more: since our foundation we have interpreted mobility as the ability to create innovation and technologies for a more sustainable world.



## FUTURE 36

A long-term strategy is required to achieve the dream of a sustainable, progress-oriented future. In this chapter we will talk about our goals and the actions we are taking to achieve them.

# — THE BUSINESS MODEL —

8,952 million Euro invested, 9,621 million Euro in distributed economic value and 10,941 million Euro in economic value directly generated: in an economic context heavily influenced by the pandemic, we were able to give continuity to the investment development actions, still remaining among the main investors in Italy.

## Financial capital

The set of necessary resources to finance our activities, includes share capital, debt capital and public funds.



## Physical capital

Infrastructure, trains, buses: all the assets necessary to provide quality services.



## Human and relational capital

The skills, abilities and experiences of all our people and relationships with stakeholders.



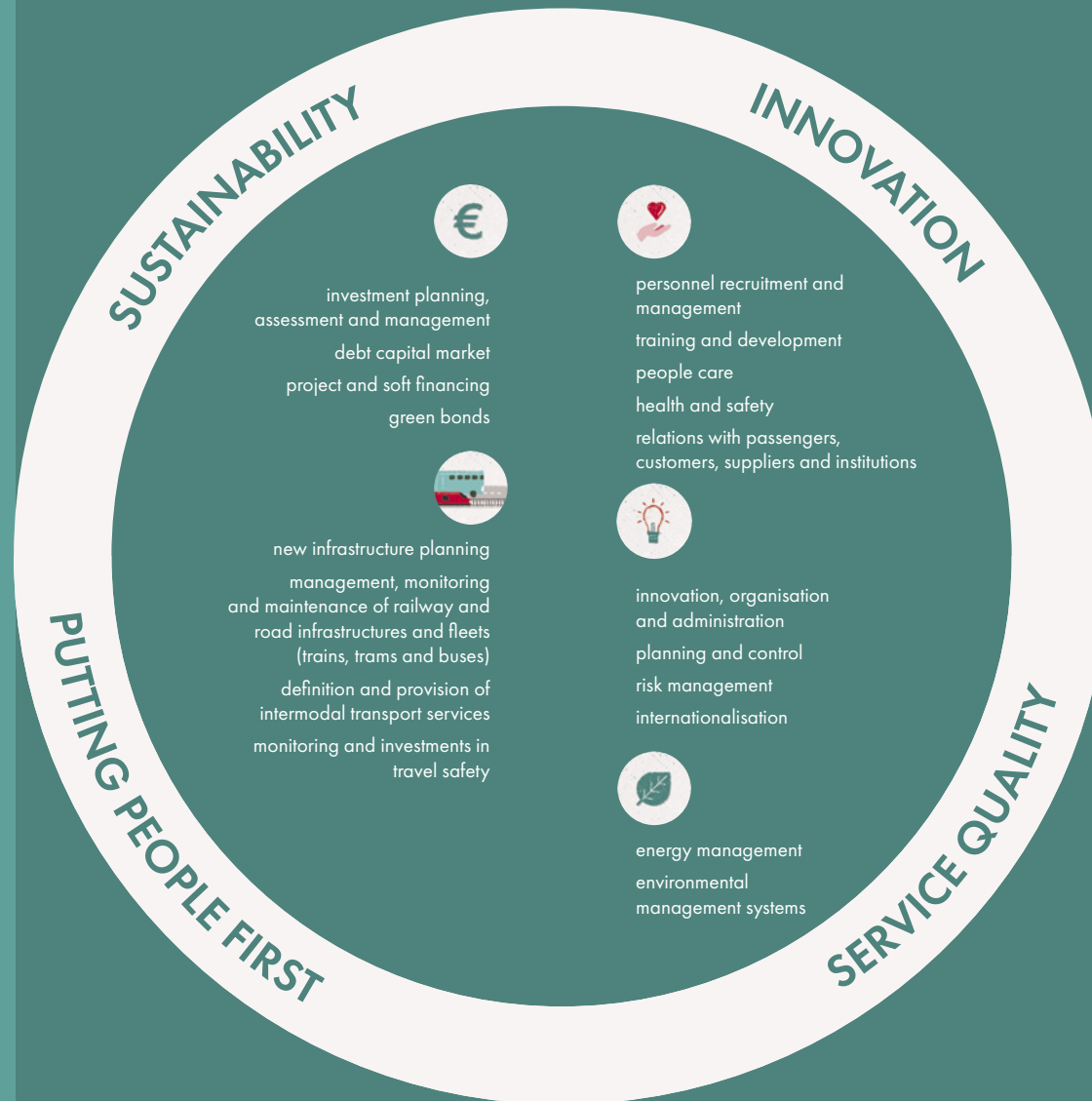
## Intellectual and organisational capital

The set of patents, trademarks, IT systems and business procedures: all intangible assets that contribute to the creation of value.



## Natural capital

All the natural resources we manage, from energy to soil, from water to renewable and non-renewable materials.



## RESULTS



**Infrastructures**



**Regional services**

**Intermodal services**

**High speed services**



**Integrated logistics services**



**International services**

**Engineering Services**

## IMPACTS



Environmental sustainability



Financial performance and investments



Value creation and competitiveness for the country



Attracting and satisfying employees



Digital skills and technological progress



Service punctuality and regularity



Putting people's needs first

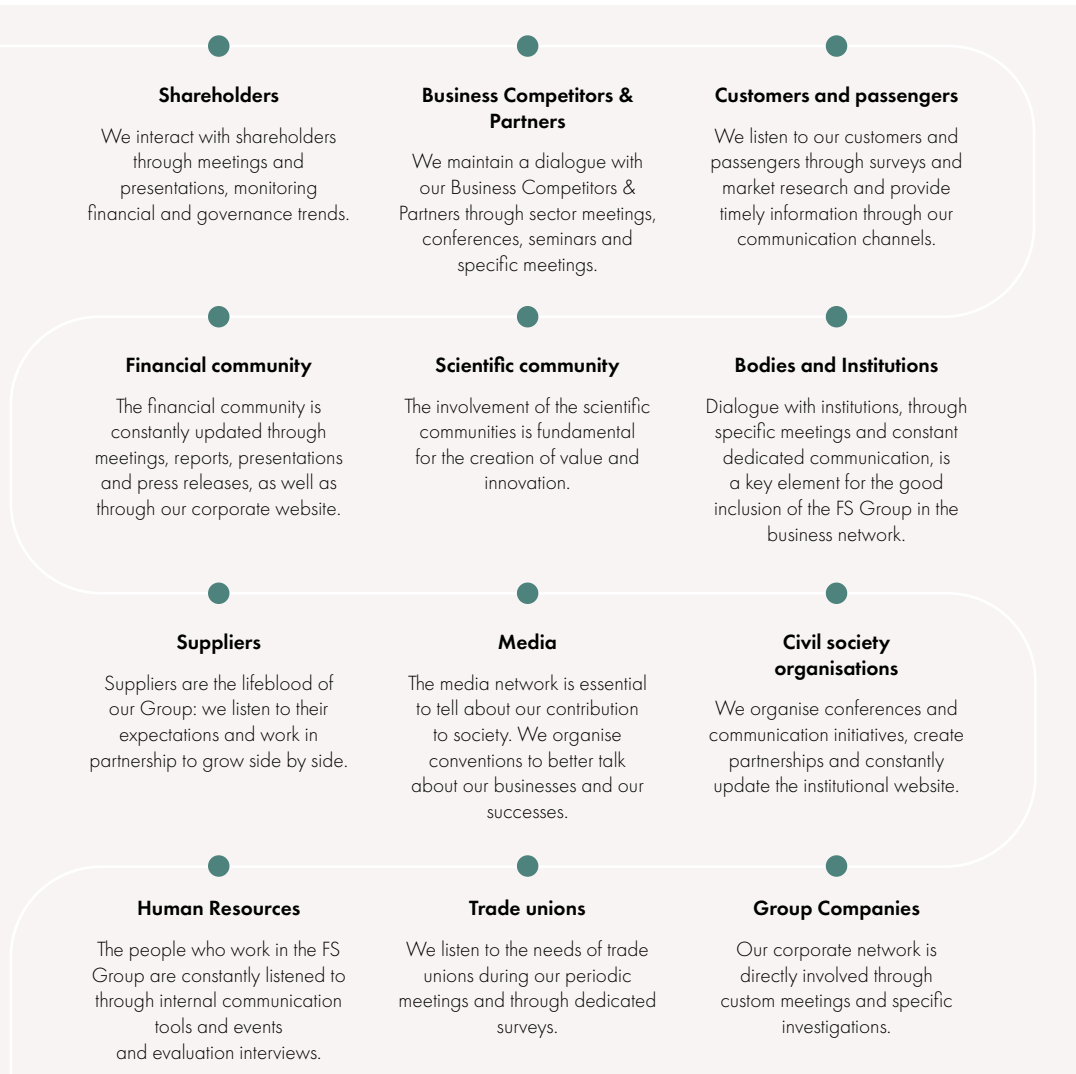


Safety

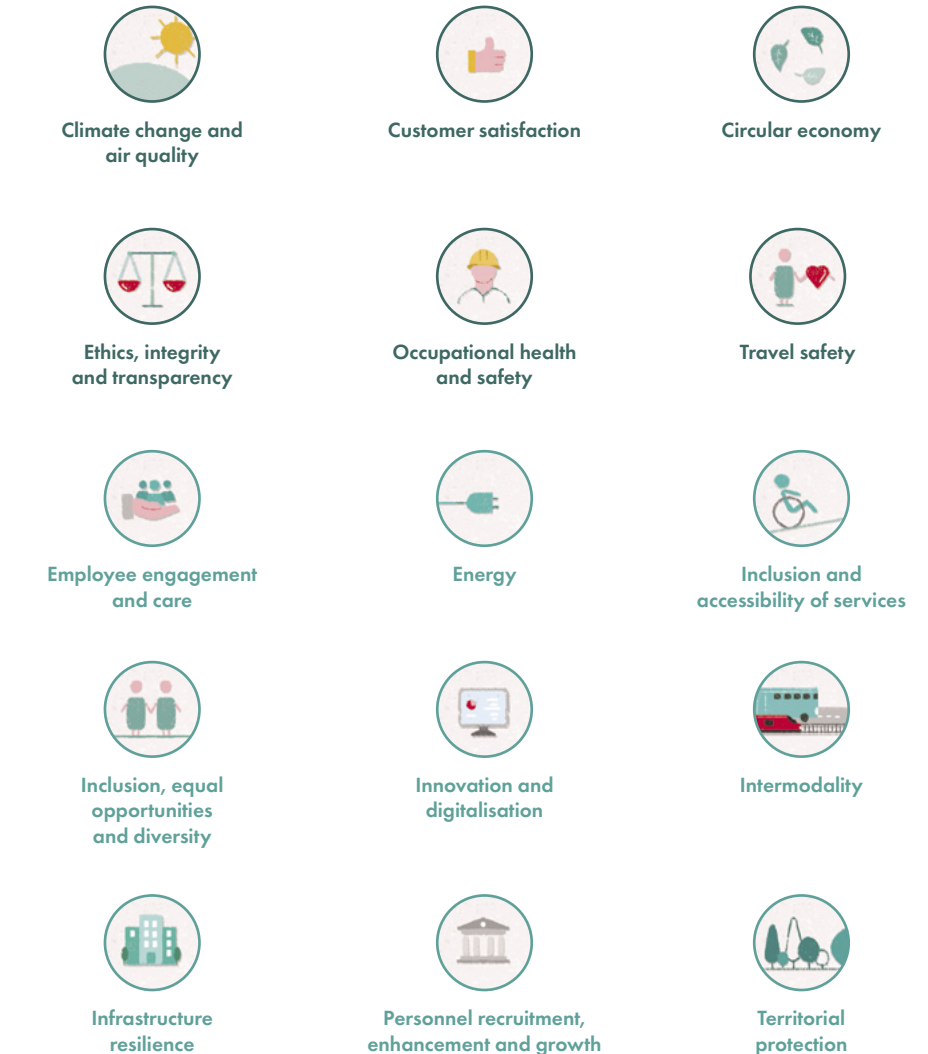
## — HOW WE WORK —

Stakeholder goals and expectations are at the heart of our commitment. We believe that constant and continuous dialogue with the people involved in the large FS Group network guarantees values and benefits for the entire system.

The map of our stakeholders:



In 2020, for the first time, our priorities were identified with a bottom-up approach, starting from the analysis of the information collected by the main subsidiaries and through the involvement of employees and citizens. The following issues relevant to the FS Group emerged from this approach:



● priority topics ● highly significant topics

## — THE FS GROUP —

### SECTORS AND GEOGRAPHIC AREAS

#### TRANSPORT



#### INFRASTRUCTURE



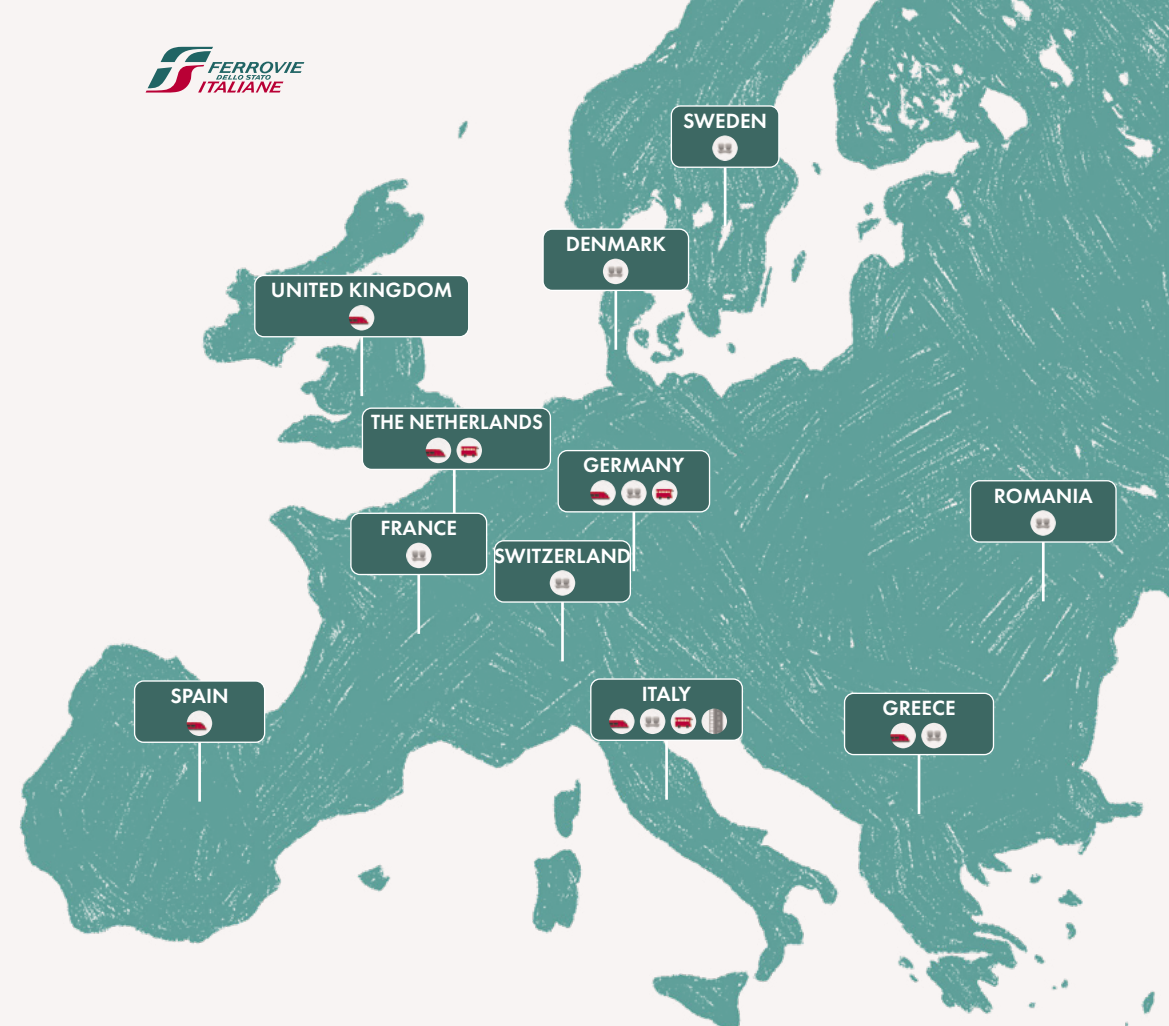
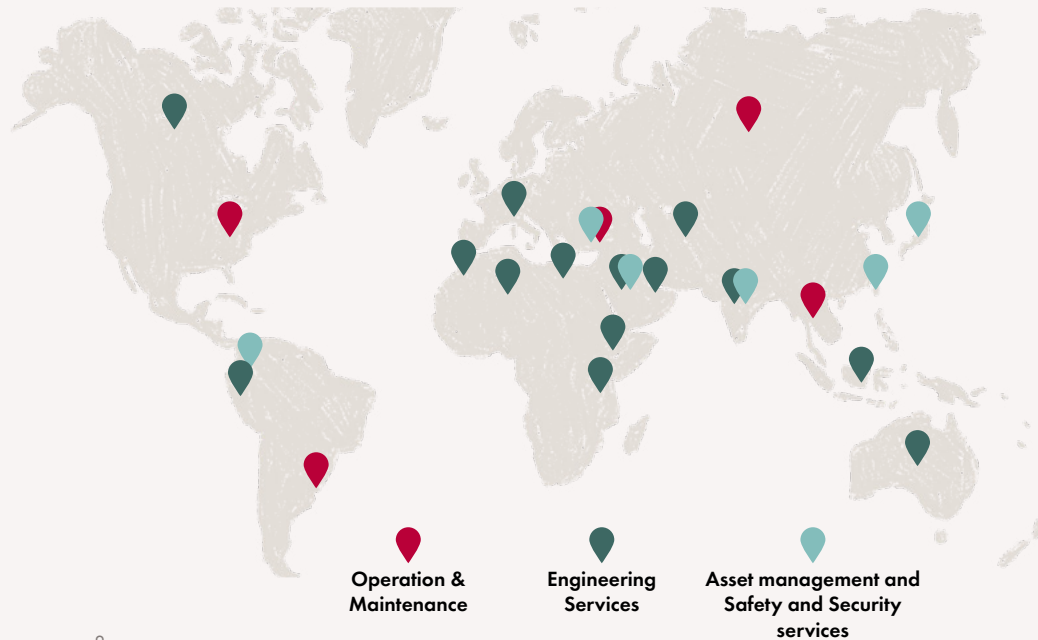
#### REAL ESTATE SERVICES



#### OTHER SERVICES



The main indirect subsidiaries that work in Europe in the transport sector are: TrainOSE (100%), Netinera (100%), C2C (100%), Thello (100%), Qbuzz (100%) and TXLogistik (100%)



Our Group operates in Italy and abroad, creating and managing rail, road and motorway transport, passenger and freight works and services, and in public road transport. Thanks to the excellence of its subsidiaries, it is one of the main global players in the sector, a point of reference both for the level of professionalism and knowledge, and for the innovative technologies used. It exports Made in Italy technological and engineering know-how abroad, developing projects related to mobility as a whole, with a predominant focus on rail mobility.

**Only a cohesive company is capable of reacting to the most critical moments, putting in place precious resources to face difficulties.**

**The strength of the FS Group is its people: customers, employees, suppliers and communities, in synergy to ensure the wealth and the development of the country.**

**Aware of this strength,  
*Let's begin again together.***

**—THE FS GROUP—  
TOGETHER**



**TOGETHER** | **81,409**  
EMPLOYEES

**20 billion**  
tenders for rail and road  
infrastructures



Signed Weps (Women's Empowerment Principles) defined by UN Women, the United Nations agency that deals with gender equality

**COVID-19**  
**MANAGEMENT**



**20,000**  
employees in remote working



**85,000**  
face masks per day



**135,000**  
sanitised wagons

**3.5**

**BILLION INVESTED**  
in extraordinary maintenance, safety and  
technology

**177,779 m<sup>2</sup>**

SURFACE ON FREE  
LOAN FOR THE  
COMMUNITY



— **THE FS GROUP** —  
**TOGETHER**

2020 was significantly affected by a pandemic crisis that involved the whole country. We promptly responded to this emergency situation by implementing a series of actions to ensure the safety and well-being of our customers and colleagues.

FOR OVER A CENTURY, OUR PRIMARY GOAL HAS BEEN TO UNITE THE COUNTRY, PUTTING PEOPLE'S WELL-BEING AT THE CENTRE.

And that's why we've always worked to meet the needs of the passengers, employees, suppliers and communities we work with.

All this has allowed us to achieve positive results even in a critical year like 2020, through the range of quality and personalised services to meet everyone's needs, in the name of safety, sustainability and integrated mobility.

WE ARE BUILDING THE COUNTRY'S FUTURE TOGETHER.

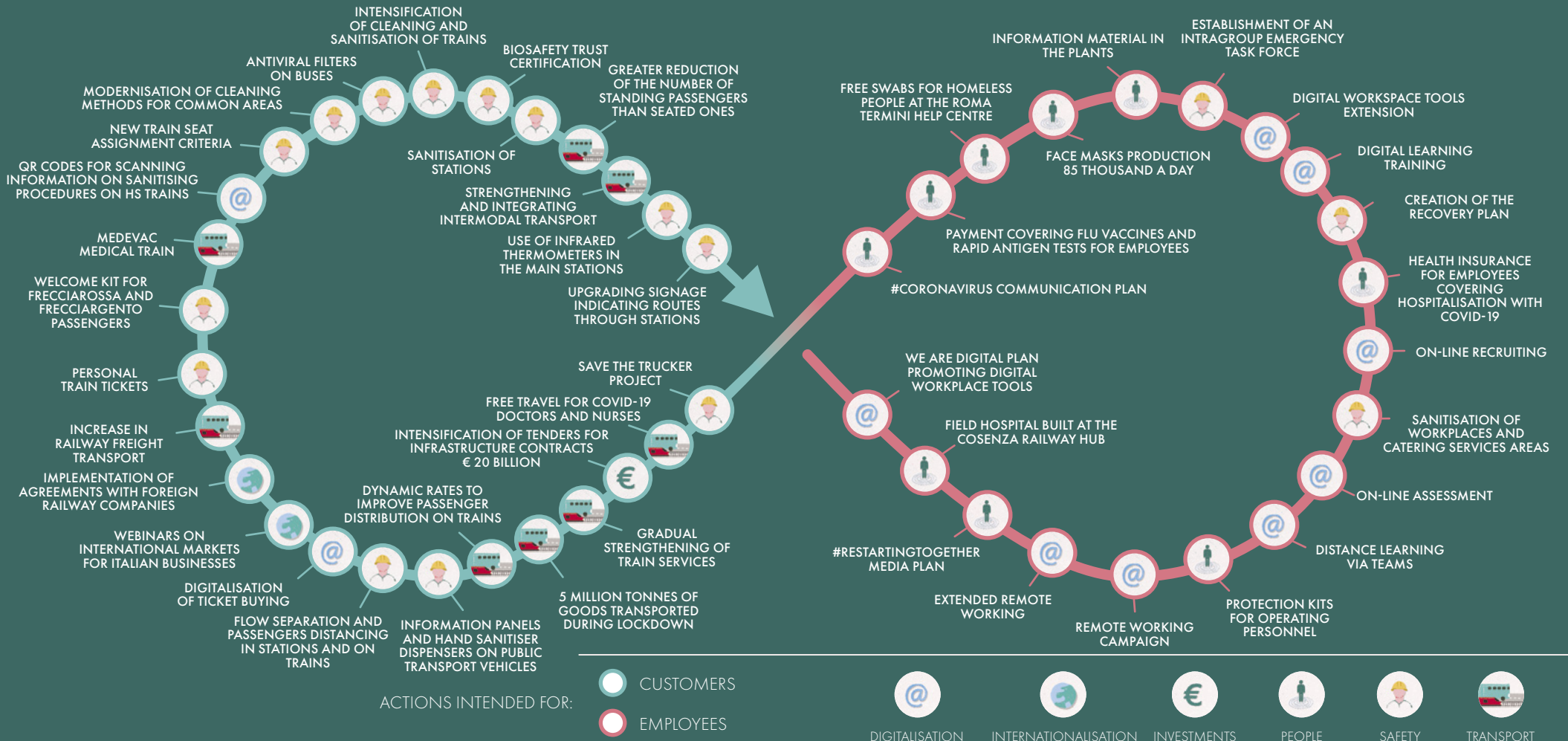


# — LET'S BEGIN AGAIN TOGETHER —

## THE ACTIONS TAKEN TO HANDLE THE EMERGENCY

We promptly implemented solutions and actions with the aim of protecting the health and safety of our customers and employees. Since the beginning of the emergency, an **intragroup task force** was set up to prepare and implement all the necessary measures to combat and contain the spread of the virus in the workplace. The actions of the task force were initially aimed at guaranteeing the best possible health and

safety conditions to workers, customers and station visitors, in order to reduce the risks of contagion as much as possible and ensure the continuation of production activities. We have created an organised plan of investments, improvement of hygiene conditions in trains, digitisation and forms of protection for those most at risk. A series of actions for the good of the company and the country.



## IMPROVEMENT OF TRAIN HYGIENE AND SANITATION

Almost 18,000 dispensers on our trains, over 135,000 sanitised carriages, thousands of safety kits distributed on-board trains, indications for entry and exit flows throughout the fleet, visual signs on the ground and on the carriages. These are some of the figures that have earned Trenitalia the Biosafety Trust Certification, the first railway company in the world to obtain this prestigious recognition from the international certification company Rina.

### MEDEVAC MEDICAL TRAIN

The emergency caused a saturation of the availability of places in intensive care units. This is why we set up the MEDEVAC (MEDical EVACuation), a medical train for the transport of patients with need for treatment in regions or states other than those of origin. The train was organised to act as an Advanced Medical Post, with 21 intensive care stations, stretchers and bio-containment, oxygen dispensers and resuscitation equipment.

## CUSTOMERS

### PROTECTION SOLUTIONS WHILE TRAVELLING

We have increased the presence of the safety staff. We have integrated available seat monitoring solutions to ensure personal distancing on-board the train and on our buses.

We reorganised space, managed the passenger flows and introduced special temperature scanners at the entrances to monitor passengers.

### 5 MILLION TONNES OF GOODS TRANSPORTED DURING LOCK DOWN

In order to ensure the constant supply of goods to mass and medium-sized distribution, we implemented a massive supply plan for goods, especially food, pharmaceuticals and medical materials.

## EMPLOYEES

### EXTENDED REMOTE WORKING

Where possible, we have encouraged professionals to work from home in order to limit the opportunities for contact in the workplace.

An emergency solution that has turned into an opportunity, with the extension of this method to around 20,000 workers and the integration of digital solutions to maintain a strong working relationship between our colleagues.

### PRODUCTION OF 85 THOUSAND FACE MASKS PER DAY

We have equipped a health device production line within the ONAE, a workshop dedicated to the construction and maintenance of components for the railway infrastructure located in Bologna. We produced 9 million and 475 thousand type IIR masks per month for our staff between early July to the end of 2020.

### TRAVEL FOR FREE FOR DOCTORS AND NURSES

We have offered the volunteers selected for the Doctors for Covid task force the opportunity to reach the regions most affected by the epidemic by train, free of charge.

This offer made it possible to transport 2,340 operators free of charge, including doctors, nurses and social and health workers.

### RENEWED INFRASTRUCTURES TO SUPPORT THE EMERGENCY

Our commitment was also focused on the rest of the community, thanks to the reorganisation of space, as in the case of Cosenza, where an environment of about 10 thousand square metres was made available for free to build a field hospital.

We provided space at the Rome Termini Help Centre to provide the homeless with free swabs.



## — OUR PEOPLE —

WE ARE 81,409 PEOPLE, UNITED BY THE AMBITION TO CONTRIBUTE TO THE ECONOMIC, SOCIAL AND CULTURAL GROWTH OF THE COUNTRY.

The professionalism and sense of belonging of all those who work within the FS Group make it possible to create a network that is active 24 hours a day, capable of responding to the needs and well-being of the whole country.

The love and passion for the Group are based on the awareness that employees are the first resource to be protected and valued, through inclusiveness, well-being and the guarantee of high-level company training.

In 2020 we increased our efforts to maintain a high commitment to our people, with tangible results, recognised by those entering the world of work: for the sixth consecutive year, we were ranked first as Best Employer of Choice, an award developed by Cesop Communication which identifies the companies most desired by recent graduates as a workplace.

**6,100**  
Market hirings



**11.5%**  
FOREIGN

**88.5%**  
ITALY



Personnel by geographic area

**18.2%**  
+ 0.7 percentage points (p.p.)  
over 2019



Women  
in the workplace

## Welfare, diversity & inclusion

We consider diversity a value to be recognised and valued. We are convinced that the diversity that each individual represents is a source of organisational well-being and a competitive advantage for the company.

This year we have launched numerous corporate initiatives to create respectful and collaborative work environments.

**about  
518 thousand**  
training days



**over 110  
thousand**  
E-learning course attendees

★  
**4WEEKS4INCLUSION**

webinar to raise awareness on diversity & inclusion (27 of the largest Italian companies involved).

★  
**WIM- Women in Motion**

school orientation campaign aimed at Italian students to promote careers in the technical areas.

★  
**INCLUSIVELY**

campaign to inform the people of the Group on the issue of prejudices and stereotypes that often unconsciously influence our behaviour and our choices.

## Remote working

The pandemic has accelerated a digitalisation process necessary to avoid contacts between colleagues in the workplace. For our part, settings for remote working, thanks to digital sharing tools already implemented, has made it possible for over 20 thousand employees to quickly start work remotely.

Furthermore, we have continued to guarantee, with alternative and renewed solutions, the training, development and talent acquisition processes.

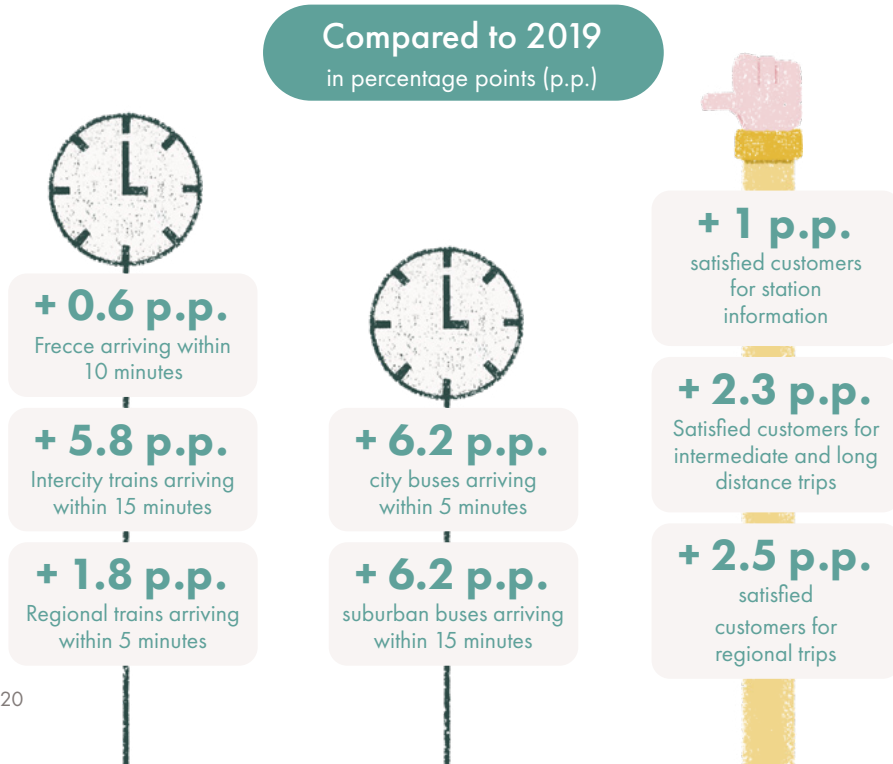
## — OUR CUSTOMERS —

THE NEEDS OF PASSENGERS AND INDUSTRIAL CUSTOMERS ARE AT THE HEART OF OUR STRATEGY. WE OFFER QUALITY AND CUSTOMISED SERVICES TO MEET THEIR NEEDS, IN THE NAME OF SAFETY, SUSTAINABILITY AND INTEGRATED MOBILITY.

The path we take together with our customers includes various stages: from the digitised information range to the station environment, passing through the use of rail mobility integrated with road transport and in the metropolitan area.

We want passengers to feel guided and protected throughout the travel experience.

The quality of services and the safety of people are at the heart of our business, as can also be seen from our investments.



<b>EASY STATION PROJECT</b> 20 station infrastructure upgrades completed	<b>FAST WIFI</b> on ETR 1000 and 700	<b>TRAVEL BOOK</b> Deal models dedicated to tourist locations
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**Renewed fleet**

**~1.02**  
billion € invested

**3.5**  
billion € invested

Extraordinary maintenance, safety and technology

## The railway network and stations

We have achieved all the quality objectives we set for the improvement of the railway network and stations for 2020. We have implemented solutions for the integration of recycled materials in track beds; we have improved security against theft and activated the National Blue Room, the monitoring centre for all the Blue Rooms in the country.



Field tested ballasts made from high quality steel processing by-products



Number of thefts at the station lower than the average for the three-year reference period



Activation of the National Blue Room, for the continuous improvement of the relationship via telephone with passengers who require assistance services

## — OUR SUPPLIERS —

THE IMPROVEMENT OF ECONOMIC, ENVIRONMENTAL AND SOCIAL PERFORMANCES DEPENDS ON THE INVOLVEMENT OF OUR SUPPLIERS.

The sustainable management of the Group's supply chain starts with the inclusion, among the standard clauses included in the contracts, of rules (relating to social security, Code of Ethics, Occupational Health and Safety, Environment, etc.) and continues, also in the context of the Management Systems implemented by the Group companies, through a **process aimed at improving the environmental and social performance of our suppliers.**

We are aware that our purchases, if responsible, generate income and job opportunities throughout the territory.

~ 20 billion



Economic worth of tenders announced in 2020

11% FOREIGN

89% ITALY

Payments: > 13.2 billion



Payments to suppliers



Approximately 600 suppliers assessed on ESG aspects



Encourage suppliers and business partners to promote respect for human rights and protection of the environment



Guarantee maximum and effective competition and equal opportunities



Select suppliers and business partners and their products on the basis of criteria such as quality, price, environmental performance and other business need and utility requirements according to declared and transparent methods



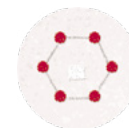
Guarantee the transparency of operations and the traceability of financial flows



Respect and guarantee the obligation of confidentiality on information, documents and data of which we become aware



Do not exploit any contractual information gaps or weak economic conditions



Guarantee diligence, good faith, fairness and compliance with internal procedures during the negotiation and execution of the contract with suppliers and business partners

Our relationships with suppliers and business partners respect for the principles of honesty, integrity, impartiality, as well as the values of sustainability.

We base our actions and behaviour on the utmost fairness and legality, with the exclusion of any favouritism and we only work with reliable, honourable people and companies with a good reputation.

Our suppliers must be aware of and comply with our Code of Ethics, promoting the development of best practices aimed at improving working conditions and reducing environmental impact throughout the value chain.

## — OUR COMMITMENT — TO THE COMMUNITY

SOLIDARITY IS OUR FUNDAMENTAL VALUE. WE ARE COMMITTED TO SUCCESSFULLY COMPLETING PROJECTS AND INITIATIVES TO HELP DISADVANTAGED PEOPLE.

In agreement with associations and local authorities, we have adopted a policy for supporting and programming social initiatives in the railway areas.

The social emergency, due to the protracted economic crisis and aggravated by the health emergency, has had a significant impact on railway stations. The Help Centre solidarity project, listening points offering essential services, represents the Group's contribution to combat the growing phenomenon of social hardship and the significant increase in the migratory flows towards Europe.

**140,680**  
Admissions in  
18 Help Centres

**15,676**  
People  
assisted



**177,779 m<sup>2</sup>**

Surface granted on free loan  
to the community



average market value:

**266 million €**

**over 465 km**

of disused lines transformed into tourist lines, cycle paths and greenways



## For Culture and the Society

The pandemic has created enormous damage to cultural and social structures: closed theatres, cinemas and museums, community services slowed down by the limitations imposed during the lock downs have weakened a sector that we consider a symbol of our country.

We therefore considered it a priority to support cultural associations and businesses and implemented solutions to encourage train travel as a sustainable way to reach cities, getting to know the country's cultural excellences, discovering the Italian territory and visiting the most important exhibitions.



Rome Film Festival  
participation



Frecciarosa: breast  
cancer prevention  
initiative



Green train, travelling  
campaign for environmental  
protection  
(2 of the 13 planned stops)

## Fondazione FS

The Fondazione FS Italiana, established in 2013, aims to preserve and promote the historical and cultural heritage represented by historical trains and text and audiovisual materials.

Fondazione FS is our contribution to safeguarding the company's identity and the history and legacy of the country, as proven by the restoration of the legendary Settebello, a symbol of the post-war economic boom.

An impressive testimony of the history of the railway sector and of Italian society since the early 1900s.



**Mobility of people and goods, but also mobility of values and ideas: since 1905 the FS Group has been moving the country and following an evolution of technological, social and ethical growth. We have shaped services and infrastructures with cutting-edge solutions, for an ever stronger integration between people's need to connect and respect for the environment and humanity. This is Sustainable Mobility.**

— THE FS GROUP —  
**MOBILITY**



**2,100**  
STATIONS

# MOBILITY

**17,560 KM**

RAILWAY NETWORK  
IN ITALY AND ABROAD

**7,158 million €**

TOTAL INVESTMENTS  
INFRASTRUCTURE SECTOR

**28,810 KM**

OF ROADS, RAIL  
AND JUNCTIONS

**1,747 million €**

TOTAL INVESTMENTS  
TRANSPORT SECTOR

**TRAINS**

**18,1 BILLION**  
PASSENGERS/KM

**1,7 BILLION**  
PASSENGERS/KM

**LPT**

**FREIGHT**

**20,7 BILLION**  
TONNES/KM

## — THE FS GROUP — MOBILITY

Our experience has taught us that the success of an organisation is based on a strategy that takes the well-being of people and the protection of natural balances into high consideration.

**WE ARE CONSTANTLY MOVING: EVERY YEAR OUR HISTORY IS ENRICHED WITH FUNDAMENTAL MILESTONES THAT ALLOW US TO REACH NEW GOALS THROUGH SUSTAINABILITY IN THE FIELD OF INFRASTRUCTURES AND SERVICES.**

We want to tell you about our journey, our sustainability model and the objectives achieved in the year 2020.

We aim to continuously improve our environmental performance in all activities, implementing and internalising the guidelines established in the policies and objectives set in the field of sustainability.



# — A GREAT HISTORY —

**1905**  
THE COMPANY WAS ESTABLISHED

**1927**  
THE FIRST DIRECT LINE (ROME-NAPLES)

**1936**  
ETR 200, THE FIRST ITALIAN ELECTRIC TRAIN

**1953**  
THE LEGENDARY SETTEBELLO

**1976**  
THE PENDOLINO WAS LAUNCHED

**1989**  
ETR X 500 REACHES 317 KM/H: THE FIRST RECORD

**1992**  
FS BECOMES A JOINT STOCK COMPANY

**1999**  
FERROVIE DELLO STATO GROUP ESTABLISHED

**2005**  
THE FIRST HIGH SPEED LINE COMPLETED

**2008**  
THE NEW HS MILAN-BOLOGNA LINE WITH BRIDGE OVER THE PO RIVER

**2009**  
THE HS LINE COMPLETED WITH BOLOGNA-FLORENCE

**2011**  
FS ACQUIRED THE ARRIVA DEUTSCHLAND GROUP (NETINERA)

**2015**  
390.7 KM/H, A NEW SPEED RECORD

**2018**  
ANAS JOINS THE FS GROUP

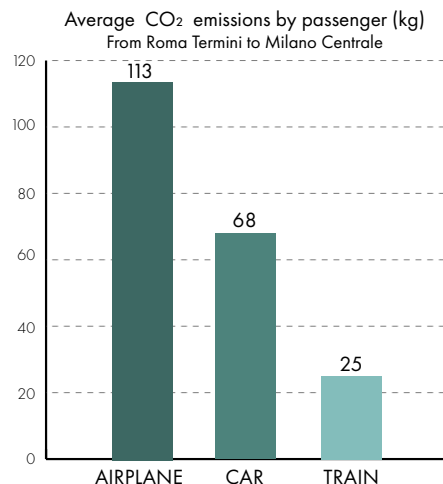
**2019**  
10 YEARS OF ITALIAN HIGH SPEED

## — WE DESIGN SOLUTIONS — FOR THE PLANET

MOBILITY, SO IMPORTANT FOR HUMAN AND ECONOMIC DEVELOPMENT, MUST BE REDESIGNED TO PROMOTE SOLUTIONS THAT HAVE LESS IMPACT ON THE ENVIRONMENT AND SOCIETY.

The train is already the most energy efficient means of transport and in terms of carbon dioxide emissions.

ON AVERAGE, AN ITALIAN TRAIN PASSENGER RELEASES 75% LESS CARBON DIOXIDE INTO THE ATMOSPHERE THAN A PLANE PASSENGER AND 60% LESS THAN ONE IN A CAR.



The FS Group intends to keep the focus on the search for de-carbonisation solutions, in line with the indications of the Paris Agreements and the 2030 Agenda.

Fleet upgrade financed by Green bonds



- + 80 passenger trains  
HS + regional
- + 40 electric locomotives  
for freight transport
- + 140 freight wagons

**92.04%**  
passenger traffic  
on electric trains

**98.23%**  
freight traffic  
on electric trains

### Intermodal hub

More than half of Italians, almost all the universities and university departments, a varied concentration of services and businesses, monuments and spaces for health, culture, leisure and the sport are found within three kilometres of a train station. In this context, we play a leading role in the sustainable growth of the transport system.

We have defined the **Stations and Cities Plan**, with the aim of transforming passenger terminals into intermodal hubs and poles of attraction for the development of the territory, capable of responding to environmental, economic and social emergencies.

### Sustainable infrastructures

We are aware that the transformation and redevelopment of the territory depends on the development of our infrastructures. We want to continue contributing to urban construction with new solutions that positively recalibrate the economic and social dynamics.



Sentiment Analysis platform for Social Web Monitoring activities on strategic infrastructure projects



CO<sub>2</sub> rate plan, an inventory of emissions related to materials, transport and processing



Envision™ is the first rating system to design and build sustainable infrastructures



BIM software for structural design



Station and City Plan, from station to intermodal hub



Smart Road Cortina 2021, traffic, accident and weather condition measurement system

## — FS AND SUSTAINABILITY — TRAVELLING TOGETHER

WE ARE LEADERS IN THE JOURNEY UNDERTAKEN ON ENVIRONMENTAL ISSUES THANKS TO VIRTUOUS ACTIONS FOR THE REDUCTION OF CO<sub>2</sub> EMISSIONS.

WE DON'T INTEND TO STOP.

In 2020, the Carbon Disclosure Project (CDP), one of the international reference points on climate change issues, assigned the FS Group an **A- score**, proof of the results of our strategy for reducing the most harmful emissions.

We are aware that the circular economy represents the compass of change and the relaunch of the country.

**18 million m<sup>3</sup>**  
of water consumed



**-9%**  
over 2019

**over 95%**  
recycled

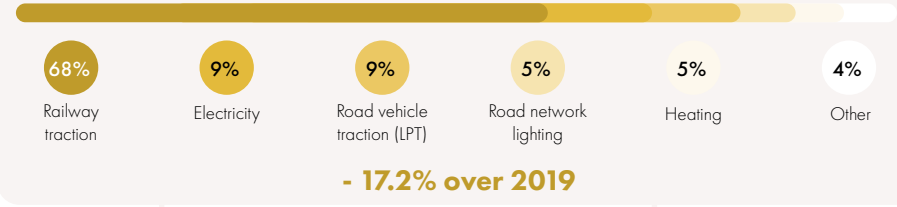


**352 thousand tonnes**  
of waste

**-10%**  
over 2019

### TOTAL ENERGY CONSUMPTION

**24.8 million GJ in 2020**

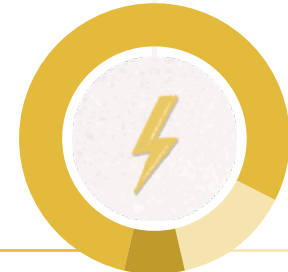


**70%**  
Electricity  
17.4 million GJ (4.8TWh)



**2 million tCO<sub>2</sub>**  
emitted\*

\* Location-based



**79%**  
Railway traction

**7%**  
Road network lighting

**14%**  
Electricity + LPT

**100 thousand tCO<sub>2</sub>**  
saved thanks to the purchase  
of green electricity  
for the road network

Note: the health emergency, and the consequent measures adopted to contain the spread of infections that characterised 2020 led to a limitation of personal mobility, with marked repercussions on the operations of FS business and, consequently, a reduction of environmental and energy data compared to 2019.

**The pandemic has revolutionised the mobility scenario.**

**The vision for the future and the focus on change have allowed us to look beyond the limitations of the emergency and find opportunities for transformation that will allow us to be stronger. In fact, we imagine ourselves as protagonists of a change in the name of technology, safety and excellence, in an increasingly international context.**

— THE FS GROUP —  
**FUTURE**





DEFINED DURING THE  
GROUP'S 5<sup>TH</sup> STAKEHOLDERS  
PANEL

# FUTURE

## OUR GOALS FOR 2050

### ENERGY AND EMISSIONS

Carbon Neutrality by 2050

### SUSTAINABLE MOBILITY

Passengers: 5% modal shift from privately-owned cars to shared public mobility and soft modes of transport by 2030 (15% by 2050), compared to 2015

Freight: 50% of transport by roads and 50% of transport by rails by 2050 (for distances over 300 km)

### SAFETY

Best in class in Europe. Vision: zero fatalities involving passengers on FS Italiane Group vehicles (trains, buses and other mobility systems), people interfering with the railway ecosystem, FS Italiane Group personnel and employees of contracting companies by 2050

50% fewer fatalities on roads operated by Anas by 2030, compared to 2015

To learn more  
about SDGs  
go to page 40

## SDGs



## — THE FS GROUP — FUTURE

The future can't build itself. There is a need for a long-term strategy, with quantifiable objectives and concrete actions. It is an approach that has allowed us to grow constantly and to reposition ourselves in the balance of society.

This is why we are working to reach the goal set by the United Nations 2030 Agenda, inspired by the 17 Sustainable Development Goals.

Through this program, the FS Italiane Group intends to be a point of reference for economic recovery by generating growth, jobs and income in the coming years so as to allow the new generations to live in a more sustainable and more resilient country.

THE IMPORTANT RESULTS ACHIEVED TO DATE REPRESENT A SOLID BASIS TO BUILD THE FOUNDATIONS FOR THE FUTURE, CONTRIBUTING TO INCREASINGLY SUSTAINABLE AND SAFE COLLECTIVE MOBILITY AND THE CREATION OF ECONOMIC, SOCIAL AND ENVIRONMENTAL VALUE, ALSO IN FAVOUR OF THE NEW GENERATIONS

We imagined the city of the future, greener, tech driven and personalised.

WE ARE AT THE BEGINNING OF A NEW ERA FOR THE MOBILITY SECTOR AND WE ARE AWARE OF THE KEY ROLE THAT THE FS ITALIANE GROUP WILL PLAY IN THIS CHALLENGE.

## — FOR THE FUTURE — WE WANT

The 2030 Agenda for Sustainable Development is an action program for people, the planet and prosperity signed in September 2015 by the governments of the 193 UN member countries. The set goal is to meet 17 Sustainable Development Goals (SDGs) by 2030.

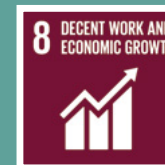
A COMMON COMMITMENT, WHICH CONCERNS STATES, INDIVIDUALS AND COMPANIES, ALL UNITED TO LEAD THE WORLD ON THE PATH OF SUSTAINABILITY.



With a view to contributing to fairer and more inclusive growth, we have chosen the 2030 Agenda as a compass to guide our choices and behaviours. The FS Group, while contributing to the achievement of all SDGs with our daily activities, has formalised specific commitments on six of the 17 Goals to date.



We intend to contribute to improving people's health and well-being.



We want to promote policies geared towards development and the creation of decent jobs.



We intend to promote innovative and sustainable infrastructures.



We intend to ensure a safe, accessible and sustainable transport system, with the enhancement of public transport, for an inclusive and sustainable urbanisation.



We want to achieve the sustainable management of the Earth's natural resources, adopting prevention and reuse practices.



We want to strengthen resilience and adaptation to climate-related risks and natural disasters.

## — FOR US — THE FUTURE IS NOW

THE PANDEMIC HAS SIGNIFICANTLY ACCELERATED CHANGES TOWARDS AN INNOVATIVE, DIGITAL, SUSTAINABLE WORLD.

2020 has forced all of us to reformulate our priorities, to consider new solutions to create social connection, to evaluate new actions to prevent future crises in the economic, health, social and environmental fields.

Innovation, digitisation and sustainability are the enabling factors of this evolutionary path, already implemented through concrete and timely actions, which will allow our consolidation as a Mobility Service Provider on an integrated multimodality in the transport ecosystem. As proof of this, we have obtained the Digital Star award, which confirms our ability to establish a human relationship with our users, also through digital tools.

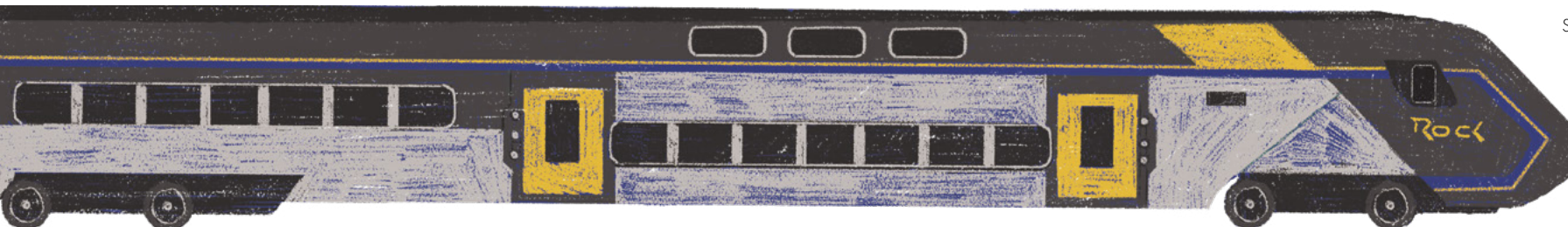
### The new Trenitalia App

We have launched the new App, intended to significantly improve the user experience, information and purchases from smartphones and tablets. The App includes innovative functions, such as new payment methods and solutions to check for available seats.

A tool capable of increasingly satisfying Trenitalia passengers' needs.

Recyclable index of ~ 94%

Charging points for electric bikes



Sensors for optimal climate control

Use of light alloys

Natural ventilation engines

Eco-mode technology to adjust consumption according to load

Safety sensors

Parking mode

Dynamic braking system to recover braking energy

### Innovation Hub

We have inaugurated the first two Innovation Hubs, designed to bring institutions, investors, companies and particularly start-ups, together with the aim of seizing new business opportunities and seeking innovative solutions, capable of responding to the new technological challenges imposed by the market.

The first Innovation Hub, set up at the Termini station in Rome, is focused on the smart cities theme and will function as a control room for the upcoming hubs in Italy. The second, in Naples at the Federico II University, focuses on the evolution in the tourism sector.

### A sustainable revolution

Incisive economic intervention is necessary to start a true process of sustainable revolution. The transition to new paradigms, to a renewal of means and infrastructures, requires a solid investment. We defined the Green Bond Framework with this in mind. As of 31 December 2020, two Green Bonds were issued for a total amount of € 1.3 billion.

The two Green Bonds financed the purchase of rolling stock such as new Frecciarossa trains, electric locomotives and freight wagons, and the innovative Electric Multiple Units Pop and Rock, for regional passenger transport. This has helped to reduce emissions by a total of about 33.6 thousand tonnes of CO<sub>2</sub> in two years. In addition, the new Pop and Rock trains will be able to allow for an estimated CO<sub>2</sub> saving of 270,000 tonnes up to 2032.

Thanks to these initiatives, we are the first company in Italy to have obtained certification from the Climate Bonds Initiative - a non-profit organisation that promotes sustainable financing worldwide as a tool to combat climate change.

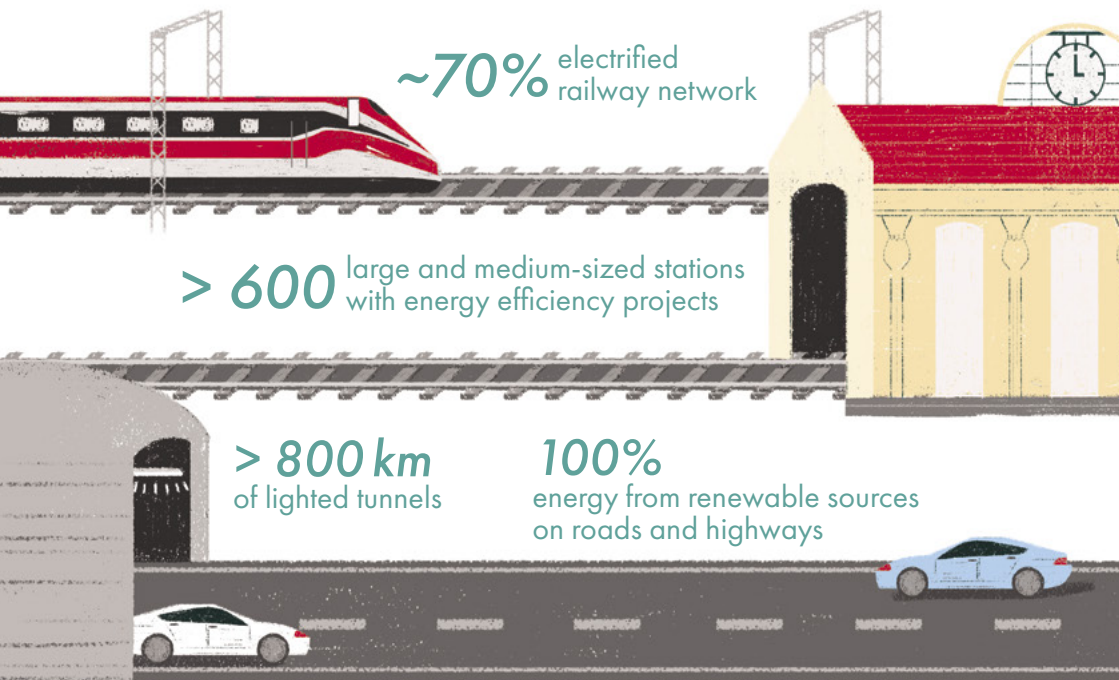
## — SUSTAINABILITY THROUGH — DIGITALISATION AND INNOVATION

THE MOST FUTURISTIC IDEAS DO NOT BELONG ONLY TO A UTOPIAN AND DISTANT FUTURE: OUR INNOVATION IS ALREADY TANGIBLE.

The achievement of the set objectives requires concrete actions and the application of modern technologies in the urban substrate.

The experimentation of new transport methods, tools to increase safety and state-of-the-art infrastructures is constant and essential for company growth.

Over the course of a few decades, we have moved from steam trains to new energy-efficient vehicles, from analogue instruments to a high digitisation of all our business sectors.



### The Smart Road project

Anas' commitment continued in the implementation of the Smart Road project: a highly innovative project, one of the first in the world in the road sector, which focuses on the motorist and his protection.

Through the application of digital transformation processes, accident reduction, greater travel comfort, management and improvement of traffic conditions and extraordinary critical events, resilience of transport networks, digital interaction will be achieved with the territories crossed and interoperability with connected vehicles.

Furthermore, Smart Road will guarantee the C-ITS (Cooperative Intelligent Transport Systems) services identified by the European Community based on V2I (Vehicle-to-Infrastructure) and V2V (Vehicle-to-Vehicle) communications, and will be prepared to integrate the upcoming 5G technology.

### For hydrogen mobility

We are integrating our bus fleet with new vehicles with higher environmental classes, investing in electric and hybrid engines. In addition, in the Netherlands, we have added 20 hydrogen-powered buses to the fleet, from which we expect savings of over 1,300 tCO<sub>2</sub> per year and more will be added in the coming years.

Hydrogen technologies are part of our innovation strategy: we have signed an agreement with Snam to assess the technical-economic feasibility and new business models related to the development and diffusion of hydrogen rail transport in Italy. In collaboration with the La Sapienza University of Rome and the Italian National Committee for Maintenance (CNIM), we are also experimenting solutions related to the use of hydrogen for rail transport. Furthermore, we are conducting analyses in the battery propulsion sector focused on the comparison between electric/hydrogen powered bimodal trains and electric/battery powered trains to start some experiments.





# — THE FUTURE — SUSTAINABLE CITY

## Smart roads

Smart tolls - IoT sensors for monitoring - Drive assist services - Road safety - Infomobility - Smart grids

High speed with new operations in Europe

Self-driving trains

Hydrogen and hybrid trains to replace diesel trains

## Resilient infrastructures

Real-time self-diagnostics and railway signal data communications

Automation (robots, sensors, ACC/ERTMS) and increased efficiency

## Preventive maintenance

Digital twins for resilient infrastructures

Wearables

## Future logistics

Urban and suburban UCC centres

Riders and drones for last-mile deliveries

Ecological vehicles for logistics

Sustainable multimodal range at the regional level

Facilitated station access

Stations at the heart of mobility, integrated with:  
malls - co-working offices - smart parking

Renewable energy sources

Electric buses

Hydrogen powered buses

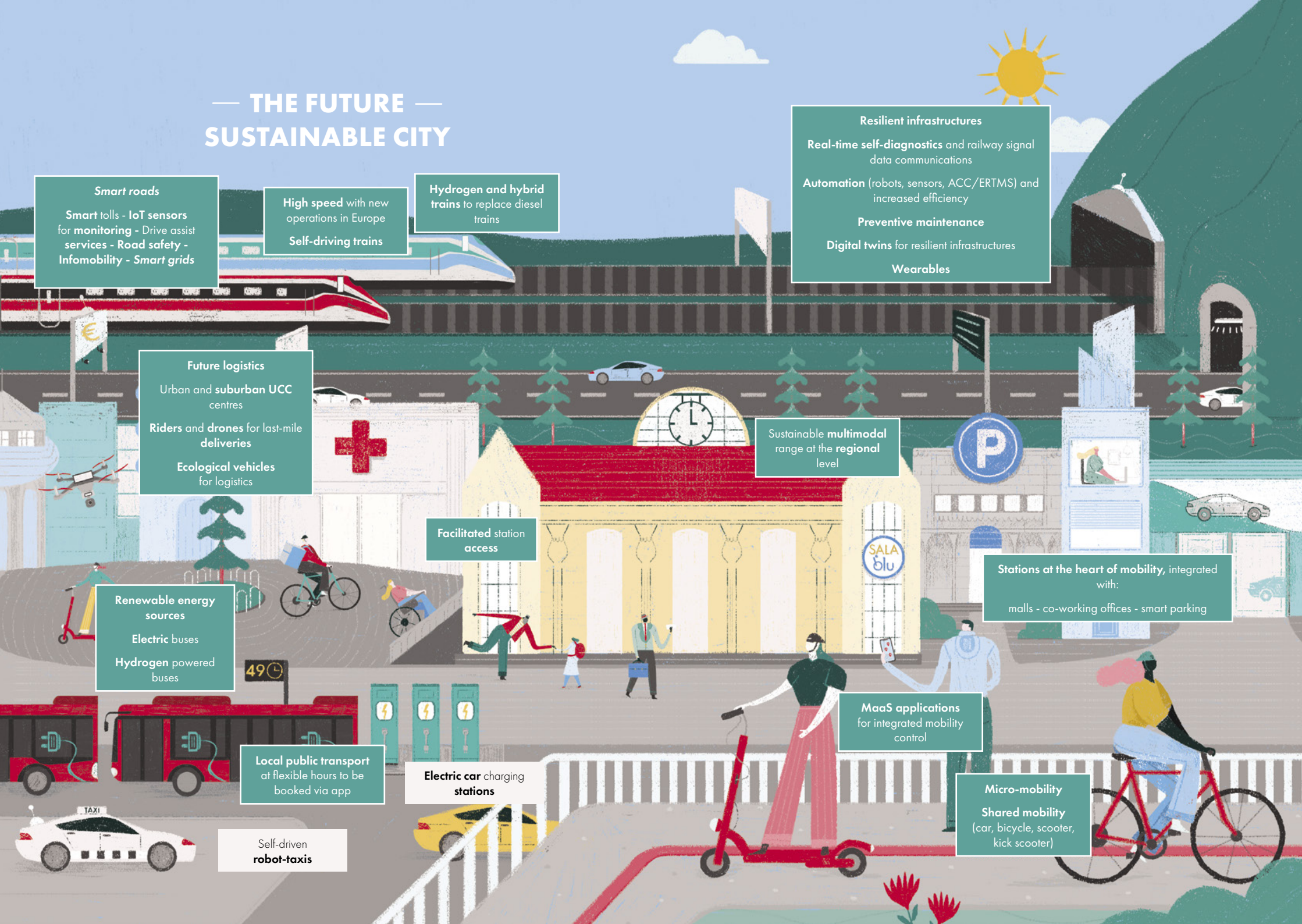
Local public transport at flexible hours to be booked via app

Electric car charging stations

MaaS applications for integrated mobility control

Micro-mobility  
Shared mobility (car, bicycle, scooter, kick scooter)

Self-driven robot-taxis



— OUR VISION —  
2030

# THE FS ITALIANE GROUP

is determined to drive

the **country's recovery**

BY CREATING  
**VALUE**

and contributing to a  
**MULTI-MODAL TRANSPORT  
OF PEOPLE AND GOODS**

WHILE PLACING  
**PEOPLE'S  
NEEDS**  
TO THE FORE

which is increasingly more

# SUSTAINABLE

# SAFE

and, at the same time, focused

# ON OPERATIONAL EXCELLENCY

MAINTAINING A  
**LEADERSHIP ROLE**  
AT THE CUTTING EDGE  
OF TECHNOLOGY

AND RESILIENT  
**DIGITAL**  
TRANSPORT  
INFRASTRUCTURE

NOT JUST IN ITALY, BUT WITH A STRONG PRESENCE  
**ALL OVER THE WORLD**

## MOBILITY WILL BE DIFFERENT IN 2030

The Group intends to continue playing a key role in the Country System: to communicate and strengthen our sense of responsibility in this challenge, **WE HAVE DEFINED A NEW VISION FOR 2030 THAT WILL ACCOMPANY US TOWARDS FUTURE SUSTAINABLE MOBILITY.**



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