



EXECUTIVE
SUMMARY 2022

ENERGIES IN MOTION

THE FS GROUP'S PATH TO
A SUSTAINABLE FUTURE

Governance

A NEW ORGANISATION TO STRENGTHEN SYNERGIES

An increasingly integrated and sustainable infrastructure and mobility system: this is Ferrovie dello Stato Italiane's contribution to building a tomorrow in which environmental protection and people's well-being are the priorities.

This commitment is upheld by the Holding Company that directs and coordinates four new Business Units – into which the various Group companies converge in terms of their areas of competence – with defined missions and strategic objectives.

This path was paved to create value for all stakeholders, protecting the Planet through a respectful and sustainable development model.



- 85,361 people;
- 11,698 million euro in economic value directly generated and distributed;
- 11,269 million euro invested.

Infrastructure Business Unit

THE BACKBONE RUNNING THROUGH ITALY

Devised to ensure the design, construction, management and maintenance of national and international rail, road and motorway transport networks, the Infrastructure Business Unit promotes widespread and capillary connections between communities and territories, being essential for Italy's economic and social development.



Railway lines:

- over 17,300 kilometres of lines;
- over 12,200 kilometres of electrified lines;
- 2,200 stations.



Roads:

- over 32,000 kilometres of roads;
- over 1,500 kilometres of motorways and motorway junctions.

Customer satisfaction



OVERALL STATION QUALITY

+0.5 p.p.

2022: 98.7%
2021: 98.2%



SECURITY OF THE STATION AS A WHOLE

+0.1 p.p.

2022: 95.5%
2021: 95.4%



"PRONTO ANAS" CUSTOMER CARE SERVICE

+0.2 p.p.

2022: 7.6 out of 10
2021: 7.4 out of 10



Passenger Business Unit

THE PEOPLE AT THE CENTRE OF THE MOVEMENT

Created to provide passenger services and guarantee an accessible and efficient mobility system, the Passenger Business Unit is characterised by an integrated offer for national and international transport.

Through the promotion of collective transport, a fleet of trains and buses with high environmental performance, the integration of different modes of transport and the synergy between rail and road, the Passenger Business Unit offers sustainable transport solutions actually tailored to people's needs.



Railway transport

- approximately 1.5 billion traveller kilometres;
- more than 120 new Pop and 100 Rock and 2 Blues trains with hybrid traction.



Road transport

- approximately 158 million bus kilometres;
- renewal of the bus fleet with more efficient vehicles, also to promote an integrated "train+bus" offer.

Customer satisfaction

Overall journey



MEDIUM AND LONG-HAUL

+0.6 p.p.

2022: 97.7%

2021: 97.1%



REGIONAL

+1.4 p.p.

2022: 91.8%

2021: 90.4%



URBAN

+0.4 p.p.

2022: 91.0%

2021: 90.6%



SUBURBAN

-0.1 p.p.

2022: 88.6%

2021: 88.7%







Logistics Business Unit

MOVING FREIGHT, IN ANTICIPATION OF TOMORROW

Through the Logistics Business Unit, the FS Group seeks to serve the market as an international operator capable of optimising the transport of freight by promoting a shift in paradigm – from road to rail. As a modern, digitised supply chain, thanks to sustainable trains and intermodal terminals, the aim is to render the sector increasingly competitive.



- approximately 22 billion tonne kilometres, of which 10.8 billion are abroad;
- 400 new electric and hybrid locomotives plus 3,600 new-generation wagons throughout the period covered by the Business Plan;
- an overall rating of 7 out of 10 given by customers for the service offered by the Logistics Business Unit.

Urban Business Unit

REGENERATING SPACES TO RETURN THEM TO THE COMMUNITY

The FS Group operates in the real estate field through the Urban Business Unit, offering first- and last-mile intermodality and logistics solutions.

Areas that are no longer functional for railway activities are redeveloped or enhanced in a sustainable way and returned to the community, enriching the area with new urban mobility services, green spaces and places to hang out.



- approximately 24 million square metres of land in areas bordering roads and railways to be used for green purposes;
- 2.3 million square metres of green areas as part of urban transformation projects;
- from 84 to 250 parking facilities to be managed over the period covered by the Business Plan, with 20,000 more parking spaces, thousands of electric vehicle charging stations and new spaces for car sharing.





Decarbonisation and renewable energy

A COMMITMENT THAT RESONATES

Counteracting climate change is one of the FS Group's objectives for a responsible business model. This important commitment is concretely expressed in the Business Plan covering the next ten years, built on ambitious decarbonisation targets. Amongst them, the self-production of energy from renewable sources stands out.



FS heads towards zero-emission mobility

- 50% reduction in direct and indirect emissions from energy consumption by 2030;
- carbon neutrality by 2040;
- investments in the production of renewable energy sources, with an estimated capacity of 2 GW;
- about 4.8 million tonnes of CO₂ equivalent avoided thanks to the FS Group transport services.

The people of the FS Group

INCLUSION, LISTENING, ENHANCEMENT: SUSTAINABILITY ALSO COMES THROUGH HERE

The sustainable development strategy is also based on the enhancement of the 85,000-plus employees of the FS Group. The result is a new human resources management model that focuses on people's needs whilst ensuring well-being and growth for all. Included by the Diversity Brand Index amongst the 20 most inclusive Italian companies, the FS Group is committed to freeing the workplace from stereotypes and prejudices, where one can express their own uniqueness.



- in the top 20 most inclusive companies in Italy;
- 20% of workers are female (+0.9 p.p. compared to 2021);
- the average age is 42 years (-1 year compared to 2021);
- over 9,300 market hires;
- approximately 815,000 man-days of training (+24% compared to 2021);
- over 31,000 people registered for more than 50 annual webinars on inclusion;
- a rise in the number of women holding managerial positions >35% over the period of the Business Plan.

Innovation and digitalisation

**A NEW, CONNECTED AND
DIGITISED SCENE**



The digitisation of mobility is one of the cornerstones of a Business Plan based on a profound and responsible transformation. The adoption of new technologies – such as blockchain, Artificial Intelligence and IoT – enhances sustainability projects and expands the scope of services offered, connecting citizens, vehicles, infrastructure and territory like never before.



