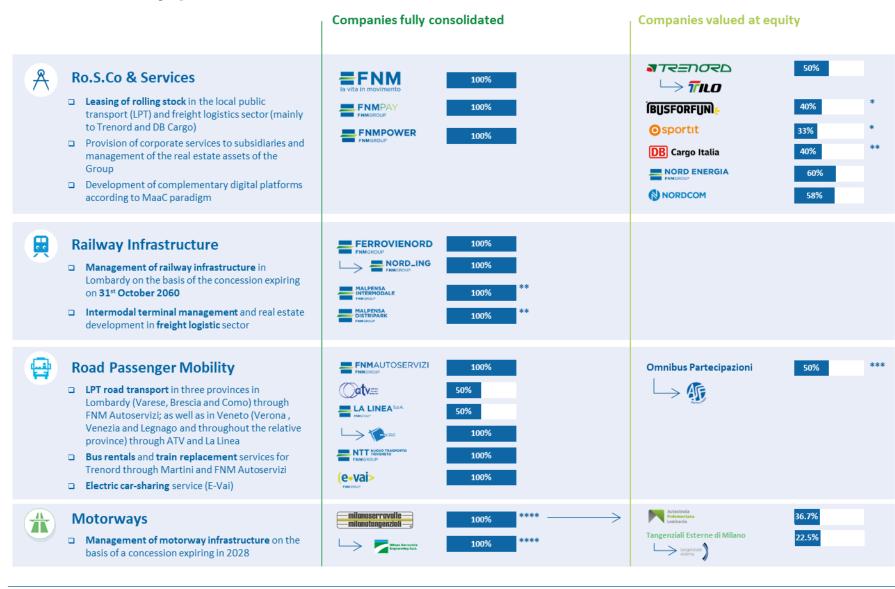


FNM Group 9M 2022 RESULTS

November 11th 2022



FNM Group Overview



- * Companies managing complementary digital platforms, allowing the implementation of Mobility as a Community (MaaC) paradigm. Sportit is active under the brads Snowit and Bikeit.
- ** Companies operating in the freight mobility and logistics sector, at present included respectively in the Railway Infrastructure and Ro.S.Co. & Services segments. Malpensa Intermodale and Malpensa Distripark are in a start-up phase.
- *** Company operating in road passenger transport, but considered in the Ro.S.Co. & Services segment for the purposes of preparing the financial statements.
- **** Companies fully consolidated since February 26^{th} 2021

Company structure as at 30th September 2022



Overview

Economic & Financial Results

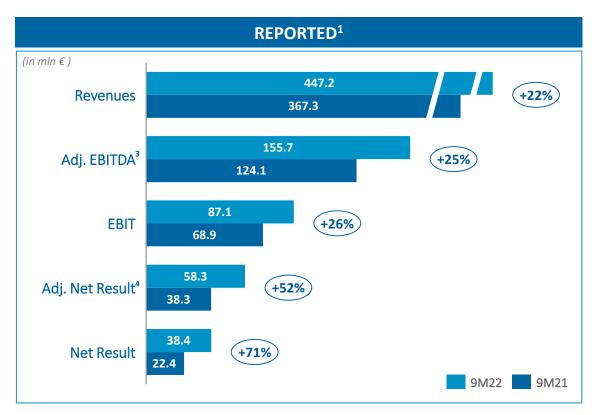
- Financial highlights
- Mobility demand in the period
- 9M 2022 consolidated results

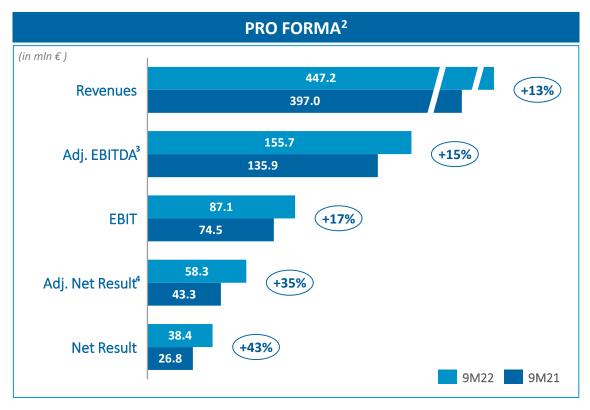
FY 2022 Outlook

Appendix



FNM Group 9M 2022 Highlights







^{1 –} For the purposes of P&L, in 2021 MISE is consolidated since February 26th. 2 – For the purposes of P&L, in 2021 MISE is consolidated starting from January 1st. 3 – Adjusted EBITDA: excluding extraordinary gains and losses

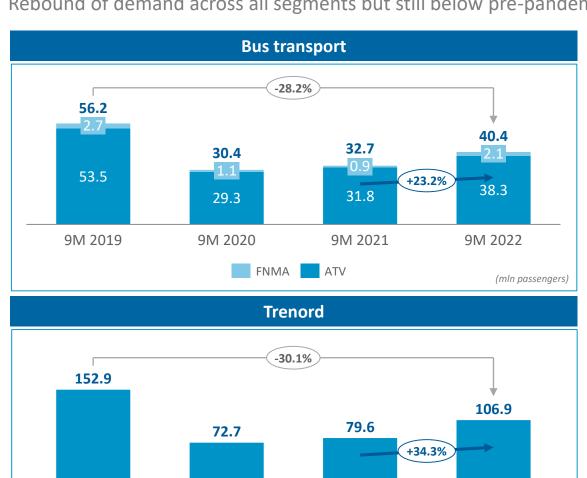


^{4 –} Adjusted Net Result: Net Profit (Loss) before recognition of the result of companies consolidated using the equity method

^{5 –} Adjusted Net Financial Position: NFP calculated excluding cash and payables related to financial investments made in accordance with Regione Lombardia's "2017-2032 Rolling Stock purchase programme", with the aim of sterilizing the timing effects of contributions collection and payments made to suppliers, recognized in accordance with IFRIC 12

FNM Group | Mobility demand in the period

Rebound of demand across all segments but still below pre-pandemic levels, heavy vehicle traffic volumes above 2019 levels



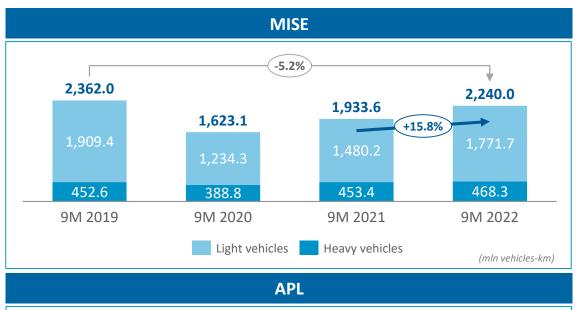
9M 2021

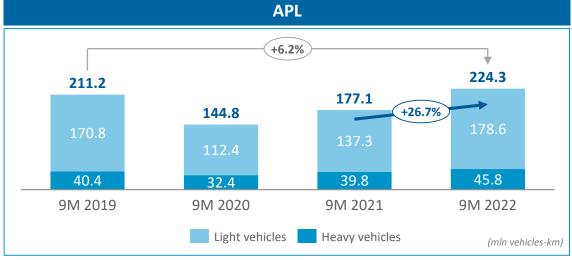
9M 2022

(mln passengers)

9M 2020

9M 2019





FNM Group | Revenues and Adjusted EBITDA by segment – PRO FORMA¹

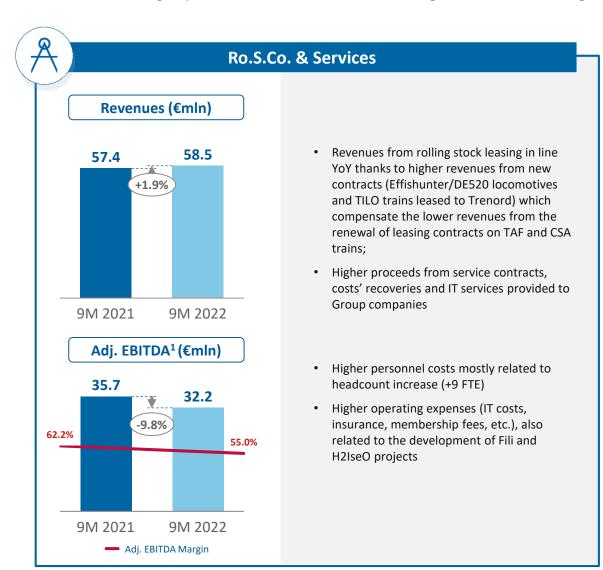
EBITDA growth underpinned by mobility demand rebound, despite the increase in energy costs and inflation

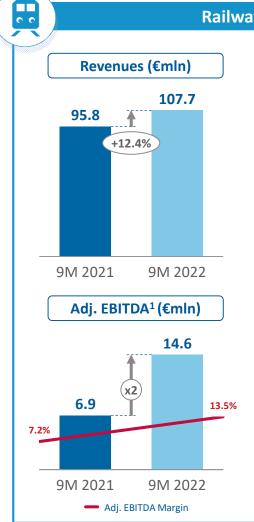
REVENUES (€ mln)	9M21 PF	9M22	Δ€	Δ%
Ro.S.Co. & Services	57.4	58.5	1.1	+1.9%
Railway infrastructure	95.8	107.7	11.9	+12.4%
Road passenger mobility	87.9	97.5	9.6	+10.9%
Motorways	179.0	209.3	30.3	+16.9%
Intercompany	(23.1)	(25.8)	(2.7)	n.m.
Total	397.0	447.2	50.2	+12.6%
Adj. EBITDA (€ mln) ²	9M21 PF	9M22	Δ€	Δ%
Adj. EBITDA (€ mln) ² Ro.S.Co. & Services	9M21 PF 35.7	9M22 32.2	Δ€ (3.5)	Δ% -9.8%
Ro.S.Co. & Services	35.7	32.2	(3.5)	-9.8%
Ro.S.Co. & Services Railway infrastructure	35.7 6.9	32.2 14.6	(3.5) 7.7	-9.8% n.m.

^{1 -} In 2021 MISE is consolidated starting from January 1st

^{2 -} Adjusted EBITDA: excluding extraordinary gains and losses

FNM Group | Revenues and Adj. EBITDA by segment – PRO FORMA







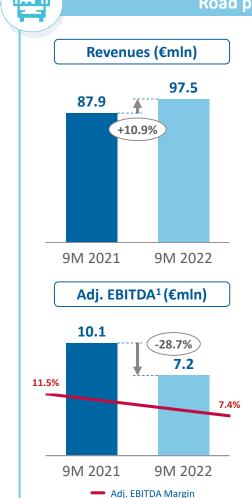
- Higher service revenues from Programme
 Agreement (mainly design activities linked to
 the Gallarate-Malpensa T2 rail link and
 procurement of rolling stock), partially offset
 by the efficiency mechanism provided in the
 Service Contract
- Higher leasing revenues on the rolling stock given in use to Trenord and managed by Ferrovienord in line with expansion of the fleet
- Increase of income from commercial activities, rents and sale of inventory residues
- Less than proportional increase in costs for infrastructure and maintenance design activities
- Higher provisions for rolling stock fleet maintenance in line with revenues
- Increase in utilities , insurance and IT systems expenses
- Lower personnel expenses due to the recovery of statutory sick pay costs
- Negative one-offs for €1.1mln² in 9M21



^{1 -} Adjusted EBITDA: excluding extraordinary gains and losses

^{2 –} Contributions from Regione Lombardia for €1.2 mln covering the remodulation of railway LPT production linked to the Covid-19 emergency, and bad debt write-off on financed investments for €2.3 mln

FNM Group | Revenues and Adj. EBITDA by segment – PRO FORMA

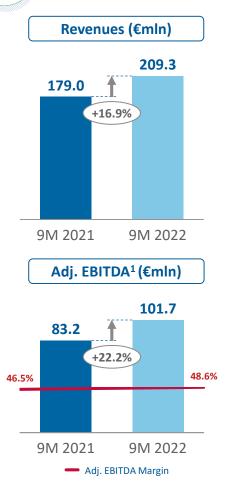


Road passenger mobility

- Higher revenues from transportation services: more passengers transported, increased train replacements, outsourced additional transport and car sharing services
- Lower proceeds from public contracts and grants, mainly due lower Government compensations only partially compensated by higher €/km recognized by Regione Veneto
- Government compensations decrease YOY
 (€7.2mln vs €9.2mln in 9M21) o/w
 contributions for lost revenues (€2.7mln vs
 €5.5mln) and compensation for additional
 services (€4.5mln vs €3.7mln)
- €0.7mln tax credit on energy consumption and increased recovery of excise taxes on diesel fuel for €0.9mln
- Higher costs outpace growth in revenue mainly due to: energy costs (combined effect of higher bus-km and fuel costs), subcontracting fees for additional transport services and personnel expenses



Motorways



- Higher tolling revenues due to the combined effect of traffic recovery and tariffs increase (+2.62% from January 1st 2022)
- Higher revenues from service areas concessions thanks to traffic increase and renewal of some contracts at more favourable economic conditions for MISE

- Higher operating costs: concession fees, collection fees and electricity consumption
- Higher maintenance costs and net provisions to the renewal fund for planned maintenance and repairs of the motorway infrastructure, reflecting also higher future cots linked to inflation
- Higher labour costs mainly related to redundancy incentives charges



FNM Group | Trenord: 9M 2022 Highlights

Positive effect of traffic recovery offset by lower Government compensations for lost revenues

€ mln	9M21	9M22	Δ€	Δ%
Revenues	530.2	577.1	46.9	+8.8%
Ticketing revenues	124.3	219.9	95.6	+76.9%
Revenues from Service Agreement	305.2	326.1	20.9	+6.8%
Other revenues	100.7	31.1	(69.6)	-69.1%
EBITDA	77.1	70.8	(6.3)	-8.2%
EBIT	(49.0)	(57.5)	(8.5)	n.m
Net Result	(24.8)	(51.0)	(26.2)	n.m.



- Increase in revenues thanks to:
 - higher ticketing revenues mainly as a result of recovery in passenger volume
 - higher revenues from service agreement following the increase in recognized costs,
 - decrease in other revenues due to lower Government compensation measures (nil in 9M22 vs €72.7 mln in 9M21)
- Decrease in EBITDA due to higher personnel costs (+208 FTE) and higher costs for services, utilities, and energy traction which more than offset higher revenues.
- EBIT still negative following also the slight increase in depreciation charges
- Higher Net Loss YoY in line with operating performance and lower deferred tax assets accrued in the period

FNM Group | APL: 9M 2022 Highlights

Improved operating performance thanks to full recovery of traffic

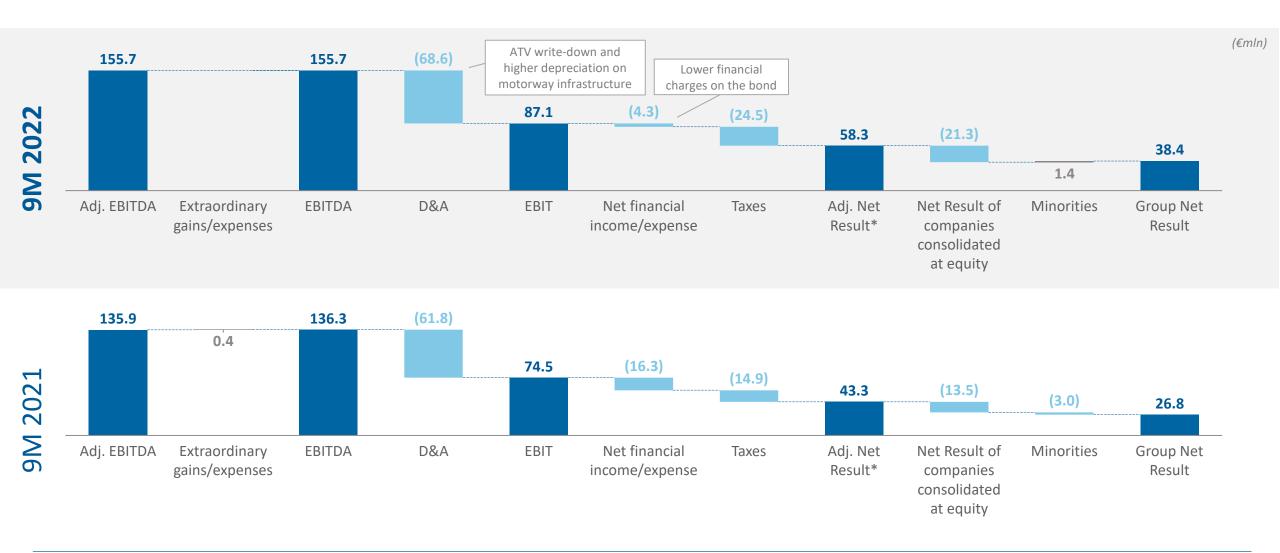
€ mIn	9M21	9M22	Δ€	Δ%
Revenues	27.9	35.4	7.5	+26.9%
Toll revenues	25.3	31.8	6.5	+25.7%
Other revenues	2.6	3.6	1.0	+38.5%
EBITDA	11.2	16.9	5.7	+50.9%
EBIT	7.8	12.4	4.6	+59.0%
Net Result	(1.1)	(3.2)	(2.1)	n.m.



- Increase in revenues thanks to traffic recovery without increase in tariffs
- Improvement in EBITDA thanks to higher revenues and lower growth in operating costs
- EBIT shows an improvement despite higher financial depreciation charges closely linked to the increase in EBITDA
- Higher Net Loss YOY mainly due to higher financial charges linked to the amortization of the accessory fees to the Senior Loan 1

FNM Group | From Adj. EBITDA to Net Result – PRO FORMA

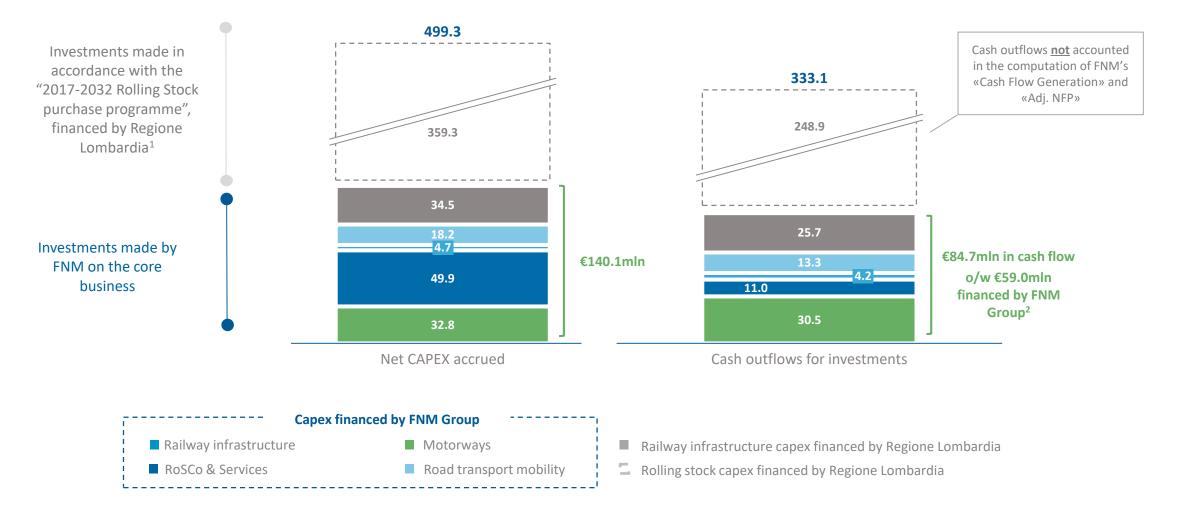
Positive consolidated net result thanks to improvement in operating income



FNM Group | 9M 2022 Capex analysis

Capex mainly related to motorways and railway infrastructure, not yet offset by the related contributions

(in €mIn)

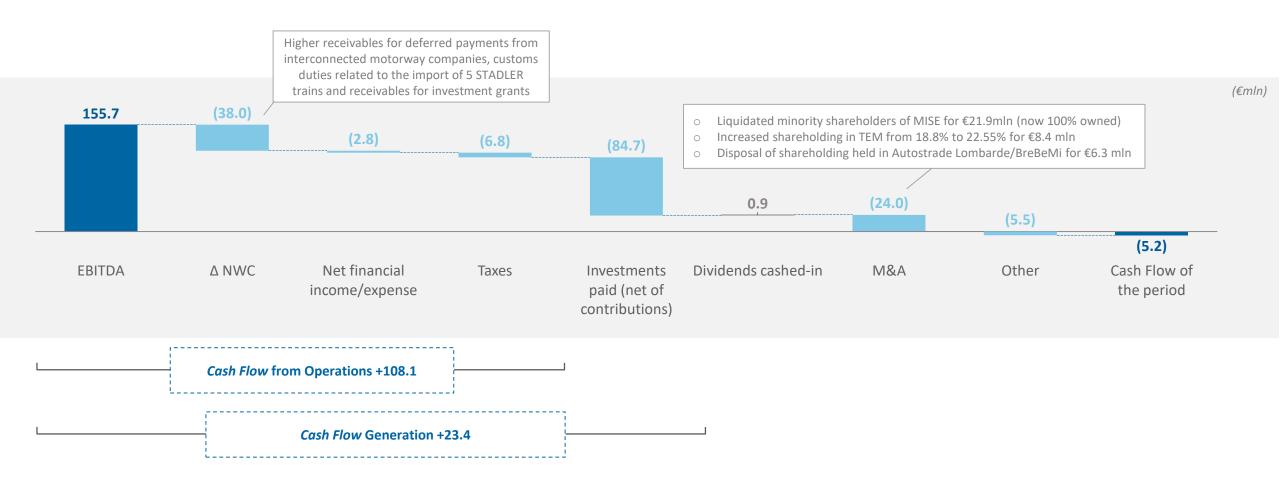


^{1 –} On behalf of Regione Lombardia Ferrovienord is engaged in purchasing, managing, maintaining and storing new rolling stock, to be allocated to railway companies holding a service contract with the Region, with a commitment to complete the supplies by 2025. The rolling stock supply programme is covered with funds allocated by Regione Lombardia, including charges to be corresponded to Ferrovienord for the anticipation and general management costs of the order set to 1% of the train supply contract amounts 2 – the amount includes the effect of higher trade payables on rolling stock purchases, delivered but not yet paid



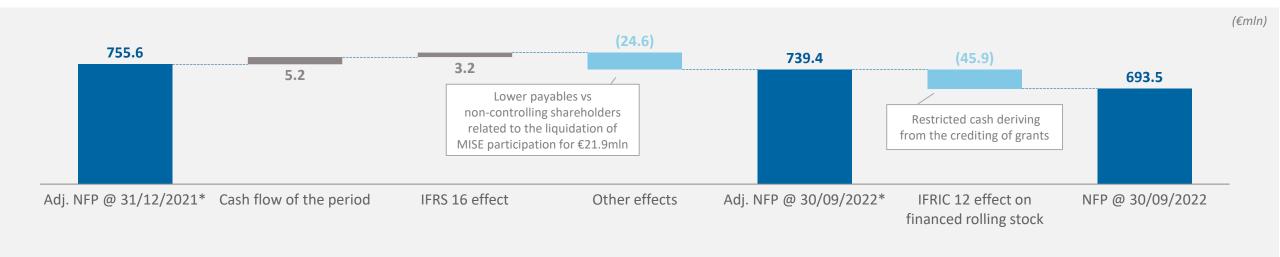
FNM Group | Consolidated Cash Flow

Positive cash flow from operations offset by investments and financial activity



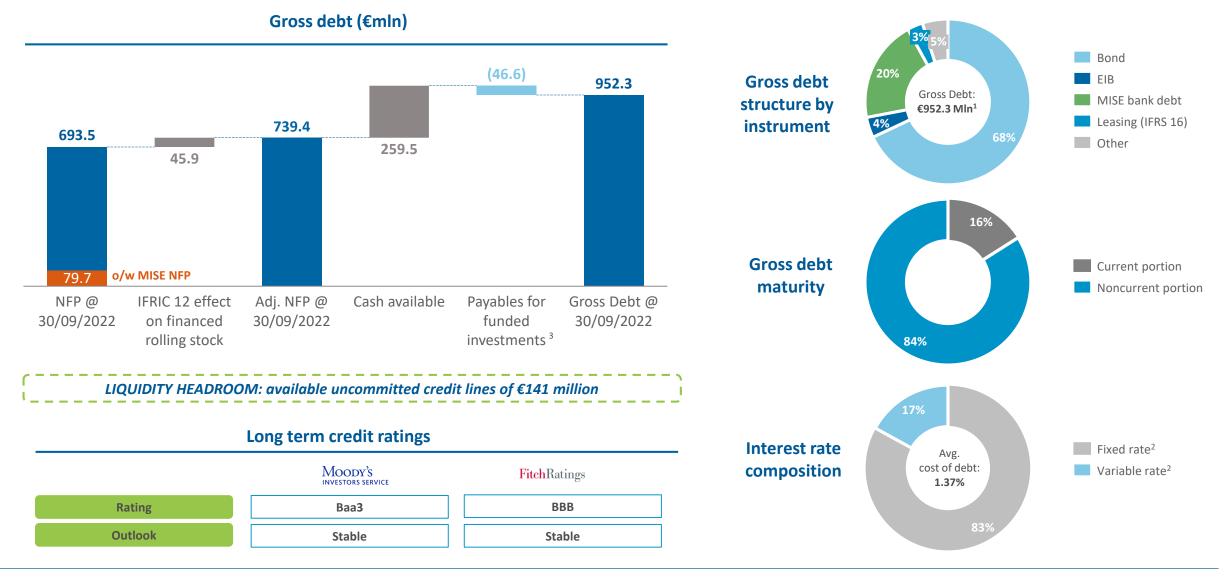
FNM Group Net Financial Position evolution

NFP in line with expectations and within rating agencies requirements





FNM Group | Gross debt composition at 30th September 2022



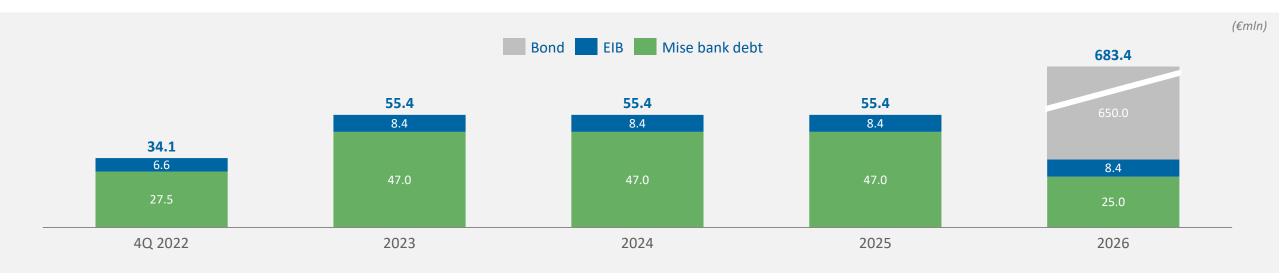
¹⁻ Excluding debt for funded investments for €46.6 million

^{2 -} Only on bank debt and bond

^{3 –} Include (a) excess of grants paid to FNM but not yet paid to suppliers, and (b) portion of grants relative to advances on investments pending cash pay notice of use

FNM Group | Maturity structure at 30th September 2022

Debt average life 3.8 years, in line with total assets structure



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FNM Group | FY 2022 Outlook

Outlook confirmed for FY2022, despite increased uncertainty around the trend of energy costs and inflation

		FNM + MISE reported ¹	FNM + MISE pro-forma ²			
.Y21	Revenues	Mid teens	Low teens			
Financial Targets FY22 vs FY21	Adj. EBITDA	> +20%	+10% - 15%			
argets F	Adj. EBITDA Margin	Slightly increasing	Slightly increasing			
ıncial Ta	Adj. NFP	€750-800 Million, within ra	ting agencies requirements			
Fina	Adj. NFP / EBITDA	~ 4.0x				

^{1 –} Guidance of 2022 Group results versus Group reported 2021 results (FNM + Mise consolidated since February 26th 2021)

^{2 –} Guidance of 2022 Group results versus Group pro forma 2021 results (FNM +Mise consolidated since January 1st 2021)

Overview

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FNM Group | Shareholders and share performance

Relative performance YTD vs. main reference indexes



Share capital profile

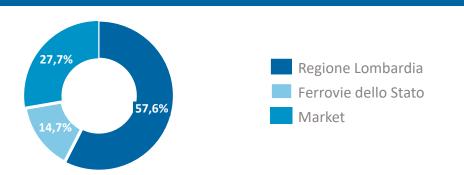
Market capitalization @ 10-nov-22: €197,9mln

N. of shares 434.9mln

Average traded volumes (last 30 days) 115.576 orders

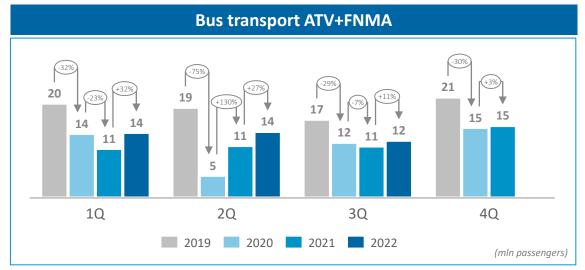
Share price change -25,9% YTD

Shareholders' structure

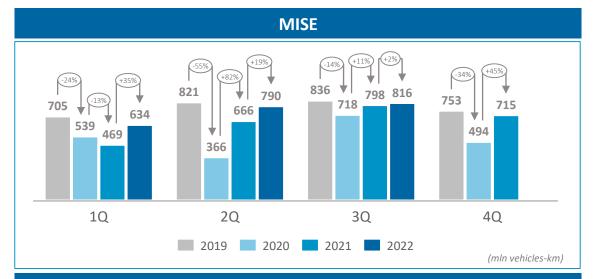


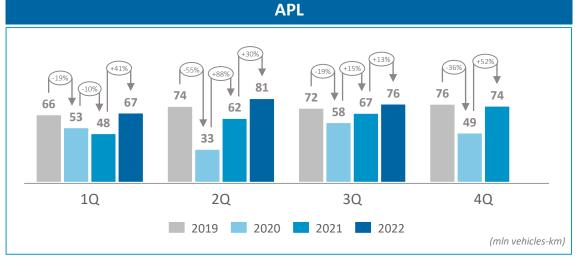
FNM Group | Mobility demand in the period – by quarter

Demand recovery in 9M 2022 reflects ease of restrictions and return to a new normal











FNM Group | Consolidated Profit & Loss – REPORTED¹

€ mln	9M21	9M22	Δ€	Δ%
Revenues from sales and servives	347.4	418.3	70.9	+20.4%
Other revenues and income	19.9	28.9	9.0	+45.2%
Total revenues and other income	367.3	447.2	79.9	+21.8%
Operating costs	(131.0)	(171.3)	(40.3)	+30.8%
Personnel costs	(112.2)	(120.2)	(8.0)	+7.1%
Adj. EBITDA	124.1	155.7	31.6	+25.5%
Non-ordinary income (expense)	0.4	0.0	(0.4)	n.m.
EBITDA	124.5	155.7	31.2	+25.1%
Depreciation and amortization	(55.6)	(68.6)	(13.0)	+23.4%
EBIT	68.9	87.1	18.2	+26.4%
Net financial income (expense)	(16.4)	(4.3)	12.1	-73.8%
EBT	52.5	82.8	30.3	+57.7%
Income taxes	(14.2)	(24.5)	(10.3)	+72.5%
Adj. Net Profit (Loss)	38.3	58.3	20.0	+52.2%
Profit (Loss) of companies consolidated at equity	(12.9)	(21.3)	(8.4)	n.m.
Net Profit (Loss)	25.4	37.0	11.6	+45.5%
Minority interest in Net Profit (Loss)	(3.0)	1.4	4.4	n.m.
Group Net Profit (Loss)	22.4	38.4	16.0	+71.2%

FNM Group | Revenues and Adj. EBITDA by segment – REPORTED¹

REVENUES (€ mln)	9M21	9M22	Δ€	Δ%
Ro.S.Co. & Services	57.4	58.5	1.1	+1.9%
Railway infrastructure	95.8	107.7	11.9	+12.4%
Road passenger mobility	87.9	97.5	9.6	+10.9%
Motorways	149.3	209.3	60.0	+40.2%
Intercompany	(23.1)	(25.8)	(2.7)	n.m.
Total	367.3	447.2	79.9	+21.8%

Adj. EBITDA (€ mln)²	9M21	9M22	Δ€	Δ%
Ro.S.Co. & Services	35.7	32.2	(3.5)	-9.8%
Railway infrastructure	6.9	14.6	7.7	n.m.
Road passenger mobility	10.1	7.2	(2.9)	-28.7%
Motorways	71.4	101.7	30.3	+42.4%
Total	124.1	155.7	31.6	+25.5%

^{1 -} In 2021 MISE is consolidated since February 26th

^{2 -} Adjusted EBITDA: excluding extraordinary gains and losses

FNM Group | Consolidated Profit & Loss – PRO FORMA¹

€ mln	9M21 PF	9M22	Δ€	Δ%
Revenues from sales and servives	375.8	418.3	42.5	+11.3%
Other revenues and income	21.2	28.9	7.7	+36.3%
Total revenues and other income	397.0	447.2	50.2	+12.6%
Operating costs	(141.4)	(171.3)	(29.9)	+21.1%
Personnel costs	(119.7)	(120.2)	(0.5)	+0.4%
Adj. EBITDA	135.9	155.7	19.8	+14.6%
Non-ordinary income (expense)	0.4	0.0	(0.4)	n.m.
EBITDA	136.3	155.7	19.4	+14.2%
Depreciation and amortization	(61.8)	(68.6)	(6.8)	+11.0%
EBIT	74.5	87.1	12.6	+16.9%
Net financial income (expense)	(16.3)	(4.3)	12.0	-73.6%
EBT	58.2	82.8	24.6	+42.3%
Income taxes	(14.9)	(24.5)	(9.6)	n.m.
Adj. Net Profit (Loss)	43.3	58.3	15.0	+34.6%
Profit (Loss) of companies consolidated at equity	(13.5)	(21.3)	(7.9)	n.m.
Net Profit (Loss)	29.8	37.0	7.1	n.m.
Minority interest in Net Profit (Loss)	(3.0)	1.4	4.4	n.m.
Group Net Profit (Loss)	26.8	38.4	11.5	n.m.

FNM Group | Consolidated Profit & Loss – SEGMENT DETAILS (PRO FORMA)



Ro.S.Co. & Services

€mln	9M21	9M22	Δ€	Δ%
Rolling stock leasing	39.0	39.0	0.0	+0.0%
Other revenues	18.4	19.5	1.1	+6.0%
Total revenues	57.4	58.5	1.1	+1.9%
Adj. EBITDA	35.7	32.2	(3.5)	-9.8%
Adj. EBITDA/Revenues %	62.2%	55.0%		
EBIT	12.3	7.5	(4.8)	-39.0%



Road passenger mobility

€mln	9M21	9M22	Δ€	Δ%
Public contracts and grants	43.4	42.4	(1.0)	-2.3%
Transport services	39.6	48.5	8.9	+22.5%
Other revenues	4.9	6.6	1.7	+34.7%
Total revenues	87.9	97.5	9.6	+10.9%
Adj. EBITDA	10.1	7.2	(2.9)	-28.7%
Adj. EBITDA/Revenues %	11.5%	7.4%		
EBIT	3.4	(3.1)	(6.5)	n.m.



Railway infrastructure

€mln	9M21	9M22	Δ€	Δ%
Public contracts and grants	76.2	83.6	7.4	+9.7%
Rolling stock leasing	8.6	11.0	2.4	+27.9%
Other revenues	11.0	13.1	2.1	+19.1%
Total revenues	95.8	107.7	11.9	+12.4%
Adj. EBITDA	6.9	14.6	7.7	n.m.
Adj. EBITDA/Revenues %	7.2%	13.6%		
EBIT	7.3	12.9	5.6	+76.7%



Motorways

€ mln	9M21 PF	9M22	Δ€	Δ%
Toll revenues	165.3	191.4	26.1	+15.8%
Other revenues	13.7	17.9	4.2	+30.7%
Total revenues	179.0	209.3	30.3	+16.9%
Adj. EBITDA	83.2	101.7	18.5	+22.2%
Adj. EBITDA/Revenues %	46.5%	48.6%		
EBIT	51.5	69.8	18.3	+35.5%

FNM Group | Profit (Loss) of companies consolidated at equity – PRO FORMA

€/000	9M21 PF	9M22	Δ€
Trenord Srl*	(12,388)	(25,446)	(13,058)
Autostrada Pedemontana Lombarda	(2,710)	1,198	3,908
Tangenziali Esterne di Milano Spa	(1,303)	(1,034)	269
Nord Energia Spa**	1,213	1,543	330
DB Cargo Italia Srl	1,444	1,333	(111)
Omnibus Partecipazioni Srl***	59	808	749
NordCom Spa	304	448	144
Busforfun.Com Srl	(110)	119	229
SportIT	0	(311)	(311)
Profit (Loss) of companies consolidated at equity	(13,491)	(21,342)	(7,851)

^{*} Including the Profit (Loss) of TILO SA

^{**} Including the Profit (Loss) of CMC MeSta SA

^{***} Including the Profit (Loss) of ASF Autolinee Srl

FNM Group | Consolidated Balance Sheet

€ mIn	30/09/2022	31/12/2021	Δ€
Inventories	12.0	9.5	2.5
Trade receivables	145.9	133.1	12.8
Other current receivables	84.8	83.2	1.6
Current financial receivables	8.4	7.8	0.6
Financed investment receivables	40.6	39.8	0.8
Trade payables	(177.8)	(168.3)	(9.5)
Other current payables and current provisions	(151.4)	(125.6)	(25.8)
Operating Net Working Capital	(37.5)	(20.5)	(17.0)
Other receivables - Rolling stock 2017-2032	74.0	47.5	26.5
Financed investment receivables - Rolling stock 2017-2032	223.6	98.3	125.3
Trade payables - Rolling stock 2017-2032	(340.8)	(204.0)	(136.8)
Net Working Capital for Financed Investments	(43.2)	(58.2)	15.0
Total Net Working Capital	(80.7)	(78.7)	(2.0)
Fixed assets	749.6	748.4	1.2
Equity interests	148.3	158.7	(10.4)
Non-current receivables	270.2	241.3	28.9
Non-current liabilities	(20.8)	(20.4)	(0.4)
Provisions	(108.5)	(123.8)	15.3
Assets (Liabilities) held for sale	8.0	0.0	8.0
NET INVESTED CAPITAL	966.1	925.5	40.6
Equity	272.6	228.3	44.3
Adjusted Net Financial Position*	739.4	755.6	(16.2)
Net Financial Position for Funded Investments (Cash)	(45.9)	(58.4)	12.5
Net Financial Position	693.5	697.2	(3.7)
TOTAL SOURCES	966.1	925.5	40.6

^{*} Adjusted Net Financial Position restated excluding only cash and current payables related to financial investments made in accordance with Regione Lombardia's "2017-2032 Rolling Stock purchase programme", with the aim of sterilizing the timing effects of contributions collection and payments made to suppliers, recognized in accordance with IFRIC 12.



FNM Group | Consolidated Balance Sheet – NFP composition

€ mIn	30/09/2022	31/12/2021	Δ€
Cash and bank deposits	(259.5)	(293.4)	33.9
Current financial debt	146.6	201.1	(54.5)
Current Net Financial Position (Debt/-Cash)	(112.9)	(92.3)	(20.6)
Non-current financial debt	852.3	847.9	4.4
Adj. Net Financial Position*	739.4	755.6	(16.2)
Net Financial Position for funded investments (Debt/-Cash)	(45.9)	(58.4)	12.5
Net Financial Position	693.5	697.2	(3.7)



^{*} Adjusted Net Financial Position restated excluding only cash and current payables related to financial investments made in accordance with Regione Lombardia's "2017-2032 Rolling Stock purchase programme", with the aim of sterilizing the timing effects of contributions collection and payments made to suppliers, recognized in accordance with IFRIC 12.



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