

**MIND**  
MILANO INNOVATION DISTRICT

lendlease

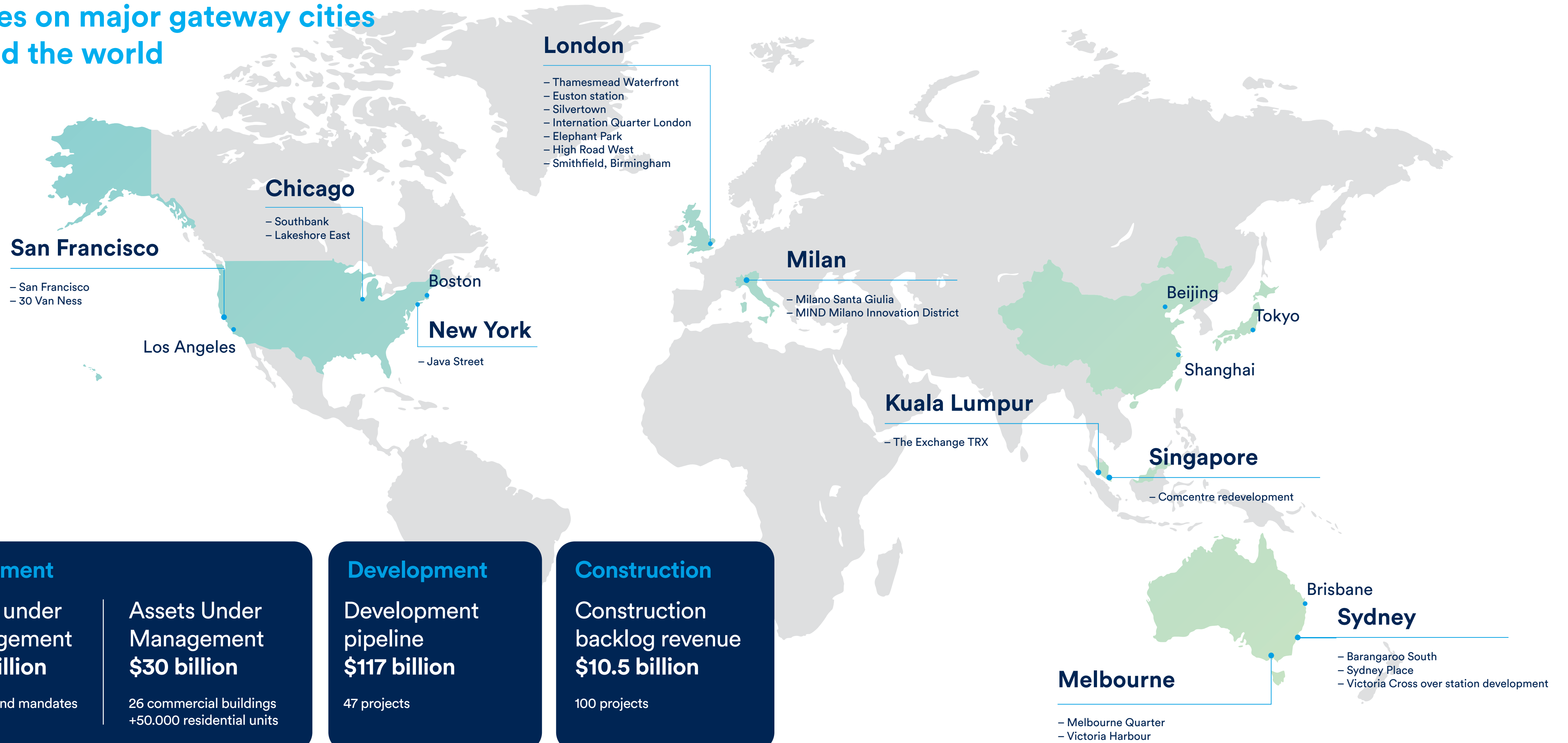
# MIND YARD

Light Industry R&D Facility



# We create places where communities thrive

Lendlease's urbanisation-led strategy focuses on major gateway cities around the world





# Milan's best connected mixed-use districts

Lendlease has chosen Milan for the development of 2 urban regeneration projects that share the same mission of defining a new urban model as well as a strategic position in the vibrant city outskirts

-  3 international airports
-  5 interconnected metro lines
-  a dense road network
-  urban, suburban and high-speed train lines

## Distances

**BERGAMO** – 45 min by car

**ROME** – 3h 20min by train

**NAPLES** – 5h by train





# MIND benefits from Milan's excellent infrastructure and transportation



## METRO DISTANCES

10min	M1 M5	Lotto
20min	M1 M2	Cadorna
24min	M1 M3	Duomo

## TRAIN DISTANCES

12min	Centrale station
16min	Garibaldi station
25min	Cadorna station

## LINES

S5	Varese-Milano-Treviglio
S6	Novara-Milano-Treviglio
S11	Chiasso-Como-Milano-Rho

## HIGH-SPEED RAIL DISTANCES

2h 47min	Venezia Santa Lucia
38min	Torino Porta Susa
3h 20min	Roma Termini

## AIRPORT DISTANCES

20min	Malpensa
30min	Linate
45min	Orio al Serio



## GALEAZZI-SANT'AMBROGIO HOSPITAL

(OPERATIONAL)  
State of the art IRCCS hospital with over 500 beds

## CASCINA TRIULZA

(OPERATIONAL)  
Existing heritage building dedicated to social association and activities

## THE HIVE

(OPERATIONAL)  
Office + Retail

## HUMAN TECHNOPOLE

(OPERATIONAL, FORECAST COMPLETION: 2028)  
Life Sciences Research Centre

## UNIVERSITY OF MILAN

(FORECAST COMPLETION: 2026)  
University of Milan's Science Campus

## MIXED USE ZONE 3

(FORECAST COMPLETION: 2031)  
Commercial Workspace, Build-to-Rent, Light Industrial, Hotel and Placemaking Retail

## MIXED USE ZONE 2

(FORECAST COMPLETION: 2028)  
Commercial Workspace, Build-to-Rent, Light Industrial, Hotel and Placemaking Retail

## MIND MERLATA STOP

(FORECAST COMPLETION: 2026)  
Location of Second Passante Stop

## TRANSPORT HUB Rho Fiera Milano



MOLO

BTR

HOTEL

HUB

ZENITH

HORIZON

MIND YARD

Cocoon

Paddock

Studio1

Studio2

Village Pavilion

west gate

FORECAST COMPLETION:  
2025 first part, 2027 second part

Commercial Workspace, Build-to-Rent, Light Industrial, Hotel and Placemaking Retail

MINDVILLAGE

OPERATIONAL FROM:  
2022

Commercial Workspace, Laboratories, Retail, Amenities and Marketing Suite

□ EXISTING
⋯ COMPLETION 26/27
■ COMMERCIAL
■ RESIDENTIAL
■ RETAIL
■ HOTEL
■ LIGHT INDUSTRY-LAB
■ STUDENT HOUSING
■ PUBLIC PROGRAMME
■ PUBLIC PROGRAMME PARKS
■ PARKING
■ TECHNOPOLO



# The entire area will host a diverse mix of services that will generate life and buzz



EXISTING  
 COMPLETION 26/27

<p><b>AUDITORIUM</b></p> <ul style="list-style-type: none"> <li> Galeazzi</li> <li> Cascina Triulza</li> <li> Studio 2</li> <li> Digital Bloom</li> <li> Palazzo Italia</li> </ul>	<p><b>PLAYGROUND AREA</b></p> <p>Space dedicated to sport activity</p> <ul style="list-style-type: none"> <li> 2 basketball fields</li> <li> 1 volleyball field</li> <li> Chess</li> <li> Ping Pong</li> <li> Gym</li> </ul>	<p><b>SERVICE POINT</b></p> <p>Inside you will find:</p> <ul style="list-style-type: none"> <li> Laundry room</li> </ul>	<p><b>FOOD STATION</b></p> <p>Space dedicated to tasting and meeting</p> <ul style="list-style-type: none"> <li> Bar</li> <li> Restaurant</li> </ul>	<p><b>COMMON AMENITIES</b></p> <ul style="list-style-type: none"> <li> Water house</li> <li> Fountain</li> <li> EV charger</li> <li> Bike racks</li> <li> Changing room</li> <li> Creche</li> </ul>	<p><b>STORES</b></p> <ul style="list-style-type: none"> <li> Grocery</li> <li> Retail</li> <li> Bookshop</li> </ul>
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# MIND Ecosystem: a global excellence in lifescience to propel innovation

Six anchors are driving MIND's development and will catalyze an influx of innovative companies and excellent projects.



99 YEARS  
**Public-Private Partnership**  
BEST PRACTICE FOR INNOVATION DISTRICT SUCCESS

The graphic features a large blue circle containing the logos for arexpo (Urban Innovation) and lendlease, separated by a plus sign. Below the logos, the text reads '99 YEARS', 'Public-Private Partnership', and 'BEST PRACTICE FOR INNOVATION DISTRICT SUCCESS'.



**1**  
(OPERATIONAL, COMPLETION: 2028)  
The leading research institute for life sciences in Italy.



**2**  
(OPERATIONAL)  
The leading hospital for orthopaedic and prosthetic surgery.



**3**  
(GROUNDBRAKING: OCT '23)  
Public teaching and research University, top performer in the Life Sciences domain.



**4**  
(OPERATIONAL)  
Innovation network for the third sector.



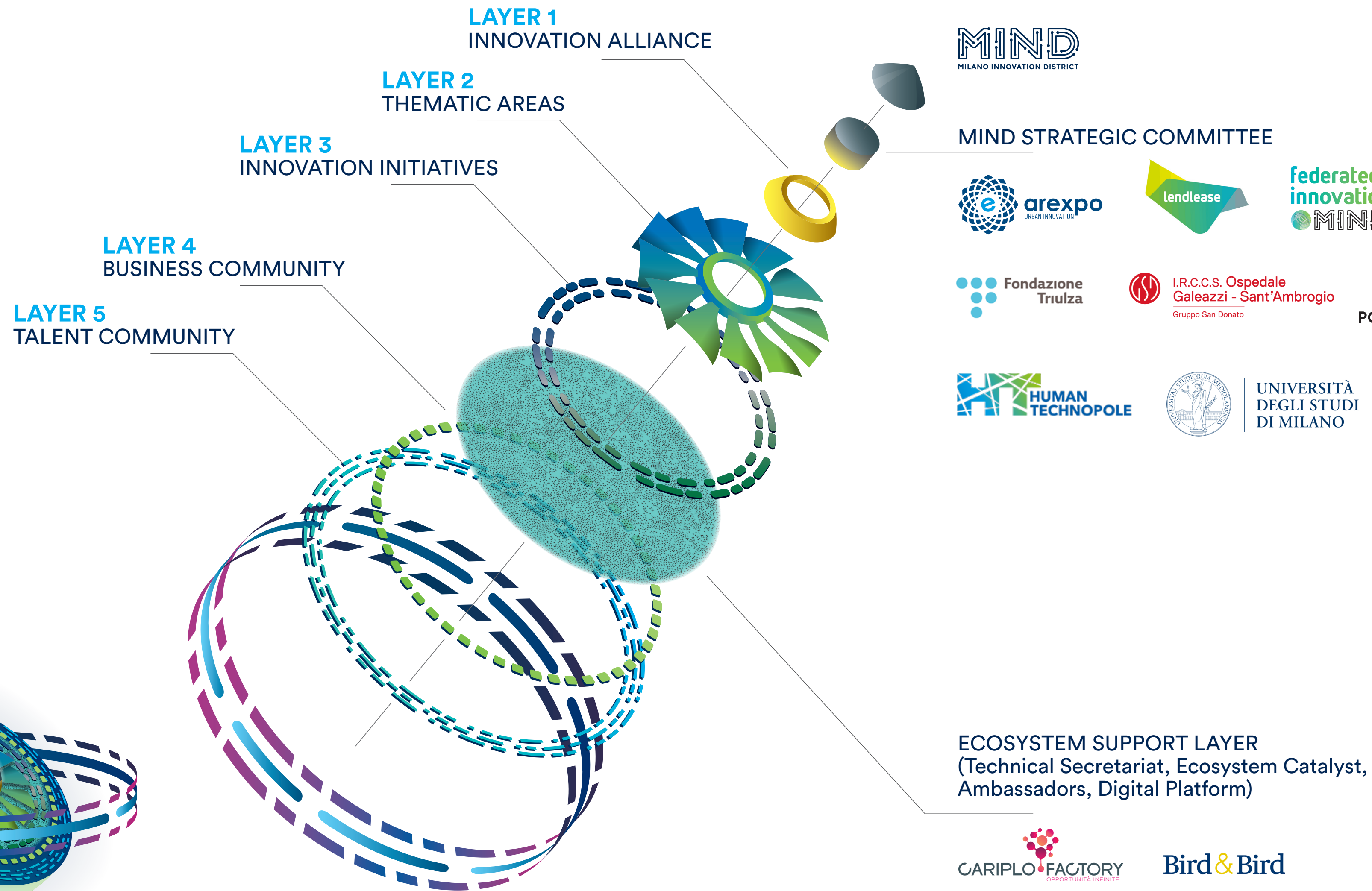
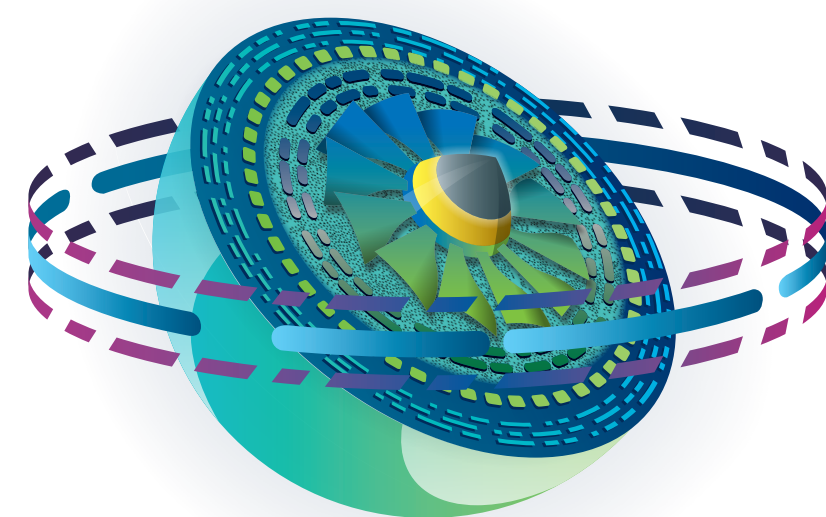
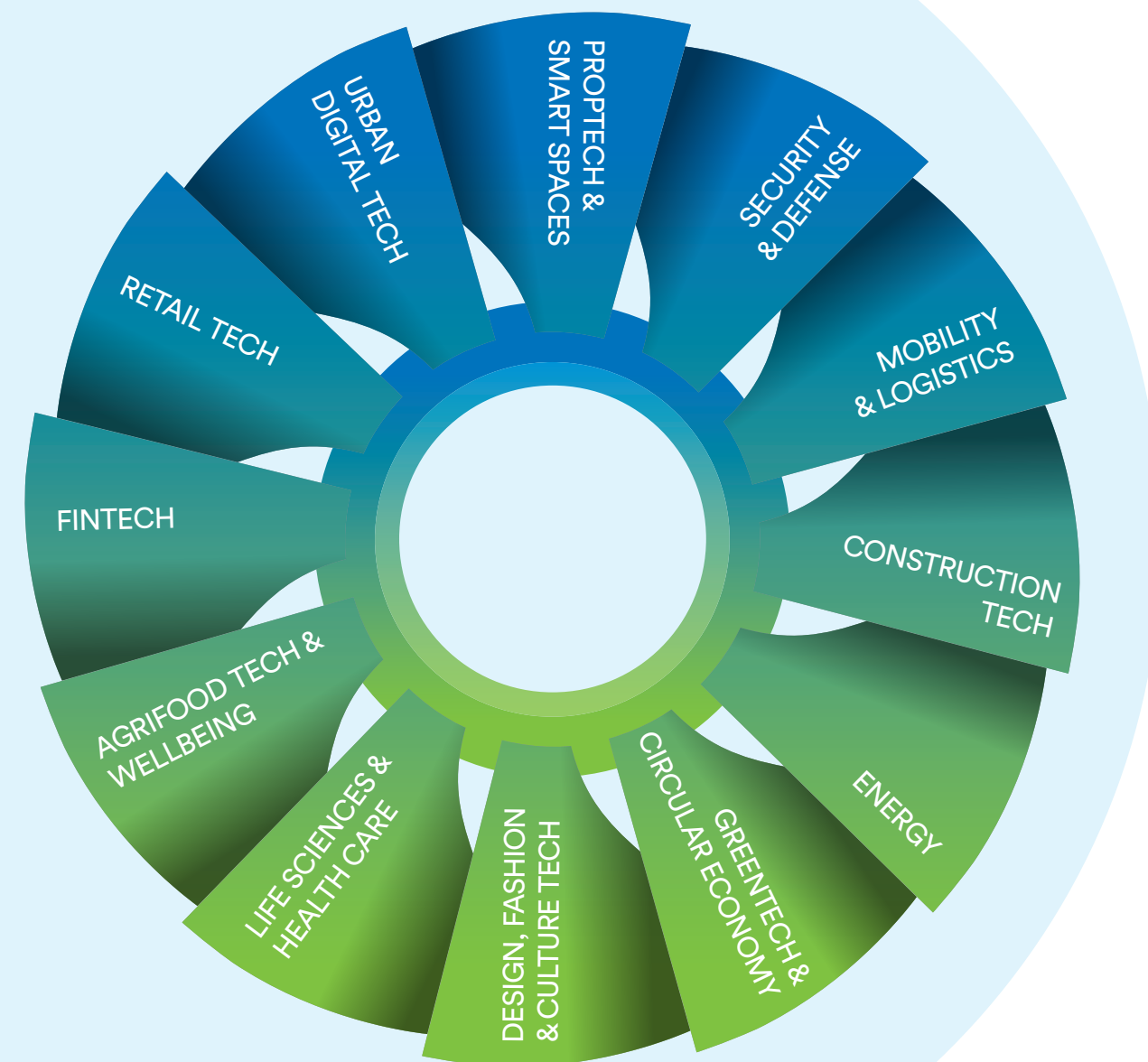
**5**  
(OPERATIONAL)  
Innovation ecosystem of private entities in partnership with key public authorities.



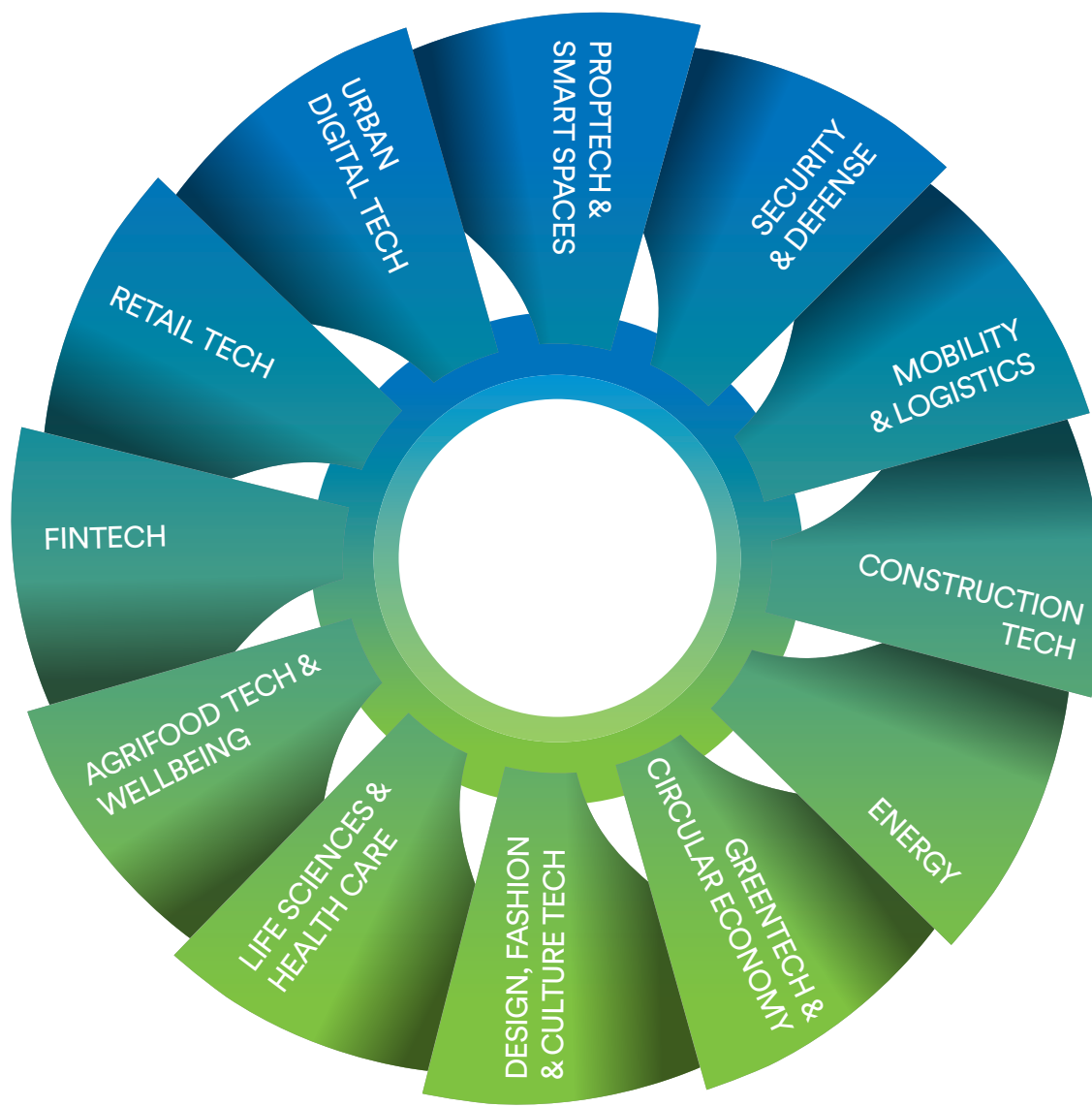
**6**  
Public scientific-technological University, leader in teaching and research.



Federated Innovation@MIND is a space for innovation, a partnership of private and public entities born to turbocharge innovation in Lifescience and City of the Future.







# Federated Innovation @MIND Members per Thematic areas

<b>AGRIFOOD TECH &amp; WELLBEING</b>	ESSELUNGA S, PROMOCOP
<b>CONSTRUCTION TECH</b>	MAPEI, Podium, SAINT-GOBAIN, WOODBETON GRUPPO NELLI, WÜRTH
<b>ENERGY</b>	eni, e-on
<b>FINTECH</b>	fabrick
<b>GREENTECH &amp; CIRCULAR ECONOMY</b>	a2a, accenture, enel x, eni, Maire Tecnimont
<b>LIFE SCIENCES &amp; HEALTH CARE</b>	accenture, AstraZeneca, AliraHealth, Bio4Dreams, BRACCO, Life Science District, NIPPON GASES The Gas Professionals, NOVARTIS, Roche, SAPIO life, SYNLAB, SG Stevanato Group, ucbl
<b>MOBILITY AND LOGISTICS</b>	Posteitaliane, MOBY
<b>PROPTech &amp; SMART SPACES</b>	ABB, accenture, DAIKIN, lendlease, Schindler, Schneider Electric
<b>RETAIL TECH</b>	VSBLTY, intel, Lenovo, Diversified, WestRock, USTGlobal®
<b>SECURITY &amp; DEFENSE</b>	elt ELETTRONICA mind is the first defence, FORTE SECUR GROUP THE SECURITY GENERATION, SICURITALIA
<b>URBAN DIGITAL TECH</b>	CISCO, TIM, VALORE ITALIA, WINDTRE
<b>DESIGN, FASHION &amp; CULTURE TECH</b>	Designtech, ICONA

- + 5000**  
Average Employees
- +48%**  
Women employed
- +31%**  
Women presence at Board level
- +2M €**  
Average budget for R&D
- +40,000 €**  
Average budget for Federated Innovation projects



# Approaching the creation of MIND: how to build a thriving ecosystem focused on the future health and cities

To create a clear competitive advantage for MIND based on a thriving and specialised innovation ecosystem, a research was carried out, including:

- SOCIO-ECONOMIC ANALYSIS OF THE REGION:**  
 Corporations, research universities and institutions collaborating, patenting and commercialising translational research in sectors with high growth potential.
- LOCAL AND REGIONAL STAKEHOLDER INTERVIEWS:**  
 To identify overlapping innovation agendas, understand the opportunities and challenges of growing a local innovation ecosystem within the Lombardy region.
- DEVELOPMENT OF AN INNOVATION DISTRICT FRAMEWORK:**  
 Utilising global best practice via research led by The Brookings Institution and the Global Institute of Innovation Districts, policy guidance from the European Union, and local ambitions within the Lombardy region.
- IDENTIFICATION OF KEY RESEARCH AND INNOVATION INSTITUTIONS:**  
 To identify and attract key local Anchor institutions and their strategic priorities which would share MIND as an innovation district oriented towards the life sciences.

## CITY OF THE FUTURE

- TRANSPORT & MOBILITY
- ENERGY
- PROPTECH
- ROBOTICS
- SECURITY
- FINTECH
- IT & COMMS
- GREENTECH

## FUTURE OF HEALTH

- LIFE SCIENCE
- AGRI-FOOD
- PHARMA & BIOTECH
- MEDICAL DEVICES
- WELLNESS & SPORT TECH



**THIS INNOVATION ECOSYSTEM RESEARCH HAS INFORMED THE FOLLOWING TOP RESEARCH / INNOVATION SPECIALISMS:**

- PRECISION MEDICINE/PRECISION NUTRITION
- ADVANCED MANUFACTURING
- ADVANCED TECHNOLOGIES AND AUTOMATION
- DIGITAL HEALTH
- PROPTECH



# The power of ecosystem into urban regeneration project

The management of a urban regeneration project, conducted following an ecosystem approach allows the achievement of positive economic and social as well as environmental outcomes, in line with the general principles of sustainable development.



Ability to understand the interactions among urban ecosystem elements.



Attitude to recognize the value of biological and cultural diversity.

The ecosystem approach generates:

ECONOMIC  
OUTCOMES

SOCIAL  
OUTCOMES

ENVIRONMENTAL  
OUTCOMES





# What is an ecosystem?

An **ecosystem** is a geographic area where plants, animals, and other organisms, as well as weather and landscape, work together to form a bubble of life. Ecosystems contain biotic or living, parts, as well as abiotic factors, or nonliving parts. Biotic factors include plants, animals, and other organisms.

“**Human ecosystem**” is the term scientists use to study the way people interact with their ecosystems. The study of human ecosystems considers geography, ecology, technology, economics, politics, and history. The study of urban ecosystems focuses on cities and suburbs.

(NATIONAL GEOGRAPHIC SOCIETY)

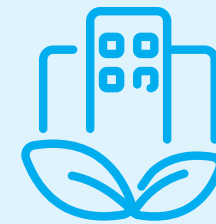




# Key factors of an ecosystem approach

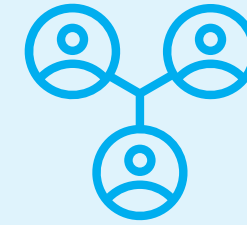
Lendlease identified different key factors able to offer efficiency and opportunities to let the projects to growth and reach the return of investment. Different area of interest represents the multi-level process of success of the urban regeneration:

## Sustainable urban planning



High level of sustainability goals can be reached adopting planning policies that promote housing density, sustainable mobility, energy efficiency and rational land use.

## Stakeholder engagement



The capacity to involve citizens, businesses, nongovernmental organizations, and institutions in the decision-making process offer a common vision and shared objectives.

## Co-participation in project storytelling



Ecosystem supports the story and identity of the project with a subsequent positioning of the brand within broader audiences.

## Enhancement of ecosystem resources



Cultural traditions, specific skills, research projects and local economies become specific assets to promote the project.

## Deep and advance knowledge of customers



The ability to create a product that can match demands optimize the construction process, from concept to the design stage.



# Advantages of an ecosystem approach

Lendlease focused on creating a coordinated local ecosystem capable of generating revenues, attracting investors – this ecosystem approach turned out to be an efficient complex way of urban regeneration which offers the following advantages:

## Economic growth and sustainable development



Urban regeneration based on the ecosystem approach can attract investments, interests, foster innovation, create jobs and improve the competitiveness of the city.

## Promotion of environmental sustainability



The ecosystem approach can contribute to the conservation of natural resources, rainwater management, reduction of pollution and mitigation of climate change.

## Improving the quality of life



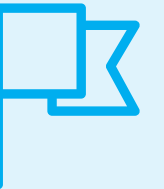
A healthy urban environment, full of greenery, open spaces and accessible services can improve the well-being and health of citizens.

## Social inclusion and resilient communities



An ecosystem approach can foster citizen participation, social cohesion and the creation of resilient communities.

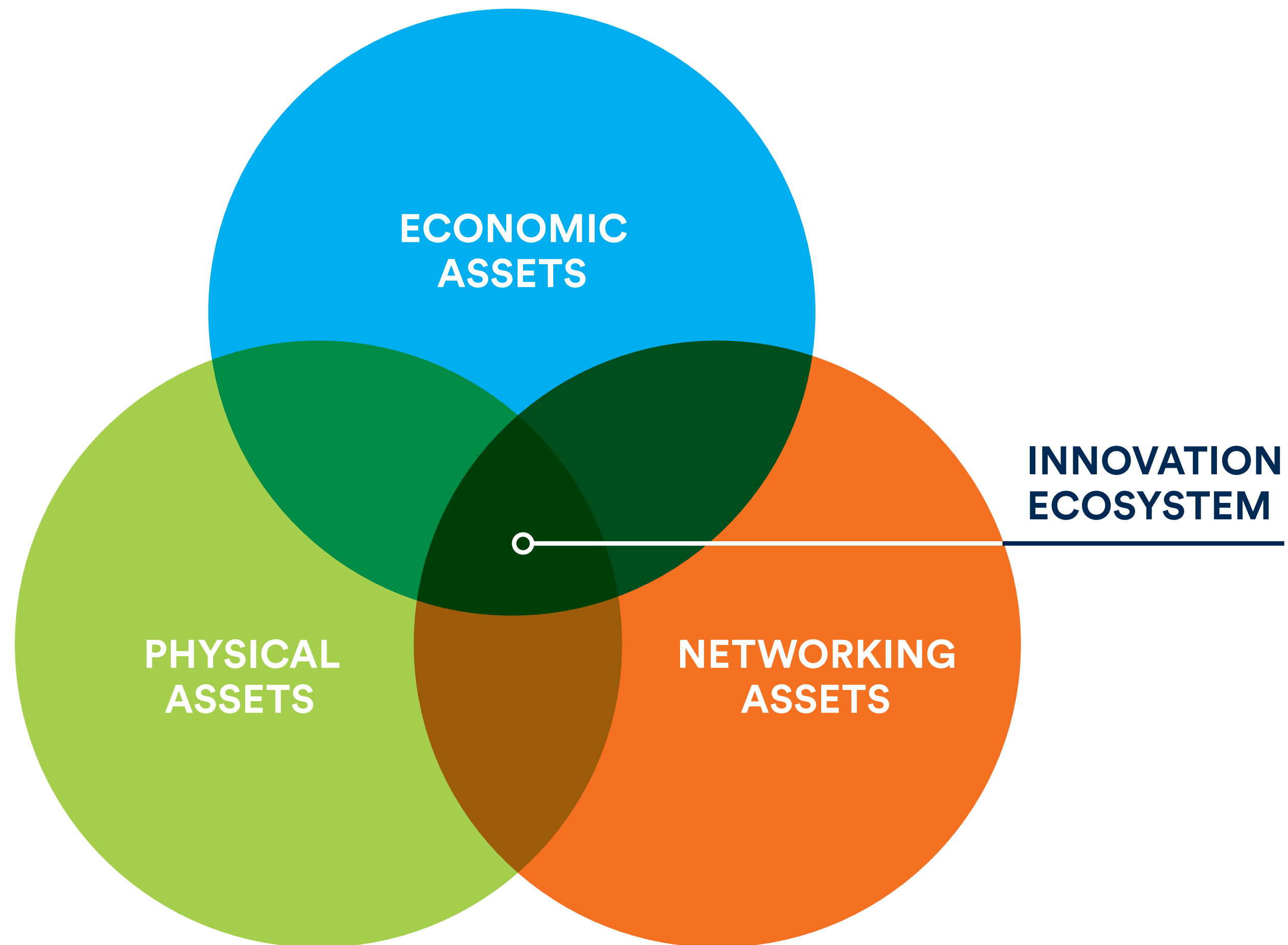
## Creation of a sense of place



The project's identity before the project itself, a clear purpose and shared values, activation with branding, networking and community building plans, even during the development phase (meanwhile use).



# Innovation ecosystem



**A synergistic relationship between people, firms and place (the physical geography of the district) that facilitates idea generation and accelerates commercialization.**

(KATZ AND WAGNER, 2014)

**Lendlease's vision of MIND:** the only way to create value within the district is through creating **a thriving local ecosystem** – i.e., community building, investing in innovation and promoting scientific collaborations.



# Lendlease Factor

MIND-Milano Innovation District was developed as an ecosystem not only at the hardware level, but also and above all at the **software level**.

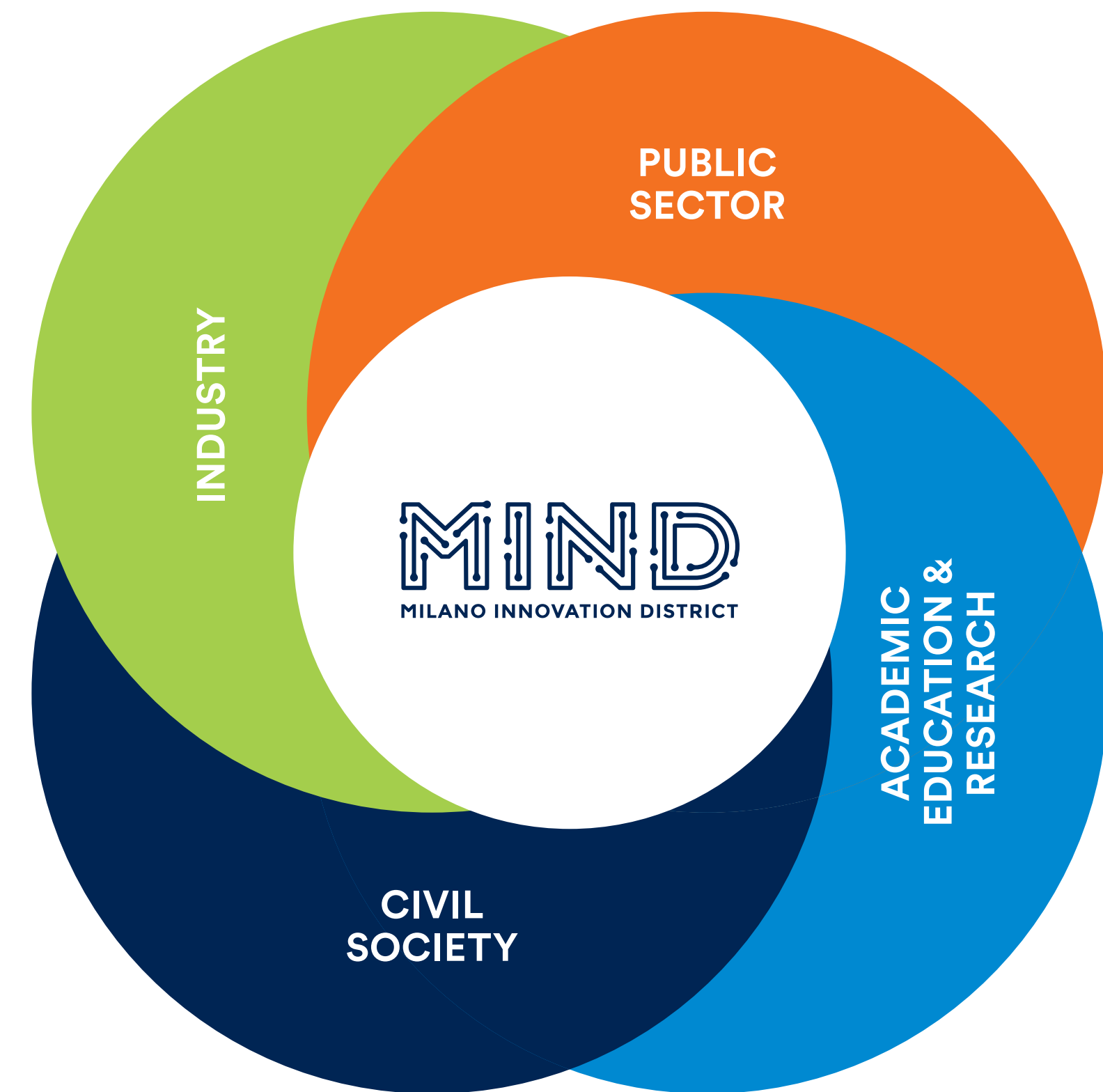
The software is intended as a constellation of contacts with stakeholders from the worlds of research, academia, the public sector, companies and start-ups, public and private investors, with whom to create potential collaborations on the site.

This was part of a **piece of preliminary research** in order to identify the leading sectors and actors of the regional economy to be leveraged on as the base for the future innovation district.

The development of the **software ecosystem** started immediately - in 2018, and the hardware part of the district in 2021.

According to Lendlease's vision, the only way to create value within MIND was through **community building, investing in innovation, scientific collaborations, and life science projects development**.

## The quadruple helix model of innovation





# MIND offers 2 key innovation value chains integrated in the same spot

## 1. Lifescience

research to product  
development and funding

Specialized VCs

Backed by 

Lifescience Accelerators

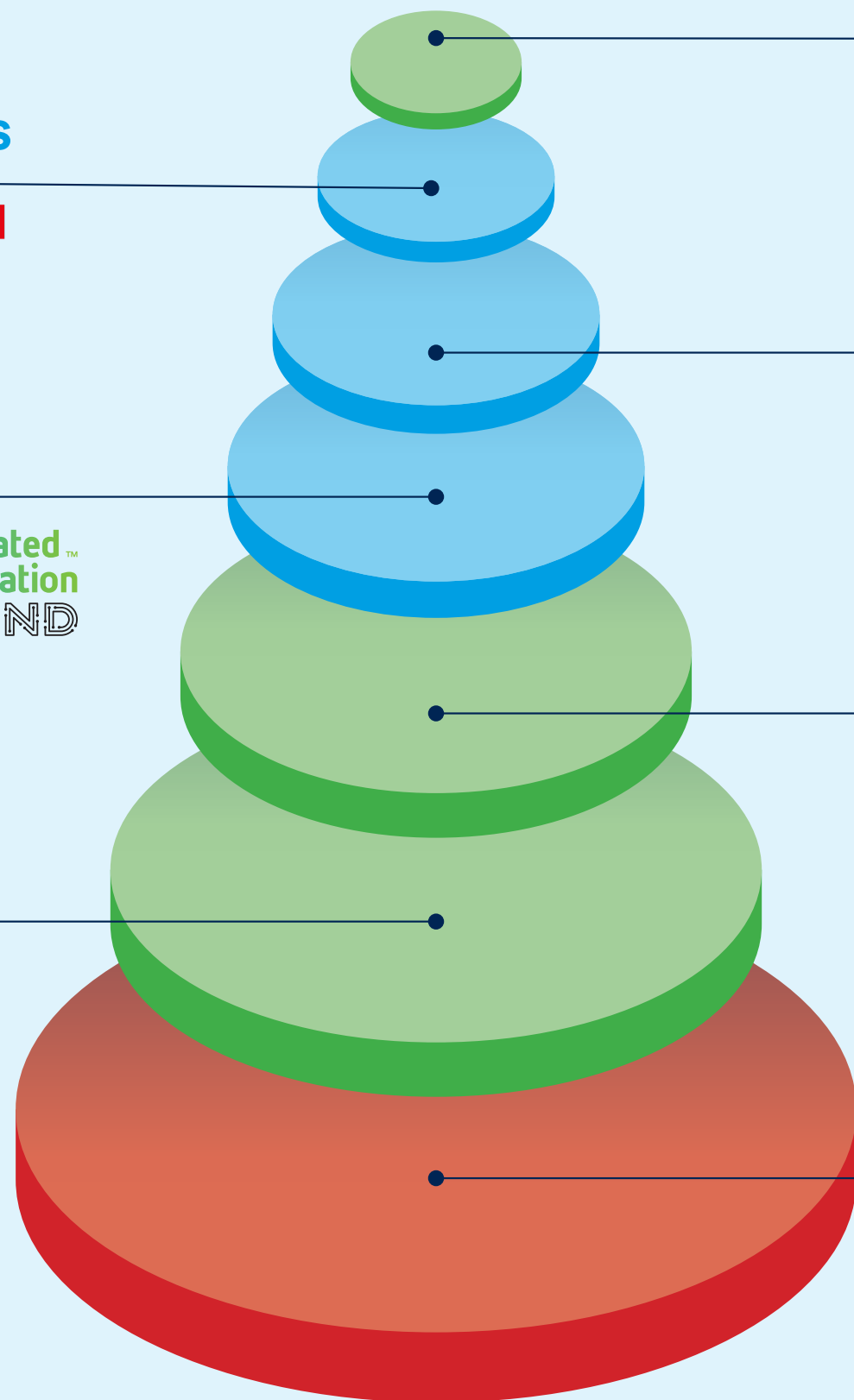
 

  
INDACO

Fundamental Research

  
HUMAN TECHNOPOLE

 UNIVERSITÀ  
DEGLI STUDI  
DI MILANO



Research Hospital

 I.R.C.C.S. Ospedale  
Galeazzi - Sant'Ambrogio  
Gruppo San Donato

Lifescience Corps, Start-up & Accelerators

CA. 20 INCLUDING

 AstraZeneca  illumina   
 AdvicePharma  elements

Technology Transfer

 FITT  
FOUNDATION INNOVATION  
AND TECHNOLOGY TRANSFER

Regional Excellence

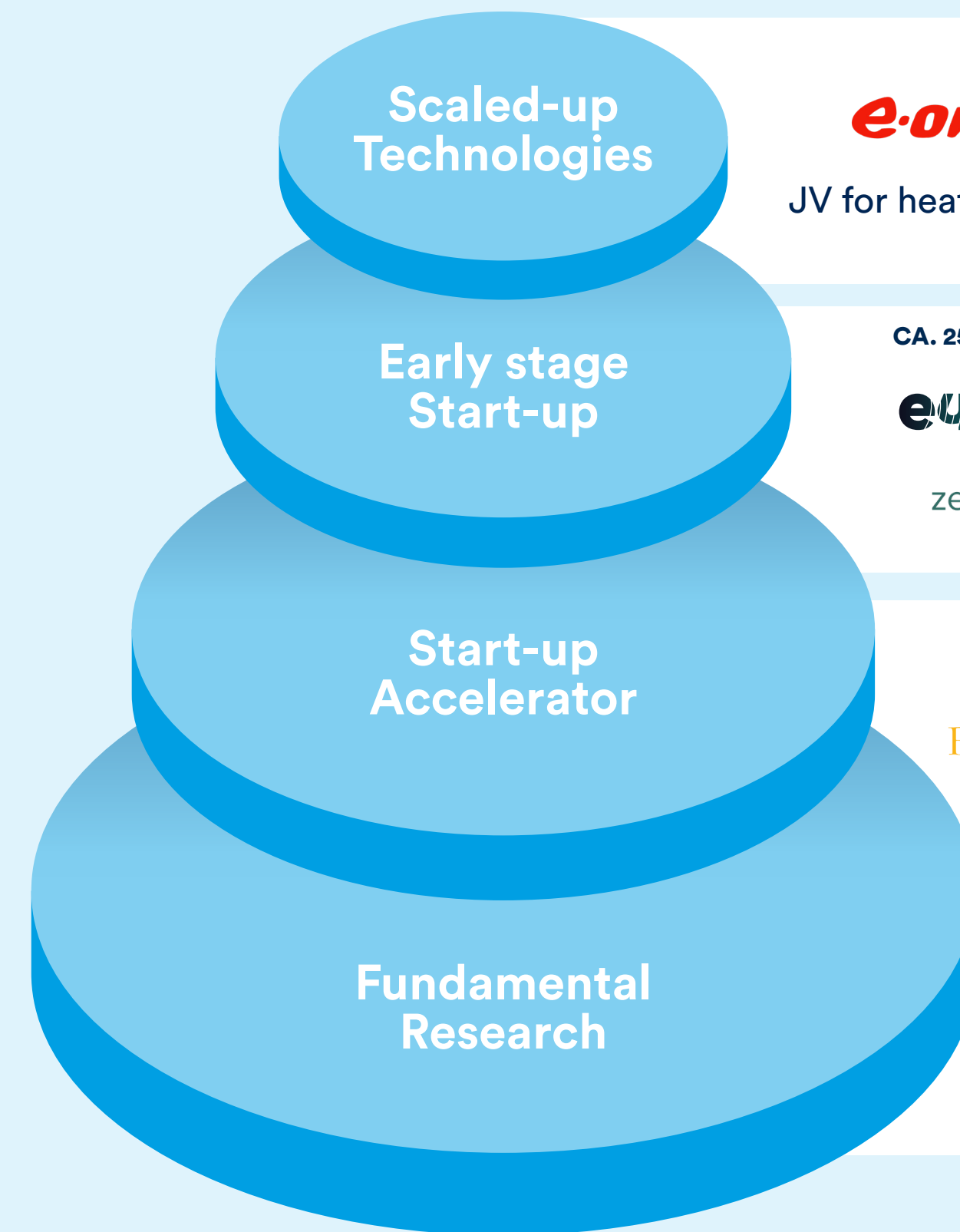
30%+ Italian patent

 On site at MIND Village

 On site anchors

## 2. City of the future

from early ideas to scale-up in new  
technologies transforming cities



Scaled-up Technologies

     
JV for heating and cooling In Westgate

Early stage Start-up

CA. 25 INCLUDING

  PHONONIC VIBES  
 

Start-up Accelerator

 Berkeley SKYDECK 

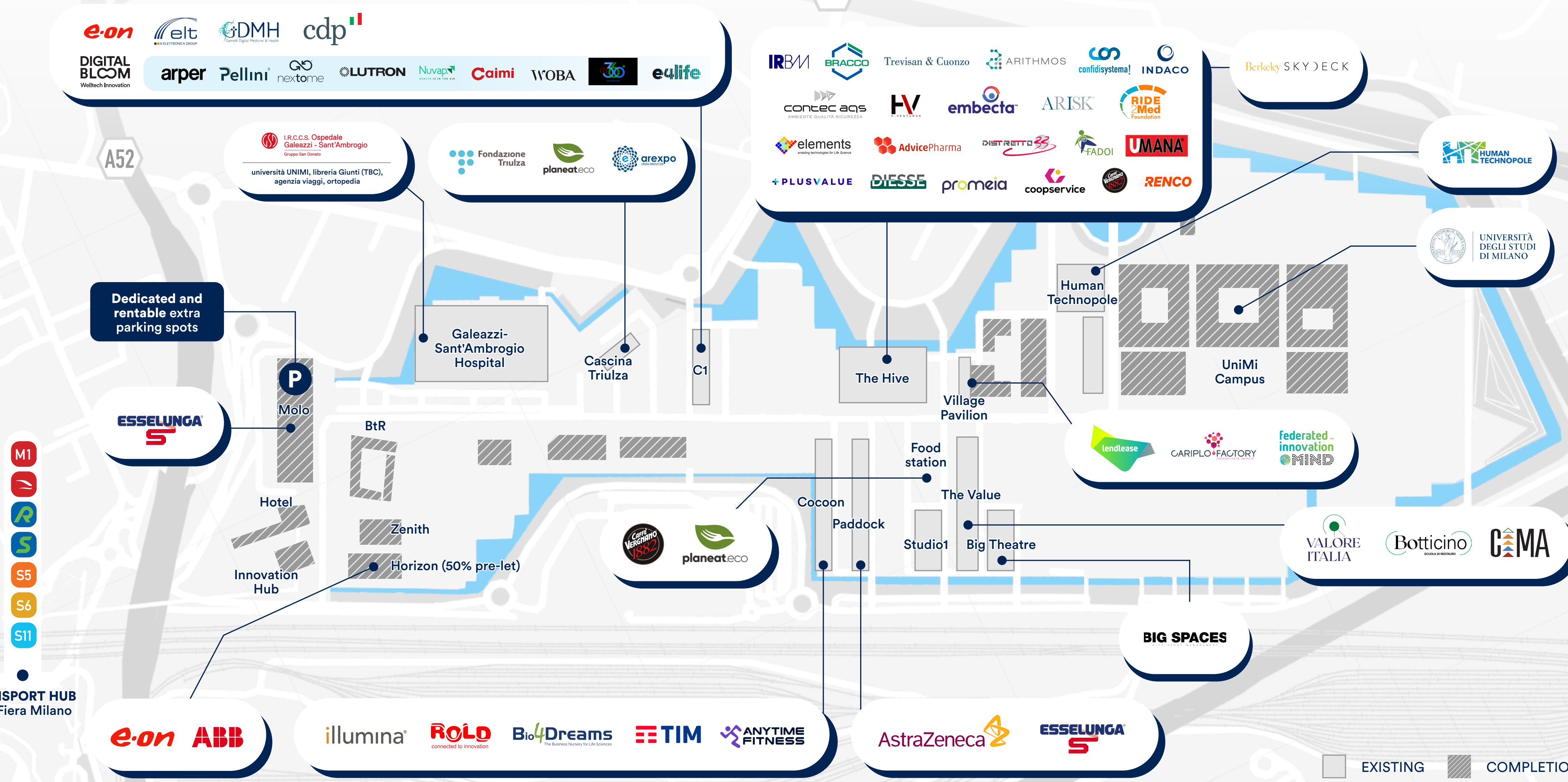
Fundamental Research

 POLITECNICO  
MILANO 1863

On site at MIND Village



# Visionary corporates have already chosen MIND as their home. They are the Minders





# A new milanese District and a model of urban regeneration responding to a vision of innovation and sustainable quality of life

-  **TO WORK**  
200,000 SQM of grade a offices (GLA)  
20,000 SQM of co-working (GLA)  
120,000 SQM of laboratories and light industrial (GLA)
-  **TO LIVE**  
1,500 BTR or serviced apartments  
1,100+ student accomodation beds
-  **TO STAY**  
600 hotel rooms
-  **TO ENJOY**  
35,000 SQM of retail (GLA)

-  **PROJECT TARGETS**  
to deliver project in line with Resilient Cities Index
-  **40 HECTARES** of public open space
-  **€50m+** investment in revenue generating infrastructure
-  **€20m** venture and social impact investing
-  **60,000** people living and working
-  **500+** innovation focused workers within the Village from 2021
-  **10,000** daily users of hospital fully operational in 2021/2022





# MIND Yard

## Light Industry R&D Facility

The project will provide **flexible laboratories** that can be adapted to the multiple requirements of R&D activities. This typically involves a robust infrastructure, highly versatile spaces and dedicated support spaces for sensitive devices and other special equipment.

### DIMENSION

20.564 smq wGLA

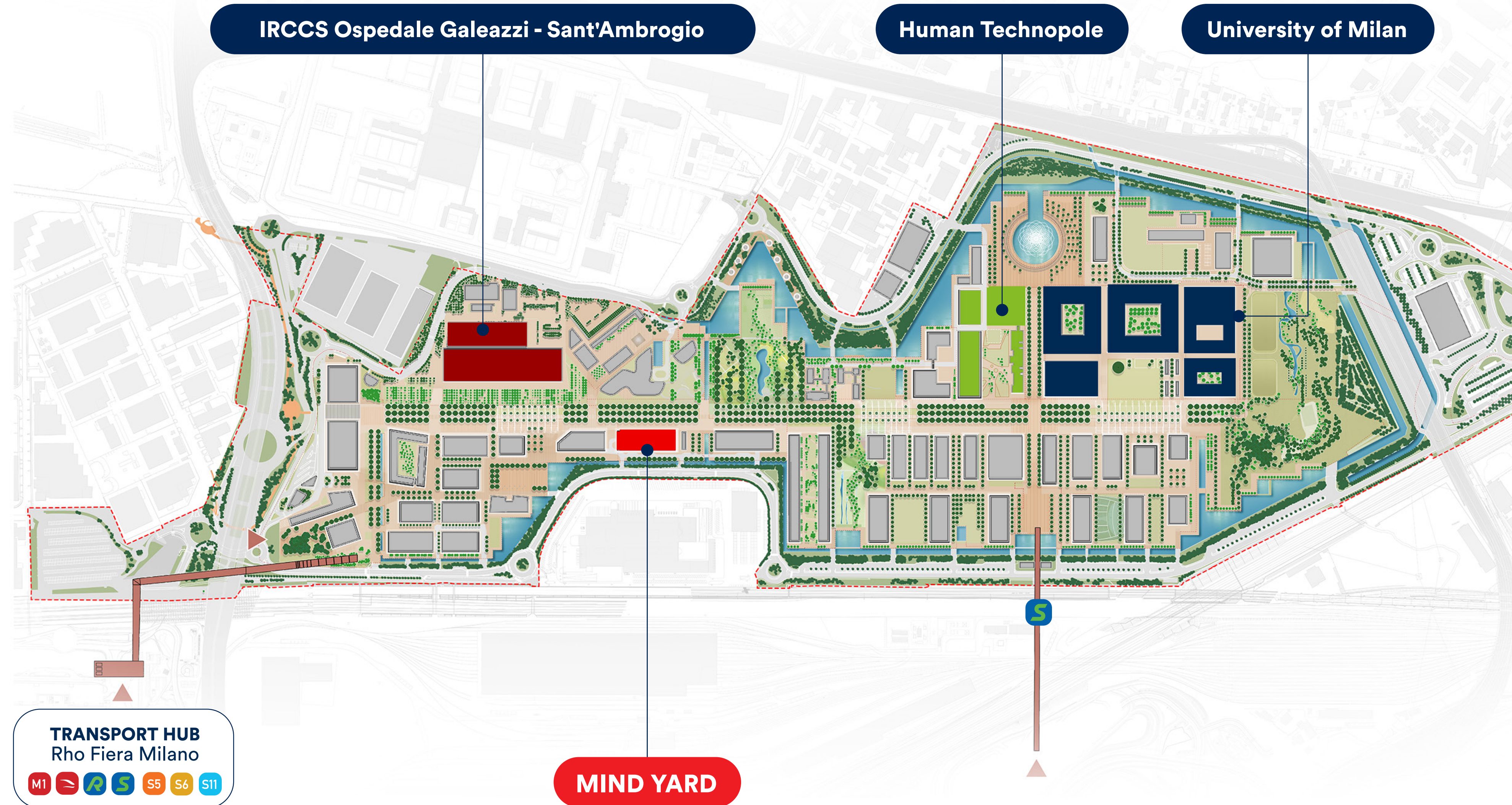
31.810 smq GEA (w/o roof)

### CURRENT STATE

RIBA 2 COMPLETED

### COMPLETION

Q2 2026

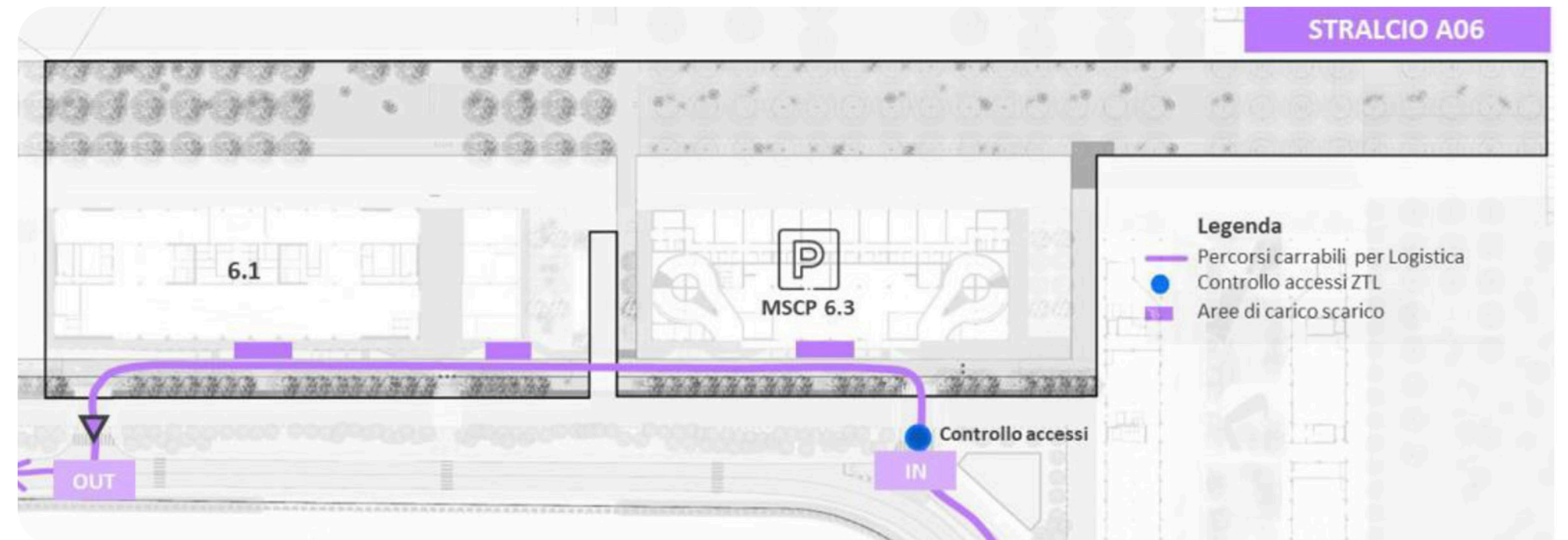
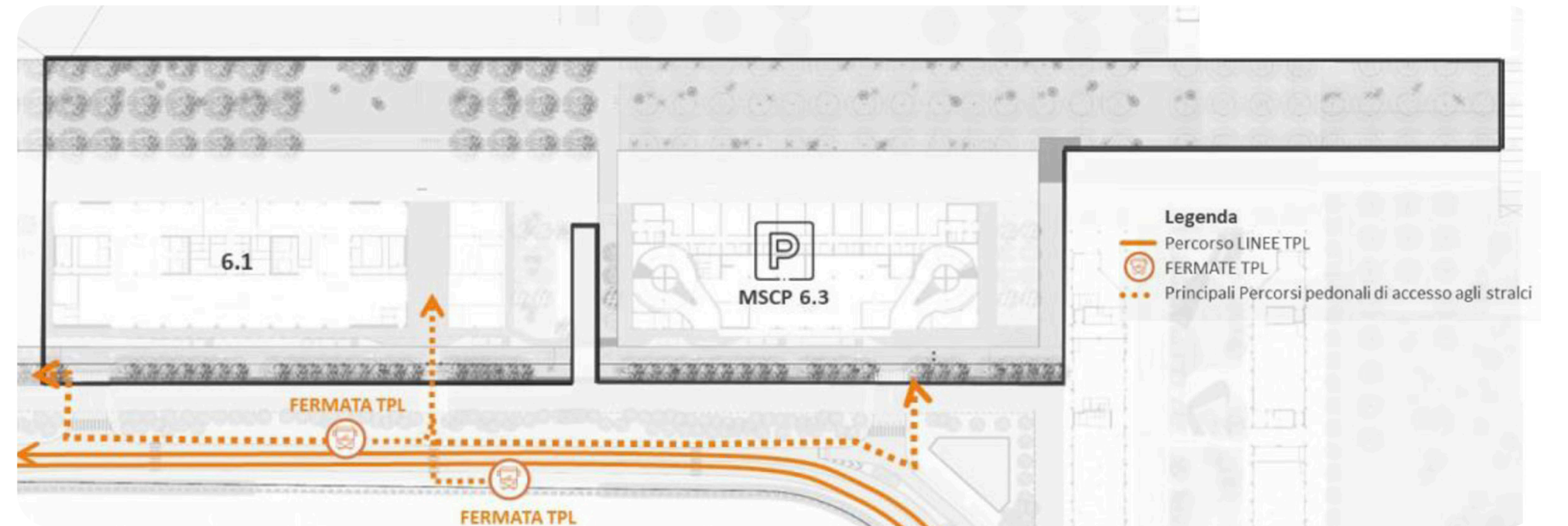
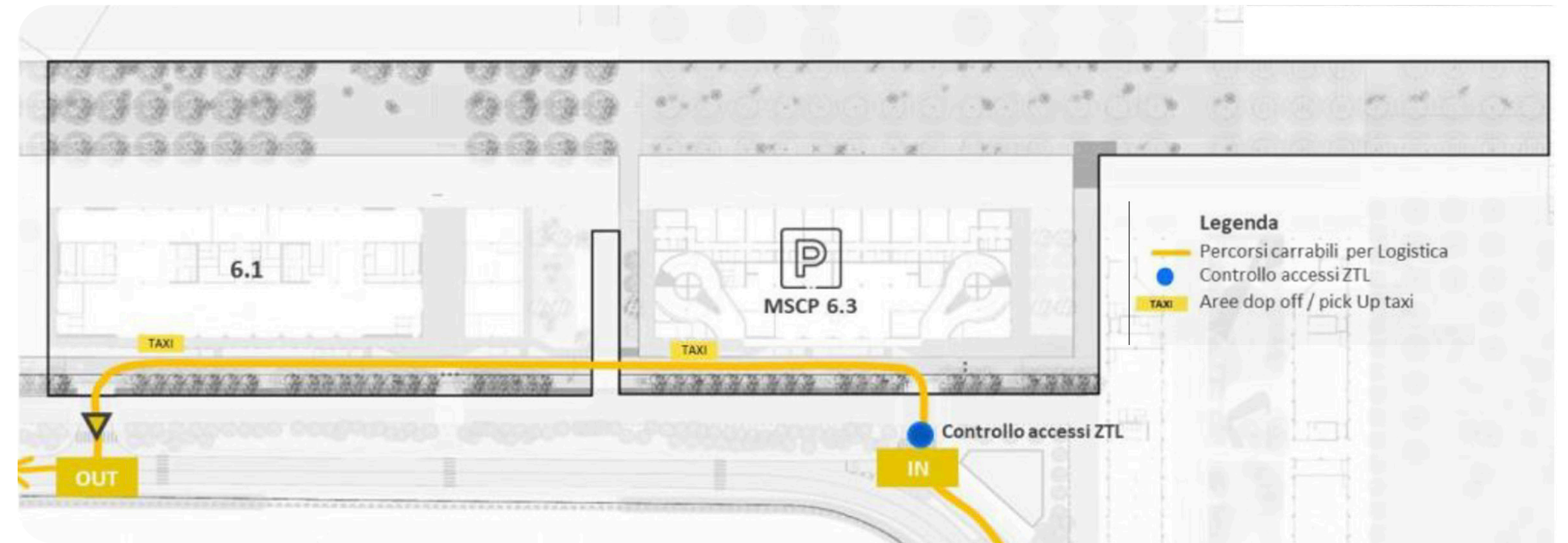
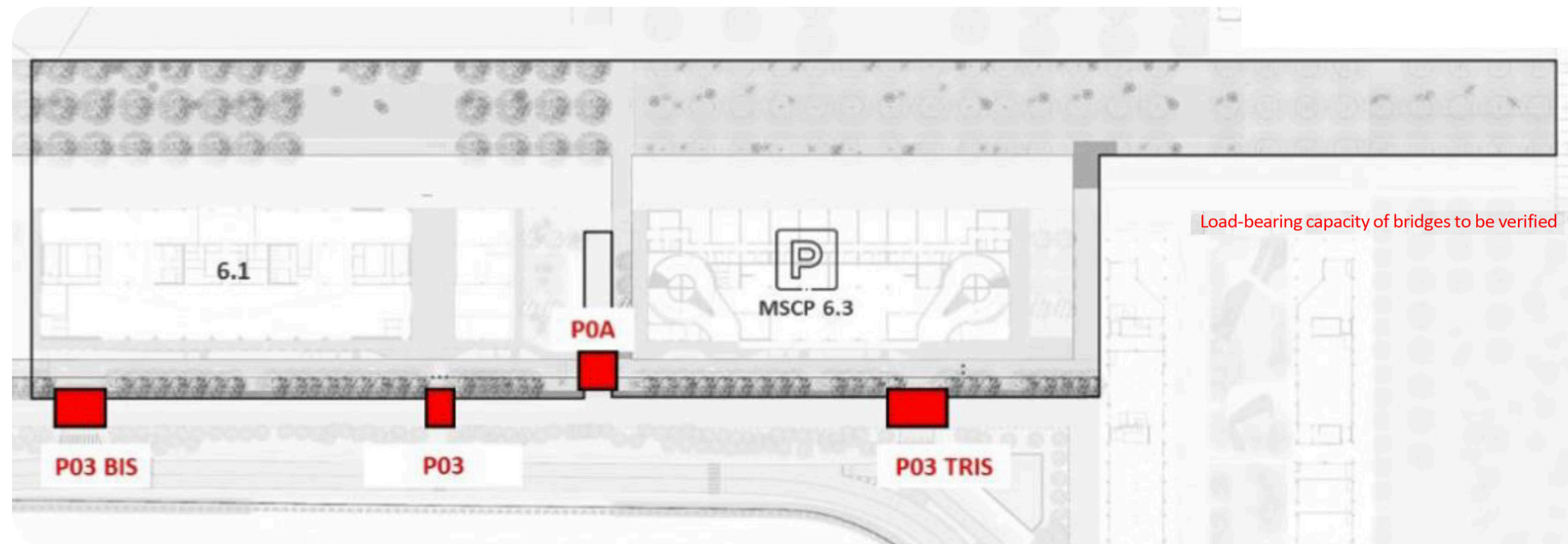
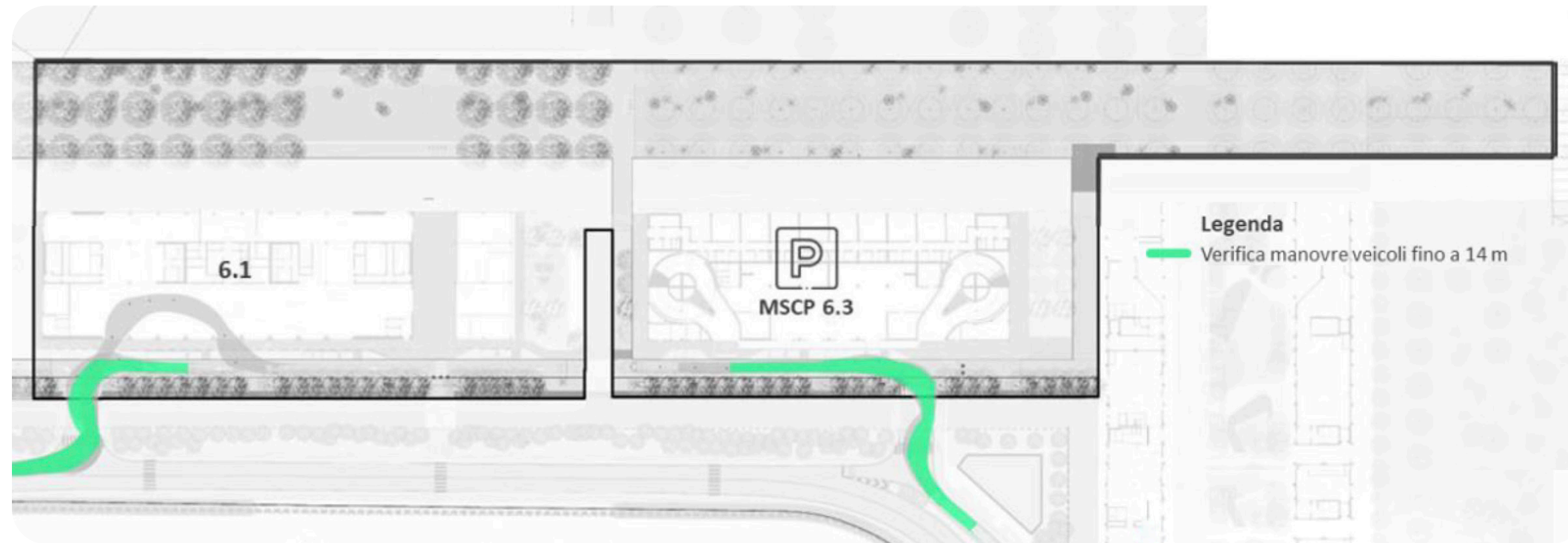


\*Please note that all data reported are related to the RIBA 2 design stage. The building may change during the development of the RIBA 3 design stage.



# Logistics, Mobility and Transport

Access is via bridges between the internal and external loops. Access is guaranteed for heavy vehicles up to **14m in length**

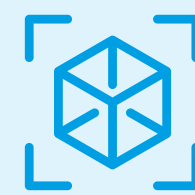






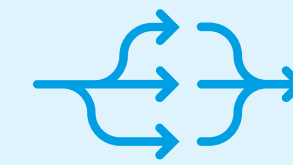
## PROJECT CRITERIA:

### Design



Design capable of housing a mix of laboratories and ancillary offices for both single tenants and multi tenant configurations

### Flexibility



Possibility of divide each floor to create up to four separate portions with the same spatial and architectural quality

### Inspiration



Creation of shared spaces designed to facilitate teamwork, through various models of shared workspace, from the more experimental and flexible ones to the more traditional ones dedicated to research laboratories



# Stacking plan

The picture on the right illustrates an indicative distribution of the uses across the building envelope, **highlighting the spaces proposed.**

The proposed development is a 8 story light industry building of approximately **31.800 sqm GEA.**

## GROSS LEASABLE AREA (WGLA)

- Level 2 ca. 2.640sqm
- Level 1 ca. 1.858sqm (up to 2.640sqm)
- Level 0 ca. 2.500sqm

## PREFAB "GREEN CONCRETE" FRAME

### STRUCTURAL GRID:

- 7.2x8.8m with 400kg/sqm loads
- c.50% of floorplate with extra large grid (7,2 x 13,8m) and loads (1.000kg/sqm)

### FLOOR TO FLOOR HEIGHT:

- **Level 0/-1:**
  - 4,96m (floor to ceiling height: 4,39m)
  - 9,92m in double
- **Level 2/7**
  - 4,48m (floor to ceiling height: 3,91m)
  - 8,96m in double height area (floor to ceiling height: 8,39m)

### DELIVERY CONDITIONS:

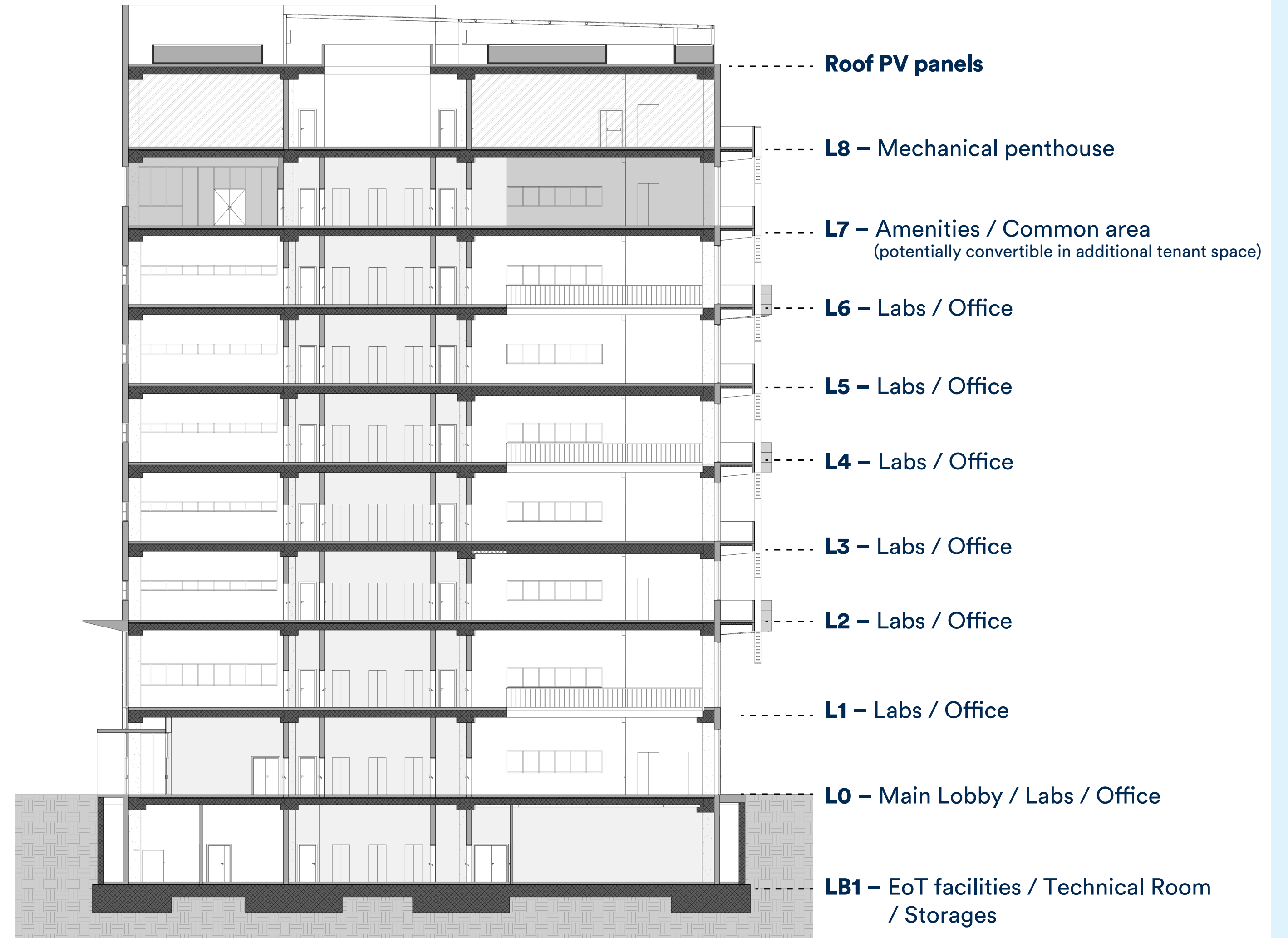
- **S&C** – Labs/Office areas
- **CATB/CATC** –common are

### LEED CERT.:

- Target Gold level CS, v4

### WELL CERT.

- Target Gold level



\*Please note that all data reported are related to the RIBA 2 design stage. The building may change during the development of the RIBA 3 design stage



# Typical floor

The plan represent the typical floor proposed. The floor is a flexible open plan area.



Oversized gates on the loading decks / catwalks



Storage for hazardous materials in a dedicated external area



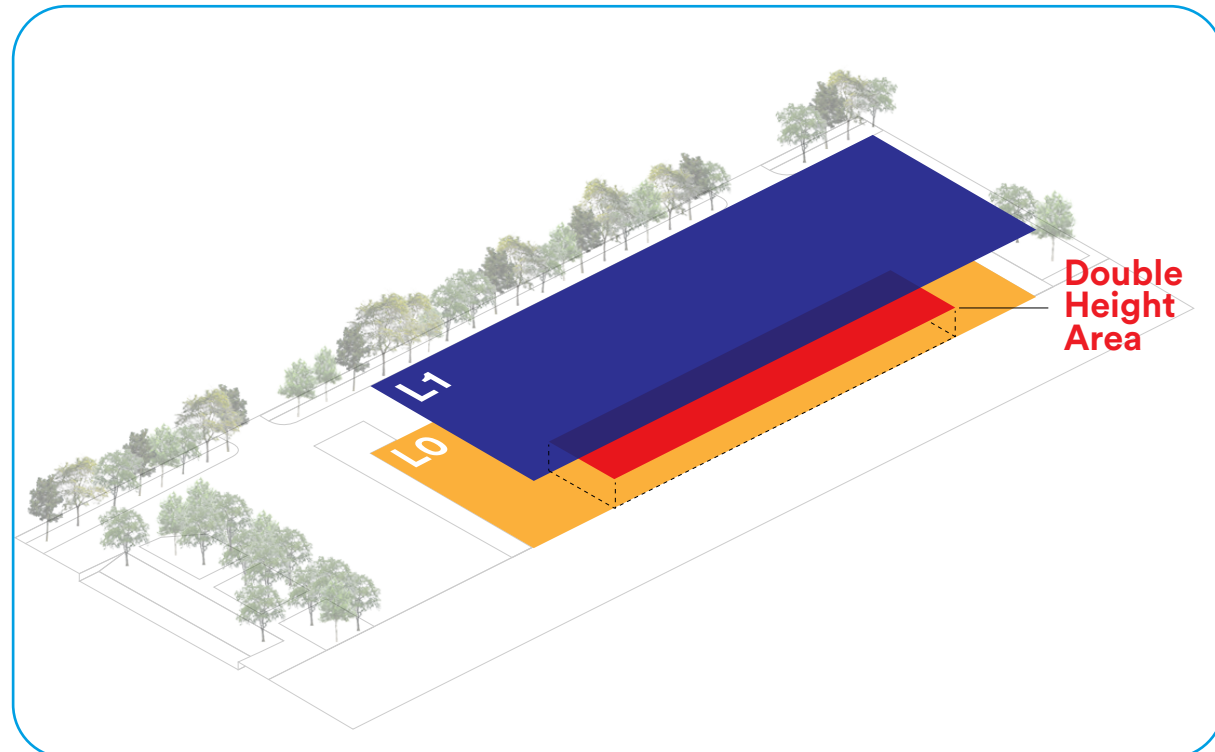
Double height areas



Increased load bearing capacity



Additional space for MEP risers (i.e. specialized lab exhaust systems in façade)

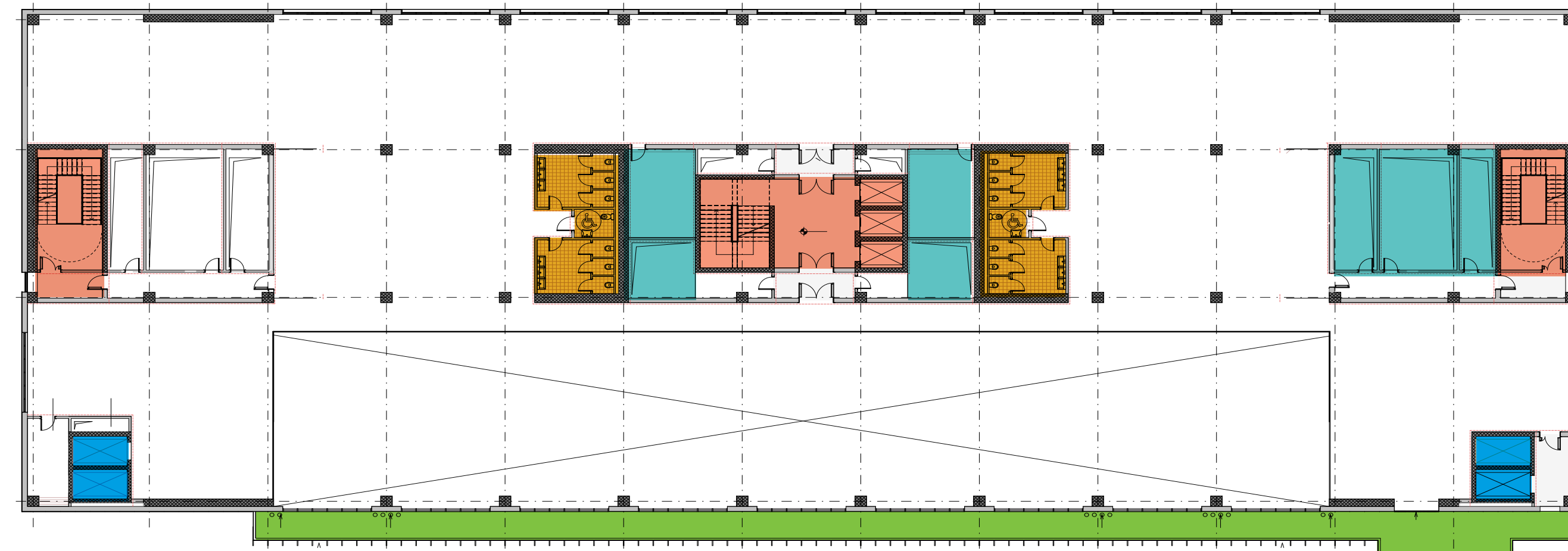
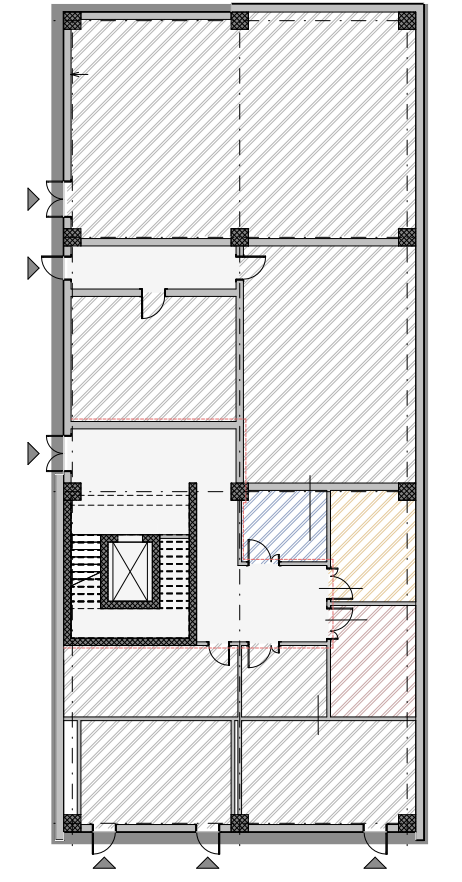


- DOUBLE HEIGHT AREA
- MEP SHAFTS AND SERVICE SPACES
- STAIRWAYS / ELEVATORS
- FREIGHT ELEVATORS
- LOADING DECKS / CATWALKS
- RESTROOM



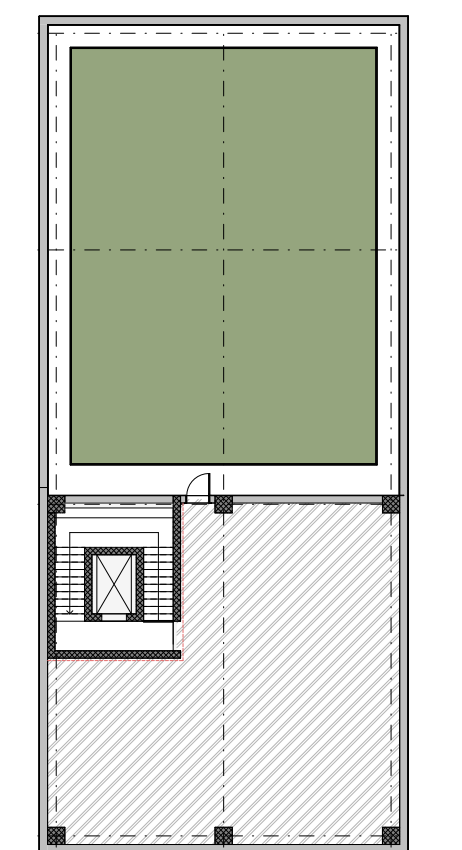
GROUND FLOOR

EXTERNAL GAS TANKS STORAGE / HAZARDOUS WASTE ROOM ON GROUND FLOOR



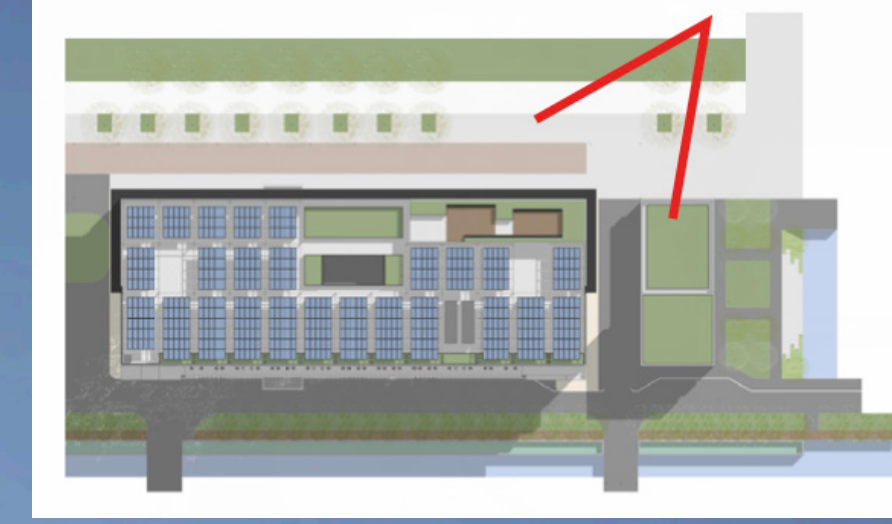
FIRST FLOOR

LABORATORY EXHAUST SYSTEMS IN FAÇADE



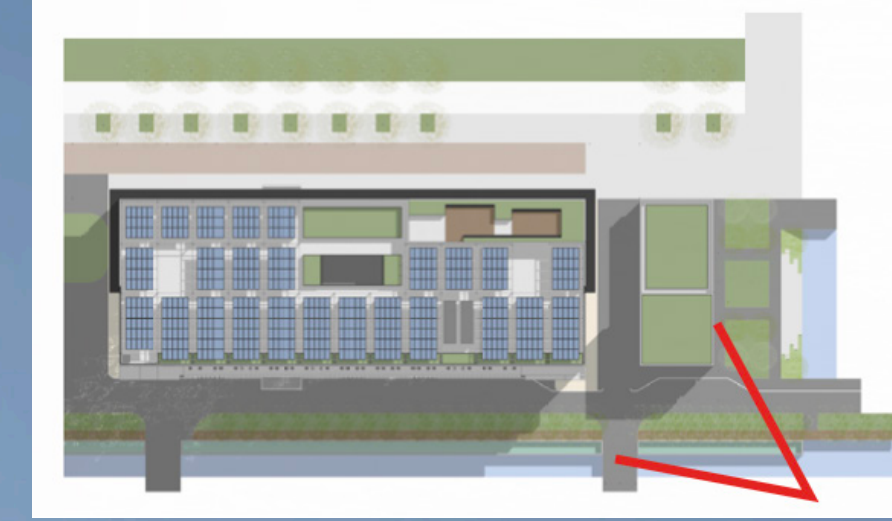


# CGIs North Elevation





# CGIs South Elevation





# CGIs Interior View







# Thank you

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