

1.1 Letter from the Chairperson

The year 2024 was a year of significant achievements for ATM, both nationally and internationally. Notable milestones include the full opening of the M4 metro line in Milan, the start-up of Greece's first automatic metro in Thessaloniki and the opening of five new stations on the automatic metro in Copenhagen. These successes have enabled ATM to further strengthen its know-how, confirming it as a leader in the management of driverless metros, both in Italy and abroad. To support corporate growth and strengthen governance, ATM's Board of Directors was enlarged to seven members, with the appointment of two new directors and the creation of three endo-committees, in line with practice for companies issuing securities and of this size. Furthermore, in compliance with the new European regulation, starting this year ATM was among the first 200 companies in Italy to integrate a Corporate Sustainability Reporting Directive (CSRD) section in its financial statements, demonstrating its growing commitment to transparency and corporate responsibility on ESG sustainability issues.

After two years in substantial break-even, the ATM Group closed the year 2024 with a profit of EUR 5.8 million, while the parent company ATM S.p.A. recorded a profit of EUR 3.1 million, demonstrating the validity of the initiatives and strategies implemented in recent years. The results of subsidiaries and investee companies contributed significantly to the improvement of the Group's overall results: the companies that made the greatest contribution to the parent company's accounts were the Danish Metro Service, Nord Est Trasporti, which operates in the public transport sector in the Monza and Brianza area, and Rail Diagnostics S.p.A., which specialises in the integrated diagnostics of metro-transportation installations and systems. The results confirm that expanding operational and geographic boundaries are key strategies for generating additional margins, which are crucial for preserving the Group's corporate strength and supporting the investment plans envisaged for the coming years.

On the revenue side, there was an increase both in the fees generated in Italy by the service contract with the Municipality of Milan and the commissioning of the entire M4 automatic line, and in those relating to the management of the Copenhagen and Thessaloniki metro networks abroad. As far as costs are concerned, despite the high uncertainty related to the main economic variables, most items remained stable compared to last year, thanks in part to careful streamlining activities. However, there was an increase in total costs of EUR 39 million compared to 2023, almost entirely attributable to the increase in personnel costs related to the expansion of the workforce in both the Italian and foreign companies.

The economic and financial results, which are detailed in the internal chapters, reflect the Group's sound management and successful implementation of initiatives during the year. With revenues of EUR 1,161 million (+ EUR 64 million vs. 2023) and operating costs and expenses of EUR 1,061 million

(+ EUR 39 million vs. 2023), the Group recorded EBITDA of EUR 100 million (+ EUR 25 million vs. 2023) and an operating result of EUR 15 million (+ EUR 26 million vs. 2023), reaching a profit of EUR 5.8 million (+ EUR 5 million vs. 2023). The ATM Group's total balance sheet assets amounted to EUR 2,336 million (+ EUR 24 million vs. 2023).

The implementation of the Strategic Business Plan 2021-2025 continued according to plan, with a steady development of all initiatives. As part of the Full Electric project, 40 new electric buses went into service in 2024, while 51 diesel buses were decommissioned. At the end of the year, ATM's fleet had a total of 280 electric buses in circulation, representing 24% of the entire urban fleet. At the same time, the installation of online charging systems and the electrical conversion of the depots in Via Giambellino, Via Palmanova, Viale Sarca and San Donato continued. As a result of these measures, the number of fully electric bus lines has risen to 24, with a 25% increase in electric mileage compared to 2023 (by the end of the year, 28% of city bus kilometres were covered by electric vehicles). In addition, 299 new electric buses were purchased in 2024 and will be delivered from 2025. The goal is to reach a total of around 600 active buses by 2026, which is almost 50 per cent of the total fleet. In order to ensure the punctual development of the Full Electric plan, however, the construction of the two new depots planned in Viale Triboniano and Viale Toscana is essential: in fact, the size and shape of the depots currently serving the road transport network are not sufficient to meet the needs of a fully electric fleet. The construction of the new full-electric depots is slowing down compared to the initial forecasts due to complications related to the administrative and authorisation processes of the bodies involved.

On the front of business expansion, ATM officially announced the opening of a branch in France, "ATM France", continuing to participate in tenders for the awarding of public transport service contracts in the region, some of which to be awarded starting in 2025. In parallel, the company took part in further national and international tenders. In August, ATM took over the management of the historic Argegno-Pigra funicular railway, consolidating its expertise in the management of cableway installations.

The company continued to implement the other initiatives of the Strategic Plan, with a particular focus on digitisation. During the year, ATM extended the installation of credit card readers throughout its fleet in the metropolitan area, improving the interoperability of the system, thereby fostering integration between the Milan and Monza networks. As part of the initiatives to combat fare evasion, the first new-generation turnstiles are being tested in 6 metro stations. In parallel, major renovations of escalators and lifts in metro stations were started. The completion of these works within the city is planned before the 2026 Winter Olympics, with the aim of ensuring full service functionality for all metro lines.

Among the various communication initiatives are campaigns on Diversity & Inclusion and against gender-based violence. In addition, ATM held its first exhibition open to the public, ATM MANIFESTO, dedicated to its historical archive at the ADI Design Museum, which attracted over 55,000 visitors in 50 days. As evidence of the company's historical value for Milan, a Carrelli tram has been exhibited, and will be permanently exhibited, at the National Museum of Science and Technology.

The development of the People and Culture pillar is also progressing on schedule, confirming ATM's commitment to the development of its people. In 2024, the ATM Job Tour was also launched, an initiative to promote the company in the territory and to directly search for key figures, such as drivers, maintenance workers, technicians and engineers, who are essential for the expansion of the public transport service.

Despite the structural shortage of key profiles in the sector, such as drivers, maintenance workers and engineers, and the increasing difficulty in finding adequate economic resources to cover the higher costs, ATM continues to work to guarantee the best possible service to citizens, optimising available resources and keeping in line with the shareholder's strategy. In this delicate context, the Company would like to express its sincere thanks to all the staff, with special recognition to those who, with great dedication, worked overtime shifts to make up for the staff shortage.

The Chairperson

Gioia Maria Ghezzi