



ANNUAL REPORT AND FINANCIAL STATEMENTS AT 30 JUNE 2024

Board of Directors' Meeting of 26 September 2024
Via Aldo Rossi no. 8 - Milan

AC MILAN Group

Notice of convocation

to all Shareholders
to all members of the Board of Directors
to all members of the Board of Statutory Auditors

c/o their offices

Milan, October 12, 2024

Dear Sir/Madam,

You are hereby invited to attend the Shareholders' Meeting of Associazione Calcio Milan S.p.A. (the "**Company**"), convened for **October 28, 2024 at 5pm**, in first call and, if necessary, for October 29, 2024 at the same time, in second call, to discuss and resolve on the following

agenda

- 1) Approval of the financial statements of AC Milan S.p.A. as at June 30, 2024, accompanied by the Board of Directors' report on operations and the reports of the Board of Statutory Auditors and the Independent Auditors. Allocation of the operating loss. Related and/or consequent resolutions.
- 2) Presentation of the Consolidated Financial Statements of AC Milan S.p.A. as at June 30, 2024, accompanied by the Board of Directors' report on operations and the reports of the Board of Statutory Auditors and the Independent Auditors. Related and/or consequent resolutions.

The Shareholders' Meeting will be held, as permitted by Art. 10 of the By-laws, **exclusively by videoconference through the use of the Zoom platform.**

The meeting may be attended by those who have the right to vote, as well as by those persons to whom the right to attend is reserved by law or by the By-laws.

In order to participate in the aforementioned Shareholders' Meeting, pursuant to Art. 11 of the AC Milan S.p.A. By-laws, Shareholders are invited to send by email (to assemblea@acmilan.com), **at least 3 days before the Shareholders' Meeting (and therefore no later than October 25, 2024)**, the attached form duly completed in all its parts and signed at the bottom together with a PDF scan of the share certificate(s) in the name of the person requesting to participate in the Shareholders' Meeting and a PDF scan of their valid identity document (the "**Form**"). **Please note that to ensure the remote connection to the Shareholders' Meeting, the instructions given in the Form must be scrupulously followed by Shareholders; it should be noted that failure to comply with these instructions will prevent the necessary and proper identification of participants and will therefore result in their inability to be admitted to the meeting proceedings.**

If Shareholders intend to attend the Shareholders' Meeting through a proxy, it will also be necessary for them to send the attached form, duly completed, including the section dedicated to the identification of the proxy, together with a copy of the proxy's valid identity document and an indication of the proxy's email address to which the Zoom link for participation in the Shareholders' Meeting should be sent, again to the aforementioned email address assemblea@acmilan.com. Shareholders are reminded that, in accordance with Art. 11 of the By-laws of A.C. Milan S.p.A., **a proxy may only be conferred on another shareholder.**

Once the legitimacy of the requesting Shareholder to participate and vote has been ascertained, AC Milan S.p.A. will send them (or, if designated, their proxy) a strictly personal link via email to connect to the Shareholders' Meeting via videoconference.

Shareholders are also reminded that, if they so wish, they may also request, by means of the same email communication, that AC Milan S.p.A. send them, also by email, a copy of the documents relating to the Agenda, which are also available for collection, in copy, at the registered office of the Company.

Finally, those Shareholders who wish to ask the directors questions strictly related to the agenda of the Shareholders' Meeting are invited to submit their questions in writing by in advance by October 25, 2024 by completing the relevant section of the attached form.

The Company reserves the right to send further information and/or clarification on the technical procedures for the Shareholders' Meeting by email, and/or by means of a notice published on the Company's website.

Best regards,

Paolo Scaroni

Chairman of the Board of Directors

Gruppo AC MILAN

Cariche Sociali

Membri del consiglio di amministrazione:

<i>Presidente</i>	Paolo	Scaroni
<i>AD - Dir. Gen.</i>	Giorgio	Furlani
<i>Membro</i>	Gerry	Cardinale
<i>Membro</i>	Stefano	Cocirio
<i>Membro</i>	Robert	Klein
<i>Membro</i>	Kevin	LaForce
<i>Membro</i>	Mark	Dowley
<i>Membro</i>	Riccardo	Stefanelli
<i>Membro</i>	Gordon	Singer
<i>Membro</i>	Alfredo	Craca
<i>Membro</i>	Levine	Randy

Collegio Sindacale:

<i>Presidente</i>	Franco Carlo	Papa
<i>Sindaco Effettivo</i>	Alberto	Dello Strologo
<i>Sindaco Effettivo</i>	Cesare	Ciccolini
<i>Sindaco Supplente</i>	Luca	Sala
<i>Sindaco Supplente</i>	Alessandro	Ceriani

Organismo di Vigilanza:

<i>Presidente</i>	Alessandra	Zanchi
<i>Membro</i>	Francesca	Muttini
<i>Membro</i>	Michela	Castelli

Società di revisione:

Deloitte & Touche S.p.a.
Via Tortona 25
20144, Milano

Sommario

Gruppo AC Milan

REPORT ON OPERATIONS	4
CONSOLIDATED FINANCIAL STATEMENTS	33
NOTES	40
ATTACHMENTS	97
INDIPENDENT AUDITOR'S REPORT	108

AC Milan

REPORT ON OPERATIONS	113
FINANCIAL STATEMENTS	143
NOTES	150
ATTACHMENTS	208
BOARD OF STATUTORY AUDITORS' REPORT	220
INDIPENDENT AUDITOR'S REPORT	226

REPORT ON OPERATIONS



MILAN GROUP

A.C. MILAN S.p.A.

Registered office: Via Aldo Rossi no. 8, Milan

Secondary offices: Carnago (VA), Via Milanello no. 25 –

Milan, Via dei Missaglia no. 17 – Rho (MI), Via dei Fontanili no. 61/63

Share Capital: Euro 113,443,200.00 fully subscribed and paid

comprising 218,160,000 shares, each with a nominal value of Euro 0.52.

Tax ID and Milan, Monza and Brianza e Lodi Companies' Registry Registration No: 01073200154

BOARD OF DIRECTORS' REPORT ON OPERATIONS

AT JUNE 30, 2024

Sports results

The 2023/2024 football season ended with the AC Milan S.p.A men's first team reaching second place in the Italian Serie A championship and the quarter-finals of the Italian Cup while, as far as European competitions are concerned, it ended with the team reaching the quarter-finals of the UEFA Europa League, a competition to which it had been admitted following its third place in the eliminatory round of the UEFA Champions League, with the consequent failure to pass the eliminatory stage.

On May 10, 2024, the UEFA First Instance Licensing Committee, having examined the documentation produced by Parent Company AC Milan S.p.A. ("AC Milan" or the "Parent Company") within the scope of the UEFA Licence granting process for the 2024/2025 football season, decided to grant the Licence on the basis of the requirements provided for by the UEFA Licence Manual.

On June 10, 2024, Co.Vi.So.C./F.I.G.C., having examined the documents submitted by the Parent Company, found that the conditions required for the National Licence for the 2024/2025 professional championship had been met, in accordance with Title I) of Official Communication no. 140/A of December 21, 2023.

Transfer Campaign

Sales and purchases of player rights

The transactions concluded during the 2023/2024 Transfer Campaign resulted in a net increase in invested capital of Euro 8.4 million, deriving from additions of Euro 124 million, disposals of Euro 37.2 million (net book value of the rights sold) and write-downs of Euro 3.2 million. Depreciation and amortisation for the period amounted to Euro 75.2 million (as detailed in Attachment 2 to the Notes to the Separate Financial Statements of the Parent Company).

Profit on disposal of player registration rights amounted to Euro 44.9 million (net of amortised cost), while loss on disposal amounted to Euro 0.05 million.

With regard to the transactions concluded during July and August of the 2023/2024 Transfer Campaign, they included among others, the purchases of the player rights of Samuel Chukwueze, Yunus Musah, Christian Pulisic, Tijjani Reijnders, Noah Okafor, Marco Pellegrino, Ruben Loftus Cheek, Luka Jovic and Luka Romero. As far as the disposals are concerned, the definitive sales of the player rights of Sandro Tonali (Newcastle) and Ante Rebic (Besiktas) and the temporary sales of Devis Vasquez (Sheffield Wednesday) and Charles De Ketelaere (Atalanta BC) were made.

As far as the transactions concerning the transfer of players rights completed in the winter session of the 2023/2024 Transfer Campaign are concerned, we report the definitive purchase of the players rights of Filippo Terracciano and the return to the team of Matteo Gabbia (on loan to Villareal), the definitive sales of the players rights of Rade Krunic and Junior Messias (respectively to Fenerbahce and Genoa) and the temporary sales of players rights of Marco Pellegrino (to Salernitana) and Luka Romero (to Ud Almeria). We also report that there was only one mutual termination agreement with the player Roback in the winter session of the 2023/2024 Transfer Campaign.

In June 2024, the definitive sale of the players rights of Charles De Ketelaere to Atalanta BC and the definitive purchase of the players rights of Sanchez Jimenez from Real Madrid were finalised.

Renewals of player contracts

During 2023/2024, ten contract renewals took place in relation to the players rights of the Milan first team.

Terminations of player contracts

During the month of January 2024, the existing employment contract with the player Joof Roback was consensually terminated, the economic effect of which has already been recognised in the half-yearly financial statements at December 31, 2023.

Season Ticket Campaign

The 2023/2024 season ticket campaign reached 39,747 championship season tickets (38,554 season tickets for the 2022/2023 season).

The average number of spectators for the 2023/2024 financial year for home championship matches was 72,008 (71,880 spectators in the 2022/2023 season).

Business performance

Consolidated result for the year

The net consolidated result for 2023/2024 financial year shows a profit of Euro 4.1 million, a decrease of Euro 2 million compared to the consolidated profit of 2022/2023, equal to Euro 6.1 million.

The change in the net result for the 2023/2024 financial year compared to the previous year derives mainly from lower revenues from matches for Euro 3.5 million mainly attributable to lower income related to Milan's participation in a lower number of matches in European competitions (in the 2022/2023 season, reaching the semi-final of the UEFA Champions League had led to a higher number of matches played in international competitions), lower audiovisual revenues for Euro 22.6 million mainly related to European competitions, higher costs for services for Euro 5.7 million, higher personnel costs for Euro 14.5 million and higher amortisation and depreciation costs for Euro 24.5 million mainly related to the effects of the 2023/2024 transfer campaign, which led to an increase in the value of players' registration rights and wages, higher player management expenses for Euro 4.7 million, and higher provisions for risks for Euro 7.8 million.

These negative changes were offset by higher income from player management for Euro 45.9 million mainly deriving from the capital gain realised in the summer trading session with the sale of the player rights of Sandro Tonali, higher income from sponsorships for Euro 9.7 million mainly deriving from the increase in the contractual value of two main Sponsors, higher commercial income and royalties for 6.4 million Euro mainly due to higher revenues from corporate seats and higher revenues and other income for Euro 15.1 million mainly due to the

increase in the use of the provision for risks and higher contingent assets mainly due to the release of the provision for risks related to the breach of the settlement agreement with UEFA (for more information on the UEFA settlement, see the following paragraph Potential Liabilities and Other Information - Settlement Agreement).

Value of production

The value of production for 2023/2024 amounted to Euro 456.9 million, an increase of 13% compared to the Euro 404.5 million for the previous year, as follows:

	2023/2024		2022/2023		Change
	Value	%	Value	%	
Changes in inventories	3.3	0.7%	3.8	0.9%	-0.6
Audiovisual and media income	152.3	33.3%	174.9	43.2%	-22.6
Income from matches	69.3	15.2%	72.8	18.0%	-3.5
Revenues from players' registration rights	52.5	11.5%	6.6	1.6%	45.9
Sponsorship revenues	90.5	19.8%	80.8	20.0%	9.7
Commercial revenues and royalties	52.9	11.6%	46.5	11.5%	6.4
Other revenues and income	36.0	7.9%	19.1	4.7%	17.0
Total	456.9	100.0%	404.5	100.0%	52.4

Changes in inventories of finished products of Euro 3.3 million increased mainly due to the development of the e-commerce and retail business.

I Revenues from the sale of audiovisual and media rights amounting to Euro 152.3 million (-13% compared to the 2022/2023 financial year), decreased mainly due to the playing of a lower number of matches in European competitions compared to the previous season in which the Milan's men's first team reached the semi-finals of the UEFA Champions League.

Match day revenues amounted to Euro 69.3 million (Euro 72.8 million during the previous year). The change derives mainly from lower revenues related to matches played in European competitions.

Revenues from players' registration rights amounted to Euro 52.6 million, increased by Euro 45.9 million compared to the 2022/2023 financial year as a result of the capital gain realised in the summer trading session with the sale of the player Sandro Tonali to Newcastle and by higher revenues from the temporary transfer of players' registration rights (Euro +4.0 million), partially offset by lower miscellaneous income from player management (Euro -2.8 million).

Sponsorship income, commercial income and royalties amounted to Euro 143.4 million and went up by Euro 16.2 million compared to 2022/2023, thanks to signing contracts with new counterparts for the current and subsequent seasons.

Other revenues and income amounted to Euro 36.0 million (Euro 19.1 million in the 2022/2023 financial year) and mainly refer for Euro 6.8 million (Euro 1.8 million in the 2022/2023 financial year) to the utilisation, for various reasons, of the provision for risks for future charges allocated in the financial statements closed in previous financial years, as well as for Euro 15.9 million (Euro 6.8 million in the 2022/2023 financial year) to contingent assets mainly related to the release of the UEFA settlement agreement provision and to other revenues and income of a residual nature. This item also includes Euro 4.3 million (Euro 1.8 million in the 2022/2023 financial year) in fees arising from the invoicing to the associated company M-I Stadio S.r.l. for the use of some indoor and outdoor spaces at the San Siro Stadium in Milan; Euro 0.8 million (Euro 1.1 million in the 2022/2023 financial year) for insurance reimbursements resulting from injuries suffered by A.C. Milan first team players and Euro 0.5 million (Euro 0.4 million in the 2022/2023 financial year) of income for sundry recharges.

Finally, this item also includes library revenues of Euro 6.4 million (Euro 6.3 million in the financial year 2022/2023).

Costs of production

Costs of production for the 2023/2024 financial year amounted to Euro 443.7 million, an increase of Euro 54.1 million compared to the Euro 389.6 million recorded for the 2022/2023 financial year, as follows:

	2023/2024		2022/2023		Change
	Value	%	Value	%	
Cost of personnel	188.5	42.5%	174.0	44.7%	14.5
Amortisation, depreciation and write-downs	93.7	21.1%	71.3	18.3%	22.5
Cost of services and use of leased assets	105.8	23.8%	99.7	25.6%	6.1
Expenses from management of player registration rights	4.9	1.1%	4.1	1.1%	0.7
Cost of purchasing raw materials and goods	19.7	4.4%	19.7	5.1%	-0.1
Other costs and charges	31.1	7.0%	20.7	5.3%	10.4
Total	443.7	100.0%	389.6	100.0%	54.1

Personnel costs amounted to Euro 188.5 million, showing an overall increase of Euro 14.5 million to a higher cost of the squad and higher costs for wages to employees.

Amortisation, depreciation and write-downs amounted to Euro 93.7 million and increased by Euro 22.5 million (+31.6% compared to 2022/2023), mainly as a result of: (i) higher amortisation of players' registration rights for Euro 24.4 million as a consequence of the 2023/2024 transfer campaign, (ii) lower write-downs of the registration rights of certain players, due to the effect of disposals with lower values that occurred during the 2023/2024 transfer campaign for Euro 1.1 million and (iii) lower write-downs of receivables included in current assets for Euro 1.0 million.

Costs of services and use of leased assets amounted to Euro 105.8 million, increasing by Euro 6.2 million (+6.2% compared to the 2022/2023 financial year), mainly due to higher consulting costs (Euro +4.5 million), higher advertising expenses (+Euro 0.8 million), costs for fees to company bodies (Euro +0.6 million), higher transport and storage costs (Euro +0.5 million) offset by a reduction in costs for sports activities (Euro -1.3 million).

Expenses from management of player registration rights amounted to Euro 4.9 million and increased by Euro 4.7 million compared to the 2022/2023 financial year, mainly due to the sell on fee related to the sale of the player Sandro Tonali. This increase is partially offset by a decrease of Euro 3.9 million compared to the financial year 2022/2023 due to the lack of costs for temporary purchases of players.

Costs of raw materials and goods amounted to Euro 19.7 million in line with the previous year and essentially refer to costs incurred for the purchase of products related to the "Milan Store" shop opened at "Casa Milan" and for the "E-Commerce" activity, costs of sportswear for training and official uniforms supplied by the Technical Sponsor.

Other costs and charges amounted to Euro 31.1 million (Euro 20.7 million in the previous financial year) and mainly include Euro 14.1 million (Euro 6.3 million in the previous financial year) of provisions for future charges relative to sports and non-sporting personnel, Euro 2.4 million (Euro 1.5 million in the 2022/2023 financial year) relative to contingent liabilities, Euro 1.2 million for Lega Nazionale Professionisti Serie A contributions (Euro 1.5 million in the 2022/2023 financial year), Euro 10.7 million (Euro 9.4 million in the 2022/2023 financial year) related to costs connected to match organisation, as well as Euro 0.5 million (Euro 0.2 million in the 2022/2023 financial year) related to fines and penalties.

Financial Income and Expenses

Financial income and expenses showed a negative balance of Euro 0.8 million compared to a negative balance of Euro 3.0 million in the 2022/2023 financial year (Euro -2.2 million), mainly due to commissions on GUARANTEES issued by leading banks and/or insurance companies mainly to partially cover the player transfer campaign, as well as the effects of the application of the amortised cost criteria on payables arising from the player transfer campaign.

Adjustments in value of financial assets

They amounted to a negative Euro 0.1 million (positive Euro 1.6 million in the 2022/2023 financial year) and refer to the revaluation carried out to align the carrying value of the investment in the associate M-I Stadio S.r.l. with the corresponding fraction of the company's shareholders' equity resulting from the financial statements for the year ended June 30, 2024 for Euro 0.7 million (Euro 1.8 million in the 2022/2023 financial year) and the write-down of Euro 0.8 million (Euro 0.2 million in the 2022/2023 financial year) referred to the investment in European Super League Company SL.

Income taxes for the year

The balance of this item, which amounts to Euro -8.2 million (Euro -7.5 million in the previous financial year) includes current taxes of Euro 8 million, for provisions for regional business tax and corporate income tax charges, prior-year taxes of Euro 1.9 million, and Euro 2 million of deferred tax assets on consolidation adjustments, mainly relating to the reversal of operations pertaining to intercompany gains.

Player registration rights

On June 30, 2024, player registration rights totalled Euro 186.6 million compared to Euro 178.1 million at June 30, 2023.

The net increase of Euro 8.4 million derives from the investments (Euro +124 million) and net disinvestments (Euro -37.1 million), amortisation for the year (Euro -75.2 million) and write-downs of player registration rights in the period (Euro -3.2 million).

For details of the players involved in these movements, please see the attachments section of the Notes.

Shareholders' Equity

Consolidated shareholders' equity at June 30, 2024 was equal to Euro 196.3 million, an increase compared to the balance of Euro 177.2 million at June 30, 2023, due to payments on account of the future share capital increase for a total of Euro 15 million made by the majority shareholder and the consolidated profit for the period (Euro 4.1 million).

Net Financial Position

On June 30, 2024, the consolidated Net Financial Position of the Milan Group presented net debt equal to Euro 49.6 million, deteriorating (- Euro 60.4 million) on the figure of the 2022/2023 financial year.

For more details about the composition and movements in net financial position, please see the Notes to the consolidated financial statements.

Relations with associates, affiliates and parent companies

It should be noted that the Parent Company was not subject to management and coordination activities by the parent company ACM BidCo B.V. during the financial year.

With regard to the main relationships in place with subsidiaries, associates and parent companies:

- the Parent Company has an agreement in place with the subsidiary Milan Real Estate S.p.A. regarding the use of the Milanello Training Centre and a number of rental units, which also includes maintenance services, for an annual fee of Euro 8.3 million, net of any adjustments and ISTAT revaluation;
- the Parent Company has a contract with its subsidiary Milan Real Estate S.p.A. for the provision of a series of management services, including general logistics services, personnel management and administration services, administrative, tax and insurance services, financial and treasury services, management control and internal audit services, corporate services, legal, compliance and security services, and IT services, the annual fee for which amounts to Euro 1.5 million plus VAT; this contract, which is of annual duration, is tacitly renewed from year to year under the same conditions unless terminated by either party;
- the Company has in place with the subsidiary Fondazione Milan Onlus a contract for the provision of services under which the Company renders to Milan Real Estate S.p.A.: (i) logistics and general services, (ii) personnel administration services, (iii) administrative, tax and insurance services, (iv) financial and treasury services, (v) corporate services, (vi) legal, compliance and security services, and (vii) IT (information technology) services. This contract is for one year and is tacitly renewed unless terminated by either party; provides for an annual fee of Euro 57 thousand plus ISTAT revaluation;

- the Parent Company A.C. Milan has a contract with the subsidiary AC Milan (Shanghai) Sports Development Co. Ltd. for the development of commercial activities under the Milan brand in the Asian market, including the planning and organisation of sports events and the sale of sports material and merchandising in Asia against royalties to be paid to the subsidiary following the execution of the specific agreement;
- the Parent Company has in place, jointly with F.C. Internazionale S.p.A., a contract with the company M-I Stadio S.r.l. concerning the invoicing for the use of some internal and external spaces at the San Siro Stadium in Milan, under which the annual fee payable to the licensees is Euro 1.5 million (plus any adjustments) in addition to an adjustment of Euro 2.8 million;
- in June 2023, the Parent Company granted the subsidiary SportLifeCity srl a non-interest-bearing shareholders' loan of Euro 3 million with bullet repayment on 26 June 2026 and subsequently, in January 2024, granted a further non-interest-bearing shareholders' loan of Euro 31.5 million with bullet repayment on January 25, 2027; Euro 32,158 must be deducted from the above amounts, used by SportLifeCity srl, in agreement with the Parent Company, to cover losses and recorded in the financial statements as of June 30, 2023 and Euro 500 thousand whose use in December 2023 has already been authorised by the Parent Company to cover losses;
- The Parent Company has a joint contract with F.C. Internazionale S.p.A., with M-I Stadio S.r.l. relating to operating costs to manage the San Siro Stadium, under which the annual fee payable by the licensees is Euro 9.1 million (plus any adjustments);
- the Parent Company has an intercompany correspondence account with subsidiaries, which is regulated at arm's-length conditions;

- the Parent Company has sub-lease contracts in place with the subsidiary Milan Real Estate S.p.A. and with the Milan Onlus Foundation for certain premises of the building known as 'Casa Milan' located in Milan, Via Aldo Rossi 8, respectively for Euro 47 thousand plus ISTAT revaluation and Euro 44 thousand plus ISTAT revaluation;
- the Parent Company has a service agreement with its subsidiary Sportlifecity srl under which the Parent Company renders to Sportlifecity srl: (i) logistics and general services, (ii) administrative, tax and insurance services, (iii) financial and treasury services, (iv) management control services, (v) corporate services, (vi) legal, compliance and security services and (vii) IT (information technology) services. This contract is for one year and is tacitly renewed unless terminated by either party; provides for an annual fee of Euro 120 thousand ;
- the Parent Company has in place with ACM FootballCo Intermediate Coöpertatief U.A. a consultancy service agreement under which ACM FootballCo Intermediate Coöpertatief U.A. has undertaken to provide AC Milan with certain consultancy services better detailed in the agreement to be provided upon request of the Parent Company. The services are rendered at prices to be agreed between the parties and in any case on an arm's length basis;
- the Parent Company received in June 2023 from the parent company ACM Bidco B.V. a payment on account of a future capital increase (to be resolved by June 30, 2026) in the amount of Euro 40 million and, in June 2024, a further payment on account of a future capital increase (to be resolved by September 30, 2027) in the amount of Euro 15 million; in both cases the payments were made in order to provide the Parent Company A.C. Milan S.p.A. with the necessary funds to cover the costs directly or indirectly related to the new stadium project

- With effect from January 1, 2017 the Parent Company exercised the option to join the tax consolidation scheme (Articles 117-129 of Presidential Decree 917/86), as the consolidating entity, jointly with Milan Real Estate S.p.A. and SportLifeCity srl consolidated companies.

Details of all other intercompany relationships and the changes in equity investments, as well as related-party transactions, are provided in the summary tables in the Notes.

Potential liabilities and other information

Super League

On April 17, 2021, A.C. Milan S.p.A. and eleven other clubs (hereinafter, the "Founding Clubs") formalised an agreement (hereinafter, the "Original Agreement") for the creation, subject to the fulfilment of certain conditions precedent, of a twenty-team European competition called the "Super League" (hereinafter, the "SL") in which the first men's team of AC Milan would take part on a permanent basis as a founding club.

On April 18, 2021, AC Milan S.p.A., together with eight other Founding Clubs, became a member, through the subscription of a share issue and payment of an amount of Euro 200 thousand, of the European Super League Company S.L. (hereinafter, the "SL Company"), i.e. the company incorporated under Spanish law set up for the purpose of creating and managing the proposed SL. Subsequently, as provided for in the agreements between the Founding Clubs, AC Milan S.p.A. made a further payment to Shareholders' Equity of the SL Company of Euro 1.8 million.

Following the public announcement of the planned creation of the SL, UEFA and other sports bodies affiliated to them expressed their opposition to the creation of the SL and publicly announced the adoption of disciplinary sanctions against the Founding Clubs.

Following the announcement of termination, as provided for in the Original Agreement, of the SL project and the Original Agreement itself, AC Milan S.p.A. (together with certain other Founding Clubs) reached an amicable settlement with UEFA an amicable settlement of the matter (hereinafter, the "UEFA Agreement") and in this context AC Milan S.p.A. has undertaken certain commitments towards UEFA including that of paying UEFA. Foundation For Children, together with the other clubs signatory to the UEFA Agreement, a total amount of Euro 15 million, divided among the various clubs pro rata, within 12 months of the signing

of the UEFA Agreement. On the basis of the UEFA Agreement, the Parent Company AC Milan S.p.A. has also agreed that UEFA, in the first UEFA competition to which AC Milan S.p.A. has qualified (it being understood that the first useful season for this purpose would be the 2023/2024 season), shall retain 5% of the revenues due to AC Milan S.p.A. in relation to that season. The relevant provision has been recognised in accounts.

Following the achievement of the UEFA Agreement, AC Milan S.p.A. has learnt from public sources that the Commercial Court of Madrid, in the context of a case pending before that Court, has issued a provisional measure ordering UEFA, inter alia, to render ineffective certain obligations undertaken towards it by the clubs signatory to the UEFA Agreement.

In a media statement dated September 27, 2021, UEFA informed the clubs that are signatories to the UEFA Agreement that it would not request payment of any of the amounts specified in the UEFA Agreement as long as the proceedings in the Madrid Commercial Court were pending.

AC Milan S.p.A. has also learned, again from public sources, that the Court of Madrid has referred to the Court of Justice of the European Union the decision on the conformity with Community law of certain aspects of the functioning of UEFA and FIFA.

Again from public sources, A.C. Milan S.p.A. has also learned that on April 20, 2022 the Court of Madrid revoked the provisional measures previously taken on April 20, 2021 by the same Court of Madrid against UEFA.

On December 21, 2023, the Grand Chamber of the Court of Justice of the European Union rendered its decision on the question referred for a preliminary ruling by the General Court of Madrid.

On June 27, 2024, the Secretary of the Board of Directors of the European Super League Company S.L. wrote to its shareholders (thus including the Parent Company) to send: (i) a copy of the order of the Provincial Court of Madrid (Audiencia Provincial de Madrid) of January 30, 2023 annulling the judgement of the Court of Madrid of April 20, 2022 that had revoked the provisional measures issued against UEFA and FIFA; (ii) a copy of the Judgement of the European Court of Justice dated December 31, 2023 and (iii) a copy of the Judgement rendered by the Commercial Court of Madrid (Juzgado de lo Mercantil de Madrid) on May 24, 2024 by

which the aforementioned Court rendered judgement in the case of the European Super League Company establishing that UEFA and FIFA had infringed European competition law and ordering UEFA and FIFA to cease their anti-competitive conduct and to immediately remove all effects of the anti-competitive actions that occurred before or during the course of the proceedings. The secretary of the European Super League Company then wrote that the combination of the cited rulings means that the market for pan-European club competitions must be open to third-party competitions such as the European Super League and that the compatibility condition set out in the Original Agreement has been fulfilled. The Parent Company acknowledged the communication of the secretary of the European Super League Company S.L. clarifying that, without prejudice to the position already previously taken with respect to the project, A.C. Milan S.p.A. has never taken part in any vote regarding the compatibility condition set forth in the Original Agreement in any Board of Directors of the European Super League Company.

As of June 30, 2024, the investment in the "SL Company" was fully written down in the financial statements of the Parent Company A.C. Milan S.p.A..

UEFA Settlement Agreement

On February 10, 2022, the chairman of the First Chamber of the UEFA Club Financial Control Body (hereinafter "CFCB First Chamber") opened a procedure with the Parent Company under Article 12(1) of the Procedural rules governing the UEFA Club Financial Control Body (hereinafter "Procedural Rules") – Edition 2021 to ascertain whether the Parent Company complied with the UEFA Club Licensing and Financial Fair Play Regulation – Edition 2018 (hereinafter "CL&FFP"). Specifically, Parent Company AC Milan S.p.A. was notified that its deviation from the break-even requirements set forth in Articles 58 to 64 and 68 of the CL&FFP exceeded the permitted deviation.

On August 31, 2022, UEFA and the Parent Company AC Milan S.p.A. reached a settlement agreement (hereinafter the “Settlement Agreement”) through the CFCB First Chamber. This agreement regulates the transition by the Parent Company from the break-even parameters under the CL&FFP to the new rules (taking effect beginning the 2023/2024 season) set forth in the UEFA Club Licensing and Financial Sustainability Regulations Edition 2022 (hereinafter “CL&FSR”), which came into force on 1 June 2022.

The Settlement Agreement aims to govern the reporting periods (reporting periods) ending 2022, 2023, 2024 and 2025 and the following four football seasons: 2022/2023, 2023/2024, 2024/2025 and 2025/2026. The relevant provision has been recognised in accounts.

UEFA has published an excerpt of the Settlement Agreement online, pursuant to the Procedural Rules - Edition 2022, at the following address: [transitional_3-year_settlement_agreements_-_august_2022.pdf](https://www.uefa.com/uefa/club-licensing-and-financial-sustainability-regulations-edition-2022/transition-3-year-settlement-agreements-august-2022.pdf) (uefa.com).

The CFCB First Chamber has confirmed that AC Milan S.p.A. has met all the targets set for the financial year 2022, all the targets set for the financial year 2023 under the settlement agreement signed in September 2022. The Company, thanks to its excellent financial performance in the 2023/2024 season, expects to far exceed the targets set in the Transaction Agreement for the 2024 reporting period; Notwithstanding the foregoing, as a matter of utmost scrupulousness in consideration of the randomness of sports results that may significantly influence the economic results, the Directors nevertheless deemed it advisable to maintain a provision to cover the risk in the amount of Euro 6 million in the event that the results envisaged in the agreements are not fully achieved.

Out-of-court copyright claims

On August 8 and 24, 2022, AC Milan S.p.A. received out-of-court claims for alleged copyright violations. AC Milan S.p.A. responded with a defence refuting the claims. The last communication addressed by the counterparty to AC Milan S.p.A. is dated June 21, 2024. In addition, AC Milan S.p.A. nevertheless invoked indemnity obligations in its own favour that had been assumed by third parties in connection with these matters. Prudently, AC Milan S.p.A. also made a provision in this regard.

Merger

On August 1, 2023, the merger by incorporation of Milan Entertainment S.r.l. and Casa Milan S.r.l. into AC Milan S.p.A., as resolved by the extraordinary shareholders' meetings of AC Milan S.p.A., Milan Entertainment S.r.l. and Casa Milan S.r.l. on May 11, 2023, took legal effect.

The merger was finalised in order to rationalise and simplify the corporate structure of the Milan group and to achieve more efficient management. Given that the Parent Company directly or indirectly held the entire share capital of both Milan Entertainment S.r.l. and Casa Milan S.r.l., the merger was carried out in accordance with Article 2505 of the Italian Civil Code and no exchange took place between the shares of the Parent Company and the shareholdings of the companies to be incorporated; therefore, the shares representing the entire share capital of AC Milan S.p.A. remained assigned to the current shareholders of the Parent Company without any change in the relative shareholding structure.

The effective date of the merger for accounting and tax purposes was, as allowed by Article 2504-bis, paragraph 3 of the Italian Civil Code and Article 172, paragraph 9 of Presidential Decree No. 917 of 22 December 1986, backdated to July 1, 2023.

Municipality of Milan

On July 7, 2023, the Municipality of Milan issued the decision to close the activities relating to the payment of the instalment for the ten-year period 2010/2020 pursuant to Article 4b of the Agreement for the concession for the use and management of the Meazza Stadium and related services to the Companies F.C. Internazionale Milano S.p.A. and A.C. Milan S.p.A., for the period 01/07/2000-30/06/2030.

AC Milan Management Middle East

On July 13, 2023, the company AC Milan Management Middle East, a wholly owned subsidiary of A.C. Milan S.p.A., was incorporated and registered with the Dubai Companies Registry, with the corporate purpose of representing and managing the commercial activities of A.C. Milan S.p.A. in the UAE.

Vismara Ground Lease

On July 25, 2023, the ground lease was renewed with Opera Diocesana per la Preservazione e Diffusione della fede, for the duration of 10 years, from June 4, 2023 to June 4, 2033, without

interruption, of the complex known as the P. Vismara centre - Puma House of Football, located in Milan, via dei Missaglia 117.

Purchase of land in the Municipality of San Donato Milanese and in the Municipality of Milan

Between January and March 2024, Sportlifecity srl, a subsidiary of AC Milan, finalised certain deeds of purchase of land located in the Municipality of San Donato Milanese and in the Municipality of Milan (the latter land being located close to the Municipality of San Donato Milanese) for a total cadastral area of approximately 490,801 square metres. As has been publicly announced, the Milan Group is considering the possible construction of the new Milan stadium on these grounds. In the context of the sale of part of the aforesaid land by the company Asio S.r.l., Sportlifecity srl also became the assignee of receivables for an amount of Euro 13,835,363.86 claimed by Asio S.r.l. from the Municipality of San Donato Milanese. The remaining payable (due on August 8, 2025) of Sportlifecity srl to Asio S.r.l. for the sale by the latter to Sportlifecity srl of the aforesaid receivables from the Municipality of San Donato Milanese is Euro 2.3 million. It should be noted that in relation to the aforementioned residual debt of Sportlifecity S.r.l. towards Asio s.r.l., the Parent Company AC Milan issued a letter of patronage to the latter.

In order to finance the purchase of the aforesaid land and the payment of further costs and charges, including advisory costs, in any case connected to the possible realisation of the aforesaid project, on January 25, 2024 AC Milan granted to the subsidiary Sportlifecity srl a non-interest bearing shareholders loan with bullet repayment at maturity for Euro 31,500 thousand. The maturity date of the shareholder loan was set at January 25, 2027. It should be noted that the granting of the aforesaid shareholders' loan was made by AC Milan by resorting, in part, to the payment on account of a future capital increase for a total of Euro 40 million granted by the majority shareholder ACM Bidco B.V. to the Company in June 2023 in order to cover the costs directly or indirectly related to the implementation of the new stadium project.

Administrative proceedings initiated by the subsidiary Sportlifecity srl

On September 28, 2023, the subsidiary Sportlifecity srl submitted a variation proposal (hereinafter, the "**Variation Proposal**") to the Integrated Intervention Programme "AT.SS San Francesco", approved in 2021 by Resolution No. 81/2021 of the Municipal Council, and the Territorial Government Plan of the Municipality of San Donato Milanese, in order to carry out a development project of a sporting nature with the construction of a sports arena (new A.C. Milan stadium) and related and complementary facilities. In relation to the foregoing, the Municipality of San Donato Milanese - having carried out a preliminary investigation - expressed a favourable opinion on the feasibility of the Variation Proposal

through the Programme Agreement procedure pursuant to Regional Law 19/2019 (hereinafter, the "**Programme Agreement**"), first by Resolution of the Municipal Council No. 15 of 24 January 2024 and, subsequently, by Resolution of the Municipal Council No. 3 of February 22, 2024.

Subsequently, by means of notes dated April 19, 2024 and June 18, 2024, the Mayor of the Municipality of San Donato Milanese promoted the Programme Agreement for the approval of the Variation Proposal, proposing joining to the Lombardy Region, the Metropolitan City of Milan, RFI Rete Ferroviaria Italiana S.p.A., Gruppo Ferrovie dello Stato Italiane S.p.A. and FS Sistemi Urbani S.p.A. By way of Council Resolution No. XII / 2598 of June 24, 2024, the Lombardy Region - acknowledging the regional interest of the Variation Proposal - joined the Programme Agreement; Similarly, in June and July the other invited entities joined. Therefore, by Municipal Council Resolution No. 91 of July 12, 2024, the Municipality - having acknowledged the joining of the invited entities and the identification of the delegated representatives for the Agreement Committee - launched the Strategic Environmental Assessment ("SEA") procedure.

Sportlifecity srl joins the Ambito AT.SS denominato San Francesco Consortium

On May 31, 2024, the Board of Directors of the parcelling consortium established pursuant to Article 27, Paragraph 5, Law No. 166/2002 named "Ambito AT.SS denominato San Francesco", tax code 10581400966, (hereinafter, the "**Consortium**") in accordance with the Articles of Association, approved the admission of the subsidiary Sportlifecity srl to the Consortium on the same date, recognising at the same time that Asio srl had exercised its right to withdraw from the Consortium. The admission was resolved by the Consortium's Board of Directors upon Sportlifecity srl's request, which documented that it had become the owner (see the previous paragraph entitled "*Purchase of land located in the Municipality of San Donato Milanese and in the Municipality of Milan*") of the majority of the areas included in the Ambito AT.SS "San Francesco" subject of the Consortium's activity.

Search on March 12, 2024 and closure of sporting proceedings

It should be noted that as part of criminal proceedings pending before the Public Prosecutor's Office of Milan, on March 12, 2024, an "Warrant for a personal and local search of third parties" was executed against the Company's CFO.

The search resulted in the seizure of computer media such as a mobile phone and laptops (including a personal computer).

A similar search warrant was served on the company's CEO, following which computer media such as a mobile phone, laptop and ipad were seized. According to this warrant, the current Chief Executive Officer and the previous Chief Executive Officer of the Parent Company are under investigation for the offence provided for in Article 2638 of the Italian Civil Code.

After the Public Prosecutor's Office sent the FIGC the aforementioned search warrants, on April 19, 2024, AC Milan's CEO, Mr Giorgio Furlani, was interviewed by the FIGC's Public Prosecutor's Office as a "person with knowledge of the facts". In a communication dated June 14, 2024, the FIGC Federal Prosecutor's Office informed the Parent Company that the proceedings had been closed.

Notice of liquidation of registration tax and imposition of sanctions on waiver of shareholder financing

On May 3, 2024, the Parent Company was served with a notice of liquidation of registration tax of Euro 300 thousand (plus interest, accessories and penalties, for a total of Euro 707,438.53), which, according to the Italian Revenue Agency (Agenzia delle Entrate), was based on the so-called waiver of the shareholder loan of Euro 10,000,000 disbursed by Rossoneri Sport Investment Luxembourg (the controlling shareholder, at the time, of AC Milan). Of the waiver of the aforementioned loan, in particular, the Italian Revenue Agency took note after examining the minutes of the Shareholders' Meeting - of October 28, 2019 - concerning the approval of AC Milan's financial statements as at June 30, 2019. The Parent Company prepared a specific and detailed appeal, which is pending before the Milan First Instance Tax Court.

Communication from the Commissione Acquisizioni Partecipazioni Societarie (Commission for the Acquisition of Shares)

On May 9, 2024, the Company received from the FIGC Commissione Acquisizioni Partecipazioni Societarie (the 'Co.a.p.s.') a letter from the FIGC in which the aforementioned Commission, following the changes in the chain of control of AC Milan finalised in June 2023 and communicated to the FIGC on July 12, 2023, announced that it had concluded the preliminary investigation on the documentation produced, noting the late submission of certain documentation envisaged by Article 20-bis N.O.I.F. (received in full between August and October 2023 after granting the additional term as per paragraph 8 of Article 20-bis N.O.I.F.) and to have, in accordance with Article 20-bis, paragraph 11 of the N.O.I.F.,

forwarded the results of the checks to the Procura Federale (Prosecutor's Office). The Parent Company has already instructed its lawyers to initiate talks with the Prosecutor's Office should the latter raise objections or open an investigation. At the moment, there have been no communications to the Parent Company from the Prosecutor's Office.

Request for information and data by AGCOM pursuant to Article 1, paragraph 30 of Law 249/1997

On April 12, 2024, the Parent Company received from AGCOM a request for information and data pursuant to Article 1, paragraph 30, of Law 249/1997 in relation to the authorisation for the satellite broadcasting of the audiovisual media service called MILAN TV originally granted to Milan Entertainment S.r.l. (and renewed in 2022 on behalf of the latter); a service for which the Parent Company declared in its annual communication to the Register of Economic Operators ("ROC") on 15 December 2023 that it had become the supplier.

AGCOM acknowledged that it had verified that Milan Entertainment S.r.l. had been cancelled from the ROC on August 10, 2023, following its cancellation from the Register of Economic Operators due to the merger by incorporation into another company (i.e. AC Milan), but that it had not received - either from the incorporating company or from the incorporated company - the specific request to transfer to the Parent Company the aforesaid authorisation, pursuant to Resolution AGCOM 127/00, nor the request for authorisation of the transfer of ownership for the aforesaid merger pursuant to Resolution AGCOM No. 265/22/CONS of July 19, 2022. Therefore, the Authority invited the Parent Company to provide any further useful information and/or rebuttal to the information contained in AGCOM's communication. On April 22, 2024, the Parent Company provided AGCOM with a timely and complete response to the notified requests and the content of the communication received. It should be noted that no further communication has been received from the aforementioned Authority to date.

Milan Futuro

On June 27, 2024, following the decisions taken by the FIGC Federal Council, the Parent Company AC Milan formally received a positive response to the application for registration in the Serie C Now championship of the team of talented young players, which took the name "MILAN FUTURO". The acceptance of the application has thus defined the full complement of the 60 teams that will participate in the league managed by Lega Pro in the 2024/25 season.

The Milan Futuro sports project, the latest step on a virtuous path that includes the entire youth academy right through to the First Team, was launched with the main aim of developing the talents of the

youngsters who have come up through the Rossoneri Youth Sector and who have already shown promise in recent seasons in their respective category championships, in the Youth League and with their respective national youth teams, in order to complete their physical and sporting development. In addition, it will allow players to engage with professional football within their own club.

Significant events occurring after year end

Lease agreement for a branch of business relating to the restaurant and bistro located in Casa Milan

In August 2024, the Parent Company signed a business lease agreement with Iper Montebello S.p.A. relating to the restaurant and bistro located in the building complex called "Casa Milan" located in Milan, Via Aldo Rossi No. 8.

Opening of AC Milan's new store in Milan, via Dante

In July 2024, the new Milan Store in Via Dante 12 (Milan) was opened. Following this opening, the Parent Company now has three stores open throughout Italy.

Signing of Loan Agreements with Banco BPM S.p.A. and Banca Sistema S.p.A.

In July 2024, the Parent Company signed financing agreements with Banco BPM S.p.A. and Banca Sistema S.p.A., which can be configured as factoring agreements and assignment with recourse of the receivables of the Parent Company related to the National audiovisual rights for the Serie A Championship for the 2024/2025, 2025/2026, 2026/2027 seasons and possibly also for the 2027/2028 and 2028/2029 seasons. These loans replace the loan, on substantially similar terms, previously in place with another leading bank and extinguished in June 2024.

Information on the environment and personnel

In accordance with Article 2428(2) civil code, the Milan Group performs its activity in full accordance with the health and safety obligations provided for in Legislative Decree 81/2008, with regard to stadium security, the prevention and repression of football-related violence as provided for by Law number 41 of April 4, 2007 and by the Pisanu and Amato decrees.

Details of the number and composition of personnel are provided in the Notes.

Research and Development

During the 2023/2024 financial year, the Milan Group companies did not carry out any research and development activity.

Going concern

The Milan Group had a consolidated profit for the year of Euro 4.1 million, a positive shareholders' equity of Euro 196.3 million and a consolidated net debt of Euro 49.6 million as of June 30, 2024.

During the financial year 2023/2024, the majority shareholder, ACM Bidco B.V., made a payment on account of a future capital increase in favour of the Parent Company totalling Euro 15 million. This payment is in addition to the previous payment on account of a future capital increase, made in June 2023 by ACM Bidco B.V. in favour of the Parent Company, in the amount of Euro 40 million.

In a letter dated September 9, 2024, the current majority shareholder of AC Milan, ACM Bidco B.V., undertook to financially support the Parent Company AC Milan and the companies controlled by it from the date of September 9, 2024 until the date falling 12 months after the approval by the shareholders' meeting of AC Milan S.p.A. of the annual financial statements of the Parent Company AC Milan S.p.A. as at June 30, 2024, thus renewing the commitment previously made to AC Milan and the Group until June 30, 2025.

Based on these considerations, the directors have prepared these consolidated financial statements on a going concern basis.

Main risks and uncertainties

The outbreak of war in Ukraine as of March 2022 and conflict in the Middle East as of October 2023 exacerbate the climate of economic, financial and sporting uncertainty.

The forecast data of the world economy and those, more specific, of the sports sector in general and football in particular, include scenarios of significant deterioration of the economic situation, which could affect the economic-financial trend as well as the Company's financial situation, which is engaged in an expansion phase of investments, sports and otherwise.

Furthermore, when assessing the outlook of operations, the uncertainties typical of the football business are still present. These derive, in particular, from the performance of the First Team in the competitions in which it is involved, from additional transfers of player registration rights that may be made in the financial year, from the revenues from commercial activities, and from the trend in the cost of registered personnel, also taking into account the variable component of the agreed remuneration.

The Group will continue to constantly monitor the evolution of conflicts, considering both the global economic implications and the changing regulatory framework, in order to assess possible impacts to protect its revenue sources and assets.

In the July 2024 update of the World Economic Outlook (WEO), the International Monetary Fund confirms the global growth estimates for 2024 emerging from the April report: +3.2% this year and +3.3% in 2025.

Price inflation in the service sector remains at high levels, impacting the slow process of normalisation of monetary policy. The expected rate cuts by central banks will have to be closely monitored in order to avoid rising inflation with impacts on the 2025 growth outlook.

However, considerable uncertainty remains in view of the multiplicity of exogenous phenomena with an impact on inflation trends. The Company will continue to constantly monitor the development of the related situation and any impact on its business.

Outlook of operations

The 2024/2025 financial year started under the banner of the good performance of the season ticket campaign, which recorded an increase in revenue, driven by the sports results of the 2023/2024 season and the renewed participation in the UEFA Champions League.

Starting with the 2024/2025 season, the Milan Futuro sports project began with the main objective of enhancing the talent of the youngsters grown in the Rossoneri Youth Sector.

The Company Directors are pursuing a development plan aimed at maintaining a substantial revenue/cost balance, revenue growth through the development of various activities and new sponsorships, and the continued strengthening of the Club's teams through investments in players' registration rights.

At the time of writing, the first team has played five Serie A matches and is currently in seventh place in the Serie A league table. In addition, the first UEFA Champions League match was played and lost to Liverpool.

In addition, as reported in the section "Potential Liabilities and Other Information", the subsidiary Sportilifecity srl is pursuing with the relevant public authorities the administrative procedure for the realisation in the Municipality of San Donato Milanese of development project of a sporting nature with the construction of a sports arena (new A.C. Milan stadium) and related and complementary facilities.

Financial risk management objectives and policies

The Milan Group has put in place specific policies outlining its financial risk management guidelines and objectives, with the aim of reducing its exposure to exchange, credit and liquidity risks connected to its core business.

The existing financial instruments (which do not include derivatives) such as bank and postal deposits, cash, cheques and other valuables and accounts receivable do not carry any type of financial risk.

The main financial risks that the Milan Group is exposed to are described below.

Exchange rate risk

Exposure to exchange risk derives almost entirely from the acquisition of player registration rights in currencies other than the Euro (generally US Dollars, Swiss Francs and Pound Sterling). However, the Milan Group carries out the majority of its transactions (both purchases and sales) in Euro, and accordingly there are no significant risks connected to exchange rate fluctuations.

Interest rate risk

The interest rate risk mainly derives from the variable-rate payables that expose the Group to variable cash flow.

Credit risk

The Milan Group has relationships in place with leading national and international clients and has suitable procedures in place to minimise exposure to credit risk. In particular, receivables from domestic football clubs are guaranteed by the clearing house mechanism of the Lega Nazionale Professionisti. Receivables for fees resulting from the negotiation of contracts for TV rights are guaranteed by bank sureties issued by the clients. Lastly, receivables not backed by guarantees are regularly monitored to manage collection risk, with specific provisions for doubtful accounts made where necessary.

Liquidity risk

Liquidity risk is linked to the difficulty in raising funds to meet commitments. In June 2023, the Majority Shareholder of the Parent Company AC Milan S.p.A., ACM Bidco B.V., made a payment on account of a future capital increase for Euro 40 million and in June 2024 a further payment on account of a future capital increase for Euro 15 million, both aimed at providing the Parent Company A.C. Milan S.p.A. with the necessary funds to cover costs directly or indirectly related to the new stadium project.

In a letter dated September 9, 2024, the current majority shareholder of AC Milan, ACM Bidco B.V., undertook to financially support the Parent Company AC Milan and the companies controlled by it from the date of September 9, 2024 until the date falling 12 months after the approval by the shareholders' meeting of AC Milan S.p.A. of the annual financial statements of the Parent Company AC Milan S.p.A. as at June 30, 2024, thus renewing the commitment previously made to AC Milan and the Group until June 30, 2025.

Milan, September 26, 2024

for the **Board of Directors of AC Milan S.p.A.**

The Chief Executive Officer

Giorgio Furlani

CONSOLIDATED FINANCIAL STATEMENT



MILAN GROUP

CONSOLIDATED ECONOMIC AND ASSET POSITION AS AT 30 JUNE 2024

(in thousands of Euros)

BALANCE SHEET

ASSETS

	30.06.2024	30.06.2023	Change
A) RECEIVABLES FROM SHAREHOLDERS FOR PAYMENTS DUE	—	—	—
B) FIXED ASSETS			
I INTANGIBLE FIXED ASSETS			
4 Concessions, licences, trademarks and similar rights	170.221	179.128	(8.907)
6 Assets in progress and advances	1.786	668	1.118
7 player registration rights	186.572	178.117	8.455
8 other	11.689	5.421	6.268
Total	370.268	363.334	6.934
II TANGIBLE FIXED ASSETS			
1 land and buildings	39.862	15.527	24.335
2 plant and machinery	5.896	3.846	2.050
3 industrial and commercial equipment	3.654	3.787	(133)
4 other assets	1.767	1.513	254
5 assets in progress and advances	17.033	2.865	14.168
Total	68.212	27.538	40.674
III FINANCIAL FIXED ASSETS			
1 equity investments in:			
a) subsidiaries	104	104	—
b) associates	4.374	3.680	694
e) other companies	—	800	(800)
Total	4.478	4.584	(106)
2 accounts receivable from:			
e) others			
- within 12 months	484	468	16
- after 12 months	—	—	—
Total	484	468	16
Total	4.962	5.052	(90)
TOTAL FIXED ASSETS (B)	443.442	395.924	47.518

CONSOLIDATED FINANCIAL STATEMENTS

GRUPPO MILAN

CONSOLIDATED ECONOMIC AND ASSET POSITION AS AT 30 JUNE 2024

(in thousands of Euros)

BALANCE SHEET

ASSETS

	30.06.2024	30.06.2023	Change
C) WORKING CAPITAL:			
I INVENTORIES			
4 Finished products and goods	7.516	4.258	3.258
Total	7.516	4.258	3.258
II RECEIVABLES			
1 from customers	49.512	50.914	(1.402)
2 from subsidiaries	0	0	—
3 from associates	2.862	1.066	1.796
4 from parent companies	—	—	—
5 from companies subject to parent companies' control	—	—	—
5 bis tax receivables			
a) within 12 months	1.395	328	1.067
b) beyond 12 months	—	351	(351)
5 ter deferred tax assets	2.876	7.613	(4.737)
5 quater from others	9.727	7.903	1.824
6 receivables from institutions - specific sector			
a) within 12 months	30.595	6.640	23.955
b) beyond 12 months	47.793	6.310	41.483
Total	144.760	81.125	63.635
III TOTAL FINANCIAL ASSETS (other than fixed assets)			
6 other securities	10.122	—	10.122
Total	10.122	—	10.122
IV CASH AND CASH EQUIVALENTS			
1 bank and postal deposits	39.044	81.738	(42.693)
3 cash in hand	41	45	(4)
Total	39.086	81.783	(42.697)
TOTAL WORKING CAPITAL (C)	201.484	167.166	34.318
D) ACCRUALS AND DEFERRALS			
1 accruals	617	879	(262)
2 deferrals	5.948	6.252	(304)
TOTAL ACCRUALS AND DEFERRALS (D)	6.564	7.131	(567)
TOTAL ASSETS	651.490	570.221	81.269

GRUPPO MILAN

CONSOLIDATED ECONOMIC AND ASSET POSITION AS AT 30 JUNE 2024

(in thousands of Euros)

BALANCE SHEET

EQUITY AND LIABILITIES

	30.06.2024	30.06.2023	Change
A) SHAREHOLDERS' EQUITY			
I CAPITAL	113.443	113.443	—
II SHARE PREMIUM RESERVE	31.020	31.020	—
III REVALUATION RESERVES	15.278	33.156	(17.879)
IV LEGAL RESERVE	124	124	—
V STATUTORY RESERVES	—	—	—
VI OTHER RESERVES	77.837	44.947	32.890
VII RESERVE FOR HEDGING EXPECTED CASH FLOWS	—	—	—
VIII PROFIT (LOSS) CARRIED FORWARD	(45.473)	(51.541)	6.068
IX PROFIT (LOSS) FOR THE PERIOD	4.106	6.070	(1.964)
X NEGATIVE RESERVE FOR OWN SHARES IN PORTFOLIO	—	—	—
GROUP SHAREHOLDERS' EQUITY	196.335	177.219	19.116
(PROFIT) LOSS OF MINORITY INTERESTS	—	—	—
EQUITY OF MINORITY SHAREHOLDERS	—	—	—
TOTAL SHAREHOLDERS' EQUITY (A)	196.335	177.219	19.116
B) PROVISIONS FOR RISKS AND CHARGES			
1 for pensions and similar obligations	—	—	—
2 for taxes, including deferred taxes	39.340	46.125	(6.784)
3 other	26.923	26.480	443
TOTAL PROVISIONS FOR RISKS AND CHARGES (B)	66.263	72.605	(6.342)
C) EMPLOYEE LEAVING ENTITLEMENTS	2.455	2.151	303
D) PAYABLES			
5 payables to other financial institutions			
a) within 12 months	48.290	49.590	(1.300)
b) beyond 12 months	50.478	21.372	29.106
6 advances	—	—	—
7 trade payables			
a) within 12 months	56.469	55.375	1.094
b) beyond 12 months	10.490	3.576	6.914
9 payables to subsidiaries	—	—	—
10 payables to associates	3.196	3.109	87
11 payables to parent companies	76	227	(151)
11 bis payables to companies subject to parent companies' control	934	—	934
12 tax payables	17.057	22.741	(5.683)
13 payables to pension funds and social security agencies	1.343	1.888	(545)
14 other payables	27.779	21.025	6.754
15 Payables to professional bodies			
a) within 12 months	37.762	41.469	(3.707)
b) beyond 12 months	70.183	30.360	39.823
TOTAL PAYABLES (D)	324.058	250.731	73.327
E) ACCRUALS AND DEFERRALS			
1 accruals	—	383	(383)
2 deferrals	62.379	67.131	(4.752)
TOTAL ACCRUALS AND DEFERRALS (E)	62.379	67.514	(5.135)
TOTAL LIABILITIES AND SHAREHOLDERS' EQUITY	651.490	570.221	81.270

CONSOLIDATED FINANCIAL STATEMENTS

GRUPPO MILAN

CONSOLIDATED ECONOMIC AND ASSET POSITION AS AT 30 JUNE 2024

(in thousands of Euros)

INCOME STATEMENT

	FY 2023/2024	FY 2022/2023	Change
A) VALUE OF PRODUCTION			
1 Revenues from sales and services			
a) match revenues	44.488	55.064	(10.576)
b) season tickets	19.276	16.183	3.093
c) revenues from other competitions	5.585	1.587	3.998
Total	69.349	72.834	(3.485)
2 changes in inventories of work in progress, semi-finished goods and finished products	3.258	3.828	(570)
5 other revenues and income			—
a) Operating grants	109	119	(11)
b) sponsorship revenues	90.529	80.783	9.746
c) advertising revenue	—	—	—
d) commercial revenues and royalties	52.919	46.511	6.408
e) income from the sale of broadcasting rights	152.324	174.907	(22.583)
f) miscellaneous income	9.335	7.519	1.816
g) revenues from player loans	4.164	82	4.082
h) gains from the sale of player registration rights	44.899	268	44.631
i) other income from player management	3.471	6.243	(2.772)
l) other income and revenues	26.584	11.435	15.149
Total	387.592	331.696	56.466
TOTAL VALUE OF PRODUCTION (A)	456.940	404.530	52.411
B) Costs of production			
6 for raw materials, ancillary materials, consumables and goods	19.672	19.741	(69)
7 for services	91.138	85.412	5.725
8 for use of third-party assets	14.690	14.324	366
Total	125.499	119.476	6.023
9 for personnel:			
a) wages and salaries	173.480	161.967	11.513
b) social security charges	12.160	9.244	2.917
c) employee leaving entitlements	2.514	2.367	147
d) pensions and similar	—	—	—
e) other costs	364	421	(57)
Total	188.518	173.998	14.519
10 amortisation, depreciation and write-downs			
a) amortisation of intangible assets	86.960	62.819	24.141
b) depreciation of tangible assets	2.237	1.867	370
c) other write-downs of fixed assets	3.199	4.263	(1.064)
d) Write-down of receivables included in working capital and in cash and cash equivalents	1.330	2.316	(986)
Total	93.726	71.265	22.461
11 change in inventories of raw materials, ancillary materials, consumables and goods	—	—	—
12 provisions for risks	14.085	6.293	7.792
13 other provisions	—	—	—
14 sundry management expenses			
a) various match organisation expenses	10.701	9.358	1.343
b) match registration costs	23	10	13
c) costs for acquisition of players on loan	—	3.947	(3.947)
e) losses from the sale of player registration rights	551	42	510
f) other expenses from player management	4.312	149	4.163
g) other sundry management expenses	6.331	5.060	1.271
Total	36.004	24.859	3.352
TOTAL COSTS OF PRODUCTION (B)	443.746	389.599	54.147
DIFFERENCE BETWEEN VALUE AND COSTS OF PRODUCTION (A - B)	13.194	14.931	(1.736)

GRUPPO MILAN

CONSOLIDATED ECONOMIC AND ASSET POSITION AS AT 30 JUNE 2024

(in thousands of Euros)

INCOME STATEMENT

	FY 2023/2024	FY 2022/2023	Variazioni
C) FINANCIAL INCOME AND (EXPENSES)			
16 other financial income			
d) income different from the above:			
- other	11.133	2.151	8.982
Total	11.133	2.151	8.982
17 interest and other financial charges			
d) other financial expenses	(11.619)	(5.167)	(6.451)
Total	(11.619)	(5.167)	(6.451)
17 bis exchange-rate gains and losses:			
a) exchange rate gains	37	86	(49)
b) exchange rate losses	(348)	(84)	(264)
Total	(312)	2	(314)
TOTAL FINANCIAL INCOME AND (EXPENSES) (C)	(798)	(3.015)	2.217
D) ADJUSTMENTS IN VALUE OF FINANCIAL ASSETS			
18 write-backs			
a) of equity investments	672	1.822	(1.150)
Total	672	1.822	(1.150)
19 write-downs			
a) of equity investments	(800)	(200)	(600)
Total	(800)	(200)	(600)
TOTAL ADJUSTMENTS IN VALUE OF FINANCIAL ASSETS (D)	(128)	1.622	(1.750)
RESULT BEFORE TAX	12.268	13.538	(1.270)
20 income taxes for the year (current, deferred tax assets and liabilities)			
a) current taxes	(10.203)	(7.697)	(2.506)
b) deferred tax assets and liabilities	2.041	229	1.812
Total	(8.162)	(7.468)	(694)
PROFIT (LOSS) FOR THE PERIOD	4.106	6.070	(1.964)
(PROFIT) LOSS OF MINORITY SHAREHOLDERS	—	—	—
GROUP PROFIT (LOSS)	4.106	6.070	(1.964)

for the Board of Directors

The Chief Executive Officer

Giorgio Furlani

CONSOLIDATED FINANCIAL STATEMENTS

MILAN GROUP

CONSOLIDATED CASH FLOW STATEMENT AS AT 30 JUNE 2024

(in thousands of Euros)

A. Cash flows from operations (indirect method)	30.06.2024	30.06.2023
Profit/(loss) for the year	4.106	6.070
Income taxes	8.162	7.468
Interest expense/(interest income)	798	3.014
(Gains)/Losses from the disposal of assets (including those arising from players' registration rights)	(44.348)	(226)
(Dividends)	-	-
1. Profit (loss) for the year before income taxes, interest, dividends and gains/losses on disposals	(31.282)	16.326
<i>Adjustments for non-monetary items not offset in net working capital</i>		
Provisions	16.599	8.659
Depreciation and amortisation expense	89.197	64.686
Impairment losses	3.999	4.063
Other adjustments for non-cash items	458.021	(1.300)
2. Cash flow before changes in NWC	536.534	92.434
<i>Changes in net working capital</i>		
Decrease/(increase) in inventories	(444.240)	(4.221)
Decrease/(increase) in receivables from customers	(1.724)	10.523
Increase/(decrease) in payables to suppliers	8.879	(2.961)
Decrease/(increase) in accrued income and prepayments	567	(2.048)
Increase/(decrease) in accrued expenses and deferred income	(5.135)	14.939
Other changes in net working capital	(25.386)	(18.331)
3. Cash flow after changes in NWC	69.495	90.335
Interest received/(paid)	(798)	(3.014)
(Income taxes paid)	(11.471)	(4.482)
Dividend income	-	-
(Use of provisions)	(6.928)	(4.510)
4. Cash flow after other adjustments		
Cash flow from operations (A)	50.299	78.330
B. Cash flows from investing activities		
(Acquisitions) player registration rights	(124.081)	(107.475)
Disposals players' registration rights	81.544	2.171
<i>Tangible fixed assets</i>		
(Investments)	(42.911)	(6.240)
Disinvestments	-	-
<i>Intangible fixed assets</i>		
(Investments)	-	(5.228)
Disinvestments	(10.209)	-
Decrease/(Increase) in receivables due to disposals of players' registration rights	(65.438)	17.780
Increase/(decrease) payables for the acquisition of players' registration rights	36.116	21.291
<i>Financial fixed assets</i>		
(Investments)	(800)	(1.422)
Disinvestments	90	-
Current financial assets	(10.122)	-
Cash flow from investing activities (B)	(135.811)	(79.122)
C. Cash flows from financing activities		
<i>Third-party financing</i>		
Increase (decrease) in short-term payables to banks	-	-
Increase (decrease) in payables to lenders	-	-
New financing	137.715	-
financing repayment	(109.899)	(152)
<i>Shareholder loan</i>		
New (Repayment) financing	-	-
Paid capital increase	15.000	40.000
<i>Own funds</i>		
Paid (repayment) capital increase	-	-
Cash flow from financing activities (C)	42.816	39.848
Increase (decrease) in cash and cash equivalents (A ± B ± C)	(42.697)	39.056
Opening cash and cash equivalents	81.783	42.727
Closing cash and cash equivalents	39.086	81.783

for the **Board of Directors**
The Chief Executive Officer
Giorgio Furlani

NOTES



MILAN GROUP

CONSOLIDATED FINANCIAL STATEMENTS AT June 30, 2024

NOTES

GENERAL INFORMATION

The Parent Company A.C. Milan S.p.A. (hereinafter also the "**Parent Company**") is a joint stock company incorporated in Italy and entered in the Milan Companies Register. Its registered office is located in 8 Aldo Rossi, 20149 Milan.

The Parent Company's sole purpose is the pursuit of sporting activities and in particular, the training, the preparation and management of football teams and the promotion and organisation of competitions, tournaments and all other football activities in general, for the purposes and in compliance with the rules and guidelines of the Italian Football Federation and its Bodies (the "FIGC").

For the implementation of the corporate purpose, the Parent Company and its subsidiaries may carry out the following activities that are directly or indirectly connected and/or instrumental: a) act as a concessionaire for the booking and sale of tickets and season tickets for admission to sports facilities; b) promote and publicise its activity and image by using and exploiting models, designs, distinctive signs and emblems, directly or through third parties. By way of example only, the Parent Company, in order to promote and publicise its activity and image may: (i) organise other events such as, but not limited to, musical events, promotional and advertising events, performances and shows, conventions and congresses, participation in trade fairs, television, radio and digital events; (ii) run sports museums, bars, restaurants, cafeterias, serving to the public, retailing food and beverages, confectionery and other consumer goods by using, in any form or manner, the distinctive signs and emblems of the Parent Company to distinguish these activities; (iii) manage sales outlets and trade, including import and export, both wholesale and retail, in the various forms in use (including by means of e-commerce), including with the trademarks of sports associations and clubs and also through commercial affiliation contracts, of any type of product distinguished, in any form, by the distinctive signs and/or emblems of the Parent Company; (iv) study and implement promotional campaigns and carry out the concessionary and/or sales and/or intermediation activities of advertising to be broadcast through radio and television systems and any means, even today not known, of communication and diffusion, including advertising, as well as artistic assistance in the realisation of advertising services related to the Parent Company's sporting activities and those accessory, connected or instrumental to them; (v) carry out publishing activities in all its forms and modalities as well as graphic and printing activities and the trade of any product deriving from them, together with all activities pertaining to information by any digital and/or physical means available from time to time in relation to the sporting activities of the Parent Company and those ancillary, connected or instrumental to them; (vi) exploit the image of sportsmen and sportswomen through the use and dissemination, including through the medium of advertising, of the name and image of persons engaged in sporting activities and acquiring sports rights in general and, in particular, acquiring and exercising rights of economic exploitation relating to sporting events; and (vii) carry out all activities related to the travel and tourism sector in connection with sports and promotional events; c) carry out any securities, real estate and financial transactions that are deemed useful, necessary and relevant.

In addition, the Parent Company, through its subsidiaries, may promote the development of initiatives in the real estate sector, within the scope of sports facilities, through the performance of any activity and operation carried out or connected to the construction or acquisition of property complexes and infrastructures, including, by way of example, the design, construction, renovation, administration, and management of real estate intended for the performance of sports activities or, in any case, instrumentally connected thereto and the provision of services in the real estate sector.

The Parent Company may also hold stakes in service and commercial companies that are in any way connected with its corporate purpose.

STRUCTURE AND CONTENT

The consolidated financial statements at June 30, 2024, and these Notes, have been prepared in accordance with requirements for consolidated accounts, in Legislative Decree no. 127 of April 9, 1991 enacting the VII EC Directive and in accordance with the provisions of the civil code, as amended by Legislative Decree 139/2015 (the “**Decree**”), interpreted and amended by the Italian Accounting Standards issued by the Italian Accounting Body (“**OIC**”) amended and updated following the enactment of Directive 2013/34/EU (the “**Accounting Directive**”) with the Decree.

The financial statements used for preparing these consolidated financial statements at June 30, 2024 were those prepared for approval by the Boards of Directors of each company, apart from those relating to the subsidiaries, whose business years do not coincide with those of the consolidating entity. The aforementioned Financial Statements were restated, where required, to align them with the Group accounting principles, which are in line with applicable legislation, the OIC accounting principles and the provisions issued by the Football Federation and the Committee for the Supervision of Italian Football Clubs (Co.Vi.Soc.).

SCOPE OF CONSOLIDATION

The consolidated financial statements for the year June 30, 2024 include the accounts of the Parent Company and the companies in which it holds, directly or indirectly, the absolute majority of the share capital and voting rights, as well as companies with shares of 50% or close to that amount, and for which the Milan Group is responsible for managing or exercises a dominant influence. Subsidiaries that are in liquidation or are inactive and those whose financial positions show insignificant values have therefore not been included in the scope of consolidation and have been accounted for using the cost method. Further details regarding the scope of consolidation are provided in the list of equity investments in subsidiaries, associates and others at June 30, 2024, as detailed in Attachment 8 to these notes.

CONSOLIDATION METHODS

The financial statements of subsidiaries are consolidated using the line-by-line method, replacing the carrying amount of the equity investments with the assumption of the assets and liabilities of the subsidiaries.

The difference between the acquisition cost and the shareholders' equity (or share of shareholders' equity for the companies consolidated using the proportional method) in the financial statements of the subsidiaries at the time of purchase, if it is not attributable to specific assets, is recognised as a "Consolidation difference" and is amortised in the manner indicated in the "Measurement criteria and accounting principles". Any remaining negative balance is recognised under the "Provisions for risks and charges" if attributable to a forecast of unfavourable economic results, otherwise it is recognised under the Shareholders' Equity item "Other reserves".

Equity investments in the companies in which the Group exerts significant influence (generally those in which the ownership percentage is between 20% and 50%) are measured using the equity method, replacing the carrying value of those equity investments, with an amount equal to the corresponding portion of shareholders' equity shown in the last approved financial statements, after the making the adjustments required by the appropriate principles for preparing the consolidated financial statements. Receivables and payables, costs and revenues, and gains and losses resulting from transactions between companies included in the scope of consolidation are eliminated.

The portions of shareholders' equity and profit/(loss) for the year of consolidated subsidiaries attributable to non-controlling interests are shown in specific items.

MEASUREMENT CRITERIA AND ACCOUNTING PRINCIPLES

The consolidated financial statements at June 30, 2024 were prepared on the basis of the principles of clarity, accurate and truthful representation of the financial situation of the Milan Group and of the profit or loss for the year, in accordance with Article 2423, second paragraph, civil code.

The consolidated financial statements at June 30, 2024 were prepared in accordance with general principles of prudence, accrual-based accounting and the going concern assumption, also taking into account the economic function of assets and liabilities.

Please refer to the section "Going Concern" for considerations related to the Group's and the Parent Company's business continuity.

The valuation criteria of various financial statement items comply with the provisions of Article 2426 of the civil code and the reference accounting principles. Budget assumptions include continuity with the previous financial year with respect to the application of the valuation criteria adopted to prepare the Financial Statements.

As also required by the first paragraph of Article 2423-ter civil code, in view of the nature of the Parent Company's business, the instructions issued by the Italian Football Federation (FIGC) and the Committee for the Supervision of Italian Football Clubs have also been taken into consideration (hereinafter "Co.Vi.Soc.").

It should also be noted that, when preparing the consolidated financial statements at June 30, 2024, no exceptions pursuant to Article 2423, paragraph 4 civil code, were made.

The most significant valuation criteria and first-implementation rules adopted are detailed below.

Intangible fixed assets

Intangible assets are recognised as assets when they can be individually identified and their cost can be estimated in a sufficiently reliable way. They are recognised at purchase or production cost, including ancillary charges net of depreciation/amortisation and write-downs. Fixed assets are systematically depreciated on the basis of their estimated future life.

Multi-year charges were registered as assets because:

- their future useful life is demonstrated;
- there is an objective link with the relevant future benefits that the companies belonging to the Milan Group shall enjoy;
- their recovery can be estimated with reasonable certainty.

Player registration rights

These are intangible assets with a defined useful life equal to the term of the sports contracts signed with players.

Multi-year player registration rights are recorded at their historic purchase price inclusive of any directly attributable ancillary charges and, where appropriate, time-discounted to take into account the deferral of payments over more than one financial period.

The amounts were stated net of amortisation charges, calculated on a straight-line basis in relation of the duration of the contracts signed with individual professional players, up to a maximum of five years. With regard to the accounting treatment of fees for services rendered to the Parent Company by sports agents, in accordance with the industry regulations connected to the transfer of player registration rights or contract renewals:

- in the absence of conditions precedent (for example, the player remaining registered with the Parent Company), these fees are capitalised because they constitute a transaction cost for the purchase of the registration rights;
- if they are conditional on the player remaining registered with the Parent Company or relate to services performed for the temporary acquisition or transfer (definitive or temporary) of the right, the fees are instead recognised each time in the income statement.

Player registration rights are recognised on the date when the contract is signed. That date, pursuant to Article 1360 Italian Civil Code, becomes the retroactive date of effectiveness of the ratification by the Lega Nazionale Professionisti Serie A of national transfers, or the issuance of the international transfer certificate (I.T.C.) by the Italian Soccer Federation (FIGC) for international transfers, through the FIFA "T.M.S." system.

Amortisation starts from the year when the player is registered. For rights acquired during the year, amortisation starts from the date when the player is available, on a time accrual basis.

The original amortisation schedule is amended if a contract is extended due to its early renewal. The new amortisation schedule takes account, on a straight-line basis, of the net book value of the rights at the date of extension of the contract and of the new duration of that contract, up to a maximum of five years from the date of extension of the contract.

Amortisation ceases when the right is fully amortised or is removed from the balance sheet (e.g. when the right is definitively transferred to another club).

If there is no contractual provision regarding the effective date of the contract, the date for the accounting recognition is the date on which the Lega Nazionale Professionisti Serie A ratifies the contract for national transfers, or from the effectiveness of the issuance of the international transfer certificate by the Italian Soccer Federation (FIGC) for international transfers, through the FIFA "T.M.S." system.

The item Player registration rights also includes the costs incurred by the Parent Company for the registration of players from amateur football clubs, or foreign clubs that have contributed to the technical training of the players.

In particular, the following are recognised:

- technical training and coaching bonuses, pursuant to Article 99 NOIF, paid to amateur football clubs following the signing of the first "professional" contract by players from those clubs. These costs are amortised on a straight-line basis over the duration of the contracts signed with the individual players;

- the training compensation and/or solidarity mechanism payments made, pursuant to FIFA regulations, to football clubs following definitive or temporary transfers of players registered with foreign clubs. These costs are amortised on a straight-line basis over the duration of the contracts signed with the individual players.

Concessions, licences, trademarks and similar rights

These are recognised at acquisition cost and relate to the user rights to the historical archive of television images of the Parent Company, which have a finite useful life as they have a period of economic use, in addition to the expenses for the creation and registration of company trademarks and the acquisition of software licenses, which are amortised on a straight-line basis over their estimated future useful life. This item also includes the “A.C. Milan” trademark, which was revaluated at June 30, 2022 in compliance with Decree-Law 104/2020. The trademark is amortised on a straight-line basis over a period of twenty years according to its remaining useful life.

Other intangible fixed assets

These specifically refer to leasehold improvements. Leasehold improvements are capitalised and entered under "other intangible assets" if they are not separable from the assets themselves (otherwise they are entered under "tangible assets" in the specific item to which they belong), they are systematically amortised over the shorter of the period of expected future use and the residual term of the lease, taking into account the renewal period, if any, if dependent on the Group.

Tangible fixed assets

The are recorded at the purchase cost effectively paid to acquire the asset and are recognised on the date on which the transfer of risks and benefits takes place, which usually coincides with the transfer of title. This cost includes the purchase cost, ancillary purchase costs and all costs incurred to bring the asset to the location and in the conditions required for it to be a long-term asset for the companies belonging to the Milan Group.

Tangible fixed assets with a limited useful life are systematically depreciated on a straight-line basis based on their residual useful life.

The depreciation charge for each financial year refers to the distribution of the cost incurred over the entire duration of use.

For assets purchased during the financial year, the depreciation charge is reduced by 50%.

The basis for depreciation, initially estimated upon drafting the depreciation schedule based on the prices achievable on the market through the disposal of similar assets both in terms of technical features and the type of use to which they have been subject, is periodically reviewed in order to verify that the initial estimate is still valid. This amount is considered net of presumable removal costs.

If the tangible asset includes components or accessories with a useful life other than that of the principal asset, the depreciation of such components is calculated separately from that of the principal asset, unless this is not material or feasible.

The annual depreciation rates used, unchanged from the previous year, are shown in the table below:

Asset	Rate
Industrial Buildings	3.0%
Light constructions	10.0%
Plant and machinery	7.5% - 25.0% - 30.0%
Industrial and commercial equipment	15.0% – 15.5%

Furniture and fittings	12.0%
Electrical office equipment	20.0%
Vehicles	25.0%

Ordinary maintenance costs are charged in full to the income statement. Improvement-related maintenance costs are allocated to the related assets and depreciated over their remaining useful life.

Impairment losses for intangible and tangible assets

Impairment losses for intangible and tangible assets are posted pursuant to the provisions of the OIC 9 Accounting Principle.

The Company accesses at each financial statements date whether objective evidence exists that an asset has incurred an impairment loss. If such evidence exist, it estimates the recoverable value of the asset.

In particular, if the recoverable value of an asset (that is the greater out its use value and fair value) is lower than its book value, the asset is posted at such lower value. The difference is recognised in the income statement as an impairment loss under item B10c). If, in the subsequent financial years, the reasons for the write-down no longer apply, the original value is restored, adjusted only for depreciation, and recognised in the income statement under item A5).

In absence of evidence of potential impairment losses, the recoverable amount is not determined.

The value is restored if the reasons for the impairment losses no longer exist and takes place to the extent of the value that the asset would have had, had the value adjustment not been performed. The impairment of goodwill cannot be restored.

With particular reference to players' registration rights, the net book value is subject to impairment, for the purpose of estimating the recoverable value in the reference period, in the following circumstances:

- a) when it becomes apparent at the end of the financial year that a player will no longer be able to play for the team, for example because of an injury that endangers their career or if the player can no longer play at professional level. In this case, the net book value at which the fixed asset is recorded will be fully written down in the year of reference;
- b) if the club has decided to definitively transfer a player's registration rights and the transaction is performed immediately after the end of the financial year prior to the approval of the financial statements. The Company must include information on the accounting standard adopted in the financial statements and apply it consistently from one year to the next;
- c) if the club has temporarily sold a player for an amount less than the amortisation quota for the period.

Financial fixed assetsEquity investments in subsidiaries, associates, parent companies and other companies

Equity investments are registered as financial fixed assets if they are expected to be part of the Milan Group's long-term investment portfolio, otherwise they are recognised in the Working capital.

Equity investments in the companies in which the Milan Group exerts significant influence (generally those in which the ownership percentage is between 20 and 50 percent) are measured using the equity method in the manner described above.

The carrying amount of equity investments measured using the equity method is determined on the basis of their purchase or establishment price, including any ancillary charges. The cost incurred when purchasing an investment booked as a fixed asset is maintained in the financial statements of the subsequent financial years, unless an impairment loss occurs. The Milan Group assesses at each financial statements date whether objective evidence exists that an asset has incurred an impairment loss. The impairment loss is determined by comparing the value the equity investment was recorded at in the financial statements with the relevant recoverable value, calculated on the basis of the future benefits expected for the investor. The impairment loss is not maintained if the reasons for the adjustment made no longer apply.

In the event that the long-term investment is acquired at the time of incorporation of the company, or at the time the company commences operations, and the company incurs losses, even substantial ones, during the start-up phase of the first financial year, it is possible not to write down the investment, as the loss is not to be considered permanent, provided that the subsequent financial year shows positive indications of a change that would allow the previous losses to be offset and, in any case, the results and development of the business confirm the company's plans and programmes.

Inventories

Inventories are recorded at the lower of purchase or production cost, determined using the weighted average cost method, and the estimated realisable value inferable from market trends (Art. 2426 No. 9 of the Italian Civil Code). Purchase cost means the actual purchase price plus accessory charges, excluding financial charges.

Inventories are written down in the balance sheet when their realisable value based on market trends is lower than their carrying amount. Obsolete and slow-moving inventories are written down in relation to their possibility of utilisation or realisation.

Receivables

Receivables are carried at the amortised costs, time-adjusted, to the extent of their expected realisable value and, therefore, they are shown in the balance sheet net of the relevant provisions for doubtful accounts deemed adequate to cover reasonably predictable losses due to uncollectability.

If the transaction's interest rate is not markedly different from the market rate, the receivable is initially recognised at a value equal to the nominal value net of all premiums, discounts, allowances and inclusive of any costs directly attributable to the transaction that generated the receivable. The aforementioned transaction costs, any commission income and expenses and any difference between the initial value and the nominal value at maturity are distributed along the life of the receivable using the effective interest method.

When, on the other hand, the interest rate for the transaction that can be inferred from contractual conditions is markedly different from the market rate, the receivable (and the relevant income in the case of commercial transactions) is initially posted at a value equal to the present value of estimated future cash flows plus any transactions costs. The rate used to discount future cash flows is the market rate.

In the case of receivables from commercial transactions, the difference between the thus determined initial recognition value of the receivable and the value upon maturity is posted to the income statement as financial income throughout the life of the loan, using the effective interest rate method. In the case of financial receivables, the difference between the liquidity disbursed and the current value of future financial flows, always determined using the market interest rate, is recognised in financial expenses or income in the income statement upon their initial recognition, unless the substance of the transaction or of the agreement attribute a different nature to this component. Subsequently, the active interest accruing on the transaction is calculated at the effective interest rate and posted to the income statement with the value of the receivable as a contra-entry.

The value of the receivables is then subsequently reduced by the amounts received both as capital and as interest, as well as by any write-downs effected to readjust the receivables to their expected realisable value or due to losses.

The Milan Group assumes that effects resulting from the implementation of the amortised costs and the discounting are not material when receivables are due within 12 months, taking into account that all contractual and substantial considerations that apply upon recognition of the receivable, as well as all transaction costs and any difference between the initial value and the nominal value at maturity are also negligible. In this case, discounting can be omitted, the interest can be calculated on the capital and transaction costs registered as deferred expenses and amortised on a straight-line basis over the duration of the receivable to adjust nominal interest income.

It should be noted that the Milan Group took advantage of the option – provided for by Article 12 of Italian Legislative Decree 139/2015 – to apply the amortised cost only to receivables that have arisen after January 1, 2016.

Write-off of receivables

A receivable is written off from the Financial Statements when:

- the contractual rights on the financial flows arising from the receivable are extinguished; or
- the ownership of the contractual rights arising from the receivable is transferred and, with it, the risks linked to the receivable area also essentially transferred.

For the purposes of the valuation of the transfer of risks, all contractual clauses are taken into account, such as repurchase obligations at the occurrence of certain events or the presence of commissions, excesses or penalties due for non-payment.

When the receivable is written off from the financial statements as a result of a disposal transaction that entails the substantial transfer of all risks, the difference between the price and the value the receivable was recognised at the time of disposal is recognised as disposal loss to be posted under item B14) of the income statement, unless the contract does not allow the identification of other economic components of different nature, including financial.

When the sale agreement does not include the transfer of all risks (e.g. pro-solvendo agreements), the account receivable is kept on the financial statements. If part of the consideration agreed by the transferee is paid in advance, a financial receivable is recorded as counterparty of the advance received. Cost elements, such as interest and commission, to be paid to the transferee, are recorded in the income statement depending on their nature.

When, also by virtue of a disposal contract that can substantially transfer all risks linked to the receivable, minimal risks for the companies belonging to the Milan Group can be identified, the presence

of the conditions required to effect a relevant provision to the risk provision is assessed.

Cash and cash equivalents

Bank deposits, post office deposits, and cheques (current account, bank drafts and similar), and are measured according to the general principle of the estimated realisable value, unless the collection of such receivables is very doubtful.

Cash and revenue stamps, measured at their nominal amount.

Cash pooling, consisting in the centralised treasury management by one company within a Group, enables the optimisation of financial resources and is characterised by receivable and payable items towards the company managing the aforementioned cash pooling, respectively for collections from and deposits to the joint current account. Individual companies that participate in centralised treasury management recognise the receivables generated in the item “Financial assets for centralised treasury management” with an indication of the counterparty, which can be the subsidiary of the parent company, in Financial assets that do not constitute long-term investments. If the receivables are not due within one year, they are classified as financial fixed assets. Any such revaluations and write-downs are posted to the income statement under “Write-down of financial assets due to centralised treasury management” and “Revaluation of financial assets due to centralised treasury management”, indicating the counterparty. Any debt position arising from centralised treasury management shall be classified based on the provision of OIC 19 “Debts”.

Accruals and deferrals

The items include the portions of costs and revenues that are common to two or more financial years, based on the accruals principle. This principle provides that an accrual or a deferral is recognised when the following conditions are met:

- the contract starts in one financial year and ends in a subsequent one;
- the consideration for the services provided is contractually due in advance or in arrears compared to performance common to two or more subsequent financial years;
- the size of accruals and deferrals varies over time.

Accruals and deferrals do not include costs and revenues that accrued in full in the financial year to which the Financial Statements refer or in subsequent ones.

At the end of each financial year, the Company assesses whether the conditions that determined the initial recognition of the accrual or the deferral still apply; if necessary, the required value adjustments are effected. This assessment takes into account not only the passage of time, but also the estimated recoverability of the amount posted to the Financial Statements.

Shareholders' Equity

This item recognises all capital transactions effected between the Group and the individuals who exercise their rights and duties as Shareholders. The share capital increase may only be recognised in the accounts after the transaction has been recorded in the companies' registry, as provided for by Article 2444, paragraph 2, civil code. This condition entails, from an accounting viewpoint, the need to use a Shareholders' equity item other than “Equity” in order item, in order to recognise the capital contributions subscribed by the Shareholders, which shall be reclassified under that item only after the transaction has been registered in the company's registry.

Any decrease in the share capital due to the withdrawal of a Shareholder entails an obligation for the Group to purchase his/her shares in order to reimburse him/her, if they are not acquired by other Shareholders; from an accounting viewpoint, a negative provision is registered under the item AX) “Negative reserve for treasury shares in the portfolio”. The difference between the reduction in Shareholders' equity and the claim against the outgoing shareholder is channelled to a provision.

If a shareholder defaults, the share capital is reduced by an amount corresponding to the cancelled shares, which from an accounting point of view reverses the amount due from the outgoing shareholder (as to the tenths still payable by him), and the difference between the reduction in shareholders' equity and the claim against the outgoing shareholder is paid into a reserve.

Provisions for risks and charges

Provisions for risks are recognised for specific liabilities that are probable and whose values are estimated. Therefore, they are contingent liabilities linked to conditions that already existed at the date of the Financial Statements, but that were characterised by a degree of uncertainty, whose outcome depends on the occurrence of one or more future events.

Provisions for charges are recognised for liabilities of a specific nature and certain existence, estimated as to their amount or date of occurrence, linked to obligations already assumed at the Financial Statements' date, but which will be collected in subsequent financial years.

Provisions are quantified based on estimates that take into account all available information, in compliance with the principles of accruals and prudence. These elements can also include the time horizon when at the Financial Statements' date there is a known commitment, on the basis of a contractual or legal obligation, whose disbursement can be reliably estimated and whose occurrence can be reasonably determined, that is sufficiently distant in time so as to make its current value at the date of the Financial Statements significantly different from the one estimated at the time of disbursement..

No generic risk funds without economic justification were set up.

Potential liabilities, if any, are posted to the Financial Statements and registered in the provisions only if they are deemed probably and if the amount of the relevant expense can be reasonably estimated. As a result, remote risks were not taken into account, whereas for contingent liabilities that are deemed possible, even if unlikely, information about the uncertainty situation, where relevant, that the loss would cause, as well as the estimated amount or the indication that such amount cannot be estimated, other possible effects, if not apparent, the indication of the management's opinion and that of its legal and other advisers, where available.

With respect to classification, the provisions for risks and charges are initially registered in the income statement items of the relevant classes Per (B, C or D), depending on their nature. If the link between the nature of the provision and one of the aforementioned classes is not immediately apparent, provisions for risks and charges are posted to items B12) and B13) of the income statement.

Employee leaving entitlements

Italian Law no. 296 of 27 December 2006, (2007 Finance Act) introduced new rules for employee leaving entitlements accruing from January 1, 2007. As a result of the Supplementary Pension Reform:

- employee leaving entitlements accrued up to December 31, 2006 remain in the company;
- employee leaving entitlements accruing from January 1, 2007, at the employee's discretion, either through explicit or tacit agreement, have been:

- allocated to supplementary pension schemes;
- remained with the company, which transferred the employee leaving entitlements to the I.N.P.S.'s Treasury Fund.

The amounts accrued from January 1, 2007 are still shown in the income statement item B9c) "Employee leaving entitlements". In the balance sheet, item C) "Employee leaving entitlements" represents the remainder of the provision outstanding at December 31, 2006, while item D13) "Payables to pension funds and social security agencies" shows the payable accrued at June 30, 2024 for the employee leaving entitlements still to be paid to the pension funds and social security agencies.

Payables

Payables are recorded in the Financial Statements using the amortised cost method, on a time-adjusted basis.

If the transaction's interest rate is not markedly different from the market rate, the payable is initially recognised at a value equal to the nominal value net of all premiums, discounts, allowances and inclusive of any costs directly attributable to the transaction that generated the debt. The aforementioned transaction costs, such as accessory costs to obtain loans, any commission income and expenses and any difference between the initial value and the nominal value at maturity are distributed along the life of the payable using the effective interest method.

When, on the other hand, the interest rate for the transaction that can be inferred from contractual conditions is markedly different from the market rate, the payable (and the relevant cost in the case of commercial transactions) is initially posted at a value equal to the present value of estimated future cash flows plus and considering any transactions costs. The rate used to discount future cash flows is the market rate.

In the case of payables from commercial transactions, the difference between the thus determined initial recognition value of the payable and the value upon maturity is posted to the income statement as financial expense throughout the life of the loan, using the effective interest rate method. In the case of financial payables, the difference between the liquidity disbursed and the current value of future financial flows, always determined using the market interest rate, is recognised in financial income or expenses in the income statement upon their initial recognition, unless the substance of the transaction or of the agreement attribute a different nature to this component. Subsequently, the interest expense accruing on the transaction is calculated at the effective interest rate and posted to the income statement with the value of the payable as a contra-entry.

The value of the payables is then subsequently reduced by the amounts paid both as capital and as interest, as well as by any write-downs effected to readjust the receivables to their expected realisable value or due to losses.

The Milan Group assumes that effects resulting from the implementation of the amortised costs and the discounting are not material when payables are due within 12 months, taking into account that all contractual and substantial considerations that apply upon recognition of the payable, as well as all transaction costs and any difference between the initial value and the nominal value at maturity are also negligible. In this case, discounted can be omitted, the interest can be calculated on the capital and transaction costs registered as deferred expenses and amortised on a straight-line basis over the duration of the receivable to adjust nominal interest expense.

Payables towards Group companies

Items D9), D10) e D11) include respectively payables to subsidiaries, associates and parent companies (not fully consolidated), as defined by Article 2359 of the civil code. These payables are shown separately in the balance sheet.

Item D11 bis) includes payables to companies subject to parent companies' control.

Revenues

Match revenues are recognised at the actual time of performance (when each match is played); Season pass sales, if collected at the end of the previous football season, are recognised on an accrual basis using the same rule (i.e. when each match is played).

Sponsorship income is allocated pro rata according to the related contracts, which are signed on the basis of the FIGC football seasons. Bonuses from sponsors are allocated to the income statement on an accrual basis, when the sporting event they relate to takes place.

Revenues from broadcasting license rights and subsequent use of images relating to home league matches are recognised on an accrual basis according to the football season to which they relate.

Revenues from service provision and expenses for their purchase are recognised on the date on which provision ended, or, for those governed by contracts with periodical payments, on the date such payments are due.

The revenues from the sale are recognised net of returns, discounts, allowances and premiums, as well as any taxes directly linked to the sale of the products and the provision of the services, and any adjustments to the revenues accrued during the year directly reduce the item "Revenues".

The item "Other revenues and income" includes non-financial positive income components solely due to additional management. This item includes any grants related to income.

Cost

Acquisition costs are recognised on an accruals basis.

The costs for raw materials, ancillaries, consumables and goods are inclusive of ancillary purchase costs (transport, insurance, loading and downloading, etc.) if included by the supplier in the purchase price, otherwise they are separately posted to service costs depending on their nature.

The costs include not only those whose amount is certain, but also those that are not yet documented, which have been specifically recognised in the Financial Statements.

Costs for bonuses due to players, coaches and technical personnel, for the achievement of pre-established sports results, and bonuses from sponsors are allocated to the income statement on an accrual basis, when the sporting event they relate to takes place.

Financial Income and Expenses

They include the positive and negative components of the economic result for the year linked to the financial activity of the companies belonging to the Milan Group, and are recognised based on the accruals principle.

All revenues, with suitable indication of the relevant sub-items, are recognised on an accruals basis.

Dividends

Dividends are recognised at the time when, as a result of the Resolution adopted by the Shareholder's Assembly of the subsidiary to distribute the profit, or the provisions, a collection right arises for the investor company. The dividend is recognised as financial income, independently from the nature of the reserves distributed. The investee company verifies that, following the distribution, the recoverable value of the equity investment has not diminished to such an extent as to require the recognition of an impairment loss.

Gains and losses

Gains and losses arising from the sale of multi-year player registration rights are classified under revenues and costs from the core business.

Capital gains and/or losses, arising from the transfer of a player's registration rights to another club, are determined as the difference between the agreed price and the net book value at the date of transfer.

Current and deferred taxes and national tax consolidation

Taxes for the year are recognised in the income statement in the item "Current income taxes".

Direct taxes accrued for the year are recognised based on the estimate of taxable income, in line with legal provisions and current tax rates and considering any applicable exemptions.

Moreover, the analysis of the presence of any time difference between the asset and liability values and the corresponding values relevant for tax purposes and/or between the income components posted in the income statement and those taxable or deductible for the purposes of the calculation of tax for the financial year, as provided for by OIC 25.

In presence of taxable temporary differences, deferred tax liabilities are registered in the Financial Statements, with the exceptions detailed below and provided by OIC 25.

In presence of deductible timing differences, taxes are registered in the Financial Statements only if their future recoverability is reasonably certain.

If tax liabilities have occurred, deferred tax assets are calculated and registered against the future tax benefit linked to them and to the extent of the taxable result achievable in line with tax projections within a reasonable time scale.

Deferred tax assets and liabilities are calculated on the amount of all the timing differences for the financial year, applying the tax rates applicable during the financial year in which the timing differences will be taxed, as provided for by the tax regulations that apply at the date of the Financial Statements. If tax regulations do not set out the tax rates applicable to the year in which the timing differences shall be taxed, the AC Milan Group calculates deferred taxes based on the rates applicable at the date of the Financial Statements.

Deferred tax assets and liabilities are not discounted.

For the purposes of classification in the Financial Statements, tax receivables and payables are offset against each other only if there is a legal right to pay the amounts recognised based on tax legislation and if there the intention to net financial receivables and payables with a single payment.

The remuneration of the tax losses of the companies in the consolidation area is recognised at the time that the losses are effectively utilised in the consolidation area (and are not subject to the taxation of future profits by the individual consolidated company), at the IRES rate applicable during the tax period in which the tax loss is carried forward to reduce the consolidated taxable income. The economic benefits arising from consolidation adjustments effected by the consolidating company, but relating to the consolidated company, are remunerated in favour of the aforementioned consolidated company.

The consolidation adjustments that generated benefits in the consolidated tax return are recognised on the income statement under “Tax income from tax consolidated”, which is classified under “Current income taxes” with a contra-entry in the balance sheet, under “Receivables from Treasury from tax consolidation”.

With respect to the treatment of I.R.E.S. withholding tax, positive differences, as well as advances paid independently by the consolidated companies, as this is a real transfer of operations to the consolidated entity, the transferring entity recognises a receivable due from the consolidating entity.

Change of accounting principles

Below is a description of the standards used when there are changes to voluntary accounting standards, and also to mandatory standards if different rules are not specifically required.

The change to an accounting principles is registered in the financial year in which it is adopted and the relevant events and transactions are treated in compliance with the new principle, which is applied with retroactive effect. This entails the accounting recognition of such effects on the opening balance of the Shareholders' equity for the year.

For comparison purposes only the opening balance of the Shareholders' equity of the previous year is adjusted and the comparative figures for the previous financial year are considered as if the new accounting principle had always been applied. However, when, after all reasonable efforts, it is not possible to determine the effect pertaining to the previous financial year, or when this calculation is excessively onerous, the Milan Group does not restate figures.

Ultimately, when it is not possible to calculate the cumulative effect of the change of accounting principle of such calculation is too onerous, the Milan Group applies the new accounting principle starting from the first feasible date. When this date coincides with the start of the current financial year, the new accounting principle is applied on a forward-looking basis.

The effects resulting from the adoption of new accounting principles on the balance sheet, income statement and cash flow statement, where available, have been highlighted and commented in these notes in correspondence of the explanatory notes pertaining to the items in the Financial Statements that were impacted in a specific way.

This standard had no significant impact on the consolidated financial statements for the year ending June 30, 2024.

Error correction

An error is registered at the time in which an incorrect qualitative and/or quantitative representation of a Financial Statement figure and/or an information provided in a note and, at the same time, information and data for its correct management is available. Correction of relevant errors is performed by rectifying the balance sheet item that was affected by the error at the time, charging the error's correction to the opening statement of the Shareholders' equity of the financial year in which the error is identified.

For comparison purposes only, when feasible, the Milan Group corrects a material error for the previous year by restating comparable figures, whilst if an error relates to previous financial years, it is corrected by restating the opening balances of the previous financial year. When the cumulative effect of a material error cannot be restated for all previous financial years, the Milan Group must recalculate comparable figures to correct the material error starting from the first feasible date.

Non-material errors committed in previous years are recognised in the income statement of the financial year in which the error is detected.

This standard had no significant impact on the consolidated financial statements for the year ending June 30, 2024.

Conversion criteria for items in foreign currency

Pursuant to Article 2426, paragraph 1, no. 8 bis of the civil code, monetary assets and liabilities in currencies other than the functional currency in which the Financial Statements are presented (the so-called "accounting currency"), subsequently to initial recognition, are recognised at the spot exchange on the date of the end of the financial year. The resulting exchange-rate gains or losses are posted to the income statement at the items C17-bis) "Exchange-rate gains and losses" and any net profit, which contributes to the result for the financial year, is allocated to the dedicated reserve that cannot be distributed until realisation.

Non-monetary assets and liabilities in currencies other than the accounting one are recognised at the exchange rate applicable at the time of their purchase. When the exchange rate at the closing date of the financial year is markedly different from that at the purchase date, the exchange rate variance is one of the elements considered in the assessment process to determine the value that can be recognised in the financial statements for individual non-monetary assets. In this case, therefore, any (positive or negative) exchange rate differences contribute to the calculation of the recoverable value.

Exchange rates

The exchange rates used to translate the main items in foreign currency are:

		Spot rate 30.06.2024 (*)	Average rate 2023/2024 (*)
U.S. dollar.	USD	7,7748	7,8051
Japanese Yen	JPY	171,9400	169,8130
GB Pound	GBP	0.84638	0.84643
Swiss franc	CHF	0,9634	0,9616
Chinese Yuan	CNY	7.7748	7.8051
United Arab Emirates Dirham	AED	3,9314	3,9512

(*) Source European System of Central Banks.

OTHER INFORMATION**Use of estimates**

The preparation of consolidated financial statements requires management to make estimates and assumptions that affect the values of assets and liabilities and the disclosure of contingent assets and liabilities at the reporting date. The estimates and assumptions used are based on experience and other factors considered relevant. The results to be achieved may therefore differ from these estimates. Estimates and assumptions are reviewed periodically and the effects of any changes made to them are reflected in the income statement in the year in which the estimate is revised if the revision affects only that year, or in subsequent years if the revision affects both the current year and future years.

Estimates are used to recognise loan loss provisions, to determine write-downs of equity investments and to determine provisions for risks and charges.

With reference to the estimation of the provisions for risks and bad debts, the consolidated financial statements reflect an estimate of liabilities based on the best knowledge of the state of solvency of the counterparties and the progress of litigation, in this using the information provided by the legal and tax advisors assisting the Company and considering existing contacts with the counterparties. The estimate of risks is subject to the risk of uncertainty inherent in any estimate of future events and the outcome of litigation proceedings, and it cannot be excluded that in future years there may be charges that cannot be estimated at present due to a worsening of the state of litigation and the level of solvency of the counterparties, also in consideration of the general deterioration of the solvency of the markets.

Tax consolidation

The Parent Company has exercised the option to join the tax consolidation scheme (Articles 117-129 of Presidential Decree 917/86), as the consolidating entity, jointly with Milan Real Estate S.p.A. and SportLifeCity srl consolidated companies.

Statutory audit of the accounts

The consolidated financial statements are audited by independent auditors Deloitte & Touche S.p.A..

Statement of amounts

In view of their significance, the values of items in the consolidated financial statements, as well as the figures presented and commented on in the notes, are stated in thousands of Euros, unless otherwise indicated.

Disclosure on commitments, guarantees and contingent liabilities not included in the balance sheet

The note must detail the overall amount of the commitments, guarantees and contingent liabilities not included in the balance sheet, specifying the nature of any collateral provided, itemised in: a) existing pension and similar commitments, b) commitments towards subsidiaries, associates, as well as parent companies and companies subject to the latter's control.

Public funds - Information pursuant to Article 1, paragraphs 125-129 of law no. 124/2017

With reference to obligations on transparency and the disclosure of public funding regulated by article 1, paragraphs 125-129 of law no. 124/2017 as amended by the "security" decree law (no. 113/2018) and "simplification" decree law (no. 135/2018), introducing a number of disclosure and transparency obligations, starting from the 2018 financial reporting year, for entities that have economic relations with the Public Administration, in view of Assonime's interpretation in Circular no. 5 of 22 February 2019, which considers the regulation as non-applicable in the following cases:

- grants, contributions and economic benefits of any kind, of which the advantages are accessible to all enterprises that meet certain conditions, based on general, previously established criteria (for example: measures of ministerial decrees aimed at specific industrial sectors and at funding activities related to research and development projects);
- general measures that may benefit all enterprises and which come under the general structure of the reference system defined by the State (for example the mechanism to promote the reinvestment of profit, as provided for by A.C.E);
- public European/foreign resources;
- contributions from trade associations;
- interprofessional funds for training courses, considering that the Funds are provided through contributions made by the beneficiary companies, that are required to meet specific management criteria based on transparency.

The companies (established under Italian law) of the AC Milan Group did not receive contributions of any kind in the 2023/2024 financial year.

Going concern

The Milan Group had a consolidated profit for the year of Euro 4.1 million, a positive shareholders' equity of Euro 196.3 million and a consolidated net debt of Euro 49.6 million as of June 30, 2024.

During the financial year 2023/2024, the majority shareholder, ACM Bidco B.V., made a payment on account of a future capital increase in favour of the Parent Company totalling Euro 15 million. This payment is in addition to the previous payment on account of a future capital increase, made in June 2023 by ACM Bidco B.V. in favour of the Parent Company, in the amount of Euro 40 million.

In a letter dated 9 September 2024, the current majority shareholder of A.C. Milan, ACM Bidco B.V., undertook to financially support the parent company A.C. Milan and the companies controlled by it from the date of 9 September 2024 until the date falling 12 months after the approval by the shareholders' meeting of A.C. Milan S.p.A. of the annual financial statements of the Parent Company A.C. Milan S.p.A. as at June 30, 2024, thus renewing the commitment previously made to A.C. Milan and the Group until June 30, 2025.

Based on these considerations, the directors have prepared these consolidated financial statements on a going concern basis.

Significant events during the year

Super League

On April 17, 2021, A.C. Milan S.p.A. and eleven other clubs (hereinafter, the "Founding Clubs") formalised an agreement (hereinafter, the "Original Agreement") for the creation, subject to the fulfilment of certain conditions precedent, of a twenty-team European competition called the "Super League" (hereinafter, the "SL") in which the first men's team of AC Milan would take part on a permanent basis as a founding club.

On April 18, 2021, AC Milan S.p.A., together with eight other Founding Clubs, became a member, through the subscription of a share issue and payment of an amount of Euro 200 thousand, of the European Super League Company S.L. (hereinafter, the "SL Company"), i.e. the company incorporated under Spanish law set up for the purpose of creating and managing the proposed SL. Subsequently, as provided for in the agreements between the Founding Clubs, AC Milan S.p.A. made a further payment to Shareholders' Equity of the SL Company of Euro 1.8 million.

Following the public announcement of the planned creation of the SL, UEFA and other sports bodies affiliated to them expressed their opposition to the creation of the SL and publicly announced the adoption of disciplinary sanctions against the Founding Clubs.

Following the announcement of termination, as provided for in the Original Agreement, of the SL project and the Original Agreement itself, AC Milan S.p.A. (together with certain other Founding Clubs) reached an amicable settlement with UEFA an amicable settlement of the matter (hereinafter, the "UEFA Agreement") and in this context AC Milan S.p.A. has undertaken certain commitments towards UEFA including that of paying UEFA. Foundation For Children, together with the other clubs signatory to the UEFA Agreement, a total amount of Euro 15 million, divided among the various clubs pro rata, within 12 months of the signing of the UEFA Agreement. On the basis of the UEFA Agreement, the Parent Company AC Milan S.p.A. has also agreed that UEFA, in the first UEFA competition to which AC Milan S.p.A. has qualified (it being understood that the first useful season for this purpose would be the 2023/2024 season), shall retain 5% of the revenues due to AC Milan S.p.A. in relation to that season. The relevant provision has been recognised in accounts.

Following the achievement of the UEFA Agreement. AC Milan S.p.A. has learnt from public sources that the Commercial Court of Madrid, in the context of a case pending before that Court, has issued a provisional measure ordering UEFA, inter alia, to render ineffective certain obligations undertaken towards it by the clubs signatory to the UEFA Agreement.

In a media statement dated Septemeber 27, 2021, UEFA informed the clubs that are signatories to the UEFA Agreement that it would not request payment of any of the amounts specified in the UEFA Agreement as long as the proceedings in the Madrid Commercial Court were pending.

AC Milan S.p.A. has also learned, again from public sources, that the Court of Madrid has referred to the Court of Justice of the European Union the decision on the conformity with Community law of certain aspects of the functioning of UEFA and FIFA.

Again from public sources, A.C. Milan S.p.A. has also learned that on April 20, 2022 the Court of Madrid revoked the provisional measures previously taken on April 20, 2021 by the same Court of Madrid against UEFA.

On December 21, 2023, the Grand Chamber of the Court of Justice of the European Union rendered its decision on the question referred for a preliminary ruling by the General Court of Madrid.

On June 27, 2024, the Secretary of the Board of Directors of the European Super League Company S.L. wrote to its shareholders (thus including the Parent Company) to send: (i) a copy of the order of the Provincial Court of Madrid (Audiencia Provincial de Madrid) of January 30, 2023 annulling the judgment of the Court of Madrid of April 20, 2022 that had revoked the provisional measures issued

against UEFA and FIFA; (ii) a copy of the Judgment of the European Court of Justice dated December 31, 2023 and (iii) a copy of the Judgment rendered by the Commercial Court of Madrid (Juzgado de lo Mercantil de Madrid) on May 24, 2024 by which the aforementioned Court rendered judgment in the case of the European Super League Company establishing that UEFA and FIFA had infringed European competition law and ordering UEFA and FIFA to cease their anti-competitive conduct and to immediately remove all effects of the anti-competitive actions that occurred before or during the course of the proceedings. The secretary of the European Super League Company then wrote that the combination of the cited rulings means that the market for pan-European club competitions must be open to third-party competitions such as the European Super League and that the compatibility condition set out in the Original Agreement has been fulfilled. The Parent Company acknowledged the communication of the secretary of the European Super League Company S.L. clarifying that, without prejudice to the position already previously taken with respect to the project, A.C. Milan S.p.A. has never taken part in any vote regarding the compatibility condition set forth in the Original Agreement in any Board of Directors of the European Super League Company.

As of June 30, 2024, the investment in the "SL Company" was fully written down in the financial statements of the Parent Company A.C. Milan S.p.A..

UEFA Settlement Agreement

On February 10, 2022, the chairman of the First Chamber of the UEFA Club Financial Control Body (hereinafter "CFCB First Chamber") opened a procedure with the Parent Company under Article 12(1) of the Procedural rules governing the UEFA Club Financial Control Body (hereinafter "Procedural Rules") – Edition 2021 to ascertain whether the Parent Company complied with the UEFA Club Licensing and Financial Fair Play Regulation – Edition 2018 (hereinafter "CL&FFP"). Specifically, Parent Company AC Milan S.p.A. was notified that its deviation from the break-even requirements set forth in Articles 58 to 64 and 68 of the CL&FFP exceeded the permitted deviation.

On August 31, 2022, UEFA and the Parent Company AC Milan S.p.A. reached a settlement agreement (hereinafter the "Settlement Agreement") through the CFCB First Chamber. This agreement regulates the transition by the Parent Company from the break-even parameters under the CL&FFP to the new rules (taking effect beginning the 2023/2024 season) set forth in the UEFA Club Licensing and Financial Sustainability Regulations Edition 2022 (hereinafter "CL&FSR"), which came into force on June 1, 2022.

The Settlement Agreement aims to govern the reporting periods (reporting periods) ending 2022, 2023, 2024 and 2025 and the following four football seasons: 2022/2023, 2023/2024, 2024/2025 and 2025/2026. The relevant provision has been recognised in accounts.

UEFA has published an excerpt of the Settlement Agreement online, pursuant to the Procedural Rules - Edition 2022, at the following address: [transitional_3-year_settlement_agreements_-_august_2022.pdf](https://www.uefa.com/transitional_3-year_settlement_agreements_-_august_2022.pdf) (uefa.com).

The CFCB First Chamber has confirmed that AC Milan S.p.A. has met all the targets set for the financial year 2022 and all the targets set for the financial year 2023 under the settlement agreement signed in September 2022. The Company, thanks to its excellent financial performance in the 2023/2024 season, expects to far exceed the targets set in the Transaction Agreement for the 2024 reporting period; Notwithstanding the foregoing, as a matter of utmost scrupulousness in consideration of the randomness of sports results that may significantly influence the economic results, the Directors nevertheless deemed it advisable to maintain a provision to cover the risk in the amount of Euro 6 million in the event that the results envisaged in the agreements are not fully achieved.

Out-of-court copyright claims

On August 8 and 24 2022, AC Milan S.p.A. received out-of-court claims for alleged copyright violations. AC Milan S.p.A. responded with a defence refuting the claims. The last communication addressed by the counterparty to AC Milan S.p.A. is dated June 21, 2024. In addition, AC Milan S.p.A. nevertheless invoked indemnity obligations in its own favour that had been assumed by third parties in connection with these matters. Prudently, AC Milan S.p.A. also made a provision in this regard.

Merger

On August 1, 2023, the merger by incorporation of Milan Entertainment S.r.l. and Casa Milan S.r.l. into AC Milan S.p.A., as resolved by the extraordinary shareholders' meetings of AC Milan S.p.A., Milan Entertainment S.r.l. and Casa Milan S.r.l. on May 11, 2023, took legal effect.

The merger was finalised in order to rationalise and simplify the corporate structure of the Milan group and to achieve more efficient management. Given that A.C. Milan S.p.A, directly or indirectly, held the entire share capital of both Milan Entertainment S.r.l. and Casa Milan S.r.l., the merger was carried out in accordance with Article 2505 of the Italian Civil Code and no exchange took place between the shares of A.C. Milan S.p.A and the shareholdings of the companies to be incorporated; therefore, the shares representing the entire share capital of AC Milan S.p.A. remained assigned to the current shareholders of A.C. Milan S.p.A. without any change in the relative shareholding structure.

The effective date of the merger for accounting and tax purposes was, as allowed by Article 2504-bis, paragraph 3 of the Italian Civil Code and Article 172, paragraph 9 of Presidential Decree No. 917 of December 22, 1986, backdated to July 1, 2023.

Municipality of Milan

On July 7, 2023, the Municipality of Milan issued the decision to close the activities relating to the payment of the instalment for the ten-year period 2010/2020 pursuant to Article 4b of the Agreement for the concession for the use and management of the Meazza Stadium and related services to the Companies F.C. Internazionale Milano S.p.A. and A.C. Milan S.p.A., for the period 01/07/2000-30/06/2030.

AC Milan Management Middle East

On July 1,3, 2023, the company AC Milan Management Middle East, a wholly owned subsidiary of A.C. Milan S.p.A., was incorporated and registered with the Dubai Companies Registry, with the corporate purpose of representing and managing the commercial activities of A.C. Milan S.p.A. in the UAE.

Vismara Ground Lease

On July 25, 2023, the ground lease was renewed with Opera Diocesana per la Preservazione e Diffusione della fede, for the duration of 10 years, from June 4, 2023 to June 4, 2033, without interruption, of the complex known as the P. Vismara centre - Puma House of Football, located in Milan, via dei Missaglia 117.

Purchase of land in the Municipality of San Donato Milanese and in the Municipality of Milan

Between January and March 2024, Sportlifecity srl, a subsidiary of A.C. Milan S.p.A., finalised certain deeds of purchase of land located in the Municipality of San Donato Milanese and in the Municipality of Milan (the latter land being located close to the Municipality of San Donato Milanese) for a total cadastral area of approximately 490,801 square metres. As has been publicly announced, the Milan Group is considering the possible construction of the new Milan stadium on these grounds. In the context of the sale of part of the aforesaid land by the company Asio S.r.l., Sportlifecity srl also became the assignee of receivables for an amount of Euro 13,835,363.86 claimed by Asio S.r.l. from the Municipality of San Donato Milanese. The remaining payable (due on August 8, 2025) of Sportlifecity srl to Asio S.r.l. for the sale by the latter to Sportlifecity srl of the aforesaid receivables from the Municipality of San Donato Milanese is Euro 2.3 million. It should be noted that in relation to the aforementioned residual debt of Sportlifecity srl towards Asio s.r.l., AC Milan S.p.A. issued a letter of patronage to the latter.

In order to finance the purchase of the aforesaid land and the payment of further costs and charges, including advisory costs, in any case connected to the possible realisation of the aforesaid project, on January 25, 2024 AC Milan granted to the subsidiary Sportlifecity srl a non-interest bearing shareholders loan with bullet repayment at maturity for Euro 31,500 thousand. The maturity date of the shareholder loan was set at January 25, 2027. It should be noted that the granting of the aforesaid shareholders' loan was made by AC Milan by resorting, in part, to the payment on account of a future capital increase for a total of Euro 40 million granted by the majority shareholder ACM Bidco B.V. to the Company in June 2023 in order to cover the costs directly or indirectly related to the implementation of the new stadium project.

Administrative proceedings initiated by the subsidiary Sportlifecity srl

On September 28, 2023, the subsidiary Sportlifecity srl submitted a variation proposal (hereinafter, the "**Variation Proposal**") to the Integrated Intervention Programme "AT.SS San Francesco", approved in 2021 by Resolution No. 81/2021 of the Municipal Council, and the Territorial Government Plan of the Municipality of San Donato Milanese, in order to carry out a development project of a sporting nature with the construction of a sports arena (new A.C. Milan stadium) and related and complementary facilities. In relation to the foregoing, the Municipality of San Donato Milanese - having carried out a preliminary investigation - expressed a favourable opinion on the feasibility of the Variation Proposal through the Programme Agreement procedure pursuant to Regional Law 9/2019 (hereinafter, the "**Programme Agreement**"), first by Resolution of the Municipal Council No. 15 of 24 January 2024 and, subsequently, by Resolution of the Municipal Council No. 3 of 22 February 2024.

Subsequently, by means of notes dated April 19, 2024 and June 18, 2024, the Mayor of the Municipality of San Donato Milanese promoted the Programme Agreement for the approval of the Variation Proposal, proposing joining to the Lombardy Region, the Metropolitan City of Milan, RFI Rete Ferroviaria Italiana S.p.A., Gruppo Ferrovie dello Stato Italiane S.p.A. and FS Sistemi Urbani S.p.A. By way of Council Resolution No. XII / 2598 of June 24, 2024, the Lombardy Region - acknowledging the regional interest of the Variation Proposal - joined the Programme Agreement; Similarly, in June and July the other invited entities joined. Therefore, by Municipal Council Resolution No. 91 of July 1,2, 2024, the Municipality - having acknowledged the joining of the invited entities and the identification of the delegated representatives for the Agreement Committee - launched the Strategic Environmental Assessment ("SEA") procedure.

Sportlifecity srl joins the Ambito AT.SS denominato San Francesco Consortium

On May 3,1, 2024, the Board of Directors of the parcelling consortium established pursuant to Article 27, Paragraph 5, Law No. 166/2002 named "Ambito AT.SS denominato San Francesco", tax code 10581400966, (hereinafter, the "Consortium") in accordance with the Articles of Association, approved the admission of the subsidiary Sportlifecity srl to the Consortium on the same date, recognising at the same time that Asio srl had exercised its right to withdraw from the Consortium. The admission was resolved by the Consortium's Board of Directors upon Sportlifecity srl's request, which documented that it had become the owner (see the previous paragraph entitled "Purchase of land located in the Municipality of San Donato Milanese and in the Municipality of Milan") of the majority of the areas included in the Ambito AT.SS "San Francesco" subject of the Consortium's activity.

Search on March 12, 2024 and closure of sporting proceedings

It should be noted that as part of criminal proceedings pending before the Public Prosecutor's Office of Milan, on March 12, 2024, an "Warrant for a personal and local search of third parties" was executed against the Company's CFO.

The search resulted in the seizure of computer media such as a mobile phone and laptops (including a personal computer).

A similar search warrant was served on the company's CEO, following which computer media such as a mobile phone, laptop and ipad were seized. According to this warrant, the current Chief Executive Officer and the previous Chief Executive Officer of the Parent Company are under investigation for the offence provided for in Article 2638 of the Italian Civil Code.

After the Public Prosecutor's Office sent the FIGC the aforementioned search warrants, on April 19, 2024, AC Milan's CEO, Mr Giorgio Furlani, was interviewed by the FIGC's Public Prosecutor's Office as a "person with knowledge of the facts". In a communication dated June 14, 2024, the FIGC Federal Prosecutor's Office informed the Parent Company that the proceedings had been closed.

Notice of liquidation of registration tax and imposition of sanctions on waiver of shareholder financing

On May 3, 2024, the Parent Company was served with a notice of liquidation of registration tax of Euro 300 thousand (plus interest, accessories and penalties, for a total of Euro 707,438.53), which, according to the Italian Revenue Agency (Agenzia delle Entrate), was based on the so-called waiver of the shareholder loan of Euro 10,000,000 disbursed by Rossoneri Sport Investment Luxembourg (the controlling shareholder, at the time, of AC Milan). Of the waiver of the aforementioned loan, in particular, the Italian Revenue Agency took note after examining the minutes of the Shareholders' Meeting - of October 28, 2019 - concerning the approval of AC Milan's financial statements as at June 30, 2019. The Parent Company prepared a specific and detailed appeal, which is pending before the Milan First Instance Tax Court.

Communication from the Commissione Acquisizioni Partecipazioni Societarie (Commission for the Acquisition of Shares)

On May 9, 2024, the Company received from the FIGC Commissione Acquisizioni Partecipazioni Societarie (the 'Co.a.p.s.') a letter from the FIGC in which the aforementioned Commission, following the changes in the chain of control of AC Milan finalised in June 2023 and communicated to the FIGC on July 1, 2023, announced that it had concluded the preliminary investigation on the documentation produced, noting the late submission of certain documentation envisaged by Article 20-bis N.O.I.F. (received in full between August and October 2023 after granting the additional term as per paragraph 8 of Article 20-bis N.O.I.F.) and to have, in accordance with Article 20-bis, paragraph 11 of the N.O.I.F., forwarded the results of the checks to the Procura Federale (Prosecutor's Office). The Parent Company has already instructed its lawyers to initiate talks with the Prosecutor's Office should the latter raise objections or open an investigation. At the moment, there have been no communications to the Parent Company from the Prosecutor's Office.

Request for information and data by AGCOM pursuant to Article 1, paragraph 30 of Law 249/1997

On April 12, 2024, the Parent Company received from AGCOM a request for information and data pursuant to Article 1, paragraph 30, of Law 249/1997 in relation to the authorisation for the satellite broadcasting of the audiovisual media service called MILAN TV originally granted to Milan Entertainment S.r.l. (and renewed in 2022 on behalf of the latter); a service for which the Parent Company declared in its annual communication to the Register of Economic Operators ("ROC") on December 15, 2023 that it had become the supplier.

AGCOM acknowledged that it had verified that Milan Entertainment S.r.l. had been cancelled from the ROC on August 10, 2023, following its cancellation from the Register of Economic Operators due to the merger by incorporation into another company (i.e. AC Milan), but that it had not received - either from the incorporating company or from the incorporated company - the specific request to transfer to the Parent Company the aforesaid authorisation, pursuant to Resolution AGCOM 127/00, nor the request for authorisation of the transfer of ownership for the aforesaid merger pursuant to Resolution AGCOM No. 265/22/CONS of 19 July 2022. Therefore, the Authority invited the Parent Company to provide any further useful information and/or rebuttal to the information contained in AGCOM's communication. On 22 April 2024, the Parent Company provided AGCOM with a timely and complete response to the notified requests and the content of the communication received. It should be noted that no further communication has been received from the aforementioned Authority to date.

Transfer Campaign 2023/2024

The transactions concluded during the 2023/2024 Transfer Campaign resulted in a net increase in invested capital of Euro 8.4 million, deriving from additions of Euro 124 million, disposals of Euro 37.2 million (net book value of the rights sold) and write-downs of Euro 3.2 million. Depreciation and amortisation for the period amounted to Euro 75.2 million (as detailed in Attachment 2 to the Notes to the Separate Financial Statements of the Parent Company).

Profit on disposal of player registration rights amounted to Euro 44.9 million (net of amortised cost), while loss on disposal amounted to Euro 0.05 million.

With regard to the transactions concluded during July and August of the 2023/2024 Transfer Campaign, they included among others, the permanent acquisitions of the players Samuel Chukwueze, Yunus Musah, Christian Pulisic, Tijjani Reijnders, Noah Okafor, Marco Pellegrino, Ruben Loftus Cheek, Luka Jovic and Luka Romero. As far as the disposals are concerned, the definitive sales of the players Sandro Tonali (Newcastle) and Ante Rebic (Besiktas) and the temporary sales of Devis Vasquez (Sheffield Wednesday) and Charles De Ketelaere (Atalanta BC) were made.

As far as the player transfer transactions completed in the winter session of the 2023/2024 Transfer Campaign are concerned, we report the definitive acquisition of Filippo Terracciano and the return to the team of Matteo Gabbia (on loan to Villarreal), the definitive disposals of Rade Krunic and Junior Messias (to Fenerbahce and Genoa respectively) and the temporary disposals of Marco Pellegrino (to Salernitana) and Luka Romero (to Ud Almeria). We also report that there was only one mutual termination agreement with the player Joof Roback in the winter session of the 2023/2024 Transfer Campaign.

The definitive sale of the player Charles De Ketelaere to Atalanta BC and the definitive purchase of the player Sanchez Jimenez from Real Madrid were finalised in June 2024.

Milan Futuro

On June 27, 2024, following the decisions taken by the FIGC Federal Council, the Parent Company formally received a positive response to the application for registration in the Serie C Now championship of the team of talented young players, which took the name "MILAN FUTURO". The acceptance of the application has thus defined the full complement of the 60 teams that will participate in the league managed by Lega Pro in the 2024/25 season.

The Milan Futuro sports project, the latest step on a virtuous path that includes the entire youth academy right through to the First Team, was launched with the main aim of developing the talents of the youngsters who have come up through the Rossoneri Youth Sector and who have already shown promise in recent seasons in their respective category championships, in the Youth League and with their respective national youth teams, in order to complete their physical and sporting development. In addition, it will allow players to engage with professional football within their own club.

Significant events occurring after year end

Lease agreement for a branch of business relating to the restaurant and bistro located in Casa Milan

In August 2024, the Parent Company signed a business lease agreement with Iper Montebello S.p.A. relating to the restaurant and bistro located in the building complex called "Casa Milan" located in Milan, Via Aldo Rossi No. 8.

Opening of AC Milan's new store in Milan, via Dante

In July 2024, the new Milan Store in Via Dante 12 (Milan) was opened. Following this opening, the Parent Company now has three stores open throughout Italy.

Signing of Loan Agreements with Banco BPM and Banca Sistema SpA

In July 2024, the Parent Company signed financing agreements with Banco BPM and Banca Sistema SpA, which can be configured as factoring agreements and assignment with recourse of the receivables of the Parent Company related to the National audiovisual rights for the Serie A Championship for the 2024/2025, 2025/2026, 2026/2027 seasons and possibly also for the 2027/2028 and 2028/2029 seasons.

These loans replace the loan, on substantially similar terms, previously in place with another leading bank and extinguished in June 2024.

Transfer Campaign 2024/2025

The transactions finalised during July and August of the 2024/2025 Transfer Campaign resulted in a total increase in invested capital of Euro 91.3 million, deriving from investments for Euro 80.1 million, disposals for Euro 3.3 million (net book value of the rights sold). Capital gains of Euro 2.5 million were also realised.

Adjustment of the previous year's Financial Statements

In order to make the classification criteria of the annual Financial Statements as at June 30, 2024 consistent with those of the annual Financial Statements as at June 30, 2023, the following reclassifications were made in the previous annual Financial Statements:

- a reclassification of Euro 405 thousand from "Development Costs" to "Assets in progress and advances" in Tangible Assets;
- a reclassification of Euro 2 thousand from "Start-up and expansion costs" to "Assets in progress and advances" in Tangible Assets.

NOTES ON THE MAIN ASSET ITEMS

(in thousands of Euros)

FIXED ASSETS

Specific tables have been prepared for each class of fixed assets (intangible assets, tangible assets and financial fixed assets), shown in the attachments, which indicate for each item: the historical cost, the accumulated depreciation, any write-backs and write-downs, movements during the year and the final balance.

INTANGIBLE FIXED ASSETS

This item amounts to Euro 370,268 thousand (Euro 363,334 thousand at June 30, 2023). The breakdown is as follows:

	30.06.2024	30.06.2023	Change
Concessions, licences, trademarks and similar rights	170.221	179.128	-8.907
Assets in progress and advances	1.786	668	1.118
Player registration rights	186.572	178.117	8.455
Other intangible fixed assets	11.689	5.421	6,268
Total	370.268	363.334	6.934

The change in intangible fixed assets is shown in attachment 1, which is an integral part of these Notes.

The item Concessions, licenses, trademarks and similar rights, amounting to Euro 170,221 thousand (Euro 179,128 thousand at June 30, 2023), mainly refers for Euro 156,925 thousand to the "AC Milan" trademark revalued as of June 30, 2022, availing of the option pursuant to Article 110 of Legislative Decree 104/2020, and for Euro 8,890 thousand (Euro 9,219 thousand at June 30, 2023) for the rights to use the television archive of home matches of A.C. Milan ("Milan Library") bought by Gruppo R.A.I. and R.T.I. S.p.A. (Mediaset Group) during 2009 and for Euro 4,407 thousand to concessions and licences (Euro 4,304 thousand at June 30, 2023). The archive is supposed to be self-sustaining over time depending on the matches played by the team from time to time.

The item Assets in progress and advances, which amounted to Euro 1,786 thousand (Euro 668 thousand as of June 30, 2023), mainly related to improvements to the Vismara sports centre and the new Via Dante store.

Player registration rights, of Euro 186,572 thousand (Euro 178,117 thousand at June 30, 2023), also include the costs of direct allocation which are amortised according to the players' contract expiry dates, taking into account any contract extensions agreed before the financial statements are approved. The main changes resulting from investments, disposals and write-downs during the year are detailed in Attachment 2, which is an integral part of the Notes to the Separate Financial Statements of the parent

company A.C. Milan S.p.A.. The main changes for the year, as detailed in the specific table in the attachment, primarily related to new acquisitions of Euro 124,046 thousand, sales and other movements of Euro 37,162 thousand, amortisation of Euro 75,230 thousand and write-downs of Euro 3,199 thousand.

Other intangible assets, amounting to Euro 11,689 thousand (Euro 5,421 thousand on June 30, 2023), relate in particular to the following:

- Euro 4,451 thousand (Euro 4,953 thousand on June 30, 2023), being the incremental costs incurred for the San Siro Stadium in Milan, amortised according to the duration of the agreement with the Municipality of Milan;
- Euro 871 thousand (Euro 1,544 thousand at June 30, 2023) to the investments in the new “Casa Milan” headquarters, which were amortised according to the duration of the rental agreement for the technical and commercial areas;
- Euro 6,367 thousand (not present at June 30, 2023) relating to the acquisition of a 10-year ground lease (Article 952, second paragraph, civil code) for the Vismara sports centre, home to the Milan youth team, owned by the Opera Diocesana per la Preservazione e la Diffusione della Fede. The ground lease includes improvements which are recognised at cost, less the related amortisation calculated on the duration of the ground lease itself.

In relation to intangible fixed assets, amounting to Euro 370,268 thousand at June 30, 2024, it should be noted that write-downs of Euro 3,199 thousand were included under the item Player registration rights deriving from definite sales, which took place in July and August 2024, at a value lower than the residual net book value as of June 30, 2024.

TANGIBLE FIXED ASSETS

This item amounts to Euro 68,212 thousand (Euro 27,539 thousand at June 30, 2023). The breakdown is as follows:

	30.06.2024	30.06.2023	Change
Land and buildings	39.862	15.527	24.335
Plant and machinery	5.896	3.846	2.050
Industrial and commercial equipment	3.654	3.787	-133
Other assets	1,767	1.513	254
Assets in progress and advances	17.033	2.865	14.168
Total	68.212	27.538	40.674

The change in tangible fixed assets is shown in attachment 2, which is an integral part of these Notes.

Land and buildings, amounting to Euro 39,862 thousand (Euro 15,527 thousand at June 30, 2023), relates in particular to the following:

- land surrounding the Milanello Training Centre for Euro 6,934 thousand (Euro 6,934 thousand as of June 30, 2023) owned by the subsidiary Milan Real Estate S.p.A.;
- Milanello Training Centre owned by the subsidiary Milan Real Estate S.p.A. for Euro 9,707 thousand (Euro 9,444 thousand as of June 30, 2023), the change for the period mainly refers to the investments made at the Training Centre net of depreciation for the period;
- Land for Euro 24,100 thousand (not present at June 30, 2023) owned by the subsidiary SportlifeCity srl as indicated in the "Significant events during the year";

Plant and machinery, of Euro 5,896 thousand (Euro 3,846 thousand at June 30, 2023) which mainly relates to facilities at the Milanello Training Centre, owned by the subsidiary Milan Real Estate S.p.A..

Industrial and commercial equipment, of Euro 3,654 thousand (Euro 3,787 thousand at June 30, 2023), including Euro 3,022 thousand (Euro 3,351 thousand at June 30, 2023) of the Parent Company and Euro 632 thousand (Euro 300 thousand at June 30, 2023) of the subsidiary Milan Real Estate S.p.A..

Other tangible assets, of Euro 1,767 thousand (Euro 1,513 thousand at June 30, 2023), which mainly includes electronic office equipment, furniture, office supplies and vehicles owned by the Milan Group.

Assets in progress and advances of Euro 17,033 thousand (Euro 2,865 thousand as of June 30, 2023) mainly refers to the new stadium project pertaining to the Parent Company and the subsidiary Sportlifecity srl.

FINANCIAL FIXED ASSETS

Equity investments

The breakdown of equity investments in subsidiaries, associates and other companies is as follows:

	30.06.2024	30.06.2023	Change
Subsidiaries	104	104	0
Associates	4.374	3.680	694
Other companies	0\572	800\573	-800
Total	4.478	4.584	-106

Details of the changes during the year for financial fixed assets are provided in attachment 3, which is an integral part of these Notes.

Equity investments in subsidiaries

The total for this item, of Euro 104 thousand (unchanged with respect to June 30, 2023) relates to 100% of the share capital of the non-profit Milan Foundation, which was set up in 2003 with the aim of meeting basic individual needs and freedoms, of diffusing a culture of sport as a tool for mental and physical wellbeing, social integration, improving quality of life, and to support and organise charitable projects.

Equity investments in associates

At June 30, 2024, this item amounted to Euro 4,374 thousand (Euro 3,680 at June 30, 2023) and refers to the 50% holding in the company M-I Stadio S.r.l., established with F.C. Internazionale Milano S.p.A. for the technical and commercial management of the San Siro Stadium in Milan. The change compared to the previous year derives from the revaluation of the investment carried out at June 30, 2024 to align the book value to the share pertaining to the shareholders' equity, given the positive result achieved by the associate during the year.

This item also includes the membership by the subsidiary SportLifeCity srl of the Ambito ATP.SS denominato San Francesco Consortium as indicated in the relevant section "Significant events during the year".

Shareholdings in other companies

This item amounted to Euro 0 thousand at June 30, 2024 (Euro 800 thousand at June 30, 2023) and related to the investment held in European Super League Company S.L. ("SL Company"), a company originally incorporated under Spanish law created to create and manage the competition called "Super League".

For any events not described here, please refer to the relevant paragraph in "Significant events during the year".

Long-term receivables

Other receivables

This item is equal to Euro 484 thousand (Euro 468 thousand at June 30, 2023), mainly comprising security deposits.

WORKING CAPITAL

Inventories

Inventories of finished products and goods, equal to Euro 7,516 thousand (Euro 4,258 thousand as of June 30, 2023), refer to Milan branded products of the "Milan Store" and Milan branded products in stock at the company Fanastics Itali Srl (formerly EPI S.r.l.), which manages the e-commerce business as a third party logistics and merchant of records.

	FY 2023/2024	FY 2022/2023	Change
E-Commerce closing inventory	5.558	3.326	2.232
Casa Milan closing inventory	2.878	1,411	1.467
E-Commerce Inventory Write-down Provision	(777)	(391)	(386)
Store Inventory Write-down Provision	(143)	(88)	(55)
Total	7.516	4.258	3,258

The increase in inventories as at June 30, 2024 is mainly attributable to the expansion of E-Commerce sales and the opening of the new store in Via Dante in Milan.

RECEIVABLES

	30.06.2024	30.06.2023	Change
Trade receivables	49.512	50.914	-1.402
Receivables from associates	2.862	1.066	1.796
Tax receivables	1.395	679	716
Deferred tax assets	2.876	7.613	-4.737
Other receivables	9.727	7,903	1.824
Receivables from entities – specific sector	78.388	12.950	65.438
Total	144.760	81.125	63.635

Trade receivables

At the end of the year this item was composed as follows:

	30.06.2024		30.06.2023		Change
	Gross	Write-down provision.	Net value	Net value	
Parent Company A.C. Milan S.p.A.	61.029	-12.068	48.962	34.772	14.190
Milan Entertainment S.r.l.			0	15.999	-15.999
Milan Real Estate S.p.A.	102	-89	13	13	0
SportlifeCity srl	5	0	5	0	5
AC Milan (Shanghai) Sports Development Co. Ltd.	532	0	532	130	402
Total	61.669	-12.157	49.512	50.914	-1.402

Trade receivables include receivables from the core operations of the sale of goods and services by AC Milan Group companies.

It should be noted that the Parent Company's trade receivables increased following the previously described merger between the Parent Company and the companies Milan Entertainment S.r.l. and Casa Milan S.r.l.

The provision for doubtful accounts shown above reflects the value adjustment to the receivables to align them to their estimated realisable value. During the financial year 2023/2024, the allowance for doubtful accounts was subject to an increase of Euro 1,330 thousand as a result of the prudential provision for bad debt risks.

Receivables from subsidiaries, associate, parent companies and companies subject to parent companies' control

Receivables from associates, amounting to Euro 2,862 thousand (Euro 1,066 thousand at June 30, 2023), refer to trade receivables from the associated company MI-Stadio S.r.l. and from the Milan Foundation.

Tax receivables

At end of the year this item was composed as follows:

	30.06.2024	30.06.2023	Change
Due from Treasury for tax consolidation	0	0	0
Due from Treasury for VAT	137		137
Regional business tax (IRAP) receivables	0	149	-149
Other tax receivables	1.258	530	728
Total	1.395	679	716

Within the item VAT receivables, amounting to Euro 137 thousand (Euro 0 thousand as at June 30, 2023), the change was mainly due to the VAT credit requested for reimbursement by the subsidiary SportLifeCity srl.

As of June 30, 2024, IRAP receivables were zero and showed a debt position for IRAP (credit position of Euro 149 thousand as of June 30, 2023).

Other Tax Receivables, which amounted to Euro 1,258 thousand (Euro 530 thousand as of June 30, 2023), mainly included IRES advance payment of Euro 1,083 thousand (Euro 0 thousand as of June 30, 2023).

Deferred tax assets

The amount of Euro 2,876 thousand (Euro 7,613 thousand as of June 30, 2023) refers to the recognition of deferred tax assets on the provisions made to the provision for doubtful accounts for the portion not deductible for tax purposes, of the Milan Store and E-Commerce inventory write-down reserve. The reduction was due to the reclassification of Euro 4,895 thousand in the deferred tax provision for the portion attributable to the trademark.

Prior tax losses amounted to Euro 552 million. The Company has not recognised deferred tax assets on prior losses as there is no reasonable certainty of taxable income in the future.

Other receivables

This item, amounting to Euro 9,727 thousand (Euro 7,903 thousand at June 30, 2023), mainly includes Euro 3,899 thousand (Euro 4,691 thousand at June 30, 2023) for advances paid to suppliers, professionals and employees, and Euro 5,030 thousand (Euro 2,350 thousand at June 30, 2023) for the sale of season tickets for the 2024/2025 season. The relevant monies were received in the month of July 2024.

Receivables from entities – specific sector

Net of amortised cost, this item amounts to Euro 78,388 thousand (Euro 12,950 thousand at June 30, 2023). The amount is due from various football clubs, for payments relating to the current and/or past transfer seasons, and in connection with international trips by teams taking part in the training of players sold by those clubs, in accordance with the F.I.F.A. Solidarity mechanism.

More specifically, they refer, net of amortised cost adjustments of Euro 2,168 thousand:

- Euro 42,275 thousand (not present at June 30, 2023) to receivables from Newcastle United F.C. for the definitive sale of the player Sandro Tonali;
- Euro 2,500 thousand (Euro 5,000 thousand at June 30, 2023) to receivables from Eintracht Frankfurt Fussball AG for the definitive sale of the player Jens Petter Hauge;
- Euro 2,276 thousand (Euro 2,781 thousand at June 30, 2023) to the sell on fee and a performance bonus of the player Lucas Tolentino Coehlo De Lima 'Paquetà';
- Euro 1,200 thousand (Euro 1,600 thousand at June 30, 2023) to receivables from Atalanta Calcio related to the sell on fee of the player Matteo Pessina;
- Euro 674 thousand (Euro 1,108 thousand at June 30, 2023) to receivables from Istanbul Basaksehir FK for the definitive sale of the player Leonardo Campos Duarte da Silva;

- Euro 600 thousand (not present at June 30, 2023) to receivables from Vicenza Calcio for the sell on fee of Desplanches;
- 2,850 thousand (not present at June 30, 2023) to receivables from Fenerbahce for the definitive sale of the player Rade Kronic;
- Euro 1,488 thousand (not present at June 30, 2023) to receivables from Genoa for the definitive sale of the player Junior Messias;
- Euro 24,191 thousand (not present at June 30, 2023) to receivables from Atalanta for the football player Charles De Ketelaere related to the definitive transfer occurred in June 2024 and the residual receivable for the temporary transfer in the 2023/2024 season;
- Euro 1,046 thousand (not present at June 30, 2023) to receivables from AZ Alkmar for the sell on fee related to the player Kerkez;
- Euro 546 thousand (not present at June 30, 2023) to receivables from Besiktas for the definitive sale and accrual of an attendance bonus of the player Rebic;
- Euro 905 thousand (Euro 421 thousand at June 30, 2023) for amounts due from various football clubs under the “solidarity mechanism”.

TOTAL FINANCIAL ASSETS OTHER THAN FIXED ASSETS

Financial assets other securities, amounting to Euro 10,122 thousand (not present at June 30, 2023), refers to the subscription of a policy payable within 5 days.

CASH AND CASH EQUIVALENTS

This item consists of the funds in the restricted and ordinary current accounts, totalling Euro 39,044 thousand (Euro 81,738 thousand at June 30, 2023). It should be noted that there are no restricted amounts at the consolidated balance sheet date.

Cash and valuables on hand amounted to Euro 41 thousand (Euro 45 thousand at June 30, 2023).

Please refer to the Cash Flow Statement, which forms an integral part of these Notes, for a more detailed analysis of liquidity trends.

ACCRUED INCOME AND PREPAYMENTS

At end of the year this item was composed as follows:

	30.06.2024	30.06.2023	Change
Accrued income	617	879	-262
Prepaid expenses:			
- prepaid insurance premiums	1,051	83	968
- prepaid apartment rentals	204	67	137

- prepaid sports fields	713	412	301
- Other prepayments	3.980	5.690	-1.710
Total prepaid expenses	5.948	6.252	-304
Total accruals and deferrals	6.564	7.131	-567

The item Other prepayments, amounting to Euro 3,980 thousand (Euro 5,690 thousand at June 30, 2023), mainly refers for Euro 780 thousand (not present at June 30, 2023) to the Lega Pro contribution for Milan Futuro championship registration, for Euro 322 thousand (not present at June 30, 2023) to the purchase of products for the club's 125th anniversary, for Euro 1,209 thousand (Euro 947 thousand at June 30, 2023) to costs for the men's first team tour in the United States, for Euro 153 thousand (Euro 212 thousand at June 30, 2023) to F24 for interest and accrual surcharge, for Euro 973 thousand (Euro 1,312 thousand at June 30, 2023) to the advance invoicing of clothing and technical sponsor supplies.

NET FINANCIAL POSITION

As a supplement to the reporting of financial payables and financial receivables in the consolidated financial statements, the Net Financial Position of the Milan Group is also provided in this section.

	30.06.2024	30.06.2023	Change
Total financial assets other than fixed assets	10.122	–	10.122
Cash and cash equivalents	39.086	81.783	-42.697
Total financial assets	49.208	81.783	-32.575
Payables to other financial institutions	-98.768	-70.962	-27.806
Total financial liabilities	-98.768	-70.962	-27.806
Net financial position	-49.561	10.821	-60.381

A breakdown of changes in the individual items making up the net financial position is provided in the specific sections of these Notes.

NOTES ON MAIN SHAREHOLDERS' EQUITY AND LIABILITY ITEMS

(in thousands of Euros)

SHAREHOLDERS' EQUITY

The changes in the items of shareholders' equity are provided in attachment 4. Comments are provided on those changes below.

SHARE CAPITAL

The Share capital of the Parent Company at June 30, 2024, amounting to Euro 113,443,200, which was fully subscribed and paid up, consisted of 218,160,000 ordinary shares with a nominal value of Euro 0.52 each.

SHARE PREMIUM RESERVE

At June 30, 2024, the Share premium reserve amounted to Euro 31,020,000 (unchanged compared to June 30, 2023) and relates to the premium paid to cover 170,160,000 shares.

REVALUATION RESERVE

At June 30, 2024, the Revaluation Reserve amounted to Euro 15,278 thousand (Euro 33,156 thousand at June 30, 2023). The reserve was accounted for by the Parent Company in the financial year ended June 30, 2022 following the revaluation of the "AC Milan" trademark carried out by availing itself of the option set forth in Article 110 of DL 104/2020, converted into Law No. 126 of 13/10/2020 as amended. The change from the previous year is determined by the utilisation to cover the loss emerging from the financial statements of the Parent Company as at June 30, 2023 in the amount of Euro 17,879 thousand.

LEGAL RESERVE

The Legal reserve amounted to Euro 124 thousand (unchanged from June 30, 2023) and coincides with that indicated by the Parent Company.

OTHER RESERVES

The item Other reserves, which is positive at Euro 77,837 thousand (- Euro 44,947 thousand at June 30, 2023) includes the capital contributions and/or payments to cover losses already made, and the effects of the consolidation adjustments.

PROFIT (LOSS) CARRIED FORWARD

At June 30, 2024, this item amounted to Euro 45,473 thousand (Euro 51,541 thousand at June 30, 2023). The change from the previous year is determined by the difference between the Parent Company's loss, fully covered through the utilisation of the Revaluation Reserve, and the consolidated result as at June 30, 2023.

PROFIT/(LOSS) FOR THE YEAR

During the 2023/2024 financial year, the result of the Milan Group shows a profit for the period of Euro 4,106 thousand (the consolidated profit for the year ending June 30, 2023 was Euro 6,070 thousand).

PROVISIONS FOR RISKS AND CHARGES

Provisions estimated on the basis of specific losses that are certain or likely are detailed below.

	Balance at 01.07.2023	Allocations	(Uses)	Other changes	Balance at 30.06.2024
Provision for deferred tax liabilities	46.125	0	-1.890	-4.895	39.340
Other provisions for risks and charges	26.480	14.085	-6.779	-6.863	26.923
Total	72.605	14.085	-8.669	-11.758	66.263

Provision for deferred tax liabilities

At June 30, 2024, it amounted to Euro 39,340 thousand (Euro 46,125 thousand at June 30, 2023) and included the deferred tax liabilities recognised in the previous year following the revaluation of the "AC Milan" trademark carried out by the Parent Company at June 30, 2022, availing itself of the option set forth in Article 110 of Legislative Decree 104/2020, converted into Law No. 126 of 13/10/2020 and its subsequent amendments. The change is related to amortisation for the period of the trademark. Among other changes, we report Euro 4,895 thousand mainly related to the difference between the book value and the value recognised for tax purposes of the right to exploit the trademark previously held by Milan Entertainment and merged into the Parent Company following the merger, which became legally effective on August 1, 2023. This value was reclassified from deferred tax assets.

Other provisions for risks and charges

As at June 30, 2024, other provisions for risks and charges amounted to Euro 26,923 thousand (Euro 26,480 thousand as at June 30, 2023). Provisions for the year refer to remuneration for the coach of the men's first team for the 2023/2024 football season and his technical staff for onerous contracts up to the date of consensual termination, for onerous contracts for registered personnel and for reorganisation expenses.

The utilisations for the period refer to transactions concluded with sports and non-sports personnel whose employment contracts were terminated early during the previous season.

The item Other changes mainly includes the release of Euro 7 million in out-of-period income following the confirmation by the CFCB First Chamber that the parent company AC Milan S.p.A. has reached all the objectives set also for the financial year 2023 (and having already reached all the objectives set for the financial year 2022).

Finally, please refer to the sections on "UEFA Settlement Agreement", "Super League" and "Out-of-court claims in respect of alleged copyrights" for more information on the other provisions recorded in previous financial statements.

EMPLOYEE LEAVING ENTITLEMENTS

This item has moved as described in the table below and the balance is fully sufficient to cover contractual and legal obligations

	EMPLOYEE LEAVING ENTITLEMENTS	End of career entitlements	Total
Balance at 01.07.2023	2.083	68	2,151
Provisions	1.791	723	2.514
Uses for employment terminations/ prepayments	-150		-150
Transfers	85		85
Payments		-860	-860
Other changes	-1.430	145	-1.285
Balance at 30.06.2024	2.379	76	2.455

The item Provisions includes revaluation of the pre-existing amount calculated in accordance with legal requirements and the "white semester" amount which represents (solely for the year 2007) the employee leaving entitlements accrued from January 1, 2007 up to the date of selection of allocation to the company supplementary pension fund (closed) or a contractual pension fund (open) or individual pension plan (IPP).

PAYABLES

	30.06.2024	30.06.2023	Change
Payables to other financial institutions	98.768	70.962	27.806
Trade payables	66.959	58.951	8.008
Payables to associates	3.196	3.109	87
Payables to parent companies	76	227	-151
Payables to companies subject to parent companies' control	934	0	934
Tax payables	17.057	22.741	-5.683
Payables to pension funds and social security agencies	1.343	1.888	-545
Payables to third parties	27.779	21.025	6.754
Payables to entities – specific sector	107.945	71.829	36.116
Total	324.058	250.731	73.327

Payables due beyond the next financial year amounted to Euro 134,687 thousand; There were no payables with a remaining duration of more than five years.

Payables to other financial institutions

This amount, of Euro 98,768 thousand (Euro 70,962 thousand at June 30, 2023) relates to amounts payable to factoring companies for advances on future accounts receivable as follows:

- Euro 148 thousand (Euro 32,510 thousand at June 30, 2023) related to the final quarterly interest due at the closing of the line on 27/06/2024. The factoring contract signed with Unicredit Factoring S.p.A., and extinguished in June 2024, was for the sale with recourse to Unicredit Factoring S.p.A. of accrued/matured receivables arising from the commercialisation of audiovisual rights of the Serie A championship for the three-year period 2021-2024;
- Euro 41,163 thousand (Euro 38,452 thousand at June 30, 2023) related to a "confirming" financing line signed with Factorit S.p.A., which provides for the possibility for the Company to request, within the limits of the granted plafond, the payment of maturing debts by the factoring institute, in the name and on behalf of the Company, with repayment of the amounts in instalments over time;
- Euro 32,065 thousand (not present at June 30, 2023) related to a "confirming" financing line underwritten with Banca Ifis, which provides for the possibility for the Company to request, within the limits of the granted plafond, the payment of maturing debts by the factoring institute, in the name and on behalf of the Company, with repayment of the amounts in instalments over time;
- Euro 25,392 thousand (not present as of June 30, 2023) relative to a "committed" financing line until 09/30/2025 entered into with Factorit for the assignment of receivables arising from the Sponsoring and Licensing agreement signed with PUMA International on June 28, 2022 relating to the years 2024-25, 2025-26 and 2026-27.

Trade payables

These are broken down in the table below:

	30.06.2024	30.06.2023	Change
Parent Company A.C. Milan S.p.A.	63.979	44.508	19.472
Milan Entertainment S.r.l.	0	12.345	-12.345
Milan Real Estate S.p.A.	1.787	1.944	-157
Casa Milan S.r.l.	0	4	-4
AC Milan (Shanghai) Sports Development Co. Ltd.	69	22	48
AC Milan (Dubai)	202	0	202
Sportlife City srl	921	130	792
Total	66.959	58.951	8.008

The item Trade payables includes payables of Parent Company AC Milan S.p.A. to football agents for a total of Euro 14,116 thousand (Euro 10,884 thousand at June 30, 2023), of which Euro 6,289 thousand maturing after the following year. In addition to payables to sports agents due beyond the next financial year, a payable to suppliers of Euro 4,200 thousand is also reported.

Payables to subsidiaries, associates and parent companies

Payables to associates, amounting to Euro 3,196 thousand (Euro 3,109 thousand at June 30, 2023), concern M-I Stadio S.r.l., in relation to the coverage of operating costs for the management of the San Siro stadium in Milan, under a contract signed between A.C. Milan, F.C. Internazionale Milano S.p.A. and M-I Stadio S.r.l.

Payables to parent companies, which amounted to Euro 76 thousand (Euro 227 thousand as at June 30, 2023), relate to trade relations with ACM FootballCo Intermediate Coöperatief U.A.

Payables to companies subject to parent companies' control, which amounted to Euro 934 thousand (not present as at June 30, 2023), refer to trade relations with RedBird Development Group LLC.

Tax payables

	30.06.2024	30.06.2023	Change
Payables for current taxes	114	3.757	-3.643
Payable to Treasury for VAT	3.083	1.221	1.861
Payables withholding tax on income from work	13.517	17.762	-4.246
Other tax payables and withholdings	344	1	343
Total	17.057	22.741	-5.684

It should be noted that in the context of Payables for current taxes, the accrued I.R.A.P. liability refers to the IRAP portion recognised as of June 30, 2024.

Payables on withholdings on income from work related to the withholdings made on registered players, employees and freelance workers. The Parent Company benefited from the suspension of contributions and social security payments due in April-June 2020 pursuant to Decree Law 34/2020 and the suspension of payments due in January-February 2022 pursuant to Article 1, paragraphs 36 and 37 of the 2022 Finance Act. The aforesaid payments resumed from 16 September 2020 and from May 2022 according to the instalment plan granted by Decree Law 104/2020 (so-called August Decree). It should also be noted that withholding taxes for the month of December on registered players were not paid pursuant to paragraphs 923 and 924 of Article 1 of Law No. 234/2022 (Budget Law 2022). However, these payments resumed from May 26, 2022. It should also be noted that the withholding taxes of December 2021 and

January/March 2022 on registered players were further accrued in 57 instalments as per the Budget Law 2023. Therefore, it should be noted that, for the implementation of the Budget Law 2023, there are tax payables of Euro 3,536 thousand due beyond the next financial year.

Payables to pension funds and social security agencies

The amount of this item was broken down as follows:

	30.06.2024	30.06.2023	Change
Payables to I.N.P.S.	1.463	1.932	-468
Payables/(Receivables) to/from other pension institutions	-120	-44	-76
Total	1.343	1.888	-545

This item also includes the payables for contributions to supplementary pension funds and/or to the Treasury Fund at the INPS.

Other payables

These consisted of the following:

	30.06.2024	30.06.2023	Change
Payables to registered players and employees	17.742	16.720	1,022
Payables to directors, statutory auditors and the Supervisory Body.	113	94	19
Other payables	9.925	4.211	5.714
Total	27.779	21.025	6.754

Payables to registered players and employees relate in particular to the additional month salaries and bonuses to registered players, which will be duly paid on the established deadlines.

The item Other Payables mainly refers to the payable of the subsidiary SportLifeCity srl amounting to Euro 2,267 thousand to Asio as described in the section "Significant events during the year", to payables for holidays, reduced working hours and additional monthly payments amounting to Euro 2,822 thousand. It should be noted, for the sake of clarity, that the transfer price of the receivables from Asio S.r.l. to SportLifeCity srl was agreed by agreement between the parties in the amount of Euro 5,147,095.70, but the face value of these receivables due from the Municipality of San Donato Milanese (and of which SportLifeCity srl is now a creditor towards the Municipality of San Donato Milanese as a result of the transfer from Asio S.r.l. to the Company of the same) is Euro 13,835,363.86.

Payables to entities – specific sector

These amount, net of the amortised cost, to Euro 107,945 thousand (Euro 71,829 thousand at June 30, 2023) and are composed of payables to the Lega Nazionale Professionisti and payables to foreign and national football clubs.

Payables to the Lega Nazionale Professionisti, of Euro 7,748 thousand (Euro 6,745 thousand of June 30, 2023) are the balance of the 2023/2024 transfer campaign.

Payables to foreign and Italian football clubs, amounting to Euro 105,327 thousand (Euro 66,579 thousand at June 30, 2023), net of amortised cost adjustments of Euro 5,130 thousand, related to:

- Euro 13,000 thousand (not present at June 30, 2023) to the payable to Villarreal Club de Futbol for the definitive purchase of the players rights of Samuel Chukwueze;
- 15,335 thousand (not present at June 30, 2023) to the payable to Valencia FC for the definitive purchase of the players rights of Yunus Musah;
- Euro 14,522 thousand (not present at June 30, 2023) to the payable to Chelsea FC for the definitive purchase of the players rights of Christian Pulisic;
- Euro 12,350 thousand (not present at June 30, 2023) to the payable to AZ Alkmaar for the definitive purchase of the players rights of Tijjani Reijnders;
- Euro 9,500 thousand (not present at June 30, 2023) to the payable to Salzburg for the definitive purchase of the players rights of Noah Okafor;
- Euro 19,000 thousand (Euro 25,500 thousand at June 30, 2023) to the payable to Club Brugge NV for the definitive purchase of the players rights of Charles De Ketelaere;
- Euro 10,667 thousand (Euro 17,543 thousand at June 30, 2023) to the payable to Chelsea Football Club for the definitive purchase of the players rights of Ruben Loftus Cheek;
- Euro 237 thousand (not present as at June 30, 2023) for the payable to If Brommapojkarna for the definitive purchase of the players rights of Nissen Fredric;
- Euro 108 thousand (Euro 216 thousand at June 30, 2023) to the payable to Bodo/Glimt for the sell on fee of the player Hauge Petter;

- Euro 242 thousand (Euro 248 thousand at June 30, 2023) for the debt to the Girondins de Bordeaux club for the performance bonus of the player Adli Yacine;
- Euro 250 thousand (not present at June 30, 2023) to the payable to AS Roma for the performance bonus of the player Florenzi Alessandro;
- Euro 475 thousand (not present at June 30, 2023) to the payable to Club Atletico Platense for the definitive purchase of the players rights of Marco Pellegrino;
- Euro 4,750 thousand (not present at June 30, 2023) to the payable to Real Madrid for the definitive purchase of the players rights of Jimenez Sanchez;
- Euro 4,816 thousand (Euro 5,084 thousand at June 30, 2023) for the payable to various clubs for the fees payable in connection with international transfers to the teams who contributed to the players' training, in accordance with the FIFA solidarity mechanism. Specifically, it stems mainly from the purchase and performance bonuses of players Chukwueze, Pulisic, Loftus-Cheek, Okafor, Reijnders, Musah, Pellegrino, Boakye, Eletu, Lazetic and Vasquez.

ACCRUED EXPENSES AND DEFERRED INCOME

At end of the year this item was composed as follows:

	30.06.2024	30.06.2023	Change
Accrued expenses	0	383	-383
Deferred income:			
deferred broadcasting rights	12.163	13.859	-1.696
deferred season tickets	11.532	14.242	-2.710
Other prepayments	38.684	39.030	-346
Total deferred income	62.379	67.131	-4.752
Total accruals and deferrals	62.379	67.514	-5.135

The item Deferred income, equal to Euro 62,379 thousand (Euro 67,131 thousand on June 30, 2023) includes:

- Euro 12,163 thousand (Euro 13,859 thousand at June 30, 2023) to the advance billing related to the audiovisual rights of the 2024/2025 Serie A championship;
- Euro 11,532 thousand (Euro 14,242 thousand as at June 30, 2023) to advance invoicing for the sales of season tickets valid for the 2024/2025 Serie A Championship matches;

- Euro 25,601 thousand (Euro 26,259 thousand as at June 30, 2023) related to advance billing for sponsorships, promotional/advertising rights and technical material;
- Euro 8,802 thousand (Euro 9,126 thousand at June 30, 2023) relating to royalties from rights to use images of Milan's home games in specific seasons ("Milan Library");
- Euro 2,464 thousand (Euro 2,950 thousand at June 30, 2023) to the advance billing related to the value-based royalty contracts for the period July 1, 2024 - June 30, 2025;
- Euro 1,817 thousand (Euro 695 thousand as at June 30, 2023) related to the advance billing of football schools, Milan junior camp, other archive rights, friendly matches.

COMMITMENTS, RISKS AND POTENTIAL LIABILITIES

COMMITMENTS AND GUARANTEES

Bank guarantees, endorsements and other personal guarantees

These are guarantees issued by banks and/or insurers, totalling Euro 18,899 thousand (Euro 18,336 thousand at June 30, 2023), mainly in favour of:

- Lega Calcio, for the transfer season, for Euro 1,324 thousand (Euro 7,241 thousand at June 30, 2023);
- The Municipality of Milan, for the use of the San Siro Stadium, for Euro 2,581 thousand (Euro 2,379 thousand at June 30, 2023);
- The Municipality of Milan, for "freezing" the rent concession for the use of the San Siro Stadium, for Euro 3,877 thousand (Euro 3,877 thousand at June 30, 2023);
- Fabbrica Immobiliare SGR S.p.A., for Euro 3,200 thousand (unchanged compared to June 30, 2023) for the lease on the "Casa Milan" property;
- FIGC for women's team registration Euro 230 thousand (Euro 80 thousand as at June 30, 2023);
- Opera Diocesana for the Vismara Sports Centre ground rent for Euro 4,800 thousand (not present as at June 30, 2023);
- Italian Revenue Agency, for Euro 2,857 thousand to guarantee the 2022 refund of the VAT credit related to Casa Milan (not present at June 30, 2023)

NOTES ON THE MAIN ITEMS OF THE INCOME STATEMENT

(in thousands of Euros)

Introduction

Before analysing the individual items, we remind you that the comments on the general changes in costs and revenues are provided in the Report on Operations, as required by Article 2428 paragraph 1 civil code. We also remind you that the income statement items have been classified according to the financial statement structure established for professional football clubs, in compliance with the provisions of the Italian football Federation Official Notice no. 58, published on September 5, 2006.

VALUE OF PRODUCTION

The total value of production in the 2023/2024 financial year amounted to Euro 456,940 thousand (Euro 404,530 thousand in the 2022/2023 financial year). The breakdown of this item is shown below.

Revenues from sales and services

The item was composed as follows:

	FY 2023/2024	FY 2022/2023	Change
Match revenues	44.488	55.064	-10.576
Season tickets	19.276	16.183	3.093
Revenues from other competitions	5.585	1.587	3.998
Total	69.349	72.834	-3.485

The change and consequent decline is largely due to the combined effect of the positive results of the season ticket campaign in relation to the Serie A Championship and the reduced number of matches played in European competitions compared to the previous season, when the team reached the semi-finals of the UEFA Champions League.

For more details on the revenue trend, please refer to the Report on Operations.

Changes in inventories

Changes in inventories of finished products and goods, amounting to Euro 3,258 thousand (Euro 3,828 thousand negative in the previous year), refer to Milan branded items in stock as of June 30, 2024 relating to the "Milan Store" opened at "Casa Milan" as well as to inventories at the company Fanatics Italy Srl (formerly EPI S.r.l.), which as of July 1, 2022 manages the e-commerce business as a third party logistics and merchant of records.

It should be noted that a provision for inventory obsolescence was prudently set aside for products from previous and current seasons that remained unsold.

Other revenues and income

This income consisted of:

	FY 2023/2024	FY 2022/2023	Change
Contributions from other bodies	109	119	-11
Sponsorship revenues	90.529	80.783	9.746
Commercial revenues and royalties	52.919	46.511	6.408
Income from the sale of broadcasting rights	152.324	174.907	-22.583
miscellaneous income	9.335	7.519	1.816
Revenues from player loans	4.164	82	4.082
gains from the sale of player registration rights	44.899	268	44.631
Other income from player management	3.471	6.243	-2.772
Other income and revenues	26.584	11.435	15.149
Total	384.334	327.868	56.466

Sponsorship revenues, of Euro 90,529 thousand (Euro 80,783 thousand in 2022/2023) mainly relate to the following:

- Euro 19,000 thousand (Euro 16,200 thousand in the 2022/2023 financial year) in fees paid by the Official Sponsor Emirates;
- Euro 25,168 thousand (Euro 14,565 thousand in the 2022/2023 financial year) for amounts paid by the Technical Sponsor Puma International Sports Marketing B.V. for the purchase of the right to place their branding on the Parent Company's official kit;
- Euro 46,212 thousand (Euro 49,374 thousand in the 2022/2023 financial year) to revenues from the sale of multi-product promotional/advertising packages to commercial partners, among which the most significant are Associated Foreign Exchange Ireland L.t.d., Banco B.P.M. S.p.A., Goat & Partners L.t.d., HDR Global Trading L.t.d., ISG Interregional Sport Group L.t.d., Konami Digital Entertainment Co L.t.d., MSC Cruises SA, Kumho Tire Co. Inc., Snaitech S.p.A., Socios Technologies AG, Sorare S.a.s., Tianyu Technology Inc. and We Fox Italy S.r.l.. It should be recalled that the management of the multi-product promotional-advertising packages was entrusted to Milan Entertainment S.r.l. until the previous season;

- Euro 148 thousand (Euro 644 thousand in the 2022/2023 financial year) to fees from events organised at the Casa Milan headquarters.

Commercial revenues and royalties, which amounted to Euro 52,919 thousand (Euro 46,511 thousand in the 2022/2023 financial year), mainly refer to:

- E-Commerce commercial revenues, equal to Euro 14,465 thousand (Euro 14,157 thousand in the 2022/2023 financial year) are relative to on-line sales of Milan-branded products and sponsor companies, which the company Fanatics Italy S.r.l. (formerly EPI S.r.l.), as of July 1, 2022, manages as third-party logistics and merchant of record.
- Other commercial revenues, amounting to Euro 5,890 thousand (Euro 6,037 thousand in the 2022/2023 financial year) refer to income deriving from commercial activities at the "Casa Milan" registered office, concerning a space dedicated to the sale of Milan-branded products and sponsor companies (Milan Store) and a museum space open to the public (Mondo Milan), as well as the commercial activity opened on July 18, 2023 at the Milan Malpensa airport.
- Royalties, amounting to Euro 12,402 thousand (Euro 11,165 thousand in the 2022/2023 financial year) mainly refer to revenues deriving from merchandising and licensing activities and in particular to the contract with Puma International Sports Marketing B.V., 3R Sport S.r.l., Electronic Arts. Inc., Fanatics Italy S.r.l., Matchwornshirt B.V., New Era, Qingdao Longvision Global International Inc., Socios Technologies AG., Sportbaer Trading and Merchandising GmbH.
- Revenues from stadium management, amounting to Euro 12,976 thousand (Euro 7,998 thousand in the 2022/2023 financial year), mainly derive from the invoicing of certain categories of season tickets (boxes, "Sky Box" and "Sky Lounge"), inclusive of various commercial services, for the home matches played by the Milan first team at the San Siro stadium in Milan. It is recalled how the management of corporate packages was entrusted to Milan Entertainment S.r.l. until the previous season.

Income from the sale of broadcasting rights, of Euro 152,324 thousand (Euro 174,907 thousand in the 2022/2023 financial year):

- Euro 98,180 thousand (Euro 87,024 thousand in the 2022/2023 financial year), deriving from the centralised licensing of audiovisual rights for the 2023/2024 season of the various packages assigned to broadcasters, including, in particular, CBS Broadcasting Inc., Dazn L.t.d., Infront Sport & Media A.G., Perform Content L.t.d. and Sky Italia S.r.l.. The positive change is mainly related to the better placing obtained in the Serie A championship;
- Euro 54,143 thousand (Euro 87,882 thousand in the 2022/2023 financial year) relating to the amount paid to the Parent Company as a result of the trading and utilisation of television and radio broadcasting rights for participation in the UEFA Champions League - 2023/2024 edition and UEFA Europa League - 2023/2024 edition. The decrease compared to the previous year is mainly due to the lower number of matches played in UEFA competitions, as well as a lower fee received for Europa League matches compared to the Champions League.

The item Miscellaneous income, equal to Euro 9,335 thousand (Euro 7,519 thousand in the 2022/2023 financial year), includes Euro 6,442 thousand (Euro 6,337 thousand in the 2022/2023 financial year) for the fees resulting from granting rights to use images of the A.C. Milan home matches for specific football seasons (the "*Milan Library*").

Revenues from player loans, amounting to Euro 4,164 thousand (Euro 82 thousand in the 2022/2023 financial year), relate to the following players loaned out by the Parent Company:

Player	Selling club	Amount
Devis Vasquez Llach	Sheffield Wednesday	189
Alexis Saelemaekers	Bologna	500
Charles De Keteleare	Atalanta BC	3,000
Rade Krunic	Fenerbahce	475
Total		4.164

Gains from the sale of player registration rights, realised in the year 2023/2024, are listed below with details of the name of the player and the selling club:

Player	Selling club	Net carrying amount (*)	Sale amount	Gain
Tonali Sandro	Newcastle	10.460	58.900	48.440
Rade Krunic	Fenerbahce	1.492	2.375	883
Michele Casali	Cagliari Calcio	-	10	10
Anghileri	Como Calcio	-	5	5
Tonali amortised cost		-		- 4.439
Gains				44.899

(*) Net of the effect of the implementation of the "amortised cost" method as provided for by Article 2426, paragraph 1, no. 8 of the Italian Civil Code.

Other income from player management, of Euro 3,471 thousand (Euro 6,243 thousand in the 2022/2023 financial year) relates to:

- Euro 1,520 thousand (not present in the 2022/2023 financial year) sell on fee paid by AZ Alkmaar on the resale of the player Milos Kerkez;
- Euro 600 thousand (not present in the 2022/2023 financial year) sell on fee paid by Vicenza Calcio for the resale of the player Sebastiano Desplanches;
- Euro 873 thousand (not present in the 2022/2023 financial year) clearing house recognised on the sale of the player Sandro Tonali;
- Euro 223 thousand (Euro 214 thousand in the 2022/2023 financial year) to the variable consideration paid by Olympique Lyonnais for the football player Lucas Paquetà reaching the contractual targets;

- Euro 120 thousand (Euro 120 thousand in the 2022/2023 financial year) to the variable compensation paid by Istanbul Basaksehir for the football player Leonardo Campos Duarte Da Silva reaching the contractual target;
- Euro 135 thousand (Euro 505 thousand in the 2022/2023 financial year) for the solidarity contribution paid by various clubs for the transfer of certain players who played for Milan aged between 12 and 23.

The item "Other income and revenues", amounting to Euro 26,584 thousand (Euro 11,435 thousand in the 2022/2023 financial year), included Euro 6,779 thousand (Euro 1,770 thousand in the 2022/2023 financial year) for the utilisation, for various reasons, of the provision for future charges accrued in previous years' financial statements, and Euro 12,988 thousand (Euro 5,462 thousand in the 2022/2023 financial year) for contingent assets and other residual revenues and income. The increase in the item contingent assets is attributable to the release of the provision for risks following the CFCB's announcement regarding the exceeding of the financial targets envisaged in the settlement agreement with UEFA until the financial year 2023 (see, for more details on the settlement agreement, in the section Significant events of the financial year - UEFA Settlement Agreement). This item also includes Euro 4,286 thousand (Euro 1,752 thousand in the 2022/2023 financial year) in fees arising from the invoicing to the associated company M-I Stadio S.r.l. for the use of some indoor and outdoor spaces of the San Siro Stadium in Milan, Euro 831 thousand (Euro 1,121 thousand in the 2022/2023 financial year) for insurance reimbursements resulting from injuries suffered by A.C. Milan first team players and Euro 486 thousand (Euro 383 thousand in the 2022/2023 financial year) of income for sundry recharges.

Costs of production

Costs of production in the 2023/2024 financial year amounted to Euro 443,746 thousand (Euro 389,599 thousand in the 2022/2023 financial year). The breakdown of this item is shown below.

Costs for the purchase of consumables and goods

Costs for the purchase of consumables and goods, amounting to Euro 19,672 thousand (Euro 19,741 thousand in the 2022/2023 financial year), essentially refer to costs incurred by the Parent Company and for the purchase of products related to the "Milan Store" shop opened at "Casa Milan" and for products destined for e-commerce, costs for sportswear for training, official kits supplied by the Technical Sponsor.

Cost for services

Were broken down as follows:

	FY 2023/2024	FY 2022/2023	Change
General costs for sporting activities	34.546	35.824	-1.278
Consultancies and collaborations	17.855	13.444	4.411
Advertising and promotion	7.439	6.612	827

Insurance	804	942	-137
Fees to company bodies	4.577	4.027	550
Administrative and general expenses	7.355	7.275	80
Canteen and catering services	1.709	1.455	254
Maintenance and repair	2.510	2,184	326
Transport, storage and travel expenses	3.426	2.950	476
Other costs for services	10.914	10.699	215
Total	91.138	85.412	5.725

General costs for sporting activities include expenses incurred mainly by the Parent Company, of which:

- Euro 16,439 thousand (Euro 20,345 thousand in the 2022/2023 financial year) mainly composed of consultancy and technical-sports collaborations for Euro 5,358 thousand (Euro 13,215 thousand in the 2022/2023 financial year), sports agent and auxiliary costs for the Transfer Campaign for Euro 9,463 thousand (Euro 5,447 thousand in the 2022/2023 financial year), the increase of which is mainly related to the effects of the 2023/2024 Transfer Campaign, and by costs for monitoring players for Euro 1,618 thousand (Euro 1,683 thousand in the 2022/2023 financial year);
- Euro 4,698 thousand (Euro 4,583 thousand in the 2022/2023 financial year), relate to the expenses incurred for health and schooling assistance and for training and camp sessions of the first team and the youth sector;
- Euro 2,241 thousand (Euro 1,999 thousand in the 2022/2023 financial year) for remuneration to medical and healthcare personnel and other related expenses;
- Euro 9,208 thousand (Euro 6,276 thousand in the 2022/2023 financial year) for expenses incurred for away games of the first team and the minor teams;
- Euro 1,959 thousand (Euro 2,622 thousand in the 2022/2023 financial year), relates to the premiums paid to insure the players of the first team and youth sector, and have increased as a result of further insurance items being included in the cover.

Consultancies and collaborations, of Euro 17,855 thousand (Euro 13,444 thousand in the 2022/2023 financial year) includes the amounts payable for legal and notarial fees, administration, fiscal and management, commercial, communications, technical and other costs, and commission paid to third parties.

Advertising expenses, which amounted to Euro 7,439 thousand (Euro 6,612 thousand in the 2022/2023 financial year), mainly included posters and other advertising expenses.

Emoluments to company bodies, of Euro 4,577 thousand (Euro 4,027 thousand in the 2022/2023 financial year), includes fees payable to the directors, the statutory auditors and the Supervisory Control Body for their services to the Milan Group.

Administrative, general expenses and utilities, amounting to Euro 7,355 thousand (Euro 7,275 thousand in the 2022/2023 financial year), consists of the costs incurred by the Milan Group primarily for

insurance and information technology services, for utilities, and for surveillance and cleaning costs.

The item Transport, storage amounting to Euro 3,426 thousand (Euro 2,950 thousand in the financial year 2022/2023), includes costs incurred for the new e-commerce business and the increase is mainly due to these new transport costs.

Other costs for services, amounting to Euro 10,914 thousand (Euro 10,699 thousand in the 2022/2023 financial year), mainly consisted of:

- Euro 4,550 thousand (unchanged with respect to the 2022/2023 financial year) relates to the costs of providing technical and maintenance services at the San Siro stadium, commercial and administration services charged by M-I Stadio S.r.l., under a specific agreement;
- Euro 1,247 thousand (Euro 1,212 thousand in the 2022/2023 financial year), for the costs of audiovisual production and distribution for the Serie A Championship and 2022/2023 edition of the Tim Cup, charged by Lega Nazionale Professionisti Serie A;
- Euro 3,524 thousand (Euro 3,375 thousand in the 2022/2023 financial year) for production costs of content and the distribution of the signal related to Milan TV thematic channel, which increased due to the in-housing of production activities for Serie A matches and the related integrations required by national and international broadcasters.

Cost of services and use of leased assets

The item was composed as follows:

	FY 2023/2024	FY 2022/2023	Change
Rental expenses	10.427	9.521	906
Rentals and other hires	4.263	4.803	-539
Total	14.690	14.324	366

Rental expenses, amounting to Euro 10,427 thousand (Euro 9,521 thousand in the 2022/2023 financial year), consisted of:

- costs of Euro 5,509 thousand (Euro 5,170 thousand in the 2022/2023 financial year) resulting from the use of the San Siro Stadium in Milan under the agreement reached with the Municipality of Milan involving the joint management of the stadium together with F.C. Internazionale Milano S.p.A. from July 1, 2000 up to June 30, 2030, of which Euro 2,573 thousand (Euro 2,222 thousand in the 2022/2023 financial year) will be subsequently deducted from the rental payments upon completion of the modernisation work carried out each year on the San Siro Stadium in Milan;
- Euro 4,918 thousand (Euro 4,351 thousand in the 2022/2023 financial year) broken down as follows: Euro 4,036 thousand (Euro 3,752 thousand in the 2022/2023 financial year) from the lease expenses, including transaction costs, of the new “Casa Milan” premises; Euro 300 thousand (not present in the 2022/2023 financial year) from the leasing costs of the offices of the subsidiary AC Milan Management Middle East ; and Euro 556 thousand (Euro 576 thousand in the 2022/2023 financial year) from property rentals and service charges that the Parent Company A.C. Milan S.p.A. makes available to players and certain Milan Group employees, and costs for renting the new store located in Malpensa;

Rentals and other hires, of Euro 4,263 thousand (Euro 4,803 thousand in the 2022/2023 financial year), refer mainly to the leasing of vehicles and equipment for corporate use. The increase is mainly due to transport costs related to the new E-Commerce business.

Personnel costs

Personnel costs were broken down as follows:

	FY 2023/2024			FY 2022/2023		
	Registered players	Other employees	Total	Registered players	Other employees	Total
Wages and salaries	152.874	20.606	173.480	143.372	18.594	161.967
Social security charges	6.739	5.422	12.161	4.458	4.786	9.244
End of career entitlements/Employee leaving entitlements	1.130	1.384	2.514	1.054	1.313	2.367
Other costs	8	356	364	116	305	421
Total	160.750	27.768	188.518	149.000	24.998	173.998

Details of the average numbers of personnel (both registered and employees) employed by the Milan Group in 2023/2024 are provided below:

	FY 2023/2024	FY 2022/2023	Change
Players	84,00	82,83	1
Team managers/other technicians	188,92	179,92	9
Directors	17,17	19,42	-2
Journalists	7,00	7,00	0
Office workers and middle managers	223,42	194,75	29
Workers	0,58	3,00	-2
Total	521,09	486,92	34

Amortisation, depreciation and write-downs

	FY 2023/2024	FY 2022/2023	Change
Amortisation of Intangible fixed assets	86.960	62.819	24.141
Depreciation of tangible fixed assets	2.237	1,867	370
other write-downs of fixed assets	3.199	4.263	-1.064

Write-down of receivables included in working capital and in cash and cash equivalents	1.330	2.316	-986
Total	93,726	71.265	22.461

The details of the amortisation and depreciation of the intangible and tangible fixed assets are provided in the attached statements of changes.

The item Other write-downs of fixed assets, equal to Euro 3,199 thousand (Euro 4,263 thousand in the 2022/2023 financial year), relates to the write-down of the Player registration rights of some players, due to the effect of losses of some players in August 2024.

The item Write-down of receivables included in working capital and in cash and cash equivalents, amounting to Euro 1,330 thousand (Euro 2,316 thousand in the 2022/2023 financial year), refers to the allocation made to the provision for doubtful trade receivables.

Provisions for risks

This item amounted to Euro 14,085 thousand (Euro 6,293 thousand in the financial year 2022/2023) and included provisions for future charges related to sports and non-sports personnel.

Sundry management expenses

Sundry management expenses consisted of:

	FY 2023/2024	FY 2022/2023	Change
Various match organisation expenses	10.701	9.358	1.343
Match subscription taxes	23	10	13
Costs for acquisition of player services on loan	0	3.947	-3.947
Losses from the sale of multi-year player registration rights	551	42	510
other expenses from player management	4.312	149	4.163
Other management expenses	6.331	5.060	1,271
Total	21.919	18.566	3.352

Other match organisation costs, of Euro 10,701 thousand (Euro 9,358 thousand during 2022/2023), mainly relate to the costs of managing the corporate seating, Sky Boxes and Sky Lounges, and the stewarding, ticketing and customer services at San Siro during home matches for the season 2023/2024.

The increase is substantially due to the increase in catering costs for Euro 582 thousand and Euro 463 thousand for stewarding and reception services during the men's first team home matches at the S. Siro stadium.

Losses from the sale of multi-year player registration rights, equal to Euro 551 thousand (Euro 42 thousand in the 2022/2023 financial year), realised during the 2023/2024 financial year, concern the following players:

Player	Selling club	Net book value	Sale amount	Capital loss
Charles De Ketelaere	Atalanta BC	22.824	22.691	- 133
Emil Roback	termination	418	-	- 418
Total		23.242	22.691	- 551

Other expenses from player management, amounting to Euro 4,312 thousand (Euro 149 thousand in the 2022/2023 financial year) mainly includes the sell on fee paid to Brescia Calcio in relation to the sale to Newcastle of the player Sandro Tonali for Euro 4,278 thousand.

Other management expenses, amounting to Euro 6,331 thousand (Euro 5,060 thousand in the 2022/2023 financial year) include the contributions to the Lega Nazionale Professionisti and other entities, fines and other penalties for matches, charitable donations, contingent liabilities, and other indirect tax expenses, as well as recharges made to players and third parties for the amounts due.

FINANCIAL INCOME AND (EXPENSES)

Financial income and expenses show expenses of Euro 798 thousand (expenses of Euro 3,015 thousand in the 2022/2023 financial year) and were broken down as follows:

	FY 2023/2024	FY 2022/2023	Change
Bank interest income	0	0	0
Interest on other receivables	11.133	2,151	8.982
Total financial income	11.133	2,151	8.982
Interest expense on other debt	-5.660	-3.520	-2.140
Interest payable to parent companies	0	0	0
Interest expense on other debt	-136	-25	-111
Other interest and financial charges	-5.822	-1.622	-4.201
Total financial expenses	-11.619	-5.167	-6.451
Exchange rate gains	37	86	-49
Exchange rate losses	-348	-84	-264
Total exchange rate gains (losses)	-312	2	-314
Total	-798	-3.015	2.217

The item Interest on other receivables includes the positive effect of Euro 10,795 thousand (Euro 2,151 thousand in the 2022/2023 financial year), from the adoption of the amortised cost criterion on receivables from the player transfer campaign.

The item Other interest and financial charges includes Euro 925 thousand (Euro 568 thousand in the 2022/2023 financial year) being the commission payable on guarantees issued by banks and/or insurers, mainly used as partial coverage for the player transfer season, and Euro 4,894 thousand (Euro 1,053 thousand in the 2022/2023 financial year), arising from the application of the amortised cost criterion on receivables from the football player transfer campaign.

VALUE ADJUSTMENTS OF FINANCIAL ASSETS

Write-backs

The amount of Euro 672 thousand refers to the revaluation to align the book value of the investment in the associate M-I Stadio S.r.l. to the corresponding portion of the company's shareholders' equity resulting from the financial statements at June 30, 2024.

Write-downs

Euro 800 million refers to the write-down of the investment in the European Super League Company.

INCOME TAXES FOR THE YEAR

Current taxes

	FY 2023/2024	FY 2022/2023	Change
IRAP (regional business tax)	-7.982	-7.695	-287
previous years' taxes	-1.875	0	-1.875
Taxes on consolidation	-346	-2	-344
Total	-10.203	-7.697	-2.506

Deferred tax assets and liabilities

The item Deferred tax assets and liabilities, amounting to a positive Euro 2,041 thousand (Euro 229 thousand in the 2022/2023 financial year), mainly refers to the combined effect of the release of prepaid taxes on consolidation adjustments, mainly related to the reversal of transactions involving intercompany capital gains, and the release of deferred taxes following the start of the amortisation process of the trademark revalued in the previous year.

Remuneration of the Directors, Statutory Auditors and the Supervisory and Control Body and the Independent Auditors

Details are provided below of the remuneration for the 2023/2024 financial year due to the Directors, Statutory Auditors and the Supervisory and Control Body and the Independent Auditors for the positions held in the Company and in its subsidiaries.

	A.C. Milan S.p.A.	Milan Real Estate S.p.A.	SportlifeCity srl
Board of Directors	4.335	20	29
Board of Statutory Auditors	73	31	26
Supervisory and control body	38	20	0
Independent auditors	130	11	0
Total	4.576	71	55

Related party disclosures

Attachment 7 shows the financial and economic relations with related parties in the financial year ended June 30, 2024 and in the previous year.

Consolidated Result for the Period

In the financial year 2023/2024, a profit for the period of Euro 4,106 thousand was recorded (profit of Euro 6,070 thousand in the financial year 2022/2023).

Milan, 26 September 2024

for the **Board of Directors of AC Milan S.p.A.**
The Chief Executive Officer
Giorgio Furlani

ATTACHMENTS



ATTACHMENTS

These attachments contain additional information to that reported in the Notes, of which they are an integral part.

This information is contained in the following attachments:

- statement of changes in intangible fixed assets;
- statement of changes in tangible fixed assets;
- statement of changes in equity investments;
- statement of changes in shareholders' equity;
- segment breakdown;
- reconciliation between the A.C. Milan S.p.A. and the Consolidated shareholders' equity and profit or loss;
- related-party transactions statement;
- list of equity investments in subsidiaries, associates and others.

ATTACHMENTS

Attachment 1

Statement of changes in intangible assets

(in thousands of Euros)

Historical cost	30.06.2023	Investments	(Disinvestments)	Other changes	(Amortisation)	(Write-downs) / Write-backs	Scope of consolidation	30.06.2024
Start-up and expansion costs	—	—	—	—	—	—	—	—
Industrial patent rights and use of intellectual property	—	—	—	—	—	—	—	—
Concessions, licences, trademarks and similar rights	230.193	1.024	—	166	—	—	—	231.383
Goodwill and consolidation difference	—	—	—	—	—	—	—	—
Assets in progress and advances	668	2.014	(9)	(887)	—	—	—	1.786
Player registration rights	336.239	124.046	(78.119)	—	—	—	—	382.166
Other intangible fixed assets	28.753	7.399	—	502	—	—	—	36.654
Total	595.853	134.483	(78.128)	(219)	—	—	—	651.989

Accumulated Depreciation and Provision for Doubtful Accounts	30.06.2023	Investments	(Disinvestments)	Other changes	(Amortisation)	(Write-downs) / Write-backs	Scope of consolidation	30.06.2024
Start-up and expansion costs	—	—	—	—	—	—	—	—
Industrial patent rights and use of intellectual property	—	—	—	—	—	—	—	—
Concessions, licences, trademarks and similar rights	(51.065)	—	—	—	(10.097)	—	—	(61.162)
Goodwill and consolidation difference	—	—	—	—	—	—	—	—
Player registration rights	(158.122)	—	40.957	—	(75.230)	(3.199)	—	(195.594)
Other intangible fixed assets	(23.332)	—	—	—	(1.633)	—	—	(24.965)
Total	(232.519)	—	40.957	—	(86.960)	(3.199)	—	(281.721)

Net value	30.06.2023	Investments	(Disinvestments)	Other changes	(Amortisation)	(Write-downs) / Write-backs	Scope of consolidation	30.06.2024
Start-up and expansion costs	—	—	—	—	—	—	—	—
Industrial patent rights and use of intellectual property	—	—	—	—	—	—	—	—
Concessions, licences, trademarks and similar rights	179.128	1.024	—	166	(10.097)	—	—	170.221
Goodwill and consolidation difference	—	—	—	—	—	—	—	—
Assets in progress and advances	668	2.014	(9)	(887)	—	—	—	1.786
Player registration rights	178.117	124.046	(37.162)	—	(75.230)	(3.199)	—	186.572
Other intangible fixed assets	5.421	7.399	—	502	(1.633)	—	—	11.689
Total	363.333	134.483	(37.171)	(219)	(86.960)	(3.199)	—	370.269

Attachment 2

Statement of changes in tangible fixed assets

(in thousands of Euros)

Historical cost	30.06.2023	Investments	(Disinvestments)	Other changes	(Amortisation)	(Write-downs) / Write-backs	Scope of consolidation	30.06.2024
Land and buildings	18.410	24.571	—	32	—	—	—	42.981
Plant and machinery	7.723	728	—	2.035	—	—	—	10.486
Industrial and commercial equipment	8.924	777	—	—	—	—	—	9.701
Other tangible assets	5.288	462	—	137	—	—	—	5.887
Tangible assets in progress	2.865	16.185	(32)	(1.985)	—	—	—	17.033
Total	41.747	42.723	(32)	219	—	—	—	86.088

Accumulated Depreciation and Provision for Doubtful Accounts	30.06.2023	Investments	(Disinvestments)	Other changes	(Amortisation)	(Write-downs) / Write-backs	Scope of consolidation	30.06.2024
Land and buildings	(2.883)	—	—	—	(268)	—	—	(3.151)
Plant and machinery	(3.876)	—	—	—	(714)	—	—	(4.590)
Industrial and commercial equipment	(5.137)	—	—	—	(910)	—	—	(6.047)
Other tangible assets	(3.775)	—	—	—	(345)	—	—	(4.120)
Total	(17.130)	—	—	—	(2.237)	—	—	(17.908)

Net value	30.06.2023	Investments	(Disinvestments)	Other changes	(Amortisation)	(Write-downs) / Write-backs	Scope of consolidation	30.06.2024
Land and buildings	15.527	24.571	—	32	(268)	—	—	39.862
Plant and machinery	3.847	728	—	2.035	(714)	—	—	5.896
Industrial and commercial equipment	3.787	777	—	—	(910)	—	—	3.654
Other tangible assets	1.513	462	—	137	(345)	—	—	1.767
Tangible assets in progress	2.865	16.185	(32)	(1.985)	—	—	—	17.033
Total	27.539	42.723	(32)	219	(2.237)	—	—	68.213

Attachment 3

Statement of changes in equity investments

(in thousands of Euros)

Historical cost	01.07.2023	Investments	(Disinvestments)	Other changes	(Write-downs) / Write-backs	Scope of consolidation	30.06.2024
Subsidiaries:							
- measured using the equity method	—	—	—	—	—	—	—
- measured using the cost method	104	—	—	—	—	—	104
Associates:							
- measured using the equity method	3.680	—	—	—	—	—	3.680
- measured using the cost method	—	—	—	—	—	—	—
Other companies:							
- measured using the equity method	2.000	—	—	—	—	—	2.000
A	—	—	—	—	—	—	—
A	5.769	—	—	—	—	—	5.784

Write-down provision	01.07.2023	Investments	(Disinvestments)	Other changes	(Write-downs) / Write-backs	Scope of consolidation	30.06.2024
Subsidiaries:							
- measured using the equity method	—	—	—	—	—	—	—
- measured using the cost method	—	—	—	—	—	—	—
Associates:							
- measured using the equity method	—	—	—	—	694	—	672
- measured using the cost method	—	—	—	—	—	—	—
Other companies:							
- measured using the equity method	(1.200)	(800)	—	—	—	—	(2.000)
- measured using the cost method	—	—	—	—	—	—	—
Total	(1.200)	(800)	—	—	694	—	(1.328)

Net value	01.07.2023	Investments	(Disinvestments)	Other changes	(Write-downs) / Write-backs	Scope of consolidation	30.06.2024
Subsidiaries:							
- measured using the equity method	—	—	—	—	—	—	—
- measured using the cost method	104	—	—	—	—	—	104
Associates:							
- measured using the equity method	3.680	—	—	—	694	—	4.374
- measured using the cost method	—	—	—	—	—	—	—
Other companies:							
- measured using the equity method	800	(800)	—	—	—	—	—
- measured using the cost method	—	—	—	—	—	—	—
Total	4.584	(800)	—	—	694	—	4.478

Attachment 4

Statement of changes in shareholders' equity

(in thousands of Euros)

	Share Capital	Share premium reserve	Write-backs reserve	Legal reserve	Statutory Reserves	Other reserves	Profit (loss) carried forward	Profit/(loss) for the year	Total Shareholders' Equity
Shareholders' Equity at 30/06/2022	113.443	31.020	125.454	124	—	5.028	(77.302)	(66.537)	131.230
Appropriation of profit for the year 2021/2022	0	0	-92.298	0	0	-	25.761	66.537	—
Increases in share capital	0	0	0	0	0	-	0	0	—
Capital contributions and/or contributions to cover losses	0	0	0	0	0	40.000	0	0	40.000
Covering of losses	0	0	0	0	0	0	0	0	—
Other changes	0	0	-	0	0	81	—	0	(81)
Result for the period	0	0	0	0	0	0	0	6.070	6.432
Shareholders' Equity at 30.06.2023	113.443	31.020	33.156	124	—	44.947	(51.541)	6.070	177.219
Appropriation of profit for the year 2022/2023	0	0	(17.879)	0	0	17.879	6.070	(6.070)	—
Increases in share capital	0	0	0	0	0	0	0	0	—
Capital contributions and/or contributions to cover losses	0	0	0	0	0	15.000	0	0	15.000
Covering of losses	0	0	0	0	0	0	0	0	—
Other changes	0	0	1	0	0	11	-2	0	10
Result for the period	0	0	0	0	0	0	0	4.106	4.106
Shareholders' Equity at 30.06.2024	113.443	31.020	15.278	124	—	77.837	(45.473)	4.106	196.335

Attachment 5

Segment breakdown

(in thousands of Euros)

Balance Sheet	A.C. Milan S.p.A.	Milan Real Estate S.p.A.	AC Milan (Shanghai) Sports Development Co. Ltd.	Sportlife City srl	AC Milan Management Middle East	Adjustments	Milan Group Consolidated
Assets							
Receivables from shareholders	—	—	0	0	0	—	0
Fixed assets:							
- intangible	367.361	—	—	—	—	2.907	370.268
- tangible	14.585	28.918	—	32.039	6	(7.336)	68.212
- financial	18.038	—	—	22	—	(13.582)	4.478
Other long-term receivables	254	49	—	—	181	—	484
Total fixed assets	400.238	28.967	0	32.061	187	(18.011)	443.442
Working capital:							
- inventories	7.516	—	—	—	—	—	7.516
- receivables	144.352	8.985	556	364	258	(9.756)	144.759
- current financial assets	67.553	—	—	4.635	—	(62.066)	10.122
- cash and cash equivalents	38.150	170	319	447	—	—	39.086
Total working capital	257.571	9.156	875	5.446	258	(71.822)	201.484
Accruals and deferrals	6.094	237	47	4	194	(11)	6.565
Total assets	663.903	38.359	922	37.511	638	(89.843)	651.490
Shareholders' Equity and Liabilities							
Shareholders' Equity:							
- share capital	113.443	5.000	200	10	50	(5.260)	113.443
- reserves	148.958	7.399	2	584	0	(32.686)	124.258
- profit/(loss) carried forward	(66.725)	1.539	471	0	0	19.242	(45.473)
- profit/(loss) for the period	5.091	7	104	(441)	(1.346)	692	4.106
Shareholders' Equity	200.767	13.946	777	153	(1.296)	(18.011)	196.335
Capital and reserves of minority shareholders	—	—	0	0	0	0,0	0
Total Shareholders' Equity	200.767	13.946	777	153	(1.296)	(18.011)	196.335
Provisions for risks and charges	66.263	0	0	0	0	0	66.264
Employee leaving entitlements	2.397	35	0	0	22	—	2.454
Payables	332.100	24.366	145	37.356	1.912	(71.822)	324.058
Accruals and deferrals	62.375	13	0	2	0	(11)	62.379
Total liabilities and shareholders' equity	663.903	38.359	922	37.511	639	(89.844)	651.490

Attachment 5

Segment breakdown

(in thousands of Euros)

Income Statement	A.C. Milan S.p.A.	Milan Real Estate S.p.A.	AC Milan (Shanghai) Sports Development Co. Ltd.	Sportlife City srl	AC Milan Management Middle East	Adjustments	Milan Group Consolidated
Value of production:							
- Revenues from sales and services	69.349	—	—	—	—	—	69.349
- changes in inventories of finished products, work in progress, increases in fixed assets for internal use	3.258	—	—	—	—	—	3.258
- Other revenues and income	384.636	8.632	835	306	164	(10.240)	384.333
Total value of production	457.243	8.632	835	306	164	(10.240)	456.940
Costs of production:							
- for raw materials, ancillary materials, consumables and goods	19.517	151	0	—	4	—	19.672
- for services	94.226	5.404	524	750	162	(9.928)	91.138
- of use of leased assets	14.308	100	26	—	307	(51)	14.690
- for personnel	187.284	278	86	—	870	—	188.518
- amortisation, depreciation and write-downs	92.761	945	87	—	2	(69)	93.726
- changes in inventories	—	—	—	—	—	—	—
- provisions and other operating expenses	35.503	419	1	163	177	(261)	36.003
Total costs of production	443.599	7.297	725	913	1.522	(10.308)	443.747
Difference between value and costs of production	13.644	1.335	111	(607)	(1.358)	68	13.193
Financial Income and (Expenses)	112	(939)	(2)	70	12	(51)	(798)
Adjustments in value of financial assets	(800)	—	—	—	—	675	(125)
Result before tax	12.956	396	109	(538)	(1.346)	692	12.269
Income taxes for the period	(7.865)	(389)	(5)	97	—	—	(8.163)
(Profit) loss of minority shareholders	—	—	—	—	—	—	—
Group profit / (loss)	5.091	7	104	(441)	(1.346)	692	4.106

ATTACHMENTS

Attachment 6

Reconciliation between the A.C. Milan S.p.A. and the Consolidated shareholders' equity and profit or loss for the period

(in thousands of Euros)

	30.06.2024		30.06.2023	
	Shareholders' Equity	Group Profit (Loss)	Shareholders' Equity	Group Profit (Loss)
Balance of statutory financial statements A.C. Milan S.p.A.	200.767	5.091	159.623	(17.879)
Surpluses in shareholders' equity including profit/loss for the period, compared to book value of the equity investments	(20)	(1.676)	43.578	38.454
Elimination of infragroup profits and losses	(4.412)	691	(25.982)	(14.505)
Other consolidation adjustments				
Balance of consolidated financial statements	196.335	4.106	177.219	6.070

Attachment 7

Related-party transactions

(in thousands of Euros)

Counterparty	Trade receivables and Other	Financial Receivables	Trade payables and Other	Financial Payables	Value of production	Costs of production	Financial Income (Expenses)
ACM FootballCo Intermediate Cooperatief U.A.	-	-	76	-	-	226	-
Total parent companies	-	-	76	-	-	226	-
Redbird Development Group LLC			934			934	
Art&Science Partners Inc	-	-	-	-	-	153	
Total companies subject to parent companies' control	-	-	934	-	-	1,087	-
Fondazione Milan Onlus	108	-	101	-	107	410	-
Total subsidiaries	108	-	101	-	107	410	-
M-I Stadio S.r.l.	2.786	-	3.095	-	4.331	5.185	-
Total associates	2.786	-	3.095	-	4.331	5.185	-
Total associates	-	-	-	-	-	-	-
European Super League Company S.L.(*)	-	-	-	-	-	-	-
Zelus Analytics Inc (**)	-	-	140	-	-	1.595	-
RB (DIFC) Management Ltd	161	-	-	-	161	-	-
Cassinari & Partners Holding D'Investimento S.r.l.			514			426	
Total Other companies	161	-	654	-	161	2,021	-
Total	3,055	-	4,860	-	4,599	8,929	-

(*) It should be noted that the Company was incorporated on 17 April 2021 and as of the date of these consolidated financial statements, information relating to its Balance Sheet (in particular Shareholders' Equity and Share Capital) and Income Statement was not available.

(**) It should be noted that the disclosure in the statement of related parties of the relationship that the Parent Company A.C. Milan has with Zelus Analytics, Inc. is made for maximum transparency and scrupulousness, given the existence of interests of the RedBird group in the aforesaid company, although the possibility of Zelus Analytics, Inc. being included in the definition of "related parties", in accordance with the applicable accounting standards, is to be excluded

Attachment 8**List of equity investments in subsidiaries, associates and others**

(*)	Name	Location	Currency	Share capital (in thousands of Euros)	% Ownership held by the Group
-----	------	----------	----------	---------------------------------------	-------------------------------

Companies consolidated using the line-by-line method**Parent Company**

	A.C. Milan S.p.A.	Milan	Euro	113.443	—
A	Milan Real Estate S.p.A.	Carnago (VA)	Euro	5.000	100,00
A	AC Milan (Shanghai) Sports Development Co. Ltd.	Shanghai (PRC)	Euro	200	100,00
A	Sportlife City S.r.l.	Milan	Euro	10	100,00
A	AC Milan Management Middle East	Dubai	Euro	50	100,00

Companies consolidated using the equity method

B	M-I Stadio S.r.l.	Milan	Euro	1.000	50,00
C	European Super League Company (**)	Madrid	Euro	2.000	9,09

Companies consolidated using the cost method

A	- Fondazione Milan - Onlus	Milan	Euro	104	100,00
A	Ambito AT.SS denominato San Francesco Consortium	Milan	Euro	-	100,00

KEY:

- (*) A=> subsidiaries
 B=> associates
 C=> others

(**) *It should be noted that the Company was incorporated on 17 April 2021 and as of the date of these consolidated financial statements, information relating to its Balance Sheet (in particular Shareholders' Equity and Share Capital) and Income Statement was not available.*

INDEPENDENT AUDITOR'S REPORT





Deloitte & Touche S.p.A.
Via Santa Sofia, 28
20122 Milano
Italia

Tel: +39 02 83322111
Fax: +39 02 83322112
www.deloitte.it

INDEPENDENT AUDITOR'S REPORT
PURSUANT TO ARTICLE 14 OF LEGISLATIVE DECREE No. 39 OF JANUARY 27, 2010

To the Shareholders of
A.C. Milan S.p.A.

REPORT ON THE AUDIT OF THE CONSOLIDATED FINANCIAL STATEMENTS

Opinion

We have audited the consolidated financial statements of A.C. Milan S.p.A. and its subsidiaries (the "Group"), which comprise the consolidated balance sheet as of 30 June 2024, the consolidated statement of income and statement of cash flows for the year then ended and the explanatory notes.

In our opinion, the accompanying consolidated financial statements give a true and fair view of the consolidated financial position of the Group as of 30 June 2024, and of its consolidated financial performance and its consolidated cash flows for the year then ended in accordance with the Italian law governing financial statements.

Basis for Opinion

We conducted our audit in accordance with International Standards on Auditing (ISA Italia). Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Consolidated Financial Statements* section of our report. We are independent of A.C. Milan S.p.A. and its subsidiaries (the "Group") in accordance with the ethical requirements applicable under Italian law to the audit of the financial statements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Emphasis of matter

We draw attention to the disclosure provided by Directors in the Management Report on Operation as well as in the Note "Going Concern" of the Explanatory Notes to the consolidated financial statements, which disclose the consideration and the evaluation carried out by them to support the going concern assumptions for the preparation of the consolidated financial statements as of June 30, 2024.

Our opinion is not qualified in relation to this aspect.

Responsibilities of the Directors and the Board of Statutory Auditors for the Consolidated Financial Statements

The Directors are responsible for the preparation of the consolidated financial statements that give a true and fair view in accordance the Italian law governing financial statements and, within the terms established by law, for such internal control as the Directors determine is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

Ancona Bari Bergamo Bologna Brescia Cagliari Firenze Genova Milano Napoli Padova Parma Roma Torino Treviso Udine Verona

Sede Legale: Via Santa Sofia, 28 - 20122 Milano | Capitale Sociale: Euro 10.328.220,00 i.v.

Codice Fiscale/Registro delle Imprese di Milano Monza Brianza Lodi n. 03049560166 - R.E.A. n. MI-1720239 | Partita IVA: IT 03049560166

Il nome Deloitte si riferisce a una o più delle seguenti entità: Deloitte Touche Tohmatsu Limited, una società inglese a responsabilità limitata ("DTTL"), le member firm aderenti al suo network e le entità a esse correlate. DTTL e ciascuna delle sue member firm sono entità giuridicamente separate e indipendenti tra loro. DTTL (denominata anche "Deloitte Global") non fornisce servizi ai clienti. Si invita a leggere l'informativa completa relativa alla descrizione della struttura legale di Deloitte Touche Tohmatsu Limited e delle sue member firm all'indirizzo www.deloitte.com/about.

© Deloitte & Touche S.p.A.



In preparing the consolidated financial statements, the Directors are responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless they have identified the existence of the conditions for the liquidation of the Company or the termination of the business or have no realistic alternatives to such choices.

The Board of Statutory Auditors is responsible for overseeing, within the terms established by law, the Group's financial reporting process.

Auditor's Responsibilities for the Audit of the Consolidated Financial Statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance; however, it is not a guarantee that an audit conducted in accordance with International Standards on Auditing (ISA Italia) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

As part of an audit in accordance with International Standards on Auditing (ISA Italia), we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Directors.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.



- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

We communicate with those charged with governance, identified at an appropriate level as required by ISA Italia, regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

REPORT ON OTHER LEGAL AND REGULATORY REQUIREMENTS

Opinion pursuant to art. 14, paragraph 2 (e), of Legislative Decree 39/10

The Directors of A.C. Milan S.p.A. are responsible for the preparation of the report on operations of Milan Group as of 30 June 2024, including its consistency with the related consolidated financial statements and its compliance with the law.

We have carried out the procedures set forth in the Auditing Standard (SA Italia) n. 720B in order to express an opinion on the consistency of the report on operations with the consolidated financial statements of Milan Group as of 30 June 2024 and on its compliance with the law, as well as to make a statement about any material misstatement.

In our opinion, the report on operations is consistent with the consolidated financial statements of Milan Group as of 30 June 2024 and is prepared in accordance with the law.

With reference to the statement referred to in art. 14, paragraph 2 (e), of Legislative Decree 39/10, made on the basis of the knowledge and understanding of the entity and of the related context acquired during the audit, we have nothing to report.

DELOITTE & TOUCHE S.p.A.

Signed by
Riccardo Raffo
Partner

Milan, Italy
October 9, 2024

This independent auditor's report has been translated into the English language solely for the convenience of international readers. Accordingly, only the original text in Italian language is authoritative.

REPORT ON OPERATIONS



A.C. MILAN S.p.A.

Registered office: Via Aldo Rossi no. 8, Milan

Secondary offices: Carnago (VA), Via Milanello no. 25 –
Milan, Via dei Missaglia no. 17 – Rho (MI), Via dei Fontanili no. 61/63

Share Capital: Euro 113,443,200.00 fully subscribed and paid
comprising 218,160,000 shares, each with a nominal value of Euro 0.52.

Tax ID and Milan, Monza and Brianza e Lodi Companies' Registry Registration No: 01073200154

**BOARD OF DIRECTORS' REPORT ON OPERATIONS
AT JUNE 30, 2024**

Sports results

The 2023/2024 football season ended with the AC Milan S.p.A. (the "Company") men's first team reaching second place in the Italian Serie A championship and the quarter-finals of the Italian Cup while, as far as European competitions are concerned, it ended with the team reaching the quarter-finals of the UEFA Europa League, a competition to which it had been admitted following its third place in the eliminatory round of the UEFA Champions League, with the consequent failure to pass the eliminatory stage.

On May 10, 2024, the UEFA First Instance Licensing Committee, having examined the documentation produced by AC Milan S.p.A. within the scope of the UEFA Licence granting process for the 2024/2025 football season, decided to grant the Licence on the basis of the requirements provided for by the UEFA Licence Manual.

On June 10, 2024, Co.Vi.So.C./F.I.G.C., having examined the documentation produced by AC Milan S.p.A., found that the Company met the requirements for obtaining the National License for the purpose of admission to the 2024/2025 professional championship, as per Title I) of Official Communication no. 140/A of 21 December 2023.

Sales and purchases of player rights

The transactions concluded during the 2023/2024 Transfer Campaign resulted in a net increase in invested capital of Euro 8.4 million, deriving from additions of Euro 124 million, disposals of Euro 37.2 million (net book value of the rights sold) and write-downs of Euro 3.2 million. Depreciation and amortisation for the period amounted to Euro 75.2 million (as detailed in Attachment 2 to the Notes).

Profit on disposal of player registration rights amounted to Euro 44.9 million (net of amortised cost), while loss on disposal amounted to Euro 0.05 million.

Regarding the transactions concluded during July and August of the 2023/2024 Transfer Campaign, they included among others, the purchases of the player rights of Samuel Chukwueze, Yunus Musah, Christian Pulisic, Tijjani Reijnders, Noah Okafor, Marco Pellegrino, Ruben Loftus Cheek, Luka Jovic and Luka Romero. As far as the disposals are concerned, the definitive sales of the player rights of Sandro Tonali (Newcastle) and Ante Rebic (Besiktas) and the temporary sales of Devis Vasquez (Sheffield Wednesday) and Charles De Ketelaere (Atalanta BC) were made.

As far as the transactions concerning the transfer of players rights completed in the winter session of the 2023/2024 Transfer Campaign are concerned, we report the definitive purchase of the players rights of Filippo Terracciano and the return to the team of Matteo Gabbia (on loan to Villareal), the definitive sales of the players rights of Rade Krunic and Junior Messias (respectively to Fenerbahce and Genoa) and the temporary sales of players rights of Marco Pellegrino (to Salernitana) and Luka Romero (to Ud Almeria). We also report that there was only one mutual termination agreement with the player Joof Roback in the winter session of the 2023/2024 Transfer Campaign.

In June 2024, the definitive sale of the players rights of Charles De Ketelaere to Atalanta BC and the definitive purchase of the players rights of Sanchez Jimenez from Real Madrid were finalised.

Renewals of player contracts

During 2023/2024, ten contract renewals took place in relation to the players rights of the Milan first team.

Terminations of player contracts

During the month of January 2024, the existing employment contract with the player Joof Roback was consensually terminated, the economic effect of which has already been recognised in the half-yearly financial statements at 31 December 2023.

Season Ticket Campaign

The 2023/2024 season ticket campaign reached 39,747 championship season tickets (38,554 season tickets for the 2022/2023 season).

The average number of spectators for the 2023/2024 financial year for home championship matches was 72,008 (71,880 spectators in the 2022/2023 season).

Business performance**Net income/(loss) for the period**

The net result for the 2023/2024 financial year shows a profit of Euro 5,091 million, an improvement of Euro 22,970 million compared to the loss of the 2022/2023 financial year, equal to Euro 17.879 million.

This change benefits from the efficiencies related to the rationalisation and simplification of the corporate structure of the Milan group following the merger by incorporation of AC Milan Entertainment S.r.l. and Casa Milan S.r.l. into AC Milan S.p.A. with legal effect from August 1st, 2023 and backdated accounting and fiscal effects – as allowed by Article 2504-bis, paragraph 3 of the Italian Civil Code and Article 172, paragraph 9 of Presidential Decree No. 917 of December 22, 1986 – to July 1st, 2023

The change in the net result for the 2023/2024 financial year compared to the previous year derives mainly from lower revenues from matches for Euro 1.1 million attributable to lower income related to Milan's participation in European competitions (in the 2022/2023 season, reaching the semi-final of the UEFA Champions League led to a higher number of matches played in international competitions), lower audiovisual revenues for Euro 22.6 million mainly related to European competitions, higher costs for services for Euro 7.6 million, higher personnel costs for Euro 23.6 million and higher amortisation and depreciation costs for Euro 32.2 million mainly related to the effects of the 2023/2024 transfer campaign, which led to an increase in the value of players' registration rights and wages, higher player management expenses for Euro 4.2 million, and higher provisions for risks for Euro 7.8 million.

These negative changes were more than offset by higher income from player management for Euro 45.9 million deriving mainly from the capital gain realised in the summer football market session with the sale of the player Sandro Tonali, higher income from sponsorships for Euro 58.9 million deriving mainly from the increase in the contractual value

of two main Sponsors, higher commercial income and royalties for Euro 43.7 million mainly attributable to activities such as e-commerce, merchandising, corporate seats, etc. which have been incorporated into the Company following the merger of Milan Entertainment S.r.l., by higher revenues and other income for Euro 15.6 million mainly due to the increase in the utilisation of the provision for risks for Euro 5.7 million and by higher contingent assets for Euro 6.8 million mainly due to the release of the provision for risks relative to the settlement agreement with UEFA (for further information on the UEFA settlement, please refer to the following paragraph Potential Liabilities and Other Information - UEFA Settlement Agreement).

Value of production

The value of production for 2023/2024 amounted to Euro 457.2 million, an increase of 45.9% compared to the Euro 313.4 million for the previous year, as follows:

	2023/2024		2022/2023		Change
	Value	%	Value	%	
Audiovisual and media income	152.3	33.3%	174.9	55.8%	- 22.6
Income from matches	69.3	15.2%	70.5	22.5%	- 1.1
Finished goods inventories	3.3	0.7%	-	0.0%	3.3
Revenues from players' registration rights	52.5	11.5%	6.6	2.1%	45.9
Sponsorship revenues	90.5	19.8%	31.6	10.1%	58.9
Commercial revenues and royalties	52.9	11.6%	9.2	2.9%	43.7
Other revenues and income	36.3	7.9%	20.6	6.6%	15.7
Total	457.2	100.0%	313.4	100.0%	143.8

Revenues from the sale of audiovisual and media rights amounting to Euro 152.3 million (-12.9% compared to the 2022/2023 financial year), decreased mainly due to the playing of a lower number of matches in European competitions compared to the previous season in which the team reached the semi-finals of the UEFA Champions League.

Match day revenues amounted to Euro 69.3 million (-1.6% compared to 2022/2023). The change derives mainly from lower revenues related to matches played in European competitions.

Inventories of finished products amounted to Euro 3.3 million (not present at June 30, 2023), refer to the E-commerce and store activity and were generated following the merger by incorporation of Milan Entertainment S.r.l. into A.C. Milan S.p.A..

Revenues from players' registration rights amounted to Euro 52.5 million, increased by Euro 45.9 million compared to the 2022/2023 financial year as a result of the capital gain realised in the summer trading session with the sale of the player Sandro Tonali to Newcastle and by higher revenues from the temporary transfer of players' registration rights (Euro +4.0 million), partially offset by lower miscellaneous income from player management (Euro -2.8 million).

Income from sponsorships and commercial and from royalties amounted to a total of Euro 90.5 million and increased by Euro 58.9 million compared to the 2022/2023 financial year, mainly due to the direct management of the Milan trademark by the Company following the reorganisation that affected the group during the financial year through the aforementioned merger.

Other revenues and income amounted to Euro 36.3 million (Euro 20.6 million in the 2022/2023 financial year) and refer for Euro 6.8 million (Euro 1.1 million in the 2022/2023 financial year) to the utilisation, for various reasons, of the provision for risks for future charges allocated in the financial statements closed in previous financial years and for Euro 10.4 million (Euro 3.6 million in the 2022/2023 financial year) to contingent assets mainly due to the release of the provision for risks related to the settlement agreement with UEFA (for further information on the UEFA settlement please refer to the following paragraph Potential Liabilities and Other Information - UEFA Settlement Agreement). Also included in this item are Euro 6.4 million (Euro 6.3 million in the first half of 2022/2023) for the fees resulting from granting rights to use images of the A.C. Milan home matches for specific football seasons (the "Milan Library").

Costs of production

Costs of production for the 2023/2024 financial year amounted to Euro 443.6 million, an increase of Euro 101.2 million (+ 28%) compared to Euro 342.4 million for the 2022/2023 financial year, and refer to the following items:

	2023/2024		2022/2023		Change
	Value	%	Value	%	
Cost of personnel	187.3	42.7%	163.7	47.8%	23.6
Amortisation, depreciation and write-downs	92.8	21.2%	60.5	17.7%	32.2
Cost of services and use of leased assets	108.5	24.8%	99.8	29.1%	8.8
Expenses from management of player registration rights	4.9	1.1%	4.1	1.2%	0.7
Cost of purchasing raw materials and goods	19.5	4.5%	3.2	0.9%	16.3
Other costs and charges	30.6	6.9%	11.1	3.2%	19.5
Total	443.6	100.0%	342.4	100.0%	101.2

Personnel costs amounted to Euro 187.3 million, showing an overall increase of 14.4% (Euro +23.6 million compared to the 2022/2023 financial year) due to a higher cost of the squad for Euro 9.5 million and higher costs for wages and salaries to employees for Euro 8.6 million as a result of the increase in the workforce following the corporate reorganisation with the merger by incorporation of Milan Entertainment S.r.l.

Amortisation, depreciation and write-downs amounted to Euro 92.8 million and increased by Euro 32.2 million (53.3% compared to 2022/2023), mainly due to higher amortisation of players' registration rights for Euro 24.4 million, as a consequence of the 2023/2024 transfer campaign, higher amortisation of trademarks for Euro 7.0 million following the merger transaction described above, lower write-downs of the registration rights of some players, due to the loss-making sales in the course of the 2023/2024 transfer campaign for Euro 1.1 million.

Cost of services and use of leased assets amounted to Euro 108.5 million, showing a net increase of Euro 8.8 million (+8.9% compared to the 2022/2023 financial year), mainly due to higher consulting costs (Euro +6.7 million), travel and transfer expenses (Euro +3.0 million), and lower sundry expenses (Euro -2.0 million).

Expenses from management of player registration rights amounted to Euro 4.9 million and increased by Euro 0.7 million compared to the 2022/2023 financial year, mainly due to the sell on fee related to the sale of the player Sandro Tonali. This increase is partially offset by a decrease of Euro 3.9 million compared to the financial year 2022/2023 due to the lack of costs for temporary purchases of players.

Costs of raw materials and goods were equal to Euro 19.5 million the increase of Euro 16.3 million compared to the previous year, is related to the direct management of the sale of Milan-branded products by the company following the corporate reorganisation described.

Other costs and charges amounted to Euro 30.6 million (Euro 11.1 million in the previous financial year) and mainly include Euro 14.1 million (Euro 6.3 million in the previous financial year) of provisions for future charges relative to sports and non-sporting personnel, Euro 2.3 million (Euro 1.4 million in the 2022/2023 financial year) relative to contingent liabilities, Euro 1.5 million for Lega Nazionale Professionisti Serie A contributions (Euro 1.7 million in the 2022/2023 financial year), Euro 10.7 million (Euro 0.3 million in the 2022/2023 financial year) relative to costs connected to the organisation of matches.

Financial Income and Expenses

Financial income and expenses showed a positive balance of Euro 0.1 million (Euro -5.2 million compared to the balance for the 2022/2023 financial year). It should be noted that the dividends received in the 2023/2024 financial year amount to Euro 50 thousand (Euro 13.9 million in the 2022/2023 financial year) following the corporate reorganisation described.

Adjustments in value of financial assets

Amounted to Euro 0.8 million (Euro 0.2 million in the financial year 2022/2023) in connection with the write-down of the investment in the European Super League Company SL.

Income taxes for the year

The balance of taxes, amounting to a negative Euro 7.9 million (a positive Euro 6.0 million in the 2022/2023 financial year), mainly includes current taxes for Euro 7.9 million (Euro 5.9 million in the 2022/2023 financial year) for the allocation of charges for regional business tax (IRAP) and IRES, (corporate income tax) and for Euro 1.8 million (not present in the 2022/2023 financial year) for tax charges from previous years, as well as tax income from tax consolidated arising from the adjustment of relations exclusively within the sub-consolidation area of the Milan Group for Euro 131 thousand (Euro 11.9 million in the 2022/2023 financial year).

Furthermore, it should be noted that the balance of deferred and prepaid taxes amounted to Euro 2.0 million (Euro 36 thousand in the 2022/2023 financial year) as of June 30, 2024.

Player registration rights

On June 30, 2024, player registration rights totalled Euro 186.6 million compared to Euro 178.1 million at June 30, 2023.

The net increase of Euro 8.4 million derives from the investments (Euro +124 million) and net disinvestments (Euro -37.1 million), amortisation for the year (Euro -75.2 million) and write-downs of player registration rights in the period (Euro -3.2 million).

For details of the players involved in these movements, please see the attachments section of the Notes.

Shareholders' Equity

Shareholders' Equity as of June 30, 2024 was positive at Euro 200.8 million, up from the balance of Euro 159.6 million as of June 30, 2023, as a result of the payments on account of future share capital increase made during the year for a total of Euro 15 million by the majority shareholder ACM Bidco B.V. and the profit for the year of Euro 5.1 million.

At June 30, 2024, the company's Shareholders' Equity was made up of the share capital, fully subscribed and paid, of Euro 113,443,200.00, comprising 218,160,000 shares, each with a nominal value of Euro 0.52, the share premium reserve of Euro 31,020,000.00, fully

subscribed and paid; the legal reserve of Euro 123,889.55; the Revaluation reserve - Law Decree 104/2020 (profit reserve) for Euro 15,277,587, recognised during the 2021/2022 financial year following the revaluation of the "AC Milan" trademark carried out by availing of the option set forth in Article 110 of Law Decree 104/2020, converted into Law No. 126 of 13/10/2020 and its subsequent amendments, from payments for future share capital increase for Euro 60 million, from the merger reserve for Euro 42,537,031, and from losses carried forward for Euro 66,725,058.

For more details about the accounting revaluation during the financial year, please see the Notes to the financial statements.

Net Financial Position

At June 30, 2024, the Net Financial Position of the Company presented net debt equal to Euro 33.1 million, an improvement (Euro 170.1 million) on the figure of the 2022/2023 financial year (Euro -203.1 million). This significant change is related to the merger transaction carried out during the period; In this regard, it should be noted that Euro 216.9 million at the end of the previous year referred to financial liabilities to subsidiaries for centralised management of the Group treasury.

For more details about the composition and movements in net financial position, please see the Notes to the financial statements.

Relationships with subsidiaries, associates and parent companies

It should be noted that the Company was not subject to management and coordination activities by the parent company ACM BidCo B.V. during the financial year.

With regard to the main relationships in place with subsidiaries, associates and parent companies:

- the company has an agreement in place with the subsidiary Milan Real Estate S.p.A. regarding the use of the Milanello Training Centre and a number of rental units, which also includes maintenance services, for an annual fee of Euro 8.3 million, net of any adjustments and ISTAT revaluation;

- the Company has a contract with its subsidiary Milan Real Estate S.p.A. for the provision of a series of management services, including general logistics services, personnel management and administration services, administrative, tax and insurance services, financial and treasury services, management control and internal audit services, corporate services, legal, compliance and security services, and IT services, the annual fee for which amounts to Euro 1.5 million plus VAT; this contract, which is of annual duration, is tacitly renewed from year to year under the same conditions unless terminated by either party;
- the Company has in place with the subsidiary Fondazione Milan Onlus a contract for the provision of services under which the Company renders to Milan Real Estate S.p.A.: (i) logistics and general services, (ii) personnel administration services, (iii) administrative, tax and insurance services, (iv) financial and treasury services, (v) corporate services, (vi) legal, compliance and security services, and (vii) IT (information technology) services. This contract is for one year and is tacitly renewed unless terminated by either party; provides for an annual fee of Euro 57 thousand plus ISTAT revaluation;
- the Company has a contract with the subsidiary AC Milan (Shanghai) Sports Development Co. Ltd. for the development of commercial activities under the Milan brand in the Asian market, including the planning and organisation of sports events and the sale of sports material and merchandising in Asia against royalties to be paid to the subsidiary following the execution of the specific agreement;
- the Company has in place, jointly with F.C. Internazionale S.p.A., a contract with the company M-I Stadio S.r.l. concerning the invoicing for the use of some internal and external spaces at the San Siro Stadium in Milan, under which the annual fee payable

to the licensees is Euro 1.5 million (plus any adjustments) in addition to an adjustment of Euro 2.8 million;

- In June 2023, the Company granted the subsidiary SportLifeCity srl a non-interest-bearing shareholders' loan of Euro 3 million with bullet repayment on June 26, 2026 and subsequently, in January 2024, granted a further non-interest-bearing shareholders' loan of Euro 31.5 million with bullet repayment on January 25, 2027; Euro 32,158 must be deducted from the above amounts, used by SportLifeCity srl, in agreement with the Company, to cover losses and recorded in the financial statements as of June 30, 2023 and Euro 500 thousand whose use in December 2023 has already been authorised by the Company to cover losses;
- The company has a joint contract with F.C. Internazionale S.p.A., with M-I Stadio S.r.l. relating to operating costs to manage the San Siro Stadium, under which the annual fee payable by the licensees is Euro 9.1 million (plus any adjustments);
- The company has an intercompany correspondence account with subsidiaries, which is regulated at arm's-length conditions;
- The Company has sub-lease contracts in place with the subsidiary Milan Real Estate S.p.A. and with the Milan Onlus Foundation for certain premises of the building known as 'Casa Milan' located in Milan, Via Aldo Rossi 8, respectively for Euro 47 thousand plus ISTAT revaluation and Euro 44 thousand plus ISTAT revaluation;
- The Company has a service agreement with its subsidiary Sportlifecity srl under which the Company renders to Sportlifecity srl: (i) logistics and general services, (ii) administrative, tax and insurance services, (iii) financial and treasury services, (iv) management control services, (v) corporate services, (vi) legal, compliance and security services and (vii) IT (information technology) services. This contract is for one year and

is tacitly renewed unless terminated by either party; provides for an annual fee of Euro 120 thousand;

- The Company has in place with ACM FootballCo Intermediate Coöperatief U.A. a consultancy service agreement under which ACM FootballCo Intermediate Coöperatief U.A. has undertaken to provide AC Milan S.p.A. with certain consultancy services better detailed in the agreement to be provided upon request of the Company. The services are rendered at prices to be agreed between the parties and in any case on an arm's length basis;
- The Company received in June 2023 from the parent company ACM Bidco B.V. a payment on account of a future capital increase (to be resolved by June 30, 2026) in the amount of Euro 40 million and, in June 2024, a further payment on account of a future capital increase (to be resolved by September 30, 2027) in the amount of Euro 15 million; in both cases the payments were made in order to provide the Company with the necessary funds to cover the costs directly or indirectly related to the new stadium project
- With effect from January 1st, 2017 the parent company A.C. Milan S.p.A. exercised the option to join the tax consolidation scheme (Articles 117-129 of Presidential Decree 917/86), as the consolidating entity, jointly with Milan Real Estate S.p.A. and SportLifeCity srl consolidated companies.

Details of all other intercompany relationships and the changes in equity investments.

as well as related-party transactions, are provided in the summary tables in the Notes.

Potential liabilities and other information

Super League

On April 17, 2021, A.C. Milan S.p.A. and eleven other clubs (hereinafter, the "Founding Clubs") formalised an agreement (hereinafter, the "Original Agreement") for the creation, subject to the fulfilment of certain conditions precedent, of a twenty-team European competition called the "Super League" (hereinafter, the "SL") in which the first men's team of AC Milan S.p.A. would take part on a permanent basis as a founding club.

On April 18, 2021, AC Milan S.p.A., together with eight other Founding Clubs, became a member, through the subscription of a share issue and payment of an amount of Euro 200 thousand, of the European Super League Company S.L. (hereinafter, the "SL Company"), i.e. the company incorporated under Spanish law set up for the purpose of creating and managing the proposed SL. Subsequently, as provided for in the agreements between the Founding Clubs, AC Milan S.p.A. made a further payment to Shareholders' Equity of the SL Company of Euro 1.8 million.

Following the public announcement of the planned creation of the SL, UEFA and other sports bodies affiliated to them expressed their opposition to the creation of the SL and publicly announced the adoption of disciplinary sanctions against the Founding Clubs.

Following the announcement of termination, as provided for in the Original Agreement, of the SL project and the Original Agreement itself, AC Milan S.p.A. (together with certain other Founding Clubs) reached an amicable settlement with UEFA an amicable settlement of the matter (hereinafter, the "UEFA Agreement") and in this context AC Milan S.p.A. has undertaken certain commitments towards UEFA including that of paying UEFA. Foundation For Children, together with the other clubs signatory to the UEFA Agreement, a total amount of Euro 15 million, divided among the various clubs pro rata, within 12 months of the signing of the UEFA Agreement. On the basis of the UEFA Agreement, AC Milan S.p.A. has also agreed that UEFA, in the first UEFA competition to which AC Milan S.p.A. has qualified (it being understood that the first useful season for this purpose would be the 2023/2024 season), shall retain 5% of the revenues due to AC Milan S.p.A. in relation to that season. The relevant provision has been recognised in accounts.

Following the achievement of the UEFA Agreement, AC Milan S.p.A. has learned from public sources that the Commercial Court of Madrid, in the context of a case pending before that Court, has issued a provisional measure ordering UEFA, inter alia, to render ineffective certain obligations undertaken towards it by the clubs signatory to the UEFA Agreement.

In a media statement dated September 27, 2021, UEFA informed the clubs that are signatories to the UEFA Agreement that it would not request payment of any of the amounts specified in the UEFA Agreement as long as the proceedings in the Madrid Commercial Court were pending.

AC Milan S.p.A. has also learned, again from public sources, that the Court of Madrid has referred to the Court of Justice of the European Union the decision on the conformity with Community law of certain aspects of the functioning of UEFA and FIFA.

Again from public sources, A.C. Milan S.p.A. has also learned that on April 20, 2022 the Court of Madrid revoked the provisional measures previously taken on April 20, 2021 by the same Court of Madrid against UEFA.

On December 21, 2023, the Grand Chamber of the Court of Justice of the European Union rendered its decision on the question referred for a preliminary ruling by the General Court of Madrid.

On June 27, 2024, the Secretary of the Board of Directors of the European Super League Company S.L. wrote to its shareholders (thus including A.C. Milan S.p.A.) to send: (i) a copy of the order of the Provincial Court of Madrid (Audiencia Provincial de Madrid) of January 30, 2023 annulling the judgment of the Court of Madrid of April 20, 2022 that had revoked the provisional measures issued against UEFA and FIFA; (ii) a copy of the Judgment of the European Court of Justice dated December 31, 2023 and (iii) a copy of the Judgment rendered by the Commercial Court of Madrid (Juzgado de lo Mercantil de Madrid) on May 24, 2024 by which the aforementioned Court rendered judgment in the case of the European Super League Company establishing that UEFA and FIFA had infringed European competition law and ordering UEFA and FIFA to cease their anti-competitive conduct and to immediately remove all effects of the anti-competitive actions that occurred before or during the course of the proceedings. The secretary of the European Super League Company then wrote that the combination of the cited rulings means that the market for pan-European club competitions must be open to third-party competitions such as the European Super League and that the compatibility condition set out in the Original Agreement has been fulfilled. A.C. Milan S.p.A.

acknowledged the communication of the secretary of the European Super League Company S.L. clarifying that, without prejudice to the position already previously taken with respect to the project, A.C. Milan S.p.A. has never taken part in any vote regarding the compatibility condition set forth in the Original Agreement in any Board of Directors of the European Super League Company.

As of June 30, 2024, the investment in the "SL Company" was fully written down in the financial statements of A.C. Milan S.p.A..

UEFA Settlement Agreement

On February 10, 2022, the chairman of the First Chamber of the UEFA Club Financial Control Body (hereinafter "CFCB First Chamber") opened a procedure with AC Milan S.p.A. under Article 12(1) of the Procedural rules governing the UEFA Club Financial Control Body (hereinafter "Procedural Rules") – Edition 2021 to ascertain whether A.C. Milan S.p.A. complied with the UEFA Club Licensing and Financial Fair Play Regulation – Edition 2018 (hereinafter "CL&FFP"). Specifically, AC Milan S.p.A. was charged with a deviation from the break-even parameters established by articles 58 to 64 and Article 68 of the CL&FFP that exceeded the permitted one.

On August 31, UEFA, through the CFCB First Chamber, and AC Milan S.p.A. signed a settlement agreement (hereinafter, the "Settlement Agreement") in order to regulate the transition by AC Milan S.p.A. from the break-even parameters under the CL&FFP to the new rules (effective as of the 2023/2024 season) under the UEFA Club Licensing and Financial Sustainability Regulations Edition 2022 (hereinafter, the "CL&FSR"), which came into force as of June 1st, 2022.

The Settlement Agreement aims to govern the reporting periods (reporting periods) ending 2022, 2023, 2024 and 2025 and the following four football seasons: 2022/2023, 2023/2024, 2024/2025 and 2025/2026. The relevant provision has been recognised in accounts.

UEFA has published an excerpt of the Settlement Agreement online, pursuant to the Procedural Rules - Edition 2022, at the following address: [transitional_3-year_settlement_agreements_-_august_2022.pdf](https://www.uefa.com/uefa/uefa-com-media/press-releases/0-2022-08-08-uefa-settlement-agreement-2022) (uefa.com).

The CFCB First Chamber has confirmed that AC Milan S.p.A. has met all the targets set for the financial year 2022, all the targets set for the financial year 2023 under the settlement agreement signed in September 2022. The Company, thanks to its excellent financial performance in the 2023/2024 season, expects to far exceed the targets set in the Transaction Agreement for the 2024 reporting period; Notwithstanding the foregoing, as a matter of utmost scrupulousness in consideration of the randomness of sports results that may significantly influence the economic results, the Directors nevertheless deemed it advisable to maintain a provision to cover the risk in the amount of Euro 6 million in the event that the results envisaged in the agreements are not fully achieved.

Out-of-court copyright claims

On August 8 and 24, 2022, AC Milan S.p.A. received out-of-court claims for alleged copyright violations. AC Milan S.p.A. responded with a defence refuting the claims. The last communication addressed by the counterparty to AC Milan S.p.A. is dated June 21, 2024. In addition, AC Milan S.p.A. nevertheless invoked indemnity obligations in its own favour that had been assumed by third parties in connection with these matters. Prudently, AC Milan S.p.A. also made a provision in this regard.

Merger

On August 1st, 2023, the merger by incorporation of Milan Entertainment S.r.l. and Casa Milan S.r.l. into AC Milan S.p.A., as resolved by the extraordinary shareholders' meetings of AC Milan S.p.A., Milan Entertainment S.r.l. and Casa Milan S.r.l. on May 11, 2023, took legal effect.

The merger was finalised in order to rationalise and simplify the corporate structure of the Milan group and to achieve more efficient management. Given that A.C. Milan S.p.A. directly or indirectly held the entire share capital of both Milan Entertainment S.r.l. and Casa Milan S.r.l., the merger was carried out in accordance with Article 2505 of the Italian Civil Code and no exchange took place between the shares of A.C. Milan S.p.A. and the shareholdings of the companies to be incorporated; therefore, the shares representing the entire share capital of AC

Milan S.p.A. remained assigned to the current shareholders of A.C. Milan S.p.A. without any change in the relative shareholding structure.

The effective date of the merger for accounting and tax purposes was, as allowed by Article 2504-bis, paragraph 3 of the Italian Civil Code and Article 172, paragraph 9 of Presidential Decree No. 917 of 22 December 1986, backdated to July 1st, 2023.

Municipality of Milan

On July 7, 2023, the Municipality of Milan issued the decision to close the activities relating to the payment of the instalment for the ten-year period 2010/2020 pursuant to Article 4b of the Agreement for the concession for the use and management of the Meazza Stadium and related services to the Companies F.C. Internazionale Milano S.p.A. and A.C. Milan S.p.A., for the period 01/07/2000-30/06/2030.

AC Milan Management Middle East

On July 13, 2023, the company AC Milan Management Middle East, a wholly owned subsidiary of A.C. Milan S.p.A., was incorporated and registered with the Dubai Companies Registry, with the corporate purpose of representing and managing the commercial activities of A.C. Milan S.p.A. in the UAE.

Vismara Ground Lease

On July 25, 2023, the ground lease was renewed with Opera Diocesana per la Preservazione e Diffusione della fede, for the duration of 10 years, from June 4, 2023 to June 4, 2033, without interruption, of the complex known as the P. Vismara centre - Puma House of Football, located in Milan, via dei Missaglia 117.

Purchase of land in the Municipality of San Donato Milanese and in the Municipality of Milan

Between January and March 2024, Sportlifecity srl, a subsidiary of AC Milan S.p.A., finalised certain deeds of purchase of land located in the Municipality of San Donato Milanese and in the Municipality of Milan (the latter land being located close to the Municipality of San Donato Milanese) for a total cadastral area of approximately 490,801 square metres. As has been

publicly announced, the Milan Group is considering the possible construction of the new Milan stadium on these grounds. In the context of the sale of part of the aforesaid land by the company Asio S.r.l., Sportlifecity srl also became the assignee of receivables for an amount of Euro 13,835,363.86 claimed by Asio S.r.l. from the Municipality of San Donato Milanese. The remaining payable (due on August 8, 2025) of Sportlifecity srl to Asio S.r.l. for the sale by the latter to Sportlifecity srl of the aforesaid receivables from the Municipality of San Donato Milanese is Euro 2.3 million. It should be noted that in relation to the aforementioned residual debt of Sportlifecity srl towards Asio s.r.l., AC Milan S.p.A. issued a letter of patronage to the latter.

In order to finance the purchase of the aforesaid land and the payment of further costs and charges, including advisory costs, in any case connected to the possible realisation of the aforesaid project, on January 25, 2024 AC Milan S.p.A. granted to the subsidiary Sportlifecity srl a non-interest bearing shareholders loan with bullet repayment at maturity for Euro 31,500 thousand. The maturity date of the shareholder loan was set at January 25, 2027. It should be noted that the granting of the aforesaid shareholders' loan was made by AC Milan S.p.A. by resorting, in part, to the payment on account of a future capital increase for a total of Euro 40 million granted by the majority shareholder ACM Bidco B.V. to the Company in June 2023 in order to cover the costs directly or indirectly related to the implementation of the new stadium project.

Administrative proceedings initiated by the subsidiary Sportlifecity srl

On September 28, 2023, the subsidiary Sportlifecity srl submitted a variation proposal (hereinafter, the "**Variation Proposal**") to the Integrated Intervention Programme "AT.SS San Francesco", approved in 2021 by Resolution No. 81/2021 of the Municipal Council, and the Territorial Government Plan of the Municipality of San Donato Milanese, in order to carry out a development project of a sporting nature with the construction of a sports arena (new AC Milan stadium) and related and complementary facilities. In relation to the foregoing, the Municipality of San Donato Milanese – having carried out a preliminary investigation – expressed a favourable opinion on the feasibility of the Variation Proposal through the Programme Agreement procedure pursuant to Regional Law 19/2019 (hereinafter,

the "**Programme Agreement**"), first by Resolution of the Municipal Council No. 15 of January 24, 2024 and, subsequently, by Resolution of the Municipal Council No. 3 of February 22, 2024.

Subsequently, by means of notes dated April 19, 2024 and June 18, 2024, the Mayor of the Municipality of San Donato Milanese promoted the Programme Agreement for the approval of the Variation Proposal, proposing joining to the Lombardy Region, the Metropolitan City of Milan, RFI Rete Ferroviaria Italiana S.p.A., Gruppo Ferrovie dello Stato Italiane S.p.A. and FS Sistemi Urbani S.p.A. By way of Council Resolution No. XII / 2598 of June 24, 2024, the Lombardy Region – acknowledging the regional interest of the Variation Proposal – joined the Programme Agreement; Similarly, in June and July the other invited entities joined. Therefore, by Municipal Council Resolution No. 91 of July 12, 2024, the Municipality – having acknowledged the joining of the invited entities and the identification of the delegated representatives for the Agreement Committee – launched the Strategic Environmental Assessment ("SEA") procedure.

Sportlifecity srl joins the Ambito AT.SS denominato San Francesco Consortium

On May 31, 2024, the Board of Directors of the parcelling consortium established pursuant to Article 27, Paragraph 5, Law No. 166/2002 named "Ambito AT.SS denominato San Francesco", tax code 10581400966, (hereinafter, the "**Consortium**") in accordance with the Articles of Association, approved the admission of the subsidiary Sportlifecity srl to the Consortium on the same date, recognising at the same time that Asio srl had exercised its right to withdraw from the Consortium. The admission was resolved by the Consortium's Board of Directors upon Sportlifecity srl's request, which documented that it had become the owner (see the previous paragraph entitled "*Purchase of land located in the Municipality of San Donato*

Milanese and in the Municipality of Milan") of the majority of the areas included in the Ambito AT.SS "San Francesco" subject of the Consortium's activity.

Search on March 12, 2024 and closure of sporting proceedings

It should be noted that as part of criminal proceedings pending before the Public Prosecutor's Office of Milan, on March 12, 2024, an "Warrant for a personal and local search of third parties" was executed against the Company's CFO.

The search resulted in the seizure of computer media such as a mobile phone and laptops (including a personal computer).

A similar search warrant was served on the company's CEO, following which computer media such as a mobile phone, laptop and ipad were seized. According to this warrant, the current Chief Executive Officer and the previous Chief Executive Officer of the Company are under investigation for the offence provided for in Article 2638 of the Italian Civil Code.

After the Public Prosecutor's Office sent the FIGC the aforementioned search warrants, on April 19, 2024, AC Milan's CEO, Mr Giorgio Furlani, was interviewed by the FIGC's Public Prosecutor's Office as a "person with knowledge of the facts". In a communication dated June 14, 2024, the FIGC Federal Prosecutor's Office informed the Company that the proceedings had been closed.

Notice of liquidation of registration tax and imposition of sanctions on waiver of shareholder financing

On May 3rd, 2024, the Company was served with a notice of liquidation of registration tax of Euro 300 thousand (plus interest, accessories and penalties, for a total of Euro 707,438.53), which, according to the Italian Revenue Agency (Agenzia delle Entrate), was based on the so-called waiver of the shareholder loan of Euro 10,000,000 disbursed by Rossoneri Sport Investment Luxembourg (the controlling shareholder, at the time, of AC Milan). Of the waiver of the aforementioned loan, in particular, the Italian Revenue Agency took note after examining the minutes of the Shareholders' Meeting – of October 28, 2019 – concerning the approval of AC Milan's financial statements as at June 30, 2019. The Company prepared a specific and detailed appeal, which is pending before the Milan First Instance Tax Court.

**Communication from the Commissione Acquisizioni Partecipazioni Societarie
(Commission for the Acquisition of Shares)**

On May 9, 2024, the Company received from the FIGC Commissione Acquisizioni Partecipazioni Societarie (the 'Co.a.p.s.') a letter from the FIGC in which the aforementioned Commission, following the changes in the chain of control of AC Milan S.p.A. finalised in June 2023 and communicated to the FIGC on July 12, 2023, announced that it had concluded the preliminary investigation on the documentation produced, noting the late submission of certain documentation envisaged by Article 20-bis N.O.I.F. (received in full between August and October 2023 after granting the additional term as per paragraph 8 of Article 20-bis N.O.I.F.) and to have, in accordance with Article 20-bis, paragraph 11 of the N.O.I.F., forwarded the results of the checks to the Procura Federale (Prosecutor's Office). The club has already instructed its lawyers to initiate talks with the Prosecutor's Office should the latter raise objections or open an investigation. At the moment, there have been no communications to the club from the Prosecutor's Office.

Request for information and data by AGCOM pursuant to Article 1, paragraph 30 of Law 249/1997

On April 12, 2024, the Company received from AGCOM a request for information and data pursuant to Article 1, paragraph 30, of Law 249/1997 in relation to the authorisation for the satellite broadcasting of the audiovisual media service called MILAN TV originally granted to Milan Entertainment S.r.l. (and renewed in 2022 on behalf of the latter); a service for which the Company declared in its annual communication to the Register of Economic Operators ("ROC") on December 15, 2023 that it had become the supplier.

AGCOM acknowledged that it had verified that Milan Entertainment S.r.l. had been cancelled from the ROC on August 10, 2023, following its cancellation from the Register of Economic Operators due to the merger by incorporation into another company (i.e. AC Milan S.p.A.), but that it had not received – either from the incorporating company or from the incorporated company – the specific request to transfer to the Company the aforesaid authorisation, pursuant

to Resolution AGCOM 127/00, nor the request for authorisation of the transfer of ownership for the aforesaid merger pursuant to Resolution AGCOM No. 265/22/CONS of July 19, 2022. Therefore, the Authority invited the Company to provide any further useful information and/or rebuttal to the information contained in AGCOM's communication. On April 22, 2024, the Company provided AGCOM with a timely and complete response to the notified requests and the content of the communication received. It should be noted that no further communication has been received from the aforementioned Authority to date.

Milan Futuro

On June 27, 2024, following the decisions taken by the FIGC Federal Council, the Company formally received a positive response to the application for registration in the Serie C Now championship of the team of talented young players, which took the name "MILAN FUTURO". The acceptance of the application has thus defined the full complement of the 60 teams that will participate in the league managed by Lega Pro in the 2024/25 season.

The Milan Futuro sports project, the latest step on a virtuous path that includes the entire youth academy right through to the First Team, was launched with the main aim of developing the talents of the youngsters who have come up through the Rossoneri Youth Sector and who have already shown promise in recent seasons in their respective category championships, in the Youth League and with their respective national youth teams, in order to complete their physical and sporting development. In addition, it will allow players to engage with professional football within their own club.

Significant events occurring after year-end

Lease agreement for a branch of business relating to the restaurant and bistro located in Casa Milan

In August 2024, the Company signed a business lease agreement with Iper Montebello S.p.A. relating to the restaurant and bistro located in the building complex called "Casa Milan" located in Milan, Via Aldo Rossi No. 8.

Opening of AC Milan's new store in Milan, via Dante

In July 2024, the new Milan Store in Via Dante 12 (Milan) was opened. Following this opening, the company now has three stores open throughout Italy.

Signing of Loan Agreements with Banco BPM S.p.A. and Banca Sistema S.p.A.

In July 2024, the Company signed financing agreements with Banco BPM S.p.A. and Banca Sistema S.p.A., which can be configured as factoring agreements and assignment with recourse of the receivables of A.C. Milan S.p.A. related to the National audiovisual rights for the Serie A Championship for the 2024/2025, 2025/2026, 2026/2027 seasons and possibly also for the 2027/2028 and 2028/2029 seasons. These loans replace the loan, on substantially similar terms, previously in place with another leading bank and extinguished in June 2024.

Information on the environment and personnel

In accordance with Article 2428(2) civil code, the Company performs its activity in full accordance with the health and safety obligations provided for in Legislative Decree 81/2008, with regard to stadium security, the prevention and repression of football-related violence as provided for by Law number 41 of 4 April 2007 and by the Pisanu and Amato decrees.

Details of the number and composition of personnel are provided in the Notes.

Research and Development

The Company did not carry out any research and development during the 2023/2024 financial year.

Going concern

The company ended the year with a profit for the period of Euro 5,091 million, positive shareholders' equity of Euro 200,768 million and a Net Financial Debt of Euro 33.1 million.

During the financial year 2023/2024, the majority shareholder, ACM Bidco B.V., made a payment on account of a future capital increase in favour of the Company totalling Euro 15 million. This payment is in addition to the previous payment on account of a future capital increase, made in June 2023 by ACM Bidco B.V. in favour of the Company, in the amount of Euro 40 million.

By letter dated September 9, 2024, the Company's current majority shareholder, ACM Bidco B.V., undertook to financially support the Company and its subsidiaries from the date of September 9, 2024 until the date falling 12 months from the date of approval by the Company's shareholders' meeting of the annual financial statements for the year ending June 30, 2024, thereby renewing its previous commitment to the Company and the Group until June 30, 2025.

Based on these considerations, the directors have prepared these consolidated financial statements on a going concern basis.

Main risks and uncertainties and business outlook

The outbreak of war in Ukraine as of March 2022 and conflict in the Middle East as of October 2023 exacerbate the climate of economic, financial and sporting uncertainty.

The forecast data of the world economy and those, more specific, of the sports sector in general and football in particular, include scenarios of significant deterioration of the economic situation, which could affect the economic-financial trend as well as the Company's financial situation, which is engaged in an expansion phase of investments, sports and otherwise.

Furthermore, when assessing the outlook of operations, the uncertainties typical of the football business are still present. These derive, in particular, from the performance of the First Team in the competitions in which it is involved, from additional transfers of player registration rights that may be made in the financial year, from the revenues from commercial activities, and from the trend in the cost of registered personnel, also taking into account the variable component of the agreed remuneration.

The Company will continue to constantly monitor the evolution of conflicts, considering both the global economic implications and the changing regulatory framework, in order to assess possible impacts to protect its revenue sources and assets.

In the July 2024 update of the World Economic Outlook (WEO), the International Monetary Fund confirms the global growth estimates for 2024 emerging from the April report: +3.2% this year and +3.3% in 2025.

Price inflation in the service sector remains at high levels, impacting the slow process of normalisation of monetary policy. The expected rate cuts by central banks will have to be closely monitored in order to avoid rising inflation with impacts on the 2025 growth outlook.

However, considerable uncertainty remains in view of the multiplicity of exogenous phenomena with an impact on inflation trends. The Company will continue to constantly monitor the development of the related situation and any impact on its business.

Outlook of operations

The 2024/2025 financial year started under the banner of the good performance of the season ticket campaign, which recorded an increase in revenue, driven by the sports results of the 2023/2024 season and the renewed participation in the UEFA Champions League.

Starting with the 2024/2025 season, the Milan Futuro sports project began with the main objective of enhancing the talent of the youngsters grown in the Rossoneri Youth Sector.

The Company Directors are pursuing a development plan aimed at maintaining a substantial revenue/cost balance, revenue growth through the development of various activities and new sponsorships, and the continued strengthening of the Club's teams through investments in players' registration rights.

At the time of writing, the first team has played five Serie A matches and is currently in seventh place in the Serie A league table. In addition, the first UEFA Champions League match was played and lost to Liverpool.

In addition, as reported in the section "Potential Liabilities and Other Information", the subsidiary Sportilifecity srl is pursuing with the relevant public authorities the administrative procedure for the realisation in the Municipality of San Donato Milanese of development project of a sporting nature with the construction of a sports arena (new A.C. Milan stadium) and related and complementary facilities.

Financial risk management objectives and policies

The Company has put in place specific policies outlining its financial risk management guidelines and objectives, with the aim of reducing its exposure to the exchange, credit and liquidity risks connected to its core business.

The existing financial instruments (which do not include derivatives) such as bank and postal deposits, cash, cheques and other valuables and accounts receivable do not carry any type of financial risk.

The main financial risks that the company is exposed to are described below.

Exchange rate risk

Exposure to exchange risk derives almost entirely from the acquisition of player registration rights in currencies other than the Euro (generally US Dollars, Swiss Francs and Pound Sterling). However, the company carries out the majority of its transactions (both purchases and sales) in Euro, and accordingly there are no significant risks connected to exchange rate fluctuations.

Interest rate risk

The interest rate risk mainly derives from the variable-rate payables that expose the Group to variable cash flow.

Credit risk

The Company has relationships in place with leading national and international clients and has suitable procedures in place to minimise exposure to credit risk. In particular, receivables from domestic football clubs are guaranteed by the clearing house mechanism of the Lega Nazionale Professionisti. Receivables for fees resulting from the negotiation of contracts for TV rights are guaranteed by bank sureties issued by the clients. Lastly, receivables not backed by guarantees are regularly monitored to manage collection risk, with specific provisions for doubtful accounts made where necessary.

Liquidity risk

Liquidity risk is linked to the difficulty in raising funds to meet commitments. In June 2023, the Majority Shareholder of A.C. Milan S.p.A., ACM Bidco B.V., made a payment on account of a future capital increase for Euro 40 million and in June 2024 a further payment on account of a future capital increase for Euro 15 million, both aimed at providing A.C. Milan S.p.A. with the necessary funds to cover costs directly or indirectly related to the new stadium project.

In a letter dated September 9, 2024, the current majority shareholder of AC Milan S.p.A., ACM Bidco B.V., undertook to financially support AC Milan S.p.A. and its subsidiaries from the date of September 9, 2024 and until the date falling 12 months after the approval by the shareholders' meeting of AC Milan S.p.A. of the annual financial statements of AC Milan

S.p.A. as at June 30, 2024, thus renewing the commitment previously made to AC Milan S.p.A. and the Group until June 30, 2025.

Milan, September 26, 2024

for the **Board of Directors**
The Chief Executive Officer
Giorgio Furlani

FINANCIAL STATEMENTS



FINANCIAL STATEMENTS

A.C. MILAN S.P.A.

Registered office: Via Aldo Rossi, 8 - 20149 Milan

Share Capital: Euro 113,443,200 fully subscribed and paid

Tax ID and Milan, Monza and Brianza e Lodi Companies' Registry Registration No: 01073200154

FINANCIAL STATEMENTS AT 30 JUNE 2024

(in thousands of Euros)

BALANCE SHEET

ASSETS

	30.06.2024	30.06.2023	Change
A) RECEIVABLES FROM SHAREHOLDERS FOR PAYMENTS DUE	—	—	—
B) FIXED ASSETS			
I INTANGIBLE FIXED ASSETS			
4 Concessions, licences, trademarks and similar rights	167.315.203	182.034.906	(14.719.703)
6 Assets in progress and advances	1.785.676	621.698	1.163.978
7 player registration rights	186.571.823	178.117.066	8.454.757
8 other	11.689.108	6.496.862	5.192.246
Total	367.361.810	367.270.532	91.278
II TANGIBLE FIXED ASSETS			
1 land and buildings	347	410	(63)
2 plant and machinery	1.105.114	500.308	604.806
3 industrial and commercial equipment	3.022.122	3.351.442	(329.320)
4 other assets	1.448.512	711.087	737.425
5 assets in progress and advances	9.008.850	260.000	8.748.850
Total	14.584.945	4.823.248	9.761.697
III FINANCIAL FIXED ASSETS			
1 equity investments in:			
a) subsidiaries	16.710.791	199.885.117	(183.174.326)
b) associates	1.326.918	1.326.918	—
e) other companies	—	800.000	(800.000)
Total	18.037.709	202.012.035	(183.974.326)
2 receivables:			
a) from subsidiaries	35.357.141	3.000.000	32.357.141
b) from associates	—	—	—
c) from parent companies	—	—	—
d) from companies subject to parent companies' control	—	—	—
e) debts due to others			
- within 12 months	253.999	413.930	(159.931)
- after 12 months	—	—	—
Total	35.611.140	3.413.930	32.197.210
Total	53.648.849	205.425.965	(151.777.116)
TOTAL FIXED ASSETS (B)	435.595.604	577.519.745	(141.924.142)

A.C. MILAN S.P.A.

Registered office: Via Aldo Rossi, 8 - 20149 Milan

Share Capital: Euro 113,443,200 fully subscribed and paid

Tax ID and Milan, Monza and Brianza e Lodi Companies' Registry Registration No: 01073200154

FINANCIAL STATEMENTS AT 30 JUNE 2024

(in thousands of Euros)

BALANCE SHEET

ASSETS

	30.06.2024	30.06.2023	Change
C) WORKING CAPITAL:			
I INVENTORIES	—	—	—
1 Consumables	—	—	—
2 Work in progress and semi-finished products	—	—	—
3 Work in progress on order	—	—	—
4 Finished products and goods	7.515.717	—	7.515.717
5 Advances	—	—	—
Total	7.515.717	—	7.515.717
II RECEIVABLES			
1 from customers	48.961.534	34.772.084	14.189.450
2 from subsidiaries	625.061	13.693.647	(13.068.586)
3 from associates	2.785.641	1.027.369	1.758.272
4 from parent companies	—	—	—
5 from companies subject to parent companies' control	—	—	—
5 bis tax receivables			
a) within 12 months	1.201.658	93.433	1.108.225
b) beyond 12 months	—	350.669	(350.669)
5 ter deferred tax assets	2.861.567	514.851	2.346.716
5 quater from others	9.528.844	7.500.628	2.028.216
6 receivables from institutions - specific sector			
a) within 12 months	30.595.516	6.640.059	23.955.457
b) beyond 12 months	47.792.848	6.310.029	41.482.819
Total	144.352.669	70.902.768	73.449.901
III TOTAL FINANCIAL ASSETS (other than fixed assets)			
6 other securities	10.121.870	—	10.121.870
7 other receivables	—	—	—
8 financial assets for the centralised Treasury management	22.073.497	14.200.630	7.872.867
Total	32.195.367	14.200.630	17.994.737
IV CASH AND CASH EQUIVALENTS			
1 bank and postal deposits	38.108.498	70.472.877	(32.364.380)
3 cash in hand	41.477	38.829	2.648
Total	38.149.975	70.511.706	(32.361.731)
TOTAL WORKING CAPITAL (C)	222.213.728	155.615.104	66.598.624
D) ACCRUALS AND DEFERRALS			
1 accruals	616.628	879.057	(262.429)
2 deferrals	5.477.059	5.315.064	161.995
TOTAL ACCRUALS AND DEFERRALS (D)	6.093.687	6.194.121	(100.434)
TOTAL ASSETS	663.903.018	739.328.970	(75.425.952)

FINANCIAL STATEMENTS

A.C. MILAN S.P.A.

Registered office: Via Aldo Rossi, 8 - 20149 Milan

Share Capital: Euro 113,443,200 fully subscribed and paid

Tax ID and Milan, Monza and Brianza e Lodi Companies' Registry Registration No: 01073200154

FINANCIAL STATEMENTS AT 30 JUNE 2024

(in thousands of Euros)

BALANCE SHEET

EQUITY AND LIABILITIES

	30.06.2024	30.06.2023	Change
A) SHAREHOLDERS' EQUITY			
I CAPITAL	113.443.200	113.443.200	—
II SHARE PREMIUM RESERVE	31.020.000	31.020.000	—
III REVALUATION RESERVES	15.277.587	33.156.203	(17.878.616)
IV LEGAL RESERVE	123.890	123.890	0
V STATUTORY RESERVES	—	—	—
VI OTHER RESERVES:			
a) capital contributions	60.000.000	45.000.000	15.000.000
(b) merger surplus reserve	42.537.031	—	42.537.031
VII RESERVE FOR HEDGING EXPECTED CASH FLOWS	—	—	—
VIII PROFIT (LOSS) CARRIED FORWARD	(66.725.058)	(45.242.063)	(21.482.995)
IX PROFIT (LOSS) FOR THE PERIOD	5.090.955	(17.878.615)	22.969.570
X NEGATIVE RESERVE FOR OWN SHARES IN PORTFOLIO	—	—	—
TOTAL SHAREHOLDERS' EQUITY (A)	200.767.605	159.622.614	(1.392.040)
B) PROVISIONS FOR RISKS AND CHARGES			
2 for taxes, including deferred taxes	39.340.260	48.080.688	(8.740.428)
4 other	26.922.514	26.189.995	732.519
TOTAL PROVISIONS FOR RISKS AND CHARGES (B)	66.262.774	74.270.683	(8.007.909)
C) EMPLOYEE LEAVING ENTITLEMENTS	2.397.286	1.335.217	1.062.069
D) PAYABLES			
4 financial payables	—	51	(51)
5 payables to other financial institutions	—	—	—
a) within 12 months	48.290.488	49.589.748	(1.299.260)
b) beyond 12 months	50.477.922	21.372.539	29.105.383
7 trade payables	—	—	—
a) within 12 months	53.489.698	40.931.798	12.557.900
b) beyond 12 months	10.489.500	3.575.983	6.913.517
9 payables to subsidiaries	13.893.754	217.742.454	(203.848.700)
10 payables to associates	3.144.814	2.752.382	392.431
11 payables to parent companies	75.617	226.896	(151.279)
11 bis payables to companies subject to parent companies' control	934.143	—	934.143
12 tax payables	17.019.620	24.031.218	(7.011.598)
13 payables to pension funds and social security agencies	1.328.858	1.332.514	(3.656)
14 other payables	25.011.049	19.731.494	5.279.555
15 Payables to professional bodies	—	—	—
a) within 12 months	37.761.494	41.468.124	(3.706.630)
b) beyond 12 months	70.183.447	30.360.530	39.822.917
TOTAL PAYABLES (D)	332.100.403	453.115.731	(121.015.327)
E) ACCRUALS AND DEFERRALS			
1 accruals	—	59.230	(59.230)
2 deferrals	62.374.950	50.925.495	11.449.455
TOTAL ACCRUALS AND DEFERRALS (E)	62.374.950	50.984.725	11.390.225
TOTAL LIABILITIES AND SHAREHOLDERS' EQUITY	663.903.018	739.328.970	(117.962.982)

A.C. MILAN S.P.A.

Registered office: Via Aldo Rossi, 8 - 20149 Milan

Share Capital: Euro 113,443,200 fully subscribed and paid

Tax ID and Milan, Monza and Brianza e Lodi Companies' Registry Registration No: 01073200154

FINANCIAL STATEMENTS AT 30 JUNE 2024

(in thousands of Euros)

INCOME STATEMENT

	FY 2023/2024	FY 2022/2023	Change
A) VALUE OF PRODUCTION			
1 Revenues from sales and services			
a) match revenues	44.487.655	52.162.862	(7.675.207)
b) season tickets	19.275.784	16.736.426	2.539.358
c) revenues from other competitions	5.585.081	1.587.429	3.997.652
Total	69.348.520	70.486.717	(1.138.197)
2 changes in inventories of work in progress, semi-finished goods and finished products	3.258.093	—	3.258.093
5 other revenues and income			
a) Operating grants	108.500	119.117	(10.617)
b) sponsorship revenues	90.528.889	31.581.885	58.947.004
c) advertising revenue	—	—	—
d) commercial revenues and royalties	52.919.367	9.206.237	43.713.130
e) income from the sale of broadcasting rights:			
- audiovisual income from participation in national competitions	98.180.380	87.024.384	11.155.996
- audiovisual income from participation in other competitions	54.143.496	87.881.554	(33.738.058)
f) miscellaneous income	8.403.670	7.071.194	1.332.476
g) revenues from player loans	4.164.050	82.175	4.081.875
h) gains from the sale of player registration rights	44.899.494	268.000	44.631.494
i) other income from player management	3.471.016	6.242.793	(2.771.777)
l) other income and revenues	27.817.908	13.457.371	14.360.537
Total	384.636.770	242.934.710	141.702.060
TOTAL VALUE OF PRODUCTION (A)	457.243.383	313.421.427	143.821.956
B) Costs of production			
6 for raw materials, ancillary materials, consumables and goods	19.516.545	3.237.071	16.279.474
7 for services	94.226.387	86.658.178	7.568.209
8 for use of third-party assets	14.307.744	13.103.182	1.204.562
Total	128.050.676	102.998.431	25.052.245
9 for personnel:			
a) wages and salaries	172.368.932	154.344.548	18.024.384
b) social security charges	12.054.944	7.178.713	4.876.231
c) employee leaving entitlements	2.499.274	1.840.664	658.610
e) other costs	360.519	300.182	60.337
Total	187.283.669	163.664.107	23.619.562
10 amortisation, depreciation and write-downs			
a) amortisation of intangible assets	86.959.686	55.103.139	31.856.547
b) depreciation of tangible assets	1.359.621	1.028.359	331.262
c) other write-downs of fixed assets	3.199.120	4.263.301	(1.064.181)
d) write down of credits included under working capital and liquid assets.	1.242.790	123.634	1.119.156
Total	92.761.217	60.518.433	32.242.784
12 provisions for risks	14.085.272	6.293.113	7.792.159
14 sundry management expenses			
a) various match organisation expenses	10.701.160	312.982	10.388.178
b) match registration costs	23.020	10.020	13.000
c) percentage of gate receipts paid to visiting teams	—	—	—
d) costs for acquisition of players on loan	—	3.947.367	(3.947.367)
e) losses from the sale of player registration rights	551.255	41.657	509.598
f) other expenses from player management	4.312.230	149.185	4.163.045
g) other sundry management expenses	5.831.280	4.499.398	1.331.882
Total	35.504.217	15.253.722	12.458.336
TOTAL COSTS OF PRODUCTION (B)	443.599.779	342.434.693	101.165.086
DIFFERENCE BETWEEN VALUE AND COSTS OF PRODUCTION (A - B)	13.643.604	(29.013.266)	42.656.870

FINANCIAL STATEMENTS

A.C. MILAN S.P.A.

Registered office: Via Aldo Rossi, 8 - 20149 Milan

Share Capital: Euro 113,443,200 fully subscribed and paid

Tax ID and Milan, Monza and Brianza e Lodi Companies' Registry Registration No: 01073200154

FINANCIAL STATEMENTS AT 30 JUNE 2024

(in thousands of Euros)

INCOME STATEMENT

	FY 2023/2024	FY 2022/2023	Change
C) FINANCIAL INCOME AND (EXPENSES)			
15 income from equity investments			
a) subsidiaries	50.000	13.845.000	(13.795.000)
16 other financial income			
d) income different from the above:			
- other	12.070.670	2.571.879	9.498.791
Total	12.120.670	16.416.879	(4.296.209)
17 interest and other financial charges			
a) from subsidiaries	(70.718)	(5.962.591)	5.891.873
b) from associates	—	—	—
c) from parent companies	—	—	—
d) other financial expenses	(11.617.517)	(5.154.860)	(6.462.657)
Total	(11.688.235)	(11.117.451)	(570.784)
17 bis exchange-rate gains and losses:			
a) exchange rate gains	35.916	84.134	(48.218)
b) exchange rate losses	(356.674)	(49.864)	(306.810)
Total	(320.758)	34.270	(355.028)
TOTAL FINANCIAL INCOME AND (EXPENSES) (C)	111.677	5.333.698	(5.222.021)
D) ADJUSTMENTS IN VALUE OF FINANCIAL ASSETS AND LIABILITIES			
19 write-downs			
a) of equity investments	(800.000)	(200.000)	(600.000)
Total	(800.000)	(200.000)	(600.000)
TOTAL ADJUSTMENTS IN VALUE OF FINANCIAL ASSETS AND LIABILITIES (D)	(800.000)	(200.000)	(600.000)
RESULT BEFORE TAX	12.955.281	(23.879.568)	36.834.849
22 income taxes for the year (current, deferred tax assets and liabilities)			
a) current taxes	(9.905.559)	5.965.076	(15.870.635)
b) deferred tax assets and liabilities	2.041.233	35.877	2.005.356
Total	(7.864.326)	6.000.953	(13.865.279)
PROFIT (LOSS) FOR THE PERIOD	5.090.955	(17.878.615)	22.969.570

for the **Board of Directors**

The Chief Executive Officer

Giorgio Furlani

ANNUAL REPORT AND FINANCIAL STATEMENTS AT 30 JUNE 2024

A.C. MILAN S.P.A.

Registered office: Via Aldo Rossi, 8 - 20149 Milan

Share Capital: Euro 113,443,200 fully subscribed and paid

Tax ID and Milan, Monza and Brianza e Lodi Companies' Registry Registration No: 01073200154

FINANCIAL STATEMENTS AT 30 JUNE 2024

(in thousands of Euros)

CASH FLOW STATEMENT	Amount at 30.06.2024	Amount at 30.06.2023
A. CASH FLOWS FROM OPERATING ACTIVITIES (INDIRECT METHOD)		
Profit/(loss) for the year	5.090.955 -	17.878.615
Income taxes	7.864.326 -	6.000.953
Interest expense (interest income)	- 61.677	8.511.302
(Dividends)	- 50.000 -	13.845.000
(Gains) Losses on disposal of assets	- 44.348.239 -	226.343
1. Profit (loss) for the year before income taxes, interest, dividends and gains/losses on disposals	- 31.504.635 -	29.439.609
Adjustments for non-monetary items not offset in net working capital		
Provisions	16.584.546	8.132.600
Depreciation and amortisation expense	88.319.307	56.131.498
Impairment losses	3.999.120	4.063.301
Value adjustments to financial assets and liabilities of derivative financial instruments that do not involve cash flows		
Other adjustments for non-cash items	18.285.863 -	3.466.366
2. Cash flow before changes in NWC	95.684.201	35.421.424
Change in net working capital		
Decrease (Increase) in inventories	- 7.956.699	
Decrease (Increase) in receivables from customers	- 4.121.926	14.819.382
Increase (Decrease) in payables to suppliers	- 183.201.988 -	5.744.952
Decrease (Increase) in accrued income and prepayments	100.434 -	2.008.175
Increase (Decrease) in accrued expenses and deferred income	11.390.225	23.869.655
Other changes in net working capital	- 36.501.759	7.471.598
3. Cash flow after changes in NWC	- 124.607.512	73.828.932
Other adjustments		
Interest received (paid)	61.677 -	8.511.302
(Income taxes paid)	- 11.434.936 -	3.626.806
Dividend income	50.000	13.845.000
(Use of provisions)	- 6.928.296 -	1.628.000
Other income/(payments)		
CASH FLOW FROM OPERATING ACTIVITIES (A)	- 142.859.067	73.907.824
B. CASH FLOWS FROM INVESTING ACTIVITIES		
Tangible fixed assets		
(Investments)	- 11.121.318 -	815.796
Disinvestments		
Player registration rights		
(Acquisitions) player registration rights	- 124.080.087 -	107.700.526
Disposals players' registration rights	81.544.360	2.397.499
Decrease/(Increase) in receivables due to disposals of players' registration rights	- 65.438.276	17.780.199
Decrease/(Increase) in payables due to disposals of players' registration rights	36.116.288	21.290.913
Other intangible fixed assets		
(Investments)	-	962.319
Disinvestments	- 3.366.117	
Financial fixed assets		
(Investments)	- 800.000 -	2.600.000
Disinvestments	151.777.116	
Current financial assets		
(Investments)	- 17.994.737 -	5.615.873
Disinvestments		
(Acquisition of business units net of cash and cash equivalents)		
Disposal of business units net of cash and cash equivalents		
CASH FLOW FROM INVESTING ACTIVITIES (B)	46.637.229 -	76.225.903
C. CASH FLOWS FROM FINANCING ACTIVITIES		
Third-party financing		
Increase (Decrease) in short-term payables to banks	- 51	
New financing	137.705.071	4.038.337
Loan repayments	- 109.898.949	
Shareholder loan		
New financing		
Paid capital increase	15.000.000	40.000.000
(Loan repayments)		
Own funds		
Paid capital increase	21.054.036	
(Repayment of capital)		
Sale (Buyback) of own shares		
(Dividends and interim dividends paid)		
CASH FLOW FROM FINANCING ACTIVITIES (C)	63.860.107	44.038.337
Increase (Decrease) in cash and cash equivalents	- 32.361.731	41.720.258
Exchange rate effect on cash and cash equivalents		
Cash and cash equivalents - opening balance		
Bank and postal deposits	70.472.877	28.764.168
Cheques		
cash in hand	38.829	27.279
Total cash and cash equivalents - opening balance		
<i>Of which not freely usable</i>		
Cash and cash equivalents - closing balance		
Bank and postal deposits	38.108.498	70.472.877
Cheques		
cash in hand	41.477	38.829
Total cash and cash equivalents - closing balance		
<i>Of which not freely usable</i>		
Rounding difference	-	-

for the Board of Directors

The Chief Executive Officer

Giorgio Furlani

NOTES



A.C. MILAN S.P.A.

Registered office: Via Aldo Rossi, 8 - 20149 Milan

Secondary offices: Via Milanello, 25 - 21040 Carnago (VA)

Via dei Missaglia, 17 - 20142 Milan — Via dei Fontanili, 61/63 - 20017 Rho (MI)

Share Capital: Euro 113,443,200.00 fully subscribed and paid

comprising 218,160,000 shares, each with a nominal value of Euro 0.52.

Tax ID and Milan, Monza and Brianza e Lodi Companies' Registry Registration: 01073200154

FINANCIAL STATEMENTS AT JUNE 30, 2024

NOTES

GENERAL INFORMATION

A.C. Milan S.p.A. ("the Company") is a joint stock company incorporated in Italy and entered in the Milan Companies Register. Its registered office is located in 8 Aldo Rossi, 20149 Milan. The Company's sole purpose is the pursuit of sporting activities and in particular, the training, the preparation and management of football teams and the promotion and organisation of competitions, tournaments and all other football activities in general, for the purposes and in compliance with the rules and guidelines of the Italian Football Federation and its Bodies (the "FIGC").

For the implementation of the corporate purpose, AC Milan S.p.A. and its subsidiaries may carry out the following activities that are directly or indirectly connected and/or instrumental: a) act as a concessionaire for the booking and sale of tickets and season tickets for admission to sports facilities; b) promote and publicise its activity and image by using and exploiting models, designs, distinctive signs and emblems, directly or through third parties. By way of example only, AC Milan S.p.A., in order to promote and publicise its activity and image may: (i) organise other events such as, but not limited to, musical events, promotional and advertising events, performances and shows, conventions and congresses, participation in trade fairs, television, radio and digital events; (ii) run sports museums, bars, restaurants, cafeterias, serving to the public, retailing food and beverages, confectionery and other consumer goods by using, in any form or manner, the distinctive signs and emblems of AC Milan S.p.A. to distinguish these activities; (iii) manage sales outlets and trade, including import and export, both wholesale and retail, in the various forms in use (including by means of e-commerce), including with the trademarks of sports associations and clubs and also through commercial affiliation contracts, of any type of product distinguished, in any form, by the distinctive signs and/or emblems of AC Milan S.p.A.; (iv) study and implement promotional campaigns and carry out the concessionary and/or sales and/or intermediation activities of advertising to be broadcast through radio and television systems and any means, even today not known, of communication and diffusion, including advertising, as well as artistic assistance in the realisation of advertising services related to AC Milan's sporting activities and those accessory, connected or instrumental to them; (v) carry out publishing activities in all its forms and modalities as well as graphic and printing activities and the trade of any product deriving from them, together with all activities pertaining to information by any digital and/or physical means available from time to time in relation to the sporting activities of AC Milan S.p.A. and those ancillary, connected or instrumental to them; (vi) exploit the image of sportsmen and sportswomen through the use and dissemination, including through the medium of advertising, of the name and image of persons engaged in sporting activities and acquiring sports rights in general and, in particular, acquiring and exercising

rights of economic exploitation relating to sporting events; and (vii) carry out all activities related to the travel and tourism sector in connection with sports and promotional events; c) carry out any securities, real estate and financial transactions that are deemed useful, necessary and relevant.

AC Milan S.p.A. may also hold stakes in service and commercial companies that are in any way connected with its corporate purpose.

STRUCTURE AND CONTENT

These financial statements have been prepared in accordance with the provisions of the civil code as amended by Legislative Decree 139/2015 (the “**Decree**”), interpreted and amended by the Italian accounting standards as issued by the National Accounting Body (“**OIC**”) which were updated following the enactment into Italian law of Directive 2013/34/EU (the “**Accounting Directive**”).

The financial statements comprise the Balance Sheet (prepared in accordance with the model contained in Articles 2424 and 2424bis civil code), the Income Statement (prepared in accordance with the model in Articles 2425 and 2425a civil code), and the Cash Flow Statement (the content of which, in accordance with Article 2425ter civil code, has been presented in accordance with national accounting standard OIC 10) and these Notes (which provide the information required by Article 2427 civil code). In accordance with Article 2423 civil code, the general principles of clarity and truthful/accurate representation of the Company’s financial situation and its results for the year, have been observed.

The recognition, valuation, presentation and information of these items may differ from the contents of the mandatory provisions, in cases in which failure to comply with those provisions would have a negligible effect on the truthful/accurate representation of the Company’s financial situation and its results for the period. To this end, information is considered relevant, from a qualitative and/or quantitative viewpoint, when its omission or incorrect indication may reasonably influence the decisions made by users on the basis of the company's Financial Statements. Further specific criteria used to explain the concept of non-materiality are detailed for individual financial statement items when they apply. The materiality of individual items is assessed in the context of other similar items.

Moreover, the principles provided for by Article 2423-bis of the civil code were complied with as detailed below.

The valuation of the items was carried out in accordance with the general principles of prudence and the going concern assumption, for the reasons outlined in the specific paragraph of these notes, as well as taking into account the economic substance of the transaction or arrangement. Therefore, the economic substance of each transaction or event and, in any case, of each company event, was identified – notwithstanding its origin – and the interdependency of several agreements that refer to complex transactions was assessed.

The profits indicated on the financial statements for the financial year are only those earned on the closing date.

Revenues and charges recorded refer to the period, notwithstanding their collection or payment date.

Consideration was given to the risks and losses pertaining to the year even if known after year-end.

Heterogeneous elements included in individual items were valued separately.

Additional information considered necessary to give a true and fair view has also been provided, even if not specifically required by law.

The numbering used in the models contained in Articles 2424 and 2425 civil code, has been faithfully reproduced. Consecutive numbering has not been used for items identified by Arabic numerals with no value. As a result, each individual item will always be allocated the same number, making it easy to compare the financial and income statement positions for different periods.

The Balance Sheet and Income Statement indicate the changes in the various items. The Notes provide comments limited to the main items.

The “Attachments” section which forms an integral part of these Notes contains the schedules of the mandatory information required by the regulations, and other information considered useful in providing a clear, comprehensive picture of these financial statements at June 30, 2024.

MEASUREMENT CRITERIA AND ACCOUNTING PRINCIPLES

The financial statements at June 30, 2024 were prepared on the basis of the principles of clarity, accurate and truthful representation of the financial situation of the Company and of the profit or loss for the period, in accordance with Article 2423, second paragraph, of the Italian Civil Code.

The consolidated financial statements to June 30, 2024 were prepared in accordance with the general principles of prudence, accrual, and on a going-concern basis, and also took into account the economic function of the asset and liability items.

The valuation criteria of various financial statement items comply with the provisions of Article 2426 of the civil code and the reference accounting principles. Budget assumptions include continuity with the previous financial year with respect to the application of the valuation criteria adopted to prepare the Financial Statements.

As also required by the first paragraph of Article 2423-ter of the Civil Code, in view of the nature of the Company's business, the instructions issued by the Italian Football Federation (FIGC) and the Committee for the Supervision of Italian Football Clubs (“Covisoc”) have also been taken into consideration.

There were no derogations (Article 2423 (4) civil code) in the drafting of the consolidated financial statements to June 30, 2024.

The most significant valuation criteria and first-implementation rules adopted are detailed below.

Intangible fixed assets

Intangible assets are recognised as assets when they can be individually identified and their cost can be estimated in a sufficiently reliable way. They are recognised at purchase or production cost, including ancillary charges net of depreciation/amortisation and write-downs. Fixed assets are systematically depreciated on the basis of their estimated future life.

Multi-year charges were registered as assets because:

- their future useful life is demonstrated;
- there is an objective link with the relevant future benefits that the Company shall enjoy;
- their recovery can be estimated with reasonable certainty.

Player registration rights

These are intangible assets with a defined useful life equal to the term of the sports contracts signed with players.

Multi-year player registration rights are recorded at their historic purchase price inclusive of any directly attributable ancillary charges and, where appropriate, time-discounted to take into account the deferral of payments over more than one financial period.

The amounts were stated net of amortisation charges, calculated on a straight-line basis in relation of the duration of the contracts signed with individual professional players, up to a maximum of five years. With regard to the recognition in accounts fees for services rendered to the Club by sports agents, in accordance with the industry regulations connected to the transfer of player registration rights or contract renewals:

- in the absence of conditions precedent (for example, the player remaining registered with the Club), these fees are capitalised because they constitute a transaction cost for the purchase of the registration rights;
- if they are conditional on the player remaining registered with the Club or relate to services performed for the temporary acquisition or transfer (definitive or temporary) of the right, the fees are instead recognised each time in the income statement.

Player registration rights are recognised on the date when the contract is signed. That date, pursuant to Article 1360 Italian Civil Code, becomes the retroactive date of effectiveness of the ratification by the Lega Nazionale Professionisti Serie A of national transfers, or the issuance of the international transfer certificate (I.T.C.) by the Italian Soccer Federation (FIGC) for international transfers, through the FIFA "T.M.S." system.

Amortisation starts from the year when the player is registered. For rights acquired during the year, amortisation starts from the date when the player is available, on a time accrual basis.

The original amortisation schedule is amended if a contract is extended due to its early renewal. The new amortisation schedule takes account, on a straight-line basis, of the net book value of the rights at the date of extension of the contract and of the new duration of that contract, up to a maximum of five years from the date of extension of the contract.

Amortisation ceases when the right is fully amortised or is removed from the balance sheet (e.g. when the right is definitively transferred to another club).

If there is no contractual provision regarding the effective date of the contract, the date for the accounting recognition is the date on which the Lega Nazionale Professionisti Serie A ratifies the contract for national transfers, or from the effectiveness of the issuance of the international transfer certificate by the Italian Soccer Federation (FIGC) for international transfers, through the FIFA "T.M.S." system.

The item Player registration rights also includes the costs incurred by the Company for the registration of players from amateur football clubs, or foreign clubs that have contributed to the technical training of the players. In particular, the following are recognised:

- technical training and coaching bonuses, pursuant to Article 99 NOIF, paid to amateur football clubs following the signing of the first "professional" contract by players from those clubs. These costs are amortised on a straight-line basis over the duration of the contracts signed with the individual players;
- the training compensation and/or solidarity mechanism payments made, pursuant to FIFA regulations, to football clubs following definitive or temporary transfers of players registered with foreign clubs. These costs are amortised on a straight-line basis over the duration of the contracts signed with the individual players.

Concessions, licences, trademarks and similar rights

These are recognised at acquisition cost and relate to the user rights to the historical archive of television images of the Company, which have a finite useful life as they have a period of economic use, in addition to the expenses for the creation and registration of company trademarks and the acquisition of software licenses, which are amortised on a straight-line basis over their estimated future useful life. This item also includes the "A.C. Milan" trademark, which was revaluated at June 30, 2022 in compliance with Decree-Law 104/2020.

Other intangible fixed assets

These specifically refer to leasehold improvements amortised over the term of the related contract.

Tangible fixed assets

They are recorded at the purchase cost effectively paid to acquire the asset and are recognised on the date on which the transfer of risks and benefits takes place, which usually coincides with the transfer of title. This cost includes the purchase cost, ancillary purchase costs and all costs incurred to bring the asset to the location and in the conditions required for it to be a long-term asset for the Company.

Tangible fixed assets with a limited useful life are systematically depreciated on a straight-line basis based on their residual useful life.

The depreciation charge for each financial year refers to the distribution of the cost incurred over the entire duration of use.

For assets purchased during the financial year, the depreciation charge is reduced by 50%.

The basis for depreciation, initially estimated upon drafting the depreciation schedule based on the prices achievable on the market through the disposal of similar assets both in terms of technical features and the type of use to which they have been subject, is periodically reviewed in order to verify that the initial estimate is still valid. This amount is considered net of presumable removal costs.

If the tangible asset includes components or accessories with a useful life other than that of the principal asset, the depreciation of such components is calculated separately from that of the principal asset, unless this is not material or feasible.

The annual depreciation rates used, unchanged from the previous year, are shown in the table below:

Asset	Rate
Plant and machinery	7.5% - 25.0% - 30.0%
Industrial and commercial equipment	15.5%
Furniture and fittings	12.0%
Electrical office equipment	20.0%
Vehicles	25.0%

Ordinary maintenance costs are charged in full to the income statement. Improvement-related maintenance costs are allocated to the related assets and depreciated over their remaining useful life.

Impairment losses for intangible and tangible assets

Impairment losses for intangible and tangible assets are posted pursuant to the provisions of the OIC 9 Accounting Standard.

The Company assesses at each financial statements date whether objective evidence exists that an asset has incurred an impairment loss. If such evidence exist, it estimates the recoverable value of the asset. In particular, if the recoverable value of an asset (that is the greater out its use value and fair value) is lower than its book value, the asset is posted at such lower value. The difference is recognised in the income statement as an impairment loss under item B10c). If, in the subsequent financial years, the reasons for the write-down no longer apply, the original value is restored, adjusted only for depreciation, and recognised in the income statement under item A5).

In absence of evidence of potential impairment losses, the recoverable amount is not determined.

The value is restored if the reasons for the impairment losses no longer exist and takes place to the extent of the value that the asset would have had, had the value adjustment not been performed. The impairment of goodwill cannot be restored.

With particular reference to players' registration rights, the net book value is subject to impairment, for the purpose of estimating the recoverable value in the reference period, in the following circumstances:

- a) when it becomes apparent at the end of the financial year that a player will no longer be able to play for the team, for example because of an injury that endangers their career or if the player can no longer play at professional level. In this case, the net book value at which the fixed asset is recorded will be fully written down in the year of reference;
- b) if the club has decided to definitively transfer a player's registration rights and the transaction is performed immediately after the end of the financial year prior to the approval of the financial statements. The Company must include information on the accounting standard adopted in the financial statements and apply it consistently from one year to the next;
- c) if the club has temporarily sold a player for an amount less than the amortisation quota for the period;

Financial fixed assets

Equity investments in subsidiaries, associates, parent companies and other companies

Equity investments are recognised as financial assets if they are expected to be part of the Company's long-term investment portfolio, otherwise they are recognised in Working capital.

Equity investments are recognised at purchase or establishment cost, including any ancillary costs. The cost incurred when purchasing an investment booked as a fixed asset is maintained in the financial statements of the subsequent financial years, unless an impairment loss occurs. The Company assesses at each financial statements date whether objective evidence exists that an asset has incurred an impairment loss. The impairment loss is determined by comparing the value the equity investment was recorded at in the financial statements with the relevant recoverable value, calculated on the basis of the future benefits expected for the investor. The impairment loss is not maintained if the reasons for the adjustment made no longer apply.

Inventories

Inventories are recorded at the lower of purchase or production cost, determined using the weighted average cost method, and the estimated realisable value inferable from market trends (Art. 2426 No. 9 of the Italian Civil Code). Purchase cost means the actual purchase price plus accessory charges, excluding financial charges.

Inventories are written down in the balance sheet when their realisable value based on market trends is lower than their carrying amount. Obsolete and slow-moving inventories are written down in relation to their possibility of utilisation or realisation.

Receivables

Receivables are carried at the amortised costs, time-adjusted, to the extent of their expected realisable value and, therefore, they are shown in the balance sheet net of the relevant provisions for doubtful accounts deemed adequate to cover reasonably predictable losses due to uncollectability.

If the transaction's interest rate is not markedly different from the market rate, the receivable is initially recognised at a value equal to the nominal value net of all premiums, discounts, allowances and inclusive of any costs directly attributable to the transaction that generated the receivable. The aforementioned transaction costs, any commission income and expenses and any difference between the initial value and the nominal value at maturity are distributed along the life of the receivable using the effective interest method.

When, on the other hand, the interest rate for the transaction that can be inferred from contractual conditions is markedly different from the market rate, the receivable (and the relevant income in the case of commercial transactions) is initially posted at a value equal to the present value of estimated future cash flows plus any transactions costs. The rate used to discount future cash flows is the market rate.

In the case of receivables from commercial transactions, the difference between the thus determined initial recognition value of the receivable and the value upon maturity is posted to the income statement as financial income throughout the life of the loan, using the effective interest rate method. In the case of financial receivables, the difference between the liquidity disbursed and the current value of future financial flows, always determined using the market interest rate, is recognised in financial expenses or income in the income statement upon their initial recognition, unless the substance of the transaction or of the agreement attribute a different nature to this component. Subsequently, the active interest accruing on the transaction is calculated at the effective interest rate and posted to the income statement with the value of the receivable as a contra-entry.

The value of the receivables is then subsequently reduced by the amounts received both as capital and as interest, as well as by any write-downs effected to readjust the receivables to their expected realisable value or due to losses.

The Company assumes that effects resulting from the implementation of the amortised costs and the discounting are not material when receivables are due within 12 months, taking into account that all contractual and substantial considerations that apply upon recognition of the receivable, as well as all transaction costs and any difference between the initial value and the nominal value at maturity are also negligible. In this case, discounted can be omitted, the interest can be calculated on the capital and transaction costs registered as deferred expenses and amortised on a straight-line basis over the duration of the receivable to adjust nominal interest income.

It should be noted that the Company took advantage of the option – provided for by Article 12 of Italian Legislative Decree 139/2015 – to apply the amortised cost only to receivables that have arisen after January 1st, 2016.

Write-off of receivables

A receivable is written off from the Financial Statements when:

- the contractual rights on the financial flows arising from the receivable are extinguished; or
- the ownership of the contractual rights arising from the receivable is transferred and, with it, the risks linked to the receivable area also essentially transferred.

For the purposes of the valuation of the transfer of risks, all contractual clauses are taken into account, such as repurchase obligations at the occurrence of certain events or the presence of commissions, excesses or penalties due for non-payment.

When the receivable is written off from the financial statements as a result of a disposal transaction that entails the substantial transfer of all risks, the difference between the price and the value the receivable was recognised at the time of disposal is recognised as disposal loss to be posted under item B14) of the income statement, unless the contract does not allow the identification of other economic components of different nature, including financial.

When the sale agreement does not include the transfer of all risks (e.g. pro-solvendo agreements), the account receivable is kept on the financial statements. If part of the consideration agreed by the transferee is paid in advance, a financial receivable is recorded as counterparty of the advance received. Cost elements, such as interest and commission, to be paid to the transferee, are recorded in the income statement depending on their nature.

When, also by virtue of a disposal contract that can substantially transfer all risks linked to the receivable, minimal risks for the Company can be identified, the presence of the conditions required to effect a relevant provision to the risk provision is assessed.

Cash and cash equivalents

Bank deposits, post office deposits, and cheques (current account, bank drafts and similar), and are measured according to the general principle of the estimated realisable value, unless the collection of such receivables is very doubtful.

Cash and revenue stamps, measured at their nominal amount.

Cash pooling, consisting in the centralised treasury management by one company within a Group, enables the optimisation of financial resources and is characterised by receivable and payable items towards the company managing the aforementioned cash pooling, respectively for collections from and deposits to the joint current account. Individual companies that participate in centralised treasury management recognise the receivables generated in the item “Financial assets for centralised treasury management” with an indication of the counterparty, which can be the subsidiary of the parent company, in Financial assets that do not constitute long-term investments. If the receivables are not due within one year, they are classified as financial fixed assets. Any such revaluations and write-downs are posted to the income statement under “Write-down of financial assets due to centralised treasury management” and “Revaluation of financial assets due to centralised treasury management”, indicating the counterparty. Any debt position arising from centralised treasury management shall be classified based on the provision of OIC 19 “Debts”.

Accruals and deferrals

The items include the portions of costs and revenues that are common to two or more financial years, based on the accruals principle. This principle provides that an accrual or a deferral is recognised when the following conditions are met:

- the contract starts in one financial year and ends in a subsequent one;
- the consideration for the services provided is contractually due in advance or in arrears compared to performance common to two or more subsequent financial years;
- the size of accruals and deferrals varies over time.

Accruals and deferrals do not include costs and revenues that accrued in full in the period to which the Financial Statements refer or in subsequent ones.

At the end of each financial year, the Company assesses whether the conditions that determined the initial recognition of the accrual or the deferral still apply; if necessary, the required value adjustments are effected. This assessment takes into account not only the passage of time, but also the estimated recoverability of the amount posted to the Financial Statements.

Shareholders' Equity

This item recognises all capital transactions effected between the Company and the individuals who exercise their rights and duties as Shareholders. The share capital increase may only be recognised in the accounts after the transaction has been recorded in the companies' registry, as provided for by Article 2444, paragraph 2, civil code. This condition entails, from an accounting viewpoint, the need to use a Shareholders' equity item other than "Equity" in order to recognise the capital contributions subscribed by the Shareholders, which are only reclassified under that item after the transaction has been registered in the companies registry.

Any decrease in the share capital due to the withdrawal of a Shareholder entails an obligation for the Company to purchase his/her shares in order to reimburse him/her, if they are not acquired by other Shareholders; from an accounting viewpoint, a negative provision is registered under the item AX) "Negative reserve for treasury shares in the portfolio". The difference between the reduction in Shareholders' equity and the claim against the outgoing shareholder is channelled to a provision.

If a shareholder defaults, the share capital is reduced by an amount corresponding to the cancelled shares, which from an accounting point of view reverses the amount due from the outgoing shareholder (as to the tenths still payable by him), and the difference between the reduction in shareholders' equity and the claim against the outgoing shareholder is paid into a reserve.

Provisions for risks and charges

Provisions for risks are recognised for specific liabilities that are probable and whose values are estimated. Therefore, they are contingent liabilities linked to conditions that already existed at the date of the Financial Statements, but that were characterised by a degree of uncertainty, whose outcome depends on the occurrence of one or more future events.

Provisions for charges are recognised for liabilities of a specific nature and certain existence, estimated as to their amount or date of occurrence, linked to obligations already assumed at the Financial Statements' date, but which will be collected in subsequent financial years.

Provisions are quantified based on estimates that take into account all available information, in compliance with the principles of accruals and prudence. These elements can also include the time horizon when at the Financial Statements' date there is a known commitment, on the basis of a contractual or legal obligation, whose disbursement can be reliably estimated and whose occurrence can be reasonably determined, that is sufficiently distant in time so as to make its current value at the date of the Financial Statements significantly different from the one estimated at the time of disbursement.

No generic risk funds without economic justification were set up.

Potential liabilities, if any, are posted to the Financial Statements and registered in the provisions only if they are deemed probable and if the amount of the relevant expense can be reasonably estimated. As a result, remote risks were not taken into account, whereas for contingent liabilities that are deemed possible, even if unlikely, information about the uncertainty situation, where relevant, that the loss would cause, as well as the estimated amount or the indication that such amount cannot be estimated, other possible effects, if not apparent, the indication of the management's opinion and that of its legal and other advisers, where available.

With respect to classification, the provisions for risks and charges are initially registered in the income statement items of the relevant classes Per (B, C or D), depending on their nature. If the link between the nature of the provision and one of the aforementioned classes is not immediately apparent, provisions for risks and charges are posted to items B12) and B13) of the income statement.

Employee leaving entitlements

Italian Law no. 296 of December 27, 2006, (2007 Finance Act) introduced new rules for employee leaving entitlements accruing from January 1st, 2007. As a result of the Supplementary Pension Reform:

- employee leaving entitlements accrued up to December 31, 2006 remain in the company;
- employee leaving entitlements accruing from January 1, 2007, at the employee's discretion, either through explicit or tacit agreement, have been:
 - allocated to supplementary pension schemes;
 - remained with the company, which transferred the employee leaving entitlements to the I.N.P.S.'s Treasury Fund.

The amounts accrued from January 1, 2007 are still shown in the income statement item B9c) "Employee leaving entitlements". In the balance sheet, item C) "Employee leaving entitlements" represents the remainder of the provision outstanding at December 31, 2006, while item D13) "Payables to pension funds and social security agencies" shows the payable accrued at June 30, 2024 for the employee leaving entitlements still to be paid to the pension funds and social security agencies.

Payables

Payables are recorded in the Financial Statements using the amortised cost method, on a time-adjusted basis.

If the transaction's interest rate is not markedly different from the market rate, the payable is initially recognised at a value equal to the nominal value net of all premiums, discounts, allowances and inclusive of any costs directly attributable to the transaction that generated the debt. The aforementioned transaction costs, such as accessory costs to obtain loans, any commission income and expenses and any difference between the initial value and the nominal value at maturity are distributed along the life of the payable using the effective interest method.

When, on the other hand, the interest rate for the transaction that can be inferred from contractual conditions is markedly different from the market rate, the payable (and the relevant cost in the case of commercial transactions) is initially posted at a value equal to the present value of estimated future cash flows plus and considering any transactions costs. The rate used to discount future cash flows is the market rate.

In the case of payables from commercial transactions, the difference between the thus determined initial recognition value of the payable and the value upon maturity is posted to the income statement as financial expense throughout the life of the loan, using the effective interest rate method. In the case of financial payables, the difference between the liquidity disbursed and the current value of future financial flows, always determined using the market interest rate, is recognised in financial income or expenses in the income statement upon their initial recognition, unless the substance of the transaction or of the agreement attribute a different nature to this component. Subsequently, the interest expense accruing on the transaction is calculated at the effective interest rate and posted to the income statement with the value of the payable as a contra-entry.

The value of the payables is then subsequently reduced by the amounts paid both as capital and as interest, as well as by any write-downs effected to readjust the receivables to their expected realisable value or due to losses.

The Company assumes that effects resulting from the implementation of the amortised costs and the discounting are not material when payables are due within 12 months, taking into account that all contractual and substantial considerations that apply upon recognition of the payable, as well as all transaction costs and any difference between the initial value and the nominal value at maturity are also negligible. In this case, discounted can be omitted, the interest can be calculated on the capital and transaction costs registered as deferred expenses and amortised on a straight-line basis over the duration of the receivable to adjust nominal interest expense.

Payables towards Group companies

Items D9), D10) and D11) include respectively payables to subsidiaries, associates and parent companies, as defined by Article 2359 of the civil code. These payables are shown separately in the balance sheet.

Item D11 bis) includes payables to companies subject to parent companies' control.

Revenues

Match revenues are recognised at the actual time of performance (when each match is played); Season pass sales, if collected at the end of the previous football season, are recognised on an accrual basis using the same rule (i.e. when each match is played).

Revenues from sponsorship are allocated pro rata according to the related contracts, which are signed on the basis of the FIGC soccer seasons. Sponsor premiums are recognised in the income statement on an accruals basis, depending on when the sports event to which they refer takes place.

Revenues from broadcasting license rights and subsequent use of images relating to home league matches are recognised on an accrual basis according to the football season to which they relate.

Revenues from service provision and expenses for their purchase are recognised on the date on which provision ended, or, for those governed by contracts with periodical payments, on the date such payments are due.

The revenues from the sale are recognised net of returns, discounts, allowances and premiums, as well as any taxes directly linked to the sale of the products and the provision of the services, and any adjustments to the revenues accrued during the year directly reduce the item "Revenues".

The item "Other revenues and income" includes non-financial positive income components solely due to additional management. This item includes any grants related to income.

Cost

Acquisition costs are recognised on an accruals basis.

The costs for raw materials, ancillaries, consumables and goods are inclusive of ancillary purchase costs (transport, insurance, loading and downloading, etc.) if included by the supplier in the purchase price, otherwise they are separately posted to service costs depending on their nature.

The costs include not only those whose amount is certain, but also those that are not yet documented, which have been specifically recognised in the Financial Statements.

Costs for bonuses due to players, coaches and technical personnel, for the achievement of pre-established sports results, and bonuses from sponsors are allocated to the income statement on an accrual basis, when the sporting event they relate to takes place.

Financial Income and Expenses

They include the positive and negative components of the economic result for the year linked to the Company's financial activity, and are recognised based on the accruals principle.

All revenues, with suitable indication of the relevant sub-items, are recognised on an accruals basis.

Dividends

Dividends are recognised at the time when, as a result of the Resolution adopted by the shareholders' general meeting of the subsidiary to distribute the profit, or the provisions, a collection right arises for the investor company. The dividend is recognised as financial income, independently from the nature of the reserves distributed. The investee company verifies that, following the distribution, the recoverable value of the equity investment has not diminished to such an extent as to require the recognition of an impairment loss.

Gains and losses

Gains and losses arising from the sale of multi-year player registration rights are classified under revenues and costs from the core business.

Capital gains and/or losses, arising from the transfer of a player's registration rights to another club, are determined as the difference between the agreed price and the net book value at the date of transfer.

Current and deferred taxes and national tax consolidation

Taxes for the year are recognised in the income statement in the item "Current income taxes".

Direct taxes accrued for the period are recognised based on the estimate of taxable income, in line with legal provisions and current tax rates and considering any applicable exemptions.

Moreover, the analysis of the presence of any time difference between the asset and liability values and the corresponding values relevant for tax purposes and/or between the income components posted in the income statement and those taxable or deductible for the purposes of the calculation of tax for the period, as provided for by OIC 25.

In presence of taxable temporary differences, deferred tax liabilities are registered in the Financial Statements, with the exceptions detailed below and provided by OIC 25.

In presence of deductible timing differences, taxes are registered in the Financial Statements only if their future recoverability is reasonably certain.

If tax liabilities have occurred, deferred tax assets are calculated and registered against the future tax benefit linked to them and to the extent of the taxable result achievable in line with tax projections within a reasonable time scale.

Deferred tax assets and liabilities are calculated on the amount of all the timing differences for the financial year, applying the tax rates applicable during the financial year in which the timing differences will be taxed, as provided for by the tax regulations that apply at the date of the Financial Statements. If tax regulations do not set out the tax rates applicable to the period in which the timing differences shall be taxed, the Company calculates deferred taxes based on the rates applicable at the date of the Financial Statements.

Deferred tax assets and liabilities are not discounted.

For the purposes of classification in the Financial Statements, tax receivables and payables are offset against each other only if there is a legal right to pay the amounts recognised based on tax legislation and if there the intention to net financial receivables and payables with a single payment.

The remuneration of the tax losses of the companies in the consolidation area is recognised at the time that the losses are effectively utilised in the consolidation area (and are not subject to the taxation of future profits by the individual consolidated company), at the IRES rate applicable during the tax period in which the tax loss is carried forward to reduce the consolidated taxable income. The economic benefits arising from consolidation adjustments effected by the consolidating company, but relating to the consolidated company, are remunerated in favour of the aforementioned consolidated company.

The consolidation adjustments that generated benefits in the consolidated tax return are recognised on the income statement under "Tax income from tax consolidation", which is classified under "Current income taxes" with a contra-entry in the balance sheet, under "Receivables from subsidiaries".

Change of accounting principles

Below is a description of the standards used when there are changes to voluntary accounting standards, and also to mandatory standards if different rules are not specifically required.

The change to an accounting standard is registered in the period in which it is adopted and the relevant events and transactions are treated in compliance with the new principle, which is applied with retroactive effect. This entails the accounting recognition of such effects on the opening balance of the Shareholders' equity for the year.

For comparison purposes only the opening balance of the Shareholders' equity of the previous year is adjusted and the comparative figures for the previous financial year are considered as if the new accounting principle had always been applied. However, when, after all reasonable efforts, it is not possible to determine the effect pertaining to the previous financial year, or when this calculation is excessively onerous, the Company does not restate figures.

Ultimately, when it is not possible to calculate the cumulative effect of the change of accounting standard of such calculation is too onerous, the Company applies the new accounting principle starting from the first possible date. When this date coincides with the start of the current financial year, the new accounting principle is applied on a forward-looking basis.

The effects resulting from the adoption of new accounting principles on the balance sheet, income statement and cash flow statement, where available, have been highlighted and commented in these notes in correspondence of the explanatory notes pertaining to the items in the Financial Statements that were impacted in a specific way.

This standard did not have significant effects on the financial statements for the year ended June 30, 2024.

Error correction

An error is registered at the time in which an incorrect qualitative and/or quantitative representation of a Financial Statement figure and/or an information provided in a note and, at the same time, information and data for its correct management is available. Correction of relevant errors is performed by rectifying the balance sheet item that was affected by the error at the time, charging the error's correction to the opening statement of the Shareholders' equity of the financial year in which the error is identified.

For comparison purposes only, when feasible, the Company corrects a material error for the previous year by restating comparable figures, whilst if an error relates to previous financial years, it is corrected by restating the opening balances of the previous financial year. When the cumulative effect of a material error cannot be restated for all previous financial years, the Company must recalculate comparable figures to correct the material error starting from the first feasible date.

Non-material errors committed in previous years are recognised in the income statement of the period in which the error is detected.

This standard did not have significant effects on the financial statements for the year ended June 30, 2024.

Conversion criteria for items in foreign currency

Pursuant to Article 2426, paragraph 1, no. 8 bis of the civil code, monetary assets and liabilities in currencies other than the functional currency in which the Financial Statements are presented (the so-called "accounting currency"), subsequently to initial recognition, are recognised at the spot exchange on the date of the end of the financial year. The resulting exchange-rate gains or losses are posted to the income statement at the items C17-bis) "Exchange-rate gains and losses" and any net profit, which contributes to the result for the period, is allocated to the dedicated reserve that cannot be distributed until realisation.

Non-monetary assets and liabilities in currencies other than the accounting one are recognised at the exchange rate applicable at the time of their purchase. When the exchange rate at the closing date of the period is markedly different from that at the purchase date, the exchange rate variance is one of the elements considered in the assessment process to determine the value that can be recognised in the financial statements for individual non-monetary assets. In this case, therefore, any (positive or negative) exchange rate differences contribute to the calculation of the recoverable value.

Exchange rates

The exchange rates used to translate the main items in foreign currency are:

		Spot rate 30.06.2024 (*)	Average rate 2023/2024 (*)
U.S. dollar.	USD	7.7748	7.8051
Japanese Yen	JPY	171.9400	169.8130
GB Pound	GBP	0.84638	0.84643
Swiss franc	CHF	0.9634	0.9616
Chinese Yuan	CNY	7.7748	7.8051
United Arab Emirates Dirham	AED	3.9314	3.9512

(*) Source: Bank of Italy Eurosystema.

OTHER INFORMATION

Use of estimates

The preparation of financial statements requires management to make estimates and assumptions that affect the values of assets and liabilities and the disclosure of contingent assets and liabilities at the reporting date. The estimates and assumptions used are based on experience and other factors considered relevant. The results to be achieved may therefore differ from these estimates. Estimates and assumptions are reviewed periodically and the effects of any changes made to them are reflected in the income statement in the year in which the estimate is revised if the revision affects only that year, or in subsequent years if the revision affects both the current year and future years.

Estimates are used to recognise loan loss provisions, to determine write-downs of equity investments and to determine provisions for risks and charges.

With reference to the estimation of the provisions for risks and bad debts, the annual financial statements reflect an estimate of liabilities based on the best knowledge of the state of solvency of the counterparties and the progress of litigation, in this using the information provided by the legal and tax advisors assisting the Company and taking into account existing contacts with the counterparties. The estimate of risks is subject to the risk of uncertainty inherent in any estimate of future events and the outcome of litigation proceedings, and it cannot be excluded that in future years there may be charges that cannot be estimated at present due to a worsening of the state of litigation and the level of solvency of the counterparties, also in consideration of the general deterioration of the solvency of the markets.

Tax consolidation

The Company has exercised the option to join the tax consolidation scheme (Articles 117-129 of Presidential Decree 917/86), as the consolidating entity, jointly with Milan Real Estate S.p.A. and SportLifeCity srl consolidated companies.

Consolidated Financial Statements

The Company prepared the consolidated financial statements as at June 30, 2024 in accordance with the law and in compliance with the current provisions introduced by the UEFA Licensing Manual. - 2020 edition, Part II, Title V, Article 14.4.4, which obliges football clubs that exercise control over one or more companies, as in the case of A.C. Milan S.p.A., to draw up consolidated financial statements subject to statutory audit.

Statutory audit of the accounts

The financial statements for the year ending June 30, 2024 were audited by the independent auditors Deloitte & Touche S.p.A..

Statement of amounts

In accordance with Article 2423(5) civil code, the financial statements to June 30, 2024 were prepared in Euros, with no decimal places, apart from these Notes which show the values and related comments in thousands of Euros, unless indicated otherwise. It should be noted, however, that the Report on Operations is prepared in millions of Euro with one decimal place shown.

Disclosure on commitments, guarantees and contingent liabilities not included in the balance sheet

The note must detail the overall amount of the commitments, guarantees and contingent liabilities not included in the balance sheet, specifying the nature of any collateral provided, itemised in: a) existing pension and similar commitments; b) commitments towards subsidiaries, associates, as well as parent companies and companies subject to the latter's control.

Public funds - Information pursuant to Article 1, paragraphs 125-129 of law no. 124/2017

With reference to obligations on transparency and the disclosure of public funding regulated by article 1, paragraphs 125-129 of law no. 124/2017 as amended by the "security" decree law (no. 113/2018) and "simplification" decree law (no. 135/2018), introducing a number of disclosure and transparency obligations, starting from the 2018 financial reporting year, for entities that have economic relations with the Public Administration, in view of Assonime's interpretation in Circular no. 5 of February 22, 2019, which considers the regulation as non-applicable in the following cases:

- grants, contributions and economic benefits of any kind, of which the advantages are accessible to all enterprises that meet certain conditions, based on general, previously established criteria (for example: measures of ministerial decrees aimed at specific industrial sectors and at funding activities related to research and development projects;
- general measures that may benefit all enterprises and which come under the general structure of the reference system defined by the State (for example the mechanism to promote the reinvestment of profit, as provided for by A.C.E);
- public European/foreign resources;
- contributions from trade associations;
- interprofessional funds for training courses, considering that the Funds are provided through contributions made by the beneficiary companies, that are required to meet specific management criteria based on transparency.

During the 2023/2024 financial year, the Company declared that it had not received this type of contribution.

Going concern

The company ended the year with a profit for the period of Euro 5,091 million, positive shareholders' equity of Euro 200,768 million and a Net Financial Debt of Euro 33.1 million.

During the financial year 2023/2024, the majority shareholder, ACM Bidco B.V., made a payment on account of a future capital increase in favour of the Company totalling Euro 15 million. This payment is in addition to the previous payment on account of a future capital increase, made in June 2023 by ACM Bidco B.V. in favour of the Company, in the amount of Euro 40 million.

In a letter dated September 9, 2024, the current majority shareholder of A.C. Milan, ACM Bidco B.V., undertook to financially support the parent company A.C. Milan and the companies controlled by it from the date of September 9, 2024 until the date falling 12 months after the approval by the shareholders' meeting of A.C. Milan S.p.A. of the annual financial statements as at June 30, 2024, thus renewing the commitment previously made to A.C. Milan and the Group until June 30, 2025.

Based on these considerations, the directors have prepared these financial statements on a going concern basis.

Significant events during the year

Super League

On April 17, 2021, A.C. Milan S.p.A. and eleven other clubs (hereinafter, the "Founding Clubs") formalised an agreement (hereinafter, the "Original Agreement") for the creation, subject to the fulfilment of certain conditions precedent, of a twenty-team European competition called the "Super League" (hereinafter, the "SL") in which the first men's team of AC Milan S.p.A. would take part on a permanent basis as a founding club.

On April 18, 2021, AC Milan S.p.A., together with eight other Founding Clubs, became a member, through the subscription of a share issue and payment of an amount of Euro 200 thousand, of the European Super League Company S.L. (hereinafter, the "SL Company"), i.e. the company incorporated under Spanish law set up for the purpose of creating and managing the proposed SL. Subsequently, as provided for in the agreements between the Founding Clubs, AC Milan S.p.A. made a further payment to Shareholders' Equity of the SL Company of Euro 1.8 million.

Following the public announcement of the planned creation of the SL, UEFA and other sports bodies affiliated to them expressed their opposition to the creation of the SL and publicly announced the adoption of disciplinary sanctions against the Founding Clubs.

Following the announcement of termination, as provided for in the Original Agreement, of the SL project and the Original Agreement itself, AC Milan S.p.A. (together with certain other Founding Clubs) reached an amicable settlement with UEFA an amicable settlement of the matter (hereinafter, the "UEFA Agreement") and in this context AC Milan S.p.A. has undertaken certain commitments towards UEFA including that of paying UEFA. Foundation For Children, together with the other clubs signatory to the UEFA Agreement, a total amount of Euro 15 million, divided among the various clubs pro rata, within 12 months of the signing of the UEFA Agreement. On the basis of the UEFA Agreement, AC Milan S.p.A. has also agreed that UEFA, in the first UEFA competition to which AC Milan S.p.A. has qualified (it being understood that the first useful season for this purpose would be the 2023/2024 season), shall retain 5% of the revenues due to AC Milan S.p.A. in relation to that season. The relevant provision has been recognised in accounts.

Following the achievement of the UEFA Agreement, AC Milan S.p.A. has learned from public sources that the Commercial Court of Madrid, in the context of a case pending before that Court, has issued a provisional measure ordering UEFA, inter alia, to render ineffective certain obligations undertaken towards it by the clubs signatory to the UEFA Agreement.

In a media statement dated September 27, 2021, UEFA informed the clubs that are signatories to the UEFA Agreement that it would not request payment of any of the amounts specified in the UEFA Agreement as long as the proceedings in the Madrid Commercial Court were pending.

AC Milan S.p.A. has also learned, again from public sources, that the Court of Madrid has referred to the Court of Justice of the European Union the decision on the conformity with Community law of certain aspects of the functioning of UEFA and FIFA.

Again from public sources, A.C. Milan S.p.A. has also learned that on April 20, 2022 the Court of Madrid revoked the provisional measures previously taken on April 20, 2021 by the same Court of Madrid against UEFA.

On December 21, 2023, the Grand Chamber of the Court of Justice of the European Union rendered its decision on the question referred for a preliminary ruling by the General Court of Madrid.

On June 27, 2024, the Secretary of the Board of Directors of the European Super League Company S.L. wrote to its shareholders (thus including A.C. Milan S.p.A.) to send: (i) a copy of the order of the Provincial Court of Madrid (Audiencia Provincial de Madrid) of January 30, 2023 annulling the judgment of the Court of Madrid of April 20, 2022 that had revoked the provisional measures issued against UEFA and FIFA; (ii) a copy of the Judgment of the European Court of Justice dated December 31, 2023 and (iii) a copy of the Judgment rendered by the Commercial Court of Madrid (Juzgado de lo Mercantil de Madrid) on May 24, 2024 by which the aforementioned Court rendered judgment in the case of the European Super League Company establishing that UEFA and FIFA had infringed European competition law and ordering UEFA and FIFA to cease their anti-competitive conduct and to immediately remove all effects of the anti-competitive actions that occurred before or during the course of the proceedings. The secretary of the European Super League Company then wrote that the combination of the cited rulings means that the market for pan-European club competitions must be open to third-party competitions such as the European Super League and that the compatibility condition set out in the Original Agreement has been fulfilled. A.C. Milan S.p.A. acknowledged the communication of the secretary of the European Super League Company S.L. clarifying that, without prejudice to the position already previously taken with respect to the project, A.C. Milan S.p.A. has never taken part in any vote regarding the compatibility condition set forth in the Original Agreement in any Board of Directors of the European Super League Company.

As of June 30, 2024, the investment in the "SL Company" was fully written down in the financial statements of A.C. Milan S.p.A..

UEFA Settlement Agreement

On February 10, 2022, the chairman of the First Chamber of the UEFA Club Financial Control Body (hereinafter "CFCB First Chamber") opened a procedure with A.C. Milan S.p.A. under Article 12(1) of the Procedural rules governing the UEFA Club Financial Control Body (hereinafter "Procedural Rules") – Edition 2021 to ascertain whether A.C. Milan S.p.A. complied with the UEFA Club Licensing and Financial Fair Play Regulation – Edition 2018 (hereinafter "CL&FFP"). Specifically, AC Milan S.p.A. was charged with a deviation from the break-even parameters established by articles 58 to 64 and Article 68 of the CL&FFP that exceeded the permitted one.

On August 31, 2022, UEFA, through the CFCB First Chamber, and AC Milan S.p.A. signed a settlement agreement (hereinafter, the "Settlement Agreement") in order to regulate the transition by A.C. Milan S.p.A. from the break-even parameters under the CL&FFP to the new rules (effective as of the 2023/2024 season) under the UEFA Club Licensing and Financial Sustainability Regulations Edition 2022 (hereinafter, the "CL&FSR"), which came into force as of June 1, 2022.

The Settlement Agreement aims to govern the reporting periods (reporting periods) ending 2022, 2023, 2024 and 2025 and the following four football seasons: 2022/2023, 2023/2024, 2024/2025 and 2025/2026. The relevant provision has been recognised in accounts.

UEFA has published an excerpt of the Settlement Agreement online, pursuant to the Procedural Rules - Edition 2022, at the following address: [transitional_3-year_settlement_agreements_-_august_2022.pdf](#) (uefa.com).

The CFCB First Chamber has confirmed that AC Milan S.p.A. has met all the targets set for the financial year 2022 and all the targets set for the financial year 2023 under the settlement agreement signed in September 2022. The Company, thanks to its excellent financial performance in the 2023/2024 season, expects to far exceed the targets set in the Transaction Agreement for the 2024 reporting period; Notwithstanding the foregoing, as a matter of utmost scrupulousness in consideration of the randomness of sports results that may significantly influence the economic results, the Directors nevertheless deemed it advisable to maintain a provision to cover the risk in the amount of Euro 6 million in the event that the results envisaged in the agreements are not fully achieved.

Out-of-court copyright claims

On 8 and 24 August 2022, AC Milan S.p.A. received out-of-court claims for alleged copyright violations. AC Milan S.p.A. responded with a defence refuting the claims. The last communication addressed by the counterparty to AC Milan S.p.A. is dated 2 June 1, 2024. In addition, AC Milan S.p.A. nevertheless invoked indemnity obligations in its own favour that had been assumed by third parties in connection with these matters. Prudently, AC Milan S.p.A. also made a provision in this regard.

Merger

On August 1, 2023, the merger by incorporation of Milan Entertainment S.r.l. and Casa Milan S.r.l. into AC Milan S.p.A., as resolved by the extraordinary shareholders' meetings of AC Milan S.p.A., Milan Entertainment S.r.l. and Casa Milan S.r.l. on May 11, 2023, took legal effect.

The merger was finalised in order to rationalise and simplify the corporate structure of the Milan group and to achieve more efficient management. Given that A.C. Milan S.p.A, directly or indirectly, held the entire share capital of both Milan Entertainment S.r.l. and Casa Milan S.r.l., the merger was carried out in accordance with Article 2505 of the Italian Civil Code and no exchange took place between the shares of A.C. Milan S.p.A and the shareholdings of the companies to be incorporated; therefore, the shares representing the entire share capital of AC Milan S.p.A. remained assigned to the current shareholders of A.C. Milan S.p.A. without any change in the relative shareholding structure.

The effective date of the merger for accounting and tax purposes was, as allowed by Article 2504-bis, paragraph 3 of the Italian Civil Code and Article 172, paragraph 9 of Presidential Decree No. 917 of December 22, 1986, backdated to July 1, 2023.

Municipality of Milan

On July 7, 2023, the Municipality of Milan issued the decision to close the activities relating to the payment of the instalment for the ten-year period 2010/2020 pursuant to Article 4b of the Agreement for the concession for the use and management of the Meazza Stadium and related services to the Companies F.C. Internazionale Milano S.p.A. and A.C. Milan S.p.A., for the period 01/07/2000-30/06/2030.

AC Milan Management Middle East

On July 13, 2023, the company AC Milan Management Middle East, a wholly owned subsidiary of A.C. Milan S.p.A., was incorporated and registered with the Dubai Companies Registry, with the corporate purpose of representing and managing the commercial activities of A.C. Milan S.p.A. in the UAE.

Vismara Ground Lease

On July 25, 2023, the ground lease was renewed with Opera Diocesana per la Preservazione e Diffusione della fede, for the duration of 10 years, from June 4, 2023 to June 4, 2033, without interruption, of the complex known as the P. Vismara centre - Puma House of Football, located in Milan, via dei Missaglia 117.

Purchase of land in the Municipality of San Donato Milanese and in the Municipality of Milan

Between January and March 2024, Sportlifecity srl, a subsidiary of A.C. Milan S.p.A., finalised certain deeds of purchase of land located in the Municipality of San Donato Milanese and in the Municipality of Milan (the latter land being located close to the Municipality of San Donato Milanese) for a total cadastral area of approximately 490,801 square metres. As has been publicly announced, the Milan Group is considering the possible construction of the new Milan stadium on these grounds. In the context of the sale of part of the aforesaid land by the company Asio S.r.l., Sportlifecity srl also became the assignee of receivables for an amount of Euro 13,835,363.86 claimed by Asio S.r.l. from the Municipality of San Donato Milanese. The remaining payable (due on August 8, 2025) of Sportlifecity srl to Asio S.r.l. for the sale by the latter to Sportlifecity srl of the aforesaid receivables from the Municipality of San Donato Milanese is Euro 2.3 million. It should be noted that in relation to the aforementioned residual debt of Sportlifecity srl towards Asio s.r.l., AC Milan S.p.A. issued a letter of patronage to the latter.

In order to finance the purchase of the aforesaid land and the payment of further costs and charges, including advisory costs, in any case connected to the possible realisation of the aforesaid project, on January 25, 2024 AC Milan granted to the subsidiary Sportlifecity srl a non-interest bearing shareholders loan with bullet repayment at maturity for Euro 31,500 thousand. The maturity date of the shareholder loan was set at January 25, 2027. It should be noted that the granting of the aforesaid shareholders' loan was made by AC Milan by resorting, in part, to the payment on account of a future capital increase for a total of Euro 40 million granted by the majority shareholder ACM Bidco B.V. to the Company in June 2023 in order to cover the costs directly or indirectly related to the implementation of the new stadium project.

Administrative proceedings initiated by the subsidiary Sportlifecity srl

On September 28, 2023, the subsidiary Sportlifecity srl submitted a variation proposal (hereinafter, the "**Variation Proposal**") to the Integrated Intervention Programme "AT.SS San Francesco", approved in 2021 by Resolution No. 81/2021 of the Municipal Council, and the Territorial Government Plan of the Municipality of San Donato Milanese, in order to carry out a development project of a sporting nature with the construction of a sports arena (new A.C. Milan stadium) and related and complementary facilities. In relation to the foregoing, the Municipality of San Donato Milanese – having carried out a preliminary investigation – expressed a favourable opinion on the feasibility of the Variation Proposal

through the Programme Agreement procedure pursuant to Regional Law 19/2019 (hereinafter, the "**Programme Agreement**"), first by Resolution of the Municipal Council No. 15 of January 24, 2024 and, subsequently, by Resolution of the Municipal Council No. 3 of February 22, 2024.

Subsequently, by means of notes dated April 19, 2024 and 18 June 2024, the Mayor of the Municipality of San Donato Milanese promoted the Programme Agreement for the approval of the Variation Proposal, proposing joining to the Lombardy Region, the Metropolitan City of Milan, RFI Rete Ferroviaria Italiana S.p.A., Gruppo Ferrovie dello Stato Italiane S.p.A. and FS Sistemi Urbani S.p.A. By way of Council Resolution No. XII / 2598 of June 24, 2024, the Lombardy Region – acknowledging the regional interest of the Variation Proposal – joined the Programme Agreement; Similarly, in June and July the other invited entities joined. Therefore, by Municipal Council Resolution No. 91 of July 12, 2024, the Municipality – having acknowledged the joining of the invited entities and the identification of the delegated representatives for the Agreement Committee – launched the Strategic Environmental Assessment ("SEA") procedure.

Search on March 12, 2024 and closure of sporting proceedings

It should be noted that as part of criminal proceedings pending before the Public Prosecutor's Office of Milan, on March 12, 2024, an "Warrant for a personal and local search of third parties" was executed against the Company's CFO.

The search resulted in the seizure of computer media such as a mobile phone and laptops (including a personal computer).

A similar search warrant was served on the company's CEO, following which computer media such as a mobile phone, laptop and ipad were seized. According to this decree, the current Chief Executive Officer and the previous Chief Executive Officer of A.C. Milan S.p.A. are under investigation for the offence provided for in Article 2638 of the Italian Civil Code.

After the Public Prosecutor's Office sent the FIGC the aforementioned search warrants, on April 19, 2024, AC Milan's CEO, Mr Giorgio Furlani, was interviewed by the FIGC's Public Prosecutor's Office as a "person with knowledge of the facts". In a communication dated June 14, 2024 the FIGC's Prosecutor's Office informed A.C. Milan S.p.A. that the proceedings had been closed.

Notice of liquidation of registration tax and imposition of sanctions on waiver of shareholder financing

On May 3, 2024, A.C. Milan S.p.A. was served with a notice of liquidation of registration tax of Euro 300 thousand (plus interest, accessories and penalties, for a total of Euro 707,438.53), which, according to the Italian Revenue Agency (Agenzia delle Entrate), was based on the so-called waiver of the shareholder loan of Euro 10,000,000 disbursed by Rossoneri Sport Investment Luxembourg (the controlling shareholder, at the time, of AC Milan). Of the waiver of the aforementioned loan, in particular, the Italian Revenue Agency took note after examining the minutes of the Shareholders'

Meeting – of October 28, 2019 – concerning the approval of AC Milan's financial statements as at June 30, 2019. A.C. Milan S.p.A. has prepared a specific and detailed appeal, which is pending before the Milan First Instance Tax Court.

Communication from the Commissione Acquisizioni Partecipazioni Societarie (Commission for the Acquisition of Shares)

On May 9, 2024, the Company received from the FIGC Commissione Acquisizioni Partecipazioni Societarie (the 'Co.a.p.s.') a letter from the FIGC in which the aforementioned Commission, following the changes in the chain of control of AC Milan finalised in June 2023 and communicated to the FIGC on July 12, 2023, announced that it had concluded the preliminary investigation on the documentation produced, noting the late submission of certain documentation envisaged by Article 20-bis N.O.I.F. (received in full between August and October 2023 after granting the additional term as per paragraph 8 of Article 20-bis N.O.I.F.) and to have, in accordance with Article 20-bis, paragraph 11 of the N.O.I.F., forwarded the results of the checks to the Procura Federale (Prosecutor's Office). A.C. Milan S.p.A. has already instructed its lawyers to initiate talks with the Prosecutor's Office should the latter raise objections or open an investigation. At the moment, there have been no communications to A.C. Milan S.p.A. from the Prosecutor's Office.

Request for information and data by AGCOM pursuant to Article 1, paragraph 30 of Law 249/1997

On April 12, 2024, A.C. Milan S.p.A. received from AGCOM a request for information and data pursuant to Article 1, paragraph 30, of Law 249/1997 in relation to the authorisation for the satellite broadcasting of the audiovisual media service called MILAN TV originally granted to Milan Entertainment S.r.l. (and renewed in 2022 on behalf of the latter); a service for which A.C. Milan S.p.A. declared, in its annual communication made on December 15, 2023 to the Register of Economic Operators ("ROC"), that it had become the supplier.

AGCOM acknowledged that it had verified that Milan Entertainment S.r.l. had been cancelled from the ROC on August 10, 2023, following its cancellation from the Register of Economic Operators due to the merger by incorporation into another company (i.e. AC Milan), but that it had not received – either from the incorporating company or from the incorporated company – the specific request to transfer to A.C. Milan S.p.A. the aforesaid authorisation, pursuant to Resolution AGCOM 127/00, nor the request for authorisation of the transfer of ownership for the aforesaid merger pursuant to Resolution AGCOM No. 265/22/CONS of July 19, 2022. Therefore, the Authority invited A.C. Milan S.p.A. to provide any further useful information and/or rebuttal to the information contained in AGCOM's communication. On April 22, 2024, A.C. Milan S.p.A. provided AGCOM with timely and complete feedback with

respect to the notified requests and the content of the communication received. It should be noted that no further communication has been received from the aforementioned Authority to date.

Transfer Campaign 2023/2024

The transactions concluded during the 2023/2024 Transfer Campaign resulted in a net increase in invested capital of Euro 8.4 million, deriving from additions of Euro 124 million, disposals of Euro 37.2 million (net book value of the rights sold) and write-downs of Euro 3.2 million. Depreciation and amortisation for the period amounted to Euro 75.2 million (as detailed in Attachment 2 to the Notes).

Profit on disposal of player registration rights amounted to Euro 44.9 million (net of amortised cost), while loss on disposal amounted to Euro 0.05 million.

With regard to the transactions concluded during July and August of the 2023/2024 Transfer Campaign, they included among others, the permanent acquisitions of the players Samuel Chukwueze, Yunus Musah, Christian Pulisic, Tijjani Reijnders, Noah Okafor, Marco Pellegrino, Ruben Loftus Cheek, Luka Jovic and Luka Romero. As far as the disposals are concerned, the definitive sales of the players Sandro Tonali (Newcastle) and Ante Rebic (Besiktas) and the temporary sales of Devis Vasquez (Sheffield Wednesday) and Charles De Ketelaere (Atalanta BC) were made.

As far as the player transfer transactions completed in the winter session of the 2023/2024 Transfer Campaign are concerned, we report the definitive acquisition of Filippo Terracciano and the return to the team of Matteo Gabbia (on loan to Villarreal), the definitive disposals of Rade Krunic and Junior Messias (to Fenerbahce and Genoa respectively) and the temporary disposals of Marco Pellegrino (to Salernitana) and Luka Romero (to Ud Almeria). We also report that there was only one mutual termination agreement with the player Joof Roback in the winter session of the 2023/2024 Transfer Campaign.

The definitive sale of the player Charles De Ketelaere to Atalanta BC and the definitive purchase of the player Sanchez Jimenez from Real Madrid were finalised in June 2024.

Sportlifecycle srl joins the Ambito AT.SS denominato San Francesco Consortium

On May 31, 2024, the Board of Directors of the parcelling consortium established pursuant to Article 27, Paragraph 5, Law No. 166/2002 named "Ambito AT.SS denominato San Francesco", tax code 10581400966, (hereinafter, the "**Consortium**") in accordance with the Articles of Association, approved the admission of the subsidiary Sportlifecycle srl to the Consortium on the same date, recognising at the same time that Asio S.r.l. had exercised its right to withdraw from the Consortium. The admission was resolved by the Consortium's Board of Directors upon Sportlifecycle srl's request, which documented that it had become the owner (see the previous paragraph entitled "*Purchase of land located in the Municipality of San Donato Milanese and in the Municipality of Milan*") of the majority of the areas included in the Ambito AT.SS "San Francesco" subject of the Consortium's activity.

Milan Futuro

On June 27, 2024, following the decisions taken by the FIGC Federal Council, A.C. Milan S.p.A. formally received a positive response to the application for registration in the Serie C Now championship of the team of talented young players, which took the name "MILAN FUTURO". The acceptance of the application has thus defined the full complement of the 60 teams that will participate in the league managed by Lega Pro in the 2024/25 season.

The Milan Futuro sports project, the latest step on a virtuous path that includes the entire youth academy right through to the First Team, was launched with the main aim of developing the talents of the youngsters who have come up through the Rossoneri Youth Sector and who have already shown promise in recent seasons in their respective category championships, in the Youth League and with their respective national youth teams, in order to complete their physical and sporting development. In addition, it will allow players to engage with professional football within their own club.

Significant events occurring after year-end

Lease agreement for a branch of business relating to the restaurant and bistro located in Casa Milan

In August 2024, A.C. Milan S.p.A. signed a business lease agreement with Iper Montebello S.p.A. relating to the restaurant and bistro located in the building complex called "Casa Milan" located in Milan, Via Aldo Rossi No. 8.

Opening of AC Milan's new store in Milan, via Dante

In July 2024, the new Milan Store in Via Dante 12 (Milan) was opened. Following this opening, A.C. Milan S.p.A. now has three stores open throughout Italy.

Signing of Loan Agreements with Banco BPM S.p.A. and Banca Sistema S.p.A.

In July 2024, A.C. Milan S.p.A. signed financing agreements with Banco BPM S.p.A. and Banca Sistema S.p.A., which can be configured as factoring agreements and assignment with recourse of the receivables of A.C. Milan S.p.A. related to the National audiovisual rights for the Serie A Championship for the 2024/2025, 2025/2026, 2026/2027 seasons and possibly also for the 2027/2028 and 2028/2029 seasons. These loans replace the loan, on substantially similar terms, previously in place with another leading bank and extinguished in June 2024.

Transfer Campaign 2024/2025

The transactions finalised during July and August of the 2024/2025 Transfer Campaign resulted in a total increase in invested capital of Euro 91.3 million, deriving from investments for Euro 80.1 million, disposals for Euro 3.3 million (net book value of the rights sold). Capital gains of Euro 2.5 million were also realised.

Adjustment of the previous year's Financial Statements

In order to make the classification criteria of the annual Financial Statements as at June 30, 2024 consistent with those of the annual Financial Statements as at June 30, 2023, the following reclassification was made in the previous annual Financial Statements:

- reclassification of Euro 3 million from "Receivables from subsidiaries" to "Receivables from subsidiaries" in Financial Fixed Assets.

NOTES ON THE MAIN ASSET ITEMS

(in thousands of Euros)

FIXED ASSETS

Specific tables have been prepared for each class of fixed assets (intangible assets, tangible assets and financial fixed assets), shown in the attachments, which indicate for each item: the historical cost, the accumulated depreciation, any write-backs and write-downs, movements during the period and the final balance.

INTANGIBLE FIXED ASSETS

This item amounts to Euro 367,362 thousand (Euro 367,271 thousand at June 30, 2023). The breakdown is as follows:

	30.06.2024	30.06.2023	Change
Player registration rights	186,572	178,117	8,455
Concessions, licences, trademarks and similar rights	167,315	182,035	-14,720
Assets in progress and advances	1,786	622	1,164
Other intangible fixed assets	11,689	6,497	5,192
Total	367,362	367,271	91

The change in intangible fixed assets is shown in attachment 1, which is an integral part of these Notes.

Player registration rights, of Euro 186,572 thousand (Euro 178,117 thousand at June 30, 2023), also include the costs of direct allocation which are amortised according to the players' contract expiry dates, taking into account any contract extensions agreed before the financial statements are approved. The main changes resulting from investments, disposals and write-downs during the year are detailed in attachment 2, which is an integral part of these Notes.

The item Concessions, licenses, trademarks and similar rights, amounting to Euro 167,315 thousand (Euro 182,035 thousand at June 30, 2023), mainly refers for Euro 156,925 thousand to the "AC Milan" trademark revalued as of June 30, 2022, availing of the option pursuant to Article 110 of Legislative Decree 104/2020, and for Euro 8,890 thousand (Euro 9,219 thousand at June 30, 2023) for the rights to use the television archive of home matches of A.C. Milan ("Milan Library") bought by Gruppo R.A.I. and R.T.I. S.p.A. (Mediaset Group) during 2009. The archive is supposed to be self-sustaining over time depending on the matches played by the team from time to time. The decrease is mainly due to the amortisation of the trademark for Euro 8,796 thousand and the effects of the merger by incorporation of Milan Entertainment S.r.l. into the parent company A.C. Milan S.p.A.

Other intangible assets, amounting to Euro 11,689 thousand (Euro 6,497 thousand on June 30, 2023), relate in particular to the following:

- Euro 4,451 thousand (Euro 4,953 thousand on June 30, 2023), being the incremental costs incurred for the San Siro Stadium in Milan, amortised according to the duration of the agreement with the Municipality of Milan;

- Euro 871 thousand (Euro 1,544 thousand at June 30, 2023) to the investments in the new “Casa Milan” headquarters, which were amortised according to the duration of the rental agreement for the technical and commercial areas;
- Euro 6,367 thousand (not present at June 30, 2023) relating to the acquisition of a 10-year ground lease (Article 952, second paragraph, civil code) for the Vismara sports centre, home to the Milan youth team, owned by the Opera Diocesana per la Preservazione e la Diffusione della Fede. The ground lease includes improvements which are recognised at cost, less the related amortisation calculated on the duration of the ground lease itself.

In relation to intangible fixed assets, amounting to Euro 367,362 thousand at June 30, 2024, it should be noted that write-downs of Euro 3,199 thousand were included under the item Player registration rights deriving from losses from definite sales, which took place in July and August 2024, at a value lower than the residual net book value as of June 30, 2024.

TANGIBLE FIXED ASSETS

This item amounts to Euro 14,585 thousand (Euro 4,823 thousand at June 30, 2023). The breakdown is as follows:

	30.06.2024	30.06.2023	Change
Land and buildings	0	0	0
Plant and machinery	1,105	500	605
Industrial and commercial equipment	3,022	3,351	-329
Other assets	1,449	711	737
Assets in progress and advances	9,009	260	8,749
Total	14,585	4,823	9,762

The change in tangible fixed assets is shown in attachment 3, which is an integral part of these Notes.

Plant and machinery, amounting to Euro 1,105 thousand (Euro 500 thousand at June 30, 2023), mainly related to electronic equipment. The change from the previous year, amounting to 605 thousand, mainly relates to plant and network infrastructure.

Industrial and commercial equipment, amounting to Euro 3,022 thousand (Euro 3,351 thousand at June 30, 2023), mainly related to commercial equipment. The change mainly relates to the purchase of commercial equipment.

Other tangible assets, of Euro 1,449 thousand (Euro 711 thousand at June 30, 2023), which mainly includes electronic office equipment, furniture, office supplies and vehicles owned by the Milan Group.

Assets in progress and advances of Euro 9,009 thousand (Euro 260 thousand as of June 30, 2023) mainly refer to costs incurred in the year related to the new stadium project.

FINANCIAL FIXED ASSETS

Equity investments

The breakdown of equity investments in subsidiaries, associates and other companies is as follows:

	30.06.2024	30.06.2023	Change
Subsidiaries	16,711	199,885	-183,174
Associates	1,327	1,327	0
Other companies	-	800	800
Total	18,038	202,012	-183,974

With regard to changes during the year relating to financial assets, please see Attachment 4 (Statement of changes in equity investments) and Attachment 7 (List of equity investments in subsidiaries and associates (ex Article 2427 (5) civil code), the latter gives a comparison of the book value and the corresponding share of shareholders' equity, and they form an integral part of these Notes.

Equity investments in subsidiaries

This item, equal to Euro 16,711 thousand (Euro 199,885 thousand at June 30, 2023) includes:

- Euro 12,825 thousand (unchanged compared to June 30, 2023), relating to 100% of the share capital of Milan Real Estate S.p.A., headquartered in Carnago (Varese) – Via Milanello no. 25. The company's purpose is the development of projects in the real estate sector, in the area of sports facilities, through any activities or operations aimed at and connected to the construction or acquisition of property complexes and infrastructure;
- for Euro 3,532 thousand (Euro 3,000 thousand as of June 30, 2023) to the purchase of 90% of the share capital of Sportlifecity srl This latter obtained from the Municipal Council of San Donato Milanese, with reference to the area called "San Francesco" located in the Municipality of San Donato Milanese, the approval of an integrated intervention programme for the development of a sports and entertainment district on the aforesaid area. The increase in value is attributable to the coverage of losses for the financial year 2023 and an additional payment made in December 2023;
- for Euro 50 thousand (not present at June 30, 2023) to 100% of the share capital of the company AC Milan Management Middle East, based in Dubai, incorporated on July 13, 2023 with the corporate purpose of representing and managing the commercial activities of A.C. Milan S.p.A. in UAE;

- Euro 104 thousand (unchanged compared to June 30, 2023) relating to 100% of the share capital of the non-profit Milan Foundation, which was set up in 2003 with the aim of meeting basic individual needs and freedoms, of diffusing a culture of sport as a tool for mental and physical wellbeing, social integration, improving quality of life, and to support and organise charitable projects;
- Euro 200 thousand (unchanged compared to June 30, 2023) for 100% of the share capital of the company AC Milan (Shanghai) Sports Development Co. Ltd. incorporated in February 2021 and having as its corporate purpose the development of commercial activities under the Milan brand in the Asian market, including the planning and organisation of sports events and the sale of sports material and merchandising.

The decrease is attributable to the merger by incorporation of Milan Entertainment S.r.l. and Casa Milan S.r.l. into AC Milan S.p.A., as described in the section "Significant events during the period".

Equity investments in associates

At June 30, 2024, this item amounted to Euro 1,327 thousand (unchanged compared to June 30, 2023) and refers to the 50% holding in the company M-I Stadio S.r.l., established with F.C. Internazionale Milano S.p.A. for the technical and commercial management of the San Siro Stadium in Milan.

Shareholdings in other companies

This item amounted to Euro 0 thousand at June 30, 2024 (Euro 800 thousand at June 30, 2023) and related to the investment held in European Super League Company S.L.U. ("SL Company"), a company incorporated under Spanish law created to create and manage the competition called "Super League". The investment was fully impaired as at June 30, 2024.

For any events not described here, please refer to the relevant paragraph in "Significant events during the period".

Long-term receivables

Receivables from subsidiaries

Amounting to Euro 35,357 thousand (Euro 3,000 thousand as of June 30, 2023), they consist of financial receivables from the subsidiary Sportlifecity srl for Euro 33,968 thousand and from AC Milan Management Middle East for Euro 1,389 thousand.

Other receivables

This item is equal to Euro 254 thousand (Euro 414 thousand at June 30, 2023), mainly comprising security deposits.

WORKING CAPITAL**Inventories**

Inventories of finished products and goods, amounting to Euro 7,516 thousand (not present as of June 30, 2023), refer to Milan-branded products from the "Milan Store" opened at the "Casa Milan" registered office and to Milan-branded products in stock at the company Fanatics Italy S.r.l. (formerly EPI s.r.l.), which as of July 1, 2022 manages the e-commerce business as a third party logistics and merchant of records. The increase is attributable to the merger by incorporation of Milan Entertainment S.r.l. and the opening of the new store in Via Dante in Milan.

RECEIVABLES

	30.06.2024	30.06.2023	Change
Trade receivables	48,962	34,772	14,189
Receivables from subsidiaries	625	13,694	-13,069
Receivables from associates	2,786	1,027	1,758
Tax receivables	1,201	444	757
Deferred tax assets	2,862	515	2,347
Other receivables	9,529	7,501	2,028
Receivables from entities – specific sector	78,388	12,950	65,438
Total	144,353	70,903	73,450

Receivables due beyond the next financial year amounted to Euro 47,793 thousand; There were no receivables with a remaining duration of more than five years.

Trade receivables

At the end of the period this item was composed as follows:

	30.06.2024	30.06.2023	Change
Trade receivables	61,029	37,041	23,988
Provision for doubtful trade receivables	-12,068	-2,269	-9,799
Net value	48,962	34,772	14,189

Trade receivables, net of the provision for doubtful accounts, amounted to Euro 48,962 thousand (Euro 34,772 thousand at June 30, 2023) and are of a commercial nature. The increase was mainly due to receivables for promotional/advertising rights contracts, which were absorbed by the merger by incorporation of the subsidiary Milan Entertainment S.r.l.

The allowance for doubtful accounts shown above reflects the adjustment of the value of receivables to adjust them to their presumed realisable value. During the year, the allowance for doubtful accounts was increased by Euro 8,557 thousand due to the incorporation of Milan Entertainment S.r.l.'s allowance for doubtful accounts and by Euro 1,242 thousand due to the provision for the period.

Receivables from subsidiaries, associate, parent companies and companies subject to parent companies' control

The item was composed as follows:

	30.06.2024	30.06.2023	Change
Receivables from subsidiaries:			
· trade receivables	297	18	279
· other receivables	328	13,676	-13,348
Total receivables from subsidiaries	625	13,694	-13,069
Receivables from associates:			
· trade receivables	2,786	1,027	1,758
Total receivables from associates	2,786	1,027	1,758

Receivables from subsidiaries of a commercial nature include Euro 297 thousand (Euro 18 thousand at June 30, 2023) as trade receivables from Sportlifecycle srl for Euro 165 thousand, Milan Real Estate S.p.A. for Euro 25 thousand and Milan Onlus Foundation for Euro 107 thousand.

The item Receivables from subsidiaries "other receivables" includes Euro 328 thousand (Euro 13,676 thousand as of June 30, 2023) arising from the execution of the "Agreement on the exercise of the option for the national tax consolidation scheme" and are due from Milan Real Estate S.p.A.

Receivables from associates of Euro 2,786 thousand (Euro 1,027 thousand at June 30, 2023) refer to the company M-I Stadio S.r.l. and are mainly related to invoicing for the use of some internal and external spaces at the San Siro stadium in Milan, under a contract entered into between A.C. Milan S.p.A., F.C. Internazionale S.p.A. and M-I Stadio S.r.l..

Tax receivables

At end of the period this item was composed as follows:

	30.06.2024	30.06.2023	Change
IRES tax credits	1,083	-	1,083
Other tax receivables	119	444	-325
Total	1,202	444	758

As of June 30, 2024, the Company had IRES tax credits of Euro 1,083 thousand (not present in the previous year).

Deferred tax assets

The amount of Euro 2,862 thousand (Euro 515 thousand at June 30, 2023) relates to the recognition of deferred tax assets on the provisions over the years, and in the current year to the provision for doubtful accounts and inventory obsolescence provision, as to the non-tax-deductible part.

Other receivables

This item, amounting to Euro 9,529 thousand (Euro 7,501 thousand at June 30, 2023), mainly includes Euro 3,880 thousand (Euro 4,449 thousand at June 30, 2023) for advances paid to suppliers, professionals and employees, and Euro 5,030 thousand (Euro 2,350 thousand at June 30, 2023) for the sale of season tickets for the 2024/2025 season. The relevant monies were received in the month of July 2024.

Receivables from entities – specific sector

Net of amortised cost, this item amounts to Euro 78,388 thousand (Euro 12,950 thousand at June 30, 2023). The amount is due from various football clubs, for payments relating to the current and/or past transfer seasons, and in connection with international trips by teams taking part in the training of players sold by those clubs, in accordance with the F.I.F.A. Solidarity mechanism.

More specifically, they refer, net of amortised cost adjustments of Euro 2,168 thousand:

- Euro 42,275 thousand (not present at June 30, 2023) to receivables from Newcastle United F.C. for the definitive sale of the player Sandro Tonali;
- Euro 2,500 thousand (Euro 5,000 thousand at June 30, 2023) to receivables from Eintracht Frankfurt Fussball AG for the definitive sale of the player Jens Petter Hauge;
- Euro 2,276 thousand (Euro 2,781 thousand at June 30, 2023) to the sell on fee and a performance bonus of the player Lucas Tolentino Coehlo De Lima 'Paquetà';
- Euro 1,200 thousand (Euro 1,600 thousand at June 30, 2023) to receivables from Atalanta Calcio related to the sell on fee of the player Matteo Pessina;
- Euro 674 thousand (Euro 1,108 thousand at June 30, 2023) to receivables from Istanbul Basaksehir FK for the definitive sale of the player Leonardo Campos Duarte da Silva;
- Euro 600 thousand (not present at June 30, 2023) to receivables from Vicenza Calcio for the sell on fee of Desplanches;
- 2,850 thousand (not present at June 30, 2023) to receivables from Fenerbahce for the definitive sale of the player Rade Kronic;
- Euro 1,488 thousand (not present at June 30, 2023) to receivables from Genoa for the definitive sale of the player Junior Messias;

- Euro 24,191 thousand (not present at June 30, 2023) to receivables from Atalanta for the football player Charles De Ketelaere related to the definitive transfer occurred in June 2024 and the residual receivable for the temporary transfer in the 2023/2024 season;
- Euro 1,046 thousand (not present at June 30, 2023) to receivables from AZ Alkmar for the sell on fee related to the player Kerkez;
- Euro 546 thousand (not present at June 30, 2023) to receivables from Besiktas for the definitive sale and accrual of an attendance bonus of the player Rebic;
- Euro 905 thousand (Euro 421 thousand at June 30, 2023) for amounts due from various football clubs under the “solidarity mechanism”.

TOTAL FINANCIAL ASSETS OTHER THAN FIXED ASSETS

Financial assets other securities, amounting to Euro 10,122 thousand (not present at June 30, 2023), refers to the subscription of a policy payable within 5 days.

Financial assets for centralised cash management, of Euro 22,073 thousand (Euro 14,201 thousand at June 30, 2023) relate to the cash management services performed by A.C. Milan S.p.A. for Milan Real Estate S.p.A., under an infra-group current account contract.

CASH AND CASH EQUIVALENTS

This item consists of the funds in the restricted and ordinary current accounts, totalling Euro 38,109 thousand (Euro 70,473 thousand at June 30, 2023). It should be noted that there are no restricted amounts at the financial statement date.

Cash and valuables on hand amounted to Euro 41 thousand (Euro 38 thousand at June 30, 2023).

ACCRUED INCOME AND PREPAYMENTS

At end of the period this item was composed as follows:

	30.06.2024	30.06.2023	Change
Accrued income	617	879	- 262
Prepaid expenses:			
- prepaid insurance premiums	1,036	66	970
- other prepayments	4,441	5,249	-808
Total prepaid expenses	5,477	5,315	162
Total accruals and deferrals	6,094	6,194	-100

The item Accrued income decreased due to a reimbursement of player injury insurance, offset by an increase in a new reimbursement of player injury insurance.

The item Other prepayments, amounting to Euro 4,441 thousand (Euro 5,249 thousand at June 30, 2023), mainly refers for Euro 780 thousand (not present at June 30, 2023) to the Lega Pro contribution for Milan Futuro championship registration, for Euro 322 thousand (not present at June 30, 2023) to the purchase of products for the club's 125th anniversary, for Euro 1,209 thousand (Euro 947 thousand at June 30, 2023) to costs for the men's first team tour in the United States, for Euro 153 thousand (Euro 212 thousand at June 30, 2023) to F24 for interest and accrual surcharge, for Euro 973 thousand (Euro 1,312 thousand at June 30, 2023) to the advance invoicing of clothing and technical sponsor supplies.

NET FINANCIAL POSITION

As a supplement to the reporting of financial payables and financial receivables in the financial statements, the Net Financial Position is also provided in this section.

	30.06.2024	30.06.2023	Change
Current financial assets (other securities)	10,122	-	10,122
financial assets for the centralised Treasury management	22,073	14,201	7,873
Cash and cash equivalents	38,150	70,512	-32,362
Total financial assets	70,345	84,712	-14,367
Payables to other financial institutions	-98,768	-70,962	-27,806
Financial payables to subsidiaries, associates, parent companies and other financial liabilities	-4,635	-216,862	212,227
Total financial liabilities	-103,403	-287,824	184,421
Net financial position	-33,058	-203,112	170,054

A breakdown of changes in the individual items making up the net financial position is provided in the specific sections of these Notes.

NOTES ON MAIN SHAREHOLDERS' EQUITY AND LIABILITY ITEMS

(in thousands of Euros)

SHAREHOLDERS' EQUITY

The changes in the items of shareholders' equity are provided in attachment 5. Comments are provided on those changes below.

SHARE CAPITAL

Share capital at June 30, 2024, amounted to Euro 113,443,200 (unchanged compared to June 30, 2023), which was fully subscribed and paid up, consisting of 218,160,000 ordinary shares with a nominal value of Euro 0.52 each.

SHARE PREMIUM RESERVE

At June 30, 2024, the Share premium reserve amounted to Euro 31,020,000 (unchanged compared to June 30, 2023) and relates to the premium paid to cover 170,160,000 shares.

REVALUATION RESERVE

At June 30, 2024, the Revaluation Reserve amounted to Euro 15,278 thousand (Euro 33,156 thousand at June 30, 2023). The reserve was accounted for by the Company in the financial year ended June 30, 2022 following the revaluation of the "AC Milan" trademark carried out by availing itself of the option set forth in Article 110 of DL 104/2020, converted into Law No. 126 of 13/10/2020 as amended. The change from the previous year is determined by the utilisation to cover the loss emerging from the financial statements as at June 30, 2023 in the amount of Euro 17,879 thousand.

LEGAL RESERVE

At June 30, 2024, this reserve totalled Euro 124 thousand and was unchanged from the prior period.

OTHER RESERVES

The balance of Euro 102,537 thousand (Euro 45,000 thousand at June 30, 2023) relates to capital contributions and/or payments to cover losses, made by the previous majority shareholder. The change compared to June 30, 2023 is attributable to the capital contributions made by the shareholder ACM Bidco B.V. for a total of Euro 15 million and for Euro 42,537 thousand to the merger by incorporation of Milan Entertainment S.r.l. and Casa Milan S.r.l. into AC Milan S.p.A., as described in the section "Significant events during the period".

PROFIT (LOSS) CARRIED FORWARD

At June 30, 2024, this item amounted to a negative Euro 66,725 thousand.

RESULT FOR THE PERIOD

The result for the financial year 2023/2024 shows a profit of Euro 5,091 thousand (a loss of Euro 17,879 thousand for the financial year ended June 30, 2023).

PROVISIONS FOR RISKS AND CHARGES

Provisions estimated on the basis of specific losses that are certain or likely are detailed below:

	Balance at 01.07.2023	Allocations	(Uses)	Other changes	Balance at 30.06.2024
Provision for deferred tax liabilities	48,081	- -	3,845	- 4,895	39,340
Other provisions for risks and charges	26,190	14,085	-6,779	- 6,573	26,923
Total	74,271	14,085	-10,624	- 11,468	66,263

Provision for deferred tax liabilities

At June 30, 2024, it amounted to Euro 39,341 thousand (Euro 48,081 thousand at June 30, 2023) and included the deferred tax liabilities recognised in the previous year following the revaluation of the "AC Milan" trademark carried out by the Company availing itself of the option set forth in Article 110 of Legislative Decree 104/2020, converted into Law No. 126 of 13/10/2020 and its subsequent amendments. Among other changes, we report Euro 4,895 thousand mainly related to the difference between the book value and the value recognised for tax purposes of the right to exploit the trademark previously held by Milan Entertainment and merged into AC Milan following the merger, which became legally effective on August 1, 2023. This value was reclassified from deferred tax assets. Uses refer to amortisation for the period of the trademark.

Other provisions for risks and charges

As at June 30, 2024, other provisions for risks and charges amounted to Euro 26,923 thousand (Euro 26,480 thousand as at June 30, 2023). Provisions for the year refer to remuneration for the coach of the men's first team for the 2023/2024 football season and his technical staff for onerous contracts up to the date of consensual termination, for onerous contracts for registered personnel and for reorganisation expenses.

The utilisations for the period refer to transactions concluded with sports and non-sports personnel whose employment contracts were terminated early during the previous season.

The item Other changes mainly includes the release of Euro 7 million in out-of-period income following the confirmation by the CFCB First Chamber that the parent company AC Milan S.p.A. has reached all the objectives set also for the financial year 2023 (and having already reached all the objectives set for the financial year 2022).

Finally, please refer to the sections on "UEFA Settlement Agreement", "Super League" and "Out-of-court claims in respect of alleged copyrights" for more information on the other provisions recorded in previous financial statements.

EMPLOYEE LEAVING ENTITLEMENTS

The changes in this item are shown in the following table; The balance is fully sufficient to cover contractual and legal obligations.

	EMPLOYEE LEAVING ENTITLEMENTS.	End of career entitlements	Total
Balance at 01.07.2023	1,267	68	1,335
Provisions	1,776	723	2,499
Uses for employment terminations/ prepayments	-150		-150
Transfers	845		845

Payments		-860	-860
Other changes	-1,417	145	-1,272
Balance at 30.06.2024	2,321	76	2,397

The item Provisions includes revaluation of the pre-existing amount calculated in accordance with legal requirements and the "white semester" amount which represents (solely for the year 2007) the employee leaving entitlements accrued from January 1, 2007 up to the date of selection of allocation to the company supplementary pension fund (closed) or a contractual pension fund (open) or individual pension plan (IPP).

PAYABLES

	30.06.2024	30.06.2023	Change
Payables to other financial institutions	98,768	70,962	27,806
Trade payables	63,979	44,508	19,471
Payables to subsidiaries	13,894	217,742	-203,849
Payables to associates	3,145	2,752	392
Payables to parent companies	76	227	-151
Payables to companies subject to parent companies' control	934	-	934
Tax payables	17,020	24,031	-7,012
Payables to pension funds and social security agencies	1,329	1,333	-4
Payables to third parties	25,011	19,731	5,280
Payables to entities – specific sector	107,945	71,829	36,116
Total	332,100	453,116	-121,015

Payables due beyond the next financial year amounted to Euro 134,687 thousand; There were no payables with a remaining duration of more than five years.

Payables to other financial institutions

This amount, of Euro 98,768 thousand (Euro 70,962 thousand at June 30, 2023) relates to amounts payable to factoring companies for advances on future accounts receivable as follows:

- Euro 148 thousand (Euro 32,510 thousand at June 30, 2023) related to the final quarterly interest due at the closing of the line on 27/06/2024. The factoring contract signed with Unicredit Factoring S.p.A., and extinguished in June 2024, was for the sale with recourse to Unicredit Factoring S.p.A. of accrued/matured receivables arising from the commercialisation of audiovisual rights of the Serie A championship for the three-year period 2021-2024;
- Euro 41,163 thousand (Euro 38,452 thousand at June 30, 2023) related to a "confirming" financing line signed with Factorit S.p.A., which provides for the possibility for the Company to request, within the limits of the granted plafond, the payment of maturing debts by the

factoring institute, in the name and on behalf of the Company, with repayment of the amounts in instalments over time;

- Euro 32,065 thousand (not present at June 30, 2023) related to a "confirming" financing line underwritten with Banca Ifis, which provides for the possibility for the Company to request, within the limits of the granted plafond, the payment of maturing debts by the factoring institute, in the name and on behalf of the Company, with repayment of the amounts in instalments over time;
- Euro 25,392 thousand (not present as of June 30, 2023) relative to a "committed" financing line until 30/09/2025 entered into with Factorit for the assignment of receivables arising from the Sponsoring and Licensing agreement signed with PUMA International on June 28, 2022 relating to the years 2024-25, 2025-26 and 2026-27.

Trade payables

These are broken down in the table below:

	30.06.2024	30.06.2023	Change
Suppliers	24,963	23,377	1,587
Suppliers for invoices to be received	39,229	21,162	18,067
Credit notes to be received	-213	-31	-183
Total	63,979	44,508	19,471

It should be noted that within the item Payables to suppliers, payables to sports agents amounted to a total of Euro 14,116 thousand (Euro 10,884 thousand as of June 30, 2023), of which Euro 6,289 thousand was due after the next financial year.

Payables to subsidiaries, associate, parent companies and companies subject to parent companies' control

The item was composed as follows:

	30.06.2024	30.06.2023	Change
Payables to subsidiaries:			
· trade and other payables	9,259	880	8,378
· financial payables	4,635	216,862	-212,227
Total payables from subsidiaries	13,894	217,742	-203,849
Payables to associates:			
· trade and other payables	3,145	2,752	392
Total payables to associates	3,145	2,752	392
Payables to parent companies:			
· trade and other payables	76	227	- 151
Total payables to parent companies	76	227	- 151

Payables to companies subject to parent companies' control:

- trade and other payables	934	-	934
Total payables to companies subject to the control of parent companies	934	-	934

Trade and other payables to subsidiaries mainly refer to the company Milan Real Estate S.r.l. for Euro 8,939 thousand (Euro 880 thousand as of June 30, 2023) and to the company SportLifeCity srl for Euro 218 thousand (not present as of June 30, 2023).

Financial payables to subsidiaries, amounting to Euro 4,635 thousand (Euro 216,862 thousand as of June 30, 2023), exclusively refer to the company SportLifeCity srl and derive from the treasury activity carried out by the company through an intercompany financial current account agreement. The change from the previous year is related to the merger of Milan Entertainment S.r.l.

Payables to associates relate to the company M-I Stadio S.r.l. for the coverage of operating costs for the management of the San Siro Stadium in Milan, under an agreement in place between A.C. Milan S.p.A., F.C. Internazionale S.p.A. and M-I Stadio S.r.l., which provides for an annual fee in favour of the concessionaires of Euro 9,100 thousand (plus any adjustments).

Payables to parent companies, which amounted to Euro 76 thousand (Euro 227 thousand as at June 30, 2023), relate to trade relations with ACM FootballCo Intermediate Coöperatief U.A.

Payables to companies subject to parent companies' control, which amounted to Euro 934 thousand (not present as at June 30, 2023), refer to trade relations with RedBird Development Group LLC.

Tax payables

	30.06.2024	30.06.2023	Change
Payables for current taxes	87	2,762	-2,675
Payable to Treasury for VAT	3,083	3,859	-777
Payables withholding tax on income from work:			
· registered players and employees	12,726	16,149	-3,424
freelance workers and consultants	776	1,261	-485
Other tax payables and withholdings	349	-	349
Total	17,020	24,031	-7,012

It should be noted that in the context of Payables for current taxes, the accrued I.R.A.P. liability refers to the IRAP portion recognised as of June 30, 2023, amounting to Euro 87 thousand.

As of June 30, 2024, the Company had a VAT liability of Euro 3,083 thousand (liability of Euro 3,859 thousand as of June 30, 2023).

Payables on withholdings on income from work related to the withholdings made on registered players, employees and freelance workers. The Company benefited from the suspension of contributions and social security payments due in April-June 2020 pursuant to Decree Law 34/2020 and the suspension of payments due in January-February 2021 pursuant to Article 1, paragraphs 36 and 37 of the 2021 Finance Act. The aforesaid payments resumed from September 16, 2020 and from May 2021 according to the instalment plan granted by Decree Law 104/2020 (so-called August Decree). However, these payments resumed from May 26, 2022. It should also be noted that the withholding taxes of December 2021 and January/March 2022 on members were further accrued in 57 instalments as per the Budget Law 2023. Therefore, it should be noted that, for the implementation of the Budget Law 2023, there are tax payables of Euro 3,536 thousand due beyond the next financial year.

Payables to pension funds and social security agencies

The amount of this item was broken down as follows:

	30.06.2024	30.06.2023	Change
Payables to I.N.P.S.	1,453	1,371	81
Payables/(Receivables) to/from other pension institutions	-124	-39	-85
Total	1,329	1,332	-4

This item also includes the payables for contributions to supplementary pension funds and/or to the Treasury Fund at the INPS.

Other payables

These consisted of the following:

	30.06.2024	30.06.2023	Change
Payables to registered players and employees	17,742	16,237	1,505
Payables to directors, statutory auditors and the Supervisory Body.	61	40	21
Other payables	7,209	3,455	3,754
Total	25,011	19,731	5,280

Payables to registered players and employees relate in particular to the additional month salaries and bonuses to registered players and employees, duly paid on the established deadlines.

The item Other Payables refers mainly to payables for holidays, reduced working hours employee bonuses and additional monthly payments.

Payables to entities – specific sector

These amount, net of the amortised cost, to Euro 107,945 thousand (Euro 71,829 thousand at June 30, 2023) and are composed of payables to the Lega Nazionale Professionisti and payables to foreign and national football clubs.

Payables to the Lega Nazionale Professionisti, of Euro 7,748 thousand (Euro 6,745 thousand of June 30, 2023) are the balance of the 2023/2024 transfer campaign.

Payables to foreign and Italian football clubs, amounting to Euro 105,327 thousand (Euro 65,084 thousand at June 30, 2023), net of amortised cost adjustments of Euro 5,130 thousand, related to:

- Euro 13,000 thousand (not present at June 30, 2023) to the payable to Villarreal Club de Futbol for the definitive purchase of the players rights of Samuel Chukwueze;
- 15,335 thousand (not present at June 30, 2023) to the payable to Valencia FC for the definitive purchase of the players rights of Yunus Musah;
- Euro 14,522 thousand (not present at June 30, 2023) to the payable to Chelsea FC for the definitive purchase of the players rights of Christian Pulisic;
- Euro 12,350 thousand (not present at June 30, 2023) to the payable to AZ Alkmaar for the definitive purchase of the players rights of Tijjani Reijnders;
- Euro 9,500 thousand (not present at June 30, 2023) to the payable to Salzburg for the definitive purchase of the players rights of Noah Okafor;
- Euro 19,000 thousand (Euro 25,500 thousand at June 30, 2023) to the payable to Club Brugge NV for the definitive purchase of the players rights of Charles De Ketelaere;
- Euro 10,667 thousand (Euro 17,543 thousand at June 30, 2023) to the payable to Chelsea Football Club for the definitive purchase of the players rights of Ruben Loftus Cheek;
- Euro 237 thousand (not present as at June 30, 2023) for the payable to If Brommapojkarna for the definitive purchase of the players rights of Nissen Fredric;
- Euro 108 thousand (Euro 216 thousand at June 30, 2023) to the payable to Bodo/Glimt for the sell on fee of the player Hauge Petter;
- Euro 242 thousand (Euro 248 thousand at June 30, 2023) for the debt to the Girondins de Bordeaux club for the performance bonus of the player Adli Yacine;

- Euro 250 thousand (not present at June 30, 2023) to the payable to AS Roma for the performance bonus of the player Florenzi Alessandro;
- Euro 475 thousand (not present at June 30, 2023) to the payable to Club Atletico Platense for the definitive purchase of the players rights of Marco Pellegrino;
- Euro 4,750 thousand (not present at June 30, 2023) to the payable to Real Madrid for the definitive purchase of the players rights of Jimenez Sanchez;
- Euro 4,816 thousand (Euro 5,084 thousand at June 30, 2023) for the payable to various clubs for the fees payable in connection with international transfers to the teams who contributed to the players' training, in accordance with the FIFA solidarity mechanism. Specifically, it stems mainly from the purchase and performance bonuses of players Chukwueze, Pulisic, Loftus-Cheek, Okafor, Reijnders, Musah, Pellegrino, Boakye, Eletu, Lazetic and Vasquez.

ACCRUED EXPENSES AND DEFERRED INCOME

At end of the period this item was composed as follows:

	30.06.2024	30.06.2023	Change
Accrued expenses	0	59	-59
Deferred income:			
• deferred broadcasting rights	12,163	13,859	-1,696
• deferred season tickets	11,532	14,242	-2,710
• Other prepayments	38,680	22,824	15,856
Total deferred income	62,375	50,925	11,449
Total accruals and deferrals	62,375	50,985	11,390

The item Deferred income, equal to Euro 62,375 thousand (Euro 50,925 thousand on June 30, 2023) includes:

- Euro 12,163 thousand (Euro 13,859 thousand at June 30, 2023) to the advance billing related to the audiovisual rights of the 2024/2025 Serie A championship;
- Euro 11,532 thousand (Euro 14,242 thousand as at June 30, 2023) to advance invoicing for the sales of season tickets valid for the 2024/2025 Serie A Championship matches;
- Euro 25,601 thousand (Euro 11,649 thousand as at June 30, 2023) related to advance billing for sponsorships, promotional/advertising rights and technical material;
- Euro 8,802 thousand (Euro 9,126 thousand at June 30, 2023) relating to royalties from rights to use images of Milan's home games in specific seasons ("Milan Library");

- Euro 2,464 thousand (Euro 1,670 thousand at June 30, 2023) to the advance billing related to the value-based royalty contracts for the period July 1, 2024 - June 30, 2025;
- Euro 1,817 thousand (Euro 379 thousand as at June 30, 2023) related to the advance billing of football schools, Milan junior camp, other archive rights, friendly matches.

COMMITMENTS, RISKS AND POTENTIAL LIABILITIES

COMMITMENTS AND GUARANTEES

Bank guarantees, endorsements and other personal guarantees

These are guarantees issued by banks and/or insurers, totalling Euro 18,899 thousand (Euro 18,336 thousand at June 30, 2023), mainly in favour of:

- Lega Calcio, for the transfer season, for Euro 1,324 thousand (Euro 7,241 thousand at June 30, 2023);
- The Municipality of Milan, for the use of the San Siro Stadium, for Euro 2,581 thousand (Euro 2,379 thousand at June 30, 2023);
- The Municipality of Milan, for "freezing" the rent concession for the use of the San Siro Stadium, for Euro 3,877 thousand (Euro 3,877 thousand at June 30, 2023);
- Fabrica Immobiliare SGR S.p.A., for Euro 3,200 thousand (unchanged compared to June 30, 2023) for the lease on the "Casa Milan" property;
- FIGC for women's team registration Euro 230 thousand (Euro 80 thousand as at June 30, 2023);
- Opera Diocesana for the Vismara Sports Centre ground rent for Euro 4,800 thousand (not present as at June 30, 2023);
- Italian Revenue Agency, for Euro 2,857 thousand to guarantee the 2022 refund of the VAT credit related to Casa Milan (not present at June 30, 2023)

NOTES ON THE MAIN ITEMS OF THE INCOME STATEMENT

(in thousands of Euros)

Introduction

Before analysing the individual items, we remind you that the comments on the general changes in costs and revenues are provided in the Report on Operations, as required by Article 2428 paragraph 1 civil code. We also remind you that the income statement items have been classified according to the financial statement structure established for professional football clubs, in compliance with the provisions of the F.I.G.C. Official Notice no. 58, published on 5 September 2006.

VALUE OF PRODUCTION

The total value of production in the 2023/2024 financial year amounted to Euro 457,243 thousand (Euro 313,421 thousand in the first half of 2022/2023). The breakdown of this item is shown below. The increase is partly attributable to the merger by incorporation of Milan Entertainment S.r.l. and Casa Milan S.r.l. into AC Milan S.p.A., as described in the section "Significant events during the period". The breakdown of this item is shown below.

Revenues from sales and services

These related to the sale of tickets and season tickets to attend first team matches. They include, in particular:

	FY 2023/2024	FY 2022/2023	Change
Home match revenues:			
• League matches	25,204	23,300	1,904
• Tim Cup matches	558	178	379
• European and international matches	18,726	28,684	-9,958
• other matches	–	–	–
Away matches revenues:			
• Tim Cup matches	–	–	–
Season tickets	19,276	16,736	2,539
Revenues from other competitions	5,585	1,587	3,998
Total	69,349	70,487	-1,138

The change and consequent decline is largely due to the combined effect of the positive results of the season ticket campaign in relation to the Serie A Championship and the reduced number of matches played in European competitions compared to the previous season, when the team reached the semi-finals of the UEFA Champions League.

For more details on the revenue trend, please refer to the Report on Operations.

Changes in inventories

Changes in inventories of finished products and goods, amounting to Euro 3,258 thousand (not present in the previous year), refer to Milan branded items in stock as of June 30, 2024 relating to the "Milan

Store" opened at "Casa Milan" as well as to inventories at the company Fanatics Italy Srl (formerly EPI S.r.l.), which as of July 1, 2022 manages the e-commerce business as a third party logistics and merchant of records. It should be noted that until June 30, 2023, these activities were managed by Milan Entertainment S.r.l.

It should be noted that a provision for inventory obsolescence was prudently set aside for products from previous and current seasons that remained unsold.

Other revenues and income

This income consisted of:

	FY 2023/2024	FY 2022/2023	Change
Operating grants	109	119	-11
Sponsorship revenues	90,529	31,582	58,947
Commercial revenues and royalties	52,919	9,206	43,713
Income from the sale of broadcasting rights:			
• Broadcasting income	98,180	87,024	11,156
• Broadcasting income from participation in UEFA competitions	54,143	87,882	-33,738
Sundry income:			
• Income from archive rights licensing	6,442	6,338	104
• Publishing income		-	-
• Sundry income	1,961	733	1,228
Revenues from player loans	4,164	82	4,082
gains from the sale of player registration rights	44,899	268	44,631
Other income from player management	3,471	6,243	-2,772
Other sundry revenues	27,818	13,457	14,361
Total	384,637	242,935	141,702

Sponsorship revenues, of Euro 90,529 thousand (Euro 31,582 thousand in 2022/2023) mainly relate to the following:

- Euro 19,000 thousand (Euro 16,200 thousand in the 2022/2023 financial year) in fees paid by the Official Sponsor Emirates;
- Euro 25,168 thousand (Euro 14,565 thousand in the 2022/2023 financial year) for amounts paid by the Technical Sponsor Puma International Sports Marketing B.V. for the purchase of the right to place their branding on the club's official kit;
- Euro 46,212 thousand (Euro 200 thousand in the 2022/2023 financial year) to revenues from the sale of multi-product promotional/advertising packages to commercial partners, among which the most significant are Associated Foreign Exchange Ireland L.t.d., Banco B.P.M. S.p.A., Goat & Partners L.t.d., HDR Global Trading L.t.d., ISG Interregional Sport Group L.t.d., Konami Digital Entertainment Co L.t.d., MSC Cruises SA, Kumho Tire Co. Inc., Snaitech S.p.A., Socios Technologies AG, Sorare S.a.s., Tianyu Technology Inc. and We Fox Italy S.r.l. It should be recalled that the management of the multi-product promotional-advertising packages was entrusted to Milan Entertainment S.r.l. until the previous season;
- Euro 149 thousand (Euro 817 thousand in the 2022/2023 financial year) to fees from events organised at the Casa Milan headquarters.

Commercial revenues and royalties, which amounted to Euro 52,919 thousand (Euro 9,206 thousand in the 2022/2023 financial year), mainly refer to:

- E-Commerce commercial revenues, equal to Euro 14,465 thousand (not present in the 2022/2023 financial year) are relative to online sales of Milan-branded products and sponsor companies, which the company Fanatics Italy S.r.l. (formerly EPI S.r.l.), as of July 1, 2022, manages as third-party logistics and merchant of record.
- Other commercial revenues, amounting to Euro 5,890 thousand (not present in the 2022/2023 financial year) refer to income deriving from commercial activities at the "Casa Milan" registered office, concerning a space dedicated to the sale of Milan-branded products and sponsor companies (Milan Store) and a museum space open to the public (Mondo Milan), as well as the commercial activity opened on 18 July 2023 at the Milan Malpensa airport.
- Royalties, amounting to Euro 12,402 thousand (Euro 7,373 thousand in the 2022/2023 financial year) mainly refer to revenues deriving from merchandising and licensing activities and in particular to the contract with Puma International Sports Marketing B.V., 3R Sport S.r.l., Electronic Arts. Inc., Fanatics Italy S.r.l., Matchwornshirt B.V., New Era, Qingdao Longvision Global International Inc., Socios Technologies AG., Sportbaer Trading and Merchandising GmbH.
- Revenues from stadium management, amounting to Euro 12,976 thousand (not present in the 2021/2022 financial year), mainly derive from the invoicing of certain categories of season tickets (boxes, "Sky Box" and "Sky Lounge"), inclusive of various commercial services, for the home matches played by the Milan first team at the San Siro stadium in Milan. It is recalled how the management of corporate packages was entrusted to Milan Entertainment S.r.l. until the previous season.

Income from the sale of broadcasting rights, of Euro 152,324 thousand (Euro 174,906 thousand in the 2022/2023 financial year):

- Euro 98,180 thousand (Euro 87,024 thousand in the 2022/2023 financial year), deriving from the centralised licensing of audiovisual rights for the 2023/2024 season of the various packages assigned to broadcasters, including, in particular, CBS Broadcasting Inc., Dazn L.t.d., Infront Sport & Media A.G., Perform Content L.t.d. and Sky Italia S.r.l.. The positive change is mainly related to the better placing obtained in the Serie A championship;
- Euro 54,143 thousand (Euro 87,882 thousand in the 2022/2023 financial year) relating to the amount paid as a result of the trading and utilisation of television and radio broadcasting rights for participation in the UEFA Champions League – 2023/2024 edition and UEFA Europa League – 2023/2024 edition.

The item Miscellaneous income, equal to Euro 8,404 thousand (Euro 7,071 thousand in the 2022/2023 financial year), includes Euro 6,442 thousand (Euro 6,338 thousand in the 2022/2023 financial year) for the fees resulting from granting rights to use images of the A.C. Milan home matches for specific football seasons (the "*Milan Library*").

Revenues from player loans, amounting to Euro 4,164 thousand (Euro 82 thousand in the 2022/2023 financial year), relate to the following players loaned out by the Club:

Player	Selling club	Amount
Devis Vasquez Llach	Sheffield Wednesday	189
Alexis Saelemaekers	Bologna	500
Charles De Keteleare	Atalanta BC	3,000
Rade Krunic	Fenerbahce	475
Total		4,164

Gains from the sale of player registration rights, realised in the year 2023/2024, are listed below with details of the name of the player and the selling club:

Player	Selling club	Net carrying amount (*)	Sale amount	Gain
Tonali Sandro	Newcastle	10,460	58,900	48,440
Rade Krunic	Fenerbahce	1,492	2,375	883
Michele Casali	Cagliari Calcio	-	10	10
Anghileri	Como Calcio	-	5	5
Tonali amortised cost		-		4,439
Gains				44,899

(*) Net of the effect of the implementation of the "amortised cost" method as provided for by Article 2426, paragraph 1, no. 8 of the Italian Civil Code.

Other income from player management, of Euro 3,471 thousand (Euro 6,243 thousand in the 2022/2023 financial year) relates to:

- Euro 1,520 thousand (not present in the 2022/2023 financial year) sell on fee paid by AZ Alkmaar on the resale of the player Milos Kerkez;
- Euro 600 thousand (not present in the 2022/2023 financial year) sell on fee paid by Vicenza Calcio for the resale of the player Sebastiano Desplanches;
- Euro 873 thousand (not present in the 2022/2023 financial year) clearing house recognised on the sale of the player Sandro Tonali;
- Euro 223 thousand (Euro 214 thousand in the 2022/2023 financial year) to the variable consideration paid by Olympique Lyonnais for the football player Lucas Paquetà reaching the contractual targets;
- Euro 120 thousand (Euro 120 thousand in the 2022/2023 financial year) to the variable compensation paid by Istanbul Basaksehir for the football player Leonardo Campos Duarte Da Silva reaching the contractual target;
- Euro 135 thousand (Euro 505 thousand in the 2022/2023 financial year) for the solidarity contribution paid by various clubs for the transfer of certain players who played for Milan aged between 12 and 23.

The item "Other income and revenues", amounting to Euro 27,818 thousand (Euro 13,457 thousand in the 2022/2023 financial year), included Euro 6,779 thousand (Euro 1,058 thousand in the 2022/2023 financial year) for the utilisation, for various reasons, of the provision for future charges accrued in previous years' financial statements, and Euro 10,359 thousand (Euro 3,584 thousand in the 2022/2023 financial year) for contingent assets and other residual revenues and income. The increase in the item contingent assets is attributable to the release of the provision for risks following the CFCB's announcement regarding the exceeding of the financial targets envisaged in the settlement agreement with UEFA until the financial year 2023 (see, for more details on the settlement agreement, in the section Significant events of the financial year - UEFA Settlement Agreement). Also included in this item are Euro 4,286 thousand (Euro 2,434 thousand in the 2022/2023 financial year) as consideration arising from the invoicing to the associated company M-I Stadio S.r.l. for the use of some internal and external spaces at the San Siro stadium in Milan, Euro 831 thousand (Euro 1,026 thousand in the 2022/2023 financial year) for insurance reimbursements related to injuries sustained by Milan's first team players.

Costs of production

Costs of production in the 2023/2024 financial year amounted to Euro 443,599 thousand (Euro 342,435 thousand in the 2022/2023 financial year).

Costs for the purchase of consumables and goods

Costs for the purchase of consumables and goods for Euro 19,517 thousand (Euro 3,237 thousand in the 2022/2023 financial year) essentially refer to costs incurred for the purchase of sportswear for training, official uniforms supplied by the Technical Sponsor and medical expenses, as well as the purchase of Milan-branded material for the "Milan Store" opened at the "Casa Milan" registered office and Milan-branded products in stock at the company Fanatics Italy Srl (formerly EPI S.r.l.), which manages the e-commerce activity as a third party logistics and merchant of records. The increase is attributable to the merger by incorporation of Milan Entertainment S.r.l..

Cost for services

Were broken down as follows:

	FY 2023/2024	FY 2022/2023	Change
Player insurance	1,959	2,622	-663
Costs for sporting activities	2,241	1,999	242
Costs for registered players	4,678	4,497	181
Advertising expenses	7,423	3,271	4,152
Miscellaneous services from subsidiaries	8,260	21,683	-13,423
Lodging, accommodation, and match transport costs	9,207	6,251	2,956
Specific technical costs	16,439	20,345	-3,906

NOTES

Other consultancies and collaborations	17,257	10,665	6,592
Administrative and general expenses	26,761	15,325	11,436
Total	94,226	86,658	7,568

Costs for registered players, amounting to Euro 4,678 thousand (Euro 4,497 thousand in the 2022/2023 financial year), relate to the expenses incurred for health and schooling assistance and for training and camp sessions of the first team and the youth sector.

Costs of sporting activities of Euro 2,241 thousand (Euro 1,999 thousand in the 2022/2023 financial year) are fees payable to medical and healthcare professionals, and other related costs.

Specific technical costs, amounting to Euro 16,439 thousand (Euro 20,345 thousand in the 2022/2023 financial year), are mainly composed of consultancy and technical-sports collaborations for Euro 467 thousand (Euro 8,196 thousand in the 2022/2023 financial year), the decrease of which is mainly related to the termination of sports collaboration agreements, sports agent and auxiliary costs for the Transfer Campaign for Euro 9,463 thousand (Euro 5,447 thousand in the 2022/2023 financial year), the increase of which is mainly related to the effects of the 2023/2024 Transfer Campaign, and by costs for monitoring players for Euro 1,618 thousand (Euro 1,683 thousand in the 2022/2023 financial year).

Lodging, accommodation, and match transport costs, amounting to Euro 9,207 thousand (Euro 6,251 thousand in the 2022/2023 financial year), consist of expenses incurred for the away matches of the first team and the minor teams.

Player insurance of Euro 1,959 thousand (Euro 2,622 thousand in the 2022/2023 financial year), relates to the premiums paid to insure the players of the first team and youth sector, and have increased as a result of further insurance items being included in the cover.

Other consultancies and collaborations of Euro 17,257 thousand (Euro 10,665 thousand in the 2022/2023 financial year) includes the amounts payable for management and strategic consulting, legal and notarial fees, and administration, organisation and tax, communication, technical and other costs. The increase resulted mainly from increased commercial and communication, organisational and legal consulting.

Advertising expenses, which amounted to Euro 7,423 thousand (Euro 3,271 thousand in the 2022/2023 financial year), mainly included posters and other advertising expenses. The increase is mainly due to the higher cost of organising events, promotions and advertising.

Miscellaneous services from subsidiaries amounted to Euro 8,260 thousand (Euro 21,683 thousand in the 2022/2023 financial year) and refer to the contract, renewed effective as of July 1, 2020, with which the subsidiary Milan Real Estate S.p.A. provides A.C. Milan S.p.A. with a whole series of management services related to the Milanello Training Centre. The decrease is exclusively due to the reorganisation of the group following the merger by incorporation, as already explained in the section "Merger".

General and administrative expenses, amounting to Euro 26,761 thousand (Euro 15,326 thousand in 2022/2023), mainly include the costs arising from the management of the San Siro Stadium in Milan related to technical, maintenance, commercial, administrative and other services charged by M-I Stadio S.r.l., under a specific contract, for Euro 4,550 thousand (unchanged with respect to 2022/2023), as well

as fees to Directors for Euro 4,340 thousand (Euro 3,822 thousand in 2022/2023), to Statutory Auditors for Euro 73 thousand (Euro 40 thousand in 2022/2023) and to the Supervisory Board for Euro 38 thousand (Euro 23 thousand in 2022/2023). This item also includes the costs for the production and audiovisual distribution of the images of the Serie A Championship 2023/2024 edition for Euro 4,771 thousand (Euro 307 thousand in the 2022/2023 financial year), the costs for information systems for Euro 3,892 thousand (Euro 971 thousand in the 2022/2023 financial year), miscellaneous utilities for Euro 991 thousand (Euro 1,720 thousand in the 2022/2023 financial year), maintenance of playing fields, venues and miscellaneous for Euro 795 thousand (Euro 673 thousand in the 2022/2023 financial year), insurance for miscellaneous risks for Euro 794 thousand (Euro 904 thousand in the 2022/2023 financial year), travel expenses, expense accounts and other employee costs of Euro 967 thousand (Euro 750 thousand in the 2022/2023 financial year), cleaning costs of Euro 277 thousand (Euro 263 thousand in the 2022/2023 financial year) and bank fees and commissions of Euro 1,311 thousand (Euro 590 thousand in the 2022/2023 financial year).

Cost of services and use of leased assets

This item totalled Euro 14,308 thousand (Euro 13,103 thousand in the 2022/2023 financial year) and mainly consisted of:

- costs of Euro 5,509 thousand (Euro 5,170 thousand in the 2022/2023 financial year) resulting from the use of the San Siro Stadium in Milan under the agreement reached with the Municipality of Milan involving the joint management of the stadium together with F.C. Internazionale Milano S.p.A. from July 1, 2000 up to June 30, 2030, of which Euro 2,573 thousand (Euro 2,411 thousand in the 2022/2023 financial year) will be subsequently deducted from the rental payments upon completion of the modernisation work carried out each year on the San Siro Stadium in Milan;
- lease expenses of Euro 4,036 thousand (Euro 3,753 thousand in the 2022/2023 financial year), including transaction costs, for the new “Casa Milan” premises;
- costs for property rentals and service charges for Euro 543 thousand (Euro 995 thousand in the 2022/2023 financial year) relative to costs property rentals and service charges that A.C. Milan S.p.A. makes available to football players and certain Milan Group employees, and costs for renting the new store located in Malpensa;
- the hiring of corporate transport and other equipment, of Euro 4,220 thousand (Euro 3,185 thousand in the 2022/2023 financial year).

Personnel costs

Personnel costs were broken down as follows:

	2023/2024			2022/2023		
	Registered players	Other employees	Total	Registered players	Other employees	Total
Wages and salaries	152,874	19,495	172,369	143,372	10,972	154,345
Social security charges	6,739	5,316	12,055	4,458	2,721	7,179
End of career entitlements/Employee leaving entitlements	1,130	1,370	2,499	1,054	787	1,841

NOTES

Other costs	8	353	361	116	184	300
Total	160,750	26,533	187,284	149,000	14,664	163,664

The item Employee leaving entitlements consists of Euro 651 thousand for the allocation of employee leaving entitlements, including substitute tax, and Euro 1,125 thousand for the employee leaving entitlements that, in accordance with the pensions reform, have been allocated to the supplementary pensions schemes of transferred to the Treasury fund established at the Italian National Social Security Institute (INPS).

The cost for registered personnel is broken down as follows:

	FY 2023/2024	FY 2022/2023	Change
Players contractual remuneration	109,895	107,294	2,601
Variable remuneration linked to sports results	21,277	15,066	6,211
Coaches contractual remuneration	11,253	10,467	786
Variable remuneration linked to sports results	2,144	2,918	-775
Contractual remuneration for instructors, technicians and others	6,808	5,809	999
Variable remuneration linked to sports results	60	404	-344
Contractual payments to medical staff	1,437	1,394	43
Variable remuneration linked to sports results	0	20	-20
Total	152,874	143,372	9,502

Details of the average numbers of personnel employed by the company in the 2023/2024 financial year are provided below:

	FY 2023/2024	FY 2022/2023	Change
Players	84	82.83	1.17
Team managers/other technicians	188.92	179.92	9.00
Directors	16.17	16.92	-0.75
Journalists	7	7	-
Office workers and middle managers	221.42	89.25	132.17
Workers	0.58	1	-0.42
Total	518.09	376.92	141.17

Amortisation, depreciation and write-downs

Amortisation of intangible fixed assets, amounting to Euro 86,960 thousand (Euro 55,103 thousand in the 2022/2023 financial year) consisted of the following:

- Euro 75,230 thousand (Euro 50,791 thousand in the 2022/2023 financial year) being the amortisation of player registration rights, calculated in proportion to the duration of their contracts, the increase of which is linked to the transfer season in 2023/2024;
- Euro 11,730 thousand (Euro 4,312 thousand in the 2022/2023 financial year) for the amortisation of the other intangible fixed assets detailed below:

	FY 2023/2024	FY 2022/2023	Change
Software	971	88	883
Trademarks	8,796	1,769	7,027
Television images historical archive (<i>Milan Library</i>)	329	329	0
Vismara Training Centre long-term lease and related improvements	695	1,281	-586
Improvement San Siro Stadium in Milan	721	697	24
Leasehold improvements	217	147	70
Total	11,730	4,312	7,417

Depreciation of tangible fixed assets amounted to Euro 1,360 thousand (Euro 1,028 thousand in the 2022/2023 financial year) and consisted of:

- Euro 266 thousand (Euro 87 thousand in the 2022/2023 financial year) for plant and machinery;
- Euro 796 thousand (Euro 718 thousand in the 2022/2023 financial year) for equipment;
- Euro 298 thousand (Euro 223 thousand in the 2022/2023 financial year) for other tangible assets.

The item Other write-downs of fixed assets, equal to Euro 3,199 thousand (Euro 4,263 thousand in the 2022/2023 financial year), relates to the write-down of the Player registration rights of some players, due to the effect of losses of some players in August 2024.

Provisions for risks

This item amounted to Euro 14,085 thousand (Euro 6,293 thousand in the financial year 2022/2023) and included provisions for future charges related to sports and non-sports personnel.

Sundry management expenses

Sundry management expenses consisted of:

	FY 2023/2024	FY 2022/2023	Change
Various match organisation expenses	10,701	313	10,388
Match subscription taxes	23	10	13
Percentage paid to visiting teams	-	0	0
Costs for acquisition of player services on loan	0	3,947	-3,947
Costs for players sell on fees	4,278	0	4,278
Losses from the sale of multi-year player registration rights	551	42	510
Other expenses from player management:			
• Solidarity mechanism	-	-	-
• Training indemnity and development costs	35	149	-114
Other management expenses:			0
• Contributions to Lega Nazionale Professionisti/other bodies	1,477	1,711	-234
• Match penalties and fines	447	201	246
• Losses on receivables	0	0	0
• Other duties and taxes	657	657	0
• Other	3,250	1,930	1,320
Total	21,419	8,961	12,458

Other match organisation costs, of Euro 10,701 thousand (Euro 313 thousand in 2022/2023), mainly relate to the costs of managing the corporate seating, Sky Boxes and Sky Lounges, and the stewarding, ticketing and customer services at San Siro during home matches for the season 2023/2024. The increase was mainly due to the reorganisation of the company.

Losses from the sale of multi-year player registration rights, equal to Euro 551 thousand (Euro 42 thousand in the 2022/2023 financial year), realised during the 2023/2024 financial year, concern the following players:

Player	Selling club	Net book value	Sale amount	Capital loss
Charles De Ketelaere	Atalanta BC	22,824	22,691	133
Emil Roback	termination	418	-	418
Total		23,242	22,691	551

Other expenses from player management, amounting to Euro 4,312 thousand (Euro 149 thousand in the 2022/2023 financial year) mainly includes the sell on fee paid to Brescia Calcio in relation to the sale to Newcastle of the player Sandro Tonali for Euro 4,278 thousand.

Other management expenses, amounting to Euro 5,831 thousand (Euro 4,499 thousand in the 2022/2023 financial year) include the contributions to the Lega Nazionale Professionisti and other entities, fines and other penalties for matches, charitable donations, contingent liabilities, and other indirect tax expenses, as well as recharges made to players and third parties for the amounts due.

FINANCIAL INCOME AND EXPENSES

Financial income and expenses show an income of Euro 112 thousand (income of Euro 5,334 thousand in the 2022/2023 financial year) and were broken down as follows:

	FY 2023/2024	FY 2022/2023	Change
Income from equity investments from subsidiaries	50	13,845	-13,795
Total income from equity investments	50	13,845	-13,795
Bank interest income	312	0	312
Interest income from subsidiaries	939	423	516
Interest on other receivables	10,820	2,149	8,671
Total financial income	12,071	2,572	9,499
Bank interest expenses	0	0	0
Interest expense on other debt	-5,093	-2,803	-2,290
Interest expense from subsidiaries	-71	-5,963	5,892
Interest expense on other debt	-136	-24	-112
Other interest and financial charges	-6,389	-2,328	-4,061
Total financial expenses	-11,688	-11,117	-571
Exchange rate gains	36	84	-48
Exchange rate losses	-357	-50	-307
Total exchange rate gains (losses)	-321	34	-355
Total	112	5,334	-5,222

Income from equity investments, amounting to Euro 50 thousand, refers to dividends from the subsidiary Milan Real Estate S.p.A., as per the shareholders' resolution of October 23, 2023, relating to the approval of the financial statements as of June 30, 2023.

The item Interest on other receivables includes the positive effect of Euro 10,795 thousand (Euro 2,149 thousand in the 2022/2023 financial year), from the adoption of the amortised cost criterion on receivables from the player transfer campaign.

The item Other interest and financial charges includes Euro 925 thousand (Euro 568 thousand in the 2022/2023 financial year) being the commission payable on guarantees issued by banks and/or insurers, mainly used as partial coverage for the player transfer season, and Euro 4,894 thousand (Euro 1,053 thousand in the 2022/2023 financial year), arising from the application of the amortised cost criterion on receivables from the football player transfer campaign.

VALUE ADJUSTMENTS OF FINANCIAL ASSETS**Write-downs**

The amount of Euro 800 thousand (Euro 200 thousand in the financial year 2022/2023) refers to the write-down of the investment in the European Super League Company.

INCOME TAXES FOR THE PERIOD**Current taxes**

	FY 2023/2024	FY 2022/2023	Change
IRAP (regional business tax)	-7,922	-5,939	-1,983
Tax income from tax consolidation	-131	11,904	-12,035
deferred tax assets and liabilities	2,041	36	2,005
Direct taxes from previous financial years	-1,853	0	-1,853
Total	-7,864	6,001	-13,866

Tax income from tax consolidation represents, in the 2023/2024 financial year, the income from the tax benefits from the adjustment of relations exclusively within the sub-consolidation area of the Milan Group, in application of the “Agreement on the exercise of the option for the national tax consolidation scheme” agreed with the subsidiaries Milan Real Estate S.p.A. and SportLifeCity srl.

Deferred tax assets and liabilities

The item Deferred tax assets and liabilities shows net assets of Euro 2,041 thousand (Euro 36 thousand in the 2022/2023 financial year).

PROFIT (LOSS) FOR THE PERIOD

In the financial year 2023/2024, a profit for the period of Euro 5,091 thousand was reported (loss of Euro 17,879 thousand in the financial year 2022/2023).

Remuneration of the Directors, Statutory Auditors and the Supervisory and Control Body

Details are provided below of the remuneration for the 2023/2024 financial year due to the Directors, Statutory Auditors and the Supervisory and Control Body for the positions held in the Company and in its subsidiaries.

	A.C. Milan S.p.A.
Board of Directors	4,335
Board of Statutory Auditors	73
Supervisory and control body	38
Independent auditors	130
Total	4,576

Proposals of the Board of Directors to the Shareholders' Meeting

Dear Shareholders

The financial statements at June 30, 2024 of your company closed with a profit of Euro 5,090,955 against share capital of Euro 113,443,200, fully subscribed and paid in, the share premium reserve of Euro 31,020,000.00, fully subscribed and paid in, the legal reserve of Euro 123,889, the revaluation reserve - Law Decree 104/2020' (profit reserve) of Euro 15,277,587 and other reserves of Euro 102,537,031 and retained losses of Euro 66,725,058.

We therefore propose to carry forward the profit for the year.

We trust in your agreement with the configuration and criteria used in preparing the financial statements at June 30, 2024, which we request you to approve.

Milan, September 26, 2024

for the **Board of Directors**
The Chief Executive Officer
Giorgio Furlani

ATTACHMENTS



ATTACHMENTS

These attachments contain additional information to that reported in the Notes, of which they are an integral part.

This information is contained in the following attachments:

- statement of changes in intangible fixed assets;
- statement of changes in player registration rights;
- statement of changes in tangible fixed assets;
- statement of changes in equity investments;
- statement of changes in shareholders' equity;
- breakdown statement of Shareholders' equity reserves;
- List of equity investments and key figures from the latest financial statements of subsidiaries and associates as per Article 2427(5) of the civil code;
- Merger balance sheet statement
- Merger income statement;
- Related-party transactions statement.

Attachment 1

Statement of changes in intangible assets

(in thousands of Euros)

Historical cost	01.07.2023	Investments	(Disinvestments)	Other changes	(Amortisation)	(Write-downs) / Write-backs	30.06.2024
Start-up and expansion costs	—	—	—	—	—	—	—
Research, Development and Advertising costs	—	—	—	—	—	—	—
Industrial patent rights and use of intellectual property	—	—	—	—	—	—	—
Concessions, licences, trademarks and similar rights	218.846	1.190	—	8.205	—	—	228.241
Assets in progress and advances	622	2.160	(1.019)	23	—	—	1.786
Player registration rights	336.239	124.080	(78.153)	—	—	—	382.166
Other intangible fixed assets	28.604	7.901	—	(1.059)	—	—	35.446
Total	584.311	135.331	(79.172)	7.169	—	—	647.639

Accumulated amortisation and Provision for Doubtful Accounts	30.06.2023	Investimenti	(Disinvestimenti)	Altri movimenti	(Amm.ti)	(Svalutazioni) / Rivalutazioni	30.06.2024
Start-up and expansion costs	—	—	—	—	—	—	—
Industrial patent rights and use of intellectual property	—	—	—	—	—	—	—
Concessions, licences, trademarks and similar rights	(36.811)	—	—	(14.019)	(10.096)	—	(60.926)
Player registration rights	(158.122)	—	40.957	—	(75.230)	(3.199)	(195.594)
Other intangible fixed assets	(22.107)	—	—	(17)	(1.633)	—	(23.757)
Total	(217.040)	—	40.957	(14.036)	(86.960)	(3.199)	(254.509)

Net value	30.06.2023	Investments	(Disinvestments)	Other changes	(Amortisation)	(Write-downs) / Write-backs	30.06.2024
Start-up and expansion costs	—	—	—	—	—	—	—
Industrial patent rights and use of intellectual property	—	—	—	—	—	—	—
Concessions, licences, trademarks and similar rights	182.035	1.190	—	(5.814)	(10.096)	—	167.315
Assets in progress and advances	622	2.160	(1.019)	23	—	—	1.786
Player registration rights	178.117	124.080	(37.196)	—	(75.230)	(3.199)	186.572
Other intangible fixed assets	6.497	7.901	—	(1.076)	(1.633)	—	11.689
Total	367.271	135.331	(38.215)	(6.867)	(86.960)	(3.199)	367.361

Attachment 2

Statement of changes in player registration rights

(in Euros)

Player	Date of registration	Origin Club	Date of origin	Destination Club	30/06/2023		30/06/2024		30/06/2023		30/06/2024		30/06/2023		30/06/2024		Net value at 30/06/2024
					Value	Change	Value	Change	Revenue	Expenses	Revenue	Expenses	Revenue	Expenses	Revenue	Expenses	
Total Italian clubs					48,000	2,480,000	48,000	2,480,000	17,250,000	1,500,000	17,250,000	1,500,000	17,250,000	1,500,000	17,250,000	1,500,000	17,250,000
Total Italian foreign					48,000	2,480,000	48,000	2,480,000	17,250,000	1,500,000	17,250,000	1,500,000	17,250,000	1,500,000	17,250,000	1,500,000	17,250,000
Total Italian and Italian's foreign					96,000	4,960,000	96,000	4,960,000	34,500,000	3,000,000	34,500,000	3,000,000	34,500,000	3,000,000	34,500,000	3,000,000	34,500,000
Total player registration rights					96,000	4,960,000	96,000	4,960,000	34,500,000	3,000,000	34,500,000	3,000,000	34,500,000	3,000,000	34,500,000	3,000,000	34,500,000
Total player registration rights					96,000	4,960,000	96,000	4,960,000	34,500,000	3,000,000	34,500,000	3,000,000	34,500,000	3,000,000	34,500,000	3,000,000	34,500,000

Attachment 3**Statement of changes in tangible fixed assets**

(in thousands of Euros)

Historical cost	01.07.2023	Investments	(Disinvestments)	Other changes	(Amortisation)	(Write-downs) / Write-backs	30.06.2024
Land and buildings	34	—	—	—	—	—	34
Plant and machinery	991	503	—	765	—	—	2.259
Industrial and commercial equipment	6.739	331	—	816	—	—	7.886
Other tangible assets	3.554	738	(1)	1.002	—	—	5.293
Tangible assets in progress	260	19.345	(10.596)	—	—	—	9.009
Total	11.578	20.917	(10.597)	2.583	—	—	24.481

Accumulated Depreciation and Provision for Doubtful Accounts	01.07.2023	Investments	(Disinvestments)	Other changes	(Amortisation)	(Write-downs) / Write-backs	30.06.2024
Land and buildings	(34)	—	—	—	—	—	(34)
Plant and machinery	(491)	—	—	(397)	(266)	—	(1.154)
Industrial and commercial equipment	(3.387)	—	—	(681)	(796)	—	(4.864)
Other tangible assets	(2.843)	—	—	(704)	(298)	—	(3.845)
Total	(6.755)	—	—	(1.782)	(1.360)	—	(9.897)

Net value	01.07.2023	Investments	(Disinvestments)	Other changes	(Amortisation)	(Write-downs) / Write-backs	30.06.2024
Land and buildings	—	—	—	—	—	—	—
Plant and machinery	500	503	—	368	(266)	—	1.105
Industrial and commercial equipment	3.352	331	—	135	(796)	—	3.022
Other tangible assets	711	738	(1)	298	(298)	—	1.448
Tangible assets in progress	260	19.345	(10.596)	—	—	—	9.009
Total	4.823	20.917	(10.597)	801	(1.360)	—	14.584

Allegato n. 4**Prospetto delle variazioni delle partecipazioni**

(in thousands of Euros)

Costo Storico	01.07.2023	Investimenti	(Disinvestimenti)	Altri movimenti	(Svalutazioni) / Rivalutazioni	30.06.2024
Imprese controllate:						
- Milan Entertainment S.r.l.	183.756	—	—	(183.756)	—	—
- Milan Real Estate S.p.A.	12.825	—	—	—	—	12.825
- AC Milan (Shanghai) Sports Development Co. Ltd.	200	—	—	—	—	200
- Fondazione Milan - Onlus	104	—	—	—	—	104
- Casa Milan S.r.l.	0	0	—	—	—	0
- Sportlife City S.r.l.	3.000	532	—	—	—	3.532
-AC Milan Management Middle East	—	50	—	—	—	50
Imprese collegate:						
- M-I Stadio S.r.l.	1.327	—	—	—	—	1.327
Other companies						
- European Super League Company	2.000	—	—	—	—	2.000
Total	203.212	582	—	(183.756)	—	20.038

Fondo Svalutazione	01.07.2023	Investimenti	(Disinvestimenti)	Altri movimenti	(Svalutazioni) / Rivalutazioni	30.06.2024
Imprese controllate:						
- Milan Entertainment S.r.l.	—	—	—	—	—	—
- Milan Real Estate S.p.A.	—	—	—	—	—	—
- AC Milan (Shanghai) Sports Development Co. Ltd.	—	—	—	—	—	—
- Fondazione Milan - Onlus	—	—	—	—	—	—
- Casa Milan S.r.l.	—	—	—	—	—	—
- Sportlife City S.r.l.	—	—	—	—	—	—
-AC Milan Management Middle East	—	—	—	—	—	—
Imprese collegate:						
- M-I Stadio S.r.l.	—	—	—	—	—	—
Other companies						
- European Super League Company	(1.200)	—	—	—	(800)	(2.000)
Totale	(1.200)	—	—	—	(800)	(2.000)

Valore netto	01.07.2023	Investimenti	(Disinvestimenti)	Altri movimenti	(Svalutazioni) / Rivalutazioni	30.06.2024
Imprese controllate:						
- Milan Entertainment S.r.l.	183.756	—	—	(183.756)	—	—
- Milan Real Estate S.p.A.	12.825	—	—	—	—	12.825
- AC Milan (Shanghai) Sports Development Co. Ltd.	200	—	—	—	—	200
- Fondazione Milan - Onlus	104	—	—	—	—	104
- Casa Milan S.r.l.	0	0	—	—	—	0
- Sportlife City S.r.l.	3.000	532	—	—	—	3.532
-AC Milan Management Middle East	—	50	—	—	—	50
Imprese collegate:						
- M-I Stadio S.r.l.	1.327	—	—	—	—	1.327
Other companies						
- European Super League Company	800	—	—	—	(800)	—
Totale	202.012	582	—	(183.756)	(800)	18.038

Attachment 5

Statement of changes in shareholders' equity

(in thousands of Euros)

Changes in shareholders' equity	Share Capital	Share premium reserve	Write-backs reserve	Legal reserve	Statutory reserves	Other reserves	Retained earnings (losses)	Profit (Loss) for the period	Total Shareholders' Equity
Balance at 30.06.2019	113.443	31.020	0	124	0	169.380	(34.250)	(155.869)	123.848
Resolution of 28.10.2019:									
- covering of losses							(155.869)	155.869	0
- capital increase									0
Capital contributions and/or contributions to cover losses						145.000			145.000
Other									0
Result for the period								(201.061)	(201.061)
Balance at 30.06.2020	113.443	31.020	0	124	0	158.511	(34.250)	(201.061)	67.787
Resolution of 28.10.2020:									
- covering of losses							(201.061)	201.061	0
- capital increase									0
Capital contributions and/or contributions to cover losses						129.500			129.500
Other									0
Result for the period								(97.943)	(97.943)
Balance at 30.06.2021	113.443	31.020	0	124	0	86.950	(34.250)	(97.943)	99.344
Resolution of 26.10.2021:									
- covering of losses							(86.950)	(10.992)	1
- capital increase									0
Capital contributions and/or contributions to cover losses						5.000			5.000
Other			125.454						125.454
Result for the period								(92.298)	(92.298)
Balance at 30.06.2022	113.443	31.020	125.454	124	0	5.000	(45.242)	(92.298)	137.501
Resolution of 26.10.2022:									
- covering of losses			(92.298)					92.298	0
- aumento capitale sociale						40.000			40.000
Result for the period								(17.879)	(17.879)
Balance at 30.06.2023	113.443	31.020	33.156	124	0	45.000	(45.242)	(17.879)	159.622
Resolution of 23.10.2023:									
- covering of losses			(17.879)					17.879	0
- merger surplus						42.537	21.483		21.054
Capital contributions and/or contributions to cover losses						15.000			15.000
Result for the period								5.091	5.091
Balance at 30.06.2024	113.443	31.020	15.277	124	0	102.537	(66.725)	5.091	200.767

Attachment 6

Breakdown of shareholders' equity reserves

(in thousands of Euros)

Nature/Description	Amount	Possible use	Available amount	Summary of uses in the three previous years	
				to cover losses	for other reasons
Share capital	113.443				
Capital reserves:					
Capital contributions	60.000	A, B, C	60.000	565.050	
Merger surplus reserve	42.537	A, B	42.537		
Share premium reserve	31.020	A, B	31.020		
Revaluation reserve	15.277	A, B, C	15.277		
Earnings reserve:					
Legal reserve	124	B	124		
Statutory reserves	0	A, B, C	0		
Profits carried forward	(66.725)	A, B, C	0		
Total	82.233		148.958		
Non-distributable amount			133.681		
Remaining distributable amount			0		

Key

A: for capital increases

B: to cover losses

C: for distribution to shareholders

Attachment 7

List of equity investments in subsidiaries and associates (pursuant to Article 2427 no. 5 civil code)

(in thousands of Euros)

Name of the Company Share capital	Headquarters	Share held on 30.06.204	Result for the period	Patrimonio netto al 30.06.24		Book value on 30.06.204
				Amount total	Amount pro-rata	
Subsidiaries						
Milan Real Estate S.p.A. Share Capital: € 5,000,000	Carnago (VA) Via Milanello no. 25	100%	7	13.946	13.946	12.825
AC Milan (Shanghai) Sports Development Co. Ltd. Share Capital: € 200,000	Shanghai (PRC) Room 05, Floor 7, No. 989, Changle Road, Xuhui District, Shanghai	100%	104	777	777	200
- Fondazione Milan - Onlus Endowment fund: € 104,000	Milan Via Aldo Rossi no. 8	100%	0	105	105	104
Sporlife City S.r.l. Share Capital: € 10,000		90%	(441)	153	138	3.532
AC Milan Management Middle East Share Capital: € 10,000	DUBAI (UAE)	100%	(1.346)	(1.296)	(1.296)	50
Associates						
M-I Stadio S.r.l. Share Capital: € 1,000,000	Milan Via Piccolomini no. 25	50%	1.343	8.683	4.342	1.327
Other companies						
European Super League Company (*)	Madrid c/José Ortega y Gasset, número 29, quinta planta, Madrid 28006	9%	0	0	0	0

(*) It should be noted that the Company was incorporated on 17 April 2021 and as of the date of these financial statements, information on its Balance Sheet (in particular, Shareholders' Equity and Share Capital) and Income Statement was not available.

ANNUAL REPORT AND FINANCIAL STATEMENTS AT 30 JUNE 2024

Attachment 8

Merger Balance Sheet Table

	30/06/2023	30/06/2023	30/06/2023	30/06/2023	30/06/2023
	AC MILAN SPA	MILAN ENTERTAINMENT SRL	CASA MILAN SRL	MERGER ADJUSTMENTS	PROFORMA 30.06.2023
BALANCE SHEET					
ASSETS					
A) RECEIVABLES FROM SHAREHOLDERS FOR PAYMENTS DUE	-	-	-	-	-
B) FIXED ASSETS					
I INTANGIBLE FIXED ASSETS					
1 Start-up and expansion costs	-	-	-	-	-
2 Development costs	-	-	-	-	-
3 Industrial patent rights and use of intellectual property	-	-	-	-	-
4 Concessions, licenses, trademarks and similar rights	182.034.996	21.614.200	-	27.427.429	176.211.728
5 goodwill	-	-	-	-	-
6 Assets in progress and advances	621.698	45.974	-	-	667.672
7 Oliver realization rights	178.117.066	14.315	-	1.090.491	178.117.066
8 other	6.076.862	-	-	-	6.076.862
Total	867.270.522	21.674.590	-	28.517.920	867.427.118
II TANGIBLE FIXED ASSETS					
1 land and buildings	410	-	-	-	410
2 plant and machinery	500.308	368.061	-	-	868.369
3 industrial and commercial equipment	3.351.442	131.445	-	-	3.482.887
4 other assets	711.087	298.606	-	177.918	1.187.611
5 assets in progress and advances	400.000	-	-	-	400.000
Total	4.423.248	800.112	-	177.918	5.803.298
III FINANCIAL FIXED ASSETS					
1 equity investments in:					
a) subsidiaries	199.885.117	999.900	-	184.756.384	16.128.633
b) associates	1.530.918	-	-	-	1.530.918
c) parent companies	-	-	-	-	-
d) companies subject to parent companies' control	-	-	-	-	-
e) other companies	800.000	-	-	-	800.000
Total	202.216.035	999.900	-	184.756.384	18.259.551
2 receivables:					
a) from subsidiaries	-	-	-	-	-
b) from associates	-	-	-	-	-
c) from parent companies	-	-	-	-	-
d) from companies subject to parent companies' control	-	-	-	-	-
e) due to others	413.930	5.545	-	-	419.475
- within 12 months	-	-	-	-	-
- after 12 months	-	-	-	-	-
Total	413.930	5.545	-	-	419.475
3 other securities	-	-	-	-	-
4 derivative financial instruments assets	-	-	-	-	-
Total	202.425.965	1.005.445	-	184.756.384	18.675.026
TOTAL FIXED ASSETS (B)	574.519.745	23.482.127	-	213.096.386	384.905.486
C) WORKING CAPITAL:					
I INVENTORIES					
1 Consumables	-	-	-	-	-
2 Work in process and semi-finished products	-	-	-	-	-
3 Work in progress on order	-	-	-	-	-
4 Finished products and goods	-	4.257.624	-	-	4.257.624
5 Advances	-	-	-	-	-
Total	-	4.257.624	-	-	4.257.624
II RECEIVABLES					
1 from customers	34.772.084	15.999.397	-	-	50.771.481
2 from subsidiaries	16.693.647	519.400	-	13.476.939	3.736.108
3 from associates	1.027.369	-	-	-	1.027.369
4 from parent companies	-	-	-	-	-
5 from companies subject to parent companies' control	-	17.360	-	-	17.360
3 tax receivables					
a) within 12 months	93.433	35.182	2.788.136	-	2.916.751
b) beyond 12 months	250.669	-	-	-	250.669
5 tax deferred tax assets	514.851	2.188.905	-	4.895.079	7.598.835
5 quarter from others	7.500.628	379.775	399	-	7.880.802
6 receivables from institutions - specific sector					
a) within 12 months	6.640.029	-	-	-	6.640.029
b) beyond 12 months	6.310.039	-	-	-	6.310.039
Total	73.902.768	19.140.093	2.788.535	8.581.890	87.249.462
III TOTAL FINANCIAL ASSETS (other than fixed assets)					
1 equity investments in subsidiaries	-	-	-	-	-
2 equity investments in associates	-	-	-	-	-
3 equity investments in parent companies	-	-	-	-	-
3 tax equity investments in companies subject to parent companies' control	-	-	-	-	-
4 other equity investments	-	-	-	-	-
5 derivative financial instruments assets	-	-	-	-	-
6 other securities	-	-	-	-	-
7 other receivables	-	-	-	-	-
8 financial assets for the centralized Treasury management	14.200.630	216.862.112	-	216.862.112	14.200.630
Total	14.200.630	216.862.112	-	216.862.112	14,200,630
IV CASH AND CASH EQUIVALENTS					
1 bank and postal deposits	70.472.877	6.871.729	508.483	-	77.853.091
2 Cheques	38.829	6.300	-	-	45.129
3 cash in hand	-	-	-	-	-
Total	70.511.706	6.878.029	508.483	-	77.998.220
TOTAL WORKING CAPITAL (C)	158.615.104	247.137.784	3,297,020	225,443,972	183,605,936
D) ACCRUALS AND DEFERRALS					
1 accruals	879.057	-	-	-	879.057
2 deferrals	6.515.064	471.714	-	-	6,986,778
TOTAL ACCRUALS AND DEFERRALS (D)	6,494,121	472,714	-	-	6,666,875
TOTAL ASSETS	739,338,970	271,093,665	3,297,020	438,540,358	575,178,297
EQUITY AND LIABILITIES					
A) SHAREHOLDERS' EQUITY					
I CAPITAL					
1 SHARE PREMIUM RESERVE	113,443,200	20,000,000	10,000	20,000,000	113,443,200
2 REVALUATION RESERVES	31,020,000	163,631,524	-	163,631,524	31,020,000
3 LEGAL RESERVE	33,156,203	-	-	-	33,156,203
4 STATUTORY RESERVES	123,890	4,000,000	17,713	-	123,890
VI OTHER RESERVES:					
a) capital contributions	-	-	-	-	-
b) merger reserve	45,000,000	-	990,000	990,000	45,000,000
VII RESERVE FOR HEDGING EXPECTED CASH FLOWS					
1 PROFIT (LOSS) CARRIED FORWARD	-	-	-	-	-
2 PROFIT (LOSS) FOR THE PERIOD	145,242,063	299,084	35,196	21,817,276	65,725,058
3 NEGATIVE RESERVE FOR OWN SHARES IN PORTFOLIO	(17,878,615)	38,348,838	36,939	38,309,898	17,878,615
TOTAL SHAREHOLDERS' EQUITY (A)	159,622,614	226,277,446	1,015,970	206,239,379	180,676,650
B) PROVISIONS FOR RISKS AND CHARGES					
1 for pensions and similar obligations	-	-	-	-	-
2 for taxes, including deferred taxes	-	5,940	-	1,961,928	1,955,988
3 derivative financial instruments liabilities	-	-	-	-	-
4 other	74,270,683	290,000	-	-	74,560,683
TOTAL PROVISIONS FOR RISKS AND CHARGES (B)	74,270,683	295,940	-	1,961,928	72,404,695
C) EMPLOYEE LEAVING ENTITLEMENTS	1,335,217	781,635	-	-	2,116,852
D) PAYABLES					
1 bonds	-	-	-	-	-
2 convertible bonds	-	-	-	-	-
3 payables to shareholders for loans	-	-	-	-	-
4 financial payables	51	108	-	-	159
5 payables to other financial institutions					
a) within 12 months	49,589,748	-	-	-	49,589,748
b) beyond 12 months	21,372,539	-	-	-	21,372,539
6 advances	-	-	-	-	-
7 trade payables					
a) within 12 months	40,931,798	12,344,945	1,698	-	53,288,441
b) beyond 12 months	3,575,983	-	-	-	3,575,983
8 liabilities represented by credit instruments	-	-	-	-	-
9 payables to subsidiaries	217,242,464	-	-	230,139,051	12,596,597
10 payables to associates	2,752,382	-	-	-	2,752,382
11 payables to parent companies	226,896	11,753,046	2,277,353	-	14,257,295
11 tax payables to companies subject to parent companies' control	-	-	-	-	-
12 tax payables	24,031,218	1,332,622	-	-	25,363,840
13 payables to pension funds and social security agencies	1,332,314	536,398	-	-	1,868,712
14 other payables	19,731,484	1,501,543	-	-	21,233,027
15 Payables to professional bodies					
a) within 12 months	41,468,124	-	-	-	41,468,124
b) beyond 12 months	30,360,530	-	-	-	30,360,530
TOTAL PAYABLES (D)	453,115,751	27,466,473	2,281,651	230,139,051	521,526,203
E) ACCRUALS AND DEFERRALS					
1 accruals	59,230	24,000	-	-	83,230
2 deferrals	50,925,495	16,245,172	-	-	67,170,667
TOTAL ACCRUALS AND DEFERRALS (E)	50,984,725	16,269,172	-	-	67,253,897
TOTAL LIABILITIES AND SHAREHOLDERS' EQUITY	739,338,970	271,093,665	3,297,021	438,540,358	575,178,297

ATTACHMENTS

Attachment 8

Merger Income Statement Table

	30.06.2023	30.06.2023	30.06.2023	30.06.2023	30.06.2023
INCOME STATEMENT	AC MILAN SPA	MILAN ENTERTAINMENT SRL	CASA MILAN SRL	MERGER ADJUSTMENTS	PROFORMA 30.06.2023
A) VALUE OF PRODUCTION					
1 Revenues from sales and services					
a) match revenues	52.162.862	-	-	-	52.162.862
b) season tickets	16.736.426	2.606.339	-	2.606.339	16.736.426
c) revenues from other competitions	1.587.429	-	-	-	1.587.429
Total	70.486.717	2.606.339	-	2.606.339	70.486.717
2 changes in inventories of work in progress, semi-finished goods and finished products	-	3.828.001	-	-	3.828.001
Total	-	3.828.001	-	-	3.828.001
3 changes in work in progress on order	-	-	-	-	-
4 increases in fixed assets for internal work and capitalisation of nursery costs	-	-	-	-	-
5 other revenues and income					
a) operating grants	119.117	-	-	-	119.117
b) sponsorship revenues	31.581.885	49.201.443	-	-	80.783.328
c) advertising revenue	-	-	-	-	-
d) commercial revenues and royalties	9.206.237	40.336.548	-	2.661.401	46.881.384
e) income from the sale of broadcasting rights:					
- audiovisual income from participation in national competitions	87.024.384	101.000	-	100.000	87.025.384
- audiovisual income from participation in other competitions	94.219.648	-	-	1.000	94.218.648
f) miscellaneous income	733.100	-	-	42.331	690.769
g) revenues from player loans	82.175	-	-	-	82.175
h) gains from the sale of player registration rights	268.000	-	-	-	268.000
i) other income from player management	5.242.793	-	-	-	5.242.793
j) other income and revenues	13.457.372	18.528.399	-	27.982.674	4.003.097
Total	242.934.711	108.167.390	-	30.787.406	320.314.695
TOTAL VALUE OF PRODUCTION (A)	313.421.428	114.601.730	-	33.393.745	394.629.413
B) Costs of production					
6 for raw materials, ancillary materials, consumables and goods	3.237.071	16.380.203	-	-	19.617.274
7 for services	86.658.179	19.711.452	24.476	26.445.428	79.945.679
8 for use of third-party assets	13.103.182	5.525.528	-	4.495.925	14.132.785
Total	102.998.432	41.617.183	24.476	30.941.353	113.698.738
9 for personnel:					
a) wages and salaries	154.344.548	7.365.862	-	-	161.710.410
b) social security charges	7.178.713	1.985.670	-	-	9.164.383
c) employee leaving entitlements	1.840.664	510.929	-	-	2.351.593
d) pensions and similar	-	0	-	-	-
e) other costs	300.182	116.028	-	-	416.210
Total	163.664.107	9.978.469	-	-	173.642.596
10 amortisation, depreciation and write-downs					
a) amortisation of intangible assets	55.103.139	9.846.936	-	2.032.635	62.911.440
b) depreciation of tangible assets	1.028.359	191.585	-	-	1.219.944
c) other write-downs of fixed assets	4.263.301	-	-	-	4.263.301
d) write down of credits included under working capital and liquid assets.	123.634	2.192.431	-	-	2.316.065
Total	60.518.433	12.230.952	-	2.032.635	70.716.750
11 change in inventories of raw materials, ancillary materials, consumables and goods	-	-	-	-	-
12 provisions for risks	6.293.113	-	-	-	6.293.113
Total	6.293.113	-	-	-	6,293,113
13 other provisions	-	-	-	-	-
14 sundry management expenses					
a) expenses from organising competitions	323.002	9.044.833	-	-	9,367,835
b) costs for acquisition of players on loan	3,947,367	-	-	-	3,947,367
c) losses from the sale of player registration rights	41,657	-	-	-	41,657
d) other expenses from player management	149,185	-	-	-	149,185
e) other sundry management expenses	4,499,398	696,478	1,234	419,757	4,777,853
Total	8,960,609	9,741,311	1,234	419,757	18,283,397
TOTAL COSTS OF PRODUCTION (B)	342,434,694	73,567,935	25,710	33,393,745	382,634,594
DIFFERENCE BETWEEN VALUE AND COSTS OF PRODUCTION (A - B)	(29,013,266)	41,033,795	25,710	-	11,994,819
C) FINANCIAL INCOME AND (EXPENSES)					
15 income from equity investments					
a) subsidiaries	13,845,000	4,455,000	-	18,300,000	-
b) in associates	-	-	-	-	-
c) in companies subject to parent companies' control	-	-	-	-	-
d) in other companies	-	-	-	-	-
16 other financial income					
a) from receivables recorded as fixed assets	-	-	-	-	-
b) from securities recorded as fixed assets that do not constitute equity investments	-	-	-	-	-
c) from securities held as working capital other than equity investments	-	-	-	-	-
d) income different from the above:					
- other	2,571,879	5,962,591	13	5,962,591	2,571,892
Total	16,416,879	10,417,591	13	24,262,591	2,571,892
17 Interest and other financial charges					
a) from subsidiaries	(5,962,591)	-	-	5,962,591	-
b) from associates	-	-	-	-	-
c) from parent companies	-	-	-	-	-
d) other financial expenses	(5,154,860)	2	11,243	-	5,166,105
Total	(11,117,451)	2	11,243	5,962,591	5,166,105
17 bis exchange-rate gains and losses:					
a) exchange rate gains	84,134	1,991	-	-	86,065
b) exchange rate losses	(49,864)	56,662	-	-	106,536
Total	34,270	54,731	-	-	20,461
TOTAL FINANCIAL INCOME AND (EXPENSES) (C)	5,333,698	10,362,858	11,230	18,300,000	2,614,674
D) ADJUSTMENTS IN VALUE OF FINANCIAL ASSETS AND LIABILITIES					
18 write-backs					
a) of equity investments	-	-	-	-	-
b) of financial fixed assets which are not equity investments	-	-	-	-	-
c) of securities held as working capital other than equity investments	-	-	-	-	-
d) of derivative financial instruments	-	-	-	-	-
Total	-	-	-	-	-
19 write-downs					
a) of equity investments	(200,000)	-	-	-	200,000
b) of financial fixed assets which are not equity investments	-	-	-	-	-
c) of securities held as working capital other than equity investments	-	-	-	-	-
d) of derivative financial instruments	-	-	-	-	-
Total	(200,000)	-	-	-	200,000
TOTAL ADJUSTMENTS IN VALUE OF FINANCIAL ASSETS AND LIABILITIES (D)	(200,000)	-	-	-	200,000
RESULT BEFORE TAX	(23,879,568)	51,396,653	36,940	18,300,000	9,180,145
22 income taxes for the year (current, deferred tax assets and liabilities)					
a) current taxes	5,965,076	13,456,679	-	-	7,491,603
b) deferred tax assets and liabilities	35,877	406,863	-	-	442,740
Total	6,000,953	13,049,816	-	-	7,048,863
PROFIT (LOSS) FOR THE PERIOD	(17,878,615)	38,346,837	36,940	18,300,000	2,131,282

Attachment 9

Related-party transactions

(in thousands of Euros)

Counterparty	Trade receivables and Other	Financial Receivables	Trade payables and Other	Financial Payables	Value of production	Costs of production	Financial Income (Expenses)
ACM FootballCo Intermediate Cooperatief U.A.	-	-	76	-	-	226	-
Total parent companies	-	-	76	-	-	226	-
Redbird Development Group LLC	-	-	934	-	-	934	-
Art&Science Partners Inc	-	-	-	-	-	153	-
Total companies subject to parent companies' control	-	-	934	-	-	1.087	-
Fondazione Milan Onlus	108	-	101	-	107	410	-
Total subsidiaries	108	-	101	-	107	410	-
M-I Stadio S.r.l.	2.786	-	3.095	-	4.331	5.185	-
Total associates	2.786	-	3.095	-	4.331	5.185	-
Total associates	-	-	-	-	-	-	-
European Super League Company S.L. (*)	-	-	-	-	-	-	-
Zelus Analytics, Inc (**)	-	-	140	-	-	1.595	-
Total Other companies	-	-	140	-	-	1.595	-
Total	2.894	-	4.346	-	4.438	8.503	-

(*) It should be noted that the Company was incorporated on 17 April 2021 and as of the date of these consolidated financial statements, information relating to its Balance Sheet (in particular Shareholders' Equity and Share Capital) and Income Statement was not available.

(**) It should be noted that the disclosure in the statement of related parties of the relationship that the Parent Company A.C. Milan has with Zelus Analytics, Inc. is made for maximum transparency and scrupulousness, given the existence of interests of the RedBird group in the aforesaid company, although the possibility of Zelus Analytics, Inc. being included in the definition of "related parties", in accordance with the applicable accounting standards, is to be excluded

BOARD OF STATUTORY AUDITORS' REPORT



**BOARD OF STATUTORY AUDITORS REPORT TO THE SHAREHOLDERS' MEETING FOR
THE APPROVAL OF THE FINANCIAL STATEMENTS FOR THE YEAR ENDED JUNE 30,
2024 OF THE PARENT COMPANY, PREPARED PURSUANT TO ARTICLE 2429
PARAGRAPH 2 OF THE ITALIAN CIVIL CODE.**

To the Shareholders' Meeting of
A.C. MILAN S.P.A.

During the year ended June 30, 2024, our activities were guided by the provisions of the law and the Rules of Conduct for the Board of Statutory Auditors of Unlisted Companies issued by the National Council of Chartered Accountants.

This report informs you of these activities and the results.

The financial statements as at June 30, 2024 of AC Milan S.p.A. (hereinafter the "Company"), drawn up in compliance with Italian regulations governing the preparation of financial statements, have been submitted for your examination and show an operating profit of Euro 5,090,955.

The financial statements were made available to us on September 26, 2024.

Pursuant to Article 25 of Legislative Decree No. 127/1991, the directors prepared the Group's consolidated financial statements.

The Board of Statutory Auditors, not being entrusted with the legal audit, carried out the supervisory activities on the financial statements provided for by Rule 3.8. of the *"Rules of conduct for the Board of Statutory Auditors of non-listed companies"* consisting of an overall summary control aimed at verifying that the financial statements have been correctly drawn up. Verification of compliance with accounting data is the responsibility of the independent auditors.

The Board of Statutory Auditors, not being entrusted with the legal audit, carried out the supervisory activities on the consolidated financial statements provided for by Rule 3.9. of the *"Rules of conduct for the Board of Statutory Auditors of non-listed companies"*. Verification of compliance with accounting data is the responsibility of the independent auditors.

The independent auditor Deloitte & Touche S.p.A. provided us with its reports on the annual financial statements and the consolidated financial statements dated October 9, 2024, containing an unmodified opinion.

According to the reports of the independent auditor, the financial statements and consolidated financial statements as at June 30, 2024 give a true and fair view of the financial position, results of operations and cash flows of your Company and have been prepared in accordance with the regulations governing their preparation.

The Board of Statutory Auditors ascertained that each member of the board continued to meet the professional requirements under Article 2397 of the Civil Code and had not met the disqualification criteria under Article 2399 of the Civil Code.

1) SUPERVISORY ACTIVITIES PURSUANT TO ARTICLES 2403 ET SEQ. OF THE ITALIAN CIVIL CODE.

We monitored compliance with the law and the By-laws, respect for the principles of proper administration and, in particular, the adequacy of the organisational, administrative and accounting structure adopted by the company and its actual functioning.

We examined the adequacy of organisational, administrative and accounting structures pursuant to Article 2086 of the Italian Civil Code; in this regard, communications were exchanged between the Board of Statutory Auditors and the management, and current and expected actions to improve the current structure were presented. The Board of Statutory Auditors also took note of the changes in the Group's organisation chart that took place during the year.

We attended the shareholders' meetings and board meetings and, on the basis of the information available, have no particular issues to report.

We have obtained, also by attending Board of Directors' meetings, information on the composition of the Group and shareholding relationships as defined by Article 2359 of the Italian Civil Code and Article 26 of Legislative Decree No. 127/1991.

We have obtained from the Board of Directors and also during the meetings held, information on the general performance of operations and outlook, as well as on the most significant transactions, due to their size or characteristics, including relations with sector institutional bodies, carried out by the Company and its subsidiaries and, based on the information obtained, we have no particular observations to report.

Significant events during the year included the following:

- on March 12, 2024, a "Warrant for a personal and local search of third parties" against the Chief Financial Officer (CFO) and the Chief Executive Officer of the Company, in the context of criminal proceedings pending before the Public Prosecutor's Office of Milan, from which it appears that the current Chief Executive Officer and the previous Chief Executive Officer are under investigation for the crime envisaged by Article 2638 of the Italian Civil Code;
- after the Public Prosecutor's Office sent the FIGC the aforementioned search warrants, the CEO was interviewed by the FIGC's Public Prosecutor's Office as a "person with knowledge of the facts". On June 14, 2024, the FIGC Prosecutor's Office announced that the proceedings that had been initiated had been closed;
- the subsidiary Sportlifecity S.r.l., finalised the purchase of land on which the Milan Group is considering the possible construction of the new stadium. The Company granted a loan to the subsidiary in the amount of Euro 31.5 million maturing in 2027;
- on May 9, 2024, the Company received a letter from COAPS noting the late submission of certain documentation required by Article 20-bis N.O.I.F. As of today's date, there are no updates;
- the Milan Futuro sports project began starting with the 2024/2025 season.

Among the significant events subsequent to the end of the financial year, it is worth mentioning that on September 30, 2024, the Judicial Police entered the Company's headquarters to request documents, as part of proceedings brought by the Public Prosecutor's Office at the Ordinary Court of Milan. Given recent events, there are no further items to mention in this report.

We supervised the process of introducing the procedures adopted by the Board of Directors for the regulation of related party transactions.

The Board of Statutory Auditors acknowledges that the procedures adopted by the Board of Directors are defined in accordance with International Accounting Standard IAS 24. Based on the information flows acquired, there were no transactions with related parties that could be defined as atypical or unusual, nor were there any intercompany and related party transactions carried out that were in conflict with the interests of the Company.

We exchanged information with the statutory auditors of the subsidiaries and no relevant data or information emerged that needs to be highlighted in this report.

The typical activities carried out by the Company did not change during the year under review and are consistent with the corporate purpose.

It should also be noted that the Company obtained the National License for the purpose of admission to the 2024/2025 championship on June 10, 2024 and the UEFA License for the 2024/2025 season on May 10, 2024.

We exchanged data and information relevant to the performance of our supervisory activities with the independent auditor in a timely manner.

We obtained information from the Supervisory Board, and the meetings held did not reveal any critical issues with regard to the proper implementation of the organisational model that need to be highlighted in this report, also with regard to the subsidiaries with a supervisory board.

We have acquired knowledge of and supervised the adequacy of the organisational, administrative and accounting structure and the actual functioning of the Company and the Group, including by gathering information from the heads of functions and, in this regard, we have no particular observations to report.

We have supervised the management and coordination activities carried out by the Company, pursuant to Articles 2497 et seq. of the Italian Civil Code, on the companies belonging to the Group and have no observations to make. We acknowledge that the Company carries out its management and coordination activities by means of reporting to its subsidiaries and that the information flows provided by the companies belonging to the Group to the Company are adequate to ensure the timely fulfilment of the reporting obligations provided for by the regulations.

We supervised, in consultation with the independent auditor, the methods adopted by the Company to identify the scope of consolidation and to calculate the parameters required to prepare the consolidated financial statements.

We have acquired knowledge of and supervised, to the extent of our competence, the adequacy and functioning of the administrative-accounting system, the reliability of the latter in correctly representing management events, by obtaining information from the heads of functions and examining company documents, as well as the adequacy and functioning of information gathering and consolidation procedures. In this regard, we have no particular observations to report.

No complaints have been received from shareholders pursuant to Article 2408 of the Italian Civil Code or Article 2409 of the Italian Civil Code.

We did not file any complaints with the court pursuant to Article 2409 of the Italian Civil Code.

We have not made any reports to the Board of Directors pursuant to and for the purposes of Article 25-*octies* of Legislative Decree No. 14 of January 12, 2019.

On June 19 and 28, 2024, the Board of Statutory Auditors received communications from Banco BPM, pursuant to Article 25 *decies* of Legislative Decree No. 14 of January 12, 2019, in relation to the change in the credit facilities granted, which had increased overall.

During the financial year, no opinions or observations required by law were issued by the Board of Statutory Auditors.

Please refer to what is described in the report on operations on the effects on the Company deriving from the uncertainties connected to the macroeconomic context and those typical of football activity.

During the course of the supervisory activity, as described above, no other significant facts emerged that would require mention in this report.

2) OBSERVATIONS ON THE FINANCIAL STATEMENTS

The net profit ascertained by the Board of Directors for the financial year ended June 30, 2024 is Euro 5,090,955.

According to the independent auditors report, dated October 9, 2024, "*the financial statements as of June 30, 2024 give a true and fair view of the financial position, results of operations and cash flows of the Company for the year then ended and have been prepared in accordance with Italian law*". This report includes a reference to going concern, to which reference is made.

It should be noted that the directors considered the going concern requirement to be met also on the basis of the letter of commitment, sent by the majority shareholder ACM Bidco B.V, on September 9, 2024, to financially assist the Group for a period of not less than 12 months from the date of approval of the financial statements for the financial year ending June 30, 2024 by the Company's Shareholders' Meeting.

During the year, the shareholder ACM Bidco B.V. made payments of Euro 15 million.

In consideration of the particular activity carried out by the Company, the provisions issued by the Federazione Italiana Giuoco Calcio (Italian Football Federation) and the

Commissione di Vigilanza per le Società di Calcio Professionistiche (Supervisory Commission for Professional Football Clubs) have also been taken into account.

To the best of our knowledge, the directors, in preparing the financial statements, have not departed from the law pursuant to Article 2423, paragraph 5, of the Italian Civil Code.

The information pursuant to Article 1, paragraphs 125-129 of Law 124/2017 is set out in the notes to the financial statements.

The financial statements have been checked for consistency with the facts and information gathered from the meetings held, and no further observations are noted in this respect.

Compliance with the legal provisions relating to the preparation of the report on operations has been verified and there are no observations to be made in this report. According to the independent auditor's report, *"the report on operations is consistent with the financial statements of A.C. Milan S.p.A. as at June 30, 2024 and has been prepared in accordance with the law"*.

3) OBSERVATIONS ON THE CONSOLIDATED FINANCIAL STATEMENTS

The Board of Directors prepared the consolidated financial statements, prepared on the basis of national accounting principles, in accordance with the law and in compliance with the current provisions issued by the F.I.G.C. and Co.Vi.Soc., which show a group profit of Euro 4,106 thousand and a group net equity of Euro 196,335 thousand.

On October 9, 2024, the independent auditors Deloitte & Touche S.p.A. issued their report on the consolidated financial statements as at June 30, 2024. According to the independent auditors report, *"the consolidated financial statements as of June 30, 2024 give a true and fair view of the financial position, results of operations and cash flows of the Group for the year then ended and have been prepared in accordance with Italian law"*.

This report includes a reference to going concern, to which reference is made. It should be noted that the directors considered the going concern requirement to be met also on the basis of the letter of commitment issued by the shareholder ACM Bidco B.V., as referred to above.

The directors also prepared the Supplementary Documentation as at June 30, 2024, in compliance with the provisions and in accordance with the UEFA Licensing Manual Edition 2023.

The report on the procedures requested by the Company from Deloitte & Touche S.p.A. in this regard, dated October 9, 2024, was obtained and does not contain any noteworthy items.

Compliance with the legal provisions relating to the form and structure of the consolidated financial statements has been verified. There are no observations to be made in this report in this regard.

Compliance with the legal provisions relating to the preparation of the report on operations has been verified. Also in this case, there are no observations to be made in this report. According to the independent auditor's report, *"The report on operations is consistent with the consolidated financial statements of the Milan Group as at June 30, 2024 and has been prepared in accordance with the law"*.

The consolidated financial statements and their accompanying documents should be taken into account by the Shareholders' Meeting for information purposes only, as they are not subject to approval.

4) OBSERVATIONS AND PROPOSALS REGARDING THE APPROVAL OF THE FINANCIAL STATEMENTS

In view of our findings and the opinion expressed in the audit report issued by the independent auditors, we find no reason to prevent the shareholders from approving the financial statements for the year ended June 30, 2024, as prepared by the directors.

The Board of Statutory Auditors agrees with the proposal for the allocation of the loss for the year formulated by the directors in the notes.

Milan, October 10, 2024

The Board of Statutory Auditors
Franco Carlo PAPA - Chairman

Cesare CICCOLINI - Standing Auditor

Alberto DELLO STROLOGO - Standing Auditor

INDEPENDENT AUDITOR'S REPORT



INDEPENDENT AUDITOR'S REPORT PURSUANT TO ARTICLE 14 OF LEGISLATIVE DECREE No. 39 OF JANUARY 27, 2010

To the Shareholders of
AC Milan S.p.A.

REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS

Opinion

We have audited the financial statements of AC Milan S.p.A. (the "Company"), which comprise the balance sheet as of 30 June 2024, the statement of income and statement of cash flows for the year then ended and the explanatory notes.

In our opinion, the accompanying financial statements give a true and fair view of the financial position of the Company as of 30 June 2024, and of its financial performance and its cash flows for the year then ended in accordance with the Italian law governing financial statements.

Basis for Opinion

We conducted our audit in accordance with International Standards on Auditing (ISA Italia). Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Company in accordance with the ethical requirements applicable under Italian law to the audit of the financial statements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Emphasis of matter

We draw attention to the disclosure provided by Directors in the Management Report on Operation as well as in the Note "Going Concern" of the Explanatory Notes to the Financial Statements, which disclose the consideration and the evaluation carried out by them to support the going concern assumptions for the preparation of the financial statements as of June 30, 2024.

Our opinion is not qualified in relation to this aspect.

Responsibilities of the Directors and the Board of Statutory Auditors for the Financial Statements

The Directors are responsible for the preparation of financial statements that give a true and fair view in accordance with the Italian law governing financial statements, and, within the terms established by law, for such internal control as the Directors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Directors are responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless they have identified the existence of the conditions for the liquidation of the Company or the termination of the business or have no realistic alternatives to such choices.

The Board of Statutory Auditors is responsible for overseeing, within the terms established by law, the Company's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance; however, it is not a guarantee that an audit conducted in accordance with International Standards on Auditing (ISA Italia) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with International Standards on Auditing (ISA Italia), we exercise professional judgment and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Directors.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance, identified at an appropriate level as required by ISA Italia, regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

REPORT ON OTHER LEGAL AND REGULATORY REQUIREMENTS

Opinion pursuant to art. 14, paragraph 2 (e) of Legislative Decree 39/10

The Directors of AC Milan S.p.A. are responsible for the preparation of the report on operations of AC Milan S.p.A. as of 30 June 2024, including its consistency with the related financial statements and its compliance with the law.

We have carried out the procedures set forth in the Auditing Standard (SA Italia) n. 720B in order to express an opinion on the consistency of the report on operations with the financial statements of AC Milan S.p.A. as of 30 June 2024 and on its compliance with the law, as well as to make a statement about any material misstatement.

In our opinion, the report on operations is consistent with the financial statements of AC Milan S.p.A. as of 30 June 2024 and is prepared in accordance with the law.

With reference to the statement referred to in art. 14, paragraph 2 (e), of Legislative Decree 39/10, made on the basis of the knowledge and understanding of the entity and of the related context acquired during the audit, we have nothing to report.

DELOITTE & TOUCHE S.p.A.

Signed by
Riccardo Raffo
Partner

Milan, Italy
October 9, 2024

This independent auditor's report has been translated into the English language solely for the convenience of international readers. Accordingly, only the original text in Italian language is authoritative.

AC MILAN