

Sustainability Report

2014/2015 MILAN GROUP



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Letter to stakeholders

The publication of the 2014/15 Sustainability Report further consolidates a model of communication and the practice of sharing information between the AC Milan Group and its stakeholders. Now in its third edition, the Report continues to be a vital source of information on what the Group represents in Italy and the wider world and on the activities it carries out in an array of different fields every year.

Inside this Report you will find images, text and numbers which aim to illustrate the work of people who strive every day to make this football club a benchmark of sustainable management.

The four main areas of our journey towards sustainability (Personnel and Organisation, Well-being and Personal Development, Community, Environment) represent the basis for strengthening the Club's identity in the national and international spheres. Corporate Social Responsibility – which makes up an integral part of the Group's DNA – will help us to tackle future challenges.

It is this aim that has strengthened our resolve to continue our work in terms of monitoring initiatives and governance from a sustainability standpoint. At the end of the 2014/15 season, this commitment resulted in the creation of a Corporate Social Responsibility department, which draws on specially allocated human and economic resources. Given the extent of our activities in this area, we felt it was opportune and necessary to have

a body within the Group capable of engaging in a more cohesive dialogue with all internal and external stakeholders on the matter.

The input we receive from stakeholders is a welcome stimulus in this initiative. We have achieved excellent results which both serve to confirm the solidity and growth of AC Milan on one side, and represent a guarantee that this innovative and responsible way of thinking will continue on the other.

Among the many initiatives we are involved in, in this Report, we were keen to highlight the physical presence of Casa Milan in the community: the new Rossoneri headquarters is both a workspace and a forum for cultural events.

We also wanted to underline the hard work done by the whole youth academy, thanks also to the contribution of the team of educational psychologists that support the young players both on and off the pitch. Our football schools are also involved in a vast array of activities, and we must not forget the commitment that AC Milan has made to draw up a tangible environmental policy, which will be available from next season.

The Group's commitment to continuing the work it has done so far in the area of sustainability is especially motivating as it brings the Club into closer contact with the Rossoneri fans. The history and success of AC Milan as a team and as a Club, and the excellence it represents in our country and the international panorama are the pillars upon which we must continue to build the success of our present and our future through sporting achievements and by reaping the rewards of our Corporate Social Responsibility policies.

We hope you enjoy reading this Sustainability Report and trust that it helps you to gain a deeper insight and understanding of the AC Milan Group's activities in the many fields it operates in.



BARBARA BERLUSCONI

Executive Vice
President and CEO



ADRIANO GALLIANI

Executive Vice President
Vicarious and CEO

Methodological framework

The third edition of the Sustainability Report (also referred to hereinafter as the “Report”) published by the AC Milan Group (also referred to hereinafter as the “Group” or “Club”) contains standard disclosures in accordance with the GRI G4 Sustainability Reporting Guidelines. The indications set out in the Event Organizers Sector Disclosures document published by the GRI in 2014 have also been taken into account.

The Report encompasses the performance of AC Milan SpA, Milan Entertainment Srl, Milan Real Estate Spa and the Milan Foundation. The environmental data relating to San Siro has been provided by M-I Stadio Srl, a company of which the Club owns 50%.

The document illustrates the main economic, environmental and social effects brought about by the Group’s activities, across specific areas considered by stakeholders to be of high importance and linked to the foremost environmental, social and economic risks deriving from the activity of the Club.

The process of identifying the Group’s key stakeholders and their expectations was honed over the course of the season, with the main internal stakeholders contributing to update the analyses carried out previously. These analyses will be further developed over the course of the stakeholder engagement activities the Club will organise following the publication of the Report.

The data and indices used in the Report refer to the 2014/15 season and, where possible, to the two previous seasons before that, in the interests of comparison. There are no significant changes or modifications to data parameters and/or restatement of indices deriving from previous years, except indices relating to investments made by the Milan Foundation, which have been further honed to guarantee greater coherence with the objectives and operational methods of the Foundation itself; for this reason, data relating to the previous season has been reclassified. Given that we work within the guidelines issued by the Global Reporting Initiative, we are able to draw comparisons with other national and international organisations that adopt the same model. The GRI Content Index is available at the end of the Report. This indicates where the information required by the GRI guidelines can be found within the Report.

The Report is published annually in order to enable stakeholders to continually evaluate the Group's performance. It is made available via the Club's usual communication channels.

To make it easier for readers to consult the Report, we have chosen to adopt the clearest language possible and present the data using images, graphics and tables to make the document more easily understandable. The indices reflect a measure of performance, regardless of whether that performance is positive or negative. The data has been gathered and verified by the parties responsible for the each department or division.

The section relating to economic performance has been drawn up using data taken from the Consolidated Financial Statement approved at the meeting of the Board of Directors on 28 April 2015. All purely economic information refers to the 2014 financial year and two previous years before that, again in the interests of comparison.

For further information or to request a copy of the Sustainability Report, please visit www.acmilan.com or contact us at csr@acmilan.it.

Il Milan in numeri

115

YEARS OF HISTORY

29

YEARS OF BERLUSCONI
FAMILY OWNERSHIP

720_K

TOTAL NUMBER OF SPECTATORS
AT THE STADIUM

151

EMPLOYEES

273

YOUTH ACADEMY PLAYERS 2014/15 SEASON

33

FIRST-TEAM PLAYERS
2014/15 SEASON

234 MLN EUR 18

TURNOVER 2014/15

INTERNATIONAL TROPHIES WON

8 1 MLN 5.5 MLN

BALLON D'ORS

FOLLOWERS



FOLLOWERS



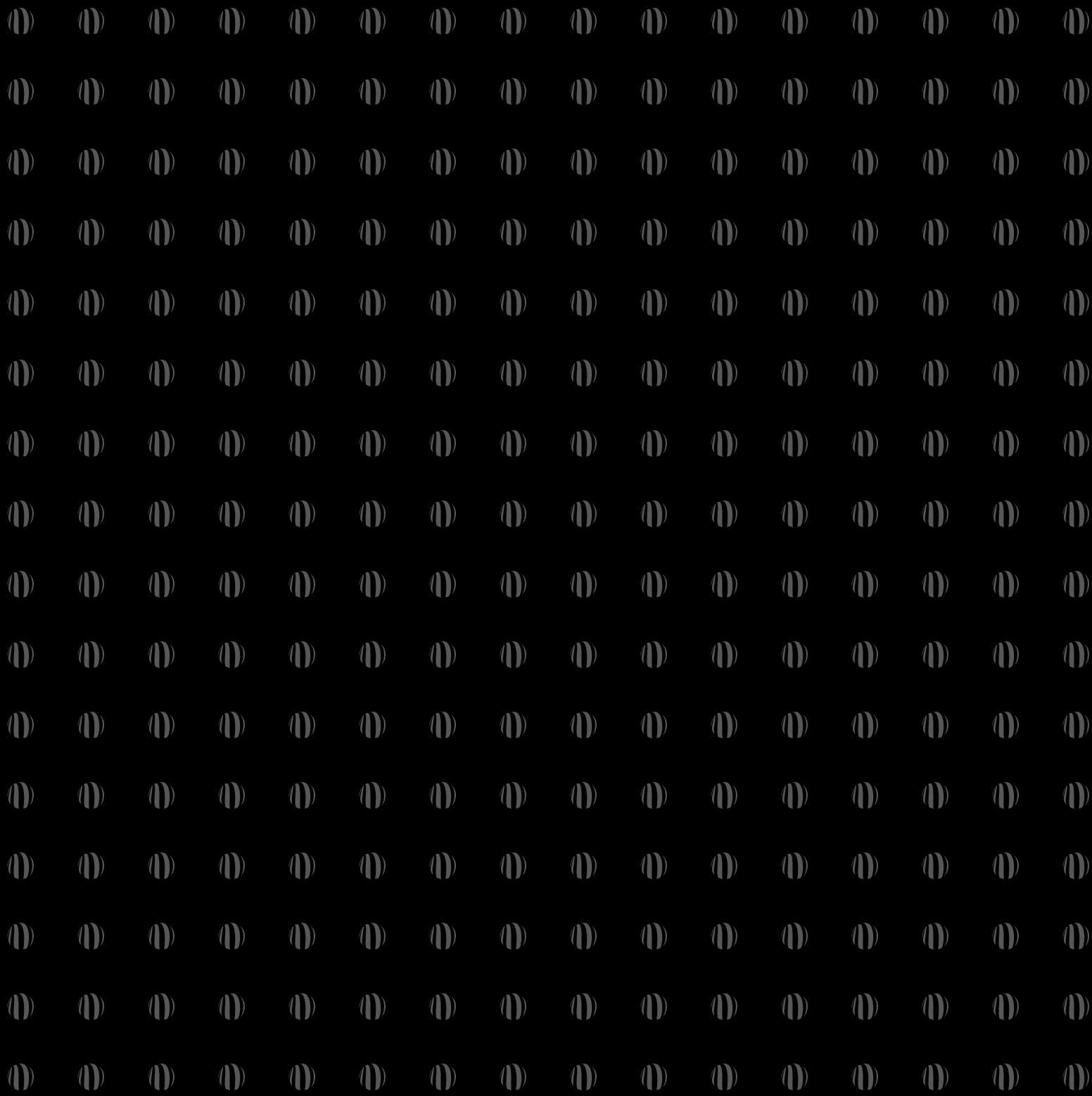
24 MLN 2.6 MLN

FOLLOWERS

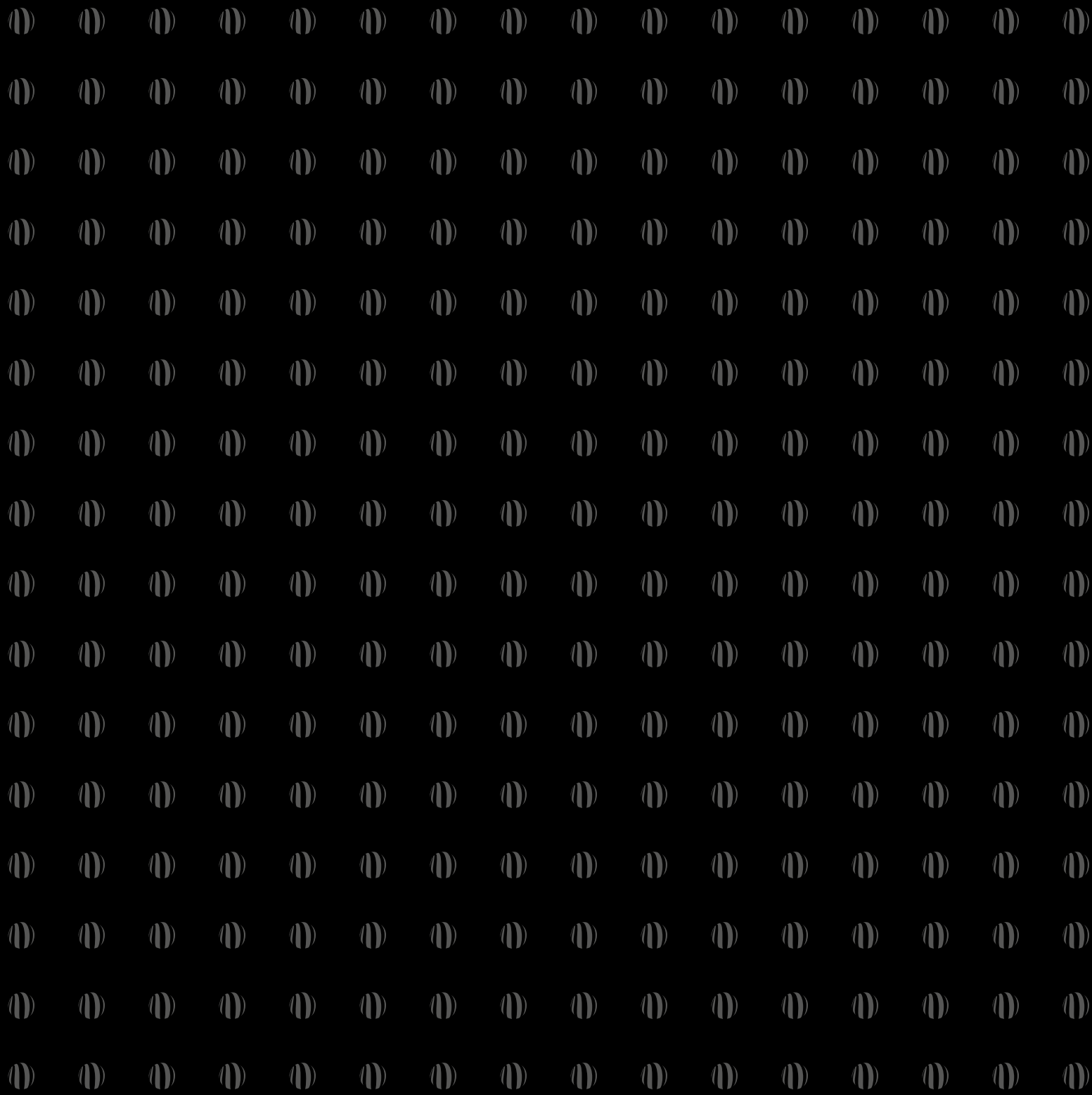


FOLLOWERS





**Our approach
to sustainability**



01

Club principles

Winning mentality, excellence, generosity and responsibility are values which form part of the AC Milan Group's DNA and we wish to share them with all our stakeholders.

We firmly believe that living and working with these principles in mind is the key to achieving success in sport and life in general.



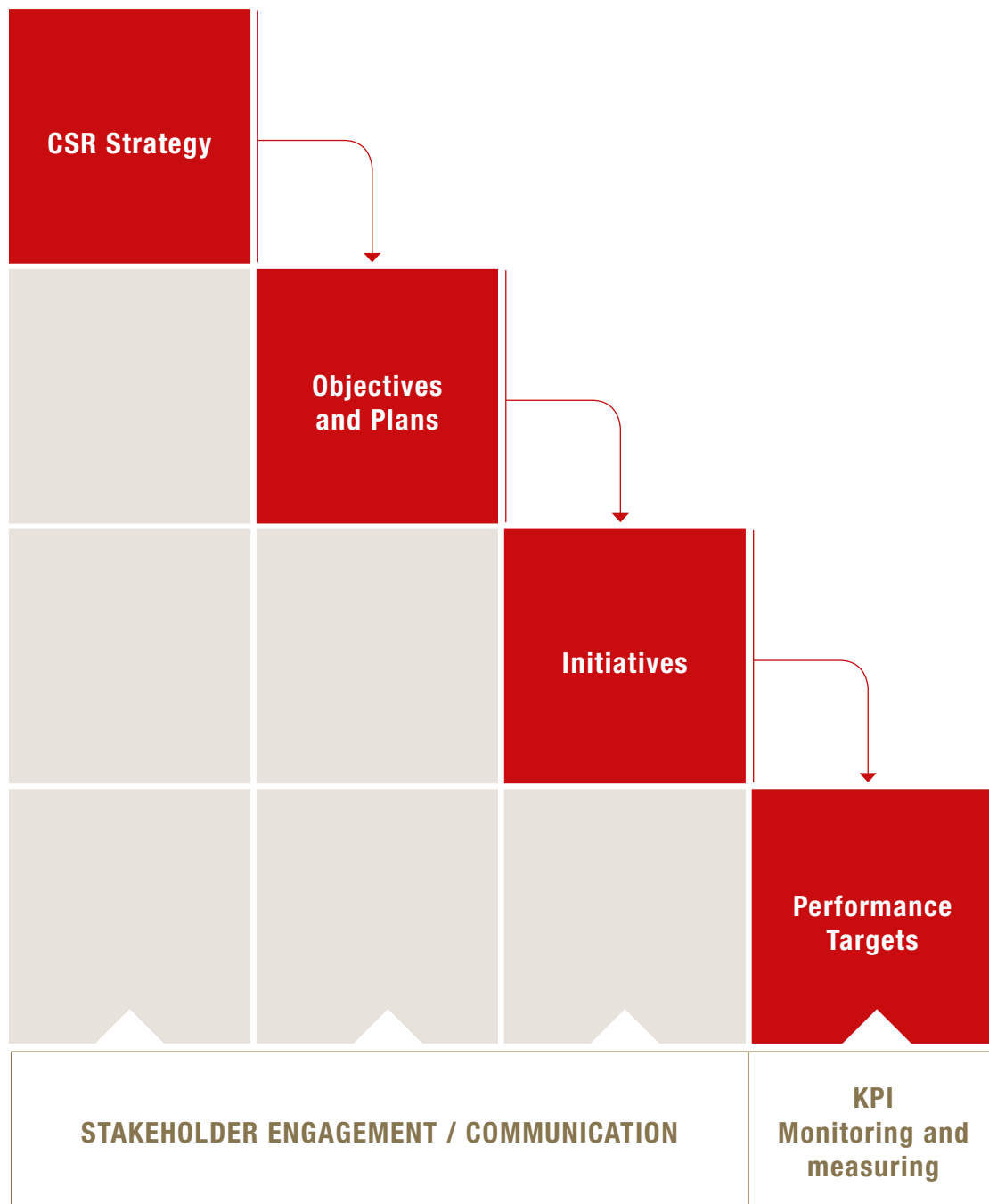
Governance and CSR monitoring system

In May 2014, a dedicated internal department was created to allow us to better manage our Corporate Social Responsibility (CSR) operations. This decision is indicative of our strong desire to manage AC Milan's sustainability policies and projects in a coordinated, organic way. The CSR department is a point of reference for internal and external stakeholders that focuses on the definition and development of CSR policies.

For the third consecutive season, we are working with all areas of the Club to chart the AC Milan Group's course towards sustainability.



CSR operational model



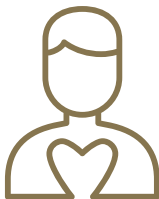


CSR Strategy



PERSONNEL AND ORGANISATION

The most important element of AC Milan are the people. That is why we invest in developing our human resources in order to create a motivated, highly trained and enthusiastic team that is ready to tackle the challenges of the global market and promote the educational model we use for our youth-oriented projects.



WELL-BEING AND PERSONAL DEVELOPMENT

The psychological and physical well-being of our staff – including athletes and all other personnel – is fundamental to the realisation of the ambitious objectives we set ourselves. For this reason, we maintain a series of programmes expressly dedicated to protecting the health and promoting the development of all employees and athletes.



**PERSONNEL
AND ORGANISATION**



**WELL-BEING AND
PERSONAL DEVELOPMENT**



COMMUNITY



ENVIRONMENT



COMMUNITY

We are aware of the importance of ensuring integration within the Portello area of Milan and we are proud to represent a great sporting institution in Milan, Italy and the wider world.

Year on year, we strengthen our bond with the fans via activities specially organised for them at Casa Milan, at San Siro, at our sports centres and on our digital media channels.

Thanks to the work of the AC Milan Group, we use our methodological and sporting expertise to promote social inclusion.



ENVIRONMENT

We firmly believe in the need to take a responsible approach to all our activities. We are committed to analysing our environmental footprint in order to create a system designed to reduce our impact on the environment.

Stakeholder Engagement

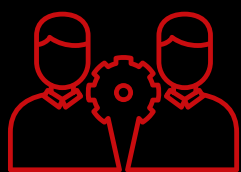
Constant interaction with our stakeholders allows us to be increasingly effective in the way we hone our activities in order to bring them further in line with their expectations.

STAKEHOLDER	EXPECTATIONS
Employees, FIGC-registered personnel and contractors	Professional development Motivating work environment Internal transparency and communication Fair performance management system Training
First-team players	Total rewards in line with biggest European clubs Competitive team Healthcare during period of competitive activity and after career Scientific research in aid of footballers Excellent facilities and equipment
Youth-team players	Excellent facilities, equipment and training methods Ability to develop during and after the programme Career management

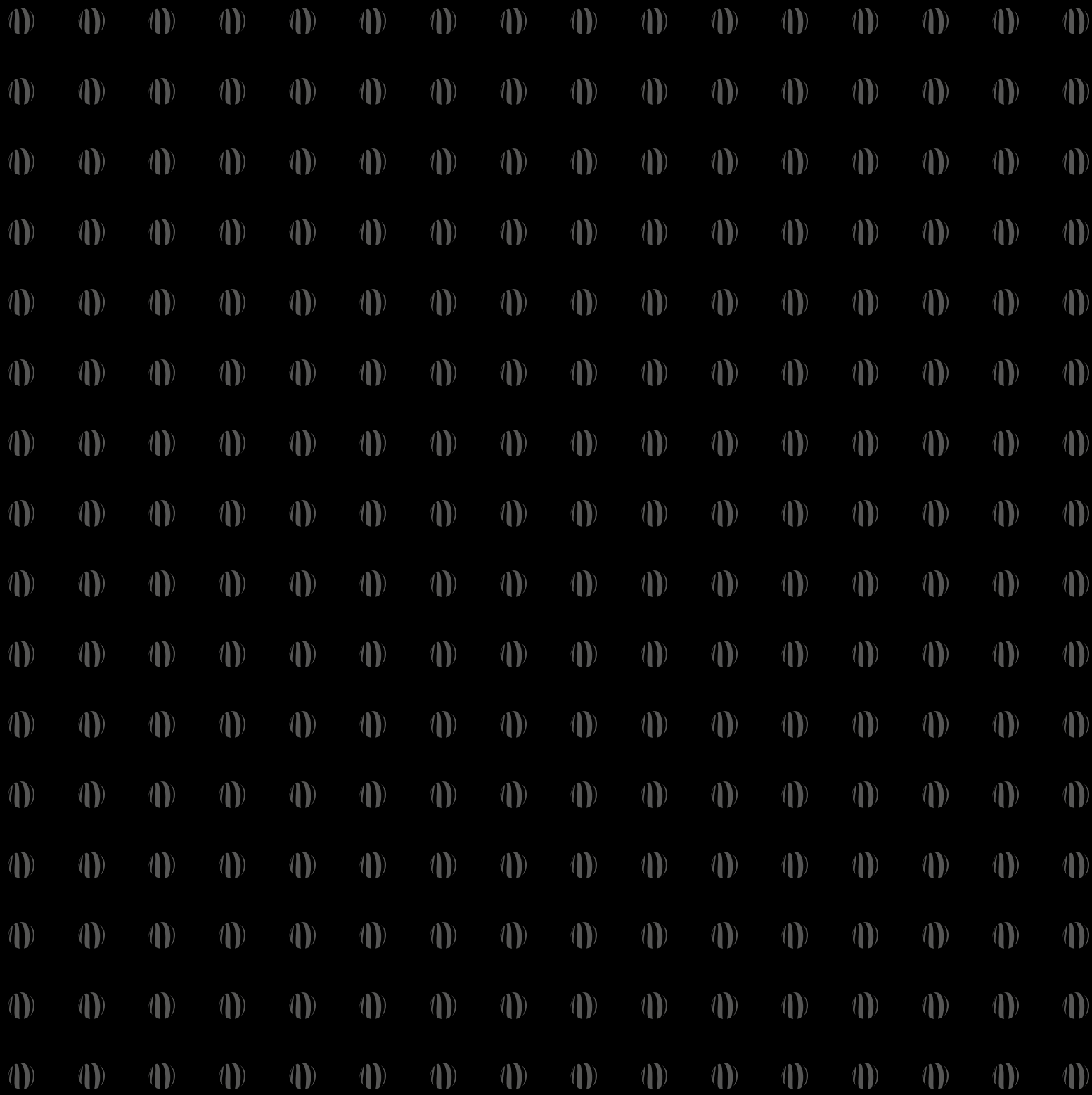
STAKEHOLDER	EXPECTATIONS
Families of youth-team players	Competence and integrity from coaching team Safeguarding of health and well-being of athletes Transparency from the AC Milan Group
Football schools	Continual development and competence Continuity of planning Visibility and recognition of activities
Fans	Competitiveness and excellence in sporting results Participation and engagement in Club life Fair pricing policies Safe, comfortable facilities
Shareholders	Compliance with regulations Attentive, correct economic/financial management Involvement in economic/financial decisions
Commercial partners	Excellent results Positive impact on brand Involvement in events
Wider community	Exemplary behaviour Tangible action in areas such as doping, racism, violence etc. Services, initiatives and projects of a social nature
Portello and Zona 8 communities in Milan	Entertainment services Support for social initiatives and integration of Casa Milan into local area
Suppliers	Transparency in selection of suppliers Standard criteria for selection of suppliers (price/quality) Prompt payments
Media	Transparent, timely information Comfortable, high-tech facilities
Sports institutions (UEFA, FIGC)	Transparent reporting Respect for rules (sporting and others)
Lega Serie A	Support for development of Italian football system Protection and promotion of the image of the Italian football system
Public administration	Maintaining agreements (payment terms) Collaboration and involvement







Personnel and Organisation

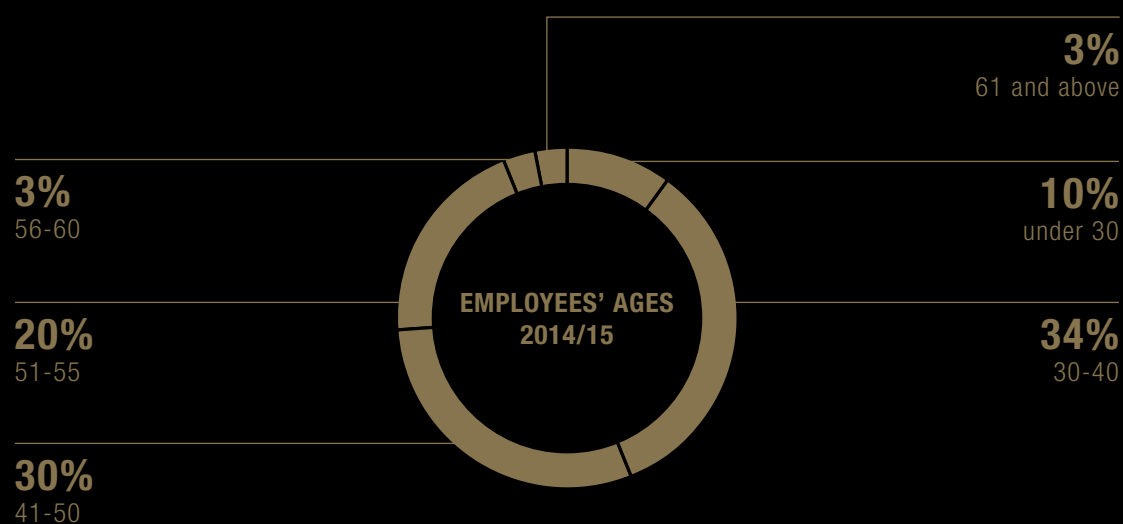
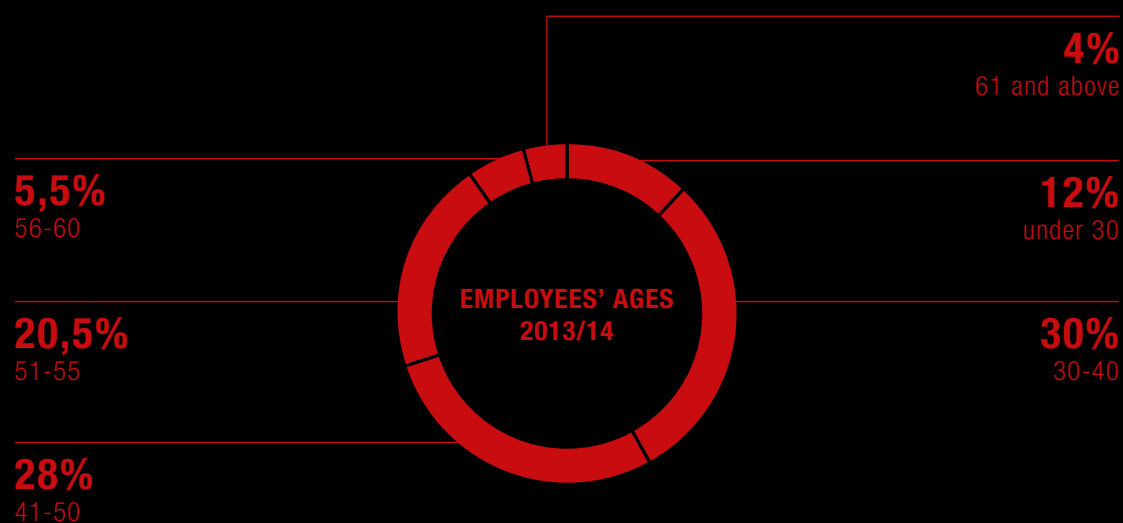


02

Who works for our Club

STAKEHOLDER	SEASON 2012/2013	SEASON 2013/2014	SEASON 2014/2015
Employees	121	146	151
% full time	93	94	94
% part time	7	6	6
% male	47	54	57
% female	53	46	43
External contractors	70	59	71
% male			96
% female			4
FIGC-registered professionals	161	162	163
Total people	352	367	385
Total workforce*			619

*The total workforce of the Club, comprising employees, technical staff, professional and non-professional footballers, scouts and collaborators, amounts to 619 people.



AC Milan is a company that is growing and developing.

The people who work for AC Milan are the driving force behind the Club's development project and are always willing to offer their time and support to new employees from day one.

All new employees are welcomed by the HR manager on their first day of work and briefed on how the company is structured and how it works. At the end of the day, new employees visit the Museo Mondo Milan to further their knowledge of the Club's glorious history.

A work-experience placement at AC Milan is more than just an opportunity for young students to learn about the Club and how it works: it is a real professional opportunity. The Club strives to ensure that a work-experience placement leads to a contract within the company or with one of the Club's stakeholders (other clubs, football schools and so on). At the end of each placement, the trainee is asked to write a report outlining the strengths and any weaknesses they observed during their experience, thus providing the Club with suggestions for further improvement.

The Club continued its policy of promoting the reconciliation of work and private life in 2014/15, with the Human Resources office accepting every request received from employees to work part time while guaranteeing flexible working hours to those on parental leave. This is in addition to the Club's commitment towards mothers to ensure that they can return to the same position at the end of their maternity leave.

Further strengthening the relationship between work and home, the Club organised another Children in the Office [Bambini in Ufficio] Day like in previous years, opening up its headquarters to employees' children and grandchildren, offering them the chance to visit the Museo Mondo Milan and take part in games and activities organised in Piazza Gino Valle. A talk entitled "The Educational Value of Sport" was also organised, in which experts from the AC Milan Academy spoke about children's development and well-being.

Furthermore, thanks to its commercial and institutional relations, AC Milan is able to offer employees a wide range of discounts and benefits, such as reduced rates on public transport (ATM) passes, agreements with sponsors, concessions on theatre tickets and so on.



AC Milan and youth

YOUTH ACADEMY

273 **11**

YOUNGSTERS TEAMS

25

PRIMAVERA (U19)

24

ALLIEVI
NAZIONALI (U17)

28

GIOVANISSIMI
NAZIONALI (U15)

28

GIOVANISSIMI
REGIONALI B (U13)

17

BERRETTI (U18)

24

ALLIEVI LEGA
PRO DIV.UNICA (U16)

27

GIOVANISSIMI
REGIONALI (U16)

26

ESORDIENTI
2003 (U12)



27

ESORDIENTI
2004 (U11)

26

PULCINI 2006 (U9)

21

PULCINI 2005
(U10)

I RAGAZZI PROVENGONO DA PAESI DIVERSI:

Albania 1

Bolivia 1

Bosnia Herzegovina 3

Brazil 1

Bulgaria 1

Cote d'Ivoire 3

Ghana 2

Guinea 2

India 1

Montenegro 1

Nigeria 1

Philippines 1

Romania 1

Senegal 1

Spain 1

Togo 1

Ukraine 1

UK 1

9%

FOREIGN

91%

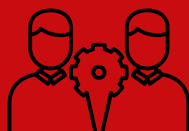
ITALIAN

**“ I’m a goalkeeper...
It’s much more than
a job, I’m part of a great
group... It’s worth
a lot more than winning
or losing, I play for
AC Milan... Much more
than a football team.
Quite simply a second
family to me ”**

Christian Abbiati

Goal

2015/2016



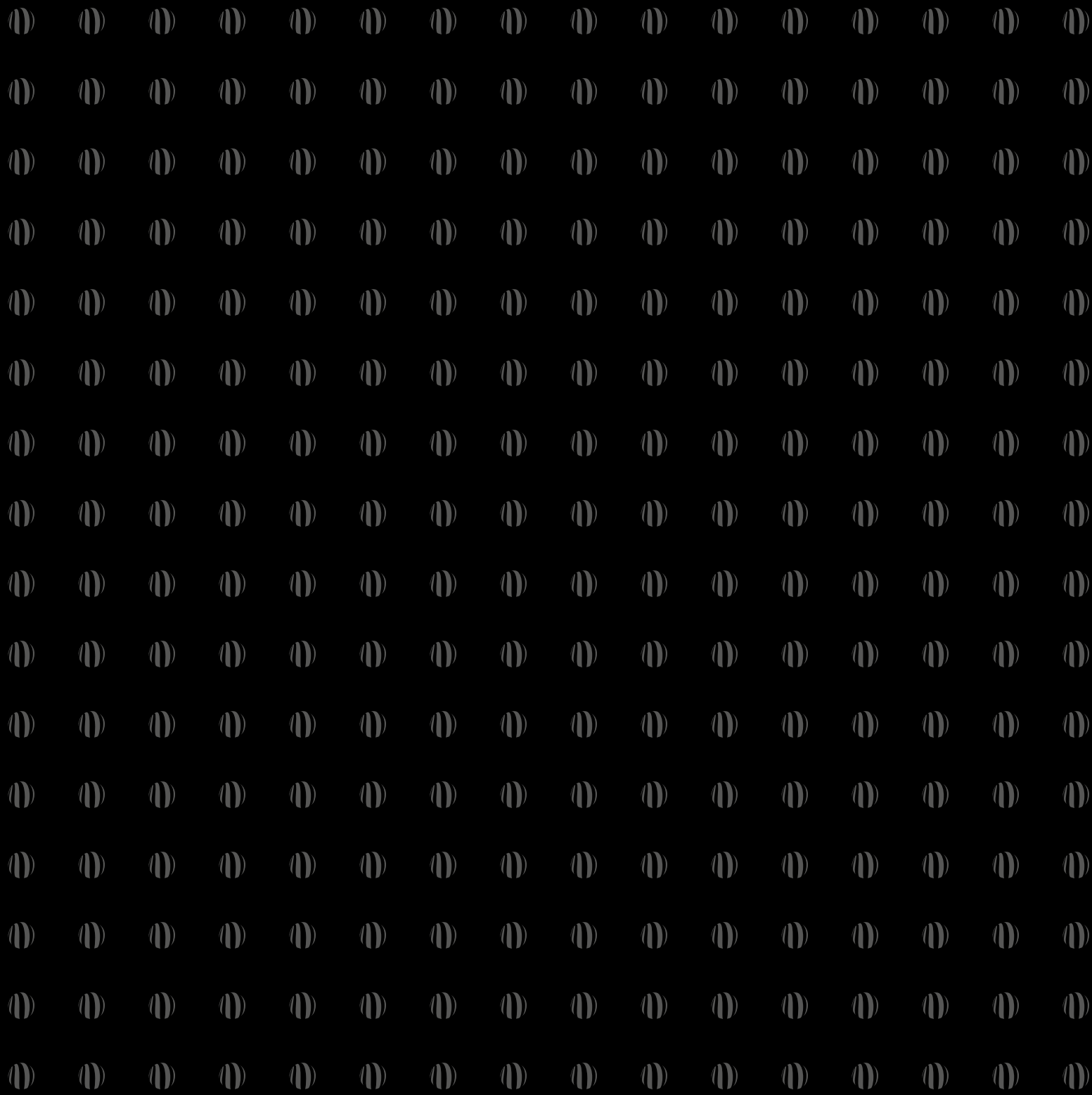
PERSONNEL AND ORGANISATION

- **Update company policy**, involving internal stakeholders.
- **Introduce an element of performance-related pay.**
- **Develop a multi-year training plan** based on the workforce's specific skill set.
- **Give playing and non-playing staff more of a say**, for example by reviewing the atmosphere at the Club.
- **Finish updating the AC Milan Group's code of ethics and code of conduct.**



Rud Gullit
Pallone d'Oro
Ballon d'Or
1987





03

AC Milan and health

Employees, players and coaches are the energy behind the Club. Each and every one of these people – with their own individual character traits and professionalism – helps to make AC Milan a successful Club.

The Club recognises the value of its human resources, which is why we constantly strive to protect the health and well-being of all those who are a part of the Group.

This vision was behind the creation of MilanLab, where players' fitness is continually monitored and assessed, not only to maximise their performance levels but, above all, to prevent bouts of ill health which could lead to potential injuries.

The Club has its members of staff undergo regular general and specialised check-ups, in accordance with legal guidelines. Casa Milan also includes a relaxation area with equipment for physical well-being.

▶ **ANTIDOPING**

Besides caring about players' well-being, AC Milan is also committed to combating doping via the work done at MilanLab. This is a further key component in protecting the Club's players, as well as ensuring fairness in competition.

Over the course of the 2014/15 season, 54 anti-doping tests were run by the competent authorities at the FIGC and UEFA on first-team players. All of these tests were negative.

▶ **NOT JUST HEALTH,
TRAINING TOO**

Group employees have benefited from more than 200 hours of training for continued professional development.

All of the workforce have taken part in training programmes as per the regulations on safety in the workplace (pursuant to D. Lgs 81/08) based on their specific roles.

WELL-BEING
HUMAN RESOURCES
TRAINING HEALTH
DEVELOPMENT

Grooming talent

THE ACADEMY AND THE AC MILAN METHOD: TRAIN COACHES TO DEVELOP YOUNGSTERS

Spreading and promoting a genuine sports culture is essential for the AC Milan Group. This is the area of expertise of AC Milan Academy, the Club's centre for innovation and development.

The Academy is made up of sports professionals: a staff of teachers with degrees in sports science, educational psychologists and football educators who use their with knowledge and skill to promote a sports culture through football tuition.

AC Milan harnesses all of the technical and tactical expertise honed at the Club over the years to train everyone involved both inside (youth academy coaches) and outside the group (coaches and managerial staff of the football schools and junior camps both in Italy and around the world).

The AC Milan Academy uses an integrated teaching method which is implemented by the many coaches who train kids aged 6-12 at grass roots level and teenagers aged 13-16 in the competitive year groups.

The method is inextricably linked to the essential components of a child's well-being.

The Academy thus respects the various stages of growth as a child gets older and their personality develops. The Academy works with families, coaches and managerial staff at the AC Milan Football Schools and involves various educational institutions (universities, schools, associations and foundations) with the aim of teaching to learn through reason.

Continual training of coaches and managerial staff is essential to developing and consolidating this teaching method.

“ Learning a technical skill is like learning a poem off by heart: you have to repeat it as many times as you need to memorise it but, in order to memorise both a poem and a technical skill, you must think about what you’re doing, grasp the meaning and therefore try to learn it through reason. ”

Milan academy

KPI	2014/15 SEASON
Number of AC Milan Academy teachers	4
Number of AC Milan Academy coaches	16
AC Milan Academy coaching development - Training courses	2
AC Milan Academy coaching development - Hours of tuition	36
AC Milan Academy coaching development - Coaches involved	16
AC Milan Junior Camp coaching development - Training courses	1
AC Milan Junior Camp coaching development - Hours of tuition	4
AC Milan Junior Camp coaching development - Coaches involved	150
Football Schools coaching development - Coaches involved	540
Football Schools coaching development - Sites involved	16
Parent information courses - Informative meetings	25
Parent information courses - Parents involved	2735
Training days for Football School and AC Milan Junior Camp managerial staff	3
Training days for Football School and AC Milan Junior Camp managerial staff – Officials involved	223

EDUCATIONAL PSYCHOLOGY TEAM

The AC Milan Group's philosophy is to pursue a constantly evolving goal: namely, the harmonious, holistic development of young players as men and footballers. Indeed, one cannot become a great player without having a constant target to aim for alongside one's goals in the game.

A team of educational psychologists work with academy players on the pitch and at their residence, which housed 42 youngsters from outside Lombardy aged between 14 and 19 in the 2014/15 season. They also work and interact with the coaching staff of all of the teams to ensure the well-being of the players.

► THE EDUCATIONAL PSYCHOLOGY TEAM'S APPROACH

- **Train, support and work alongside the coaching staff** in the difficult task of managing the network of relations of individual players, the team, staff, Club, school and family.
- **Train, support and work alongside individual players** to ensure a balanced and harmonious development of the psychological, personal and emotional traits required of a man and AC Milan player.
- **Train, support and work alongside families** in their role of educating their children and taking on adequate responsibility befitting of high-level competition. Educational meetings involving both parents and youngsters are organised over the course of the season.
- **Make players aware** of the importance of their education and its repercussions on their practice of the sport. Also foster positive working relationships between teachers and tutors.

► LIFE AT THE RESIDENCE

The youngsters that live at the residence sign an educational pact that includes the rules of the boarding school. Being an AC Milan player also means knowing how to respect the rules when living with others.

The team of educational psychologists, besides being constantly around, also support the young players with educational help which includes additional evening classes run by external teachers and educators specialising in the various subjects the youngsters study.

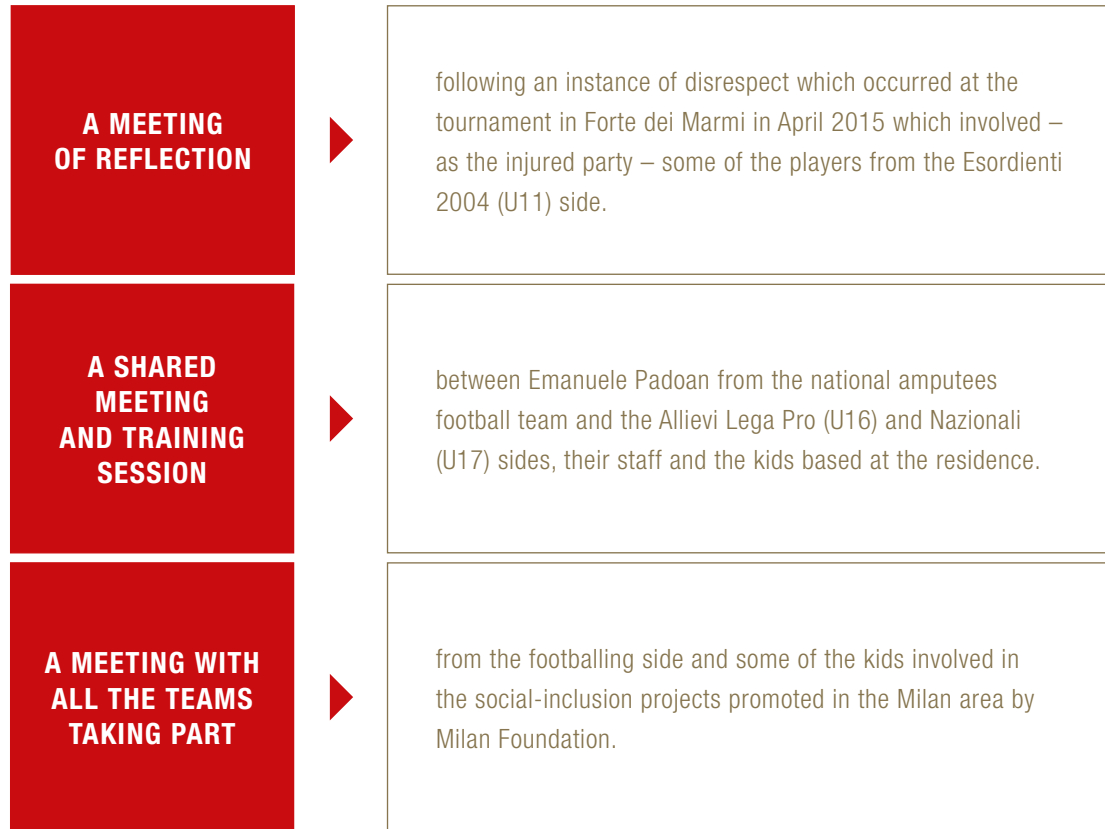
Social events have been organised for those staying at the residence. Equally, events that involved all of the youngsters from the academy, outside of training, have helped to foster a good rapport between those who board and the other players living in Milan or Lombardy.



Once again in the 2014/15 season, the team – along with the sides that train at Vismara and Milanello – worked to develop **an identity and a sense of belonging** to the Club, focusing the youngsters' attention on the key facets of being a footballer.

Another subject they looked at over the course of the season was respect. This is an area that involved the young players, coaching staff and families to make the players more accountable and aware of values such as tolerance and diversity, as well as to combat instances of racism, envy and disrespectful behaviour towards one another. Various different meetings were organised based on the age group from the Pulcini (U9/U10) to the Primavera (U19).

We should highlight the following:



Educating youngsters on a healthy diet for sport was also touched upon via a series of individual and group events with excellent results. These meetings were subdivided based on the age group the players belonged to and also saw parents get involved. Specifically, six workshops were run at grassroots level. Following that, having assessed their various needs, individual meetings were held with the youngsters and their families with the aim of following an appropriate and more structured approach to promoting a healthy diet for sport. After the workshops, we noticed greater care in the choice of natural ingredients and preparing healthy food (to be consumed after training and physical exertion), both from the parents and their kids.

**PSYCHOLOGISTS AND TUTORS:
13 PROFESSIONALS ALWAYS ON THE PITCH**

NAME OF KPI	2012/13 SEASON	2013/14 SEASON	2014/15 SEASON
	230	247	273
Footballers boarding at the residence	41	40	42
Individual meetings with players	120	660	400
Leaving meetings	22	26	27
End-of-season meetings	/	200	111
Meetings with injured players	11	72	89
Seminars with coaches	3	1	6
Seminars with family (group)	2	2	4
Individual meetings with family (individuals)	1	2,5	1
Meetings with school staff/ teachers	49	71	25
Meetings with social workers/ social services	2	5	/
Evening class teachers	9	6	7
Meetings with parents (residence boarders)	1 per week on average	1 per week on average	1 per week on average
Meetings with school teachers	1 every 2 months	1 per month	1 per month on average
Meetings with headteacher	1 every 4 months	1 every 2 months	1 every 2 months
Tutor-kids meetings	4	2	2
Seminars	3	3	5
Parties/group events	6	8	4

ACADEMY SOCIAL WORK

This season also saw a series of projects to promote the young players' overall development.

In particular, the Giovanissimi Nazionali and Allievi Lega Pro took part in the Scuola Bottega project, one of the initiatives run by Milan Foundation with the aim of creating opportunities to meet and exchange with peers from different social backgrounds.

The Allievi Nazionali team took part in an educational project on the subject of respecting other people's backgrounds. The initiative ended with a trip to the neonatal intensive care ward of Milan's Buzzi hospital.

Finally, the youngsters from the Primavera visited the Convent of Saint Francis of the Order of the Capuchin monks in Milan and served – along with other volunteers – dinner to guests in the canteen.



“ Sir Alex Ferguson said that AC Milan is the best modern football team. AC Milan is that to me too but it’s also home. And what a home... ”

Mauro Tassotti



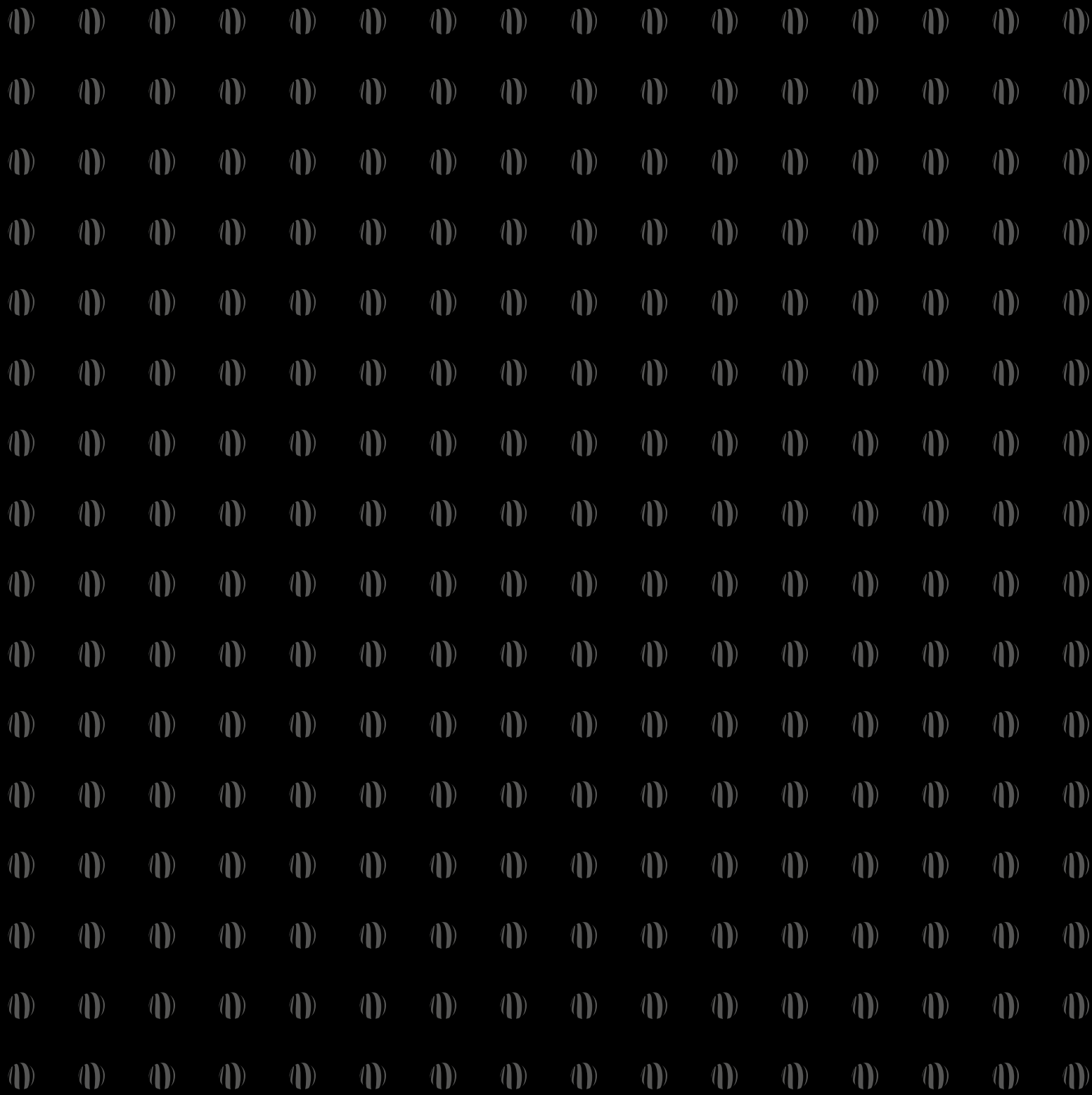
Goals

2015/2016



WELL-BEING AND PERSONAL DEVELOPMENT

- **Attend and actively take part** in more inter-staff meetings and activities (i.e. with staff members from all the various youth teams) involving technical, tactical, athletic and psychological/educational areas.
- **Increase the number of training and refresher activities** for inter-staff groups on psychological/educational topics different to the topics dealt with in 2014/15.
- **Increase the involvement of educational psychologists** in the work process (planning, checking, video analysis) of the technical staff of each team.
- **Promote and organise group (team)** meetings, learning laboratories and ad-hoc initiatives involving different youth academy teams.
- **Organise and promote prevention and diagnostic campaigns for employees** applying the MilanLab method.
- **Run campaigns to promote a healthy diet** aimed at employees with the help of nutritionists.



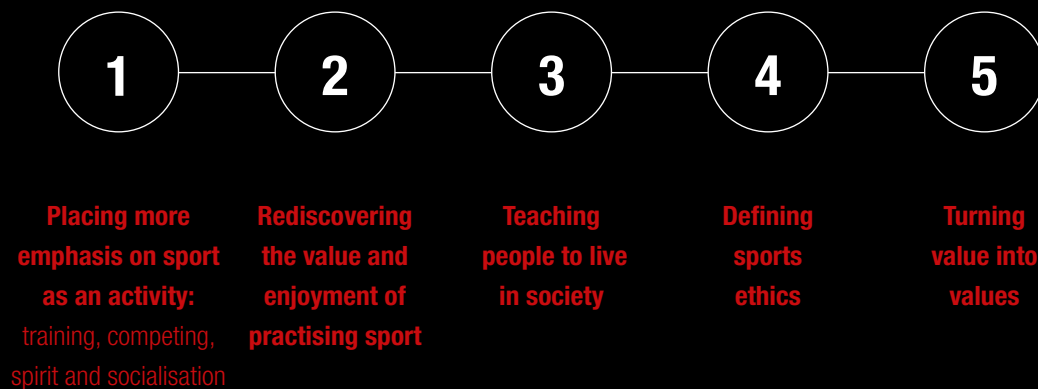
04

Milan Junior

Children and youngsters have always been considered as a fundamental resource for the Group's growth and this is why the Club promotes initiatives to help youngsters develop a sports culture while growing its reputation in Italy.

Sport as a concept has changed over the years. The way sport is offered and used as a service is changing: it has become a "social service" and can make an important contribution to young people's psychological and personal development.

AC Milan firmly believes that sport can be broken down and enhanced through five key steps:



SPORT

ENJOYMENT

COMPETITION



**WINNING
AND LOSING**

OPPONENTS

COMPETING



**OBSESSION
AND FEAR**

MATCH FIXING

DOPING

It is a well-established fact that sport and physical activity are directly linked to an individual's health and well-being but they also serve as a cultural tool aiding integration and socialisation.

Sport plays a key role in young people's education and development. This role should be promoted by involving all stakeholders – from sports clubs to schools and families – so that the targets set can be achieved.

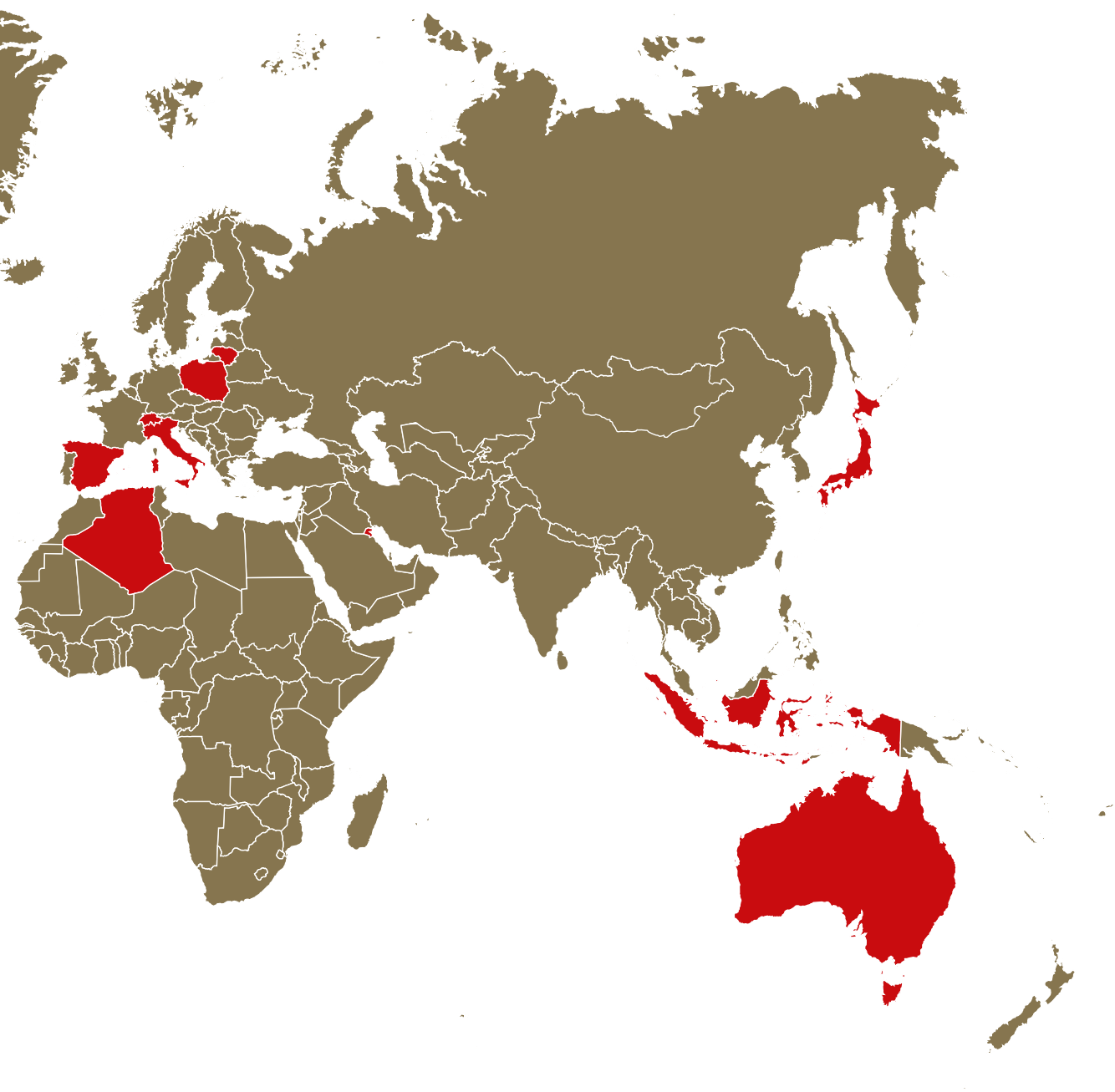
A responsible sports club foresees change, facilitates a model for psychological and physical growth and favours team work so that it can play a leading role in the framework it operates in.

The aim of AC Milan Junior – which includes the invaluable work carried out by the Club's affiliated football schools in Italy and around the world, as well as the organisation of AC Milan Junior Camps and Special Soccer Camps in summer – is therefore to create a sports culture and sense of social responsibility.

Countries where AC Milan Soccer Schools are based:

Canada
USA
Peru
Algeria
Switzerland
Italy
Spain
Lithuania
Poland
Kuwait
Japan
Indonesia
Australia





KPI NAME	2012/13 SEASON	2013/14 SEASON	2014/15 SEASON
Number of football schools worldwide	16	17	18
Number of football schools in Italy	94	86	86
Number of football schools with a women's team	2	3	3
Number of children involved in football schools	27,500	25,750	31,500
Number of coaches involved in football schools	1650	1550	1100
Countries involved in AC Milan Junior Camps	39	38	34
Organisers of AC Milan Junior Camps	27	25	25

13

FOREIGN COUNTRIES
WHERE AC MILAN
FOOTBALL SCHOOLS
ARE ACTIVE

17

AC MILAN JUNIOR CAMP
REGIONS AND REGIONS
WHERE AC MILAN FOOTBALL
SCHOOLS ARE ACTIVE

The aim of AC Milan Junior – which includes the invaluable work carried out by the Club's affiliated football schools in Italy and around the world, as well as the organisation of AC Milan Junior Camps and Special Soccer Camps in summer – is therefore to create a sports culture and sense of social responsibility.



AC Milan and the local territory

With the move of the Club's headquarters to one large building, which is also home to the commercial and entertainment services, the AC Milan Group wanted to reiterate its bond with the city by creating a special meeting place for fans and Milanese residents alike. Partly as a result of this bond, the decision was taken to pursue a series of initiatives that bear witness to the care the Group pays to the community in which it operates. This community is not purely defined by geographical borders but also an emotional horizon that brings people closer to the Club wherever they are in the world.

CASA MILAN

One year on from its opening, Casa Milan has become a focal point for supporters of the Club, as well as a site of interest for the city's tourists, local families, schools and residents from the Portello district. The city of Milan is thus able to benefit from a new location for sporting events and entertainment. Aside from a wide range of events dedicated to Rossoneri fans, Casa Milan offers services and commercial opportunities to the wider public through the restaurant, shop and ticket office (for matches at the nearby San Siro Stadium).

The new Casa Milan website and recently launched social-media platforms Facebook, Twitter and Google+ are part of this process as well, allowing both fans and visitors to be constantly updated on events at Club HQ.

KPI
2014/2015

9000

CASA MILAN FOLLOWERS 

17,700

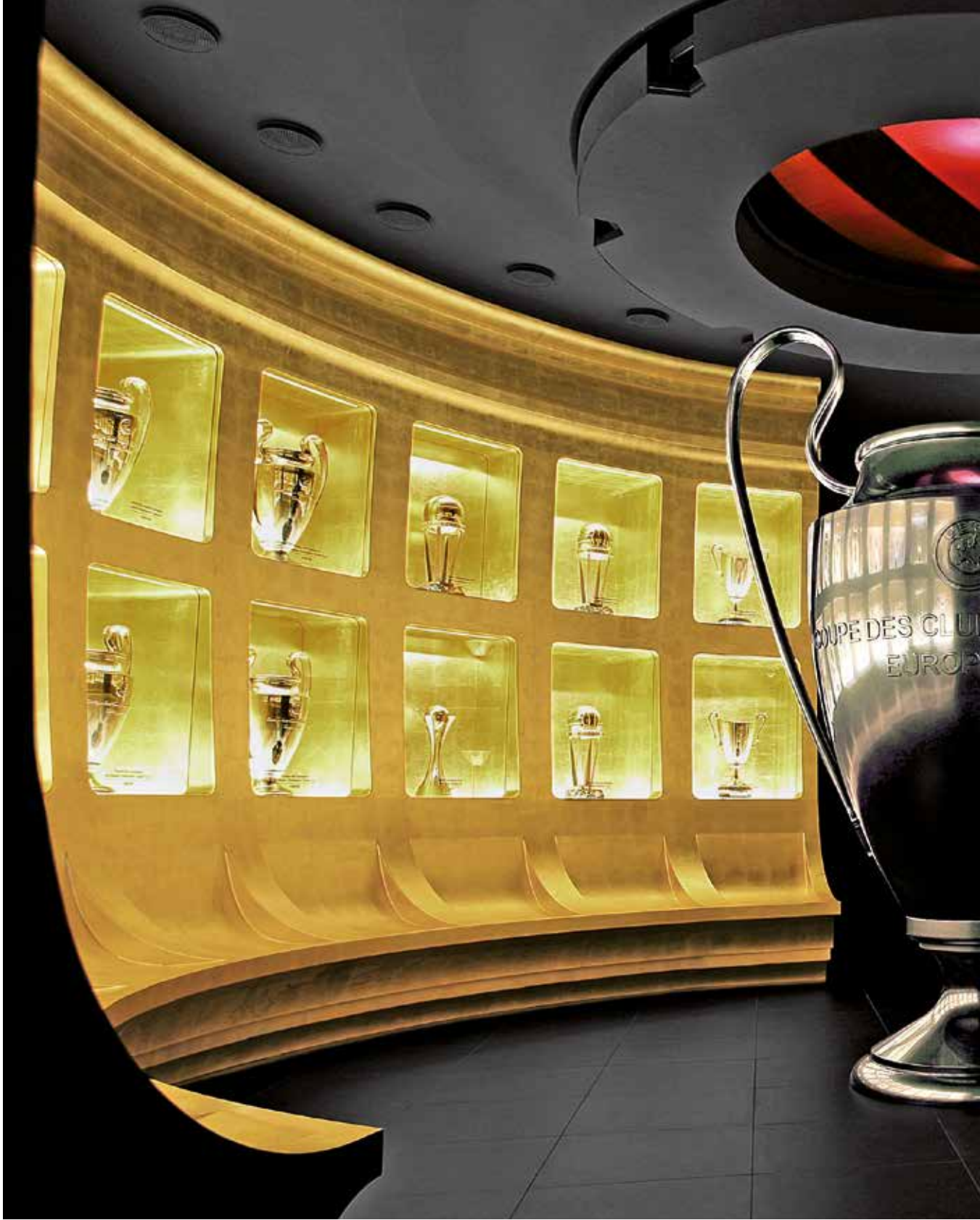
CASA MILAN FOLLOWERS 

65,000

MONTHLY USERS OF CASAMILAN.ACMILAN.COM

32,500

MONTHLY USERS OF CASAMILAN.ACMILAN.COM/MOB





Casa Milan is also home to the Mondo Milan Museum, dedicated to the Club's history. The aim of Mondo Milan is to preserve and extend AC Milan's historic and sporting legacy, developing the content and permanent exhibitions that animate and enrich what the new headquarters have to offer.

85,671 TOTAL VISITORS TO THE MUSEUM

Museum guests have the opportunity to enjoy an innovative experience that unites online and offline platforms. Upon entrance, you can register at a special digital checkpoint where you're given an RFID wristband that allows you to personalise the visit using +1 buttons (a common language among Google+ users to show preferences). In this way, the visitors become an active part of Mondo Milan. There are many digital installations that incorporate this, but perhaps the best is the interactive Guest Book wall, where guests who registered at the entrance are able to see their own photo next to AC Milan players, Club members and all the other visitors to the museum. Via a special application, the Mondo Milan experience is extended to everyone who, virtually at least, wishes to get involved.

Particular attention is reserved for primary and secondary schools, with special educational courses having been built specifically for them.

Before starting the tour, pupils attend a presentation where the teacher explains the medical checks and scientific research used by MilanLab.

During the tour, the students can use the interactive screens to learn not only about the Club's history but also about three topics:

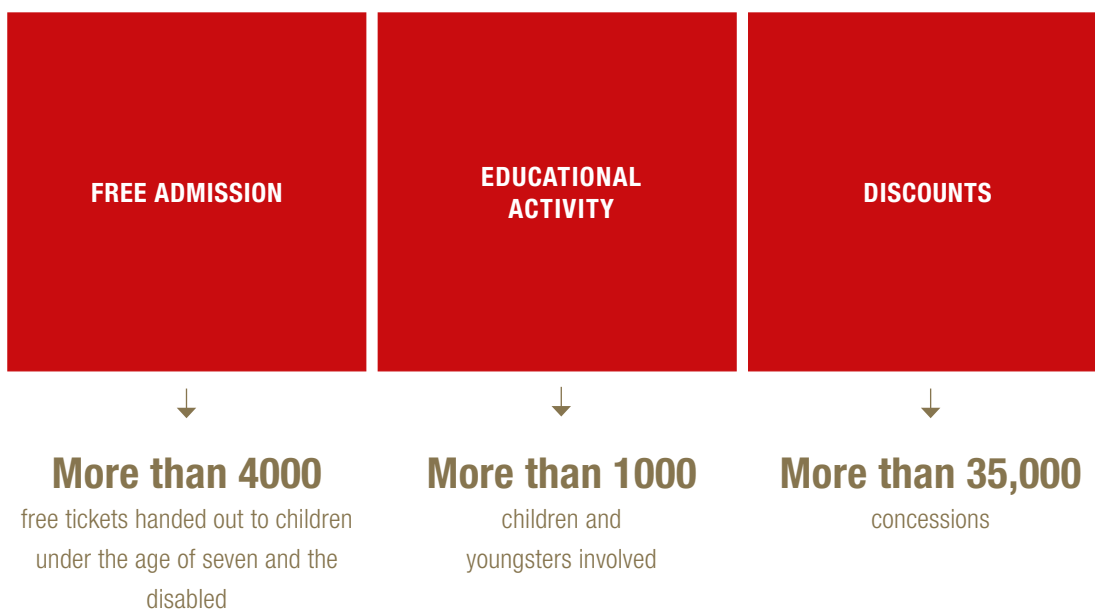
- The technological evolution of modern society, from the first flight to advances in I.T.;
- The most important events in global history;

- The evolution of sport through to the worldwide game that football has become today.

In the Gallery of Champions, youngsters can discover both the greatest football “artists” who wore the AC Milan shirt and the most famous artistic trends and painting techniques.

▶ SPORT AND ART

During the 2014/15 season, a new exhibition space was inaugurated for young Italian and foreign artists to show off their work. As part of Mondo Milan Museum’s art project, this new space opens the door to the world of modern art and is the first permanent gallery located at a football club’s headquarters.



PORTELLO COMMUNITY

Upon moving to Via Aldo Rossi, the AC Milan Group expressed the desire to **become an active part of the social and economic fabric of the Portello district.**

Constant communication has been established and maintained with all the stakeholders in the community that resides and works around Casa Milan.





AC Milan and the fans

The AC Milan Group has created a brand-new department in honour of the unbreakable bond between the Club and its fans. Marketing Calcio has been tasked with coming up with initiatives that put supporters at the centre of the Club's existence. The fans are the beating heart that brings the Rossoneri colours to life in Italy and abroad.

Casa Milan and San Siro are special places in which to develop the relationship between supporters and players.

The 2014/15 season was inaugurated with a wonderful event: Casa Milan Village. Piazza Gino Valle – which is home to AC Milan's newest building – hosted four days of entertainment and special initiatives under the banner of the Rossoneri colours. It wasn't only the Club's fans who got to join in this event, onlookers and residents of the district were also able to meet up with AC Milan's superstars from the past and present.

During the season, the programme of events at Casa Milan was further enhanced by numerous opportunities for fans to meet their idols and feel more involved with the team. Among these "Meet and Greet" appointments were autograph and photo-taking sessions, usually held at the Casa Milan Store, plus the opportunity of watching an AC Milan away game with a first-team player in the Cucina Milanello.

***“ Because AC Milan is
not just a passion, it’s
a way of life... ”***

Tweet from Massi (a fan)

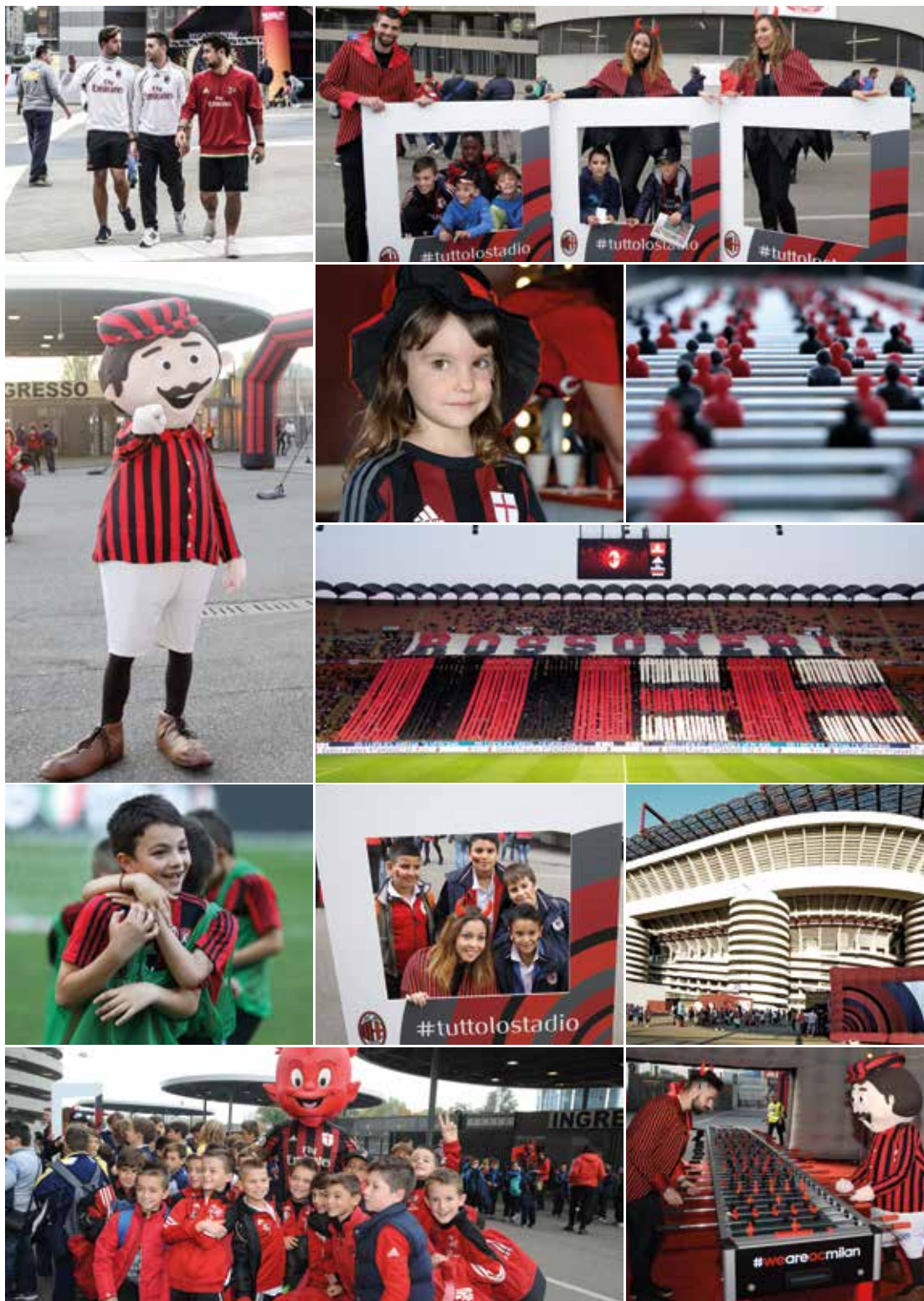
#tuttolostadio

This is the chosen name for the project that brings together all the entertainment activities at San Siro, on and off the pitch, during AC Milan's home games. A special programme of events is put in place for pre-match and half-time, getting under way when the stadium gates open two hours before kick-off. The aim is to keep the fans involved throughout their stadium experience. Milan Village offers fans activities like Rossoneri face-painting, photo booths, FIFA 2015 contests and 11-a-side table football games, alongside the special animation team and mascots Milanello and Kilpin (the historic founder of the Club in 1899). You can follow the programme of events from the stands on the stadium's two giant screens, which also offer analysis on the match, exclusive interviews with VIP guests and music videos.

Attending an AC Milan home game at the San Siro Stadium is a truly unique and special experience. In this spirit, the Club continued its access policies for young people and the disabled in 2014/15.

As part of the Youth Project, more than 32,000 kids under 14 years old had the opportunity of watching AC Milan matches for free at the stadium. 3000 disabled people were also able to enjoy the thrill of watching their idols play at San Siro.

To make sure as many fans as possible can get involved, various digital initiatives have been created that take full advantage of the Club's online activity. For example, fans from all corners of the globe have been able to interact with the stars of the team through Q&As on Twitter and Google+ hangouts.



#alwaysacmilan

This is the name of the digital campaign promoted by adidas and AC Milan during the season to unite Rossoneri fans worldwide in a photo-album without borders. Fans were invited to don their AC Milan shirts (first, second or third strips from the current season, as well as classic models) and take a photo wherever they were. The resulting photos were shared on Facebook, Twitter or Instagram, using the official hashtag #alwaysacmilan. By taking the locations of where the photos were taken, it was possible to create a real #alwaysacmilan map of the Rossoneri world. The photos published make up a worldwide social wall that can be seen on the website www.alwaysacmilan.com. The fans were also able to join in on a photography competition hosted by adidas which offered up “The Perfect Day” experience: a special day out on the day of the Milan v Inter derby with a tour of Casa Milan (taking in Mondo Milan, a shopping experience at Casa Milan Store and lunch at Cucina Milanello), plus two tickets to the game at San Siro in the evening including access to the most exclusive parts of the stadium. During the Sport Production of the game, the winning photos were displayed on the pitch. Finally, during the Christmas period, Mondo Milan Museum hosted an exhibition dedicated to the event, showing off some of the best images received from fans all over the world.



24,300,000 AC MILAN FANS



250,000 SUBSCRIBERS



1,070,000 FOLLOWERS



2,640,000 FOLLOWERS



5,260,000 FOLLOWERS



467 POSTS A SEASON



5 Q&A SESSIONS / HANGOUTS

33,600 TWEETS OVERALL



3,610 TWEETS DURING THE SEASON



82% INTERNATIONAL FOLLOWERS



93% INTERNATIONAL FANS



117,777,278 NO. OF VIEWS



8 HIGHEST CLUB IN TERMS OF VIEWS



7 POSITION FOR NUMBER OF FANS AMONG FOOTBALL CLUBS WORLDWIDE



1 POSITION FOR NUMBER OF FANS AMONG FOOTBALL CLUBS

1,500,000 INDIVIDUAL MONTHLY USERS OF AC MILAN.COM

300,000 INDIVIDUAL MONTHLY USERS OF AC MILAN.COM (MOBILE)

4,500 NEWS ARTICLES UPLOADED

Safety at the stadium

The Club also takes responsibility over the safety and control of San Siro. At every AC Milan home game, there are around 800 stewards who ensure information and assistance in every sector of the stadium. Home and away fans are guaranteed a positive experience during the match.

The stadium can be accessed through 16 entrances equipped with 164 turnstiles and four disabled-access turnstiles. Getting into San Siro is made faster and easier by information on the match ticket or season ticket indicating which sector and entrance to use.

Along the whole perimeter of the fence marking the limit of the stadium, there are 490 emergency exits and eight access routes for first-aid vehicles. San Siro also has a modern video surveillance system monitoring the interior and exterior of the facility.

Safety at the stadium is a priority for the AC Milan Group so everyone can enjoy visiting it – adults, families and children – in the belief that a football match is not only a sporting contest but also a cause for celebration.

HEALTH

During the 2014/15 season, AC Milan upheld its policy of investing in and improving the Club's first-aid approach, which has been in place for more than 20 years keeping all users safe (spectators, service personnel, management, players and referees), especially during matches and events at San Siro.

The First-Aid Plan for the season was updated and integrated by outsourcing the supply of first-aid staff within the stadium to Italian research hospital Ospedale San Raffaele (O.S.R.). O.S.R. provides medical equipment, diagnostic and therapeutic technologies and first-aid vehicles that are combined with the fixed medical stations (First Medical Response Sites – F.M.R.S.) located throughout the stadium.

The current plan was approved by the Regional Agency for Emergency Healthcare and corresponds to the relevant legal framework at a regional level.

For a typical sporting event at the stadium, the First-Aid Plan involves the following features, depending on the public's access:

- First-aid staff: Between 100 and 150 first-aid officers, including six to nine medical specialists (there must always be at least four anaesthetists and a surgeon), seven to ten emergency medical assistants, and 100 to 130 first-aiders trained by the Regional Agency for Emergency Healthcare.
- The first-aiders are organised into medical teams made up of 16 to 23 members and are positioned strategically around the stadium in order to respond to any situation within three to five minutes.
- First-aid vehicles: A mobile intensive-care unit and four first-aid vehicles.
- F.M.R.S.: Six to eight Fixed Medical Response Sites that are identically equipped in order to respond to any emergency, life-saving situation or first-aid scenario. Every F.M.R.S. has a mobile emergency cart, a defibrillator monitor with a telemedicine function (in case of a heart attack, it's possible to send an ECG reading to the 112 Emergency Control Centre and from there onto the Cardiology Hospital Network), medicine, backpacks and pouches for medical responses in a crowd.

- There's a Medical Team in the Executive Area and two in the Red Tier throughout the entire match and for the duration of the Health Service.
- In accordance with UEFA Regulations, which also apply to matches in Serie A, the First-Aid Plan must include:
 - a) a medical room in the changing-room area with everything stated on the check list (the defibrillator monitor first of all). The mobile intensive-care unit must also be made available for the players, referees and management staff;
 - b) three pitchside sites, each with an anaesthetist / resuscitation specialist, an emergency healthcare assistant and two pitchside first-aid teams that are positioned on the sides of each half. All the medical personnel work in close cooperation with the football team, having shared procedures on treating and transporting injured players with the Club's medical officer. The team of doctors and first-aiders have material pitchside that is required by UEFA Regulations.
- All medical officers are connected via radio-link between themselves and the mobile radio coordination centre, which was introduced for the first time for matches in the 2014/15 season.
- As part of the police's Operational Safety Group, the medical coordinator attends all meetings at the central police station and the stadium. During matches, the medical coordinator communicates directly with the Control Centre at the Operational Safety Group, which works before, during and after the match.
- The Health Service, certain specific exceptions from the Operational Safety Group aside, operates for five hours: two and a half hours before the match (30 minutes before the entrances open) and at least 45 minutes after it ends.
- For the whole duration of the Health Service, the medical coordinator is connected via fixed and mobile telephone to the Regional Agency for Emergency Healthcare Control Centre and the nationwide Emergency Control Centre. This network, in place once again for 2014/15, is indispensable in case of a serious emergency or code-yellow or code-red situation. In

these last two scenarios, the Emergency Control Centre informs the medical director to which civilian or provincial hospital they should transport the patient, if necessary. In all code-yellow and code-red situations, the patient is transported with a medical resuscitation team to the hospital in question. Thanks to the cardiology telemedicine system at the stadium, the Emergency Control Centre is able to receive via web the ECG reading from any F.M.R.S. at the stadium, in case of heart attack or ischemic heart attack. In turn, the Emergency Control Centre forwards the reading to the nominated cardiology centre – one of 12 active in Milan – via telecommunication. This system is completely unique for a sporting structure in Italy and ensures the patient can be taken to a hemodynamic room with revascularisation technology within 60 minutes of the acute event. This will not only save their life but restore their cardiac functions completely.

- Another new feature of great significance to the Health Service is that all medical teams are equipped with semi-automatic defibrillators, prior to the relevant laws being brought into place. This reduces the response time in the stands and anywhere in the relevant area by around five minutes compared to previous seasons.

Concerning the 2014/15 season, the medical-response index was 0.25/0.35 medical interventions per 1000 supporters in every area of the stadium and the relevant area. The higher figure relates to events with more than 35,000 people present. This statistic is in line with previous seasons.

Two cardiopulmonary resuscitation operations were carried out during the season: one in the stands before a match and the other outside Entrance 14 afterwards. Both situations dealt with cardiocirculatory arrest following ventricular fibrillation.

The patients received resuscitation within two minutes of the attack and sudden loss of consciousness. The anaesthetist / resuscitation specialist and medical staff used ventricular defibrillation and assisted ventilation, preventing not only certain death but also lasting neurological damage.

There were 12 incidents requiring serious medical response on players, who were transported to the medical room and assisted by specialists and the Club doctor.

Promoting social change through the work of the Milan Foundation

The AC Milan Group has always placed a strong focus on helping those in difficulty. Since it was set up in 2003, the Milan Foundation has been channelling this commitment into a host of initiatives designed to benefit the wider community and provide concrete, positive and long-lasting solutions to the needs of children and young people living in difficult situations as a result of poverty, violence and discrimination.

In the 2014/15 season, the AC Milan Group completed a process of internal reorganisation which transformed it from purely philanthropic intermediary – mainly supporting action undertaken by third parties – into an organisation with the objective of ramping up its social impact. The Foundation has a direct role in a variety of charitable projects, to which it lends the expertise and facilities present within the Club. It means that sport and core values become the building blocks of a movement for social change through which we invest in the potential of young people, recognising their abilities and nurturing their dreams.



The Milan Foundation

12

YEARS OF ACTIVITY

16

COUNTRIES

95

NON-PROFIT
ORGANISATIONS SUPPORTED

NOME KPI	STAGIONE 2013/2014	STAGIONE 2014/2015
Number of active programmes managed by the Milan Foundation	1	4
Value of operative programmes managed the Milan Foundation	€ 30.480	€ 384.188
Number of social projects funded by the Milan Foundation	10	8
Value of social projects funded by the Milan Foundation	€ 553.973	€ 553.136
Overall value of investments made by the Milan Foundation	€ 584.453	€ 937.324
Number of young people involved in active programmes managed by the Milan Foundation or in social projects funded by it.	4.072	~ 10.000

PLAY FOR CHANGE SPORT FOR SOCIAL INCLUSION

Every young person receives a personalised education programme including:

SPORTS TRAINING

with reputable organisations

—

INDIVIDUAL COACHING

with the support of a teacher and a psychologist

—

EDUCATIONAL AND TRAINING WORKSHOPS

to help the youngsters rediscover their abilities and skills

The Milan Foundation believes that young people need to be accompanied and supported throughout their growth and that sport can be a vehicle for dialogue and a stimulus within this. Particularly for young people experiencing difficult situations, sport can be a formidable catalyst for change. Sport facilitates a more constructive relationship with adults and peers, promoting collaboration between members of a group and reinforcing the notion of pulling together to achieve a common goal.

It was within this context that the Play for Change programme was set up. During the 2014/15 season, there were seven Play for Change hubs around Italy, all working to help young people at risk. These spaces combine activities with a range of services designed to create new, healthy social networks in order to interrupt or prevent deviant behaviour, isolation and marginalisation.

An array of sports organisations and local institutions collaborate on the project, which welcomes young people between the ages of 11 and 24 on a programme created to restore their self-confidence, rebuild trust in adults and help them to get back into education or work.

As part of the programme, local organisations are trained in order to empower them and allow the initiative to be more easily sustainable over time or even become independently run branches.

7

ACTIVE HUBS

5

CITIES

3

REGIONS

17

PARTICIPATING LOCAL INSTITUTIONS

OVER 100

YOUNG PEOPLE BENEFITTING





SPORT FOR ALL

In keeping with its mission, the Milan Foundation is committed to promoting and supporting initiatives that allow disabled children and young people who would otherwise be unable to practise sport to do so. Sport helps youngsters socialise with their peers, get used to new surroundings and people and ultimately acquire a better perception of themselves.

These aims represent the cornerstones of the Special Soccer Camp experience, an initiative brought about by a collaborative effort from the Milan Foundation and AC Milan Junior.

Held in the summertime, these camps allow children and young people with disabilities to play sports such as football, basketball and volleyball alongside their non-disabled peers – completely free of charge. The activities are carefully tailored to accommodate youngsters' disabilities and different levels of sporting ability, allowing them to enjoy themselves in a well-organised setting.

One of the key beneficiaries of this project is the families of the young people involved. Summer can be a difficult time for the families of disabled children, with schools and many local services closed, so the camps offer a place where the youngsters can practise sport in a way that is tailored to their needs and overseen by tutors, psychologists and specialist medical staff who help with training and assist the coaches in their work. For the instructors, the challenge of integrating disabled and non-disabled young people is a difficult one – yet fascinating and engaging at the same time. Ultimately, the project means all of its participants have the opportunity to experience a unique atmosphere where sharing, dialogue and development are key

Special Soccer Camps The 2014/15 season in numbers

4

LOCATIONS,
INCLUDING ONE IN GERMANY

9

WEEKS
OF SPORTS ACTIVITIES

4

ASSOCIATIONS INVOLVED
IN PROMOTING SERVICES
FOR DISABLED YOUNG
PEOPLE

75

YOUNGSTERS INVOLVED

“ The Special Soccer Camps are a unique experience for me as they bring me into contact with different problems and different realities. I see how much these youngsters want to have fun, live life to the full and simply be like everyone else, without being made to feel different because of their condition ”

Mattia, sports coach

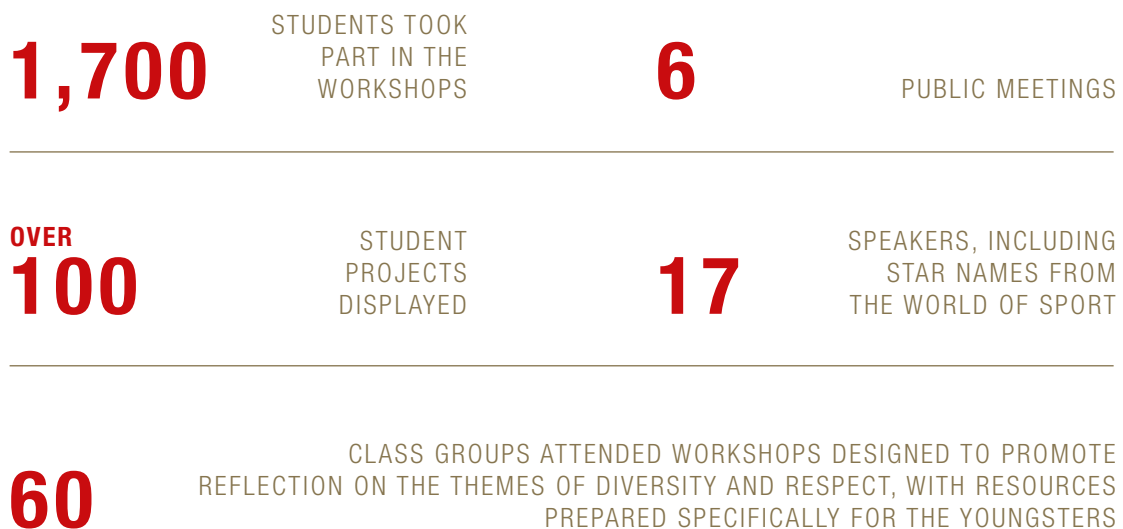
AWARENESS AND ADVOCACY

Sport is a wonderful catalyst for universal positive values such as respect, accepting all forms of talent, a willingness to work hard for others, team spirit and inclusion. The Milan Foundation thus strives to promote opportunities to educate by interacting with youngsters in their day-to-day environments, instilling sporting values so that these may become a source of inspiration and guidance for the new generations – not just in terms of their personal well-being, but also for the good of the entire community.

In the 2014/15 season, the Milan Foundation launched the Shave Your Style (#rispettailmiostile) campaign with the support of Braun. The objective of the initiative was to promote mutual respect among secondary school children and encourage them to recognise and appreciate the style of others, values of fundamental importance to their integration into society. From a sporting perspective, these values are also key to success on the field, with the Milan Foundation using a number of high-profile stars to attest as much.

Around 1700 children between the ages of 14 and 18 – when personal style and respect are a particularly important topic – were invited to reflect and engage in dialogue about their identity through educational workshops that encouraged them to put integration before differences. In football and in general life, respect for others is fundamental – as all styles can integrate with and contribute to the success of the team.

The project in numbers





SPORT:

HELPING

EDUCATION

HEALTH SERVICES

RESPECT

G

CATION

SACRIFICE

► **SPORTS
FOR PEACE**

On 10 December 2014, AC Milan legend Franco Baresi inaugurated the Bteknay Sports Centre in the Lebanon. The centre had been renovated by the United Nations High Commissioner for Refugees (UNHCR).

The inauguration of the facility, celebrated with a football tournament, is part of the wider Sports for Peace project that the Milan Foundation has been working on for the last two years to support the UNHCR's efforts to come to the aid of Syrian refugees currently residing in the Lebanon.

It has been an intense two years, but our efforts have brought about some significant results:

- **2000 Syrian and Lebanese boys and girls** between the ages of 6 and 17 have taken part in the project, free from discrimination based on their age, gender, religion or language. With the support of a specialist team, the youngsters have been able to practise sport and socialise in safe places suitable for children.
- **12 sports facilities** in different areas of the Lebanon have been renovated and refurbished;
- **84 coaches** have been given training in order to ensure continuity moving forward;
- **200 parents** have taken part in courses on the importance of non-violent communication and child protection.

These important achievements take on even greater significance when we consider that all of this has occurred in a country – the Lebanon – that is currently hosting 1.1 million Syrian refugees, roughly a quarter of the Lebanese population. Moreover, it is important to remember that over half of the registered Syrian refugees in the Lebanon – around 600,000 – are children virtually cut off from education and from any other systems that might ensure their healthy development and lay the foundations for their integration into society.



► **MOVE WELL
TO GROW
BETTER**

In order to ensure balanced physical growth, it is vital that children between the ages of six and ten are taught how to exercise regularly and correctly.

In Italian primary schools, physical education is often conducted by teachers with no specialist training, thus heightening the risk of exposing the children to incorrect technique. It was for this reason that the Milan Foundation designed a project to guarantee children their right to play and take exercise as a means of optimising psychological and physical health, promoting integration and improving quality of life.

Over the course of the 2014/15 academic year, a select group of schools from around Italy were able to participate in the Move Well to Grow Better initiative.

The programme featured three main areas of activity:

- **Expert instructors worked alongside class teachers**
in order to familiarise them with the most suitable forms of exercise for children in a delicate stage of their personal development. Each teacher gave 80 hours of joint lessons.
- **Three training workshops**
for all of the teachers at the various schools led by AC Milan Academy instructors. All teachers were given a copy of the Move Well to Grow Better guidebook to physical activity in primary schools, which features cross-discipline suggestions and advice designed to help them continue their development in the future.
- **Families were given a comprehensive guide to physical activity**
in order to help avoid the most common educational and practical errors and promote the most suitable forms of exercise for children in a delicate stage of their personal development.

To mark Casa Milan's birthday, 400 children from primary schools in Milan participating in the project gathered in the square in front of the AC Milan headquarters for a morning of recreational activities and a guided tour of the museum, where they were able to experience the Rossoneri's glorious history via the special AC Milan Kids route.

400

CLASSES

17

CITIES

48

SCHOOLS

18AMATEUR
SPORTS CLUBS**8**

REGIONS







MILAN GLORIE

Born six years ago from the desire of Rossoneri legends to meet up and celebrate the former glories of a team they helped to build, Milan Glorie has grown bigger and bigger in the years since. No longer restricted to its original purpose, it now helps to spread the positive values of sport and promote the work of the Milan Foundation.

Stars like Paolo Maldini, Franco Baresi and Andriy Shevchenko have been involved in high-profile international friendlies in recent months, as well as other events that allow the Milan Foundation to bring in funds to support their social projects. The ex-players also have a fundamental role to play as ambassadors of the Foundation.

EURO
217,327

SET ASIDE FOR MILAN
FOUNDATION PROJECTS

Goal

2015/2016

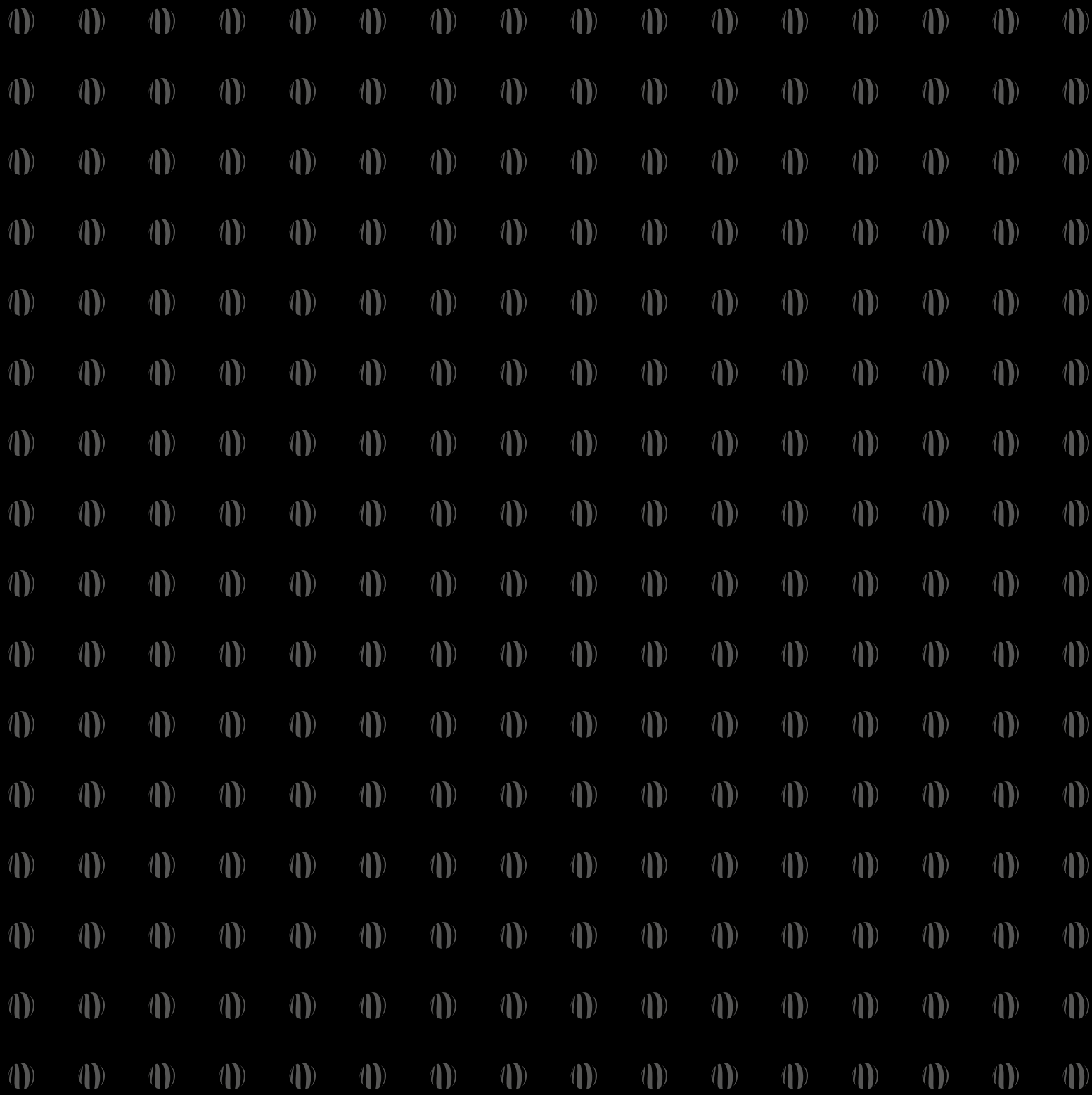


COMMUNITY

- **Present a medium-term action plan** to join forces with the public administration, associations and private entities to contribute to supporting the economic, social and cultural development of the Portello district, adopting a common programme of initiatives and activities.
- **Launch the Move Well to Grow Better** programme, offering education and support during P.E. lessons for 5000 primary school kids.
- **Increase the number of Milan Foundation offices** to remain more attentive to the needs of the community and ensure a faster and more efficient response to them. **Make the interventions even more effective** using scientific support from Milan's Catholic University of the Sacred Heart.
- Continue analysis of our stakeholders, always keeping them at the heart of our project.



Environment



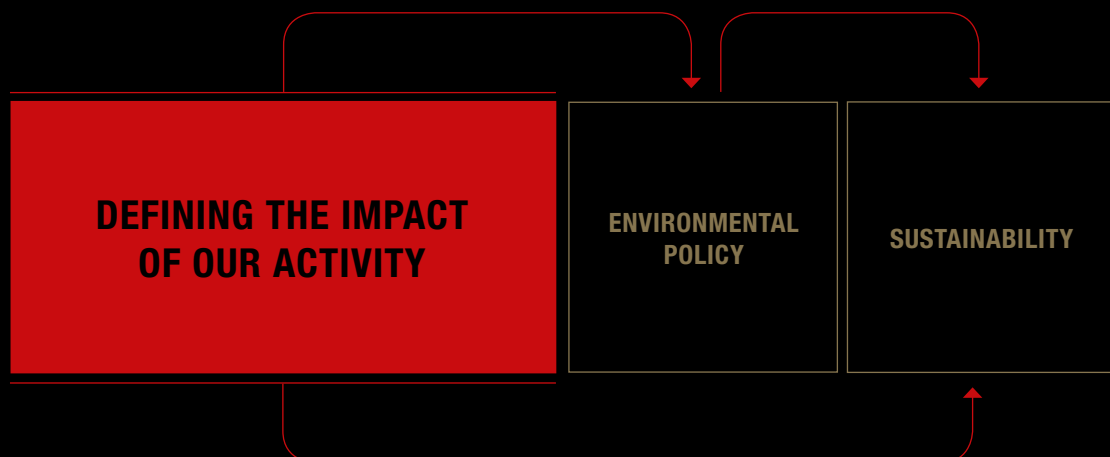
05

Define our environmental impact

As set out in the 2013/14 Sustainability Report, the principal aim in the environment area is to implement a comprehensive environmental management system.

The first step is to define the impact of our activity. In fact, the AC Milan Group is carrying out an in-depth initial analysis so that we can then draw up our own environmental policy. This will be a proper Green Constitution and will act as a reference point to continue our progress towards sustainability.

Environmental analysis will allow the Club to highlight areas for improvement across all operations and where efforts can be concentrated.



Supporting sustainable choices: environmental management of facilities

160,000 m²

EXTENSION OF
MILANELLO GREEN SPACE

MILANELLO CONSUMPTION	2013/2014	2014/2015
Methane consumption (m ³)	146,593	124,426
Electricity consumption (KWH)	1,899,936	1,483,645
Diesel consumption (litres)	-	-
Liquefied petroleum gas consumption (litres)	-	-
Water consumption (m ³)	12,000	5,495
Renewable energy use (% of renewable energy sources out of total energy consumption)	46	38
Locally sourced water use (m ³)	22,140	16,758
Paper consumption (reams)	100	200
% of FSC-certified products used	-	100

A general reduction in consumption has been recorded since 2011.

There are three artificial irrigation basins at the Milanello training ground that are supplied with reservoir and rain water. Using water collected in these basins allows the Club to save an equivalent amount of drinking water.

From 2006 to today, there has been a steady increase in the use of naturally based products. Any new product for maintaining the pitches must be approved by the Club doctor who assesses its impact on the players' health (an agronomist prepares the technical sheets for the assessment). The use of organic products both protects the players' health and ensures the environmental impact is reduced.

KPI	2013/14	2014/15
% of natural pesticides / agrochemicals with low environmental impact	70	70
% of natural fertilizers for pitches with low environmental impact	50	70

CONSUMI VISMARA	2013/14	2014/15
Methane consumption (m³)	15,600	13,900
Electricity consumption (KWH)	108,000	116,400
Diesel consumption (litres)	35,000	39,000
Water consumption (m³)	6,000	6,200
Renewable energy use (% of renewable energy sources out of total energy consumption)	37,5	38
Locally sourced water use (m³)	no	27,600
Paper consumption (reams)	300	310
% of FSC-certified products used	no	100

230,000 m²

EXTENSION OF
VISMARA GREEN SPACE

An artesian well has been built for irrigating the pitches at a cost of around €50,000.

A slight increase in electricity consumption compared to last season is due to the installation of an air-conditioning system in the renovated offices.

The increase in consumption has been partially mitigated by lights in the changing rooms and stands (both rebuilt) being replaced by new LED lights.

STADIUM CONSUMPTION	2013/14	2014/15
Methane consumption (m³)	224,725	213,086
Electricity consumption (KWH)	6,094,278	5,609,069
Water consumption (m³)	224,725	230,000
Food given to charity (kg)	3,450	3,300

Work has continued on building a co-generation methane gas installation and a pitch-heating system.

CONSUMI CASA MILAN	2013/14	2014/15
Methane consumption (m³)	n/a	207,990
Electricity consumption (KWH)	271,786	2,361,992
Water consumption (m³)	n/a	2,898
% of low-consumption lights out of overall total	0	100
Renewable energy use (% of renewable energy sources out of total energy consumption)	0	38
Paper consumption (reams)	n/a	2,860
% of FSC-certified products used	0	100

Electricity consumption published in the 2013/14 Sustainability Report refers to the headquarters in Via Turati, much smaller than the current site which includes offices, the museum, the store and the restaurant.

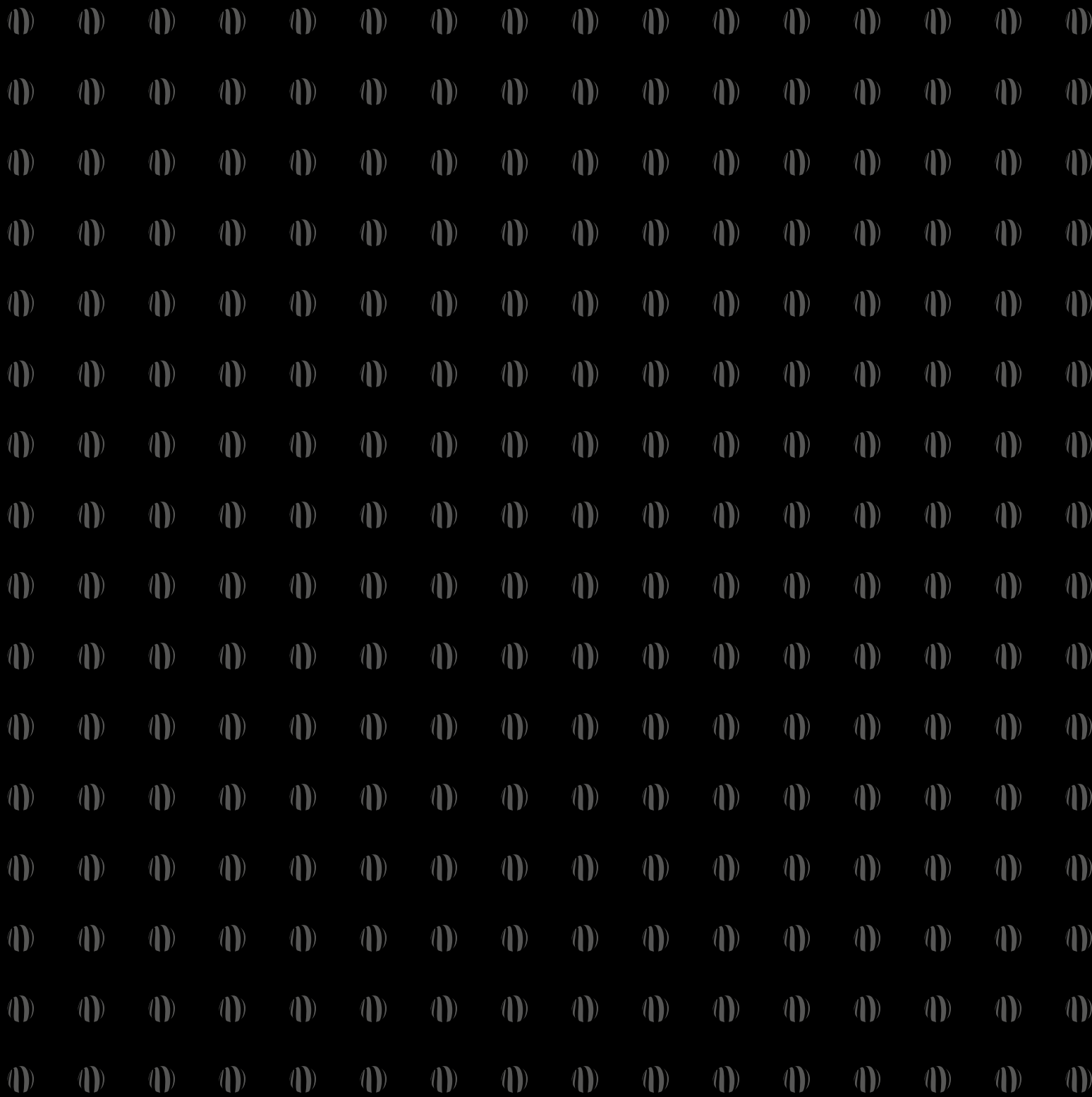


2015/16 Goals

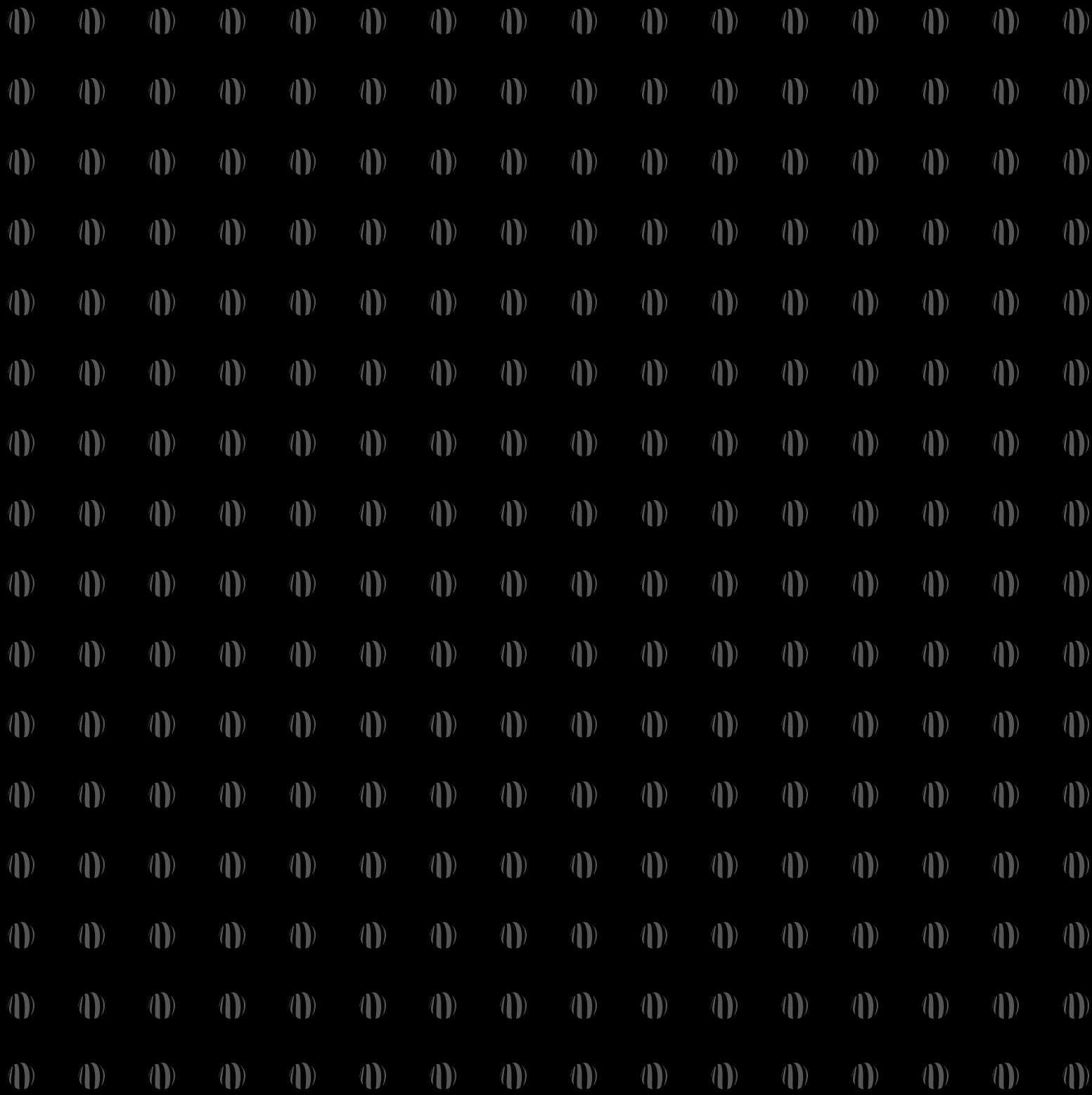


ENVIRONMENT

- **Complete AC Milan Group's environmental analysis**, a fundamental step to understanding the impact of our activities.
- **Draw up the Group's environmental policy** in order to define the principles that guide our approach.
- **Establish an environmental action plan** with the aim of reducing the impact of the Club's activities.
- **Launch an awareness campaign among employees** to promote sustainable behaviour at every AC Milan Group site.

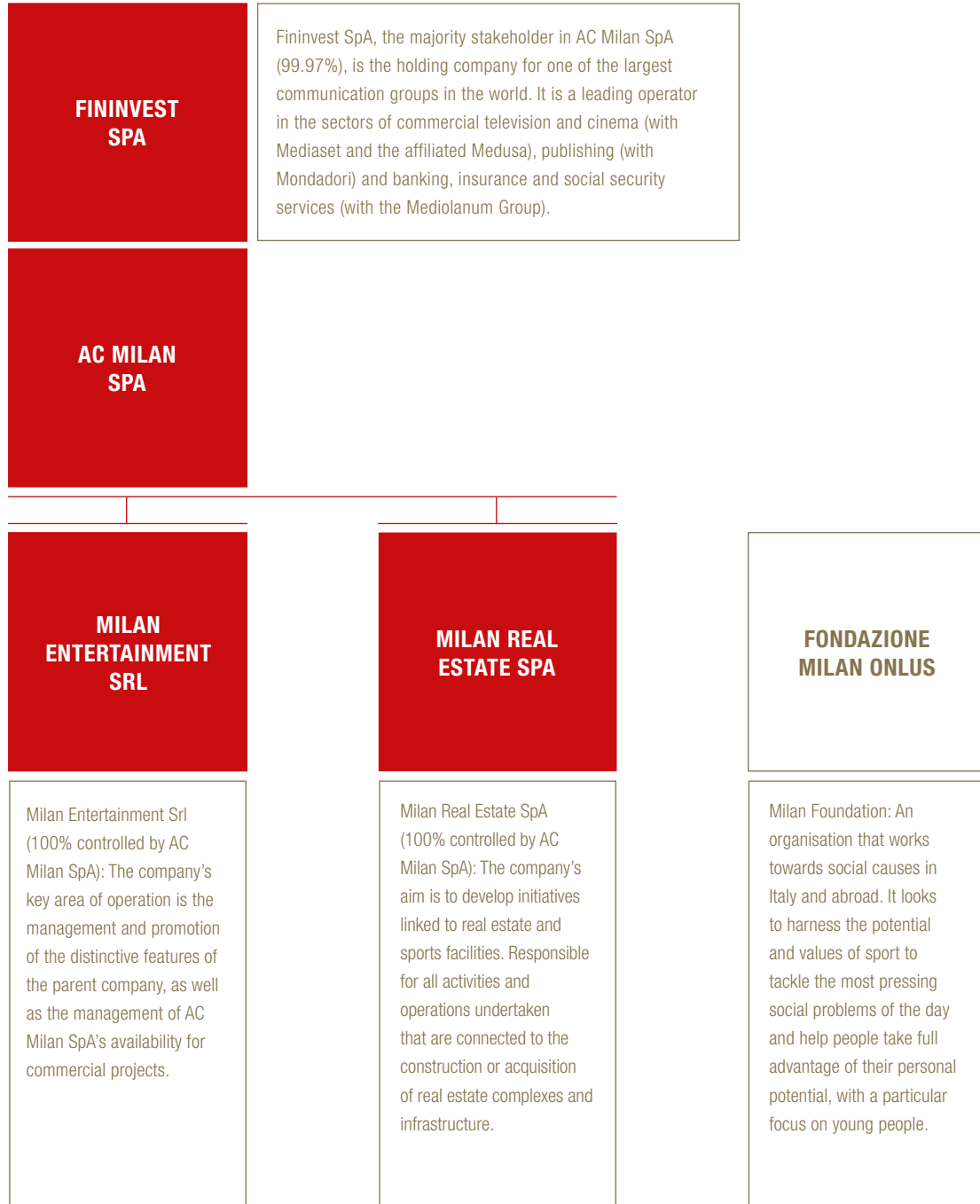


The AC Milan Group



06

Corporate structure



Note: AC Milan also holds a 50% stake in the M-I Stadio Srl company, which was set up with F.C. Internazionale SpA for the logistical and commercial management of the San Siro stadium in Milan. AC MILAN is a founding partner of the Milan Foundation.

Governance system

The AC Milan Group's corporate governance system is structured around the following bodies:

- **Board of Directors**
- **Shareholders' Meeting**
- **Board of Statutory Auditors**

The governance system also comprises the internal auditing and risk management system, the Code of Ethics, the Code of Conduct and the Organisation, Management and Control Model for the prevention of offences pursuant to Legislative Decree 231/01. The AC Milan Group uses an auditing firm for its accounting management needs.

An organisational chart of the governance and control bodies can be found on the official Club website: www.acmilan.com

INTERNAL AUDITING

The AC Milan Group's Internal Auditing System has the objective of running the company via the identification, evaluation, monitoring, measuring and management of all corporate risks. The aim is to ensure compliance with all relevant laws and regulations relating to accountancy (Civil Code, Accounting Principles), as per Legislative Decree 231/2001 (on the administrative responsibility of legal persons), Legislative Decree 81/2008 (on well-being and safety in the workplace), Legislative Decree 196/2003 (on data protection) and all regulations established by national and international sporting institutions (FIGC, UEFA, FIFA).

ORGANISATIONAL MODEL FOR THE PREVENTION OF CRIMES

Over the course of the year, all of the companies in the AC Milan Group have issued an update to their crime-prevention models.

No violations have been reported to the supervisory bodies.

Institutional relations within football

The AC Milan group actively participates in the development of the systems and infrastructures within football, with representatives taking part in events at institutional headquarters and workshops held by the foremost football governance bodies, both nationally and internationally.

NATIONAL BODIES

FIGC and the Lega Nazionale Professionisti Serie A

Adriano Galliani, Executive Vice President Vicarious and CEO of AC Milan, is the Vice President of the Lega Nazionale Professionisti Serie A.

INTERNATIONAL BODIES

FIFA The governing body of world football

UEFA Union of European Football Associations

ECA European Club Association: The only independent body representing European football clubs.

Over the course of the season, the memoranda of understanding between the ECA (European Club Association), UEFA and FIFA were updated.

There are seven Italian ECA member clubs for the 2015/16 and 2016/17 seasons. Umberto Gandini, AC Milan Sports Organizational Director, is the vice president of the association.

Over the course of the season, the Lega Calcio imposed 11 sanctions on the Club for a total of €3,200.

All of the sanctions were deriving from infringements of Lega Calcio regulations by spectators during home matches.

Economic performance

Stadium

2012/13 SEASON

	TICKETS	TICKETS (€)	SEASON-TICKET HOLDERS	SEASON-TICKET REVENUE	TOTAL REVENUE	TOTAL SPECTATORS
Totale stagione	486.078	€ 16,851,052.03	512,360	€ 14,962,590.01	€ 31,813,642.04	998,438

STAGIONE 2013/2014

	TICKETS	TICKETS (€)	SEASON-TICKET HOLDERS	SEASON-TICKET REVENUE	TOTAL REVENUE	TOTAL SPECTATORS
Full season	515,697	€ 18,185,334.57	575,997	€ 13,764,268.17	€ 31,949,602.74	1,091,694

STAGIONE 2014/2015

	TICKETS	TICKETS (€)	SEASON-TICKET HOLDERS	SEASON-TICKET REVENUE	TOTAL REVENUE	TOTAL SPECTATORS
Full season	352,586	€ 11,717,037.93	367,312	€ 8,550,563.15	€ 20,267,601.08	719,898

Figures in thousands of Euros

KPI	2012	2013	2014
Revenue (academy not included)	321,397	271,454	233,574
Match-day revenue	33,751	28,698	25,629
Sponsorship	79,686	78,270	89,220
Television revenue	139,818	119,547	89,828
Production costs	324,313	278,655	292,649
Amortisation and depreciation of footballers	44,339	40,697	40,945
Value of footballers as fixed assets	108,983	117,556	72,112





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GENERAL STANDARD DISCLOSURES		
PROFILE DISCLOSURE	DESCRIPTION	CROSS-REFERENCE
1. Strategy and Analysis		
G4.1	Statement from the most senior decision-maker of the organization about the relevance of sustainability to the organization and the organization's strategy for addressing sustainability	"Letter to stakeholders"
2. Profilo dell'organizzazione		
G4.3	Name of the organization	"Corporate structure" "Methodological framework"
G4.4	Primary brands, products, and/or services	The exclusive purpose of AC Milan Spa is to carry out sports activities, and specifically to train, prepare and manage football teams as well as organise matches, tournaments and other football activities while respecting the rules and the guidelines of the FIGC (Italian FA) and its relevant bodies. "Corporate structure" "Methodological framework"
G4.5	Location of organization's headquarters	Via Aldo Rossi, 8 - 20149 Milan
G4.6	Countries where the organization operates and any significant impact on products, activities, services and relations	"Grooming talent"
G4.7	Nature of ownership and legal form	"Corporate structure"
G4.8	Markets served	"Grooming talent"
G4.9	Scale of the organization	"AC Milan in numbers" "Who works for our Club" "Economic performance"
G4.10	Total number of employees by employment contract, gender, region	"AC Milan in numbers" "Who works for our Club"
G4.11	Percentage of total employees covered by collective bargaining agreements	All employees are covered by collective bargaining agreements
G4.13	Significant changes during the reporting period regarding the organization's size, structure, ownership, or its supply chain	"Methodological framework"

GENERAL STANDARD DISCLOSURES		
PROFILE DISCLOSURE	DESCRIPTION	CROSS-REFERENCE
G4.14	Description of whether and how the precautionary approach or principle is addressed by the organization	http://www.acmilan.com/en/club/code_of_ethics
G4.15	List of externally developed economic, environmental and social charters, principles, or other initiatives to which the organization subscribes or which it endorses.	All actions are planned with sustainability in mind while respecting the Financial Fair Play rules endorsed by UEFA
G4.16	Memberships of associations in which the organization holds a position or participates	"Institutional relations within football"
G4.17	List of entities included in the organization's consolidated financial statements and not covered by the report	"Methodological framework"
G4.18	Explain the process for defining the report content and how the organization has implemented the Reporting Principles	"Methodological framework"
3. Identified Material Aspects and Boundaries		
G4.19	List all the material aspects identified in the process for defining report content	"Our approach to sustainability" "Methodological framework"
G4.20	For each material Aspect, report the Aspect Boundary within the organization	"Our approach to sustainability" "Methodological framework"
G4.21	For each material Aspect, report the Aspect Boundary outside the organization	N/A
G4.22	Report the effect of any restatements of information provided in previous reports, and the reasons for such restatements	"Methodological framework"
G4.23	Report significant changes from previous reporting periods in the Scope and Aspect Boundaries	"Methodological framework"
4. Coinvolgimento degli stakeholder		
G4.24	List of stakeholder groups engaged by the organization	"Stakeholder Engagement"
G4.25	Basis for identification and selection of stakeholders with whom to engage	"Stakeholder Engagement"

GENERAL STANDARD DISCLOSURES		
PROFILE DISCLOSURE	DESCRIPTION	CROSS-REFERENCE
G4.26	Approach to stakeholder engagement, including frequency of engagement by type and by stakeholder group, and an indication of whether any of the engagement was undertaken specifically as part of the report preparation process	"Stakeholder engagement"
G4.27	Key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns, including through its reporting. Stakeholder groups that raised each of the key topics and concerns	"Stakeholder engagement"
5. Profilo del report		
G4.28	Reporting period for information provided	"Methodological framework"
G4.29	Date of most recent previous report	"Methodological framework"
G4.30	Reporting cycle (such as annual, biennial)	"Methodological framework"
G4.31	Contact point for questions regarding the report or its contents	"Methodological framework"
G4.32	<ul style="list-style-type: none"> a. Report the 'in accordance' option the organization has chosen b. Report the GRI Content Index for the chosen option c. Report the reference to the External Assurance Report, if the report has been externally assured 	<p>"Methodological framework"</p> <p>The report is not externally assured</p>
G4.33	<ul style="list-style-type: none"> a. Politiche e pratiche attuali al fine di ottenere l'assurance esterna del report b. Se non inclusa nella dichiarazione di assurance che accompagna il bilancio di sostenibilità, segnalare l'ambito e la base dell'assurance esterna c. Identificare il rapporto tra l'organizzazione e i revisori esterni d. Riportare se il più alto organo di governo o alti dirigenti sono coinvolti nell'ottenimento dell'assurance per il bilancio di sostenibilità dell'organizzazione 	<p>"Methodological framework"</p> <p>The report is not externally assured</p>
6. Governance		

GENERAL STANDARD DISCLOSURES		
PROFILE DISCLOSURE	DESCRIPTION	CROSS-REFERENCE
G4.34	Report the governance structure of the organization, including committees of the highest governance body. Identify any committees responsible for decision-making on economic, environmental and social impacts	“Governance and CSR monitoring system” “Governance system”
7. Etica ed integrità		
G4.56	Describe the organization's values, principles, standards and norms of behavior such as codes of conduct and codes of ethics.	http://www.acmilan.com/it/club/code_of_ethics

SPECIFIC STANDARD DISCLOSURES		
PROFILE DISCLOSURE	DESCRIZIONE	CROSS-REFERENCE/ RISPOSTA DIRETTA
Environmental		
Aspect: Materials		
G4-EN1	Materials used by weight or volume	Promote sustainable choices: environmental management of facilities
Aspect: Energy		
G4-EN3	Energy consumption within the organization	Promote sustainable choices: environmental management of facilities
Aspect:Acqua		
G4-EN8	Total water withdrawal by source	Promote sustainable choices: environmental management of facilities
Aspect: Emissions		
G4-EN15	Direct greenhouse gas (GHG) emissions (scope 1)	Promote sustainable choices: environmental management of facilities
G4-EN16	Energy indirect greenhouse gas (GHG) emissions (scope 2)	Promote sustainable choices: environmental management of facilities
G4-EN17	Other indirect greenhouse gas (GHG) emissions (scope 3)	Promote sustainable choices: environmental management of facilities

SPECIFIC STANDARD DISCLOSURES		
PROFILE DISCLOSURE	DESCRIZIONE	CROSS-REFERENCE/ RISPOSTA DIRETTA
Social: labor practices and decent work		
Aspect: Employment		
G4-LA1	Total number and rates of new employee hires and employee turnover by age group, gender and region	"Who works for our Club"
G4-S05	Incidents of corruption and actions taken	No incidents of corruption occurred during the reporting period "Organizational model for the prevention of crimes"
Aspect: Inclusion		
G4- E06	Type and impact of initiatives to create an accessible environment	"AC Milan and the fans"
Social: labor practices and decent work		
G4- E011	Number, type and impact of initiatives devised to raise awareness, spread knowledge and have a positive impact on behaviour and results achieved	Promote social change

Sustainability Report 2014/15

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