

**EVER**

STRONGER

2021/22 SUSTAINABILITY REPORT



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# EVER STRONGER

**N**ine years ago, believing in the need to share values with all our fans and stakeholders, we became the first football club in Italy to publish a Sustainability Report. With perseverance and commitment, our aim was to continue to promote the sustainability principles and practices that guide our efforts both on and off the pitch.

“Ever closer, ever stronger”, the new report for the 2021/22 season, encapsulates the values that underpin our Club and represents a deep connection with the entire Rossonero family.

This latest edition of the report highlights, in an ever more impactful manner, how AC Milan’s approach and management style may serve as a model for a socio-cultural change that can extend beyond the football sphere.

In this document, you will find the key elements of our approach to sustainability: our long-term vision is clearly outlined as we look to transform our principles into tangible actions and initiatives.AC

Milan is an increasingly international organisation, one which is projected towards a global future but equally rooted in the city of Milan.

Aware of our responsibilities to the communities in which we grew up and operate in, we stand by organisations that drive positive change in our society.

‘Ever closer, ever stronger’ therefore reflects our constant commitment and dedication to innovative corporate social responsibility. We know it is a journey that is constantly evolving, allowing us to improve season after season. All the while, we are being driven forward by the passion and sense of belonging that unites the great Rossonero family.



*Paolo Scaroni*

Chairman, AC Milan



# MILAN AT A GLANCE

## 2021/22

1<sup>o</sup>

PLACE IN  
THE LEAGUE

33

PARTNER  
COMPANIES

1.3

BILLION  
VIDEO VIEWS

600

FANS USED OUR  
AUDIODESCRIPTION  
SERVICE

250

SPACES RESERVED FOR FANS WITH  
DISABILITIES IN A DEDICATED  
SECTOR OF THE STADIUM AT EVERY  
HOME MATCH

+1.000

STUDENTS INVOLVED IN OUR  
“ALL THE COLOURS OF SPORT”  
PROJECT

2

EVENTS IN COLLABORATION  
WITH PAROLE O\_STILI

# OUR ROADMAP TO SUSTAINABILITY



## TIME TO ACT

### SUSTAINABILITY: AN URGENT MATTER

The global need to act in the name of sustainability has become increasingly urgent: we have a responsibility to protect and preserve our planet, ensuring a future for generations to come. The topic of sustainability forces us to reconsider our actions, both as organisations and as citizens.

We face multiple and varied sustainability challenges. Our planet is threatened by climate change, depletion of natural resources, environmental pollution and loss of biodiversity. Furthermore, it has become vital to promote social equity, to ensure everyone has access to education and opportunities, and to combat poverty and inequality.

Addressing these challenges requires sustainable and responsible approaches through joint action by governments, businesses, communities, and individuals. Collaboration and concrete action are key to making a positive and real impact. We must work together to develop sustainable solutions, adapt to necessary changes and promote a future where sustainability is at the heart of our decisions and actions.

### FOOTBALL'S RESPONSE

Football, like many other sectors, is required to respond to the challenges of sustainability. It can do so by reducing its adverse impacts and by taking an active role in promoting positive messages about the importance of sustainability. Thanks to its

extraordinary popularity, especially in Italy, football can use its power of influence and mobilisation to educate fans and promote sustainable practices.

The football community, including fans, has developed a greater understanding of sustainability and supports clubs that, in addition to embodying sporting values, address important social issues such as discrimination, disability and intolerance, and support environmental projects.

With this in mind, UEFA published its 'Strength Through Unity' sustainability strategy in December 2021, which sets ambitious goals for human rights and the environment.

The dramatic reduction of incidents of racism, increased access to football for players with disabilities, the sustainable management of infrastructure, and the reduction of CO2 emissions generated by fan transportation and sporting events are among the objectives outlined.

UEFA is aiming to rally the entire European football ecosystem around a common agenda to create effective synergies and bring about real change.

If football comes together and pools its power to drive sustainable change, it will be able to have a strong and lasting positive impact.

# OUR ROADMAP TO SUSTAINABILITY

## SUPPORTING COMMUNITIES

AC Milan is a symbol of identity and a point of reference for fans and football lovers all over the world, playing an important role in the social fabric of communities.

For this reason, the Club understands the importance of having a positive social impact on the entire football world and makes social responsibility a central pillar of its activities.

AC Milan is proud to contribute to the sustainable development of society, acting as a catalyst for positive change. We work together with our fans, families and football enthusiasts, all of whom the Club reaches in different ways and not just physically at the stadium.

Moving ever closer to all the people, whether young or old, who feel a deep attachment to the Rossonero jersey and building new relationships has always been part of the Club's mission.

## OUR COMMITMENT TRANSLATED INTO A SUSTAINABILITY MODEL

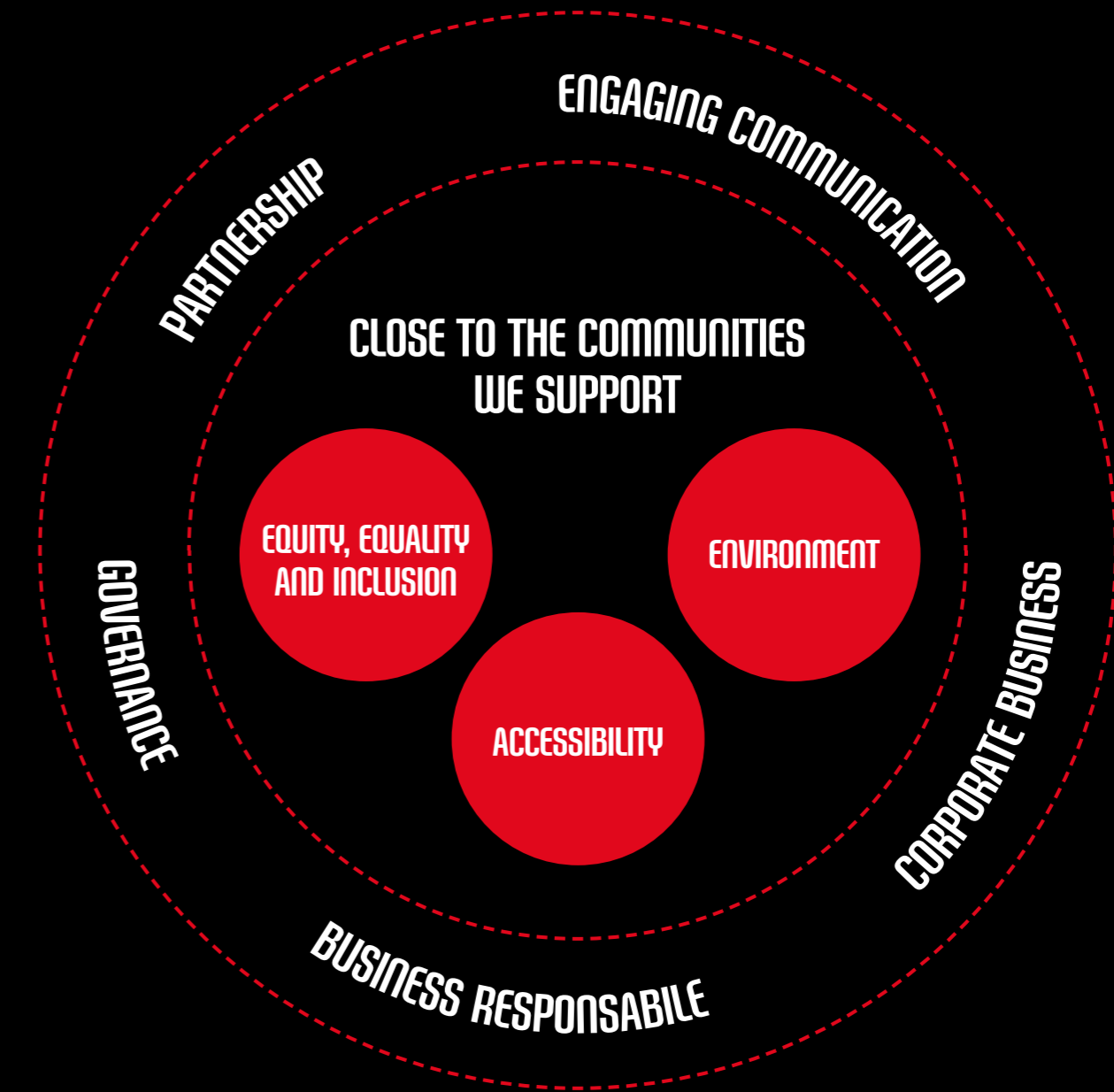
The Club's sustainability model represents a strategic framework that integrates the principles, strategies and practices of sustainable commitment.

The diagram illustrates the perspective from which to view this commitment: the sustainability initiative aimed at the community is at the heart of an approach that embraces responsible values. As mentioned above, the distinguishing feature of AC Milan's efforts is the Club's closeness to its 'community', both in Italy and abroad.

It is precisely because of its constant and meaningful presence that the Club is able to act alongside and in support of the community through three areas of intervention: accessibility, awareness raising and education on the issues of equity, diversity and inclusion, and the environment.

An emphasis on the community becomes possible because it is encouraged by an internal system driven by responsible business and, from the outset, inspired by the principles of fairness and transparency.

Therefore, only by understanding AC Milan's responsible business approach is it possible to truly comprehend the breadth and impact of the Club's sustainability efforts.



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# THE WORLD OF AC MILAN



THE WORLD OF AC MILAN

# OUR TEAMS



## MEN'S FIRST TEAM 21/22



SERIE A:  
1st PLACE



COPPA ITALIA:  
SEMI-FINALS



CHAMPIONS LEAGUE:  
GROUP STAGE

15

GOAL

35

MATCHES



## A 19TH SCUDETTO TRIUMPH THANKS TO SOME EXCEPTIONAL TEAMWORK

After a fantastic league campaign, AC Milan's journey culminated in a first-place finish and the Club's 19th Scudetto title, eleven years on from their last Serie A triumph.

An epic feat, one which was achieved by picking up 86 points and recording 26 wins on the pitch. The final match - a resounding 3-0 victory over Sassuolo - underlined the Rossoneri's supremacy. This triumph came after an extremely hard-fought season where, step by step, the team demonstrated

its strength thanks to the talent of the players and expertise of the staff and Coach. However, this victory cannot just be put down to the brilliance of those out on the pitch.

Indeed, key to this success was also a cohesive and dedicated structure that provided the team with what it needed to see it through until the end: it was a mix of talent, determination and unbreakable unity that led to a successful season on all fronts.



## WOMEN'S FIRST TEAM 21/22



10  
GOAL

31  
MATCHES



#7 VALENTINA BERGAMASCHI

## FROM ITALY TO A EUROPEAN DEBUT

### THE ROSSONERE'S SEASON

Led by Maurizio Ganz, AC Milan Women's First Team finished the 2021/22 league season in third place.

Furthermore, the Rossonere beat Roma in the semi-finals to reach the Supercoppa Italiana 2021 final, where they succumbed to a late defeat to Juventus. In the Coppa Italia, meanwhile, the team made it to the last four after finishing the group stage in first place and overcoming Sampdoria in the quarter-finals.

At the start of the season, AC Milan Women played their first-ever match in the UEFA Women's Champions League. After getting the better of Zürich in the semi-finals of round 1, the Rossonere

were eliminated by Hoffenheim in their next game. The results achieved on the pitch are one aspect of an ever-evolving journey being embarked upon by the Club's Women's Sector.

The competitiveness of the First Team will also be determined by the amount of attention dedicated to the entire Youth Sector by the Rossonero ownership and management, the expertise of the staff working to contribute to the growth of female players on and off the pitch, and the investments that are made, the latter of which testify to the fact that AC Milan considers the development of women's football a fundamental strategic objective for the future of the Club and the women's game as a whole.



## THE VALUE OF AC MILAN WOMEN

### THE INCREASINGLY INFLUENTIAL WOMEN'S GAME

The Club enthusiastically welcomed the decision to professionalise the women's game in Italy (1 July 2022) because it had been pursuing a path of greater equity for some time.

In fact, AC Milan was the first club to pay social security contributions to female football players as early as 2018, well before it became mandatory in 2022. Moreover, believing strongly in equal opportunities and equal protections, the Club has always been committed to offering its male and female players the same resources, starting with training facilities.

### THE START OF A JOURNEY AND BUILDING A STRATEGY

In 2018, the Club launched its women's football project, giving young players the opportunity to wear a prestigious jersey and pursue their passion for football.

Over the course of the first four years, the initial costs have become real investments in the future.

Following the establishment of the Under-19 women's team for the 2021/22 season, AC Milan now has a women's side for every age group, from the Under-10s to the First Team.

Through AC Milan Women, the Club aspires to build a strong brand to attract sponsors - both companies and brands - for whom values like equity and gender equality are at the front and centre.

Women's football in Italy is evolving in a way that is not yet entirely predictable, especially in terms of growth. This is despite the current trend that sees federations - both domestically and across Europe - promote the sport on multiple levels.

AC Milan is working to find a women's football development model that is successful and sustainable without necessarily turning to the male model. In this sense, new ideas and solutions can emerge from the women's sphere and also positively affect men's football, both in Italy and on an international level.

## FROM FEMALE ATHLETES TO INSPIRATIONAL ROLE MODELS ON AND OFF THE PITCH

AC Milan seeks to support its female players, particularly those in the First Team, on their personal journeys to becoming public figures who are recognised and respected as athletes and positive role models in sport and life.

The annual “All the Colours of Sport” project takes place with this in mind. Through this initiative, both women’s and men’s First-Team players visit schools to introduce themselves and talk to female and male students of all ages, thus giving them a chance to relate to the role of footballer.

Furthermore, in March 2022, Milan TV launched the format “She”, a series of video interviews to give screen time to female role models such as Bebe Vio and Melissa Satta. In addition to the athletes who take to the pitch, there are now more female technical figures at the Club compared to the past.

Indeed, AC Milan is actively seeking to train and attract talent from within the broader football pyramid, and not just player-wise.

In March 2022, the Club presented the #WeAllAreFootball manifesto to promote gender equality and combat all forms of discrimination.

Presented during a round-table discussion held at Casa Milan, the ten-point manifesto outlines principles and attitudes that can be adopted in daily life to reduce gender conflict. AC Milan has also overseen changes to infrastructure and logistics to minimise the likelihood of uncomfortable situations arising for female technical staff and players as

much as possible. Furthermore, the Club has consulted psychologists and educators with the aim of engaging in constructive dialogue that helps to maintain a healthy and welcoming environment and allows for professional development that is not tainted by gender prejudice.

### THE BENEFITS OF CONVERGENCE: INTERACTION AND INCLUSION FOR A SHARED FUTURE

The coming together of men’s and women’s sports continues: an area reserved for girls who do not live in Milan has been opened at the Rossoneri boarding school.

The integration process within the men’s structure has been seamless, and the presence of the girls has brought many benefits.

Improvements have been observed in the dynamics of living together, from the attention paid to schoolwork to the respect shown for the rules. The young female athletes give

school and sports activities equal priority, and their example has positively influenced the boys’ thinking, too. “This once again proves how much diversity, whether gender-wise, culturally or in terms of background, is a very important value and always generates something constructive,” said Elisabet Spina.

AC Milan’s Head of Women’s football also stressed the importance of boys experiencing women’s matches: “When they get involved from the very beginning, it becomes normal for them to attend women’s matches - either in the role of spectator or ball boy - and feel part of the show.

Short- and medium-term strategic targets

#### - Further improve sports performance

AC Milan is a historic and illustrious club. With this in mind, the competitiveness of the women’s team remains the primary objective, both at First-Team and youth level.

It is not only about achieving sporting results in the immediate term, it is also about continuing to build a credible and empowering project both domestically and internationally.

#### - Internationalisation

Making the AC Milan Women brand even more recognisable and valued internationally, especially in the countries where it can contribute to the greater development of women’s football.

#### - Helping to create fair opportunities

The Women’s Sector serves as an active tool to promote the values of equity and equal opportunities and can make a concrete contribution to their implementation, especially in situations where there is a need to support cultural and social change in favour of women.

#### - Upgrading dedicated infrastructure

The Club considers it of primary importance to improve and expand its infrastructure in order to raise the entertainment quality of women’s football and allow all the game’s fans to enjoy its events to the fullest.

#### - Raising the standard of communication and entertainment

In addition to developing the technical and tactical aspects of participating teams, it is also necessary to improve the quality of entertainment content if we want to make women’s football more attractive to spectators.

This also involves the use of photos and videos, the provision of commentary and the publishing of various materials on online platforms and social media.



# PRIMAVERA AND YOUTH SECTOR 21/22



## AC MILAN YOUTH SECTOR TEAMS 21/22

UNDER 18	ALLIEVI NAZIONALI U17
ALLIEVI NAZIONALI U16	GIOVANISSIMI NAZIONALI U15
GIOVANISSIMI REGIONALI A U14	ESORDIENTI U13 PRO 2010
ESORDIENTI A U12	ESORDIENTI B U11
PULCINI U10	PULCINI U9
PRIMI CALCI U8	ALLIEVE NAZIONALI U17
GIOVANISSIME U15	ESORDIENTI U13
ESORDIENTI U11	PULCINE U9

# THE CLUB



## OUR GOVERNANCE MODEL

EFFECTIVELY ADMINISTERING A LARGE GROUP AND CLUB.

AC Milan's corporate governance system incorporates a responsible and transparent control system, aimed at ensuring a constant focus on value creation.

Although the Sustainability Report refers to the 2021/22 football season, we have chosen to include the Club's governance structure as of November 2023 in this section, which is when this Report was published.

The Club has a ten-member Board of Directors and a Chief Executive Officer who has been given broad powers of representation. The Club has also appointed a Board of Auditors, which consists of three full members and two alternate members.

The governing bodies also include an autonomous and independent Supervisory and Control Body, which is appointed by the Board of Directors and carries out oversight duties to prevent any form of interference and undue internal influence by any component of the organisation.

The Club has been owned by RedBird Capital Partners since August 2022.

To enable the governing bodies and their new structure to effectively operate, the Club's internal and external communication is open and transparent, allowing for sound corporate governance.

### BOARD OF DIRECTORS

PAOLO SCARONI (CHAIRMAN)

GERRY CARDINALE

GIORGIO FURLANI

STEFANO COCIRIO

RANDY LEVINE

GORDON SINGER

MARK DOWLEY

RICCARDO STEFANELLI

KEVIN LAFORCE

ROBERT KLEIN

### BOARD OF AUDITORS

FRANCO CARLO PAPA (CHAIRMAN)

CESARE CICCOLINI

ALBERTO DELLO STROLOGO

LUCA SALA (DEPUTY AUDITOR)

ALESSANDRO CERIANI (DEPUTY AUDITOR)

### SENIOR MANAGEMENT TEAM

GIORGIO FURLANI (CEO)

FRANCO BARESI (VICEPRESIDENTE ONORARIO)

STEFANO COCIRIO (CHIEF FINANCIAL OFFICER)

ROBERTO MASI (CHIEF BUSINESS OFFICER)

TANIA MORENO (CHIEF MARKETING OFFICER)

MAIKEL OETTL (CHIEF COMMERCIAL OFFICER)

PIER DONATO VERCELLONE (CHIEF COMMUNICATIONS OFFICER)



## ADMINISTRATION AND FINANCE

### THE CLUB'S RECOVERY AND RELAUNCH THROUGH RESPONSIBLE MANAGEMENT

The Shareholders' Meeting of AC Milan approved the 2021/22 Financial Statement, confirming a loss of €-66.5 million, an improvement compared to the €-96.4 million loss recorded in the previous financial year.

The path of recovery pursued in recent years thus continues to be consolidated. This is primarily evidenced by a net debt of €28.4 million as of 30 June 2022 compared to the figure of €101.6 million in the 2020/21 fiscal year.

#### RECOVERY AND RELAUNCH CONTINUES

The results obtained highlight a continuation of the Club's positive journey and a steady turnaround in financial expenditure despite the crisis in European football and the broader economy.

These are the aspects that characterise what has turned out to be a virtuous model. In 2020/21, brilliant sports results were also achieved thanks to careful management of available resources.

Indeed, AC Milan completed a historic triumph, winning the Scudetto for the first time in eleven years, and qualified for the 2022/23 Champions League.

Virtuous financial management has also positively influenced the health of the brand, which is viewed as competitive both within and outside of Italy. According to YouGov's FootballIndex ranking, which analyses the aspects that define the strength and health of a football brand, the AC Milan brand is the strongest among Italian clubs in the strategic markets of the USA and China.

**297,6 mln**

REVENUE  
(+ 12.2% COMPARED TO 2020/2021)

**-28,4 mln**

NET FINANCIAL DEBT(+ 73.2% COMPARED TO 2020/2021)

**29,3 mln**

EBITDA





## RESPONSIBLE MANAGEMENT

The principles guiding the Club's recovery efforts place the value of sustainability at the front and centre. The sports area operates symbiotically with the financial area. With this in mind, the guidelines that shape the Club's action plan are the following:

FINANCIAL SUSTAINABILITY	MARKET CHOICES	YOUTH POLICY	WAGE CAP	SPONSORING AND PARTNERSHIPS
Aiming to consolidate assets and develop Club talents	Making prudent choices in the market	Investing in talented youngsters and their growth	Adhere to a line of austerity with a view to implementing a wage cap	Building sponsorship and partnership relationships

AC Milan is a complex machine and needs to be optimally managed to function at its best.

The Finance, Administration and Control Division not only facilitates the careful management of the sports area but, as its core task, also carries out proper administrative, fiscal and financial controls and manages all resources.

Every task undertaken or to be undertaken depends on the Club having the right foundation on which to build its activities.

The Division plays a key role on this front, dealing mainly with:

- the preparation of annual financial statements

and consolidated financial statements, and the management of mandatory sporting requirements;

- the management of relations with lending institutions, treasury and corporate cash management, and the determination of appropriate financial policies;
- the fulfilment of tax and administrative requirements through verification of the legality of administrative documents and contracts, and management of tax obligations;
- the drawing up of the annual budget, and periodic analysis of deviations between the budget and actual data.



## THE POSITIVE EFFECTS OF THE 2021/22 SEASON

The main driving factors behind such a virtuous season for AC Milan were the positive effects of sports performance, an increase in the Club's overall revenues and a disciplined approach to cost management.

As regards revenues, growth on the commercial front provided a boost in income, as did the event revenue generated by the reopening of stadiums after the pandemic-induced restrictions of the 2020/21 season.



Data refers to the 2021/22 season

## OUR PEOPLE

### RECOGNISING THOSE WHO BUILD AC MILAN EVERY DAY

AC Milan's history and culture are considered legendary, just like all those who have contributed to their creation: from presidents and coaches through to players and all employees. The 'behind the scenes' of a Club like AC Milan is a complex machine made up of people and divisions that manage every aspect of the Club from an economic and organisational standpoint.

Not everyone who works for the Club physically takes to the pitch every week. However, they are certainly part of the team because they allow the Club to grow day-by-day, be competitive and build a solid future.

#### OUR APPROACH

AC Milan's corporate culture is based on the concept of a diverse community and togetherness, both within the Club and throughout what is referred

to as "Mondo Milan" ("AC Milan World"). With this culture in mind, daily work is done to ensure that everyone feels comfortable, safe and protected. Indeed, creating a healthy, inclusive and virtuous work environment has been a Club commitment for many years. Since 2018, the number of employees working for AC Milan has steadily grown, contributing to the internal redefining of roles, areas and work teams.

The new organisational structure has enriched the team and brought new perspectives and skills, thanks also to the recruitment of bright and ambitious individuals who want to continuously improve. This is precisely the reason why AC Milan offers ongoing training to all internal staff members. The objective is to grow, to keep on improving, to become a Club that is an attractive prospect regardless of gender, background, culture and specialisation, thus promoting the most inclusive and sporting values behind the game.



## OUR PEOPLE: A CLUB GROWING CONTINUOUSLY

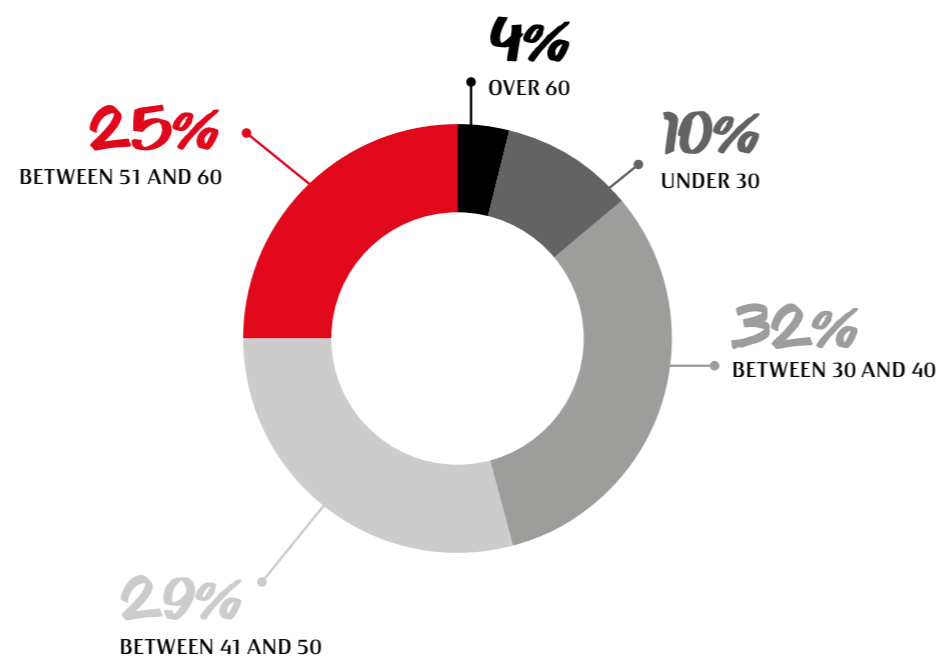
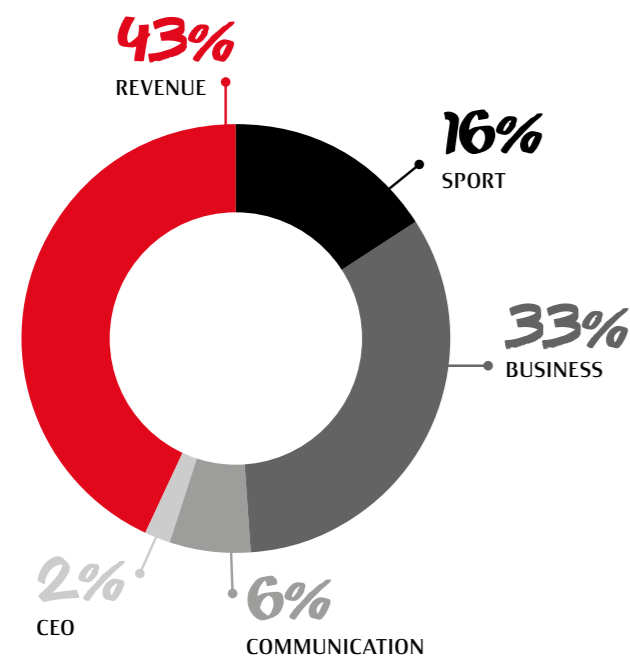
Today, AC Milan employs a total of 950 people, 250 of whom operate off the field (including employees, collaborators and consultants). Meanwhile, the remainder do on-the-pitch work (including coaches, players and staff). The 2021/22 campaign was a watershed in the working life of Club employees, who gradually returned to AC Milan's headquarters after the Covid-19 pandemic and collectively

celebrated the team's Serie A triumph.

The past year was very positive in terms of the Club's organisational growth, with the in-house expansion of previously outsourced operations (for example, e-commerce) and new expertise being added to the Marketing & CRM, Retail, Sponsorship Sales team. An important and wide-ranging induction programme for Under-30s was also developed, strengthening the implementation of internships and new entry-level contracts. Finally,

on a company level, another notable development was the renewal of the collective agreement with trade union representatives, allowing for the recognition of further important benefits for employees from a welfare standpoint.

More smart working opportunities, increased benefits and enhanced mobility support are some of the improvements that came out of the renewal.



*"As far as the next challenges are concerned, HR has become a key player in the business process, where the value of a company is measured through the people who work within it. It is people who will build the present and future, so we have to look for those who understand the importance of working in our environment with love and passion."*



**AGATA FRIGERIO**  
Human Resources Director, AC Milan

### ATTRACTING AND FINDING TALENT

With AC Milan's growth in mind, the objective is to embrace talent as well as diverse, young and open minds. In line with its sports strategy, the Club has thus started to bring in young recruits, both male and female.

The past year also saw an enhancement in human resources reporting in order to define performance levels and identify the most appropriate KPIs to monitor actions and act on employee satisfaction in a way that is measurable and fosters improvement.

The ultimate goal is to enable employees to be true ambassadors of an innovative and responsible company.

### TRAINING, GROWTH, HEALTH AND SAFETY

During the 2021/22 season, the HR department shared a questionnaire to survey employees regarding their training needs, with each individual being asked to express the skills they wanted to develop. This analysis led to the drafting of an individual development and training plan. Management figures will also get involved in the process with the aim of collectively building

progressive and technical training pathways, as well as pathways to acquire more transversal skills. All this work led to the organisation of English language and IT courses for almost 50% of company staff.

AC Milan considers it important to strengthen processes and systems that empower people. This means providing all employees with the tools and information they need to maximise their potential, which can then be put at the service of the

organisation. On the one hand, this means offering a leadership and skills development plan and, on the other hand, promoting a positive and stimulating organisational climate. Furthermore, improvement efforts continued in the sphere of work safety: the procedures for the technical and professional verification of contractors were optimised, while new safety training courses were introduced.



Data refers to the 2021/22 season

## WELFARE AND INCLUSION

AC Milan wants to continue to build a bigger, more efficient and more invested team: there is a need to work on people's mindset and awareness to transform football into a more responsible and innovative game.

This starts with listening to everyone's needs and dismantling the stereotype of football's masculine and male-centric nature. With this in mind, an important step was taken with the implementation of AC Milan's first work climate survey, allowing the Club to listen closely to all the people within

the organisation and get a clearer picture of their perceptions and experience in the work environment.

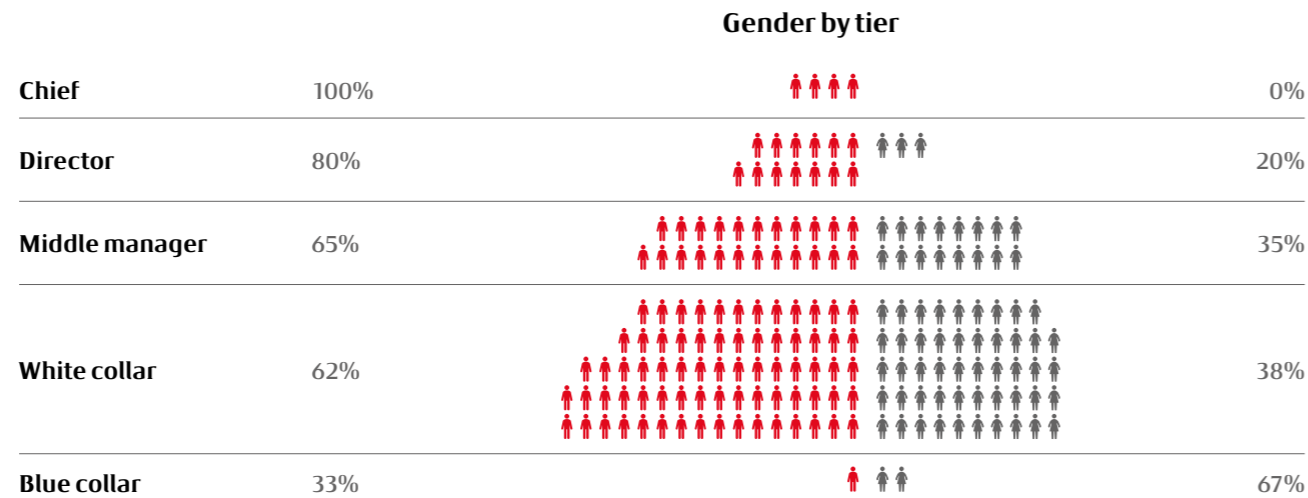
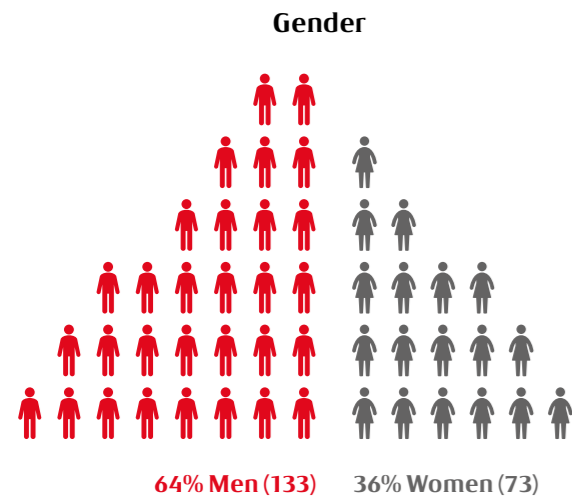
Furthermore, in order to build a new and more sensitive sports culture and an increasingly inclusive environment, one of AC Milan's aims is to bolster its workforce with many more women.

In addition, various measures were taken to strengthen employee welfare. Efforts to consolidate work-life balance continued, including an allowance of six days of smart working per month, as did mobility support for employees through public

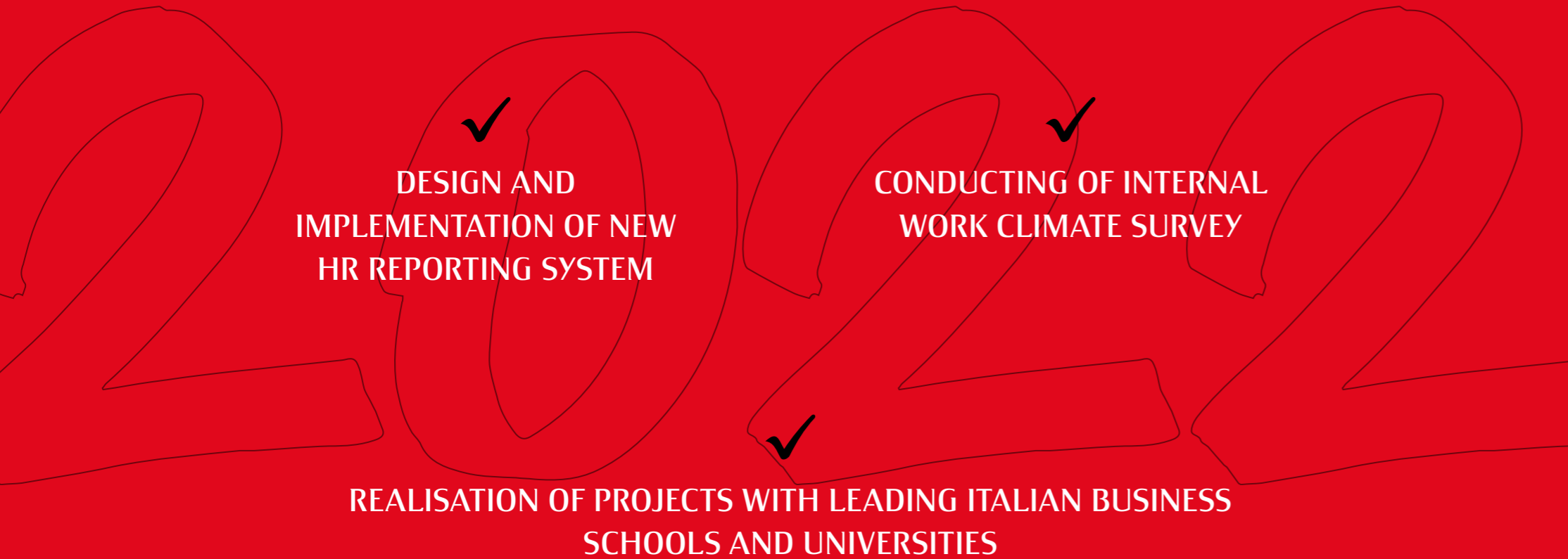
transportation passes.

Going forward, the Club aspires to make new people-related proposals, from improving employee welfare offerings and incentive schemes to increasing training opportunities.

In addition, there is the further aim of improving communication relating to all these initiatives - whether through the website, the careers site or through specific internal communication channels - so as to promote respect for diversity and build a positive working atmosphere and environment.



# TARGETS ACHIEVED 2021/22



# GOALS TO REACH



## ENGAGING COMMUNICATION

### AN ONGOING RELATIONSHIP WITH ALL STAKEHOLDERS, STRENGTHENING TIES TO THE CLUB AND REPUTATIONAL CAPITAL

In an industry that captures the attentions of billions of people around the world and whose product is constantly under the magnifying glass of the media, institutions and fans, communication plays a crucial role.

AC Milan has always been committed to maintaining an open and transparent dialogue with all its stakeholders through a distinctive and well-defined voice and identity, with an omnichannel approach that connects globally but engages personally.

In the recent past, this way of communicating has been strengthened with the aim of further developing the emotional bond with fans and all stakeholders through a new model that, alongside the more strictly sporting sphere, is capable of integrating and enhancing elements relating to branding and corporate purpose.

This represents a new strategic approach based on reputation, whose capital - combined with ESG- and sustainability-related elements - increasingly impacts the value of clubs and various organisations in the sports sector.

During the 2021/22 season, which culminated in the Rossoneri's 19th Scudetto triumph, a narrative was designed to convey and consolidate the distinguishing features of a global football icon and a new way of doing business, both on and off the pitch. In short: financially sustainable with a focus on young talent.

On-the-pitch excitement - with an entertaining and competitive brand of football - is combined with thrills off it by fuelling passions through the coming together of sport, entertainment, lifestyle, and youth and digital culture.

All the while, in the knowledge that a social and cultural institution with a community of more than 500 million people worldwide is being represented, the purpose is one of strong values.

It is a storytelling approach that has proven to be resilient and, importantly, allows passion and emotionality to be managed in a balanced way, with backlashes and the ups and downs of football being carefully handled. This is a crucial factor in being able to preserve the Club's reputation.

The reporting of social responsibility activities also contributes to the Club's corporate positioning, helping to strengthen relationships with partners and other stakeholders, encourage the engagement of younger generations, and make Rossoneri fans increasingly proud to support AC Milan. Meanwhile, through close ties to the celebrity universe, VIP and Talent Relations activities aim to spread Rossoneri passion away from the pitch, allowing the Club

to become a key player in the realms of lifestyle culture, customs and society.

The main platforms through which the Club communicates with its stakeholders and, at the same time, makes information and materials available are its proprietary digital channels, namely the official website, Milan TV and the AC Milan Official App. On these channels, different

types of content are distributed, including material of a sports-based, commercial, institutional and financial nature. Communicating in an active and conscious way allows the Club to elevate its reputational capital, consolidate emotional ties with its stakeholders and position AC Milan as an innovative, purpose-driven and forward-looking Club.





# STAKEHOLDER



## RELATIONS WITH STAKEHOLDERS

### DIALOGUE AND INVOLVEMENT TO CREATE LONG-LASTING BONDS

AC Milan's actions and activities have a deep impact on partners, stakeholders and interested parties, whose relationships are often intertwined. In the same way, decisions are also influenced by different, interested parties.

It is not just fans, Club members and employees who are involved and interested, but also sponsors and suppliers, together with the authorities, associations, the media, local bodies and higher educational institutions, with different ways of involvement depending on their nature and expectations.

AC Milan is committed to involving each of these categories of stakeholders to ensure they are listened to and spoken with, in a logic of growth shared by virtue of the type of relationship that exists and has been maintained over time.

#### WHO ARE OUR STAKEHOLDERS

Some categories of stakeholders are specific to world of football: players, fans, employees and Club members.

#### Players

Certainly among the most important stakeholders are the footballers, who represent a major asset in building the Club's perception and communication. They are an active part of developing the Club's reputation, involved in projects, communication campaigns or social responsibility initiatives.

#### Fans

The Club aims to strengthen the emotional bond with its fans, interacting through digital platforms, events and many other initiatives where they are personally involved.

#### Employees and members

Another vital group is Club employees and members, who are involved in the daily reports on all topics and processes managed by the HR Department. They participate in company initiatives and are also a vital element for the implementation of sustainability practices.

I NOSTRI STAKEHOLDER	MODALITÀ DI COINVOLGIMENTO
BUSINESSES	Donations to support collaboration projects, events, newsletters
PLAYERS	<ul style="list-style-type: none"> <li>- Events, visits to projects, media campaigns and fundraising</li> <li>- Payroll &amp; administration</li> <li>- Training, games, development</li> </ul>
CITY OF MILAN, LOCAL AND NATIONAL INSTITUTIONS (PA)	Events, meetings and collaborations, networking
EMPLOYEES AND MEMBERS	<ul style="list-style-type: none"> <li>- Implementation of sustainability practices</li> <li>- Events, fundraising, newsletters, business initiatives</li> <li>- Daily relations with HR management</li> </ul>
NON-PROFIT ORGANISATIONS (ASSOCIATIONS AND FOUNDATIONS)	Project developments, events, services, donations
FAMILIES OF YOUTH TEAM PLAYERS	Match support, Player Education Programmes
SUPPLIERS	Suppliers of materials (logistics and transport included)
INVESTORS	Meetings, presentations and reports
SPORTING INSTITUTIONS: LEGA / FIGC / UEFA	Production meetings (Lega Serie A), UEFA events management and general workshops on Digital trends
MEDIA	Activity amplification through articles/content, meetings, interviews and questionnaires
BUSINESS PARTNER	Project development
FOOTBALL SCHOOLS	Training
SPONSORS	Meetings for creating projects, production and reporting of branded content
FANS	Digital engagement, services, digital content, experiences, events, auctions
UNIVERSITY AND STUDENTS	References, business cases and internships, assesment center
LAW ENFORCEMENT	Meetings/event and match organisation
SHAREHOLDERS	Periodic meetings and communication
PUBLIC RELATIONS AND COMMUNICATION AND SUSTAINABILITY NETWORKING	Public relations and meetings for continuous improvement (marketing, communication, sustainability)

*“Our goal is to further strengthen the emotional bond with fans and all stakeholders through the development of a communication and storytelling strategy that can contribute to positioning AC Milan among the football clubs with the best reputation in the world.”*



**PIER DONATO VERCELLONE**  
Chief Communications Officer, AC Milan

## CLOSE TO OUR FANS

### AC MILAN FOR THOSE WHO LOVE FOOTBALL

AC Milan exists because of its fans. It is one of the most renowned clubs in the history of football and has more than 500 million fans worldwide.

For this reason, the club continues to be creative in order to offer a unique experience without limits: not

only matchdays and the stadium but also a world of digital and non-digital tools, such as the Museum, created specially for those who want to live and relive their footballing passion, Rossoneri history and take part in many exclusive experiences.

*“Launching Milan TV on Amazon Prime Video Channels adds an innovative way of using the Club’s official content, widening the audience reach and further strengthening the emotional bond with our fanbase. This project is a further step forward in the digitalisation of the Club and is part of numerous ongoing initiatives to position ourselves further as an entertainment company.”*



**LAMBERTO SIEGA**

Digital, Media & The Studios Director, AC Milan

## SUPPORTER LIAISON OFFICER

Supporter Liaison Officer. The Supporter Liaison Officer or SLO is a figure introduced by UEFA to facilitate and improve the relationship between Clubs and fans. The SLO carries out various activities, including coordinating organised choreo, the entry of flags and banners inside the stadium

and at away games, and primary and secondary school visits. The SLO has the important task of writing the code of conduct to protect the social dimension of football and be directly involved in welcoming safety inside and outside the stadium.

### MYMILAN

It is an area reserved to fans on the official website [acmilan.com](http://acmilan.com) to live out their Rossoneri passion.

They can purchase tickets and season tickets from the official e-commerce section, [store.milan.com](http://store.milan.com), and have the chance to take part in events and competitions, and access exclusive content.

### MILAN TV

Milan TV is the first Club Channel in Italy to offer a 360° angle on all of the goings-on at the Club: press conferences, interviews with players and coaches, Primavera and Women’s first team matches. But there’s more, the channel provides fans with quizzes and exclusive and dedicated content to the Rossonere and Youth Sector.

It is also available on Amazon Prime Video Channels.

### MILAN OFFICIAL APP

The App offers all the latest news, player profiles and stats, exclusive photos and videos, and events relating to every Rossonero team.

There is also the Match Center section where you can follow every team’s matches minute-by-minute, watch highlights of every game, press conferences and interviews, and see photos from training sessions.

### FAN ENGAGEMENT

An active area on the official site where fans can participate in club life: vote for the MVP of the month – most valuable player – or sing the club’s anthems.

## SPONSOR AND PARTNERSHIP

### THE STRENGTH OF COLLABORATION BASED ON THE FUTURE AND COMMON VALUES

#### A NETWORK THAT GOES BEYOND FOOTBALL

AC Milan has a long history of strategic partnerships that has led to successful collaborations with different brands and organizations present in various sectors.

The main objective for these alliances is to increasingly separate the Club's off-field performance with results on the pitch, ensuring that AC Milan can prosper successfully also in the long term.

Embracing a wide range of partners, AC Milan has built a solid network of commercial connections over the years that goes beyond football. Partnerships form the foundation of a winning project, conceived to maintain the Club at the top end both on the pitch and in the commercial field.

The strength of AC Milan's partnerships has shown to be a key element in its journey of success. During the 2021/22 season, the Club recorded an increase in sponsorship revenues of 17.6 million euros compared to the previous year.

#### RENEWING WITH PUMA

AC Milan renewed its partnership with PUMA, which began in 2018, focusing on performance and sustainability.

The collaboration focuses on the creation of innovative and eco-friendly products that unite football, fashion and support for women's football.

This agreement allows the AC Milan brand to expand beyond a sporting context, exploiting PUMA's experience and solid presence in the fashion and lifestyle industry.

Furthermore, an interesting development surrounds the renaming of the Vismara sports centre into the "Puma House of Football", dedicated to AC Milan's youth teams.




In addition to the partnership with PUMA, eight other deals have also been renewed during the 2021/22 season.

#### NEW PARTNERSHIPS FOR NEW FRONTIERS

During the 2021/22 season, AC Milan signed 18 new partnerships according to strategy logic, opening its doors to a greater commercial expansion in different sectors.

These new relationships offer the Club the opportunity to access new markets and new resources, enriching skills and know-how. These new explored areas include, in particular, technological innovation, entertainment and connecting with fans.



		
<p>The partnership between AC Milan and BitMEX represents the union of the Club's historic, iconic reputation and the expertise of BitMEX in the digital financial sector.</p> <p>BitMEX is a committed Principal Partner and, in the first of its kind, is also the Men's and Women's Teams' official shirt sponsors, as well as the Club's eSports team.</p>	<p>AC Milan and KONAMI have consolidated their position as entertainment brands, creating an ecosystem of innovative initiatives for players and fans.</p> <p>Starting next season, the eFootball™ logo, the popular football video game developed by KONAMI, will be present on the official Training Kits of the Men's First Team.</p>	<p>Through the partnership with the Club, wefox will launch its innovative insurance products also in Italy.</p> <p>Both companies have shared a path based on the future, innovation, integrity and inclusion.</p> <p>The wefox brand will appear below the shirt numbers of the Men's First Team.</p>

## PRINCIPAL AND PREMIUM PARTNERS 21/22 INFORMATION



THE WORLD OF AC MILAN

# TALENTS OF TOMORROW



## GROWING TALENTS: THE MILAN METHOD

THE KEY TO THE ROSSONERI'S SUCCESS IS BASED ON A HOLISTIC VISION

### OUR VISION

When you speak of children and young people's sports development, AC Milan is convinced that sporting and personal development go hand in hand: each young athlete is first and foremost a growing person who has specific needs, motivations, and learning principles.

Surrounding them is a network of relationships that affect their character and attitude, something that must always be taken into account.

As such, the Club has adopted a distinctive approach that does not aim to provide all the answers or designate definitive methodologies, but rather looks at the individual, in the context of the group, to encourage a dialogue between the players and their families. This approach underpins the Milan Method.

### THE MILAN METHOD

AC Milan is convinced that each young footballer is, above all else, a person on their path to becoming a responsible and conscientious adult.

For this reason, the Club's Youth Sector works to nurture its young people from various perspectives and to accompany them in their growth.

To do so, many years of experience have led to the development of a precise Method that works on four main elements, with equal attention paid to each one, of each child: academic education, skill acquisition and technical-tactical ability, development of personal relationships, and physical and mental well-being.



For athletic preparation and sports training to also be an opportunity for personal development, it is necessary for there to be a collaboration between diverse types of professionals that complement each other's work, as well as the collection and analysis of data collected during training to always improve the formative process.

To this end, the collaboration between the Youth Sector and the Milan Lab, the high-tech interdisciplinary scientific research centre owned by the Club, has intensified. The Milan Method, then, is the result of these synergies and is applied in various activities and contexts:

- Educational centre: the key location for the academic development of the youth and home to a series of cultural activities based around sport;
- PUMA House of Football: training centre for sporting excellence;
- Milan Lab: scientific research centre for the well-being of players.
- Moreover, thanks to the Milan Academy, in Italy and all over the world, with their sports centres, football schools and Junior Camps, the Club has the chance to spread the Milan Method throughout the country and overseas.

### PLAY AS A TOOL FOR LEARNING

One of the main educational principles that AC Milan brings to the pitch is the idea of the game in its most playful sense since it can be used as an education tool in various spheres:

- In the motor and technical sphere, with developmental objectives regarding perception, execution, and coordination;
- In the cognitive sphere, with developmental objectives regarding observational, analytical and interpretative skills;
- In the relational sphere, with development objectives regarding social interactions and relationships with others.



## THE MILAN METHOD

HELPING PLAYERS TO GROW INTO YOUNG MEN AND WOMEN  
DEVELOPING THEIR TECHNICAL AND PERSONAL SKILLS



OUT IN THE WORLD

### EDUCATION AND TRAINING

Developing understanding, values, and a sense of civic responsibility as well as a healthy approach to sport

VALUE OF ACADEMIC TRAINING

SPORTING CULTURE

TUTORING



ON THE PITCH

### TECHNICAL QUALITY

Acquiring and developing the right technical-tactical abilities

CUTTING-EDGE INFRASTRUCTURES AND TECHNOLOGIES

PROFESSIONAL APPROACH



WITH OTHERS

### VALUE OF RELATIONSHIP

Building relationships on and off the pitch

CREATIVE PLAY EXPERIENCES

BOARDING FACILITIES



WITH ONESELF

### MENTAL AND PHYSICAL WELLBEING

Taking care of one's own physical and mental health

QUALITY OF CARE AND RECOVERY

PSYCHOLOGICAL SUPPORT



## EDUCATION AND TRAINING

### CONTRIBUTING TO RAISING CONSCIENTIOUS PEOPLE AS WELL AS PLAYERS

#### TUTORING

AC Milan truly aims to nurture the personal growth of its athletes as well as their sporting skills.

The Club has deliberately created a tutoring program for the Youth Sector intending to support young athletes in managing a life defined by intense athletic training, but also huge emotions, they must also find the right balance in their daily routines including an academic and social education.

Any eventual squad involvements, for example, are evaluated after assessing both the technical and psycho-pedagogical areas, and as always, in conjunction with the daily observation of the athletes and their physical and mental state. The figure of the tutor becomes a significant reference point, a daily presence, and the unifying element in the relationship between the players, their families, academic institutions, and the Club.

The children often arrive from outside the region or from overseas and thus undergo their lives and sporting experience entirely away from their families.

#### REPORT CARD PROJECT

The project foresees the rigorous collection of academic report cards by the technical staff to identify those who need more attention, based on performance or other parameters.

In the short term, this project aims to aid with the motivation to study, as well as offer support to young people and their families when necessary and in case of difficulties.

In the long term, moreover, the project aims to bolster the synergy between technical staff, psychopedagogy, and families, to take thorough care of the athlete, not only on the pitch.



## INCREASING TECHNICAL QUALITY

### SCOUTING AS A TOOL FOR INVESTING IN THE PROFESSIONALS OF TOMORROW

#### SCOUTING

From the “Pulcini” to the “Primavera”, AC Milan has designed a specific research and recruiting process for young talent to set up Youth Sector sides, constantly paying attention to the needs and protection of young players.

There are 18 squads in total, male and female included: over 400 children and young people aged from 10 to 18. An important introduction made in the 2021/22 season was the U19 Women’s Primavera side that completes the line-up of female sides.

In line with the European standard, the Club has developed a system of observation to analyse various games all over Italy and evaluate the prospective talents that could be of interest.

Scouting is a fundamental activity and represents the Club’s investment in its young professionals: in the Under 19s, for example, many young people have only ever worn the AC Milan shirt. The same goes for the First Team squad: they are talents that AC Milan has nurtured and helped to grow over time. This certainly represents a success and advantage for the Club, above all from a technical point of view, but also a great challenge.

#### “IN THE GOALKEEPER’S HEAD” PROJECT

The project is the result of a collaboration between psycho-pedagogy and the goalkeeping sectors. The trial programme aims to promote the development of the goalkeeper’s specific horizontal skillset.

More than other roles, a goalkeeper requires a particular set of technical and tactical skills, physique, ability to read the game, concentration, and management of emotions that are different to what is necessary for other players.

The objective is to ensure that the goalkeeper can spread a sense of security to the squad, as well as contribute to the management of a game via effective communication.



## VALUE OF RELATIONSHIPS

### BOARDING

#### THE OFFERING

In the 2021/22 season, AC Milan's boarding facilities represented a home for 41 young people between 14 and 19, and 10 adult staff members.

Young players from all over Italy, and in some case Europe, stay at the boarding school. The school's purpose is to support and take place in synergy with the work of the PUMA House of Football Sports Centre.

The Club decided to create a physical space to follow and support the young people in all aspects of their lives outside of their athletic preparation.

As well as offering them a home, boarding accompanies the athletes on their academic and interpersonal journeys. A typical day begins with school, with many residents attending the Sporting Science High School, whilst the afternoon sees them train at the PUMA House of Football and study, either alone or with the help of a tutor who is available on a 24-hour basis.

As illustrated in the in-depth analysis of women's football, from the 2021/22 season, an area of the boarding facilities was reserved for young female players for the first time, bringing considerable benefits to all the young guests.

#### GROWING AS A PERSON OUTSIDE OF SPORT

Living away from home and away from family relationships is an important element to pay attention to. The opportunity to board with AC Milan allows every young athlete to take a path of real growth and maturity: the youths' biggest desire is to become excellent players, but it is also fundamental to accompany them in their growth as people and in their relationships with others.

The young people are aware that every part of boarding life has been thought out with them in mind. Having a medical centre available, for example, allows them to be constantly monitored and the time to recover from an injury be seen as another opportunity to grow.

These moments are spent alongside teammates, with a continued routine for the young Rossoneri and with the constant support of tutors. All this work would be impossible without the presence and commitment of staff members. Tutors represent constant figures that contribute to guiding young athletes on a journey of conscientiousness and growth, taking in the values of sport, including those of managing challenges and being defeated.



## PHYSICAL AND MENTAL WELL-BEING

### MENS SANA IN CORPORE SANO: SCIENCE IN SUPPORT OF PLAYERS

#### THE MILAN LAB

Intending to improve the physical health screenings of athletes in the Youth Sector, the Club has decided to broaden the scope of the Milan Lab to also include the young Rossoneri talents.

The Milan Lab is a high-tech scientific research centre in Milanello. It was established in 2002 to create scientific and technological support for the management of an athlete's health, understood by AC Milan not only as an absence of illness but as an overall well-being that includes physical, mental, and social elements.

Data is collected to benefit both the parents and young people, and the Club. Organised into a database, they are used to evaluate a player's specific characteristics and plan the best strategies to provide personalised support.

The Milan Lab's Youth Sector project adopts a systematic approach that marries up knowledge and skills in various areas: sports science, biochemistry and biomechanics, psychology, cognitive science, chiropody, neuroscience, and information technology. Athletic preparations are not dedicated to a single squad, they are available to each side, in line with a transversal approach that guarantees the best synergy and collaboration

between different professionals, including physiotherapists, psychologists, and nutritionists. The constant becomes the staff as a team, not as individuals.

The collaboration between Milan Lab and the Rossoneri Youth Sector has also worked in close association with the Milan Football School projects, intending to always guarantee the best qualitative standards and growth accuracy thanks to the ever-increasing collection and analysis of data.

#### #MILANGENTILE PROJECT

Created by the psycho-pedagogical area of the Youth Sector, #MilanGentile is a project that aims at promoting an active attitude towards socialising on and off the pitch, hoping to improve and support the development of behaviour based on fair play and sportsmanship.

A contest was launched alongside the project where each player could vote for one of their teammates, who set themselves apart with a kind action. At the end of the season, the three players with the most votes were awarded for their kindness and commitment to fair play.

#### "INJURY MINDSET" PROJECT

Designed as a way to support athletes in rehabilitation for long periods, the project aims to speed up physical recovery, in potentially critical moments, using psychological strategies and through monitoring the mood of the young players.

#### "MENTAL TOUGHNESS" PROJECT

From Elisabetta Spina (Head of Women's Football) and Davide Corti (Women's Primavera Head Coach), the project is particularly aimed at the Women's Primavera side. "Mental Toughness" works to aid the construction of a group and create dynamics that help sporting performance.

The project sees the integration of various training elements (technical, tactical, physical and mental), as well as the involvement of various professionals. In this way, athletes are supported in their development of so-called mental skills, and practical resources for increasing effectiveness and managing criticism, which harmoniously follow their growth journey to obtain maximum results and optimise group and individual resources.



## OUR MILAN ACADEMIES

### BEHIND THE SCENES AND TOUCHLINE FEELINGS ONLINE

#### THE VISION OF OUR ACADEMIES

The Milan Academies are dedicated to players under the age of 18. They were created to increase the teaching of the game and to shape a football school model that can promote and nurture the values of sporting culture on and off the pitch. These are the tools that the Club uses to spread the Milan Method beyond the PUMA House of Football, Casa Milan, and the boarding facilities, throughout the rest of Italy and the world.

The Academies offer training activities based on the development of motor, technical, tactical, and psychological skills, in line with an approach that unites technical capabilities with real experiences.

The offering is designed for national and international sports associations, both amateur

and professional, for technical staff and managers, institutions and sponsors that come together with different aims under the ultimate goal of nurturing sporting culture in their areas and communities.

The Academies' role is to spread the values of the Milan Method to the professionals dedicated to the personal and sporting development of the young people involved in football: playing and teamwork, passion, elegance, and excellence. Thus, the Academy represents the real central innovations of AC Milan, made up of professional sporting staff, including managers, trainers, teachers and educators, who all incarnate the principles of the Club and work to instil a new way of football.





### MILAN ACADEMY NETWORK: NATIONAL AND INTERNATIONAL EXPERIENCES

The Academy network extends across Italy, as well as overseas. Set apart by an approach that puts the well-being and growth of young players at its centre, the Milan Academy Italia project works to create synergies between teachers, technical staff, parents, and directors to create individual development paths and answers to the young people's needs to grow.

Since its inception, the project has worked alongside the Football Schools and Technical Centres in Italy to promote a healthy sporting culture through the teaching of football skills.

Based on the Italian model, the Milan International Academy project pursues the same goals, enriching its offering with digital tools. The project aims to promote a continued dialogue between clubs, parents, and local institutions to spread the values of sport and the vision of the Club, offering training to the technical and managerial staff of its partners.

Other than the sharing of sporting culture, with the international project, AC Milan has committed to promoting preparatory football initiatives for the youngest involved and specialised work for the U18s, also through the presence of an official Rossoneri coach on-site, meetings with the Milan Academy staff, and the organisation of recreational, sporting, and commercial events.

The International Academies are modelled after the Milan Method and then adapted to the specific socio-cultural context of where they are based to make the most of the technical and tactical, motor and coordination, athletic and social elements of playing football, always accompanying young people in their personal, sporting, and professional growth.



Data refers to the 2021/22

## MILAN JUNIOR CAMP

The Milan Junior Camps have been organised for many years in Italy and are summer camps in the spirit of the Rossoneri, where football and fun come together to form a unique experience.

Participating in a Milan Junior Camp does not only include training and football but also ensures a special experience in a safe and secure environment.

There are different types of Milan Junior Camp.

**RESIDENTIAL** - The residential camps, also known as “Camp with a suitcase”, offer young people from the ages of 10 to 17 the chance to spend one or more weeks in renowned tourist locations, at the sea or in the mountains.

Designed as an opportunity for young people to gain new experiences, the summer camps provide the chance to immerse themselves in various activities, go on excursions, and enjoy themselves with the guaranteed warmth of the Rossoneri staff.

**CITY CAMP** - A daytime camp designed for those who wish to stay close to home, the City Camps are offered to children from 6 to 17 years old and offer a training and entertainment programme of one or more weeks, Monday to Friday, in some of Italy’s major cities.

**INTERNATIONAL** - The overseas Milan camps take place in various selected locations all over the world. Similar to the residential camps in Italy, they offer a fun, social, living and footballing experience in a totally secure environment with the supervision of highly qualified AC Milan staff. Participants age from 6 to 17.

**GOALKEEPERS** - Specifically designed for aspiring number 1s between 6 and 17, the goalkeepers’ camps are offered to all those who want an experience and to train their technical and tactical skills as goalkeepers, thanks to the guidance and supervision of specific coaches. As with all Milan Junior Camps, there are also moments of fun with educational entertainment activities.



# GOALS MET IN 2021/22



# GOALS TO REACH





# THE ROSSONERI DIGITAL EXPERIENCE

## FROM FOOTBALL CLUB TO MEDIA COMPANY

EVOLVING TOGETHER WITH  
FOOTBALL AND THE NEEDS  
OF FANS, FOCUSING ON  
ENTERTAINING AND HIGH-  
QUALITY CONTENT

Continuing with the Digital Transformation plan started in 2018, AC Milan kept up its communication activity in the 2021/22 season to improve and further enhance experiences for its fans and sponsors.

Through increasingly high-quality digital content, the Club wants to build engaging relationships with all the stakeholders.

And interaction and involvement are crucial factors that AC Milan intends to capitalise on, both in terms of potential commercial activity and strategic opportunities for innovation and brand positioning.

### THE DIGITAL, MEDIA & THE STUDIOS DEPARTMENT

The Digital, Media & The Studios area carry out various functions. In addition to dealing with strategic management of the Club's touchpoints, from the website to social media, it takes care of editorial content and supervises production. The department also manages publication and the content editorial plan, generates performance reporting and is responsible for setting and monitoring the objectives of engagement and interaction with fans.

This area also manages the Club's eSports team who, in the 2021/22 season, played in the virtual eSerie A TIM.

60 mln

SOCIAL MEDIA FOLLOWERS  
(+10,3M, +21% COMPARED TO 2020/2021 SEASON)

37

DISTRIBUTION PLATFORMS (+11 COMPARED TO  
2020/2021 SEASON)

37,6 k

NUMBER OF PUBLISHED CONTENT PIECES ON  
SOCIAL MEDIA, APP AND WEBSITE  
(+6,2 K, +20% COMPARED TO 2020/2021 SEASON)

## SEASON HIGHLIGHTS

In the 2021/22 season, AC Milan got back to the top of Italian football, and this contributed to generating significant digital growth.

A success made by the ability to capture the interest of different types of audiences with very high-quality content. The Club gained 10.3 million more followers, thanks to the popularity of TikTok and the growth of YouTube.

Overall video views exceeded one billion: shorts, in particular, were the key to this success.

The AC Milan App reached one million downloads and the website saw a significant increase in online traffic.

During the season, "Rossoneri Stories" was launched, a series of podcasts inspired by stories

of the Club while, at a campaign level, the season stood out for:

- conception, production and publication of fan engagement campaigns dedicated to new arrivals (#NewPlayersUnlocked);
- celebrations dedicated to the Scudetto: the dedicated #AlwaysWithYou campaign received a great response by recording, just in the week of the Scudetto victory, 1.5 million new followers. The campaign also won first prize at the "Football Summit Award" and the "SportsPro OTT" Silver award, evaluating the Club's commitment to creating a passionate community involved on all platforms.

A further event that distinguished the season was the launch of e-commerce, with an important impact not only at the digital exposure level but also in economic returns.

These are just some of the steps the Club has undertaken to successfully take advantage of opportunities within the sector.

In fact, future ambitions in the digital field concern the continuous improvement of performance, the maximization of content on the most popular platforms and increasing the number of partnerships and sponsorships.

With a view to consolidating its positioning as an innovative club in the digital field, AC Milan will therefore continue to invest in emerging technologies and creative ideas.

1,5 mln

NEW FOLLOWERS IN 7 DAYS

1,3 mln

PIECES OF PRODUCED CONTENT

239 mln

VIDEO VIEWS



## SOCIAL MEDIA PRESENCE

MANY FACES, BUT ONLY ONE ROSSONERO HEART THAT SHARES THE SAME FEELINGS

### OUR 37 OFFICIAL ACCOUNTS

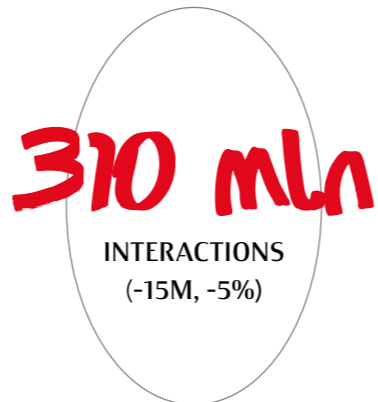
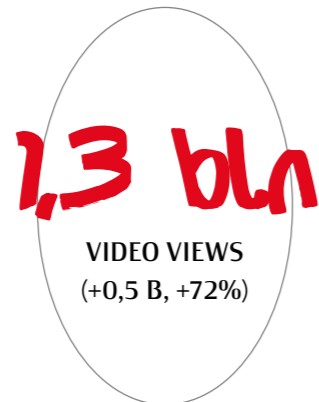
AC Milan is present internationally with 37 accounts, including Facebook, Instagram, TikTok, Twitter and YouTube. The 2021/22 season saw two new levels of YouTube Membership and the opening of two new channels in China (Kuaishou and Tmall), to a total of eight in the country.

### WINNING THE SCUDETTO AND THE SOCIAL MEDIA BOOST

As mentioned, the 2021/22 season guaranteed significant growth in the Club's social media thanks to the Scudetto success.

An extraordinary event, after eleven years, that was an opportunity to consolidate and increase the level of fan connection and engagement across the world, making the most of the emotional moment also in economic terms.

With this objective, work was done to involve every Rossoneri fan in the team's celebrations. The strategy focused above all on videos, available in different formats: from live content, in order to share the celebrations in real-time, to shorts to capture those intense moments and generate high interaction, up to longer videos to fully take advantage of the emotional perspective.



## A MULTICHANNEL OFFERING

### PITCHSIDE FEELINGS AND BEHIND THE SCENES BROUGHT ONLINE

#### WEBSITE

Through its communication channels, the Club is constantly striving to cover the different needs of its stakeholders, first and foremost those of the fans, 365 days a year, 24 hours a day, 7 days a week.

In the digital ecosystem, the website covers a particularly important role in terms of service to fans and constitutes the preferred channel for ticket sales, merchandising and releasing relevant Club information and updates.

The graphic and visual aspect is coherently reflected in the creativity adopted in stadium settings, at Milanello and the PUMA House of Football Sports Center, alongside all social content on Milan TV and on the official App.

#### MILAN TV

Milan TV is the Club Channel dedicated to all Rossoneri fans. The channel broadcasts press conferences, interviews with players and coaches, and Primavera and Women's First Team matches.

Quizzes and content also find space on the exclusive channel along with a series of specific formats that bring the fan closer to the Rossoneri world. The contents transmitted are produced internally at the Casa Milan studios.

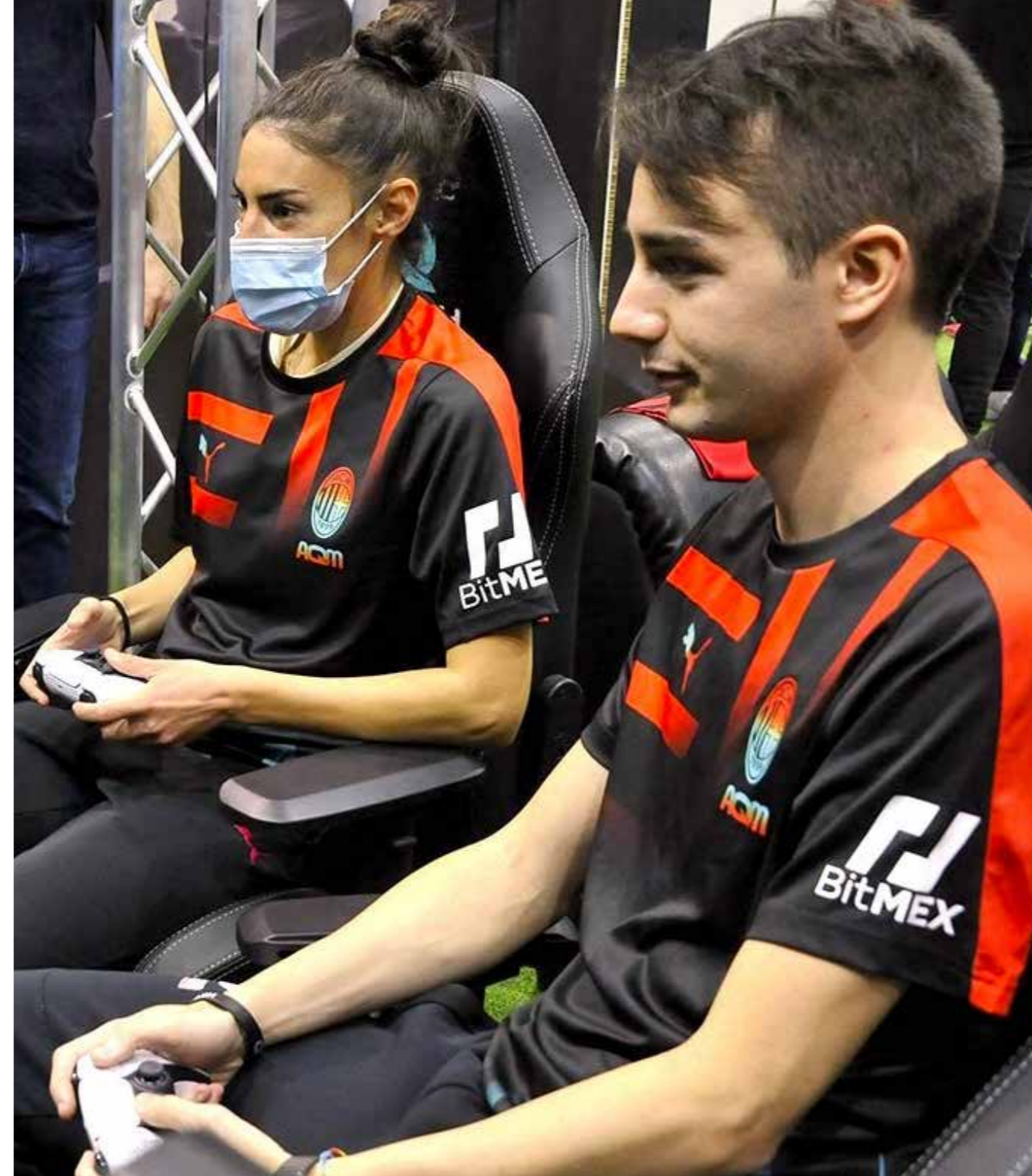
#### eSPORT

One of the Digital team's activities also concerns managing communication of AC Milan QLASH, the Club's official team dedicated to virtual sports.

QLASH is an eSports organization based in Italy, founded with the aim of creating effective and engaging connections in the gaming community thanks to an innovative use of content production, professional player and influencers management, and the organization of community and competitive events.

With this in mind, QLASH takes care of finding players, managing tournament registration and providing the technical platform to play on.

On the other hand, AC Milan is responsible for communication on its channels (from participation in important tournaments to the management of sponsors' rights, for example KONAMI).



#### STADIUM PRODUCTION AREA

Starting from the 2021/22 season, AC Milan decided to produce their matches independently, on behalf of Serie A. The Lega Serie A sets the standards of production (e.g. the total number of cameras needed, the director, quality standards), but leaves the clubs the opportunity to produce independently.

Producing in-house provides the Club with important know-how development, but also an economic return that is later reinvested into production - for example, equipping the stadium with more cameras or even to buy drones for aerial shots.

The added value of autonomous production also lies in the opportunity to respond effectively and quickly to national and international broadcasters' requests, who tend to want additional services compared to Lega Serie A.

## THE STUDIOS: MILAN MEDIA HOUSE

### A NEW MANAGEMENT MODEL, CONTENT PRODUCTION AND DISTRIBUTION

#### FROM SPORT TO ENTERTAINMENT

The Studios are at Casa Milan and represent a crucial evolutionary turning point for the Club, which is now recognized as a true Media Company able to reach fans across the world and provide an immersive experience inside the Rossoneri world.

In the context of an ever-evolving sports industry, which is heading towards entertainment more and more, it is also necessary to evolve the standards of interaction.

The young fan has, in fact, changed a lot: they experience football, the match, in a whole new way, in a different time, through highlights, inspirations and stories of players' lives.

Through these shared emotions and content, the younger fans become passionate and create their bond with the team, no longer through just watching 90 minutes of live football. "The Studios: Milan Media House", as a hub for media production and distribution, therefore represents the attempt to

further strengthen the bond with its fans, allowing for the expansion of geographical and generational scope.

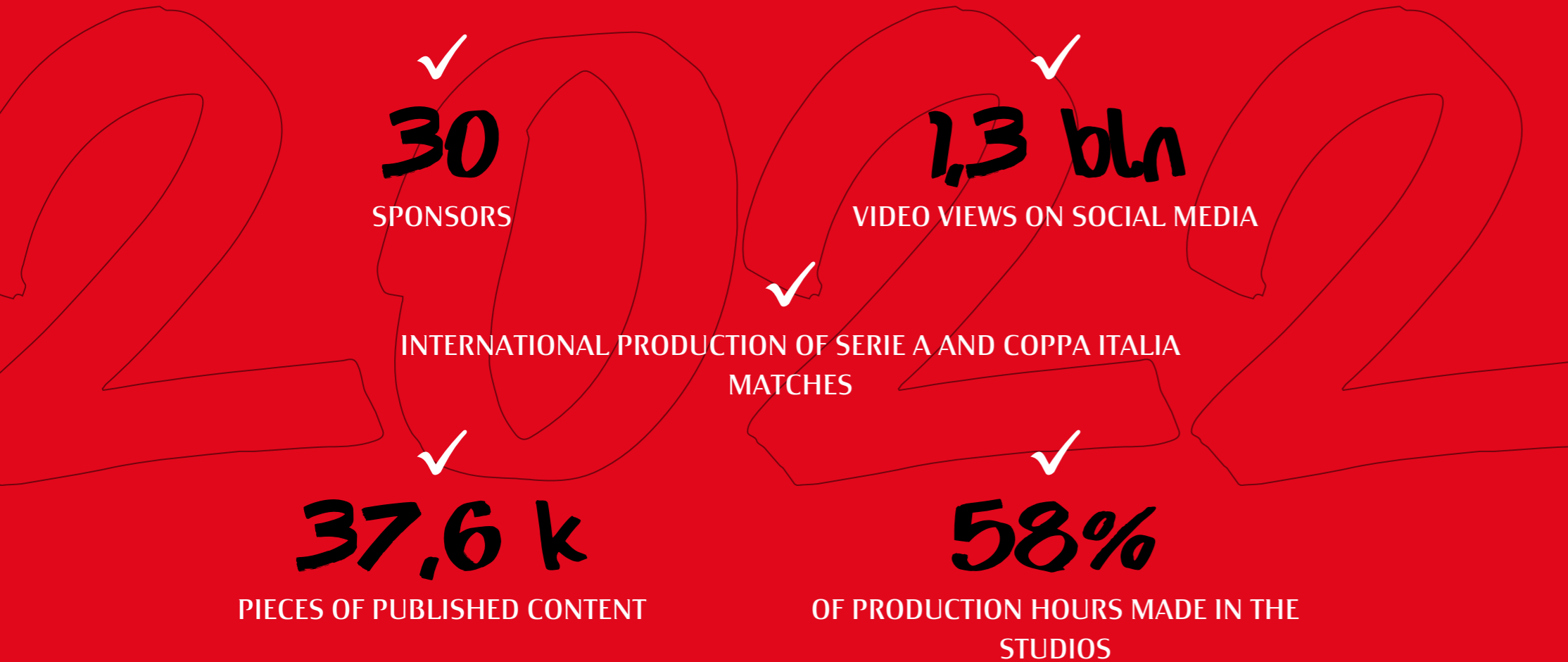
The multimedia studios, thanks to the fully digital 100% IP-based technology, come with three different sets connected directly to the conference room at Milanello. The cutting-edge technology equipment includes 4k cameras and LCD-LED technology displays, a control room, and a voiceover room for commentary during games and recording podcasts.

While the end of the previous season gave birth to the Studios, the 2021/22 season saw its value consolidated. As of today, AC Milan can count on an editorial team of 45 high-level professionals, including journalists, video editors, content creators and a social media manager.

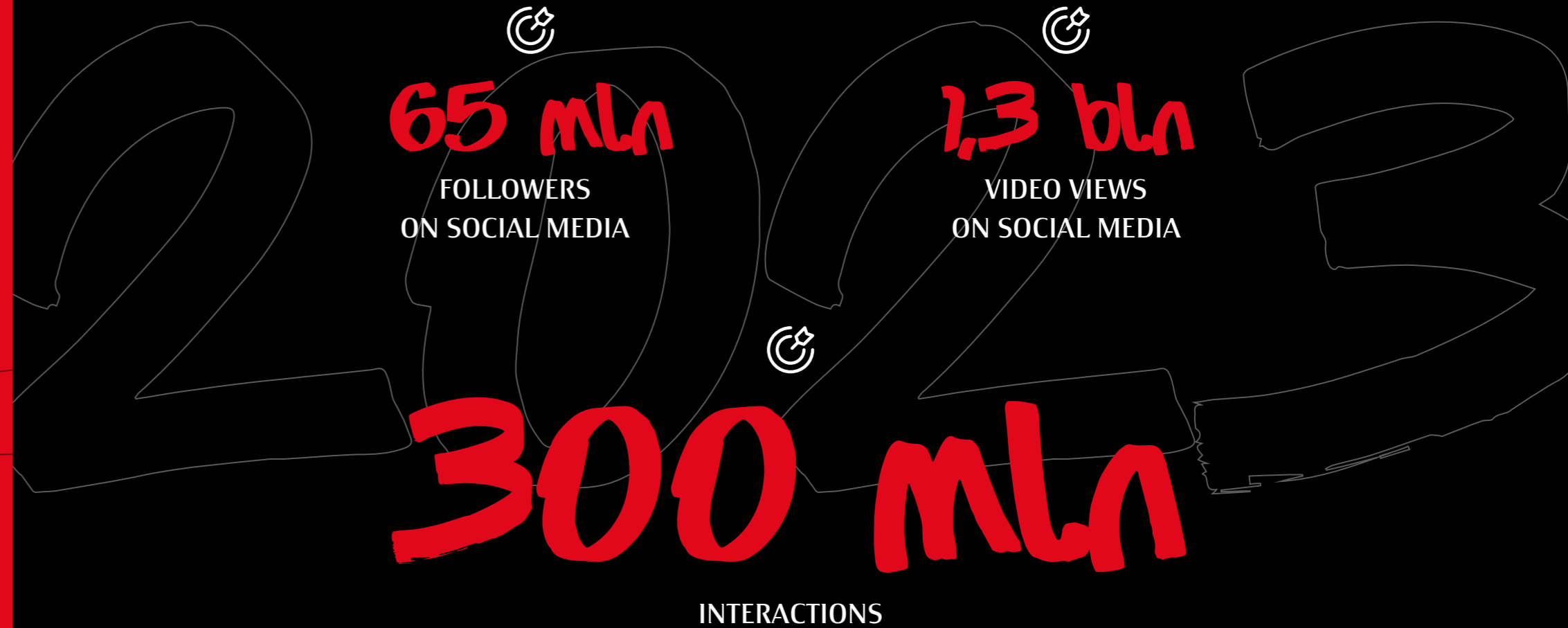
The objective of this team is to make AC Milan compete in the global entertainment and media market.



# GOALS MET IN 2021/22



# GOALS TO REACH



THE WORLD OF AC MILAN

# THE ICONIC BRAND



## A BRAND THAT GOES BEYOND FOOTBALL

AC MILAN AMID SPORT,  
FASHION AND LIFESTYLE

The AC Milan brand is celebrated worldwide due to its unique identity that sees history, tradition and prestige come together as part of a modern and international approach.

For AC Milan, being a point of reference in football isn't enough: the Club also wants to embrace other spheres such as fashion, lifestyle, and culture. This desire is manifested through numerous initiatives undertaken by the Club to bring this iconic brand ever closer to an increasingly diverse audience.

### A SHOPPING EXPERIENCE FOR MORE PEOPLE: NEW SYNERGY BETWEEN RETAIL AND E-COMMERCE

The E-commerce, Retail & Licensing department manages activities related to online sales of Club products through the e-commerce platform and takes care of retail operations, overseeing physical (retail) stores, events and promotional activities.

It is also responsible for the management of AC Milan brand licensing rights and major commercial partnerships. During the 2021/22 season, the retail area experienced strong growth thanks to some important investments. One significant development

was the inauguration of the "Store Match Day", a physical sales outlet located outside the stadium and open during home matches.

The store is specially designed to offer fans and followers a unique shopping experience, offering a wide range of official AC Milan products.

In July 2022, AC Milan also took a significant step with the launch of its e-commerce website. In doing so, the Club began managing the entire online sales process, ensuring a smooth experience for fans. The site was designed with ease of access in mind for all types of customers, and there is also an accessible version to cater to different categories of users.

The Club's expansion strategy in both the physical and online worlds is further proof of its desire to move ever closer to its supporters. By implementing an omnichannel approach, products are increasingly accessible and an even stronger relationship with the fanbase is created.

"Our goal is to position one of the best football clubs in the world as a lifestyle brand, a social and cultural institution that is also relevant to younger generations beyond the pitch."



**VALERIO ROCCHETTI**

Ecommerce, Retail & Licensing Director, AC Milan

## FASHION AND SUSTAINABILITY: A PERFECT FIT FOR GENERATION Z

The Club has established a solid connection with Generation Z, enhancing the fresh and distinctive characteristics of its brand.

Aware of the importance of future fans, AC Milan is committed to involving them in a variety of ways. In addition to its presence on social media channels such as Instagram and TikTok and its entry into the world of eSports, the Club engages young people through its brand and merchandising.

AC Milan has launched several exclusive high-quality clothing collections characterised by a modern style.

To do so, the Club has entered into major partnerships with internationally renowned fashion brands and designers with the aim of expanding its presence in the world of style and fashion, thus building a bridge between football and lifestyle.

Through these Made in Italy products, there is a shift towards lower-impact solutions. One example is the capsule collection created in collaboration with PUMA and Koché and presented during Paris Fashion Week.

This unique collection in limited edition was made of unused and completely reworked football jerseys.







## AN EVER-EXPANDING FUTURE

The future of the AC Milan brand will be characterised by constant and dynamic growth. The Club is committed to continuing on the path it has already embarked upon, holding firm to its identity and increasingly seeking connections with other sectors and target audiences.

To achieve these goals, AC Milan will focus on three key aspects:

- increasing collaborations with nearby suppliers to boost the local economy;
- developing increasingly sustainable product lines and, in doing so, embracing eco-friendly practices and materials to reduce environmental impact;
- improving the buying experience for fans within the digital ecosystem by making the purchasing process more user-friendly and interconnected.

## A COLLECTION OF UPCYCLED JERSEYS AT PARIS FASHION WEEK

Christelle Kocher is an experienced designer and the founder of the French brand Koché. Thanks to her talent, she transformed unused AC Milan jerseys into unique garments that were presented at Paris Fashion Week in February 2022.

The upcycling process involves reworking, cutting, sewing, decorating and embroidering existing items to create new pieces for re-release to the public.

With its lower environmental impact, it is one of the trends in sustainable fashion. In this case, AC Milan and PUMA provided the base material through jerseys from previous seasons. The Rossonero style is clear for all to see and was enriched with details thanks to the creativity of the French designer.

Koché is a brand that stands for values such as diversity and inclusivity when it comes to gender, body and origin. This is a vision that is fully shared by AC Milan.



THE WORLD OF AC MILAN

# HABITAT MILAN



## OUR SPACE: CASA MILAN

WHERE THE ROSSONERI'S HISTORY CAN BE RELIVED OVER AND OVER AGAIN

### A MEETING SPACE FOR EVERYONE

Casa Milan is located in the redeveloped area of Portello and houses the headquarters of Associazione Calcio Milan. Casa Milan is not just the place where the Club's HQ is, but also the official store, ticket office, restaurant, Mondo Museum Milan and the Studios. Built in 2014, Casa

Milan aims to be a meeting, entertainment and cultural space for employees, footballers, fans and every visitor from Italy and the world.

This is where the #SEMPREMILAN spirit is lived, sharing a great passion and also participating actively and personally in club life.



## MUSEO MONDO MILAN

The Mondo Milan Museum is an emotional journey of history, through Rossoneri collections and testimonies, to celebrate over 120 years of the Club.

The museum in fact houses numerous and rare historical artefacts and memorabilia that best represent the Club's history. Furthermore, the exhibition runs through the most significant moments in the Club's history through interviews and testimonies of past greats who wrote it: these include Cesare Maldini, José Altafini, Giovanni Lodetti, Arrigo Sacchi, Mauro Tassotti, Kaká.

One of the most evocative places in the museum is the Trophy Room: a unique collection of Cup as well as record-breaking for Italian football.

The room exhibits 42 trophies, including European Cups/Champions League, Intercontinental Cups, European Super Cups, World Club Cups and the

Ballon d'Or, in a breath-taking display that also houses the largest reproduction of the Champions League trophy (three metres high, weighing 800kg, created by over 680 hours of work).

Museo Mondo Milan is appreciated by both young and old, with a games and educational tour tailored entirely for youngsters. The visit is also interactive thanks to the inclusion of 14 touch screens that explain the Rossoneri's history and achievements.

Finally, the museum is more than just a celebration of the Club's history. On matchdays, it is also a meeting point for fans, offering space for socialising, sharing and creating a sense of belonging. As well as these activities linked to strengthening the bond between fans, other social inclusion activities are organised that go beyond a sporting context.

## A STORY OF PASSION, BELONGING AND SOCIAL RESPONSIBILITY

Among the celebrations that characterized the 2021/22 season, the Club also celebrated its 122nd birthday. For the occasion, thanks to the work with Fondazione Milan, an important charity project in partnership with UNICEF to support children in South Sudan was launched.

The project was born from the experiences of Jan Grarup, a renowned Danish war photographer, who came across a child wearing a torn Rossoneri jersey, due to use, whilst reporting on the dire conditions of the local population following flooding. It was from the 2016/17 season and Grarup asked for a new one in exchange.

As a fan, struck by the passion and attachment that 'work of art' – as the shirt was defined – had sparked in him, he decided to donate it to the Club, where it immediately became a symbol of belonging and unity regardless of age, ethnicity or social condition.

Through the Foundation, the Club committed to offering concrete support, through donations to humanitarian projects carried out by UNICEF to help the social and health emergency that is happening in South Sudan, with special attention to the population's young. From that moment, a special section dedicated to social responsibility projects supported by the Club with Fondazione Milan was created at the Museo Milan Mondo, where the aforementioned jersey from South Sudan is also on display.



OVER  
**120**  
YEARS OF  
HISTORY

**2000 sqm**  
EXHIBITION SPACE

**42**  
TROPHIES ON DISPLAY

## OUR SPORTS CENTRES

### STATE OF THE ART AND INNOVATION FOR ITALIAN AND EUROPEAN FOOTBALL

#### MILANELLO

Created in 1963 by Andrea Rizzoli, and subsequently updated by Silvio Berlusconi, the Milanello sports centre holds the record for being the oldest sports facility entirely dedicated to a football club.

Milanello is located in the Olona Valley, in the province of Varese, and sits in a green oasis of 160,000 square metres, which includes a pine forest and a pond. A logistics and architectural example, the centre has set a trend over the years, establishing itself as a favoured place for athletics training professionals. It is today subject to continuous modernisation to guarantee cutting-edge structures and spaces for athletes.

AC Milan is also working to enhance its communications capacity, allowing, for example, Milan TV to follow the players' daily routine and share life in training with the fans.

The centre is also home to the first official day of pre-season, which is also open to fans who offer their support to the team and have the chance to attend the first training session on the pitches.

#### A NEW HOME FOR THE MEN'S PRIMAVERA TEAM

On the eve of its 60th anniversary, the Milanello sports centre continues to be modernised to best accommodate players from the great AC Milan team.

During the 2021/22 season, a new building was designed, created specifically for the needs of the Men's Primavera team.

The building, which is set to be completed in 2022/23 season, is a concrete application of AC Milan's philosophy to develop future talents with the best technical tools available. The building has been studied in an innovative way and is equipped to guarantee maximum comfort.

The areas have been designed with attention to the smallest details to guarantee the best preparation possible for matches. In addition to the offices, the meeting room and a hi-tech video room, the project also includes a fully equipped gym, a medical area, changing rooms and other rooms dedicated to the Men's Primavera players.

#### PUMA HOUSE OF FOOTBALL

Since 26 June 2022, as part of a partnership agreement, Puma has been the "Official Naming Partner" of Vismara, AC Milan's training centre, renamed "PUMA House of Football", for the Club's Youth Sector teams.

The centre has been designed to best serve the young players' needs for personal and educational growth, as well as athletically, with investment focused on the next generation of young AC Milan footballers, including the Women's Sector players, too.

For AC Milan, in fact, developing football talent means looking at the full development of future players. For this reason, the PUMA House of Football is not only cutting edge from a technical and sports preparation point of view but also from a children's growth and well-being one. Particular attention, in fact, is paid to the care and prevention of sports and youth pathologies, thanks to a medical team composed of eight doctors and 14 physiotherapists, as well as a psychotherapist and sports psychologist.

To further strengthen the commitment towards the

youngsters' psychological and physical health, the Club has decided to also extend the Milan Lab activities dedicated to the First Team to the Youth Sector, subjecting the players to physiological and aptitude tests to monitor their health and well-being

status, as well as differentiating the athletic coaches (see chapter dedicated to "The talents of tomorrow" for further in-depth analysis).



## OUR STADIUM: SAN SIRO

### ACTIVITIES

Planning and managing everything that takes place at San Siro is entrusted to the Stadium Operations division. Those responsible for this interaction make relations with all the various people involved in every match, from the First Team to fans and sponsors.

The assigned team coordinates everything related to booking and ticketing systems, as well as arrivals at the stadium, from parking to accreditation. San Siro also hosts numerous other events, both internal and external, which require cross-management with various other departments, starting from the administrative-legal section.

### STADIUM SECURITY

The Club assumes responsibility for the control and safety at San Siro during its events. Around 1000 stewards, who provide information and assistance in every sector of the stadium, are present at every AC Milan home match.

The primary objective is to guarantee a positive experience during the game for both home and away fans. Access to the stadium is through 16 gates equipped with 164 turnstiles, of which four are reserved for fans with disabilities.

San Siro also has a modern video surveillance system that monitors both inside and outside the stadium.

Stadium safety is a top priority for AC Milan. Everyone - adults, families and children – must be allowed to attend in safe knowledge: a football match is not just a sporting competition but also a moment to celebrate together.

### A SAN SIRO FOR EVERYONE

San Siro is a tangible symbol of the relationship that binds AC Milan to its community. This is why our commitment is to guarantee stadium access to every fan.

In this regard, the Club takes constant, appropriate action to find solutions that respond to the most diverse needs, combining services and possibilities offered by the structure to allow everyone to access San Siro.

In fact, an average of 300 free tickets are reserved for fans with disabilities or from difficult social backgrounds and their family members or carers. Additionally, an audio description service is provided during home games for visually impaired and blind fans, as illustrated in the chapter “Close to those who love football”.





# SUPPORTING COMMUNITIES

# TRACING SUSTAINABILITY

## ACTIONS AND AREAS OF INTERVENTION

### ACCESSIBILITY

Offering football without barriers so that every person receives the best possible experience both on and off the field

### EQUITY, EQUALITY, AND INCLUSION

Activate and support social and cultural change at a local community and international level

### ENVIRONMENT

Actively work in reducing environmental impact and support initiatives aimed at tackling climate change

## CONTINUING THE RESPACT MESSAGE

### AN EDI MANIFESTO TO ACT TANGIBLY

The RespAct Manifesto, presented publicly in 2020, is a programme of activities through which the Club promotes equity, diversity, and inclusion (EDI).

The programme continues to shape the Club's vision and commitment to spreading positive sporting values and fighting all forms of prejudice and discrimination, launching a cultural change not only in football but also in society in general.

The Manifesto is developed through four directives that guide the Club's social policy action

**Awareness:** using global platforms and the strength of the brand to bring awareness about important social topics and issues, such as racism, different forms of diversity and protection of the rights of minorities (religious, sexual, ethnic, etc.)

**Education:** acquiring knowledge to identify important issues and having the necessary tools to

deal with them.

**Prevention:** possessing strategies, tools, and technologies to allow identification and prevention of acts, behaviours, and violent conduct, illegal and discriminatory, both in the digital field and in real life.

**Sharing:** promoting common, shared, and systematic action to develop the entire ecosystem that revolves around football. Activity silos will become further enriched in the future through new projects, partnerships, and meeting opportunities, to constantly evolve the Club's social work. In fact, through the Manifesto, AC Milan is committed to being a leader in the field of social responsibility and the whole world of sport.



SUPPORTING COMMUNITIES

# CLOSE TO THOSE WHO LOVE FOOTBALL



## THE WORLD OF AC MILAN WITHOUT BARRIERS

ENSURING THE BEST  
EXPERIENCE FOR ALL FANS,  
BOTH AT THE STADIUM AND  
AT HOME

AC Milan has always been committed to allowing everyone to experience the excitement of being part of the Rossoneri family without any barriers or obstacles. Both on and off the pitch, AC Milan's objective is to create a fair and inclusive environment based on the principles of sport and which involves all fans.

Numerous inclusion projects and initiatives that follow the guidelines set out in the aforementioned RespAct Manifesto are being developed. A large portion of the initiatives focus on access challenges, both physical and digital, in football.

"AC Milan for All" is the programme through which the Club promotes inclusion and accessibility, both on and off the pitch. These initiatives have been praised by UEFA and the FIGC and aim to ensure the best possible stadium experience for all fans with disabilities.

### AC MILAN FOR ALL AT THE STADIUM

Everyone is welcome at San Siro. At the stadium, fans experience unrivalled emotions thanks to the power of the chants; the colours of the flags; the enthusiasm of fellow supporters; the bright lights, and the scent of grass from the pitch.

A game at San Siro generates all of this, and everyone deserves to experience this passion, this togetherness, and these special emotions.

Through the "AC Milan for All" programme, the Club seeks to welcome all fans to the stadium while aiming to break down barriers and overcome social prejudices. With this in mind, the Club has focused heavily on stadium accessibility and match participation for people with different types and degrees of disabilities.

### FANS IN WHEELCHAIRS AND WITH REDUCED MOBILITY

For each home game, the Club guarantees an average of 250 free admissions for fans in wheelchairs and their carers. This is possible thanks to some important investments that have been made since 2016 with the aim of increasing the number of dedicated spaces and improving their quality, as well as offering a specialised steward service.

The well-established and long-standing initiative includes a dedicated reservation service and the provision of specific spaces inside the stadium that are designed to meet the needs of wheelchair users and fans with reduced mobility.



## VISUALLY IMPAIRED AND BLIND SUPPORTERS

The established partnerships with the Milan Blind Institute Foundation and the Italian Union for the Blind and Visually Impaired aim to continue building a Club that is increasingly inclusive, open, and responsive to the needs and expectations of all. As part of the "AC Milan for All" programme, the Club has an exclusive designated section at pitch level for visually impaired and blind fans.

Additionally, an audio description service has been made available to them: a Radio Rossonera commentator narrates every detail of home games directly from the stadium's press box.

This live commentary is broadcast through a dedicated radio signal and is available to listen to through an audio device distributed to fans at their assigned seats. Furthermore, thanks to a well-established digitalisation process, AC Milan has

been able to bring the emotions and atmosphere of the stadium to those at home through technology and AC Milan's official digital channels. These tools are particularly useful and appreciated by visually impaired and blind fans.

In particular, thanks to partnerships with Google and Amazon Alexa, fans have been able to access a range of additional features to fully experience the intensity of matches: beyond the classic commentary, they have had the chance to enjoy additional news, podcasts, chants, and much more.



*"For over 180 years, the Milan Blind Institute has promoted the full inclusion of persons with visual disabilities in education, work, and society. In addition to the multiple educational and training activities aimed at helping the blind, our organisation is committed to promoting access to culture and sports."*

*For this reason, the 'AC Milan for All' project, which facilitates access to the stadium for fans with visual disabilities, is in complete harmony with the mission of the Blind Institute. Thanks to the live audio description of matches, blind and visually impaired spectators can fully enjoy the stadium experience, rejoicing (and suffering) together with thousands of other people."*

**RODOLFO MASTO**

Presidente dell'Istituto dei Ciechi di Milano

### SUPPORTERS WITH HEARING IMPAIRMENT AND DEAFNESS

As a Club committed to genuine inclusivity, AC Milan has entered into an agreement with the National Institute of the Deaf to ensure better access for deaf supporters to events and digital content. This is made possible through a subtitling and Italian Sign Language (LIS) translation service.

To make the Club's digital content accessible to everyone each week, key videos and interviews have been subtitled and translated into LIS. Moreover, AC Milan is the only club in Italy that offers live LIS coverage of all of Coach Pioli's pre-match press conferences.

Sporting events play a crucial unifying role for the deaf community, fostering and promoting inclusion. The Club's aim is to allow an increasing number of supporters to experience all the emotions of the red and black stripes.

*"I'm extremely happy to announce the continuation of the partnership for the 2021/22 season, as we keep up video subtitling and the translation of Coach Pioli's pre-match press conferences into sign language."*

#### RENZO CORTI

President of the Lombardy Regional Council of the National Institute of the Deaf



### IL MILAN PER TUTTI IN NUMERI

**250 seats**

reserved for fans in wheelchairs in a dedicated sector at every home game

**20 seats**

reserved for disability-related organisations and associations at every home game

**20 seats**

reserved for fans who are visually impaired or blind in a dedicated sector at every home game

Dedicated audio description service for visually impaired or blind fans for every game, either via smart devices or directly at the stadium: 600 fans per season, more than 4000 at home:

**600 fans** per seasons

more than **4.000** at home

Partnerships with the National Institute of the Deaf, the Milan Blind Insitute Foundation and the Italian Union for the Blind and the Visually Impaired

## FUTURE OBJECTIVES

To best represent the Club's long-term vision and reaffirm its choice to become increasingly inclusive, open, and responsible, AC Milan has set goals that also look to the future. Regarding San Siro, the primary goal is to organise training activities for stewards so that matchday and event staff are

aware of the disability code of conduct, ensuring they are prepared to welcome all fans.

A further objective is to provide a well-coordinated and consistent method of signposting to help all those who may have difficulty asking for directions, making it easier for them to find their way. Furthermore, given the possible construction of a

new stadium for the Club in future, the aspiration is to ensure that disabled fans will be able to purchase tickets in every sector, as well as to offer the same services for fans with and without disabilities.

*"Together, we will make the Club even more accessible by identifying new initiatives and effective solutions to ensure accessibility for all fans. We will strengthen a best-case scenario that sees us as pioneers in the sector, making it available to the entire Italian football system, whilst we await its evolution and real progress regarding social inclusion."*



**PAOLO SCARONI**  
President, AC Milan



SUPPORTING COMMUNITIES

# CLOSE TO A CHANGING COMMUNITY

## THE CLUB'S SOCIAL RESPONSIBILITY ACTIONS

PROMOTING RESPECT, EQUALITY, AND INCLUSION TO CONTRIBUTE TO A BETTER SOCIETY.

Driven by the passion of over 500 million fans globally, AC Milan is aware of its role within society and the importance of focusing on all communities, starting from where it was founded and extending all over the world.

With this clear vision, over the years, AC Milan has continued to strengthen its mission to foster social and cultural change.

### SHARING VALUES

In the Digital Education Field

In the realm of digital education, the comprehensive monitoring and moderation of intolerant language on social media have continued (see dedicated box).

Simultaneously, the collaboration with the Parole O\_Stili Association, promoter of the "Manifesto of non-hostile communication for sports," has continued. The association conducted digital training sessions for Club employees and members.

An event was also organized for 200 young players from the AC Milan Youth Sector, discussing the theme of verbal violence on social media.

*"It was an important meeting for us young people as part of a generation that extensively uses social media. Sometimes these platforms can influence us and lead us to make wrong choices, so we must be able to choose wisely. Social media should be a useful tool, not a problem. Furthermore, as members of an important club like AC Milan, we must learn to pay attention to what we post online, the words we use, and be responsible because we want to embody the values of sport, even in the digital sphere."*

**ROSY RUSSO**

President and Founder  
of Parole O\_Stili

STRATEGY FOR MITIGATING INTOLERANCE ON SOCIAL MEDIA

AC Milan invests in strategies, tools, and technologies to support the identification and prevention of inappropriate and discriminatory content in its digital spaces.

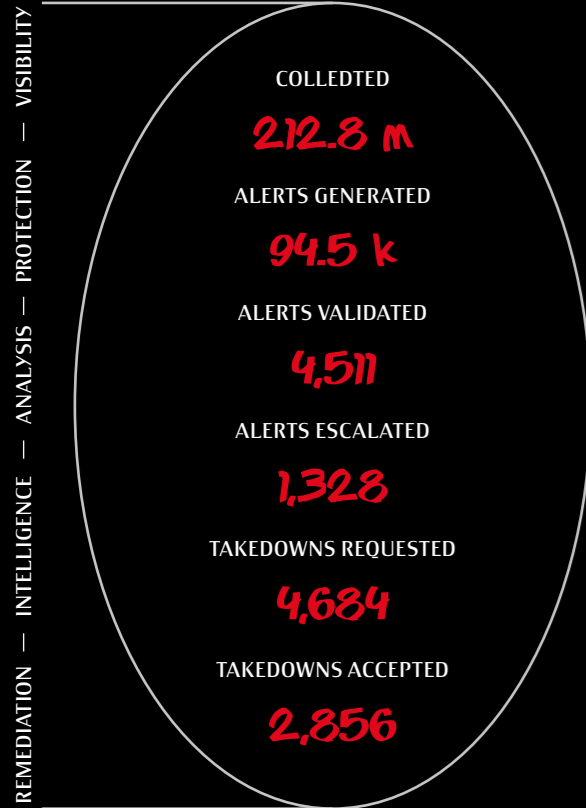
Since its presence on social media, began the Club has created an artificial intelligence model based on a list of keywords that should not be used

in its spaces. In 2019, the Club further invested in preventing and identifying discriminatory acts in its digital environment, in collaboration with a cybersecurity company.

This approach allows the Club to address various types of digital violations directly and indirectly connected to its accounts and AC Milan-related conversations. The rules for detecting discriminatory posts and comments in Italian have been further enhanced, related to terms

linked to discrimination based on race, ethnicity, religion, geographical location, gender, and sexual orientation.

Whenever any of these words are used in relation to the Club, an alert allows the team to take action by requesting that the content be reported or removed directly.



- Since 2019, almost 213 million posts and comments have been analysed by the cybersecurity platform.
- Among these, 94.5K potentially problematic pieces of content were analysed.
- Cybersecurity specialists forwarded over 4.5K reports to AC Milan to potentially take action.
- Social media removed over 2.8K pieces of content after receiving a removal request, and AC Milan specialists directly removed over 1.3K pieces of content. In total, over 4K pieces of content were removed.

In Prejudice Awareness

The “All the Colours of Sport” project, launched in 2021 under the RespAct initiative, is a source of great satisfaction for the Club.

Meetings with high school students are moments of exchange and enrichment for all participants.

During the 2021/22 season, five meetings involving over a thousand students were organized alongside partner Banco BPM.

Serving as ambassadors of positive values and against all forms of prejudice were: Alessandro Florenzi and Matteo Gabbia from the First Men’s Team (Russel-Fontana Artistic High School in Garbagnate Milanese); Women’s First Team goalkeeper Laura Giuliani (Russel-Fontana Sports High School in Garbagnate Milanese and Cardano High School in Milan); defender Laia Codina (Carlo Porta Sports High School in Monza); and Men’s First Team defender Pierre Kalulu (French students at the Capirola Institute in Leno).

In Football for People with Disabilities

AC Milan supported two teams that participated in the Paralympic and Experimental Football Division of the FIGC, a tournament reserved for players with intellectual-relational disabilities. AC Milan was among the first 9 professional clubs to immediately join the DCPS championship initiative.

In the Lombardy group, the teams Briantea84 and Vharese received official AC Milan kits, with which they played all their matches.

For Briantea84, this is a form of recognition, as the Cantù club has been defending the red and black colours for several years.

Founded in 1984, today the association, with over 90 volunteers, offers the opportunity for more than 170 athletes to compete in five Paralympic disciplines, simultaneously developing cultural projects with schools, sports clubs, youth clubs, and promotion entities. On the other hand, in its first year, the collaboration with Vharese, a multisport association born in Varese in 2005, aims to expand

and strengthen fundamental concepts in the fields of sports, relational and social integration, and to promote a different culture surrounding disability.

The association has 166 athletes in seven different disciplines and collaborates with numerous organizations and associations to promote solidarity initiatives and offer integration opportunities. For AC Milan v Salernitana on 4 December 2021, five representatives from each of the two clubs attended the match at San Siro.

They were protagonists of an activity included in the #disableprejudices campaign promoted by the FIGC for Serie A TIM, Serie BKT, and Serie C championships on the International Day of Persons with Disabilities (December 3).

Before the kick-off, the lads inspected the pitch wearing AC Milan clothing, while a video supporting the campaign was broadcast on the stadium’s big screens.

### In the promotion of gender equality

In synergy with the strategy for building women's football outlined in the respective chapter, AC Milan aims to provide all its employees and members with a space that promotes and effectuates gender equality, one that is safe and free from discrimination. Additionally, the Club seeks to convey this message to a wider audience.

In March 2022, the #WeAllAreFootball project was introduced, outlining guidelines to promote gender equality and dismantle all forms of discrimination. Presented at Casa Milan through a roundtable discussion, the ten-point manifesto outlines principles and attitudes that everyone can employ in their daily lives to mitigate gender-based conflict.

Direct interventions in infrastructure and logistics have also been planned to minimise the risk of discomfort, both for the coaching staff and the female players. In addition, a series of meetings with psychologists and educators aimed at listening and creating a constructive dialogue has been organised to ensure a healthy and welcoming environment and to promote professional development unaffected by gender biases.

Finally, AC Milan has decided to support the Pangea Onlus Foundation on the International Day for the Elimination of Violence against Women in

2021 (25 November).

AC Milan's contribution has assisted in the integration process of ten Afghan women forced to leave their country for Italy following the Taliban takeover.

### Other activities for international days

Other specific activities for international days include AC Milan's adoption of a Stumbling Stone, the largest distributed monument in Europe, in memory of the victims of Nazi extermination camps, on Holocaust Memorial Day (27 January 2022) for the second consecutive year. The connection between AC Milan and this project is strengthened by the story of the father of the current President of the Stumbling Stones Committee in Milan. Mino Steiner was a Milanese student in the 1920s and was taken from us in a concentration camp in 1945.

### COMMUNITY ENGAGEMENT

In recent years, AC Milan has built strong and fruitful relationships with various Italian universities. During the 2021/22 season, AC Milan made its expertise and know-how available to prestigious academic institutions to transmit skills, work methodologies, and experience, contributing to the growth of future generations and the training of tomorrow's talents.

Among the activities and initiatives carried out were visits to Casa Milan offices and studios, participation in academic Career Days, and the initiation of numerous internships that led to employment. Additionally, AC Milan continued one of its long-running activities, with players and staff visiting hospitals, nursing homes, and third-sector organisations, bringing gifts, autographs, and smiles to both young and old.

During the season, the paediatric departments of Milan's Policlinico, the Institute of Tumors in Milan, and the Del Ponte Hospital in Varese were all involved. Furthermore, all the activities of the Fondazione Milan, as outlined in the next chapter, align with this direction. The Foundation works in collaboration with the Corporate Social Responsibility (CSR) function to expand the impact and effectiveness of the Club's strategic objectives.



## FUTURE OBJECTIVES

In line with the areas explored in the journey of social responsibility, AC Milan aims to continue significant initiatives and promote new projects. The CSR function aspires to become an icon and corporate facilitator of sustainability practices thoroughly involving the Club.

Among the medium-term goals, AC Milan aim to:

- Make its assets and communication potential available to relevant social stakeholders;
- Become a national and international reference point in its sector for equity, diversity, and inclusion (EDI), and sustainability;
- Contribute to positive cultural change as a social institution.

In the 2022/2023 season, several new initiatives have already been launched. For instance, the opportunity to experience being a “little mascot” before matches has been extended to children with disabilities or from challenging social and family backgrounds. Additionally, AC Milan has joined the “Da grande, Milano” project, hosting children who

have undergone complex paediatric surgery, along with their families, at San Siro, the Mondo Milan museum, or Milanello. Finally, with the “The passion that unites us” project, the Club aims to provide visibility to social and charitable organisations during home games.

PLANTING VALUE ENGAGEMENT	COMMUNITY
<ul style="list-style-type: none"> <li>- Collaboration and workshops with the “Parole O_Stili” Association: two events per season involving players, staff, and families.</li> </ul>	<ul style="list-style-type: none"> <li>- Visits to hospitals, nursing homes, and third-sector entities.</li> </ul>
<ul style="list-style-type: none"> <li>- Moderation and removal of intolerant content on social media: over a million pieces of content analysed.</li> </ul>	<ul style="list-style-type: none"> <li>- Contributions and collaborations with university and post-university courses on sustainability.</li> </ul>
<ul style="list-style-type: none"> <li>- “All the Colours of Sport”: 5 sessions in the 21/22 season, engaging over 1,000 students.</li> </ul>	<ul style="list-style-type: none"> <li>- Engaging with stakeholders through a dedicated email.</li> </ul>
<ul style="list-style-type: none"> <li>- Adoption of two teams- Braintea84 and Varese- competing in the Paralympic and Experimental Football division promoted by the FIGC.</li> </ul>	<ul style="list-style-type: none"> <li>- Projects and initiative undertaken annually by the Fondazione Milan in the following areas: “Sport for Change,” “Sport for All,” and “Assist”.</li> </ul>
<ul style="list-style-type: none"> <li>- #WeAreAllFootball project to promote gender equality and the development of an operational protocol to mitigate gender equality.</li> </ul>	
<ul style="list-style-type: none"> <li>- Support for ten female Afghan refugees in Italy through the Pangea Onlus Foundation (International Day for the Elimination of Violence against Women).</li> </ul>	
<ul style="list-style-type: none"> <li>- Adoption of a Stumbling Stone for the second consecutive year (Holocaust Memorial Day).</li> </ul>	
<ul style="list-style-type: none"> <li>- Participation in national and international conferences on sustainability with the CSR representative.</li> </ul>	



## THE EXPERIENCE OF FONDAZIONE MILAN

SINCE 2003, OUR TOOL FOR CHARITY AND SOCIAL IMPROVEMENT THROUGH SPORT

Founded in 2003, Fondazione Milan Onlus is a public charity with a strong identity and a precise impact strategy. Today, Fondazione Milan provides specialised know-how and expertise gained in almost two decades of activity. It has a recognised and appreciated reputation not only in the sports field.

So much so that in October 2021, the Foundation contributed to the creation of the Sport for Inclusion Network, a third-sector organisation created by 21 Italian foundations involved in inclusive sports, with Rocco Giorgianni - Secretary General of Fondazione Milan - as President. Fondazione Milan's impact strategy aligns with three of the seventeen Sustainable Development Goals promoted by the United Nations General Assembly in the 2030 Agenda: health and well-being (goal 3), quality education (goal 4), and reducing inequalities (goal 10).

### SEASON HIGHLIGHTS

In the 2021/22 season, we became even more aware of the serious consequences of Covid on youth realities, in Italy and beyond. The Foundation used its sports expertise to stimulate and bring together as many young people as possible. Sport is an effective engagement tool for marginalised people of all genders and can make a positive contribution to the community. Projects were effectuated both in the Milan area and abroad during the season, with over 4,500 children supported.

### VISION

We wish to create a world in which each young person can grow thanks to sports to discover and improve themselves.

### MISSION

We want to invest in the potential of young people through projects that make the most of the power and values of sports.

We want to give children and young people, especially those from difficult backgrounds or living below the poverty line, the opportunity to grow and develop their talent.

*"There are experiences and journeys that have enriched me personally. In Lebanon, for example, where we were in a facility housing Syrian refugees. Or in Kenya, another incredible experience, where we promoted inclusion and aggregation through sport. And then the food collection and distribution activities during COVID-19. And finally, the Glorie, the team of Rossoneri Legends that debuted in 2008 alongside Stefano Borgonovo to raise funds against ALS. Players know that carrying the Fondazione Milan brand around the world is a privilege."*



**FRANCO BARESI**

Board Member and Ambassador, Fondazione Milan



## FONDAZIONE MILAN'S THREE PROGRAMMES

### SPORT FOR CHANGE

#### INTRODUCTION

The programme was created to support children and young people who live in difficult circumstances and are experiencing economic, social, and educational hardship, in contexts that expose them to the risk of dropping out of school or entering the criminal circuit. The programme promotes sports practice, fostering integration and social inclusion, and creating a sense of identity and belonging.

#### THE SEASON

New partners were identified in Kampala (Uganda), while collaborations continued in Milan (with the Kayros Association) and in Como (with ASD Cometa). To strengthen the fight against educational poverty, the project “Building the Future, Together!” was launched in schools in Rome, Syracuse, Naples, Bari, Palermo, and Reggio Calabria, in collaboration with ActionAid and Fondazione Cassa Depositi e Prestiti. The project allowed young students to develop their soft skills through active citizenship and training paths in various areas, including sports.

#### FOCUS

The project “From Milan to the World” was created with Puma and the Milan Club and is linked to the launch of AC Milan’s second shirt for the 2021/22 season. Fans could vote for one of the six social projects carried out in the cities of Milan, New York, Rio de Janeiro, Nairobi, Calcutta, and Melbourne. Among the over 50,000 votes received, “Alice for Children,” was selected, the campaign dedicated to establishing women’s football in the Dandora area of Nairobi, Kenya. Thanks to the donations received, it was possible to contribute to the activation of the candidate projects in other cities as well.

#### OUR PARTNERS

Kayros Onlus Association, AS Cometa, ActionAid, Cassa Depositi e Prestiti, Alice for Children, Puma.



## SPORT FOR ALL

### INTRODUCTION

The programme promotes the development and access to sports activities for people with disabilities, fostering social cohesion and integration. The various projects are implemented in collaboration with prestigious partners in the Italian landscape, who have gained experience in the best practices in the country. The Foundation provides support to innovative projects, mainly focused on the concept of integrated sports, practised by mixed groups of people with different ability levels.

### THE SEASON

In Italy, about 800 young people with disabilities benefited from inclusive sports activities carried out by partners in Milan, Reggio Emilia, Bologna, Rome, Naples, and Catania.

### FOCUS

Salvatore joined the youth team of GS Virtus Casalgrande in Reggio Emilia with much shyness, some difficulty expressing himself, and a fear of doing things alone: he needed guidance from a dedicated tutor. In less than a year, Salvatore harnessed a sense of self-awareness and new skills, learned the fundamentals of basketball, and achieved a new self-esteem. Today, his tutor is reducing attendance at training, and everyone thinks Salvo's future will be an independent one, in the team and alongside his coaches and his devoted teammates.

### I NOSTRI PARTNER

FHENIX Association (Naples), Èbbene Foundation, GS Virtus Casalgrande.



## ASSIST

### INTRODUCTION

The programme focuses on social interventions to improve people's quality of life. Assist aims to meet the needs of the community, especially the most vulnerable, through socio-assistance interventions, both in Italy and abroad, and responds promptly to emergencies.

### THE SEASON

A donation has been made to UNICEF to support humanitarian aid following the flooding in South Sudan. In Milan, the Foundation has renovated the Food Waste Hub on Via Appennini, which distributes food to the neighbourhood's population and provides specialised services and social aggregation (a project of five hubs, part of the city's Food Policy, which won the prestigious Earthshot Prize 2021). Additionally, a van has been donated to Pane Quotidiano Onlus for the delivery of food goods to homes, along with five thousand kilograms of La Molisana pasta to the Lombardy Food Bank. Also in Milan, the sports field of the Oratorio San Leonardo Murialdo in the Lorenteggio-Giambellino district has been renovated. Finally, as part of the "Restore the Music Milan" project, musical instruments have been donated to three schools on the outskirts of Milan.

### FOCUS

In response to the war in Ukraine, the "AC Milan for Peace" project has been commenced in collaboration with the Club for initiatives in support of the Ukrainian people: fundraising for the Red Cross, collection of food, goods for children, medicines, and healthcare, charity auctions, a telephone support and guidance service in the Ukrainian language, and donation of proceeds from the sale of the "Special Edition – Manchester 2003 for Ukraine" jersey.

### OUR PARTNERS

UNICEF, Municipality of Milan – Food Policy, Pane Quotidiano Onlus, La Molisana, Lombardy Food Bank, Oratorio Murialdo Milan, Restore the Music UK.v



# GOALS MET IN 2021/22

✓  
**468.906**

EUROS COLLECTED FOR THE PROJECTS

✓  
OLTRE

**4.500**

YOUNG PEOPLE BENEFITTED FROM SUPPORT

✓  
**8**

NATIONS INVOLVED IN THE PROJECTS

✓  
**24**

NON-PROFIT ORGANISATIONS SUPPORTED

# GOALS TO REACH

🎯  
**6.000**

YOUNG PEOPLE INVOLVED IN THE FOUNDATION'S PROJECTS

🎯  
LAUNCH OF COURSES FOR YOUNG PEOPLE "PUT TO THE TEST" TO ENCOURAGE THEIR SOCIAL REINTEGRATION

🎯  
COMPLETION OF PROJECTS IN COLLABORATION WITH THE TWO MAIN SPONSORS OF AC MILAN

🎯  
ORGANISATION OF A CHARITY DINNER AND A SPORTING TOURNAMENT FOR THE 20TH ANNIVERSARY OF THE FOUNDATIONS

🎯  
CONSOLIDATION OF PARTNERSHIPS LINKED TO ONGOING PROJECTS

🎯  
TRAINING MEETINGS TO BE HELD IN OTHER AREAS TO SPREAD QUALITY AND BEST PRACTICES

SUPPORTING COMMUNITIES

# SUPPORTING THE ENVIRONMENT

## RESPONSIBLE FOR OUR FUTURE

### REDUCING IMPACT AND EMISSIONS, RECYCLING AND PROMOTING REUSE: THE START OF A MORAL JOURNEY

In 2018, the European Union estimated that each spectator produces around one kilogram of waste on a football matchday (equivalent to approximately 4.2 tonnes from a full stadium).

As such, it launched “Life Tackle”, a project designed to reduce football’s environmental footprint. In fact, it not only deals with waste production: the environmental impact is so significant because it also derives from electricity use, as well as from emissions related to fan mobility. AC Milan is fully aware of the historic times we are living in and the challenges posed by change climate and resource shortages.

It, therefore, wants to commit so that environmental sustainability becomes a central part of the Club’s social responsibility policies, as also promoted by the FIGC with its “Carta sulla sostenibilità ambientale del calcio” framework (“Charter on environmental sustainability in football”). This paper

brings to completion the work begun through “Life Tackle”. It is also the result of collaboration between the FIGC and the Sant’Anna high school in Pisa, as well as with other organisations, including Lega Serie A, LNPNB, Lega Pro, LND, AIC, AIAC, FIGC partners Eni and Lete, Sport and Health and the Coripet consortium.

This important document aims to be the tool that creates a lower environmental impact at football events by everyone involved, from management to infrastructure, to partnerships and more involvement of all stakeholders, including fans.

In this context, UEFA also launched its “Sustainability Strategy” in December 2021. Four areas of action were identified in the European strategy on which to act in reference to environmental challenges: circular economy, tackling climate change, event sustainability, and infrastructure sustainability.

## ONGOING PROJECTS

Tra la attività intraprese durante la stagione 2021/22, due sono quelle più rappresentative:

- **Partnership with SENEK**, in the construction of the first photovoltaic system at the Milanello Sports Centre, where the First Team and Men's Primavera teams train.

It is a project that sees the creation of 100 storage systems with the exclusive "AC Milan limited edition" graphic, designed to celebrate the collaboration between the Club and SENEK, Official Storage and Photovoltaic System Partners.

- **Puma RE:JERSEY**, a project thanks to which, together with the important clothing sports company, the Club aims to promote more circular production models that reduce waste. The Casa Milan, San Siro and San Babila in Milan sales points serve as collection centre sites where fans were able to give back their own used clothing – 100% polyester – to give them new life and thus contribute to waste reduction. To encourage participation, with the return of a boss, fans received a special code

to participate in a prize competition. On May 7, 2022, for the men's Serie A match against Fiorentina and the women's Serie A fixture with Inter, the two teams wore jerseys made with an innovative garment-to-garment recycling method. In fact, while PUMA football kits are already made from 100% recycled polyester, the RE:JERSEY shirts were manufactured with 75% of repurposed football jerseys, with the remaining 25% coming from Seaqual® Marine Plastic, a yarn derived from plastic waste recovered from the ocean.

### THE CAPTAIN'S VIEW

"Whether it's separating waste or saving water in showers, we always try to waste as little as possible. I must say that we are all very much respectful of this issue at Milanello."

This is how the captain, Davide Calabria, answered when interviewed regarding the Club's attitude on environmental issues.

Calabria has always expressed his feelings on protecting the planet and saving resources.

He explained during an interview that small, daily gestures can help to make a big difference when part of one's routine.

He also underlined the importance of starting these habits from an early age. It is why Calabria hopes that education on the environment can become a mainstream subject to study in schools.



First and foremost, AC Milan has set itself the objective of setting up a solid and structured commitment programme in the field of environmental sustainability.

It is a commitment intended from a formal point of view, both strategic and concrete, in line with main international and certifiable frameworks according to recognised standards.

In this way, the Club aspires to achieve ambitious goals, referring carefully to UEFA's strategy "Strength Through Unity" and the aforementioned FIGC's "Charter on environmental sustainability in football".

One example of these initiatives is the new project

on circular economy, which started in April 2023, with Acqua Lete and in collaboration with the consortium Coripet that promotes the collection and subsequent "bottle to bottle" recycling of over 400,000 bottles in PET during a sporting season.

Specific recycling machines have been installed at Casa Milan, Milanello and PUMA House of Football.



# OBJECTIVES TO REACH



**INCREASE  
COMMITMENT TO  
ENVIRONMENTAL  
SUSTAINABILITY**



**PROMOTE THE CORRECT  
WAY TO RECYCLE PLASTIC AT  
CASA MILAN, MILANELLO  
AND PUMA HOUSE OF  
FOOTBALL**



**SIGN THE LEGA SERIE  
A PROTOCOL FOR  
ENVIRONMENTAL  
SUSTAINABILITY**

# A CONTINUING STORY



## FUTURE HORIZONS

### A PATH OF CONTINUAL IMPROVEMENT

The CSR function continues to be a reference point and a corporate facilitator for spreading sustainability practices involving the Club at all levels. With the 2022/23 season, AC Milan's priority is to enhance its commitment to environmental sustainability, which will be duly reported in the annual sustainability report. To this end, the Club has already signed the environmental sustainability protocol of the Lega Serie A. AC Milan will continue to maintain open and transparent communication with all its stakeholders. In the future, we intend to strengthen collaborations and partnerships with entities representing best practices in each area of sustainability to further increase the impact of our actions. AC Milan is aligned with the sustainability strategy defined by UEFA, FIGC, and UN Sports for Climate Change. In the medium to long term, the Club aspires to

publish sustainability reports aligned with the new European guidelines, incorporating the Corporate Sustainability Reporting Directive (CSRD) in terms of the dual materiality and financial dimension of sustainability. AC Milan is committed to achieving new goals and obtaining positive results through renewed commitments and close synergies with all its stakeholders, from institutional football entities to fans and the community as a whole.



CREDITS



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e progetto grafico:

**lundquist.**

EVER STRONG

RONGER EVER

EVER STRONG

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