



Inter Media and Communication S.p.A

Three months ended September 30, 2021 Results

Presentation

November 29, 2021



Legal Disclaimer

This presentation (the "Presentation") has been prepared by Inter Media and Communication S.p.A. ("Inter Media" or "the Company") and is its sole responsibility. For purposes hereof, the Presentation shall mean and include the slides that follow, any oral presentation by Inter Media or any person on its behalf, any question-and-answer session that may follow the oral presentation, and any materials distributed at, or in connection with, any of the above.

The information contained in the Presentation has not been independently verified and some of the information is in summary form. No representation or warranty, express or implied, is or will be made by any person as to, and no reliance should be placed on, the accuracy, fairness or completeness of the information or opinions expressed in the Presentation. No responsibility or liability whatsoever is or will be accepted by Inter Media, its shareholders, subsidiaries or affiliates or by any of their respective officers, directors, employees or agents for any loss, howsoever arising, directly or indirectly, from any use of the Presentation or its contents or attendance at the Presentation.

Inter Media cautions that the Presentation may contain forward looking statements in relation to certain of Inter Media's business, plans and current goals and expectations, including, but not limited to, its future financial condition, performance and results. These forward looking statements can be identified by the use of forward looking terminology, including the words "aims", "believes", "estimates", "anticipates", "expects", "intends", "may", "will", "plans", "predicts", "assumes", "shall", "continue" or "should" or, in each case, their negative or other variations or comparable terminology or by discussions of strategies, plans, objectives, targets, goals, future events or intentions. By their very nature, all forward looking statements involve risk and uncertainty because they relate to future events and circumstances which are beyond Inter Media's control. Inter Media's actual future financial condition, performance and results of operations may differ materially from the plans, goals and expectations set out in any forward looking statement made by Inter Media. All subsequent written or oral forward looking statements attributable to Inter Media or to persons acting on its behalf should be interpreted as being qualified by the cautionary statements included herein. As a result, undue reliance should not be placed on these forward looking statements.

The information and opinions contained in the Presentation have not been audited or necessarily prepared in accordance with international financial reporting standards and are subject to change without notice. The financial results in this document and the Presentation include certain financial measures and ratios, including Adjusted Media Revenue, Adjusted Revenue, Cash Available for Debt Service, Current / Non Current Operating Assets, Current / Non Current Operating Liabilities, Debt Service Coverage Ratio and certain other related measures that are not presented in accordance with IFRS or Italian GAAP and are unaudited. These measures may not be comparable to those of other companies. Reference to these non-IFRS and non-Italian GAAP measures should be considered in addition to IFRS or Italian GAAP financial measures, but should not be considered a substitute for results that are prepared in accordance with IFRS or Italian GAAP.

The information contained in the Presentation, including but not limited to any forward looking statements, is provided as of the date hereof and is not intended to give any assurance as to future results. No person is under the obligation to update, complete, revise or keep current the information contained in the Presentation, whether as a result of new information, future events or results or otherwise. The information contained in the Presentation may be subject to change without notice and will not be relied on for any purpose.

The Presentation is solely for informational purposes and does not constitute or form part of, and should not be construed as, an offer to sell or issue securities or otherwise constitute an invitation or inducement to any person to purchase, underwrite, subscribe to or otherwise acquire securities in Inter Media or any of its subsidiaries or affiliates. The Presentation does not constitute an invitation to effect any transaction with Inter Media.

The distribution of the Presentation in certain jurisdictions may be restricted by law. Recipients of the Presentation should inform themselves about and observe such restrictions. This document may not be reproduced, redistributed or passed on to any other person, nor may it be published, in whole or in part, for any purpose.

By accepting the Presentation, you agree and acknowledge (i) that the Presentation and its contents may contain proprietary information belonging to Inter Media and (ii) to be bound by the foregoing limitations, undertakings and restrictions.



Executive Summary

- Inter Media and Communication S.p.A. (“Inter MediaCo” or “MediaCo”) is the sole manager and operator of the media, broadcast and sponsorship businesses of parent company F.C. Internazionale Milano S.p.A. (“Inter” or “TeamCo”)
- We will continue to monitor the capital markets for an opportunity to refinance the Senior Secured Notes due 2022 (together with the TeamCo Revolving Credit Facility) possibly during the first quarter of 2022
- The strength of MediaCo’s structure lies in its
 - **Proven track record of strong revenue growth** since MediaCo’s creation in 2014 (with the exception of FY20 due to the pandemic)
 - **Robust debt service coverage levels** since MediaCo’s creation and in excess of 12.0x in FY20 despite the pandemic
 - **Significant structural protections**, including ownership of valuable Inter intellectual property, status as a bankruptcy remote special purpose entity, and cash flow waterfall
- Inter is Serie A’s reigning champion and currently in 3rd place in the 2021/2022 season. In the 2021/2022 season, the team achieved the Ro16 of UEFA Champions League for the first time in 10 years
- Liquidity remains strong with €129.3mm (as of September 30, 2021) of cash available at the Inter level

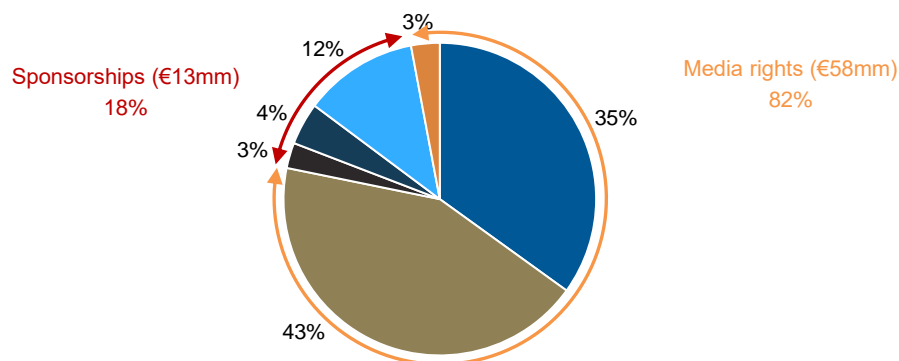


Overview of Inter MediaCo

Inter MediaCo – At a Glance

- **Sole manager and operator** of the **media, broadcast and sponsorship** businesses of **Inter**
- Formed in 2014 in connection with the contribution by Inter of its media, broadcast and sponsorship rights business, its historical media archives and the material IP rights relating to the Inter brand
- MediaCo main revenues lines are divided into **media rights** and **sponsorships**
 - Media rights mainly relate to Serie A (centrally managed by Lega Serie A on three-year cycle contracts) and European competitions (centrally managed by UEFA on three-year cycle contracts)
 - Other media rights relate to sale of archive content rights and distribution of thematic channel and other owned contents
 - Jersey sponsors: three new partners since the beginning of the current season (Socios, Zytara/Digitalbits and Lenovo)
 - Technical sponsor: Nike since 1998/1999 season
 - Other sponsors include Naming Rights, European, Global and International/Regional sponsorship packages

YTD September 2021 Adjusted Revenue Breakdown ¹



- Media rights – Serie A
- Media rights - UEFA
- Other Media rights
- Regional & Naming Sponsors
- European & Global Sponsors
- Shirt & Technical Sponsors

¹ Adjusted Revenue is the aggregate revenue that MediaCo reports on its income statement (the “Revenue”) and the receivables associated with Inter’s broadcasting rights (the “Indirect Media Revenue”) that MediaCo reports on its balance sheet. Revenue includes the revenue that MediaCo receives from Inter TV and from licensing Inter’s archive content rights (the “Direct Media Revenue”), the revenue MediaCo receives from sponsorship agreements and other minor income

Inter TeamCo – An Iconic Franchise

- One of the **leading European football clubs**, with a history dating back to 1908
- Only club to have **played every season in Serie A** since the league’s inception in 1929 and the only one **never to have been relegated**
 - **Won 31 domestic trophies** (including 19 Serie A championships, 7 Domestic Cups and 5 Domestic Super Cups), 3 UEFA Champions League titles, 3 UEFA Cup titles, 2 Intercontinental Cups and 1 FIFA Club World Cup
 - First Italian team to complete the **“Continental Treble”** by winning the titles in Serie A, Domestic Cup and UCL all in the same season in 2010
- During the sporting seasons 2017/2018, 2018/2019 and 2019/2020, Inter was the **1st club in Italy and in the top 10 clubs in Europe** in terms of average attendance
- Participation to **UEFA Champions League (“UCL”) Group Stage for the 2018/2019, 2019/2020, 2020/2021 and 2021/2022 seasons. In 2021/2022 the team achieved the Ro16 of UCL for the first time in 10 years**
- **Victory of 2020/2021 Serie A championship and achievement of UEL final in 2019/2020 season**

Honours





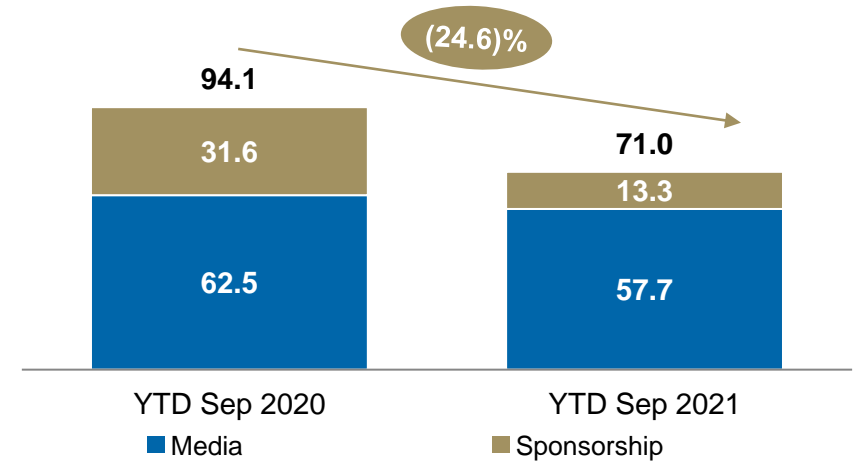
Key Financial Highlights

Key Highlights

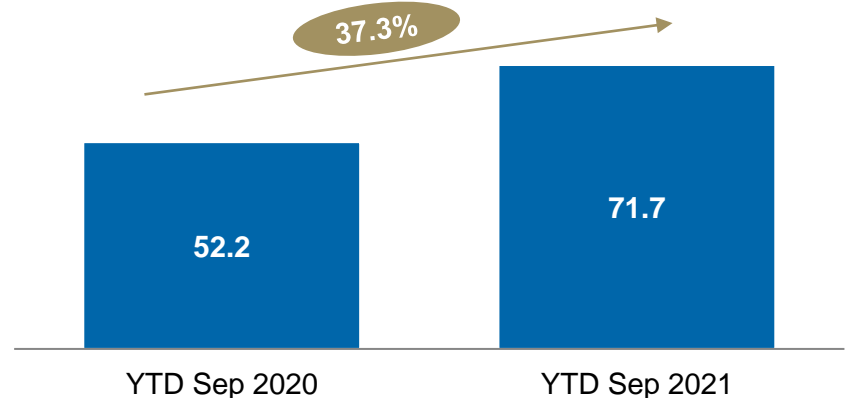
- Our **Adjusted Revenue** decreased by €23.2mm or 24.6% to €71.0mm
- The comparison (at total and single component level) is affected by the impact on YTD September 2020 Adjusted Revenue of the shift of the last part of the 2019/2020 sporting season to July and August 2020 and the consequent delay in the start of the 2020/2021 sporting season
- Excluding the impact of this shift, the decrease of **our Adjusted Revenue** is quantifiable in €21.2mm or 23.0% (from €92.1mm to €71.0mm) mainly driven by:
 - a €7.0mm (-79%) reduction in International & Regional Sponsorship Revenue
 - a €12.6mm decrease reduction in Serie A Indirect Media Revenue due to €13.4mm advance payments already received in Q4 of the fiscal year ended June 30, 2021 in respect of media revenue for the sporting season 2021/2022
- Notwithstanding the reduction in Adjusted Revenue, **Cash Available for Debt Service** increased by €19.5mm or 37.3% to €71.7mm driven by a €45.2mm improvement from the change in Current/Non-current operating assets
 - This is mainly related to the dynamic of trade receivables which, in the three months ended September 30, 2020, were negatively impacted by an increase resulting from the collection timing of International/Regional Sponsorship contracts and the general impact on the timing of collection of other trade receivables resulting from the pandemic and the consequent shift of the 2019/2020 and 2020/2021 sporting seasons

Key Financials

Adjusted Revenue (€m)



Cash Available for Debt Service (€m)





Key Operating Performance Highlights

	FY2020/2021 Results	Potential Impact on Future Performance
Media Revenues	<ul style="list-style-type: none"> • Increase vs. previous years due to Serie A victory and advance payments on 2021/2022 Serie A TV Rights • Growing KPIs on social platforms supported by work performed by internal Media House • Positive impact due to shift of final part of 2019/2020 sporting season to August 2020 (revenues related to 2019/2020 UEL Final achievement recognized in FY2020/2021) 	<ul style="list-style-type: none"> • Stability provided by Serie A and UEFA revenues <ul style="list-style-type: none"> – The new Serie A 2021-2024 deal secures revenues in the range of €70mm even in the event of last position at the end of the season – UCL Group Stage participation guarantees at least €48mm. For the current 2021/2022 season, following the achievement of Ro16, we expect a minimum guaranteed amount in the region of €59M • Media revenue growth via content delivery through the Media House • Positive outlook due to the normal recovery of the sporting seasons after the temporary interruption from the Covid-19 pandemic between March and May 2020
Sponsorship Revenues	<ul style="list-style-type: none"> • Positive impact due to shift of final part of 2019/2020 sporting season to August 2020 (performance bonuses related to 2019/2020 UEL Final achievement recognized in FY2020/2021) • Participation in UCL group stage in 2018/2019, 2019/2020 and 2020/2021 seasons has increased payments under many existing contracts, including Nike and Pirelli 	<ul style="list-style-type: none"> • Secured three new multi-year jersey sponsorships (Socios, Zytara/Digitalbits and Lenovo for a total of €116mm for the FY2022-2025 period) • Additional signing of 7 new partnerships and 6 renewals • The increased visibility of Inter resulting in greater engagement and reach to a wider variety of sponsorship and commercial opportunities
TeamCo Update	<ul style="list-style-type: none"> • FY2020/2021 was negatively affected by full closure of San Siro Stadium (“San Siro”) due to Covid-19 pandemic with an estimated loss of ~€60mm • FY2021/2022 is benefitting from partial reopening of San Siro (initially 50% and now 75% capacity) • Positive transfer market campaign (multiple international transfers) • Very positive sporting performances in both 2019/2020 (UEL Final) and 2020/2021 (Serie A victory). 	



Overview of Serie A Media Rights

- For television rights, Serie A follows a 3-year cycle distribution

Details on Television Rights Distribution

Allocation of FY2022 Serie A Revenues

Equal Share	50%
Club Performance	28%
Reference Season Standing	
Last 5 Seasons Standing	
Club History	
Final Points for the Season	
Social rooting	22%
Broadcasting Audience	
Last 3 Season Tickets and GA Tickets	

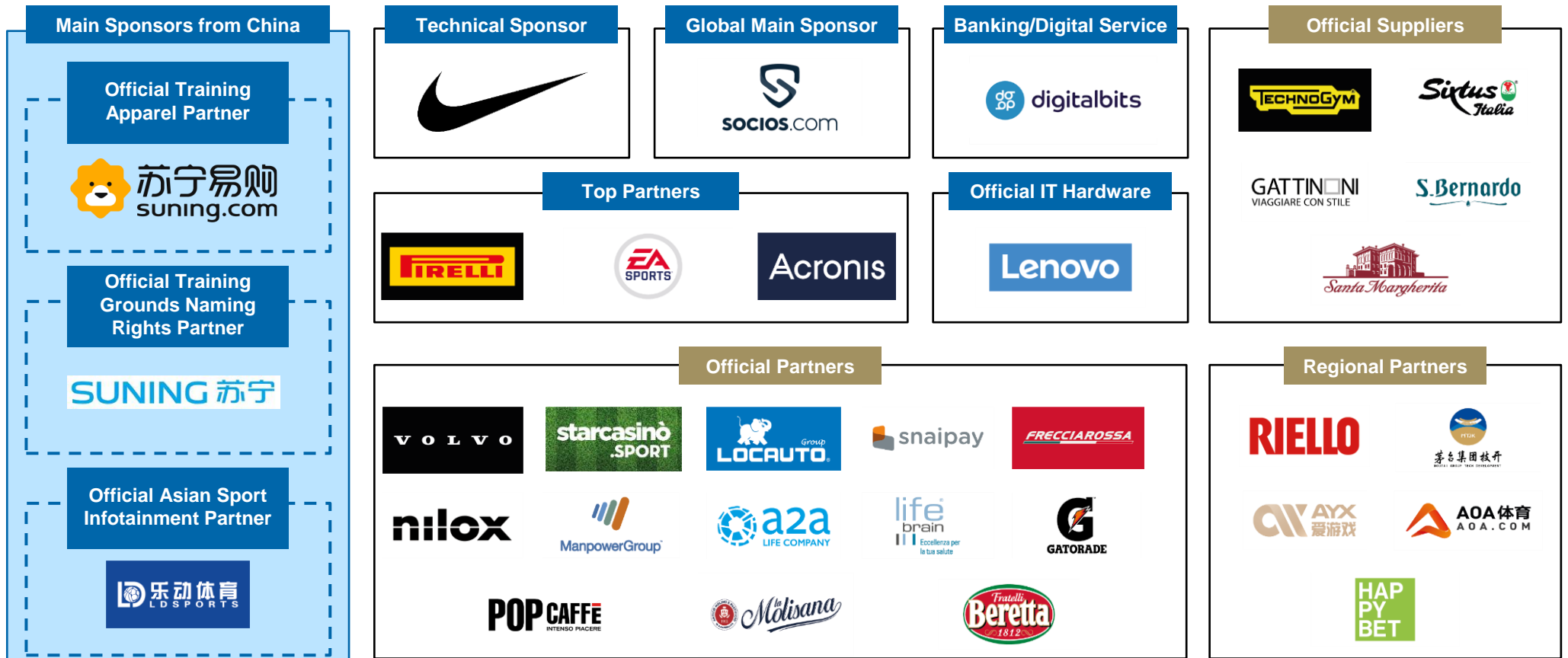
Key Serie A Media Rights Agreements

- For the 2021-2024 Serie A seasons, the international broadcasting rights (except in relation to the Middle East and northern Africa regions) have been sold to Infront and CBS for an amount equal to approximately €195.7mm
- LNP has also sold the Serie A domestic broadcasting rights to DAZN and Sky Italia for approximately €927.0mm for those same three seasons
- Inter has historically been allocated one of the largest portions of broadcasting revenue among Serie A clubs, largely due to the number of residents in the Milan metropolitan area, the number of Inter supporters and Inter's strong historic performance
- MediaCo's Serie A Indirect Media Revenue was €94.9mm, €101.6mm, and €136.3mm for the fiscal years ended June 30, 2019, 2020 and 2021, respectively



Overview of Key Partners and Sponsors

- The partnership with Suning further boosts Inter Milan brand awareness and recognition in China
- The three main areas of the jersey are covered with three strategic partnerships: Socios (front), Lenovo (back), Zytara/DigitalBits (sleeve)
- European and global partnerships allow Inter to increase global media coverage and to direct fan engagement on its digital and media platforms



Overview of Key Sponsorship / Commercial Contracts



Socios

- Global Main Jersey partner for the current 2021/2022 season
- Expiry: June 2025 (expiry of the sponsorship agreement)
- Base fee: base consideration of €16mm (for the current 2021/2022 season) plus possible performance-based bonuses



Zytara/DigitalBits

- New key multi-year partnership with Zytara Labs, with support from the DigitalBits Foundation, which will see DigitalBits become Inter's official global cryptocurrency and Zytara Labs become Inter's official global digital banking partner
- DigitalBits has also become Inter's sleeve partner
- Expiry: June 2025
- Base fee: aggregate base consideration of €85mm from the 2021/2022 season until the 2024/2025 plus possible performance-based bonuses



Lenovo

- Lenovo, Global Technology Partner, has become Inter's new back-of-shirt sponsor after upgrading and extending its agreement with Inter
- Lenovo was previously Inter's back-of-training kit shirt sponsor
- Expiry: June 2024
- Base fee: Fixed fee of €5mm per year



Overview of Suning Group

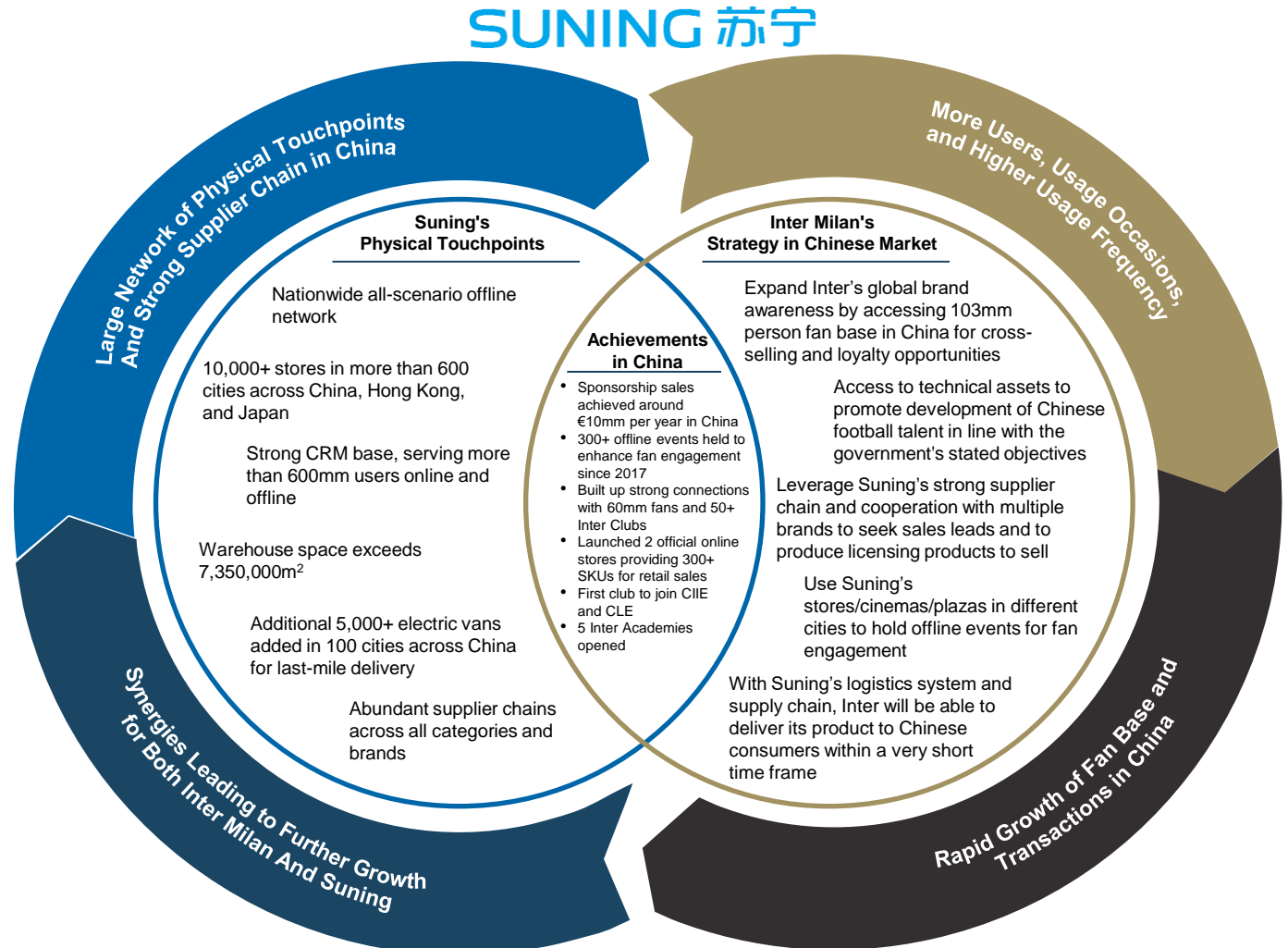
Overview of Suning Group

- Founded in 1990, Suning is now a world-leading smart retail service provider, serving more than 600mm users, and is one of China's top 3 non-state-owned enterprises by revenue with annual aggregated sales of over ¥665.3bn (USD103bn)
- With a mission of "leading industrial advancements in creating a higher quality of life for all," Suning enjoys a solid foothold in three business pillars, namely retail, real estate and financial services
- Suning.com is among Fortune's Global 500
- **The Group engages in various businesses**
 - **Retail:** Internet retailer-based on the Online-to-Offline model, operating 10,000+ stores in approximately 600 cities in China, Hong Kong and Japan
 - **Real Estate:** Commercial/residential real estate, including Suning Plaza and Suning Smart City
 - **Financial Services:** Suning Bank, consumer finance, and enterprise finance

Integrated Business Strategy in China

- Engage with 103mm fans in China with different kinds of events, activations and localized content to build up a strong bond between Inter and Nerazzurri
- Seek more commercial opportunities in Asian market
- Enhance global brand awareness by exposing the Inter brand widely through frequent participation in global and nation-wide events and activities
- Promote Chinese football development, aligning with government's objectives

Synergies: Integrated Commercial Opportunities





Key Credit Strengths

Strength of Ownership & Management and Growing the Team

- First-class management team
- Achieved key accomplishments quickly – competitive, organizational, promotional, financial
- Commitment to stability and consistency in personnel and planning

A Storied Club with Unique Growth Potential

- Inter Milan recorded its 19th championship title after winning the 2020/2021 Serie A championship
- One of the most storied teams in all of Serie A history
- Strong performance, passionate fan base and iconic city uniquely position Inter Milan to grow its popularity and revenue substantially
- Demonstrated commitment to grow fan and revenue universe through strategic partnerships, media assets and football success
- In the last five years (FY2016-2020), Inter Milan has been the best supported club by stadium attendance in all of Serie A

MediaCo has Strong Historical Financial Performance and Strong Future Growth Prospects

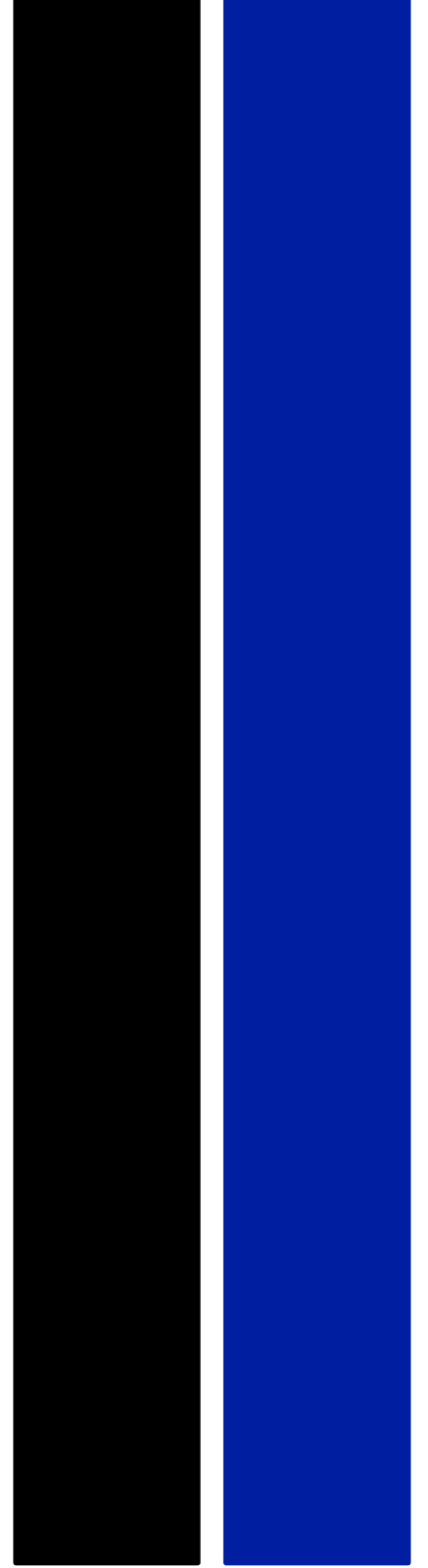
- Robust media rights contracts in place, recently renewed at both the Serie A and UEFA level for the period FY2021-2024
- Long-term sponsorship contract with Nike (20 year partnership) and secured three new multi-year jersey sponsorships (Socios, Zytara/DigitalBits and Lenovo for a total of €116mm in the period FY2022-2025)
- Strong levels of liquidity with €129.3mm in cash available at the Inter level (as of September 30, 2021)

Financing Structure Provides Significant Protections for Lenders

- Perfected security interest in pledged revenues consistent with Italian law
- Strong lender protections in event of TeamCo bankruptcy
- Relegation test protects against performance issues through an excess cash flow trap



Appendix





MediaCo Summary Cash Flow

For the three months ended September 30 (In Millions of €)

	2020	2021
Sponsorship Revenue		
Shirt	13.9	5.2
Technical	4.1	3.1
EU/Global	4.7	3.1
Regional and Naming Rights	8.9	1.9
Direct Media Revenue	3.9	2.1
Other Income	0.0	-
Total Revenue	35.5	15.4
Indirect Media Revenue		
Serie A Indirect Media Revenue	45.5	24.8
UEFA Indirect Media Revenue	13.1	30.7
Adjusted Revenue	94.1	71.0
Change in Operating Assets and Liabilities		
Change Current operating assets	(39.9)	4.9
Change in Non current operating assets	(0.1)	0.4
Write-downs of trade receivables	-	(0.2)
Non cash items	-	-
Cash Inflow	54.1	76.1
Operating Expenses		
Personnel Costs	(0.7)	(0.6)
Cost of Services	(2.6)	(2.5)
Other Costs	(0.0)	(0.0)
Adjusted Tax Expenses	(1.1)	(0.4)
Change Current operating liabilities	1.1	(2.0)
Change in Non current operating liabilities	0.3	(0.1)
Adjusted Service Agreement Fees	1.3	1.3
Non cash items	-	-
Cash Outflow	(1.9)	(4.4)
Cash Available for Debt Service	52.2	71.7

Key Comments

- Adjusted Revenue refers to both revenue that Inter MediaCo reports on its income statement (includes Direct Media Revenue and Sponsorship Revenue) as well Indirect Media Revenue that Inter MediaCo reports on its balance sheet (Serie A Indirect Media Revenue and UEFA Indirect Media Revenue).
- We recommend to refer to the separate long-form document “Financial Results of Inter Media and Communication S.p.A for the three months ended September 30, 2021” for more details (including the presentation of the figures of the two quarters on a pro-forma basis – i.e. restating the three months ended September 30, 2020 to (i) exclude amounts shifted from the sporting season 2019-2020 due to its end in August 2020 and (ii) include amounts shifted to the following quarters of the fiscal year ended June 30, 2021, due to the postponement of the start of the 2020-2021 sporting season).



MediaCo Summary Cash Flow

Historical Fiscal Year End (In Millions of €)

Fiscal Year Ended June 30,

LTM Ended September 30,
2021 (unaudited)

	2019	2020	2021	
Sponsorship Revenue				
Shirt	19.1	11.5	25.0	16.3
Technical	10.0	9.7	16.2	15.2
EU/Global	12.3	12.0	18.3	16.7
Regional and naming rights	89.1	36.3	33.2	26.1
Direct Media Revenue	14.4	16.1	15.9	14.1
Other income	0.2	0.3	5.2	5.2
Total Revenue	145.1	85.9	113.7	93.6
Indirect Media Revenue				
Serie A Indirect Media Revenue	94.9	101.6	136.3	115.6
UEFA Indirect Media Revenue	51.0	42.5	67.3	84.9
Adjusted Revenue	291.0	230.0	317.4	294.2
Change in Current operating assets	0.6	33.1	63.1	107.9
Change in Non-current operating assets	(0.4)	(0.4)	(19.7)	(19.2)
Write down of trade receivables	(2.5)	(0.5)	(40.4)	(40.6)
Non cash items	–	–	(4.2)	(4.2)
Cash Inflows	288.7	262.2	316.2	338.2
Personnel costs	(3.4)	(3.3)	(3.1)	(3.0)
Cost of services	(11.1)	(11.5)	(11.9)	(11.7)
Other costs	(0.9)	(4.5)	(3.3)	(3.3)
Adjusted Tax Expenses	(4.9)	(2.6)	(3.6)	(2.9)
Change in Current operating liabilities	(5.6)	1.8	4.6	1.5
Change in Non-current operating liabilities	0.1	4.2	(0.9)	(1.2)
Adjusted Services Agreement Fees	6.1	6.1	6.1	6.1
Non cash items	–	–	4.2	4.2
Cash Outflows	(19.7)	(9.8)	(7.9)	(10.4)
Cash Available for Debt Service	269.0	252.5	308.3	327.8



MediaCo Income Statement

For the three months ended September 30 (In Millions of €)

	2020	2021
Revenue		
Revenue	35.5	15.4
Other Income	0.0	-
Total Revenue	35.5	15.4
Operating Costs		
Personnel Costs	(0.7)	(0.6)
Cost of Services	(2.6)	(2.5)
Other operating costs	(0.0)	(0.0)
Write-down of trade receivables	-	(0.2)
Depreciation and Amortization	(4.6)	(5.2)
Provisions for risks and charges	-	-
Total Operating Costs	(8.0)	(8.4)
Operating Profit	27.6	7.0
Net Financial Expenses	(2.8)	(2.8)
Profit Before Tax	24.8	4.2
Income Taxes	(6.2)	(1.6)
Profit for the Period	18.6	2.6



MediaCo Cash Flow Statement

For the three months ended September 30 (In Millions of €)

	2020	2021
Profit for the period	18.6	2.6
Current taxes	6.7	0.3
Net financial expenses	2.8	2.8
Profit for the period before taxes and interest	28.1	5.7
Depreciation and Amortization	4.6	5.2
Write-downs/(release/uses) of trade receivables	-	0.2
Employee severance indemnities	0.0	(0.0)
Accrual/(releases/uses) for risks and charges	-	-
Deferred tax assets and liabilities	(0.5)	1.2
Cash flow from operating activities before changes in working capital	32.2	12.3
Increase in trade and other receivables	(39.4)	1.1
Increase / (Decrease) in trade and other payables	44.1	15.0
Other variations in net working capital	(0.6)	4.1
Cash flow from operating activities after changes in Net Working Capital	36.3	32.4
Taxes paid	-	-
Interest and other financial expenses paid	(0.0)	(0.0)
A. Cash flow from operating activities	36.3	32.4
Investments in Intangible Assets	(0.0)	(0.0)
Investments in Property, Plant and Equipment	-	-
B. Cash flow from investing activities	(0.0)	(0.0)
Dividends	(19.4)	-
Intercompany loans	(61.4)	-
Debt service and reserve account	(16.0)	(12.7)
New Notes	66.1	-
Repayment Existing and New Notes	-	-
C. Cash flow from financing activities	(30.7)	(12.7)
Increase / (Decrease) cash and cash equivalents (A+B+C)	5.5	19.7
Cash at bank and on hand at the beginning of the period	16.9	28.3
Cash at bank and on hand at the end of the period	22.4	48.1



TeamCo Income Statement

Historical Fiscal Year End (In Millions of €)

	2019	2020	2021
Matchday	51.5	49.5	2.2
Media	157.7	136.1	214.1
Commercial	151.7	91.8	111.0
Other	6.4	19.3	21.2
Total Revenue	367.3	296.7	348.5
Playing staff	163.1	171.1	233.7
Non-Playing staff	29.5	26.9	27.9
Purchase of goods	3.2	3.2	2.2
Cost of Services	56.1	65.1	51.7
Other operating costs	20.4	20.2	20.6
Capitalization youth program costs	(7.1)	(8.6)	(8.9)
Depreciation and Amortization - player registration rights	84.7	120.2	137.1
Depreciation and Amortization - other intangibles and property, plant and equipment	12.9	14.5	15.4
Impairment of assets	3.6	3.6	16.7
Write-down of trade receivables	5.0	0.7	40.4
Provisions for risks and charges - accrual	27.4	15.2	20.5
Total Operating Costs	398.8	432.2	557.3
Net gain on player sales	39.5	61.5	0.2
Net loaned player fees	(19.1)	2.4	4.5
Operating profit	(11.1)	(71.6)	(204.1)
Net financial expenses	(30.1)	(26.2)	(33.4)
Share of loss / profit of the investee	0.9	0.5	(2.0)
Profit before tax	(40.3)	(97.2)	(239.5)
Income taxes	(8.1)	(5.2)	(6.1)
Loss for the year	(48.4)	(102.4)	(245.6)