



INTER

Sustainability Report 2025/26



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GIORGIONE
CENTRO COORDINAMENTO INTERCLUB
FORLÌ
CISLAGO
NONSUMAI

Our sustainability path

by Giuseppe Marotta

Football has always had the power to reach beyond the field. It shapes the lives of millions of people, forges bonds across generations, and carries values that endure over time. Inter knows this well. We feel a responsibility to our fans, to the community that gave us our roots and continues to shape our future, and to the generations still to come. This is the foundation of our sustainability path: the ambition to keep growing without ever losing sight of who we are and the role we want to play, both on and off the field.
This responsibility starts with our extended family, the Nerazzurri family: our athletes and Club staff, our fans, our partners, and the young people and families across our city, with whom we've built a deep, lasting bond. We understand the impact we have, and are committed to managing it ever more responsibly, turning it into an opportunity for growth.
Football sits at the heart of who we are, and the field remains at the center of everything we do. But today, being a great Club also means understanding how our choices shape society and the environment. It means looking ahead, anticipating change, and staying competitive in every aspect of our operations.

A Choice for Inter and for the Future

This is why we have committed to a structured sustainability path. Not simply to satisfy obligations or meet new expectations, but because we believe it is the right thing to do, and because it carries real strategic value for Inter and our business. Becoming more sustainable also means being more efficient, more innovative, and better equipped to create long-term value. It means strengthening our core business and preparing ourselves for the challenges ahead.
We are not starting from zero. Inter's history has always been shaped by passion, inclusion, and commitment. Over the years we have built numerous initiatives for young people, our community, and our fans, in Italy and around the world. Today we want to go a step further: bringing structure to what we already do, measuring it, understanding its impact, pinpointing where we can improve, and communicating this path with full transparency.
For us, sustainability is about more than compliance. We want to think seriously about the positive impact we can create, and about how to weave these issues more deeply into our decisions and our strategy.

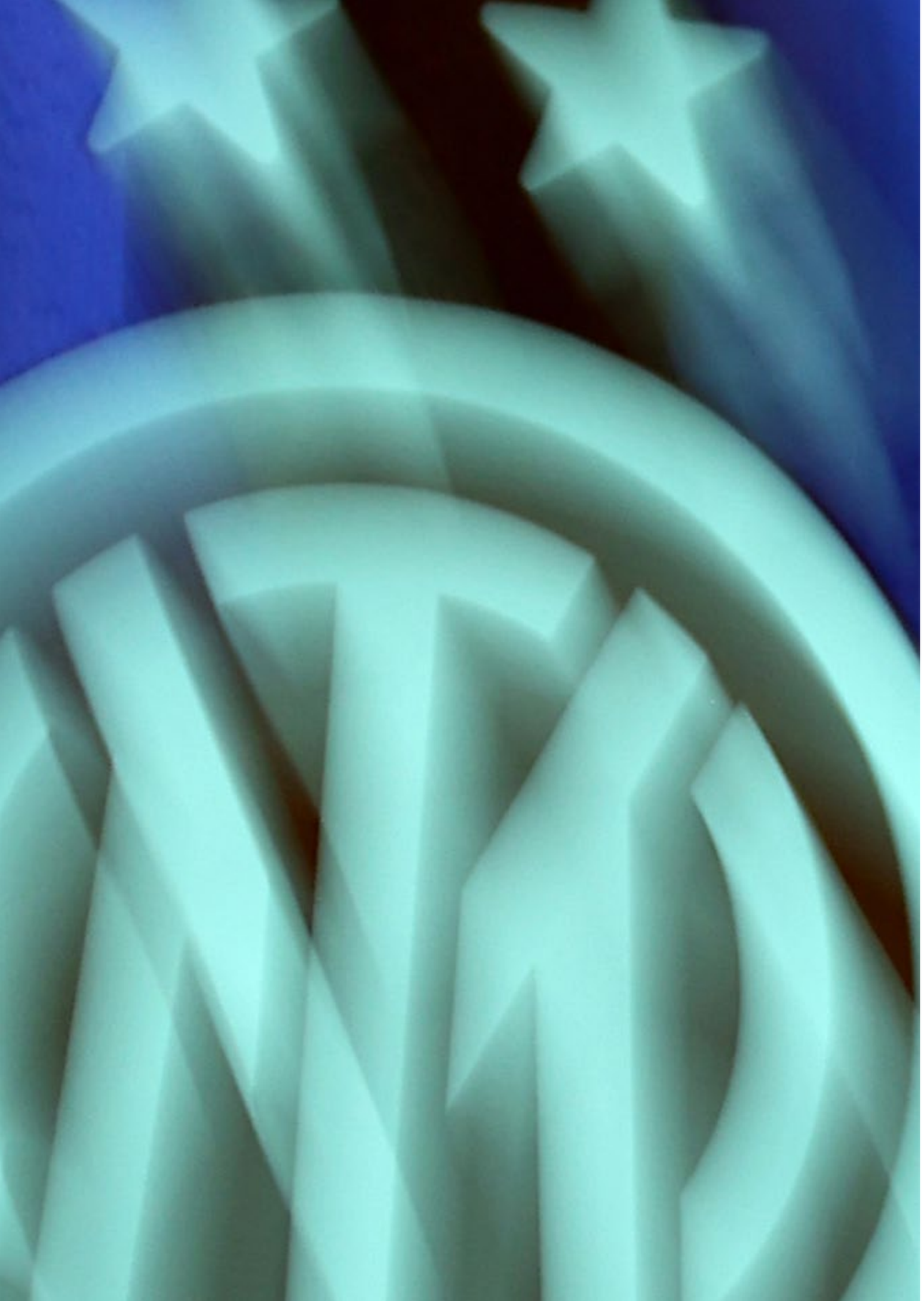
Measuring to Grow

This first Sustainability Report comes directly out of that commitment. It marks a key milestone on our journey, a tool to help us understand where we stand today. It is the same approach we take on the field: to improve, we need to know our starting point, set clear goals, measure results, and identify where we can do better.
We also want to foster a culture of sustainability and raise awareness around it. Sustainability must increasingly become part of the way the entire Nerazzurri world thinks and acts. That is why we want to bring our fans, partners, and the community along on this journey.
This Report is not meant to be a finish line, but rather a starting point: a snapshot of Inter today, a look ahead at the challenges to come, and a decision about how we'll meet them. On and off the field. That is our commitment.

Forza Inter!




ESSLINGEN
MONSUMMANO
INTER



A Guide to this Report

This document is Inter's first Sustainability Report. It stems from our desire to share the path the Club has taken and to show, from several different angles, how sustainability is woven into who we are and what we do. This document brings together the work behind our first report prepared in line with the Voluntary Standard (VS), the European framework designed to help organizations measure their sustainability activities through environmental, social, and governance indicators – the three dimensions of ESG.
But sustainability is not limited to standard reporting. Many aspects of the world of football, and many of the projects Inter takes on, fall outside this framework. We have therefore chosen to go beyond standard reporting and present as complete a picture as possible of who we are: where we come from, what we are committed to, and the impact we generate in these areas. This report invites readers to get to know Inter from different perspectives, connecting identity, passion, and results. After all, understanding our history is the first step toward building the road ahead with greater awareness.
The report is organized into three main sections.

The first part tells the story of who we are
From our origins to today's Inter, it explores the context in which the Club lives and operates: our identity, the people who bring it to life, the places where it takes shape, and the sporting dimension that defines who we are today.

The second part lays out our commitment
It offers a snapshot of Inter's sustainability path, on and off the field, through three areas that have long played a central role in our relationship with people and the community.

- Community, from Milano to the world, through social projects, initiatives, and opportunities for participation built on listening and dialogue.
- Youth Football, supporting the growth of our youngest players through protection, education, and inclusion.
- Game Day, the moment our community comes together, where our commitment takes shape through inclusion, accessibility, the prevention of discrimination, and safety.

Three distinct dimensions, united by a shared vision of football: a space capable of building connections, supporting people, and making a positive impact.

The third part explores our sustainability commitment through data and indicators
This is the most technical part of the report, presenting the results of our work under the Voluntary Standard and offering a structured overview of the Club's progress across the environmental, social, and governance dimensions through data, indicators, and measurement methodologies.
The report closes with methodological notes, a complete indicator grid, and a glossary: tools meant to guide readers and help them navigate where football and sustainability meet.
This is where we begin: a first step toward understanding, assessing, and communicating our impact, as we build Inter's future with ever-greater awareness.

THE CLUB

Our Club

Born in Milano, international since our founding. We have been building our history for over a century while remaining faithful to an identity that looks beyond the sidelines.

Our identity

Our people

Inter was founded in Milano on March 9, 1908 on a philosophy that has defined its character since the very beginning: opening football to players from other countries. That choice gave the Club both its name and its direction. Ever since, our international vocation has gone hand in hand with a deep bond with Milano, the city where our roots are planted and from which we continue to look at the world.
Over more than 118 years, we have lived through many eras and built a history rich in trophies that places us among the most decorated clubs in Italian and European football. From the Grande Inter of the 1960s to the Treble in 2010, each generation has contributed to this history. The 2025/26 season adds a new chapter: the 21st Scudetto and the 10th Coppa Italia, and the third national Double in Inter's history. During the season, the Club's majority shareholders were the funds managed by Oaktree Capital Management, while President and CEO Giuseppe Marotta led institutional and operational management, supported by an executive team with experience in several business sectors.
This governance is focused on continuity and committed to a path that balances sporting competitiveness with the company's long-term development. Club revenues for the financial year ended June 30, 2026 totaled € 517,725,906.
Inter takes an active part in Italian and European football governance, in line with institutional requirements, contributing to the growth and promotion of the sports movement for the benefit of fans, clubs, and federations.
In addition to serving as President of A.Di.Se (the Italian Association of Sports Directors), Giuseppe Marotta has been a member of the FIGC Federal Council, representing Lega Serie A, since 2018, and has sat on the EFC Executive Board as representative for Italy since 2025. In addition, several Club executives take part in the working groups of EFC and UEFA. Vice President Javier Zanetti was appointed Vice President of the FIFA Social Responsibility in Football Committee for the 2025-2029 cycle. Zanetti is also one of the Football for the Goals Champions, the UN initiative that promotes the Sustainable Development Goals through prominent figures in world football.

HONORS

Serie A

21

Coppa Italia

10

European Cup
Champions League

3

UEFA Cup
Europa League

3

Supercoppa Italiana

8

Intercontinental Cups

2

Club World Cups

1

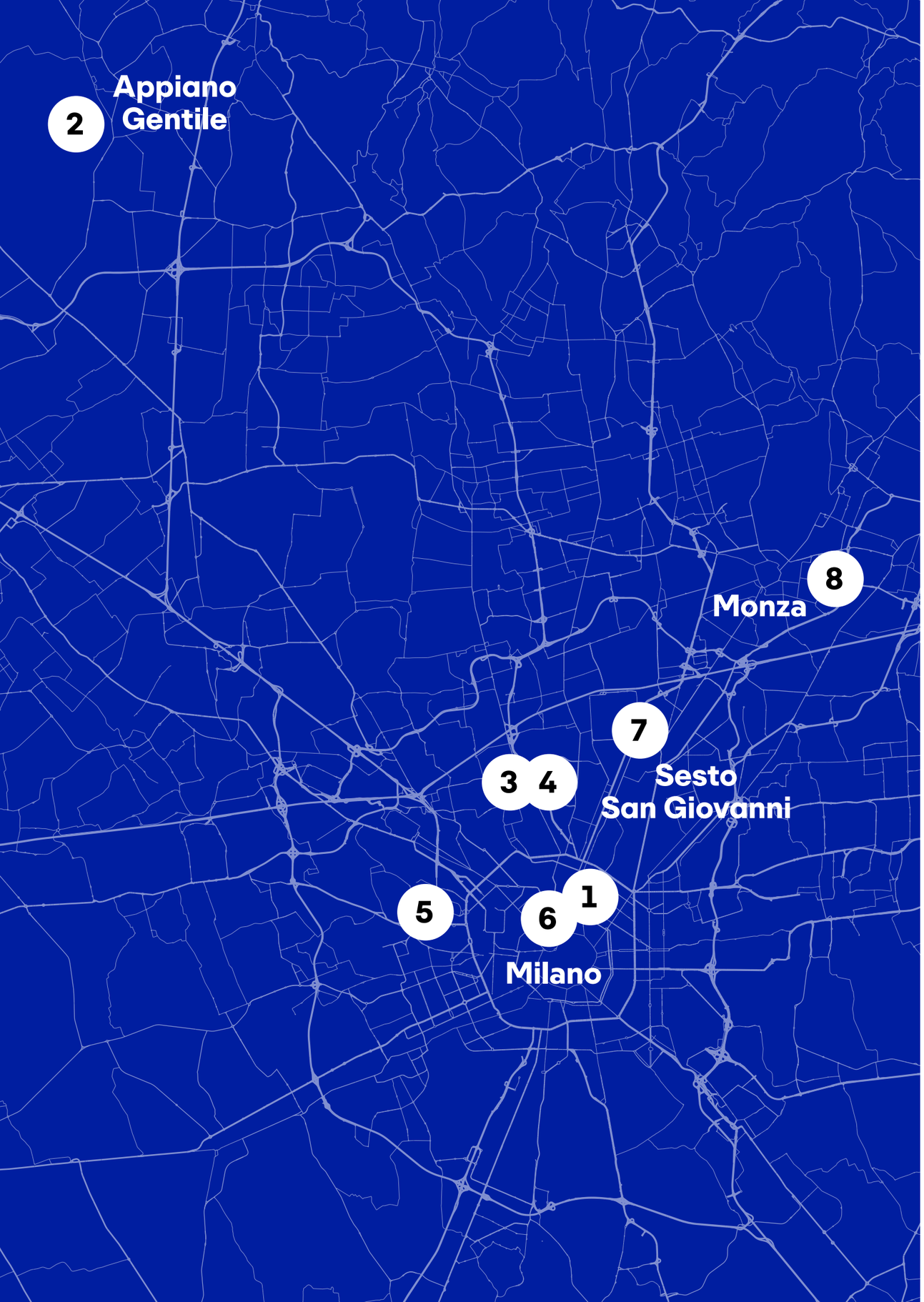
Our identity lives in people

Milano is where our roots are. The world is our arena. Our identity takes shape through the people who make the Club thrive, on and off the field.
Being international means seeing ourselves in something that goes beyond the field. It is a sense of belonging that runs through our history and keeps renewing itself in the relationship between the Club and the people who bring it to life every day.
The athletes are the sporting face of who we are. About 450 athletes wear the black and blue jersey every season across the Club's teams. For those who grow up in our Youth Sector and for those who come to represent Inter at the highest levels, wearing this jersey means joining a shared history and taking on the responsibility of carrying it forward.
The people who work for Inter are the strength that supports the Club every day. Each of them helps make Inter what it is, on and off the field. They are a team that often works far from the spotlight, accompanying the Club as it grows while preserving its culture and its way of being.
The fans are the beating heart of the Inter spirit. They have stood by the Club over the years and pass on their passion from one generation to the next, from Milano to the rest of the world.
There are more than 609 million Inter fans worldwide (**1**). It is a community that today brings together over 200,000 Inter Club members on every continent and drew more than 1,7 million people to San Siro in the 2025/26 season to experience Inter from the stands. What our community shares is the feeling of being part of the same history, united by a bond that goes beyond the game and continues to give voice and strength to the black and blue.

It is through everyone's contribution that the Club's values come to life and become a shared heritage that accompanies Inter in the present and guides its growth, together.
In addition to its athletes, staff, and fans, Inter operates within a complex ecosystem of national and international institutional relationships, collaboration with the media, suppliers and partners, and support for Third Sector entities active in local communities and abroad. The Club is a true platform for exchange, open to dialog and oriented toward positive change.

1 — Source: Nielsen Sports - Fan Potential May 2025

«We turn the field into a platform for culture, connection, and change»



The places where the Club takes shape

From the headquarters in the center of Milano to sports centers and stadiums, Inter's sites support the Club's many activities every day

1
Inter HQ
Headquarters of the Club's corporate activities, in the heart of the Porta Nuova innovation district.

2
Inter Training Center (In Memory of Angelo Moratti)
Home of the Men's First Team and the center for its training and daily sports activities.

3
Konami Women & Talent Center (In Memory of Giacinto Facchetti)
Sports center for Inter Women, the U23 team and the Youth Sector.

4
Inter Youth Center
Operational headquarters of the Youth Sector. It houses the offices, the boarding school for resident athletes and Inter College, so that sports training goes hand in hand with schooling.

5
Stadio Giuseppe Meazza – San Siro
Stadium where the Men's First Team plays its home games and meets the Inter community on game days.

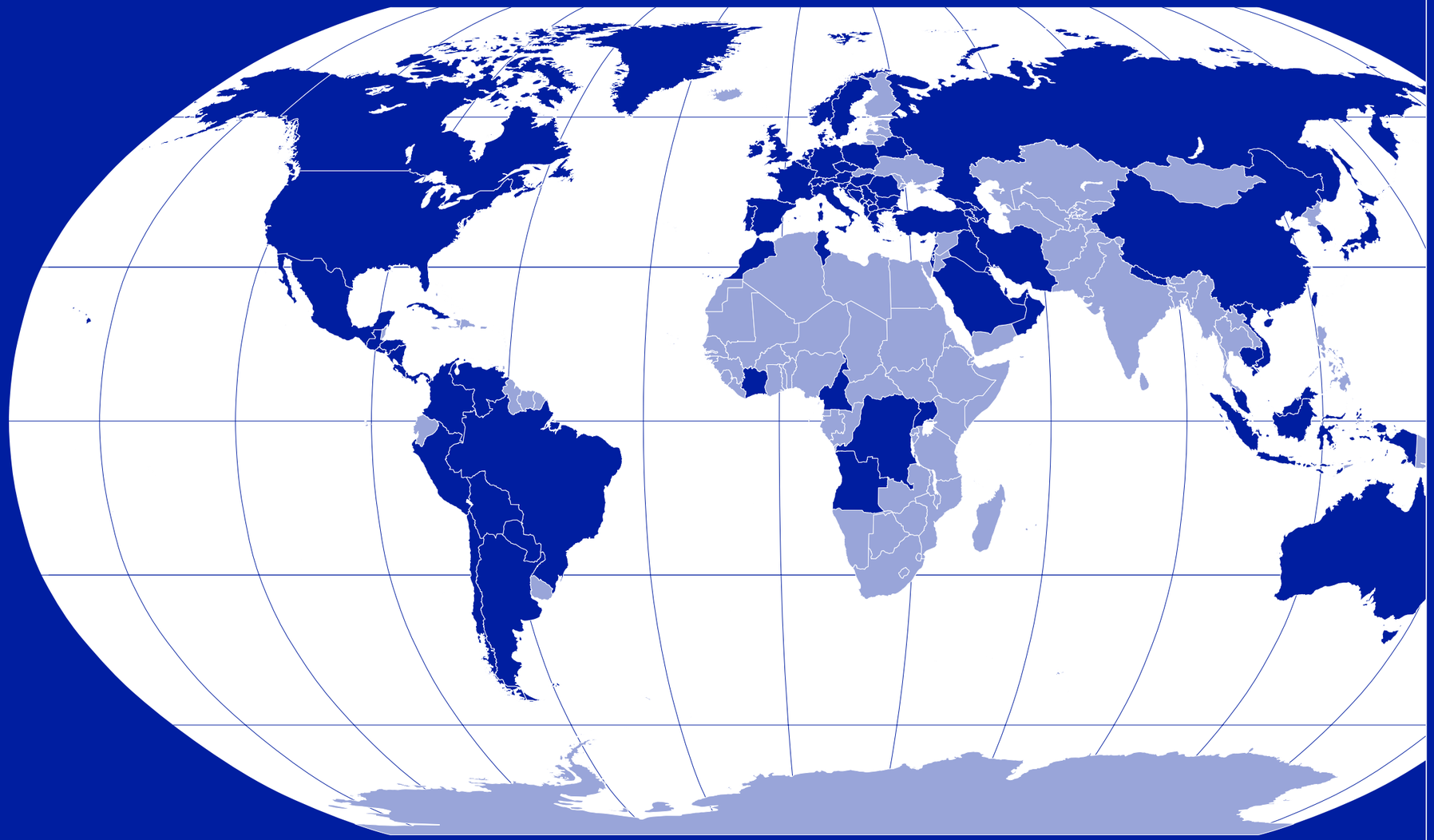
6
Arena Civica Gianni Brera
Historic sports venue in Milano, where the Inter Women teams play their Serie A and Coppa Italia games.

7
Stadio Ernesto Breda
Stadium in Sesto San Giovanni where the Under 23 team plays its home games.

8
Stadio Brianteo
Stadium in Sesto San Giovanni where the Under 23 team plays its home games.

INTER AROUND THE WORLD

Inter extends its presence around the world through Inter Academy, Inter Campus, and Inter Club, creating connections with people and communities in 85 countries



Inter Academy
- Australia
- Brazil
- Canada
- Chile
- China
- Georgia
- Hungary
- Japan
- Malta
- Mexico
- Saudi Arabia
- Turkiye
- United Arab Emirates
- U.S.A.

Inter Campus
- Angola
- Argentina
- Bolivia
- Bosnia and Herzegovina
- Brazil
- Bulgaria
- Cambodia
- Cameroon
- China
- Colombia
- Congo
- Cuba
- Hungary
- Iran
- Israel
- Italy
- Lebanon
- Maldives
- Mexico
- Morocco
- Nepal
- Nicaragua
- Palestine
- Paraguay
- Poland
- Romania
- Russia
- Tunisia
- Uganda
- U.S.A.
- Venezuela

Inter Club
- Albania
- Algeria
- Andorra
- Argentina
- Armenia
- Australia
- Austria
- Azerbaijan
- Bahrain
- Belarus
- Belgium
- Bolivia
- Bosnia and Herzegovina
- Brazil
- Bulgaria
- Canada
- Chile
- China
- Colombia
- Costa Rica
- Croatia
- Cyprus
- Czech Republic
- Denmark
- El Salvador
- France
- Georgia
- Germany
- Great Britain
- Greece
- Guatemala
- Honduras
- Hong Kong
- Hungary
- Indonesia
- Iran
- Iraq
- Ireland
- Israel
- Italy
- Ivory Coast
- Japan
- Kosovo
- Kuwait
- Lebanon
- Luxembourg
- Macedonia
- Malaysia
- Malta
- Mexico
- Montenegro
- Morocco
- Netherlands
- Nicaragua
- Norway
- Oman
- Panama
- Peru
- Poland
- Portugal
- Qatar
- Romania
- Saudi Arabia
- Serbia
- Singapore
- Slovenia
- South Korea
- Spain
- Sweden
- Switzerland
- Tunisia
- Unided Arab Emirates
- U.S.A.
- Venezuela
- Vietnam

The 2025/26 sport season

From the First Teams to the Youth Sector, the story of the 2025/26 season across the different parts of Inter's sports organization

MEN'S FIRST TEAM



- 21st Scudetto, won with the 2025/26 Serie A title.
- 10th Coppa Italia, won by beating Lazio in the final.
- Third national Double in Inter's history, winning both the league title and the Coppa Italia in the same season.

INTER WOMEN



- 2nd place in the 2025/26 women's Serie A.
- Second consecutive European qualification, reaching the league phase of the UEFA Women's Champions League.
- First European participation in Inter Women's history, with the team's debut in the UEFA Women's Champions League qualifiers.

INTER U23



- Debut season for Inter U23, the new team the Club introduced in 2025/26 to support young players in their transition from the Youth Sector to professional football.
- 12th place in Serie C Group A in the debut season.

YOUTH SECTOR



- Men's Under 18 Champions of Italy, winning the national final against Bologna after finishing first in the regular season.
- Men's Under 17 qualified for the national Final Four, the final stage of the competition that decides the Champion of Italy title for the category.
- Women's Under 17 finalist for the Champion of Italy title.
- Men's Under 16 finalist for the Champion of Italy title.


CAMPIONI D'ITALIA 25/26
21
CAMPIONI
betsson sport
302 PHOTO

THE HEART OF OUR COMMITMENT

Community, Youth Football, and Game Day

Three dimensions that shape our commitment

For us, sustainability means taking care of how football enters people's lives. It is a pledge we made many years ago and, during the 2025/26 season, we continued to honor it through tangible initiatives within the Club and in the places where we meet our community.
In the chapter dedicated to the Community, we describe the bond that unites us with people and territories, from Milano to the world. With Youth Football, we embark on the growth paths of children and into the initiatives that make football more open to participation. In Game Day, this commitment takes shape in experiencing the game through attention paid to hospitality and accessibility together with the prevention of discrimination and safety.



1

From Milano to the world, we build relationships through football, turning belonging, inclusion, and participation into real experiences for people and communities

A community that unites people and places

For us, being part of a community means building bonds that last. Our community grows out of a shared sense of belonging to Inter and extends well beyond the stadium, linking the fans to the Club and drawing children closer with dedicated programs. The Inter Clubs are the dimension most directly tied to the fans, while Inter Campus and Inter Academy bring football into educational and training programs.
This same view of community guides our commitment to the local area. Together with associations, foundations, Third Sector entities, and social partners, we develop initiatives that meet tangible needs and expand the possibilities of participation, with special attention to people in vulnerable situations. What these different experiences share is the will to strengthen the bond between the Club and the communities to which it belongs.

Our Community at Home and in the World

Over the years, passion for Inter has built a community that grows together with the Club. The Inter Club project began in Milano, along with a bond with fans that has gradually spread throughout Italy. Around the world, this sense of belonging continues through the international Inter Clubs and is taking new forms with Inter Campus and Inter Academy, which involve young people in many countries through football-based educational and training programs.

INTER CLUB
A history of belonging

Our community of fans dates back to Milano in the late 1950s. From the Moschettieri ("Musketeers") of 1958 to the founding of the Inter Club Coordination Center in 1960 by Angelo Moratti, together with Helenio Herrera and a handful of fans, the sense of belonging to Inter has found a form that can grow over time. In the 1970s, the Inter Clubs had already surpassed 90, steadily expanding their presence in Italy. We continue to cultivate this bond through occasions that bring the Club closer to its members – from meet-and-greets with the players to the Special Game and Night Out at San Siro, as well as the annual Workshop for Inter Club presidents.

INTER CLUBS AROUND THE WORLD
Inter without borders

The international vocation of our community has been part of the history of the Inter Clubs since the early years, with the first foreign clubs founded in Lugano and Locarno. Today the Coordination Center brings together 1,054 Inter Clubs in 75 countries with more than 200,000 members, over 25,000 of them abroad. The network has surpassed the 200,000-member mark for the fourth consecutive season. Meetings with the players and engagements with the Legends have allowed us to keep this relationship alive over the years, bringing the Club closer to an Inter community that continues to grow well beyond Italy's borders

INTER CAMPUS
Growing on and off the field

Football becomes part of an educational path of inclusion, prevention and social development for boys and girls growing up in vulnerable environments. Since 1997, Inter Campus has worked with civil society organizations and local institutions in 31 countries through long-term programs built around the needs of the communities involved. Its approach uses sport to integrate life skills into resilience-building programs, with partners running socio-educational activities dedicated to children's growth, while the ongoing training of coaches and local educators allows the method to take root in local communities and continue over time.

The key figures of the 2025/26 season show the scope of the program and the continuity of the activities carried out in the different countriesi.

59
Missions carried out during the 2025/2026 season

Over 9,000
Children reached

Over 300
Local educators involved

120
Active centers

31
Countries where the program is present

About 13,000
Total hours of sports activities

Starting with the 2026/27 season, Inter Campus is part of the extensive network of local and international partnerships the Club has set up to carry out social projects.

INTER ACADEMY
The world is our field

We share the experience gained in our Youth Sector with Inter Academy at the international level. Active in 14 countries, the project is based on a common technical strategy between Milano and the international centers, so that each Academy can develop its own path while keeping a direct link with the Club's methodology. Its foundation is a clear principle: we train people first, and then champions. Our technical staff work side by side with the local coaches to transfer skills that help strengthen the quality of training and allow the young players to grow close to home according to the technical and ethical standards Inter promotes.

INTER LEGENDS
Generation after generation

Passion is handed down from parents to children, becoming a special language between generations and an opportunity to share. The same is true for athletes, who follow one another in the ranks of Inter, always remaining in the hearts of people. Inter Legends was born in this spirit. Through this program, the Club involves the most iconic players of its history to generate shared value for the community. The Legends team takes part in friendly games with other great international clubs, stirring up excitement in fans once again and turning every game into a timeless treat. Inter Legends initiatives also include participation in social events organized by the Club, such as educational sessions for young people, social inclusion activities, and meetings with Third Sector entities and organizations in the local community. Every player contributes to spreading the values of respect, participation and solidarity that distinguish Inter's identity and becomes an ambassador of the traditions they themselves helped create.
Because once an Interista, always an Interista.

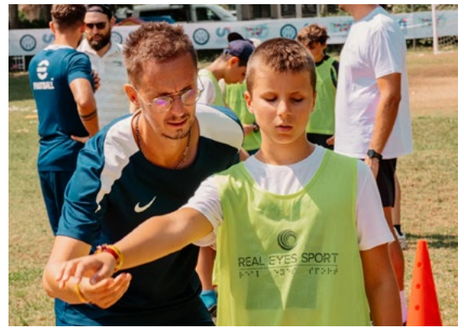
Our social commitment takes shape in our city

Our community is not defined only by belonging to the Club. In our city, football is also a tool for meeting concrete needs and creating opportunities to participate. Together with local associations and organizations, we develop projects that bring sports closer to people, shaped by the needs of the organizations involved.

NEIGHBORHOODS PROJECT

The Neighborhoods Project strengthens dialog with local communities through sports activities in Milano's suburbs and creates opportunities for participation and togetherness through football. The goal is to restore a social, educational, and training dimension to sports, fostering community and using competition as a privileged way to bring people together. CSI (Centro Sportivo Italiano - Italian Sports Center) and Comunità Nuova are among the project's partners.





JOINT SUMMER CAMPS

Conceived in collaboration with the CSI, the Joint Summer Camps are spreading across Italy, offering children and young people in vulnerable circumstances a chance to come together during the summer months, a period often marked by limited and unstructured recreational and sports options. They promote the role of sports as an opportunity for growth and social inclusion, one of the resources most often lacking in marginalized contexts.



BEYOND THE BARS – TWINNING PROJECT

- **15 meetings held**
- **The first cycle has ended and the next two are set**

With the Beyond the Bars – Twinning Project, we are taking vocational training activities into Milano's prisons, including San Vittore and the Cesare Beccaria Juvenile Detention Center, in collaboration with Comunità Kayros. The goal is to foster inclusion and equality through football.

SPORT IN TEACHING – POSITIVE BACKING

- **5 for each participant**
- **250 adults involved**
- **>1,000 youths involved**
- **>80% participant satisfaction**

Created in collaboration with the Municipality of Milano and the Regional School Office, Sports in Teaching brings educational programs on the values of sport into schools to help students reflect on mutual respect and collaboration through sessions designed for different age groups.





RESPECT LEAGUE

- **1,800 youths involved**
- **400 adults involved**

With Respect League, created together with CSI, we promote inclusive tournaments that value differences and fight discrimination through football.



WINNERS CUP

- **>200 youths involved**
- **>30 Pediatric Oncology Centers Involved**

The football tournament for boys and girls from Italy and Europe undergoing treatment for cancer and blood disorders. A project launched in 2017 and now in its 6th edition, carried out with the support of the Bianca Garavaglia Foundation for the Treatment of Childhood Cancer, CSI, the AIEOP Adolescent Support Group (Italian Association of Pediatric Hematology and Oncology), FIAGOP (Italian Federation of Pediatric Oncology Parents' Associations), SIOPE (European Society of Pediatric Oncology) and the Lombardy Region.



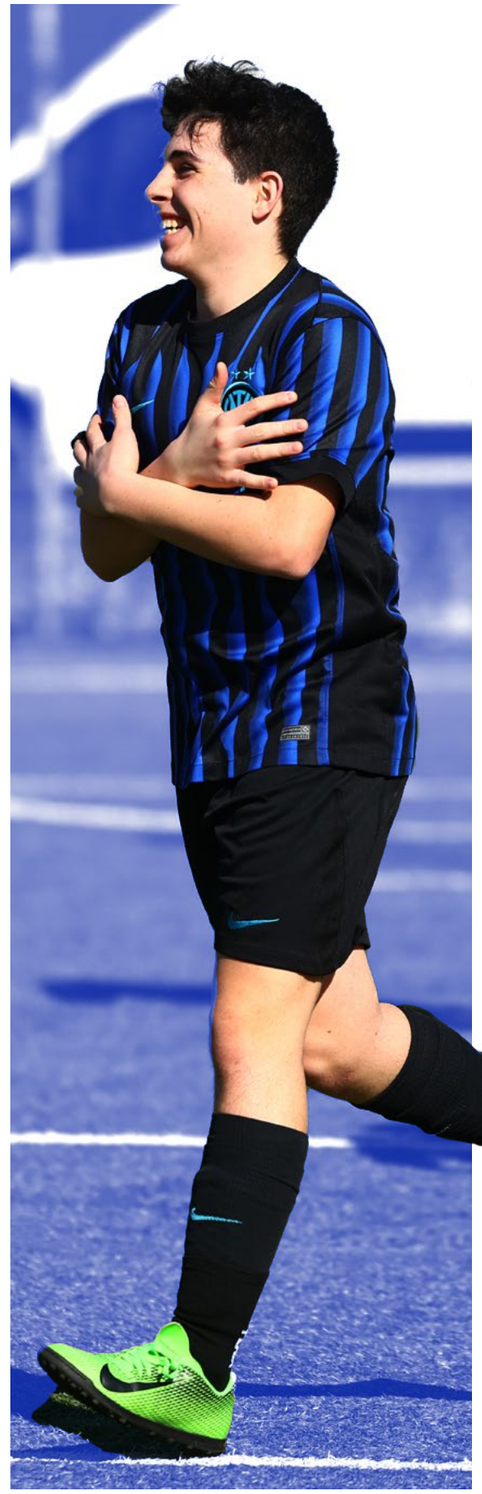
Fondazione Inter

Starting with the 2026/27 season, the Club's commitment to the community will enter a new phase with the official launch of Fondazione Inter ETS. This is one more tool for creating value for the local community in the Milano area. The foundation will be able to raise and distribute funds for initiatives that support social inclusion, counter all forms of discrimination, educate young people, and promote football for all abilities. Its Board of Directors is made up of members of the Club's top management and is chaired by Giuseppe Marotta.

2

From the Youth Sector to initiatives that make football more accessible, we are working hard so that sports support growth and let everyone find their own place. Our commitment starts from protecting young people, develops through training and opens up to experiences that make inclusion a tangible part of how football is understood

Our commitment to Youth Football



Football can teach a lot, even beyond technical skills. In the Youth Sector, we support young men and women as they grow, involving their families and staff as well. Protecting minors is an essential condition of this path and is part of the Educational Project which brings together activities designed to support young people at every stage of their lives both on and off the field. This attention gradually extends to how we learn to recognize differences and to share football together with others. This is the starting point of an educational journey that tackles the topics that matter most for growing up, from countering discrimination to inclusion, turning them into concrete opportunities to participate.

Youth Sector: Growing in a protective environment

Supporting children also means taking on the responsibility of protecting them. The Child Protection Policy, developed in line with the FIGC and UEFA guidelines, defines the framework through which we prevent risk situations and protect the well-being of young athletes. The Child & Youth Protection Officer (CYPO) and the Child Safeguarding Officer (CSO) oversee this area and help keep the protection of minors part of everyday life of the Youth Sector.

Over the years, Inter has strengthened this path with specific training on abuse prevention in sport, delivered with CIPM - Centro Italiano per la Promozione della Mediazione (Italian Center for the Promotion of Mediation) and for staff who work in contact with the teams. The Sentinelle della Fiducia (Sentries of Trust)

network, made up of professionals from different areas of the Youth Sector and coordinated by the Child & Youth Protection Officer (CYPO), supports this work.

In the 2025/26 season, the involvement of families was reinforced with the Libretto della Fiducia (Booklet of Trust), a tool designed to help them recognize possible situations of abuse and know whom to contact to make a report.
The continuity of this work is also reflected in the training provided in the last four seasons, which reached 400 staff members and 600 families. In addition, 150 players took part in the training courses, while internal oversight is provided by 9 Sentries of Trust.

The Educational Project builds on this foundation, supporting boys and girls with content tailored to each age group.

Educational Project: learning beyond the field

Education is an integral part of the training path in our Youth Sector. Launched roughly 20 years ago to support the youngsters living at the Inter facilities, the Educational Project today involves all boys' and girls' teams, from U9 to U20. In the 2025/26 season, the program also involved families and staff, with topics and methods adapted to the different stages of growth.

~100
Educational meets

365
players involved

240
Staff members involved



Children learn while playing

In the U9–U11 age groups, learning also relies on tools that make complex topics accessible. MeteoHeroes, a project designed by Meteo Expert - Meteo Operations Italia in collaboration with Mondo TV, is used to bring the children closer to environmental education through play.

As they grow, we provide more tools to understand their reality

The Digital Awareness programs led by Inter Media House help children from U12 and above better understand their online presence, starting from real situations linked to the lives of football players.
For the U12–U13 age groups, there are also activities on bullying and cyberbullying, while nutrition education accompanies the athletes along a longer stretch of the path and also involves the families of the younger age groups.

Starting from U15, new responsibilities come into play

As players get older, the content addresses situations that call for a different level of awareness.
The U15s take part in meetings dedicated to the prevention of gambling addiction, while from U15 to U20 the work on regulations and fair play focuses on knowledge of the rules of the game.
From U16 on, the path also includes financial education.

Inclusion becomes experience in the older age groups

For the U16–U20 age groups, part of the educational path is dedicated to disability and sport for everyone. Through joint training sessions with the Bebe Vio Academy and the Club's participation in CSR activities in the local area, the young Inter players discover sports for all abilities and discuss essential topics such as fighting discrimination.
In this way, the inclusion topic moves



from training to direct experience, laying the groundwork for a broader conversation on how football can be experienced by people with different abilities.

From training to more inclusive footbal

The educational path lays the foundation, but our commitment does not end with training young athletes.
The topics of respect and disability continue in initiatives that take these principles beyond the training session and turn them into tangible experiences.

Respect is also built through football

Fighting discrimination is already part of the Youth Sector's growth path.
With UEFA Outraged, aimed at the U13 to U20 age groups, young people, staff, and families confront different forms of discrimination through experiences tied to the world of football.
This work is supported by participation in the campaign Keep Racism Out, developed together with Lega Serie A.

This attention also reaches the schools through Sports in Teaching, where children and youngsters reflect on how to cheer for their team and on their relationship with the opponent.

As part of the project, the boys' and girls' Under 9–11 teams worked with Parole O_Stili in play-training workshops, in which President Giuseppe Marotta also took part, reflecting on the words of cheering and on the emotions accompanying them.

Alongside this work ran ALÈ - Allena l'Empatia (Train Your Empathy), the "glossary of positive cheering" written by the youngsters for their families and all fans, which looks at how language shapes the way we experience and talk about football. At the end of the project, the Club signed the Manifesto of Non-Hostile Communication.

These principles come directly onto the field with Respect League, created together with CSI. Through inclusive tournaments, football becomes an opportunity to recognize the value of differences and to fight discrimination through a shared experience.

Inter Special: football open to all abilities

The promotion of football for everyone also takes shape through the three Inter Special teams, each dedicated to a different way of experiencing football. In partnership with ASD Sporting 4E, the team for people with cognitive and relational disabilities competes in the competitions of the FIGC Paralympic Football Division.
Then there is blind football, developed with Real Eyes Sport, and powerchair football with Snakes Milano.

The Special teams train with dedication all year long, wearing the Inter jersey during games and championships.

Throughout the year, there are also opportunities to come together and many special initiatives, such as meetings with Youth Sector or Inter Legends players.

3
Teams

60
Athletes involved through weekly activities

5
Special initiatives with the Youth Sector

Meeting together on the field

The fourth edition of We Are Sport brought over 100 athletes together at the Konami Women & Talent Center. The three Special teams shared the field with boys and girls of the Youth Sector and with other organizations, including Bebe Vio Academy. For the Inter College students involved, the day was part of the disability inclusion and awareness training path developed within UEFA Outraged.

Training on the Montagnetta di San Siro (San Siro Hill) as part of the five-day "All conditions event" organized for the launch of the 4th kit also offered an opportunity for the Youth Sector to meet the Special team competing in the Paralympic football competitions. Approximately 30 athletes shared the field, giving a concrete dimension to the work on inclusion developed during the season.

A key moment in the partnership with Snakes Milano was also the Tecsystem Trophy, organized by the powerchair football association. A Youth Sector delegation attended as part of the UEFA Youth League Social Project, and the Club allocated the contribution set aside for the initiative to the Snakes' sports activity.

Continuous inclusion within the Club

The value of inclusion is not limited to educational paths or experiences through football. The same attention extends to the Club's everyday life and the way we build a working environment in which people can find their place and feel recognized.

This dimension is examined in detail in the second part of the Report dedicated to Social Reporting, where the policies and initiatives on diversity and inclusion within the organization are explained. For more information, see the chapter "Inter for the People" on pages 66-69.



3

Game Day is the moment when our community comes together and the spirit of Inter fans comes alive in the stands. We want every fan to live this passion while feeling welcomed and respected, in an accessible environment designed to ensure a safe experience

Game Day, inclusion and accessibility

Game Day is the moment when our community comes together and the spirit of Inter fans comes alive in the stands.
We want every fan to live this passion while feeling welcomed and respected, in an accessible environment designed to ensure a safe experience.
Game Day is the fullest expression of who we are as a Club. With the community gathered, the sense of belonging comes to life in the shared experience of the game. Our commitment begins before kick-off and stays with people throughout their time at the stadium. We work hard to make the experience increasingly accessible, prevent and combat discrimination and prepare every event so that it can be enjoyed safely.

Inclusion and accessibility to freely enjoy the game

2,000
People with disabilities purchased a ticket in the 2025/26 season

>80%
Fan satisfaction collected via online questionnaire

>400
Average number of seats reserved for vulnerable groups, including minors, pediatrics and local associations

100%
Stewards and stadium staff trained in matters related to hospitality and disability

Everyone should have the opportunity to come to San Siro and root for their team. This is why we offer 386 reserved spaces for both wheelchair users and people who can walk independently or with the aid of supports.
Starting with the 2025/26 season, we have established a specific procedure for purchasing tickets and season tickets, developed in part through discussions with the Municipality of Milano and associations active in the field of disability. People who purchase these tickets have priority access and dedicated stewards to ease their entry and help them reach their assigned seats.
The focus on inclusion continues throughout the visit to San Siro. Blind or visually impaired people can follow the game through the Audio Descriptive Commentary service, created in collaboration with Istituto dei Ciechi di Milano (Milano Institute for the Blind) and, since the 2025/26 season, available directly through the app on a smartphone with a dedicated Wi-Fi connection.
It is complemented by special seats and accessible rest areas.
The Disability Access Officer (DAO) maintains an ongoing dialog with fans with disabilities, gathering their needs and helping identify areas for action.
The principle of accessibility also applies to communication, with the Italian Sign Language (LIS) service available at major press conferences and for team presentations on the giant screens.
These efforts are further extended to vulnerable groups with our Welcome to the Stadium program. During home games, we host groups from local associations and the network of local hospital pediatric units, expanding the opportunities to enjoy the game from the stands.
Several initiatives carried out during the season concretely demonstrate how our hospitality adapts to people's needs.

Quiet Room, experiencing the game in a special environment
For the second consecutive year, San Siro has hosted a Quiet Room: a space specifically equipped for people on the autism spectrum, designed to let them enjoy the game in an environment more suited to their needs. Organized in collaboration with the Italian Autism Foundation and the GiuCo97 Association, the initiative welcomed ten fans from northern Italy.

Special teams take center stage at San Siro
At the Inter-Como game, as part of the activities related to the International Day of Persons with Disabilities, we hosted the athletes of both Clubs' Special Teams at San Siro. Some Inter Special players took part in the pre-game line-up, experiencing firsthand one of the most symbolic moments of Game Day.

Preventing and combating discrimination for a more respectful way of supporting the team

+300%
Number of stewards compared to the minimum required by current regulations

100%
Participation in awareness campaigns on the theme of discrimination proposed by Lega Serie A, including Keep Racism Out

Experiencing the game together means sharing a space where everyone can feel



respected. This is why preventing and combating discrimination is an integral part of our work on Game Day, through awareness-raising activities and by constantly monitoring what happens in the stands. During games, we monitor any discriminatory incidents in real time in order to report and manage them when necessary. This work is complemented by participation in campaigns promoted by football institutions, including Keep Racism Out of Lega Serie A.
Game Day can also be the culmination of an educational journey that began far from San Siro. The work carried out with young people thus connects with the fan community and finds a tangible space in the stands, where it can be shared.

Sports in Teaching - Positive Backing at San Siro
At the Inter-Cagliari game in April, about 1,500 people including students, teachers and parents came to San Siro to conclude the Sport in Teaching project. The messages written by the students in the classroom reached the stands and giant screens, bringing a reflection on cheering and the fight against bullying and cyberbullying to Game Day. In the 2025/26 season, the project involved about 50 classes and over 1,000 students from Milanese schools.

Game Day safety starts well before the kick-off whistle

Stadium safety at each game begins long before the crowd enters the stands. Every Game Day requires preparation and coordination that make it possible to share necessary information, define responsibilities and organize responses in advance.
This planning involves the ticket office, DAO, law enforcement and M-I Stadio, the company managing the facility.
The meetings of the Safety Operations Group at the Police Headquarters and internal briefings make it possible to organize each Game Day based on the characteristics of the event. The safety maintenance plan defines the safety measures and chain of command, regulating the flow of information between the Event Management Officer and the various operational units.
During the game, the Stadium Operations Center coordinates reports and facilitates activating the healthcare unit when necessary. All of this is managed in compliance with regulatory requirements and the guidelines of public safety authorities.
Stewards play a central role. The service is outsourced, with training provided by bodies certified in accordance with current regulations. Each event has an average of 800–1,000 stewards, ensuring a presence above the minimum required.
Prevention also hinges on knowing the rules. The Stadium Rules and Code of Conduct are brought to fans' attention when tickets and season tickets are purchased, while prohibited behaviors are reiterated through specific announcements before and during the game.
Stewards monitor compliance with the rules and report any violent or discriminatory behavior to law enforcement. The most sensitive situations are analyzed, involving the relevant Club departments and, when necessary, the Legal Department and public safety authorities. In certain cases, the Stadium Ban Policy may also be applied, suspending the eligibility required for admission.
The same preventive measures apply to the facility itself, which undergoes regular inspections and maintenance in accordance with current regulations.

SUSTAINABILITY HIGHLIGHTS

386
Seats reserved for people with disabilities

31
Countries where Inter Campus operates

300%
More steward per game beyond the regulatory minimum

New Football For All Abilities Policy

+

New Environmental Policy

+

New DE&I and Anti-Discrimination Policy

+

New Child Protection Policy

+

Measurement of energy consumption and emissions

29,95 MWh/€M
Energy intensity per million euros revenue

9,000
Boys and girls participating in Inter Campus

-33%
Reduction in diesel consumption by the corporate fleet

3,000
Boys and girls involved in local sports and educational projects

3
Inter Special teams

356
Young football players involved in the Educational Project

-22%
Reduction in the corporate fleet's gasoline consumption

VOLUNTARY REPORTING

Introduction to Reporting According to the Voluntary Standard (VS)

The following section of the report presents the results of Inter's first report in accordance with the Voluntary Sustainability Reporting Standard (VS), the framework developed by EFRAG (European Financial Reporting Advisory Group) for unlisted organizations. Inter has adopted the Basic Module of the standard, which is divided into eleven reporting areas spread across the three ESG pillars. The reporting period runs from July 1, 2025, to June 30, 2026.

Within the 11 areas, this report explores the topics most relevant to our organization: from energy and carbon footprint to the management of air, water, soil, resources, and waste in the Environment sphere; from the characteristics of our workforce to health and safety, as well as compensation and training in the Social sphere; and from corporate conduct to preventing corruption in the Governance sphere.
For each topic, the report outlines the data and measurement methods used, the results achieved, and the initiatives undertaken by Inter.

We consider this work a starting point. The current situation reflects a data collection process that is already well underway, which we intend to further consolidate through ongoing data measurement and cleansing: our goal is to report on our impact with ever-greater precision and transparency.

Inter for the environment



At Inter, we manage our environmental impact responsibly and in accordance with the principles of the circular economy, aiming to reduce consumption and emissions while optimizing the use of resources. The scope of the analysis includes the main locations where we carry out our sports and operational activities: Inter HQ, the Inter Training Center in Appiano Gentile, the Konami Women & Talent Center, the Youth Center, and Meazza Stadium.

Inter's energy consumption

Several energy efficiency interventions were carried out on our infrastructure during the year. The photovoltaic systems at the Appiano Gentile center have been expanded, and the conversion of the heating systems of some fields from electric to hydronic systems has begun. We have simultaneously rationalized energy utilities and developed the charging network for electric vehicles, which currently totals 30 charging stations: 20 at Appiano Gentile, installed in the clubhouse garage, 10 at Inter HQ; further charging points are also planned for Interello.

Further supporting these efforts, we are consolidating the availability and reliability of energy data in order to monitor consumption and seize new opportunities for improvement. In accordance with the obligations set out by current regulations (2) , we have appointed an external Energy Manager who works in coordination with the Procurement and Real Estate functions, contributing to monitoring energy consumption and identifying opportunities to improve efficiency and optimize infrastructure.

2 — Italian Law no. 10 of 1/9/1991

INTER'S ENERGY PROFILE: CONSUMPTION AND INTENSITY

In the 2025/26 season, Inter's energy consumption remained in line with the previous season.

B3 - TOTAL ENERGY CONSUMPTION AND ENERGY INTENSITY	2025/26	2024/25
Total energy consumption	15,505 MWh	14,850 MWh
Energy intensity	29.95 MWh/M€	26.19 MWh/M€

The increase in energy intensity is attributable to a smaller reference economic base in the denominator of the indicator, and to a much lesser extent to the increase in energy consumption associated with the operation of the offices, sports centers, and infrastructure used by the company.
The main source of energy consumption is electricity, with 8,592 MWh consumed in 2025/26 compared to 7,947 MWh in 2024/25.

ELECTRICITY CONSUMPTION (in MWh)	2025/26	2024/25
Electricity purchased	**8,573**	**7,931**
from non-renewable sources	8,573	7,931
from certified renewable sources	0	0
Electricity self-produced and self-consumed	**19**	**16**
from non-renewable sources	0	0
from renewable sources	19	16
TOTAL ELECTRICITY CONSUMPTION	**8,592**	**7,947**

6,213 MWh of natural gas were consumed to heat offices, infrastructure and sports facilities, compared to 6,000 MWh recorded in 2024/25.

CONSUMPTION FOR HEATING (in MWh)	2025/26	2024/25
Natural gas	6,213	6,000

The energy consumption associated with the company fleet comes from the vehicles used to support Inter's activities. The gradual electrification of the vehicle fleet – achieved in part through a partnership with BYD, Global Automotive Partner – is reflected in the increase in consumption tracked through electric charging cards and in the reduction in gasoline consumption (-22% compared to the 2024/25 season) and diesel consumption (-33% compared to the 2024/25 season). At the end of the reporting period, the fleet comprised 82 vehicles: 43 hybrid, 33 fully electric and 6 diesell.

COMPANY FLEET CONSUMPTION (in MWh)	2025/26	2024/25
Gasoline consumption	604	782
Diesel consumption	79	118
Consumption from fast-charging cards	17	3
TOTAL COMPANY FLEET CONSUMPTION	**700**	**903**

The scope of the carbon footprint

In 2025/26, the intensity of greenhouse gas emissions, calculated by relating Scope 1 and Scope 2 emissions, increased compared to the previous season. The trend mainly reflects a reduction in revenues and, to a lesser extent, the variation in energy consumption related to the offices, sports infrastructure, and operational activities.
Inter monitors and reports both direct emissions generated by its own activities (Scope 1) and indirect emissions associated with purchased energy (Scope 2). The latter are calculated according to the two approaches provided by the GHG Protocol: the location-based method reflects the emission intensity of the national electricity mix, while the market-based method considers the characteristics of the purchased energy supplies and any use of energy from renewable sources.

B3 - ESTIMATE OF GREENHOUSE GAS EMISSIONS (in tCO_2e)	2025/26	2024/25
Gross greenhouse gas emissions – Scope 1	1,285	1,495
Gross greenhouse gas emissions – Scope 2 (location-based)	1,933	1,785
Gross greenhouse gas emissions – Scope 2 (market-based)	3,609	3,333
TOTAL GREENHOUSE GAS EMISSIONS – SCOPE 1 E 2 (location-based)	**3,218**	**3,280**
TOTAL GREENHOUSE GAS EMISSIONS – SCOPE 1 E 2 (market-based)	**4,894**	**4,828**

Please note that the DEFRA 2026 emission factors relating to natural gas, diesel, and gasoline were used to calculate Scope 1 emissions. The AIB 2025 emission factors were instead applied for the Scope 2 emissions associated with purchased electricity, using the Residual Mix for the calculation according to the location-based approach and the Production Mix for the calculation according to the market-based approach.

GREENHOUSE GAS EMISSION INTENSITY (in tCO_2e/M€)	2025/26	2024/25
Greenhouse gas emission intensity – Scope 1 e Scope 2 (location-based)	6.22	5.78
Greenhouse gas emission intensity – Scope 1 e Scope 2 (market-based)	9.45	8.51

The emission intensity is calculated by relating Scope 1 and Scope 2 greenhouse gas emissions to the company's revenue; this allows us to correlate climate performance with the economic side of the business.
To improve our management of climate-related issues, we are committed to refining how we measure energy consumption and to gradually expanding the scope of our emissions mapping and monitoring.



Managing impacts on air, soil, and water

Given the nature of our business and the absence of industrial production processes, the direct impacts on air, water, and soil are rather limited and there are no significant pollutant emissions to report.

Water use is mainly linked to the activities of the sports centers and the maintenance of playing fields and green areas.
The available information highlights that none of the sites managed by Inter are located in areas characterized by high water stress. We are developing tools and processes to improve the completeness and traceability of the data we collect.

Infrastructure, biodiversity, and the local area

Inter considers aspects related to biodiversity and the territory in the development and management of its sports infrastructure.

The analyses conducted did not identify any significant impacts on ecosystems, natural habitats, or protected species that could be directly attributed to Inter's activities.

None of the sites are located in protected areas, nor did they have any significant impact on biodiversity during the reporting period. We still wish to progressively strengthen our processes for collecting and monitoring environmental information as our sustainability reporting system evolves.



We consider environmental aspects and potential local constraints in planning real estate assets as well, paying attention to issues such as land use, surface permeability, and green area management.
This approach also includes planting new trees whenever any must be removed, a practice successfully adopted during the construction of the Appiano Gentile clubhouse and is also planned for future infrastructure interventions.

Circular economy and resource use

Inter applies the principles of the circular economy to use resources more efficiently and limit the environmental impact of its operations.

Even though we do not operate in a sector characterized by material-intensive production processes, we implement measures to prevent waste and maximize recovery where possible.

MERCHANDISING, PACKAGING AND PRODUCT SELECTION

As part of our merchandising and e-commerce activities, we collaborate with our partner Fanatics, a global leader in the sports merchandise industry. The initiatives currently under evaluation include the use of custom packaging, which helps reduce material consumption and optimize shipping volumes. The greater proximity between logistics activities and distribution points also contributes to shortening delivery distances.
We pay attention to the origin of raw materials when choosing products as well: the competition and training uniforms for the Men's and Women's First Teams and Primavera are made from recycled materials, including fibers obtained from the recovery of plastic bottles.

INVENTORY AND WASTE MANAGEMENT

When managing stock, we first seek to recover the value of unsold products through promotional initiatives, destroying goods only in exceptional circumstances. There is also a recycling center at the Appiano Gentile sports center to support the needs of the sports and accommodation facilities, while collection and disposal operations are entrusted to specialized operators.

Waste management for events at Meazza Stadium is a particularly important issue considering the operational complexity and volume of waste generated on game days.

We collaborate with Banco Alimentare to reduce waste and recover any surpluses generated by the catering service during events. The project allows us to donate any unconsumed food for social purposes, at the same time creating value for the community.
We also take responsibility for managing the waste generated by our activities.
There is a limited amount of hazardous waste, which includes the sanitary waste from sports centers and, to a much lesser extent, used toner from the offices. This type of waste is handled in compliance with current regulations and the traceability obligations provided by the National Electronic Register for Waste Traceability (RENTRI).
The following table shows the main types of waste produced in the reporting period.

B7 – RIFIUTI PRODOTTI (Ton)	2025/26
Rifiuti pericolosi	0,10
Rifiuti non pericolosi	1.558,00
Totale rifiuti	**1.558,10**

In order to estimate the total amount of non-hazardous waste produced during the 2025/2026 season, we used methodologies based on recognized sources and documented assumptions, differentiated according to the main activities carried out by the company.

In particular, a waste-per-spectator coefficient was used for sporting events. It was developed based on the benchmarks proposed by the Life Tackle project and presented in the UEFA Circular Economy Guidelines, multiplied by the average attendance and number of home games played.

An approach based on staff presence was adopted for the headquarters and sports centers, which applies the official data on per capita urban waste production published in the ISPRA Urban Waste Report 419/2025. The combined use of these methodologies made it possible to estimate the waste associated with both ordinary operational activities and sporting events organized by the company.

We are strengthening the data collection systems on resource use and waste management so as to also involve suppliers and operational partners.
The objective is to improve the traceability of flows and broaden the detail of the reported information.



Inter for the people



Inter's strength stems from the combination of professionalism, both on and off the field, united by a shared vision and reinforced through initiatives focused on training, inclusion, well-being, and safety. These areas reflect the reporting categories outlined by the Voluntary Standard for social issues.

Our team

During the reporting period, the Club had 545 employees. Excluding staff on sports contracts, the workforce consists of 234 people; this figure includes executives, managers, white-collar and blue-collar workers, as shown in the Inter Staff (Headcount) table.
This group, hereinafter also referred to as "Staff" or "Company Workforce", is the subject of the analysis for the purposes of this disclosure.

INTER STAFF (HEADCOUNT)	As of 6/30/2026	As of 6/30/2025
First Team players and Youth Sector	154	138
Coaches and Athletic Trainers	107	100
Other technical staff	50	79
Executives	14	9
Middle managers	27	32
White-collar employees	183	189
Blue-collar employees	10	9
TOTAL	**545**	**556**

Women account for 35% of the company's workforce, which is in line with the benchmark (**3**).

GENDER	2025/26	2024/25
Men	152	157
Women	82	82
TOTAL EMPLOYEES	**234**	**239**

3 — Source: EFC Survey (sample of 94 clubs from 37 countries, average club size 184 employees). Aspect ratio M/F 70/30.

Most of the staff are employed under permanent contracts.
The increase in fixed-term contracts from seven to 14 was due to higher staffing needs during the year and the application of hiring contracts that allow greater organizational flexibility.

BREAKDOWN BY CONTRACT TYPE	2025/26	2024/25
Permanent contract	220	232
Term contract	14	7
TOTAL EMPLOYEES	**234**	**239**

This trend reflects in particular young people moving into their first professional roles after internship contracts, confirming our commitment to promoting youth employment and developing skills through growth paths.

TURNOVER RATE	2025/26	2024/25
Employees who left the Group during the reporting period	28	28
Employees at the beginning of the reporting period	231	231
Employees at the end of the reporting period	234	239
TURNOVER RATE	**12.04%**	**11.91%**

DIVERSITY AND INCLUSION

As of June 30, 2026, we have 13 employees with disabilities on our roster.
In addition, we have established partnerships with social cooperatives that promote structured and sustainable forms of professional integration.
This effort is guided by the principles of equal opportunity, fairness, and non-discrimination enshrined in our Code of Ethics.

HEALTH AND SAFETY

People's safety is a matter that requires daily attention, supported by clear organizational safeguards and shared responsibility at all levels.
At the company level, the following positions are designated: Head of the Prevention and Protection Service, Health & Safety Officer, Company Physician, and the Workers' Health and Safety Representative.
In addition, we have identified the roles required by occupational health and safety regulations for each location, including the designated supervisors and the emergency and first aid responders.
Different management approaches are applied based on the activities and category of workers involved.
For employees, we guarantee a system that complies with current regulations, controls the risks associated with administrative activities, the management of sports facilities, and the operations carried out at company offices and training centers.
For professional athletes, the medical and health facilities of the Inter sports area are responsible for the prevention and management of health matters and injuries related to competitive activity; they operate according to specialized protocols and provisions laid down by the sports regulations.
During the reporting period, there were two workplace injuries, and no fatalities were reported.

HEALTH & SAFETY	2025/26	2024/25
Number of recordable workplace injuries	2	1
Recordable rate of workplace injuries (number of injuries per 200,000 hours worked)	0.97	0.48
Number of deaths due to workplace injuries	0	0
Number of recordable occupational diseases	0	0

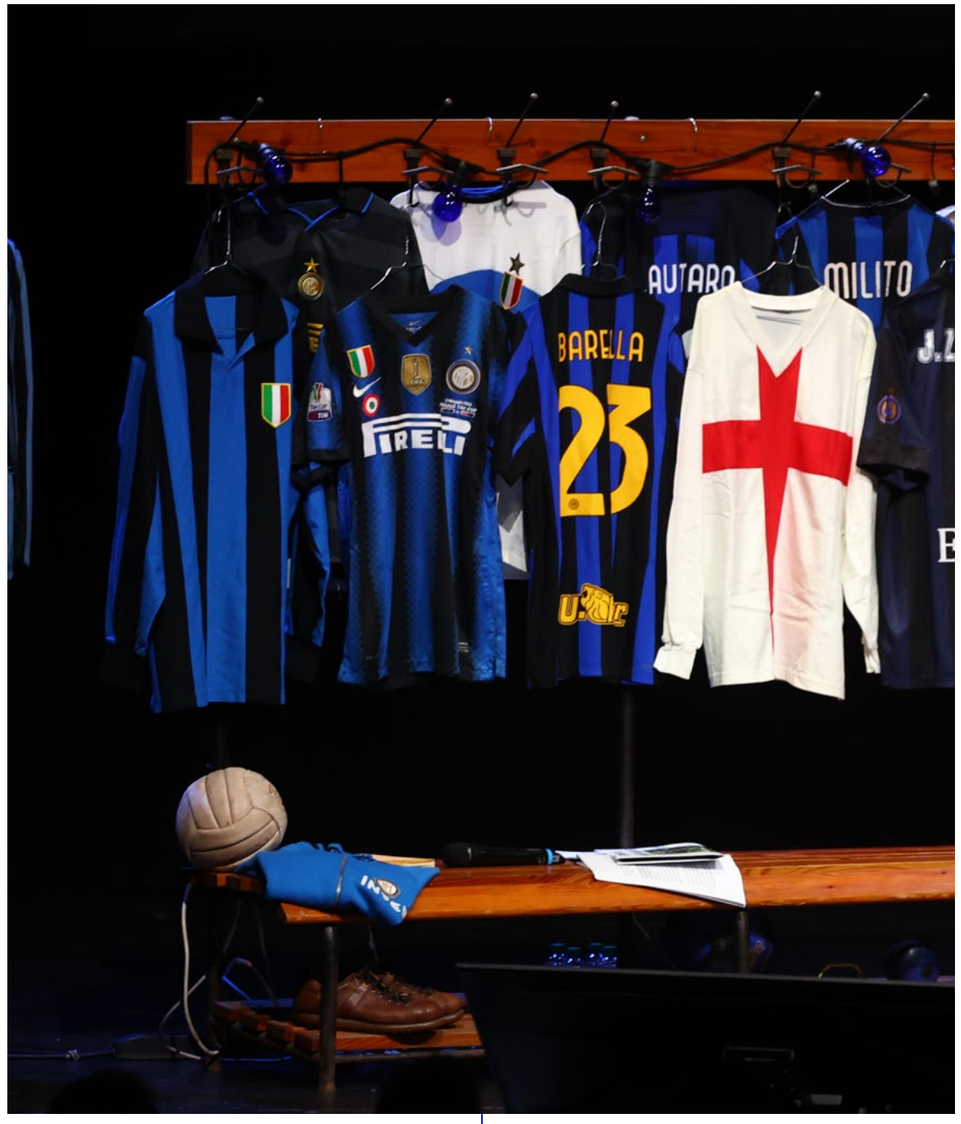
TRAINING

Every year, we assess the training needs of the various departments and develop a training plan (**4**) that aligns with the Club's needs and is designed to support the development and growth of our staff.
In the 2025/26 season, we delivered courses on technical and professional skills, business processes and operating tools, languages and soft skills, both in-person and online.
Rounding out the offerings available to the entire workforce, we have launched a well-being program delivered through webinars led by health and well-being specialists.

TRAINING	2026
Average number of annual training hours per employee MEN	9.10h
Average number of annual training hours per employee WOMEN	11.81h
AVERAGE NUMBER OF ANNUAL TRAINING HOURS PER EMPLOYEE	**10.05h**

Alongside group programs, we promote tailored initiatives for specific professionals to support internal growth and recognize the value of those who work with us.
New hires receive the same attention through an induction and onboarding program, which combines training modules on the main business tools and processes, experiential activities, and opportunities to experience the different parts of Inter firsthand. The program includes a Game Day Experience at the San Siro Stadium, with access to the areas involved in the organization of the sporting event; meetings with key figures of top management and visits to the Club's operational sites (such as the Inter Training Center in Appiano Gentile). We want to provide a concrete and integrated vision of the sports, organizational, and management activities of the Inter ecosystem.

4 – The training plan also includes the mandatory courses related to workplace health and safety set out by Italian Legislative Decree no. 81/08



FAIR PAY AND PROFESSIONAL DEVELOPMENT

All employees are covered by collective agreements and are paid in accordance with the salary levels laid down in the legislation in force, with pay at least equal to the minimum wage for the relevant occupational categories. Our compensation systems recognize the responsibilities, skills, and specific characteristics of the various roles.
We monitor remuneration and contractual policies through internal analysis and audits to identify room for improvement and define any corrective measures.
In addition to the remuneration component, we support a structured performance evaluation and professional development process regardless of the role held.


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Ethics, integrity, and respect for rules



At Inter, we believe that sound governance is based on a sense of shared responsibility among clubs, athletes and fans, grounded in ethics, integrity and transparency at every level.

Inter's governance model

In line with its role in the national and international football scene, Inter's organizational culture is based on respect for legality, fairness and responsibility, implemented through a governance system that guarantees the protection and trust of every stakeholder and prevents illegal behavior. Our governance system consists of the Board of Directors, the Board of Statutory Auditors, the Supervisory Board and independent auditors.
The Board of Directors, appointed on June 30, 2025 for a two-year term, consists of Giuseppe Marotta, Alejandro Cano, Katherine Ralph, Renato Meduri, Delphine Nannan, Fausto Zanetton, Claudia D'Arpizio, Diego Gigliani, Massimiliano Catanese. These Directors are professionals with experience in management, finance, industry, and sports; they include two independent directors to ensure the effectiveness of oversight processes and the protection of stakeholders' interests over the long term.
Two key bodies ensure compliance with standards and best practices:

- the Board of Statutory Auditors includes the Chairman, two standing auditors and two alternate auditors who oversee compliance with current legislation, the bylaws and the principles of proper administration, as well as the adequacy of the organizational, administrative, and accounting structure. The Board participates in the meetings of corporate bodies, monitors the main business operations and maintains constant contact with internal control functions;
- the Supervisory Board monitors the effectiveness and compliance with the organizational safeguards adopted for the prevention of wrongdoing, in constant dialogue with the Board of Statutory Auditors and the auditing firm.

In addition, an Internal Auditing function has been established, tasked with strengthening control safeguards, supporting the monitoring of business processes, and contributing to risk management.

CORPORATE ORGANIZATION CHART

F.C. Internazionale Milano S.p.A. is a joint-stock company incorporated and domiciled in Italy; 99.6% of its share capital is held by Grand Tower S.à.r.l. and International Sports Capital S.r.l. The remaining 0.4% of the company's share capital is held by other minority shareholders. The business conducted by F.C. Internazionale Milano S.p.A. generates revenue primarily attributable to participation in national and international sports competitions. Specifically, revenues come from Game Day ticket sales and related activities, as well as from the sale of audiovisual rights. Revenue is also generated by football operations, primarily involving the men's First Team, including prize money awarded by federations for participation and results achieved in competitions, as well as revenue generated from the temporary or permanent transfer of players' economic rights. This diversification of revenue sources enables the company to promote its brand globally and to support the investments necessary to maintain sporting competitiveness and corporate development.

Inter Media and Communication S.p.A. manages, on behalf of the F.C. Internazionale Milano Group, sponsorships and the marketing of audiovisual content primarily related to the men's First Team, the operation of the Inter TV channel, and other operations closely linked to the FC Inter brand. The company was established following the contribution of certain business units by F.C. Internazionale Milano S.p.A. and Inter Brand S.r.l.. As of the current fiscal year, the company is wholly owned by FC Inter as a result of the merger of Inter Brand into FC Inter.
Blue StadCo S.r.l., a wholly-owned subsidiary of FC Inter, was incorporated on September 16, 2025, as part of the overall transaction to acquire the entire real estate complex known as Grande Funzione Urbana San Siro (hereinafter "San Siro GFU") from the City of Milano, in accordance with the provisions of the Stadium Law, and to build a new stadium for the city of Milano, following the guidelines contained in the DocFap submitted to the City of Milano in March 2025. The company carries out very limited activities; its corporate purpose is the acquisition and management, in Italy and abroad, of equity interests in any form (therefore including wholly owned and controlling interests) in other companies and enterprises, including by participating in their incorporation.

The purpose of M-I Stadio S.r.l. is to manage the "Giuseppe Meazza" Stadium in Milano and related activities, in the interest of its equal partners, A.C. Milan S.p.A. and F.C. Internazionale Milano S.p.A..

NSM Holding S.p.A. was established on October 3, 2025 by Blue StadCo together with Red StadCo (an investee of A.C. Milan), a holding company incorporated under Italian law and jointly controlled, which, on October 8, 2025, established Stadio San Siro S.p.A., a vehicle incorporated under Italian law that signed the Purchase Agreement for the entire real estate complex known as "Ambito GFU San Siro," which includes the current "San Siro" Stadium, and was set up to construct, on the relevant buildable areas, a new stadium intended to permanently host the official games and sporting activities of F.C. Internazionale Milano and A.C. Milan.



Sustainability governance

ESG topics are managed by a dedicated function, which identifies sustainability priorities, coordinates the various functions, and monitors the progress of initiatives.
Certain professionals from the different business areas help manage specific aspects, working in coordination with the central office. This model draws on different specialist skills and ensures the involvement of the Club's main functions. In particular, the Club works with experts with specific skills to safeguard the integrity of the business and the proper conduct of its activities, which fall within the broadest scope of ESG relevance, including:

- Social and Environmental Sustainability (SES) Officer: coordinates the implementation of the sustainability strategy, promotes social and environmental initiatives and monitors the achievement of the objectives;
- Disability Access Officer (DAO): oversees the accessibility and inclusion of people with disabilities;
- Supporter Liaison Officer (SLO): the link between the Club and its fans, for constant dialog and an inclusive and respectful fan culture;
- Corporate Security Delegate: oversees, together with the Health & Safety Officer, the implementation of prevention and protection measures in the various business contexts;
- Child and Youth Protection Officer (CYPO): coordinates child protection activities to ensure a safe and respectful sports environment for the youngest;
- Child Safeguarding Officer (CSO): monitors the system for preventing abuse, violence, and discrimination.

OUR TOOLS

Our governance system is based on a set of procedures that defines principles and guidelines for compliance, ethics and sustainability: the Code of Ethics and the Organizational, Management and Control Model.
In accordance with the guidelines of the UEFA Club Licensing and Financial Sustainability Regulations, four additional policies were added to these documents during the season:

- Diversity, Equity, Inclusion, and Anti-Discrimination Policy: promotes equal opportunities, enhancing diversity and respect for individual dignity, combating all forms of discrimination;
- Football for All Abilities Policy: ensures an accessible and inclusive sports experience, encouraging the active participation of people with disabilities and removing barriers that limit their involvement. These issues are managed by the Disability Access Officer (DAO) alongside the broader Sustainability Department structure, as described in the previous section and with further details on page 49;
- Environmental Policy: guides our commitment to protecting the environment and reducing environmental impacts, integrating environmental considerations into decision-making and operational processes;
- Child Protection Policy: guarantees safe, respectful, and inclusive environments for children involved in sports, training, and social activities, regulating principles, responsibilities, and procedures for the prevention of abuse, violence, and inappropriate behavior. It extends to the activities of the Youth Sector, Academy, affiliated companies and external stakeholders (see pages 42-45).

The policies were approved by the Board of Directors on September 24, 2026, together with this report, and subsequently shared with all employees and Group stakeholders. The relevant safeguards will be monitored and periodically updated.

PREVENTING CRIMES, PROTECTING WHISTLEBLOWERS

Inter has set up a whistleblowing channel through which legitimate parties (**5**) can report, in compliance with the confidentiality requirements of applicable legislation, behaviors, acts, or omissions that may constitute violations of the law, the Code of Ethics, Model 231, or internal procedures.
All reports are handled according to the principles of confidentiality, impartiality, protection of the whistleblower, and prohibition of retaliation.
In the 2025/26 season, no convictions or financial penalties were recorded in connection with violations of anti-corruption and anti-bribery laws, confirming the company's commitment to promoting business conduct based on the principles of integrity, fairness, and regulatory compliance.

5 — Everyone with representation, administration or management functions, or who exercises, even de facto, the management and control of company activities, all employees regardless of their contractual category, those who cooperate and collaborate with the Group Companies in any capacity in pursuit of their objectives and - more generally - anyone engaging in business relationships with them, are legitimate parties.



Methodological note

This document constitutes the first Sustainability Report of F.C. Internazionale Milano S.p.A. (hereinafter also referred to as "FC Inter," "Inter," "the Club," or "the Company") and has been prepared on a voluntary basis with the aim of providing stakeholders with a transparent, balanced, and reliable representation of the Company's key environmental, social, and governance (ESG) performance, initiatives, and commitments.
F.C. Internazionale Milano S.p.A., established on June 20, 1967 and with registered office at Viale della Liberazione 16/18, 20124, Milano, operates with NACE code 93.12, relating to the activities of sports clubs. As of June 30, 2026, F.C. Internazionale Milano S.p.A. recorded turnover of Euro 517,725,906 and total assets of Euro 776,244,293. On the same date, the company's headcount was 545 employees.
This document was prepared with reference to the Voluntary Sustainability Reporting Standard for non-listed SMEs (VS), developed by the European Financial Reporting Advisory Group (EFRAG). The report was prepared in accordance with the Basic Module established by the standard; in view of the specific nature of the football sector, Inter has also added some indicators with a detailed breakdown, in order to more fully represent the characteristics of its organizational and operational reality.
The report highlights the approach adopted by the Club in managing the most relevant ESG matters for its business model and the professional football segment, taking into account the expectations of key stakeholders, best practices developed at national and international level and the evolution of the regulatory environment. In particular, the document describes the main initiatives, actions and results achieved during the reporting period with reference to the sustainability areas that are of increasing importance to the sector, also in light of the main sector frameworks and guidelines, including the UEFA Sustainability Strategy 2030, the requirements of the UEFA Club Licensing and Financial Sustainability Regulations, the FIGC United for Sustainability strategy and the Calcio Social Responsibility program promoted by Lega Serie A.
Unless specified otherwise, the information contained in this document refers to the financial year from July 1, 2025 to June 30, 2026 and concerns the activities of the Parent Company F.C. Internazionale Milano S.p.A. and of the subsidiaries Inter Media and Communication S.p.A. and Blue StadCo S.r.l. (both with registered offices at Viale della Liberazione 16/18, 20124, Milano), in which the Parent Company directly or indirectly holds the majority of voting rights and over whose activities it exercises dominant influence. For detailed information on the corporate structure, please refer to the filed financial statements.
The reporting scope includes the main assets used by Inter for the performance of its sports and operational activities:

- Inter HQ, registered office - Viale della Liberazione 16/18, 20124, Milano (45.482401 N, 9.195148 E);
- Inter Training Center - at Viale dello Sport, 22070, Appiano Gentile, training center of the Men's First Team and home of the main technical activities (45.721312 N, 8.967054 E);
- Konami Women & Talent Center - at Via Camillo Sbarbaro 5/7, 20161, Milano, which hosts the Youth Sector, the Women's First Team and the Under 23 team (45.517387 N, 9.180284 E);
- Inter Youth Center - at Via Privata Claudio Achillini 12, 20162, Milano, the venue of the boarding school where some of the youth players stay as well as the school academy

dedicated to them (45.518013 N, 9.189423 E);
- ➜ Giuseppe Meazza Stadium - at Piazzale Angelo Moratti, 20151, Milano, the venue used for the official games of the Men's First Team (45.478569 N, 9.122930 E).

However, the "Gianni Brera" Civic Arena in Milano and U-Power Stadium in Monza, where the Company carries out some of its sports activities, are excluded from the reporting scope. In particular, these facilities host competitions and activities related to the Women's First Team and the Under-23 team, respectively. The exclusion of these sites from the reporting scope is due to the limited availability of environmental and operational data directly attributable to the company's operations. Official retail stores are also excluded as their operational management is entrusted to an external partner under a retail and merchandising agreement. These activities are not subject to the Company's direct operational control and are therefore excluded from the data and indicators presented in this Sustainability Report.

Quantitative data are expressed according to recommended units of measurement (e.g. MWh, tCO_2e, m^3, ton), with reference to international standards when relevant (GHG Protocol).

When direct data are not available, estimates or calculation methodologies based on the best information available at the reporting date were used. Any methodological assumptions adopted are set out in the relevant sections of the document.

Where available and comparable in terms of scope, collection methodology and data quality, information from the previous period (July 1, 2024 - June 30, 2025) has also been included to allow for the analysis of the evolution of the indicators over time.

Consistency between sustainability information and financial data included in the financial statements was ensured in the reporting process. This document was not reviewed by an external auditor, but was submitted to the Board of Directors on September 24, 2026 for acknowledgment.

VS table of contents

Table of contents of the Voluntary Sustainability Reporting Standard (VS)

Module	Disclosure	Paragraph containing the disclosure	Notes/Omissions	Pages that contain the disclosure
Basic	B1 - Basis for preparation	Methodological note	—	Pages 78-80
Basic	B2 - Practices, policies and future initiatives for transitioning toward a more sustainable economy	Ethics, integrity and anti-corruption ESG Policies	—	Pages 72-76
Basic	B3 - Energy and greenhouse gas emissions	Our energy and climate footprint	Inter voluntarily supplements the disclosure with details of the energy sources used, market-based Scope 2 GHG emissions and energy intensity and emission indicators, in order to represent these impacts in relation to the economic dimension of the Group.	Pages 58-61
Basic	B4 - Pollution of air, water and soil	Our impact on air, water and soil	—	Page 61
Basic	B5 - Biodiversity	Our sites and the territory	—	Pages 61-62
Basic	B6 - Water	The management of water resources in our activities	For the reporting period covered by this document, precise data on water consumption are not yet available; the Company has therefore provided qualitative information on the subject, committing itself to gradually strengthening processes for collecting and monitoring water information in the coming years.	Page 61
Basic	B7 - Resource use, circular economy and waste management	Circular economy and waste management	For the reporting period covered by this document, the Company does not have sufficient detailed information on the final management of the waste generated, particularly with reference to the distinction between recovery and disposal operations. The Company is therefore committed to progressively strengthening processes for collecting and tracking information on waste streams in the coming years.	Pages 62-63
Basic	B8 - Workforce - General characteristics	Our workforce	Inter reports on a voluntary basis the number of employees who have left the Group and the associated turnover rate, as well as the number of employees with disabilities.	Pages 66-67

Module	Disclosure	Paragraph containing the disclosure	Notes/Omissions	Pages that contain the disclosure
Basic	B9 - Workforce - Health and safety	The protection of those who work with us	—	Page 68
Basic	B10 - Workforce - Remuneration, collective bargaining and training	Fair pay, collective bargaining and training	—	Pages 68-69
Basic	B11 - Convictions and fines for corruption and bribery	Ethics, integrity and anti-corruption	—	Page 76

Inter-specific KPIs to complement the reference standards

The following table presents a set of voluntary indicators in addition to those reported pursuant to the reference standard (VS) adopted in the Report. These KPIs were defined as part of the Sustainability Plan and are continuously monitored by the Club to improve initiatives in the social, educational, accessibility, and inclusion areas, and to develop actions that are increasingly targeted and relevant to the communities they serve.

Tematica	KPI
Accessibility - Giuseppe Meazza Stadium in San Siro	→ Stadium seats for people with disabilities and companions, wheelchair and/or walker users → Number of people with disabilities reached by accessibility projects → Satisfaction rate of fans with disabilities with the ticket purchasing experience → Average number of seats reserved for hospitals, pediatrics and local associations → Percentage of stadium staff trained on accessibility projects and arrangements
Protection of Minors	→ Percentage of staff who have completed FIGC Minor Protection courses → Percentage of staff who have completed courses on child abuse prevention and protection in sports → Percentage of staff who have signed the policy → Number of specific U17/U18 meetings → Number of parents involved → Number of outreach meetings for young people → Percentage of recipients reached by the "Booklet of Trust" → Percentage of certificates issued to participants
Education Activities	→ Number of topics included in the Educational Project → Number of players involved in the Educational Project → Number of families involved in the Educational Project → Number of staff members involved
Sports for others	→ Number of meetings of the "Beyond the bars/ Neighborhoods/Summer Camps" project → Number of local associations involved → Number of meetings organized for Sports in Teaching/Respect League → Number of girls and boys involved → Number of adults involved → Participant satisfaction rate
Football for All Abilities	→ Number of people with disabilities involved in Inter Special → Number of initiatives organized with the youth sector → Number of associations involved
Inter Campus	→ Number of missions carried out → Number of missions dedicated to special initiatives → Number of boys and girls reached → Number of local educators involved → Number of active centers → Number of countries where the program is present → Total hours of sports activities

Glossary

ACCESSIBILITY
A condition that enables all people, including persons with disabilities, to access and use spaces, facilities, products, services and information independently and without discrimination, through the removal or reduction of physical, sensory, cognitive and digital barriers.

ANTI-DISCRIMINATION
A set of principles, policies and actions aimed at preventing and addressing any form of discrimination or unequal treatment based on personal characteristics, ensuring equal dignity, treatment, participation and access to opportunities for all.

ANTI-RACISM
A set of principles, policies and actions aimed at preventing and addressing racism, prejudice and any form of discrimination based on ethnic or national origin, skin color or other characteristics associated with racial or cultural background.

AUDIO DESCRIPTIVE COMMENTARY
A commentary service that provides additional narration of relevant visual information during a game, enabling blind and partially sighted people to follow more fully what is happening on the field and in the stadium.

BIODIVERSITY
The variety of living organisms and the ecosystems of which they form part. It encompasses diversity within species, between species and across ecosystems, contributing to the balance and resilience of natural environments.

BLIND FOOTBALL
A form of football adapted for blind and partially sighted people, with specific rules and playing arrangements that enable participation.

CO_2e - CARBON DIOXIDE EQUIVALENT
A unit of measurement used to express and compare the climate impact of different greenhouse gases by converting their effect on global warming into the equivalent amount of carbon dioxide (CO_2).

CODE OF ETHICS
A document setting out the principles, values and standards of conduct that governing bodies, employees, collaborators and other parties acting on behalf of, or in the interests of, an organization are expected to follow.

HUMAN RIGHTS
The fundamental rights and freedoms to which every person is entitled by virtue of being human, irrespective of nationality, gender, origin, religion, language or other status. These include, among others, the rights to dignity, equality, freedom and non-discrimination.

DIVERSITY, EQUITY AND INCLUSION (DE&I)
An approach aimed at recognizing and valuing differences between people, ensuring equitable conditions and opportunities, and creating environments in which everyone can participate fully, be respected and have access to opportunities, while taking different individual needs into account.

FOOD SURPLUS
Food produced, prepared or purchased in quantities exceeding those actually used or consumed and which remains safe and suitable for human consumption. Food surplus can be recovered and redistributed, helping to prevent food waste and the generation of food-related waste.

CIRCULAR ECONOMY
A model of production and consumption

aimed at reducing resource use and waste generation by keeping products, materials and components in use and at their highest value for as long as possible through practices such as reuse, repair, refurbishment and recycling.

PHOTOVOLTAICS
A technology that converts solar radiation directly into electricity through photovoltaic cells. It is one of the main technologies used to generate electricity from renewable energy sources.

GREENHOUSE GASES (GHGS)
Gases in the atmosphere, of natural or anthropogenic origin, that absorb and emit radiation and contribute to the greenhouse effect. The main greenhouse gases include carbon dioxide (CO_2), methane (CH_4), nitrous oxide (N_2O) and fluorinated gases.

GHG PROTOCOL
An international methodological framework for measuring and reporting greenhouse gas emissions, which classifies an organization's emissions into Scope 1, Scope 2 and Scope 3.

GOVERNANCE
The structures, rules, processes and responsibilities through which an organization is directed and controlled. Governance defines how decisions are made, responsibilities are assigned, risks are managed and performance is monitored.

HEADCOUNT
The number of people included within the workforce boundary at a given date, without conversion into full-time equivalents.

ENVIRONMENTAL IMPACT
Any positive or negative change to the environment resulting directly or indirectly from an organization's activities. Environmental impacts may relate, for example, to climate, air quality, water, soil, biodiversity, natural resource consumption and waste generation.

SOCIAL IMPACT
An actual or potential positive or negative effect that an organization's activities and relationships have on people and communities, affecting areas such as well-being, inclusion, rights, opportunities and quality of life.

CARBON FOOTPRINT
The quantification of greenhouse gas emissions generated directly and indirectly by an organization's activities, generally expressed in metric tons of carbon dioxide equivalent (CO_2e). Depending on the reporting boundary, it may include Scope 1, Scope 2 and Scope 3 emissions.

INCLUSION
The condition and process through which all people, regardless of personal characteristics, abilities or background, can access opportunities, participate fully and contribute within an environment in which they are respected, valued and free from barriers or discrimination.

EMISSIONS INTENSITY
An indicator that relates greenhouse gas emissions to a measure representing the scale of an organization's activities. In this report, it is calculated in relation to the Company's revenue.

ENERGY INTENSITY
An indicator that relates energy consumption to a measure representing the scale of an organization's activities. In this report, it is calculated in relation to the Company's revenue.

INTER SPECIAL
A group of three teams supported by Inter that are dedicated to football played by people with physical and motor, cognitive and relational, and visual disabilities.

STADIUM BAN POLICY
A mechanism governing access to football events that allows a club, in the circumstances set out in its Code of Conduct, to suspend or restrict access rights for individuals responsible for conduct that does not comply with the applicable rules.

LOCATION-BASED
The location-based method calculates scope 2 emissions based on the average emission intensity of the electricity grid where your facilities operate. It uses grid-average emission factors for defined geographic locations whether local, subnational, or national.

MARKET-BASED
The market-based method calculates scope 2 emissions based on the electricity you have chosen to purchase, or your lack of a specific choice. It uses emission factors derived from contractual instruments that convey information about the energy source.

GAME DAY
The activities and experience associated with the day of a game, from entering the stadium and spending time in the stands to the management of hospitality, accessibility and safety.

ELECTRIC MOBILITY
Transport solutions based on vehicles powered wholly or partly by electricity, together with the associated charging infrastructure. Electric mobility can contribute to reducing the use of fossil fuels and transport-related emissions.

MODEL 231 (LEGISLATIVE DECREE 231/2001)
An organizational, management and control model adopted pursuant to Italian Legislative Decree No. 231/2001, designed to prevent the commission of specific offenses that may give rise to the administrative liability of an organization through appropriate control systems, procedures and allocation of responsibilities.

EQUAL OPPORTUNITIES
The principle that all people should have access to the same opportunities and be able to participate in working and social life without being disadvantaged or discriminated against on the basis of personal characteristics, ensuring equitable conditions for access, development and participation.

TREE PLANTING
The planting of trees or other plant species for purposes including ecosystem protection and restoration, the expansion of green areas and, over time, the removal of carbon dioxide from the atmosphere through biological sequestration.

POWERCHAIR FOOTBALL
A form of football played by people with physical disabilities using powered wheelchairs specifically equipped to play football.

QUIET ROOM
A low-sensory-stimulation space designed to meet the needs of people on the autism spectrum and provide a more comfortable event experience.

HAZARDOUS WASTE
Waste displaying one or more hazardous properties as defined by applicable legislation, such as toxicity, flammability, corrosiveness or properties harmful to the environment or human health. Hazardous waste requires specific collection, treatment, transport and disposal

procedures.

SAFEGUARDING
A set of policies, measures and procedures designed to prevent and address abuse, violence, exploitation, neglect and other forms of harm, protecting people's safety and well-being, with particular attention to children, young people and vulnerable individuals.

SCOPE 1, 2, 3
Categories defined by the GHG Protocol for classifying an organization's greenhouse gas emissions:

- **Scope 1:** Direct greenhouse gas emissions from sources owned or controlled by the organization.
- **Scope 2:** Indirect greenhouse gas emissions from the generation of purchased or acquired electricity, steam, heating or cooling consumed by the organization.
- **Scope 3:** All other indirect greenhouse gas emissions occurring across the organization's value chain, both upstream and downstream, that are not included in Scope 1 or Scope 2. The GHG Protocol divides Scope 3 emissions into 15 categories, including purchased goods and services, transportation, business travel, employee commuting, waste, leased assets and investments.

STAKEHOLDER
A person, group or organization that can influence an organization's activities and decisions or be affected by them.

EMPLOYEE TURNOVER
An indicator measuring the proportion of people who leave the organization during a given period in relation to the relevant population.

VOLUNTARY STANDARD (VS)
European methodological framework for voluntary sustainability (ESG) reporting, intended for companies that are not subject to the requirements of the Corporate Sustainability Reporting Directive (CSRD), developed by EFRAG (European Financial Reporting Advisory Group). It is designed for voluntary use by non-listed small and medium-sized enterprises (SMEs) and companies outside the scope of the CSRD with up to 1,000 employees.

WELL-BEING
A state of physical, mental and social well-being that enables people to live and carry out their activities under positive conditions. It is influenced by factors including health, relationships, the surrounding environment and living and working conditions.

WHISTLEBLOWING
A system that enables individuals to report breaches, unlawful conduct or irregularities identified in a work-related context through dedicated reporting channels, with appropriate confidentiality and protection safeguards.

Acroyms

A.Di.Se.
Association of Directors and Secretaries of Sports Clubs or Italian Association of Sports Directors: Association that promotes the growth and protection of the professional categories mentioned.

AIB
Association of Issuing Bodies: European association of bodies that manage systems for certifying the origin of energy and publishes, among other data, the European Residual Mix.

ASD
Amateur Sports Association (Associazione Sportiva Dilettantistica): A non-profit association established to carry out and promote amateur sporting activities.

BOARD OF DIRECTORS
The collegiate body responsible for the management of the company and its main strategic decisions, in accordance with applicable legislation and the Statute.

CSO
Child Safeguarding Officer: The person responsible for implementing and monitoring safeguarding policies, with responsibility for preventing and addressing abuse, violence and discrimination, managing reports and contributing to the protection of the health and physical and psychological well-being of all registered members.

CYPO
Child & Youth Protection Officer: The designated point of reference for the protection and well-being of children and young people, responsible for supporting the implementation of child and youth protection policies and procedures, promoting preventive measures and intervening where situations or reports may compromise their safety or well-being.

DAO
Disability Access Officer: A role required under UEFA regulations responsible for supporting the accessibility and inclusivity of the Club's facilities and services for persons with disabilities, working with the relevant Club functions on accessibility-related matters.

DCP
Paralympic Football Division (Divisione Calcio Paralimpico): FIGC (Italian Football Federation) division dedicated to promoting and organizing Paralympic football activities.

DEFRA
Department for Environment, Food & Rural Affairs: UK Government department responsible for matters relating to the environment, food and rural affairs.

DUVRI
Interference Risk Assessment Document (Documento Unico di Valutazione dei Rischi da Interferenze): A document identifying and assessing risks arising from interference between activities carried out by the commissioning organization and those performed by contractors or self-employed workers, and defining the measures required to eliminate or minimize such risks.

DVR
Risk Assessment Document (Documento di Valutazione dei Rischi): A document required under Italian occupational health and safety legislation that identifies and assesses risks in the workplace and sets out the prevention and protection measures, responsibilities and actions required to safeguard

workers' health and safety.

EFC
European Football Clubs: The official organization recognized by UEFA and FIFA, representing the interests of professional football clubs in Europe. Formerly known as ECA.

EFRAG
European Financial Reporting Advisory Group: Independent organization supporting the European Commission on financial and sustainability reporting matters.

ESG
Environmental, Social and Governance: An acronym referring to the three main dimensions of sustainability. Environmental relates to impacts on the climate and the environment, social concerns people, rights and communities, while governance relates to the systems through which an organization is directed, controlled and managed responsibly.

ETS
Third Sector Entity (Ente del Terzo Settore): Legal status under the Italian Third Sector Code for entities pursuing civic, solidarity and socially beneficial purposes.

FIGC
Italian Football Federation (Federazione Italiana Giuoco Calcio): Federation responsible for promoting, regulating and organizing football activities in Italy.

GOS
Safety Operations Group (Gruppo Operativo Sicurezza): Coordination group that, in connection with football events, brings together the relevant parties to plan and manage event safety and security.

ISPRA
Italian Institute for Environmental Protection and Research (Istituto Superiore per la Protezione e la Ricerca Ambientale): National public body carrying out research, monitoring and technical and scientific support activities in the environmental field.

KPI
Key Performance Indicator: A quantitative or qualitative indicator used to measure and monitor an organization's performance over time against specific objectives. KPIs enable progress to be assessed and support decision-making and reporting processes.

LIS
Italian Sign Language (Lingua dei Segni Italiana): A visual-gestural language used by the Italian Deaf community.

MOCAS
Organizational and Control Model for Sports Activities (Modello Organizzativo e di Controllo dell'Attività Sportiva): A model adopted by sports organizations in accordance with applicable safeguarding legislation to prevent and address abuse, violence and discrimination and to protect the safety and well-being of registered members. It sets out principles, responsibilities, procedures and prevention and control measures.

RENTRI
National Electronic Register for Waste Traceability (Registro Elettronico Nazionale per la Tracciabilità dei Rifiuti): National system for managing and tracing waste-related information and digitizing the related documentation.

RLS
Workers' Health and Safety Representative (Rappresentante dei Lavoratori per la Sicurezza): A person elected or appointed to represent workers on occupational health and safety matters, participating in the organization's prevention system and being consulted, among other matters, as part of the risk assessment process.

RSPP
Head of the Prevention and Protection Service (Responsabile del Servizio di Prevenzione e Protezione): A person appointed by the employer who meets the professional requirements established by applicable legislation and coordinates the Prevention and Protection Service, supporting the organization in identifying, assessing and managing occupational health and safety risks.

SES Officer
Social and Environmental Sustainability Officer: A role required under UEFA regulations responsible for the implementation of the Club's social and environmental sustainability policies and measures, in line with UEFA's sustainability strategy and relevant guidelines.

SLO
Supporter Liaison Officer: A role required under UEFA regulations that acts as the main point of contact between the Club and its supporters, facilitating dialog, information exchange and cooperation between the Club, its supporters and the relevant internal functions.

UEFA
Union of European Football Associations: The governing body of European football, responsible for organizing UEFA competitions and for the development and regulation of football at continental level.

