



# NON FINANCIAL STATEMENT

2023/2024



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# CONTENTS

<b>INTRODUCTION</b>	
Letter to Stakeholders	5
The Role of Juventus in the Football Industry	6
ESG Strategy: Black, White & More	8
ESG Strategy and Material Topics	10
Stakeholder Dialogue	16
<b>ENVIRONMENTAL</b>	<b>18</b>
<b>Environmental Policy: Emissions in the Corner and Assist to Circularity</b>	<b>20</b>
- Certifications and Network Memberships	21
- Calculating the Carbon Footprint	23
- Energy Management	24
- Water and Waste Management	25
- Greenhouse Gas Offsetting Initiatives	26
- Sustainable Mobility	29
<b>SOCIAL</b>	<b>30</b>
<b>Sustainable Glocal Club and Fan Centrality: the Social Impact of Juventus</b>	<b>32</b>
- Diversity & Inclusion	33
- Education and Awareness-raising	43
<b>People First</b>	<b>52</b>
- Workforce	52
- Training and Development	55
- Pathway to Juventus	59
- Resumption of Work	61
- Welfare and People's Well-Being	62
- Health and Safety	68
<b>GOVERNANCE</b>	<b>70</b>
<b>Sustainable Leadership</b>	<b>73</b>
- Internal Control and Risk Management System	77
- Control Bodies	77
- Anti-Corruption, Compliance with Laws and Regulations, Non-Discrimination	82
- Supplier Management	84
<b>METHODOLOGICAL NOTE</b>	<b>86</b>
GRI Content Index	90
Independent Auditors' Report	92







# LETTER TO STAKEHOLDERS

*Our commitment to sustainability has deep roots. Over the past ten years, Juventus has looked to the future in this regard, recognising the crucial importance of environmental, social and governance (ESG) issues in our daily affairs. Global sustainability challenges require decisive and concrete responses from everyone more than ever before, including sports organisations.*

*Our long tradition of sporting excellence has been accompanied by an unwavering commitment to creating a positive impact in society and for the environment. We have implemented numerous initiatives to reduce our ecological footprint, promote equality and support social projects both locally and internationally. These efforts not only reflect our values, but also demonstrate that sporting success can and must go hand in hand with social responsibility.*

*We have taken a further step forward this year with a **new ESG strategy**.*

*The new framework was developed with a focus on strengthening and rationalising our initiatives, aligning them with the best international standards and constantly evolving ESG regulatory framework, the ESG guidelines defined by Exor and the strategies of FIFA, UEFA and Lega Serie A. We assessed our ESG positioning and maturity compared to other sports and non-sports associations, holding them up to global best practices.*

*In the long run, this process will allow us to continually refine how we create sustainable value and make ourselves known as a forerunner in the international sports industry, inspiring and collaborating with the European football movement to create long-lasting and sustainable value.*

*Our success depends on the contribution of each person at Juventus, from the athletes and staff to our loyal fans, partners and investors.*

*Your support is essential in fuelling our commitment to a sustainable future. Together, we will continue to prove that sporting excellence and social responsibility can co-exist and thrive.*

*Thank you for your continued trust and cooperation. We look to the future with determination and passion, fully aware that what we do today will build the world of tomorrow.*

Diego Pistone

Chairman of the Juventus  
Football Club ESG Committee

# THE ROLE OF JUVENTUS IN THE FOOTBALL INDUSTRY

GRI	Description
2-28	Membership of associations

Football has more fans in the world than any other sport, counting over 4 billion. Competitive football is organised on a global scale by FIFA (*Fédération Internationale de Football Association*) and includes multiple federations. FIFA delegates part of its powers to continental confederations, including UEFA (*Union of European Football Associations*) in Europe, which organises not only European competitions between nations, but also those between clubs, including the UEFA Champions League.

At the individual country level, football is headed by a national federation which is a member of UEFA and FIFA. In Italy, this federation is the FIGC (Italian Football Federation), which is recognised by the CONI (Italian National Olympic Committee).

Juventus is proud of the significant role it plays in the football industry on a national and international level. The Club's commitment is reflected in its active participation in various prestigious associations and competitions, confirming its contribution to the growth and development of football:

**FIFA.** Juventus will participate in the *FIFA Club World Cup 2025* in the 2024/2025 season; this highly prestigious event is further proof of the Club's international relevance.

**UEFA.** The men's First Team will take part in the *UEFA Champions League* in the same upcoming 2024/2025 season, within a new format based on the 'Swiss System' that will replace the classic group stage. In the new '*league phase*' of the UEFA Champions League, 36 teams compete in a single league round. Clubs ranked 1st to 8th at the end of the league phase, which includes eight single matches, qualify for the round of 16. Clubs ranked 9th to 24th qualify for the knock-out phase play-offs. Clubs ranked 25th to 36th are permanently eliminated from the UEFA Europa League for the current season. Juventus Women will instead participate in the *UEFA Women's Champions League*, consolidating the Club's presence in the women's football elite; their entrance in the group phase depends on the results of the second round of the competition.

**FIGC (Italian Football Federation).** Juventus contributes to the development and regulation of Italian football by actively collaborating with the FIGC.

**ECA (European Club Association).** Juventus is a member of the ECA, co-operating with the association to improve conditions and opportunities for European clubs.

**Lega Serie A.** Juventus is an active member of Lega Serie A, participating in and adding its expertise to Italy's premier football league. In addition to Serie A, the men's first team participates in Coppa Italia, a competition that makes Juventus' presence in the national football scene even more valuable. On 15 May 2024, Juventus won the 15th Coppa Italia in its history in the final match against Atalanta played at Stadio Olimpico in Rome. In collaboration with UEFA and as part of the '*Road to Zero*' project, Lega Serie A presented the match as the first football event in Italy to be completely focused on sustainability in all its organisational aspects, significantly reducing its environmental impact and having positive effects in the social and governance spheres.

**Serie A Femminile.** Juventus Women compete in Serie A Femminile, strengthening their role in promoting women's football in Italy. The women's team also participates in the relative Coppa Italia. On January 7, 2024, Juventus Women won the Italian Women's Super Cup in the final played at the Zini Stadium in Cremona against AS Roma.

**Lega Pro.** Juventus was the first Club in Italy to have a second team thanks to the successful project launched in 2018. Named *Juventus Next Gen*, the team will participate in group C of Lega Pro in the 2024/2025 season, highlighting the importance of the youth sector and development teams. Juventus Next Gen also participates in Coppa Italia, in Serie C.

**eSerie A:** The Club participates in the eSerie A, promoting virtual football and eSports.

**DCPS (Paralympic and Experimental Football Division).** Juventus participates in DCPS with its Paralympic team Juventus One, demonstrating its commitment to inclusion and diversity.



The Club's commitment to sustainability is underscored by its compliance with frameworks and participation in associations, including:

**United Nations Sports for Climate Action Framework.** Juventus was the first Italian Club to sign the Sports for Climate Action Framework, actively promoting environmental sustainability within the sports industry. The company sits at working tables focused on reducing carbon emissions and promoting sustainable practices in sports operations and competitions.

**EFDN (European Football for Development Network).** Juventus is an active member of EFDN, participating in community development, social inclusion and environmental sustainability projects through football. Juventus participated in the two EFDN Conferences held in Athens and Warsaw during the 2023/2024 season, during which Clubs had the opportunity to discuss and share best practices in the field of sustainability.

Juventus' participation in these associations and advocacy organisations is a key aspect of the Club's ESG strategy. The Club not only contributes to improving football both locally and globally with its continuous engagement and collaboration with the football industry, but also strengthens its corporate values, promoting a culture of responsibility and sustainability. Collaboration thus becomes a key element in achieving common goals and promoting the sustainable development of football.

# ESG STRATEGY: BLACK, WHITE & MORE

GRI	Description
2-22	Statement on sustainable development strategy

Juventus began its sustainability journey in 2013, standing out as one of the first football clubs to tackle challenges related to various ESG (Environmental, Social & Governance) aspects.

The Club has promoted numerous projects with social and environmental impact since then, reporting annually on its commitment with a Sustainability Report certified by a third party.

Juventus created a dedicated office in 2016, responsible for implementing strategies to develop key areas of intervention and development.

In order to further strengthen its commitment to responsible management, in 2021 the Board of Directors resolved to establish an Internal ESG Committee to make proposals and advise the Board of Directors on sustainability issues. Its main goal is to promote the progressive integration of environmental, social and governance factors (understood as sustainability) in the company's activities.

Over the years, the company has also been a member of various international sustainability frameworks and networks, including the *United Nations' Sports for Climate Action Framework*. These commitments reflect the club's desire to comply with global sustainability standards and actively contribute to achieving the goals set by the 2030 Agenda.

Sustainability has become more and more relevant and paramount worldwide: issues such as climate change, social inequality and the need for transparent governance require decisive action on an ongoing basis. Football has a huge influence and ability to reach millions of people, and thus the opportunity and responsibility to promote a culture of sustainability and have a positive impact on communities around the world.

Within this context of increasing global attention to sustainability and as a football club of global importance, Juventus is committed to promoting sustainability through its new '**Black, White & More**' strategy developed during the 2023/2024 season.

"*Black, White & More*" represents Juventus' philosophy, its role in society, its responsibilities and ambitions. Juventus is black and white, it is sport, it is the field on which teams give their all in every match; but Juventus is also so much more.

Juventus' impact stretches well beyond the pitch, addressing an international community of millions of people, with the understanding that '*with great power comes great responsibility*'.

Juventus is therefore:

- *Black, White & Green* when it works with other organisations to become a powerful ally in the fight against climate change;
- *Black, White & Orange* when it personally opposes all forms of violence against women;
- *Black, White & Rainbow* when it promotes, disseminates and defends the rights of LBTGQIA+ communities;
- **Black, White and all the aspects that characterise the Club's desire to make the planet a better place.**

This tagline defines the Club's commitment to a more sustainable future and reflects its strong drive to make a difference not only in football, but also in society.

This strategy is a fundamental step towards the increasing integration of ESG principles in all activities, regardless of whether they are directly related to sport. The Club's Sustainability Framework includes a mission statement and six pillars, each associated with implementation principles and different enabling actions that will lead to the achievement of ESG goals in the short, medium and long term.



## MISSION OF THE ESG STRATEGY

'To create long-term sustainable value by inspiring the international football movement and collaborating with it. To be a model of excellence and responsibility, demonstrating that sport can be a powerful force for the common good'.

The six pillars of Juventus' ESG strategy are explained in the following section.



# ESG STRATEGY AND MATERIAL TOPICS

GRI	Description
3-1	Process to determine material topics
3-2	List of material topics
3-3	Management of material topics

Attention was increasingly focused worldwide on sustainability during the 2023/2024 season. As a major football club, Juventus worked to define its **'Black, White & More' ESG Strategy**, which led to the definition of six strategic pillars encapsulating the material topics and, consequently, the Club's priorities.

The ESG Strategy was approved on 25 June 2024 by the ESG Committee and the Club's Board of Directors.

## STRATEGY DEFINITION PROCESS

The strategy definition process included several methodical steps, namely benchmarking, ESG maturity assessment, stakeholder engagement, streamlining sustainability actions, prioritising relevant topics, and setting targets to enhance various best practices (e.g., Lega Serie A, SDGs, guidelines defined by the controlling shareholder EXOR N.V., etc.).

The benchmarking Juventus carried out was fundamental for understanding the Club's positioning in terms of sustainability. Details of the activity are specified below:

### 1. Benchmarking Objective:

- Understanding Juventus' positioning in relation to a group of comparable companies in terms of size (e.g., turnover, number of employees), status (stock market listing), ESG disclosure, membership in networks and sustainability frameworks. The peer group included football clubs, leaders in entertainment, sportswear/fashion brands and prestigious companies from other sports;
- Identifying best practices and shortcomings relative to international sustainability standards and leading practices in the sports industry and other relevant sectors.

### 2. Evaluation Criteria:

- The selected companies had to have published a Sustainability Report and other specific disclosures;
- The evaluation considered the specificity and level of detail of the public disclosures regarding ESG objectives and initiatives.

### 3. Maturity Assessment:

The analyses and benchmarking findings led to the identification of four maturity levels, summarised below:

- **Base.** ESG factors are managed with occasional initiatives without a clear assignment of roles and responsibilities. No sustainability strategy and no meaningful disclosure of ESG initiatives;
- **Intermediate.** Presence of generic ESG commitments with limited integration within business strategies. Qualitative disclosure of ESG objectives, but with very basic reporting;
- **Mature.** ESG factors are measured, monitored and partially integrated within business. Presence of a sustainability plan with qualitative and quantitative objectives. Structured initiatives, with issues monitored through specific policies. Structured reporting on key ESG issues;
- **Integrated.** The ESG factors managed are integrated into governance and strategic plans with quantitative objectives. Management of ESG issues according to international best practices. Reporting that complies with best practices and stakeholder requests. ESG governance structure fully integrated with business strategies.

This analysis allowed identifying areas for improvement with respect to our peers and best practices (in the industry and beyond).



The benchmarking and maturity assessment was followed by **consultation with stakeholders inside and outside the Club**. In particular, several interviews were organised with key stakeholders (whose role has a significant impact on the management of sustainability issues), including members of the Leadership Team.

This process provided a clear vision of the club's ESG positioning and the issues most relevant to stakeholders, facilitating the definition of a strategy aimed at improving the club's sustainability in the long term, enhancing its ESG performance and focusing on initiatives that meet international standards and stakeholder expectations.

The process described so far led to the formalisation of the ESG strategy, also using the following as references and sources of inspiration: EXOR's strategic guidelines, the sustainability strategies of Lega Serie A and UEFA, and the standards set forth in the United Nations Sustainable Development Goals (SDGs).

## STRATEGY OBJECTIVES

Strategy development started with an in-depth analysis of the context, with the following objectives:

- **Rationalisation of Initiatives and Review of the Sustainability Framework.** Redefinition of main ESG topics and strategic guidelines for Juventus to focus on;
- **Harmonisation with the new ESG needs of Lega Serie A, UEFA and FIFA.** Ensure that the Club's practices are in line with the expectations and regulations of the major football organisations;
- **Meeting fans' expectations.** Meeting the demands of fans increasingly seeking transparency, social and environmental responsibility from the teams they support;
- **Compliance with regulations and obligations to investors.** Ensure that the Club's operations are in line with ESG regulations and our investors' expectations;
- **Alignment with the 2030 Agenda.** Ensure consistency with the UN 2030 Agenda for Sustainable Development. In particular, Juventus has selected specific Sustainable Development Goals (SDGs) to guide its initiatives;
- **Understanding Juventus' positioning and maturity compared to other sports associations through benchmarking and maturity assessments.** Continuous improvement through comparison with best practices worldwide.

## THE SIX PILLARS OF THE STRATEGY

Juventus' ESG strategy is based on six pillars encapsulating the Club's material topics; each of them is linked to one or more of the Sustainable Development Goals (SDGs) of the United Nations 2030 Agenda (see the chart below). The Club's work is also aligned with the sustainability strategies known as '*Strength through Unity*' and '*United for Sustainability*' of UEFA and FIGC, respectively.

Each pillar is described below:

1. **Emissions in the Corner.** Continue and consolidate our decarbonisation plan, reducing emissions through: (a) the self-production of renewable energy; (b) energy efficiency; (c) promoting sustainable fan mobility;
2. **Assist to Circularity.** Encourage measures to support the circular economy: (a) reducing water consumption; (b) recovering and reusing goods and products distributed at events and club venues;
3. **People First.** Integrate ESG issues into Club culture and activities, ensuring employee development, engagement and well-being;
4. **Sustainable Glocal Club.** Spread the sport's founding values of fairness and teamwork both globally and locally through select initiatives that have a high social impact on local communities and areas where Juventus is present through various projects (e.g., Academy);
5. **Fan Centrality.** Create a cohesive network where diversity, equity and inclusion unite fans, athletes and partners. The Club is committed to: (a) increasing engagement in fan clubs and more generally, of all fans; (b) ensuring full accessibility to sports facilities;
6. **Sustainable Leadership.** Strengthen the Club's leadership in terms of Integrated Governance: (a) overseeing the regulatory framework; (b) maintaining the ESG Strategic Plan; (c) ensuring the (re)generation of sustainable economic value.



ENVIRONMENTAL



**EMISSIONS IN THE CORNER**

Continue and consolidate its **decarbonisation plan** by reducing emissions through:

- the self-generation of renewable energy
- energy efficiency
- promoting sustainable mobility of fans.



**ASSIST TO CIRCULARITY**

Support the launch of circular economy measures on water, goods, and products:

- reducing water consumption
- recovering and reusing goods and products distributed at events and club venues.

SOCIAL



**PEOPLE FIRST**

Integrate ESG issues throughout the club (in the culture and in sports and non-sporting activities), thus providing people:

- virtuous pathways of **development, engagement and well-being**
- a **workplace** that inspires excellence and belonging to a great team.



**SUSTAINABLE "GLOCAL" CLUB**

Promote foundational sports values of **fairness and teamwork globally and locally** through selected initiatives with high social impact on the:

- **local communities** and
- the **territories** covered by the Club through various projects (e.g. Academy, Fan Club).



**FAN CENTRALITY**

Create a **cohesive network** where **diversity, fairness, and inclusion** unite fans, athletes, and partners. The Club agrees to:

- **boost fan involvement**
- provide fans full access to sports facilities.

GOVERNANCE



**SUSTAINABLE LEADERSHIP**

Strengthen the Club's leadership in **Integrated Governance**:

- overseeing the **regulatory framework**
- maintaining the **present strategic plan**

This strategy seeks to integrate ESG factors into the day-to-day life of the Club, ensuring that Juventus not only meets regulatory requirements, but is also considered a leader in sustainability in the world of football.

It is important to note that the Strategy is **KPI oriented**; i.e., every project the Club develops falls under one of the six strategic pillars and is characterised by specific, measurable objectives.

TABLE 1 • MATERIAL TOPICS

MATERIAL TOPICS 23/24	MATERIAL TOPICS 22/23
<b>Emissions in the Corner</b>	
<ul style="list-style-type: none"> <li>• Climate change and atmospheric emissions</li> <li>• Energy efficiency</li> <li>• Sustainable mobility</li> <li>• Environmental performance of the stadium</li> </ul>	Environmental impact
<b>Assist to Circularity</b>	
<ul style="list-style-type: none"> <li>• Circular economy and waste management</li> <li>• Responsible use of water resources</li> <li>• Environmental performance of the stadium</li> </ul>	Environmental impact
<b>People First</b>	
<ul style="list-style-type: none"> <li>• Human capital management</li> <li>• Diversity and inclusion</li> <li>• Health and safety</li> <li>• Development of the youth sector</li> </ul>	Health and well-being of Juventus' people
<b>Sustainable Glocal Club</b>	
<ul style="list-style-type: none"> <li>• Supporting the local community</li> </ul>	Corporate citizenship Football and Inclusion Fight against discrimination and respect for human rights
<b>Fan Centrality</b>	
<ul style="list-style-type: none"> <li>• Diversity and inclusion</li> <li>• Fan Community</li> </ul>	Dialogue and satisfaction of Juventus fans and brand enthusiasts Football and Inclusion Fight against discrimination and respect for human rights
<b>Sustainable Leadership</b>	
<ul style="list-style-type: none"> <li>• Sustainable governance</li> <li>• Sustainable economic value</li> <li>• Enterprise and main partner risk management</li> <li>• ESG compliance</li> <li>• Ethics and integrity</li> <li>• Human rights</li> </ul>	Governance, compliance and anti-corruption Fight against discrimination and respect for human rights

Table 1 clearly illustrates the consistency in the development of the material topics for the 2023/2024 season, in line with the previous season's topics.

The company has also considered the developments of the new reporting standard GRI 3, 'Material Topics' (already from the previous version of the 2022/2023 NFS), which requires a focus on analysing the **impacts**, both positive and negative, actual and potential, related to the company's activities, on the economy, people and the environment.

Therefore, the impacts generated by the organisation in relation to the various material topics identified were analysed while considering the possible consequences that these impacts could have.

TABLE 2 • IMPACTS

IMPACT	TYPE	POTENTIAL/ ACTUAL	MATERIAL TOPIC	INVOLVEMENT OF JUVENTUS
<b>Effective interaction with Juventus supporters and spreading positive messages and values.</b>	Positive	Actual	<b>Fan Centrality</b> • Diversity and inclusion • Fan Community	Impact caused by the activities of Juventus and contribution to generating impacts.
<b>Occurrence of possible injuries, with consequences for the health and well-being of people and employees.</b>	Negative	Actual	<b>People First</b> • Human capital management • Diversity and inclusion	Impact caused by the activities of Juventus.
<b>Promoting employee well-being.</b>	Positive	Actual	• Health and Safety • Development of the youth sector	Impact caused by the activities of Juventus.
<b>Incidents of corruption and regulatory non-compliance.</b>	Negative	Potential	<b>Sustainable Leadership</b> • Sustainable governance • Sustainable economic value • Enterprise and main partner risk management • ESG compliance • Ethics and integrity • Human rights	Impact caused by the activities of Juventus.
<b>Friendly and respectful working environment.</b>	Positive	Actual	<b>People First</b> • Human capital management • Diversity and inclusion • Health and Safety • Development of the youth sector	Contribution to generating impacts.
<b>Incidents of racism and discrimination.</b>	Negative	Actual	<b>Sustainable Leadership</b> • Sustainable governance • Sustainable economic value • Enterprise and main partner risk management	Direct connection through a business relationship and contributing to generating impacts.
<b>Failure to combat child and forced labour practices in the supply chain.</b>	Negative	Potential	• ESG compliance • Ethics and integrity • Human rights	Direct connection through a business relationship and contributing to generating impacts.
<b>Emissions generated along the Juventus value chain (e.g., fan commuting, supply of goods and services, team travel, etc.).</b>	Negative	Actual	<b>Emissions in the corner</b> • Climate change and atmospheric emissions • Energy efficiency • Sustainable mobility • Environmental performance of the stadium	Direct connection through a business relationship and contributing to generating impacts.
<b>Greenhouse gas emissions generated directly and indirectly by Juventus (Scope 1 and Scope 2).</b>	Negative	Actual	<b>Emissions in the corner</b> • Climate change and atmospheric emissions • Energy efficiency • Sustainable mobility • Environmental performance of the stadium	Impact caused by the activities of Juventus.
<b>Waste production and management.</b>	Negative	Actual	<b>Assist to circularity</b> • Circular economy and waste management • Responsible use of water resources • Environmental performance of the stadium	Impact caused by the activities of Juventus.



IMPACT	TYPE	POTENTIAL/ ACTUAL	MATERIAL TOPIC	INVOLVEMENT OF JUVENTUS
<b>Depletion of water resources.</b>	Negative	Actual	<b>Assist to circularity</b> <ul style="list-style-type: none"> <li>• Circular economy and waste management</li> <li>• Responsible use of water resources</li> <li>• Environmental performance of the stadium</li> </ul>	Impact caused by the activities of Juventus.
<b>Well-being of surrounding communities.</b>	Positive	Actual	<b>Sustainable Global Club</b> <ul style="list-style-type: none"> <li>• Supporting the local community</li> </ul>	Impact caused by the activities of Juventus and direct connection through a business relationship.
<b>Stimulating local youth employment and professionalisation.</b>	Positive	Actual		Impact caused by the activities of Juventus and direct connection through a business relationship.
<b>Creating value and promoting sustainable growth.</b>	Positive	Potential		Impact caused by the activities of Juventus.

# STAKEHOLDER DIALOGUE

GRI	Description
2-29	Approach to stakeholder engagement

Openness, dialogue and interaction with internal and external stakeholders are essential in order to understand their needs, interests and expectations, but also to identify the best ways to generate shared value in the medium and long term.

Juventus promotes a large number of dialogue and engagement activities with its stakeholders, from training meetings for its youngsters to refresher courses for its technicians, from events for fans to those for business partners, from media relations activities to those for employees.

The Club's main stakeholder categories and related engagement initiatives are summarised below:

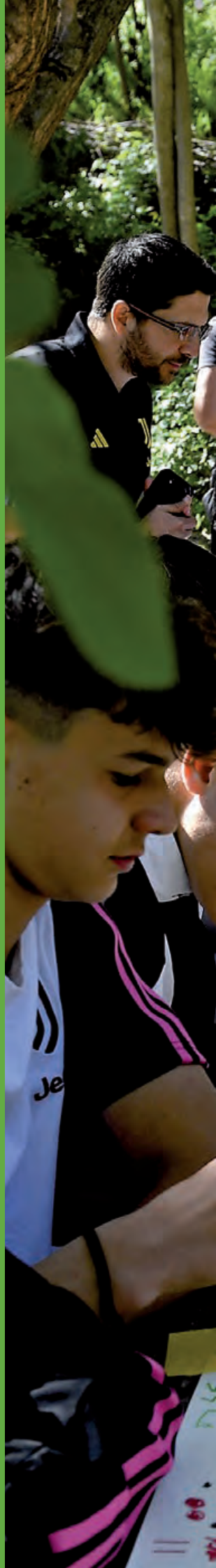
TABLE 3 • COMPANY STAKEHOLDERS

STAKEHOLDER	TYPE	EXAMPLES OF ENGAGEMENT INITIATIVES
<b>Juventus People</b> <ul style="list-style-type: none"> <li>• Corporate Staff</li> <li>• Sports Staff</li> <li>• Teams and Technical Staff</li> </ul>	Internal	Please refer to the 'Juventus People' section.
<b>Juventus Academy</b>	Internal	<p><b>Italian Project   Presentation of the Juventus Academy Élite of Piedmont and Valle d'Aosta</b> On 29 August 2023, a presentation and networking meeting of the various national Academy staff was held at the J Hotel, coinciding with the start of the 2023/2024 season.</p> <p><b>International Project   Juventus Academy Coaches Clinic</b> From 27 to 31 January 2024, 27 coaches from 16 different International Academies participated in the training course for Academy international coaches to experience and learn more about the Juventus Youth Sector's educational and sports model. The annual event was held from 10 to 14 June 2024, involving 36 international Academies from five continents, totalling 26 different nations and 78 teams with a total of more than 900 participants in the U13, U12, U11, U10 categories.</p>
<b>Youth Athletes and Families</b>	External	School orientation meetings for families to present the activities of Juventus College.
<b>J Hotel</b>	Internal	Periodic meetings with Juventus Staff to understand their needs at the technical-organisational level and manage them.
<b>J Medical</b>	Internal	The J Medical staff regularly collaborates with Juventus' teams. Special events are also organised for Club employees, including facility tours for new joiners.
<b>Investors and Shareholders</b>	External	One Shareholders' Meeting in November 2023. One-to-one meetings / roadshows with the financial community (investors in various capacities).
<b>Fans</b> <ul style="list-style-type: none"> <li>• Fan Club</li> <li>• Members</li> <li>• Season ticket holders</li> <li>• Others</li> <li>• Fans with disabilities</li> </ul>	External	<p><b>JUVENTUS MEMBER</b></p> <p><b>Match day activities (Allianz Stadium) and participants</b></p> <ul style="list-style-type: none"> <li>• VIP Hospitality Experience (J1897 Members): 42</li> <li>• Allianz Stadium Tour Experience (J1897 Members, Black&amp;White Members): 110</li> <li>• Children on the pitch (Junior Members): 214</li> <li>• Junior Photographer (Junior Members): 40</li> <li>• Give Me 5 (Junior Members):</li> <li>• Award the MVP (J1897 Members, Black&amp;White Members, Junior Members): 9</li> <li>• Match Day activities (Away matches)</li> <li>• Face 2 Face (J1897 Members): 38</li> </ul> <p><b>No match day activities and participants</b></p> <ul style="list-style-type: none"> <li>• J1897 Day (J1897 Members): 210</li> <li>• Junior Reporter Danilo (Junior Members): 20</li> <li>• Junior Reporter Szczesny (Junior Members): 20</li> <li>• Meet&amp;Greet J   Hotel (J1897, Black&amp;White Members, Junior Members): 40</li> <li>• Open training sessions (J1897, Black&amp;White Members, Junior Members): 60</li> <li>• Fly with the Team (J1897): 1</li> <li>• Junior training (Junior Members): 20</li> <li>• JTC Tour (J1897, Black&amp;White Members, Junior Members): 33</li> <li>• M&amp;G Summer Store (J1897, Black&amp;White Members, Junior Members): 65</li> <li>• M&amp;G Djalò Store (J1897, Black&amp;White Members, Junior Members): 15</li> <li>• Pre-season training (J1897, Black&amp;White Members, Junior Members): 28</li> <li>• Junior Kitchen (Junior Members): 16</li> </ul>

STAKEHOLDER	TYPE	EXAMPLES OF ENGAGEMENT INITIATIVES
<b>Fans</b> <ul style="list-style-type: none"> <li>• Fan Club</li> <li>• Members</li> <li>• Season ticket holders</li> <li>• Others</li> <li>• Fans with disabilities</li> </ul>	External	<p><b>JUVENTUS OFFICIAL FAN CLUB</b></p> <p><b>Match Day activities and participants</b></p> <ul style="list-style-type: none"> <li>• JOFC Walk About: 440</li> <li>• Flag-wavers: 180</li> <li>• Give me 5! : 104</li> </ul> <p><b>No match day activities and participants</b></p> <ul style="list-style-type: none"> <li>• Open training sessions: 858</li> <li>• Meet&amp;Greet Store Megastore: 146</li> <li>• Tutti in ritiro!: 64</li> <li>• Watch Party Miami: 43</li> <li>• Coca-Cola event: 80</li> <li>• Tutti in campo! JOFC Edition: 96</li> <li>• JOFC Day: 280</li> <li>• Summer Tour 2023: 390</li> </ul> <p><b>Fans with disabilities</b></p> <p>A Disability Access Officer (DAO) was appointed in the 2023/2024 season, whose task is to:</p> <ol style="list-style-type: none"> <li>1. Ensure the accessibility of facilities for fans with disabilities</li> <li>2. Be the recognised point of contact for fans with disabilities and establish dialogue to understand their needs</li> <li>3. Define a special ticketing policy for fans with disabilities</li> <li>4. Implement special services to ensure the best possible match-day experience for fans with disabilities</li> </ol> <p>As far as open training sessions are concerned, the club regularly invites its fans with disabilities to every scheduled appointment.</p>
<b>Football Governance</b> <ul style="list-style-type: none"> <li>• FIFA</li> <li>• UEFA</li> <li>• Lega Serie A</li> <li>• FIGC</li> <li>• ECA</li> <li>• EFDN</li> </ul>	External	<ol style="list-style-type: none"> <li>1) Participation in a minimum of 12 Lega Serie A Meetings and active participation in working groups that also interface with the (men's) FIGC</li> <li>2) Participation in Lega Pro Meetings (Juventus Next Gen)</li> <li>3) Participation in the ECA Annual General Meeting with 699 other clubs (men's and women's)</li> <li>4) Participation in the annual UEFA draw and subsequent working group with the drawn teams (men's and women's)</li> <li>5) Participation in the EFDN Sustainability Conferences held in November 2023 (Athens) and April 2024 (Warsaw)</li> <li>6) Participation in the CSR Committees scheduled during the season by Lega Serie A.</li> </ol>
<b>Institutions</b>	External	<p>Meetings with the Security Operations Group (for each home match played by the men's and women's first team and Juventus Next Gen).</p> <p>Continuous dialogue with the Public Administration and Prefecture.</p>
<b>Partners</b>	External	<p><b>Meeting in Rome with Partners and Institutions</b></p> <p>In the prestigious location of the 'House of the Knights of Rhodes, headquarters of the Italian Association of the Order of Malta', President Gianluca Ferrero and Chief Executive Officer Maurizio Scanavino, together with the Club's management and Legends, met with partners and institutions before the Coppa Italia Frecciarossa final.</p> <p><b>Juventus B2B Forum</b></p> <p>On 20 March 2024, the Juventus Business Forum was held at Allianz Stadium. Juventus focuses on its company stakeholders at this event, which is also an important opportunity for networking. Opened with a welcome from Maurizio Scanavino, Juventus' Chief Executive Officer, the event included both one-to-one moments and joint sessions, such as the panel 'AI and the culture of innovation in the modern company', which included the participation of Avanade Italy and Google Cloud alongside Juventus in the morning, followed by a speech by Francesco Calvo, the Club's Managing Director of Revenue &amp; Football Development in the afternoon. Over 200 companies participated in the event, including partners and Juventus Premium Club season ticket holders, as well as over 400 professionals with more than 1,000 one-to-one meetings having been held.</p>
<b>G-local Associations</b>	External	Please see the Social Section.
<b>Suppliers</b>	External	<b>Juventus B2B Forum</b>
<b>Competitors</b>	External	<p>The Club regularly participates in Lega Meetings in which all competing clubs are present.</p> <p>In relation to ESG matters, the Club participated in exchange and networking events at CSR Commissions (with Serie A clubs) and EFDN conferences (with International clubs).</p>
<b>Media</b>	External	The Club maintains daily relationships with the media, also through the organization of press conferences, interviews, events, and media visits at its facilities.

Lastly, the company's website and social channels maintain ongoing communication with stakeholders.

# ENVIRONMENTAL









# ENVIRONMENTAL

GRI	Description
3-3	Management of material topics
302-1	Energy consumption within the organisation
303-1	Interactions with water as a shared resource
303-2	Management of water discharge-related impacts
303-3	Water withdrawal
305-1	Direct (Scope 1) GHG emissions
305-2	Energy indirect (Scope 2) GHG emissions
306-1	Waste generation and significant waste-related impacts
306-2	Management of significant waste-related impacts
306-3	Waste generated

Juventus has made protecting our planet a priority, not only as a football club but also as a global company. In a world that is increasingly aware of environmental issues such as climate change and resource management, organisations must actively promote sustainable practices. Juventus has dedicated two of the six pillars of its ESG Strategy to environmental issues, demonstrating the company's will to continue investing in a virtuous path of environmental management that has been consolidated over the years.

## ENVIRONMENTAL POLICY<sup>1</sup>: EMISSIONS IN THE CORNER AND ASSIST TO CIRCULARITY

Juventus recognises the importance of minimising its carbon footprint and using its influence to raise awareness and involve millions of fans around the world.

The Club knows that every small act counts, and firmly believes that a collective effort, further supported by its community, can make a difference in protecting the planet.

The two environmental pillars of Juventus' ESG strategy are summarised below:

### EMISSIONS IN THE CORNER

This pillar is Juventus' commitment to significantly reducing direct and indirect carbon emissions by consolidating its decarbonisation plan and with measures such as:

- the self-generation of renewable energy;
- energy efficiency;
- promoting fans' sustainable mobility.

Fans' sustainable mobility is as topical as ever; although it is not a matter of emissions directly produced by club activity, those generated by fans' travel are currently the main source of pollution for a football club. Mitigating the effects of this 'commuting' requires:

<sup>1</sup> Published on the company's website at <https://www.juventus.com/it/club/corporate-governance/compliance/politiche>. With reference to the Taxonomy Regulation, it is noted that – considering Juventus' business model and core activities – there is currently no specific climate risk assessment for the identified eligible activities (13.2 and 13.3, respectively Libraries, archives, museums and cultural activities, and Motion picture, video and television programme production, sound recording, and music publishing activities). Therefore, it is highlighted that the aforementioned business activities were not deemed materially relevant and, as a result, cannot be considered 'aligned' with the first two objectives of the European Taxonomy (climate change mitigation and climate change adaptation).

- (a) open dialogue with fans to understand the situation in detail, based on highly complete and accurate data, and to understand their needs, with a view to determining new solutions that help both the environment and the fans.
- (b) active dialogue with all those involved with football, as this issue affects every football club, albeit each with its own peculiarities. Participating in working tables, conferences and networks on the topic is crucial for sharing know-how and developing appropriate solutions to the climate challenges from the world of football.

During the 2023/2024 season, Juventus asked its fans to participate in several surveys and also took part in industry events, such as those organised by EFDN. These efforts will allow the Club to announce innovations on the subject (in terms of specific initiatives and measures) as of the 2024/2025 season.

### ASSIST TO CIRCULARITY

This pillar focuses on the concept of 'circularity' and sustainable materials management. Therefore, the goal is to promote measures towards a circular economy by:

- reducing water consumption;
- recovering and reusing goods and products distributed at events and Club venues.

The *Assist to Circularity* pillar is thus aligned with the *4R Approach*, which is based on a transition to a circular economy through the four principles: Reduce, Reuse, Recycle and Recover.

These goals cannot be achieved without the involvement of all those working in the Club. Indeed, the 'assist to circularity' includes those small acts of each person, repeated daily, that can make a huge difference, especially when considered from the perspective of the collective.

This is why the company promotes **initiatives to raise awareness** on the subject, so that each person can make these principles their own and put them into practice in their daily lives.

An interesting initiative in this regard is the photographic exhibition '**The Circle**' by **Luca Locatelli** organised by **Gallerie d'Italia**, displayed in Turin from 21 September 2023 to 18 February 2024. The exhibition explored solutions for a sustainable future through the circular economy. Locatelli's photographs documented innovative projects related to renewable energy, textile recycling and the redevelopment of industrial areas, highlighting the use of advanced technologies in harmony with nature and human ingenuity.

The exhibition was an opportunity to engage the Club's employees (who were invited to attend) on the topic of circularity.

## CERTIFICATIONS AND NETWORK MEMBERSHIPS

Juventus' new ESG Strategy follows a virtuous path of environmental management the Club embarked on several years ago. This path has included the achievement of important certifications, as well as active participation in industry networks.

In terms of the effective and efficient management of the Allianz Stadium, Juventus' presence on the Board of ESSMA (acronym for European Stadium & Safety Management Association) deserves mention. In particular, Francesco Gianello, Head of Facilities Management is currently a member of the organisation's Executive Committee.

ESSMA is a European association that brings together stadium and sporting event management and safety experts and professionals, particularly football events. The association members share best practices for various issues in managing sports infrastructures, including sustainability.

The environmental certifications achieved by the Club are listed below, as well as additional industry networks/frameworks of which the Club is a member:

- **ISO 14001 environmental certification.** In 2019, the Allianz Stadium became the first Italian stadium to obtain ISO 14001 environmental certification, which was then extended to the Juventus Training Center Continassa in 2022. ISO 14001 certifies that the environmental management system complies with the requirements of the standard; more specifically, it certifies effective management of environmental responsibilities, compliance with relevant regulations, commitment to continuous improvement, management of environmental risks and stakeholder engagement.

- **ISO 20121 sustainable event certification**<sup>2</sup>. The Club achieved ISO 20121 sustainable event certification in 2021, demonstrating its commitment to promoting sustainable practices at sporting and corporate events.
- **United Nations Framework Convention on Climate Change - Sport for Climate Action**. Juventus was the first Italian football club (2020) to sign the United Nations Framework Convention (UNFCCC Sport for Climate Action) international treaty on climate change. The UNFCCC Sports for Climate Action Framework brings together sports organisations to achieve global climate change goals, defining standards in line with the Paris Agreement that are useful for emissions monitoring and control.
- **Climate Neutral Now**. Juventus was also the first Italian football club to sign *Climate Neutral Now*, an initiative developed in 2015 by the United Nations which invites everyone (companies, organisations and individuals) to become more aware of their impact on the environment and to voluntarily take steps to measure, reduce and offset their greenhouse gas emissions.

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<sup>2</sup> Published on the company's website at <https://www.juventus.com/it/club/corporate-governance/compliance/politiche>



## CALCULATING THE CARBON FOOTPRINT

Sant'Anna University of Pisa has supported Juventus since the 2019/2020 season in disclosing its carbon footprint, as part of the Club's commitment to manage its CO2 emissions.

In particular, to calculate CO2 emissions as required by the GRI Sustainability Reporting Standards, Scope 2 emissions have been calculated according to two distinct calculation methods:

- **Location-based method**, which is based on the average emission factors for regional, sub-national or national power generation.
- **Market-based method**, which is instead based on the CO2 emissions emitted by the energy suppliers from which the organisation buys electricity through contracts, or on market-related factors. Purchased electricity from renewable sources, with Guarantee of Origin certificates, are assigned an emission factor of zero for Scope 2 emissions calculated according to the market-based method. 100% of the electricity purchased by Juventus has come from renewable sources since the 2018/2019 season; the relative emission value is 0.0, as shown in the table below:

TABLE 4 • CO<sub>2</sub>EQ (T) EMISSIONS

	STAGIONE 2023/2024	STAGIONE 2022/2023
<b>Total CO2EQ Emissions (Scope 1 and Scope 2-location based)</b>	<b>6,166.92</b>	<b>6,328.51</b>
<b>Total CO2EQ Emissions (Scope 1 and Scope 2-market based)</b>	<b>3,309.06</b>	<b>3,531.17</b>
<b>Scope 1</b>	<b>1,260.15</b>	<b>1,192.57</b>
Methane	707.07	866.98
Car fleets Diesel	211.68	276.86
Car fleets Petrol	339.45	48.73
Car fleets Other	1.95	-
<b>Scope 2 - Location based</b>	<b>4,906.77</b>	<b>5,135.94</b>
<b>Scope 2 - Market based</b>	<b>2,048.91</b>	<b>2,338.60</b>
Electricity: Location based	2,857.9	2,797.34
Electricity: Market based	-	-
District heating	1,979.55	2,195.81
District cooling	69.37	142.79

### Methodological Note

- In this NFS, the emissions from petrol and diesel for transport expressed in tonnes of CO2 have been calculated considering the fuel consumption monitored using the fuel cards available to employees, which in some cases show consumption in litres, in others in terms of km. The cars assigned to players, medical and technical staff and managers have also been included since the 2023/2024 season.
- The emission factors used for the fleet (petrol and diesel) are from the Department for Environmental Food & Rural Affairs (DEFRA 2024) for the data available in both litres and km.
- To calculate the emissions from methane consumption for heating, the emission factor published by the Department for Environmental Food & Rural Affairs (DEFRA 2024) was used.
- The CO2 emissions from electricity use - calculated according to the location-based methodology for the 2023/24 season - were taken from 'ISPRA 2023, GHG emission factors in the electricity sector for electricity production'.
- The CO2 emissions from electricity use - calculated according to the market-based methodology for the 2023/24 season - were taken from 'European Residual Mixes 2023' (AIB). In particular, the Italian 'Residual Mix' was selected, which represents the mix of the remaining electricity generation quotas after taking into account the use of specific tracking systems for the energy sources used, such as Guarantee of Origin certificates. As of the 2018/2019 Season, an emission factor of 0 was considered, as the company purchased electricity produced entirely from renewable energy. In the Market-based method, electricity purchased from renewable sources and certified through Guarantees of Origin is multiplied by an emission factor of zero.
- The CO2 emissions from district heating and cooling consumption, in line with the production technology used for their generation, were calculated using the emission factor associated with the productivity of an average cogeneration plant in Italy as reference (ISPRA 2020).

## ENERGY MANAGEMENT

Aware of its role and environmental responsibilities, Juventus has implemented a series of initiatives to improve energy management and reduce its environmental impact.

- The Club has employed a UNI CEI 11339-certified **Energy Manager** as EGE (Expert in Energy Management) since 2015 and appointed at FIRE (Italian Federation for the Rational Use of Energy), in accordance with Italian Law 10/91. It supports the development of energy projects, including energy diagnosis and the implementation of an Energy Management pathway.
- The replacement of LED lamps in the stadium area allowed reducing energy consumption as well as maintenance, replacement and disposal costs. More specifically,<sup>3</sup> the installed power of the lighting system dropped by approximately 24% for the pitch and 50% for the hospitality area. In addition to the environmental benefits, the new LED lighting system has made the pitch and hospitality areas welcoming, scenic environments. In particular, outstanding results have been achieved in terms of colour rendition, image uniformity, absence of flickering and glare reduction, also ensuring absolute visual comfort for the players, the fans in the Stadium and the crowd at home, now able to enjoy television footage that authentically reproduces what is happening on the pitch.
- In order to minimise the environmental impact of electricity consumption, the Club has only sourced **electricity from renewable sources** through specific agreements with suppliers since the 2018/2019 Season.



<sup>3</sup> The assessment was carried out using the ratio of installed power before/after the intervention. A direct measurement of consumption would have been influenced by the number of operating hours of the systems, which varied from season to season.

TABLE 5 • ENERGY CONSUMPTION WITHIN THE ORGANISATION (GJ)

	2023/2024 SEASON	2022/2023 SEASON
<b>Electricity</b>	<b>39,429.85</b>	<b>40,322.00</b>
<i>of which purchased</i>	<i>39,101.11</i>	<i>39,977.82</i>
Headquarters	1,243.72	1,219.13
Store	1,106.67	1,176.43
Juventus Training Center Continassa	3,379.31	2,888.26
Allianz Training Center Vinovo	4,389.69	4,541.15
Stadium Complex	28,981.72	30,152.85
<i>of which self-produced</i>	<i>328.74</i>	<i>344.14</i>
from photovoltaic system	328.74	344.14
<b>District heating</b>	<b>32,804.25</b>	<b>37,463.98</b>
Headquarters	1,420.80	1,335.07
Juventus Training Center Continassa	19,533.24	19,592.68
Stadium Complex	11,850.21	16,536.23
<b>District cooling</b>	<b>1,154.48</b>	<b>2,436.30</b>
Headquarters	648.90	966.35
Juventus Training Center Continassa	505.58	1,469.95
<b>Methane consumption</b>	<b>12,548.62</b>	<b>17,137.34</b>
Allianz Training Center Vinovo	12,548.62	17,137.34
<b>Automotive petrol consumption</b>	<b>7,188.82</b>	<b>666.79</b>
<b>Automotive diesel consumption</b>	<b>3,684.20</b>	<b>3,766.16</b>

**Methodological Note**

- Data are expressed in GJ
- The term 'Stadium Complex' includes the Allianz Stadium, the areas adjacent to it (external car parks), JIMedical and Juventus Museum.
- For the conversion of consumption values from m<sup>3</sup> to GJ, the conversion factors provided in the UNFCCC national standard parameter table for the reference years were used (for 2023, the most recent conversion factor available upon drafting this Report was used).
- Consumption in litres for cars reporting only mileage in km is calculated by estimating an average consumption of 10km/l of fuel on an entirely conservative basis.
- To calculate the energy consumption of diesel and petrol from the car fleet in GJ, conversion factors from the 'National Inventory Report (NIR) 2023' were used.

## WATER AND WASTE MANAGEMENT

Considering the type of activities conducted by the Club, Juventus has a limited impact in terms of water consumption. Water is mainly consumed in the Club's facilities for irrigating the training pitches. Despite this, the Club is constantly committed to monitoring the water withdrawal and distribution systems in order to identify any leaks and implement the necessary maintenance and efficiency measures. Starting with the 2022/2023 reporting period, information on water withdrawals and discharges will be reported with reference to the various corporate structures. The water supply systems are mainly based on the withdrawal of water from municipal aqueducts and from a surface water source (Training Center Vinovo pond, used to irrigate the site's training pitches) for which there is no specific meter<sup>4</sup>.

<sup>4</sup> The value of water withdrawn from surface sources pertaining to the pond at the Allianz Training Centre Vinovo is not available.

TABLE 6 • WATER WITHDRAWAL (M3)

	2023/2024 SEASON	2022/2023 SEASON
Headquarter	7,662.78	8,960.00
Stadium	71,116.54	86,366.49
Juventus Training Center Continassa	40,437.26	47,005.43
Allianz Training Center Vinovo	13,303.00	18,679.00
<b>Total water withdrawn</b>	<b>132,519.58</b>	<b>161,010.92</b>

The above table shows the water consumption for the last two sports seasons. As can be seen, the figures show **significant savings** during the 2023/2024 season, partly due to a reduction in the number of matches played at the Allianz Stadium compared to the 2022/2023 season, and partly due to increasingly efficient water resource management.

Juventus has a residual impact in terms of **water discharges**, as the activities are related to consumption for sanitary use and do not generate polluting effluents.

TABLE 7 • SPECIAL WASTE (KG)

	2023/2024 SEASON	2022/2023 SEASON
<b>Total</b>	<b>23,240.00</b>	<b>103,820.69</b>
Non-hazardous	21,221.00	103,628.00
Hazardous <sup>5</sup>	2,019.00	192.69

The company monitors the production of waste and ensures its proper disposal through the ISO 14001 Environmental Management System. This procedure separates the management of hazardous waste from non-hazardous waste, the disposal of which is entrusted to specialised third-party companies. The increase in the hazardous waste trend recorded in the 2023/2024 season can be attributed to extraordinary activities of the Stadium related to decommissioning electrical equipment.

TABELLA 8 • WASTE BY DESTINATION (KG)

	2023/2024 SEASON	2022/2023 SEASON
<b>Total</b>	<b>23,240.00</b>	<b>103,820.69</b>
Disposal	140.00	166.00
Recovery	23,100.00	103,654.69

The decrease in waste seen in the above tables, is due to the one-off emptying of warehouses (consisting mainly of bulky waste) carried out only once during the 2022/2023 season and not in the 2023/2024 season.

## GREENHOUSE GAS OFFSETTING INITIATIVES

### PURCHASING CARBON CREDITS

Juventus began calculating its carbon footprint in the 2020/2021 season and has been taking appropriate measures to reduce these emissions, where possible.

A first concrete step along this path included carbon offsetting and purchasing carbon credits, which entails financing environmental projects specifically aimed at reducing emissions.

<sup>5</sup> Waste generated at Juventus Training Center Continassa, Allianz Stadium, Allianz Training Center Vinovo.



- In November 2021, Juventus purchased 5,000 CERs (Certified Emission Reductions), thereby supporting the UN project *'Hidroelectrica La Confluencia S.A.'*<sup>6</sup> a constant-flow hydroelectric power plant located in the upper valley of the Tinguiririca River, about 120 km south of Santiago, Chile. Operational since 2010, the plant has a capacity of 163 MW and uses the water of the Tinguiririca, Portillo and Azufre Rivers to generate zero-emission energy, helping to reduce greenhouse gas emissions. The power plant creates Certified Emission Reductions (CERs), substituting electricity produced by fossil fuel plants connected to the Chilean central grid (SIC).

Juventus took a further step forward in the 2022/2023 season by signing a partnership with Pact Capital, a leading developer of environmental projects and solutions. The goal of the partnership is to offset Juventus' emissions, up to a total of 50,001 tonnes of CO2 emissions, for four sports seasons, starting with the 2022/2023 season.

- Pact Capital therefore withdrew 50,001 Verified Emission Reductions (VERs) credits on behalf of Juventus to reach this goal, which will offset 50,001 tonnes of CO2 emissions. The project supported by Juventus and certified according to the Gold Standard is for the construction of a wind farm located near the village of Balabanly<sup>7</sup>, in the province of Tekirdağ, Turkey, which will have an installed capacity of 50 MW. This plant will produce approximately 152.8 GWh of electricity per year, helping to reduce approximately 75,000 tonnes of CO2 emissions per year.
- Moreover, Juventus has purchased 9,999 VERs to voluntarily offset Scope 1 and Scope 2 emissions related to the season preceding the agreement (2021/2022 season). The associated project *'Promoting Improved Cooking Practices in Nigeria'*<sup>8</sup> is Gold Standard certified and is for the production and distribution of efficient charcoal cookers in Nigeria, intended to replace those used at the time, which were inefficient, also from an environmental point of view. This project sought to improve the lives of thousands of families and small and medium-sized businesses in the country, all while reducing greenhouse gas emissions. The purchase of these credits allowed to avoid the emission of 9,999 tonnes of CO2 into the atmosphere.

## COLLABORATION BETWEEN JUVENTUS AND ONE TREE PLANTED: A CONCRETE COMMITMENT TO THE ENVIRONMENT

The collaboration between Juventus and the non-profit organisation **One Tree Planted**, which is focused on global reforestation projects, began in November 2020 with the ambitious goal of planting trees for every goal scored by the Club's teams. Initially, **200 trees** were planted for each goal, and in the first season an impressive 25,000 trees were planted. The following season kept the level high, with **22,800 trees** planted.

### RESULTS AND IMPACTS

To date, Juventus has contributed to the planting of **more than 55,000 trees** worldwide, which will capture around 14,400 tonnes of CO2 in the first 20 years after their planting. Juventus has kept fans updated on the project's progress, sharing the results and celebrating each goal not only as a sporting achievement, but also as a significant contribution to the planet's health.

### PROJECT DEVELOPMENT AND LOCAL INVOLVEMENT

The partnership with One Tree Planted evolved in 2023 into a three-year project focused on the Turin metropolitan area. The areas in question include:

- Turin (Mirafiori) | Orti Generali;
- Turin | Cascina Falchera;
- Fiano (Turin) | La Mandria Nature Park.

<sup>6</sup> Project link: <https://offset.climateneutralnow.org/project-for-the-reduction-of-greenhouse-gas-emissions-of-hidroelectrica-la-confluencia-sa-4229-?searchResultsLink=%2FAllProjects%3FPageNumber%3D2>

<sup>7</sup> Project link: <https://registry.goldstandard.org/projects/details/190>

<sup>8</sup> Project link: <https://registry.goldstandard.org/projects/details/1468>

The goal is to restore vital ecological functions, promote ecosystem health and resilience, and mitigate the effects of greenhouse gases through the capture and storage of carbon dioxide.

## ENGAGING YOUNGER GENERATIONS

Juventus believes it is crucial to raise awareness among the younger generation. To celebrate Earth Day 2024, the Under 15 men's and women's youth teams and the Under 16 men's team participated in activities at the Orti Generali gardens in Turin, strengthening their bond with nature and learning about the importance of sustainable land management.



## A SUSTAINABLE FUTURE

Juventus will continue to reduce its environmental impact by measuring and reporting its *Carbon Footprint* and promoting positive actions on and off the pitch. These initiatives allow the Club to demonstrate its commitment to a green future, inspiring fans and communities to come together to have a positive impact on the environment.

## SUSTAINABLE MOBILITY

In line with Italian Decree-Law No. 34 of 19 May 2020 (known as the 'Recovery Decree,' then converted into Italian Law No. 77 of 17 July 2020), which includes '*Measures to incentivise sustainable mobility*,' a survey was carried out during the 2021/2022 season to define the measures of **Juventus' Home - work travel plan**.

The same survey was repeated during the 2023/2024 season; in particular, in order to understand commuting habits, a questionnaire consisting of around 80 questions was administered to the Club's employees from 11 to 13 December 2023. The main findings of the survey are reported below:

- Employees' preferred means for travel is their private car, which currently proves to be the fastest and most comfortable option;
- The most frequent answers to the question regarding what types of constraints or incentives could make people give up using cars were: (a) willingness to change one's habits if the public transport offer improved; (b) improved safety on bike paths and lanes; (c) carpooling incentives.

The People, Culture & Sustainability Department worked with the Mobility Manager on the decision-making, planning, programming, management and promotion of optimal sustainable mobility solutions, identified on the basis of the survey findings and in implementation of the Home-work travel plan. In this regard, the following initiatives deserve mention:

- Regulating **remote work** through individual agreements.
- **Road to JHQ**. Employees can use a shuttle service provided by the company to reach the Juventus headquarters. The service provides a connection between the city centre (Turin Porta Susa Station) and the headquarters, significantly reducing issues related to commuting with private cars. The service includes the following features:
  - *Route*: from Porta Susa to JHQ (with an intermediate stop in front of the Stadium, on request);
  - *Schedule*: two trips in the morning (8:15 and 9:00 am) and one in the evening when the offices close (6:15 pm);
  - *Capacity*: approximately 20 seats;
  - *Periodic monitoring of service effectiveness and rescheduling based on use and needs*.
- **Car fleet replacement with low-emission vehicles**. Juventus' car fleet consists almost entirely of hybrid/plug-in cars (64%) and one full electric car.
- **Installation of charging stations for electric cars**. All employees can use the charging stations for their electric cars, regardless of whether they use a company or private car. This initiative also stems from the company's desire to promote sustainable travel solutions. The stations can be found at the following Club sites: Juventus Headquarters, Training Center Continassa, Training Center Vinovo, Allianz Stadium.
- **Juventus Bikes**. Another green solution for Club employees consists of the 15 bicycles set up at the various Juventus sites (Headquarters, Allianz Stadium, Training Center Continassa, Training Center Vinovo). Flexibility and Wellness are the two key words behind the project. In fact, the bicycles can be used: (a) for travelling between adjoining locations for work reasons (e.g., HQ Continassa - Allianz Stadium - Juventus Museum) to speed up the commute; (b) for wellness and/or leisure activities during lunch breaks.



# SOCIAL







# FINALE NAZIONALE

CPO TIRRENIA 18-19 MAGGIO 2024

FIGC  
CALCIO PASTORALE  
E SPERANZA

# SOCIAL

The Juventus business model is based on principles inspired by national and international best practices and is consistent with the values of the Global Compact promoted by the UN and the OECD Guidelines for Multinational Enterprises.

The Club recognises the central role of sport in social integration, promoting mutual respect and social equity, and is committed to being a benchmark for its community in the broadest sense.

Juventus' **social responsibility** is made explicit in the three social pillars of its ESG Strategy:

- **PEOPLE FIRST.** This first pillar has an internal focus, reflecting Juventus' commitment to integrating ESG principles into the Club's culture and ensuring that all employees and collaborators are involved, supported and valued. The company makes creating a work environment that promotes personal and professional development, engagement and well-being a priority, ensuring that each individual can reach their full potential. The Juventus Code of Ethics plays a crucial role within this first pillar. It commits all employees to the principles of honesty, integrity and fairness.

The second and third pillars of the ESG Strategy instead have an external focus.

- **SUSTAINABLE GLOCAL CLUB.** The second pillar represents Juventus' approach in combining a global vision with local action. In this sense, the Club is committed to spreading the sporting values of fairness and teamwork through initiatives that have a significant social impact in both local communities and at a global level, in all those areas where the Club can have an impact (through the presence of fan communities or for projects developed outside the Turin area, such as the International Academies). This includes educational, social inclusion and cultural projects focused on improving the quality of life of the people in the areas where Juventus operates.
- **FAN CENTRALITY.** The third pillar emphasises the importance of fans and community for Juventus. The Club is committed to creating a cohesive and inclusive network that unites fans, athletes and partners, promoting diversity, equity and inclusion. Indeed, football is a powerful social amplifier; as an internationally important Club, Juventus has a significant responsibility in promoting positive messages. The development of a healthy community is therefore an essential goal.

Juventus is also particularly attentive to **disabilities** and works to ensure that fans have full accessibility to sports facilities and can actively participate in Club life, strengthening the sense of belonging and community.

## 'SUSTAINABLE GLOCAL CLUB' AND 'FAN CENTRALITY': JUVENTUS' SOCIAL IMPACT

For its history and for what it represents, Juventus is an important symbol for Turin as well as all of Italy. At the same time, its ability to establish itself in recent years as a multifaceted brand beyond the sporting dimension, addressing an international community of millions of people, has brought the Club the highest recognition internationally.

Although they might seem like two separate areas, local and global affirmation share a fundamental element: the desire to create networks, cooperating with communities and third sector organisations to concretely contribute to the well-being of the communities where the Club is present. This axiom is the perfect synthesis of the two strategic social responsibility pillars: **Sustainable Glocal Club** and **Fan Centrality**.

Juventus has developed several social impact projects in this sense. They will be discussed on the following pages and can be summarised as follows:

TABLE 9 • SOCIAL IMPACT PROJECTS

PROJECT	CATEGORY	TOPIC	TARGET	TARGET GEOGRAPHICAL
<b>Disability experience</b>	Diversity & Inclusion	Accessibility	People with disabilities	Glocal
<b>Juventus One</b>	Diversity & Inclusion	Social inclusion	People with disabilities	Local
<b>Save the Children</b>	Diversity & Inclusion	Social inclusion	Disadvantaged communities	Local
<b>Gioca con Me [Play with Me]</b>	Diversity & Inclusion	Social inclusion	Disadvantaged communities	Glocal
<b>Support for local communities</b>	Diversity & Inclusion	Social inclusion, Charity	Disadvantaged communities, sick children	Local
<b>Fair People</b>	Education and awareness-raising	Respect	Students	Local
<b>Un Calcio al Razzismo [Giving Racism the Boot]</b>	Education and awareness-raising	Anti-racism	Students	Local
<b>Juventus One @ school</b>	Education and awareness-raising	Disability, inclusive language	Students	Local
<b>International campaigns and days</b>	Education and awareness-raising	Multiple (mental health, anti-racism, gender equity, women's empowerment, cyberbullying, disability, LGBTQIA+ community rights)	Juventus Community	Glocal

The Club's goal is to create a positive impact in sport and society, also a fundamental aspiration within its social responsibility journey.

## DIVERSITY & INCLUSION

Juventus firmly believes that the values of diversity, equity and inclusion are the foundations of a truly sustainable and socially responsible organisation. These principles underpin the two strategic pillars of the *Sustainable Glocal Club* and *Fan Centrality*. Juventus not only seeks to promote universal values through them, but also to have a global and local impact, ensuring that the communities in which it operates benefit from initiatives that go beyond the boundaries of sport. In this sense, the creation of a cohesive network where diversity unites fans, athletes and partners is a key factor.

### DISABILITY EXPERIENCE

The inclusion of people with disabilities is an integral part of this commitment.

By breaking down barriers and ensuring that all people have equal access to sport, regardless of their abilities, Juventus aims to challenge social prejudices and create an inclusive environment. Through both social inclusion projects and by ensuring that the stadium and all Club facilities in general are accessible to fans and staff, Juventus reaffirms its belief that everyone deserves the same opportunities to participate, not as a separate group, but as part of the Juventus family.

This vision underlines the Club's mission to ensure that everyone, both on the pitch and in the stands, can proudly say: *'Juventus is ONE'*.

### DISABILITY ACCESS OFFICER AND DIALOGUE WITH THE DISABLED COMMUNITY

In order to further strengthen relations with its disabled fan base, Juventus has appointed a *Disability Access Officer* (DAO). This staff member has the primary objective of coordinating and improving all initiatives related to accessibility, ensuring that the needs of fans with disabilities are always at the centre of the Club's policies. The DAO supports the definition of accessibility and inclusiveness strategies; the Officer also supports the Club in fulfilling UEFA's accessibility requirements.



In achieving these goals, the DAO:

- acts as a point of contact with the community of fans with disabilities;
- promotes staff training and disability awareness-raising activities;
- establishes relationships and collaborations with local associations to develop valuable projects on the topic.

The DAO's activities also include supporting the creation of a **fair ticketing policy** for fans with disabilities, thereby facilitating an increasingly inclusive and accessible experience.

Discussions with the disabled community in the 2023/2024 season led to the development of new services that will improve their experience. They will be introduced starting in the 2024/2025 season. One of these already began in August 2024: **Italian Sign Language (LIS) Translation**. Juventus has translated the men's first team's pre-match press conferences, as well as the anthems and service messages during matches at the Allianz Stadium, into Italian Sign Language (LIS), ensuring an inclusive experience for fans who are deaf or hard of hearing.

## INCLUSIVE TICKET POLICY

Juventus has introduced a **facilitated accreditation system** at the stadium to make the inclusion of fans with disabilities even easier. The Allianz Stadium is the home of Juventus, an inclusive place where the club wants to ensure that fans enjoy the best possible experience. The stadium therefore has **280 seats specifically for people with disabilities**, which are allocated every match **free of charge** to:

- fans with 100% disability;
- fans with walking disabilities who use wheelchairs (regardless of the degree of their disability).

If the fan with a disability needs assistance, they can request free accreditation for the person accompanying them, who must be a legal adult. In fact, the Club has reserved the same number of seats (280) for those accompanying fans with disabilities during the match. For safety and accessibility reasons, the seats marked for disabled fans are located in specific sectors within the stadium (Tribuna Nord and Tribuna Sud), to meet the particular access needs of wheelchairs and those who have difficulty walking.

In addition to accreditation for individual matches, Juventus offers its disabled fans the chance to purchase a **specific season ticket** for the same sectors indicated above (Tribuna Nord or Tribuna Sud) at a heavily discounted rate.

## JUVENTUS MUSEUM WITH LIS AND BRAILLE

Juventus' commitment to inclusion and accessibility is not limited to the stadium, but also includes its Museum. The facility has been designed without barriers, and specific paths have been created inside for people who are deaf, visually impaired or blind. The Museum is narrated both graphically and in Braille thanks to special panels that include tactile supports and audio guides, as well as audio descriptions in Italian Sign Language that are activated with embossed QR codes, guaranteeing an engaging and meaningful experience for everyone.

## JUVENTUS ONE

The Juventus Paralympic team Juventus One competes in competitions organised by the *Paralympic and Experimental Football Division* (DCPS) of the FIGC.

### FOCUS | Paralympic and Experimental Football Division

The Division was created to enable people with disabilities to enjoy football, recognising the sport's strong social utility. It organises seven-a-side football competitions at regional level, structured into several categories and with national finals.

The DCPS divides teams into four levels (A, B, C and D) according to the degree of participants' disability. The top ranked regional team of each level advance to the national finals.



The Juventus One staff has constantly developed and increased its roster of athletes with disabilities over the years, forming teams for each of the four levels and thereby ensuring the players can fully express their abilities.

In the 2023/2024 season, Juventus One had an impressive four teams, composed of a pool of footballers with cognitive, relational and sensory disabilities (including deaf athletes). Project coordinator Marco Tealdo said: *'We have four teams, one at level A, two at level C (C1 and C2) and one at level D: this was a significant milestone, as it was the first time we had so many teams'*.

Today Juventus One is consolidated and well-structured: starting with around 40 athletes in 2017, the team has grown to involve 110 footballers in the 2023/2024 season, supported by a technical staff of around 30 professionals, including qualified coaches, graduates in motor sciences and education, and FIGC-certified trainers.

The project has extended beyond the playing field, having also declared a social purpose and specific objectives as described below.

## JUVENTUS ONE: HISTORY AND OBJECTIVES

Created in 2017 as *'Juventus for Special'* and developed in collaboration with local partner **ASD Nessuno Escluso** [No One Excluded], Juventus One has a dual soul: sporting and social, to promote the inclusion of people with cognitive-relational disabilities through the practice of sport. It is the bold, concrete response to a still very traditional view of disability and its connection with sport.

The project is based on an axiom that is as simple as it is important: **disability is not a limitation, but only one of the characteristics of the human condition**; this means breaking down biases and prejudices towards disability, as well as all those 'pious' attitudes often associated with the word. This principle restores dignity to those with disabilities and gives them the opportunity to express themselves beyond those cultural and social limits leading to forms of marginalisation and exclusion. The primary objective thus translates into the deepest sense of the word **inclusion**: to ensure all people have the same rights and dignity in everyday life, as well as in sport.

Football, in particular, plays a key role.

The youth in the teams experience a real competitive environment: from the composition of the coaching staff to training sessions, from locker room management to the choice of positions in matches. The players are athletes in their own right and, as is the case in all football teams, must earn their place on the team through commitment, being awarded their starting jersey following good performance on the pitch.

This approach is successful from both a sporting and a social point of view. The sense of belonging the athletes develop in Juventus One strengthens their awareness and self-esteem. The youth take the field with the desire to be part of a group, develop relationships, constantly improve and overcome their limits, proudly wearing the prestigious black and white jersey.

## JUVENTUS IS JUVENTUS AND THE NEW NAME

Drawing on the understanding that disability is not a limitation or a 'special' condition, but rather one of the many aspects common to human existence and diversity, in the 2023/2024 season Juventus worked to change the project's name and identity.

**Juventus One** is the result of this work; it will be used officially from the 2024/2025 season and reflects a paradigm shift linked to the concept of 'special' when related to the notion of disability, embarking on a new cultural path that involves everyone, without distinction, in a true spirit of equality and inclusion.

The term **One** is the natural evolution of what is by now a historic project, having reached the milestone date of **3 December 2023**, the **International Day of Persons with Disabilities**.

To celebrate the day, together with its partner Nessuno Escluso, the Club organised the event **Juventus IS JUVENTUS**, created precisely under the banner of inclusion. The Paralympic team played a friendly mixed-level match together with players from the Women's Under 19 and the Men's Under 19 and Next Gen teams.

This special moment underscored how, just as two words can have the same meaning regardless of how they are written (Juventus /JUVENTUS), all the Club's athletes are similarly part of **one team**, regardless of the league they belong to: Men's, Women's, U19, U23 or Paralympic.

The meaning of the event held at the training centre in Vinovo is thus embodied in its name: Juventus has so many members, so many faces and so many different human conditions, but it is one family: Juventus is one family, Juventus is ONE, Juventus is JUVENTUS.

The event was also an important moment for reflection, culminating with a 'disability experience' in the finale that included the Club's employees. They were given the opportunity, through special 'football' trials, to experience and understand first-hand what taking the field with a disability means, whether sensory, physical or cognitive.

## JUVENTUS ONE: ACTIVITIES

The various activities carried out within the project are described below. Juventus One is expressed in three pillars:

- **Sporting-competitive dimension:** as fully explored in the previous section, this pillar can be considered the core of the project. It includes participation in the competitions of the Paralympic and Experimental Football Division of the FIGC as the main competitive opportunity. However, the commitment of the Juventus One teams does not stop there: they have participated in numerous national and international tournaments over the years (including the non-competitive EFDN international tournaments in Leverkusen and Breda).

The 2023/2024 season counted yet another great satisfaction for the Juventus Paralympic team: the C1 team was confirmed **Italian Level 3 Champion** in the DCPS-FIGC National Finals held on 18 and 19 May in Tirrenia. Team coach Silvia Dema described the last two fantastic seasons: *'Last year was a "surprise" not only because of the results we achieved, but also because of the growth we experienced, which was not to be taken for granted. For this season [2023/2024], the watchword is "professionalism"'*.

Yet the victory in Tirrenia is merely the latest step in a successful sporting journey, summarised below:

### PALMARES • JUVENTUS ONE

<b>2017/18 SEASON</b> <ul style="list-style-type: none"><li>• National Champions Paralympic Division Level A</li><li>• National Champions Paralympic Division Level B</li></ul>	<b>2022/23 SEASON</b> <ul style="list-style-type: none"><li>• Regional Runner-up Paralympic Division Level A</li><li>• Regional Champions Paralympic Division Level C</li><li>• National Champions Paralympic Division Level C</li><li>• First Place International Tournament Vienna Level C</li><li>• First Place 'Tardini Cup' Tournament Level B</li><li>• First Place 'Tardini Cup' Tournament Level B</li><li>• First Place 'Silvio Piola' Tournament Level A</li><li>• First Place 'Silvio Piola' Tournament Level B</li><li>• First Place 'Silvio Piola' Tournament Level C</li></ul>
<b>2018/19 SEASON</b> <ul style="list-style-type: none"><li>• National Runner-up Paralympic Division Level A</li></ul>	<b>2023/24 SEASON</b> <ul style="list-style-type: none"><li>• Regional Champions Paralympic Division Level C</li><li>• <b>National Champions Paralympic Division Level C</b></li><li>• First Place 'Tardini Cup' Tournament Level B</li><li>• First Place 'Tardini Cup' Tournament Level B</li><li>• First Place 'Silvio Piola' Tournament Level A</li><li>• First Place 'Silvio Piola' Tournament Level B</li><li>• First Place 'Silvio Piola' Tournament Level C</li><li>• First Place International 'Tuttingioco' Tournament Mantua Level C</li></ul>
<b>2019/20 SEASON</b> <ul style="list-style-type: none"><li>• competitions paused due to pandemic</li></ul>	
<b>2020/21 SEASON</b> <ul style="list-style-type: none"><li>• National Runner-up Paralympic Division Level A</li><li>• First Place International Tournament Vienna Level A</li></ul>	
<b>2021/22 SEASON</b> <ul style="list-style-type: none"><li>• First Place 'Tardini Cup' Tournament Level B</li><li>• First Place International 'Tuttingioco' Tournament Mantua Level C</li><li>• First Place 'Silvio Piola' Tournament Level A</li><li>• First Place 'Silvio Piola' Tournament Level B</li><li>• First Place 'Silvio Piola' Tournament Level C</li></ul>	



**ONE**





- **Educational dimension: Juventus One@School** is the educational programme that has been in place since the 2018/2019 season. The athletes of the Paralympic teams visit local schools (of all levels - primary, middle and secondary schools) for a special educational moment, offering students a direct, educational experience on disability. The programme will be described in more detail in the education/awareness-raising projects section of this chapter.
- **Playful-social dimension for the 6-16 age group:** designed primarily for participants on the autism spectrum and with cognitive disabilities, this project has around 20 participants. It offers the youth a safe and stimulating environment to develop often unexplored skills and resources and to break down the biases associated with these disorders.

## SIDE BY SIDE WITH SAVE THE CHILDREN AND COMMITMENT TO THE LOCAL AREA

Juventus has held a strategic partnership with **Save the Children** since 2018, focused on supporting the welfare of new generations and combating educational inequalities.

### FOCUS | Save the Children

For more than 100 years, Save the Children has been the leading independent international organisation fighting to save youth at risk and guarantee a positive future. Its mission is to ensure that every child can live, learn and grow in safety. Save the Children implements education, health and protection projects to support millions of children in over 110 countries, responding to humanitarian emergencies and working to change policies and systems that prevent children from reaching their full potential.

The organisation works with local communities, governments and international institutions to ensure that children's rights are recognised and respected, focusing in particular on the most vulnerable and marginalised groups. Save the Children also works to combat crises such as hunger, poverty and the effects of climate change, intervening directly where necessary to save lives and improve children's future.

The partnership is based on a common commitment to ensure quality educational opportunities for children and adolescents in economically and socially fragile conditions. This objective is pursued through a series of projects and activities that focus on the growth and social inclusion of young people.

## PUNTO LUCE AND THE 0-18 EDUCATIONAL HUB

One of the most significant examples of this collaboration is the **0-18 Educational Hub** opened in 2022 inside the Punto Luce [Point of Light] in the *Vallette* district of Turin, 800 metres from the Allianz Stadium. 'Punti Luce' are educational spaces promoted by Save the Children Italy; they are located in disadvantaged areas and work to offer children and adolescents educational and cultural opportunities.

Juventus' support made it possible to upgrade and expand the Punto Luce, which now covers 1,000 square metres, offering support to children and families in economically and socially fragile conditions, who thus benefit from educational opportunities that are indispensable for their development, including: study support, the promotion of reading, art and music workshops, access to new technologies, sports and motor activities.

This centre is a key reference point for families in the area: more than **840** children and adolescents (aged between 6 and 17) participated in the activities of the Educational Hub in the period January-June 2024. Of these, more than 250 regularly attend the summer centre, which opened in June at the end of the school year.

The **Spazio Mamme** [Mothers' Space] that was initially a separate facility was also integrated as part of this project. Spazio Mamme is a Save the Children project that offers support to mothers and families (with children between 0 and 6 years old) in vulnerable situations. Mothers receive practical and psychological assistance in these centres, as well as participate in job training and orientation; they can also access support services for their children's growth, such as paediatric counselling and childcare. The project aims to strengthen the role of mothers, promoting the well-being of children and their families.





adidas



**Save the  
Children**

## FOCUS | Educational Hub Activities

The activities of the education hub are summarised below, with a focus on results and figures for the 2023/2024 season.

### EDUCATIONAL HUB ACTIVITIES: TARGET 0-6

From January to June 2024, the Educational Hub offered a wide range of services mainly targeting women and children in vulnerable circumstances. The activities included:

- **Medical and healthcare support:** Collaboration with organisations such as the Red Cross and Welcome Refugees to help vulnerable households with limited access to healthcare services. Services such as medical examinations, support during pregnancy and orientation to social services were offered.
- **Awareness-raising and inclusion events:** Organised events open to all citizens, focusing on issues related to immigration and integration. These meetings involved mothers and youth from the centre, with creative workshops and moments of sharing.
- **Mobile support projects:** Start-up of a health and socio-legal assistance service on a bus, to help women and girls in the neighbourhood. The project provides medical examinations, legal support and guidance to local services.
- **Institutional collaborations:** Participation in meetings with healthcare organisations to improve the support network of families in need and to introduce projects to those not yet familiar with them.
- **Shared experiences:** Organised trip to the mountains for mothers and children, fostering moments of sharing and cooperation among participants, as well as meetings with associations providing support to travelling migrants.

In particular, the activities of Spazio Mamme include:

- **Orienteering workshop:** discussion and sharing, with the involvement of informal Arabic and Spanish-speaking mediators, to provide families with further knowledge and highlight the offers and possibilities for accessing services in the area.
- **African rhythm and dance workshop:** women had a chance to recall the joy of being together, consolidate peer relationships in an informal context, and stimulate the creation of a mixed group in which to express their emotions and experiences in a welcoming and multi-ethnic environment, all through the discovery of the rhythm, percussion and movements of African dance.
- **Women and health workshop:** the workshop for women of different nationalities is designed in the kitchen as a meeting of international culinary traditions and prevention, understood as an educational and training intervention to collectively safeguard against the main diseases afflicting contemporary societies: metabolic, cardiovascular, neurodegenerative, autoimmune diseases and cancer.
- **Psychomotor skills:** The activity supports developmental processes, helping children to integrate their emotional, intellectual and bodily aspects through play-movement using space and objects, interacting with other children through movement, speech and play.

Participation in Spazio Mamme activities:

- new adult participants: 121
- adult participants: 587
- minor participants: 293

## FOCUS | Educational Hub Activities

### Educational Hub activities: target 6-17

There were more than 840 participants in the Educational Hub activities. The Hub welcomes youth and minors from primary and secondary schools in the area for after-school support and to provide educational, artistic and social opportunities useful for personal growth and the development of soft skills. The main initiatives included:

1. **Study support:** After-school support for students aged 6 to 17, with a focus on those with SLD or SEN<sup>9</sup> and consolidation of skills. About 70 young people participated.
2. **Artistic workshops:**
  - *Classical and modern dance* for girls 5 to 16, with 30 participants.
  - *Hip hop* for girls 8 to 9, with 13 participants.
  - *Acrobatics* for girls 8 to 13, with 15 participants.
  - *Theatre* for girls 6 to 15, with 18 participants.
  - *Rap and street culture* for teenagers 13 to 17, with 17 participants. They explored the theme of past-present-future. The workshop helped the teenagers to reframe their past, focus on their self-determination and build their future.
  - *Music band* for children 8 and up, with 10 participants.
3. **African dance workshops:** Children and adolescents 10 to 14, with 10 participants who explored tribal dance.
4. **'Getting to know each other: emotions and rights':** Meetings focused on enhancing emotional competence, sex education and promoting greater awareness of one's rights and duties. Course for boys and girls 13 to 17, with 10 participants.
5. **Free play:** Daily play activities for children and adolescents 6 to 14, with about 200 participants.
6. **Summer centre:** From June to early August, for children and adolescents 5 to 14, with around 250 participants.
7. **Educational grants:** 30 educational grants were disbursed, including payment for school trips and enrolment in sports and recreational centres.

## PARTNERSHIP RENEWAL

The partnership between Juventus and Save the Children was renewed in March 2022 to offer a new three-year period of activities and services to the local community.

The renewal came following a path that included significant milestones, such as joining the famous *Christmas Jumper Day* 2019 campaign to announce the start of the important collaboration; signing up and participating in the 'Let's rewrite the future 2020' programme, which was launched by Save the Children Italy in response to the consequences of the Covid-19 emergency that put the right to education of so many minors at risk; the decision to support the collaboration with *MatchWornShirt*<sup>10</sup> projects to guarantee first aid protection and psychosocial support services to families and minors affected by the earthquake in Turkey in 2023.

Save the Children also collaborated with Juventus for the **'Together, a black & white show'** event organised for Juventus fans to celebrate the 100-year anniversary of the Club's first President Agnelli. At the event, the public was given the opportunity to contribute to support the organisation's projects dedicated to families most at risk of poverty and social marginality.

Lastly, Juventus took a further step forward in August 2024 by placing the Save the Children logo on the Men's and Women's First Team jerseys, highlighting a partnership that has lasted years. Juventus CEO Maurizio Scanavino emphasised that this gesture is a further strengthening of the bond between the two associations, uniting two global organisations with over a century of history for a common goal: breaking down the barriers that prevent minors from accessing equal educational opportunities.

<sup>9</sup> SLD (Specific Learning Disorders) and SEN (Special Educational Needs)

<sup>10</sup> MatchWornShirt was a Juventus partner until 30 June 2024; the online platform was established in 2017 and sells match-worn and autographed sports jerseys.



## SUPPORTING THE LOCAL COMMUNITY

Juventus has always been attentive to its relationship with the local area, aware of the importance of its social impact. Constant dialogue with local associations has and will continue to allow it to respond to various community needs, through targeted support or collaborations with associations working on relevant social issues. The main partnerships for the 2023/2024 season are listed below:

### UNIONE GENITORI ITALIANA ODV

The Club has collaborated with the *Unione Genitori Italiani contro il tumore dei Bambini* [Union of Italian Parents Against Children's Cancer] and Regina Margherita Children's Hospital in Turin, organising visits by the First Teams to children's oncology wards during certain holidays and directly supporting the needs of cancer patients.

In this regard, a significant project created through this collaboration is the **UGI Children's Area** inaugurated on 7 September 2023, thanks to the contribution of Juventus. Located in the UGIDUE hub, the space was specifically created for children aged 3 to 6 in care at Regina Margherita Hospital as a place for playing and learning - which is crucial to their development -, in a context that combines creativity and education. Play becomes an essential tool to foster the growth, socialisation and serenity of young patients, who are often forced to interrupt their normal schooling and relational path due to treatment.



### SERMIG - YOUTH MISSIONARY SERVICE

This association was founded in Turin in 1964 with the aim of fighting hunger, injustice and poverty through concrete actions and solidarity projects. SERMIG transformed the former Military Arsenal in Turin into the Arsenal of Peace, a centre that welcomes people experiencing hardships, promotes voluntary initiatives and supports educational and social activities.

Juventus supported SERMIG during the 2023/2024 season through a donation of clothing, meeting the needs of people in vulnerable conditions, especially during the most delicate periods of the year.

### CASAOZ ASSOCIATION

CasaOz is an association in Turin that offers support and hospitality to sick children and their families, helping them to live as normal a life as possible during their treatment. The Club collaborated with CasaOz by involving the association's participants in entertainment at the stadium and donating sportswear. This material is used for the play and sports activities organised as part of the association's projects, contributing to the children's well-being and serenity.



## ITALIAN RED CROSS

The Red Cross is an international humanitarian organisation committed to providing healthcare and support to people in emergency and vulnerable situations. To mark the temporary opening of the first aid centre for migrants next to Juventus venues, the Club collaborated with the Red Cross to donate clothing during the 2022/2023 season. Juventus thereby helped to support the people housed in the centre at a time of great need.

## EDUCATION AND AWARENESS-RAISING

Football and its ability to easily address millions of people with different cultures and backgrounds is a valuable tool for tackling some of the most pressing global challenges and promoting positive changes, which must necessarily include collaboration with local communities and reliable third sector partners.

If even a small part of the public receives these messages, a football club can have quite a significant social impact.

Within this context, Juventus is aware of the enormous responsibility that comes with its vast global community, which, on a digital level alone counts more than 175 million followers worldwide. Being a club of the calibre of Juventus carries the burden and honour of using its channels and, more generally, its voice to promote values that contribute to a positive impact. As a famous saying goes, *'with great power comes great responsibility'*: for Juventus, this means contributing actively, constantly and positively to the development and well-being of its community.

The Club's commitment, which also falls under the strategic 'Fan Centrality' pillar of the ESG Strategy, is to create a **healthy community**: a cohesive network where diversity, fairness and inclusion unite fans, athletes and partners.

Educational projects in schools and awareness-raising campaigns held on International Days are an extremely effective means for conveying positive and impactful messages.

### GIOCA CON ME [PLAY WITH ME]

'Gioca con Me' is one of Juventus' social projects, focused on promoting social inclusion through sport, particularly football. The target of the initiative is children and youth from disadvantaged socio-economic backgrounds, with the objective of encouraging their active participation in community life and developing social skills and positive values such as respect, cooperation and solidarity.

The project includes the creation of non-competitive sports activities and educational moments during which youth can learn to live together, cooperate and respect each other, both on and off the football pitch. 'Gioca con Me' not only focuses on sporting skills, but also on interpersonal and social ones, seeking to create a healthy and positive environment for participants.

Created in the 2012/2013 season in the Juventus football schools as an opportunity for integration and personal growth for girls and boys at risk of social marginalisation, over the years 'Gioca con Me' has been implemented in various contexts both nationally and across borders, thanks to the network of partners involved in protecting and safeguarding children.

### LOCAL PROJECTS (TURIN)

- **Partner Villa Sole:** association supported by Juventus as part of its social responsibility initiatives. Located in Turin, Villa Sole welcomes children and adolescents from difficult family situations, offering them a safe and secure environment in which to grow and develop. The main objective is to provide educational, psychological and social support, helping children to overcome difficult times and build a better future. 'Gioca con Me' has collaborated with Villa Sole for several editions and the participating children and youth are enthusiastically involved. The training sessions are also a valuable moment of inclusion for those with special needs, for example ADHD or delays in psychomotor development. Customising the exercises according to each child's abilities stimulates their individual potential, creating a fun learning environment adapted to each child's pace and needs. Since its launch in the 2018/2019 season, the project has counted five editions, involving 75 minors referred by the city's Social Services Districts from the Local Health Authority and Turin Foster Home.
- **Partner ASD Nessuno Escluso:** Nessuno Escluso [No One Excluded] is the non-profit amateur sports association with which Juventus has implemented Juventus One. This collaboration resulted in the 'Gioca con Me' project for children with cognitive-relational disabilities and on the autistic spectrum.

- **Partner Cottolengo Institute:** the '*Piccola Casa Divina Provvidenza-Cottolengo*' Institute pursues aims inspired by the values of voluntary work, solidarity and the fight against social hardship. It works to manage facilities and services focused on meeting the needs of the community in general, with particular attention to activities and services for minors. As part of Cottolengo's social and educational intervention activities, 'Gioca con Me' offers participants a moment for socialisation and for working on gender stereotypes linked to sport, carried out through the game of football. Two groups of 25 participants were involved each year of the five seasons, focusing in particular on integrating the young girls and promoting mutual respect within the group.
- **Partner Vides Main ODV:** Turin-based association that works in the field of education, solidarity and promotion of human rights, in particular in favour of youth, women and families experiencing hardships. Vides Main is also the local Save the Children partner for the Turin Educational Hub. 'Gioca con Me' was activated in collaboration with the association, offering children aged 7 to 13 a safe space where they can enjoy non-competitive sports activities free of charge. The five seasons have included the participation of youth from foreign and multicultural families, representing a real opportunity to foster inclusion and intercultural dialogue by sharing common values through sport.

## INTERNATIONAL PROJECTS



**United States:** Juventus collaborates with Street Soccer USA, a non-profit organisation that uses football as a tool to tackle social problems, especially poverty and social exclusion. Founded in 2009, it focuses on disadvantaged neighbourhoods in 16 cities in the US. Street Soccer USA helps homeless and at-risk youth to develop skills such as teamwork, resilience and goal-setting through football.

Juventus has supported various projects over the years through its partnership with Street Soccer USA:

- **Girls with Goals Project**

The Girls with Goals project supported by Juventus works to promote female participation in sports through football, focused on girls from disadvantaged socio-economic backgrounds (mostly immigrant families from Latin America, the Caribbean, Africa and China). Juventus' support has been invaluable in covering the costs of various activities in five US cities: New York, Sacramento, Chicago, Memphis and the Bay Area. The main areas of focus include: (a) Appointing a female manager for the initiative; (b) Recruiting and training female coaches; (c) Organising specific competitions for girls.

Thanks to the funding, 60 events and over 200 training sessions have been organised for the girls involved. 32 new female coaches have been trained, many of them former programme participants. There was a significant increase in girls' enrolment during the 2023/2024 season, reaching 459 more participants than the previous year.

The project has changed the lives of many girls, demonstrating its strong social value. One such example is Ailyn, who participated in the Street Child World Cup in 2022. Ailyn had faced problems with depression and poor school performance, and greatly improved her life by becoming a coach and programme leader. Thanks to this change, she obtained a scholarship to attend university in the UK.

The initiative's success has allowed Street Soccer USA to obtain additional funding to expand the programme in California, such as a grant from California's Mental Health Services Oversight and Accountability Commission, highlighting the positive impact of sport on girls' mental health.

Street Soccer USA's goals for the near future are to continue expanding the girls' programme and increasing relationships with employers and educational institutions so that football can become a life opportunity they would not otherwise have had.

- **Flatbush Community Club Project**

The *Gioca Con Me Community Club project* supported by Juventus is located in the Flatbush neighbourhood of Brooklyn, New York. This programme gives young people from families living below the poverty line, who could not afford to participate in organised leagues, an opportunity to play football. Most of the participants are of Haitian origin; youth from African-American, Jamaican and other Caribbean nations are also included.

The project supports the activities of around 160 youth each year, and its success can clearly be seen in the progress of the oldest group, consisting of 17-19 year olds. Last year, the senior team began competing in the Bowery Soccer League, a very

competitive league in New York. Despite initial difficulties and numerous defeats, the boys asked for extra training sessions and became league champions at the end of the season.

The team's improvement was not only reflected in their performance on the field, but also in their behaviour and attitude off the field, showing great pride and discipline. The project had a positive impact on the participants' personal development and continues to grow, keeping the spirit of Gioca con Me alive in the community.



**Ghana:** Juventus collaborates in Ghana with DGI Midtjylland, a Danish non-profit organisation that has set up a programme focused on women's empowerment with its local partner *Youth Opportunity and Partnership Programme* (YOPP) in Ghana. YOPP Ghana is a non-profit youth organisation that works in rural communities in the northern part of the country and uses sport as a tool for community development.

#### • **Girls Empowerment through Soccer**

The Girls Empowerment through Soccer (GETS) project supported by Juventus is an initiative that uses football as a tool for community development and women's empowerment, including through educational courses (on issues such as the right to sexual health, early marriage, teenage pregnancy and dropping out of school) for girls from rural communities in Ghana. During the first phase, a girls' football league was created in areas where girls traditionally did not have access to sport, promoting their involvement in football and providing them with education and mentoring on healthcare rights. The project involves four rural districts where the girls are often busy with domestic tasks and previously had no opportunity to play sports. Through the YOPP Girls League, (*Youth Opportunity Partnership Programme*) 12 female teams participate in weekly tournaments, promoting gender equality and demonstrating the potential of girls in football. This project has made it possible for some of them to reach regional and national football levels, becoming role models for others. The GETS Project continues to work to raise community awareness and promote gender equality through sport; it also includes training sessions on sexual and reproductive rights and mentoring for girls aspiring to become professional footballers.

## **FAIR PEOPLE**

*Fair People* is the educational pathway designed for primary schools throughout Italy and focused entirely on the theme of **respect**.

'*Respect is a team game*'. This is the cardinal principle underpinning Fair People, the first of the school projects developed by the Club, as well as a training proposal designed in accordance with MIUR (Ministry of Education, University and Research) guidelines. Fair People consists of three educational modules available to teachers and useful for the growth of students' relational, individual and cognitive skills. The project is designed to be part of the schools' normal educational and training programme and contributes to implementing the ministerial programme by accompanying students in their personal growth process through multidisciplinary activities that explore the project's five guiding values:

- Respect;
- Commitment;
- Loyalty;
- Equality;
- Teamwork.

This allows students to develop empathy and reflect on their own identity, exalting aspects that are unique and those in common with others.

TABLE 10 • FAIR PEOPLE: PROJECT PARTICIPATION DATA

	CLASSES ENROLLED	STUDENTS REACHED	TEACHERS REGISTERED
2023/2024 Season	1,559	31,000	423
2022/2023 Season	1,111	20,000	311

### UN CALCIO AL RAZZISMO [GIVING RACISM THE BOOT]

*Un calcio al razzismo* is an educational programme for secondary schools throughout Italy. It promotes a culture of inclusion and respect through concrete actions that aim to exclude all forms of discrimination.

*'Some limits can be overcome, others are respected'.*

Juventus is against all forms of social and territorial discrimination, racism, xenophobia and violence, as stated in its Code of Ethics. Racism and discrimination, in all its forms, is a serious cultural plague that has yet to be resolved. The **Un Calcio al Razzismo** programme promotes the use of more conscious, respectful and inclusive language among the younger generations through educational activities and play. The educational pathway includes games, inviting students, teachers and families to learn to draw that clear and distinct line between respect and any unacceptable discriminatory behaviour. The course consists of digital lessons on four specific topics, as well as an interactive game designed to actively involve the classes.

TABLE 11 • UN CALCIO AL RAZZISMO: PROJECT PARTICIPATION DATA

	CLASSES ENROLLED	STUDENTS REACHED	TEACHERS REGISTERED
2023/2024 Season	3,012	60,000	659
2022/2023 Season	3,111	62,220	812

### JUVENTUS ONE@SCHOOL

*Juventus One@School* is a format of lessons given by the athletes and staff of Juventus One teams in local schools, offering students a direct, educational experience on disability.

The activity is carried out in-person and is designed for students in schools of all levels; it is currently mainly carried out in the Turin area and consists of lessons in two phases:

- a) The first phase is experiential: three different types of disabilities are reproduced and simulated in the gym. Devised and coordinated by Juventus One athletes, this activity aims to give the children a direct experience of the sensations that an athlete with a disability feels when playing football.
- b) The second phase instead includes discussions based on accounts and stories from the athletes and staff of Juventus One, with the aim of sharing and normalising their experience, breaking down disability-related prejudices. Each meeting ends with a collection of considerations on the experience the students just had, often leading to a clear awareness of their own stigmatising outlook and to how preconceived notions hinder the inclusion of friends, peers and people with disabilities, whatever they may be.

Thanks to the **Juventus One@School** project, a dozen schools in the Turin area and province were reached in the 2023/2024 season, involving around 45 classes in both primary and secondary schools.

The two lectures held at the Education Sciences Faculty of the University of Turin also deserve special mention. They were designed to offer a positive and dignified view of disability to students pursuing future careers in this field.



## AWARENESS-RAISING CAMPAIGNS AND INTERNATIONAL DAYS

With its ability to reach millions of people internationally, Juventus is aware that the digital environment is also a valuable tool for raising awareness of global issues and promoting positive change. The importance of International Days was therefore clear to the Club, which developed targeted awareness and communication campaigns for its audience, with the aim of generating a significant social impact.

The days for which the Club developed specific activities during the 2023/2024 season are detailed below:

- **10 October: World Mental Health Day.** Juventus launched the *Stories of Strength* podcast to mark *World Mental Health Day*, with stories focused on the theme of psychological well-being. The Club carried out interviews with athletes and personalities who have faced mental health difficulties, thereby raising awareness of this often stigmatised issue. The podcast offered a space to openly discuss mental challenges, trying to break taboos and promote greater awareness on how to deal with issues such as stress, anxiety and depression. The series reports authentic stories and journeys of resilient individuals, with the ultimate goal of reducing the stigma associated with mental health and emphasising that vulnerability and open dialogue are signs of courage.



### KEY PERFORMANCE INDICATORS

- **Potential Reach<sup>11</sup>:** 210 million
- **Total Engagement:** 210,000
- **Number of views:** 450,000 (The United States is the country with the second highest number of views; Italy ranks first)
- **Positive Sentiment:** 83% (no negative sentiment towards this campaign)

<sup>11</sup> **Potential reach** refers to the estimated number of users a given topic has potentially reached. It is deemed 'potential' because it is impossible to know the exact number of people actually reached in channels outside of our direct control (i.e., those not belonging to Juventus). Therefore, the estimation is based on the number of followers of the profiles which discussed the topic or on other benchmark metrics.

- **25 November: International Day for the Elimination of Violence against Women** | Juventus partnered with **Fondazione Libellula**, an organisation dedicated to preventing and combating gender-based violence, for a special event to recognise this day. Over the weekend of 25 and 26 November 2023, the two First Teams - Men's and Women's - and the Next Gen team played their matches wearing a dedicated patch with the Foundation's logo; a symbol to convey the deep commitment that never stops. Violence against women and gender discrimination are unacceptable violations of human rights, against which Juventus and Fondazione Libellula will continue to raise awareness every day. The collaboration is part of a well-established path that began in 2022 with the *Blow the whistle on Violence against Women* campaign, followed by further collaborations during the 2023/2024 season with an awareness-raising path for employees and an ad hoc project on 8 March.
- The Club received a special mention for this initiative during the '*Libellula Inspiring Company*' event with an award that recognised the Club's commitment to preventing and combating gender-based violence.



- **3 December: International Day of Persons with Disabilities:** Together with its partner Nessuno Escluso, the Club organised the event *Juventus IS Juventus*, which has already been mentioned previously in the section focused on the Juventus One project.
- **7 February: National Day against Bullying and Cyberbullying:** On this day, the Club collaborated with the **Carolina Onlus Foundation**, an organisation set up to combat cyberbullying and support families and victims of online abuse. The foundation is named after Carolina Picchio, the first recognised victim of cyberbullying in Italy, and is engaged in awareness-raising activities and providing legal support to protect minors from the dangers of the Internet. Thanks to this collaboration, a series of meetings on the topic of *sharenting* was planned with the staff of the men's and women's youth sector, raising awareness on the risks of misuse of new technologies, those of sharing information on minors and the importance of a conscious digital identity.

- **8 March: International Women's Day:** To commemorate this day, Juventus renewed its commitment to promoting gender equality both on and off the pitch. Collaborating with **INDIVISA**, a women's football community that promotes greater participation of women in sport and combats existing barriers, the Club sent a clear message: more women in football. We created a limited version of the 'More Women in Football' tote bag together: a strong symbol of equality and inclusion, aimed at everyone. Juventus also chose to donate all the proceeds from the sales of the bag to the Libellula Foundation, in support of the STEAM Laboratory at Spazio Libellula. This project aims to provide new generations with the necessary tools to overcome stereotypes and embrace an inclusive future, imagining themselves in any field they wish, fully respectful and aware of their own value.

#### KEY PERFORMANCE INDICATORS

- **Tipologia Audience:** 90% of this campaign's audience is young people between 18 and 34. The campaign was most prominent in Italy, the United States and the United Kingdom.
- **Positive Sentiment:** 77% (no negative sentiment towards this campaign)



- **21 March: International Day for the Elimination of Racial Discrimination:** Juventus reaffirmed its concrete commitment to fighting racism with a powerful campaign on International Day for the Elimination of Racial Discrimination, 21 March. The prevention and elimination of racism both on and off the pitch is a clear, priority goal for the Club. Timothy Weah's voice was therefore featured in a one-minute video posted on various social platforms. Never Again is a clear, strong and concise message rejecting racism that is shared by every athlete, staff member and employee, demonstrating a unity of purpose in the fight against all forms of discrimination. It is a strong signal of the continuity of Juventus' commitment to fighting racism, which will continue to shout Never Again, working to build a future free of all forms of discrimination. The communication plan that accompanied the video included information on how the club has worked on various fronts to build an environment free of racial discrimination over the years. An advanced surveillance system has been implemented with 86 Panomera multifocal cameras at the Allianz Stadium since 2014-2015, which identify those responsible for behaviour that does not comply with rules. Juventus has also extended its commitment to its vast digital community of over 165 million followers. In January 2024, the Club adopted a tool to automatically moderate comments containing hate speech on its posts, preserving freedom of expression but removing offensive content. 30,000 hate messages have been removed since then, of which about 400 are racist in nature, out of an average of 1,500 messages per week.

#### KEY PERFORMANCE INDICATORS

- **Potential Reach:** +200 million
- **Total Engagement:** 110,000
- **Number of views:** 2.2 million (The United States is the country with the second highest number of views; Italy ranks first)

- **22 April: Earth Day.** The Under 15 and Under 16 Men's and Under 15 Women's teams were involved in an immersive, educational and experiential day in nature, participating in an activity about environmental sustainability. They focused on the ecosystem and reforestation practices in collaboration with our planting partner One Tree Planted. Further details are given in the chapter on the environment.
- **1 June: Pride Month.** To celebrate Pride Month, Juventus reaffirmed its commitment to the values of equality, respect and dignity towards all people, regardless of their sexual orientation or gender identity. For the third year running, the Club supported Milano Pride as an Ambassador, participating in the Rainbow Social Fund, which was created by Milano Pride itself with the aim of promoting a more welcoming and inclusive society. The fund aims to help those living in marginalised situations, both inside and outside the LGBTQIA+ community.
- **18 June: International Day for Countering Hate Speech.** The Club addressed its digital community to recognise this international day, publishing ad hoc content with data on comments inciting various forms of hatred and removed from its platforms thanks to the dedicated tool it uses. These comments contained insults, threats, moral harassment, comments inciting racism, gender violence and homophobia. The Club encouraged its followers to maintain freedom of expression while respecting all those who are part of the Juventus community and, more generally, the digital ecosystem.





**NOTHING  
CHANGES  
UNTIL  
WE DO.**



# PEOPLE FIRST

This 'People First' section emphasises the central importance of people within the Club, reflecting one of the key pillars of the new ESG Strategy. This pillar underlines Juventus' commitment to integrating ESG issues into every aspect of its activities, whether or not they are related to sport, while ensuring virtuous paths of development, engagement and well-being for all its people.

As further evidence of this commitment, the company made an important strategic choice in July 2023 to integrate the Sustainability Team within the *People, Culture & Sustainability* Department. This decision reflects the desire to ensure that all Club people make sustainability principles their own, becoming an integral part of their daily work. In fact, Juventus believes that in order to effectively and credibly communicate its ESG projects externally, it is important to focus - first and foremost - on an internal dimension, so that the Club's people understand and fully embrace these principles, putting them into practice in their daily lives. Our corporate identity and culture is manifested in the enthusiasm, dedication and professionalism of all our resources who actively contribute to achieving the Club's vision. Every person is called upon to consciously promote change on a daily basis, fully responsible for being an ambassador for diversity, inclusion, gender equity and opportunity. This commitment is closely linked to respect for the principles of the Universal Declaration of Human Rights and the Charter of Fundamental Rights of the European Union, aimed at constantly improving a peaceful and unique working environment that allows everyone to express themselves to the fullest.

Juventus is aware that a safe, inclusive, open and stimulating working environment that values diversity and is based on developing talent is essential to create a better company. The company is therefore committed to tangibly contributing to the achievement of the goals defined in the 2030 Agenda for Sustainable Development (UN SDGs). This approach reflects the belief that a workplace that inspires excellence and belonging to a great team is critical to the Club's success and the achievement of its long-term mission and vision.

## WORKFORCE

GRI	Description
2-7	Employees
2-8	Workers who are not employees
2-30	Collective bargaining agreements
405-1	Diversity of governance bodies and employees

Considering the specificity of its business, the Juventus workforce includes the following categories:

- workers registered with the FIGC, professional and non-professional athletes (players, coaches, athletic trainers, sports managers);
- workers not registered with the FIGC (executives employed under the national collective labour agreement (CCNL Dirigenti) of companies producing goods and services; employees governed according to specific company regulations and national collective labour agreement for the film industry (CCNL esercizi cinematografici));
- associates (freelancers), agency staff and on-call workers (occasional workers) included in the category of unregistered staff.

The table below provides a breakdown of Juventus Staff in numbers, providing a snapshot of the Club's structure as at 30 June 2024.

TABLE 12 • TOTAL WORKFORCE AS AT 30 JUNE

COMPANY CATEGORY	STAFF TYPE	2023/2024	2022/2023
Athletes (registered staff)	Professional players	111	102
	Non-professional players	464	473
Sports Area Staff (registered staff)	Observers and associates (excluding BOD members)	49	49
	Technical staff <sup>12</sup>	169	159
Workforce headcount (non-registered staff)	Employees <sup>13</sup>	290	314
Other (non-registered staff)	Outsourced labour	2	1
<b>Total</b>		<b>1,085</b>	<b>1,098</b>

### FOCUS | Branch Rental

Starting from the 2024/2025 season, the workforce numbers will no longer include Juventus Store staff. In fact, Juventus has successfully signed a **branch rental agreement with the company Fanatics Italy Srl**, part of a leading global group in licensed sports merchandising.

The aim of the branch rental agreement was to enhance the design, creation and sale of merchandising by entrusting its management to Fanatics (a player specialised in selling branded items from the world's leading sports teams, leagues and institutions). In doing so, Fanatics guarantees, also through its digital sports platform, the development and growth of the branch's activities, creating the best possible experience for customers.

As one of the most comprehensive and ambitious agreements ever stipulated in the sports merchandising scene, it will last 11 years and accompany the Club until the end of the 2034/2035 season. Fanatics will work alongside Juventus to grow the brand and its fan product offering throughout Italy and in every corner of the world.

The following tables instead focus on headcount, especially to: (i) breakdown by age group and contract type (classification); (ii) breakdown by gender and contract type (fixed-term/permanent); (iii) breakdown by gender and contract type (part-time/full-time); it should also be noted that the data do not include the staff of J Hotel and the Hong Kong branch.

TABLE 13 • HEADCOUNT PERCENTAGES AS AT 30 JUNE BY AGE GROUP AND CONTRACT TYPE

	2023/2024			2022/2023		
	<30	30-50	>50	<30	30-50	>50
Executive Managers - Men	0.00%	1.67%	1.26%	0.0%	2.3%	1.5%
Executive Managers - Women	0.00%	0.84%	0.42%	0.0%	1.1%	0.8%
<b>Total Executive Managers</b>		<b>4.18%</b>			<b>5.70%</b>	
Middle Managers - Men	0.00%	6.69%	3.77%	0.4%	8.7%	1.5%
Middle Managers - Women	0.00%	1.67%	2.09%	0.0%	2.7%	1.5%
<b>Total Middle Managers</b>		<b>14.23%</b>			<b>14.80%</b>	
Office Workers - Men	6.69%	28.03%	5.44%	9.1%	27.3%	4.5%
Office Workers - Women	6.69%	21.34%	8.37%	4.5%	24.6%	5.3%
<b>Total Office Workers</b>		<b>76.57%</b>			<b>75.30%</b>	
Manual Workers - Men	0.84%	3.35%	0.84%	0.4%	2.7%	1.1%
Manual Workers - Women	0.00%	0.00%	0.00%	0.0%	0.0%	0.0%
<b>Total Manual Workers</b>		<b>5.02%</b>			<b>4.20%</b>	
<b>Total employees by age group</b>	<b>14.23%</b>	<b>63.60%</b>	<b>22.18%</b>	<b>14.4%</b>	<b>69.3%</b>	<b>16.3%</b>

<sup>12</sup> **Technical staff:** Sporting Directors, Coaches, Massage therapists, Athletic Trainers

<sup>13</sup> **Employees:** Executive Managers, Middle Managers, Office workers, Manual workers, including staff of the Hong Kong Branch (7) and J Hotel (44). Workers with on-call merchandising contracts are not included in the total calculation; they are not in scope with this analysis: (a) because they were not included in the previous season's reporting (since not in force at 30/06/2023); (b) due to the branch rental transaction described in the specific section. With specific reference to the J Hotel, the employees as at 30 June 2024 include:

- 28 permanent resources
- 16 fixed-term resources (including 9 on-call contracts)

TABLE 14 • HEADCOUNT PERCENTAGES OF STAFF IN PROTECTED CATEGORIES AS AT 30 JUNE BY AGE GROUP AND CONTRACT TYPE

	<30	30-50	>50
Executive Managers - Men	0.0%	0.00%	0.0%
Executive Managers - Women	0.0%	0.00%	0.0%
<b>Total Executive Managers</b>		<b>0.00%</b>	
Middle Managers - Men	0.0%	0.00%	0.0%
Middle Managers - Women	0.0%	0.00%	0.0%
<b>Total Middle Managers</b>		<b>0.00%</b>	
Office Workers - Men	11.11%	22.22%	11.11%
Office Workers - Women	11.11%	33.33%	0.0%
<b>Total Office Workers</b>		<b>88.88%</b>	
Manual Workers - Men	0.0%	11.11%	0.0%
Manual Workers - Women	0.0%	0.00%	0.0%
<b>Total Manual Workers</b>		<b>11.11%</b>	
<b>Total employees by age group</b>	<b>22.22%</b>	<b>66.66%</b>	<b>11.11%</b>

TABLE 15 • HEADCOUNT BY CONTRACT TYPE (FIXED-TERM/PERMANENT) AS AT 30 JUNE

SEASON	FIXED-TERM			PERMANENT		
	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
2023/2024	13	12	25	127	87	214
2022/2023	15	10	25	142	97	239

TABLE 16 • HEADCOUNT BY CONTRACT TYPE (FULL-TIME/PART-TIME) AS AT 30 JUNE

SEASON	FULL TIME			PART TIME		
	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
2023/2024	138	85	223	2	14	16
2022/2023	154	98	252	3	9	12

### FOCUS | Non-employed workers (stewards)

Juventus relies on the support of external staff for maintenance, cleaning services and other activities. Of these, **stewards** are the most recurrent staff. In fact, in accordance with the regulations of the Decree of the Minister of the Interior and the directives of the FIGC and Lega Serie A, the company has a stewarding system in force that deals with the following tasks:

- **Welcome and orientation**
- **Security and control**
- **Assistance**
- **Emergency management**

Stewards are categorised as OCCASIONAL EMPLOYEES within the meaning of Art. 54 bis of Italian Decree-Law no. 50 of 24 April 2017, as subsequently amended.

The **numbers** related to our stewarding staff are detailed below:

- **Staff trained as at 30/06/2024 and contactable for the 2023/2024 season** | 929, of which 589 men and 340 women. In order to ensure proper event management, each worker is trained using a specific course that includes theoretical and practical modules which provide the skills needed to effectively manage the different levels of critical issues that can arise at events.
- **The number has increased compared to the 2022/2023 season**; on 30/06/2023, there was a total of 816, of which 543 men and 273 women.
- **Average number of stewards working during matches** | 530. It should be noted that the average number of stewards called for each match day varies according to the level of potential critical issues of the match in question.

All stewards attend a pre-match briefing before each match and receive updated information on specific procedures and emergency plans, working in close coordination with the police. These measures ensure that every event at the Allianz Stadium takes place in a safe and controlled environment.



## TRAINING AND DEVELOPMENT

GRI	Description
205-2	Communication and training on anti-corruption policies and procedures
404-1	Average hours of training per year per employee
3-3	Management of material topics

In continuity with the previous season, the corporate strategy for 2023/2024 further extended and enhanced the focus on **training and development** to support the business strategy and staff policies.

A number of macro-areas of interest had previously been identified, which have been designed to increase and strengthen corporate culture based on the principles of equity and inclusion and the development of managerial skills.

In this context, the strategy led to the creation of a series of projects supported by the Juventus Leadership Team. Of these projects:

- the first edition of the **Talent Management Programme** launched in the previous season came to an end;
- the entire company workforce received training on **bias, prejudice and the importance of an inclusive vocabulary**;
- extensive **cybersecurity** training programmes were implemented, in addition to **compliance** training for new employees and registered staff.

The company used the resources provided by the **Joint Interprofessional Funds** for some of the training courses launched during the 2023/2024 season; these funds were accessed thanks to participation in specific calls for tenders, and they were used to support the following projects:

- **'Change a word | Change the world' training project**;
- **Cybersecurity awareness training project**.

The average number of staff training hours<sup>14</sup> decreased, as shown below. This is mainly due to the lower need, compared to the 2022/2023 season, to implement training measures worth involving the entire company workforce. In fact, compliance training during the previous season had very high levels of participation.

TABLE 17 • AVERAGE NUMBER OF STAFF TRAINING HOURS, IN HEADCOUNT AS AT 30 JUNE

CATEGORY	2023/2024			2022/2023		
	MEN	WOMEN	TOTAL AVERAGE HOURS BY CLASSIFICATION	MEN	WOMEN	TOTAL AVERAGE HOURS BY CLASSIFICATION
Executive Managers	9	10.1	9.3	16.6	15.6	16.3
Middle Managers	11.9	6.7	9.3	28.5	28.1	28.4
Office workers	13.7	11.1	12.4	26.3	15.9	21.6
Manual workers	12.6	-	12.6	17.1	8.3	16.4
<b>Total average hours by gender</b>	<b>11.8</b>	<b>9.3</b>	<b>10.9</b>	<b>25.4</b>	<b>17.1</b>	<b>22.0</b>

TABLE 18 • HEADCOUNT INVOLVED IN TRAINING, AS AT 30 JUNE

SEASON	% OF PERSONNEL IN HEADCOUNT
2023/2024	100%
2022/2023	96.8%

The following sections examine the main training courses held during the 2023/2024 season in more detail.

<sup>14</sup> The figures include outgoing and incoming staff during the reporting period.

## TALENT MANAGEMENT PROGRAMME

The Talent Management Programme (TMP) was implemented in the 2022/2023 season: this two-year programme focuses on mapping out a pool of talent selected from among the company's departments. The selection criteria included ambition for growth and continuous improvement, the aspiration to take on strategic roles and positions, and the assumption of responsibility for decision-making processes beyond the scope of the reference area.

The identified figures were involved in a two-year growth plan built around the following pillars:

### CHART 2 • PILLARS OF THE TALENT MANAGEMENT PROGRAMME

- **ASSESSMENT**

Aimed at achieving self-awareness focused on personal and professional reputation, as well as on the personal evaluation of skills.

- **COACHING**

The results of the assessment phase outlined the perimeter of an individual coaching course, aimed at developing participants' managerial skills from the areas of improvement that emerged.

- **EDUCATION**

The Talents then had the opportunity to enrich both their hard and soft skills through the autonomous, independent choice of training courses financed by the company with a budget.

- **MENTORING**

The Talents were given the opportunity to independently identify a reference person acting as Mentor and as guide in the process of growth and of questioning both oneself and the context. This was achieved by breaking down any resistance to change and encouraging the gaining of deeper awareness.

- **CAREER DEVELOPMENT**

The managerial growth path ultimately consists of assuming roles characterised by broader and/or different responsibilities beyond the initial job description, with vertical and horizontal career progression. By the end of the programme, 66% of participants had acquired new roles, achieving both vertical/hierarchical growth and expanding their scope of responsibility, demonstrating the initiative's effectiveness in supporting personal and professional development.

The first edition of the TMP concluded during the 2023/2024 season. Given its success, the Club has already approved the second edition, which will start during the 2024/2025 season, confirming its desire to promote the growth and development of Talents.



## CHANGE A WORD | CHANGE THE WORLD

The company launched a training programme called **Change a Word | Change the World** in collaboration with **Fondazione Libellula** during the 2023/2024 season. The programme works to promote a corporate culture based on the values of inclusion, diversity and respect, and seeks to combat all forms of gender-based violence and discrimination by raising awareness among its employees.

This collaboration included a training project divided into two webinars attended by the entire company workforce. The topics covered included:

- **Differences:** Exploration of individual and collective differences, recognising the value of diversity as a fundamental resource for innovation and corporate growth;
- **Respect:** Promotion of a culture of mutual respect, which is essential for building a safe and collaborative working environment;
- **Gender:** Focus on the importance of gender equity and identifying any remaining challenges in the workplace;
- **Cognitive biases:** Analysis of unconscious biases that influence decisions and behaviour, with the aim of increasing awareness and reducing their negative impact;
- **Language:** Reflecting on the use of language and how it can perpetuate stereotypes or, conversely, promote inclusion.

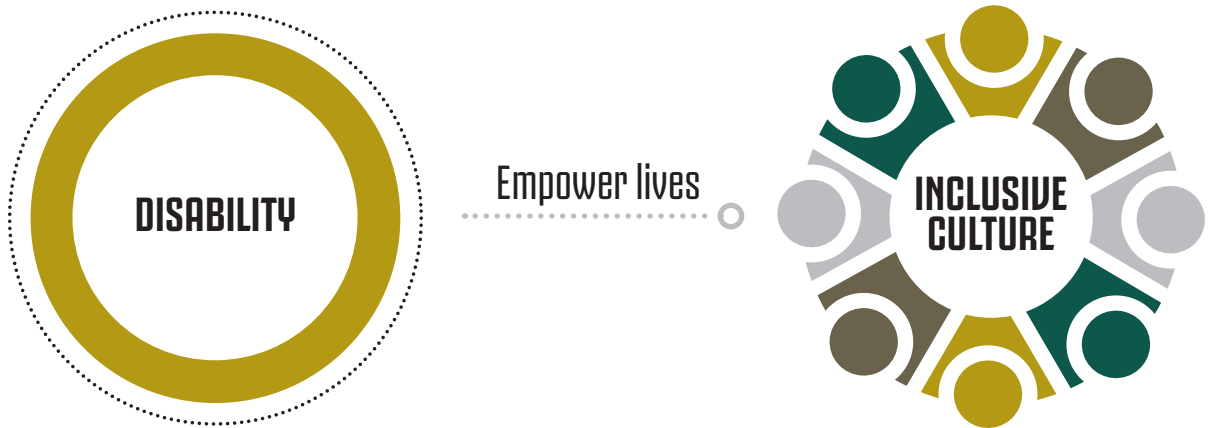
**OTHER DIVERSITY & INCLUSION TRAINING**

The company is always and increasingly committed to focusing on Diversity & Inclusion issues.

In addition to the collaboration with Fondazione Libellula, during the 2023-2024 season **specific training programmes were implemented to facilitate and encourage the inclusion of staff with disabilities** and create an inclusive environment. These programmes provided the staff involved (more specifically, retail employees) with the necessary tools to relate, both communicatively and in terms of work safety, with people with disabilities, helping to build an even more welcoming and safe environment.

MagazziniOz and the Institute for the Deaf in Pianezza were mainly responsible for the training; both organisations are specialised in job placement and awareness-raising in relation to the precautions to be implemented according to the disabilities involved.

CHART 3 • TRAINING DIVERSITY & INCLUSION



Goals	People Involved	TOTAL PEOPLE INVOLVED 28
<ul style="list-style-type: none"> <li>• Raising awareness of fragility</li> <li>• Diversity &amp; inclusion</li> <li>• Communication</li> <li>• Kindness</li> <li>• Uniqueness</li> <li>• Empathy</li> </ul>	B2C Sales Supervisor Megastore: 13 People J Store Torino: 6 People J Store Milano: 4 People J Store Roma: 4 People	

## COMPLIANCE TRAINING

Juventus has always prioritised **Compliance**: not only from a **Health & Safety** perspective, but also with reference to the various corporate responsibility regulations.

During the 2023/2024 season, the company focused on training new resources in order to promote awareness and understanding. It also turned its attention to the topics covered by the **Organisation and Management Model pursuant to Italian Legislative Decree 231/2001** and the **FIGC Prevention Model**, in continuity with the previous season. A total of eight resources were involved.

Juventus guaranteed training and information updates on Health & Safety issues for the entire workforce, ensuring the maintenance of health and safety standards at work.

In addition, staff who also work remotely were invited to participate in awareness-raising training on the **risks of remote work** in relation to Health and Safety.

The following tables show the numbers of staff involved in the training activities described.

TABLE 19 • STAFF HEADCOUNT OF HEALTH & SAFETY TRAINING AS AT 30 JUNE<sup>15</sup>  
(NUMBER AND PERCENTAGE OF PARTICIPANTS; WORK PLACE OF PARTICIPANTS)

NUMBER OF PARTICIPANTS   HEALTH & SAFETY TRAINING				
ORGANISATIONAL CATEGORY				NUMBER OF PARTICIPANTS
Executive Managers				6
Middle Managers				35
Office workers				168
Manual workers				10
<b>Overall total</b>				<b>219</b>

PERCENTAGE OF PARTICIPANTS BY ORGANISATIONAL CATEGORY   HEALTH & SAFETY TRAINING				
Executive Managers	Middle Managers	Office workers	Manual workers	Total
60%	100%	91.3%	83.3%	91.25%



<sup>15</sup> The data include outgoing and incoming staff during the reporting period (J Hotel and Hong Kong branch staff are not included)



# PATHWAY TO JUVENTUS

GRI	Description
401-1	New employee hires and employee turnover

## RECRUITING & ONBOARDING

Juventus recognises the fundamental role of staff in its success, which implies the ability to attract talent, enabling candidates to perform their best through a quality, inclusive, engaging and authentic experience. The staff recruiting and onboarding process is based on the following principles:

- **Meritocracy, fairness, non-discrimination, diversity and inclusion:** Juventus is committed to valuing diversity and the plurality of cultures, ways of living and being every day. Hence the mission to build, all together, an environment where everyone is welcome, respected, supported and empowered in individual and common activities, ensuring equal access to opportunities within the organisation. The selection process is carried out on the basis of objective and meritocratic evaluation criteria free from discrimination; this means giving full and fair consideration to all applicants regardless of age, disability, ethnicity, religion or belief, gender, sexual orientation and identity, marriage and civil union, pregnancy and maternity/paternity. The skills and background of candidates play a crucial role in the selection process. In addition, Juventus manages the issue of compulsory recruitment in compliance with the obligations established by the reference legislation and implements policies to support staff, aimed at ensuring equality, equal treatment and inclusion.
- **Transparency and clear communication:** for each professional opportunity, clear information on the requirements, responsibilities, salary ranges and career prospects is provided to candidates; everyone should be informed of the company's vision, mission and values. Particular attention is paid to the issue of communication and feedback provided to candidates. We are committed to maintaining an open dialogue with each person involved.

Internal Job Posting is a concrete example of transparency and equal opportunities. The opportunity provided to all Juventus staff to apply for different roles allows employees to expand their skills, gain new experience and progress in their professional career within the company, fostering the development of a fair working environment based on meritocracy.

TABLE 20 • JUVENTUS INTERNAL JOB POSTING 2023/2024 SEASON

Published positions	29
Applications received	23
Searches completed	18

- **Networking:** the company recognises the importance of developing strategic partnerships with universities, professional associations and other organisations in order to broaden the pool of candidates and promote inclusion in the recruiting and onboarding process. These partnerships allow us to reach out to a larger number of qualified applicants, including any traditionally under-represented groups. To this end, Juventus has signed a partnership with CasaOz Association, which supports people with disabilities in entering the world of work through its project MagazziniOz. Specifically, Juventus and MagazziniOz have jointly built a project of training internships as opportunities for educational and operational introduction to the role of sales clerk within our shops.
- **Objective evaluation:** each role sought is subject to a structured process that is based on objective criteria so as to check that the applicant has the required skills, experience and qualifications. Where applicable, we encourage the use of practical tests that allow applicants to demonstrate their skills and abilities while performing their job. Through the analysis and presentation of a business case, we assess applicants' ability to solve problems, think strategically and make informed decisions.
- **Adaptability:** we recognise the importance of being flexible and ready to respond to the changing needs of the company and the labour market. We are committed to regularly reviewing and updating our recruitment strategies in order to stay aligned with best practices and emerging trends in the industry.

The company is committed to ensuring the best possible candidate experience, ensuring that it is positive regardless of the final outcome of the selection process. We respect the privacy of applicants throughout the recruiting process and guarantee the protection of personal data and compliance with applicable privacy and data processing regulations.

TABLE 21 • DETAIL OF THE 21 HIRES<sup>16</sup> DURING THE 2023/2024 SEASON BY GENDER AND AGE GROUP

NUMBER OF HIRES					
Age group	M	F	Total	Incoming turnover by age group (%)	Headcount in scope
<30	6	9	15	44.1%	34
30-50	4	2	6	3.9%	152
>50	-	-	-	-	53
<b>Overall total</b>	<b>10</b>	<b>11</b>	<b>21</b>	<b>8.7%</b>	<b>239</b>
<b>Incoming turnover by gender<sup>17</sup></b>	<b>7.1%</b>	<b>11.1%</b>	<b>8.7%</b>		
Headcount in scope	140	99	239		

TABLE 22 • DETAIL OF THE 46 TERMINATIONS<sup>17</sup> DURING THE 2023/2024 SEASON BY GENDER AND AGE GROUP

Age group	M	F	Total	Incoming turnover by age group (%)	Headcount in scope
<30	8	3	11	32.3%	34
30-50	14	13	27	17.7%	152
>50	5	3	8	15%	53
<b>Total</b>	<b>27</b>	<b>19</b>	<b>46</b>	<b>19.2%</b>	<b>239</b>
<b>Incoming turnover by gender<sup>19</sup></b>	<b>19.2%</b>	<b>19.2%</b>	<b>19.2%</b>		
Headcount in scope	140	99	239		

## ONBOARDING AND PIANO DI INDUCTION

The induction plan is a structured plan that is designed and implemented to welcome and integrate a new employee into the organisation. The main objective of the induction plan is to facilitate the integration of the new employee, accelerate the learning curve and encourage a productive start in the new role. The plan can have a number of activities and programmes covering different aspects, including:

- **Welcome:** Provide a warm and friendly welcome to the new employee by introducing them to team members and colleagues, showing the work environment and giving practical information such as the location of their workstation, facilities and available resources;
- **Training:** Provide specific training on the role, responsibilities and work procedures. This training can include both technical aspects related to the job and an understanding of company processes, policies and values;
- **Introduction to the corporate culture:** Provide information on the organisation's identity, mission, values and history. This helps the new employee understand the corporate culture, strategic goals and expectations;
- **Organisational orientation:** present the company's organisational structure, its various departments and key functions. This helps the new employee understand how they fit into the wider context of the organisation and how to work with other departments;

<sup>16</sup> The new hires refer to the headcount as at 30 June 2024 and do not consider J Hotel and the Hong Kong branch; the age is calculated as at 30 June 2024.

<sup>17</sup> Calculated as the ratio of hires to total headcount in scope as at 30/06/2024 (gender/age group). J hotel not included in the calculation.

<sup>18</sup> The terminations refer to the workforce in headcount terms as at 30 June 2024 and do not consider J Hotel and the Hong Kong branch; the age is calculated as at 30 June 2024.

<sup>19</sup> Calculated as the ratio of terminations to total headcount in scope as at 30/06/2024 (gender/age group). The figures do not include J Hotel and the Hong Kong branch in the calculation.

- **Objectives and expectations:** Further explain the objectives and expectations for the new employee. This includes the definition of role responsibilities, performance expectations and milestones to be achieved, which were already clarified during the selection process.

The induction plan consists of the following sections:

- (i) **Corporate Induction:** The aim is to provide the new hire with key information about Juventus so that they can easily integrate into the organisational environment. This section includes:
- *Onboarding Tour*, dedicated to visiting and getting to know Juventus' sites, facilities and business;
  - *Compliance Training*, to inform/train newly recruited resources on Corporate Governance issues, complying with the training required by legislation and internal policies;
  - *Health & Safety Training:* in compliance with the relevant regulations, the company provides Occupational Health & Safety information/training to new employees.
- (ii) **Individual Induction:** This section is customised based on the specific role. The new resource is invited to participate in one-to-one or team meetings with key stakeholders with whom they will interface in the course of their professional activity.

## RESUMPTION OF WORK<sup>20</sup>

GRI	Description
401-3	Parental leave

The table below presents the numbers of Juventus staff who took **parental leave** during the last three seasons, broken down by gender:

TABLE 23 • USE OF PARENTAL LEAVE<sup>21</sup>

	MEN	WOMAN
2021/2022 Season	8	21
2022/2023 Season	7	19
2023/2024 Season	7	14

The table below presents the numbers of Juventus staff who **resumed work** during the last three seasons, broken down by gender:

TABLE 24 • RESUMPTION RATE

	MEN	WOMAN
2021/2022 Season	100%	100%
2022/2023 Season	100%	100%
2023/2024 Season	100%	100%

Lastly, details of the **retention rate** by season and by gender are also provided:

TABLE 25 • RETENTION RATE<sup>22</sup>

	MEN	WOMAN
2021/2022 Season	75% (6 out of 8)	81% (17 su 21)
2022/2023 Season	100% (7 out of 7)	95% (18 su 19)
2023/2024 Season	86% (6 out of 7)	93%(13 su 14)

<sup>20</sup> The data in this section refer to non-registered staff and do not take into account J Hotel and the Hong Kong branch.

<sup>21</sup> Leave within the period from 01/07/2021 up to 30/06/2024 was considered. Both compulsory and optional parental leave were considered, with the exception of Covid special leave. Compulsory maternity leave and parental leave occurring within the same sporting season were counted as single events if they were related to the same maternity.

<sup>22</sup> On the date of drafting the document, as the 12 months have not elapsed since resumption.

## WELFARE AND PEOPLE'S WELL-BEING

The company has confirmed the activation of welfare plans with *Flexible Benefit* initiatives for homogeneous categories for the 2023/2024 season.

The Welfare Plan offers employees the choice to use an available budget on:

- reimbursement for services (education, medical, care, transport);
- non-reimbursable expenses (supplementary pension; purchase of entertainment and wellness services).

The platform for employees offers new services annually and welcomes employee suggestions and requests, in compliance with the applicable tax regulations.

The well-established remuneration framework makes it possible to have an internal structure that is consistent, fair and highly competitive on the external market, attracting skills that increase human capital.

At the same time, the creation of long-term value is constantly focused on aligning the interests of management and shareholders.

In this context, the introduction of a long-term variable incentive plan (LTI Plan 2024-2027), based on treasury shares to be purchased by the company subject to authorisation by the Shareholders' Meeting, is closely related to the Strategic Plan.

The Total Reward Framework consists of:

- (i) fixed remuneration;
- (ii) a short-term incentive component (the 'STI Plan') represented by an annual short-term incentive cash component;
- (iii) a long-term incentive component from an equity-based plan, intended, in its first vesting cycle, for a select group of key resources ('LTI Plan');
- (iv) certain benefits and ancillary services.

This Framework is based on a banding system, a methodology that measures the value that a specific professional position generates within an organisation, and which will be the basis of all management and development processes.

Through this project, Juventus continues its development path to support, encourage and promote its staff in a meritocratic and transparent manner, in line with the **Company Remuneration Policy**.

In addition to the above-mentioned Welfare Plan, Juventus reaffirmed its commitment to promote the well-being of its own employees in the 2023/2024 season through a series of targeted initiatives. Investing in employee well-being not only improves the quality of working life, but also contributes to a more productive and sustainable working environment. The company continues to develop innovative programmes that meet the needs of employees, promoting health, sustainable mobility (discussed in the Environment chapter) and the active involvement of all employees.

## SPORT AND WELL-BEING

In line with the Company's desire to invest in people's well-being, the **Juventus Sport Programme** was introduced starting in the 2021/2022 Season for all employees who would like to exercise during their lunch break. In addition to the sports activities that employees can carry out on their own, the company offers three courses:

- Pilates;
- **Functional Training**;
- Yoga.

The courses are scheduled at different times during the week and are totally free of charge.

Already in place at the Club's headquarters, during the 2023/2024 season the service was extended to the Vinovo Training Centre, introducing a Functional Training course.

In addition, a new **Fitness Room for employees** was opened at the headquarters in February 2024 as an additional offering within the Sport Programme. This initiative also stems from the desire to put people's well-being and happiness at the centre of the Club's activities. Indeed, a healthy lifestyle, mental and physical well-being and work-life balance are essential for both individual and collective success. The Fitness Room is designed not only as a place to train, but also as a space to recharge and find inspiration. The project was carried out in collaboration with *Technogym*, Juventus' partner and a fitness equipment leader, which contributed to setting up the space with state-of-the-art equipment.





## ENGAGEMENT

As part of its employee initiatives aimed at fostering engagement, a sense of belonging and sharing, the company proposes various initiatives and events to its employees, including:

- **Access to the home matches** of the following teams: (i) Men's First Team; (ii) Women's First Team; (iii) Juventus Next Gen; (iv) Juventus U19; (v) Juventus One. This initiative stems from the company's desire to strengthen the bond between employees and the Club's teams through a unique and engaging experience such as matches. The 'match experience' is an opportunity for employees to enjoy leisure time with their 'regular' colleagues, but also to get to know new people within our company.
- **Junior Membership.** The company encourages all parents employed by Juventus to apply for a Junior Membership for their children under the age of 11. The Membership gives them access to many opportunities, such as Welcome Packs, invitation-only events, special contests, discounts and promotions, as well as the chance to apply for '*Bimbi in Campo!*' [Kids on the Pitch!], where children have the chance to accompany their favourite players on the pitch at the start of the match.
- **Together, a Black and White Show.** On 10 October 2023, a big Juventus party was held at Pala Alpitour for all Juventus fans and employees to celebrate the 100-year anniversary of the Club's first President Agnelli. The evening was an opportunity to share values, excitement, and a sense of belonging. The entire workforce was invited to the event, which featured a combination of artistic and emotional moments and culminated in a seven-a-side football match between the Club's legends.
- **Juventus is JUVENTUS.** To celebrate the *International Day of Persons with Disabilities*, the Club organised a mixed-level training session in which the club's athletes in the Paralympic and Experimental Football Division championships, Next Gen and the U19 Women's and Men's U19s participated. Employees were invited to attend the event as well, which was held on Thursday 30 November at Allianz Training Center Vinovo. It was a special moment in which the Juventus staff had the opportunity to learn more about what is by now a well-established project, in which the athletes of the Paralympic and Experimental Football Division have been working hard and with determination for years. At the end of the training session, the project leaders explained and demonstrated a 'disability experience' on the pitch together with some employees, letting them experience first-hand what it means to play and take the pitch with a disability, whether sensory, physical or cognitive: an educational moment that the team has been bringing to schools for years.
- **Invitation to the finals.** The company invited its employees to attend the finals played by the Club's teams, also providing transport service. These events included: (i) Women's Italian Super Cup Final (AS Roma - Juventus Women, played on 7 January 2024 in Cremona); (ii) Men's Italian Cup Final (Juventus - Atalanta, played on 15 May 2024 in Rome); (iii) DCPS National Finals - FIGC (held on May 18 and 19, 2024, in Tirrenia).
- **Open-door training sessions.** Juventus organises exclusive open-door training sessions throughout the year, reserving a select number of places for employees. This initiative offers staff the unique opportunity to watch the training sessions of both the men's and women's First Teams from a privileged perspective. Participating in these sessions strengthens the sense of belonging and bonding with the Club's teams and allows employees to closely observe the athletic training of the players.
- **Meet & Greet with footballers.** Employees are given the opportunity to apply to meet the footballers at commercial events where the athletes meet the Club's fans, enjoying a unique experience in which they can talk and take home a souvenir of the day.
- **Events at the Juventus Museum.** In October 2023, the new '*Temple of Trophies*' and the temporary 'JuventUS' exhibition dedicated to inclusiveness and the values Juventus has always embraced was unveiled at the J Museum. To celebrate the unveiling, the Club invited its employees to breakfast at the museum, which was opened exclusively for them and allowed them to visit the new trophy room and preview the exhibition. Employees were also invited to other exclusive events held at the Museum, such as the placement of the Women's Super Cup;





# TROPHIES TEMPLE



*A new space, for the next successes*

9<sup>th</sup> October 2023



- **Summer Camp.** The Club has heavily discounted rates for employees' children of appropriate age for attending the Juventus Training Camps.
- **Children's Christmas.** The children of employees also enjoyed a 'Children's Christmas' event where they had the chance to celebrate together in the run-up to the Christmas holidays.
- **Shooting Experience with footballers.** The company offered employees the unique opportunity to participate in two exclusive shoots for: (i) campaign for the new match uniforms for the 2024/2025 season (also including employees' children); (ii) launch of the Juventus x Indivisa tote bags with the message '*MORE WOMEN IN FOOTBALL*', released for sale on 8 March, International Women's Day, and whose proceeds were donated to the Libellula Foundation with which Juventus collaborates on gender equality issues. This initiative again allowed the Club's people to celebrate their passion for Juventus alongside the athletes; (iii) lastly, to celebrate winning the season's trophies (the Men's Coppa Italia, the Women's Super Cup and the 3rd Level Paralympic and Experimental Football Division National Championship), the Club organised a special photo shoot for employees, who received beautiful photographs in which they posed with the newly won cups.





- **Juventus Creator Lab Inauguration.** On 8 May 2024, the Juventus Creator Lab located inside the Juventus Training Center Continassa was presented to the media. The Club's digital products are created in the Juventus Creator Lab. This is where passions connect and are shaped, an innovative structure where creators with different specialisations - designers, videomakers, writers, influencers, streamers and content creators - give life to a portfolio designed to reach football fans and beyond. At the inauguration, employees had the opportunity to get to know and experience the atmosphere of this innovative facility through a guided tour, specially designed for Juventus staff.
- **Juventus Eurocorner.** The Club decided to turn some spaces at the headquarters into real Eurocorners so that employees could support their national teams during the 2024 European Championships, giving all the people of the Club a way to experience the excitement of the matches together.



## WORK-LIFE BALANCE

To ensure the highest possible well-being of our staff, the company continues to actively promote remote work. The updated Company Regulations which have been effective since 1 July 2021 reaffirm our commitment to promoting the values of remote work. This not only boosts productivity, but is a powerful tool for improving the work-life balance of all workers with compatible tasks.

There are many benefits to working remotely: in addition to promoting individual well-being by reducing commuting stress and offering greater time management flexibility, it significantly contributes to environmental sustainability. Reducing daily commuting time results in lower CO2 emissions, with a positive impact on our ecological footprint. Even if we consider the additional emissions caused by working from home, the balance is still clearly favourable for the environment.

Remote work is thus confirmed as a win-win solution, enriching the quality of life of employees and strengthening the company's commitment to a more sustainable future.

## HEALTH & SAFETY

GRI	Description
403-2	Hazard identification, risk assessment and incident investigation
403-9	Work-related injuries

Juventus has adopted a **Health and Safety Management System (HSMS)** according to the former international standard *OHSAS 18001:2007*, now *ISO 45001:2018*, obtaining its first certification on 25 September 2009. With a view to continually improving the health and safety levels of workers, the system is audited by the Certifying Body on an annual basis. Following its audits, the Body issues renewals of the certificate (last confirmation of the certification: 10-11-12 October 2023). The main prevention and protection measures include training (compulsory and on specific health or safety issues), implementation of annual information and training programmes also on process issues (e.g., procedures), participation in annual emergency tests and maintenance of health and safety conditions of plants, equipment and facilities. These measures seek to make people aware of health and safety issues and safe behaviour during work activities. In particular, the Company uses its **Occupational Health and Safety Policy**<sup>23</sup> to guarantee specific training for staff at all organisational levels (the relevant numbers are given in the section on training), through different modes (classroom, e-learning, e-mail, video).

### QUALITY POLICY FOR THE MEDICAL SECTOR

In order to achieve the football objectives it sets, Juventus strives to provide its athletes and technical staff with the best possible mental, physical and working conditions. Due to the particular nature of its business, the players' working conditions are a key aspect for the Club. In this respect, through innovative structures such as JIMedical and the Training Centers at Continassa and Vinovo, Juventus is committed to offering the best **medical-sporting and nutritional facilities** in order to guarantee the highest possible performance levels. Juventus also certifies the achievement of these quality standards through the implementation of its **Quality Policy for the Medical Sector**<sup>24</sup>, which defines the guidelines and objectives for protecting the players and the technical sector. The Club's Medical Sector has a **certified ISO 9001:2015 Quality Management System**. Its purpose is to protect the health management of the athletes by the Juventus Medical Sector in both preventive and therapeutic terms.

### MANAGEMENT AND ORGANISATION OF SPORTING EVENTS

The management and organisation of sporting events that gather thousands of people in the same venue at the same time is at the very heart of Juventus' business. With one of the largest fan bases in Italy and Europe, Juventus strives to ensure the safety and security of its own sports facilities, especially the Stadium and adjacent commercial facilities. Ensuring the health and safety of those who use the services offered by Juventus encompasses several aspects and must address multiple risks in order to maintain and strengthen the trust that guarantees the fulfilment of lasting and sustainable business objectives.

<sup>23</sup> Published on the company's website at <https://www.juventus.com/it/club/corporate-governance/compliance/politiche>

<sup>24</sup> Published on the company's website at <https://www.juventus.com/it/club/corporate-governance/compliance/politiche>

## INJURIES

TABLE 26 • NUMBER OF INJURIES<sup>25</sup>

	2023/2024	2022/2023
Number of injuries	1	-
Days lost due to injuries	8	-

With reference to the 2023/2024 football season, it should be noted that:

- No serious injuries or deaths occurred;
- The only injury recorded was minor and involved a short absence from work (details in the table);
- No injuries were reported for non-employee workers (stewards).

Instead, the *Rate of recordable work-related injuries*, calculated according to GRI 403-9 guidelines (Disclosure 403-9 Work-related injuries), is shown below:

- **Recordable work-related injury rate** = (Number of recordable work-related injuries / Number of hours worked) \* 200,000<sup>26</sup>
- **Recordable work-related injury rate** = (1/439,120) \* 200,000 = 0.45

<sup>25</sup> Injuries while commuting are not included in the GRI reporting scope.


<sup>26</sup> Standardisation' factor according to GRI 403-9 (Work-related injuries).

# GOVERNANCE







Allianz  Stadium

JUVENTUS STORE

# GOVERNANCE

GRI	Description
2-6	Activities, value chain and other business relationships
2-9	Governance structure and composition
2-10	Nomination and selection of the highest governance body
2-11	Chair of the highest governance body
2-12	Role of the highest governance body in overseeing the management of impacts
2-14	Role of the highest governance body in sustainability reporting
2-16	Communication of critical concerns
2-24	Embedding policy commitments
2-25	Processes to remediate negative impacts
2-27	Compliance with laws and regulations
204-1	Proportion of spending on local suppliers
205-2	Communication and training on anti-corruption policies and procedures
205-3	Confirmed incidents of corruption and actions taken
3-3	Management of material topics
405-1	Diversity of governance bodies and employees
406-1	Incidents of discrimination and corrective actions taken

The Juventus Corporate Governance System is based on:

- the set of values defined in the **Code of Ethics**;
- the central role of the administrative and supervisory bodies;
- management transparency;
- the careful distribution of responsibilities with regard to the management, monitoring and evaluation of the Internal Control and Risk Management System;
- the Organisation, Management and Control Model pursuant to Italian Leg. Decree 231/200;
- the Prevention Model pursuant to Art. 7, para. 5 of the FIGC Statute;
- the risk governance system in line with best practices (including the Corporate Governance Code for Listed Companies).





## FOCUS | Code of Ethics

The Code of Ethics defines the principles of conduct to be applied in the management of the company's activities. All corporate bodies, Juventus employees and everyone who works to achieve company objectives, as part of their own functions and responsibilities, must comply with this Code. The Juventus Code of Ethics is based upon best practices and the applicable regulatory principles, guidelines and national and international documents on human resources, corporate social responsibility and corporate governance, including, by way of example, the *OECD Guidelines for Multinational Enterprises* and the main frameworks of the United Nations and the European Union.

The values established in the Juventus Code of Ethics commit all employees to ensure that the company's activities are carried out in compliance with the law, in a framework of fair competition, with honesty, integrity and fairness, respecting the legitimate interests of shareholders, employees, customers commercial and financial partners.

The issue of human rights is also of paramount importance when involving relations with external parties.

As laid out in Chapter 7, '*Relations with Suppliers, Licensees, Partners and Other Contractual Counterparties*,' Juventus strives to select suppliers and licensees based on evaluation criteria that include, in addition to the quality and affordability of the offering, aspects such as reputation, reliability, professionalism, efficiency and sustainability, so as to allow the establishment of a solid and lasting fiduciary relationship. Juventus avoids agreements with suppliers of dubious reputation that may not reflect the values expressed in this Code of Ethics in line with the principles of the Global Compact promoted by the UN, such as respect for the environment, working conditions, human rights and the principles of legality, respect for competition and the fight against corruption.

All new employees and collaborators are physically given information about the Code of Ethics when they sign their employment or collaboration contract.

The document is available on the company's official website [www.juventus.com](http://www.juventus.com) (Club > Corporate Governance).

For detailed information on corporate governance, please refer to the company's website (<https://www.juventus.com/en/club/corporate-governance/governance-system>), with particular reference to the Annual Report on Corporate Governance.

# SUSTAINABLE LEADERSHIP

The 'Sustainable Leadership' pillar of the ESG Strategy commits the Club to integrating ESG principles into its Governance Model. The structure of the Club's Management System will be summarised below, along with a focus on the ESG Committee, the body delegated to perform this role of integration.

Juventus adopts a traditional type of administration system which, in addition to the functions of the Shareholders' Meeting, assigns strategic management to the Board of Directors and supervisory functions to the Board of Statutory Auditors. The Board of Directors has established three committees from among its members, which have advisory and recommendation functions:

- 1. Control and Risk Committee;**
- 2. Remuneration and Appointments Committee;**
- 3. Environmental, Social and Governance (ESG) Committee.**

The Board of Directors appointed by the Shareholders' Meeting of 18 January 2023 consists of five directors:

- **G. Ferrero:** Chairperson with certain powers of representation and in matters of litigation as well as powers to be exercised with joint signature with that of the Chief Executive Officer without any provision for any delegation in person;
- **M. Scanavino:** Chief Executive Officer;

- **D. Pistone:** Non-executive and non-independent director<sup>27</sup> ; Chairman of the ESG Committee;
- **L. Cappiello:** Non-executive and independent director; member of the ESG Committee;
- **F. Negri:** Non-executive and independent director; member of the ESG Committee;

## ESG COMMITTEE

In conducting its business, Juventus is committed to making a positive social and environmental impact, guided by the belief that the football industry can have a significant impact on the community and serve as an example in the world of sport. With the aim of actively contributing to the achievement of the Sustainable Development Goals (SDGs) set by the United Nations 2030 Agenda, Juventus has implemented a robust ESG governance structure. Established in 2021/2022, the ESG Committee consists of a minimum of three non-executive directors. This committee makes proposals and advises the Board of Directors on sustainability issues, promoting the integration of environmental, social and governance factors in the company's activities aimed at the pursuit of sustainable success and the creation of long-term value for shareholders and other stakeholders.

The ESG Committee has several key responsibilities:

- It supports the Board of Directors in defining the ESG Strategy, including the integration of ESG issues in the company's business model. Juventus' ESG strategy, called **Black, White & More**, was defined during the 2023/2024 season; for more details, please refer to the specific chapter of this statement;
- It verifies the alignment of the company's corporate governance system with applicable laws, the recommendations of the Code of Corporate Governance and the national and international best practices on sustainability;
- It expresses guidelines on the initiatives and programmes aimed at integrating ESG factors in business processes and periodically monitors their performance;
- It reviews the annual Sustainability Report in advance, assessing its completeness and the transparency of the communication provided to stakeholders;
- In coordination with the Control and Risk Committee, it monitors risks and opportunities related to ESG factors;
- It promotes the company's participation in sustainability and responsible innovation initiatives and events, consolidating the company's reputation;
- It monitors the company's positioning on financial markets with regard to sustainability, with particular reference to the main ESG ratings and specialised indexes;
- It supports the dissemination of a sustainability culture among employees, shareholders and other stakeholders;
- It expresses opinions on issues that may have an impact on sustainability and responsible innovation.

Impact management is instead entrusted, as of 30 June 2024, to the following specific figures:

- (i) **Economics** | *Chief Corporate & Financial Officer (Executive Manager with strategic responsibilities);*
- (ii) **Environment** | *Head of Facilities Management;*
- (iii) **People** | *Chief People, Culture & Sustainability Officer.*

## SUSTAINABILITY OFFICE

As soon as Juventus embarked on its sustainability journey, the Club established a Sustainability Office with a dedicated team. As of 1 July 2023, the office became part of the People, Culture & Sustainability Department. This reorganisation demonstrates the Club's firm belief in promoting a culture of sustainability starting from its own people, believing that it can only have greater credibility with the outside world if these principles are absorbed and appropriated, on a daily basis, from within.

<sup>27</sup> As at 1 July 2024, he meets the independence requirements set forth in the combined provisions of Articles 147-ter, paragraph 4, and 148, paragraph 3, of the Italian Consolidated Law on Finance, and the Corporate Governance Code.



## APPOINTMENT OF THE FOOTBALL SOCIAL RESPONSIBILITY OFFICER (FSRO)

Consistent with the requirements of the National Licensing System, Juventus has appointed an internal Football Social Responsibility Officer (FSRO) to coordinate and promote the Club's activities in the area of sustainability. The FSRO is responsible for ensuring a structured and strategic approach, integrating social and environmental responsibility into business decisions and day-to-day operations as much as possible. This figure acts as a guide to ensure that sustainability initiatives are consistent with the Club's long-term goals.

At the same time, in order to further strengthen dialogue with its disabled fan base, Juventus has introduced a Disability Access Officer (DAO), a direct point of contact with the community of fans with disabilities.

## DIVERSITY POLICIES AND CRITERIA

The Juventus By-Laws include legislative and regulatory provisions to ensure a balanced representation of gender in the composition of the management and control bodies. Juventus also complies with the provisions of the Code of Corporate Governance which sets out that (i) at least one third of the management body must consist of members of the less represented gender, and (ii) at least one member, respectively, of the Control and Risk Committee and the Remuneration and Appointments Committee has adequate skills, respectively, in accounting and financial matters, or risk management, or financial matters or remuneration policies.

The principles of Diversity & Inclusion are essential elements of the regulations, procedures and policies defining the company's actions not only at the level of the corporate bodies, but of the corporate population as a whole; in particular, the following are noteworthy:

- **Code of Ethics (Section 2, General Principles, Impartiality):** (2.1) *'Juventus is opposed to all forms of discrimination, including social discrimination, racism, xenophobia and intolerance'*. (2.2) *'Juventus is committed to avoiding all forms of discrimination in its conduct and to respect differences in age, gender, sexual orientation and identity, ethnicity, religion, state of health, political and union membership, language or different abilities in relations with its stakeholders'*.

- **Recruitment & Onboarding Procedure (Section 3, Principles:**

**Meritocracy, fairness and non-discrimination** *'The selection process is carried out on the basis of objective and meritocratic evaluation criteria free from discrimination; this means giving full and fair consideration to all applicants regardless of age, disability, ethnicity, religion or belief, gender, sexual orientation and identity, marriage and civil union, pregnancy and maternity/paternity. The process has the purpose of identifying the most suitable person for the role and in line with the distinctive values of Juventus'*

**(Diversity and Inclusion)** *'Recognised as one of the top football clubs internationally, we believe Juventus has an extraordinary social impact. Every team goal is celebrated by millions of people worldwide, each with a different story in terms of origin, culture, language, gender, ability, context, etc. Each match is broadcast and followed at the same time, in the most varied hours and parts of the world. Even the manner in which the matches are watched includes countless options: from radio to smartphones, from the stadium to TV: everyone takes part in many different possible ways. Given this scenario, we believe that an inclusive work environment that values differences is crucial: we are happy to hire people with different backgrounds, from any point of view. We are convinced that diversity is an added value that can help us to best connect with our millions of fans'*

**(Fair pay)** *'In line with the relevant EU regulations, the company provides candidates with salary range information as part of a "salary transparency" measure promoted by the company to counter any form of gender pay gap'*

- **Remuneration Report:** *'The Juventus Remuneration Policy, defined consistently with the Corporate Governance Model adopted by the company and in line with the recommendations of the Corporate Governance Code, is based on the following principles: [...] - meritocracy, fairness and transparency as cornerstones of the remuneration strategy; - focus on sustainability through the inclusion of ESG objectives in the incentive systems, consistent with the corporate strategy. Juventus adopted the Total Reward Framework tool in 2022, using it to apply the principles of the Remuneration Policy across the board to all employees in a fair, transparent and inclusive manner at each level of the organisation and with the aim of supporting a corporate culture striving to create sustainable value in the long term'*

In addition to the above, Juventus' Diversity & Inclusion Policies are embodied in several projects reported in the 'Social' Chapter.

## TRANSPARENCY AND COMMUNICATION

Juventus has drawn up a Sustainability Report since 2013, subject to limited review and published on the corporate website. The company has decided not to make use of the exemption set out in Article 6, paragraph 2, letter b) of Italian Legislative Decree 254/2016 and to prepare its own Non-Financial Statement (NFS), in accordance with the Decree, to ensure an appropriate level of communication and transparency towards the market and stakeholders. The document is drawn up to the extent necessary to ensure an understanding of the company's activities, its performance, results and impact on the issues deemed relevant and established in Article 3 of Italian Legislative Decree 254/2016<sup>28</sup>. As of the 2024/2025 season, Juventus will implement the provisions of the CSRD (Corporate Sustainability Reporting Directive) regulation - 2022/2464/EU.

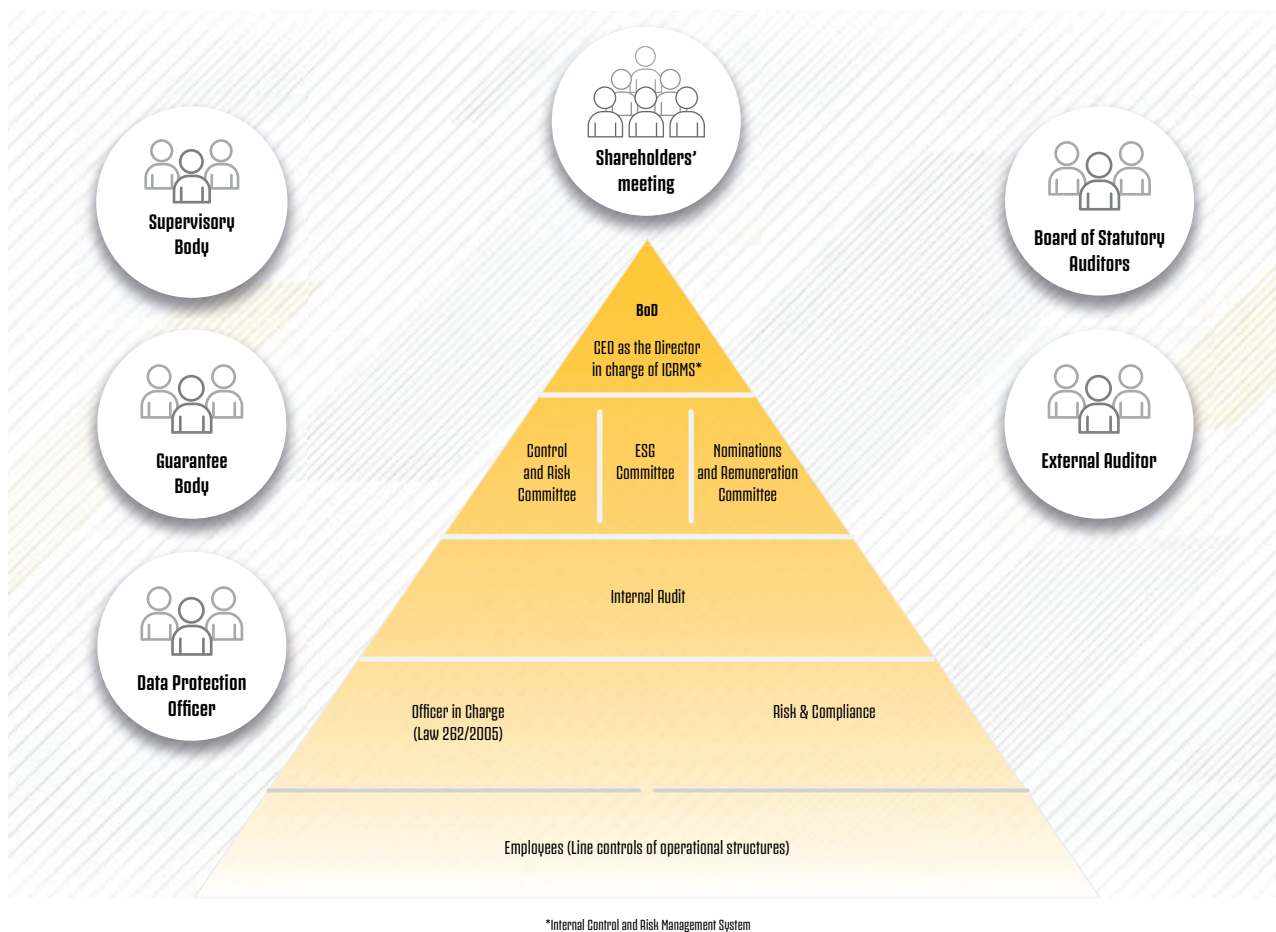
TABLE 27 • COMPOSITION OF THE COMPANY'S MANAGEMENT AND CONTROL BODIES

	<30	30-50	>50
<b>Board of Directors</b>	0%	0%	40% women   60% men
<b>Board of Statutory Auditors</b>	0%	0%	33% women   67% men
<b>Supervisory Body</b>	0%	33% men	67% women
<b>Guarantee Body</b>	0%	33% men	67% women
<b>Remuneration and Appointments Committee</b>	0%	0%	67% women   33% men
<b>Control and Risk Committee</b>	0%	0%	67 % women   33% men
<b>ESG Committee</b>	0%	0%	67% women   33% men

<sup>28</sup> It should be noted that Italian Legislative Decree 254/2016 was repealed by Italian Legislative Decree 125/2024, which, however, will apply to corporate sustainability reporting from the financial year beginning 1 July 2024.

# INTERNAL CONTROL AND RISK MANAGEMENT SYSTEM

CHART 4 • CONTROL BODIES



Juventus undertakes to promote and maintain an adequate Internal Control and Risk Management System meant as the set of rules, procedures and organisational structures intended to enable an adequate process of identification, measurement and management of primary risks which ensures the credibility, accuracy, reliability and timeliness of information provided, the protection of company assets, the efficiency and effectiveness of company processes and compliance with laws and regulations as well as the By-Laws and internal procedures. An effective system contributes to business operations that are consistent with pre-set objectives, promotes informed decision-making and the sustainable success of the company. The responsibility for the establishment and maintenance of an effective Internal Control and Risk Management System (ICRMS), in line with the company and process objectives and the correspondence of the risk management methods with the defined containment plans, lies with the Board of Directors and the operations managers, i.e., the other corporate bodies as well as the corporate structures, which act in a coordinated manner in order to allow the main risks relating to Juventus and the subsidiaries to be correctly identified, as well as adequately measured, managed and monitored.

In order to define specific responsibilities in the area of risk management, the Club has set up an internal Board Committee within the Board of Directors, consisting of three directors with advisory and proposal-making functions: the Control and Risk Committee.

This Committee has the task of assisting the Board of Directors in defining the guidelines of the Internal Control and Risk Management System in line with the company's strategies. It assesses, at least once a year, the adequacy of the system with respect to the company's characteristics and the risk profile assumed, as well as its effectiveness by verifying, through the competent company departments, compliance with the internal procedures (both operational and administrative) adopted to ensure reliable and effective management and to identify, prevent and manage any risks.

Juventus has adopted an Enterprise Risk Management (hereinafter also ERM) model for identifying, assessing and handling corporate risks on an ongoing basis. Aligned with the recommendations of the Corporate Governance Code for Listed Companies and international best practices and calibrated according to size and organisational structure, the model aims to support decision-making processes and create awareness in the organisation, spreading and strengthening the risk management culture at all levels. In this regard, Juventus has adopted a risk assessment methodology, taking into due consideration the evolution of its organisational and business model and risk management best practices. It aims to contribute to the development of a culture based on corporate risk awareness and define strategies to mitigate its impacts.

The roles, responsibilities and methodologies developed to support ERM activities are defined within the Risk Assessment Procedure, which outlines the guidelines for periodic risk assessment updating activities.

## MAIN NON-FINANCIAL RISKS

The Internal Control and Risk Management System is aimed at the preventive identification, classification and mitigation of the main risk factors and with them also the risks related to the performance of the company's activities and which may be relevant for medium-long term business sustainability. Non-financial risks related to the issues identified during the materiality analysis are also taken into account, such as: workers' health and safety, inclusiveness and non-discrimination, impacts on the environment and compliance with current regulations.

The most significant non-financial risks identified through the annual Risk Assessment conducted during the ERM update are listed below, along with the relevant prevention and mitigation measures implemented by the company. Given the nature, geographical location and type of activities carried out by the Club, the Internal Control and Risk Management System has not identified any particular physical or transitional risks related to climate change, although attention to this issue is a present and future priority for the Club.

The residual relevance of the identified non-financial risks for the activities conducted by the Club's suppliers should also be noted.

TABLE 28 • RISKS, ACTIONS TAKEN / MITIGATION

MATERIAL TOPIC	ERM RISKS	DESCRIPTION OF RISK PROFILE AND IMPACTS	ACTIONS TAKEN/ MITIGATION
<b>Sustainable Leadership</b> <ul style="list-style-type: none"> <li>• Sustainable governance</li> <li>• Sustainable economic value</li> <li>• Enterprise and main partner risk management</li> <li>• ESG compliance</li> <li>• Ethics and integrity</li> <li>• Human rights</li> </ul>	<ul style="list-style-type: none"> <li>• Administrative liability pursuant to Italian Leg. Decree 231/01</li> <li>• Protection of personal data</li> <li>• Sports regulations</li> <li>• Tax regulations</li> <li>• Insider and relevant information</li> <li>• Intellectual Property Management</li> <li>• Sports regulations</li> <li>• Conflicts of interest</li> <li>• Employment law and litigation</li> <li>• UEFA Financial Sustainability Parameters, FIGC Indices</li> <li>• Discriminatory or inappropriate behaviour with reputational impacts</li> <li>• Unlawful Sporting Behaviour</li> <li>• Fraudulent behaviour</li> <li>• Corporate Sustainability Reporting</li> </ul>	<p>Risks related to compliance with internal policies and regulations (e.g., conduct of internal staff that does not comply with the Code of Ethics) and possible situations of non-compliance with laws, sector regulations and national and international regulations in force, also related to incorrect interpretation following legislative innovations and changes introduced.</p>	<p>In order to prevent risks related to non-compliance with laws and regulations, the Club ensures that the Code of Ethics is widely disseminated and understood by whoever operates within the organisation and by the supply chain and business counterparties, requiring its compliance within the scope of their contractual liability.</p> <p>With regard to compliance risks, the Company has adopted the Organisation, Management and Control Model pursuant to Italian Legislative Decree no. 231/2001, the Organisation, Management and Control Model pursuant to Art. 7, paragraph 5 of the FIGC By-Laws (Prevention Model) and the Data Protection Model in line with the provisions of EU Regulation 2016/679 (GDPR), which are suitable for preventing the commission of potential offences through their timely updating following regulatory developments.</p> <p>The effective operational implementation of the models is also ensured through continuous monitoring by the Supervisory Body, the Guarantee Body and the DPO, respectively.</p> <p>Following the entry into force of Italian Legislative Decree 24 of 10 March 2023, implementing the European Directive on <b>whistleblowing</b>, Juventus updated its <b>whistleblowing management process</b> and published the <b>Whistleblowing portal</b> on its website. Its aim is to encourage individuals to report conduct contrary to the Code of Ethics and to the principles of loyalty, correctness and probity, as well as breaches of national and European Union regulations that damage the public interest or the integrity of the public administration or private entity, as referred to in the applicable regulations.</p>



MATERIAL TOPIC	ERM RISKS	DESCRIPTION OF RISK PROFILE AND IMPACTS	ACTIONS TAKEN/ MITIGATION
<b>Emissions in the corner</b> <ul style="list-style-type: none"> <li>Climate change and atmospheric emissions</li> <li>Energy efficiency</li> <li>Sustainable mobility</li> <li>Environmental performance of the stadium</li> </ul>	<ul style="list-style-type: none"> <li>Environmental regulation</li> <li>Strategic ESG Goals</li> </ul>	<p>For years Juventus has been committed to developing initiatives to promote sustainability and social responsibility in its many forms, in a context of growing attention from its stakeholders and a rapidly evolving regulatory framework, also in terms of transparency requirements.</p>	<p>Within the context of its social activities and relations with third parties, Juventus undertakes to adopt a responsible approach towards protecting the environment; it acts in strict compliance with applicable regulations and with the limits defined by any authorisations and instructions received from the competent bodies</p>
<b>Assist to circularity</b> <ul style="list-style-type: none"> <li>Circular economy and waste management</li> <li>Responsible use of water resources</li> <li>Environmental performance of the stadium</li> </ul>		<p>Despite Juventus' limited environmental impact, the Club is exposed to the risk of excessive use of natural and energy resources and non-compliance with environmental regulations.</p> <p>These risks become even more significant when considering the performance of its corporate activities and the operation, construction and maintenance of the sites and facilities it owns. This risk is also increasingly linked to climate change awareness, with possible direct and indirect impacts on brand reputation.</p>	<p>Through the assignment of specific roles and responsibilities (e.g., Energy Manager), the Club has embarked on a path of energy efficiency and transition to renewable sources; it constantly monitors its consumption, also with a view to reporting and reducing its carbon footprint.</p> <p>Juventus' commitment to environmental and energy issues is also guaranteed by the adoption of the ISO 14001:2015-certified Environmental Management System at all company sites.</p> <p>For more information, see the Chapter Environmental.</p>
<b>People First</b> <ul style="list-style-type: none"> <li>Human capital management</li> <li>Diversity and inclusion</li> <li>Health and Safety</li> <li>Development of the youth sector</li> </ul>	<ul style="list-style-type: none"> <li>Talent attraction / retention</li> <li>Diversity, Equity, Inclusion</li> <li>Mental health &amp; emotional balance</li> </ul>	<p>Juventus could encounter increasing difficulty in attracting, retaining and promoting talents, or in promptly identifying key figures, with possible negative effects on operating and financial results.</p> <p>Like other companies, Juventus is also exposed to the risk related to mental health and emotional balance in the workplace, which could affect not only the individual's well-being, but also productivity and corporate culture.</p>	<p>Juventus recognises the fundamental role of staff in its success, which implies the ability to attract talent and increase retention. The strategic and professional approach to selection is reflected in a Recruiting &amp; Onboarding process that allows candidates to express themselves to the fullest through a quality, inclusive, engaging and authentic experience.</p> <p>The selection process is carried out based on objective and meritocratic evaluation criteria, free of discrimination, and ensures that the person best suited to the role and in line with the distinctive values of Juventus is identified. In so doing, the company reaffirms its commitment to adopt recruitment and selection practices based on equality and inclusion.</p> <p>In order to promote and guarantee a suitable and healthy working environment, Juventus adopts and sponsors well-being and work-life-balance policies, fostering a positive corporate working culture that ensures a fair workload balance.</p>
<b>People First</b> <ul style="list-style-type: none"> <li>Human capital management</li> <li>Diversity and inclusion</li> <li>Health and Safety</li> <li>Development of the youth sector</li> </ul> <b>Fan Centrality</b> <ul style="list-style-type: none"> <li>Diversity and inclusion</li> <li>Fan community</li> </ul>	<ul style="list-style-type: none"> <li>Discriminatory or inappropriate behaviour with reputational impacts</li> <li>Social Media Communication</li> </ul>	<p>In view of its social role, the role that sport plays (especially in terms of its impact on the new generations) and its presence at international level, in its relations with stakeholders, the Club is exposed to the risk of discriminatory conduct and episodes of racism, which violate human rights and equal opportunities and have major consequences on brand reputation and possible sanctioning impacts also under sports regulations.</p> <p>This risk is also amplified:</p> <ul style="list-style-type: none"> <li>by the constant interaction of the company and its staff - directly or indirectly - with minors, who are potentially exposed to abuse, mistreatment or bullying;</li> <li>by the visibility and media echo of the content disseminated by Juventus on its official media channels</li> </ul>	<p>In compliance with its Code of Ethics, Juventus rejects all forms of discrimination, including social discrimination, racism, xenophobia and intolerance. The Club also takes care to avoid any discrimination in its conduct and, in its relations with stakeholders, to respect any differences in age, gender, orientation and sexual identity, ethnicity, religion, health status, political and trade union affiliation, language or different skills.</p> <p>Relations between colleagues are always based on the principles of civil coexistence, loyalty and correct conduct and must be carried out with mutual respect for the rights and freedom of persons.</p> <p>Lastly, the Club is committed to promoting initiatives aimed at spreading a culture of social equality and mutual respect through continuous training activities within the Club, including for the players of the Youth Sector, as well as through awareness-raising activities in the local communities where Juventus operates in Italy and abroad.</p> <p>To ensure that these issues are constantly monitored, Juventus has strengthened the channel for handling whistleblowing reports.</p>

MATERIAL TOPIC	ERM RISKS	DESCRIPTION OF RISK PROFILE AND IMPACTS	ACTIONS TAKEN/ MITIGATION
<b>Sustainable Leadership (Athletes)</b> <ul style="list-style-type: none"> <li>Human capital management</li> <li>Diversity and inclusion</li> <li>Health and Safety</li> <li>Development of the youth sector</li> </ul>	<ul style="list-style-type: none"> <li>Footballer injuries</li> <li>First Team safety on-site and away</li> </ul>	<p>Risk associated with playing football, with the mental and physical health and physical fitness of players and with the risk that they may suffer serious injuries, which result in prolonged unavailability even with respect to sub-optimal management of the athlete's health and preparation, or of the diagnostic-rehabilitation pathway.</p> <p>Risks related to player safety during away matches, since any accidents, whether related to travel or to their accommodation and which jeopardises matches, could cause significant negative impacts on Juventus' sporting, economic, equity and financial situation.</p> <p>The mental and physical health of the players could also be affected due to serious events or accidents at Juventus sites.</p>	<p>With reference to physical fitness, Juventus pays particular attention to the training and athletic preparation of the resources on its teams in order to reduce the risk of incorrectly calibrated activities on football players, which could generate a greater possibility of injury than is physiologically conceivable.</p> <p>These issues are also monitored through the adoption of the ISO 9001:2015-certified Quality System of the Medical Sector, as well as through training and awareness activities on the importance of prevention, addressed to all football players and athletic trainers and coaches.</p> <p>Footballers' protection on away matches is ensured through careful planning of the teams' travels and stays, with special attention and regard for safety.</p> <p>Protection against potential events and accidents that could involve the Juventus Training Centres, as well as the Stadium during matches, is ensured with the adoption of the ISO 45001:2018-certified Health and Safety Management System.</p>
<b>People First</b> <ul style="list-style-type: none"> <li>Human capital management</li> <li>Diversity and inclusion</li> <li>Health and Safety</li> <li>Development of the youth sector</li> </ul> <b>Fan Centrality</b> <ul style="list-style-type: none"> <li>Diversity and inclusion</li> <li>Fan Community</li> </ul> <b>FOCUS</b> Accessibility and safety of facilities	<ul style="list-style-type: none"> <li>Occupational health and safety</li> <li>Business Continuity Match-Day</li> <li>Catastrophic events</li> <li>Behaviour of the public / fans</li> </ul>	<p>Considering the competitive environment in which the Club operates, Juventus is exposed to risks related to the health and safety of its human resources. This risk applies as much to internal staff and technical staff as to players.</p> <p>Protecting Club staff and achieving sporting results that meet the expectations of fans and management are closely linked to protecting the health and safety of all stakeholders.</p> <p>The Group is also exposed to the risk of safety and public order in relation to fans' access to the Allianz Stadium on match days.</p> <p>The Allianz Stadium's structure and the surrounding areas used for parking, as already occurred in the past, are also exposed to the risk of damage and/or vandalism, as well as natural events and disasters, and more generally of all those events outside the control of Juventus, exposing the company to the risk of incurring higher costs or unexpected charges.</p> <p>Furthermore, following these events, the need to consolidate safety measures during home matches could arise, with additional costs and expenses for the safety of fans and insurance.</p>	<p>Juventus is committed to spreading and consolidating a culture of health and safety in the workplace by increasing awareness of the dangers and risks involved, promoting responsible behaviour by human resources and working to preserve workers' health and safety, especially with preventive actions.</p> <p>To this end, the Club has adopted an ISO 45001:2018-certified Health and Safety Management System (HSMS) and monitors several key indicators related to occupational health and safety to ensure continuous improvement.</p> <p>The Club constantly evaluates and implements mitigating measures to cover possible damage to the health of its employees, players and technical staff.</p> <p>The company has also adopted a Sustainable Match-day Management System implemented in accordance with the ISO 20121:2012 standard and taking into account the guidelines of the 2020 Lega Serie A regulations.</p> <p>With specific reference to match-day safety, Juventus publishes the Regulations for facility use (which contain specific indications on safety rules and behaviour) and asks the public to respect them. The company has also implemented a video surveillance system in line with modern standards, which immediately identifies spectators who do not behave in compliance with regulations, also serving as a deterrent.</p>

MATERIAL TOPIC	ERM RISKS	DESCRIPTION OF RISK PROFILE AND IMPACTS	ACTIONS TAKEN/ MITIGATION
<p><b>People First</b></p> <ul style="list-style-type: none"> <li>• Human capital management</li> <li>• Diversity and inclusion</li> <li>• Health and Safety</li> <li>• Development of the youth sector</li> </ul>	<ul style="list-style-type: none"> <li>• Management of minors / Safeguarding</li> <li>• Dispersion of youth football heritage</li> </ul>	<p>Risk associated with the protection of the mental and physical health of minors managed during sports activities and/or activities with promotional purposes (e.g., summer camps, national and international academies, etc.) carried out by Juventus or by third-party companies contracted by it.</p> <p>Specifically, in situations where Juventus is (directly and/or indirectly) responsible for minors, the risk arises from events (such as accidents), also outside of sport activities, which might compromise the physical safety of minors and/or from the possibility that minors may suffer physical or psychological mistreatment or abuse by adults or other minors.</p>	<p>Juventus has prepared, drafted and adopted a <b>Safeguarding Policy</b>, aligned with the provisions of the FIGC Safeguarding Guidelines (CU 87/A of 31 August 2023), and consistent with the specific contents proposed by the Child Safeguarding Toolkit for UEFA Member Associations, which takes into account FIFA's indications on gender equality in football, as well as the FIFA Child Safeguarding Toolkit.</p> <p>The document represents an evolution of the Child Safeguarding Framework adopted by the Board of Directors of Juventus in November 2020; it extends the scope of application of safeguarding more generally to all the company's members, maintaining however a particular reference to the protection of minors.</p> <p>In doing so, Juventus intends to ensure that every possible measure is taken in its operational areas to minimise the potential risks that minors, but more generally all FIGC members, directly involved in its activities, or indirectly through the use of social and media tools, may incur. The aim</p> <p>is to strengthen the protection of children from any form of inappropriate conduct, abuse or exploitation. With the aforementioned safeguards and documents, the company underscores the fundamental importance and the attention that it pays to taking all necessary measures to foster the full physical, emotional, intellectual and social development of athletes, their effective participation in sporting activities, as well as the full awareness of all members regarding their rights, duties, obligations, responsibilities and protections.</p> <p>The Club strives to make the Safeguarding Policy known to its own staff, that of its partners and anyone representing it, requiring compliance by both its national and international partners and monitoring its application.</p> <p>The Company has also appointed an <b>Abuse, Violence and Discrimination Officer</b> and prepared a <b>Code of Conduct</b>, which is included in the Safeguarding Policy.</p>
<p><b>FOCUS</b></p> <p>Protection of minors and youth</p>			

# ANTI-CORRUPTION, COMPLIANCE WITH LAWS AND REGULATIONS, NON-DISCRIMINATION

## ANTI-CORRUPTION

Juventus strongly condemns any behaviour that can be attributed to corruption, such as the abuse of a position to obtain an illegal advantage for the Club or the individual. The company prevents any problems in this respect through careful risk analysis, clear and well-defined management procedures, training activities for internal resources and internal control activities.

It should be noted that no cases of corruption, dismissal or discipline of employees for reasons of corruption, termination or non-renewal of contracts signed with corporate partners, or legal cases in the public domain concerning corruption brought against the organisation or its employees were found during the 2023/2024 Season.

Key topics such as the principles of:

- the Code of Ethics,
- the Organisation, Management and Control Model pursuant to Italian Leg. Decree 231/2001<sup>29</sup>,
- Prevention model pursuant to Art. 7, para. 5, FIGC By-Laws<sup>30</sup>

are the subject of internal training activities.

Their content is supervised by the Supervisory Body and the Guarantee Body in their prerogative to promote the dissemination and knowledge of the Models.

TABLE 29 • COMMUNICATION AND TRAINING ON POLICIES AND PROCEDURES

2023/2024 Season
Having already trained all staff during the 2022/2023 season (see the next line), in the 2023/2024 season training focused on new recruits and all footballers who were not included in the previous year's massive training; as a result, 100% of the members of the governance body and 100% of staff have been informed of Juventus FC's anti-corruption regulations and procedures.  As regards communication to the company's suppliers, see the section dedicated to them.
2022/2023 Season
During the 2022/2023 season, the company planned to involve all its employees and collaborators in a new training programme on the Code of Ethics and compliance models mentioned above.  In particular, the Chairpersons of the Juventus Supervisory and Guarantee Body were identified as spokespersons and each developed the part related to the reference regulations. Instead, the internal members of the Bodies dealt with the concrete cases and the description of the characteristics of the Models.  Eight training sessions of approximately 1.5 hours each were delivered, including an English-language session conducted to enable English speakers understand the subjects covered.  Employees from the Hong Kong branch attended this session.  More than 450 employees and collaborators were involved.  With regard to training, please refer to the Training section of the 'People First' chapter.

<sup>29</sup> Italian Legislative Decree 231 was issued on 8 June 2001, introducing the administrative liability of legal persons for unlawful acts into the Italian legal system. Whereas previously criminal liability only referred to natural persons, this decree introduced a form of liability also for companies and associations, which establishes sanctions that are essentially criminal in nature. Following the entry into force of Decree 231, the Juventus Corporate Governance system was enhanced with the implementation of the Organisation, Management and Control Model pursuant to Italian Legislative Decree 231/01. The Supervisory Body was established with the task of overseeing the functioning and observance of the Organisation, Management and Control Model pursuant to Italian Legislative Decree 231/01, as well as its updating.

<sup>30</sup> On 16 May 2019, Italian Law 39/2019, 'Ratification and execution of the Council of Europe Convention on the Manipulation of Sports Competitions, signed at Magglingen on 19 September 2014' came into force. Its provisions were introduced by Italian Legislative Decree 231/2001, new Art. 25-quaterdecies, 'Fraud in sporting competitions, illegal gaming or betting and gambling by means of prohibited devices'. The Federal Council of 1 October 2019 approved the Guidelines for the adoption of the Organisation, Management and Control Models, referred to in art. 7, paragraph 5 of the FIGC By-Laws, suitable to prevent sports offences or acts contrary to the principles of loyalty, fairness and probity. These Guidelines allow individual Leagues to adopt special specifications to define the common requirements of prevention models also for one or more specific areas. On 9 May 2020, the Competition Office of Lega Serie A sent the Clubs the Rules for the Certification of the Football Event Management System approved by the League Council on 19 February 2020. In consideration of this, during the 2019/2020 Season, the Prevention Model was defined pursuant to art. 7, para. 5, of the FIGC By-Laws, coordinated with the 231 Model, and the Guarantee Body was established with the task of supervising the functioning and observance of the Model.



TABLE 30 • DISCLOSURE  
(COMMUNICATION OF THE ORGANISATION'S ANTI-CORRUPTION REGULATIONS AND PROCEDURES)

	TOTAL NUMBER	PERCENTAGE	TOPICS
<b>BOD</b>	5	100%	<p>Updating the latest versions of policies and procedures (including the Code of Ethics, 231 Model, Prevention Model, Whistleblowing Management Procedure) requires the approval of the Board of Directors, which is therefore adequately informed on the matter.</p> <p>As part of the corporate document management procedure (policies and procedures), relevant procedures are formally shared and approved by the Board, subject to validation by the Control and Risks Committee.</p>
<b>Employees<sup>31</sup></b>	239, of which: • Executive Managers: 10 • Middle Managers: 34 • Office workers: 183 • Manual workers: 12	100%	<p>The day they are recruited, all employees receive an induction plan, which includes compliance (i.e., the training sessions in question) and non-compliance.</p> <p>The welcome e-mail also contains the link to the Compliance Section of the company intranet, where all policies, procedures and models (including the Code of Ethics and 231 Model, Guidelines and Compliance with Public Administration, Information Flows to Control Bodies, Conflicts of Interest).</p> <p>The publication of new policies, procedures and compliance models or any updates thereto are regularly communicated via an e-mail to the entire company population. The contents and documents of the e-mail are simultaneously uploaded to the above-mentioned section of the company intranet.</p>

## COMPLIANCE WITH LAWS AND REGULATIONS

In relation to the assurance activities carried out on this 2023/2024 Non-Financial Statement, having regard to the GRI guidelines on the subject, the Club confirms that no instances of non-compliance with laws and regulations or incidents of corruption were found within the scope of its audit, risk & compliance activities, without prejudice to what is included in the 2023/2024 Annual Financial Report (Section 'Significant ongoing disputes').

## NON-DISCRIMINATION

Juventus is against all forms of social and territorial discrimination, racism, xenophobia and violence, as stated in its Code of Ethics. For this reason, and aware of its role as a football company, Juventus confirms its commitment to the issue through concrete actions.

The goal within all Juventus ecosystems is to ensure a healthy environment that does not include any kind of expression of discrimination, including racial discrimination.

The Allianz Stadium has had a system of 86 Panomera multifocal cameras since the 2014-2015 season, which identify individuals who are responsible for behaviour that is not in line with the rules of use of the facility and to which the 'Code of Approval' is applied.

The wish to act on several fronts also includes a path taken at the digital level: the company adopted a special tool in January 2024 that has enabled the removal of more than 220,000 comments on Juventus accounts, which had managed to get past the filters of social platforms. Of this total:

- over 180,000 were insults and/or threats aimed at players, referees and the teams themselves;
- some 25,000 comments reported moral harassment seeking to denigrate, humiliate, isolate or threaten;
- Another 15,000 hate messages of a racist, misogynist and/or homophobic nature.

<sup>31</sup> The data refer to the headcount as at 30/06/2024 (not including the staff of J Hotel and the Hong Kong branch).

The following cases were recorded in the 2023/2024 season:

TABLE 31 • INCIDENTS OF DISCRIMINATION

	SANCTION
<b>Juventus/Lazio</b> – insulting chorus towards the opposing team’s coach CU46 19/09/2023	<b>2,000 €</b>
<b>Juventus/Napoli</b> – or throwing small bottles and plastic cups into the sector occupied by Napoli supporters and for singing an insulting chorus towards the supporters of the opposing team. CU118 12/12/2023	<b>7,000 €</b>

Lastly, in accordance with the United Nations’ Declaration of Human Rights and the ILO Declaration on Fundamental Principles and Rights of Workers, Juventus promotes the respect of the principles and working conditions to protect the dignity of the person throughout its entire value chain, refusing to tolerate conduct or behaviour which may be offensive to moral or personal convictions. In this sense, for the reporting periods from 2019 to the present and with reference to the Company or its employees, Juventus has not recorded any incidents concerning the failure to respect human rights and the use of child or forced labour or relating to discriminatory acts or those that violate freedom of association.

## SUPPLIER MANAGEMENT

Juventus works every day to ensure that the synergy between the Club and its suppliers develops and grows optimally, leading to real partnerships.

The tool used to verify supplier suitability is the Juventus Procurement Portal which Juventus has developed and owns.

In the qualification process, in order to be able to proceed with a purchase from a supplier, all Juventus suppliers must view and accept:

- Code of Ethics;
- Juventus general terms and conditions of supply;
- General conditions for using the portal;
- Juventus health and safety policy;
- Privacy Policy;
- Model 231.

Juventus has also chosen to make certain criteria mandatory in terms of sustainability, such as the presence of relevant policies or regulations, certifications and standards adopted, the Sustainability Report, the Code of Ethics, social and environmental assessments and audits.

In order to be able to properly interact with them, Juventus felt it was important to have a ‘bilingual’ portal with information in both Italian and English.

Furthermore, when selecting and confirming suppliers for the Allianz Stadium, the Club continues to take into consideration their ability to collect, sort and dispose of the waste they produce.

There are 1,435 total suppliers in the 2023/2024 season, of which:

- 1,175 national;
- 260 international.

TABLE 32 • SUPPLIER DETAIL, ORIGIN

SEASON	TURIN AND PROVINCE <sup>32</sup>	ITALY
2023/2024	29.51%	88.54%
2022/2023	26.7%	92.21%



<sup>32</sup> According to the requirements of GRI 204-1, Juventus FC defines 'local suppliers' as those with operational headquarters in Turin and its province, as this geographical area represents the community surrounding the Club's headquarters. The percentage reported in the column 'Turin and Province' refers to suppliers whose main activity is within this area, in line with the GRI definition of 'local'. The 'Italy' column instead includes suppliers based in other regions of Italy.

# METHODOLOGICAL NOTE







# METHODOLOGICAL NOTE

GRI	Description
2-1	Organisational details
2-2	Entities included in the organisation's sustainability reporting
2-3	Reporting period, frequency and contact point
2-4	Restatements of information
2-5	External assurance
2-14	Role of the highest governance body in sustainability reporting

## OBJECTIVE OF THE DOCUMENT

The individual 2023/2024 Non-Financial Statement of Juventus Football Club S.p.A. (hereinafter also referred to in short as Statement or Report) also takes the form of an individual statement of a non-financial nature (Non-Financial Statement), pursuant to Italian Legislative Decree 254/2016.<sup>33</sup> It is the tool through which the Club reports on its (environmental and social) sustainability initiatives and performance, maximising transparency in its communication to its stakeholders and reporting the main information on the challenges the Club faces in its daily life.

## REPORTING STANDARDS AND DOCUMENT DRAFTING PROCESS

This Non-Financial Statement is prepared in accordance with the 'GRI Sustainability Reporting Standards' published in 2021 by the Global Reporting Initiative (GRI) under the 'in accordance' option. The GRI Content Index is provided at the end of the document to give full evidence of the coverage of GRI indicators associated with Juventus. Juventus has decided not to make use of the exemption provided for by Article 6, paragraph 2, letter b) of Italian Legislative Decree 254/2016 (the 'Decree') and to prepare its Non-Financial Statement in accordance with this Decree in order to ensure an appropriate and effective level of communication and transparency to the market and its stakeholders.

The document has been drawn up to the extent necessary to ensure an understanding of the company's activities, its performance, results and impact on the issues deemed relevant and established in Article 3 of Italian Legislative Decree 254/2016. Furthermore, pursuant to Article 5 of the same Decree, this document constitutes a separate report for the purpose of the '*Individual non-financial statement*' wording required by current legislation.

The non-financial reporting presented reflects the principle of materiality or relevance, an element established by relevant regulations and characterising the GRI Standards: the materiality analysis process is described in the section '*ESG Strategy and Material Topics*'.

The process of drafting the Juventus Individual Non-Financial Statement was developed with the participation and involvement of all the Club's departments and structures in a transversal manner in order to carry out the following activities:

- Identification of the reporting scope of financial and non-financial information included in the Report;
- Setting up and updating of the materiality analysis and stakeholder engagement initiatives;
- Implementation of the qualitative and quantitative reporting data collection phase and involvement of the corporate departments responsible for collecting this information;
- Data consolidation activities and preparation of the draft Individual Non-Financial Statement;
- Approval of the Non-Financial Statement by the Board of Directors on 27/09/2024;
- Issuance, by the appointed independent company, of any audit reports on the information reported.

<sup>33</sup> It should be noted that Italian Legislative Decree 254/2016 was repealed by Italian Legislative Decree 125/2024, which, however, will apply to corporate sustainability reporting from the financial year beginning 1 July 2024.

References to the GRI Standards used are given both within the Individual Non-Financial Statement and in the GRI Content Index.

The annual process of drafting the Individual Non-Financial Statement is coordinated by the Sustainability Function of the People, Culture and Sustainability Office.

This document is divided into three chapters, each referring to an ESG (Environmental, Social and Governance) dimension. They are preceded by an introductory chapter on the Club's ESG Strategy.

It should also be noted that in the light of the recent 'regulatory changes' concerning the drafting of sustainability reporting and, in particular, the transition from the current Non-Financial Reporting Directive (NFRD) to the Corporate Sustainability Reporting Directive (CSRD), Juventus is already preparing a compliance plan that will enable it to be ready for the next football season.

## REPORTING SCOPE AND PERIOD

The data and information stated in this *Non-Financial Statement* concern Juventus Football Club S.p.A., a professional football club listed on the Stock Exchange, with registered office in Turin at Via Druento, 175.

The company's core business is participation in national and international competitions and the organisation of matches. The company's main sources of revenues stem from the worldwide economic exploitation of sports events, of the Juventus brand and of the image of the First Teams, among which the most significant are the licensing of television and media rights, sponsorship and the selling of advertising space.

The Club's sustainability reporting process is renewed every year and the data presented in this Non-Financial Statement refer to the financial year ending 30 June 2024 and the 2023/2024 football championship.

In order to ensure a comparison of the information reported, and also in order to comply with the principle of comparability required by the GRI Standards, unless otherwise indicated, the quantitative data in this document refer to the 2022/2023 and 2023/2024 sports seasons.

As in the last three editions of the Sustainability Report, quantitative data on J|Medical (a company not wholly owned by the Club) are not included in the scope of this Non-Financial Statement, with the exception of energy consumption.

Quantitative data on J|Hotel and the Hong Kong branch are also outside the reporting scope of this statement, with the exception of data on the total workforce.

Further exceptions to the criteria identified above, as well as restatements of quantitative data, made as a result of a constant improvement in reporting procedures, are noted in the individual sections of the document.

The information already described in previous Reports is not included in this document. Where appropriate, reference should therefore be made to previous editions of the *Non-Financial Statement* available on the Juventus website in the Sustainability section and to the following documents (available at [www.juventus.it](http://www.juventus.it)): Financial Report as at 30 June 2024; Code of Ethics; Annual Report on Corporate Governance 2023/2024; Organisation, Management and Control Model pursuant to Italian Legislative Decree 231/2001; Procedure for related party transactions.

This Statement has been subjected to a limited assurance engagement in accordance with the criteria set forth in ISAE 3000 Revised, carried out by *Deloitte & Touche S.p.A.* The audit was carried out according to the procedures outlined in the 'Independent Auditor's Report' included herein.

This audit includes compliance with the requirements of Italian Legislative Decree 254/2016 and the GRI Standards. Other possible reporting standards and the assessment of eligible and aligned activities as per EU Delegated Regulation 2021/2139 of 4 June 2021 (EU Taxonomy) are not included in the audit.

For questions and comments on this document, please contact Juventus at the following address: [sustainability@juventus.com](mailto:sustainability@juventus.com).

# GRI CONTENT INDEX

The following table lists the GRI Standards indicators reported in this Non-Financial Statement.

A reference to the page number of this document or, where the data/information is not contained in the body of the text, the quantification and/or description of the indicator is given under each GRI indicator.

TABLE 29 • GRI CONTENT INDEX

<b>DECLARATION OF USE</b>	Juventus FC has reported in accordance with the GRI Standards for the period 1 July 2023 - 30 June 2024
<b>GRI 1 USED</b>	GRI 1: Fundamental Principles version 2021
<b>GRI SECTOR STANDARDS</b>	n.a.

GRI STANDARD	Disclosure	Page no. / Link	Notes/Reasons for omission
<b>GRI 2: GENERAL DISCLOSURES 2021</b>			
<b>ORGANISATION AND ITS REPORTING PRACTICES</b>			
2-1	Organisational details	pages 88 > 89	-
2-2	Entities included in the organisation's sustainability reporting	pages 88 > 89	-
2-3	Reporting period, frequency and contact point	pages 88 > 89	-
2-4	Restatements of information	pages 88 > 89	-
2-5	External assurance	pages 88 > 89	-
<b>ACTIVITIES AND WORKERS</b>			
2-6	Activities, value chain and other business relationships	pages. 84 > 85	-
2-7	Employees	pages 52 > 54	-
2-8	Workers who are not employees	page 54	-
<b>GOVERNANCE</b>			
2-9	Governance structure and composition	pages 73 > 76 Reference is also made to the Annual Corporate Governance Report as of June 30, 2024	-
2-10	Nomination and selection of the highest governance body	Reference is also made to the Annual Corporate Governance Report as of June 30, 2024	-
2-11	Chair of the highest governance body	pages 73 > 76 Reference is also made to the Annual Corporate Governance Report as of June 30, 2024	-
2-12	Role of the highest governance body in overseeing the management of impacts	pages 73 > 74	-
2-13	Delegation of responsibility for managing impacts	page 74	-
2-14	Role of the highest governance body in sustainability reporting	pages 88 > 89	-
2-15	Conflicts of Interest	Refer to page 4 of the Code of Ethics	-
2-16	Communication of critical concerns	pages 77 > 81	-
2-17	Collective knowledge of the highest governance body	Ref. is made to the respective curricula vitae available on the Company's website	-
2-18	Evaluation of the performance of the highest governance body	Reference is made to the Annual Remuneration Report as of June 30, 2024	-
2-19	Remuneration policies	Reference is made to the Annual Remuneration Report as of June 30, 2024	-
2-20	Process to determine remuneration	Reference is made to the Annual Remuneration Report as of June 30, 2024	-
2-21	Annual total compensation ratio	-	During the reporting period, it was not possible to collect data on the annual total compensation ratio for confidentiality reasons. Juventus undertakes to collect this data for future reporting.



GRI STANDARD	Disclosure	Page no. / Link	Notes/Reasons for omission
<b>STRATEGY, POLICIES AND PRACTICES</b>			
2-22	Statement on sustainable development strategy	pages 8 > 9	-
2-23	Policy commitments	page 73	-
2-24	Embedding policy commitments	page 73; p. 77	-
2-25	Processes to remediate negative impacts	pages 78 > 81	-
2-26	Mechanisms for seeking advice and raising concerns	pages 77 > 78	-
2-27	Compliance with laws and regulations	pages 82 > 84 For more information on the ongoing proceedings and disputes related to the 2023/2024 fiscal year, please refer to the Annual Financial Report as of June 30, 2024	-
2-28	Membership associations	pages 6 > 7	-
<b>STAKEHOLDER ENGAGEMENT</b>			
2-29	Approach to stakeholder engagement	pages 16 > 17	-
2-30	Collective bargaining agreements	page 52	-
<b>GRI 3: MATERIAL TOPICS VERSION 2021</b>			
3-1	Process to determine material topics	pages 10 > 15	-
3-2	List of material topics	pages 10 > 15	-
3-3	Management of material topics	pages 10 > 15	-
<b>(EMISSIONS IN THE CORNER) ENERGY EFFICIENCY, ENVIRONMENTAL PERFORMANCE OF THE STADIUM</b>			
302-1	Energy consumption within the organisation	pages 24 > 25	-
<b>(EMISSIONS IN THE CORNER) CLIMATE CHANGE AND ATMOSPHERIC EMISSIONS , SUSTAINABLE MOBILITY</b>			
305-1	Direct (Scope 1) GHG emissions	page 23	-
305-2	Energy indirect (Scope 2) GHG emissions	page 23	-
<b>(ASSIST TO CIRCULARITY) CIRCULAR ECONOMY AND WASTE MANAGEMENT</b>			
306-1	Waste generation and significant waste-related impacts	pages 25 > 26	-
306-2	Management of significant waste-related impacts	pages 25 > 26	-
306-3	Waste generated	pages 25 > 26	-
<b>(ASSIST TO CIRCULARITY) RESPONSIBLE USE OF WATER RESOURCES</b>			
303-1	Interactions with water as a shared resource	pages 25 > 26	-
303-2	Management of water discharge-related impacts	pages 25 > 26	-
303-3	Water withdrawal	pages 25 > 26	-
<b>(PEOPLE FIRST) HUMAN CAPITAL MANAGEMENT</b>			
401-1	New employee hires and employee turnover	pages 59 > 61	-
404-1	Average hours of training per year per employee	pages 55 v 58	-
401-3	Parental leave	page 54	-
<b>(PEOPLE FIRST) HEALTH AND SAFETY</b>			
403-2	Hazard identification, risk assessment and incident investigation	pages 68 > 69	-
403-9	Work-related injuries	pages 68 > 69	-
<b>(PEOPLE FIRST) DIVERSITY AND INCLUSION; (FAN CENTRALITY) DIVERSITY AND INCLUSION</b>			
405-1	Diversity of governance bodies and employees	pages 52 > 54; page 76	-
<b>(SUSTAINABLE GLOCAL CLUB) SUPPORTING THE LOCAL COMMUNITY</b>			
204-1	Proportion of spending on local suppliers	pages 84 > 85	-
<b>(SUSTAINABLE LEADERSHIP) SUSTAINABLE GOVERNANCE, ESG COMPLIANCE, ETHICS AND INTEGRITY</b>			
205-2	Communication and training on anti-corruption policies and procedures	pages 55 > 58; pages 82 > 84	-
205-3	Confirmed incidents of corruption and actions taken	pages 82 > 84	-
<b>(SUSTAINABLE LEADERSHIP) HUMAN RIGHTS</b>			
406-1	Incidents of discrimination and corrective actions taken	pages 82 > 84	-

**INDEPENDENT**  
**AUDITORS'**  
**REPORT**

**INDEPENDENT AUDITOR'S REPORT  
ON THE NON-FINANCIAL STATEMENT PURSUANT TO ARTICLE 3,  
PARAGRAPH 10 OF LEGISLATIVE DECREE No. 254 OF DECEMBER 30, 2016 AND  
ART.5 OF CONSOB REGULATION N. 20267/2018**

**To the Board of Directors of  
Juventus Football Club S.p.A.**

Pursuant to article 3, paragraph 10, of the Legislative Decree no. 254 of December 30, 2016 (hereinafter the "Decree") and to article 5 of the CONSOB Regulation n. 20267, we have carried out a limited assurance engagement on the Non-Financial Statement of Juventus Football Club S.p.A. (hereinafter the "Company") as of June 30, 2024 prepared in accordance with art.3 of the Decree, and approved by the Board of Directors on September 27, 2024 (hereinafter the "NFS").

Our limited assurance engagement does not extend to the information required by art. 8 of the European Regulation 2020/852 included in the section titled "Environmental policy: Emissions in the corner and assist to circularity".

**Responsibility of the Directors and the Board of Statutory Auditors for the NFS**

The Directors are responsible for the preparation of the NFS in accordance with articles 3 of the Decree and the "Global Reporting Initiative Sustainability Reporting Standards", established by GRI – Global reporting Initiative ("GRI Standards"), which they have identified as reporting framework.

The Directors are also responsible, within the terms established by law, for such internal control as they determine is necessary to enable the preparation of NFS that is free from material misstatement, whether due to fraud or error.

The Directors are moreover responsible for defining the contents of the NFS, within the topics specified in article 3, paragraph 1, of the Decree, taking into account the activities and characteristics of the Company, and to the extent necessary in order to ensure the understanding of the Company's activities, its trends, performance and the related impacts.

Finally, the Directors are responsible for defining the business management model and the organisation of the Company's activities as well as, with reference to the topics detected and reported in the NFS, for the policies pursued by the Company and for identifying and managing the risks generated or undertaken by the Company.

The Board of Statutory Auditors is responsible for overseeing, within the terms established by law, the compliance with the provisions set out in the Decree.

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

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## Auditor's Independence and quality control

We have complied with the independence and other ethical requirements of the *Code of Ethics for Professional Accountants* issued by the *International Ethics Standards Board for Accountants*, which is founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behaviour. Our auditing firm applies *International Standard on Quality Control 1 (ISQC Italia 1)* and, accordingly, maintains a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

## Auditor's responsibility

Our responsibility is to express our conclusion based on the procedures performed about the compliance of the NFS with the Decree and the GRI Standards. We conducted our work in accordance with the criteria established in the "*International Standard on Assurance Engagements ISAE 3000 (Revised) – Assurance Engagements Other than Audits or Reviews of Historical Financial Information*" (hereinafter "*ISAE 3000 Revised*"), issued by the *International Auditing and Assurance Standards Board* (IAASB) for limited assurance engagements. The standard requires that we plan and perform the engagement to obtain limited assurance whether the NFS is free from material misstatement. Therefore, the procedures performed in a limited assurance engagement are less than those performed in a reasonable assurance engagement in accordance with ISAE 3000 Revised, and, therefore, do not enable us to obtain assurance that we would become aware of all significant matters and events that might be identified in a reasonable assurance engagement.

The procedures performed on NFS are based on our professional judgement and included inquiries, primarily with company personnel responsible for the preparation of information included in the NFS, analysis of documents, recalculations and other procedures aimed to obtain evidence as appropriate.

Specifically, we carried out the following procedures:

1. analysis of relevant topics with reference to the Company's activities and characteristics disclosed in the NFS, in order to assess the reasonableness of the selection process in place in light of the provisions of art.3 of the Decree and taking into account the adopted reporting standard;
2. understanding of the following matters:
  - business management model of the Company's activities, with reference to the management of the topics specified by article 3 of the Decree;
  - policies adopted by the Company in connection with the topics specified by article 3 of the Decree, achieved results and related fundamental performance indicators;
  - main risks, generated and/or undertaken, in connection with the topics specified by article 3 of the Decree.

Moreover, with reference to these matters, we carried out a comparison with the information contained in the NFS and the verifications described in the subsequent point 3, letter a) of this report.



3. understanding of the processes underlying the origination, recording and management of qualitative and quantitative material information included in the NFS.

In particular, we carried out interviews and discussions with the management of Juventus Football Club S.p.A. and we carried out limited documentary verifications, in order to gather information about the processes and procedures which support the collection, aggregation, elaboration and transmittal of non-financial data and information to the department responsible for the preparation of the NFS.

In addition, for material information, taking into consideration the Company's activities and characteristics:

- at the Company's level:
  - a) with regards to qualitative information included in the NFS, and specifically with reference to the business management model, policies applied and main risks, we carried out interviews and gathered supporting documentation in order to verify its consistency with the available evidence;
  - b) with regards to quantitative information, we carried out both analytical procedures and limited verifications in order to ensure, on a sample basis, the correct aggregation of data.
- for the following divisions and sites, JTC Continassa, JTC Vinovo, all structures of the stadium complex and the Juventus Stores which we selected based on their activities, their contribution to the performance indicators and their location, we carried out remote visits, during which we have met their management and have gathered supporting documentation with reference to the correct application of procedures and calculation methods used for the indicators.

### Conclusion

Based on the work performed, nothing has come to our attention that causes us to believe that the NFS of Juventus Football Club S.p.A. as of June 30, 2024 is not prepared, in all material aspects, in accordance with article 3 of the Decree and selected "GRI Standards".

Our conclusion on the NFS does not extend to the information required by art. 8 of the European Regulation 2020/852 included in the section titled "Environmental policy: Emissions in the corner and assist to circularity".

DELOITTE & TOUCHE S.p.A.

Signed by  
**Giorgio Barbieri**  
Partner

Turin, Italy  
October 15, 2024

*This report has been translated into the English language solely for the convenience of international readers.*

# INFORMATION FOR SHAREHOLDERS, INVESTORS AND THE PRESS

## RELATIONS WITH INSTITUTIONAL INVESTORS AND FINANCIAL ANALYSTS

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## PRESS OFFICE

pressoffice@juventus.com

## JUVENTUS FOOTBALL CLUB S.P.A.

Via Druento 175, 10151 Turin  
www.juventus.com

This document contains a true translation in English of the report in Italian "Dichiarazione non Finanziaria 2023/2024".

However, for information about Juventus Football Club S.p.A. reference should be made exclusively to the original report in Italian.

The Italian version shall prevail upon the English version.

## GRAPHIC DESIGN AND ART DIRECTION

Juventus Football Club S.p.A.