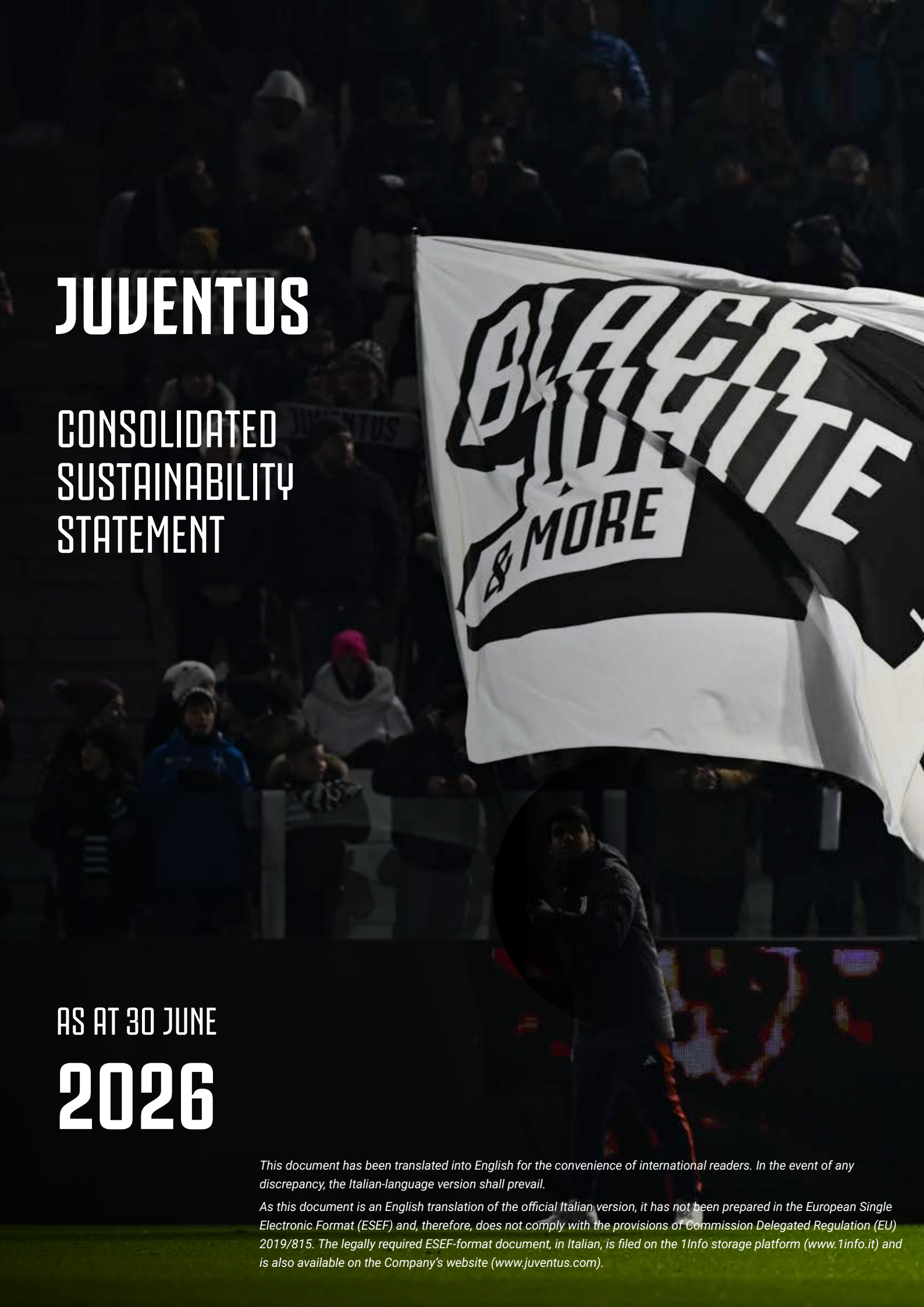


JUVENTUS

CONSOLIDATED SUSTAINABILITY STATEMENT

AS AT 30 JUNE

2026

This document has been translated into English for the convenience of international readers. In the event of any discrepancy, the Italian-language version shall prevail.

As this document is an English translation of the official Italian version, it has not been prepared in the European Single Electronic Format (ESEF) and, therefore, does not comply with the provisions of Commission Delegated Regulation (EU) 2019/815. The legally required ESEF-format document, in Italian, is filed on the 1Info storage platform (www.1info.it) and is also available on the Company's website (www.juventus.com).

JUVENTUS

CONSOLIDATED SUSTAINABILITY STATEMENT

AS AT 30 JUNE

2026

REGISTERED OFFICE

Via Druento 175, 10151 Turin
Contact Center 011 45 30 486

FULLY PAID-UP SHARE CAPITAL

€ 16,731,359.80

REGISTERED IN THE COMPANIES REGISTER

Under no. 00470470014 - Economic and Admin. Index no. 394963

CONTENTS

CONSOLIDATED SUSTAINABILITY STATEMENT

GENERAL DISCLOSURES **(P. 11)**

EUROPEAN TAXONOMY **(P. 60)**

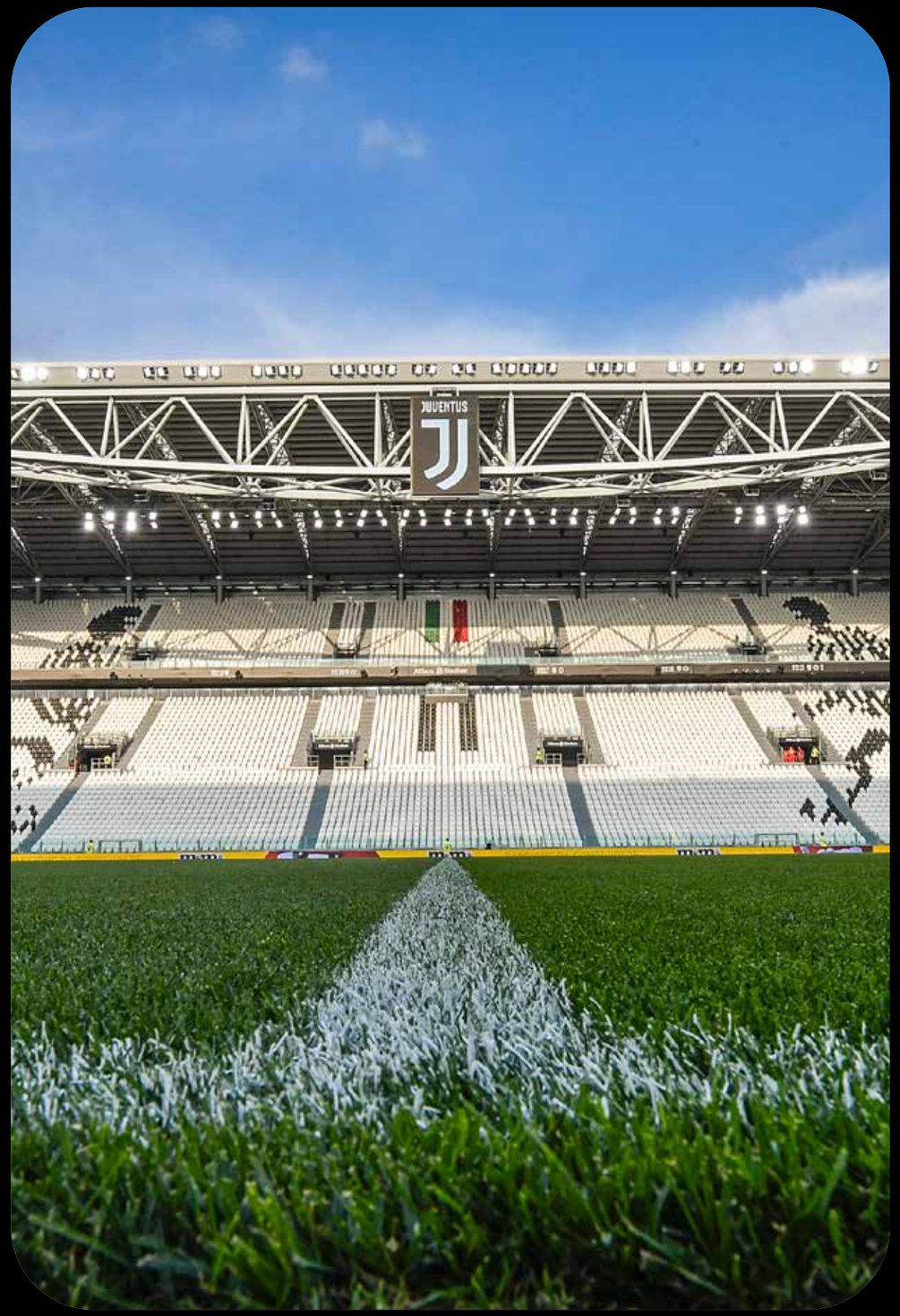
ENVIRONMENTAL INFORMATION **(P. 69)**

SOCIAL INFORMATION **(P. 101)**

GOVERNANCE INFORMATION **(P. 217)**

CERTIFICATION OF THE SUSTAINABILITY REPORTING PURSUANT TO ART. 81 - *TER* OF CONSOB REGULATION NO. 11971 OF 14 MAY 1999 AS SUBSEQUENTLY AMENDED AND INTEGRATED **(P. 226)**

INDEPENDENT AUDITORS' REPORT **(P. 227)**



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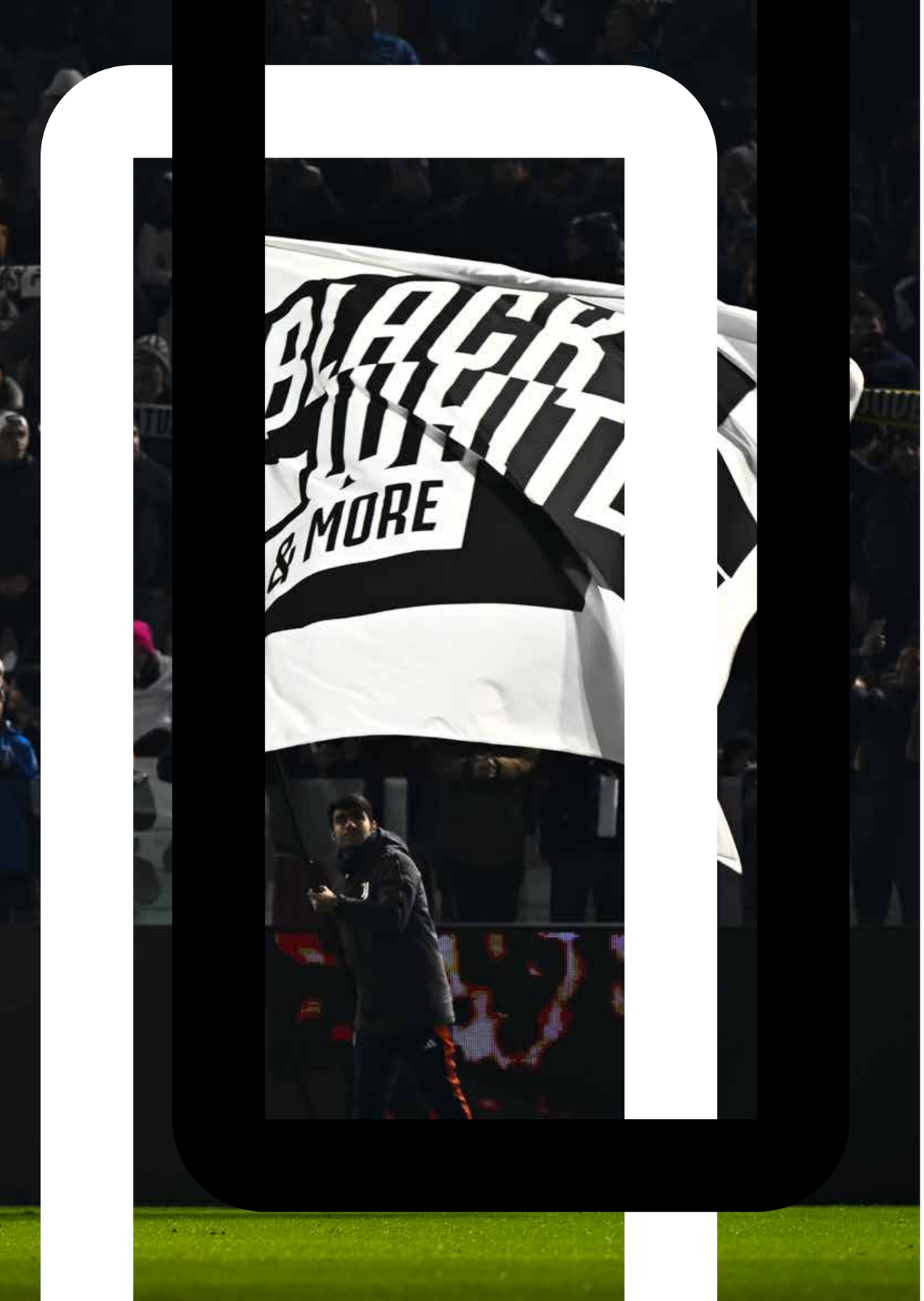
CONSOLIDATED SUSTAINABILITY STATEMENT



GENERAL DISCLOSURES

This consolidated sustainability statement (hereinafter also “Consolidated Sustainability Statement”) is published by Juventus Football Club S.p.A. (hereinafter “Juventus” or “Club” or the “Company”) pursuant to Italian Legislative Decree 125 of 6 September 2024 (implementing Directive 2022/2464/EU relating to corporate sustainability reporting (Corporate Sustainability Reporting Directive - CSRD) and has been drawn up according to the internal procedure which ensures the traceability, governance and quality of the sustainability disclosure. For details on the procedure, roles and governance of the reporting, please refer to the dedicated sections of this document.

THIS CONSOLIDATED SUSTAINABILITY STATEMENT IS SUBJECT TO COMPLIANCE CERTIFICATION BY DELOITTE & TOUCHE S.P.A,

which was appointed by the Shareholders’ Meeting (“Shareholders’ Meeting”) of 15 October 2020.

REPORTING PERIOD

2025 – 2026 Financial Year (1 July 2025 to 30 June 2026).

REPORTING SCOPE

JUVENTUS’ INTEGRATED REPORTING PROVIDES A SYSTEMIC APPROACH BETWEEN STRATEGY, GOVERNANCE, CORE ACTIVITIES, FINANCIAL PERFORMANCE AND INTERACTIONS WITH THE SOCIAL, ENVIRONMENTAL AND ECONOMIC CONTEXT.

Integrating the Consolidated Sustainability Statement and the Annual Financial Statements have a strategic meaning for the Club, as well as a meaning of compliance being a legal obligation, which consists in being able to explain in a consistent, rigorous and at the same time engaging way why sustainability is important for Juventus. The annual report, approved by the Board of Directors on 29 September 2026, in fact consists of the Management Report (supplemented with both financial disclosure and the Consolidated Sustainability Statement, which also includes the disclosure on the Taxonomy of the European Union as required by the new EU Regulation 2020/852), the Consolidated Financial Statements ("Consolidated Financial Statements") and the draft Financial Statements ("Financial Statements") of Juventus. For this reason, the scope of the information and data contained in the Consolidated Sustainability Statement is composed of the Companies consolidated on a line-by-line basis within the Consolidated Financial Statements of Juventus (the "Group" or the "Juventus Group"). During the 2025/2026 financial year, Juventus completed the purchase of the J Hotel, which consequently is included in scope of the Group's assets. This Consolidated Sustainability Statement covers the Club's upstream and downstream value chain, which was considered in the materiality assessment to identify material impacts, risks and opportunities ("IROs"). In addition, policies, actions and targets extend to the value chain whenever possible. For more information, please refer to the detail sections in the document.

TIME HORIZONS

Unless otherwise specified in the relevant section, the time horizons used in this document are: (i) Short-term: within 1 year; (ii) Medium-term: within 3 years; (iii) Long-term: longer than 3 years. Time horizons were defined by considering the business strategy, assessing IROs, constantly providing a consistent representation of future prospects.

METRICS SUBJECT TO HIGH LEVEL OF UNCERTAINTY

It should be noted that in some cases the figures could show rounding due to the representation in thousands/million. In addition, it is specified that the quantitative metrics of Scope 3 greenhouse gas emissions and the amount of water collected and stored, referring to metrics E1-6 and E3-5, are based on estimates and proxies subject to a high level of uncertainty.

With reference to the quantification of Scope 3 emissions, input data was used for the calculation: primary data (category 1 "Purchased goods and services", category 3 "Extraction of fuel and energy", category 6 "Business travel" and category 15 "Investments") and proxies calculated starting from a sample of primary data (category 4 "Upstream transportation and distribution", category 5 "Production scraps and waste", category 7 "Personnel commuting", category 11 "Utilisation and use of the service/product"). There is no quantitative input data based on indirect sources. With reference to data on the quantity of water stored (ref. E3-5), these were estimated on the basis of the capacity of the collection tank (and the artificial pond) and the water consumption from them.

To improve the accuracy of these metrics, the Club plans to implement actions aimed at collecting primary data directly from suppliers, updating calculation methodologies with more advanced models and developing monitoring and traceability systems to reduce dependence on indirect estimates. This approach aims to ensure greater transparency and reliability of the information reported, in compliance with regulatory requirements.

THIS APPROACH AIMS TO ENSURE GREATER TRANSPARENCY AND RELIABILITY OF THE INFORMATION REPORTED, IN COMPLIANCE WITH REGULATORY REQUIREMENTS.

[1] As reported in the "Scope of consolidation" section of Note 5 – Significant accounting standards of the Consolidated Financial Statements, the scope of consolidation includes the parent company Juventus and the subsidiary (100%) B&W Nest S.r.l. (B&W Nest), the company that manages the J Hotel.

MODIFICATIONS IN THE REPORTING AND PRESENTATION OF THE INFORMATION AND REPORTING ERRORS IN PRIOR PERIODS

THIS DOCUMENT HAS BEEN PREPARED FOR THE SECOND TIME IN ACCORDANCE WITH EUROPEAN ESRS REPORTING STANDARDS.

It should be noted that changes and percentage ratios are calculated on precise data.
Any changes and significant information on the reported data are duly reported in the reporting.

DISCLOSURES STEMMING FROM OTHER LEGISLATION OR GENERALLY ACCEPTED SUSTAINABILITY REPORTING PRONOUNCEMENTS

This Consolidated Sustainability Statement does not include additional information deriving from applicable legislation, except for the information referred to in Regulation (EU) 2020/852 of the European Parliament included in the paragraph "The European Taxonomy".

PPolicy and/or positioning	*Topic chapters*
Policy and other documents	
Environmental policy	E1 Climate change E3 Water and marine resources E5 Resource use and circular economy
Sustainable event management policy	E1 Climate change E5 Resource use and circular economy
Code of Ethics	E1 Climate change G1 Governance
People First Policy	S1 Own workforce S4 Consumers and end-users (relationship with fans)
Recruitment & Onboarding Policy	S1 Own workforce
Remuneration Policy	GOV 3 Integration of sustainability-related performance in incentive schemes S1 Own workforce
External Communication Guidelines	S1 Own workforce
Social Media Guidelines	S1 Own workforce
Health and Safety Policy	S1 Own workforce
Medical Sector Quality Policy	S1 Own workforce
Safeguarding Policy	S1 Own workforce S3 Affected communities G1 Governance
Procedure for the "Management and disclosure of inside and material information"	S3 Affected communities
Procedure for the "Management of transactions with related parties"	S3 Affected communities
Privacy Policy	S4 Consumers and end-users (relationship with fans)
Organisation, Management and Control Model pursuant to Italian Legislative Decree 231/01	G1 Governance
Prevention Model	G1 Governance
"Whistleblowing Management" Procedure	G1 Governance
Data Protection	G1 Governance

GOVERNANCE AND STRATEGY MODEL

Juventus is aware of the importance of an **effective corporate governance system** to achieve strategic objectives and create sustainable value.

THE CLUB MAINTAINS ITS GOVERNANCE SYSTEM CONSISTENTLY IN LINE WITH NATIONAL AND INTERNATIONAL BEST PRACTICES, ENSURING EFFECTIVENESS, EFFICIENCY AND TRANSPARENCY IN ALL OPERATIONS.

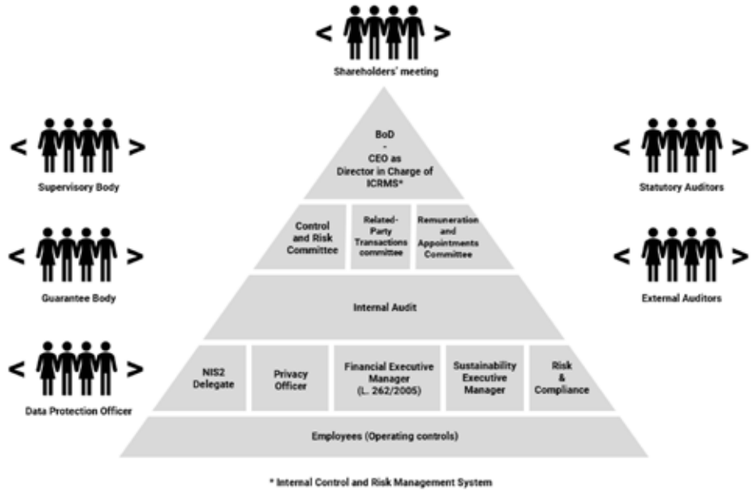
For a structural description of the governance bodies, please refer to section GOV-1.



GOV-1 – THE ROLE OF THE ADMINISTRATIVE, MANAGEMENT AND SUPERVISORY BODIES

The corporate governance system of Juventus, comprising rules and methodologies for planning, management and control, which are necessary for the Company's functioning, was defined by the Board of Directors in compliance with regulations applicable to the Company as a listed issuer, and as a signatory to the Corporate Governance Code and the national and international best practices with which the Company deals.

The Company adopts a **traditional management and control system** that provides for a division of competences between **the Shareholders' Meeting, the Board of Directors and the Board of Statutory Auditors**. The Board appointed by the Shareholders' Meeting on 7 November 2025 , by means of resolution dated 11 November 2025, set up three internal committees to advise and make proposals to the Board itself: the Control and Risk Committee (to which, since a specific sustainability committee has not been established, specific responsibilities on sustainability issues are also assigned, following the update of the relevant regulations approved on 23 February 2026), the Remuneration and Appointments Committee and the Related-Party Transactions Committee, the latter newly established.



BOARD OF DIRECTORS

Pursuant to Article 17 of the By-Laws, the Board of Directors is vested with the **broadest powers for ordinary and extraordinary management**. It thus has the power to take all the measures considered necessary and appropriate to achieve the Company purposes with no exceptions, save for only the actions reserved to the Shareholders' Meeting according to the law.

In addition, in addition to issuing non-convertible bonds, the Board of Directors is also responsible for taking resolutions concerning all transactions permitted by Article 2365, paragraph 2 of the Italian Civil Code, and their splitting according to the provisions of the law.

In particular, pursuant to the By-Laws, management is entrusted to a Board of Directors composed of **a number of members that may vary from three to fifteen**, according to the determination of the Shareholders' Meeting. The appointment is made, pursuant to the law and the by-laws, based on a list voting mechanism.

The Board of Directors in office at the end of the financial year (i.e., 30 June 2026) was appointed by the Shareholders' Meeting on 7 November 2025. In this context, two lists were presented: List 1, filed by the majority shareholder EXOR N.V., holder of an equity investment of approximately 65.4% in the share capital (and 78.9% of the voting rights) at the time of filing, and List 2, filed by the shareholder Tether Investments S.A. de C.V., holder of an equity investment of approximately 11.5% in the share capital (and 7.0% of the voting rights) at the time of filing. List 1 obtained favourable votes for 92.0% of the total voting rights represented at the Shareholders' Meeting and List 2 favourable votes for 8.0% of the total voting rights represented at the Shareholders' Meeting; therefore, in accordance with the provisions of the By-laws, eight directors were drawn from List 1 and one director from List 2.

In particular, the Shareholders' Meeting of 7 November 2025:

- set the number of Directors at nine;
- established the term of office as three financial years, expiring on the date of the Shareholders' Meeting convened to approve the Financial Statements as at 30 June 2028;
- appointed the following individuals to the Board of Directors: Antonio Belloni, Gianluca Ferrero, Guido de Boer, Damien Comolli, Laura Cappiello, Fioranna Vittoria Negri, Kerstin Andrea Lutz and Diva Moriani, drawn from the slate submitted by EXOR N.V., and Francesco Garino, drawn from the slate submitted by Tether Investments S.A. de C.V., and determined their fee.
- appointed Gianluca Ferrero as Chairperson of the Board of Directors.

On 11 November 2025, the Board of Directors appointed Damien Comolli as Chief Executive Officer.

Subsequently, **on 12 June 2026,** following the resignation of Damien Comolli from the office of Director and Chief Executive Officer of the Company, having verified the existence of the legal and statutory requirements and having acquired the opinions of the Company's Remuneration and Appointments Committee, with the approval of the Board of Statutory Auditors, the Board of Directors resolved to co-opt, as Director, **Giovanni Roberto Carnevali,** appointing him as **Chief Executive Officer** and also granting him the office of **General Manager of the Company,** assigning him powers and functions essentially in continuity with the previous set-up. Pursuant to the law, the next Shareholders' Meeting will be called to adopt the resolutions resulting from the co-optation. Lastly, on 25 June 2026, the Board of Directors acknowledged the resignation of Director Kerstin Andrea Lutz. Following the end of the financial year, on 25 August 2026, the Board of Directors resolved to co-opt a non-executive and independent director, Marina Storti, to replace the outgoing director. Pursuant to the law, the next Shareholders' Meeting will be called to adopt the resolutions resulting from the co-optation. The Board is therefore composed of executive and non-executive Directors, all with the professional skills and expertise appropriate to the tasks assigned to them; the number and skills of non-executive Directors are such as to ensure that they have a significant weight in the adoption of board resolutions and to guarantee effective management monitoring. At the financial year-end date, the independent directors – Antonio Belloni, Laura Cappiello, Francesco Garino, Diva Moriani and Fioranna Vittoria Negri – totalled five, representing 62.5% of the members of the Board of Directors in office at that date; as previously mentioned, they were joined, until her resignation on 25 June 2026, by the independent director Kerstin Andrea Lutz. As a result of the co-optation of Marina Storti, as at 25 August 2026, the Board of Directors was made up of nine members and there were six independent Directors, equal to 66.7% of the members.

In addition, five directors belong to the age group 55-65 years and three to the age group over 65 years.

Board of Directors as at 30 June 2026:

Role [GR1.1]	*Name [FF2.1]*	*Date of first appointment*	*In office until*	*Meetings*
Chairperson	Gianluca Ferrero	2023	Approval of Financial Statements as at 30/6/28	11/11
Chief Executive Officer and General Manager	Giovanni Carnevali	2026	Next Shareholders' Meeting	1/1
Director	Laura Cappiello	2023	Approval of Financial Statements as at 30/6/28	11/11
Director	Fioranna Vittoria Negri	2023	Approval of Financial Statements as at 30/6/28	11/11
Director	Guido de Boer	2025	Approval of Financial Statements as at 30/6/28	7/7
Director Lead Independent Director	Antonio Belloni	2025	Approval of Financial Statements as at 30/6/28	7/7
Director	Diva Moriani	2025	Approval of Financial Statements as at 30/6/28	7/7
Director	Francesco Garino	2025	Approval of Financial Statements as at 30/6/28	7/7
In addition, effective from 25 August 2026:				
Director	Marina Storti[2]	2026	Next Shareholders' Meeting	1/1

[2] Co-opted on 25 August 2026 to replace the resigning board member, Andrea Kerstin Lutz.

COMPETENCES OF THE BOARD OF DIRECTORS

All members of the Board of Directors have **knowledge of corporate ethics and corporate governance**. In addition, three independent directors are part of the **Control and Risk Committee, with responsibility also regarding ESG,** and are supported, in the performance of their functions, by the **People, Culture & ESG Department** as well as by external consultants, if necessary.

Juventus has also implemented an articulated and structured materiality analysis process, whose underlying assessment methodology was developed **in line with that used in the Company's Enterprise Risk Management Model ("ERM")**, as described in section SBM-2 Disclosure Requirement – "Interests and views of stakeholders".

For this reason, during the year, an examination of the regulatory changes relating to the Consolidated Sustainability Statement and the double materiality process was provided to the Board of Directors and the Board of Statutory Auditors, via the Control and Risk Committee, within the sphere of which the list of material IROs identified through this process was analysed.

BOARD OF STATUTORY AUDITORS

Pursuant to the By-Laws, the **Board of Statutory Auditors** is made up of three Statutory Auditors and two Alternate Auditors; **it monitors compliance with the law and the By-Laws as well as with principles of correct management.** It also verifies the adequacy of the Company's organisational structure for aspects relating to the internal control system and administrative and accounting system, in addition to the reliability of the latter in correctly reporting company operations.

The Board of Statutory Auditors carries out also the functions assigned by applicable regulations to the Internal Control and Auditing Committee, established by Italian Legislative Decree no. 39 of 27 January 2010. In this role, the Board of Statutory Auditors oversees: (i) the financial disclosure process, (ii) the effectiveness of the internal control, internal audit and risk management systems, (iii) the statutory audit of the annual accounts, (iv) the independence of the Independent Auditors, verifying compliance with applicable regulations, as well as the nature and extent of services other than auditing provided to the Company and its subsidiaries by said Independent Auditors and by entities in its network. The Board of Statutory Auditors is then asked to provide a justified proposal to the Shareholders' Meeting at the time of granting and revocation of the statutory audit mandate.

In accordance with the provisions of the law and Article 22 of the By-Laws, the Board of Statutory Auditors is appointed on the basis of a list voting mechanism.

On 7 November 2024, **the Shareholders' Meeting appointed the Board of Statutory Auditors for the three-year period 2024/2025 – 2026/2027**. On the basis of the only slate submitted by the shareholder Exor N.V. (holder of 65.4% of ordinary shares at the submission date), the following were appointed as auditors: Roberto Spada, as Standing Auditor and Chairperson of the Board of Statutory Auditors; Maria Luisa Mosconi and Roberto Petrignani, as Standing Auditors and Stefania Bettoni and Guido Giovando, as Alternate Auditors (http://www.juventus.com).

The composition of the Board of Statutory Auditors in office at the end of the Financial Year is detailed in the table below.

All members of the Board of Statutory Auditors have knowledge of corporate ethics and corporate governance. In addition, the members of the Board of Statutory Auditors regularly attend meetings of the Control and Risk Committee. From the closing date of the Financial Year until the date of this Annual Report, there were no changes in the composition of the Board of Statutory Auditors. The profiles of the Statutory Auditors, which include information on their age, education and professional experience, are available on the website (http://www.juventus.com).

The Board of Statutory Auditors shall remain in office until the Shareholders' Meeting called to approve the financial statements for the 2026/2027 financial year. During the 2025/2026 financial year, the Board of Statutory Auditors met thirteen times, with an average attendance rate of 100% among its pro tempore members.

Names	**Role**	*Attendance percentage*	*No. of other offices*
Roberto Spada	Chairperson	100%	25
Marialuisa Mosconi	Statutory Auditor	100%	11
Roberto Petrignani	Statutory Auditor	100%	1

INTERNAL COMMITTEES OF THE BOARD OF DIRECTORS

As part of the mandate of the Board of Directors in office at the end of the Financial Year (i.e., 30 June 2026) three advisory and proposal-making committees were established, by resolution dated 11 November 2025:

- **the Remuneration and Appointments Committee**, established in accordance with the Corporate Governance Code. To examine matters relating to the appointment of Directors and issues regarding remuneration, also for the top management, the Board decided to establish a single Committee as these issues are closely related;
- **the Control and Risk Committee**, established pursuant to the Corporate Governance Code, to which, by virtue of the relevant regulation approved by the Board of Directors on 23 February 2026, specific powers on sustainability issues are also assigned, as no autonomous ESG Committee has been established;
- **the Related-Party Transactions Committee**, established pursuant to the Consob Related-Party Regulations and the Related-Party Procedure adopted by the Company.

During the first part of the financial year and up to 7 November 2025 – the date of the Shareholders' Meeting which approved the appointment of the Company's new Board of Directors – the following committees operated within the Board in office on a pro tempore basis: the Control and Risk Committee – which was also entrusted with the functions of the Related-Party Transactions Committee – and the Remuneration and Appointments Committee, established in accordance with the Corporate Governance Code, as well as the ESG Committee, established on a voluntary basis.

The company's Remuneration and Appointments Committee is also responsible for transactions with related parties (as defined pursuant to the Consob Related-Party Regulations) that concern remuneration. **The operating procedures, tasks and powers of the Committees are governed by specific regulations approved by the Board of Directors.** In performing their functions, the Committees may access any information, which they require, also assisted by relative company departments. No functions assigned by the Corporate Governance Code to one or more committees are reserved for the Board of Directors. The Board of Directors has defined the composition of each Committee by privileging the expertise and experience of its members.

SUSTAINABILITY GOVERNANCE

With the appointment of the new Board of Directors in November 2025, the **ESG Committee** – a body with advisory and proposal-making functions vis-à-vis the Board of Directors on sustainability matters – **has concluded its mandate as part of the evolution of the Club's sustainability governance model.** The responsibilities previously assigned to the Committee have been integrated into the standard corporate governance processes and, for matters falling within its remit, assigned to the Control and Risk Committee, which supports the Board of Directors in reviewing the Sustainability Statement and in assessing key ESG risks.

Sustainability priorities and strategic guidelines also continue to be discussed directly by the Board of Directors, through the **Control and Risk Committee**, **with the support of the Chief People, Culture & ESG Officer,** who oversees the Club's ESG issues and reports directly to the Chief Executive Officer.

In parallel, during the 2025/26 season, **Juventus further strengthened its Internal Control and Risk Management System** by involving the Internal Audit unit in the monitoring and control of ESG issues.

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In parallel, during the 2025/26 season, **Juventus further strengthened its Internal Control and Risk Management System** by involving the Internal Audit unit in the monitoring and control of ESG issues.

THROUGH THIS APPROACH JUVENTUS STRENGTHENS THE CONSISTENCY BETWEEN ESG TARGETS, ORGANISATIONAL RESPONSIBILITY AND ACTIVE INVOLVEMENT OF PEOPLE.

1. ESG STEERING COMMITTEE

The ESG Steering Committee is the body responsible for coordinating and guiding the Club's **ESG strategy.** By means of an **"ESG-integrated"** approach, it promotes the integration of ESG priorities into the decision-making and operational processes of the various business units, fostering an increasingly cross-functional and integrated approach to sustainability management within the business.

The Steering Committee approves the ESG objectives of the Impact Teams – that is, the internal departments with the greatest impact from a sustainability perspective – periodically monitors their progress and supports the process of disseminating ESG priorities throughout the organisation, ensuring consistency between **the Club's ESG strategy** and the activities of the various business areas.

The Steering Committee comprises Greta Bodino, Chief People, Culture & ESG Officer; Francesco Gianello, Facilities Management Director; Marco Castellaneta, Marketing Director; and Giorgio Chiellini, Chief Club Affairs Officer. **The Committee's composition reflects the scope of sustainability at Juventus**: ESG governance and the development of people; the management of environmental impacts linked to infrastructure and operations; communication and stakeholder engagement; and liaison with the Club's sporting division.

The Steering Committee also plays a supervisory role on diversity, equity and inclusion issues, in line with the commitments set out in the **People First Policy.**

2. ESG IMPACT TEAMS

The ESG Impact Teams are the **main tool through which Juventus promotes the integration of sustainability into the decision-making and operational processes of the business units** most closely involved in generating ESG impacts. The model is based on the principle that sustainability is not the sole responsibility of the ESG unit, but a shared commitment across all levels of the organisation. Through the Impact Teams, ESG priorities are progressively translated into **tangible objectives, operational initiatives and responsibilities distributed across the various business areas.**

During the 2025/26 season, the ESG unit worked with the heads of the Impact Teams to identify and define the ESG objectives for their respective areas of responsibility. The objectives, approved by the ESG Steering Committee, came into effect in July 2026 and represent a further step in the process of integrating sustainability into the Club's management and operational processes.

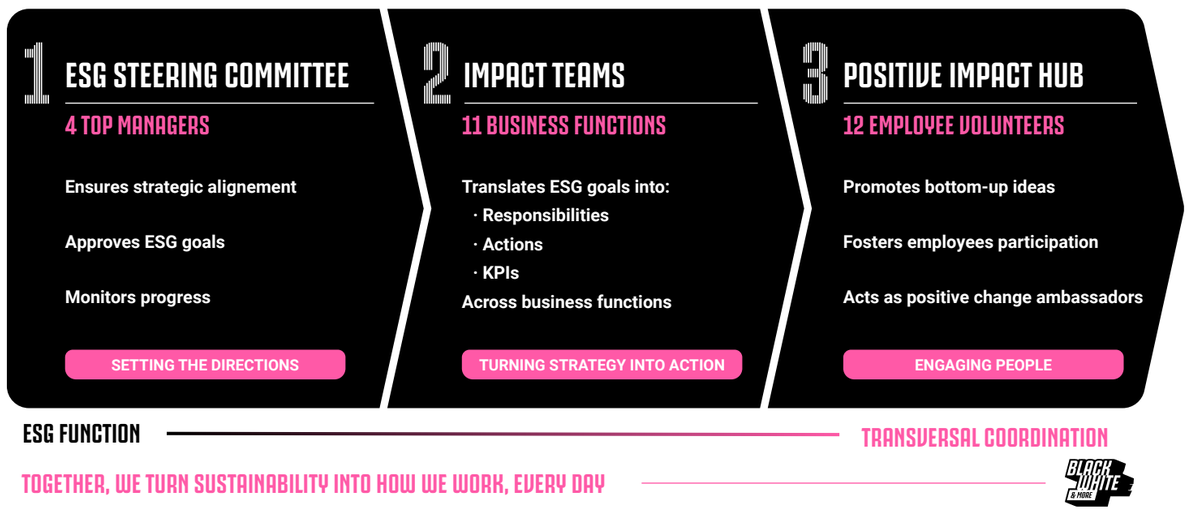
3. POSITIVE IMPACT HUB

The **Positive Impact Hub** is a group of employees, selected through a voluntary application process, which **promotes the conception and development of bottom-up initiatives on ESG issues**. The group's members act as ambassadors for positive change within the organisation, helping to foster a culture of sustainability and well-being and encouraging the active involvement of the Juventus community.

The first annual cycle of the Positive Impact Hub concluded on 30 June 2026. The initiative saw a **high level of participation and engagement**, helping to strengthen the dialogue on sustainability issues and to promote new ideas and initiatives coming directly from employees.

As from July 2026, a new application process was therefore launched with a view to establishing the second edition of the Positive Impact Hub, which will remain in place for the 2026/27 season.

ESG INTEGRATED MODEL FROM STRATEGY TO IMPACT



ESG ROLES AND FUNCTION

Since embarking on its sustainability journey, Juventus has chosen to approach it in a structured and practical manner, establishing a dedicated unit with a specialised team. With effect from 1 July 2023, this unit was formally integrated into **the People & Culture Department (now the "People, Culture & ESG Department"),** marking a symbolic step that reflects the realisation that only through the full internal embrace of ESG values is it possible to generate a positive, credible and lasting impact externally.

SUSTAINABILITY IS NOT THE SOLE RESPONSIBILITY OF A DEDICATED TEAM, BUT A RESPONSIBILITY SHARED BY EACH PERSON WITHIN THE ORGANISATION

To effectively oversee ESG issues – not least in response to the progressive strengthening of the European and national regulatory framework – **Juventus has integrated ESG responsibility into two key roles: Chief People, Culture & ESG Officer and Head of ESG**, thereby underlining the strategic centrality of these issues for the club. The Chief People, Culture & ESG Officer is responsible for guiding the strategic integration of sustainability within the various company functions, ensuring consistency between long-term targets, operational activities and key reporting standards. The role of Head of ESG includes continuous and transversal coordination, aimed at ensuring a structured, measurable approach in line with stakeholders' expectations.

In addition, for the purposes of legal certifications to be issued, the Company **has formalised the position of Sustainability Executive Manager** - responsibility entrusted to the Chief People, Culture & ESG Officer - an executive other than the Financial Executive Manager, who has specific expertise on Consolidated Sustainability Reporting, pursuant to Article 154-*bis*, paragraph 5-*ter* of the Italian Consolidated Law on Finance. This figure is responsible for overseeing ESG issues at corporate level, fostering the full integration of sustainability into strategic decision-making processes. This figure - supported by the Risk & Compliance and Internal Audit team in overseeing the processes relating to IROs (including procedures and controls) - represents a further strengthening of the governance system and demonstrates the company's commitment to raising sustainability to a central element of its industrial vision.

As part of a multi-level governance structure, **Juventus also appointed its own Social and Environmental Sustainability Officer ("SES Officer"),** a figure envisaged by the National Licensing System and by UEFA and covered by the Chief People, Culture & ESG Officer. The SES Officer is responsible for coordinating and promoting social and environmental initiatives, ensuring the integration of social responsibility into the daily activities of the Club and serving as an operational link between the various corporate areas involved.

At the same time, to strengthen dialogue with its community with disabilities and ensure a truly inclusive experience, Juventus has appointed its own **Disability Access Officer ("DAO")**, a position covered by the Head of ESG. The DAO is the **direct point of contact with fans with disabilities** and works to improve accessibility both in the facilities and in the communication channels, with a view to active listening and continuous improvement.

THE STRUCTURE ADOPTED BY THE CLUB REFLECTS A CROSS-FUNCTIONAL AND LONG-TERM ORIENTED MODEL, IN WHICH SUSTAINABILITY IS TRANSVERSAL LEVERAGE INVOLVING PEOPLE, PROCESSES AND EXTERNAL RELATIONS, CONTRIBUTING TO THE CREATION OF SHARED VALUE.

SHAREHOLDERS' MEETING

The Shareholders' Meeting is the body through which shareholders can actively participate in the company's life by expressing their will in the manner and on the matters reserved to them by law and the By-Laws. The Shareholders' Meeting meets in ordinary and extraordinary session. Resolutions passed in compliance with law and the By-Laws are binding for all shareholders, including those that are absent or in disagreement, within the limits of the same By-Laws.

The Shareholders' Meeting resolves on the matters reserved for it by law and therefore mainly: (i) in ordinary session, among other things, (a) on the financial statements and allocation of the result for the financial year, (b) the appointment and dismissal of Directors, determining their number within the limits set by the By-Laws and their compensation, (c) the appointment of Statutory Auditors, determining their compensation, and (d) the granting of the statutory audit mandate, on the recommendation of the Board of Statutory Auditors; and (ii) in extraordinary session, among other things (a) amendments to the By-Laws not relating to regulatory adjustments, and (b) transactions of an extraordinary nature, such as, for example, capital increases, mergers and/or demergers.

The Shareholders' Meeting is **usually convened by the Board of Directors**. In line with the relevant legal provisions, the By-Laws require the Board to convene the Shareholders' Meeting to approve the financial statements within 120 days of the end of the financial year; in the cases allowed by law, this term can be extended to one 180 days. The ordinary or extraordinary Shareholders' Meeting is also convened whenever the Board of Directors deem it appropriate, and in all cases provided for by law. For more information, please refer to Article 9 of the By-Laws, as well as to the 2025/2026 Report on Corporate Governance and Ownership Structure.

GOV-2 INFORMATION PROVIDED TO AND SUSTAINABILITY MATTERS ADDRESSED BY THE UNDERTAKING'S ADMINISTRATIVE, MANAGEMENT AND SUPERVISORY BODIES

The administrative, management and supervisory bodies of **Juventus are informed at least annually of the IROs material to the activities of the Club.**

The Control and Risk Committee submits the relevant documentation to the Board of Directors whenever it is deemed necessary to include an ESG initiative in the Sustainability Plan ("Sustainability Plan") and/or the Strategic Plan ("Strategic Plan"), to adopt a new policy and to make a strategic decision in relation to ESG.

The double materiality assessment (see paragraph "Impact, risk and opportunity management") remains the starting point for the prioritisation of actions within the Sustainability Plan carried out by the Company, under the supervision of the relevant Committees and the Board of Directors.

GOV-3 – INTEGRATION OF SUSTAINABILITY-RELATED PERFORMANCE IN INCENTIVE SCHEMES

The subject covered by this indicator is addressed in the section "S1-1 – POLICIES RELATED TO OWN WORKFORCE" (REMUNERATION POLICY), to which reference is made.

GOV-4 – STATEMENT ON DUE DILIGENCE

Juventus recognises the importance of **integrating due diligence into its governance processes and throughout its entire business chain,** with the aim of identifying, preventing and responsibly managing the potential impacts associated with its operations, commercial relationships and strategic decisions. In this context, the table below sets out the key reference documents and the sections of the Consolidated Sustainability Statement that illustrate the Company's approach to due diligence, highlighting how it is integrated into business processes and governance mechanisms.

Core elements of due diligence	*Paragraphs within the Consolidated Sustainability Statement*
a) Embedding due diligence in governance, strategy and the business model	**GOV-1** – *The role of the administrative, management and supervisory bodies* **GOV 2** – *Information provided to and sustainability matters addressed by the undertaking's administrative, management and supervisory bodies* **GOV-3** - *Integration of sustainability-related performance in incentive schemes* **GOV 4** - *Statement on due diligence*
b) Engaging affected stakeholders in all key steps of due diligence	**GOV-4** – *Statement on due diligence* **SBM-2** – *Interests and views of stakeholders* **S1-2** – *Processes for engaging with own workers and workers' representatives about impacts* **S1-3** – *Processes to remediate negative impacts and channels for own workers to raise concerns* **S3-2** – *Processes for engaging with affected communities about impacts* **S3-3** – *Processes to remediate negative impacts and channels for affected communities to raise concerns* **S4-2** – *Processes for engaging with consumers and end-users about impacts* **S4-3** – *Processes to remediate negative impacts and channels for consumers and* end-*users to raise concerns*
c) Identifying and assessing adverse impacts	**SBM-2** – *Interests and views of stakeholders* **SBM-3** - *Material impacts, risks and opportunities and their interaction with strategy and business model* **IRO-1** – *Description of the process to identify and assess material impacts, risks and opportunities*
d) Taking actions and addressing negative impacts	**E1-1** – *Transition plan for climate change mitigation* **E1-3** – *Actions and resources in relation to climate change policies E3-2 – Actions and resources associated with water* **E5-2** – *Actions and resources related to resource use and circular economy* **S1-3** – *Processes to remediate negative impacts and channels for own workers to raise concerns* **S1-4** – *Taking action on material impacts on own workforce and approaches to mitigating material risks and pursuing material opportunities related to own workforce, and effectiveness of those actions* **S3-3** – *Processes to remediate negative impacts and channels for affected communities to raise concerns* **S3-4** – *Taking action on material impacts on affected communities, and approaches to managing material risks and pursuing material opportunities related to affected communities, and effectiveness of those actions* **S4-3** – *Processes to remediate negative impacts and channels for consumers and end-users to raise concerns* **S4-4** – *Taking action on material impacts on consumers and end-users, and approaches to managing material risks and pursuing material opportunities related to consumers and end-users, and effectiveness of those actions G1-3 - Prevention and detection of corruption and bribery*
e) Tracking the effectiveness of these efforts and communicating	*E1-5 - Energy consumption and mix* *E1-6 – Gross Scope 1, 2, 3 and Total greenhouse gas (GHG) emissions* *E3-4 – Water consumption* *E5-4 – Resource inflows* *E5-5 – Resource outflows* *S1-6 – Characteristics of the undertaking's employees* *S1-7 – Characteristics of non-employees in the undertaking's own workforce* *S1-9 – Diversity metrics* *S1-10 – Adequate wages* *S1-11 – Social protection* *S1-12 – Persons with disabilities* *S1-13 – Training and skills development metrics* *S1-14 – Health and safety metrics* *S1-15 – Work-life balance metrics* *S1-16 – Compensation metrics (pay gap and total compensation)* *S1-17 –Incidents, complaints and severe human rights impacts* *G1-4 – Confirmed incidents of corruption or bribery*

GOV-5 – RISK MANAGEMENT AND INTERNAL CONTROLS OVER SUSTAINABILITY REPORTING

RISK MANAGEMENT

The Company has implemented a **risk management process through the adoption of an ERM model** that enables the identification, assessment and management of business risks on an ongoing basis (hereinafter also referred to as "Risk Assessment"). This model is aligned with the recommendations of the Corporate Governance Code for Listed Companies and international best practices.

The Risk Assessment **activities** conducted **have identified risks with a potential impact on sustainability issues.** Each of these risks is precisely classified with the relevant topical standard (E, S, G) and with the material topics identified by Juventus. These risks were assessed and managed according to the risk management methodology adopted by the Company, in line with the double materiality assessment carried out, as described in the section SBM-2 - "Disclosure Requirement - Interests and views of stakeholders".

INTERNAL CONTROLS ON SUSTAINABILITY REPORTING

With a view to strengthening the internal control system on sustainability reporting, this year – starting with the "Preparation of the Sustainability Statement" procedure – a structured process for the collection, management and reporting of data has been defined, supported by a centralised data repository and a dedicated chart of accounts, with clearly defined data ownership. The aim is to ensure full traceability of the process throughout the entire data chain, from the materiality assessment of the IROs through to the collection, validation and final reporting of sustainability information.

Specific internal controls have also been defined to oversee each stage of the process, with the preparation of Risk Control Matrices—both general in nature, applicable across all indicators, and detailed, relating to the specific indicators subject to reporting.

The Risk & Compliance and Internal Audit Department, in support of the Financial Executive Manager and as required by the "Preparation of the Sustainability Statement" procedure, carried out **internal controls on the Consolidated Sustainability Statement** in relation to the following issues: energy consumption and mix (E1-5 – Energy consumption and mix), water consumption policies (E3-1) water consumption (E3-4 – Water consumption), Policies related to own workforce (S1-1), training and skills development metrics (S1-13) and work-life balance metrics (S1-15).

The objective of the internal controls was **to guarantee the completeness and consistency of the data source as well as the accuracy of the collection process** carried out by the relevant units. Juventus undertakes to progressively implement a structured and formalised system of internal control over Consolidated Sustainability Reporting.



SBM-1 - STRATEGY, BUSINESS MODEL AND VALUE CHAIN

Juventus is a professional football club listed on Borsa Italiana S.p.A. that, during its more than century-long history, has established itself as one of the most successful and recognised teams at national and international level, consisting of 552 employees and a revenue of € 474,737 thousand (figures as at 30 June 2026).

The Company's core business is participation in domestic and international football competitions and the organisation of matches.

The main sources of income come from the licensing of audiovisual and media rights (in relation to competitions played), sponsorships, revenue from the stadium, management – in outsourcing – of the activities for the sale of official products, as well as the marketing of additional services to fans. Moreover, the Company earns additional income from the management of players' registration rights.

It should also be noted that pursuant to IFRS 8 - Operating Segments, the Group's main business segment is participation in domestic and international football competitions; as a consequence, the economic, equity and financial components of the Financial Statements are essentially attributed to this type of activity. Furthermore, the greater part of the Group's business activity is carried out in Italy. For more information on the composition of the workforce, please refer to the chapter "Social Information S1".

Juventus' shares are listed on the Euronext Milan, a regulated market organised and managed by Borsa Italiana S.p.A. ("EXM").

Juventus' business model is structured on the following Cash Generating Units (CGUs): sports activities linked to the playing of national and international competitions (Juventus) and hotel activities (carried out via the subsidiary B&W Nest S.r.l.). Both these activities are valued from the point of view of the sustainability performance of this document, as well as within the value chain.

Football has more fans in the world than any other sport. Competitive football is organised on a global scale by FIFA, and includes multiple federations. FIFA delegates part of its powers to continental confederations, including UEFA in Europe, which organises not only European competitions between nations, but also those between clubs, including the UEFA Champions League and the UEFA Europa League.

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

Within this context, **Juventus plays a significant role 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: In the 2024/2025 season and in part in the 2025/2026 season, Juventus' men's first team participated in the first edition of the FIFA Club World Cup 2025, an event of great prestige that highlights the international importance of the Club, reaching the round of 16 of the competition.

UEFA: In the 2025/2026 season, the men's first team took part in the UEFA Champions League. In the new format launched during the 2024/2025 season, 36 teams compete in a single league round; clubs ranked from 1st to 8th at the end of the league phase, which includes eight single matches, qualify for the round of 16; clubs ranked from 9th to 24th qualify for the knock-out phase play-offs; clubs ranked from 25th to 36th are permanently eliminated from Europe for the current season. In the 2026–27 season, the men's First Team will take part in the UEFA Europa League. In the 2025/2026 season, the first Women's First Team took part in the UEFA Women's Champions League, consolidating the Club's presence in the elite of women's football. Also in this case, UEFA has planned a change in format starting from the 2025/2026 season, which aligns with the men's one. In the 2026/2027 season, the women's first team will instead begin its European experience starting from the Second Qualifying Round of the UEFA Women's Champions League.

FIGC: Juventus contributes to the development and regulation of Italian football by actively collaborating with the FIGC.

ECA: which became **EFC** (European Football Clubs) during the 2025/2026 season: Juventus is a member of the EFC, 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 the development and governance of Italy's premier football league. In addition to the Serie A championship, the men's first team participates in Coppa Italia, a competition that makes Juventus' presence in the national football scene even more valuable.

Serie A Femminile: the women's first team is involved in the Serie A championship, strengthening its role in promoting the movement in Italy. The women's team also participates in the relative Coppa Italia.

Lega Pro: Juventus was the first Club in Italy to invest in a second team thanks to the successful project launched in 2018. Named Juventus Next Gen, the team participated in group B of Lega Pro in the 2025/2026 season and in Serie C in the Coppa Italia.

eSerie A: The Club participates in eSerie A with an international player, through activities that aim to expand the fan base of the eSporting world.

(Paralympic Football Division): Juventus participates in DCP with its Juventus One Paralympic teams, demonstrating its commitment to inclusion, in collaboration with the local ASD Nessuno Escluso partner.

The Club's commitment to sustainability issues is also demonstrated by the **participation in frameworks and 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 Club is also actively involved in the **European Stadium & Safety Management Association (ESSMA),** where it covers a leadership role. Since 2018 Francesco Gianello, Facilities Management Director of the Club, has been a member of the Advisory Committee and, since 2025, is its Chairperson. In this context, Juventus takes part in round-table discussions, workshops and forums on issues relevant to the management of sports facilities, including aspects relating to sustainability.

JUVENTUS APPROACH TO SUSTAINABILITY: BLACK, WHITE & MORE

During the 2023/2024 season Juventus developed its **"Black, White & More" ESG strategy,** the result of an in-depth benchmark activity with football clubs, sports organisations, entertainment companies and organisations with a particular focus on sustainability. The strategy was presented during the 2024/2025 season through an engagement process aimed at both internal and external stakeholders. In particular, the public launch on 17 December 2024 was preceded by an internal roadshow aimed at heads of the various corporate units, with the aim of fostering a shared understanding of ESG priorities and the associated implementation responsibilities. Also during the season under reporting, the Club continued its commitment to implementing its strategy.

BLACK, WHITE & MORE IS THE FRAMEWORK VIA WHICH JUVENTUS IS PROGRESSIVELY INTEGRATING ENVIRONMENTAL, SOCIAL AND GOVERNANCE ISSUES INTO ITS SPORTING AND BUSINESS ACTIVITIES. THE STRATEGY WAS DEVELOPED IN CONSULTATION WITH THE CLUB'S SENIOR MANAGEMENT AND SERVES AS THE PRIMARY REFERENCE FOR IDENTIFYING ESG PRIORITIES, SETTING TARGETS AND COORDINATING INITIATIVES DEVELOPED BY THE VARIOUS CORPORATE UNITS.





Based on six pillars, the strategy supports the pursuit of long-term strategic objectives, in line with Juventus' business model, the relevant regulatory framework and the expectations of key stakeholders.

The six objectives that guided the construction of the strategy:

1. Rationalise and consolidate existing initiatives.
2. Align the Club's practices with the ESG requirements of Lega Serie A, UEFA and FIFA.
3. Meet fans and stakeholders' expectations.
4. Ensure compliance with regulatory requirements and investors' requirements.
5. Maintain consistency with the 2030 Agenda by contributing to specific SDGs.
6. Measure and strengthen the Club's ESG maturity level.

Each pillar is linked to one or more Sustainable Development Goals (SDGs) of the United Nations 2030 Agenda and is consistent with the main sustainability frameworks of the sports industry, including UEFA's Strength Through Unity strategy and FIGC's Unit for Sustainability.



ENVIRONMENTAL

EMISSIONS IN THE CORNER

Strengthen the process of progressive reduction of environmental impact through:

- the use of renewable energy;
- energy efficiency;
- the promotion of sustainable mobility for fans.

ASSIST TO CIRCULARITY

Support the launch of circular economy initiatives for water, goods and products through:

- the informed use of water resources;
- the recovery and reuse of goods and products distributed during events and at the Club venues.



SOCIAL



PEOPLE FIRST

Integrate ESG principles into the culture and activities of the Club, sports and not, to empower people, through:

- Virtuous paths of development, involvement and well-being;
- A work environment that inspires excellence and a sense of belonging to a great team.

SUSTAINABLE GLOCAL CLUB

Promoting the fundamental values of sport, such as fairness and teamwork, both globally and locally through:

- Selected initiatives with a significant social impact on local communities;
- Significant projects in the global territories where the Club is present (e.g. with academies, fan clubs).

FAN CENTRALITY

Create a cohesive network in which the principles of diversity, fairness and inclusion unite fans, athletes and partners.

The Club undertakes to:

- Increase fan engagement;
- Ensure full access to sports facilities for fans.

GOVERNANCE

SUSTAINABLE LEADERSHIP

Strengthen the Club's leadership in Integrated Governance through:

- the supervision of the ESG regulatory framework;
- the integration of ESG principles into business.



THE JUVENTUS VALUE CHAIN



SUPPLY CHAIN

RAW MATERIAL SUPPLIERS:

food supply (food, supplements, etc.), water (irrigation of sports centres, stadium, training and domestic use), electricity, fuel for travel, camp heating, etc.

SUPPLIERS OF GOODS AND EQUIPMENT:

1. **Sports:** for training, matches, etc.
2. **Medical:** in the event of injuries, aid, athletic preparation, performance monitoring, etc.
3. **Tech:** surveillance cameras, software, GPS, etc.

SERVICE PROVIDERS:

1. **Cleanings and maintenance:** for the stadium, electric, green, mechanical, laundry and ect.
2. **Insurance:** injuries, structure damage, etc.
3. **Other:** talent scout and services related to them, collaborators, etc.

SPORTING ACTIVITIES

RAW MATERIAL SUPPLIERS:

food supply (canteen), water, electricity, fuel for the company fleet, etc.

FORNITORI DI BENI E ATTREZZATURE:

1. **Sports and non-sports:** supply of Juventus-branded goods, co-branding and other brands (including clothing).
2. **Medical:** machinery for the provision of services to JMedical.
3. **Tech**: PCs, printers, smartphones, etc.
4. **Other**: gadgets, prizes, stationery, household appliances, transport means used for subsequent phases, J-Hotel equipment, match day set-up products, furnishing, etc.
5. **Service providers**: restaurants and bars, cleaning, maintenance and contracting; consulting for various purposes, training courses, temporary staffing, security, construction work, agency services for various purposes, travel services, various licenses, etc.

BUSINESS ACTIVITIES



INBOUND LOGISTICS

STEWARDS AND MORE GENERALLY SAFETY OFFICERS

who ensure correct fan flows from the stadium.

TRANSPORT

for teams in reaching the places where matches are played and to welcome new acquisitions (buses, trains, planes, etc.); transport for the shipment of sports materials also for away matches.

WAREHOUSES

for supplies dedicated to the J-Hotel J-Medical, JTC, and other structures.

EMPLOYEE TRANSPORT

to home matches and offices (shuttle bus) and business travel.

LOGISTICS FOR FANS/SPONSORS WITH TRANSFER SERVICES.



CORE ACTIVITIES

PREPARATION FOR MATCHES

through training and athletic conditioning within sports facilities.

PARTICIPATION IN COMPETITIONS

managed by FIGC (recognised by CONI) UEFA and FIFA provides for the playing of home and away matches: home matches are played at the Allianz Stadium (Men's First Team) and at the Pozzo-Lamarmora Stadium (Women and Next Gen.) It should be noted that the latter is not Juventus' property.

SALES

of tickets, season tickets, membership.

SALES

of products at the J-Store physical and online stores, managed by Fanatics Italy.

FAN MANAGEMENT

Fan Entertainment activities during the match-day.

MANAGEMENT AND RENTAL OF THE STADIUM

for other sporting and non-sporting events (non-Juventus football matches, rugby, concerts).

OFFER OF MEDICAL SERVICES FOR J-MEDICAL, SERVICES RELATED TO THE J-HOTEL (B&W NEST).



SERVICE DELIVERY

PREPARATION FOR MATCHES

of the teams coming back from away matches (bus, trains, air, etc.).

TV BROADCASTERS

for the broadcasting of matches in Italy and worldwide.

SOCIAL CHANNELS AND WEBSITE

for information and exclusive content.

WASTE MANAGEMENT

from the stadium, J Hotel, JMedical, Training Centres, and other structures.

WAREHOUSES

for the storage of products and equipment.

DISBURSEMENT OF MEDICAL SERVICES FOR J-MEDICAL, AND LEGAL SERVICES FOR THE JHOTEL (B&W NEST).



FANS AND PARTNERS

FANS PARTICIPATING IN

home and away matches.

SPORTING ASSOCIATIONS

that organise competitions (FIOC, UEFA, FIFA) are at the same time sources of revenue for Juventus

FANS

that buy merchandising managed by Fanatics.

SPONSORS AND PARTNERS:

who associate their image with that of Juventus.

SELLING OF ADVERTISING SPACE

during home matches

TV BROADCASTERS

SBM-2 – INTERESTS AND VIEWS OF STAKEHOLDERS

THE MATERIALITY ANALYSIS MAKES IT POSSIBLE TO IDENTIFY THE ENVIRONMENTAL, SOCIAL AND GOVERNANCE (ESG) ISSUES RELATING TO THE MOST SIGNIFICANT IMPACTS, RISKS AND OPPORTUNITIES (IROS) FOR JUVENTUS.

In this process, openness, dialogue and interaction with its internal and external stakeholders are essential requirements in order to understand their needs, interests and expectations, and also to identify the best ways to generate shared value in the medium and long term.

Throughout the season, the Club continued along the path it had embarked upon the previous year, consolidating and refining its **activities to analyse and engage key stakeholders:**

THE VALUE CHAIN

was updated to reflect developments in the business, including the expansion of the ways of using the stadium through the leasing of the venue for concerts and musical events in June 2026;

THE MAPPING AND PRIORITISATION OF STAKEHOLDERS

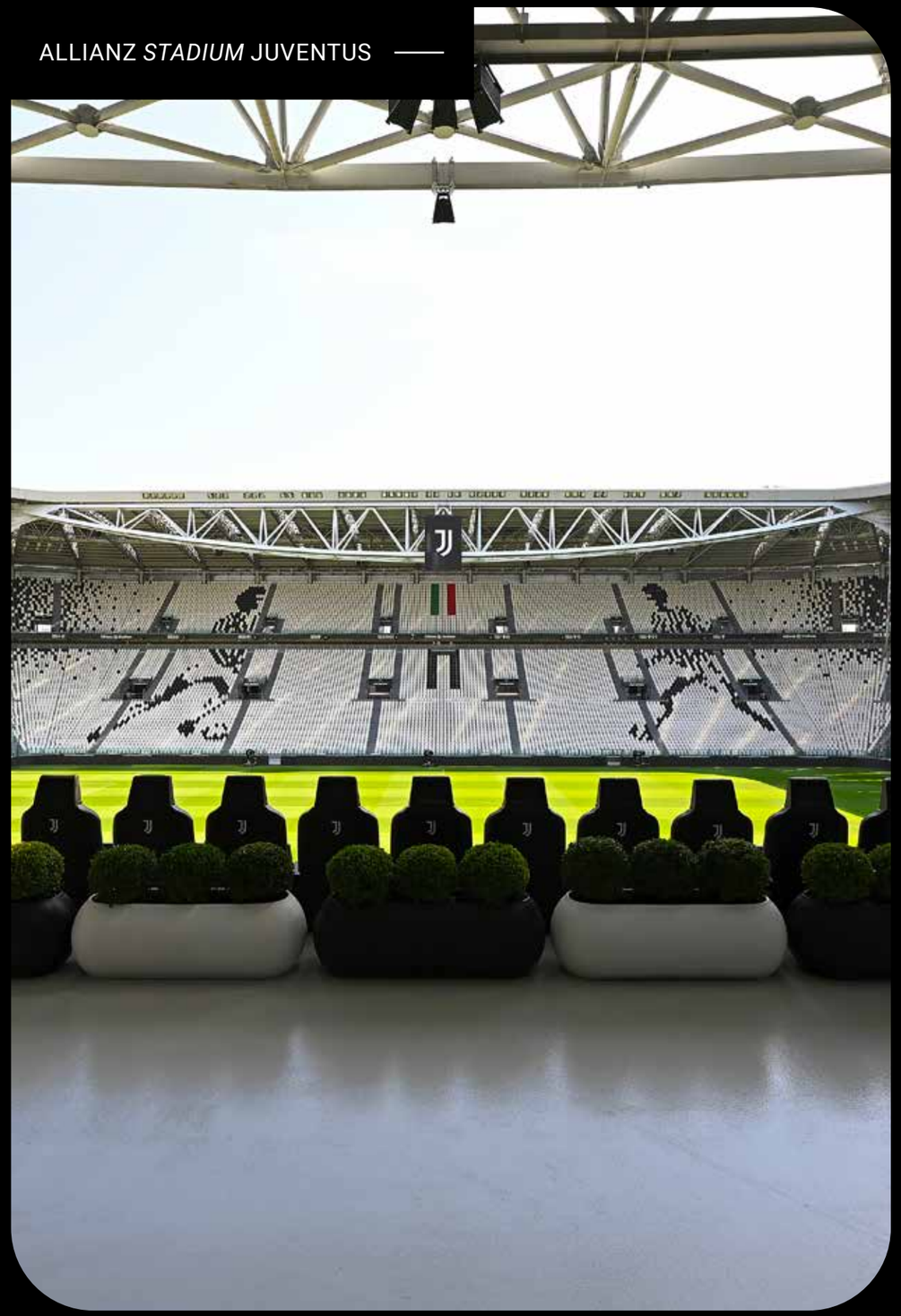
were confirmed, as they were still deemed consistent with the reference context, by means of the Salience Model and in accordance with the AA1000 standard;

to complete the engagement process already initiated in the previous financial year, a number of

NEW BUSINESS PARTNERS

(Vergano and Armani) were also included for impact-related issues along with a minority investor (Tether, the Company's second-largest shareholder) for financial issues, so as to ensure a more comprehensive and up-to-date representation of the perspectives relevant to Juventus.

ALLIANZ *STADIUM* JUVENTUS



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

Stakeholder	Indicator	Examples of engagement initiatives
Employees	ESRS S1-2	Please refer to section S1-2 – *"Processes for engaging with own workers and workers' representatives about impacts".*
Juventus Academy	ESRS S3-2	Among the most significant initiatives of the program, the Juventus Academy World Cup represents the annual event par excellence, a veritable international celebration of the sports and educational values promoted by the Club. In its **seventh edition in 2026**, the event involved more than 1,000 young players from **32 Academies located in 25 countries and 5 continents**, with the participation of 83 teams composed of children born between 2013 and 2016. The matches were played in some of the most suggestive mountain localities in Piedmont – Susa, Oulx, Sauze d'Oulx and Bardonecchia – while the "Gold" finals were held at the Allianz Training Center. To seal the 2026 edition, the opening ceremony at the Allianz Stadium offered participants an unforgettable experience, made special by the presence of the Juventus legend Leonardo Bonucci. The main aim of the initiative – create an educational and memorable experience through football – was fully achieved: a week of sport, excitement and new friends, which strengthens the link between Juventus and its Academies worldwide, contributing to the development of a global community united by the values of sport and a sense of belonging. Academy ("Academy") leaders are also involved in the Safeguarding Policy ("Safeguarding Policy") subscription and alignment process.
Investors and Shareholders	ESRS 2 GOV-1	**The Shareholders' Meeting**, together with Consolidated Sustainability Statement, is the **main tool for engaging with this stakeholder**, ensuring a complete and transparent overview on ESG issues relevant to the Club. In addition, Exor, the majority shareholder was directly involved in the stakeholder engagement process carried out within the sphere of the initial double materiality analysis related to the 2024/2025 season. Tether was involved in the 2025/2026 season, in order to extend the approach also to the minority shareholder. The outcome for this year represented the reference basis for activities to update and validate the material topics carried out during the 2025/26 financial year, confirming the importance of the group to which it belongs in defining strategic sustainability priorities.
Fans	ESRS S4-2	Throughout the 2025/2026 season, Juventus continued its efforts to **engage its fan base** through feedback mechanisms, participatory initiatives and awareness-raising activities on sustainability issues. Building on the activities launched in previous financial years, the Club highlights the **surveys carried** out as part of the double materiality analysis and the measurement of indirect greenhouse gas emissions (Scope 3), as well as the **ESG Days** – initiatives that have helped to strengthen dialogue with stakeholders and gather useful insights for the development of the **ESG strategy**. Among the main initiatives for engaging the fan base, **JOFC Day** is confirmed, the annual event dedicated to the chairs of the over 500 Juventus Official Fan Clubs (JOFC) present in Italy and worldwide. The event represents a privileged moment for **direct dialogue between the Club and its network of affiliated associations**, offering an opportunity to discuss the activities of the Fan Clubs, their dedicated services and opportunities for collaboration. In recent years, JOFC Day has taken on a travelling format, taking place directly in the areas where the fan clubs operate. This choice further strengthens the bond with local communities and testifies to the Club's desire to draw its fans closer, recognising their central role in spreading the values and identity of Juventus. Alongside opportunities for socialising and sharing, the initiative envisages **opportunities for mutual dialogue**, during which Fan Club representatives can share their needs, suggestions and feedback directly with the Club, thereby contributing to the continuous improvement of the activities and services dedicated to the fan base. JOFC Day is also an important opportunity to enhance the social commitment of the Juventus Official Fan Clubs. As part of the event, an award dedicated to **Social Responsibility** is presented, through which the Club recognises Fan Clubs that have distinguished themselves through activities of particular social value, solidarity or benefit to local communities. In addition to giving visibility to the projects achieved, the award encourages the sharing of good practices among the Fan Clubs, stimulating the dissemination of initiatives capable of generating a positive impact in the local areas where they operate.
Fans	ESRS S4-2	At the same time, Juventus involves its fans through communication campaigns dedicated to social and environmental issues, contributing to the dissemination of a sustainability culture within its community. One of the most significant initiatives of the season was the **mental health** campaign, which invited fans to share their personal experiences through a call to action on the Club's digital channels. The selected testimonies were incorporated into the documentary Stories of Strength, subsequently published on the Company's official channels, with the aim of promoting collective reflection on the issue and fostering greater awareness within the Juventus community. For further information on the Club's campaigns, please refer to **Section S3.4 – Taking action on material impacts on affected communities**. During official matches, Juventus also participates in the awareness campaigns promoted by the Lega Serie A on social and environmental issues, contributing to spreading messages through the activities organised on match days and on its communication channels. **Permanent channels of dialogue** Continuous dialogue with fans is also guaranteed through specific permanent feedback and contact channels. In particular, the **Supporter Liaison Officer (SLO) acts as the main point of contact for relations with organised supporters, whilst the Disability Access Officer (DAO)** liaises with fans with disabilities and promotes the continuous improvement of the accessibility of the services offered by the Club. For more information on the role and activities of these figures, please refer to **Section S4.4 – Measures on material impacts for consumers and end-users**. The Club also provides its supporters with various information and contact channels, including the **Contact Center, the Sustainability** section of the official website – which is dedicated to communicating ESG initiatives – and the **Stadium Access** section, which contains all the information and services aimed at fans with disabilities, with a view to ensuring an increasingly inclusive and accessible experience.
Football Governance & Sport Industry Network (FIFA, UEFA, Lega Serie A, FIGC, ECA, ESSMA)	ESRS 2 SBM-1	For Juventus, discussions with football governance bodies are an area of continuous and ongoing dialogue also on sustainability issues. The Club **actively participates in working tables and commissions**, such as those promoted by Lega Serie A, in which clubs share experiences and approaches in ESG matters. Juventus joins and takes part in the initiatives and events organised by these bodies, recognising the value of discussion as a lever for a real integration of sustainability into football. For Juventus, engagement with football governance bodies and the leading professional networks in the sports sector represents a forum for constant and ongoing dialogue on sustainability issues. The Club actively participates in round tables, committees and initiatives organised by organisations such as FIFA, UEFA, ECA, FIGC and Lega Serie A, recognising the value of sharing experiences and collaboration as key drivers for promoting the ever-greater integration of ESG issues within the world of sport. During the 2025/26 season, Juventus contributed to the **dissemination of knowledge and good practices through participation in national and international moments for engagement**. These include the webinar organised by UEFA dedicated to sustainability reporting in the sports sector, during which the Club shared its experience in implementing the CSRD, and participation in RiminiWellness 2026, as part of a panel dedicated to the role of sustainability as a lever for growth and innovation for the sports sector. One of the most significant examples of networking during the 2025/26 season was the **Sustainability Cohort**, organised at the Allianz Stadium by ESSMA (European Stadium & Safety Management Association) on 7 and 8 May 2026, which brought together sustainability managers from football clubs, sports venue operators, event organisers and other industry professionals from various European countries. The initiative provided an important opportunity to discuss the challenges and solutions for more sustainable stadiums (with a focus on sustainable catering and events), during which best practices were shared on how to reduce environmental impact without compromising the fans' experience. In this context, Juventus explained its sustainability journey, the ESG governance model and some of the main initiatives developed in the local area.
Public Administration (Municipality of Turin, Prefecture, Law Enforcement)		The Public Sector is a key stakeholder for Juventus, which maintains **dialogue and collaborative relationships with the Municipality of Turin** with a view to developing initiatives that benefit the local area and community. Areas for discussion include, for example, initiatives aimed at promoting more sustainable travel for supporters heading to the stadium. Juventus also maintains constant **dialogue with the Prefecture, Law Enforcement and local authorities**, with the aim of guaranteeing security, legality and social cohesion. Over the course of the year, around 50 meetings were held by the "Security Operating Group", which convenes before every match involving the men's first team and Juventus Next Gen. In addition, a dedicated meeting with the police took place in August 2025, aimed at strengthening cooperation procedures ahead of the start of the football season. The coordination of these activities is entrusted to the Operations Team of the Club.
Regulatory and supervisory bodies (Borsa Italiana S.p.A., Consob)		As part of stakeholder engagement activities, the main expectations of regulatory and supervisory bodies were taken into account.

Partners, Suppliers, Startups	ESRS S4-2 E G1-2	Partners and suppliers represent relevant stakeholders for Juventus, both in the context of commercial activities and in the process of integration of sustainability into the strategies and operations of the Club. Dialogue with these stakeholders is developed through **ongoing relationships, joint initiatives, networking events and structured opportunities for discussion**, aimed at promoting the sharing of knowledge, identifying common opportunities and disseminating best practice, for example in the fields of innovation and sustainability. Partners are also an important source of collaboration, discussion and mutual learning: • among the most significant examples from the 2025/2026 season is the support provided by **Adidas** for the organisation of the photographic exhibition dedicated to the Juventus One Paralympic team, an initiative aimed at promoting a culture of inclusion and celebrating diversity. • as part of the process of updating its double materiality activities, the Club has taken into account the views of its commercial partners, including the new partners for the 2025/2026 season, **Caffè Vergnano and Armani**, thereby confirming the importance it attaches to their contribution in defining sustainability priorities. During the season, the involvement of these stakeholders was also facilitated through dedicated events: • on 27 November 2025, the Allianz Stadium hosted the third edition of the **Juventus Business Forum**, which brought together over 150 companies – including partners, sponsors and suppliers – and involved 350 professionals in a day dedicated to networking, innovation and sustainability. The event provided an important opportunity for discussion on topics such as the integration of ESG principles into corporate strategies, the role of partnerships in creating shared value, and opportunities for collaboration within the Club's ecosystem. • Dialogue with the innovation ecosystem has been further strengthened through the **Juventus Forward** programme. On the occasion of the event "Forward. In Play – Innovation Takes the Field", organised at Allianz Stadium on 11 February 2026, Juventus brought together startups, technological partners, investors and innovation professionals, furthering discussions on new solutions applicable to the sports industry and promoting the inception of collaboration and shared projects. In terms of operational sustainability, a notable example of engagement is ESSMA's Sustainability Cohort, hosted at the Allianz Stadium, to which the supplier Vi.Co.Ok was invited; the company contributed to in-depth discussions on the topic of sustainable catering and the reduction of the environmental impacts associated with sporting events.
Third Sector Associations and non-profit organisations	ESRS S3-2	The third sector associations and non-profit organisations, both local and international, represent key stakeholders for Juventus within the "Sustainable Local Club" strategic pillar. The Club is committed to establishing a constant dialogue and project collaborations with these organisations, in order to **generate a positive and lasting impact on the territories in which it operates**, both nationally and internationally. These forms of cooperation make it possible to strengthen ties with communities, promoting social and environmental inclusion initiatives and amplifying the Club's intervention capacity. For more information please refer to section S3-4 – T*aking action on material impacts on affected communities, and approaches to managing material risks and pursuing material opportunities related to affected communities, and effectiveness of those actions.*
Football clubs		Juventus considers the other football clubs to be stakeholders relevant to the sustainable growth of the sector and promotes structured discussion opportunities aimed at the exchange of experiences, knowledge and good practices. The Club believes that sustainability is not a competitive environment, but a shared challenge that requires collaboration between the players in the football ecosystem. For this reason, starting from last season, the **Sustainability Talks** were introduced, complementing the already established discussions within the Lega Serie A's committees. During the 2025/2026 season, Juventus organised opportunities for dialogue with various sports clubs at national and international level, including FC Porto, the Benfica Foundation, Young Boys and Tottenham Hotspur, addressing topics such as the integration of ESG principles into club activities, accessibility, inclusion and the creation of value for local communities. In the context of women's football, discussions with other clubs are also a fundamental tool for promoting the development of the movement and the growth of young players. This is the context of the **J Women's Networking Day**, organised on 16 May 2026 at the Allianz Training Center in Vinovo, which involved clubs and companies from various European countries. The initiative is a moment for feedback and discussion dedicated to topics such as the enhancement of young female players, the development paths of athletes from the youth sectors and the strengthening of collaboration between sports clubs. Through this event, Juventus gathers insights and identifies the needs of industry professionals and helps to promote best practices and development models that support the growth of women's football.
Media	ESRS S4-2	For Juventus, the media are a key stakeholder in disseminating information and raising awareness of sustainability issues within the sports sector. Through interviews, editorial features, press conferences and dedicated events, the Club maintains an **ongoing relationship with journalists and national and international media outlets**, sharing updates on the evolution of **the Black, White & More ESG** strategy, the projects carried out and the key social and environmental impact issues addressed throughout the season. This initiative helps to strengthen Juventus' position as an active stakeholder on ESG issues. During the 2025/2026 season, particular attention was paid to the process of aligning with the **Corporate Sustainability Reporting Directive** (CSRD), which led Juventus to become the first Italian club to adopt this reporting model. Also of particular importance was the attainment of the **UNI/PdR 125:2022** certification, which has also placed the Club at the forefront in the field of gender equality. Another area of interest was the **Juventus One** Paralympic project, which was the focus of several in-depth features in the media: The photography exhibition Portraits of Identity, Inclusion & Youth, which opened in December 2025, received nationwide media coverage, as did the media briefing held during the team's training session in preparation for the national finals in Tirrenia, organised in April 2026. Further opportunities for dialogue were created through initiatives focusing on issues of social importance, including the meeting with **Gino Cecchettin** at the Allianz Training Centre in Vinovo in May 2026, the **Philadelphia Junior Cup** and the **Twinning Project**, which involved players and staff from the youth teams. Throughout the season, media interest in the Club's sustainability journey was further fuelled by the accolade Juventus received at the **2025 Global Football Industry Awards**, where, on 20 November 2025, the Club was presented with the Sustainable Game Award for its **Black, White & More ESG strategy**. The award provided a further opportunity to raise the profile of and explore the issues surrounding sustainability in the world of sport, helping to highlight the Club's efforts to integrate ESG principles into its activities.

IRO-1 – DESCRIPTION OF THE PROCESS TO IDENTIFY AND ASSESS MATERIAL IMPACTS, RISKS AND OPPORTUNITIES

The materiality analysis is the process that Juventus uses annually to **focus, identify and prioritise the most material sustainability matters for itself and its stakeholders** on the economy, environment and people, including human rights.

During the 2024/2025 season, in compliance with the requirements of the European Directive 2022/2464 (Corporate Sustainability Reporting Directive),

THE CLUB STARTED THE DOUBLE MATERIALITY,

assessment process, following the provisions of the (EU) Delegated Regulation 2023/2772 of the EUROPEAN Commission – which introduced the European Sustainability Reporting Standards ("ESRS") – and the Implementation Guidance "EFRAG IG1 Materiality Assessment".

For the 2025/26 season, the process was updated, in line with the approach defined in the previous year.

According to these methodologies, a topic is material if it is important from the point of view of impact materiality (inside-out perspective), financial materiality (outside-in perspective) or from both perspectives.

In particular, the **impact perspective** or **"inside-out" logic assesses the materiality of the impacts in terms of impacts on the economy, the environment and people, including those on human rights,** related to business operations and the upstream and downstream value chain. This approach makes it possible to assess how the Company affects the external context, identifying the areas where it is possible to further improve to amplify positive impacts, or where it is necessary to intervene to mitigate and prevent any negative impacts.

On the other hand, the **financial perspective** or "out-side-in" logic assesses the sustainability aspects that generate **risks or opportunities that have or which can reasonably be expected to have a material influence on the undertaking's development**, its financial position, economic result, cash flows, access to finance or short-, medium- or long-term cost of capital.

The Club materiality analysis process was broken down into three main phases:

- Understanding and updating of the internal and external context through an analysis of documentation and implementation of an industry benchmark;
- Up-date with respect to the identification of IROs related to sustainability matters;
- Up-date of the assessment and identification of material IROs.

UNDERSTANDING OF THE INTERNAL AND EXTERNAL CONTEXT

The process initiated to identify significant IROs for Juventus began with an in-depth analysis of the internal and external context with respect to the 2024-25 season, with an up-date for 2025-26. This analysis took into account the best practices of the sector, market dynamics and the company's specific business model.

To conduct these analyses, a benchmark analysis was also carried out for a panel of industry companies (national and international clubs).

IDENTIFICATION OF IROS RELATED TO SUSTAINABILITY MATTERS

The up-date of the mapping of impacts (impact materiality) was carried out after understanding the internal and external context of the Company, taking into account the Topics and Sub-Topics defined by the ESRS. To identify risks and opportunities (financial materiality), particular attention was paid to their relationship with the positive and negative impacts already mapped in the context of impact materiality, as well as any dependencies. In addition, to identify risks and opportunities, **the relevant available documentation available within the ERM** was analysed in order to create an alignment with the company risk assessment and management methodology.

This process resulted in an up-date, in which the impacts were classified as positive or negative, current or potential, also identifying the phase of the value chain in which they stand (upstream processes, business activities, downstream processes).

ASSESSMENT AND IDENTIFICATION OF MATERIAL IROS - FINANCIAL MATERIALITY

- For the 2025/26 financial year, the impact materiality assessment took place with the involvement of the main company units. In particular, one-to-one meetings were organised with: Facilities Management, People, Culture & ESG, Team Manager, Procurement, Stadium & Consumer Business, Marketing, Legal, Risk & Compliance and Partnership. The significance of an impact was determined on the basis of its severity, and the likelihood of occurrence. The severity of an impact was established by assessing:
- **Scale:** how serious the negative impact is or how beneficial the positive impact is for people or the environment;
- **Diffusion**: how widespread the impacts are (e.g., how geographically extensive an environmental damage is), or how many people are affected by company activities; Furthermore, only the negative impacts were assessed.
- **Irremediable nature**: if and to what extent it is possible to remediate negative impacts, i.e. by bringing the environment or people concerned back to their original state;
- **Impact** on human rights.

ASSESSMENT AND IDENTIFICATION OF MATERIAL IROS - FINANCIAL MATERIALITY

For the 2025/26 financial year, the financial materiality **assessment took place through the assessment of the significance of risks and opportunities** considering financial metrics and reputational metrics. Specifically, the determination of significance is based on a combination of probability and impact of financial effects in the short (within 1 year), medium (1 to 3 years) and long (more than 3 years) term. The impact of the financial effects was defined using the ERM methodology and the probability defined on a 5-level scale. It should be noted that, if it was not possible to quantify the economic and financial effects of a risk or opportunity, in accordance with the provisions of the EFRAG Guidelines, a qualitative metric was applied in order to measure the reputational impact, which may compromise the relationship with the Group's main stakeholders in terms of funds and cost of capital and therefore be financially material.

ASSESSMENT AND IDENTIFICATION OF MATERIAL IROS – RESULTS

Following the IRO-related assessments, two materiality thresholds (one for impact materiality and one for financial materiality) were established, beyond which these elements were considered material. These thresholds are an essential criterion for identifying issues that can significantly influence the decisions of investors and all other stakeholders of Juventus.



SBM-3 – MATERIAL IMPACTS, RISKS AND OPPORTUNITIES AND THEIR INTERACTION WITH STRATEGY AND BUSINESS MODEL

The positive and negative, actual and potential impacts proven material by the analysis process (impact materiality) are shown below.

Material topic	Type of impact	Impact description	Time horizon	Impact on human rights	Location in the value chain
E1 – Climate change	Current negative	Generation of direct Scope 1 greenhouse gas emissions related to office heating systems, company vehicles and team travel to match places at home and away	■□□	Yes	Core activities
	Current negative	Generation of indirect Scope 2 greenhouse gas emissions	■□□	Yes	Core activities
	Current negative	Generation of **indirect Scope 3 greenhouse gas emissions** related to activities along the value chain of Juventus (e.g. fan commuting, supply of goods and services, etc.)	■□□	Yes	Core activities
	Current positive	Consumption of electricity purchased from **renewable sources**	■□□	No	Inbound logistics; Core activities
	Current positive	Contribution to **energy saving** by employees through specific initiatives	■□□	N/A	Core activities
	Current positive	Contribution to energy savings through the installation of **LED lamps** on Stadium structures	■□□	N/A	Core activities
E3 – Water and marine resources	Current positive	**Improved efficiency of water resources** through the implementation of state-of-the-art technologies (e.g. specific sensors, weather station)	■□□	N/A	Supply chain; Inbound logistics; Core activities; Fans and Partners
E5 – Circular economy	Current negative	Inadequate or **inefficient supply** and use of **raw materials** by suppliers	■■□	Yes	Supply chain
	Current negative	Incorrect/inadequate production and disposal of **"medical" waste**	■□□	No	Service delivery
	Potential positive	Contribution to the circular economy through the recovery and reuse of products used during matches, sports events and concerts within the Stadium	■□□	No	Fans and Partners
	Current negative	Waste production related to sports activities, events and concerts intended for disposal	■□□	N/A	Core activities
S1 - Own workforce	Current positive	Creation of a work environment that is attentive to people's **mental health** through the integration of psycho-social factors into **health & safety** management systems and the implementation of awareness initiatives to encourage awareness and dialogue on the subject	■□□	N/A	Core activities
	Current positive	Increase in stress and fatigue and reduction in rest with deterioration of the life-work balance due to change in working hours based on days/hours of matches	■□□	N/A	Core activities
	Current positive	Increase in stress and fatigue and reduction in rest with deterioration of the life-work balance due to change in working hours based on days/hours of matches	■□□	N/A	Core activities
S1 - Own workforce	Current positive	Increase in **employee well-being** attributable to welfare plans and to improved **life-work balance**	■□□	N/A	Core activities
	Potential positive	Promotion of a corporate culture of **diversity and inclusion** (gender, ethnicity, age and minority) attributable to specific initiatives	■□□	N/A	Core activities; Fans and Partners
	Current positive	**Enhancement** of talents and their performance through the development of customised **growth paths**	■□□	N/A	Core activities
S3- Affected communities	Current positive	Development of **initiatives aimed at contributing to the social and cultural development** of the territory (e.g. training events in collaboration with universities, initiatives to support people from vulnerable categories)	■□□	N/A	Fans and Partners
	Potential positive	**Sharing value** with the local community through **partnerships with third sector bodies and initiatives aimed at fostering the economic**, social and cultural **development of the territory,** in line with the company's sustainability strategy	■■□	N/A	Supply chain; Fans and Partners
	Current positive	Increase in stable employment, boost to the local economy and strengthening of the social fabric in the region	■□□	N/A	Fans and Partners
	Current positive	Increased tourism and local consumption thanks to home match day events, other sports events (e.g. rugby) and concerts	■□□	N/A	Service delivery; Fans and Partners
S4 - Relationship with fans [3]	Current positive	Contribution to **increasing accessibility** to entertainment for persons with **disabilities**, promoting **social inclusion**	■□□	N/A	Core activities; Service delivery; Fans and Partners
	Current positive	Maintaining **excellent standards** for identifying **discriminatory incidents** within the **stadium** and **social media**	■□□	N/A	Core activities; Service delivery; Fans and Partners
	Current positive	Ongoing campaigns of interaction with Juventus **supporters and spreading positive messages and values**	■□□	N/A	Fans and Partners
	Current positive	Well-being and **sense of belonging** for hundreds of millions of fans around the world	■■□	N/A	Core activities
G1 – Business conduct	Potential positive	Achievement of sustainability targets through the **integration** of **ESG** principles into the **business** model, the strategy and the risk analysis (e.g. "ESG target" included in the Remuneration Report)	■■■	N/A	Core activities
	Current positive	**Diffusion of company values** to fans through social campaigns and forms of **collaboration** with third sector/university organisations	■□□	N/A	Core activities
	Potential positive	Contribution to a **culture of sustainability in the sector** through the activation of **partnerships** and sharing virtuous practices with companies/partners.	■■□	N/A	Supply chain; Core activities
	Potential negative	Violation of anti-corruption regulations (e.g. Code of Ethics) by the Juventus workforce	■■■	No	Core activities

[3] The Topic ESRS S4 "Consumers and End-users" was renamed "Relationship with fans" for a better understanding of the topic

With regard to the current financial effects deriving from risks and opportunities, no particular consequences were noted during the reporting period. The risks and opportunities resulting from the analysis process (financial materiality) are now presented:

Material topic	Type of ROs	Risk/Opportunity Description	Effects	Time horizon	Location in the value chain
E1 – Climate change	Risk	Potential economic losses and infrastructure damage due to extreme weather events	Damage to infra-structures; Business interruptions	■■■	Core activities
	Opportunities	Achievement of Scope 1, 2, 3 emission targets in line with the decarbonisation strategy	Improvement in corpo-rate image and repu-tation Improvement in competitiveness	■■■	Core activities
	Opportunities	Development of solutions to **improve energy efficiency** and reduce greenhouse gas emissions during sports events	Improvement in corporate image and reputation	■■■	Core activities
	Opportunities	Promoting sustainability in the sports sector through the adoption of science-based decarbonisation targets, waste management and circular economy practices	Strengthening of repu-tation and brand image Greater appeal to ESG-oriented sponsors and investors	■■□	Core activities
E3 – Water and marine resources	Opportunities	Maximisation of **opportunities to reuse the water resource**	Improvement in corporate image and reputation	■□□	Core activities
E5 – Circular economy	Opportunities	Development of solutions that allow the reuse of materials contained in the products of the core activity (e.g. footballs)	Improvement in com-petitiveness	■■■	Core activities
S1 - Own workforce	Risk	Risk associated with the **psychological and physical health** of people, as well as the risk that they may suffer serious injuries	Image and reputational damage	■□□	Core activities
	Opportunities	Increase in the level of **employee satisfaction** through investments to ensure wage competitiveness, a well-being, training and career opportunities plan	Improvement in company image and reputation; Employee attraction	■□□	Core activities
	Risk	**Unlawful sporting behaviour or violation of regulations** by players and other exposed parties of Juventus	Image and reputational damage	■□□	Core activities
	Opportunities	Increase in employee **attraction and retention** through DE&I initiatives and **policies**	Increase in attracti-veness on the labour market and improved turnover; Increase in productivity	■■□	Core activities
	Risk	**Risk in not attracting, retaining and promoting talents**, or in promptly identifying key figures, with possible negative effects on operating and financial results	Increase in turnover; Loss of productivity	■■□	Core activities
	Risk	**Inappropriate behaviour** of sports directors, players, employees and collaborators of Juventus, also through **improper use of communication channels** (e.g. through personal social channels),	Increase in attracti-veness on the labour market and improved turnover;	■■□	Core activities
S1 - Own workforce	Risk	with **consequent possible reputational and sanctioning impacts pursuant to sports regulations**	Increase in productivity	■□□	Core activities
	Opportunities	Achievement and maintenance of **UNI:PdR 125 certification** for gender equality	Increase in attracti-veness on the labour market and improved turnover; Improvement in com-petitiveness	■□□	Core activities
S3- Affected communities	Opportunities	Strengthening of **relationships with the local community** through local support initiatives	Improvement in corporate image and reputation	■□□	Service delivery; Fans and Partners
S4 - Relationship with fans	Risk	**Violent or discriminatory behaviour** by the public during the match, with consequent reputational impacts and sanctions in accordance with sporting regulations	Sanctions; Image and reputational damage	■□□	Core activities
	Risk	Risk of public o**rder and safety regarding** fans' access to the Allianz Stadium during the **match-day event**	Sanctions	■□□	Fans and Partners
	Risk	Risk of exclusion of fan sections due to economic barriers (pricing)	A decline in the club's reputation a reduction in engagement amon-gst certain sections of the fan base	■■□	Fans and Partners
	Risk	Violation of Green Claims legislation	Sanctions	■□□	Core activities
	Risk	Reputational damage caused by misleading marketing practices of business partners	Image and reputational damage	■□□	Core activities Fans and Partners
G1 – Business conduct	Opportunities	Improvement of **ESG performances** to meet the **"ESG Target"** criterion within **STI and LTI**	Improvement in com-pany image and repu-tation; Achievement of ESG targets	■■■	Core activities
	Opportunities	Improvement of corporate reputation thanks to the high commitment of the Juventus ESG Steering Committee	Improvement in corpo-rate image and repu-tationImprovement in competitiveness	■□□	Core activities
	Risk	Misalignment between the work of Juventus, the ESG strategy and what is communicated in the field of Sustainability, also in the face of poor engagement/commitment of internal stakeholders.	Loss of competiti-veness Image and reputational damage	■■□	Core activities
	Opportunities	Opportunities for access and expansion to new markets	Growth in trade reve-nue and sponsorship Strengthening of the global brand	■■□	Core activities
	Risk	Risk of **compromising IT security** deriving from **external or internal attacks** resulting in **impacts in terms of loss/leakage of confidential information**, business interruptions, recovery costs as well as **reputational impacts.** The risk also includes critical situations on technological infrastructures with consequent impacts on **operational continuity**	Sanctions; Image and reputational damage	■□□	Core activities
	Risk	Measures or sanctions arising from the administrative liability of the entity pursuant to **Italian Legislative Decree No. 231** due to proceedings for which the exception condition is not recognised	Sanctions; Image and reputational damage	■■□	Core activities

G1 – Business conduct	Risk	Non-compliance with the **parameters** of the Social & Environmental Sustainability of the **UEFA Club Licensing System** with consequent sanctions	Sanctions; Image and reputational damage	■■□	Core activities
	Risk	Possible situations of non-compliance with the sporting regulations referred to in the Code of Sporting Justice: ineffectiveness and/or inefficacy of the Prevention Model as a condition justifying or mitigating the company's liability, also connected to the incorrect interpretation/high degree of uncertainty of the sports regulations or to a possible evolution in the sports regulations that could be **potentially unfavourable for Juventus.**	Sanctions; Image and reputational damage	■□□	Core activities
	Risk	Potential labour law/code of ethics disputes with employees, players and/or other relevant parties	Sanctions; Image and reputational damage	■□□	Core activities
	Risk	Interruption/injury in relationships with suppliers as a result of inadequate management of relations with reference to compliance with payment terms/ deferred payments	Reputational damage Compromise of business continuity	■■□	Supply chain; Core activities; Fans and Partners
	Risk	Start up of **partnerships to reduce CO2 emissions throughout the value chain** and improve the environmental impact of the supply chain	Improvement in corporate image and reputation	■■■	Supply chain; Core activities; Fans and Partners

From the materiality analysis of Juventus, the ESRS E4 and ESRS S2 indicators were not material, therefore the relevant information is not contained in this document. With regard to the ESRS S1, S3 and S4 indicators, the Company does not intend to omit the information as provided for in Appendix C of ESRS 1 (phase-in).

The materiality analysis of Juventus is **one of the main tools through which the Club defines and periodically updates the commitments that are carried out in the ESG Strategy.** This strategy is responsible, among other things, for providing guidelines for the management of IROs also for the purposes of business resilience. For more information, please refer to section **"SBM-1 - Strategy, business model and value chain".**

IRO-2 – DISCLOSURE REQUIREMENTS IN ESRS COVERED BY THE UNDERTAKING'S SUSTAINABILITY REPORTING

List of disclosure requirements met

GENERAL DISCLOSURES	
ESRS 2 BP-1 – General basis for preparation of sustainability statements	General disclosures - Reporting criteria
ESRS 2 BP-2 Disclosure in relation to specific circumstances	General disclosures - Reporting criteria
ESRS 2 GOV-1 The role of the administrative, management and supervisory bodies	General disclosures - *Governance*
ESRS 2 GOV-2 Information provided to and sustainability matters addressed by the undertaking's administrative, management and supervisory bodies	General disclosures - *Governance*
ESRS 2 GOV-3 – Integration of sustainability-related performance in incentive schemes	General disclosures - *Governance*
ESRS 2 GOV-4 – Statement on due diligence	General disclosures - *Governance*
ESRS 2 GOV-5 – Risk management and internal controls over sustainability reporting	General disclosures - *Governance*
ESRS 2 SBM–1 Strategy, business model and value chain	General disclosures - *Governance*
ESRS 2 SBM-2 – Interests and views of stakeholders	General disclosures - *Governance*
ESRS 2 SBM-3 Material impacts, risks and opportunities and their interaction with strategy and business model	General disclosures - *Governance*
ESRS 2 IRO-1 - Description of the processes to identify and assess material impacts, risks and opportunities	General disclosures - *Governance*
ESRS 2 IRO-2 – Disclosure Requirements in ESRS covered by the undertaking's sustainability reporting	General disclosures - *Governance*
ESRS 2 MDR-P Policies adopted to manage material sustainability matters	
ESRS 2 MDR-A Actions and resources in relation to material sustainability matters	
ESRS 2 MDR-T Tracking effectiveness of policies and actions through targets	
ESRS 2 MDR-M Metrics in relation to material sustainability matters	
ENVIRONMENTAL INFORMATION	
E1 CLIMATE CHANGE	
ESRS 2 GOV-3 E1 Integration of sustainability-related performance in incentive schemes; and	Environmental information - E1 Climate change - ESRS 2 GOV-3 Integration of sustainability-related performance in incentive schemes
ESRS E1-1 Transition plan for climate change mitigation	Environmental information - E1 Climate change - E1-1 Transition plan for climate change mitigation
ESRS 2 SBM-3 E1 Material impacts, risks and opportunities and their interaction with strategy and business model	Environmental information - E1 Climate change - ESRS 2 SBM-3 Material impacts, risks and opportunities and their interaction with strategy and business model
ESRS 2 IRO-1 E1 Description of the processes to identify and assess material climate-related impacts, risks and opportunities	Environmental information - E1 Climate change - ESRS 2 IRO-1 Description of the processes to identify and assess material climate-related impacts, risks and opportunities
ESRS E1-2, MDR-P Policies related to climate change mitigation and adaptation	Environmental information - E1 Climate change - E1-2 – Policies related to climate change mitigation and adaptation

ESRS E1-3, MDR-A Actions and resources in relation to climate change policies	Environmental information - E1 Climate change - E1-3 Actions and resources in relation to climate change policies
ESRS E1-4, MDR-T Targets related to climate change mitigation and adaptation	Environmental information - E1 Climate change - E1-4 – Targets related to climate change mitigation and adaptation
ESRS E1-5 – Energy consumption and mix	Environmental information - E1 Climate change - E1-5 – Energy consumption and mix
ESRS E1-6 Gross Scopes 1, 2, 3 and Total GHG emissions	Environmental information - E1 Climate change - E1-6 Gross Scopes 1, 2, 3 and Total GHG emissions
ESRS E1-7 GHG removals and GHG mitigation projects financed through carbon credits	-
ESRS E1-8 – Internal carbon pricing	-
ESRS E1-9 Anticipated financial effects from material physical and transition risks and potential climate-related opportunities	-
E3 WATER AND MARINE RESOURCES	
ESRS 2 IRO-1 E3 Description of the processes to identify and assess material impacts, risks and opportunities related to water and marine resources	Environmental information - E3 Water and marine resources - ESRS 2 IRO-1 Description of the processes to identify and assess material impacts, risks and opportunities related to water and marine resources
ESRS E3-1, MDR-P Policies related to water and marine resources	Environmental information - E3 Water and marine resources - E3-1 Policies related to water and marine resources
ESRS E3-2, MDR-A Actions and resources related to water and marine resources	Environmental information - E3 Water and marine resources - E3-2 Actions and resources related to water and marine resources
ESR E3-3, MDR-T Targets related to water and marine resources	Environmental information - E3 Water and marine resources - E3-3 Targets related to water and marine resources
ESRS E3-4 – Water consumption	Environmental information - E3 Water and marine resources - E3-4 - Water consumption
ESRS E3-5 – Anticipated financial effects from water and marine resources-related impacts, risks and opportunities	-
E5 RESOURCE USE AND CIRCULAR ECONOMY	
ESRS 2 IRO - 1 E5 Description of the processes to identify and assess material resources and circular economy-related impacts, risks and opportunities	Environmental information - E5 Resource use and circular economy - ESRS 2 IRO-1 - Description of the processes to identify and assess material resource use and circular economy-related impacts, risks and opportunities
ESRS E5-1, MDR-P Policies related to resource use and circular economy	Environmental information - E5 Resource use and circular economy - E5-1 – Policies related to resource use and circular economy
ESRS E5-2, MDR-A Actions and resources related to resource use and circular economy	Environmental information - E5 Resource use and circular economy - E5-2 – Actions and resources related to resource use and circular economy
ESRS E5-3, MDR-T Targets related to resource use and circular economy	Environmental information - E5 Resource use and circular economy - E5-3 – Targets related to resource use and circular economy
ESRS E5-4 – Resource inflows	Environmental information - E5 Resource use and circular economy E5-4 Resource inflows
ESRS E5-5 Resource outflows	Environmental information - E5 Resource use and circular economy - E5-5 Resource outflows
ESRS E5-6 Anticipated financial effects from resource use and circular economy-related impacts, risks and opportunities	-

SOCIAL INFORMATION	
S1 OWN WORKFORCE	
ESRS 2 SBM-2 S1 – Interests and views of stakeholders	Social information - S1 Own workforce ESRS 2 SBM-2 S1 – Interests and views of stakeholders
ESRS 2 SBM-3 S1 Material impacts, risks and opportunities and their interaction with strategy and business model	Social information - S1 Own workforce - ESRS 2 SBM-3 S1 Material impacts, risks and opportunities and their interaction with strategy and business model
ESRS S1-1, MDR-P Policies related to own workforce	Social information - S1 Own workforce - S1-1 Policies related to own workforce
ESRS S1-2 Processes for engaging with own workers and workers' representatives about impacts	Social information - S1 Own workforce - S1-2 Processes for engaging with own workers and workers' representatives about impacts
ESRS S1-3 Processes to remediate negative impacts and channels for own workers to raise concerns	Social information - S1 Own workforce - S1-3 Processes to remediate negative impacts and channels for own workers to raise concerns
ESRS S1-4, MDR-A Taking action on material impacts on own workforce, and approaches to mitigating material risks and pursuing material opportunities related to own workforce, and effectiveness of those actions	Social information - S1 Own workforce - S1-4 Taking action on material impacts on own workforce, and approaches to mitigating material risks and pursuing material opportunities related to own workforce, and effectiveness of those actions
ESRS S1-5, MDR-T Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	Social information - S1 Own workforce - S1-5 Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities
ESRS S1-6 Characteristics of the undertaking's employees	Social information - S1 Own workforce - S1-6 Characteristics of the undertaking's employees
ESRS S1-7 Characteristics of non-employee workers in the undertaking's own workforce	Social information - S1 Own workforce - S1-7 Characteristics of non-employee workers in the undertaking's own workforce
ESRS S1-8 Collective bargaining coverage and social dialogue	Social information - S1 Own workforce - S1-8 Collective bargaining coverage and social dialogue
ESRS S1-9 Diversity metrics	Social Information - S1 Own workforce - S1-9 Diversity metrics
ESRS S1-10 Adequate wages	Social information - S1 Own workforce - S1-10 Adequate wages
ESRS S1-11 Social protection	Social information - S1 Own workforce - S1-11 Social protection
ESRS S1-12 Persons with disabilities	Social information - S1 Own workforce - S1-12 Persons with disabilities
ESRS S1-13 Training and skills development metrics	Social information - S1 Own workforce - S1-13 Training and skills development metrics
ESRS S1-14 Health and safety metrics	Social information - S1 Own workforce - S1-14 Health and safety metrics
ESRS S1-15 Work-life balance metrics	Social information - S1 Own workforce - S1-15 Work-life balance metrics
ESRS S1-16 Compensation metrics (pay gap and total compensation)	Social information - S1 Own workforce - S1-16 Compensation metrics (pay gap and total compensation)
ESRS S1-17 Incidents, complaints and severe human rights impacts	Social information - S1 Own workforce - S1-17 Incidents, complaints and severe human rights impacts
S3 AFFECTED COMMUNITIES	
ESRS 2 SBM-2 S3 Interests and views of stakeholders	Social information - S3 Affected Communities - ESRS 2 SBM-2 S3 Interests and views of stakeholders
ESRS 2 SBM-3 S3 Material impacts, risks and opportunities and their interaction with strategy and business model	Social information - S3 Affected Communities - ESRS 2 SBM-3 S3 Material impacts, risks and opportunities and their interaction with strategy and business model

ESRS S3-1, MDR-P Policies related to affected communities	Social information - S3 Affected Communities - S3-1 Policies related to affected communities
ESRS S3-2 Processes for engaging with affected communities about impacts	Social information - S3 Affected Communities - S3-2 Processes for engaging with affected communities about impacts
ESRS S3-3 Processes to remediate negative impacts and channels for affected communities to raise concerns	Social Information - S3 Affected Communities - S3-3 Processes to remediate negative impacts and channels for affected communities to raise concerns
ESRS S3-4, MDR-A Taking action on material impacts on affected communities, and approaches to managing material risks and pursuing material opportunities related to affected communities, and effectiveness of those actions	Social information - S3 Affected Communities - S3-4 Taking action on material impacts on affected communities, and approaches to managing material risks and pursuing material opportunities related to affected communities, and effectiveness of those actions
ESRS S3-5, MDR-T Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	Social information - S3 Affected Communities - S3-5 Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities
S4 CONSUMERS AND END-USERS	
ESRS 2 SBM-2 S4 Interests and views of stakeholders	Social information - S4 Consumers and end-users - ESRS 2 SBM-2 S4 Interests and views of stakeholders
ESRS 2 SBM-3 S4 Material impacts, risks and opportunities and their interaction with strategy and business model	Social information - S4 Consumers and end-users - ESRS 2 SBM-3 S4 Material impacts, risks and opportunities and their interaction with strategy and business model
ESRS S4-1, MDR-P Policies related to consumers and end-users	Social information - S4 Consumers and end-users - S4-1 Policies related to consumers and end-users
ESRS S4-2 Processes for engaging with consumers and end-users about impacts	Social information - S4 Consumers and end-users - S4-2 Processes for engaging with consumers and end-users about impacts
ESRS S4-3 Processes to remediate negative impacts and channels for consumers and end-users to raise concerns	Social information - S4 Consumers and end-users - S4-3 Processes to remediate negative impacts and channels for consumers and end-users to raise concerns
ESRS S4-4, MDR-A Taking action on material impacts on consumers and end-users, and approaches to managing material risks and pursuing material opportunities related to consumers and end-users, and effectiveness of those actions	Social information - S4 Consumers and end-users - S4-4 Taking action on material impacts on consumers and end-users, and approaches to managing material risks and pursuing material opportunities related to consumers and end-users, and effectiveness of those actions
ESRS S4-5, MDR-T Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	Social information - S4 Consumers and end-users - S4-5 Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities
GOVERNANCE INFORMATION	
G1 BUSINESS CONDUCT	
EESRS 2 GOV-1 G1 The role of the administrative, management and supervisory bodies	-
ESRS 2 IRO-1 G1 Description of the processes to identify and assess material impacts, risks and opportunities	Governance information - G1 Business conduct - Managing impacts, risks and opportunities
ESRS G1-1, MDR-P Corporate culture and business conduct policies	Governance information - G1 Business conduct - G1-1 Corporate culture and business conduct policies
ESRS G1-2 Management of relationships with suppliers	Governance Information - G1 Business conduct - G1-2 Management of relationships with suppliers and G1-6 Payment practices
ESRS G1-3 Prevention and detection of corruption and bribery	Governance information - G1 Business conduct - G1-3 Prevention and detection of corruption and bribery
ESRS G1-4 Confirmed incidents of corruption or bribery	Governance information - G1 Business conduct - G1-4 Confirmed incidents of corruption or bribery
ESRS G1-5 Political influence and lobbying activities	Governance Information - G1 Business conduct - G1-5 Political influence and lobbying activities
ESRS G1-6 Payment practices	Governance Information - G1 Business conduct - G1-2 Management of relationships with suppliers and G1-6 Payment practices

Disclosure requirement and corresponding	SFDR reference	Third pillar reference	Reference regulation on benchmarks references	EU climate regulation reference	Page reference
ESRS 2 GOV-1 Board's gender diversity, paragraph 21(d)	Annex I, table 1, indicator no. 13		Commission Delegated Regulation (EU) 2020/1816, Annex II		GOV-1 – The role of the administrative, management and supervisory bodies
ESRS 2 GOV-1 Percentage of board members who are independent, paragraph 21(e)			Commission Delegated Regulation (EU) 2020/1816, Annex II		GOV-1 – The role of the administrative, management and supervisory bodies
ESRS 2 GOV-4 – Statement on due diligence, paragraph 30	Annex I, table 3, indicator no. 10				GOV-4 – Statement on due diligence
ESRS 2 SBM-1 Involvement in activities related to fossil fuel activities, paragraph 40(d)(i)	Annex I, table 1, indicator no. 4	Article 449a of Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/2453, Table 1 – Qualitative information on environmental risk and Table 2 – Qualitative information on social risk	Commission Delegated Regulation (EU) 2020/1816, Annex II		Not applicable
ESRS 2 SBM-1 Involvement in activities related to chemical production, paragraph 40(d)(ii)	Annex I, table 2, indicator no. 9		Commission Delegated Regulation (EU) 2020/1816, Annex II		Not applicable
ESRS 2 SBM-1 Involvement in activities related to controversial weapons, paragraph 40(d)(iii)	Annex I, table 1, indicator no. 14		Article 12(1) of Delegated Regulation (EU) 2020/1818 and Annex II to Delegated Regulation (EU) 2020/1816		Not applicable
ESRS 2 SBM-1 Involvement in activities related to cultivation and production of tobacco, paragraph 40(d)(iv)			Article 12(1) of Delegated Regulation (EU) 2020/1818 and Annex II to Delegated Regulation (EU) 2020/1816		Not applicable

ESRS E1-1 Transition plan to reach climate neutrality by 2050, paragraph 14				Article 2(1) of Regulation (EU) 2021/1119	Not applicable
ESRS E1-1 Undertakings excluded from Paris-aligned Benchmarks, paragraph 16(g)		Article 449a of Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/2453, model 1: Bank portfolio: Climate change-related potential transition risk indicators: Credit quality of exposures by sector, emissions and residual maturity	Article 12, paragraph 1, letters (d) to (g) and 2 of Delegated Regulation (EU) 2020/1818		Not applicable
ESRS E1-4 GHG emission reduction targets, paragraph 34	Annex I, table 2, indicator no. 4	Article 449a of Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/2453, model 3: Bank portfolio: Climate change-related potential transition risk indicators: alignment metrics	Article 6 of Delegated Regulation (EU) 2020/1818		Not applicable
ESRS E1-5 Energy consumption from fossil sources disaggregated by sources (only high climate impact sectors), paragraph 38	Annex I, table 1, indicator no. 5 and annex I, table 2, indicator no. 5				Not applicable
ESRS E1-5 Energy consumption and mix, paragraph 37	Annex I, table 1, indicator no. 5				E1-5 – Energy consumption and mix
ESRS E1-5 Energy intensity associated with activities in high climate impact sectors, paragraphs 40 to 43	Annex I, table 1, indicator no. 6				Not applicable
ESRS E1-6 Gross Scope 1, 2, 3 emissions and total GHG emissions, paragraph 44	Annex I, table 1, indicators nos. 1 and 2	Article 449a of Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/2453, model 1: Bank portfolio: Climate change-related potential transition risk indicators: Credit quality of exposures by sector, emissions and residual maturity	Articles 5(1), 6 and 8(1) of Delegated Regulation (EU) 2020/1818		E1-6 – Gross Scope 1, 2, 3 and total GHG emissions
ESRS E1-6 Gross GHG emissions intensity, paragraphs 53 to 55	Annex I, table 1, indicator no. 3	Article 449a of Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/2453, model 3: Bank portfolio: Climate change-related potential transition risk indicators: alignment metrics	Article 8(1) of Delegated Regulation (EU) 2020/1818		E1-6 – Gross Scope 1, 2, 3 and total GHG emissions
ESRS E1-7 GHG removals and carbon credits, paragraph 56				Article 2(1) of Regulation (EU) 2021/1119	Not applicable
ESRS E1-9 Exposure of the benchmark portfolio to climate-related physical risks, paragraph 66			Annex II to Delegated Regulation (EU) 2020/1818 and Annex II to Delegated Regulation (EU) 2020/1816		Not applicable
ESRS E1-9 Disaggregation of monetary amounts by acute and chronic physical risk, paragraph 66(a) ESRS E1-9 Location of significant assets at material physical risk, paragraph 66(c)		Article 449a of Regulation (EU) No. 575/2013; points 46 and 47 of Commission Implementing Regulation (EU) 2022/2453; model 5: Bank portfolio - Climate change-related potential physical risk indicators: exposures subject to physical risk			Not applicable
ESRS E1-9 Breakdown of the carrying value of its real estate assets by energy-efficiency classes, paragraph 67(c)		Article 449a of Regulation (EU) No. 575/2013; point 34 of Commission Implementing Regulation (EU) 2022/2453; model 2: Bank portfolio: Climate change-related potential transition risk indicators: real estate property-secured loans - Energy efficiency of collateral			Not applicable
ESRS E1-9 Degree of exposure of the portfolio to climate-related opportunities, paragraph 69				Annex II to Delegated Regulation (EU) 2020/1818	Not applicable
ESRS E2-4 Amount of each pollutant listed in Annex II of the E-PRTR Regulation (European Pollutant Release and Transfer Register) emitted to air, water and soil, paragraph 28	Annex I, table 1, indicator no. 8; annex I, table 2, indicator no. 2; annex 1, table 2, indicator no. 1; annex I, table 2, indicator no. 3				Not material
ESRS E3-1 Water and marine resources, paragraph 9	Annex I, table 2, indicator no. 7				E3-1 – Policies related to water and marine resources
ESRS E3-1 Dedicated policy, paragraph 13	Annex I, table 2, indicator no. 8				Not applicable
ESRS E3-1 Sustainable oceans and seas, paragraph 14	Annex I, table 2, indicator no. 12				Not applicable
ESRS E3-4 Total water recycled and reused, paragraph 28, letter c)	Annex I, table 2, indicator no. 6.2				E3-4 – Water consumption
ESRS E3-4 Total water consumption in m3 per net revenue on own operations, paragraph 29	Annex I, table 2, indicator no. 6.1				E3-4 – Water consumption
ESRS 2 IRO-1 - E4 paragraph 16, letter a), point i)	Annex I, table 1, indicator no. 7				Not material

ESRS 2 IRO-1 - E4 paragraph 16, letter b)	Annex I, table 2, indicator no. 10				Not material
ESRS 2 IRO-1 - E4 paragraph 16, letter c)	Annex I, table 2, indicator no. 14				Not material
ESRS E4-2 Sustainable land/agriculture practices or policies, paragraph 24, letter b)	Annex I, table 2, indicator no. 11				Not material
ESRS E4-2 Sustainable oceans/seas practices or policies, paragraph 24, letter c)	Annex I, table 2, indicator no. 12				Not material
ESRS E4-2 Policies to address deforestation paragraph 24, letter d)	Annex I, table 2, indicator no. 15				Not material
ESRS E5-5 Non-recycled waste, paragraph 37, letter d)	Annex I, table 2, indicator no. 13				E5-5 – Resource outflows
ESRS E5-5 Hazardous waste and radioactive waste, paragraph 39	Annex I, table 1, indicator no. 9				E5-5 – Resource outflows
ESRS 2 - SBM3 - S1 Risk of incidents of forced labour, paragraph 14, letter f)	Annex I, table 3, indicator no. 13				Not material
ESRS 2 - SBM3 - S1 Risk of incidents of child labour, paragraph 14, letter g)	Annex I, table 3, indicator no. 12				Not material
ESRS S1-1 Human rights policy commitments, paragraph 20	Annex I, table 3, indicator no. 9 and annex I, table 1, indicator no. 11				Not applicable
ESRS S1-1 Due diligence policies on issues addressed by the fundamental International Labor Organisation Conventions 1 to 8, paragraph 21			Commission Delegated Regulation (EU) 2020/1816, Annex II		S1-1 – Policies related to own workforce
ESRS S1-1 Processes and measures for preventing trafficking in human beings, paragraph 22	Annex I, table 3, indicator no. 11				Not applicable
ESRS S1-1 Workplace accident prevention policy or management system, paragraph 23	Annex I, table 3, indicator no. 1				S1-1 – Policies related to own workforce
ESRS S1-3 Grievance/complaints handling mechanisms, paragraph 32, letter c)	Annex I, table 3, indicator no. 5				S1-3 – Processes to remediate negative impacts and channels for own workers to raise concerns
ESRS S1-14 Number of fatalities and number and rate of work-related accidents paragraph 88, letters b) and c)	Annex I, table 3, indicator no. 2		Commission Delegated Regulation (EU) 2020/1816, Annex II		S1-14 – Health and safety metrics
ESRS S1-14 Number of days lost to injuries, accidents, fatalities or illness, paragraph 88, letter e)	Annex I, table 3, indicator no. 3				S1-14 – Health and safety metrics
ESRS S1-16 Unadjusted gender pay gap, paragraph 97 letter a)	Annex I, table 1, indicator no. 12		Commission Delegated Regulation (EU) 2020/1816, Annex II		S1-16 – Compensation metrics (pay gap and total compensation)
ESRS S1-16 Excessive CEO pay ratio, paragraph 97, letter b)	Annex I, table 3, indicator no. 8				S1-16 – Compensation metrics (pay gap and total compensation)
ESRS S1-17 Incidents of discrimination, paragraph 103, letter a)	Annex I, table 3, indicator no. 7				S1-17 – Incidents, complaints and severe human rights impacts
ESR S1-17 Non-respect of UNGPs on Business and Human Rights and OECD, paragraph 104, letter a)	Annex I, table 1, indicator no. 10 and annex I, table 3, indicator no. 14		Annex II to Delegated Regulation (EU) 2020/1816 and Article 12(1) of Delegated Regulation (EU) 2020/1818		S1-17 – Incidents, complaints and severe human rights impacts
ESRS 2 SBM-3 - S2 Significant risk of child labour or forced labour in the value chain, paragraph 11, letter b)	Annex I, table 3, indicators nos. 12 and 13				Not material
ESRS S2-1 Human rights policy commitments, paragraph 17	Annex I, table 3, indicator no. 9 and annex I, table 1, indicator no. 11				Not material
ESRS S2-1 Policies related to value chain workers, paragraph 18	Annex I, table 3, indicators nos. 11 and 4				Not material
ESRS S2-1 Non-respect of UNGPs on Business and Human Rights principles and OECD guidelines, paragraph 19	Annex I, table 1, indicator no. 10		Annex II to Delegated Regulation (EU) 2020/1816 and Article 12(1) of Delegated Regulation (EU) 2020/1818		Not material

ESRS S2-1 Due diligence policies on issues addressed by the fundamental International Labor Organisation Conventions 1 to 8, paragraph 19			Commission Delegated Regulation (EU) 2020/1816, Annex II		Not material
ESRS S2-4 Human rights issues and incidents connected to its upstream and downstream value chain, paragraph 36	Annex I, table 3, indicator no. 14				Not material
ESRS S3-1 Human rights policy commitments, paragraph 16	Annex I, table 3, indicator no. 9 and annex I, table 1, indicator no. 11				Not applicable
ESRS S3-1 Non-respect of UNGPs on Business and Human Rights, ILO principles or and OECD guidelines	Annex I, table 1, indicator no. 10		Annex II to Delegated Regulation (EU) 2020/1816 and Article 12(1) of Delegated Regulation (EU) 2020/1818		S3-1 - Policies related to affected communities
ESRS S3-4 Human rights issues and incidents, paragraph 36	Annex I, table 3, indicator no. 14				No incidents occurred
ESRS S4-1 Policies related to consumers and end-users, paragraph 16	Annex I, table 3, indicator no. 9 and annex I, table 1, indicator no. 11				S4-1 – Policies related to consumers and end-users
ESRS S4-1 Non-respect of UNGPs on Business and Human Rights principles and OECD guidelines, paragraph 17	Annex I, table 1, indicator no. 10		Annex II to Delegated Regulation (EU) 2020/1816 and Article 12(1) of Delegated Regulation (EU) 2020/1818		S4-1 – Policies related to consumers and end-users
ESRS S4-4 Human rights issues and incidents, paragraph 35	Annex I, table 3, indicator no. 14				No incidents occurred
ESRS G1-1 United Nations Convention against Corruption, paragraph 10, letter b)	Annex I, table 3, indicator no. 15				G1-1 – Corporate culture and business conduct policies
ESRS G1-1 Protection of whistleblowers, paragraph 10, letter d)	Annex I, table 3, indicator no. 6				G1-1 – Corporate culture and business conduct policies
ESRS G1-4 Fines for violation of anti-corruption and anti-bribery laws, paragraph 24, letter a)	Annex I, table 3, indicator no. 17		Annex II to Delegated Regulation (EU) 2020/1816		No recorded corruption cases
ESRS G1-4 Standards of anti-corruption and anti-bribery, paragraph 24, letter b)	Annex I, table 3, indicator no. 16				Not applicable

MDR-P | MDR – A | MDR – M | MDR – T: POLICIES, ACTIONS, METRICS AND TARGETS

In the following chapters of this document, **Juventus has detailed the policies and actions adopted to manage impacts, risks and opportunities related to material sustainability matters,** in accordance with the requirements of the relevant thematic ESRSs. Actions, metrics and targets were identified in line with the targets of the ESG strategy; in fact, the Club chose to direct its efforts on certain topics. The issues currently not covered will be addressed in the coming years through targeted actions, with the aim of promptly and gradually responding to all identified needs. Where available, metrics and targets have been integrated into the disclosure, ensuring consistency with the actions described and providing a clear picture of the Company's performance and progress.

Juventus does not currently have a structured process to communicate the amount of current economic and financial resources compared to the most relevant amounts presented in the financial statements. However, where possible, the Club undertakes to give an overview of the expenses and investments made for the implementation of the activities expressed in the respective chapters.

EUROPEAN TAXONOMY

INTRODUCTION

This chapter contains information in accordance with the provisions of Article **8 of European Union (EU) Taxonomy Regulation 2020/852**. This information is provided in accordance with the criteria established by other delegated acts issued by the European Commission and available as at the date of publication of the Consolidated Sustainability Statement, in particular:

- Delegated Regulation (EU) 2021/2139 of 4 June 2021 (Delegated Act on the Climate);
- Delegated Regulation (EU) 2021/2178 of 6 July 2021 (Delegated Act on Disclosure);
- Delegated Regulation (EU) 2022/1214 of 9 March 2022 (Complementary Delegated Act on the Climate);
- Delegated Regulation (EU) 2023/2485 of 27 June 2023 amending the Delegated Act on the Climate;
- Delegated Regulation (EU) 2023/2486 of 27 June 2023 (Environmental Delegated Act);
- Delegated Regulation (EU) 2026/73 of 4 July 2025 amending the previous ones. This Regulation shall apply from 1 January 2026, with the option to continue applying the previous Regulations for financial years beginning between 1 January 2025 and 31 December 2025.

REGULATORY CONTEXT

The **European taxonomy ("Taxonomy")**, envisaged by **EU Regulation 2020/852** (hereinafter referred to as the "**Regulation on Taxonomy**"), is a fundamental tool introduced as part of the **European** *Green Deal*, with the aim of achieving the environmental and climate objectives set out in the pact, in particular decarbonisation by 2050. The Taxonomy Regulation provides detailed guidelines on the **economic activities considered environmentally sustainable**, with the aim of increasing transparency for investors and contrasting greenwashing.

It also supports companies in the energy transition process and in the adoption of more sustainable environmental policies. The Taxonomy constitutes a fundamental cornerstone of the **Sustainable Finance Action Plan**, with the aim of guiding capital flows towards a more environmentally responsible economy.

It is a decisive step towards achieving carbon neutrality by 2050, by means of defining criteria for identifying environmentally sustainable economic activities.

The European Taxonomy includes six environmental targets:

- **Climate change mitigation.**
- **Climate change adaptation.**
- **Sustainable use and protection of water and marine resources.**
- **Transition to a circular economy.**
- **Pollution prevention and control.**
- **Protection and restoration of biodiversity and ecosystems.**

The Regulation on the Taxonomy stipulates that an activity can be considered aligned with one or more environmental targets if all of the following criteria are met:

- **It substantially contributes to one or more environmental targets.**
- **It does not cause significant harm to any of the environmental targets (principle of the Do No Significant Harm - DNSH);**
- **It is carried out in compliance with the minimum safeguarding criteria.**
- **It observes the technical screening criteria.**

To ensure compliance with the indications contained in the Delegated Acts relating to the six environmental objectives, a four-step process was developed:

1. The first phase involved a **preliminary analysis of the sectors falling within the six environmental objectives**, identifying certain economic activities falling within the following goals as potentially eligible for Juventus' business: climate change mitigation; **climate change adaptation; transition to a circular economy; protection and restoration of biodiversity and ecosystems**;
2. Subsequently, the screening phase was launched with the aim of identifying the "**eligible" economic activities** for each **environmental target**. Through the direct involvement of units, the economic activities that generated Turnover, CapEx and/or OpEx during the reporting period were then mapped. In the case of economic activities applicable to several environmental targets, in view of Juventus' business and strategy, it was decided to prioritise the **climate change mitigation** target. The eligible economic activities fall under the following environmental objectives: **climate change mitigation, climate change adaptation; protection and restoration of biodiversity and ecosystems**;
3. The **verification of the alignment** was then carried out by Juventus in compliance with the provisions of the Regulation, mapping:
   - the substantial contribution to achieving one or more environmental objectives;
   - compliance with the DNSH principle;
   - observance of minimum safeguarding criteria;
   - compliance with the technical screening criteria.

It should be noted that, since Juventus has not performed an analysis of exposure to the risk of climate change with the aim of developing targeted adaptation strategies (as required by the Regulation, ref. *Climate Change Adaptation*), screening activities were concluded during the verification of compliance with the DNSH principle and it was not deemed necessary to verify compliance with the minimum safeguarding criteria.

4. As a last step, the economic indicators required by the Regulation were calculated. For more information, please refer to the section "Reporting results and criteria".[4]

It should be noted that Juventus has decided to adopt the changes introduced by Commission Delegated Regulation (EU) 2026/73 concerning reporting requirements, taking advantage of a simpler and more flexible application framework. Among the main changes is the introduction of a materiality threshold for each KPI (less than 10%), allowing non-significant items to be excluded from the assessment, as well as the option not to disclose operating expenditure where such expenditure is considered not material to the company's business model.

Juventus has chosen to apply these new provisions immediately, without making use of the option to defer their adoption by one year, and has therefore excluded information relating to operating expenditure from its reporting. Further information is provided below.

ELIGIBILITY ANALYSIS

An economic activity is considered eligible according to the European Taxonomy if it is explicitly included in the Taxonomy Regulation due to its substantial contribution to achieving one or more environmental targets, regardless of whether or not that activity meets the technical screening criteria set out therein.

CapEx

This refers to the proportion of economic activities eligible under the Taxonomy in terms of **capital expenditure**, defined as investments eligible under the Taxonomy (numerator) divided by total investments (denominator).

Within the capital expenditure considered eligible, the following were included:

- maintenance works in the changing room areas at JTC Vinovo and in the technical room/storage area at JTC Continassa;
- additions to the assets owned by the Company (J|hotel).

Below is a summary of the identified activities and their correspondence with the economic activities of the European Taxonomy Regulation.

Objective	Code	List of Taxonomy-Eligible activities	Juventus's economic activities that generated CapEx during the 2025/2026 season
Climate change mitigation	7.2	Renovation of existing buildings	JTCV, JTCC
	7.7	Purchase and ownership of buildings	J|hotel

[4] It is noted that, from the current reporting period, the simplifications and amendments introduced by Delegated Regulation 2026/73 have been applied.

OpEx

This refers to the proportion of economic activities eligible under the Taxonomy in terms of operating costs, defined as eligible costs (numerator) divided by total costs (denominator). The total OpEx includes costs which cannot be capitalised relating to research and development, building renovation measures, short-term leases and all forms of maintenance and repair.

To determine which of Juventus' activities can be linked to those identified by the European Taxonomy, the main business activities were mapped and analysed.

The cost items included in total OpEx relate to: the purchase of consumables and equipment, security and cleaning services, utilities, maintenance costs, and rent, amounting to a total of €6,531,315.

These activities are considered immaterial to Juventus' business model, as they are ancillary to any business activity. Therefore, the Club has deemed it appropriate to omit OpEx-related information from its EU Taxonomy reporting, as permitted under Commission Delegated Regulation (EU) 2026/73.

TURNOVER

This refers to the proportion of economic activities eligible under the Taxonomy in terms of turnover, defined as part of net **revenues** associated with **economic activities aligned with the Taxonomy** (numerator) divided by net revenues (denominator).

The table below provides a summary of the identified activities and their correspondence with the economic activities set out in the EU Taxonomy Regulation.

Objective	Code	List of Taxonomy-Eligible Activities	Juventus' Economic Activities Generating CapEx During the 2025/2026 Season
Biodiversity and Ecosystems	2.1	Hotels, holiday accommodation, camping grounds and similar accommodation	J Hotel operations



ALIGNMENT ANALYSIS

In order to be considered aligned with the Taxonomy, an economic activity must **contribute substantially to one or more environmental objectives, while not causing significant harm to other environmental objectives**.

Therefore, after verifying compliance with the substantial contribution criteria required for each of the above economic activities, Juventus proceeded to verify compliance with DNSH principles and, specifically, in relation to DNSH on Climate Adaptation (which requires compliance with Appendix A), the Club reports that, although it does not currently have an assessment of the exposure to climate risk factors of its activities and assets (an assessment to be carried out through an analysis of the acute and chronic risks to which the activities are subject), it has begun to lay the groundwork to be able to carry out such activities.

For the reasons mentioned above, the alignment analysis is therefore currently not compliant with the requirements of the Regulation.

RESULTS AND REPORTING CRITERIA

For the current reporting period, the KPIs listed below relate to activities that are eligible and aligned with the Taxonomy, in line with the provisions of Attachments I and II of the Delegated Act on Article 8 (Regulation 2021/2178/EU).

The eligible economic activities identified on the CapEx and Turnover indicators are shown in the table below:

Objective	Code	List of Taxonomy-Eligible activities	KPI	Eligibility percentage
Climate change mitigation	7.2	Renovation of existing buildings	CapEx	1.01%
	7.7	Purchase and ownership of buildings	CapEx	65.28%
Biodiversity and ecosystem	2.1	Hotels, holiday accoomodation, camping grounds and similar accomodation	Turnover	1.21%

Finally, it should be noted that the Club has considered the provisions of the Complementary Delegated Act on Climate (EU Delegated Regulation 2022/1214 of the Commission) relating to reporting on involvement in economic activities related to natural gas and nuclear power, without identifying the applicable activities. See "Table 1" below.

TABLE 1 – NUCLEAR AND FOSSIL GAS-RELATED ACTIVITIES

Line	Nuclear energy-related activities	
1.	The undertaking carries out, finances or has exposure to research, development, demonstration and implementation of innovative power generation facilities that produce energy from nuclear processes with minimal waste from the fuel cycle.	NO
2.	The undertaking carries out, finances or has exposure to the construction and safe operation of new nuclear power plants for the generation of electricity or process heat, including for district heating or industrial process purposes such as hydrogen production, and improvements of their safety, with the aid of the best available technologies.	NO
3.	The undertaking carries out, finances or has exposure to the construction and safe operation of existing nuclear power plants that generate electricity or process heat, including for district heating or industrial processes such as hydrogen production starting off from nuclear energy, and improvements of their safety.	NO
	Fossil gas related activities	
4.	The undertaking carries out, finances or has exposure to the construction or management of plants for the generation of electricity which use gaseous fossil fuels.	NO
5.	The undertaking carries out, finances or has exposure to the construction, requalification and management of combined heat/cooling and electricity generation plants that use gaseous fossil fuels.	NO
6.	The undertaking carries out, finances or has exposure to the construction, requalification and management of heat generation plants that produce heat/cooling using gaseous fossil fuels.	NO

TABLES RELATED TO THE EUROPEAN TAXONOMY

TABLE A – SUMMARY INDICATORS

				Composition by environmental target of the Taxonomy-aligned activities											
KPI	*Total*	*Proportion of Taxonomy-eligible activities*	*Taxonomy-aligned activities*	*Proportion of Taxonomy-aligned activities*	*Climate Change Mitigation*	*Climate Change Adaptation*	*Water*	*Circular economy*	*Pollution*	*Biodiversity and ecosystems*	*Portion of enabling activities*	*Portion of transition activities*	*Activities not assessed as material*	*Taxonomy-aligned activities in the 2024-2025 season*	*Portion aligned to the Taxonomy in the 2024-2025 season*
	EUR	%	EUR	%	%	%	%	%	%	%	%	%	%	%	%
Turnover	474,737,000.00	0.00%	0.00	0.00	N/A	N/A	N/A	N/A	N/A	N/A	0.00	0.00	0.00	0.00	0.00%
CapEx	35,965,000.00	66.29%	0.00	0.00	N/A	N/A	N/A	N/A	N/A	N/A	0.00	0.00	0.00	0.00	0.00%

TABLE B – CapEx

					Environmental objective of the Taxonomy-aligned activities									
Economic activities	*Code*	*Taxonomy-eligible KPI (Portion of Taxonomy-eligible CapEx)*	*Taxonomy-aligned KPI (monetary value of CapEx)*	*Taxonomy-aligned KPI (Portion of Taxonomy-aligned CapEx)*	*Climate Change Mitigation*	*Climate Change Adaptation*	*Water*	*Circular economy*	*Pollution*	*Biodiversity and ecosystems*	*Enabling activity*	*Transition activities*	*Taxonomy-aligned portion out of Taxonomy-eligible total*
		%	EUR	%	%	%	%	%	%	%	A	T	%
Renovation of existing buildings	CCM 7.2	1.01%	0.00	0.00	N/A	N/A	N/A	N/A	N/A	N/A			0.00
Purchase and ownership of buildings	CCM 7.7	65.28%	0.00	0.00	N/A	N/A	N/A	N/A	N/A	N/A			0.00
Alignment sum by target													
Total CapEx		35,965,000.00											

TABLE C – TURNOVER

				Environmental objective of the Taxonomy-aligned activities									
Economic activities	*Code*	*Taxonomy-eligible KPI (Portion of Taxonomy-eligible Turnover)*	*Taxonomy-aligned KPI (monetary value of Turnover)*	*Taxonomy-aligned KPI (Portion of Taxonomy-aligned Turnover)*	*Climate Change Mitigation*	*Climate Change Adaptation*	*Water*	*Circular economy*	*Pollution*	*Biodiversity and ecosystems*	*Enabling activity*	*Transition activities*	*Taxonomy-aligned portion out of Taxonomy-eligible total*
		%	EUR	%	%	%	%	%	%	%	A	T	%
Hotels, holiday accommodation, camping grounds and similar accommodation	BIO 2.1	1.21%	0,00	0,00	N/A	N/A	N/A	N/A	N/A	N/A			0,00
Alignment sum by target													
Total Turnover		474,737,000.00											





ENVIRONMENTAL INFORMATION

Environmental issues play an increasingly **significant role in the context in which Juventus operates**. Phenomena such as climate change, growing pressure on natural resources and the need for a transition towards circular models represent challenges that also affect the sport and entertainment sectors.

Against this backdrop, **the Club is mindful of its responsibility to help reduce the environmental impacts** associated with its activities and, at the same time, of the importance of understanding and managing the effects that these phenomena may have on its operational model. From the management of sports facilities to the organisation of events, right through to how fans experience matches, environmental challenges are, in fact, an increasingly significant factor for the organisation's resilience and sustainable development.

For these reasons, Juventus furthers an **approach aimed at improving its environmental performance,** progressively integrating these issues into the Club's decision-making processes and operational activities.

The environmental objectives and initiatives form part of the **'Black, White & More'** strategic framework, with reference to the dedicated pillars (see section SBM-1 for a full description).

IN 2020, JUVENTUS WAS THE FIRST FOOTBALL CLUB TO SIGN THE UNITED NATIONS FRAMEWORK CONVENTION ON CLIMATE CHANGE SPORT FOR CLIMATE ACTION,

which brings together sports organisations to achieve the goals set by the paris agreement, and the climate neutral now initiative aimed at raising awareness and supporting undertakings and organisations in measuring, reducing and offsetting their greenhouse gas emissions. With reference to the management of the sports infrastructures,



THE CLUB IS ALSO ACTIVELY INVOLVED IN THE EUROPEAN STADIUM & SAFETY MANAGEMENT ASSOCIATION (ESSMA), WHERE IT COVERS A LEADERSHIP ROLE:

since 2018 Francesco Gianello, Facilities Management Director of the Club, has been a member of the Advisory Committee and, since 2025, is its Chairperson.

At the level of the football system, **Juventus takes part in round tables and committees on sustainability organised by the Lega Serie A and cooperates with UEFA**, contributing to initiatives, workshops and training programmes developed as part of the Strength Through Unity 2030 sustainability strategy. The Club also complies with the principles and priorities furthered by the FIGC and the ECA on sustainability issues, strengthening its dialogue with the leading football organisations at national and European level. For further details on Juventus' involvement in sustainability initiatives and round tables, please refer to table ESRS 2 SBM-2.

E1 CLIMATE CHANGE

Juventus is committed to **monitoring and reporting annually on its energy consumption and Scope 1 and Scope 2 emissions and, from the 2024/2025 season, also Scope 3 emissions**, with the aim of reducing its environmental impact and identifying opportunities for improvement in terms of efficiency. To this end, again this year the Club carried out an analysis of the Carbon Footprint aligned with the CSRD directives.

GOV-3 – INTEGRATION OF SUSTAINABILITY-RELATED PERFORMANCE IN INCENTIVE SCHEMES

Juventus' Remuneration Policy is set out in the section **"S1-1 – Policies related to own workforce – Remuneration Policy (Total Reward Framework)"**, to which readers are referred for further details.

As part of its incentive schemes, Juventus has, over the years, progressively integrated metrics and targets linked to **ESG issues** into both its short-term incentive (STI) schemes and its long-term incentive schemes. For the 2025/2026 season, the Club has set specific ESG KPIs linked to the themes of well-being and gender equity, in line with the priorities identified as part of the **Black, White & More ESG strategy** and the policies dedicated to the workforce.

With regard to environmental issues, however, during the 2025/2026 season Juventus has defined, as part of the **"ESG Integrated"** approach (in relation to which please refer to the section: "GOV-1 – The role of the administrative, management and supervisory bodies – Sustainability governance"), a series of objectives entrusted to the **company's Impact Teams**. These objectives – also described in the following sections – will enter the implementation phase from the 2026/2027 season onwards and will be integrated, where applicable, into the incentive schemes for the heads of the Impact Teams and those involved in achieving them, helping to strengthen the integration of ESG issues into the Club's operational and decision-making processes.

By means of this approach, Juventus aims to foster a progressive alignment between corporate objectives, individual responsibilities and ESG priorities, promoting greater integration of sustainability into the Club's activities.

E1-1 – TRANSITION PLAN FOR CLIMATE CHANGE MITIGATION

Juventus contributes to climate change mitigation through its **"Black, White & More" ESG strategy**. The pillar dedicated to this area, **"Emissions in the Corner"**, aims to achieve emission reduction targets through different actions illustrated in section E1-3 – Actions and resources in relation to climate change policies.

The Club recognises the importance of having, over the mid-term, a structured climate transition plan pursuant to ESRS E1 with quantitative objectives and time targets, consistent with the best international practices. As at the end of the financial year, this plan had not yet been formally adopted and represents one of the key areas of development in Juventus' sustainability strategy for the coming years.

SBM-3 – MATERIAL IMPACTS, RISKS AND OPPORTUNITIES AND THEIR INTERACTION WITH STRATEGY AND BUSINESS MODEL

For the information relating to this Standard and in order to obtain more details on how the analysis was performed and on the main results, please refer to ESRS 2 SBM-3.

The double materiality assessment carried out by Juventus made it possible to **identify the IROs related to the topic of climate change**. The IROs related to this topic are closely related to Juventus' strategy and business model, with particular reference to GHG emissions generated, energy efficiency, and the physical risk to which assets and infrastructures are exposed. Specifically, the three negative impacts and an opportunity resulting from the materiality assessment are related to the generation of GHG emissions. To address and mitigate these impacts, Juventus monitors Scope 1, 2 and 3 emissions and pursues specific actions. The three positive impacts and an opportunity are related to energy consumption and asset efficiency. The only risk related to climate change adaptation refers to extreme climate events (acute physical risk) with possible damage to infrastructure and interruptions in sports activities and the other events held at the Allianz Stadium with a consequent impact on costs and revenue. To date, no climate risk analysis based on climate scenarios has yet been conducted, nor a specific assessment of the resilience of the strategy and business model with respect to these scenarios. A new opportunity that emerged in the 2025-26 season refers to the possible adoption of emission impact reduction targets by Juventus during the coming seasons.

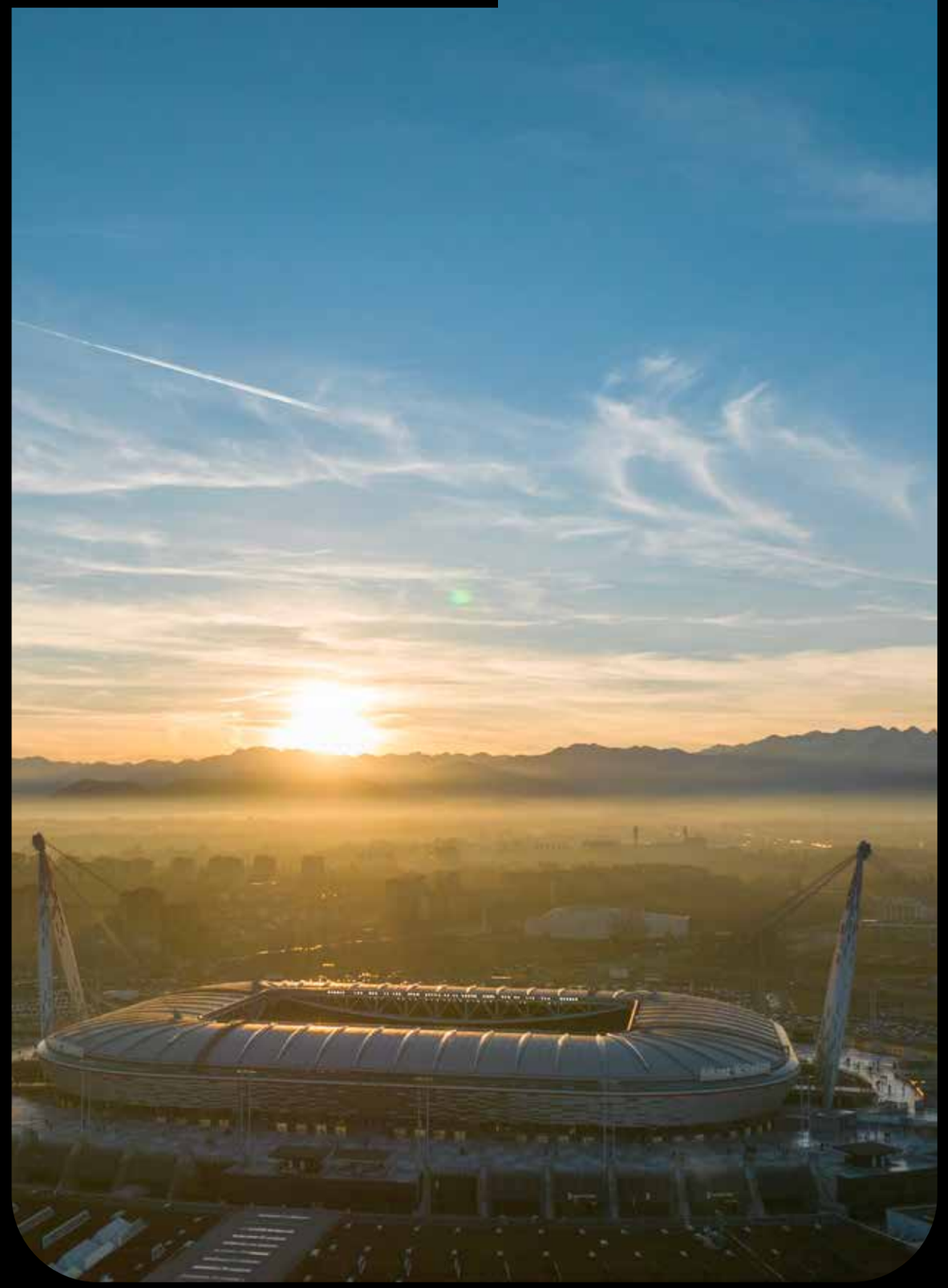
IRO-1 – DESCRIPTION OF THE PROCESSES TO IDENTIFY AND ASSESS MATERIAL CLIMATE-RELATED IMPACTS, RISKS AND OPPORTUNITIES

For the information relating to this Standard and in order to obtain more details on how the analysis was performed and on the main results, please refer to ESRS 2 SBM-3.

E1-2 POLICIES RELATED TO CLIMATE CHANGE MITIGATION AND ADAPTATION

The Black, White & More strategy represents the continuation of a structured environmental management path, which in recent years has allowed the Club to obtain two certifications on the topic of sustainability.

ALLIANZ *STADIUM* JUVENTUS



▪ IN 2019, ALLIANZ STADIUM ACHIEVED THE ISO 14001 CERTIFICATION, AN INTERNATIONAL STANDARD THAT DEFINES THE REQUIREMENTS FOR AN ENVIRONMENTAL MANAGEMENT SYSTEM AIMED AT MONITORING AND REDUCING THE DIRECT AND INDIRECT ENVIRONMENTAL IMPACTS OF ACTIVITIES. THIS CERTIFICATION WAS SUBSEQUENTLY EXTENDED ALSO TO THE JUVENTUS TRAINING CENTER - CONTINASSA ("JTCC") IN 2022, STRENGTHENING THE CLUB'S SYSTEMIC APPROACH TO MANAGING ENVIRONMENTAL PERFORMANCE. THE CERTIFICATION REMAINED VALID FOR THE ENTIRE REPORTING PERIOD.

▪ IN 2021, JUVENTUS ALSO ACHIEVED THE ISO 20121 CERTIFICATION, THE INTERNATIONAL STANDARD FOR SUSTAINABLE EVENT MANAGEMENT, WHICH ENSURES THE ADOPTION OF PRACTICES AND PROCESSES CAPABLE OF REDUCING NEGATIVE IMPACTS, ENHANCING POSITIVE ASPECTS AND PROMOTING A SUSTAINABLE LEGACY LINKED TO THE EVENTS ORGANISED. THE CERTIFICATION, SUBSEQUENTLY RENEWED, EXPIRED ON 2 APRIL 2026; THE SUBSEQUENT RENEWAL PROCESS IS SCHEDULED FOR AUTUMN 2026.

In line with the standards required by these certifications, the Club has adopted two specific policies:

ENVIRONMENTAL POLICY

As part of its activities, Juventus pursues the target of **reducing environmental impact through the adoption of an Environmental Policy** compliant with the requirements of the UNI EN ISO 14001:2015 Standard. This choice represents a commitment not only to those who have an employment relationship with the Company, but also to all those who use its sports entertainment services. Among the key principles of the Policy, whose internal contact person is the Environmental Delegate (Juventus Facilities Management Director), are the promotion of a environmental sustainability culture, aimed at reducing impacts, and the adoption of a process for analysis and monitoring of activities to implement prevention and continuous improvement measures. The Juventus Environment Policy is available in full at the following link: Policies and Procedures | Juventus Club.

SUSTAINABLE EVENT MANAGEMENT POLICY

The Policy, whose internal contact person is the Sustainable Event Management System Officer, finds its tangible application especially in the organisation of the Match Day event, which represents much more than 90 minutes of play: it is a show that involves fans and enthusiasts through entertainment fan activities, choreographies and sharing opportunities. For this reason, Juventus has adopted a Management System for the Sustainability of Events, in compliance with the UNI ISO 20121 standard - the international standard that defines the requirements for the planning and sustainable management of events - establishing, documenting and implementing dedicated procedures, with the commitment to improve continuity and effectiveness over time. The Policy for the sustainable management of Juventus events can be consulted in full at the following link Policies and Procedures | Juventus Club.

CODE OF ETHICS

The principles underpinning Juventus' approach to environmental issues are first set out in the **Club's Code of Ethics** (see the chapter entitled "Governance Information"). In particular, the Code of Ethics envisages Juventus' commitment to **pursuing continuous improvement in its environmental performance**, whilst minimising the impacts arising from the pursuit of its activities and from the management, construction and maintenance of its owned sites and facilities (Article 2.12).

The Code of Ethics also sets out the Club's commitment to adopting **responsible behaviour to protect the environment**, operating in compliance with applicable legislation and any requirements issued by the competent authorities (Article 2.13).

These principles also apply to the management of the supply chain. In particular, the Code of Ethics envisages that the selection of suppliers and licensees must take into account not only the quality and cost-effectiveness of tenders, but also criteria such as reliability, reputation, professionalism and sustainability. Juventus is also committed to avoiding business relationships with parties that do not share the values set out in the Code itself, including those relating to environmental protection and the principles of the United Nations Global Compact (Article 7.2).

It is possible to consult the Code of Ethics in full at the following link: *Corporate Governance | Juventus Club.*

E1-3 – ACTIONS AND RESOURCES IN RELATION TO CLIMATE CHANGE POLICIES

Juventus recognises the importance of monitoring and managing the environmental aspects associated with the pursuit of its activities, in order to ensure compliance with regulatory obligations and applicable standards, and alignment with the **Black, White & More ESG strategy** (see **ESRS 2** in section SBM-1 – "Strategy, business model and value chain"). In this context, the Club adopts, for example, measures relating to **energy procurement, resource use and stakeholder engagement on environmental issues**. Some of these initiatives, such as the use of energy from renewable sources, also represent choices made by the Club to strengthen its focus on these issues. The main action undertaken during the reporting period is set out below.

RENEWABLE ENERGY

In order to minimise the environmental impact of electricity consumption,

SINCE THE 2018/2019 SEASON THE CLUB HAS BEEN SOURCING ITS ELECTRICITY EXCLUSIVELY FROM RENEWABLE SOURCES[5] THROUGH SPECIFIC AGREEMENTS WITH SUPPLIERS. THEREFORE, ALL JUVENTUS SITES, EXCLUDING J HOTEL, USE 100% ELECTRICITY FROM RENEWABLE SOURCES.

This is a conscious choice, which involves significant investment but which has been adopted to ensure consistency with the Club's environmental commitments.

Procurement is certified through **Guarantees of Origin ("GO")**, issued in compliance with European regulations, which transparently certify the renewable origin of purchased energy. In this way, the entire Club's electricity demand is covered by certified sources, contributing to indirect electricity-related emission reduction (Scope 2).

On the energy self-generation front, Juventus has made some initial steps, through small plants that represent a first approach to this supply mode. Currently self-production is mainly limited to the photovoltaic plant installed at the JTCC: although not directly owned by the Cub, Juventus manages its production and related administration (compilation of registers and transmission of data to the Customs Agency).

In addition to this, **two solar thermal plants** are present within the Allianz Stadium, active but with a minimal and limited contribution to the production of sanitary hot water.

Finally, **feasibility studies** were carried out over the years to assess further self-generation opportunities – particularly a project concerning the stadium, headquarters and training center – whose outcomes remain at the assessment stage.

ENERGY EFFICIENCY

The Facilities Management Department is constantly monitoring and optimising energy consumption, through targeted control, plant efficiency and technological updating interventions.

The Club has employed a **UNI CEI 11339-certified Energy Manager as EGE** (Expert in Energy Management) and appointed at FIRE (Italian Federation for the Rational Use of Energy), in accordance with Italian Law 10/91, which supports the development of energy projects, including energy diagnosis and the implementation of an Energy Management pathway. The actions to support the energy efficiency path are shown below:

Management and monitoring systems

Since its opening (2011), the Allianz Stadium has been equipped with a **Building Management System ("BMS")** that allows the automatic planning and regulation of the operation of electrical and thermal fluid systems (on/off, set point, alarms, diagnostics); Since 2017, this approach has also been extended to the headquarters and the JTCC site, while the Vinovo site remains partially excluded due to its greater plant complexity; Furthermore, dedicated meters were installed to monitor consumption of the various utilities and verify billing accuracy. These data are collected and analysed through a **digital monitoring platform** developed with the support of the Information & Communication Technology Team, which is also useful for consumption and cost forecasting activities.

Lighting

Over the years Juventus has progressively extended the use of **LED technology** in its lighting systems. As far as the Allianz Stadium is concerned, about 85% of the stadium's surfaces are now served by LED lighting. This process has resulted in a **reduction in the installed power** of the pitch lighting system by approximately 24% compared with the previous configuration, alongside a streamlining of maintenance, replacement and management activities for the systems. In addition to the energy consumption benefits, the LED lighting system has improved certain lighting characteristics in the areas concerned, including colour rendering, uniformity of illumination, the absence of flickering and reduced glare, thereby enhancing visual comfort for players, spectators at the stadium and television viewers. At the Juventus Training Centre in Vinovo, the switch to LED technology has concerned the lighting systems for three spor-



[5]With the exception of consumption related to district heating and cooling.

ts pitches and the main indoor areas; the remaining five pitches are yet to be completed, for which a feasibility study is currently underway. The Juventus Headquarters and the Continassa Training Centre have also been equipped with LED lighting for their indoor areas since their opening.

HVAC (Heating, Ventilation and Air Conditioning) systems

The hospitality lounges at the Allianz Stadium are fitted with inverters that allow air exchange rates to be adjusted according to the actual use of the spaces. This solution supports more efficient management of the ventilation and air-conditioning systems, particularly on non-match days and during periods of lower footfall.

STRUCTURAL CONSTRAINTS

Some of the energy consumption associated with the management of the Club's sports facilities is closely linked to operational and performance requirements. These include, in particular, the **lights used for the maintenance and growth of the turf at the Allianz Stadium**, which account for a significant proportion of the stadium's electricity consumption, as well as the pitch heating systems at the Allianz Stadium and the Training Centers. Although this consumption is constantly monitored, it is difficult to reduce it without compromising the quality and functional standards required for sporting activities.

It is precisely for this reason that these areas represent one of the main focuses of the Club's environmental improvement programme. In this regard, during the 2025/2026 season, Juventus has set a specific objective for its **Green Management Impact Team**, aimed at assessing the gradual introduction of more advanced technological solutions in the management of sports facilities, including new LED technologies for managing the turf at the Allianz Stadium and the introduction of robotic solutions for the maintenance of green spaces. These initiatives are scheduled to be implemented from the 2026/2027 season onwards and will enable the Club to gather further information to assess their operational and energy-related impacts.

Alongside these measures, the Club recognises that there is also scope for improvement in terms of **conduct and practices relating to the use of the facilities**. This is where the **sustainability people engagement platform AWorld** comes in; between January and December 2025, it was made available to all Juventus staff with the aim of promoting a culture of sustainability, encouraging the adoption of tangible responsible conduct and offering dedicated training content. The platform engaged 154 participants, who recorded an average of around 500 sustainable actions each, demonstrating a particular interest in topics related to Climate Action and Health and Well-being.

FAN MOBILITY

Fan mobility is one of the **most significant environmental challenges for a sports club**. According to a study carried out in 2023 by the Sant'Anna School of Advanced Studies in Pisa, fan travel accounts for between 50% and 70% of the total emissions of a football club, with a particularly significant impact related to the prevailing use of private cars and, in some cases, flights, especially for clubs such as Juventus, which have a large and nationally and internationally distributed fan base.

To address this issue, Juventus has pursued a **three-track approach**:

- **dialogue with fans**, with the aim of gathering accurate data on travel habits and understanding their needs;
- **dialogue with football sector stakeholders**, as this is a common challenge for all clubs. Participation in round tables, conferences and networking events organised by organisations such as Lega Serie A, UEFA and ESSMA enables the sharing of experiences, data and best practice on the subject of sustainable mobility;
- **dialogue with local authorities and public transport operators**, with a view to identifying solutions that encourage the use of means of transport with a lower environmental impact for access to the Allianz Stadium

During the 2025/26 season, discussions continued with Turin City Council and other stakeholders involved on the issue of sustainable fan mobility. Although it was not possible to extend the "Road to Allianz Stadium" pilot scheme launched in the previous season, the Club continued to work on this issue through **awareness-raising activities and system-wide collaboration**.

In particular, as part of the initiatives furthered by Lega Serie A to mark World Earth Day 2026, Juventus contributed to the development of a **campaign dedicated to promoting sustainable fan mobility**.



Thanks to the partnership with Frecciarossa, all holders of a valid ticket for the matches on the 33rd match-day of the league season were able to take advantage of a special offer on rail travel, thereby encouraging the use of means of transport with a lower environmental impact than private cars.

The Club recognises that fan mobility represents one of the main environmental challenges facing the sports sector and intends to continue working with institutions, transport operators and stakeholders in the football industry to identify increasingly effective and scalable solutions in the years to come.

INTERNAL 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 **Juventus' Commuting Plan**.

The same survey was repeated in the 2023/2024 season and during the 2025/2026 season. With regard to the latter, in order to analyse regular commuting patterns between home and work, a questionnaire was administered to the Club's employees between 1 and 11 December 2025. In line with the previous survey, this most recent survey also confirms the prevalence of car use for home-to-work journeys and the central role played by speed, convenience and flexibility in the choice of transport, highlighting even more clearly the influence of organisational, professional and family constraints in shaping travel habits. In particular, the main findings that emerged were:

- the preferred mode of transport for journeys is a private or company car, mainly used individually and perceived as the quickest, most convenient and most compatible with time, family and work commitments;

- the most frequent answers to the question about what types of constraints or incentives could make people give up using cars were:
  - willingness to change habits if public transport services were improved in terms of journey times, frequency and connections;
  - the existence of significant financial incentives for alternative means of travel;
  - the availability of adequate company transport or services to cover work-related journeys during the working day.

In collaboration with the Mobility Manager, the People, Culture & ESG Department was responsible for **the planning, management and promotion of optimal sustainable mobility solutions**, identified on the basis of the results of the survey and in implementation of the Commuting 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 complex (JHQ, JTCC, Allianz Stadium). The service connects the downtown (Turin Porta Susa Station) with corporate offices, reducing inefficiencies linked to the use of private cars. Service features:
  - Route: from Porta Susa to the Juventus complex
  - Schedule: two in the morning (8.15 and 9.00 am) and one in the evening (6.10 pm)
  - Capacity: about 20 seats per shuttle bus.

- **Company car fleet**: as at 30 June 2026 consisting of 150 vehicles, all complying with the Euro 6 regulations, testifying to the commitment to pollutant emission reduction and the adoption of more efficient technologies. Fleet composition:
  - 87 petrol + mild hybrid vehicles;
  - 7 diesel vehicles;
  - 56 petrol + plug-in hybrid vehicles.

The process for the almost integral replacement of diesel vehicles with mild hybrid vehicles has therefore been completed, to improve energy efficiency and further reduce climate-changing emissions.

- **Electric car charging stations**: all employees, regardless of whether they own a company or private car, can use the charging stations installed at the following sites: JHQ, JTCC, Juventus Training Center Vinovo ("JTCV"), Allianz Stadium. The initiative stems from the company's desire to encourage sustainable mobility solutions.
- **Juventus** Bikes: 15 bicycles across the various company sites (JHQ, Allianz Stadium, JTCC, JTCV) are available to employees. The project is based on two key words: Flexibility and Wellness. The bicycles can be used:
- for travel between adjoining venues for service reasons (e.g. JHQ – Allianz Stadium – Juventus Museum), optimising transfer times;
- for wellness and/or leisure activities during lunchbreaks.

COLLABORATION BETWEEN JUVENTUS AND ONE TREE PLANTED

Between 2020 and 2025, the Club partnered with **One Tree Planted**, an international organisation dedicated to reforestation projects. As part of this partnership, a total of over 53,000 trees were planted globally during the first two seasons of the project (25,000 in 2020/21 and 22,800 in 2021/22), followed by reforestation and ecological restoration work in the Turin metropolitan area. Over the three-year period 2023–2025, the project led to the **planting of 6,000 trees belonging to 62 different species and the restoration of 3.4 hectares of land** at the Orti Generali di Mirafiori, Cascina Falchera and La Mandria Nature Park. Although the partnership came to an end in January 2025, the work carried out continues to generate environmental and social benefits for the local area.



LIFE CYCLE ASSESSMENT

In 2025, Juventus, with the support of the Sant'Anna School of Advanced Studies, carried out a Life Cycle Assessment (LCA) study aimed at analysing the environmental impacts associated with its sporting and business activities.

The study enabled the Club to gain a more in-depth understanding of the main sources of impact throughout the life cycle of its activities and to identify potential areas for technical, managerial and logistical improvement, with a particular focus on the provision of the match service.

For the 2025/2026 reporting period, Juventus continued to measure its consumption, Scope 1, 2 and 3 GHG emissions, resource flows, water consumption and waste generation, with the support of Marsh Risk Consulting and maintaining a methodological approach consistent with that developed previously.

EXTREME WEATHER EVENTS

As part of its double materiality analysis, Juventus has identified the risk associated with extreme weather events as a material risk; this has been categorised within the Enterprise Risk Management (ERM) framework under the broader category of "catastrophic events" which includes both natural events (earthquakes, fires, weather events) and factors of a different nature (e.g. terrorist attacks); in light of the growing significance of climate change, the Club recognises the need to map climate risk independently and in greater detail in the coming financial years, in order to strengthen its ability to identify further mitigation and resilience measures. To date, Juventus manages this risk through measures already in place: firstly, it has taken out **"all-risk" insurance policies covering all its sites**, including damage resulting from extreme weather events (hailstorms, flash floods, storms), which, whilst not explicitly referring to climate change, effectively also cover phenomena whose frequency and intensity are increased by climate change; furthermore, the Club has **specific maintenance and prevention procedures in place**, including the annual preparation of a technical report and a certificate on the structural maintenance of its facilities to be submitted to the Provincial Supervisory Commission for Public Entertainment Venues (CPV) of the Prefecture of Turin, as well as targeted preventive measures (for example, procedures to reduce the risk of water ingress in the event of heavy rainfall). These actions represent a first response to climate risk and will be further developed and systematised in the Climate Transition Plan, which the Club undertakes to formalise in the coming years (see section E1-3).

E1-4 – TARGETS RELATED TO CLIMATE CHANGE MITIGATION AND ADAPTATION

Juventus has not yet formalised any long-term quantitative climate targets or objectives aligned with scientific decarbonisation methodologies. The Club continues, however, to make use of management **tools and practices developed over time**, partly thanks to its certified management systems (for example, ISO 14001 certification).

During the 2025/26 season, the Club took a step forward towards an increasingly structured approach to environmental issues through the **"ESG Integrated" model**. For the first time, the **ESG unit coordinated a process aimed at defining specific sustainability targets** by the business units most involved in managing environmental and social impacts (the so-called "Impact Teams"), thereby fostering the gradual integration of ESG priorities into the Club's operational processes.

The targets, developed with input from the relevant units and subsequently approved by the ESG Steering Committee, cover areas such as **reducing the environmental impact of operational activities, improving performance in resource management, strengthening circular economy practices, and promoting solutions aimed at making the Club's activities more sustainable.**

These objectives are operational in nature and do not, at present, constitute long-term quantitative climate targets defined in accordance with scientifically recognised methodologies, such as those promoted by the Science Based Targets initiative (SBTi), nor do they form part of a formalised climate transition plan. They do, however, represent an initial step towards progressively integrating environmental issues into operational processes and the responsibilities of the relevant corporate units.

Also during the reporting period, Juventus formalised its intention to adopt a structured environmental roadmap, identifying this initiative as one of the priorities of the ESG units and allocating dedicated resources to it from the 2026/2027 season onwards. The roadmap, the operational implementation of which will begin during the 2026/2027 season, will aim to define priority environmental KPIs, a monitoring framework and measurable targets consistent with internationally recognised methodologies, as well as to identify the key improvement actions to be developed with the involvement of the various corporate units.

E1-5 – ENERGY CONSUMPTION AND MIX

The table below summarises the Club's energy consumption in MWh[6], highlighting the relevant energy sources.

Energy consumption and mix	Unit of measurement	1 July 2025 - 30 June 2026	1 July 2024 - 30 June 2025
Natural gas	MWh	4,144.98	4,276.71
Diesel oil		0	4,16
District heating		13,439.23	12,250.36
District cooling		1,873.65	1,629.62
Non-renewable electricity		1,061.00	1,038.34
Company car fleet		*1,254.12*	*1,445.74*
Of which diesel oil		*235.73*	*513.53*
Of which petrol		*704.55*	*607.54*
Of which petrol/plug-in		*313.83*	*324.67*
Consumption from fossil sources		**21,772.99**	**20,644.93**
Share of fossil sources in total energy consumption (%)	%	***69.03%***	***67.68%***
Consumption from nuclear sources	MWh	**0**	**0**
Share of nuclear energy in total energy consumption (%)	%	***0%***	***0%***
Fuel consumption for renewable sources, including biomass (including industrial and municipal waste of biologic origin, biogas, renewable hydrogen, etc.)	MWh	0	0
Consumption of electricity, heat, steam, and cooling purchased or acquired from renewable sources		9,766.94	9,856.87
Consumption of self-generated renewable energy not based on fuel		0	0
Total renewable energy consumption		**9,766.94**	**9,856.87**
Share of renewable sources in total energy consumption (%)	%	***30.97%***	***32.32%***
Total energy consumption	MWh	**31,539.93**	**30,501.81**

[6]The Club does not operate in the high climate impact sectors.

During the 2025/2026 season, Juventus' total energy consumption was **31,539.93 MWh**, increased by 3% compared with the previous year.

A material element is the fact that **nearly one third of the energy needs have been met by electricity certified through Guarantees of Origin, from renewable hydroelectric plants**.

Moreover, as already mentioned in section E1-1 Transition plan for climate change mitigation, 100% of the electricity purchased by Juventus comes from renewable sources, with the exclusion of the J Hotel acquired towards the end of the season, confirming the desire to give preference to solutions that can generate a positive impact.

The remaining consumption needs were mainly met through **district heating and cooling** systems, supplemented by diesel and natural gas, technologies that currently ensure continuity and reliability in the Company's operational activities.

Juventus is fully aware of the challenges that the energy transition poses and intends to face them responsibly and with vision. For this reason, the Club is committed to **progressively increasing the use of renewable sources**, consolidating a sustainable growth path that combines innovation and respect for the environment.



E1-6 – GROSS SCOPE 1, 2, 3 AND TOTAL GHG EMISSIONS

In the 2019/2020 season, Juventus launched the calculation and reporting process of its carbon footprint, as the Club's commitment to managing its CO_2 emissions[7].

Scope 1 emissions, i.e. direct GHG emissions from sources owned and controlled by the Company, mainly concerned emissions from natural gas, diesel-powered electric generator, movements of the company car fleet powered by petrol and diesel and hybrid cars. **The total of these emissions was 1,518.92 tCO_{2eq}** (increased by 7% compared to the previous year).

For the calculation of **Scope 2** emissions, i.e. indirect greenhouse gas emissions associated with the energy consumption purchased by the Company from the grid, two distinct methodologies have been used for the calculation:

- ***Location-based method:*** based on the average emission factors for regional, sub-national or national power generation. These amounted to **4,829.88 tCO_{2eq}**;
- ***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.

Scope 2 market-based emissions amounted to **2,839.04 $tCO2_{eq}$**. Since the 2018/2019 season, **100% of the electricity purchased by Juventus** (excluding J Hotel) **has come from renewable sources; the relative emission value is 0**.

STARTING FROM THE 2024/2025 SEASON, JUVENTUS HAS STARTED TO CALCULATE AND REPORT ITS SCOPE 3 EMISSIONS.

These refer to indirect greenhouse gas emissions generated along the Club's value chain, both upstream and downstream.

As the GHG Protocol identifies 15 different Scope 3 categories, in 2025 a materiality assessment was performed on these, with the aim of determining which were material and applicable to Juventus.

The assessment concerned the Scope 3 disclosures of four peers, all European football clubs. The parameters considered were: materiality for the Company, transparency on the calculation methodology, accessibility, accuracy, completeness and consistency of the data over time of the data. These criteria are the same as those used in the ISO 14064 certification process. The materiality assessment made it possible to exclude the following categories from the calculation: 2. Capital goods, 9. Downstream transport and distribution, 10. Processing of sold products, 12. End-life of sold products, 13. Leased assets, 14. Franchise. **The total of Scope 3 emissions was 38,086.97 $tCO2_{eq}$**[8], of which 94.1% is derived from primary data[9].

THE REPORTING OF CO_2 AND SCOPE 1, 2 AND 3 EMISSIONS FOLLOWS THE GHG PROTOCOL GUIDELINES.

Below are the methodologies, assumptions and emission factors used to calculate and measure emissions.

[7] In line with ESRS requirements, Scope 1 and 2 emissions are reported by including subsidiaries with a line-by-line method within the consolidation scope of the Juventus Consolidated Financial Statements. Scope 3 emissions are reported in accordance with materiality criteria and include emissions associated with the value chain of the Club's activities.
[8] As a result of refinements to the calculation methodology, total scope 3 emissions are not directly comparable with those reported for the previous season.
[9] It should be specified that the primary data for Category 7 "Employee Commuting" and Category 11 "Use of sold products" refer to a sample of the overall population

Resource – Scope 1	Translation factor
Diesel electric generator (l)	DEFRA 2025
Natural gas (m³)	ISPRA 2025
R-32 (kg)	Method: the IPCC 2021 GWP100
R-410a (kg)	Method: the IPCC 2021 GWP 100
Petrol car (km)	DEFRA 2025
Plug-in petrol cars (km)	DEFRA 2025
Diesel car (km)	DEFRA 2025
Full electric car (km)	DEFRA 2025

Resource – Scope 2	Translation factor
Electricity - location (kWh)	AIB 2025
Electricity - market (kWh)	AIB 2025
District heating (kWh)	RINA certificate for IREN plant
District cooling (kWh)	Recalculation according to the performance of the district heating system and CoP of a standard district cooling system

Resource – Scope 3	Translation factor
1 Purchased goods and services	Ecoinvent 3.12, Agribalyse 3.2 and Agri-footprint 7.0.1.1 EU27 and DK input-output (IO) database
2 Capital goods	Not significant
3 Fuel and energy-related activities not included in Scope 1 or 2	AIB 2025, DEFRA 2025, Ecoinvent 3.12
4 Upstream transport and distribution	Ecoinvent 3.12, Adidas Annual Report 2025[10]
5 Waste and products in operations	DEFRA 2025
6 Business travel	Ecoinvent 3.12,USEEIO v2.0.1–411, DEFRA 2025, FS Group's Environmental report 2024
7 Employee commuting	Ecoinvent 3.12
8 Purchase of leased assets	Not applicable
9 Downstream transport and distribution	Not applicable
10 Processing of products sold	Not applicable
11 Use of sold assets	DEFRA 2025, FS Group's Environmental report 2024, Gruppo Trasporti Torinesi 2025 Sustainability Reporting
12 End-life of products sold,	Not applicable
13 Leased assets	Not applicable
14 Franchise	Not applicable
15 Investments	DEFRA 2025, Ecoinvent 3.12

[10] E1-4 – Targets related to climate change mitigation and adaptation

Scope 3 Categories	Applied methodology	Data source
Cat 1 Purchased goods and services: emissions from the production of goods purchased by the company[11] and the impact of services purchased from external suppliers are calculated. This includes emissions related to raw materials, intermediate goods and finished products purchased.	Supplier-specific method	*Hybrid data provided by Juventus staff and suppliers. Some of the data have been estimated by suppliers*
Cat 3 - Extraction of fuel and energy: emissions from fuel and energy purchased by the company and not included in Scope 1 or 2, such as the extraction, production and transport of fuel and energy purchased, are calculated.	Average-data method (Ecoinvent)	*Precise data provided by the energy supplier*
Cat 4 Upstream transport and distribution: the emissions associated with the transport of goods and services purchased by the company[11], made using non-proprietary vehicles, are calculated.	Distance-based method	*Hybrid data provided by Juventus staff*
Cat 5 - Production scraps and waste: emissions generated by the disposal, treatment and transport of waste by third parties are calculated.	Waste-type-specific method	*Estimates provided by Juventus staff on the amount of waste*
Cat 6 - Business travel: emissions associated with staff business travel are calculated, i.e., the impact generated by the means of transport used (excluding those made with company vehicles) to travel to a customer, supplier or event.	Distance-based method	*Precise data provided by Juventus staff*
Cat 7 - Staff commuting: emissions from staff commuting from home to work (without company car) are calculated.	Distance-based method	*Estimated hybrid data on a questionnaire basis for Juventus staff*
Cat 11 - Use of and benefit from the service/product: the emissions from the use of the product sold are calculated.	Direct use-phase emissions of sold products	*Emissions relative to the journeys of supporters during matchdays at the Allianz Stadium: Hybrid data, based on a questionnaire distributed to supporters to gather the average distances and means of transportation used to reach the stadium*
Cat 15 - Investments: emissions generated by companies in one's own investment portfolio are calculated. The emissions generated by the assets in which the undertaking has invested are re-proportioned according to the portion of capital invested and the time the asset remains within the portfolio.	Investment-specific method	*Precise data provided by Juventus staff*



[11] The scope is limited to Adidas deliveries only

The table with details on emissions is shown below:

Type of emissions	Unit of measurement	1 July 2025 - 30 June 2026	1 July 2024 - 30 June 2025
Direct Scope 1 GHG emissions			
Total Scope 1 emissions		1,518.92	1,412.1
Percentage of Scope 1 greenhouse gas emissions from regulated emission trading schemes (%)		0%	0%
Indirect Scope 2 GHG emissions			
Total Scope 2 emissions – Location-Based		4,829.88	4,728
Total Scope 2 emissions - Market-Based		2,839.04	2,623
Material Scope 3 GHG emissions			
Total Gross indirect (Scope 3) GHG emissions		38,086.97	21,555.3
1 Purchased goods and services		2,188.99	2,512
3 Fuel and energy-related activities not included in Scope 1 or 2	tCO_{2eq}	1,148.40	1,782.2
4 Upstream transport and distribution		2.42	2.64
5 Waste and products in operations		57.78	169
6 Business travel		1,258.10	1,958
7 Employee commuting		1,189.15	1,497
11 Use of sold assets		32,001.48[12]	12,997.3
15 Investments		240.65	638.1
Total GHG emissions			
Total GHG emissions - Location-based		44,435.78	27,695.3
Total GHG emissions - Market-based		42,444.93	25,590.4

The table below showing emission intensity, calculated as a ratio of total GHG emission to net revenues.

Emission intensity on net revenue[13]	1 July 2025 - 30 June 2026	1 July 2024 - 30 June 2025
Total GHG emissions (Location-based) on net revenue (tCO_{2eq} /€)	0.00009360	0.00005229
Total GHG emissions (Market-based) on net revenue (tCO_{2eq} /€)	0.00008941	0.00004832

[12] With a view to continuous improvement, compared to last year, the scope was extended to all fans who responded to the survey, regardless of the age bracket; this, together with a methodological refinement, inspired by guidelines, resulted in the increase in category 11 emissions. It should be noted that in the previous season, in line with the 'Road to Allianz Stadium' project, only Under-30 fans who responded to the survey were considered.

[13] It should be noted that the figure relating to net revenue refers to the item Total revenue and income of the Consolidated Income Statement (amounting to € 474,737 thousand).

E3 WATER AND MARINE RESOURCES

The water topic has been integrated into Juventus' ESG strategy, in particular within the **"Assist to Circularity"** pillar.

To date, the Club's approach focuses primarily on monitoring water consumption, with the target of preventing waste and ensuring responsible use of the resource. Looking ahead, this commitment represents the basis for the **development of more structured circular economy initiatives** and for the **adoption of practices aimed at reducing consumption and reusing resources, in line with the strategic pillar**.

IRO-1 – DESCRIPTION OF THE PROCESSES TO IDENTIFY AND ASSESS MATERIAL WATER-RELATED IMPACTS, RISKS AND OPPORTUNITIES

For the information relating to this Standard and in order to obtain more details on how the analysis was performed and on the main results, please refer to ESRS 2 SBM-3. The geographical area where Juventus's assets are located is not subject to water stress, and the nature of its business means that Juventus's water usage is not significant in relation to the well-being of the local community. For this reason, no specific consultations were conducted with local communities in relation to water resource issues.

E3-1 – POLICIES RELATED TO WATER AND MARINE RESOURCES

Water resources are an area monitored by Juventus as part of its operations. **The Club uses the mains water supply as its primary source of water** and also has **systems for harvesting and reusing rainwater at some of its facilities** (e.g. JTC Vinovo and the Juventus Headquarters).

During the 2025/2026 season, Juventus continued to **monitor its water consumption**. The rainwater harvesting systems also enable the use of this water resource for specific operational needs, albeit to a limited extent compared with the Club's overall consumption.

The topic of water resources, within the broader framework of environmental protection, is dealt with indirectly within the **Environmental Policy**, as described in section E1 Climate change (ref. E1-2 Policies related to climate change mitigation). In its evolution path, the Club formalised its intention to have a structured environmental roadmap that also takes into account water resources.



E3-2 – ACTIONS AND RESOURCES RELATED TO WATER

Aware of the importance of water resources, the Company pays great attention to its management for the purpose of increasingly responsible consumption. With this in mind, Juventus is committed to monitoring and reporting water consumption resulting from the processes of its sports and business activities. Juventus' water supply systems are based, as mentioned in the previous paragraph, mainly on water withdrawal from:

- **municipal aqueducts;**
- from the **artificial pond of the JTCV**, which serves as a collection basin and is used to irrigate the site's training pitches. There is currently no dedicated meter, but the Club is working to strengthen monitoring and improve data availability;
- from a **water collection tank located at the JHQ**.

Over the years, other Club facilities have also been equipped with **rainwater collection systems**: in particular, the **Allianz Stadium** and the **JTCC** have dedicated tanks, originally designed for pitch irrigation. However, technical evaluations have shown the presence of impurities in the collected water, which make its use both for irrigation and other purposes (e.g. toilets) complex and costly. A dedicated feasibility study confirmed that the available water would not be sufficient to justify the investment needed for the construction of treatment plants and new distribution networks.

IRRIGATION

Juventus has approximately

128,000 M² OF GREEN SPACES DEDICATED TO SPORTING ACTIVITIES

Irrigation requirements vary depending on the agronomic characteristics of the land and the operational needs associated with sporting activities: as a rough guide, during the Winter season the areas are irrigated on average once a day, whilst in the Summer months the frequency may increase depending on weather conditions and the condition of the turf.

To support irrigation management, the Club uses tools and technologies that enable more precise monitoring of soil conditions. At the Allianz Stadium, for example, the irrigation system is supported by sensors to monitor soil moisture and by a weather station that records parameters useful for planning irrigation operations.

The system is also divided into different irrigation zones, allowing for tailored irrigation management based on the specific conditions of the pitch.

Similar monitoring solutions were also gradually introduced at training centres. At the **Juventus Training Centre in Continassa** and on some pitches at the **Juventus Training Centre in Vinovo**, there are sensor systems designed to monitor soil moisture, which are used to support agronomic management activities.

Furthermore, in recent years, **Bermuda** grass – a warm-season grass particularly well-suited to high temperatures and Summer weather conditions – has been introduced on four pitches at the JTC Vinovo. This solution was adopted as part of the routine management of the sports pitches.

Finally, the irrigation systems at the Club's various sites are managed via remote control platforms, which allow the systems' schedules to be updated promptly in line with weather conditions and operational requirements.

The actions described in this section fall within the scope of the Club's ordinary water resource management and monitoring activities and are also envisaged in continuity for the following seasons.



E3-3 – TARGETS RELATED TO WATER AND MARINE RESOURCES

Although it has not yet formalised specific quantitative objectives or long-term targets relating to water management, the Impact Team Facilities Management – as part of the **"ESG integrated" process** – has formalised an objective dedicated to carrying out a **feasibility study** aimed at assessing the potential for the recovery and reuse of water from the swimming pools at JTC Continassa.

The initiative involves analysing the technical and economic feasibility of **possible recovery solutions**, estimating the **volumes that could potentially be reused,** and drawing up a possible **roadmap for implementation**. The findings from this work will help to deepen our understanding of the opportunities associated with water management and will serve as a useful first step towards the gradual development of more structured objectives and initiatives in this area.

Scope	Expected content
Description of the target	Evaluate the technical and economic feasibility of solutions for the recovery and reuse of swimming pool water present at JTC Continassa, with the aim of exploring potential opportunities for improvement in water resource management.
Sphere / perimeter	Swimming pools present at JTC Continassa and related operational water resource management processes.
Baseline	New target
Quantitative/qualitative target	• Implementation of a technical-economic feasibility study aimed at: • identifying a possible technical solution for the recovery and reuse of swimming pool water; • estimating the volumes potentially recoverable; • defining a roadmap for possible implementation; • identifying the potential economic and environmental benefits expected.
Unit of measurement	Completion of the feasibility study; definition of the technical solution; estimate of potentially recoverable water volumes; preparation of the implementation roadmap.
Target year/time horizon	Annual target referring to the 2026/2027 season, with the start scheduled for 1 July 2026 and completion by **30 June 2027**.
Budget	Activities to be developed within the ordinary budgets of the Facilities Management unit, except for any further investments to be assessed following the feasibility study.
Internal manager	**Facilities Management** Impact Team.
Strategic link	**"Assist to Circularity"** pillar of the ***Black, White & More*** **ESG strategy**.

The target is overseen by the Impact Team Facilities Management, responsible for the implementation of the initiative and monitoring its progress. During the season, the Impact Team Manager periodically provides updates to the ESG function as part of the Club's ESG target monitoring processes, making it possible to verify correct progress of the planned activities.

Specifically, the progress of the initiative is assessed on the basis of the completion of the main phases of the feasibility study, including the collection of technical data, the analysis of possible water recovery and reuse solutions, the estimation of potentially recoverable volumes, and the preparation of a roadmap for possible implementation.

Since this is a qualitative and preparatory objective for the definition of any future targets on water resource management, **monitoring is based on the attainment of the planned project milestones** and the completion of the study within the set deadline.

E3-4 – WATER CONSUMPTION

The main water consumption item concerns **irrigation of the training and play pitches**. In this context, the Club is constantly committed to monitoring of water withdrawal and distribution systems in order to identifying any leaks and promptly implementing the necessary maintenance and efficiency measures. Starting from the 2022/2023 season, information on **water withdrawals** will be reported, with reference to the various corporate structures. During the 2025/2026 season, **Juventus withdrew a total of 170,551.29 cubic metres of water**. In addition, it is estimated that **total stored water was 33,246.00 cubic metres** during the reporting period. The figure refers to the amount of water consumed deriving from rainwater accumulation and collection points (JHQ collection tank and JTCV artificial pond).

Water consumption	Unit of measurement	1 July 2025 - 30 June 2026	1 July 2024 - 30 June 2025
Total water consumption	m³	203,797.29	212,315.60[14]
of which withdrawn from the aqueduct		170,551.29	0.00
Total water consumption in areas at water risk		0.00	0.00
Total water consumption in areas at high water stress		0.00	0.00
Total recycled and reused water		0.00	0.00
Total stored water and changes in storage		33,246.00	52,973.20[15]

For the 2025/2026 season, 84% of water consumption data is from primary data, while the remaining 16% is subject to estimates.

Water intensity, calculated as the ratio of water consumption to revenue, is 0.0004293 m3 /€.

Water consumption	Unit of measurement	1 July 2025 - 30 June 2026	1 July 2024 - 30 June 2025
Total water consumption	m³	203,797.29	212,315.60
Net revenue	€ / 000	474,737	529,630
Water intensity ratio	m³ */€	0.0004293	0.0004009

E5 RESOURCE USE AND CIRCULAR ECONOMY

The topic of resource use and circular economy was integrated into **Juventus' ESG strategy,** in particular within the **"Assist to Circularity"** pillar. To date, the Club's approach focuses mainly on monitoring the inflows of materials used in sports and business activities and generated outflow waste, with the **target of preventing waste and identifying opportunities for efficiency and recycling**. Looking ahead, this commitment represents the basis for the development of more structured circular economy initiatives aimed at an increasingly responsible and circular use of resources.

IRO-1 – DESCRIPTION OF THE PROCESSES TO IDENTIFY AND ASSESS MATERIAL RESOURCES AND CIRCULAR ECONOMY-RELATED IMPACTS, RISKS AND OPPORTUNITIES

For the information relating to this Standard and in order to obtain more details on how the analysis was performed and on the main results, please refer to ESRS 2 SBM-3.

[14] Total water consumption for the 2024-25 season was calculated as the sum of the litres of water withdrawn from the network and the litres of water withdrawn from the JHQ collection tank and the JTCV artificial pond – recorded through special meters

[15] Total water stored in the 2024-2025 season as a precaution was estimated to be equal to the amount of water actually withdrawn and used.

E5-1 – POLICIES RELATED TO RESOURCE USE AND CIRCULAR ECONOMY

For the Club, the principles of the circular economy are an opportunity to contribute to a more sustainable future.

Consistent with the **"Assist to Circularity"** pillar of the **ESG Strategy**, Juventus is committed to **progressively assessing opportunities aimed at reducing, where technically and economically sustainable, the use of virgin materials and resources,** favouring the use of recycled, recovered or characterised by a lower environmental impact along the life cycle.

For these reasons, over the years the Club has adopted various policies with which it is committed to ensuring the protection of the environment with respect to the use of resources and the topic of circularity, in particular through increasingly responsible procurement practices. These are reported in section E1 Climate change (ref. E1-2 Policies related to climate change mitigation).

E5-2 – ACTIONS AND RESOURCES RELATED TO RESOURCE USE AND CIRCULAR ECONOMY

In line with the provisions of the **"Assist to Circularity"** pillar of the **Black, White & More ESG strategy,** Juventus monitors certain aspects relating to the use of resources and the management of materials used in the performance of its sporting and business activities. At the same time, the Club furthers awareness-raising initiatives aimed at employees and stakeholders on the topics of the correct use of resources and waste management.

During the 2025/2026 season, the following activities are particularly noteworthy:

- **Waste management and monitoring:** in relation to which reference is made to section E5-5;
- **Match day and food & beverage:** in the hospitality areas, food and drink orders are planned on the basis of attendance forecasts, taking into account factors such as the type of event, the time and the day of the event. Any surplus food is managed by the external catering supplier and donated to the Food Bank. In the hospitality areas and catering outlets of the Allianz Stadium, the use of compostable or recyclable tableware and packaging continues to replace single-use plastic;
- **Management of sports pitches:** grass clippings resulting from the maintenance of the playing surfaces are handed over to authorised operators for subsequent recovery and processing;
- **Internal awareness-raising:** within the sphere of the **"Assist to Circularity"** strategic pillar, Juventus encourages employee engagement initiatives, including via the AWorld platform, which provides information, training activities and tools dedicated to recording individual behaviour relating to environmental issues.

With regard to management systems, during the 2025/2026 season, activities carried out at the Allianz Stadium and the JTC Continassa continued to be managed in accordance with procedures developed as part of the environmental management system previously certified in accordance with the ISO 14001 standard. Similarly, until its expiry in May 2026, the Club maintained its ISO 20121 certification for the sustainable management of events.

E5-3 – TARGETS RELATED TO RESOURCE USE AND CIRCULAR ECONOMY

During the 2025/2026 season, the Club has not yet formalised any long-term quantitative objectives or specific targets regarding resource use and the circular economy that are fully aligned with the requirements of ESRS E5. However, in line with its ISO 14001 and ISO 20121 certified environmental management systems, **Juventus has defined operational objectives that have also covered resource management**.

Furthermore, as part of the **"ESG integrated"** initiative, measures were formalised during the season relating to the management of sports facilities, the collection and management of plastic waste, and the reduction in the use of single-use materials in catering services.



Objective 1 | Plastic compaction – Vinovo Training Center

Scope	Expected content
Description of the target	Assess the introduction of on-site compaction systems for managing the large volumes of plastic generated at the Vinovo Training Centre, with a view to improving the organisation of waste collection and disposal.
Sphere / perimeter	Juventus Training Center Vinovo
Baseline	New target
Quantitative/qualitative target	Completion of a technical-economic analysis aimed at assessing the feasibility of introducing plastic compaction systems and estimating their operational effects.
Unit of measurement	Completion of the technical-economic analysis; estimate of the amount of plastic potentially intercepted and compacted; estimate of the reduction in necessary withdrawals; assessment of the expected economic and environmental effects.
Target year/time horizon	Annual target relating to the 2026/2027 season (closed as at 30 June 2027).
Budget	Activities carried out within the ordinary budgets of the Facilities Management unit.
Internal manager	Green Management Impact Team.
Strategic link	"**Assist to Circularity**" pillar.

Objective 2 | Management of sports pitches

Scope	Expected content
Description of the target	Assess and implement measures aimed at the evolution of the materials used in the Club's playing pitches, also in anticipation of future regulatory developments in the sector.
Sphere / perimeter	Allianz Stadium and Juventus Training Center at Vinovo.
Baseline	New target.
Quantitative/qualitative target	Implementation of the works planned for the 2026/2027 season, including the replacement of the infill on Pitch 7 at the JTC Vinovo with organic/vegetable material and the conversion of two warm-up areas at the Allianz Stadium from artificial turf to natural grass.
Unit of measurement	Number of pitches or areas affected by the works; square metres of converted or refurbished areas; progress of the programme to replace synthetic infills.
Target year/time horizon	Annual target relating to the 2026/2027 season (closed as at 30 June 2027).
Budget	Activities carried out within the ordinary budgets of the Green Management unit.
Internal manager	Facilities Management Impact Team.
Strategic link	"**Assist to Circularity**" pillar.

Objective 3 | Reduction of use of single-use plastic in cafè services

Scope	Expected content
Description of the target	Integrate resource management criteria in the Club's cafè services through monitoring of consumables used and evaluation of possible alternative solutions to currently used single-use materials.
Sphere / perimeter	Cafè facilities and vending machines in the Club offices.
Baseline	New target
Quantitative/qualitative target	Participation in the Rivending programme for the collection of cups from vending machines, monitoring of consumables used in cafè services, and the initiation of discussions with key partners to assess possible future solutions.
Unit of measurement	Number of cups returned in the Rivending circuit; availability of quantitative data on consumables used; monitoring of material flows and the associated disposal methods.
Target year/time horizon	Annual target relating to the 2026/2027 season (closed as at 30 June 2027).
Budget	Activities developed within the ordinary budgets of the People Services unit.
Internal manager	People Services Impact Team.
Strategic link	"**Assist to Circularity**" and "**Emissions in the Corner**" pillars.



Each target is monitored by the relevant Impact Team, responsible for implementing the planned initiatives and monitoring the relative progress. During the season, the Impact Team Manager periodically provides updates to the ESG function as part of the **Club's ESG target monitoring processes**, allowing to verify the correct progress of the planned activities and to identify any critical issues or corrective actions.

The progress of the initiatives is assessed on the basis of the measurement units and indicators defined for each target, such as the completion of the planned analyses, the implementation of the planned interventions, the number of areas affected by the interventions, the quantities of material monitored or collected, and the availability of data useful for supporting future decisions on resource use and circular economy.

Since the objectives currently defined are mainly operational and functional to the progressive structuring of a more mature quantitative target system, the **evaluation of the effectiveness of the actions is mainly based on the achievement of the planned milestones** and the completion of the activities planned by the 2026/2027 season. The evidence gathered will also contribute to the setting of quantitative targets and longer-term targets as part of the Club's environmental roadmap. In line with the matters described in section E1-4, the definition of more structured and measurable targets regarding resource use and circularity will also form part of the environmental roadmap, which is due to be implemented from the 2026/2027 season onwards.

E5-4 – RESOURCE INFLOWS

In carrying out its sports and business activities, Juventus uses different types of materials, products and consumables necessary for the functioning of its facilities and the provision of services. These resources are used in the Club's main sites:

- Juventus Headquarters;
- Juventus Training Center Continassa;
- Juventus Training Center Vinovo;
- J Hotel;
- Allianz Stadium.



SPORT MATERIAL

The resources used in the sporting activities of the men's and women's First Teams, the Next Gen team, the Under-19s and other teams of the youth academy mainly comprise food, sportswear, balls, technical accessories, training equipment and fitness machinery.

Some of the sports equipment no longer used in the Club's activities is **donated to third sector organisations and local associations**, including, for example, Punto Luce run by Save the Children Turin, ASD Nessuno Escluso, Villa Sole S.C.S., SERMIG and the Red Cross.

Fertilisers, plant protection products, seeds and sand are also used for the management and maintenance of sports pitches. As part of its agronomic management activities, the Club utilises various technologies and specialist products, including UVC machines, fans, slow-release fertilisers and biostimulants permitted in organic farming.

MATERIALS FOR MATCH DAY AND NON-MATCH DAY EVENTS

The activities carried out at the Allianz Stadium require the use of materials for the management of the pitch, changing rooms, hospitality areas, stands, catering facilities and entertainment services. These include, for example, materials for choreographed displays, cleaning products and event support materials. For choreographed displays, materials are used that comply with the applicable technical and safety requirements, including fire safety requirements where necessary. For temporary installations, the Club uses hired materials and structures, where compatible with the operational requirements of the event, rather than purchasing them specifically for that purpose.

J HOTEL

The main resources used by the J Hotel include food, drinks, crockery, table linen, bed linen and products used for cleaning and facility management. For certain categories of materials, it has not been possible to include an estimate of the total weight used during the reporting period in this Statement.

The table shows the materials and products inflow, consisting of 84.26% biological materials and 15.74% technical materials. With regard to technical materials, there are arrangements for 1,610 square meters and with regard to biological materials, canteen service beverages for 465,773 litres.

Purchase type[16]	Unit of measurement	Quantity 2025/2026	Quantity 2024/2025
TECHNICAL MATERIALS			
SPORTS CLOTHING	kg	16,858.23	18,705
CHOREOGRAPHY	kg	2,050.00	3,078.2
INSTALLATIONS (in sqm)	sqm	1,610.00	1,680
CLEANING AND LAUNDRY SERVICE	kg	400,039.32	446,673
BIOLOGICAL MATERIALS			
GREEN MANAGEMENT	kg	1,487,832.00	1,508,757
RESTAURANT/CANTEEN FOOD SERVICE	kg	297,262.25	285,617
CANTEEN BEVERAGE SERVICE	lt	465,773.00	472,126

Given the nature of its business, Juventus does not have precise data on the proportion of secondary or reused materials used in the provision of its services.

The Company has chosen to publish a **table summarising the main types of incoming resources**; the materials are not broken down into technical and biological categories, but are grouped under more specific headings.

The item "Restaurant/canteen food service" includes: red and white meat, fish, cheese, eggs, yogurt, flour, cereals, chocolate, vegetables, fruit, rice, pasta, bread, dessert, coffee. The item "Canteen beverage service" includes: water, soft drinks, milk, oil, beer and wine.

Packaging, medical equipment and swimming pool management products (chlorine and acid) were excluded due to the lack of precise data.

In compliance with its environmental responsibility principles, the Company has given preference to cleaning services providers that use sustainable processes, materials and products.

By way of example, **Samsic Italia**, the provider of cleaning services at the Club's facilities, holds numerous certifications relating to management systems for quality, the environment, health and safety, energy, diversity and inclusion, social responsibility and corporate ethics, including:

- ISO 9001
- ISO 14001
- ISO 45001
- Ecolabel EU;
- UNI/PdR125;
- SA8000
- Ecovadis Gold;
- ISO 27001
- LEED O+M Gold;
- UNI 11352;
- ISO 50001;
- ISO 30415;
- ISO 37001;
- Rating Legalità 3 stelle;
- SOA OG1 - OG11;
- F-GAS

In particular, the cleaning service provided at Juventus's sites is **EU Ecolabel** certified and involves the use of products that comply with recognised European environmental criteria, including detergents certified in accordance with the requirements set out in Decision (EU) 2017/1217 and the UNI EN ISO 14024 standard.

The partnership between Juventus and Samsic Italia also extends to social issues. In 2026, Samsic Italia received the **Employer Branding Award (EBA) 2026** in the Diversity & Inclusion category for a workplace integration project aimed at migrants, developed as part of various cleaning contracts, including the one relating to Juventus facilities. This initiative serves as an example of collaboration between client and supplier on issues relating to inclusion, the empowerment of people and corporate social responsibility.

[16] The quantities of the materials purchased shown in the table reflect a precise data collection for each site. The calculation excludes those materials for which specific weights or volumes are not available, except for coffee pods for which a unit weight of 5.3 g has been estimated. In addition, for liquid detergents used at the JHotel, a density of 0.96 kg/l has been estimated.

E5-5 – RESOURCE OUTFLOWS

In line with the **"Assist to Circularity"** pillar of the **ESG strategy**, Juventus adopts a number of **practices aimed at promoting the reuse and recovery of materials,** with particular reference to event-related activities. Specifically,

AT THE END OF MATCH DAYS, SURPLUS FOOD FROM HOSPITALITY AREAS AND CATERING OUTLETS IS MANAGED BY THE CATERING SERVICE PROVIDER AND DONATED TO THE TURIN FOOD BANK.

Both in sports and business activities, **Juventus manages different types of waste**, particularly during match day events. Operating in a service sector, most of the resource inflows are used during activities, subsequently turning into waste. This dynamic highlights the importance of effective waste management, especially at large turnout events.

SEPARATE WASTE COLLECTION IS CARRIED OUT AT ALL CLUB SITES.

The Company monitors its waste production and ensures its proper disposal through the ISO 14001 Environmental Management System. The procedure differentiates the management of hazardous from non-hazardous waste. Waste is mostly[17] municipal waste and managed by local municipal authorities: this has defined the destination of the type of waste (there is currently no continuous measurement system for weight and type of waste: this aspect represents a potential area for improvement). In detail:

- unsorted waste: earmarked for waste-to-energy plant[18] (incineration with energy recovery);
- paper, glass and plastic: recycled;
- organic waste: managed through aerobic and anaerobic digestion[19];
- hazardous waste: related to health/medical waste and to part of the green maintenance.

Hazardous waste produced by the sports area mainly consists of residues of contaminated health materials (needles, plasters, gauze, bandages). At the end of the matches, at the stadium, the medical staff collects this waste in eco-boxes that comply with current regulations; the PVC bags are sealed, weighed and placed in the designated temporary storage area. Within the specified time-frame, the specialist contractor responsible arranges for the collection, transport and disposal of waste at authorised facilities. This procedure is systematically applied at the stadium and, according to specific time-frames, also at the Club's other sites that generate similar medical waste.

Thanks to the Life Cycle Assessment carried out across the 2024/2025 and 2025/2026 seasons, it was possible to perform sample analyses of the waste's composition by material type, identifying areas of greatest impact and possible corrective action (increasing the number of bins and improving signage). Below is a summary table of the waste generated (in tonnes) by Juventus:

[17] It is specified that waste is classified as municipal waste exclusively for the administrative offices, as these offices submit the MUD; the sports area (Allianz Stadium, JTCC and JTCV) is excluded.
[18] http://www.cittametropolitana.torino.it/cms/ambiente/rifiuti/osservatorio-rifiuti/rifiuti-urbani-residui/?utm
[19] https://www.eduiren.it/it/visita/visita-gli-impianti/impiianto-forsu-di-gavassa.html

Waste generated (ton)[20]	1 July 2025 - 30 June 2026	1 July 2024 - 30 June 2025
HAZARDOUS WASTE		
intended for disposal	2.22	1.27
Other disposal operations	*2.22*	*1.27*
Total hazardous waste	**2.22**	**1.27**
NON-HAZARDOUS WASTE		
not intended for disposal	2,259.79	2,373
Recycling	*2,259.79*	*2,373*
intended for disposal	1,239.18	1,293.4
Incineration (with energy recovery)	*534.32*	*597.4*
Other disposal operations	*704.86*	*696*
Total non-hazardous waste	**3,498.97**	**3,666**
TOTAL	**3,501.19**	**3,667.3**

The total amount of waste[21] generated by Juventus during the 2025/2026 season amounted to 3,501.19 tonnes, representing a reduction of approximately 4.53% compared to the previous season.

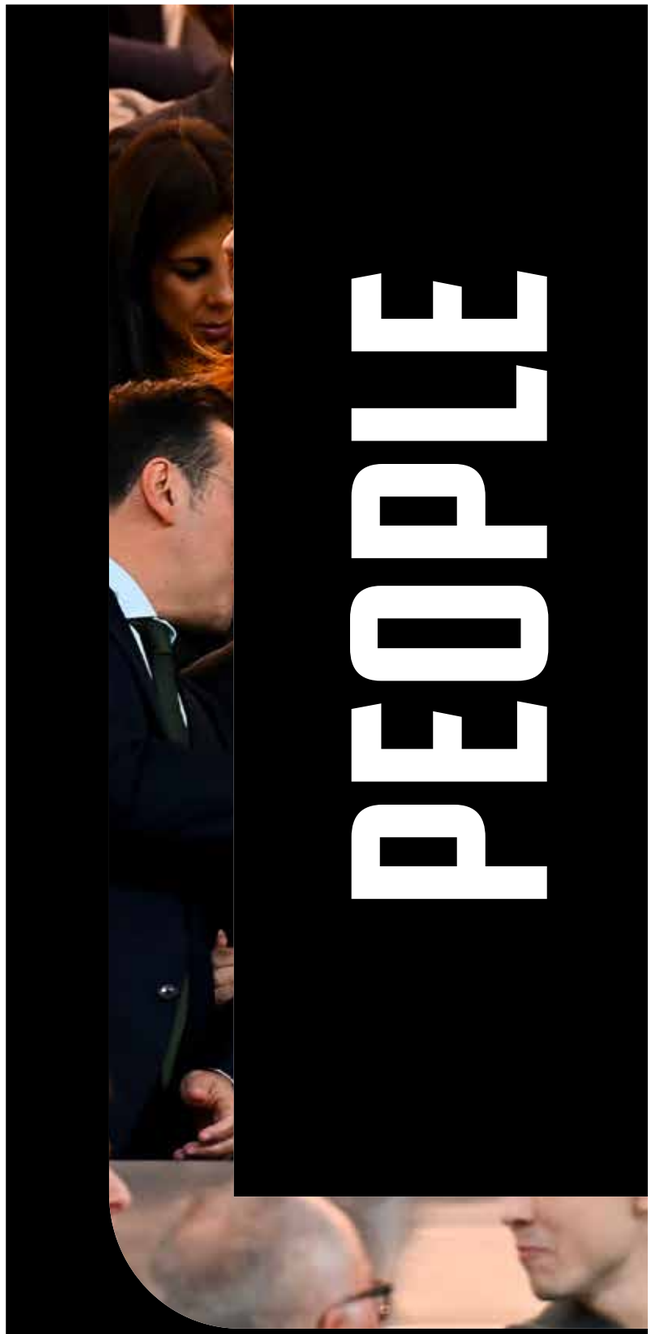
Non-recycled waste amounts to 1,241.41 tonnes, (35.46% of the total waste generated).

- Of this, a percentage less than 1% relates to hazardous waste disposed of according to the law.
- 534.32 tonnes of non-hazardous waste were incinerated with energy recovery; the remaining 704.86 tonnes were disposed of through other operations.
- The Company does not generate radioactive waste.

Waste	Unit of measurement	1 July 2025 - 30 June 2026	1 July 2024 - 30 June 2025
Total hazardous waste generated	Tons	2.22	1.27
Total radioactive waste generated	Tons	0	0



[20] In the absence of precise data, the quantities of waste from JTCC, JTCV and JHQ were estimated on the basis of the typical weight of the track withdrawn by the service provider, multiplied by the number of withdrawals made during the year.
[21] As part of the reporting methodology, an estimate of the waste generated during concerts was also considered.





SOCIAL INFORMATION (S1)

S1 OWN WORKFORCE

In Juventus people represent the Club's driver. With skills, passion and team spirit, people contribute every day to management of challenges of an increasingly dynamic international context. Juventus' strength lies in the ability to interpret the evolution of the preferences and needs of the people and create value for fans, partners and communities, thanks to the harmonious work of those who operate with dedication in each area of the Club, on and off the pitch.

PEOPLE FIRST

THE "PEOPLE FIRST" PILLAR STEMS FROM THE AWARENESS - AND BELIEF - THAT SUSTAINABILITY IS NOT AN EXCLUSIVE LIABILITY OF A DEDICATED TEAM, BUT A RESPONSIBILITY SHARED BY EACH PERSON WITHIN THE ORGANISATION.

Each team, role, individual can generate an environmental and social impact. This means that the success of the **ESG Strategy** depends not only on the actions of the dedicated team, but - above all - from the daily actions of each person at the Club, and their alignment with the strategy and values it embodies.

At organisational level, this vision was implemented in July 2023, when

THE COMPANY MADE A STRATEGIC CHOICE: THE INTEGRATION OF THE ESG TEAM WITHIN THE PEOPLE & CULTURE DEPARTMENT" (NOW "PEOPLE, CULTURE & ESG"). A DECISION THAT REFLECTS THE DESIRE TO MAKE SUSTAINABILITY PRINCIPLES AN INTEGRAL PART OF THE DAILY WORK OF ALL PEOPLE AT THE CLUB.

More information on the Juventus Sustainability Governance can be found in the chapter "General Disclosures" ("The Sustainability Governance" section).

SBM-2 – INTERESTS AND VIEWS OF STAKEHOLDERS

For information relating to this Standard and in order to obtain more details on how the stakeholder engagement activities were performed, please refer to ESRS 2 SBM-2.

SBM-3 – MATERIAL IMPACTS, RISKS AND OPPORTUNITIES AND THEIR INTERACTION WITH STRATEGY AND BUSINESS MODEL

For the information relating to this Standard and in order to obtain more details on how the analysis was performed and on the main results, please refer to ESRS 2 SBM-3.

S1-1 – POLICIES RELATED TO OWN WORKFORCE

Over the years, the Club has adopted various policies aimed at ensuring an inclusive, safe and respectful work environment, in line with international best practices and current regulations[22]. These policies cover various aspects, including health and safety, quality of services in the medical sector, and diversity criteria. By implementing them, Juventus is committed to creating a climate of trust and collaboration, valuing diversity and preventing any form of discrimination. In this context,

THE CLUB NOT ONLY AIMS TO MEET THE NEEDS OF ITS EMPLOYEES, BUT ALSO SEEKS TO BUILD A SOLID AND SUSTAINABLE CORPORATE CULTURE, CAPABLE OF FACING FUTURE CHALLENGES WITH DETERMINATION AND RESPONSIBILITY

At the basis of all the Policies mentioned below is **Code of Ethics** (see the chapter "Governance Information") which establishes the principles and values that characterise the Undertaking's culture and guide the relationship with human resources.



[22] During the reporting period, there are no groups of workers at particular risk of vulnerability.

PEOPLE FIRST POLICY AND UNI PDR 125:2022 CERTIFICATION

Diversity and inclusion are fundamental elements of the regulations, procedures, and policies that define the Company's actions, at both corporate body and employee population level. Confirming this commitment, the Club's **Code of Ethics** enshrines Juventus' position against all forms of discrimination, including that of racism, xenophobia, age intolerance, gender, orientation and sexual identity, ethnicity, religion, health status, political and trade union membership, language or skills.

IN APRIL 2025, JUVENTUS PUBLISHED THE PEOPLE FIRST POLICY, A POLICY DOCUMENT WITH WHICH THE CLUB REAFFIRMS ITS COMMITMENT TO FOCUSING ON PEOPLE BOTH ON AND OFF THE PITCH.

Under the responsibility of the Chief People, Culture & ESG Officer, the Policy protects the rights and dignity of people, challenging discrimination and violence, and actively promoting diversity, inclusion, gender equality and accessibility.

With **"People First"**, Juventus aims to ensure equal opportunities, fostering an environment where each individual can feel welcomed, valued and an integral part of the Juventus community. Football is thus conceived as an open space, without barriers, where to educate players, employees and fans to use respectful language and share common values.

The policy sets out clear rules against any form of discriminatory behaviour, fair and transparent recruitment and staff management processes, regular training programmes and internal controls. In addition to this, there are projects aimed at improving stadium accessibility, promoting women's football and collaborating with local social organisations.

The Policy applies to all people who come into contact with Juventus: employees, players, fans, partners, suppliers and members of the community.

Demonstrating that the principles of the Policy are not something that remain on paper, Juventus translates them into tangible initiatives and governance and monitoring tools. In this regard,

THE RENEWAL OF THE UNI/PDR 125:2022 CERTIFICATION FOR GENDER EQUALITY, ACHIEVED BY JUVENTUS IN JUNE 2026 FOLLOWING AN AUDIT CARRIED OUT BY BUREAU VERITAS, SERVES AS CONFIRMATION OF THE PATH THE CLUB HAS TAKEN TO PROMOTE A FAIR AND INCLUSIVE WORKING ENVIRONMENT. ON THE OCCASION OF THIS RENEWAL, THE OVERALL SCORE ROSE FROM 74/100 TO 78/100, HIGHLIGHTING AN IMPROVEMENT ON THE PREVIOUS CERTIFICATION OBTAINED IN JUNE 2025

The **UNI/PdR 125:2022** standard, recognised nationally as a benchmark for gender equality, attests to Juventus' adoption of a structured management system for this area, based on objective indicators relating to areas such as career opportunities, pay equity, work-life balance, support for parents and an inclusive culture. Juventus will continue to monitor and improve its performance in this field, with the target of consolidating an organisational culture that fully values each person.

RECRUITMENT & ONBOARDING POLICY

Among the policies adopted by Juventus to ensure structured and consistent management of its own workforce, a central role is played by the **Recruitment & Onboarding Policy**, which governs the processes for attracting, selecting and hiring staff with an employment contract. The procedure, overseen by the Chief People, Culture & ESG Officer, sets out shared principles, responsibilities and operating procedures, with the aim of ensuring an effective, transparent and inclusive process, whilst delivering an experience consistent with the Club's values and culture.

For Juventus, recruitment is much more than a selection process: it is the first point of contact between the Club and the people who will join it, and it serves as a strategic lever for building the organisational culture of the future. Through an approach based on meritocracy, inclusion, transparency and the development of potential, the Club aims to attract professionals who, in addition to their technical skills, share the values, vision and ambition to contribute to the organisation's success.

In an increasingly competitive labour market, Juventus regards its appeal as a fundamental factor in attracting and retaining the best talent. For this reason, it has developed "Black, White & You", its Employer Value Proposition, which encapsulates the experience offered to people throughout their entire professional journey within the Club.



THE JUVENTUS EMPLOYER VALUE PROPOSITION IS DEVELOPED THROUGH FOUR COMPLEMENTARY PILLARS.

The **Reward** pillar focuses on a competitive Total Reward system, which includes a fair remuneration policy, short- and long-term incentive schemes, employee benefits, insurance cover and initiatives designed to support employees' financial well-being.

Body & Mind brings together all the initiatives dedicated to physical and psychological well-being, from preventative programmes to initiatives focused on mental health, right through to sporting activities and services made available to staff.

The **Pride & Impact** pillar aims to strengthen the sense of belonging through flexible working arrangements, exclusive experiences within the Juventus world, initiatives dedicated to families and opportunities to share the Club's culture.

Finally, **Growth** represents Juventus' commitment to the continuous development of skills, through training programmes, coaching, internal mobility, the Talent Management Programme and personalised professional development opportunities.

This value proposition serves as the framework through which Juventus intends to attract, engage and retain its people, offering an experience that accompanies every stage of the employee journey.

RECRUITMENT

Juventus follows a selection process based on meritocracy, equity, inclusion and objective assessments, aimed at identifying the most suitable candidates in terms of skills, potential and cultural fit. This transparent and structured process progressively involves People Partners, Hiring Managers and, where appropriate, the Leadership Team, through interviews and assessment tools that ensure a shared and multidimensional evaluation. In the 2025/2026 season, this approach was also extended to certain roles within the Sports Area, introducing innovative and merit-based selection processes for specialist positions. At the same time, the Club furthers inclusion and the broadening of its talent pool through partnerships with universities and local organisations, such as the MagazziniOz project run by CasaOz, which has facilitated the permanent recruitment of a person with disabilities within the organisation.

ONBOARDING EXPERIENCE

For Juventus, onboarding represents a strategic phase of the employee experience, aimed at facilitating rapid integration into the organisational environment, accelerating effectiveness in the role and strengthening the sense of belonging to the Club. Through a structured programme that combines opportunities to discover the Juventus culture and ecosystem with role-specific induction initiatives, the Club supports new recruits throughout the entire integration process.

Further details regarding onboarding and staff development programmes are set out in section S1-2.

INTERNAL MOBILITY

Juventus regards the professional development of its staff to be a strategic priority. For this reason, since 2022, it has been promoting an ongoing system of internal job posting, which offers all staff the opportunity to apply for vacant positions within the Club.

The initiative stems from the belief that staff development can be achieved not only through vertical progression, but also through cross-functional experiences, job rotation and changes of role, thereby fostering individual aspirations, skills and potential in line with the organisation's needs.

Internal applications are assessed using the same process as for external candidates and go through all stages of the selection process. Should any minor skills gaps emerge in relation to the role's requirements, Juventus supports the onboarding process through dedicated training initiatives and personalised development programmes, fostering sustainable, long-term growth.



REMUNERATION POLICY (TOTAL REWARD FRAMEWORK)

The preparation, approval and implementation of the **Remuneration Policy** involves the following bodies and persons, each within their own sphere of competence:

- the Board of Directors;
- the Remuneration and Appointments Committee;
- the Shareholders' Meeting;
- the Board of Statutory Auditors
- the Independent Auditors.

In particular, the Remuneration Policy may first be submitted to the Board of Directors for approval by the Remuneration and Appointments Committee. In drawing up the Policy, the Remuneration and Appointments Committee involves the People, Culture & ESG Department, also with the aim of gathering market data in terms of practices, policies and benchmarking, ensuring regulatory compliance and improving the preparation of the same policy. Furthermore, the People, Culture & ESG Department, via the ESG unit, draws up and submits proposals to the relevant corporate bodies regarding the ESG performance targets to be included in variable remuneration schemes.

In 2022 the Company adopted a remuneration system for Corporate and Football Area staff not falling within "on-field" roles, entitled the **Total Reward Framework**, oriented to the needs and motivations of resources, defining a set of tools that make it possible to outline reward strategies tailored to and consistent with the different workforce clusters, within a single, fair and transparent structure.

More specifically, the Total Reward Framework is based on a **"banding"** system. The system divides company roles into 8 different bands (i.e. contiguous classes of jobs) which are assessed according to Mercer's **International Positioning Evaluation (IPE)** method and include consistent roles in terms of responsibility, level of complexity managed and level of impact on corporate results.

The banding system is the cornerstone on which resource management, reward and development processes are built.

The Total Reward Framework consists of: (i) **fixed remuneration**, (ii) the **STI Plan**, represented by an annual short-term monetary incentive component intended, among other things, for the Chief Executive Officer and Key Management Personnel, (iii) the **LTI plan**, represented by a long-term incentive component deriving from a plan based on financial instruments intended, in its first and second allocation cycle, for a select group of



key resources, including the Chief Executive Officer and Key Management Personnel and other employees with strategic roles within the Company or its subsidiaries; and (iv) certain benefits and ancillary services.

WITH REFERENCE TO THE 2025/2026 FINANCIAL YEAR, BOTH SHORT- AND LONG-TERM INCENTIVE SYSTEMS INCLUDE ESG KPIS WITHIN THEIR SCORECARDS.

Specifically with regard to the "STI Plan" structured with a single scorecard, consisting of three macro-targets: an economic-financial KPI, strategic KPIs for each function and an ESG KPI, as an individual target relating to environmental sustainability parameters, identified in line with the Company's ESG Strategy & Framework and on which the Company's ESG Committee has expressed its favourable opinion. In particular,

WHEREAS THE 2024/2025 FINANCIAL YEAR WAS TO FEATURE AN "ENVIRONMENTAL" KPI, FOR 2025/2026 THE DECISION WAS TAKEN TO FOCUS ON "SOCIAL" TOPICS ("PEOPLE FIRST" PILLAR), BASED ON THE ACTIVE PARTICIPATION OF THOSE COVERED BY THE STI PLAN IN THE COMPANY'S WELL-BEING INITIATIVES (PHYSICAL, MENTAL AND PREVENTATIVE).

In the "STI Plan", the ESG component has a weight of 10% on total remuneration.

Also in the LTI Plan, which has a multi-year duration (until 31 December 2029) and is divided into the following three vesting periods, according to a rolling allocation approach: (i) 1 July 2024 – 30 June 2027; (ii) 1 July 2025 – 30 June 2028; and (iii) 1 July 2026 – 30 June 2029, in particular it is envisaged that the Rights attributed will vest if specific economic-financial, return on shares and ESG targets are achieved. In the "LTI Plan" the ESG component has a weight of 15% on total remuneration with reference to the first allocation cycle and has a weight of 10% with reference to the second allocation cycle.

THE TARGET BASED ON THE ESG KPI HAS BEEN IDENTIFIED IN OBTAINING AND MAINTAINING THE GENDER EQUALITY CERTIFICATION (PDR UNI 125:2022),

introduced by the NRRP (National Recovery and Resilience Plan), the Italian plan of investments and reforms within the European Next Generation EU programme that defines the guidelines on the management system for gender equality.

The measurement of the certification is conducted at the beginning and end of the vesting period on the basis of specific qualitative and quantitative indicators and access to the certification by the certifying body is envisaged in the event that a minimum overall summary score of at least 60% is achieved.

DURING THE 2025/2026 FINANCIAL YEAR, JUVENTUS WORKED TO EXTEND THE TOTAL REWARD FRAMEWORK TO THE "FOOTBALL AREA", WITH PARTICULAR REFERENCE TO "ON-FIELD" ROLES. THIS EXTENSION – WHICH WILL COME INTO EFFECT FROM THE 2026/2027 SEASON – ALLOWS OBJECTIVE ASSESSMENT AND CLASSIFICATION CRITERIA TO BE APPLIED TO SPORTING ROLES AS WELL, THEREBY STRENGTHENING INTERNAL CONSISTENCY, PAY TRANSPARENCY AND THE SUSTAINABILITY OF PAY DECISIONS.

The extension of the model to the "Football Area" is also part of the process of aligning with Italian legislation assimilating the European Directive on pay transparency, which requires the use of objective and gender-neutral criteria for defining categories of workers and remuneration systems. Through the Total Reward Framework, Juventus is able to guarantee all its staff the same employment opportunities and fair treatment in terms of regulations and remuneration.



EXTERNAL COMMUNICATION GUIDELINES

As part of policies aimed at the workforce, Juventus has adopted specific **External Communication Guidelines**, aimed at ensuring that any official communication is consistent with the relevant ethical and regulatory principles.

Under the responsibility of the *Chief Communication Officer*, this document has been drafted in accordance with the Code of Ethics, the Organisation, Management and Control Model pursuant to Italian Legislative Decree 231/01 ("231 Model") and the Organisation, Management and Control Model pursuant to Article 7, paragraph 5, of the FIGC Statute ("Prevention Model").

The Guidelines define the main indications relating to the Club's external communication on institutional, strategic and business topics, aimed at stakeholders such as media, institutions, federations and other public opinion subjects.

In compliance with the Code of Ethics, Juventus promotes clear, precise and truthful communication, avoiding the dissemination of information not consistent with transparency obligations and corporate strategies. This approach helps prevent reputational risks and responsibilities for the Company, and is an integral part of the responsibilities of staff authorised for external communication.

In addition, inside information is disclosed in compliance with market abuse regulations and the related corporate procedure for the management and communication of inside information.

SOCIAL MEDIA GUIDELINES

In the context of internal policies aimed at the workforce, Juventus has defined and circulated the **Social Media Guidelines**, a document aimed at promoting the conscious, responsible and consistent use of social networks by employees and collaborators. The guidelines recognise the importance of digital communication as a means of personal expression, but also highlight the impact it can have on the Company's image and reputation.

In line with the Code of Ethics and with the values of inclusiveness and respect promoted by the Club, the Guidelines establish fundamental principles, including:

- individual responsibility in the publication of content,
- the need to distinguish personal opinions from official Club positions;
- compliance with privacy, intellectual property and copyright regulations;
- the prohibition on publishing discriminatory content or content harmful to the reputation of the Company's or its stakeholders.

Under the responsibility of the Chief People, Culture & ESG Officer, the Guidelines also promote inclusiveness as a central value, encouraging respectful and diversity-conscious communication, and provide practical guidelines for the safe and professional use of social platforms.

The adoption of these guidelines is part of the broader People & Culture policy framework, with the target of protecting workers, enhancing their role as brand ambassadors, and ensuring a positive digital environment that complies with ethical and legal standards.

HEALTH AND SAFETY POLICY

Juventus has adopted a **Health and Safety Management System** ("HSMS"), according to the **ISO 45001:2018** international standard, achieving its first certification on 25 September 2009 (on the then available OHSAS 18001:2007). With a view to continuous improvement of the health and safety levels of workers, the system is audited by the Certifying Body on an annual basis. Following a third-party audit, the Body renews the certificate (last confirmation of the certification:

19-21-24 September 2024).

Training is provided in compliance with the agreements of the State-Regions Conference in force; the main prevention and protection measures are the implementation of information and, where necessary, training also on process topics (e.g. procedures), participation in annual emergency tests, maintenance of plant health and safety conditions, equipment and facilities. These measures seek to make people aware of health and safety issues and safe behaviour during work activities. In particular, through the Occupational Health and Safety Policy, developed in the procedures and instructions of the HSMS, which allow compliance with Italian Legislative Decree 81/08, under the responsibility of the Employer.

Since maintenance activities are outsourced to some main contractors, a specific topic concerns contracts, which are managed in compliance with Article 26 or, in the case of construction interventions, Title IV of Italian Legislative Decree 81/08.



QUALITY POLICY FOR THE MEDICAL SECTOR

Not only to achieve its football objectives, but also for the well-being of its employees, Juventus ensures that its athletes and technical staff are in 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 sense, Juventus is committed to offering, through innovative structures such as J Medical, the JTCC and the JTCV, the best medical-sporting, nutritional and psychological 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, which defines the guidelines and objectives for protecting the players and the technical sector, under the supervision of the health officer. The Club's medical sector has a certified ISO 9001:2015 Quality Management System, whose purpose is to protect the health management of players by the Juventus medical sector in both preventive and therapeutic terms.

SAFEGUARDING POLICY

In line with Legislative Decree 39/2021, CONI Resolution no. 255/2023 and the FIGC Guidelines of August 2023 (issued through CU 87/A of 31 August 2023), has developed a **Safeguarding Policy**, with the aim of ensuring the protection of its members, particularly those underage. This document plays a particularly important role in the area of youth sectors, as it contributes to promoting a safe, inclusive and respectful environment for the rights and well-being of young players. For more information on the targets, scope and purposes, please refer to section G1-1 – "Corporate culture and business conduct policies".

S1-2 – PROCESSES FOR ENGAGING WITH OWN WORKERS AND WORKERS' REPRESENTATIVES ABOUT IMPACTS

Juventus adopts a wide variety of channels to directly interact with its people, regarding the material impacts affecting them. The activities described below aim to identify, manage and remediate any impacts that the Club may cause in relation to its people. Coordinated by the People, Culture & ESG Department, employee engagement activities have modalities that may vary from formal consultations to informal meetings, ensuring that each person has the opportunity to express their opinion. This approach derives from the **ESG Strategy** outlined for employees in the **"People First"** pillar that focuses on people within the Club. The pillar underlines Juventus' commitment to integrating ESG topics into every aspect of its activities, whether or not they are related to sport, while ensuring virtuous development, engagement and well-being paths for all people.

The following table shows the most significant activities undertaken by the Club regarding the worker engagement process management:



Activities	Modalities of engagement
Positive Impact Hub	Engagement initiatives developed during the 2025/2026 season include the first edition of the **Positive Impact Hub**, an interdisciplinary group consisting of 12 voluntary employees from different company functions, with the aim of encouraging the active participation of the company population on sustainability issues. The Positive Impact Hub represents a forum for comparison and co-creation through which participants can propose, develop and promote initiatives consistent with the **Club's ESG strategy**, contributing to the identification of emerging needs and the definition of concrete solutions. Hub members meet regularly to discuss ideas, assess feasibility and potential impact and contribute to the design of short-, medium- and long-term initiatives, with the support of the ESG Team and ESG Steering Committee. The initiative is part of the **"ESG integrated"** approach adopted by Juventus and is a tool aimed at strengthening the involvement of workers in the processes of continuous improvement and in the dissemination of the culture of sustainability within the organisation. The Hub also constitutes a structured channel through which workers can contribute to the definition and implementation of initiatives related to the material ESG impacts for the Club, fostering an ongoing dialogue between the company population and functions responsible for sustainability.
Double Materiality	As part of the double materiality update process, the Club involved its employees as follows: • Impact materiality: one-to-one meetings were organised with Club's IROs Owners who were called to assess the updating of specific impacts according to the significance or according to the severity (scale, dissemination, irreparability character and human rights) and the likelihood of occurrence; • Financial materiality: one-to-one meetings were organised with the Club's IROs Owners who were called to assess the updating of specific risks and opportunities according to the significance or the combination of probability and severity (according to economic, -financial and reputational perspective); All employees were instead engaged in the materiality assessment process during the 2024/2025 season through a questionnaire that allowed them to express a direct opinion on the importance of the identified topics.
Microsoft Viva Engage	**Microsoft Viva** is Juventus's internal digital communications platform. This tool represents a fundamental lever to foster a continuous dialogue with the people of the Club, facilitate the structured listening to their feedback and promote a participatory and inclusive corporate culture. Viva allows the integration of corporate communications, training content, HR updates, value initiatives and much more into a single digital environment, strengthening the sense of belonging and ensuring each person transparent access to strategic Club information compared to traditional tools, Viva reduces the use of email for cross-sectional communications and values less formal but significant content for corporate culture. Thanks to the possibility for all employees to publish content, respond, comment and participate in topical surveys, the platform promotes a horizontal and ongoing dialogue between roles, teams and different venues, contributing to strengthening a sense of belonging, transparency and active participation. Finally, thanks to its insight and engagement tracking functions, the platform makes it possible to monitor employee engagement in real time, gather suggestions and activate topical surveys in a widespread and timely manner. Viva's open structure also allows for immediate monitoring of internal population reactions on specific topics, making it a strategic tool for intercepting opinions and interests and integrating people's views into decision-making processes and defining ESG initiatives.
Corporate Sharepoint	To ensure an informed and ongoing engagement of its workers with respect to the impacts related to the organisation's activities, Juventus has activated a series of structured digital tools. Among these, the previous communication platform described above and the internal corporate repositories hosted on the SharePoint platform, accessible to all corporate resources, play a key role. In particular: **Governance, Risk & Compliance Repository** represents the main point of access to internal policies and regulatory references, in detail it contains: • Code of Ethics; • Compliance models (231 Model, Prevention Model, Accounting Administrative Control Model, Data Protection Model and Safeguarding Policy); • Operating procedures and instructions, • Policies and guidelines, • Material used for compliance training sessions. This tool supports a widespread dissemination of rules of conduct and prevention safeguards, promoting awareness of the potential impacts of company activity and the behaviour expected by each worker. People, Culture & ESG Repository: is dedicated to the human resources and sustainability area, allowing workers to access: • Employee vademecum, • Corporate welfare plan, • Information materials on welfare, well-being and insurance topics. These digital tools contribute to active engagement and continuous dialogue with workers, supporting the dissemination of information. The presence of these channels also facilitates independent consultation by employees, fostering an internal transparency and accountability culture.

Reporting channels	In accordance with what is defined by Italian Legislative Decree 24/2023, Juventus has established its own reporting channel (also called **"whistleblowing channel"**). Therefore, whistleblowing discipline takes the form of a set of rules and procedures aimed at incentivising and protecting the internal or external stakeholder from retaliation and discrimination, who reports offences or irregularities of which they have become aware. For further details, please refer to section G1-1 – Corporate culture and business conduct policies
Employee safety workers' representatives engagement	Within the company processes relating to the protection of occupational health and safety, Juventus actively engages the **workers' health & safety representatives** (Rappresentanti dei Lavoratori per la Sicurezza, RLS), even in the absence of internal trade union representatives. The RLS were elected internally by vote and remain in office until they decide to stay in office, as the mandate does not formally expire. Their engagement takes place in several key phases of the HSMS, starting from the sharing and signature of evaluation and planning documents, such as the Risk Assessment Document (Documento di Valutazione Rischi, DVR) and the Emergency Plan. Each of these document updates is discussed with representatives who participate in discussion meetings during which the proposed changes are explained and any suggestions or observations noted. The documents are then formally signed by the RLS. In addition to this, health & safety representatives participate in the annual meeting with employers, envisaged by current regulations, contributing their own point of view to the assessment and continuous improvement of working conditions. Therefore, engagement is structured, recurring and aimed at ensuring that workers are effectively represented in the decision-making processes related to health and safety, with particular attention to the context of the plants and the specific characteristics of the individual company venues.
Interactions with trade union representatives	Juventus establishes contractual conditions directly with its employees, in line with local and industry best practices and in compliance with Company Regulations. With regard to employees of the Hong Kong foreign branch, the contractual conditions are governed by applicable local legislation.
Welfare & Engagement events	Please refer to Section S1-4.

BUILDING THE JUVENTUS CULTURE

Juventus has continued its path of cultural evolution, with the aim of consolidating the principles that guide the way of working, collaborating and making decisions within the Club.

The belief underlying this path is that the organisational culture cannot be defined exclusively by management, but must be built together with the people who live there on a daily basis. For this reason,



THE CLUB HAS INVOLVED THE ENTIRE CORPORATE POPULATION IN A STRUCTURED PATH OF LISTENING, DISCUSSION AND PARTICIPATION AIMED AT IDENTIFYING THE DISTINCTIVE STRENGTHS OF JUVENTUS, DEFINING THE VALUES MOST RECOGNISED AND SHARED BY PEOPLE AND IDENTIFYING THE CONCRETE BEHAVIOURS THAT CHARACTERISE THE CLUB'S CULTURE.

STEP 1

The first step was represented by the **Cultural Diagnostic Survey**, shared with the entire company population between 3 and 15 December 2025 to gather perceptions of organisational culture with respect to some key topics, including quality of collaboration, consistency between words and behaviours, decision-making courage, trust and perception of care within the organisation. The initiative accounted for **about 70% of the corporate population**, providing a broad and representative basis of analysis.

STEP 2

The survey was accompanied by a qualitative exercise based on flowcharts, through which people were able to represent, freely and anonymously, their experience with respect to the main decision-making processes, collaboration dynamics and organisational relations. The integration between quantitative data and qualitative evidence made it possible to build an in-depth reading of the corporate culture, highlighting strengths and opportunities for evolution.

STEP 3

The results were the starting point for the **Culture, Values & Behaviours Labs**, a workshop course open to the entire company population and carried out with the support of Gallup, an international company specialising in organisational development. The Labs represented a space for listening, discussion and co-creation in which people contributed directly to defining the behaviours through which to transfer the Club culture into daily working life, building a common language and a shared vision of leadership and collaboration.

STEP 4

In collaboration with Gallup, Juventus has also chosen to provide the entire company population with the **Clifton Strengths Assessment**, allowing each person to know and learn more about their dominant talents.

The initiative is part of the **strengths-based philosophy**, promoted by Gallup and fully embraced by Juventus, according to which the maximum development of people is achieved by enhancing what everyone knows best, rather than focusing exclusively on areas of improvement. Understanding one's strengths means gaining greater awareness of one's contribution, collaborating more effectively with others, and putting one's talent at the service of common goals. In this perspective, individual growth and organisational growth become closely related elements.

Through this path Juventus continues to invest in the construction of a participatory organisational culture, believing that a shared culture represents one of the main enabling factors for innovation, collaboration and the achievement of the Club's strategic objectives.

ONBOARDING | BUILDING AFFILIATION FROM THE FIRST DAY

For Juventus, onboarding represents the first chapter of people's professional experience within the Club and constitutes one of the most important moments of the employee journey. The aim is not only to foster the operational inclusion of new people, but to accompany them in the discovery of the Juventus culture, accelerate their integration, facilitate the construction of effective relationships and develop a strong sense of belonging from the very first days. That is why

THE CLUB HAS DESIGNED A STRUCTURED INDUCTION PLAN, CREATED TO OFFER AN ENGAGING, CONSISTENT AND CUSTOMISED EXPERIENCE THAT ACCOMPANIES EVERY NEW ENTRY WELL BEYOND THE ADMINISTRATIVE ASPECTS OF HIRING.

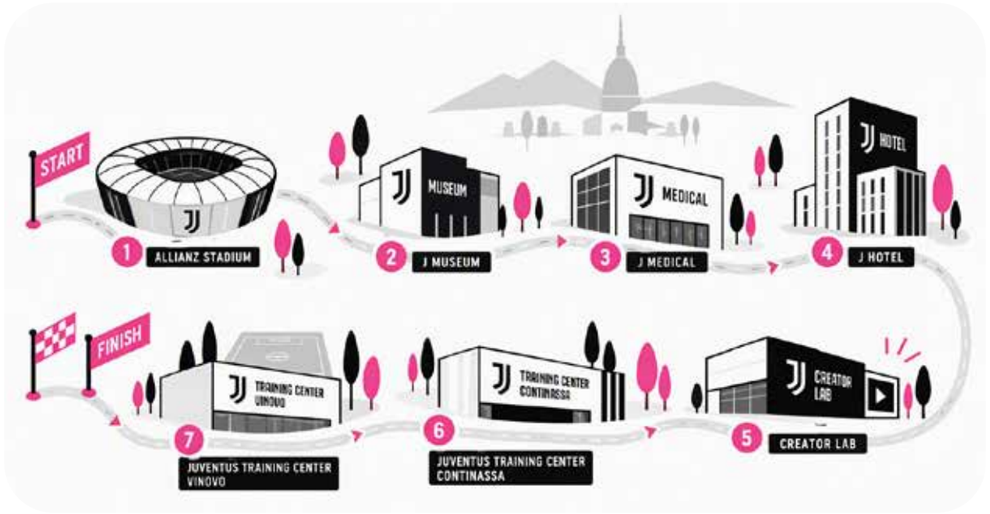
The journey is divided into two complementary components: a **Corporate Induction** dedicated to discovering the Club's identity and an **Individual Induction** built on the characteristics of the person's role and responsibilities.

The experience starts from Day One with a symbolic moment that celebrates entry into the Juventus family. Each new employee receives the official First Team jersey for the current season, customised with their own name. The number shown on the jersey corresponds to the employee's year of entry into Juventus, transforming the unboxing of the Welcome Kit into a gesture of identity that immediately strengthens their sense of belonging to the Club. The kit also includes a backpack, a water bottle and the necessary tools to start the employee's professional career.



Corporate Induction subsequently accompanies new hires in discovering the Juventus universe through meetings dedicated to the Club's history, its values, organisational structure, main business processes and work tools. The programme also includes moments dedicated to compliance, health and safety, administrative aspects and opportunities for discussion with management and main company departments.

A distinctive element of the route is the **Onboarding Tour**, an immersive experience that allows the new hire to get to know the entire Juventus ecosystem closely through the tour of Allianz Stadium, J Museum, J Medical, J Hotel, Creator Lab, Juventus Training Center Continassa and Juventus Training Center Vinovo. The tour is designed to show how the different Club entities contribute, together, to the creation of value and to strengthen the awareness of belonging to a single organisation. Starting in the 2024/2025 season, the journey was also made available, on a voluntary basis, to people already present in the company, promoting greater transversal knowledge of the organisation and further consolidating the sense of belonging.



Individual Induction completes the process through a customised programme of meetings with the new employee's manager and the key stakeholders with whom the person will collaborate in carrying out their activity. This moment makes it possible to clarify expectations and objectives, to deepen processes and operating methods, to immediately build an effective network of relationships and to reduce the time necessary to achieve full autonomy in the role (time-to-productivity).

DURING THE 2025/2026 SEASON, JUVENTUS ALSO BEGAN TO EXTEND THIS ONBOARDING PHILOSOPHY TO NEW ENTRIES OF THE MEN'S AND WOMEN'S FIRST TEAMS.

Through dedicated video content, digital materials and a visit to the main Club facilities, the players are also accompanied to discover the history, tradition, values and organisation of Juventus. The initiative stems from the belief that knowing the Club means understanding its identity and feeling part of a story that goes beyond the playing field. For this reason, onboarding becomes a tool to accelerate integration, strengthen the sense of belonging and create a common experience for all people who become part of the Juventus community.

The effectiveness of the entire process is monitored over time through specific follow-up moments and evaluation tools, in the belief that a well-designed integration experience represents one of the main factors for people's involvement, development and retention.

S1-3 – PROCESSES TO REMEDIATE NEGATIVE IMPACTS AND CHANNELS FOR OWN WORKERS TO RAISE CONCERNS

Juventus provides its employees with a reporting channel, which can be reached on-line at the public address: https://juventus.segnalazioni.net/ dedicated and secure, through which it is possible to report breaches of company laws, regulations, procedures and policies or to report, more generally, situations of potential risk.

This system protects the identity of the whistleblowers and guarantees the confidentiality of reports, which are visible only to the **Whistleblowing Committee** ("Whistleblowing Committee"), which handles them in accordance with the principles of impartiality and confidentiality. In addition, the Company has put in place strict measures to prevent any form of retaliation against those reporting through the channel. Juventus prohibits such acts, whether direct or indirect, against the whistleblower, and envisages disciplinary sanctions against anyone who violates this prohibition or the obligations to protect the confidentiality of the whistleblower's identity.

In order to increase awareness of this channel availability, employees receive training on compliance topics, including those relating to the reporting process through the **whistleblowing platform**. These training opportunities are part of the company's onboarding plan, for which reference is made to sections S1-2 – Processes for engaging with own workers and workers' representatives about impacts and S1-13 –Training and skills development metrics.

For further details, please refer to section G1-1 – Corporate culture and business conduct policies (Whistleblowing Management).

S1-4 – TAKING ACTION ON MATERIAL IMPACTS ON OWN WORKFORCE, AND APPROACHES TO MITIGATING MATERIAL RISKS AND PURSUING MATERIAL OPPORTUNITIES RELATED TO OWN WORKFORCE, AND EFFECTIVENESS OF THOSE ACTIONS

Juventus has implemented actions and initiatives aimed at fostering people's mental and physical well-being, engagement, a sense of belonging and sharing among its employees.

The management of issues related to its own workforce involves different areas of business, in particular the People, Culture & ESG Department, composed of 18 people, which, with the support of specific functions, collaborates to continuously monitor and improve the work environment, promoting training, enhancement of talent and protection of employees' rights.



HEALTH AND SAFETY

Over the years, Juventus has adopted a structured management system and a set of processes and actions to mitigate potential negative impacts on the health and safety of all employees through a HSMS, compliant with the **ISO 45001:2018** international standard. For more information, please refer to section S1-1 - Policies related to own workforce.

WELLBEING

Juventus has undertaken,

ALSO FOR THE 2025/2026 SEASON, A NUMBER OF INITIATIVES TO FOSTER THE MENTAL AND PHYSICAL WELL-BEING OF PEOPLE, PAYING PARTICULAR ATTENTION TO HEALTH, PREVENTION AND EMOTIONAL AND RELATIONAL SUPPORT

The approach adopted continues to promote a work environment that is attentive to individual needs, through initiatives that can generate value for both people and the organisation.

Agile Working

Agile working entered into full swing in the 2025/2026 season, becoming one of the key tools for fostering a sustainable private and professional life balance. The current model provides up to 8 remote work days per month, with a high degree of flexibility in planning and the possibility, where compatible with the role, to work also from abroad. This structure allows for more autonomous and effective management of time, contributing to reducing travel-related stress and improving quality of life, with benefits also in terms of environmental sustainability by reducing emissions.

Mental Health

As part of its initiatives to promote organisational well-being, the Club continued its awareness-raising process on mental health, with the aim of fostering an open, inclusive and conscious corporate culture by promoting dialogue, the sharing of experiences and the provision of concrete tools to support people.

Stories of Strength Campaign

- **Launch** of the new edition of the **Stories of Strength** awareness campaign on the occasion of the World Mental Health Day (10 October 2025).
- **Objectives**: to promote reflection on mental health, contribute to overcoming the associated stigma and convey the message that requesting help is a gesture of strength.
- **Methods**: collection of stories and personal testimonies to support sharing as a mutual support tool.
- **Internal initiative dedicated to employees**: anonymous collection of testimonies in response to the question "Tell us about that time you had to be strong", later integrated into the video of the internal campaign.

T.E.A.M. Strength – Tools for Empowerment And Mental Strength Programme (II edition)

Meetings programme created in collaboration with Prof. Giuseppe Vercelli's team, aimed at promoting personal growth, self-awareness and mental health through practical tools and discussion moments. The programme consists of three appointments:



1. **Mindfulness – Training mental presence**: in-depth analysis of the path started in the previous season, with new techniques and practical exercises for stress management, improvement of focus and recovery of balance and clarity in times of higher pressure.
2. **The search for happiness**: meeting led by Giuseppe Bertuccio D'Angelo (founder of Happiness Project), focused on the analysis of the multiple dimensions of well-being and its link with context, values and personal relationships.
3. **The mistake you have never made – Discovering your hidden talent**: introspection path on the so-called "shadow side", with the aim of enhancing the individual potential as a lever for personal, relational and professional growth.

Kyan Health Platform

- Introduction of the **Kyan Health application**, dedicated to mental and emotional well-being as an evolution of the support already initiated through awareness activities and training courses.
- **Functionality**: initial assessment on the level of mental and physical well-being; customised content; development paths; tools for managing stress, energy and psychological balance.
- **Access to individual sessions with qualified coaches and psychologists**: the first three sessions for employees are fully supported by Juventus; possibility of extending support if a more structured path is needed.

Health Talks

- Cycle of meetings dedicated to the promotion of healthy lifestyles and the dissemination of scientific knowledge applicable to daily life.
- Expansion of the programme in the season with: a nutrition path (three appointments) and a meeting on the quality of sleep.
- Speakers: Laura Mancin (nutritionist, Men's First Team) and Darren Burgess (Performance Director, Men's Football Area).

Physical Activity

- **Sport Programme**: continuation of the offer of physical activity during lunch breaks at the Juventus Headquarters, including Pilates, Functional Training and Yoga, in favour of opportunities for movement and well-being during the working day.
- **Fitness Room** (Juventus Headquarters): created in collaboration with Technogym, it is confirmed as a reference point for training and regeneration.
- **Gym of the Juventus Training Center in Vinovo (JTCV)**: became fully operational during the season, with the consequent expansion of the opportunities available to the Club's people.
- **Impacts**: access to professional structures and an environment dedicated to athletic preparation has facilitated greater participation in sports activities, contributing to the promotion of an active lifestyle and a culture of prevention.

WELFARE & ENGAGEMENT

DURING THE 2025/2026 SEASON, JUVENTUS CONTINUED TO INVEST IN A WELFARE SYSTEM AND ENGAGEMENT INITIATIVES AIMED AT IMPROVING THE QUALITY OF WORK EXPERIENCE, SUPPORTING PEOPLE'S WELL-BEING AND STRENGTHENING THE SENSE OF BELONGING TO THE CORPORATE COMMUNITY.

The approach adopted integrates economic support tools with opportunities to participate in the life of the Club, in the belief that organisational well-being is built through a set of experiences, relationships and services capable of accompanying people throughout their professional career.

Flexible Benefits

- The **Flexible Benefits plan**, developed in collaboration with Willis Towers Watson and integrated into the company's **Total Reward Framework**, was confirmed, in continuity with the previous seasons, with the extension of the range of beneficiaries introduced in the previous seasons. The plan allows employees to use the entire welfare budget allocated under the tax

exemption regime, according to current legislation, increasing purchasing power and allowing the choice of services most consistent with personal and family needs. The main areas of use include:

- **Reimbursement services**, including healthcare, transport, schooling, education and assistance expenses;
- **Contribution to supplementary pension**, with the possibility of allocating the budget to the pension fund agreed with Juventus;
- **Direct access services** through vouchers dedicated to leisure, well-being and entertainment;
- **Services for family consumption and expenses**, including purchase vouchers, fuel, clothing, Amazon vouchers and, where provided for by tax legislation, reimbursement of household utilities.

Involvement and Sense of Belonging

In parallel, the Club has continued to promote initiatives aimed at strengthening the sense of belonging, fostering opportunities for meeting, sharing, and participating in the Club's life, also outside the work context.

During the season, the **opportunities for employees to attend the home matches of the Juventus teams – Men's First Team,** Women's First Team, Juventus Next Gen, Juventus Under 20 and Juventus One – were confirmed, promoting direct participation in the main moments of the football season.

The opportunity to **participate in the UEFA Champions League trips of the Men's and Women's First Teams** was also reactivated, offering an immersive experience and helping to strengthen the sense of belonging to Juventus.

Allianz Stadium has continued to represent a place of aggregation even beyond football. In fact, employees had **access to the events and concerts hosted at the stadium** and, on the occasion of the UEFA Champions League matches played away, the traditional **J Pub** were organised, informal meetings that allowed colleagues to experience the matches together, fostering social relations and team spirit.

Particular attention was also paid to the families of the Juventus people. The possibility of applying for **Junior Membership for sons and daughters under 13** has been confirmed, with access to dedicated benefits, exclusive events and reserved initiatives, as well as facilities for participation in Juventus Training Camps.

As the winter break approached, the Club also organised the **Black & White Together Night**, an evening dedicated to all Juventus people, designed to create a moment of coming together and sharing between the different areas of the Club. The event brought together employees, Men's First Team and Women's First Team in an informal context, helping to strengthen the sense of belonging and to consolidate the culture of a single Juventus community.







the enhancement of products already made and encouraging a more responsible consumption model.

As a whole, these initiatives testify to Juventus's desire to develop an increasingly evolved welfare model, in which tools of economic support, attention to families, opportunities for participation and moments of sharing help to strengthen people's well-being, the sense of belonging and the Club's organisational culture.

In the same period, the appointment with **Natale Bimbi** was also renewed. This initiative is dedicated to the sons and daughters of employees, and continues to represent an important opportunity of meeting and sharing for Juventus families.

Among the most significant initiatives is also confirmed the **Shooting Experience**, which involved some employees together with their children in the production of photo content for the Club campaigns and the official photo of the team of the 2025/2026 season, offering an exclusive experience of participation in the life of Juventus.

Finally, the **Shopping Days - Family & Friends** were renewed, sales days dedicated to employees with facilitated access to the products of the previous seasons. The initiative combines people's involvement with the Club's sustainability goals, promoting





S1-5 – TARGETS RELATED TO MANAGING MATERIAL NEGATIVE IMPACTS, ADVANCING POSITIVE IMPACTS, AND MANAGING MATERIAL RISKS AND OPPORTUNITIES

The analysis of IROs (Impacts, Risks and Opportunities) related to workforce management has enabled Juventus to identify areas that have the greatest impact on people's well-being and the Club's ability to create long-term value. In particular, IROs represent the positive or negative effects that the Club's activities can generate on its people, as well as the risks and opportunities that can influence the achievement of strategic goals and the sustainability of the organisation.

To understand these impacts and guide its policies, Juventus adopts a structured system for listening and engaging people, coordinated by the People, Culture & ESG Department, which combines formal consultation tools and opportunities for direct engagement with leadership.

The main initiatives include **Bites & Bonds**, a cycle of voluntary participation meetings during which small groups of employees have the opportunity to discuss directly with the CEO in an informal context, fostering dialogue, the exchange of ideas and the sharing of experiences.

The Club also carries out the **Cultural Diagnostic Survey**, through which it collects people's perception of organisational culture in a structured manner, and promotes engagement initiatives such as **Stories of Strength**, which encourage the voluntary sharing of personal experiences of resilience and vulnerability, helping to spread a culture based on empathy, mental well-being and a sense of community.

The evidence gathered through these tools is a fundamental element for identifying the most material impacts and defining the Club's priorities for action. The analysis of IROs revealed four strategic areas on which Juventus focuses its actions: mental and physical health and well-being, satisfaction and involvement of people, attraction and retention of talent and diversity, equity and inclusion.

People's well-being and engagement are strategic factors for the sustainable growth of the Club and, for this reason, have been formally integrated into the targets of the 2025/2026 Short Term Incentive (STI) plan.

The choice reflects a desire to strengthen the role of leadership in promoting an organisational culture geared to health, prevention and care of people, recognising these aspects as essential elements for the sustainable success of the organisation.

In particular, the Plan has set out a specific **ESG KPI** aimed at **promoting the dissemination of the culture of well-being through the active participation of the plan's recipients in initiatives dedicated to physical, mental well-being and prevention.** The achievement of the target requires documented participation in both physical activity promotion activities and training initiatives on health, mental well-being and prevention issues.



Through this mechanism, the Leadership Team plays an active role in promoting virtuous behaviour and consolidating a culture of well-being that is widespread and transversal to the entire organisation, helping to make people protection a concrete element of corporate governance.

Details of the KPI - 2025/2026 Short & Long Term Incentive

To achieve the target, documented participation in at least one activity in one of the following categories was required:

- Physical activity (e.g. corporate sports programmes, use of the internal gym).
- Training on health, mental well-being or prevention (e.g.workshops, seminars or dedicated information programmes).

Category	Data source
Sport Programme and gym	Instructor register/gym access
Mental/health/prevention training	Registration lists and participation register

The initiative's target population included all persons eligible for the 2025/2026 **STI Plan**, in accordance with the company banding system established by **the Total Reward Framework**. The introduction of the well-being KPI is consistently embedded in the **"People First"** pillar of the **Black, White & More ESG strategy**, which promotes the integration of ESG topics into the Club's organisational culture and activities – both sports and corporate. This approach aims to:

- promote virtuous pathways for people development, involvement and well-being;
- consolidate a work environment that inspires excellence, trust and a sense of belonging to a single team.

ESG Target | 2025/2026 Short Term Incentive	
Scope	**Expected content**
Description of the target	Enhancing the dissemination of the culture of well-being through the active participation of the plan's recipients in business initiatives dedicated to physical, mental and preventive well-being.
Sphere / perimeter	Persons eligible for the 2025/2026 STI Plan, in accordance with the company banding system established by the Total Reward Framework.
Quantitative/qualitative target	Participation in at least one activity among those included in the Sport Programme.
Target year/time horizon	Annual target relating to the 2025/26 season (closed as at 30 June 2026).
Internal manager	People, Culture & ESG Department.
Strategic link	**"People First"** pillar

At 30 June 2026, the end of the football season, the target was achieved as **60% of the participants** ensured the achievement of the required target.

The recipients of the STI plan are informed through an e-mail at the beginning of the sports season by the Chief People, Culture ESG Officer who communicates the approval of the annual STI Plan by the Board of Directors and the imminent start of the Plan, which will then be formalised individually to the beneficiaries with a subsequent letter of assignment and regulation, within which the performance targets to be achieved are detailed. The objectives are previously defined by the management/function manager, after sharing with their employees, the recipients of the plan, and in accordance with the requirements of the People, Culture & ESG Management. The ESG KPI, part of the score-

card, is the same for the entire target population of the plan: the assignment letter therefore contains a description of the same, which allows the employee to be aware of how to contribute to attaining the target. Therefore, the ESG KPI is not characterised as an individual but as a group objective. The final assessment and the relative communication of whether or not to reach the target always takes place through a specific e-mail, in which a detailed letter is attached, sent after the end of the relevant football season.

In the broader sustainability strategy framework, Juventus has also defined a strategic target on diversity, equity and inclusion, integrating it in its **LTI Plan** 2024/2025-2028/2029. The identified KPI is aimed at maintaining and improving the UNI/PdR 125:2022 **Gender Equality Certification** score, obtained in June 2025 with a result of 74/100, following the audit conducted by an accredited body; this represents a formal recognition of the Company's commitment to promoting a fair, transparent and inclusive environment, and constitutes a concrete basis on which to continue to build structured and measurable developments over time.

ESG target | Long Term Incentive 2025/2026-2027/2028	
Scope	**Expected content**
Description of the target	Maintaining and improving the score related to the UNI/PdR 125:2022 Gender Equality Certification.
Sphere / perimeter	Persons eligible for the LTI Plan, in accordance with the company banding system established by the Total Reward Framework.
Baseline	74/100
Qualitative target	>= 74/100
Target year/time horizon	Three-year target (as at 30 June 2028).
Internal manager	People, Culture & ESG Department
Strategic link	**"People First"** pillar

Following the surveillance audit, envisaged as part of the certification maintenance process and conducted in June 2026 by the certifying body Bureau Veritas, Juventus recorded an improvement in its score, reaching a rating of 78/100. This is a result that confirms the Company's constant commitment to gender equality.

S1-6 – CHARACTERISTICS OF THE UNDERTAKING'S EMPLOYEES

For the purposes of the S1-6 principle, the table provides a detailed overview of the main contractual types that make up Juventus's workforce, divided into two areas: sports staff and corporate staff. This distinction is functional to understand the variety of roles and contractual forms that characterise a structured football organisation such as Juventus.

SPORTS STAFF

Sports staff include:

- **Employee S1-6**, hired under a subordinated contract pursuant to Italian Legislative Decree 36/2021 for sports work. This category includes professional players, sports managers, coaches and athletics trainers. The definition of the S1-6 indicator also includes players with an apprenticeship contract (a case in point envisaged starting from the 2023/2024 season).
- **Non-employees S1-7,** involved through:
  - Coordinated and Ongoing Collaborations (coaches, observers, athletic trainers, massage therapists and other staff figures) who operate on a para-subordinate and non-continuous basis or if there is a prevalent subordinate employment in place with a third party;
  - **VAT number** Type chosen in the presence of specific professions and specialisations that routinely operate on an autonomous basis also through registrations in Professional Registers (e.g. doctors, physiotherapists, etc.).

Note: The category "non-professional players" includes young players in the youth teams, for whom an apprenticeship or professional player contract has not been stipulated. Juventus also provides disclosure on this component, although it is aware that, as they are not workers in the strict sense, they do not fall within the notion of "workforce" within the more traditional sense. However, their inclusion reflects the Club's desire to represent all those involved in its sports ecosystems in a transparent and complete manner, also in view of the significant number of registered players and technical staff and the potential educational and training impact on them.

CORPORATE STAFF

Corporate staff include:

- **Employees S1-6**, divided into executive managers, to whom the National Collective Bargaining Agreement for Executives employed in Goods and Services Companies applies, and middle managers, office staff and manual workers, governed by internal company regulations
- **Non-employees S1-7,** as extra-curricular trainees for a period of at least 6 months and steward staff, occasional employees pursuant to Art. 54 *bis* of Italian Decree-Law no. 50 of 24 April 2017, as subsequently amended.

This staff composition reflects a corporate workforce structured according to traditional models, but enhanced by the presence of temporary and support figures, who contribute to operational needs in a flexible and targeted manner.
Overall,

JUVENTUS' WORKFORCE REFLECTS THE ORGANISATIONAL COMPLEXITY OF A LARGE FOOTBALL CLUB, IN WHICH DIVERSE SPORTING AND PROFESSIONAL SKILLS COEXIST.

The presence of different types of contracts meets the need to adapt the employment structure to the specific characteristics of roles, the duration of services and the nature of activities, while ensuring operational flexibility and compliance with industry regulations.

AREA	CATEGORY	CONTRACT	TYPOLOGY
Sports Staff	*Professional players*	Employees pursuant to Italian Legislative Decree 36/2021 on sports workers	Employees S1-6
	Sporting Directors		
	Coaches		
	Athletic trainers		
	Trainee players	Apprenticeship contract	
	Coaches	Coordinated Ongoing Collaborations	*Non-employees S1-7*
	Massage therapists		
	Athletic trainers		
	Observers		
	Other collaborators		
	Non-professional players	Registered players and technical staff	
	Medical Staff	VAT NO.	
Corporate staff	*Executive managers*	National Collective Bargaining Agreement for Executives employed in Goods and Services Companies	Employees S1-6
	Middle managers	Internal Regulations	
	Office staff		
	Manual workers		
	Apprentices	Training project	
	Temporary staff	Agency staff contract	Non-employees S1-7
	Stewards	Occasional service providers	

Number of employees by gender (Sports staff + Corporate staff)	2025/2026 Season	2024/2025 Season
Men	401	399
Women	151	139
Total employees	**552**	**538**

The analysis of the breakdown of the workforce shows a male predominance in Juventus' headcount, which is mainly attributable to the structural characteristics of the professional football sector. Indeed, professional football has historically been distinguished by a limited female presence, particularly in the technical, sports and performance roles, representing a context in which these figures are mostly male still today.
Although it operates in this context, Juventus considers gender diversity an element of value for developing its organisation and promoting initiatives aimed at expanding opportunities for access, growth and development of talent. The Club's primary guidelines for intervention in this area concern:

Selection and talent development processes: Juventus promotes selection processes based on meritocracy, transparency, objectivity and equal opportunity criteria. During the 2025/2026 season,

THE CLUB CONSOLIDATED THE INTRODUCTION OF STRUCTURED RECRUITING PROCESSES ALSO FOR SOME FIGURES OF THE FOOTBALL AREA, APPLYING UNIFORM ASSESSMENT METHODOLOGIES BASED ON SKILLS FOR ROLES SUCH AS ATHLETIC TRAINERS, TOP MANAGEMENT IN THE PERFORMANCE AREA AND NUTRITIONISTS.

The adoption of more structured selective processes extends the research area of applicants and encourages greater diversification of professional profiles.
Development of women's football: Juventus continues to invest in the development of the female youth academy, contributing to the growth of the movement and the construction of a structured path for young players. Over the years, the Club has gradually expanded its activities, which today includes teams from the Under 10 to the Under 19, offering girls a technical, athletic and personal growth path. This model is an important tool to foster the development of female talent and the progressive access to high-level football, as evidenced by the numerous calls in the youth national teams and the growth paths built up at Serie A and Serie B clubs. A progressive improvement in gender balance also emerges from the analysis relating to corporate personnel only, as shown in the table below.

Number of employees by gender (Corporate staff)	2025/2026 Season	2024/2025 Season
Men	166	161
Women	107	97
Total employees	**273**	**258**

The high percentage of staff with fixed-term contracts within the organisation is mainly attributable to the Club's sports component, which includes players and/or technical staff. In the professional football field, it is established practice for these figures to be hired under fixed-term contracts, since current regulations do not provide for the application of open-ended contracts for these categories.
This structural characteristic of the sports sector results in a different contractual configuration compared to other business areas, reflecting the specific organisational and operational needs related to the seasonality of competitions and the dynamic management of technical resources. The figures for the item "Undefined hourly breakdown" refer to sports staff characterised by the absence of a contractually defined hourly breakdown.

Employees by type of contract and gender (Sports staff + Corporate staff) Men	2025/2026 Season			2024/2025 Season		
	M	W	T	M	W	T
Permanent	146	90	**236**	**138**	**86**	**224**
Fixed-term	255	61	**316**	**261**	**53**	**314**
Total employees	401	151	**552**	**399**	**139**	**538**
Full-time	164	104	**268**	**159**	**94**	**253**
Part-time	2	3	**5**	**2**	**3**	**5**
Undefined hourly breakdown	235	44	**279**	**238**	**42**	**280**
Total employees	**401**	**151**	**552**	**399**	**139**	**538**

M: Men W: Women T: Total

To ensure greater transparency and allow a more accurate understanding of the quality of employment, Juventus has prepared a second table which only takes into account corporate staff (i.e. employees not related to the sports area). This component, which includes managerial, administrative, communication and support roles in the Club's operational activities, shows an almost total prevalence of open-ended contracts, confirming the stability and continuity of the employment relationship applicable in these areas.

Employees by type of contract and gender (Corporate staff)	2025/2026 Season			2024/2025 Season		
	M	W	T	M	W	T
Permanent	145	90	**235**	**137**	**86**	**223**
Fixed-term	21	17	**38**	**24**	**11**	**35**
Total employees	166	107	**273**	**161**	**97**	**258**
Full-time	164	104	**268**	**159**	**94**	**253**
Part-time	2	3	**5**	**2**	**3**	**5**
Undefined hourly breakdown	0	0	**0**	**0**	**0**	**0**
Total employees	**166**	**107**	273	161	97	258

M: Men W: Women T: Total

In continuity with the highlighted contract type, the data relating to incoming and outgoing staff, as well as the outgoing turnover rate, are significantly influenced by the composition of sports staff. This area's contractual and organisational characteristics, subject to frequent seasonal variations, lead to a higher organic replacement than other sectors of the organisation.

Employees number and turnover rate (Sports staff + Corporate staff)	2025/2026 Season	2024/2025 Season
Number of total employees as at 30/06/2026	552	538
Number of new hires	224	253
Number of outgoing employees	207	140
Outgoing turnover rate	**37.5%**	**26%**

METHODOLOGICAL NOTE

The outgoing turnover rate was calculated as the ratio of the number of employees leaving the company to the number of total employees as at 30 June 2026; in particular:

- With regard to the denominator: the staff figures are taken into account as at 30 June 2026 (the end of the 25/26 football season);
- With regard to the numerator: all outgoing staff during the 2025/2026 season were taken into account; the people who have terminated their employment on 30 June 2026 are still included on that date as the effective exit date is 1 July 2026.
- The figures for incoming and outgoing staff are influenced by the seasonality of the sports staff contracts which provide for termination at the end of the season (30 June) and possible subsequent re-hiring.
- The comparative figure has been revised following a methodological update.

To offer a more stable representation of the company in terms of its stable component, Juventus has, therefore, developed a second table referring exclusively to corporate staff. In this context, the turnover rate is significantly lower, reflecting greater employment continuity and a lower degree of mobility.

Employees number and turnover rate (Corporate staff)	2025/2026 Season	2024/2025 Season
Number of total employees as at 30/06/2026	273	258
Number of new hires	46	35
Number of outgoing employees	28	31
Outgoing turnover rate	**10%**	**12%**

METHODOLOGICAL NOTE

The outgoing turnover rate was calculated as the ratio of the number of outgoing "corporate" employees to the number of total "corporate" employees as at 30 June 2026; in particular:

- With regard to the denominator: the staff figures are taken into account as at 30 June 2026 (the end of the 25/26 football season);
- With regard to the numerator: all outgoing staff during the 2025/2026 season were taken into account; the people who have terminated their employment on 30 June 2026 are still included on that date as the effective exit date is 1 July 2026.
- The comparative figure has been revised following a methodological update.

INFORMATION COLLECTION SYSTEM FOR EMPLOYEES

The data and information reported in relation to the characteristics of staff and the related indicators provided for in the Corporate Sustainability Reporting Directive (e.g. workforce composition, turnover, training, accidents, etc.) are expressed in terms of headcount and were collected, where available, through the IT system for human resources management.

The data were subsequently aggregated and validated by the People, Culture & ESG Department in order to ensure consistency, completeness and accuracy with respect to the required indicators.

The total number of employees reported in this disclosure is consistent with that reported in the Group's Consolidated Financial Statements as at 30 June 2026, referring to the same reporting scope.

S1-7 – CHARACTERISTICS OF NON-EMPLOYEES IN THE UNDERTAKING'S OWN WORKFORCE

As indicated in the previous section, Juventus' non-employees include professionals categorised as Coordinated and Ongoing Collaborations (coaches, observers, athletic trainers and massage therapists), those with a VAT number (medical staff), trainees and stewards, expressed in terms of headcount.

This classification reflects the different operational needs of the sports structure, where professionals with full-time roles and specialists coexist with more flexible collaborations.

On the other hand, below is a detailed analysis of another category of non-employees, namely stewards. In accordance with the provisions of the Decree of the Italian Minister of the Interior, as well as of the directives of the FIGC and Lega Serie A, Juventus implements a structured stewarding system to ensure events take place in order, security and reception conditions. Stewards perform key tasks, including:

- public welcome and orientation,
- control and safety,
- spectators assistance,
- emergency management.

Stewards are categorised as occasional employees pursuant to Art. 54 *bis* of Italian Decree-Law no. 50 of 24 April 2017, as subsequently amended, and, therefore, as non-employees in accordance with the ESRS S1-7 disclosure requirement.

The following information relating to the workforce employed in stewarding activities for the 2025/2026 season is reported below:

- Total number of stewards trained and contactable as at 30 June 2026: 856. This figure reflects the number of persons who have confirmed their availability for the 2025/2026 season. Juventus proceeds with a request for availability for each individual event about 10 days before the match and, depending on the personal availability, collaborators confirm or decline their presence.
- Every steward participated in a compulsory training course that includes theoretical and practical modules on safety standards, emergency management and interaction with the public.
- Two teams dedicated to persons with disabilities in the North and South sectors, respectively, led by a supervisor. The steward courses organised by Juventus - as a training body accredited by ONMS (National Observatory on Sports Events) - includes two hours' training in LIS (Italian Sign Language).

- Average number of stewards active per event at Allianz Stadium: 530. This value varies according to the criticality of the match, according to assessments made before each match.
- Before each event, A pre-match briefing takes place before each event, with all stewards participating to receive updates on specific operating procedures, evacuation plans and coordination with public order forces.

These activities are a key element in the responsible management of sports events, ensuring a controlled and safe environment for all participants.



Non-employees in own workforce	2025/2026 Season	2024/2025 Season
Contactable stewards	856	859
Non-professional players	402	402
Coaches, massage therapists, athletic trainers, observers, other collaborators with coordinated and ongoing collaboration contract	87	88
Medical Staff	54	64
Apprentices	7	1
Temporary staff	2	0
Total non-employees	**1,408**	**1,414**

DATA COLLECTION SYSTEM FOR NON-EMPLOYEES

The data and information reported in relation to the characteristics of non-employees and the related indicators provided for in the Corporate Sustainability Reporting Directive were collected, where available, through the human resources management IT system.

The data were subsequently aggregated and validated by the People, Culture & ESG Department and, in the case of stewards, by Team Operations, in order to ensure consistency, completeness and accuracy with respect to the required indicators.

S1-8 – COLLECTIVE BARGAINING COVERAGE AND SOCIAL DIALOGUE

Juventus applies to Corporate staff the contractual conditions established directly with its employees in line with local and industry best practices and in compliance with Company Regulations, which replace the Collective Bargaining Agreement to which reference is made exclusively for the minimum remuneration levels pursuant to Article 36 of the Constitution. The employees of the Hong Kong foreign branch are not covered by collective contracts; however, their contractual conditions are governed by applicable local legislation. In the case of sports workers, collective bargaining agreements are signed only by some trade associations.

The data relating to the number of employees covered by collective bargaining agreements is equal to 215 and include the following categories:

- Executive managers
- Athletes and apprentices in the men's sector excluding coaches and staff
- First Women's Team Players and their Staff;
- First Coach of the Women's Primavera Championship;
- J Hotel employees.

Workers covered by collective bargaining agreements	2025/2026 Season	2024/2025 Season
Number of employees covered by collective bargaining agreements	215	90
Total number of employees	552	538
Percentage of employees covered by collective bargaining agreements	**39%**	**17%**

Following the agreement of 31 July 2025, athletes in the men's division are now covered by a collective agreement, which is why the total number of employees covered by collective agreements has increased compared to the previous season.

2025/2026 Season		
Coverage rate	**Collective bargaining coverage Employees-EEA**	**Social Dialogue Employees-SEA**
0-19%	0	-
20-39%	Italy (17%)	-
40-59%	0	-
60-79%	0	-
80-100%	0	-

2024/2025 Season		
Coverage rate	**Collective bargaining coverage Employees-EEA**	**Social Dialogue Employees-SEA**
0-19%	Italy (17%)[a]	-%
20-39%	-	-
40-59%	-	-
60-79%	-	-
80-100%	-	-

At the reporting date, **there are no trade union representatives active within the organisation**, nor are works councils or other formal employee representation bodies operational.

Consequently, the number of employees working in establishments with workers' representatives is zero.

Employees covered by workers' representatives	2025/2026 Season	2024/2025 Season
Number of employees working in establishments with workers' representatives	0	0
Total number of employees	552	538
Percentage of employees covered by workers' representatives	**0%**	**0%**

S1-9 – DIVERSITY METRICS

Juventus carefully monitors the composition of its own workforce in relation to key variables linked to diversity, with particular reference to gender and age groups. The following tables offer a summary representation of staff's demographic profile as at 30 June 2026, with a specific focus on Top Management ("Top Management") and distribution by demographic ranges.

The data shows a prevalence of men within Top Management (77.8%) compared to women (22.2%). This reflects once again the characteristics of the football and sports sector in which the Club operates, historically characterised by male dominance in top management roles, while recognising the importance of promoting greater inclusion also at this level. Juventus is working to strengthen the presence of women in strategic roles, including through internal development paths and activities aimed at enhancing female talent.

This commitment to fairness was formally recognised with the **UNI/PdR 125:2022 Gender Equality Certification**, which testifies to the Club's willingness to adopt concrete policies and measures to promote a fair, inclusive and talent-oriented work environment. The analysis conducted during the certification process also highlighted areas for improvement, including the increase in women's representation in top management roles, a key element for an increasingly balanced and representative governance.

In line with the target of making the professional growth paths increasingly transparent, fair and consistent, Juventus launched the design of the **Career Development Framework** during the 2025/2026 season. This model was conceived to define a structured and shared approach to the professional development of the people within the Club.

Finalisation of the project and the subsequent release of the Career Development Framework are scheduled during the 2026/2027 season, completing a path aimed at further strengthening the transparency of the professional growth criteria, the enhancement of merit and the consistency of the development processes of the people within Juventus.

Distribution by age group shows a balanced and diversified structure: 44% of staff fall within the 30 to 50 years range, with under 30s accounting for 38% and over 50s for 18%. This composition reflects a dynamic workforce, in which junior and senior profiles coexist, contributing to a rich and stimulating generational mix.



Employees by gender and category	2025/2026 Season			2024/2025 Season		
	M	W	T	M	W	T
Top Management[23]	7	2	9	4	2	6

M: Men W: Women T: Total

% of Top Management by gender and category	2025/2026 Season			2024/2025 Season		
	M	W	T	M	W	T
Top Management[24]	77.80%	22.20%	100%	66.7%	33.3%	100%

Employees by age groups	2025/2026 Season				2024/2025 Season			
	< 30 years	30 - 50 years	> 50 years	Total	< 30 years	30 - 50 years	> 50 years	Total
Total	207	245	100	**552**	185	258	96	**538**

% of employees by age group	2025/2026 Season				2024/2025 Season			
	< 30 years	30 - 50 years	> 50 years	Total	< 30 years	30 - 50 years	> 50 years	Total
Total	38%	44%	18%	**100%**	34%	48%	18%	**100%**

This data reflect Juventus' commitment to recognise and enhance intergenerational differences as a distinctive element of its organisational culture, promoting a work environment in which innovation, the sharing of experience and the transfer of expertise can generate transversal value, strengthening collaboration, continuous learning and a sense of belonging.

S1-10 – ADEQUATE WAGES

Regardless of gender or contract type, Juventus guarantees employees entry wages at least equal to the minimum established by law or applicable collective bargaining agreements. This approach reflects the Club's commitment to promoting pay equity and the building of a work environment based on transparency, meritocracy, and social justice criteria. Wages adequacy is also constantly monitored in relation to the relevant market, in order to enhance internal skills and support workers' economic well-being throughout their professional career.

In this perspective, in 2022 Juventus adopted the remuneration policy called "**Total Reward Framework**", described in section S1-1 – POLICIES RELATED TO OWN WORKFORCE.

Promoting a culture based on fairness, inclusion and transparency is also in line with the Directive (EU) 2023/970 on Wage Transparency and with the recent Legislative Decree 96 of 7 May 2026, with which this regulation is adopted within the Italian legal system. It is aimed at strengthening the principle of wage equality for equal work or of equal value and at promoting increasingly transparent pay practices.

Juventus notified its people that every year they will be informed on the possibility of requesting and receiving aggregate data on minimum and average remuneration, broken down by gender, regarding their professional categories.

In addition, starting from June 2027, they will also be able to learn the aggregate data regarding the gender pay gap of their professional categories. The analyses made reveal that Juventus already is in line with the targets of the European Remuneration Transparency Directive. In fact, based on the data currently available, there is no gender pay gap of more than 5% between women and men in the various professional categories in the Club. The goal of this process is to continue to guarantee increasingly objective, transparent and gender-neutral remuneration criteria, making transparency a concrete element of our organisational culture.

[23] Top Management means the Juventus Leadership Team.
[24] Top Management means the Juventus Leadership Team.

S1-11 – SOCIAL PROTECTION

The levels of social protection offered by Juventus to its employees comply with current legal standards. All Juventus employees enjoy social security coverage, as shown in the table below.

Employees not covered by social security	UoM	2025/2026 Season	2024/2025 Season
Total number of employees with access to social security schemes	No.	552	538
Total number of employees		552	538
Percentage of employees covered by social security	%	*100%*	*100%*

S1-12 – PEOPLE WITH DISABILITY

In continuity with the path undertaken in previous seasons, Juventus confirms its commitment to fostering the working inclusion of persons with disabilities, promoting an approach based on skills, equal opportunities and enhancing the individual potential.

Although no new hires were registered through dedicated projects during the 2025/2026 season, the Club continued its discussions and collaboration with the local network, maintaining constant dialogue with **CasaOz** and **MagazziniOz**, partners with whom it shares the objective of promoting sustainable and quality work inclusion paths.

The Juventus people recruited through these projects continue to be accompanied along their professional path through a constant exchange of views between the Club, the function managers and the partners involved. Particular attention is paid to defining and monitoring the assigned activities, with an ongoing process of verification and, where necessary, redefining the role, so that the tasks are consistent with both the person's skills and the organisational needs.

Managers are actively involved in identifying any needs for support, development or review of activities, contributing to an inclusive and growth-oriented work environment. With this in mind, a training programme was defined for one of the resources recruited on the basis of technical skills previously not held, with the aim of expanding the scope of manageable activities, promoting their professional development and strengthening their contribution within the team.

Collaboration with these organisations continues to represent a strategic element of Juventus' inclusion policy, allowing the Club to maintain an active monitoring in the territory, intensify recruitment opportunities and enhance, on the occasion of future organisational needs, candidacies coming from paths dedicated to work inclusion.

By maintaining and consolidating these relationships, Juventus confirms its desire to contribute to the development of an increasingly inclusive labour market, in the belief that diversity represents a value for people, for the organisation and for its community.

Employees with disabilities broken down by gender, except for legal restrictions on the collection of data (Sports staff + Corporate staff)	2025/2026 Season			2024/2025 Season		
	M	W	T	M	W	T
Total number of employees	401	151	552	399	139	538
Number of employees with disabilities	5	2	7	5	1	6
% of employees with disabilities	1.25%	1.3%	1.27%	1.25%	0.72%	1.12%

Also for the 2025/2026 season, for the purposes of applying the obligations provided for by Italian Law 68/1999, the calculation of the mandatory quota continues to exclude the workforce related to the Football Area, such as athletes and technical staff. The reference base for determining the employment target exclusively includes executive managers, middle managers, office staff and manual workers. The table below shows the percentage of employees with disabilities referring only to corporate staff.

M: Men W: Women T: Total

Employees with disabilities broken down by gender, except for legal restrictions on the collection of data (Corporate staff)	2025/2026 Season			2024/2025 Season		
	M	W	T	M	W	T
Total number of employees	166	107	273	161	97	258
Number of employees with disabilities	5	2	7	5	1	6
% of employees with disabilities	3%	1.9%	2.6%	3.11%	1.03%	2.33%



S1-13 – TRAINING AND SKILLS DEVELOPMENT METRICS

For Juventus, training is a strategic lever to accompany the evolution of the Club and support the growth of people. In line with the provisions of the **People & Culture strategy**, as well as the **People First Policy**, the development of skills is an integral part of the human resources management system and contributes to the construction of an increasingly competent, responsible and change-oriented organisation.

The **Learning & Development philosophy** adopted by the Club is based on the belief that professional growth is a path shared by the organisation and people. While Juventus provides tools, opportunities and development paths, it also promotes an increasingly active role of employees in identifying the skills to be developed and in building their learning path. In line with the latest Learning & Development evolutions, the Club promotes a model of continuous, personalised, and autonomy-oriented learning, in which each person is the protagonist of their professional development.

Also during the 2025/2026 season, in continuity with the **People First – Empower People, Lead the Change project**, a structured collection of training needs was carried out involving the People Managers of all company functions. The needs that emerged were analysed and integrated into the definition of the annual training plan, which combines mandatory initiatives, necessary to ensure compliance with regulatory and compliance requirements, with a wide offer of voluntary training, built on the interests, aspirations and development needs expressed by the people.

The training programme was organised along three strategic lines – **Competences, Skills and Well-being** – with the aim of accompanying the development of technical, managerial and transversal skills while supporting the well-being of people and the organisation's ability to tackle future challenges.

Competences | Preparing people for the skills of the future

During the 2025/2026 season, Juventus consolidated its path of spreading Artificial Intelligence, giving continuity to the **Am (A)I Smart? and AI Evolution projects through the Copilot 4All programm**e.

The initiative involved the entire corporate population, including the Leadership Team, confirming the Club's desire to accompany the adoption of Artificial Intelligence not only through the availability of new tools, but above all through the development of the skills needed to use them in a conscious and effective way.

Microsoft Copilot tools have been made available to all people, accompanied by a training course strongly focused on practical experimentation. Through workshops, use cases and discussion times, the participants identified opportunities for automation and optimisation of business processes, also developing dedicated agents that can simplify repetitive tasks and increase operational efficiency.

At the same time, Juventus continued its investment in the development of **technical and digital skills** through a training offer accessible to the entire company population. During the season, courses dedicated to studying individual productivity tools in-depth were organised, including Microsoft Excel courses, with the aim of strengthening digital skills to support daily activities.

In continuity with the previous season, collaboration also continued with **goFLUENT**, the language learning platform made available to all the people of the Club. The platform allows language skills in many languages to be developed through a flexible learning path, combining digital content that can be used independently with group conversation sessions led by native speakers. The possibility of extending access to the platform free of charge to a family member or friend was also confirmed during the 2025/2026 season, fostering additional opportunities for practice and learning outside the work environment as well.

Through these initiatives, Juventus continues to promote a model of continuous learning, accessible and oriented towards the autonomy of people, providing tools that allow each to develop the skills needed to address the evolution of its role and the organisational context.

Skills | Leveraging strengths

Alongside the development of technical skills, Juventus continues to invest in the growth of **managerial and transversal skills**, recognising them as an essential element to support the organisational evolution of the Club.

During the season, courses dedicated to developing key skills were carried out, including public speaking, while the People & Culture team participated in a specialist master's degree in internal communication, with the aim of further strengthening the strategic role of the function in accompanying organisational change.

As mentioned above, has also chosen to make **the CliftonStrengths Assessment** available to the entire company population as part of the **Culture, Values & Behaviours Labs** pathway. The use of this tool allows each person to know and deepen their dominant talents, in line with the philosophy of people development.

The initiative is part of the **strengths-based philosophy** according to which the maximum development of people is achieved by enhancing what everyone knows best, rather than focusing exclusively on areas of improvement. The goal is to foster a greater awareness of their strengths, helping each person understand how to put their talents at the service of the team and the organisation. This approach reflects the Club's belief that involvement, performance and well-being are closely related to the possibility of expressing its potential and contributing to the achievement of common goals by leveraging its distinctive capabilities.



TALENT MANAGEMENT PROGRAMME | BUILDING TOMORROW'S LEADERSHIP

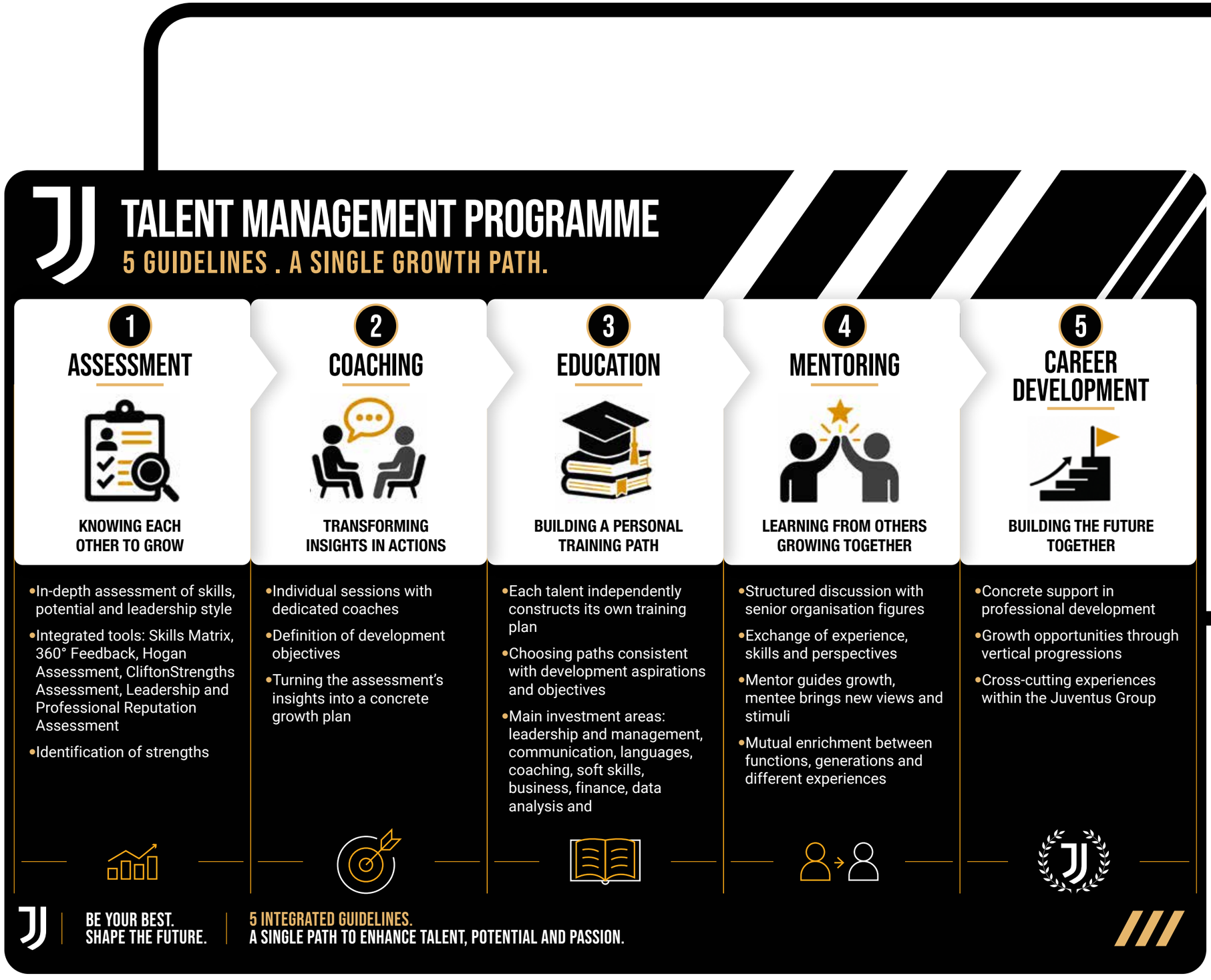
Juventus continues to invest in the development of internal leadership through the Talent Management Programme (TMP), a two-year course dedicated to the organisation's high-potential people.

Launched in 2022, the programme consists of two-year cycles: the first edition was held between 2022 and 2024, while the second, launched in 2024, ended in June 2026. The TMP was set up with the aim of developing the future leadership of the Club, enhancing the internal talent, fostering innovation and accompanying organisational transformation, while contributing to the professional growth of people and business continuity. Participants are identified through a selection process that actively involves People Managers, called to identify people who show high growth potential, the ability to take responsibility, innovation orientation, leadership attitude and the ability to turn challenges into development opportunities.

The second edition involved 16 Talents, selected across all company functions, ensuring a balanced representation of business areas, organisational levels and professional profiles. The programme is in fact aimed at people who are at different stages of their growth path – from Emerging Talents, aimed at strengthening the technical skills of their role, to Growing Talents, called to develop managerial skills, and up to Future Leaders, managers who wish to further consolidate their leadership style.

The path consists of five development guidelines integrated with each other and designed to accompany each participant in a complete growth experience:

- Assessment
- Coaching
- Education
- Mentoring
- Career Development



Compared with the previous edition, the programme has taken on an even more experiential connotation, oriented at investing the participants with responsibility.

At the end of the course, the talents carried out a group presentation to the Leadership Team, sharing the main experiences gained over the two-year period, the lessons developed and the contribution that the programme had on their professional growth path. Participants also took part in a meeting of the Leadership Team, living from within one of the main moments of strategic discussion of the Club and gaining a greater awareness of decision-making dynamics, organisational priorities and challenges that characterise corporate governance.

The effectiveness of the programme is also confirmed in the participants' growth paths: all the people still present in Juventus have taken on, during the programme, roles of greater responsibility, through vertical progressions or an expansion of their scope of activity. More generally, the results achieved in the first two editions confirm the **Talent Management Programme** as one of the main tools through which the Club values internal talent, strengthens widespread leadership and builds a solid succession pipeline for the future.

ESG training and development of a sustainability culture

During the 2025/2026 season, Juventus promoted various training and awareness-raising initiatives on ESG issues, with the aim of strengthening internal awareness of environmental and social sustainability, inclusion, the prevention of discrimination and individual responsibility in daily behaviour.

These activities are part of the process of progressive integration of ESG principles into the Club's corporate culture and were developed through digital tools, dedicated training sessions, direct involvement experiences and courses aimed at specific categories of corporate population. In this regard, the following should be noted:

- **AWorld** | A first area of intervention concerned collaboration with AWorld, a Sustainability People Engagement digital platform based on training content, quizzes, behavioural suggestions and gamification logic. Through a dedicated company community, active until January 2026, employees were invited to explore the key principles of Agenda 2030 and sustainability, recording daily actions related, for example, to sustainable mobility and energy saving. The initiative also included a monthly internal ranking, designed to foster participation and a sense of team spirit.
- **Portraits of Identity, Inclusion & Youth** | Beside digital tools, Juventus has enhanced experiential training methods. This includes the Portraits of Identity, Inclusion & Youth photo exhibition, dedicated to Juventus One and inaugurated on 3 December 2025 at the Juventus Headquarters. Although described in more detail in the section dedicated to the affected communities, in the context of internal training the initiative was an opportunity to raise awareness on the issues of disabilities and inclusion also for the corporate population, including athletes of the First Teams, employees, staff and technical figures of the Club. The exhibition told the story of Juventus One through eleven portraits and eleven stories of athletes, favouring a direct reflection on the value of sport as a tool of growth, belonging and inclusion.
- **Fondazione Libellula Ambassador** | The collaboration with Fondazione Libellula, for the prevention and opposition to gender-based violence, also continued during the Season reported and involved the creation of an awareness campaign, training courses and events aimed at employees for which reference should be made to indicator S3-4.
- **Positive Impact Hub** | Finally, the first edition of the Positive Impact Hub, concluded as at 30 June 2026, represented a further tool for learning and active involvement in ESG issues. The group, composed of employees selected through voluntary applications, promoted the conception and development of bottom-up initiatives, contributing to the dissemination of a culture of sustainability and well-being within the organisation. In terms of training, the Hub has fostered a collaborative learning path, based on discussion between different functions, the co-creation of ideas and the ability of participants to act as ambassadors of positive change in the Juventus community.



Overall, the activities carried out have contributed to strengthening the internal dissemination of ESG skills, alongside traditional training engagement tools, direct experiences and empowerment paths aimed at employees, technical staff and other key figures of the organisation.

Ethics, compliance and health & safety training

Juventus reaffirms the centrality of compliance as a key element of its organisational culture based on ethics, integrity, responsibility and compliance with applicable regulations. The commitment is not limited to Health & Safety, but also extends to full compliance with regulations on corporate responsibility to protect the integrity and sustainability of the work environment. Training activities on compliance are a fundamental tool for disseminating knowledge of internal rules, strengthening risk awareness and promoting behaviour consistent with the Club's values.

Training sessions are developed and adapted to the characteristics of recipients and their level of exposure to risks. The contents address, among others, the principles of the Code of Ethics, the 231 Model, the Prevention Model and the main issues related to the prevention of behaviour in conflict with the Sport Justice Code, anti-corruption regulations and the principles of loyalty, fairness and probity that characterise sports activities, as well as the whistleblowing platform management tool.

Particular attention is paid to the Club's employees, professional players and technical staff who participate in specific training courses provided by the Risk & Compliance and Internal Audit Department, aimed at ensuring full awareness of the responsibilities related to their role. These activities are an integral part of the compliance induction process envisaged for new Corporate resources and are carried out systematically and tracked.

During the season, a dedicated training programme was also created for Data Managers aimed at strengthening skills in the field of personal data protection. General training was also carried out for the entire corporate population on the issues of the GDPR through the cybersecurity platform.



2025/2026 Ethics, compliance and health & safety training report

COMPLIANCE AND H&S TRAINING HOURS			2025/2026 Season
	Women	*Men*	*Total*
Executive managers	28	28	56
Middle managers	12	110	122
Office workers	33	128.5	161.5
Manual workers	24	152	176
Coaches	0	30	30
Professional players	13	15	28
Apprentices	0	8	8
Sporting Directors	1	26	27
Athletic trainers	0	2	2
TOTAL	**111**	**499.5**	**610.5**

The areas most exposed to potential risks of corruption and bribery include:

- Purchases: which could be influenced in the sphere of the activities for choosing the supplier of goods and services.
- Human Resources: which could be influenced to favour candidates in exchange for personal or company benefits in the context of staff selection and recruitment activities;
- Commercial: which could be influenced to favour business partners in exchange for personal benefits;
- Professional footballers: who, in the course of a football competition, could be influenced with the aim of achieving a result other than that resulting from the correct and fair conduct of the same.

With respect to the areas most exposed to risk, 100% were subject to anti-corruption training activities in the previous season; therefore, the same figures are still trained, with the exception of the new entry of the first team (professional and technical footballers).

TRAINING METRICS

The following tables show an analysis relating to:

- Employees that have received a periodic performance assessment;
- employees by gender and category;
- % of employees that have received a periodic performance assessment;
- training hours;
- training hours average.

METHODOLOGICAL NOTE

- Professional players: The item "Professional players" includes both male and female players.
- Employees that have received a periodic performance assessment: Employees that have received a performance assessment means exclusively those entitled to access the Short Term Incentive (STI) System. If only this system is taken into account, the following Categories are currently excluded:
- Coaches.
- Professional players.
- Apprentices.
- Athletic trainers.
- J Hotel staff (Company B&W Nest full Juventus subsidiary).

Furthermore, one of the tables requires the number of reviews agreed with staff but it is not clear whether it means the number of reviews agreed per employee or per organisational category/gender.

- J Hotel staff: Only data concerning the training provided by Juventus and not that provided by B&W Nest are currently available for training data. The same principle applies to performance review activities that are not managed by Juventus' People, Culture and ESG Department. If this information is necessary, further analysis is necessary.



EMPLOYEES THAT HAVE RECEIVED A PERIODIC PERFORMANCE ASSESSMENT	2025/2026 Season				2024/2025 Season			
	Women	*Men*	*Notes*	*Total*	*Women*	*Men*	*Notes*	*Total*
Executive managers	2	10		12	2	7		9
Middle managers	13	29		42	12	26		38
Office workers	31	40		71	22	43		65
Manual workers	0	0		0	0	0		0
Coaches	0	0	Not envisaged by the job requirements	0	0	0	Not envisaged by the job requirements	0
Professional players	0	0	Not envisaged by the job requirements	0	0	0	Not envisaged by the job requirements	0
Apprentices	0	0	Not envisaged by the job requirements	0	0	0	Not envisaged by the job requirements	0
Sporting Directors	2	11		13	2	10		12
Athletic trainers	0	0	Not envisaged by the job requirements	0	0	0	Not envisaged by the job requirements	0
TOTAL	**48**	**90**		**138**	**38**	**86**		**124**

EMPLOYEES BY GENDER AND CATEGORY	2025/2026 Season			2024/2025 Season		
	Women	*Men*	*Total*	*Women*	*Men*	*Total*
Executive managers	3	14	17	3	10	13
Middle managers	15	31	46	14	27	41
Office workers	79	86	165	72	86	158
Manual workers	10	35	45	8	38	46
Coaches	1	81	82	1	85	86
Professional players	34	90	124	33	98	131
Apprentices	5	32	37	4	17	21
Sporting Directors	2	14	16	2	17	19
Athletic trainers	2	18	20	2	21	23
TOTAL	**151**	**401**	**552**	**139**	**399**	**538**

% OF EMPLOYEES THAT HAVE RECEIVED A PERIODIC PERFORMANCE ASSESSMENT	2025/2026 Season			2024/2025 Season		
	Women	*Men*	*Total*	*Women*	*Men*	*Total*
Executive managers	67%	71%	71%	67%	70%	69%
Middle managers	87%	94%	91%	86%	96%	93%
Office workers	39%	47%	43%	31%	50%	41%
Manual workers	0%	0%	0%	0%	0%	0%
Coaches	0%	0%	0%	0%	0%	0%
Professional players	0%	0%	0%	0%	0%	0%
Apprentices	0%	0%	0%	0%	0%	0%
Sporting Directors	100%	79%	81%	100%	59%	63%
Athletic trainers	0%	0%	0%	0%	0%	0%
TOTAL	**32%**	**22%**	**25%**	**27%**	**22%**	**23%**

TRAINING HOURS	2025/2026 Season			2024/2025 Season		
	Women	*Men*	*Total*	*Women*	*Men*	*Total*
Executive managers	30	167.5	197.5	46	83.5	129.5
Middle managers	189.75	599.25	789	278	436.5	714.5
Office workers	1,802.5	1,573	3,375.5	1,824.5	2,269	4,039.5
Manual workers	49.75	163.25	213	28	279.5	307.5
Coaches	1	210.75	211.75	9	309.5	318.5
Professional players	13	15	28	113	465	578
Apprentices	0	8	8	24	95	119
Sporting Directors	41.5	289	330.5	150.5	280.25	430.75
Athletic trainers	1.25	52.25	53.5	10	95	105
TOTAL	**2,128.75**	**3,078**	**5,206.75**	**2,483**	**4,313.25**	**6,796.25**

TRAINING HOURS AVERAGE	2025/2026 Season			2024/2025 Season		
	Women	*Men*	*Total*	*Women*	*Men*	*Total*
Executive managers	10	12	12	15	8	10
Middle managers	13	19	17	20	16	17
Office workers	23	18	20	25	26	26
Manual workers	5	5	5	4	7	7
Coaches	1	3	3	9	4	4
Professional players	0	0	0	3	5	4
Apprentices	0	0	0	6	6	6
Sporting Directors	21	21	21	75	16	23
Athletic trainers	1	3	3	5	5	5
TOTAL	**14**	**8**	**9**	**18**	**11**	**13**

S1-14 – HEALTH AND SAFETY METRICS

All Juventus employees are covered by the HSMS, in accordance with the international UNI ISO 45001:2018 standard. This system is:

- subject to periodic internal audit;
- subject to external audit by an independent third party;
- formally certified.

The management system activities include risk assessment, periodic training, internal inspection activities aimed at compliance with mandatory regulations, achieving higher standards, and the ability to be comparable when necessary, with the principles of the main control bodies (in particular, Work Inspectorate and the Prevention and safety service in the workplace (SPreSAL) of ASL Piemonte). The following were recorded during the 2025/2026 season:

- 2 work-related injuries for employees;
- 0 deaths;
- 0 serious injuries;
- 30 working days lost due to injuries;
- 0 injuries during work-related or business travel.

Finally, there were no documented cases of occupational disease during the period considered.

Total number of injuries (Corporate staff)	UoM	2025/2026 Season			2024/2025 Season		
		Men	*Women*	*Total*	*Men*	*Women*	*Total*
Total number of injuries	No.	1	1	2	0	0	0
Of which at the workplace	No.	1	1	2	0	0	0
Of which during business travel	No.	0	0	0	0	0	0
Total number of work-related deaths	No.	0	0	0	0	0	0
Of which at the workplace	No.	0	0	0	0	0	0
Of which during business travel	No.	0	0	0	0	0	0
Total number of serious work-related injuries	No.	0	0	0	0	0	0
Of which at the workplace	No.	0	0	0	0	0	0
Of which during business travel	No.	0	0	0	0	0	0
Days lost due to injuries	No.	27	3	30	0	0	0
Recordable work-related injury rate	%	0%	0%	0%	0%	0%	0%
Rate of deaths due to work-related injuries	%	0%	0%	0%	0%	0%	0%
Serious work-related injury rate excluding deaths	%	0%	0%	0%	0%	0%	0%
Severity index	%	0%	0%	0%	0%	0%	0%

Note: Table net of professional players.

During the 2025/2026 season, there therefore were no deaths attributable to work-related accidents or occupational diseases either among employees or among non-employee workers working at the Company's sites, including stewards, coordinated and continuous collaborators, medical staff and trainees.

The above data are considered net of players' injuries. In this regard, it should be noted that injuries suffered by professional players during training or matches (e.g. contact trauma, sprains, etc.) are not within the scope of the health and safety management system, since - as clarified by case law on professional athletes - they are considered an integral part of sport activities involving high physical impact and are not subject to investigation by control bodies. Although these events are tracked internally and recorded with INAIL, they do not generate management obligations according to the ordinary logic of occupational health and safety regulations, but are monitored by medical staff who interface with the Prevention and Protection Service.

Players Injuries 2025/2026 Season				
	2025/2026 Season		2024/2025 Season	
Gender	Number of injuries	Days lost	Number of injuries	Days lost
W	6	416	10	830
M	56	2521	64	3012
Overall total	62	2937	74	3842

Note: Some players had more events during the 2025/2026 season.

S1-15 – WORK-LIFE BALANCE METRICS

Juventus complies with the law provisions on the right to parental leave for family reasons, guaranteeing its employees the opportunity to use it. The Company promotes a work environment that values family needs, thus contributing to the well-being of employees and recognising the importance of a work-life balance.

Employees that took family-related leave	2025/2026 Season			2024/2025 Season		
	W	M	T	W	M	T
Total number of employees	151	401	552	139	399	538
Number of employees that took family-related leave	12	10	22	12	8	20
Percentage of employees that took family-related leave	8%	2%	4%	9%	2%	4%

Employees entitled to family-related leave	2025/2026 Season	2024/2025 Season
	T	T
Total number of employees	552	538
Number of employees entitled to family-related leave	552	538
Percentage of employees entitled to family-related leave	100%	100%

S1-16 – COMPENSATION METRICS (PAY GAP AND TOTAL COMPENSATION)

Gross Hourly Pay indicates the average earnings per hour worked, calculated by contract category (executive managers, middle managers, office staff and manual workers) and broken down by gender, indicating the gender pay gap within each category.

Gross hourly pay	2025/2026 Season			2024/2025 Season		
	M	W	Gap	M	W	Gap
Executive managers	155.88	93.63	39.93%	113.12	80.78	28.59%
Middle managers	31.45	31.96	-1.62%	29.23	28.76	1.63%
Office workers	18.60	18.08	2.80%	17.46	17.28	1.02%
Manual workers	14.62	-	-	10.81	9.36	13.41%

METHODOLOGICAL NOTE

The analysis was conducted exclusively on corporate staff, i.e. executive managers categorised according to the National Collective Bargaining Agreement for executives employed in goods and services companies, middle managers, office staff and manual workers. In fact, these are the only categories for which an hourly work structure is envisaged. Sports personnel were generally excluded from the scope of the analysis as they were subject to specific remuneration models of the professional sports sector, which do not provide for an hourly structure similar to that of corporate personnel. Exceptions are made for some figures contractually classified as executives. In particular, the result observed for the executive category is affected by the presence of figures whose remuneration is determined by the typical dynamics of the professional sports industry and by market logic not directly comparable with those applied to the other professional categories of corporate personnel. This helps to explain the higher degree of differentiation observed within this category compared with that observed for middle managers, office staff and blue-collar workers. It should also be noted that this indicator has been calculated according to the methodology set out in ESRS S1-16. This approach is different from that envisaged by applicable Gender Pay Gap regulations, which uses different methodological criteria, reference populations and calculation logics. Therefore, the results of the two analyses are not directly comparable and are for distinct information purposes.

The **Total Compensation Ratio** measures the ratio of the highest individual annual pay to the total annual pay of the median employee (excluding the highest paid). In the case of Juventus, as it is a football club, the ratio is particularly broad. This value is determined by the fact that the highest remuneration corresponds to that of a professional player, whose remuneration follows specific market logics and is not comparable with those applied to corporate staff. In fact, the median remuneration includes both the remuneration of the sports part (which also include players with significantly higher remuneration levels) and that of corporate employees, who are instead on values in line with the relevant labour market.

Sports staff and corporate staff		
Total compensation ratio	2025/2026 Season	2024/2025 Season
Ratio	0.21%	0.21%

To provide a more balanced and representative image of the company, the same indicator has been calculated limited to corporate staff. In this case, the ratio is significantly lower, highlighting a greater pay balance within this component of the company's population.

Corporate staff focus		
Total compensation ratio	2025/2026 Season	2024/2025 Season
Ratio	8%	12.25%

S1-17 – INCIDENTS, COMPLAINTS AND SEVERE HUMAN RIGHTS IMPACTS

Juventus recognises the importance of its role in condemning any human rights violations and works to prevent violence/molestation incidents occurring within its perimeter. During the reporting period, Juventus recorded no serious incidents, formal complaints or public reports related to human rights violations linked to its own workforce. In particular, no cases of discrimination, harassment or other serious negative impacts were identified, such as to require sanctions, compensation or extraordinary corrective actions.

The Club recognises correct **whistleblowing** practice as a fundamental element for ensuring the effectiveness of its compliance programmes and is committed to guarantee that all its activities are conducted in an ethical manner and with the utmost integrity. For this reason, the Company encourages its employees and anyone having working relationships with the organisation to report any suspected misconduct, with the guarantee of full confidentiality. No retaliatory measures will be tolerated towards the whistleblower or persons close to them. Monitoring will continue to be systematically ensured, with the aim of preventing all forms of violations and promoting a safe, respectful and inclusive work environment.



SOCIAL INFORMATION (S3)

S3 AFFECTED COMMUNITIES

SBM-2 – INTERESTS AND VIEWS OF STAKEHOLDERS

For information relating to this Standard and in order to obtain more details on how the stakeholder engagement activities were performed, please refer to ESRS 2 SBM-2.



SBM-3 – MATERIAL IMPACTS, RISKS AND OPPORTUNITIES AND THEIR INTERACTION WITH STRATEGY AND BUSINESS MODEL

For the information relating to this Standard and in order to obtain more details on how the analysis was performed and on the main results, please refer to ESRS 2 SBM-3.

JUVENTUS ACADEMY AND ITS CONTRIBUTION TO SOCIAL AND CULTURAL DEVELOPMENT

In the context of the positive impacts generated by its activities and with particular regard to the "Development of initiatives aimed at contributing to the social and cultural development of the territory", Juventus recognises the importance of its role in the social and cultural growth of communities. With this in mind,

THE JUVENTUS ACADEMY PROJECT IS A STRATEGIC TOOL FOR THE DISSEMINATION OF SPORTS VALUES, THE PROMOTION OF INCLUSION AND THE EDUCATIONAL DEVELOPMENT OF BOYS AND GIRLS AGED BETWEEN 5 AND 17.



At the basis of the Academy project is the **Juventus Method**, a training model that integrates technical-football skills development with educational and personal growth of the youths participating. A path is proposed in the Academies, one that – through football – promotes values such as respect, fair play, responsibility, team spirit, self-confidence and the ability to face wins and losses with balance.

Through structured sports activities and a secure, inclusive environment, the Juventus Method aims to promote the overall development of the person, enhancing the physical and mental well-being of participants. The objective is not only to train young players, but to contribute to the growth of conscious and independent individuals who are respectful of others, spreading the values and sports culture of the Club in Italy and around the world. it is an opportunity to generate a positive impact in the communities where the Academies operate and to build a long-lasting heritage of values.



THE PROGRAMMES

JUVENTUS ACADEMY ITALIA

Juventus Academy Italia is a select network of sports clubs distributed throughout the country, identified on the basis of sporting, organisational and values criteria. Through the dissemination of the Juventus Method, the training of technical staff, the monitoring of training quality and the continuous support guaranteed by the Juventus Academy staff through dedicated visits and activities during the season, the Club promotes the technical and educational development of young players. The Academy is also a strategic garrison in the territory and a point of reference for girls and boys who want to live a sporting experience consistent with the values of Juventus. At the same time, the project contributes to the identification and enhancement of young talents who can access the paths of the basic activity and the youth academy of Juventus.

JUVENTUS ACADEMY FIGURES AND MAP PIED-MONT-AOSTA VALLEY:

2025/2026 sports season

Piedmont-Aosta Valley

AFFILIATIONS

Juventus Academy

16 CLUBS

MEMBERS

Basic activities

4,500

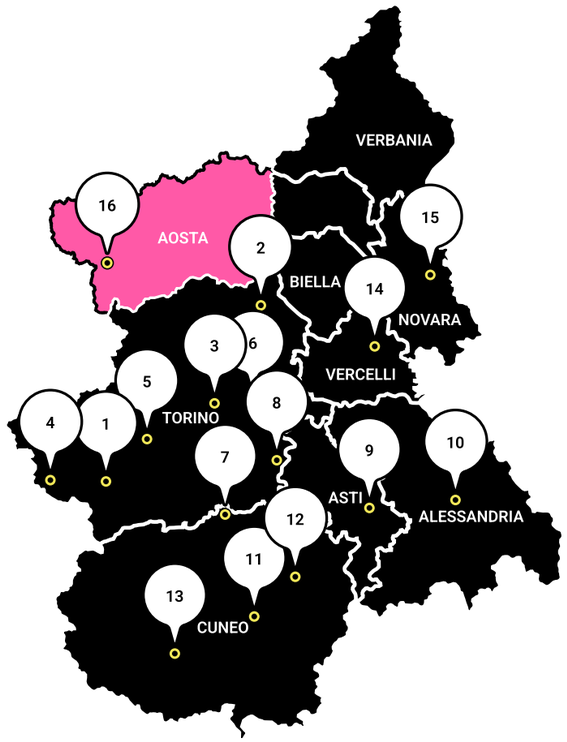
MEMBERS

Competitive sector

1,500

TECHNICAL STAFF

500



1. A.S.D. CHISOLA CALCIO. Vinovo (TO)
2. U.S. IVREA CALCIO A.S.D. Ivrea (TO)
3. F.C.D. SPAZIO TALENT SOCCER. Turin
4. F.C.D. PINEROLO. Pinerolo (TO)
5. CBS FOOTBALL CLUB A.S.D. Torino
6. G.S.D. VOLPIANO PIANESE. Volpiano (TO)
7. A.S.D. C.S.F. CARMAGNOLA. Carmagnola (TO)
8. A.P.D. PECETTO. Pecetto (TO)
9. A.S.D. SCUOLA CALCIO ASTIGIANA. Asti
10. A.S.D. DON BOSCO ALESSANDRIA. Alexandria
11. S.D. FOSSANO CALCIO. Fossano (CN)
12. S.D. CHERASCHESE 1904. Cherasco (CN)
13. A.C. CUNEO 1905 OLMO S.S.D. to R.L. Cuneo
14. A.S.D. DIAVOLETTI CALCIO. Vercelli
15. A.S.D. SPARTA NOVARA. Novara.
16. A.S.D. AYGREVILLE CALCIO. Villeneuve (AO)

JUVENTUS ACADEMY ITALIA FIGURES AND MAP:

2025/2026 Sports Season

Italy

AFFILIATIONS

Juventus Academy

6

MEMBERS

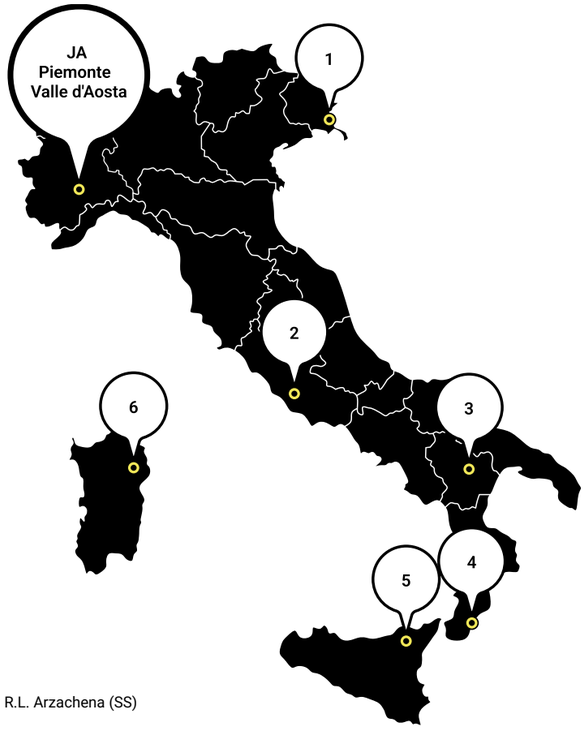
Basic activities

1,500

MEMBERS

Competitive sector

500



1. S.D. SAN LUIGI CALCIO. Trieste
2. G.S.D. NUOVA TOR TRE TESTE. Rome
3. A.S.D. INVICTA MATERA. Matera
4. SEGATO S.S.D. a R.L. Reggio Calabria
5. FAIR PLAY MESSINA S.S.D. a R.L. Messina
6. S.S.D.R. ARZACHENA ACADEMY COSTA SMERALDA a R.L. Arzachena (SS)

INTERNATIONAL ACADEMY

The **International Academy** programme represents the global extension of the Juventus Academy project and is active throughout the year in over 90 international venues, with the aim of promoting technical methods, educational values and the Club's identity beyond Italian borders.

Designed for boys and girls aged 5 to 17, the programme adapts technical and training content to the local context, maintaining high quality standards thanks to the presence of technicians trained in Turin and the ongoing support of the Juventus Academy staff, who regularly oversees and visits the Academies around the world.

Through a structured and ongoing training path, young players are accompanied in their football and personal development, with a particular focus on mental and physical well-being, the development of their identity and the growth of values.

The programme represents a bridge between cultures, capable of strengthening the sense of belonging to the Juventus global sport community and to contribute to social development in the territories involved, through sport as a universal education and active citizenship tool.

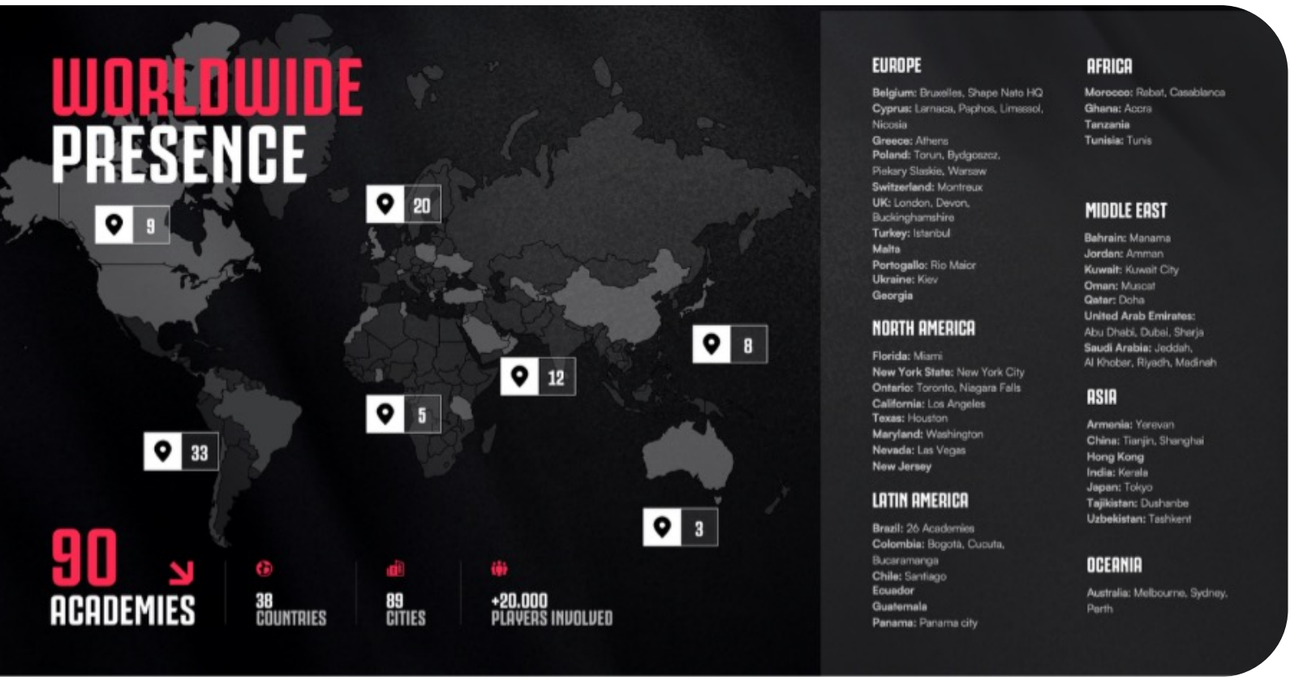
The International Academies are active in numerous countries and cities across all continents, including: Abu Dhabi, Amman, Saudi Arabia, Armenia, Athens, Bahrain, Bogotá, Brazil, Chile, Cyprus, Washington DC, Devon, Dubai, Ghana, Guatemala City, Hong Kong, Houston, Kuwait, London, Los Angeles, Malta, Melbourne, Miami, Morocco, Nanjing, New York, Nigeria, Oman, Panama, Perth, Piekary Slaskie, Qatar, RAK, Shanghai, Sharjah, Sydney, Tajikistan, Tanzania, Tokyo, Toronto, Torun, Tsalenjikha, Tunisia, Turkey, Vaud, Wales, and Warsaw.

JUVENTUS ACADEMY WORLD CUP

THE JUVENTUS ACADEMY WORLD CUP REPRESENTS THE ANNUAL EVENT PAR EXCELLENCE, A VERITABLE INTERNATIONAL CELEBRATION OF THE SPORTS AND EDUCATIONAL VALUES PROMOTED BY THE CLUB.



in its seventh edition in 2026, the event involved more than 1,000 young players from 32 academies located in 25 countries and 5 continents, with the participation of 83 teams composed of boys and girls born between 2013 and 2016.



The matches were played in some of the most suggestive mountain localities in Piedmont – Susa, Oulx, Sauze d'Oulx and Bardonecchia – while the "Gold" finals were held at the Allianz Training Center. To seal the 2026 edition, the opening ceremony at the Allianz Stadium offered participants an unforgettable experience, made special by the presence of the Juventus legend Leonardo Bonucci.

The main aim of the initiative – create an educational and memorable experience through football – was fully achieved: a week of sport, excitement and new friends, which strengthens the link between Juventus and its Academies worldwide, contributing to the development of a global community united by the values of sport and a sense of belonging.

SUMMER CAMP

Among the main training projects promoted by Juventus Academy, **Summer Camps** ("Summer Camps") represent an initiative with a strong educational and social impact, offering children aged 8 to 17 years the opportunity to participate in an immersive summer experience – in different Italian and international locations – dedicated to football, fun and sports values.

JUVENTUS RESIDENCY

The J**uventus Residency** programme represents excellence in the Juventus training programme, offering young U.S., South American and Canadian players the unique opportunity to live, study and train in Turin for an entire academic year or for a semester.
This initiative allows participants to experience the life of a young Juventus player, coming into direct contact with a certified staff, benefiting from professional infrastructures, as well as certified school courses at the J-College and WINS.
The players live through an immersive experience that promotes intercultural exchange, autonomy, emotional and relational management, as well as integration into an international environment. The proposed path aims to accompany each participant along a personal and sporting growth path, providing useful tools for managing future challenges both on and off the pitch.

TRAINING CAMP

The **Juventus Training Camps** are intensive one-week programmes for young female and male footballers, organised in international settings, allowing participants to experience training inspired by the Juventus Method. Through training sessions conducted by Juventus Academy coaches, the Training Camps offer the opportunity to develop technical-sports skills in an educational and engaging context, while promoting the values of the Club. The project represents an opportunity for socialisation and cultural exchange, allowing participants to experience an immersive experience inspired by the Juventus colours.



TRAINING EXPERIENCE

The **Juventus Training Experience** is a formula aimed at sports and school groups that wish to immerse themselves in the Juventus world. Each experience is tailored in collaboration with the Academy team, including:

- technical and tactical training sessions conducted by certified coaches;
- friendly matches;
- visits to the Juventus Museum and Allianz Stadium;
- opportunities for cultural discovery in Turin and other Italian cities;
- Full board accommodation in hotels in Turin.

The programme is mainly carried out at the Juventus Academy Training Center in Cantalupa, a structure immersed in nature and equipped with excellent sports facilities, identified to ensure technical quality, safety and inspiration.

S3-1 - POLICIES RELATED TO AFFECTED COMMUNITIES

As also stated in its **Code of Ethics**, Juventus seeks to build, maintain and develop a relationship of trust with its stakeholders and bases its business model on the highest ethical and moral principles, inspired by key national and international best practices and aligning itself with the values of the **Global Compact promoted by the UN and the OECD Guidelines for Multinational Enterprises**. The Company recognises the central role of sport in social integration, in the promotion of mutual respect and social equity, and is committed to being a benchmark for its community in the broadest sense. Below are the policies adopted to protect the affected communities.

SAFEGUARDING POLICY

Juventus has developed a **Safeguarding Policy**, with the aim of ensuring the protection of its members, particularly those underage. For more information on the targets, scope and purposes, please refer to section G1-1 – Corporate culture and business conduct policies.

PROCEDURE FOR "MANAGEMENT AND DISCLOSURE OF INSIDE AND MATERIAL INFORMATION"

Pursuant to Article 17 of the Regulation (EU) 596/2014 (Market Abuse Regulation, or MAR), the Company communicates to the public, as soon as possible, the Inside Information that directly concern the Company, in a manner that allows rapid access and a complete, correct and timely evaluation by the public. The Corporate & Finance Managing Director is entrusted with the Management of Inside Information Function.

PROCEDURE FOR THE "MANAGEMENT OF TRANSACTIONS WITH RELATED PARTIES"

In implementation of Article 2391-*bis* of the Italian Civil Code and of the Regulation adopted by Consob with resolution no. 17221 of 12 March 2010, as subsequently amended and supplemented (the "Consob RPT Regulations"), also taking into account, inter alia, Consob communication no. DEM/10078683 of 24 September 2010 and the Corporate Governance Code, the Company has adopted the Procedure for "Management of transactions with related parties". This document defines the rules relating to the identification, investigation, approval and performance of Transactions with Related Parties concluded by the Company directly or by way of subsidiaries, as defined in the Appendix to Consob RPT Regulation. The Corporate & Finance Managing Director is responsible for the management of this procedure. Additionally, during the season, Juventus published the People First Policy to ensure an inclusive, fair, respectful and safe environment for anyone who works, plays, or works with the Company. Under the responsibility of the Chief People, Culture & ESG Officer, the Policy applies to all people who come into contact with Juventus: employees, players, fans, partners, suppliers and members of the community.
The ongoing dialogue between the ESG team and project partners constitutes an open channel of dialogue with the communities, fostering the listening, collection of feedback and the timely identification of any critical or problematic issues. The indication of the Club's whistleblowing portal and related access link emerges from such comparisons or private entries signed with project partners that may include specific articles dedicated to ethical principles, integrity and compliance.
For more information, please refer to section S1-1 – Policies related to own workforce.

S3-2 – PROCESSES FOR ENGAGING WITH AFFECTED COMMUNITIES ABOUT IMPACTS

DURING THE 2025/2026 SEASON, JUVENTUS STRENGTHENED ITS COMMITMENT TO BUILDING SOLID AND ONGOING RELATIONSHIPS WITH ITS STAKEHOLDERS THROUGH DEDICATED INITIATIVES AND COLLABORATION PROJECTS.

This path is part of an approach of involvement already started in previous years, also through discussion moments such as ESG Day organised at Allianz Stadium in December 2024 to present the **"Black, White & More" ESG strategy** to partners, institutions and organisations of the Third Sector. During the reporting period, the Club further developed this approach by promoting new opportunities for networking, exchanging experiences and collaboration; please refer to ESRS 2_SBM-2 for more information.

S3-3 – PROCESSES TO REMEDIATE NEGATIVE IMPACTS AND CHANNELS FOR AFFECTED COMMUNITIES TO RAISE CONCERNS

Juventus has also established dedicated channels to allow stakeholders in its own community to report needs or concerns directly. For further details, please refer to section G1-1 – Corporate culture and business conduct policies (Whistleblowing Management).



S3-4 – TAKING ACTION ON MATERIAL IMPACTS ON AFFECTED COMMUNITIES, AND APPROACHES TO MANAGING MATERIAL RISKS AND PURSUING MATERIAL OPPORTUNITIES RELATED TO AFFECTED COMMUNITIES, AND EFFECTIVENESS OF THOSE ACTIONS

Consistent with the **"Sustainable Glocal Club"** and **"Fan Centrality"** pillars of the **Black, White & More ESG Strategy**, Juventus promotes social initiatives aimed at communities with which it comes into contact, with particular attention to minors, persons with disabilities, subjects in fragile conditions and vulnerable educational contexts. The projects are developed in collaboration with Third Sector organisations, local institutions and partners and are supported by the Club's ability to engage and raise awareness of a vast national and international community through its channels and initiatives.

Project[25]	Topic	Beneficiaries	Geographic impact	2025/2026 Budget Season
Juventus One	Social inclusion and disability	Persons with disabilities	Local	€ 92,500.00
JuventusOne@School	Raising disability awareness	Students	Local	€ 10,000.00
Portraits of Identity, Inclusion and Youth	Social inclusion and disability	Juventus One Players	Local	€ 41,337.32
Save the Children	Fight against educational poverty and inclusion	Children and families in disadvantaged contexts	Glocal	€ 150,000.00
Gioca con Me	Access to sport for vulnerable minors	Children and families in disadvantaged contexts	Local	€ 10,000.00
Commitment against racism	Fighting racism	Young players	Local	Footnote*
Fondazione Libellula	Female empowerment and inclusion	Staff, employees and fans	Glocal	€ 5,100.00
Fondazione Giulia Cecchetin	Female empowerment and inclusion	Staff, employees and fans	Local	€ 1,500.00
Support for local communities	Solidarity and support to local communities	Local communities	Local	Footnote**
Torino Pride	Advocacy on social topics	Local communities	Local	€ 6,000.00
Twinning Project	Youth empowerment and social inclusion	Youth at the penitentiary institute and staff	Local	€ 5,000.00
Mental Health	Health and well-being	Football community	Glocal	Footnote*
Social campaigns	Advocacy on social topics	Global Fan Base	Glocal	Footnote*

All the projects indicated above are managed by the ESG Function (3 resources) with the cross-club support of other departments (including: Communication, Marketing, Events) and - if applicable - of NGO partners.

*For social campaigns, it was not possible to identify a specific budget as it was included within the ordinary budgets of the ESG and Marketing functions.

**With regard to one-off solidarity initiatives and respective donations, it was not possible to allocate a specific budget as it was included within the ordinary budgets of the ESG and External Relations functions.

The evaluation of the effectiveness of social initiatives is defined using specific methods and tools for each project, in accordance with the objectives pursued. For example, at the end of the football season, for the **Gioca con Me** project an evaluation questionnaire is provided to the participants on an annual basis, aimed at gathering feedback on the experience and perceived impacts of the project. As part of the **Twinning Project**, effectiveness was measured by questionnaires given to coaches before and after the course. For **Juventus One**, during 2026 a Social Return on Investment (SROI) analysis was launched which involved the collection and analysis of qualitative and quantitative evidence through questionnaires aimed at athletes, staff, families, volunteers, visitors to the photographic exhibition **"Portraits of Identity, Inclusion and Youth"** and teachers involved in JOne@School. For specific initiatives and occasional campaigns, the effectiveness evaluation is carried out by monitoring qualitative and quantitative indicators proportionate to the activity objectives, such as the number of beneficiaries achieved, the level of engagement generated and feedback collected from the ESG team and the stakeholders involved.

[25]The involvement of communities and project partners is guaranteed, for ongoing projects, through periodic moments of discussion. In particular, the ESG team of Juventus meets at least once a month with the contact persons of the Juventus One project to monitor the progress of activities. At least quarterly meetings are planned with Save the Children's contact person, aimed at planning, coordinating and monitoring the joint activation plan. For the Gioca con Me project, the comparison takes place at least three times during the football season (at the start, halfway and end), with the aim of defining, monitoring and evaluating the implementation of the project. The dialogue with Fondazione Libellula is developed through the biannual meetings of the network. For all specific initiatives and occasional campaigns, stakeholder engagement takes place according to specific projects, through face-to-face and online meetings with the partners involved and the various corporate functions.



JUVENTUS ONE

A NEW PROSPECTIVE ON DISABILITY

Juventus One is the Club's Paralympic project developed in collaboration with the local partner ASD Nessuno Escluso to foster the inclusion of persons with disabilities through football. It represents a concrete and courageous response to a still too traditional view of disability and its relationship with the sport.

This approach has proven successful from both a sporting and a human point of view. The sense of belonging to Juventus One strengthens the self-esteem and awareness of the players who go onto the pitch with the desire to improve, build relationships, overcome their limits – and to do so proudly wearing an important jersey.

JUVENTUS ONE IS BASED ON A PRINCIPLE THAT IS AS SIMPLE AS IT IS ESSENTIAL: DISABILITY IS NOT A LIMITATION, BUT ONE OF THE MANY CHARACTERISTICS OF THE HUMAN CONDITION.

Juventus One aims to break down prejudices, stereotypes and sanctimonious attitudes often associated with disability, restoring the central role, dignity and opportunities of expression to disabled persons.

Inclusion is the real goal: recognise equal rights and equal dignity for all people, in everyday life as well as in sport.

Football plays a central role in this process. Participants live an authentic competitive experience: from qualified coaching staff to weekly training sessions, from locker room management to the selection of players for each match. The players are athletes in their own right, and as in every team, one's place on the pitch is won through commitment, constancy and performance.

FROM 2017 TO TODAY, THE PROGRAMME HAS GROWN SIGNIFICANTLY: FROM ABOUT 40 PLAYERS AT THE BEGINNING, THE 2025/2026 SEASON INVOLVED 131 PLAYERS WITH COGNITIVE, RELATIONAL AND SENSORY DISABILITIES, DIVIDED INTO 7 TEAMS, TAKING PART IN THE PARALYMPIC FOOTBALL DIVISION (DIVISIONE CALCIO PARALIMPICO - "DCP") CHAMPIONSHIPS.

FOCUS | Paralympic Football Division (DCP)

The DCP was created with the target of enabling persons 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 DCP divides teams into four levels (A, B, C and D) according to the participants' skill. The top ranked regional team of each level advance to the national finals. The current Juventus One structure includes:

- 1 team at first level;
- 3 teams at second level;
- 1 team at third level;
- 2 teams at fourth level ("Fun and Play")



During the season, Juventus One teams also took part also in five friendly matches, 16 regional tournaments in Piedmont and 15 tournaments outside the region. Particularly noteworthy was the international tournament "Mallorca Specials Cup 2025", in Palma de Mallorca, in which a mixed group of second and third level took part, bringing home a nice performance against Chelsea (1-1) and a second place finish.



«IT WAS FANTASTIC! NOT ONLY FOR THE TOURNAMENT, BUT FOR THE EXPERIENCE IN ITSELF. A LOT OF PLAYERS TOOK THE PLANE FOR THE FIRST TIME. THESE ARE LIFE EXPERIENCES THAT WILL NEVER BE FORGOTTEN»

said Silvia Dema, coach, returning from the experience in Spain.



3 PROJECT DIMENSIONS:

- COMPETITIVE SPORTS DIMENSION
- EDUCATIONAL DIMENSION
- PLAY-SOCIAL DIMENSION

THE THREE DIMENSIONS OF JUVENTUS ONE

JUVENTUS ONE IS BROKEN DOWN INTO THREE DIMENSIONS, WHICH TOGETHER DEFINE ITS IDENTITY AND SOCIAL IMPACT:

1.SPORTING/COMPETITIVE DIMENSION

This dimension includes participation in the official competitions of the FIGC DCP.

In the 2025/2026 season, the first-level Team won the Piedmont-Lombardy interregional tournament, qualifying for the national finals in Tirrenia. Here, the walk ended in the semifinals, with a loss at the penalty shoot-out. Although the verdict of the field was not that desired by the boys led by Gianluca Gallina, the result did not obscure the extraordinary nature of a season lived intensely. The value of the group was confirmed by their victory at the Tardini For Special (6 June 2026), the famous Paralympic tournament organised by Parma Calcio.

The full list of Juventus One's winners is shown below:

Season	Title	Level
2017/18	National Champions Paralympic Division	Level A
	National Champions Paralympic Division	Level B
2018/19	National Runner-up Champions Paralympic Division	Level A
2020/21	National Runner-up Champions Paralympic Division	Level A
	First Place International Tournament Vienna	Level A
	First Place "Tardini Cup" Tournament	Level B
	First Place International Tournament "Tuttigioco"	Level C
2021/22	First Place tournament "Silvio Piola"	Level A
	First Place tournament "Silvio Piola"	Level B
	First Place tournament "Silvio Piola"	Level C
2022/23	National Runner-up Champions Paralympic Division	Level A
	Regional Champions Paralympic Division	Level C
	National Champions Paralympic Division	Level C
	First Place International Tournament Vienna	Level C
	First Place "Tardini Cup" Tournament	Level B
	First Place "Tardini Cup" Tournament	Level B (duplicated)
	First Place tournament "Silvio Piola"	Level A
	First Place tournament "Silvio Piola"	Level B
	First Place tournament "Silvio Piola"	Level C
2023/24	Regional Champions Paralympic Division	Level C
	National Champions Paralympic Division	Level C
	First Place "Tardini Cup" Tournament	Level B
	First Place tournament "Silvio Piola"	Level A
	First Place tournament "Silvio Piola"	Level B
	First Place tournament "Silvio Piola"	Level C
	First Place International Tournament "Tuttigioco"	Level C
2024/25	First Place "Tardini Cup" Tournament	Level A
	First Place International Tournament "Tuttigioco"	Level B
	Interregional Champions (Piedmont-Lombardy) Paralympic Division	Level A
2025/2026	First Place Piacenza tournament	Level B
	Second Place Palma de Mallorca international tournament	Level B
	Second Place DCP regional championship	Level B
	First Place DCP interregional championship	Level A
	First Place "Tuttingioco" Mantova international tournament	Level B
	First Place "Tardini Cup" international tournament	Level A
	First Place "Silvio Piola" tournament	Level B
	First Place "Silvio Piola" tournament	Level D
	First Place "Gazzetta dello Sport" tournament	Level C



2. EDUCATIONAL DIMENSION – JUVENTUS ONE@SCHOOL

launched during the 2018/2019 season, juventus one@ school is a format of workshops held 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 (elementary, middle, high school) in two phases:

- **a. The first phase is experiential** and takes place through the reproduction of different types of disabilities in the gym. This activity aims to give girls and boys a direct experience of the sensations that an athlete with a disability feels when playing football;
- **b. The second phase, on the other hand, involves** through a series of testimonials and stories. The goal is to share and normalise their experience by breaking down disability-related prejudices, reiterating the principle of the project according to which disability is not a limitation, but rather one of the many facets of the human experience.

Each meeting concludes with a collection of reflections on the experience. Often a clear awareness emerges of their own stigmatising outlook and how preconceived notions hinder the inclusion of friends, peers and persons with disabilities.

DURING THE 2025/2026 SEASON, JUVENTUS ONE@ SCHOOL WAS STRENGTHENED BY THE INTRODUCTION OF NEW INTERACTION TOOLS DURING THE MEETINGS, MORE STRUCTURED COORDINATION BETWEEN THE PARTIES INVOLVED AND AN ENHANCEMENT OF PROMOTION AND AWARENESS-RAISING ACTIVITIES.

In particular, the project was enriched with a moment of reflection dedicated to the words of disability, with the aim of raising pre-teen and adolescent awareness of the importance of respectful, inclusive and conscious language. A particularly relevant focus in an age in which words and attitudes contribute to forming perceptions and relationships.

The athletes confirmed themselves to be the beating heart of the activity in schools. Thanks to a path of growth and empowerment that involved the entire team composed of 13 people (10 athletes and 3 staff members), it was possible to strengthen their role in the running of the workshops. This process has helped to increase awareness of the educational and testimonial value that each one can express, fostering an increasingly active and autonomous participation in dialogue with students.

Between September 2025 and May 2026, **more than 100 meetings** were held, involving **2,675 students**, with an increase of more than 2,100 participants compared to the previous season. In addition, **21 schools** were reached, compared with 7 involved in the previous year, covering all major levels of the educational system.

3. RECREATIONAL AND SOCIAL DIMENSION (AGE 6-16)

Aimed at children and adolescents on the autism spectrum or with cognitive disabilities, it is a safe, stimulating and inclusive space to develop often unexplored skills.

Active throughout the season with **31 participants** (up from the previous year), the project marked a particularly significant stage thanks to the start, for the first time, of **Integrated Football** training with Juventus's youth academy. This new activity, called "**Passages of Inclusion**", was born with a simple but powerful idea: a joint training between the youth academy (U7-U12) and Juventus One & Youth, to promote the inclusion of children with disabilities, but also to offer the Youth Academy's players a concrete experience of dealing with diversity, promoting empathy and collaboration.

Between October 2025 and May 2026, the Allianz Training Center in Vinovo hosted **8 training sessions with 200 young players, of which 47 from Juventus One & Youth**: not only technical exercises, but moments designed to make everyone feel protagonists, led by a multidisciplinary staff that combined coaches, psychologists and professionals of the Club.

The activity did not stop at the surface, but adopted an educational approach based on direct experience and cooperation. Each exercise was adapted to meet everyone's time and capabilities. A fundamental aspect was the use of targeted tools, such as "social stories": small visual and narrative media that helped players with autism spectrum disorder to experience the news and moments of the sports day with serenity.





THE PORTRAITS OF IDENTITY, INCLUSION & YOUTH PHOTO EXHIBITION

As part of the initiatives aimed at promoting a greater awareness on the issues of disability, Juventus organised the photographic exhibition **Portraits of Identity, Inclusion & Youth**, inaugurated on **3 December 2025** at Juventus Headquarters on the occasion of the International Day of Persons with Disabilities. For the first time in its history, the Club opened to the public the headquarters of Via Druento 175 to host an exhibition dedicated to Juventus One.

The exhibition told the story of Juventus One through **eleven portraits and eleven stories of players** who found football a tool for personal growth, inclusion and belonging. Through photographs, testimonies and multimedia content, the initiative has allowed visitors to get to know the experiences of people who, thanks to sport, have developed new skills, strengthened their autonomy and built significant relationships. The exhibition's goal was to contribute to a representation of disability centred on the person and his/her potential, fostering a greater understanding of the value of sport as a tool for empowerment and social inclusion. The tours were also guided by the athletes of Juventus One, offering an opportunity of direct discussion with the protagonists of the team.

Particular attention was paid to the accessibility of the exhibition experience. The exhibition was designed to ensure the use by as many people as possible through audio content accessible via QR Code, information panels in Italian and English, tools dedicated to persons with visual disabilities and spaces suitable for the mobility of people who use wheelchairs or have reduced motor skills.



The first phase of the exhibition, hosted at the Juventus Headquarters between **3 and 10 December 2025**, registered the participation of **538 visitors**, as well as the involvement of the entire company population, including the male and female athletes of the first team.

The initiative was also amplified through a dedicated communication plan on the Club's digital channels.

These results are on engagement levels comparable to those normally recorded by the contents of the men's First Team, confirming the public interest in the topics of inclusion and the value of the stories told through Juventus One.

The exhibition also received extensive media coverage, with **over 40 published articles** between press and web.

In **April 2026**, the exhibition was subsequently hosted at the **Allianz Training Center in Vinovo**, with the aim of raising awareness among the teams of the Club's basic activities and the boys' and girls' youth academy. This second phase involved **478 visitors**, including **347 athletes and 30 members of the technical staff**, as well as employees, sports secretaries and Club executive managers.

In addition to significant achievements in terms of participation, media coverage and content dissemination, particular importance has been gained by visitors, who have highlighted how the initiative has helped to promote greater awareness of disability and inclusion issues, allowing many people to get to know Juventus One more closely and the stories of its protagonists.

SOCIAL CONTENT CONNECTED TO THE EXHIBITION AND STORIES OF JUVENTUS ONE PLAYERS REGISTERED PARTICULARLY SIGNIFICANT RESULTS, REACHING OVER 171 THOUSAND VISUALISATIONS ON THE INSTAGRAM CHANNEL ALONE.

FOCUS | ASD NESSUNO ESCLUSO.

A non-profit amateur sports association, ASD Nessuno Escluso is the key partner responsible for the development and operational management of Juventus One projects, including Juventus One@School and Juventus One & Youth. The association promotes solidarity, inclusion and cultural pluralism through sports, artistic and social activities, fostering the potential of every individual. Over the years, its partnership with Juventus has helped expand inclusive opportunities for people with disabilities, starting in the Turin area.



SUPPORTING SAVE THE CHILDREN

JUVENTUS CONTINUES ITS STRATEGIC COLLABORATION WITH SAVE THE CHILDREN, LAUNCHED IN 2018, WITH THE AIM OF SUPPORTING THE WELFARE OF YOUNG GENERATIONS AND COMBATING EDUCATIONAL INEQUALITIES.

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. In May 2026, **Juventus renewed its support to Save the Children for another year**, with a donation of **€ 150,000.00**, following the renewal of the previous three-year period (2023 – 2026; value: € 600,000.00).



FOCUS | SAVE THE CHILDREN

Save the Children is the most important independent international organization that for over 100 years has been fighting to save children at risk and guarantee their future. Its mission is to ensure that every child can live, learn and grow in safety. In 2025 alone, Save the Children reached and supported more than 58 million people, of which 38 million children: supported 150 projects in 74 countries, helping to fund 152 humanitarian responses with a dedicated global fund. On the occasion of the humanitarian emergency that occurred in Venezuela in June 2026, Juventus activated its community to support the affected population through the global Save the Children fund.

In Italy, thanks to the support of 86 partners and the implementation of 115 projects, Save the Children reached 181 thousand people, of which more than 137 thousand children and adolescents among the most vulnerable, in the North and South of the country. The main areas of intervention are: education, health and nutrition, protection, combating poverty and food security, rights and participation. Across all thematic areas, the organisation carries out an important advocacy action to create consensus with the relevant stakeholders in order to achieve positive and lasting changes for children in Italy and in the world.

PUNTO LUCE AND THE 0-18 EDUCATIONAL HUB: AN EDUCATIONAL FACILITY IN THE HEART OF VALLETTE

ONE OF THE MOST EMBLEMATIC EXAMPLES OF THE COLLABORATION BETWEEN JUVENTUS AND SAVE THE CHILDREN IS THE 0-18 EDUCATIONAL HUB, INAUGURATED IN 2022 WITHIN PUNTO LUCE IN THE LE VALLETTE DISTRICT OF TURIN, JUST 800 METRES FROM ALLIANZ STADIUM.

Redeveloped thanks to the Juventus contribution and supported by the Club on an annual basis, the centre is today a key educational centre for the territory.

The Punto Luce projects are educational spaces with high density educational abilities, created by Save the Children in the most disadvantaged neighbourhoods in Italian cities to offer free opportunities to children and adolescents aged between 6 and 17 years. Juventus' support made it possible to upgrade and expand the centre, which today extends over an area of 1,000 square meters, becoming an essential reference point for the territory.

The centre offers a wide range of activities designed to counteract educational poverty and promote the full development of individual potential:

- support for studies;
- promotion of reading;
- art, music and digital workshops;
- motor and sports activities;
- guided access to new technologies.

IN THE 2025/2026 SEASON, MORE THAN 625 MINORS PARTICIPATED IN THE ACTIVITIES OF THE EDUCATIONAL HUB, AND OF THESE MORE THAN 146 REGULARLY ATTENDED THE SUMMER CENTRE, WHICH STARTED IN JUNE, AT THE END OF THE SCHOOL YEAR.

Spazio Mamme is dedicated to supporting families in vulnerable situations with children aged between 0 and 6 years and previously housed in a separate structure, was also integrated within the same project. This service offers:

- psychological support and paediatric advice;
- training courses and work orientation;
- early years activities;
- practical parenting assistance.

Spazio Mamme aims to strengthen the role of mothers, promoting the well-being of children from very early age and contributing to breaking down the intergenerational educational poverty cycle.

IN THE 2025/2026 SEASON, SPAZIO MAMME REACHED 490 ADULTS AND 222 MINORS (0-6 YEARS).



FOCUS | EDUCATIONAL HUB ACTIVITIES

The activities of the education hub are summarised below, with a focus on results and figures for the 2025/2026 season.

EDUCATIONAL HUB ACTIVITIES AGES 0-6

During this period, the educational Hub offered an integrated set of activities to support women, mothers and children in vulnerable conditions, promoting the strengthening of parental skills and the harmonious growth of children in the early years of life. Among the main initiatives: Italian L2 courses; creative, culinary and artistic-cultural workshops; visits to the territory; recreational activities; social-health prevention paths; workshops for cognitive development and reading; parenting support; paths on emotional education and moments of orientation to educational and social health services.

EDUCATIONAL HUB ACTIVITIES AGES 6-17

The educational Hub offers school support and educational opportunities for children, young people and adolescents, to foster their personal growth, autonomy and the development of transversal skills. The activities include accompaniment to study and skills recovery with inclusive methodologies for Special Educational Needs or Learning Disorders, promotion of healthy lifestyles and sports practice, digital education and STEM, environmental education courses, artistic and expressive workshops, cultural visits and activities on the territory. The offer is complemented by initiatives dedicated to orienting and combating youth inactivity and the NEET phenomenon, with the aim of expanding training, relational and youth participation opportunities.





AS PART OF THE PARTNERSHIP WITH SAVE THE CHILDREN AND THE ACTIVITIES DEVELOPED AT THE PUNTO LUCE IN TURIN, JUVENTUS PROMOTES THE INVOLVEMENT OF GIRLS AND BOYS IN EDUCATIONAL, CULTURAL AND SPORTING EXPERIENCES, PROVIDING SKILLS, SPACES AND OPPORTUNITIES RELATED TO THE CLUB'S ECOSYSTEM

In particular, in the 2025/2026 season, Juventus developed an activations plan that included:



- **Orientation and access to the world of work** Juventus then promoted a project aimed at **creating concrete opportunities to enter the world of work**. In fact, between April and May 2025, the Club launched a dedicated channel for accessing selections for stewarding activities at Allianz Stadium, aimed at girls and boys in situations of fragility who participate in the educational courses provided by Punto Luce and by the partner organisations active in the territory. The initiative is part of a broader vision that aims to accompany youth not only in their own educational and personal growth process, but also in the acquisition of experiences useful for the development of their autonomy and employability. Through this opportunity, participants were able to face a real selection process and approach for the first time a possible professional experience within one of the main Italian sports facilities. During the initiative, **16 applications** were collected with the youth concerned, who subsequently continued the planned selection process. The activity represents an example of how Juventus intends to enhance its ability to generate concrete opportunities for local communities, by contributing to reducing barriers to access the world of work for people who may be in situations of social or educational fragility.





- **Training on digital skills.** Juventus has promoted a training programme dedicated to digital communication and new media through the **Juventus Creator Lab**, the Club's creative production centre. The initiative was aimed at young NEETs (Not in Education, Employment or Training) and girls and boys with migratory backgrounds, with the aim of providing skills and tools to orient themselves in an area characterised by a growing demand for professionalism related to digital content, social media and communication. Through this process, Juventus has made available to participants its know-how and experience gained in managing one of the most relevant digital sports ecosystems at international level, offering a concrete opportunity to learn in an area particularly close to the interests and aspirations of the new generations. The training modules were held in **June 2025** at the Juventus Creator Lab. The first meeting, organised on **4 June 2025**, was attended by **9 boys and girls** accompanied by **4 educators**, while the second meeting, held on **8 June 2025**, involved **7 boys and girls and 5 companions**. Through these activities, participants were able to study the languages of contemporary communication, the processes of conception and production of digital content and the possible professional opportunities offered by the media and communication sector. In this way, the Club supports the educational programmes already developed in the territory, offering youth the opportunity to come into contact with innovative professionals and to acquire skills that are potentially useful for their future training and work path.

- **World Children's Day. On 20 November 2025**, the day when the **World Children's Day**, the World Day of Children's Rights and Adolescence, is celebrated, **30 girls and boys of the Punto Luce of Turin** enjoyed a unique experience at **Allianz Stadium**, visiting exclusive spaces and discovering the secrets of the footballers of Juventus, guided by the mascot **Jay**, which made the day even more magical.



- **Involvement in Club activities.** During the season, participants were able to get discounted rates to attend the competitions of the men's and women's First Teams, participate in open training sessions and experience closely some of the main activities of the Club. Among the most significant initiatives, the youth involved attended a concert organised at Allianz Stadium and visited the photo exhibition Portraits of Identity, Inclusion &Youth. Through these experiences, the Club intends to expand access to sport and culture, contributing to reducing economic and social barriers and favouring paths of inclusion, participation and personal growth. This also includes the participation of the boys and girls from the Punto Luce in the activities of the **Juventus Museum**. In **June 2025**, the Club organised visits and educational workshops dedicated to emotions, involving **11 participants aged 17 to 19 years on 4 June**, accompanied by **2 educators**, and **10 participants aged 12 to 16 years on 5 June**, also accompanied by **2 educators**. Also as part of the engagement activities, on **17 December 2025**, at the **Juventus Women – Manchester United** match, Juventus welcomed the hip-hop group from the Punto Luce in Turin to Allianz Stadium, offering visibility to a project that in previous months had been awarded by the **Fondazione Carano 4 Children** as part of the Leonardo 4 Children Awards 2025 for its original choreography SELMA – The Step of Justice, dedicated to the theme of equality. Through this initiative, the Club helped to enhance the talent and commitment of young participants, offering them the opportunity to share their message with the public of the stadium.

FOCUS | VIDES MAIN ODV

An association active in Turin in the fields of education, human rights and solidarity, particularly in support of youth, women and families in difficult situations. Vides Main ODV is Save the Children's local partner for the management of the 0-18 Educational Hub in the Le Vallette neighbourhood, supported by Juventus. This organisation is mainly dedicated to combating educational poverty and strengthening support for vulnerable families in the area.

Communication & Campaigns KPIs – Children's Day

- Facebook video and carousel: Total reach: 373,696
- News article: 246 views (ITA), 46 views (ENG)
- LinkedIn: 8,853 impressions, 376 engagements.





FOOTBALL AND INCLUSION WITH GIOCA CON ME

"GIOCA CON ME" IS ONE OF JUVENTUS' SOCIAL PROJECTS TO PROMOTE SOCIAL INCLUSION THROUGH FOOTBALL, OFFERING CHILDREN FROM FRAGILE SOCIO-ECONOMIC BACKGROUNDS A OPPORTUNITY FOR PARTICIPATION, GROWTH AND THE DEVELOPMENT OF INTERPERSONAL SKILLS.

Active since 2012/2013, the project is based on an educational approach that integrates non-competitive sporting activities with social learning moments, aimed at fostering respect, collaboration and solidarity.

In the 2025/2026 season, Juventus renewed the project in collaboration with the **Villa Sole Cooperative**, involving **15 children** between 7 and 10 years old, all males, indicated by the Social Services of four districts of the city of Turin. Workouts took place at the ASD Campo Luini, in the Lucento/Vallette area, equipped with synthetic grass fields, equipped changing rooms and evening lighting. This venue was able to ensure territorial proximity to the participants' areas of residence. During the year, the programme is structured in **26 sessions**, coordinated by a dedicated staff consisting of:

- 1 project coordinator;
- 1 professional educator;
- 1 instructor.

The educational method incorporates elements of psychology, play and sport, to encourage the development of physical, emotional and relational well-being. As Simon Solomon, the project educator, said:

«FOR EACH OF THE BOYS, THE PITCH AND TRAINING HAVE BECOME A SAFE, SECURE AND STIMULATING SPACE, WHERE THEY CAN EXPRESS THEMSELVES FREELY WITHOUT FEAR OF JUDGEMENT»

During the season, Juventus integrated the psychological support service **"Panchina d'Ascolto"**, providing for the involvement of a professional of the psychological area of the Club in staff supervision activities. Moments for discussion were then organised at the end of training sessions, aimed at further strengthening the effectiveness of educational intervention. The main topics addressed concerned the balance between reception and authority in the group's management, the pace and methods of conducting activities, and the management of transitions between different years. Finally, again this year, the beneficiaries of the project had the opportunity to enjoy opportunities of participation in and proximity to the Club with tickets either free or at a reduced rate to various home matches at the stadium.

Among the most significant moments of the season was the Christmas Day of 19 December 2025, which involved boys, girls and families, together with Jay, the official mascot of Juventus, which took part in games with the children, delivered the kits provided by the initiative and shared a convivial moment. Juventus also donated a wide supply of clothing for girls, boys, youths, guests and volunteers from the Villa Sole Cooperative, thus also contributing to meeting effective material needs.

SINCE ITS ACTIVATION, "GIOCA CON ME" HAS INVOLVED 110 PARTICIPANTS, INCLUDING 96 BOYS AND 14 GIRLS, OFFERING NOT ONLY SPORTS OPPORTUNITIES, BUT ALSO EDUCATIONAL RELATIONSHIPS AND GROWTH PATHS THAT GENERATE A LASTING IMPACT IN THE LIVES OF THE YOUNG PARTICIPANTS.





FOCUS | IMPLEMENTING PARTNER COOPERATIVA VILLA SOLE

A long-standing partner of the Gioca con project, Villa Sole is a social cooperative Turin that welcomes children and ado cents from complex family backgroun offering them a safe and secure envir ment. The cooperative provides educati al, psychological and social support, help minors to overcome critical moments develop positive growth paths.



COMBATING GENDER-BASED VIOLENCE

THE COLLABORATION WITH FONDAZIONE LIBELLULA

Began in 2022, the collaboration with Fondazione Libellula enables Juventus to address issues related to the prevention of gender-based violence, equal treatment and the fight against discrimination through training, awareness-raising and involvement initiatives. Over the years, the collaboration has been progressively consolidated through advocacy initiatives, communication campaigns and training courses dedicated to Club people.

In 2024, the path took a further step forward with the official entry of Juventus into the Fondazione Libellula network, an ecosystem of companies and organisations committed to promoting cultural change and the prevention of gender-based violence. This membership allows Juventus' People, Culture and ESG team to participate in discussion, training and learning activities every year.

A FURTHER STEP IN THE COLLABORATION IS REPRESENTED BY THE DEVELOPMENT OF THE LIBELLULA AMBASSADOR FIGURES AGAINST GENDER-BASED VIOLENCE



JUVENTUS

After starting the level I training path in the previous season, two people from Juventus were officially presented in January 2026 as points of reference on issues of prevention and combating gender-based violence in the private context. The Ambassadors continued with the level 2 training during the 2025/2026 season, deepening skills and tools useful to promote a culture based on listening, respect, inclusion and prevention.

THE MOST SIGNIFICANT INITIATIVE OF THE SEASON WAS THE "I BELIEVE YOU" CAMPAIGN, DEVELOPED ON THE OCCASION OF INTERNATIONAL DAY FOR THE ELIMINATION OF VIOLENCE AGAINST WOMEN, 25 NOVEMBER 2025.

The campaign stems from the awareness that one of the main obstacles for those who suffer violence is often not believed. Through a simple but powerful message – "I believe you" – Juventus and Fondazione Libellula set out to promote a culture of listening and support, inviting people and communities not to turn to the other side. The project has found concrete expression in the installation of a QR code sticker inside the Club spaces, from Allianz Stadium to the Training Center, offering immediate access to services, useful numbers and support resources. With this campaign Juventus has chosen to use its visibility to address a relevant social theme, helping to build a culture in which every person can feel heard, believed and supported.

In line with the commitment to the fight against gender-based violence, on 17 February 2026, on the occasion of the European Day against Harassment, the captain of the Women's First Team, Cecilia Salvai, launched an appeal to stress the importance of educating the new generations to respect, empathy and inclusion. In her message, she highlighted the fundamental role of sport, family and school in promoting a culture of respect and contributing to building a more just and conscious society.



TOGETHER WITH FONDAZIONE GIULIA CECCHETTIN

In confirmation of its commitment on the topic of gender-based violence, Juventus involved Fondazione Giulia Cecchettin ETS for the annual training meeting promoted by the Psychological Area as part of the FIGC-SGS Minors Protection and Well-being Project. The Foundation works to prevent gender-based violence and promote relationships based on respect, awareness and affective education. Through awareness-raising activities, educational paths and initiatives aimed in particular at young generations, the Foundation contributes to spreading a culture capable of challenging stereotypes, prejudices and discriminatory behaviour.

ON 14 MAY 2026, GINO CECCHETTIN, CHAIRPERSON OF THE FOUNDATION, WAS HOST AND SPEAKER OF A MEETING ADDRESSED TO COACHES AND TECHNICAL STAFF MEMBERS OF THE GIRLS' AND BOYS' YOUTH ACADEMY OF THE CLUB.

The activity, carried out in collaboration with Fondazione Libellula, has analysed themes such as the iceberg of violence, verbal microaggressions and unconscious prejudices, with the aim of increasing awareness on behaviour that can fuel discrimination and inequalities, even in sports contexts, from locker rooms to playing fields.

«"IT STRUCK ME VERY HARD WHEN GINO CECCHETTIN PUT HIS EMPHASIS ON EMOTIONAL CONTROL. HOW IMPORTANT IT IS TO REALLY KNOW THE PEOPLE AND YOUNG PLAYERS WITH WHOM WE WORK: EACH HAS A UNIQUE HISTORY AND FAMILY CONTEXT" JUVENTUS YOUTH ACADEMY COACH.»

Youth Academy Coach at Juventus





KPI Communication & Campaigns - November 25 - I Believe You	• Video on IG, X, FB, TikTok. • Total reach: 785,208 • Linkedin 19,769 views, 305 engagements
Communication & Campaigns KPIs – March 8 Campaign	• Instagram, X and Facebook carousel: Total reach: 662,605 • News article: 560 views (ITA), 150 views (ENG) • LinkedIn: 12,790 impressions, 399 engagements



MENTAL HEALTH WITHOUT TABOOS: STORIES OF STRENGTH

In recent years, **Stories of Strength** has established itself as one of Juventus' main projects dedicated to mental health promotion, with the aim of breaking down the stigma related to emotional fragility and encouraging dialogue by sharing authentic stories.

Born in 2023 as a storytelling format with the involvement of athletes, staff and influential voices globally, it has gradually evolved to put the voices of the Juventus community at the centre, transforming personal experiences of difficulties, resilience and growth into tools of awareness and connection.

Launched on 2 November 2023, the **first season of the "Stories of Strength" podcast** brought together several figures within Juventus to share their stories and mental health paths never told before. Last season, on the occasion **of World Mental Health Day**, on 10 October 2024, Juventus launched the **second season**: a journey through the mental health of resilient individuals, highlighting their personal battles and triumphs, with voices from the worlds of sport, music, gaming and social motivation.

During the 2025/26 season, the format's evolution was expressed in the collaboration with the **Happiness Project**, with the production of the **documentary** Stories of Strength, a 25-minute story dedicated to the role that football can play in people's lives and its impact on mental well-being.

First, on 10 October 2025, **International Mental Health Day**, Juventus collected the personal and vulnerable stories of its community of fans, turning them into a powerful request for connection. Then, thanks to the collaboration with Giuseppe Bertuccio D'Angelo, founder of the Happiness Project, the documentary was born. Through the testimony of three fans from different parts of the world, this reportage explores how the sense of belonging to the Juventus community can be a source of support, identity and strength in times of fragility and a key value to overcome any stigma. "Hani lives in Toronto. John in Bogotá. Pietro in Italy. They didn't know each other. Just a jersey and something they'd never said out loud united them. I went to see them one by one. They opened the doors of their homes to me. They told me things they had never told anyone. Their stories became a reportage that speaks exactly of this: taking risks is not a weakness" Giuseppe Bertuccio D'Angelo

With its preview shown at the Allianz Stadium in the presence of the captains of the men's and women's First Teams and 160 guests, the documentary represented an important step forward in the Club's journey on the topic of mental health, particularly men's mental health, which is still permeated with taboos and reticence, consolidating the use of storytelling as a lever to generate awareness, foster dialogue and strengthen the sense of community inside and outside the Juventus world.

Communication & Campaigns KPIs – Stories of Strength	334M potential reach, 65M total impressions, 688K engagements *(+50% compared to previous SoS seasons), 11M YouTube views, 13K YouTube likes, 660 YouTube comments, 95% positive sentiment in YouTube comments).*



COMMITMENT AGAINST RACISM

On 21 March 2026, at **International Day for the Elimination of Racial Discrimination**, the Club promoted the **"Never Again"** campaign, strongly stating that racism has no place in football. The Club sent a clear and direct message, reaffirming the need for a collective and constant commitment to counter all forms of discrimination, both on and off the field. In the Juventus–Sassuolo pre-match, the two teams symbolically joined the centre of the pitch to testify to a shared position against racism.

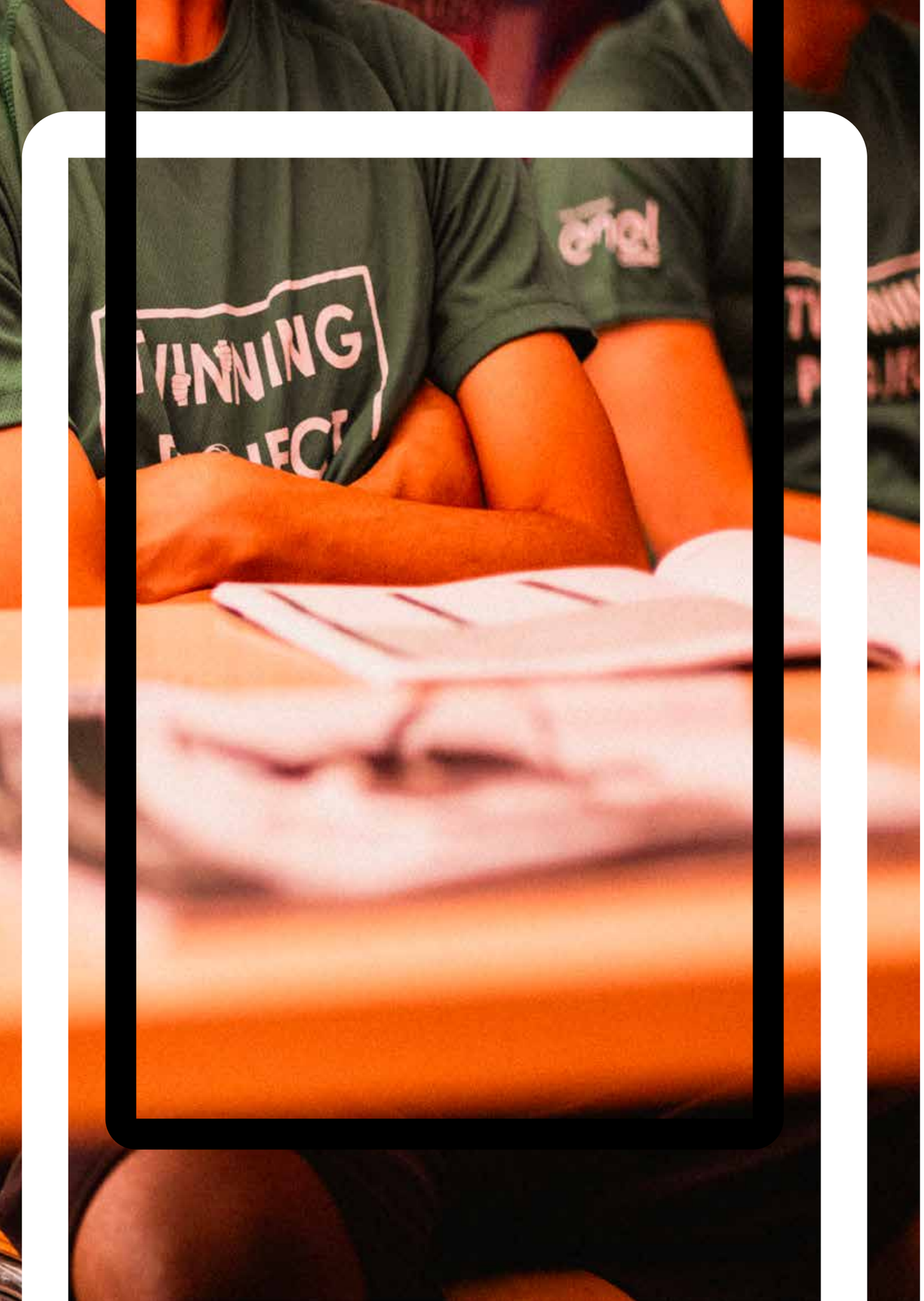
In addition, as every year, Juventus joined the **Philadelphia Junior Cup | Keep Racism Out**: a project for involvement, awareness and advocacy of Lega Serie A with educational initiatives for the youth academy and the involvement of the local football community and fans.

The Philadelphia Junior Cup is a 7-a-side national youth football tournament involving parish youth clubs from the cities of the Serie A teams. The players, all Under 14, also take the pitch in a parallel match in support of the "Keep Racism Out" campaign promoted by Lega Serie A and CSI. The programme includes meetings and educational activities, such as the one organised in Vinovo, to promote awareness and concrete tools to combat discrimination.

On 29 April 2026, the Philadelphia Junior Cup | Keep Racism Out returned to the Allianz Training Center in Vinovo. The protagonists of the day were Viola Calligaris and Pierre Kalulu, who met **30 youths between 12 and 14 years old** of the San Benedetto Parish together with three delegations of the Juventus youth academy: U13 Female, U13 Male and Juventus One & Youth. A moment of discussion on the values of sport, during which the two defenders explained their experience and placed the emphasis on the importance of collaboration and teamwork, in football and beyond. The initiative follows the experience had at the Allianz Stadium by **40 young people** from the parish youth clubs San Francesco of Venaria and Maria Ausiliatrice of Villastellone during the Juventus–Sassuolo match.

Communication & Campaigns KPIs – Never Again	Instagram, X and Facebook photos, and Facebook video: Total reach: 933,925.





FOOTBALL AS OPPORTUNITY WITH TWINNING PROJECT

As one of the novelties of the season, the Club officially started its collaboration with **Twinning Project**, an international initiative that proposes a collaboration between the Club and local prison institutions, to offer male and female prisoners educational and training programmes on the teaching of football and on the development of skills useful for social and labour reintegration.

From 17 April to 12 June 2026, **four coaches in the Juventus youth academy** accompanied 11 young people from the **Ferrante Aporti" Juvenile Detention Centre** in Turin, aged 18 to 21, in a nine-meeting course which integrated theoretical training and practical activities on the pitch. The programme provided basic training for the achievement of the skills needed to become football coaches, included in a broader framework for the development of transversal skills such as effective communication, teamwork, leadership, conflict management and reflection skills.

Born in the United Kingdom and active since 2018, Twinning Project has demonstrated a concrete and measurable impact, contributing to the improvement of participants' physical and mental well-being, the reduction of violent behaviour, the improvement of conduct within institutions and greater trust in future prospects.

After arriving in Italy in 2024, in 2026 Twinning launched its programme in 5 cities, with particular attention to prison institutions for minors, thanks to the support of **Enel Cuore**, the Enel Group Philanthropic Body, which has been working alongside third sector organisations to support people in a situation of fragility for more than 20 years.

> THROUGH THE TWINNING PROJECT, JUVENTUS CONFIRMS ITS COMMITMENT TO ENHANCING THE SOCIAL ROLE OF FOOTBALL AS A TOOL FOR COHESION, EDUCATION AND DEVELOPMENT OF PEOPLE. THE PROJECT WAS SET UP WITH THE AIM OF GENERATING CONCRETE OPPORTUNITIES FOR YOUNG PEOPLE IN CONTEXTS OF VULNERABILITY. A CONTRIBUTION MADE POSSIBLE ALSO THANKS TO THE WORK OF OUR COACHES, WHO SUPPORT YOUTHS WITH EXPERTISE AND A SENSE OF RESPONSIBILITY".
>
> Greta Bodino, Juventus Chief People, Culture & ESG Officer.



SOLIDARITY INITIATIVES

Alongside the social projects described in previous sections, Juventus promotes and supports a number of initiatives with third sector organisations, benefit and solidarity bodies.

Through donations, awareness campaigns and the provision of Club experiences and assets, Juventus contributes to strengthening its link with the territory and promoting the active participation of its people and stakeholders.

TERRITORIAL COLLABORATIONS AND ASSOCIATION NETWORKS

In the 2025/2026 season, Juventus renewed the donation of clothing kits to **Sermig**, **CasaOz** and the **Italian Red Cross**, organisations engaged in the Turin area in the fields of solidarity, inclusion and assistance to people in situations of fragility.

Juventus also welcomed at Allianz Stadium a delegation of AIB Special, team that welcomes boys and girls with various forms of disability, affiliated with the ASD Accademia Isola Bergamasca and supported by FC Internazionale Milano. On the occasion of the Juventus-Bologna match on 19 April 2026, forty athletes and companions participated in a visit of the Juventus Museum and attended the match together with a delegation of Juventus One, giving life to a moment of inclusion, socialisation and sharing through sport.

FIGHT AGAINST FOOD POVERTY

During the 2025/2026 season, the Club strengthened its collaboration with **Banco Alimentare Piemonte**, an organisation committed to the recovery and redistribution of food surpluses in favour of people and families in a situation of fragility, actively involving 15 players from the U20 team on two days of voluntary service. In April 2026, the young players participated in food selection, repackaging and distribution activities, coming in direct contact with a reality that in 2025 supported over 110,000 people through a network of 560 partner organisations active in the Piedmontese area.

The initiative was an important opportunity for civic growth for children, helping to raise awareness on issues of solidarity, social responsibility and support for the most vulnerable communities. The activity is part of a broader collaboration that includes the recovery and redistribution of food surpluses generated during the events organised at Allianz Stadium.

HEALTH, SCIENTIFIC RESEARCH AND SUPPORT FOR CARE PATHS

Health promotion, support for scientific research and proximity to people facing care paths are another area of commitment for Juventus, developed through collaborations with organisations and foundations active at national and local level.

During the season, the Club supported charitable initiatives, fundraising events and awareness-raising activities promoted by realities such as **AISM - Italian Multiple Sclerosis Association, AIL - Italian Association against Leukaemias, Lymphomas and Myelomas, Fondazione Telethon** and **Cometa**, providing experiences at the hospitality areas of Allianz Stadium, autographed jerseys and dedicated experiences to be given to solidarity auctions and charitable initiatives.

One of the collaborations activated is that with **Make-A-Wish Italia**, an organisation that realises the desires of children and young people suffering from serious illnesses. As part of this partnership, Juventus helped fulfil the desire of two children, welcoming them to the Juventus Training Center Continassa and offering them the opportunity to meet the players of the men's First Team.

Consolidated collaborations are confirmed with the **Italian Foundation for Cancer Research**, supported

through various initiatives during the season. Juventus participated in the XXVI edition of the Pro Am of Hope – The Green is Pink, contributing with a donation and taking part in the sports event organised at Royal Park I Roveri. The support continued with the Candiolo Cares programme, with the organisation of a Pilates lesson at the Juventus Headquarters dedicated to cancer patients, people cured of cancer and Club employees. The Club has also supported fundraising initiatives promoted by the Foundation, confirming its support for research and oncological care.

Historical collaborations also include the relationship with **UGI – Unione Genitori Italiani contro il tumore dei bambini ODV [Italian Union of Parents Against Children's Cancer]**, an association that offers hospitality and support to families of children and adolescents undergoing oncological care at the Regina Margherita Children's Hospital in Turin. During the season Juventus supported the rental of a flat at Casa UGI with a contribution of EUR 15,000, concretely contributing to allow families to stay next to their children during therapies.

JUVENTUS COMMUNITY ENGAGEMENT

The Club's social commitment also includes the direct involvement of its people and participation in initiatives that promote health, inclusion, solidarity and social cohesion.

In this context, Juventus took part in **Just The Woman I Am**, the traditional race-walk organised in Turin on the occasion of International Women's Day, aimed at supporting university research on health and cancer, promoting prevention and raising awareness on issues of inclusion and gender equality. Through the Juventus Team, the Club involved employees, collaborators, and members of the Business Club in a moment of collective participation and sharing of values related to well-being and health.

During the season, Juventus also supported the play **"My Name is Luca. Ballata per Vialli"**, promoted by the **Vialli and Mauro Foundation**, an organisation committed to supporting medical-scientific research and implementing solidarity initiatives in favour of people and families facing disease paths. With the purchase of 80 tickets for their people, the Club contributed to the collection of funds of the initiative and, at the same time, paid tribute to the figure of Gianluca Vialli and to the values of courage, care and attention to the community that characterised his human and sports journey.

[26] Average of the 2023/2024 and 2024/2025 sports seasons.

S3-5 – TARGETS RELATED TO MANAGING MATERIAL NEGATIVE IMPACTS, ADVANCING POSITIVE IMPACTS, AND MANAGING MATERIAL RISKS AND OPPORTUNITIES

As part of its **ESG strategy Black, White & More**, Juventus has set specific objectives to strengthen the Club's positive social impact on local and global communities, while reducing the risks associated with exclusion and inequality. Consistent with the **"ESG integrated"** approach, some of the social sphere-related targets for the 2026/2027 season have been entrusted to one or more Club Impact Teams.

OBJECTIVE 1 | JUVENTUS ONE

For the 2025/2026 season the Club's objective is to consolidate the figures achieved, with a increase of 10% compared to the average of the last two seasons, at the same time strengthening the quality and continuity of the project.

2025/2026 result: objective achieved.

- **Baseline**: 117 players[26]
- **2025/2026 season objective**: +10% players
- **2025/2026 season players**: 131 (+12%)

2026/2027 season update. Consistent with the **"ESG integrated"** approach, for the 2026/2027 season Juventus has evolved the objective associated with Juventus One, entrusting its oversight to the **"Brand & Digital" Impact Team**. The objective no longer concerns the direct expansion of the number of athletes involved, but the dissemination and enhancement of the values of inclusion and accessibility promoted by Juventus One through the communication activities of the Club.



Scope	Expected content
Description of the target	Structural integration of Juventus One into Brand & Digital activities
Sphere / perimeter	Communication activities, Brand campaigns, digital channels and editorial content of the Club
Baseline	Support in the promotion of the exhibition dedicated to Juventus One of the 2025/2026 season.
Quantitative/qualitative target	Integrate Juventus One into at least one brand campaign during the 2026/2027 season and publish at least three dedicated contents within the ordinary flow of Brand & Digital activities, strengthening the continuity of storytelling on issues of inclusion and accessibility
Target year/time horizon	Annual target relating to the 2026/2027 season (closed as at 30 June 2027)
Internal manager	Impact Team: Brand & Digital
Budget	Activities carried out within the ordinary budgets of the Brand & Digital functions
Partner Company	ASD Nessuno Escluso
Strategic link	"Sustainable Glocal Club" pillar and "Fan Centrality" pillar

OBJECTIVE 2 | JUVENTUS ONE @ SCHOOL

For the 2025/2026 season, the Club's objective was to increase the number of students involved compared to the results achieved in the 2024/2025 season.

2025/2026 result: objective achieved.

- **Baseline 2024/2025**: 520
- **2025/2026 season objective**: 1,040 students achieved
- **Students achieved in 2025/2026 season**: 2,675 (+414%)

2026/2027 season update. In light of the excellent results achieved in the 2025/2026 season, the objective is also confirmed for the 2026/2027 season. In particular, the Club aims to consolidate the dissemination of Juventus One @ School, maintaining the high number of students involved and further strengthening the presence of the initiative within the school system. For the 2026/2027 season, the target is set at a minimum of 2,000 students achieved. For budget indications, please refer to the dedicated table in S3-4.

OBJECTIVE 3 | GIOCA CON ME

For the 2025/2026 season, the objective of the Club was to expand the scope of Gioca con Me by increasing the number of children involved, while guaranteeing the quality of the activities and the continuity of the programme.

2025/2026 result: objective achieved.

- **Baseline 2024/2025**: 12
- **2025/2026 season objective**: +20% compared to the baseline
- **Children reached in 2025/2026 season**: 15 (+25%)

2026/2027 update. This objective was achieved in the 2025/2026 season and will not be repeated in the 2026/2027 season. The Club will continue the activities developed within the initiative through the ordinary management of the activities.

OBJECTIVE 4 | INTERNATIONAL PROJECT

For the 2025/2026 season, the Club's objective will be to develop and/or support a new project in a strategic international context, in line with the principles of the **"Sustainable Glocal Club"** pillar.

2025/2026 result: not reached. During the 2025/2026 season, no new international projects were activated.

2026/2027 season update. In line with the approach already adopted in the 2025/2026 Season and in the previous one, the Club will consider directing its international commitment to supporting the emergency activities promoted by Save the Children, enhancing its role of raising awareness and engaging the Juventus community. For example, on the occasion of the earthquake that struck Venezuela on 24 June 2026, the Club promoted the Save the Children Emergency Fund fundraising campaign, helping to spread the initiative to its community and raising awareness among fans and stakeholders about the importance of humanitarian interventions in crisis situations. Juventus will also consider more ongoing support arrangements for the organisation's Emergency Fund, in order to contribute to humanitarian interventions in the event of international crises and natural disasters.

OBJECTIVE 5 | ESG MODULE FOR JUVENTUS ACADEMIES

During the 2025/2026 season, collaboration between the ESG Team and the Academy Team continued with the aim of educational content into the **Juventus Academy** programmes. Following the design activities and discussions developed during the year, the Club has completed the definition of a first module dedicated to sustainability issues, initially designed to be introduced within the Summer Camps.

During the season, however, the deliberations carried out jointly by the functions involved highlighted the advisability to adopt a broader approach, able to better exploit the educational potential of the Academy network. For this reason, it was decided not to proceed with a limited launch at Summer Camps and to expand the project both in terms of recipients and content, progressively extending it to national and international Academies and integrating, alongside sustainability issues, further topics related to well-being and healthy lifestyles, with particular attention to nutrition.

At the end of the 2025/2026 season, the objective was therefore completed at its design and strategic redefinition stage and was consequently extended to the 2026/2027 season to allow it to be implemented within a broader perimeter and greater consistency with the educational mission of Juventus Academy.

OBJECTIVE 6 | INCLUSION THROUGH EVENTS

Consistent with the **"ESG integrated"** approach, starting from the 2026/2027 season Juventus has entrusted the **Events & Operations Impact Team** with an objective aimed at gradually integrating social inclusion criteria in the planning and management of operational activities related to the Club's events. The initiative stems from the awareness that sporting and institutional events represent an important opportunity to generate positive impacts on the affected communities and foster participation and inclusion paths for people in situations of social vulnerability.

The objective envisages a gradual process that combines analysis, supplier involvement and pilot project experimentation, with the aim of integrating social inclusion criteria in ordinary event management processes over time.



Scope	Expected content
Description of the target	Integrate social inclusion criteria into the operational management of Club events (match days and non-match days), promoting the involvement of people from categories at risk of social exclusion.
Sphere / perimeter	Events organised by the Club and related strategic suppliers (e.g. catering, reception, entertainment, logistics and operational services).
Baseline	In the 2025/2026 season, Team Operations initiated a first social inclusion trial through the creation of a dedicated channel of access to selections for stewarding activities at Allianz Stadium, aimed at young people involved in the educational courses of the Turin Punto Luce and Save the Children partner organisations. This experience is the starting point for the development of a more structured approach aimed at integrating social inclusion criteria in the management of operations related to Club events.
Quantitative/qualitative target	**Phase 1:** mapping 100% of strategic event suppliers with respect to social inclusion issues and preparation of a maturity level assessment. **Phase 2**: definition of guidelines for the progressive integration of social inclusion criteria into event management and relations with suppliers. **Phase 3**: launch of at least one pilot social inclusion project during the 2026/2027 season.
Target year/time horizon	Annual target relating to the 2026/2027 season (closed as at 30 June 2027).
Internal manager	Impact Team: Events & Operations
Budget	Activities carried out within the ordinary budgets of the Events and Operations functions.
Strategic link	"**Sustainable Glocal Club**" pillar





FAN

SOCIAL INFORMATION (S4)

S4 CONSUMERS AND END-USERS[27]

Juventus, strengthened by its historic identity and deep ties to the Turin area, has also established itself over the years as a global brand capable of speaking to millions of people around the world. In line with the values and IROs, Juventus seeks to play a key role in supporting the community in which it operates, with the aim of shared growth. For this reason, one of the six cornerstones of the **Black, White & More Strategy** is **"Fan Centrality"**. This cornerstone underlines the importance of fans for Juventus.

THE CLUB IS COMMITTED TO CREATING A COHESIVE AND INCLUSIVE NETWORK THAT UNITES FANS, ATHLETES AND PARTNERS, PROMOTING DIVERSITY, EQUITY AND INCLUSION.



[27] It should be noted that the "S4 - Consumers and end-users" indicator was renamed "Relationship with the fans"

Football is indeed a powerful social amplifier, therefore Juventus – as a club of international importance – has an important responsibility in promoting positive messages. The development of a healthy community is therefore an essential goal. The Club undertakes to:

- boost fan involvement and more generally, of all its fan base;
- provide fans with full access to sporting facilities.

Additionally, Juventus is particularly attentive to disability issues 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.

The processes and methods for engaging fans are discussed in detail in section S4-2 – Processes for engaging with consumers and end-users about impacts.

SBM-2 – INTERESTS AND VIEWS OF STAKEHOLDERS

For information relating to this Standard and in order to obtain more details on how the stakeholder engagement activities were performed, please refer to ESRS 2 SBM-2.

SBM-3 – MATERIAL IMPACTS, RISKS AND OPPORTUNITIES AND THEIR INTERACTION WITH STRATEGY AND BUSINESS MODEL

For the information relating to this Standard and in order to obtain more details on how the analysis was performed and on the main results, please refer to ESRS 2 SBM-3.

S4-1 – POLICIES RELATED TO CONSUMERS AND END-USERS

Fans who use Juventus services at Allianz Stadium (and at: the Pozzo La Marmora Stadium in Biella for Juventus First Women's Team matches; the Moccagatta Stadium in Alessandria for Juventus Next Gen matches) are required to observe:

- **Regulations for using the facility**: these are the rules of conduct and responsibility for fans, with the aim of ensuring safety, legality and inclusion. They regulate the use of admission tickets, the occupation of assigned seats, security checks and access for fans with disabilities. They establish restrictions to protect safety (discrimination, violence, dangerous substances and materials) and envisage sanctions in the event of violations. The document is approved by the Police Headquarters and the Juventus Event Management Delegate ensures its compliance and application.
- **Code governing the transfer of admission tickets to football matches (Code of Conduct)**: the Code of Conduct regulates the transfer and use of tickets to football matches, ensuring that the stadium is a safe, welcoming place that respects the principles of legality, fairness and inclusion. Juventus rejects all forms of violence and discrimination, providing for injunctions against those who adopt conduct contrary to these values. The measures protect fans, society and institutions, ensuring transparency, responsibility and respect for the rights of all spectators. The Company has set up a Committee made up of the Support Liaison Officer ("SLO") and the Legal, Stadium & Consumer Business, Facilities Management and Communication Departments, which analyse behaviour and assess any sanctions.
- **Form for requesting the display of banners, flags, use of drums or megaphones at the Allianz Stadium**: this ensures transparency, safety and compliance with public safety and fire regulations. Fans must fill out an official form, attaching proof of identity and a graphic image of the banner, which is then evaluated by Juventus, in the person of the SLO and by the competent authorities for the issuance of authorisation; final approval is given by the Security Operations Group managed by the Police Headquarters. The authorisation ensures that the choreography complies with the rules of the Regulations for using the facility and does not contain discriminatory or dangerous content, thus protecting the safety, public order and rights of all spectators.
- **General conditions for subscription of season ticket and sale of a temporary parking space for individual matches within the Juventus parking areas**: these govern the purchase and use of parking spaces in the Juventus parking areas, as an accessory service to the stadium admission ticket. The rules guarantee contractual transparency, correct use of spaces and fan safety, defining purchasing procedures, access formalities, restrictions and user responsibilities. The regulations also establish clear limits (e.g., compliance with signage, prohibition of hazardous materials or improper use of spaces), sanctions for violations, and envisage the protection of personal data and the use of video surveillance in compliance with current legislation. The contact for this document is the Stadium & Consumer Business Department.
- **People First Policy**: the People First Policy, already described in the previous paragraphs, is referred to here as it also fully applies to fans, who are considered to all intents and purposes to be key stakeholders of the Club. In particular, this Policy – together with the previous ones – constitutes a tool for mitigating the risks indicated above (risk of violent or discriminatory behaviour by fans, with consequent reputational impacts and possible sanctions in accordance with sporting regulations; the risk to public order and security in relation to the methods of access and use of the Allianz Stadium during match days). Through the principles of inclusion, fairness and respect, as well as by means of effective prevention, awareness-raising and regulatory tools (which will be described below), the Policy helps to ensure a safe and welcoming sporting experience for all. The People First Policy is also inspired by best practices and the main applicable regulations, guidelines and national and international documents on human rights, 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.

Juventus has chosen to establish a direct and regulated relationship with its fan clubs through the recognition and management of Official Fan Clubs. Accordingly, the Club requires the signing of an **annual service framework agreement**, valid for each sporting season, which describes the services offered to all registered members and the general terms and conditions of membership.

The framework agreement is an essential tool for governance and transparency, since:

- it defines the legal and tax requirements that each fan club must have in order to be officially recognised;
- it includes the clauses and commitments that the fan club, through its Chairperson and Management Board, is required to comply with in terms of fairness, conduct and compliance with current regulations;
- it specifies the services and benefits that Juventus provides to the Official Fan Clubs, strengthening the direct link with its fans;
- it contains the privacy disclosure, to protect members' personal data.

To protect the rights of natural persons, Juventus has also implemented a Privacy Policy in line with Regulation (EU) 2016/679 (GDPR), which defines the methods and purposes of the processing of personal data. The Club ensures transparency, fairness and security in the processing of its stakeholders data, ensuring adequate information to data subjects and offering contact channels for exercising the rights envisaged by regulations.

S4-2 – PROCESSES FOR ENGAGING WITH CONSUMERS AND END-USERS ABOUT IMPACTS

During the 2025/2026 season, Juventus kept its commitment to promoting continuous dialogue with its fans, recognising them as key stakeholders in the Club's life. Discussion with the fan base takes place through permanent listening channels, dedicated initiatives and engagement activities on social, environmental and accessibility issues. For more information on fan involvement, please refer to: SBM-2 – INTERESTS AND VIEWS OF STAKEHOLDERS.

S4-3 – PROCESSES TO REMEDIATE NEGATIVE IMPACTS AND CHANNELS FOR CONSUMERS AND END-USERS TO RAISE CONCERNS

All feedback collected through the channels described above (including concerns, requests or grievances) is handled through a process that involves:

- receipt of the request;
- timely assessment of the feedback;
- involvement of the units concerned for feedback management (e.g. Stadium & Consumer Business, ESG units, Support Liaison Officer, Disability Access Officer, Legal unit);
- implementation of solutions and improvements.

Juventus has also established dedicated channels to allow consumers and end-users to report needs or concerns directly. To this end, Juventus provides its stakeholders with a reporting channel, which can be reached on-line at the public address: https://juventus.segnalazioni.net/ dedicated and secure, through which it is possible to report breaches of company laws, regulations, procedures and policies or to report, more generally, situations of potential risk.

This system protects the identity of whistleblowers and guarantees the confidentiality of reports, which are visible only to the Whistleblowing Committee, which handles them in accordance with the principles of impartiality and confidentiality. In addition, the Company has put in place strict measures to prevent any form of retaliation against those reporting through the channel. Juventus prohibits such acts, whether direct or indirect, against the whistleblower, and envisages disciplinary sanctions against anyone who violates this prohibition or the obligations to protect the confidentiality of the whistleblower's identity.



Juventus promotes the awareness and accessibility of its listening and reporting channels through various communication tools and fan-base engagement. In particular, the whistleblowing channel and the Contact Center are publicly accessible through the Club's website. In addition, Contact Center staff are able to direct fans to the whistleblowing channel if the requests or reports received are more consistent with the purposes and management methods provided for by this tool, thus contributing to promoting its awareness and utilisation.

Further opportunities for engagement and listening are provided by the Supporter Liaison Officer (SLO), who can be contacted directly by fans, and through the involvement of the Disability Access Officer (DAO) in initiatives and dialogue moments dedicated to the fan base and representative stakeholders. Such activities include, for example, **JOFC Day**, meetings with Official Fan Clubs and discussions with associations active on accessibility issues.

The effectiveness of these channels is assessed through the monitoring of the requests and feedback received, direct engagement with fans and representative stakeholders, and the Club's ability to translate the collected needs into concrete actions and improvements in the services offered. Participation in the dialogue opportunities organised by the Club, together with the continuity of interactions with the representatives of the fan base, are also elements through which Juventus assesses the ability of its listening mechanisms to maintain a relationship of trust with consumers and end-users.

For further details, please refer to section G1-1 – Corporate culture and business conduct policies (Whistleblowing Management).

S4-4 – TAKING ACTION ON MATERIAL IMPACTS ON CONSUMERS AND END-USERS, AND APPROACHES TO MANAGING MATERIAL RISKS AND PURSUING MATERIAL OPPORTUNITIES RELATED TO CONSUMERS AND END-USERS, AND EFFECTIVENESS OF THOSE ACTIONS

At the heart of Juventus' business lies the management and organisation of sporting events that bring together thousands of people simultaneously within the same facility.

With one of the largest fan bases in the world, Juventus is committed to ensuring the safety of its sports facilities, in particular the Stadium and the adjacent commercial structures. 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 over time.



THE ROLE OF THE SUPPORTER LIAISON OFFICER

In this context,

A KEY ROLE IS PLAYED BY THE SUPPORTER LIAISON OFFICER (SLO), WHO IS RESPONSIBLE FOR MAINTAINING APPROPRIATE RELATIONS WITH THE FANS.

The purpose of this role is to build, maintain, consolidate and develop the club's "unique bond" with its supporters. This role, covered at Juventus by a dedicated resource, was introduced by UEFA to encourage clubs to improve their relationship with their supporters and to better organise their participation in events and initiatives. The main objective is to provide supporters and fans with a direct, two-way channel of communication with the Club.

This is a professional role introduced by UEFA in 2010 and adopted by the FIGC in its organisational criteria for obtaining national licences as a requirement for football clubs to participate in professional leagues.

The SLO acts as a point of reference for the public on various fronts: providing general information, receiving requests from fan groups, proposing initiatives and, more generally, being available to encourage the positive participation of supporters in the Club's activities. It is important to emphasise, based also on the latest provisions of the FIGC (see official statement No. 326/A and the reference to Art. 12 of the code of sports justice – sub 9) , that the SLO is the only official within the Club entrusted with knowledge of the supporters and "two-way" communication with them.

The SLO defines the Club's relationships with the fans and/or supporter groups; these relationships can become part of the Club's "life" thanks to the commitment of the SLO, who in turn liaises internally with all areas of activity. The definition of the SLO's role is the responsibility of each club's management, based on the specific characteristics of its organisation.

Thanks to the SLO, the Club also maintains an ongoing dialogue with its fans. The SLO participates in the approval process for the establishment and renewal of Official Fan Clubs and is involved in the events periodically organised by the Club with its Fan Clubs, which represent important opportunities for listening, engagement and dialogue. On the occasion of the matches, both home and away, the SLO is also a reference point for fans, through opportunities for dialogue with the territorial representatives of the Fan Clubs and activities carried out pitch side, thereby facilitating the gathering of needs, observations and suggestions from the fan base.

You can contact the SLO via the following e-mail address: slo@juventus.com

THE ROLE OF THE DISABILITY ACCESS OFFICER AND ACCESSIBILITY SERVICES

Juventus has also continued with its commitment to social inclusion and accessibility, contributing significantly to creating an increasingly open, welcoming and accessible sporting environment for persons with disabilities.

A fundamental step in this direction has been the appointment of the **Disability Access Officer (DAO)**, a figure introduced in line with UEFA requirements.

THE DAO IS RESPONSIBLE FOR COORDINATING AND PROMOTING ALL ACCESSIBILITY-RELATED INITIATIVES, HELPING TO INTEGRATE THE NEEDS OF FANS WITH DISABILITIES INTO THE CLUB'S POLICIES AND STRATEGIES.



This role not only facilitates access and improves the experience of persons with disabilities within the Club's facilities and during sporting events, but is also part of a broader commitment to ensuring equal opportunities for participation and entertainment, strengthening the relationship with the fan base both physically and digitally.

Again with this in mind, Juventus has drawn up the **"Terms and Conditions of the Accreditation Service for Fans with Disabilities"**, developed jointly by the Stadium & Consumer Business, People, Culture & ESG Departments and the DAO. This service provides **free access** to the men's First Team home matches for fans with a disability and, where applicable, their carers. The online procedure on the dedicated portal guarantees transparency and security through non-transferable, name-registered accreditations, with clear rules for application and access, as well as controls aimed at preventing abuse and ensuring the fair use of resources. In particular, Allianz Stadium has: 280 seats dedicated to persons with disabilities, allocated free of charge – by means of the procedure indicated above – to wheelchair users (regardless of the degree of disability) and fans with 100% disability who are able to walk, with the possibility of requesting free accreditation for a carer (to this end, the Club has reserved an equivalent number of seats). Accreditation is made on a first come, first served basis, given the limited availability.

To ensure safety and comfort, the **sections dedicated to persons with disabilities** with specific needs were designed (Tribuna Nord and Tribuna Sud) to meet the needs of wheelchair users and people with reduced mobility. A **dedicated stewarding service** is also in place in the same sectors.

In addition to single match accreditations, it is also possible to purchase a **discounted season ticket** in the dedicated sectors, with prices announced each year as part of the Season Ticket Campaign.

During the 2025/2026 season, Juventus planned for dedicated services for fans with disabilities, also through discussions with specific communities, including the **Ente Nazionale per la protezione e l'assistenza dei Sordi ETS APS ("ENS")** [National Agency for the Protection and Assistance of the Deaf].



SINCE AUGUST 2024, AN INNOVATIVE ITALIAN SIGN LANGUAGE (”LIS”) TRANSLATION SERVICE IS ACTIVE FOR THE BENEFIT OF DEAF OR HEARING-IMPAIRED FANS.

The service covers the men’s First Team pre-match press conferences (Serie A, UEFA Champions League, FIFA Club World Cup), as well as the national anthems and service messages broadcast at the Allianz Stadium during matches.

FOR VISUALLY IMPAIRED SUPPORTERS, JUVENTUS ALSO GUARANTEES AN AUDIO DESCRIPTION SERVICE FOR MATCHES DURING ALL HOME MATCHES PLAYED BY THE MEN’S FIRST TEAM.

This service is provided by a dedicated commentator positioned in the press box, who offers a detailed and accessible commentary of the sporting event. During the 2025/2026 season, **3 stations were also set up for fans with visual disabilities who need the support of a guide dog**.

THE JUVENTUS MUSEUM HAS BEEN DESIGNED TO BE FREE OF ARCHITECTURAL AND SENSORY BARRIERS

and offers tours dedicated to deaf, visually impaired or blind visitors. The experience is truly inclusive and immersive thanks **to graphic and Braille panels, tactile supports, audio guides with descriptions and content in Italian Sign Language (LIS) that can be activated via embossed QR codes**. In conclusion, during **open training sessions**, Juventus reserves free places for fans with disabilities who have expressed a desire to participate, further strengthening its commitment to promoting the full participation of all fans in the sporting and social life of the Club.

By means of these measures, Juventus reaffirms its belief that inclusion does not mean creating separate spaces, but rather building a shared environment where everyone can feel like an integral part of the Juventus family. A commitment summarised by the message: “Juventus is ONE”.



INSTRUMENTS FOR IDENTIFYING DISCRIMINATORY BEHAVIOUR

On a parallel, in order to address the impact of “maintaining excellent standards for identifying discriminatory incidents within the stadium and social media”,

AN INNOVATIVE SOFTWARE SYSTEM HAS BEEN IMPLEMENTED WITHIN THE STADIUM THAT ALLOWS FOR THE ACCURATE AND TIMELY IDENTIFICATION OF INDIVIDUALS RESPONSIBLE FOR DISCRIMINATORY BEHAVIOUR, ENABLING THE CLUB TO INTERVENE EFFECTIVELY.

Furthermore, Juventus has equipped itself with an automatic social media content monitoring tool that can detect and report comments containing hate speech, thereby helping to maintain a safe and respectful digital environment.

In section S4-5 – Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities the topic will be further explored, with a description of the specific measures and of the programme targets on the topic.

COMMUNICATION CAMPAIGNS

In conclusion, the Club continues to encourage active and constant dialogue with its supporters, including through dedicated campaigns and engagement tools, with the aim of strengthening the sense of community and informed participation among fans. For more information please refer to section S3-4 – Taking action on material impacts on affected communities, and approaches to managing material risks and pursuing material opportunities related to affected communities, and effectiveness of those actions.

The action plan for the coming seasons should not be seen as a new set of activities, but rather as an improvement and refinement of existing measures, with the aim of gradually strengthening their effectiveness and alignment with international standards on human rights, safety and inclusion.

S4-5 – TARGETS RELATED TO MANAGING MATERIAL NEGATIVE IMPACTS, ADVANCING POSITIVE IMPACTS, AND MANAGING MATERIAL RISKS AND OPPORTUNITIES

Juventus is against all forms of social and territorial discrimination, racism, xenophobia and violence, as stated in its Code of Ethics. Aware of its role as Football Company, this is why it confirms its commitment to the topic through solid actions.

The Club is constantly committed to ensuring its fans enjoy an inclusive, accessible and discrimination-free football experience, in line with the principles set out in the **“People First” Policy** and with the strategic cornerstone **“Fan Centrality”**. With this in mind, the Club has defined specific objectives and implemented tangible measures aimed at preventing negative impacts and reinforcing positive ones, contributing to the creation of a healthy and respectful environment both inside and outside the stadium.

The Club is committed to furthering an inclusive culture and environment, with the following objectives:

- ensuring a healthy environment that does not include any kind of expression of discrimination, including racial;
- guaranteeing equality and equity, valuing diversity;
- preventing and condemning harassment, gender-based violence and any other condition of discrimination, whether for issues of ethnicity, religion, personal belief, disability, age or sexual orientation.

Within the **People First Policy**, the **"Zero Tolerance for Discrimination"** approach is made explicit, finding effective implementation through specific measures:

- Zero Tolerance for Discrimination
- Counter all forms of discrimination and racism, both on and off the pitch

Internal dimension (staff): Juventus does not tolerate any form of discrimination, exploitation, harassment, bullying, mobbing or isolation for personal or work-related reasons within its organisation. Such behaviour is punishable by disciplinary measures commensurate with the offence, with sanctions that may include termination of employment or collaboration. For more information, please refer to section S1-1 – Policies related to own workforce.

External dimension (fans | stadium): the Allianz Stadium has been equipped with a system of 86 Panomera multifocal video cameras that allow for the identification of individuals who engage in behaviour that is not in line with the Rules of use of the facility (and consequently with the Club's values), which may result in a ban from Club events.

External dimension (fans | digital community): the desire to act on several fronts also involves the digital community. The Juventus ecosystem is one of the most popular digital ecosystems, and the Club's aim is to build a healthy environment in which everyone can express themselves freely.

For this reason,

THE CLUB HAS A TOOL THAT AUTOMATICALLY MODERATES COMMENTS ON SOCIAL MEDIA POSTS CONTAINING HATE SPEECH, WHILE STILL PRESERVING FREEDOM OF SPEECH.

Consistent with the **People First policy** and the strategic **"Fan Centrality"** pillar, during the 2025/2026 season Juventus pursued two priority objectives aimed at combating hatred and discrimination within its digital community on the one hand, and at strengthening accessibility and inclusion for fans with disabilities on the other. With regard to safeguarding the digital community, the Club continued to monitor and moderate the content published on its social platforms through tools designed to identify and remove comments associated with hate speech, racism and discriminatory language.

Scope	Expected content
Description of the target	Monitoring the number of comments removed attributable to hate speech and racism[28]
Sphere / perimeter	Juventus' social platforms (Facebook, Instagram, X, YouTube)
Baseline	2024/2025 season: 238,000 comments removed
Quantitative/qualitative target	Collection and publication of updated data on an annual basis
Unit of measurement	Number of comments removed
Target year/time horizon	2025/2026 season
Platform Budget	€ 30,000.00
Internal manager	Departments: People, Culture & ESG; Marketing
Strategic link	**"Fan Centrality"** pillar

During the 2025/2026 season, **402,036 comments** were removed, a higher number compared to the previous season and also influenced by the particular sports context of the year, characterised by the failure to qualify for the UEFA Champions League, which led to a general increase in negative interactions by users.

On the accessibility front, Juventus has further expanded the services dedicated to fans with disabilities by introducing specific measures to support blind and visually impaired people accompanied by guide dogs.



[28] The figure relating to negative online comments must be interpreted as indicative. Monitoring may be affected both by the criteria and thresholds adopted by the Club for the analysis and by external factors such as the team's performance or the sporting and social context. In this context, the indicator is a useful tool for guiding improvement action, even though it cannot guarantee exhaustive and perfect detection.

Scope	Expected content
Description of the target	Strengthen Juventus' commitment to accessibility by introducing further improvements dedicated to fans with disabilities, supporting or enhancing the existing service.
Sphere / perimeter	Secure and accessible football for fans with disabilities. Alignment with existing services at Allianz Stadium.
Baseline	• Accessibility services already tested for fans with disabilities in match day activities at the Allianz Stadium: • free agreement • special-rate season tickets • dedicated equipment • dedicated parking • LIS translation • descriptive audio commentary for blind fans
Quantitative/qualitative target	Identify and implement at least one new priority intervention (new service or infrastructure/organisational improvement) within the defined time horizon.
Unit of measurement	Number of new measures/improvements implemented
Target year/time horizon	Annual target relating to the 2025/26 season (until 30 June 2026).
Budget	€ 30,000.00
Internal manager	Department: People, Culture & ESG
Strategic link	**"Fan Centrality"** pillar

In particular, the Club has set up three dedicated locations within the area reserved for persons with disabilities in the Tribuna Nord of Allianz Stadium, providing specific procedures and services to ensure a safe, accessible and comfortable experience for both fans and their guide dogs. The possibility of requesting free accreditation for a legal adult companion was also confirmed in cases where continuous assistance is necessary.

The results obtained confirm the Club's desire to intervene on both potential negative impacts related to discrimination and hate speech and on positive impacts associated with the accessibility and inclusion of its fans.

2026/2027 SEASON UPDATE

Consistent with the **"ESG Integrated"** approach adopted by the Club, during the 2026/2027 season Juventus evolved its approach to managing social impacts linked to fans and the reference communities by assigning the monitoring of specific ESG targets to the club's **Impact Teams**.

This model aims to structurally integrate sustainability into the processes and activities of the various Club functions, overcoming a centralised management logic and favouring the direct empowerment of the areas involved.

In particular, with reference to the issues of accessibility, inclusion and fan involvement, specific targets associated with the **External Relations & Protocol and Stadium B2C Products & Memberships** Impact Teams were defined, with the aim of further strengthening the Club's contribution to the strategic **"Fan Centrality"** pillar.

Objective 1 – Strengthening of the accessibility and inclusion criteria in hospitality activities and institutional events of the Club

Following the progress made in recent years on the theme of accessibility, the Club intends to further evolve its approach by promoting a more active participation of persons with disabilities in hospitality activities and in the Juventus institutional events.

The objective, entrusted to the **External Relations & Protocol Impact Team**, provides not only for the direct involvement of representatives of the community of persons with disabilities in the experiences organised by the Club, but also for the systematic collection of feedback and suggestions useful to improve services, procedures and reception standards over time, consolidating accessibility as an integral element of the design of the experiences.

Scope	Expected content
Description of the target	Strengthening the criteria for accessibility and inclusion in the hospitality activities and institutional events of the Club through the direct involvement of the community of persons with disabilities.
Sphere / perimeter	Guests with disabilities involved in hospitality activities, skyboxes and institutional events of the Club.
Baseline	New target
Quantitative/qualitative target	Involvement of representatives of the community of persons with disabilities in hospitality activities and implementation of structured listening moments aimed at continuous improvement of services and experiences offered by the Club.
Unit of measurement	Number of guests involved; amount of feedback collected; number of structured listening moments achieved.
Target year/time horizon	Annual target relating to the 2026/2027 season (closed as at 30 June 2027).
Budget	Activities managed as part of the ordinary activities of the department.
Internal manager	External Relations & Protocol Impact Team
Strategic link	**"Fan Centrality"** pillar

Objective 2 - Activation of a structured format for dialogue and listening to fans on sustainability issues

The objective, entrusted to the **Stadium B2C Products & Memberships Impact Team**, involves the experimentation of structured discussion moments with fans and members on topics related to the stadium experience, the services offered and the 's ESG initiatives, transforming the feedback collected into a concrete tool for improvement and innovation.

Scope	Expected content
Description of the target	Activate a structured format of dialogue and listening to fans on sustainability issues and the experience offered by the Club.
Sphere / perimeter	Fans, members and Juventus community.
Baseline	New target
Quantitative/qualitative target	Creation of at least a structured moment of dialogue and listening to fans and members aimed at collecting feedback on the topics of sustainability and fan experience.
Unit of measurement	Number of meetings held; number of participants involved; amount of feedback collected and systematised.
Target year/time horizon	Annual target relating to the 2026/2027 season (closed as at 30 June 2027).
Budget	Activities managed as part of the ordinary activities of the department.
Internal manager	Stadium B2C Products & Memberships Impact Team.
Strategic link	**"Fan Centrality"** pillar

Objective 3 – Involvement of Fan Clubs in social impact initiatives

The objective, entrusted to the **Stadium B2C Products & Memberships Impact Team**, aims to promote greater integration between initiatives of the Fan Clubs and the Club's ESG strategy, through the evolution of the social responsibility award presented on the occasion of JOFC Day. In particular, more explicit and shared ESG criteria will be introduced, with the aim of making the initiatives carried out by the Fan Clubs more comparable and measurable, orienting them towards topics consistent with the strategic pillars of Juventus and contributing to generating a broader and more coordinated positive social impact.

Scope	**Expected content**
Description of the target	Strengthening the involvement of Fan Clubs in the Club's social responsibility initiatives, aligning them more closely with the pillars of **Juventus' ESG strategy**.
Sphere / perimeter	Official Juventus Fan Clubs (JOFC).
Baseline	New target.
Quantitative/qualitative target	Evolution and formalisation of the social responsibility award through the introduction of explicit and shared ESG criteria for the evaluation of Fan Club initiatives.
Unit of measurement	Number of applications received; number of member Fan Clubs; number of initiatives consistent with the ESG pillars of the Club.
Target year/time horizon	Annual target relating to the 2026/2027 season (closed as at 30 June 2027).
Budget	Activities managed as part of the ordinary activities of the department.
Internal manager	Stadium B2C Products & Memberships Impact Team.
Strategic link	**"Sustainable Glocal Club"** and **"Fan Centrality"** pillars.

In general, with regard to fan involvement in monitoring objectives and gathering feedback, the Club adopts an approach that can vary depending on individual initiatives and related projects.

For example, **Juventus' Head of ESG and DAO participates annually in JOFC Day**, during which they present the Club's main initiatives and sustainability goals, directly gathering comments, suggestions and proposals from fans during the event.

Also in the area of accessibility, the feedback collected from the fan base can contribute to the development of new projects or the improvement of existing services. This is the case, for example, of the installation of dedicated stations for guide dogs. Similarly, for services sign language interpretation of press conferences or audio description of matches, the indications gathered from fans represent an important element of improvement and feed into technical discussions with relevant associations such as ENS and UICI.

For objectives that pursue broader purposes of awareness and cultural change, such as those related to the monitoring and prevention of hate speech phenomena, engagement with the fan base also takes place through dedicated campaigns and opportunities for sharing the results. In this context, the data and insights relating to the phenomenon are shared with supporters on specific occasions, such as the International Day for the Elimination of Racial Discrimination, fostering dialogue and active participation by the community on the issues addressed.





GOVERNANCE INFORMATION

In compliance with the provisions of the ESRSs concerning Business Conduct (ESRS G1), this section illustrates the Club's core values, as well as the Codes and policies that guide the conduct and principles to be followed in the management of the Company's activities.

For an in-depth and detailed analysis of the Corporate Governance system of Juventus, please refer to section GOV-1 –The role of the administrative, management and supervisory bodies in the chapter ESRS 2.

G1 GOVERNANCE

IRO-1 – DESCRIPTION OF THE PROCESSES TO IDENTIFY AND ASSESS MATERIAL IMPACTS, RISKS AND OPPORTUNITIES

For the information relating to this Standard and in order to obtain more details on how the analysis was performed and on the main results, please refer to ESRS 2 SBM-3.

G1-1 – CORPORATE CULTURE AND BUSINESS CONDUCT POLICIES

Juventus' corporate governance is geared towards **protecting and maximising the Club's long-term value in pursuit of sustainable success**, through the optimal management of resources in relation to strategic objectives, effective risk control, the highest level of transparency towards its community and the integrity of decision-making processes, in the interests of all stakeholders. Juventus acts with **integrity, transparency, compliance with standards and zero tolerance towards any form of corruption** to ensure the most correct management of the business and to establish relationships of trust and collaboration with all its stakeholders.

Juventus' model for responsible business conduct, inspired by national and international best practices, is based on internal codes of conduct and a system of clear rules, periodically updated, which guide consistent and conscious behaviour, including the Code of Ethics, the 231 Model, the Prevention Model, the Safeguarding Policy and the Whistleblowing Management Procedure.

Also for the 2025/2026 season, Juventus reaffirms the centrality of Compliance as a key element of its organisational culture.

2025/2026 ETHICS, COMPLIANCE AND HEALTH & SAFETY TRAINING REPORT

COMPLIANCE AND H&S TRAINING HOURS	2025/2026 Season		
	Women	Men	Total
Executive managers	28	28	56
Middle managers	12	110	122
Office workers	33	128.5	161.5
Manual workers	24	152	176
Coaches	0	30	30
Professional players	13	15	28
Apprentices	0	8	8
Sporting Directors	1	26	27
Athletic trainers	0	2	2
TOTAL	**111**	**499.5**	**610.5**

For more details on the subject, please refer to indicator S1-13 – TRAINING AND SKILLS DEVELOPMENT METRICS.

Below are the Company's main policies on corporate culture management.

CODE OF ETHICS

The Code of Ethics represents the **guidelines for ensuring the effective prevention and identification of any infringements of the law**; it contains the general principles that cannot be departed from and is an integral part of the 231 Model and the Prevention Model, as well as a key element of the anti-corruption regulations. The latest update was approved by the Board of Directors on 20 October 2025 and the updated version is available on the Company's website www.juventus.com.

Juventus undertakes to **recognise and ensure compliance with the principles of conduct** to be applied in the management of the Company's activities and, in compliance with this, all corporate bodies and employees of the Company, as well as all those who work towards the achievement of the Company's objectives are required to comply with these principles, each within the scope of their own functions and responsibilities. The Juventus Code of Ethics is inspired by best practices and the main applicable regulations, guidelines and national and international documents on human rights, 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 Code clearly and transparently defines the principles and values inspiring the entire company organisation:

- Impartiality and inclusiveness.
- Integrity.
- Integrity in the event of potential conflicts of interest,
- Transparency and completeness of information.
- Sustainability and social impact.

The Code also provides guidelines on issues such as corporate communication and confidentiality of information, personal data protection, insider trading, collections and payments, protection of company assets, crime prevention and internal organisational models, conduct in the performance of sporting activities and the implementation of the penalty system.

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

ORGANISATION, MANAGEMENT AND CONTROL MODEL PURSUANT TO ITALIAN LEGISLATIVE DECREE 231/01

Following the entry into force of Italian Legislative Decree No. 231 of 8 June 2001, which introduced a system of administrative liability for companies into Italian law, **Juventus' governance system was enhanced with the implementation of the 231 Model** in accordance with the provisions of this legislation, which is updated on the basis of new regulations, such as the introduction or modification of predicate offences, or the operational and organisational needs of the Company. The last update of the Model currently in force was approved at the meeting of the Board of Directors on 29 September 2026.

As required by Italian Legislative Decree No. 231/2001, the role of the "**Supervisory Body**" ("SB") has been defined. This body is responsible for supervising and monitoring the functioning, effectiveness of and compliance with the 231 Model. This body is also the recipient of specific information flows, in accordance with the Model and the dedicated company procedure.

The 231 Model consists of a "General Section", individual "Special Sections" and some Annexes. In particular, the first part of the General Section opens with an overview of the relevant legislation and the related sanctions imposed on the Entity, followed by an introduction to the function of the Model and its operation within the Company. This is in addition to the SB functions, resource training activities and the dissemination of the model and the disciplinary system. The "Special Sections" of the 231 Model contain details on the categories of offences where potential risk-offence profiles applicable to Juventus have been identified, following the identification of "sensitive" processes and activities.

The adoption and implementation of this Model is communicated to all the resources present in the company and a copy is available on the company Intranet portal, as well as on the Institutional Website for the "General Section" only. In addition, **training activities are differentiated** in terms of content and method of disbursement, depending on the qualification of the recipients and the level of risk in the area in which they operate.

ORGANISATION, MANAGEMENT AND CONTROL MODEL PURSUANT TO ART. 7, PARAGRAPH 5 OF THE FIGC STATUTE

In addition to the policies described above, Juventus has implemented fundamental monitoring tools to identify, assess and address real or potential impacts related to its operations, integrating a culture of control and protection into its corporate and relational dynamics, including in the sporting arena, in order to effectively prevent and manage the risks associated with its activities and ensure conduct consistent with the Club's values.

In this regard, the **Prevention Model** is an integral part of Juventus' broader internal control and risk management system and, in particular, is coordinated with the 231 Model, following the guidelines of the Federation and the Lega Serie A Regulations. The adoption of the Prevention Model aims to **improve the internal control and risk management system with specific reference to the prevention of unlawful sporting behaviour or behaviour contrary to the ethical principles of loyalty, fairness and integrity, as well as contrary to inclusiveness and fairness**. The Prevention Model was adopted by the Juventus Board of Directors on 28 May 2020 and its updating is entrusted to the Guarantee Body. The last update of the Model currently in force was approved at the meeting of the Board of Directors on 25 June 2024, in acknowledgement, inter alia, of the regulatory changes, as well as for formal reference to the provisions of the FIGC Guidelines in the field of Safeguarding (C. U. 87/A FIGC of 31 August 2023).

SAFEGUARDING POLICY

To complement this system, Juventus has developed a **Safeguarding Policy**, including a related Code of Conduct, which broadens the scope of protection of fundamental human rights, evolving the previous Child

Safeguarding Framework, which focused on members, especially minors, into a mechanism extended to all of them more generally.

In line with Italian Legislative Decree No. 39/2021, CONI Resolution No. 255/2023 and the FIGC Guidelines of August 2023 (issued through CU 87/A of 31 August 2023), the Policy establishes the **duty to protect members, especially minors, from abuse, violence, discrimination or harmful behaviour**, imposing high standards of conduct not only in the professional sphere, but also in private life.

For this reason, Juventus has defined **specific prevention tools, listening and reporting mechanisms, compulsory training programs and a continuous monitoring system**, aimed at ensuring environments that are safe, inclusive and respectful of the dignity of each individual.

The main point of reference for the policy is the "Individual responsible for combating abuse, violence and discrimination", identified as the Chief People, Culture & ESG Officer of Juventus.

The Policy is aimed at anyone who comes into contact with Juventus members, especially if minors, more specifically:

- Company staff and other collaborators, including occasional ones;
- staff of the Juventus Academy located throughout Italy;
- Juventus partners staff, such as:
- Brand Development projects (e.g. Summer Camp, International Academies, Training Experience, World Cup, etc.), in various geographical areas in the world;
- Fan Entertainment projects (e.g. Bimbi in Campo, Junior Photographer, etc);
- ESG projects (e.g. Gioca con Me, Juventus One, etc.) with respect to which Juventus has a collaboration relationship with external organisation (e.g. associations, non-profit organisations, etc.).

WHISTLEBLOWING MANAGEMENT

Juventus aims to promote a culture of fairness and legality and in this connection, in line with the provisions of Italian Legislative Decree No. 24/2023, has established its **own whistleblowing channel and related Whistleblowing Management Procedure**. Whistleblowing regulations consist of a set of rules and procedures aimed at encouraging and protecting internal or external stakeholders who report illegal activities or irregularities of which they become aware, from retaliation and discrimination. The ultimate goal is to ensure that the Club receives an **accurate flow of information that alerts it to situations of risk and to guarantee the timely management of whistleblowing reports**, promoting an environment that helps to identify, prevent and combat the commission of offences and/or crimes, to protect the Company and its shareholders from economic damage, to safeguard their image and reputation, spreading a culture of ethics, legality and transparency within the Club, and strengthening the internal control and risk management system.

To this end, **Juventus provides its stakeholders with a reporting channel**, which can be reached on-line at the public address: https://juventus.segnalazioni.net/ dedicated and secure, through which it is possible to report breaches of company laws, regulations, procedures and policies or to report, more generally, situations of potential risk.

In particular, through the portal, it is possible to report:

- breaches of national and European Union regulations that damage the public interest or the integrity of the public administration or private entity;
- violations of the Code of Ethics;
- violations of the 231 Model;
- violations of the Prevention Model;
- violations of the Safeguarding Policy;
- serious and/or repeated violations of internal procedures and regulations of Juventus;
- violations of laws and regulations (sporting and non-sporting) applicable to the sector in question;



- violations of restrictive measures imposed by the European Union;
- administrative, accounting, civil or criminal offences that do not fall under the previous points.

Whistleblowing reports received via the platform are viewed by **managers for the related management** (independent external figures: chairperson of the SB of Juventus and external member of the Guarantee Body of Juventus), authorised to process personal data pursuant to current privacy regulations, which will carry out an initial outline assessment of the violation information, in terms of:

- relevance of the situation described in relation to this procedure;
- the presence of sufficient information to carry out subsequent investigation activities.

Once the admissibility has been determined, the Managers will carry out a **second preliminary assessment** aimed at understanding the nature of the report in order to identify whether it concerns individuals inside or outside the organisation and, consequently, to assess which of the individuals should be involved.

The management and verification of the validity of the circumstances described in the Report, as well as the decision to initiate any in-depth analysis or investigation activities, are entrusted to the Assessment Team made up of the Managers and any other associates involved in the management (e.g., Juventus employees, other external professionals) within the scope of their respective expertise, in order to ensure respect, impartiality, and consensus.

Once all investigation activities have been completed and the assessment is carried out, **corrective actions and/or any measures to be taken are defined**. Finally, the report is closed and the related response is provided to the whistleblower.

This system protects the identity of whistleblowers and guarantees the confidentiality of reports, which are visible only to the Whistleblowing Committee, which handles them in accordance with the principles of impartiality and confidentiality.

Reports may be submitted by all the Company's stakeholders, including customers, suppliers, business partners, lenders, consultants, former employees and fans. In addition, the Company has put in place strict measures to prevent any form of retaliation against those reporting through the channel. Juventus prohibits such acts, whether direct or indirect, against the whistleblower, and envisages disciplinary sanctions against anyone who violates this prohibition or the obligations to protect the confidentiality of the whistleblower's identity.

In the event that the Company finds cases of corruption, as also envisaged by the Whistleblowing Management Procedure, it must immediately inform the Control and Risk Committee, which in turn will inform the Board of Directors.

DATA PROTECTION

Juventus operates in full compliance with current legislation and the principles enshrined in the EU Regulation 2016/679 (GDPR), Italian Legislative Decree No. 196/2003, as subsequently amended and added to. (Privacy Code), the Measures issued by the Italian Data Protection Authority and the guidelines suggested by the European Data Protection Board (EDPB) in order to ensure the protection of personal data that is collected and processed daily.

The Club has adopted an Organisational **Data Protection** Model (hereinafter "Organisational Data Protection Model" or "ODPM") which defines the Privacy Organisational System and identifies key figures, specifying their roles and responsibilities. During the year, the Organisational Data Protection Model was updated in order to further **strengthen the privacy governance system**, clarify roles and responsibilities and support an increasingly effective application of the accountability principles provided for by the GDPR.

The organisational structure provides for different levels of supervision of the protection of personal data and includes the Data Controller, the Data Protection Supervisory Board with functions of strategic direction and supervision of the privacy system, the Data Protection Officer (DPO), the Privacy Officer, the Data Protection Team and the Data Managers, the latter responsible for the operational coordination and supervision of the processing activities in their respective organisational areas. This structure ensures a clear allocation of roles, responsibilities and information flows within the organisation.

Furthermore, in order to monitor and manage the protection of personal data on an ongoing basis, several procedures have been adopted such as, for example,

the Data Breach Management Procedure, the Privacy by Design By Default Procedure or the System Administrators Management Procedure. Furthermore, as required by Article 30 of the GDPR, a Register of Processing Activities (ROPA) for personal data has been drawn up.

All technical and organisational measures adopted are aimed at **ensuring the lawfulness, correctness, transparency, data minimisation, security and confidentiality of the information processed**.

In order to monitor the adoption of the obligations and the achievement of the objectives for the protection of personal data (i) an external Data Protection Officer has been appointed, who provides specialist advice and monitors compliance with the applicable legislation; (ii) a Data Protection Team (interdisciplinary) has been established with the task of supporting the corporate organisational structures on specific topics; (iii) Data Managers have been identified in the different corporate areas to ensure the operational monitoring of the processing; (iv) and a Data Protection Supervisory Board has been established as the body of strategic supervision of the Data Protection system.

The Club also promotes **information, awareness and training activities in the field of personal data protection**, differentiated according to the roles held and the activities carried out, also through courses dedicated to those involved in the privacy governance system, including Data Managers and System Administrators.

During the year, a data breach event relating to a sub-supplier and a grievance submitted to the Guarantor for the protection of personal data were managed. At the date of drafting of this document, both proceedings are still ongoing and no definitive measures have been taken by the competent authority.



Continuous monitoring and the adoption of appropriate technical and organisational measures demonstrate the Club's commitment to protecting the rights of data subjects and raising awareness of Data Protection issues.

G1-2 – MANAGEMENT OF RELATIONSHIPS WITH SUPPLIERS AND G1-6 – PAYMENT PRACTICES

Although suppliers of goods and services do not represent a distinctive element of sports business as in other sectors, they play a key role in the value chain of Juventus (see ESRS 2 SBM-1 - Strategy, business model and value chain).

Juventus works every day to ensure that synergy between the Club and its suppliers develops and grows optimally, leading to **genuine long-lasting relationships**. For this reason, it intends to work together with suppliers that share the **same values**, focused on the development of and compliance with sustainability practices, human rights and labour rights with a view to developing the overall well-being of society. In this regard, the tool used to verify supplier suitability is the Juventus Supplier Portal, updated and migrated onto a new platform from the 2025/26 season. 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;
- The Prevention Model;
- the Safeguarding Policy;
- 231 Model;
- the Sustainable event management policy;
- The Juventus Environment Policy;
- the Medical sector quality policy;
- the Health and safety policy;
- the General terms and conditions for the purchase and/or supply of goods and/or services;
- the Terms and conditions for registration, access and use of the Juventus procurement portal;

With reference to the protection of personal data, the privacy disclosure is generally made available to suppliers as part of the contractual documentation. In addition, if the supplier carries out activities or provides services that involve the processing of personal data on behalf of Juventus and therefore acts as Processor pursuant to Article 28 of Regulation (EU) 2016/679, the relationship is governed by a specific **Data Processing Agreement** (DPA). This document, generally annexed to the main contract and an integral part of it, defines the methods of processing personal data, the security measures adopted, the respective obligations of the parties and the responsibilities related to the protection of personal data, in compliance with the applicable legislation. In its supplier evaluation process, Juventus now also considers environmental, social and governance sustainability criteria, including: the adoption of specific policies or regulations, the certifications held, and the publication of a Consolidated Sustainability Statement. Such criteria are currently mapped out but do not have a priority impact.

In some cases, these criteria are more relevant, such as in the selection and confirmation of suppliers operating at the Club's various sites, where consideration is given to their ability to ensure correct waste management, including collection, sorting and disposal activities.

During the 2025/2026 season, the Juventus supplier base comprises **1,538 business partners**. The Club aims to maintain a balance between the use of local skills and access to international best practices. In fact, in its supply chain management approach, Juventus has always given value to the local product and, as proof of this commitment, **the figure for local suppliers is 78.48% of the total**.



The Company applies **uniform payment criteria and practices to its suppliers**, regardless of the type of goods or geographical area of reference. As a result, the payment terms generally applied by the Club are consistent across the different categories of suppliers and do not entail systematic distinctions based on their classification.

Summary of suppliers 2025/2026 season	#	%	Summary of suppliers 2024/2025 season	#	%
National	1,207	78.48%	National	1,196	81.03%
International	331	21.52%	International	280	18.97%
Total suppliers	**1,538**	**100%**	**Total suppliers**	**1,476**	**100%**
TURIN AND PROVINCE	382	24.84%	TURIN AND PROVINCE	402	27.24%

Any exceptions may be defined on a contractual basis in relation to the specificities of the business relationship or service provided, in compliance with the conditions agreed between the parties.

Juventus takes steps to pay all invoices past due and payable on a monthly basis, in line with contractual commitments undertaken. Payment terms vary according to agreements with individual suppliers, ranging on average between 0 and 60 days from the end of the month of the invoice date.

Please note that, with reference to football clubs, as is the practice in the sector, the regulation terms are greater than one year.

Any payment blocks may be activated in the following cases:

- non-presentation of mandatory tax documentation (e.g. DURC - single insurance contribution payment certificate);
- the presence of disputes open with the supplier.

It should be noted that, as of the date of preparation of this document, **there are no pending legal proceedings vis-à-vis the Company relating to late payments**.

Finally, for the purposes of the G1-6 "Payment practices" indicator, the following is disclosed:

- the average time the undertaking takes to pay an invoice from the date when the contractual or statutory term of payment starts to be calculated, in
- number of days; **19.7 days**;
- the percentage of payments aligned with the standard Juventus terms (between 0 and 60 days): **41.7%**.



The analysis concerned all transactions carried out by the Club except those relating to the J Hotel, as the material risk that emerged from the update of the materiality analysis conducted this year is not significantly related to this entity, acquired in May 2026.

Although Juventus has not adopted a formalised policy specifically dedicated to the prevention of late payments, it **recognises the importance of responsible management of relations with its suppliers and business partners** and promotes respect of the contractually agreed timescales.

The payment deadlines are monitored within the **ordinary administrative and financial processes of the Company**, with the aim of ensuring effective management of trade payables and taking prompt action in the presence of any critical issues or exceptional situations.

As part of its activities, the Club pays **special attention to the needs of smaller organisations and to those of the local area**, seeking, where possible and consistent with the Company's business processes and financial balances, solutions that promote the continuity and sustainability of business relationships.

G1-3 – PREVENTION AND DETECTION OF CORRUPTION AND BRIBERY

The zero tolerance principle adopted by the Club is applied within the Models and policies described above. **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 mainly through:

- careful risk analysis;
- the definition and implementation of policies and procedures;
- training and awareness for internal resources;
- structured internal control activities.

In particular, the Code of Ethics makes reference to the following regulations:

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, diversity and inclusion, respect for competition and the fight against corruption […]

Juventus condemns any behaviour that may be construed as an act of corruption also with regard to private individuals, with regard to whom reference should be made to Article 7.6 below. Any attempt at extortion, official misconduct or inducement to give undue benefits by a public official or a civil servant must be reported without delay […]

It is an infringement of Juventus' company policy to adopt conduct that is considered an offence of corruption also in foreign countries in which said conduct is not punished or otherwise prohibited.

The key principles described in the Code of Ethics, the 231 Model and the Prevention Model are subject to continuous training and awareness-raising activities. These contents are constantly analysed in-depth and developed thanks to the supervision of the SB and the Guarantee Body, which actively promote the knowledge and dissemination of the same throughout the organisation.

Juventus, in fact, provides **specific awareness-raising and training programmes** in this sphere, with particular attention focused on individuals operating in sensitive contexts. Members of the Board of Directors also receive in-depth information on the subject of corruption when drawing up policies and updating internal regulations.

Juventus guarantees all staff the **provision of training courses on compliance**, aimed at knowledge, among other things, of the 231 Model, including specific references to the crime of corruption, as well as to the internal policies and standards adopted by the Club. In particular, on their first day of employment, employees receive an induction plan, which includes, inter alia, a compliance training session. Furthermore, the Welcome e-mail contains a link to the Governance, Risk & Compliance section of the company intranet, where all current company policies, procedures and compliance models are available and accessible. The publication or updating of new company policies and procedures, as well as the compliance models 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.

G1-4 – CONFIRMED INCIDENTS OF CORRUPTION OR BRIBERY

In line with its commitment to integrity and transparency, Juventus publishes information on cases of bribery or corruption recorded during the reporting period.

No cases of corruption, dismissal or discipline of employees for reasons of corruption, termination or non-renewal of contracts signed with business partners, or legal cases in the public domain concerning corruption brought against the organisation or its employees were found during the 2025/2026 Season.

G1-5 – POLITICAL INFLUENCE AND LOBBYING ACTIVITIES

Juventus' institutional relations are maintained in accordance with the laws and regulations in force in the countries.

The Club maintains relations with institutions based on the criteria of maximum transparency and integrity, in accordance with the Code of Ethics and the guidelines for relations and compliance with the Public Administration Authorities.

Among the members of the corporate and supervisory bodies and among the Club's Key Management Personnel, in the last 24 months there were no individuals formally or informally involved in political activities, nor were there any documented lobbying activities in the strict sense. **The Club regularly participates in round tables, workshops, assemblies and meetings promoted by associations and institutions typical to the sector and industry in question**. In particular, the Club is constantly present at Lega Serie A general meetings and at the technical round tables of the Women's Football Division, including specific working groups on sustainability, as well as at working groups organised by the FIGC on specific issues. In parallel, the Club takes part in Lega Pro general meetings, in line with the participation of Juventus Next Gen in the Serie C championship, and in the work of the EFC.

It should be noted that, at the meeting of the Lega Calcio Serie A on 3 November 2025, Giorgio Chiellini, at the time *Director of Football Strategy* of the Club and at the date of this Report *Chief Club Affairs Officer*, was elected as federal board member and in this role will support Giuseppe Marotta and Stefano Campoccia, representing the Serie A in the FIGC board, and the chairperson of the Lega Calcio Serie A Ezio Simonelli. Giorgio Chiellini was also appointed a member of the UEFA Club Competition Committee.

With regard to ESG issues, at international level, the Club participated in the **UEFA Respect Forum held in Zurich** and in the **Partner Day organised by Adidas** and UEFA at their headquarters in Nyon, an event dedicated to discussions between international clubs and partners on issues of gender equality and sustainability in sport.

In addition, Francesco Gianello, Facilities Management Director at Juventus, currently holds the position of **Chairperson of the Advisory Committee of ESSMA**, an association that coordinates working groups dedicated to the management of sports infrastructures, also with a focus on sustainability. In this context, in June 2025 the Club took part as speaker in a workshop organised in Amsterdam, presenting best practices in the field of sustainable mobility. The Club was also the **first Italian football club to sign the United Nations Sport for Climate Action Framework**, actively promoting environmental sustainability in the sports sector and participating in initiatives and working groups aimed at reducing carbon emissions and adopting sustainable practices in competitions and business operations. With regard to advocacy on ESG issues, the Club believes that its actions take on the form of awareness campaigns aimed at its audience and the promotion of best practices and certified management models. In particular, the Company has obtained ISO 14001 (environmental management system) and ISO 20121 (sustainable management of sports events) certification, in addition to the UNI/PdR 125:2022 certification on gender equality, reported on in the respective sections of this document.

CERTIFICATION OF THE SUSTAINABILITY REPORTING PURSUANT TO ART. 81 - TER OF CONSOB REGULATION NO. 11971 OF 14 MAY 1999 AS SUBSEQUENTLY AMENDED AND INTEGRATED

The undersigned, Giovanni Carnevali, Chief Executive Officer, and Greta Bodino, Executive Manager specifically appointed pursuant to Article 154-bis, paragraph 5-ter, of Italian Legislative Decree No. 58 of 24 February 1998 (the **Italian Consolidated Law on Finance**"), of Juventus F.C. S.p.A. certify, pursuant to Article 154-bis, paragraph 5-ter, of the Italian Consolidated Law on Finance, that the sustainability reporting included in the Director's Report has been prepared:

- in accordance with the reporting applied pursuant to Directive 2013/34/EU of the European Parliament and of the Council of 26 June 2013 and of Italian Legislative Decree No. 125 of 6 September 2024;
- with specifications adopted pursuant to Article 8, paragraph 4, of Regulation (EU) 2020/852 of the Europea Parliament and of the Council of 18 June 2020 regarding UE Taxonomy disclosures.

Turin, 29 September 2026

The Chief Executive Officer

GIOVANNI CARNEVALI

The Financial Executive Manager specifically appointed pursuant to Article 154-*bis*, Article 5-*ter*

GRETA BODINO

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INDEPENDENT AUDITOR'S
REPORT ON THE CONSOLIDATED SUSTAINABILITY STATEMENT
PURSUANT TO ARTICLE 14-BIS OF LEGISLATIVE DECREE No. 39 OF JANUARY 27, 2010

To the Shareholders of
Juventus Football Club S.p.A.

Conclusion

Pursuant to artt. 8 and 18, paragraph 1 of Legislative Decree no. 125 of September 6, 2024 (hereinafter also the "Decree"), we have carried out a limited assurance engagement on the consolidated sustainability statement of the Juventus Group (hereinafter also the "Group") for the year ended on June 30, 2026, prepared pursuant to Art. 4 of the Decree, included in the specific section of the report on operations.

Based on the work performed, nothing has come to our attention that causes us to believe that:

- the consolidated sustainability statement of the Juventus Group for the year ended on June 30, 2026 is not prepared, in all material respects, in accordance with the reporting principles adopted by the European Commission pursuant to the Directive (EU) 2013/34/EU (European Sustainability Reporting Standards, hereinafter also "ESRS");

- the information included in the paragraph "European Taxonomy" of the consolidated sustainability statement is not prepared, in all material respects, in accordance with art. 8 of Regulation (EU) No. 852 of June 18, 2020 (hereinafter also the "Taxonomy Regulation").

Basis for conclusion

We conducted the limited assurance engagement in accordance with the assurance Standard of the Sustainability Assurance Engagement - SSAE (Italia). The procedures in a limited assurance engagement vary in nature and timing from, and are less in extent for, a reasonable assurance engagement.

Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the level of assurance that would have been obtained had we performed a reasonable assurance engagement. Our responsibilities pursuant to that standard are further described in the paragraph *Auditor's responsibilities for the limited assurance of the consolidated sustainability statement* of this report.

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

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We are independent in accordance with the independence and other ethical requirements applicable under Italian law to the limited assurance engagement of the consolidated sustainability statement.

Our firm applies International Standard on Quality Management ISQM Italia 1 which requires the firm to design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

We believe that the evidence obtained is sufficient and appropriate to provide a basis for our conclusion.

Responsibility of the Directors and the Board of Statutory Auditors of Juventus Football Club S.p.A. for the consolidated sustainability statement

The Directors are responsible for developing and implementing the procedures performed to identify the information reported in the consolidated sustainability statement in accordance with the ESRS (hereinafter the "double materiality assessment process") and for disclosing this process in "Description of the process to identify and assess material impacts, risks and opportunities" of the consolidated sustainability statement.

The Directors are also responsible for the preparation of the consolidated sustainability statement, which includes the information identified as part of the double materiality assessment process, in accordance with the requirements of Art. 4 of the Decree, including:

- compliance with ESRS;
- compliance of the information included in the paragraph "European Taxonomy" with art. 8 of the Taxonomy Regulation.

Such responsibility involves designing, implementing and maintaining, within the terms established by the law, such internal control that the Directors determine necessary to enable the preparation of the consolidated sustainability statement in accordance with the requirements of the art. 4 of the Decree that is free from material misstatements, whether due to fraud or error. Furthermore, the abovementioned responsibility involves the selection and application of appropriate methods in elaborating information and making assumptions and estimates about specific sustainability information that are reasonable in the circumstances.

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.

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Inherent limitations in the preparation of the consolidated sustainability statement

In reporting forward looking information in accordance with ESRS, the Directors are required to prepare the forward looking information on the basis of assumptions, as described in the consolidated sustainability statement, regarding events that may occur in the future and possible future actions of the Group. Due to the inherent uncertainty regarding any future event, including whether these events will take place and their extent and timing, the variances between actual outcomes and forward looking information could be significant.

The information provided by the Group regarding Scope 3 emissions is subject to greater inherent limitations compared to those related to Scope 1 and 2 emissions. This is due to the lower availability and relative accuracy of the data used to define the information on Scope 3 emissions, both quantitative and qualitative, in relation to the value chain, as indicated in the paragraph "Metrics subject to high level of uncertainty".

Auditor's responsibilities for the limited assurance of the consolidated sustainability statement

Our objectives are to plan and perform procedures to obtain limited assurance about whether the consolidated sustainability statement is free from material misstatements, whether due to fraud or error, and to issue an assurance report that includes our conclusion. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, could influence the decisions of users taken on the basis of consolidated sustainability statement.

As part of the limited assurance engagement in accordance with the Standard of the Sustainability Assurance Engagement-SSAE (Italia), we exercise professional judgment and maintain professional skepticism throughout the engagement.

Our responsibilities include:

- considering risks to identify and assess the disclosure where a material misstatement is likely to arise, either due to fraud or error;
- designing and performing procedures to verify disclosures in the sustainability statement where material misstatements are likely to arise. The risk of not detecting a material misstatement due to fraud is higher than the risk of not identifying a material misstatement due to error, as fraud may involve collusion, falsifications, intentional omissions, misrepresentations, or the override of internal control;
- the direction, supervision and performance of the limited assurance engagement of the consolidated sustainability statement. We remain solely responsible for the conclusion on the consolidated sustainability statement.

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Summary of the work performed

A limited assurance engagement involves performing procedures to obtain evidence as the basis for expressing our conclusion.

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

Specifically, we performed the following main procedures partly in a preliminary phase before year end and then in a final phase up to the date of issuance of this report:

- understanding the business model, the Group's strategies and the context in which the Group operates with reference to sustainability matters;
- understanding the processes underlying the generation, collection, and management of qualitative and quantitative information included in the consolidated sustainability statement, including an analysis of the reporting perimeter;
- understanding the process carried out by the Group for the identification and evaluation of material impacts, risks and opportunities, based on the principle of double materiality, with reference to sustainability matters;
- identification of the information where a risk of material misstatement is likely to arise, taking into considerations, among others, risk factors related to the generation and collection of the information, to the estimates and to the complexity of the relevant calculation methods, as well as qualitative and quantitative factors related to the nature of such information;
- design and performance of procedures, based on the professional judgment of the auditor of the consolidated sustainability report, to respond to identified risks of material misstatement also with the support of our specialists, in particular with reference to specific environmental information;
- understanding of the process set up by the Group to identify eligible economic activities and determine their aligned nature according to the requirements of the Taxonomy Regulation, and verifying the related information included in the consolidated sustainability statement;
- comparison of the information reported in the consolidated sustainability statement with the information included in the consolidated financial statements pursuant to the applicable financial reporting framework, or with the accounting data used for the preparation of the financial statements, or with the management data having an accounting in nature;

Deloitte.

- verification of the structure and presentation of the information included in the consolidated sustainability statement in accordance with ESRS, including the information related to the materiality assessment process;
- obtaining the representation letter.

DELOITTE & TOUCHE S.p.A.,

Signed by
Giorgio Barbieri
Partner

Turin, Italy
October 9, 2026

This independent auditor's report has been translated into the English language solely for the convenience of international readers. Accordingly, only the original text in Italian language is authoritative.

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