

NON FINANCIAL STATEMENT

2022/2023



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Allianz  Stadium

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LETTER TO STAKEHOLDER

I am truly pleased and incredibly proud to present our Non-Financial Statement.

With its vast audience of supporters and influencers, our company recognises the significant impact it can have in positively addressing global issues. Today more than ever, sustainability issues cannot be ignored or underestimated; they require a decisive and committed response from all companies, including those in the world of sport.

Juventus has been on a forward-looking path in the field of sustainability for more than a decade, taking a pioneering role in the football industry. Our long tradition of sporting excellence has gone hand in hand with an unwavering commitment to creating a positive impact in society and the surrounding environment. We have carried out concrete, meaningful actions over the years, reducing our ecological footprint, promoting equality and supporting social initiatives locally and internationally.

The institutional, regulatory and competitive ecosystem requires the constant adjustment and improvement of our practices. This is why we have chosen to further strengthen our commitment to sustainability, emphasising even more ambitious and innovative initiatives. Our vision is to be not only a leader in sport, but also a beacon of light for the entire industry, demonstrating that sporting success and social responsibility can thrive in perfect harmony. Every single person at Juventus shares a set of values within this adventure, values that reflect our commitment to making a difference. It is the daily actions, hard work and dedication of our teams, from the pitches to the offices, that guide us towards the future we envision. This document is a tangible testimony to the power of turning words into actions and projects into concrete results.

I would like to express my deepest gratitude for your continued support and trust. As the company continues on its path of evolution, growth and renewal, it is crucial to emphasise how fundamental your contribution will continue to be. The steadfast commitment to sustainability is also fuelled by your constant inspiration. We look ahead with the same passion and determination that has always distinguished us, ready to face future challenges, guided by the knowledge that our actions today will build the world of tomorrow.

Gianluca Ferrero

Chairman Juventus Football Club





JUVENTUS



OUR APPROACH TO SUSTAINABILITY

[2-22; 2-29; 3-1; 3-2; 3-3]

Juventus embarked on its sustainability pathway in 2013, becoming one of the first football clubs in the world to approach its business in a new way, rising to the challenges linked to this sphere.

The Juventus business model is geared towards the generation of sustainable value. This aspect is closely linked to the implementation of safeguards, responsibilities and risk monitoring systems that let the Club effectively respond to the exogenous stresses of the economic and social context in which it operates (the consequences induced by the Covid-19 health emergency are clear proof of this).

The governance model of the sustainable value chain is thus linked to the conscious, balanced management of all forms of capital related to the generation of sustainable value over time: infrastructural (physical assets managed by the Club), financial, human (employees and collaborators), socio-relational (customers and supporters, supply chain, local stakeholders), natural (resources such as air, water and climate) and intellectual (know-how and innovation).

Both from an economic-financial point of view and with reference to corporate responsibility, the objective of continuous business growth is deeply interconnected with the ability to respond to the needs and interests of local stakeholders, which are an integral part of the socio-economic fabric in which the Club operates and on which the results of this activity fall in terms of trade, tourism and job creation.

Over the past few seasons, the setting up and work of a dedicated internal team has allowed the Club to promote a number of engagement activities on the topic and to build a model that contextualises the company business also in terms of sustainability, which is confirmed as a distinctive factor for strategic positioning in the football industry. In recent years, the ongoing commitment to reporting our sustainability performance has made it possible to report on the environmental, social and governance issues underpinning the business model and the related projects undertaken to this end.

The importance of these issues has led to a further evolution of the strategy, already adopted in previous years, towards a business model that will have to increasingly consider the impacts of ESG aspects in the future, all relevant assets in the planning, design and risk analysis of processes.

In the 2021/2022 Season, the Club's Board of Directors established an ESG (Environmental, Sustainability and Governance) Committee consisting of a minimum of three non-executive directors focused on implementing sustainability issues.

Juventus recognises sport and football as one of the industries with the greatest social impact. Interest in sustainability has considerably increased in recent years, both socially and environmentally. Ever since the 2030 Agenda and its 17 Sustainable Development Goals were defined by the United Nations, companies from all sectors and sports institutions - at both national and European level - have turned their strategies towards the challenges of sustainable development; in this regard, we would like to mention 'Strength through Unity', the UEFA sustainability strategy published in December 2021 and 'United for Sustainability', the FIGC strategy published in July 2023, which aim to inspire this change.

Within this context and with reference to other international sustainability frameworks, Juventus is committed to respecting human rights and eliminating all forms of discrimination in all its daily operations. These values are reflected in the Code of Ethics and are inspired by the principles of the UN's Global Compact and the OECD Guidelines for Multinational Enterprises.

STAKEHOLDER ENGAGEMENT

[2-29]

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

Juventus promotes a large number of dialogue and engagement activities with its stakeholders, from training meetings for its youngsters to refresher courses for its technicians, from events for fans to those for business partners, from media relations activities to those for employees. The Club has identified the following main categories as its stakeholders:

- Club members
- Football fans
- Players' agents and representatives
- Shareholders and investors
- Rating agencies
- Competitors in various capacities (other clubs, their fans and collaborators)
- Employees
- Juventus athletes' families
- Suppliers
- Juventus Football School and Juventus Academy members
- Educational institutions and universities
- Sports institutions
- Media
- Public Administration and law enforcement
- General public
- Sponsors, sales and business partners
- Staff (sports technician, doctor, etc.)
- Local area, international organisations and associations
- Juventus fans, season ticket holders, stadium members and spectators
- Top management, employees and collaborators in various capacities (e.g., stewards)

The main initiatives for dialogue with stakeholders are shown below:

TABLE 1 COMPANY STAKEHOLDERS	
Youth athletes and families	School orientation meetings for families to present the activities of Juventus College.
Participants in Juventus Academy and Juventus football schools	<p><i>Juventus Academy Coaches Clinic</i>: seminar for the Club's partner coaches from the Juventus Academies in Spain, Hungary, Poland, Saudi Arabia, Cyprus, Belgium, England, Wales, Switzerland, Greece.</p> <p><i>Juventus Academy World Cup June 2023</i>: event with almost 30 academies from 22 different countries participating (including at least one from each continent): Tunisia, Egypt, Nigeria, the U.A.E., Oman, Saudi Arabia, Cyprus, Hungary, Great Britain, France, Poland, Switzerland, Turkey, Malta, Colombia, Guatemala, Chile, Argentina, Brazil, Australia, Canada and the United States.</p>

Shareholders and capital providers	2 Shareholders' meetings in December 2022 and January 2023. One-to-one meetings with the financial community (investors in various capacities).
Fans	<p><i>Juventus Member</i></p> <ul style="list-style-type: none"> • Match day activities at Allianz Stadium or away • VIP Hospitality Experience • Allianz Stadium Tour Experience • Kids on the pitch • Junior Photographers • MVP Award • Buy away (UCL-UEL away) • Face 2 Face • No Match Day activities • Open-door training • Special events Summer Tour '22 • Artissima Junior • J1897 Day • Junior Christmas • Junior Kitchen Christmas Edition • Junior Reporters <p><i>Juventus Official Fan Club</i></p> <ul style="list-style-type: none"> • Match Day activities • Walk About • Meet&Greet • No Match Day activities • Open-door training • Meet&Greet • JIMuseum Events • JOFC Challenge • JOFC Day • Special Events Summer Tour • Events with partners • Regional meetings
Local and international organisations	2 EFDN 'CSR in European Football' Conference in November 2022 and March 2023; Participation in various social events (Dinner in memory of 'Ale&Ricky', Heyssel Commemoration, Piazza San Carlo, Candiolo); Events at the Juventus Museum Initiatives in collaboration with Save the Children; International Day for the Elimination of Racial Discrimination International Day for the Elimination of Violence against Women International Day of Persons with Disabilities Participation and activism during Pride month
Employees	Please refer to the Football Company chapter (Employees)
Public Administration and law enforcement	Meetings with the Security Operations Group (for each home match played by the men's first team, Juventus Next Gen and at women's Champions League matches). Continuous dialogue with the Public Administration and Prefecture.
Sports institutions	14 League Assemblies.

Lastly, the Company's website and social channels are a transparent channel for ongoing communication with the multiplicity of stakeholders.

MATERIAL TOPICS

[3-1; 3-2; 3-3]

Materiality analysis is a fundamental tool both in relation to the non-financial reporting process and for defining and planning the sustainability strategy.

In recent years, Juventus has been committed to understanding how the football business can actually impact the current social challenges at global level. The entire Club was involved in this analysis, which led to updating and identifying the list of topics relevant to Juventus' sustainability pathway in order to define the Club's initiatives and create a common and shared language on the subject.

Over the last season, the Sustainability Office updated these topics while considering, in addition to dialogue with the members of the Leadership Team, the new trends of the main sports institutions in the football industry on the one hand, and the evolutions regarding the new GRI 3 'Material Topics' reporting standard on the other, which called for a review of the process of determining material topics, focusing the analysis on the impacts - positive and negative, real and potential - connected to Juventus' activities, on the economy, people and the environment.

The material topics were linked to the Sustainable Development Goals (SDGs) of the United Nations 2030 Agenda and were identified within the areas of interest considered significant for Juventus' business.

Each material topic is analysed within this Statement through a qualitative description and, where available, some performance indicators.



TABLE 2 MATERIAL TOPICS	
MATERIAL TOPICS 2022/2023	MATERIAL TOPICS 2021/2022
Health and well-being of Juventus' people	Employees Athletes' physical health Accessibility and safety of facilities Behaviour of first team players
Governance, compliance and anti-corruption	Relations with partners and sponsors Governance, compliance and anti-corruption
Corporate citizenship	Corporate citizenship Education and awareness-raising of new generations Support and training for youth Healthy and active lifestyles through football Long-term financial stability International development of Juventus Institutional influence and leadership in sustainability
Dialogue and satisfaction of Juventus fans and brand enthusiasts	Dialogue and satisfaction of Juventus fans and brand enthusiasts
Fight against discrimination and respect for human rights	Fight against racism and discrimination Growth and protection of young athletes
Football and inclusion	Football and inclusion Women's football
Environmental impact	Sustainable energy Waste management

The material topics for the 2022/2023 Season were defined in continuity with the 2021/2022 Season. More material topics were included within individual macro-clusters (e.g., the topics 'sustainable energy' and 'waste management' were included in the macro-cluster 'environmental impact'), allowing us to streamline the 2022/2023 list, with a view to greater clarity and simplification. As regards the topic 'Women's football' (identified in the 2018/2019 Season), considering how the movement has developed and its success in recent years, we thought it appropriate to no longer include it within a path of inclusiveness, given that the objectives have been achieved. In fact, Juventus Women (and in general the women's football movement) is a successful sporting reality (the players have been considered professional athletes since 1 July 2022) and the company will continue to significantly invest in this sector, recognising its unquestionable importance.

Aware of the context in which it operates and its responsibilities, Juventus recognises both its role in the world of football as a Club, and the influence of its actions on a social and environmental level as a football company, especially towards the new generations.

The company has therefore decided to align its sustainability strategy with the 'Strength through Unity' and 'United for Sustainability' strategies of UEFA and FIGC, respectively, associating each material topic with the UEFA and FIGC strategic guidelines, with the ultimate aim of actively contributing to the achievement of the specific SDGs described in the following table.





























Lastly, the impacts generated by the organisation in relation to the various material topics identified were analysed, taking into consideration the possible consequences that these impacts could have.

The impact analysis work carried out this season will be further strengthened, and will be the starting point for the 2023/2024 materiality analysis.

(1) https://editorial.uefa.com/resources/0270-13f888ffa3e5-931c597968cb-1000/uefa_football_sustainability_strategy.pdf

TABLE 3 IMPACTS				
IMPACT	TYPE	POTENTIAL/ ACTUAL	MATERIAL TOPIC	INVOLVEMENT OF JUVENTUS
Effective interaction with Juventus fans	Positive	Actual	Dialogue and satisfaction of Juventus fans and brand enthusiasts	Impact caused by Juventus' activities and contribution to impact generation
Lack of preventative health and safety measures, leading to the occurrence of accidents and occupational diseases	Negative	Actual	Health and well-being of Juventus' people	Impact caused by the activities of Juventus
Promoting employee well-being	Positive	Actual		Impact caused by the activities of Juventus
Incidents of corruption and regulatory non-compliance	Negative	Potential	Governance, compliance and anti-corruption	Impact caused by the activities of Juventus
Friendly and respectful working environment	Positive	Actual	Football and inclusion	Contribution to generating impacts
Incidents of racism and discrimination	Negative	Actual	Fight against discrimination and respect for human rights	Direct connection through a business relationship and contributing to generating impacts
Failure to combat child and forced labour practices in the supply chain	Negative	Potential		Direct connection through a business relationship and contributing to generating impacts
Emissions generated along the Juventus value chain (e.g., fan commuting, supply of goods and services, team travel, etc.)	Negative	Actual	Environmental Impact	Direct connection through a business relationship and contribution to impact generation
Greenhouse gas emissions generated directly and indirectly by Juventus (Scope 1 and Scope 2)	Negative	Actual		Impact caused by the activities of Juventus
Waste production and management	Negative	Actual		Impact caused by the activities of Juventus
Depletion of water resources	Negative	Actual		Impact caused by the activities of Juventus
Well-being of surrounding communities,	Positive	Actual	Corporate Citizenship	Impact caused by Juventus' activities and direct connection through a business relationship
Stimulating local youth employment and professionalisation	Positive	Actual		Impact caused by Juventus' activities and direct connection through a business relationship
Creating value and promoting sustainable growth	Positive	Potential		Impact caused by the activities of Juventus

TABLE 4 | JUVENTUS MATERIAL TOPICS AND CORRELATION WITH UN SDGS AND UEFA/FIGC POLICIES [3-3]

MATERIAL TOPIC	SDGS	GOAL	CORRELATION WITH UEFA / FIGC SUSTAINABILITY POLICY
Dialogue and satisfaction of Juventus fans and brand enthusiasts	-	-	-
Health and well-being of Juventus' people	 	Goal 3: Ensure healthy lives and promote well-being for all at all ages Goal 11: Sustainable cities and communities: make cities and human settlements inclusive, safe, resilient and sustainable	 
Governance, compliance and anti-corruption	 	Goal 16: Peace, justice and strong institutions: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels Goal 17: Partnerships for the goals: strengthen the means of implementation and revitalise the Global Partnership for Sustainable Development	
Football and inclusion	 	Goal 5: achieve gender equality and empower all women and girls Goal 10: Reduced inequalities: reduce inequality within and among countries	 
Fight against discrimination and respect for human rights		Goal 16: Peace, justice and strong institutions: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels	
Environmental Impact	   	Goal 7: Affordable and clean energy Goal 11: Sustainable cities and communities: make cities and human settlements inclusive, safe, resilient and sustainable Goal 12: Ensure sustainable consumption and production patterns Goal 13: Climate action	  
Corporate citizenship	   	Goal 1: Zero poverty Goal 4: Quality education Goal 10: Reduced inequalities: reduce inequality within and among countries Goal 11: Sustainable cities and communities: make cities and human settlements inclusive, safe, resilient and sustainable	   

TAXONOMY REGULATION (TR) 2020/852

Introduced by the European Union in June 2020, Regulation (EU) 2020/852 (the Taxonomy) provides a classification system that defines which economic activities can be considered environmentally sustainable. As part of a set of provisions implemented to achieve the goal of making Europe climate-neutral by 2050, the Taxonomy is designed to help private investors direct their flows towards more sustainable economic activities, avoiding greenwashing.

The Taxonomy defines six objectives to identify environmentally-sustainable economic activities:

EU TAXONOMY OBJECTIVES

1. **CLIMATE CHANGE MITIGATION**
2. **CLIMATE CHANGE ADAPTATION**
3. **SUSTAINABLE USE AND PROTECTION OF WATER AND MARINE RESOURCES**
4. **TRANSITION TO A CIRCULAR ECONOMY**
5. **POLLUTION PREVENTION AND CONTROL**
6. **PROTECTION OF ECOSYSTEMS AND BIODIVERSITY**

Delegated Regulation (EU) 2021/2139 was adopted on 4 June 2021 and specifies the application and content of the technical screening criteria, indicating that specific economic activities must meet the first two environmental, climate-related objectives.

As at 30 June 2023, the end of the reporting period for this NFS, the final delegated acts for the other four environmental objectives had not yet been adopted.

Starting from the 2021/22 football season, the company began an initial analysis to align its activities with the requirements of the European Taxonomy, in order to provide investors and the market with a complete view of the economic activities that contribute to the achievement of the objectives set by the European Union for mitigating and adapting to climate change.

The activities identified and mapped as eligible for the Club's reference sector are 13.2 and 13.3 (respectively Libraries, archives, museums and cultural activities, and Motion picture, video and television programme production, sound recording and music publishing activities)².

For each eligible activity, an analysis of compliance with the requirements set forth in Delegated Regulation (EU) 2021/2139 was carried out to assess their degree of alignment.

Considering Juventus' business model and core activities, there is currently no specific climate risk assessment for the eligible assets identified above (specifically, the J Museum and TV broadcasting assets). Therefore, it should be noted that the above business activities were not considered materially relevant and consequently cannot be considered 'aligned' with the first two objectives of the European Taxonomy (climate change mitigation and adaptation).

Nonetheless, the disclosure obligation on these issues was fulfilled by the parent company - Exor. For this section, please refer to the Sustainability Report of the Exor Annual Report³.

⁽²⁾ The complete list of 'eligible' economic activities can be found at <https://eu-taxonomy.info/library/climate-change-adaption>
⁽³⁾ <https://www.exor.com/sites/default/files/2023/page-documents/Exor%20Sustainability%20Report%202022.pdf>

THE ROLE OF JUVENTUS IN THE FOOTBALL INDUSTRY

[2-28]

Football has more fans in the world than any other sport: over 4 billion. Competitive football is organised worldwide by FIFA (*Fédération Internationale de Football Association* - consisting of 211 federations), which is recognised by the IOC (International Olympic Committee) as the world's highest governing body of football. FIFA delegates part of its powers to continental confederations, including UEFA (Union of European Football Associations - consisting of 55 federations) in Europe, which organises not only European competitions between nations, but also those between clubs, the most important of which is the UEFA Champions League.

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

To best organise domestic competitions, the national federations promote and recognise the organisation of sports clubs in associative form. Indeed, there are different reference leagues depending on the competition level. In Italy, Lega Serie A is at the top, which manages the main national club football competitions (in particular, the Serie A Championship), followed by Lega Serie B and Lega Pro. The LND (National Amateur League) is at the bottom of the ladder, responsible for managing amateur football in the country.

Regardless, the fundamental organisational unit of all football activity at every level is the sports company, also known informally as club, which assembles and manages the necessary resources so that the various sports can actually be carried out. Nevertheless, clubs are still under-represented at the governance level in European and Italian football. Within UEFA's Executive Committee, the body that discusses and approves the most important decisions for the future of European football, the clubs are represented with two seats out of twenty, while within the FIGC's Federal Council, the body that decides on regulations at the domestic level in Italy, the Serie A clubs have three seats out of twenty. Within the football industry, the clubs are the stakeholders who bear the highest costs and the only ones assuming entrepreneurial risk.

The size, and consequently the importance, of football in Europe is growing. It suffices to say that football creates an added value of 47-50 billion euros for the European Union and directly and indirectly creates 700,000 jobs within the same, as well as 14-18 billion euros in tax revenue for national governments. What's more, football generates well-being: consider that in 2020, UEFA estimated that the impact of football in terms of improving well-being and physical and mental health, promoting positive social values, long-term employment and voluntary activity, and reducing crime provides an additional annual contribution of around 30 billion euros to the European GDP. Furthermore, football is also a catalyst for European identity, driving connections within the continent and being an export product.

Between 2010 and 2019, European club football revenues grew by 7% year over year, and the clubs in the top divisions of UEFA's 55 associations recorded 23 billion euros in revenues in the 2018/19 Season, the last before the coronavirus pandemic.

Yet this growth never translated into positive results in terms of earnings. In contrast, European clubs reported overall pre-tax losses of more than 4.5 billion euros during the same period, mainly due to competition for top talent and the constant increase in player salaries and agent/transfer fees. In European football, players' salaries are equivalent to about 60% of revenues. To compensate for these losses, European clubs paid out around 1 billion euros in capital each year, mainly in the form of contributions and refinancing for the sports clubs. In this context, the Financial Fair Play Regulations only partially (and temporarily) eased the pressure, allowing for two years of overall positive results before returning to a loss-making situation even before the coronavirus pandemic.

One of the key characteristics of this industry is the strong link between the economic dimension and sports performance. Qualifying for international competitions or promotion to the next higher category can have extremely positive impacts on the clubs' budgets; conversely, failure to qualify or relegation to a lower category can have an extremely negative impact on the clubs' budgets, putting their very existence at risk. As described above, the clubs of all the categories are the only entities, among those with a sporting purpose in the sector, that assume entrepreneurial risk.

Furthermore, in addition to the so-called 'vertical' polarisation within the sector, i.e., a few clubs are recurrent winners within a single league, there is an increasingly evident 'horizontal' or inter-league polarisation which sees the English Premier League increasingly predominant over European football, both from a revenue point of view, and consequently in terms of sports results. In the 2018/2019 Season, the English Premier League clubs recorded a total turnover of 5.9 billion euros, roughly equivalent to the sum of La Liga and Bundesliga revenues. This advantage stems from the increasing dominance of the English league in the TV rights market, which is predicted to account for 44% of the total broadcast revenues generated by Europe's top five leagues in the 2023/2024 Season, up from 29% in the 2009/2010 Season.

Last but not least, a further risk for the industry is the younger generation's disaffection for football and sport in general. In fact, 39% of those considered Generation Z in the United States say they never watch live sporting events, compared to 28% of all adults and only 20% of Millennials. On the one hand, this is due to the fragmentation of broadcasters and content creators and the consequent increase in costs for the end customer, while on the other hand, the absence of close cooperation between federations, teams and players prevents the creation of content that fosters greater engagement.

As described above, football is an industry of undoubted importance for Europe, but its current structure is less and less sustainable. For the reasons described above, reforms are needed that envisage greater economic sustainability, more club representation in decision-making bodies, and greater competitive balance within domestic and European competitions.



THE SOCIAL IMPACT OF JUVENTUS

[3-3]

INCLUSION AND RESPECT FOR HUMAN RIGHTS

Juventus bases its business model on principles inspired by national and international best practices. These values are also framed within the Global Compact promoted by the UN and the OECD Guidelines for Multinational Enterprises.

In line with the principles defined in its Code of Ethics, Juventus recognises the central role that sport plays in social integration and the promotion of mutual respect. In this sense, and within the context defined by the main international frameworks in the field of social responsibility, the Club maintains its commitment to establishing itself as a benchmark for the new generations, and to spreading the values of equality and mutual support within the community in which it operates.

In addition, Juventus is constantly committed to the prevention, and possible sanctioning, of discriminatory or intimidating attitudes both with reference to its own employees and in relation to activities that involve external stakeholders (first and foremost, spectators inside the Allianz Stadium). Any reports related to violations of the Code of Ethics or any behaviour deemed discriminatory can be communicated anonymously through the Club's whistleblowing channel, which guarantees the protection of the whistleblower and allows the timely assessment of measures in response to any critical issues.

Respect for these principles and rules is achieved through continuous awareness-raising and training initiatives for employees and third parties, internal control and risk assessment tools, as well as the adoption of an increasingly transparent approach to company information and processes.

Rounding off its strategic direction in the fight against discrimination, Juventus promotes numerous initiatives to support the new generations' growing awareness of these issues. Some examples of initiatives that have been put in place and have involved different stakeholder groups of the Club are listed below.

INCLUSION

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

Juventus has been a partner with Save The Children since 2018, to protect and safeguard minors and promote quality educational opportunities in more disadvantaged areas without spaces and services for children and families.

Continuing its commitment to inclusion and integration, in March 2022 the Club renewed its strategic partnership with Save the Children for a new three-year period in favour of the Turin area, and the new 0-18 Educational Hub.

The Club's first intervention has focused on the expansion and redevelopment of the space, which has doubled the available surface area, now 1,000 square metres. This has enabled the creation of new workshops within the Punto Luce activities - aimed at the 6-18 age group - for music, robotics and coding, as well as an area dedicated to activities with teenagers and to Writing and Street Art. Furthermore, the existing spaces used for recreational-creative activities, study support, reading and safe web surfing, theatre workshops, ballet, hip hop and sports activities (from football to martial arts) have been upgraded.

The new Spazio Mamme [Mothers' Space], originally a separate, smaller facility, has now been integrated into the Hub and is for children 0-6 years old, allowing a threefold increase in the number of mothers and toddlers who regularly benefit from activities such as psychomotricity, fitness, newborn massage, a 1-3 year old play area, Italian language courses, cutting and tailoring, as well as group activities and individual support and

guidance interviews.

The following numbers have been recorded following the inauguration of the new Hub:

- around 350 participants in the 6-18 age group;
- more than 300 children participating from the 0-6 age group; 190 mothers participating in the Spazio Mamme activities.

The challenge for the next few years will be to continue to work synergistically in one of Turin's neighbourhoods where families, in some cases consisting of single women with several children, are strongly exposed to economic and social fragility. Free educational opportunities will be offered to the younger generations and qualified support provided to families.



+ 350

PARTICIPANTS 6-18 AGE

+ 300

PARTICIPANTS 0-6 AGE

+ 190

MOTHERS PARTICIPATING

PLAYTIME

GIOCA CON ME [PLAY WITH ME]

The social project focuses on sport and inclusion and is for all girls and boys who live in contexts at risk of discrimination, marginalisation or social exclusion, for whom Juventus has created time for both sport and education.

In its simplest and most genuine dimension, football is first and foremost a social phenomenon based on play. This is why it finds its first expression in children.

Created in the 2012/2013 season in the Juventus football schools as an opportunity for integration and personal growth for girls and boys at risk of social marginalisation, over the years Gioca con Me has been implemented in various contexts both nationally and across borders, thanks above all to the excellent results and positive feedback from participants, partners and families.

In fact, the club broadened the horizons of the project in 2016/2017 by activating the 'playtime' programme also at international level in the international Juventus academies.

Gioca con Me has been further developed since the 2018/2019 and 2019/2020 Seasons, arriving, for instance, in unprecedented contexts such as in Flatbush - a New York neighbourhood in the borough of Brooklyn characterised by high population density of different ethnicities; in Ghana to support pilot projects focused on women's emancipation by providing spaces for girls to play football and at the same time receive education on sexual and reproductive health rights, thus combining football activities with educational ones for girls in order to break down those cultural barriers that do not give women access to a whole range of possibilities, including playing football.

With this as a starting point, to celebrate the tenth anniversary of Gioca con Me, the first social impact project created within the Club, in collaboration with its partner Street Soccer USA, Juventus supported the participation of the US Gioca con Me team of ten girls in the Street Child World Cup held in Doha, Qatar from 3 to 14 October 2022 as main sponsor. The ten girls aged between 16 and 18 and identified within the framework of the various SSUSA activations belong to socially sensitive backgrounds in the US cities of New York, Memphis, Chicago and Washington

Lastly, it is important to recall that Gioca con Me continues to be active in more local areas closer to the Club, helping minors experiencing various hardships. A playful educational space is provided to them, where they can develop a sense of self-awareness and confidence in their own abilities through sport.



Street Child World Cup
DOHA, QATAR
October 3 - 14, 2022



EDUCATION

FAIR PEOPLE

The educational pathway designed for primary schools throughout Italy and dedicated entirely to the theme of respect.

'Respect is a team game.' This is the cardinal principle underpinning Fair People, the first of the education pillar projects developed by the Club, as well as a training proposal designed in accordance with MIUR (Ministry of Education, University and Research) guidelines.

Fair People consists of three educational modules available to teachers and useful for the growth of students' relational, individual and cognitive skills.

The project is designed to be part of the schools' normal educational and training programme and contributes to implementing the ministerial programme by accompanying students in their personal growth process through multidisciplinary activities. The project's five guiding values - respect, commitment, loyalty, equality, teamwork - are explored, helping students develop empathy and making them reflect on their own identity to the point of bringing out their uniqueness and similarities with others.

The paper kit was fully digitised for the 2022/2023 school year, thus enabling all schools in Italy to join the project and achieving the following milestones:

TABLE 5 FAIR PEOPLE: PROJECT PARTICIPATION DATA			
	CLASSES ENROLLED	STUDENTS REACHED	TEACHERS REGISTERED
2022/2023 Season	1,111	20,000	311*
2021/2022 Season	519	12,975	333

**The physical kit was distributed less. The passage to a digital kit allowed a single reference teacher to activate several classes.*

For more information, please refer to previous editions of Juventus Non-Financial Statements available on the corporate website and the platform www.fairpeople.it

UN CALCIO AL RAZZISMO [GIVING RACISM THE BOOT]

This educational programme is for secondary schools throughout Italy and promotes a culture of inclusion and respect through concrete actions that aim to exclude all forms of discrimination. Some limits can be overcome, others are respected.

Juventus is against all forms of social and territorial discrimination, racism, xenophobia and violence, as stated in its Code of Ethics. Racism and discrimination, in all its forms, is a serious cultural plague that has yet to be resolved.

The **Un Calcio al Razzismo** programme falls within the Juventus Goals' scope of action, and seeks to make the younger generations more aware of and responsible for their behaviour and language through educational activities and games. An educational pathway that includes games, inviting students, teachers and families to learn to draw that clear and distinct line between respect and any unacceptable discriminatory behaviour.

The course is open to all schools in Italy and consists of digital lessons on four specific topics, as well as an interactive game designed to actively involve the classes.

A new module dedicated to disability was added in the 2022/2023 edition in order to meet the needs that had emerged and had been requested by the teachers during the listening phase at the end of the project. 'Beyond Our Limits' is the new educational module that approaches the subject of disability from a new perspective.

The following milestones were achieved in the 2022/2023 school year:

TABLE 6 UN CALCIO AL RAZZISMO: PROJECT PARTICIPATION DATA			
	CLASSES ENROLLED	STUDENTS REACHED	TEACHERS REGISTERED
2022/2023 Season	3,111	62,220	812
2021/2022 Season	2,186	54,650	500

For further information, please refer to previous editions of the Juventus Non-Financial Reports and the platform www.uncalcioalrazzismo.it

JUVENTUS FOR SPECIAL@SCHOOL

This project also falls within the Juventus Goals' scope of action dedicated to education, together with Fair People and Un Calcio al Razzismo.

Juventus For Special@School - lessons conducted by the athletes and staff of the Juventus for Special teams - is the sports and social inclusion project dedicated to people with cognitive-relational and physical disabilities.

The message behind this pathway is thus as simple as it is ambitious: disability is not a limitation, but one of the many nuances that characterise the human race. This principle restores dignity to those with disabilities and gives them the opportunity to express themselves, going beyond those cultural and social limits which give rise to forms of marginalisation and exclusion.

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

- an experiential part through the reproduction and simulation of three different types of disabilities in the gym. This activity was devised and coordinated by the athletes of the Special teams to give children a direct experience of the sensations that an athlete with a disability feels when playing football;
- discussions based on testimonies and stories from the athletes and staff of Juventus for Special with the aim of sharing and normalising their experience, breaking down disability-related prejudices.

A pathway capable of actively engaging the new generations, aimed at overcoming and discarding those preconceptions related to disability. This year it involved:

- ten schools of various levels:
- around 800 students.





FOOTBALL COMPANY

EMPLOYEES

[2-7; 3-3]

Juventus' identity and corporate culture are articulated through the enthusiasm, dedication and professionalism expressed daily by all its resources, who help to make its vision a reality.

For each employee called upon to represent our company, this means becoming: a conscious promoter of change on a daily basis; assuming the responsibility of being an ambassador of the importance of diversity and inclusion, of gender equality and equal opportunities, of the free expression of each individual's potential; and adhering to the continuous improvement of a serene, 'unique' working environment that allows each individual to best express themselves, in line with the guidelines defined by the Universal Declaration of Human Rights and the Charter of Fundamental Rights of the European Union.

We are convinced that ensuring a safe, inclusive, open and stimulating working environment where diversity is valued and talent is developed is a necessary condition for creating a better company. As such, we are committed to making a tangible contribution to the achievement of the targets defined within the 2030 Agenda for Sustainable Development (UN SDGs)

DATA

[2-7; 2-30; 405-1]

TABLE 7 TOTAL WORKFORCE			
COMPANY CATEGORY	STAFF TYPE	2022/2023	2021/2022
Athletes	Professional players	102	85
	Non-professional players	473	311
Sports Area staff	Observers and assistants	49	49
	Technical staff*	159	162
Headcount as at 30 June 2023	Employees**	314	292
Other	Outsourced labour	1	7
	Total	1,098	906

* Staff Tecnico: Sporting Directors, Managers, Massage therapists, Athletic Trainers

** Executives, Middle Managers, Office workers, Manual workers, including the staff of the Hong Kong Branch and J Hotel. With specific reference to the J Hotel, the employees (total 44) as at 30 June 2023 are represented by:

- no. 31 permanent resources
- no. 13 fixed-term resources (including seven on-call contracts)

[2-30] The staff employed by the company are covered by the relevant national bargaining agreements, Employment Relationship Regulations, Italian Law 91/81 on professional sports and para-subordinate employment relationships.

**TABLE 8 | PERCENTAGE OF HEADCOUNT AS AT 30 JUNE 2023
BY AGE GROUP AND CONTRACT TYPE⁴**

	2022/2023			2021/2022		
	<30	30-50	>50	<30	30-50	>50
Executive Managers - Men	0.0%	2.3%	1.5%	0.0%	2.9%	1.6%
Executive Managers - Women	0.0%	1.1%	0.8%	0.0%	1.2%	0.4%
Total Executive Managers	5,7%			6,1%		
Middle Managers - Men	0.4%	8.7%	1.5%	0.0%	8.6%	1.2%
Middle Managers - Women	0.0%	2.7%	1.5%	0.0%	4.9%	1.6%
Total Middle Managers	14,8%			16,4%		
Office Workers - Men	9.1%	27.3%	4.5%	4.9%	29.1%	4.5%
Office Workers - Women	4.5%	24.6%	5.3%	1.6%	27.0%	5.7%
Total Office Workers	75,4%			73%		
Manual Workers - Men	0.4%	2.7%	1.1%	0.0%	0.4%	0.0%
Manual Workers - Women	0.0%	0.0%	0.0%	0.4%	2.5%	1.2%
Total Manual Workers	4,2%			4,5%		
Total employees by age group	14.4%	69.3%	16.3%	7%	76.6%	16.4%

**TABLE 9 | STAFF HEADCOUNT BY CONTRACT TYPES (FIXED-TERM/PERMANENT)⁵
AS AT 30 JUNE 2023**

SEASON	FIXED TERM		PERMANENT	
	MEN	WOMEN	MEN	WOMEN
2022/2023	15	10	142	97
2021/2022	5	3	134	102

**TABLE 10 | STAFF HEADCOUNT⁶ BY CONTRACT TYPES (FULL-TIME/PART-TIME)
AS AT 30 JUNE 2023**

STAGIONE	FULL TIME		PART TIME	
	MEN	WOMEN	MEN	WOMEN
2022/2023	154	98	3	9
2021/2022	138	98	1	7

(4) The figures do not include the J Hotel and the Hong Kong branch.

(5) The figures do not include the J Hotel and the Hong Kong branch.

(6) The figures do not include the J Hotel and the Hong Kong branch.

STAFF TRAINING AND DEVELOPMENT

[404-1; 205-2]

In continuity with the previous season, the corporate strategy for the 2022/2023 Season broadened and strengthened the focus on training and development issues, supporting the business strategy and HR policies by investing in an active, constant and structured dialogue with corporate management.

This dialogue led to identifying a number of macro-areas of interest, designed to increase and strengthen a corporate culture based on the development of managerial skills and compliance.

The enhancement of the strategy resulted in the implementation of a series of projects supported by the Juventus Leadership Team: the launch of training programmes and plans such as the *Talent Management Programme* and *On the Road to becoming a J Leader*, the massive implementation of Compliance training and the use of various Management Assessment tools.

TALENT MANAGEMENT PROGRAMME (TMP)

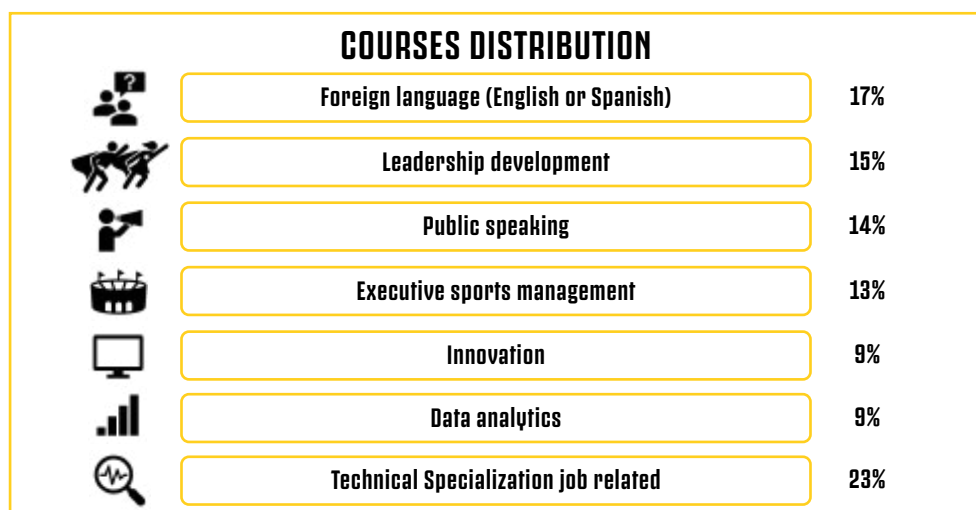
During the 2022/2023 Season, the company set up the *Talent Management Programme* (TMP) aimed at mapping out a pool of talents selected in a widespread manner from among the company's departments, based on criteria such as ambition for growth and continuous improvement, aspiration to take on strategic roles and positions, and taking on responsibilities in decision-making processes outside the company's scope.

The identified talents are involved in a two-year growth plan that will act globally on:

- the construction and achievement of self-awareness in terms of personal and professional reputation and skills assessment, supported by coaching courses, structured on the basis of the managerial skills provided by the role, and mentoring meetings sponsored by a company mentor
- the acquisition of hard or soft skills through the independent choice of company-funded training paths with a reference budget (see the image below)
- the possibility of managerial growth in terms of assuming roles with broader scopes of responsibility and/or different from the initial task, setting up vertical or horizontal career progressions or time-defined experiences at other Group companies.

The aim of the TMP programme is to help employees experiment with autonomy and decision-making; in this sense, talents can be exposed to project activities in order to enhance their sense of self-efficacy and individual responsibility.

Image 1 | Distribution of training paths chosen by Talent Management Programme participants



ON THE ROAD TO BECOMING A J LEADER

Juventus' investment in managerial skills is part of a personal development framework characterised by the strengthening of leadership, communication and innovation skills, and the ability to create and give confidence: the project '*On the Road to becoming a J Leader*' has been launched in this sense, identifying all Juventus People Managers and Talents as its recipients.

On the Road to becoming a J Leader responds to the objective of defining a leadership skills 'training' path based on emotional intelligence, and to consistently develop the leadership necessary for Juventus to win the challenges of tomorrow.

All recipients were first assessed prior to the training, focused on analysing their managerial style in order to make participants aware of their own leadership. The training was structured over two days using a practical, immersive methodology characterised by role playing and the search for and management of feedback, a fundamental element at the communication level. The analysis of the post-training interviews highlighted the fact that the employees involved were greatly satisfied.

COMPLIANCE TRAINING

[205-2; 3-3]

Juventus has always given priority to Compliance issues not only from the point of view of Health & Safety - better specified in the specific section - but also in reference to the various corporate responsibility regulations: in fact, ad hoc training sessions have been organised in relation to the Organisation and Management Model pursuant to Italian Legislative Decree 231/2001 and for the FIGC Prevention Model. Awareness-raising addressed to all the Club's staff was thus carried out; the figures for this training are shown below, with reference to the workforce as at 30 June 2023⁷.

TABLE 11 STAFF HEADCOUNT IN COMPLIANCE TRAINING AS AT 30 JUNE 2023 ⁸ - (NUMBER AND PERCENTAGE OF PARTICIPANTS; WORK-SITE OF PARTICIPANTS)				
NUMBER OF PARTICIPANTS COMPLIANCE TRAINING - 231 MODEL				
ORGANISATIONAL CATEGORY			NUMBER OF PARTICIPANTS	
Executive Managers			13	
Middle Managers			35	
Office Workers			191	
Manual Workers			11	
OVERALL TOTAL			250	

PERCENTAGE OF PARTICIPANTS BY ORGANISATIONAL CATEGORY COMPLIANCE TRAINING - 231 MODEL				
Executive Managers	Middle Managers	Office Workers	Manual Workers	TOTAL
87%	90%	96%	92%	95%

NUMERO PARTECIPANTI FORMAZIONE COMPLIANCE – FIGC PREVENTION MODEL	
ORGANISATIONAL CATEGORY	NUMBER OF PARTICIPANTS
Executive Managers	13
Middle Managers	35
Office Workers	191
Manual Workers	11
OVERALL TOTAL	250

(7) The figures do not include the staff of J Hotel and the Hong Kong branch

(8) The figures include outgoing and incoming staff during the reporting period.

PERCENTAGE OF PARTICIPANTS BY ORGANISATIONAL CATEGORY COMPLIANCE TRAINING - FIGC PREVENTION MODEL				
Executive Managers	Middle Managers	Office Workers	Manual Workers	TOTAL
87%	90%	96%	92%	95%

Training on these issues, together with training on the General Data Protection Regulation, is also included in the Onboarding session for new employees.

FUNDED TRAINING

In parallel and in line with the above-mentioned projects, Juventus has set up dedicated training courses for specific needs, making use of the resources made available by the Joint Interprofessional Funds; support from these funds was obtained through participation in specific calls for tenders and they were used to assist the start of:

- Italian language courses to foster the inclusion of foreign employees
- Foreign language courses (mainly English and Spanish) to foster the internalisation of Juventus processes and people
- *Green Transition* training plans aimed at supporting ecological and sustainable transition in Juventus' infrastructure systems.

[404-1]

TABLE 12 AVERAGE NUMBER OF STAFF TRAINING HOURS IN HEADCOUNT AS AT 30 JUNE 2023 ⁹						
	2022/2023			2021/2022 ¹⁰		
CATEGORY	MEN	WOMEN	TOTAL AVERAGE HOURS BY CLASSIFICATION	MEN	WOMEN	TOTAL AVERAGE HOURS BY CLASSIFICATION
Executive Managers	16.6	15.6	16.3	14.1	22.0	16.2
Middle Managers	28.5	28.1	28.4	6.8	7.0	6.9
Office Workers	26.3	15.9	21.6	6.1	3.3	4.8
Manual Workers	17.1	8.3	16.4	1.0	-	0.9
TOTAL AVERAGE HOURS BY GENDER	25.4	17.1	22.0	6.5	4.5	5.6

TABLE 13 STAFF INVOLVED IN TRAINING, IN HEADCOUNT AS AT 30 JUNE ¹¹	
SEASON	% STAFF INVOLVED IN HEADCOUNT
2022/2023	96.8%
2021/2022	37.7%

The increase in average training hours is mainly related to the massive involvement of the entire company population in the training dedicated to Compliance, specifically concerning the Organisation and Management Model pursuant to Italian Legislative Decree ^{231/2001}, the FIGC Prevention Model and Health & Safety topics.

(9) The figures include outgoing and incoming staff during the reporting period.

(10) Following an improvement in the reporting process, the figures for the 2021/2022 Season for average training hours have been restated from those published in the previous Non-Financial Statement. For the previously published figures, please refer to the Non-Financial Statement 2021/2022, published at www.juventus.com/it/sostenibilita..

(11) The figures include outgoing and incoming staff during the reporting period.

MANAGEMENT ASSESSMENT TOOLS

With a view to offering managers useful tools to assess the performance of their employees and to support employee development plans, mobility and job rotation, Juventus has decided to invest in certified, reliable and trustworthy technical and cross-cutting skills assessment tools. The investment focused on external tools, aimed at identifying the managerial style, value system, strengths and development areas of employees, but also on building internal systems, designed to gain awareness in the area of reputation, and Skills Matrix, for mapping and enhancing the different soft dimensions - leadership, communication, innovation, flexibility - of the employee.

CAREER PATHS: RECRUITMENT AND ONBOARDING PROCESS

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

- **[3-3] Meritocracy, fairness, non-discrimination, diversity and inclusion:** Juventus is committed to valuing diversity and the plurality of cultures, ways of living and being every day. Hence the mission to build, all together, an environment where everyone is welcome, respected, supported and empowered in individual and common activities, ensuring equal access to opportunities within the organisation. The selection process is carried out on the basis of objective and meritocratic evaluation criteria free from discrimination; this means giving full and fair consideration to all applicants regardless of age, disability, ethnicity, religion or belief, gender, sexual orientation and identity, marriage and civil union, pregnancy and maternity/paternity. The skills and background of candidates play a crucial role in the selection process. In addition, Juventus manages the issue of compulsory recruitment in compliance with the obligations established by the reference legislation and implements policies to support staff, aimed at ensuring equality, equal treatment and inclusion.
- **Transparency and clear communication:** for each professional opportunity, clear information on the requirements, responsibilities, salary ranges and career prospects is provided to candidates; everyone should be informed of the company's vision, mission and values. Particular attention is paid to the issue of communication and feedback provided to candidates. We are committed to maintaining an open dialogue with each person involved.

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

Chart 2 | Internal Job Posting figures recorded during the 2022/2023 Season

JUVENTUS INTERNAL JOB POSTING 2022/23 SEASON	
Vacancies published	41
Applications received	35
Vacancies fulfilled	10 (24%)

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

The company is committed to ensuring the best possible candidate experience, ensuring that it is positive regardless of the final outcome of the selection process, respecting the privacy of candidates throughout the recruitment process and guaranteeing the protection of personal data and compliance with applicable privacy and data processing regulations.

[401-1]

TABLE 14 DETAIL OF 49 HIRES ¹² DURING THE 2022/2023 SEASON BY GENDER AND AGE GROUP					
NUMBER OF HIRES					
Age group	M	F	TOTAL	Incoming turnover by age group (%)	Headcount in scope
<30	20	10	30	79%	38
30-50	13	6	19	10%	183
>50	0	0	0	0%	43
OVERALL TOTAL	33	16	49	19%	264
INCOMING TURNOVER BY GENDER¹³	21%	15%	19%		
Headcount in scope	157	107	264		

TABLE 15 DETAIL OF 29 CTERMINATIONS ¹⁴ DURING THE 2022/2023 SEASON BY GENDER AND AGE GROUP					
Age group	M	F	TOTAL	Incoming turnover by age group (%)	Headcount in scope
<30	3	0	3	8%	38
30-50	12	14	26	14%	183
>50	0	0	0	0%	43
OVERALL TOTAL	15	14	29	11%	264
OUTGOING TURNOVER BY GENDER¹⁵	10%	13%	11%		
Headcount in scope	157	107	264		

(12) The new hires refer to the headcount as at 30 June 2023 and do not consider J Hotel and the Hong Kong branch; the age is calculated as at 30 June 2023.

(13) Calculated as the ratio of hires to total headcount as at 30/06/2023. J hotel not included in the calculation.

(14) The terminations refer to the workforce in headcount as at 30 June 2023 and do not consider J Hotel and the Hong Kong branch; the age is calculated as at 30 June 2023.

(15) Calculated as the ratio between terminations to total headcount as at 30 June 2023. The figures do not include J Hotel and the Hong Kong branch in the calculation.

ONBOARDING AND INDUCTION PLAN

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

- **Welcome:** provide a warm and friendly welcome to the new employee, introducing them to team members and colleagues, showing the work environment and providing practical information such as the location of their workstation, facilities and available resources.
- **Training:** provide specific training on the role, responsibilities and work procedures. This training can include both technical aspects related to the job and an understanding of company processes, policies and values.
- **Introduction to the corporate culture:** provide information on the organisation's identity, mission, values and history. This helps the new employee to understand the corporate culture, strategic goals and expectations.
- **Organisational orientation:** present the company's organisational structure, its various departments and key functions. This helps the new employee to understand how they fit into the wider context of the organisation and how to collaborate with other departments.
- **Objectives and expectations:** further explain the objectives and expectations for the new employee. This includes the definition of role responsibilities, performance expectations and milestones to be achieved, which were already clarified during the selection process.

The induction plan consists of the following sections:

- (i) *Corporate Induction*
- (ii) *Individual Induction*

(i) Corporate Induction: the aim is to provide the new hire with key information about Juventus so that they can easily integrate into the organisational environment. This section includes:

- the Onboarding Tour, dedicated to visiting and getting to know Juventus' sites, facilities and business lines.
- Compliance Training, to inform/train newly recruited resources on Corporate Governance issues, complying with the training required by legislation and internal policies.
- Health & Safety Training: in compliance with the relevant regulations, the company provides information/training for new employees on Occupational Health & Safety issues

(ii) Individual Induction: this section is customised based on the specific role. The new resource is invited to participate in one-to-one or team meetings with key stakeholders with whom they will interface in the course of their professional activity.

RESUMPTION OF EMPLOYMENT AND RETENTION RATE AFTER MATERNITY/PATERNITY LEAVE, BY GENDER¹⁶

[401-3]

In the three sports seasons reported*, 79 employees (18 men and 61 women) took maternity/paternity leave. Specifically, the breakdown by sports season is as follows:

- 2020/2021 season men 3 women 21
- 2021/2022 season men 8 women 21
- 2022/2023 season men 7 women 19

** Events falling in the periods from 01/07/2020 until 30/06/2023 were considered. Both compulsory and optional parental leave were considered, with the exception of Covid special leave. Compulsory maternity and parental leave events occurring within the same sporting season were counted as single events if they related to the same maternity.*

The percentage per season broken down by gender in relation to the **rate of return to work** is shown below:

MEN

- 2020/2021 season 100%
- 2021/2022 season 100%
- 2022/2023 season 100%

WOMEN

- 2020/2021 season 100%
- 2021/2022 season 100%
- 2022/2023 season 100%

Details of the **retention rate** per season and per gender are also provided:

MEN

- 2020/2021 season 100%
- 2021/2022 season 75% (6 out of 8)
- 2022/2023 season 100%*

WOMEN

- stagione 2020/2021 90% (19 su 21)
- stagione 2021/2022 81% (17 su 21)
- stagione 2022/2023 95% (18 su 19)*

**on the date of the document, as the 12 months have not elapsed since return*

(16) The figures refer to non-member staff and do not take into account J Hotel and the Hong Kong branch.

WELFARE

For the 2022/2023 Season, the company has confirmed the activation of welfare plans with Flexible Benefit initiatives for homogeneous categories.

The Welfare Plan offers employees a choice to allocate their 'available spending budget' to reimbursable services (education, medical, care, transport, mortgage interest expenses) and non-reimbursable expenses (supplementary pension; purchase of entertainment and wellness services). The platform for employees offers new services annually and welcomes employee suggestions and requests in compliance with the applicable tax regulations.

With a view to sustainable growth and in support of the reference strategies, during the 2022/2023 Season Juventus concluded the company's Total Reward Framework project launched in the previous season with the support of an external consultant, whose expertise is recognised internationally.

Through this project, Juventus continues its development path to support the motivation and promotion of its staff in a meritocratic and transparent way, in line with the **Company Remuneration Policy**.

The Total Reward Framework consists of: (i) fixed remuneration, (ii) a short-term incentive component (the 'STI Plan') represented by an annual short-term incentive monetary component for, inter alia, the Chief Executive Officer and Executives with Strategic Responsibilities, (iii) subject to the provisions specified below, a long-term incentive component, and (iv) certain benefits and accessory services.

Referring to the long-term incentive, the Company, while confirming the importance and consideration for the medium-long term policies related to the achievement of corporate objectives, as outlined in the 2023/2024 -2026/2027 Long-Term Plan (the 'Strategic Plan'), deemed it appropriate to defer for the time being the adoption of a long-term variable remuneration system, also in consideration of the Strategic Plan objective of achieving and consolidating the economic/financial balance

WELLNESS

In line with the company's desire to invest in people's well-being, the Juventus Sport Programme was introduced starting in the 2021/2022 Season for all employees who wish to exercise during their lunch break. In addition to the sports activities that employees can carry out on their own, the company offers four courses (Pilates, Functional Training, Yoga and Running) scheduled at different times of the week, which can be joined free of charge.

In line with Italian Decree-Law 34 of 19 May 2020, known as the 'Recovery Decree,' converted into Italian Law 77 of 17 July 2020, which includes 'Measures to incentivise sustainable mobility,' a survey was carried out during the 2021-2022 Season to define the measures of Juventus FC's 2021 Home-Work Travel Plan. In consultation with the Mobility Manager, the People & Culture Department was responsible for the decision-making, planning, programming, management and promotion of optimal sustainable mobility solutions. In this regard, the following initiatives set up by the company deserve mention:

- **Road to JHQ** | Employees can use a shuttle service provided by the company to reach the Juventus headquarters. The service provides a connection between the city centre (Turin Porta Susa Station) and the headquarters, making it possible to significantly reduce commuting inefficiencies related to private car travel (in terms of costs, time and CO2 emissions), and improving the employee's work-life balance in general.

- **Juventus Bikes** | An impressive 15 bikes were set up at the various Juventus sites (headquarters, Allianz Stadium, JTC Continassa, JTC Vinovo). Flexibility and wellness are the two key words behind the project. In fact, the bicycles can be used: (a) for travelling between adjoining locations for work reasons (e.g., HQ Continassa - Allianz Stadium - Juventus Museum) to speed up the commute; (b) for wellness and/or leisure activities during lunch breaks.

As part of its employee initiatives aimed at fostering engagement, a sense of belonging and sharing, the company has promoted a number of events for the benefit of its employees, including:

- Possibility of attending the Club's home matches
- Invitation to attend the final match of the Women's Italian Cup and the final match of the Italian Cup Serie C, 2022/2023 Season. For both events, the club provided transportation to reach the cities where the matches were played (Salerno and Vicenza)
- Organisation of Company Day as a moment for socialising, conviviality, playing and sharing messages
- Open-door training
- Meet & Greet with players
- Special events with players at the Juventus Museum on special occasions (e.g., award ceremonies)

The Club has heavily discounted rates for children of employees of appropriate age for attending the Juventus Training Camps. The children of staff members also enjoy the 'Natale Bimbi' [Children's Christmas] initiative, in which they celebrate the approach of the Christmas holidays together; after the event, both parents and children are invited to attend a women's Champions League match at an exclusive location in the Allianz Stadium.

To protect the well-being of its staff, the company has continued to promote agile working. In the updated Company Regulations effective from 1 July 2021, it is also stated that 'the company promotes the values underlying the signing of agile working agreements (known as 'smart working') with the aim of increasing productivity and facilitating a work-life balance for all employees whose role is compatible with smart working.' The benefits of smart working not only relate to the well-being of the individual, but also to the environmental sphere; in fact, the reduction in CO2 emissions is significant, considering the reduction in commuting and the emissions saved at headquarters net of the additional emissions from working from home.

HEALTH AND SAFETY

[403-2]

Juventus has adopted a Health and Safety Management System (HSMS) according to the former international standard OHSAS 18001:2007, now ISO 45001:2018, obtaining its first certification on 25 September 2009. With a view to continually improving the health and safety levels of workers, the system is audited by the Certifying Body on an annual basis. Following its audits, the Body issues renewals of the certificate (last confirmation of the certification: 10 October 2022). Through its Workplace Health and Safety Policy, Juventus provides its staff with the proper information and training and guarantees the management, supervision and monitoring of the risks identified through the adoption of adequate preventive and corrective measures. In particular, the Company provides specific training for staff at all organisational levels.

In order to raise workers' awareness on Health and Safety, Juventus is engaged in continuous and constant information/training activities on the matter through different modes of communication (classroom, e-learning, e-mail, video). In addition, a training plan has been in place for raising awareness and developing skills within

the scope of topics that are defined annually by the Management Team.

In order to achieve the set football objectives, Juventus is committed to providing its players and technical staff with the best possible psychophysical and working conditions. Due to the particular nature of Juventus' 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 JIMedical and JTC (Juventus Training Centre at Continassa and Vinovo), the best medical-sporting and nutritional facilities in order to guarantee the highest possible performance levels. Juventus also certifies the achievement of these quality standards thanks to the implementation of its Quality Policy for the medical sector, which defines the guidelines and objectives for protecting the players and the technical sector.

The management and organisation of sporting events that gather thousands of people in the same venue at the same time is at the very heart of Juventus' business. With one of the largest fan bases in Italy and Europe, Juventus is committed to ensuring the safety and security of its own sports facilities, in particular the Stadium and adjacent commercial facilities. Ensuring the health and safety of those who use the services offered by Juventus encompasses several aspects and needs to address multiple risks in order to maintain and strengthen the trust that guarantees the fulfilment of lasting and sustainable business objectives. With the end of the pandemic emergency, Juventus has continued to implement general workplace prevention and protection measures for workers to safeguard their own health and the health of others, in compliance with the reference legislation and in accordance with the federal sports protocols concerning competitive teams. Appropriate prevention and protection measures have been taken at the company sites to ensure the safety and health of workers at their workplace. In compliance with the reference standard, the company management system gives workers the possibility of reporting dangers, dangerous situations at work, accidents, near misses or injuries directly to their managers and prevention figures (Health and Safety Officer, Workers' Health and Safety Representative, Delegated Managers, Company Doctor), using the system forms prepared for this purpose (reporting form), by e-mail and, in the most serious and urgent cases, by informal contacts. All reports are handled in accordance with the Health and Safety Management System. Training (compulsory and on specific health or safety issues), the implementation of annual information and training programmes also on process issues (e.g., procedures), participation in annual emergency tests, maintaining the health and safety conditions of plants, equipment, facilities, etc. are the main prevention and protection measures for maintaining continuous awareness of health and safety issues and attention to safe behaviour during work activities in order to avoid actions that could cause injuries or occupational diseases.

[403-9]

TABLE 16 NUMBER OF INJURIES ¹⁷		
	2022/2023	2021/2022 ²⁰
Number of injuries ¹⁸	0	2
Days ¹⁹ lost due to injuries	0	32

(17) The figures refer to non-member staff and do not take into account J Hotel and the Hong Kong branch

(18) The figures are given in absolute terms and the injury rate and 'lost days' rate are not given. This choice was made considering the lack of a badge-based attendance system, whereby precise data on the hours worked by company staff are not available.

(19) Days are defined as calendar and not business days.

(20) Following an improvement in the reporting process, the figures for the 2021/2022 Season for the number of employee injuries and related lost days have been restated from those published in the previous Non-Financial Statement. For the previously published figures, please refer to the Non-Financial Statement 2021/2022, published at www.juventus.com/it/sostenibilita.

GOVERNANCE

[2-9; 2-11; 2-12; 2-14; 3-3; 405-1]

Juventus adopts a traditional type of administration system which, excluding the functions of the Shareholders' Meeting, assigns strategic management to the Board of Directors and supervisory functions to the Board of Statutory Auditors. Moreover, the Board has set up three internal committees to advise and make proposals to the Board itself: the Control and Risk Committee, the Remuneration and Appointments Committee and the Environmental, Social and Corporate Governance (ESG) Committee. The corporate governance system of Juventus comprises rules and methodologies for planning, management and control necessary for company operations. It 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 Code of Conduct and based on international and national best practices.

The Board of Directors appointed by the Shareholders' Meeting of 18 January 2023 consists of five directors, including a Chairman with certain powers of mere representation or to be exercised with the joint signature of the Chief Executive Officer, without provision for any delegation in his own right (G. Ferrero), a Chief Executive Officer (M. Scanavino) and three non-executive directors, one of whom is non-independent (D. Pistone) and two independent (L. Cappiello, F. Negri).

In conducting its business, Juventus is also committed to directly guiding change in the professional football sector on ESG (Environmental, Social and Governance) matters by continuing and strengthening initiatives and activities capable of generating a positive impact in the fields of education, inclusion and environment and creating long-term value for all its stakeholders. To this end, on 29 October 2021 the Board of Directors established the ESG Committee, which makes proposals and provides advice to the Board of Directors regarding sustainability. Its aim is to promote the gradual integration of environmental, social and governance factors (understood with reference to sustainability) into company activities geared towards the pursuit of sustainable success, and therefore the creation of long-term value for the benefit of shareholders, taking account of the interests of the other stakeholders.

TABLE 17 COMPOSITION OF THE COMPANY'S MANAGEMENT AND CONTROL BODIES	
	STAGIONE 2022/2023
Board of Directors	40% women 60% men
Board of Statutory Auditors	33% women 67% men
Supervisory Body	67% women 33% men
Guarantee Body	67% women 33% men
Remuneration and Appointments Committee	67% women 33% men
Control and Risk Committee	67% women 33% men
ESG Committee	67% women 33% men

INTERNAL CONTROL AND RISK MANAGEMENT SYSTEM

Juventus undertakes to promote and maintain an adequate Internal Control and Risk Management System meant as the set of rules, procedures and organisational structures designed to enable an adequate process of identification, measurement and management of primary risks which ensures the credibility, accuracy, reliability and timeliness of information provided, the protection of company assets, the efficiency and effectiveness of company processes and compliance with laws and regulations as well as with the By-Laws and internal procedures. An effective system contributes to business operations that are consistent with pre-set objectives, promotes informed decision-making and the sustainable success of the company.

The responsibility for the establishment and maintenance of an effective Internal Control and Risk Management System (ICRMS), in line with the company and process objectives and the correspondence of the risk management methods with the defined containment plans, lies with the Board of Directors and the operations managers, i.e., the other corporate bodies as well as the corporate structures, which act in a coordinated manner in order to allow the main risks relating to Juventus and the subsidiaries to be correctly identified, as well as adequately measured, managed and monitored.

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

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

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

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

MAIN NON-FINANCIAL RISKS

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

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

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

[2-25; 2-27; 205-3; 406-1]

TABLE 18 RISKS, ACTIONS TAKEN / MITIGATION			
MATERIAL TOPIC	ERM RISKS	RISK PROFILE DESCRIPTION	ACTIONS TAKEN/MITIGATION
Governance, compliance and anti-corruption	Administrative responsibility pursuant to Italian Leg. Decree 231/01	Risks related to compliance with internal policies and regulations (e.g., conduct of internal staff that does not comply with the Code of Ethics) and possible situations of non-compliance with laws, sector regulations and national and international regulations in force, also related to incorrect interpretation in the face of legislative innovations and new features introduced.	<p>In order to prevent risks related to non-compliance with laws and regulations, the Club ensures the widest dissemination and knowledge of the Code of Ethics, both with reference to those who operate within the organisation and to the supply chain and commercial counterparts, requiring compliance within the scope of contractual responsibility.</p> <p>With regard to compliance risks, the company has adopted the Organisation, Management and Control Model pursuant to Italian Legislative Decree 231/2001, the Organisation, Management and Control Model pursuant to Art. 7, paragraph 5 of the FIGC Statute (Prevention Model) and the Data Protection Model in line with the provisions of EU Regulation 2016/679 (GDPR), which are suitable for preventing the commission of offences thanks to their timely updating following regulatory changes.</p> <p>The effective operational implementation of the models is also ensured through continuous monitoring activities by the Supervisory Body, the Guarantee Body and the DPO, respectively.</p> <p>The company has also adopted a report management procedure through a dedicated platform (known as whistleblowing), in line with the regulatory obligations introduced by Italian Legislative Decree 24/2023 in transposition of EU Directive 2019/1937.</p>
	Protection of personal data		
	Sports regulations		
	Tax regulations		
	Confidential information		
	Intellectual property		
	Evolution of sporting regulations		
	Financial communications		
	System of powers and proxies		
	Conflicts of interest		
	Labour law		
	Fraudulent behaviour		

MATERIAL TOPIC	ERM RISKS	RISK PROFILE DESCRIPTION	ACTIONS TAKEN/MITIGATION
Environmental Impact (Sustainability Strategy)	Environmental regulation ESG Goals	<p>Juventus has been committed to developing initiatives in favour of sustainability and social responsibility in its many facets for years, in a context of growing attention from its stakeholders and rapid evolution of the regulatory framework, also in terms of transparency requirements.</p> <p>Although Juventus has a limited environmental impact, the Club is exposed to the risk of excessive use of natural and energy resources and non-compliance with environmental regulations.</p> <p>These risks become even more significant when considering the performance of its corporate activities and the operation, construction and maintenance of its sites and facilities. This risk is also increasingly linked to climate change awareness, with possible direct and indirect impacts on brand reputation.</p>	<p>Within its corporate activities and relations with third parties, Juventus undertakes to adopt responsible attitudes to safeguard the environment, acting in scrupulous compliance with the applicable regulations, as well as the limits defined by any authorisations and requirements received from the competent bodies.</p> <p>Through the assignment of specific roles and responsibilities (e.g., Energy Manager), the Club has embarked on a path of energy efficiency and transition to renewable sources, thanks to constant monitoring of its consumption, also with a view to reporting and limiting its carbon footprint.</p> <p>Juventus' commitment to environmental and energy issues is also guaranteed by the adoption of the ISO 14001:2015-certified Environmental Management System at all company sites.</p>
Health and well-being of Juventus' people (Employees)	Talent attraction / retention Organisational development and future of work Diversity, Equity, Inclusion Mental health & emotional balance Upskilling/reskilling	<p>The organisational model of Juventus has recently undergone several changes, which necessarily require a change management process to manage the context of transition and evolution. This entails the risk of a difficult and/or inadequate definition of the new organisational structure and/or inadequate ability to adapt the organisational and related operating models to the corporate strategies, with possible impacts on operations and/or the achievement of the sports and economic objectives of the company and the Group.</p> <p>Juventus could encounter increasing difficulty in attracting, retaining and incentivising talents, or in promptly identifying replacement figures, with possible negative effects on operating and financial results.</p>	<p>Juventus recognises the fundamental role of staff in its success, which implies the ability to attract talent and increase retention. The strategic and professional approach to selection is reflected in a Recruitment & Onboarding process that allows candidates to express themselves to the fullest through a quality, inclusive, engaging and authentic experience.</p> <p>The selection process is conducted on the basis of objective and meritocratic assessment criteria free from discrimination, aimed at ensuring the identification of the person best suited to the role and in line with the distinctive values of Juventus, reaffirming the company's commitment to adopt recruitment and selection practices based on equality and inclusion.</p>
Fight against discrimination and respect for human rights	Incidents of discriminatory behaviour	<p>In view of its social role, the role that sport plays (especially in terms of influence on the new generations) and its presence at international level, in its relations with its stakeholders, the Club is exposed to the risk of discriminatory conduct and episodes of racism, which violates human rights and equal opportunities, with significant consequences on brand reputation and possible sanctioning impacts also under sports regulations.</p> <p>This risk is also amplified by the growing attention of all stakeholders towards D&I (Diversity & Inclusion) issues and by the constant interaction of the Club and its staff - directly or indirectly - with minors potentially exposed to abuse, mistreatment or bullying.</p>	<p>In fulfilment of its Code of Ethics, Juventus rejects all forms of discrimination, including social, racism, xenophobia and intolerance.</p> <p>Furthermore, the Club undertakes to avoid any discrimination by its conduct and to respect, in relations with its stakeholders, differences in age, gender, sexual orientation and identity, ethnicity, religion, state of health, political and trade union affiliation, language or different skills. Relations between colleagues are always based on the principles of civil coexistence, loyalty and correct conduct and must be carried out with mutual respect for the rights and freedom of persons.</p> <p>Lastly, the Club is committed to promoting initiatives aimed at spreading a culture of social equality and mutual respect through continuous training activities within the Club, including for the players of the Youth Sector, as well as through awareness-raising activities in the local communities where Juventus operates in Italy and abroad.</p> <p>In order to ensure that these issues are constantly monitored, Juventus has strengthened the channel for handling whistleblowing reports.</p>

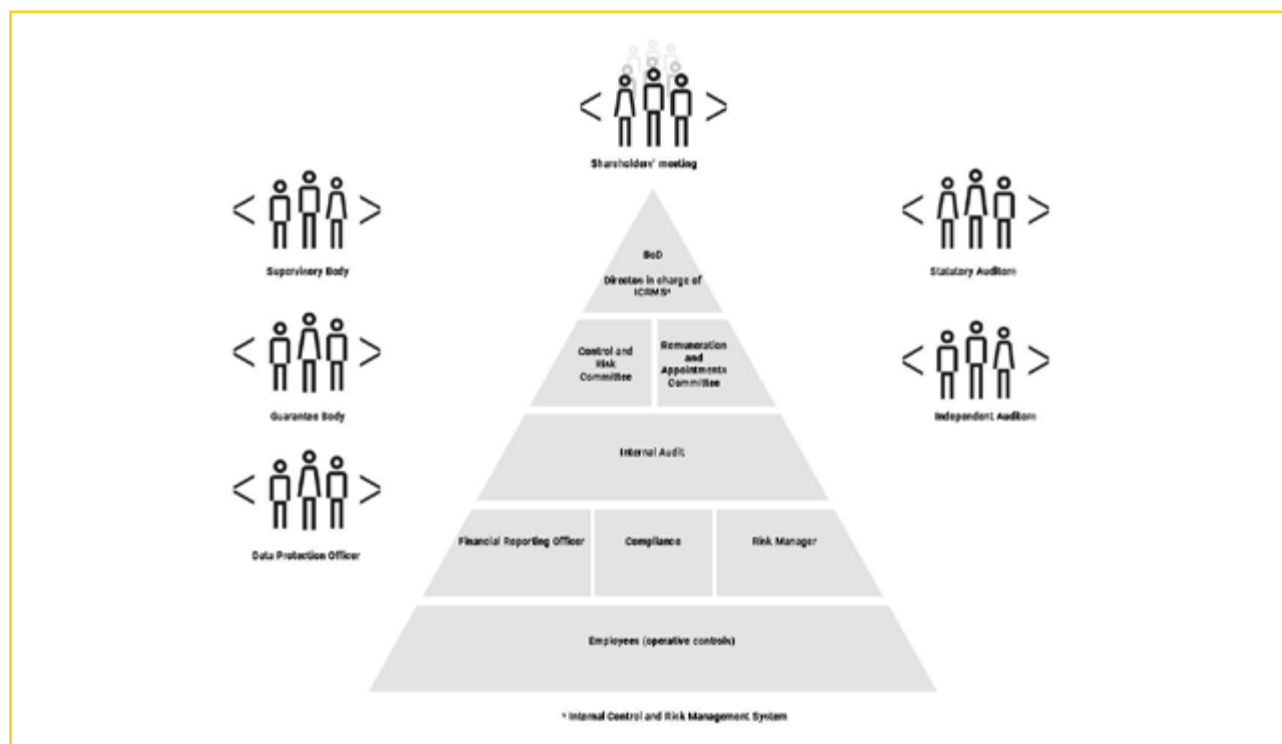
MATERIAL TOPIC	ERM RISKS	RISK PROFILE DESCRIPTION	ACTIONS TAKEN/MITIGATION
Health and well-being of Juventus' people (Athletes)	Players' injuries First Team safety on-site and away	<p>Risk associated with the sporting activity, the mental and physical health and the physical fitness of players, as well as the risk that they may suffer serious injuries, leading to prolonged unavailability also following sub-optimal management of the athlete's health and preparation, or of the diagnostic and rehabilitation pathway.</p> <p>Risks related to player safety during First Team away matches, since any accidents, whether related to travel or to their accommodation and which jeopardises matches, could cause significant negative impacts on Juventus' sporting, economic, equity and financial position situation.</p> <p>The mental and physical health of the players could also be affected due to serious events or accidents at Juventus sites.</p>	<p>With reference to physical fitness, Juventus pays particular attention to the training and athletic preparation of the resources on its teams in order to limit the risk of incorrectly calibrated activities on football players, which could generate a greater possibility of injury than is physiologically conceivable. These issues are also monitored thanks to the adoption of the ISO 9001:2015-certified Quality System of the Medical Sector, as well as training and awareness activities on the importance of prevention addressed to all football players and athletic trainers and coaches.</p> <p>The players' safety while travelling is guaranteed through the application of a specific Travel Policy for managing the teams' travels and stays.</p> <p>Protection against potential events and accidents that could involve the Juventus Training Centres, as well as the Stadium during matches, is ensured by the adoption of the ISO 45001:2018-certified Health and Safety Management System.</p>
Health and well-being of Juventus' people (Accessibility and safety of facilities)	Occupational health and safety Business continuity Match-Day Catastrophic events	<p>Considering the competitive environment in which the Club operates, Juventus is exposed to risks related to the health and safety of its human resources. This risk applies as much to internal staff and technical staff as to players. The protection of Club staff and the achievement of sporting results that meet the expectations of fans and management are closely linked to protecting the health and safety of all stakeholders.</p> <p>The Group is also exposed to the risk of safety and public order in relation to fans' access to the Allianz Stadium on match days. The Allianz Stadium's structure and the surrounding areas used for parking, as already happened in the past, are also exposed to the risk of damage and/or vandalism, as well as natural phenomena and disasters, and more generally of all those events outside the control of Juventus, exposing the company to the risk of incurring higher costs or unexpected charges.</p> <p>Furthermore, following these events, the need to consolidate safety measures during home matches could arise, with additional costs and expenses for the safety of fans and insurance.</p>	<p>Juventus is committed to spreading and consolidating a culture of health and safety in the workplace, developing awareness of the dangers and risks involved, promoting responsible behaviour on the part of human resources and working to preserve, in particular with preventive actions, workers' health and safety. To this end, the Club has adopted an ISO 45001:2018-certified Health and Safety Management System (HSMS) and monitors several key indicators related to occupational health and safety, for the purpose of achieving continuous improvement.</p> <p>The Club constantly evaluates and implements mitigating measures to cover possible damage to the health of its employees, players and technical staff.</p> <p>The company has also adopted a Sustainable Match-day Management System implemented in accordance with the ISO 20121:2012 standard and taking into account the guidelines of the 2020 Lega Serie A regulations.</p> <p>With specific reference to match-day safety, Juventus makes available and asks the public to comply with the Regulations for the use of the stadium, which contain specific indications on behavioural safety rules.</p>

MATERIAL TOPIC	ERM RISKS	RISK PROFILE DESCRIPTION	ACTIONS TAKEN/MITIGATION
Fight against discrimination and respect for human rights (Protection of minors and youth)	Next Gen Management of minors / Child safeguarding Bullying among minors Dealing with international minors Young talents	<p>Risk associated with the protection of the mental and physical health of minors managed in the context of sports activities and/or for promotional purposes (e.g., summer camps, national and international academies, etc.) carried out by Juventus or by third-party companies contracted by it.</p> <p>Specifically, in situations where Juventus is (directly and/or indirectly) responsible for minors, the risk arises from events (such as accidents), also outside of sport activities, which might compromise the physical safety of minors and/or from the possibility that minors may suffer physical or psychological mistreatment or abuse by adults or other minors.</p>	<p>Juventus has adopted a Child Safeguarding System in accordance with the standards and guidance of Save the Children Italia, consistent with the specific contents proposed in the Child Safeguarding Toolkit for UEFA Member Associations, which takes into account FIFA's indications in the field of gender equality in football, as well as the FIFA Child Safeguarding Toolkit.</p> <p>In doing so, Juventus intends to ensure that every possible measure is taken in its operational areas to minimise the potential risks that minors directly involved in its activities, or indirectly through the use of social and media tools, may incur. The aim is to maximise the protection of children from any form of inappropriate conduct, abuse or exploitation.</p> <p>The Club is committed to making the Child Safeguarding System known to its own staff, to those of its partners and to anyone representing it, enforcing it also through the implementation of specific sector Child Safeguarding Policies where necessary, requiring compliance from both national and international partners, and monitoring its application.</p>

CONTROL BODIES

[2-24; 2-16]

Chart 3 | Control bodies



CORPORATE GOVERNANCE SYSTEM

[2-24]

The Juventus Corporate Governance System is based on:

- the set of values defined in the Code of Ethics;
- the central role of the administrative and supervisory bodies;
- management transparency;
- the careful distribution of responsibilities with regard to the management, monitoring and evaluation of the Internal Control and Risk Management System;
- the Organisation, Management and Control Model pursuant to Italian Leg. Decree 231/2001;
- the risk governance system in line with best practices.

In fact, 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, suppliers, commercial and financial partners.

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

CODE OF ETHICS

[2-23]

Juventus aspires to establish and consolidate a relationship of trust with its stakeholders, defined as those categories of individuals, groups or institutions whose interests are influenced by the direct and indirect effects of Juventus activity.

The guiding values of Juventus are established in the **Code of Ethics**; all corporate bodies, Juventus employees and everyone who works to achieve company objectives, as part of their own functions and responsibilities, must comply with this Code.

The Code of Ethics establishes the rules of conduct to adopt when managing company activities, as well as the duties and responsibilities of employees.

The Juventus Code of Ethics is based upon best practices and the applicable regulatory principles, guidelines and national and international documents on human resources, corporate social responsibility and corporate governance, including, by way of example, the OECD Guidelines for Multinational Enterprises and the main frameworks of the United Nations and the European Union.

The issue of human rights is also of paramount importance when involving relations with external actors. As laid out in chapter 7, *'Relations with suppliers, licensees, partners and other contractual counterparties'*, Juventus strives to select suppliers and licensees based on evaluation criteria that include, in addition to the quality and affordability of the offering, aspects such as reputation, reliability, professionalism, efficiency and sustainability, so as to allow the establishment of a solid and lasting fiduciary relationship. Juventus avoids agreements with suppliers of dubious reputation that may not reflect the values expressed in this Code of Ethics in line with the principles of the Global Compact promoted by the UN, such as respect for the environment, working conditions, human rights and the principles of legality, respect for competition and the fight against corruption.

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

The document is available on the company's official website www.juventus.com Club > Corporate Governance).

WHISTLEBLOWING

[2-26]

Following the entry into force of Italian Legislative Decree 24 of 10 March 2023, implementing the European Directive on whistleblowing, Juventus has updated its whistleblowing management process and has published the Whistleblowing portal on its website. The aim is to specifically encourage individuals to report conduct contrary to the Code of Ethics and to the principles of loyalty, correctness and probity, as well as breaches of national and European Union regulations that damage the public interest or the integrity of the public administration or private entity, as referred to in the applicable regulations.

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

[3-3; 2-16]

ANTI-CORRUPTION

[205-3]

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

It should be noted that no cases of corruption, dismissal or discipline of employees for reasons of corruption, termination or non-renewal of contracts signed with corporate partners, or legal cases in the public domain concerning corruption brought against the organisation or its employees were found during the 2022/2023 Season. Key topics such as the principles of the Code of Ethics, the Organisation, Management and Control Model pursuant to Italian Leg. Decree 231/2001²¹ and the Prevention Model pursuant to art. 7, par. 5 of the FIGC By-Laws²², are the subject of internal training activities. Their content is supervised by the Supervisory Body and the Guarantee Body in their prerogative to promote the dissemination and knowledge of the Models.

TABLE 19 COMMUNICATION AND TRAINING ON POLICIES AND PROCEDURES [205-2]	
Season 2022/2023	<p>During the 2022-2023 Season, the company planned to involve all its employees and collaborators in a new training programme on the Code of Ethics and compliance models mentioned above. In particular, the Chairpersons of the Juventus Supervisory and Guarantee Body were identified as spokespersons and each developed the part related to the reference legislation. Instead, the internal members of the Bodies dealt with the concrete cases and the description of the characteristics of the Models.</p> <p>Eight training sessions of approximately 1.5 hours each were delivered, including an English-language session conducted to enable English speakers to understand the subjects covered. Employees from the Hong Kong branch attended this session. More than 450 employees and collaborators were involved.</p> <p>See more information in this regard in Table 20.</p> <p>With regard to training, please refer to the chapter Employees, Compliance Training.</p>
Season 2021/2022	<p>When the new management and control bodies were appointed, Juventus dedicated an item on the agenda of a meeting of the Control and Risk Committee to make all the new members of the Board of Directors and the Chairperson of the Board of Statutory Auditors (seven people) aware of the scope and characteristics of Italian Legislative Decree 231/2001, as well as Juventus' Model 231.</p> <p>Pending the completion of the training review project related to Italian Legislative Decree 231/2001 launched in the previous season, the company organised classroom training sessions with the help of external consultants, involving 18 employees with a key role in the sensitive processes affected by the regulatory changes introduced by the legislator in the list of offences covered by the Decree.</p> <p>As for the course on the General Data Protection Regulation and the related Model implemented at Juventus, 60 new employees completed the training in e-learning mode. In addition, classroom and web-based info-training sessions were organised with the DPO and the software provider used to manage the issue.</p> <p>Ad hoc communication activities informed all new employees of the main regulatory areas, the relevant Compliance Models and the procedures adopted by the company, indicating the repository where they can view these documents.</p>

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

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

TABLE 20 | DISCLOSURE (COMMUNICATION OF THE ORGANISATION'S ANTI-CORRUPTION REGULATIONS AND PROCEDURES)

	TOTAL NUMBER ²³	PERCENTAGE	TOPICS
New Governance Body (Board of Directors)	3	60% (3 out of 5)	Code of Ethics, Model 231 and Prevention Model
Previous Governance Body (Board of Directors)	2	20% (2 out of 10)	Code of Ethics and Model 231
Previous Governance Body (Board of Directors)	2	20% (2 out of 10)	Guidelines and Compliance with Public Administration
Previous Governance Body (Board of Directors)	2	20% (2 out of 10)	Information flows to control bodies
New Governance Body (5 BoD)	5	100%	Whistleblowing
New Governance Body (5 BoD)	5	100%	Conflicts of interest
Employees and collaborators	227	100%	Code of Ethics and Model 231
Employees and collaborators	246	100%	Guidelines and Compliance with Public Administration
Employees and collaborators	246	100%	Information flows to control bodies
Employees and collaborators	246	100%	Conflicts of interest

COMPLIANCE WITH LAWS AND REGULATIONS | FIGC AND UEFA CFCB PROCEEDINGS

[2-27]

On 22 May 2023, the FIGC Federal Court of Appeal, Joint Sessions, with reference to the proceedings 233 pf 21-22 concerning what is known as 'capital gains,' imposed the penalty of 10 (ten) points in the league table on the Club, to be taken in the 2022/2023 football season.

On 30 May 2023, the company announced that it had settled to all effects with the Sports Justice Bodies the FIGC proceedings 336 pf 22-23 (related to the '2019/2020 and 2020/2021 salary manoeuvres', to relations with certain sports agents, as well as to certain alleged 'partnership relations' with other clubs) resulting in the imposition of a fine of € 718,240.00 and the waiver to file an appeal before the Sport Integrity Board at CONI against the decision issued by the FIGC Federal Court of Appeal on 22 May 2023 in the proceedings concerning the 'capital gains'.

In fact, the FIGC National Federal Court issued Decision 0189/TFNSD-2022-2023 ordering the imposition of the above-mentioned fine against the company following the proposal for the 'application of sanctions on request post-referral' submitted by Juventus under article 127 of the FIGC Sports Justice Code, which also includes the company's undertaking to waive the filing of means of appeal before the Sport Integrity Board at CONI against the decision issued by the FIGC Federal Court of Appeal on 22 May 2023 in the context of deferral proceedings 138/CFA/2022-2023 (proceedings no. 233 pf 21-22 concerning the 'capital gains').

On 28 July 2023, the Chamber of the UEFA Club Financial Control Body ('UEFA CFCB') made the decision by which it definitively closed the proceedings initiated on 1 December 2022 aimed at verifying compliance with the UEFA regulatory framework. Though continuing to believe that the alleged violations were tenuous and its actions were correct, Juventus declared its acceptance of the decision and waived any appeal, expressly excluding (noted by the UEFA CFCB) that this might constitute an admission of any liability on its part.

(23) As regards the disclosures 'Code of Ethics and Model 231', 'Guidelines and Compliance with Public Administration', 'Information Flows to Control Bodies' and 'Conflicts of Interest', the figures refer to the headcount on the day of their disclosure, 1 July 2022 and 2-9-14 September 2022, respectively. Furthermore, the figures do not take into account J Hotel and the Hong Kong branch

The decision of the First Chamber of the UEFA Club Financial Control Body ("UEFA CFCB") led to the conclusion of the settlement agreement of 31 August 2022 between UEFA and Juventus and the exclusion of Juventus from the UEFA Conference League for the 2023/2024 season. As a result of the decision, Juventus (i) will be required to pay an economic contribution of € 10 million partly withheld from the revenues from participation in UEFA competitions in the next sporting seasons and (ii) may be required to pay an additional conditional economic contribution of € 10 million if Juventus' financial statements as at 30 June 2023, 2024 and 2025 show significant breaches of the UEFA Club Licensing and Financial Sustainability Regulations ('CL&FS'); this conditional amount would be withheld, if necessary, from the revenues from participation in UEFA competitions in the next sporting seasons.

The financial contributions paid by the company or retained by UEFA will not be considered a relevant cost for the assessment of Juventus' compliance with the stability requirements of the CL&FS.

While reaffirming the correctness of its actions and the soundness of its defensive arguments, Juventus has decided to accept the decision as final and binding and waives any appeals, considering this choice to be in the best interest of the company, its shareholders and all stakeholders (both from the world of sport and not).

The settlement of the proceedings initiated by the UEFA CFCB, as well as the already completed settlement of all the FIGC sport proceedings, allowed the company to put an end to a period of uncertainty and avoid the state of tension and instability that the continuation of the proceedings - which were uncertain in terms of outcome and timing - would have inevitably implied, also allowing management, the First Team coach and the players to focus on sports activities and, in particular, on the new football season (with regard to both sports activities and business relations with sponsors, other commercial partners and financial partners).

NON-DISCRIMINATION

[406-1]

Juventus is against all forms of social and territorial discrimination, racism, xenophobia and violence, as stated in its Code of Ethics. Racism and discrimination, in all its forms, is a serious cultural plague that has yet to be resolved. For this reason and aware of its role as a football company, Juventus confirms its commitment to the issue by promoting a culture of respect, inclusion and equality.

The company constantly cooperates with the police to identify those responsible for discriminatory incidents, to whom the '[Codice di Gradimento](#)' is applied.

The following cases were found in the 2022/2023 season:

TABLE 21 INCIDENTS OF DISCRIMINATION	
	SANZIONE
UEFA disciplinary case 36108 UCL match UGL PSG VS Juventus - Racist acts of three guest sector fans	15,000 €
Fine charged to fans CU INPA 195 Juventus VS Napoli insulting chants against the referee and local chants against opposing fans	15,000 €
Insulting chants against a football player at the Juventus VS Inter match	-

Although no sanctions were imposed in the latest incident, the Club cooperated in identifying the perpetrators of the racist insults and applied the Code of Acceptance.

Lastly, in accordance with the United Nations Declaration of Human Rights and the ILO Declaration on the principles and fundamental rights of workers, Juventus promotes compliance, throughout its value chain, with the principles and working conditions to protect the dignity of the person, and does not tolerate any conduct or behaviour which is offensive to moral or personal beliefs. In this regard, for the reporting periods from 2019 to date and with reference to the company or its employees, Juventus has not recorded any incidents concerning the failure to respect human rights and the use of child or forced labour or relating to discriminatory acts or acts that violate freedom of association.

SUPPLIER MANAGEMENT

[2-6; 204-1]

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

The tool used to verify supplier suitability is the Juventus Procurement Portal, of which Juventus is the developer and owner. In the qualification process, in order to be able to proceed with a purchase from a supplier, all Juventus suppliers must view and accept:

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

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

In order to be able to dialogue properly with its suppliers, Juventus felt it was important to have a bilingual portal, i.e., with information in both Italian and English.

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

In the 2022/23 Season, there are 1,352 total suppliers, of which:

- 1,135 national
- 217 international

TABLE 22 SUPPLIER DETAILS			
SEASON	PURCHASED PER RELATIVE YEAR ²⁴ (€)	TURIN AND PROVINCE	ITALY
2022/2023	96,189,904	26.7% ²⁵	92.21%
2021/2022	79,587,281	32.16%	95.74%

(24) Following an improvement in the reporting process, the figures for the 2021/2022 Season for expenditure on local suppliers have been restated from those published in the previous Non-Financial Statement. For the previously published figures, please refer to the Non-Financial Statement 2021/2022, published at <https://www.juventus.com/en/sustainability>

(25) There is an increase in the absolute expenditure value but with a sharper trend towards purchases within Italy; this variation may be attributable to normal fluctuations in the data

ENVIRONMENTAL IMPACT

[3-3]

Juventus is aware of its role both in the world of football, as a club, and of the responsibilities and influence of its actions on the environment as a company. Fully aware of this correlation between corporate and territorial dimensions, it therefore has a responsibility to reduce its impact as much as possible.

Following the analysis that involved the entire Club in 2019 and led to the updating of the Materiality Matrix and related topics, the two environmental priorities on which the Club has chosen to start focusing its actions and related investments are **energy** and **waste management**, with the aim of lowering the Club's carbon footprint as much as possible.

Although Juventus has a limited impact in terms of water use, starting from the 2022/2023 reporting period, information on water withdrawals and discharges will be included with reference to the various corporate structures.

As far as energy is concerned, the Club has had an **Energy Manager** since 2015, certified UNI CEI 11339 as an Expert in Energy Management and appointed, in accordance with Italian Law 10/91, at FIRE (Italian Federation for the Rational Use of Energy). The Energy Manager supports Juventus in the development of energy projects such as energy diagnosis in accordance with Italian Legislative Decree 102/2014 and in the activities for the implementation of an Energy Management pathway.

In September 2019, following a process to verify compliance with the legislation in force and the adequacy of the environmental policy enacted by Juventus, the Allianz Stadium was the first to obtain **ISO 14001 environmental certification**, and in 2022 the certification was **also extended to JTC Continassa**. This certification confirms the commitment to environmental and energy issues that Juventus has been pursuing for years.

The replacement of the lighting system in the stadium area with LED lamps in recent seasons has led to a reduction in consumption and costs for maintenance, replacement and disposal. As a result of the reduction²⁶ in the installed power of the lighting system by around 24% for the pitch and 50% for the hospitality area, the Club has also benefited from a reduction in energy consumption in both areas since 2016. In addition to the environmental benefits, the new LED lighting system has made the pitch and hospitality areas welcoming, scenic environments. In particular, outstanding results have been achieved in terms of colour rendition, image uniformity, absence of flickering and glare reduction, also ensuring absolute visual comfort for the players, the fans in the Stadium and the crowd at home, now able to enjoy television footage that authentically reproduces what is happening on the pitch.

In order to minimise the environmental impact of electricity consumption, the Club has only sourced **electricity from renewable sources** through specific agreements with suppliers since the 2018/2019 Season.

In addition, the Club achieved **ISO 20121 Environmental Certification** in 2021, the international standard for sustainable event management.

(26) The assessment was made on the basis of the ratio of installed power before/after the intervention. A direct measurement of consumption would have been influenced by the number of operating hours of the systems, which varied from season to season.

TABLE 23 ENERGY CONSUMPTION WITHIN THE ORGANISATION		
ENERGY IN GJ		
	2022/2023 SEASON	2021/2022 SEASON
Electricity	40,322.00	44,726.07
of which purchased	39,977.82	44,394.06
Headquarters	1,219.13	1,312.16
Store ²⁷	1,176.43	1,154.04
JTC Continassa	2,888.26	3,725.27
JTC Vinovo	4,541.15	5,382.47
Stadium Complex ²⁸	30,152.85	32,820.12
of which self-produced	344.14	332.01
from photovoltaic system	344.14	332.01
District heating	37,463.98	46,698.87
Headquarters	1,335.07	1,660.71
JTC Continassa	19,592.68	25,819.30
Stadium Complex	16,536.23	19,218.86
District cooling	2,436.30	4,246.15
Headquarters	966.35	1,629.58
JTC Continassa	1,469.95	2,616.57
Methane consumption	17,137.34	22,094.21
JTC Vinovo ²⁹	17,137.34	22,094.21
Automotive petrol consumption³⁰	666.79	504.15
Automotive diesel consumption³¹	3,766.16	3,990.65

(27) As of the 2018/2019 Season, the figures refer to all stores: Turin (Garibaldi and Nice) and Rome

(28) Starting in the 2017/2018 Season, the term 'Stadium Complex' includes Allianz Stadium, the areas adjacent thereto (external car parks), JI Medical and Juventus Museum

(29) For the conversion of consumption values from m3 to GJ, the conversion factors provided in the UNFCCC national standard parameter table for the reference years were used (for 2023, the most recent conversion factor available upon drafting this Report was used).

(30) In this NFS, the energy consumption from petrol and diesel fuel was calculated considering the fuel consumption monitored through the fuel cards available to employees. These are not allocated to players, medical and technical staff and executives, or are not available for reasons related to privacy. Consequently, the calculation of energy consumption from the use of vehicles for these employees is not included in the GRI 302-1 disclosure.

(31) To calculate the energy consumption of diesel and petrol from the car fleet in GJ, conversion factors from the 'National Inventory Report (NIR) 2023' were used

CARBON FOOTPRINT

[305-1; 305-2]

In the 2019/2020 Season, also in keeping with its commitment as a signatory of the UN Sport for Climate Action Framework, Juventus started the process of disclosing its carbon footprint, within the Club's commitment to managing its CO₂ emissions.

In particular, for the calculation of CO₂ emissions as required by the GRI Sustainability Reporting Standards, Scope 2 emissions were calculated according to two distinct calculation methods: the 'Location-based method' and the 'Market-based method.'

The location-based method uses the average emission factors for regional, sub-national or national power generation.

The market-based method instead is based on the CO₂ emissions emitted by the energy suppliers from whom the organisation buys electricity through contracts, or on market-related factors. Purchases of electricity from renewable energy sources are given a zero emission factor, as far as Scope 2 is concerned. Since 100% of the electricity purchased by Juventus has come from renewable sources since the 2018/2019 Season, the relative emission value is 0.0, as shown in the table below.

TABLE 24 CO ₂ EQ (T ³²) EMISSIONS		
	2022/2023 SEASON	2021/2022 SEASON
Total CO₂EQ Emissions (Scope 1 e Scope 2-location based)	6,328.51	7,701.30
Total CO₂EQ Emissions (Scope 1 e Scope 2-market based)	3,531.17	4,573.02
Scope 1	1,192.57	1,582.05
Methane ³³	866.98	1,251.1
Car fleets Diesel ³⁴	276.86	293.84 ³⁵
Car fleet Petrol	48.73	37.11
Scope 2 - Location based	5,135.94	6,119.25
Scope 2 - Market based	2,338.60	2,990.97
Electricity: Location based ³⁶	2,797.34	3,106.35 ³⁷
Electricity: Market based ³⁸	0.0	0.0
District heating ³⁹	2,195.81	2,779.19
District cooling	142.79	211.78

(32) In this document, the emissions from petrol and diesel for motor vehicles expressed in tonnes of CO₂ were calculated considering the fuel consumption monitored by means of the fuel cards available to employees. These are not allocated to players, medical and technical staff and managers or are not available for privacy reasons. Consequently, the calculation of emissions from the use of vehicles for these employees is not included in the GRI 305-1 disclosure.

(33) CO₂ equivalent emissions from methane consumption for heating purposes include the following greenhouse gases: CO₂ (carbon dioxide); CH₄ (methane); N₂O (nitros oxide). Sources: ISPRA Annex 6 of the National Inventory Report (2022) - IPCC (2013).

(34) For the calculation of diesel and petrol emissions from the car fleet were used, respectively, the emission factors published both the National Inventory Report (NIR) 2023 and the Ministry of the Environment 2023.

(35) Following an improvement in the reporting process, the 2021/2022 car fleet emissions data has been restated from what was published in the previous Non-Financial Statement. For previously published data, please refer to the Non-Financial Statement 2021/2022, available at <https://www.juventus.com/en/sustainability/reports>

(36) CO₂ emissions from electricity use - calculated according to the location-based methodology - referred to "ISPRA 2021, GHG emission factors in the electricity sector for electricity production.

(37) As a result of an improved reporting process, the data for the 2021/2022 electricity season - location based have been restated from what was published in the previous Non-Financial Statement. For previously published data, please refer to the Non-Financial Statement 2021/2022, available at <https://www.juventus.com/en/sustainability/reports>.

(38) CO₂ emissions from electricity use - calculated according to the market-based methodology - referring to "European Residual Mixes 2022", (AIB). In particular, it was selected the Italian 'Residual Mix', which represents the mix of the remaining electricity generation quotas after taking into account the use of specific tracking systems for the energy sources used, such as Guarantee of Origin certificates. From the 2018/2019 season onwards, an emission factor of 0 was taken into account as the Company purchased electricity generated entirely from renewable energy. In the Market-based method, purchased electricity from renewable sources, certified through Guarantees of Origin, is multiplied by an emission factor of zero.

(39) CO₂ emissions from district heating and cooling consumption, in line with the production technology used to generate them, has been calculated by taking as a reference the emission factor associated with the productivity of an average cogeneration plant in Italy (ISPRA 2020).

GREENHOUSE GAS OFFSETTING INITIATIVES

The first concrete step in Juventus' environmental journey began in the 2020/2021 Season with the full offsetting of its Scope 1 and Scope 2 emissions through carbon offsetting, financing projects to reduce its emissions through carbon credits.

In the 2022/2023 Season, Juventus has chosen to work alongside Pact Capital, which has guaranteed the complete offsetting of Scope 1 and 2 emissions through carbon credits generated by climate-friendly projects according to the Gold Standard - Verified Emission Reductions (VERs) methodology.

TABLE 25 OFFSETTING CO ₂ EMISSIONES		
SEASON	OFFSETTING	CARBON OFFSETTING PLATFORM LINK
2022/2023	9,999 VERs	Gold Standard
2021/2022	5,000 CERs	Project for the reduction of greenhouse gas emissions of Hidroelectrica La Confluencia S.A.

The future objective will be to use the reporting data to set up a plan to reduce our direct and indirect impacts on CO₂ emissions.

WATER RESOURCE MANAGEMENT

[303-1; 303-2]

The water used in the Club's various facilities is mainly for irrigating the training pitches. The water supply systems are mainly based on the withdrawal of water from municipal aqueducts and from a surface water source (JTC Vinovo pond, used to irrigate the site's training fields) for which there is no specific meter; therefore, a figure on the value of water withdrawn from surface sources pertaining to the JTC Vinovo pond is not available. Considering the type of activities conducted by the Club, Juventus has a limited impact in terms of water consumption. Despite this, it is constantly committed to monitoring the water withdrawal and distribution systems in order to identify any leaks and implement the necessary maintenance and efficiency measures (with particular reference to older facilities).

The increase in water withdrawal in the 2022/2023 Season is related to the easing of restrictions due to the coronavirus emergency and the subsequent gradual resumption of work and sports activities.

[303-3]

TABLE 26 WATER WITHDRAWAL (ML)		
	2022/2023 SEASON	2021/2022 SEASON
Water withdrawn from the aqueduct		
Headquarters	8,960.00	6,585.00
Stadium	86,366.49	63,906
JTC Continassa	47,005.43	43,404
JTC Vinovo	18,679.00	16,800
Water withdrawn from other sources (specify, e.g., underground) ⁽⁴⁰⁾		
Headquarters	0.0	0.0
Stadium	0.0	0.0

(40) For the 2021/2022 and 2022/2023 Seasons, it was not possible to collect data on the value of water withdrawn from surface sources pertaining to the JTC Vinovo pond due to the unavailability of data.

JTC Continassa	0.0	0.0
JTC Vinovo	0.0	0.0
Total water withdrawn	161,010.92	130.695

[306-1; 306-2; 306-3]

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

TABLE 27 SPECIAL WASTE (KG)		
	2022/2023 SEASON	2021/2022 SEASON
Total	103,820.69 ⁴¹	27,723.00
Non-hazardous	103,628.00	26,781.00
Hazardous⁴²	192.69	942.00

The company monitors the production of waste and ensures its proper disposal through the ISO 14001 Environmental Management System. This procedure distinguishes the management of hazardous waste from non-hazardous waste, the disposal of which is entrusted to specialised third-party companies.

TABLE 28 - WASTE BY DESTINATION (KG)		
	2022/2023 SEASON	2021/2022 SEASON
Total	103,820.69	27,723.00
Disposal	166.00	188.00
Recovery	103,654.69	27,535.00

(41) The increase in the figure's value is mainly related to bulky waste due to one-off emptying of warehouses.

(42) Waste generated at JTC Continassa, Stadium, JTC Vinovo

METHODOLOGICAL NOTE

[2-1; 2-2; 2-3; 2-4; 2-5; 2-14]

OBJECTIVE OF THE DOCUMENT

The individual 2022/2023 Non-financial Statement of Juventus Football Club S.p.A. (hereinafter also referred to in short as Statement or Report) also *takes the form of an individual statement of a non-financial nature* (Non-Financial Statement), pursuant to Italian Legislative Decree 254/2016. It is the tool through which the Club reports on its (environmental and social) sustainability initiatives and performance, maximising transparency in its communication to its stakeholders and reporting the main information on the challenges the Club faces in its daily life.

REPORTING STANDARDS AND DOCUMENT DRAFTING PROCESS

This Individual Non-Financial Statement is prepared in accordance with the 'GRI Sustainability Reporting Standards' published in 2021 by the Global Reporting Initiative (GRI), respectively, under the 'in accordance' option. The GRI Content Index is provided at the end of the document to give full evidence of the coverage of GRI indicators associated with each material topic.

Juventus has decided not to make use of the exemption provided for by Article 6, paragraph 2, letter a) of Italian Legislative Decree 254/2016 (the 'Decree') and to prepare its Non-Financial Statement voluntarily, in accordance with this Decree in order to ensure an appropriate and effective level of communication and transparency to the market and its stakeholders.

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

The non-financial reporting presented reflects the principle of materiality or relevance, an element established by relevant regulations and characterising the GRI Standards: the materiality analysis process is described in the section 'Our Approach to Sustainability.'

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

- Identification of the reporting scope of financial and non-financial information included in the Report;
- Setting up and updating the materiality analysis and stakeholder engagement initiatives;
- Implementation of the qualitative and quantitative reporting data collection phase and involvement of the corporate departments responsible for collecting this information;
- Data consolidation activities and preparation of the draft Individual Non-Financial Statement;
- Approval of the Individual Non-Financial Statement by the Board of Directors on 06/10/2023;
- Issuance, by the appointed independent company, of any audit reports on the information reported

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

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

This document is divided into three chapters according to the areas of impact of interest to Juventus:

- The first, entitled 'Our Approach to Sustainability,' contextualises the Club's role in the world of sport and summarises the main contents and highlights of its commitment to social sustainability;
- The second part, entitled 'Football Company,' recounts the challenges the club faces every day as a company;
- The third, entitled 'Environmental Impact,' reports on Juventus' environmental approach and performance.

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

REPORTING SCOPE AND PERIOD

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

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

The Club's sustainability reporting process is renewed every year and the data presented in this Non-Financial Statement refer to the financial year ending 30 June 2023 and the 2022/2023 football championship.

In order to ensure a comparison of the information reported, and also in order to comply with the principle of comparability required by the GRI Standards, the quantitative data in this document refer to the 2021/2022 and 2022/2023 sports seasons.

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

Quantitative data on JI Hotel are also outside the reporting scope of this statement, with the exception of data on the total workforce.

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

For more information on stakeholder identification and engagement and on the following topics:

- Behaviour of first team players
- Athletes' physical health
- Football and Innovation
- Accessibility and safety of facilities
- Relations with partners and sponsors

- Activities in the fight against active and passive corruption
- Direct economic value generated and distributed

Please refer to the Financial Report as at 30 June 2023.

The information already described in previous Reports is not included in this document. Where appropriate, reference should therefore be made to previous editions of the 2021/2022 Non-Financial Statement or Sustainability Report, available on the Juventus website in the Sustainability section and to the following documents (available at www.juventus.it): Financial Report as at 30 June 2023; Code of Ethics; Annual Report on Corporate Governance 2022/2023; Organisation, Management and Control Model pursuant to Italian Legislative Decree 231/2001; Procedure for related party transactions.

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

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

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

GRI Content Index

GRI CONTENT INDEX

The following table lists the GRI Standards indicators reported in this Non-Financial Statement. A reference to the page number of this document or, where the data/information is not contained in the body of the text, the quantification and/or description of the indicator itself is given under each GRI indicator.

TABLE 29 GRI CONTENT INDEX	
DECLARATION OF USE	Juventus FC has reported in accordance with GRI Standards for the period 1 July 2022 - 30 June 2023
GRI 1 USED	GRI 1: Fundamental Principles version 2021
GRI SECTOR STANDARDS	n.a.

GRI STANDARD	Disclosure	Page no. / Link	Notes/Reasons for omission
GRI 2: GENERAL DISCLOSURES 2021			
ORGANISATION AND ITS REPORTING PRACTICES			
2-1	Organisational details	Please refer to the Methodological Note pagg. 57 > 59	-
2-2	Entities included in the organisation's sustainability reporting	Please refer to the Methodological Note pagg. 57 > 59	-
2-3	Reporting period, frequency and contact point	Please refer to the Methodological Note pagg. 57 > 59	-
2-4	Restatements of information	pagg. 31; 38; 51; 54; 57 > 59	-
2-5	External assurance	pagg. 65 > 68	-
ACTIVITIES AND WORKERS			
2-6	Activities, value chain and other business relationships	p. 51	-
2-7	Employees	pagg. 27 > 28	-
2-8	Workers who are not employees	-	During the reporting period, data on non-employees could not be collected due to data unavailability/incompleteness. The company currently monitors/analyses staffing trends with reference to employees only. Juventus undertakes to fully report on the requirements of the indicator in subsequent reports.
GOVERNANCE			
2-9	Governance structure and composition	p. 39 Please also refer to the Annual Report on Corporate Governance as at 30 June 2023	-
2-10	Nomination and selection of the highest governance body	Please also refer to the Annual Report on Corporate Governance as at 30 June 2023	-

2-11	Chair of the highest governance body	p. 39 Please also refer to the Annual Report on Corporate Governance as at 30 June 2023	-
2-12	Role of the highest governance body in overseeing the management of impacts	p. 39 Please also refer to the Annual Report on Corporate Governance as at 30 June 2023	-
2-13	Delegation of responsibility for managing impacts	N/A	During the reporting period, data on the delegation of responsibility for managing impacts could not be collected due to the unavailability of the data. Juventus is committed to collecting the data for future reporting.
2-14	Role of the highest governance body in sustainability reporting	Please refer to the Methodological Note pagg. 57 > 59	-
2-15	Conflicts of interest	Si rimanda a p. 4 del Codice Etico	-
2-16	Communication of critical concerns	pagg. 45; 47	-
2-17	Collective knowledge of the highest governance body	Please refer to the relevant curricula vitae available on the company's website	-
2-18	Evaluation of the performance of the highest governance body	Please refer to the Annual Report on Remuneration as at 30 June 2023	-
2-19	Remuneration policies	Please refer to the Annual Report on Remuneration as at 30 June 2023	-
2-20	Process to determine remuneration	Please refer to the Annual Report on Remuneration as at 30 June 2023	-
2-21	Annual total compensation ratio	-	During the reporting period, data on the delegation of responsibility for managing impacts could not be collected due to the unavailability of the data. Juventus is committed to collecting the data for future reporting.
STRATEGY, POLICIES AND PRACTICES			
2-22	Statement on sustainable development strategy	p. 6	-
2-23	Policy commitments	p. 46	-
2-24	Embedding policy commitments	p. 45	-
2-25	Processes to remediate negative impacts	pagg. 41 > 44	-
2-26	Mechanisms for seeking advice and raising concerns	p. 46	-
2-27	Compliance with laws and regulations	pagg. 41 > 44; 48 > 49	-
2-28	Membership associations	pagg. 17 > 18	-
STAKEHOLDER ENGAGEMENT			
2-29	Approach to stakeholder engagement	pagg. 9 > 11	-
2-30	Collective bargaining agreements	p. 27	-

GRI 3: MATERIAL TOPICS VERSION 2021

3-1	Process to determine material topics	p. 9; pagg. 12 > 13	-
3-2	List of material topics	p. 9; pagg. 12 > 14	-
DIALOGUE AND SATISFACTION OF JUVENTUS FANS AND BRAND ENTHUSIASTS			
3-3	Management of material topics	pagg. 12 > 15; 41 > 44	Unrelated to a GRI Topic-Specific Aspect
HEALTH AND WELL-BEING OF JUVENTUS' PEOPLE			
3-3	Management of material topics	pagg. 27; 30; 32; 41 > 44	-
401-3	Parental leave	p. 35	-
403-2	Hazard identification, risk assessment and incident investigation	pagg. 37 > 38; 41 > 44	-
403-9	Work-related injuries	p. 38	-
GOVERNANCE, COMPLIANCE AND ANTI-CORRUPTION			
3-3	Management of material topics	pagg. 39; 47; 41 > 44	-
205-2	Communication and training on anti-corruption policies and procedures	pagg. 30 > 31	-
205-3	Confirmed incidents of corruption and actions taken	p. 41; pagg. 47 > 48	-
FOOTBALL AND INCLUSION			
3-3	Management of material topics	pagg. 28; 39; 41 > 44	-
405-1	Diversity of governance bodies and employees	pagg. 28; 39 > 40; 42; 44; 49 > 50	-
FIGHT AGAINST DISCRIMINATION AND RESPECT FOR HUMAN RIGHTS			
3-3	Management of material topics	pagg. 20; 47; 41 > 44	-
406-1	Incidents of discrimination and corrective actions taken	pagg. 42; 44; 49>50	-
ENVIRONMENTAL IMPACT			
3-3	Management of material topics	pagg. 41 > 44; 52	-
302-1	Energy consumption within the organisation	pagg. 52 > 53	-
303-1	Interactions with water as a shared resource	pagg. 55 > 56	-
303-2	Management of water discharge-related impacts	pagg. 55>56	-
303-3	Water withdrawal	pagg. 55 > 56	-
305-1	Direct (Scope 1) GHG emissions	p. 54	-
305-2	Energy indirect (Scope 2) GHG emissions	p. 54	-
306-1	Waste generation and significant waste-related impacts	p. 56	-
306-2	Management of significant waste-related impacts	p. 56	-
306-3	Waste generated	p. 56	-
CORPORATE CITIZENSHIP			

3-3	Management of material topics	pagg. 20; 41 > 44	-
204-1	Proportion of spending on local suppliers	p. 51	-
401-1	New employee hires and employee turnover	p. 33	-
404-1	Average hours of training per year per employee.	pagg. 29 > 31	-

INDEPENDENT AUDITORS' REPORT

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

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

Pursuant to article 3, paragraph 10, of the Legislative Decree no. 254 of December 30, 2016 (hereinafter the "Decree") and to article 5 of the CONSOB Regulation n. 20267, we have carried out a limited assurance engagement on the Non-Financial Statement of Juventus Football Club S.p.A. (hereinafter the "Company") as of June 30, 2023 prepared in accordance with art.3 of the Decree, and approved by the Board of Directors on October 6, 2023 (hereinafter the "NFS").

Our limited assurance engagement does not extend to the information required by art. 8 of the European Regulation 2020/852 included in the paragraph "Taxonomy Regulation (TR) 2020/852".

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

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

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

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

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

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

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

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Auditor's Independence and quality control

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

Auditor's responsibility

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

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

Specifically we carried out the following procedures:

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

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

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

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

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

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

Conclusion

Based on the work performed, nothing has come to our attention that causes us to believe that the NFS of Juventus Football Club S.p.A. as of June 30, 2023 is not prepared, in all material aspects, in accordance with article 3 and 4 of the Decree and selected "GRI Standards".

Our conclusion on the NFS does not extend to the information required by art. 8 of the European Regulation 2020/852 included in the paragraph "Taxonomy Regulation (TR) 2020/852".

DELOITTE & TOUCHE S.p.A.

Signed by
Giorgio Barbieri
Partner

Turin, Italy
October 31, 2023

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

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