



2015 SUSTAINABILITY REPORT

OUR JOURNEY
TOWARDS CREATING
SHARED VALUE



Note on Method [G4-22; G4-23; G4-28; G4-31; G4-32; G4-33]

This report has been prepared in accordance with the fourth generation (G4) of sustainability reporting guidelines as developed by the Global Reporting Initiative (GRI), applying the Core disclosure option; at the end of the report, a content index lists the Standard Disclosures provided.

In addition, the chapter “A shared journey: engagement and strategy” contains GRI Standard Disclosures on Identified Material Aspects and Boundaries (G4-17-21) and Stakeholder Engagement (G4-24-27). In preparing the report, reference was also made to the “Event Organizers Sector Disclosures 2014” document.

The method for generating the materiality matrix (G4-22) has also been changed.

More internal and external stakeholders were involved this year, and the materiality analysis also included J1897 member supporters. A different item assessment method was used, offering greater detail, useful for redefining both rankings and the materiality matrix.

The information disclosed in this report refers to the financial year ending 30 June 2015 and to the 2014/2015 football season; as such, the scope of reporting is the same as for the Annual Financial Report as at 30 June 2015.

The report also provides data for three previous financial years/football seasons in the interests of drawing comparisons. It should be noted that environmental data refers to the calendar year and not to the football season.

Where pertinent, reference is made to the following documents, all of which can be viewed in the Investor Relations section of the Juventus website:

- Annual Financial Report at 30 June 2015
- Code of Ethics
- Corporate Governance Annual Report 2014/2015
- Remuneration Report 2014/2015
- Organisation, Management and Control Model, pursuant to Legislative Decree 231/2001
- Procedure for Transactions with Related Parties

With the exception of data provided in the financial report, the information disclosed in this report has not been verified by an external auditor.

For questions or comments concerning this report, please contact Claudio Albanese, Communications & External Relations Director, at claudio.albanese@juventus.com.



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During the 2014/2015 season, an extensive process designed to foster engagement was launched, enabling the club, on the one hand, to improve the content of this second Sustainability Report and, on the other, to identify the main courses of action for its sustainability strategy thus guiding investment decisions within this framework.

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A SHARED CHALLENGE

LETTER TO STAKEHOLDERS FROM CHAIRMAN ANDREA AGNELLI

In the 2014/2015 season, our company took a decisive step towards sustainability. As a result of this choice, Juventus has embarked on a gradual and ongoing exchange with all its stakeholders in order to create and build value for everyone.

This long and complex process began two years ago with specific engagement initiatives and continued with the publication of "Report One – Towards Sustainability in Football", essentially aimed at giving stakeholders a snapshot of our company and of the impact of its various activities, reporting on the aspects that the stakeholders themselves judged to be most significant.

The report we present to you this year takes a further step in that direction. Juventus works extremely hard on its relationships with its stakeholders, and this has led to a significant expansion of the engagement process, both in quantity and quality; for the first time, it has included dialogue with supporters, albeit a limited group – our 11897 members. This has led Juventus to embrace the concept of "shared value", as defined by Michael Porter. Indeed, the company's competitiveness is in fact directly proportional to the evolution of the context in which it operates and is expressed through its ability to strengthen its relationships with its main stakeholders, whether shareholders or the media, players or supporters, sports institutions or sponsors, customers or suppliers, law enforcement or government agencies.



Football has a greater social impact than almost any other industry, both in Italy and abroad. Despite this, the majority of clubs, not just those in Italy, are strangely unable to assume such a role in their relationship with their stakeholders. With the "2015 Sustainability Report – Our journey towards creating shared value", Juventus resolves to be a pioneer and leader in this area, as reflected by the club's long tradition of innovation within the football industry.

The new season will see Juventus drawing up a coherent sustainability strategy – an objective that, whilst complex, is nonetheless achievable, thanks to the commitment of all its people and the ongoing development of the partnership between Juventus and its stakeholders.

Fino alla fine...

A handwritten signature in dark ink, which appears to be "Agnelli", written in a cursive style.



A SHARED JOURNEY: ENGAGEMENT AND STRATEGY



The first Juventus Sustainability Report was important for informing stakeholders about initiatives the Club has been supporting over the years away from the football pitch, “behind the scenes.” The engagement process provided a key opportunity to open up to stakeholders, to get to know one another, in the interests of responsible football.

The process highlights the centrality of the key aspects of sustainability for the Club’s future success, and the need therefore for a strategic approach. In addition, it is increasingly clear how much the Club’s actions influence numerous stakeholders and the extent to which the Club’s sustainability depends on this strong social “interconnection”.

Juventus has chosen to pursue a strategy based on a path it “shares” with its stakeholders, where every decision is assessed based on its potential positive impact both for the club and for society. The sustainability of Juventus lies in this reciprocal benefit.

The structure and content of this report, therefore, originate directly from dialogue with stakeholders and from the Club’s strategic direction. The first part of the report explains the new strategic approach and the engagement with stakeholders as pursued in 2015. It then presents data and information on the most recent football season, divided into four strategic macro areas: matchday, players, communities and the local area and the business of sport.

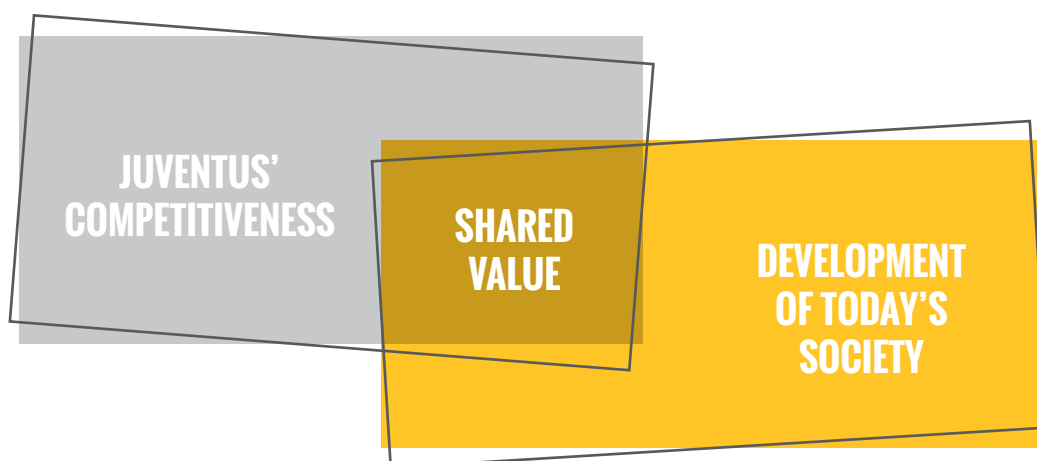
STRATEGY DEVELOPMENT

Drawing up strategy initially involved the analysis and comparison of four factors:

- Global trends, helpful for identifying society's needs¹
- The views of stakeholders, which emerged during the process of engagement conducted by the Club in early 2015
- Corporate risks, assessed by the Club annually
- Juventus business strategy

On the one hand, Juventus has sought to establish its expectations as a company, contextualizing them within the general picture emerging from the analysis, and, on the other hand, to define the added value that lead the club to direct its efforts towards a particular area for the Club and its stakeholders. This approach can be defined as **shared value**², through which business and sustainability strategies are increasingly combined.

! THE JUVENTUS APPROACH TO SUSTAINABILITY: CREATING SHARED VALUE



1. In order to identify the real needs of society today, an overview of global trends and of the main risks to which we are currently exposed had to be built. To obtain such an overview, a number of international studies and research programmes were taken into account, including: Global trends 2025: a transformed world, National Intelligence Council, 2008; Citizens in an Interconnected and Polycentric World: Global Trends 2030, European Union Institute for Security Studies for European Strategy and Policy Analysis System, 2012 Global Risks 2015 10th Edition, World Economic Forum, 2015; Global Risks Perception Survey, World Economic Forum, 2014; How companies influence our society: citizens' view report, European Commission, 2013; Future State 2030: The global megatrends shaping governments, KPMG International, 2014

2. In early 2011, Michael Porter formulated the theory of shared value, which can be defined as the set of policies and operating practices that enhance a company's competitiveness and, at the same time, improve the economic and social conditions of the communities in which it operates.

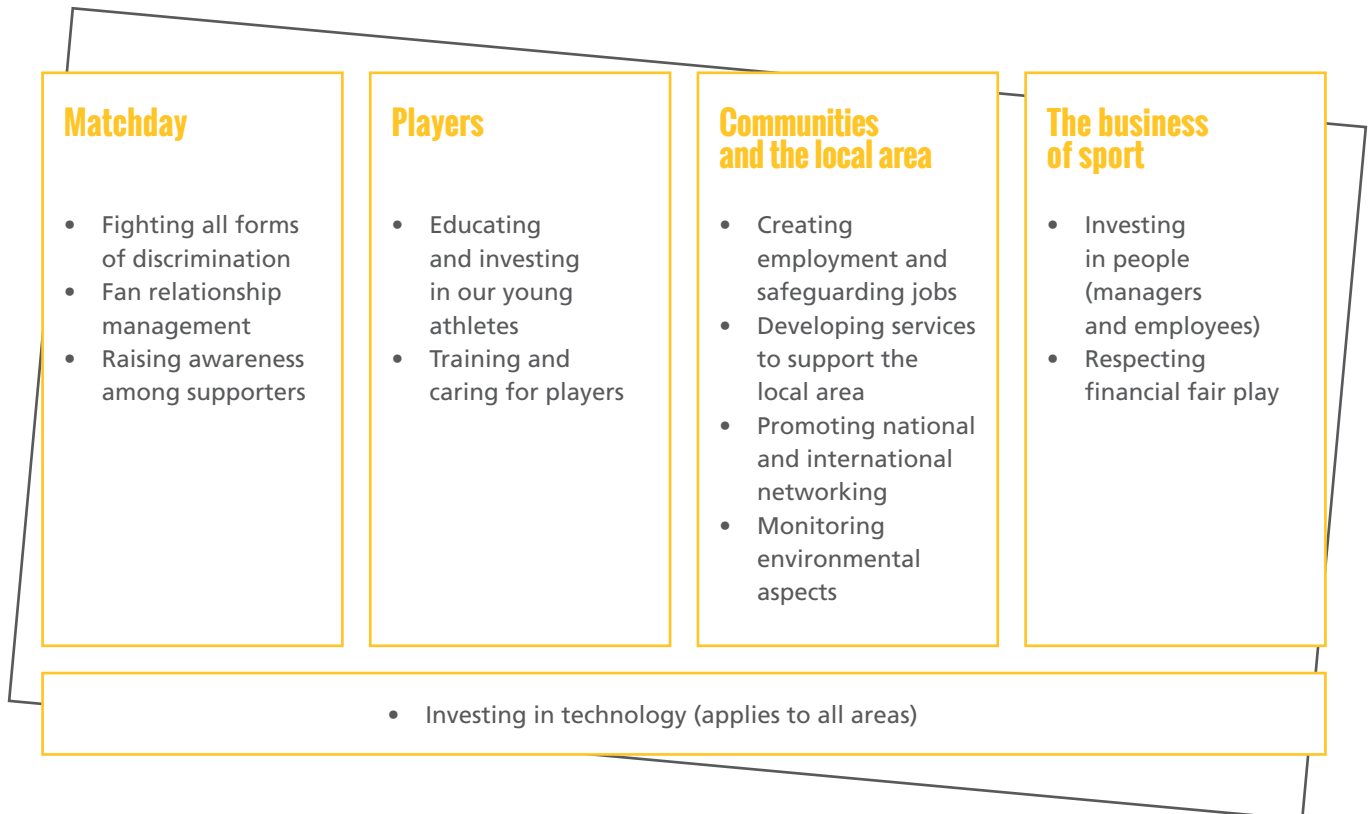
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Juventus has chosen to pursue a strategy based on a path it “shares” with its stakeholders.

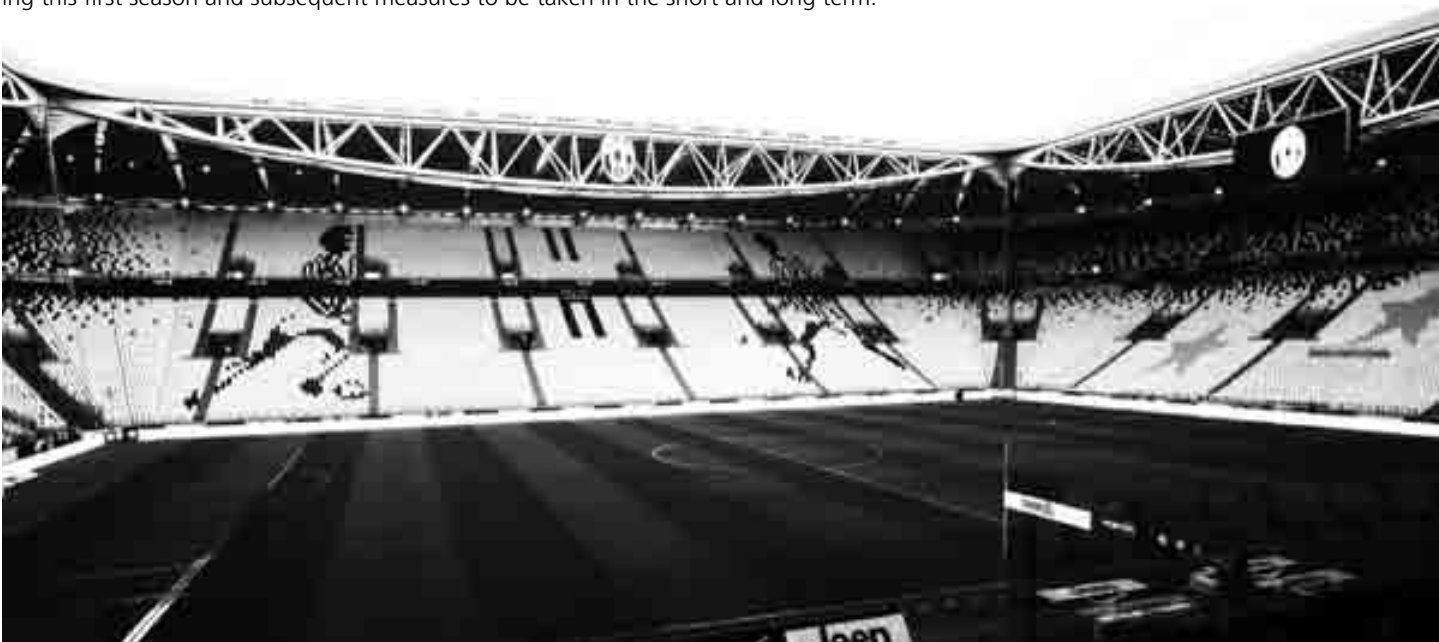
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The shared value approach states that a sustainable company cannot disregard the context in which it operates. Every company has elements that can help it to create value, and it is through these that Juventus intends to pursue this path, that is, through its players, its technical expertise, its power to communicate, its human capital and its infrastructure.

Specifically, there are twelve major aspects in which Juventus chooses to invest each day, and these can be grouped under the 4 strategy macro areas (not in order of importance):



The chapter “Results Achieved and Strategic Objectives” presents details of the long-term objectives for Juventus in each macro area, the results achieved in terms of corporate sustainability during this first season and subsequent measures to be taken in the short and long term.



ENGAGEMENT AND DIALOGUE WITH OUR STAKEHOLDERS

"In preparing this first sustainability report, the Club developed a specialised approach designed to address sustainability issues in a systematic way. As such, the interviews conducted were considered to be a first step towards a more enduring stakeholder engagement process. By publishing this first sustainability report, the Club demonstrates its intention to organise stakeholder engagement initiatives on a more regular basis". This is Juventus' statement from its first Sustainability Report. During the 2014/2015 season, the Club extended this process of dialogue, increasing the stakeholder base and engaging it as much as possible.

[G4-26] Juventus has regular dealings with all its stakeholders in the course of its day-to-day business. Very often, these dealings touch on themes of a social or environmental nature but, until the drafting of its first Sustainability Report (2013/2014 season), stakeholders had never been expressly or systematically engaged on such aspects.

[G4-24; G4-25] Juventus interacts daily with a large number of stakeholders, both internal and external to the Club, grouped according to how much they may be involved in and affected by the Club's various activities.

The Club's stakeholders can be identified as follows:

- Competitors (other clubs, their supporters and contractors)
- Educational institutions and universities
- Families of Juventus players
- Football fans
- First team players
- Government and law enforcement agencies
- Juventus soccer school participants and their families
- Juventus supporters, season ticket holders, members and stadium spectators
- National and international third sector organisations
- Players' agents and managers
- Shareholders and capital providers
- Sponsors and business partners
- Sports institutions
- Staff (technical/sports, medical, etc.)
- Suppliers and their employees
- The media
- Top management, employees and contractors (stewards)
- Youth sector players

STAKEHOLDER ENGAGEMENT [G4-26]

STAKEHOLDERS	EXAMPLES OF ENGAGEMENT
Shareholders and capital providers	Shareholders' meetings and regular one-to-one meetings
DOC clubs and their members	Club Day dedicated to DOC Clubs worldwide (most recent meeting 24 February, 2014), with Club management in attendance
	Websites and newsletters for Club members
	DOC Club Coordination Centre activities
Sports institutions (European Club Association, FIFA, FIGC, Lega Calcio and UEFA)	Active participation in FIGC and Lega Calcio
	Participation in the European Club Association and attendance at sponsored events
	Active collaboration with UNESCO against racism
Media	National and international press office activities, with press releases also published on the Club website
	Media Day in Vinovo, Italy, with journalists and media outlet representatives from various European countries (49 television channels present, 20 photographers, 60 journalists from the press and 10 radio stations)



STAKEHOLDERS	EXAMPLES OF ENGAGEMENT
Third Sector organisations	Attendance at various events (e.g. "Crescere Insieme al Sant'Anna", a charity dinner in memory of Alessio and Riccardo and events for the "Non Fare Autogol" campaign)
Juventus Soccer School participants and their families	National Academy Cup (an event for all Juventus-affiliated football schools in Italy)
Government and law enforcement agencies	Safety Operating Unit (GOS) and other contacts regarding matches, away matches and safety (see "Managing safety and security" chapter on page 31); dealings with the "Giovanni Agnelli" Juventus Club, a parliamentary club for senators and members of parliament who are Juventus supporters; the City of Turin for the Continassa Project
Sponsors and business partners	Annual day of meetings with partners (J12) and corporate members of the Juventus Premium Club, as well as Partner Days for discussions on planning and business
Supporters, season ticket holders and members	Daily engagement through social media (19 million fans on Facebook, 2.14 million followers on Twitter and 376,500 subscribers to the YouTube channel)
	Direct interaction on social media between supporters and players
	Engagement through competitions (Stories of a Great Love for JMembers, and the Social Selfie contest)
	J/TV (including a direct feed to First Team players) and video chats exclusively for premium members
	JuveTour (in Indonesia, Singapore and Australia, for example)
	Annual meetings between top Juventus management and the most loyal supporters (J1897 Members)

STAKEHOLDER ENGAGEMENT LINKED TO SUSTAINABILITY [G4-18]

During the 2014/2015 season, engagement activities were conducted with a significant number of stakeholders as well as a representation of supporters most closely involved in the Club. On the one hand, the process aimed to help to define the contents of the Sustainability Report through an in-depth examination of the most important aspects for the Club and for its stakeholders (materiality), and through specific questions on key issues; on the other hand, it aimed to provide suggestions for the Club's sustainability plan and to direct investment decisions in this area.

Compared to last season, the sample of people engaged by Juventus has increased significantly, from 40 to 1,315, thanks to the involvement of supporters, an especially important group for the Club.

Stakeholder engagement took last year's achievements into consideration and mapped any new developments/facts that had recently emerged. The key aspects for Juventus were

then revised, enabling the materiality matrix to be updated.

After this initial phase of identifying the most important aspects and priorities for the Club, the following engagement initiatives were launched in early 2015:

- **17 internal interviews** to map the areas that Juventus is pursuing and to update the mapping of the material aspects as perceived from within the Club;
- **10 interviews** with national and international experts to build a clear and complete overview of the world of football and sport;
- **2 online questionnaires** to find out the opinions of Juventus supporters and stakeholders. The response rate was 40%, and provided 1,298 answers:
 - The first questionnaire, especially designed for supporters, was sent to 3,092 J1897 members, of whom 2,697 were in Italy and 395 abroad. In total, 1,237 responses were received.
 - The second questionnaire, on the other hand, was sent to 136 respondents

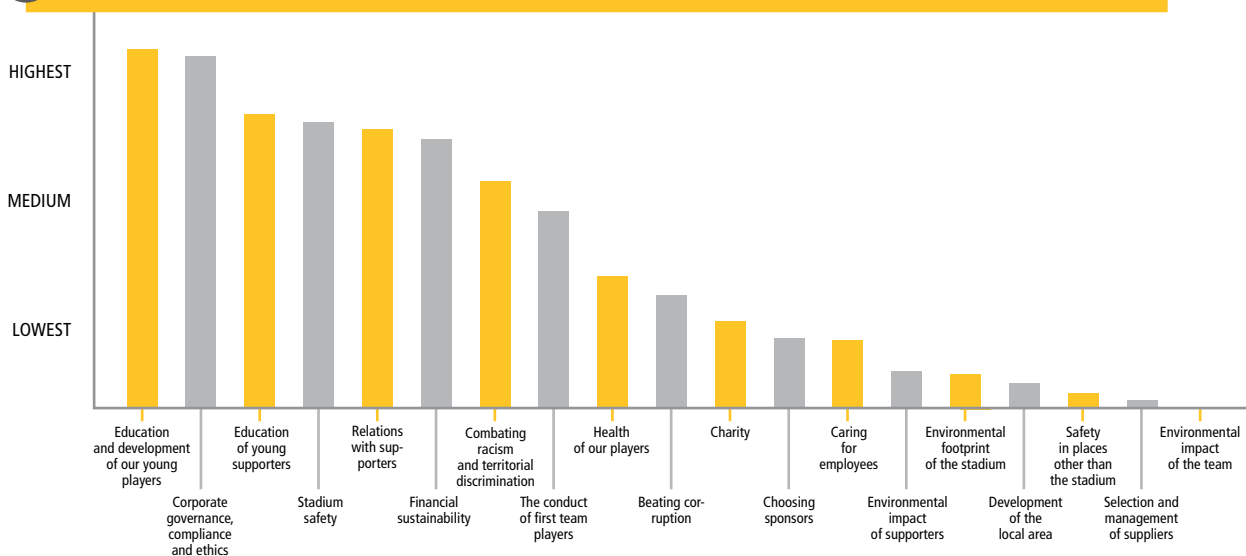
from various categories of stakeholder, such as suppliers, shareholders, sponsors, journalists, institutions and other partners. The total number of responses received was 61.

The key factor that emerged from the external engagement process was the critical role that “culture” plays have in the world of football and, specifically, in the world of Juventus. A “culture” of sustainability in football, understood as:

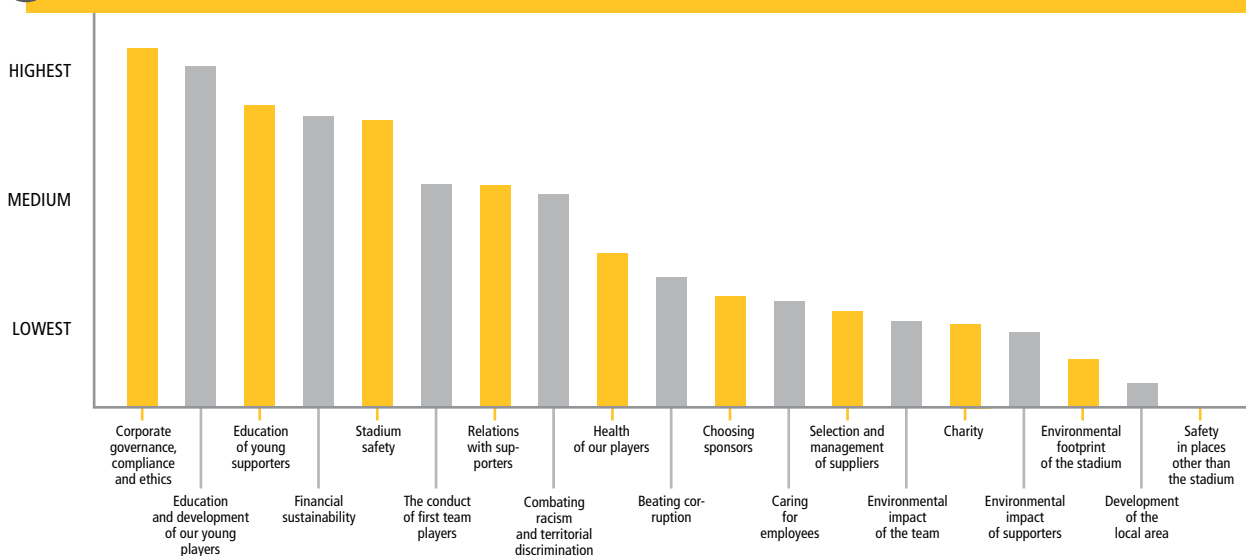
- A culture of **cooperation**, where working together with organizations from the world of football and elsewhere brings great benefits.
- A **corporate** culture, in which a company chooses to invest in its internal resources and in its financial sustainability to strengthen its credibility.
- A culture of **safety**, the most important element of which is the engagement of supporters to ensure long-term safety.
- A **supporters’** culture, or the ability to make a club’s supporters feel part of one community.
- A **young people’s** culture, which sees the need to raise awareness among young people by keeping support positive and mindful and promoting positive role models in sport.
- A **social and environmental** culture, which asks all of us to make more sustainable choices.



THE IMPORTANCE OF SUSTAINABILITY ASPECTS ACCORDING TO THE SUPPORTERS INTERVIEWED

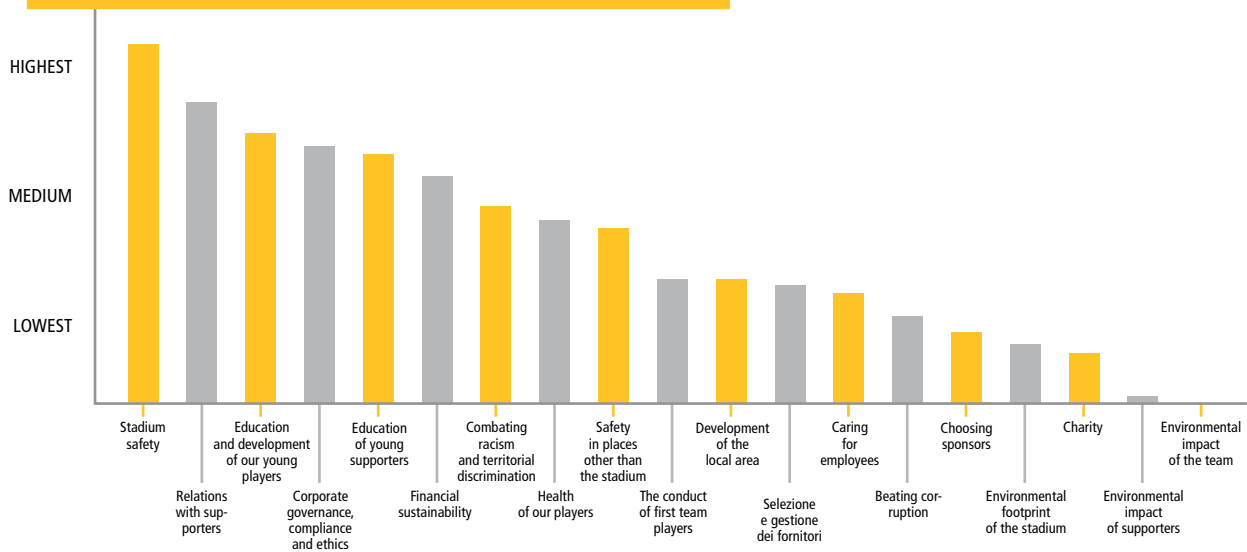


THE IMPORTANCE OF SUSTAINABILITY ASPECTS ACCORDING TO THE EXTERNAL STAKEHOLDERS INTERVIEWED





THE INTERNAL PERCEPTION OF SUSTAINABILITY ASPECTS



THE MATERIALITY MATRIX: THE MOST IMPORTANT ISSUES

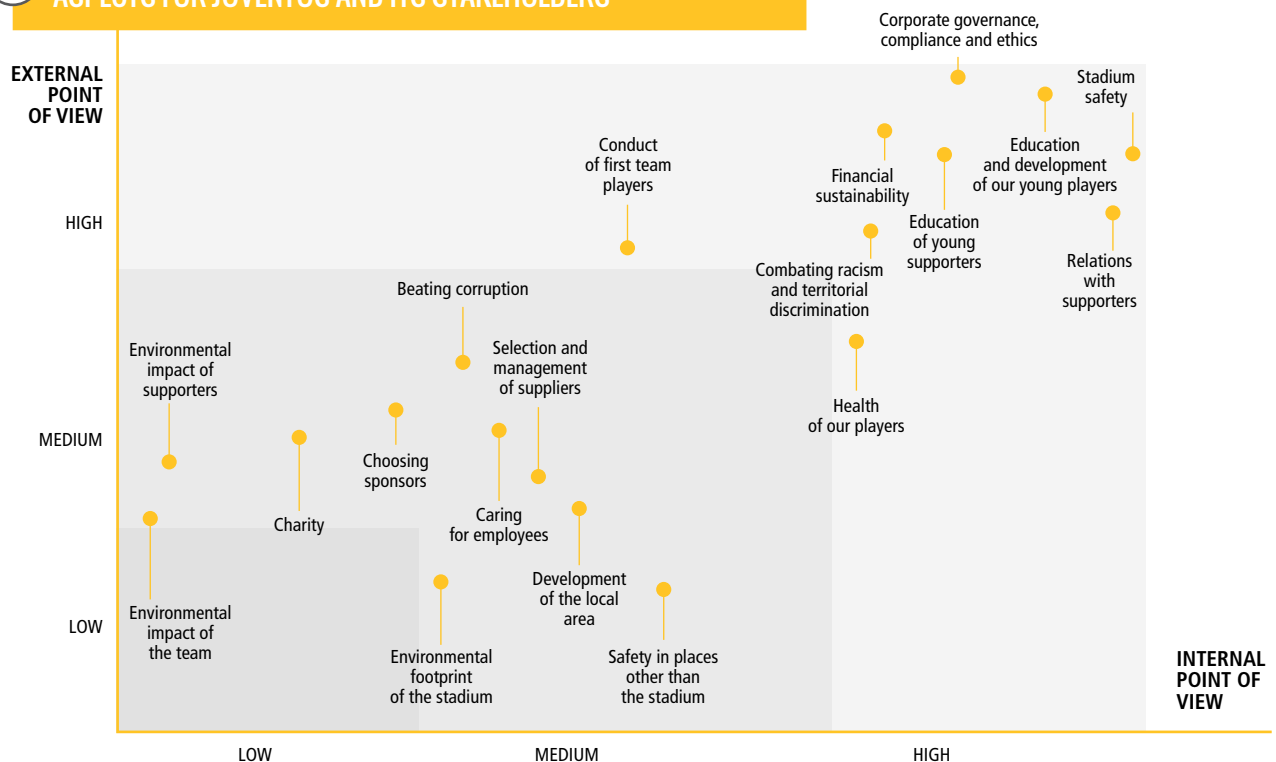
Each of the external and internal representatives interviewed was asked to assess the importance of the aspects identified in the initial phase: this year again, there was very little overlap between the aspects identified and those considered by the Global Reporting Initiative, due to the fact that football is a unique and highly specific business sector.

Unlike last year, when stakeholders were asked to rate each aspect individually, all categories of internal and external

stakeholders interviewed this year were asked to identify the 5 most significant items and the 5 least significant. This method generated more clear-cut results in terms of the few “critical” aspects and the least significant aspects: for sustainability strategy, the results enable the Club to identify priority areas for future investment and engagement; in terms of the Sustainability Report, the results allow the Club to respond better to external expectations and provide more detail on the aspects that really matter.



THE MATERIALITY MATRIX: THE SIGNIFICANCE OF SUSTAINABILITY ASPECTS FOR JUVENTUS AND ITS STAKEHOLDERS



[G4-19; G4-27] All aspects within the materiality matrix are considered as significant by the Club and will be addressed within this report. The aspects considered to be material are those found in the “high priority” segment, namely:

- Corporate governance, compliance and ethics
- Education and development of young players
- Financial sustainability
- Education of young supporters
- Stadium safety
- Relations with supporters
- Combating racism and discrimination
- Conduct of first team players
- Health of our players

For each material aspect, a study was carried out as to whether its impact falls inside or outside the Club.

[G4-17] Juventus has no subsidiary or affiliated companies, and so the analysis of the internal impact concerns those areas within the company that are most affected for each material aspect.

In terms of the external impact, there are many stakeholders who may be affected by Juventus’ activities and impacted positively or negatively.

The way Juventus interacts with other parties is described in the table below:

ANALYSIS OF THE IMPACT ON MATERIAL ASPECTS AND THE MAIN STAKEHOLDERS AFFECTED **[G4-20; G4-21]**

ASPECTS	INTERNAL IMPACT	EXTERNAL IMPACT	REPORTING LIMITATIONS
Corporate governance, compliance and ethics	★★★★★ <ul style="list-style-type: none"> • Top management, employees and contractors 	★★★★☆ <ul style="list-style-type: none"> • Shareholders and capital providers • Juventus supporters, season ticket holders, members and stadium spectators • Sponsors and business partners • Suppliers and their employees 	Not applicable
Education and development of young players	★★★★★ <ul style="list-style-type: none"> • Youth sector players • Staff (technical/sports, medical, etc.) 	★★★★☆ <ul style="list-style-type: none"> • Players’ families • Educational institutions and universities 	/
Financial sustainability	★★★★★ <ul style="list-style-type: none"> • Top management, employees and contractors • First team players • Youth sector players 	★★★★★ <ul style="list-style-type: none"> • Shareholders and capital providers • Sports institutions • Juventus supporters, season ticket holders, members and stadium spectators • Sponsors and business partners • Suppliers and their employees • Competitors (other clubs, their supporters and contractors) 	/



ASPECTS	INTERNAL IMPACT	EXTERNAL IMPACT	REPORTING LIMITATIONS
Education of young supporters	★★★★★☆ <ul style="list-style-type: none"> First team players Youth sector players Top management, employees and contractors 	★★★★★☆ <ul style="list-style-type: none"> Juventus supporters, season ticket holders, members and stadium spectators Media Competitors (other clubs, their supporters and contractors) Educational institutions and universities 	/
Stadium safety	★★★★★★ <ul style="list-style-type: none"> Top management, employees and contractors Staff (technical/sports, medical, etc.) First team players 	★★★★★★ <ul style="list-style-type: none"> Government and law enforcement agencies Juventus supporters, season ticket holders, members and stadium spectators Competitors (other clubs, their supporters and contractors) Sports institutions Media Football fans 	Reporting not extended to suppliers
Relations with supporters	★★★★★☆ <ul style="list-style-type: none"> Top management, employees and contractors First team players Staff (technical/sports, medical, etc.) 	★★★★★★ <ul style="list-style-type: none"> Juventus supporters, season ticket holders, members and stadium spectators Sponsors and business partners Media National and international third sector organisations 	/
Combating racism and discrimination	★★★★★☆ <ul style="list-style-type: none"> Top management, employees and contractors First team players Youth sector players Staff (technical/sports, medical, etc.) 	★★★★★☆ <ul style="list-style-type: none"> Juventus supporters, season ticket holders, members and stadium spectators Media National and international third sector organisations Competitors (other clubs, their supporters and contractors) Players' families Football fans 	/
Conduct of first team players	★★★★★☆ <ul style="list-style-type: none"> First team players Youth sector players Staff (technical/sports, medical, etc.) 	★★★★★☆ <ul style="list-style-type: none"> Juventus supporters, season ticket holders, members and stadium spectators Players' agents and managers Sports institutions Media Sponsors and business partners Football fans 	Not applicable
Health of our players	★★★★★☆ <ul style="list-style-type: none"> Staff (technical/sports, medical, etc.) First team players Youth sector players 	★★★★★☆ <ul style="list-style-type: none"> Sports institutions Players' families Competitors (other clubs, their supporters and contractors) Juventus supporters, season ticket holders, members and stadium spectators 	Not applicable



THE JUVENTUS APPROACH TO MATERIAL ASPECTS

ASPECTS	THE JUVENTUS APPROACH
Corporate governance, compliance and ethics	<p>Juventus believes its system of corporate governance is fundamental for achieving its objectives and for ensuring the right balance between the expectations of shareholders and other stakeholders and the sporting performance of its players.</p> <p>Through its <i>Code of Ethics</i>, the Club seeks to promote ethics in sport, reconciling the professional and financial dimension of football with its ethical and social value.</p> <p>As a listed company, Juventus is subject to the transparency and corporate reporting requirements established by the Borsa Italiana (Italy's main stock exchange) and CONSOB (Italy's Financial Services Authority). It has adopted a corporate governance system in line with the Code of Conduct for listed companies and with best national and international practice, empowering the role of independent directors and establishing a <i>Code of Ethics</i>, an internal monitoring system and a system of powers in which the Board of Directors plays a central role.</p> <p>Additionally, Juventus invests in the training of its employees and in developing an occupational health and safety management system and a benefits scheme.</p>
Education and development of young players	<p>Developing talented young players from their earliest years of playing football and developing in them a Club culture and team spirit is essential for Juventus to achieve excellence in sport.</p> <p>Juventus works closely with a large number of young people and aims to create an educational model for them, becoming a benchmark for the development of sport, education and values.</p> <p>Moreover, the Club's approach involves taking on even more responsibility towards young people, taking care of both their sporting life and all aspects of their education.</p>
Financial sustainability	<p>Juventus puts particular emphasis on its financial sustainability and on improving its economic performance and, as evidence of this, the Company has been listed on the Italian Stock Exchange since December 2001.</p> <p>This provides an open opportunity for investment in Juventus and visibility in terms of business performance on a daily basis.</p> <p>For some time, the Company has been attempting to minimise the effect of sporting performance on financial performance, by consolidating all its business sectors. The stability and continuity within its ownership structure has allowed the Club to pursue this strategy.</p>
Education of young supporters	<p>In terms of sustainability, Juventus believes investing in young supporters is essential. The Club organises a series of initiatives dedicated to the training and development of young supporters with a view to minimizing risks and encouraging the loyalty of fans.</p> <p>Juventus encourages young people to keep support positive in order to reduce inappropriate behaviour, which can lead to sanctions and suspensions and, potentially, jeopardise merchandising in the long term.</p> <p>Juventus also aims to encourage more aware, mature and loyal supporters in order to reduce the reputational risk associated with disorder and violence caused by supporters.</p>
Stadium safety	<p>Juventus firmly believes that investing in safety is essential. It is an area that impacts strongly on all stakeholders, inside and outside the Club, and forms the very foundations of sustainability at Juventus.</p> <p>The Club meets all the obligations set by the regulations, and works actively with key stakeholders to ensure ever-higher safety standards.</p> <p>In fact, Juventus has chosen to exceed these requirements, promoting training courses, with investments in the latest technology, managing stewards directly and providing more stewards than the regulations require.</p> <p>The Club is committed to preventing any type of risk for supporters, stewards and stadium staff and to providing and ensuring entertainment under optimal safety conditions. It has also introduced the role of the Supporter Liaison Officer (SLO) to improve relations with supporters.</p>



ASPECTS	THE JUVENTUS APPROACH
Relations with supporters	<p>Juventus aims to promote fair and responsible supporting. It does not fund the establishment or continuation of supporter associations, organised or otherwise.</p> <p>The Club believes that active collaboration with law enforcement agencies and political and sports institutions is very important in order to keep support positive and responsible and it seeks, at every opportunity, to raise awareness among its supporters in this regard.</p> <p>On the other hand, Juventus recognises the importance of dialogue with its supporters, not just in the context of the game, and considers its supporters as customers in every sense. For this reason, the Club is equipped with internal tools, including the use of digital channels and the internet, designed to meet the diverse needs of different groups of supporters. It also promotes a number of engagement initiatives throughout the year, targeted at opening a channel of communication and exchange between the Club and its supporters.</p>
Combating racism and discrimination	<p>Juventus is against all forms of social and regional discrimination, racism, xenophobia and violence. Within the context of the Club, the issue of racism not only describes xenophobic behaviour against different ethnic groups but also includes discriminatory conduct, often at regional level.</p> <p>The Juventus approach envisages full compliance with the Sports Code of Justice, which sets forth standards of conduct and associated sanctions applicable to members of the FIGC, Sports Justice Boards and dispute resolution bodies.</p> <p>Furthermore, the Club has prepared a procedure governing the response of stadium staff in the event of racist chants in the stands, involving Sporting Management, the operations room and the head of security operations.</p> <p>In dealing with such a delicate issue as racism, Juventus has chosen to invest in training and awareness campaigns targeting the various groups of stakeholders, both inside and outside the Club, who are most exposed to it, such as young players, supporters and stadium personnel.</p> <p>The Club has also launched an international partnership for research projects and concrete action on the issue.</p>
Conduct of first team players	<p>Juventus' objective is to promote fair play among its players, to distinguish itself in football and to provide positive role models.</p> <p>The Club is committed to respecting the provisions of the Sports Code of Justice, which refers to values such as fairness, honesty and integrity within sport. It promotes internal awareness activities through its own Code of Ethics and acts in line with the initiatives promoted by international sports institutions.</p> <p>Juventus recognises the important position that its players occupy, both on the pitch and off, as role models for huge numbers of young people and supporters.</p> <p>For this reason, it invests significantly in raising awareness among its players and promotes or participates in numerous initiatives aimed at promoting a positive lifestyle on many critical issues such as crime, gambling and racism.</p> <p>In addition, Juventus puts great emphasis on the appropriate behaviour of its players on the pitch, promoting fair play that respects both opponents and referees.</p>
Health of our players	<p>Juventus attaches great importance to all issues concerning players' health, such as proper nutrition, care of their bodies and minds and fighting against doping.</p> <p>The Club's commitment in this area is reflected in its high-quality medical system, the initiatives aimed at improving health awareness among young players and their families, and the increased specialist training provided to technical staff. Particularly important in this area is the Juventus approach to tackling doping.</p> <p>Employees, contractors, footballers, members and Juventus directors are required to strictly observe anti-doping regulations, in order to safeguard the physical and mental health of players and guarantee fairness in sporting competitions.</p> <p>Juventus unequivocally declares its commitment to refraining from any conduct that could alter the course or the result of competitive matches and invests in promoting a culture of health, in raising awareness among future players and in fighting against doping.</p>

ACTIONS AND STRATEGIC OBJECTIVES

In this second report, we have decided to describe what we have achieved in the past season in relation to the Club's new strategy. Each action, besides being part of a broader strategy, provides information on its status and the next steps in the short term.



STRATEGY		ACTIONS	
Strategic area	Objectives long-term	What we have achieved (in this season)	What we intend to do (2015/2016 season)
FIGHTING ALL FORMS OF DISCRIMINATION	Making young people aware of the issue of discrimination	Funding and support provided to ensure publication of the research project promoted in collaboration with UNESCO	Publish the research project (Autumn 2015)
	Associating the Juventus brand with the battle against discrimination	First edition of the UNESCO Cup fund-raising event	Make the results of the research public
	Further improving the experience of supporters at the stadium	Promotion of an event in Vinovo on 21 March, the International Day for Elimination of Racial Discrimination and promotion of the "Gioca con me. Tifa con me" (Play with Me. Cheer with Me) initiative during the Juventus-SSC Napoli match	Promote the second edition of the UNESCO Cup (8 September 2015)
	Enhancing the role of women	Promotions for women and 50% discounts on tickets in the Family sector	Continue the initiatives begun during the previous season
			Continue to offer special rates
			Comply with requirements of Law 120/2011 on female representation in corporate bodies (inc. board of directors)

STRATEGY		ACTIONS	
Strategic area	Objectives long-term	What we have achieved (in this season)	What we intend to do (2015/2016 season)
SUPPORTER RELATIONSHIP MANAGEMENT	Generally improving supporters' experience	Planned and produced a unified purchase platform for more effective customer management	Launch the platform from 1 July 2015
	Increasing supporter loyalty		
	Be open to dialogue and transparency	Stakeholder engagement activity involving shareholders, investors, journalists, supplier, sponsor, institutions and supporters	Continue the stakeholder engagement activities Produce a "Supporters' Charter"
	Generally improving supporters' experience at the stadium	Certification obtained as steward training centre Further developed the Sport production project to achieve all-round supporter involvement	Continue steward training Continue the service offered
RAISING AWARENESS AMONG SUPPORTERS	Promoting safety	Set up a network to facilitate communications with supporters, including launching the online portal www.juventusstadium.com	Ensuring safety at international events, if possible setting up new partnerships
	Decreasing violence	Installed and used Panomera cameras	-
	Promoting positive behaviour by supporters at matches	Projects aiming to promote positive supporter behaviour: "supporters' school" and "Play with Me. Cheer with Me"	Set up a club dedicated to child supporters
	Guaranteeing safety and security in the long-term		Continue to pursue the "supporters' school" project

PLAYERS

STRATEGY		ACTIONS	
Strategic area	Objectives long-term	What we have achieved (in this season)	What we intend to do (2015/2016 season)
TRAINING AND TAKING CARE OF PLAYERS	Educating players on the importance of a healthy attitude towards sport	Training on strategies for recovery of energy after matches (First team players)	-
	Obtaining information useful at strategic level	Annual satisfaction survey on the quality of the medical service Partnership with the University of Turin to monitor data	Repeat satisfaction survey and continue monitoring Continue the partnership with the University of Turin

STRATEGY		ACTIONS	
Strategic area	Objectives long-term	What we have achieved (in this season)	What we intend to do (2015/2016 season)
EDUCATING AND INVESTING IN YOUNG PLAYERS	Training young players to behave suitably when faced with certain key issues	Two meetings organised on key issues such as betting on matches (with FIGC), hardships of young players (with the former Minister for Equal Opportunities), nutrition (with the families) and doping	Organise new meetings with leading sports personalities.
	Developing greater cooperation with families to work more effectively with young players		The Sector will produce communications on the doping issue, separately for the Primavera players and for those in the other Youth Teams, by distributing booklets giving information to youth sector players
	Raising awareness among role models for young players		
	Becoming a standard-setter for young people in general on various key issues	Psychological advice service set up at school, available in the afternoon	Continue the project adapting the times that advice is available to the young players' schedules
	Supporting young players in their daily life at the Juventus College and outside, as far as possible	Inclusion of a tutor (psychologist) for boarders	Inclusion of two tutors for boarders
	Creating opportunities for exchange between technical staff at international level	Meetings organised every three months between the teaching and training staff of each class to exchange views on the conduct of the students	Create greater synergy between the technical and schooling sectors
		Youth sector players on loan to neighbouring clubs were allowed to attend the Juventus College	Create opportunities for discussion between the teaching staff at the JCollege and teachers at the schools attended by the young players
		Individual sessions were organised every two months with the First Team nutritionist for Primavera players, with creation of personalised menus	Closer monitoring of how players eat outside the training centre. Weekly meetings were organised with doctors and the nutritionist
		A medical team for Primavera players, including a club doctor, a rehabilitator and two physiotherapists/massage experts was set up	Constant monitoring of physical condition of Second Team players, if necessary recruiting extra staff
		Independent dressing room/office (for the technical staff too) created	



COMMUNITIES AND THE LOCAL AREA

STRATEGY		ACTIONS	
Strategic area	Objectives long-term	What we have achieved (in this season)	What we intend to do (2015/2016 season)
CREATE EMPLOYMENT AND SAFEGUARD JOBS	Safeguarding employment also by creating new opportunities where possible Attracting new international level talents	Work progressed on redevelopment of the Continassa area, in preparation for the relocation of some activities to this area in 2017	Continue the work
		Definition of work for direct management of retail outlets	Increase the number recruited
		Planning of the JMedical multi-purpose diagnostics centre in partnership with Santa Clara	Management of the retail network, medical centre and stewards
		Independent management of stewards	
DEVELOPING SERVICES TO SUPPORT THE LOCAL AREA	Creating value in the local area Transmitting a sense of continuity to investors	Work on the JMedical multi-purpose diagnostics centre in partnership with Santa Clara planned and begun	Manage and develop the JMedical centre in partnership with Santa Clara
			Identify services/activities to support the local area
PROMOTING NATIONAL AND INTERNATIONAL NETWORKING	Becoming an international standard-setter on key issues Promoting engagement with partners, organisations and other clubs Publicising the Club's route to sustainability	Took part in key events in the football world	Promote participation at international and national events on key issues and at round tables
		Increase the institutional presence of the Club, through our representatives on the boards of the most important footballing organisations in Europe (UEFA, ECA) and in Italy (Lega Nazionale Professionisti Serie A, Fondazione per la Mutualità Generale negli Sport Professionistici a Squadre), as well as on panels, in task forces and, more generally, at round tables set up by these organisations	Proactive participation in the work of the bodies in which the Club's presence has been established
			Increase, where possible, of the presence of Club representatives at work groups set up by national and international sports organisations
MONITORING ENVIRONMENTAL ASPECTS	Responding to "global issues" related to environmental sustainability	District heating and district cooling plant designed for the Continassa Area	Construct the plant Continue the trend for decrease in consumption
-	-	Certification obtained for major events at the Juventus Stadium	-



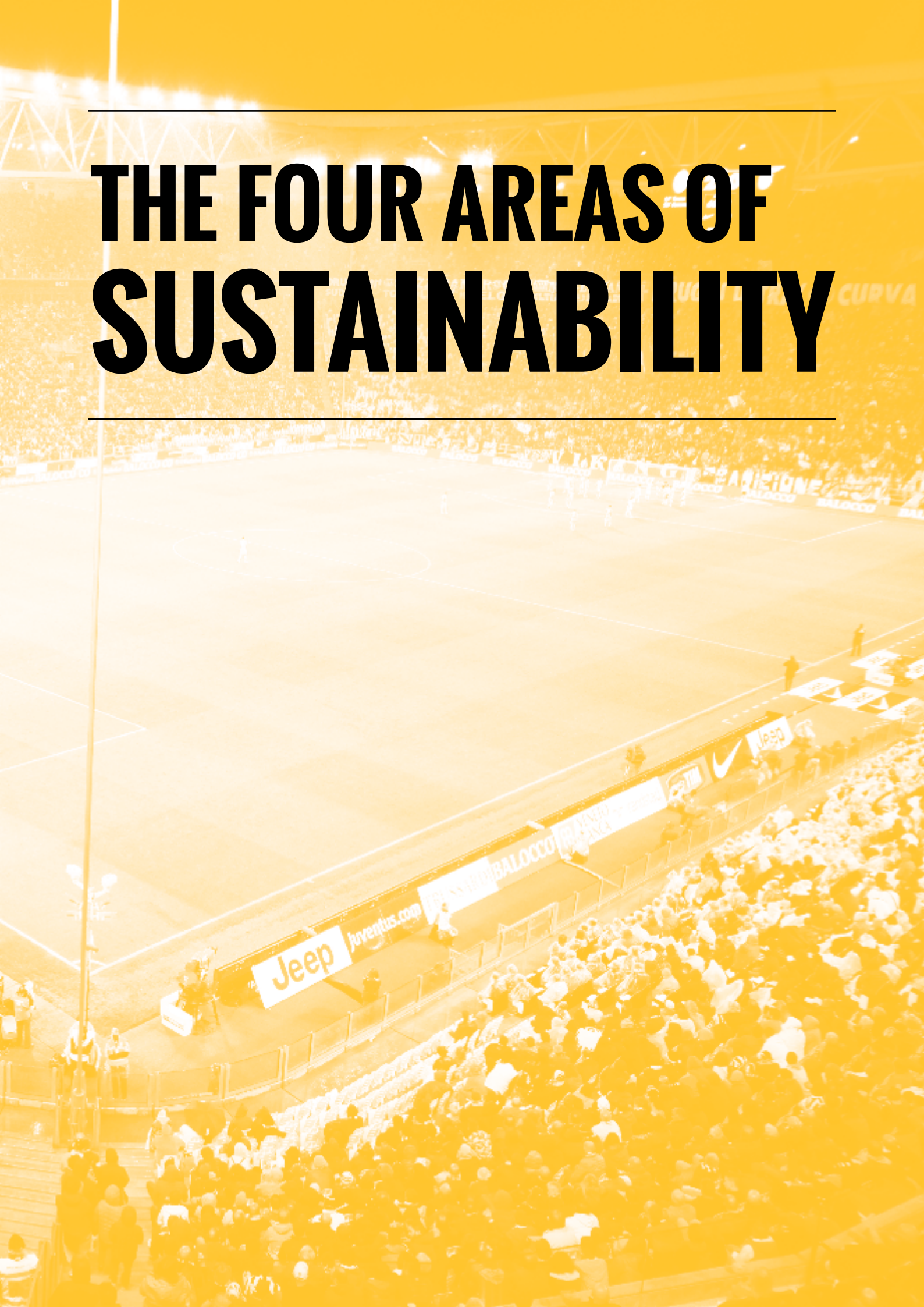
THE BUSINESS OF SPORT

STRATEGY		ACTIONS	
Strategic area	Objectives long-term	What we have achieved (in this season)	What we intend to do (2015/2016 season)
INVESTING IN OUR PERSONNEL	Strategically investing in our personnel	Certification obtained as a training centre for stewards recognised by the Ministry of the Interior in November 2014	Prepare the foundations of a selection/recruiting/training system that aims to make the most of the skills of stewards, raise the quality of the people recruited and bring them into line with the Club's culture
		We are promoting discussions with organisations and key figures (peers and representatives of organisations) to invest more in internationalisation of the club and therefore development of multicultural mindset within the club	Cooperate with personnel with experience at global level
		Training promoted for middle management, resources who work at the stadium and the technical area	Choose a growth model for uniform management skills closely connected with business needs
	Achieving more structured and fair management of personnel	Draft a new employment code and distribute a printed copy to all employees	-
OBSERVING FINANCIAL FAIR PLAY	Being financially and economically sustainable	Trend towards improved financial performance shown over the past three seasons consolidated thanks to an increase in operating revenues	Continue the trend for improved financial performance by implementing strategies to increase operating revenues. For example, direct management of merchandising (following the agreement with Adidas) and investing in digital activities to increase touchpoints
-	-	An appraisal form for processing of detailed analysis of suppliers based on information collected from the dedicated portal was produced	Start the initial appraisal process (August-September 2015)





THE FOUR AREAS OF SUSTAINABILITY



KEY FACTS AND FIGURES FOR THE 2014/2015 FOOTBALL SEASON

p.28

MATCHDAY

Juventus is continuously engaged in promoting a constructive relationship with its supporters, in educating young people and in ensuring "entertainment" takes place in complete safety. The education of young supporters, safety inside and outside the Stadium, racism and regional discrimination and the relationship with supporters are among the key issues for the Club.

Managing Safety and Security p.31

101 personnel at the Stadium providing medical assistance ★ **3** minutes for medical assistance at the Juventus Stadium to reach any injured person ★ **4** new video cameras – using the PANOMERA® Multifocal Sensor System ★ Awarded certificate as authorised 'Steward Training Unit'

Relations with Supporters p.43

290 million Juventus supporters ★ **3,800** J1897 Members ★ **450** DOC Clubs, totalling 83,000 members ★ **1st** in Italy for engagement via Twitter

Young fans and integration p.52

55% of supporters surveyed believe investing in young people's education is essential ★ **1** supporters' school ★ **2** scholarships worth 5,000 euros ★ **2,850** children attended educational sessions at the J Museum

p.58

PLAYERS

Juventus believes in its players, young and old, and in their ability to grow and to behave according to certain values that Juventus considers important. Together with health, Juventus also believes that players' training is essential in order to equip them to face the challenges of football and of life.

Young Players p.61

16 teams ★ **253** players involved in training ★ **98** students attending J College ★ **10,580** young people attend Juventus Soccer Schools

First Team: Player Health and Role p.68

1 System for managing the quality of the Medical System, in line with ISO9001-2008 ★ **0** positive results in anti-doping tests ★ **75** yellow cards and 4 red cards ★ **50** hours of training for technical staff

p.78

COMMUNITIES AND THE LOCAL AREA

Because of its history, the Club is an important symbol for the Turin area and, at the same time, is increasingly able to exert an influence beyond Italy's borders as a result of its ability to achieve technical and sporting success. The development of the Turin area and of national and international football have one thing in common: the creation of networks that can arise from collaboration with communities and political and sporting institutions, needed to develop shared value.

Juventus in the Local Area: its Presence and Impact p.81

41,000 seats in Juventus Stadium ★
30,000 m² of surrounding green spaces ★ **8,209** mc³
 less water consumed compared to last season ★
34,887 mc³ less methane consumed compared
 to last season

International Development and Creating Partnerships p.88

100 child soldiers reintegrated into
 society in the Central African Republic
 through partnership with UNESCO ★
 By the end of 2015, research on racism
 and discrimination in sport will
 be published

p.92

THE BUSINESS OF SPORT

Juventus is a company that conducts business in various sectors (sport, commerce and property) and seeks to do so responsibly, beginning with its own governance and financial management, because sustainability in football means first achieving long-term success, even in difficult times.

Governance and People p.95


699 staff ★ Juventus launches its official profile
 on LinkedIn ★ **42%** of the workforce are women ★
63% of the workforce involved in training

Financial Sustainability p.104

Juventus complies with the financial fair
 play regulations ★ In profit once more
 after 6 years ★ Operating profit rose
 by **9** million euros ★ Improvement in
 pre-tax profits, despite the negative
 effect of IRAP (regional business tax)

MATCHDAY





Football is about entertainment, passion and recreation. This is what Juventus does every day: it creates emotions.

Supporters are the most loyal customers in any business: their passion rules their hearts and their wallets. Yet the sheer strength of this emotion needs to be kept in check by Clubs: it is wrong to think supporters do not need to be focussed on, and will always be loyal.

Supporters want engagement, and Juventus, aware that it needs to improve relations with its fans, has increasingly embraced this approach over the years, particularly in the areas of ticketing, telephone assistance and merchandising, to become an even more sustainable Club. Besides customary initiatives engaging and involving its supporters over the years, in the last football season Juventus decided to contact over 3,000 fans (J1897 Members), using a digital platform, and received a very high rate of response (40%).

These activities help define Club sustainability and provide an understanding of exactly what the most important issues are for supporters, and along with the actions that should be prioritised.

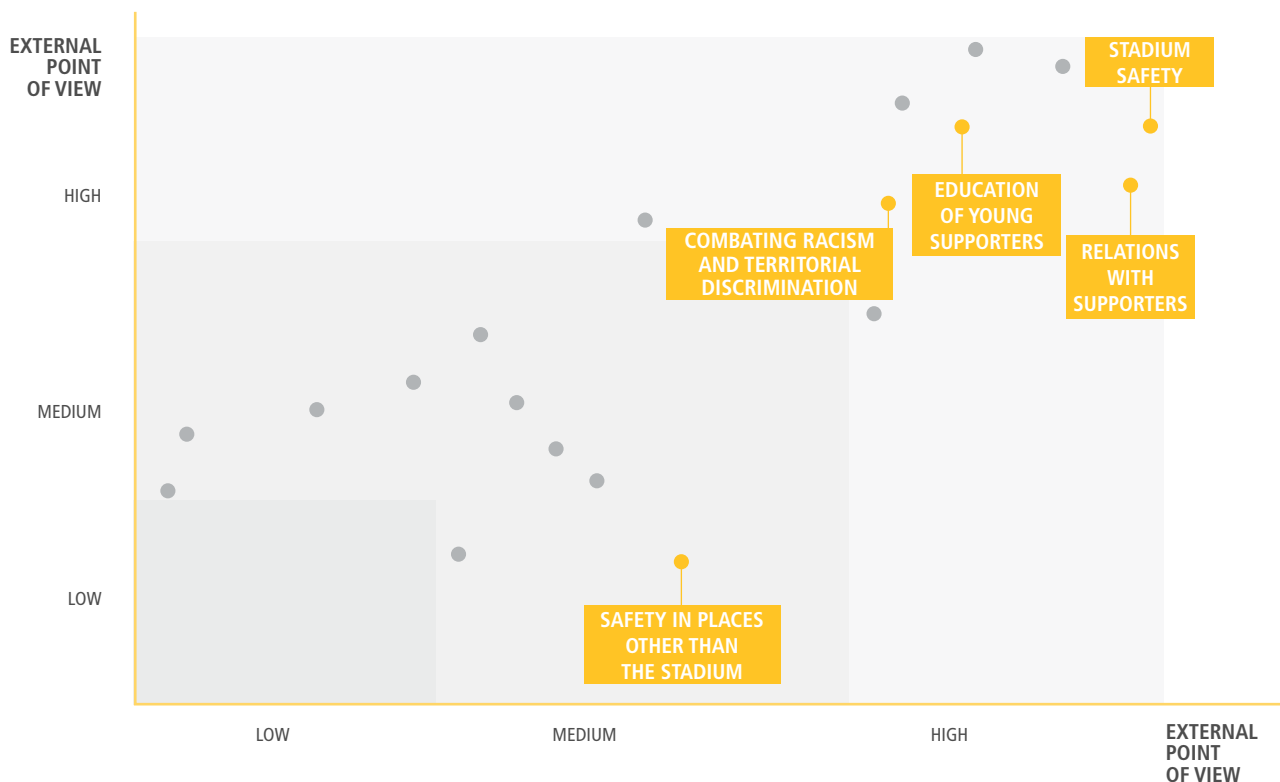
The survey conducted this year gave supporters the chance to voice their opinions on different issues about the company business and Club's sustainability, with over 1,000 free comments made. The survey results also helped define the sustainability strategy, which the Club has been working on over the last few months.

"Matchday" is one of the four macro areas where the Club is committed to achieving sustainability for everyone: from a greater engagement with and focus on its fans, to educating young supporters, initiatives to promote integration, safety inside the Juventus Stadium and the vital role played by welcoming operators, including stewards and the Supporter Liaison Officer (SLO). Juventus's ongoing commitment to forging constructive relationships with its fans, educating new generations and guaranteeing safe "entertainment" is a key theme in this first section. In fact, these are the areas where Juventus can create greater value for everyone, increasing its competitive outlook, while ensuring value for the stakeholders concerned.

It is essential for Juventus to pursue this commitment, to safeguard the team's and Club's success, the loyalty of its fans and the image of Italian football.

A Club that can give its supporters positive emotions, despite difficulties, is a Club that will always be a focal point, from every angle.

The “Key Issues” in this Section



Highlights of the 2014/2015 Season as Regards Supporters and Safety

- A new medical services provider: A.N.P.A.S (Italy's National Association of Medical Services and Medical Emergency Services) is supplying these services.
- Besides 100 security cameras inside and outside the Juventus Stadium, the site now has four latest-generation Multifocal Sensor System PANOMERA® cameras.
- The stadium is certified to OHSAS 1800:2007
- At a national level, engagement between the Club and its supporters has been authorised by ONMS (Italy's National Observatory for Sports' Events).
- Juventus has decided to manage its stewarding service independently, and has set up an admin department to plan stewarding activities and convene stewards for events and pitch activities on match days.
- Juventus has been certified as a Qualified Training Centre for steward training.
- A new drill for the emergency response contingency plan has been held
- Supporters can now access the secondary ticketing service
- Supporters can manage their annual membership in the “My membership” section of the website



KEY FIGURES

1
Supporter
Liaison Officer

16
lenses on each
PANOMERA®
camera

101
operators providing
medical services/medical
emergency services

148
stewards trained
by Juventus

290
million Juventus
supporters

3
courses for
trainee stewards
(total of **87** hours)

1,950
children enrolled in
the “supporters’ school”

MANAGING SAFETY AND SECURITY

Juventus adopts a range of different strategies for dealing with safety and security issues. Besides the legal obligations already in place, the Club has developed numerous regulations of its own, promoted theoretical and practical training courses. It has also invested in state-of-the-art technologies, used more resources than required by current regulations, reserved some Stadium areas specifically for families and children and appointed an officer to handle relations with clubs, with supporters at the Juventus Stadium and on away matches. It does so in an attempt to prevent all risks to people at the stadium and guarantee the utmost safety possible.

STAKEHOLDER ENGAGEMENT



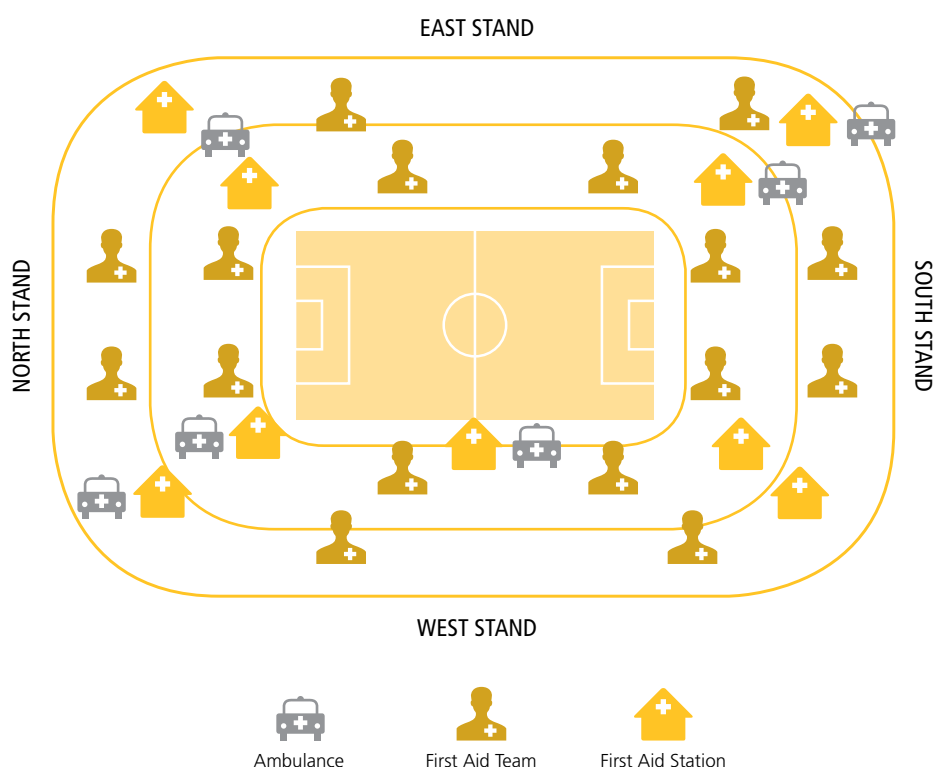
Engagement with main stakeholders undertaken by Juventus during this season shows that the Club needs to focus more on safety, both in and outside the stadium (52.5% of stakeholders interviewed).

MEDICAL SERVICES [G4-E07]

A new medical services provider has been working with Juventus since the 2014/2015 season: A.N.P.A.S (Italy's National Association of Medical Services and Medical Emergency Services).

With:

- 1 Emergency Services Director
- 1 Technical Director
- 3 Anaesthetists/intensive care specialists
- 4 Emergency Services Doctors / experts on mass events
- 8 Professional nurses trained in first aid and resuscitation
- 4 Sector managers
- 80 First-aid operators



Medical care is guaranteed within 3 minutes at the Juventus Stadium, if access routes are clear.



MEDICAL ASSISTANCE

SEASON	EPISODES OF COLLAPSE/ FAINTING	TRAUMAS	PERSONS HOSPITALISED
2012/2013	802	74	24
2013/2014	832	140	18
2014/2015	398	162	22
TOTAL	2,032	376	64



MATCHES WITH PEOPLE INJURED

SEASON	NUMBER OF PEOPLE INJURED AT THE STADIUM
2012/2013	0
2013/2014	0
2014/2015	2 <i>Juventus vs Atalanta on 20/2/15</i>



AN OVERVIEW OF ITALY

According to the 2015 Football Report, prepared by the FIGC Studies Centre and PwC as regards financial aspects, total turnout at professional football matches in 2013/2014 went up by 6% over the previous season, with 13.1 million spectators attending. Stadium capacity, for Serie A alone, exceeded 50%.

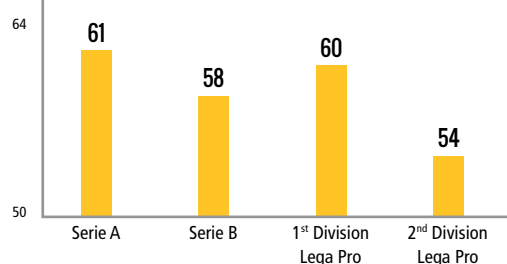
Stadiums have an average age of around 60 years, with considerable shortcomings in terms of services, sustainability and the quality of their infrastructures. Specifically, the average age of Serie A stadiums is the highest (61 years against 54 of the second division Pro League).

In the last 10 years, the safety performance has improved considerably, even considering a slight deterioration in the last season over the previous year: 59 matches with injuries, which is far less than the 209 matches recorded for 2004-2005 and the 81 matches in 2009-2010, but slightly up on the figure of 43 for 2012/2013. The trend is also the same for the number of people reported and arrested (1,003 and 105 respectively), which increased against the 2011/2012 season.



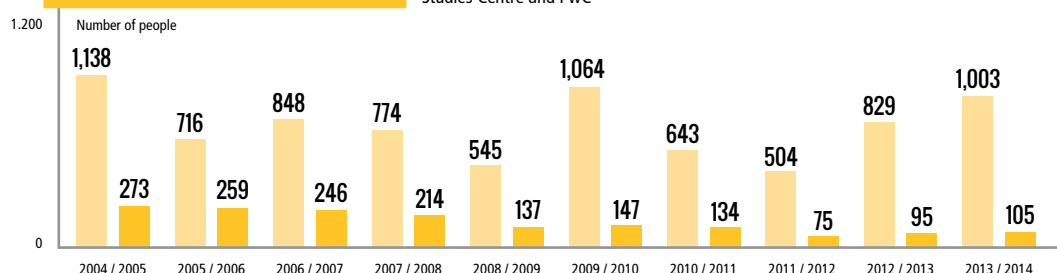
AVERAGE AGE OF STADIUMS

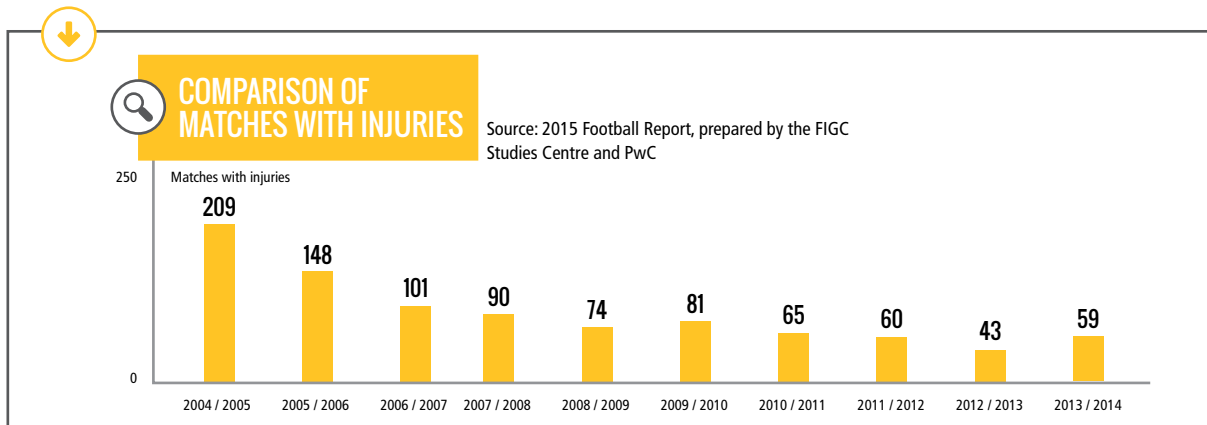
Source: 2015 Football Report, prepared by the FIGC Studies Centre and PwC



COMPARISON OF PEOPLE REPORTED AND ARRESTED

Source: 2015 Football Report, prepared by the FIGC Studies Centre and PwC





THE STADIUM: THE SURVEILLANCE AND ACCESS SYSTEM

The Juventus Stadium has an audio-video surveillance system, installed in and outside the stadium, with 100 fixed and dome cameras (including the 14 cameras already in the Area12 retail area); today the system has four latest-generation Multifocal Sensor System PANOMERA® cameras, for round-the-clock surveillance of the stands, which makes it easier to specifically identify people responsible for episodes of violence.

These cameras can continuously film a large section of the terraces, so filming can be seen again and zoomed in at any moment.

The 16 lenses of each device, each focussing on an area to be filmed, provide ultra-high definition images that can be selected, downloaded and then uploaded to mobile devices, for even quicker action. Recordings are made available to the police, as required, along with the films shot by the 100 cameras already installed at the site.

During the Juventus vs Atalanta match on 20/2/15, the new cameras enabled the police to identify the person who set off a firecracker inside a corridor of the South Stand, tier 2, causing minor injuries to two people.

Strict access controls are in place at the Juventus Stadium, to ensure that supporters are entitled to enter and that no sharp objects are brought into the stadium: at present, all supporters are checked at the entrance, even though this is not required by current regulations (Ministerial Decree of 8/8/2007).

Like all Juventus sites, the stadium is certified to OHSAS 1800:2007.



The stadium is also seen by supporters as a safe place, and in fact 97% would take their children to see a match.

Personal data is processed in compliance with laws and the data supervisor is also responsible for operating the CCTV system. The name of this person is kept on record by the Safety Operating Unit (GOS).

SAFETY AND SECURITY PROCEDURES

Juventus performs numerous pre- and post-match checks to ensure complete safety during the game.

Based on current regulations, at the start of the season Juventus must submit a number of documents regarding stadium safety to the Prefecture of Turin. These include the names of stewards used at the stadium, an updated Safety Maintenance Plan (Ministerial Decree of 18/3/1996) and the names of appointed persons, such as: the Safety Officer (as required by the Ministerial Decree of 18/3/1996 and subsequent amendments), the Deputy Safety Officer and Stadium Manager, in his/her capacity as Event Organiser.

Juventus has also established a series of actions/internal regulations to comply with numerous safety obligations and to prevent problems when managing emergencies. These include:

- A safety plan for sports facilities (maintenance plan), as required by Article 19 of the Ministerial Decree of 18/03/96 "safety regulations for the construction and operation of sports facilities".
- Regulations for using the stadium, with rules of conduct and prohibitions for supporters to be observed when inside the Juventus Stadium.
- A contingency plan, developed based on criteria defined in the maintenance plan for crisis/emergency management.
- An evacuation plan, contained in the contingency plan.
- A Safety Operating Unit (GOS), coordinated by a police officer appointed by the Chief of Police, and comprising:
 - A representative of the fire brigade.
 - An officer appointed by the club to maintain safety conditions at the stadium.
 - A representative of the medical service.
 - A representative of the local police.
 - The director of the emergency response team at the stadium.
 - A representative of the guest team (as applicable).
 - The Supporter Liaison Officer (SLO).
 - Any other representatives, considered necessary.

In addition, Juventus adopts numerous other procedures to guarantee safety at the Stadium:

- The Stadium Operations Department mainly deals with pre-match stadium checks, monitoring turnstile access to ensure that supporters are entitled to enter, checking members of the public during pre-screening outside the stadium (visual checks or pat-downs), working with the medical services organisation and carrying out stadium checks at the end of the match.
- The number of staff required is decided on a match-by-match basis, according to the calculated risk percentage and relative Stewarding Operational Plan (POS), and is approved by the Safety Operating Unit (GOS).
- The Supporter Liaison Officer works with opponent Clubs in the days leading up to the match.
- Stewards oversee safety management inside the stadium and during matches, as stipulated by the Ministerial Decree of 8/8/2007.
- If stewards find hazardous material, they are required to contact the police involved in pre-screening, leaving them to decide on the action to be taken.
- Juventus has set aside areas inside the Juventus Stadium for police officers to perform their duties, which includes detaining people considered dangerous.



GOS (Safety Operating Unit) room

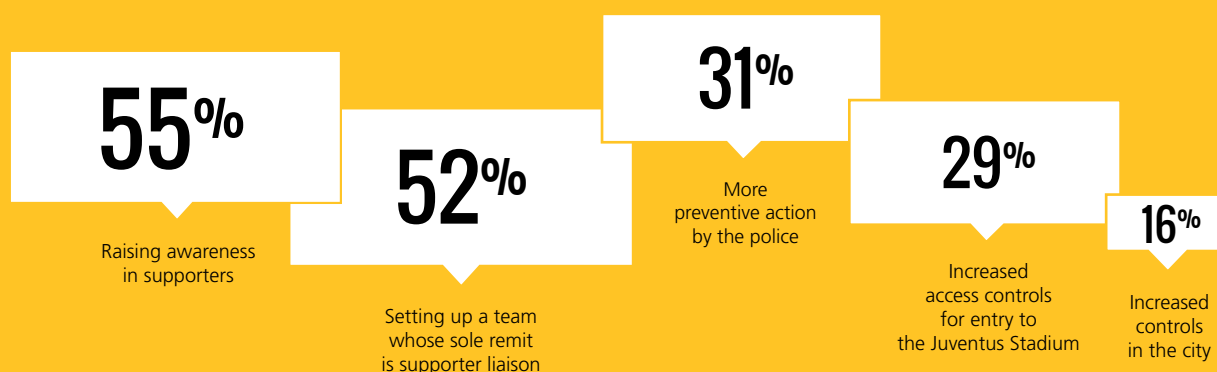


In addition to these specific activities promoted by the Club to guarantee safety at the stadium, more than half of supporters involved in engagement activities thinks Juventus should invest in making young people more aware (see the section “Young Fans and Integration”) and in setting up a team whose sole remit is supporter liaison.



FURTHER SAFETY PREVENTION MEASURES IN THE TURIN AREA

Source: Juventus stakeholder engagement in 2015



If preventive measures are not effective at guaranteeing safety inside the Stadium, sporting organisations may fine the clubs for the behaviour of some of their supporters, and the Ministry of the Interior may also ban supporters responsible from the sports ground (DASPO orders).

DASPO orders are issued under criminal law and are subject to privacy laws, so Juventus does not receive any official data on these bans. Stadium access is automatically checked via the certified ticketing system. Each time a ticket is issued, a control request is sent to the Ministry of the Interior where DASPO bans (CEN) are already registered, and the Ministry then authorises or denies access.

In the case of season tickets that have already been issued, CEN automatically sends data of any new DASPO bans to the ticketing system and names are put on a blacklist in access control databases.



POSSIBLE EMERGENCIES

Emergencies that may occur inside the stadium are:

Problems caused by natural events:

- Earthquake / Flooding

Problems caused by supporters:

- Fans invading the pitch (at the end of or during the match)

- Incidents between supporters
- Risk of supporters climbing over barriers
- Requests for first aid/medical emergency services
- Access of emergency services vehicles
- Outbreak of fire
- Suspicious packages
- Incidents with electrical equipment
- Terrorist attacks – uprisings by fans

LIAISON OFFICERS AND STEWARDS AT STADIUMS

The Club has a specific system for managing safety and liaising with different types of supporters. However, interviews with over 1,300 supporters show that few are aware of the roles of liaison officers and stewards.



Only 20% know about the Supporter Liaison Officer (SLO) and just a few more (25%) would go to a person in this position if they were in danger. 35% think they should go to the police, as they are the only organisation that can deal with violence, and another 35% think stewards are the best people to turn to.



LEVEL OF AWARENESS OF THE SLO

Source: Stakeholder engagement 2015

10%

Yes, of course I know what an SLO is, and I think it's a very important position to guarantee safety inside stadiums

18%

I've heard about them, but I don't know very much

10%

Yes, of course, but SLOs still don't have the authority to act in Italy

62%

No, I don't know about SLOs and I don't know what they do

Supporters Liaison Officer (SLO)

The Supporter Liaison Officer (SLO) is a mandatory position within football clubs, handling relations with supporters and informing them during home and away matches.

This position does not have the same duties and responsibilities at all European clubs, and there are a considerable number of differences between Italy and, for example, Germany, where supporter liaison officers have been working for many years, and are officially recognised by everyone, supporters and otherwise.

In Italy, recognition of this position and the role still need to be optimised, because until last year the Pisano Law prevented football clubs from liaising with their fans (whether organised groups or otherwise). Only this year has engagement with supporters been authorised by the National Observatory for Sports' Events (ONMS).

Specifically, Juventus' SLO mainly works in the days leading up to a match, overseeing numerous activities that were handled in the past by the safety officer. These include:

- Taking part in meetings with the GOS
- Liaising with SLOs of other clubs
- Gathering logistics information (how many supporters are expected, how they will get to the stadium and move around) and analysing opponent's supporters
- Assistance to local supporters (on banners, choreography...)
- Engaging with the contacts of different types of supporters
- Post-match debriefing.

Today, the SLO is involved in ensuring matches are held safely, liaising and coordinating logistics in the days before the match takes place. SLOs are not operative during home matches or for away matches. On the contrary, in Germany and the United Kingdom, SLOs operate throughout the match and liaise with the fans; Benfica's SLO is a former hooligan, while the team Borussia Dortmund has several specific SLOs (four that know about practices inside the stadium and four that know about what goes on outside).



REGULATORY REFERENCES FOR THE SUPPORTER LIAISON OFFICER

According to the 2012 edition of the UEFA Licences Manual, certain requirements must be met in terms of sporting ability, infrastructure, organisational, legal, economic and financial aspects. Organisational aspects include the position of SLO, as follows:

The organisational structure of the Licence applicant must provide for the presence of a person serving as
a. an employee of the Licence applicant, or
b. an external consultant, appointed by the Licence applicant by virtue of a written contract.

The main task of the Supporter Liaison Officer is to make supporters aware of sporting values (...), attend meetings organised by the Club on the subject of relations with supporters and cooperate with the Security Officer with regard to safety and security at the Stadium.

It is natural, therefore, to wonder exactly what an SLO should do: how is an SLO different from a safety officer? Should an SLO be a fan, so he/she can easily engage with all types of supporters? Should an SLO have a logistics role, operating behind the scenes? Should there be only one SLO, or is a team better?

Then there are other issues that Juventus, like other Clubs, has been pondering in order to optimally define the role and responsibilities of this crucial position. Likewise, Italian sports' organisations have set out guidelines, but studies and measures are still being looked into by the FIGC and Lega, on the type of profile the SLO should have.

At a regulatory level, the Lega suggests Clubs disclose the position of the SLO on their internet sites. At present, Juventus has not decided to do this and has only published a general email address (slo@juventus.com), as this is still a transition stage and the position of SLO still has to be defined.

Stewards

To guarantee the best possible standards in welcoming supporters and providing safety support, Juventus has decided to independently manage some functions previously outsourced, such as its stewarding service, which it now coordinates and trains directly.

In 2014, an admin department was set up to plan stewarding activities and convene stewards for events and pitch activities on match days. A first meeting was then held to give stewards the chance to get to know the Company better, to find out about management changes, the reasons for them and Juventus' expectations.

The Club considers it essential to provide specialised training in light of these management changes, in order to guarantee an effective, professional service during all matches. Until recently, training was general for all sites, but Juventus can now offer a structured, recognised training programme as it has been certified as a Qualified Training Centre for steward training.

Being a recognised training centre means the Club can not only manage safety operators directly but also train them. At the end of the course, and after taking an exam, operators will become certified stewards, specialised in carrying out their duties inside the Stadium; the certification is valid in Italy, but is specific for the Juventus stadium.

During the 2014/2015 season, 3 courses were held for trainee stewards (150 candidates, with 148 passing the final test), with a total of 26 sessions and 88 training hours; this is 5 hours more than the mandatory number required by the Ministry: 2 hours on sign language, 2 on elementary English and 1 on occupational safety.

An additional 5-hour meeting was held for 177 stewards (as well as 100 operators providing medical services at the stadium), to simulate the Contingency Plan for Medical Emergencies and implementation of the Contingency plan.

Stewards oversee the following standard activities:

- Site checks
- Pre-screening
- Screening
- Routing inside the stadium
- Other activities inside the stadium
- Assistance for disabled persons
- Action if rules are violated

It is important for Juventus' stewards to guarantee safety at the Juventus Stadium as well as welcoming supporters, making their experience even more special. The stewards are made aware in particular of how to placate supporters in the stands next to the Away Supporters area who display provocative behaviour, where their role is not so much to keep the opponent's supporters under control, but to contain any antisocial conduct by Juventus fans.

Financial resources allocated to stewarding are defined in the budget, and vary depending on the calendar and number of matches considered as posing a high safety risk. For average risk matches, the ratio of stewards to spectators is 1 to 75, while current regulations specify a ratio of 1 to 250. As the Juventus Stadium is very large and the Club wants to provide an adequate stewarding service for the public, more stewards are needed.

RATIO OF STEWARDS/FANS AT THE JUVENTUS STADIUM

2012/2013	1/69
2013/2014	1/71
2014/2015	1/75

Juventus even takes its stewards on away matches, partly to meet UEFA directives that call for stewards if there are more than 500 supporters, and partly to help its own fans.

TRAINING IN 2014/2015 FOR PEOPLE WORKING AT THE STADIUM ON SAFETY ISSUES

No. OF SESSIONS	26	1
No. OF HOURS	83	5
RECIPIENTS	150 trainee stewards	177 stewards and 100 operators providing medical services at the stadium
ASPECTS	Required by the ministerial decree (legal-health-fire prevention-public order-technical-psychological) plus 5 additional hours (elementary English, sign language, occupational safety)	Drill for the contingency plan for medical emergencies – Implementation of the contingency plan adopted at the Juventus Stadium.



Stewards performing routine checks inside the stadium

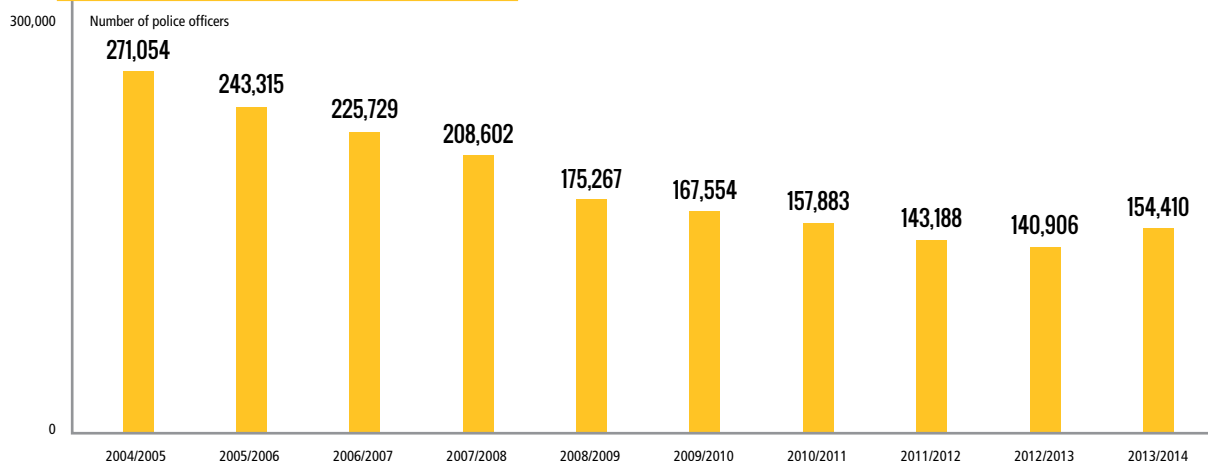
THE ROLE OF THE POLICE AND FIRE BRIGADE

Since the position of steward was introduced, the number of police involved during matches at national level has fallen year after year.



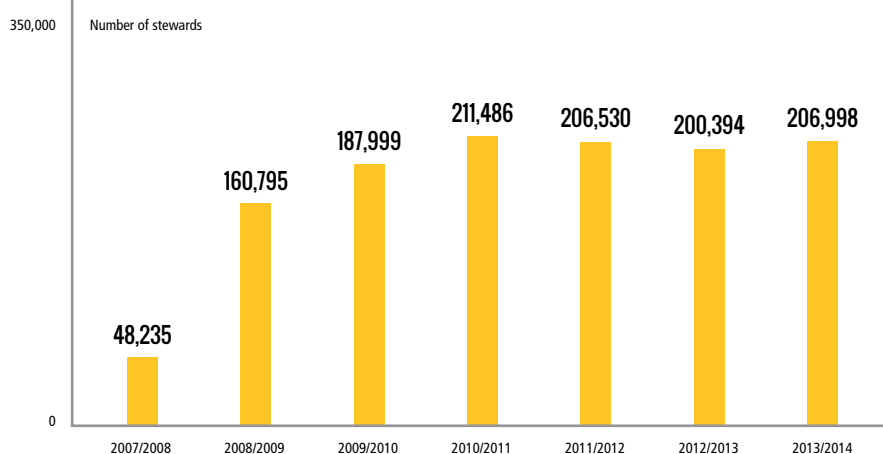
COMPARISON OF POLICE NUMBERS

Source: 2015 Football Report, prepared by the FIGC Studies Centre and PwC



COMPARISON OF STEWARDS DEPLOYED

Source: 2015 Football Report, prepared by the FIGC Studies Centre and PwC



The police only intervene at critical times, when all management systems for guaranteeing safety are no longer effective. In fact, the General Investigations and Special Operations Department of the Police (Digos) often talks with hooligans, managing to defuse more explosive situations. Juventus never has a direct relationship with them, which instead is overseen by the GOS (Safety Operating Unit) coordinator.

However, the Club has ongoing contacts with the Police, for various reasons, and reports improper behaviour by its supporters. The Club donates any money it receives, as plaintiff, to charity.

The police are also involved when stewards identify hazardous material during pre-screening, leaving the police to take action. Juventus has set aside areas inside the Juventus Stadium for this purpose, with dedicated space for police officers in which to perform their duties, which includes detaining people who are considered dangerous.

Moreover, the Police Headquarters, working with the Local Authorities, have set up a welcome system with meeting points and a shuttle service from and to the stadium. With these services, the police can control the movements of the opponent team's supporters.

Fire fighting services are provided in line with directives. In the case of emergencies, the highest-ranking fireman present is responsible for technical management, although public safety is still a priority for the GOS director.

BEYOND THE STADIUM: AWAY MATCHES AND THE LOCAL AREA

Besides guaranteeing safety at its stadium, Juventus is often involved indirectly in safety problems that are not directly under its control.



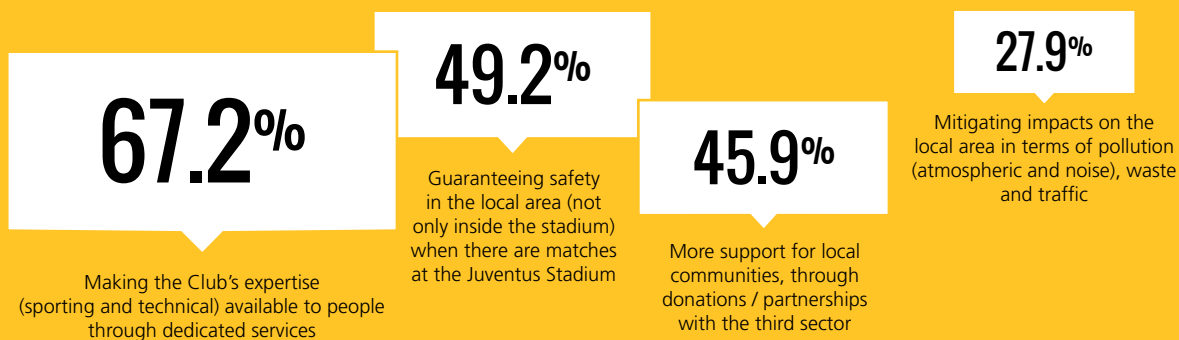
It is not surprising that figures from this year's survey show that 49.2% of respondents believe that the Club should guarantee safety both inside and outside the Juventus stadium, during home matches.

As for away matches, more than 60% of stakeholders interviewed think that improving supporter transfers is extremely important for guaranteeing safety, and 42% think that greater cooperation among Clubs is essential.



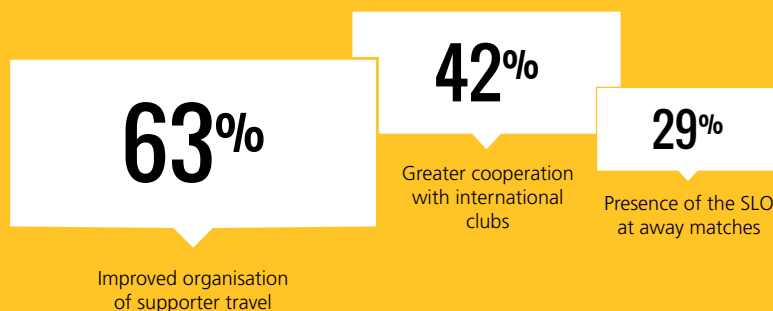
WHAT JUVENTUS COULD OFFER THE LOCAL AREA TO IMPROVE THE LIFE OF CITIZENS

Source: Juventus stakeholder engagement in 2015



POSSIBLE ADDITIONAL PREVENTIVE MEASURES FOR AWAY MATCHES

Source: Juventus stakeholder engagement in 2015





STEWARDS DURING NATIONAL AND INTERNATIONAL AWAY MATCHES

DATES	PLACE	EVENT	MATCH	PERSONEL	UNITS
30/09/2014 – 01/10/2014	Madrid	UCL	Atletico de Madrid – Juventus	Steward	2
21/10/2014 – 22/10/2014	Athens	UCL	Olympiakos – Juventus	Steward	1
25/11/2014 – 27/11/2014	Malmoe	UCL	Malmoe – Juventus	Steward	2
17/03/2015 – 19/03/2015	Dortmund	UCL	Borussia Dortmund – Juventus	Steward	4
22/04/2015	Montecarlo	UCL	Monaco – Juventus	Steward	2
12/05/2015 – 13/05/2014	Madrid	UCL	Juventus – Real Madrid	Steward	2
06/06/2015			Champions League Final Juventus – Barcelona	Steward	20
28/03/2015	Sofia	National side	Bulgaria – Italy	Steward	1
27/09/2014	Bergamo	Serie A	Atalanta – Juventus	Steward	8
20/03/2015	Rome	Tim Cup	Italian Cup Final Juventus – Roma	Steward	197

For UEFA competitions, UEFA holds a conference during the first fortnight of September (*UEFA-EU Safety & Security Conference*) when teams taking part in European competitions are updated on events of the previous season and on corrective measures to take for the future. During the second part of the Conference, representatives from teams in the same round meet up to exchange information about supporter management, particularly during away matches.

Usually, the Stadium Director and Juventus Safety Officer take part in these conferences.

OTHER SAFETY INITIATIVES

Contingency Plan Drill

A drill was held again this year at the Stadium to test the effectiveness of the Contingency Plan for Medical Emergencies and to train personnel in critical situations. The drill was also held in June 2013 and in 2010 at the Olympic Stadium and repeated to correct errors identified during previous drills.

This year's drill, organised by the consultant company FOR-MAX, involved some 100 operators from ANPAS, with six ambulances, 50 stewards and members of the Safety Operating Unit (GOS). In addition, "actors" also took part, with 40 volunteers from ANPAS playing the role of injured members of the public, and 150 stewards acting as unharmed members of the public.



Stewards and medical service operators during the contingency plan drill at the Stadium

Thus a scene was enacted with fake blood, simulated panic and assistance from specialist personnel. A unique scenario for Italy.

Stewards Have to Oversee Six Stages in the Contingency Plan:

- Alert
- Collecting emergency equipment kept in MCI stores
- Moving operators and equipment to a site near the event (Coordination centre: a first aid station near the site of the event)
- Collecting victims and taking them to treatment areas (Protected waiting areas)
- Treating victims
- Transfer to hospital

All stewards may potentially be part of the MEDTeam: some are selected when the Plan is deployed, others as indicated by the Sector Supervisor.

Torino - Juventus Derby (April 2015)

Juventus Football Club condemns any kind of violence, whether from its own or its opponents' supporters, and expects equal treatment for supporters from both sides when it comes to legal aspects or commentary. The facts of the Torino-Juventus 2015 derby need to be reflected on in depth, by the world of football, but also by organisations and the media, who play an important role in the sport.

The safety devices and cameras at the Turin Olympic Stadium available to the Police did not enable them to identify the people responsible. This circumstance shows how urgent it is to equip all sports' grounds with latest-generation surveillance systems, to prevent alleged offenders from being punished, when the people effectively responsible cannot be identified.



Juventus Football Club therefore filed an appeal against this measure, while still guaranteeing the utmost cooperation with the authorities and sports' authorities to identify the people responsible for the incident, which remains an intolerable act that deserves the highest level of criticism and moral sanctions, as well as the most severe criminal and sporting sanctions.

On 30 July 2015, despite the fact that the perpetrator of the incident (the arrested person) did not have a ticket, and was not included in the list of the away supporters nor did he hold a season ticket, FIGC's Court of Appeal held Juventus responsible for the incident. After a second appeal to CONI's Final Appeals Board was quashed, Juventus played its home match against Chievo with the South stands closed to the public.

RELATIONSHIPS WITH SUPPORTERS

"The supporters are the lifeblood of professional football," stated Michel Platini, UEFA President. "They are a Club's identity. Owners, managers and players come and go, but the supporters are always there."

Behind every success and every failure are supporters who want a relationship with the Club and want to actively take part in its day-to-day life. The supporter's behaviour is conditioned by a psychological mechanism known as "identification", by which the team becomes "part of the supporter", and everything that happens to the team (success, defeat, an injustice suffered in arbitration or an insult received), is as if it happened to the individual who identifies with the team.

On the day of a match, a supporter's emotional state is strongly conditioned by the mindset in which the supporter has learned over time to understand and "prepare for" the game: the emotions stirred up by events on the pitch can lead to incredible enthusiasm but also to aggressive behaviour, although this only tends to occur if it is already part of the behavioural repertoire of the "supporter".

There are different ways fans can support their team, just as there are different types of supporter and different ways of being part of a group or tribe. We only need to think of the differences between hooligans and supporters of organised clubs: the first combine spectacular behaviour with transgression to amaze supporters, the second are more critical and focus on the team's performance and demonstrate annoyance if the team's performance is disappointing. For hooligans, it is not usually acceptable to challenge the players of their team during the game in the event of poor performance.

Hooligans consider themselves an integral part of the team: if it wins, they take credit as if they were a player, trainer or manager. They are thus able to put pressure on a club, sometimes by means of violent behaviour aimed at influencing the team's decisions.

Supporters can also be customers and, as such, their views must be taken into account.

“

The supporter's behaviour is conditioned by a psychological mechanism known as "identification", by which the team becomes "part of the supporter".

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JUVENTUS SUPPORTERS

Sources: Repucom and surveys by Serie A League

SEASON	TOTAL SUPPORTERS	EUROPE	% OF ITALIAN SUPPORTERS
2012/2013	250 million	37.6 million	29%
2013/2014	250 million	37.2 million	30%
2014/2015	290 million	40 million	29%

There is a category of Juventus customers that can be described as "fans" and that includes all followers worldwide, contactable via social media, with whom the Club can only interact as a mass and not as single individuals. There is also a "non-fan" category, which includes for example companies that buy tickets at the stadium, buyers of goods in shops, and sponsors.

The “fan” category comprises various types: from the casual to most loyal supporters (Juventus Members), from organised supporters (DOC Clubs) to non-organised. The Club must be able to develop different communication codes according to these different characteristics.

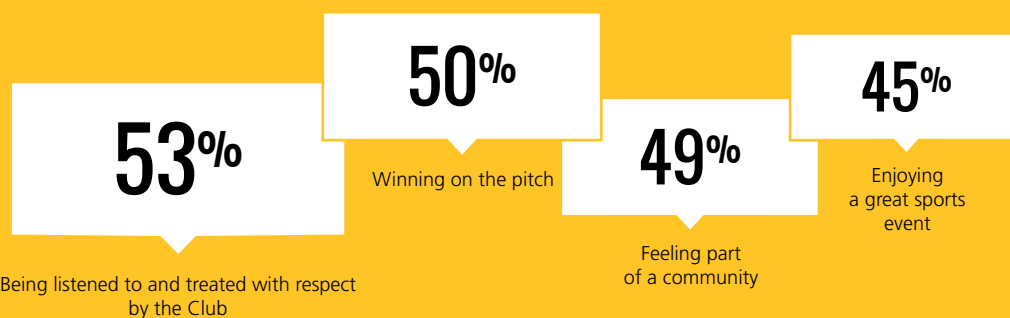
For this reason, the Club promotes an internal management system for standard customers and a “fan relationship” system, which includes initiatives and activities to encourage supporter loyalty and make the stadium experience a memorable one.

RELATIONSHIPS WITH SUPPORTERS



WHAT SUPPORTERS CARE ABOUT MOST, ACCORDING TO 11897 MEMBERS

Source: Juventus stakeholder engagement 2015



Listening to supporters revealed that Juventus needs to be more involved in taking care of its supporters/customers. What matters most for a supporter today, even more than victory on the pitch, is the chance to be listened to and treated with respect by the Club (53%).

To address this need, Juventus is looking, on the one hand, to improve its internal organisation and management in order to meet the needs of different customers and, on the other, to offer increasingly exclusive events and opportunities. In the past, Juventus has always encountered a certain dissatisfaction from its supporters, mainly due to the difficulty they find in getting in touch with the Club itself. Aware of this, the Club strives year after year to improve all aspects that its supporters consider lacking. It is a challenging process, in which Juventus has chosen to invest more and more of its efforts.

Internal Reorganisation

Juventus is equipping itself with numerous and varied communication channels to be able to respond appropriately to different types of supporters and to the numerous engagement activities that are provided from time to time, through an integrated CRM policy.

The construction of the new stadium was the first key step to improving relations with supporters: the supporters consider the Juventus-owned stadium as a real “home”, and this fosters their sense of belonging and involvement, with a greater focus on the use of the various facilities. Given the high level of professionalism required to manage the stadium in order to engage all its visitors in a positive and effective way, it was decided to internalise some functions, previously outsourced that are key to improving a supporter’s welcome and attendance at an event, such as the stewarding and hostess service.



THE STEWARD'S ROLE

Over the last four years, the perception of the steward in the eyes of supporters has changed: supporters today see the steward at the Juventus Stadium as a person who welcomes and assists them, not merely as someone who “controls” them. Obviously, this is a process that began 4 years ago and that is now yielding its greatest results; it must always be monitored and improved through ongoing training. The role of the steward has several objectives:

- To enable the full enjoyment of the experience and to encourage positive emotions.
- To prevent anxiety, fear and panic.
- To prevent aggression and conflict.
- To deal with any situations of fear or panic.
- To deal with any situations of aggression or conflict.

The development of existing functions within the Club to create a bona fide “Supporter Relations Department” is under consideration, for an enhanced and more effective coordination of activities directed at fans as well as of communications directed at supporters, including enabling the Club functions targeted at them to be more clearly identifiable.

Digital Communication with Supporters

In addition to the numerous internal reorganisations, great importance is also attached to the digital sphere. Currently, to communicate with its supporters, Juventus primarily uses the web and social media, updated daily in multiple languages. The global social media community is 27 million followers.

In terms of Italian fans, Juventus is the leading club on Facebook and the leading Italian club on Twitter in terms of interactions, number of followers and most successful tweets. Over the season, 780,000 people started following the Club and the most successful tweet was engaged with 26,000 times.

Besides social media, Juventus has its own official blog where Juventus Members can talk about their passion for the *bianconeri*, recount their memories of the most important matches and describe the excitement of the Juventus Stadium as experienced by spectators or guests of one of the many initiatives in the Juventus Membership project. From this season, the initiative has been extended to all those registered on the site.

Another of Juventus’ many digital communication tools is the official app: Juventus Live (now replaced by the Juventus App). The App was very popular again this year and, during the Juventus Social Selfie Contest, all Juventus supporters had the chance to enter a competition for the best selfie taken using the App. The selfies with the most votes were shown on the stadium LED displays during the Juventus-AC Milan match on 7 February 2015. Starting from this season, all Juventus Live features have been integrated into the Juventus Official App.

In the coming seasons, the Web will take on an even more important role in terms of the relationship with supporters, following the creation of a unified platform for online sales and customer relationship management. Those who register on the site, using a single set of credentials, can:

- Purchase products on Juvestore.com.
- Sign up for Juventus Membership.
- Manage season tickets for the Juventus Stadium.
- Purchase tickets for the Legends Club.
- Purchase parking for the Juventus Stadium.

Benefits and Opportunities for Supporters

In parallel with these broad initiatives, Juventus has continued to introduce new ideas regarding its relationship with its supporters, including new welcome packs for the Juventus Membership project.

Besides the ongoing benefits of the partnerships with Trenitalia, Willis TIM and BWIN, opportunities for contact with the Club and the first team have also continued. These include a chance to visit the hidden areas of the stadium on match days, and J1897 day – when members can attend a meeting with top management.

Finally, for supporters who follow the Club abroad – International Premium Members – there will be an opportunity to meet the team and acquire vouchers for the Juventus friendly matches during the summer tour in Australia, Indonesia and Singapore.

This year, for the last game of the season – the league title against Cagliari – two supporters (International Members) have won the Fly to Turin prize: first they will visit the museum to learn the history of Juventus, and then the stadium to see Juventus raise the trophy.

The most loyal Italian supporters can become Members, which, depending on the cost, includes certain benefits and events. Being a Premium Member, for example, gives supporters a number of advantages, including an exclusive Welcome Pack, a period of preemption reservations for all Serie A matches, the TIM Cup Italian Cup and UEFA Champions League, numerous discounts, promos and offers. Finally, special competitions will be organised and promoted.

J1897 Membership is the highest “office” for supporters that Juventus offers. Membership provides a period of preemption reservations for all Serie A matches, the TIM Cup Italian Cup and UEFA Champions League, an exclusive Welcome Pack, and the chance to try the VIP Hospitality Experience, to be a VIP for the night at the Legends Club as guests of Juventus. In addition, there are numerous discounts, promos, offers and special competitions.



J1897 MEMBERS

SEASON	J1897 MEMBERS
2012/2013	n.a.
2013/2014	1,100
2014/2015	3,800

In addition to these benefits, for a year now the Club has offered the chance to attend a meeting with top management. The first meeting was held in June 2014 and was well-attended (30%). The main topics discussed were the Continassa project, the focus on young people and the proposal for a supporters’ “charter”, a document currently being prepared. The second meeting was held in May 2015, with a good response for the second year in a row in terms of participation and points for reflection.



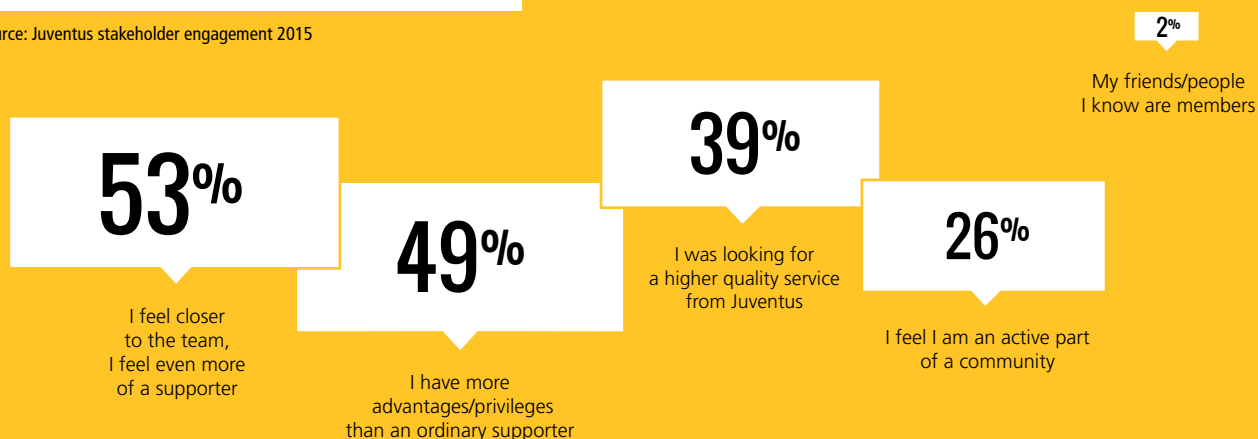


The stakeholder engagement process conducted last season revealed that 49% of supporters chose to become JMembers because of the many benefits/privileges offered compared to those for normal supporters. On the other hand, 53% revealed the choice was because they wished to feel even closer to their team, and thus even more of a Club supporter.



REASONS FOR BECOMING A J1897 MEMBER

Source: Juventus stakeholder engagement 2015



In addition to these exclusive opportunities, Juventus supporters can also choose to support their team as a simple fan or through a DOC Club.

The DOC project was set up in 2004 and is aimed at Clubs for Juventus enthusiasts, in the form of associations, with the statutory purpose of promoting and spreading the values and principles of sports culture, non-violence and peaceful coexistence, as enshrined in the Olympic Charter, as well as proposing ticketing services and special initiatives both at the stadium and during club events. The project has had a good response in terms of new members, with an average of about 500 new club members per year.



DOC CLUBS

SEASON	No. OF DOC CLUBS	DOC CLUB MEMBERS
2014/2015	450	83,000

DOC Club supporters also have the opportunity to meet the Club's senior management at Vinovo once a year.

Non-profit organisations with a charter and a minimum number of members can set up a Juventus DOC Club.



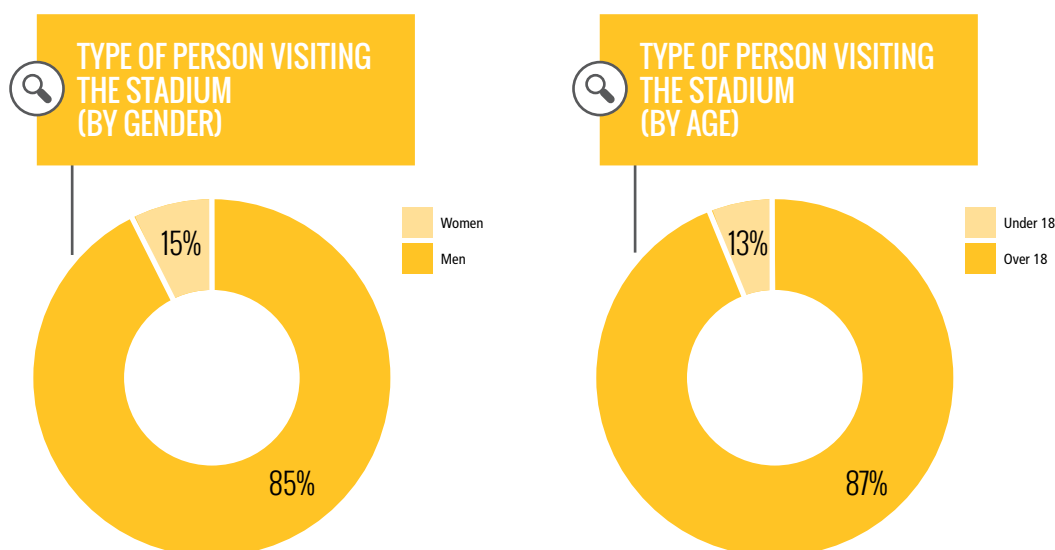
Gathering of DOC Clubs at Vinovo

STADIUM EXPERIENCE: THE EVOLUTION OF 'SPORT PRODUCTION'

Until a few years ago, supporters coming to the stadium were only interested in the game and final score, viewing the stadium simply as the place where the football match was held.

Juventus has decided to introduce the concept of "sport production", by which it encourages its supporters to experience the stadium and the match differently, through entertainment, engagement and passion. Juventus supporters are responding well to this initiative and are beginning to experience the Stadium in a more active way, treating it as a place where exciting entertainment takes place.

Starting from last season, the Club has sought to involve its supporters at every level: sport production is no longer a series of events offered by the stadium on the day of the match, but an experience that Club and supporters build together, with supporters getting involved and making their contribution in the days leading up to the game.



(*) the percentage of women is estimated based on quantitative research conducted on visitors and season ticket holders

The experience of the supporters at the stadium can vary at each visit because of the many factors that make up such an experience. These include the entertainment before, during and after the match, the general atmosphere, the range of items on sale, the journey to and from the stadium, the choice of food and the ease of purchasing/changing tickets.

Entertainment

Before the match, Juventus works hard to engage supporters, making them the real stars: there is a great deal of interaction between fan base and Club, the giant screens and LED displays provide continuous visibility, there are a variety of social initiatives, and ample space is dedicated to the different types of supporters. Such activities are designed to enhance the supporter's experience, and are not limited to before the game. For example, supporters can visit the baby park with their young ones, take part in the world map, see the warm-up from the sidelines, watch entertainers in the areas outside the stadium, see their tweets displayed on the big screens, enjoy recreational activities during half-time, create video clips, etc.

Juventus is one of the few clubs in Italy to provide entertainment after the game, with a mention of the next scheduled home game.

The audio and video within the so-called "bowl" at the Juventus Stadium has over the years come to resemble a television programme: at every game there is a programme of sports and entertainment that goes "on air" for about 5 hours, with jingles, interviews from the pitch, original productions, live images, and so on.

Supporters have enjoyed the sports production experience for many years. For this reason, the Club seeks to create something new every year, providing some highly innovative entertainment. Each type of entertainment is then directed towards the most appropriate target audience.

Merchandising

There are many places offering official merchandise at the stadium: the stores in the North Stand, South Stand, in the VIP atrium and in Club Sivori (west), as well as in the Area12 shopping centre. Great care is taken over every detail of the merchandising, including instant personalisation of official jerseys.

Starting from the 2015/2016 season, with the change of sponsor from Nike to Adidas, Juventus will enter the retail market and manage a number of outlets itself.

Transport

Juventus strives to make the supporter's journey as straightforward as possible, posting information on travelling to the Stadium on the official website, and installing signage throughout the city and on the ring road.



Many supporters travel to the stadium by car, and various car parks are available for them. In response to this, 62% of supporters in this year's survey said that Juventus should invest more in promoting alternative means of transport to the private car for travelling to the stadium; undoubtedly an interesting development that the Club will take into account the coming years.



INVESTMENTS IN SUPPORT OF ENVIRONMENTAL SUSTAINABILITY

Source: Juventus stakeholder engagement 2015



A Stadium without Barriers [G4-E06]

To help disabled supporters who require full-time assistance to access the stadium, Juventus has a booking service enabling these supporters to enter free of charge, with an accompanying person who must be over 18. In such cases, the request must be submitted online using the service on the official Club website.

For supporters with a partial disability, ticket reductions are available (50%) for the following sectors: East Central tier 1 and 2, East Side tier 1 and 2, North Stand tier 1 and 2, South Stand tier 1 and 2. To buy a ticket at the reduced price, supporters must show a proof of disability document at any *Lottomatica* lottery office.

To guarantee safety and ease of access, specific places are reserved for disabled persons to facilitate wheelchair access and movement inside the stadium.

Reserved places are provided for people with disabilities in the stadium car parks. For each match, 250 places will be made available for people with disabilities, a total of 6,750 over the whole season.

Catering

The Area 12 shopping centre has a wide range of places to eat. As the stadium is located in the city, visitors can also take advantage of the many restaurants and bars in the surrounding area. There is also a wide range of street food to suit all budgets.

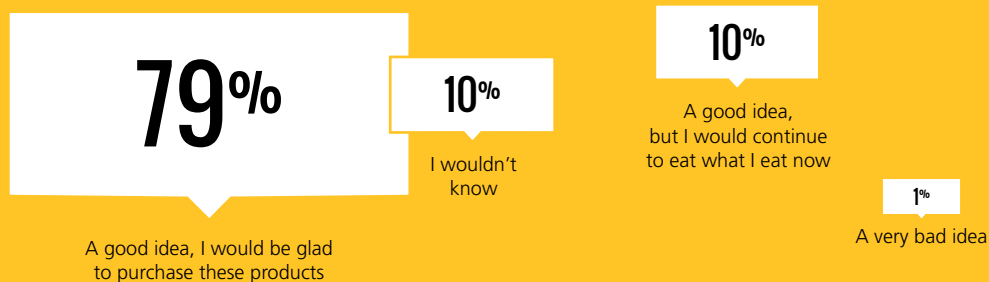


Supporters involved in the engagement process this year were also asked about their interest in buying healthy food, with 79% expressing an interest. Juventus will evaluate whether to conduct further surveys on this issue to verify supporters' level of interest.



SUPPORTERS' OPINIONS ON THE SALE OF HEALTHY FOOD INSIDE THE STADIUM

Source: Juventus stakeholder engagement 2015



Tickets

One of the main criticisms that often emerges is the difficulty supporters have in buying tickets for the match. The number of places within the Juventus Stadium is limited, and the Club is doing everything possible to make ticket purchasing as simple as possible.

Just as for the online ticketing service, changing a name on a season ticket is also managed by Listicket.

The new "My Season Ticket" section on Juventus.com, online since the end of July 2014, allows online management of annual season tickets and, on the "Holders and Reserves" page, name changes to be made for a single game.

Since 30 September 2014, access to official Juventus Secondary Ticketing has been available for season ticket holders, through which they can plan the season and choose which events to attend. They can then make their seat available for purchase when not in use, and, if sold, build up a credit redeemable for Juventus tickets.

2014/2015 SEASON INITIATIVES

League trophy replica

A replica of the league trophy was taken on a tour of DOC Clubs across central and southern Italy. Thousands of people lined the streets of the towns visited: passionate supporters who, despite the distance from Turin, never fail to support their team. Taking the newly-won Cup to their supporters was a way for Juventus and the Coordination Centre Club to thank them.

The trophy made it as far as Lamezia Terme, Siderno, Sibari, Matera, Senigallia and Monte del Lago and rallied over 6,000 people, the trophy adorning many organised events. These included the naming of a road in Lamezia Terme after Gaetano Scirea, and a charity dinner in Senigallia, with the proceeds going to the local people affected by the recent flooding.

Stories about the Juventus Community

To make their supporters feel an active part of the community, Juventus asked JMembers to dust off their favourite stories about the team they love so much. Over the following weeks, Juventus published the stories it received exclusively on Juventus.com, in the section "Story of a Great Love."

'Juventus Together' App

An application designed to create a sense of "community" among supporters abroad, allowing the most devoted supporters to find the closest Juventus supporter to them, given their geographic location; to start up a conversation with him/her; to make new friends who share a great love, and to meet up and support Juventus together at a game. The app is a must-have tool in Italy, and even more so abroad, where the love for the Juventus colours is growing every day. The app can help bring together Juventus fans from around the world, creating an ever more united and passionate global community of supporters.

Ghost Visit 2015

On 25 January 2015, during the match against Chievo, the Juventus Stadium received a ghost visit from Lega Serie A, which, through an analysis of events, was able to provide a report on which to reflect and draw inspiration for future opportunities. It emerged that:

- The Juventus experience is undoubtedly engaging and, objectively, exceptional within the context of the Serie A TIM championship. It is clear that the Club's approach is currently unique, especially regarding the availability of the self-owned stadium.
- The supporters' experience before arriving at the stadium is also important, especially those from elsewhere who do not know the area. Supporters need the right tools to be able to enjoy the best experience from the start (through the Club's website, for example).
- There is clearly an issue, strongly felt by the Club, concerning the abundance of unofficial merchandise outside the stadium.
- The report can be used as a tool for reflection regarding the various representatives external to the Club, who provide services on match days, and with stakeholders outside the Club (e.g. Suppliers, law enforcement, government, food and drink sellers).



STRENGTHS

- Paid parking receipt
- Next to museum
- Dedicated park signage
- Detailed and accurate signage and directions
- Helpful service personnel
- Next to shopping centre
- Availability of stewards
- Engagement of supporters
- Children's entertainers
- Cleaners for outside areas
- Personalisation of official jerseys
- Internal recycling facilities



WEAKNESSES

- Unauthorised stalls
- Significant presence of law enforcement agencies

YOUNG FANS AND INTEGRATION

Sport, and especially football, has an enormous communication potential. The world of football has always been a source of intense media interest and often has the power to attract and engage people across Italy and globally.

For this reason, it is important to understand the value of football as an educational tool and its ability to raise awareness among supporters and stakeholders. Its popularity and accessibility mean that every stadium has the potential to become an educational space. Yet, despite such potential, the sport is still not immune from considerable social problems, not least racism and discrimination.

"Discrimination is a delicate issue," said Andrea Agnelli at the forum against discrimination organised by UEFA (Respect Diversity 2014). "We are all aware of its existence and the need for change, but for many it is hard to know where the right solutions are to be found. Juventus' efforts in this area are focused on education as the key to combating all forms of discrimination and promoting integration."



Speech by Club Chairman Andrea Agnelli in Rome, at the Respect Diversity 2014 forum against all forms of discrimination, organized by UEFA


SANCTIONS AGAINST JUVENTUS FOR RACIST/REGIONALLY DISCRIMINATORY CHANTING
[G4-HR3]

SEASON	DATE	MATCH	HOME/ AWAY	FINE (€)	GROUND
2012/2013	September 2012	Juventus vs. Roma	Home	15,000	Racist chants against the team manager of the opposing side
	November 2012	Milan vs. Juventus	Away	10,000	Racist chants against an opposition player
	December 2012	Juventus vs. Atalanta	Home	10,000	Racist chants against the team manager of the opposing side
	January 2013	Juventus vs. Lazio (Italian Cup)	Home	20,000	Regionally discriminatory chants against the opposing team's supporters
	January 2013	Juventus vs. Udinese	Home	10,000	Regionally discriminatory chants against the opposing team's supporters
	February 2013	Juventus vs. Fiorentina	Home	15,000	Regionally discriminatory chants against the opposing team's supporters
	April 2013	Juventus vs. Milan	Home	30,000	Racist chants against two opposition players and an offensive banner directed at law enforcement officers
TOTAL FINES 2012/2013				110,000	
2013/2014	October 2013	Juventus vs. Genoa	Home	0,00	Suspended closure of the Southern Stand for offensive chants
	November 2013	Juventus vs. Napoli	Home	50,000	Two-match closure of the Southern Stand and one-match closure of the Northern Stand for derogatory chants against Napoli supporters
	March 2014	Juventus vs. Fiorentina	Home	25,000	Anti-Semitic chants against opposition supporters
TOTAL FINES 2013/2014				75,000	
2014/2015	August 2014	Chievo Verona vs. Juventus	Away	20,000	Regionally discriminatory chants inciting violence
	September 2014	Juventus vs. Udinese	Home	25,000	Regionally discriminatory chanting; recurring
	March 2015	Juventus vs. Sassuolo	Home	15,000	Insulting and regionally discriminatory chanting
	May 2015	Juventus vs. Napoli	Home	15,000	Insulting and regionally discriminatory chanting
	January 2015	Juventus vs. Verona	Home	10,000	Regionally discriminatory and abusive chanting
TOTAL FINES 2014/2015				85,000	

As a result, the positive values of good football, such as mutual respect, integration, fair play and proper business management, often take second place to news stories on, for example, scandals, corruption and racism.



INVESTMENTS TO ESTABLISH THE CLUB INTERNATIONALLY

Source: Juventus stakeholder engagement 2015

77%

Offering a good football example at international level (in terms of safety on the terraces, fair play and mutual respect)

52.5%

Safety inside and outside the stadium

49.2%

Entertainment on the pitch (sporting performance) and on the terraces (supporters)

32.8%

Looking after supporters as customers



In this context, a fairly clear need emerges among Juventus' stakeholders: in order to achieve success on the national and international scene, the Club must be able to set an example of "good football", in terms of safety, fair play and mutual respect. A good 77% consider it important to set a good example.



INVESTMENTS TO ENSURE SAFETY

Source: Juventus stakeholder engagement 2015

55%

Raising awareness in supporter

52%

Setting up a team whose sole remit is supporter liaison

31%

More preventive action by the police

29%

Increased access controls for entry to the Juventus Stadium

16%

Increased controls in the city



Similarly, 55% of supporters surveyed believe it is essential to invest in education and raising awareness amongst young people in order to prevent problems associated with safety.

Juventus has been working on the issue of education for several years through special initiatives. However, as emerged from the materiality matrix, it is also important to be aware that the world of football should not only promote initiatives to convey values to young people, but must actively engage in it first-hand in its day-to-day activities.

Anti-discrimination, integration and education are the three main pillars for the development and growth of a world where people increasingly move from one country to another to work, study and live. More harmonious societies have learned to accept and include the various groups of people that arrive from elsewhere.

“There is no better example of this evolution of the football pitch,” said Andrea Agnelli at the forum against discrimination organised by UEFA. “Our teams and our dressing rooms have become multicultural laboratories, with players from all over the world. This year, on the Juventus bench alone, I can count eight different nationalities that take to the pitch each weekend. Our supporters aren’t concerned about the origins of the players who wear the Juventus shirts, they support these men whether they are from Ghana, Argentina or Turin. The only thing that matters is that they are a team.”

“

Our teams and our dressing rooms have become multicultural laboratories

”

This evolution of football towards ever greater internationalisation is the ideal way to combat racism. Setting an example of multicultural and multiracial football that works and is winning is the best way to eradicate the bad habits of supporters who discriminate. Furthermore, Juventus has been working for years on special projects for young people using education to promote a new way of thinking and behaving. This is not imposed on them but rather assimilated each day through living with people from different backgrounds and through positive day-to-day examples.



YOUNG SUPPORTERS

SEASON	ENROLLED IN SUPPORTER'S SCHOOL	TAKING PART IN SPECIAL EVENTS/ INITIATIVES	TYPE OF INITIATIVE
2012/2013	1,630	580	Baby Park
2013/2014	1,700	16,000 under 13 630	Play with me, Cheer with me/Baby Park
2014/2015	1,950	680	Baby Park

For children under 6, data on entry to matches is not recorded, as no ticket is required.

PROMOTING INTEGRATION THROUGH EDUCATION [G4-E011]

The UNESCO Cup and the Reintegration of Child Soldiers in Mali and the Central African Republic

The UNESCO Cup was held in June 2014: a charity match between Juventus and Real Madrid legends, with proceeds funding initiatives to reintegrate child soldiers in Mali and the Central African Republic. These children have the chance to take part in literacy programs, vocational training and cultural, sporting and artistic events. By developing their talents and through their intellectual engagement, Juventus helps them regain their confidence in themselves and their hope for a better future.



The first results were witnessed by a delegation to Africa led by Juventus Legends Chairman, David Trezeguet, and UNESCO Assistant Director-General for External Relations and Public Information, Eric Falt, who inspected the progress of certain projects, including:

- supporting initiatives to restore peace, providing assistance to freed child soldiers and other victims of the crisis by providing them with opportunities;
- conveying values to do with tolerance, the culture of peace and the respect for social organisations, through cultural and sporting activities;
- creating and strengthening psychological and social support for former child soldiers as a basis for therapeutic and psychological rehabilitation and social reintegration.

Linked to this partnership with UNESCO, Juventus has funded a research project on discrimination in sport: "International Research and Awareness on Discrimination Connected to Sports Events." This is addressed in more detail in the chapter "International development and forging partnerships" (p.88).

Supporter's School

Opening at the same time as the Juventus Stadium, the aim of the Supporter's School is to convey to young supporters the principles of positive and fair support for their team.

Three entertainers amuse children for the two hours before kick-off in a dedicated space, behind the family area. The initiatives from last season include:

- the supporter's handbook, teaching fans fair play and respect for the opponent when supporting their team;
- recording of video messages of encouragement for the team or favourite players, highlights of which are displayed on the big screen at half-time;
- making by supporters of coloured mini-banners to hold in the stands.



Furthermore, the children worked throughout the 2014/2015 season to build a mega banner carrying the message: "*Bianco e nero* (Black and White): two halves of one big heart." The children signed and coloured the banner and displayed it in the East Stand at the last championship game.

The banner was displayed on the 37th day of the season, when 2099 children from regional football schools, born between 2001 and 2008, attended the Juventus-Napoli match, in the guest area closed to Napoli fans. The initiative is part of the project "*Gioca con me. Tifa con me*" (Play with me. Cheer with me), developed in collaboration with the UNESCO Centre in Turin to rediscover the passion for the sport and to generate team spirit.

Kick Out Racism



Now in its sixth edition, the "*Un calcio al razzismo*" (Kick Out Racism) initiative, developed in conjunction with the UNESCO Centre in Turin, demonstrates Juventus' commitment to promoting the values of sport by offering tangible support to young people committed to fighting racism. The initiative is aimed at young people between 18 and 25 and at voluntary organisations (operating in the Piedmont Region and registered in the Regional Registry of Volunteers), and awards two scholarships worth 5,000 euros.

This year, the scholarships were awarded to two young people who proposed projects to encourage the integration of ethnic minorities into the local community. The projects provide academic support and after-school activities to children from families who would otherwise not be able to experience a sense of inclusion in society.

Since 2012, the initiative has also included "*Gioca con me*" (Play with Me), which offers children between seven and ten years potentially exposed to social problems the opportunity to play for free, for three years, in Juventus Soccer School teams.

Kick Out Racism: Play with Me

This joint project, originating from the initiatives *"Un calcio al razzismo"* (Kick Out Racism) and *"Gioca con me"* (Play with Me), was presented by Andrea Agnelli at the UNESCO headquarters in Paris on 6 March 2014, and was recognised as the best in Europe.

The project has also found a valuable ally in *"Play Football, Make Peace"*, an historic event organised by the Universal Peace Federation (UPF) and the WFWP – Women's Federation for World Peace, Italy. Its ambassadors were 7 Israeli children and 7 Palestinian children, aged 11 years, from small villages in the north, not far from the Occupied Territories.

In March 2015, on the International Day for the Elimination of Racial Discrimination, the projects *"Un calcio al razzismo"* (Kick Out Racism) and *"Gioca con me"* (Play with Me) brought together 80 children to play football in Vinovo, Italy, and promote the values of brotherhood. After the game, all participants were given an award by Gianluca Pessotto and by the President of the UNESCO Centre in Turin, Maria Paola Azzario Chiesa.

International Day for the Elimination of Racial Discrimination in Sport

Juventus celebrates this important day every football season, inviting children from the *"Play with Me"* project (see the chapter *"Young Players"*, p.61) and all their teammates, to enjoy a day in the name of football and diversity.

On 21 March 2015, children from the *"Play with Me"* project were joined by *"Dreamers of Peace"*, a youth team comprising Israeli and Palestinian players who came to Turin for *"Un calcio per la pace"* (*"Play Football, Make Peace"*).

EDUCATION ON THE VALUES OF SPORT

As well as the issue of racism and discrimination, Juventus is engaged every day in supporting and managing educational recreation for young supporters (and non-supporters), aimed at promoting the values of sport and football.

JMuseum

Since September 2012, more than 5,000 students have visited the museum and 2,850 have attended the educational events *"Stringere le Mani del Mondo"* (Shaking Hands with the World) and *"La Storia Siamo Noi – La Storia Siete Voi"* (We Make History – You Make History), a journey of discovery about the development of Turin through football and Juventus.


The museum, which every day welcomes supporters, and above all families united by their passion for the Club, also joined the initiative *"National Day of Families at the Museum"* on 12 October, sponsored by the Ministry of Cultural Heritage and Activities and Tourism. On that day, in a specially equipped space, the museum provided resources for creative activities with the aim of attracting children to the world of football and sport through various approaches (historical, educational and recreational).

Children aged 5-10 accompanied by an adult were able to take part in educational activities to arouse their interest even further, if possible, in the world of football and sport.



PLAYERS

A black and white photograph capturing a moment of intense celebration on a soccer field. In the foreground, a player in a light-colored jersey is jumping with arms raised, while a referee in a striped shirt is also jumping nearby. Other players and referees are visible in the background, some with their mouths open in shouts. A prominent yellow diagonal band runs from the bottom left towards the top right, partially obscuring the scene. The word "PLAYERS" is written in large, bold, white capital letters across the upper portion of the image, flanked by two thin white horizontal lines.



Players are a football club's main resource: having healthy players at their physical peak is a day-to-day priority; having players that can make the company's values their own and tackle all challenges both on and off the pitch is an added value, and one which Juventus strives to foster.

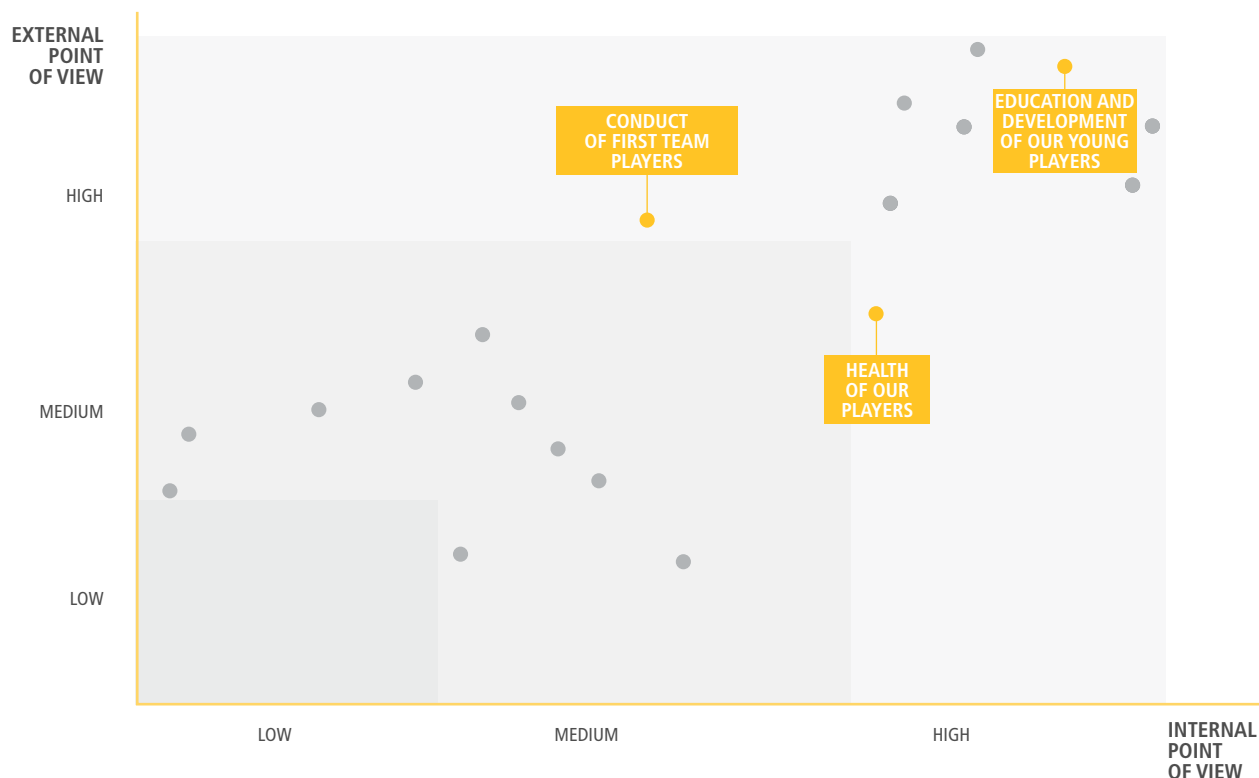
Players are first and foremost people. People who have turned their sporting expertise and competitive abilities into a profession, but who also have a personal life to be lived on a day-to-day basis. Indeed, at times this personal life may be the reason why players struggle to reach the top of their game and abandon their career. Their families may not be giving them the right support, or any at all, or their sporting performance may be lacking in the long term.

Whatever the reason, Juventus plays a key role: the Club works with hundreds of players in all age groups on a daily basis, and the challenges and opportunities change with each one of them. Therefore, the Club helps players who are facing tough challenges, while also trying to guarantee the sporting success they deserve.

Physical and mental wellbeing is a key factor to invest in at all times, as the risks would be high if this aspect were overlooked. Along with health, Juventus focuses on its players' education: this is essential to give them all the tools to tackle life on and off the pitch. Juventus is also very attentive of the needs of young players who will not manage to become professional players in the first team or who will sign up to other clubs: guaranteeing that they continue their education and can also get involved in other sectors is a priority for Juventus.

Juventus believes in its players, irrespective of their age, and in their ability to grow and embrace the values most important for Juventus. In conveying these values, players can get the most out of their sporting and personal life – and get the most out of sharing its values.

The “Key Issues” in this Section



Highlights of the 2014/2015 Season as Regards Players

- Dedicated staff for the Primavera team, with a team doctor, two physiotherapists and a rehabilitator
- Two tutors for boarders, from 6:00 to 11:00 pm
- Educational sessions for young players on pressing matters, such as using social networks and betting
- Promoting an educational session with families of young players
- Continuing initiatives to include and involve young players: Play with me, Juventus for talent and Gollissimo
- Medical system quality certification updated
- A scientific officer appointed for the statistical analysis of player injuries, research projects and scientific publications.
- A team of psychologists for the 4 Youth Sector areas (Competition, Schools, Residential and Juventus training)
- Fund raising with the charity match Partita del cuore on 2 June 2015

! KEY FIGURES

14th
year of taking part
in the UEFA
Elite Club Injury study

50
training hours
for team managers,
fitness trainers, goalkeeper trainers
and rehabilitators

98
pupils
at the Juventus
College

253
young players
involved in educational
activities, with more than
20 sessions
di incontri

10,580
young participants
in Juventus Soccer Schools

YOUNG PLAYERS

Juventus works closely with a vast number of young players and has a great deal of responsibility for their growth in terms of sport and education, becoming a sort of “second family” during their formative years.

This is why the Club offers a mix of education and sport with a three-fold aim:

- Training players for the First Team
- Educating pupils to join the world of work
- Helping young people to respect themselves and others, both on and off the pitch



Stakeholders interviewed (65.5%) during engagement activities in 2015 believe that making Juventus players aware of key issues such as fair play, racism and corruption is essential for the team's success. In addition, 57.4% think it is just as important to invest in relations with the families of young players, so they are able to help their children grow up responsibly.



FACTORS CONTRIBUTING TO THE TEAM'S SUCCESS

Source: Juventus stakeholder engagement in 2015

65.6%

Making Juventus players more aware of key issues (such as betting, fair play, racism)

57.4%

Investing in relations with the families of young players, so they are able to help their children grow up responsibly

50.8%

Monitoring the players' state of health to avoid doping

19.7%

Working with organisations so that the second team is officially recognised

YOUTH SECTOR

The youth sector is made up of 21 teams in all, with players ranging from 8 to 18 years of age.

As it is hard to understand the real abilities of these players, all young children selected to join Juventus stay with the Club until they are 13. From 14 years onwards, if they do not decide to change teams, they sign an agreement to stay with Juventus until they are 18. The refusal rate is extremely low. After turning 18, usually only a dozen or so young players make it into the Serie A championship; others go on to play in other championships or choose to go abroad.

Youth Sector players (353 in total) are trained by 4 technical teams with a combined staff of 108 people, including coaches, goalkeeping coaches, sports trainers and a team of sports psychologists led by a professor from Turin University. The team of psychologists maintain a discreet presence; if a player shows signs of experiencing difficulty, the role of the psychologist is to report the problem and, if necessary, address it with the player's family.

As from the 2014/2015 season, the Primavera team is supervised by dedicated staff, with a doctor, two physiotherapists and a rehabilitator.

This means that we can carry out analyses that are easier to evaluate, comparing data with the European average and with figures for the First Team, the Primavera Team and the youth sector teams. This **important monitoring** operation, which continued up until 31 December 2014, has enabled corrective and strategic actions to be taken. The data have been given to Turin University for further analyses and

studies and, before the end of 2015, a dedicated scientific publication will be available.

In association with Turin University, two tutors (recent graduates) have been helping boarders from 6:00 to 11:00 pm with their homework, or any personal problems or simply spending time with them (playing five-a-side football, ping pong, video games...).

To actually improve learning, it was considered appropriate to involve sports' technicians in the class committee: this experience has been positive for both team managers and teachers. Learning improves whenever team managers reprimand the players, since the managers are responsible for picking players for matches.

The technical staff of the youth sector is assisted by two psychology graduates, selected with the help of Turin University, one of whom is already qualified to practice. The graduates assist the families of young players and in addition to their academic experience, both have worked with youth groups and in cultural/recreational activities for adolescents (for example parish youth clubs and summer camps).

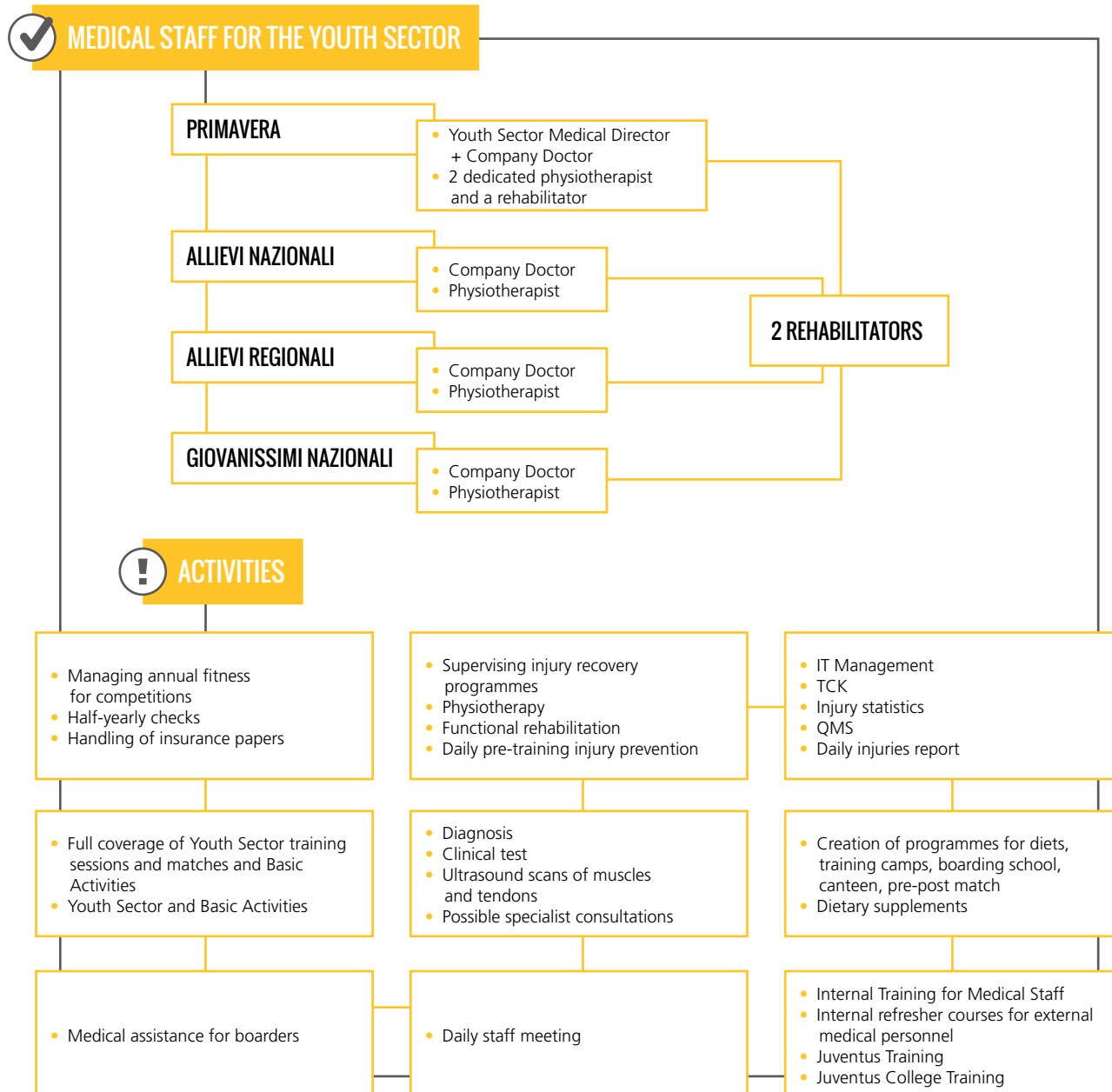


Sport is an opportunity to improve one's abilities and learn behaviours that are useful both on the field and in everyday life.



LIST OF YOUTH SECTOR TEAMS

	AGE	NO. OF PLAYERS	NO. OF REGISTERED PLAYERS ENROLLED AT JC	SUPPORT STAFF
Primavera	Under 19s-18s	26	20	10
Allievi nazionali A e B	Under 17s-16s	20	19	7
Allievi nazionali I e II Div.	Under 16s-15s	27	26	7
Giovanissimi nazionali	Under 14s	24	20	7
Giovanissimi B	Under 13s	46	3	6
Esordienti 2002	Under 12s	46	0	9
Esordienti 2003	Under 11s	51	0	9
Pulcini 2004	Under 10s	43	0	9
Pulcini 2005	Under 9s	44	0	9
Pulcini 2006	Under 8s	26	0	9



Training

Juventus maintains iron discipline through clear, strict rules. Bad behaviour at school or in hotels is punished with suspension from the team and may be reported to national selectors.

Juventus has promoted a training programme designed to shape the knowledge, abilities, attitudes and behaviour of young players and help them grow and become more mature, both on and off the pitch. Sport, in fact, is an opportunity to improve one's abilities and learn behaviours that are useful both on the field and in everyday life.

Besides ongoing training activities, additional educational sessions were provided on the issues of betting and social media, in association with the FIGC and Youth League.

As from this season (2014/2015), betting on the Primavera championship has been legalised, so it was considered essential to explain what match fixing is, the approach that possible "fixers" could take, and how to read signals and behave. Young people are a sensitive target, especially via social media, so training on the use of social media was organised for 14- to 19-year olds, with the help of the Postal and Telecommunications Police.



TRAINING COURSES

SEASON	TOPIC	PLAYERS	ENCOUNTERS
2008/2009	Fair play	350	38
2009/2010	Growing with Juventus	370	48
2010/2011	Growing into a sportsman	327	71
2011/2012	A team game	314	64 (*)
2012/2013	Facing challenges	354	26
2013/2014	How sport teaches us to overcome conflict	240 (**)	32
2014/2015	Being guides and guiding others in sport and life	253	20

* Number of encounters with the young players, including those with team assistants (4), families (2) and sports staff.

** Refers only to youngsters born between 2000 and 2005.



PLAYING FAIR: TRAINING ON THE PITCH AGAINST FRAUD IN SPORT

The project – developed by the Serie A League in conjunction with Sportradar – consists of a day's training on match fixing, for young players, technical staff and managers.

During the workshop, players were informed about how to identify and tackle fraud in sport connected with betting, the techniques used to fix a match and actual cases of match fixing, taken from investigations conducted by Sportradar at an international level. Current regulations and criminal and sports sanctions were also reviewed, to give all participants adequate and practical information about the risks and dangers of match fixing. The crucial

role of social networks in the case of fixing matches and attempts by fixers to approach players were also discussed in detail.

The training day was conducted by Marcello Presilla, Director for Italy of Sportradar AG, an international leader in activities to fight against and prevent fraud in sport. This organisation checks anomalous betting flows at an international level through the Fraud Detection System, the most sophisticated and advanced in the world, used by UEFA and other leading sports' organisations, to check sums bet on the global market and identify any anomalies and/or suspicious trends

The Role of Families

Besides initiatives targeting young players, Juventus also offers courses for teachers, families and sports staff to help them learn how to interact and deal with youngsters in the best possible way.

However, some families are not able to support the players adequately, making it impossible for them to continue their career, despite having the technical and sporting skill and expertise. As Juventus considers parental support fundamental for the personal and sporting development of young players, it organises ad hoc training for them.

Specifically, two sessions are organised for families and are held annually. These discuss the role of parents, who must support rather than side against Juventus, and the role of the player, who must be considered as a person first, and then as a sportsman.

! THE ROLE OF PARENTS IN THE JUVENTUS PROJECT

On 16 February 2015, Juventus held a meeting at the Juventus Stadium for the parents of young players. Juventus was represented by Stefano Braghin, the director of the Youth Sector and Giuseppe Vercelli, psychologist and psychotherapist, with considerable experience in the world of sport.

The aim of the meeting was two-fold:

- To consolidate relations between the Club and families.
- To explain some fundamental rules on behaviour, for young players and for their development.

The meeting talked about how to deal with conflict, how to communicate in the right way with young people and handle the most critical moments. Lastly, a guide on healthy eating was handed out.



JUVENTUS COLLEGE

Established in 2012, the Juventus College is a private high school legally recognised by the Ministry of Education. Curricular activities are organised by the International School of Europe (ISE) following the scientific and applied sciences syllabus with specialisation in "sports", identified as the most widely studied in Italy.

Juventus is the only football club in Italy and in Europe to run a private high school. This innovative and unique initiative enables Youth Sector players to reconcile their schooling and sporting commitments, drastically reducing the high school drop-out rate, which tends to be quite high among youngsters aiming for a career in professional football.

The Juventus College is open only to registered Juventus Youth Sector players.



ATTENDANCE AT JUVENTUS COLLEGE

YEAR	2013/2014	2014/2015
Year one	32	27
Year two	27	27
Year three	25	24 (+ 3 foreigners)
Year four	13	11 (+ 6 foreigners)
Total students	97	98



PLAYING OUR WAY

Some sixty students from Juventus College took part in an educational session in early 2015 on the prevention of gaming and betting addictions, held by two young professionals from the sector: the physicist Diego Rizzuto and mathematician Paolo Canova, who have been touring Italian schools since 2009 with their project "Fate il nostro gioco".

The session actively involved the students and covered three main objectives:

- Using maths to explain how and why the bank wins, and what the numerical rules are that guarantee the bank an advantage.

- Trying to solve the actual probabilities of winning, which are blown out of proportion by fraudulent publicity.
- Showing that betting cleverly exploits some of our innate cognitive abilities regarding statistics and probability.

The session was introduced by Sergio Spinelli, Juventus' Human Resources and Organization Director, who underlined to the importance of educating players as people first, and then as champions, which has always been a key goal of JCollege.

As sporting careers are not clear-cut, the Club has worked hard to ensure ongoing schooling for players involved in a professional sport that is very tough. Only a few players in Juventus' youth sector manage to play for the First Team. Those who do not succeed often end their sporting career.

This is why Juventus offers young players the chance to keep up their education, without falling behind in their regular schooling and having to repeat years due to absences, and without skipping training due to continuous transfers. For young players who are transferred to other clubs, Juventus is trying to reach an agreement with the FIGC and Ministry of Education to make distance learning feasible in Italy and avoid the current situation, where players study as private students.

JUVENTUS SOCCER SCHOOLS

First launched in 2004, Juventus Soccer Schools (JSS) are open to youngsters (aged 5 to 16, regardless of whether or not they already play competitive football) keen to play with Juventus, but in a less demanding and selective way compared to the Youth Sector sides, while still based on the same values. The method adopted by Juventus Soccer Schools for teaching children the skills to play football closely follows their own youthful development, from their introduction to the game to their physical maturity. Starting with the recreational and creative side of the game, the players are involved in activities to help their all-round development, in a safe and secure environment. The JSS model is based on respecting the physical and mental well-being of the young players, and making them independent.



INVOLVING YOUNG PLAYERS, FAMILIES AND TEAM MANAGERS (2014/2015 SEASON)

PEOPLE ENGAGED	
Young players involved	10,580
Team managers trained	Basic course 250
Families involved	Approximately 10,580

INITIATIVES FOR THE YOUTH SECTOR

Play with Me

This initiative – organised in association with the UNESCO Centre in Turin and with local state schools – aims to tackle social inequality, involving in numerous recreational activities, children who have excellent school reports but, for financial or family reasons, cannot enrol on the Juventus Soccer Schools programme. By bringing together children from very different backgrounds, the programme tackles the danger of class prejudice.

Juventus For Talent Competition

The “Juventus for Talent” competition, launched via the www.fbplayer.com platform, asked young players to upload videos of their sporting skills onto the internet, so that they could be voted by the public. The videos with the most votes were then rated by a Juventus technical committee. The winners had the chance to train for a day at the Vinovo Training Centre with Juventus.

The competition was for 13- to 18-year olds, with those selected playing against their peers.

Gollissimo

This project was launched in 2010, as part of numerous initiatives promoted by the Juventus Soccer Schools that each year give many budding champions the chance to play on the pitches at the centre where the Youth Sector and First Team players train.

Saturday 18 October 2014, open day at the Vinovo Training Centre, with 200 participants born in 2008, from seven Juventus Soccer School training units, spending the morning playing mini-matches (three-a-side) on specially created pitches.



FIRST TEAM: HEALTH AND THE REFERENCE MODEL

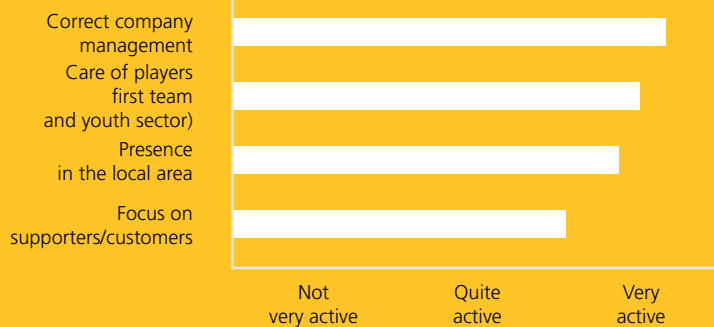
HEALTH

As in past years, health is a very important theme for Juventus and its external stakeholders, an essential aspect to be invested in at all times.

Although not considered a risk, as demonstrated by the evaluation of stakeholders involved in engagement activities this year, it still needs to be carefully and constantly monitored.

EVALUATION OF JUVENTUS' COMMITMENT

Source: Juventus stakeholder engagement in 2015



When we talk about players' health, we mean their physical health, attained through a correct diet and physical activity, and by avoiding the use of substances intended to improve sporting performance. At the same time, we also mean mental health, which can have a positive and/or negative impact on a player's achievements on the pitch.

This can all have negative effects on the player, and consequently on the Club, as well as on the football system in general. That is why it is so important to show we are highly focussed on this important issue.

Juventus's commitment to health is reflected by:

- The quality of its Medical Sector, with a Quality Management System (SGQ)¹, certified by an independent body and complying with ISO 9001:2008.
- Its decision to raise awareness among young players and their families.
- An increasing focus on training its technical staff on health issues.

1.As regards Quality Management System certification, the Medical Sector refers to "General Regulations for the Certification of Management Systems" of the TUV Italia certification body, and "Requirements for the accreditation of Organisations assessing and certifying quality management systems in the health sector and for other social services", by the Italian accreditation body Sincert.

At the start of the season, each professional player has a medical check-up (clinical tests, blood and urine tests, spirometry, body measurements, a cardio Tmax and an ECG) and undergoes a check-up with blood and urine tests, body measurements and a baseline ECG every six months.

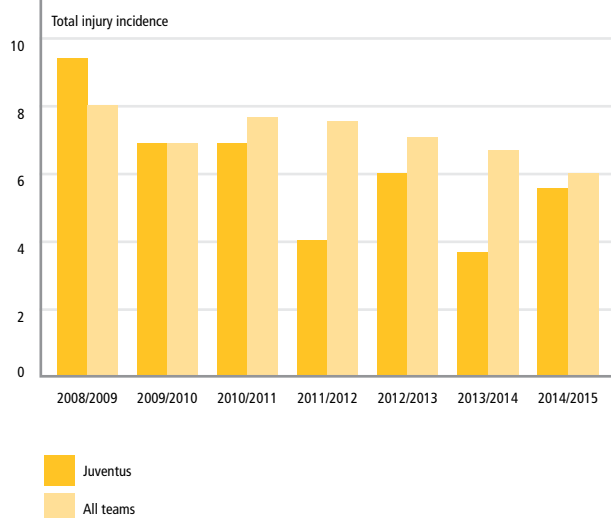
If a new player joins the Club, Juventus asks for his medical records and the player undergoes a general medical check-up, trauma check-up and diagnostic testing, to ensure that the Club has a complete picture of the player's health.

The goal of the Juventus doctor is prevention – to reduce and monitor injuries, as well as benchmarking these against international figures. Juventus has been involved in the UEFA Elite Club Injury Study for the last 14 years, which gives participating clubs a general overview of the number of injuries sustained, and makes Juventus's monitoring process more comprehensive and effective. According to UEFA figures, Juventus has considerably reduced the number of injuries in the last four years compared to previous seasons and to the UEFA average.



TOTAL INJURY INCIDENCE

Source: UEFA Elite Club Injury Study Report 2014/2015



A decrease in injuries depends upon several factors. In Juventus's case, this is due to the younger age of its players and the innovative training methodologies used.

Juventus has set up a unit to monitor the training methods of all its teams. Despite age differences, the same approach is used for the First Team and Youth Sector, as well as for basic activities. This Training Check means that long-lasting working methods can be established (regardless of any changes in technical staff). The main purpose of JTC is to integrate the technical area with the medical area. The **training check** also:

- Collects data on players' health, via a centralised IT system, developed in-house.
- Assists technical staff, with customised training methods and the systematic analysis of training session output.
- Trains and updates technical staff on how to work with players on a daily basis.

! THE MEDICAL SECTOR

The last season featured some important new initiatives:

- A **scientific officer** was appointed for the **statistical analysis** of player injuries, research projects and scientific publications. Support from the officer will also be important for the scientific publication on performance in the Youth Sector compared with the First Team, which is one of the improvement objectives of the Quality Programme.
- A **medical team dedicated to the Primavera team** was set up, comprising two physiotherapists/massage experts and a rehabilitator, with the strategic aim of preparing to manage a Second Team in the near future.
- A **team of psychologists**, previously managed by Human Resources, joined the sector. The team works mainly in the 4 Youth Sector areas (Competition, Schooling, Residential and Juventus training). It involves technical staff, for training and providing direct support for managing the players and team, for parents and teachers, and for players with psychological help and education and prevention issues (e.g. betting and a mindful way to use social networks), as well as the recruitment and training of tutors for players who are boarders.

On 10 November 2014, the certification body TÜV conducted an audit to renew certification, with analysis of all processes adopted by the Medical Sector. The audit outcome was successful. The next audit for certificate maintenance due on 16 November 2015.

Players' and technical staff's satisfaction with the Medical Sector is evaluated on a daily basis.

In general, the rating of the Medical staff of the First Team and the availability of company doctors and physiotherapists/massage experts to help players' is excellent in most cases.

As regards the Youth Sector, technical staff were 100% satisfied with the response from the Medical Sector, in terms of its expertise, organisation and availability, while players' satisfaction was rated lower. As the technical staff working in the Youth Sector are more numerous, there are different reactions to instructions from the Medical Sector for players to rest.

The Medical Sector's involvement in technical meetings was rated very highly.

THE FIGHT AGAINST DOPING

Juventus does not play an active role in the control procedure, but is required to observe national and European regulations and to raise awareness among its own players.

Italy's National Olympic Committee (CONI), in the role of the National Antidoping Organisation (NADO), is the highest authority and has the highest level of responsibility for implementing and adopting WADA's World Antidoping Code. The Anti-Doping Sports Regulations – adopted by CONI – and the attached rules are the only sports regulations on anti-doping in Italy, and include the mandatory conditions to be observed when practising a sporting activity.

In Italy, 1 or 2 urine tests are carried out after each championship match and a dozen anti-doping blood tests are performed during each football season. Random tests at the training grounds involve around 5 – 10 players per season and are carried out 3 – 4 times a year.

At an international level, UEFA (Union of European Football Associations) is on the front line in the fight against doping. All players competing in UEFA competitions undergo anti-doping tests, with no notice given. Occasional tests are performed during official matches on 1 or 2 players, while only 1 or 2 tests are carried out each year during the training season, involving 5 – 10 players.

To raise awareness of doping on a personal level and during national competitions, Juventus promotes information sessions at the start of each season and daily monitoring of the intake of medicines/supplements during training.



ANTIDOPING TESTS CARRIED OUT ON JUVENTUS PLAYERS BY TESTING ORGANISATIONS

	2012/2013	POSITIVE TEST RESULTS	2013/2014	POSITIVE TEST RESULTS	2014/2015	POSITIVE TEST RESULTS
CONI	approx. 90	0	approx. 90	0	approx. 90	0
UEFA	approx. 15	0	approx. 15	0	approx. 30	0

THE ROLE OF PLAYERS IN THE FIRST TEAM

While health is an extremely important topic for internal stakeholders, the behaviour of first team players is just as important for external stakeholders (see the materiality matrix on page 13): Without any institutional or political models to follow, today's society looks towards well-known people, including football players – whose success stories, due to their sporting ability, have gained considerable popularity.

Sport may be a focal point for some people, but today, footballers are standard-setters for the majority. Compared to the past, this phenomenon now has different dynamics – which are changing the relationship between football and society. With the advent of social networks, not only can supporters “follow” their own team, but individual players as well, to the extent that these athletes are becoming actual digital “brands”.



JUVENTUS PLAYERS WITH THE MOST FOLLOWERS ON SOCIAL NETWORKS

TWITTER	NO. OF FOLLOWERS (MILLIONS)	FACEBOOK	NO. OF “LIKES” (MILLIONS)
Alvaro Morata	2.76	Sami Khedira	6.5
Gianluigi Buffon	2.1	Alvaro Morata	6.1
Juan Cuadrado	1.95	Juan Cuadrado	3.7
Giorgio Chiellini	1.7	Gianluigi Buffon	3.6
Paul Pogba	1.65	Giorgio Chiellini	2.3

It is important, therefore, for the first team to be aware of this responsibility and to carefully assess its conduct on and off the pitch.



The strategy to ensure first team players are accountable for their actions is suggested by stakeholders interviewed in engagement activities this year, with 65.5% saying that making Juventus players more aware of key issues (such as betting, fair play, racism) is essential for the team's success, year after year.

STAKEHOLDER ENGAGEMENT

For example, the Club has chosen to support the Turn Back Crime campaign launched by Inter-pol, the largest international police organisation, to encourage citizens to respect laws and make a concrete effort to reduce crime. Captain Buffon, Patrice Evra, Stephan Lichtsteiner and Giorgio Chiellini have all sent their own message supporting the cause, because the world of football and its champions must also show a red card against crime.

Participation in conferences and events is a strategy adopted by the Club to lever the experience of its players, as an example to everyone. One such event was the workshop entitled "The effective management of talent and a team", organised by Randstad at the Juventus Stadium and attended by Gianluigi Buffon.

In front of an audience of business managers, Gianluigi spoke of some key points in his career and his experience as a leader of a great team, providing useful pointers and advice for people who manage numerous, complex teams on a daily basis and try to get the most out of them.

Buffon was also at Expo Milano 2015, as part of the team of Ambassadors at the Universal Exhibition, with over 140 countries and international organisations taking part to showcase the best of their technologies as a concrete response to a fundamental need: guaranteeing healthy, safe and sufficient food for everyone, while respecting the planet and its equilibrium.



Besides football players, the people who work with them also play a key role in promoting a healthy model and this is why they also take part in awareness initiatives. Gianluca Pessotto, the organisational director of Juventus's youth sector is an example, with his presentation at the ITIS Grassi technical college in Turin, aimed at guiding students towards adopting an appropriate and healthier lifestyle. This was the aim behind the project, promoted by the Italian Association of Medical Oncology.

! THE FIRST TEAM AND ENGAGEMENT WITH SUPPORTERS

The first team engages with supporters through digital platforms and a number of initiatives:

- *Juventus ASK* on Twitter once a month: Fans can chat with first team players via the Club's channel on Twitter. Users can send their requests in advance and players answer on a specific day.
 - *Filo Diretto JTV* once a week, the Juventus TV show where First Team players answer fans' questions.
 - *Talk to Talk* on Twitter and YouTube once a year: a chance for supporters to chat with players.
- Other initiatives are being developed.

! THE FIRST TEAM AND TESTIMONIALS

Claudio Marchisio testimonial for AIRC and Fondazione Crescere Insieme at Sant'Anna Hospital, Gianluca Pessotto took part in a meeting with schools on smoking/cancer, Alessandro Matri and Andrea Barzagli testimonials for Oxfam, Gianluigi Buffon testimonial for SOS Villaggi dei bambini, Giorgio Chiellini testimonial for "Total sport for disabled" and other players with their own initiatives.

FAIR PLAY

Juventus, on the strength of its tradition and values, condemns any type of unsportsmanlike behaviour, starting from its educational project.

The values of fairness, propriety and respect are the bedrock of the Juventus approach to football, where the concept of fair play goes beyond game time and sportsmanship on the field and means propriety, good behaviour and respect for oneself and for others, both on and off the pitch.

The footballing world promotes fair play in various different ways, from the Sports Code of Justice and UEFA regulations to specific pre-match messages announced by match referees. However, measuring fair play in the field is often hard, as demonstrated by the two rankings on fair play (UEFA's Respect Fair Play and the Coppa Disciplina of the Lega Nazionale Professionisti Serie A), which rate conduct but offer only a partial overview and are, in most cases, inversely proportional to match wins. As in previous seasons, Juventus is ranked near the bottom of the Coppa Disciplina, just before Roma.

Juventus does its part by promoting fair play and raising awareness within its organisation. All registered players are provided with a copy of the Code of Ethics upon their signing and a very specific educational model is used to teach fair play to youngsters from their earliest years in the Youth Sector, as well as in Juventus Soccer Schools and at the Juventus Museum.

“

Football is a popular game, with a strong influence on young people: footballers are role models both on and off the pitch, to be imitated in sport and in life.

”

Football is a popular game, with a strong influence on young people: footballers are role models both on and off the pitch, to be imitated in sport and in life. Promoting the sporting ethos through sportsmanlike behaviour is therefore important for Juventus in order to stand out on the footballing stage, often seen in a negative light, and become a positive role model for others. Fair play on the pitch, based on respect for one's opponent and for the referee, is also an expression of the respect that Juventus has for its supporters, who pay the ticket price to come to the stadium and see their team play, supporting them when they win.

Despite the difficulty in measuring fair play on the field, Juventus publishes data on match bookings over the last three seasons. It should be borne in mind that red and yellow cards are an ordinary part of the rules of the game and are not necessarily negative per se.



MATCH BOOKINGS

	2012/2013	2013/2014	2014/2015
Total yellow cards	77	69	75 (*)
Total red cards	3	3	4

(*) There were 62 bookings in Serie A and Italian Super Cup matches for bad behaviour against an opponent, 6 bookings for irregular behaviour on the pitch and 7 for complaining to match officials. In the Tim Cup, there were 11 bookings, of which 9 for bad behaviour, 1 for complaining to match officials and 1 for irregular behaviour. 25 bookings were made in the Champions League.



UNLAWFUL BEHAVIOUR

The Company promotes a sporting ethos among its employees and staff, as well as its players and directors. Everyone must act in accordance with the principles of fairness, propriety and integrity, and refrain from any activity, using any means, intended to change the performance or results of matches.

Everyone must refrain from accepting or facilitating bets and must scrupulously observe anti-doping regulations. Any behaviour intended to change the performance or results of a match may constitute sporting fraud or be subject to a criminal investigation.

Moreover, professional players' use of social networks is restricted by a contract clause, including an obligation to coordinate with Juventus as regards the messages and information they send.

Unlawful behaviour by one or more individuals could directly involve the entire Club. The consequences for Juventus could therefore be sanctions or sporting sanctions, the banning of a player or member of technical staff, damaging the Club's image and reputation, with a negative financial impact (fewer matches, unplanned investments to maintain the players' bench, etc).

Aside from matches, the unlawful behaviour of Juventus players, staff, employees or directors seriously affects the Club's image. The Company may also be held liable if its employees are found guilty of unlawful conduct prior to joining Juventus.

THE IMPORTANCE OF TRAINING FOR TECHNICAL STAFF

When we talk about the first team, we mean all players, as well as the people who work with them on a daily basis, like technical staff.

To increase the cultural skills of team managers and give them the tools for the effective training of all Juventus' teams, professional development courses are held for technical staff.

For the second year running, the Training Check – led by Professor Roberto Sassi, which constantly monitors players' conditions, and also works with the Technical Sector to optimise the results of the Medical, Psychological and Physical Sectors – promoted a cycle of lessons for team managers, trainers, goalkeeper trainers and rehabilitation experts. The lessons were held weekly for two hours, for a total of 50 hours each, targeting professional development and specific topics for various positions.

The lessons, coordinated by Professor Sassi, were held by the managers of the various areas (technical, physical, goalkeepers, medical). In addition, researchers from the Mapei Sport Research Centre and international specialists conducted scientific sessions.



Lesson for the team managers' course

“

To increase the cultural skills of team managers and give them the tools for the effective training of all Juventus' teams, professional development courses are held for technical staff.

”



TRAINING PROGRAMME FOR THE 2014/2015 FOOTBALL SEASON

PURPOSE	RECIPIENTS	METHOD	PERIOD	HELD
Training course on the use of liquid nitrogen	Medical staff of the First Team	Theoretical and practical course	1 st semester	14/07/2014
Recovering energy in sport	First Team players	Lesson	1 st semester	18/09/2014
Nutrition and football	Medical and technical staff	Lesson	1 st semester	02/10/2014
Nutrition and football	Basic activities technical staff	Lesson	1 st semester	03/10/2014
Training course on the QMS and on the system's role and tools for Players and the Technical Sector	Medical staff for the First Team and the Youth Sector	Lesson	1 st semester	13/10/2014
Biomechanical anatomy and rehabilitation of the shoulder	Medical staff for the First Team and the Youth Sector	Lesson	1 st semester	15/10/2014
Functional bandaging	Massage experts/ physio-therapists for the Youth Sector	Lesson	1 st semester	30/10/2014
Sport psychology	Medical staff	Lesson	1 st semester	06/11/2014
Functional bandaging	Massage experts/ physio-therapists for the Youth Sector	Lesson	2 nd semester	26/02/2015
UCL Elite Injury Study	Company doctors	Conference	2 nd semester	21-22/01/15
The risks of doping in sport	JCollege	Lesson	2 nd semester	08/04/2015
Anti-doping regulations	Company doctors	Conference	2 nd semester	14/04/2015
Prevention and the functional recovery of muscle injuries	Rehabilitator	International congress	2 nd semester	18/05/2015
UCL Elite Injury Study	Company doctors	Conference	2 nd semester	9-10/06/2015

JUVENTUS SUPPORTING RESEARCH: LA PARTITA DEL CUORE CHARITY MATCH

Partita del Cuore Charity Match

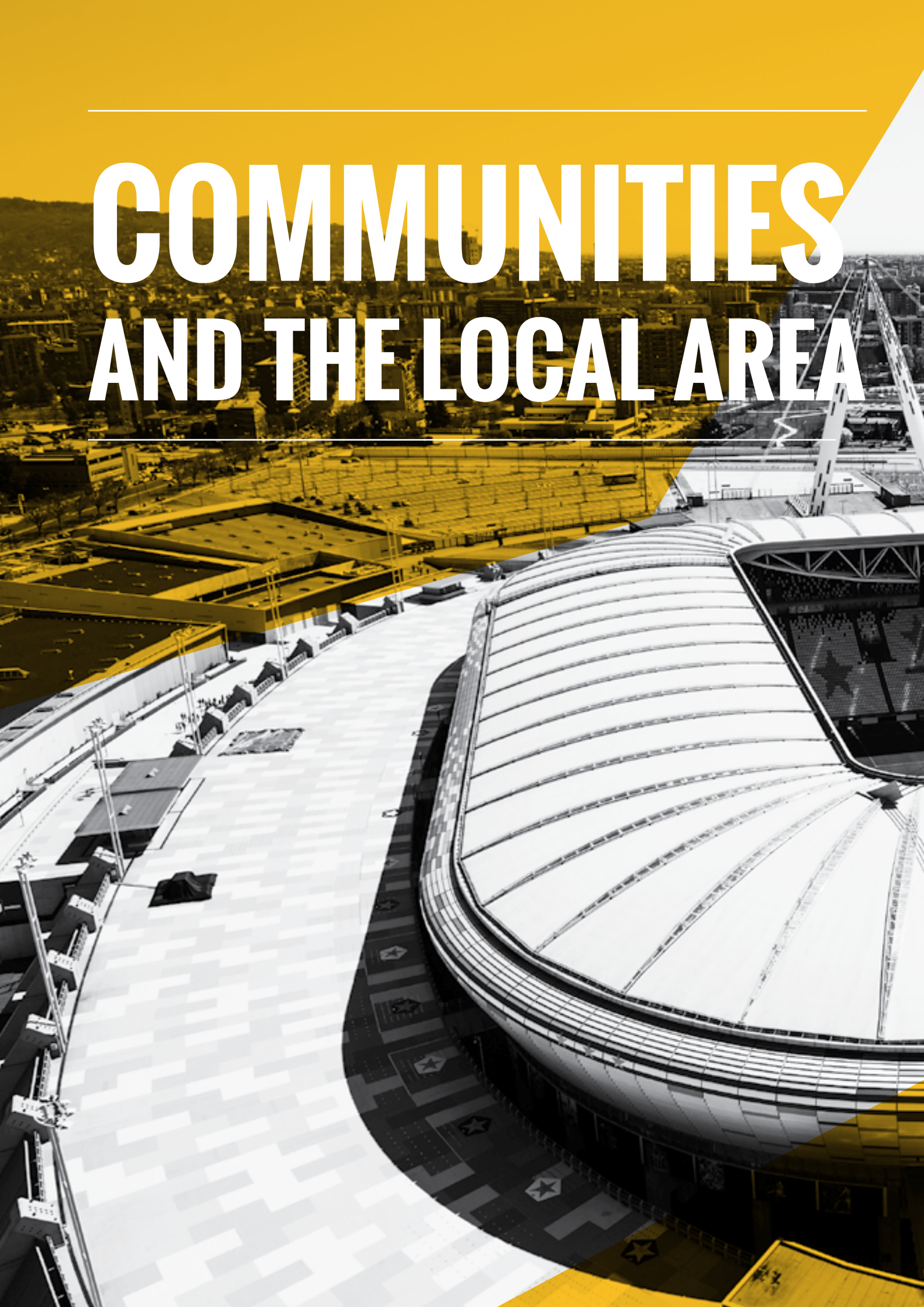
On 2 June, the National Italian Singers Team and Researchers Team played a match in support of Telethon and the Fondazione Piemontese per la Ricerca sul Cancro-Onlus (the Piedmont Foundation for Cancer Research, which Juventus has supported financially for some time now), for a splendid charity fund-raising evening. Besides buying tickets (prices from 10 to 20 euros, depending on the seating), it was also possible to help the two organisations by pledging money by text message.

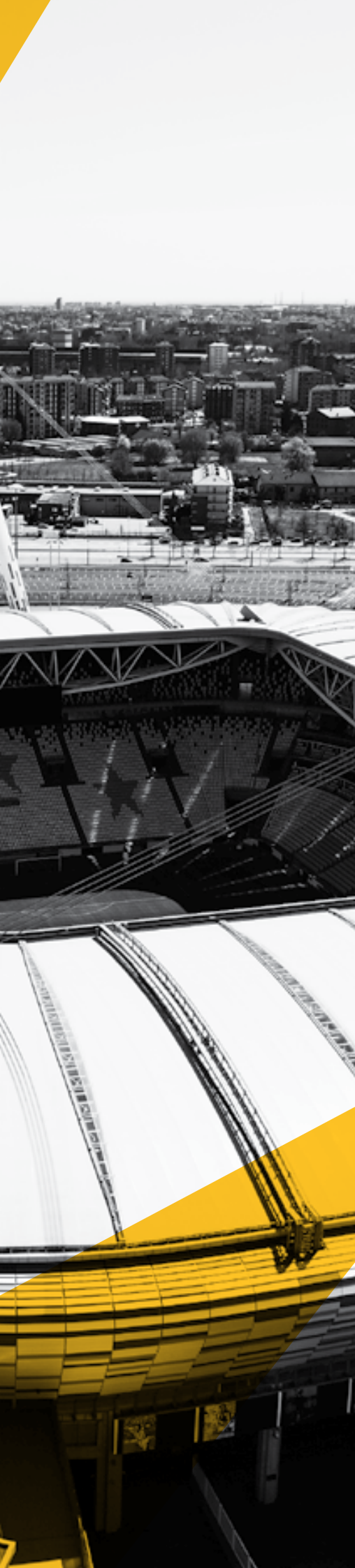
The funds collected will be used to help the Foundation at Candiolo, a cutting-edge centre for the diagnosis and treatment of cancer, and to help Telethon, a foundation that covers all areas of research into rare genetic diseases, involving 1,547 researchers working on a total of 450 diseases. Moreover, funds from the event were used to donate defibrillators to sports companies as part of the "Progetto Vita" (Life Project).



Press conference presenting the Partita del Cuore Charity Match

COMMUNITIES AND THE LOCAL AREA





Being a focal point for the community in Turin (and more generally in Italy) and for international football is a top-level position Juventus aspires to.

Because of its history, the Club is undoubtedly an important symbol for the Turin area, and with its ability for technical innovation and sporting prowess over the last few years, it will be able to consolidate this position on the international scene as well.

Although development in the Turin area and development in the Italian and international football industries might seem two different themes, they both have a fundamental aspect in common: the need to establish a network, mainly forging partnerships and working with communities and political and sporting organisations. This type of alliance will create value to share in the long term and, with a view to sustainability, the potential benefits are considerable for all sides involved.

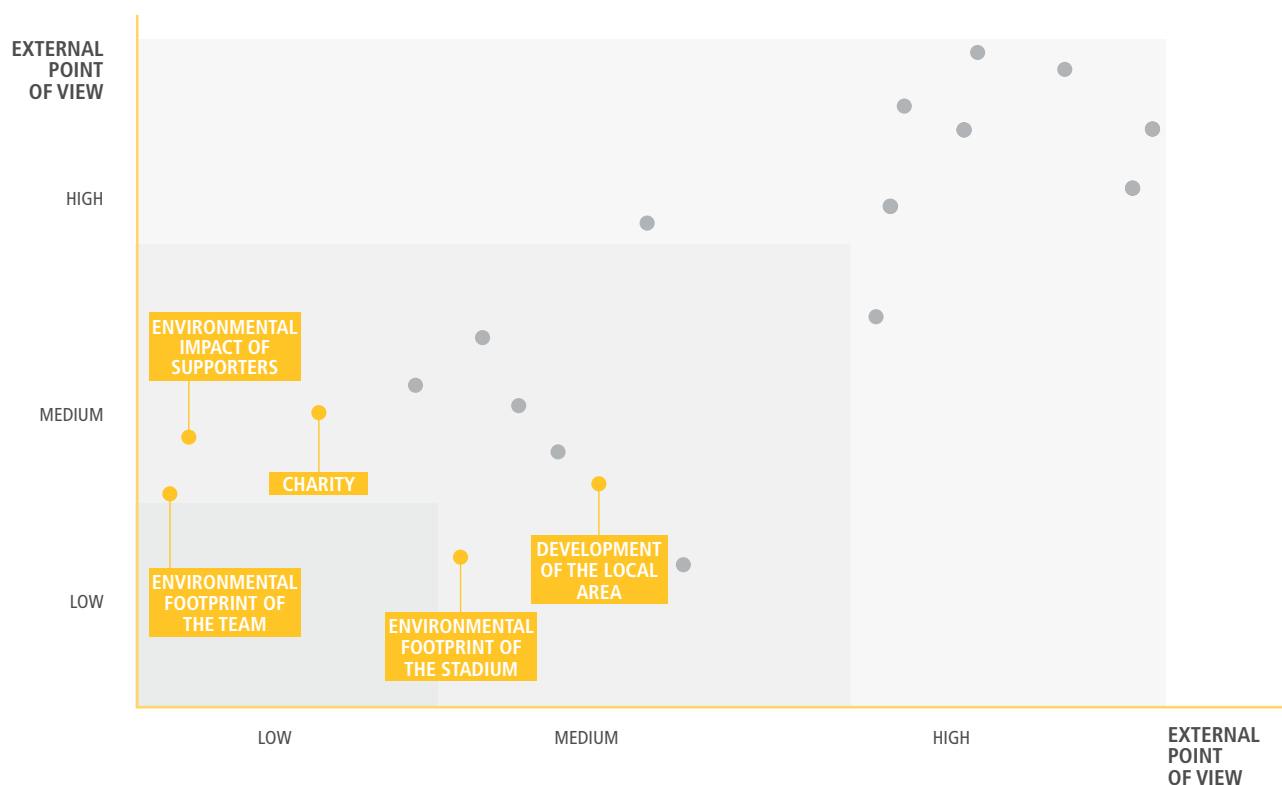
In the last few years, Juventus has been working on both fronts, seeking to affirm its identity in a context that is often challenging.

At an international level, it has been active for years, working with leading sports' organisations, mainly through its Chairman Andrea Agnelli, and taking part in meetings and conferences, creating important partnerships, with UNESCO for example. At a national (or rather local level), the Club has invested in recent years mainly in the construction of a new stadium, with an approach targeting ecosustainable criteria, and in planning the redevelopment of the Continassa area. At the same time, it has financially supported local businesses and initiatives.

Investing time and resources in the local community is fundamental for Juventus, because the economic and social development of an area and its impact at an international level are an important reason to focus more on sustainable issues such as racism, discrimination, safety, etc.

At the same time, it is just as essential for organisations to be aware of the considerable impact that sport (and in particular football) has on local areas and communities, in terms of value, the economy and productivity. So it is important that these organisations take the lead and actively engage with business concerns that work and can potentially create value in local areas.

The “Key Issues” in this Section



Highlights of the 2014/2015 Season as Regards Local and International Impact

- Designing and starting construction of a health centre providing diagnostic, physiotherapy and sports' medicine services for the Club and local area
- Maintaining a reduced water consumption
- Developing a technical centre, to serve property planned for the Continassa area, intended as the main source of heating and cooling for the entire area.
- Funding a research project on racism and discrimination in sport, particularly in football
- Supporting the UNESCO project to re-integrate child soldiers in Mali and the Central African Republic
- Participating in international events promoted by UEFA and ECA

! KEY FIGURES

100 boys and **17** girls
re-integrated
in the Central African Republic

The average age
of Italian stadiums
is **61** years

Approximately **1,000**
child soldiers to be
re-integrated in Mali

5 weeks' training
for the programme
to re-integrate
child soldiers

JUVENTUS IN THE LOCAL COMMUNITY: ITS PRESENCE AND IMPACT

With the building of the Juventus Stadium, the Club has been actively involved in redeveloping the surrounding Continassa area for the benefit of the local community, promoting the development of the City of Turin, and doing so sustainably, as well as increasing the value of the company's property portfolio.

Juventus has demonstrated its commitment on a number of levels. The first and most important of these was the construction of a stadium that meets key eco-sustainability criteria; the Club is now engaged in the redevelopment of an outlying area of Turin. In addition, it is promoting greater sustainability in the transport of players, where compatible with the team's technical and logistical requirements, and intends over time to offer its expertise in the communities in which it operates.



As emerged from the engagement process conducted this year by Juventus, for 67.2% of respondents, making the Club's expertise (sporting and technical) available to people through dedicated services is one of the most important aspects for the creation of value for those living in the Turin area and elsewhere.



HOW JUVENTUS CAN IMPROVE THE LIVES OF LOCAL PEOPLE

Source: Juventus stakeholder engagement 2015





LOOKING TO THE FUTURE: HIGHEST QUALITY SERVICES AND DIAGNOSIS AVAILABLE FOR EVERYONE

In 2016, Juventus is planning to open a centre for health, diagnosis, physiotherapy and sports medicine within the Juventus Stadium, with the aim of establishing a landmark in the Turin area. The company JMedical srl is 50% owned by Juventus, with the other half owned by its project partner, the Santa Clara Group, which already operates several health clinics and diagnostic centres in Piedmont and is also active in occupational health and safety, the environment and education.

In addition to taking care of professional athletes, primarily Juventus players, the centre will be open to anyone, including recreational and amateur athletes and those not interested in sport, all of whom will find that JMedical sets new standards with latest generation diagnostics technology and high quality services available to all.

CASE STUDY: UEFA EUROPA LEAGUE FINAL

A football club such as Juventus can have a significant impact on the community in which it operates, and the way it does this can help in developing the local area and in creating economic, social and environmental value. Failing to exploit such potential would be to waste a huge opportunity for growth and development for the Club and for others.

The Stadium's contribution to the Turin area was demonstrated during the UEFA Europa League final on 14 May 2014. The influx of so many supporters from Spain and Portugal – but also from Italy and 76 other countries – generated an economic impact for the area of 12.6 million euros (plus a further 4.9 million euros generated outside the metropolitan area), and all from a single game.

For 85% of those attending, the UEFA Europa League final was an opportunity to visit Turin for the first time. Almost all supporters travelled to the city in order to watch the final but, during their stay, they also became bona fide tourists, strolling through the streets of the centre (60%), going shopping (25%), or visiting restaurants or bars (23%) or museums (14%).

A good 44% of supporters stayed in Turin for several days, mostly in the metropolitan area (77%) or in Piedmont. Only 10% chose to stay outside the region, while 63% stayed in hotels.

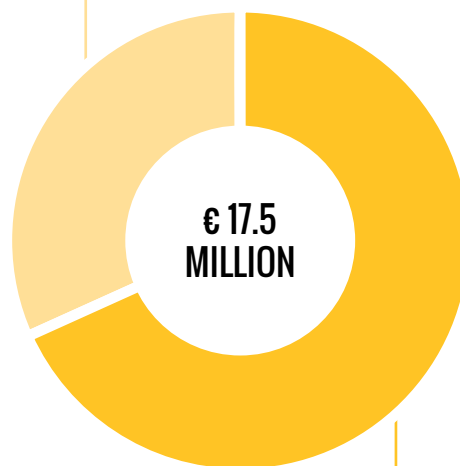
Of the net direct economic impact, 69% came from spectators at the stadium arriving from outside Turin and its metropolitan area, a total of nearly 8.8 million euros (of which 4.5 million euros was spent on accommodation and hotels, 2.3 million euros on food and drink and the remaining 2 million euros on transport, shopping and leisure). The remainder of the net direct economic impact were costs associated with the media (almost 10% of the total, an induced impact of 1.2 million euros) along with the costs of putting on the event (21% of the total, or 2.6 million euros).



GROSS DIRECT ECONOMIC IMPACT

€ 4.9 MILLION (28%)

Other expenditure with no impact on the Turin Metropolitan Area

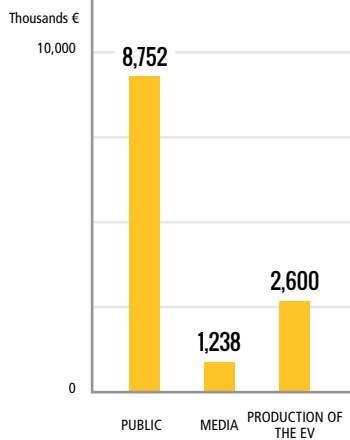


€ 12.6 MILLION (72%)

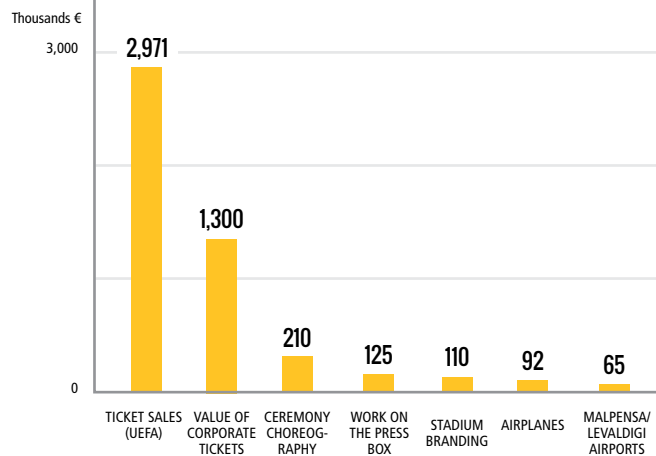
Net direct impact

1. The data was extrapolated from a survey, commissioned by the UEFA Europa League Final Organizing Committee, and conducted by the Fitzcarraldo Foundation, a research centre specialising in impact assessment of cultural and sporting events.

NET DIRECT ECONOMIC IMPACT



OTHER EXPENDITURE WITH NO IMPACT ON TURIN



THE JUVENTUS STADIUM

Juventus owns its own stadium, guaranteeing competitive advantages compared to other clubs as well as quality-oriented planning. The role of the stadium has in fact changed: in addition to costs, there is also a perceptible secondary impact partly due to the newly established and close cooperation among marketing & sales, operations and facility personnel within the Stadium. With such personnel now within the Stadium, the effectiveness of development strategy is maximised.

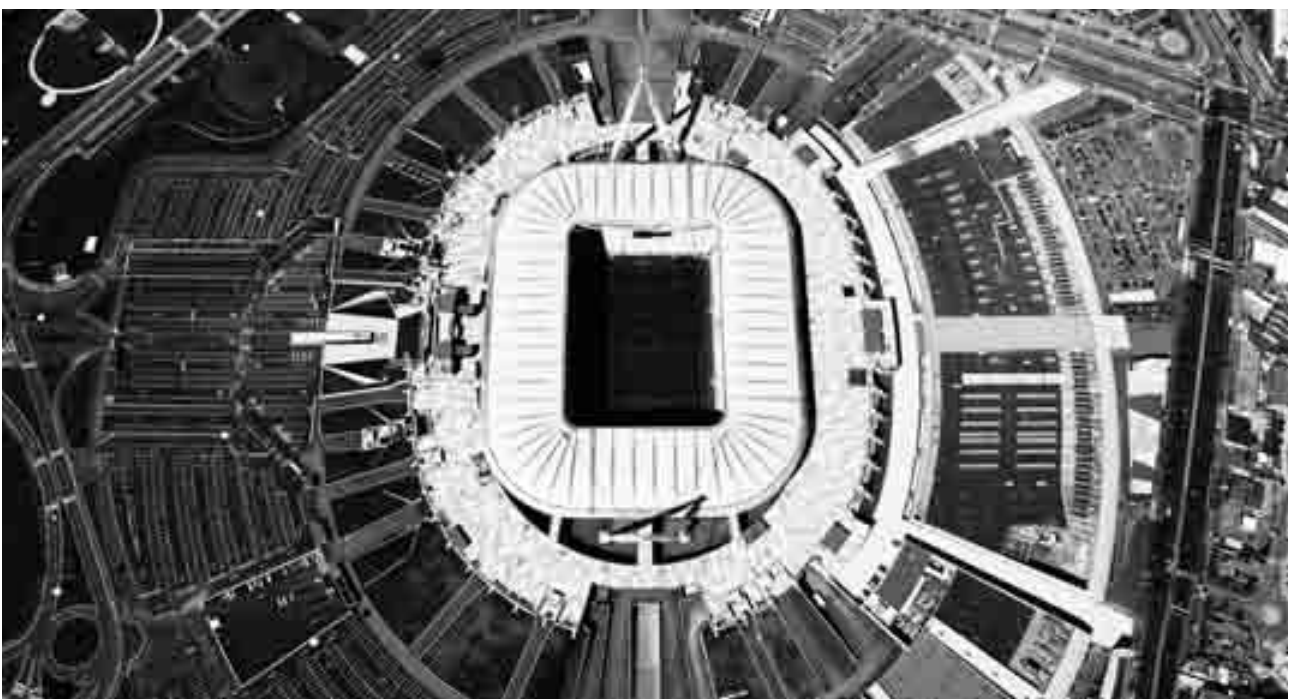
Indeed, a top-class stadium helps to improve players' performance whilst optimising the level of entertainment that viewing a match provides, with economic benefits resulting from the sale of tickets, services and products.

The Juventus Stadium, built between 2009 and 2011, stands within grounds extending over 355,000 m². The actual Sta-

dium covers an area of 90,000 m², with 41,000 seats, 4,000 parking spaces and 30,000 m² of green space. The area also boasts a retail park spanning 61,000 m², of which 37,000 m² is gross floor area, with 1,000 parking spaces and 7,000 m² of open spaces.

The decision to build the Juventus Stadium on the old Delle Alpi Stadium site and to improve road access, in partnership with the City of Turin, ensured that the impact on the local area was kept to a minimum.

From the start, the aim was to design a stadium with safe, easily accessible, open, bright and well-lit spaces for public use: access is guaranteed throughout (up to the bottom of the second tier). The Juventus Stadium was built with a focus on recycling, reducing waste and achieving environmental and economic sustainability by optimising available resources.



**ENERGY CONSUMPTION****[G4-EN3]**

	JANUARY/DECEMBER 2012	JANUARY/DECEMBER 2013	JANUARY/DECEMBER 2014
Electricity (in KWh)			
Electricity purchased for offices	252,000	227,000	215,277
District heating for the stadium	5,335,000	4,580,000	3,349,570
Electricity purchased for the stadium	3,473,000	4,592,000	5,804,880
Electricity purchased for the Vinovo training centre	1,490,000	1,467,000	1,480,588
Total electricity purchased	10,550,000	10,866,000	10,850,315
Diesel fuel (in Gj)			
Consumption of diesel fuel	0	0	0
Natural gas (in m³)			
Consumption of natural gas for district heating and other services (Juventus training centre + offices)	670,000	752,000	717,113

**WATER CONSUMPTION, WITHDRAWAL AND DISCHARGE****[G4-EN8]**

		JANUARY/DECEMBER 2012	JANUARY/DECEMBER 2013	JANUARY/DECEMBER 2014
Total (m³)		108,450	106,888	98,679
Consumption				
By source (m³)	From the main water supply	103,310	101,748	93,539
Withdrawal				
By source (m³)	from Vinovo training centre artificial rainwater basins	5,000 (*)	5,000 (*)	5,000 (*)
	from Stadium rainwater tanks	140 (*)	140 (*)	140 (*)
Discharge (m³)		103,310	101,748	93,539

* Figures indicate the total capacity of the basin. The amount of water collected and reintroduced is not recorded.

**CONSUMPTION OF WATER FROM THE MAIN WATER SUPPLY (M³)**

	JANUARY/DECEMBER 2012	JANUARY/DECEMBER 2013	JANUARY/DECEMBER 2014
Headquarters	1,310	1,285	1,237
Stadium	76,200	82,930	72,802
Vinovo	25,800	25,800	19,500
Total	103,310	101,748	93,539

**HAZARDOUS WASTE**

	JANUARY/DECEMBER 2012	JANUARY/DECEMBER 2013	JANUARY/DECEMBER 2014
Hazardous waste produced (tn)	0.069	0.077	0.109 (**)

** Figure exclusively from medical sector activities for which preventive control or any reduction in the amounts discharged is not feasible.

CONTINASSA [G4-EC7]

In the redevelopment of urban areas, sports clubs can make a practical contribution of real value. The project to redevelop the Continassa area is fundamental for Juventus, and serves to complete its investment in the Juventus Stadium and Juventus Museum. Regeneration of the area is also a tangible contribution to the development of Turin as a city, not only in investment terms but also with regard to the considerable positive impact on employment, both during construction and as a result of the services that will be established in the area upon completion.

The company's new registered office and the new Juventus training & media centre will be built in the area, along with a hotel, two innovative retail sites, and an international school. The opening is scheduled for summer 2017.

Accademia SGR Spa, an asset management subsidiary of Banca del Sempione SA, will put into operation "**JVillage**" **Property Fund** (established by deed on June 30, 2015) that will oversee the project to redevelop and upgrade much of the Continassa Area. For more information, see the "Financial Sustainability" section on page 104.

A power plant, hereafter referred to as "the Technology Plant", is also planned to power all the properties envisaged for Continassa. The plant, connected to IREN's district heating network, will deliver district cooling and district heating and will be the main source of thermal energy supplied to the entire area. District heating, combined with high-efficiency cogeneration, delivers considerable environmental benefits through reduced emissions and the use of primary energy. For this reason, **Bosch Energy and Building Solutions Italy** and Juventus pooled their mutual interest in developing a project to improve energy efficiency by constructing a polygeneration plant.

The aim is to make the Continassa area one of the first examples in Italy of an urban complex where energy needs are met through high-efficiency polygeneration systems using renewable energy sources via a smart grid. Indeed, the combined electricity production, partly produced by photovoltaic, thermal and cooling energy systems, will deliver the following benefits:

- Reduced fuel consumption
- Reduced CO₂ emissions
- Reduced energy costs
- Increased reliability of the electricity supply due to simultaneous supply from both the trigeneration plant and the public grid
- Decentralized energy generation, reducing the need for large power plants and providing local employment

- Significant support for public electricity grids during the summer: the demand for cooling from the climate control system is also met by the electricity self-generated by the polygeneration plant; it will therefore increase the stability of the electricity grid and improve the efficiency of the electricity system as a whole.

At any given moment, the system will be able to use the most efficient source generated for each energy type (thermal, cooling and electric), choosing between various possibilities:

1. Thermal energy
 - Intake from IREN's district heating
 - Heat recovery from the cogeneration plant's operations
 - Generation by heat pump
2. Cooling energy
 - Generation by heat pump with water cooling
 - Generation by heat pump with air cooling
3. Electricity
 - Intake from the public grid
 - Supplementation through the cogenerator's operation

The installation of photovoltaic solar panels is envisaged for each building in the Continassa area, in line with Directive 2009/28/EC on the promotion of energy from renewable sources.



Rendering of the Technology Plant

JUVENTUS TRAINING CENTRE AT VINOVO

The Juventus sports centre at Vinovo, about 15 kilometres from the centre of Turin, was opened in 2006. It extends over 140,000 m² – of which 6,000 m² is covered.

With the opening of Continassa, the First Team will move to the new centre, leaving Vinovo to the Youth Sector, which will also take advantage of its new facilities.

TRANSPORT

Supporters travelling to and from the Stadium and Juventus players travelling to away matches are a further concern that directly impacts not just the local area, but also the country as a whole.

The environmental impact of travel is undoubtedly an important element that Juventus must consider in its long-term, sustainable development plan, in part because of the importance attached to the environment by society today.

While environmental impacts are not perceived as a high priority for the Club, a certain level of interest emerges when it comes to supporters' personal choices. Indeed, as many as 86% of the supporters engaged, who currently travel to the stadium by car or motorcycle, stated an interest in using transport that is more sustainable for the environment.

Sixty-two per cent believe that Juventus should focus more of its efforts on promoting transport as an alternative to the private car, 47% felt efforts to encourage recycling would be more useful, while 38% believe the Club should try to reduce energy consumption within the Stadium and its facilities. Other suggestions also emerged, such as obtaining environmental certifications for the stadium (32%) and the use of low environmental-impact vehicles for transporting supporters (28%).

WOULD YOU LIKE TO TRAVEL TO THE STADIUM BY MORE SUSTAINABLE MEANS?

Source: Juventus stakeholder engagement 2015

86%

YES

14%

NO

IN ENVIRONMENTAL TERMS, WHERE SHOULD JUVENTUS FOCUS ITS EFFORTS

Source: Juventus stakeholder engagement 2015

62%

Promote means of transport other than cars to get to the stadium

47%

Encourage separate waste collection both inside and outside the stadium

38%

Reduce consumption by the Juventus Stadium and in Juventus structures

32%

Obtain environmental certifications for the Juventus Stadium

28%

Choose means with a low environmental impact for supporter travel

“

In terms of respecting the environment, the road network and safety, therefore, Juventus chooses to invest in relations with local institutions and national partners, where possible.

”

Transport of players and supporters has a significant impact locally, nationally and internationally. In terms of respecting the environment, the road network and safety, therefore, Juventus chooses to invest in relations with local institutions and national partners, where possible.

Trenitalia, for example, has renewed its partnership with the Club up until 2016, with the Frecciarossa confirmed as the Club's official train. The partnership between the two companies, which began in 2012, marks the start of co-marketing initiatives, as well as representing a step towards the development of future synergies to safeguard the environment and cut polluting emissions. The partnership will promote a more sustainable means for players to travel to away matches and will increase awareness among the many supporters who travel to and from stadiums.

As an alternative to rail travel, Juventus relies on SADEM, an ISO 14001-certified company with a strong focus on environmental issues. The team travels in a Euro 6 vehicle that ensures maximum reductions in environmental impact from greenhouse gas emissions.

INITIATIVES IN SUPPORT OF THE TURIN AREA... AND BEYOND

Candiolo

For some years, Juventus has supported the non-profit Piedmont Foundation for Cancer Research, an organization created to promote experimental cancer research and clinical cancer research. It develops new diagnostic and therapeutic instruments and provides oncological health care in various forms of prevention, diagnosis, treatment and rehabilitation. The Foundation is currently setting up the Candiolo Institute in Piedmont, an oncology centre of excellence that ensures the full course of diagnostic and therapeutic treatment and access to the most advanced technological instruments and equipment. The institute also works with prestigious national and international scientific institutions, making a significant contribution to a full understanding of the disease and the development of clinical applications.

Growing Together at Sant'Anna

Juventus has long been committed to ensuring a better future for the young patients at the Department of Neonatology of Sant'Anna Hospital, supporting the renovation project and investments for the purchase of medical equipment. The project "Crescere Insieme al Sant'Anna" (Growing Together at Sant'Anna) involves the renovation of the department, upgrading to current international quality standards.

In December 2014, a fund-raising dinner was held for the Foundation, attended by Pavel Nedved. Dr. Daniele Farina, head of the department, was also at the event. The department is scheduled to open next season.



Candiolo Institute

Evening in Memory of Ale and Ricky

In December 2014, a fund-raising dinner was held by the Alessio Ferramosca and Riccardo Neri Association, in memory of Alessio and Riccardo, the two boys from Juventus youth sector who died at Vinovo on 15 December 2006. The proceeds from the dinner will benefit children in the Mirik mission: 95 Indian children that Salesian priests look after from kindergarten to senior/high school. In agreement with the Salesian priests, a football pitch will also be donated and dedicated to Alessio and Riccardo.

INTERNATIONAL DEVELOPMENT AND FORGING PARTNERSHIPS

Juventus operates on a daily basis in a broad-ranging context encompassing numerous stakeholders. These include national and international sporting and political organisations, Italian and international supporters, multinationals, international public opinion and Italian and international players. Achieving concrete results as the Club pursues sustainability depends largely on partnering and its successful outcome.

Juventus is becoming increasingly engaged in staying in contact with all its stakeholders at a global level, through its strategy to give the brand an international dimension and thanks to digital platforms.



The need for an international mindset is also confirmed by the high number of stakeholders interviewed (57%) who think Juventus must focus above all on developing its presence at an international level to achieve business success, as well as having responsible managers and a winning policy for human resources development.



KEY FACTORS TO ACHIEVE BUSINESS SUCCESS

Source: Juventus stakeholder engagement in 2015

77%

Having responsible managers lead the company

60.7%

Investing in human resources within the company (company welfare, training, benefits...)

57.4%

Being present at international level

24.6%

Sharing our challenges with suppliers

Juventus is therefore committed to consolidating and developing national and international relations with its stakeholders, as a Club targeting important partnerships in the sector, and above all through the involvement of its Chairman Andrea Agnelli in conferences and sector organisations.

Along with its strategy for internationalisation, Juventus is continuing to make a name for itself on a daily basis, in Italy too, engaging with stakeholders.



RELATIONS WITH ORGANISATIONS

	REGISTRATION IN COMPETITIONS	MEMBERSHIP AND FEDERAL REGULATIONS	MATCHES	TRANSFER CAMPAIGN	EVENTS ORGANISATION	COMPANY REPORTING
FIGC	✓	✓	✓	✓	✓	✓
UEFA	✓		✓	✓	✓	✓
FIFA				✓		
Referees			✓			
Prefecture/GOS			✓		✓	
Sporting bodies			✓			
Lega nazionale Professionisti	✓		✓	✓	✓	
Watchdog for professional football clubs				✓		✓
Financial Police				✓		✓
Revenue Agency				✓		✓
Local Authorities					✓	
Consob						✓
Italian Stock Exchange						✓

THE CLUB'S INVOLVEMENT IN AND PRESENCE ON THE NATIONAL AND INTERNATIONAL STAGE [G4-16]

Management of a top club is highly complex. The clubs that play in the most important European competitions operate in a global context and have to tackle different issues each season.

Some of the most important of these, which have a considerable impact on the present and future of international football, are relations with FIFA, UEFA, with clubs, EU regulations, the fight against violence, the future of competitions, the transfer system, sustainability of the sporting system and the youth sector and academies.

This is why Juventus knows engagement with all stakeholders is necessary to ensure the best future possible for football and is actively involved with Italian and European organisations.

Europe

The Company is an ordinary member of the European Club Association (ECA), an organisation founded in 2008, which represents clubs at a European level. ECA promotes the interests of football clubs in European decision-making processes and encourages the exchange of information, services and knowledge sharing among its members.

Member clubs of ECA meet twice a year during the Annual General Meeting. The AGM elects the Executive Board, the ECA body with highest decision-making powers which remains in office for 3 years.

During the Annual General Meeting (in March 2015), ECA renewed the Memorandum of Understanding (MoU) with UEFA, to reach an unprecedented result for clubs – two members on the UEFA Executive Committee. Until this MoU, clubs had never had direct access to the UEFA Executive Committee.

The new MoU also consolidates the role of the UEFA Club Competitions Committee – which Andrea Agnelli is on – re-defining the system for distributing revenues from the UEFA Champions League/UEFA Europa League and increasing fees clubs will receive for future editions of the UEFA European Championships (EURO).

At the same time, ECA reached a new agreement with FIFA to set up the Professional Football Department – comprising FIFA, ECA members and players – and to increase Club fees for the 2018 and 2022 World Cups.

Juventus is involved in European activities with members on ECA and UEFA committees.

In the 2014/2015 season, the Chairman Andrea Agnelli was on the Executive Board and was also Chairman of the Institutional Relations Working Group (IR-WG). Other working groups include Competitions, Finance, Youth and Marketing & Commercial (Francesco Calvo, Chief Revenue Officer was in the latter group).

Juventus is also represented on UEFA, the governing body of European football. Juventus Chairman, Andrea Agnelli, as a member, takes part in meetings of the UEFA Club Competition Committee and the Financial Fair Play (FFP) Panel. One of the tasks of the Committee is to develop competition formats for clubs and produce revenue distribution models. The FFP Panel discusses problems relating to the new UEFA Licensing System introduced in 2011, which has affected the economic and financial management of clubs.

Along with other stakeholders, Juventus has also taken part, at the request of the European Commission, in initiatives to develop the sports industry at a European level.

Italy

Andrea Agnelli is a Director of the Serie A Lega and is also on the board of the Fondazione per la Mutualità Generale negli Sport Professionistici a squadre (Foundation for General Assistance for Professional Team Sports).

The Chairman was also in parliament, during the conference held in Rome on 8 July 2014 “The economic impact of sport in Italy – towards consolidated financial statements”, highlighting some of the problems of football in Italy. These include the absence of a Consolidated Law on Sport and the need for greater cooperation among Italian sports’ organisations. The Chairman also underlined the pressing need for Serie A to have new sports’ grounds, the importance of protecting brands and the necessity for new governance in football, on a national level.

Moreover, in the last season (2013/2014), Giuseppe Marotta was Deputy Chairman of the technical sector of FIGC.

1. In September 2015, ECA appointed the two representatives to sit on the UEFA Executive Committee: Karl Heinz Rummenigge and Andrea Agnelli. The first meeting was held on 17 and 18 September 2015, in Malta

PARTNERING WITH UNESCO

After signing a partnership agreement with the General Director of UNESCO, Irina Bokova, in May 2014, Juventus committed to financing a research project investigating racism and discrimination in professional sport, focussing in particular on football.

The results will be published in an official report before the end of 2015, with the aim of giving governments and other stakeholders an in-depth picture of these topics. The publication will outline problems of racism and discrimination in historical and cultural terms, and then place them in the context of football. It will also illustrate actual case histories and international best practices, so that specific recommendations may be made. The study was overseen by a group of international researchers led by Professor Albrecht Sonntag, Director of the Centre for European Integration at the ESSCA School of Management and coordinator of Football Research in an Enlarged Europe (FREE).

Besides research, Juventus' partnership with UNESCO also focussed on charity work, and the UNESCO Cup – a football match with proceeds going to finance projects in the Central African Republic and Mali, for reintegration of child soldiers into society, as explained in the section "Young Fans and Integration" on page 52.



The proceeds from the UNESCO Cup will support two projects promoted by Juventus and UNESCO – to reintegrate child soldiers from Mali and the Central African Republic and to build peace in the two countries," explained Eric Falt, Assistant Director-General for External Relations and Public Information of UNESCO. "In the Central African Republic we have managed so far to reintegrate 100 children back into society, including 17 girls, with five weeks of educational sessions and classes in literacy skills. In Mali, because of the unstable situation, it is even harder to go ahead with the project and establish the exact number of child soldiers. We estimate some one thousand, and are working with the Government, to map the community.

THE BUSINESS OF SPORT



Football has gained more and more importance in the socio-economic context.

According to Deloitte's annual Football Money League report, total revenues from Europe's 20 richest clubs amounted to 6.2 billion euros in 2013/2014, going up by 59% in the space of 5 years.

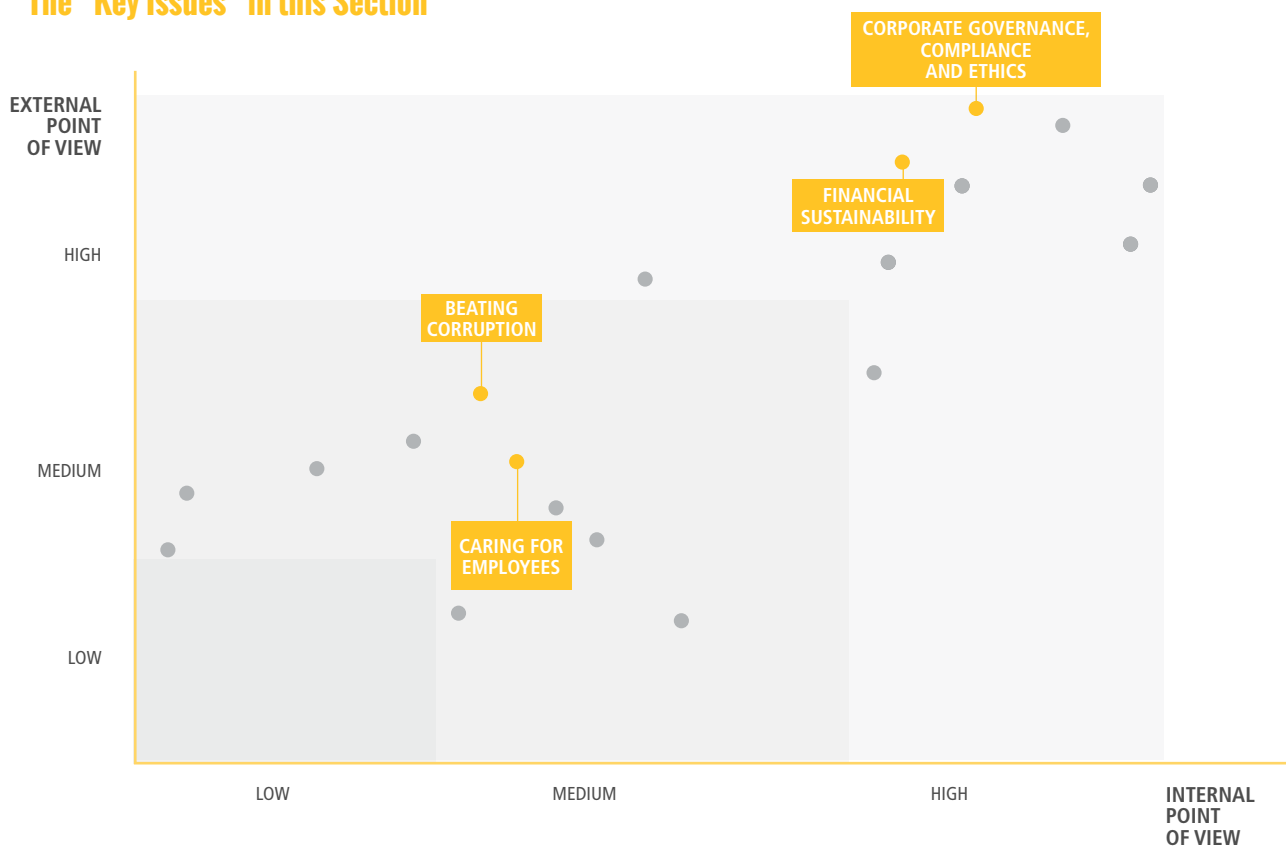
Juventus, one of Europe's most important clubs, is listed on the stock exchange and counts approximately 700 employees and staff. It develops business ideas and tries to do this responsibly, starting from its governance and economic management strategies, since sustainability in football means first and foremost success in the long-term, even when times are tough. Good company management builds a greater confidence among investors, sponsors, business partners and stakeholders. At the same time, the company can benefit from a flourishing sector.

! THE JUVENTUS MISSION [G4.4]

With more than a century of history, Juventus is a professional football club that has established itself as one of the most **representative and popular** teams at a national and international level. The overriding mission of the Club is to **deliver the greatest satisfaction possible to supporters in terms of sporting success** and the thrill of supporting a champion side, building on a winning tradition that has underpinned the Club's 100-plus years of glory. In pursuing this goal, we believe in following precise rules, which the club has chosen to formalise in a Code of Ethics that informs the conduct of all employees, contractors and consultants in their everyday tasks.

Our fundamental principles include a commitment to **promoting a sporting ethic and reconciling the professional and economic dimensions of football** with its ethical and social values, while behaving in a way which is in line with our tradition and which demonstrates respect towards our supporters and sports supporters in general.

The “Key Issues” in this Section



Highlights of the 2014/2015 Season as Regards Business and Governance

- Confirmation of the sports area team up until 2018
- Opening of an official Juventus channel on LinkedIn
- Increase in staff numbers
- No infringements of the Code of ethics and no cases of corruption reported
- A new Human Resources Director
- Compliance with financial fair play
- Return to profits after 6 years

! SOME KEY FIGURES

10
Board members

2
workplace
injuries

2
hours of training
for each executive
and middle manager
on Model 231

Operating income of
19.3 million

16.22
average hours
of training
erogate

Profit of
2.3 million

32
new recruits
in the last
three years

GOVERNANCE AND PEOPLE

Besides being a football club, Juventus is also a company listed on the Stock Market made up of people who work towards its success every day. It has a complex structure, in some ways different from that of other Clubs.



We asked our stakeholders involved in the engagement initiatives to tell us the essential elements that ensure that a Football Club will achieve business success: a good 77% of them identified having responsible managers lead the club as a priority. Then, another significant fact was that 60% of them consider that human resources are key for Juventus' success.



KEY ELEMENTS FOR THE SUCCESS OF JUVENTUS IN BUSINESS

Stakeholder engagement 2015 initiatives by Juventus



STAKEHOLDER ENGAGEMENT

THE CORPORATE GOVERNANCE SYSTEM [G4-34]

Listed on the Stock Exchange since December 2001, Juventus is subject to the fundamental principles of transparency and to compliance with the corporate reporting requirements established by Borsa Italiana and Consob. Juventus has adopted the Code of Conduct for listed companies and national and international best practices, establishing the role of independent board members and drawing up a Code of Ethics, an internal monitoring system and a system of powers with the Board of Directors at its centre.

**Andrea Agnelli**

Chairman

**Giuseppe Marotta**General Manager,
Sport Area**Aldo Mazzia**

Chief Financial Officer

**Maurizio Arrivabene**

Director

**Giulia Bongiorno**Independent
Director**Paolo Garimberti**Independent
Director**Assia Grazioli Vernier**Independent
Director**Pavel Nedved**

Director

**Enrico Vellano**

Director

**Camillo Venesio**Independent
Director

Juventus is governed by a Board of Directors currently made up of 10 Directors, 3 of who are executive (Agnelli, Marotta, Mazzia) and 7 non-executive, of whom 3 are employees (Nedved, Arrivabene and Vellano) and 4 are independent (Garimberti, Grazioli-Vernier, Bongiorno and Venesio).

The Board – appointed by the Shareholders' Meeting – has all powers for ordinary and extraordinary management of the Company, and may take all measures (including acts of disposal) considered necessary or appropriate to achieve the Company purpose, excepting actions reserved by law for the Shareholders' Meeting. The Board of Directors appoints an Executive Committee tasked with reviewing the budget, the long-term plan and property transactions, approving strategies related to the transfer campaign, sports contracts and operational managers. The Committee currently comprises Andrea Agnelli (Chairman), Giuseppe Marotta, Aldo Mazzia, Enrico Vellano and Camillo Venesio.

The Board of Directors also appoints two other Committees from its members:

- The **Remuneration and Appointments Committee**, which mainly advises the Board.
- The **Control and Risk Committee** which assists the Board in the definition of guidelines for the internal control system and management of risks and checks effective compliance with the internal procedures to ensure strict and efficient management and to identify, prevent and handle risks, including those of a financial and operating nature.

Additionally, the **Supervisory Body**, appointed by the Board of Directors, monitors the functioning of and conformity to the Compliance Programme, pursuant to Legislative Decree no. 231/01.

Besides appointing the Board of Directors, the Shareholders' Meeting also elects a Board of Statutory Auditors to ensure compliance with the law and with the deed of incorporation, compliance with the principles of correct management and the suitability of the organisational structure, of the system of internal control and the administrative-accounting system. Statutory auditing of accounts is entrusted to the Independent Auditors, Ernst & Young S.p.A. The Board of Statutory Auditors currently comprises:



Paolo Picatti
Chairman



Roberto Longo
Statutory Auditor



Silvia Lirici
Statutory Auditor

The two Deputy Auditors are Roberto Petrignani and Nicoletta Paracchini.

Juventus' internal control and risk management system has been established in compliance with Consob recommendations on internal controls for listed companies, and according to provisions of the Corporate Governance Code for Listed Companies of Borsa Italiana and the latest standards on corporate governance. The system plays a fundamental role in identifying, minimising and managing significant risks of the Company and helps safeguard the investments of shareholders and the assets of the Company.

To define the guidelines of the internal control and risk management system, the Board of Directors appoints a **Control and Risk Committee**, whose duties and activities are outlined in the Corporate Governance Report.

The committee, composed of Independent Directors, is also responsible for checking compliance with internal operating and administrative procedures, and for identifying, avoiding and handling any financial and operating risks.

To define the lines of action to be observed within the company, Juventus has also drawn up a **Code of Ethics** and a **Compliance Programme pursuant to Legislative Decree 231/2001** (Model 231).

THE CODE OF ETHICS AND COMPLIANCE PROGRAMME [G4-56]

Juventus has drawn up a Code of Ethics governing the moral and ethical aspects of dealings with its stakeholders (shareholders, Directors, auditors, professional players, FIGC registered technical personnel, employees, outsourcers including temporary workers, brokers, agents and all entities that manage and control Juventus).

The Code is an integral part of the internal control and risk management system and is based on three key principles:

- Promoting ethics in sport, reconciling the professional and financial dimension of football with its ethical and social value.
- Creating value for shareholders.
- Forging a relationship of trust with stakeholders.



BEATING CORRUPTION - INCIDENTS IDENTIFIED AND ACTION TAKEN

As regards corruption, special attention is paid to dealings between private individuals, with the public administration and judicial and supervisory authorities, to ensure all relations are based on transparency, loyalty and fairness, and that any behaviour that may be equated with corruption, is condemned. To support its strategy, the Company requires its employees and representatives to notify their superiors of any ongoing economic activities with public officials, to report any attempted extortion by public officials, and to provide the utmost cooperation to anyone – public official or Supervisory Body – arriving to conduct inspec-

tions and checks on the company's operations. Additionally, Juventus also expects its customers, suppliers and outsourcers to behave in compliance with the main contents of *Code of Ethics*.

Juventus has not identified any cases of corruption within the Company in the last three years. Moreover, no legal proceedings in the public domain have been brought against Juventus or its employees and no episodes of termination of supply contracts due to corruption or violation of the *Code of Ethics* have been reported during the 2014/2015 season.

Juventus requires that cases of **violation** of the code should be notified to the superior of the person concerned or, if this is not possible, to the Board of Directors, Supervisory Body or Control and Risk Committee. Violations of requirements will result in sanctions, in line with current laws and relevant national employment agreements and are commensurate with the severity of the violation.



LEGISLATIVE DECREE NO. 231

Legislative Decree no. 231 was issued in 2001 to introduce the administrative liability of corporate entities for unlawful acts into the Italian legal system. While previously criminal liability referred only to natural persons, this decree introduced a form of liability for companies and associations, with provision of sanctions of an effectively criminal nature. The company is liable for offences committed by parties operating in the name and on behalf of the company itself as well as those committed by persons subjected to its management or supervision.

The purpose of the Compliance Programme, together with the *Code of Ethics*, is to raise the awareness amongst Juventus stakeholders with regard to liability deriving from commission of offences pursuant to Legislative Decree 231/2001 and the relative criminal consequences for them and the Company.

Besides monitoring the functioning of and conformity with the Compliance Programme (Model 231) and reporting the activities carried out to the Board of Directors annually, the Supervisory Body is responsible, in agreement and in conjunction with the Human Resources and Organisation Department and in cooperation with the Heads of Functions/Departments involved in each case, for deciding the contents of training courses, their diversification, their method of delivery, their repetition and for checking on compulsory attendance for all recipients of the form involved in action that may potentially pose the risk of committing an offence as established by Legislative Decree no. 231/2001.

Training also involves group meetings and one-to-one sessions to present information on new risks and checks whenever the legislator introduces new types of offences additional to those contemplated by Legislative Decree no. 231/2001.



COMPLIANCE PROGRAMME TRAINING

TARGET AND DURATION	2012/2013	2013/2014	2014/2015 (*)
Executives/middle managers (no.)	5	3	2
Duration	2 hours	2 hours	2 hours
Board of Directors (no.)	10	0	0
Duration	30 minutes	-	-
Employees (no.)	39	30	0
Duration	1 hour, 30 minutes	1 hour, 30 minutes	-

* Training on the new version of the Compliance Programme, which will be approved by the Board of Directors in the 2015/2016 season, will be delivered during the 2015/2016 season.



RISK ANALYSIS

As football has become a business, linked to results, it is important to realise that the risk of using unlawful means is very high for all those involved in this sector: from companies to individuals. In line with the best practices of listed companies, Juventus annually assesses company risks (strategic, operational, financial, compliance, and context risks, etc.), involving the Chief Executive Officers and all function managers, coordinated by the Risk Manager.

Legislative Decree no. 231/2001 also requires the drawing up of a risk analysis related in detail to the issue of corruption: in fact, from 2012, the range of offences envisaged was extended with the addition of the offence of corruption between private individuals and it was therefore deemed necessary to identify potential areas of risk that could result in the offence of corruption being committed during the activities of all company functions that have dealings with external entities.

COMPANY ORGANISATION [G4-9; G4-10]

The Company's top management is led by the Chairman Andrea Agnelli and the two Chief Executive Officers Giuseppe Marotta and Aldo Mazza, with full management powers assigned by the Board of Directors: the Chairman defines the strategy and the Chief Executive Officers are responsible for overall management of organisational structures.

The Juventus organisation clearly defines the roles and positions with the principle of responsibility at all levels.



Riccardo Abrate
Head of Real Estate



Claudio Albanese
Head
of Communication
and External Relations



Stefano Bertola
Head of Public Affairs



Francesco Giannello
Head of Stadium



Claudio Leonardi
Head of IT, Logistics
and Purchasing



Sergio Spinelli
Head of Human
Resources



Alessandra Borelli
Head of Internal
Audit



Alberto Mignone
Head
of Administration



Federico Palomba
Head of Digital,
Marketing and FRM



Marco Re
Head of Finance



Giorgio Ricci
Head of Global
Partnership



Fabio Tucci
Head of Legal

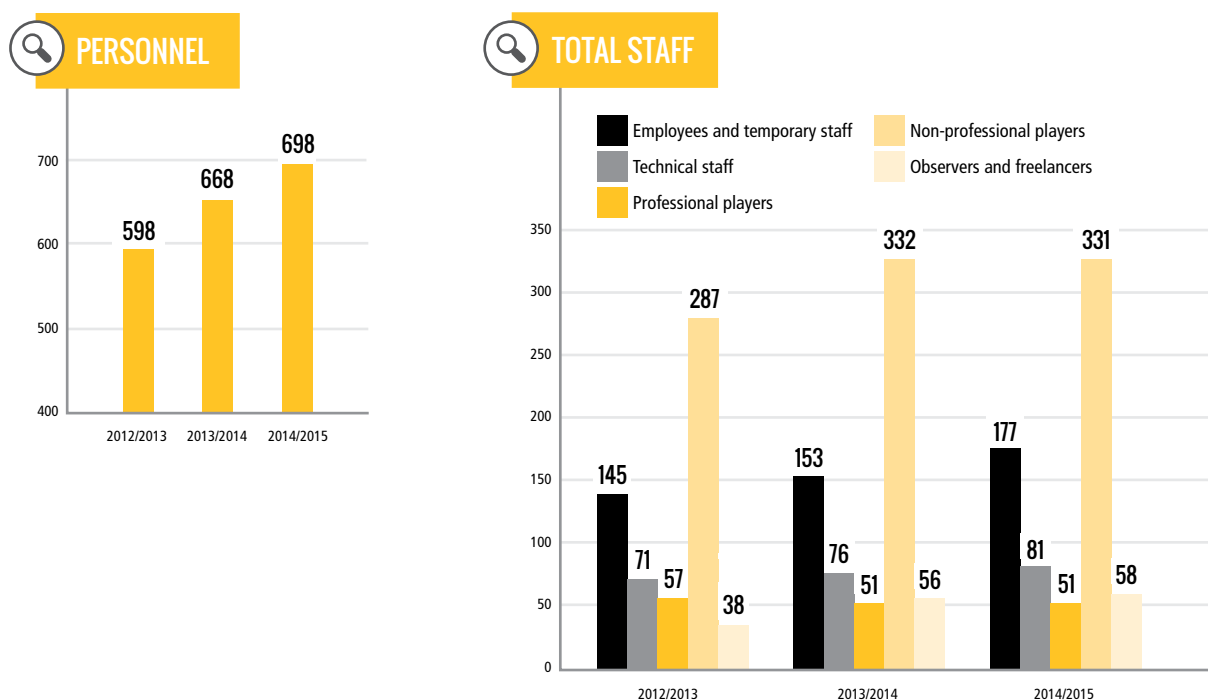


Silvio Vigato
Head of Licensing
and Retail

Staff comprise some 700 people with employees and freelancers divided into two categories:

- **Professional athletes:** players, team managers, fitness trainers, FIGC registered sports directors and special-category employees, within the scope of Law 91 of 1981 on professional sport.
- **Other personnel:** executives (employed under the Collective Employment Agreement for Executives of companies manufacturing goods and supplying services) of-office or manual workers (employed under the Employment Code approved on 15 July 2015) or long-term consultants and project workers employed both in the corporate or sporting area.

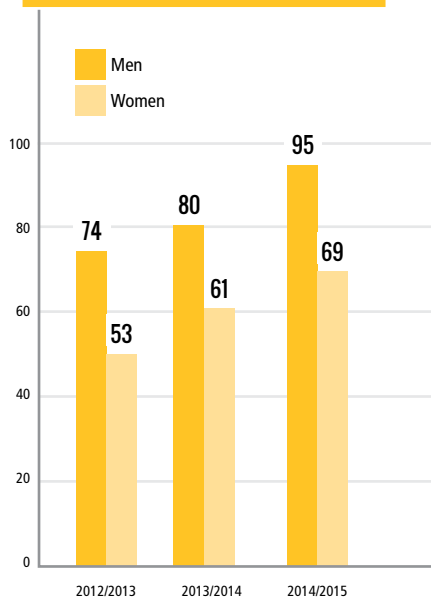
95% of employees are on an open-ended contract.



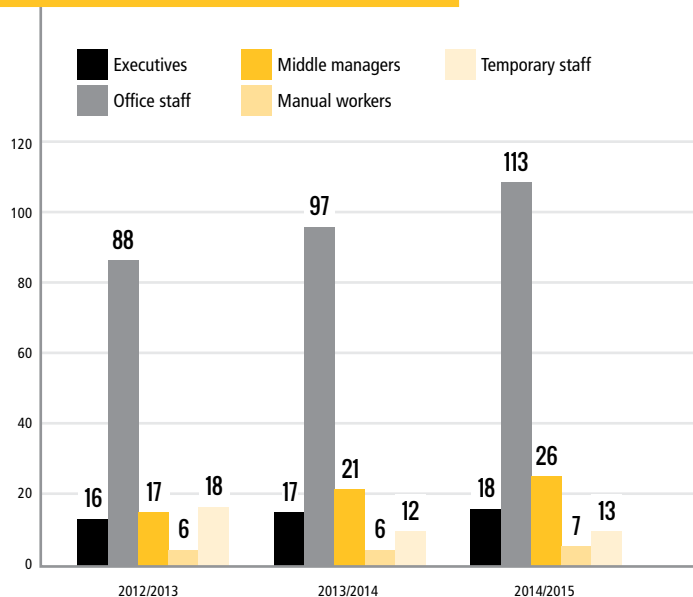
Over the past two seasons, the number of non-playing staff increased from 145 to 177, recruited to manage in-sourced activities previously outsourced to partner suppliers (for example, management of stewards) or new activities.

Recruitment was conducted by careful selection procedures, based on principles of meritocracy, transparency and equal opportunities. In this regard, at present 42% of staff are women.

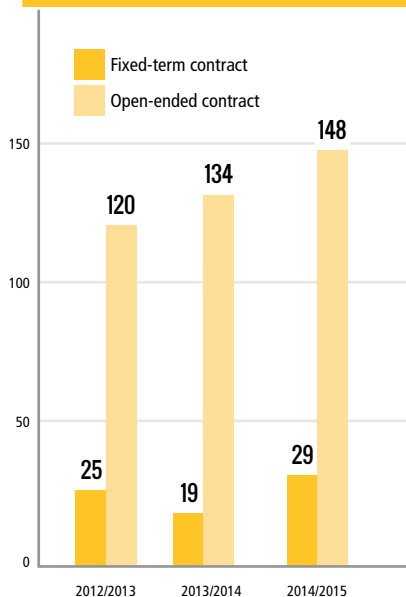
DISTRIBUTION BY GENDER (EMPLOYEES)



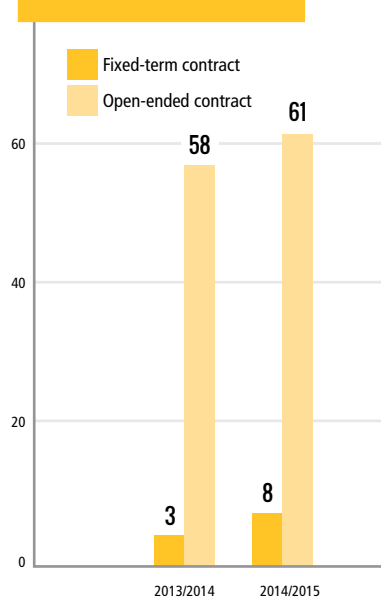
EMPLOYEES AND TEMPORARY STAFF BY PROFESSIONAL CATEGORY



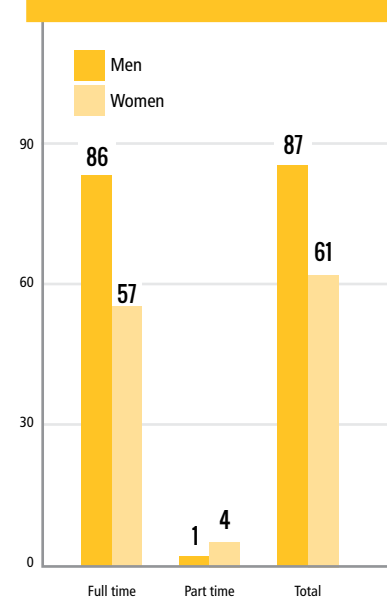
EMPLOYEES AND TEMPORARY STAFF BY CONTRACT TYPE



FEMALE EMPLOYEES BY CONTRACT TYPE



EMPLOYEES ON AN OPEN-ENDED CONTRACT 2014/2015



JUVENTUS ON LINKEDIN

On 20 April 2015, Juventus reached an agreement with LinkedIn to open a channel dedicated to employment issues.

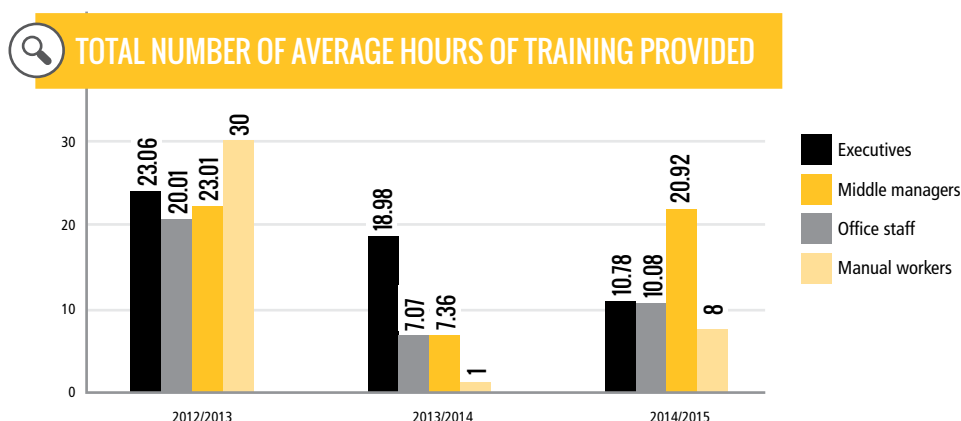
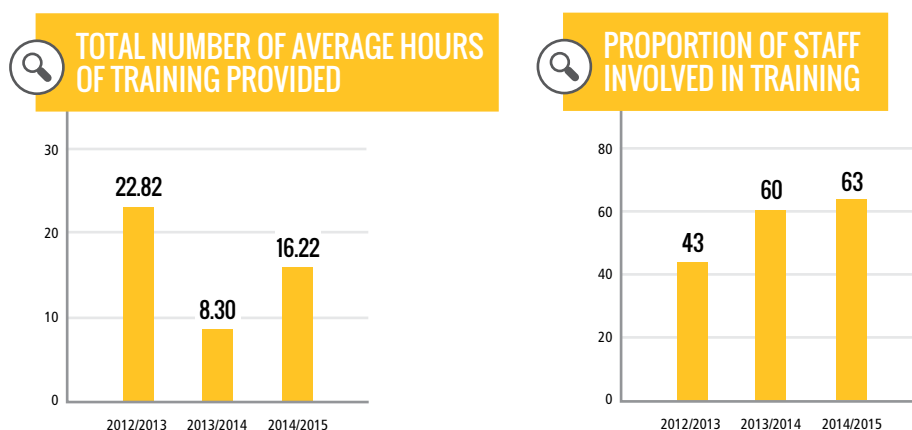
The Juventus LinkedIn page now offers a different visibility to the Club: in fact it is used to describe what Juventus does besides playing football, to engage interest profiles and increase followers as a function of the recruiting and communications requirements.

Thanks to LinkedIn, it will be possible to clearly communicate Juventus' identity, involve the reference target, strengthen employer branding activities and enhance the brand image.

To date, the page has over 12,000 followers: a reserve of people who are already loyal, in which it will be possible to carry out "recruitment" and "networking" operations.

TRAINING [G4-LA9]

Juventus considers it important to invest in training and development, and creates consistent professional development programmes: in the past season, 63% of staff was involved in training activities. Its interest in empowering and professional development of human resources is reflected by the fact that around 1/3 of current executives (with the exception of the two Chief Executive Officers) have been trained and promoted from within the company.



OCCUPATIONAL HEALTH AND SAFETY [G4-LA6]

Juventus has adopted an Occupational Health and Safety Management System (abbreviated to SGS) certified to OHSAS 18001:2007 obtaining certification on 25 September 2009.

With a view to continuously improving the levels of occupational health and safety, the system is carefully audited every six months by the certifying body, which subsequently issues renewals of the certificate.

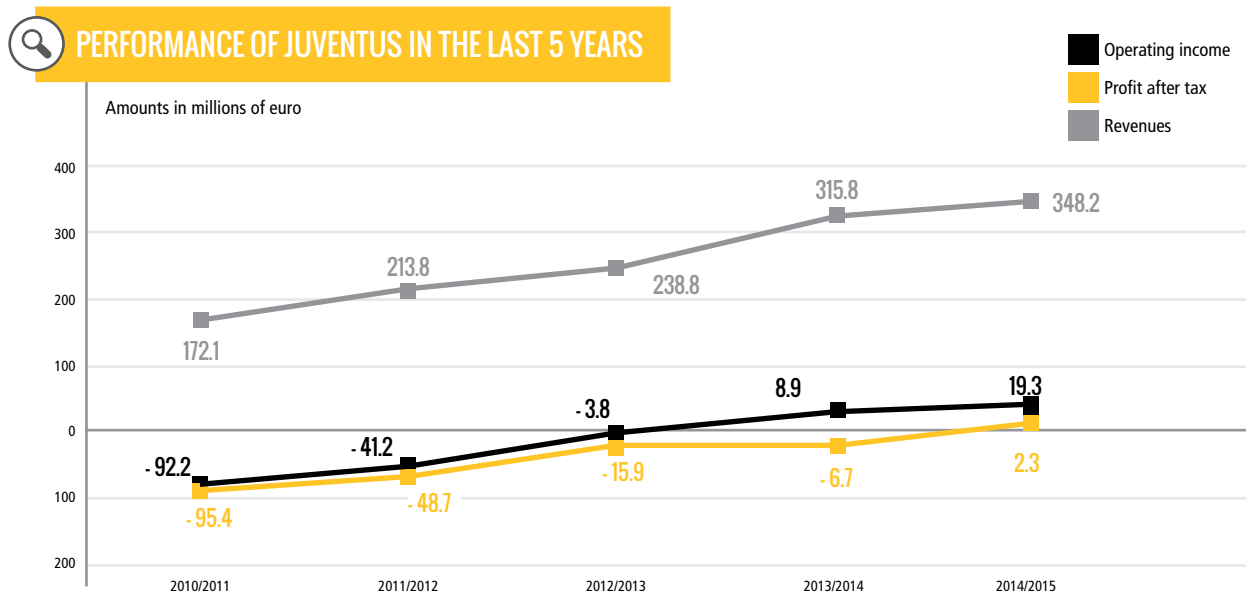
Through its **Occupational Health and Safety Policy**, Juventus provides correct information and training for its own staff and the personnel of other companies on health and safety, and guarantees the management, control and monitoring of identified risks by taking suitable preventive and corrective measures. In particular, the Company provides specific training for FIGC registered personnel and other personnel at all organisational levels.

INJURIES IN THE WORKPLACE

	2012/2013	2013/2014	2014/2015
Number of injuries	0	0	2
Of which fatalities	0	0	0
Days lost due to injury	0	0	5

FINANCIAL SUSTAINABILITY

Juventus has achieved steady, economic growth over the last four years. In 2014/2015, revenues amounted to 348.2 million euro, registering a profit after 6 years, thanks above all to the excellent results of the first team.



This growth starts from the 2010/2011 season, when the Company, guided by the newly appointed Chairman Andrea Agnelli, launched a plan for development in the mid-term, with the aim of achieving an economic and financial equilibrium by 2016. The plan included reforming the First Team to return to top-level competition in Italy and Europe, relaunching the youth sector, increasing revenues and carefully monitoring operating costs.

Over the last four years, Juventus has shown that this approach was right, and today its aim is to consolidate financial sustainability in order to guarantee a solid foundation for stable development in time, and minimise dependency on match results.

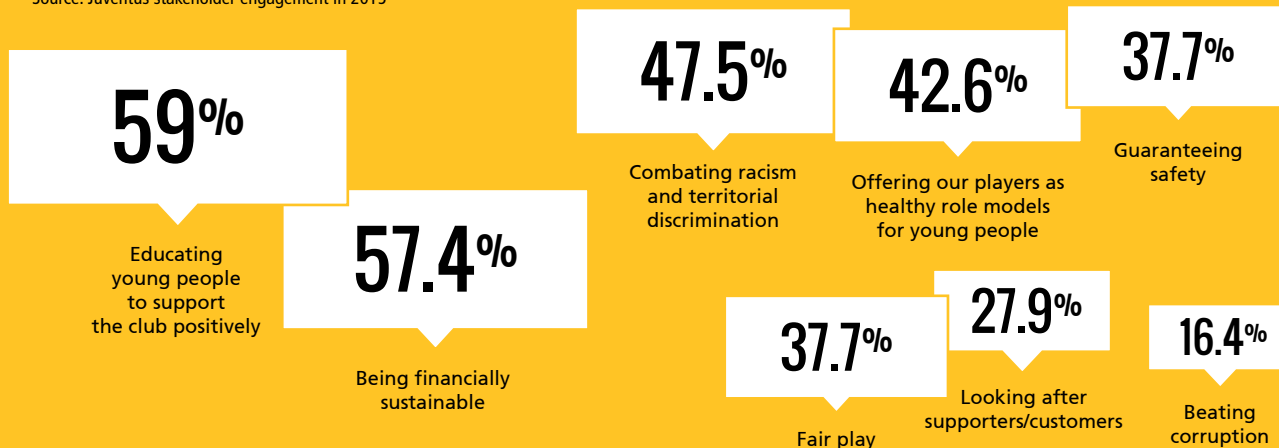


One of the main challenges faced by European football, according to stakeholders interviewed in engagement activities, is the ability of clubs to be financially sustainable.



THE MAIN CHALLENGES FACING FOOTBALL TODAY

Source: Juventus stakeholder engagement in 2015



FINANCIAL FAIR PLAY AND NEW MEASURES

[G4-15]

Over the last few years, regulations on financial fair play have become operative. Since 2011, these UEFA regulations aim to limit the deficit of football clubs, encouraging “virtuous” spending and a balanced management. Under financial fair play regulations, only football clubs that can demonstrate they have no outstanding debts and post break-even results may take part in UEFA competitions. Consequently, each club must prove it has covered all operating costs with its own revenues, with the exception of some “virtuous” costs, i.e. for the construction of a home stadium and/or sports centre, for management of the youth sector or for social investments at a general level and/or for the local community.

The initial period when financial fair play was implemented led to an 80% reduction in late payments and a 900 million euro decrease in total debts of European clubs¹.

On 30 June 2015, at its Prague meeting, UEFA's Executive Committee approved some amend-

1. Source: www.uefa.org

ments to UEFA licensing regulations for clubs and on financial fair play that will be effective from the 2015/2016 financial year.

The updated version of the regulations, which are the result of two years of consultations with parties involved, have not changed general objectives. The new aspects can be summed up as follows:

- Problems faced by clubs due to sudden financial crises or structural gaps on their reference market are considered.
- The maximum threshold of 30 million for the “three-year break-even” has been maintained.
- A voluntary agreement is possible for clubs that think they can grow economically in the mid-term, through a major investment plan, presenting an economic plan to uefa that shows their ability to return to a profit within four football seasons.
- Criteria for outstanding debt positions have been consolidated and a new definition of parties involved has been established, to en





- courage responsible investors and all entities involved to promote the positive and strong development of football in Europe.
 - To encourage the promotion of programmes aimed at young players and the development of women's football, the non-entry of relative costs in financial statements has been agreed on.
 - Clubs must appoint an officer for disabled persons, to promote access to sports' grounds.
- The new regulations, available on UEFA.org, became effective on 1 July 2015.

ECONOMIC PERFORMANCE [G4-7]

Participation in national and international competitions and the organisation of matches is the Company's core business. Its main sources of income are economic exploitation of sports events, the Juventus brand and the First Team image; the most significant of these include licensing of television and media rights, sponsorship, selling of advertising space and licensing and merchandising.

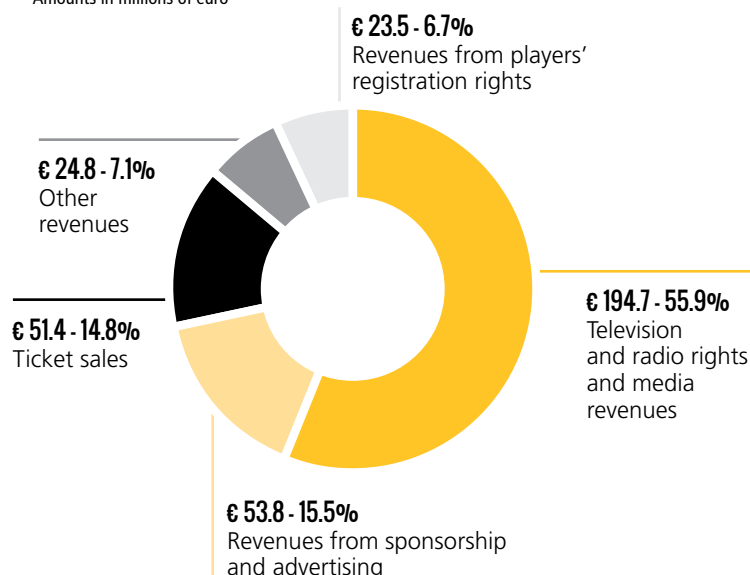
Revenues for the year refer to:

- **Television and radio rights and media revenues:** this item went up by 43.7 million euros compared to the 2013/2014 season, due to the allocation of Championship audio-visual rights and the fact that the team reached the final of the UEFA Champions League.
- **Sponsorships and advertising:** which registered a decrease of 6.5 million euros compared to the previous season, due to fewer bonuses from sponsors (-5.5 million euros) and lower revenues from royalties (-0.9 million euros) as well as other minor changes (-0.1 million euros).
- **Matches:** revenues from matches went up by 10.4 million euros compared to the previous year, mainly due to higher revenues from cup finals (+5.8 million euros), fees and revenues from friendly matches (+1.5 million euros), and ticket sales for the UEFA Champions League (+1.8 million euros) the Italian Cup (+0.7 million euros) and Championship matches (+0.4 million euros); these increases were only partially offset by lower revenues from additional match services (-0.3 million euros).
- **Other revenues:** these mainly include revenues from the Juventus Museum, and "Membership" and "Stadium Tour" initiatives, revenues from own TV productions



COMPOSITION OF REVENUES FOR 2014/2015

Amounts in millions of euro



of matches, revenues from non-sporting activities held at the Juventus Stadium, as well as insurance payouts and sales revenues distributed by the Lega Nazionale Professionisti Serie A.

- **Management of players' registration rights:** this item went down by 12.9 million euros compared to the previous year, mainly due to lower capital gains from permanent disposals of players' registration rights (-14.8 million euros), net of higher revenues from the temporary disposal of footballers (+1.8 million euros) and other minor changes (+0.1 million euros).

Profit for the 2014/2015 financial year amounted to 2.3 million euros, with a positive change of 9 million euros, due to a 10.3% increase in revenues, offset by a 7% increase in costs.

The improvement in financial performance is even more evident in terms of operating income, with an increase of 10.5 million euros compared to the past season.

Although the 2014/2015 season recorded a profit after tax, it is important to note the ongoing negative impact of IRAP (regional production tax, equal to 8 million euros), which significantly affects businesses with high personnel costs (non-deductible for tax purposes), giving rise to taxation that is not actually related to overall financial performance.



FINANCIAL HIGHLIGHTS

Amounts in millions of euro

	2014/2015	2013/2014	2012/2013	2011/2012	2010/2011
UEFA Champions League	✓	✓	✓	-	-
Revenues	348.2	315.8	283.8	213.8	172.1
Operating costs	(263.9)	(246.6)	(227.1)	(206.3)	(196.3)
Amortisation, write-downs and provisions	(66.8)	(60.3)	(60.5)	(48.7)	(60.6)
Operating income	19.3	8.9	(3.8)	(41.2)	(92.2)
Income before taxes	10.8	0.1	(10.9)	(45.9)	(93.8)
Net income/(loss)	2.3	(6.7)	(15.9)	(48.7)	(95.4)
Players' registration rights	114.2	119.9	119.2	118.1	71.4
Shareholders' equity	44.6	42.6	48.6	64.6	(5.0)
Net financial position	(188.9)	(206.0)	(160.3)	(127.7)	(121.2)



ECONOMIC VALUE GENERATED AND DISTRIBUTED [G4-EC1]

Amounts in millions of euro

COMPONENT	COMMENT	VALUE 2014/2015
Directly generated economic value		
Revenues	Net sales plus revenues from financial investments and sale of assets. The value indicated does not include excise duties	348.2
Distributed economic value		
Operating costs	Payments to suppliers, non-strategic investments, royalties and payment subsidies	63.4
Employee salaries and benefits	Monetary costs for employees	198.4
Remuneration of capital suppliers	All payments to capital suppliers	8.5
Payments to the public administration	Gross taxes. The figure includes excise duties	9.8
Investments in the community	Voluntary contributions and investments in the community (donations and projects for the community)	0.3
Economic value retained		67.8

During the first phase of the Transfer Campaign in the 2015/2016 financial year, Juventus earmarked significant resources to ensure an adequate technical and generational turnover of the First Team's bench and keep talented players on staff. As a consequence, the operating result, currently still expected to be a loss, will be influenced by increases in costs relating to sports management and the changes, also with respect to future revenues, that will derive from the sporting results actually achieved in Italy and Europe.

The Company's goal is to **consolidate the substantial equilibrium of operating profit achieved** in the previous year.

JUVENTUS AND NEW SPONSORSHIP AGREEMENTS

As from 1 July 2015, thanks to an agreement with Adidas, the new technical sponsor, and renewal of the agreement with Jeep®, the Club can review its jersey sponsorships with values that are far higher than current figures and are more in line with Clubs that have a global standing. Besides these two agreements, a recent alliance was forged on the Mexican market with the "Tecate" brand of the Heineken Group, as the first regional sponsor of the Club, thanks to a new international approach.

Juventus and Fiat Chrysler Automobiles

After 3 years, Juventus and Fiat Chrysler Automobiles have renewed their partnership, with the Jeep® brand as the official sponsor on the Juventus jersey up until 2021. This agreement is based on an annual fee of 17 euros (18 million if the Club takes part in the UEFA Champions League), and starts at the beginning of the 2015-2016 football season. In addition, the deal will see the supply of Fiat Group vehicles for promotional purposes and variable bonuses based on the sporting results achieved by Juventus in national and international competitions.

Juventus e adidas

Adidas will be the Juventus technical sponsor from the 2015/2016 season until 2021, for total fees of 139.5 million euros during the years when the agreement is in effect, excluding the supply of technical material and variable bonuses.

Juventus and Cervezas Cuauhtémoc Moctezuma - Heineken Mexico

The partnership with the Mexican brand Tecate, announced by Juventus in May 2015, consolidates Juventus' strategy of joining forces locally with the most important brands on leading markets, such as Mexico: in fact, the country has over 22 million Juventus supporters. Tecate will therefore be the new Juventus Official Regional Beer in Mexico.

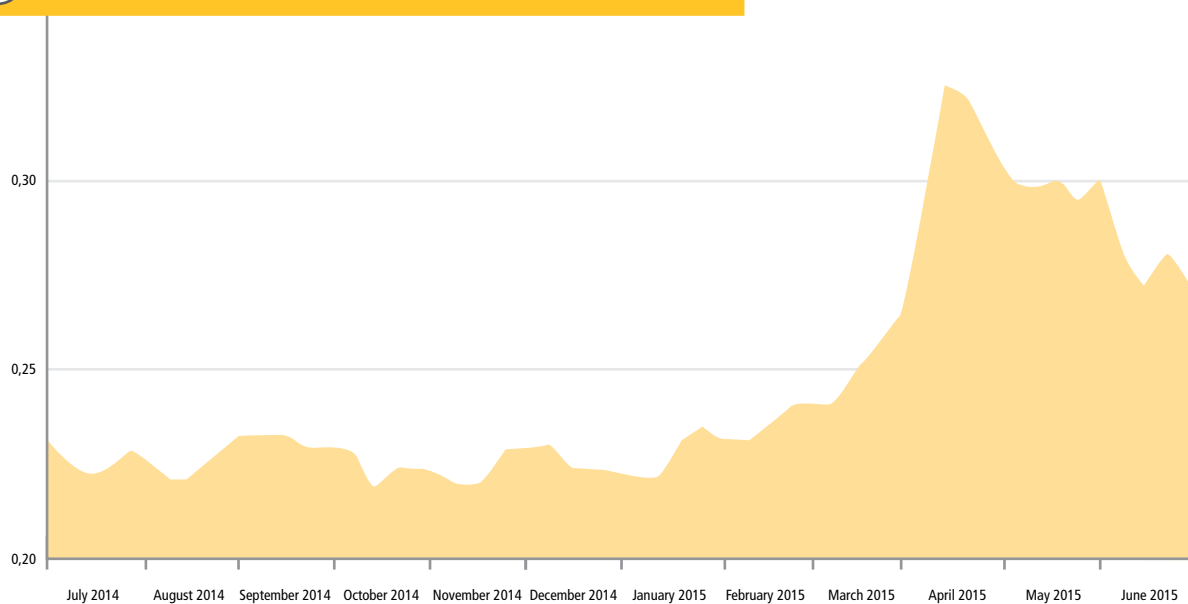


JUVENTUS ON THE STOCK EXCHANGE

Juventus, listed on the Italian Stock Exchange since December 2001, is held 63.8% by EXOR SpA, the Agnelli family's investment company (also listed on the stock exchange). Five percent of the remaining capital is held by the Lindsell Train Ltd fund and 31.2% by minority shareholders (free float).



JUVENTUS ON THE STOCK EXCHANGE (2014/2015 TAX YEAR)



GRI G4

CONTENT INDEX



This table indicates the correspondence between standard reporting required by the new Global Reporting Initiative guidelines (GRI G4) and the contents of this report.

The information in this report has not been audited by an independent organisation, as explained in the Note on Methodology.



GENERAL STANDARD DISCLOSURES

GRI GUIDELINES	REFERENCES TO PAGE OR DIRECT REPLY
STRATEGY AND ANALYSIS	
G4-1 Provide a statement from the most senior decision-maker of the organization (such as CEO, chair, or equivalent senior position) about the relevance of sustainability to the organization and the organization's strategy for addressing sustainability	page 5
ORGANISATIONAL PROFILE	
G4-3 Report the name of the organization	Juventus Football Club SpA
G4-4 Report the primary brands, products, and services	page 93
G4-5 Report the location of the organization's headquarters	C.so Galileo Ferraris, 32 10128 Torino
G4-6 Report the number of countries where the organization operates, and names of countries where either the organization has significant operations or that are specifically relevant to the sustainability topics covered in the report	Italy
G4-7 Report the nature of ownership and legal form	page 106

GRI GUIDELINES	REFERENCES TO PAGE OR DIRECT REPLY
G4-8 Report the markets served (including geographic breakdown, sectors served, and types of customers and beneficiaries)	Most of the company's business is conducted in Italy
G4-9 Report the scale of the organization	pages 100-102
G4-10 Report the total number of employees by employment contract and gender; the total number of permanent employees by employment type and gender; the total workforce by employees and supervised workers and by gender; the total workforce by region and gender. Report whether a substantial portion of the organization's work is performed by workers who are legally recognized as self-employed, or by individuals other than employees or supervised workers. Report any significant variations in employment numbers	pages 100-102
G4-13 Report any significant changes during the reporting period regarding the organization's size, structure, ownership, or its supply chain	None
G4-14 Report whether and how the precautionary approach or principle is addressed by the organization	As the organisation's environmental impact is limited, the precautionary principle is not formally addressed.
G4-15 List externally developed economic, environmental and social charters, principles, or other initiatives to which the organization subscribes or which it endorses	pages 105-106
G4-16 List memberships of associations (such as industry associations) and national or international advocacy organizations in which the organization: <ul style="list-style-type: none"> – Holds a position on the governance body – Participates in projects or committees – Provides substantive funding beyond routine membership dues – Views membership as strategic 	page 90
IDENTIFICATION OF RELEVANT ASPECTS AND THEIR BOUNDARIES	
G4-17 List all entities included in the organization's consolidated financial statements or equivalent documents. Report whether any entity included in the organization's consolidated financial statements or equivalent documents is not covered by the report	page 14
G4-18 Explain the process for defining the report content and the Aspect Boundaries. Explain how the organization has implemented the Reporting Principles for Defining Report Content	page 11

GRI GUIDELINES	REFERENCES TO PAGE OR DIRECT REPLY
G4-19 List all the material Aspects identified in the process for defining report content	page 14
G4-20 For each material Aspect, report the Aspect Boundary within the organization	page 14
G4-21 For each material Aspect, report the Aspect Boundary outside the organization	page 14
G4-22 Report the effect of any restatements of information provided in previous reports, and the reasons for such restatements	Note on Methodology
G4-23 Report significant changes from previous reporting periods in the Scope and Aspect Boundaries	Note on Methodology
STAKEHOLDER ENGAGEMENT	
G4-24 Provide a list of stakeholder groups engaged by the organization	page 10
G4-25 Report the basis for identification and selection of stakeholders with whom to engage	page 10
G4-26 Report the organization's approach to stakeholder engagement, including frequency of engagement by type and by stakeholder group, and an indication of whether any of the engagement was undertaken specifically as part of the report preparation process	page 10
G4-27 Report key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns, including through its reporting. Report the stakeholder groups that raised each of the key topics and concerns	page 14
REPORT PROFILE	
G4-28 Reporting period (such as fiscal or calendar year) for information provided	Note on Methodology
G4-29 Date of most recent previous report (if any)	2013/2014
G4-30 Reporting cycle (such as annual, biennial)	Annual

GRI GUIDELINES	REFERENCES TO PAGE OR DIRECT REPLY
G4-31 Provide the contact point for questions regarding the report or its contents	Note on Methodology
G4-32 Report the 'in accordance' option the organization has chosen. Report the GRI Content Index for the chosen option. Report the reference to the External Assurance Report, if the report has been externally assured.	Note on Methodology
G4-33 Report the organization's policy and current practice with regard to seeking external assurance for the report. If not included in the assurance report accompanying the sustainability report, report the scope and basis of any external assurance provided. Report the relationship between the organization and the assurance providers. Report whether the highest governance body or senior executives are involved in seeking assurance for the organization's sustainability report.	Note on Methodology
GOVERNANCE	
G4-34 Report the governance structure of the organization, including committees of the highest governance body. Identify any committees responsible for decision-making on economic, environmental and social impacts.	pages 95-97
ETHICS AND INTEGRITY	
G4-56 Describe the organization's values, principles, standards and norms of behaviour such as codes of conduct and codes of ethics.	page 98



SPECIFIC STANDARD DISCLOSURES

MATERIAL ASPECTS	INDICATORS	PAGE REFERENCE	OMISSIONS
Financial Sustainability	DMA	pages 16-17	
	EC 1 Direct economic value generated and distributed	page 107	
Supporters' health and safety	DMA	pages 16-17	
	EO 7 Number and type of injuries, fatalities and notifiable incidents for attendees and other relevant stakeholders	pages 31-33	
Corporate governance, compliance and ethics	DMA	pages 16-17	
	LA 6 Type of injury and rates of injury, occupational diseases, lost days and absenteeism, total number of work related fatalities by region and by gender	page 103	
	LA 9 Average hours of training per year per employee, by gender and by employee category	page 103	
Education and growth of our young players	DMA	pages 16-17	
Education of young supporters	DMA	pages 16-17	
	EO 11 Number, type and impact of sustainability initiatives designed to raise awareness, share knowledge and impact behaviour change and result achieved	pages 55-57	
Fight against racism and regional discrimination	DMA	pages 16-17	

MATERIAL ASPECTS	INDICATORS	PAGE REFERENCE	OMISSIONS
	HR 3 Total number of incidents of discrimination and corrective actions taken	page 53	
Relations with supporters	DMA	pages 16-17	
	EO 6 Type and impacts of initiatives to create an accessible environment	page 48	
Behaviour of First Team players	DMA	pages 16-17	
Health of our players	DMA	pages 16-17	

OTHER ASPECTS	INDICATORS	PAGE REFERENCE	OMISSIONS
Community and local area	EC 7 Development and impact of infrastructure investments and services supported	page 85	
	EN 3 Energy consumption within the organization	page 84	
	EN 8 Total water withdrawal by source	page 84	



Written by

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Communication and External Relations
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October 2015



2014 / 2015

FOOTBALL SEASON



Juventus Football Club
Year Two Report

