

JUVENTUS



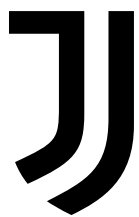
SUSTAINABILITY

REPORT

2017/2018



JUVENTUS



SUSTAINABILITY REPORT 2017/2018



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LETTER TO STAKEHOLDERS

[102-14]

Juventus has become one of the strongest points of reference in the history of sport because during its 120 years it has been able to demonstrate to the world that it is always ready for any challenge on and off the pitch.

Five years ago we were among the first football clubs to take up the challenge of sustainability in a sector which, still today, mistakenly considers it marginal or not strategic.

In these years we have built from the ground up, listening to and involving our main stakeholders with the aim of providing them with a snapshot of the Juventus vision and the impact of its various activities. We account for and describe our performance and our initiatives through the annual Sustainability Report which continues to be the cornerstone of our commitment. We have constantly evolved while creating our model of sustainability by increasing, year after year, the scope and impact of our social projects like "Gioca con Me" and "Un Calcio al Razzismo".

This season, our commitment has been aimed at understanding how our business, football, can effectively impact current social challenges at a global level. This analysis has involved the entire Club and has led to the updating of the matrix which, over the years, will have the twofold objective of defining our future initiatives and creating a common and shared language on the theme.

Living and working inside football is a daily challenge. It is the most beloved sport in the world and its social impact generates a growing sense of responsibility in us all.

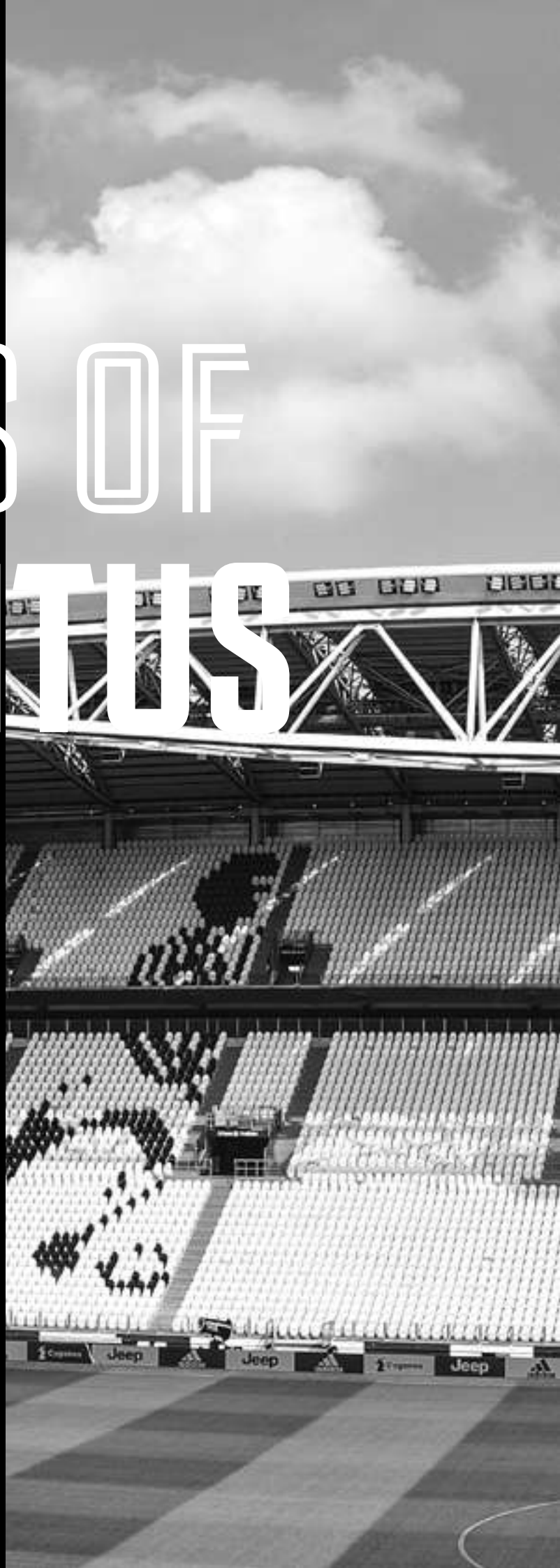
By recognizing sport as one of the industries with the greatest social impact, as outlined in The 2030 Agenda for Sustainable Development of the United Nations, Juventus can and must play a major role in redefining the rules and helping to steer this change.

Fino alla fine...

Andrea Agnelli
Chairman of Juventus Football Club S.p.A.



120 YEARS OF JUVENTUS





US

[102-2]

TURIN IS OUR CITY

120 years ago, while sitting on a bench, it started as a game and we did not yet know what we would become. Black and white are our colors.

For 120 years they have been associated with one of the most renowned teams in Italy and in the world.

To achieve our goals we have sweated, suffered and exceeded our limits as a family, with a family that has always supported us.

In these 120 years we have conquered all, rewrote history and became a legend. We will continue to do so, on and off the pitch.

We will continue to seek excellence without compromises through initiatives, projects and experiences that are radically innovative, where football will always be the starting point, but never the limiting factor.



1897

**A GROUP OF HIGH SCHOOL STUDENTS
FOUNDS JUVENTUS ON A BENCH
IN THE CENTER OF TURIN.**



**THE AGNELLI FAMILY HAS OWNED THE
CLUB SINCE 1923.**

**JUVENTUS HAS BEEN OWNED BY THE
SAME FAMILY FOR 93 YEARS.**



2011

JUVENTUS STADIUM IS UNVEILED.



1903

**THE BLACK AND WHITE UNIFORMS,
INSPIRED BY THOSE OF NOTTS
COUNTY.**



1985

**THE FIRST CLUB IN THE HISTORY OF
FOOTBALL TO WIN ALL INTERNATIONAL
TROPHIES.**



2018

**THE ONLY ITALIAN CLUB TO WIN THE
NATIONAL LEAGUE TITLE SEVEN TIMES
IN A ROW (ALSO A RECORD FOR THE 5
BEST EUROPEAN NATIONAL LEAGUES).**

TROPHIES

- 36 ITALIAN CHAMPIONSHIPS
- 2 UEFA CHAMPIONS LEAGUE TITLES
- 1 EUROPEAN CUP WINNERS' CUP
- 3 UEFA CUPS
- 2 INTERCONTINENTAL CUPS
- 2 EUROPEAN SUPER CUPS
- 13 ITALIAN CUPS
- 7 ITALIAN SUPER CUPS
- 1 WOMEN'S CHAMPIONSHIP (SERIE A) TITLE
- 1 INTERTOTO CUP

“ The Juventus soul is a complex way of feeling, a mix of sentiments, education, bohemianism, happiness and affection; faithful to our will to exist and continually improve.

Enrico Canfari

”

OUR

MEN'S

- PRIMAVERA
- ALLIEVI NAZIONALI A E B
- ALLIEVI NAZIONALI LEGA PRO
- GIOVANISSIMI NAZIONALI
- GIOVANISSIMI B
- ESORDIENTI 2005
- ESORDIENTI 2006
- PULCINI 2007
- PULCINI 2008
- PULCINI 2009
- PRIMI CALCI 2010/2011
- PICCOLI AMICI 2011/2012

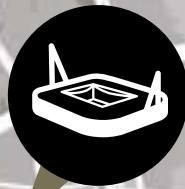


TEAMS

WOMEN'S

- PRIMAVERA
- GIOVANISSIME 2003
- GIOVANISSIME 2004
- ESORDIENTI 2005
- ESORDIENTI 2006
- PULCINI 2007
- PULCINI 2008
- PRIMI CALCI 2009





OUR FACILITIES



- ALLIANZ STADIUM
 - JUVENTUS MUSEUM
 - JUVENTUS MEGASTORE
-



JUVENTUS HQ



JUVENTUS TRAINING CENTER

- CONTINASSA
 - VINOVO
-



LINGOTTO STORE
GARIBALDI STORE

OUR APPROACH TO SUSTAINABILITY

[102-46; 102-47;102-49; 103-1;103-2;103-3]

A SUSTAINABLE BUSINESS

To create value and to maintain a relationship of trust with its stakeholders are priorities for the Club; the approach to sustainability undertaken in recent years has proven to be of great help in this respect.

Starting in 2013 Juventus has embarked on a path of sustainability that today has led it to approach its business with a more careful approach; to become one of the few Clubs at an international level with a facility dedicated to it;

to already have a series of sustainability reports behind it; to have promoted numerous engagement activities on these themes and to have defined a Model of its own that frames the corporate business in terms of sustainability.

This work to integrate the core business and sustainability is daily, just like the creation and preservation of a value that is shared with all its stakeholders.

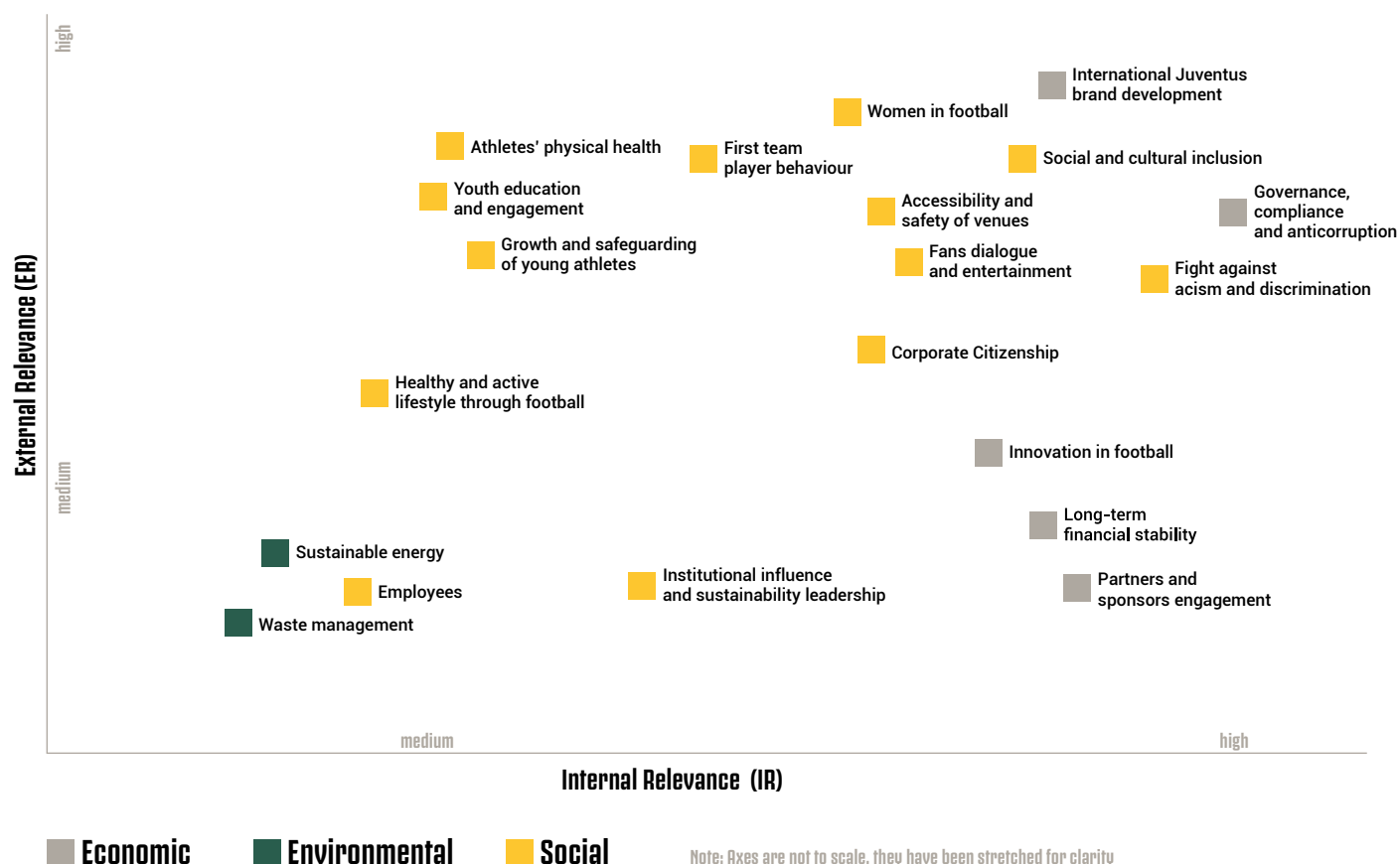
THE PRIORITY THEMES FOR JUVENTUS

During the 2017/2018 season an update to the materiality matrix was rolled out. The aim was to increasingly relate the materiality matrix with the newly evolved business aspects of Juventus, attempting to increasingly integrate sustainability into them.

The update process started with themes defined in past seasons and on the basis of an industry analysis, benchmarks and the contextualization of megatrends, the list of themes that are relevant to Juventus has been extended and updated.

To define the most significant themes the Club has analyzed the relevance of the themes both from the point of view of Juventus itself via one-to-one meetings with the top management and from the point of view of the external stakeholders via a specific social media listening campaign.

The joint consideration of these two activities has therefore led to the definition of twenty material aspects of Juventus which are included in the following materiality matrix.



With respect to the materiality matrix included in the previous edition of the Juventus Sustainability Report, the following modifications have been carried out on the basis of the findings of the activities described above:

- The following material aspects were introduced:
 Women's Football; Healthy & Active lifestyles through football; Football & Inclusion; Institutional Influence & Leadership in Sustainability; International Development of Juventus and Football & Innovation;
- The aspect "Long-term Financial Stability" (Financial Sustainability in the previous matrix) went from a "high" relevance to a "medium" relevance for the external stakeholders;
- The aspect "Environmental Impact" found in the previous matrix was divided into two new aspects "Sustainable Energy" and "Waste Management".
- Some material aspects were incorporated (e.g. Governance, Compliance and Anti-corruption) or renamed to better identify their scope of action (e.g. Growth & Protection of young athletes, Facility Safety and Accessibility, Corporate Citizenship);

The definition of the new materiality matrix, which ended at the end of the 2017/2018 season, has involved the entire Club and over the years will have the twofold objective of defining the future initiatives of Juventus and creating a common and shared language on the themes of sustainability.

THE RELATIONSHIP WITH OUR STAKEHOLDERS

[102-40;102-42;102-43;102-44]

Every year Juventus promotes a high degree of dialog and engagement with its stakeholders in its daily business activities from training meetings for young people to update sessions for coaches; from events for the most loyal fans to those for business partners; from numerous activities for media relations to those for employees.

Among the numerous initiatives, the following stand out:

Families and athletes in the Youth Sector

- 1 orientation meeting for the families of fourteen-year olds to present the activities of Juventus College

Participants in Juventus Academy and Juventus Soccer Schools

- 1 Juventus Academy Partners Meeting: over 50 representatives of Club partners active with several Juventus Academy projects in over 25 different countries around the world
- 1 Juventus Academy World Cup
- 1 Juventus Future Cup dedicated to all Juventus Soccer Schools in Italy

Shareholders and providers of capital

- 1 Shareholders meeting
- One-on-one meetings

Fans

- Match day activities, around 650 members involved
- Extra Match day activities; around 2100 members involved

THE STAKEHOLDERS OF THE CLUB

- First Team Athletes
- Football Fans
- Players' Agents and Representatives
- Youth Sector Athletes
- Shareholders and providers of capital
- Competitors (other clubs, their fans and associates)
- Families of Juventus athletes
- Suppliers and their employees
- Enrolled in the Juventus Football Schools and in the Juventus Academies
- Educational institutions and universities
- Sports Institutions
- Media
- Public Administration and Law Enforcement
- General public
- Sponsors and partners
- Staff (technical, medical, etc.)
- Local and international organizations
- Juventus fans, season ticket holders, Members and spectators at Allianz Stadium
- Top Management, employees and associates (stewards)



MATCH DAY ACTIVITIES

A day with Juve (J1897 Member/ Black&White Member):

this activity offers J1897 Members and Black&White Members the unique chance to be a guest at Allianz Stadium and watch a Juventus home game from the grand stands with a companion.

VIP Hospitality Experience (J1897 Member):

activity dedicated to members to spend a day at the Legends Club.

Kids on the pitch: pre-match activities for the Junior Members:

Junior Photographer: on the occasion of J/Bologna a new activity was launched for the Junior Members, which offers the chance to become official photographers for a day, immortalizing some crucial moments of the pre-match.

"A Day with JU":

Contest dedicated to those who have subscribed or renewed a J1897 or a Black&White Membership. In addition to the opportunity to visit Allianz Stadium and to be able to attend the last Juventus home match with a companion, the winner awarded the best player of the EA Sports season (MVP of the 17/18 year), on the sidelines before the beginning of the match.

EXTRA MATCH DAY ACTIVITIES

Villar Perosa (J1897, B&W, Junior):

a J1897 Member, a Black&White Member and a Junior Member, in the company of their companions, have the chance to watch the friendly match between Juventus A and Juventus B.

USA Summer Tour:

involvement of Members and partners of the Juventus Official Fan Club North America.

Jay's Birthday (Junior Member):

on the occasion of Jay's birthday, seven Junior Members were invited to celebrate and have fun together, giving free rein to their creativity in the educational workshops organized exclusively for them.

Men's Team 17/18 photo (J1897, B&W, Junior):

one J1897 Member, one Black&White Member and two Junior Members had the opportunity of participating in the official shoot of the First Team.

Women's Team 17/18 photo (J1897, B&W, Junior):

one J1897 Member, one Black&White Member and two Junior Members had the opportunity of participating in the official shoot of the First Team.

National Family Day at the Museum (Junior Member):

100 Junior Members, accompanied by their families, enjoyed a guided visit of the Museum, followed by an educational workshop where the children gave free rein to their fantasy and creativity.

Open doors training sessions:

Juventus Members have the chance to watch the Juventus players during training sessions at the Juventus Training Center in Vinovo. A fundamental moment, when the coach, his staff and the players prepare for various competitions. All of this will become even more important thanks to the presence of the most loyal fans.

Two Junior Reporter appointments with Marchisio and Bernardeschi (Junior Member):

twenty Junior Members had the chance to become journalists for a day by participating in Junior Reporter by interviewing some special guests.

Junior Christmas (Junior Member):

110 Junior Members were hosted with their families at the Giampiero Boniperti Club during the holidays.

Corporate Christmas Dinner 2017 (J1897 Member):

two J1897 Members, with two companions, had the chance to participate in the classic corporate Christmas dinner.

Black and White treasure hunt (Junior Member):

50 Junior Members had the chance to enjoy a dedicated and free visit to the Museum where a fun treasure hunt revolving around a series of questions about the history of the Club was organized for them.

2 Fly to: trip to London and Madrid (J1897/Black&White):

contest to attend away Champions league matches.

Juniors draw art:

75 Junior Members attended the event "Juniors draw art" at the Juventus Museum, taking part in the educational workshop created by the Museum together with CoopCulture, entitled: "Ori, Coppe e Campioni" [Gold, Cups & Champions]. A playful activity created exclusively for the day, where participants, accompanied by a didactic operator, visited the Museum by paying particular attention to the many trophies won by Juventus and, at the end of the visit, with pen and paper, they designed a trophy according to their imagination. Once the activities in the museum were finished, our Members took a dedicated tour of Allianz Stadium together with two companions.

J1897 Day:

300 J1897 Members attended an exclusive dinner with a strict black and white dress code at Allianz Stadium in the exclusive Agnelli Club, in the presence of the Director Giuseppe Marotta and Giorgio Chiellini who also brought with him the newly won Coppa Italia.

National League Title celebration bus:

14 Members and 20 members of the Juventus Official Fan Club had the opportunity to be among the protagonists of the party for the 36th national title.

Daily involvement and listening through the new customer care service and social networks.

JUVENTUS OFFICIAL FAN CLUB

Juventus Summer Tour 2017 (20-31 July 2017)

- meeting with the Juventus Legends Edgar Davids and David Trezeguet reserved for members of the Juventus Official Fan Club Empire State (40 people).

Juventus UAE Day (19-20 January 2018)

- a weekend under the banner of Black and White in the United Arab Emirates. Event with David Trezeguet dedicated to members of the Juventus Official Fan Club (hereinafter also "JOFC") UAE.

JOFC Day (15 April 2018)

- a meeting of all the presidents of the Juventus Official Fan Clubs in the world and the company in Turin.

Juventus Trophy Tour 2018 (2-7 June 2018)

- To celebrate the season of MY7H, Juventus landed at the Official Fan Clubs with the legends Fabrizio Ravanelli, Mauro German Camoranesi and the two trophies for the National title and the Tim Cup.
 - Toronto: 70 people (2 June 2018)
 - Vancouver: 120 people (4 June 2018)
 - Silicon Valley: 80 people (5 June 2018)
 - Miami: 50 people (7 June 2018)

Hong Kong (31 March 2018)

- 25 members of the Hong Kong JOFC came to Turin to experience a weekend as real Juventus fans, watching the Juventus-Milan match. The members were also able to enjoy an exclusive walk-about and watch the warm-up from the sidelines

Five "Third Half" events

- the Third Half is a dinner at the end of the game reserved for members of the Juventus Official Fan Club who have the unique opportunity to meet some players. 120 people x 5 events = 600 people.

Two "Regional Meeting" events in Bologna and Benevento

- in the regional meeting, the representatives of the JOFC in the region have the unique chance to meet some players for an away Serie A match (100 people).

22 "Walk-About" events organized for every Serie A Tim and Tim Cup match at Allianz Stadium

- During the walk-about reserved for JOFC members, fans can enjoy an exclusive tour of the stadium set-up and ready to receive our champions and welcome players when they arrive (appx. 800 people).





LOCAL AND INTERNATIONAL ORGANIZATIONS

- Participation in various events (Dinner in memory of "Ale & Ricky", Heysel Commemoration, etc.)
- Two recruiting events (at the Bocconi University and in collaboration with Almalaurea)
- Five events at the Museum
- Initiatives in collaboration with UNESCO
- International Day for the Elimination of Racial Discrimination (21st March)

EMPLOYEES

- Juventus Christmas Dinner
- One event at the end of the season opened to all stewards
- Initiatives of internal engagement in sustainability at Juventus

PUBLIC ADMINISTRATION AND LAW ENFORCEMENT

- Thirty meetings of the Security Operational Group (every home game)
- Continuous dialog with the Public Administration and with the Prefecture

SPONSORS AND PARTNERS

- 1 B2B Day "Light Up Your Business": 240 professionals from 160 companies, for a day of meetings at the Allianz Stadium to lay the foundations for future collaborations. This event was reserved for the partner companies of the Club and for the companies possessing corporate Juventus Club Premium season tickets.
- 1 Licensing Summit: more than 100 national and international licensees participated in the first day dedicated to them at the events space in the stadium. Many news were presented, including the new identity and the many opportunities linked to the world of licensing.

SPORTS INSTITUTIONS

- 12 League Assemblies
- 1 Extraordinary ECA Assembly
- 4 working groups/Task Forces
- 2 General Assemblies
- 5 UEFA Executive Board: thematic working groups
- 1 EFDN Conference

OUR ROLE IN THE INDUSTRY OF SPORT

[102-13]

In 2016/2017 professional football has produced in Europe €25.5 billion⁽¹⁾, growing by an annual average of 6.3% over the last five years. This value takes into account the revenue generated by more than seven hundred clubs of the top European divisions, FIFA, UEFA and national federations. There are three main revenue categories in the sector: income from television rights, proceeds from match days and other commercial revenues. The first is closely linked to participation in domestic and international competitions; the second is attributable to revenues linked to the event-match, mainly ticketing; while commercial revenues relate mainly to sponsorship contract subscription and brand enhancement.

The five major National Leagues in Europe (Premier League, LaLiga, Bundesliga, Serie A and Ligue 1) had revenues of €14.7 billion⁽¹⁾ with an average annual growth rate of 10.7% over the last five years. The five major leagues are composed of ninety-eight clubs. Among these, the twenty clubs with the highest revenues generated in the 2016/2017 season, around €7.9 billion⁽²⁾, made up almost a third of all the sector revenues in Europe.

In Italy, the three professional leagues (Serie A, Serie B and the Lega Pro) had revenues of €2.6 billion⁽³⁾ in the 2016/2017 season. Juventus, with €411.5 million, was the club with the highest revenues in Italy and tenth in Europe⁽⁴⁾.

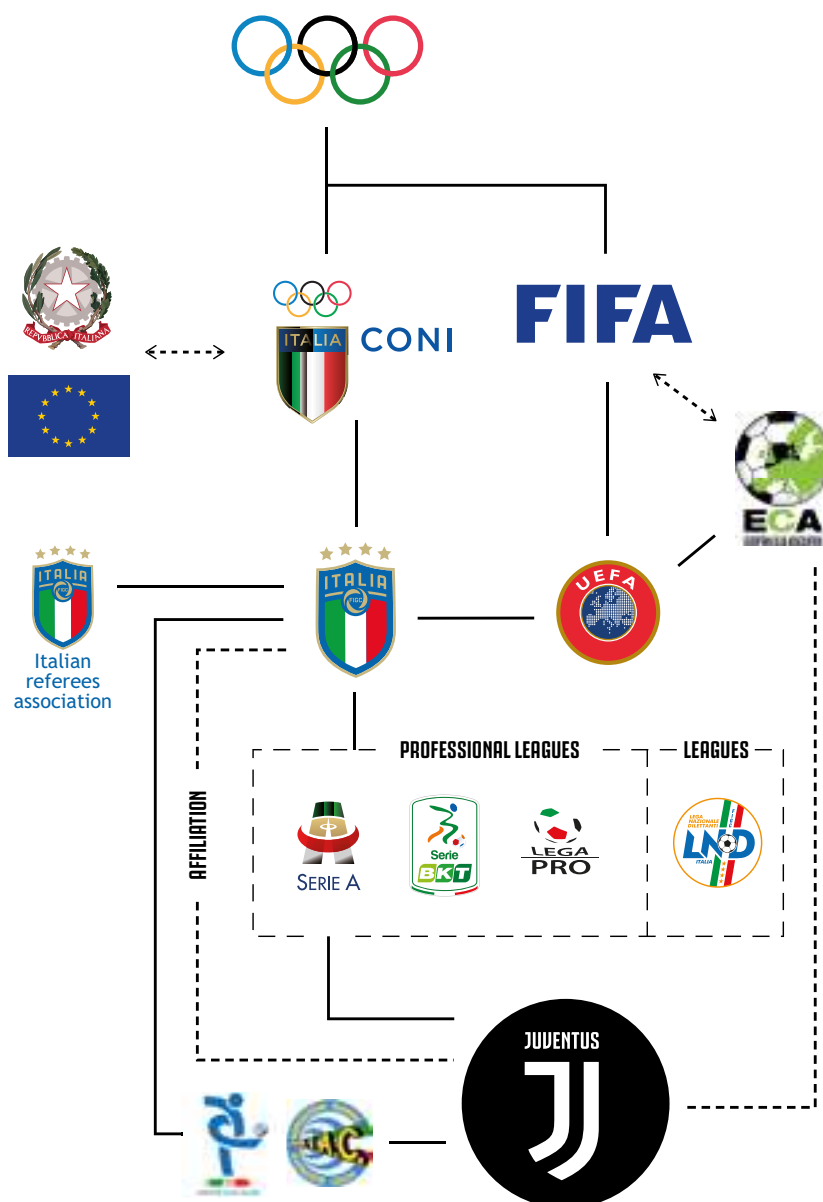
Professional football is therefore an economic phenomenon that is relevant and strongly polarized in its interior. The economic results of the sector are closely related to performance on the pitch. The failure to qualify for international competitions or the downgrading to a lower category can have a detrimental impact on the balance sheet of the companies, jeopardizing their very existence. In this context, football clubs of all categories are the only sporting institutions that take on entrepreneurial risk.

(1) Deloitte Annual Review of Football Finance 2018

(2) Deloitte Football Money League 2018

(3) Football Report 2018

(4) The data reported in this page do not take into consideration the revenues generated from the sale of the rights to the multi-year performance of footballers



SPORT GOVERNANCE

In this context:

From 5 September 2017, Andrea Agnelli, as ECA Chairman, leads the association for the period 2017-19.

As President, Andrea Agnelli, part of the ECA Board from 2012, will continue to represent the 230 member clubs at the Executive Committee of UEFA, a role that he has fulfilled since September 2015.

In addition, Juventus is present within ECA in two working groups (youth and competitions), as well as in two committees & expert panels (women's football and legal advisory).

"LEADERSHIP AND STRATEGY": ECA AND THE CLUB MANAGEMENT PROGRAM

In November 2017 Juventus hosted a workshop at Allianz Stadium organized by ECA in the context of the Club Management Program entitled "Leadership and Strategy", during which there was a study and an analysis of how leadership and management strategies apply to a sports company.

The President Andrea Agnelli also took part in his role as the President of ECA and after him, other representatives of the top management presented the leadership visions and models pertaining to the club.

**AN
INNOVATIVE
RESPONSE
TO OUR
CHALLENGES**



TOWARDS A UNIVERSAL FOOTBALL

“ At the moment, women's football has been freed from the niche where it had been confined for too long and, in everyone's perception, it has become a sport whose rights and exposure are absolutely equal to the men's.

Stefano Braghin

”

Juventus is united, under its colors, under its brand.

It embodies the passion of millions of people who recognize themselves in the Women's Team and in the Primavera Team (under-20), in the First Team and in the teams of the Youth Sector.

THE JUVENTUS FAMILY IS ONE.

JUVENTUS WOMEN

Juventus officially entered the world of women's football by participating in the 2017/2018 season in the Italian national league, thus joining the rank of other European clubs. An important choice and an opportunity to bring girls and young women closer to the discipline of football.

The women's First Team is a further step in the path begun in 2015 with the creation of the women's Youth Sector which, after two years, counts more than 100 members in all categories. Juventus wants to offer girls who from childhood dream about the Black and White jersey and the opportunity to make it to the First Team.

For Juventus having a women's section is an important commitment to improve the professionalism of women's football and sport in a country like Italy, where there is still a long way to go to get anywhere near European standards. In countries like France or Germany, women's teams have long been affiliated with the corresponding men's and the players have a professional status.

From a sporting point of view, the will of Juventus is to pioneer a path toward organization, working modes and quality of the coaches placed at the disposal of the girls, who previously were in a context with few opportunities for growth. The women of Juventus use the same facilities as the men's teams with whom they also share training methodologies and medical aspects from physiotherapy to injury recovery.

The 2017/2018 season has seen the beginning of the women's Primavera Team, the missing link between the Youth Sector and the First Team, aimed at properly preparing young women for the big step.

The investment was significant: **all aspects already included in the men's world were also applied to the women's world.** In particular, the Juventus College, the Convitto and the ability to train in various facilities equipped with all manner of technical material were put at the disposal of the women's project.

“ *At the beginning of the season we certainly all hoped that we would be in this situation because we built a group within a month and we made it into a team. We knew that it would be hard to fight for the first objective, the qualification in the Champions League, and we have taken extraordinary steps. We are quite happy with what has been done so far.*

Rita Guarino

”







Female models of inspiration for future generations

Sara Gama, captain of the women's First Team, has been selected by Mattel as "Shero": a recognition accompanied by the creation of a one-of-a-kind Barbie doll. Sara was the only Italian among the 17 personalities of the past and the present regarded as a source of inspiration for future generations, in addition to having become a point of reference for the entire Italian women's football movement.

“ Being an example for the new generations in breaking down barriers in society, of which sport is sometimes a mirror: this is the objective that pushes me to give more and more. Barbie has accompanied the childhood of girls for a long time and I like the fact that she inspires them to experience their dreams through play.

Sara Gama

”

“Io per lei”: the Juventus female footballers for Telethon

The Club, with the players of Juventus Women, has supported the campaign #IoperLei of the Telethon Foundation, Italy, to take care of children suffering from rare genetic diseases.

In May 2017 the athletes publicly launched an appeal to raise the awareness of all mothers with children affected by these rare diseases and all the researchers involved in the search for a cure. In parallel, in over 1600 Italian cities, it was possible to buy "Cookie Hearts" and thus participate in the fundraising.

GAMA





JUVENTUS FOR SPECIAL

The 2017/2018 season inaugurated the debut of the **Black and White jerseys** on the pitches of the **"Quarta Categoria"**, the 7vs7 football tournament dedicated exclusively to young people with cognitive and relational disabilities.

Juventus for Special was born on 18 January 2017 thanks to the memorandum of understanding between the CSI and FIGC and the collaboration of AIAC, AIA, AIC, Serie A, Serie B, Lega Pro, LND, FIGC and CSI.⁽⁵⁾

The national league provides for the twinning connection between the teams involved in the project and the big clubs: with the adoption of the ASD None Excluded, Juventus has ensured the presence of four teams in three different categories of the tournament.

A sports season which also ended positively in this tournament where the team Juventus for Special won their respective rounds of 4th and 5th Category achieving the highest title.

(5) AIAC : Italian Association Football Coaches;

AIA: Italian Referees Association;

AIC: Italian Footballers Association;

LND: National Amateur League;

FIGC: Italian Football Federation;

CSI: Italian Sports Center.

“ We must stop considering diversity as a limit. Diversity is first of all a potential. In contact with these young people I understood what their special part is and I am sure that football can help them to draw it out.

Gianluca Pessotto

”

TAKING CARE OF OUR ATHLETES



Health is a priority for Juventus; from the First Team to the Youth Sector, athletes are followed and monitored carefully by a staff of professionals who, while constantly engaged on several fronts, work to confront the sports season in the most optimal manner.

Among Italian football teams Juventus played the most games during the 2017/2018 season; the monitoring of athletes, innovation and the constant training of staff are therefore important factors that allow coaches and players to be in the best conditions to aspire to victory.

INNOVATE FOR AN OPTIMAL MANAGEMENT OF THE HEALTH OF ATHLETES

The Club invests time and resources in innovation to ensure the health and the physical, athletic and psychological wellbeing of the First Team, the Youth Sector and Base Training participants with reference both to the men's and the women's sector.

Starting in the 2015/2016 season, Juventus chose to invest in order to innovate and to increasingly improve the attention to the state of health and to the optimization of the performance of each player and, consequently, of the team as a group.

The creation of a dedicated **Sport Science** Department has thus allowed refinement of data processing techniques which are important and useful to ensure a uniform assessment of all Juventus members from a anthropometric, performance, functional and training load standpoint, and also to build a database of these parameters.

The activities implemented by the Department have evolved to provide a series of useful services for the programming and analysis for training both male and female athletes and for the development of a synergistic collaboration between all the sports areas (from medical to scouting).

Thanks to this increasingly scientific and uniform approach, today it is possible to build an **individual database for each athlete** by monitoring the incidence and prevalence of injuries in all categories.

The value that **innovation** has for Juventus is apparent, for example, in activities like the increasingly cutting-edge development of wearable technology in order to improve the quality of athlete monitoring data and consequently its level of accuracy.

In the 2017/2018 season the Club has worked to finish the development of an **innovative GPS system**. Thanks to a new system based upon an algorithm developed by Ferrari engineers the margin of error can be decreased by increasing the precision and accuracy of data recorded and processed during training sessions.

The new GPS introduced for the 2018/2019 season also incorporates heart rate monitoring and the ability to visualize real-time data.

Juventus has continued its innovative work on the evolution of the **JAT (Juventus Technical Area) platform** which was expanded to incorporate data relating to the sports-medical and psychological profile of the athlete and other areas. The goal is to develop an actual internal corporate App for players, coaches and management.



THE MEDICAL SECTOR: THE QUALITY MANAGEMENT SYSTEM AND ANTI-DOPING CONTROLS

The main task of the Juventus medical system is to monitor the state of health of all the athletes, from the First Team to the Youth Sector, while seeking to prevent, reduce and monitor injuries.

The field of application of the Quality Management System (SGQ) of the medical sector includes the formulation of medical and sports diagnosis, the delivery of health services and medical/rehabilitation therapies and the prevention of the onset and development of pathologies.

As in every season, in December 2017 the conformity of the current documentation system with operating modes in force and the conformity of the processes with requirements laid down by ISO 900:2008 were verified through an internal and an external audit by the certification body TÜV.

In the month of September the SGQ was updated to reflect changes introduced by ISO 9001:2015.

Furthermore, Juventus continues its commitment to the promotion of a culture of health and the fight against doping, particularly aimed at raising the awareness of future athletes.

In addition, employees and associates, players, members and managers of Juventus must closely follow the regulation pertaining to the fight against doping both for the protection of the physical and mental health of players and for the fairness of the competitions. Juventus clearly affirms its commitment to refrain from activities which may alter the conduct or the result of sports competitions.

The Italian National Olympic Committee (CONI), in its position as the National Anti-doping Organization (NADO), is the national body endowed with the highest authority and responsibility for the implementation and adoption of the World Anti-Doping WADA program.

ANTI-DOPING CONTROLS OF JUVENTUS PLAYERS (2017/2018 SEASON)

PERFORMED BY	FOR A MATCH	NOT ON MATCH DAY
CONI (ITALIAN NATIONAL OLYMPIC COMMITTEE)	89	35
UEFA	22	40
TOTAL	111	75

CONI and NADO: the 'Registered Testing Pool' (RTP) program

The RTP program provides for the carrying out of anti-doping tests outside of competitions for athletes at a national level. The criteria for inclusion in the program are:

- assessment of the doping risk (risk assessment);
- athletes belonging to national teams of Olympic or Paralympic sports or other sports of national importance;
- athletes who train autonomously but who practice at an Olympic, Paralympic, or world championship level and who can participate in these events;
- athletes who are currently disqualified;

- athletes who were on the RTP list, then retired from the sport and who intend to return to compete;
- athletes included in the Biological Passport program of tests;
- athletes who do not meet the criteria listed above but who are under the jurisdiction of NADO Italy which intends to subject them to specific doping controls.

The athletes included in the RTP registry must provide information about their availability to CONI-NADO for the duration of their enrollment in said registry.

Juventus has three players in the program.

INJURIES

Any physical problem that occurs during a match or a training session and that makes the player unavailable for subsequent sessions or matches is defined as an injury.

There are three types of injuries:

- Muscular
- Sprains/bruises
- Tendons

KEY NUMBERS	2017/2018 SEASON	2016/2017 SEASON
MUSCULAR INJURIES	11	21
TENDON INJURIES	1	1
SPRAINS	3	2
ITRAUMATIC INJURIES	8	16

TOTAL INJURIES/MONTHS	TOTAL INJURIES/MONTHS 2017/2018*	TOTAL INJURIES/MONTHS 2016/2017
JULY	1	0
AUGUST	0	0
SEPTEMBER	3	5
OCTOBER	0	6
NOVEMBER	5	5
DECEMBER	2	3
JANUARY	3	4
FEBRUARY	3	6
MARCH	1	7
APRIL	4	3
MAY	1	3

*Sporting activities restarted in the month of July 2017 and ended on 21 May 2018.

The distribution of injury location is in line with the injury average of other European teams; the lesions due to functional overuse (for chronic pathologies determined by "wear") were above average against lesions of a traumatic type. (Source UEFA Elite Club Injury Study 2017/2018 Season report Juventus FC)

In the past season there was a greater number of injuries, both with a traumatic "contact" nature and without, as compared with the European average and with what was recorded by Juventus in the 2017/2018 season;

however the average days of absence linked to both types of lesions mentioned above was in line with the average of other teams and it is linked to a fast recovery time of the injured players; such recovery timing, in the 2017/2018 season and in the previous one, takes on an even more significant importance where it is compared with the number of "re-injuries" which was zero.



TRAINING FOR COACHES

The training and updating of professionals who take care of the Juventus athletes is a crucial aspect for the Club.

Every season, training includes a specific in-depth study on topics that were deemed useful to the Juventus staff which include technical aspects linked to goalkeeping and to the physical, medical-rehabilitation and psychological areas as well as special topics such as scouting, one of the most important tasks for the construction of a winning and competitive team.

The new item for the 2017/2018 season was the **participation of international competitors** as lecturers such as Schalke 04 and Espanyol; the reason for this choice was born from an awareness of the value of international input and dialogue in order to improve the quality of work that is carried out within the Club on a daily basis.

In the 2017/2018 season, coaches, trainers, physiotherapists and doctors were involved in 49 lectures, for a total of 61 hours of updating and training. The total number of participants throughout the training was approximately 1,200.





EDUCATION AND TRAINING OF YOUNG ATHLETES

For Juventus, besides being prepared physically and psychologically to face sports competitions, athletes must also be able to tackle life as a person.

It is therefore important to strive to transmit values and principles to young people beginning at a very early age in the Youth Sector. For this reason, Juventus also strives to support the coaches who work with the young athletes on a daily basis so that they can develop the communication, interpersonal, relationship, and group management skills of the group and provide emotional support to each individual athlete.

Team spirit, the behavior in everyday life and therefore the ability to best exploit their potential according to their personality are the subject of continuous work and training. Every season *Formazione Juventus* [Juventus education] has the objective of developing the so-called "Life Skills" in the young athletes enrolled in Basic Training, which the WHO - World Health Organization defines as skills that are "useful for life, in all age brackets".

A theme that was central to the Juventus Education during the 2017/2018 season was "**continuous improvement**". The objective was to explain to the young athletes how to make the best use of their potential to be able to improve, each according to their own individuality and characteristics. This is a value that is considered very important by the Club, both on and off the pitch, and that the young people who grow up wearing the Juventus jersey must never neglect.

Training activities

SEASON	THEME	ATHLETES	MEETINGS
2017/2018	Continuous improvement	354	79(****)
2016/2017	"I" in the group	347	71 (***)
2015/2016	Recognize and manage emotions	266	22
2014/2015	To lead and to be led in sport and in life	253	20
2013/2014	Sport teaches us to overcome conflicts	240 (**)	32
2012/2013	Facing challenges	354	26
2011/2012	Teamwork	314	64 (*)
2010/2011	Grow into sport	327	71
2009/2010	Grow at Juventus	370	48

(*) Number of meetings with young people to which meetings with Assistant Managers (4), Families (2) and technical staff must be added. (**) The number refers only to young people born between 2000 and 2005. (***) Number of meetings with young people to which 22 meetings with the families of those born between 2003 and 2010 and 4 meetings with the technical staff must be added. (****) Number of meetings with young people to which 16 meetings with parents of those born between 2005 and 2012, 3 meetings with the technical staff, a meeting with Assistant Managers and a meeting with the teachers of the Juventus High School must be added.

Fair play and respect for the rules are also part of the foundations of Juventus culture. To be able to measure fair play on the pitch is not easy; if on the one hand we can take yellow and red cards as a reference, they cannot be separated from a broader, more complex context which includes, for example, the number of matches played.

It is therefore necessary to also keep in close consideration the attitude of the athletes on the pitch, attention paid to opponents and respect for the referee, etc.

Serie A national league: Violations on the pitch

SEASON	YELLOW CARDS	RED CARDS
2017/2018	64 (***)	1
2016/2017	109 (**)	2
2015/2016	90 (*)	6

(*) There were 70 yellow cards for misconduct against an opponent, 8 for irregular behavior on the pitch and 12 for protests against referees.

(**) There were 94 yellow cards for misconduct against an opponent, 6 for irregular behavior on the pitch and 9 for protests against referees.

(***) There were 54 yellow cards for misconduct against an opponent, 4 for irregular behavior on the pitch and 6 for protests against referees.





There are also many activities to support young people in the use of social media, in recognizing gambling addiction, sports and online fraud. All fundamental aspects to accompany these young athletes in their future life.

Two educational meetings were also dedicated to the theme of smoking prevention focusing, on the one hand, on highlighting the damage that tobacco consumption causes to the body in particular during the years of development and the negative

consequences on physical performance, and on the other hand, increasing awareness of the risk associated with any kind of addiction intended as a limitation on the ability to choose, decide and manage one's own lives without external constraints. The Club is engaged in the development and management of initiatives directed to the young people of its Youth Sector and to the young people of the Juventus Football Schools to sustain and support the physical, cultural and personal growth of young players.

THE YOUTH SECTOR

The Juventus Youth Sector, composed of young people between the ages of 6 and 18, featured 17 men's teams and 8 women's teams in the 2017/2018 season.

COMPOSITION OF THE YOUTH SECTOR MEN'S TEAM		
	AGE	NO. ATHLETS
PRIMAVERA	Under 19	29
ALLIEVI NAZIONALE A E B	Under 17	23
ALLIEVI NAZIONALE LEGA PRO	Under 16	27
GIOVANISSIMI NAZIONALI	Under 15	27
GIOVANISSIMI B	Under 14	35
ESORDIENTI 2005	Under 13	37
ESORDIENTI 2006	Under 12	34
PULCINI 2007	Under 11	37
PULCINI 2008	Under 10	29
PULCINI 2009	Under 9	29
PRIMI CALCI 2010/2011	Under 8	21
PICCOLI AMICI 2011/2012	Under 7	14

COMPOSITION OF THE YOUTH SECTOR WOMEN'S TEAM		
	AGE	NO. ATHLETS
PRIMAVERA	Under 19	20
GIOVANISSIME 2003	Under 15	18
GIOVANISSIME 2004	Under 14	17
ESORDIENTI 2005	Under 13	18
ESORDIENTI 2006	Under 12	17
PULCINI 2007	Under 11	11
PULCINI 2008	Under 10	6
PRIMI CALCI 2009	Under 9	2

For Juventus it is essential that its athletes are able to work out an effective synergy between school work and football. The academic year 2016/2017 saw graduation of the second cycle of students: 8 young people earned a diploma before an external committee. Among these, one with 100 and one with 98.

JUVENTUS COLLEGE

It is a project that was born in 2012 in order to allow young people in the Juventus Youth Sector to combine a serious sport activity with an educational path. The sport season 2017/2018 stands out for two major innovations:

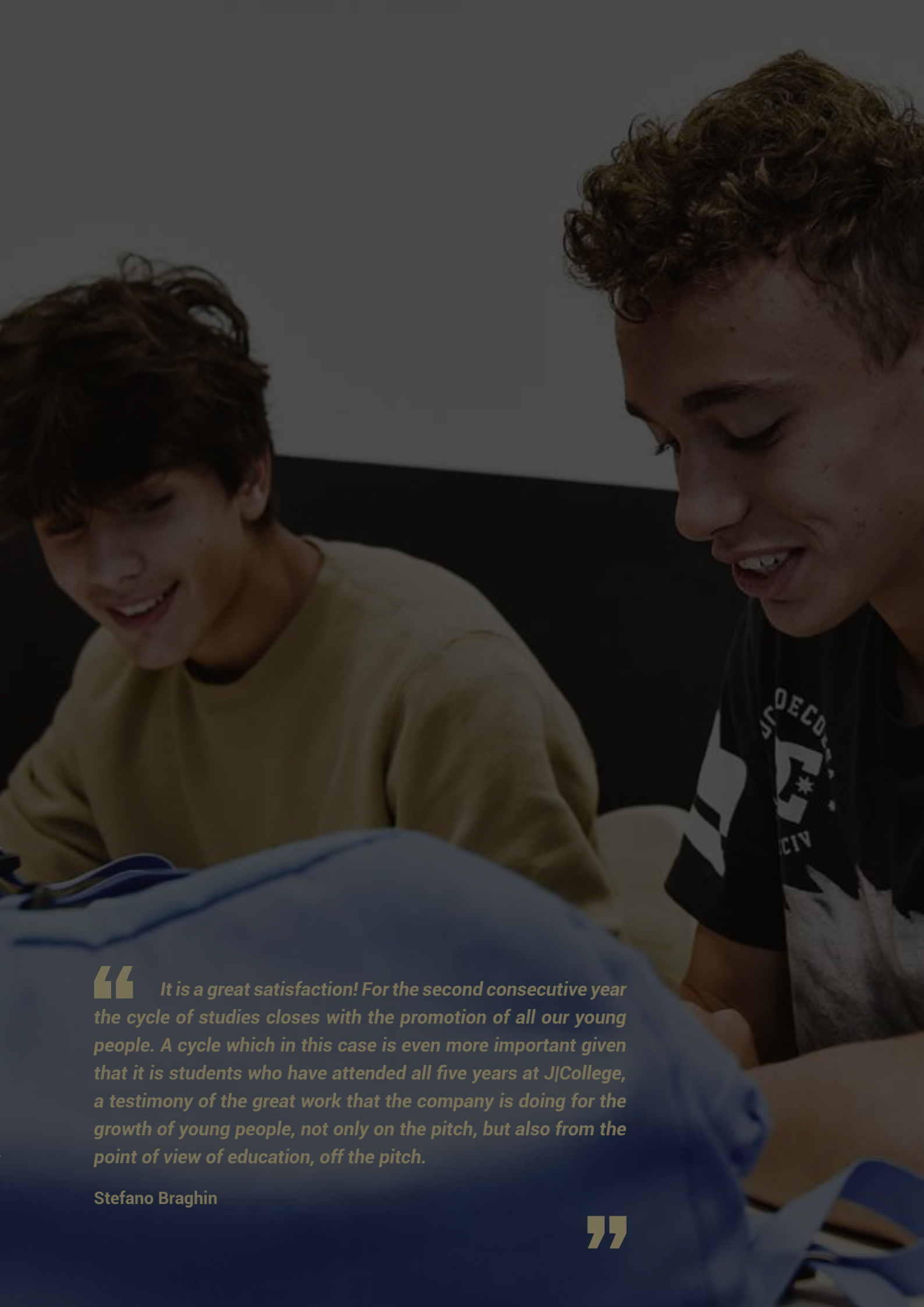
- the **presence of girls in the classes**, hand in hand with the growth of the Juventus women's sector; eight in ninth grade, three in tenth grade and a player of the First Team in the thirteenth grade;
- the **introduction of technology** through the use of a free platform that allows students to follow lessons and enter into dialog with the teaching staff especially when, due to football commitments, they are away.

JUVENTUS COLLEGE ATTENDANCE			
	2017/2018	2016/2017	2015/2016
NINTH GRADE	34	25	28
TENTH GRADE	28	24	25
ELEVENTH GRADE	16	17	23
TWELFTH GRADE	10	13	16
THIRTEENTH GRADE	8	10	8
TOTAL STUDENTS	96	92	100

Under 15: the Juventus - Napoli semifinal

In the post-match of the Juventus-Napoli semifinal, in the locker room of the Stadium of San Mauro Pascoli (Forlì Cesena), the boys in the Under 15 category of Juventus were responsible for an insulting chant featuring discrimination based upon origin against their peers and opponents. The fact itself as well as the broad media exposure of the video made were subject to analysis by the management of the Youth and Scholastic Sector of FIGC and of the Juventus Football Club under the direction of the FIGC Extraordinary Commissioner Roberto Fabbri.

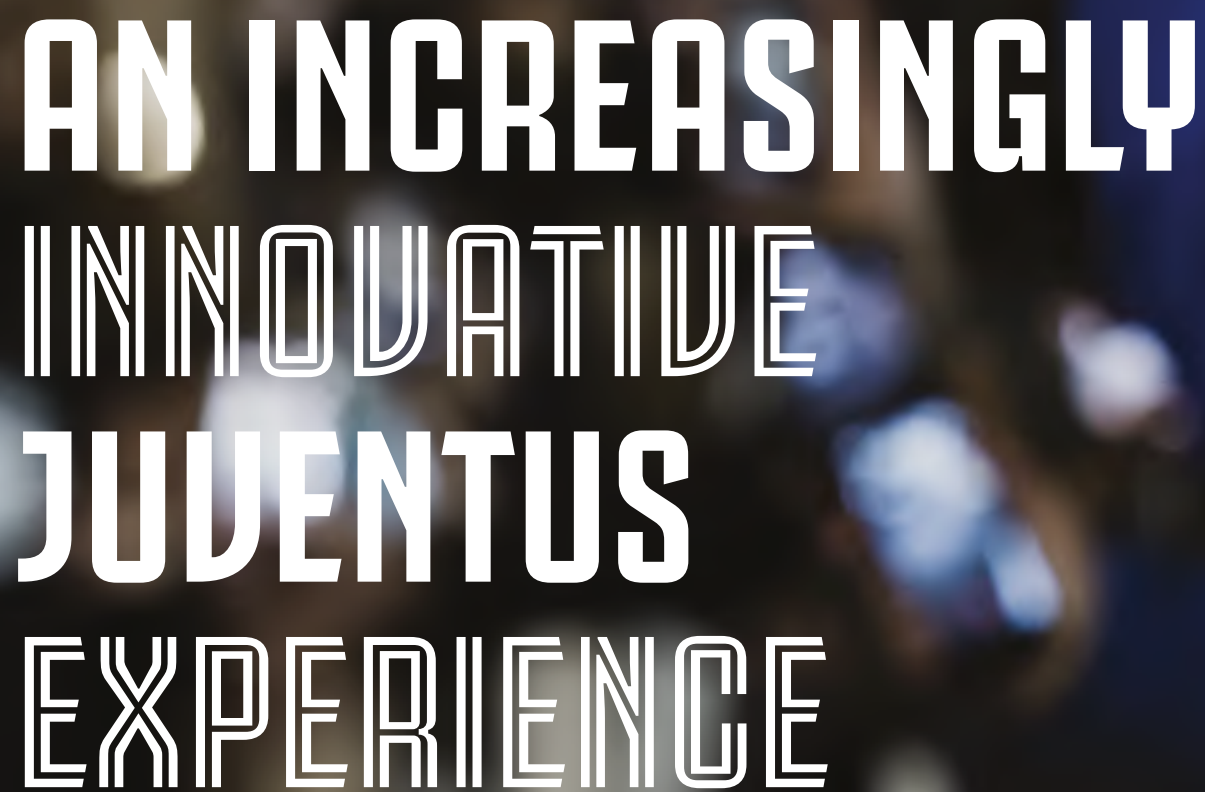
Juventus manifested a very broad availability to censure the event and also considered the possibility of withdrawing the Under 15 team. However, the withdrawal would have compromised the proper functioning of the entire league, and for this reason FIGC and Juventus jointly held a series of classes on the themes of respect for the opponent and on the correct use of digital tools for the boys involved.



“ It is a great satisfaction! For the second consecutive year the cycle of studies closes with the promotion of all our young people. A cycle which in this case is even more important given that it is students who have attended all five years at J|College, a testimony of the great work that the company is doing for the growth of young people, not only on the pitch, but also from the point of view of education, off the pitch.

Stefano Braghin

”



AN INCREASINGLY INNOVATIVE JUVENTUS EXPERIENCE

Developing a unique relationship with the fans; communicating with them in an effective way; devising new and exciting products; offering quality services and spreading the new brand identity of the Club. There are many ways in which Juventus promotes the fan experience and makes it increasingly immersive and positive every season.

It is from this perspective that the fans of the “Black & Whites” from around Europe and the rest of the world are involved and made to feel part of the team through the organization of mini-events in all foreign cities involved in the Tours of the First Team and the presence of the legends that have made the history of the Club.

Experimentation and being at the cutting edge of everything we do are fundamental elements in the recruitment of new fans and the enhancement of experiences for long-time supporters.



THE RELATIONSHIP WITH THE FANS

For the 2017/2018 season, Juventus fans continued to follow their team with passion and a sense of belonging. At the same time, the Club has continued to help season ticket holders manage their season ticket and resell their seat to individual matches if they can't make it to the stadium. This service allows a growing number of fans to attend matches when season ticket holders cannot take part in the event.

Consequently, this service enabled a growth in ticket sales, thus demonstrating how important investments made by the Club to improve the fan experience has been particularly for pre-match entertainment activities.

SEASON TICKETS (STANDARD AND MEMBERS) SOLD			
	2017/2018	2016/2017	2015/2016
TICKET SOLD**	511,180	515,000	404,207
SEASON TICKETS SOLD***	29,300	29,300	27,838

** The number includes the National League, Coppa Italia and Champions League

*** The data include the number of standard season tickets sold per season + 4,000 premium season tickets (sold every season)

With *Il Mio Abbonamento* [My Season Ticket], an Allianz Stadium season ticket holder can give up their seat at the stadium for the national league matches if he is unable to attend the event.

There are two options: to make a name change or to put the seat up for sale (only for the match in question). In this latter case, the season ticket holder will receive a variable share of the proceeds from the sale of the ticket and may in turn use that credit to buy tickets for Champions League and Coppa Italia matches, to renew the season ticket for the next season or to buy tickets for the Juventus Museum.

For the 2017/2018 season there were approximately 80,000 name changes in favor of more than 45,000 alternates which, together with about 83,000 tickets purchased thanks to the resale, have actually expanded the capacity of the stadium well beyond the standards, a trend that is confirmed by steady season-to-season increases in attendance. Therefore, *Il Mio Abbonamento* allows the capacity of the stadium to be virtually 'extended'.

IL MIO ABBONAMENTO			
	2017/2018 SEASON	2016/2017 SEASON	2015/2016 SEASON
ENROLLED IN THE PROGRAM	22,650 enrolled out of 25,300 holders	21,850 enrolled out of 25,300 holders	18,600 enrolled out of 24,000 holders
SEASON TICKET HOLDERS WHO, AT LEAST ONCE, EITHER NAME-CHANGED OR RE-SOLD THROUGHOUT THE SEASON (%)	83%	89%	80%
VARIATION IN THE AVERAGE PRICE OF TICKETS SOLD IN THE NATIONAL LEAGUE (% OF COST REDUCTION COMPARED TO THE AVERAGE PRICE OF STANDARD TICKETS ONLY)	-13,5%	-12%	-8%
TRANSACTIONS PERFORMED	Name changes more than 80,307 and re-sold more than 82,000	Name changes more than 73,700 and re-sold more than 76,400	Name changes more than 50,800 and re-sold more than 48,400

Enrollment in the *Il Mio Abbonamento* program also allows one to take advantage of a dedicated communication channel with response times of under 24 hours.



ACCESSIBILITY

[G4-E06]

Allianz Stadium continues to be an accessible environment for fans with disabilities.

NO. OF SEATS RESERVED FOR PERSONS WITH DISABILITIES	210 (**)	210 (**)	210 (**)
NO. OF ENTRANCES DEDICATED TO PEOPLE WITH DISABILITIES	2 (1 North Grandstand, 1 South Grandstand)	2 (1 North Grandstand, 1 South Grandstand)	2 (1 North Grandstand, 1 South Grandstand)

(**) Number of seats reserved for people with 100% disability

SEASON	SEASON TICKETS	DISABILITY
2017/2018	432	24 with 100% disability
2016/2017	406	30 with 100% disability
2015/2016	337	29 with 100% disability

MEMBERSHIP AND OFFICIAL FAN CLUB

The Juventus Membership program offers Juventus fans the opportunity to create a more exclusive and closer relationship with the Club.

Fans can choose between three different types of Membership that best suits their needs.

Each Membership comes with a Welcome Pack and access to dedicated services: in addition to priority ticketing to Allianz Stadium there are also opportunities to participate in specific invitation-only activities and events. Also included are special discounts for the Juventus Museum, the Juventus Store and J|Medical.

J1897 Day: the fifth edition of a unique appointment

An exclusive appointment at the end of the season during which the J1897 Members meet with the Top Management of the Club.

The event is in its fifth edition for the 2017/2018 season and has seen the involvement of 300 J1897 members from all over Italy and from various nations of the world including England, Belgium, Switzerland, France, Austria, Malta, Slovakia, Tunisia and Canada.

After being greeted by the CEO & Sport General Manager Giuseppe Marotta and by Giorgio Chiellini, fans sat down for dinner in the exclusive setting of the "Gianni and Umberto Agnelli" room inside Allianz Stadium and enjoyed a dinner interspersed with numerous moments of Juventus-themed entertainment.

Even the little ones have been given the opportunity to take part in our numerous and amusing experiences. Indeed, throughout the 2017/2018 season, 500 lucky children were involved – along with their parents – and lived unique emotions thanks to the Juventus Member program, including the "Junior Photographer" and "Bimbi in campo" ("kids on the field") match-day events, in which they had the chance to meet their idols in person (for further information, see chapter 4.4: "I piccolo tifosi – Little fans", pg. 72).

Another occasion for Juventus fans to join the black&white family are the **Official Fan Clubs**: the only Juventus-certified fan clubs that continue to be the beating heart of black&white support.

The 2017/2018 season has seen a record of affiliations, with 503 Official Fan Clubs in total, of which 82 abroad. In fact, new Official Fan Clubs have been established in New York, Miami, and Vancouver, as well as Mexico, São Paulo, and Shanghai.

Official Fan Clubs benefit of a specific communication channel and a series of private services, including a ticket office and the possibility to request a Tesserà del Tifoso (supporter's ID card) at a discounted price. All club members will receive a customized card, as well as discounts for the Juventus Stores and the Juventus Museum.

Advantages for Official Fan Club members also include participation to exclusive activities: WalkABOUTS; Third Halves at the end of certain home games, during which fans can meet the players; and Regional Meetings, on the occasion of certain away league games.

Juventus Official Fan Club Day 2018

According to tradition, in the month of April all the Presidents of all Official Fan Clubs have been invited to a meeting with Juventus Top Management. It has been an important occasion to take stock of the current season and to share suggestions for the new year.

2017/2018 Italian "Serie A" championships celebration bus:

For the 36th Italian "Serie A" championships, 14 members and 22 associates of the Juventus Official Fan Clubs had the opportunity participate in festivities, sharing a unique and exclusive experience. In fact, they were reserved an open top bus that followed along the entire path of the First Team bus through the streets of Turin.



CUSTOMER SERVICE

Investment in customer service management was an important commitment for the Club for the 2017/2018 season. We achieved both a substantial reduction in wait-times for fans to receive a reply to their requests and more effective management and resolution of queries.

The service is outsourced to ensure greater flexibility in the management of seasonal peaks but it is coordinated and monitored by a specific unit within the Club which takes charge of the most sensitive cases.

To ensure an increasingly effective service, the Club relies on the support of an external specialized supplier with a staff that varies between 11 and 26 operators⁽⁶⁾ depending on the incoming flow of requests and that has all the tools needed to intervene and provide timely assistance; on average 16 operators per month were employed.

During the 2017/2018 season new hotlines devoted to affiliation projects were opened.

These dedicated help lines can be used by season ticket holders to Allianz Stadium, active Juventus Members and fans calling from abroad.

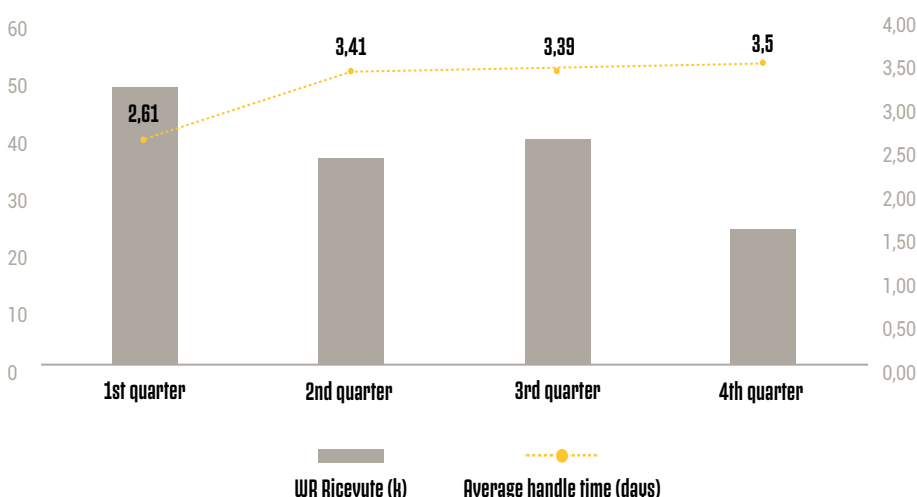
From roll-out (October 2017) until the end of the season, a total of 12,441 calls were handled by the dedicated line for season ticket holders to Allianz Stadium and Juventus Member and 3,450 calls by the line dedicated to fans calling from abroad.

(6) During the 2016/2017 season the staff varied, depending on seasonal peaks, between 9 and 22 operators.

CALLS HANDLED INBOUND AND OUTBOUND					
	1ST QUARTER	2ND QUARTER	3RD QUARTER	4TH QUARTER	TOT. 2017/2018 SEASON
INBOUND CALLS (#)	6,199	9,311	10,675	8,789	34,974
OUTBOUND CALLS (#)	2,298	3,315	2,700	2,406	10,719

147,929 requests were received via the free form of which 147,791 were handled (99.9%). On average, the handling time of web requests was 3.2 days.

The turnaround time for handling *Tessere del Tifoso* [Fan Cards] was also improved; more than 55,000 requests for them were received in the 2017/18 season.



AVERAGE DAYS FROM PAY. DATE TO PROD. START	AVERAGE DAYS FROM PROD. START TO SHIP, START	AVERAGE TOTAL DAYS (FROM PAYMENT TO SHIPPING)	AVERAGE DAYS PER SEASON
1ST QUARTER (JUL-SEPT)			35
35	12	48	
2ND QUARTER (OCT-DEC)			
27	12	38	
3RD QUARTER (GEN-MAR)			
21	11	32	
4TH QUARTER (APR-JUN)			
15	7	22	

With the support of an internal Club unit, the Fan Service has managed the selections for invitation-only events dedicated to Juventus Members for the entire season; in addition to recurring events for home matches, like "Children on the Pitch", "VIP Hospitality Experience" and "A Day With Juve", the following one-off activities were also planned:

- USA Tour - July 2017
- Villar Perosa – August 2017
- J the Mascot's Birthday - September 2017
- A Day at the Museum - October 2017
- Open doors training session – October 2017
- Inauguration of the exhibition "120 Black& White" - November 2017
- *G come Giocare* [P for Play] - November 2017
- Junior reporter: Claudio Marchisio - November 2017
- Christmas Dinner - December 2017
- Christmas Junior - December 2017
- Christmas Dinner - December 2017
- Treasure Hunt – December 2017
- Shanghai - Costa Crociere Event - January 2018
- Junior reporter: Federico Bernardeschi - February 2018

- Children draw art - April 2018
- Junior - interview "Life Long Passion" - May 2018
- Never throw in the towel - May 2018
- J1897 Day - May 2018

During the season a total of 1,380 fans belonging to the Juventus Membership project were involved.

Moreover, the Fan Service has become a veritable purchase channel for ticketing products; a total of 3,979 tickets were sold, of which 3,523 concerned matches at Allianz Stadium and 456 concerning European away matches / TIM Cup final.

MATCHDAY: HAVING FUN SAFELY

A significant renewal of fan entertainment activities at Allianz Stadium was promoted in the 2017/2018 season. The fans in the first ring of the North and East grandstands were offered **three new football activities** which achieved a great success with more than 5,000 matches played:

- **The cage:** an enclosed pitch, which can be reconfigured in order to practice various disciplines. In the course of the season it was presented in the football tennis set-up with the installation of a net through the center of the court with a three-goal panel that had to be hit with the ball, and in the classic version where the fans challenged each other in 1-on-1 or 2-on-2 matches with the objective of scoring 3 goals before their opponents.
- **Football billiards:** a small pitch in synthetic grass with six mini goals to sink all the balls following the same rules of billiards.
- **Connect 3:** an activity that, in line with the rules of the popular game "Connect 4", has the objective of putting at least three balls in a row before the opponent.

There were also developments for **make-up**, which allowed over 60,000 fans to make up their faces, color their hair black and white at a true Barber Shop and tattoo their skin with their favorite Juventus symbols using only hypoallergenic products.

For the 2017/2018 season, Allianz Stadium also renewed its offering of **food & beverage**.

The catering service of the hospitality rooms was also revamped with the introduction of international recipes.



The fan experience dedicated to younger kids

Juventus puts two **baby parks** at the disposal of families free of charge, one located East for all the families who buy a ticket for the East 1st ring, central East 1st ring and the Family grandstand, and one located West for all Juventus Premium Club customers.

Qualified educators take care of children aged from 3 to 6 years for the 2 hours of the match within an equipped play area, leaving the parents free to enjoy the match. It is possible to book the service in the days preceding the match.

Another destination beloved by younger fans is **Jay's House** which has been the soul of the 1st ring of the East grandstand for the past two seasons. At Jay's house you can meet the mascot in person, take a souvenir photo and participate in the cheering school by creating banners to support their beloved team.

As far as reception is concerned, the **stewards** are the points of reference at Allianz Stadium: they are trained and kept constantly up-to-date. The current legislation provides a ratio of steward-to-fan of 1 to 250, but Juventus, in order to ensure an optimal management of the match event, has chosen to use a larger number of stewards to ensure a steward-to-spectator ratio of 1 to 71.

To be a welcoming environment must also be safe. Juventus has always directly managed the service in order to **guarantee the safety** of its facilities through the use of advanced technologies and services capable of offering the maximum possible efficiency.

This approach to safety, necessary to minimize accidents and interruptions of Club activities, is applied in all places where Juventus is active: from Allianz Stadium to the new settlements in J Village, without forgetting the Training Center in Vinovo and the various stores.

Juventus adopts **technology** and **professionalism** to ensure the maximum level of safety for its fans and for all the people who gravitate to or work within its facilities, managing all the activities and services through a well set-up and tested process, developed through experience acquired on a daily basis.

The management of the safety and security at Allianz Stadium is aimed at guaranteeing a safer experience to the fans. The installation of "portal" **metal detectors** at the entrances to the North, East, West Grandstands and to the Guest Sector has allowed both the maintenance of required safety standards as well as the reduction of waiting times during the screening process.

The control platform with **closed-circuit television cameras** has, in the South Grandstand, two Panomera cameras, cutting-edge multifocal cameras; while in the Guest Sector there are two Full HD digital cameras which guarantee even more accurate surveillance.

The effective management of events at Allianz Stadium involves the meeting of all departments of the Stadium directorate (Operations, Events, Facility and Maintenance and Museum) before the match to establish the level of importance of the match, both in commercial and safety terms.

NUMBER OF MEDICAL INTERVENTIONS AT THE STADIUM [G4-E07]			
SEASON	ILLNESSES	TRAUMAS	ADMISSIONS
2017/2018	312	95	19
2016/2017	327	139	26
2015/2016	279	127	28

TRAINING ACTIVITIES FOR SAFETY PERSONNEL AT THE STADIUM ⁷ [410-1]			
	2015/2016	2016/2017	2017/2018
STEWARD COURSE			
MEETINGS	4	4	5
HOURS	35	35	35
RECIPIENTS	POTENTIAL STW	POTENTIAL STW	POTENTIAL STW
PARTICIPANTS	200	200	236
TEAM	MIN. DEC. 08/2007; SPECIFIC TRAINING ALLIANZ STADIUM	MIN. DEC. 08/2007; SPECIFIC TRAINING ALLIANZ STADIUM	MIN. DEC. 08/2007; SPECIFIC TRAINING ALLIANZ STADIUM
ALLIANZ STADIUM TRAINING PER STEWARDS			
MEETINGS	3	4	3
HOURS	9	9	9
RECIPIENTS	STEWARDS TRAINED AT OTHER FACILITIES	STEWARDS TRAINED AT OTHER FACILITIES	STEWARDS TRAINED AT OTHER FACILITIES
PARTICIPANTS	61	56	56
TEAM	STADIUM TECHNIQUE STRUCTURE	STADIUM TECHNIQUE STRUCTURE PSYCHOLOGY	

⁷ It should be noted that, compared to the previous editions of the Sustainability Report, the data relating to some courses (e.g. "Mass Casualty Incident Simulation") are not reported as the contents do not have connections with themes related to human rights

**1 4K Mega-Screen,
2 innovative transparent LED walls
2 self-checkout kiosks to involve
all those who are interested in the
Juventus world in a 100% Black and
White atmosphere..**

TWO MODES OF PURCHASE, A SINGLE PASSION: RETAIL AND E-COMMERCE

As far as the management of the retail channel is concerned, the great novelty of the 2017/2018 season is the **Megastore** which has been selected for the Sport Business Management retail award short list and now officially part of the Stadium complex.

The new Megastore has been developed to be a point of reference for all Juventus fans; the design and the set-up were conceived to best represent the new visual identity and to transform and live the buying experience in an innovative way.

Unique engagement for those who want to experience Juventus from the retail side is crucial for the Club; this is why ten heat presses were installed to allow personalized iconic Black and White jerseys to be created in less than two minutes, which can also be programmed to happen on match day.

Finally, a new **book shop** was opened to offer a wide choice of memorabilia, books and posters and to create a connection with the museum, whose exit is connected directly to the entrance of the store.

As far as sales activities are concerned, during the last few seasons retail facilities located in different points of the cities of Turin and Milan have been consolidated and renovated, and a brand new *temporary retail* store at the mall *Le Gru*, in Grugliasco (TO), was also opened.

The Juventus temporary stores, scattered around the ring of the grandstands of Allianz Stadium both on the first and on the second level, are structured to best convey the Juventus experience. A business model for the franchising of Juventus Stores has also been developed.

THE RESULTS OF THE LAST THREE SEASONS IN RETAIL			
	2017/2018 SEASON	2016/2017 SEASON	2015/2016 SEASON
ACCESSES	More than 1 million	More than 1 million	More than 700,000
CONVERSION RATE*	Greater than 18%	Greater than 17%	Greater than 16%
AVERAGE PURCHASE AMOUNT	Greater than 48 euro	Greater than 42 euro	Greater than 45 euro
TURNOVER (%)	+24% compared to the previous season	+14% compared to the previous season	+70% compared to the previous season
TRANSACTIONS (NO.)	+12% compared to the previous season	+31% compared to the previous season	+30% compared to the previous season

* The term "conversion rate" means the percentage of visitors who entered into one of the Juventus points of sale and purchased a product.

From football club to global brand: this is the path taken by Juventus in an expression of the new “Black & White and More” philosophy whose most evident manifestation is the new visual identity.

The Club has begun an online sales channel of products featuring the Juventus brands and it manages its **e-commerce platform** directly. The Juventus Official Store, as the first online store, is able to establish a different relationship with the customer: every fan has the possibility to be in direct contact with Juventus without any type of intermediary.

The choice is wide and ranges from the ability to buy match kits and technical workout material, leisure clothing, accessories, toys and lots of gift ideas.

Juventus and in-house production: 100% Made in Black & White

In the 2017/2018 season a **new collection of clothes** for men, women and children, **designed and developed entirely in-house Juventus**, was launched and is currently for sale as “100% Made in Black & White.”

For the certification of products made in-house by companies that are not license holders, the Club has signed an agreement with the Bureau Veritas.

During this season 150 products were completely made by Juventus, 315 were registered references connecting the products and logo in a harmonious manner.

The growth of the Juventus brand at an international level is also influenced by the relationship between the company and the license holders that is developed, for example, through a well-thought-out presence at the Brand Licensing Europe (BLE) event and with specific agreements such as the multi-year agreement with IMG which is bringing Juventus to significantly expand its licensing program in China, Japan, Hong Kong and Australia; with Rainbow for the Russian market and with Copyright Licensing for the Middle East.

For Juventus, investment in the brand, licensing and retail cannot be separated from the theme of brand protection, also because of the international visibility that it brings with it (see also “Risk Management”, page 98).

LIVE JUVENTUS EVERYWHERE IN THE WORLD: THE NEW BRAND EXPERIENCE

Juventus closely follows the evolution of entertainment to offer fans the opportunity to experience Juventus in first person wherever they are. This increases the occasions of contact and the possibilities for creating an increasingly direct relationship at any time of the day.

At the **Milano Design Week 2018** Juventus presented a new *branded experience format*: an occasion with a great international appeal where the Black & White Company made itself known in a very iconic format combining Italian excellence with merchandising and the history of the Club, such as the Segafredo Zanetti coffee break.

The project **"UNDICI. The place to be."** fits within this context of the new *entertainment* and it is a new way to get in contact with Juventus, going beyond the football experience.

This place, presented exclusively at the Design Week in Milano, is composed of 5 key elements:

- **SHARE**: a large rectangular table, like a football pitch, where you can sit and read books and magazines, work, socialize, share.
- **EAT**: a space dedicated to Italian gastronomy, from the coffee break to the happy hour, from lunch to dinner, in an itinerary that crosses the country from north to south.
- **SHOP&PLAY**: a place where you can appreciate the merchandising of the Club, ranging from football to the categories of Juventus style and culture.
- **LEARN**: a space to learn about the history of the Club through memorabilia, posters, documents and cards.



China and South East Asia: the Juventus Brand Experience

To be closer to our Chinese fans in the world, for the 2017/2018 season Juventus launched **two versions of the official Juventus App and the Juventus VR** specially dedicated to them.

It then chose to develop a **regional partnership with Costa Crociere**, bringing the Juventus experience to China and South East Asia. The vessels feature every form of Juventus-branded entertainment: from Juventus Museum corners that tell the story of the Club, to the Juventus store where you can buy official merchandise, to thematic content displayed on the in-cabin TVs.

There is also a lot of attention paid to the younger generations: Jay the mascot to entertain the little ones and organized on-board sports activities for children ages 5 to 14.



SUMMER TOUR AND FAN JOURNEYS

Juventus confirms and strengthens its presence beyond the national borders through numerous activities promoted and organized to multiply the opportunities for meeting foreign fans.

The **summer tour** is an ideal time to reach out to international fans.

Participating in **prestigious tournaments like the International Champions Cup 2017/2018** not only allows us to challenge some of the strongest teams in the world even during the summer, but it is also an opportunity to meet the many fans who follow Juventus with passion throughout the season from all over the world.

The trip to the United States was a useful opportunity to meet members of some Official Juventus Fan Clubs; those of the Empire State Fan Club in New York participated in the meet and greet with Juventus Legends Trezeguet and Davids; and those of the Official Fan Club of Miami participated in a second meet-and-greet at a match against Paris Saint-Germain at the Hard Rock Stadium.

During the ICC, in order to increase brand awareness and enter into contact with local fans, Juventus took part in the Fan Zones organized for the New York and Miami stages, with entertainment activities for fans and by promoting their products and services.

The tour was only the first appointment of an unprecedented program of activations for fans and international affiliates who participated in exclusive meetings in **Paris, London, Madrid and Shanghai** with the legend Fabrizio Ravanelli. During the season, the activities involved:

- 60 fans in **Shanghai**
- 80 fans in **Paris**
- 60 fans in **London**
- 30 fans in **Madrid**

Juventus Trophy Tour 2018

To celebrate the MY7H season, Juventus also involved the Official Fan Clubs of North America in the celebrations that were visited by Fabrizio Ravanelli and Mauro German Camoranesi in June 2018 who brought along the two trophies won during the season, the National title and the Tim Cup. The events were reserved for members of the JOFCs and included stages in:

- Toronto: 70 people (2 June 2018)
- Vancouver: 120 people (4 June 2018)
- Silicon Valley: 80 people (5 June 2018)
- Miami: 50 people (7 June 2018)





DIGITAL ENTERTAINMENT: FROM NETFLIX TO VIRTUAL REALITY

Digital entertainment takes football to the sphere of global entertainment where the fans, in addition to following matches at the stadium or on television, can participate in the life of the Club and of their favorite players from all over the world.

In the development of a football universe increasingly linked to the digital world, Juventus is definitely one of the companies which continues to invest in innovation. Its social media channels and corporate website are in seven languages and the contents are specific depending on the market at which they are targeted.

This approach has led Juventus to tell its own story in new ways, using any media channel or device. The “**Dugout**” platform, for example, created in collaboration with the main European clubs, offers exclusive and free content managed autonomously by the individual clubs in order to allow the fans, both in Italy and abroad, to build their own custom experience.

Reaching users who are not keen Juventus fans but who, having access to documentaries, may be interested in learning how a football team works was the intention for the 2017/2018 season.

With this objective, Juventus has become the first and only Sports Club that has decided to tell its story in an unprecedented way on **Netflix**, one of the most important online entertainment platforms, that counts more than 104 million subscribers in the world.

The docuseries talks about Juventus and the team from a completely new point of view by following the individual players not only on the pitch during matches and training sessions, but also behind the scenes.

“ *Projects of this type confirm our commitment to innovation and to be a Sport Entertainment brand for all intents and purposes, but also the desire to reach Juventus fans all over the world and millions of Netflix users who, thanks to this documentary, can better get to know Juventus.* ”

Federico Palomba

For Juventus it is fundamental to bring more and more fans closer to “home” and let them fully experience the world of Juventus.

Development is also an important investment, represented by the launch in fall 2017 of **Juventus Virtual Reality** on the Oculus platform. A virtual reality application that is unique in the world and totally immersive, developed thanks to a synergy with Samsung.

The App allows the user to experience and visit all the Juventus places and is in contention as one of the Best Apps at the event “The Sports Technology Award” 2018.



PLAY, SUPPORT AND GROW

[G4-E011; 413-1]

Juventus means “Youth”. It was founded and has always been led by young people; it combines historical legacy with cutting-edge objectives in a teaching method that transmits values that go beyond the pitch.

The objective is to help children and young people express the best of themselves through sport, in line with certain values.

In summary: grow persons not just footballers.

SAV 'NO' TO DISCRIMINATION

Juventus is against any form of social and origin-based discrimination, racism, xenophobia and violence as reported in its Code of Ethics. Juventus stands at the forefront of the fight against racism and discrimination with concrete gestures which also involve the local communities. In fact, each season the Club addresses important issues like social inclusion and the fight against racism and discrimination.

In 2009, Juventus in collaboration with UNESCO Centre in Turin gave life to "Un calcio al Razzismo", a project to promote the values of sport by providing tangible support to young people committed to fighting racism. Now in its seventh edition, the project includes the award of two €5,000 scholarships for young people between the ages of 18 and 25 of any nationality, resident in Italy and to volunteer non-profits active in the Piedmont Region and registered in the Regional Registry of Volunteer Organizations, who have become leaders in activities designed to overcome racism and any other form of discrimination.

The winners of the seventh edition were:

PROJECT "CUORI SENZA FRONTIERE: STORYTELLING DEL CALCIO SENZA CONFINI"

The project consists in organizing an interactive photography exhibition that will be presented during the opening ceremony of the Tournament "Balon Mundial - La Coppa del Mondo della Comunità Migranti" [The World Cup of Migrant Communities] planned for the end of the month of May 2018. The exhibition "Boundless Hearts: Storytelling of Football Without Borders" will be on display permanently and completely free of charge at the headquarters of the ASD Balon Mundial Onlus at the Turin Youth Center (TYC) and will be enlarged week after week with new audiovisual content made during the activities of the Cuori d'Aquila refugee football team.

PROJECT "cArte d'identità"

The project consists in setting up an art exhibition to give greater prominence to the work of a group of young asylum seekers from the Cavoretto reception center in Turin; the works are created in the media of clay, drawing and painting, collage and Papier-mâché. This exhibition aims to communicate with those outside the center by presenting the culture of these people. In this way, the greater visibility might "touch the hearts" of those who do not have the ability to get closer to the young people at the center and who often take on attitudes of mistrust, if not open racism, against them.

PROJECT "IL PULMINO VERDE NELLE SCUOLE"

The project aims to create a laboratory of active citizenship to be carried out in the schools of the metropolitan area of Turin, to increase awareness on the issues related to migration and reception. The beneficiaries are the students, often targeted by media campaigns that disseminate superficial or harmful information about this very complex phenomenon. Therefore, the objective is to implement an educational intervention dedicated to the matter in order to equip the project target groups with useful tools to correctly analyze the events.

Moreover, for the International Day for the Elimination of Racial Discrimination on 21 March 2018, Juventus has organized a few educational moments dedicated to the very young:

- At the Juventus Museum a workshop was organized for 90 primary school children participating in the project "Gioca con Me" to reflect upon racial discrimination and human rights, connecting the concept of "different from us" to a moment of personal growth.

- In collaboration with the Polo del '900, an innovative cultural center in Turin open to the general public and aimed especially to younger generations and new citizens, Juventus has involved young people from the first, third and fifth grade of the Juventus College to help them understand two crucial moments in the history of the twentieth century, i.e. the promulgation of the racial laws (1938) and the entry into force of the Italian Constitution (1948), to encourage a reflection on the fundamental individual freedoms and rights.

A campaign for the International Day of Sport for Development and Peace

For the International Day of Sport for Development and Peace, Juventus has organized a few educational moments dedicated to the very young: In partnership with UNESCO, the Club has developed an online campaign that seeks to mobilize partners, players, supporters, young people and the general public to share testimonies about the power of aggregation of football through the social media. The campaign was officially launched on 6 April 2018.

"Gioca con Me" was created to promote integration, to support families in the care of their children, to reward the children who, despite tough economic conditions, continue to go to school.

GIOCA CON ME

"Gioca con Me" is a project conceived and developed by the Club in collaboration with UNESCO Centre in Turin, that for several seasons has aimed at facilitating access to the game for children and teenagers belonging to vulnerable social groups in the Turin area, enhancing the role of football as a tool for promoting a culture of respect, tolerance and social awareness.

Every year, the UNESCO Centre in Turin selects, with the support of schools, 22 children who, for economic and social reasons, cannot bear the cost of enrollment in a sports activity linked to the game of football. From September to June, each selected child becomes part of the groups/teams of the Juventus Sisport Football School, wearing the Juventus Football School / Adidas kit in complete integration with the rest of the group.

With this project Juventus wants to expose coaches, families and teachers to the concepts of solidarity and responsibility. In fact a qualified coaching team is educated on how to follow the sports activities. In addition to training courses organized by the UNESCO Center of Turin aimed at (school and sports) operators and families. In every facility there is a support team shadowing the "Project manager" (or Tutor) who supervises the activities and is the point of reference for the persons involved.

The activity is monitored by checking the technical programs and the evolution of the social and psychological effects to the participant, the team and the families.

Starting with the 2016/2017 season, the project "Gioca con Me" was extended to an international level at the Juventus Academy sites in Tunisia, Lebanon, Colombia and Guatemala.



Gioca con Me - Cascia Summer Camp

In the 2017/2018 season, Cascia (PG) was the location of a camp developed within the framework of the "Gioca con me" program: 127 young people between the ages of five and seventeen, from the areas affected by last year's earthquake, precisely from the municipalities of Cascia, Norcia, Leonessa, Preci and Cerreto di Spoleto, were able to spend a week under the banner of sport at the Santa Rita di Cascia municipal stadium.

“ *“It was a wonderful week. Many young people crowded this pitch, spending days in friendship and fun, running and training with us. All this has been possible thanks to our team of trainers, who have been outstanding, to the institutions and to the many local partners, which we thank warmly. The beauty of this event resides in the playing, friendship and in the principles conveyed by sport, i.e. never give up, have fun and keep on dreaming, and that are at the basis of all our youth activities.*”

Gianluca Pessotto



JUVENTUS ACADEMY

The Juventus Academy project is open to young people aged 5 to 17 years who, regardless of their level of play, want to wear the Juventus jersey in a context that is less demanding and selective when compared to the Youth Sector, but based on the same values.

The philosophy behind the Juventus Academy project combines methodological and sports aspects to the growth of the individual as a person. The method comprises both the teaching and the development of football skills and education, changing children into young people.

Respect of teamwork, spirit of sacrifice and manners are the foundations of the project: a child with good manners, encouraged to act in a responsible way, will be an adult ready to enter the world of work and to behave at their best within society. Starting from the recreation and creative aspects of the game of football, players are involved in activities designed with the purpose of promoting their development in a safe and secure environment and with the aim of making them independent.

The program includes the following activities:

- **Year-Round Training:** program to develop the technical characteristics of the players.
- **Training Camp:** Juventus experience outside the borders of Italy.
- **Summer Camp:** Juventus vacation in Italian towns.
- **Training Experience:** football experience in Turin.
- **Training Session:** training with the Juventus method.

106⁽⁸⁾
Active Projects
+1% compared to the 2016/2017 season

11,241
Children involved
+20% compared to the 2016/2017 season

(8) We want to point out that, as a result of the improvement in the reporting of data relating to the Juventus Academy, the reported data were aggregated using different logics compared to the previous editions of the Sustainability Report.



Juventus Academy coaches have at their disposal a soft skills manual "Manual of relational skills. The teaching of values and personal and social skills through football", realized in collaboration with UNESCO.

The manual aims at providing the tools to support the emotional and social development of children in different age groups (5/7 years, 8/10 years, 11/12 years) and helps trainers to accompany them not only in their technical and tactical progress, but also physical and mental.

Juventus International Academy Coaches Clinic

In March 2018 there was a training course for coaches who work for international Juventus Academy projects so that they can increase their knowledge of the "Juventus Method" and experience it even closer at hand.

The program combined theoretical lessons held at Allianz Stadium by Juventus lecturers in the technical, physical-motor and socio-psychopedagogy areas and observations at the football schools and in Vinovo.



EUROPE

BELGIUM: BERCHEM*
BELGIUM: BRUSSELS (NATO)*
BELGIUM: MONS (NATO)
BOSNIA AND HERZEGOVINA: SARAJEVO
CYPRUS: LIMASSOL
GREECE: ATHENS
POLAND: TORUN
POLAND: BYDGOSZCZ
POLAND: PIEKARY SLASKIE
POLAND: RZESZOW*
SLOVAK REP.: KOSICE
RUSSIA: MOSCOW
RUSSIA: ST PETERSBURG
SPAIN: BORDILLA DEL MONTE
SPAIN: GUADALAJARA
SWITZERLAND: VILLENEUVE*

NORTH AMERICA

FLORIDA: MIAMI
NEW JERSEY: SPARTA*
NEW YORK STATE: NEW YORK CITY
ONTARIO: TORONTO

OCEANIA

AUSTRALIA: MELBOURNE

ASIA

CHINA: MEISHAN*
CHINA: NANJING*
CHINA: ZHUHAI
JAPAN: TOKYO
VIETNAM: HO CHI MINH CITY*

NORTH AFRICA AND MIDDLE EAST

BAHRAIN: MANAMA*
UNITED ARAB EMIRATES: ABU DHABI*
UNITED ARAB EMIRATES: DUBAI
KUWAIT: KUWAIT CITY*
LEBANON: BEIRUT
OMAN: MUSCAT*
TUNISIA: TUNIS

SOUTH AMERICA

ARGENTINA: BUENOS AIRES
COLOMBIA: BOGOTA
COSTA RICA: SAN JOSE*
GUATEMALA: GUATEMALA CITY

NEW CENTERS CONFIRMED 2018/2019

SAUDI ARABIA: KHOBAR
SAUDI ARABIA: DHARHAN
SAUDI ARABIA: JEDDAH
SAUDI ARABIA: KAEK
EGYPT: CAIRO
UNITED KINGDOM: SUSSEX
SPAIN: LLORET DE MAR
USA: BOSTON

*CENTERS OPENED 2017/2018

The local commitment of the Juventus Academies

During the Juventus Training Camp in Dar Es Salaam, Tanzania, in November 2017, 40 children who live on the street were given the chance to train with Juventus coaches. The activity was free, one hour per day, and it took place right before the official camp. The children were also given a non-official kit.

The collaboration was born through the organization JKYP which manages the structure where the camp was hosted.

In April 2018, in Macedonia, Juventus contributed to the development of another similar activity, although shorter, the Juventus Training Camp in Skopje, which included a match with the children of the Special Olympics association. The host club was Mondano FK.

Juventus Academy World Cup

For the first time in June 2018 Juventus organized one of the most important tournaments ever held for the Juventus Academies which involved 32 international under-13 teams from 16 different nations.

To represent the 15,000 Juventus Academy players there were 400 athletes accompanied by 89 coaches and over 250 parents.

In total, 104 matches were played games at football pitches in Bardonecchia, Oulx and Sauze d'Oulx and at the JTC in Vinovo.



THE YOUNG FANS

Juventus is attentive to the involvement of its young fans through the dedicated "Junior Member" program.

For the 2017/2018 season, two editions of Junior Reporter were organized which is one of the activities that is most popular with our young fans who get the opportunity to become real journalists by interviewing some special guests. The first edition featured Claudio Marchisio.

In the second, it was Federico Bernardeschi who answered questions and satisfied the curiosity of our young Junior Members.

Junior Members do not enjoy just recreational activities, but also many educational projects realized in collaboration with the Juventus Museum, like: "Juventus treasure hunt", "National Day of families at the museum" and "Juniors draw Art". On these occasions, educational workshops gave the Junior Members and their families the opportunity to share their passion for Juventus giving an outlet to their creativity. Over 100 Junior Members, moreover, were able to celebrate Christmas at Allianz Stadium in the company of their families in an afternoon full of games and surprises.

Jay's house was created with the objective of creating a meeting point between the mascot Jay and children; it is open on every match day and can accommodate approximately 127 people. Here children can take a photo with Jay, color at the cheering school and on special occasions such as Christmas, Halloween, carnival, mother's day, etc. they can enjoy ad hoc activities. During Christmas, for example, children can write their own Santa-Gram to Jay and drop it in his mailbox. For mother's day, instead, they can write a card.

Sometimes, when the stadium closes its doors to the general public and during special occasions, like father's day for example, Jay's house keeps its doors open to his young fans, allowing children to visit.

To improve the involvement of its young Members, Juventus also promotes "special" initiatives like the online competition #MaiGettareLaSpugna, a contest aimed at children between the ages of 6 and 14 and which allowed ten winners to meet players of the starting team after the Juventus-Bologna match. The contest was born from a partnership with Spongebob to promote the usefulness of sport to learning the values of life.

Juventus for children and young people suffering from serious diseases

As part of the commitment of the Club toward young fans, during each sports season, in collaboration with associations and hospitals in the area of Turin, Juventus organizes meetings with its athletes to allow children and young people suffering from serious diseases to enjoy moments of fun and lightheartedness.



INVESTING IN THE TERRITORY

The city of Turin and Juventus share a deep-rooted historical bond that traces its origins back to the end of 19th century, when a group of friends in Turin, united by their passion for football, decided to form a football club, which over the years became one of the most popular teams in Italy.

Year after year the team grows and gathers around it an increasing number of fans and victories, thus creating a continuous intermingling with the local community.

Juventus has always strived to strengthen the link with the territory where it operates, increasing its presence in terms of infrastructure, collaborations, educational projects for young people and relations with local partners.

“ Each brick that Juventus is placing is part of a building that looks to the future, while keeping a foot firmly in the present. It was natural, then, to redevelop the area of the Cascina Continassa, a few meters away from our stadium. In fact, the proximity to the stadium makes it possible to create a sort of city within a city, a single core from where we can coordinate activities on and off the pitch, harmonizing energies by reducing travel and concentrating our strengths.

Aldo Mazzia

”

DIALOG, REDEVELOPMENT AND CARE FOR THE ENVIRONMENT

Juventus has strongly supported the redevelopment of a highly degraded area of the city, which takes its name from the historic “Continassa” farmstead dating back to the early 1700s.

To realize this project, the Club begun a dialog with the city council of Turin at the end of 2011 and in the spring 2013 it acquired the surface rights to the Continassa area from the Municipality of Turin in a 99-year renewable lease.

This is a project that involves the development of six sites, the first of which, the new headquarters, was completed in the summer of 2017 and from the 17th of July it houses the executives and employees of the company.

The other sites which make up the area are:

- the JTC Continassa (Juventus Training Center), the new training center of the First Team which also includes the new Media Center - inaugurated in July 2018;
- WINS - the World International School of Turin - active from September 2017;
- the J Hotel - being completed;
- the Concept Store - being completed;
- a Technological Power Plant;
- infrastructural works servicing the area..

THE NEW HEADQUARTERS

As of 17 July 2017 Juventus officially has a new, 4370 m2 headquarters within the Juventus Village and just a few meters from Allianz Stadium; this allows us to work more efficiently and better manage on and off-pitch activities.

Inside, the headquarters were conceived as a place where work and leisure can alternate and feed each other with ergonomic seats and entertainment areas located strategically in an environment in line with the new visual identity of the Club.

To improve the quality of the time spent in the office, various relaxation areas and informal meeting rooms were created so as to enhance the exchange of information and interactions between functional areas with different characteristics depending upon their size and location.

The new headquarters were designed and built using materials and equipment that reflect the best energy sustainability and environmental care currently available on the market: LED lighting, inverter air conditioners and climate sensors in addition to an electrical consumption monitoring system.

In accordance with what was planned by Juventus to improve workplace wellbeing, both the headquarters and the JTC are equipped with an air purification system. High tech purifiers to improve air quality by reducing pathogens were installed in the air handler ducts.

Laboratory analyses to verify air quality are carried out semiannually.

The new headquarters are equipped with a rainwater recovery system which conducts water from the roof of buildings to a 100 m3 underground collection tank.

Finally, the new headquarters, like the old offices, are equipped for urban waste sorting.

Juventus Training Center (Continassa)

Dedicated to the First Team, the JTC extends over a 59500 m2 area and includes a natural grass training pitch.

To monitor, adjust and control the electrical, mechanical and specialized systems, the Training Center uses the same Building Management System as the headquarters which can be used to set optimal use conditions and manage real time error and fault reporting.

It was completed in April 2018 and on the 9th of July it hosted the first training of the men's First Team.

THE HOUSE OF FANS: ALLIANZ STADIUM

Allianz Stadium, with its 41,507 seats, is a cutting-edge facility where fans can experience the Juventus of today and will experience the Juventus of the future and where they can also re-live the Team's past.

Unique in its kind in Italy, it was built according to the most modern architectural principles and designed to ensure a unique experience for all spectators thanks to its proximity to the pitch (only 7.5 meters from the first row of spectators) with an excellent view from any location on the stands and over 110,000 square meters of support services, shopping areas and entertainment locations.

The stadium space must be managed, controlled and planned according to the needs of different types of scheduled events, not just during match day but all year long. From conferences to gala dinners, from meetings to matches, all events are different from each other and require specific planning to achieve the right settings for the smooth running of the event.

For this reason the stadium has a central Building Management System (BMS) which controls the whole facility.

The adjustment of lighting, temperature, air recirculation, humidity control and air quality of the different areas where the event is taking place is only part of the monitoring activities that the BMS system must implement.

It includes the management and control of hundreds of sensors, detectors, gauges and energy consumption meters as well as a series of pitch and turf sensors.





Stadium 2.0 and 3D digital management

For an even more advanced stadium management, Juventus is funding a research doctorate at the Turin Polytechnic to apply the potential of three-dimensional modeling to monitoring, for example, the status of the furnishings after a match, or to offer a full-immersion experience to the fans when they buy tickets.

“ We will use the Building Information Modeling system that is revolutionizing the construction industry to the point of being included in the new code of tenders.

Anna Osello, Professor at the Turin Polytechnic

”

In addition to optimizing the technical management of the Stadium, the research will also improve safety; with virtual reality it will be possible to simulate in detail the evacuation plans and the intervention of law enforcement.

THE NEW MEGASTORE

The new Juventus Megastore, inaugurated on 30 June 2017, is inside the Stadium and covers an area of 1000 m², approximately double the previous store, so as to be able to accommodate an even more numerous public and offer a greater amount of products.

The new store has been stylishly renovated and is more updated and functional to provide a more innovative shopping experience which becomes a true brand experience. It was designed and built with the latest technologies to ensure the best comfort.

The 1000 m² include a 330 inch video wall and two 130 inch transparent walls; the entire lighting system uses LEDs for illumination.

In order to guarantee thermal comfort in all seasons there is an air handling unit for the constant recirculation of air; the summer air conditioning system and winter heating are linked to the district heating network of the Stadium area.

A high technology Store that can achieve the best results in the best conditions for customers and fans.

The layout of the structure, the variety of pitches, buildings and installations place the JTC Vinovo among the best European sports centers to the point that for certain international matches it becomes the training center for the Italian National Team.

JUVENTUS TRAINING CENTER (VINOVO)

The Juventus Training Center in Vinovo (JTC) is a complex consisting of a sports area and a Media Center. With more than 160,000 m², of which 6000 m² are covered, the JTC Vinovo is a **cutting-edge sports center** equipped with the best sports technologies and with spaces designed and engineered in the smallest details.

Active since 2006, it has hosted the entire **Youth Sector** until the 2017/2018 season and was the training center of the **First Team**.

Eleven pitches of which two are in synthetic grass are available for training for the Primavera team, the Juventus Women's team, the First Team and for the matches of the entire Youth Sector.

Next to the pitches there is a gym equipped with cutting-edge machines, modern offices for the staff and a Media Center.

The pitches dedicated to the First Team are equipped with radiant heat (in operation from the fall to the spring) which prevents the creation of frost thus improving the quality and safety of the turf for players during the winter months. Hydronic coils are heated by two methane gas boilers with a total output of 1,370 kW.





The facility is at the cutting-edge and has been designed to maximize energy efficiency and respect for the environment as well as the containment of management cost.

CONSUMPTION

[302-1; 303-1]

The new systems of the Continassa Area technological complex were commissioned during the 2017/2018 season; it is one of the first examples in Italy of an urban complex whose energy is provided by high efficiency polygeneration systems and by renewable energy with a **Smart Grid** energy platform.

The urban district heating system was combined with high efficiency cogeneration, providing considerable environmental benefits thanks to the reduction of emissions and the use of primary energy ⁽⁹⁾.

A Building Monitoring System (BMS) regulates and controls the electrical, mechanical and special systems at the new Juventus Village sites to generate optimal use conditions and manage real time error and fault reporting.

All controls, alarms and alerts are conveyed and translated into graphics on maps and meaningful text strings and are interpreted by a trained operator who can manage them from a control room.

The Club headquarters' and the JTC *Continassa's* mechanical and electrical systems are monitored by a **regulation and control system**.

The settings regarding **comfort temperatures** were designed to obey whole-building logics divided into sections such as floors or functional units down to the individual rooms thus giving a user the ability to interact with the structure by adjusting conditions to their liking but always within preset limits.

The general setting parameters and possible deviations are established in compliance with the parameters set by the law regarding both comfortable workplace temperatures (safety and comfort in the workplaces according to Leg.D. 81/2008) and energy conservation (law 90/2013 and subsequent modifications).

The ability to set different parameters for different areas of the building also takes into account the different sun exposure conditions and other changes that occur throughout the day and the seasons.

At a central level, the system can be set according to the hours and days of operation and it can also be set to parameters that deviate from the comfort conditions (pre-comfort, economy and safeguard) in reaction to potential reduced use of the building with the ability to modify such set points on the basis of either programmed settings or in real time.

In addition to temperatures, the system adjusts the lighting to comfort levels that, while remaining in compliance with the law (safety and comfort in the workplaces according to Leg.D. 81/2008), can be adjusted using systems that take into consideration the availability of direct and/or indirect light and adjusts the light intensity, both locally and remotely depending upon the space.

A user's ability to autonomously manage settings was assessed for the past year with a twofold management profile; while a positive value can increase the sensation of comfort it also creates a fragmentation in settings which makes it difficult to reestablish default parameters that permit meaningful energy savings.

⁽⁹⁾ Reduction indexed with respect to the areas concerned and to the input temperature in the environment.



Thanks to the constant efforts of the various departments the Club has begun to define a long-term energy efficiency program with the aim of reducing CO₂ emissions.

The system was designed to achieve the highest level of comfort in all seasons by allowing an operator to use both heating and cooling circuits at the same time in order to override rigid commutation settings in a binary system designed to either heat or cool. It was however decided to rationalize this potential in the winter season by excluding cooling and to investigate the real possibilities for saving energy in the intermediate seasons by making two system improvements:

- the ability to monitor cooled air demand through an aggregation of thermostatic zone data so that the cooling system is only activated when there is a statistically significant demand;
- the ability to leverage a method known as “free cooling” to introduce cooler outside air in the early mornings or the evenings into the HVAC systems during the shoulder seasons and direct it into areas of the building prone to overheating using a correlated series of external temperature dependent parameters.

One of the targets for the 2018/2019 season is that all the electricity used by Juventus comes from renewable sources and is GO (guarantee of origin) certified.

The company employs an Energy Manager with a UNI CEI 11339 certification as EGE (Expert in Energy Management) and appointed as provided for by Law 10/91 from FIRE (Italian Federation for the Rational Use of Energy), who supports Juventus in the development of energy projects and activities for the implementation of an Energy Management pathway.

PURCHASED ENERGY AND THE CONSUMPTION OF METHANE			
	2017/2018 SEASON	2016/2017 SEASON	2015/2016 SEASON
PURCHASED ENERGY (IN GJ)			
PURCHASED ELECTRICITY HEADQUARTERS ¹⁰	1,244.37	741.82	794.22
PURCHASED ELECTRICITY JUVENTUS STORE ¹¹	258.80	192.07	n.a.
PURCHASED ELECTRICITY JTC VINOVO	6,113.79	5,480.14	5,698.94
PURCHASED ELECTRICITY STADIUM COMPLEX ¹²	31,962.16	22,306.59	20,939.31
DISTRICT HEATING STADIUM COMPLEX ¹³	19,572.26	17,112.80	15,200.49
DISTRICT HEATING HEADQUARTERS (CONTINASSA)	1,685.19	n.a.	n.a.
DISTRICT HEATING JTC (CONTINASSA)	17,120.66	n.a.	n.a.
DISTRICT COOLING HEADQUARTERS (CONTINASSA)	1,020.64	n.a.	n.a.
DISTRICT COOLING HEADQUARTERS (CONTINASSA)	1,319.80	n.a.	n.a.
METHANE (IN GJ) ¹⁴			
METHANE CONSUMPTION HEADQUARTERS ¹⁵	n.a.	1,013.18	1,032.28
METHANE CONSUMPTION JTC VINOVO	22,635.22	17,702.01	n.a.

¹⁰All environmental data relating to "Headquarters" refer to the headquarters in Corso Galileo Ferraris 32 for the 2015/2016 and 2016/2017 seasons, while for the 2017/2018 season they refer to the new location in Via Druento 175.

¹¹For the 2015/2016 and 2016/2017 seasons the data refer to the store on via Garibaldi, while for the 2017/2018 season the data also include the Lingotto Store.

¹²For the 2017/2018 season the definition "Stadium Complex" includes Allianz Stadium, the area adjacent to it (external parking lots), the JMedical and the Juventus Museum.

¹³As far as district heating is concerned, the "Stadium Complex" also includes, for all seasons, the data relating to the JMedical and the Juventus Museum.

¹⁴As far as the conversion of consumption values from m3 to GJ is concerned, we used the conversion factors provided by the table of national UNFCCC standard parameters relating to the reference years (for 2018 we used the most recent conversion factor available at the time of the drafting of the Report).

¹⁵The data for the 2017/2018 season are not present, as the new headquarters uses district heating.



SPECIAL WASTE ¹⁶ [306-2] WASTE DIVIDED BY TYPE			
	2017/2018 SEASON	2016/2017 SEASON	2015/2016 SEASON
TOTAL (KG)	19,000	51,604.31	31,635.98
NON-HAZARDOUS	18,518	49,591.00	29,959.04
HAZARDOUS	482	2,013.31	1,676.94

¹⁶It should be noted that, as compared to what has been reported in previously, the data related to waste for all seasons are reported in kilograms (kg).

WASTE DIVIDED ACCORDING TO DESTINATION ¹⁷	
	2017/2018 SEASON
TOTAL (KG)	19,000
DISPOSAL	72
RECOVERY	18,928

¹⁷Following the completion of the rebranding, Megastore and new headquarters works, the production of bulky waste, plastic packaging, paper and cardboard waste (i.e., non-hazardous waste) was decreased. In addition, the Stadium's new transfer station has facilitated the sorting of waste. From the 2017/2018 season, in fact, the compactors at the transfer station can also accept wood waste (such as pallets or wood products from the store or special events) in addition to plastic, paper and cardboard thanks to an agreement with the Municipality of Turin (which has also provided the compactors). Up to the 2016/2017 season wood was categorized as a hazardous waste.

BELIEVING IN PEOPLE



Supporting the teams that Juventus puts on the pitch is a team of professionals who strive to promote the mission of the Company off the pitch. This team is also supported by training programs and development paths in order to achieve their results and further the business strategy.

Juventus takes care of its people through numerous activities, such as offering initiatives to reconcile life and work, by investing in the development of skills, by promoting remuneration policies that reflect internal equity and competitiveness with the international market of reference, by offering benefits and ensuring professional growth.

All Employee Value Proposition initiatives that contribute to the improvement of corporate life, to the competitiveness of the business and to trust in the brand.



DISTINCTIVE SKILLS AND REWARD SYSTEM

[401-13]

The Club has continued to consolidate the functional and innovative approach to human resources management in support of the business strategy and as part of its mission to give even greater focus to people.

During the 2017/2018 season the Club enacted management tools to fully implement the business strategy and to conceive, set and create new ways of working characterized by greater autonomy and flexibility in the choice of the spaces, schedules and tools in order to stimulate greater accountability of the results.

In this frame of development, the 2017/2018 season has seen a further evolution of the Global Grading System (GGS) project, a tool that maintains a system of internal equity and an alignment with the reference market both in terms of the importance of roles and of remuneration. For the 2018/2019 season there will be a further analysis of the management structure aimed at objectivizing the priorities of corporate roles and thus at consolidating the organizational pillars.

The Club has defined a corporate **Distinctive Skills Model** as the central point of the human capital development strategy through a proactive team collaboration and the organization of focus groups. Consistent with the corporate values and the evolution of the business, the Model is a fundamental lever in the support of people in their achievement of business objectives. These Skills are at the heart of the strategy to develop people and help the organization translate strategic priorities into clear behavioral expectations that change as a function of the role.

These additional steps in the definition of the organizational pillars have supported the structure in managing the teams and in the growth of individuals on the basis of objective criteria and through a clear, constructive and innovative approach.

Juventus also adopted a Total Reward Statement (TRS) which defines all aspects of remuneration and which displays an overall representation of all monetary and non-monetary, tangible and intangible elements that the Company has built into the remuneration assessments of each employee.

The TRS consists of:

- monetary factors (remuneration and incentives);
- "protection" components (social security contributions);
- other important elements of a non-monetary nature such as workplace and extra-workplace "benefits" and matters concerning work-life balance.

This tool concerned only upper management in the 2016/2017 season, while in the 2017/2018 season it was extended to middle management.



Resumption of work and retention rate post-maternity/paternity leave, by gender
[401-3]

In three reference seasons*, 24 employees (14 men and 10 women) have benefited from parental leave. The entire workforce was employed as of 30 June 2018, with the exception of three employees (two women and one man) who resigned after a leave-of-absence.

*The events starting on 01 July 2015 until 30 June 2018 were considered. Both optional and mandatory parental leave were considered.

The 2017/2018 season has also seen an automation of the Rewards Systems, i.e. the computerization of the assignment and evaluation of annual individual objectives within the human resources management system.

With the exception of certain categories, employees are invited to define their own annual objectives within the system and to share them with their manager through approval-based workflows. Even the interim evaluation during the year is carried out by the system which allows traceability of changes to the objectives.

The process ends with a self-evaluation by each employee and a sharing/dialogue with their manager. The objectives are also stored in the system and can be consulted by the employees during the year.

The computerization of the process has allowed greater sharing, respect for deadlines and traceability of the documentation within the organization.

EMPLOYER BRANDING AND RECRUITMENT

Recruiting activities and selection for Juventus must be innovative, transparent and open toward the outside. Open permanent and temporary positions are published in the "Work with us" section of the company website where the values that characterize Juventus are presented in a clear way. The positions are also presented on the corporate LinkedIn page with the precise objective of identifying and contacting precise reference targets at an international level.

Today the standard methodology adopted by the assessment center is used as a comprehensive tool for the evaluation of profiles that are structured through one-on-one interviews, individual personality tests and on the observation and analysis of team work dynamics.

Stewards recruitment: an innovative method

For the first time, during the 2017/2018 season, an ad hoc social media and video campaign was used to select stewards.

The intent was to highlight through the video the added value of becoming and being a Juventus steward in terms of opportunities for personal, educational and management growth, messages that are targeted to retain stewards and ensure that they follow the company in this path.

Stewards selection also includes an individual test based on the dynamics of the game: individual characteristics are evaluated compared to an ideal profile and candidates are analyzed for their potential.

As far as new employees are concerned, it is a priority for the Company to be able to introduce them quickly and efficiently into the cross-functional dynamics. The new employee onboarding program includes individual and team meetings with corporate references, identified on a case-by-case basis by the individual Functions.

To teach new employees about the history of the Club, in addition to a welcome kit, they are given the opportunity to access a dedicated Stadium and Museum tour with exceptional guides. The onboarding process includes the training of each employee about the management system, and as such it becomes part of the employee's education CV as do the hours devoted to mandatory training on workplace safety, privacy and the Organization, Management and Control Model.

During the season we have further developed our partnerships with some Universities and opportunities for direct contact with graduates during events organized ad hoc, as well as for academic collaboration.

The Club has joined the *Alternanza Scuola-Lavoro* [Alternating School and Work program] for which it organized a series of meetings of Corporate Management with eleventh and twelfth grade students of the Juventus College as an educational moment in addition to the hours provided for in the regular educational curriculum (200 hours of training activity). The feedback by the participants in the in-class activities has been positive and has aroused the interest and curiosity of students.

We created further growth opportunities for students through athletic training and pitch preparation seminars, useful to improve knowledge by referencing professional figures operating in their respective contexts.

WELFARE PLAN

For the second consecutive year, Juventus has adopted a Welfare Plan for all employees entitled to EBIT-linked Performance Based bonus.

The Company has also continued the Flexible Benefits initiative for those who qualify.

The welfare plan provides an opportunity for employees to choose between reimbursable services (expenditures on education, medical assistance and transport) and non-reimbursable expenditures (supplementary pensions; purchase of entertainment and wellbeing services) when allocating their "available expenditure budget".

Thanks to the active collaboration of employees, the choice of services has been expanded to also include those at a local level which are in line with current legislation.

The Juventus approach to the welfare plan pursues the following objectives:

- to promote engagement for all employees;
- to enhance and develop employer branding;
- to improve the personal and professional welfare of workers;
- to contribute to the improvement of competitiveness, productivity and business efficiency.

Employees are also entitled to incentives offered by partners and local service providers to help facilitate the work/life balance of the person. The Company offers a free one week stay at Juventus Summer Camps for the children of employees.

TRAINING

[404-1]

Training is a milestone for Juventus and for its employees; year after year the Club has renewed its offer; it is adapted to changing needs and is calibrated to improve personal and professional competence.

In addition to basic training aimed at the development of technical and transversal skills, for the 2017/2018 season the Club has continued to work on the Managerial development path, focused on active listening and sharing, where employees are invited to get involved in the process.

Managerial training has been extended to the entire Juventus population and thus to Millennials through modes that are similar but characterized by communication styles and engagement tools pertaining to the reference target. Starting from the person we get to the team and then to the organization through a careful analysis and a potential development of the abilities of each person, focusing on the efficiency and effectiveness of actions.

Juventus has also chosen to develop the soft skills of its workforce in order to have employees and managers trained to tackle business in its entirety. It is also investing in individual coaching starting with tests aimed at developing individual profiles and analyzing potential.

AVERAGE NUMBER OF HOURS OF TRAINING PER CATEGORY OF WORKERS				
	2017/2018		2016/2017	2015/2016
	MEN	WOMEN		
MANAGERS	6.53	26.5	15.75	17.9
MIDDLE MANAGEMENT	1.5	9.05	18.34	50.4
OFFICE STAFF	8.87	8.81	18.84	19.6
WORKERS	-	-	-	8.8

PROPORTION OF STAFF INVOLVED IN TRAINING	
SEASON	STAFF
2017/2018	56%
2016/2017	57%
2015/2016	96%



HEALTH AND SAFETY

[403-2]

Juventus has adopted a Health and Safety Management System (SGS) according to the OHSAS 18001:2007 international standard, achieving certification on 25 September 2009.

In the context of continuous improvement in the levels of workers' health and safety the system is reviewed annually by the Certifying Agency which renews the certificate after an audit (the certification was last renewed on 29 September 2017).

Through its Policy on Workplace Health and Safety Juventus provides the proper information and training to their staff and ensures that identified risks are managed,

controlled and monitored through the adoption of appropriate preventive and corrective measures.

In particular, the Company guarantees specific training for staff at all organizational levels.

In order to raise awareness among workers about Health and Safety, Juventus is engaged in constant and continuous training/awareness on the matter using a variety of communication modalities (classroom, e-learning, e-mail, video, newsletter).

EMPLOYEES INJURIES ¹⁷			
	2017/2018	2016/2017	2015/2016
NUMBER OF INJURIES	1	5	3
DAYS* LOST DUE TO INJURY	25	223	43

¹⁷Data are given as an absolute value and the data relating to the rate of injuries and to the rate of "lost days" are not provided. This choice has been made due to the fact that, since there is no badge-based attendance system, the precise data concerning the hours worked by the employees of the Company are not available.

* Days are meant as calendar days and not working days

DATA¹⁸

[102-7; 102-8; 405-1]

TOTAL STAFF			
	2017/2018	2016/2017	2015/2016
PROFESSIONAL FOOTBALLERS	55	45	47
NON-PROFESSIONAL FOOTBALLERS	315	387	370
OBSERVERS AND VARIOUS ASSOCIATES	60	59	52
TECHNICAL STAFF	108	89	88
EMPLOYEES AND CONTRACTORS	262	252	228
TOTAL	800	832	785





EMPLOYEES AND CONTRACTORS BY PROFESSIONAL CATEGORY						
	2017/2018		2016/2017		2015/2016	
	MEN	WOMEN	MEN	WOMEN	MEN	WOMEN
EXECUTIVES	15	1	16	1	16	1
MIDDLE MANAGEMENT	20	15	16	15	15	13
CLERKS	93	87	90	85	80	77
LABORERS	5	2	5	2	6	2
TOTAL EMPLOYEES	133	105	127	102	117	93
CONTRACTORS	13	11	7	15	7	11

EMPLOYEES PER CONTRACT TYPE				
SEASON	FIXED-TERM		OPEN-ENDED	
	MEN	WOMEN	MEN	WOMEN
2017/2018	10	14	123	91
2016/2017	13	17	114	86
2015/2016	15	16	102	77

EMPLOYEES PER EMPLOYMENT TYPE				
SEASON	FULL-TIME		PART-TIME	
	MEN	WOMEN	MEN	WOMEN
2017/2018	130	96	3	9
2016/2017	122	92	5	11
2015/2016	109	81	8	12

¹⁸Compared to the previous Sustainability Report, these three tables are in stricter compliance with what is required by GRI Standards. In particular, the last two tables relate exclusively to the employees of Juventus FC S.p.A.

DEVELOPING VALUABLE PARTNERSHIPS

“ *The new Juventus third kit has eco-innovation and longevity at its very heart. Through our partnership with Parley for the Oceans we've been able to create this beautiful jersey made from Ocean Plastic®. The dark grey shade with yellow accents makes it the perfect jersey to be worn either on pitch or on the streets.*

Francesca Venturini, adidas Designer

”

The primary objective of sponsor management is to respond to business needs. Finding partners with which Juventus can share values and sustainability projects is equally important.

Every year Juventus activates and renews partnerships and collaborations trying to develop a common vision and an ability to evolve together in the respective markets.

For example, in the 2017/2018 season, Juventus continued its work with Noverasco in favor of a healthy diet, with UBI Banca for the promotion of the financial education of young athletes, and has promoted with adidas and Parley for the Oceans initiatives to support a global cause that goes well beyond the world of sport: saving the oceans from plastic.

A commitment to the environment: Juventus with adidas in support of Parley for the Oceans

As a Company interested in sustainability and aware of the importance of current issues like the environment Juventus, together with the founding member of the campaign adidas, supports the cause Parley for the Oceans to begin to remedy the problem of ocean plastic waste.

Thanks to adidas' commitment, Juventus is now alongside Parley for the Oceans in supporting education and communication programs and the vast Ocean Plastic program which intends to put an end to marine pollution. To do this, ocean plastic waste is transformed into symbols of change such as high performance clothing.

The 2018/2019 season will produce the third Juventus kit by adidas Football entirely made with Parley 100% recycled polyester Ocean Plastic®.

Football and Financial Education : Juventus and UBI Banca together for the future of young players

The commitment to the growth of young players can also manifest itself in long-term initiatives aimed at supporting their professional career with the goal of providing useful elements to make conscious choices as they relate to the management of savings.

This includes a partnership with UBI Banca which for the 2017/2018 season began a financial education project for Juventus College students with the objective of providing important tools to develop responsible behaviors and a proper education in the use of money.

The project was developed in two different programs divided by age:

- From 14 to 17 years: included topics concerning work, income, consumption, saving, investment and money management with examples and concrete cases relating to football.
- From 18 to 20 years: aimed at preparing young people to manage revenue streams and to approach the banking system to support new projects, like requesting financing or a mortgage, the main instruments of savings and investment, payment systems etc.

At the end of the project the conference-show "*Fate il nostro gioco*" [Play our game] was organized to investigate the mechanisms of the most basic economic transactions and to present the theme of behavioral economics to all J College students.

UBI Banca made an important contribution to the project through its professionals and the special UBI *Comunità* division which, together with the constant collaboration with "*Feduf*" [Foundation for Financial and Savings Education], has undertaken initiatives that have involved almost 17,000 students during the 2017/2018 school year. The banking institution is committed to the promotion of economic literacy throughout the local area in order to encourage young people to become aware, active and informed citizens.

Noberasco and Juventus: in favor of a healthy diet for good health

Learning how to eat in today's world is not simple; through digital channels we have a lot of information at our fingertips, but often we lack the knowledge and culture necessary to select what is truly useful.

Juventus shares with Noberasco a commitment toward spreading a healthy diet culture suitable for those who practice sport both at an amateur and competitive level, which translates into the care of the athlete beyond the football pitch, with a particular attention to energy consumption and the quality of products.

Noberasco puts sport at the center of its business philosophy and healthy nutrition is a point of reference in its research and development, spearheading the concept of "*mens sana in corpore sano*" [healthy mind in a healthy body].

Juventus and Noberasco actively collaborate in the development of new products specifically for the world of sport and therefore characterized by a particular nutritional content.

Moreover, Juventus and Noberasco have developed a small nutritional handbook for the youngest Juventus Academy players which gives both organizational advice, like never to skip breakfast and have a mid-morning and a mid-afternoon snack, and nutritional advice like to increase the consumption of fish and dried fruit which are rich in nutrients useful for muscle growth and for reducing post-training fatigue which can also improve our mood and positively influence study, work and physical activity.

MANAGING THE COMPANY IN AN ETHICAL AND TRANSPARENT WAY

Juventus adopts a traditional system of administration and control in full compliance with the rules for listed companies and inspired by national and international best practices. In full agreement with the Corporate Governance Code for listed companies Juventus recognizes the centrality of risk and adopts risk management systems to facilitate informed decisions and the management of the company in a manner consistent with its strategic objectives.

In the same way, as far as anti-corruption is concerned, Juventus tries to prevent any criticality through a careful risk analysis, clear and well defined management procedures, training activities for employees and internal control activities. Juventus selects and confirms suppliers and partners who respect the values and the Code of Ethics of the “Black & White” company.



GOVERNANCE

[102-18; 405-1]

Juventus adopts a traditional system of administration and control which provides for a division of powers between the Shareholders Meeting, the Board of Directors and the Board of Auditors.

The corporate governance system of Juventus as a set of structures and rules for management and control necessary for the functioning of the company as a listed issuer was outlined by the Board of Directors in compliance with the laws to which the company is subject and in adherence with the Corporate Governance Code and with applicable national and international best practices.

The Board of Directors currently consists of twelve directors including four Executives (A. Agnelli, P. Nedved, G. Marotta, A. Mazzia) and eight non-executive directors, including three non-independent (M. Arrivabene, F. Roncaglio and E. Vellano) and four independent* (P. Garimberti, A. Grazioli-Vernier, C. Hughes, D. Marilungo).

COMPOSITION OF THE CORPORATE GOVERNANCE BODIES

	2017/2018
BOARD OF DIRECTORS	3 women* 8 men
BOARD OF AUDITORS	2 women 3 men
SUPERVISORY BOARD	2 women 1 man
APPOINTMENTS AND COMPENSATION COMMITTEE	2 women 1 man
CONTROL AND RISKS COMMITTEE	2 women 1 man

*On 2 June 2018, following the appointment as Minister for Simplification and the Public Administration of the Government of the Italian Republic, Ms. Giulia Bongiorno, Esq. resigned from the post of Independent Director.

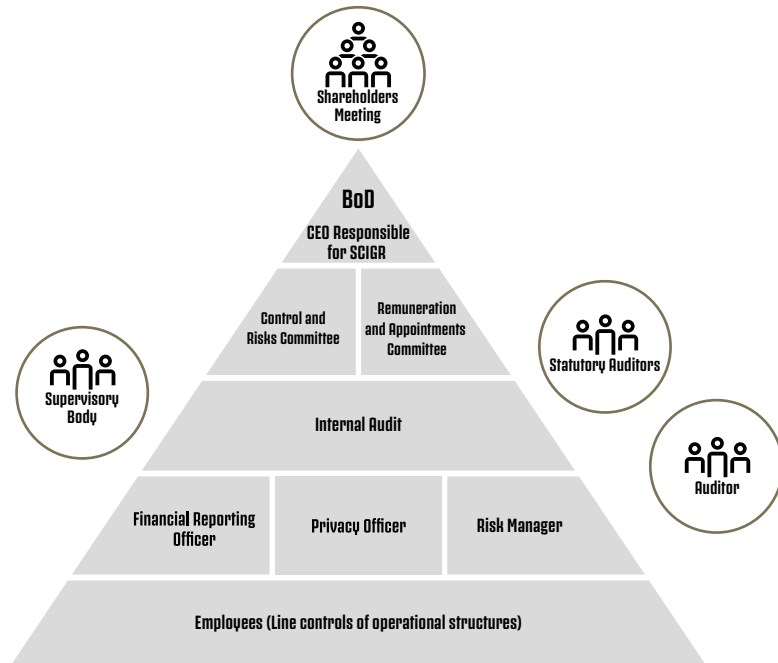
Corporate Governance System

The system of Corporate Governance of Juventus is based on:

- the values defined in the Code of Ethics;
- the central role of the Board of Directors;
- the transparency of the management;
- the careful distribution of responsibilities connected to the management, monitoring and evaluation of the internal control and risk management system; controllo interno e gestione dei rischi;
- the alignment of the risk management system with best practices;
- the constitution of a system of remuneration and incentive for managers based on the specific nature of the sector;
- our employees.

Supervisory Body

For all detailed information concerning corporate governance, please refer to the Company website (section Club/Investors/Corporate Governance/Governance System), with particular reference to the Annual Report on Corporate Governance.



CODE OF ETHICS

[102-12; 102-16]

Juventus aspires to establish and consolidate a relationship of trust with its stakeholders defined as individuals, groups or institutions whose interests are affected by direct and indirect effects of Juventus business practice. The reference values of Juventus are established in the Code of Ethics and are the same for all those who work for the achievement of the corporate goals, each within the scope of their duties and responsibilities. The Code of Ethics defines the principles of conduct to be applied in company activity management as well as in the identification of employee tasking and responsibilities.

When signing an employment contract all new employees and associates are given a hardcopy of the Code of Ethics or an information notice about it.

WHISTLEBLOWING

The new discipline of "whistleblowing" in the private sector, (L.179/17 art. 2 "Protection of an employee or associate who reports illicit conduct in the private sector") has introduced paragraph 2-bis to art. 6 of Leg.D. 231/2001.

In consideration of this, during the 2017/18 season, the Club completed a comprehensive revision of Model 231 and of the Code of Ethics by adopting additional communication channels that allow the confidential reporting of illegal conduct.

The Club has provided disciplinary sanctions against those who violate the principles at the basis of the reporting mechanism which is designed to protect both the reporting agent and the reported subject.

ANTI-CORRUPTION

[205-2]

Juventus strongly condemns any corrupt behavior such as the abuse of a position to obtain an illegal advantage for the Company or for an individual.

Juventus prevents eventual problems in this regard through careful risk analysis, clear and well defined management procedures, training activities for employees and internal control activities.

Key topics like the principles of the Code of Ethics and the Organization, Management and Control Model pursuant to Leg.D. No. 231/2001¹⁹ are the subject of internal training activities.

The content is supervised by the Supervisory Board in its prerogative to promote and spread the knowledge of the Model itself.

COMMUNICATION AND TRAINING ON POLICY AND PROCEDURES	
2017/2018 SEASON	Juventus has organized specific training programs for employees and associates on Leg.D. 231/2001, the Code of Ethics and Juventus Model 231 via an e-learning platform. The training has been completed by 99% of the 329 people enrolled.
2016/2017 SEASON	Juventus has organized specific mandatory training programs for employees and associates on Leg.D. 231/2001, the Code of Ethics and Juventus Model 231 via an e-learning platform.
2015/2016 SEASON	Ethics and Model 231 Training recorded a 70% participation level (83 people out of 118 invited) among employees/associates belonging to the sports area. The training activities for Leg.D. 231/2001 included one-on-one meetings with nine people training on new business processes (Licensing, Retail, Soccer School), three people on Self-laundering recognition and three people on environmental crimes.

¹⁹On 8 June 2001 Leg.D. no.231 was enacted which introduced the administrative liability of legal entities for illegal actions into the Italian legal system. If previously criminal liability referred only to natural persons, this decree introduced a form of liability borne by companies and associations which establishes substantial criminal sanctions. Following the entry into force of Decree 231, the Corporate Governance system of Juventus was enriched with the implementation of the Organization, Management and Control Model and the Supervisory Board was created with the task of supervising the functioning and compliance with the Organization, Management and Control Model pursuant to Leg.D. 231/01 and to update it.

In addition to the above, it is noted that the governance bodies of Juventus, in particular the Control and Risks Committee which is also made up of the Board of Auditors, are constantly informed on all matters relating to ethics and fairness.

In detail, during the meeting of the Board of Directors on 21 September 2016, the Chairman of the Supervisory Board has summarized for the Board and to the Board of Auditors the main tasks of the Supervisory Board itself, the provisions of the Leg.D. 231/2001 and the characteristics of the Juventus Model 231.

RISK MANAGEMENT

Juventus has its own Risk Model with which it has identified the main risk areas, criteria, metrics and the scales of assessment of both probability and impact.

For the most recent 2016/2017 season update, a full risk assessment was carried out together with the management which confirmed or modified the risk areas, indicated new risks and assessed the probability and impact of each risk within the time horizon of one year. The medium/long term risks were still mapped in the Juventus risk database. The Club has taken into account the development of corporate sustainability as a key element in terms of corporate reputation. At the end of the process of analysis it has been demonstrated that the risks have been evaluated in the correct manner and that appropriate measures against them have been taken.

THE FIRST RESULTS OF THE NEW PROCESS

The Risk Management methodology has the objective of adhering to the reference best practices that have evolved toward Risk Management systems that are not just "quantitative" but also "qualitative".

In November 2017, the Club has presented a table of "top risks" with a twofold evaluation, both on the Budget horizon (quali-quantitative) and with a medium term temporal perspective (3 years - only qualitative).

The same exercise was carried out in the first half of 2018, focusing on the risks of the "revenues" areas and on new and emerging risks. Given the coincidence with the financial planning processes, the assessment was conducted mostly on a qualitative basis but also with reference to the budget horizon.

ADAPTATION TO THE NEW GDPR RULES

In view of the entry into force on 25 May 2017 of the new EU Regulation 679/2016 on General Data Protection (GDPR), the Club has carried out a series of internal activities to adapt and respond promptly to what is provided by such legislation, including:

- organization of internal informational meetings with all corporate Functions/Areas involved in order to carry out an analysis concerning the data processed by them so that they can draft the registry of processing activities;
- appointment of the Data Protection Officer (hereinafter also DPO) responsible for the management of data processing carried out by Juventus for a duration of two years;
- update of the privacy policy information templates issued on all channels so that they include information provided for by the GDPR;
- opening a dedicated e-mail address ("privacy@juventus.com") to provide assistance to the data subjects;
- definition of the draft of the new Data Protection Organization Model;
- commencement of a focused risk analysis activity that will lead to the drafting of a specific document in preparation for the so-called Data Protection Impact Assessment (DPIA);
- preparation of the Data Protection Agreement form in order to define responsibilities in relation to the fulfilment of the obligations of the external Controller and Processors arising from the GDPR;
- purchasing of a dedicated software for the management of all the obligations in the context of privacy; programming of training sessions on privacy to be rolled out during the 2018/2019 season.

PENALTIES FOR NON-COMPLIANCE WITH LAWS OR REGULATIONS

[419-1]

For more information, in addition to those present here, relating to active penalties and disputes, please refer to the content of the Annual Financial Report as of 30 June 2018 available on www.juventus.com

PENALTIES AGAINST JUVENTUS FOR CHANTS OF PROVENIENCE DISCRIMINATION/RACISM [406-1]					
2015/2016	DATE	MATCH	HOME/AWAY	SANCTION	REASON
	September 2015	Juventus vs Frosinone	Home	15.000 €	Insulting chant expressing discrimination by origin
	January 2016	Chievo vs Juventus	Away	15.000 €	Insulting chant expressing discrimination by origin
	April 2016	Juventus vs Palermo	Home	15.000 €	Insulting chant expressing discrimination by origin
Total Sanctions 2015/2016				45.000 €	
2016/2017	DATE	MATCH	HOME/AWAY	SANCTION	REASON
	March 2017	J vs Naples Italy Cup	Home	10.000 €	Insulting chant expressing discrimination by origin
Total Sanctions 2016/2017				10.000 €	
2017/2018	DATE	MATCH	HOME/AWAY	SANCTION	REASON
	26/11/2017	J vs Crotone	Home	10.000 €	For derogatory chants pertaining to origin
	21/12/2017	J vs Genoa	Home	10.000 €	For derogatory chants pertaining to origin
Total Sanctions 2017/2018				20.000 €	

Assemblea degli Azionisti

24 ottobre 2017

ECONOMIC MANAGEMENT

[102-5; 102-7; 201-1]

Juventus' main activity consists in participating in national and international football competitions and in the organisation of football matches. The Company's main source of revenues consists in the economic exploitation of the sports event, the Juventus brand and the image of Juventus' First Team. This is chiefly achieved by licensing broadcasting rights and media coverage and through sponsorships, the sale of advertising space and other licensing and merchandising activities. Juventus is controlled by EXOR N.V. (formerly EXOR S.p.A.), a company listed on Borsa Italiana S.p.A. (the Italian Stock Exchange) with registered office in Amsterdam (Holland), which holds 63.8% of the share capital. EXOR N.V. is one of the main European investment firms and is controlled by Giovanni Agnelli B.V. (formerly Giovanni Agnelli e C. S.a.p.a.Z.). Based on the most recent information available, 10% of the remaining share capital of Juventus is held by Lindsell Train Ltd., while 26.2% is a free float on the Stock Exchange.

The 2017/2018 fiscal year closed with a loss of €19.2 million and a **negative variation** of €61.8 million compared to net profit of €42.6 million in the previous year.

This negative variation derives mainly from lower revenues of €58 million (analyzed in the table that follows), higher amortization and write-downs on multiannual rights on the performance of players of €25 million, higher costs for external services of €10.4 million, higher costs for the purchase of materials intended for sale of €3.2 million, higher depreciation of other tangible and intangible assets of €2.6 million and higher miscellaneous operating costs of €1.7 million; these negative variations were partly offset by lower costs for managing the rights of players of €30.4 million, by lower taxes of €6.6 million, and finally by lower costs for card-holding (€2 million) and non-card-holding (€0.8 million) personnel.

The Net equity as of 30 June 2018 amounted to €72 million, down when compared to the balance of €93.8 million as of 30 June 2017, due to the loss for the fiscal year (€-19.2 M) and to the movement of the reserve by fair value on financial assets (€-2.5 million).

MAIN ECONOMIC INDICATORS (IN MILLIONS OF EURO)					
	2017/2018	2016/2017	2015/2016	2014/2015	2013/2014
UEFA CHAMPIONS LEAGUE	IV UCL	UCL FINAL	VIII UCL	UCL FINAL	SEMIFINAL UEL
REVENUES	504.7	562.7	387.9	348.2	315.8
OPERATING COSTS	(383.3)	(400.7)	(300.1)	(263.9)	(246.6)
AMORTIZATIONS, WRITE-DOWNS AND PROVISIONS	(122.8)	(95.0)	(78.2)	(66.8)	(60.3)
OPERATING PROFIT	(1.4)	67.4	20.2	19.3	8.9
PROFIT BEFORE TAXES	(10.0)	58.4	11.6	10.8	0.1
NET PROFIT	(19.2)	42.6	4.1	2.3	(6.7)
MULTIANNUAL RIGHTS TO SPORTS PERFORMANCES OF FOOTBALLERS	330.8	302.0	186.2	114.2	119.9
NET EQUITY	72.0	93.8	53.4	44.6	42.6
NET FINANCIAL POSITION	(309.8)	(162.5)	(199.4)	(188.9)	(206.0)



COMPOSITION OF REVENUES					
AMOUNTS IN MILLIONS OF EURO	2017/2018 FISCAL YEAR	%	2016/2017 FISCAL YEAR	%	VARIATIONS
TELEVISION AND RADIO RIGHTS AND MEDIA REVENUES	200.2	39.7%	232.8	41.4%	(32.6)
REVENUES FROM SPONSORSHIP AND ADVERTISING	102.4	20.3%	151.2	26.8%	(48.7)
REVENUES PLAYERS' REGISTRATION RIGHTS	86.9	17.2%	74.7	13.3%	12.2
REVENUES FROM TICKET SALES	56.4	11.2%	57.8	10.3%	(1.4)
PRODUCT SALES AND LICENSING	27.8	5.5%	19.2	3.4%	8.6
OTHER REVENUES	31	6.1%	27.0	4.8%	4
TOTAL	504,7	100%	562.7	100%	(58.0)

As of 30 June 2018, the net financial debt amounted to €309.8 million and showed an increase of €147.3 million compared with €162.5 million on 30 June 2017 determined by the negative flows of operational management (€-8 million), by disbursements linked to Transfer Campaigns (€-119,5 million net),

by investments in other fixed assets and holdings (€-13.2 million net) and by the flows of financial assets (€-6.6 million). For further information, please refer to the Annual Financial Report as of 30 June 2018 available on www.juventus.com.



ECONOMIC VALUE GENERATED AND DISTRIBUTED (DATA IN MILLIONS OF EURO)				
COMPONENT	COMMENTS	2017/2018 VALUE	2016/2017 VALUE	2015/2016 VALUE
DIRECTLY GENERATED ECONOMIC VALUE				
A) REVENUES	NET SALES PLUS FINANCIAL INVESTMENT REVENUES AND ASSET SALES. THE VALUE LISTED DOES NOT INCLUDE EXCISE DUTIES	504.7	565.4	400.2
DISTRIBUTED ECONOMIC VALUE				
B) OPERATING COSTS	PAYMENTS TO SUPPLIERS, NON-STRATEGIC INVESTMENTS ROYALTIES AND CONCESSIONS ON PAYMENTS	121.4	138.5	78.2
C) PERSONNEL SALARIES AND BENEFITS	MONETARY COSTS FOR PERSONNEL	259	261.8	221.5
D) REMUNERATION OF CAPITAL SUPPLIERS	TOTAL PAYMENTS TO CAPITAL PROVIDERS	7.7	7.8	7.9
E) PAYMENTS TO PUBLIC ADMINISTRATION	GROSS TAXES AND LEVIES. THE FIGURE INCLUDES EXCISE DUTIES	11.5	14.1	10.2
F) INVESTMENTS IN THE COMMUNITY	VOLUNTARY CONTRIBUTIONS AND INVESTMENTS IN THE COMMUNITY (COMMUNITY PROJECTS AND DONATIONS)	0.1	0.1	0.3
ECONOMIC VALUE RETAINED		104.9	143.3	82.1

FINANCIAL FAIR PLAY

Financial Fair Play aims at improving the general financial conditions of European football.

Approved in 2010 and entered into force in 2011, it requires that the teams that qualify for UEFA competitions prove they do not have expired debts to other clubs, players and social/tax authorities for the whole season. From 2013, clubs must comply with the break-even requirements according to which the clubs can participate in competitions only if they show balance between revenues and costs incurred. These conditions have become effective from the 2014/15 season. Since June 2015, UEFA has updated the regulations to encourage more sustainable investments.

In Italy similar legislation has been introduced starting from the 2015/2016 season and it requires compliance with various parameters among which, first and foremost, there is an indicator of liquidity and, for the 2018/2019 season, a balanced budget.

As of today, Juventus is in compliance with financial fair play. Specifically, to respond to the legislation in terms of economic investment and long-term investment in the education of young players Juventus has made long term investments in the youth sector both in infrastructure (Juventus Training Center) and in the training and education of young people (Juventus College) so that the concepts of sustainability and fairness can be disseminated.

After this first phase of Financial Fair Play (2010-2017), UEFA introduced changes starting 1 June 2018 to improve transparency, harmonize the accounting and reporting regulations of companies from different countries and tax systems and reduce the intervention time in the event of a suspected breach. The new items in detail:

- **TRANSPARENCY:** obligation to publish economic and financial balance sheets on the official website of the club or of the federation to which the club belongs. This, in addition to the obligation to officially declare the costs incurred for consultancy work and/or the intermediation of agents.
- **ACCOUNTING PRINCIPLES:** in compliance with the characteristics of the countries of origin of each Club, a need was felt to set common line items for the recording of financial transactions. The balance sheets should therefore follow the international rules so as to be comparable.
- **PENALTIES:** until this season, penalties arrived no less than 18 months from the date of the closure of the last balance sheet under examination while, starting next season, the audit can be done a priori if the club surpasses some new indicators: **ratio between net debts and EBITDA** greater than 7 and a market balance of more than €100 million.

The new Financial Fair Play becomes operational for the 2018/2019 sport season and was approved by UEFA in the spring of 2018 after a long phase of study with the collaboration of the ECA.

“ We will have new rules that will be more effective than those that are currently in effect which have already given impressive results. We will be focusing more on transparency, on the harmonization of accounting principles and on the resolution of assessment time.

Andrea Agnelli

”

**JUVENTUS
SINCE 1897**

MANAGEMENT OF SUPPLIERS

[102-9; 204-1; 308-1; 414-1]

Juventus has chosen to focus on innovation and our procurement activity has also seen a significant change in terms of relationship and management. Inside the Club there is a function in charge of corporate purchases that, for Juventus, has both an active and a consultancy role, and only the purchases closely linked to business are managed directly by the function of reference. Juventus is working every day to ensure that the synergy between the Club and the supplier develops and grows in an optimum manner, developing a real partnership.

In January 2018 the new suppliers portal was activated which was developed and is owned by Juventus: the Juventus Procurement Portal. It is a portal designed specifically by the Club to respond to its management needs and to streamline the assessment of the suitability of the supplier through the request of specific documentation and verification of the main company information.

As compared to the eighty fields of the old system, now the mandatory fields are forty while nineteen are optional.

The Juventus Procurement Portal is used today for the qualification of suppliers and in the future it will be used for the management of all tenders. Thanks to this new instrument and to all of the improvements, such as the reorganization of the categories of suppliers, the automation of the approval process, the alignment of payments at 60 days, today the Club can have a more streamlined and efficient relationship with suppliers.

In addition to being able to better communicate with them, Juventus has considered it important to have a "bilingual" portal with information both in Italian and in English.

In the selection and confirmation of suppliers for Allianz Stadium, the Club continues to take into account their ability to collect, sort and dispose of waste products by requesting that they provide certifications for waste disposal. Starting in the new season, Juventus has also chosen to mandate new criteria in terms of sustainability such as the existence of pertinent policy or regulations, certifications and standards, the Sustainability Report, the Code of Ethics, social and environmental assessments and audits, etc.

100% of the suppliers who accessed the new portal read and accepted:

- The Code of Ethics;
- The General conditions of supply for Juventus;
- The General conditions for the use of the portal;
- Juventus Health and Safety Policy.



1181*	164*	1017*	103,578,819.56
LOCAL SUPPLIERS	INTERNATIONAL SUPPLIERS	ITALIAN SUPPLIERS	ORDERED

*The data relate to suppliers which received at least one order during the 2017/18 season.

SEASON	TOTAL ORDERED (€)	TURIN AND PROVINCE	ITALIAN TERRITORY
2017/2018	103,578,819.56	30.75%	94.19%
2016/2017	92,032,081.43	33.93%	94.09%
2015/2016	45,690,226.88	45.24%	95.94%

JUVENTUS MUSEUM





The Juventus Museum wants to surpass the concept of "museum" to assert itself as a place where the very essence of "Juventus-ness" is revealed; a place that presents the Juventus of the past, present and future, inspired by the two fundamental values of the Club which are tradition and innovation.

An ambitious project which from the beginning has had the objective of not just telling the story of Juventus, but to exposing its visitors to a special experience through the synthesis of past and present via more traditional means and via a multimedia experience.

In fact, the aim is to make the Museum into a place of dialog and listening to the fans, and in this sense the Museum was conceived and structured so as to be totally interactive and focused around the visitor experience.

The Museum is extremely popular and today, after just six years of operation, it has already exceeded one million visitors.

2017/2018 SEASON

168,671	1,015,738	505	1,728
VISITORS	VISITORS FROM THE INAUGURATION TO 30/06/2018	AVERAGE VISITORS PER DAY	AVERAGE VISITORS ON MATCH DAY

Since its inauguration Juventus Museum is firmly placed in the Top 50 ranking of the most visited Italian museums (43rd place in 2017) and has seen a steady success with the public.

In this path of dialog and listening to football fans, the guides play a crucial role as they are a repository of the history of the team as well as its spokespersons.

They converse with the visitor to collect stimuli, reports and ideas from them and to answer any question or curiosity.

The entire exhibition space was designed as a historical/cultural/multimedia itinerary where relics, testimonies and trophies can not only be admired but also "experienced" thanks to audio/video contributions and a very suggestive context.

From new multimedia exhibit cases to touch screens, one of which is specially designed for visitors with disabilities, to a renovated multimedia *quadrisfera*, the visitor can choose how to live their experience either by looking at the cases like in any museum or by letting themselves be absorbed into a multimedia and interactive environment where they can touch the history of the Club.

On the one hand, the Museum wants to expose the visitor to an almost cinematic experience favored by the use of technologies that amplify the emotional impact such as the effect felt in the *Tempio dei Trofei* [Temple of Trophies]. On the other hand, in the central hall, the visitor can follow a temporal common thread which traces the history of Juventus in parallel with that of Turin and of Italy, from its founding to today.

Inside the museum technology is therefore used to put the fan at the center of the history of the team and to narrate its most important moments, providing added value to its content. The brand new Virtual Room, inaugurated in September 2017 and born from the synergy with a cutting-edge technology partner such as Samsung, enables us to live the Juventus dream in the first person and as a protagonist.

Thanks to virtual reality, the visitor can experience in first person what it is like to be at the center of the pitch when Allianz Stadium is crowded with fans.

The Samsung Gear VR viewer offers the opportunity to experience the thrill of becoming a Juventus player during the "Become Juve's New Signing", an exclusive content thanks to which you can experience what it is like to be the subject of an audition with the champions of Italy before the watchful eye of Mr. Allegri.

The Megastore finally closes and completes the circle of the Juventus experience.

The exhibition to celebrate 120 years, inaugurated in November 2017, which combines the history of Juventus with that of Italy, fits within this frame of innovation and multimediality.

A Museum active at a local level if we also consider the agreement with the *Reggia di Venaria Reale* (a single ticket to visit both structures) and participation in the Turin and Piedmont Museum single ticket and the ever greater demand by local schools to include the structure in their education plan.

The interest that the Museum pays to the surrounding area can be seen inside and also in the installations that are distributed along the museum itinerary and in the exhibition panels that can also be found outside, in organized initiatives, in free admission days and in the organization of specific initiatives for the National Day of families at the Museum and International Day of persons with disabilities.

In response to its listening and dialoging activities, the Juventus Museum engages visitors by developing innovative proposals aimed at responding to specific needs and at improving the fan experience through numerous edutainment activities involving families and children from the local area and beyond.

Following up on the fair play workshops promoted in previous seasons, two workshops on the theme of "diversity" were held at the Museum last season for children between the ages of 6 and 12: "Stringere le mani al mondo" [Shake hands with the world] for the youngest children and "Metti il razzismo fuori gioco" [Make racism offside] for older children. These were organized at the same time as workshops on art and a treasure hunt to teach the history of the local area and of the Club.

INTERNATIONAL COUNCIL OF MUSEUMS

Thanks to the more than one million visitors recorded from the first opening of the Museum in 2012, its technological innovations and the great attention paid to the visitor, the Museum has become a national and international reference point in the field of entertainment and tourism and it is the place where the history and values of Juventus intersect and support each other in the construction of a shared culture that places the fans and Juventus in the center, in parallel with the history of Turin and of Italy.

It is thanks to this approach that ICOM Italy, an international non-profit of museums and museum professionals, has given the status of Museum to the "Juventus Museum" after meetings with personnel, inspections and verification of the collection and location.

METHODOLOGICAL NOTE

[102-1; 102-2; 102-3; 102-4; 102-6; 102-50; 102-52; 102-54; 102-56]



Objectives of the Document

The 2017/2018 Sustainability Report of Juventus Football Club S.p.A. is the instrument through which the Club accounts for their initiatives and performance in the field of sustainability (environmental and social), maximizing communication transparency toward its stakeholders and reporting key information regarding the challenges that the Club faces in its daily activity.

Reporting standard and drafting process of the document

To report information in the Sustainability Report Juventus adopted the "GRI Sustainability Reporting Standards (2016)" issued by the Global Reporting Initiative according to the Core option.

To support and complete the drafting of this document Juventus also referred to the document G4 Sector Disclosures "Event Organizers"^[1].

The references to the selected GRI Standards are reported both within the Sustainability Report and within the GRI Content Index.

^[1]The "G4 Sustainability Reporting Guidelines" guidelines were defined in 2013 by GRI.

The annual preparation of the Sustainability Report is coordinated by the "Sustainability and External Relations" Function of the "Communication and External Relations" Directorate. For questions and comments about this document, please contact the Juventus Sustainability Manager at the following address: sustainability@juventus.com. [102-53]

The Juventus Sustainability Report, as in past seasons, is divided into two parts: the first "120 years of Juve" presents the Club, its history, teams, facilities and the role it has in the world of sport as well as its commitment in terms of sustainability. The second part describes the challenges that the Club has to face every day.

Perimeter and reporting period [102-45, 102-46, 102-49]

The data and the information contained in this Sustainability Report concern Juventus Football Club S.p.A. a professional football company, publicly listed, with headquarters in Turin, Italy, on via Druento 175⁽²⁾. The characteristic activity of the Company consists of the participation in national and international football competitions and in the organization of matches. The Company's main sources of income are derived from global economic activities⁽³⁾ directly related to the sporting event, the Juventus brand and the image of the First Team, among which the most relevant are the licensing of television and media rights, sponsorships and the sale of advertising space.

The Club's Sustainability reporting process is renewed each year and the data presented in this report refers to and maintains the same reporting scope as the annual financial report for the fiscal year ending 30 June 2018 and the 2017/2018 football season.

In order to ensure the comparability of information with previous years and also in order to comply with the principle of comparability required by GRI Standards, the quantitative data of this document refer to the 2015/2016, 2016/2017 and 2017/2018 seasons.

Like in the last two Juventus Sustainability Report editions, quantitative data relating to JI Medical (a Company that is not 100% controlled by the Club) do not fall within the perimeter of this report, with the exception of those relating to energy consumption. In addition, always with reference to said consumption, it is noted that the relevant data also take into account the Juventus Stores and Vinovo JTC; all the structures of the Stadium Complex (Stadium and Museum) have been grouped into a single consumption center.

Further exceptions to the criteria identified above and quantitative data restatements made as a result of a constant improvement of the reporting procedures, are reported in dedicated notes in the individual sections of the document. [102-48]

Information already described in previous reports are not described again in this document. Where appropriate, reference is made to the previous editions of the Sustainability Reports which can be consulted in the Sustainability Section of the Juventus website and to the following documents (available on www.juventus.com):

- Financial Report at 30 June 2018;
- Code of Ethics;
- 2017/2018 Corporate Governance Annual Report;
- Organization, Management and Control Model pursuant Leg.D. 231-2001;
- Procedure for transactions with related parties.

As already anticipated in the previous Report, from the 2017/2018 season the "Academy" Function that manages all sport and education activities of the Youth Sector Juventus is called Juventus Youth.

The Juventus Sustainability Report underwent a limited audit by the company PricewaterhouseCoopers Advisory S.p.A.

(2) During the 2017/2018 season the Club transferred its offices from the headquarters on Corso Galileo Ferraris 32 to its new headquarters on via Druento 175. The Juventus Village has also expanded its horizons in view of the transfer of the First Team planned for the 2018/2019 season.

(3) The Club is active internationally through the Juventus Academies (see page 70).

GRI CONTENT INDEX

[102-55]



The following table shows the list of indicators provided by the GRI Standards that were reported in this Sustainability Report.

In correspondence to each GRI indicator there is the page number of this document, or, when the data/information is not contained in the body of the text, the quantification and/or the description of the indicator itself is reported.

UNIVERSAL STANDARDS	
GRI 101: FOUNDATION 2016	Page number or description
GRI 102: GENERAL DISCLOSURES	
ORGANIZATIONAL PROFILE	
102-1: Name of the Organization	Please refer to the "Methodological Note", p. 112
102-2: Activities, brands, products and/or services	Please refer to the "Methodological Note", p. 113
102-3: Location of headquarters	Please refer to the "Methodological Note", p. 113
102-4: Location of operations	Please refer to the "Methodological Note", p. 113
102-5: Ownership and legal form	P. 101
102-6: Markets Served	Please refer to the "Methodological Note", p. 113
102-7: Scale of the organization	P. 90, 101
102-8: Information on employees and other workers	P. 91
102-9: Supply chain	P. 106
102-10: Significant changes to the organization and its supply chain	In the reporting period (seasons: 2015/2016, 2016/2017, 2017/2018) considered for purposes of reporting of Juventus' non-financial information no significant changes have occurred in the organization and its supply chain.
102-11: Precautionary principle or approach	As the environmental impact of the organization is limited, the precautionary principle is not formally addressed.
102-12: External Initiatives	P. 96
102-13: Membership of associations	P. 23

UNIVERSAL STANDARDS	
GRI 101: FOUNDATION 2016	Page number or description
GRI 102: GENERAL DISCLOSURES	
ORGANIZATIONAL STRATEGY	
102-14: Statement from senior decision-maker	P. 5
GOVERNANCE, ETHICS AND INTEGRITY OF THE ORGANIZATION	
102-16: Values, principles, standards and norms of behavior	P. 96
102-18: Governance structure	P. 95
IDENTIFICATION OF STAKEHOLDERS AND MATERIAL ASPECTS	
102-40: List of stakeholders	P. 17
102-41: Collective bargaining agreements	100% of employees are covered by the CCNL (national collective bargaining agreement).
102-42: Identifying and selecting stakeholders	P. 16
102-43: Approach to stakeholder engagement	P. 16-21
102-44: Key topics and concerns raised	P. 14-15
REPORTING PRINCIPLES	
102-45: Entities included in the consolidated financial statements	Please refer to the "Methodological Note", p. 113
102-46: Defining report content and topic boundaries	Please refer to the "Methodological Note" (p. 112-113) and the "Our approach to sustainability" (p. 14).
102-47: List of material topics	P. 15
102-48: Restatements of information	Please refer to the "Methodological Note" (p. 112-113) and the notes in the individual sections of the document.
102-49: Changes in reporting	Please refer to the "Methodological Note" (p. 112-113) and the "Our approach to sustainability" (p. 14).
102-50: Reporting period	Please refer to the "Methodological Note", p. 113
1102-51: Date of most recent report	As the reporting of non-financial information is annual, the last published Juventus Sustainability Reports refers to the 2016/2017 season.
102-52: Reporting cycle	Please refer to the "Methodological Note", p. 113
102-53: Contact point for questions regarding the report	Please refer to the "Methodological Note", p. 113

UNIVERSAL STANDARDS	
GRI 101: FOUNDATION 2016	Page number or description
REPORTING PRINCIPLES	
102-54: Claims of reporting in accordance with the GRI Standards	Please refer to the "Methodological Note", p. 112
102-55: GRI content index	Please refer to the following table.
102-56: External assurance	P. 120-123
GRI 103: MANAGEMENT APPROACH 2016	
103-1: Explanation of the material topic and its boundary	Please refer to the introduction paragraphs of each Financial statements chapter and to the paragraph "Our approach to sustainability" (p. 14). It is specified that this approach is valid for all material aspects defined in p. 14-15.
103-2: The management approach and its components	Please refer to the introduction paragraphs of each Financial statements chapter and to the paragraph "Our approach to sustainability" (p. 14). It is specified that this approach is valid for all material aspects defined in p. 14-15.
103-3: Evaluation of the management approach	Please refer to the introduction paragraphs of each Financial statements chapter and to the paragraph "Our approach to sustainability" (p. 14). It is specified that this approach is valid for all material aspects defined in p. 14-15.
SPECIFIC STANDARD DISCLOSURES	
GRI 200: ECONOMIC SERIES 2016	Page number or description
GRI 201: ECONOMIC PERFORMANCE 2016	
201-1: Direct economic value generated and distributed	P. 103
GRI 202: MARKET PRESENCE 2016	
202-1: Ratios of standard entry level wage by gender compared to local minimum wage	The corporate average annual wage is generally higher than the minimum wage set by the reference CCNL (national collective bargaining agreement); in particular, for clerk employment levels the average wage levels range from 11% up to a 97%.
GRI 203: INDIRECT ECONOMIC IMPACTS 2016	
203-1: Infrastructure investments	Not applicable.
GRI 204: PROCUREMENT PRACTICES 2016	
204-1: Proportion of spending on local suppliers	P. 107
GRI 205: ANTI-CORRUPTION 2016	
205-2: Communication and training about anti-corruption policies and procedures	P. 97

UNIVERSAL STANDARDS	
GRI 300: ENVIRONMENTAL SERIES 2016	Page number or description
GRI 302: ENERGY 2016	
302-1: Energy consumption within the organization	P. 82
GRI 306: EFFLUENTS AND WASTE	
306-2 Waste by type and disposal method	P. 83
GRI 308: SUPPLIER ASSESSMENT 2016	
308-1: New suppliers that were screened using environmental criteria	P. 106
GRI 400: SOCIAL SERIES 2016	Page number or description
GRI 401: EMPLOYMENT 2016	
401-3: Parental leave	P. 86
GRI 403: OCCUPATIONAL HEALTH AND SAFETY 2016	
403-2: Hazard identification, risk assessment and incident investigation	P. 90
GRI 404: TRAINING AND EDUCATION 2016	
404-1: Average hours of training per year per employee	P. 89
GRI 405: DIVERSITY AND EQUAL OPPORTUNITY 2016	
405-1: Diversity of governance bodies and employees	P. 91, 95
GRI 406: NON-DISCRIMINATION 2016	
406-1: Incidences of discrimination and corrective actions taken	P. 99
GRI 410: SECURITY PRACTICES 2016	
410-1: Security personnel trained in human rights policies or procedures	P. 57
GRI 413: LOCAL COMMUNITIES 2016	
413-1: Operations with local community engagement, impact assessment and development programs.	P. 64-72

UNIVERSAL STANDARDS	
GRI 400: SOCIAL SERIES 2016	Page number or description
GRI 414: SUPPLIER SOCIAL ASSESSMENT 2016	
414-1: New suppliers that were screened using social criteria	P. 106
GRI 416: CUSTOMER HEALTH AND SAFETY 2016	
416-2: Incidences of non-compliance concerning the health and safety impacts of products and services.	In the reporting period (seasons: 2015/2016, 2016/2017, 2017/2018) considered for purposes of reporting of Juventus' non-financial information no incidences of non-compliance concerning the health and safety impacts of the Club's products and services took place.
GRI 417: MARKETING AND LABELING 2016	
417-2: Incidences of non-compliance concerning product and service information and labeling	In the reporting period (seasons: 2015/2016, 2016/2017, 2017/2018) considered for purposes of reporting of Juventus' non-financial information no incidences of non-compliance concerning Juventus' product and service information and labeling took place.
GRI 418: CUSTOMER PRIVACY 2016	
418-1: Substantiated complaints regarding concerning breaches of customer privacy and losses of customer data	In the reporting period (seasons: 2015/2016, 2016/2017, 2017/2018) considered for purposes of reporting of Juventus' non-financial information no substantiated complaints regarding concerning breaches of customer privacy and losses of customer data took place.
GRI 419: SOCIOECONOMIC COMPLIANCE 2016	
419-1: Non-compliance with laws and regulations in the social and economic area	P. 99

G4 SECTOR DISCLOSURES "EVENT ORGANIZERS"	
SECTOR SPECIFIC INDICATORS	Page number or description
G4 - E06: type and impacts of initiatives to create and accessible environment	P. 49
G4 - E07: Number and type of injuries, fatalities and notifiable incidents for attendees and other relevant stakeholders	P. 57
G4 - E011: Number, type and impact of sustainability initiatives designed to raise awareness, share knowledge and impact behavior change, and results achieved	P. 64-72

INDIPENDENT LIMITED ASSURANCE REPORT

[102-56]



Independent report on the limited assurance engagement of the Juventus sustainability report 2017/2018

To the Board of Directors of
Juventus Football Club SpA

We have carried out a limited assurance engagement of the Juventus Sustainability Report 2017/2018 (hereinafter the “Report”) of Juventus Football Club SpA (hereafter the “Company”).

Responsibility of the Directors for the Sustainability Report

The Directors are responsible for preparing the Report in compliance with the Global Reporting Initiative Sustainability Reporting Standards defined in 2016 by the GRI - Global Reporting Initiative (GRI Standards), as indicated in the paragraph “Methodological Note” of the Report, and for that part of internal control that they consider necessary to prepare a sustainability report that is free from material misstatement, whether due to fraud or unintentional behaviours or events. The Directors are also responsible for defining the sustainability performance targets of Juventus Football Club SpA, for reporting the sustainability results, as well as for identifying the stakeholders and the significant aspects to be reported.

Auditor’s responsibility

We are responsible for the preparation of this report on the basis of the work performed. We conducted our engagement in accordance with “International Standard on Assurance Engagements 3000 (Revised) – Assurance Engagements other than Audits or Reviews of Historical Financial Information” (“ISAE 3000”), issued by the International Auditing and Assurance Standards Board for limited assurance engagements. The standard requires that we comply with applicable ethical requirements, including professional independence, and that we plan and perform our work to obtain limited assurance that the Report is free from material misstatement. The procedures consisted in interviews of the Company’s personnel responsible for the preparation of the information presented in the Report, analysis of documents, recalculations and other verification procedures.

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The procedures we performed on the Report consisted in verifying its compliance with the principles for defining the content and the quality of a sustainability report set out in the GRI Standards, and are summarised as follows:

- comparing the economic and financial information and data reported in the paragraph “Economic Management” of the Report with those included in the Company’s annual financial report as of 30 June 2018 on which other auditors issued an audit opinion, in accordance with article 14 of legislative decree n° 39 of 27 January 2010 and article 10 of EU Regulation n° 537/2014, on 3 October 2018;
- analysing, through inquiries, the governance system and the process for managing the sustainability issues relating to the Company’s operations;
- analysing the process aimed at defining the significant reporting areas to be disclosed in the Report, with regard to the methods for their identification, in terms of priority for the various stakeholders, as well as the internal validation of the process findings;
- analysing the processes underlying the recording and management of quantitative data included in the Report. In detail, we carried out:
 - meetings and interviews with Company’s staff to achieve a general understanding of the information, accounting and reporting systems in use to prepare the Report, as well as of the processes and procedures supporting the collection, aggregation, processing and submission of the information to the function responsible for the Report preparation;
 - a sample-based analysis of the documents supporting the preparation of the Report, in order to obtain evidence of the reliability of processes in place and of their adequacy for a correct treatment of the information and data disclosed in the Report;
- analysing the internal consistency of the qualitative information described in the Report and its compliance with the guidelines identified in the preceding paragraph “Responsibility of the Directors for the Sustainability Report”;
- analyzing, through interviews to Company’s staff, the engagement process of internal stakeholders with regard to the methods used;
- obtaining a representation letter, signed by Company’s Legal Representative, on the compliance of the Report with the guidelines identified in the paragraph “Responsibility of the Directors for the Sustainability Report”, as well as the reliability and completeness of the disclosed information.

Our limited assurance work was less in scope than a reasonable assurance engagement performed in accordance with ISAE 3000 and, consequently, it does not provide us with a sufficient level of assurance necessary to become aware of all significant facts and circumstances that might be identified in a reasonable assurance engagement.



Conclusion

Based on the work performed, nothing has come to our attention that causes us to believe that the Sustainability Report 2017/2018 of Juventus Football Club SpA has not been prepared, in all material respects, in compliance with Global Reporting Initiative Sustainability Reporting Standards defined in 2016 by the GRI - Global Reporting Initiative (GRI Standards) as disclosed in the paragraph "Methodological Note" of the Report.

Other aspects

We point out that Juventus Football Club SpA should consider in the next years, to guarantee the continuous improvement of its processes, to strengthen the reporting and control system, in order to facilitate the availability and verifiability of quantitative data.

Turin, 24 October 2018

PricewaterhouseCoopers Advisory SpA

Signed by

Paolo Bersani
(Partner)

This report has been translated from the original, which was issued in Italian, solely for the convenience of international readers.



Curated by Juventus Football Club S.p.A.
Communication and External Relations Department

in collaboration with



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