

2019/2020 SUSTAINABILITY REPORT



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LETTER TO

STAKEHOLDERS

[102-14]

The year we are living has no precedent in recent history. It changed our lives, it has changed our habits, and it has challenged our beliefs.

In this context, football confirms itself as a phenomenon that goes beyond sport, acting as a remarkable social bond and a vehicle to start again. Today, more than ever before, a football match can symbolise a new beginning and a gradual return to normality.

Juventus has never stopped. The extraordinary efforts of our people and our community have enabled us to keep going and to reduce the difficulties that characterise these times as much as possible. We continue to look positively to the future with the new generations in mind. In this sense, the direction to be taken on this journey has been given by the United Nations, which launched the Decade of Action, aimed at achieving the UN sustainable development goals by 2030. And we want to play our part. Once again this year, Juventus has continued to pursue and strengthen its commitment to issues such as education, inclusion and the environment.

Our educational programmes, which are gaining recognition both nationally and internationally, have been adapted and completed in distance learning and tele-education mode, involving over 20,000 students.

Sports projects like Gioca con Me and Juventus for Special, initially affected by the temporary interruption of the season, have been rescheduled and activated thanks to the commitment and dedication of the coaches and the passion of all the people who kept us together virtually until they were able to start up again.

At environmental level, Juventus has renewed this year its commitment, purchasing 100% of its electricity from renewable sources once again, laying further foundations to reduce its carbon footprint in the coming years.

Our ambition is to continue to personally lead the change in our field with regard to these issues, firmly convinced that this sport and its values can be important accelerators for social development.

Lastly, we feel it is our duty to thank those who have enabled us to continue to work safely, on and off the pitch. We donated the proceeds of our "Distanti ma Uniti" fundraiser for the Covid-19 to the Piedmont Region's Healthcare System emergency, whose success was determined by the union and great solidarity of our supporters all over the world.

Fino alla Fine...

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





01

שטען

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**OVER
120 YEARS
OF PASSION**

US

[102-2]

Turin is our City.

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.

In **autumn 1897**, while sitting on a bench, it started as a game and we did not yet know what it would turn out to be. **Black** and **White** are our colours. For over a century 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 going beyond our limits as a family, with a family that has always supported us.

In **over 120 years** we have conquered everything, rewriting history thanks to a constant stream of results and successes achieved with the commitment and passion of our teams. And in this season, which has been very different from the others, they transformed difficulties into opportunities for growth, ending the season winning the ninth-straight men's championship title in a row and the third consecutive title in the women's championship.

We will continue along this path, on and off the pitch.



MILESTONES

1897

A group of high school students founded Juventus on a bench in the centre of Turin.

1903

Black-and-white jerseys, inspired by notts county.



1923

Agnelli family owns the Club since 1923.

1985

First club in the history of football to win every international trophy.



2011

Juventus Stadium unveiled.

2020

#LEAD3RS

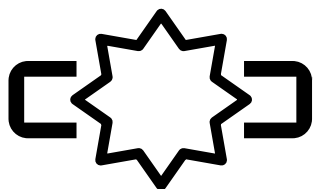
#LEAD3RS

Juventus Women wins for the third time in a row the Italian Championship.

#STRON9ER

Only Team to ever win 9 Italian Championships in a row.

#STRON9ER



OUR TROPHIES

MEN'S FIRST TEAM



INTERTOTO CUP
1



UEFA CHAMPIONS LEAGUE TITLES
2



EUROPEAN CUP WINNERS' CUP
1



UEFA CUPS
3



INTERCONTINENTAL CUPS
3



UEFA SUPERCUPS
2



ITALIAN LEAGUE CUPS
13



ITALIAN SUPERCUPS
8



ITALIAN CHAMPIONSHIPS
38

WOMEN'S FIRST TEAM



ITALIAN CHAMPIONSHIPS
3



ITALIAN LEAGUE CUPS
2



ITALIAN SUPERCUP
1



ANDREA AGNELLI: TEN YEARS AS A CHAIRMAN

The Agnelli family has been synonymous with Juventus for a century and, on 19 May, we celebrated that continuity and Andrea Agnelli's first decade as Chairman. Since becoming Chairman six years later his father Umberto, at a time that was far from easy for our history, Andrea Agnelli has led the club in these ten years marked by 16 trophies, a growth in turnover of over 250% and the presentation of the Allianz Stadium, the first stadium owned by an Italian football club.

A person is shown from the chest down, wearing a black long-sleeved shirt with a large white number '1' on the front. They are using a blue marker to draw on a piece of paper that has a Juventus logo template on it. The paper is placed on a table, and a ruler is visible. In the background, there are some gold-colored decorative objects on a shelf.

OUR ICON... YOUR ICON!

Our Icon... Your Icon!

Since 2017, the Juventus logo and the new visual brand identity were the first steps that projected the Club into the future; with a never before seen "change of skin" that expresses the Club's tendency to always look to the future. Live Ahead, in fact.

During the lockdown imposed for the Covid-19 emergency, the **Your Icon** project gave fans an unprecedented challenge: to reinterpret the Juventus icon in an artistic and imaginative way. The entries were uploaded on a dedicated platform: the most voted, were posted on the the official social media channels.



Artissima Junior for Your Icon

Created two years ago from the collaboration between Artissima and Juventus, Artissima Junior involved little art lover to become part of a special team of artists and create works outside of the box., inviting them to explore the identity/team combination in a portrait.

Each design became fragments of a collective and virtual project, which is by inspired by YOUR ICON, a project created by Juventus where fans are encouraged to redesign the club's logo in the most original way possible. Participants developed this theme through various artistic activities, venturing into the portrait practice and also confronting the format of the players' figurine, intended precisely as a photograph/portrait of each player's uniqueness.

COVID-19: A TEAM EFFORT

The Covid-19 emergency opened up a sudden and previously inconceivable scenario which also had an impact on the world of football. Juventus promptly complied with the instructions given by the competent authorities, constantly monitoring the situation regarding the virus and adopting a series of preventive measures that embraced all the Club's activities.

Following the **Prime Ministerial Decree of 11.3.2020** and the subsequent instructions issued by the Ministry of Sport and the competent bodies of the FIGC, the company activities at the headquarter, the training centres (Continassa and Vinovo) as well as the Stadium have been reduced to the essential minimum, i.e. only those deemed necessary and unavoidable. The presence of employees was consequently reduced to the minimal amount necessary, with most of them in remote working where possible during the lockdown.

Lastly, the Club took immediate and constant action to sanitise the workplace and issued precise health and hygiene instructions to its employees. In addition, the Club immediately took steps to provide online training for the members of the various technical staffs, for girls and boys involved in the youth sector, and all its employees.

In the same way, Juventus College students continued their educational activities thanks to the the DAS platform, while streaming and recorded mode were adopted for continuing the Formazione Juventus (Juventus Education) courses organised by the Psychological Area and aimed at players, the young athletes and their families. A dedicated "remote" help desk was also opened to cope with the uncertainties and concerns experienced throughout the lockdown together.

Juventus Academy, a link that overcomes all distance

The particular emergency situation turned out to be an opportunity to strengthen the message that, despite being apart, we are all united. And during the weeks when the Academies (with the exception of the Vietnam branch), were forced to close, boys and girls took part in exciting challenges with their friends and relatives, ranging from football to cooking. The youngsters were always supervised by their coaches and the Juventus Staff, who planned technical lessons and online training sessions for them, culminating in the long-awaited annual event of the season: the Juventus Academy World Cup... this year in the special edition played at home!

Being unable to physically participate in Turin, the activity was taken directly to the kids' homes, on every continent: all 64 Juventus Academies challenged each other in different types of exercises, tricks and skill tests, divided by age.

Fundraisers and Donations

To offer its contribution during health emergency, the Club, with the support of the players from the men's and women's first teams, promoted and participated in the **#DistantiMaUniti** fundraiser in support of the Piedmont Region's Crisis Unit.

Aimed at purchasing medical devices and supporting healthcare facilities and medical staff, the campaign raised over € 450,000.

The Agnelli Family made a further private contribution, donating € 10 million to the Civil Protection Department, which shared the front line in this emergency with the hospitals.

The relationship with fans during the Covid emergency

Since attendance of live football matches had been suspended, the Club rethought the entertainment of its fans and supporters, forced into their homes due to the lockdown.

The **Juventus TV** platform was made available free of charge for 30 days and numerous new formats and content were proposed on the social mediachannels, while the eSports matches at Konami PES were broadcast live on the Youtube channel. Lastly, the new **#ACasaConLaJuve** format: in the 14 appointments broadcast live on the website, Juventus TV and Youtube, appointments and interactions with first-team players, former Juventus players, managers, coaches and VIP fans of Juventus intervened strictly from their homes, entertaining the public with anecdotes, behind the scenes stories, curiosities and fun challenges.

OUR APPROACH TO SUSTAINABILITY

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

Juventus began its path towards sustainability in 2013, positioning itself among the first football clubs in the world to approach its business in a new way, taking up all the challenges associated with this change.

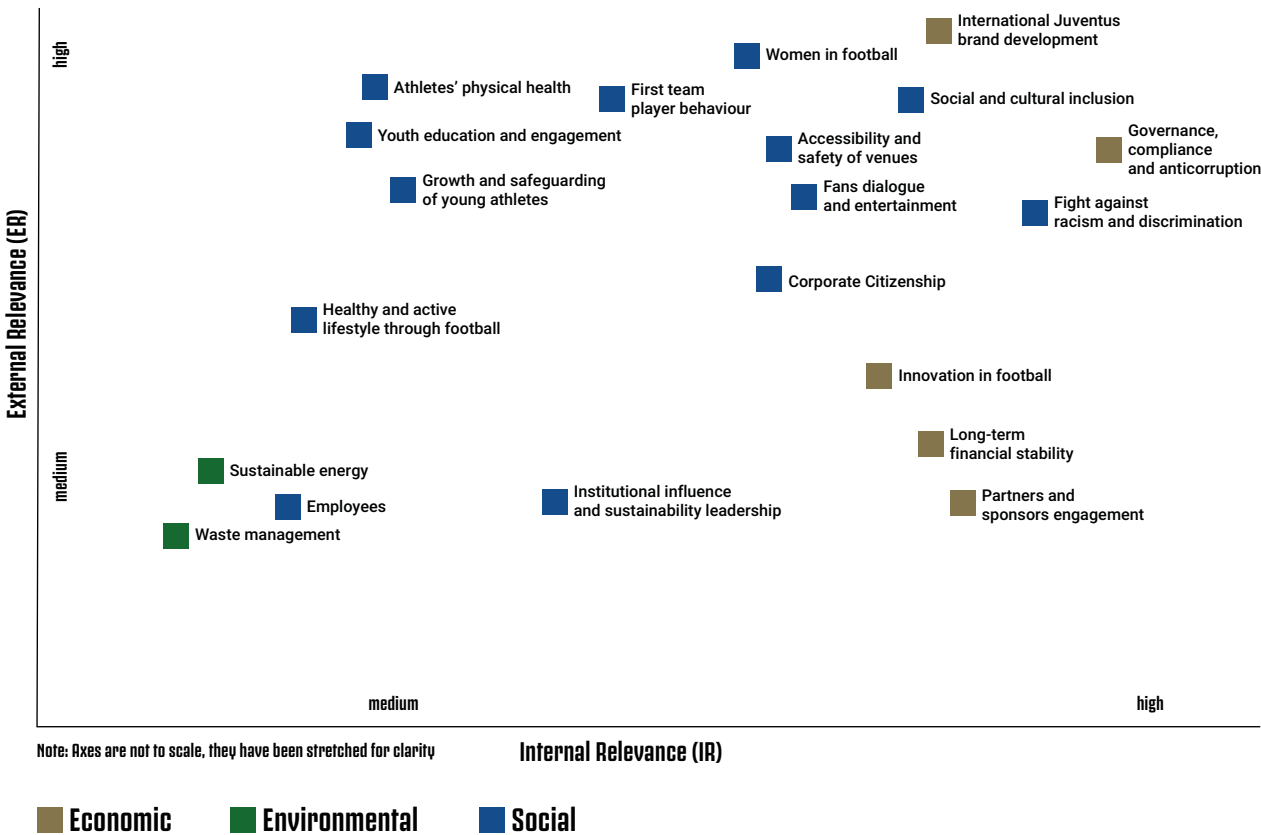


Over the past seasons, and thanks to the establishment and hard work of a dedicated internal team, the Club has promoted numerous engagement activities on the subject and has developed a model of its own, which frames the corporate business also in terms of sustainability.

By identifying sport, and football in particular, as one of the industries with the greatest social impact, as indicated in the UN 2030 Agenda for Sustainable Development, Juventus can and must play an important role in redefining the rules according to this new method and helping to drive this change.

Starting from the 2017/2018 season, Juventus' commitment was focused on understanding how the football business may tangibly affect current social issues at global level.

Such analysis involved the entire Club and led to the updating of the Materiality Matrix which, over the years, will have the twofold function of defining future Club initiatives and creating a common and shared language on the subject.



Through its values, football can facilitate and contribute to improve social impact, particularly on young generations. Juventus is aware of its role: both in the world of football, as a Club, and of the responsibilities and influence of its actions at a social and environmental level, as a Football Company. Therefore it actively contributes – within the United Nations framework – to reaching the following Sustainable Development Goals:



OUR PRESENCE



JUVENTUS ACADEMY



AMERICA

Canada
USA
Brazil
Colombia
Argentina
Chile
Paraguay
Peru
Costa Rica
Guatemala

ASIA

Hong Kong
China
Uzbekistan
Saudi Arabia
UAE
Bahrain
Lebanon
Oman
Japan
Kuwait
Vietnam

AFRICA

Marocco
Nigeria
Tunisia
Tanzania
Algeria
Egypt

OCEANIA

Australia

EUROPE

Italy
Hungary
Switzerland
Slovakia
France
Albania
UK
Greece
Belgium
Sweden
Georgia
The Netherlands
Romania
Luxembourg
Spain
Estonia
Poland
Serbia
Cyprus
Macedonia
Russia



JUVENTUS VENUES

HQ CONTINASSA
ALLIANZ STADIUM
JTC CONTINASSA
JTC VINOVO
HONG KONG BRANCH
J HOTEL

JUVENTUS STORES

STADIUM MEGASTORE
TORINO CITY CENTER
TORINO SUD
MILANO STORE
ROMA STORE



WORKING WITH SAVE THE CHILDREN

The education and protection of the younger generations are the of Juventus' commitment.

The partnership with **Save the Children** represents an important step along this path, aimed at supporting the Organisation's projects in Italy, focusing particularly on the **education, protection** and **promotion of sports activities** and **healthy lifestyles** for children and adolescents, especially in situations of greater social and family fragility.

Embracing Save the Children "**Illuminiamo il futuro**" campaign, Juventus announced its new commitment not only to offer further opportunities at Italian level, but above all to contribute personally to the evolution of society and the new generations through the redevelopment and support the Punto Luce of Save the Children, located 800 metres from the Allianz Stadium, in the Vallette district of Turin.

The project will allow to see the the doubling of the space currently available in the structure, transforming the centre - which since 2014 has been attended by almost 1,000 children and has involved about 250 mothers and fathers - to a real educational hub open to the many businesses active in the area.



CHRISTMAS JUMPER DAY

On Save the Children's Christmas Jumpers Day an item as simple as the jumper was transformed into a tangible action and commitment in favour of integration and against educational poverty, by participating in the "Illuminiamo il futuro" campaign.

Christmas Jumper Day became a promise of a commitment witnessed by all the Juventus people who wore the Christmash-up jumper on 13 December 2019 and shared the most profound aspect of this initiative with everyone.



Rewrite the future

During the Covid-19 emergency, Juventus signed the manifesto and joined Save the Children Italia's new "**Rewrite The Future**" campaign, as a further sign of the commitment that identifies children's rights among the priorities to intervene in the present and rewrite the future.



Save the Children
100 ANNI

OUR RELATIONSHIP WITH STAKEHOLDER

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

Every year, in its daily business activities Juventus promotes a wide range of interaction and engagement with its stakeholders. These include training events for its youth players and continuous learning events for its coaches; loyal fan events and business partner events; media relation activities and activities involving its employees.

THE CLUB'S STAKEHOLDERS

First Team Players

Fans

Players' Agents and Representatives

Youth Sector Players

Shareholders and Capital Providers

Competitors (other clubs, their fans and associates)

Families of Juventus athletes

Suppliers and their employees

**Participants in the Juventus
Soccers Schools and in the
Juventus Academies**

**Educational Institutions and
Universities**

Sports Institutions

Media

**Public Administration and Law
Enforcement**

General Public

Sponsors and Commercial Partners

Staff (technical, medical, etc.)

**Local and International Organisations
and Associations**

**Juventus fans, Season ticket holders,
Members and spectators at the
stadium**

**Top Management, employees and
associates (stewards)**

Among the numerous initiatives, the following stand out:

YOUTH SECTOR PLAYERS AND FAMILIES

- 1 school orientation meeting for the families to present the activities of Juventus College
- 65 face-to-face meetings were held until February, followed by 12 streamed video meetings during Covid-19 health emergency.

PARTICIPANTS IN JUVENTUS ACADEMY AND JUVENTUS SOCCER SCHOOLS

- 1 Juventus Academy Partners' Meeting: representatives of Club partners working on various Juventus Academy projects in over 25 different countries around the world
- 1 Juventus Academy World Cup... at home

SHAREHOLDERS AND CAPITAL PROVIDERS

- 1 annual Shareholders meeting
- One-to-one meetings

JUVENTUS MEMBER

Over **1,250** fans involved in matchday and no-matchday activities

- events created exclusively for Junior Members, including:
 - 1 Junior Reporter with captain Chiellini
 - Christmas Party at the Allianz Stadium
 - Junior Photographer behind the scenes at the Allianz Stadium
 - 74 guests invited to the exclusive première of the cartoon Team Jay
 - Juventus Artissima Junior 2019
- matchday events reserved for J1897 and Black&White Members, such as:
 - 16 appointments with "A Day with Juve"
 - 14 "VIP Hospitality Experience" activities
 - 5 MVP awards with Dybala, Higuain and Ronaldo
- no-matchday events reserved for J1897 and Black&White Members, including 2 Meet&Greet events in Store with Douglas Costa (Milan) and Chiellini (Turin)
- Dedicated activities in the Summer Tour 2019 in Singapore, Nanchino and Shanghai

JUVENTUS OFFICIAL FAN CLUB

- 30 activities with over 1,600 members representing the 569 Official Fan Clubs from 69 different countries in the world
- 900 members involved in Match Day events and four "Third Half" events
- Over 500 members involved in the Juventus Summer Tour 2019
- 3 National Coordination Meetings with the Regional Representative of all the Italian Official Fan Clubs and 6 Regional Coordination Meetings with the representatives of each Official Fan Club within the area



LOCAL AND INTERNATIONAL ORGANISATIONS

- 1 EFDN 'CSR in European Football' Conference
- Participation in v public relations events (Dinner in memory of "Ale&Ricky", Heysel and Piazza San Carlo Commemorations, Candiolo, etc.)
- Recruiting activities at Italian universities
- Participation in iworkinSport in Lausanne
- Events at the Juventus Museum
- Initiatives in collaboration with Save the Children
- International Day for the Elimination of Racial Discrimination

EMPLOYEES

- Juventus Christmas Dinner
- Internal engagement initiatives and focus groups
- Remote learning programmes

PUBLIC ADMINISTRATION AND LAW ENFORCEMENT

- Meetings of the Security Operational Group (every home game)
- Continuous interaction with the Public Administration and Prefecture

SPORTS INSTITUTIONS

- 5 Italian League Meetings
- 2 ECA Executive Board meetings
- 1 ECA General Assembly
- 3 UEFA Executive Board meetings
- Presence in on the ECA Women's Football Committees and in the ECA Competitions Working Group

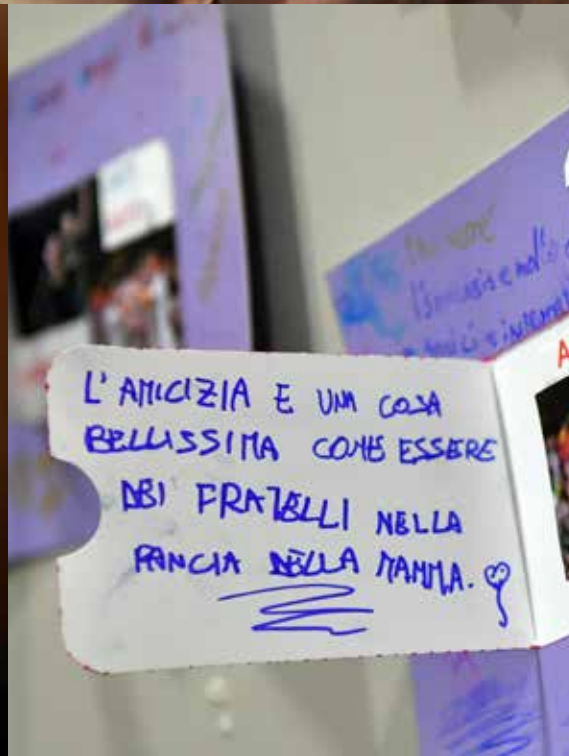
OUR ROLE IN THE SPORTS INDUSTRY

[102-13]

Football is the sport with the highest number of fans in the world: 3.5 billion¹. Its popularity stems from a variety of reasons, including the fact that it is played by so many people at amateur and professional level.

Historically, the absence of barriers to entry (i.e. physical, economic, or logistic) – which distinguish, instead, many other sports – is among the reasons for the sport's popularity. Competitive football is organised at a global scale by FIFA (Fédération Internationale de Football Association - made up of 211 federations), which is recognised by the IOC (International Olympic Committee) as the highest governing body of world football. Due to the extreme popularity of football at all latitudes, FIFA has delegated some of its powers to a number of continental confederations. The European confederation is UEFA (Union of European Football Associations - made up of 55 federations), which organises, among other things, the European club competitions, the most prestigious of which is the UEFA Champions League. At country level, football, like other sports, is governed by national organizations. In Italy, such organizations is the FIGC (Federazione Italiana Giuoco Calcio - Italian Football Federation), affiliated to CONI (Comitato Olimpico Nazionale Italiano - Italian National Olympic Committee), which in turn is a domestic emanation of the Olympic movement led by the IOC. FIGC is a member of both FIFA and UEFA and organises national football activities at increasingly competitive levels, again due to the high number of players. These levels generate a pyramid-shaped structure, divided basically into two sections: amateur sport at the base and professional football at the top. This division was established by the FIGC, in compliance with the regulations in force, and created the professional practice of high-level national football. The pyramid of competitions is not static: the various levels are interconnected through promotion and relegation mechanisms which, on the one hand, allow access to the higher competitive levels and, on the other, impose the descent to a lower level. This dynamic is based almost entirely on what is known as sporting

merit, i.e. competitive performance "on the pitch". At every level, the fundamental organisational unit of sporting activity, and therefore also football, is the sports club, also known informally as the club, which assembles and manages the resources necessary so that the practice of the various disciplines can take place. To ensure the best possible organisation of competitions, the FIGC promotes and recognises the organisation of clubs in associative form. Consequently, each level of the pyramid has its own league of reference. At the base level there is the LND (Lega Nazionale Dilettanti - National Amateur League), while the professional sector is divided into three levels: Lega Serie A at the top, which manages the main national football club competitions (particularly, the Serie A Championship), followed by the Lega Serie B e and LegaPro at the second and third level. This organization of football competitions is not only typical of Italy but, with different levels of complexity based upon the number of participants and the size of the Country –, is almost identical in the 55 UEFA member associations. Since its formation in the early 1950s, UEFA has promoted and managed the aforementioned European club competitions, arranged according to increasing levels of competitiveness, involving clubs associated with national leagues with the same level of competitiveness. Over the last few decades, European club competitions have become increasingly important, thanks partly to the deployment of powerful forces such as the evolution of the media and the phenomena of globalisation. This is another reason why, from the 2021/22 sport season, UEFA will launch a third European club competition other than UEFA Champions League and the UEFA Europa League, with the aim of increasing access by small and medium-sized European clubs to the international stage. Aware of the growing importance of the European and



JUVENTUS GOALS

MANIFESTO

[413-1]

**GOAL HAS ALWAYS REPRESENTED A STARTING POINT,
NOT THE END PURPOSE, TO CHALLENGE OURSELVES,
EVOLVE, AND IMPROVE AGAIN EVERY DAY.**

In the past few years, Juventus has aimed to communicate – by means of football and its methodology – a value system able to reach all its stakeholders and giving it the chance to stand out on a global scale.

The Goals are thus the result of teamwork: a fundamental element to achieve bigger things.

On and off the field, the Juventus spirit is to look ahead and live ahead. Today's world demands us to step up our game in a new perspective: the ability to make an impact. Not only on the pitch – where we have created our History – but even in the contexts around us, leveraging on the values of Sport to tangibly contribute to the evolution of Society and new generations. Juventus aims to play this role in first person, so as to improve not only itself, but even its global community. By means of Juventus Goals, we wish to include every colour lying between black and white.

We believe that – as a football company – we can make a strong impact the public sphere.

By means of football, Juventus Goals aims to convey and promote the values of respect, sharing and social inclusion.

Through Juventus Goals the Club commits to supporting activities in three areas which a football company may have the greatest influence on: playtime, education and social inclusion.

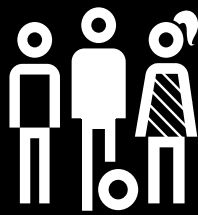
Through Juventus Goals, the Club is committed to supporting the spread of activities on three pillars that represent the areas of greatest social impact for a football company:



PLAYTIME



EDUCATION



**INCLUSION
OF
DIVERSITY**

| GIOCA CON ME

The project focused on sport and inclusion aimed at all girls and boys, to whom an attentive moment is reserved, both for playing and for education, who live in contexts at risk of discrimination, marginalisation or social exclusion.

Football, in its simplest and most genuine dimension, is first and foremost a social phenomenon based on playing. This is why it finds its first expression in children. **Gioca con me**, launched by Juventus in 2012, is a sports-educational project that aims to facilitate access to the game for those who are denied the opportunity to play football because they belong to weaker or disadvantaged social groups, or because they cannot afford the costs of participating in a sporting activity. This project also aims to promote a healthy and active lifestyle in the girls and boys involved through regular physical activity. The basic idea is that sport is everyone's right and that football is one of the most effective tools to learn the rules and get out of isolation and socialize, to promote the principles of brotherhood, respect, sport loyalty and fair play.

The exclusion of all forms of discrimination and selection criteria to participate enables Gioca con Me to fit perfectly into any social context / need and therefore to offer as many girls and boys as possible the opportunity to play and have fun in a real football environment, inclusive yet non-professional.

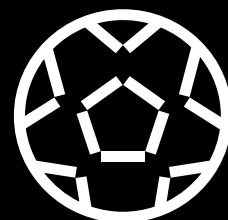
One project, many opportunities.

The project was launched in the 2012/2013 season in the Juventus soccer schools, as an opportunity for integration and growth for girls and boys at risk of social exclusion.

Thanks mainly to the excellent results and positive feedback from participants, partners and families. Over the years, Gioca con Me has been implemented in various contexts both nationally and abroad.

Since the 2016/2017 sport season, the Club expanded the project's horizons with the activation of the "playtime" programme - focused on inclusion - at the international Juventus Academy sites too.

In the 2018/2019 and 2019/2020 sport seasons, Gioca con Me has undergone further development, arriving, for example, in new contexts such as Flatbush - a neighbourhood in New York in the borough of Brooklyn characterised by a high population density of different ethnic groups, or in areas closer to the club which deal with minors with various problems, offering them a sports-educational space where they can develop a sense of self-awareness and confidence in their abilities, thanks to sport.



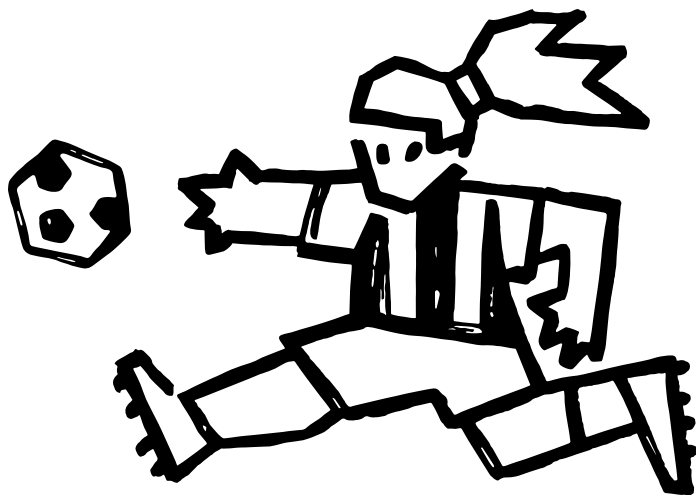


Gioca con Me... Home Edition

The suspension of all sporting activities and the urgent measures adopted to counter and contain Covid-19, did not stop Gioca con Me's recreational educational programmes during the 2019/2020 season. In fact, Juventus reshaped the programme in remote mode, ensuring the continuation of the educational and sports activity from home.

For the first time, the pitch, a place for meeting and socialising, has been transformed into a virtual space to keep in touch with participants and their families, in order to support sociality and the sense of belonging to the project, with weekly training sessions and great challenges.

FAIR PEOPLE



The educational programme developed for primary schools and entirely dedicated to respect.

Respect is a team sport - this principle is the basis of Fair People, the first of the edutainment projects developed by the Club for students, teachers and families within the scope of Juventus Goals.

Once again in this second edition, Juventus went into the classrooms of primary schools in the city and province of Turin to share the value of respect and educate a new generation of Fair People, people who want to live their life and in any field they choose, with respect for themselves, for others and for the world around them.

The educational proposal falls within the normal planning of the training and teaching programme and contributes to the implementation of the ministerial programme, accompanying pupils through a personal growth process with multidisciplinary activities that explore five guiding ideals: **respect, commitment, loyalty, equality, teamwork**.

Despite the sudden setback in classroom teaching activities due to the health emergency, the 2019/2020 edition confirmed the success of the previous season and the correct direction taken by the Club: 180 schools involved, 500 teaching kits sold out in the first two weeks of the opening season. The educational journey continued according to plan until the end of the school year, focusing immediately on remote learning, supporting teachers and families in the pursuit and development of the goals set, keeping the educational interaction and link with classes and families alive.

For more information, www.fairpeople.it

HERE ARE THE THREE WINNING MOTTOES OF FAIR PEOPLE IN A.Y. 2019/2020



FIRST PLACE

"Loyalty and respect for a close-knit group"



SECOND PLACE

"Respect and be respected."



THIRD PLACE

"Respect and the match will be perfect."



Juventus awarded "Il Calcio e le Ore di Lezione" prize by FIGC

On 17 February 2020, the Fair People educational programme was awarded as the **best practice** of the Serie A 2018/2019 in its first year of activation. **"Il Calcio e Le Ore di Lezione"** is a project proposed by the FIGC and created in order educate young people of the educational value of Sport, Fair Play, Fanship and inclusion. This award also made it possible to obtain further recognition in June 2020 *"For having built many projects together with students, families and schools, aimed*

at a formation that is not only competitive and sporting, but also existential. Projects dictated by attention and care towards young athletes." Juventus was awarded as the **"Best Professional Football Club"** at the "Grassroots Awards" 2020, the annual award reserved for the best initiatives dedicated to young people and youth football.

As the winner of the award at national level, the candidacy was also proposed to UEFA for the selection of the "UEFA Grassroots Awards" at European level.

UN CALCIO AL RAZZISMO

The project promotes a culture of inclusion and respect through practical actions aimed at excluding all forms of discrimination. **Certain limits are overcome, others are respected.**

Juventus rejects all forms of social and territorial discrimination, racism, xenophobia and violence, as stated in its Code of Ethics.

Racism and discrimination in all its forms, represent a serious and, as yet unsolved cultural scourge.

For this reason, the Club, aware of its role, has its renewed commitment on this subject, through projects that promote a culture oriented towards respect, inclusion, equality and the fight against all forms of discrimination.

The educational programme Un Calcio al Razzismo is part of Juventus Goals' scope of action, aimed at making the younger generations more aware and responsible for the behaviour and language adopted, through training activities and moments of play.

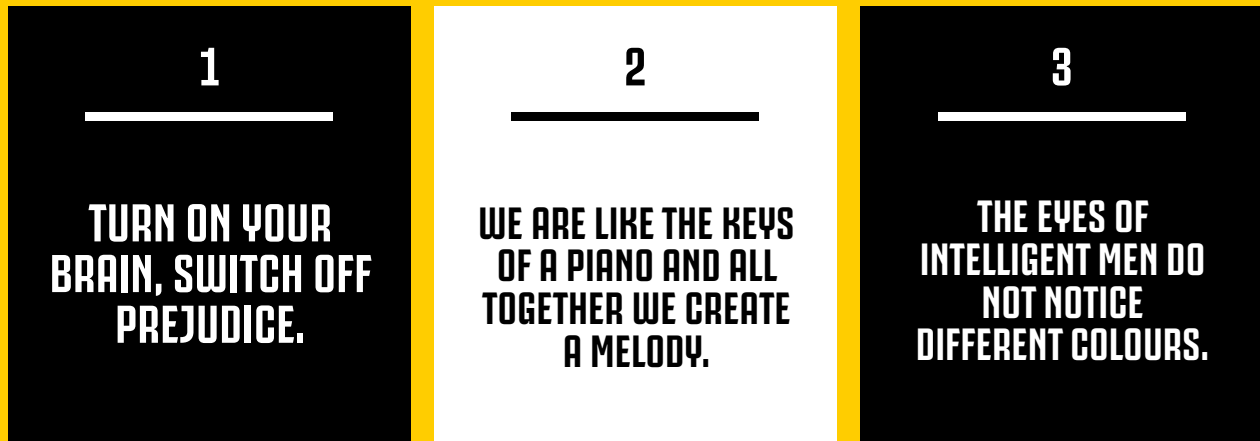
Aimed at secondary school children between the ages of 11 and 14 in the Piedmont Region, the tenth edition of the project has renewed the format, presenting itself as a free, modular and interactive educational path, consisting of an interactive game "To be, not to be" - which uses gaming to develop a point of view that goes beyond labels – and composed also of three self-contained lessons:

- **Which race?** To break up and overcome the concept of race;
- **Equal and different.** To reflect on how Prejudices and Stereotypes are born;
- **I speak... and do not discriminate.** To understand the value of words and how they can become a means of discrimination.

The choice of a simple format capable of adapt to the different needs of the class made it possible to continue the educational programme, which began in the classroom, at home during the health emergency and suspension of school activities in the classroom, strengthening the home-school bond and the commitment on the part of the families to participate and complete the initiative.

The 2019/2020 edition involved 135 institutions, with the participation of about 820 classes. At the end of the course, each class gave its own kick to racism through the Motto against discrimination and the mosaic of diversity, featured on the platform: www.uncalcioalrazzismo.it

Here are the winning mottoes of this edition:



“UN CALCIO AL RAZZISMO” and TEDxTorino

The enthusiasm of the students and the feedback collected from teachers and families led Juventus to strengthen and expand the Club's commitment to the topic, renewing and innovating the proposals on the subject in an innovative way. Un Calcio al Razzismo continued during the summer together with TEDxTorino, thanks to an innovative programme: the **Circles**, a special and brand-new free format, which aims to allow small groups of participants to actively discuss a specific topic online via a group video call system. Ten keywords, ten meetings in which ten young

participants took part at a time and, who for an hour and a half, allowed themselves to be involved with moderators of the TEDxTorino team, where they participated in a debate on a continuously current topic.

The new formula stimulates active confrontation around those key concepts that seemingly relates to discrimination today. A functional step towards the creation of the TEDxTorino Salon dedicated to the fight against discrimination, an event that will be held in spring/summer 2021 at the Allianz Stadium.

JUVENTUS FOR SPECIAL @ SCHOOL

Juventus For Special athletes meet students of all ages to implement that cultural awareness other may overcome stereotypes linked to disability.

Juventus For Special is the sports and social inclusion project dedicated to people with cognitive-relational disabilities. The sports aspect is joined by the educational dimension of the project, a programme aimed at involving the new generations and overcoming preconceptions linked to disability. The message behind such programme is as simple as it is ambitious: **disability is not a limit but rather one of the many nuances that distinguishing the human beings**. This principle gives disabled people back their dignity, as well as an opportunity to express themselves and go beyond the cultural and social limits giving life to forms of marginalization and exclusion.

The **Juventus For Special@School** educational project involves students of all schools levels - primary, middle and high schools - in active lessons subdivided in two phases:

- **experiential**, trying to recreate at the school gyms the difficulties of three types of disability in a simple and direct way. This activity, conceived and coordinated by the Juventus for Special players, aims to demonstrate and make the students directly experience the feelings that an athlete with disability encounters during his sport activity, as in football;
- **debate**, thanks to a programme made up of the testimonies and stories of Juventus for Special players and staff, with the aim of sharing and normalising their experience by breaking down the prejudice related to disability.

Each meeting ends with a final moment of **feedbacks**, conclusions and reflections on the experience during which participants admit and realize their own stigmatizing perspectives, and how preconstructed concepts are a limit to the inclusion of friends, classmates and people with disabilities, whichever they may be.

The necessary and compulsory suspension of all educational activities at school, because of the health emergency, characterized the second part of the school year 2019/2020. which saw the interruption of the educational experience in schools, for safety reasons. Meetings with students from local universities continued online with great success and interest.

JUVENTUS FOR SPECIAL @ SCHOOL

Che cosa mi è rimasto dall'incontro di oggi?

La è rimasto che ho reso atleti tali
e quali a noi, anche, ancora che più,
stato che hanno difficoltà maturano
e vivono a pieno giorno in un
In più le ho fatto tutta la spiegazione
aperta, con che movimento con me
spettacolo. E che con l'educazione sportiva
non

Juventus for Special@School included in the shortlist of the More than Football Award 2019

Thanks to the educational and experiential principles behind the school programme, the project has also been recognised at European level as being able to respond to a real challenge and generate a positive impact on the community. Juventus for Special @ School was included along with Chelsea, Rangers and Shakhtar in the shortlist of best practices for **More than Football Award 2019**.



JUVENTUS and TEDxTorino



READY PLAYER X, the Juventus Women Coach, Rita Guarino speaker at TEDxTorino

Juventus believes firmly in the importance of education and in the importance to inspire the actions and behaviour of future generations by promoting new opportunities for lifelong learning for all, and by trying its hand in contexts outside of the game to enhance a whole series of initiatives aimed at training and personal growth.

For this reason, the club renewed its interest in collaborating with **TEDxTorino**, with the presence of Coach **Rita Guarino** at the main event in 2020: "**Ready, Player, X**" - dedicated to all those moments in which we rise to the challenge, as well playing the game.

Together with 14 other speakers, the Juventus Women's coach, Rita Guarino,

accepted a new challenge, standing on stage on 2 February to talk to an audience of 800 spectators about those moments when life and circumstance challenged her to be ready, to rise to the challenge and play, talking particularly about the moment that changed her life and marked the start of a career to be proud of.

This result is the product of a cultural and social journey that began a long time before, when women's football was far from being in the limelight the way it is now, despite already having the same goal that it has today: **to fight all prejudices** and commonplaces and restore dignity to players, women and football. To ensure **that the new generations have fertile ground to dream and build a dignity of their own.**



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UNIVERSAL FOOTBALL

OUR TEAMS

MEN'S

- First Team
- Under 23
- Under 19
- Under 17
- Under 16
- Under 15
- Under 14
- Under 13
- Under 12
- Under 11
- Under 10
- Under 9
- Under 8
- Under 7

WOMEN'S

- First Team
- Under 19
- Under 17
- Under 15
- Under 14
- Under 13
- Under 12
- Under 11
- Under 10

JUVENTUS FOR SPECIAL

- Level I
- Level II
- Level III





THE JUVENTUS FAMILY IS ONE.

There is just one Juventus, under its colours, under its brand.

It thrives on the passion of millions of people who identify as much with the two First Teams as well as the Primavera team, the Second Team and the Youth Sector.

There is a Juventus that has been winning for years, so much so that it has become a habit: the **Men's First Team**.

A team that, in this recent and particular season marked by unexpected events linked to the health emergency, has been affected first of all precisely them.

Despite this, the first team confirmed its supremacy once again and brought home the ninth Scudetto in a row, a milestone in the history of Italian football never seen before.

There are other teams that, in the same way, have followed the same path too.

Not by chance, the last three sport seasons have been characterised by profound structural changes at professional level.

The **Juventus Women** project was officially born on 16 June 2017. In its three years of life, the team coached by Rita Guarino has won **three Scudetti in a row, two Italian Cups and one Italian Super Cup**. Juventus Women's presence in Italy's top football league gives the whole project a credibility which acts as a driving force for the Italian women's football movement.

The Juventus brand and its great exposure have taken this sport to a new level, also at media level, introducing and bringing an ever-growing target into contact with this ambitious dimension of football.

On 3 August 2018, the Club's professional sector expanded even further, with the

institution of the Second Team, or **Juventus Under 23**. Juventus was the first Italian Club to adhere to the second team project as an opportunity to continue the sporting journey embarked upon in the youth sector.

The Serie C Italian Cup victory by Juventus Under 23 in the final played in Cesena, the first trophy won by the team in its second year of existence, represented a historic achievement that goes way beyond the mere sporting prestige guaranteed by the trophy.

It represents not only the first cup won by the black&white team, it is also the first case of a trophy won by a second team in Italy.





On the International Day for the Elimination of Violence against Women – 25 November – the Club and Juventus Women confirmed their commitment to the promotion of gender equality and the fight against every form of discrimination and violence against women **by taking part in the global campaign of the United Nations, “Orange the World”.**



YOUTH SECTOR

The Juventus Youth Sector, composed of boys and girls between the ages of 6 and 18, saw a total of twenty six men's teams and eight women's play during the 2019/2020 sport season.

Juventus believes that, in addition to being physically and psychologically prepared to face sports competitions, players must also train as part of their daily lives in order to grow as people.

There is, in fact, an osmotic relationship between what occurs on and off the pitch. To pursue this personal and competitive growth, the Club launched the Juventus College project in 2012. Its aim is to enable the girls and boys who play for the youth teams to combine competitive sports activity with an academic education.

The introduction of technology, using an open platform, allows student to take part in lessons and interact with their teachers despite their numerous off-campus football-related commitments.

One of the fundamental aspects, never to be forgotten in a competitive context, is that we must always see the player and the person as a whole. This deserves even closer attention when dealing with girls and boys who play for the youth teams.

Juventus relies upon a **network of professionals** which, thanks to the "Formazione Juventus" (Juventus Education) project, involves all the key figures who interact with the children, protecting them by **respecting their whole personal sphere** and giving them the psychological resources they need, on the pitch just as much as in everyday life.





The training activities held in 2019/2020 were aimed at:

- Basic Activity Players
- Youth Sector Players
- Parents of all the youth categories
- Staff and teachers of the Juventus College

65 face-to-face meetings were held from the beginning of the 2019/2020 season until February, followed by 12 streamed video meetings during the Covid-19 health emergency.

The subjects varied depending on the various age groups within the boys' and girls' youth teams.

The youngest age groups involved in the basic activity focused on topics such as **socialising** and dealing with their emotions in a group context. Those aged 11 to 14 investigated the **risks to their general wellbeing**, such as addiction and the interpretation of society.

In the Youth Sector, which groups together the adolescent ages, the aim was to raise awareness among girls and boys about the main risks for the health related to incorrect lifestyles and how smoking affects mental and physical health.

With the youngest categories, every child had the opportunity to participate in three meetings during the 2019/2020 season. The first two dealt with the topics of **Determination and Resilience** - components of psychological capital, a tool for self-expression and success in achieving their goals in different life contexts - while the third one dealt with **communication during Covid-19 in life and sport**.

In collaboration with the Juventus College, ten meetings were held during the academic year: seven entitled "Bet we will lose?" focused on the risks associated with sports betting and three entitled "Human Race", held in streaming on the occasion of the International Day for the Elimination of Racial Discrimination - the 21st of March.

Juventus Studium

Juventus invests annually in training and refresher courses for its technical and sports staff, who are the key figures for the success on the pitch at all levels.

For this reason, the training activities, at first scheduled in the classroom, have been rethought and reorganised because of the ongoing difficulties during the COVID-19 emergency.

The so called programme called "**Juventus Studium - ore 15 tutti in Formazione**" (Juventus Studium – at 3 p.m. all in training) was launched on 30 March 2020 to continue the annual training courses focusing mainly on technical issues.

The format provided the analysis of a specific topic per daily meetings held for all those who are involved in the various black&white categories.



Until February 2020, 65 meetings were held in attendance

Then, during the Covid-19 health emergency, the teaching and training activities continued as usual, but in online learning modality, for all those involved in the programme.

In addition to that a specific psychological online help desk has been set up to support players and their families, helping them to address any worries, anxieties or possible fears generated by the uncertainty surrounding the recent events.



**JUDENTUS
COLLEGE**



JUVENTUS FOR SPECIAL

The social inclusion project for young men with disabilities that goes beyond the limits of the football pitch.

Disability is not a limit, but simply one of the characteristics of the human condition. This is the fundamental principle of the **Juventus for Special** project, launched in the 2017/2108 sport season to encourage the inclusion of people with cognitive-relational disabilities through sport.

Football plays a crucial role in this project. The young men who play for the various teams are part of a real competitive context. From the composition of the technical staff, to the training sessions, to the management of the locker room, through to the selection of the match line-up. Players are athletes by all means, who get their place on the team thanks to their commitment and hard work, and earn a starter's jersey thanks to the good performance on the pitch.

This attitude stands them in good stead at social level too. The sense of belonging that has developed towards Juventus for Special strengthens the players' awareness and self-confidence. They take the field with the hunger to improve constantly and to go beyond their limits.

The 2019/2020 sport season also marked a new chapter in the history of the football championship dedicated to this players. On 3 October 2019, the F.I.G.C. established the **Divisione Calcio Paralimpico e Sperimentale (Paralympic and Experimental Football Division)**, following the memorandum of understanding between the FIGC and the Italian Paralympic Committee. This represented an important step forward, bringing the world of disability rightfully within the activities of a sports federation dedicated to football practised by able-bodied players.

For the first DCPS sport season, Juventus confirmed its commitment by participating in its regional championship making over 90 staff and players available for the teams.

Juventus for Special is a social inclusion project that goes beyond sport. The related staff and players also take part in educational activities in schools and other local venues. For more details, see page 34.





Due to the evolution of the Covid-19 contagion, and in view of the regional orders and recommendations of the competent Ministry, on the 2nd of March the Paralympic Committee decided, , to suspend sporting activity throughout the country as a precautionary measure. The Juventus for Special activities continued in remotely modalities, with constancy and determination, introducing new ways of keeping relations between staff and players alive and continuing training at home.



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7

FOOTBALL COMPANY

| EMPLOYEES

As well as the Juventus teams on the field, there is a team of professionals that works to promote the Club's mission off the pitch too. This team also "trains" daily to achieve its goals, proving its ability to adapt quickly its way of working.

TRAINING

[404-1]

The **GROW BY LEARNING!** Project was presented for the 2019/2020 season, in line with the corporate strategy. - the Juventus training proposal created with the aim of supporting the growth and development of employee skills through the "Continuous Learning Approach".

The GROW BY LEARNING! training proposal for 2019/2020 focused mainly on the following areas:

- soft skills development
- language training
- transversal technical training

59% of Juventus employees took part in the training courses offered, with participation arranged by the Human Resources Department, in collaboration with the Heads of each Department, concerning the development needs identified during the previous season and with a view to professional development.

Given the continuing COVID-19 emergency, the training activities - initially scheduled to take place in the classroom - were rethought and adapted to be offered online, with the organisation of webinars and e-learning modules.

To guarantee constant alignment with the training needs detected and the goals established, an active exchange with the Managers involved was promoted, with regular updates and dedicated meetings.

AVERAGE NUMBER OF TRAINING HOURS BY PROFESSIONAL CATEGORY

	2019/2020 Season		2018/2019 Season	
	MEN	WOMEN	MEN	WOMEN
EXECUTIVE MANAGEMENT	14.2	1.5	7.12	15
MIDDLE MANAGEMENT	41.0	15.0	6.98	13.97
OFFICE EMPLOYEES	37.0	34.9	16.46	15.50
WORKERS	3.7	0	10.36	1.75

PROPORTION OF WORKERS INVOLVED IN TRAINING

Season	% OF WORKERS
2019/2020	80.5%
2018/2019	88%

REWARD SYSTEMS

In corso di stagione si è lavorato a promuovere una maggiore consapevolezza sull'importanza del Work during the season focused on promoting a greater awareness of the importance of the Juventus performance evaluation process, known as "Reward Systems", also providing refresher courses concentrated on the process and its main goal, i.e. to direct, monitor and acknowledge performance, rewarding and incentivising Juventus staff in relation to their function of the contribution to the Company's growth and success during the sport season of reference.

QUARTERLY KPI'S

The People Development staff worked on the design, development and implementation of a set of organisational KPIs (Key Performance Indicators), giving the Human Resources Department a tool for analysing and studying organisational data suitable for interpreting the performance of Juventus employees and facilitating future action plans to enable increasingly effective and constant organisational and, human resource development.

The main indicators managed and monitored relate to Organisational Development activities, Recruiting and Learning.



LIVE AHEAD

LIVE AHEAD is the new marketing story: it completes, defines and narrates the Club vision of the future. LIVE AHEAD is the spirit that identifies Juventus, which indicates its philosophy. So we could not possibly have given the event dedicated to Juventus employees held on 12 September 2019 at the Allianz Stadium and other name.

Juventus management and employees were divided into 11 work teams, with the aim of:

- Sharing the meaning of LIVE AHEAD
- Reasoning together on why it is important to us at Juventus and how it distinguishes us
- Reflecting on the behaviours that can be adopted to act concretely and to express the leading attitude of Juventus in everyday working life
- Defining a method that represents the chosen behaviour
- Symbolically representing the behaviour that LIVE AHEAD expresses

The working programme



RECRUITING AND ONBOARDING PROCESS

Juventus invests in recruiting the best talents who will represent Juventus with professionalism and competence. The assessment centre sets the reference standard for the assessment of junior profiles, through the analysis of teamwork dynamics, individual tests, technical tests and one-to-one interviews.

Open positions (*permanent* and *temporary*) are published in the "Careers" section of the corporate website and presented on the Company's LinkedIn page, with the aim of identifying and contacting precise reference targets, also at international level.

The new "Careers" section of the corporate website has been redesigned to enhance the candidate experience.

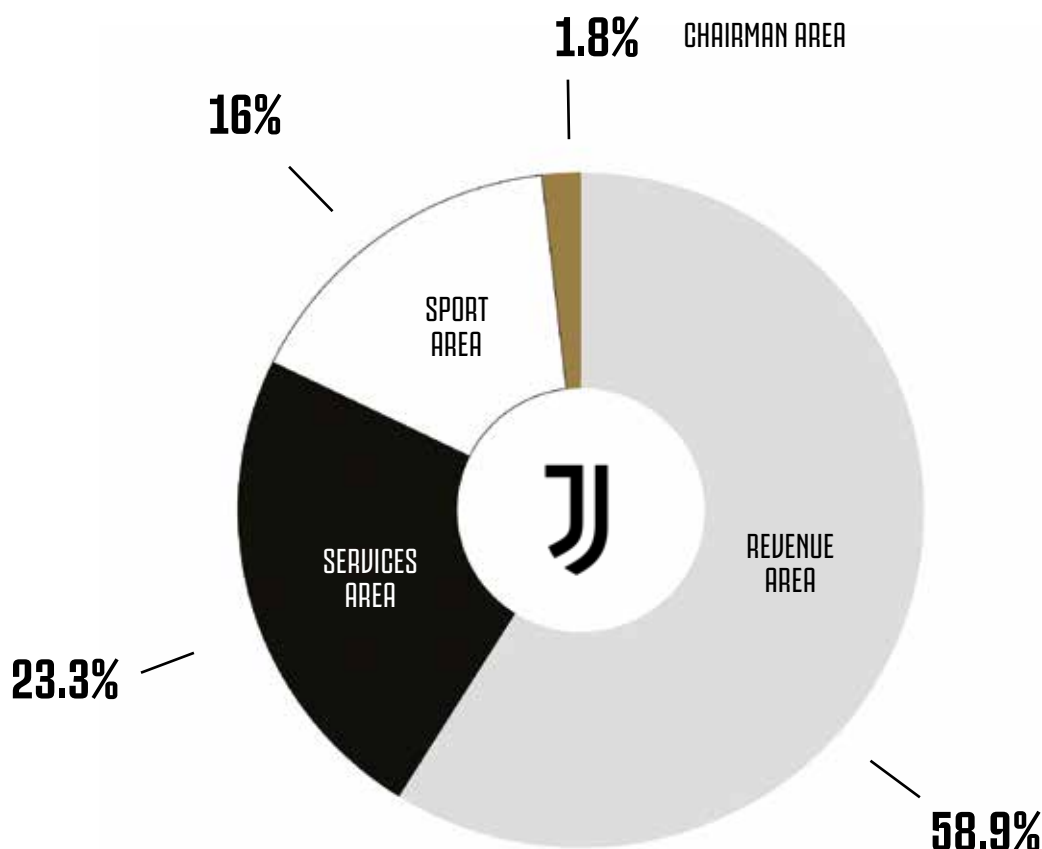
Among the professional opportunities, we have dedicated a section to the role of the Juventus steward, the recruiting process and the training provided by the Company, in line with international best practices.

Talent Recruiting activities are carried out preventively, proactively and constantly thanks to an extensive screening programme, considering a total of over 15,000 applications received during the 2019/2020 season, also with the organisation of targeted events.

With regard to this last point, the International Assessment Center was set up in October 2019, involving a pool of candidates representing three continents and eight different nationalities, all of whom have distinguished themselves with a brilliant international academic career.

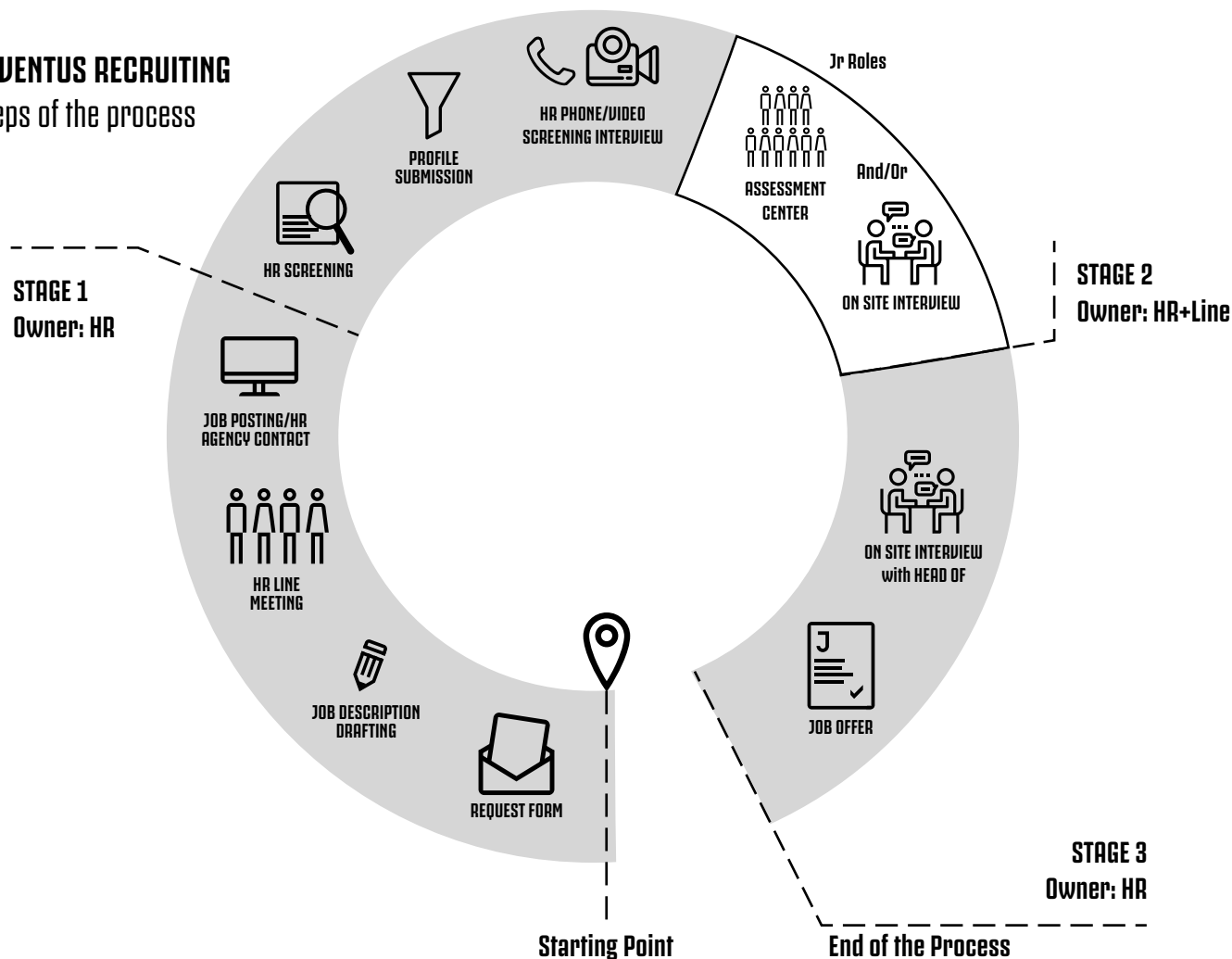
ENTRIES IN 2019/2020

Distribution by Area



JUVENTUS RECRUITING

Steps of the process



Juventus is at the forefront of participation in *job fairs* in the sector and, generally speaking, in all the events that represent a point of contact with candidates and allow them to learn more about the Company as a leading Entertainment Company on the world sports scene. On this subject, the Company took part - for the second consecutive edition - in *iWorkinSport*, an *international career fair* attended by the main European football clubs, as well as the major brands and academic organisations in the sports industry. Concerning newly recruited figures, it is a priority for the Company to be able to introduce them effectively into the company's business and inter-functional dynamics.

The induction programme dedicated to new resources is divided mainly into two phases (*Corporate* and *Individual*). *Corporate Induction* represents a common path for all new recruits and is organised by the Human Resources Department. To make them familiar with the history of the Club, a dedicated tour of the Allianz Stadium and our Museum is organised as part of the Corporate Induction, with exceptional guides. The *Individual Induction* process will include a series of in-depth meetings linked to the role, with the reference team and/or with the representatives of other areas of the company with whom the resource will be required to interact while carrying out the activities for which they are responsible.

RESUMPTION OF WORK AND POST-MATERNITY/PATERNITY LEAVE RETENTION RATE, BY GENDER.

[401-3]

In the two sport seasons of reference*, 21 employees (9 men and 12 women) have taken maternity/paternity leave. All resources are in force at 30/06/2020.

* This refers to events occurring from 01/07/2018 to 30/06/2020. Both compulsory and optional parental leave have been considered, except for Covid-related special leave. Mandatory periods of maternity and parental leave that took place within the same sportseason were counted as single events.

WELFARE

Once again in the 2019/2020 season, the Company provided a Welfare Plan for all eligible employees, linked to the achievement of specific financial targets.

It also activated welfare plans with Flexible Benefit initiatives for homogeneous categories.

The Welfare Plan offers employees the option to choose from a range of possible allocations of the "available expense budget", such as reimbursable services (education, medical, assistance and transport expenses) and non-reimbursable expenses (supplementary pension; purchase of entertainment and wellness services).

Two years ago, the possibility to request the reimbursement of interest payable on mortgages was introduced, in compliance with current tax regulations.

The platform made available to employees offers new services every year and accepts suggestions and requests from employees in compliance with applicable tax regulations.

With a view to continuous improvement also in the area of corporate welfare, new agreements have been entered into with local and non-local service providers, both directly and through platforms that manage offers and discounts for companies.

Certain of the importance and centrality of raising employee awareness in relation to welfare and tax issues, the possibility to use "time-saving" services in this area were offered, and info-training sessions were organised to keep them up to date with legal developments in this area.

Within the scope of wellness and mobility services, branded company bicycles were available to employees at the Headquarters and adjoining Juventus venues to promote and facilitate physical activity in their free time as well as make more efficient and environmentally sustainable the travel between the different work venues.

HEALTH , SAFETY AND ENVIRONMENT

[403-2]

Juventus has implemented a Health and Safety Management System in accordance with the past international standard OHSAS 18001:2007, now ISO 45001:2018, obtaining the certification on 25 September 2009. With a view to continuous improvement in occupational health and safety, the system is reviewed annually by the Certifying Body, which renews the certificate following an audit (the certificate was last renewed on 30 October 2019). Through its Policy on Occupational Health and Safety, Juventus provides suitable information and training to its employees and ensures that the risks identified are managed, controlled, and monitored, with the adoption of appropriate preventive and corrective measures. In particular, the Club guarantees specific training for employees at all organisational levels. In order to raise Health and Safety awareness among workers, Juventus provides constant and continuous training/information on the matter, using a variety of communication methods (lectures, e-learning, e-mail, videos, newsletters).

Over the last year, new methods of providing and verifying training have been introduced. A training plan aimed at raising awareness and developing nine skills related to topics defined annually by the Management Team has also been implemented. The Company tackled the Covid19 emergency by setting up a dedicated management team, which, working in close contact with the Top and Corporate Management, managed the

emergency by ensuring the definition and implementation of appropriate measures for the prevention and protection of employees. A General Protocol was drawn up, followed by detailed Protocols, broken down by roles and reference targets, to guarantee the management of the risks linked to the epidemic and ensure the safety and health of employees. Golden Rules have been identified and circulated, to be read and implemented according to the target and the company premises reference. All the company staff received the Rules of Conduct to be adopted to guarantee the health of everyone in the workplace. They were regularly updated and guided through a targeted and careful communication plan, both during the lockdown and when they returned to the workplace, in compliance with the corporate and medical protocols applied. Appropriate prevention and protection measures were adopted at company premises to guarantee the health and safety of employees at work.

All the measures indicated in the ministerial protocols were adopted too, with particular regard to working from home and the facilitated use of holidays/leave for employees during the lockdown. Considering the ongoing state of epidemiological emergency, the Company has engaged experts on the matter to assess appropriate measures to be taken because of a possible return to the workplace.

	2019/2020 Season	2018/2019 Season
NUMBER OF INJURIES (EMPLOYEES)*	2	1
WORKING DAYS** LOST DUE TO INJURY	9	15

* Data are given as an absolute value, and the data related to the injury rate and "days lost" 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 current employees are not available.

** Days are meant as calendar days and not working days.

DATA

[102-7 102-8 405-1]

WORKFORCE		
	2019/2020 Season	2018/2019 Season
Professional Footballers	85	83
Non-professional Footballers	334	331
Footballers observers and various associates	59	54
Technical staff*	151	125
Employees** and contractors	286	292
TOTAL	915	885

* TECHNICAL STAFF (Coaches, massophysiotherapists,, athletic trainer, sports managers)

** EMPLOYEES (executive and middle management, office employees, workers.; excluding 36 Intermittent Workers at 30/06/2020)



EMPLOYEES AND CONTRACT WORKERS BY PROFESSIONAL CATEGORY						
	2019/2020 Season			2018/2019 Season		
	<30	30-50	>50	<30	30-50	>50
Executive Management - Male	0	8	6	0	9	4
Executive Management - Female	0	1	0	0	1	0
TOTAL EXECUTIVE MANAGEMENT	15			14		
Middle Management - Male	0	18	3	0	17	4
Middle Management - Female	0	12	4	0	13	3
TOTAL MIDDLE MANAGEMENT	37			37		
Office Employees - Male	29	68	8	34	60	9
Office Employees - Female	17	63	15	32	61	12
TOTAL OFFICE EMPLOYEES	200			198		
Workers - Male	1	5	2	2	3	2
Workers - Female	0	1	0	0	1	1
TOTAL WORKERS	9			9		
TOTAL WORKFORCE	47	176	38	58	165	35
	261			258		

EMPLOYEES BY CONTRACT TYPE				
	FIXED-TERM		PERMANENT	
	MALE	FEMALE	MALE	FEMALE
2019/2020 Season	15	3	133	110
2018/2019 Season	19	11	125	103

EMPLOYEES BY EMPLOYMENT TYPE				
	FULL TIME		PART TIME	
	MALE	FEMALE	MALE	FEMALE
2019/2020 Season	147	105	1	8
2018/2019 Season	141	105	3	9



ENVIRONMENTAL IMPACT

[302-1; 305-1; 305-2]

Juventus is aware of its role as a football club and of its responsibilities and influence of its actions on the environment as a company. Conscious of this correlation between corporate and territorial aspects, Juventus is responsible for reducing its impact as much as possible.

Following the analysis that involved the entire Club and led to the update of the Materiality Matrix, the two priorities on which the Club has chosen to concentrate its actions and investments over the next few years in this area are **energy** and **waste management**, aiming to reduce its carbon footprint as much as possible.

As far as energy is concerned, the club has had an **Energy Manager** since 2015. The Energy Manager holds UNI CEI 11339 certification as an Expert in Energy Management and has been appointed, in accordance with Law 10/91, at FIRE (Italian Federation for the Rational Use of Energy), which supports Juventus in the

development of energy projects - such as energy diagnostics in compliance with Legislative Decree 102/2014 - and in activities for the implementation of an Energy Management procedure.

In September 2019, the Allianz Stadium became the first stadium in Italy to obtain the **ISO 14001 environmental certification**, after an investigation about its compliance with the legislation in force and of the adequacy of the environmental policy implemented. Through these commitments, the Club has strengthened its purpose for the environmental and the energy issues, that Juventus has been pursuing for years.

Also during the year, Juventus continued to replace the lighting system throughout the entire stadium area with LED lamps. This allows a reduction in consumption as well as a future reduction in maintenance, replacement and disposal costs. Thanks to this action, the club will be able to achieve a reduction in energy consumption in the hospitality area of up to 50%, with a reduction on the pitch of about 20%. In addition to the environmental advantages, the new LED lighting system aims to transform the pitch and hospitality areas into welcoming and scenic environments.

Outstanding results have been achieved in terms of colour rendering, image uniformity, absence of flickering and reduction of dazzle, making it possible to guarantee absolute visual comfort for the players, supporters at the Stadium and audience at home, who are now able to enjoy realistic and authentic television footage of events on the pitch.

To minimise the environmental impact deriving from the consumption of electricity, since the 2018/2019 season, the Club has used only electricity from renewable sources, thanks to specific agreements with suppliers.

ENERGY PURCHASED AND METHANE CONSUMPTION		
	2019/2020 Season	2018/2019 Season
Energy (GJ)		
Electricity purchased	40,585.19	41,330.15
Headquarters	1,236.16	1,245.52
JTC Continassa	3,145.87	2,825.55
JTC Vinovo	4,698.35	5,352.74
Store ¹	1,152.68	514.12
Stadium Complex ²	30,352.12	31,392.22
District Heating	45,536.55	45,021.85
Headquarters	1,496.98	1,511.47
JTC Continassa	24,836.79	24,386.06
Stadium Complex ²	19,202.78	19,124.32
District Cooling	3,477.81	3,257.50
Headquarters	1,177.70	1,111.97
JTC Continassa	2,300.11	2,145.53
Methane Consumption (JTC Vinovo)³	19,251.34	20,426.67

¹ Starting from the 2018/2019 season, the data refers to all the stores: Turin (Garibaldi and Nizza) and Rome

² Starting from the 2017/2018 season, "Stadium Complex" refers to all the areas adjacent to it (i.e. outdoor parking lots), JIMedical and the Juventus Museum.

³ To convert consumption values from m³ to GJ, we have used the UNFCCC standardised baselines applicable to Italy for the years in concern (for 2019 we have adopted the most recent baseline available at the time of drafting the Sustainability Report).

CARBON FOOTPRINT

From the 2018/2019 season, 100% of the electricity purchased by Juventus comes from renewable sources. Since the 2019/2020 season, Juventus has also begun to report its **carbon footprint**: this action represents the Club's commitment to managing its CO₂ emissions. As a first step in this process, Juventus will fully compensate for its Scope 1 and Scope 2 emissions through carbon offsetting.

For the next seasons, Juventus aims to extend its reporting efforts, collecting, where possible, data and information that can provide an increasingly accurate picture of its direct and indirect impacts on CO₂ emissions.

CO ₂ _{eq} EMISSIONS (t)		
	2019/2020 Season	2018/2019 Season
Tonnes of CO2 eq		
Total CO ₂ _{eq} Emissions (Scope 1 e Scope 2-location based)	8,995.15	9,200.64
Total CO ₂ _{eq} Emissions (Scope 1 e Scope 2-market based)	4,620.97	4,482.12
Scope 1	1,640.62	1,682.25
Methane ¹	1,083.34	1,149.48
Company Car Fleet ²	557.28	532.77
Scope 2 - market based	2,980.35	2,799.86
Scope 2 - location based	7,354.53	7,518.39
Electricity: location based ³	4,374.18	4,718.5
Electricity: market based ⁴	0.0	0.0
District Heating ⁵	2,768.88	2,610.95
District Cooling	211.47	188.91

¹ CO₂ equivalent emissions from the consumption of gas for heating include the following greenhouse gases: CO₂ (carbon dioxide); CH₄ (methane); N₂O (nitrous oxide). Sources: Emission factors - ISPRA (2020); Global Warming Potential - IPCC (2013).

² CO₂ equivalent emissions of the car fleet have been calculated on the basis of average road transport emissions in Italy (ISPRA). The following greenhouse gases were taken into account for the calculation of CO₂ equivalent emissions: CO₂ (carbon dioxide); CH₄ (methane); N₂O (nitrous oxide). For the fleet travel distance, with a view to precise future reporting, values of 15,000 kilometres per year were assumed, with the exception of the Alfa Romeo Stelvio, Maserati Levante and Jeep Cherokee vehicles, for which a travel distance of 20,000 kilometres per year was assumed.

³ CO₂ emissions deriving from the use of electricity - calculated using the location-based method - were obtained from "European Residual Mixes 2018", (AIB). In particular, the Italian "Total supplier mix", which represents the emission factor associated with the mix of technologies used in Italy for the production of electricity, was chosen.

⁴ CO₂ emissions deriving from the use of electricity - calculated using the market-based method - were obtained from "European Residual Mixes 2018", (AIB). In particular, the Italian "Residual Mix", which represents the mix of electricity generation quotas remaining after the use of specific tracking systems for the energy sources used, such as certificates of Guarantee of Origin, was chosen. Starting from the 2018/2019 season, an emission factor of 0 has been considered, as the Company now purchases electricity produced entirely from renewable energy sources.

⁵ CO₂ emissions deriving from the consumption of district heating and cooling, in line with the production technology used for their generation, were obtained assuming the emission factor associated with the productivity of an average cogeneration plant in Italy (ISPRA 2019) as reference.

WASTE DIVIDED BY TYPE

SPECIAL WASTE

[306-2]

	2019/2020 Season	2018/2019 Season
Total (kg)	7,012	6,872
Non-hazardous	6,544	6,700
Hazardous*	468	172

* The category refers to the total of all healthcare waste collected at the Stadium

WASTE DIVIDED BY DESTINATION

	2019/2020 Season	2018/2019 Season
Totale (kg)	7,012	6,872
Recovery	6,960	6,740
Disposal	52	132



GOVERNANCE

[102-18; 405-1]

Juventus adopts a traditional administration and management system, where competencies are distributed among the Ordinary Shareholders Meeting, the Board of Directors, and the Board of Statutory Auditors, and guarantees constant interaction between management and shareholders.

The corporate governance system of Juventus – as a set of necessary structures and management and audit guidelines for suitable corporate operation – has been outlined by the Board of Directors in accordance with regulations to which the Company is subject to – even in the capacity as a listed company – and in compliance with the code of conduct as well as with national and international best practices.

The Board of Directors currently includes 9 directors, of which 2 executive directors (A. Agnelli, P. Nedved) and 7 non-executive directors, of whom 3 non-independent (M. Arrivabene, E. Vellano, F. Roncaglio) and 4 independent (P. Garimberti, A. Grazioli-Vernier, C. Hughes, D. Marilungo).

COMPOSITION OF THE CORPORATE GOVERNANCE BODIES	
	2019/2020 Season
Board of Directors	3 women 6 men
Board of Statutory Auditors	2 women 3 men
Supervisory Body	2 women 1 man
Guaranteeing Body	2 women 1 man
Remuneration and Appointment Committee	2 women 1 man
Control and Risk Committee	2 women 1 man

JUVENTUS



Assemblea degli Azionisti

CORPORATE GOVERNANCE SYSTEM

The Juventus Corporate Governance System is based upon:

- the values defined in its Code of Ethics;
- the central role of the Board of Directors;
- management transparency;
- careful distribution of responsibility in terms of management, s monitoring and assessment of the Internal Audit and Risk Management System;
- risk management system in line with best practices.

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

CODE OF ETHICS

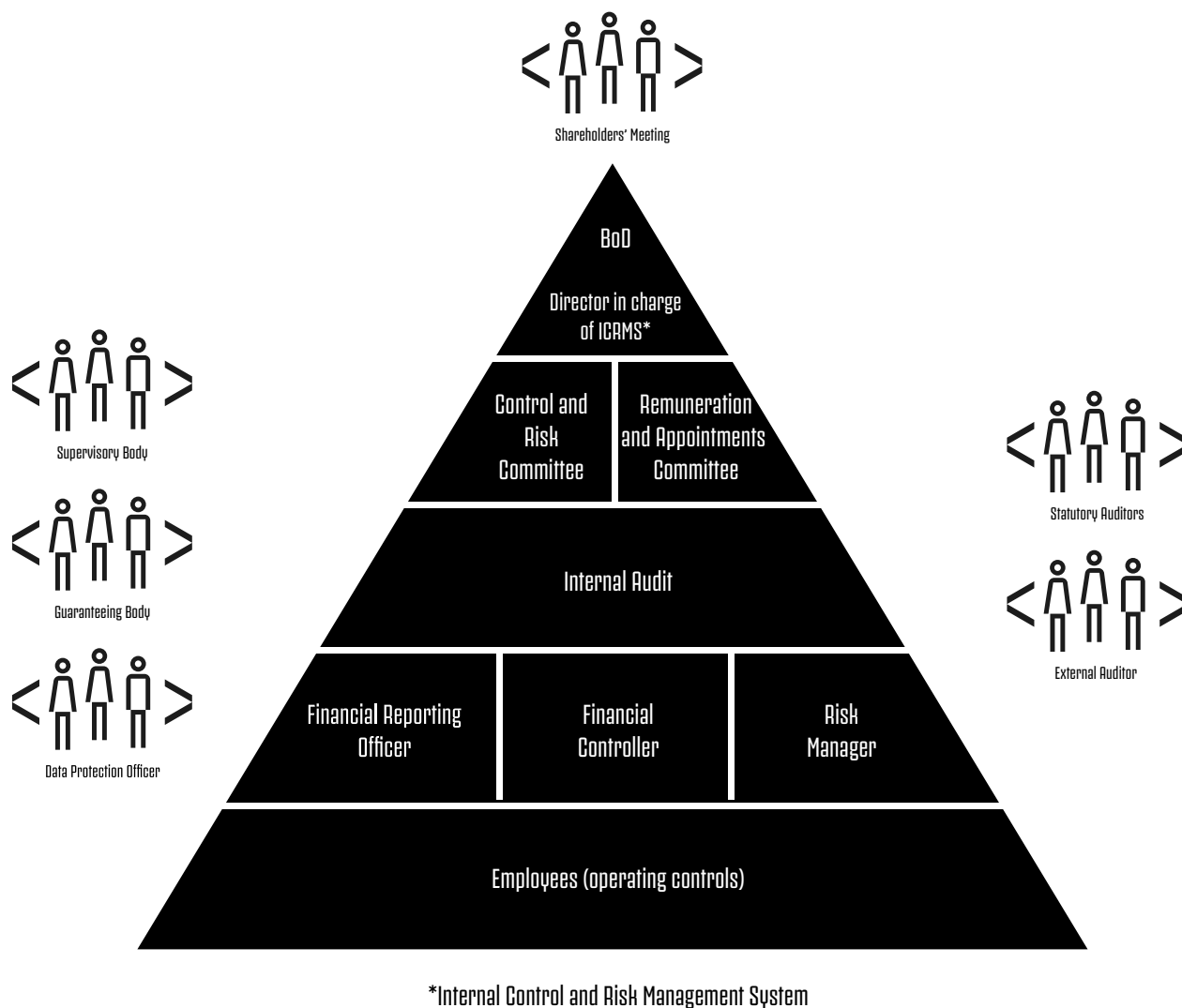
[102-12; 102-16]

defined as individuals, groups or institutions whose interests are affected directly and indirectly by Juventus business practice. The Code of Ethics fixed the values of Juventus and the adherence to which corporate bodies are required, and employees, as well as all those who work for the achievement of business objectives, each within their own functions and responsibilities. The Code of Ethics defines the principles of conduct to be applied in management of corporate activities, and also identifies the commitments and responsibilities of those involved. Every new employee or contract worker is given the Code of Ethics physically or informed of it upon contract signature.

WHISTLEBLOWING

The discipline of "whistleblowing" in the private sector, (Law 179/17 art. 2 "Protection of an employee or contract worker who reports unlawful conduct in the private sector") is an implementation of paragraph 2-bis, article 6 of Legislative Decree 231/2001. In consideration of this, during the 2017/2018 season the Club carried out a comprehensive review of Model 231 and of the Code of Ethics, adopting additional communication channels that allow confidential reporting of illegal conduct. Moreover, disciplinary sanctions are envisaged against those who violate the principles at the basis of the reporting mechanism, which is designed to protect both the person making the reporting and the person reported.

SUPERVISORY AUTHORITY



For detailed information on corporate governance please refer to the Company website (www.juventus.com-sezione club/corporate-governance/sistema-di-governance/), with particular reference to the Annual Report on Corporate Governance.



ANTI-CORRUPTION

[205-2]

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

Juventus prevents potential issues in this regard through careful risk analysis, clear and well-defined management procedures, training activities for employees, and internal audits.

Key topics such as the principles of the Code of Ethics and the Organisation, Management, and Supervision Model pursuant to Legislative Decree 231/2001¹ and the Prevention Model pursuant to paragraph 5, article 7 of the FIGC² Statute are the subject of internal training activities. Their contents are supervised by the Supervisory Authority and the Guaranteeing Body in their activity to promote and spread knowledge of the Models.

COMMUNICATION AND TRAINING ON POLICIES AND PROCEDURES	
2019/2020 Season	<p>Juventus organised specific training programmes for employees and co-operators in relation to Legislative Decree 231/2001, the Code of Ethics, Model 231 and the Organisation Data Protection Model via an e-learning platform. The course on Model 231 required the registration of a further 118 users, 83% of whom completed training, while the Data Protection Model course involved 507 users, 98% of whom completed training.</p> <p>From the date of entry into force of the Whistleblowing procedure Juventus communicates the expectations and rules for fulfilling the requirements of the reference legislation to all interested parties.</p>
2018/2019 Season	<p>Juventus organised specific training programmes for employees and contract workers in relation to Legislative Decree 231/2001, the Code of Ethics, and Juventus Model 231 via an e-learning platform, in Italian and English, involving about 190 additional users in two phases. The first phase was completed by 98% of the 44 people enrolled.</p> <p>From the date of entry into force of the Whistleblowing procedure Juventus communicates the expectations and rules for fulfilling the requirements of the reference legislation to all interested parties.</p>

¹ On 8 June 2001, Legislative Decree 231 came into force, introducing the administrative liability of legal entities for illegal actions into the Italian legal system. While criminal liability was previously only applicable to natural persons, this decree introduced a form of liability borne by companies and organisations and establishes substantial criminal sanctions. Following the entry into force of Decree 231, the Juventus Corporate Governance system was enriched with the implementation of the Organisation, Management and Supervision Model, and the Supervisory Board was created, with the task of supervising its function, observance, and update in accordance with Legislative Decree 231.

² Law 39/2019 "Ratification and enforcement of the Council of Europe Convention on the manipulation of sports competitions, signed in Magglingen on 19 September 2014" came into force on 16 May 2019. One of its provisions is the introduction into Legislative Decree 231/2001 of the new article 25-quaterdecies "Fraud in sports competitions, abusive gaming or betting and gambling using prohibited equipment". On 1 October 2019, the Federal Council approved the Guidelines for the adoption of organisation, management and control models, referred to in art. 7, paragraph 5 of the FIGC Statute, to prevent acts contrary to the principles of loyalty, fairness and honesty. These Guidelines state that the individual Leagues may adopt disciplinary measures dedicated to defining the common requirements of the Prevention Models for one or more specific areas.

On 9 May 2020, the Competitions Office of the Serie A League sent the Clubs the Rules for the Certification of the Football Event Management System approved by the League Council on 19 February 2020.

In consideration of this, during the 2019/2020 season, the Prevention Model pursuant to art. 7, paragraph 5 of the FIGC Statute was defined, in coordination with Model 231, and the Guarantee Authority was set up to oversee the functioning of and compliance with the Model.

SUPPLIERS MANAGEMENT

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

Juventus has chosen to invest in innovation and even its procurement activity has seen a considerable change in terms of relations and management.

Juventus works every day to ensure that the synergy between the Club and its suppliers develops and grows as effectively as possible, forming true partnerships. In January 2018, the new supplier platform developed and owned by Juventus was activated: the Juventus Procurement Portal. It is a platform designed specifically by the Club to respond to its own management needs and to make supplier assessment leaner, by means of specific documentation requests and the cross-checking of the most important corporate data: the form now includes 40 fields, plus 19 optional fields, compared to the 80 fields of the previously used qualification system.

Today, the Juventus Procurement Portal is used to assess suppliers, and in the future it will also be used to manage all corporate calls for proposals. Thanks to this new tool and all the improvements made – such as the reorganisation of supplier categories, the automation of the approval process, and the unification of all payments to the 60-day term – the Club is now able to have a leaner, more efficient relationship with its suppliers. Moreover, to improve interaction with them, Juventus has deemed it important to have a bilingual platform, offering information both in Italian and English.

Juventus has also chosen to make certain sustainability criteria compulsory. These include the adoption of related policies or regulations, certifications, standards implemented, sustainability reports, the Code of Ethics, social and environmental assessments and audits, etc. In the selection and approval of suppliers for the Allianz Stadium, the Club continues to take into account their ability to collect, separate, and recycle waste products, requesting the relative certifications.

100% of the suppliers that logged in to the new platform have read and accepted:

- the Code of Ethics;
- the Terms and Conditions for Juventus suppliers;
- the Terms and Conditions for use of the platform;
- the Juventus Health and Safety Policy.



During the 2019/2020 season, a total of 1,288 suppliers were registered, of which:

- 1,112 national
- 176 international

Season	Total ordered (€)	Turin and Province	Italian Territory
2019/2020	89,893,125.77	31.22%	91.17%
2018/2019	105,025,151.78	26.53%	95.23%

During the 2019/2020 seasons, sums paid to local supplied amounted to Euro 28,065,883.57 (25.31% of the total) while sums paid to national suppliers amounted to Euro 81,952,663.85 (91.17% of the total).

METHODOLOGICAL NOTE

[102-1; 102-2; 102-3; 102-4; 102-6; 102-45; 102-48; 102-49; 102-50; 102-51; 102-52; 102-53; 102-54; 102-56]

Aim of the document

The 2019/2020 Juventus Football Club S.p.A. Sustainability Report (hereinafter also referred to as Sustainability Report or Report) is the tool used by the Club to report its initiatives and performance in terms of sustainability

(both social and environmental). It allows the Club to maximise transparency of communication with its stakeholders, and to outline the main information concerning the challenges the Club deals with on an everyday basis.

Reporting standards and document drafting process

This Sustainability Report has been drafted in compliance with the "GRI Sustainability Reporting Standards: Core options" hereinafter also referred to as, for the sake of brevity, GRI Standards) issued by the "Global Reporting Initiative" in 2016. References to the GRI Standards adopted are included in both the Sustainability Report and in the GRI Content Index. The annual Sustainability Report drafting process is coordinated by the "Sustainability and External Relations" unit of the "Communication and External Relations" department.

For questions and comments concerning this document, please contact the Juventus

Sustainability Manager at the following e-mail address: sustainability@juventus.com.

This Sustainability Report is subdivided in four sections. The first section, "Over 120 years of passion", presents the Club history, teams, facilities, and the role it plays in the sports world, as well as its commitment in terms of sustainability.

The "Juventus Goals" section presents the main socially impacting projects carried out by the Club, while the "Universal Football" section illustrates the impact of Juventus sports activities. The fourth and final section describes the challenges that the Club faces every day.

Scope and period of reporting

The data presented in this Report concern Juventus Football Club S.p.A., a professional football club listed on the stock exchange, with its headquarters at 175 Via Druento, Turin

The specific corporate activity is the participation in national and international sports competitions, as well as the organization of matches.

Its main sources of revenue are, at a global level, the economic benefits of sports events, the Juventus brand, and First Team image rights, the most important of which are TV/other media broadcasting rights, sponsorships, and the sale of advertising space.

The Club's sustainability reporting process is renewed every year, and the data presented in this year's Report concern the fiscal year ended on 30 June 2020, and the 2019/2020 sport season, maintaining the same scope of reporting as the Annual Financial Report as at 30 June 2020.

For the purpose of guaranteeing comparability of the data reported, also in compliance with the relative GRI Standards, the quantitative data in this document refers to the 2018/2019 and 2019/2020 sport seasons.

As in the past three editions of the Sustainability Report, the quantitative data related to JI Medical (a company the Club does not own 100% shares of) are not included in this Report's scope of reporting, with the exception of data related to energy consumption.

Energy consumption reported in this document includes Juventus Stores, JTC Vinovo, and all the structures of the Stadium complex (Stadium and Museum) in a single item.

Additional exceptions to the aforementioned criteria, along with restatements of quantitative data – implemented as part of a constant improvement of reporting procedures – have been recorded in each section of this document by means of specific notes.

For further details on stakeholder identification and engagement, and on the following topics:

- First Team player behaviour;
- Athletes' physical health;
- Innovation in football;
- Accessibility and safety of venues;
- Partners and sponsors engagement;

please refer to the Annual Financial Report and/or the previous edition of the Sustainability Report.

Always referring to these issues, specific content are not reported in this document, as the main initiatives carried out concern previous sports seasons.

However, because a structured update of the analysis of materiality has not been carried out, the identification of the topics briefly reported in the materiality matrix have not been modified.

For this reason, Juventus has preferred to include in this Report and in more detail, the material issues considered a priority in the sport season 2019/2020 and for which new initiatives have been realised.

This document does not include the information outlined in previous reports. Therefore, if need be, please refer to the previous edition of the Sustainability Report, which may be consulted on the Juventus website in the "Sustainability" section, as well as the following documents (also available at www.juventus.it):

- Annual Report as at 30 June 2020;
- Code of Ethics;
- 2019/2020 Annual Report on Corporate Governance;
- Organisation, Management, and Supervision Model pursuant to Legislative Decree 231/2001;
- Procedure for related-party transactions.

The Juventus Sustainability Report has undergone limited audit by PricewaterhouseCoopers Advisory S.p.A.

GRI CONTENT INDEX

[102-55]

The following table lists the indicators required by the GRI Standards, presented in this Sustainability Report. Each GRI indicator is matched with a specific page number of this document or – in case the data is not contained in the document – the quantification and/or the description of the indicator itself.

UNIVERSAL STANDARDS

Fundamental Requirements 2016

Page number or description

GRI 102: General Disclosures

THE ORGANIZATIONAL PROFILE

102-1: Name of the Organization	Please refer to the "Methodological Note", p. 74
102-2: Activities, brands, products and services	Please refer to the "Methodological Note", p. 75
102-3: Location of headquarters	Please refer to the "Methodological Note", p. 75
102-4: Location of operations	Please refer to the "Methodological Note", p. 75
102-5: Ownership and legal form	p. 75
102-6: Markets served	Please refer to the "Methodological Note", p. 74
102-7: Scale of the organization	p. 60
102-8: Information on employees and other workers	p. 60
102-9: Supply chain	p. 72
102-10: Significant changes to the organization and its supply chain	There were no significant changes to the organization and its supply chain during the reporting period (2018/2019 and 2019/2020 sport seasons) considered in the Juventus non-financial report.
102-11: Precautionary Principle or approach	As the organization's environmental impacts are limited, the precautionary principle is not formally dealt with.
102-12: External initiatives	p. 21, 68
102-13: Membership of associations	p. 22

THE ORGANIZATIONAL STRATEGY

102-14: Statement from senior decision-maker	p. 4
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GOVERNANCE, ETHICS AND INTEGRITY OF THE ORGANIZATION

102-16: Values, principles, standards and norms of behavior	p. 68
102-18: Governance structure	p. 66

STAKEHOLDER IDENTIFICATION AND MATERIAL ASPECTS

102-40: List of stakeholder groups	p. 20
102-41: Collective bargaining agreements	100% of the organization's employees are covered by the CCNL (national collective bargaining agreements).
102-42: Identifying and selecting stakeholders	p. 20
102-43: Approach to stakeholder engagement	p. 20-21
102-44: Key topics and concerns raised	p. 14-15

REPORTING PRACTICE	
102-45: Entities included in the consolidated financial statements	Please refer to the "Methodological Note", p. 74
102-46: Defining report content and topic Boundaries	Please refer to the "Methodological Note", (p. 74), and to the paragraph on "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. 74) and the notes in the individual sections of the report.
102-49: Changes in reporting	Please refer to the "Methodological Note", (p. 74), and to the paragraph on "Our approach to sustainability" (p. 14)
102-50: Reporting period	Please refer to the "Methodological Note", p. 74
102-51: Date of most recent report	As the non-financial reporting process is annual, the most recent Juventus Sustainability Report published refers to the 2019/2020 sport season.
Please refer to the "Methodological Note", p. 74	Si rimanda alla "Nota Metodologica", pag. 74
102-53: Contact points for questions regarding the report	Please refer to the "Methodological Note", p. 74
102-54: Claims of reporting in accordance with the GRI Standards	Please refer to the "Methodological Note", p. 74
102-55: GRI content index	Refer to this table.
102-56: External assurance	Please refer to the "Methodological Note", (p. 74), and to p. 80-81
GRI 103: MANAGEMENT APPROACH	
103-1: Explanation of the material topic and its Boundary	Please refer to the introductory paragraphs of each chapter of the Report and to the paragraph on "Our approach to sustainability" (p. 4) This approach is valid for all the material aspects defined on p. 14-15.
103-2: The management approach and its components	Please refer to the introductory paragraphs of each chapter of the Report and to the paragraph on "Our approach to sustainability" (p. 14) This approach is valid for all the material aspects defined on p. 14-15.
103-3: Evaluation of the management approach	Please refer to the introductory paragraphs of each chapter of the Report and to the paragraph on "Our approach to sustainability" (p. 14) This approach is valid for all the material aspects defined on p. 14-15.
SPECIFIC STANDARD DISCLOSURES	
Specific Standard Disclosure	Page number or description
200: ECONOMIC TOPICS	
GRI 204: Procurement practices	
204-1: Proportion of spending on local suppliers	p. 73
GRI 205: Anti-corruption	
205-2: Communication and training about anti-corruption policies and procedures	p. 71

300: ENVIRONMENTAL TOPICS

GRI 302: Energy

302-1: Energy consumption within the organization	p. 63
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GRI 305: Emissions

305-1: Direct (Scope 1) GHG emissions	p. 64
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305-2: Energy indirect (Scope 2) GHG emissions	p. 64
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GRI 306: Waste

306-2 Management of significant waste-related impacts	p. 65
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GRI 308: Supplier Environmental Assessment

308-1: New suppliers that were screened using environmental criteria	p. 72
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400: SOCIAL TOPICS

GRI 401: Employment

401-3: Parental leave	p. 57
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GRI 403: Occupational Health and Safety

403-2: Hazard identification, risk assessment and incident investigation	p. 59
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GRI 404: Training and Education

404-1: Average hours of training per year per employee	p. 53
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GRI 405: Diversity and Equal Opportunity

405-1: Diversity of governance bodies and employees	p. 60-66
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GRI 406: Non-discrimination

406-1: Incidents of discrimination and corrective actions taken	Please refer to the Annual Financial Report at 30 June 2020
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GRI 413: Local Communities

413-1: Operations with local community engagement, impact assessments and development programs.	p. 26-37
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GRI 414: Supplier Social Assessment

414-1: New suppliers that were screened using social criteria	p. 72
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GRI 419: Socioeconomic Compliance

419-1: Non-compliance with laws and regulations in the social and economic area	Please refer to the Annual Financial Report at 30 June 2020
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INDEPENDENT REPORT ON THE LIMITED ASSURANCE.

[102-56]

Independent auditor's report on the Sustainability Report 2019/2020

To the Board of Directors of Juventus Football Club SpA

We have been engaged to undertake a limited assurance engagement on the Sustainability Report of Juventus Football Club SpA (hereinafter the "Company") for the year ended 30 June 2020.

Responsibilities of the Directors for the Sustainability Report

The Directors of Juventus Football Club SpA are responsible for the preparation of the Sustainability Report in accordance with the "Global Reporting Initiative Sustainability Reporting Standards" issued by GRI - Global Reporting Initiative (the "GRI Standards"), as illustrated in the "Methodological note" section of the Sustainability Report.

The Directors are also responsible for such internal control as they determine is necessary to enable the preparation of a Sustainability Report that is free from material misstatement, whether due to fraud or error.

The Directors are also responsible for defining the sustainability performance targets of Juventus Football Club SpA, as well as for identifying its stakeholders and material topics to be reported on.

Auditor's Independence and Quality Control

We have complied with the independence and other ethical requirements of the Code of Ethics for Professional Accountants issued by the International Ethics Standards Board for Accountants, which is founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behaviour.

Our firm applies International Standard on Quality Control 1 (ISQC Italia 1) and accordingly maintains a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

PricewaterhouseCoopers Advisory SpA

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Società soggetta all'attività di direzione e coordinamento della PricewaterhouseCoopers Italia Srl
www.pwc.com/it

Auditor's Responsibilities

Our responsibility is to express a conclusion, based on the procedures performed, on whether the Sustainability Report complies with the requirements of the GRI Standards. We conducted our work in accordance with "International Standard on Assurance Engagements ISAE 3000 (Revised) - Assurance Engagements other than Audits or Reviews of Historical Information" (hereinafter also "ISAE 3000 Revised") issued by the International Auditing and Assurance Standards Board (IAASB) for limited assurance engagements. That standard requires that we plan and perform procedures to obtain limited assurance about whether the Sustainability Report is free from material misstatement.

The work performed was less in scope than in a reasonable assurance engagement conducted in accordance with ISAE 3000 Revised and, consequently, we did not obtain assurance that we became aware of all significant facts and circumstances that might be identified in a reasonable assurance engagement.

The procedures performed on the Sustainability Report were based on our professional judgement and included inquiries, primarily of personnel of the Company responsible for the preparation of the information presented in the Sustainability Report, inspection of documents, recalculations and other procedures designed to obtain evidence considered useful.

In detail, we performed the following procedures:

- 1) We analysed the process of definition of the material topics reported on in the Sustainability Report, with reference to the method of their identification in terms of priority for the various categories of stakeholders and to the internal validation of the results of the process;
- 2) We obtained an understanding of the processes underlying the generation, collection and management of significant qualitative and quantitative information included in the Sustainability Report.

In detail, we inquired of and discussed with management personnel of Juventus Football Club SpA and we carried out limited analyses of documentary evidence, in order to obtain information about the processes and procedures supporting the collection, aggregation, processing and submission of non-financial information to the corporate function in charge of the preparation of the Sustainability Report.

Furthermore, for significant information, taking into account the activities and characteristics of the Company:

- a) with reference to the qualitative information presented in the Sustainability Report, we carried out interviews and obtained supporting documents to verify its consistency with available evidence;
- b) with reference to quantitative information, we performed both analytical procedures and limited tests to verify, on a sample basis, the accuracy of data aggregation.

Conclusion

Based on the work performed, nothing has come to our attention that causes us to believe that the Sustainability Report of Juventus Football Club SpA for the year ended 30 June 2020 is not prepared, in all material respects, in accordance with the requirements of the GRI Standards as illustrated in the "Methodological note" section of the Sustainability Report.

Turin, 9 October 2020

PricewaterhouseCoopers Advisory SpA

Signed by

Paolo Bersani
(Partner)

This report has been translated into English from the Italian original solely for the convenience of international readers.







Drafted by Juventus Football Club S.p.A.
Sustainability Team

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