

JUVENTUS



2018/2019 SUSTAINABILITY REPORT

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LETTER TO STAKEHOLDER

[102-14]

The Juventus mindset is to look ahead, live ahead.

Six years ago, this has allowed us to become one of the first football clubs to ever speak of sustainability. In these years, this approach has gone further, and we no longer speak as a football club, but as a football company.

Today the world requires a growing evolution, which will make us become players with a new skill: the ability to make an impact.

Not only on the field – where we have created our History – but also in the different contexts surrounding us, leveraging on the values of Sport to tangibly contribute to the evolution of Society and of new generations. We believe that, as a football company, the strongest impact we may have is on the social field, and we wish to have such impact in first person.

Juventus Goals was born this past year for this very reason. Through Juventus Goals, we want to include ever colour lying between the black and white. We aim to use football as a tool of promoting and conveying values such as respect, sharing, and social inclusion. In this scope – thanks to projects such as Fair People and Juventus for Special@School, thousands of pupils from schools in Turin city and its area have been exposed to such values. Our aim is to continue this path and involve a growing number of people.

Moreover, as a continuation of the journey begun in the past seasons, we have identified the Sustainable Development Goals which we may have the most impact on. Our mission is to contribute to achieve them by means of our own Juventus Goals.

As well as social impact, we certainly do not leave behind the environment. Starting this sport season, the electrical energy used by Juventus is 100% renewable. This result is part of a responsibility mission brought forward over the years, which we aim to even further improve in the future.

This is our commitment for the years to come: to keep improving as a club and as company by attempting to identify and meet the demands of our stakeholders, not only in the short term.

Fino alla fine...

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



**OVER
120 YEARS
OF PASSION**





ABOUT US

[102-2]

TURIN IS OUR CITY

Turin is our city. In the fall of 1897, it all started on a bench, and little did we know what it would turn out to be.

Black and White are our colours. They have been linked to one of the most famous teams in Italy and worldwide for over a century.

Reaching our goals has taken sweat, tears, and going beyond our limits as a family and with the constant support of a family.

In over 120 years, we have won all there is to win, rewriting history thanks to a continuum of results and successes achieved by means of the effort and passion of our teams that – in the past

season – have won the men's and women's leagues on the very same day. But not only.

Winning the eighth-straight men's championship title in a row has added a memorable brick to our history. No team has ever achieved such a feat in the 5 main European leagues.

And we shall continue along this path, on and off the field.

We will continue to pursue excellence without compromise through radically innovative initiatives, projects, and experiences, in which football will always be the starting point, but never the limit.



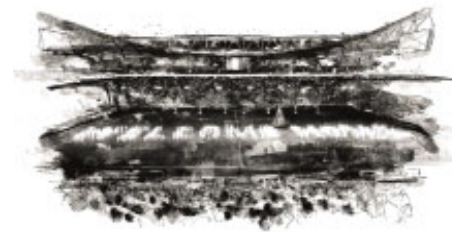
1897

**A GROUP OF HIGH SCHOOL STUDENTS
ON A BENCH IN THE CENTRE
OF TURIN FOUNDED JUVENTUS.**



1923

**AGNELLI FAMILY OWNS
THE CLUB SINCE 1923.**



2011

**JUVENTUS STADIUM
UNVEILED.**



1903

**BLACK-AND-WHITE JERSEYS,
INSPIRED BY NOTTS COUNTY.**



1985

**FIRST CLUB IN FOOTBALL
HISTORY TO WIN EVERY
INTERNATIONAL TROPHY.**



#W8NDERFUL

2019

**ONLY TEAM TO EVER WIN 8 ITALIAN
CHAMPIONSHIPS IN A ROW.**

TROPHY ROOM

MEN'S FIRST TEAM

- 37** ITALIAN CHAMPIONSHIPS
- 2** UEFA CHAMPIONS LEAGUE TITLES
- 1** EUROPEAN CUP WINNERS' CUPS
- 3** UEFA CUPS
- 2** INTERCONTINENTAL CUPS
- 2** UEFA SUPERCUPS
- 13** ITALIAN LEAGUE CUPS
- 8** ITALIAN SUPERCUPS
- 1** INTERTOTO CUP

WOMEN'S FIRST TEAM

- 2** ITALIAN CHAMPIONSHIPS
- 1** ITALIAN LEAGUE CUP



LIVE AHEAD, THE FOCAL POINT OF THE CLUB'S VISUAL IDENTITY

In 2017, Juventus announced to the world one of the biggest changes in its recent history starting with the choice of a new logo , through the strong message "Life is a Matter of Black and White".



Two years later, it is a new step, a step further ahead. From 1st July 2019, LIVE AHEAD is the principle that, perfectly defines the outlook of Juventus' vision, both on and off the field. Juventus wants to project itself in today's world, going far beyond just the 90 minutes on the pitch.

OUR

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



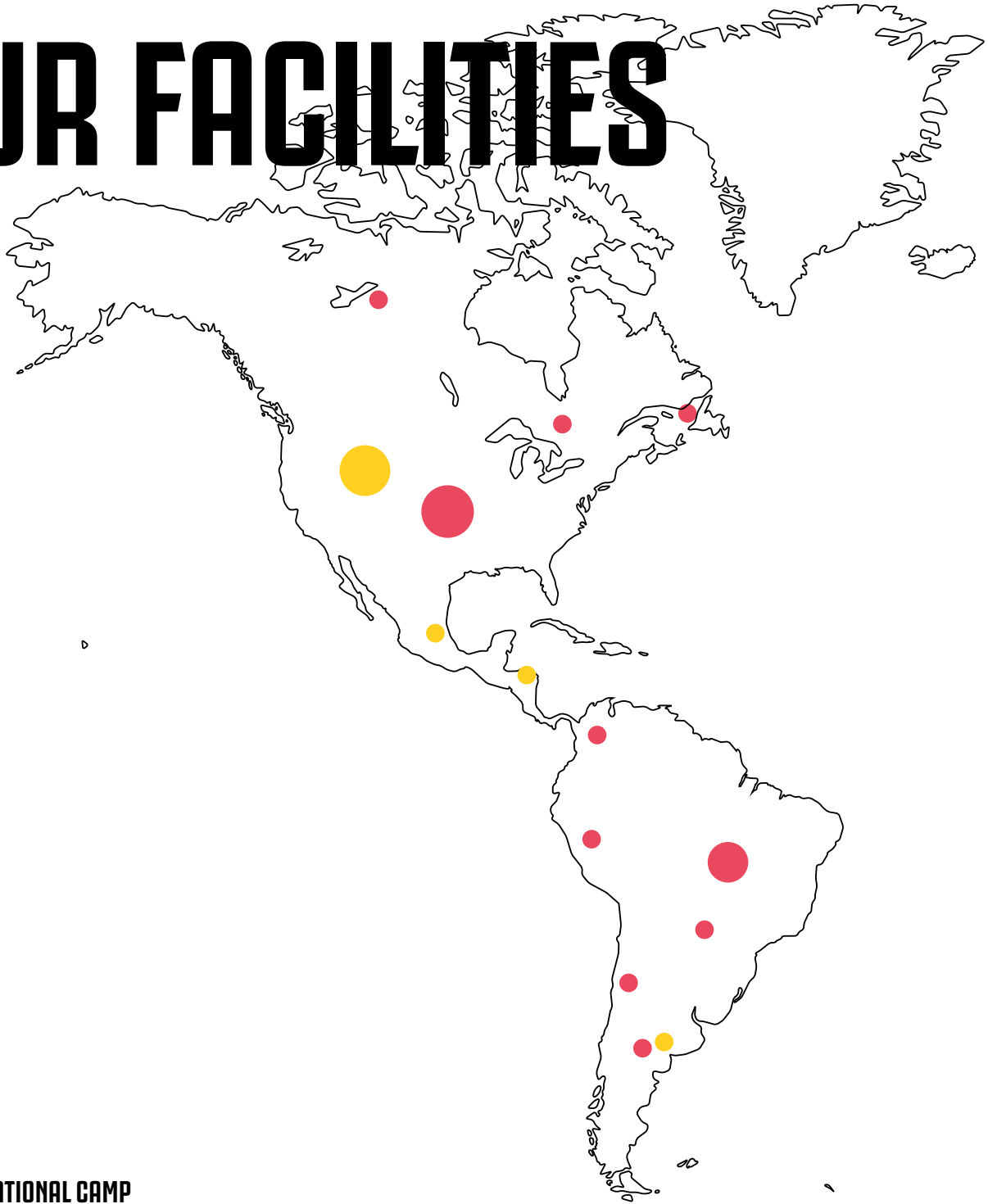
TEAMS

WOMEN'S

- FIRST TEAM
- UNDER 19
- UNDER 17
- UNDER 15
- UNDER 14
- UNDER 13
- UNDER 12
- UNDER 11
- UNDER 10



OUR FACILITIES



- INTERNATIONAL CAMP
- INTERNATIONAL ACADEMY

AMERICA

Canada 1 1
 USA 4 8
 Brazil 3
 Colombia 1 1
 Argentina 1 1
 Chile 1
 Paraguay 2
 Peru 1
 Costa Rica 1
 Guatemala 1

ASIA

China 2 5
 Uzbekistan 1
 Saudi Arabia 4
 UAE 3
 Bahrain 1
 Lebanon 1
 Oman 1
 Japan 1
 Kuwait 1
 Vietnam 1

AFRICA

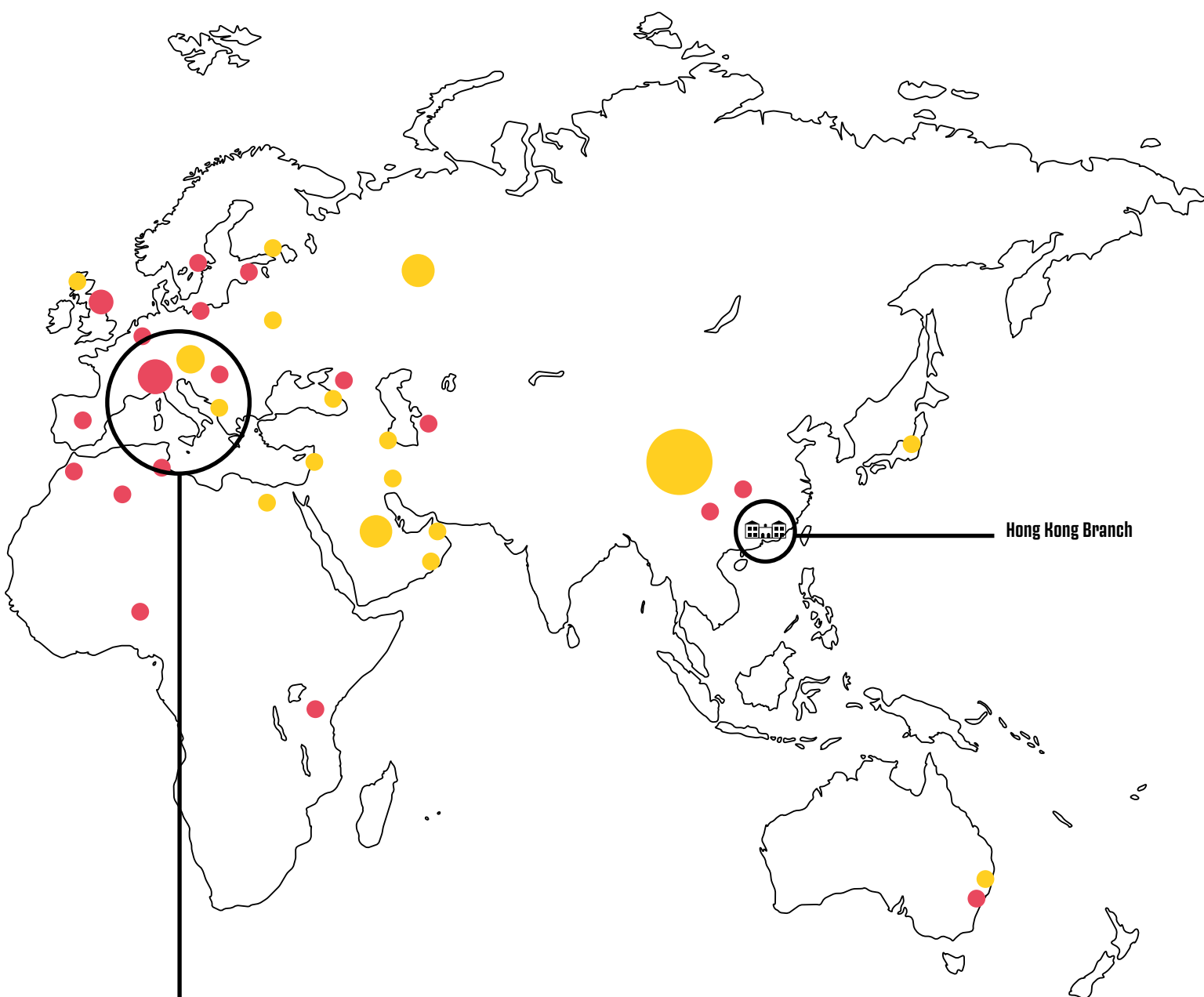
Marocco 1 1
 Nigeria 1
 Tunisia 3 1
 Tanzania 1
 Algeria 1
 Egypt 1

OCEANIA

Australia 1 2

EUROPE

Hungary 1 1
 Switzerland 1 10
 Slovakia 1 1
 France 2 1
 Albania 1 1
 UK 4 1
 Greece 1 1
 Belgium 1 3
 Sweden 1
 Georgia 1
 The Netherlands 2
 Romania 2
 Luxembourg 1
 Spain 1 3
 Estonia 1
 Poland 1 5
 Serbia 1
 Cyprus 1
 Macedonia 1
 Russia 1 2



ITALY



TORINO



Allianz Stadium
Juventus Megastore
Juventus Museum



Juventus Training Center
Continassa



Juventus Training Center
Uinovo



Juventus HQ



Juventus Store Torino Sud



Lingotto Store



Torino City Center Store

MILANO



Juventus Flagship Store

ROMA



Rome City Center Store

OUR APPROACH TO SUSTAINABILITY

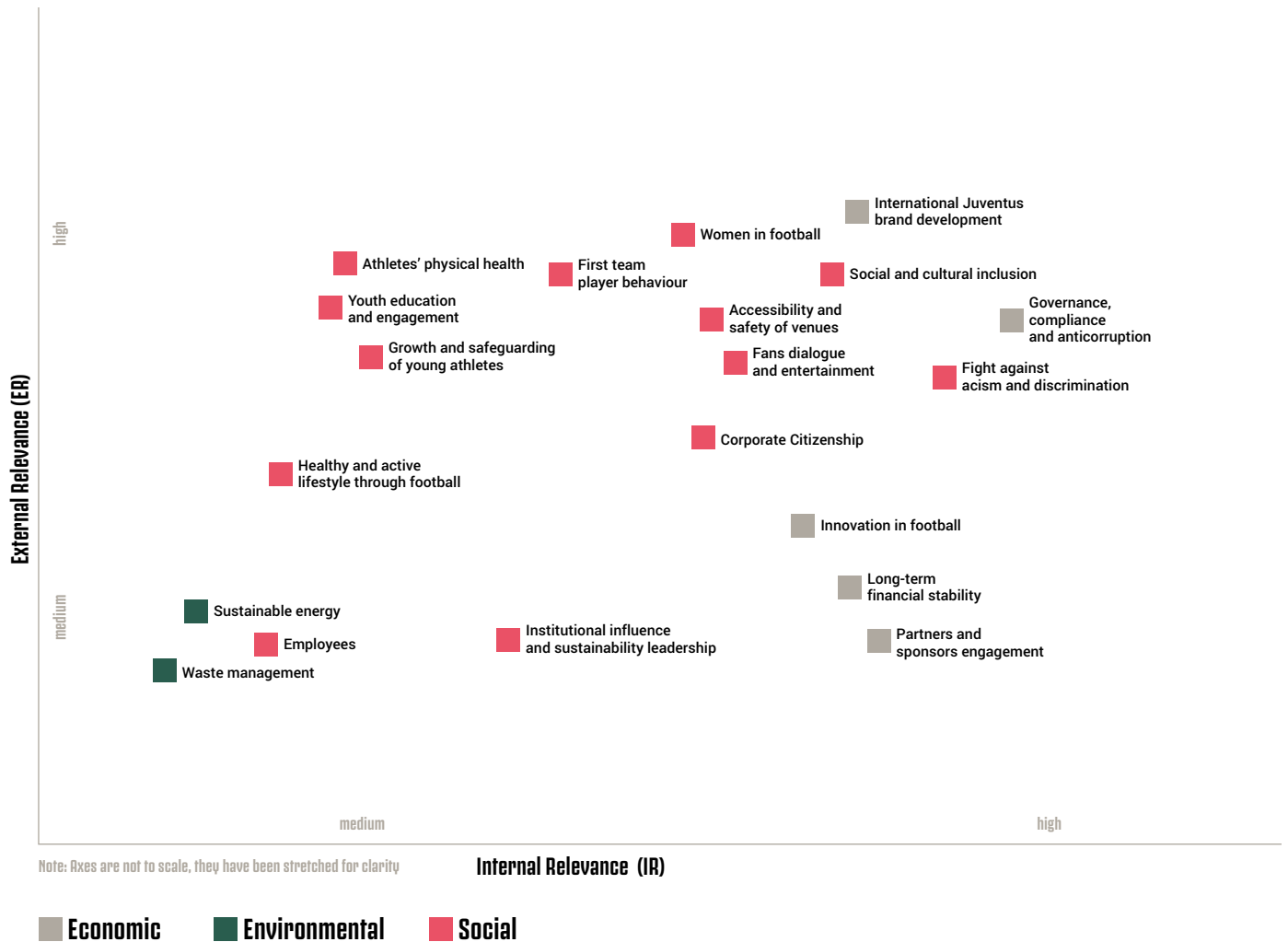
[102-46; 102-47;102-49; 103-1;103-2;103-3]

Juventus began its path towards sustainability in 2013, which made it one of the first-ever football teams in the world to approach its business in a new way, and picking up all the challenges related to such change.

Over the past seasons – by means of a specific in-house team – the Club has promoted a number of engagement activities in the field of sustainability, also defining its own business model in the scope of such.

By identifying sports, and football in particular, as one of the industries with most social impact – as indicated in UN 2030 Agenda for Sustainable Development – Juventus can and must play an important role in re-establishing

rules following this new method, and contributing to achieve the change. Starting from the 2017/2018 season, Juventus' commitment was focused on understanding how the football business may tangibly affect current social issues on a global level. Such analysis involved the entire Club, and has led to the update of the Materiality Matrix that, over the years, will have the twofold function of defining future Club initiatives and creating a common and shared language in relation to the topic.



By means of its values, football may facilitate and contribute to improve social impact, particularly on young generations. Juventus recognizes its role in society, and by availing itself

of an essential social component – sport – it actively contributes – within the United Nations framework – to reaching the following Sustainable Development Goals:



OUR RELATIONSHIP WITH STAKEHOLDER

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

Every year, among its daily business activities, Juventus promotes a wide range of interaction and engagement activities among 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 staff.

AMONG THE NUMEROUS INITIATIVES
THE FOLLOWING STAND OUT:

YOUTH SECTOR PLAYERS AND THEIR FAMILIES

- 1 orientation meeting day to present the Juventus College activities to its student-athletes' families

PARTICIPANTS IN JUVENTUS ACADEMY AND JUVENTUS SOCCER SCHOOL

- 1 Juventus Academy Partners' Meeting: hosting the representatives of all the Club partners performing Juventus Academy projects in 25 countries worldwide
- 1 Juventus Academy World Cup
- 1 Juventus Future Cup dedicated to every Juventus Soccer School in Italy

SHAREHOLDERS AND CAPITAL PROVIDERS

- 1 Annual Shareholder Meeting
- One-to-one meetings

JUVENTUS MEMBER EVENTS

Number of Fans involved:

Match day activities: **468**

Extra-match day activities: **983**

Match day activities:

- 1 "Day with Juve" (J1897 Members/Black&White Members): **190**

Vip Hospitality Experience

- A day at the Legends Club (dedicated to J1897 members): **52**
- Bimbi in campo (kids on the field): **320**
- Junior Photographer: **16**

Extra-match day activities:

- Villar Perosa (J1897, B&W, Junior): **3**
- Summer Tours: **52** (J1897, B&W, Junior)
- 18/19 Team Picture (J1897, B&W, Junior): **4**
- International day against racism (Junior Members): **90**
- Open practice (J1897, B&W, Junior): **45**
- Junior Reporter (Cuadrado): **22**
- Junior Christmas (Junior Members): **100**
- Christmas 2018 company dinner (J1897 Members): **2**
- Artissima Junior (Junior Members): **100**
- 2 "Fly to": away game trip to Madrid: **1**
- (Black&White); away game trip to Amsterdam 1 (Black&White)
- J1897 Day: **250**

JUVENTUS OFFICIAL FAN CLUB

Match day activities:

- Walk About (JOFC): **36**

Extra-match day activities:

- Third halves: **550**
- Summer Tours: **180**
- Open practices: **220**
- UCL away game trips: **9,098**
- 18/19 Men's team picture: **4**

CLUB STAKEHOLDERS

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

LOCAL AND INTERNATIONAL ORGANIZATIONS

- 2 EFDN meetings
- 'CSR in European Football' Conference
- Participation in public relations events
- Recruiting activity at Italian universities
- Participation to the iWorkinSport event in Lausanne
- Events at the Juventus Museum
- Initiatives in cooperation with Save the Children

EMPLOYEES

- Juventus Christmas dinner
- 1 end-of-season event for all stewards
- Internal engagement activities and focus groups

PUBLIC ADMINISTRATION AND LAW ENFORCEMENT

- 30 Gruppo Operativo Sicurezza (safety workgroup) meetings for every home game
- Continuous dialogue with the Public Administration and Local government

SPORTS INSTITUTIONS

- Italian football association meetings
- 1 ECA extraordinary meeting
- 2 ECA Executive Board meetings
- 2 ECA General Assemblies
- 3 UEFA Executive Board meetings
- Presence in two ECA Committees & Expert Panels (Women's Football and Legal Advisory) and two Working Groups (Competitions and Youth)

OUR ROLE IN THE SPORTS INDUSTRY

[102-13]

Football is the sport boasting the highest number of fans in the world: 3.5 billion¹. Its popularity has a number of reasons, including widespread practice, both at amateur and competitive levels.

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.

(1) FIFA website

(2) Deloitte Annual Review of Football Finance 2019

(3) Football Report 2019.

(4) The data recorded on this page do not consider the revenue generated annually from selling of rights to multi-year player performances

Competitive football is organized at a global level by FIFA (Fédération Internationale de Football Association – including 211 federations), which is recognized by the IOC (International Olympic Committee) as the top governing body for world football. Given the extreme popularity of football all over the world, FIFA has delegated its powers to a number of continental confederations. The European confederation is called UEFA (Union of European Football Associations – including 55 federations), which organizes, among others, European club competitions, with the major event being the UEFA Champions League. Moreover, football in each country is governed by national organizations. As for Italy, such organization is FIGC (Italian federation of the football game), an affiliate of CONI (Italian Olympic Committee), which is in turn the domestic expression and emissary of the IOC. FIGC is a member of both FIFA and UEFA, and organizes the national football practice at progressive levels of competition – also due to the large number of players. These levels give life to a pyramid structure, essentially divided in two macro-categories: the base includes amateur-level leagues, while the vertex includes professional football leagues. It was FIGC itself – in compliance with current standards – that established such separation, and classified high-level Italian football as professional. The pyramid is nevertheless not static: the leagues are interlinked by means of promotion and relegation mechanisms that, on one hand, allow access to higher levels of competition

and, on the other hand, impose downgrading to lower levels of competition. This method is almost entirely based upon the so-called sports performance, namely the achievements made “on the field”.

At every level, the fundamental organization unit for a sports activity – thus a football activity – is the football club, which assembles and manages all the resources necessary so that the practice of various activities may actually take place.

To foster an optimal organization of its competitions, FIGC promotes and consolidates the classification of clubs into organizations. Thus, every level of the pyramid corresponds to a league. At the base level, there is LND (national league of amateurs), whilst the professional level is split into 3 levels: at the vertex there is Lega Serie A, which manages the main national club competitions (in particular, the Serie A championship), followed by Lega Serie B and Lega Pro at the second and third level.

This organization of football competitions is not peculiar to Italy, but – with different levels of complexity based upon the number of participants and the size of the Country – is almost identical in all other European UEFA member Countries as well. Ever since its establishment – in the 1950s – UEFA has promoted and managed the aforementioned European club competitions at progressive levels of competition and involving clubs belonging to national leagues of comparable levels. In the past few decades, European club tournaments have gained increasing popularity,

also thanks to the deployment of considerably strong forces, such as the evolution of media and globalization. This is one of the reasons why, starting in the 2021/2022 season, UEFA will launch a third European club competition other than UEFA Champions League and UEFA Europa League, with the aim to increase the presence of small-medium continental clubs on the international stage.

In 2008, the main European teams – conscious of the growing European and international importance of the sport, as well as their crucial function as basic organizational units of football activity – have established an organization called ECA (European Club Association). It has the aim to promote the development and safeguard of club competitions, consolidate its role in football governance, and contribute to maintain the central role of European football in the world.

To have an idea of the size – thus the importance – of European football (mainly, but not exclusively, from a sports perspective), it is sufficient to picture that, over the 2017/2018 season, the main continental sports federations have generated an overall revenue of €25.8 billion², recording a 7.8% annual increase in the past 4 years. This piece of data is the sum of turnovers of over 700 clubs taking part in the main national competition of the 55 federations belonging to UEFA, and in the competitions organized by UEFA and FIFA.

The operating income peculiar to such sector is mainly ascribable to 4 vectors: i) income from selling of audio-visual rights related to participation in national competitions (in Juventus' case, these mainly include the

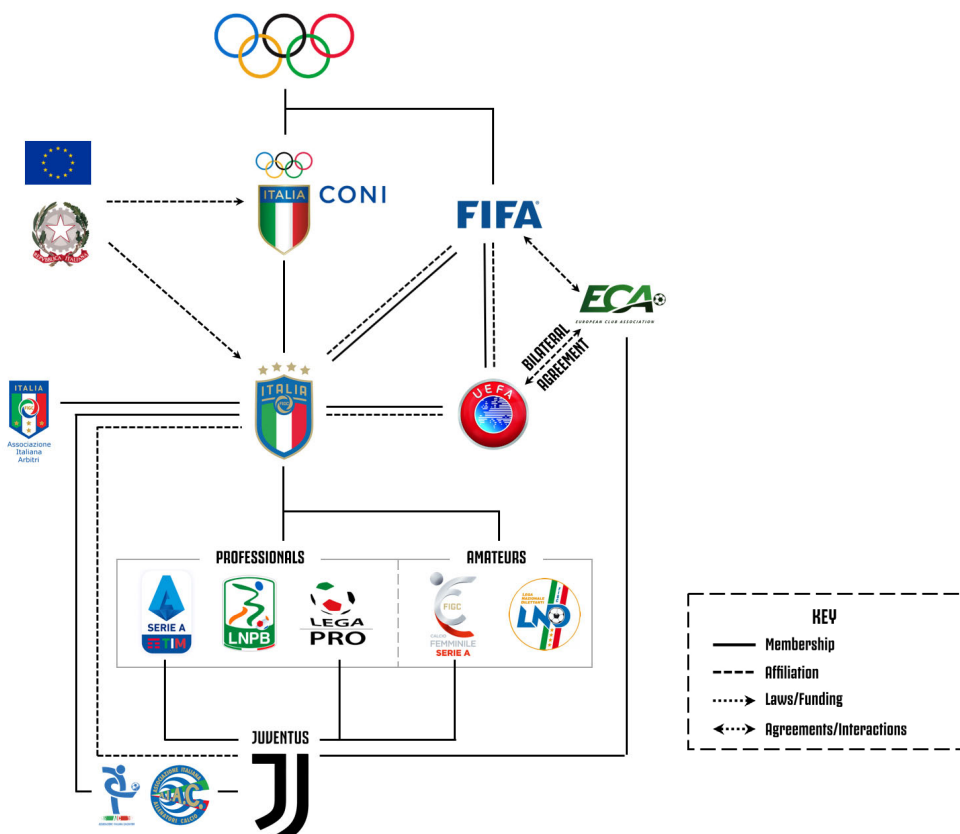
Serie A league, organized by Lega Calcio) and international competitions (UEFA club tournaments), ii) revenue from sponsorship agreements, iii) revenue from the performance of games (mainly ticketing and hospitality), iv) other revenue, i.e. from licensing and retail.

In the 2017/2018 season, the top-5 European leagues in terms of turnover (Premier League in England and Wales, LaLiga in Spain, Bundesliga in Germany, Ligue 1 in France and Principality of Monaco, and Serie A) have generated €15.6 billion², growing by an average 8.4% per annum in the past 4 years. The said leagues include 98 clubs, and among these, the 12 recording the greatest operating income generated €6.4 billion³.

The three Italian professional leagues (Serie A, Serie B, and Lega Pro) have recorded a €2.8 billion³ revenue in the 2017/2018 season. Juventus, with its €4024 million, is the top Italian team in terms of turnover, and #11 in Europe⁴.

Sector studies consider professional football among relevant economic phenomena in Italy. Moreover, it is recorded to be extremely polarized given the strong link between financial results and sports performance. Qualification to international competitions or promotion to higher leagues may have a significant impact on club business. Oppositely, failure to qualify for international competitions or relegation may have an extremely negative impact on club finances, compromising the very existence of the teams.

In fact, football clubs at all levels are considered the only entities in the sports world that assume business risk.



JUVENTUS GOALS





JUVENTUS GOALS MANIFESTO

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.

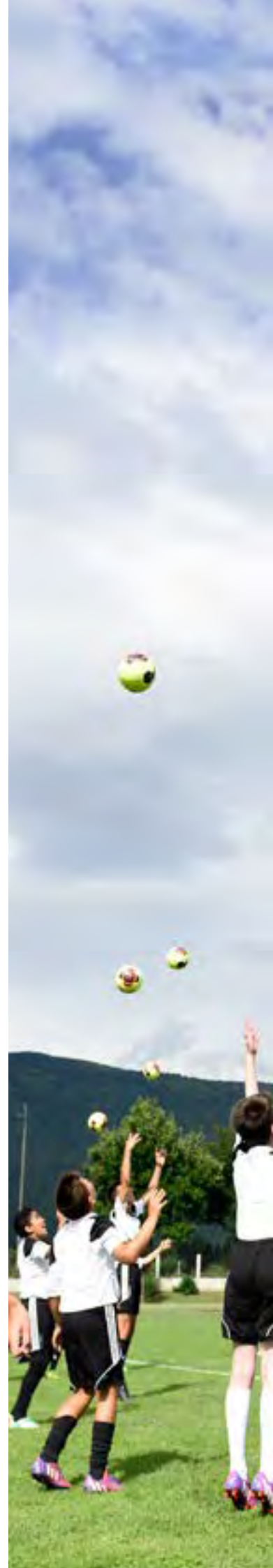
The Goals are thus the result of teamwork: a fundamental element to achieve bigger things.

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.







By means of 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.









GIOCA CON ME

Social inclusion project giving girls and boys living in disadvantaged conditions a chance to play and learn at the same time.

Football, in its basic and most genuine form, is first of all a social phenomenon based on game. For this reason, it finds its first expression in children.

Gioca con Me (Play with me) created by Juventus in 2012 is an educational game programme that aims to facilitate access to the game for those who are denied the possibility of playing football because they belong to weaker or disadvantaged social groups, or who cannot afford the costs of sports. Furthermore, this project is committed to promoting a healthy and active lifestyle among children 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.

Gioca con Me has proven to be a concrete path undertaken by Juventus to raise awareness on current issues such as integration and to implement initiatives aimed at inclusion and respect.

The exclusion of any form of discrimination 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.

The essential elements of the project are safe context, a football field, Juventus brand sports kit, educational material and above all participants and technical staff trained by the Club.

ONE PROJECT - MANY OPPORTUNITIES:

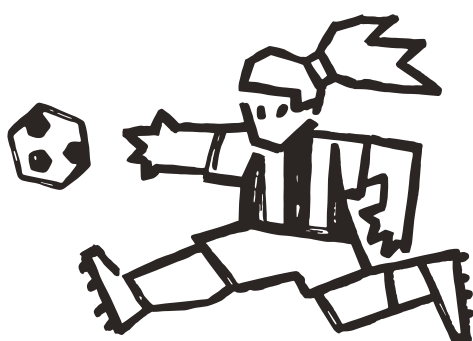
Gioca con Me was born in 2012/2013 in Juventus soccer schools as an opportunity for integration and growth for girls and boys at risk of social exclusion and to help families bear the costs of practicing sports.

The excellent results have immediately led the club to broaden the project's scope. In fact, since the 2016/2017 sport season the activity has also been initiated at the Juventus Academies across the border, involving partners and families against any form of discrimination.

Since the 2018/2019 season Juventus has brought *Gioca con Me* out of its own facilities. Pilot projects, both national and international, have been launched in collaboration with associations and partners that deal with children in need.

Furthermore, as part of the Juventus for Special project, *Gioca con Me* has become open for girls and boys with cognitive and interaction difficulties, autism spectrum disorders and social difficulties to promote the inclusion of children with such disabilities who are now improving their social skills and quality of life through games and interactions with others.

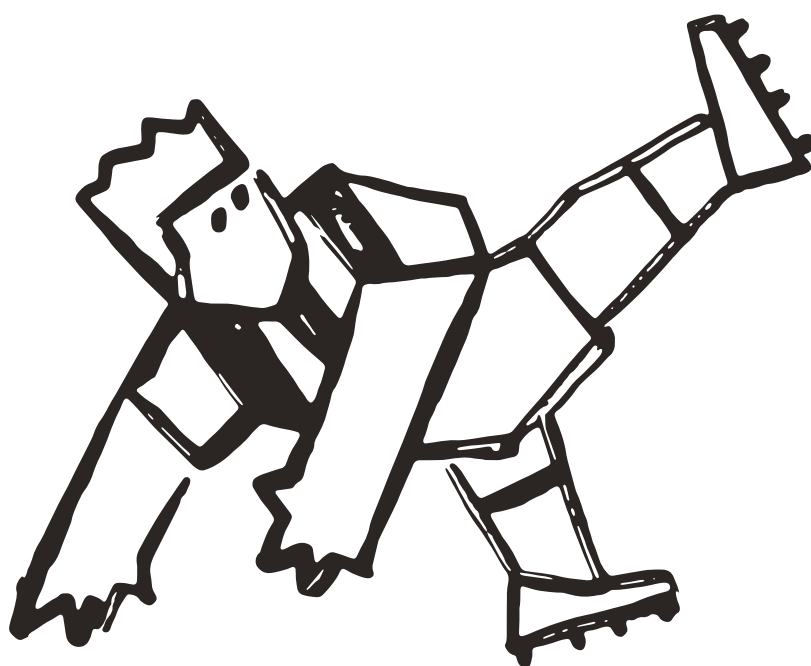
FAIR PEOPLE



The educational schools project entirely dedicated to respect.

Respect is a team sport. This is the main principle of **Fair People**, the first-ever edutainment project in the Juventus Goals context which is targeted to students, teachers, and families. For the first time ever, Juventus enters the primary schools of Turin and the Turin area with a non-profit initiative aiming to share **the value of respect** and educate a **new generation of Fair People**. Fair People are people wishing to live life on and off the field by **respecting their selves, others, and the world around them**. The educational offer – included in the traditional curriculum and providing input to implement the Ministry of Education agenda – explores 5 key values: **respect, effort, devotion, equality, and teamwork**. The first edition involved **500 classes** and over **10,000 students**. The program – lasting the entire school year – availed itself of playing as a main learning tool, which allowed the

integration of numerous multidisciplinary activities. The students lived by all means educational experiences in **the classroom and at home**. In fact, the children were stimulated to reflect on the topics of **respect, inclusion, devotion, and empathy**, as well as the importance of **diversity**, involving teachers and parents as well in a true expression of teamwork. At the end of the project, every class created a specific motto – the Fair People Motto – and a “ball of respect” as a **witness and memento of the values discovered** together, along with the words related to the topic of respect. The free initiative also tangibly rewards the effort of schools and classes with an additional educational experience at the Juventus Museum. On May 23rd, 2019, about 100 students and their teachers have livened up the museum in a workshop aimed to create and give life to the “wall of respect”.



The first 500 classes signing up to the project were rewarded with a Fair People School Kit. It included material for students and teachers: a teacher's guide outlining the goals, modules and guidelines for participation; 28 Fair People stickers and 28 bracelets of 7 different colours to share with the class; 28 guides for families, in order to involve the parents in activities at home; a class poster to add goals and activities to; an inflatable ball bearing all the words related to respect that would be mentioned throughout the school year.

JUVENTUS GOALS FOR EDUCATION

FAIR PEOPLE



IL RISPETTO È LA BASE DELLA COLLABORAZIONE	IL RISPETTO È LA TUA LIBERTÀ	IL RISPETTO È LA TUA LA TUA LIBERTÀ	IL RISPETTO È LA TUA LA TUA LIBERTÀ
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JUVENTUS GOALS FOR EDUCATION

FAIR PEOPLE

Il rispetto è un gioco di squadra

UN PROGETTO CHE EDUCA AL RISPETTO

Fair People è una proposta educativa con cui, per la prima volta, Juventus si presenta nelle scuole integrandosi e condividendo i propri valori con le bambine, i bambini, gli insegnanti e le famiglie delle scuole primarie di Torino e provincia.

Il tema principale dell'iniziativa è il rispetto che è stato affrontato in classe attraverso attività multidisciplinari per far vivere ai bambini e alle bambine delle vere e proprie esperienze educative.

Fair People è un modo giocoso, attivo e divertente per crescere nel rispetto reciproco, lavorando sulle proprie emozioni, il riconoscimento della diversità e dei ruoli.

LA PALLA DEL RISPETTO E IL MOTTO FAIR PEOPLE

Fair People non è solo una proposta educativa, ma anche un'iniziativa libera che premia le scuole e le classi partecipanti. Al termine del percorso, infatti ogni classe ha creato un motto a tema – il Motto Fair People – e una palla del rispetto come testimonianza e promemoria dei valori scoperti insieme.

Il motto, racchiuso in 40 caratteri e la palla del rispetto proporzionata in modo giocoso il punto di vista di ogni classe sui temi trattati e così abbia significato per loro parlare di rispetto.

Qui accanto sono esposti i 3 palloni del rispetto e i Motti Fair People più votati tra gli elaborati creati dalle classi partecipanti.

Per saperne di più visita www.fairpeople.it



APRI AL MONDO.
CHIUDI AL RAZZISMO

UN CALCIO AL RAZZISMO

A project that promotes a culture of inclusion and respect, rewarding tangible actions aiming to fight any form of discrimination.

Juventus rejects any form of social or territorial discrimination, racism, xenophobia, intolerance and violence, as specified in its Code of Ethics. Juventus fights for this on the front line through concrete actions, also involving local communities.

Racism is a social evil that must be dealt with by taking a strong stand against any of its forms or any attempt to discriminate, and by promoting a culture based upon inclusion and equality.

Juventus believes in the importance of such commitment. For this reason, a specific program has been included within the Juventus Goals context, with

its dedicated initiatives for the promotion of actions and activities to favour integration, support teaching of respect in every field, and seriously reflect upon of the different facets of racism.

In the past few years, the activities proposed in this educational program dedicated to racism have revealed the need to make young generations more aware and responsible of the language they use and of the consequences of a discriminatory and negative attitude. It is only by means of widespread cultural actions – with new generations as their vehicle – that new positive messages may be developed.

UN CALCIO AL RAZZISMO (KICK OUT RACISM) 2018/2019

The following initiatives have been awarded by Juventus and by Centro UNESCO di Torino in the 2018/2019 season:

Call for proposals directed to NGOs in the Piedmont region:

"Gara oltre il confine" (race across the border) project by Comenio NGO: an integration initiative based upon the organization of sports activities – basketball, 5-a-side football, volleyball, and tours of the Piedmont area – involving 300 Italian and foreign children and young men/women between 6 and 25 years old, as well as 15 unaccompanied minors. 100 Italian and foreign families – 60 in poverty – were also indirectly involved in the project.

Call for proposals directed all Italian NGOs:

"No Border League – La periferia resiliente (the resilient suburbs)" project by Altropallone ASD non-profit organization. The aim of the project was to create the first-ever open women's championship in the Milan suburbs. Sport is used as an inclusive practice and, at the same time, an informal education method for the young and very young women living in the most vulnerable areas of the capital of Lombardy.

Starting in the 2019/2020 season, Un Calcio al Razzismo will make its official debut in the classroom, involving middle schools in a fundamental educational path to build a society founded on respect and equality.

For further information, visit www.uncalcioalrazzismo.it

JUVENTUS FOR SPECIAL @SCHOOL

Juventus For Special athletes meet students of all ages to launch a cultural revolution that may overcome stereotypes related to disability.

Juventus For Special is a sports project for social inclusion dedicated to people with cognitive/relational disabilities.

The message behind such path is as simple as it is ambitious: disability is not a limit, but rather **one of the countless variations distinguishing 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.

In the 2018/2019 school year, the **Juventus For Special@School** educational project has involved over **2,000 students** of every grade and level – in elementary, middle and high school – in active lessons subdivided in two phases:

The first moment is **experimental**, trying to recreate at the school gyms the difficulties of three types of disability in a simple and direct way.

This activity – created and coordinated by the Juventus for Special players – has the aim to demonstrate and make the students directly experience the feelings that an athlete with disability encounters during his sport activity, as in football.

The second moment focus on **debates**, triggered by a series of accounts and stories by the Juventus for Special athletes and staff. Its aim is to share the experiences and normalize them, in order to overcome prejudice related to disability.

Every meeting ends with a final moment of feedbacks, conclusions and **reflections on the experience**. After the lesson lots of 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.







HACKABILITY @ JUVENTUS

The first step towards an ambitious path related to the disability topic. In the scope of greater inclusion and more attentive response to its fans' demands, for the first time ever Juventus involves disabled people in a project with the aim to identify useful solutions to improve the black-and-white experience.

Juventus boasts millions of fans all over the world, and works hard to make each of them live the best experience possible.

Juventus believes it is fundamental that everyone is guaranteed the opportunity to take advantage of the black-and-white facilities and initiatives.

In this scope, the Club has launched Hackability @ Juventus, an initiative for the inclusion of fans and football lovers with disabilities wishing to approach the Juventus world.

It is a co-design proposal allowing the Club to respond to the real demands of fans with disabilities by means of a series of projects designed and developed ad hoc by a team including professionals from different sectors and by disabled people themselves.

In the initial, 'warm-up' phase, Juventus and the Hackability team defined demands

and goals. Then, two calls were launched: a call for needs – allowing an identification of the disabled people involved – and a call for skills – open to designers, makers, craftsmen, teachers, and professionals involved in different sectors. Each application was assessed in accordance with the goals.

5 co-design workgroups were established, each composed of about 10 participants – including fans with disabilities, professionals of different ages and backgrounds, and a tutor in charge of coordinating the projects.

The first phase of the Hackability@ Juventus project has ended in the summer of 2019, and marks the first, fundamental step of a great commitment that will see Juventus as the protagonist of a multiannual model, growingly based upon the demands of fans and football lovers.

HACKABILITY, THE NON-PROFIT ORGANIZATION WHICH APPLIES DESIGN AND TECHNOLOGY TO DISABILITY ISSUE

Hackability is a non-profit organization born in Turin in 2016 with the aim to create new and customized solutions for independence and rehabilitation. It does this by responding to the demands of people with disabilities with the skills of designers, makers, and craftsmen. The name "Hackability" is a crasis of the words Hacker and Disability, to consolidate the link between the needs of people with disabilities and the skills made available by professionals.





JUVENTUS AT TEDx "GAME OVER/LEARN OVER"

On September 30th, 2018, at the WINS - the international school of Turin, former Juventus defender Gianluca Pessotto represented the Club in the capacity as speaker at the TEDxTorinoSalon, focused on the topic of knowing how to get back on your feet in moments of failure. Juventus' presence has confirmed the Club's will to promote initiatives aimed at education, training, and personal growth, not only on the pitch.



**GIANLUCA
PESSOTTO** Vincere, perdere,
educare
allo sport.

GAME OVER
LEARN OVER

TorinoSalon



TOWARDS UNIVERSAL FOOTBALL





JUVENTUS WOMEN





Italian Champion for the second consecutive year, the Juventus Women play a fundamental match even off the pitch: the game against prejudice.

#Here2Stay is the hashtag chosen to celebrate a double confirmation. On the field – with the legendary double victory of the second straight Championship title and the Italian League Cup – and off the field – where Juventus plays Juventus – where Juventus plays a fundamental role in the growth of women's football.

The toughest opponent to beat is prejudice, which stills sees football strictly as a men's sport. The presence of Juventus Women in the top league adds credibility to the entire movement.

Juventus presence in the women's football world coincides with an increased visibility of the movement itself. The Juventus brand and its great exposure have brought the sport to a new level – even in terms of media available to get to know and connect with this ambitious football dimension.

The **spectacularity** of women's football and its ability to trigger emotions

were the leitmotif of an event that will be remembered as one of the most important in Italian football: the March 24th Première. On the occasion of the big match between Juventus Women and Fiorentina Women's, the Allianz Stadium opened its doors to women's football for the first time ever. The game also marked a record attendance in Italian women's football: more than **39,000 spectators** (almost three times the previous record, a game between Bardolino Verona and Frankfurt played in 2008).

All the above works in favour of a **cultural aspect** that modifies the perception of women's football and kicks away the prejudice related to it. In their capacity as Italian Champions and winners of the Italian League Cup, the Juventus Women represent the maximum expression of Italian women's football, which bases its identity on noble values such as devotion, fair play, passion, solidarity, support, humbleness and sacrifice.

Champions on and off the field. One of the main social events which the Juventus Women took part in during 2018/2019 sport season was the visit to the patients of the child oncology-haematology unit of the Regina Margherita Children's Hospital in Turin and also hosted with their families at Casa UGI.

A selection of the women's first team athletes, accompanied by the Coach Rita Guarino, offered autographs, photos and smiles to the children on an afternoon they will never forget.





YOUTH SECTOR







The Juventus Youth Sector, composed of boys and girls between the ages of 6 and 18, saw a total of 23 men's teams and 8 women's play during the 2018/2019 sport season.

Juventus believes that athletes shall not only be physically and psychologically prepared to face sports competitions, but they shall also train daily, in each of their lives, to grow as people.

In fact, there is an osmotic relationship between that which occurs on and off the pitch.

It is in this scope of personal and athletic growth that the Juventus College project

was born in 2012. This initiative allows athletes of the girl's and boy's youth teams to combine competitive sports activity with an academic path.

The introduction of technology – an open platform – allows student-athletes to follow the lessons and speak to their teachers despite the numerous off-campus football-related appointments.

JUVENTUS COLLEGE ENROLLED STUDENTS		
	2018/2019 School year	2017/2018 School year
YEAR 1	31	34
YEAR 2	39	28
YEAR 3	20	16
YEAR 4	9	10
YEAR 5	7	8
TOTAL STUDENTS	106	96

One of the fundamental aspects to be never forgotten – in a competitive context – is to never consider the athlete and the person as two separate entities. This deserves even closer attention when dealing with girls and boys belonging to the youth sector.

Juventus relies upon a **network of professionals** that, by means of the “Formazione Juventus” (Juventus Education) project, involves all the key individuals interacting with boys and girls, thus protecting the same by **respecting all their personal spheres** and providing them with psychological resources that are useful on the pitch just as much as in everyday life.

Every year it is developed, one of the so-called **10 Life Skills defined by the WHO**, so as to offer a legitimate path both for the young men and women experiencing the Juventus world even just for a sport season, and for those working their way up all the youth categories. In the 2018/2019 season, the topic dealt with was “**self-efficacy and optimism**”.

The topics were adjusted according to the different ages included in the boy's and girl's categories. The main

topic presented to the youngest players was socialization and managing one's feelings in a group context. Middle school student-athletes focused on the “**health risks**” topic, including addictions, as well as “**interpretation of society**”. Finally, we worked to raise awareness in adolescents of the main age-related risks, such as the effects of smoke of the psychophysical health of a young athlete.

To support the work performed by professionals of the psycho-social area, our the tutors follow the girls and boys daily at the Juventus College, also serving as communication channels with the families of those who come from outside the region, supporting the student-athletes in their scholastic path, implementing rules, and managing relationships with professors and other key figures in the Club.

Moreover, the students may independently request one-to-one appointments with a **health psychologist**, always available to respond to their needs. This figure provides individual emotional support, targeted towards safeguard of the psycho-social health of the young athletes who believe they need it.

*Ad hoc activities had been organized in 2018/2019 season on important topics such as the **diet-sport relationship**, **tobacco addiction**, **gambling**, conscious use of **social** networks and risk related to scams or fraud.*

*On the occasion of the International Day for the Elimination of Racial Discrimination – March 21st – the topic of racism was brought to the classroom through the “**Razza Umana**” (human race) initiative. The girls and boys were directly involved by means of activities in which they shared their experiences and emotions. They reflected on their everyday relationships (school, team, friends) and on how racism appears in different forms.*

JUVENTUS FOR SPECIAL

A social inclusion project for young men with disabilities,
that goes beyond the limits of a football pitch



Disability is not a limit, but simply one of the characteristics of the human condition. This is the fundamental principle of **Juventus for Special** project, born within the context of the Juventus Goals to favour inclusion of people with cognitive-relational disabilities through sport.

Football plays a crucial role in the initiative. The young men on the various teams experience a true competitive context, from the composition of the technical staff, to the training sessions, to management of the locker room, and all the way to the line-up selection for the games. The players are athletes by all means, and as in every football team, they must fight to make the cut by working

hard and earning a starter's jersey thanks to good sports performance.

This philosophy also goes in favour of the social aspect. The sense of belonging that has developed towards Juventus for Special strengthens the athletes' **self-awareness and confidence**. The young men take the field with the hunger to constantly improve and go beyond their limits, proudly boasting the prestigious black-and-white stripes.

The 2017/2018 season marked the debut of the Juventus for Special players on the pitches of the "Quarta Categoria" (4th division), the 7-a-side football tournament dedicated exclusively to young men with

cognitive and relational disabilities. The tournament, in which the team members are subdivided based upon their degree of disability in three homogenous categories – Quarta (4th), Quinta (5th), and Sesta (6th).

In the 2018/2019 season, Juventus has confirmed its commitment towards every category, making over 70 staff and players available for the teams.

Juventus for Special is a social inclusion project that goes well beyond sport. In fact, the related staff and players are also featured in educational activities in schools and other local venues. For further information, see pg. 34.



FOOTBALL COMPANY

**JUVENTUS
SINCE 1897**



EMPLOYEES



As well as the Juventus teams on the field, there is a team of professionals that works to promote the Club's mission even off the pitch. This team also "trains" daily to reach its goals and support the business strategy. Juventus takes care of its people, investing in the development of skills, promoting wage policies in the scope of internal equality

and competitiveness with the international reference market, and offering benefits and initiatives with the aim of harmonizing life and work, with the aim to build solid and structured professional paths that may gain appreciation in our industry at the global level.



ORGANIZATIONAL DEVELOPMENT

[401-3;]

The Club has strongly invested in its corporate organization, completely redesigning its organizational structure so that it may respond to our business development plans in the best way possible.

In particular, it has been defined 3 organizational areas – Sport, Revenue, and Services – which three in-house managers were selected to lead based upon their internationally and internally recognized skills, professionalism, and ability.

At the same time – in a path that will continue until the next sport season – the departments of the aforementioned areas were adjusted or designed from scratch.

To support the professionals that have been promoted to the said roles of greater responsibility and visibility in the scope of such organizational revision, specific development, executive coaching and change management pathways have also been defined.

Throughout the 2018/2019 season, the Club has fine-tuned the management tools it avails itself of in order to break ground for a full implementation of the corporate strategy. The aim is to develop, set up, and create new working methods distinguished by a greater independence in the choice of work settings, times, and tools, so as to stimulate greater responsibility over the results.

EMPLOYER BRANDING AND RECRUITMENT

Already in the first stages of the staff selection process, Juventus plans to seek the best talents to represent the Club's image with professionalism and competence.

In this scope, the assessment center tool is the current point of reference for assessment of profiles, structured by means of the analysis of teamwork situations, individual aptitude tests, technical examination, and one-to-one interviews.

Openings are posted in the "Work with us" section of the corporate website, on which Juventus' distinguishing values are also presented. Moreover, the openings are advertised on the corporate LinkedIn page, with the precise aim to identify and get in touch with specific target employees, even globally.

As for newly hired staff, the Club aims to swiftly and effectively introduce them to its interdepartmental mechanisms. The onboarding programme for newly hired employees includes individual and team meetings with corporate representatives, identified on a case-by-case basis depending on the Department. In order to acknowledge the Club history, the new employees are offered a dedicated Stadium and Museum Tour with special guides. The onboarding path is recorded as training of the individual human resource through the

corporate management software, thus is automatically inserted in the employee's CV, just like the hours dedicated to compulsory occupational health & safety, privacy, management systems, and organization/supervision training.

Throughout the 2018/2019 season, Juventus has made special investments in recruiting personnel in the Retail department to support the opening of stores in Rome and Milan.

The Club has increased partnerships with Universities and occasions for direct contact with recent graduates throughout specifically organized events. It has also incremented cooperation in academic project work.

Furthermore, it has multiplied interaction with Italian high schools within the context of the *Alternanza Scuola-Lavoro* (school-work dual path) programme experienced in synergy with FCA. In combination with the welfare-related activities dedicated to the sons of employees, the Year 4 and Year 5 Juventus College students were involved in the "Vivere Digitale" (living digital) initiative, an EU project for the awareness-raising of young men and women on topics such as cybersecurity, innovation, and social networks

WELFARE PLAN

For the third consecutive year, Juventus has offered a Welfare Plan for all employees (wage labourers) having the right to a Bonus related to the achievement of EBIT goals. Moreover, the Club has continued its Flexible Benefit initiative for the homogenous, entitled worker categories. The Welfare Plan gives employees the opportunity to choose among different possibilities for allocation of the "budget available", whether reimbursement services (education, medical, assistance, and transportation expenses) or non-reimbursement services (complementary pension funds, purchase of entertainment and wellness services). Thanks to the active cooperation of employees, the choice of services has been once again adjusted as a function of the demands submitted and the opportunities existing at the local level, in line with current legislation. Furthermore, management of interest expenses for loans has been added as an additional choice of allocation. In terms of welfare, the Club extended and

updated the special agreements dedicated to employees that it has put in place with local services and partners, once again with the aim to facilitate and improve the work-life balance of its human resources. In this scope, and with the aim to raise customer awareness of complementary pension funds as a function of evolutions in legislation, the Club has organized specific informative meetings, presenting additional and incentivized in-house options.

In the scope of Club initiatives targeted towards organizational health of its employees, a **new programme** has been launched in June 2019, with the online **Engagement Survey** as its nucleus. By means of direct employee cooperation, this pathway – including various stages, focus groups, and subsequent workshops – aims to identify the most significant topics, give workers the opportunity to express their points of view, and define possible, feasible plans of action

RESUMPTION OF WORK AND RETENTION RATE OF POST-MATERNITY/ PATERNITY LEAVE, BY GENDER [401-3]

In the two reference seasons*, 25 employees (16 women, 9 men) have taken maternity/paternity leaves. All such resources are recorded to be employed as at 30/06/2019, with the exception of 2 employees (1 woman, 1 man), who have resigned in the meantime.

* This refers to events occurring from 01/07/2017 to 30/06/2019. Both mandatory and optional leaves have been considered. Mandatory maternity leaves and parental leaves occurring in the same football season have been considered single events.

iworkinSport

On May 24th, the Club has taken part in the iWorkinSport event in Lausanne, dedicated to international organizations in the sports sector. Juventus has participated as an entertainment company which is investing strongly on internationalization. The event was also an opportunity to meet students, recent graduates, and experienced candidates interested in discussing their professional path with the Club.

ONBOARDING OF THE NEW FLAGSHIP STORE IN MILAN

The new Flagship Store, in the heart of Milan, opened its doors on July 5th, 2019. It is the second Juventus store outside Turin after Rome store inaugurated in the past year. The human resources included in the new store's team have been involved in onboarding activities, including a job shadowing programme starting with a tour of the Allianz Stadium and Museum, followed by specific informative lectures on topics ranging from Health & Safety to sector-specific policies, and finally a second shadowing experience at the Megastore in Turin.

ACTIVITIES DEDICATED TO THE EMPLOYEES' CHILDREN

The Club gives employees' children the opportunity to attend a Juventus Summer Camps week – playful and sports activities organized during summer season – for free. In cooperation with FCA, the sons of employees aged 18 to 22 were given the chance to take part in "Vivere Digitale" (living digital), an EU project dedicated to education in the use of digital technology, throughout which the young men and women could reflect upon a methodological/technical approach to the web and the main social networks, as well as the presentation of their own image and the related risks/opportunities.

TRAINING

[404-1]

Training is a milestone for Juventus and for its employees; year after year the Club renews its offer and adapts it on the basis of new demands, fine-tuning it so that it may render its employees more skilled at a professional and personal level.

Over the 2018/2019 season, training activity was offered also thanks to Fondimpresa (Italian fund for continuous learning) courses for

personnel with 1 or more years of seniority. The employees involved have lived a brand-new experience for soft skill development that, by means of a transversal approach, has touched on topics such as public speaking, time management, lateral thinking skills, communication, and assertiveness.

This year the Club presented a digital innovation programme involving every single employee.

The programme ranged from a basic approach to Office365 to the development of new skills and methodologies required in the context of GDPR.

Moreover, the Club continued to promote other training initiatives such as free language courses, technical skills courses, and courses on welfare and social security-related topics.

AVERAGE NUMBER OF TRAINING HOURS BY PROFESSIONAL CATEGORY

	2018/2019		2017/2018	
	MALE	FEMALE	MALE	FEMALE
EXECUTIVE MANAGEMENT	7.12	15	6.53	26.5
MIDDLE MANAGEMENT	6.98	13.97	1.5	9.05
OFFICE EMPLOYEES	16.46	15.50	8.87	8.81
WORKERS	10.36	1.75	-	-

PROPORTION OF WORKERS INVOLVED IN TRAINING

SEASON	% OF WORKERS
2018/2019	88%
2017/2018	62%

HEALTH AND SAFETY

[403-2]

Juventus has implemented a Health and Safety Management System in accordance with the international OHSAS 18001:2007 standard. It has earned certification on September 25th, 2009.

In the scope of continuous improvement in the levels of worker health and safety, the system is reviewed annually by the Certifying Agency which renews

the certificate following an audit (the certificate was last renewed on September 11th, 2018).

Through its Policy on Occupational Health and Safety, Juventus provides suitable information and training to its staff and ensures that the identified risks are managed, controlled, and monitored through the adoption of appropriate preventive and corrective measures.

In particular, the Club guarantees specific training for workers at all organizational levels.

In order to raise Health and Safety awareness among workers, Juventus is engaged in constant and continuous training/information on the matter using a variety of communication methods (lectures, e-learning, e-mail, videos, newsletters).

	2018/2019	2017/2018
NUMBER OF INJURIES*	1	1
WORKING DAYS** LOST DUE TO INJURY	15	25

Injuries also include injuries suffered while travelling.

* 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		
	2018/2019	2017/2018
PROFESSIONAL FOOTBALLERS	83	55
NON-PROFESSIONAL FOOTBALLERS	331	315
OBSERVERS AND VARIOUS ASSOCIATES	54	60
TECHNICAL STAFF ¹	125	108
EMPLOYEES ² AND CONTRACTORS	292*	262
TOTAL	885	800

¹ Technical staff: trainers, massophysiotherapists, athletic trainer, sports manager.

² Employees: executive and middle management, office employees, workers.

* It is included the n. of employees (n. 1) at the Hong Kong branch at 30/6/2019



EMPLOYEES AND CONTRACT WORKERS BY PROFESSIONAL CATEGORY						
	2018/2019			2017/2018		
	<30	30-50	>50	<30	30-50	>50
EXECUTIVE MANAGEMENT - MALE	0	9	4	0	9	6
EXECUTIVE MANAGEMENT - FEMALE	0	1	0	0	1	0
TOTAL EXECUTIVE MANagements	14			16		
MIDDLE MANAGEMENT - MALE	0	17	4	1	15	5
MIDDLE MANAGEMENT- FEMALE	0	13	3	0	14	3
TOTAL MIDDLE MANAGEMENT	37			38		
OFFICE EMPLOYEES- MALE	34	60	9	30	53	9
OFFICE EMPLOYEES - FEMALE	32	61	12	25	51	9
TOTAL OFFICE EMPLOYEES	198			177		
WORKERS - MALE	2	3	2	0	3	2
WORKERS - FEMALE	0	1	1	0	1	1
TOTAL WORKERS	9			7		
TOTAL WORKFORCE	58	165	35	56	147	35
	258			238		

EMPLOYEES BY CONTRACT TYPE				
SEASON	FIXED-TERM		PERMANENT	
	MALE	FEMALE	MALE	FEMALE
2018/2019	19	11	125	103
2017/2018	10	14	123	91

EMPLOYEES BY EMPLOYMENT TYPE				
SEASON	FULL-TIME		PART-TIME	
	MALE	FEMALE	MALE	FEMALE
2018/2019	141	105	3	9
2017/2018	130	96	3	9

RELATIONSHIP WITH THE TERRITORY AND ENVIRONMENTAL RESPECT

[302-1; 306-2]

Juventus is aware of its role in the football world as a Club, as well as its responsibility and the influence of its actions as a company. Thus, given the correlation between the corporate dimension and its effect on the environment, it has the duty to reduce its impact to a minimum.

Following the analysis involving the entire Club – and leading to an update of the Materiality Matrix – the two priorities Juventus has decided to focus its actions and related investments on in the next few years are energy and waste management.

In terms of energy, since 2015 the Club has hired an Energy Manager, boasting a UNI CEI 11339 certification as EGE (expert in energy management) and guaranteed by FIRE (Italian federation for a rational use of energy) in accordance with Italian Law n° 10/91. This figure supports Juventus in the development of energy-related projects, such as the energy diagnostics

in accordance with Italian Decree-Law n° 102/2014 and activities related to the implementation of an Energy Management plan.

In the past few seasons, the Club has implemented a plan for the replacement of the traditional lighting system with a LED lighting system. This will lead to considerable reduction in energy consumption as well as a future decrease in maintenance, replacement, and disposal costs.

The electrical systems also continued to be innovated thanks to the cooperation



– started in the past sport season – with the Turin Polytechnic. Among Juventus’ everyday challenges, there is that of making its stadium – the home of its supporters – one of the top modern and state-of-the-art venues.

The technological revolution that the construction industry is experiencing is a unique opportunity to improve the quality and efficiency of real estate, both under construction and existing.

Such needs and considerations have led, once again, to a cooperation with the Turin Polytechnic, in order to benefit of the BIM (Building Information Modelling) methodology – an integrated working approach based upon a 3D-Digital Twin that can contain all the data (both geometrical and alphanumeric) concerning management of property – in this case the stadium – throughout their life cycle.

The project complexity has pushed the Club to hire, starting in July 2019, a BIM Specialist among its staff. The figure will plan and coordinate the the activity of the Polytechnic

suppliers, in line with the corporate strategies and goals.

3D modelling of the stadium has begun in the 2018/2019 season with the aim to centralize all the construction data available to Juventus in a single database that describes the building itself, so the current Stadium configuration (as-is).

The cooperation with the Polytechnic has also made possible a constant update of the Juventus BIM Standards, which will serve as the guidelines for coordination of future projects.

The goal envisioned for the 2019/2020 season is to consolidate such Standards, complete 3-D modelling of the stadium, transfer all its design documentation to the Facility Management software, and to make all the actors involved aware of the maintenance workflows on the new platform.

LIFE TACKLE PROJECT

To contribute to drafting “guidelines” for a more efficient management of sports events: this is the need to which the EU project Life TACKLE – whose indications will be experimented in 10 European stadiums at Euro 2020 – aims to respond to.

Within the context of this initiative, Juventus has joined forces with Scuola Superiore Sant’Anna University of Pisa to look in depth at the environmental practices adopted at the Allianz Stadium, considered one of most advanced European facilities in this respect. The Club’s goal is to help promote good environmental management practices applied to sports events.

ENERGY PURCHASED AND METHANE CONSUMPTION		
	2018/2019 Season	2017/2018 Season
Energy (in GJ)*		
ELECTRICITY PURCHASED - HEADQUARTERS ¹	1,245.52	1,244.37
ELECTRICITY PURCHASED - JTC CONTINASSA	2,825.55	-
ELECTRICITY PURCHASED - STORES ²	514.12	258.80
ELECTRICITY PURCHASED - JTC VINOVO	5,352.74	6,113.79
ELECTRICITY PURCHASED - STADIUM COMPLEX ³	31,392.22	31,962.16
DISTRICT HEATING - STADIUM COMPLEX ³	19,124.32	19,572.26
DISTRICT HEATING - HEADQUARTERS	1,511.47	1,685.19
DISTRICT HEATING - JTC CONTINASSA	24,386.06	17,120.66
DISTRICT COOLING - HEADQUARTERS	1,111.97	1,020.64
DISTRICT HEATING - JTC CONTINASSA	2,145.53	1,319.80
Energy (GJ)*		
METHANE CONSUMPTION - JTC VINOVO	20,496.67	22,635.22

¹ As opposed to previous reports, starting from the 2017/2018 season the data refers to the new HQ at 175 Via Druento

² Starting from the 2018/2019 season, the data refers to all the stores: Turin (Garibaldi and Nizza), and Rome

³ Starting from the 2017/2018 season, “Stadium Complex” refers to all the areas adjacent to the same (i.e. outdoor parking lots), the JI Medical facility, and the Juventus Museum.

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



As for waste management, the presence of a stadium recycling area has led to greater recycling. In fact, starting in the 2017/2018 season – in addition to our plastic, paper and cardboard compactors – we have made an agreement with the City of

Turin to also collect wood waste on a regular basis.

Starting 2018/2019 season, it has initiated a plan to make the approach and procedure for waste management homogenous at all our facilities.

SPECIAL WASTE - DIVIDED BY TYPE		
	2018/2019 Season	2017/2018 Season
TOTAL (KG)	6,872	19,000
NON-HAZARDOUS	6,700	18,518
HAZARDOUS*	172	482

*The category refers to the total of all healthcare waste collected at the Stadium, JTC Continassa, and JTC Vinovo

WASTE BY CATEGORY		
	2018/2019 Season	2017/2018 Season
TOTAL (KG)	6,872	19,000
DISPOSAL	132	72
RECOVERY	6,740	18,928

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.

The corporate governance system of Juventus – as a set of necessary structures and management guidelines for suitable corporate operation – was 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

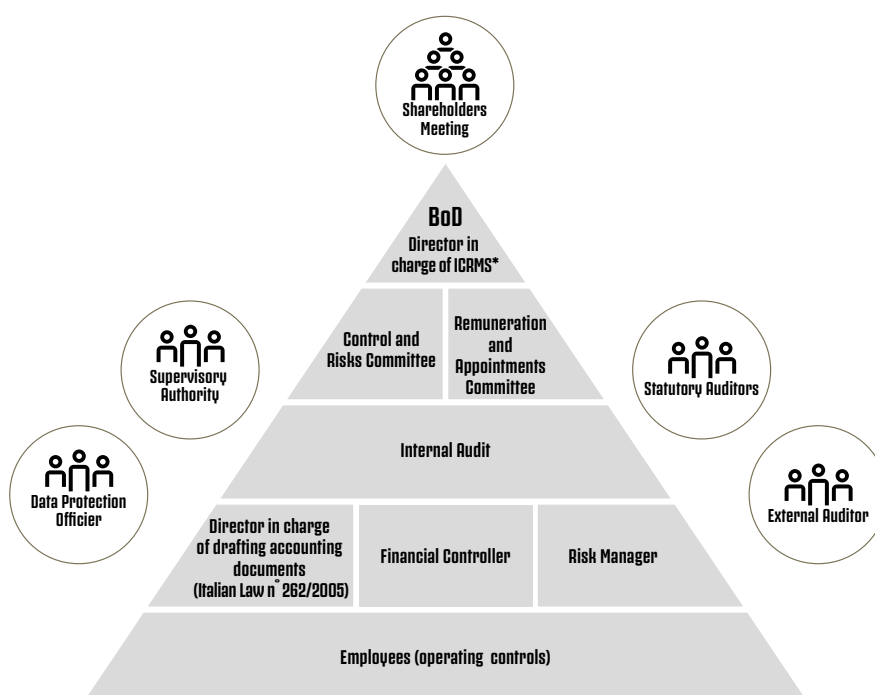
with national and international best practices. The Board of Directors currently includes 9 Directors, of which 2 are executive (A. Agnelli, P. Nedved) and 7 non-executive Directors, of whom 3 non-independent (M. Arrivabene, E. Vellano, F. Roncaglio) and 4 independent directors (P. Garimberti, A. Grazioli-Vernier,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

COMPOSITION OF THE CORPORATE GOVERNANCE BODIES	
	2018/2019 Season
BOARD OF DIRECTORS	3 female 6 male
BOARD OF STATUTORY AUDITORS	2 female 3 male
SUPERVISORY BODY	2 female 1 male
REMUNERATION AND APPOINTMENT COMMITTEE	2 female 1 male
CONTROL AND RISK COMMITTEE	2 female 1 male

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,

monitoring and evaluation of the Internal Control and Risk Management System; risk management system in line with best practices; the remuneration system focused on the specificities of the sector; the employees.



* Internal Control and Risk Management System

For all detailed information concerning corporate governance, please refer to the Company website (<https://www.juventus.com/it/club/investor-relations/corporate-governance/sistema-di-governance>) and, in particular the Annual Report on Corporate.



CODE OF ETHICS**[102-12, 102-16]**

Juventus aspires to establish and consolidate a relationship of trust with its stakeholders, defined as the categories of people, groups or institutions whose interests are affected directly or 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 corporate activity management, and also identifies the commitments and responsibilities of employees. Every new employee or contract worker is handed the Code of Ethics physically or informed of it upon contract signature.

WHISTLEBLOWING

The new discipline of "whistleblowing" in the private sector, (L.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 Decree-Law n° 231/2001. In consideration of this, during the 2017/2018 season the Club completed a comprehensive revision of Model 231 and of the Code of Ethics by adopting additional communication channels that allow confidential reporting of illegal conduct. Moreover, the Club has established disciplinary sanctions against those who violate the principles at the basis of the reporting mechanism which is designed to protect both the reporting subject and the reported subject.

ANTICORRUPTION**[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 eventual issues in this regard through careful risk analysis, clear and well-defined management procedures, training activities for employees, and internal supervision activities.

Key topics such as the principles of the Code of Ethics and the Organization, Management, and Supervision Model pursuant to Decree-Law n° 231/2001 are the subject of internal training activities. The contents are supervised by the Supervisory Authority in its prerogative to promote and spread knowledge of the Model itself.

COMMUNICATION AND TRAINING CONCERNING POLICIES AND PROCEDURES

2018/2019 SEASON	Juventus has organized specific training programmes for employees and co-operators concerning Decree-Law n° 231/2001, the Code of Ethics, and Juventus Model 231 via an e-learning platform, both in Italian and in English. The programme has two stages. The first stage was completed by 98% of the 44 people enrolled. It is estimated that 190 users will complete the two stages. Ever since the date the reporting management procedure (Whistleblowing) is in force, Juventus communicates its expectations and the rules to comply with the reference legislation to all the parties involved.
2017/2018 SEASON	Juventus has organized specific training programs for employees and associates on Leg.D. 231/2001, the Code of Ethics and Juventus Model 231 via an e-learning platform. The training has been completed by 99% of the 329 people enrolled.

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

RISK MANAGEMENT

Juventus has its own Risk Model with which it has identified the main risk areas - context, financial, strategic, operating, or compliance - criteria, metrics and the scales of assessment of both probability and impact.

In the most recent model update in the 2016/2017 season, a full risk assessment was carried out – together with corporate management – which confirmed or modified the risk areas, indicated new risks, and assessed the probability and impact of each risk within the time horizon of 1 year. The medium/long term risks were in any case mapped

in the Juventus risk database. Moreover, the Club has taken into account the development of corporate sustainability as a key element in terms of corporate reputation. At the end of the analysis process, it has been proven that the risks have been assessed correctly and that appropriate measures against them have been taken.

PRIVACY

Following the entry into force of the new Regulation (EU) 2016/679 (GDPR) on May 25th, 2018, the Club has performed a series of internal activities to promptly adjust and respond to the provisions of the standard, including:

- implementation of a Data Protection Model of Organization;
- definition of a Data Breach management procedure, a Privacy By Design procedure, and a Privacy by Default procedure;
- specific training activity for individuals having key roles in the Data Protection Model of Organization, and to whom the Data Controller has assigned special responsibilities;
- update of the Privacy Policy templates distributed through all media, so that they may include the

- information included in the GDPR;
- monitoring and execution of the requests of the Data Subjects sent by means of the specific e-mail address (“privacy@juventus.com”) and other communication channels made available;
- regular meetings with the Data Protection Officer (hereinafter also referred to as the DPO);

Moreover, the Club has assembled a Data Protection Team with the purpose to support every worker involved in data processing activity. It has also renewed the DPO’s assignment and, by means of the latter, has promoted meetings with the DPOs of other Serie A clubs in order to debate and discuss on the most complex related topics.

INITIAL RESULTS OF THE NEW PROCESS

The Risk Management methodology has the aim to comply with the relevant best practices that have evolved toward systems that are not just “quantitative” but also “qualitative”.

Moreover, in 2017 a framework of “top risks” with a twofold assessment – both in terms

of budget (qualitative and quantitative) and in terms of medium-term outlook (3 years; qualitative only), has been presented.

The focus is on revenue-related risk and emerging risks. Considering the concurrence of financial planning processes, the assessment has mainly

been performed on a qualitative basis, even in terms of budget. Starting in the 2018/2019 season, the Club is considering a digitization of the Risk Model in order to facilitate collection of the related Qs&As, as well as the assessment and evaluation of the outcomes.

PENALTIES FOR NON-COMPLIANCE WITH LAWS OR REGULATIONS

[406-1; 419-1]

For further information – in addition to that provided in the table below – relating to ongoing fines/penalties and litigations, please refer to the contents of the Annual Financial Report as at June 30th, 2019 available at www.juventus.com

FINES/PENALTIES AGAINST JUVENTUS FOR RACIST/TERRITORIAL DISCRIMINATION CHANTS					[102-12, 102-16]
Date	Game	Home/Away	Fine in €	Motivation	
16/09/2018	J vs Sassuolo	home	10,000.00	Territorial discrimination chants	
29/09/2018	J vs Napoli	home	10,000.00 and 1 game with fans banned from the “Tribuna Sud 1° e 2° anello” (south bleacher – tier 1 and 2) sections	Territorial discrimination chants preceded by – at the 6th minute of the 2nd half – a clearly racist chant directed towards a Napoli player	
24/11/2018	J vs Spal	home	15,000.00 and formal notice	Territorial discrimination chants	
26/12/2018	J vs Atalanta	away	10,000.00	Launch of a smoke bomb towards the opposing fan section	
TOTAL FINES 2018/2019		45,000.00			
Date	Game	Home/Away	Fine in €	Motivation	
26/11/2017	J vs Crotone	home	10,000.00	Territorial discrimination chants	
21/12/2017	J vs Genoa	home	10,000.00	Territorial discrimination chants	
TOTAL FINES 2017/2018		20,000.00			

SUPPLIERS MANAGEMENT

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

Juventus has chosen to invest on innovation and – even in its procurement activity – has seen a considerable change in terms of relations and management. Juventus works every day so that the synergy between the Club and its suppliers may develop and grow as effectively as possible, forming true partnership relationships.

In January 2018 the new supplier platform was activated, with Juventus as its developer and owner: the Juventus Procurement Portal.

It is a platform designed purposely by the Club to respond to its own management demands, and to make supplier assessment leaner, by means of specific documentation requests and crosschecking of main corporate data: the related form now includes 40 fields, plus 19 optional fields, versus 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 reorganization of supplier categories, the automation of the approval process, and the unification of

all payments to the 60-day term – today the Club is able to have a more lean and efficient relationship with its suppliers.

Moreover, in order to suitably interact with the same, Juventus has prioritized the creation of a bilingual portal, with information provided both in Italian and in English.

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



100% of suppliers that have logged in to the new platform 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

IN 2018/2019 SEASON, THE CLUB HAS AVAILED ITSELF OF 1,245 SUPPLIERS, OF WHICH:

- 1,109 national
- 136 international

SEASON	TOTAL ORDERED (€)	TURIN AND PROVINCE	ITALIAN TERRITORY
2018/2019	105,025,151.78	26.53%	95.23%
2017/2018	103,578,819.56	30.75%	94.19%

In the 2018/2019 season, sums paid to local suppliers amounted to **27,858,129.60 euros** (equal to 26.53% of total orders), while sums paid to national suppliers amounted **100,017,903.01 euros** (equal to 95.23% of total orders).

CUSTOMER SERVICE

Allian



Stadium





To consolidate and improve customer service has been one of the Club's top priorities in the 2018/2019 season.

On one hand, the Club has achieved a considerable reduction in fan waiting times to receive answers to their requests, and on the other hand, the team has aimed to guarantee a more efficient management and solution of such requests. The service is outsourced in order to guarantee greater flexibility at peak times of the season, but is coordinated and monitored by a specific corporate unit which takes on the responsibility for the most delicate cases. In order to ensure a growingly efficient service, the Club avails itself of a specialized third-party supplier, boasting 40 FTE employees as well as

the necessary tools to provide prompt assistance and action. On average, the unit involved 16 employees per month, as opposed to a staff varying from 11 to 26 in the 2017/2018 season. An increase in inbound and outbound calls was recorded in the 2018/2019 season. Over 50% of calls received was related to the call queue dedicated to Allianz Stadium season ticket holders and active Juventus Members. Close to 40% of calls relates to management of ticket sales for games played at the Allianz Stadium and for the invitational event "Acquista la Trasferta" ('purchase the away game ticket').

2018/2019 INBOUND AND OUTBOUND CALLS

	1 ST QUARTER	2 ND QUARTER	3 RD QUARTER	4 TH QUARTER	TOTAL 2018/2019 Season
Inbound calls (#)	25,656	27,680	18,885	9,585	81,806
Outbound calls (#)	5,663	10,293	7,414	6,428	29,798
Ticketing sales (#)	2,709	4,588	2,612	1,826	11,735
Requests handled (%)	87	88	90	93	89

2017/2018 INBOUND AND OUTBOUND CALLS*

	1 ST QUARTER	2 ND QUARTER	3 RD QUARTER	4 TH QUARTER	TOTAL Season
Inbound calls (#)	6,199	9,311	10,675	8,789	34,974
Outbound calls (#)	0	3,091	2,680	2,404	8,175

* A restatement of the outbound calls has been made compared to the data indicated in the 2017/2018 Sustainability Report.

Requests received by means of the form (free of charge) amounted to 213,351 of which 212,380 were handled (99.5%).

Throughout the season, 1,393 loyal fans were involved in the Juventus Membership project, featuring invitational events dedicated to the same.

FINANCIAL MANAGEMENT

[102-5; 102-7; 201-1; 102-12]

Juventus is a listed professional football club which, thanks to its more than century-long history, has become one of the most representative and popular teams at a national and international level. The Company's core business is participation in national and international competitions and the organisation of matches.

Its main sources of income come from the economic exploitation of sports events, the Juventus brand and the first team image, the most significant of these include licensing of television and media rights, sponsorship, selling of advertising licensing and merchandising Juventus shares are listed on the electronic equity market of Borsa Italiana.

Juventus is controlled by EXOR N.V. (formerly EXOR S.p.A.), a company listed on Borsa Italiana S.p.A. (the Italian Stock Exchange) with registered office in Amsterdam (Holland), which holds 63.8%

of the share capital. EXOR N.V. is one of the main European investment firms and is controlled by Giovanni Agnelli B.V. Based on the most recent information available, 11.3% of the remaining share capital of Juventus is held by Lindsell Train Ltd, while 24.9% is a free float on the Stock Exchange.

Since December 27th, 2018, the Juventus shares has been added to Italian stock exchange's benchmark FTSE-Mib index.

Financial Year 2018/2019 ended reporting revenues equal to € 621.5 million (+ € 116.8 million compared to financial year 2017/2018) and losses equal to € 39.9 million, showing a negative variation of € 20.7 million compared to the loss of € 19.2 million reported in the previous financial year.

This negative variation mainly derives from higher players' wages and technical staff costs for € 68 million, higher

amortisation, depreciation and write-down on players' registration rights for € 41.5 million, greater provision funds for € 14.8 million, higher taxes for € 3.8 million and higher net financial expenses for € 3.4 million, as well as higher operating costs for € 7.2 million; these negative variations were partially offset by higher revenues of € 116.8 million and other positive net changes of € 1.2 million.

Shareholders' equity at 30 June 2019 amounted to € 31.2 million, a decrease compared to the balance of € 72 million at 30 June 2018 due to the effect of the loss for the year (€ -39.9 million), changes in the financial assets fair value reserve of financial assets (€ -0.8 million) and the cash flow hedge reserve (€ -0.1 million).

At 30 June 2019 Juventus' fully subscribed and paid-up share capital amounted to € 8,182,133.28 euros, and consisted of 1,007,766,660 no-par value ordinary shares.

MAIN ECONOMIC INDICATORS

	2018/2019	2017/2018
UEFA MATCH RANKING	IV UCL	IV UCL
REVENUES	621.5	504.7
OPERATING COSTS	(458.5)	(383.3)
AMORTIZATIONS, WRITE-DOWNS, AND PROVISIONS	(178.3)	(122.8)
OPERATING INCOME	(15.3)	(1.4)
INCOME BEFORE TAXES	(26.9)	(10.0)
NET INCOME/LOSS	(39.9)	(19.2)
PLAYERS' REGISTRATION RIGHTS, NET	421.0	330.8
SHAREHOLDERS' EQUITY	31.2	72.0
NET FINANCIAL DEBT	(463.5)	(309.8)

Data in millions of euros

COMPOSITION OF REVENUES					
	2018/2019 Financial Year	%	2017/2018 financial Year	%	CHANGE
TELEVISION AND RADIO RIGHTS AND MEDIA REVENUES	206.7	33.3%	200.2	39.7%	6.5
REVENUES FROM PLAYERS' REGISTRATION RIGHTS	157.2	25.3%	102.4	20.3%	54.8
REVENUES FROM SPONSORSHIP AND ADVERTISING	108.8	17.5%	86.9	17.2%	21.9
TICKET SALES	70.7	11.4%	56.4	11.2%	14.3
REVENUES FROM SALES OF PRODUCTS AND LICENSES	44	7.1%	27.8	5.5%	16.2
OTHER REVENUES	34.1	5.5%	31	6.1%	3.1
TOTAL	621.5	100%	504.7	100%	116.8

Data in millions of euros

At 30 June 2019, net financial debt amounted to € 463.5 million, and showed an increase of € 153.7 million compared to € 309.8 million at 30 June 2018, resulting from the negative cash flow of operations (€ -3.6 million), Transfer Campaign outlays (€ -131.1 million net), investments in other fixed assets and shareholdings (€ -6.7 million net), and from the cash flow from financing activities (€ -12.3 million). For further information, please refer to the Annual Financial Report as at June 30th, 2019, available in the "investors relations" section at www.juventus.com

ECONOMIC VALUE GENERATED AND DISTRIBUTED			
COMPONENT	Comments	2018/2019 Value	2017/2018 Value
DIRECTLY GENERATED ECONOMIC VALUE			
A) REVENUES	Net sales plus revenue from financial investments and selling of goods. The value does not include excise duties	621.5	504.7
DISTRIBUTED ECONOMIC VALUE			
B) OPERATING COSTS	Payments to suppliers, non strategic investments, royalties and concessions on payments	127.9	121.4
C) HUMAN RESOURCES	Salaries and wages paid for work carried out by employees, including social and welfare contributions	327.8	259
D) CAPITAL REMUNERATION OF CAPITAL GOOD SUPPLIERS	Payments to capital suppliers	11.1	7.7
E) PUBLIC SECTOR	Gross taxes including excise duties	14.3	11.5
F) COMMUNITY	Voluntary funding and investments in the community (donations and projects benefiting the community)	0.2	0.1
WITHHOLDINGS		140.2	104.9

Data in millions of euros

METHODOLOGICAL NOTE

[102-1; 102-2; 102-3; 102-4; 102-6; 102-45; 102-46; 102-48 ; 102-49; 102-50; 102-51; 102-52; 102-53; 102-54; 102-56]

AIM OF THE DOCUMENT

The 2018/2019 Juventus Football Club S.p.A. Sustainability Report (hereinafter also referred to as Sustainability Report or Report) is the tool which the Club uses to report its initiatives and performance in terms of sustainability (both social

and environmental). It allows the Club to maximize 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 4 sections. The first section, "Over 120 years of passion", presents the Club history, teams, facilities, and the role it has in the sports world, as well as its effort in terms of sustainability. The "Juventus Goals" section presents the main socially impacting projects carried out by the Club, while the "Towards universal football" section illustrates the social impact of Juventus sports activities. Finally, the 4th 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 games. Its main sources of revenue are, at a global level, the economic benefits of sports events, the Juventus brand, and senior team image rights including, above all, TV/other media broadcasting rights, sponsorships, and selling of advertising space.

The Club's sustainability reporting process is performed every year, and the data presented in this year's Report concern the fiscal year ended on June 30th, 2019, and the 2018/2019 football season, drafted in accordance with the same scope of reporting as the Annual Report as at June 30th, 2019.

For the purpose of guaranteeing comparability of the reported data, also in compliance with the related GRI Standards, the quantitative data in this document refers to the 2017/2018 and 2018/2019 football seasons.

As in the past two issues 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 in the scope of constant improvement of reporting procedures – have been recorded in each section of this document by means of specific notes.

For further details on the identification and involvement of stakeholders and on the following topics:

- First Team player behaviour
- Athletes' physical healthInnovation in football
- Accessibility and safety of venues
- Partners and Sponsors engagement

please refer to the Annual financial Report and/or the previous issue of the Sustainability Report.

This document does not include the information outlined in previous reports. Therefore, if need be, please refer to the previous issues 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 Financial Report as at June 30th, 2019;
- Code of Ethics;
- 2018/2019 Annual Report on Corporate Governance;
- Organization, Management, and Supervision Model pursuant to Decree-Law n° 231/2001;
- Procedure for related-party transactions.

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

GRI CONTENT INDEX

[102-55]

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

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	
GRI 101: FOUNDATION 2016	Page number or description
GRI 102: GENERAL DISCLOSURES	
ORGANIZATIONAL PROFILE	
102-1: Name of the Organization	See: "Methodological Note", pg. 80
102-2: Activities, brands, products and/or services	See: "Methodological Note", pg. 81
102-3: Location of headquarters	See: "Methodological Note", pg. 81
102-4: Location of operations	See: "Methodological Note", pg. 81
102-5: Ownership and legal form	Pg. 78
102-6: Markets Served	See: "Methodological Note", pg. 81
102-7: Scale of the organization	Pg. 60, 78
102-8: Information on employees and other workers	Pg. 61
102-9: Supply chain	Pg. 72
102-10: Significant changes to the organization and its supply chain	In the period of reporting (2017/2018 and 2018/2019 sport seasons), considering the purposes of reporting Juventus' non-financial information, no significant changes to the organization' structure or supply chain have occurred.
102-11: Precautionary principle or approach	Given the Club has limited environmental impact, the precautionary approach is not formally dealt with.
102-12: External Initiatives	Pg. 67, 69
102-13: Membership of associations	Pg. 21
ORGANIZATIONAL STRATEGY	
102-14: Statement from senior decision-maker	Pg. 5
GOVERNANCE, ETHICS AND INTEGRITY OF THE ORGANIZATION	
102-16: Values, principles, standards and norms of behavior	Pg. 69
102-18: Governance structure	Pg. 67
IDENTIFICATION OF STAKEHOLDERS AND MATERIAL ASPECTS	
102-40: List of stakeholders	Pg. 19
102-41: Collective bargaining agreements	100% of Juventus employees are hired under CCNL (national collective bargaining agreement).
102-42: Identifying and selecting stakeholders	Pg. 18

UNIVERSAL STANDARDS	
FOUNDATION 2016	Page number or description
102-43: Approach to stakeholder engagement	Pgs. 18, 19
102-44: Key topics and concerns raised	Pgs. 16, 17
REPORTING PRINCIPLES	
102-45: Entities included in the consolidated financial statements	See: "Methodological Note", pg. 81
102-46: Defining report content and topic boundaries	See: "Methodological Note" (pgs. 80, 81) and the "Our approach to sustainability" paragraph (pg. 16)
102-47: List of material topics	Pg. 17
102-48: Restatements of information	See: "Methodological Note" (pgs. 80, 81) and the individual sections of this document
102-49: Changes in reporting	See: "Methodological Note" (pgs. 80, 81) and the "Our approach to sustainability" paragraph (pg. 16)
102-50: Reporting period	See: "Methodological Note", pg. 81
1102-51: Date of most recent report	Given the non-financial information reporting process is annual, the most recent Juventus Sustainability Report concerns the 2018/2019 sport season. See: "Methodological Note", pg. 81
102-52: Reporting cycle	See: "Methodological Note", pg. 81
102-53: Contact point for questions regarding the report	See: "Methodological Note", pg. 80
102-54: Claims of reporting in accordance with the GRI Standards	See: "Methodological Note", pg. 80
102-55: GRI content index	Refer to the following table
102-56: External assurance	Pgs. 87-89
GRI 103: MANAGEMENT APPROACH	
103-1: Explanation of the material topic and its boundary	See the introductory paragraphs of every section of this Report, as well as the "Our approach to sustainability" paragraph (pg. 16). It is specified that this approach is applicable to all the material aspects defined in pgs. 16 and 17.
103-2: The management approach and its components	See the introductory paragraphs of every section of this Report, as well as the "Our approach to sustainability" paragraph (pg. 16). It is specified that this approach is applicable to all the material aspects defined in pgs. 16 and 17.
103-3: Evaluation of the management approach	See the introductory paragraphs of every section of this Report, as well as the "Our approach to sustainability" paragraph (pg. 16). It is specified that this approach is applicable to all the material aspects defined in pgs. 16 and 17.
SPECIFIC STANDARD DISCLOSURES	
GRI 200: ECONOMIC SERIES	
201-1: Direct economic value generated and distributed	Pg. 79
GRI 204: PROCUREMENT PRACTICES	
204-1: Proportion of spending on local suppliers	Pg. 73

UNIVERSAL STANDARDS	
FOUNDATION 2016	Page number or description
GRI 205: ANTI-CORRUPTION	
205-2: Communication and training about anti-corruption policies and procedures	Pg. 69
300 : ENVIRONMENTAL SERIES	
GRI 302: ENERGY	
306-2 Waste by type and disposal method	Pg. 65
GRI 308: SUPPLIER ENVIRONMENTAL ASSESSMENT	
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INDEPENDENT REPORT ON THE LIMITED ASSURANCE

[102-56]



Independent report on the limited assurance engagement of the Juventus sustainability report 2018/2019

To the Board of Directors of
Juventus Football Club SpA

We have carried out a limited assurance engagement of the Juventus Sustainability Report 2018/2019 (hereinafter the “Report”) of Juventus Football Club SpA (hereafter the “Company”) for the year ended 30 June 2019.

Responsibility of the Directors for the Sustainability Report

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

Auditor's 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, 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.

Auditor's responsibility

We are responsible for the preparation of this report on the basis of the work performed. We conducted our engagement in accordance with “*International Standard on Assurance Engagements 3000 (Revised) – Assurance Engagements other than Audits or Reviews of Historical Financial*

PricewaterhouseCoopers Advisory SpA

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Information” (“ISAE 3000 revised”), issued by the International Auditing and Assurance Standards Board for limited assurance engagements. The standard requires that we comply with applicable ethical requirements, including professional independence, and that we plan and perform our work to obtain limited assurance that the Report is free from material misstatement. The procedures consisted in interviews of the Company’s personnel responsible for the preparation of the information presented in the Report, analysis of documents, recalculations and other verification procedures.

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

- comparing the economic and financial information and data reported in the paragraph “Financial Management” of the Report with those included in the Company’s annual financial report as of 30 June 2019 on which other auditors issued an audit opinion, in accordance with article 14 of legislative decree n° 39 of 27 January 2010 and article 10 of EU Regulation n° 537/2014, on 2 October 2019;
- analysing, through inquiries, the governance system and the process for managing the sustainability issues relating to the Company’s operations;
- analysing the process aimed at defining the significant reporting areas to be disclosed in the Report, with regard to the methods for their identification, in terms of priority for the various stakeholders, as well as the internal validation of the process findings;
- analysing the processes underlying the recording and management of quantitative data included in the Report. In detail, we carried out:
 - meetings and interviews with Company’s staff to achieve a general understanding of the information, accounting and reporting systems in use to prepare the Report, as well as of the processes and procedures supporting the collection, aggregation, processing and submission of the information to the function responsible for the Report preparation;
 - a sample-based analysis of the documents supporting the preparation of the Report, in order to obtain evidence of the reliability of processes in place and of their adequacy for a correct treatment of the information and data disclosed in the Report;
- analysing the internal consistency of the qualitative information described in the Report and its compliance with the guidelines identified in the preceding paragraph “Responsibility of the Directors for the Sustainability Report”;
- analyzing, through interviews to Company’s staff, the engagement process of internal stakeholders with regard to the methods used;
- obtaining a representation letter, signed by Company’s Legal Representative, on the compliance of the Report with the guidelines identified in the paragraph “Responsibility of the Directors for the Sustainability Report”, as well as the reliability and completeness of the disclosed information.

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



Conclusion

Based on the work performed, nothing has come to our attention that causes us to believe that the Sustainability Report 2018/2019 of Juventus Football Club SpA has not been prepared, in all material respects, in compliance with *Global Reporting Initiative Sustainability Reporting Standards* defined in 2016 by the *GRI - Global Reporting Initiative (GRI Standards)* as disclosed in the paragraph “Methodological Note” of the Report.

Turin, 14 October 2019

PricewaterhouseCoopers Advisory SpA

Signed by

Paolo Bersani
(Partner)

This report has been translated from the original, which was issued in Italian, solely for the convenience of international readers. We have not performed any controls on the Sustainability Report 2018/2019 translation.



JUVENTUS



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Jes



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

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