

NON-FINANCIAL STATEMENT

2021/2022



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OUR APPROACH TO SUSTAINABILITY

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

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

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

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

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

Over the past few seasons, the work of a dedicated internal team has allowed the Club to promote a number of engagement activities on the theme. It has defined its own model which contextualises the company business also in terms of sustainability.

In particular, the Club’s Board of Directors set up an ESG (Environmental, Sustainability and Governance) Committee in the 2021/2022 season which includes three non-executive directors dedicated exclusively to the implementation of sustainability issues.

Juventus recognises sport and football as one of the industries with the biggest social impact, as indicated in the 2030 Agenda for Sustainable Development of the United Nations, and the Club can and must have an important role in redefining the rules according to this new method and contribute to guiding this change.

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

In accordance with the United Nations’ Declaration of Human Rights and the ILO Declaration on Fundamental Principles and Rights of Workers, Juventus promotes respect of the principles and working conditions to protect the dignity of the person throughout its entire value chain, refusing to tolerate conduct or behaviour which may be offensive to moral or personal convictions. In this sense, for the 2019 and 2020 reporting periods and with reference to the Company or its employees, Juventus has not recorded any incidents concerning the failure to respect human rights and the use of child or forced labour or relating to discriminatory acts or those that violate freedom of association.

Starting with the 2017/2018 season, Juventus has been committed to understanding how the football business can actually impact the current social challenges at global level. This analysis has involved the entire Club and has led to an updating and identification of the list of issues relevant to Juventus’ sustainability pathway, which will have the dual objective of defining the Club’s future initiatives and creating a common, shared language on the subject over the years.

Accessibility and safety of facilities
Athletes' physical health
Behaviour of first team players
Corporate citizenship
Dialogue and Fan entertainment
Employees
Fight against racism and discrimination
Football and Inclusion
Football and Innovation
Governance, compliance and anti-corruption
Growth and protection of young athletes
Healthy and active lifestyles through football
Institutional influence and leadership in sustainability
International development of Juventus
Long-term financial stability
Relations with partners and sponsors
Support and training for youth
Sustainable energy
Waste management
Women's Football

Through its values, football can facilitate and contribute to a greater social impact particularly among the younger generations. Juventus thus recognises both its role in the world of football as a Club, and its responsibility and influence in its actions on a social and environmental level as a football company. It has therefore decided to actively contribute to the achievement of the following Sustainable Development Goals:



DIALOGUE WITH OUR STAKEHOLDERS

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

In its daily business activities, every year Juventus promotes a large number of dialogue and engagement activities with its stakeholders, from training meetings for its youngsters to refresher courses for its technicians, from events for loyal fans to those for business partners, from media relations activities to those for employees.

THE CLUB'S STAKEHOLDERS

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

The following initiatives deserve mention:

YOUTH ATHLETES AND FAMILIES

- school orientation meetings for families to present the activities of Juventus College

PARTICIPANTS IN JUVENTUS ACADEMY AND JUVENTUS FOOTBALL SCHOOL

- 1 Juventus Academy Coaches Clinic: seminar for the Club's partner coaches from the Juventus Academies in Spain, Hungary, Poland, Saudi Arabia, Cyprus, Belgium, England, Wales, Switzerland, Greece.
- 1 Juventus Academy World Cup 11-18 June 2022: event with almost 30 academies from 22 different countries participating (including at least one from each continent): Tunisia, Egypt, Nigeria, the U.A.E., Oman, Saudi Arabia, Cyprus, Hungary, Great Britain, France, Poland, Switzerland, Turkey, Malta, Colombia, Guatemala, Chile, Argentina, Brazil, Australia, Canada and the United States.

SHAREHOLDERS AND CAPITAL PROVIDERS

- 1 Shareholders' Meeting in October 2021
- One-to-one meetings with the financial community
- Roadshows to present and illustrate updates to the Company's previously communicated strategic plan, the most recent economic-financial data, extraordinary operations in progress to Institutional Investors.

JUVENTUS MEMBERS

Match Day

- VIP Hospitality experience (J1897)
- A day with Juve (J1897 and B&W)

NO Match Day

- Talk to Barzagli (J1897)
- Talk to Lichsteiner (J1897)
- Talk to Torricelli (J1897)
- Open-door training (J1897, B&W, Young and Junior)
- J1897 Day (J1897)
- MVP awards (March April and May) - Morata, Vlahovic and Chiellini
- Invitation to the première of “All or nothing” (J1897 and B&W)
- Junior Christmas Cooking lab (Junior)
- Junior reporter – Paulo Dybala (Junior)

LOCAL AND INTERNATIONAL ORGANISATIONS

- 2 EFDN “CSR in European Football” Conference

- Participation in various events (Dinner in memory of “Ale&Ricky”, Heysel Commemoration, Piazza San Carlo, Candiolo)
- Events at the Juventus Museum
- Initiatives in collaboration with Save the Children
- International Day for the Elimination of Racial Discrimination
- International Day for the Elimination of Violence against Women
- International Day of Persons with Disabilities
- Participation and activism during Pride month

EMPLOYEES

- Juventus corporate event in June 2022
- Initiatives and focus groups

PUBLIC ADMINISTRATION AND LAW ENFORCEMENT

- meetings with the Security Operations Group (for each home match played by the men’s first team, second team and at women’s Champions League matches)
- Continuous dialogue with the Public Administration and Prefecture

SPORTS INSTITUTIONS

- 14 League Assemblies

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

OUR ROLE IN THE SPORTS INDUSTRY

[102-13]

Football has more fans in the world than any other sport: 5 billion. Competitive football is organised worldwide by FIFA (Fédération Internationale de Football Association - consisting of 211 federations), which is recognised by the IOC (International Olympic Committee) as the world’s highest governing body of football. FIFA delegates part of its powers to continental confederations, including UEFA (Union of European Football Associations - consisting of 55 federations) in Europe, which organises not only European competitions between nations, but also those between clubs, the most important of which is the UEFA Champions League.

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

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

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

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

From 2010 to 2019, European club football revenues grew by 7% year over year, and the clubs in the top divisions of UEFA’s 55 associations recorded 23 billion euros in revenues in the 2018/19 season, the last before the coronavirus pandemic. Yet this growth never translated into positive results in terms of earnings. In contrast, European clubs reported overall pre-tax losses of more than 4.5 billion euros5 during the same period, mainly due to competition for top talent and the constant increase in player salaries and agent/transfer fees. In European football, players’ salaries account for around 60% of operating revenues. To compensate for these losses, European clubs paid out around 1 billion euros in capital each year, mainly in the form of contributions and refinancing for the sports clubs. In this context, the Financial Fair Play Regulations only partially (and temporarily) eased the pressure, allowing for two years of overall positive results before returning to a loss-making situation even before the coronavirus pandemic.

One of the key characteristics of this industry is the strong link between the economic dimension and sports performance. Qualifying for international competitions or promotion to the next higher category can have a significant impact on the clubs’ budgets, requiring a change in the company’s business model; conversely, failure to qualify or relegation to a lower

category can have an extremely negative impact on budgets, putting their very existence at risk. As described above, the clubs of all the categories are the only entities, among those with a sporting purpose in the sector, that assume entrepreneurial risk.

Furthermore, in addition to the so-called “vertical” polarisation within the sector, i.e., a few clubs are recurrent winners within a single league, there is an increasingly evident “horizontal” or inter-league polarisation which sees the English Premier League increasingly predominant over European football, both from a revenue point of view, and consequently in terms of sports results. In the 2018/19 season, the English Premier League clubs recorded a total turnover of 5.9 billion euros, roughly equivalent to the sum of LaLiga and Bundesliga revenues. This advantage stems from the increasing dominance of the English league in the TV rights market, which is predicted to account for 44% of the total broadcast revenues generated by Europe’s top five leagues in the 2023/24 season, up from 29% in the 2009/2010 season.

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

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

To remedy this, European clubs have attempted to introduce major changes in terms of ownership and governance of continental competitions in recent years, but also and above all access and format, encountering however great resistance to change from the European regulators. Beyond European borders, major changes are taking place in international club competitions that are increasingly moving towards continental integration. Over time, other sports have been more successful in terms of economic sustainability and appeal to athletes and fans, such as basketball’s Euroleague. In a world changing at breakneck speeds, European football instead seems to be entrenched in very conservative and status-quo-preserving positions. Juventus has made attempts along these lines in the past and continues to do so today, together with all the stakeholders who desire a sustainable, deeply European future for football.

Among other things, proceedings are pending before the Court of Justice of the European Union to assess whether UEFA and FIFA constitute a monopoly in the football industry. Sport is considered a special sector by the EU Treaties, but the legislators have never defined the meaning of this specificity. The last time the highest European court ruled on European football was the Bosman ruling, which revolutionised our industry with regard to transfers of players between European clubs. Instead, the current proceedings could revolutionise the relationship between clubs and international regulators. The verdict is expected between the end of 2022 and the beginning of 2023.

JUVENTUS’ SOCIAL IMPACT

Inclusion and respect for human rights

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

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

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

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

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

PLAYTIME

Gioca con Me

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

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

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

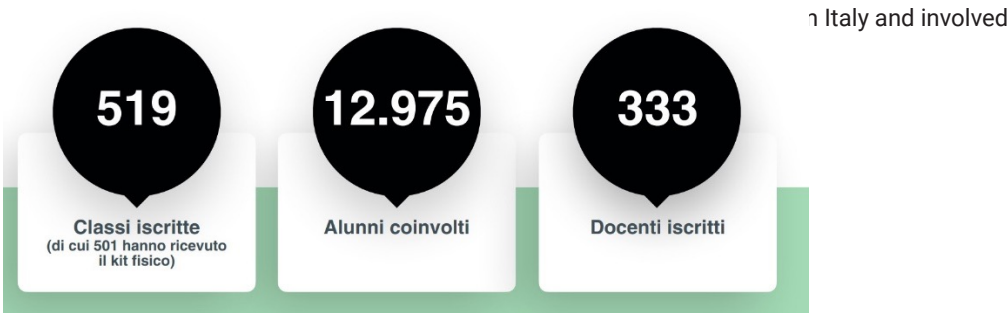
In fact, the Club broadened the horizons of the project in the 2016/2017 season by activating the Juventus Goals “Playtime” programme with an international focus.

Gioca con Me was further developed in the 2018/2019 and 2019/2020 seasons, for example reaching new contexts such as Flatbush - a New York neighbourhood in the borough of Brooklyn characterised by a high population density of different ethnicities, or in realities closer to the Club and helping minors facing various difficulties, offering them a playful educational space where they can develop a sense of self-awareness and confidence in their own abilities thanks to sport.

EDUCATION
Fair People: Respect is a team sport

This educational pathway is for primary schools and is entirely devoted to the theme of respect.
Respect is a team sport - this is the core principle underpinning Fair People, the first of the education pillar projects developed by the Club for students, teachers and families as part of Juventus Goals path.

The educational proposal is part of the normal training and teaching programme and contributes to implementing the ministerial programme by accompanying the students in a personal growth process through multidisciplinary activities that explore five guiding values: respect, commitment, loyalty, equality, teamwork.



For more information, please visit www.fairpeople.it

Un Calcio al Razzismo

This educational programme is for secondary schools throughout Italy and promotes a culture of inclusion and respect through concrete actions that aim to exclude all forms of discrimination. Some limits can be overcome, others are respected. Juventus is against all forms of social and territorial discrimination, racism, xenophobia and violence, as stated in its Code of Ethics. Racism and discrimination, in all its forms, is a serious cultural plague that has yet to be resolved.

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

The 2021/2022 school year included:



Juventus for Special@School

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

Juventus For Special is the sports and social inclusion project specifically for those with cognitive-relational disabilities. The sporting aspect is paired with an educational dimension in the project, creating a pathway capable of involving the new generations and aimed at overcoming preconceptions linked to disability.

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

The Juventus For Special@School educational project is for students in schools of all levels - primary, middle and high school - in participatory, two-stage lessons.

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

INCLUSION
Juventus with Save the Children and the local community commitment.

Juventus has collaborated with Save The Children since 2018 in order to protect and safeguard minors and promote quality educational opportunities in the most disadvantaged neighbourhoods and territories lacking spaces and services for minors and families.

On 10 June 2022, before the local community, Juventus and Save the Children officially inaugurated the 0-18 Educational Hub in the Vallette district of Turin, 800 metres far from the Allianz Stadium which opened in 2021

The Educational Hub hosts the activities of Punto Luce and Spazio Mamme focusing on education and inclusion. It is not isolated, but based on close collaboration with families, schools, public services and the various actors in the area



FOOTBALL COMPANY

EMPLOYEES

As well as the Juventus teams on the, there is a whole team of professionals who are also committed to the Club' mission off the pitch. This team also "trains" daily to achieve its goals, demonstrating that they too know how to quickly adapt to a new working context.

Juventus is committed to developing and spreading its corporate culture in order to give rise to organisational processes that are more oriented towards inclusiveness and gender equality. It ensures long working relationships with its employees based on respect for fundamental rights in a positive, fair environment that is open to age, gender and cultural diversity, in which everyone can best express their potential.

As expressed in the Club's Code of Ethics, the attention Juventus pays to its employees is aimed at creating a serene working environment that allows all individuals to respect the Club's system of values and work on their personal and professional growth.

In addition, Juventus has adopted policies and promoted initiatives related to the well-being, safety and development of employees, implementing the guidelines defined by frameworks such as the Universal Declaration of Human Rights and the EU Charter of Fundamental Rights. Furthermore, the Club is committed to making a tangible contribution to the achievement of the targets defined within the 2030 Agenda for Sustainable Development (UN SDGs).

Training

In line with the corporate strategy, in order to ensure constant alignment with the set training objectives and the training needs identified for the 2021/22 Season, active dialogue has been promoted with the Managers involved, through periodical updates and dedicated meetings.

Table - Average number of training hours per professional category

	2021/2022		2020/2021	
	MALE	FEMALE	MALE	FEMALE
Executive Management	14.1	22	11.9	25.8
Middle Management	7.5	7.5	8.8	8.7
Office Workers	6.3	3.3	11.1	9.7
Workers	1	0	13	6

Table - Proportion of employees involved in training

Season	Staff
2021/2022	37.7%
2020/2021	65.7%

THE WORK PATH

Recruitment and Onboarding Process

Fully applying its Code of Ethics and irrespective of gender, Juventus offers new recruits and all its employees at every Club site a salary in line with the requirements of the applicable local legislation. The selection activities and choices in terms of remuneration policies are based exclusively on meritocratic criteria with the aim of enhancing the Club's internal skills and promoting corporate growth and sustainability through a recruiting process aimed at responding to defined skills needs.

It should also be noted that, with reference to employees belonging to protected categories, Juventus manages the issue of compulsory recruitment in compliance with the obligations established by the reference legislation.

Juventus invests in the search and selection of the best talents who will represent the Club professionally and competently.

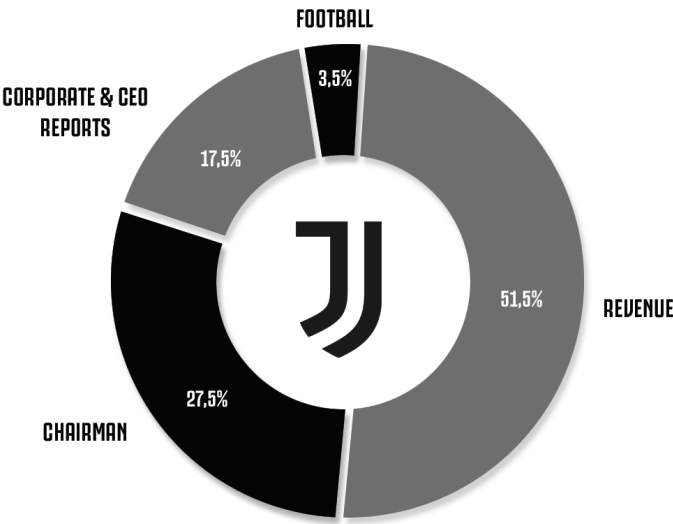
The assessment centre is confirmed as the gold standard for the evaluation of junior profiles, through the analysis of team dynamics, individual tests, technical tests and one-to-one interviews.

Open positions (both permanent and temporary) are published in the "Careers" section of the Company website and on the Company's LinkedIn page, with the goal of identifying and contacting specific reference targets, including at international level.

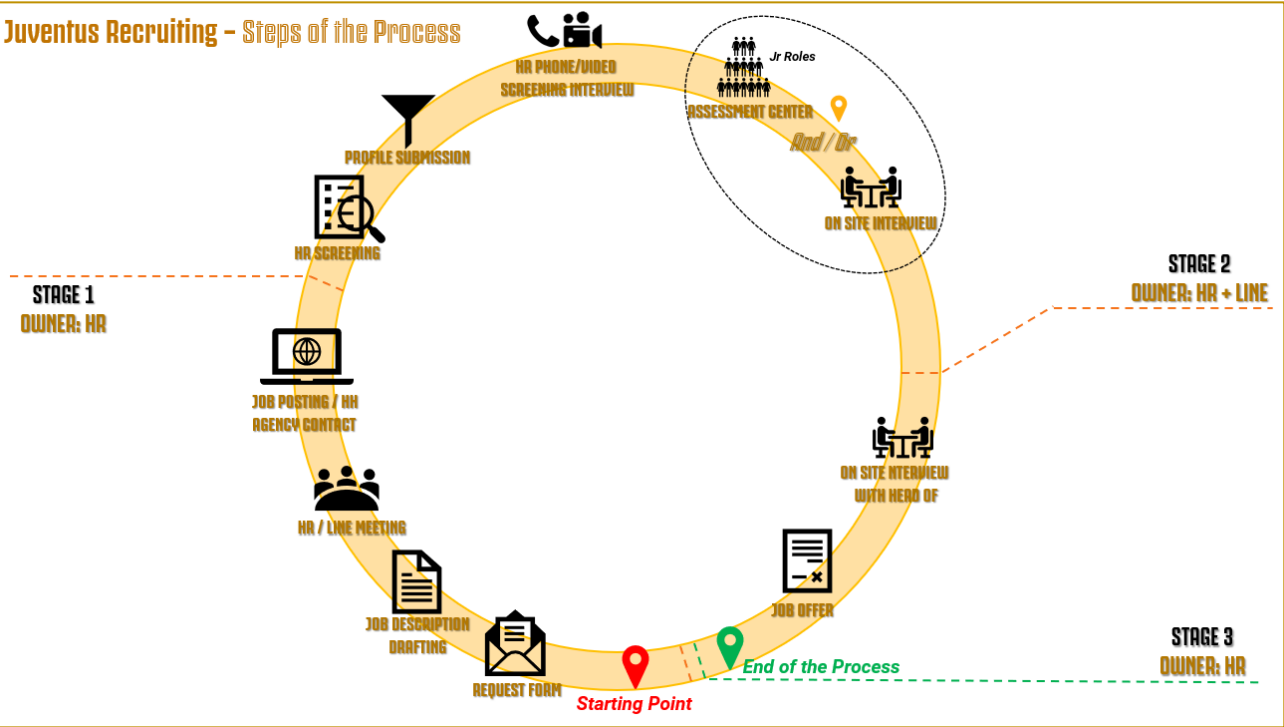
The same positions are published internally and communicated to all the Company's employees: the Internal Job Posting Process has been in place since May 2022, allowing people to apply for these specific vacancies available in the Company. Through this Internal Job Posting initiative, Juventus employees will have the opportunity to develop new skills as part of a broader, transversal growth path.

During the season, Juventus managed several selection processes aimed at strengthening and consolidating the different areas of the Company, with a particular focus on the Revenue area.

NUOVI ASSUNTI STAGIONE 2021/2022 - Distribuzione per Area



The quality and continuous improvement of the Recruiting process is ensured through monitoring carried out on a quarterly basis. It is aimed at identifying and analysing different key performance indicators that allow to understand the strengths of the process and define improvement actions for the future.



With regard to new recruits, the Company prioritises being able to effectively introduce them into the Club and its inter-functional dynamics. The Induction programme for new resources aims to:

- provide the newly hired resource with all the information, knowledge, and specific area and management tools to enable him/her to perform his/her role effectively;
- motivate and quickly involve the resource in their position, enabling them to establish fruitful relations with Company staff immediately.

The *Induction* programme consists of the following sections:

- 1. CORPORATE INDUCTION**, the aim is to provide the new hire with key information about “Juventus” so that they can easily integrate into the organisational environment. The Onboarding Tour is included in this section, allowing new hires to visit the various Juventus facilities with exceptional guides. This tour includes a visit to the *Allianz Stadium*, our Museum, the Training Centres (Continassa and Vinovo), Media Centre, J Medical, and Megastore.
- 2. INDIVIDUAL INDUCTION**, to help new resources more easily integrate within the Company, they are invited to take part in one-to-one meetings with the main contact persons from the Departments with whom they will liaise in the course of their job.
- 3. COMPLIANCE INDUCTION**, to inform/train the new hire using the main reference documents so that they are aware of Corporate Governance matters, also complying with the training required by regulations and internal policies.

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

Nelle tre stagioni sportive di riferimento*, 39 dipendenti (18 uomini e 21 donne) hanno usufruito del congedo di maternità/paternità. Tutte le risorse risultano in forza al 30/06/2022.

* The events considered started 01/07/2019 until 30/06/2022. Both compulsory and optional parental leave were considered, with the exception of Covid special leave. Compulsory maternity and parental leave that occurred within the same sporting season were counted as single events.

Inclusion

Juventus is committed to valuing diversity and the plurality of cultures, ways of living and being, every day. Hence the mission to build, all together, an environment where everyone is welcome, respected, supported and empowered in individual and common activities, ensuring equal access to opportunities within the organisation. To this end, Juventus has signed a partnership with CasaOz Association, which supports people with disabilities in entering the world of work through its MagazziniOz project. More specifically, Juventus and MagazziniOz have worked together to create a professional apprenticeship project, offering a training-operational introduction to the role of a salesperson in our shops.

Welfare

The Company has implemented staff management policies inspired by employment level protection and the desire to safeguard the organisational well-being of employees, especially in a context of extreme difficulty and uncertainty such as the current one, and which has particularly affected the reference sector.

Agile working

To protect the well-being of its staff, the company has continued to promote agile working. In the updated Company Regulations effective from 1 July 2021, it is also stated that “the Company promotes the values underlying the signing of agile working agreements (so-called “Smart Working”) with the aim of increasing productivity and facilitating a work-life balance for all employees whose role is compatible with smart working”.

Flexible Benefit Plan

For the 2021/2022 season, the Company has activated welfare plans with Flexible Benefit initiatives for homogeneous categories.

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

Wellness programme

In line with the Club’s desire to invest in people’s well-being, the Juventus Sport Programme has been introduced: all those who wish to exercise during their lunch break can use the changing rooms located inside the Continassa Training Centre. In addition to the sports activities that can be enjoyed independently, weekly Pilates, Yoga and Functional Training classes are held, for which participation is completely free.

At the same time, special attention has been given to the company canteen services at the reference sites, enhancing it to meet specific nutritional diets.

Total Reward System

With a view to sustainable growth, during the 2021/2022 Season Juventus launched the company’s Total Reward System (TRS) project with the support of an external consultant with internationally recognised expertise.

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

The identified Total Reward Framework, which will become active on 1 July 2022 and will be completed in the 2023/2024 Season, is founded on the following pillars: Annual Base Salary (ABS), Short-Term Incentives (STI), Long-Term Incentives (LTI) and Benefits. This Framework is based on a Banding system - a methodology that measures the value a given professional position generates within an organisation - and will be the basis for all management and development processes.

Sustainable Mobility

In line with Italian Decree-Law No. 34 of 19 May 2020, the so-called “Recovery Decree”, converted into Italian Law No. 77 of 17 July 2020, which includes “Measures to incentivise sustainable mobility”, a survey was carried out during the 2021-2022 Season to define the measures of Juventus FC’s 2021 Home-Work Travel Plan, a plan to be implemented during 2022. To make the measures effective, the Mobility Manager will work to support the decision-making, planning, programming, management and promotion of optimal sustainable mobility solutions.

Other initiatives for Juventus employees

The possibility of enjoying a free week at the Juventus Training Camps was confirmed for the children of employees in the age range set by the initiative in the 2021/2022 Season as well.

As part of its employee initiatives focused on rediscovering a sense of sharing, the Company has promoted a number of events to benefit its employees, including an invitation to attend the 2021/2022 Men’s and Women’s Italian Cup finals held in Rome and Ferrara, respectively, and the Company Day in June 2022.

The possibility of enjoying a free week at the Juventus Training Camps was confirmed for the children of employees in the age range set by the initiative.

Health & Safety

[403-2]

Juventus has adopted a Health and Safety Management System (HSMS) according to the former international standard OHSAS 18001:2007, now ISO 45001:2018, obtaining its first certification on 25 September 2009.

With a view to continually improving the health and safety levels of workers, the system is audited by the Certifying Body on an annual basis. Following its audits, the Body issues renewals of the certificate (last confirmation of the certification: 5 October 2021). Through its Workplace Health and Safety Policy, Juventus provides its staff with the proper information and training and guarantees the management, supervision and monitoring of the risks identified through the adoption of adequate preventive and corrective measures. In particular, the Company provides specific training for staff at all organisational levels.

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

In order to achieve the set football objectives, Juventus is committed to providing its players and technical staff with the best possible psychophysical and working conditions. Due to the particular nature of Juventus’ business, the players’ working conditions are a key aspect for the Club.

In this sense, Juventus is committed to offering, through innovative structures such as JIMedical and JTC (Juventus Training Centre at Continassa and Vinovo), the best medical-sporting and nutritional facilities in order to guarantee the highest possible performance levels. Juventus also certifies the achievement of these quality standards thanks to the implementation of its Quality Policy for the medical sector, which defines the guidelines and objectives for protecting the players and the technical sector.

The management and organisation of sporting events that gather thousands of people in the same venue at the same time is at the very heart of Juventus’ business. With one of the largest fan bases in Italy and Europe, Juventus is committed to ensuring the safety and security of its own sports facilities, in particular the Stadium and adjacent commercial facilities.

Ensuring the health and safety of those who use the services offered by Juventus encompasses several aspects and must address multiple risks in order to maintain and strengthen the trust that guarantees the fulfilment of lasting and sustainable business objectives.

The epidemiological emergency was continuously managed through a dedicated management team working in close contact with Company Management and Top Management to ensure the definition and implementation of appropriate prevention and worker protection measures.

A general protocol and detailed protocols structured for roles and reference targets have been updated in compliance with the reference regulations to ensure the management of risks connected with the epidemic and guarantee employee health and safety. In order to safeguard personnel safety and protection, the Rules of Conduct to be followed in workplaces to protect one’s own and others’ health were constantly updated. Staff information and updates were ensured, in respect of the health and company protocols applied, through a constant and accurate communication plan.

During the 2021/2022 Season, the Company also renewed its UNI ISO 45001:2018 Certification as part of the Occupational Health and Safety Management System.

Appropriate prevention and protection measures have been taken at the company sites to ensure the workplace safety and health of workers.

	2021/2022	2020/2021
Number of injuries (Employees)*	4	7
Days ** lost due to injuries (Employees)	34	63

*The data are given in absolute terms and the injury rate and "lost days" rate are not given. This choice was made considering the lack of a badge-based attendance system, whereby precise data on the hours worked by the Company's staff is not available

** Days are defined as calendar and not business days

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

Table - Workforce

	2021/2022	2020/2021
Professional footballers	85	79
Non professional footballers	311	337
Observers and various associates	49	54
Technical staff*	162	149
Employees** and contractors	299	275
Totale	906	895

* **Technical Staff:** coaches, massophysiotherapists, athletic trainer, sports managers

** **Employees** Executive and middle management, office employees, workers, including Hong Kong Branch and J Hotel staff. With specific reference to J Hotel, the employees (total 41) in the workforce as at 30 June 2022 are represented by:

- 13 permanent resources
- 27 temporary resources (including 6 on-call contracts)
- 1 resource on internship

Table - Employees and contract workers by professional category

	2021/2022			2020/2021		
	<30	30-50	>50	<30	30-50	>50
Executive Management - Male	0	7	4	0	6	5
Executive Management - Female	0	2	2	0	1	1
Total Executive Management		15			13	
Middle Management - Male	0	20	4	0	21	3
Middle Management - Female	0	12	4	0	12	3
Total Middle Management		40			39	
Office Employees - Male	13	68	13	12	77	8
Office Employees - Female	3	66	15	7	69	13
Total Office Employees		178			186	
Workers – Male	0	7	3	1	5	3
Workers - Female	0	1	0	0	1	0
Total I Workers		11			10	
Total Workforce	16	183	45	20	192	36
		244			248	

Table - Employees by contract type

Season	Temporary		Permanent	
	Male	Female	Male	Female102
2021/2022	5	3	134	107
2020/2021	3	0	138	

Table - Employees by employment type

Season	Full Time		Part Time	
	Male	Female	Male	Female
2021/2022	138	98	1	7
2020/2021	139	99	2	8

GOVERNANCE

[102-18; 405-1]

Juventus adopts a traditional type of administration system, which, save for the functions of the Shareholders’ Meeting, assigns strategic management to the Board of Directors, which heads up the company’s corporate governance system, and supervisory functions to the Board of Statutory Auditors. Moreover, the Board has set up three internal committees to advise and make proposals to the Board itself: the Control and Risk Committee, the Remuneration and Appointments Committee and the Environmental, Social and Corporate Governance (ESG) Committee.

The corporate governance system of Juventus, comprising rules and methodologies for planning, management and control, which are necessary for Company operations, was defined by the Board of Directors in compliance with regulations applicable to the Company as a listed issuer, and as a signatory to the Code of Corporate Governance and based on international and national best practices. The Board of Directors* currently consists of nine directors, three of whom are executive (A. Agnelli, P. Nedved, M. Arrivabene) and seven non-executives, three of whom are non-independent (L. Debroux, S. Heywood, F. Roncaglio) and three independents (M. Della Ragione, K. Fink, G. Tacchia).

In conducting its business, Juventus is also committed to directly guiding change in the professional football sector on ESG (environmental, social and governance) matters, continuing and strengthening initiatives and activities capable of generating a positive impact in the fields of education, inclusion and environment and creating long-term value for all its stakeholders.

To this end, on 29 October 2021 the Board of Directors established the ESG Committee, which makes proposals and provides advice to the Board of Directors regarding sustainability in order to promote the gradual integration of environmental, social and governance factors (understood with reference to sustainability) into company activities geared towards the pursuit of sustainable success, and therefore the creation of long-term value for the benefit of shareholders, taking account of the interests of the other stakeholders.

Table - Composition of the company’s management and control bodies (prior to 28 November 2022)

2021/2022 Season	
Board of Directors	4 women 6 men
Board of Statutory Auditors	2 women 3 men
Supervisory Body	2 women 1 man
Guarantee Body	2 women 1 man
Remuneration and Appointments Committee	1 women 2 men
Control and Risk Committee	2 women 1 man
ESG Committee	3 women

As a result of the fact that all Directors in office have ceased after Andrea Agnelli, Pavel Nedved, Maurizio Arrivabene, Laurence Debroux, Suzanne Heywood, Francesco Roncaglio, Massimo Della Ragione, Kathryn Frances Fink e Giorgio Tacchia resignation on 28 November 2022, in accordance with applicable laws and the By-laws, the Board of Directors must be deemed as ceased and will continue its activities under a prorogatio regime until the Shareholders’ Meeting that has been convened for 18 January 2023 will appoint the new Board of Directors. Independent Director Daniela Marilungo, resigned by means of a separate statement on 28 November 2022

Corporate Governance System

Juventus’ Corporate Governance System is based on:

- the set of values defined in the Code of Ethics;
- the central role of Management and Control Bodies;
- the central role of the Board of Directors;
- management transparency;
- the careful distribution of responsibilities with regard to the management, monitoring and evaluation of the Internal Control and Risk Management System;
- the Organisation, Management and Control Model pursuant to Italian Leg. Decree 231/2001;

- the risk governance system in line with best practices.

In fact, the values established in the Juventus Code of Ethics commit all employees to ensure that the Company’s activities are carried out in compliance with the law, in a framework of fair competition, with honesty, integrity and fairness, respecting the legitimate interests of shareholders, employees, customers, suppliers, commercial and financial partners.

Internal Control and Risk Management System

Juventus undertakes to promote and maintain an adequate Internal Control and Risk Management System meant as the set of rules, procedures and organisational structures intended to enable an adequate process of identification, measurement and management of primary risks which ensures the credibility, accuracy, reliability and timeliness of information provided, the protection of company assets, the efficiency and effectiveness of company processes and compliance with laws and regulations as well as the By-Laws and internal procedures. In order to define specific responsibilities in the area of risk management, the Club has set up an internal board committee with advisory and proposal-making functions: the Control and Risk Committee. This Committee is responsible for assisting the Board of Directors in defining the guidelines for the Internal Control and Risk Management System and verifying, through the competent Company departments, compliance with internal procedures, both operational and administrative, adopted to ensure serious, effective management and to identify, prevent and manage any risks.

Starting in the 2020/2021 Season, Juventus updated its risk assessment methodology, taking into due consideration the evolution of its organisational and business model and Risk Management best practices, with the aim of contributing to the development of a culture based on corporate risk awareness and defining strategies to mitigate its impacts.

The roles, responsibilities and methodologies developed to support Risk Assessment activities are defined within the Risk Assessment and Reporting Policy, a document that also outlines the guidelines for subsequent periodic risk assessment updating activities.

Main non-financial risks

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

Below are the most significant non-financial risks identified through Risk Assessment activities and the relevant prevention and mitigation measures implemented by the Company.

Risk categories	Description of the risk	Prevention/mitigation measures
Legal and compliance risk.	Risks related to compliance with internal policies and regulations (e.g., conduct of internal staff that does not comply with the Code of Ethics) and with national and international laws and regulations in force (e.g., non-compliance with privacy or anti-corruption legislation).	<p>In order to prevent risks related to non-compliance with laws and regulations, the Club ensures the widest dissemination and knowledge of the Code of Ethics, both with reference to those who operate within the organisation and to the supply chain and commercial counterparts, starting from the contractual phase.</p> <p>In addition, through the adoption of the Organisation, Management and Control Model pursuant to Italian Leg. Decree 231/2001, the Club significantly limits the risk of committing offences under this legislation (including corruption offences).</p>

Risk categories	Description of the risk	Prevention/mitigation measures
Reputation and image risk.	<p>Considering aspects related to the management of the Club's corporate strategy (e.g., commercial partnerships, sustainability initiatives, relations with institutions, retail activities, etc.) and failure to comply with the laws in force, applicable sports regulations and the Code of Ethics, Juventus is exposed to the risk that what is perceived by external stakeholders may have an impact on its brand image and reputation, with potential consequences also of a financial nature.</p> <p>This risk is further amplified by the strong media exposure of the Club and the individuals associated therewith (players, sports managers and staff exposed to the media) and the growing attention of all stakeholders. Furthermore, this risk is also attributable to the conduct of persons outside the Club whose actions or statements may be directly or indirectly linked to the work of Juventus itself (e.g., conduct of the public, statements of partners or affiliated companies, etc.).</p>	<p>In fulfilment of its Code of Ethics, Juventus expects its employees and players, in carrying out their duties, to behave in a manner which is ethically unexceptionable, as well as legally and professionally appropriate, in order to strengthen mutual trust and consolidate the Club's reputation while avoiding any behaviour that could damage it. In addition, by constantly monitoring its stakeholders' expectations, the Club is committed to selecting business counterparts that respect the guidelines included in internal policies and internationally recognised sustainability frameworks.</p> <p>Finally, the Club implements safeguards on an ongoing and recurring basis in order to limit collective and individual conduct that is not correct or in line with the Club's values and reputation and that may undermine its reputation and asset value.</p>

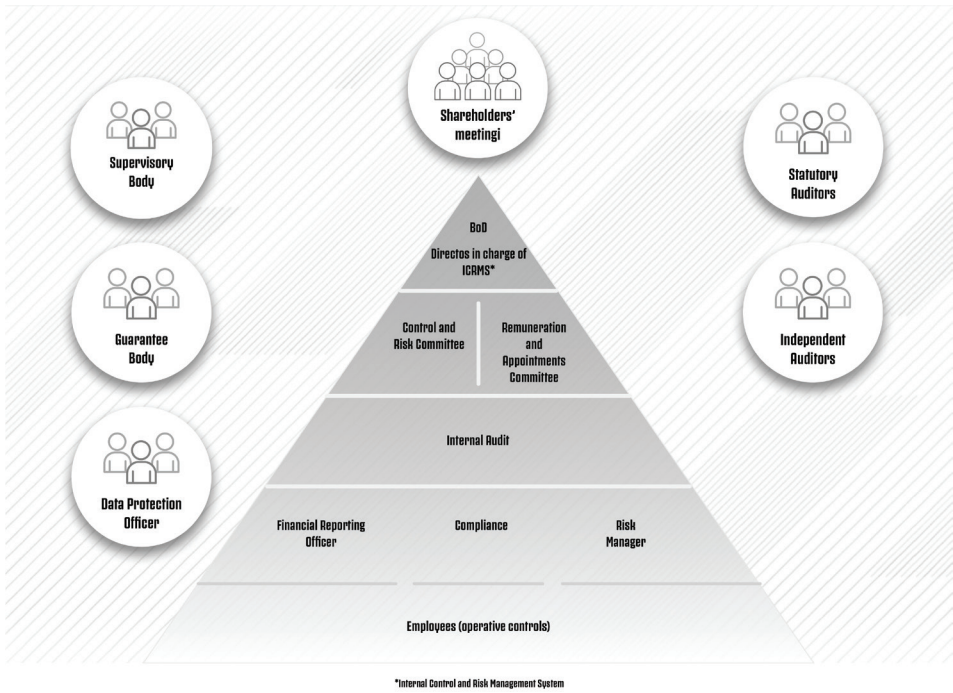
Risk of violation of human rights, equal opportunities and discrimination.	<p>In view of its social role, the role that sport plays (especially in terms of influence on the new generations) and its presence at an international level, in its relations with its stakeholders, the Club is exposed to the risk of discriminatory conduct and that which violates human rights and equal opportunities, with significant consequences on brand reputation and possible financial impacts.</p> <p>This risk is also amplified by the growing attention of all stakeholders towards D&I (Diversity & Inclusion) issues and by the constant interaction of the Club and its staff - directly or indirectly - with minors potentially exposed to abuse, mistreatment or bullying.</p>	<p>In fulfilment of its Code of Ethics, Juventus rejects all forms of discrimination, including social, racism, xenophobia and intolerance.</p> <p>Furthermore, the Club undertakes to avoid any discrimination by its conduct and to respect, in relations with its stakeholders, differences in age, gender, sexual orientation and identity, ethnicity, religion, state of health, political and trade union affiliation, language or different skills.</p> <p>Relations between colleagues are always based on the principles of civil coexistence, loyalty and correctness and must be carried out with mutual respect for the rights and freedom of persons.</p> <p>Finally, the Club is committed to promoting initiatives aimed at spreading a culture of social equality and mutual respect within the local communities where Juventus operates in Italy and abroad.</p>
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Risk related to the protection of the health and safety of persons.	<p>Considering the competitive environment in which the Club operates, Juventus is exposed to risks related to the health and safety of its human resources. This risk applies as much to internal staff and technical staff as to players. The protection of Club staff and the achievement of sporting results that meet the expectations of fans and management are closely linked to the protection of the health and safety of all stakeholders.</p>	<p>Juventus is committed to spreading and consolidating a culture of health and safety in the workplace, developing awareness of the dangers and risks involved, promoting responsible behaviour on the part of human resources and working to preserve, in particular with preventive actions, workers' health and safety.</p> <p>To this end, the Club adopts an ISO 45001:2018-certified Health and Safety Management System (HSMS) and monitors several key indicators related to workplace health and safety for continuous improvement.</p> <p>Juventus has also defined guidelines and objectives for the achievement of quality standards to protect players and the technical sector through the implementation of its Quality Policy for the medical sector.</p> <p>The Club is constantly evaluating and implementing mitigating measures to cover possible damage to the health of its employees, players and technical staff.</p>
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Risk categories	Description of the risk	Prevention/mitigation measures
Risk related to environmental impacts	<p>Although Juventus has a limited environmental impact, the Club is exposed to the risk of excessive use of natural and energy resources and non-compliance with environmental regulations. These risks become even more significant when considering the performance of its corporate activities and the operation, construction and maintenance of its sites and facilities.</p> <p>This risk is also increasingly linked to climate change awareness, with possible direct and indirect impacts on brand reputation.</p>	<p>Within its corporate activities and relations with third parties, Juventus undertakes to adopt responsible attitudes to safeguard the environment, acting in scrupulous compliance with the applicable regulations, as well as the limits defined by any authorisations and requirements received from the competent bodies.</p> <p>Through the assignment of specific roles and responsibilities (e.g., Energy Manager), the Club has embarked on a path of energy efficiency and transition to renewable sources, thanks to constant monitoring of its consumption, also with a view to reporting and limiting its carbon footprint.</p> <p>The commitment to environmental and energy issues pursued by Juventus is also certified by the achievement of ISO 14001 Environmental Certification for Allianz Stadium.</p>

Given the nature, geographical location and type of activities carried out by the Club, the Internal Control and Risk Management System has not identified the existence of particular physical or transitional risks related to climate change, although attention to this issue is a present and future priority for the Club. It should also be noted that, in light of the type of relations that exist between the Club and its supply chain, the risks described in this document have also been assessed with reference to Juventus' main commercial counterparts. This analysis revealed the residual relevance of the identified non-financial risks for the activities conducted by the Club's suppliers.

Supervisory authority



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

CODE OF ETHICS
[102-12; 102-16]
Juventus aspires to establish and consolidate a relationship of trust with its stakeholders, defined as those categories of individuals, groups or institutions whose interests are influenced by the direct and indirect effects of Juventus activity. The guiding values of Juventus are established in the Code of Ethics; all corporate bodies, Juventus employees and everyone who works to achieve company objectives, as part of their own functions and responsibilities, must comply with this Code. The Code of Ethics establishes the rules of conduct to adopt when managing Company activities, as well as the duties and responsibilities of employees.
All new employees and collaborators are physically given information on the Code of Ethics when they sign their employment or collaboration contract.

WHISTLEBLOWING

The whistleblowing regulation in the private sector, (Italian Law 179/17, art. 2 “Protection of the employee or collaborator who reports wrongdoing in the private sector”) introduced paragraph 2-bis to art. 6 of Italian Legislative Decree 231/2001.

In view of this, during the 2017/2018 Season, an organic revision of the 231 Model and the Code of Ethics was carried out, envisaging the adoption of additional communication channels to enable the confidential reporting of unlawful conduct.

Disciplinary sanctions have also been established for those who violate the principles at the basis of the reporting mechanism, aimed at protecting both the whistleblower and the reported person.

Anti-corruption
[205-2] [205-3] [419-1]

Juventus strongly condemns any behaviour that can be attributed to corruption, such as the abuse of a position to obtain an illegal advantage for the Club or the individual.

Juventus prevents any problems in this respect through careful risk analysis, clear and well-defined management procedures, training activities for internal resources and internal control activities.

PENALTIES FOR NON-COMPLIANCE WITH LAWS OR REGULATIONS
[419-1]
For further information, please refer to the contents of the Annual Financial Report as at 30 June 2022, available at www.juventus.com

Key topics such as the principles of the Code of Ethics, the Organisation, Management and Control Model pursuant to

Italian Leg. Decree 231/2001¹ and the Prevention Model pursuant to art. 7, par. 5 of the FIGC By-Laws², are the subject of internal training activities. Their content is supervised by the Supervisory Body and the Guarantee Body in their prerogative to promote the dissemination and knowledge of the Models.

¹ Italian Legislative Decree 231 was issued on 8 June 2001, introducing the administrative liability of legal persons for unlawful acts into the Italian legal system. Whereas previously criminal liability only referred to natural persons, this decree introduced a form of liability also for companies and associations, which establishes sanctions that are essentially penal in nature. Following the entry into force of Decree 231, the Juventus Corporate Governance system was enhanced with the implementation of the Organisation, Management and Control Model pursuant to Italian Legislative Decree 231/01, and the Supervisory Body was established with the task of overseeing the functioning and observance of the Organisation, Management and Control Model pursuant to Italian Legislative Decree 231/01, as well as its updating.

² On 16 May 2019, Italian Law 39/2019, “Ratification and execution of the Council of Europe Convention on the Manipulation of Sports Competitions, signed at Magglingen on 19 September 2014” came into force. Its provisions were introduced by Italian Legislative Decree 231/2001, new art. 25-quaterdecies, “Fraud in sporting competitions, illegal gaming or betting and gambling by means of prohibited devices”. The Federal Council of 1 October 2019 approved the Guidelines for the adoption of the Organisation, Management and Control Models, referred to in art. 7, paragraph 5 of the FIGC By-Laws, suitable to prevent sports offences or acts contrary to the principles of loyalty, fairness and probity. These Guidelines allow individual Leagues to adopt special specifications to define the common requirements of prevention models also for one or more specific areas. On 9 May 2020, the Competition Office of Lega Serie A sent the Clubs the Rules for the Certification of the Football Event Management System approved by the League Council on 19 February 2020. In consideration of this, during the 2019/2020 Season the Prevention Model was defined pursuant to art. 7, par. 5, of the FIGC By-Laws, coordinated with the 231 Model, and the Guarantee Body was established with the task of supervising the functioning and observance of the Model itself.

COMMUNICATION AND TRAINING ON POLICIES AND PROCEDURES	
Season 2021/2022	<p>On the occasion of the appointment of the new administration and control bodies, Juventus dedicated one item on the agenda of a Control and Risk Committee meeting to inform all the new members of the Board of Directors and the Chairman of the Board of Statutory Auditors (7 people) of the scope and features of Italian Legislative Decree 231/2001 and the Juventus 231 Model.</p> <p>While awaiting to complete the training revision project under Italian Legislative Decree 231/2001 initiated last season, the Club organised classroom training sessions with the aid of outside consultants, involving 18 employees who play a key role in the area of sensitive processes affected by the new regulatory provisions introduced by the law in the category of offences contemplated by the Decree.</p> <p>As regards the course on the General Data Protection Regulation and its relevant Model implemented at Juventus, 60 new employees completed the training course in e-learning mode. Info-training sessions were also organised in the classroom and via web with the DPO and the supplier of the software used to manage the topic.</p> <p>All new employees are informed of the major regulatory areas, their relevant compliance Models and the procedures the Company adopts through tailor-made communication, with the repository where they can examine the aforesaid documents specified.</p>
Season 2020/2021	<p>In order to determine new methods for providing the training on Italian Legislative Decree 231/2001 and its relevant Organisation, Management and Control Model, Juventus started up, along with a new interlocutor, a project for revising training contents and techniques. While waiting for the project to be concluded, the Club organised classroom training sessions with the aid of outside consultants, involving 16 employees who play a key role in the area of sensitive processes affected by the new regulatory provisions introduced by the law in the category of offences contemplated by the decree.</p> <p>As regards the course on the General Data Protection Regulation and its relevant Model implemented at Juventus, 45 new employees completed the training course in e-learning mode. Info-training sessions were also organised in the classroom and via web with the DPO and the supplier of the software used to manage the topic.</p> <p>All new employees are informed of the major regulatory areas, their relevant compliance Models and the procedures the Company adopts through tailor-made communication, with the repository where they can examine the aforesaid documents specified.</p>

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

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

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

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

- 1,098 national - 187 international

Season	Total ordered (€)	Turin and province	Italian territory
2021/2022	89,765,729.34	20,5%	91.9%
2020/2021	74,319,587.10	30.84%	94.02%

[302-1; 303-3; 305-1; 305-2; 306]

Following the analysis that involved the entire Club and led to an updated Materiality Matrix, the Club has chosen to focus its actions and investments in the coming years on the two priorities of energy and waste management, with the aim of reducing the Club's Carbon Footprint as much as possible.

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

Furthermore, Juventus continued to replace the lighting system in the entire stadium area with LED lamps during the year. This allows to reduce consumption as well as a future reduction in maintenance, replacement and disposal costs. In fact, thanks to this intervention the Club will be able to reduce up to 50% in energy consumption for the hospitality area and around 20% for the pitch. In addition to the environmental benefits, the new LED lighting system aims to transform the pitch and hospitality areas into welcoming, scenic environments. In particular, exceptional results have been achieved in terms of colour rendition, image uniformity, absence of flickering and glare reduction, which have ensured absolute visual comfort for the players, the fans in the Stadium and the crowd at home, now able to enjoy television footage that authentically reproduces what is happening on the pitch.

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

ENERGY PURCHASED AND METHANE CONSUMPTION

	Season 2021/2022	Season 2020/2021
Energia GJ		
Electricity purchased	44,726.07	40,953.73
Headquarters	1,312.16	1,433.74
Store ¹	1,154.04	1,008.59
JTC Continassa	4,057.28	4,384.01
JTC Vinovo	5,382.47	5,120.86
Stadium Complex ²	32,820.12	29,006.53
District Heating	46,698.87	49,833.26
Headquarters	1,660.71	1,746.08
JTC Continassa	25,819.30	25,303.86
Stadium Complex	19,218.86	22,765.32
District Cooling	4,246.15	4,364.02
Headquarters	1,629.58	1,692.09
JTC Continassa	2,616.57	2,671.93
Methane Consuption	22,094.21	17,896.87
JTC Vinovo ³	22.094,21	17.896,87

Carbon Footprint

Since the 2018/2019 Season, 100% of the electricity purchased by Juventus has come from renewable sources. Juventus began reporting its carbon footprint in the 2019/2020 Season: this action represents the Club’s efforts to manage its CO2 emissions.

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

The first step in this journey saw the Club’s commitment to fully offset its Scope 1 and Scope 2 emissions through carbon offsetting. By analysing and publishing its Scope 1 and Scope 2 emissions, the Club would be able to gain an understanding of its carbon footprint and aims to deepen its reporting efforts, collecting, where possible, data and information that can provide an increasingly accurate picture of its direct and indirect impacts in relation to CO2 emissions.

CO ² EQ EMISSIONS (t)		
	Season 2021/2022	Season 2020/2021
Energia GJ		
Total CO2EQ Emissions (Scope 1 e Scope 2-location based)	6.808,62	7.845,79
Total CO2EQ Emissions (Scope 1 e Scope 2-market based)	3.943,00	4.717,51
Scope 1	1.048,84	1.726,54
Methan ¹	573,40	1.251,1
Company Car Fleet ²	475,44	475,44
Scope 2 - market based	2.894,16	2.990,97
Scope 2 - location based	5.759,79	6.119,25
Electricity: location based ³	2.865,6	3.128,3
Electricity: market based ⁴	0,0	0,0
District Heating ⁵	2.638,38	2.779,19
District Cooling	255,78	211,78

1- CO2 equivalent emissions from the consumption of gas for heating include the following greenhouse gases: CO2 (carbon dioxide); CH4 (methane); N2O (nitrous oxide). Sources: Emission factors - ISPRA (2020); Global Warming Potential - IPCC (2013).
2- CO2 equivalent emissions of the car fleet have been calculated on the basis of average road transport emissions in Italy (ISPRA). The following greenhouse gases were taken into account for the calculation of CO2 equivalent (carbon dioxide); CH4 (methane); N2O (nitrous oxide). For the fleet travel distance, with a view to precise future reporting, values of 15,000 kilometres per year were assumed, with the exception of the Alfa Romeo Stelvio, Maserati Levante and Jeep Cherokee vehicles, for which a travel distance of 20,000 kilometres per year was assumed.
3- CO2 emissions deriving from the use of electricity - calculated using the location-based method - were obtained from "European esidual Mixes 2018", (AIB). In particular, the Italian "Total supplier mix", which represents the emission factor associated with the mix of technologies used in Italy for the production of electricity, was chosen
4 - CO2 emissions deriving from the use of electricity - calculated using the market-based method - were obtained from "European esidual Mixes 2018", (AIB). In particular, the Italian "Residual Mix", which represents the mix of electricity generation quotas remaining after the use of specific tracking systems for the energy sources used, such as certificates of Guarantee of Origin, was chosen. Starting from the 2018/2019 season, an emission factor of 0 has been considered, as the Company now purchases electricity produced entirely from renewable energy sources.
5- CO2 emissions deriving from the consumption of district heating and cooling, in line with the production technology used for their generation, were obtained assuming the emission factor associated with the productivity of an average cogeneration plant in Italy (ISPRA 2019) as reference

Contribution to encourage further reducing greenhouse gas emissions

The first step on this path was the complete offsetting of the Club’s Scope 1 and Scope 2 emissions through United Nations Certified Emission Reductions (CERs): CERs are carbon credits generated by UN-verified climate-friendly projects, according to inter-governmentally approved and internationally supervised rules, providing a high level of credibility to the offsetting scheme.

Season	Compensation	UN Platform on Carbon Offsetting links
2020/2021	5.000 CERs	Link
2020/2021	5.000 CERs*	Link

*Further purchases of CERs will be finalised by December 2022 to fully cover the 2021/22 emission

Lastly, thanks to its partnership with One Tree Planted, a non-profit association with the mission of contributing to global

reforestation, in recent seasons the Club has helped plant 55,000 trees in various parts of the world. In relation to the reforestation projects supported by Juventus, the partner estimates over 11,000 t of CO2 retained in the first 20 years after planting.

WATER RESOURCE MANAGEMENT

The water used in the Club's various facilities is mainly for irrigating the training pitches. The water supply systems mainly withdraw water from municipal aqueducts. Considering the type of activities conducted by the Club, Juventus has a limited impact in terms of water consumption. Despite this, there is a constant commitment to monitoring the water withdrawal and distribution systems in order to identify any leaks and implement the necessary maintenance and efficiency measures (with particular reference to older facilities). Similarly, Juventus has a residual impact on water discharges, as the activities are related to consumption for sanitary use and do not generate polluting effluents. The increase in water withdrawal during the 2021/2022 season is to be considered linked to the slackening of restrictions due to the Coronavirus emergency and to the resulting, gradual resumption of work and sports activities.

[GRI 303-3]

Water recycled and reused (ML)	2021/2022	2020/2021
Water withdrawn from the aqueduct		
Headquarter	5,250	6,585
Stadium	34,647	63,906
JTC Continassa	35,864	43,404
JTC Vinovo	26,550	16,800
Water withdrawn from other sources		
Stadium	0,0	0,0
JTC Continassa	0,0	0,0
JTC Vinovo	0,0	0,0
Total water withdrawn	102,311	130,695

Table – Special Waste

[306-3]

	Season 2021/2022*	Season 2020/2021*
Total (kg)	27,723	24,077
Non-hazardous	26,781	23,768
Hazardous	942	309

Table - Waste by destination

	Season 2021/2022*	Season 2020/2021*
Total (kg)	27,723	24,077
Disposal	188	291
Recovery	27,535	23,786

* waste generated at JTC Continassa, Stadium, JTC Vinovo

Methodological Note

Following the re-approval of the draft financial statements and consolidated financial statements at 30 June 2022, follows the analyses and assessments carried out by the Board of Directors on 28 November, the Non-Financial Statement at 30 June 2022, initially planned as an integrated document in the annual consolidated financial statements, is re-approved on December 15, 2022 as a separate report. This individual Non-Financial Disclosure bears no significant changes in the content useful for reporting as of June 30, 2022, approved at the Board of Directors meeting on September 23, 2022. Following the publication of the individual document, the page number sequence has been subsequently updated.

• Objective of the document

The 2021/2022 Consolidated Non-Financial Statement of Juventus Football Club S.p.A. (hereinafter also referred to as the Statement or Report for short) also assumes the value of Consolidated Non-Financial Statement (NFS) pursuant to Italian Legislative Decree 254/2016. It is the tool through which the Club reports on its (environmental and social) sustainability initiatives and performance, maximising transparency in its communication to its stakeholders and reporting the main information on the challenges the Club faces in its daily life.

• Reporting standards and document drafting process

This Consolidated Non-Financial Statement is prepared in accordance with the “GRI Sustainability Reporting Standards” published in 2014 and 2016 by the Global Reporting Initiative (GRI), respectively, under the “in accordance - Core” option. The GRI Content Index is reported downstream of the document to give complete evidence of the coverage of the GRI indicators associated with each material topic. Juventus has decided not to avail itself of the exemption envisaged in art. 6, par. 2, letter a) of Italian Leg. Decree 254/2016 (the “Decree”) and to prepare its own NFS in voluntary form, in accordance with that Decree in order to ensure the appropriate and effective level of communication and transparency to the market and its stakeholders.

The Consolidated Non-Financial Statement presented reflects the principle of materiality or relevance, an element required by the relevant legislation and characterizing the GRI Standards: the materiality analysis process is described in the paragraph “Our approach to sustainability”. The document has been drawn up to the extent necessary to ensure an understanding of the company's activities, its performance, results and impact on the issues deemed relevant and established in art. 3 of Italian Legislative Decree 254/2016. In addition, pursuant to art. 5 of the same Decree, this document constitutes a separate report for the purposes of being classified as a “Consolidated Non-Financial Statement” in accordance with the regulations in force. The process of drafting the Juventus Consolidated Non-Financial Statement included the participation and involvement of all the Club's departments and structures in a transversal manner in order to carry out the following activities:

- Identification of the reporting scope of financial and non-financial information included in the Report;
 - Setting up and updating the materiality analysis and stakeholder engagement initiatives;
 - Implementation of the qualitative and quantitative reporting data collection phase and involvement of the corporate departments responsible for collecting this information;
 - Data consolidation activities and preparation of the draft Sustainability Report;
 - Approval, on 23/09/2022, by the Board of Directors/ESG Committee of Juventus, of the Consolidated Non-Financial Statement (and any complementary documents such as the Annual Report and the Management Report).
 - Issuance, by the appointed independent company, of any audit reports on the information reported; References to the GRI Standards used are given both within the Sustainability Report and in the GRI Content Index.
- The annual process of drafting the Sustainability Report is coordinated by the “Sustainability” Department, “Corporate Affairs & External Communications” Office.

This document is divided into three chapters that are broken down according to the impact areas of interest for Juventus:

- the first, entitled “Our approach to sustainability”, contextualizes the Club's role in the world of sports and summarises the primary contents and highlights relating to its commitment in terms of social sustainability;
- the second, entitled “Football Company”, talks about the challenges that the Club has to face every day as a company;
- the third, entitled “Environmental Impact”, reports on the approach and performance of Juventus from the environmental perspective.

• Reporting scope and period

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

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

The Club’s sustainability reporting process is renewed every year and the data presented in this Report refers to the financial year ended 30 June 2022 and the 2021/2022 sport season, maintaining the same reporting scope as the annual financial report as at 30 June 2022.

In order to ensure a comparison of the information reported, and also in order to comply with the principle of comparability required by the GRI Standards, the quantitative data in this document refer to the 2019/2020 and 2021/2022 sports seasons.

As in the last two editions of the Sustainability Report, quantitative data on JIMedical (a company not wholly owned by the Club) are not included in the scope of this report, with the exception of energy consumption.

Neither do the quantitative data on JIHotel fall within the reporting scope of this statement.

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

Please refer to the Financial Report and/or the previous edition of the Sustainability Report for more information on stakeholder identification and engagement and on the following topics:

Activities related to the fight against active and passive corruption
Direct economic value generated and distributed
Behaviour of first team players,
Physical health of athletes,
Football and Innovation,
Facility accessibility and safety,
Relations with Partners and Sponsors.

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

The Juventus Non-Financial Statement was subjected to an opinion of conformity (“limited assurance engagement” according to the criteria indicated by ISAE 3000 Revised) by Deloitte & Touche S.p.A. The audit was carried out according to the procedures outlined in the “Independent Auditor’s Report” included in this document

For questions and comments on this document, please contact the Juventus Sustainability Manager at sustainability@juventus.com.

GRI Content Index
[102-55]

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

UNIVERSAL STANDARDS	
Foundation 2016	Page number or description
GRI 102: GENERAL DISCLOSURES	
Organisational profile	
102-1: Name of the organisation	Please refer to the “Methodological Note”, p. 30
102-2: Activities, brands, products and services	Please refer to the Financial Report as at 30 June 2022.
102-3: Location of headquarters	Please refer to the “Methodological Note”, p. 31
102-4: Location of operations	Please refer to the “Methodological Note”, p. 31
102-5: Ownership and legal form	Please refer to the “Methodological Note”, p. 31
102-6: Markets served	Please refer to the “Methodological Note”, p. 31
102-7: Scale of the organisation	P. 17
102-8: Information on employees and other workers	P. 17-18
102-9: Supply chain	P. 25
102-10: Significant changes to the organisation and its supply chain	During the reporting period (sports seasons) considered for the reporting of Juventus non-financial information, no significant changes occurred in the organisation and its supply chain.
102-11: Precautionary principle or approach	Since the organisation's environmental impacts are limited, the precautionary principle is not formally addressed.
102-12: External initiatives	P. 23
102-13: Membership of associations	P. 7
STRATEGY	
102-14: Statement from senior decision-maker	Please refer to the Financial Report as at 30 June 2022
ETHICS AND INTEGRITY	
102-16: Values, principles, standards and norms of behaviour	P. 23
102-18: Governance structure	P. 18
STAKEHOLDER ENGAGEMENT	
102-40: List of stakeholder groups	P. 5
102-41: Collective bargaining agreements	100% of the employees in the company are covered by the national collective bargaining agreement (CCNL).
102-42: Identifying and selecting stakeholders	P. 5
102-43: Approach to stakeholder engagement	P. 5-6

102-44: Key topics and concerns raised	P. 3-4
REPORTING PRACTICE	
102-45: Entities included in the consolidated financial statements	Please refer to the "Methodological Note", p. 31
102-46: Defining report content and topic boundaries	Please refer to the 'Methodological Note' (p.30-31) as well as the section "Our Approach to Sustainability" (p.3)
102-47: List of material topics	P. 3-4
102-48: Restatements of information	Please refer to the "Methodological Note" (p. 31) and the notes in the individual sections of the document.
102-49: Changes in reporting	Please refer to the "Methodological Note" (p. 30) as well as the section "Our approach to sustainability" (p. 3)
102-50: Reporting period	Please refer to the "Methodological Note", p. 30
102-51: Date of most recent report	As the non-financial information reporting process is annual, the latest Juventus Sustainability Report published relates to the football season. Please refer to the "Methodological Note", p. 31
102-52: Reporting cycle	Please refer to the "Methodological Note", p. 31
102-53: Contact point for questions regarding the report	Please refer to the "Methodological Note", p. 31
102-54: Claims of reporting in accordance with the GRI Standards	Please refer to the "Methodological Note", p. 31
102-55: GRI content index	Please refer to this table.
102-56: External assurance	Please refer to the "Methodological Note" (p. 31), as well as p. 36
GRI 103: MANAGEMENT APPROACH	
103-1: Explanation of the material topic and its boundary	Please refer to the introductory paragraphs of each chapter of the Report, as well as the section "Our Approach to Sustainability" (p. 3). Please note that this approach is valid for all the material topics defined on p. 3-4
103-2: The management approach and its components	Please refer to the introductory paragraphs of each chapter of the Report, as well as the section "Our Approach to Sustainability" (p. 3). Please note that this approach is valid for all the material topics defined on p. 3-4.
103-3: Evaluation of the management approach	Please refer to the introductory paragraphs of each chapter of the Report, as well as the section "Our Approach to Sustainability" (p. 3). Please note that this approach is valid for all the material topics defined on p. 3-4
SPECIFIC STANDARD DISCLOSURES	
200 : ECONOMIC TOPICS	
GRI 201: ECONOMIC PERFORMANCE	
201-1: Direct economic value generated and distributed	Please refer to the Financial Report as at 30 June 2022 P.126
GRI 204: PROCUREMENT PRACTICES	
204-1: Proportion of spending on local suppliers	Pag. 139

GRI 205: Anti-corruption	
205-2: communication and training about anti-corruption policies and procedures	P. 22
205-3: Confirmed incidents of corruption and actions taken	There were no established incidents of corruption in the reporting period
300 : ENVIRONMENTAL TOPICS	
GRI 302: ENERGY	
302-1: Energy consumption within the organisation	P. 26-27
GRI 303: WATER	
303-3: Water withdrawal	P. 28
GRI 305:EMISSIONS	
305-1: Direct (Scope1) GHG emissions	P. 27
305-2: Energy indirect (Scope 2) GHG emissions	P. 27
GRI 306: WASTE (2020)	
3306-3 Waste generated	P. 29
GRI 308: SUPPLIER ENVIRONMENTAL ASSESSMENT	
308-1: New suppliers that were screened using environmental criteria	P. 25
400 : SOCIAL TOPICS	
GRI 401: EMPLOYMENT	
401-3: Parental leave	P. 14
GRI 403: OCCUPATIONAL HEALTH AND SAFETY	
403-2: Types of injury and rates of injury, occupational diseases, lost days and absenteeism, and number of work-related fatalities	P. 15
GRGRI 404: TRAINING AND EDUCATION	
404-1: Average hours of training per year per employee	P.12
GRI 405: DIVERSITY AND EQUAL OPPORTUNITY	
405-1: Diversity of governance bodies and employees	P 16-18
GRI 406: NON-DISCRIMINATION	
406-1: Incidents of discrimination and corrective actions taken.	Please refer to the Financial Report as at 30 June 2020.
GRI 413: LOCAL COMMUNITIES	
413-1: Operations with local community engagement, impact assessments and development programmes.	P. 9-11
GRI 414: SUPPLIER SOCIAL ASSESSMENT	
414-1: New suppliers that were screened using social criteria	P. 25
GRI 419: SOCIO-ECONOMIC COMPLIANCE	
419-1: Non-compliance with laws and regulations in the social and economic area	Please refer to the Financial Report as at 30 June 2022.



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

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

Pursuant to article 3, paragraph 10, of the Legislative Decree no. 254 of December 30, 2016 (hereinafter “Decree”) and to article 5 of the CONSOB Regulation n. 20267/2018, we have carried out a limited assurance engagement on the Individual Non-Financial Statement of Juventus Football Club S.p.A. (hereinafter the “Company”) as of June 30, 2022 prepared voluntarily on the basis of article 3 of the Decree and approved by the Board of Directors on September 23, 2022 (hereinafter “NFS”).

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

The Directors are responsible for the preparation of the NFS on the basis of article 7 of the Decree, in accordance with article 3 of Decree and the “Global Reporting Initiative Sustainability Reporting Standards” established by GRI – Global Reporting Initiative (“GRI Standards”), which they have identified as reporting framework.

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

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

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

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



Auditor’s Independence and quality control

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

Auditor’s responsibility

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

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

Specifically, we carried out the following procedures:

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

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

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Moreover, with reference to these matters, we carried out a comparison with the information contained in the NFS and the verifications described in the subsequent point 4, letter a) of this report;

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

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

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

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

Conclusion

Based on the work performed, nothing has come to our attention that causes us to believe that the NFS of Juventus Football Club S.p.A. as of June 30, 2022, is not prepared, in all material aspects, in accordance with article 3 the Decree and GRI Standards.

Emphasis of matter

As explained in the Methodological Note, the Non-financial Statement as of June 30, 2022, which was initially approved on September 23, 2022 and presented in the Management Report, upon reapproval of the financial statements and of the consolidated financial statements, has been re-approved on December 15, 2022 as a separate document. Therefore, upon completion of our examination, we have issued this report which replaces the previous one dated October 17, 2022. Our conclusion is not modified in respect with this matter.

DELOITTE & TOUCHE S.p.A.

Signed by
Giorgio Barbieri
Partner

Turin, Italy
December 22, 2022

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

