# Evolution of Turnover for Top European Leagues

<table>
<thead>
<tr>
<th>Year</th>
<th>Premier League</th>
<th>Serie A</th>
<th>Bundesliga</th>
<th>Ligue 1</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>98/99</td>
<td>854</td>
<td>714</td>
<td>577</td>
<td>612</td>
<td>393</td>
</tr>
<tr>
<td>99/00</td>
<td>985</td>
<td>1.059</td>
<td>681</td>
<td>722</td>
<td>607</td>
</tr>
<tr>
<td>00/01</td>
<td>1.195</td>
<td>1.151</td>
<td>880</td>
<td>676</td>
<td>644</td>
</tr>
<tr>
<td>01/02</td>
<td>1.444</td>
<td>1.127</td>
<td>1.043</td>
<td>776</td>
<td>643</td>
</tr>
<tr>
<td>02/03</td>
<td>1.588</td>
<td>1.162</td>
<td>1.108</td>
<td>847</td>
<td>689</td>
</tr>
<tr>
<td>03/04</td>
<td>1.970</td>
<td>1.153</td>
<td>1.058</td>
<td>953</td>
<td>655</td>
</tr>
<tr>
<td>04/05</td>
<td>1.700</td>
<td>1.336</td>
<td>1.236</td>
<td>1.029</td>
<td>696</td>
</tr>
<tr>
<td>05/06</td>
<td>1.758</td>
<td>1.400</td>
<td>1.195</td>
<td>1.158</td>
<td>910</td>
</tr>
<tr>
<td>06/07</td>
<td>1.950</td>
<td>1.163</td>
<td>1.379</td>
<td>1.326</td>
<td>972</td>
</tr>
<tr>
<td>07/08</td>
<td>2.420</td>
<td>1.440</td>
<td>1.420</td>
<td>1.370</td>
<td>990</td>
</tr>
<tr>
<td>08/09</td>
<td>2.236</td>
<td>1.494</td>
<td>1.575</td>
<td>1.501</td>
<td>1.048</td>
</tr>
<tr>
<td>09/10</td>
<td>2.479</td>
<td>1.532</td>
<td>1.664</td>
<td>1.622</td>
<td>1.072</td>
</tr>
<tr>
<td>10/11</td>
<td>2.515</td>
<td>1.553</td>
<td>1.746</td>
<td>1.718</td>
<td>1.040</td>
</tr>
</tbody>
</table>

**Source:** Deloitte Annual Review of Football Finance May 2012

Data in m€
IL CONTRIBUTO FISCALE E PREVIDENZIALE DEL SISTEMA CALCIO ALLE CASSE DELLO STATO

TOT: € 1.030.399.176

- € 875 milioni (85% del totale)* derivanti dal contributo fiscale e previdenziale delle società calcistiche italiane
- € 155 milioni (15% del totale)* relativi al gettito erariale derivante dalle scommesse sul calcio

*dati anno 2009
Mission and Values
Mission

Provide its supporters widest sport satisfaction, ‘living’ football as the protagonist and following a winning tradition which has been proved with over 100 years of glorious history.

Promoting sports ethics and conciliating professional and economic dimensions of football, upholding a code of conduct appropriate to its traditions, respecting its own supporters and all sports enthusiasts.

Juventus aims to create value through developing its own brand, maintaining a sports organization at a technical level of excellence, designing and carrying out projects in business diversification.
Values

Popularity

Leadership

Elegance

Prestige

Tradition

Reliability

Skills

‘Italian’

Efficiency

Class

Style
Juventus Fans
A global partnership platform: in addition to being the most popular team in Italy with over **11.000.000** fans, (double the fans of Inter and Milan) Juventus offers constant international touch points in Europe and throughout the world, reaching over than **250.000.000** avid followers.

**Source:** Sport+Markt, International Fan Potential 2012
Leadership at all ages

**Juventus** is the most popular team in all age groups, with a transversal profile.

**Juventus fans** are spread evenly throughout Italy, and Juventus is the leader in all the Nielsen macro-areas.

*Source: CRA Monitor Calcio 2012*
Awards

Italian victories

30 Serie A Championships

9 Italian Cups

5 Italian Supercups

International victories

1 Cup Winner Cup

3 Uefa Cups

2 European Supercups

2 Uefa Champions League

2 Europe & South America Cups

*2 championships revoked in 2004/05 - 2005/06 seasons
New Media
New Media

It is an integrated social communication platform, present on all the sites and capable of directly engaging its fans via direct marketing activities based on database usage.

- More than 1.5 millions of unique visitors
- More than 15 millions of pages views

Total views: 31 millions

- 1° Italian channel in July 2011, September 2011, May 2012
- 65° channel in the world

- 4,4 million of fans
- 2,5 millions of actions (1° club for likes, posts, comments, sharings)

- 299,000 followers
- The day of Jersey sponsorship announcement, the tag "Jeep" was the most used in Italy

- 1° Italian team on Google+
- 115,000 supporters

- 1° club in Italy to launch an iTunes channel
- Creation of a dedicated playlist
The Company
Evolution of Juventus Turnover

Data has been reclassified in order to allow a comparison with 2010/2011 capital whereby the new norm on centralized sales of television rights and consequent modifications of entire system of mutuality (active and passive) was applied.

Data in m/€
**Business Model**

### 2010/2011

- **€ 172,1 m/€**
- 51.6% TV RIGHTS AND MEDIA REVENUES
- 25.2% SPONSORSHIP AND ADVERTISING
- 6.7% REVENUES FROM PLAYERS’ REGISTRATION RIGHTS
- 5.9% OTHER REVENUES
- 10.6% TICKET SALES

### 2011/2012

- **€ 213,8 m/€**
- 42.4% TV RIGHTS AND MEDIA REVENUES
- 25.0% SPONSORSHIP AND ADVERTISING
- 14.9% REVENUES FROM PLAYERS’ REGISTRATION RIGHTS
- 9.1% OTHER REVENUES
- 8.6% TICKET SALES

Business Model for Top European Leagues 10-11

Source: Deloitte Annual Review of Football Finance May 2012
The Market and its actors

- Italian Stock Exchange
- Italian Central Bank
- Consob
- Shareholders
- JUVENTUS
- FIGC
- FIFA
- UEFA
- Competitors
Corporate Governance of listed company

Shareholders
(market)

CDA
- Executive Directors/Non executive
- Independent Directors

Supervisory board

Internal Auditor

Auditors

Audit firm

Internal audit committee

Compensation and Nominating committee

CEO in charge of supervising Internal Control System

Company organization
(functional organizational chart)

Manager in charge of records
Systems of management: Medical Sector – Health and Safety

In order to best manage processes applicable to the organization Juventus has decided to set up Systems of management conforming to normatives UNI ENS

During 2008/09 period these systems have passed the evaluation process by an independent party, obtaining SGQ certification
Total staff overview

Data at 30/06/2012

(*) Trainers, Athletic Prep Staff, Goalkeeper Prep Staff, Medical Staff, Masseurs

TOT: 583

- Non professional footballers: 306 (2011/2012), 274 (2011/2012)
Permanent Staff

TOT: 135

Data at 30/06/2012
Permanent staff

Data at 30/06/2012 without Temporary Workers

TOT: 119


- Graduated: 42.06% (2010/2011), 42.86% (2011/2012)
- Not Graduated: 57.01% (2010/2011), 57.14% (2011/2012)
Permanent staff

Average age: 44 years

Senior staff company average: 7 years

Data at 30/06/2012
Increase in staff employees

Employee number from 1995 to 2012

<table>
<thead>
<tr>
<th>Year</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>95/96</td>
<td>28</td>
</tr>
<tr>
<td>96/97</td>
<td>29</td>
</tr>
<tr>
<td>97/98</td>
<td>38</td>
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<tr>
<td>98/99</td>
<td>39</td>
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<tr>
<td>99/00</td>
<td>44</td>
</tr>
<tr>
<td>00/01</td>
<td>48</td>
</tr>
<tr>
<td>01/02</td>
<td>60</td>
</tr>
<tr>
<td>02/03</td>
<td>66</td>
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<td>03/04</td>
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<td>05/06</td>
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<td>06/07</td>
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<tr>
<td>07/08</td>
<td>73</td>
</tr>
<tr>
<td>08/09</td>
<td>79</td>
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<tr>
<td>09/10</td>
<td>110</td>
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<tr>
<td>10/11</td>
<td>122</td>
</tr>
<tr>
<td>11/12</td>
<td>135</td>
</tr>
</tbody>
</table>
Youth Sector

Data at 30/06/2012
JUVENTUS STADIUM

The stadium that changes football
€ mio 155 global investment

41.000 seats

4.000 Corporate Seats

4.000 parking lots

34.000 sqm of contiguous commercial mall

Minimum seat distance from the sideline 7,5m
99% Premium seats sold for 2011/12 season

All Juventus home matches included
Best seats in the Stadium
Hospitality with exclusive restaurant, bar and lounge
High comfort seats
Reserved parking and reserved access to the stadium

Account manager
The New Stadium of Juventus offers, to passionate fans and companies, Juventus Premium Club: five exclusive areas that give to their guests the opportunity to have a perfect view of the pitch and surrounded by high quality level services that will give the best comfort ever experienced in a Stadium.

Juventus Premium Club offer is made of 5 different clubs:

<table>
<thead>
<tr>
<th>Club Name</th>
<th>Number of Units</th>
<th>Seats</th>
</tr>
</thead>
<tbody>
<tr>
<td>Suites</td>
<td>4 suites</td>
<td>12 to 16 seats each</td>
</tr>
<tr>
<td>Sky Boxes</td>
<td>62 boxes</td>
<td>620 seats</td>
</tr>
<tr>
<td>Club “Gianni e Umberto Agnelli”</td>
<td>-</td>
<td>312 seats</td>
</tr>
<tr>
<td>Tribuna 100</td>
<td>-</td>
<td>360 seats</td>
</tr>
<tr>
<td>Club “Giampiero Boniperti”</td>
<td>-</td>
<td>672 seats</td>
</tr>
<tr>
<td>Club “Omar Sivori”</td>
<td>-</td>
<td>1,585 seats</td>
</tr>
</tbody>
</table>
MERCHANDISING
MATCHDAY

- JUVENTUS STAFF 48
- FACILITY AND MAINTENANCE 29
- OPERATIONS / TICKETING 204
- HOSTESS / STEWARD HOSPITALITY AREAS 100
- STEWARDS 550
- CATERING HOSPITALITY AREAS 200
- CATERING STANDARDS SEATS 120
- BROADCASTING 40
- STADIUM IMAGE 7
- SPORT PRODUCTION 20
- GUIDE FOR STADIUM TOUR 20
Thank You