



NON-FINANCIAL INFORMATION STATEMENT

2022 · 2023







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LETTER FROM THE PRESIDENT

This material refers to GRI 2 General Contents, 2021. Specifically, it refers to GRI 2-22 Declaration on Sustainable Development Strategy.

Dear Shareholders,

Having returned to the club in the summer of 2022, after being away for more than five years, I did not expect that we would face the most difficult moments of the club during the second half of the season 2022/2023. This experience humbled me, but we have become stronger in the new season. Everyone at the club and the Valencia CF community suffered together till the end of our last match, going through 3 months of great sporting uncertainty. There are many valuable lessons and conclusions we could draw from this season. Still, the biggest testament was how this complicated and challenging period had brought the Valencia CF family together. We would not have overcome this difficult moment without everyone's unwavering support and faith.

Over more than a century, we have shown that we can overcome challenging situations with the unconditional support of our fans. The images of our fans occupying the full opponent's stands in Almería, Elche, Cádiz, Vigo, Palma de Mallorca, and Seville and hundreds of fans waiting for the buses at Mestalla were still very vivid. They will remain forever in our memories.

Despite a challenging season, we witnessed the incredible loyalty of our fans again in the new season 2023/2024, with a record level of season ticket renewals surpassing last season—my heartfelt gratitude to all of them.

We have 38,500 season ticket holders, and 45% of them are our shareholders. Among this group of shareholders, 41% have been season ticket holders for over 25 years. This shareholders' strong support has given us the belief that we can face the future with an optimistic outlook by walking together and staying united. The greatness of our beloved club will inspire us to be at our very best every day.

2022/2023 was also a season in which we demonstrated the importance and depth of VCF Academy, which has helped the first team greatly. We are proud that VCF Academy has been ranked the sixth-best academy among the five major leagues (Spain, Germany, Italy, England, and France) for the fourth consecutive year, according to the CIES Football Observatory. It is also a model that we have exported, through our international academies, campuses, and strategic agreements, to 55 countries, spreading across five continents.

On the social front, the club continues its numerous social and solidarity programs, demonstrating our commitment to the Valencian society. For more than a decade, the VCF Foundation has been promoting multiple projects such as Escolles Cor Blanquinegre, VCF Inclusivo, Cultura y Raíces (Fórum Algirós and the exhibition of 'Els Nostres ídols') and ADN Mestalla Solidari, providing a platform to promote the integration, motivation and personal development of people at risk of exclusion or with intellectual disabilities. It is this dedication that Valencia CF was proud to be one of the founders of LaLiga Genuine, the Spanish football competition for people with intellectual disabilities. Without a doubt, these programs are the true testaments to the values that distinguish Valencia CF from other football clubs.

We have consistently demonstrated with our concrete actions to be a respectful club over the years. We have been leading the fight against racism and pushing to establish protocols against racism in the stadium. As an ongoing effort, these virtues are again made clear in the club's recent new initiative in 2023/2024 VCF World. It is a campaign to raise awareness for anti-racism and discrimination. It is a clear example of the club's stance on any discrimination or violence, and we hope that we can all build a better world for ourselves and our future generations based on mutual respect.

In 2023, we celebrated the 100th anniversary of Mestalla. Our fans have celebrated, cheered, and cried for over a century with that unique passion for the club that characterizes the Mestalla. This special feeling for Mestalla has been passed down from generation to generation. Each of us has our own extraordinary experiences in Mestalla that we treasure. Whether such memorable moments are unique to the individual or moments we all share, they will remain in our memories forever. I want the fans to continue to enjoy such experiences and have an emotional connection to our future home when we move to Nou Mestalla.

Nou Mestalla is an important project for the club, and we are ready and determined to complete the Nou Mestalla. The new stadium is the club's future and, in many aspects, allows the club to grow and keep up with changes in the football world. The fans will be able to enjoy the new stadium for 100 years like what Mestalla has given us. Since the beginning of the season 22/23, we have made many efforts to normalize our relationships with all stakeholders. We hope to receive endorsements and support from the new City Council soon, as the new stadium project is also crucial for the city.

Valencia CF has a rich history. There have been 104 years of sacrifice and effort in a football world that changes daily. Moving forward, Valencia CF focuses on two commitments vital in today's football world: Innovation and Sustainability. Innovation is about progress and improvement, whether in the area of training, monitoring players' health, or improving fans' experience. We always seek creative ideas to continuously engage our fans and connect with the young generations in new and exciting ways. Until a few years ago, the concept of sustainability involved only corporate social responsibility and environmental sustainability, which included programs such as green and recycling. Today, sustainability is implemented widely in all areas of a company. Under economic constraints, we must aim for financial sustainability, be self-demanding, and get things right from offices to the pitch. We will work in this direction and ensure that it will keep with our sporting ambitions over the medium to long term.

As we close another financial year, I want to thank the management and staff for their selfless contribution, hard work, commitment, and dedication to bringing joy to our fans. I would also like to thank our business partners, bankers, and Shareholders for your continued trust and support.

Amunt Valencia!



INTRODUCTION

This material refers to GRI 2 General Contents, 2021. Specifically, it refers to GRI 2-1 Organizational details, GRI 2-2 Entities included in sustainability reporting, GRI 2-3 Reporting period, frequency and point of contact, GRI 2-5 External verification.

This statement of non-financial information has been prepared in line with the requirements established in Law 11/2018 of December 28, 2018 on non-financial information and diversity approved on December 13, 2018 by the Congress of Deputies amending the Commercial Code, the revised text of the Capital Companies Law approved by Royal Legislative Decree 1/2010, of 2 July, and Law 22/2015, of 20 July, on Account Auditing, on non-financial information and diversity (from Royal Decree-Law 18/2017, of 24 November).

The European Commission's guidelines on non-financial reporting (2017/C 215/01) derived from Directive 2014/95/EU have also been considered in its preparation. Likewise, some selected indicators of the Global Reporting Initiative (GRI Standards), goals included in the SDGs of the United Nations Organization, and some indicators included in Decree 200/2022 of November 25 of the Consell, which regulates social responsibility in Valencian entities, have been taken into account.

In this context, through the statement of non-financial information, the Valencia Club de Futbol Group aims to report on environmental, social and personnel issues and in relation to human rights relevant to the Group in the execution of its own business activities.

This is the second report prepared by the Group and covers the period from July 1, 2022 to June 30, 2023 ("2022-2023 Season").

In the preparation of this report and selection of its contents, the results of the materiality analysis that has been prepared throughout the 2022-2023 season have been taken into account. This analysis has been carried out based on surveys aimed at different interest groups. The outcome of this report is set out in item 5 of this report.

This statement of non-financial information has undergone an independent external review process. The independent assurance report which includes the objectives and scope of the process, as well as the review procedures used and their conclusions, is included at the end of this document.

THIS IS MESTALLA

03

**VCF. SUSTAINABLE
VALUE CREATION.**

07 → 16



HISTORY

Valencia Club de Fútbol S.A.D. was founded on March 18, 1919 under the name of Valencia Football Club by a group of friends in the Torino bar. The illusion of Gonzalo Medina, Augusto Milego, Julio Gascó, Andrés Bonilla, Pascual Gascó and Fernando Marzal gave rise to what over the years would become the largest civil institution in the Valencian Community and the greatest ambassador of the city worldwide.

Months later, on December 7 of that same year, the Camp d'Algirós was inaugurated, the Club's first own field, which was the scene of the matches until 1923, when Valencia CF began to play at the Camp de Mestalla.

The history of Valencia CF concentrates successes and idols in practically every decade from its foundation to the present. From the first referents (Cubells and Montes) to the electric forward that dominated in the forties (formed by Epi, Amadeo, Mundo, Asensi and Gorostiza), the era of Puchades (absolute icon in the fifties in Valencia CF and the Spanish national team), the European consecration in the sixties with the mythical Waldo-Guillot duo that dazzled in the Fairs Cups until, later, legends such as Juan Cruz Sol, Pep Claramunt, Roberto Gil, Mario Alberto Kempes or Ricardo Arias.

After several decades consecrating itself regularly in European competitions, in the fateful 1985-86 season there was the descent to Second Division, a difficult chapter, but from which the team knew how to leave rearming together with the fans to return the following year. And, in 1992, a new stage would begin for the Club: it became a Sports Limited Company.

The end of the nineties was the germ of a Valencia CF champion and the 2000s brought with it the prodigious decade of the Club in the modern era. After winning the Copa del Rey in 1999, the bat and the big nights of Mestalla began to intimidate throughout Europe. Valencia CF brushed glory with two Champions League finals against Real Madrid and FC Bayern. The troubles, however, did nothing but spur the ambition of a team whose DNA is rebellion and the ability to challenge any rival regardless of budget.

Between 1999 and 2005 Valencia CF consolidated its trajectory in the eyes of the whole world achieving two Leagues, a UEFA Cup, a Spanish Super Cup, a European Super Cup and a Copa del Rey. Players such as Cañizares, Albelda, Baraja, Mendieta, Angulo, Vicente or Mista, among many others, earned their

own place on the pitch in the collective imagination of Valencianism, entering the history of a Valencia CF that in 2004 would be considered the 'Best club in the World' according to the classification made by the International Federation of Statistics and History of Football (IFFHS).

In 2014, Meriton Holdings, headed by Peter Lim, acquired the majority shareholding of the Club. The 2018-19 season would bring with it the Centenary of Valencia CF, a year with unforgettable events, an emotional end of celebration with the match of legends of the Club that took place in Mestalla and the finishing touch, the achievement of the eighth Copa del Rey, the Copa del Centenari. In the 2022-23 season, the Camp de Mestalla, the stadium with the most history of LaLiga, has celebrated its centenary: 100 years being the home of Valencia CF.

The Club's successes set the bar high and remind employees, coaches and players every day of the competitive and human values they must represent.



THE BAT AS AN IDENTIFYING ELEMENT

The bat is an iconic element that has accompanied the Club throughout its history, but what is its true origin? The bat that crowns our shield is inherited from the shield of the city of Valencia, where it began to appear in the early sixteenth century.

Legend has it that King Jaume I 'El Conqueridor', before entering Valencia, camped around the Turia riverbed. There, a bat would land on his tent and he, considering that these animals brought bad luck, had it killed.

However, the thinking changed when one night it was the noise of a bat that woke up Jaume I and his soldiers, warning them that enemy armies intended to attack them by surprise during the night.

Thanks to the noises of the bat they woke up and won the battle. As a sign of gratitude, Jaume I ordered to cover it with honors and place it at the top of the coat of arms of Valencia, a symbol that has remained until today.

Valencia CF, proud to represent the name of the city, crowned its shield with this animal from the moment of its foundation, following the wake and tradition of the shield of the city of Valencia.



TIMELINE KEY MOMENTS



1919

MARCH 1ST

Draft of the constitutional act of the club under the name of Valencia Football Club.

MARCH 18TH

Presentation of the documentation in the Registry of Companies, this date going down in history as the day of the official foundation of Valencia CF.

APRIL 4TH

Official constitution of the first Board and election of the first president of Valencia Football Club: Octavio Augusto Milego Díaz.

MAY 21ST

The Club's first game. It was played in Castellón against Gimnástico Valenciano with a result of 1-0.

DECEMBER 7TH

Inauguration of the first Valencia CF field: the Camp d'Algirós.



1930-31

Valencia promote to First Division.

1939

JUNE 18TH

The first post-war match is played with the reconstruction and expansion of the stadium.

1941

MAY 10TH

Achievement of the first national title: the Spanish Cup.



1941-42

Valencia achieves the league championship for the first time in its history.

1955

DECEMBER 27TH

Inauguration of the 'Gran Mestalla' after the expansion reform.

1929

FEBRUARY 17TH

Valencia's debut in the League. He faces Oviedo in Mestalla with a Valencian victory by 4-2.

MAY 20TH

The new stadium is inaugurated on the plots next to the Mestalla irrigation channel.

FEBRUARY 25TH

Valencia is proclaimed regional champion and, for the first time in its history, participates in the Spanish Cup.

JANUARY

The president of Valencia, Ramón Leonarte, signs the deed of purchase of the Mestalla land.

1923



1961-62

Participation for the first time and achievement of the Copa de Ferias.



1959

MARCH 17TH

Inauguration of electric lighting in Mestalla.



TIMELINE KEY MOMENTS

1967-68

Valencia debuts in the European Cup Winners' Cup.



1969

AUGUST 23RD
Change of name of the stadium.
From Mestalla to Luis Casanova.



1986-87

Valencia CF is promoted to the First Division.

1992

Valencia CF becomes S.A.D.

1994

NOVEMBER

At the request of Luis Casanova, the name of the stadium is changed from Luis Casanova to Mestalla.

1985-86

Valencia CF relegated to the second division.

1980-81

Valencia CF is proclaimed champion of the European Super Cup and becomes the first Spanish team to achieve it.



2023

Mestalla celebrates its Centenary.



2019

Valencia CF celebrates its Centenary.

2003-04

Valencia CF achieves a historic league and UEFA Europa League double.



**COPA
1941**



**LIGA
1942**



**LIGA
1944**



**LIGA
1947**



**COPA &
EVA DUARTE
1949**



**COPA
1954**



**UEFA
1962**



**UEFA
1963**



**COPA
1967**



**LIGA
1971**



**COPA
1979**

**RECOPA
EUROPA
1980**

**SUPERCOPA
EUROPA
1980**

**COPA
1999**

**SUPERCOPA
ESPAÑA
1999**

**LIGA
2002**

**LIGA &
UEFA
2004**

**SUPERCOPA
EUROPA
2004**

**COPA
2008**

**COPA
2019**



LEGENDS

JUAN CRUZ SOL

He played 309 official matches with Valencia CF in two different stages. He was key in the achievement of the 1971 League title and his record with Valencia CF also includes a Copa del Generalísimo, a European Cup Winners' Cup and a European Super Cup.

SALVADOR GONZÁLEZ 'VORO'

He played 287 official matches with Valencia CF in eight seasons. Canterano, key piece as a player, delegate of the first team, coach and Team Manager. It achieved promotion to the First Division in 1987.

RICARDO ARIAS

After 16 seasons playing for Valencia CF and 521 games, he won the title of the player who has played the most seasons at the Club. He won the Copa del Rey in 1979 and the Cup Winners' Cup and European Super Cup in 1980.

MIGUEL TENDILLO

His record includes the Cup Winners' Cup and the European Super Cup in 1980 and his particular achievements include the goal he scored against Real Madrid on the last day of the 1982-83 season.

MUNDO

Leader of the mythical 'electric forward', he is a very important figure in the history of Valencia CF. Historical top scorer of the Club with 261 goals in 281 official matches with the shirt of Valencia CF. He won two Pichichi trophies as top scorer of the League and under his baton three Leagues and two Cups were conquered.

ANTONIO PUCHADES

He played a total of 13 seasons with Valencia CF and won a League, two Cups and an Eva Duarte Cup. Currently, the mini stadium of the Ciutat Esportiva de Paterna is called 'Antonio Puchades Stadium' as recognition.

CLARAMUNT

Formed in the lower categories of Valencia CF, he was leader in the achievement of the League title in 1971. He played a total of 381 official matches scoring 83 goals.

WALDO

160 goals in a total of 296 games made him one of the best strikers in the history of Valencia CF and won the Pichichi Trophy as top scorer of the League in the 1966-67 season scoring 24 goals.

FERNANDO GÓMEZ

With 553 games, he is the player who has played the most official matches wearing the shirt of Valencia CF. He scored a total of 142 goals being the fourth player with the most goals in Valencia CF.

MARIO ALBERTO KEMPES

He played for seven seasons at Valencia CF and won the Pichichi Trophy as top scorer of the League twice: in the 1976-77 season with 24 goals and in the 1977-78 season with 28 goals. He was the protagonist of the Cup title in 1979 after winning 2-0 and being the author of both goals. His Valencian record also includes the European Cup Winners' Cup.



LEGENDS

CLAUDIO 'PIOJO' LÓPEZ

He played for four seasons at Valencia CF, playing a total of 180 games and scored 72 goals, in addition to providing 49 assists. After 18 years without winning any title, he led Valencia CF to win the Copa del Rey in 1999, being the absolute protagonist of it.

RUBÉN BARAJA

Double League champion, UEFA Cup champion, European Super Cup champion and Copa del Rey champion. For ten years he defended the shirt of Valencia CF being the protagonist of the mythical team that achieved the double in the 2003-04 season.

DAVID VILLA

He played in Valencia CF for five seasons, during his time as a Valencian player he played more than 200 games in both national and international competitions, achieving a Copa del Rey and scoring more than 120 goals.

CARLOS MARCHENA

League champion in 2002 and protagonist of the mythical team that achieved the double in the 2003-04 season, among others, he defended the Valencia CF shirt for nine seasons managing to be an undisputed starter. This led him to achieve absolute internationality becoming European Champion and World Champion.

SANTIAGO CAÑIZARES

With ten seasons in charge of the goal of Valencia CF, from his Valencian showcase hang two Leagues, two Cups, a UEFA, a European Super Cup and an Intertoto, achievements within reach of very few. With 416 games, he is the sixth player with the most games played.

ANGULO

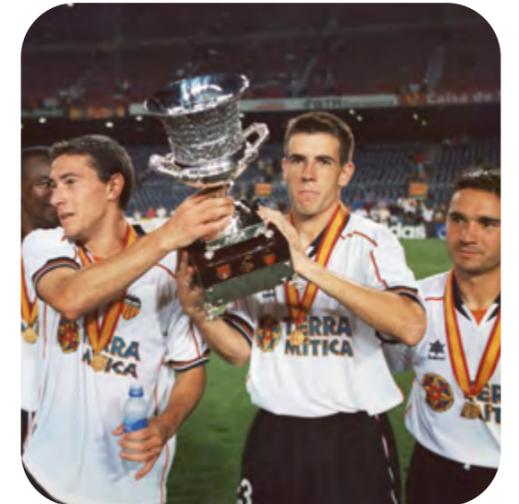
Thirteen years after his arrival he left as a legend to return coaching to the lower categories. Two Leagues, two Cups, a UEFA, a Spanish Super Cup and a European Super Cup fill his showcases making him the player with the most titles in the history of Valencia CF.

ALBELDA

He defended the Valencia CF shirt for 15 seasons and a total of 485 games, making him the third player with the most appearances in the Club's history. From its Valencian showcase hang a Super Cup, two Leagues, a UEFA Cup, a Super Cup and a Cup.

MENDIETA

363 games with the Valencia CF shirt led him to play two consecutive finals of the UEFA Champions League, being designated as the best midfielder on both occasions, and to hang from his Valencian showcase a Copa del Rey and a Spanish Super Cup.



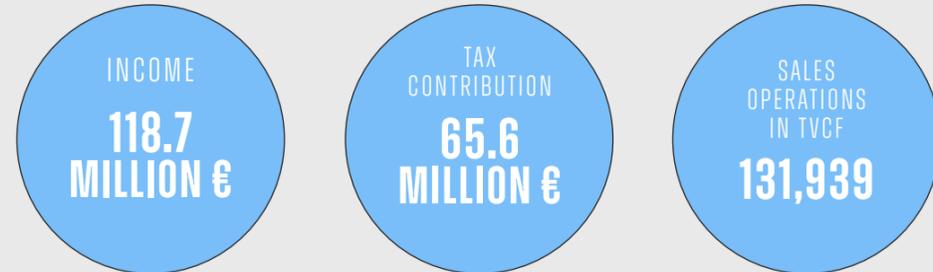
TRIBUTE TO DAVID VILLA IN MESTALLA

On October 29, 2022, the striker received a well-deserved tribute as a Valencian legend at Mestalla.

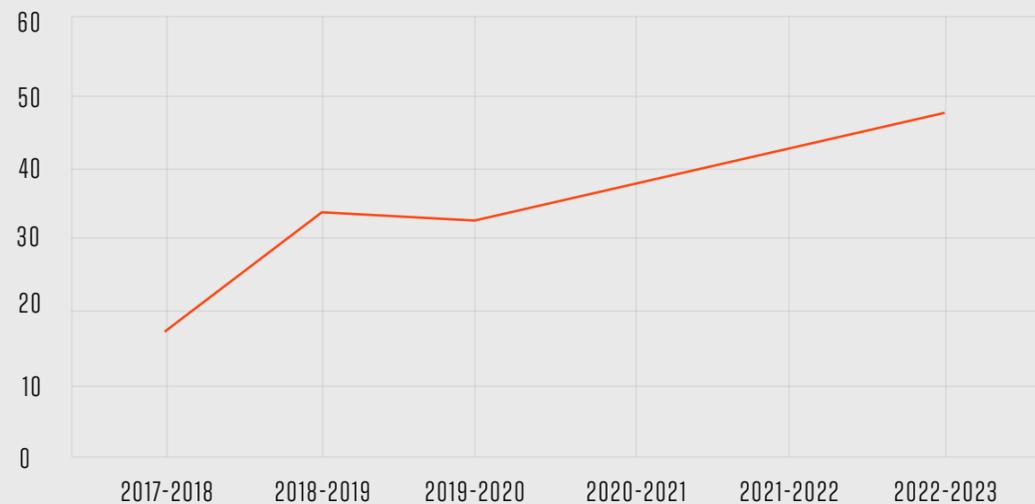


VALENCIA CF IN FIGURES

GOVERNMENT & BUSINESS MODEL



SPONSORSHIP AGREEMENTS



→ VCF MEDIA & DIGITAL

24 HOURS OF UNINTERRUPTED PROGRAMMING ON VCF RADIO

+1000 HOURS OF LIVE DURING TEMP 22-23

11.5 MILLION FOLLOWERS IN SOCIAL NETWORKS

ACADEMY VCF

FOOTBALL 11

TEAMS
14

PLAYERS
303

29 TEAMS
506 PLAYERS

RESIDENCE

PLAYERS IN RESIDENCE
49

PLAYERS MORE THAN 17 YEARS
19

PLAYERS BETWEEN 11 & 16 YEARS
30

STUDYING
100%

FOOTBALL 8

TEAMS
15

PLAYERS
203

15 PLAYERS CALLED UP BY THEIR SENIOR NATIONAL TEAMS
28 PLAYERS CALLED UP BY NATIONAL TEAMS IN LOWER CATEGORIES

ALLIANCES

44 AFFILIATED SCHOOLS

10 INTERNATIONAL ACADEMIES

VCF TEAM OUTSTANDING RESULTS

- 🏆 **VCF MESTALLA** → QUALIFIED FOR PROMOTION PHASE TO 1ST RFEF
- 🏆 **VCF JUVENIL A** → CHAMPION YOUTH HONOR DIVISION GROUP VII
- 🏆 **VCF CADETE A** → REGIONAL CADET LEAGUE CHAMPION
- 🏆 **VCF FEMENINO D** → FIRST REGIONAL WOMEN'S CHAMPION
- 🏆 **VCF INFANTIL A** → REGIONAL CHILDREN'S LEAGUE CHAMPION
- 🏆 **VCF INFANTIL B** → CHAMPION PREFERENTIAL CHILDREN'S LEAGUE
- 🏆 **VCF BENJAMÍN A** → CHAMPION BENJAMÍN LEAGUE HIGH LEVEL - GOLD LEAGUE
- 🏆 **VCF BENJAMÍN B** → CHAMPION LIGA BENJAMÍN NIVEL MEDIO 2º AÑO G2
- 🏆 **BENJAMÍN B FVCF** → BENJAMÍN LEAGUE CHAMPION HIGH LEVEL 1ST YEAR G1
- 🏆 **VCF PREBENJAMÍN A** → CHAMPION LIGA PREBENJAMÍN NIVEL ALTO 2º AÑO G1
- 🏆 **VCF PREBENJAMÍN B** → CHAMPION LIGA PREBENJAMÍN NIVEL MEDIO 2º AÑO G3
- 🏆 **PREBENJAMÍN B FVCF** → CHAMPION LIGA PREBENJAMÍN INTERMEDIATE LEVEL 1ST YEAR G2
- 🏆 **VCF QUERUBÍN** → CHAMPION LLIGA GEGANTS G1

****NOTE:** Although VCF Femenino are an independent club, data on these teams is provided since Valencia CF gives them the club's name through the VCF Foundation and have a special line of support for them, in order to promote women's football.

SOCIAL

+25,000 DIRECT AND INDIRECT BENEFICIARIES FOR SOCIAL CAUSES

SHAREHOLDERS

SOCIOS VCF

+48,500 **+36,300**

SDGS IMPACTED DURING TEMP. 22-23

14

EMPLOYEES

MEN **82.65%** WOMEN **17.35%**



36 YEARS AVERAGE AGE

ENVIRONMENT

+290,000€ INVESTMENT IN REDUCING ENVIRONMENTAL IMPACT

100% ELECTRICITY FROM RENEWABLE SOURCES

50% REDUCTION IN CO2 EMISSIONS COMPARED TO THE 2021-2022 SEASON

04

#DNAVCF

18 → 35



BUSINESS MODEL

This material refers to GRI 2 General Contents, 2021. Specifically, it refers to GRI 2-1 Organizational details, GRI 2-2 Entities included in sustainability reporting, GRI 2-6 Activities, value chain and other business relationships, and GRI 2-28 Affiliation to associations.

Valencia Club de Fútbol, S.A.D. belongs to a group of companies whose ultimate parent of the group is the company Meriton Holdings Limited ("Meriton"). The registered office of all the companies of the group is Plaza Valencia Club de Fútbol, 2 in Valencia; and that of the dominant company, Meriton, is based in Hong Kong. Meriton's core business is that of an investment holding company.

Valencia Club de Fútbol, S.A.D. is the parent company of the wholly owned companies, Litoral del Este, S.L.U., Tiendas Oficiales VCF, S.L.U and Valencia Club de Fútbol (Asia) Pte. Ltd. (non-active company) which form a Subgroup. All information contained herein includes such entities. These entities are also included in the consolidated financial statements.

Throughout this report, when reference is made to the "Valencia CF Group" or, simply, to the "Group", these four companies are being analysed.

The purpose of the company Valencia Club de Fútbol, S.A.D. is the participation in official professional sports competitions in the sport of football, as well as the promotion, training and development of the lower categories, through the youth football school. Likewise, and on a complementary basis, the exploitation of its sports facilities and rights of all kinds related or linked to the professional sport modality and the professional team or teams.

Within its sporting activity, it is attached to the Royal Spanish Football Federation and the Professional Football League, participating in this regard in the national competitions of the 1st Division League of professional football and the Cup of HM El Rey. The Club can also potentially participate in established international competitions. In addition to professional competitions, it participates through other teams in different categories of non-professional football.

At the international level, Valencia Club de Fútbol is an active member of the ECA (Association of European Clubs), an association composed of 247 European clubs belonging to 55 national federations. Likewise, it is attached to UEFA competitions.



Much of the social activity of Valencia Club de Fútbol is channelled through the VCF Foundation through a collaboration agreement between both entities. This report includes, within the corresponding section, the social activities carried out by the VCF Foundation.

The main activity of the company Tiendas Oficiales VCF, S.L.U. is the marketing and sale of textiles, footwear, merchandising items and all kinds of sporting goods.

The main activity of the company Litoral del Este, S.L.U. is currently the improvement and operation of the facilities.

FACILITIES

CIUDAD DEPORTIVA

On February 19, 1992, one of the cornerstones of the current VCF Academy, the Ciudad Deportiva, was inaugurated. It is an iconic place for the players at Valencia Club de Futbol. These facilities have forged, forge and will continue to forge the Club's future footballers. It is a charismatic location with which every player identifies.

OPENING
FEBRUARY 19TH, 1992

DIMENSIONS
180,000 M²

CAPACITY ESTADI ANTONIO PUCHADES
2,250 PEOPLE

 **INTERNATIONAL PLAYERS** TRAINED IN PATERNA

 **CARRETERA MAS CAMARENA S/N**, 46980 PATERNA

 **FOOTBALL 11:** 8 PITCHES // **FOOTBALL 8:** 7 PITCHES

 **25 PLAYERS TRAINED DEBUTANTS**
IN THE ABSOLUTE NATIONAL TEAM



HEADQUARTERS

 **ADDRESS**
PLAZA DEL VALENCIA CF 2, 46010 VALENCIA



OFFICIAL STORES VCF

 **ADDRESS**
PLAZA DEL VALENCIA CF 2,
46010 VALENCIA

 **VISITORS 22.23 SEASON** 102,300
CONVERSION RATE*: 30.3%

 **ADDRESS**
PLAZA DEL AYUNTAMIENTO 28,
46002 VALENCIA

 **VISITORS 22.23 SEASON** 175,780
CONVERSION RATE*: 32.9%

*CONVERSION RATE: PERCENTAGE OF VISITORS WHO MAKE A PURCHASE.



CAMP DE MESTALLA

OPENING MAY 20TH, 1923 | **CAPACITY** 49,430 PEOPLE | **AVDA.SUECIA S/N** 46010 VALENCIA

MESTALLA CENTENARY

On May 20, 1923, the Camp de Mestalla was inaugurated. It was the beginning of a new era that meant the farewell to the old enclosure, Algirós, which will always remain in the memory of the Valencianistas as the first home of the Club. Since that day, the coliseum on Avenida de Suecia has become the heart of Valencia CF and one of the most important enclaves of the city.

Now, the Camp de Mestalla has turned 100 years old. 100 years of goals, chants and passion from an iconic place for Valencia CF and for world football.

CAMP DE MESTALLA 1923-2023

To commemorate such an emblematic event, Valencia CF has presented 'Camp de Mestalla: 1923-2023', a series of reports that pays tribute to the Valencian temple and provides a 360 vision of its importance in the Club's successes.

Through the memories of former Valencia CF players, former Club workers and residents of the Mestalla neighborhood, we travel to the past to relive the history of the centenary stadium, review mythical moments and even listen to anecdotes never before told.

COMMEMORATIVE MATCHES

On December 16, 2022, the friendly match Valencia CF – Nottingham Forest FC was played in Mestalla, which served to commemorate the centenary of the stadium. Nottingham Forest FC has a privileged place in the history of Valencia CF and the Camp de Mestalla, as it was the rival in the first European competition match played at the Valencian stadium.

On November 19, 2022, Mestalla was the scene of the derby played between Valencia CF Femenino and Levante UD Femenino, corresponding to day 9 of the Women's Professional Football League. In addition, in this match, a symbolic moment was lived, since the first captain in the history of Valencia CF Femenino together with the current captain of Alevín B made the kick-off.

INTERNATIONAL SPONSORSHIPS

NATIONAL AND LOCAL

Coca-Cola

Dapper

AMSTEL
Hicks en Valencia

CAZOO
Encuentra. Conduce. Disfruta.

✪ sorare

zumub.com

SKODA

Acronis

\$VCF
FAN TOKEN
by socios.com

SAILUN
TYRE

HERRERO
BRIGANTINA
Insurance Broker



VITALDENT

vueling

BLACKCAPE

B
the travel
brand

Adecco

podoactiva

OCC

PAPA JOHN'S
MEJORES INGREDIENTES
MEJOR PIZZA.

LaLiga

BESOCER

MEDIAPRO



blinkfire
analytics

LOCAL PARTNERS

VICENTE GANDIA
DESDE 1989

SILVESTRE
CINE

bcoach

DAS

IMED
HOSPITALES

FacePhi
Beyond Biometrics

LAMBURGUESA

MOLCAWORLD

treccasas

rgb
arquitectos

The
SUSHI
ROOM
FUSION BAR

VITO
www.victorformo.com

Ammos
Waves of Flavour

Manolo
Bakes

COOKING
SURFACE PRIME



digitalenta

Complejo Educativo
Mas Camarena

GASTRODICTOS
GRUPO



INTERNATIONAL AUDIENCES

TICKETS / ECOMMERCE SALES

AUDIENCE
19.5M
NORTH AMERICA

AUDIENCE
38.1M
EUROPE

AUDIENCE
33.9M
ASIA

AUDIENCE
13M
SOUTH AMERICA

AUDIENCE
39.2M
AFRICA

TOTAL AUDIENCE
143.7M

- COMMON
- TICKET SALES
- ECOMMERCE SALES



INTERNATIONAL PROGRAMS

VCF: INTERNATIONAL PRESENCE

SEATTLE (USA)

EAGLECAW FC (USA)

HOUSTON (USA)

NEW YORK (USA)

CANADA

ISTII ACADEMY (UK)

HOLLAND

ITALY

GREECE

MALTA

CYPRUS

MOROCCO

MINISTRY OF SPORT
(SAUDI ARABIA)

ZALGIRIS KAUNAS (LTU)

BUSAN (KOR)

SEOUL (KOR)

WAKAYAMA (JAP)

INTERNATIONAL
SOCCER ACADEMIES

INTERNATIONAL
TECHNICAL PARTNERS

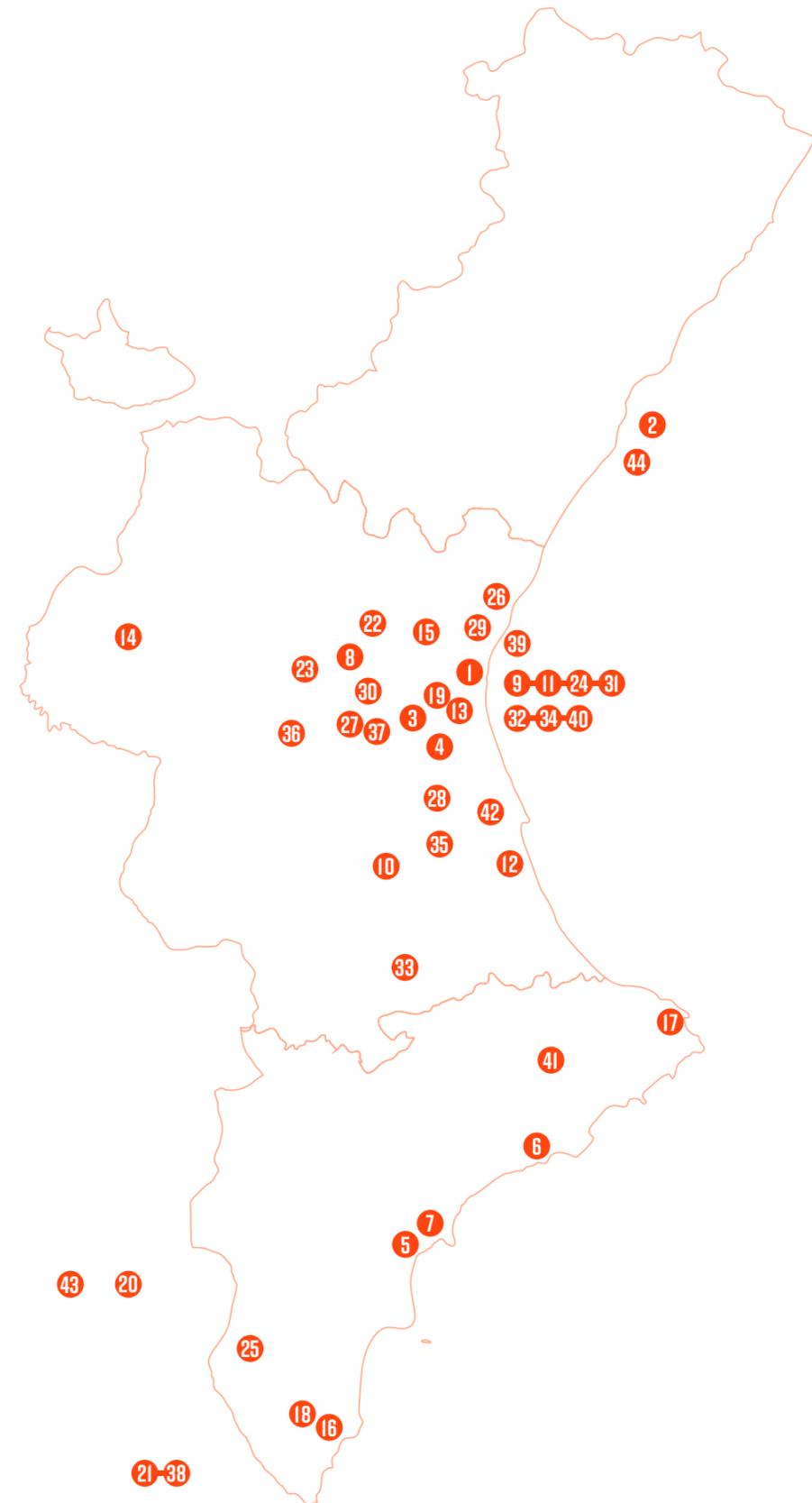
INTERNATIONAL
ALLIANCE



ESCUELAS CONVENIADAS

VALENCIA / CASTELLÓN / ALICANTE / MURCIA

- | | |
|---|--|
| 1 UD ALBORAYA (VALENCIA) | 23 RIBARROJA CF. (VALENCIA) |
| 2 CD. CASTELLÓN (CASTELLÓN) | 24 CD. MALILLA (VALENCIA) |
| 3 TORRENT CF. (VALENCIA) | 25 ORIHUELA CF (ALICANTE) |
| 4 UD. ALZIRA (VALENCIA) | 26 CD. CAXTON COLLEGE (VALENCIA) |
| 5 KELME CF. (ALICANTE) | 27 UD. ALDAIA (VALENCIA) |
| 6 CIUDAD DE BENIDORM (ALICANTE) | 28 CD. BENIFAIÓ (VALENCIA) |
| 7 FC JOVE ESPANYOL (ALICANTE) | 29 CD. MASSAMAGRELL (VALENCIA) |
| 8 CF. CRACKS (VALENCIA) | 30 MANISES CF. (VALENCIA) |
| 9 ATLÉTIC AMISTAT (VALENCIA) | 31 MISLATA CF. (VALENCIA) |
| 10 CIUTAT DE XÁTIVA CFB. (VALENCIA) | 32 PAIPORTA CF. (VALENCIA) |
| 11 COLEGIO SALGUI (VALENCIA) | 33 L'OLLERÍA CF (VALENCIA) |
| 12 CLUB DE FUTBOL GANDIA (VALENCIA) | 34 CD RUMBO (VALENCIA) |
| 13 CF. ATLÉTICO B° DE LA LUZ-XIRIVELLA (VALENCIA) | 35 CE ALBERIC (VALENCIA) |
| 14 CD. UTIEL (VALENCIA) | 36 UD. MANCOMUNIDAD LA HOYA (VALENCIA) |
| 15 FB. ALFARA DEL PATRIARCA (VALENCIA) | 37 ASO. VET. VCF ALAQUAS (VALENCIA) |
| 16 TORREVIEJA CF. (ALICANTE) | 38 ARCHENA CF (MURCIA) |
| 17 FÚTBOL BASE DENIA (ALICANTE) | 39 CDF CANET (VALENCIA) |
| 18 BENFERRI-OLEZA (ALICANTE) | 40 UNION IMPOSIBLES-BETERO (VALENCIA) |
| 19 F.B.C.D CATARROJA (VALENCIA) | 41 CF CIUDAD ALCOY (ALICANTE) |
| 20 CD CIEZA (MURCIA) | 42 SD SUECA (VALENCIA) |
| 21 EFB. PINATAR (MURCIA) | 43 FB CALASPARRA (MURCIA) |
| 22 AT. MONCADENSE (VALENCIA) | 44 CD BURRIANA (CASTELLÓN) |



ESCUELAS COR BLANQUINEGRE

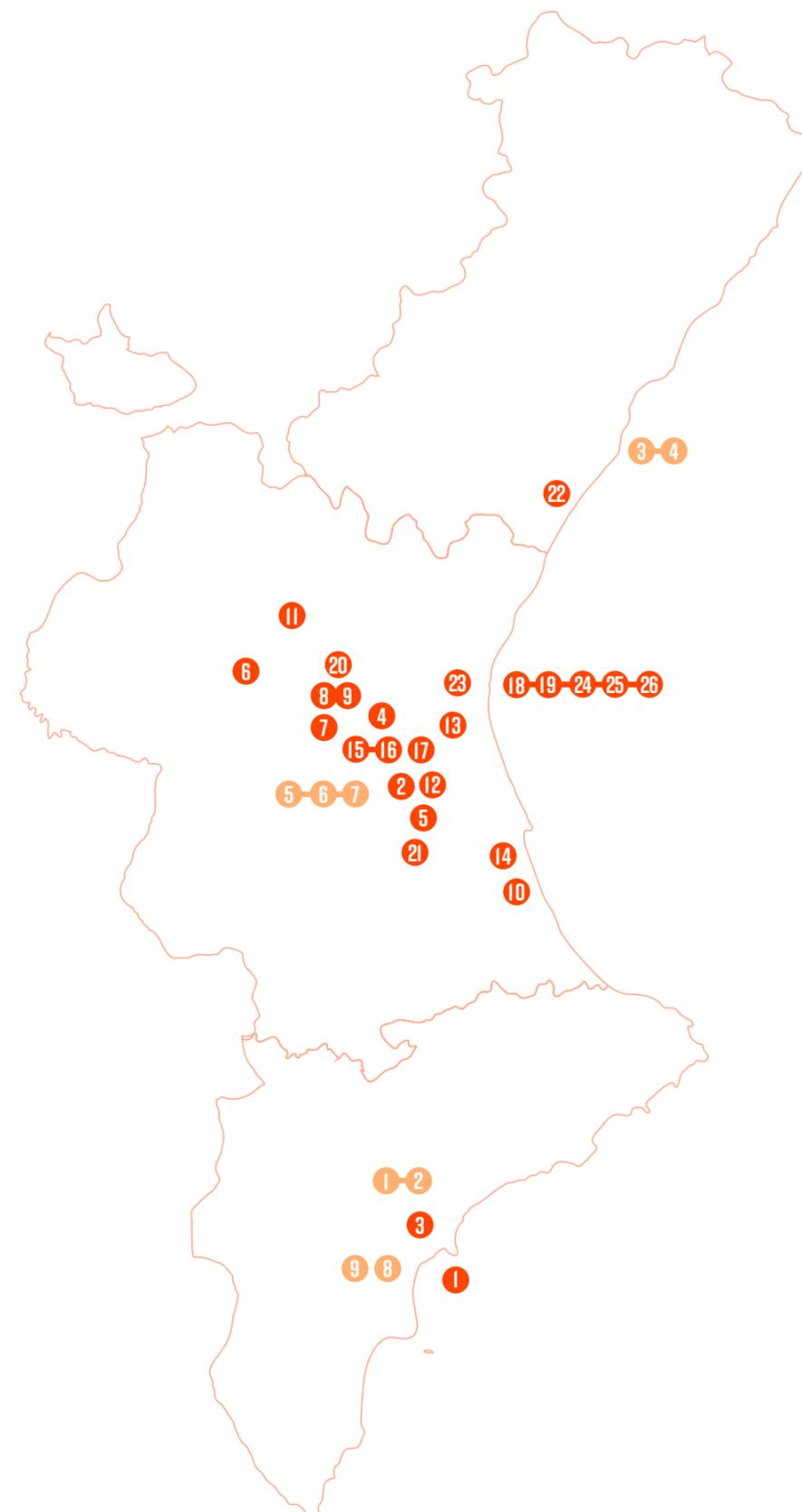
VALENCIA / CASTELLÓN / ALICANTE

TEAMS IN PRIMARY SCHOOLS & HIGH SCHOOLS

- | | |
|---|---|
| 1 CEIP SAN FRANCISCO DE ASÍS (ALICANTE) | 16 COLEGIO MADRE PETRA II (TORRENT, EL VEDAT) |
| 2 CEIP SAN BLAS (ALBAL) | 17 CEIP JUAN XXIII (TORRENT, XENILLET) |
| 3 CEIP GÓMEZ NAVARRO (NOVELDA) | 18 CEIP IVAF-LUIS FORTICH (VALENCIA) |
| 4 CEIP VICENTE BLASCO IBÁÑEZ (ALDAIA) | 19 CEIP LES ARENES (VALENCIA) |
| 5 CEIP SANTA BÁRBARA (BENIFAÍÓ) | 20 CEIP FERNANDO DE LOS RÍOS (BURJASSOT) |
| 6 CEIP SANT MIQUEL (LLIRIA) | 21 CEIP FRANCESC PONS BOIGÜES (CARCAIXENT) |
| 7 CEIP VICENTE NICOLAU BALAGUER (MANISES) | 22 CEIP LA PINETA (PUEBLO DE SAGUNTO) |
| 8 CEIP ANTONIO FERRANDIS (PATERNA, LA COMA) | 23 CEIP AUSIAS MARCH (VALENCIA) |
| 9 IES LA COMA (PATERNA, LA COMA) | 24 CEIP JUAN MANUEL MONTOYA (VALENCIA) |
| 10 CEIP NUESTRA SEÑORA DEL AMPARO (REAL GANDÍA) | 25 CEIP BALLESTER FANDOS (VALENCIA) |
| 11 CEIP SANT JOSEP (SERRA) | 26 CEIP MAGISTERIO ESPAÑOL (VALENCIA) |
| 12 CEIP PINTOR TEODORO ANDREU (ALZIRA) | |
| 13 CEIP LUIS VIVES (SILLA) | |
| 14 CEIP DIVINA AURORA (TAVERNES VALLDIGNA) | |
| 15 COLEGIO MADRE PETRA I (TORRENT, EL VEDAT) | |

PRISON & OTHER TEAMS

- 1 CENTRO PENITENCIARIO VILLENA (VILLENA)
- 2 CENTRO PENITENCIARIO VILLENA (VILLENA)
- 3 CENTRO PENITENCIARIO CASTELLÓN I (CASTELLÓN)
- 4 CENTRO PENITENCIARIO CASTELLÓN II (ALBOCASSER)
- 5 CENTRO PENITENCIARIO PICASSENT (PICASSENT)
- 6 CENTRO PENITENCIARIO CASTELLÓN II (ALBOCASSER)
- 7 CENTRO PENITENCIARIO PICASSENT (PICASSENT)
- 8 CENTRO PENITENCIARIO FONTCALENT (ALICANTE)
- 9 HOSPITAL PSIQUIÁTRICO FONTCALENT (ALICANTE)



MISSION



"We are a company committed and united by the feeling of a Shield, we work to promote and expand the passion and pride of being Valencian"

VISION



"To be a benchmark Club in management, with a clear orientation to the fans, sustainability in all its areas and international expansion, through the constant search for excellence, from the involvement and professionalization of our employees"

VALUES



CUSTOMER ORIENTATION

We have a clear vocation to meet the needs of our fans. For this reason, in recent years, we have developed new digital tools that have improved the communication channel with the Club, with fast and accurate attention, and that, in addition, provide the fan with immediate and continuous information.

EFFICIENCY

Through the continuous adaptation of our facilities, as well as a sustainable management of the waste generated and consumption, we optimize the management of our resources in order to be as productive and efficient as possible.

TEAMWORK

One of our core values is teamwork. This hallmark has always been embodied in our successes. For this reason, we encourage teamwork and "germanor" in all our Academy teams in order to be a worldwide reference in the comprehensive training of young footballers, preparing them both for elite professional football and to be exemplary in any area of their lives.

PROACTIVITY

Within the framework of our constant search for opportunities and improvements, we developed the VCF Innovation Hub project, which includes innovative initiatives to adapt them to the world of elite sport. In turn, new entrepreneurs who embark on this project receive advice and training from our experts and become part of the VCF ecosystem.

PASSION AND PRIDE

Our badge and brand convey the passion and pride of our Club within our borders and beyond. A good example of this is our national and international growth in all areas, from television audiences to the number of schools and campuses.



SYSTEM OF GOVERNMENT

This material refers to GRI 2 General Contents, 2021. Specifically, it refers to GRI 2-9 Governance structure and composition.

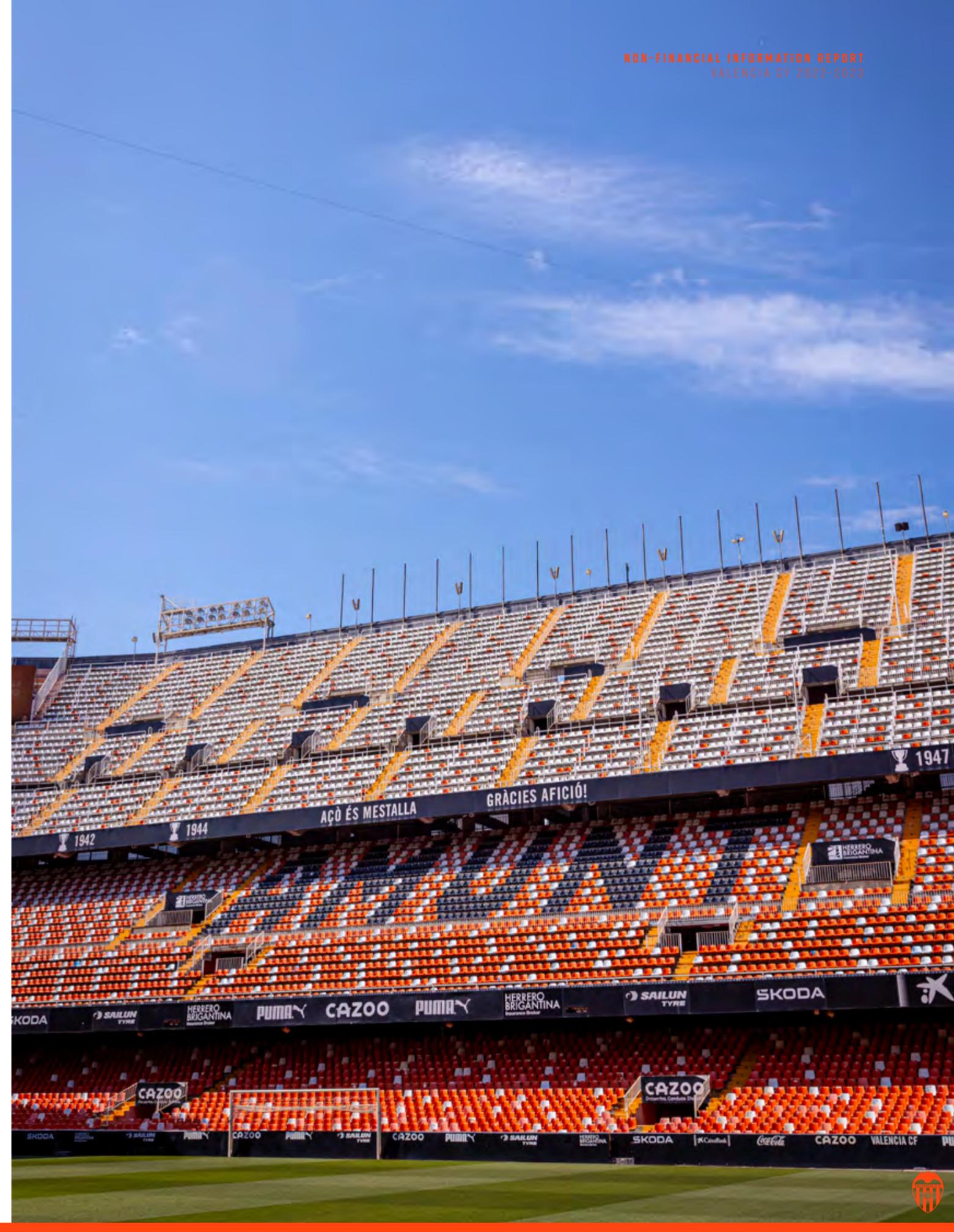
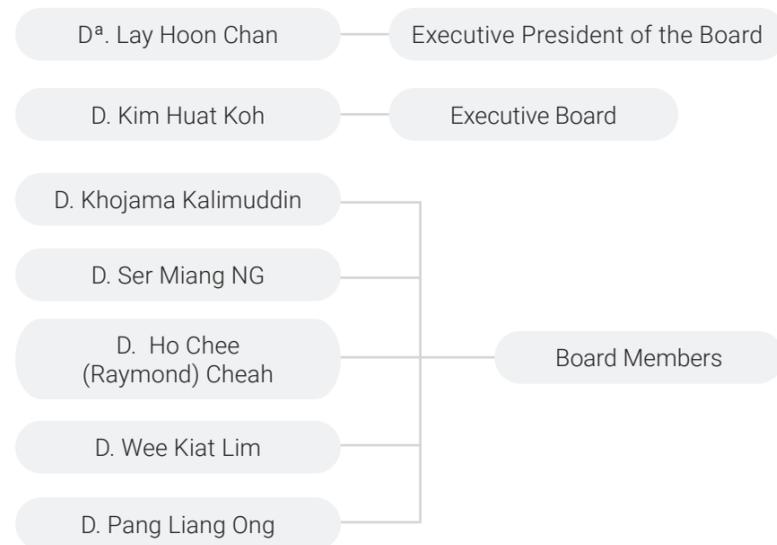
Valencia Club de Fútbol is regulated, among others, by the following rules:

- Law 1/2012, of 2 July, on Capital Companies.
- Royal Decree 1251/1999, of 16 July, on Sports Corporations
- Articles of Association of Valencia Club de Fútbol S.A.D.
- Law 39/2022, of 30 December, on Sport.
- Law 2/2011, of 22 March, of the Generalitat, of the Sport and the Physical Activity of the Comunitat Valencian.
- Law 19/2007, of 11 July, against Violence, Racism, Xenophobia and Intolerance in Sport.
- Royal Decree 177/1981, of 16 January, on Sports Clubs and Federations.
- Statutes, General Regulations and Disciplinary Code of the RFEF.
- Statutes, General Regulations and Rules for the preparation of budgets of the LFP.

General Meeting of Shareholders of the Club: it is the highest governing body of the Club and in it all the shareholders are represented. All the agreements reached at the general meetings are public and can be consulted on the Club's transparency portal.

The Board of Directors: It is the body that has the powers to administer and manage the company. Its functions and powers are included in the bylaws of Valencia Club de Fútbol. As of September 30, 2023, the Board of Directors is composed of seven members.

Other governing bodies: the Compliance body, which is responsible for ensuring the proper functioning of the Compliance Model, as defined in the Code of Conduct and the Compliance Manual; and the area managers who perform their functions in their respective departments.



STRATEGY AND CORPORATE RISKS

This material refers to GRI 2 General Contents, 2021. Specifically, it refers to GRI 2-22 Declaration on Sustainable Development Strategy.

STRATEGY

Financial deleveraging:

In order to reduce its indebtedness, the Group sets financial deleveraging as a priority objective in the medium and long term. One of the fundamental pillars of this strategy will be the future sale of the land of the current Mestalla stadium, once the new stadium is completed, as well as that of other non-essential assets.

Strategic investment in the New Stadium:

The construction of the new stadium is a great opportunity for growth for the Valencia CF Group and the city. It will maintain the characteristic features of the current Mestalla stadium while having greater utility on non-match days and a clear commitment to technology and innovation that will make it a much more experiential stadium for fans. This last point includes the personalized customer-based experience, connectivity and innovation, as well as hospitality and MICE. In addition, the stadium will have the possibility of housing a complete solar roof that will be able to supply green energy to both the stadium and the local neighborhood. Since it will host major sporting and leisure events, it will generate a direct positive economic impact for both the Club and the city of Valencia.

Digitization and data culture:

The Group believes in and invests in digital transformation and the use of data for decision-making that generates more value for fans. Data has assumed a fundamental role in the work processes of the companies that make up the Group: from commercial analysis to sports analysis. Among other things, the data is already being used to analyze the performance of players, determine the price of tickets and / or improve the experience of visitors to its physical and online stores. In addition, work is underway on future projects such as data-driven marketing automation and the digital renaissance of the Club's membership program. Culturally, the Valencia CF Group is adapting to data-oriented decision-making (sporting and non-sporting). Every contact with any stakeholders, fans and customers enriches the data set and improves the decision-making process.

Internationalization and new markets:

While fans located in the Valencian Community continue to be an essential part, the Group continues to expand internationally on a constant basis to increase brand value in different markets.

The Club provides its international players to generate content for fans in their home countries and, thus, increase brand awareness in these regions. In addition, it has international academies that help spread the methodology and increase the presence of the brand in countries such as Canada, Greece, South Korea, USA or Japan.

On social media, the Valencia CF Group has more than 11.5 million followers across the various platforms, which the Club uses to maximise the value of its own brand and that of its sponsors. To generate even more brand recognition, we work closely with LaLiga's media and international development teams to maximise the joint value of both brands. In addition, the Club regularly participates in international conferences to showcase its achievements and innovations.

The Group is constantly looking for new markets of growing interest in both football and sports management. Through these collaborations, the Club can close commercial consulting agreements and increase its international fan base.

Promotion of players from the quarry:

The Valencia CF Academy prides itself on educating people and training footballers. Through its football education and training programmes, it instills the DNA and philosophy of Valencia CF to all members of the Academy. Great attention is paid to the educational and self-improvement aspects of both players and staff. In addition, each member of the Academy has the responsibility to maintain the image of the Club.

The Academy remains a fundamental pillar of the Club, where more than 100 Academy players have debuted in the last 30 years with the first team. This flow of players who reach the first team is part of our identity. Players who graduate from the Academy are prepared to compete in the first team of Valencia CF or other professional clubs. This promotes a sustainable sports model while increasing the international visibility of the Academy and the Club.

CORPORATE RISKS

The Valencia CF Group analyzes its possible corporate risks in order to be able to identify them and carry out action measures that allow them to be reduced or eliminated as far as possible. Based on an internal matrix of criminal risks, which will be explained later, and analyzing the environment, a series of risks that may affect the Group in the short, medium or long term are defined:

Regulatory risks, derived from changes in sports, tax, environmental regulations or any applicable to the Group's companies.

Economic Risks:

→ Possible decrease in the Group's main sources of income derived from sports results and other aspects that may interfere.
→ Other market, credit or liquidity risks arising from market developments.

Social:

→ Risks arising from the threat of any possible global pandemic, as well as any other future socio-political threat.
→ Risks related to privacy and information security.
→ Lack of transmission of corporate values to stakeholders.
→ Detriment in relations with institutional bodies.

Environmental:

→ Own risks derived from environmental pollution, climate change and other external risks arising from environmental factors that may adversely affect the Group.

Throughout this report, a series of specific measures and policies that the Group has implemented and whose main purpose is to reduce and mitigate the risks indicated will be presented.

VISION 2030

This material refers to GRI 2 General Contents, 2021. Specifically, it refers to GRI 2-22 Declaration on Sustainable Development Strategy.

Football clubs have a great social impact and, as such, are entities capable of promoting necessary changes in their environment and the world in general. Sustainability is no longer an option, it is a responsibility that each organization must internalize in its daily activity. In this context, the sustainable development goals developed by the UN come into play.

The Sustainable Development Goals (SDGs) are the blueprint for achieving a sustainable future for all. They interrelate with each other and incorporate the global challenges we face every day. To leave no one behind, it is important to achieve each of these goals by 2030.

SUSTAINABLE DEVELOPMENT GOALS



Therefore, sustainability is no longer understood only by its environmental nature, but also encompasses other social, economic and / or responsible business management aspects.

It can be said that economic sustainability for the Valencia CF Group is mandatory through the established rules of economic control (Financial Fair Play). The balance between income and expenses that allows clubs a future economic viability is therefore a legal obligation to which all participating clubs are subject.

The Group's social sustainability is based on the acceptance of the members of the Community

(shareholders, subscribers, ...) of all the activities that the Club carries out. Starting with the performance of the first team, going through the consumption of all products and services, the messages with which the Club interacts with its Community and stakeholders, as well as the Corporate Social Responsibility actions carried out by the Fundació Valencia CF.

Following this line of work, the Group sets as priorities the following milestones in order to be more sustainable in the near future:

→ **New 100% sustainable stadium:** with the construction of the new stadium on the horizon, the Group proposes this new facility as the first 100% sustainable stadium. Developing a global waste project, a specific mobility plan, with an energy self-consumption system focused on solar energy, and a reduction in the needs of water resources for its operation.



→ **Improvement of infrastructures:** continuous adaptation of all the Group's facilities with the aim of making them more sustainable and reducing consumption.



→ **Training:** in the academy people are educated and train footballers. The Club makes it a priority to be responsible for ensuring that all players who, at some point in their training process, pass through the academy, have a future assured even outside the world of football. To this end, it will be essential to continue investing in their education and training.

In addition, employee training will continue to be promoted and training plans will continue through the Fundació Valencia CF Training Center.



→ **Alliances to achieve objectives:** continue to expand strategic alliances that promote local development. An example of these alliances are the agreements with agreed schools of the Valencian Community, the national and international campuses or the possible future alliances with the public administrations in mobility and transport issues.



→ **Digitalization and innovation:** continue promoting innovative projects through the Innovation Hub Valencia CF in order to remain at the forefront of technological development applied to the sector.



→ **Continue to promote the equality plan** in order to promote a company culture that allows the principle of equal treatment and the principle of equal opportunities to be established, and to prevent harassment in the workplace.



MAIN BUSINESS FIGURES

COMPANY	INCOME	NUMBER CUSTOMERS	NUMBER OPERATIONS WITH CUSTOMERS	NUMBER SUPPLIERS	NUMBER OPERATIONS WITH SUPPLIERS	Nº EMPLOYEES (UNTIL 06/30/2023)
Valencia Club de Fútbol SAD	112.9	90,502	105,781	785	9,439	386
Tiendas Oficiales VCF SLU	6	132,031	342,341	107	1,672	29
Litoral del Este SLU	0.3	2	45	11	31	0
Adjustments to intra-group transactions	(0.6)	0	0	0	0	0
Total	118.7	222,535	448,167	903	11,142	415

*NOTE: The figures corresponding to the revenues reflected in the table above are expressed in millions of euros.

**NOTE: The data of the company Valencia Club de Fútbol (Asia) Pte. Ltd. is excluded, as it is a company that currently has no activity.

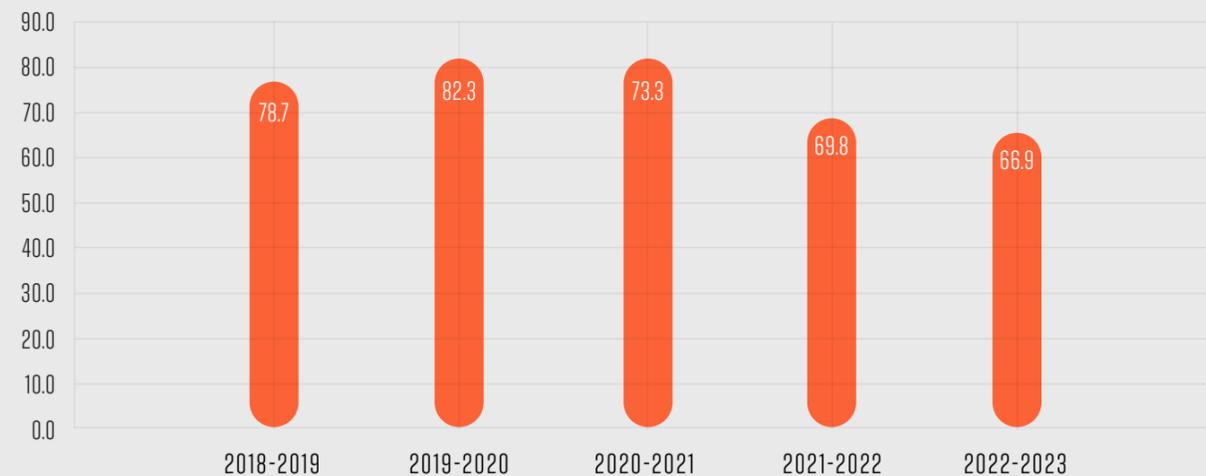


MEDIA

Broadcasting Rights

Thanks to the joint sale of broadcasting rights and the commercial expansion of the competition, broadcasting revenues are one of the Club's main sources of income.

→ BROADCAST REVENUE*



*NOTE: Figures expressed in millions of euros.

**NOTE: Figures for T.22-23 may be subject to minor post-closing adjustments made by both LaLiga and RFEF.

***NOTE: Figures from previous seasons have been adjusted for the same reason as indicated in the previous note.

VCF MEDIA / CONTENT AND INTERNATIONALIZATION

Valencia CF has its own audiovisual channel, VCF Media. An initiative to generate its own quality content in all the channels in which Valencia CF is present. It is a reference project in LaLiga and a pioneer in the sector. VCF Media is responsible for producing documentaries, interviews, and other audiovisual content. To do this, it has all kinds of tools that are used to distribute content locally, nationally and internationally.

Valencia CF uses a unique audiovisual system to offer, through the five video scoreboards, the most complete information to the fan, improving the animation and the show before and during the match.

One of the Group's strategic priorities is international expansion, a project focused on growing the fan base, consolidating the brand and generating opportunities that lead to revenue generation, such as attracting sponsors, opening new academies or campuses. To penetrate foreign markets, Valencia CF works through an interdepartmental commission implementing

strategies monitored and adapted through geolocated content, as well as events, interviews and impacts in relevant media in the markets such as operators, activations with influencers, clubs, companies, etc.

In the 2022-2023 season, Valencia CF participated in LaLiga Clubs Meeting, an initiative of LaLiga to make more known the identity, vision and development plans of the clubs. The Club had the opportunity to present the main lines of its main projects to journalists from the United Kingdom, Morocco, Indonesia, South Africa, China, India, the United States, Mexico, Brazil, Canada, Colombia and the Philippines.

SOCIAL MEDIA

The Valencia CF Group has invested heavily in its digital platforms in order to increase the number of followers and improve its relationship with them, increase the revenue generated through digitally enabled sales and increase the value of sponsors.

Social networks have become a fundamental tool in this regard, so it is essential to evaluate the evolution and impact on them. During this season the growth of followers has been more than 48%, which has meant that the total number of followers has increased by 3,734,378.

The fastest growing networks were TikTok (growing 587%) and Facebook (growing 21%). This year it has been decided to continue with the same publishing strategy as last season in order to offer higher quality content. This translates into a slight 5% reduction in published content, but with a 50%

increase in engagement and 82% rating. In addition, the Club has been very active in collaborating and activating with influencers from around the world throughout the season, having a noticeable impact on the different platforms.

In the 2022-2023 season, the official channel has been released on Twitch, starting streaming in October 2022. In this way, Valencia CF continues with its commitment to grow and impact the world of social networks to strengthen its relationship and interaction with the Valencian fans.

SEASON 2022-2023

11.5 MILLION FOLLOWERS	22,655 PUBLISHED POSTS	831.4 MILLION IMPRESSIONS	48.26% % GROWTH COMPARED TO PREVIOUS SEASON
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SEASON 2021-2022

7.8 MILLION FOLLOWERS	23,955 PUBLISHED POSTS	19.6 MILLION IMPRESSIONS	7.17% % GROWTH COMPARED TO PREVIOUS SEASON
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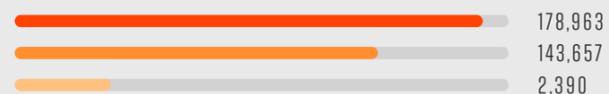
SEASON 2021-2020

7.2 MILLION FOLLOWERS	27,513 PUBLISHED POSTS	16.9 MILLION IMPRESSIONS	6.29% % GROWTH COMPARED TO PREVIOUS SEASON
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FANS

TICKETING

TOTAL TICKETS SOLD

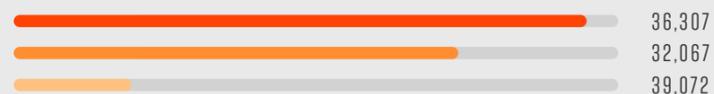


REVENUE



SEASON TICKET SALES

TOTAL SEASON TICKET HOLDERS



REVENUE

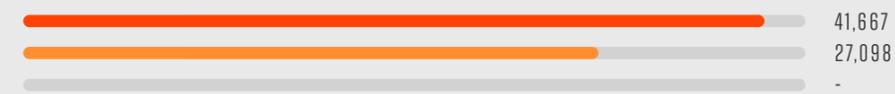


OCCUPATION

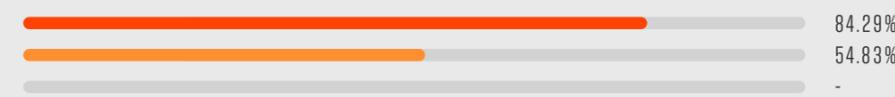


STADIUM ATTENDANCE

AVERAGE ATTENDANCE



AVERAGE ATTENDANCE %



TVCF SALES

TOTAL SALES



TOTAL OPERATIONS



% WEBSITE OPERATIONS



% IN-PERSON SALES



% INTERNATIONAL SALES



% NATIONAL SALES



SPONSORS

TOTAL INCOME



● 2022-2023 SEASON ● 2021-2022 SEASON* ● 2020-2021 SEASON*

*Seasons with COVID-19 impact.



NEW BUSINESS AREAS



ESPORTS

Valencia CF decided to immerse itself in a pioneering way in the world of eSports by creating VCF eSports, an area dedicated to electronic sports in July 2016, becoming the first football club in Spain to develop it. Esports is the audiovisual business that has grown the most in the last decade. It is a revolution in competition and entertainment.

In this season VCF eSports has reached a collaboration agreement with Ramboot Esports with the aim of aspiring to the maximum in electronic sports. In addition to competing together, this alliance aims to create activities, events and audiovisual content of high quality to position eSports in the city of Valencia, making it a point of interest for eSports fans.

In addition, VCF eSports since its creation has worked its positioning and expansion, highlighting during this season the continuity in:

→ **VCF eSports in Thailand:** Entrenched in the Asian market for the 3rd consecutive season, playing in one of the most important leagues in Thailand, the ROV Pro League of Arena of Valor. The team played the final of the tournament which was followed by more than two million people live.

→ **ELaLiga:** again participation in the competition organized by La Liga, with visibility of the tournament on the Twitch channels of elaliga and on TV.

→ **Puma VCF eSports kit:** Valencia CF has a specific kit for its eSports section together with Puma with which it plays the different competitions in which it participates. This kit can be purchased in official stores.



THE PIONEER

VCF ESPORTS
FIRST CLUB IN LALIGA
WITH A eSports
DIVISION

100K
eSports FOLLOWERS
IN SOCIAL MEDIA

16th
TOP 16 INFLUENCER
BRAND IN ESPORTS

3M
ROI / PER SEASON
DIGITAL ASSETS

A REAL eSports DIVISION FOCUSED IN ENGAGEMENT AND ENTERTAINMENT

TOP 4
ELALIGA
TOURNAMENT

FIRST CLUB
WITH AN SPECIFIC
eSports KIT AND A
MAIN PARTNER



PRESENCE IN
EUROPEAN
AND ASIAN
TOURNAMENTS



PLAYSTATION
EUROPEAN
AMBASSADOR

AWARDS

Evangelion, champion of Hearthstone in DH Valencia 2016
DreamHack, Valencia (Spain) - July 16, 2016

First place in the FIFA Senior Cup 2017
Kazan (Russia) - April 5, 2017

Third place at Hearthstone Grandprix at DH Winter 2016
DreamHack, Jönköping (Sweden) - November 24, 2016

Semifinalist in the FIFA eLaLiga tournament
Valencia (Spain) - July 5, 2020

ROV Pro League Summer runner-up
Bangkok (Thailand) - April 2, 2023



BUSINESS CLUB

The Business Club was born with the clear intention of bringing together the business fabric around Valencia CF and generating synergies between the passion for football and the creation of business opportunities. The Club acts as a nexus, integrating element and generator of possibilities of interaction in a community formed by more than 470 companies from different professional sectors, which represents an increase of 5% compared to the previous season.

The Business Club 2022-2023 has held 11 important events this season, which have been attended by more than 800 people, a resounding success of influx has been achieved by filling all events to 100% capacity. The Business Club offers a high differential value to promote contacts and professional relationships, the exchange of ideas, knowledge, visibility, positioning and the generation of business opportunities in an environment of trust and closeness: 100% Valencian.

The great business family of Valencia CF carries out workshops, recreational, training, cultural, sports or experiential meetings, such as visits to companies that are part of the Business Club. This project is consolidating itself as one of the references of business clubs in the sports industry.

The main objective of the Business Club is to accommodate under the mantle and dissemination capacity of Valencia CF the entire Valencian business fabric, and generate a powerful business group combining consecrated and / or multinational companies with small and medium-sized companies, involve them with the Club and its philosophy, help them grow and create business synergies, and through this process generate potential sponsors for the Club, as has been achieved this year, evolving companies from digital partner to official sponsors of the Club.



+470 related companies T.22-23



INNOVATION HUB

From Valencia CF being the most important social entity in the Valencian Community, generating a wide impact, the will arose to take advantage of this relevance by giving support and support to a new business ecosystem of entrepreneurship and generation of new ideas and projects.

The Valencia Innovation Hub is, in essence, the firm commitment to promote projects in their initial phase, mentoring and testing in a real way each and every one of the projects selected in each of the editions carried out.

This innovation program aims to join forces to promote those projects that have already begun to walk and that are in the process of growth and expansion. The main objectives of the Innovation Hub are:

- Support young talents and their promising companies/startups.
- Be ambassadors and bet on Valencian companies.
- Lead the Club to be at the forefront of technology with innovation.

The project is based on four major verticals: Medicine, Academy, Smart Stadium and Fan Engagement.

Since its creation in 2020, 3 editions have been organized where more than 75 companies have registered. Currently, there are 8 companies and entities collaborating with Valencia CF: Dawako, FacePhi, Atribus, Olocip, Football Science Institute, Voon, Wito and Binartis.

+75 registered companies



SOCIOS VCF

In the 2022-2023 season, Valencia CF has launched the VCF Partner project. This project was born to encompass all Valencianistas. It is the symbol of belonging and place of place for all Valencia CF fans, regardless of place of birth, residence and age.

The objective of the project is that all fans can have a direct link with the Club and obtain in return a series of advantages. To this end, a series of activities and exclusive benefits are offered to members, such as obtaining a membership number and seniority stay, discounts in the Group's official stores, visits to the stadium and the purchase of tickets.



05

MATERIALITY ANALYSIS

37 → 38

MATERIALITY ANALYSIS

This material refers to the GRI 3 Material Topics, 2021. Specifically, it refers to GRI 3-1 Process for determining material issues and GRI 3-2 List of material issues.

Valencia Club de Fútbol has prepared a materiality analysis to identify the issues that most concern its stakeholders and are most relevant to the organization. Thanks to this analysis, priorities are established to ensure that the memory is in accordance with these aspects.

Study process:

01



IDENTIFICATION

In this phase of the analysis, the main impacts and risks that may affect the Club in terms of sustainability are analyzed.

To carry out this process, the issues of interest have been identified using the standards included in the Global Reporting Initiative (GRI) as support.

02



ASSESSMENT

once the issues have been identified in the previous phase, they are presented to stakeholders for assessment.

The intention of this phase is to prioritize topics or issues according to their importance and the potential impact they can have for the organization and its environment. For this purpose, the impressions of internal and external stakeholders are collected. The obtaining of all these opinions in such diverse groups has served to receive a real and objective assessment of all the issues raised:

Internal stakeholders

Employees and managers

External stakeholders

Shareholders, Subscribers, Fans, FVCF collaborators, suppliers, sponsors, agreed schools, media, competition organizers

Surveys

→ 13 CASES AND 27 SUB-CASES HAVE BEEN IDENTIFIED:

A1 / SPORTS COMPETITIVENESS

- 1 Sports talent management.
- 2 Competitive capacity of the first team.

A2 / FINANCIAL SUSTAINABILITY

- 3 Compliance with economic-financial controls and regulations.

A3 / COMPLIANCE

- 4 Anti-rigging and anti-corruption.
- 5 Promotion of ethical practices in the organization and transparency in the sector.
- 6 Implementation of measures to guarantee the privacy of stakeholders.
- 7 Implementation of measures to ensure regulatory compliance.

A4 / PRODUCT PROMOTION AND CARE

- 8 Combating violence, racism, xenophobia and intolerance in sport
- 9 Improving the fan experience.
- 10 Strengthening the attractiveness of the Valencia CF brand.

A5 / FAIR OPERATING PRACTICES

- 11 Establish and maintain a good relationship with suppliers .

A6 / INNOVATION

- 12 Digitalization, use of data and analytics in favor of improving the attention to stakeholders.
- 13 Innovation in services to fans and customers.

A7 / ECONOMIC PERFORMANCE

- 14 Exploration of new business models and sectors, products and services.

A8 / OCCUPATIONAL SAFETY AND HEALTH

- 15 Promotion of the health and safety of workers and fans.
- 16 Implementation of measures aimed at work-life balance and flexibility.

A9 / CONTRIBUTION TO THE COMMUNITY

- 17 Promotion and training of football from the lower categories.
- 18 Promotion of the values of sport and healthy living for social well-being and capacity building.
- 19 Contribution to the local community and the socio-economic impact on its environment.
- 20 Making contributions to foundations and NGOs.

A10 / DIVERSITY & INCLUSION

- 21 Implementation of social action initiatives in the community, promoting education, equality and diversity.

A11 / HUMAN CAPITAL MANAGEMENT

- 22 Establishment of training and professional development plans.
- 23 Equality Plans.

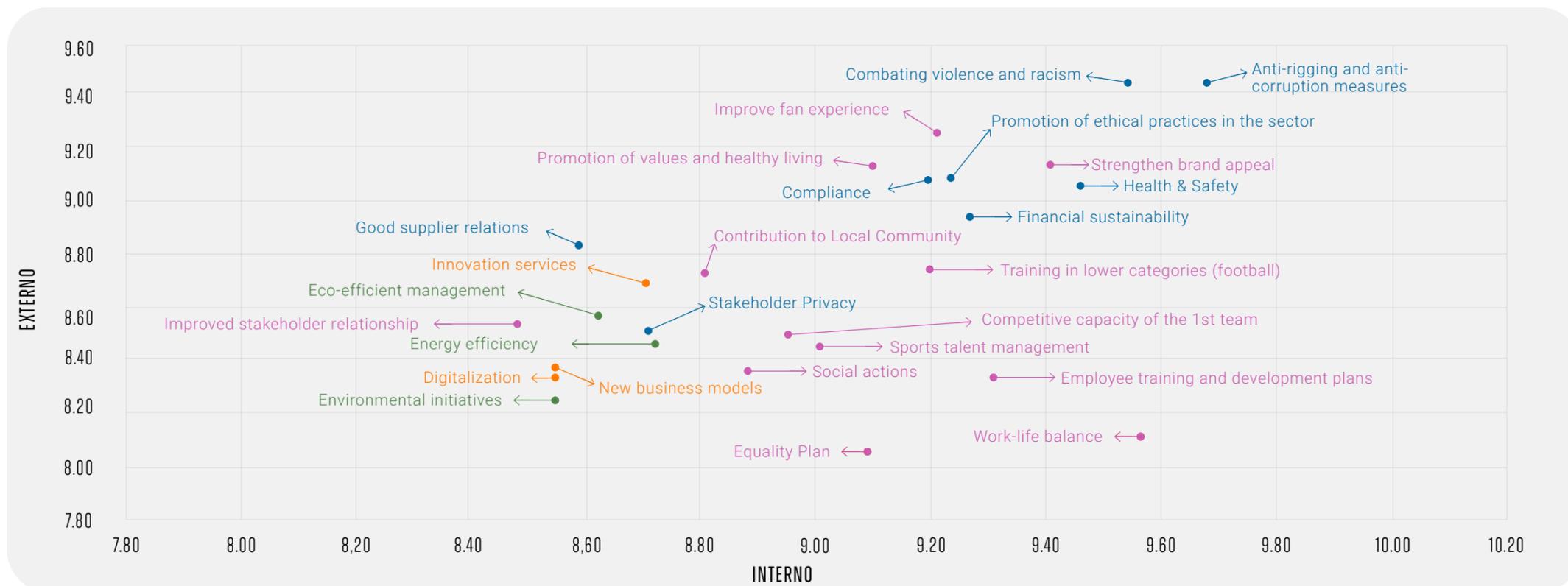
A12 / RELATIONSHIP WITH STAKEHOLDERS

- 24 Implementation of practices and initiatives to establish and maintain a good relationship with stakeholders

A13 / OPERATIONAL ECO-EFFICIENCY

- 25 Realization of an eco-efficient management.
- 26 Adoption of measures to improve energy efficiency in installations
- 27 Use of the Valencia CF brand to promote environmental initiatives

CONCEPT	INTERNAL	EXTERNAL	MATRIZ MATERIALIDAD	14.00	15.00	16.00	17.00	18.00	19.00	20.00	TOTAL
Anti-rigging and anti-corruption measures	9.66	9.42									19.08
Combating violence and racism	9.55	9.42									18.97
Strengthen brand appeal	9.42	9.14									18.56
Health & Safety	9.48	9.05									18.52
Improve fan experience	9.21	9.23									18.44
Promotion of ethical practices in the sector	9.24	9.07									18.31
Compliance	9.20	9.07									18.27
Promotion of values and healthy living	9.11	9.12									18.23
Financial sustainability	9.27	8.95									18.22
Training in lower categories (football)	9.20	8.77									17.97
Work-life balance	9.56	8.12									17.68
Employee training and development plans	9.31	8.35									17.66
Contribution to Local Community	8.81	8.74									17.56
Sports talent management	9.01	8.44									17.45
Competitive capacity of the 1st team	8.95	8.47									17.42
Good supplier relations	8.58	8.81									17.40
Innovation services	8.71	8.67									17.39
Social actions	8.89	8.37									17.26
Stakeholder Privacy	8.72	8.49									17.21
Eco-efficient management	8.62	8.58									17.21
Energy efficiency	8.73	8.47									17.20
Equality Plan	9.10	8.05									17.15
Improved stakeholder relationship	8.50	8.53									17.03
New business models	8.54	8.37									16.92
Digitalization	8.54	8.35									16.89
Environmental initiatives	8.54	8.26									16.80
Contributions to Foundations and NGOs	8.09	7.70									15.79



03

VALIDATION

Analysis of the results obtained in the materiality matrix in order to ensure that they are in accordance with the most relevant issues for the entity.

After analyzing the results obtained in the materiality matrix and due to the great importance considered by our stakeholders, this report will address all the issues raised.



06

ECONOMIC SUSTAINABILITY AND RESPONSIBLE MANAGEMENT

40 → 46

This material refers to GRI 205 Anticorruption, 2016. Specifically, it refers to GRI 205-1 Operations evaluated for risks related to corruption and GRI 205-2 Communication and training on anti-corruption policies and procedures.

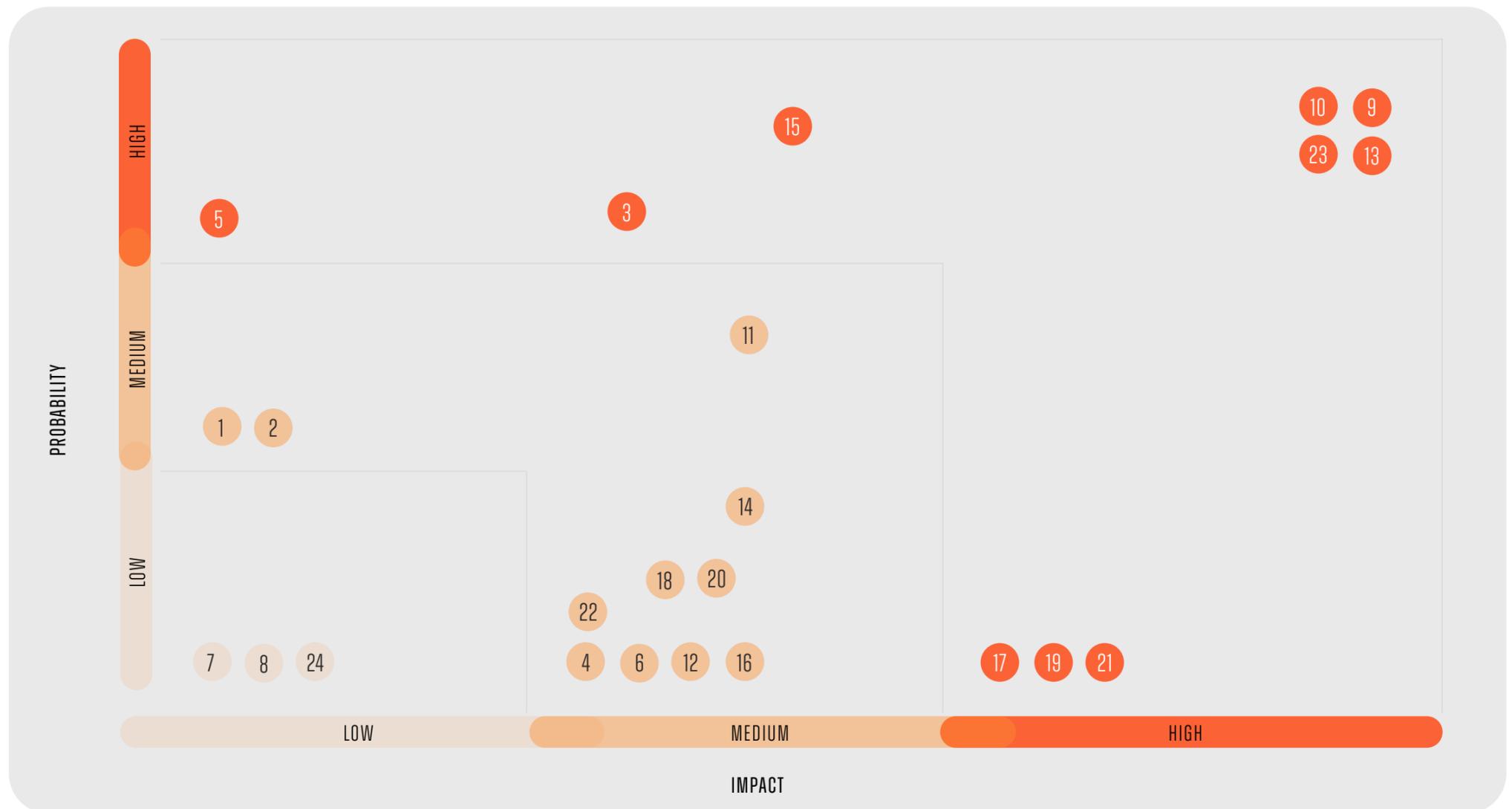
INTERNAL MATRIX OF CRIMINAL RISKS



In collaboration with an expert entity in the field, a matrix has been prepared, audited annually, which identifies the activities of the Club in whose scope the different crimes likely to generate responsibility for the entity can be committed. Based on the organization chart of the company, it is identified where the risk of committing each crime is centered. Likewise, this document assigns to each of the identified risks a priority or inherent

assessment, which weighs the probability of occurrence of each crime with the impact that the materialization of these would have. This exercise allows the Club to know which issues it should give the highest priority when establishing its control environment. This is reviewed periodically, in addition to when any organizational changes in the activity take place. Throughout the 2022-2023 season this matrix has been updated.

REF.	CRIMINAL RISK
D.01	Against moral integrity.
D.02	Against personal and family privacy.
D.03	Fraud.
D.04	Frustration in the execution-punishable insolvencies.
D.05	Against intellectual and industrial property.
D.06	Company secret disclosure.
D.07	False advertising.
D.08	Piracy of broadcasting services.
D.09	Corruption in business.
D.10	Matches bribery.
D.11	Money laundering and financing of terrorism.
D.12	Illegal financing of political parties.
D.13	Fraud against the public finance.
D.14	Subsidy fraud.
D.15	Social security fraud.
D.16	Breach of accounting obligations.
D.17	Against workers' rights.
D.18	Against the rights of foreign citizens.
D.19	Urbanistics.
D.20	Against natural resources and the environment.
D.21	Against public health.
D.22	Counterfeiting of credit cards, debit cards and traveler's checks.
D.23	Bribery / traffic of influences / international transactions.
D.24	Smuggling.



LAW TRANSPARENCY AND THE FIGHT AGAINST CORRUPTION AND BRIBERY



This material refers to GRI 2 General Contents, 2021. Specifically, it refers to GRI 2-23 Commitments and Policies and GRI 2-26 Mechanisms for Seeking Advice and Raising Concerns.

The Valencia CF Group is highly committed to business ethics, the fight against corruption and bribery, good governance and transparency. He is aware that business success is linked to the development of

good practices in his daily activity. Therefore, it has the following policies, manuals, procedures and action protocols:

CODE OF CONDUCT

Approved by the Board of Directors, it aims to establish the guidelines of professional conduct that should guide the behavior of all employees, managers and collaborators, based on the fundamental ethical values of the organization. The last revision dates from March 2021.

Within this code of conduct, aspects such as gift policy, conflicts of interest, full actions against Public Administrations, the use of computer tools and internet access, respect for the environment and occupational safety, protection of personal data and company secrets, protection of minors, and the prohibition of hate speech.

COMPLIANCE MANUAL

As an integral part of its continuous improvement strategy and within the current regulatory context, the Club's Board of Directors implemented the Compliance Model through which the requirements established in article 31 bis of the Criminal Code (after the subsequent reform of 2015) are complied with in order to accredit the exercise of due control by Valencia CF over the members of the organization.

It is an organizational and management model that includes the appropriate surveillance and control measures to prevent and, where appropriate, detect the occurrence of illicit acts and other irregularities within the Club. To date, updates have taken place in the years 2018 and 2021.

In order to ensure the proper functioning of the Compliance Manual, a Compliance Body was established as defined in the Code of Conduct.

WHISTLEBLOWING CHANNEL

This instrument allows any person to inform the Club's Compliance Body of breaches or activities contrary to the good practices contained in the Code of Conduct. This Whistleblowing Channel is confidential, and has the necessary measures to protect employees who report in good faith, set out in the Use Policy of the Whistleblowing Channel. During the current season, both the whistleblowing channel policy and the whistleblowing procedure have been reviewed and updated.

This communication can be made through an email: cumplimiento@valenciacf.es, by ordinary mail and by telephone or in person.

2 COMPLAINTS RECEIVED DURING THE 2022-2023 SEASON

REGULATIONS FOR ACCESS AND PERMANENCE

TO THE CLUB'S FACILITIES (INTERNAL REGULATIONS)

This document establishes, among other issues, the disciplinary regime applicable to all members, subscribers and the general public, who intend to access or have accessed the facilities of Valencia CF SAD, whether or not they are holding acts, events or events, both sporting and non-sporting, organized or managed by Valencia CF SAD or by a third party in its facilities with the participation of any of the Valencia CF SAD teams as visitors, in order to guarantee security and public order in said facilities. In the same way, the object of this regulation will be to determine the general conditions of access and permanence in the facilities of Valencia CF SAD, as well as the disciplinary regime and the applicable sanctioning procedure.

DUE DILIGENCE PROCESS WITH THIRD PARTIES

Regulates its relations with third parties, in order to ensure that any business partner that collaborates with the Club and any person appointed to occupy a position of responsibility within the organization complies with the ethical standards and conduct of the entity.

COLLECTIVE AGREEMENT

The Club's sports staff is subject to the Collective Agreement for professional football activity and the Club's non-sporting staff is subject to the sanctioning regime established in the company's Collective Bargaining Agreement.

OTHER POLICIES

Travel Policy (including expense settlement) and Purchasing Policy (including invoice approval process).

During the 2022-2023 season, no case of corruption has been identified.

COMPLIANCE TRAINING PLAN



This material refers to GRI 205 Anticorruption, 2016. Specifically, GRI 205-2 Communication and training on anti-corruption policies and procedures.

The Group has an employee training plan that includes training sessions related to the Club's Compliance Model. These sessions are given periodically to all employees, both new hires and reminder sessions to all employees. This is the total number of courses given in this area:



INTEGRITY WORKSHOPS



Players, coaches, managers and staff have been trained in integrity. In collaboration with La Liga, these integrity workshops have given sessions with the following content: match-fixing, sports betting, use of confidential and privileged information, bonuses to third parties, complaints channel enabled by La Liga and legal and sporting consequences of these behaviors.



PROTECTION OF PERSONAL DATA



This material refers to GRI 418 Customer Privacy, 2016. Specifically, it refers to GRI 418-1 Substantiated Claims Relating to Violations of Customer Privacy and Loss of Customer Data.

The Club has a Privacy Policy (published on the website) that specifies the different types of processing of personal data, as well as all relevant information about them for the interested parties. In 2019, a Data Protection Delegate was appointed to the Spanish Data Protection Agency. This person is responsible for coordinating with all areas of the Club activities that may have an impact on the protection of personal data. Likewise, the Club has recurrent external advice from a firm specialized in the matter.

In order to protect personal data, the Group has advanced security systems and different active cybersecurity systems against possible internal and/or external attacks. In addition, the destruction of information in both digital and physical support is carried out through the hiring of specialized companies that have the certificates that guarantee the security of the destruction and subsequent recycling of the physical material.

Between 2019 and 2021, the Group provided training to employees on data protection and security measures in this area. All employees have signed contracts relating to confidentiality of information, data protection and security measures and use of the Club's IT tools.



The Valencia CF Group has not identified breaches of regulations in relation to customer privacy and data loss.

INFUT



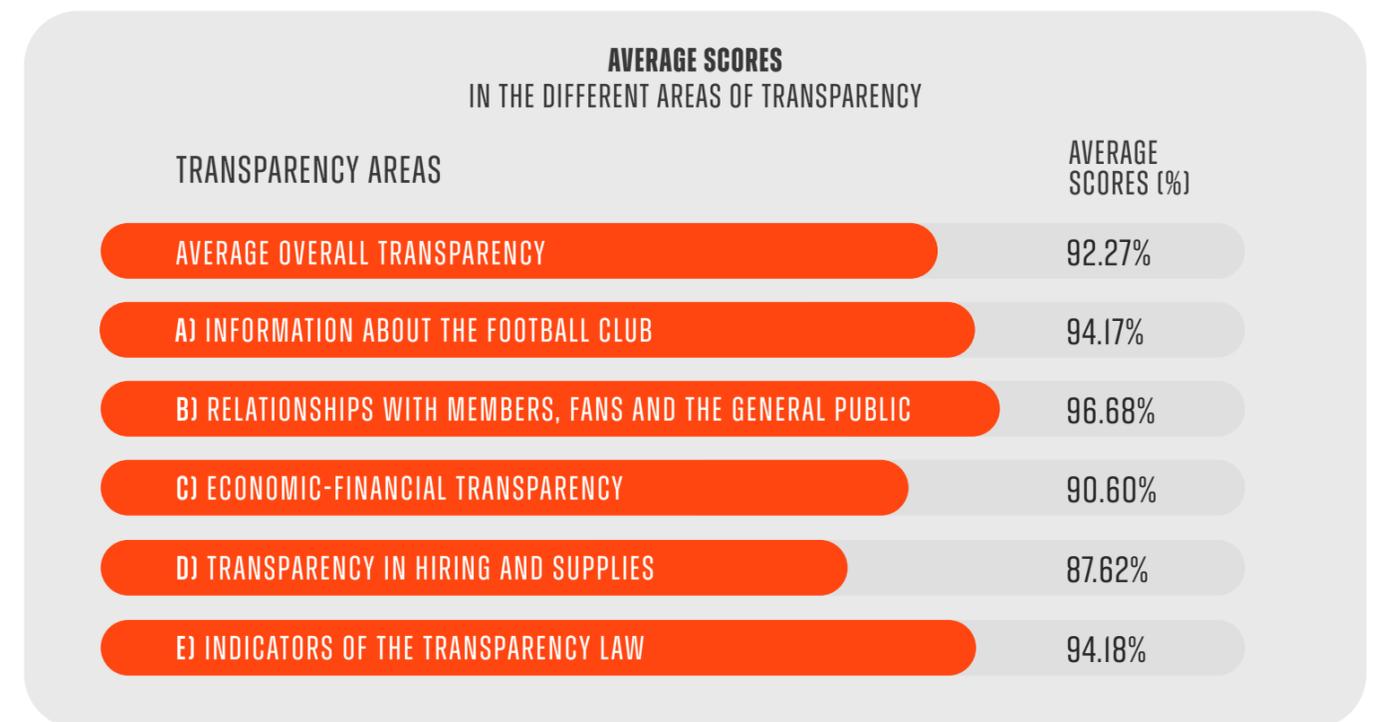
Transparency International Spain has developed the Third Edition of the INFUT 2019 Football Club Transparency Index, which aims to achieve a double objective. On the one hand, to carry out an assessment of the level of transparency of football clubs, on the other, to promote and encourage the increase of the information they offer to citizens and society as a whole.

The INFUT evaluates the 42 sports clubs and corporations that make up the First and Second Division, through an evaluation procedure based on a set of 48 indicators.

The five areas of transparency that are evaluated in the INFUT are the following: Information about the football club; Relations with members, fans and the general public; Economic and financial transparency; Transparency in procurement and supplies; and Indicators of the Transparency Law.

With the application of the set of 48 indicators, each football club / SAD obtains an individual score, so that a ranking or classification of the level of transparency of the 42 Clubs/SAD evaluated is obtained.

The score obtained by Valencia CF is as follows:



ECONOMIC CONTROL



In Spain, the Sports Law granted LaLiga exclusive competence for the tutelage, control and economic supervision of its member clubs. For this reason, LaLiga developed a complete Economic Control System that is periodically updated to reflect the evolution of the clubs and their environment.

The rules included within the economic control influence the Club's ability to register players for its first team, seeking the financial balance of the Club.

Likewise, UEFA imposes an economic control to be able to grant the possibility of registering in its competitions, the UEFA license, and monitors the sustainability of the competition through its Financial Fair Play rules.

The financial information of the entity is included in the transparency portal of the Club on the website and, specifically, it is the following:

Accounting information:

→ The Annual Accounts corresponding to the financial year ended.

→ The balance point of the Club and the rest of the indicators required by the Professional Football League.

Information on income and expenses:

→ Breakdown of relevant Club Revenue.

→ Detail of the relevant expenses of the Club.

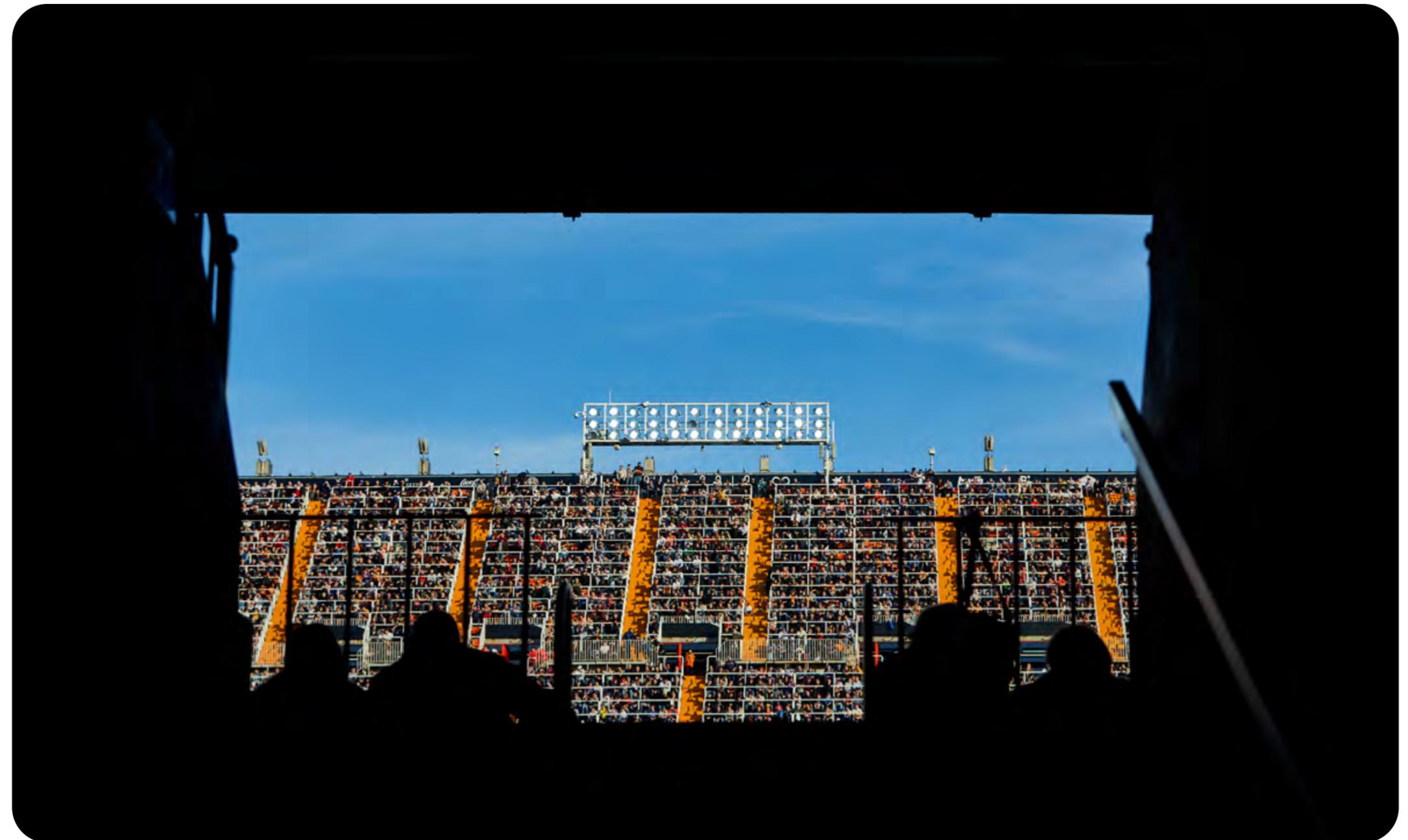
→ Detail of the expenses associated with the first template.

Data on indebtedness:

→ Breakdown of the Club's indebtedness.

→ List of debts with the corresponding public administrations.

→ List of debts and credits with employees.



The entity has never been sanctioned by La Liga in terms of economic control or in relation to Book X of the General Regulations or in the revision of the Rules of Preparation of Budgets of Clubs/SADs. Likewise, it has never been sanctioned by UEFA's economic control department and has obtained the license to play European competitions continuously since this control system was implemented, regardless of whether European competitions were played or not.

VALUE GENERATED, DISTRIBUTED AND RETAINED

This material refers to GRI 201 Economic Performance, 2016. Specifically, it refers to GRI 201-1 Direct economic value generated and distributed.

The Group presents the following information on its economic performance, generating and distributing this value among its stakeholders:

	2022-2023	2021-2022
ECONOMIC VALUE GENERATED	143.7	132.6
Revenue	118.7	109.6
Other operating income	2.0	0.5
Financial investment income	0	0
Income from disposals of fixed assets	23.0	22.5
ECONOMIC VALUE DISTRIBUTED	147.6	152.3
Operating expenses (cost of sales)	5.0	4.2
Operating expenses (other operating expenses)	27.1	24.0
Employee benefits expense	42.4	61.5
Payment interest remuneration loans	6.7	6.6
Government payments (Taxes accrued, including corporation tax and special taxes)	66.1	54.9
Investments in the community (Donations, NGOs contributions, social programs)	0.3	1.1
ECONOMIC VALUE RETAINED	(3.9)	(19.7)

NOTE: In "Personnel Expenses" the IRPF is not included because it is part of the "Payments to the government".

TAX INFORMATION



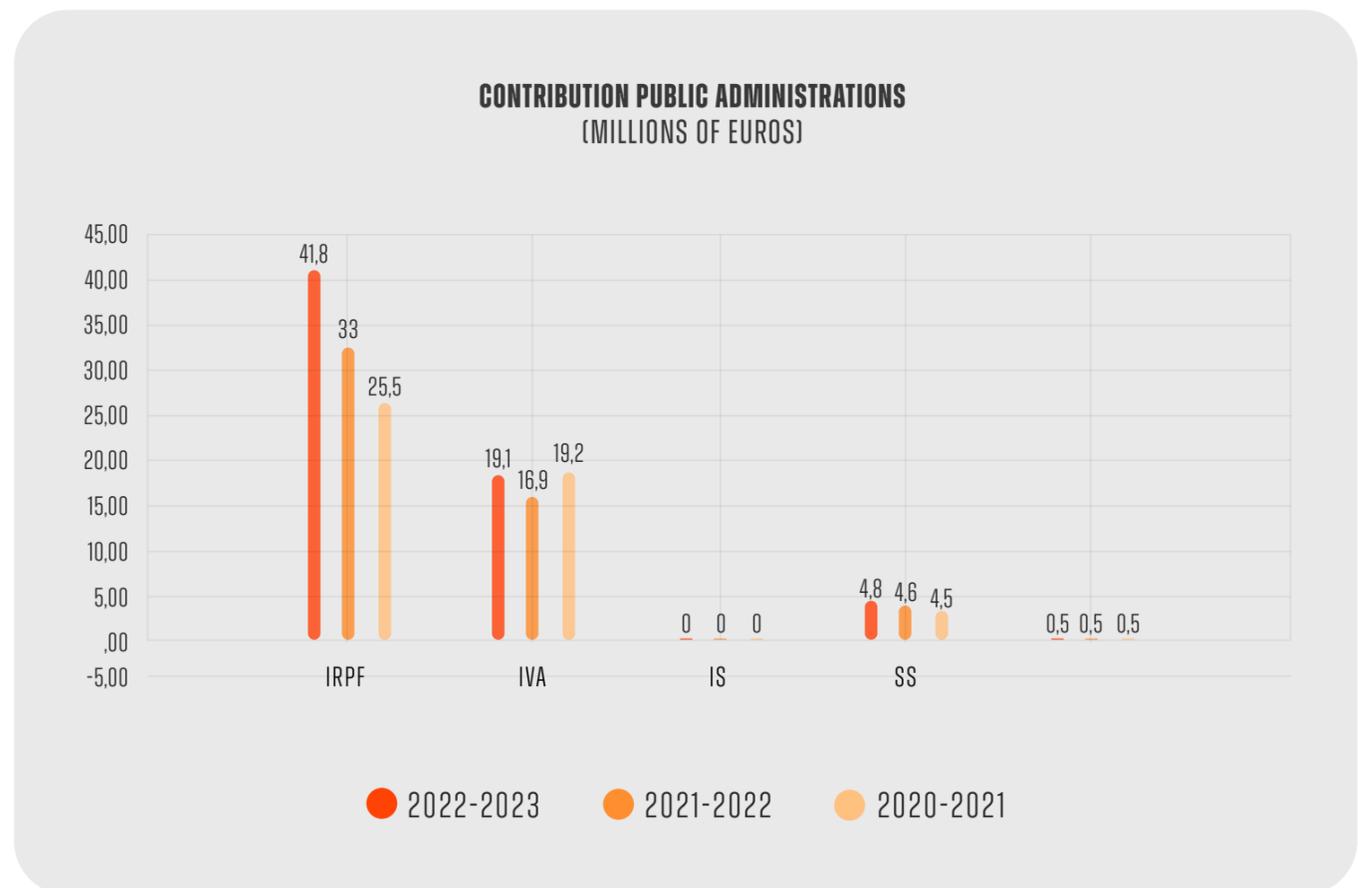
This material refers to GRI 201 Economic Performance, 2016. Specifically, it refers to GRI 201-1 Direct economic value generated and distributed.

In line with compliance with tax regulations, the Group's companies are governed by transparency and rigor in their application and performance and are up to date with all their tax obligations.

As can be seen in the graph, the total contribution to public administrations in the 2022-2023 season was 66.1 million euros (54.9 million euros in the previous year).

The companies that make up the Group are taxed by Corporation Tax under the special tax consolidation regime provided for in Chapter VI of Title VII of Law 27/2014, of 27 November, on Corporation Tax. In the current year, it has resulted in a tax on profits to be returned in the amount of 23 thousand euros (31 thousand euros in the previous year).

The result after tax in the 2022-2023 season for the Valencia CF Group was -7 million euros (-46.1 million euros in the previous year).



FAN CARE



This material refers to GRI 416 Customer Health and Safety, 2016. Specifically, it refers to GRI 416-2 Cases of non-compliance related to the impacts on health and safety of the categories of products and services [Regulatory non-compliance belonging to facilities].

In order to safeguard the safety of all fans, the Group has an internal regulation of permanence in its facilities. This regulation, as indicated in previous paragraphs, dictates the proper use of these, as well as possible sanctions for non-compliance with some of the established regulations. The Club's security directorate, in collaboration with the security coordinator, the governmental and judicial authorities, the rest of the Clubs/SADs and the security/integrity directorate of LaLiga, collect the necessary information to guarantee the safety of spectators at sporting events.

Additionally, the Club carries out exhaustive security controls at the entrances to the Mestalla stadium to ensure that prohibited objects included in Law 19/2007 and R.D. 203/2010 are not introduced.

In the 2022-2023 season, 15 breaches of regulations regarding health and safety in facilities have been identified:

→ BREACHES

SEASON 2022-2023

1 / ARCHIVED

6 / MILD

5 / SERIOUS

3 / VERY SERIOUS



Valencia CF actively promotes compliance with the Sports Law 39/2022 which prohibits, among others, insults in sports venues. In each match the attendees are reminded of this point of the Law:

Valencia CF continues its commitment to the fight against racism, xenophobia and intolerance. During the 2022-2023 season, Valencia CF has joined LaLiga's campaign against Racism. The aim of the initiative has been to raise awareness of the importance of eradicating racism in all areas of society. Joining this campaign is a further step in the fight against racism, discrimination and intolerance in sport.

children against this problem. To this end, Valencia CF has opened a registration period in which all those interested centers have been able to present their project to fight against bullying. The winner has been able to enjoy a unique experience at the Mestalla stadium during a match of the 2022-2023 season, and has participated in a round table held in June 2023.

In the same way, Valencia CF has undertaken the campaign "STOP BULLYING – TOTS A UNA VEU" against bullying in 910 schools in the Valencian Community. The objective has been to raise awareness and sensitize

CONTRIBUTIONS TO FOUNDATIONS, NGOS AND ASSOCIATIONS



The Valencia CF Group is committed to social causes, as it has been demonstrating throughout its long centennial history.

The total amount donated during the current season amounts to 0.3 million euros.

The Club channels most of its social actions in this regard through the VCF Foundation in order to promote grassroots football, women's football and other social activities. These actions are developed in the section "Social sustainability" of this report.

07

ENVIRONMENTAL SUSTAINABILITY

48 → 56

This material refers to GRI 302 Energy, 2016. Specifically, it refers to GRI 302-1 Energy consumption within the organization. In addition, it also refers to GRI 303 Water and Effluents, 2018. Specifically, to GRI 303-5 Water Consumption.

ENVIRONMENTAL IMPACT MANAGEMENT



This section of the report analyzes the different environmental effects that the Group causes in its activity and the actions it carries out to reduce or eliminate them. Additionally, the measures that are already being carried out to reduce the impact generated on the environment and promote good environmental practices are exposed.

After a preliminary analysis of the situation, the following impacts derived from the Group's daily activity are identified:

- Energy consumption
- Water consumption
- Waste generation
- Light pollution
- Noise pollution
- Air pollution

The Group has an integrated Sustainability Plan that includes social, economic and environmental objectives, combining the concept of sustainable development and taking into account the three pillars of sustainable growth, where Valencia CF recognizes the impact of its activity and manages it through different actions, programs and projects.

The objective of developing a Sustainability Plan has been for Valencia CF to acquire clear sustainability criteria in its activity, from the planning, execution and organisation of infrastructures, events and other activities of the Club.

The Group is currently in the process of implementing an environmental management system at its facilities. This project aims to develop an analysis of the current situation to, based on the monitoring conclusions obtained, implement a series of measures and tasks to be carried out in the facilities under analysis. This system aims to optimize waste management, as well as reduce its production.

In addition, periodically, the Group undergoes an energy audit in its facilities that allows it to know its situation regarding the use of energy, detect the operations within the processes that can contribute to the saving and efficiency of the primary energy consumed, as well as to optimize the energy demand of the facilities. It also refers to the use and diversification of energy sources, including optimization by fuel change.

In the 2022-2023 season, the Group has made several investments in infrastructure improvements focused on reducing its environmental impact:

Lighting improvement in Ciutat Esportiva.

Investment to improve efficiency and reduce lighting consumption in several fields of the Ciutat Esportiva.

Renovation of air conditioning units and other household appliances.

Replacement of several air conditioning appliances and other appliances with lower consumption, less pollution and greater energy efficiency in several of the Group's facilities.

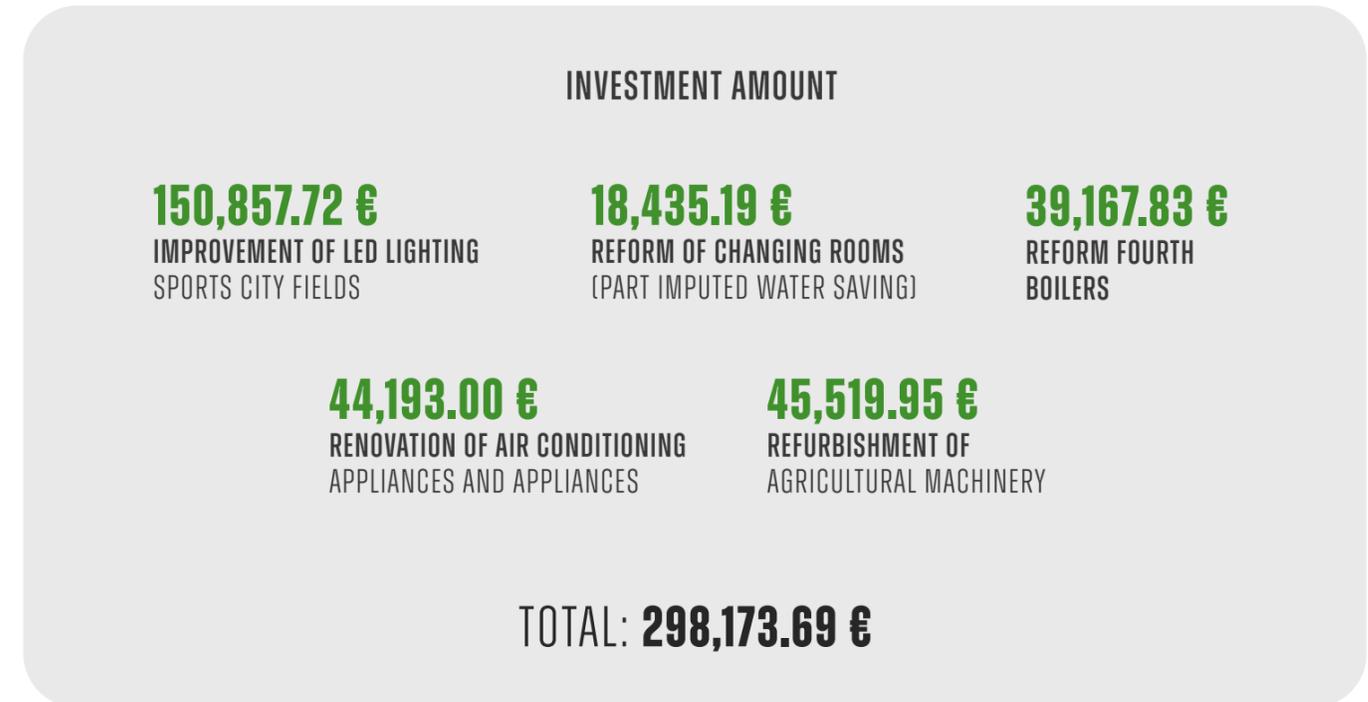
Saving water consumption.

Within the management of the reduction of consumption of water resources, the Club invested two seasons ago in the creation of a water well in the Ciutat Esportiva for the irrigation of the training fields. In addition, during this season, improvement works have been carried out in several changing rooms of the Ciutat Esportiva de Paterna, including the improvement of plumbing facilities and equipment.

Boiler room renovation.

The boiler room that serves the Ciutat Esportiva de Paterna has been renovated and expanded, as well as the installation of more efficient water accumulators and the replacement of obsolete elements with risk of leaks.

Likewise, together with the sponsors, awareness campaigns are periodically carried out to promote recycling and sustainable mobility.



AIR POLLUTION



The emissions of polluting gases into the atmosphere produced by the Group's usual activity come mainly from the consumption of fuel used for the displacement of personnel in mechanical traction vehicles, the displacements of sports teams, the use of air conditioning equipment in all facilities and the generation of waste. These last two are considered indirect emissions due to the electricity consumption of equipment and the dumping of waste.

At present, the Group does not have the necessary means to measure its emissions of polluting gases. However, in its continuous search for a reduction in its consumption and emissions into the atmosphere, it periodically renews its air conditioning equipment and its mechanical traction vehicles for increasingly efficient ones.

In relation to this last measure, the Club is already progressively replacing combustion mowers with electric ones, thus also reducing the cost of fuel consumption.

In the 2022-2023 season, the season ticket renewal campaign has once again been 100% telematic. In this way, the displacements of the more than 36,000 subscribers

to the Club's facilities to carry out this management have been avoided.

During this season, Valencia CF, through one of its national and international flight operators, has offset part of its CO₂ emissions into the atmosphere with SAF (Sustainable Aviation Fuel).

A collaboration agreement has also been signed with a national train operator that has the option of neutralising its environmental impact by offering green fares. In these tariffs, the energy used by the company comes from clean energy sources. At the end of each calendar year, the company will deliver to the Club a certificate detailing actions to neutralize CO₂ emissions from the consumption of these rates.

The Group proposes as a medium-long term objective concrete actions to reduce the impact caused by fuel consumption due to the displacements of its workers, such as the installation of parking for non-polluting vehicles such as bicycles or electric scooters and the use of electric and/or hybrid cars. In addition, there are currently no concrete targets for reducing greenhouse gas emissions.



LIGHT POLLUTION



The main activities that generate light emissions are produced by the organization of events in the Group's sports facilities (matches, training, etc.).

Despite the fact that LaLiga's Television Broadcasting Regulations establish standardised minimums regarding the lighting of the competition matches played at Mestalla, emissions have not been increased by the entry into force of said Regulation due to the improvements implemented in the stadium's luminaires in 2017, consisting of the incorporation of more efficient halide projectors on the pitch. Similarly, it is planned to replace the lighting of the pitch with 100% LED lighting when the move to the new stadium is made.

This season, the Club has completed the project to replace all the lighting of the Ciutat Esportiva fields. With this change, a saving of 43% has been achieved by going from 370KW to 211KW, in addition to adapting all fields to regulatory levels and increasing the light level 4.5 times. The amount invested in the 2022-2023 season is estimated at 150,857.72.-EUR. At the same time, all the luminaires in the road areas of the Ciutat Esportiva have been replaced. In previous seasons, the replacement of the lighting of the spaces of daily use and areas of the stadium

tour, as well as the offices and official stores, by LED lighting was already addressed. All luminaires withdrawn during this process have been reintroduced to the market through a third partner specialized in the field.

Likewise, the entire lighting system of the sports city has been domoticized and in the stadium the lighting of the pitch. In this way, it is possible to adjust the uses and consumption of lighting to the specific need of each moment. At the same time, detection and timing systems have been installed in the central offices and adjacent car park, as well as programming for turning off lights and air conditioning outside operating hours.



NOISE POLLUTION



The Group intends to implement measures to prevent, reduce or repair noise emissions at its facilities. During the season, possible actions to be carried out have been evaluated to try to reduce the use of high-efficiency blowers in the cleaning of the stadium after match days, which can cause noise disturbances in the neighborhood.

For the 2023-2024 season, the Club will make every effort to raise awareness among those attending the stadium to try to reduce the generation of waste caused by the use of this machinery.



CIRCULAR ECONOMY AND WASTE PREVENTION AND MANAGEMENT



As a result of the activities carried out by the Group in the different facilities, the following waste has been generated in the 2022-2023 season:

	SEASON 2022-2023			SEASON 2021-2022		
	CIUDAD DEPORTIVA	MESTALLA	TIENDAS*	CIUDAD DEPORTIVA	MESTALLA	TIENDAS*
PAPER AND CARDBOARD PACKAGING	16,370	866	5,826.76	8,180	0	801.02
PLASTIC CONTAINERS	9,930	0	0	0	0	0
MIXED PACKAGING	39,680	10,959	21.7	8,440	5,731	16.63
BIODEGRADABLE	157,830	0	0	0	0	0
OTHER WASTE	82,400	35,600	630	0	31,200	0
USED MOTOR OIL	0	0	0	236	0	0
USED COOKING OIL	115	0	0	115	0	0
EMPTY AEROSOLS	100	0	0	23	20	0
EMPTY POLYURETHANE AEROSOLS	0	0	0	2	0	0
LED LAMPS	10,760	0	0	0	0	0
CONTAMINATED METAL CONTAINERS	0	0	0	28	0	0
ALKALINE AND SALINE BATTERIES	15	7	0	0	0	0
INFECTIOUS MEDICAL WASTE	9	0	0	7	0	0
SHARP MEDICAL WASTE	0	0	0	2	0	0
TOTAL	317,209	47,432	6,478.46	17,033	36,951	817.65

NOTE1: There is no detailed information on the waste generated in the Official Stores and in the central offices.

NOTE2: Data expressed in Kg.

NOTE3: Store data includes calendar years. Season 2022-2023 = Calendar year 2022. Store data for the 2021-2022 season is subject to the impact of Covid-19.

Compared to the previous season, the generation of waste has increased ostensibly due to adaptation work in the accesses of the sports city during the 2022-2023 season.

The Group has a waste management process that it generates in its usual activity focused on selective collection. Therefore, it has signed agreements with several companies specialized in waste collection depending on their typology.

The Mestalla stadium and the Ciutat Esportiva de Paterna are registered with the Generalitat Valenciana as waste producing centres through the NIMA code (Environmental Identification Number). Subsequently, any waste generated in any of these facilities is declared to the relevant authorities and identifies that the Club complies with Law 7/2022 of April 8 on waste and contaminated soils for a circular economy.

In all the Group's facilities, there are bins and containers for selective collection. There are also containers for the collection of hazardous waste (mainly aerosols, oils and contaminated metal waste) and infectious and sharp medical waste. All this waste is collected and treated by specialized companies.

In the sports city, the Club has a 30m3 compactor and containers for vegetable waste generated by pruning and mowing the training fields, in this way it is possible to economize the space occupied by this type of waste and the collection of these.

The Valencia CF Group implements a procedure for the destruction of material and information on digital physical support (computers, hard drives, TVs, mobile phones ...) that also uses the services of external companies specialized in the safe destruction and subsequent recycling of these devices in accordance with current Law. These companies are selected only if they have the certificates that accredit them as certified companies for this purpose. At this point it is worth mentioning the agreement reached with a specialized company to reintroduce into the market mobile phones in disuse but that are in good condition for reuse.

Usually, the main source of waste generation is the Mestalla stadium every time it hosts the organization of an event, mainly football matches. Although the facility has informative signage and bins and containers differentiated by type of waste in the bars and in other areas of the stadium, the selective collection of waste during the organization of an event of this type has become one of the great challenges to face in the future. For this reason, Valencia CF is studying the possibility of implementing new measures to encourage the separation of waste by those attending the events it organizes in its stadium.

As a result, the Club has signed an agreement with the ECOPILAS, ECOASIMELEC and ECOFIMÁTICA (RECYCLIA) foundations in order to constitute a SCRAP (Collective System of Extended Responsibility) to take charge of the management of the waste generated. In addition, within this agreement, educational activities have been included for the promotion of environmental care in which the sports schools of Valencia CF will participate. Environmental advisory services have also been contracted for waste management and resource optimization in the facilities of the Mestalla stadium and the Ciutat Esportiva de Paterna.

Another measure within the Group's work aimed at raising environmental awareness among its employees has been the elimination of plastic water bottles for daily use, replacing them with water dispensers, thus eliminating the consumption of these single-use plastic containers by reusable cardboard cups. And as for customers in VCF Official Stores the use of reusable cloth bags for the sale of t-shirts.

The company Tiendas Oficiales VCF has signed, during this season, an agreement with the company ECOEMBES. The purpose of this contract is to regulate the participation of VCF Official Stores in the SIG (Integrated Waste Management System) in which ECOEMBES, as managing body, promotes the correct management of used packaging waste, in accordance with the requirements established in Law 11/1997.

As a result of sales in stores, in the last two calendar years, the following indirect waste generated is estimated:

→ INDIRECT WASTE ESTIMATION

	YEAR 2022	YEAR 2021
Aluminium	11.34	10.39
PET	19.27	44.13
HDPE	59.70	83.45
DPEflexible	9.40	20.66
Paper and cardboard	1,452.54	2,088.69
Wood and cork	12.14	5.30
TOTAL	1,564.39	2,252.61

NOTE: Data expressed in kg.



In the current season, VCF Official Stores have contributed to the reuse of non-hazardous textile materials by providing 130kg for the manufacture of new textile products. In the same way, the plan to reintroduce used products in the market has continued to extend their useful life, in this case, the pallets used in the warehouses have been reinserted as it has been done since previous seasons:

→ REINSERTION PALLET

149 / SEASON 2022-2023

81 / SEASON 2021-2022

99 / SEASON 2020-2021

198 / SEASON 2019-2020

99 / SEASON 2018-2019

626 / TOTAL

In the Ciutat Esportiva de Paterna, the Club has installed for the first time benches made with the plastic waste that has been generated in its facilities, specifically, each one is equivalent to 5,000 plastic bottles. This plastic comes from the same waste revaluation plant to which the plastic waste to be treated is taken. This material has been transformed into the tables that make up the benches. The durability of these benches is estimated to exceed 10 years without chipping, rusting or rotting and without being negatively affected by sea salt, water or moisture. In addition, with the manufacture of these, Valencia CF not only contributes to reducing the volume of material that reaches landfills, but also, as its installation has been carried out without heavy machinery, it has reduced transport costs minimizing the environmental impact on the Carbon Footprint.

The Group does not generate significant food waste and therefore this matter is not considered a material matter.

SUSTAINABLE USE OF RESOURCES

WATER RESOURCES MANAGEMENT

Water resources are a good that we must learn to value and give them the importance they require. They are indispensable to life, and responsible management of them is essential to ensure that we will have them in the future. As a result of the activities carried out by the Group in the different facilities, in the 2022-2023 season, the following consumption of water resources has been made:



	2022-2023		2021-2022	
	SUPPLY NETWORK	WELL	SUPPLY NETWORK	WELL
Ciudad Deportiva	590	10,106	1,620	8,204
Estadio Mestalla	14,418	0	12,928	0
Headquarters + Mestalla Store	530	0	438	0
New Stadium	284	0	782	0
Megastore	141	0	113	0
TOTAL	15,963	10,106	15,881	8,204

NOTE: Data expressed in m³.

The main consumptions are made in the Mestalla stadium and the Ciutat Esportiva de Paterna. The Group is already carrying out several actions that involve a reduction in consumption:

→ Good preventive maintenance of all facilities, correction of anomalies and monitoring of possible leaks.

→ Creation of an irrigation well in the Ciutat Esportiva de Paterna: in the 2019-2020 season this project began and has been developed in various phases and lasted until last season. It has consisted of the creation of a water well for irrigation together with its own water treatment plant (ETAP) according to current regulations. In this way, the use of water from the network is limited to human consumption.

→ Rainwater collection on the roof of the gymnasium of the sports city: through the roof channeling system, rainwater is collected and stored in the cistern, using it for irrigation of the fields.

→ Replacement of the grass in the stadium and the sports city twice a year: in the month of June, the grass is replanted with a variety that better withstands the high temperatures of the summer months and requires less water in irrigation. In the month of September, it is replanted again with a variety that better withstands the temperatures of the colder months. With the use of these two varieties, it is possible to reduce by around 59% the needs and consumption of water in the driest months of the year in each irrigation.

59.13%
reduction in water consumption
by irrigating fields in the summer months.

→ Domotization of the irrigation system in the stadium and the sports city.

→ Use of irrigation speed variators in Mestalla and C. Deportiva.

→ Legionella detection analysis and pool water analysis, through an annual program through which a schedule of analyzes and temperature controls are carried out. Within the control protocol, the tanks are also cleaned, and in case of detection of said bacteria, shock cleanings are carried out until disinfection.

With a view to the new stadium, the Group has planned other measures in terms of saving water consumption, such as the installation of dry urinals, the collection of rainwater for irrigation and the use of the irrigation and washing network of the City of Valencia for the irrigation of the lawn.

CONSUMPTION OF MATERIALS AND RAW MATERIALS



One of the main consumptions that has a direct impact on the environment is the use of paper. Therefore, during the 2021-2022 season, the Group decided to launch a digitalization project that, initially, covers the process of receiving invoices from its suppliers. In this way, all the related operations involving the use of paper have been eliminated. In later phases it is intended to implement this project in other areas of internal operation of the Group with the ultimate goal of reducing the use of paper to zero.

With respect to the last two seasons, there is a reduction of around 6% in the number of prints and paper copies.

→ N° PAPER PRINTS

234,019 / SEASON 2022-2023

249,102 / SEASON 2021-2022

248,892 / SEASON 2020-2021

Our technical sponsor PUMA, has different programs related to sustainability with the ultimate goal of recycling and reintroducing used products to the market, such as First Mile or Re:Collection. In addition, it has ambitious sustainability goals for the coming years. Among them, to reach before 2025, the following stand out:

→ Develop recycled material options to replace materials such as cotton or leather. Currently, they already use recycled cotton and leather in some of their products.

→ That 100% of the cotton, polyester, leather and down they use, come from certified origins. Currently, these percentages are already close to this figure. Specifically, 99% of the cotton they use, as well as 80% of the polyester comes from accredited or certified suppliers, such as BCI (Better Cotton Initiative is a non-profit organization that promotes better standards in cotton cultivation and practices).

The PUMA products sold in VCF Official Stores are composed mostly of 100% recycled cotton and polyester, as well as cotton and polyester from certified origins, elastane, nylon and viscose.

SUSTAINABLE USE OF RESOURCES

ENERGY CONSUMPTION AND ENERGY EFFICIENCY MEASURES

As a result of the activities carried out by the Group in the different facilities, the following consumption has been generated in the 2022-2023 season:



ENERGY CONSUMPTION

	2022-2023	2021-2022
	KWH CONSUMPTION	KWH CONSUMPTION
Ciudad Deportiva	768,790	788,305
Estadio Mestalla	1,121,266	1,408,387
Headquarters + Mestalla Store	225,480	200,006
Megastore	221,678	262,933
TOTAL	2,337,214	2,659,631

In the 2021-2022 season, the supply of energy from 100% renewable sources was contracted. In this way, all consumption made during the season can be considered non-polluting.

FUEL CONSUMPTION

	2022-2023	2021-2022
	AMOUNT	AMOUNT
VEHICLES		
Gasoline	6,062.82	4,082.19
Diesel Oil	10,353.38	13,617.17
STATIONARY COMBUSTION EQUIPMENT		
Diesel Oil	7,348	3,721
Propane Gas	33,722	12,721

NOTE: Data expressed in Liters.

The increase in consumption of fossil fuels for fixed combustion equipment during the 2022-2023 season is due to a breakdown suffered during the season in the biomass boilers of the installation.

The consumptions detailed above are mainly focused on electricity consumption. As indicated in previous sections, the energy efficiency measures that have been carried out in this regard have focused on the progressive replacement of luminaires by LED luminaires, the domotization of lighting and air conditioning, and the periodic performance of energy audits that allow further improvement in this regard. In addition, in the gym of the VCF Academy there are two industrial ceiling fans instead of air conditioners, which implies low energy consumption.

RENEWABLE ENERGIES

As indicated in the previous point, during the 2021-2022 season, the Valencia CF Group changed its electricity supplier. The sources of generation of this energy come from renewable sources:



100%
energy consumed
is green energy

In addition, the following other measures have been taken:

→ In the Ciutat Esportiva de Paterna, use of biomass boilers for the generation of domestic hot water.

→ In the Mestalla stadium, use of Aerotermia for the generation of domestic hot water.

→ Installation of 2 chargers for electric vehicles in the parking lot of the Ciutat Esportiva de Paterna.



CLIMATE CHANGE. MAIN INDICATORS. CO₂ FOOTPRINT MEASUREMENT



This material refers to GRI 305 Emissions, 2016. Specifically, it refers to GRI 305-1 Direct GHG emissions (Scope 1) and GRI 305-2 Indirect GHG emissions from energy generation (Scope 2).

Valencia CF was one of the first 1st division clubs to carry out a carbon footprint measurement study. This study carried out in the 2015-2016 season, yielded key results when analyzing the impact of daily activity and the organization of events on the environment.

One of the most visual analyses of this study was the equivalence of the impact of a football match played at the Mestalla stadium.

A study of this type is composed of three scopes:

→ **Scope 1:** Direct emissions: emissions from the operation of all Valencia CF operations, from fixed or mobile sources that fall within the limits of the organization; in the case of Valencia CF: boilers, generator sets with diesel source, own fleet of vehicles, emissions derived from refrigerant gas leaks from air conditioning equipment.

→ **Scope 2:** Indirect Energy Emissions: Indirect greenhouse gas emissions from the generation of electricity in Kwh purchased from third parties and therefore produced outside the boundaries of the organization.

→ **Scope 3:** Other Indirect Emissions: This scope allows to include indirect emissions that are not in the calculation of the previous scopes. The activities considered are a consequence of activities of Valencia

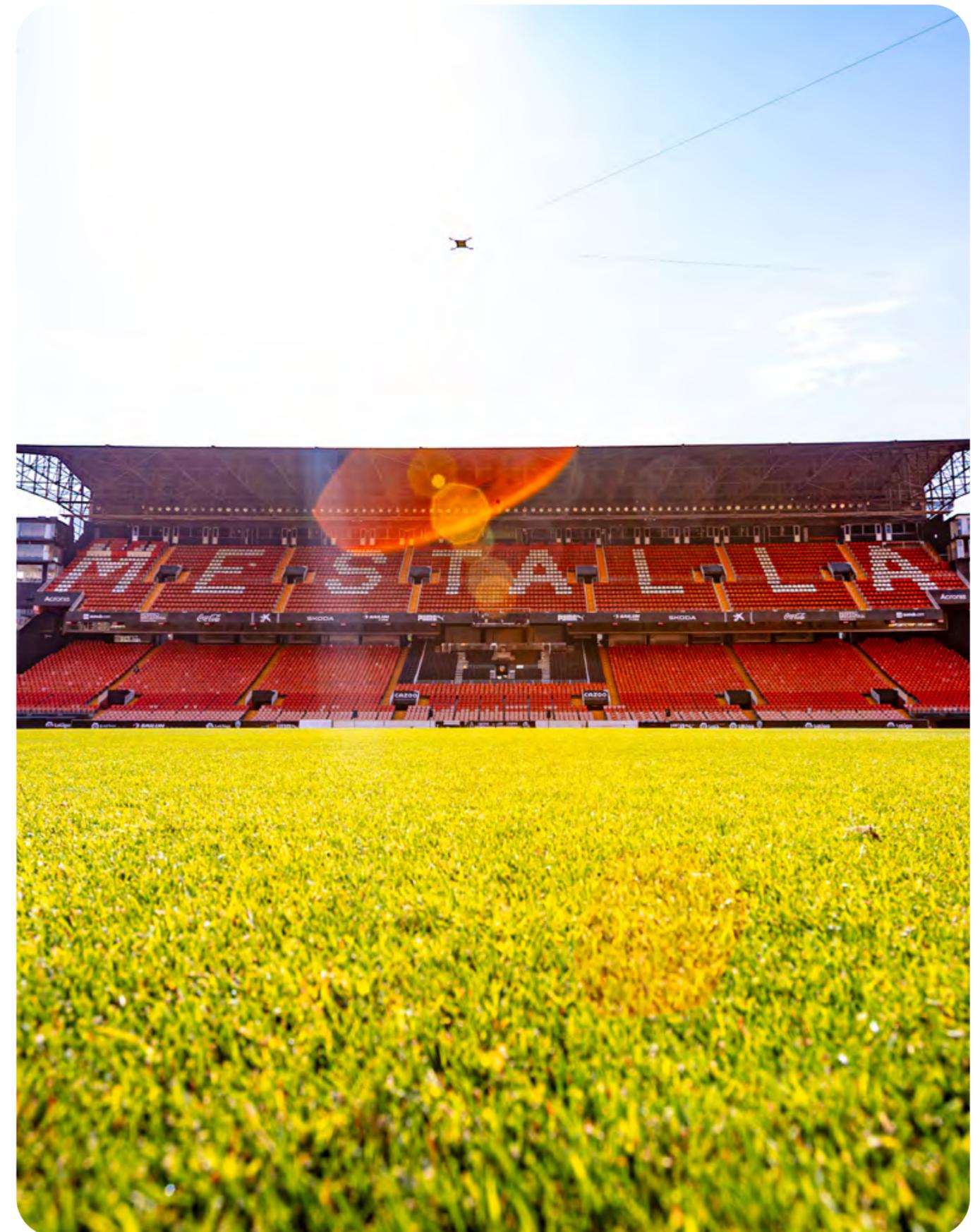
CF (such as the mobility of fans to attend matches at Mestalla), which do not occur in sources owned or controlled by Valencia CF.

In the 2022-2023 season, the measurement of the carbon footprint has been updated to scope 2 according to the consumption of the season. The results obtained are expressed in tons of CO₂ and are as follows:

In **scope 2**, the carbon footprint is zero because all the electricity consumed by the Group comes from renewable sources. With this change, the carbon footprint has been reduced by more than 50% compared to last season.

In future seasons the Group will make every effort to extend this measurement to **scope 3**.

	2022-2023		2021-2022	
	SCOPE 1	SCOPE 2	SCOPE 1	SCOPE 2
Sports Facilities	96.84	0	99.44	42.24
Headquarters	14.75	0	16.07	57.6
Other Spaces	0.21	0	0.21	9.84
	111.8	0	115.72	109.68



PROTECTION OF BIODIVERSITY



The Valencia CF Group has 1,244,197.13 m2 of protected forest land in the terms of Lliria, Ribarroja and Vilamarxant. It also has 768,341.84 m2 of rustic plots with crop plantations in the municipality of Ribarroja.

None of Valencia CF's operational facilities are close to any protected area or areas of great value for biodiversity. In the same way, it is not considered that the usual activities of the Group affect biodiversity, so neither risks nor necessary measures are estimated to correct them.

GOALS X TREES



The Club is fully aware of how crucial it is to take care of our environment, and that is why in the 2022-2023 season it has promoted a great green initiative that contributes to conserving biodiversity and the fight against climate change, "GOLES X ÁRBOLES".

The goals scored during the matches of the weekend of January 28 and 29, 2023 by the Football 8 and Football 11 teams that make up the VCF Academy within its "VCF Educa" program have become trees, thus joining the reforestation day that took place on January 31 on the "Day of the Tree" in Lliria on the mountain of "La Concordia" organized by the Conselleria de Agriculture, Rural Development, Climate Emergency and Ecological Transition.

These teams managed to add a total of 100 goals, so they have contributed to the planting of 100 trees.



PUMA T-SHIRT "STRONGER TOGETHER"



Valencia CF has joined PUMA's Stronger Together campaign this season.

It is the commercialization of a shirt under the slogan "together we are stronger", which represents the union of all the shields of the main clubs that wear Puma kits, and whose benefits in the case of the Valencia CF Group are destined to the "Associació LAMNA" for the study of elasmobranchs (sharks and rays) of the Valencian Community and the Mediterranean Sea, promoting research and conservation of these species. LAMNA's mission is to highlight the great diversity of elasmobranch species that inhabit our waters, highlight aspects of their biology that we still do not know, and draw attention to the current situation of their populations and the threats they face.

These shirts during the 2022-2023 season have been on sale in the VCF Official Stores and the online store.



08

**SOCIAL
SUSTAINABILITY**

58 → 87

EMPLOYEES: WE TAKE CARE OF OUR TALENT

This material refers to GRI 2 General Contents, 2021. Specifically, it refers to the GRI 2-7 Employees. It also refers to GRI 405 Diversity and Equal Opportunities, 2016. Specifically, it refers to GRI 405-1 Diversity in governing bodies and employees and GRI 405-2 Ratio of basic salary and remuneration of women to men.

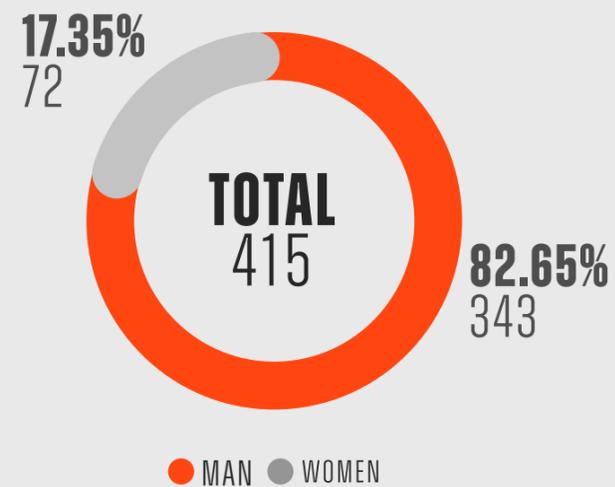
Human capital is a clear priority asset for the organization, and therefore we work towards improving employment, working conditions and means, promoting conditions of equality and opportunity, adapting to the needs and new times, and reporting in turn growth and value to the company.

At the end of the 2022-2023 season, the Group has a workforce of 415 employees, including non-sports staff and sports staff:

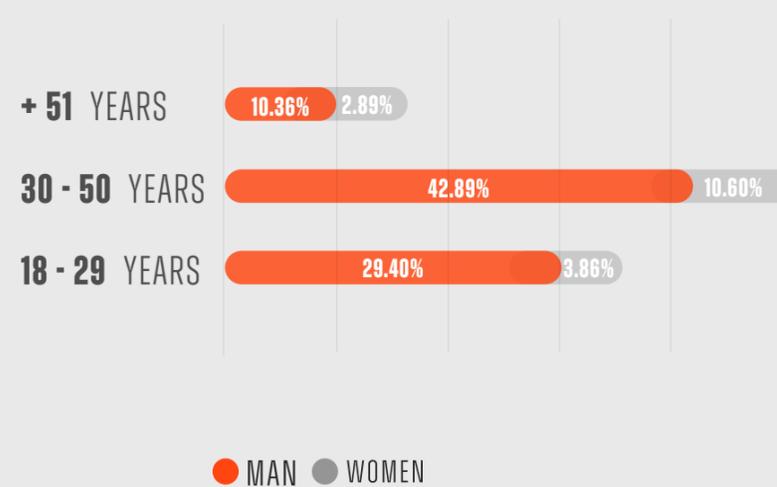


	MANAGEMENT				SPORTING STAFF				NON-SPORTING STAFF				TOTAL
	MEN	%	WOMEN	%	MEN	%	WOMEN	%	MEN	%	WOMEN	%	
VALENCIA CF	9	2.33	1	0.26	205	53.11	1	0.26	120	31.09	50	12.95	386
TIENDAS OFICIALES VCF S.L.U.	0	0	0	0	0	0	0	0	9	31.03	20	68.97	29
GROUP	9	2.17	1	0.24	205	49.4	1	0.24	129	31.08	70	16.87	415

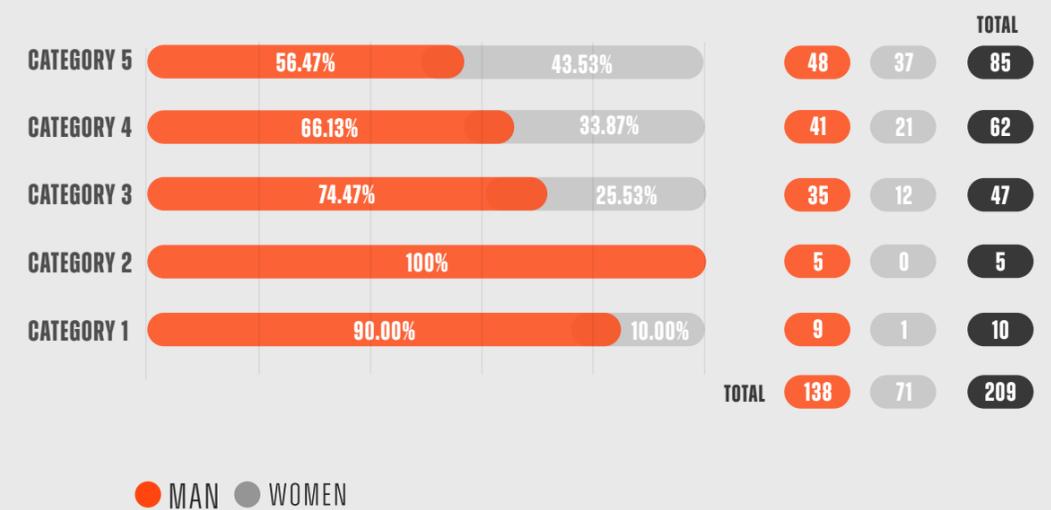
BREAKDOWN OF WORKFORCE BY GENDER



BREAKDOWN OF WORKFORCE BY AGE AND GENDER



BREAKDOWN OF NON-SPORTING WORKFORCE BY PROFESSIONAL CATEGORY AND GENDER



The following table presents the information regarding layoffs during the 2022-2023 season:

GENDER		AGE			CATEGORY				
	MEN 5	18-29 YEARS	30-50 YEARS	+51 YEARS	CATEGORY 1	CATEGORY 2	CATEGORY 3	CATEGORY 4	CATEGORY 5
	WOMEN 2	1	4	2	0	0	5	1	1

Below, the modality of contracts in force during the 2022-2023 season is detailed, broken down by type of contract, type of working day and sex. By the type of company, the average is not value data because the total of the workforce both indefinite and temporary remains static, therefore, the information at the end of the year is represented:

	CONTRACT MODALITY				TIPO DE JORNADA			
	PERMANENT	%	TEMPORARY	%	FULL-TIME	%	PART-TIME	%
MEN	194	73.76%	149	98.03%	252	81.82%	91	85.05%
WOMEN	69	26.24%	3	1.97%	56	18.18%	16	14.95%
18-29 YEARS	29	11.03%	109	71.71%	82	26.62%	56	52.34%
30-50 YEARS	184	69.96%	38	25.00%	175	56.82%	47	43.93%
+ 51 YEARS	50	19.01%	5	3.29%	51	16.56%	4	3.74%
CATEGORY 1	10	3.80%	0	0.00%	10	3.25%	0	0.00%
CATEGORY 2	5	1.90%	0	0.00%	5	1.62%	0	0.00%
CATEGORY 3	47	17.87%	0	0.00%	45	14.61%	2	1.87%
CATEGORY 4	61	23.19%	1	0.66%	60	19.48%	2	1.87%
CATEGORY 5	83	31.56%	2	1.32%	64	20.78%	21	19.63%
SPORTING STAFF	57	21.67%	149	98.03%	124	40.26%	82	76.64%

NOTE: Due to the characteristics of their professional group, 72.30% of the sports staff (located within the "PD" section) have fixed-term contracts.

The total expenditure on personnel in the Valencia CF Group during the 2022-2023 season has amounted to 83.7 Million Euros of which 73.5 Million Euros are sports personnel (players and technicians) and 10.2 Million Euros are non-sports personnel.

The amount of average remuneration classified by age, sex and professional category is presented below. These tables do not include sports personnel (neither technicians nor players) due to their special characteristics:

VALENCIA CF	18-29 YEARS			30-50 YEARS			+ 51 YEARS			TOTAL		SALARY GAP
	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	
CATEGORY 3	35,828.10€	-	35,828.10€	43,358.98€	44,410.81€	43,637.41€	49,386.80 €	60,007.92 €	51,020.82 €	44,947.50 €	47,246.65 €	-5.12%
CATEGORY 4	21,966.40€	27,567.38€	24,206.79€	32,235.26€	29,677.30€	31,283.46 €	44,863.70 €	40,707.50 €	43,730.19 €	34,083.18 €	31,052.10 €	8.89%
CATEGORY 5	21,545.03€	20,276.90€	21,001.54€	24,513.08€	22,730.76€	24,225.61 €	29,770.93 €	30,484.91 €	30,104.12 €	24,949.23 €	24,928.31 €	0.08%
TOTAL	22,840.63€	22,099.52€	22,544.18€	39,418.65€	32,939.60€	37,757.35 €	52,526.61 €	48,387.12 €	51,330.76 €	41,101.99 €	35,176.80 €	14.42%

VCF STORE	18-29 YEARS			30-50 YEARS			+ 51 YEARS			TOTAL		SALARY GAP
	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	
CATEGORY 5	15,501.60€	15,501.60€	15,501.60€	15,853.90€	17,957.31€	17,326.29 €	16,558.50 €	16,558.50 €	16,558.50 €	15,924.36 €	16,642.03 €	-5%
TOTAL	15,501.60€	15,501.60€	15,501.60€	23,249,34€	19,346,72€	20,864.41 €	16,558,50 €	16,558,50 €	16,558,50 €	21,645,05 €	17,669,26 €	18%

*The table does not provide information on the average remuneration and the wage gap of categories 1 and 2 in the company Valencia CF and categories 3 and 4 of the company Tiendas Oficiales VCF because there are no women or they agglutinate only 1 sex and would expose personal information.

In the company Valencia CF, the average remuneration of the managerial staff amounts to € 118,008.93 and that of the personnel included in category 2 amounts to € 74,337.16.

The members of the Board of Directors, which during the 2022-2023 season has been made up of 1 woman and 7 men, do not receive salary remuneration based on their position as dictated by the bylaws.

Valencia CF currently has 8 workers with some degree of disability on its staff. All of them carry out their work in different departments, both in the central offices, in the Mestalla stadium or in the sports city.



ORGANIZATION OF WORK

Because the companies that make up the Group carry out different activities, the conditions regarding the organization of work are also different.

As established in the collective agreement of Valencia CF, the duration of the annual working day is 1,776 hours of effective work, which can be distributed from Monday to Sunday, and irregularly during the year, due to the operational and organizational needs of the entity. When the needs of the department or the activity of the Entity allow it, workers enjoy intensive working hours in the summer months.

The Club has a presence control system created for the optimization of time management in order to maximize communication and transparency between all departments of the company.

In the case of VCF Official Stores, the collective agreement to which they are covered establishes a working day of 1,780 hours per year, with the maximum duration of the working day of 40 hours per week.

Currently, the Group does not have labor disconnection policies.

HEALTH AND SAFETY

This material refers to GRI 403 Health and Safety at Work, 2016. Specifically, it refers to GRI 403-1 Occupational health and safety management system, GRI 403-2 Hazard identification, risk assessment and incident investigation and GRI 403-5 Training of workers on occupational health and safety.

In order to promote the safety and health of workers through the application of the measures and the development of the necessary activities for the prevention of risks derived from work, the Valencia CF Group applies the rules contained in Law 31/1995, of November 8, on the Prevention of Occupational Risks, and any other implementing regulations, adopting as many measures as necessary and using as many actions as are within its reach to achieve the aforementioned objectives. To do this, it starts from the risk assessments for the safety and health of each workplace and its jobs, until the implementation of corrective measures of these evaluated risks and prevention plans.

This preventive policy includes the training received by all employees in this area, having carried out the following this season:

COMPANY	SEASON 2022-2023		SEASON 2021-2022	
	PRL TRAINING HOURS	EMPLOYEES TRAINED	PRL TRAINING HOURS	EMPLOYEES TRAINED
Valencia CF	170	85	118	86
Tiendas Oficiales VCF	38	19	54	27
Total	208	104	172	113

The Club has a health and safety committee (Art. 38, 39 LPRL) made up of 3 prevention delegates from the works council and 3 representatives appointed by the company. In order to carry out their prevention work, they hold quarterly meetings.

Additionally and in the same line, the Club is part of a working group formed by PRL technicians from different first division teams in order to share everyday situations that affect everyone, contributing ideas and knowledge for the improvement of preventive management and safety and health at work. For this, both online and face-to-face sessions are held.

Nº SESSIONS WORKING GROUPS PRL: 3

A voluntary medical examination is carried out annually for all staff through the Health Surveillance Service with which this service has been arranged. It also facilitates the option of taking out private health insurance with the advantage of adhering to a flexible remuneration system, and all Valencia CF employees have life and accident insurance.

With regard to accidents at work, this season there have been 11 accidents, of which 4 have been men and 7 women. It should be noted that sick leave caused by COVID-19 is no longer considered work accidents (work accidents of professional players are excluded from these calculations).

No cases of occupational diseases have been reported.

In the 2022-2023 season, the total hours of absenteeism of the Valencia CF Group amount to 1,659h. This data includes the absenteeism of workers who register their working day in a specialized application, so Valencia CF is working to: i) increase the number of workers who register their working day in said application and ii) to reduce absenteeism.



NOTES: Frequency Index = (Number of accidents/Number of hours worked) x 1,000,000.
Severity Index = (Number of Days Lost/Number of hours worked) x 1,000.

SOCIAL RELATIONS

This material refers to GRI 2 General Contents, 2021. Specifically, it refers to GRI 2-30 Collective Bargaining Agreements. It also refers to GRI 402 Worker-Company Relations, 2016. Specifically, it refers to GRI 402-1 Minimum notice periods on operational changes.

The employment relationship between non-sporting staff and Valencia CF is regulated by the collective agreement negotiated by the works council (Collective Labour Agreement for Employees of Valencia Club de Fútbol, S.A.D). And in the case of VCF Official Stores, they are governed by the collective bargaining agreement of the Textile Trade sector of the province of Valencia.

100% NON-SPORTS STAFF COVERED BY COLLECTIVE AGREEMENT

It should be noted that any operational change that may occur in the organization is communicated to employees in the time and manner that are included in collective agreements.

With regard to sports personnel, their employment relationship is regulated by RD1006/1985 of 26 June.

In the continuous search for an improvement of the relationship of the company with its employees, it has the following communication channels that are detailed below:

→ **Work Climate Survey:** an annual Work Climate Survey is carried out on all employees. This survey is anonymous and serves to obtain information about your satisfaction status and possible improvements to be implemented that the company analyzes and takes into consideration.

→ **Employee Portal:** This collaborative platform improves the relationship between employees and employers, facilitates time management, and increases productivity. In terms of internal communication, it allows you to upload content, documents and messages on the bulletin board for all employees of the organization.

→ **Newsletter:** this is a periodic publication that collects the most relevant and interesting news of the company. It is a tool to bring the employee closer to the strategic objectives established by the Group and, in addition, keep him abreast of current events.

→ **Other internal communications:** the entity has official communication channels for relevant requests or queries from employees.

→ **Sending informative e-mails:** shipments are made through several mail groups to favor the information and dissemination of news, events or any other relevant information.

As already mentioned in the Good Governance section, with the aim of preventing the commission of irregularities by any employee or third party linked to the organization, and in accordance with the provisions of the Compliance Model, Valencia CF has a Complaints Channel that allows all employees to report any situation that may constitute a breach of current legislation, the Code of Conduct or any other internal policy or procedure. As established in the Club's Code of Conduct, employees not only have the possibility but the obligation to report these situations.

EMPLOYEE VOLUNTEERING IN SPECIFIC CAMPAIGNS

Committed to society, the Group's employees actively and voluntarily participate in charity campaigns that are organized periodically such as the collection of donations for the fight against cancer, collection of toys in Christmas campaigns or food collection.

DONATIONS FIRST TEAM PLAYERS

Many of the players of the first team of Valencia CF, in order to contribute to the development of the activities carried out by the VCF Foundation and with the aid it provides to former players, donate 1% of their fixed net remuneration of the season to the Foundation. In the 2022-2023 season this amount has amounted to €242,710.00.

FORMATION



This material refers to GRI 404 Training and teaching, 2016. Specifically, it refers to GRI 404-1 Average hours of training per year per employee.

All employees have completed internal training in Compliance, occupational risk prevention and data protection. In addition, the Group encourages the participation of all its employees in specialized training courses in order to maintain a constant update of knowledge and specialization that the job requires.

→ AVERAGE TRAINING HOURS

64.23 / TOTAL AVERAGE

67.47 / MEN AVERAGE

50.68 / WOMEN AVERAGE

	MEN	WOMEN
Category 1	43	0
Category 2	35.25	0
Category 3	39.20	36.44
Category 4	48.30	64.89
Category 5	173.80	65.67
Sporting Staff	62.56	0

EQUALITY AND DIVERSITY



The entity has an equality plan since 2018 that determines the way the company and the entire workforce act in their business activity. It establishes the principles of equality between male and female workers, without any direct or indirect discrimination on grounds of birth, race, ethnicity, national origin, sex, religion, opinion, sexual orientation, age, or any other personal or social condition or circumstance.

On March 1, 2023, the II Valencia CF Equality Plan came into force with a period of four years.

The Group is committed to the establishment and development of policies that integrate equal treatment and opportunities, as well as the promotion and promotion of measures to achieve real equality within the organization, establishing equal opportunities between women and men as a strategic principle of corporate management and Human Resources of the company. In each and every one of the areas in which the activity of this company is developed, from selection to promotion, through wage policy, training, working and employment conditions, occupational health, the organization of working time and conciliation, the principle of equal opportunities between women and men is assumed.

In terms of Prevention of Sexual Harassment, Valencia CF has a specific prevention and action protocol for cases of sexual harassment, harassment based on sex and discrimination based on sex, through which it manifests an attitude of zero tolerance towards these acts, and whose objective is to prevent these situations and eradicate them when they appear.

In this regard, no case has been brought before the action commission.

UNIVERSAL ACCESSIBILITY

All the Group's facilities have the corresponding access measures in order to allow all employees with some type of physical disability to carry out their function without difficulties.

As for accessibility in the stadium, there is a specific door (S-11) adapted to the needs of anyone with reduced mobility. In the same way, there is a specific area to witness the events that are disputed in the installation.

The central offices have an elevator that gives access to all floors of the building and ramps in the access to the car park.

In the Ciutat Esportiva de Paterna, the central building has access ramps to it and the training fields are at street level without changes in grade or height that prevent universal access. In addition, this season an access ramp has been built and an area with a small elevation has been enabled in the Antonio Puchades stadium so that fans with reduced mobility can witness the matches. A new adapted toilet has also been built.

In the VCF Official Store located near the stadium, a stairlift is available to access the lower floor. The Megastore, like the headquarters, is equipped with an elevator that gives access to all floors.



HUMAN RIGHTS



This material refers to GRI 406 Non-Discrimination, 2016. Specifically to GRI 406-1 Cases of discrimination and corrective actions undertaken

The Valencia CF Group, based on the principles set out in the Declaration of Human Rights of the United Nations, has mechanisms to ensure compliance.

To the extent that part of the activity involves the training (sports and personal) of many children, the Club, through its code of conduct, prioritizes the protection of the rights of these minors. Therefore, in the development of the activity, the people linked to the Club, especially the staff of the academy must be governed at all times by this principle.

The responsibility of the Club towards the children who, especially as players of the lower categories, maintain some link with Valencia CF is maximum, and all employees and collaborators of the Club must consider this aspect in their conduct, acting with the highest care and caution.

Likewise, the due diligence process is another tool that allows the Club to establish whether the activity with its business partners may have an adverse impact on the Human Rights of the communities affected by the activity to be developed. Due to the type of business members of the Club, in many cases this risk will be low. However, it may not be so in the case of some third parties engaged in the textile sector, or in academies or agreed entities located in certain territories.

In the same way, as already mentioned in the Good Governance section, the Group has a complaints channel and a personal protection policy that ensures the privacy of all stakeholders.

And similarly, in compliance with Organic Law 8/2021 of June 4, on the comprehensive protection of children and adolescents against violence, the Club is governed by the protocols for action against violence in the sports and leisure field against possible situations of violence against children adopted by public administrations, and has incorporated the designation of a child protection delegate responsible for disseminating and complying with these established protocols, preserving and promoting child welfare, and preventing risks of violence, abuse or harassment against minors in the Club.

The Valencia CF Group has not received any claim or complaint related to the violation of human rights.

In terms of our turnover, our most important supplier is PUMA. This is responsible for supplying practically all the products sold in official stores, as well as supplying all the textile material to all teams. Therefore, it is essential that the Group's standards of demand are in turn met by said supplier.

At the heart of PUMA's sustainability strategy is respect for human rights. It appears as a fundamental principle within its code of conduct, this not only affects PUMA, but all actors in its supply chain.

To ensure that its suppliers meet its strict standards of working conditions, social and environmental, the PUMA team and external partners audit the work facilities regularly. PUMA factories, which are enrolled in the ILO/IFC Better Work Programme, go through a learning process in the fields of assessments, advisory services, industry seminars and training. The programme covers areas such as child labour issues, discrimination, forced labour, freedom of association, collective bargaining and national labour law regulations on compensation, contractual and labour relations, occupational safety and health, working hours and more.

PUMA's initiatives support providers in reviewing existing policies and practices or establishing new ones to achieve women's empowerment. They help conduct workshops in factories where representatives of local NGOs train workers on human and women's rights.

In addition, PUMA is affiliated with the Fair Labor Association and has implemented FLA's Fair Compensation strategy.

Finally, it should be noted that the Valencia CF Group also disseminates and promotes human rights through campaigns and actions of great impact on society, highlighting during this season (already mentioned at the beginning of this report):

0 CLAIMS AND DENUNCIATIONS HUMAN RIGHTS



"STOP BULLYING - TOTS A UNA VEU"

Against bullying, campaign launched the "International Day against bullying", consisting mainly of the search for captains against bullying in 910 schools in the Valencian Community.

UNION TO THE "II LALIGA WEEK AGAINST RACISM"

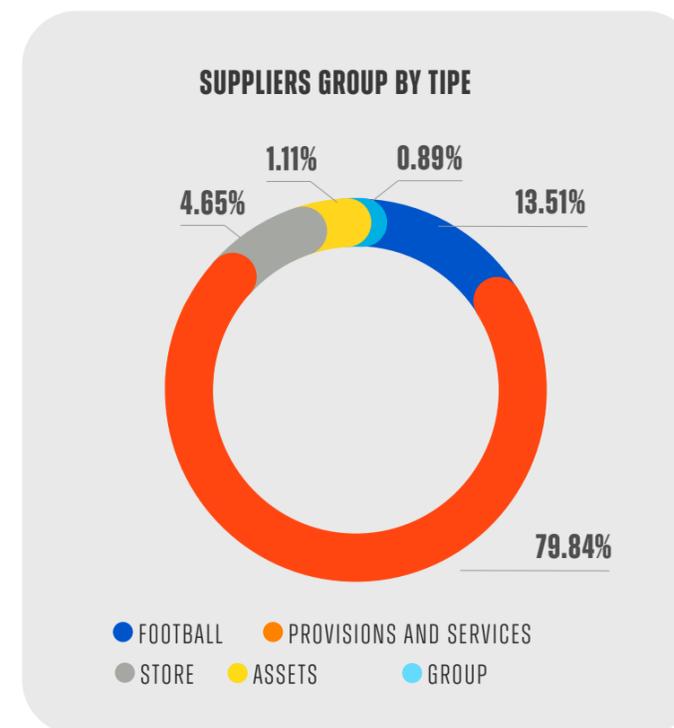
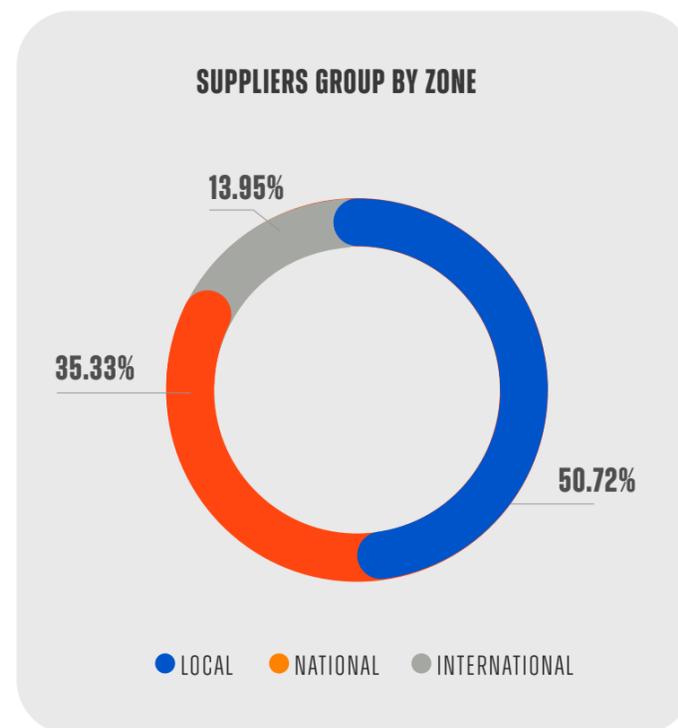
Where our players have shared with the fans their reflections and their defense of plurality, messages by public address system, video scoreboard and social networks by the Club against racism, discrimination and intolerance in football, among others.

RESPONSIBLE SUPPLY CHAIN



This material refers to GRI 2 General Contents, 2021. Specifically, it refers to GRI 2-6 Activities, value chain and other business relationships. Additionally, it also refers to GRI 204 Sourcing Practices, 2016. Specifically to GRI 204-1 Proportion of expenditure on local suppliers.

Below is a descriptive summary of the Group's supply chain. As can be seen, more than 50% of the suppliers involved in this chain are of local origin (Comunitat Valenciana) and more than 85% of the suppliers are of national origin. These figures conclude the high commitment of the Valencia CF Group for local development at a social, sporting and economic level.



As already highlighted throughout this document, the Group has a due diligence process that applies to new hires of suppliers, relationships with business partners and third parties that the Group considers of special interest.

This procedure regulates the establishment of relationships with new business partners. Based on a prior analysis of the risks that the new relationship may entail at a social, human rights, environmental or corruption level, the procedure establishes a series of measures that must be carried out prior to the start of the relationship, from the inclusion of contractual compliance clauses to the requirement of certifications that accredit certain compliance standards in specific areas.

During the 2022-2023 season, there is no record of any incident from any supplier for the services and/or products provided to the Group.

Average payment term to suppliers during the season has been 47 days.

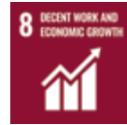
	ZONE			
	NUMBER SUPPLIERS	LOCAL	NATIONAL	INTERNATIONAL
Valencia Club de Fútbol S.A.D.	785	49.81%	34.90%	15.29%
Tiendas Oficiales VCF S.L.U.	107	56.07%	38.32%	5.61%
Litoral del Este S.L.U.	11	63.64%	36.36%	0%
TOTAL	903	50.72%	35.33%	13.95%

	ACTIVITY				
	FOOTBALL	PROVISIONS AND SERVICES	STORE	ASSETS	GROUP
Valencia Club de Fútbol S.A.D.	15.54%	82.80%	0%	1.27%	0.38%
Tiendas Oficiales VCF S.L.U.	0%	57.94%	39.26%	0%	2.80%
Litoral del Este S.L.U.	0%	81.82%	0%	0%	18.18%
TOTAL	13.51%	79.84%	4.65%	1.11%	0.89%

***NOTE:** The data of the company Valencia Club de Fútbol (Asia) Pte. Ltd. is excluded, as it is a company that currently has no activity.



EXTERNAL HUMAN CAPITAL MANAGEMENT



IMPACT ON ACTIVITY ON EMPLOYMENT

AND LOCAL DEVELOPMENT

This material refers to GRI 413 Local Communities, 2016. Specifically, it refers to GRI 413-1 Operations with local community participation, impact evaluations and development programs.

The organization of events and the activity of the Valencia CF Group in any of its facilities generates a great impact on employment and local development. Although no specific evaluations and/or studies have been carried out to measure this impact, the Group can provide information, for example, about the number of direct personnel of the subcontracting that it usually carries out for the correct development in the organization of matches played at the Mestalla stadium. These figures represent an average in the 2022-2023 season:

GAME AT MESTALLA:

COLLECTIVE

PEOPLE

IT STAFF	2
PERSONAL SECURITY	116
MAINTENANCE STAFF	7
PERSONAL COMMUNICATION	14
VOLUNTEER CORPS	130
HOSSESSES AND HOSSESSES	47
USHERS	210
CLEANING SERVICES	9
HOSPITALITY INDUSTRY	60
TOTAL	595

RELATIONS WITH STAKEHOLDERS

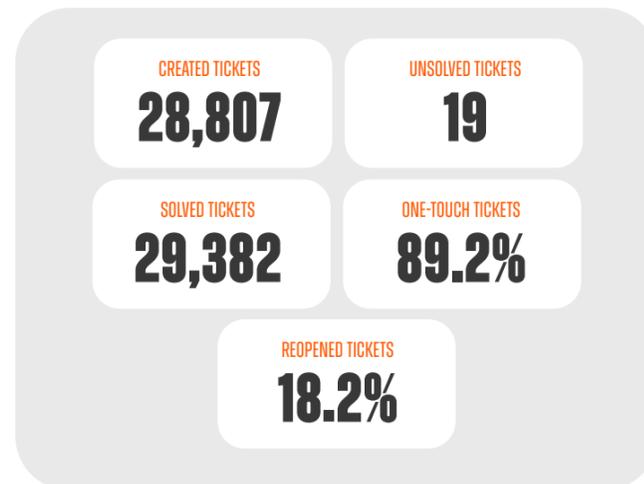
In view of the importance of communication with fans, this is the stakeholder group on which the Club has invested heavily to improve such communication. The rest of the stakeholders involved in the Group's regular operations follow regular channels of communication.

In August 2018, Valencia CF included as an official contact channel a multichannel online platform in which the different means of direct contact with the Club are unified. From a contact website (<https://support.valenciacf.com/>) any interested party can fill in a series of data that help to resolve possible incidents and / or request information.

Through this channel, users have the possibility of streamlining their procedures by selecting between different forms that are updated throughout the season.

Since its implementation until today, more than 100,000 requests or tickets have been managed. Currently, this is the contact method most used by fans, approximately 80% of the tickets attended are through this channel.

In the 2022-2023 season, 28,807 tickets have been managed:



Within this platform, all the customer service of the Official Stores is also managed, managing 1,012 requests throughout the 2022-2023 season.

CREATED TICKETS

1,012

UNSOLVED TICKETS

0

SOLVED TICKETS

1,016

ONE-TOUCH TICKETS

80.4%

REOPENED TICKETS

16.0%

SATISFACTION SURVEYS

At the end of the management of each request, a simple satisfaction survey is sent, in which the quality of the support received can be qualified. During the 2022-2023 season, the following results have been obtained:

+ 28,000 REQUESTS ANSWERED

BREAKDOWN OF REQUESTS ATTENDED IN GENERAL

SATISFACTION SCORE

76.4%

GOOG SATISFACTION TICKETS

3,383

BAD SATISFACTION TICKETS

1,047

BAD TO GOOD RATINGS

43

SATISFACTION RATED

28.0%

BREAKDOWN OF REQUESTS ATTENDED IN OFFICIAL STORES

SATISFACTION SCORE

79.1%

GOOG SATISFACTION TICKETS

185

BAD SATISFACTION TICKETS

49

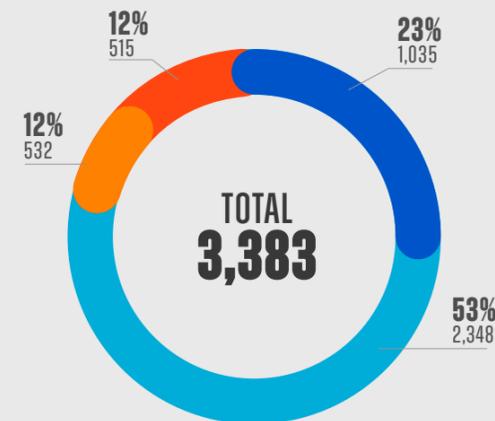
BAD TO GOOD RATINGS

2

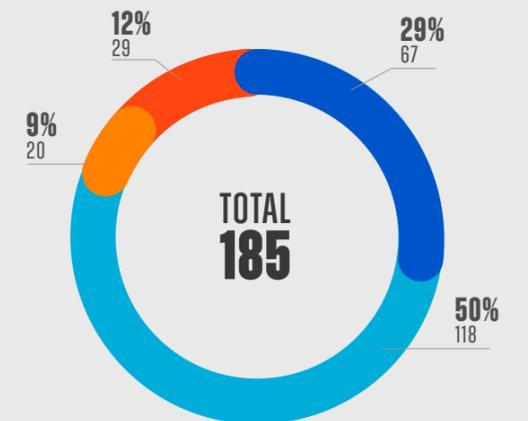
SATISFACTION RATED

28.9%

BREAKDOWN OF REQUESTS ATTENDED IN GENERAL



BREAKDOWN OF REQUESTS ATTENDED IN OFFICIAL STORES



● GOOD W/ COMMENT ● GOOD W/O COMMENT ● BAD W/ COMMENT ● BAD W/O COMMENT

And on the part of the requests attended in Official Stores:

Additionally, in these surveys, comments and suggestions are collected from users that are taken into account in future actions.

PERSONALIZED E-MAILS

Through the personalized sending of emails, any information considered relevant to the fan is sent. These receive all the necessary information for any important management within the usual procedures of the Club, such as season ticket renewal campaigns, and other important events.

FUNCTIONAL DIVERSITY

To ensure personalized attention to the group with functional diversity, the use of an instant messaging application has been established as a contact method. To do this, a direct contact mobile number has been enabled with which both by messaging and through calls you can contact the Club directly. Currently, it is through this service, through which they are communicated and consulted any issue or action directly related to this group.

BREAKFAST AT MESTALLA

During this season the initiative "A breakfast in Mestalla" has continued. These sessions with VCF Partners have as their main objective, through different themes, to know the opinion and collect suggestions from fans. With a maximum of 15 attendees per session, season ticket holders meet in a room at the Mestalla stadium to discuss and comment on all the news of Valencia CF in order to improve and be able to undertake new initiatives, as well as to know first-hand the feelings of the fans. Throughout the 2022-2023 season, 47 subscribers have attended the 5 sessions held. Once this activity is completed, a satisfaction survey is also sent.



VCF KIDS EXPERIENCE

This season the VCF KIDS Experience has resumed normally, consisting of a group of a maximum of 30 children can enjoy a very special pre-match, since they have the opportunity to greet the Valencia CF players in the dressing room tunnel, and then go out to the center of the field where a group photo is taken.

This action is done by registering on our website, and is exclusive for VCF Members, and for ages between 5 and 12 years.

14 VCF KIDS EXPERIENCE
MATCHES IN THE 2022-2023 SEASON

304 CHILDREN HAVE LIVED THE VCF KIDS EXPERIENCE
IN THE 2022-2023 SEASON



PARTNERSHIP ACTIONS



This material refers to GRI 413 Local Communities, 2016. Specifically, it refers to GRI 413-1 Operations with local community participation, impact evaluations and development programs.

LES NOSTRES BANDES

Since 1994 the Music Bands are part of the DNA of Valencia CF, and parade through Mestalla at the beginning of each match. The presence of these musical societies in the stadium is a differentiating element in the Spanish League and is a reflection of a sociological phenomenon with strong roots, since more than 95% of Valencian populations have at least one musical society. The passage of thousands of musicians through Mestalla is a sign of the importance of this group that forms a unique social and educational project in the world.

In each match, Valencia CF invites a band from a different location in order to make it part of the event and make Valencian music and culture visible to more than 49,000 spectators. This season approximately 2,200 musicians have been able to parade before the public of the Mestalla stadium.

+2,200

MUSICIANS HAVE PARADED WITH THEIR BANDS THROUGH MESTALLA IN THE 2022-2023 SEASON



PARTY

BAND

VALENCIA CF – ATALANTA 06/08/2022 (ORANGE TROPHY)	Municipal Band of Villena (Alicante)
J1 VALENCIA CF – GIRONA 14/08/2022	Asociación Musical Canalense de Canals (Valencia)
J3 VALENCIA CF – ATLÉTICO DE MADRID 29/08/2022	Asociación Musical La Filarmónica Alcudiana de L'Alcudia (Valencia)
J4 VALENCIA CF – GETAFE 04/09/2022	Agrupación Musical de Rocafort (Valencia)
J6 VALENCIA CF – CELTA DE VIGO 17/09/2022	Sociedad Instructivo Musical 'La Primitiva' of Alborache (Valencia)
J9 VALENCIA CF – ELCHE 15/10/2022	Asociación Musical Santa Cecilia de Almenara (Castellón)
J11 VALENCIA CF – RCD MALLORCA 22/10/2022	Societat Musical 'La Lira' of Monforte del Cid (Alicante)
J12 VALENCIA CF – FC BARCELONA 29/10/2022	Societat Musical 'Lira Castellonera' of Castellón (Castellón)
VALENCIA CF FEMENINO – LEVANTE UD FEMENINO 19/11/2022 (LALIGA F)	Centre Estudi Musical de Almàssera (Valencia)
J14 VALENCIA CF – BETIS 10/11/2022	Societat Instructiva Unió Musical de Montserrat (Valencia). Youth band.
VALENCIA CF – NOTTINGHAM FOREST 16/12/2022 (friendly)	Centro Instructivo Musical Tendetes (Valencia)
J16 VALENCIA CF – CÁDIZ 06/01/2023	Unió Musical de Atzeneta d'Albaida (Valencia)
J18 VALENCIA CF – ALMERIA 23/01/2023	Asociación Musical de Guardamar de la Safor (Valencia)
VALENCIA CF – ATHLETIC 26/01/2023 (COPA DEL REY)	Symphonic Band of Aldaia (Valencia)
J21 VALENCIA CF – ATHLETIC CLUB 11/02/2023	Sociedad Musical La Artística Manisense de Manises (Valencia)
J23 VALENCIA CF – REAL SOCIEDAD 25/02/2023	Asociación Musical 'La Lira' de Cheste (Valencia)
J25 VALENCIA CF – OSASUNA 11/03/2023	Tuéjar Music Band (Valencia)
J27 VALENCIA CF – RAYO VALLECANO 03/04/2023	Sociedad Unión Musical de Ribarroja del Turia (Valencia)
J29 VALENCIA CF – SEVILLA 16/04/2023	Instructive Centre Musical Union of Sot de Chera (Valencia)
J31 VALENCIA CF – REAL VALLADOLID 27/04/2023	Unió Musical de La Pobla Llarga (Valencia)
J33 VALENCIA CF – VILLARREAL 03/05/2023	Banda Primitiva de Paiporta (Valencia)
J35 VALENCIA CF – REAL MADRID 21/05/2023	Musical Union of Yátova (Valencia)
J37 VALENCIA CF – ESPANYOL 28/05/2023	Unión Musical 'La Nova' of Quatretonda (Valencia)



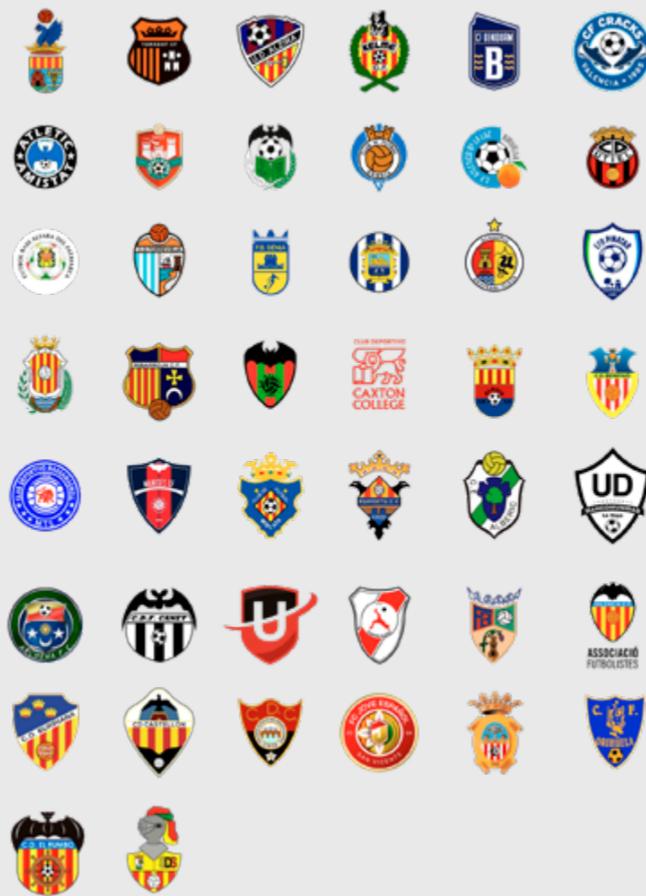
VCF SCHOOLS

Since the 2018-2019 season, the Valencia Club de Fútbol Academy has been working with different Agreed Schools that encompass and form the "Escoles VCF" project.

A project that seeks to take care of talent and grow hand in hand with the Schools generating Valencianism, so that among all the participants they join efforts to feed their own football culture. There are several activities developed within the Escoles VCF project that are distributed during the season.

The Valencia CF Academy aims to strengthen relationships between entities while helping to professionalize their day-to-day lives. These bonds of union also allow to find and take care of the football talent that springs up throughout the Valencian Community.

44 AFFILIATED SCHOOLS



VCF SOCCER ACADEMIES

VCF Soccer Academy is Valencia CF's international football program. The main objective of these academies is to provide tools for the development of the football potential of the players, as well as the acquisition of the values of sport, under the supervision of a technical manager of the international area of Valencia CF.

Currently, the Club has academies in 7 countries around the world: United States, Canada, Morocco, Greece, Cyprus, Japan and South Korea.

10 INTERNATIONAL ACADEMIES



INTERNATIONAL SPORTS CONSULTING PROJECTS

Drawing on the Club's experience training high-level footballers, the Academy's experts act as consultants to assist and advise professional and amateur clubs in the development of their young footballers and coaches. Based on the same methodology that is carried out in the Valencia CF Academy, the training methods are adapted to the context and needs of each project to maximize results.

These linkages also give rise to the possibility of developing other types of projects in parallel. In addition to the development of grassroots football and the structure of the Academy, new ways of collaboration are explored in other important areas of a club, all of which is considered as a comprehensive consulting project.

5 INTERNATIONAL SPORTS CONSULTING AGREEMENTS



INTERNATIONAL ALLIANCES

Through these alliances, Valencia CF shares its methodology and experience with professional clubs and federations around the world that intend to strengthen their lower categories and improve the integral development of their players.

The interest of different clubs and federations in joining this new program contributes to the consolidation of the Valencia CF Academy as one of the benchmarks in the development of talent and training of young footballers.

2 INTERNATIONAL ALLIANCES



VALENCIA CF FOOTBALLERS ASSOCIATION

It is of interest to Valencia CF the social welfare work carried out by the association of ex-footballers, ex-coaches and ex-presidents of Valencia CF. Therefore, since 2014, the Club has been collaborating with this association by making an annual financial contribution directly and providing other services such as, for example, the transfer of facilities for the organization of events, among other contributions.

FOOTBALL FEDERATION OF THE VALENCIAN COMMUNITY (FFCV)

COMMUNITY (FFCV)

Valencia CF maintains in force a collaboration agreement with the FFCV (Football Federation of the Valencian Community) by which the two entities establish a professional alliance for educational purposes to facilitate better training for their respective technicians.

UNIVERSITIES AND TRAINING CENTRES

Valencia CF has collaboration agreements with the universities CEU Cardenal Herrera, Universidad Católica de Valencia, Universidad Politécnica de Valencia, Universidad de Valencia, Universidad Católica de Murcia (UCAM) and the Mas Camarena school.

These agreements are of a cultural, educational and scientific collaboration nature, as well as mutual assistance between the entities.

FOOD BANK

Since 2020, Valencia CF collaborates with the Banco de Acción Solidaria Association, giving up its facilities for the storage and distribution of food. At the same time, it promotes and gives visibility to the actions of the association through its communication channels and social networks.

Since the beginning of the collaboration, Camp de Mestalla has become one of the main food donation points in Valencia where more than 2,200,000 kg of basic food have been distributed to more than 92,000 beneficiaries belonging to more than 33,000 families. In addition, more than 7,500 solidarity bags have been supplied with about 113,000 kg of food for families in precarious situations.



SOCIAL CONTRIBUTIONS

LALIGA, RFEF, AFE AND CSD

Valencia CF makes relevant contributions as a result of the withholdings carried out on the income from the Television Rights. These contributions exceed 6 Million Euros as detailed below:

AMOUNT (IN MILLIONS OF €)	BENEFITTING PARTY/PURPOSE	PURPOSE
2.4	 LaLiga	International competition promotion and compensation fund
1.4	 RFEF	Amateur football promotion.
2.0	 CSD	Promotion of high-level athletes, women's football, trade unions, promotion of Olympic and Paralympic federated sport, other public systems social protection.
0.4	 AFE	Footballers Union.
6.2	TOTAL	

CUSTOMER SATISFACTION (SUPPORTERS, FANS AND PARTNERS):

This material refers to GRI 417 Customer Health and Safety, 2016. Specifically, it refers to GRI 417-3 Cases of non-compliance related to marketing communications.

As indicated in the section "Relations with stakeholders", fans and customers of the Group can submit complaints and claims through the usual channels of communication. In addition, the Panel has claim forms available at all its facilities to all users upon request.

Below are the data for the 2022-2023 season regarding the complaints and claims received:

2 / Consumer Office complaints, received in the 2022-2023 season.

13 / Claims via Claim Forms at the Group's facilities

The Valencia CF Group has not identified any breaches of regulations in relation to marketing, advertising, promotion or sponsorship communications.



VCF ACADEMY

The VCF Academy has established itself as one of the best in Europe. This is what emerges from the latest CIES Football Observatory report published in October 2022. This report places the academy in the 6th position in Europe in number of trained players currently competing in one of the 5 major leagues, with a total of 25 players.



VCF ACADEMY

VCF EDUCATES

One of the pillars on which the Valencia CF Academy is based is the VCF Educa program, which brings together the different training areas that the academy has been developing in recent years:



Likewise, Valencia CF offers coaches and professionals from other areas related to the development of footballers (physical preparation, readaptation, nutrition, performance analysis, etc.) training stays that allow them to know first-hand the work of the professionals of the VCF Academy. In online or face-to-face format, through seminars, practical

workshops and visualization of training and matches of the VCF Academy teams, the participants of these courses acquire a unique experience adapted to their training demands through theoretical sessions and visualization of training and matches.

VALUES PROJECT

An Academy full of values. As key elements in the construction of the players. As key elements in the training of people. Sentiment, Germanor and Courage.

360 ACADEMY

Complementary workshops with players. Within this training area, during the 2022-2023 season, different initiatives have been carried out, among which are:

→ Agreement signed with the **Valencian Hockey Federation** to include multisport activities in the formation of Football8.

→ **"Green Card" workshop:** the players, fathers and mothers of the Valencia CF academy teams participated in a referee workshop to recognize their work, promote respect for their figure and empathize with them.

→ **Workshops** on the use of social networks for players of the academy teams.

→ **Financial management** workshop for players of the academy teams.



EDUCATIONAL AGREEMENTS WITH UNIVERSITIES AND THE MAS CAMARENA CENTER

Academic development of the players.

ACADEMY IN COMMUNITY

Social actions with players together with the VCF Foundation. Within this program of social actions, VCF youth B players have received an information session given at the Campanar Fire Station on the work carried out by the Disaster Intervention Group, and the experience lived by the NGO Bombers pel Món in its displacement to Adiyaman to provide aid for the earthquake that occurred in Turkey.

ACADEMIA EDUCA - SOCIAL MEDIA

During this season training and educational videos have been incorporated within the umbrella of the VCF Educa project through social networks. In this way, it seeks to surround the training content to virtual platforms, with greater power of dissemination, using an understandable language that helps to reinforce the project of values and the philosophy of the academy.

PARENT SCHOOL

Training workshops (on nutrition, etc.) given to the families of the players of the academy.

VCF ACADEMY

VCF ACADEMY WORLD CUP



This tournament aims to bring together every season in the Ciutat Esportiva de Paterna the teams of the different VCF Soccer Academies and international clubs or academies linked to Valencia CF through technical partners, international alliances and other programs that contribute to expand the methodology and values of the Academy.

The second edition of the VCF Academy World Cup, held from June 29 to July 2, 2023, has had representation of teams from America, Asia and Europe. The teams faced each other, allowing them to live an unforgettable experience and strengthen their ties with the philosophy, methodology and values of the Academy and the DNA of Valencia CF.



VCF ACADEMY

NATIONAL AND INTERNATIONAL CAMPUSES

The summer camps of Valencia CF have coaches from the Academy specialized in training children and young people. The national campus in Valencia is held in the Ciutat Esportiva de Paterna, and is aimed at boys and girls from 5 to 16 years old. More than 600 boys and girls from all over the world participated in the 2022 summer camp.

+600 BOYS AND GIRLS HAVE PARTICIPATED IN THE 2022 SUMMER CAMP IN VALENCIA

In addition, Valencia CF offers the possibility of organizing VCF Campus anywhere in the world and at any time of the year with the aim of offering children from 5 to 18 years old the opportunity to participate in an unforgettable training and leisure experience with Valencia CF.

Each VCF Campus has the presence of coaches from the VCF Academy who travel to the facilities where the program is carried out to direct the training sessions and coordinate the rest of the participating coaches, using the training methodology of the VCF Academy.

22 ORGANIZED CAMPUSES **+3,000** PLAYERS



VCF ACADEMY

WOMEN'S CAMPUS IN SAUDI ARABIA

Taking advantage of the trip to Saudi Arabia for the participation in the Spanish Super Cup, Valencia CF launched the first women's camp in Saudi Arabia, in which about 40 players participated in January 2023.

Two technicians from the VCF Academy accompanied them in this Women's Campus that Valencia CF carried out in collaboration with the Jeddah Pro Football Academy and The Futbol Office. The most important thing was that these 40 players were able to enjoy football and receive an important boost in their willingness to practice this sport that in Saudi Arabia is taking its first steps after the creation in 2022 of the women's national league and the women's national team.

This Valencia CF Women's Campus in Saudi Arabia is another example of the commitment that Valencia CF maintains for equality and the empowerment of women and that was already reflected in the agreement that in 2015 President Layhoon Chan signed with UN Women to promote gender equality.



OTHER SOCIAL ACTIONS: VALENCIA CF AND FUNDACIÓ VALENCIA CF

The VCF Foundation is, above all, an example of Valencia CF's social commitment to its fans and Valencians. The actions of the Foundation focus on three objectives: to disseminate the spirit and heritage of Valencia CF among Valencians; help Valencian society in the care of the disadvantaged; and promote a feeling of belonging and rootedness to Valencia.

SUPPORT FOR WOMEN'S FOOTBALL

Valencia CF has supported Valencia Féminas CF without interruption through the Foundation, which currently has a team that competes in LaLiga F, a subsidiary in the 2nd RFEF of Women's Football and a structure of grassroots football teams that compete in lower categories. In the 2021-2022 season, Valencia CF invited Valencia Féminas CF to integrate its academy into the grassroots football structure so that they could benefit from the synergies of the Men's Football Academy. In the 2022-2023 season, the VCF Foundation has allocated approximately 46% of its budget to the promotion of women's football.



COR BLANQUINEGRE

+300 / Direct beneficiaries
in the 2022-2023 season.

6,000 / Indirect beneficiaries
in the 2022-2023 season.



ESCOLES COR BLANQUINEGRE

In October 2015, Valencia CF, through the VCF Foundation, launched the Escoles COR Blanquinegre initiative, a corporate social responsibility action that uses football as a tool for transmitting values to people at risk of exclusion, and aimed at:

→ Teachers and students of certain schools and care for minors, located in neighborhoods of Valencia and towns in the province with a complicated social context.

→ Penitentiary centers of Castellón I and II, Picassent, Villena and Alicante.

To carry out the action aimed at minors, weekly trainings are organized with a marked educational profile, Valencia CF makes available to the VCF Foundation coaches of the Academy who, in coordination with those responsible for the

centers, use football as a training, social and sports tool to encourage young people in their day to day and help them in their personal progress, student and community.

To date, more than 4,300 children have benefited and thanks to the joint work with 26 educational centers in the Valencian Community, fundamental objectives have been achieved such as combating school absenteeism, improving the behavior of minors, and achieving their performance and academic motivation. An action in which they have been involved, with parallel activities, from the VCF Academy to the VCF Women's quarry, through the first male and female teams. From this commitment, has emerged in this eighth course of Escoles Cor Blanquinegre the appointment of the figure of godfather of the footballer Jaume Domenech.



→ ESCOLES COR BLANQUINEGRE

	TEAMS	NUMBER OF BENEFICIARIES ANNUAL ACTIVITIES	NUMBER OF INDIRECT BENEFICIARIES
2015-2016	12	215	1,250
2016-2017	21	410	2,050
2017-2018	31	606	2,950
2018-2019	50	978	4,300
2019-2020	50	990	4,390
2020-2021	18	250	2,400
2021-2022	30	450	3,700
2022-2023	26	335	6,000

In collaboration with prisons, work is being done on the reintegration and social re-education of inmates and the practice of sport is encouraged with a formative and recreational purpose that offers a positive alternative to the use of their free time. This program has 11 teams between male and female modality, 155 direct participants and 1,700 indirect participants.

It should be noted that in recognition of this work the VCF Foundation has received this season the Silver Medal for Penitentiary Social Merit from the General Secretariat of Penitentiary Institutions of the Ministry of the Interior.

Valencia Provincial Council and Caixabank collaborate with this project.

OTHER SOCIAL ACTIONS: VALENCIA CF AND FUNDACIÓ VALENCIA CF

JO SOC VALENCIANISTA RURAL

Within the framework of the Escoles Cor Blanquinegre program, the VCF Foundation has developed the activity "JO SÓC VALENCIANISTA RURAL" in order to bring the Club and the white sentiment to rural environments and localities at risk of depopulation throughout the Valencian Community.



This action has consisted of the realization of 17 days of sports training with a reach of 995 children from more than 50 municipalities, providing participants with a unique experience of socialization through sport. To carry it out it has had the support of the Conselleria d'Educació, Cultura i Esport.

55 / Municipalities visited

25 / Participating schools

+1,900 / Direct beneficiaries in 2022-2023 season

2,000 / Indirect beneficiaries in 2022-2023 season



DNA MESTALLA SOLIDARI

Valencia CF and Fundació VCF wanted to reinforce their commitment to Valencian society through the second edition of "ADN Mestalla Solidari", making visible and highlighting the work carried out by different NGOs and associations. To do this, they have been invited to enjoy at the Camp de Mestalla, taking advantage of the visit of the teams participating in friendly matches and LaLiga of this season 2022-2023.



BENEFICIARY ENTITIES 2022-2023 SEASON

- Prisons, and other FVCF collaborations
- Carlos Huertas and Miguel Angel Perales
- Humanitarian Attention Red Cross
- Transfusion Center of Valencia
- Dorothy day family shelter
- Association of Relatives of Alzheimer's Patients (Valencia)
- DRAGON BOAT MARINA
- L'Oceanogràfic Foundation
- ANAR Foundation
- ASLEUVAL
- Escoles Cor Blanquinegre
- Valencia CF IN team players
- Transfusion Center, ISO, Alzheimer, Dragonas, Oceanographic, Anar Foundation, Asleuval
- Diputació, Tesela, Aquaservice, Aliter, Supertite and Colevisa (Sponsors of Valencia CF IN)
- San Vicent de Berenguer Orphan Children School
- Bioparc Foundation
- Clowns
- Moms in action
- Bombers pel món
- Dogpoint
- Little Desire Foundation
- Big House
- Aladina Foundation
- Charity House
- AECC. Special Cost

+ 800 / Tickets donated to social beneficiaries in 2022-23 season

OTHER SOCIAL ACTIONS: VALENCIA CF AND FUNDACIÓ VALENCIA CF



VALENCIA CF INCLUSIVE

Valencia CF Inclusive, which has 65 players, is a team managed by the VCF Foundation and aimed at facilitating the practice of football among people with intellectual disabilities. Under the umbrella of the COR Blanquinegre program, the VCF Foundation has been working with ID people since the 2011-2012 season and in its Inclusive VCF since the 2016-2017 season, being its involvement increasing, until it became one of the founding clubs of LaLiga Genuine. It is an integrative initiative of social responsibility and pioneer in the world, which LaLiga develops through its Foundation, consisting of the creation of a League formed by teams of the DI collective, and that this season plays the 5th edition of the competition.

In turn, the Inclusive VCF also competes in the Regional Inclusive Football League.

This means that the Inclusive VCF, although it is still made up of people with intellectual disabilities, is led by a team of technicians with a multidisciplinary and specialized profile who work accompanying the players. All the contents of the program are developed and adapted to their abilities, with the aim of providing experiences that foster personal growth and the acquisition of adaptive skills so important to achieve inclusion in society. These extraordinary experiences allow them to achieve very high goals in their development that improve the quality of life of the players, this being the ultimate goal of the program. All this under the maximum protection and safety of the players, having been reinforced this 2022-2023 season with the appointment of a protector of the minor.

In the same way, the support of the Foundation to the DI collective has been reflected in the activity of the Escoles COR Blanquinegre DI since the 2017-2018 season and in the VCF DI Campus (7th edition in 2023), with the aim of facilitating the practice of football as a motivation for the personal development and social interaction of people with intellectual disabilities.

This season the VCF Inclusive has gone a step further, and has participated in the international tournament Special Olympics Korea K League Invitational Unified Football Club Cup 2022, being in third position among the 6 participating clubs from Korea, Japan and Germany.

65 / PLAYERS

3 / TEAMS



OTHER SOCIAL ACTIONS: VALENCIA CF AND FUNDACIÓ VALENCIA CF

MASSIVE BLOOD DONATIONS (CV TRANSFUSION CENTER)

"Dóna Sang en Mestalla" is the motto of a special blood donation day, in collaboration with the Transfusion Center of the Valencian Community. Special because it is held in the VIP Box of Mestalla and special because donors are given, for their altruistic gesture, tickets to witness a Valencia CF match at home.

In 2001 the collaboration with the Transfusion Center began and since then more than 12,000 units of blood have been obtained and more than 4,150 people have decided to be donors for the first time in these campaigns.

In the 2022-2023 season, 560 units of blood and 185 new donors have been obtained:

DONACIÓN SANGRE 2022/2023	
DONORS	659
ELIGIBLE DONORS	560 (450ML./DONOR)
NEW DONORS	185
QUANTITY OF BLOOD DONNED	252 LITERS
DONATION BENEFICIARIES	1,680 (3 PER DONATION)

+250 / LITERS OF DONATED BLOOD

+1,600 / ESTIMATED BENEFICIARIES FOR THE DONATION



COLLABORATION WITH ASINDOWN

Driven by their social commitment, since 2005 Valencia CF and the Valencia CF Foundation have been giving the image of the players of their first squads in order to draw up a charity calendar together with members of the Asindown association. This calendar is distributed for sale in the Official Stores of the Club and the profits collected by its commercialization go entirely to Asindown.



OTHER SOCIAL ACTIONS: VALENCIA CF AND FUNDACIÓ VALENCIA CF

VISITS TO SCHOOLS

For 4 seasons, Valencia CF has been carrying out the activity "Valencia visits your school", through which it works to make the world of football better known and bring the values of the Club closer to the schools of the province of Valencia. Focused on children in 4th, 5th and 6th grade, the activity also serves to transmit the values of sport, encourage teamwork, recommend eating guidelines and healthy lifestyle habits, present testimonies of self-improvement and give training advice in general. During the 2022-2023 season, a total of 10 schools have been visited, reaching some 2,700 students.



HOSPITAL VISITS

At Christmas, Valencia CF, represented by players from the first team and institutional positions, visits several hospitals in the city of Valencia, specifically its pediatric wards, where it accompanies sick children, giving them gifts and transmitting illusion.

It should be added that although this season due to the restrictions imposed by COVID protocols, it has unfortunately not been possible to visit the children in their rooms, the Club has been able to deliver almost 400 Valencian gifts to those responsible for La Fe, the Clinic, Doctor Peset, the General and Imed Hospitals.

400 / VALENCIAN GIFTS
IN THE 2022-2023 SEASON



OTHER SOCIAL ACTIONS: VALENCIA CF AND FUNDACIÓ VALENCIA CF

SCORE A GOAL AGAINST POVERTY



"Put a goal to poverty" is an educational Christmas campaign that has been carried out for 18 years, and seeks to sensitize citizens, mainly children, about the needs of those who do not have resources available, especially the youngest.

Under its slogan "Bring your game!", toys are collected to distribute among children without resources from various associations, with the support of the City Council of Valencia, the Valencian Institute of Creative Pedagogy (IVAPEC), Nuevo Centro, El Corte Inglés and UE. In the 2022-2023 season, more than 12,000 toys have been collected again.

+12,000 / TOYS COLLECTED



THE WISHING TREE



During the 2022-2023 season, this activity included in the Christmas campaign has been carried out for the second consecutive year. "The wishing tree", consists of another collection of toys to later distribute in the different solidarity actions carried out through the Fundació Valencia CF during the Christmas season. In this season, 150 participating families were photographed next to a Christmas tree located on the stadium lawn, and the little ones had the opportunity to express their desire in paper balls that decorated the tree.

HEALTH PROJECT WITH INCLIVA: THE FVCF AS A GYM

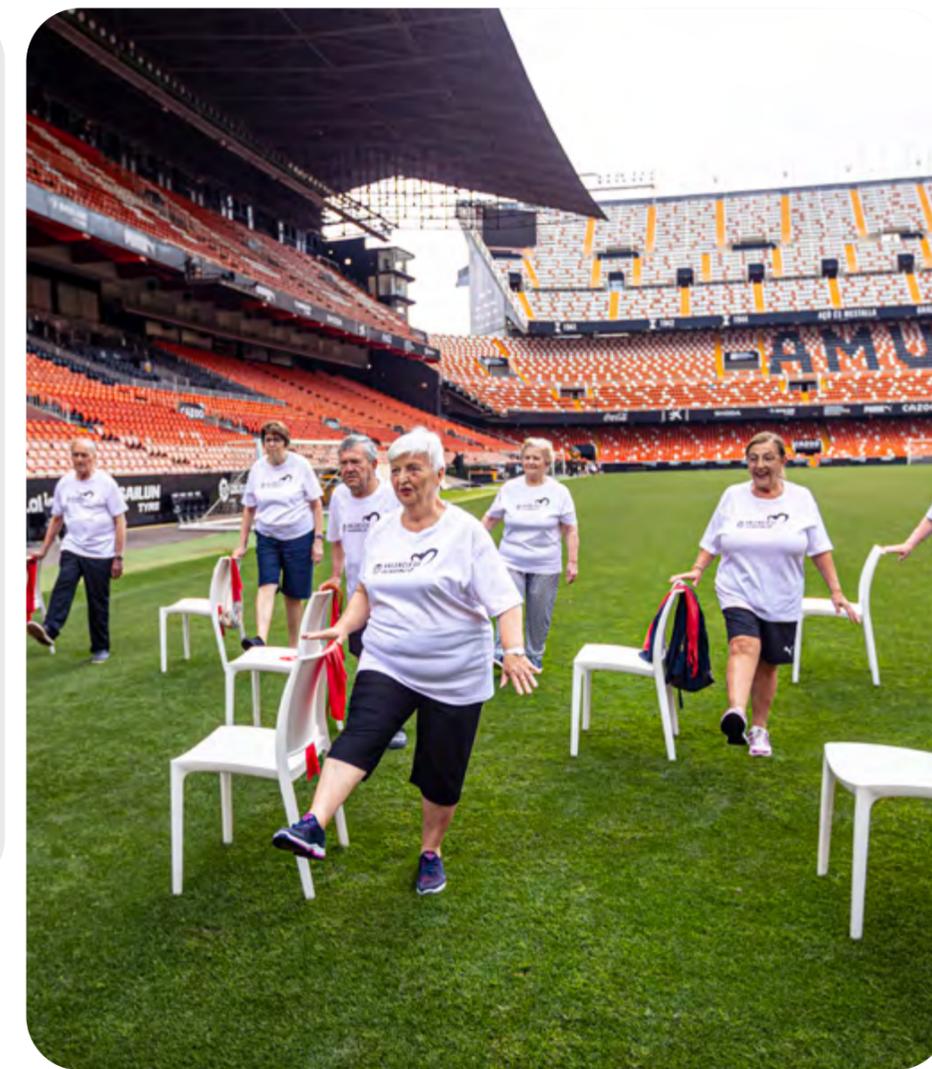


The VCF Foundation together with INCLIVA, an international reference institute in the field of health research, have launched a research project on personalized physical exercise as a key to aging better. This project is the basis of the "Improvement Program", of individualized physical exercise aimed at people over 70 years of age focused on the reversal of frailty and the prevention of the risk of falls, with the aim of improving their quality of life.

The VCF Foundation, responsible for providing the necessary economic, material and human resources, houses at its headquarters the physical exercise program, becoming a gym.

This project involves Club members and former players, the result of collaboration with the Valencia CF Footballers' Association.

In recognition of its work, the VCF Foundation has participated in the First Meeting of Donors organized by INCLIVA in gratitude for its support, solidarity and commitment, becoming an honorary ambassador entity for the financing of the Improvement Program.



COLLABORATIONS WITH LA LIGA FOUNDATION

PROJECT "THE VALUES OF THE FUTURE HOBBY"

Valencia CF, through the VCF Foundation, has participated in the project "The Values of the future fans" of LaLiga, whose purpose is to promote football fans among the youngest, and show the positive values that football can contribute to their training.



PARTICIPATION IN THE CSR ACTION OF LALIGA AND THE NGO BLOOMSBURY FOOTBALL

Valencia CF has become one of the participating clubs in LaLiga x Bloomsbury Football League in the 2022-2023 edition in the United Kingdom, which aims to harness the power of football to transform the lives of young people. To this end, the VCF Foundation has also donated black and white luggage to this program.

PARTICIPATION IN PLAYCHAMPIONS LALIGA AND THE ITALIAN NGO PLAYMORE!

Valencia CF is part of one of the 12 First and Second Division clubs participating in this charity tournament, which promotes sport and its values among vulnerable minors in Italy. To this end, the VCF Foundation has also donated black and white luggage to this program.



OTHER COLLABORATIONS AND ACTIONS

COMMITTED TO TRAINING

Since May 2009, Valencia CF has demonstrated its commitment to education and training in collaboration with the VCF Foundation through its Training Centre.

Currently, Valencia CF is one of the few football clubs in Spain that, together with the training center of the VCF Foundation, organizes a master's degree in sports management. The Master in International Sports Management (MBA Valencia CF), has revalidated in 2022 its status as the best master in Spain in sports management by the prestigious British publication SportBusiness, after having already been awarded in 2017, 2018 and 2019. Not only does it have the ranking at No. 1 in the ranking of best program at the national level, but at the European level it has achieved its classification in the top 3 in 2018 and 2022, being in 2022 in the top 17 worldwide.

The main objective of the MBA Valencia CF is to provide students with tools and knowledge in sports management, training them for the direction and management of organizations, facilities and sporting events in a global environment. In addition, the center has other programs and courses focused on the world of sport and oriented to various professional branches, in which professionals and entities of recognized prestige collaborate.

Likewise, the Fundació Valencia CF Training Center carries out training programs in various parts of the world, Sweden, France, Guatemala, Saudi Arabia among others; in addition to having offices in Brazil and Colombia.

14 / EDITIONS MASTER INTERNATIONAL SPORTS MANAGEMENT

+650 / STUDENTS

+35 / DIFFERENT NATIONALITIES



SOLIDARITY AUCTION AND DONATIONS

During the 2022-23 season, solidarity auctions organized by Fundació Valencia CF and Valencia CF have been held for the shirts of Valencia CF players worn at sporting events, allowing Valencianistas from all over the world to get an authentic collector's item.

The funds raised have amounted to a total of € 47,601.90, and have been allocated to the following projects:

- 1 **"Improvement Program"**, of the Health Research Institute of the Hospital Clínic de València (INCLIVA), with the participation of former Valencia CF players: The general objective of this project is to demonstrate the scientific-technical feasibility of defining a personalized program of multicomponent and social physical activity for people over 70 years of age, aimed at reversing frailty and preventing the risk of falls.
- 2 **"Back to School with Valencia CF"**, by Casa Caridad de Valencia, for its "School-Family" program: delivery of 50 kits of school supplies and complete equipment of the VCF Foundation, aimed at children from families at risk of social exclusion in the 3 nursery schools of this institution within its program.
- 3 **"Escoles Cor Blanquinegre"**, of the VCF Foundation, for minors at risk of social exclusion: purchase of football boots for the participants of the teams that are part of this project.
- 4 **"Casa Caridad"**, for its programs to help people in situations of poverty and social vulnerability.
- 5 **"Escoles Cor Blanquinegre"**, of the VCF Foundation, to promote the participation of girls in this project.
- 6 **"Red Cross"**, a project for migrants: donation aimed at promoting integration, education in values and combating racism.
- 7 **"Food Bank"**, distribution of food, VCF balls and VCF pets on Three Kings Night among needy families in the Camp de Mestalla.



OTHER COLLABORATIONS AND ACTIONS

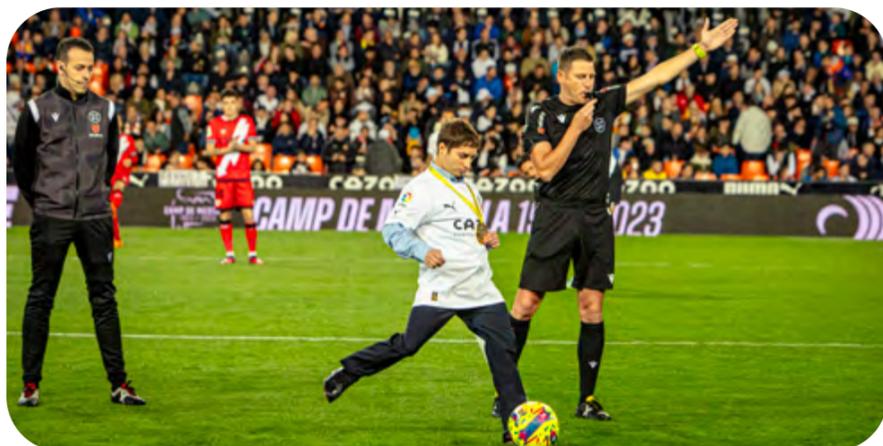
VALENCIAN SMILES IN NEPAL

The VCF Foundation has sent to Nepal, in collaboration with the NGO Dream Nepal, Valencian gifts to motivate smiles in about 60 children in special life circumstances.

Additionally, the Fundació Valencia CF collaborates every season with numerous entities that dedicate their efforts to alleviate social needs and care for people in special circumstances. Among others, the VCF Foundation collaborates with FEDER, Casa Caridad Valencia, Red Cross, Pequeño Deseo Foundation, LAMNA, PAYASOSPITAL, Casa Grande Association, Valencian Association Solidarity Childhood and Youth, Crecer en Positivo Association, Latiendo Juntos, Spanish Association against Cancer, Arropa – Caritas Valencia, Youth Revolution Foundation (Uganda), Sueño de Vicky, Omnicom PR Group, Red Cent, Dogpoint, Food Bank of Valencia and INCLIVA.

CARLOS HUERTAS, SOCIAL AMBASSADOR VCF FOUNDATION

In order to promote the transmission of values through sport, the outstanding figure of "Ambassador of Fundació Valencia CF" has been created, designating the Valencian athlete Carlos Huertas, para-karate world champion. Through actions such as periodic visits to schools or social evenings on the VCF Campus, he spreads his extraordinary example of effort and personal improvement to hundreds of children and adults.



HERITAGE / SOCIAL AND CULTURAL ACTIONS

URBAN ART

The Urban Art Route of Valencia CF is an activity resulting from the collaboration between the VCF Foundation and the Diputació de València, through València Turisme, to promote quality urban art as a channel of cultural and artistic expression, to create a tourist itinerary of reference linked to Valencia CF in the province of Valencia, being Mestalla the theme chosen for the first edition, within the acts of the centenary of the stadium. The three locations selected to host these mural exhibition spaces in the 1st edition were Cullera, Sueca and Riba-roja del Túria, being the Camp de Mestalla the km.0 of the Route.

POPULATION	ARTISTS	ESTIMATED AUDIENCE
CULLERA	Xemayo, Mawe and Sink	100,000
RIBA-ROJA DE TÚRIA	Yeko	1,000,000
SUECA	Moreno	60,000

The purpose of this call is the creation of several outdoor artistic murals to publicize the history, legends and values of Valencia CF, as well as the different municipalities of the province of Valencia, promoting tourism in the area and with it its cultural and commercial activity, and above all reinforcing its attractiveness as a first level tourist power.



These 3 murals were also exhibited on the pitch in the preview of the Valencia CF – R. Betis Balompié match, through life-size reproductions of the three works.

The awards ceremony to the artists of the winning murals took place in the Agora of Design of the Plaza del Ayuntamiento and framed in the World Design Capital Valencia 2022. Thanks to the "I Contest of the Urban Art Route", the three winning projects have received an economic contribution of € 4,000 gross per mural, and the projects selected in 2nd and 3rd position, € 500 gross and € 300 gross respectively.

Due to the great success and relevance of this Contest, this season has also started the 2nd edition of the Urban Art Route of Valencia CF. The towns selected to house the works have been Alfafar, Atzeneta D'Albaida, Gandia and Oliva.

POPULATION	ARTISTS	ESTIMATED AUDIENCE
ALFAFAR	Moreno	50,000
ATZENETA D'ALBAIDA	Xemayo and Sink	15,000
GANDIA	Yeko	700,000
OLIVA	Paucda and Nacho Mawe	60,000



EXTENSION OF THE HISTORICAL ARCHIVE OF VALENCIA CF

Fundació Valencia CF has started a joint initiative with all the departments of Valencia CF to preserve the institutional memory of the Entity.

Currently, the historical archive of Valencia CF houses numerous documents that tell the history of the Club, from the constitutional act, memories of the Club, minutes of matches to records and files of the players. Unfortunately, documentation begins to disappear in the early 80s. To prevent the gap from continuing to widen, an action will be carried out that places all the documentation that may be historical in an intermediate archive for its assessment, and subsequently its transfer to the permanent Historical Archive, where it will also be used for historical-graphic resources and as a source of information for future publications.

The Department of Heritage and Museum of the Fundació Valencia CF, ensures to maintain the memory of the 104 years of history of the Club and recover the deserved importance of its protagonists. As a result of the specialized work of recovery of this heritage, throughout the 2022-2023 season the following actions have been carried out:



ALGIRÓS FORUM "MESTALLA. A CENTURY OF EXPERIENCES"

This forum arose on the occasion of the centenary of the Camp de Mestalla in order for different voices to transfer their personal and professional experiences linked to the stadium. It took place in the VIP Box of Mestalla and integrated the round table Carlos Ochando (professor of Building Engineering of the UPV), Lola Pons (daughter of the concierge of the stadium in the period 1939-1971), Pepe Claramunt (legend of Valencia CF) and Salvador Gomar (son of the manager Salvador Gomar and former worker of the Club).

This event could be followed live through the valenciacf.com website, the Valencia CF APP and VCF Media Radio.

EXHIBITIONS HISTORY VALENCIA CF

Additionally, the history of Valencia CF has continued to be disseminated with exhibitions in different locations in the Valencian Community:

Exhibition "Els nostres ídols. Arias" in Catarroja: tribute to the former Valencian player with more seasons in the first team, black and white legend and current ambassador of the Club, which was visited by 1,500 people.

Exhibition "Els nostres ídols. Saura" in Onda: tribute to the former Valencian player as a legend of Valencia CF, which was visited by 2,000 people.

Framed within the Escoles Cor Blanquinegre project, this exhibition was also moved to the Castellón I Penitentiary Center, where it was visited by 200 people.

Exhibition on the history of Valencia CF Femenino "Elles som tots" in Almenara. Its inauguration had three important Valencia CF players born in Almenara, Jaume Domènech, Marta Mateos and Forment, and had 700 visits.

Also within the project of Escoles Cor Blanquinegre was exhibited at CEIP Santa Bàrbara de Benifaió and CEIP Pintor Teodoro Andreu de Alzira.

Exhibition "Un sentiment etern": adaptation of the exhibition of the centenary of the Club for children and young people inaugurated this season in Alfafar, and which received the visit of 700 people.

The opening ceremony of this journey of Valencianism throughout 103 years of history was attended by the ambassador of Valencia CF Miguel Tendillo.

At the end of June, talks on the history of Valencia CF were given to the participants in the 2022 summer camp.



09

ANNEXES

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A / INDEX OF CONTENTS REQUIRED BY LAW 11/2018 AND GRI CROSS-REFERENCES

I This material refers to GRI 1 Foundations, 2021.

GENERAL AREAS

AREAS	REPORTING FRAMEWORK	REFERENCE (SECTION)
Business model	<p>GRI 2-1 Organizational Details.</p> <p>GRI 2-2 Entities included in sustainability reporting.</p> <p>GRI 2-6 Activities, value chain and other business relationships.</p> <p>GRI 2-9 Governance structure and composition.</p> <p>GRI 2-23 Commitments and policies.</p>	02. INTRODUCTION 04. #ADNVCF
Policies and results of these policies	<p>GRI 2-23 Commitments and policies</p> <p>GRI 2-24 Mainstreaming commitments and policies</p>	06. ECONOMIC SUSTAINABILITY AND RESPONSIBLE MANAGEMENT
Main risks and impacts identified	<p>GRI 3-3 Management of material issues</p>	04. #ADNVCF

ENVIRONMENTAL ISSUES

AREAS	REPORTING FRAMEWORK	REFERENCE (SECTION)	
Environmental management	<p>Current and foreseeable effects of the company's activities</p> <p>Environmental assessment or certification procedures</p> <p>Resources dedicated to the prevention of environmental risks</p> <p>Application of the precautionary principle</p> <p>Amount of provisions and guarantees for environmental risks</p>	<p>GRI 3-3 Management of material issues</p> <p>Internal Criterion/GRI 201-2 Financial implications and other risks and opportunities arising from climate change (Accounting Criterion)</p> <p>GRI 2-23 Commitments and policies</p> <p>Law 26/2007 on Environmental Liability (if applicable)</p>	06. ECONOMIC SUSTAINABILITY AND RESPONSIBLE MANAGEMENT
Contamination	<p>Measures to prevent, reduce or repair carbon emissions (also includes noise and light pollution)</p>	GRI 3-3 Management of material issues	07. ENVIRONMENTAL SUSTAINABILITY
Circular economy and waste prevention and management	<p>Measures for the prevention, recycling, reuse, other forms of recovery and disposal of waste</p> <p>Actions to combat food waste</p>	<p>GRI 3-3 Management of material issues</p> <p>GRI 306-3 (2020) Waste generated</p> <p>GRI 3-3 Management of material issues</p>	
Sustainable use of resources	<p>Water consumption and water supply according to local constraints</p>	<p>GRI 3-3 Management of material issues</p> <p>GRI 303-3 Water extraction</p>	
	<p>Consumption of raw materials</p>	<p>GRI 3-3 Management of material issues</p> <p>GRI 301-1 Materials used by weight or volume</p>	
	<p>Direct and indirect energy consumption</p>	GRI 302-1 Energy consumption within the organization	
	<p>Measures taken to improve energy efficiency</p>	GRI 3-3 Management of material issues	
Climate change	<p>Important elements of greenhouse gas emissions generated</p>	<p>GRI 305-1 Direct GHG emissions (scope 1)</p> <p>GRI 305-2 Indirect GHG emissions associated with energy (scope 2)</p> <p>If applicable: GRI 305-3 Other indirect GHG emissions (scope 3)</p>	
	<p>Measures taken to adapt to the consequences of climate change</p>	GRI 3-3 Management of material issues	
	<p>Voluntarily established reduction targets</p>	GRI 3-3 Management of material issues	
Protection of biodiversity	<p>Measures taken to preserve or restore biodiversity</p> <p>Impacts caused by activities or operations in protected areas</p>	GRI 3-3 Management of material issues	



A / INDEX OF CONTENTS REQUIRED BY LAW 11/2018 AND GRI CROSS-REFERENCES

I This material refers to GRI 1 Foundations, 2021.

SOCIAL AND PERSONNEL ISSUES

AREAS	REPORTING FRAMEWORK	REFERENCE (SECTION)
Employment	Total number and distribution of employees by sex, age, country and professional category	GRI 2-7 Employees GRI 405-1 Diversity of Governing Bodies and Employees
	Total number and distribution of employment contract modalities	
	Annual average of indefinite, temporary and part-time contracts by sex, age and professional category	GRI 2-7 Employees
	Number of dismissals by sex, age and professional category	GRI 401-1 New hires and staff turnover
	Wage gap	Internal frame: the calculation has been made with the following formula: (Ps. Half Women – Salt. Half Men)/ Salt. Medium Men
	Average remuneration by sex, age and professional category	Internal framework: Average remuneration (includes the total remuneration for the year, fixed salary and all variable remuneration (allowances, allowances, payment to savings pension systems, etc.) obtained during the year.
	Average remuneration of directors by sex	
	Average remuneration of managers by sex	
	Implementation of labor disconnection policies	GRI 3-3 Management of material issues
	Employees with disabilities	GRI 405-1 Diversity in governing bodies and employees.
Organization of work	Organization of working time	GRI 3-3 Management of material issues
	Number of hours of absenteeism	Internal framework: absenteeism rate
	Measures to facilitate the enjoyment of conciliation and to encourage the exercise of conciliation by both parents	GRI 3-3 Management of material issues
Health & Safety	Occupational health and safety conditions	GRI 403-1 Occupational Health and Safety Management System
	Number of occupational accidents and diseases by sex, frequency rate and severity by sex	GRI 403-9 Work-Related Injuries Frequency rate = Number of accidents with sick leave x 1,000,000 / number of hours worked (excluding commuting accidents) Severity rate = Number of days lost x 1,000,000 / number of hours worked (excluding commuting accidents)
		08. SOCIAL SUSTAINABILITY

AREAS	REPORTING FRAMEWORK	REFERENCE (SECTION)
Social relations	Organisation of social dialogue	GRI 3-3 Management of material issues
	Percentage of employees covered by collective agreement by country	GRI 2-30 Collective bargaining agreements
	Assessment of collective agreements, particularly in the field of health and safety at work	GRI 3-3 Management of material issues
	Mechanisms and procedures available to the company to promote the involvement of workers in the management of the company, in terms of information, consultation and participation	GRI 2-29 Stakeholder Engagement Approach
Formation	Policies implemented in the field of training	GRI 404-2 Employee Skills Enhancement Programs and Transition Assistance Programs.
	Total number of training hours by professional category.	Internal framework
Universal accessibility for persons with disabilities		GRI 3-3 Management of material issues
Equality	Measures taken to promote equal treatment and opportunities for women and men	GRI 3-3 Management of material issues
	Equality plans measures taken to promote employment, protocols against sexual and gender-based harassment	GRI 3-3 Management of material issues GRI 2-23 Commitments and policies
	Integration and universal accessibility of persons with disabilities	GRI 3-3 Management of material issues
	Policy against all types of discrimination and, where appropriate, diversity management	GRI 3-3 Management of material issues GRI 2-23 Commitments and policies
		08. SOCIAL SUSTAINABILITY

A / INDEX OF CONTENTS REQUIRED BY LAW 11/2018 AND GRI CROSS-REFERENCES

I This material refers to GRI 1 Foundations, 2021.

INFORMATION ON RESPECT FOR HUMAN RIGHTS

AREAS	REPORTING FRAMEWORK	REFERENCE (SECTION)
Implementation of human rights due diligence procedures	GRI 2-26 Mechanisms for Seeking Advice and Raising Concerns GRI 3-3 Management of material issues	06. ECONOMIC SUSTAINABILITY AND RESPONSIBLE MANAGEMENT
Prevention of the risks of human rights violations and, where appropriate, measures to mitigate, manage and remedy possible abuses committed	GRI 3-3 Management of material issues GRI 2-23 Commitments and policies GRI 2-26 Mechanisms for Seeking Advice and Raising Concerns	06. ECONOMIC SUSTAINABILITY AND RESPONSIBLE MANAGEMENT 08. SOCIAL SUSTAINABILITY
Complaints of human rights violations	Internal framework: quantitative information on the number of complaints.	
Promotion of and enforcement of the provisions of fundamental ILO Conventions relating to respect for freedom of association and the right to collective bargaining, the elimination of discrimination in employment and occupation, the elimination of forced or compulsory labour and the effective abolition of child labour	GRI 3-3 Management of material issues GRI 2-23 Commitments and policies	

INFORMATION RELATING TO THE FIGHT AGAINST CORRUPTION AND BRIBERY

AREAS	REPORTING FRAMEWORK	REFERENCE (SECTION)
Measures taken to prevent corruption and bribery	GRI 2-25 Processes to remedy negative impacts GRI 2-23 Commitments and policies GRI 2-26 Mechanisms for Seeking Advice and Raising Concerns	06. ECONOMIC SUSTAINABILITY AND RESPONSIBLE MANAGEMENT
Measures to combat money laundering	GRI 2-25 Processes to remedy negative impacts GRI 2-23 Commitments and policies GRI 2-26 Mechanisms for Seeking Advice and Raising Concerns	
Contributions to foundations and non-profit organizations	Internal framework: quantitative information on the number of complaints.	

INFORMATION ABOUT THE COMPANY

AREAS	REPORTING FRAMEWORK	REFERENCE (SECTION)	
The company's commitments to sustainable development	Impact of societal activity on employment and local development	GRI 3-3 Management of material issues	04. #ADNVCF 08. SOCIAL SUSTAINABILITY
	Impact of the activity of society on local populations and on the territory	GRI 3-3 Management of material issues	
	Relations with local community actors and the modalities of dialogue with them.	GRI 3-3 Management of material issues	
	Partnership or sponsorship actions	GRI 3-3 Management of material issues GRI 2-28 Affiliation to associations Internal framework: description of partnership or sponsorship actions.	
Subcontracting and suppliers	Inclusion of social, gender equality and environmental issues in procurement policy	GRI 3-3 Management of material issues	08. SOCIAL SUSTAINABILITY
	Consideration in relations with suppliers and subcontractors of their social and environmental responsibility	GRI 2-6 Activities, value chain and other business relationships GRI 2-24 Mainstreaming commitments and policies	
	Monitoring and audit systems and their results		
Consumers	Measures for the health and safety of consumers	GRI 3-3 Management of material issues	06. ECONOMIC SUSTAINABILITY AND RESPONSIBLE MANAGEMENT 08. SOCIAL SUSTAINABILITY
	Complaint systems	GRI 2-16 Communication of critical concerns GRI 2-25 Processes to remedy negative impacts	
	Complaints received and resolution	GRI 2-25 Processes to remedy negative impacts Internal framework: information on complaints and opportunities for improvement	
Tax information	Benefits obtained on a country-by-country basis	GRI 207-4 Country-by-country reporting	06. ECONOMIC SUSTAINABILITY AND RESPONSIBLE MANAGEMENT
	Taxes on profits paid	GRI 207-4 Country-by-country reporting	
	Public subsidies received	GRI 201-4 Financial assistance received from the government	NO MATERIAL

OTHER GRI CROSS-REFERENCES NOT CONTEMPLATED IN LAW 11/2018.

B / SUSTAINABLE DEVELOPMENT GOALS.

REFERENCE	GRI STANDARD		OBJECTIVE	GOALS	ACTIONS
02/ Introduction.	GRI 2-3 Reporting period, frequency and point of contact. GRI 2-5 External verification.				<ul style="list-style-type: none"> _Promote healthy lifestyle habits through sports practice and healthy eating to children of the VCF Academy and their families. _Promote healthy lifestyle habits through talks given in schools by VCF Academy players.
04/ #ADNVCF	GRI 2-22 Declaration on the Sustainable Development Strategy.		Goal 3: Ensure healthy lives and promote well-being for all at all ages.	Target 3.d Strengthen the capacity of all countries, particularly developing countries, in early warning, risk reduction and management of national and global health risks.	<ul style="list-style-type: none"> _Encourage sports practice among boys and girls through national and international campuses and schools. _Have specialized personnel in nutrition, medicine and physical preparation for all sports templates. _Collaboration through the VCF Foundation with health centers for the research and development of programs focused on health and well-being. _Promotion of alliances through the Innovation Hub of the Club with leading companies in the field of medicine, medical research and sports medicine for the development of research and development projects in this field.
05/ Materiality Analysis.	GRI 3-1 Process of determination of material issues. GRI 3-2 List of Material Topics.				
06/ Economic sustainability and responsible management.	GRI 205-1 Operations evaluated for risks related to corruption. GRI 205-2 Communication and training on anti-corruption policies and procedures. GRI 416-2 Cases of non-compliance relating to the health and safety impacts of product and service categories. GRI 418-1 Substantiated claims regarding violations of customer privacy and loss of customer data.				<ul style="list-style-type: none"> _Promotion of study habits among the players of the lower categories of the VCF Academy. _Individual monitoring and support to players of lower categories through the education department of the VCF Academy. _Alliances with educational centers so that sports personnel (players and technicians) have at their disposal quality and specialized training. _Through the Talent Management department, support and individualized follow-up to players in each of the stages of their sporting life. _Training through integrity workshops. _Training of Academy players in financial self-management. _Sensitization and sensitization to all staff on equality and the fight against violence and xenophobia.
07/ Environmental sustainability	GRI 303-5 Water Consumption.		Goal 4: Ensure inclusive, equitable and quality education and promote lifelong learning opportunities for all.	<p>Target 4.1 By 2030, ensure that all girls and boys complete free, equitable and quality primary and secondary education and produce relevant and effective learning outcomes.</p> <p>Target 4.4 By 2030, substantially increase the number of youth and adults who have the necessary skills, including technical and vocational skills, for employment, decent work and entrepreneurship.</p> <p>Target 4.7 By 2030, ensure that all learners acquire the knowledge and skills necessary to promote sustainable development, including through education for sustainable development and sustainable lifestyles, human rights, gender equality, promotion of a culture of peace and non-violence, global citizenship and the appreciation of cultural diversity and the contribution of culture to sustainable development.</p>	
08/ Social Sustainability	GRI 204-1 Proportion of expenditure on local suppliers. GRI 402-1 Minimum notice periods on operational changes. GRI 403-2 Hazard identification, risk assessment and incident investigation. GRI 403-5 Training of workers on health and safety at work. GRI 404-1 Average hours of training per year per employee. GRI 405-2 Ratio of basic salary and remuneration of women to men. GRI 406-1 Cases of discrimination and corrective actions undertaken. GRI 413-1 Operations with local community participation, impact evaluations and development programs. GRI 417-3 Cases of non-compliance related to marketing communications.		Goal 5: Achieve gender equality and empower all women and girls.	<p>Target 5.5 Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life.</p> <p>Target 5.c Adopt and strengthen sound policies and enforceable laws to promote gender equality and the empowerment of all women and girls at all levels.</p>	<ul style="list-style-type: none"> _Support and promotion of women's football through the VCF Foundation with the transfer of the Valencia CF brand. _Integration of the Women's Football Academy with the Men's Football Academy in the facilities of the Ciutat Esportiva de Paterna. _Compliance with the measures established in the Equality Plan for the Group.

B / SUSTAINABLE DEVELOPMENT GOALS.

OBJECTIVE	GOALS	ACTIONS	OBJECTIVE	GOALS	ACTIONS
 <p>Goal 6: Ensure availability and sustainable management of water and sanitation for all.</p>	<p>Target 6.3 By 2030, improve water quality by reducing pollution, eliminating dumping and minimizing the release of hazardous chemicals and materials, halving the share of untreated wastewater and significantly increasing recycling and safe reuse globally.</p> <p>Target 6.4 By 2030, substantially increase the efficient use of water resources in all sectors and ensure the sustainability of freshwater abstraction and supply to address water scarcity and significantly reduce the number of people suffering from water deprivation.</p>	<p>_Use of pesticides and non-polluting products for the maintenance of the grass fields located in the Group's facilities.</p> <p>_Creation of a water well together with a water treatment plant for the irrigation of the fields in the Ciutat Esportiva de Paterna, limiting the use of water from the network to human consumption.</p> <p>_Collection of rainwater on the roof of the gym of the sports city for later use in the irrigation of the training fields.</p> <p>_Replacement of the grass of the playing and training fields with different varieties according to the time of year to encourage the saving of water needs.</p> <p>_Domotization of irrigation systems.</p> <p>_Good preventive maintenance of all facilities, correction of anomalies and monitoring of possible leaks.</p>	 <p>Goal 9: Build resilient infrastructure, promote sustainable industrialization and foster innovation.</p>	<p>Target 9.1 Develop reliable, sustainable, resilient and quality infrastructure, including regional and cross-border infrastructure, to support economic development and human well-being, with special emphasis on affordable and equitable access for all.</p> <p>Target 9.4 By 2030, modernize infrastructure and convert industries to be sustainable, using resources more efficiently and promoting the adoption of clean and environmentally sound technologies and industrial processes, and ensuring that all countries take action according to their respective capabilities.</p>	<p>_Since 2020, creation and maintenance of the Valencia CF Innovation Hub program, in order to promote innovative projects related to the world of sport.</p> <p>_The project of the new stadium will involve the replacement of one facility by another 100% sustainable and of quality.</p>
 <p>Goal 7: Ensure access to affordable, secure, sustainable and modern energy.</p>	<p>Target 7.2 By 2030, substantially increase the share of renewable energy in the energy mix.</p>	<p>_Contracting through the electricity supplier the supply of energy from renewable sources. 100% of the electricity consumed is green energy.</p> <p>_The boilers of the sports city work with biomass.</p> <p>_The generation of domestic hot water in the Mestalla stadium is by Aerotermia.</p> <p>_Progressive replacement of air conditioning and lighting devices to achieve better energy efficiency ratios.</p> <p>_Replacement of all the lighting of the training fields of the sports city with LED lighting.</p> <p>_Installation of electric chargers for vehicles in the Ciutat Esportiva de Paterna.</p>	 <p>Goal 10: Reduce inequality within and between countries.</p>	<p>Target 10.2 By 2030, empower and promote the social, economic and political inclusion of all people, regardless of age, sex, disability, race, ethnicity, origin, religion, economic or other status.</p> <p>Target 10.3 Ensure equalization of opportunity and reduce inequality of outcome, including by eliminating discriminatory laws, policies and practices and promoting appropriate legislation, policies and measures in this regard.</p>	<p>_Valencia CF Inclusive: teams aimed at facilitating the practice of football among people with intellectual disabilities.</p> <p>_Participation of Valencia CF Inclusiva in LaLiga Genuine.</p> <p>_Organization since 2017 of the DI Campus with the aim of facilitating the practice of football as a motivation for the personal development and social interaction of people with intellectual disabilities.</p> <p>_Development of the Escoles Cor Blanquinegre Project in prisons and in schools and care centers for minors.</p> <p>_Support and promotion of women's football.</p> <p>_Alliances and collaborations with non-profit entities.</p> <p>_Universal accessibility in all Group facilities.</p> <p>_Other social actions with the VCF Foundation.</p>
 <p>Goal 8: Promote inclusive and sustainable economic growth, employment and decent work for all.</p>	<p>Target 8.2 Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including by focusing on high value-added and labour-intensive sectors.</p> <p>Target 8.3 Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and foster the formalization and growth of micro, small and medium-sized enterprises, including through access to financial services.</p> <p>Target 8.5 By 2030, achieve full and productive employment and decent work for all women and men, including youth and persons with disabilities, as well as equal pay for work of equal value.</p> <p>Target 8.8 Protect labour rights and promote a safe and secure working environment for all workers, including migrant workers, in particular migrant women and persons in precarious employment.</p>	<p>_Since 2020, creation and maintenance of the Valencia CF Innovation Hub program, in order to promote innovative projects related to the world of sport.</p> <p>_Continuous search for innovations and improvements in the Group's business areas.</p> <p>-More than 98% of the Group's non-sporting staff have permanent contracts.</p> <p>_100% of non-sporting staff covered by the collective agreement.</p> <p>_Promotion of the education and training of players in the lower categories to try to ensure a decent future work even outside the world of football.</p> <p>_Creation, implementation and use of a due diligence process that regulates the Group's relations with third parties to ensure that they comply with the Group's ethical and conduct standards, as well as with the provisions of the Declaration of Human Rights.</p> <p>_Implementation and compliance with the measures contained in the Group's Compliance Manual.</p> <p>_Implementation and compliance with the measures established in the Equality Plan for the Group.</p> <p>_Preventive policy of occupational accidents and Health and Safety Committee made up of 3 representatives.</p>	 <p>Goal 11: Make cities more inclusive, safe, resilient and sustainable.</p>	<p>Target 11.4 Strengthen efforts to protect and safeguard the world's cultural and natural heritage.</p> <p>Target 11.6 By 2030, reduce the negative per capita environmental impact of cities, including by paying particular attention to air quality and municipal and other waste management.</p>	<p>_Exhibitions, tributes and activities that promote the preservation of the heritage and culture that surround Valencia CF.</p> <p>_Implementation of a Waste Management System to reduce the environmental impact generated by the Group's companies.</p>
			 <p>Goal 12: Ensure sustainable consumption and production patterns.</p>	<p>Target 12.2 By 2030, achieve sustainable management and efficient use of natural resources.</p> <p>Target 12.4 By 2020, achieve the environmentally sound management of chemicals and all wastes throughout their life cycle, in accordance with agreed international frameworks, and significantly reduce their release to air, water and soil in order to minimize their adverse effects on human health and the environment.</p> <p>Target 12.5 By 2030, significantly reduce waste generation through prevention, reduction, recycling and reuse.</p>	<p>_Reduction of paper consumption through the implementation of digitalization projects in the Group's companies.</p> <p>_Reduction of water consumption by replacing the grass of the playing and training fields.</p> <p>_Use of pesticides and non-polluting products for the maintenance of the grass fields located in the Group's facilities.</p> <p>_Implementation of a Waste Management System to reduce the environmental impact generated by the Group's companies.</p>

B / SUSTAINABLE DEVELOPMENT GOALS.

C / AUDITORS VERIFICATION REPORT

OBJECTIVE	GOALS	ACTIONS
 <p>Goal 13: Take urgent action to combat climate change and its effects.</p>	<p>Target 13.3 Improve education, awareness-raising and human and institutional capacity for climate change mitigation, adaptation, impact reduction and early warning.</p>	<ul style="list-style-type: none"> _Measurement of the carbon footprint in order to implement measures to reduce the emissions generated. _Awareness campaigns aimed at fans. _Implementation of a Waste Management System in order to improve the management and handling of waste generated. _Submit the Group's facilities to periodic energy audits.
 <p>Goal 15: Sustainably manage forests, combat desertification, halt and reverse land degradation, halt biodiversity loss.</p>	<p>Target 15.4 By 2030, ensure the conservation of mountain ecosystems, including their biodiversity, in order to enhance their capacity to provide essential benefits for sustainable development.</p>	<ul style="list-style-type: none"> _Action Trees x Goals in forests of Lliria.
 <p>Goal 16: Promote just, peaceful and inclusive societies.</p>	<p>Target 16.1 Significantly reduce all forms of violence and related mortality rates worldwide. Target 16.5 Significantly reduce corruption and bribery in all its forms. Target 16.6 Create effective and transparent accountable institutions at all levels.</p>	<ul style="list-style-type: none"> _Ensure compliance with Law 19/2007, of July 11, against Violence, Racism, Xenophobia and Intolerance in Sport. _Implementation of code of conduct approved with the Board of Directors. _Continuous audit and application of the Compliance Manual. _Enable a whistleblowing channel. _Creation and application of a due diligence process with third parties. _Creation and application of the Internal Regulations of access and permanence to the facilities of the Club that ensures compliance with Law 19/2007, among others. _Creation and application of purchasing and travel policies. _Dissemination of the "Guide to Good Practices" prepared by LaLiga. _Creation of a matrix of Criminal Risks with continuous monitoring and updating. _Training in Integrity for players and critical personnel. _Training plans for employees in Compliance. _Transparency web portal with public access to economic information and good governance. _Transparency Index higher than 92% in the latest INFUT index prepared (2019). _Economic control that ensures compliance with the Financial Fair Play established by LaLiga and UEFA.
 <p>Goal 17: Revitalize the Global Partnership for Sustainable Development.</p>	<p>Target 17.17 Encourage and promote effective partnerships in the public, public-private and civil society spheres, building on the experience and resourcing strategies of partnerships.</p>	<ul style="list-style-type: none"> _Alliances and agreements with collectives and associations linked to Valencia CF (ValenciaCF Footballers Association, Valencia CF Foundation). _Alliances with schools, universities and training centers. _Alliances and agreements with other schools and national and international sports entities (Escoles VCF + Internacional Programms). _Affiliation to other organizations (LaLiga, RFEF, FFCV, UEFA and ECA).



